THE FOCUS Construction

The Enterprise F1

April 13, 2020

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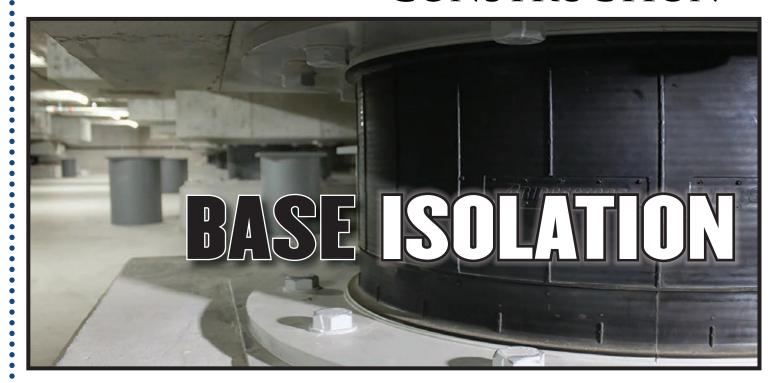
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Last month's earthquake in Salt Lake County wasn't the looming 'big one,' but it was good test for existing seismic upgrades and a reconfirmation of the need for those that are ongoing

The 5.7-magnitude earthquake that shook the Wasatch Front on

March 18 wasn't quite "the big one" that looms large in Utahns' imaginations, but it was intense enough to prompt an assessment of its effect on numerous structures

where people work, gather and play.

Fortunately, some of Utah's oldest and most revered architectural treasures, built long before stringent seismic standards became common practice, endured this test-run earthquake with distinction, thanks to the foresight and planning in recent decades that led to comprehensive base-isolation renovations preserving their stability.

Post-earthquake inspections of both the Utah State Capitol and the Salt Lake City & County Building showed that their base isolators (finished in 2008 and 1989, respectively) did their job. Each of these iconic buildings held up remarkably well due to planning throughout Utah.

There are large logistical and cost barriers to doing base isolation on existing buildings, said Paul Lawrence, who has extensive seismic work experience as a project man-



ience as a project manager for Jacobsen Construction Co., the general contrac-

Construction Co., the general contractor which performed the base isolation work on both the Capitol and the Salt Lake City & County Building. Lawrence says that's why base isolation renovations are usually only done "for very sensitive buildings that have to stay in operation in emergencies," — such as the Capitol — or for buildings that must be carefully preserved "for the historical value alone."

see EARTHQUAKE page F19

Editor's note: The Enterprise has removed a rendering which originally ran in this space. The rendering showed the design elements for base isolation seismic upgrades for the historic foundations of the Salt Lake Temple, but contained inaccuracies in the caption. It was not submitted by Jacobsen Construction, the contibutor of this article. The most current information on Temple Square renovation work being completed by Jacobsen can be found at templesquare.org under Construction Updates.

EARTHQUAKE-PROOFING WORKS! Salt Lake City's new Public Safety Building was put to the test during last month's earthquake Page F35

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The lure of international construction

... but you better do your homework before heading overseas

One thing I'm sure of is that the world needs our construction industry. I have spent a significant portion of my career working overseas and have seen the lucrative enticement of working on foreign projects as well as the challenges involved with them.

One of my more extreme experiences began in the early 2000s, when Russia, the United States and several other international parties formed a partnership to build a chemical weapons disposal facility in Siberia near the town of Shchuch'ye. The

project was deemed critical due to tens of thousands of chemical weapons that had been stored (and later abandoned) in a field near the village of Panovoye. The site held approximately 1.9 million artillery shells and 600 warheads containing 5,460 metric tons of nerve agents, 13.6 percent of the total Russian chemical weapons stockpile. The weapons were protected only by shed-like structures made of wood and corrugated metal and surrounded by rusty fences and barbed wire. Security was nonexistent.

Until 1993, the residents of Panovoye had no idea that they lived next to one of the world's largest chemical weapons depots. When they were discovered, Russian government officials tried to reassure the inhabitants and dismiss their safety concerns. However, it was undeniable that the nerve agent stocks were poorly protected against fire and natural disaster, among other things. As concern grew, precautions were taken, and gas masks



were distributed to every household. Regardless, security and proliferation concerns persisted because the physical protection of the depot was limited, guards were poorly paid and many of the chemical weapons stored at the site

were easily portable.

As was soon discovered, although the shells were stored without their burster charges, terrorists were planning to steal them and use other types of explosives to disperse the nerve agent on their desired targets. Additionally, just across the

border in Kazakhstan, Al-Qaeda was also formulating plans to steal the weapons. As a result, then- President George Bush, along with other international donors, gave the Russian government \$7 billion to begin immediately building a new chemical weapons disposal facility.

The project had two main components, which were building a mancamp to house the expatriates working on the project and the Schuch'ye Chemical Weapons Disposal Facility. On a project of this magnitude, there are generally three major parties involved: the technical employer, the project engineer and the general contractor.

• The **technical employer** is the foreign entity with expertise in exercising construction supervision (completed works and quality) — in this case, a Russian company.

• The **project designer** is the company responsible for preparing the design drawings and documentation as

well as providing expert assessment of design documentation — in this case, a company foreign to Russia.

• The general contractor is the company responsible for organizing and coordinating the construction process and safety requirements on-site — in this case, a company foreign to Russia. The general contractor generally performs the bulk of the work and employs subcontractors for specific work items.

Construction began in 2002 and was plagued from the get-go with major problems. First, many of the local sub-contractors demanded 95 percent of their payments up front and then declared bankruptcy upon receiving the funds. These subs walked away with millions of dollars designated for the project and often kept the money while their workers went unpaid. Second, nearly every environmental and construction permit required "money under the table" to move it forward through the approval process. Third, there were no government regulations preventing this type of activity. We quickly learned many of the pitfalls of working within the confines of the Russian construction system.

Some generalities that can be learned from these experiences may help local construction companies considering international construction work. Some of them include, but are not limited to:

1. Understand the labor environment you are proposing to work in. What are their labor laws and industry standards? 2. Research the region for business practices. Are there underlying concerns with corruption in the region?

3. Learn about additional safety concerns with working in a foreign country. Are there additional concerns for employee safety outside of the typical construction concerns?

4. Understand industry standards of the region. Often industries in foreign countries place a much different importance on safety requirements, materials standards, construction standards and even codes of conduct.

5. Get familiar with project funding sources. Understand the requirements for working with the funding agency and how payments will be made.

6. Review contract requirements. Will you be required to utilize a certain number of local subcontractors or will it be necessary because of the nature of the work? How much control will you have over the different facets of your labor force?

Before you jump into international projects, do your due diligence. Research the conditions in the host country, the specific area and particularly the project site. My international experiences have certainly been rewarding, but I have learned many lessons about the challenges of construction in a foreign environment.

Marc Wiggins is a senior project manager at Precision Systems Engineering in Salt Lake City. He has a B.S. degree in mechanical engineering and a B.S. degree in business management. He has worked around the world advising foreign military and in the oil industry.





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TimList

BONDING AGENCIES

Ranked by Surety Premium Volume 2019

Company Name Address		Phone Web	Surety Premium Volume 2019	Number of Surety-Only Professionals	Bonded Contract Value	Number of Offices Nationwide	Year Est.	Owner/Managing Principal
Marsh USA Inc. 15 W. South Temple., Ste. 700 SLC, UT 84101)	801-533-3600 marsh.usa.com	\$800M	250	*	30	1904	*
2 Cobb Strecker Dunphy & Zin 5 Triad Center, Ste. 350 SLC, UT 84180	nmermann	801-532-5970 csdz.com	\$60M	32	\$10B	15	1919	Josh Loftis Grady Dotson
Arthur J. Gallagher 6967 S. River Gate Drive, Ste SLC, UT 84047	. 200	801-924-1400 ajg.com	\$20M	2	\$300M	70	1927	John Schlichter
Moreton & Co. 101 S. 200 E., Ste. 300 SLC, UT 84111		801-531-1234 moreton.com	\$16.5M	*	*	5	1910	Bill Moreton
5 Leavitt Insurance & Central 199 N. Main St. Spanish Fork, UT 84660	Bonds	801-798-7343 leavitt.com/licb	\$6M	3	\$300M	2	1981	Brett Palmer, Mike Vowles, Dave Smedley
The Buckner Co. Inc. 6550 S. Millrock Drive, Ste. 30 SLC, UT 84121	00	801-937-6700 buckner.com	\$5M	7	*	8	1936	Terry Buckner
Beehive Insurance Agency 302 W. 5400 S., Ste. 101 SLC, UT 84107		801-685-6860 beehiveinsurance.com	\$5M	3	\$950M	2	1961	Doug Snow
Dale Barton Agency 1100 E. 6600 S., Ste. 400 SLC, UT 84121		801-288-1600 dalebarton.com	*	7	*	1	1948	Sam Clark
9980 S. 300 W., Ste. 320 Sandy, UT 84070	ce	801-943-8844 ubinsurance.com	*	4	\$600M	2	1991	Brett Mayer Kevin Andrews Jeff Shields
USI Insurance Services LLC 1100 E. 6600 S., Ste. 280 SLC, UT 84121		801-713-4525 usi.com	*	55	\$700M	140+	1994	Chris Swensen

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contracts enforceable?

Are

As our country comes to grip with the COVID-19 pandemic, extraordinary measures are significantly impacting our everyday lives.

This applies to our contracts — different rules apply in extraordinary times. Many individuals and businesses are finding that stayin-place and public health orders are impacting their abil-



ity to perform on their contracts — or are impacting the ability of their contractors to perform.

When deciding whether performance of a contract is required during the COVID-19 pandemic, or whether contracts can be enforced, individuals and businesses should consider the following pandemic-related contract doctrines. These doctrines might apply in all kinds of contracts, including leases, real estate contracts, construction contracts, service contracts, manufacturing contracts and the sale of goods.

Force Majeure

Some contracts contain what are called "force majeure" provisions (Latin for "superior force"). These provisions govern whether performance is required when an event



BEAN

occurs that is outside the control of the parties and which prevents performance. It may be possible that under many force majeure provisions, the

> COVID-19 pandemic constitutes a superior force that prevents performance, especially given the numerous public health orders issued by federal, state and local governments. However,

not all force majeure provisions are the same — each contract must be inspected individually.

Excusable Delay

Contracts may also contain "excusable delay" provisions, which, as their name implies, excuse late performance because of an unforeseen circumstance. These provisions can be broader than force majeure provisions and may also excuse delay in less drastic circumstances — for example, during a strike, labor shortage or shortage of materials that are a byproduct of the COVID-19 pandemic. But again, no excusable delay provisions are the same — each contract must be analyzed individually.

Impossibility & Impracticability Even if your contract lacks a force majeure or excusable delay provision, the impossibility and impracticability doctrines developed by courts may apply to excuse performance of a contractual duty. Typically, for the impossibility or impracticability doctrine to apply, it must be shown that an unforeseen event, which the parties did not contemplate at the time of contracting, occurred and completely prevents or makes impracticable the performance of the contract. This event could be natural, such as the COVID-19 pandemic itself, or the reactions to the pandemic, such as governmentissued public health orders.

Performance during a pandemic

Frustration of Purpose

In some instances, while a contract is still technically performable, but its purpose is frustrated by an unforeseen event, performance of the contract may be excused as long as the contract's purpose is frustrated. For example, if a concert venue contracted with a food truck vendor to provide food during a concert that is now canceled because of a COVID-19 public health order, the food truck vendor may still technically be able to perform the contract by showing up at the venue and preparing food, but the purpose of the contract is frustrated: There are no concert-goers who will eat the food.

Termination or Delay

In some instances, these court-cre-

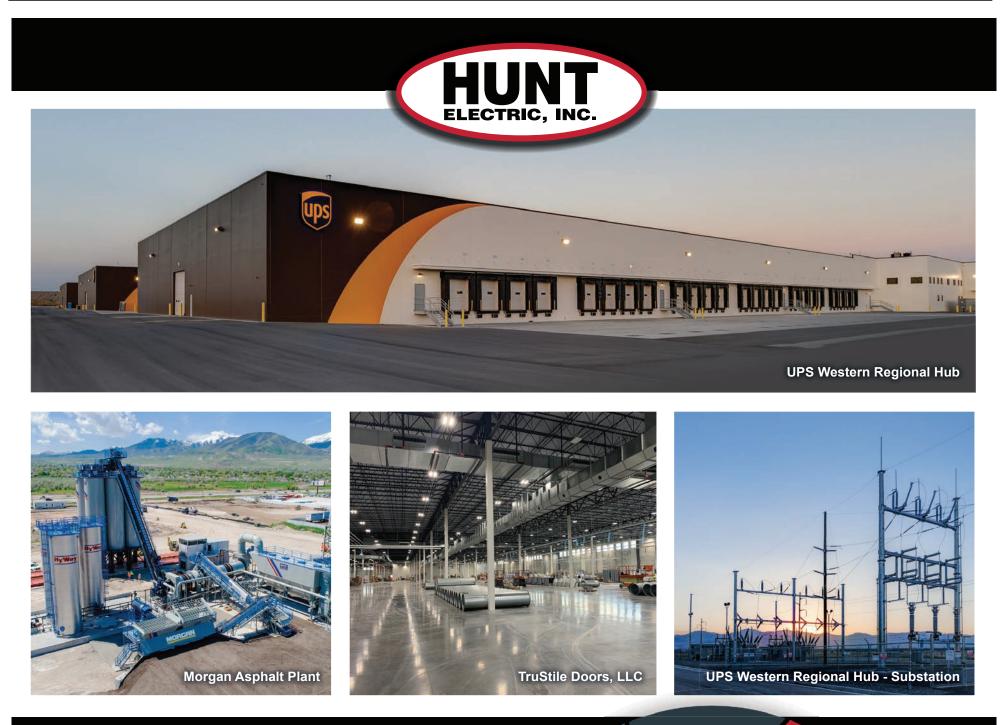
ated doctrines might apply to allow a party to completely terminate the contract without full or any performance. In other situations, the doctrines might apply to temporarily suspend performance while the impracticability or frustration exists — here, while the public health orders are in place.

Despite the COVID-19 pandemic, there will be many contracts that are still capable of being performed. Additionally, there may be contracts that lack force majeure or excusable delay provisions and do not clearly implicate the doctrines of impossibility, impracticability or frustration of purpose.

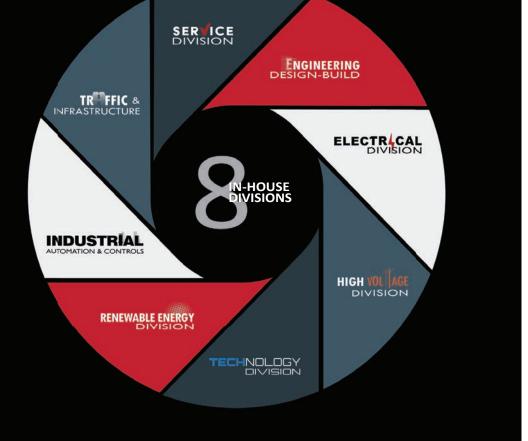
Eventually, these public health orders will be lifted and we will move past this crisis. However, the impact on our contracts may be felt for a while. Individuals and businesses that are impacted should consult with counsel regarding their options and rights under those contracts.

Rob Crockett is an attorney with Fabian VanCott who specializes in complex litigation and real estate disputes. He has significant experience litigating all types of contract and commercial tort disputes.

Tanner Bean is an attorney with Fabian VanCott who specializes in employment law and litigation and has been actively involved in responding to legal changes stemming from the COVID-19 pandemic.



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COMMERCIAL CONTRACTORS

Ranked by Utah Gross Sales 2019

	Company Name Address	Phone Web	Utah Gross Sales 2019	Total Gross Sales 2019	Bonding Capacity	Number of Utah Employees	Largest and Most Notable Projects 2019	Year Established	President/CEO
1	Big-D Construction Corp. 404 W. 400 S. SLC, UT 84101	801-415-6000 big-d.com	\$735.8M	\$1.78B	\$2B+	928	Salt Lake Airport, Park Avenue- Sugarhouse, Blue Sky, Weber State Football, Ritz Classic	1967	Rob Moore CEO
2	Layton Construction Co. LLC 9090 S. Sandy Parkway Sandy, UT 84070	801-568-9090 laytonconstruction.com	\$489.5M	\$2.05B	*	488	Utah Valley University Noorda Center for the Performing Arts, West Valley City Police Department, Innovation Pointe, Dixie State University Human Performance Center	1953	David S. Layton
3	Jacobsen Construction Co. 3131 W. 2210 S. SLC, UT 84119	801-973-0500 jacobsenconstruction .com	\$447.3M	\$561.3M	\$1.5B	575	Irvine Business Park Building 1, Mid-Valley Performing Arts Center, Utah State University Biology and Natural Resources Building, Intermountain Healthcare Roy Clinic, Myriad Genetics office & parking structure, SLCC Jordan Campus Student Center, Jacobsen Construction corporate headquarters, Morgan Asphalt corporate office building, PCH Inpatient remodel-expansion	1922	Douglas C. Welling President & CEO
4	Hogan & Associates Construction Inc. 940 N. 1250 W. Centerville, UT 84014	801-951-7000 hoganconstruction.com	\$226M	\$226M	\$350M+	325	Brighton High School rebuild	1945	Cris Hogan
5	R&O Construction 933 Wall Ave. Ogden, UT 84404	801-627-1403 randoco.com	\$205.8M	\$319M	\$85M Single Project / \$300M Aggregate	118	Northrup Grumman Roy Innovation Center, Hill Air Force Base; The Green on Campus Drive student housing, Orem	1980	Slade Opheikens
6	Hughes General Contractors 900 N. Redwood Road North Salt Lake, UT 84054	801-292-1411 hughesgc.com	\$171.8M	\$207.6M	Unlimited	235	Alta High School Performing Arts Center, South Sale Lake Homeless Resource Center, Paparazzi office & warehouse, Davis Junior High School	1958	Todd A. Hughes President
7	Bonneville Builders 4885 S. 900 E., Ste. 208 SLC, UT 84117	801-263-1406 bonnevillebuilders.com	\$136M	\$136M	\$100M	34	The Magnolia; Hunter Douglas; Springhill Suites, Washington	1998	Josh Tebbs
8	Zwick Construction Co. 434 W. Ascension Way, Ste. 150 SLC, UT 84123	801-484-1746 zwickconstruction.com	\$105M	\$156M	\$200M	48	Marriott Autograph St. George, Lennar Oceanaire, Paraguay Asuncion Temple	2007	Darin C. Zwick
9	Stacey Enterprises Inc. 3768 Pacific Ave. Ogden, UT 84405	801-621-6210 staceygc.com	\$42M	\$42M	\$100M	25	Fresenius Medical Care, Ogden Regional Medical Center, Stonehill Development, Northrop Grumman, Parker-Hannifin	1962	Scott Dixon
10	Paulsen Construction 3075 S. Specialty Circle SLC, UT 84115	801-484-5545 paulsenconstruction.com	\$30M	\$30M	\$60M	32	Murray City Fire Station No. 81	1925	John Paulsen President
11	Ascent Construction Inc. 310 W. Park Lane Farmington, UT 84025	801-299-1711 ascentconstruction.com	*	*	*	*	*	2000	Brad L. Knowlton
12	Pentalon Construction 4376 S. 700 E. SLC, UT 84107	801-619-1900 pentalonconstruction .com	*	*	*	40	Skyhouse, SLC; 200 City View, Provo; Hi Grade Apts, SLC; Central Lofts, SLC; Midvale Station, Midvale	1993	Carl Tippets

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ROCK, CONCRETE, ASPHALT, SAND & GRAVEL

Ranked by Number of Utah Employees

	Company Name Address	Phone Web	No. of Utah Employees	Number of Dump Trucks	Number of Concrete Mixers	Number of Belly-Dump Trucks	Types of Products & Services	Owner/Top Official
1	Clyde Companies 730 N. 1500 W. Orem, UT 84057	801-802-6900 clydeinc.com	2,425	252	506	120	Earthwork, aggregates, asphalt, concrete, paving & preservation	Clyde Companies Inc.
2	Staker Parson Cos. 2350 S. 1900 W. Ogden, UT 84401	801-731-1111 stakerparson.com	2,045	191	382	71	Sand, gravel, concrete, asphalt, paving services	Scott Parson President & CEO
3	Kilgore Cos. 7057 W. 2100 S. SLC, UT 84128	801-250-0132 kilgorecompanies .com	1,011	83	227	49	Heavy-sided construction services, site/infrastructure work, asphalt materials & paving, concrete ready-mix, sand & gravel, asphalt maintenance	Jason Kilgore Summit Materials
4	American Stone 4040 S. 300 W. Murray, UT 84107	801-262-4300 american-stone.com	55	5	0	0	Landscape rock, thin stone veneer, full-bed stone	Lon Thomas
5	Lakeview Rock Products Inc. P.O. Box 540700 North Salt Lake, UT 84054	801-292-7161 lakeviewrock.com	45	7	0	4	Sand, gravel, hot-mix asphalt	Scott Hughes Todd Hughes

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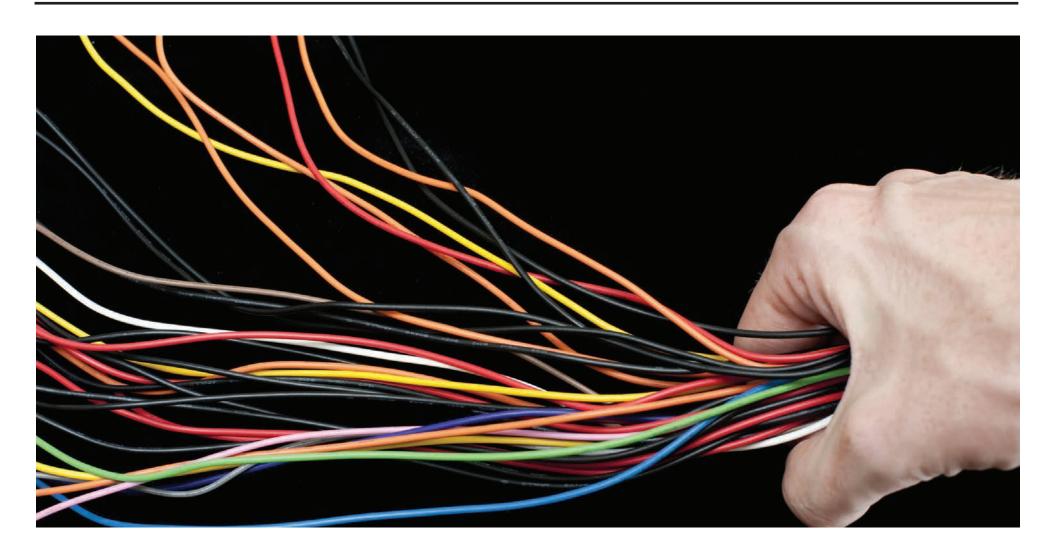
ELECTRICAL CONTRACTORS

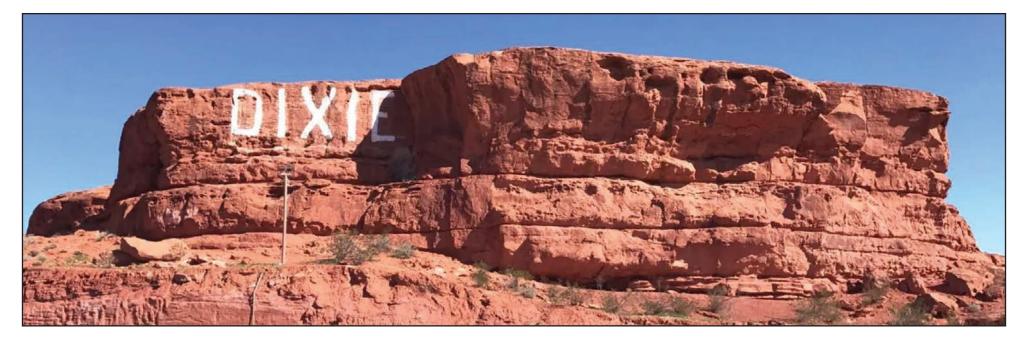
Ranked by Total Gross Revenue 2019

	Company Name Address	Phone Web	Total Gross Revenue 2019	Utah Gross Revenue 2019	Bonding Capacity	Experience Modification Rate	No. of Utah Employees	Services Offered	Year Established	President/CEO
1	Cache Valley Electric Co. 875 N. 1000 W. Logan, UT 84321	435-752-6405 cve.com	Over \$500M	*	>\$1B	.76	1,600	Transmission lines and substations; signals and utilities; heavy industrial; service and maintenance; electrical construction; teledata, multimedia and distributed antenna systems; systems integration and security; network infrastructure; and cloud computing.	1915	James Laub
2	Wilson Electric Services Corp. 208 W. Lucy Ave. SLC, UT 84101	801-908-6660 wilsonelectric.net	\$137M	\$12.5M	\$175M	.47	85	Electrical, commercial and industrial, service & maintenance	1986	Employee Owned
3	Taylor Electric Inc. 2650 S.1030 W. SLC, UT 84119	801-413-1300 taylor-electric.com	\$63.7M	*	\$130M	.57	321	All needs for commercial & industrial construction	*	Ryan J. Taylor
4	Rydalch Electric Inc. 250 W. Plymouth Ave. SLC, UT 84115	801-265-1813 rydalchelectric.com	\$33M	\$33M	\$35M	.62	135	Electrical design and construction	1994	Mark Rydalch
5	Central Electric Co. Inc. 189 N. Hwy. 89, Ste. C-123 North Salt Lake, UT 84054	801-467-5479 central-electric.com ampd-electric.com	\$5.27M	\$5.27M	*	.66	31	Commercial, industrial, residential, service	2010	Robert N. Dibble
6	Eagle Electric Inc. 7000 S. Commerce Park Drive Midvale, UT 84047	801-255-8089 eagle-electric-inc.com	\$3.2M	\$3.2M	\$5M	.73	22	New and remodel commercial electrical	1987	Trent Lovendahl President
7	Hunt Electric Inc. 1863 W. Alexander St. SLC, UT 84119	801-975-8844 huntelectric.com	*	*	\$200M	.57	700+	Electrical, design-build, technology (fiber, AV, DAS), traffic & infrastructure, high-voltage, renewable energy (solar, EV, microgrid), controls and automation, service	1986	Troy Gregory President Richard Hunt CEO

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Growth not likely to slow in Dixie

When we think about growth and new construction in Utah, our thoughts turn quickly to the St. George area. As 2020 began, the Dixie area was still a

state leader in construction of planned developments, housing, industry — especially the exploding tech sector — and commerce.

And there a bunch of reasons that is happening.

St. George is the thirdlargest city in the state of Utah and one of the fast-

est- growing. Washington County is experiencing unprecedented growth. In fact, Washington County was recently ranked as the fastest-growing metropolitan area in the United States and it's not slowing down anytime soon. In March 2020, the United States Census Bureau released a report on the fastestgrowing regions across the country and St. George was included on the Top 10. St. George ranked fifth in growth among all metro areas, growing 29 percent — from 138,115 residents to 177,556 over the past 10 years.

In the year 2000, St. George had a population of 50,000. State projections forecast that in the next 50 years, the area will increase to a population of nearly 500,000.

The new population growth includes retirees from Northern Utah and Southern California as well as new workers, new students and others.

Why St. George?

With all the amenities of a larger city — but with a small-town feel — St. George provides the best of both worlds. Less than two hours to Las Vegas and four hours to the Grand Canyon, St. George is close to international landmark destinations. Plus, the St. George Regional Airport enables easy access to Phoenix, Los Angeles, Salt Lake City or Denver.

Closer to home, incredible recreational areas include Sand Hollow

ELSIE RACKMAN

Reservoir, Quail Creek and Lake Powell for water sports and boating and Snow Canyon State Park and Zion National Park for hiking and rock climbing. In the heat of the summer,

mountain recreation areas, including Brian Head, are a perfect place to cool off. It's a great place to have all those things at your fingertips.

St. George has over 300 days of sunshine every year. Warm weather is an attractive benefit for many relocating there. Sports tour-

ism is a major avenue of new visitors becoming exposed to the area. A variety of competitive tournaments and race events, such as the Iron Man, bring athletes and spectators from around the world.

Because St. George is a haven for sports enthusiasts, retirees, families and more, there is a strong draw across multiple demographics to relocate to St. George.

What about Water?

The Washington County Water Conservancy District is responsible for water planning and stewardship for Washington County. Their approach to providing water to the growing population is to conserve first and find alternative sources of water second.

"Using secondary water source for irrigation extends the local water supply while reducing costs to the end user," said Zach Renstrom, general manager of the Washington County Water Conservancy District.

The city is dedicated to providing water using responsible methods as well as emphasizing conservation.

St. George Mayor Jon Pike said in his 2020 State of the City address, "Washington County was the first in Utah to have a water conservation plan, the first to meet the governor's statewide water conservation goal and we're the first to house a Localscapes masterplanned community, Desert Color. We care about water conservation and our actions."

New Development Projects

New housing projects and major community developments are currently underway throughout the St. George area. In the heart of downtown, Joule Plaza is a mixed-use apartment complex that opened in December. The mixed-use project includes more than 19,000 square feet of first-floor commercial space and 200 residential apartments on the upper floors. This project introduces amenities and urban lifestyle into downtown St. George.

Desert Color is the largest planned community in the St. George area, with a total land area of 3,400 acre to be developed over the next few decades. Desert Color's first residents are mov-

see DIXIE next page



A massive new planned community is underway in St. George. The Desert Color development will include residential areas with senior neighborhoods, commercial zones, vacation rentals and recreation venues on more than 3,400 acres in the southern end of the city.

DIXIE

from previous page

ing into the community now, looking forward to future areas currently being developed, including commercial, vacation rental area, senior neighborhoods and more. Desert Color's first water recreation area is anticipated to be complete by the end of this year.

Housing and Construction

Trends in construction reflect the evolving demographic makeup of the area. New home starts are in the thousands every year in St. George, reflecting that rapid increase in population growth. With a strong religious following in the community, church meetinghouses are built constantly, while the St. George Temple is under a massive renovation and update and another temple in Washington will be under construction soon.

St. George first drew attention as an optimal location for retirement, but that's been changing over the recent years. The Washington County School District is expanding with an increasing population of children and teenagers.

Russell Leslie is the vice president of Sunroc Construction in St. George. Leslie has seen and been involved in the construction of many new elementary, middle and high schools. Leslie believes this is because the area is becoming more attractive to families as great place to raise kids. There are nine high schools now in Washington County, including the recently opened Crimson Ridge and Desert Hills high schools.

Along the I-15 on the north end of Washington County, Exit 16 is undergoing a major expansion. This expansion will increase access to Zion National Park and Washington City, including neighborhoods such as Coral Canyon neighborhood. It is critical that major infrastructure keep pace with population growth to mitigate traffic to protect the quality of life that many people moved to St. George to enjoy.

Leslie has seen how resilient St. George is during economic downturns. "St. George is a great place to live. One of the things I've noticed over the last 24 years is that as the economy cycles up and down, St. George is usually the last to cycle down and the first to cycle back up," he said.

Many businesses in the area are doing well and thriving, and the technology sector is expanding. PrinterLogic is building a new facility on Tech Ridge, the site of the old St. George Airport.

Rusty Hughes, interim director for the St. George Area Economic Development Council, is excited about new growth and economic opportunities. "We are seeing a lot of development throughout Washington County, including plans for a multi-use track for emergency vehicle training and automotive industry test tracks, new apartment buildings, a long-term assisted living center (Ovation), expansion of the commercial near Exit 13 and more," she said.

One successful new business is Paparazzi, an international jewelry company, newly headquartered in St. George within the Desert Color development. Its new expansion will create hundreds of jobs and strengthen the economy of the area.

St. George continues to grow with new development projects, businesses and international attention. While there are challenges to the impressive growth the St. George area is experiencing, community stakeholders are focused on solutions and maximization of opportunity.

Elsie Powley Rackhmam works in corporate communications and is public relations director for Clyde Companies, the parent company of Geneva Rock, W.W. Clyde, Sunroc, Sunpro, GWC Capital and Beehive Insurance.



Joule Plaza in downtown St. George is a mixed-use apartment complex that opened in December. The mixed-use project includes more than 19,000 square feet of first-floor commercial space and 200 residential apartments on the upper floors.





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ENGINEERING FIRMS

Ranked by Number of Licensed Engineers



	Company Name Address	Phone Web	No. UT Licensed Engineers	No. Graduate Engineers	Utah Gross Revenue 2019	No. of Utah Employees	Services Offered	Year Established	Owner/Top Executive
1	Van Boerum & Frank Associates Inc. 181 E. 5600 S., Suite 200 Murray, UT 84107	801-530-3148 vbfa.com	41	86	\$19.5M	125	Mechanical, electrical, plumbing, fire protection engineering, building systems commissioning, controls	1972	Steven T. Shepherd
2	Ensign Engineering & Land Surveying 45 W. 10000 S., Ste. 500 Sandy, UT 84070	801-255-0529 ensignutah.com	38	7	\$17M	106	Civil, structural, surveying, municipal services and aerial technologies	1987	S Corporation
3	Spectrum Engineers 324 S. State St., Ste. 400 SLC, UT 84111	801-328-5151 spectrum-engineers.com	29	8	\$18.1M	102	Mechanical engineering, electrical engineering, plumbing engineering, fire protection engineering, audio-visual design, structured cabling, lighting design and control, security consulting, theater design	1982	Dave Wesemann
4	Reaveley Engineers & Associates 675 E. 500 S., Ste. 400 SLC, UT 84102	801-486-3883 reaveley.com	25	10	\$7.4M	53	Client-driven structural engineering solutions	1972	100% employee-owned
5	BHB Consulting Engineers PC 2766 S. Main St. SLC, UT 84115	801-355-5656 bhbengineers .com	23	34	*	56	Structural design, seismic analysis, seismic evaluations, structural peer reviews, feasibility studies, exterior cladding design, sustainable design, structural drafting, BIM modeling	2002	Chris Hofheins President
6	ARW Engineers 1594 W. Park Circle Ogden, UT 84404	801-782-6008 arwengineers.com	21	3	*	33	Structural consulting	1969	Brent L. White President
7	Dunn Associates Inc. 380 W. 800 S., Ste. 100 SLC, UT 84101	801-575-8877 dunn-se.com	16	24	*	31	Consulting structural engineers	1995	Ronald H. Dunn
8	Carollo Engineers 7090 S. Union Park Ave., Ste. 600 Midvale, UT 84047	801-233-2529 carollo.com	15	14	*	24	Civil and environmental engineering	1933	Alan Domonoske
9	Reeve & Associates 5160 S. 1500 W. Riverdale, UT 84405	801-621-3100 reeve-assoc.com	11	14	*	45	Civil, structural, traffic, land planning, survey, construction management	1945	Nate Reeve
10	Precision Systems Engineering Inc. 9805 S. 500 W. Sandy, UT 84070	801-943-5555 pseutah.com	9	11	\$8M	53	Design and construction engineering (mechanical, electrical, structural, controls, civil), project management	1991	Brent Maxwell CEO & President
10	McNeil Engineering 8610 Sandy Pkwy., Ste. 200 Sandy, UT 84070	801-255-7000 mcneilengineering.com	9	12	\$6.27M	37	Civil engineering, structural engineering, laser scanning, land surveying, roof and landscape engineering	1983	Corbin Bennion Farley Eskelson Fred Moss
10	Calder Richards Consulting Structural Engineers 634 S. 400 W., Ste. 100 SLC, UT 84101	801-466-1699 crceng.com	9	7	*	21	Consulting structural engineering services	2005	Jonathan Richards Managing Partner
13	Envision Engineering 240 E. Morris Ave., Ste. 200 SLC, UT 84115	801-534-1130 envisioneng.com	7	6	\$4.9M	35	Electrical and lighting design of commercial, industrial, public buildings, especially hospitals, schools and universities; entertainment, museums and telecommunications; specialize in lighting power controls, electrical surveys, feasibility studies, electrical fire safety, energy audits; consultation to insurance adjusters, value engineering and life cycle cost-benefit analysis	1994	Jeffrey Owen
14	Meridian Engineering Inc. 1628 W. 11010 S., Ste. 102 South Jordan, UT 84095	801-569-1315 meiamerica.com	5	2	\$4.5M	38	Civil design, survey, right-of-way, transportation	1997	Randall Vickers Steve Johnson Daryl Fenn
15	AE Urbia 909 S. Jordan Parkway South Jordan, UT 84095	801-746-0456 aeurbia.com	4	0	\$8M	35	Architectural design, structural engineering, interior design	1992	James M. Williams
16	CLH—Case Lowe & Hart Inc. 2484 Washington Blvd., Ste. 510 Ogden, UT 84401	801-399-5821 clhae.com	3	0	*	9	Professional architecture, mechanical & electrical engineering	1963	*
17	Dominion Engineering Associates LLC 5684 S. Green St. Murray, UT 84123	801-713-3000 dominioneng.net	*	*	*	18	Civil engineering, survey, land planning, landscape architecture	*	Corbin Bennion Farley Eskelson Fred Moss

THE Enterprise

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EARTHQUAKE from page F1

Lawrence is currently advising and managing Jacobsen's seismic work for the Salt Lake Temple, which features prominently in the four-year Temple Square historic renovation project for The Church of Jesus Christ of Latter-day Saints. "Base isolation is intricate, and there is so much to consider with an existing building, let alone a historic one," said Lawrence.

"When you're doing it on an existing building, you need to analyze the structure and determine at what elevation in the building, and at what point in the building, you need to construct the base isolators," said Brent Rowley, another experienced project manager for Jacobsen who is currently overseeing seismic work at the Salt Lake Temple.

On top all of that careful planning, a protocol must be put in place to ensure that disconnecting the building's heating, electrical and plumbing systems during base isolation work is done in a way that doesn't harm the long-term environmental control on the building, Lawrence said.

"It's kind of like open-heart surgery. We have to cut all the mechanical and electrical away from the building, but we can't let the building die while we do that surgery," Lawrence said. "Doing that is an important, complex part of the process."

Base isolation is also frequently completed for facilities such as medical campuses and data centers, which cannot have operations interrupted without catastrophic results, Lawrence said. For new buildings of that kind, base isolation work is much simpler and less cost-intensive.

"In new construction it's pretty easy — you just start building from the ground up, starting with the base isolation system," Rowley said.

Any construction team doing base isolation work needs to partner with the right engineering experts to ensure the high-stakes project is completed as intended, Rowley said.

"You definitely need the right team looking at the risks," he said. "The structural engineer selection is critical and the experience they have in this kind of work is critical."

Lawrence agreed. "A brilliant engineering team is critical when it comes to really knowing how to do it and how we put together the load transfers and all the technical parts of it," he said. "Without that you'd be lost. You've really got to have the right heads to know how to do this kind of work."

Another key ingredient, he said, is "skilled craft workers who have good experience in base isolation and who know how to operate inside the spaces



Construction workers examine a base isolator that was installed as part of a major seismic renovation to the Utah State Capitol.

where they need to be."

Lawrence said everyone who cherishes Utah's most iconic historical buildings can be grateful that civic leaders and others have taken the long view by commissioning renovations for which the biggest payoff may still be up to several decades down the road. Planting seeds that future generations will harvest — that's the kind of community attitude that will prevent exacerbating an earthquake tragedy in the years ahead, according to Lawrence.

"We're overdue for a 7.2-magnitude earthquake on the Wasatch Front, so the seismic design of buildings has to be taken seriously or you'll have all kinds of issues when the earthquake comes. And thankfully, it has been taken seriously," he said. **Base isolation: What is it, and how**

does it work?

All buildings constructed in Utah since the 1970s are required by law to meet certain minimum seismic requirements. But "when we get into what we call base isolation, it's a whole new meaning far and beyond typical seismic work," Rowley said.

Base isolation is the most comprehensive, complete way to protect against earthquakes. It is performed by installing base isolation systems on which the buildings rest. With the building resting on these footings alone, earthquake damage is minimized because the footings' design enables them to greatly absorb and minimize the motion of the earth beneath — largely stopping that motion and energy from reaching the building above.

"It's decoupling the movement

of ground forces from the structure," Lawrence said.

With today's computer technology, engineers are able to seismically model a building, simulate a seismic event and then design the appropriate base isolation system. Utilizing a temporary load transfer system, a new base isolation system is constructed and the structural loads of the building are then transferred back to the new base isolation system.

Afterward, construction teams monitor the building to ensure the process was done as precisely as intended.

"We put seismic monitors on the buildings to see what the building would do if there's an earthquake," Rowley said.

Getting base isolation right the first time is essential, and as such,

it is the kind of work that requires patience, planning and expertise from everyone involved. Much of the work involved in base isolation happens well before construction crews are onsite.

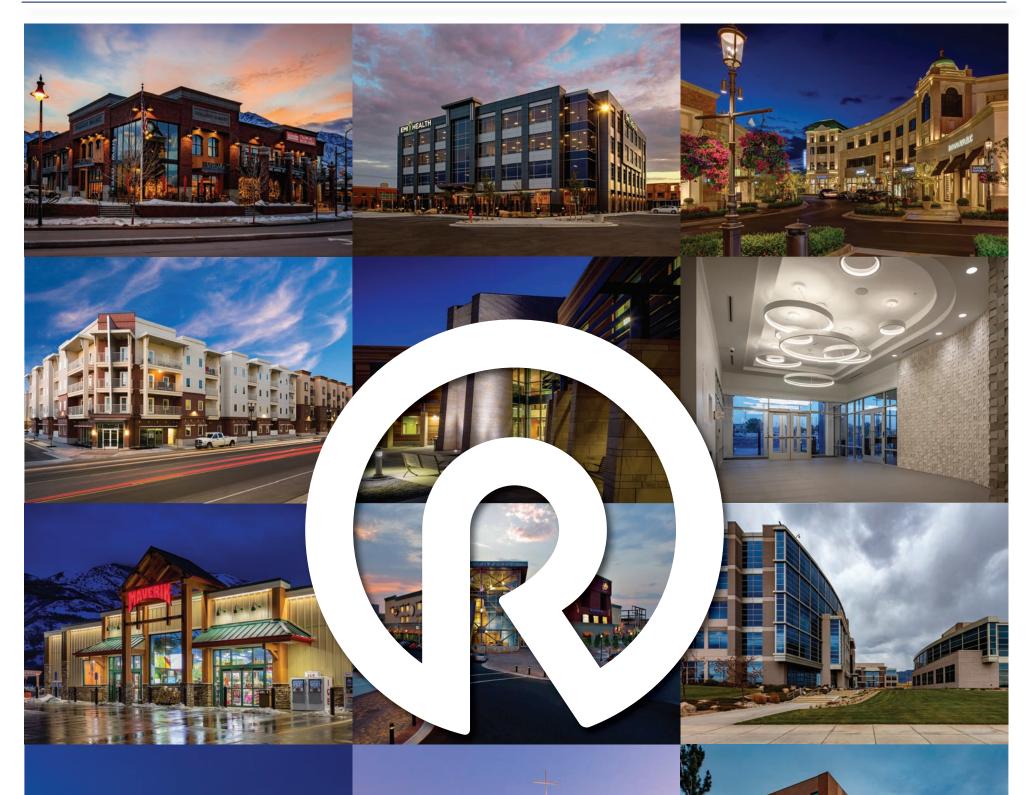
"It takes a significant amount of planning," Lawrence said. "The isolation bearings can take a year or more to precure, and depending on the type of bearing, they can be proprietary."

Paul Lawrence is a project manager with Jacobsen Construction in Salt Lake City where he has worked in many positions over the past 21 years, including project superintendent and senior estimator.

Brent Rowley is also a project manager at Jacobsen. He has served in leadership roles on manymajor projects, such as the City Creek Center, in his 33 years with the company.



Pictured is one of the base isolators that was installed as part of a major seismic renovation to the Utah State Capitol.



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April 13, 2020

THE FOCUS CONSTRUCTION

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Is it a better way to resolve those disputes?

If you are involved in the building trades; if you're a contractor, subcontractor or a supplier to the industry; chances are you find yourself in a dispute at some point.

If you're involved in a legal dis-

pute, you may be able to settle it without going to court. One way to do this is to work out a solution with the help of a mediator -aneutral third person.

The use of mediation to resolve disputes between members of the construction community is common

in the industry because companies understand its effectiveness, efficiency and cost benefits when compared to litigation or arbitration. This article addresses some of the many basics to

viduals involved in the process.
 What is Mediation?
 Mediation is an alternative to the traditional litigation process. Mediation is an informal process

mediation found in Utah Code Anno-

tated §78B-9-101 et seq., and the indi-

in which a trained neutral third party — the mediator — assists the parties in reaching a negotiated resolution to a dispute. Mediation is forward-looking. The goal is for the parties to work out a solution they can live with. Mediation focuses on solv-

ing problems, not uncovering the truth or imposing legal rules.

Why Mediate?

Parties to construction disputes are commonly using mediation to

resolve claims on their construction projects. Frequently they are required to mediate as part of a dispute resolution provision in a contract. Some are pressured to participate in the mediation of their disputes by judges who won't hear their cases until they first go to mediation. Others volunteer to mediate as a way to avoid going to trial altogether.

Is the Mediator Like a Judge?

No. The mediator does not decide who is right or wrong, make findings of fact or rule on issues of law and has no authority to impose a settlement on the parties. Instead, the mediator helps the parties to jointly explore and reconcile their differences. If mediation does not generate an agreement, the parties do not lose their right to trial and either side is free to sue or propose binding arbitration. A major plus to using a mediator is found in the parties' ability to choose a mediator with construction experience rather than rely on a judge or jury who likely have no construction experience.

How Long Does the Mediation Process Take?

Mediation is a very efficient process that saves time and money. While the length of mediation will vary in each case, the majority of mediations are completed in eight hours or less. More complex cases, however, will often require more than one day to mediate. Also, since the mediation process is voluntary, either party may leave at any time if they wish and the





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Do you really want to tackle something you know so little about?

Even though they lack the time and experience, business owners often attempt to manage their own construction projects. At best, they are left beleaguered and distracted, but more likely, both their business

and construction project will suffer. Their business may not get the attention it needs while risking declining sales, operations lacking oversight and business objectives being neglected. At the same time the construction project may experience cost overruns,

delays and problems mounting while awaiting solutions.

Owners who are looking to expand their business by leasing additional office space, building their own building or expanding existing space, will need to decide where to focus their attention. They can spend their time either building their business or construction project, but not both. Those who employ the unique set of services available from a professional construction manager (PCM) will spend their time building their business while putting the day-to-day project management details in the hands of the professionals.

PCMs understand that project owners confront complex issues in every facet from planning and design through construction and move-in and that handling these issues competently insures a project that is delivered on time, within budget and meets the quality and project objectives. But it also puts huge demands on the owner's time and requires skills and expertise that few possess.

Professional construction management has evolved as a discipline separate and distinct from design and

contracting that provides business owners with an experienced professional whose role is to act solely in the interest of the owner. PCMs support owners with a proven strategy to deliver the best possible construction projects.

PCMs are the owner's advocate and representative, com-

bining years of technical knowledge and experience with a commitment to achieve the project goals. Not affected by conflicting interests, they represent owners through all facets of planning, design, permitting, construction, fixturing and move-in. PCMs are the owner's eyes and ears on the project.

The construction team needs constant input and guidance from the PCM to ensure the design meets the tenant's needs. Along the way, decisions are made that avoid the typical pitfalls inherent in the design, bidding, permitting, construction and move-in phases. PCMs are there to guard the owner's checkbook, help manage risk and ensure the owner is being treated fairly. Contractors sometimes make unapproved changes or subs and suppliers substitute inferior products, all of which can slow down the progress. A business owner may be a leader in their own industry

but not in the world of construction. PCMs use their personal experience, proven systems and controls to do what it takes to get the project back on track.

Project management is not all about protecting an owner from unscrupulous contractors because most are good, honest folks. PCMs are a huge asset to the contractor and architect as well because they help facilitate better communication and educate the owner as to their risks and responsibilities. PCMs help the owner make timely and informed decisions. The most effective PCMs seek to form a team with the contractor and designers and not be the adversary. PCMs help all to understand that the most successful projects require that everyone be treated fairly and that also means helping the owner know how to fairly deal with the project team.

When you determine the need for a project, your PCM will start the project on the road to success by:

• Taking the lead in forming a team of professionals, including architects, space planners, designers, engineers, contractors, real estate agents, vendors and technology specialists.

• Assisting with site analysis and selection.

• Working with the design team and the owner's management staff to establish the project requirements.

• Developing preliminary budgets and schedules.

• Evaluating and recommending

contracting and project delivery methods that will best achieve the project goals.

In the design phase, your PCM will help:

• The design team meet the project goals and program requirements.

• Develop bid documents to ensure competitive bids and minimize questions and delays.

• Prepare budgets and perform cost analyses and value engineering to maximize the return on the construction investment.

• Coordinate technology systems with construction plans to assure the finished project meets the business needs.

• Develop a detailed design schedule and supervise its implementation.

• Perform constructability reviews to minimize change orders, coordination problems and delays.

During the bid process, your PCM will:

• Prepare proposal requests and pre-qualify potential bidders.

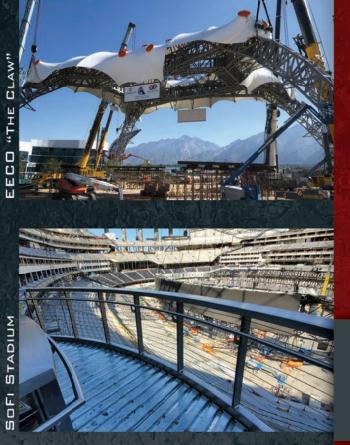
• Conduct pre-bid conferences to clarify project requirements and answer questions.

• Review bid documents to improve constructability and help minimize discrepancies and change orders.

• Evaluate bids, make recommendations for awarding contracts, and prepare construction contracts.

While the construction is under-







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STRUCTURAL STEEL COMPANIES

Ranked by Total Gross Sales 2019

	Company Name Address	Phone Web	Utah Gross Sales 2018	Total Gross Sales 2018	Notable Projects 2019	No. of Utah Employees	Services Offered	Year Established	Owner/Top Executive
1	SME Steel Contractors Inc. 5801 W. Wells Park Road West Jordan, UT 84081	801-280-0711 smsteel.com	\$13M	\$433M	Loveland Living Planet Aquarium EECO (The Claw), SoFi Stadium, (W)rapper, Google HQ, LinkedIn HQ	437	Structural steel fabrication and erection, full Division 5	1992	Craig Moyes CEO
2	Petersen Inc. 1527 N. 2000 W. Ogden, UT 84404	801-732-2000 peterseninc.com	*	\$110M	Browns Ferry Nuclear Reactor Steam Dryer, amusement park rides, mining equipment	470	Manufacturing, fabrication, precision machining, piping, field services, design engineering, warehousing/ distribution	1961	Mark Jenkins CEO
3	Blue Star Steel 3692 W. 500 S. SLC, UT 84104	801-908-8302 bluestarsteel .com	*	\$15M	Atlas Sand-Frac sand tunnels, Kermit, TX; Jacobsen-Empire Pass, Deer Valley, UT	*	Industrial & commercial fabrication	*	Jeff Wright Dante Fratto
4	Structural Steel & Plate Fabrication 125 W. 500 N. North Salt Lake, UT 84054	801-292-8484 ssandpf.com	\$14.1M	\$14.1M	Bulk handling plant for Morton Salt, rock fall protection shield at Kennecott, SO2 drying tower for Newmont, thiocon reactor platform at Chevron refinery	87	Heavy & complex industrial fabrications	1976	Ronald Dean
5	St. George Steel LLC 1301 E. 700 N. St. George, UT 84780	435-673-4856 stgeorgesteel .com	\$7M	*	*	55	Steel fabrication	1969	Mike Housley
6	Tech-Steel Inc. Building D2, Freeport Center Clearfield, UT 84016	801-328-2543 tech-steel.com	\$18M	*	Fairbourne Station Office Tower, West Valley City	*	Steel fabrication, joist & deck supply, coatings	*	Tad Rasmussen Scott Rosenlof

PCM

from page F23

way, your PCM will be your advocate and will:

• Administer the construction process and monitor adherence to quality standards, budgets, schedules and objectives.

• Coordinate with the general contractor, certain subs and suppliers to help them fully understand the project requirements.

• Inspect the work and meet regularly with the designers and contrac-

tors to resolve problems and keep the work progressing.

• Manage change orders and evaluate unforeseen conditions, offer alternatives and minimize costs and delays.

• Coordinate the design, procurement and installation of the owner provided furniture, fixtures and equipment, including employee amenities,

material handling, kitchen equipment, technology and security systems, art-work and décor.
Regularly update the budget and

review progress payments to document performance, satisfy lenders and minimize risk. • Coordinate the final stages of construction, including the contractor's punch list and owner's move-in and startup.

Owners can use their PCMs as much or as little as needed. They can continue to attend meetings and provide significant input or just show up on opening day. Their involvement will depend on how experienced they are with the process, parties involved and their own time constraints. PCMs can be used to just bid out the work and award contracts or they can manage every detail, including the furniture, fixtures, equipment, technology and security systems not included in the contractor's work.

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List

Business owners who take advantage of the services offered by a PCM generally agree that the fees paid to their PCM came back to them in savings far exceeding the cost of the project manager. Ultimately, PCMs are problem-solvers. It's not whether there will be problems; it's how they are solved.

Jeff Davis is the president of Management Consultants Inc., which he founded in 2004. In his 40 years of construction experience, he has managed over \$450 million in projects.



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According to the Construction Industry Institute (CII), construction technology refers to the collection of innovate tools, machinery, software, etc., used during the construction phase of a project that enables advancement

in field construction methods, including semi-automated and automated construction equipment. Technology has advanced in leaps and bounds to improve the efficiency of construction. This technology is necessary today to combat the major problems facing the construction workforce.

There are a lot of challenges that face today's construction workforce, such as labor shortages,

worker productivity, safety and the rapid rate of technology advancements. With the speed at which technology is evolving and how rapidly our country is urbanizing, it's very hard for the construction industry to keep up. There is so much more demand for construction workers as our society continues to grow and expand. Construction companies cannot afford to stay at their current productivity levels. As our society progresses, so must the way our industries operate.

Think about what it would be like on a job site without any power tools, heavy machinery — or technology. All the work would take so much longer to complete and require much more manual labor. Technology has helped to make construction sites safer and workers much more productive.

So why does it take so long for the construction industry to start using these new advancements? Employers are hesitant to try new technology out there because there is so little data about the impact it has on productivity. Investing in new tech for their employees is not a cheap venture, so it's understandable companies want to make sure they will get a return on their investment.

It can definitely feel like a race with your competitors to incorporate the new technology, but you can quickly go out of business if you aren't investing in the right technology. You should definitely do your research before investing in technology, but if you're too slow to incorporate the latest tech, you'll fall behind very quickly. Those companies who fall behind could lose business to their competitors who have the latest tech and may be able to complete the job quicker or more cost effectively.

Labor shortages are a common thing affecting construction employers. Most employers have dealt with the struggle of hiring and retaining great employees. With the shortage, some of the work ends up needing to

be subcontracted at higher wages and slowing down the job time. With most employers struggling to find skilled hourly labor for their jobsites, it can be beneficial to invest in the latest tech. By adopting the most up-to-date technology, you will more easily

attract younger, more techsavvy workers. Younger workers may lack the hands-on skills and experience won't have to struggle as much to keep a full staff. You won't have downtime waiting for skilled subcontractors to complete jobs on the construction site, thus increasing your staff's productivity. With less of the burden being put on workers, it allows for safer environments for staff. With the robotics being more in the line of fire there is less chance of workers being injured.

Another great tool developers have been working on is putting robotic exoskeletons on the jobsites. If you're picturing Marvel's Ironman suit, you're not far off. Exoskeletons are metal frameworks fitted with motorized muscles to add to the user's strength. While it won't give you the ability to fly, it can help prevent progress. The use of drones can contribute by more quickly scoping and helping to create a virtual reality of the project so you can easily determine the feasibility of the project. Drones also give you that aerial view so you can more easily spot mistakes and cut down on having to rework things. By spotting a mistake, even a day earlier, can save you a whole day's worth of lost work. This is really important when productivity is such a pain point for construction jobs today.

Even when you are just starting to design, the building engineers and architects need access to the latest development software. There are a lot of different options out there such as ArchiCAD, AutoCAD, SketchUp or



that more advanced workers have but will thrive at adapting to new technology.

The number of skilled craftsman has slowly been dwindling over the years since the recession hit in 2008. So many construction laborers left the workforce and retired or changed career fields. The number of workers has only fallen since then.

The tech that the construction industry is turning to in order to combat labor shortages and productivity is robotics. Robotics are advertised as being more cost- and time-efficient. Robotics are working to automate processes, to get tasks done quicker, cheaper and more accurately. Robotics will help shorten downtime during tasks because they can continually operate for longer hours. With robotics doing a lot of the heavy lifting, you injuries from stress and strain on the worker's bodies. Exoskeletons are not commonplace at constructions sites yet but could be in the future.

We have also seen a rise of 3D printing since its now possible to print complex parts out of various materials that are used in construction. This has drastically sped up the process of bringing in materials to construction sites. 3D printing capabilities have grown to such a large scale that the parts that they are able to make are much bigger than you'd think. 3D printers can run for long hours to help production so you can be sure what you need is finished when you need it.

Another great tool is using drones to do site surveys. Drones have come a long way; they can make accurate measurements, create virtual designs and improve visibility of the job's Revit. There are plenty of programs and all have their own benefits and features.

Technology in construction can be a controversial topic for some, but I think it's pretty clear that construction must evolve along with technology. While not all technology is beneficial to the construction industry, overall, the impact is good. The capacity for efficiency is only going to get better. It's becoming more of a requirement for construction companies to have an IT team to manage their equipment and software. You should make sure your team is equipped to handle the rapid rate at which construction is growing.

Bahar Ferguson is president of Wasatch I.T., a Utah provider of outsourced IT services for small and medium-sized businesses.











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ARCHITECTURAL FIRMS

Ranked by Number of Registered Architects



	Company Name Address	Phone Web	Number of Registered Architects	Number of Interior Designers	Utah Gross Revenue 2019	Total Gross Revenue 2019	Number of Utah Employees	Services Offered	Year Established	Top Local Executive
1	FFKR Architects 730 Pacific Ave. SLC, UT 84104	801-521-6186 ffkr.com	67	22	\$34.15M	\$40.65M	149	Architecture, landscape architecture, interior design, planning, 3D vizualization, graphic design	1976	Roger P. Jackson
2	MHTN Architects 420 E. South Temple, 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	Method Studio 360 W. Aspen Ave. SLC, UT 84101	801-532-4422 method-studio.com	32	22	\$17M	*	86	Architecture, programming, master planning, interior design, branding & environmental graphics, FF&E	2007	Becky Hawkins, CEO Joe Smith, COO Kelly Morgan, CIO
4	VCBO Architecture 524 S. 600 E. SLC, UT 84102	801-575-8800 vcbo.com	29	10	\$24.9M	*	*	Architecture & interior design	*	Derek Payne President
5	GSBS Architects 375 W. 200 S., Ste. 100 SLC, UT 84106	801-521-8600 gsbsarchitects.com	25	12	\$28.7M	\$29.6M	75	Architecture, landscape architecture, interior design, planning & economic development, environmental design, medical programming	1978	Kevin Miller
6	CRSA 175 S Main St., Ste. 300 SLC, UT 84111	801-355-5915 crsa-us.com	20	4	*	*	62	Architecture, landscape architecture & planning, interior design	1975	E. Ben Rogers President
7	NWL Architects 723 Pacific Ave., Ste. 101 SLC, UT 84104	801-355-5959 nwlarchitects.com	18	10	\$10.3M	\$10.3M	64	Architectural design, programming, interior design, master planning	1952	Christopher Lund
8	AJC Architects 703 E. 1700 S. SLC, UT 84105	801-466-8818 ajcarchitects.com	11	3	*	*	25	Commerical, public, and private architectural design services that includes planning, programming, design studies; all phases of architectural and interior design, rendering and 3D modeling	1991	Jill A. Jones
8	Design West Architects 795 N. 400 W. SLC, UT 84103	801-539-8221 designwestarchitects.com	11	3	\$5.27M	\$6.92M	40	Architecture, master planning, interior design, landscape architecture	1982	Blake Wright, Scott Olcott Larry Hepworth Joe Pienezza Stephen Williams Adam Aetterquist Kimberly Johnson
10	AE URBIA aka J.M. Williams & Associates 909 W. South Jordan Parkway South Jordan, UT 84095	801-746-0456 aeurbia.com	6	2	\$8M	*	35	Architectural design, structural engineering, interior design services	2004	James M. Williams
10	Prescott Muir Architects 171 W. Pierpont Ave. SLC, UT 84101	801-521-9111 prescottmuir.com	6	0	\$3.5M	\$3.5M	17	Architectural services	1976	Jay Lems
10	JRCA Architects 577 S. 200 E. SLC, UT 84111	801-533-2100 jrcaarchitects.com	6	2	\$3.2M	\$3.2M	17	Master planning, needs assessment, full-facility design	1983	Jim Child
13	TSA Architects 1486 S. 1100 E. SLC, UT 84105	801-463-7108 tsa-usa.com	5	2	\$3.5M	\$3.5M	15	Architecture and design services focused on healthcare	1996	Tracy Stocking
14	NJRA Architects Inc. 5272 College Drive, Ste. 104 Murray, UT 84123	801-364-9259 njraarchitects.com	3	1	\$3.35M	\$3.35M	17	Full architectural services	1977	Selvam Rajavelu
15	Archiplex Group LLC 255 Crossroad Square SLC, UT 84115	801-961-7070 archiplexgroup.com	2	1	*	*	8	Full architecture services	2004	Ralph Stanislaw

UTAH'S BUSINESS JOURNAL

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A proven time- and money-saving construction method is gaining steam in the Salt Lake market

Keeping project costs manageable is essential to winning business as a general contractor, but so is uncompromising quality.

In Utah, the

solution to the tension between these two factors has been continual innovation within the industry. Over time, successful general contractors in the market have learned to do the work of their projects more efficiently and with the same rigorous quality controls through the development and implementation of all sorts of inventive costeffective techniques.

One such method that is gaining steam in Utah with builders and developers alike is tilt-up concrete construction. Although it has been around a while, only in recent years has the local building market started to fully embrace tilt-up's ability to add cost value to a project, as well as its versatility as a worthwhile method on a variety of different kinds of structures, said Jacobsen Construction Co. concrete project manager Shane Wayment. Jacobsen significantly ramped up its tilt-up work in 2019, indicating a significant market shift toward innovating with tilt-up concrete in non-traditional ways.

"It's natural for people to assume, if they've never built using tilt-up methods, that they should stick with their usual way of doing things," Wayment said. "But I think people are starting to see we can be more innovative with tilt-up than ever before."



In tilt-up concrete work, entire concrete panels are poured or placed while lying horizontally at the job site. When a concrete panel has gained requisite

strength, it is then hoisted — or tilted up — using heavy machinery and fitted snugly into the structural frame of the building. This is a significant departure from placing concrete in precisely its final position in the building, and there are major advantages to tilt-up work related to cost and project schedule, said Dennis Cigana, Jacobsen executive vice president of preconstruction.

"Tilt-up is the most economical way to build a big warehouse building. It really goes up quickly," Cigana said. "If you do a tilt-up structure, it's a lot quicker and takes less manpower versus if you were to do a masonry steel structure. It's less labor and less time."

Increased safety is a definite benefit for builders, as well. By completing entire concrete panels at ground level, safety is enhanced and workflows are sped up, Wayment

CONTINUED next page



Workers from Jacobsen Construction work to position concrete tilt-up panels as they complete the warehouse portion of doTerra's new distribution center.

TILT-UP

from previous page

emphasized.

"Tilt-up work is typically a safer type of construction where you don't have guys needing to climb on walls to conduct form work. You're not working at heights, and, of course, working at heights is a big safety concern and requires a lot of precautions," Wayment said. "Anytime you're working up in the air, it takes longer to do and it's not as safe as groundlevel work."

In addition to tilt-up, the construction industry, over the years, has also tried its hand at concrete panel pre-fabrication, known as precast work, which involves setting horizontal concrete panels in a controlled, indoor environment offsite and then transporting the panels to the job. Like tilt-up, precast is implemented to cut down on time and cost and make projects safer, "and the practice of precast was giving tilt-up a good run for a while there," according to Wayment. However, the transportation of massive panels to the work site has proven to consistently be a significant logistics hurdle, he says, which leads him to believe tilt-up is likely to be the more predominant concrete work trend long-term.

"I don't really see precast taking over, with the way tilt-up methods are coming on strong," Wayment said.

Tilt-up work has historically been put to use mainly on large warehouse projects, for which simple designs and large layouts have long made it an easy value-adding choice, Cigana said. But tilt-up has become more sophisticated in recent years, allowing for reliable inclusion of windows and other important features in the concrete panels, and gone are the days that office building clients wouldn't also consider tilt-up work for their projects. With recent advances, office building design ideals, such as maximizing natural light in the building, are more attainable than ever before with tilt-up work.

"A big part of recent interest in tilt is that we now have more options with what we can do with the look of the building, and give it less of a stereotypical 'tilt-up look," Wayment said. "Including big windows or openings is now really common — we see that a lot.

And for the panels themselves, I think people are starting to see that we can be more innovative with their patterns, designs and shapes."

Because of this, Wayment expects a noticeably larger number of office building projects will soon start employing tilt-up methods.

"I think we're going to continue to see more and more of those threeand four-story office buildings going the tilt-up route," he said. "We've had some really good-looking tilt-up buildings going up the last couple of years and I think that's going to start catching the eye of more and more

architects and developers."

Warehouse projects, which have already widely adopted tilt-up concrete methods in Utah, "will simply continue to grow" their adoption of the practice, Wayment predicted.

Cigana expressed a similarly positive outlook for tilt-up as a longterm trend that will save money for more and more clients while maintaining the high-quality concrete work standards that are rightly expected.

"Our industry in Utah has kind of fine-tuned it and got better at it," Cigana said. "The engineers have

embraced it and we have a good base of contractors in the state who are willing to build this way. I know that here at Jacobsen we are certainly gearing up to lead this trend going forward."

Shane Wayment is a concrete project manager at Jacobsen Construction in Salt Lake City where he has responsibility for working with project teams to develop 3D preconstruction and construction models used in field operations.

Dennis Cigana is the executive vice president of preconstruction at Jacobsen and oversees the company's preconstruction and estimating departments. He has been with the company for 21 years.





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List

HEAVY EQUIPMENT DEALERS

Ranked by Number of Utah Employees

	Company Name Address	Phone Web	Number of Utah Employees	Equipment Rental, Sales & Services	Equipment Offered	Area Serviced	Year Established	Local Executive
1	Wheeler Machinery Co. 4901 W. 2100 S. SLC, UT 84120	800-662-8650 wheelercat.com	550	Sales, rentals, parts, repair & maintenance services, technology solutions	Cat machines, engines & generators	Utah & parts of Nevada & Wyoming	1951	Bryan Campbell President
2	H&E Equipment Services 5052 W. 2400 S. SLC, UT 84120	801-974-0388 HE-equipment.com	97	Rentals, sales, parts, service, training	Aerial lifts, scissor lifts, boom lifts, telescopic forklifts, cranes, boom trucks, excavators, wheel loaders, track and skid loaders, compactors, generators, light plants, welders, compressors and more	Northern and central Utah, southern Idaho, southwestern Wyoming, Northern Nevada	1961	Lee Anderson
3	Honnen Equipment Co. 1380 S. Distribution Drive SLC, UT 84104	801-262-7441 honnen.com	75	Equipment, rentals, sales & service, parts, shop & field service	John Deere construction & compact equipment, Wirtgen road-building equipment	Utah & Rocky Mountain region	1963	Dave Kolesky Wasatch Front Regional Sales Manager
4	Century Equipment Co. Inc. 4343 Century Drive SLC, UT 84123	801-262-5761 centuryeq.com	50	*	Case backhoes, skid steers, excavators, dozers, mini excavators, motor graders	Utah, Colorado, Wyoming, New Mexico, Tennessee	1969	Ryan May
5	Rasmussen Equipment Co. 3333 W. 2100 S. SLC, UT 84119	801-972-5588 raseq.com	46	Equipment sales, rental, service, parts & supplies	Heavy construction equipment, small construction equipment, wire rope & chain	Intermountain West	1947	Robert Rasmussen
6	Bonneville Equipment Co. 9330 S. 300 W. Sandy, Utah 84070	801-566-8891 bec1.com	32	Kubota sales, service, parts and rentals	Full-line Elite Kubota dealer	Utah	1995	Steven Dabb President and CEO
7	Howe Rental and Sales 4235 S. 500 W. SLC, UT 84123	801-463-7997 howerentals.com	25	Rental & sales of construction equipment & supplies	Construction equipment, high reach, dirt, generators	Intermountain area	1953	Rafael Garzarelli CEO
8	H&E Equipment Services Southern Utah 4319 S. River Road St. George, UT 84790	801-974-0388 HE-equipment.com	22	Rentals, sales, parts, service, training	Aerial lifts, scissor lifts, boom lifts, telescopic forklifts, cranes, boom trucks, excavators, wheel loaders, track and skid loaders, compactors, generators, light plants, welders, compressors and more	Southern Utah	1961	Adam McKeehan
9	Peak JCB 2424 S. 5370 W. West Valley City, UT 84120	801-433-9133 peakjcb.com	20	JCB heavy equipment sales, service & rentals	JCB compact, mid-range, heavy equipment	Utah & Idaho	2015	Rod Miller, VP

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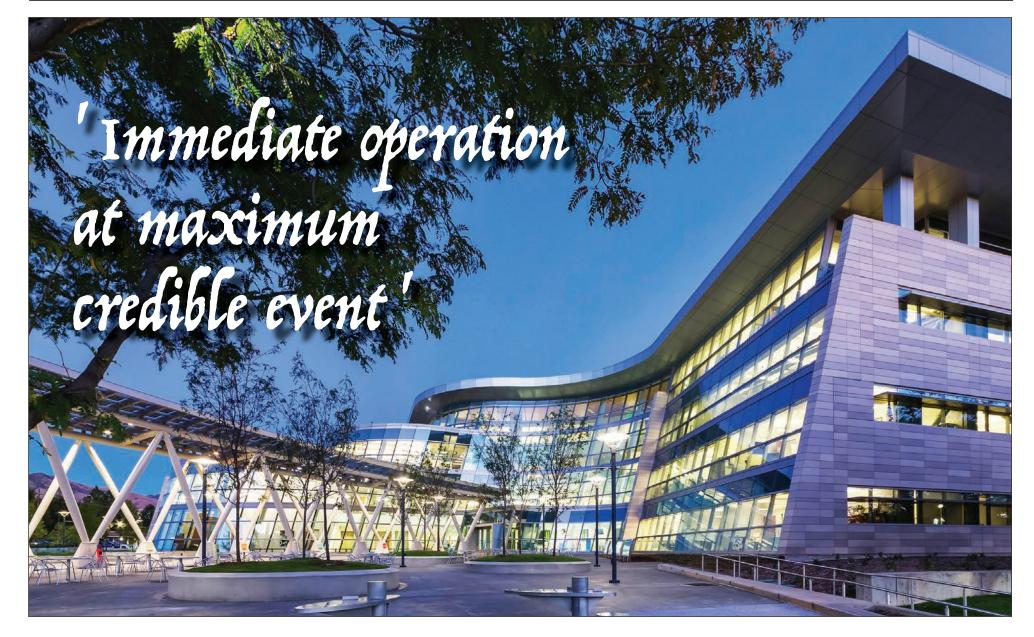
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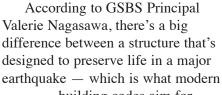


Salt Lake City Public Safety Building designed to withstand earthquake - and it did

The Salt Lake City Public Safety Building (PSB), home to the city's police, fire and emergency management departments, serves as the nerve-center during citywide

emergencies. On March 18, it passed a real-world test of its resilient systems during the 5.7 magnitude earthquake in the Salt Lake Valley. The PSB is designed to withstand the largest credible earthquake, a major 7.5 seismic event, and remain fully operational. During the latest temblor, all systems performed exactly as they were designed to do.

Designed by GSBS Architects and built by Okland Construction, the Public Safety Building, which opened in July 2013, is also home of SLC911 Dispatch, Salt Lake City's Emergency Operations Center and houses the city's primary data center. Following a major disaster, it's critical that this facility remain operational to coordinate the city's multi-agency disaster response. Press conferences the day of the earthquake were broadcast from the building's briefing room.



building codes aim for — and a structure that's designed to remain fully operational. It's a much higher bar and it took a combination of design strategies unique to the PSB achieve it. Among them, dozens of huge dampers that act as "shock absorbers."

"One of the most visible features of the building's structural design is the large steel dampers, filled with silicone, that absorb lateral movement and keep the structural frame intact," explained Nagasawa. "There are 56 of them around the building. We heard that staff inside the building saw the dampers doing their job on the day of the earthquake. That's pretty exciting."

- 1 | | | =

This was confirmed by Assistant Police Chief Tim Doubt, who was on the third floor during the largest aftershock and said the dampers made

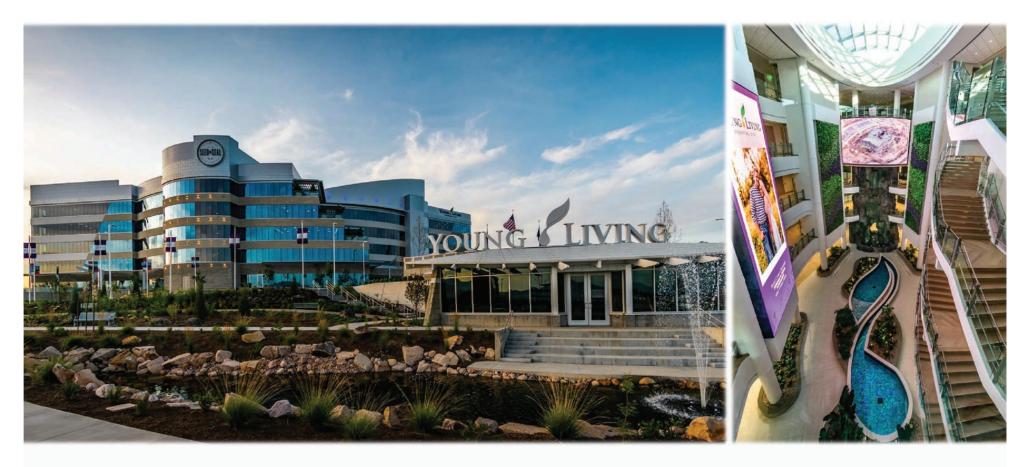
see PSB page F37



The steel "skeleton" of Salt Lake City's Public Service Building, shown here during construction, is designed to support the structure and insure "immediate operation" in the event of a earthquake. The design worked and there was no downtime during March's 5.7 magnitude shaker.



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PROJECT MANAGER FIRMS

Ranked by Number of Utah Projects 2019

	Company Name Address	Phone Web	Number of Utah Projects 2019	No. of Certified UT Construction Managers	Utah Gross Revenue 2019	Total Gross Revenue 2019	Number of Utah Employees	Year Established	Services Offered	Owner
1	JLL 111 S. Main St., Ste. 300 SLC, UT 84111	801-456-9513 us.jll.com/en/deliver- projects	42	0	*	*	5	2007 in Utah	Development management, design and construction management, capital and cost management, multi-market delivery, relocation management, consulting and feasibility.	Steve Borup
2	Project Control Inc. 956 N. 200 E. Spanish Fork, UT 84660	801-262-9315 projectcontrol-inc. com	21	7	\$868,000	\$3.5M	12	1980	Project control specializing in managing total project development for construction projects	Ryan Johnson
3	Construction Management Consultants 406 W. South Jordan Pkwy., Ste. 440 South Jordan, UT 84095	801-201-0119 cmcut.com	20	*	\$1M	\$1M	10	2004	Construction management, owner's representative, estimating, scheduling, project and program management, feasibility studies, cost segregation studies	Jeff Davis
4	Construction Control Corp. 307 W. 200 S., Ste. 4006 SLC, UT 84101	801-578-1201 cccutah.com	6	*	*	*	6	1984	Construction management/owner's representative services, cost consulting & estimating, scheduling, value engineering, cost segregation studies, construction cost auditing, program management, pre- construction services	Kris A. Larson

UTAH'S BUSINESS JOURNAL

PSB

from page F35

the building "feel like a cruise ship rolling in heavy seas."

Keeping a building like the PSB up and running following a disaster is more than just a structural challenge, however. There are myriad non-structural elements that have to be designed for resiliency as well.

"It doesn't matter if the building is still structurally sound if there's no power, or if it's freezing inside afterward because the HVAC fans did not survive the quake," said GSBS President Kevin Miller. "We had to think about every element of the building and set performance expectations for each and every one."

To help with that, the team included engineers from the San Francisco Bay Area with expertise in both structural and non-structural seismic components to carefully design each detail. One of those experts is Maryann Phipps, president of Estructure, based in Oakland, California. Phipps believes we can learn a lot from this moderate seismic event about the way the Public Safety Building will perform when it faces the maximum credible event for which it was designed.

Phipps said, "All the attention to protecting architectural, mechanical,

electrical, plumbing and IT systems paid off — the building performed exactly as intended and no repairs were required. This gives us even greater confidence that it will also achieve the goal of serving the public immediately following a major earthquake."

When the officials of Salt Lake

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statement to complement its neighbors to the west, the Public Library and the City and County Building.

"PSB is a very unique building in so many ways, but perhaps the most remarkable to me is that every element of its design supports at least one — and usually most — of the



City set out to construct a new Public Safety Building, disaster response was only one of its intended uses and the use that would likely happen the least often. It was also meant to become the public face of both the Salt Lake Police Department and the Fire Department and was designed as the first net-zero building of its kind in the country. It was also to anchor Salt Lake City's municipal campus and needed to be a fitting architectural design directives that the city tasked us with meeting," said Miller. "There is nothing frivolous about the design. The seismic solution is just one piece of that ecosystem, but it is a critical piece because earthquakes are the most likely community-level disruptors."

Since its opening in 2013, the PSB has fulfilled each of the city's objectives, day-in and day-out, with the exception of becoming the command center following a major earthquake. Thankfully, that scenario didn't fully play out on March 18, but the events of that day gave the city a taste of what the PSB can do, and they came away pleased.

The List

"We feel it performed great," said Doubt. "We lost power for less than two seconds as the generators kicked

> on and we didn't skip a beat. The only thing that was even different from normal operations was when the seismic switches on the elevators tripped," exactly as they were designed to do.

"I do feel this is instructive. We now have firsthand experience that the building will protect us and continue functioning. Those of us who worked on the project knew this would be the case, but now the employees feel safe in our building during an earthquake."

First responders, city leaders and citizens can all agree that it would be best if the city and the

PSB never had to bear the brunt of a 7.5-magnitude earthquake. But for now, people can have confidence knowing that should the unthinkable happen, the Public Safety Building will be up to the challenge.

Eric White is director of business development for GSBS Architects. He holds a B.A. in journalism from BYU and has spent his career in marketing communications as a copywriter, creative director and brand strategist.

MEDIATION

from page F21

mediator can terminate the mediation if it does not appear to be working, although this is very rare.

How Should Parties Dress for Mediation?

Dress comfortable, but respectable. Mediation is informal and the parties should feel comfortable. Who Should Attend the Mediation?

The parties and lawyers attend.

For mediation to work, all parties should involve persons empowered to make a decision to settle the matter. It is unacceptable in a mediation to have final authority reside in an individual at the home office who is not present at the mediation.

Where Does Mediation Occur?

Mediators will arrange a mutually convenient time and place for the mediation after consulting with both parties.

Who Pays the Mediator?

Typically, the parties split the cost of the mediator.

Be Prepared

It is important to have a plan going into a mediation. You need to have an approach to the mediation what you hope to accomplish in the mediation, how you propose getting there, who will take the lead role and how will that change as the mediation progresses. Spend time before the mediation highlighting the strengths and weaknesses of your position and the strengths and weaknesses of the other side's position. Try to anticipate, to the greatest extent possible, the arguments that the other side is likely to make. Make sure that the essential information (necessary to evaluate the dispute) has been exchanged and that the mediator is well-informed about the nature of the dispute, the history of prior attempts to resolve it and any

roadblocks or opportunities that may affect the conduct of the mediation. What Happens in Mediation?

Every mediation is different and unique. Experienced mediators will use a format that is best suited for the particular dispute. Generally, however, the process of mediation falls into six stages:

First, the Mediator's Opening Statement. After the parties are seated, the mediator will introduce the parties, explain the goals and rules of the mediation and likely encourage each party to work jointly toward a settlement.

Second, the Parties' Opening Statements. Both parties are allowed time to explain, in his or her own words, what the dispute is about and how they have been affected by it and to present a few ideas for resolving it. It is important to remember that while one party is speaking, the other party is not allowed to interrupt.

Third, the Joint Deliberation. The mediator may attempt to get the parties talking directly regarding what was said in the opening statements. This allows the mediator and parties time to determine what issues need to be addressed.

Fourth, the Private Caucuses. This is the guts of every mediation. The private caucus is a chance for both parties to meet privately with the mediator and discuss the strengths and weaknesses of his or her position and brainstorm ideas for settlement. The mediator may "caucus" with each party once or several times if needed.

Fifth, the Joint Negotiation. After private caucuses with each party, the mediator may bring the parties together again for direct negotiation.

Sixth, Wrapping It Up. This is the end of the mediation. If the parties have reached an agreement, the mediator will likely put the main provisions in writing while the parties listen. If the parties wish, they may write up and sign a legally binding contract. If no agreement is reached, the mediator will review the progress made by the parties in the mediation and advise each party of their options, such as meeting again later for further mediation, going to arbitration or going to court.

Stay Positive

Mediation can be a tedious process, including lengthy periods when the mediator spends time in private caucus with the other side, only to deliver some "nothing sandwich" of a response after what seems like an eternity. Stay positive, let the process work. Everybody postures. Everybody wants to maintain a broad latitude for negotiation. An experienced mediator will remind you that the process works, even in some very tough cases. Resist the temptation to walk out on the conclusion that the other side is "not serious" about settlement (given their early posturing). Work with the mediator to formulate strategies that can produce useful progress.

Is the Mediation Process Confidential?

Yes. All mediation proceedings are confidential. Documents created for the mediation are also confidential and may not be introduced during a subsequent trial if the dispute is not settled. Likewise, the mediator should not testify or be compelled to testify at a subsequent trial. If the dispute subsequently goes to trial, the judge who is assigned to the case is not told the identity of the mediator or given any information about what took place during the mediation process.

What are the Advantages of Mediation?

It keeps the decision-making process in the hands of the parties. It is confidential. It is flexible. Parties are usually more comfortable. Disputes are commonly resolved in a fraction of the time. Agreements reached through mediation leave open the possibility for future relationships. Lastly, it almost always costs less than traditional litigation.

What Happens if a Party Fails to Comply with the Agreement Reached at Mediation?

No party shall be bound by anything said or done at the mediation unless a written settlement is reached and signed by all necessary parties. If a settlement is reached, the agreement must be in writing, and, when signed and approved by the appropriate authorities for all parties, it will be binding upon all parties. An agreement reached during mediation is enforceable in court just like any other settlement agreement.

What Should Contractors Remember?

Mediation is never easy, so be prepared. The mediator may propose a settlement that may not be justifiable in terms of the law, principle and contract terms or industry practice. But it may make good business sense, despite the cost. At least examine the proposed settlement from that perspective. Remember you don't have to make a deal. Just be open.

Mediation is just one technique to settle construction claims. Mediation is not appropriate for every dispute, but it has the advantage of allowing the parties to choose the outcome rather than have it determined for them by a judge, jury or arbitrator. Remember that you have a great deal of control over the outcome of mediation and the final decision to settle is yours. To be successful in mediating your construction claim, you must understand the mediation process, the merits of your case and strategies to help you get a good result.

Good luck out there!

Cody W. Wilson is a shareholder in the law firm of Babcock Scott & Babcock PC in Salt Lake City, whose practice is focused on construction law and disputes.



DEVELOPMENT FIRMS

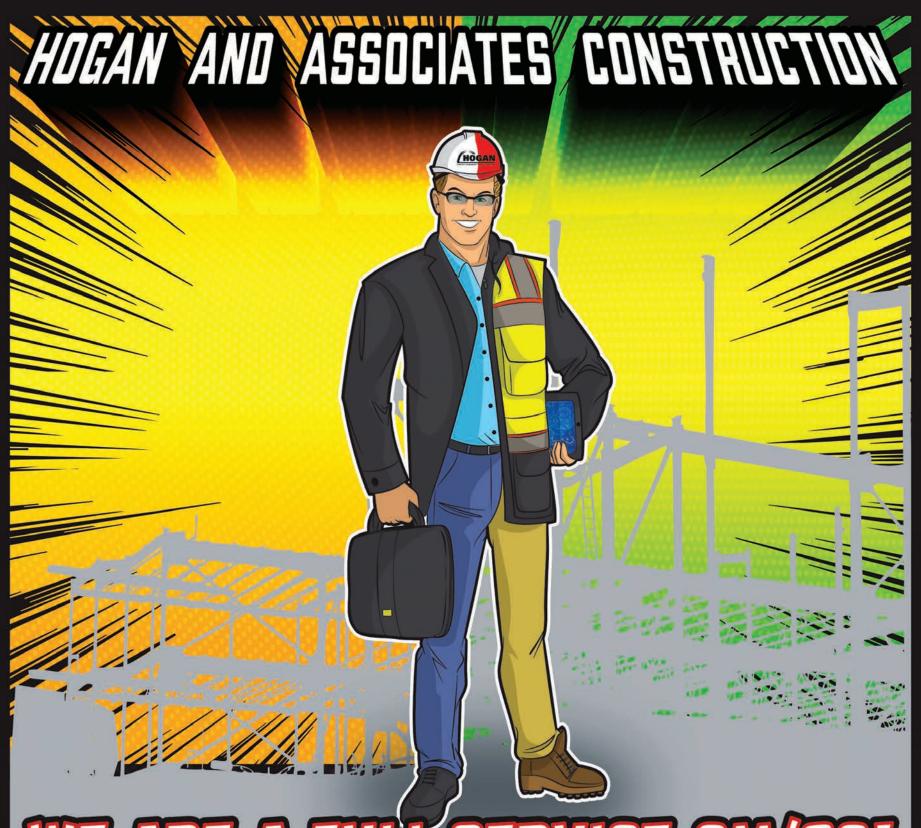
Ranked by number of square feet developed in 2019



	Company Name Address	Phone Web	Total Sq. Ft. Developed in 2019	Year Established	Notable Projects	Owner/Top Local Executive
1	The Boyer Co. 101 S. 200 E. SLC, UT 84111	801-521-4781 boyercompany.com	1,988,167	1972	Podium HQ, Dealertrack HQ, Liberty Sky downtown apartments, Weave HQ, HealthEquity Building 3	Nate Boyer President
2	Woodbury Corp. 2733 E. Parleys Way, Ste. 300 SLC, UT 84109	801-485-7770 woodburycorp.com	1,545,000	1919	Canyon Park, Spanish Fork; Northrup Grumman Roy Innovation Center; Devon at University Place, Orem; Towne Place Suites Downtown SLC; Towne Place Suites Draper; Springhill Suites Sugar House; Tru by Hilton Midvale	O. Randall Woodbury President/CEO
3	The Ritchie Group 1245 Brickyard Road, No. 70 SLC, UT 84106	801-433-2200 theritchiegroup.com	1,132,000	2005	West Quarter, SLC; Ribulet Apartments, American Fork; XR Industrial, Salt Lake City; Brickyard 32, Salt Lake City	Paul Ritchie Ryan Ritchie Jayson Newitt
4	Roderick Enterprises 1214 E. Vine St. Murray, UT 84121	801-506-5005 www.roderickrealty.com	212,000	2011	Catalyst Business Park, American Fork	Michael Roderick President Benjamin Wheat Vice President of Development and Leasing
5	Cowboy Partners 6440 E. Wasatch Blvd., Ste. 100 SLC, UT 84121	801-424-4400 cowboyproperties.com	*	2001	Liberty Crossing, Liberty Blvd., Liberty Center, Liberty Crest	Daniel Lofgren
6	Dakota Pacific Real Estate Partners 299 S. Main St., Ste. 2540 SLC, UT 84111	801-961-1131 dakotapacific.com	*	1989	Cottonwood Corporate Center; Regence BCBS Headquarters; Cornerstone, Newpark 1,2,3; Scowcroft Building; The Forge at Geneva	John R. Miller
7	Gardner Co. 201 S. Main St., Ste. 2000 SLC, UT 84111	801-456-4140 gardnercompany.net	*	1980	Adobe Campus, Tesla, PluralSight, Overstock, Mountain America Credit Union	Darin Gardner
8	Garn Development 748 W Heritage Park Blvd. Layton, UT 84041	801-776-0232 garndev.com	*	2017	*	Kevin Garn Michael Christensen
9	Hamilton Partners 222 S. Main St., Ste. 1760 SLC, UT 84101	801-746-2888 hamiltonpartners.com	*	1987	Buffalo Grove Business Park, I-215 Commerce Center, Hamilton Lakes	Mark Hamilton
10	InterNet Properties 51 E. 400 S., Ste. 210 SLC, UT 84111	801-355-0600 iproperties.com	*	1994	East Ridge Court, Art Space Rubber Co.	Nico Priskos CEO/Managing Partner
11	Wasatch Commercial Management 299 Main St., Ste. 2400 SLC, UT 84111	801-961-1000 wasatchgroup.com	*	2014	Parc on 5th Apartments, American Fork; Spring Hill Suites Marriott, Logan	Dell Loy Hansen CEO

*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved. NOTE: If asterisk follows a number, data is from the previous year and not currently disclosed. Copyright 2020 by Enterprise Newspaper Group. The Enterprise strives for accuracy in its list publications. If you see errors or omissions in this list, please contact us at lists@slenterprise.com.





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HOGAN PROVIDES A BETTER "BALANCE" BETWEEN CONSTRUCTION MANAGEMENT AND **GENERAL CONTRACTING WHICH SAVES MONEY AND TIME, AND PROVIDES HIGHER QUALITY.**

PRE-CONSTRUCTION PHASE

With our ability to self-perform up to 50% of a project with our crews and equipment, we use more planning technologies and methods than any other firm in Utah Our preparation and design assistance is performed by field-experienced professionals to ensure a successful project.



CONSTRUCTION MANAGER • GENERAL CONTRACTOR

CONSTRUCTION PHASE

The quality of a building is the direct result of the people who build it. Utilizing our in-house workforce to supplement underperforming subcontracting crews or to execute the work ourselves means projects can be built faster, with higher efficiency, and more cost-effectively.

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