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## Finding and hiring a construction workforce in a tight labor market

“Entrepreneurs are simply those who understand that there is little difference between obstacle and opportunity and are able to turn both to their advantage.” said prolific author and speaker Robert Spector.

In Utah’s construction industry, business leaders have been called on time and time again to prove their entrepreneurial chops in the face of tight labor market conditions that have prevailed for several years, with numerous thriving industries competing intensely for workers’ attention and interest.

Persistent labor market strain is a strategic obstacle that produces complex risks of overextension and understaffing for Utah contractors of all sizes. But it also presents a ripe opportunity for influential leaders in Utah’s building industry to re-examine how they can do more to nurture the resilience and capabilities of the construction workforce by 1. Vigorously selling the vision of a career path in construction; 2. Finding and retaining dependable, high-performing talent; 3. Emphasizing ongoing jobsite skills training for craftworkers that diversify their career opportunities; and 4. Motivating the workforce with meaningful one-on-one coaching, a rewarding workplace culture and a sense of personal connection to the community-shaping impacts of their hard work.

**Effectively promoting a career path in construction.** As Utah’s con-

struction professionals, we have it all: an industry ripe with innovation, the chance to collaborate with clients driving positive change in our communities, an endless variety of work, financially rewarding employment and plentiful opportunities for career advancement and skills development.

But we can do more to communicate these facts to the rising generation of potential hires. If we don’t take deliberate steps to tout the benefits of a career path in construction — through a visible presence

in the community, strategic recruiting efforts and investments in workforce development — other industries will drown out our voice.

It’s critical for construction firms to establish an active presence at key hiring and networking events, engage with employees about how to leverage their individual professional networks and actively sponsor and attend other organizations’ initiatives and celebrations that align with our values and our goals for exposure.

Much of this effort must also happen online, where young prospective employees habitually devote their time. One example of an online push to promote construction careers in Utah is the Associated General Contractors (AGC) of Utah’s #WeBuildUtah campaign that has encouraged craftworkers from every corner of their state to showcase what they love about their day-to-day work.

**Finding and retaining capable people.** Aggressive recruitment and retention initiatives have become increasingly essential to prevent craftworker turnover rates from reaching levels that could interfere with a firm’s continuity, competence or organizational cohesion.

Ambitious compensation for new employees and a time-efficient hiring process are fundamental building blocks for any effort to stay competitive and adequately staffed amid today’s labor market environment. And to get the craftworkers it is targeting, a firm must also present a clear case about the skills training and career development opportunities that will be made available to them long-term.

Additionally, the first few months of employment are the rockiest time period for retaining new craftworkers, so it’s key to rapidly equip them with reasons to be enthusiastic about staying for the long haul. These can include financial incentives, training opportunities, being engaged and welcomed by senior company leaders, jobsite appreciation events, time spent with an attentive supervisor and anything else that helps them feel welcomed into the culture of the company.

**Emphasizing ongoing jobsite skills training.** Investing in employees’ skillset development is a growing emphasis among Utah contractors, who



MATT RADKE

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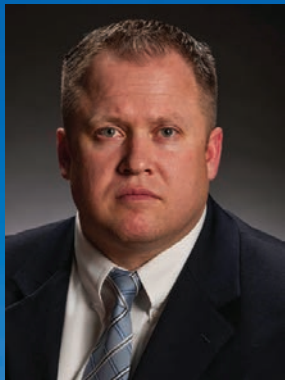
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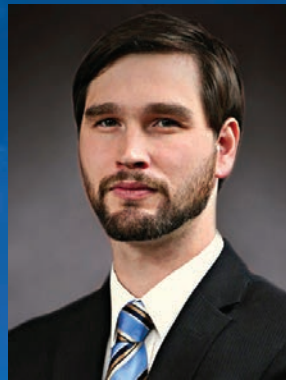
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# The State of the Industry

## A CONSTRUCTION ROUNDTABLE

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

### PARTICIPANTS

- Shane Peterson**, Corporate Attorney, BHI Construction
- Glen Perry**, President & CEO, COP Construction
- Kyle Smith**, Area Manager, Granite Construction
- Pat Moffat**, Construction Manager, The Boyer Company
- Carl Tippets**, President, Pentalon Construction
- Darrin Guevara**, Executive Division Manager, Hunt Electric
- Rob Behunin**, Director of Business Services, GWC Capital
- Joe McAllister**, General Counsel, Hughes General Contractors
- Jerry Taylor**, Owner & CEO, JT Steel
- Slade Opheikens**, President & CEO, R&O Construction
- Mike Sowby**, General Manager, Sinc Constructors Co.
- Ken Hamson**, V.P. over Water & Waste, Whitaker Construction
- Kate Maples**, Estimating Manager, Mortenson Construction
- Andrew Berne**, Shareholder, Babcock Scott & Babcock, PC



**Jason Robinson**  
Founding Shareholder & Director  
Babcock, Scott & Babcock  
Moderator

**ROUNDTABLE**  
begins on page F4



**Shane Peterson**



**Glen Perry**



**Kyle Smith**



**Pat Moffat**



**Carl Tippets**



**Darrin Guevara**



**Rob Behunin**



**Joe McAllister**



**Jerry Taylor**



**Slade Opheikens**



**Mike Sowby**



**Ken Hamson**



**Kate Maples**



**Andrew Berne**



## Construction Roundtable Conducted March 8, 2023 at the law offices of Babcock Scott & Babcock

**Jason Robinson:** Welcome to this roundtable on the status of the construction industry. Thank you all for being here. Jumping into our first question, what are you seeing in the industry? What are the positive trends? And what are your biggest challenges?

**Carl Tippets:** Getting a project started is the biggest issue right now. Financing and getting developers who are able to commit to beginning projects. Finding developers who want to commit to general contractors who, in turn, commit to subcontractors and then have them installed.

**Andrew Berne:** Pat, from the owner's perspective, how do you feel?

**Pat Moffat:** That's exactly right. I've talked to a lot of general contractors and subcontractors. We're bidding a lot of work, but we've got a lot of backlog. Deals that made sense six, 12 months ago make a lot less sense right now.

We've had jobs in our own portfolio that we got all the way bid out, but when we get to the bank, they said, "Well, we'll give you this much money at this rate." And we just say, "Well, we're going to hit pause on this." Hopefully as an owner, we've communicated that and it's not a surprise to anybody. We're still trying to make stuff work, but it's a lot harder to

get stuff off the ground than it was six, 12 months ago.

**Ken Hamson:** One of the challenges we've seen is just being able to flip work, get through work and repurpose crews. It all comes down to resource utilization, whether it's labor or material or equipment or whatever, to be able to use and manage those resources. Companies like ours are doing a lot of utility work. We're doing 40 to 50 jobs a year. So if you can't get the materials, get that work done, and get on to the next one, it really limits your ability to grow or even just sustain your volume. Jobs that should take 12 months, take 24. So while you might make money on the work, there's a lost opportunity of not being able to take that crew and move on to another important project. I think that's one of the biggest challenges we see.

**Joe McAllister:** One of our biggest challenges is our craft workforce development, getting the people and keeping them busy year-round. But on a positive side, I would say that DOT — being one of our biggest clients — is well-funded and consistently funded. That's a positive trend we're seeing in the market.

**Berne:** Darin, your thoughts on what the owners and the generals just described — the uncertainty of projects starting. How is that affecting subcontractors like Hunt?

**Darrin Guevara:** What's unique and different from years past is we're not seeing just a general markup on commodities or equipment. What we're seeing now is the need to really pinpoint things that we just can't get because that issue could totally kill a project. If you have a deadline to get a project online in 24 months ...

**Moffat:** Get your electrical gear.

**Guevara:** Exactly! Get your electrical gear ordered right away. Now, if the owner wants to commit to that purchase,

we have to design around the product that is already set and ordered, which isn't typical. Then you have larger manufacturers and larger projects with owners buying out the manufacturers' complete inventory for an entire year. That puts pressure on all of us with smaller projects and developments that we're trying to get done. I have several projects where we rob Peter to pay Paul to get a job done because we can't get this one part. It's not like I can say commodities are all up and it's delayed by X. It's this one thing or that thing over there, which essentially could be a deal-killer. It's a unique situation. I don't see it going away for some time.

**Robinson:** Are the prices of those items going up, or is it just a supply chain issue?

**Guevara:** It's not just one thing. Fuel obviously affects a lot of the industry. Diesel fuel is up almost 30 percent. It affects our bids. We're losing money on the ones that we've already contracted on, and for new projects, the price is going up. Manufacturing items that are up, we can pass those on, but stuff that we're contracted for, we're just losing money on those.

**McAllister:** We're in the third phase of this supply chain crunch. In Phase 1, stuff just wasn't available. In Phase 2, we can get some stuff, but if you don't order by Friday the price will go up 15 percent. Now in this third phase, we've all reacted to that reality. We're not designing to value or to a budget, we're designing to availability and lead time. Contractors order things very early and stockpile them. We're renting storage units, even office spaces, to stockpile this material. Some store it well; some don't, putting it in a non-climate-controlled area or just stacking it up at the site.

That's the next wrinkle in availability. Manufacturers are refusing to be on the

warranty hooks for two, three years while contractors are storing materials for half of that.

Some LED light manufacturers changed their warranties, so rather than it starting when you install it, it now starts when you order it. If you've been storing those lights for over a year and you want the warranty to extend out to where the owner requires it, there's an extra cost for that, and sometimes it runs into tens of thousands of dollars. That's a new challenge that has just cropped up.

**Guevara:** One positive from what's been said, is that there's better communication up front. We're asking those questions and opening up the conversation for collaboration. How are we designing? How far out are these items? What alternatives do we have? Can we pre-buy them? What negotiation power do we have? Can the manufacturer hold them so the warranty doesn't start? There are things that can be done, but it's not the same for every product. I think the big positive is there's more open dialogue happening up front on particular items.

**Shane Peterson:** We're dealing with a lot of the same issues. You mentioned electrical gear — that's a big one for us. We're having to identify long-lead items way in advance, even before we're awarded a project. The challenge I see as in-house counsel, is risk allocation in contracts. Who's going to bear the risk of that long-lead item or the delay? Should it be owner-furnished equipment? Should the owner bear that risk?

It's a difficult question, especially because it seems that the supplier, the one furthest down the chain, holds all the

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# Construction

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## MACROECONOMICS AFFECTING THE CONSTRUCTION LANDSCAPE

# Utah's construction industry can look to the long term, manage to the cycles

Construction industry professionals are experts when it comes to site preparation. They survey the area, test soil, design and define the plan, then develop timelines for execution and launch. The way the construction industry approaches its projects in the state of Utah right now likewise should include methodical planning that accounts for considerations in the current economic and market environment.

Following are several macroeconomic factors that can be considered in today's construction landscape:

### Economic Data Point to Utah's Long-Term Potential

To balance the impacts of economic and market shifts, construction industry professionals can manage to the cycles. A long-term approach makes sense for construction in a state with economic data trending toward growth on several economic points. Utah finished 2022 with a fourth-quarter annualized increase of 4.2 percent in real gross domestic product. Employment in most Utah's industry sectors grew over the past year, totaling 2.7 percent. Jobs statewide grew by 44,100 from March 2022 to March 2023. Utah's unemployment rate in March 2023 was 2.4 percent, compared to a national rate of 3.5 percent.

Recently, Utah ranked No. 1 in *U.S. News & World Report's* Best States rankings. The rankings team analyzes statistics tied to more than 70 metrics across eight categories, such as healthcare, education and natural environment.

"Buoyed by its top ranking in both the economy and fiscal stability categories, Utah unseated Washington at least in part because of consistency. The Beehive State finished in the top 15 in six of the eight categories measured by *U.S. News*, with a top 20 performance in another," reports the May 2 article.

Kelly Peterson, Zions Bank's executive vice president and commercial real estate director, believes now is a time for the industry to stick to fundamentals. "Construction is a long-term game. Yes, many builders are being more selective right now.

Commercial real estate is cyclical," he said.

The Beehive State's diversified economy continues to be a source of strength through economic fluctuations.

### Interest Rates Top of Mind

The current interest rate environment is top among construction business considerations. On May 3, the Federal Reserve raised interest rates by a quarter of a percentage point, taking the benchmark funds rate to a range of 5 to 5.25 percent. This is the first time the rate has exceeded 5 percent in more than 15 years. But Fed Chair Jerome Powell signaled that additional rate increases may be paused in the future, based on incoming economic data.

As the Federal Reserve raises interest rates, financing costs are increasing and may result in reduced commercial real estate demand. The average commercial real estate capitalization (cap) rate across all sectors — office, industrial, retail, multifamily, hotel and senior housing — began an uptick in the second half of 2022, according to the CBRE's H2 2022 Cap Rate Survey released in March. Respondents expected cap rate expansion in 2023, but they also projected a slowing of expansion should the Fed end its rate hikes this year.

### Costs Still Running High

Construction labor and materials costs have been running high, in part driven by the expansion of federal infrastructure projects and increased multi-family building. *The Wall Street Journal* cites this "building boom" as the reason unemployment is at its lowest level in 50 years. Nationally, construction jobs grew 2.7 percent from March 2022 to March 2023. Utah construction sector jobs grew by 5,900, or 4.6 percent over the same period.

But there are signs that the cost increases and fluctuations are moderating, said Zions Bank Real Estate Group manager Ryan Speirs. "We are no longer seeing the sharp increases we have experienced over the past few years. Supply chain constraints, transportation costs and labor shortages

were some of the variables that have contributed to these price increases," he said. "We have seen some improvement in these areas; however, costs have retreated only modestly given the backlog of projects still under development, despite slowing developer appetite in the current interest rate environment."

In efforts to manage to the cycle, some commercial builders may opt to pause future projects until the economic environment stabilizes.

### Residential Building Trends

Utah's housing market trends impact the decisions home builders are making right now. A series of interest rate hikes aimed at taming inflation, including housing inflation, have altered the state's housing market from a year ago. In spring 2022, the Beehive State's home prices had experienced record growth, shooting up nearly 30 percent from the previous year. Now, for the first time in over a decade, Utah's typical year-over-year home price growth rate has turned negative. In March 2023 the Beehive State's typical home price was \$506,072, 1.8 percent lower than in March 2022.

As higher mortgage rates cut into home affordability, fewer prospective buyers entered the Utah housing market. Homes stayed on the market longer, prompting some sellers to drop their asking price or accept lower offers. The Utah Association of Realtors reports a 99 percent increase in the number of homes for sale and a 22 percent decline in home sales from February 2022 to February 2023.

### New Home Construction Trends

Rising interest rates have also slowed new home construction. Homebuilders obtained 2,537 single-family housing building permits for Utah in March 2022, compared to only 1,251 building permits in March 2023, according to the U.S. Department of Housing and Urban Development.

With existing homeowners locked into historically low rates, fewer existing homes are on the market, driving demand in new homes. To entice buyers concerned about borrowing rates, some home builders are getting creative with their offers, including offering short- and long-term mortgage rate

buy-downs that are more attractive than 30-year average mortgage rates hovering over 6 percent. Attractive offers like these address the biggest concern among buyers and are helping builders move inventory.

### In-Migration Continues

Demand for housing and office space may continue to due to the prolonged in-migration trends in Utah. The state's population grew by 1.2 percent from 2021 to 2022 — three times the total population growth of the U.S., according to the U.S. Census Bureau. Utah's population growth rate ranks 10th-highest in the United States. In 2022, the population grew by 38,141 people through net in-migration, according to the Gardner Policy Institute.

In January, not only did WalletHub rank Utah as the No. 1 best state to start a business, it later recognized our smaller markets. Four of the five top small cities ranked for starting a business are in Utah, according to an April 2023 WalletHub roster. As businesses launch and grow, they create more jobs and attract in-migration.

While new office construction may not be moving forward at the same pace as it was a few years ago, the strong population growth coupled with the state's business-friendly policies suggests office space remains viable long-term.

### Recession Threat Looms

While the U.S. economy eluded a recession last year, the threat of recession — which we may already be experiencing — persists. The Treasury yield curve inverted, meaning that investors are willing to pay higher interest rates on short-term bonds than longer-term ones. For the construction industry and other industries, now is a time of economic moderation. While this process may be uncomfortable, it is a necessary part of resetting an economy that has gone through many shocks over the past few years.

Robert Spendlove is Zions Bank's senior economic and public policy officer. His monthly "Utah Economic Outlook" reports and other video presentations are available at [www.zionsbank.com/economy](http://www.zionsbank.com/economy).



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# ELECTRICAL CONTRACTORS

Ranked by Total Gross Revenue 2022



Company Name Address	Phone Web	Total Gross Revenue 2022	Utah Gross Revenue 2022	Bonding Capacity	Experience Modification Rate	No. of Utah Employees	Services Offered	Year Established	President/CEO
<b>1</b> Cache Valley Electric Co. 875 N. 1000 W. Logan, UT 84321	435-752-6405 cve.com	\$760M	\$500M+	>\$1B	0.65	1,600	Commercial, mission-critical, and heavy industrial electrical construction; transmission lines and substations; signals and utilities; teledata, multimedia, and wireless systems; intrusion detection and access control; network infrastructure, data center, security, and cloud computing technology solutions	1915	James Laub
<b>2</b> Wilson Electric Services Corp. 905 N. Main St., No. C-3 North Salt Lake, UT 84054	801-908-6660 wilsonelectric.net	\$180M	\$11M	\$260M	0.55	40	Electrical, commercial and industrial service & maintenance	1968	Wes McClure CEO
<b>3</b> Taylor Electric Inc. 2650 S. 1030 W. SLC, UT 84119	801-413-1300 taylor-electric.com	\$113M	\$113M	\$130M	0.67	313	All needs for commercial & industrial construction	1975	Ryan J. Taylor
<b>GSL Electric</b> 8540 S. Sandy Parkway Sandy, UT 84070	801-565-0088 gslelectric.com	\$71M	\$47M	\$80M	0.96	200	Electrical constructio and design	1981	Lance Capell
<b>4</b> Rydalch Electric Inc.- A Commonwealth Company 250 W. Plymouth Ave. SLC, UT 84115	801-265-1813 rydalchelectric.com	\$30M	\$30M	\$40M	0.65	125	Electrical design and construction	1994	Mark Rydalch President
<b>5</b> Central Electric Co. Inc. 189 N. Highway 89, C-123 North Salt Lake, UT 84054	801-467-5479 central-electric.com ampd-electric.com	\$5.23M	\$5.23M	*	0.66	31	Commercial, industrial, residential, service	2010	Robert N. Dibble
<b>6</b> Eagle Electric Inc. 7000 S. Commerce Park Drive Midvale, UT 84047	801-255-8089 eagle-electric-inc.com	\$3.3M	\$3.3M	\$5M	0.8	24	New and remodel commercial electrical	1987	Trent Lovendahl President
<b>7</b> Hunt Electric Inc. 1863 W. Alexander St. SLC, UT 84119	801-975-8844 hunteelectric.com	*	*	\$200M	0.68	600+	Electrical, design-build, technology (fiber, AV, DAS), traffic & infrastructure, high-voltage, sustainable energy (solar, EV chargers, battery storage, microgrid), controls and automation, service	1986	Troy Gregory President & 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. Copyright 2023 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@senterprise.com.



## ROUNDTABLE

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cards. How do you deal with that in your subcontracts for subcontractors who have long-lead items? It's a potential source of delay for general contractors. Should they bear that risk? Are they in the best position to bear that risk? How are all of our contracts aligning to deal with that risk? It's been a constant struggle. It's important to figure out a way to come up with some integrated project delivery systems. Start thinking about the contracts and how they're going to align from supplier all the way up to owner, especially when some of the parties aren't willing to play ball, like suppliers. It's been a challenge.

**Slade Opheikens:** Communication is definitely better across the industry. We're talking to suppliers we would never have spoken to five years ago. We used to speak just with our subs. Now we're working with owners where we communicate up front about long-lead items. Two years ago, even one year ago, we would order

the item, figure out the rest of the design, and then we would figure out the budget.

Two years ago, it didn't feel like budgets mattered. Now with higher interest rates, budgets matter more. We are presenting owners with the problem that "we have to release this gear and buy this equipment, possibly six months before we know the price." This causes difficulties for owners since they need to know what our price is going to be, but how do you hold a price? Banks aren't as willing to take the risk of a cost escalation or force majeure contract clause that allows it to go up. We've started saying, "We're going to give a price. We're going to release the gear that we can. We're going to commit." Then, when the job finally starts six months later, our subs are like, "No, we're out. We had three price increases. Concrete went up. Steel went up. Everything went up. We need to increase our price," and we're back to going, "Oh, my gosh. How?"

We've had higher interest rates, long-lead items, and shortages, but now it's happening at the same time which is new

to me and my company. But hearing from everyone here makes me feel better knowing I wasn't the only one experiencing these challenges.

**Moffat:** As a private owner, I feel we were really lucky in Utah because we have good GCs for the most part, certainly those in this room. It comes down to being able to pick up the phone and say, "OK, here's our concerns. Here's what we're doing."

So how can we improve the current situation? First, owners need to be realistic about what GCs can and can't do. Second, GCs need to figure out that budgets are important, and communication is key.

**Tippets:** I agree that communication is the solution to almost all of the problems we're addressing. We had the luxury, in the construction community for a long time, of starting projects with just enough information to really get going and get momentum. Then as a general contractor, we were probably too slow buying projects out.

If it's a 24-month project, it may take 12 months to buy it out because things

you don't need up front, you just procrastinate. Having all the information up front to where you can get it done, get the buyout done, get everything ordered, is becoming critical.

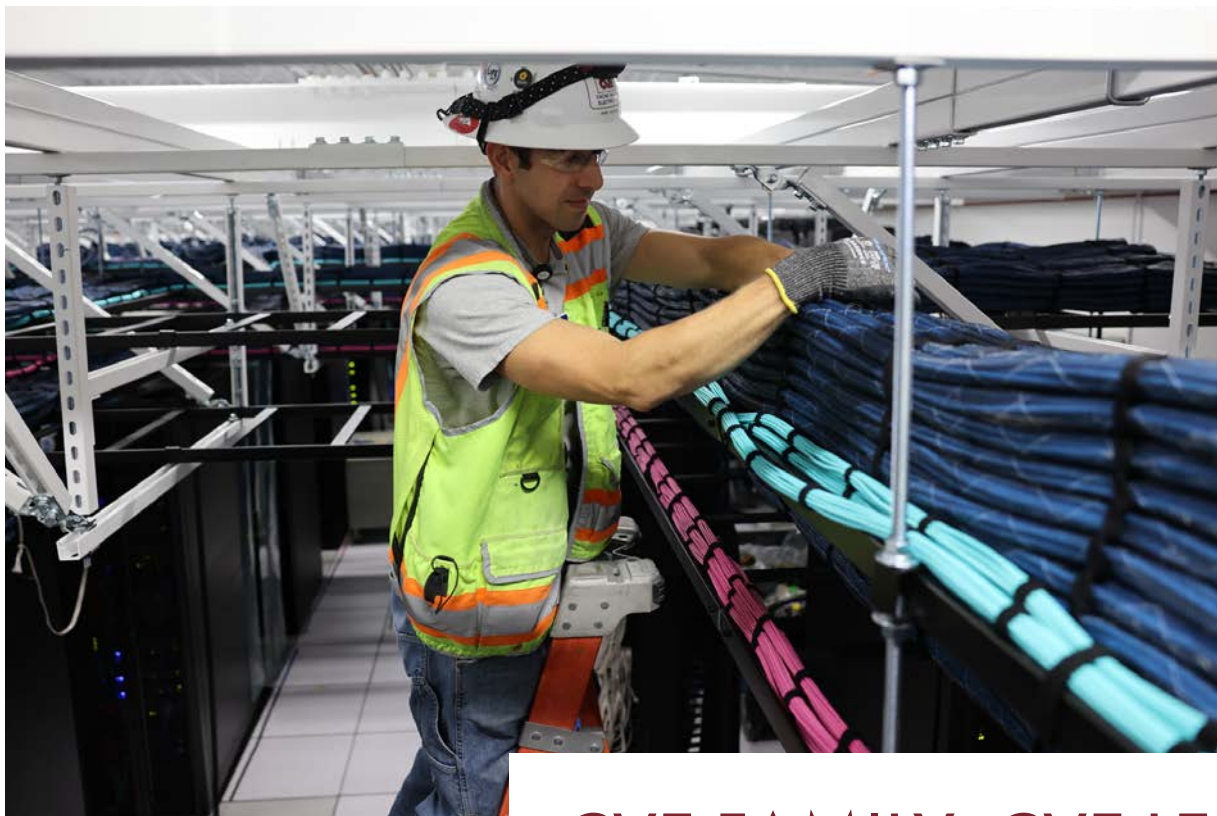
The designers, owners and contractors communicating about all of that up front, before you ever put a shovel in the ground, is paramount to anybody succeeding at this point.

**Robinson:** I agree, communication is key. In real estate the mantra is location, location, location. In construction law and litigation, it's documentation, documentation, documentation. I'm convinced if there were better communication in the industry, there would be fewer and fewer disputes — then I may be looking for a new job. Communication is key.

Carl, what are you doing to promote effective communication or is it just coming naturally?

**Tippets:** There is much better com-

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## ROUNDTABLE

from page F8

munication between owners and contractors than there used to be. Vital communication is happening up front, with owners and with designers. Preconstruction services are becoming an important part of construction.

The design/bid/build model for procurement is becoming outdated. It needs to be a design/assist or design/build model, either/or, up front to where you can get ev-

erybody engaged in those conversations.

**Berne:** Rob, as an owner, what are you seeing regarding communication?

**Rob Behunin:** It's similar to what's been said. We have a project in St. George that for the last 24 months has had a water system issue with the parts stalled in Germany and France and everywhere. But what really kept everything going is that communication with the contractor. But I'm going to add the another "C" word — "creativity." There's a famous quote, "Creativity, when you use it more, it never runs out." You create more, the more you use it.

As an owner, I've seen this with our contractors and our subs. Everybody is willing to get to the table and figure it out. In this industry, there's a lot of creativity around the table and when we pull that together, we come up with some really interesting solutions.

**Tippets:** I agree that creativity is a

huge part of the solution. But owners tend to look to the experience of the construction field, relying on the general contractors for that creativity as opposed to the design team to come up with those solutions.

**Behunin:** I agree. What we're doing is an art and a science. It's about relationships, communication and creativity. But there's a science aspect to it that I just don't have. To those of you actually doing the work — I wouldn't dare tell you how to do your jobs. We have to rely on you to help us bring solutions and some of the solutions you've come up with have been phenomenal. We've been able to go back to the LPs, back to the finance, back to the money well, and say, "Hey, we have a solution to X, and we want to move forward."

We're going to come out of this, but to do so, we've got to get creative. So I'm

going to repeat myself: "It's an art *and* a science."

**Berne:** Mike, what are you doing to be creative?

**Mike Sowby:** I echo what Carl said about owners looking to the contractor for solutions. Designers don't know the costs or the availability, whereas the contractors are the experts on costs and availability. I'm seeing general contractor teams interacting with our teams on a closer level to come up with those solutions for the owners. We're also getting a lot more cooperation with early order and prepurchase items. I'm the landscape guy, the last ones on the job. We'll submit a pay request for the first draw of the project, and inevitably it comes back, "Why are you billing for landscaping? That's not for another 36 months."

"Yeah, we know that, but we are contractually obligated to begin procuring materials and so that's what we're doing. Here's what we've got. Here's what we've found. You need to buy it now because there's going to be a price increase next month and another in July, and who knows what happens next year?"

We're getting a lot more cooperation between all parties involved. It's been an uphill battle in the past, but we're seeing it become a bit more the norm.

**Jerry Taylor:** For us as a subcontractor, the design and design team are everything. As a fabricator, if we had more complete drawings, we could save you weeks and maybe months on your project by having the steel ready to go. With completed drawing, we could turn it over to our detailer, get it out, get your approval and get back. We could fabricate it quicker than you can draw it. And all those little questions you think, "Oh, that's no big deal. I'll put it off 'til tomorrow." That means days and sometimes weeks for me. The design is a big deal.

**Opheikens:** To what Jerry's saying, in our contracts we now ask clients to expedite submittal reviews. We have to get away from the whole electrical submittal being 100 percent before the electrical engineers can review it. We need to be able to part and piece out submittals. For structural submittals, we request a meeting with the structural engineer, the fabricator and everybody affected to expedite the approval. We can't take three weeks like they have done for 20 or 30 years.

I learned the hard way on electrical gears, they don't actually order it until the submittal is approved. I can give you an early release. I check a box on my schedule, the lead time started, and then I find out, no, that's not until the submittal comes back approved by the architect, by the electrical engineer that they can actually give them a go. So, how do we do it in three days, not three weeks? By not rejecting it because someone spelled "the" wrong or some stupid thing. You laugh, but sometimes they look for why they can reject it instead of how they can approve it.

**McAllister:** Everybody has to figure out what their real interests are. If own-



## ROUNDTABLE

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ers don't want contingencies in their bids, then they need to be very clear in their drawings and solicitations. Contractors have to put contingencies in their bids, but owners don't want to see them, so we leave them out and figure we'll work it out later. All we can do is identify a risk and mitigate it. So, we give allowances. That's really all we have to do, and, of course, owners don't like that because prices go up, prices change. Everybody needs to be on the same page. What is our priority here? We need to know what the owner's interests are up front. Owners can either pay the price up front to get great plans, or they can have some contingencies. It's their choice. It would be better if own-

ers, particularly through their design team, could just state what their interests and their priorities are for this project?

**Kate Maples:** I think over the last five to 10 years owners have been more open to bringing the GCs in early, which is great. I think it's on the GCs to get the trade partners involved earlier to help influence the structural design so as not to have those problems at the end of the day.

Going back to creativity and diversity, the way to come up with more creative solutions is to get more diverse opinions in the room. Whether it's the new generation, new blood, people of color or more women in the room, I think with a more diverse team, better ideas will come out of all those meetings. I'm a big advocate for diversity.

**Robinson:** I think it's wonderful, as well. How do we get the next generation more interested in the construction indus-

try? How do we increase creativity via diversity?

**Maples:** I think a big piece of that is education. And not just going to high schools and telling them about career opportunities in construction, but all the way back to elementary school. I think studies show that kids in third grade have already started to form opinions about what career they want to go into. So it becomes crucial to really reach out to the youth, not only in the suburbs, but in the rural areas and in the city. It's all about education.

**Glen Perry:** I think it comes back to creativity and also collaboration. We still work primarily in a hard-dollar-bid public works environment, so we're not seeing the same collaborative process that a lot of you are talking about because it still comes down to price. We have to give a price that we must hold to for two or three years, and work through those challenges.

But a more collaborative environment will attract people to the industry. Young people don't want to fight all the time like I did early in my career. They want to work as a team, get creative and solve problems as a group with an engineer and an owner. Even on the public works side, we're starting to see owners communicating about what is the driver behind this project? Is it schedule? Is it increasing capacity? Is it needing a discharge permit from a wastewater treatment plant? It's becoming: "Let's talk about the purpose of this project so that we can then manage to that purpose, instead of just managing the number of calendar days in a contract and end up fighting over LDs."

On one of my first jobs in the industry in 1993, there was a question on LDs

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The West Quarter | Salt Lake City, Utah



## ROUNDTABLE

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and we asked, “What are your damages? Liquidated damages are the recovery of damages. You don’t have any damages because this project didn’t increase your capacity. You can’t sell more water than you thought you were going to sell. Let’s talk about what your actual damages are. Or are you just charging these because the contract says you can?” It ended well and we came to an amicable solution, but I think there needs to be more of those conversations. And with a more collaborative process, you’re going to attract more people to the industry because it’s fun to work together as a team. That’s the message that’s going to attract people. Other industries do a better job of selling themselves; we need to do better.

**Guevara:** I love this generational talk because we have a real problem in the construction industry, with generations aging out and less coming in. It’s even a bigger problem with immigration reform and getting workers that can come into the states to work.

We have to understand what drives the younger generations — what are their “whys?” What are the whys behind them wanting to go to work? And unless we’re touching the whys behind what motivates them, we’re never going to get them to stay.

I just did a training on communication with 150 of our leadership foremen. I started with the parable of the brick layers. We discussed what are teaching your guys? Are you just teaching him how to lay bricks quickly in order to feed his family or are you teaching him to build a cathedral? And they’re like, “OK, how does this relate to construction?”

But it is reality, what are you doing on a daily basis to help motivate them, to get them involved, to have them be problem-solvers and solution-makers out in the field. There was a lot of “ah-ha” moments with our foremen going, “OK, I can get more performance. I can get better guys. I can get them to help create solutions to the challenges that they face on a daily basis in the construction field.”

**McAllister:** Our superintendents often complain, “You’re sending me people that don’t know what end of the hammer to swing.” A lot of kids don’t grow up on farms, working on equipment, framing houses in the summers, or taking ag mechanics in high school, so we just have to take what we’ve got and coach them, and make them into good employees and construction workers.

We had a guy that would bring the new guys in and instead of saying “What do you know?” he would just start at the beginning. Without being obnoxious, he would say, “Let me show you how to use

this shovel,” and he would literally show them how to hold and use the shovel appropriately. Nobody was offended by it. He just kind of said, “That’s okay if you don’t know how, I’m just going to show you.” It’s on us to develop our workforce — whoever we get.

**Peterson:** It was career day yesterday, and I dropped my 14-year-old son at an excavation site. He had discussed with me how I became a lawyer and stopped doing excavating, but I tell him I’m still in the construction industry. I mean, it has to start at that level, right? He’s in eighth grade, and I wonder, what we could do to better communicate to this group the opportunities available in this industry. BHI has a scholarship program to get people interested.

Just thinking, starting with the people sitting at this table, think of the possible career paths in the industry. I’m not just talking about trades like electricians, concrete finishers, excavators, etc. I mean, I’m sitting here. I’m a lawyer. I’m in the construction industry. The industry needs business owners, business managers and other vocations. My son was probably the only kid in his school that was interested in going out and standing in the mud on an excavation site.

With so many different opportunities in this field, I just wonder if we do a good enough job of making that known in colleges and in our schools. BHI invests a lot in UB Tech out in the Uintah Basin. Utah has some of the best construction management programs, in fact, the best construction management programs in the whole country. BYU, I think, is No. 1, UVU is No. 25 and Weber State has a strong construction management program. We should really be a model for the whole country, here in Utah.

**Hansom:** I’m seeing a shift in that, too. When I got out of high school, if you didn’t have a college degree, you couldn’t work anywhere that paid you more money than working construction. Twelve years ago, we had college graduates who couldn’t get a job and were looking for whatever they could find. And we’re saying, “OK. Go to college, go to college,” instead of the trades. I think that’s more of the push we need to make. College degrees are awesome, but you can make a really good living doing construction or trade work.

And even though we’re catching up as far as wages, our industry may get to the point where we have all these projects with no one to do the work because they are doing programming or whatever. They don’t realize that they can make just as much money, if not more, building cool stuff.

**Kyle Smith:** I think you’re spot-on. We need to change the perception of getting a college degree versus going into the trades. Right after high school, you can go into an apprenticeship program, getting paid on the job and not incurring college debt. You can work high-paying, family supporting jobs, Day One. This is the misconception of college versus the trades.

**McAllister:** To Kate’s point, we just need to find the right people, bring them in, nurture them and have this conversa-

tion. I have this same discussion with HR all the time. I say, “OK, we’re going to have a big party in the neighborhood, with food, games, and everything. Everybody’s invited, all the kids.

We also hire every female project manager we can find. They’re incredible, but there’s not that many. We just need to bring more of them in. Any efforts to get parents involved exposes their kids to the construction industry, and those kids are our future pipeline.

Not many of us, old rich white guys, have kids that want to go into construction. We have to expand our player pool because that next generation of laborers, project managers and estimators — they are our future.

**Taylor:** I’m the owner of JT Steel in West Jordan, but I live in Southern Utah and I’m involved heavily in Southern



Utah. There’s a technical high school starting up there and it’s going to be amazing for kids that want to go out in construction. We probably need one of those in the Salt Lake area.

**Robinson:** The whole high school is dedicated to construction?

**Taylor:** It is. It’s a technical high school.

**Perry:** We didn’t get to this point overnight. Right? We’re not going to fix it overnight. It took a couple of decades for us to erode to this place of moving away from the importance of the trades.

We have an office in Montana. The Montana Contractor’s Association is doing a thing called “Build Montana.” It’s not the same as “Build Utah,” which is more of a PR campaign. “Build Montana” is a grassroots effort in the high schools. This year there are 14 kids in “Build Montana” in the Billings market. They come to our jobs, they do a field day at our office, they run equipment, we put them in the back 40

to dig holes. They’re getting excited about the construction industry as a career. We tell these kids they can start out making 28 bucks an hour as a laborer who doesn’t know anything. They look at you like, “I can make what?” I mean, it’s big numbers. It’s grassroots, but it’s going to take time.

**Behunin:** To Jerry’s point, that high school — when they took subscriptions for people to sign up, it was oversubscribed. They had to shut it off at 7 or 800, I think. We talk about tactics and how to do this, but we really don’t have a comprehensive strategy like Montana, at least not yet.

**McAllister:** Unfortunately, we’ve engineered to this result. And what frustrates me, and probably all of you, is that a few years back our legislature made it clear to our immigrant labor pool that they’re not wanted here. The E-Verify requirements have reduced availability and unfortunately created a system of indentured servitude. The folks that worked for companies when the legislature modified it, still work for those same companies. They’re not free to go to Big-D or to Okland or anywhere else and get hired because they can’t pass E-Verify

We did the same thing with “Everybody should go to college.” We made sure that every one of our school students were aiming for college and not for other types of careers that could also sustain their families. It’s really a policy matter. Getting rid of unreasonable restrictions on our labor pools and accepting the reality of the times is something that the industry has been hesitant to take up, but it needs to. I think attitudes about our immigrant labor pool have evolved and matured. But it’s going to take a concerted effort from the construction industry to go to the legislature and say, “You’re killing us.” We need to cross this bridge between now and the future labor pool we need to generate. Because, in order to do these projects and this work, we need these folks.

**Peterson:** It’s really a federal issue. We’ve attempted to address the immigration problem. And I don’t know if anybody else here has tried to tap into the immigrant labor pocket, but it’s an insurmountable hurdle. Like all of you, we’ve experienced labor shortages, and we’ve had immigrant laborers working for us that we really liked, and we’ve tried to see if we could tap into that resource. It’s just not feasible. Until the federal government decides to change its immigration policies, I think it’s going to be an impossibility.

**Taylor:** We allow immigrants to come here, we put their kids in school, and we give them services throughout, yet we can’t hire them. I’ll bet you I have at least one person a day that walks in, but the minute they see that we E-Verify, they walk out. We could otherwise hire lot of these guys as good, skilled laborers that could benefit our company, but because we E-Verify, they’re gone.

**McAllister:** The irony is it’s illegal to deny an unauthorized immigrant the right to open a bank account, or to deny them a home loan. We have rules that protect them and make sure they can access financial

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# PROJECT MANAGER FIRMS

Ranked by Number of Utah Projects 2022



	Company Name Address	Phone Web	Number of Utah Projects 2022	No. of Certified UT Construction Managers	Utah Gross Revenue 2022	Total Gross Revenue 2022	Number of Utah Employees	Year Established	Services Offered	Owner
1	<b>JLL</b> 111 S. Main St., Ste. 300 SLC, UT 84111	801-456-9510 us.jll.com/en/deliver- projects	35*	0*	*	*	5*	2007 in Utah	Development management, design and construction management, capital and cost management, multi-market delivery, relocation management, consulting and feasibility	*
2	<b>Project Control Inc.</b> 956 N. 200 E. Spanish Fork, UT 84660	801-262-9315 projectcontrol-inc.com	27*	2*	\$5.1M*	\$5.7M*	11*	1980	Specializes in managing total project development for construction projects, with three primary goals: time, cost and quality controls.	Ryan Johnson
3	<b>Construction Management Consultants</b> 406 W. South Jordan Parkway Ste. 440 South Jordan, UT 84095	801-201-0119 cmcUT.com	20*	1*	\$1.3M*	\$1.3M*	10*	2004	Project, program, design, development, relocation & construction management; owner's rep; estimating; scheduling; cost segregation & feasibility studies; bank inspections, FF&E procurement; entitlements; preconstruction; risk management; cost control	Jeff Davis
4	<b>Construction Control Corp.</b> 307 W. 200 S., Ste. 4006 SLC, UT 84101	801-578-1201 cccutah.com	12	1	*	*	7	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
5	<b>ICO Development</b> 3401 N. Center St. Lehi, UT 84043	801-717-6948 ico-development.com	*	*	*	*	*	*	*	Taylor Maughan, Devel Dir.

\*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved. If an asterisk follows any entry, data is from the previous year and current data is not disclosed. Copyright 2023 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.



## WORKFORCE

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increasingly recognize it as essential to the upkeep of the workforce's quality.

The benefits of frequent craft-worker trainings are many:

- Employees who can steadily improve their abilities on the jobsite will increase their pay and over time, this will give them added incentive to stay with the company long-term.

- Employees who are committed to their craft and take full advantage of training opportunities will eventually become leaders at the company, fostering a virtuous cycle of leadership development, improved workplace culture and greater hiring and retention prowess.

- Skills training for current employees is a cost-effective workforce development approach because it is highly targeted and eases hiring needs due to improved retention.

- Companies who invest in upleveling their employees' construction skills will grow their capability to handle more and more complex and rewarding projects.

Key industry organizations in

Utah are also doing more than ever to provide cost-effective, much-needed skills training on behalf of construction firms. For example, AGC of Utah cut the ribbon on its new training center in November 2021. This modern, 16,000-square-foot facility includes hands-on training spaces, flexible seminar areas, an auditorium and more.

### Company culture and a sense of connection to each project.

Construction is highly rewarding work. It is also very demanding work. Many firms have found that communicating with craftworkers about the community and client impact of a given project — the “why” behind all their hard work — is effective at mitigating burnout. Beyond that, it instills in them that they are valued, and part of something bigger than themselves. This fosters a sincere passion for quality construction work, the firm's core values, self-improvement and career development.

A person who is individually coached at work — by someone who believes in them, wants them to succeed and is eager to share knowledge and skills — is significantly more likely to succeed in their role and stay with the company long-term. Because of this, jobsite superintendents, project managers and others in positions of

authority have a tremendous amount of influence over the career path trajectory of craftworkers new to the industry.

By fostering strong working relationships with those under their direction through both formal and informal channels, these construction leaders have the power to help less experienced builders gain confidence, learn new skills and increase their personal commitment to each project's success.

When craftworkers and their jobsite leaders have trust in one another, and project teams are invested in the impact of their work, something remarkable eventually starts to materialize: a self-sustaining workplace culture of caring, accountability, unity, collaboration and innovation. Contractors may start noticing a rising generation of leaders taking shape. They may also see problem-solving and communication flourish, and self-motivated employees refining and elevating their craft over time.

**Identifying our opportunity and believing in our message.** Utah's construction professionals are proud of their craft. Those who have been in the industry a long time take great satisfaction in producing work that has shaped the growth of our communities in a lasting way and has strengthened

Utahns' quality of life. As an industry, we're also collectively fortunate to enjoy strong access to an abundance of career paths that lead to outstanding financial opportunities for ourselves and our families.

But do potential hires know all this? Do these facts on the ground filter through to Utah's labor pool of young, prospective craftworkers?

If Utah's construction leaders want to get serious about improving hiring and retention in the chronically hyper-competitive labor market, we must fully embrace and believe in our own sales pitch to prospective employees. Meaningful work, a rewarding career and financial opportunity truly await those who have what it takes to succeed in construction, so let us be loud and clear about that reality. As we confront the ever-persistent challenge of finding the right people to move our work forward, let us understand it as an opportunity to showcase our line of work as the beating heart of Utah opportunity and prosperity that it is.

Matt Radke is chief operating officer of Jacobsen Construction, a position he's held since 2021. Since joining Jacobsen as a project engineer in 1995, Radke has served in a number of construction leadership roles.



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## ROUNDTABLE

from page F12

and government services, which is what we should do. But it is illegal to hire them if you want more than 14 employees. And we know people are getting around it. You'll see subs show up with 14 Central Americans and go to work. But if you want 16? Nope. We can't do that.

**Peterson:** There's also the stigma of the professionals versus tradesperson. Even though a tradesman can be in a specialized trade, you're more able to bring over an engineer than an electrician, for example. It's a tough deal. I don't see any real good solutions to it.

**Tippets:** Nietzsche said those who are seen dancing in the rain were thought crazy by those who could not hear the music. As an industry, we've done a poor job of playing the music loud enough for people to hear it, including age, ethnicity and gender. We're not reaching out enough to make it the appeal that it once was. It comes back to everything discussed here today. Collectively, we need to do a better job of cranking up the volume, because construction is a pretty neat place to be.

**Perry:** By nature, we're problem-solvers. We get creative when we problem solve. When the problems get tougher, we just find a new solution. But that's hurting us in one sense, because we don't talk about it, we just keep solving it. We keep taking the load and fixing it and taking the load and fixing it. At some point, you gotta hit timeout and say, "Guys, we can't fix it anymore." We've got to get louder.

**Robinson:** Switching back to challenges the construction industry faces, I've seen so many articles lately about construction site theft. Is that an issue that you guys are facing? Or is that more on the residential home building side of things?

**Sowby:** Only during the week and on weekends.

**Robinson:** What are you seeing in terms of construction site theft and what are you doing to help thwart it?

**Tippets:** It's a budget line item now.

**Opheikens:** I've had three projects where our switchgear breakers were stolen — stripped completely out. And you don't get replacement stuff for a long time.

When anything becomes a hot commodity or long-lead item, it gets more targeted. That's been our biggest recent thing. We're putting cameras up now.

**Moffat:** As an owner, we usually carry our builder's risk policy. And, the lion's share of the changes are probably due to

some of the fires and everything else going on. Five years ago, we weren't doing any of this. Now for prevention, it's fully fenced job sites; it's cameras; it's security on site; it's all sorts of things. And I can't help but wonder if that's a direct response to some of these issues. As an owner, we're paying a lot more money than before to implement some of these cameras and security. Hopefully it's helped us and our job becomes a little safer, but it is a direct cost.

**Berne:** What about cybersecurity issues or wire fraud? Are you seeing pay apps being stolen or anything like that? And what are you doing to address those issues?

**Hamson:** I haven't seen that one yet, thankfully.

**Behunin:** We bought insurance.

**McAllister:** It happens a lot, with the biggest issue being business email compromise, which has really been a surprise to us. It's an engineered attack where they check our emails, see what's going on, and then they create a spoof site that's one letter off of ours. Then they send an email to the owners' team that says, "Hey, we want to change our routing information — send

can send them to the guys in the field. We've had that happen. It's a massive cost to the industry and a massive risk. We're at that point where we cannot guarantee the safety of electronic payments. It's just too risky. Nobody at our company is authorized to change our mailing or routing information during the course of a project. Even one \$1.4 million stolen payment could kill a project. It's the biggest risk we face. Our IT guy told me that 90 percent of the emails that hit our server are spam or malicious. We've had to disable all communications that originated from certain IP locations. Some people try to email us, and it gets blocked, but that's just the way it is. It may be archaic, but pick up the phone and call me.

**Sowby:** I had an employee call me a few months ago, and he opened the conversation with, "Is it you I've been talking with?" And I said, "When?" And he says, "This morning." I said, "No." He says, "Well, I've been exchanging emails with you." I said, "No, you haven't." Somebody posed as me, asked him to go to the bank and transfer some money to another account somewhere. It was very believable because the email looked like it was

**ples:** I think the biggest thing is just being able to design for manufacturing. We call it DSMA. You know, typical commercial construction jobs aren't really built in such a way that you can take away the person swinging the hammer. But we build jobs where we have shipping containers that are hotel rooms. They show up with the sheets on the bed and we put them in place. It's that kind of pushing the envelope that I think is really fun and will eventually make its way more and more into the industry. But it takes people willing to try and willing to fail. Not everything is going to work, but our mantra is if you want to try something, just fail fast. Don't dump a ton of resources into something that's going to fail. Fail fast and try it out.

**Sowby:** Are you talking about modular building with the hotel room that shows up with sheets on a bed?

**Maples:** Yeah.

**Sowby:** I think that's going to be a big deal going forward.

**Smith:** COVID forced us to embrace technologies that we resisted before, made us more efficient. That, coupled with resources like Draft Workforce, our plan sites have gone to automation. Scale houses are now completely computerized with a weighmaster in one location with on-site pits. So just all kinds of automation within the plant site itself. We are embracing technology that has been forced upon us by external factors.

**Hamson:** We all laugh about the Teams scene, but there's a negative side too. I feel a lot of our craft guys or field guys miss the in-person stuff — the collaboration they had with each other. They get isolated on projects and now they don't speak with each other as much as they used to. There's a lot we've lost with that, but we've gained a ton, too. I love all the owners, but I am excited I don't have to drive to their office to meet with them once a week. Now, we just call in. It saves a ton of time, and we get a lot of things done a lot faster.

**Moffat:** Electronic bid openings — we save a ton of time with that. All the small municipalities have gone to that. It used to be hard when you had three bids in a day and you'd drive from

Brigham City to Provo. Now you can do all of that from one spot.

**Guevara:** It's hard to keep up with the multitude of options we have from all these abilities and software, but it's also how we utilize it. One thing that we do is design in 3D, and then we're able to prefab those products on site. It gives us the ability to use labor that's cheaper, safer, high-quality, reduce waste, etc. That's one of the "whys" behind getting the younger generation involved; they want to know that they're having an impact in a greener company.

Another challenge we face, our go-to market is primarily design/build, although



the payment here." I'm aware of owners who have gone through this. The first one I heard about was a payment of \$1.4 million. It's a huge, huge risk to the point that we do not accept electronic payments anymore. It's in our contract that we will only accept a paper check and it will be mailed to our office or we'll pick it up. We do not accept any electronic payments because they are so easy to divert. We learned that in the Intermountain region, about \$600 million has already been stolen through business email compromise scams.

**Moffat:** Take that internally, our CFO got an email from our CEO that says, "Hey, will you wire ...?" We have it happened all the time, just yesterday even.

**McAllister:** Go buy some gift cards and then tell me the serial numbers so I

from me. I am glad he called and verified. That's something to communicate to employees. Like, "Hey, let's have a face-to-face conversation if anything like this comes up. Don't just proceed."

**Robinson:** Speaking of technology, are there positive trends that you're seeing in technology? Are there things that technology is helping us with?

**Opheikens:** Everything is electronic now: plans, drawings, submittals. A lot of our efficiency has greatly improved because of these things. From our legal side and from our marketing side, we see the potential, but I don't see it swinging hammers and laying bricks yet. I don't know.

Mortenson is kind of larger and out there globally. Do you guys see anything happening on that front? **Ma-**



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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 2022	Total Gross Revenue 2022	Number of Utah Employees	Services Offered	Year Established	Top Local Executive
1	<b>FFKR Architects</b> 730 Pacific Ave. SLC, UT 84104	801-521-6186 ffkr.com	66	33	\$45.8M	\$50.3M	170	Architecture, landscape architecture, interior design, planning, 3D visualization, graphic design	1976	Kevin A. Mass
2	<b>VCBO Architecture</b> 524 S. 600 E. SLC, UT 84102	801-575-8800 vcbo.com	37	11	\$27M	\$27M	105	Architecture & interior design	*	Derek Payne President
3	<b>Method Studio</b> 360 W. Aspen Ave. SLC, UT 84101	801-532-4422 method-studio.com	32	22	\$13.7M	\$14.1M	96	Architecture, programming, master planning, interior design, branding & environmental graphics, FF&E	2007	Becky Hawkins, CEO Joe Smith, COO Kelly Morgan, CIO
4	<b>MHTN Architects</b> 280 S. 400 W., Ste. 250 SLC, UT 84101	801-595-6700 mhtn.com	29	18*	\$23.8M*	*	79*	Architecture, interior design, landscape, master planning & pre-design	1928	Peggy McDonough Jan President
5	<b>GSBS Architects</b> 375 W. 200 S., Ste. 100 SLC, UT 84106	801-521-8600 gsbsarchitects.com	26	10*	\$19.7M*	\$20.2M*	75*	Architecture, landscape architecture, interior design, planning & economic development, environmental design, medical programming	1978	Kevin Miller
6	<b>CRSA</b> 175 S. Main St., Ste. 300 SLC, UT 84111	801-355-5915 crsa-us.com	20	4*	\$21.13M*	\$21.13M*	57*	Architecture, landscape architecture & planning, interior design	1975	E. Ben Rogers President
7	<b>NWL Architects</b> 723 Pacific Ave., Ste. 101 SLC, UT 84104	801-355-5959 nwlarchitects.com	11	14	\$18.2M	\$16M	62	Architectural design, programming, interior design, master planning	1952	Christopher Lund
7	<b>Design West Architects</b> 795 N. 400 W. SLC, UT 84103	801-539-8221 designwest architects.com	11	3	\$7.7M	\$8.8M	44	Architecture, master planning, interior design, landscape architecture	1982	Blake Wright, Scott Olcott, Larry Hepworth, Stephen Williams, Adam Zetterquist, Kimberly Johnson
9	<b>ajc Architects</b> 703 E. 1700 S. SLC, UT 84105	801-466-8818 ajcarchitects.com	9	2	*	*	25	Commerical, public, private architectural design services that include planning, programming, design studies, all phases of architectural and interior design, rendering and 3D modeling	1991	Jill A. Jones
9	<b>Beecher Walker</b> 3115 E. Lion Lane, Ste. 200 Holladay, UT 84121	801-438-9500 beecherwalker.com	9	5	\$8M	\$8M	36	Architecture, interior design and master planning	1998	Jory Walker, President Lyle Beecher, CEO
11	<b>AE Urbia</b> 909 W. South Jordan Parkway South Jordan, UT 84095	801-746-0456 aerurbia.com	7	2	\$8.6M	\$8.6M	40	Architectural design, structural engineering, interior design services	2004	James M. Williams
11	<b>Prescott Muir Architects</b> 171 W. Pierpont Ave. SLC, UT 84101	801-521-9111 prescottmuir.com	7	0	\$4M	\$4M	17	Architectural services	1976	Jay Lems
13	<b>TSA Architects</b> 1486 S. 1100 E. SLC, UT 84105	801-463-7108 tsa-usa.com	5	2	\$3M	\$3M	11	Architecture and design services focused on healthcare, senior care & higher education	1996	Tracy Stocking
14	<b>NJRA Architects Inc.</b> 5272 College Drive, Ste. 104 Murray, UT 84123	801-364-9259 njraarchitects.com	2	1	\$3.3M	\$3.3M	14	Full architectural services	1977	Selvam Rajavelu
14	<b>Archiplex Group LLC</b> 255 Crossroad Square SLC, UT 84115	385-777-2972 archiplexgroup.com	2	1	*	*	8	Full architecture services	2004	Cody Witham

\*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. If an asterisk appears after an entry, data is from previous year and current data is not disclosed. All rights reserved. Copyright 2023 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.



## ROUNDTABLE

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we joke that it's build/design, because we're out there building as the design is happening. And what we need to understand is how to utilize these new tools and software to slow it down, on the back end or the front end, and make sure everything is completely coordinated. Whether it's BIM or other resources, we need to know

that when we get to these sites these issues are already resolved.

An example of this is a project where our AV guys are influencing the truss design. It just came up last week and goes back to the client's experience of wanting to make sure everything is symmetrical and looks great, with the TV, the speakers and the lights. Instead of getting to the site and going, "Oh, I know you only had 4 1/2 inches." Which used to mean backtracking, more submittals, more approvals

and ultimately delays. We can utilize this software and these tools if we just ask the questions and say, "Let's really dive into this because it's been an issue in the past. Let's solve it on the front end."

**Robinson:** Do you find that subcontractors are amenable to using BIM? Are they up to speed on that?

**Guevara:** We are. You mentioned a different solution. If you're going to get a team that's OK to design and share profits on a project, then all those team members

have to be at a certain level to understand how to use BIM and how to influence a project. Because if I can do something to help save you a little bit of time, it's for the greater good. Design/build was tough at the beginning to get accepted, and there's other new models coming out that may pose a big challenge. Utah is kind of young versus an East Coast or a West

see ROUNDTABLE page F20



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## ROUNDTABLE

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Coast. But I think we'll see more of those trends in the future.

**Moffat:** UDOT is pushing model-based design with BIM on a lot of their projects. It's paperless and the design is entirely the model starting in the bid phase. Getting subcontractors on board has been a challenge. We're working through it, but it definitely adds time up front to bring those people up to speed and get them in a place where they can have the right tools and information to bid their projects.

**McAllister:** There's a dichotomy between a certain level of sophisticated general contractors who are in the digital age, and many of the subcontractors who are still in an analogue phase and view technology as an expensive toy. "It looks neat, but just let my guys get out there and they'll figure it out." They are late adopters to the extreme because it's a sunk cost to them, ultimately.

**Berne:** Mike, as a sub, what would you say to generals and owners that you think could benefit the industry regarding utilizing technology?

**Sowby:** You asked the right guy because landscapers are the last guys in. We cause the most problems. We are the least sophisticated, and on and on. But that's why I think our company has been able to forge great relationships with GCs because if you're just above average, and we think we are, it's really easy to stand out. We embrace technology. We've been early adopters since Day One. That's one of our mantras that's helped differentiate us from our competition — to be able to speak and play at the same level as the GC.

Speaking of design/build, we get thrown into some interesting situations. All of you know what a green roof is and have seen landscaping on structure. That's one of our specialties. But there's a pretty big disconnect between where the waterproofers and mechanical guys leave off and we step in. We don't do waterproofing. We don't do the drainage. We don't run the piping through the building. We're not licensed to do that. But we often find ourselves advising owners and general contractors how to build this and how to detail it out. Architects don't know because green roofs and this kind of thing are relatively new to the market. The details that we've come up with just from a lot of bad experiences are better than what the architects are putting out there, and that's a difficult line to navigate because you don't want to offend an architect. There's a cooperation and collaboration that needs to happen between mechanical and roofing and waterproofing. So what you're saying about the AV guys influencing the trusses — we're seeing that a lot with landscape

stuff, and it is quite surprising.

**Robinson:** Mike, I'd be curious to know, as a subcontractor, when you present a contract with a price escalation clause or the concept of price escalation, how is that received? How does that conversation go?

**Sowby:** As a subcontractor, we don't get to dictate the terms of the contract. The general contractor issues us the contract, and we can redline it to an extent, but our hands are really tied. They do have some things in there that protect everybody, and when we hold a contractor accountable for what's in the contract they issue, we tend to have a lot of success.

**Moffat:** From an owner's perspective, a few years ago, there was not even a conversation about escalation. It was, "Hey, look. Bought it out. Here's the price. Let's go." Now, we are dealing with escalations on every project. It all goes back to communication. We like to OK it and include in some escalations, but we want to know what you're carrying escalations for. Because if you're carrying escalations for foundations, I'm not sure that I agree with that since you're going to buy it out in 60 days. But roofing — you might be right. Asphalt — you might be right. Roofers won't contract 18 months down the road, so obviously that makes sense.

But, let's talk about what that number should be and be able to have a conversation on what, how, why. Not just a blanket — "Well, this is 8 percent escalation. We're putting it in because that's the market we're in right now." We need to understand. We like our GCs to tell us, "These are the items that we think are going up. This is why we put in escalation. Hopefully we don't use it all. These items are locked in. Let's react accordingly, together."

**Behunin:** As the other owner in the room, I was going to say that it's a very defined sort of punch list. Just a hierarchy of things that we anticipate would cause an escalation, and talking about it early resolves those problems.

We know there's going to be some, but there are other things that just don't seem to make sense. Work with us up front. We're really willing to make those adjustments because it's going to happen to us as well

**Berne:** Kate, how is it for you as a general to try and get those escalations or deal with them if you haven't put it in the contract?

**Maples:** Our approach is to be as open and honest as we can. Instead of just smudging a percentage across the entire job, being intentional about where the risks lie and agreeing as a team on what escalations to carry. Whether the owner wants to carry it and it's his risk, or we want to carry some on our side of the fence. I think just being intentional.

Cost indexes can show what's been going on for the last several years, so it's not like we're blind to what's happened. We certainly know where things have gone, so it should be possible to pinpoint some of that risk and just agree as a team with what's best for the project.

**Perry:** From the public works perspective, it's all over the map. You have

some owners that are more professional and have updated contract language, and then a lot of the small cities and towns, it's the old "give me a number and build it, and we're going to fight about anything that changes."

Some of the more professional owners prepurchase some of the longer-lead, commodity-priced items, like PVC-type stuff, wastewater systems and pumps, or at least pre-negotiate that price and take that risk away from us so we don't build in the contingencies. But it's not consistent.

On the escalation side, same comment; we don't have the ability to change our contracts on public works projects. We don't have the ability to redline a contract. It's "You want this job, you're going to sign this book. That's that. If you didn't want to sign it, then you don't need to do the job." So you just have to learn to manage the risk.

**Robinson:** Contracts are all a matter of shifting risk and dealing with those gray areas. As my friend Joe McAllister likes to say, "From an attorney's perspective, when it comes to contracts, gray is green." We like gray.

**McAllister:** As a general contractor, we have encouraged owners not to make major changes to the contracts as far as escalation goes because flow-down provisions apply to all of the provisions, and I don't want to see escalation claims. I don't want to just open the door and tell everybody, "Hey, don't worry about working with your suppliers and your internal folks to keep costs under control because we changed the contract to make it easier for you to send those up to the top." I'm certain the existing contracts are perfectly capable of dealing with cost escalations. If it's a true escalation, a true change, a true force majeure, contracts can deal with that. Just because they're more frequent and more spread out among the different divisions, it doesn't change anything about their actual nature. Contracts that existed prior to the pandemic are perfectly capable of dealing with those issues. It's just that everyone thought it wasn't going to happen to them.

**Robinson:** We've talked about workforce development and about how we get the word out to the younger generation. Let's end our discussion with any practical advice you would give to the younger generation, just starting out in the construction industry, about how to be successful

**Hamson:** We touched on it earlier with college. I worked full-time while going to college. The construction management program was tailored to guys working full time. It took me five years to do college, but I didn't have one dime of debt. Whitaker paid for the majority of it through a scholarship-type program that we have. I had money in the bank, and at the same time, I got five years of practical experience. I was essentially a full-blown project manager when I finished college. So, I killed two birds with one stone. It wasn't fun, but it certainly advanced my career twofold.

**Opheikens:** I spoke to a group of high school students and shared something my dad taught me. He never lifted

a hammer in his life so he made sure I did. I learned how to do footings, foundations and framing. When I built my own home, he taught me that if you do the work yourself, you don't have to earn a \$1.30 to pay the government 30 cents and pay somebody else a dollar to do it. Now that interest rates are hitting 6 and 7 percent, for every dollar you borrow, you're going to pay back, like, \$2.70 over 30 years. I told these students that for every dollar you save, you're actually saving, like, \$3.30. Now, times that by the \$500,000 you're going to borrow. You can save 25 grand by framing yourself. You can save 15 grand by wiring your own home. The numbers started hitting home. Go learn a trade. I mean, why not?

Why not do it during college even if it's not where you want to end up? You can go do side jobs and finish out basements and get paid cash. When I was in high school, construction was where you ended up if you didn't do good in school. I want to change that perception because that is not the industry today.

**Sowby:** My message would be that there's a place for everybody in construction. We need IT people, administrative people, accounting people, we need every skill that's needed in any business in addition to the skills of the trade. We've been successful over the last few years attracting some good talent by sharing that message and getting people into some spots where they can really perform.

We've stuck with people. We hired them on as a laborer, and if that didn't work, we try something else, and so on and so on, until we find a good fit. We're discovering all these talents that we didn't know people had by just trying to move them around until we find a good spot. There's a place for everybody.

**Tippets:** As I came through the trades, I decided I wanted to be a contractor one day. While I was going through the ups and downs of trying to achieve all that, the insurance policy I always felt I had was in these hands. I felt like I could always go back and make a living, generate an income, no matter what the economy was because I could do so many different things. Construction is one of the four pillars of the economy. If you're able to perform something with your hands, that is a peace of mind that's pretty hard to buy.

**Perry:** My daughter's a project engineer in construction management. I've given her two pieces of advice. First, make a commitment to it and stick with it because it doesn't happen overnight. Give it a decade, and you'll be amazed at where you get. Second, it's a tough industry. There's a lot of highs, but there's a lot of lows. Have fun on the highs, and don't let the lows beat you up because it's an industry of highs and lows. I just encourage them to stick with it, because there's no better industry that can create true, real wealth. It's farming, mining, construction and manufacturing. It's the



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1	<b>MD Property Services</b> 947 S. 500 E., Ste 100 American Fork, UT 84003	801-763-0272 mdpropertyinc.com	60	\$1M-\$5M	\$3M	15	Edge Homes, Key Bank, Petterson Construction	1991	David Gray President
2	<b>Sinc Constructors Co.</b> 1299 W. 75 N. Centerville, UT 84014	801-898-4448 sincconstructors.com	49	>\$25M	\$3M	31	Astra Tower, SLCC Juniper Campus, Saratoga Springs IHC	2011	Mike Sowby
3	<b>Kendall Lawscapes</b> P.O. Box 1055 Layton, UT 84041	801-458-8989 kendalllawscapes.com	30	<\$1M	*	10	Gentile Station Development	2013	Kyler Kendall
4	<b>Great Western Landscape</b> 3706 W. 500 S. SLC, UT 84104	801-978-2226 greatwestern landscape.com	25	*	*	*	Orem LDS Temple; 650 Main Street, SLC; Glacier Hills School	1997	Brandon Worthen President
5	<b>TerraWorks Inc.</b> 609 S. 4050 W. SLC, UT 84104	801-299-1839 terraworks landscapingutah.com	24	\$1M-\$5M	\$3M	9	SLC Hotel, Layton Court remodel, Merit Medical xeriscaping	2001	Paul Sannar
6	<b>Star Landscape</b> 935 N. Main St. North Salt Lake, UT 84054	801-294-7227 801-295-5500 starlandscape.com	15-20	*	*	20	*	1980	Tommy Carter
7	<b>Western Meadows Landscape</b> 761 E. 360 S. Orem, UT 84097	801-420-0041 N/A	17	\$4M	\$1M	30	Casper WY LDS Temple, Logan Hospital	1995	Kyle Nebeker President
8	<b>RBI Inc.</b> 12712 S. 125 E. Draper, UT 84020	801-553-0500 N/A	15	\$1M-\$5M	\$6M	10	Prison complex, Ogden Bus Rapid Transit, WSU	2004	Robin Ralphs President
9	<b>Lawson Landscape Design and Construction</b> 338 N. 200 E. Farmington, UT 84025	801-815-6573 lawsonlandscape.com	12	\$1M-\$5M	\$750,000	8	Novel in Daybreak; Marmalade Apartments; Entertainment Village, South Jordan, Taylorsville City Center; Layton Harmony Park	2005	Jake Lawson

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## ROUNDTABLE

from page F20

only thing that's taking dollars and putting labor to it and selling it for more than you bought it for. It's a great industry.

**Moffat:** I've got two kids in college — neither of them is going into construction, so I failed. I think the one advantage that construction has, in today's ADD world, that other industries don't, is that every few weeks or even daily, in some instances you're changing job sites. No two days are the same. For a lot of people, I think that's a big drawing

point. Work isn't coming into the office and looking at the same computer for 30 years. Every day is different, and if you want a great career where it's going to be something new, something challenging, and something different every day, then construction would be a great option.

**McAllister:** The icons of these kids are people that create start-ups and then sell them for millions of dollars. And construction, in my mind, is the ultimate start-up. You source location, materials, labor, and build a product. At the end of those two years, you sell it to the owner for a hundred million dollars. And then, you're going to do it again, and you're going to do it again. And it's not hit-or-miss — it's this has to work out. We have to sell this to the owner for this value at the end of this project. It's an incredible, incredible industry where you basically get to run that start-up process all the time.

**Behunin:** I agree with Mike in terms of education and coming from an educa-

tion background. I did a Ph.D. in medieval and Renaissance literature. I taught at SUU for a while until Gerry Sherratt, the president there, said, "Come help me raise money to build a new Shakespeare theater." And that's how I got back to my construction roots. I think I've done nine buildings across the state with some of the best contractors and builders. I've always been on the fundraising end, but it's been fun to be part of the process. We've got to show the whole value chain of what it is. I think that's the message to the kids, to the next generation. Joe, you're absolutely right, it is a start-up.

**McAllister:** When my oldest kid was in kindergarten and getting into trouble, I started volunteering at the school once a week. I'd take a long lunch and volunteer in their classroom. Then I tried to get more and more dads to do it, and the teachers really loved it.

We've talked a number of employers into telling their workforce, "Hey, listen. Once a week, we'll give you an hour

and a half lunch so you can drive to the school, and spend an hour in your kid's class, and then get back." There's a lot of dads in this industry that go to their kid's class and spend an hour just helping with math and reading, correcting papers, getting to know the people there, and they always ask, "What do you do?" "I work construction." It's an incredible opportunity and every single company can do it. Your employees will love it.

**Sowby:** A plug for the Associated Builders and Contractors. They are just finishing up an apprenticeship program training center in North Salt Lake that's going to be coming online and something everybody can take advantage of.

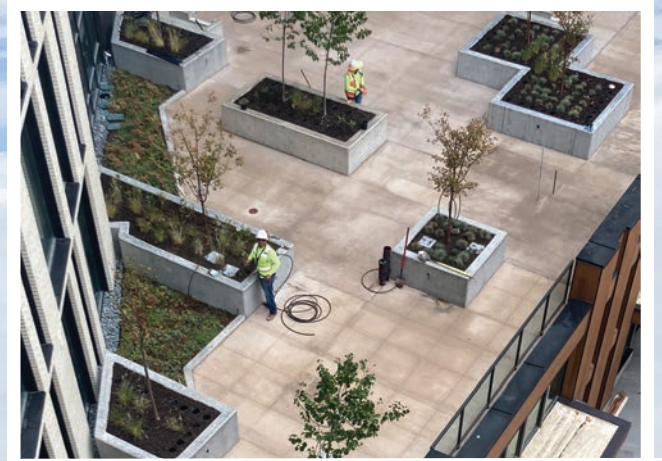
**Robinson:** A last thought: Andrew and I are proud to be part of the construction industry. Like some of the attorneys here in the room, I am not directly in construction, but I am part of the industry.

Thank you for your participation, and good luck with your efforts moving forward in promoting this great industry.

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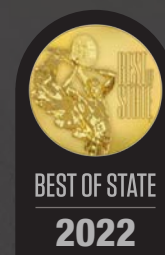


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## Electrical supply chain roundtable conducted by Hunt Electric

**Moderator:**

Troy Gregory, President & CEO, Hunt Electric

**Participants:**

**Richelle Bishoff**, Vice President of Procurement, Border States

**Nadina Gillette**, Principal, Idaho Lighting Solutions

**Eric Hansen**, Category Director, Border States

**Dave Henrichs**, SVP–West Region, ABB Electrification Division

**Jim Lankford**, District Sales Manager, ABB–Mountain District

**David Olney**, Generator Sales, Cummins Sales & Service

**Dave Richards**, Business Dev. Manager, Schneider Electric/Square D

**Casey Schmidt**, Category Director-Commodities, Border States

**Robbie Shaw**, Area Director–Rocky Mountain Region, Border States

**Arik Tedrow**, Category Director, Eaton Corp.

**Tim Sorenson**, PC Manager, Consolidated Electrical Distributors

Supply chain disruptions that delay the delivery of construction materials and electrical components are one of the biggest challenges electrical contractors and their clients have encountered in the past several years. Lead times for electrical components are 175 percent higher than at pre-pandemic levels.

Clients and owners frequently ask contractors what is causing these disruptions and what can they do to address them early in the project process. Since there seems to be no foreseeable end to supply chain challenges, Hunt Electric assembled a panel of 11 experts including manu-

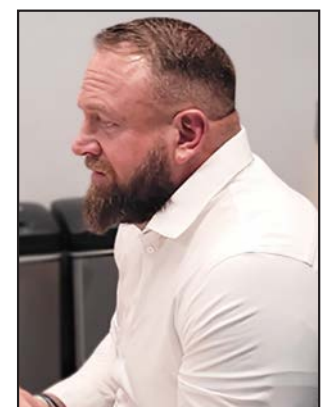
facturers, distributors, wholesalers and installers, to explain the state of the supply chain today, what can be expected in the future and what actions builders can take to mitigate the effects of these issues on construction projects.

**Troy Gregory:** What are some of the underlying causes of a supply chain crisis?

**Eric Hansen:** Raw materials and their delivery are big constraints. Over the last two years, acquiring sufficient raw materials has been a constant game of Whac-a-Mole. Once they solve a resin shortage problem a metal



see **SUPPLY CHAIN** page F28



**Troy Gregory**  
President & CEO  
Hunt Electric  
Moderator

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| 12. State-of-the-Art Fluids Analysis Lab  | 30. Daily Parts Delivery from Cat Depots                         | 45. Cat Certified & Dealer Certified Used Equipment             |
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# Is attracting and retaining today's youth in construction really a generational issue?

*The construction industry needs a new focus on areas not historically considered*

There has been an emphasis placed on the laziness of the current generation and their unwillingness to work, thus creating the workforce shortages we are facing in the United States right now, especially in the construction industry. Newspaper article quotes every year since 1894 have also had a common theme when discussing the generational work ethic of the people in all those generations: They do not want to work.

Since this has been the opinion for over a century, is the current issue of attracting and retaining talent to the construction industry really because of this generation or is it an issue the construction industry has created as a whole?

There is no question construction is hard; it is dirty and often requires working from sunup to sundown, but there is also a glamour to construction that has not been well advertised. It is incredibly rewarding to be part of a community of hardworking, humble people who want to work together to build the communities we live in. Construction workers have literally built this country. How cool is that? And why wouldn't people want to be part of it?

There are a lot of things that have evolved since 1894 within the construction industry, and a lot that can be done better to attract and retain good talent because construction is a fulfilling destination career.

Attracting talent to the construction industry requires a new focus on areas that have not historically been considered. Compensation, company culture and job satisfaction are all items that have not been areas of focus

within the construction industry, but they are becoming common themes today more than ever. Construction workers want to be compensated fairly for their ability to do their craft, not necessarily just based on the years in the industry. There has also been an increase on the value of skilled workers. This has created an increase in the rate of pay that is expected within the industry and the industry has been slow to catch up with the demand.



**GLEN PERRY**

Culture was a term used in "more refined" industries and that has changed.

People want to work in a good work environment where the level of communication is respectful and without consistent conflict. This has changed dramatically in the past several years; people do not want to be talked down to and screamed at. There is a level of respect that comes from fair, honest communication and people appreciate that. Creating an atmosphere of teamwork, that people are dedicated to working in, is far more attractive than consistent negativity within a company.

Construction workers want to feel like they are part of something bigger and they are making a difference in their communicates by doing meaningful work that is sustainable for generations to come. It is so cool to drive through a community and see the results of long days of hard work.

Like other industries, there has been more focus on creating a work-life balance within construction. Historically, construction workers travelled where the work took them and worked seven days a week, sunup to sundown. There has been a major shift

from the willingness of people to work these consistent long days and hours because of the emphasis on family and having a fulfilled life. Due to the nature of the work, this is not something that can always be accommodated, but the industry is doing a better job at creating a work-life balance for people.

People also want to have fun. Add a little fun to all the above and construction becomes a fulfilling career that people want to be part of. The promotion of this evolution from blue-collar to "new-collar" outside the industry is key to attracting more people to the construction industry.

As the industry continues to evolve and attract more skilled workers, retaining those workers is critical. Construction has historically been an industry that is highly divisive, confrontational and stressful, which creates a high level of burnout and mental health issues, with little to no regard for either. It has typically been a male-dominated industry that was based around taking pride in how hard it was and how much you had to "fight" your way through every day, which added to a lot of safety concerns and turmoil.

These issues created major retention issues because people today do not want to be part of that environment for the long term. Thankfully, there has been some focus on these issues in the past couple of years that has created an upswing in the number of people, including women, attracted to and staying in the industry.

Keeping people fulfilled and with a positive attitude also reduces another major issue for retention and job satisfaction — rework. The impact of doing work again that has been done incorrectly the first time (rework)

leads to more frustrations, confrontations, contract disputes, finger-pointing, cost overruns, safety concerns and damaged relationships than any other issue in construction. Rework creates a lot of volatility that people choose to leave companies over, so it is critical that when work is done, it is done right and must be done only once. After all, it does not take any longer to do it right than it does to do it wrong.

People also want to be invested in their work. The opportunities for advancement and training, including the cutting-edge technology that is available, are also not promoted nearly enough. With the technology focus within our society, this is something that is a huge asset to attracting and retaining people within the construction industry that most people are not aware of.

The construction industry will continue to evolve through future generations. It will most likely continue to blame labor shortages on the unwillingness of the current generation to work, but maybe, just maybe, if the industry commits to providing fair compensation; meaningful, fulfilling, profitable, safe, highly productive, relationship — and reputation-building; fun, not highly confrontational cool work, that only has to be built once; the difficulties of attracting and retaining skilled people to the construction industry will be a thing of the past.

Glen Perry is the president and CEO of COP Construction LLC in North Salt Lake. He has over 30 years of experience in all levels of construction management from laborer and crew foreman to his current role, with much of his career in the management of the construction of heavy civil, underground utility and water/wastewater treatment plant projects.



## SUPPLY CHAIN

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shortage problem comes up. It's been one thing after another. There have been several black swan events that we couldn't anticipate but have had a major impact on the raw material supply all over the world, such as the war in Ukraine or the resurgence of COVID in China.

**Nadina Gillette:** Lighting has definitely had challenges with components and freight. Just getting something shipped, especially if you're getting something shipped from overseas, has been difficult, and it's a lot more expensive. But we have also seen that vendors are keeping supplies on hand to be more flexible. They are contracting with multiple suppliers and getting better at communicating your expectations and needs.

**Dave Richards:** Transportation has been one of the issues that has caused all manufacturers a lot of heartburn over the past few years. Trying to get vehicles across the border has been a challenge. We have several facilities in Mexico that we rely on to get product to the U.S. Trailers full of completed product often are getting stuck at the border for weeks at a time due to lack of drivers and security hold-ups at the border. The new transportation rules in California have slowed down trailers moving from the ports. The new rules have limited the number of trucks that we can hook up to trailers sitting at the ports. The new rules require the trucks entering the ports to be newer vehicles. California lost almost half of the trucking or truckers when the rules were implemented. Transportation will continue to be a challenge for all of us. The lack of drivers and equipment across the country have driving the cost of transportation up substantially over the past few years.

**Gregory:** What are the market issues that most affect your supply chain?

**Robbie Shaw:** Large players are going directly to some of these bigger manufacturers and negotiating extensive direct buys, to get themselves to the front of the line and open their mega projects quicker. This can cause delays for everyone else.

**Jim Lankford:** These vendors are not only being pursued by us, but they're also being pursued by other industries as well. They have a lot of other opportunities and it's not like they have built a lot of capacity either. So that's driving up costs.

**Gregory:** What are the challenges going to be next year in providing the products and services that we need?

**Dave Henrichs:** Electrical companies still have a record backlog and everyone is still trying to get more capacity, but that's a strain on all of our sub-suppliers. So the challenge will go on for a while. Lead times probably won't be coming down significantly anytime soon, with all the pent-up demand in the market.

**Hansen:** The trend line is moving in the right direction, but this won't be a hockey stick recovery. The recovery will be very slow. Inventory values are coming up a little while lead times are coming down a little. There will be pockets of items that will continue to be a big challenge. We're trying to take care of our subcontractor partners the best we can, but we all need to be patient during a slow recovery.

**Richelle Bishoff:** Labor constraints are a big challenge not only in construction but throughout the economy. Unemployment and workforce participation are at or near record lows. Baby boomers are retiring and the next generation has fewer people to pull from to fill the workforce. I think that will be a challenge for all of us, from all ends of the supply chain. That's a huge challenge that we're going to continue to be faced with

even beyond this coming year.

**Gregory:** What is the manufacturing world doing to serve their clients during the supply chain crisis?

**Henrichs:** On the manufacturing side, complexity and customized products are a challenge. If any reengineering needs to be done, we are telling clients do it up front. In the past, we were more agile and we could accommodate changes, but now any changes that you make to the design really reshuffles the deck and pushes you back. We've been encouraging clients to use more configured orders rather than fully engineered products. The less complex the product, the quicker it can be manufactured.

**Richards:** Complexity is really what causes the slowdown in production. The more complex the gear is, the longer the lead time. The sooner you can get an order placed, the more planning you can do ahead of time. Cut down on the number of change orders, the better the outcome will be. Maybe it isn't the perfect fit for what you need for your building or facility, but it'll get the job done. The less complex the gear is, your risk of delay goes down.

**Arik Tedrow:** We have to think more creatively about these projects from an end-to-end perspective by listing items with long lead times and identifying the factors that extend lead times. Then we can look at cutting purchase orders earlier for long-lead items and short-cycling the submittal process. There are a lot of solutions available to us when we step outside of the traditional box and remove some of the product complexity that slows down the overall project cycle.

**Tim Sorenson:** You really build from your panel up to your switchboard; the problem is that switchboards have some of the longest lead time. The more standardized your switchboards are and the more generic gear you can include in the design and the more it reduces lead time.

**Gregory:** What are manufacturers doing to overcome instability in the supply chain and regain control over materials?

**Hansen:** Since COVID began, we've seen multiple manufacturers reshoring, nearshoring and onshoring overseas production back to the U.S., Mexico and Canada or somewhere that's much closer. It takes time to get that manufacturing capacity online. But bringing production back to the Western Hemisphere will definitely help in the long run. I think reshoring and onshoring capabilities are part of the positive trend line that we're seeing in manufacturing right now.

**Richards:** We're trying to diversify as much as possible and are moving away from traditional places we purchase OEM parts from. Our supply chain team is constantly looking at other avenues. Some of the activities are bringing manufacturing and vendors back to the U.S. This also means going to other areas in the world we may not have done business with before to find OEM parts.

**Dave Olney:** We are a worldwide company. And the nature of the beast is we do have manufacturing plants and facilities with common centers all over the world, but we're also trying to bring more of those facilities back home. Other factors such as the chip manufacturing bill will encourage more manufacturing capacity back home where we have more control.

**Gregory:** What are some things you're working on to address component issues?

**Henrichs:** We are seeing manufacturers moving away from the sole-source supplier mentality by ensuring they have two suppliers in a geographic zone where critical components are being manufactured. Our plants all over the world are attempting to localize their supply chain and

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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 2022	No. of Utah Employees	Services Offered	Year Established	Owner/Top Executive
1	<b>Ensign Engineering &amp; Land Surveying</b> 10000 S. 45 W., Ste. 500 Sandy, UT 8407	801-255-0529 ensignutah.com	58	9	\$28M	136	Civil, structural, surveying, municipal services and aerial technologies	1987	David Alter Doug Kinsman Jared Ford
2	<b>Reaveley Engineers &amp; Associates</b> 515 E. 200 S., Ste 1200 SLC, UT 84102	801-486-3883 reaveley.com	41	8	\$10.4M	56	Client-driven structural engineering solutions	1972	Dorian Adams President
3	<b>Van Boerum &amp; Frank Associates Inc.</b> 181 E. 5600 S., Suite 200 Murray, UT 84107	801-530-3148 vbfa.com	37	81	\$21.9M	136	Mechanical, electrical, plumbing, fire protection engineering, building systems commissioning, controls	1972	Jeffrey S. Watkins
4	<b>Spectrum Engineers</b> 324 S. State St., Ste. 400 SLC, UT 84111	801-328-5151 spectrum-engineers.com	33	12	\$24.5M	128	Mechanical engineering, electrical engineering, plumbing engineering, fire protection engineering, audio/visual design, structured cabling, acoustical design, lighting design & control, security consulting, theater design	1982	Dave Wesemann
5	<b>BHB Consulting Engineers PC</b> 2766 S. Main St. SLC, UT 84115	801-355-5656 bhstructural.com	22	26	*	64	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	<b>ARW Engineers</b> 1594 W. Park Circle Ogden, UT 84404	801-782-6008 arwengineers.com	19	5	*	34	Structural consulting	1969	Brent L. White President
7	<b>Carollo Engineers</b> 7090 S. Union Park Ave., Ste. 600 Midvale, UT 84047	801-233-2500 carollo.com	15	*	*	24	Civil and environmental engineering	1933 (1981 in Utah)	Alan Domonoske
8	<b>Dunn Associates Inc.</b> 380 W. 800 S., Ste. 100 SLC, UT 84101	801-575-8877 dunn-se.com	13	6	*	26	Consulting structural engineers	1995	Ronald H. Dunn
9	<b>Meridian Engineering Inc.</b> 1628 W. 11010 S., Ste. 102 South Jordan, UT 84095	801-569-1315 meiamerica.com	12	3	\$5M	40	Civil design & engineering, aerial (UAV), land survey, LiDAR survey, construction staking & layout, right-of-way design and acquisition, transportation engineering	1997	Randall Vickers Steve Johnson Daryl F. Fenn Michael Nadeau
10	<b>Calder Richards Consulting Structural Engineers</b> 1805 S. Redwood Road, Ste. 102 SLC, UT 84104	801-466-1699 crceng.com	11	8	*	25	Consulting, structural engineering services	2005	Shaun Packer Managing Partner
11	<b>Precision Systems Engineering Inc.</b> 9805 S. 500 W. Sandy, UT 84070	801-943-5555 pseutah.com	9	15	\$9.5M	52	Design and construction engineering (mechanical, electrical, structural, controls, civil), project management	1991	Brent Maxwell CEO/President
11	<b>McNeil Engineering</b> 8610 Sandy Pkwy., No. 200 Sandy, UT 84070	801-255-7700 mcneilengineering.com	9	12	\$6.3M	37	Civil engineering, structural engineering, laser scanning, land surveying, roof and landscape engineering	1983	Ted J. Didas
13	<b>Envision Engineering</b> 240 E. Morris Ave., Ste. 200 SLC, UT 84115	801-534-1130 envisioneng.com	8	19	\$6.6M	37	Electrical and lighting design of commercial, industrial and public buildings, especially hospitals, schools and universities, as well as 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	<b>Reeve &amp; Associates</b> 5160 S. 1500 W. Riverdale, UT 84405	801-621-3100 reeve-assoc.com	6	1	*	32	Civil, structural, traffic, land planning, survey, construction management, landscape architecture	1945	Nate Reeve
15	<b>Dominion Engineering Associates LLC</b> 5684 S. Green St. Murray, UT 84123	801-713-3000 dominioneng.net	4	7	\$3.3M	20	Civil engineering, survey, land planning, landscape architecture	1994	Corbin Bennion Farley Eskelson
16	<b>AE Urbia</b> 909 W. South Jordan Parkway South Jordan, UT 84095	801-746-0456 aeurbia.com	3	0	\$8.6M	40	Architectural design, structural engineering, interior design	1992	James M. Williams
17	<b>CLH-Case Lowe &amp; Hart Inc.</b> 2484 Washington Blvd., Ste. 510 Ogden, UT 84401	801-399-5821 clhae.com	2	3	\$2.65M	8	Professional architecture, mechanical & electrical engineering	1963	Steve Peterson President

## SUPPLY CHAIN

from page F28

making sure they have redundancy in the supplier base to minimize logistical challenges.

**Gregory:** Why don't you just onboard a new supplier?

**Richards:** It's not as easy as it sounds to just go out and say, "Let's just go find another lug manufacturer and get it from them." All of our components have to go through the UL approval process. So when we go out and we try and find somebody else, we have to go through that whole process of UL listing, that second vendor's lug for that assembly and all the other assemblies that it would fit in. That's a very big and time-consuming challenge to make sure new suppliers meet our standards for design and raw material quality. A lot of testing is required before we ever submit to the approval group.

**Gregory:** How has the manufacturing industry adjusted to supply chain challenges? Have they put permanent measures in place to manage this better if it happens again?

**Richards:** We've learned a lot from a manufacturing standpoint since 2020. We have made many changes, including how we assemble products. We have implemented redundancy for "A" products. We now have multiple manufacturing facilities building the same widget. This practice will allow product to continue being built if one facility goes down. Moving forward won't be totally out of business for a particular product if one facility shuts down for any reason.

**Henrichs:** Because of the labor shortage and possibly fear of another pandemic, we've seen a lot of investment in automation and robotics. It's not a lights-out factory in most places, but we've tried to get as close as we can. We've seen huge investments in automation so that a factory can be run with 20 percent fewer people if needed.

**Gregory:** Our clients are asking for better communication. They want to know what challenges you're facing and what's happening in the world. What can we do to improve communications?

**Shaw:** I think as distributors, we own that piece. We've got to do a better job. We're coming up with some new integration tools that will allow more seamless communication between your project managers. These tools push information to you rather than requiring you to call and ask for it. I think that's something that we need to own as the center stone of the supply chain. We're the go-between so we need to act like it and provide more information than

we're being asked.

**Sorenson:** When our electrical clients communicate early in the design process information about project schedule and critical dates, we can give more relevant information on the status of the components. This also helps us plan and give more help. Typically, clients tell us that they need components ASAP, but when we receive exact dates, we can be more exact as well.

**Shaw:** I think that's going to take transparency on both sides. We need that critical schedule information so we can have those discussions before pulling the trigger on a project. It might mean that the information we give will influence the subcontractor to go back to the general contractor and ask for an extension of the schedule, purely because the current one is just not realistic. We need to be able to have those conversations early in

the process.

**Hansen:** Communication can be improved by doing a true rack and stack of what items are the most important because most manufacturers, if there is a critical emergency that includes liquidated damages, and we're missing that one last component, will do everything in their power to get that to you. But not everything is an absolute emergency. Be open and honest about that. When we know to hit the gas and really press hard to get that last component that you need at the last minute, we can try to facilitate that. Most manufacturers have been outstanding in getting what we need at the last minute if it's a real emergency.

**Tedrow:** Two-way communication is critical to the process. As manufacturers, we must communicate, but we also need information from our clients. Some of the challenges projects face can't be anticipated, and they

present themselves towards the end of the cycle with no warning. With advanced planning and communication there's an opportunity to really identify critical path items, look at some of the trends that could affect them, and build some margin into the overall schedule around some of these critical path items. I think this would be helpful to the process.

**Lankford:** The volume of update requests we get on work in progress is overwhelming. One of our customer service representatives was getting somewhere in the neighborhood of 500 to 1,000 emails a week. We are being constantly bombarded, so knowing which requests have the highest priority really helps us filter through them. When clients communicate which components are the most

see SUPPLY CHAIN page F40

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# HEAVY EQUIPMENT DEALERS

Ranked by Number of Utah Employees



	Company Name Address	Phone Web	Number of Utah Employees	Utah Gross Revenue 2022	Total Gross Revenue 2022	Equipment Rental, Sales & Services	Equipment Offered	Area Served	Year Established	Local Executive
1	<b>Wheeler Machinery Co.</b> 4901 W. 2100 S. SLC, UT 84120	800-662-8650 wheelercat.com	757	*	*	Sales, rentals, parts, repair & maintenance services, technology solutions	Cat machines & generators, compaction equipment, aerial lifts, trailers, light construction equipment	Utah & parts of Nevada & Wyoming	1951	Bryan Campbell President
2	<b>Arnold Machinery Co.</b> 2975 W. 2100 S. SLC, UT 84119	801-972-4000 arnold machinerycme.com	152	*	*	New and used construction equipment, construction equipment rentals, construction equipment repair, maintenance and parts	Volvo wheel loaders, Volvo crawler excavators. Volvo articulated haulers, Volvo zero tailswing excavators, Sandvik drills, K-Tec pull scrapers	Utah, Eastern Oregon, Southern Idaho, Nevada and Arizona	1929	Spencer Gerrard Branch Manager
3	<b>Honnen Equipment Co.</b> 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	Andy Nicolas Wirtgen Group Sales Manager
4	<b>H&amp;E Equipment Services</b> 5052 W. 2400 S., Bldg. A SLC, UT 84120	801-974-0388 HE-equipment.com	63	*	\$1.1B— Corpwide	Rentals, sales, parts, service, training	Aerial lifts, material lifts, scissor lifts, boom lifts, bulldozers, compactors, dump trucks, excavators, loaders/ backhoes, motor graders, track loaders, skid steers, wheel loaders, compressors, carts, generators, heaters, pumps, trenchers, water trucks, welders, forklifts, telehandlers, and more	Northern and Central Utah, Southern Idaho, Southwestern Wyoming, Northern Nevada	1961	Chris Baron
5	<b>Century Equipment Co. Inc.</b> 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
6	<b>Sinc Constructors Co.— Yellow Iron</b> 1299 W. 75 N. Centerville, UT 84014	801-898-4448 sinc constructors.com	49	*	*	*	*	*	*	Mike Sowby
7	<b>Rasmussen Equipment Co.</b> 3333 W. 2100 S. SLC, UT 84119	801-972-5588 raseq.com	44	*	*	Equipment sales, rental, service, parts & supplies	Heavy construction equipment, small construction equipment, wire rope & chain	Intermountain West	1947	Randy Gallegos
8	<b>Bonneville Equipment Co.</b> 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
9	<b>Peak JCB</b> 2424 S. 5370 W. West Valley City, UT 84120	801-433-9133 peakjcb.com	26	*	*	JCB heavy equipment sales, service & rentals	JCB compact, mid-range, heavy equipment	Utah & Idaho	2015	Rod Miller, VP
10	<b>H&amp;E Equipment Services (Southern Utah)</b> 4319 S. River Road St. George, UT 84790	801-974-0388 HE-equipment.com	24	*	\$1.1B— Corpwide	Rentals, sales, parts, service, training	Aerial lifts, material lifts, scissor lifts, boom lifts, bulldozers, compactors, dump trucks, excavators, loaders/ backhoes, motor graders, track loaders, skid steers, wheel loaders, compressors, carts, generators, heaters, pumps, trenchers, water trucks, welders, forklifts, telehandlers, and more	Southern Utah	1961	Adam McKeehan
11	<b>Howe Rental and Sales</b> 4235 S. 500 W. SLC, UT 84123	801-463-7997 howerentals.com	22	\$6M	\$6M	Rental & sales of construction equipment & supplies	Construction equipment, high-reach, dirt, generators	Intermountain area	1953	Rafael Garzarelli CEO
12	<b>H&amp;E Equipment Services (Northern Utah)</b> 1723 W. 1350 S. Ogden, UT 84401	385-405-7200 HE-equipment.com	12	*	\$1.1B— Corpwide	Rentals, sales, parts, service, training	Aerial lifts, material lifts, scissor lifts, boom lifts, bulldozers, compactors, dump trucks, excavators, loaders/ backhoes, motor graders, track loaders, skid steers, wheel loaders, compressors, carts, generators, heaters, pumps, trenchers, water trucks, welders, forklifts, telehandlers, and more	Northern and Central Utah, Southern Idaho, Southwestern Wyoming, Northern Nevada	1961	Chris Baron

\*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved. Copyright 2023 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@senterprise.com.



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# Have you taken your construction business to the cloud?



“Saving files to the cloud” has become a common practice and most people understand that phrase, but many are still new to this technology and what it can offer. Beyond being a great backup for your smartphone, there are many advantages to using it for your construction business.

## What is Cloud Computing?

Traditional computing has generally relied on local hardware, (i.e., your laptop hard drive or a company server), to store file and software backups. The problem with this is that it prevents people from performing backups until they’re at the office or ready with an external drive. Cloud storage, on the other hand, offers total flexibility.

Saving a file to the “cloud” means using the Internet to save it to a remote server which you can then access from any device, anywhere in the world, as long as you have Internet. Instead of needing to have physical access to a server or your laptop, you can back up and access your data from anywhere.

When cloud technology first came into use, it was predominantly marketed as a safe way to back up your laptop or phone. However, its use has extended far beyond that. Having all your apps, software and files saved to the cloud means that you’re no longer tied to a single device, thus making it far more convenient for anyone trying to conduct business in and out of the office.



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## What are The Benefits?

The key innovation of cloud technology is how convenient it makes accessing your data. It’s far more efficient to have all your work files available from one place, rather than scattered across devices.

It’s for people on the move.

Anyone who, for example, works in an industry such as construction knows how frustrating it is trying to manage important files and the like when you’re rarely at a desk. If you are on-site and need to look back at a lighting layout to guide the electrician who has arrived a day earlier than expected, you can’t run back to the office for it. It’s also not practical to have everything printed out and with you at all times.

That’s where cloud computing offers an effective solution. With cloud storage, all your work files could be accessed from a single online account so that if you need to, you can open something you created on your laptop from your phone or tablet. It also then allows people to alter documents from the field. If a contractor notices a problem while checking a new building project, he or she can add that to the existing document without having to wait until they’re in the office to do it.

Backing up your data is also far easier when all you need is an

Internet connection to do it. Team members no longer have an excuse to “lose” work when they’re able to back it up to the cloud from anywhere. There’s nothing more frustrating than a project timeline being stalled because of technical difficulties. Cloud computing helps to make sure that even if you’re running from one thing to another, you’re still able to back up your files and protect them in case something goes wrong.

## Cultivate Collaboration

With your data centralized on the cloud, it also makes it far easier to collaborate with other people on shared files. Most cloud platforms allow you to invite other users to view your documents, which means



that a contractor, architect and client can all have access to the same file and be seeing updates as things happen. It tends to work best for people using the same platform as one another, as is the case in many businesses. If you’re all on the same platform, you can share editing access as well as viewing. Most of us aren’t working in isolation, so any technology that makes collaboration

simpler is a major advantage.

## Boost Your Security

Anything can happen to your laptop. You could drop it, spill a cup of coffee on it or it could be stolen. Cloud storage boosts the security of your data by ensuring that everything is backed up to a remote server so that no matter what happens to your device, your files stay safe.

Cloud storage then allows you to recover everything and sync it to a new device, making the shift to new hardware much more streamlined. It’s also significantly more reliable than using local servers or an external hard drive for your backups as cloud storage saves your data across multiple servers so that if one collapses or is corrupted, your data is still protected.

## Save Money

Not only is cloud storage more secure than other digital storage solutions, it also tends to be cheaper. You don’t need to buy or maintain servers. Instead, you just pay a monthly or annual subscription fee for a cloud service. It cuts the need for costly hardware and the data management that this requires long-term.

## A Scalable Solution

As a business grows, so, too can the size of your cloud storage. If your clients and projects expand and you need more storage, you won’t



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# BONDING AGENCIES

Ranked by Surety Premium Volume 2022



	Company Name Address	Phone Web	Surety Premium Volume 2022	Number of Surety-Only Professionals	Bonded Contract Value	Number of Offices Nationwide	Year Est.	Owner/Managing Principal
1	<b>Marsh USA Inc.</b> 15 W. South Temple, Ste. 700 SLC, UT 84101	801-533-3600 marsh.usa	\$800M	250	*	*	1904	Daniel S. Glaser CEO
2	<b>Holmes Murphy and Associates</b> 132 S. State St., Ste. 315 SLC, UT 84111	801-532-5970 holmesmurphy.com	\$100M	40	\$10B	15	1919	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	\$22M	2	\$300M	70	1927	Michael Wade
4	<b>Moreton &amp; Co.</b> 101 S. 200 E., Ste. 300 SLC, UT 84111	801-531-1234 moreton.com	\$21.5M	6	*	5	1910	Bill Moreton
5	<b>Leavitt Insurance &amp; Central Bonds</b> 199 N. Main St. Spanish Fork, UT 84660	801-798-7343 leavitt.com/licb	\$6M	3	\$300M	2	1981	Brett Palmer, Mike Vowles, Dave Smedley
6	<b>Beehive Insurance Agency</b> 302 W. 5400 S., Ste. 101 SLC, UT 84107	801-685-6860 beehiveinsurance.com	\$5.1M	5	\$1B	3	1961	W. Douglas Snow
7	<b>The Buckner Co. Inc.</b> 6550 S. Millrock Drive, Ste. 300 SLC, UT 84121	801-937-6700 buckner.com	\$5M	7	*	8	1936	Terry Buckner
8	<b>Dale Barton Agency</b> 1100 E. 6600 S., Ste. 400 SLC, UT 84121	801-288-1600 dalebarton.com	*	7	*	1	1948	Sam Clark
8	<b>Universal Business Insurance</b> 9980 S. 300 W., Ste. 320 Sandy, UT 84070	801-984-6100 ubinsurance.com	*	6	\$600M	2	1991	Brett Mayer Kevin Andrews Jeff Shields
8	<b>USI Insurance Services LLC</b> 1100 E. 6600 S., Ste. 280 SLC, UT 84121	801-713-4525 usi.com	*	55	\$700M	140+	1994	Chris Swensen

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## CLOUD

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need to move data from one server to another. You can simply upgrade your package with the cloud service and be done. The scalability of cloud storage makes it a practical and sustainable option for businesses of any size and ensures that regular backups need not be abandoned because of a lack of space or infrastructure.

### Things to Look Out For

As you start to look at different cloud computing options, there are a few things we'd recommend keeping in mind:

#### The cloud provider's data and file management approach.

Different cloud computing services

offer different ways to manage your files. Some will replicate how things are organized on your main device while others require a bit more tweaking. It's important to look at how customizable the platform allows you to be in order to decide if it will suit you and the way you work.

**Privacy and security from all angles.** If you're looking to integrate cloud computing into your work for security reasons, it's important then to make sure that you find a cloud service that uses multi-factor authentication. Using a platform that may be syncing all your devices and data into one place makes it that much more important that it has a robust approach to login security.

Another aspect to keep in mind is

making sure that the network you're using to upload files to the cloud is secure. Passwords and encryption on the network will ensure that it is closed to access from unauthorized individuals. A similar issue applies to the devices you're using. Many people aren't even aware of how important it is to make sure that things like your laptop are encrypted. Encryption technology, be it File Vault on a MacBook or the standard Windows offering that PCs get, essentially converts the contents of your device into unreadable code to better protect your data from unauthorized access.

It's a common misconception that only people in IT or security need to worry about encryption and data security, but we are all vulnerable, espe-

cially if you're someone who takes your laptop with you everywhere you go. The last thing anyone needs is to forget a device somewhere outside the office, only to put client information at risk in the process, too.

The benefit of a device being encrypted PLUS a cloud backup means that even if it's stolen, your work information and files can't be accessed, but you will be able to access them from the cloud.

Most of us are leading non-traditional work lives that aren't limited to the space of an office anymore. The technology we use should suit that flexibility, not hinder it.

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

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# COMMERCIAL CONTRACTORS

Ranked by Utah Gross Sales 2022



	Company Name Address	Phone Web	Utah Gross Sales 2022	Total Gross Sales 2022	Bonding Capacity	Number of Utah Employees	Largest and Most Notable Projects 2022	Year Established	President/ CEO
1	<b>Big-D Construction Corp.</b> 404 W. 400 S. SLC, UT 84101	801-415-6000 big-d.com	\$997.2M	\$2.5B	\$2.74B	775	SLCC Juniper Campus, UTA Depot District, SLC School District admin. building	1967	Cory Moore
2	<b>Layton Construction Co. LLC</b> 9090 S. Sandy Parkway Sandy, UT 84070	801-568-9090 laytonconstruction.com	\$873.4M*	\$3.153B*	\$2.5B*	566*	Kathryn F. Kirk Center for Comprehensive Cancer Care and Women's Cancers at Huntsman Cancer Institute; Rice-Eccles Stadium south endzone expansion; Security National Phase 2; Provo City Hall; Scott C. Keller Building at UVU	1953	David S. Layton
3	<b>Jacobsen Construction Co.</b> 5181 W. Amelia Earhart Drive SLC, UT 84116	801-973-0500 jacobsen construction.com	\$768M	\$862M	\$1B+	695	University of Utah Spencer Fox Eccles School of Medicine, Astra Tower, MWR Hotel at Mayflower, Smithfield Utah Temple, Primary Children's Hospital Lehi Campus, Salt Lake Temple Major Renovation, One Burton Apartments	1922	Gary Ellis President & CEO
4	<b>Hogan &amp; Associates Construction Inc.</b> 940 N. 1250 W. Centerville, UT 84014	801-951-7000 hoganconstruction.com	\$401.9M	\$467.3M	\$350M+	325	West Field High School	1945	Cris Hogan
5	<b>R&amp;O Construction</b> 933 Wall Ave. Ogden, UT 84404	801-627-1403 randoco.com	\$396M	\$502M	\$400M Single Project / \$600M Aggregate	130	Roy Innovation Center, Hill Air Force Base; Business Depot Ogden Tilt Buildings; Northwest Quadrant Tilt Buildings; Harmon's Daybreak; Hexcel Research & Development & office space; Northshore Commerce Center, Saratoga Springs; Smith's Super Center, Heber; Lakeview One Tilt-Boyer; Hill Air Force Museum	1980	Slade Opheikens
6	<b>Westland Construction</b> 1411 W. 1250 S., Ste. 200 Orem, UT 84058	801-374-6085 westland construction.com	\$388M	\$475M	\$950M	285	Cyprus High School	1992	Chris Houghton CEO Kyle Houghton President
7	<b>Zwick Construction Co.</b> 434 W. Ascension Way, Ste. 150 SLC, UT 84123	801-484-1746 zwickconstruction.com	\$268M	\$300M	\$300M+	90	6th & Main, The Stack Apartments, Summit Vista Community, Lindon Utah Temple	2007	Darin C. Zwick
8	<b>Hughes General Contractors</b> P.O. Box 540700 North Salt Lake, UT 84054	801-292-1411 hughesgc.com	\$171.2M	\$171.4M	Unlimited	315	Skyline High School Academic & Performing Arts Building, Union Middle School replacement, Kane Elementary School	1958	Todd A. Hughes President
9	<b>Kier Construction</b> 3710 Quincy Ave. Ogden, UT 84403	801-627-1414 kier.org	\$160M	\$160M	\$150M	80	The Granary Campus, 3rd Generation Machine, Capitol Homes Apartments, Central Station Apartments, Slackwater Pub and Pizzeria	1896	Clint Costley President
10	<b>Pentalon Construction</b> 4376 S. 700 E., Ste. 100 SLC, UT 84107	801-619-1900 pentalonconstruction .com	\$92M	\$92M	\$1B	62	Hive Apts., Point-of-View Apts., Silver Creek Apts., Main Street remodel, Ameris Daycare, Liberty Square, Monarch Care Center remodel, Oakridge Clubhouse remodel, Village Station site work	1993	Carl Tippetts
11	<b>Stacey Construction</b> 3768 Pacific Ave. Ogden, UT 84405	801-621-6210 staceyc.com	\$55M	\$55M	\$100M	25	Lifetime Products, Northrop Grumman, HCA Ogden Regional Medical Center, HCA Timp- anogos Regional Hospital, Swire Coca-Cola	1962	Scott Dixon
12	<b>Paulsen Construction</b> 3075 S. Specialty Circle SLC, UT 84115	801-484-5545 paulsen construction.com	\$30M*	\$30M*	\$60M*	32*	Murray City Fire Station No. 81	1925	John Paulsen President
13	<b>Cameron Construction</b> 573 West Billinis Road, Ste. 1 SLC, UT 84115	801-268-3584 cameron construction.com	\$23M	\$56M	\$30M	31	C-store projects and mid-box retail projects in multiple states	1973	Kevin Cameron
14	<b>Steed Construction Inc.</b> 1293 W. 2200 S. SLC, UT 84119	801-503-3600 steedconstruction.com	\$18M*	\$35M*	\$30M*	11	The Olive mixed-use condo project, Challenger Schools, Deseret Industries	1988	Randy S. Steed President Scott A. Steed VP-Utah Office
15	<b>Bonneville Builders</b> 8610 Sandy Parkway, Ste. 210 Sandy, UT 84070	801-263-1406 bonnevillebuilders.com	*	*	\$100M*	35	The Magnolia; Hunter Douglas; Springhill Suites, Washington	1998	Josh Tebbs

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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	Utah Gross Revenue 2022	Total Gross Revenue 2022	Types of Products & Services	Year Established	Owner/Top Official
1	<b>Clyde Cos.</b> 730 N. 1500 W. Orem, UT 84057	801-802-6900 clydeinc.com	3,011	267	559	76	\$1.6B	\$2.3B	Earthwork, aggregates, asphalt, concrete, paving & preservation	1926	Jeremy Hafen
2	<b>Staker Parson Materials &amp; Construction</b> 2350 S. 1900 W. Ogden, UT 84401	801-731-1111 stakerparson.com	2,064	232	562	107	*	*	Sand, gravel, concrete, asphalt, paving services	1952	Scott Parson President & CEO
3	<b>Kilgore Cos.</b> 7057 W. 2100 S. SLC, UT 84128	801-250-0132 kilgore companies.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
4	<b>American Stone</b> 4040 S. 300 W. Murray, UT 84107	801-262-4300 american-stone. com	62*	5*	0*	0*	*	*	Landscape rock, thin stone veneer, full-bed stone, manufactured stone, porcelain pavers, water feature supplies	1948	Lon Thomas
5	<b>Lakeview Rock Products Inc.</b> P.O. Box 540700 North Salt Lake, UT 84054	801-292-7161 lakeviewrock.com	55	8	0	4	\$25M	\$25M	Sand, gravel, hot-mix asphalt	1980	Scott Hughes Todd Hughes
6	<b>Sinc Constructors Co.</b> 1299 W. 75 N. Centerville, UT 84014	801-898-4448 sinc constructors.com	49	*	*	*	*	*	Construction management, general contracting, commercial landscape construction & management	*	Mike Sowby

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## SUPPLY CHAIN

from page F31

critical, it simplifies and speeds up the process.

**Olney:** When it comes to communication, we need to do better communicating to you when we have information. We can make this information the most useful to you when you let us know, early and often, what your timelines and goals are so we can help you manage them.

**Sorenson:** If developers know that they're going to build a similar building again and again, it helps if they pull the trigger on design as quickly as possible and then order gear in bulk as early as possible to get in line as soon as they can. Start early and get in line as quickly as you can by ordering the gear as soon as possible. This is critical today when the lead times for medium voltage equipment can be from 12 to 16 months.

**Shaw:** I think we've got to put some pressure on the engineering and consultants to write more precise specs. Sometimes we're given cookie-cutter specs to build a piece of equipment before the client really knows what they want. If it doesn't meet their needs, we have to go into a spec review that can last months and the delay pre-

vents us from delivering the switchgear when they need it. Ideally, we would like to order your gear when you start digging your building's footers, so we can get the submittals reviewed and back in your hands, cut the purchase orders and have it procured to reduce delays.

**Gregory:** What are some things that are improving? What are some things that are getting better?

**Dave Henrichs:** We are getting better, even though it doesn't always feel like it every day, but outputs are up and there's more capacity coming online. We should start seeing the benefits of these supply chain improvements we've all been making over the next year. So there is light at the end of the tunnel.

As things normalize, it should be an overall better experience for the industry as we get there. Strong demand is good for all of us, it causes challenges, but it makes it easier to justify large capital investments in new plants because companies see that growth and want to capture it. We see higher demand in the industry in the long term. The disruptions and pressures caused by supply chain issues have led us to building stronger relationships with customers and contractors. I know a lot more about our customers than I did a year ago, that's for sure.

**Bishoff:** I think this is a glass-half-full situation. It has forced more transparency, better communication and an increased emphasis on partnership. Recent events have forced that level of communication and openness that I think will only benefit us as things stabilize over time.

**Tedrow:** I think communication and relationships have improved. I think we're going to see some improvements in international and domestic transportation. We're seeing labor improve across the broader manufacturing market, and we're seeing the easing of the China lockdowns, I think all those things are going to help. And throughout the year we will start to see the benefits of the actions that we've discussed today that make suppliers and manufacturers more resilient.

**Gillette:** We need communication in both directions. We need to communicate better with our partners as far as any potential, lead time, freight or servicing issues, but we also need suppliers and manufacturers to communicate with us. That way we can reassign materials or make some selections that would allow for better lead times and work it out in advance.

**Casey Schmidt:** In spite of the challenges we have faced, things are getting better. I've learned the impor-

tance of having an open dialogue, even if it's not great news. Innovation and automation are going to play a huge part in making manufacturing more efficient. About a month ago, I got a glimpse into the future when I toured a 1million square-foot steel pipe facility. It was fascinating because even though the factory was in a remote area it was completely robotic. I think we will be seeing more of this type of innovation to combat the labor shortage.

**Shaw:** COVID has forced us to take down our geographical constraints and we've been able to bring in new talent that doesn't necessarily live or work in our geographical area. This brings fresh perspectives, new ideas and opens us up to approaches we haven't taken before. Another critical component is innovation. There are innovation and automation efforts coming online today that will greatly improve the industry.





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# DEVELOPMENT FIRMS

Ranked by Total Square Feet Developed in 2022



	Company Name Address	Phone Web	Total Sq. Ft. Developed in 2022	Notable Projects	Year Established	Owner/Top Local Executive
1	<b>Dakota Pacific Real Estate Partners</b> 299 S. Main St., Ste. 2540 SLC, UT 84111	801-365-6200 dakotapacific.com	1.6 million	East 15 Commerce Park (UT), Millennium Edina (MN), 2200 S. Main St. (UT), The Bowers Residences (UT), One Piedmont (CA)	2010	John R. Miller, Chairman Marc Stanworth, CEO
2	<b>Woodbury Corp.</b> 2733 E. Parleys Way, Ste. 300 SLC, UT 84109	801-425-7770 woodburycorp.com	1.5 million	Northrop Grumman Roy Innovation Center, Devon at University Place in Orem	1919	E. Taylor Woodbury CEO
3	<b>The Boyer Co.</b> 101 S. 200 E. SLC, UT 84111	801-521-4781 boyercompany.com	1.37 million	Holbrook Towns, Ridgeview Towns, 111 Commerce Ctr., West Jordan Industrial, Lakeview Industrial 1, Pleasant View 89, Holbrook Industrial 3 & 4, Boise Gateway 3, Millcreek multi-family, Murray Towns	1972	Jake Boyer, CEO Nate Boyer, President
4	<b>Hamilton Partners</b> 111 E. Broadway, Ste. 111 SLC, UT 84111	801-746-2888 hamiltonpartners.com	1.24 million	Seven Skies Apartments, Lake Park Industrial, Inland Logistics, I-215 Logistics, Cinq & Luma Apartments	1987	Bruce Bingham Partner
5	<b>The Ritchie Group</b> 1245 Brickyard Road, No. 70 SLC, UT 84109	801-433-2200 theritchiegroup.com	1.13 million	XR Industries, SLC; Ribulet Apts, American Fork; West Quarter, SLC; Brickyard 32, SLC	2005	Paul Ritchie, Ryan Ritchie, Jayson Newitt
6	<b>PEG Development</b> 145 W. 200 N., Ste. 100 Provo, UT 84601	801-655-1998 pegcompanies.com	906,797	Freedom Commons (Provo), Seven O2 Main Apartments (SLC), Paperbox Lofts (SLC)	2003	Cameron Gunter Founder & CEO
7	<b>Roderick Enterprises</b> 1214 E. Vine St. Murray, UT 84121	801-506-5005 roderickrealty.com	169,920	Catalyst Business Park heavy & civil engineering construction; land subdividers and developers, commercial	1967	Michael Roderick, Pres. Benjamin Wheat, VP
8	<b>Cowboy Partners</b> 6440 E. Wasatch Blvd., Ste. 100 SLC, UT 84121	801-424-4400 cowboyproperties.com	*	Liberty Point, Liberty Square, Liberty Sky	2001	Daniel Lofgren
8	<b>Gardner Co.</b> 748 W. Heritage Park Blvd. Layton, UT 84041	801-456-4140 gardnercompany.net	*	Tesla, Adobe campus, Plurasight, Mountain America Credit Union, Overstock	1980	Darin Gardner
8	<b>Garn Development</b> 4319 S. River Road St. George, UT 84790	801-776-0232 garndev.com	*	*	2017	Kevin Garn Michael Christensen
8	<b>InterNet Properties</b> 51 E. 400 S., Ste. 210 SLC, UT 84111	801-355-0600 iproperties.com	*	Art Space Rubber Co., East Ridge Court	1994	Niko Priskos CEO/Managing Partner
8	<b>ICO Development</b> 3401 N. Center St. Lehi, UT 84043	801-717-6948 ico-development.com	*	*	*	Taylor Maughan Development Director



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## If you want a better ROI, start in your community

### Chris DeHerrera

Director of Charities, Giving Hope Charities

Most in the business world are familiar with the term ROI — return on investment. There is a tendency to immediately correlate the term with the business world. Simply put, it's an associated value to a monetary output. But for one minute, let's step out of the business kaleidoscope in terms of economics. Let's examine the possibilities of ROI from a different perspective and the value that it can provide your organization, your community and beyond, and what the measurables might be.

According to a Forbes Advisor online article, "Return on Investment: Financial Giving and Industry-Based

Data," by Emily Guy Birken, "return on investment (ROI) is a metric used to understand the profitability of an investment. ROI compares how much you paid for an investment to how much you earned to evaluate its efficiency," wrote Birken. A simple concept and business equation of Economics 101. Without it, how do you measure the value of any investment?

Suppose you consider a new measurable in terms of ROI, or value, within the structure of your organization? The business mindset will tell us to only measure ROI in terms of monetary performance. However, there is something else to consider. The value is hard to measure because it's difficult to report on what the fiscal return might be. No hard number analytics can tabulate this kind of ROI. Are

we brave enough to define something within our core values that doesn't come with a monetary figure attached? It takes courage.

In our current global environment, one can feel hopeless and helpless. Our social condition as a nation is in crisis. Suicide rates are soaring. We are amid a mental health epidemic. Our youth are isolated and disconnected. Portions of the population are unstable due to a barrage of internal and external forces, including social media, government dysfunction, political rhetoric, war, pandemic and the loss of vital institutions that once provided stability and security. We are in a state of fracture. At times we may feel hopeless and wonder, "How can I, just one person, make any kind of difference?"

Being witness to a domestic abuse

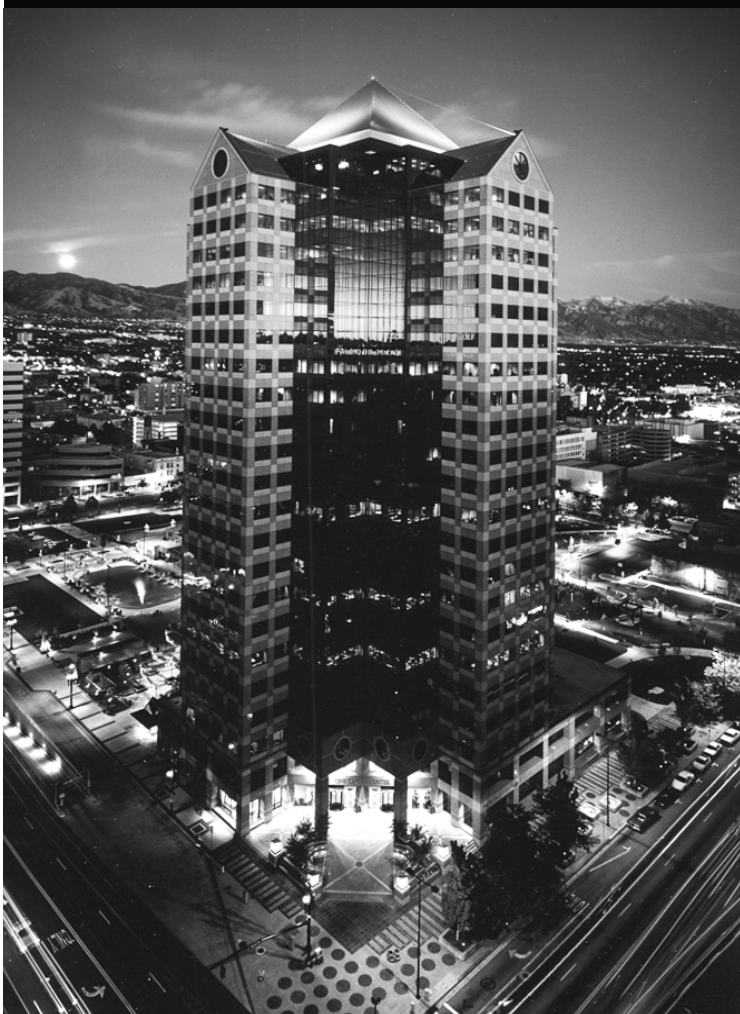
situation three years ago at a Home Depot parking lot changed my perspective in so many ways. The altercation didn't include physical abuse, but the trauma caused by one harmful and willful act by one person to another left me haunted. Two questions lingered with me: "How can I make a difference and should I have done something?"

After that incident, I was conscientiously unaware for some time that the experience was changing and remodeling me. And then I started to pay attention. Some may call it an "a-ha" moment. I call it a holy moment. It was the beginning of a new journey for me. It caused me to explore my

see PHILANTHROPY page F44

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# STRUCTURAL STEEL COMPANIES

Ranked by Utah Gross Sales 2022



Company Name Address	Phone Web	Utah Gross Sales 2022	Total Gross Sales 2022	Notable Projects 2022	No. of Utah Employees	Services Offered	Year Established	Owner/Top Executive
<b>1 SME Steel Contractors Inc.</b> 5801 W. Wells Park Road West Jordan, UT 84081	801-280-0711 smesteel.com	\$31.3M	\$318.9M	Resorts World Las Vegas, LAX Terminal redevelopment projects, (W)rapper Tower, 95 State Tower, 23 Pasteur Data Center, Mission Rock Building G, Primary Children's Hospital—Lehi Campus, SLCIA, Stack SVY02 Data Center, Zions Bank campus	500	Structural steel fabrication and erection, full Division 5	1992	Dieter Klohn President & CEO
<b>2 JT Steel</b> 9550 S. Hawley Park Road West Jordan, UT 84081	801-280-3520 jtsteel.com	\$23.8M	\$25.5M	WSD new high school, Black Desert Resort	69	Structural & miscellaneous steel fabrication	1983	Jase Taylor
<b>3 Structural Steel &amp; Plate Fabrication</b> 125 W. 500 N. North Salt Lake, UT 84054	801-292-8484 ssandpf.com	\$18M*	\$18M*	Bulk handling plant for Morton Salt, rock fall protection shield at Kennecott, SO2 drying tower for Newmont, thiocon reactor platform at Chevron refinery	95*	Heavy & complex industrial fabrications	1976	Ronald Dean
<b>4 Blue Star Steel</b> 3692 W. 500 S. SLC, UT 84104	801-908-8302 bluestarsteel.com	\$12M	\$12M	Drake Cement, Owens Corning, Marathon Petroleum, Keller Canyon	35	Industrial & commercial fabrication	1995	Jeff Wright
<b>5 St. George Steel LLC.</b> 1301 E. 700 N. St. George, UT 84780	435-673-4856 stgeorgesteel.com	\$5M	\$18M	Two steam generated exhaust stacks (Illinois); six power plant heat exhaust stacks (Colorado); Big Shots Golf, St. George	67	Heavy industrial steel fabrication, ASME tanks, API tanks, exhaust stacks, alloy steel fabrication, industrial coatings	1969	Mike Housley President
<b>6 Petersen Inc.</b> 1527 N. 2000 W. Ogden, UT 84404	801-732-2000 peterseninc.com	*	\$123M	Nuclear gloveboxes and containers, mining equipment, aerospace and defense products	475	Manufacturing, fabrication, precision machining, piping, field services, design engineering, warehousing/distribution	1961	Andy Plyler General Manager
<b>6 Tech-Steel Inc.</b> Building D2, Freeport Center Clearfield, UT 84016	801-328-2543 tech-steel.com	*	*	Orem Utah Temple, Church of Jesus Christ of Latter-day Saints; Fairbourne Station office tower, West Valley City	65	Steel fabrication, joist & deck supply, coatings	1964	Tad Rasmussen Scott Rosenlof



\*Did not disclose. Please note that some firms chose not to respond, or failed to respond in time to our inquiries. All rights reserved. If an asterisk follows any entry, data is from the previous year and current data in not disclosed. Copyright 2023 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.

## PHILANTHROPY

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place in the world and here I am three years later gifted with the opportunity to positively change my little corner of the world through the charitable arm of Mountainland Supply Co. called Giving Hope Charities.

You can guess where I am going with this. Charitable giving can transform the world, no matter how small the gift. It offers employers, employees and individuals an opportunity to find a meaningful place in their world. Giving nurtures a higher sense of mission. Giving can provide meaning and comfort in our chaotic and polarized environment. It has the ability to give us “little people” a point of control over the overwhelming elements that can invade all aspects of our lives. It’s an opportunity to champion hope with-

in your organization and community — to foster a kinder world. It’s called compassion.

Start by fostering gratitude within your organization. Reflect on the lessons of Ebenezer Scrooge, the beloved character at the heart of the holiday classic “A Christmas Carol,” written by Charles Dickens. A tale written in 1876 illustrates that gratitude and giving are two timeless concepts. The message isn’t about charity, really. Giving was merely the extension of Scrooge’s metamorphosis from a judgmental miser to a compassionate and generous donor. If you know anything about English standard of living for the working class in the 1800s, it was not a gentle world and yet he, one person, was transformed through gratitude, compassion and giving. He changed his community.

Fast forward. The renowned business strategist author Tony Robbins

explains the psychological and physical benefits of gratitude in an article he published titled “Experience the Benefits of Gratitude.” According to Robbins, the benefits of gratitude are twofold: psychological and physical. The psychological benefits include decreased negative emotion, increased empathy, higher self-esteem and improved outlook. The physical benefits include improved sleep patterns, increased drive, heart health and lower blood pressure. Think about these benefits translated into an ROI and, like Scrooge, the extension of gratitude becomes giving. Imagine what the value could be. It takes commitment.

Charitable giving by foundations grew by 17 percent from 2020 to 2021 in the U.S., as reported by donorblog.org. According to the report, numbers are not in yet, but (foundational) charitable giving has the potential to sur-

pass \$100 billion in 2022. In addition, a large percentage of all American households participate in some kind of charitable giving and Utah holds the coveted No. 1 spot for charitable giving. This data enforces the idea that somewhere, someone is gaining something from charitable giving.

The world needs bravery right now. We need courageous people who embrace charitable giving as a leadership platform aside from profitability. Courageous leaders who are willing to parlay gratitude into selfless acts of kindness without expecting a monetary prize at the end. The measurability may be vague, except it can change the world. It’s called ownership.

If you are looking for the ROI in charitable giving, perhaps ask yourself this simple question: What is the “value” of human dignity?

Giving Hope Charities is the charitable arm of Mountainland Supply Co.

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# MILLCREEK | MAJOR CONSTRUCTION PROJECTS ARE CHANGING THE FACE OF UTAH'S NEWEST CITY

In the spring of 2021, the city of Millcreek in Salt Lake County broke ground on a new city center it calls Millcreek Common, that opened a year ago. Phase 1 of the project includes a plaza that includes an ice ribbon and splash pad, retail locations and the site of the new Millcreek City Hall.

During a recent walking tour of the project, Millcreek Mayor Jeff Silvestrini and the Millcreek City Council joined a group from the Utah chapter of Associated Builders and Contractors and answered questions about the large construction project. Characterizing the site as an “adventure destination that has become the artistic focal point of this vastly growing Utah outdoor masterpiece,” city officials responded in a question-and-answer session:

**1. What does your checklist consist of when building a city center?**

It was really important for us as we planned a new city center for Utah’s newest city that it be a true mix of uses. If we end up with merely an apartment village, we’ve failed. If we end up with just an office park, we’ve failed. If we end up with just a shopping center, we’ve failed. This is why we are trying so hard to bring residential, office, restaurants, shops, open space, civic use and recreation into

creating a well-rounded Millcreek city center.

**2. When it comes to relationships and vision, how do you seek and find the likeminded?**

In our economic development goals, we try to create win-win-wins. As cliché as that may sound, we truly look for ways to be proactive to help property owners come out ahead, developers be rewarded for their risks and the community overall to benefit from the project. If you can look for ways to grow the pie, it makes it easier for everyone to get a slice they can be happy with.

**3. What sets your city apart?**

Millcreek is a Goldilocks city — we are big enough to do huge projects and bring in big grants (we are a city of 65,000) and yet we are small enough to be decisive and nimble to keep projects moving (only 51 employees). Because we span from Olympus Cove to the Jordan River, we are a city with financially solid residents who look for ways to give back to the community, and we are city with refugees and immigrants that contribute fresh vitality. We are one of the oldest communities in the Salt Lake Valley (settled in 1848), but we are also one of the newest cities (incorporated 2016) in the state and can take a fresh look at placemaking.

**4. What do you see interesting for the future of Millcreek?**

The effort to build a city center doesn’t happen overnight. We appreciated EPG/Terracon landscape architects and Hogan Construction for their work on the award-winning Millcreek Common, which opened up last spring. Now, we are working with MHTN architects and Okland Construction on a 21st century city hall that will open this fall. This building will include a ground-floor public market, a floor for Millcreek’s police precinct, floors for a community forum and city offices, a gorgeous sixth-floor community room with banquet space for 200 and stunning plaza and mountain views. And for good measure the state’s largest outdoor climbing wall on the outside.

But this is just the beginning. Mixed-use projects are entitled and will break ground this year through partners like Cottonwood Residential, Boyer, PEG, Northstar and Soar Development. Over 1,600 residential units and 200,000 square feet of commercial space are on the way. Phase 2 of Millcreek Common, still in planning stages, will include acres of public open space, a skating alley, a pavilion and grass seating for outdoor events and an 18-hole miniature golf course.

**5. How would you describe the synergy in Millcreek?**

(Answered by Mike Winder, Millcreek city manager) I’ve worked in city and state government. I’ve worked in the private sector with start-ups and experienced companies. But in my career, I have never seen the exciting synergy of local government and entrepreneurial spirit like I have seen at Millcreek. We have elected officials who are bold and visionary. We have city staff that works hard to be problem-solvers instead of bureaucrats. It is really an exciting time to be part of one of Utah’s emerging city centers in one of Utah’s finest cities.

Article courtesy of the Utah chapter of Associated Builders and Contractors.



Mayor Jeff Silvestrini and the Millcreek City Council, on the front row, pose with city department heads, on the back row, at the site of the new Millcreek City Hall, currently under construction.

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