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Spring/Summer  
2026

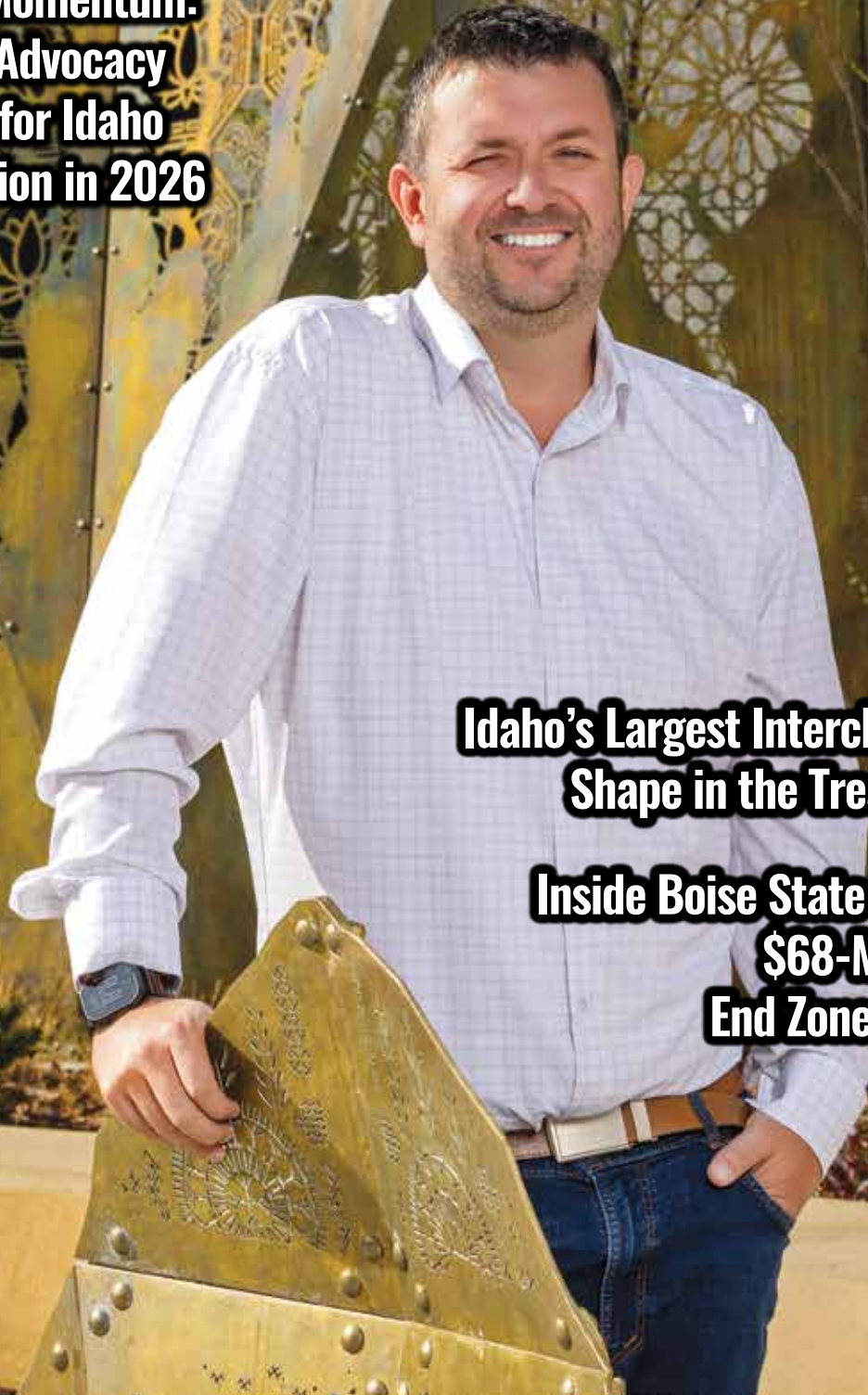


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How AGC Advocacy  
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## MESSAGE FROM THE PRESIDENT OF THE IDAHO AGC ANTHONY GUHO



### *Fellow members and friends of Idaho AGC,*

Across Idaho, our industry is building the future in real time. From highway expansions across the state to new buildings rising in Meridian, Pocatello, and Coeur d'Alene, the work of Idaho AGC members is shaping communities, driving growth, and strengthening Idaho's economy. It is an extraordinary time to be a contractor in this state, and an important time to be part of this association.

That momentum is reflected within Idaho AGC as well. Our membership continues to grow, and that growth matters. It reflects the strength of our industry and the value of a united, credible voice representing contractors, suppliers, and industry partners across Idaho.

That voice was delivered in a major way during the 2026 legislative session. Idaho AGC helped secure important wins that will keep projects moving, including expansion of the STAR program, faster plan reviews and inspections, stronger work-


zone safety protections, and preservation of \$37 million for ITD's Strategic Initiatives Fund. Just as important, the association helped stop or improve proposals that would have added cost, delay, or unnecessary regulatory burden for Idaho contractors.

This year also marks a milestone worth celebrating: the 40th anniversary of the Idaho AGC Health Plan. Four decades ago, leaders in this association recognized that our industry could do better for its people, and they were right. Today, the Plan serves thousands of Idaho construction workers and their families with stable rates, strong benefits, and exceptional value. That kind of longevity does not happen by accident. It happens because the program works and because members trust it.

Strong advocacy. Meaningful member value. Growing membership. Together, they tell a clear story: Idaho AGC is doing exactly what it was built to do—lead this industry forward.

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# Welcome, New Members

Please join us in welcoming these new members, who have joined the Idaho AGC since the last issue of *buildingIdaho*.

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## 2025-26 School Year AGC of America's Education & Research Foundation Scholarship Recipients

The AGC Education and Research Foundation offers undergraduate and graduate-level scholarships to students enrolled in ABET, ACCE, and some ATMAE-accredited construction management or construction-related engineering programs. Over \$11 million in scholarships have been awarded to more than 4,500 students attending colleges and universities across the country. The criteria to apply for undergraduate and graduate scholarships outlines the eligibility to apply.

### Idaho recipients

- Griffin Slovik, Boise State University, Robert B. Evans & Celine Fay Scholarship
- Koda Bradley, Boise State University, MarCon Inc. of Idaho Scholarship
- Parker Drowns, Brigham Young University-Idaho, SCC&S/SPC Undergraduate Fund
- Rachel Clancy, Boise State University, Consulting Constructors' Council Scholarship



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# Idaho's Construction Industry Honors Excellence at 2025 AGC Annual Awards Gala and ITD Excellence in Construction Partnering Awards

Recognizing the individuals and project teams shaping Idaho's construction industry



*Adam Warr of Buss Mechanical was the 2025 recipient of the Member Service Award at the Idaho AGC's 91st Annual Awards Gala.*



*Troy Stamp, the 2025 CLC Member of the Year.*



*Meg Andersen with Kendall Auto Idaho won the Associate/Supplier of the Year Award at the Idaho AGC's 91st Annual Awards Gala.*

Each year, Idaho AGC members gather to celebrate the people and partnerships that move the construction industry forward. At the 91st Annual Idaho AGC Awards Gala, more than 800 industry leaders, contractors, partners, and supporters from across the state came together to recognize outstanding contributions to Idaho's construction community.

While the gala recognized individuals

who have dedicated years of service to strengthening the association, the AGC/ITD Excellence in Construction Partnering Awards (awarded each fall), honored project teams delivering complex infrastructure through collaboration and innovation.

For those who were unable to attend these two momentous events celebrating industry excellence, here is a look at the individuals and project teams honored in 2025.

## IDAHO AGC'S 91ST ANNUAL AWARDS GALA

### *Member Service Award*

The Member Service Award recognizes individuals who dedicate their time, expertise, and leadership to strengthening the AGC and supporting fellow members across the industry.

2025 marked the 20th anniversary of the award, which has honored individuals who have consistently placed the needs of the industry ahead of their own.

The 2025 recipient, Adam Warr of Buss Mechanical, exemplifies that spirit of service. Warr has chaired the board of trustees of the Idaho AGC Health Plan since 2014, guiding the program through a period of remarkable growth and stability. Under his leadership, the Health Plan has expanded its benefits, strengthened its financial reserves, and grown significantly in participation.

Today, the Idaho AGC Health Plan remains one of the most valuable benefits available to members—an achievement made possible through the dedication of AGC staff, trustees, and leaders like Warr.

### **CLC Member of the Year**

The Construction Leadership Council (CLC) represents the next generation of leaders in Idaho’s construction industry. Comprised of rising professionals from across the state, the CLC provides opportunities for professional development, networking, education, and community service.

After several years of inactivity, the CLC Member of the Year Award returned in 2025 as part of the organization’s renewed focus on cultivating future industry leadership.

Since its relaunch in late 2024, the Idaho CLC has brought together more than 150 emerging leaders from across the state.

Leading that effort has been Troy Stamp, the 2025 CLC Member of the Year. Over the past year-and-a-half, Stamp served as chairman of the CLC and helped guide the organization’s growth with energy, vision, and steady leadership. During his time with Andersen Construction of Idaho, and later with Parsons working with the Micron team, Stamp remained committed to expanding opportunities for the next generation of construction professionals.

Through his leadership, the CLC has quickly reestablished itself as one of the association’s most dynamic and impactful programs.

### **Associate/Supplier of the Year**

Construction projects rely not only on contractors in the field, but also on the many service providers and suppliers who help keep projects moving forward.

The Associate/Supplier of the Year Award recognizes a member whose support, involvement, and leadership strengthen the industry and the association.

This year’s recipient, Meg Andersen

with Kendall Auto Idaho, has quickly become an essential member of the AGC community. Andersen has played a key role in supporting AGC events and helping enhance member engagement. She was instrumental in developing what has become one of the Construction Leadership Council’s signature events—its annual CLC Cornhole Tournament, which brings members together for networking, scholarship fundraising, and



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The 2025 Specialty Contractor of the Year Award recognized Greg Lotridge and Daniel Kircher of Specialty Construction Supply.



The 2025 recipient of the President's Cup Award was Dr. Casey Cline of Boise State University.



The 2025 recipient of the AGC of America S.I.R. Award was Craig "Radar" Mathison of HK Contractors.

industry camaraderie.

Her enthusiasm and willingness to contribute have made a meaningful impact on AGC events and member programs.

### **Specialty Contractor of the Year**

Specialty contractors are a cornerstone of Idaho's construction industry. From providing critical materials to performing highly specialized work on job sites, these companies play a vital role in delivering projects safely, efficiently, and on schedule.

The 2025 Specialty Contractor of the Year Award recognized Greg Lotridge and Daniel Kircher of Specialty Construction Supply.

Specialty Construction Supply has built a strong reputation throughout the Treasure Valley for integrity, reliability, and dedication to the industry. The company's work touches nearly every aspect of construction projects across the region—whether providing materials, supporting contractors, or managing work zone traffic safety.

Under the leadership of Lotridge and Kircher, the company continues to expand its impact while remaining deeply involved in the AGC community. Kircher currently serves as chair of the Construction Leadership Council and is

also a member of the Idaho AGC Board of Directors, further demonstrating the company's commitment to industry leadership.

### **President's Cup Award**

The President's Cup represents Idaho AGC's highest honor, recognizing individuals whose work has made an extraordinary impact on the construction industry.

The 2025 recipient, Dr. Casey Cline of Boise State University, has spent more than two decades shaping the future of construction through education, mentorship, and leadership.

As a distinguished professor at Boise State, Cline has devoted his career to preparing students for successful careers in construction. His commitment extends far beyond the classroom. Through mentorship, community projects, and continued support for graduates entering the workforce, he has helped shape generations of construction professionals.

His influence is evident in the many students who have gone on to become leaders throughout Idaho's construction industry—carrying forward the values of professionalism, service, and excellence that Cline instills in every class. So extensive is Cline's legacy, see the full article in this issue of *buildingIdaho*,

providing a deeper dive into this particular award recipient.

### **AGC of America S.I.R. Award**

While most awards presented during the gala are Idaho AGC honors, the S.I.R. Award is a national distinction awarded by the Associated General Contractors of America.

Representing the values of Skill, Integrity, and Responsibility, the S.I.R. Award is the highest recognition given by the national organization and honors a lifetime of dedication to the construction industry.

The 2025 recipient, Craig "Radar" Mathison of HK Contractors, has spent more than 40 years with the company, beginning immediately after graduating from Montana State University.

Throughout his career, Mathison has built a reputation as a respected industry leader and mentor. His decades of experience, guidance, and commitment to the industry have made him a trusted voice within the AGC community and among colleagues across Idaho's construction sector.

### **ITD/AGC Excellence in Construction Partnering Awards**

In addition to recognizing individual achievements within the AGC community, the association also

celebrates the power of collaboration through the ITD/AGC Excellence in Construction Partnering Awards.

Established in 2020, the program highlights transportation projects where contractors, engineers, and public agencies work together to solve complex challenges and deliver successful outcomes for Idaho communities.

The awards recognize project teams that demonstrate exceptional collaboration, communication, innovation, and problem solving. By embracing a true partnering approach, these teams improve safety, resolve issues efficiently, and deliver quality infrastructure projects that benefit the traveling public.

### 2025 GOLD AWARD WINNERS

- US-95, Thorn Creek to Moscow — M.A. DeAtley Construction, Inc. & ITD District 2
- Buckhorn Creek Road Bridge Replacement — Debco Construction with partners including LHTAC, HMM Engineering, Idaho County, ITD Bridge Section, Keltic Engineering, and Acrow Bridge

### 2025 SILVER AWARD WINNERS

- I-90, SH-41 Interchange — Scarsella Bros., Inc. & ITD District 1
- SH-53 Pleasant View Interchange — Scarsella Bros., Inc. & ITD District 1
- I-90 Bridge Repairs — L & J Construction Group, LLC & ITD District 1
- I-90 Coeur d'Alene River Bridge Replacements — Max J. Kuney & ITD District 1
- US-95 Brown Creek Passing Lane — J7 Contracting, Inc. & ITD District 1
- US-95 Ferdinand Northbound Passing Lane — Knife River Corporation & ITD District 2
- SH-55, I-84 to SH-44 — VSS International & ITD District 3
- SH-69, Kuna to Meridian — Knife River Corporation & ITD District 3
- District 3 Bridge Improvements —

Coldwater Group, Inc. & ITD District 3

- I-84 South Jerome Interchange — Western Construction, Inc. & ITD District 4
- I-84 South Jerome Interchange to Twin Falls Interchange — Concrete Placing Company & ITD District 4
- I-84 Burley Interchange — Wadsworth Brothers Whitaker JV & ITD District 4
- I-84 Heyburn Interchange — Sundt Construction & ITD District 4
- I-15 Inkom Corridor Improvements — Wadsworth Brothers Construction & ITD District 5
- I-15 Northgate to Fort Hall North — Western Construction, Inc. & ITD District 5
- I-15 Northgate to Fort Hall South — Sundt Construction & ITD District 5
- US-20 Mill and Overlay MP361-364 — HK Contractors, Inc. & ITD District 6
- Grouse Creek Bridge Replacement — LaRiviere, Inc. & LHTAC
- Spokane Street River Bridge Rehabilitation — Hamilton Construction Company & LHTAC
- King Lane Over Warm Spring Creek — Burks Excavation Corporation of Idaho & LHTAC
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- US-12 Syringa to Montana Seal Coat — Knife River Corporation & ITD District 2
- US-95 Moscow Pavement Improvements — Knife River Corporation & ITD District 2
- US-95 Riggins Road Repairs — Knife River Corporation & ITD District 2
- US-20 Willow Creek to Moonstone — Idaho Materials & Construction & ITD District 4

### BUILDING THE FUTURE TOGETHER

From individual leadership and service to collaborative infrastructure projects, the 2025 award recipients represent the dedication and professionalism that define Idaho's construction industry.

The Idaho AGC congratulates all of 2025's honorees and thank the many members, partners, and project teams who continue to strengthen the industry and build the communities we call home. ●

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# Idaho Influencer and AGC Award Recipient

By Hailey Reyes, Idaho AGC

*Dr. Casey Cline, longtime Boise State University Construction Management Program professor, received the 2025 President's Cup Award.*



The Idaho AGC's 91st Annual Awards Gala in December welcomed more than 800 attendees—each of whom witnessed the presentation of the 2025 President's Cup Award to longtime Boise State University Construction Management Program professor Dr. Casey Cline. Those familiar with Cline know that his impact has rippled beyond the CM Program, beyond the AGC, to the entire construction community in the state and beyond.

The award was presented by Idaho AGC President Anthony Guho, who noted that the President's Cup is the chapter's highest honor and is given to recognize the outstanding accomplishments of our industry's best.

"Casey has been shaping the construction industry for more than two decades. As a distinguished professor at Boise State University, he has devoted his career not only to teaching the fundamentals of building, but to developing the future leaders of our industry. His commitment to education is exceptional," said Guho.

"He consistently challenges students to step beyond their comfort zones, to pursue growth, and to recognize their own potential. His dedication to service is equally noteworthy. Through countless community projects, mentorship well beyond classroom hours, and ongoing guidance to graduates, he has invested deeply in the success and character of his students."

Guho went on to say that the impact of his work is unmistakable.

"His students continue to embody his values of service and professional excellence long after leaving the university—remaining engaged, supportive, and committed to giving back. While his contributions may not always be captured in awards or accolades, they are clearly reflected in the many individuals whose careers and lives he has influenced in profoundly positive ways."

During the presentation, a video featuring current industry leaders sharing reflections on Cline's impact had the entire room captivated.

Among those who spoke in honor


of Cline were McAlvain Companies executive vice president Tyler Resnick, who dubbed him the industry "Culture Ambassador"; Wright Brothers co-owner and CEO Zach Higgins; and McMillen's operations manager Tucker Robb, who said of Cline, "He allowed me to do things in my career that I don't think I would have seen for myself—except that he gave me that opportunity to understand what it really meant to love building and love doing what we do."

Resnick also spoke to the fact that Cline led the development of one of the strongest competing construction management programs in the nation.

"He really believed in the mission to make one of the best construction management programs in the country," Resnick said. "And he knew the way to do it: engagement."

CM program chair Dr. Anthony Perrenoud added that "he wants the students to be prepared day one coming out of the program, ready to go in our industry."

Many tables of former students turned



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"The impact of Casey Cline—it transcends education."

— Zach Higgins

out at the gala in support of Cline receiving the award.

“There’s a ton of people in this room that were former students of Casey’s, now making massive impacts in the built environment throughout the Treasure Valley and the United States as a whole,” said Higgins. “So, the impact of Casey Cline—it transcends education.”

Cline was nearly speechless as he took the stage, clearly moved by the industry’s recognition of his dedication. But as he went to leave, the surprises just kept coming.

“Hang on, Casey—there’s one more thing,” said Guho, as Cline tried to depart the stage. “This evening we are announcing that the Boise State University Construction Management Alumni Chapter—together with individual CM alumni, the Idaho AGC, and industry partners from across the nation—is launching a first-of-its-kind endowment to create a special fellowship for the faculty advisor to the AGC Student Chapter at BSU.”

The endowed fellowship will be the only one in the nation primarily dedicated to strengthening an AGC student chapter and thereby ensuring long-term success, stability, and national prominence for generations to come.

“By permanently supporting the faculty advisor, we will empower faculty members to continue their important work in shaping tomorrow’s industry leaders,” stated Guho. “This effort is inspired by the decades of service given by Casey Cline. Since becoming the student chapter’s faculty advisor in 2008, Casey has poured his expertise, energy, and heart into what has become the most awarded AGC student chapter in the nation.”

After ample time to process both the award and the endowment, Cline shared that being honored with both was an “incredibly humbling” experience.

“The AGC President’s Award alone

“Casey has been shaping the construction industry for more than two decades... developing the future leaders of our industry.”

— Anthony Guho

means a great deal to me, but knowing it came from [the AGC] and former students—who have become not only my colleagues but friends—makes it especially meaningful,” said Cline.

“The relationships I have built over the many years have been one of the most rewarding parts of my time as a professor. That is my legacy, and it is what matters most to me.” ●



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# Building Momentum

## How AGC advocacy delivered for Idaho construction in 2026

By Sean Schupack and Will Smith, Idaho AGC Advocacy Team



Sean Schupack

Will Smith

As the 2026 Idaho Legislative Session came to a close, one thing was clear: consistent, strategic advocacy makes a difference. Throughout the session, the Idaho Associated General Contractors (AGC) remained a constant presence at the Statehouse, shaping policy, strengthening relationships, and ensuring the construction industry's voice was heard at every stage of the process.

The result was a session defined by meaningful wins, practical policy improvements, and the successful defense against proposals that could have created real challenges for contractors across Idaho.

At the center of AGC's success this year was the passage of House Bill 751, a major expansion of the State Taxation Anticipated Revenue (STAR) program. Signed into law by Governor Brad Little, the legislation lowers the minimum

project threshold to \$5 million and raises the cap to \$100 million, giving communities greater flexibility to fund critical infrastructure tied to development.

For Idaho's construction industry, this change represents a long-term investment in growth. By ensuring that development can help fund the infrastructure it requires, the expanded STAR program will open the door for new projects across the state, particularly in areas where traditional funding tools have been limited. It is a clear example of how thoughtful policy can align economic growth with the needs of Idaho's communities.

The AGC also delivered progress on one of the industry's most persistent challenges: permitting delays. House Bill 721 streamlines the construction process by establishing a 30-day timeline for initial plan reviews and removing outdated requirements that forced school districts to wait for full plan approval

before bidding projects.

These changes reflect how projects are actually delivered in the field. By reducing unnecessary delays while maintaining accountability, the legislation provides contractors with greater certainty and helps communities move critical projects forward more efficiently.

In addition to advancing new legislation, the AGC played a key role in improving and supporting policies that enhance jobsite safety and project efficiency. House Bill 570, which increases penalties for reckless driving in active construction zones, passed with overwhelming bipartisan support after the AGC worked closely with lawmakers to refine its language and highlight the real risks faced by workers.

House Bill 585 further addressed project delays by establishing clear timelines and accountability for inspections. By allowing HVAC, plumbing, and electrical contractors to utilize qualified third-party inspectors when necessary, the bill ensures that projects are not stalled by administrative bottlenecks. The AGC enthusiastically supported the legislation and appreciates Representative Josh Wheeler from Wheeler Electric, a longtime AGC member, for carrying the legislation.

Just as important as the bills that passed were those that did not.

Throughout the session, the Idaho AGC actively engaged on proposals

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related to workforce requirements and regulatory expansion, particularly around competing E-Verify proposals. By working closely with legislators and stakeholders, the AGC helped ensure that these policies were either refined into more workable approaches or prevented from advancing in ways that would have placed unnecessary burdens on contractors.

The AGC also successfully worked behind the scenes to prevent a detrimental Construction Manager General Contractor (CMGC) proposal from gaining traction. The bill, which would have introduced changes to how CMGC delivery is utilized on public projects, raised concerns within the industry about fairness, flexibility, and potential unintended consequences. Through early engagement, direct conversations with lawmakers, and coordination with industry partners, the AGC ensured that concerns were clearly understood before the bill could move forward. As a result, the proposal never advanced, avoiding disruption to a delivery method that has proven effective for complex infrastructure projects across Idaho.

Beyond policy and legislation, the AGC's advocacy extended into the state budgeting process. In a challenging fiscal year, initial proposals would have significantly reduced funding from the Idaho Transportation Department's Strategic Initiatives Fund, a key source of infrastructure investment. Through continued engagement with legislative leaders, the AGC helped secure the return of over \$37 million to the fund, preserving critical resources for transportation projects statewide.

Behind each of these outcomes was a coordinated, sustained effort. The AGC maintained a continued presence throughout the session, engaging weekly

with lawmakers, testifying in committee hearings, and working closely with members and partners across the state. From early bill drafting to late-session negotiations, the focus remained on advancing practical solutions that support a strong and sustainable construction industry.

As Idaho continues to grow, the importance of effective advocacy will only

increase. The 2026 session demonstrated that when the construction industry speaks with a unified voice, it can shape policy in ways that promote opportunity, protect businesses, and keep Idaho building.

For AGC members, the message is simple. Engagement matters. And together, we deliver results. ●



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# Idaho's Construction Economy: Growth and Friction

By Macrina Wilkins, AGC of America's Director of Market Insights

Idaho has a long history of attracting large-scale manufacturing and semiconductor investment, and today that foundation is supporting one of the fastest-growing construction economies in the country. While the state faces real constraints from housing affordability and infrastructure needs, the construction sector continues to generate momentum for broader economic expansion.

In the fourth quarter of 2025, Idaho's construction industry contributed \$9 billion, or 6.7 percent, to the state's \$138 billion economy. That share ranked third highest among all states, highlighting the significant role construction plays in Idaho's economic base.

That growth is closely tied to population

trends. Idaho's population increased by 1.4 percent from July 2024 to July 2025, the second-fastest rate among all states and roughly three times the national average. Much of this growth is driven by in-migration from surrounding states, with new residents drawn by expanding job opportunities, particularly in manufacturing and construction.

However, this rapid growth is not without friction. The pace of in-migration is outpacing the state's ability to deliver housing, infrastructure, and services at the same rate. This imbalance is creating pressure points across the construction market, particularly in housing availability and labor supply.

Recent permitting data highlights how the housing market is adjusting.

In 2025, total permits for new privately owned housing units rose one percent. Beneath that modest increase, however, there was a notable shift in composition. Single-family permits declined by five percent year over year, while multifamily permits increased by 37 percent. This marks a reversal from 2024, when single-family construction drove growth and multifamily activity contracted sharply. The shift suggests developers are responding to affordability constraints by pivoting toward higher-density housing.

Construction employment continues to grow, but at a more moderate pace, reflecting a broader cooling in activity. Employment rose one percent year over year as of January 2026, a sharp deceleration from the stronger gains

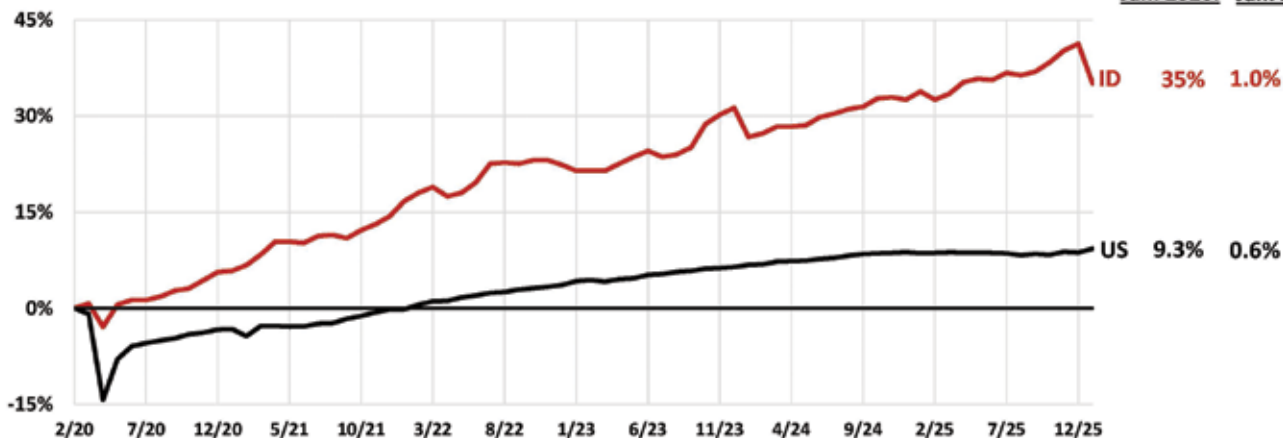
## US & ID Construction Employment

Cumulative change, Feb. 2020- Jan. 2026, seasonally adjusted



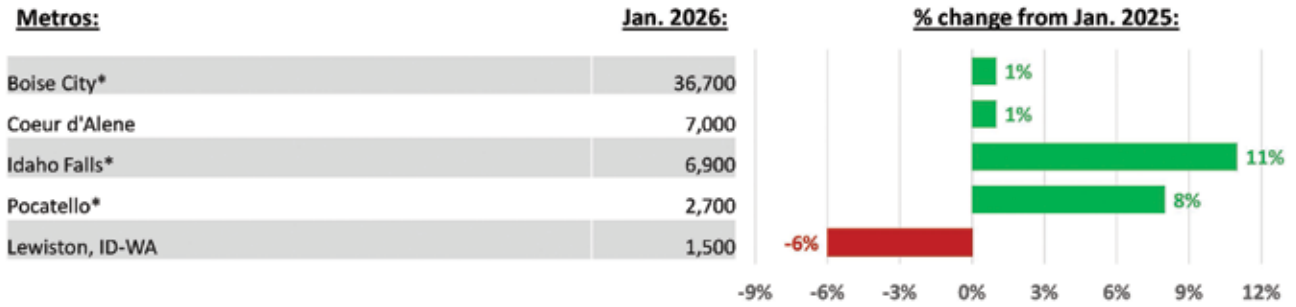
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**% change**  
Feb. 2020- Jan. 2025-  
Jan. 2026: Jan. 2026:



Source: Bureau of Labor Statistics, [www.bls.gov/lsc](http://www.bls.gov/lsc).

## Idaho Metro Construction Employment Jan. 2025 – Jan. 2026, not seasonally adjusted



Source: Bureau of Labor Statistics, [www.bls.gov/oes](http://www.bls.gov/oes). \*BLS reports employment combined with mining and logging for DE, HI, DC and metro areas in which mining and logging have few employers. AGC attributes all of the change in employment to construction.

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recorded in late 2025. Total construction employment reached 74,300, with gains across most major metro areas, including Boise City, Pocatello, Coeur d'Alene, and Idaho Falls, while Lewiston was the only metro to experience a slight year-over-year decline.

Even with this moderation, demand for labor remains elevated. While the

workforce is expanding, contractors continue to face challenges finding enough skilled workers to keep pace with project demand, suggesting that labor constraints remain a key limiting factor on further growth.

Beyond residential construction, demand is also being supported by industrial and logistics development,

including distribution center activity tied to population growth and regional supply chain needs. In the Boise area, this includes ongoing mixed-use projects and multi-story renovations downtown, alongside airport expansions and terminal upgrades to accommodate rising travel and population growth.

The Treasure Valley remains at the

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## More broadly, Idaho is undergoing a structural shift. The state is evolving from a more rural economy into one with a growing suburban and industrial footprint.

center of this expansion. Micron's multi-phase fabrication plant is a defining project for the region, supported in part by federal incentives and positioning Idaho as a national semiconductor manufacturing hub. This project is not only driving construction activity directly but is also catalyzing broader economic development across the region.

More broadly, Idaho is undergoing a structural shift. The state is evolving from a more rural economy into one with a growing suburban and industrial footprint. An influx of higher-skilled workers is reshaping local labor markets, while new housing developments such as those in the Treasure Valley reflect changing demand patterns.

Beneath the surface, the composition of construction demand is also changing. Large-scale manufacturing investments are generating secondary demand for infrastructure, schools, health care facilities, and emergency services. Public construction activity is increasing, with a growing number of projects either underway or in the planning pipeline.

Taken together, these dynamics are creating a reinforcing cycle of growth. Population growth in Idaho is driving construction demand, which in turn supports further economic expansion. This cycle, however, is also exposing structural constraints. Housing affordability remains a persistent challenge, and labor shortages continue to limit how quickly projects can be delivered.

Efforts are underway to address these constraints. Workforce development initiatives such as Idaho's Career Opportunities Next in Construction (ICONIC), a partnership between the Idaho Transportation Department and Department of Labor, aim to expand the pipeline of skilled craft workers needed to support the state's growth.

Idaho's construction market remains strong, supported by population growth, rising economic activity, and sustained demand for construction. However, the next phase of growth will depend less on demand and more on the state's ability to address capacity constraints, particularly in housing and workforce availability. ●



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# Milwaukee Member of the Month: October 2025 – March 2026



October - Dan Strauss.

Join us in congratulating our recent Milwaukee Member of the Month honorees. Each of these individuals represents the very best of Idaho AGC—demonstrating leadership, professionalism, and a deep commitment to advancing the construction industry. From educating and advocating to strengthening relationships and supporting innovation, these members make a meaningful impact on our organization and the broader construction community.

**October:**  
**Dan Strauss, Syman, Inc.**

Dan Strauss has long been a respected and familiar presence within the Idaho AGC community, known for his professionalism, expertise, and commitment to elevating the construction industry. As the lead instructor for Idaho AGC’s Water Pollution Control Manager (WPCM) courses, Strauss brings a wealth of knowledge and practical experience

to each session. His approachable teaching style, combined with his deep understanding of environmental compliance and best practices, has helped countless professionals strengthen their skills and uphold the highest industry standards.

Beyond the classroom, Strauss remains an active and enthusiastic member of the Idaho AGC, regularly participating in events across the state and fostering strong connections within the industry. Known for his genuine kindness and positive presence, he leaves a lasting impression on everyone he encounters.

**November:**  
**Sheldon Christensen, Ascent Benefits Advisors**

Sheldon Christensen has demonstrated exceptional performance and a strong commitment to supporting Idaho employers through his work with the Idaho AGC Health Plan. During the fourth quarter of 2025, he successfully brought three new groups into the



November - Sheldon Christensen.

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December - Dan Reading.



January - Zack Dellamonica.

plan—an achievement that reflects both consistency and a deep understanding of employer needs.

His ability to clearly communicate the value of the Health Plan and align solutions with the priorities of Idaho businesses has made him a trusted advisor in the marketplace. Christensen's professionalism and results-driven approach continue to strengthen the reach and impact of the Idaho AGC Health Plan.

**December:  
Dan Reading,  
In the Bag Promotions**

A long-standing member and valued partner, Dan Reading plays an integral role in shaping the Idaho AGC experience. Through In the Bag Promotions, he and his team consistently deliver high-quality,

creative promotional items and apparel that enhance member engagement and elevate events throughout the year.

In particular, their efforts at the 91st Annual Awards Gala stood out, as they individually wrapped more than 900 attendee gifts—creating a memorable and engaging experience for all. In addition to his professional contributions, Reading serves on the Events & Marketing Advisory Council, where he offers valuable insight and creative direction to support Idaho AGC's continued growth.

**January:  
Zack Dellamonica,  
Tradesmen International**

Zack Dellamonica exemplifies the value of active engagement within the Idaho AGC community. He consistently participates in events, builds meaningful

connections, and brings a high level of professionalism and enthusiasm to every interaction.

Known for his willingness to support others, Dellamonica is always ready to lend a hand and contribute wherever needed. His collaborative spirit and genuine investment in the success of the industry make him a valued member of the Idaho AGC.

**February:  
Kinsey Thatcher,  
Road Work Ahead Traffic  
Services**

As co-owner of Road Work Ahead Traffic Services, Kinsey Thatcher has demonstrated outstanding leadership and a commitment to operational excellence. She has implemented significant improvements to project documentation and compliance processes, increasing efficiency and accuracy while modernizing systems through digital innovation.

Thatcher's dedication to the industry extends beyond her company. She holds multiple professional certifications and recently represented the industry at the Idaho Statehouse, advocating for legislation impacting construction and traffic control. Her leadership and forward-thinking approach continue to drive progress within the industry.

**March:  
Kristin Stone,  
Post Insurance (A Member of  
The Partners Group)**

Kristin Stone is recognized as one of the top-producing preferred brokers for the Idaho AGC Health Plan, consistently delivering exceptional results while maintaining a strong commitment to the AGC community. Her expertise and ability to effectively represent the value of the Health Plan have made her a trusted resource for employers across Idaho.

Stone is also highly engaged within the Idaho AGC, actively participating in forums, attending events, and

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February - Kinsey Thatcher.



March - Kristin Stone.



April - Jake DeBerg.

volunteering her time. Her dedication, energy, and professionalism exemplify what it means to be an engaged and impactful member.

We are proud to recognize each of these individuals for their contributions to the Idaho AGC and the construction industry. Their leadership, expertise, and commitment continue to strengthen our community and move the industry forward.

**April:  
Jake DeBerg,  
United Rentals**

Jake DeBerg is a long-time supporter of all things Idaho AGC, but is being recognized as Member of the Month in April due to his dedication and impactful support of Idaho AGC's workforce development initiatives, where he consistently demonstrates a strong commitment to the future of Idaho's construction industry. From assisting with the annual Big Dig event to taking on a leadership role in organizing the upcoming Construction Combine, DeBerg's initiative and reliability have made him an invaluable partner to our team.

His efforts reflect more than participation—they highlight a genuine investment in building the next generation of skilled professionals. DeBerg

understands the importance of workforce development and actively contributes his time and energy to ensure these programs continue to grow and succeed.

In addition to his leadership in workforce initiatives, he remains an engaged member of the Idaho AGC community. He is a regular presence

at events and a strong supporter of the organization through both his personal involvement and United Rentals' ongoing partnership.

We are proud to recognize him for his dedication, leadership, and continued commitment to the Idaho AGC and the construction industry. ●

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# Job Site Risks of Burnout

*Employers have spent years focusing on safety programs, equipment, and training. Addressing burnout is the next step in protecting your workforce and your bottom line.*

It is no secret that the construction industry is demanding. Long hours, tight deadlines, physical labor, and time away from family are all part of the job. For many workers, this is just “the way it is.” But what happens when the demands of the job start to take a toll that goes beyond physical fatigue?

Burnout is becoming a growing concern in construction, and it is more than just an HR issue. It is a safety issue, a productivity issue, and ultimately, a business risk.

## WHAT BURNOUT LOOKS LIKE ON THE JOB SITE

Burnout does not always look the way you expect. It is not just an employee saying they are overwhelmed. On a job site, it may show up as:

- Increased absenteeism or frequent callouts
- Decreased focus or attention to detail
- More frequent mistakes or near-misses

- Irritability or withdrawal from the crew
- A normally reliable employee who starts to disengage

In an industry where safety depends on focus and teamwork, even small changes in behavior can have serious consequences.

## WHY THIS MATTERS MORE THAN EVER

The construction workforce continues to face ongoing challenges, labor shortages, an aging workforce, and increasing project demands. Many companies are asking their teams to do more with less, and over time, that pressure adds up.

Burnout can lead to:

- Higher turnover and increased hiring costs
- Lower productivity and missed deadlines
- Increased risk of accidents and injuries
- Higher health care and workers’ compensation claims

Employers have spent years focusing on

safety programs, equipment, and training. Addressing burnout is the next step in protecting your workforce and your bottom line.

## THE CONNECTION BETWEEN BURNOUT AND SAFETY

Fatigue, both physical and mental, reduces reaction time, impairs judgment, and increases the likelihood of errors. A distracted or exhausted worker is more likely to miss a hazard, skip a step, or make a critical mistake. You would never send an employee onto a job site without proper safety gear. Ignoring burnout is no different than ignoring another known risk.

## WHAT EMPLOYERS CAN DO

The good news is that addressing burnout does not require a complete overhaul of your organization. Small, intentional changes can make a big impact.

## TRAIN YOUR FRONT-LINE LEADERS

In construction, supervisors and foremen are your first line of defense. They see employees every day and are in the best position to notice when something is off.

Provide them with basic tools to:

- Recognize signs of fatigue and burnout
- Have simple, direct conversations with employees
- Know when to escalate concerns

Many supervisors are promoted because they are great at their trade. Unfortunately, many lack the skills to manage people. Giving them these skills strengthens your entire organization.

## MAKE MENTAL HEALTH PART OF SAFETY CONVERSATIONS

You already talk about physical safety in toolbox talks. Add mental well-being to the conversation.

This does not have to be complicated. Simple reminders can go a long way:

- Take a break if you are feeling fatigued
- Speak up if something is off
- Look out for your crew

Normalizing these conversations reduces stigma and reinforces that mental health is just as important as physical safety.

## PROMOTE AND SIMPLIFY ACCESS TO BENEFITS

Many employers offer resources like Employee Assistance Programs (EAPs),

telehealth, or counseling services. Many employees may not know how to use them or may hesitate to ask because of the stigma associated with mental health.

Make access easy:

- Share contact information regularly
- Post resources in break areas and job trailers
- Remind employees that services are confidential

When employees understand what is available and trust that it is private, they are more likely to take advantage of these resources.

## TAKE A CLOSER LOOK AT WORKLOAD AND SCHEDULING

While deadlines are part of the industry, consistently pushing employees to work long hours without adequate rest can lead to burnout.

Consider:

- Monitoring overtime trends
- Rotating crews when possible
- Encouraging time off after demanding projects

Even small adjustments can help employees recharge and stay engaged.

## BUILD A CULTURE OF SUPPORT

Culture plays a major role in how employees respond to stress. When employees feel supported, they are more likely to speak up before burnout becomes a bigger issue.

This can be as simple as:

- Checking in with employees regularly
- Recognizing hard work and effort
- Encouraging teamwork and peer support

A strong culture does not eliminate stress, but it helps employees manage it more effectively.

## THE BOTTOM LINE

Burnout is not just about employee well-being, it is about protecting your workforce, your projects, and your business.

Construction companies that take a proactive approach will see the benefits:

- Improved safety outcomes
- Better retention and morale
- Increased productivity
- More stable health care and insurance costs

Addressing burnout starts with awareness, but it is sustained through culture. That culture must be demonstrated from the top down. If company leadership and management are not living and reinforcing it, employees will not either. What leaders model day-to-day, how they manage stress, support their teams, and prioritize well-being sets the tone for the entire organization.

The construction industry has always adapted to challenges. Addressing burnout is simply the next step in building a stronger, safer, and more sustainable workforce. ●



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# A Highway Built for the Future

Idaho's largest interchange takes shape in the Treasure Valley

By Shayna Wiwierski



*Above left: The I-84/SH-16 interchange project is a multi-structure system interchange rising over the busiest interstate in Idaho, built from the ground up to meet the demands of a region growing faster than its roads can carry. Right: The project is the first new highway built in Idaho in 40 years.*

On a stretch of southern Idaho farmland that not long ago sat quietly between Boise's sprawling suburbs, crews are assembling something that hasn't existed in this state for four decades: a brand-new highway.

The I-84/SH-16 interchange project is the anchor of that effort; a complex, multi-structure system interchange rising over the busiest interstate in Idaho, built from the ground up to meet the demands of a region growing faster than its roads can carry.

The project is part of the SH-16 corridor, the first new highway built in Idaho in 40 years. When complete, it will create a direct, freeway-style north-south connection between Interstate 84 and State Highway 44 through the central Treasure Valley, a corridor that today simply doesn't exist.

"Right now, there aren't a lot of good north-south options in this area, so a lot

of traffic gets pushed onto local roads," says Jeff Ryan, engineering manager at the Idaho Department of Transportation (ITD). "This project provides a limited-access connection between I-84 and SH-44, and it's really about improving regional mobility, reducing congestion on local roads and supporting the growth we're seeing across Ada, Canyon, and Gem counties."

The I-84/SH-16 interchange didn't emerge from a single planning cycle. It represents years of long-range transportation thinking aimed at getting ahead of a population surge that has transformed the Treasure Valley into one of the fastest-growing metropolitan areas in the United States.

Construction on this phase of the project began in February 2025 and the ITD expects it to be complete in early 2027. The construction contract was bid at approximately \$85.6 million, funded

through ITD's Transportation Expansion and Congestion Mitigation program – known as TECM – part of the state's Leading Idaho initiative to accelerate critical infrastructure investment.

At present, the project remains close to that original bid, with only minor change orders.

"This project has been planned for a long time, and it's really about getting ahead of growth in the Treasure Valley," says Ryan. "It creates a high-capacity north-south corridor that connects into I-84 and supports future development in the region."

To call this project ambitious is an understatement. It involves six total bridges, including two large flyover ramps supported by some of the deepest drilled shaft foundations ever constructed in the state. Those shafts run approximately nine feet in diameter and reach depths of up to 85 feet.



*Left: Construction on this phase of the project began in February 2025 and the ITD expects it to be complete in early 2027. Inset: When the interchange opens in early 2027, drivers accustomed to navigating local roads or crowding the Ten Mile and Garry exits will have a new option.*

“You’re not just building one structure, you’re building multiple large, interdependent structures that all have to be built simultaneously,” says Josh Nisson, a project engineer at the ITD. “That requires close coordination between ITD, subcontractors, utility partners, and traffic operations.”

The steel girders carrying those flyover ramps are equally demanding. Their curvature and elevation require a level of precision that pushed the ITD to require an AISC-certified steel erector – a standard not commonly invoked on Idaho highway projects.

“The steel girders for the flyover ramps are large and complex,” says Ryan. “We addressed those challenges by bringing in experienced contractors, sequencing the work carefully, and using specialized equipment that we don’t typically see on most projects in Idaho.”

Concrete Placing Company serves as the prime contractor, leading a workforce that spans drilled shaft specialists, steel fabricators and erectors, concrete paving crews, earthwork operators, utility relocation teams, and traffic control personnel. According to Ryan, virtually every trade involved in building a roadway has had a role here.

Perhaps no challenge looms larger than the simple, unforgiving fact that I-84 never stops moving. Roughly 80,000 vehicles travel the interstate through this stretch

daily, and construction cannot simply pause that reality.

ITD’s approach has been methodical. For the most disruptive work – setting large steel girders – crews have relied on carefully planned nighttime and weekend closures. Eastbound traffic can be rerouted using ramps already constructed as part of the project. Westbound traffic, when necessary, is directed onto the local street system.

“I-84 is the busiest interstate in Idaho, so we’ve had to be very deliberate about how we stage work,” Ryan says. “The goal has been to keep traffic moving while still allowing us to safely build these large structures over the roadway.”

One advantage the team has enjoyed: much of the SH-16 corridor is being constructed without existing traffic on it, allowing crews to work with fewer constraints. That efficiency disappears the moment construction reaches the interstate.

When commuters eventually glide through the finished interchange, they will experience something engineered to feel effortless – smooth transitions, sweeping curves, and seamless lane changes at highway speed. What they won’t see is what makes all of it possible.

“Much of the complexity is in what drivers won’t see, particularly the foundations and structural elements that support the flyover ramps,” Nisson says.

“Those deep drilled shafts and foundation systems are doing a tremendous amount of work, but once the project is complete, people will just experience a smooth, seamless drive.”

That invisibility, engineers say, is the point. The curvature and elevation of the ramps are precisely calibrated to move vehicles safely at speed, something that feels intuitive to drivers but demands exacting engineering to execute.

When the interchange opens in early 2027, drivers accustomed to navigating local roads or crowding the Ten Mile and Garry exits will have a new option: a direct freeway-to-freeway connection that bypasses surface streets entirely.

“Instead of relying on interchanges like Ten Mile or Garry to move between I-84 and areas to the north, drivers will be able to use SH-16 as a direct connection,” says Ryan. “That should help distribute traffic more evenly across the system.”

For Nisson, the project carries a significance that extends well beyond its engineering specs.

“This gives people another faster option and helps distribute traffic across the system,” says Nisson. “By reducing pressure on existing routes for thru traffic, the project supports continued growth in Ada, Canyon, and Gem counties while helping improve safety and travel reliability for daily commuters.” ●



# Transforming the Blue

Inside Boise State University's \$68-million North End Zone renovation

By Shayna Wiwierski

**O**n a winter morning in January 2025, construction crews moved into the north end zone of Albertsons Stadium in Boise, stepping into one of the

most logistically complicated job sites in the state. Hemmed in by an indoor practice facility, a football operations building, band offices, and the stadium's main pedestrian corridors, the site offered

almost no margin for error, and the clock was already running. The goal? Complete a \$68.25 million transformation before the 2026 season kicks off.

The Albertsons Stadium North End Zone renovation is the most significant upgrade to the stadium's main bowl since the facility was built. When complete, the project will infill existing bleacher seating in the north end zone with approximately 1,600 seats and introduce a suite of premium amenities – the first of their kind in the main stadium bowl at Boise State. The renovation is expected to be completed in July 2026.

*The demand for premium seating at Albertsons Stadium has been pent up for years. 3D rendering by Opsis & HOK Architects.*





The project was delivered through a design-build contract managed by the Idaho Division of Public Works, which oversees capital improvements to state-owned assets. General Contractor: Andersen Construction, Crane: SEID Crane Services, Concrete: Andersen Construction, Steel: Fought & Company, Mass Tiber: Mass timber products and lumber company | Kalesnikoff, Erection Team: REFA Erectors.

Drew Alexander, associate vice president for campus operations at Boise State, has been closely involved in the project since its inception.

“The project itself is designed to offer first-class premium seating options and amenities,” says Alexander. “The first time such offerings have been made available in the main stadium bowl.”

The new seating breakdown is detailed: 12 field-level suites, 44 loge boxes, 148 ledge seats, 882 club seats, 62 drink rail seats, and more than 100 seats in field-level patio areas. Premium seat holders will have access to two hospitality spaces with all-inclusive food and non-alcoholic beverages, as well as access to a new pregame player tunnel. An open-air sports bar, lounge areas, mobile concession kiosks, and wider concourses will serve all fans.

One of the project’s most consequential features may be the least glamorous: a completed 360-degree concourse. For the first time, fans will be able to circulate around the entire stadium without backtracking. Restroom and concession bottlenecks – long identified as a pain point – will be addressed through additional facilities and wider walkways.

The demand for premium seating has been pent up for years.

“The [Boise State] Stueckle Sky Center has sold out of premium seating for the



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past three years and has an active wait list exceeding 250 members,” Alexander notes, underscoring why the university moved aggressively on this project.

The \$68.25 million budget is funded through a mix of university reserves, bond financing, philanthropic support, and premium seat capital commitments, including per-seat contributions and annual agreements that generate both upfront capital and recurring revenue.

The project was delivered through a design-build contract managed by the Idaho Division of Public Works, which oversees capital improvements to state-owned assets. Andersen Construction, a Boise-based contractor, serves as the

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design-build prime and partnered with Gilbane, Opsi Architecture, and HOK.

Early in the design process, the team conducted a research tour of premium end zone spaces at peer institutions and professional venues, including the University of Washington, Arizona State, the University of Utah, the University of Arizona, the University of Wisconsin, and NFL stadiums in Seattle and Phoenix. The team documented what worked and what didn't, then brought those lessons back to Boise.

To manage costs without sacrificing quality, the team used a process called Target Value Delivery – a collaborative approach in which stakeholders align on priorities and cost targets before design decisions are finalized. More than 50 project stakeholders were engaged at the outset to establish seven guiding principles that defined what success would look like. One of those principles was flexibility: the finished space is designed to function as premium club seating on game days, a year-round dining and nutrition center for student athletes, and a rentable event space for community use.

The site presented challenges almost immediately. Excavation revealed abandoned foundations, debris, and unmarked utilities underground, requiring additional investigation, redesign, and excavation beyond what was anticipated. The site's tight footprint, bounded by the Bleymaier Football Center, the indoor practice facility, the marching band building, and major campus pedestrian routes, left little room for staging.

“Due to that limited space between Bleymaier and the football field, the coordination, removal, installation, and clearances for the north end zone's utilities were a challenge for the construction team,” says Alexander.

Adding restrooms to address the stadium's longstanding deficit created a downstream challenge: the additional plumbing load required replacing and upsizing the sewer connection to the city's system, affecting infrastructure shared with the Bleymaier Complex, the Stueckle Sky Center, and the Caven-Williams Sports Complex. The team also upgraded the electrical system to create a redundant power loop and added a

dedicated show power transformer to accommodate large concerts and events.

Given the compressed 15-month construction window, the team deployed an early steel integration strategy. Because Andersen Construction's parent company owns a steel fabrication and erection firm, the structural-steel team was embedded directly into the design process. Steel was ordered during design, shop drawings were worked through

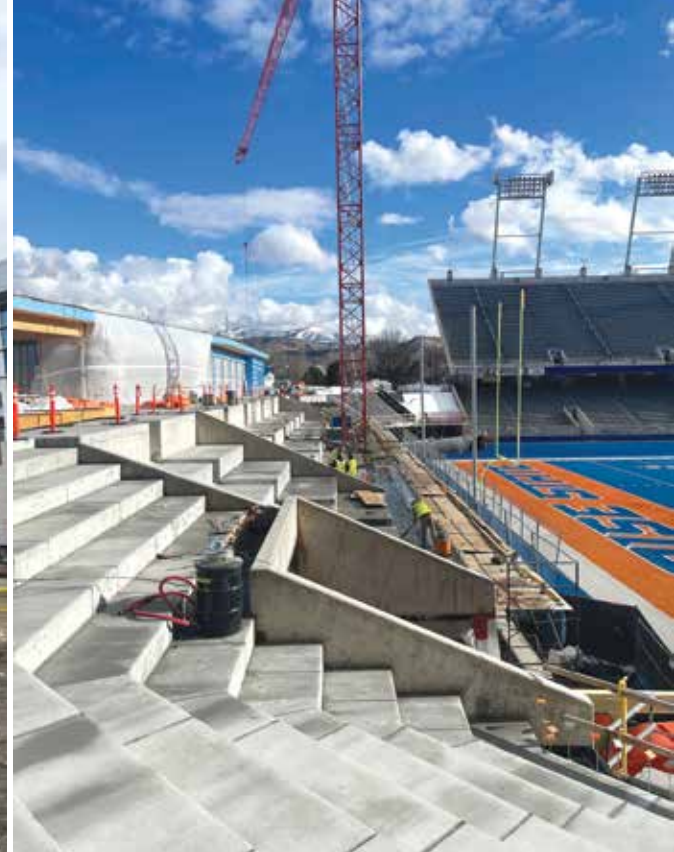


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before construction began, and the first column was set approximately 10 weeks after the project's guaranteed maximum price was approved. The team estimates this approach saved roughly six months on the construction schedule, which was the difference between completing the project in time for the 2026 season and losing an additional year.

Waterproofing presented another technical puzzle. Creating premium enclosed club spaces beneath outdoor bleachers, where rain, snow melt, and foot traffic all converge, is notoriously

difficult to protect against water infiltration. The team developed a layered system: a concrete base, an intermediate waterproofing membrane, a layer of geofoam for insulation, and a concrete topping slab. The approach is designed for long-term performance and durability.

The project also incorporates mass timber, including exposed beams and columns that serve both a structural and aesthetic purpose. Mass timber is a renewable material with carbon sequestration properties, and its use is part of a broader design language that draws

on regional identity. Boise State's facilities typically feature red brick, anodized metal paneling, and sandstone; the north end zone incorporates those materials alongside wood finishes and stone, tying the new structure to the existing stadium and the adjacent Bleymaier Complex. The graphics package takes inspiration from the shape and contour of the Boise foothills and mountain ranges visible from the stadium.

Albertsons Stadium hosts roughly 400 events per year. For a construction team working inside it, that meant an almost



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*When complete, the north end zone will represent something genuinely new for Boise State: a space that serves premium donors on Saturdays, student athletes everyday for meals, and the broader community in between. 3D rendering by Opsis & HOK Architects.*

continuous cycle of event preparation, event days, and recovery, layered on top of the normal demands of a complex construction project.

Football games, including a bowl game, were the most anticipated disruptions. But concerts and special events proved equally demanding. A Post Malone and Jelly Roll concert required 60 semi-trucks of staging equipment to pass through the active construction site, which was the only available access route to the field. Construction shut down for a sound check day, and Andersen personnel were stationed on-site throughout the event. A monster truck event in June will bring an estimated 230 dump trucks of dirt through the same corridor.

The construction team developed detailed pre-event checklists, conducted daily coordination meetings in the weeks leading up to each event, and maintained on-site personnel during events to manage issues in real time, including recovering footballs kicked into the construction zone.

The project involves a broad network of Idaho trade contractors and specialty firms. Among the Idaho AGC members who are contributing on their project are Clima-Tech Corporation, Commercial Painting Contractors Inc., CONSURCO Inc., Crawford Door Sales of Idaho Inc., Dri-Con Roofing, Flynn Companies, Hobson Fabricating Corp., Idaho Custom Wood Products, L2 Insulation & Coatings, MTN Inc., Musgrove Engineering P.A., Rain for Rent, Rocky Mountain Rebar, Sawtooth Land Survey LLC, STRATA, Sunshine Landscape Inc., TMC Masonry Inc., and Warner Construction Inc., among others.

When complete, the north end zone will represent something genuinely new for Boise State: a space that serves premium donors on Saturdays, student athletes everyday for meals, and the broader community in between. The finish line is the end of July 2026.

“The north end zone project will not only improve the student athlete and fan

experience but also provide new revenue streams to help build a sustainable budget model for the athletic department,” says Alexander. “One of the guiding principles of the project was to create a multiuse space that can be utilized 365 days out of the year.” ●



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# A Smart Move

## The ACHD transforms former call center into new headquarters on N. Meeker Avenue

By Shayna Wiwierski

**T**he Ada County Highway District's (ACHD) new headquarters at 5800 North Meeker Avenue is, at first glance, an unlikely civic building: a 152,000-square-foot, two-story former call center with palm trees in the atrium and a legacy data floor underfoot. But for an agency that had outgrown its decades-old Garden City campus, the structure offered exactly what the market could not—an existing shell, surplus space, and a price that supported long-term public value.

The ACHD, which has operated since 1971, had spent more than 50 years at the corner of Adams Street and 37th Street in Garden City. Over time, minor modifications and the addition of a second building in the mid-1990s could not keep pace with staffing needs and a rapidly growing county. As the organization expanded, it began leasing additional office space, fragmenting teams, and adding ongoing operating costs.

“We ultimately outgrew that space,” says Ryan Head, ACHD’s director. “We were looking at how to address a growing staff and a growing community while staying responsible with taxpayer dollars.”

Initial studies focused on building new facilities on ACHD-owned land near the original headquarters, including an existing maintenance yard across the street. Early estimates, however, proved prohibitive. A purpose-built structure of 70,000 to 80,000 square feet was projected at about \$50 million nearly a decade ago, escalating into the \$70–90 million range by the time the district revisited the concept.

*Above left: The ACHD identified the former DIRECTV call center – largely vacant since the shift to remote work during the pandemic – and negotiated a purchase roughly \$10 million below appraised value for their new headquarters.*

*Right: The ACHD invested roughly \$1 million in HVAC repairs, roof work, and building envelope improvements, as well as ADA upgrades to restrooms, entries, and parking.*

“Those numbers were just to meet our current needs,” Head says. “They didn’t give us a lot of room to grow.”

A staff member’s market search shifted the conversation. ACHD identified the former DIRECTV call center – largely vacant since the shift to remote work during the pandemic – and negotiated a purchase roughly \$10 million below appraised value. The final acquisition cost was approximately \$16.5 million, or under \$100 per square foot, for a building nearly twice the size of what the district had previously considered.

“It was a really good deal for the public,” says Head. “We could buy more square footage than we thought we needed, at a significantly lower cost per square foot, and have room to grow for the next 50 years.”

With roughly \$10-12 million in renovations, the total investment came in around \$29 million – less than half the projected cost of a new, smaller building. The ACHD funded the project with cash reserves, avoiding debt service and immediately eliminating about \$500,000 per year in lease payments.

“We’re not borrowing money,” Head notes. “We paid for it in cash, made targeted improvements, and are still below appraised value. From a return-on-investment standpoint, that’s a big deal.”

CSHQA served as architect, with McAlvain acting as construction manager/general contractor (CMGC). The base building, developed in the mid-1990s, was structurally sound but carried the typical burden of deferred maintenance seen in largely vacant properties. The ACHD invested roughly \$1 million in HVAC repairs, roof work, and building envelope



*The ACHD selected a modular wall system (DIRTT walls) to convert the open space on the second floor into a mix of private offices, shared workstations, and meeting rooms.*

improvements, as well as ADA upgrades to restrooms, entries, and parking. Head adds that since codes and expectations have changed since the 1990s, they had to bring the public-facing areas, parking lot, and some fire suppression components up to current standards.

The second floor, formerly a sea of cubicles, became the primary target for interior reconfiguration. The ACHD selected a modular wall system (DIRTT walls) to convert the open space into a mix of private offices, shared workstations, and meeting rooms.

“We recognized the need for flexibility,” Head says. “By using modular walls, we can adapt the layout as operational needs change without major demolition.”

Mechanical and electrical systems demanded deeper intervention than the relatively straightforward architectural work. Even though they weren’t updating every area of the building, the fire and life-safety systems had to be upgraded for the entire building.

“If a fire happens in an older area, you still need that system to communicate seamlessly with the renovated zones,” says Katie Orzech, assistant project manager at McAlvain.

Upgrades to fire suppression and fire alarms were comprehensive, with Quality Electric handling electrical, Protex updating fire alarm scopes, and Shilo Automatic Sprinklers Inc. executing suppression work. Hobson Fabrication and DeBest Plumbing addressed existing mechanical and plumbing deficiencies. During selective demolition, crews discovered older mechanical equipment, including one ceiling unit that had previously caught fire but never been properly addressed.

“With tenant improvements, you never really know what you’re going to find when you open up the walls,” Orzech says. “You encounter conditions you don’t anticipate and frankly wouldn’t expect to have to anticipate.”

The schedule was the dominant constraint. The ACHD needed to consolidate staff from multiple leased sites into the Meeker building as leases expired, which required phasing construction and occupancy. Headcount in the new headquarters now stands at about 225, primarily leadership, administrative, engineering, and inspection staff. Field crews and maintenance personnel – part of a 475-person workforce – continue to operate from the ACHD’s existing yards and traffic operations center.

“The building itself was not very complicated,” Orzech says. “It was actually well suited for ACHD’s needs. The biggest challenge was the timeline.”

McAlvain and ACHD sequenced work so that two primary office areas could be delivered first. Once those zones were complete, staff moved in while construction continued in other sections. Temporary plastic partitions, signage, and strategically located “buffer” offices created a physical separation between occupied and active work areas.

Beyond code compliance, the ACHD focused on operational functionality. The former building’s training theater was converted into a commission auditorium for weekly public meetings, with additional meeting rooms distributed throughout the building to support internal and external users. The ACHD is opening select conference spaces to partner agencies and homeowner associations, filling a gap in public meeting facilities in the surrounding area.

The original full-service commercial kitchen, inherited from the call center’s amenities package, is being repurposed as an environmental laboratory to support the ACHD’s regulatory testing needs. Locker rooms, new single-user restrooms and shower rooms, and multiple break rooms provide staff support spaces. Over time, the ACHD plans to consolidate smaller break areas into a centralized employee lounge.

Lighting and envelope strategies prioritized long-term energy performance. The ACHD replaced existing fixtures with LED



*The former building's training theater was converted into a commission auditorium for weekly public meetings, with additional meeting rooms distributed throughout the building to support internal and external users.*

lighting and organized offices so that all workspaces benefit from natural light. The building's two-story atrium, with its existing palm trees and fountain, remains intact, serving as a central circulation and gathering space.

"We located offices and glass fronts in a way that everyone has access to daylight," Head says. "Many employees don't need to turn on their lights during the day."

Subcontractors played a key role in executing the upgrades. Precision Steel & Gypsum handled demolition, framing, and new ceilings; Great Floors installed new flooring and tile; D&A Door replaced damaged doors and provided new hardware; and Color Craft Paint & Wall Coverings delivered wall finishes.

McAlvain's civil team managed exterior improvements and parking lot repaving and restriping, Sierra Fina handled sidewalk replacements to incorporate ADA upgrades, while Cutting Edge Landscape replaced failing trees and refurbished plantings.

The Meeker Avenue site, more centrally located within Ada County and adjacent to the Idaho Transportation Department campus, supports ACHD's regional coordination goals. With all headquarters personnel now in one location, communication flows more directly.

"We're not tripping over each other or waiting on emails the way we used to," Head says. "We can just walk down the hall." ●



*The building's two-story atrium, with its existing palm trees and fountain, remains intact, serving as a central circulation and gathering space.*



# The 2026 Leadership Cliff



How Idaho contractors can plan for what's already happening

By Sharon Poppell, CPA Executive Allies Co-Founder and CEO

**Y**ou don't have to be in construction to realize that construction is booming in Idaho. Driving down Eagle Road provides clear evidence of the growth, both from the traffic congestion and common sighting of new builds. The growth experienced over the last five years has been incredible in bringing new jobs and new people to our city, but growth does not come without challenges. Currently, backlogs are steady, crews are stretched, and demand continues across the Treasure Valley and beyond. From the outside, the industry looks strong but inside many companies, the challenges that come along with growth are layered with another issue that is emerging and is one that will define the next decade.

Leadership is aging out faster than it is being replaced.

With more than 20 percent of the construction workforce over age 55, with a significant percentage at the ownership level,

2026 is shaping up to be a tipping point for leadership transition in Idaho construction. We are seeing this happening already through delayed ownership transfers, last-minute sales, and businesses that close when the owner retires.

With a heavy concentration of privately owned small businesses and aging owners, Idaho is seeing a generational handoff underway but unfortunately, many companies are not ready.

## **WHY THIS IS HITTING IDAHO HARDER**

Idaho's construction market has several characteristics that increase succession risk.

Of the Idaho-based owner-dependent businesses, 98 percent qualify as small businesses, nearly all are privately held, and many rely heavily on a single owner for decision-making and relationships.

That structure creates efficiency but also a significant amount of risk and fragility. Simply put, growth has outpaced planning and the rapid pace of Idaho's growth has kept construction leaders focused on execution, not transition.

During this time, most companies have prioritized hiring, project delivery, and cost management, letting succession planning take a back seat.

## LEADERSHIP AND LABOR ARE AGING TOGETHER

When experienced leaders exit, firms don't just lose capacity, they lose key client relationships, crucial estimating judgment, and operational knowledge.

## WHAT HAPPENS WITHOUT A PLAN

Across Idaho, succession is already playing out in predictable ways:

- Shutdowns: Owner retires, business closes
- Undervalued sales: Late-stage deals with limited structure
- Internal transitions under pressure: Employees step in without preparation
- Outside acquisitions: Increased consolidation by regional players

The difference between these outcomes is not market conditions, but rather, preparation.

## A PRACTICAL APPROACH TO INTERNAL SUCCESSION

For many Idaho contractors, internal transition is the most practical path, but it requires time and structure. A realistic timeline for a successful transition is three to seven years, not 12 months, so it is important to start earlier than expected. The best transitions usually have a two- to five-year period of shared leadership that allows for real-time learning and gradual decision-making handoff.

So what can you do to be prepared?

Here are five steps owners can take to begin planning for their inevitable exit and plan for their firm to continue on into the future:

1. Identify leadership (not just technical skill). Future leaders will need the following skills:
  - a. Decision-making ability
  - b. Client relationship ownership
  - c. Financial understanding
  - d. Job profitability and how they are impacted
2. Share financial visibility. Next-generation leaders must understand the following or else the ownership transfer will become guesswork:
  - a. Cash flow cycles

b. Job costing

c. Backlog and pipeline

3. Begin the knowledge transfer to the next generation. Succession is not just about ownership, but about knowledge as well. Much of what makes a construction company successful is informal and if knowledge is not transferred, it is forever lost.

This knowledge includes:

a. Subcontractor relationships

b. Field problem-solving

c. Job efficiencies

d. Estimating judgement

e. Local market knowledge

4. Document key processes and leverage key strengths. All processes should be documented, but the following are incredibly important:

a. Estimating workflows

b. Project management practices

c. Vendor relationships

d. Technology adoption

e. Job efficiency

5. Understand the succession options available. These reduce risk for both parties and make ownership attainable.

a. External sale

b. Internal succession

i. Phased buy-ins

ii. Profit-sharing tied to equity

iii. Seller-financed transitions

c. Employee Stock Ownership Plans (ESOPs) (best for firms with stable operations and a strong leadership team)

i. Maintains local ownership

ii. Provides liquidity to the owner

iii. Improves retention and engagement

iv. Increased legal and financial complexity

## THE FINANCIAL IMPACT OF WAITING

Delaying succession planning reduces business value. Buyers look for the depth of leadership currently on staff, systemized operations, and low dependency on the owner. When those pieces are absent, the valuation of the business goes down. However, when they are present, construction firms will usually see stronger multiples (the rate that is applied to your EBITDA – Earnings before Income Taxes, Depreciation and Amortization – to determine the value of the company), better term deals, and smoother transitions overall.

So, what can be done now?

For Idaho construction companies in the \$5M–\$50M revenue

range, the next two to three years are critical in preparing a company for exit.

1. Assess readiness
  - Who could lead today?
  - Who could lead in three to five years?
2. Understand value
  - A baseline valuation will help to clarify your options and timing.
  - Identify the factors that are hurting or helping your valuation multiple and focus your resources on areas that will increase your company's value.
3. Evaluate transition paths and consider what is best for your company.
  - Internal succession
  - ESOP structures
  - External sale
4. Build a succession planning advisory team that consists of strong financial leadership, legal, and tax input.

## LOOKING AHEAD

Idaho's construction demand remains strong. Population growth and infrastructure investment will continue to create opportunities. The question is whether construction companies will have the leadership in place to meet that demand. The 2026 "cliff" is not a single moment. It is a shift already underway.

Contractors who plan now will retain control of their transition, preserve business value, and position the next generation for success. Those who wait will still transition, but with fewer options.

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# Technology's Growing Role in Strengthening Construction Performance

A version of this insight first appeared on EideBailly.com

From economic volatility and fluctuating material costs to labor shortages and productivity challenges, construction leaders across Idaho and the nation are looking to technology as a means to remain competitive and drive performance. While every organization is at a different stage of modernization, the pressures facing contractors today make it increasingly important to understand which digital tools can create meaningful impact.

Based on current industry needs and long-term operational goals, here are the primary areas where technology can improve outcomes for construction organizations.

## IMPROVE PROJECT OUTCOMES THROUGH BETTER DATA PRACTICES

Poor data management and utilization can contribute to significant project inefficiencies and budget overruns. With proper data handling, organizations can address these issues, streamline operations, and enhance decision-making processes.

Research suggests that efficient data capture and standardization can result in a 13 percent savings on total construction project spending.

Despite understanding the value of data, many contractors still rely on paper records or non-digital processes. Without a single source of truth, making timely and accurate decisions becomes nearly impossible.

Data collection is also increasingly important for firms focused on sustainability efforts. The Global Alliance for Buildings and Construction reports that construction accounts for about 10 percent of total greenhouse gas emissions. Strategic and growth-minded leaders must track — or plan to start tracking — carbon emissions on their projects within the next 12 months.

## STRENGTHEN SECURITY WHILE ADVANCING DIGITAL TRANSFORMATION

A common barrier to digitization in construction is concern



around data security. It's a double-edged sword — companies must adopt more digital tools to stay competitive, yet increased connectivity raises cybersecurity risks. Balancing innovation with safety can be challenging.

The most effective response is not to avoid modernizing but to prepare for and defend against threats. Most cybercriminals select targets based on accessibility, so investing in cybersecurity infrastructure and educating staff members can significantly reduce vulnerability.

Whether transitioning from on-premise systems to the cloud, adapting to hybrid work, or protecting sensitive project data, there are practical and effective approaches to securing your cloud environment.

## ENHANCE PRODUCTIVITY WITH AI AND AUTOMATION

Many construction companies are seeking ways to increase productivity, support leaner teams, and reduce rework. AI and automation (or better yet, AI-enhanced automation) provide promising opportunities to reshape project planning and execution.

AI can analyze large quantities of historical data from previous projects, including material costs, labor expenses, and timelines. By identifying patterns and trends, AI can predict future costs with greater precision. Additionally, machine learning algorithms can be trained on extensive datasets to create cost prediction models.

Generative AI helps organizations streamline processes, reduce manual tasks, and enable employees to focus on higher-value work that requires creativity and critical thinking. This shift drives innovation and growth, helping construction entities remain productive and efficient despite labor shortages.

Even so, organizations must take careful and strategic steps to harness AI effectively. From preparing your data to defining business objectives and establishing a plan for change management, successful AI implementation must start with a plan.

### MAXIMIZING VALUE BY OPTIMIZING YOUR TECHNOLOGY INVESTMENTS

With economic volatility causing many construction organizations to analyze their current costs, many are reassessing their technology investments.

To better understand the effectiveness of your technology stack, consider the following:

- Align technology investments with the strategic objectives of your organization. Prioritize tools that support long-term goals and scalability.
- Identify major contributors to technical debt. Resolve short-term fixes that have become embedded in processes.
- Eliminate redundant tools that perform similar functions. Combining overlapping technologies can streamline

processes and reduce costs.

- Evaluate whether a comprehensive tool can replace multiple specialized solutions. This can simplify technology management and minimize the complexity of your tech stack.
- Consider the total cost of ownership for each tool, including licensing fees, maintenance costs, and training expenses. Eliminate high-cost tools that do not provide proportional value.

By taking these steps, construction industry leaders can systematically evaluate their technology investments, identify opportunities for optimization, and make informed decisions about consolidating or adopting new solutions.

### LOOKING AHEAD: BUILDING A STRATEGIC PATH FORWARD

Leveraging modern solutions to tackle operational challenges is critical for long-term success. But lasting impact requires more than reacting to immediate pressures or imitating competitors. Without a clear plan, organizations risk accumulating technical debt and fragmented systems.

A knowledgeable advisor can help you build a roadmap for applying technology strategically across your organization. At Eide Bailly, our team blends business insight with technology expertise to help construction companies of all sizes integrate solutions that support productivity, profitability, and resilience. ●

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*A trusted temporary staffing service builds and maintains access to a broad pool of reliable and skilled candidates, helping contractors stay fully staffed in growing and competitive markets.*

# Temporary Labor is a Competitive Advantage for Idaho Contractors

By Sarah Utter, Mountain Temp Services

One of the most effective ways contractors and subcontractors can complete projects on time, control costs, and adapt quickly to ever-changing needs and demands is by leveraging staffing services through trusted providers. What was once seen as a short-term solution has evolved into a strategic advantage, helping businesses remain flexible, efficient, and prepared for growth.

With today's increasing shortage in labor and skilled trades in the Idaho market, contractors are continually challenged and under pressure to find quality and reliable help quickly. Whether it's a large commercial build, a seasonal landscaping contract, or

ongoing maintenance work, having the right workforce at the right time can make or break a project.

A trusted temporary staffing service builds and maintains access to a broad pool of reliable and skilled candidates, helping contractors stay fully staffed in growing and competitive markets.

## **FLEXIBILITY TO MATCH PROJECT DEMANDS**

Workloads in construction and related industries are rarely consistent. Projects ramp up quickly, require additional manpower for a limited time, and then scale back down. Hiring full-time employees for short-term needs often leads to unnecessary overhead and difficult staffing decisions once the work is complete.

Temporary staffing services allow contractors to scale their workforce based on real-time demand.

**Example:**

A Boise-based contractor recently secured a commercial project requiring an additional 12 laborers for a 10-week period. Instead of going through the lengthy and costly process of hiring full-time employees, they partnered with a temporary staffing service to quickly fill those roles. Once the project was completed, they were able to reduce their workforce without layoffs, maintaining a stable core team and avoiding long-term payroll cost strain.

**FASTER HIRING MEANS LESS DOWNTIME**

In construction, time is money. Delays caused by understaffing can quickly lead to missed deadlines, budget overruns, and strained client relationships. Traditional hiring processes can take weeks—time that most contractors simply don't have.

A quality staffing services provides access to pre-screened, trained, job-ready workers, dramatically reducing the time it takes to fill open positions.

**REDUCED ADMINISTRATIVE BURDEN**

Hiring and managing employees comes with significant administrative responsibilities, including payroll processing, workers' compensation, onboarding, and compliance. Labor is one of the largest expenses for contractors, and managing it effectively is key to maintaining profitability. Temporary staffing allows businesses to align labor costs directly with project needs, avoiding the expense of carrying excess staff during slower periods.

For contractors managing multiple job sites, this can quickly

become overwhelming. By partnering with a staffing agency, much of this burden is handled externally.

**Example:**

During the winter slowdown, a construction company scaled back its use of temporary labor while maintaining a lean full-time team. When spring demand increased, they were able to quickly ramp back up with the help of their temporary staffing partner, without the delays or costs associated with traditional hiring.

**A BUILT-IN RECRUITING PIPELINE**

Temporary staffing also provides an opportunity to evaluate workers before making a long-term hiring decision. Contractors can see how individuals perform on the job, assessing reliability, work ethic, and team fit, before extending a permanent offer. Ensure your service works hand-in-hand with clients for long-term placements as needed or desired.

**ABOUT MOUNTAIN TEMP SERVICES**

In an industry where timing, efficiency, and reliability are everything, having a dependable workforce partner is essential. Mountain Temp Services helps Boise-area contractors stay agile, reduce hiring risks, and keep projects moving forward without interruption. Our model is based on customer service and creating long-term relationships and partnerships with our clients. Whether you need workers for a day, a season, or a long-term opportunity, MTS provides the support you need to succeed.

Ready to strengthen your workforce? Visit [www.mountaintemp.com](http://www.mountaintemp.com) or contact Mountain Temp Services today to get started. ●



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- 18. STRUCTURAL STEEL
- 19. WORK ZONE
- 20. DESIGN BUILD

Bonus Answer: SAFETY FIRST ALWAYS



# How Data-Driven Safety Solutions Help Optimize Compliance and Improve Worksite Safety

By Anne Osbourn, MSA Safety Senior Segment Manager, Industrial

**A**cross industries, safety managers are being asked to do more with fewer resources while they navigate increasingly complex compliance requirements. Traditional approaches to compliance that often involve paper-based records, spreadsheets, and manual inspections were not designed to handle the scale, speed, or complexity of modern worksites. Today, data-driven safety solutions are transforming how organizations approach compliance, visibility, and accountability, which can create safer and more efficient workplaces.

And at the center of this transformation is digital compliance.

## UNDERSTANDING DIGITAL COMPLIANCE

To understand the value of digital compliance, it helps to look at how compliance has traditionally been managed in safety operations. In many organizations, compliance is still tracked using paper filing systems or spreadsheets. These methods are time consuming, inconsistent, and prone to human error. Records can be incomplete, outdated, or even unintentionally manipulated when entries are made after the fact.

Digital compliance fundamentally changes this approach.

By integrating connectivity directly into safety equipment and systems, compliance activities can be automated and continuously monitored. Instead of relying on manual checks and retrospective reporting, connected solutions capture real-

time data that confirms whether equipment is ready to use, properly maintained, and up to date with required standards.

In effect, digital compliance removes much of the human subjectivity from the process.

By automating routine compliance tasks, organizations gain what is often described as a “digital employee” that is a system that works continuously in the background to manage checks, record data, and generate audit trails. This not only saves significant time and effort but also allows safety managers to focus on higher value activities such as hazard mitigation, training, and proactive risk analysis. Compliance remains important, but it no longer has to be a time intensive administrative burden.

## MAKING COMPLIANCE EASIER THROUGH CONNECTED SOLUTIONS

While compliance requirements themselves have not changed, equipment still needs to be safe, functional and properly documented. It’s connected safety solutions that can make meeting these requirements far more efficient.

There are three core questions of compliance that remain:

- Is equipment ready to use?
- Has the equipment been inspected and maintained?
- Is there a reliable audit trail before and after use?

The challenge has always been proving this consistently over time.

When incidents occur, human reporting is inevitably influenced by perspective, memory, and emotion. Two people can witness the same event and describe it very differently, particularly if one of them is emotionally close to those involved. Data, by contrast, is impartial. It records what happened, when it occurred, and under what conditions.

Connected solutions address this by automatically capturing and storing compliance data in a centralized system. Regardless of industry or application, organizations can access a single source of truth for equipment status, inspection history, calibration records, and usage patterns. This can make audits faster, more accurate, and far easier to manage.

More importantly, this data helps safety teams go beyond compliance. By analyzing usage trends and inspection results, organizations can identify training gaps, reduce complacency in equipment use, and refine safety protocols based on real world behavior rather than assumptions.

### **OVERCOMING CONCERNS ABOUT DATA**

Despite its benefits, data can still feel intimidating, especially for organizations that are new to connected technologies. One of the most important ways to address this concern is to recognize that data is unemotional.

When incidents occur, human reporting is inevitably influenced by perspective, memory, and emotion. Two people can witness the same event and describe it very differently, particularly if one of them is emotionally close to those involved. Data, by contrast, is impartial. It records what happened, when it occurred, and under what conditions.

This objectivity is what makes data powerful. It provides factual insight that allows organizations to take informed action, whether that means improving procedures, updating training or adjusting equipment deployment. When used correctly, data empowers better decisions rather than assigning blame, and it should be viewed as a tool for improvement, not surveillance.

### **ACCOUNTABILITY AND VISIBILITY: A CULTURAL SHIFT**

A data-driven approach to safety introduces two elements into the organization: visibility and accountability.

With connected systems, safety managers can gain real-time visibility into operations across multiple sites, including remote or satellite locations. Equipment usage, maintenance status, and compliance performance can be monitored centrally, making it easier to manage fleets, schedule servicing, and optimize asset utilization.

Accountability naturally follows. When equipment is monitored and data is collected, behaviors can change. Workers

understand that compliance is not optional or invisible and it is built into the workflow. This transparency helps to create a stronger safety culture, where expectations are clear and consistently enforced.

### **ADAPTING CONNECTED SOLUTIONS ACROSS INDUSTRIES**

One of the strengths of connected safety solutions is their adaptability. In large industrial environments such as refineries, connected systems can enable worker location and alarm notifications to improve emergency response. In heavy industry, RFID tagging allows workers to “tag in” to equipment, automatically checking compliance requirements such as bump tests and calibrations before use.

These systems also help reduce unnecessary costs. Tag in and tag out processes prevent device wastage, ensure shared equipment is managed efficiently, and reduce the need for excess inventory. The result is safer operations with better return on safety investments.

### **THE FUTURE OF COMPLIANCE AND SAFETY**

As connectivity becomes more widespread, it is increasingly influencing safety standards and regulatory expectations. Accurate, automated recording of exposure levels and equipment status is already being referenced in worker claims in parts of the United States, and this trend is expected to grow.

Connected safety solutions are no longer optional enhancements but are becoming integral to compliance frameworks.

Looking ahead, the next phase of connected safety will focus on delivering complete, integrated solutions. This means working to understand challenges and learning from those who may be cautious about adoption, while responding directly to real world needs. By building unified portfolios of connected products, the industry can move toward safer, smarter, and more proactive safety management.

In a world where compliance is mandatory and safety is paramount, data-driven solutions are not just optimizing processes, they are fundamentally reshaping how organizations can help to protect their people. ●

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