

Foundation

A Quarterly Publication
from Layton Construction Company
www.laytonconstruction.com

Winter 2011



PARADISE Found

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Layton's construction project will be showcased on CNN.

Mesa Arts Center to be highlighted at GOP national debate



Over 300 journalists are expected to cover a Republican Presidential

Debate hosted by CNN and the Arizona Republican Party on Feb. 22 at the Mesa Arts Center, a multi-structure arts campus completed in Mesa, Ariz., by Layton in 2005.

"This is a tremendous opportunity to showcase the world-class Mesa Arts Center... to the millions who participate in the political process through attending or viewing candidate debates," says Mesa City Councilman Chris Glover.

Politics aside, Layton couldn't agree more with Glover's sentiments about the Mesa Arts Center.



The Midway (Utah) Town Hall was updated and upgraded, bringing the 70-year-old building to modern standards.

Something to Sing About

Midway (Utah) Town Hall improves with Layton facelift

Midway is known as Utah's "Little Switzerland."

This Wasatch County town was settled by Swiss immigrants who loved the area's mountain peaks and green alpine valleys. But its iconic Town Hall — built in

1940 as a Works Progress Administration project — needed mending. Layton's Interior Construction Specialists replaced the sawn cedar shingled roof, replaced heating and cooling systems, upgraded lighting, completed

seismic and structural work, restored and replaced windows, and repaired and strengthened the local limestone "potrock" building exterior. City officials are so pleased with the renovation you may hear yodeling in Midway.

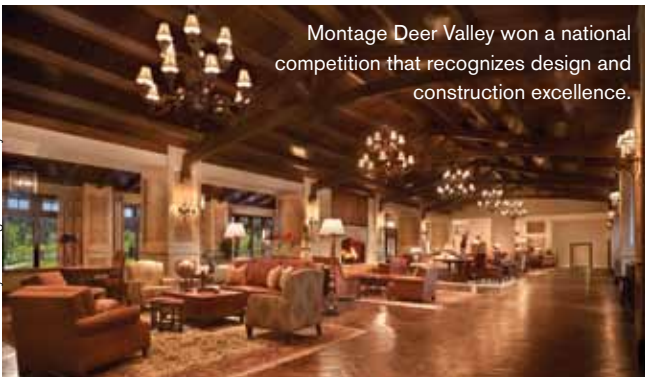


Photo courtesy: Montage Deer Valley Resort

Montage Deer Valley won a national competition that recognizes design and construction excellence.

At the Top of the Mountain

Montage Deer Valley named top project nationally by ENR

Layton's Montage Deer Valley Resort — featured on the cover of the last issue of *Foundation* — was named the "Best Multi-Family Residential/Hospitality" project by Engineering News Record.

Engineering News Record regional magazines judged

737 projects submitted by owners, contractors and design firms throughout the United States, selecting 119 regional winners in 18 categories. A national ENR judging panel then selected 18 "Best of the Best 2011 Project Winners."



Squatters opened to rave reviews by airport travelers.

Landing Pad

Salt Lake airport restaurant remodel gives Squatters a place for a warm meal

As part of the Salt Lake International Airport's remodel, Layton's Interior Construction Specialists recently completed build-out of Squatters Brew Pub at the airport.

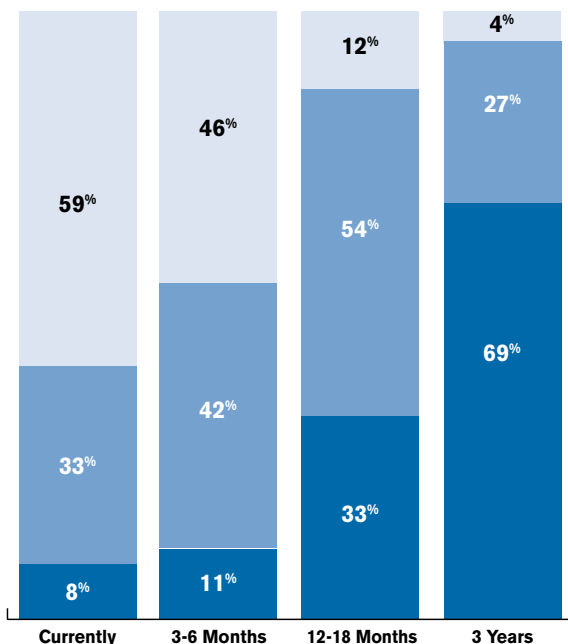
The airport is doing a complete makeover of its terminal restaurant and retail facilities. The Squatters facility was completed in a short seven weeks, was the first of the remodeled restaurants to open, and is doing brisk business. This is the third restaurant that ICS has recently completed for Squatters. Next up is Vino Volo Ale House, a Squatters wine bar that will be located in the airport's international terminal.

Industry Trends

Construction Industry Confidence Index (CICI)

General Contractors/Construction Managers/
Engineer-Constructors Outlook Now and Looking Forward

Declining Stable Improving



Source: ENR, 3rd Quarter, 2011

Dee Glen Smith Athletic Center raises Utah sports to Pac-12 standard

The University of Utah's admittance into the Pac-12 Conference means upgraded athletic facilities.

Layton has been selected to build the new Dee Glen Smith Athletic Center. Outdated facilities will be demolished and replaced with this multi-use center that includes football offices, locker rooms, training facilities, player lounges, dining hall, hydrotherapy and training pools, auditorium, alumni locker rooms, and equipment storage areas.

The new center will be attached to the existing Alex Smith Strength & Conditioning Facility. Outside, the project also includes two new practice fields, one grass and one artificial turf, and six new tennis courts.

Project completion is set for August 2013.

Phoenix office VP named one of top young construction executives by ENR



Geier

Andrew Geier, executive vice president of Layton Construction's Phoenix office, has been named as one of ENR Southwest magazine's "20 Under 40" architecture, engineering and construction young industry leaders.

Andrew is a graduate of Kansas State University and has been with Layton for eight years, playing key roles in the growth of the company's tenant improvement, renovation and new construction projects in the Phoenix market.

Triumph Air building adds to Phoenix projects

Layton's Phoenix office is building a testing center for Triumph Air Repair. Triumph is the largest independent Auxiliary Power Unit (APU) repair and overhaul service provider in the world.

The center is a small but stout facility with solid grouted masonry walls, pre-cast concrete ceiling, a CO₂ fire suppression system, and explosion proof glass, doors and hardware.

Repaired or overhauled APUs (a self-contained turbine generator in an aircraft, which produces power for ground operations and starting plane engines) will be fired up to full-load power to determine safety and reliability. This is the first of a three-phase build-out that will include mezzanine office space and other interior and exterior renovations.

Layton to begin work on Draper (Utah) hospital

HCA's MountainStar Healthcare has hired Layton Construction to build a 30-bed hospital on the MountainStar Lone Peak Medical Campus in Draper, Utah. This second phase project will augment the services provided at the Lone Peak Emergency Center, which opened in May 2010. The new hospital will bring much needed inpatient services to the south valley communities. Crews will begin work in the spring of 2012.

Koloa Landing at Poipu Beach
Wyndham Grand Resort



PARADISE FOUND

***Koloa Landing at Poipu Beach
Wyndham Grand Resort is perfect
addition to historic Hawaii coastline***

STORY BY GREG BENNETT
COVER PHOTO BY JONATHAN MOELLER

In 1778, Captain James Cook — the world-famous British explorer — made landfall on the Hawaiian Islands at Waimea harbor on the picturesque island of Kauai.

He is thought to have been the first European to visit the gorgeous beaches of the island located northwest of the island of Oahu, which is now Hawaii's most populated island.

However, since Cook's epic discovery, Europeans — and the rest of the world — have followed in his footsteps, making Kauai a popular tourist destination.





The 4,000-square-foot lobby welcomes visitors with a full bar and business center.

The Details



Start Date

Phase One
Site work: November 2007
Building construction: June 2008

Completion Date

Phase One
November 2010

Total Square Footage

Phase One
161,000 square feet

Architect

Group 70
Honolulu

Koloa Landing place

Skip ahead some 233 years and move just slightly down the coast from that initial meeting place and you will find an amazing piece of ocean-front property occupied by the new Koloa Landing at Poipu Beach Wyndham Grand Resort.

“It’s a gorgeous piece of land,” says Rich Bennion, principal broker with Advent Property Advisors. “It is near one of the best beaches in the world in one of the most sought-after vacation spots in the world.”

“With a great piece of land, there are often complications, and this one was no different.”

Ryan Ritchie
The Ritchie Group

In fact, the location at Koloa Landing has long been a valuable deep-sea port for traders and whalers. However, today most people using the landing are seeking the natural beauties found from diving in the ocean and experiencing the breathtaking marine life.

However, the journey that took the owners and developers from

recognizing the beauty of the land to getting the resort completed — topped by a blessing from a native in the customary fashion — was a long one.

Challenges arise

In 2004, The Ritchie Group based in Salt Lake City came across the land and began the legal



Since its opening, the resort has exceeded occupancy projections. Construction is underway on Phase Two, including four residential buildings and a main pool with waterfalls, grotto, waterslide and hot tubs.



Koloa Landing is perfect for the guest looking to get away from the mainland.

process of getting it prepared to become a resort property. Due to numerous factors — including environmental considerations and water-use rights — there were significant land entitlement issues.

“With a great piece of land, there are often complications, and this one was no different,” says Ryan Ritchie with The Ritchie Group.

Throw in the delays caused by the entitlement process and the downturn in the national economy and the developers were left with few options — and with time working against them.

A key partner

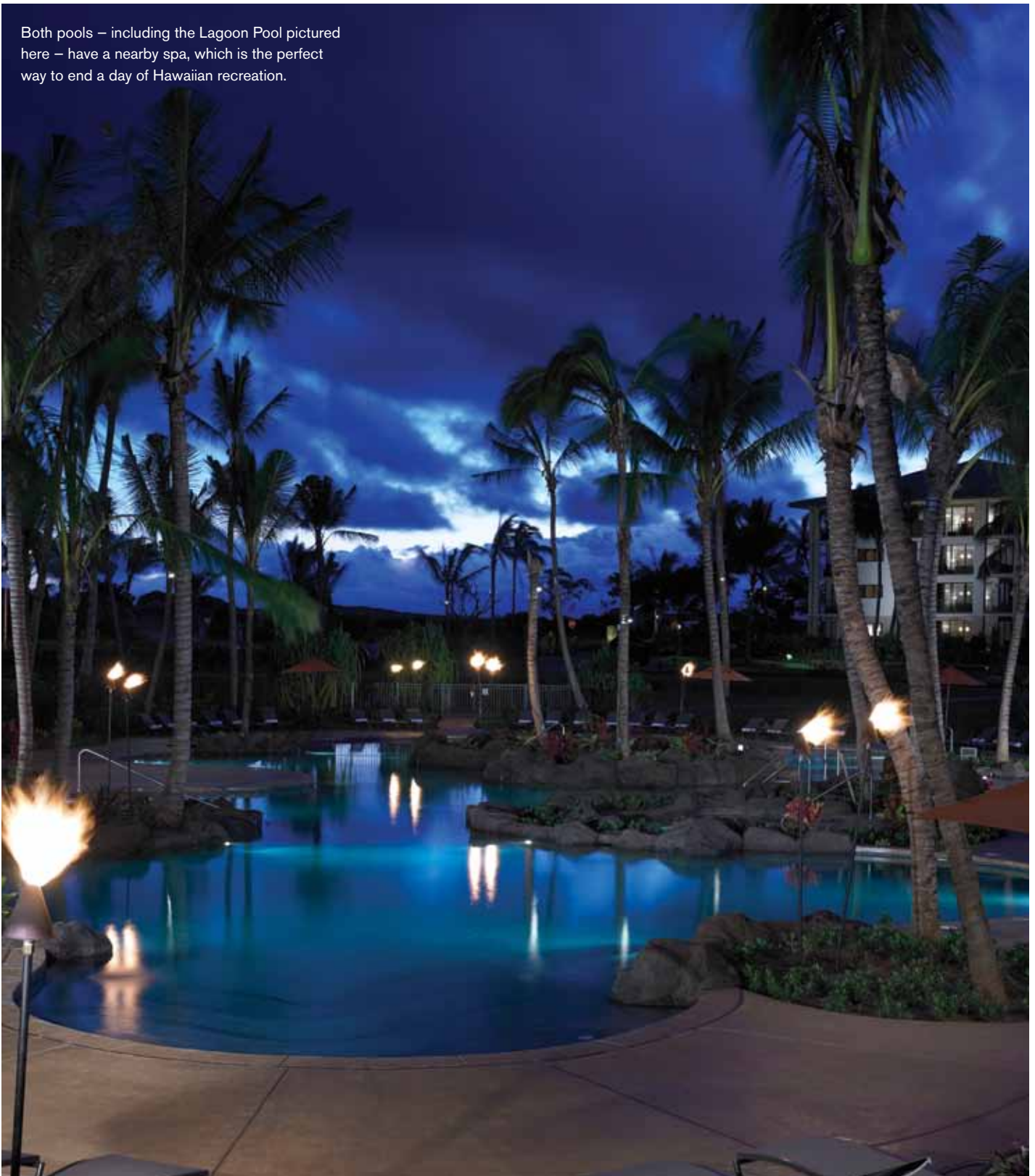
Because of the Salt Lake City connection, in 2005 Layton was hired as the owners’ representative to navigate development and construction issues. While the Layton team had little experience working in Hawaii, “The Layton Way” was embraced by the locals. Layton also learned quickly to work with the limitations brought by working in the islands.

Because Layton was already involved in the project, and Jim Ritchie with The Ritchie Group had an established relationship with Bill Child of The Argent

Key Subcontractors

- Resort operations.....Azul Hospitality Group
- Interior design.....PD&A
- Structural engineering Jessen Wright Structural Engineers
- Landscape architectureMcCelvey & Associates
- Electrical.....R Electric
- Mechanical KK Mechanical
- Millwork..... Fetzers
- Painting.....Zelinsky Painting
- Stone.....Global Stone
- Water features..... Pacific Aquascapes

Both pools – including the Lagoon Pool pictured here – have a nearby spa, which is the perfect way to end a day of Hawaiian recreation.



Group — a development company specializing in office and other mixed-use developments based in Salt Lake City — the partnership was natural.

“The Argent Group had experience with vertical development and we felt it was a good fit,” says David Layton,

CEO of Layton Construction.

From there, Argent began to manage the project through its completion.

Learning the Island Way

For a construction company headquartered on the mainland,

doing work on the islands takes some getting used to. Limited resources and limited skilled labor means procurement has to be well-timed and well-negotiated.

“It was especially tough when we started because there was a building boom in Hawaii,” says Will Sum-

merhays, executive vice president with Layton Construction. “There was a lack of quality labor, and we had a hard time getting the materials we needed. In Hawaii, the concrete supplier doesn’t ask when you need the concrete, they tell you when you’ll get it.”

Residents enjoy some of the finest ocean views in the world.



“Trying to build a resort that far from Salt Lake City could have been a real challenge, but with our partnership with Layton Construction, it really wasn’t.”

Bill Child

Principal, The Argent Group

Still, Layton worked to hire local labor and partnered with many local subcontractors. Hundreds of locals worked on the resort’s construction, and dozens remain employed at the resort.

After Layton gained a foothold in Hawaii, other past and new clients called looking for The Layton Way to take care of them on the islands, too.

“Trying to build a resort that far away from Salt Lake City could have been a real challenge, but with our partnership with Layton Construction, it really wasn’t,” Bill says. “We worked well together. We had a similar vision and we worked toward the same end goal.”

Getting things done

Phase One of the project was completed in November 2010. The resort sits on 25 acres of tropical land, highlighted by gorgeous views and easy access to Hawaii’s most undeveloped and remote island — Kauai.

Layton did the work on the remote island with the same integrity that appealed to The Argent Group principal Jeff Flamm more than 20 years ago.

“One thing I noticed about Layton when we worked with them in 1990 was the way they handled a difficult situation,” Jeff says. “There was a problem with the way

the engineer said a concrete pour should happen and how Layton said it should happen. We did it the way the engineer said and there were problems that led to the job needing to be re-done. Dave Layton came in with solutions. He didn’t place blame. His company fixed the problem and even shared the cost. I’ve appreciated that solutions-oriented business approach for years since then.”

The ocean-front finish line

That desire to develop solutions led to the well-executed completion of the Koloa Landing at Poipu Beach Wyndham Grand Resort. 🏖️

Koloa Landing Phase One By the Numbers

- The project is made up of five 4-story buildings.
- There are 14-24 suites per building.
- The resort has 85 residential suites.
- Suites range in size from 1,500 to 4,000 square feet.
- Koloa Landing has 15,000 square feet of open space, which includes volleyball courts and a putting green.
- Resort includes two pools complete with waterfalls and spas.
- The fitness center has 1,500 square feet of weights and cardio equipment.



Spectra Contract Flooring

Monte Ray (left) and Cary Nelson have used their commitment to clients to build their commercial flooring company into a key partner on many Layton projects.

Starting from the Ground Up

Spectra combines best in flooring with best in service

Good companies tend to find each other. The similar philosophies, work ethic and desire to treat the customer right seems to draw them together into wonderful partnerships.

Such is the case with Spectra Contract Flooring in Salt Lake City and Layton Construction.

Spectra Contract Flooring has worked with Layton on numerous projects — including Montage Deer Valley and the USTAR building at the University of Utah.

Spectra started out as R&B Floor Covering in 1995 after founder (and current Spectra president) Monte Ray had spent years working with other commercial flooring contracting companies. He started the company with a dedication to customers, a determination to do a

job right and an understanding that it takes relationships to make a business successful.

With this foundation of excellent customer service, R&B was purchased, ultimately by Berkshire Hathaway, and is part of the nationwide Spectra Contract Flooring group.

“That relationship with Berkshire Hathaway lets us do some things our competitors can’t,” Monte says. “We don’t take on a project that isn’t a good project. We can hold our breath underwater in a bad market a little longer than others.”

This financial stability also helps Monte and senior account manager Cary Nelson take care of customers in their preferred way.


“We have a team of professionals to make sure projects are done right,” Cary says. “We have installa-

tion coordinators, project supervisors and an amazing office staff to get people where they need to be with the equipment they need.”

This top-level service brings clients — like Layton Construction — coming back again and again.

The ongoing work with Layton gives Spectra the chance to maximize the Layton payment software Textura™ to make payment quicker and easier.

“This is a tough business, but we understand that it’s based on strong relationships,” Monte says. “We work hard to develop relationships with companies we like working with. There’s no project too big or too small.”

Spectra simply joins with companies they already enjoy working with — like Layton. 

FOUNDED
1995

OWNER
Berkshire Hathaway

TYPE OF WORK
Commercial flooring

EMPLOYEES
• 16
• Spectra utilizes up to 30 independent contractor installation crews.

HIGH-PROFILE JOBS WITH LAYTON
• Montage Deer Valley (Park City, Utah)
• USTAR Building at the University of Utah (Salt Lake City)
• Loma Linda University Medical Center — Murrieta (Murrieta, Calif.)

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Getting to the Point

Pedestrian walkway addition encourages students to ‘walk this way’

On most college campuses, the shortest distance for students as they traverse from class to class is a straight line. However, that hasn't been the case at Brigham Young University in Provo, Utah.

A pedestrian overpass on the campus crosses the university's North Campus Drive, but students have largely been averse to using it because of its sweeping curve and exit point that left them about 50 yards east of their intended destination. At the risk of their personal safety, the students would avoid the overpass and simply cross the traffic-filled roadway below.

University planning engineers came up with a solution to add an extension to the pedestrian bridge, which essentially “teed” at the curve of the bridge, to accommodate and encourage the north-bound foot traffic. The challenge? To cut into a 40-year-old concrete structure supported by post-tensioned cables, construct the new concrete extension, and tie it into and strengthen the existing bridge while maintaining safety and auto traffic flow.

Architectural and engineering drawings showed that the old structure was built with post-tensioned cable strands. However, when construction crews cut into the concrete, they were surprised to

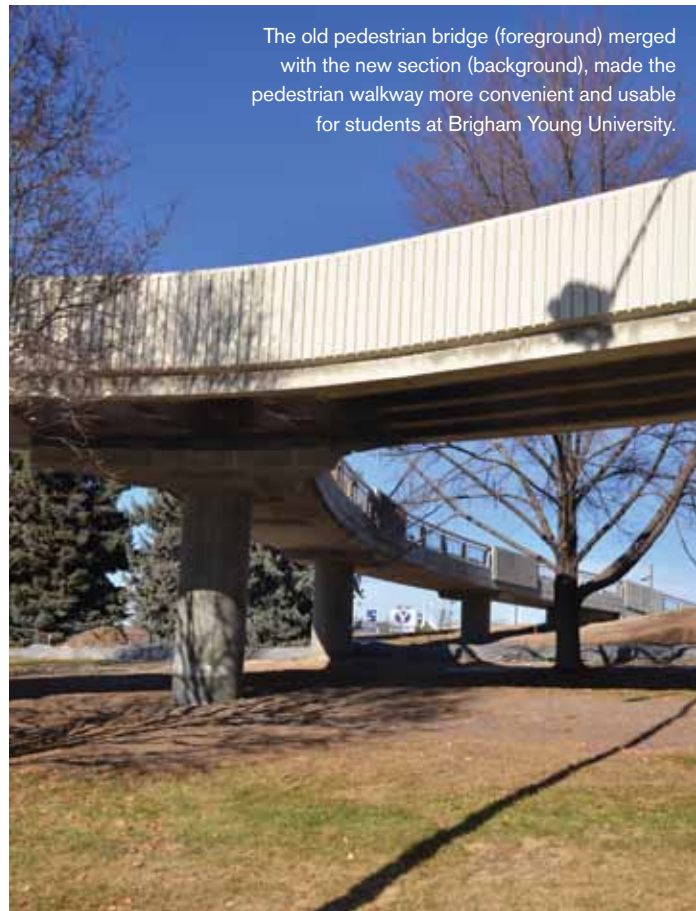
find that the bridge had been built with smooth wire post-tensioning. Smooth post-tensioned wire does not have the same reinforcing dynamics as twisted cable strands, which bond effectively within the grouted post-tensioned ducts.

Engineers worked to find solutions to the newly discovered engineering challenges. Crews cut further back into the concrete to find the appropriate place to re-anchor the existing “button-head post-tension wires” and engineered a new anchoring system to complete that work.

The new bridge section was formed and placed by Layton's concrete team and was a relatively straightforward project. The biggest challenges were tying into the existing overpass, completing the connection, and strengthening the existing bridge where the old post-tensioning had been compromised at the connection point.

A Carbon Fiber Reinforced Polymer (CFRP) system strengthened the existing bridge structure. Carbon fiber provides high strength and is non-corrosive. On the surface of the bridge deck, eight parallel grooves were cut into the deck at 12-inch intervals, on both sides of the bridge deck connection.

CFRP rods — approximately ½-inch in diameter and varying in length from 27 to 38 feet depend-



The old pedestrian bridge (foreground) merged with the new section (background), made the pedestrian walkway more convenient and usable for students at Brigham Young University.

ing upon the location on the bridge deck — were epoxied into place. On the underside of the bridge, concrete was sandblasted to roughen the surface, to which CFRP sheets were affixed with epoxy.

Cold weather curing of the epoxy also brought additional challenges to the project.

The old pedestrian overpass has been strengthened with new construction materials and technology, enhanced by the addition of an alternative new walkway. Now, another generation of student pedestrians can enjoy the benefits of this safer and more effective Layton project. 📌



Dan Thackeray

Dan Thackeray | 27 years

Dan Thackeray didn't start his career at Layton as someone you would expect to be a mainstay of the company for 27 years. In fact, he joined the Layton team after a slowdown at another construction company where he was employed, and a friend who worked at Layton encouraged him to apply there. Dan was hired as a general laborer.

That was 1984 and it was while

Layton was working on the Eagle Gate project in Salt Lake City.

Now, Dan is working on another memorable project. He's a superintendent on a project to expand housing at the University of Hawaii on the island of Oahu.

“You don't hear me complaining about this assignment,” he says.

Dan appreciates the family atmosphere Layton works to

maintain, even as the company has grown over the years. Early on in his career, company leaders asked him and his co-workers what the company could do to make the company better for the employees.

“They listened to our ideas about employee and vacation benefits,” Dan says. “The company made changes because they cared about what the employees said.”

Employee Focus



Developing strong relationships led Layton Construction to meet its high-quality workmanship requirements while still using a large number of local subcontractors.

All Hands on Deck

Layton brought experience, determination to complex project



David S. Layton

Koloa Landing at Poipu Beach is a great example of the patience and teamwork that is often needed in

the construction industry.

The project dates back to 2004 when a group of Utah-based investors found a great piece of property on the island of Kauai.

The property was zoned for development and needed simple entitlements — a process thought to take six months, that ultimately turned out to be 3 ½ years. Easement issues, the Hawaiian antiquities act, flora and fauna concerns, coastal commission regulations, endangered species challenges, historical preservation demands and water rights resolutions, as well as mounting legal fees, were

challenging.

In 2005, the investor team hired Layton Construction as its owners' representative to help with the long list of complex development and construction issues.

Building in the Hawaiian Islands is challenging. Because of a limited pool of qualified labor, the need for early procurement and timely delivery of imported construction materials, and the importance of building professional and trusted relationships with local subcontractors, it was essential that our team overcome these challenges and gain acceptance as one of the locals.

But we had to also hire subcontractors who could perform, enabling us to provide qualified labor and first-class work for our customers. For example, Pacific Mirror & Glass, from shop drawings to millwork, has shown us a great quality control program and

it is clear their glass work is superior. Style Pacific had a broad scope of work including finish carpentry, installation of cabinetry, and installation of multi-slide doors, which open the suites to Hawaii's outdoor beauty. We've established great relationships with them, as they meet demanding schedules with a high standard of quality. I'm very pleased that our Hawaii team and our subcontractors have learned to share our culture and values, providing the finest of construction for our customers in the islands.

Layton's projects now span the country some 5,000 miles from Hawaii to Pennsylvania. Wherever your project may be located, know that the Layton team has proven itself to build relationships, establish critical teams, overcome challenges and establish a local presence. As we say in the islands, mahalo. 🍷



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