Tourists exiting H1, Oahu’s major freeway, to go to Waikiki Beach can’t help but notice Layton’s work at the Kapi‘olani Medical Center in Honolulu. As they pass the construction site, they’re so close Layton’s crews almost have to provide hard hats to go with the sunscreen.

The new hospital expansion project is wedged between a freeway, preschool, church and new 17-level parking structure. Demolition of the old Bingham Parking Garage will make way for construction of the new Center for Women and Children NICU tower.

At perhaps one of the tightest construction sites ever worked by Layton, careful measures are being taken to ensure public safety and minimize risk.

The new facility will provide life-saving neonatal and pediatric care for Hawai‘i and the Pacific region, with 70 new private NICU and 14 PICU rooms. Kapi‘olani is also the teaching hospital for the University of Hawai‘i John A. Burns School of Medicine.

When it comes to the company’s approach to building the new Oklahoma University Medical Center Cancer Center in Oklahoma City, Layton is taking a LEAN approach.

Besides being used in health care services, LEAN is also typically used in manufacturing, aerospace, automotive and electronics.

LEAN technology uses productivity and efficiencies to improve costs, quality, service and delivery.

Striving for those advantages — and faced with an aggressive construction schedule — LEAN principles will be partnered with Layton’s Building Information Modeling (BIM) to pre-fabricate hospital bathrooms and patient room headwalls in nearby fab shops for delivery and installation on site.

The 450,000-square-foot, nine-story patient tower expansion for HCA includes 144 patient rooms.

Renovations will also be made to the contiguous Presbyterian Patient Tower.

Layton crews begin work on LDS Church temple in Hartford, Conn.

In October 2013, church and local community leaders broke ground on the Hartford Connecticut Temple of The Church of Jesus Christ of Latter-day Saints, opening the way for Layton to begin construction.

The temple will primarily serve Mormons in Connecticut, Rhode Island, southwestern Massachusetts and eastern New York.

Layton has built temples over the past three decades, beginning with Jordan River Temple in South Jordan, Utah, which was constructed in the early 1980s.
Constructing with Care

Denver hospital expansion highlighted for safety

The Presbyterian St. Luke’s and Rocky Mountain Children’s Hospital NICU expansion was completed incident free while the hospital remained open and functioning.

There was no margin for error from the constructors because of the potential harm to patients and medical providers.

“...very difficult project, complicated by working in an existing structure which was fully occupied by patients and staff,” says Mimi Roberson, hospital CEO. “Layton demonstrated constant awareness and respect for safety and protection. Thank you for the extraordinary professionalism and expertise.”

Just Doing It

Layton partners with Nike on Factory Stores in three states

After first working together and having a successful experience with the tenant improvement at the Outlets at Traverse Mountain in Lehi, Utah, Layton Construction and Nike continued their partnership by taking it on the road.

Layton’s Interior Construction Specialists, Inc. built out retail stores in St. Louis, Omaha, Neb., and Oxon Hill, Md.

The retail outlets in shopping centers and outlet malls were fast tracked with an average 16-week completion schedule. Nike is in a growth mode and has selected Layton as one of its nationwide traveling construction team members.

Layton combined with Nike’s national vendors and local subcontractors to complete the build outs, and stayed on after opening to assist Nike’s merchandising and operations team members, to train them on facility and energy management systems.
The massive structure’s roof has 8,000 joists and girders supported by more than 1,000 columns.
When shoppers visit Marshalls or TJ Maxx, they appreciate the size and variety each store brings for hidden treasures to fill their closets. The amount of product required to keep shoppers happy and coming back requires a massive distribution facility and state-of-the-art technology. Enter the new Marshalls warehouse in Phoenix.
The gargantuan distribution center was built by Layton Construction and represents an amazing partnership between three Arizona A/E/C industry powerhouses — Layton, Ware Malcomb and Cresa. The trio has teamed up numerous times before — including the headquarters for Fender Musical Instruments Corporation (Fall 2012 issue of Foundation) — but none of the previous projects were as big as this one for Marshalls parent company, TJX Companies, Inc. The site’s truck courts have 98 dock positions to receive product, and 54 out-bound dock positions with capacity to store 800 trailers and 1,200 employee automobiles.

The Details

Start Date
October 2012

Construction Completion Date
August 2013

Total Square Footage
1.5 million

Architects
Ware Malcomb Phoenix

>>>

“The architect was very responsive to RFIs. Anything related to drawings, we received answers right away.”

John Sirrine
Construction manager, Layton Construction

WEST MARKS THE SPOT

TJX already had a distribution facility near Las Vegas for its many retail goods to make their way to stores around the West. However, the Las Vegas facility served both TJ Maxx and Marshalls stores and the company wanted increased capacity to efficiently deliver goods to customers around the region.

With increased capacity in mind, Massachusetts-based TJX built the 1.5-million-square-foot Marshalls-only facility in Phoenix and brought Ware Malcomb on board to design the facility.

Eventually, TJX selected Cresa as the project management firm.
and Layton Construction as the contractor. The three companies understand the Phoenix market and know how to work to get things done right.

“Everyone on the team was really responsive,” says Jason Wery, principal-project management for Cresa. “With a project this big and high-profile, there were a lot of changes and a lot of decisions that had to be made. It took a team effort to keep things moving while the owners were still making decisions.”

Plus, Ware Malcomb’s architects would work quickly to get updates made to the plans and new specifications to the Layton team as quickly as possible, while still taking care of TJX.

Besides managing the construction of the large building — which could fit 21 football fields under its roof — Layton also coordinated installation of equipment by third-party vendors.

“With a project this big, even small details had a great impact over the entire project,” says Brock Grayson, architect of record on the project. “There were a lot of decisions made by the team that affected the outcome of the proj-

“The super flat floors, the 52-foot clear height section, the MFL wall — all these items drove the complexity of this building from a simple box to a very technical building that required an enormous amount of coordination.”

Employees will direct operations of the massive distribution center from 30,000 square feet of office space.

Key Subcontractors

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<tr>
<th>Category</th>
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<tr>
<td>Concrete</td>
<td>Baker Concrete</td>
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<tr>
<td>Earthwork &amp; Paving</td>
<td>Scotts Diversified Construction</td>
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<tr>
<td>Electrical</td>
<td>Canyon State Electric</td>
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<td>Roofing</td>
<td>DC Taylor</td>
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<td>Structural Steel</td>
<td>Triad Steel</td>
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Brock Grayson

Architect of record
ect. It took a team effort to quickly find the best detail to be implemented over a project this size.”

**FIRST-RATE RESPONSE**

Layton responded to each challenge with professionalism and a team-first approach.

“Layton was very fair throughout the process,” Jason says. “We would have weekly meetings to discuss the smallest details, but the team understood the impact these details would have over the project and the schedule.”

The teamwork between the three companies was critical.

“We’re all very client-driven,” says Andrew Geier, executive vice president for Layton Construction. “Every client gets our best and this project was no different. We all did our best to create the best possible outcome.”

One unique aspect of the project was an insurance-mandated fire wall (called an MFL wall) that separated two warehouse areas. The 552-foot-long dividing tilt up concrete wall was a huge undertaking, but it went up without a hitch.

“We had a 100-acre site with things happening everywhere,” says John Sirrine, construction manager for Layton Construction. “We had to have maximum effort to have the quality the owner expected in every area of the project. It was a fun challenge.”

A challenge completed in 10 months.
This is a showpiece for TJX. They are very happy. They expected an amazing facility and that is what they got.”

Jason Wery
Principal-project management, Cresa

THE END RESULT
Meeting the challenge resulted in a gorgeous facility that accommodates the company's needs now and will continue to do so into the future.

The scope of the project and the final function of the building is striking to visitors inside and outside of the company.

"There were people from the company that weren't involved in the day-to-day building that would come out every few months," says Nicole Darling, project architect for Ware Malcomb. "It was fun to see them as they visited and grasped the monumental task that they were asking everyone to do."

The company has made video clips of the facility that have been circulated among employees of the company.

"Internally, they're very proud of this building," Jason says. "It reflects the company well and brings a great facility to the western United States that will help their business thrive."

This pride came from a team approach.

"The overall success of the project came from the design team meeting the client's needs and the construction team getting it done," Jason says. "Layton staffed this thing perfectly — always having the right people and the right number of people — to get it done. A lot of changes were driven by TJX, but ultimately the client-first relationship drove everyone to work to get it done. TJX got a great building."

A 10-month schedule to build a 1.5 million square-foot distribution center? Almost unthinkable.

The project involved pouring 75,000 cubic yards of concrete, completed by 7,500 concrete trucks.

The warehouse includes 305 separate concrete tilt panels with the tallest being over 66 feet tall and weighing more than 170,000 pounds.

The project used 3.5 million pounds (1,750 tons) of structural steel.

Five different fabricators and 18 different suppliers were used to provide the needed steel.

Crews installed seven semi-truck loads (1.3 million square feet) of fiberglass insulation.

The project included 284 miles of electrical wire. If rolled out flat, it would run from Phoenix to Las Vegas.

Everything about this project was schedule driven, even to specifying the number of roof deck screws placed daily.

The more than 260,000 linear feet of exterior slab caulk required 2,750 gallons of caulk. The interior has more than 150,000 linear feet of caulking, which required 1,600 gallons.

This distribution center was built in 10 months!
In 1950, Bud Barrett and Guy Homes partnered to start a construction company devoted to finding solutions to its customers' refrigeration room needs.

Then, over the years, those solutions turned to insulation. Then to acoustics.

Now, 63 years later, Barrett-Homes Contractors in Phoenix isn’t a residential home builder — despite the company’s name — but is a firm that specializes in commercial acoustic ceiling design and installation.

“If we have a unique challenge on one of our projects, we know that Barrett-Homes Contractors can find the solutions to our clients’ most unusual ceiling needs,” says Andrew Geier, executive vice president of Layton Construction in Phoenix.

This can-do spirit starts at the top of the Barrett-Homes team.

“The management team encourages us to find solutions for our customers,” says Guy Lusk, project manager for Barrett-Homes Contractors. “I love solving problems and figuring things out. Plus, it expands what we can do as a company, which opens up other opportunities.”

Barrett-Homes specializes in making the interior of the project look and sound great to the end user. They come in at the end of the project — after months of working to get a building up from the ground. They understand their customers are often pressed for time and need someone reliable to complete the finish work.

“We know we come in at the end and need to be reliable,” Guy says. “We work hard to come in and do our jobs and do them well without any problems.”

It’s why customers — like Layton Construction — have come to trust Barrett-Homes Contractors. And trust is the name of the game for Barrett-Homes.

“We want our customers to trust us,” Guy says. “We want them to be successful. If they have a successful project, then that’s good for all of us.”

This approach has led Barrett-Homes to gravitate to a few preferred clients that keep them busy.

“We still do business with a handshake,” says Chuck Killen, executive vice president of Barrett-Homes. “People appreciate when you stand by your word and do the right thing for everyone.”

Barrett-Homes has been doing the right thing for everyone they work with, including Layton, for years. Most of the company’s work comes from word-of-mouth referrals and repeat business from past customers.

And that’s a pretty good way to word it.
On Thanksgiving morning, the Deseret News of Salt Lake City ran a front-page story entitled “Brylee’s Wings,” recounting the saga of the Olson family as they deal with 3-year-old Brylee’s brain tumor and “the little girl’s struggle to survive and the joy that comes from being with Brylee.”

Brylee’s parents, Lara and Cory, have put their lives on hold as they focus, laser-like, upon their little girl and her condition that carries a grim 10 percent survival rate.

The family developed a bucket list, “because we don’t know how much time we have with her,” Lara said.

Ladybugs. Yellowstone. Horses. Disneyland. The beach. Spiritual blessings. Elephants. Hogle Zoo’s elephant handler Eric Peterson said of Brylee’s experience with Christie the painting elephant, “I will say in 20 years it was the hardest day of my career. I realized that day that people, we always sweat the small stuff. When you’re going through something like that, you don’t sweat the small stuff.”

No. 20 on the bucket list? “Handprint in cement.”

Layton to the rescue! With a Thanksgiving evening phone call, Lara graciously accepted Layton’s offer to help fill No. 20.

Layton’s senior concrete professional, Ray Nelson, a grandfather himself, jumped at the opportunity to prepare the concrete pavers to memorialize Brylee’s hand prints.

At a holiday party for family and friends (that included a visit from Santa), mom and dad, Brylee, and siblings Bryker and Byrklee each took turns squishing their hand prints into the curing concrete. Frightened by yet another unknown “procedure,” Brylee screamed as mom and dad helped her place her prints.

Lara, with all the love a mother could express, and knowing both had become accustomed to more difficult medical treatments, said, “Mommy loves you, but we’re going to do this. This is not for you, Brylee, but for me.”

At the diagnosis of Brylee’s cancer, Lara recalls the doctor saying, “I don’t put times on anything. I believe in miracles.”

Cory and Lara pray for miracles. So does the family at Layton, and so many others who have been touched by Brylee and the Olsons.

Layton hopes that Brylee is cured and goes on to live a full and healthy life.

If not, Ray and the rest of Layton’s team hope that the handprints cast in concrete will serve as a lasting life-long reminder for the family of Brylee, the little angel, who found her wings.

For those at Layton who have been touched by Brylee, her lessons of life have left an imprint on our hearts far more lasting than what was cast in concrete that mid-December night.

Lee Thackeray  |  24 years

In 1990, Lee Thackeray planned on working at Layton Construction for the summer to earn money for school at the University of Utah. “It’s been a long summer,” Lee says 24 years later.

His first job was the Davis County Jail and he got placed on a crew with a group of men he enjoyed working with and considered like his family.

“We worked hard and we always blended ideas together to come up with the best solution at the end of the day, and enjoyed being around each other,” Lee says.

The closeness Lee has felt from the company extends to ownership. “At the Christmas party, you would see Dave and Alan Layton and they would know who you are, what your interests are — even your wife’s name. It’s really great,” Lee says.

Lee has worked on numerous projects, including the Spence and Cleone Eccles Football Center at the University of Utah, Rice-Eccles Stadium, the South Towne Expo Center and the Salt Lake International Airport parking structure.

“Every day is different,” he says. “Every job has its own set of challenges. I like that I’m always doing something new. It’s kept my interest for all these years.”

Brylee’s Wings
Layton fulfills wish No. 20 on 3-year-old’s bucket list
Supersized Speed to Market

Marshalls’ huge distribution center was still completed in 10 months

This 12-page magazine cannot begin to capture the size and scope of the TJX Marshalls Distribution Center recently constructed in Phoenix. The photographs are not large enough and the reach of the camera’s lens not long or wide enough to capture the building’s massive expanse.

One of the largest — and tallest — build-to-suit warehouse projects ever built in the Phoenix market also put the Layton team in a high-profile spot to deliver this fast-track project.

Marshalls was like virtually all building owners. There is a defined purpose for this building — timely delivery of retail goods to 2,000 stores in the West — and the building was needed “sooner than possible.” We briskly built to meet those expectations in just 10 months. Just as Marshalls needs to deliver their goods to meet customer demands, so must we. We call it “speed to market.” Our product is delivered as an assembly of concrete, steel, electrical wire, pipe, glass, asphalt and other components. Equally demanding is the resolution of hundreds, if not thousands of questions as all of those physical construction elements are put together.

A runner would take less than a dozen laps around this building’s project site to complete a marathon. And a construction marathon it was, but our workers sprinted the entire distance.

From Day One, our team strategically put in to place the plans, processes and procedures to finish on time. As just one example of many in the facility’s construction, demands of the steel fabrication package were so immense and time intensive, that we foresaw the need to select five fabricators and 18 steel suppliers to assure that the product would be delivered on time.

Super-flat concrete floors were imperative in the Marshalls distribution center. F-MIN 100 super-flat floor tolerances allow for a variance of 1/16 of an inch in 10 feet. That doesn’t sound like much, but when a narrow aisle vehicle turret truck is raised 45 feet to pick inventory off the top racks of the warehouse, that minimal slope of 1/16 of an inch is magnified at the top to nearly a three-inch sway. By comparison, with a less-exact flat floor of FF25 (1/4 of an inch variance over 10 feet) the truck would lean 12 inches at the top of the warehouse — unacceptable for the narrow aisle racking.

We delivered a predictable outcome. The building is a showpiece. It recently received a Silver Trowel award at the international World of Concrete show. The building is a reflection on the strength of the design and construction team. We thank our partners Ware Malcomb, Cresa, and our many subcontractors as true team members who worked together with us to understand Marshalls’ expectations on this tight-scheduled, high-dollar, high-profile distribution center. Ten months. We delivered so Marshalls trucks can deliver, too.