

Foundation

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

Summer 2011

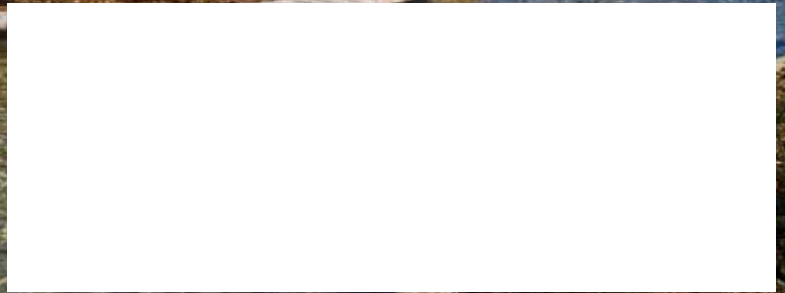
MEDICAL Marvel

Loma Linda University Medical Center – Murrieta | Page 4

LOMA LINDA UNIVERSITY MEDICAL CENTER - MURRIETA

2 | **Nuts & Bolts**
Layton in the News

10 | **Subcontractor Profile**
John Jory Corporation



Layton donates materials and time to expand free medical clinic



Salt Lake City

Layton's Interior Construction Specialists has begun the expansion of the Maliheh Free

Clinic in Salt Lake City.

Founded by Khosrow Semnani and the Semnani Family Foundation, the medical clinic offers free medical services to the poor, indigent and underinsured in the Salt Lake area.

The clinic is staffed by doctors, nurses and volunteers who have provided more than 90,000 patient visits since the clinic opened in 2005.

The facility expansion includes three exam rooms, a waiting area, a restroom, administrative offices and a complete renovation of the existing facility.

Due to the generosity of donors and the contributions of time and materials by Layton and its subcontractors, nearly half of the project's cost has been donated so the clinic can use its resources toward medical care for those in need.

The Portneuf Medical Center in Pocatello, Idaho, serves patients from throughout southeast Idaho. The 353,000-square-foot expansion was completed two months ahead of schedule.



Featured Project

Jewel of the Gem State

Portneuf Medical Center opens early despite complexities

Lauded by some as "the jewel of the Gem State," the expanded Portneuf Medical Center in Pocatello opened its doors in April.

The 353,000-square-foot expansion to the existing medical center serves the southeast Idaho region

with 187 private patient rooms, a 25-bed emergency department, 16-bed newborn intensive care unit, cardiac care unit, 10 operating rooms, two cardiovascular operating rooms and helicopter medical service. The facility will

be LEED® certified.

A complex construction project coupled with the connection to an existing and occupied patient wing and operating CVOR made the early opening even more extraordinary.

The Peoria (Ariz.) Courts project included renovation, addition and construction of a pedestrian bridge.



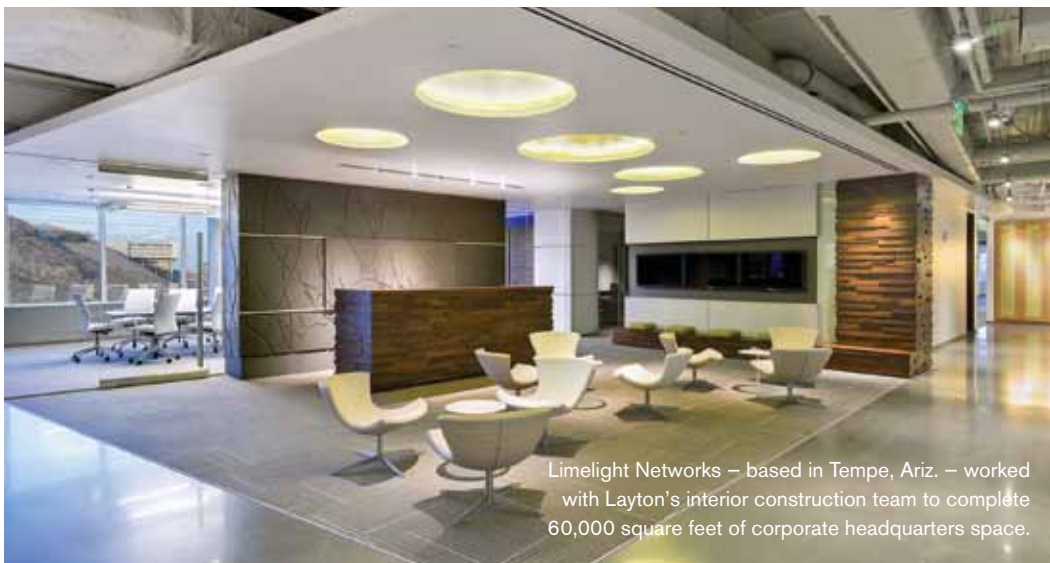
Top Honors

Arizona court expansion earns project of the year

Layton's Peoria Courts Expansion project in Peoria, Ariz., was named the Public Works Project of the Year in the \$5-\$25 million Structures Category by the Arizona Chapter of the American Public Works Association (APWA).

The award recognizes the

renovation of 18,000 square feet of space, the addition of 19,000 square feet of courtroom and administrative space and construction of a pedestrian bridge to connect to an existing parking garage. This design-build project is LEED® Gold Certified.



Limelight Networks – based in Tempe, Ariz. – worked with Layton's interior construction team to complete 60,000 square feet of corporate headquarters space.

North Canyon Medical Center named top project by business journal

The North Canyon Medical Center in Gooding, Idaho, has been named the 2011 Top Project of the Year – Private Construction category– by *Idaho Business Review*.

The 50,000-square-foot, \$18 million facility was completed by Layton for owner Partners in Healthcare, and was designed to serve the residents in the rural communities on the Interstate 84 corridor of Idaho, approximately 100 miles southeast of Boise.

In the Limelight

Layton builds out corporate headquarters for Arizona Internet firm

Limelight Networks is the first tenant in the new Tempe Gateway building, an eight-story structure in Tempe, Ariz.

Layton's Arizona Interior Construction team built out the

seventh and eighth floors of the building — comprising 60,000 square feet — for Limelight's new corporate headquarters.

The architectural firm Davis, based in Tempe, created a spectac-

ular high-end design to enhance the work of this international Internet services and interactive advertising company.

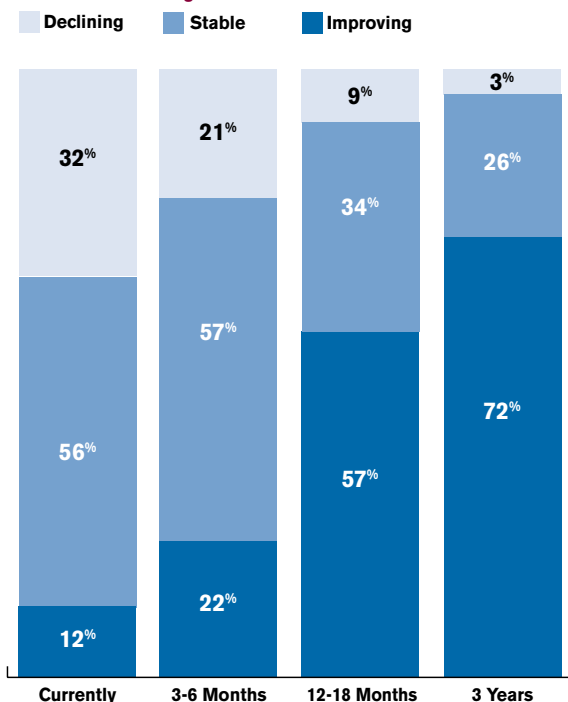
Construction was completed in April.

#64

Industry Trends

Construction Industry Confidence Index (CICI)

General Contractors/Construction Managers/ Engineer-Constructors Outlook



Source: ENR, 1st Quarter, 2011

Layton recreating over contract to re-create recreation center in Provo

Layton will add to its successful run of community recreation centers after being awarded the contract to build one for the city of Provo, Utah.

The Provo recreation center will be 160,000 square feet and will include a community center. The facility will feature a natatorium with pools and water slides, basketball courts, multi-use courts, racquetball courts, indoor leisure running track, spinning and aerobics rooms, bouldering walls, and an outdoor skate park and tennis courts. The center will become a showpiece of Provo's downtown redevelopment efforts and will also house the city's senior center. The existing senior facility will be demolished to make room for the new facility.

Layton Construction was named the 64th largest commercial construction company in the United States by *Engineering News-Record (ENR)* in the

magazine's most recent rankings of the Top 400 Contractors.

Rankings are based upon 2010 company revenues.

"U.S. contractors are now settling into a waiting game, scrambling to increase their market shares, moving into new markets and taking a good look at how they do business to make sure that, when the market does rebound, they are ready," says ENR senior editor Gary J. Tulacz.

Despite the lingering recession, Layton maintained its strong position in the survey rankings and continues to serve and build its customer base.




MEDICAL MARVEL



Underserved Murrieta, Calif., now home to state-of-the-art medical facility built by Layton Construction

STORY BY GREG BENNETT

PHOTOS BY MICHAEL URBANEK PHOTOGRAPHY

 n Super Bowl Sunday — Feb. 6, 2011 — 10,000 area residents in and around Murrieta, Calif., left the comfort of the couch and stopped eating chips-and-dip to make their way through traffic to attend an open house for the newly completed Loma Linda University Medical Center — Murrieta.

“We hoped to get 4,000 people, and then we saw that it was Super Bowl Sunday so we lowered

our expectations,” says Kathryn Stiles, marketing director for the hospital. “We were honestly shocked to have more than 10,000 people attend on Super Bowl Sunday.”

The turnout (which could have been higher except for people who left because of the high volume of traffic around the hospital) is an indication of how excited citizens are to have high-quality medical services available in their area. >>>





The hospital's design replicates the level of care patients will receive, using the finest materials and top-notch architectural design.

The Details



Start Date

December 2008

Completion Date

February 2011

Total square footage

273,207

Cost

\$124 million

Architect

Davis Stokes Collaborative
Brentwood, Tenn.

Regulatory restrictions

Because of the complicated and important building process involved with healthcare construction, the government in all states has strict requirements for how hospitals are built, how the equipment is installed and what the patients' experiences will be when they're in the hospital.

However, building a hospital in California — which has some of the toughest government requirements and most closely monitored inspection process — is an extra challenge.

“We want subcontractor partners who will help us build better buildings. We want people who will offer tips and raise concerns.”

Brian Hobbs

Vice president, Layton Construction

That didn't stop a group of doctors from in and around Murrieta — in the southwest corner of Riverside County — from wanting better healthcare facilities closer to the growing area. The doctors knew the area was underserved, so they

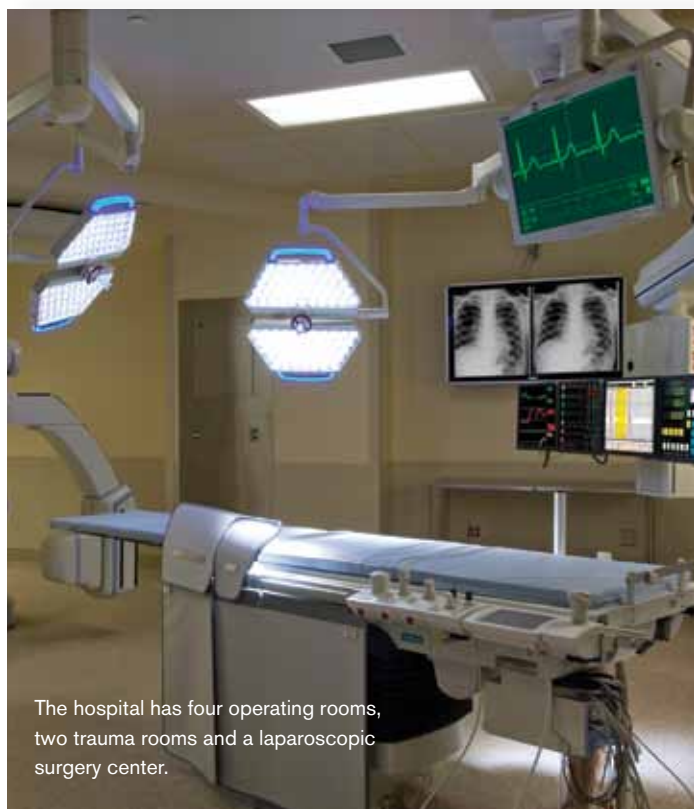
acted by investing in a hospital.

The addition of a key partner made the process easier as well. Loma Linda University — one of the finest healthcare providers in California — got on board early on to support the goal of delivering

The 273,207 square feet of hospital space is on a 17-acre site. The site includes a five-story patient tower and a detached central utility plant.



The main floor boasts a large, comfortable family waiting area. The hospital has smaller waiting areas on each floor and also offers free Wi-Fi access and a computer bar for laptop use.



The hospital has four operating rooms, two trauma rooms and a laparoscopic surgery center.

high-end clinical services to the community.

The remedy: communication

Coming off the completion of the Palmdale (Calif.) Regional Medical Center, Layton had learned valuable lessons about government regulation, issues that would arise and potential areas of concern.

The company had also developed relationships with skilled, experienced subcontractors who helped the Murrieta project go smoothly.

“We don’t want to work with people who just put their head

down and do what we tell them, no questions asked,” says Brian Hobbs, vice president with Layton. “We want subcontractor partners who will help us build better buildings. We want people who will offer tips and raise concerns.”

This ability to communicate was key to this project and was encouraged by the skilled architects at Davis Stokes Collaborative based in Brentwood, Tenn.

The architectural firm had office space in the Layton jobsite trailers and kept constant communication with the builders to make sure the process went smoothly.

Key Subcontractors

- ElectricalSASCO Electric
- MechanicalSheldon Mechanical
- Structural GEM Building Systems, Unlimited Steel
- Plumbing.....HPS Mechanical
- Drywall.....John Jory Corporation



Hospital medical specialties include interventional cardiovascular medicine, obstetrics, advanced cancer care, neurology services, urology and orthopedics.



There are 106 rooms in the hospital and areas for each member of the family, including children.

Key subcontractors (like John Jory Corp., featured on Page 10) assisted in mitigating concerns and finding proper outcomes.

And the hospital was completed in a BIM (Building Information Modeling) workup before a shovel

hit the dirt.

This meant better, more predictable outcomes.

The right owner

No amount of experience, communication or planning can overcome

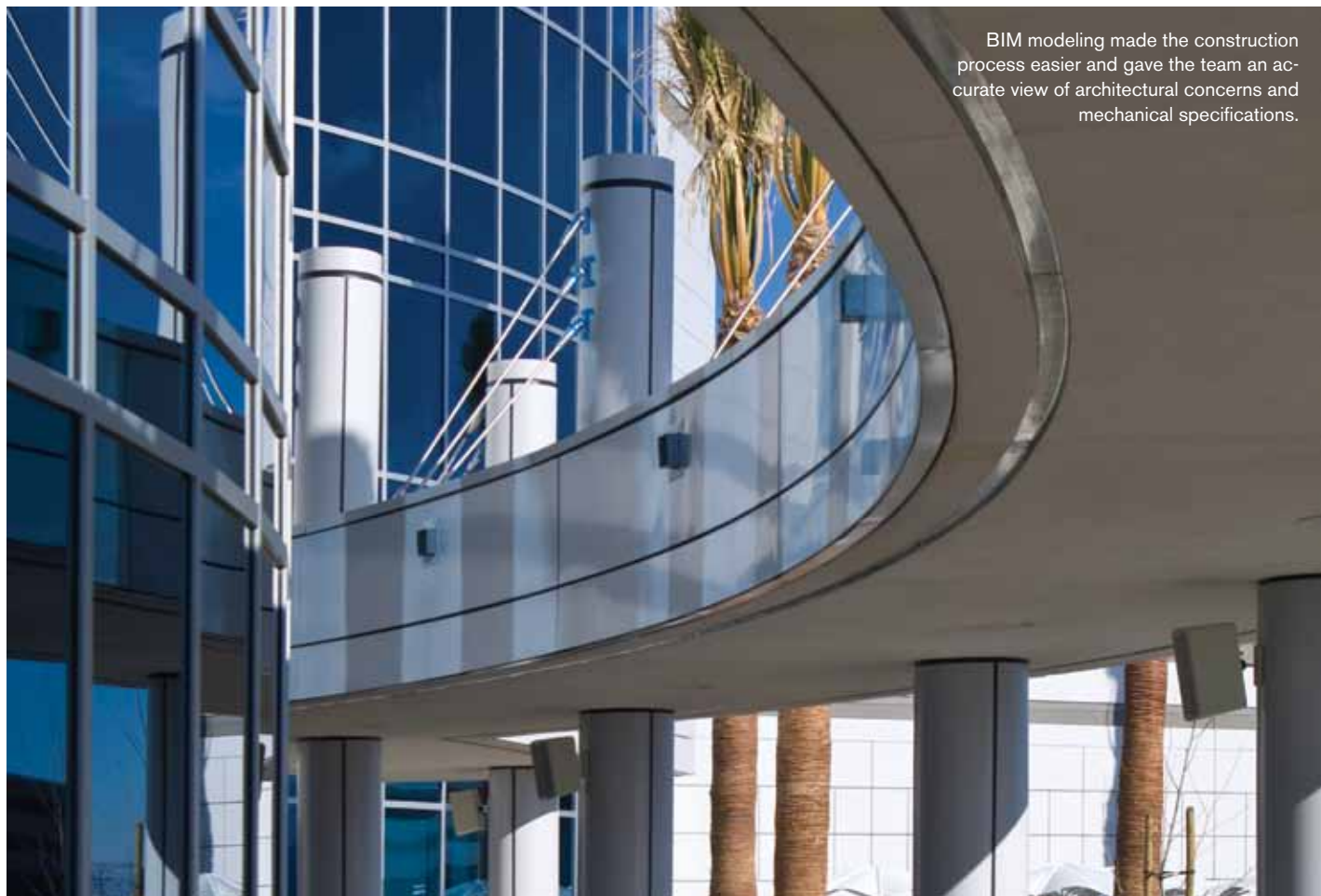
an owner who can't make decisions or doesn't work well with his team. On that front, Layton hit a home run.

"Our hospital was built on time, in the most regulated state in the country, where delays in hospital construction seem to be the norm," says

Dick Tibbits, chief operating officer of the hospital. "We committed early that that wasn't going to happen. We met weekly to plow through issues to make sure that didn't happen."

When issues would arise — which is inevitable on a 26-month project

BIM modeling made the construction process easier and gave the team an accurate view of architectural concerns and mechanical specifications.



“When we put the new project out to bid, I am confident Layton would be at the top of our list.”

Dick Tibbits

Chief operating officer, Loma Linda Medical Center—Murrieta

that involves thousands of inspections from state regulators — the owners, led by then-chief executive officer Bruce Christian, would make quick decisions.

“We would meet with the hospital team to make decisions, with a great level of trust that everybody would give and get straight answers,” says Ross Maag, Layton’s senior project manager.

On a mission

Loma Linda University Medical Center is owned by a Seventh-day Adventist health sciences institution. Consequently, it is a place of faith with a self-described mission that extends beyond providing healthcare.

The Layton team understood the religious culture of the owners and treated the mission with respect and dignity.

“There was a sense of mission on this project,” Tibbits says. “Everyone we worked with had buy-in at a personal level. This was a faith-based mission, so there was a sense that people pulled harder than they would just for business.”

The end result

Layton and Loma Linda share a mutual respect that comes from a job well done.

“Healthcare attracts professional people,” Tibbits says. “When you think of construction, sometimes

you think of rough and ready workers. The Layton team brought a sense of professionalism to the job.”

And it wasn’t just the administrators who felt connected to the construction process.

“Our staff felt engaged and our clinical directors felt connected to the process,” Stiles says. “When we did tours with key community people, I felt educated and connected. I could articulate to people what was going on. That came from having Layton keep me informed and involved.”

Future expansion

Plans are already drawn for additions to the hospital. When the money is there, the hospital will expand. Layton will be at the top of the list, according to Tibbits.

“As cashflow comes and the economy improves, we look to expand,” he says. “When we put the new project out to bid, I am confident Layton would be at the top of our list.”

The WOW Factor

Hybrid operating rooms allow surgeons to combine conventional surgery with the use of diagnostic imaging equipment in the same suite. This is only the third hospital in southern California offering hybrid operating capabilities.

Client Capsule

Loma Linda University Health Care (LLUHC), a management service organization, supports the programs and services provided by its 400+ faculty physicians.

LLUMC operates some of the largest clinical programs in the United States in neonatal care and outpatient surgery and is recognized as the international leader in infant heart transplantation and proton treatments for cancer.



From left: Mike Huff, superintendent; Darren Scott, chief operating officer; Tim Harrison, vice president of construction; Jack Jory, company founder.

John Jory Corporation

Proper Perspective

John Jory Corp. specializes in working with the end in mind

The John Jory Corporation believes in a simple business model that can be broken down into an acronym: CIPM.

- C = Communication
- I = Information
- P = Procurement
- M = Manpower.

“The order of those is key,” says Tim Harrison, vice president of construction with John Jory Corporation. “If you build in that order, you will have a successful project.”

And the John Jory Corporation knows about successful projects. Besides being one of the key subcontractors on the Loma Linda University Medical Center featured in this edition of *Foundation*, the company has been one of southern California’s leading commercial drywall contractors for decades.

Successful projects for John Jory Corporation also come from having successful partnerships. Teamwork is key.

“I’ve never been in the military, but I’ve always wondered how they get people to charge up a hill into enemy fire,” says Darren Scott, chief operating officer of John Jory Corporation. “It’s because they believe the leadership has a plan that will work. That’s why we charge into things with companies like Layton. We believe they have a plan that will work.”

John Jory Corporation has positioned itself to be selective not only in the projects it works on, but who the company works with. Key partnerships mean familiarity, loyalty, clarity of vision and successful outcomes.

Relationships allow communication (and free-flowing opinion) to come at the beginning of the project — long before manpower comes in.

“The big battles were all fought and decided on before the men ever showed up,” says Mike Huff, superintendent on the Loma Linda University Medical Center — Murrieta. “We had the big answers early, and then Layton did a good job at pushing for the smaller answers as we were going.”

The ability to think through potential problems, create a solid working environment and complete the work professionally and skillfully has kept John Jory Corporation in business since 1968.

The future looks bright for the California company and its partner, Layton Construction.

FOUNDED
1968

HEADQUARTERS
Orange, Calif.

TYPE OF WORK

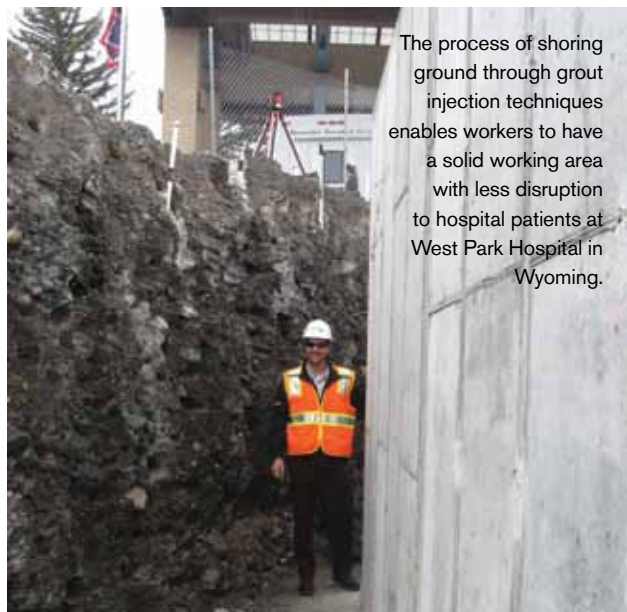
- Drywall/Metal Studs
- Lath/Plaster
- Acoustical
- Insulation
- Fireproofing

EMPLOYEES
500

HIGH-PROFILE JOBS WITH LAYTON

- Centennial Hills (Las Vegas)
- Loma Linda University Medical Center — Murrieta (Murrieta, Calif.)
- Los Robles Hospital & Medical Center (Thousand Oaks, Calif.)

CONTACT INFORMATION
1894 N. Main Street
Orange, CA 92865
(714) 279-7901
www.johnjorycorp.com



The process of shoring ground through grout injection techniques enables workers to have a solid working area with less disruption to hospital patients at West Park Hospital in Wyoming.

Strengthening From Below

Concrete grout fill infuses the native soil with stability and strength

Concrete is a mixture of sand, aggregates (various sizes of small rocks to gravel, based upon the application needed), water, and cement. Depending on its use, the recipe may be adjusted.

Typically in this section of *Foundation*, we look at structures where concrete is the basic building block. In this issue, we look at a unique application where a binding agent is injected into the ground to interact with native soil to create a solid structure.

Layton has started the West Park Hospital expansion in Cody, Wyo. The addition to the hospital is at the outpatient entrance, yet the hospital remains open. Layton and its subcon-

tractors have no option but to work around the flow of patients.

So, how did the team dig a hole at the front door of the hospital while creating as little disruption as possible?

Approximately 26,000 cubic yards of earth were removed to make way for the new building. Dubbed “the boulder field” by project managers, the soil is a gravelly-to-rocky mix. The excavation is 10 to 15 feet deep and is two feet from the edge of the pavement of the hospital’s driveway.

Traditional shoring methods take more time, require more space and create vibrations and noise, all unacceptable options on this project.

An injected grout temporary shor-


ing system was developed by soils remediation industry expert and project subcontractor Hayward Baker that would create a grout wall up to 16 feet high to hold the native soils in place.

Not all soils would solidify with this shoring technique, but it was ideal for the gravels native to Cody.

Grout holes were drilled from the surface through the existing asphalt pavement into the stony ground to a depth of 14 to 18 feet. The width of the shoring was four feet to six feet wide, and the spacing between the drilled holes was about three feet. PVC injection tubes were placed in the drilled holes, and along the depth of the grout tubes, grout ports were

spaced at 15-inch intervals.

Sodium silicate grout was pumped into the tubes under pressure until the soil was saturated to the point that it would not accept additional material. The hardening agent quickly created an unseen vertical “grout wall” allowing excavation to continue virtually up to the hospital’s front door.

The injected sodium silicate will eventually dissolve into the soils, and the PVC tubes will remain in the ground inconsequential. The structure’s concrete footings and foundation walls have been placed. Hospital traffic continues to flow on top of a temporary, essential, yet now-all-but-forgotten engineering feat of this hospital construction project. 



Paul Putnam | 27 years

Paul Putnam — “Put Put” as he’s known by friends — moved to Utah from Star Valley, Wyo., 27 years ago looking for a better social life and a better place to work.

While his social life improved (he met his wife after moving to Utah), it was the development of his work family that has made each year memorable. But one year was more memorable than the rest.

In 1998, shortly after he and his wife adopted a sibling group of four children, the Putnams lost their home — including all the Christmas presents — in a house fire.

The Layton team kicked in.

First, a visit from company president Alan Layton. Then, a dumpster showed up — from the company — to help Paul and his family start to clean up. Then, a check arrived

from contributions donated by other Layton employees that allowed the family to have Christmas.

“You just don’t forget things like that,” Paul says. “This company has given me steady work for 27 years, but it has also come through for me and my family in hard times.”

And Paul continues to do fine work for the company, currently at the USTAR facility in Salt Lake City.

This is the working BIM model of the hospital on the cover of the magazine.



Layton Construction Company Area Offices

Salt Lake City

9090 S. Sandy Parkway
Sandy, UT 84070
(801) 568-9090

Phoenix

4686 E. Van Buren
Suite 100
Phoenix, AZ 85008
(602) 840-8655

Irvine

8001 Irvine Center Drive
4th Floor
Irvine, CA 92618
(949) 453-8300

Orlando

5401 S. Kirkman Road
Suite 310
Orlando, FL 32819
(407) 681-0185

Hawaii

2251 Kapili Road
Koloa, HI 96756
(808) 742-4161

Boise

1444 S. Entertainment Ave.
Suite 300
Boise, ID 83709
(208) 429-6740

Nashville

5409 Maryland Way
Suite 100
Brentwood, TN 37027
(615) 376-6217

A publication of the Layton Construction Company marketing department:

Alan Rindlisbacher, Director
Chris Knoles, Manager
Loni Morrey, Coordinator
www.laytonconstruction.com

'Model' Way of Building

BIM approach synonymous to resolving construction challenges



David S. Layton

Layton has been building in California since our first significant venture into the state in the early 2000s. When an existing customer asked us to build a couple of truck transportation service centers in the state we were happy to travel with them to provide the high level of service they had come to expect from our previous construction experiences with them.

We have learned from our healthcare construction experience in California that the regulatory system is complicated and demanding — arguably the most regulated state in the country.

It has been essential for us to partner with knowledgeable and experienced profession-

als and consultants who know the geographic and regulatory nuances of California healthcare construction. We've proven again in California the importance of building lasting relationships and communicating effectively with team members in the architectural, engineering and subcontracting communities.

A key to our success was utilizing Building Information Modeling (BIM) to design the Loma Linda University Medical Center — Murrieta project in an all-dimensional digital model well before we started construction.

Through that process, as an example, we identified conflicts where mechanical piping might interfere with electrical conduits or medical gas lines. The BIM process promotes structural design that maximizes the use of space in mechanical chases. Ultimately, overall building size can be reduced, which

lowers construction costs. We refer to identified conflicts as “clashes.”

The Murrieta medical center is an excellent example of a project where the team understood the challenges from the beginning and worked to resolve them before they became roadblocks. When unexpected regulatory delays came, the owner and construction team accelerated decision-making and adjusted the construction schedule to make up for lost time.

The thoughts expressed by the medical center officials in the cover story of *Foundation* magazine convey the importance of communication and trust. It is rewarding to know we coordinated and communicated with them well, empowering them to understand, participate and articulate construction issues and decisions at such high and critical levels. I trust that all of our customers enjoy the same experience. 