

Foundation

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HEALTHCARE RISING



HCA Methodist Stone Oak Hospital Expansion
San Antonio, Texas | Page 4

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Layton in the News





Employees at Turbo Resources office (left) and distribution warehouse (right) collectively work to distribute aeronautical parts around the world.

Jet Powering Project

Turbo Resources supplies aeronautical parts via Layton-built headquarters

Turbo Resources, based in Chandler, Arizona is a provider of high-quality, certified aeronautical parts, serving airlines and OEMs with an inventory of over 500,000 individual line items.

Layton swooped in to build a new facility to store aeronautical parts, but more importantly, house the company's people —

its most critical inventory.

The 200,000-square-foot warehouse is filled with racks of parts as well as open space capable of accommodating jet engines or inventory as large as aircraft wings. Turbo's people are found at their work stations or in an inviting break room, wood-floored yoga room, rubber-floored weight room/

fitness room or a boxing training room — complete with kick boxing coach.

Tilt-up concrete panels are accented with vertically standing double-tee precast wall sections to add aesthetic variation, in addition to a 40-foot tall glass curtain wall that encloses the Class-A office space build-out.

A significant challenge was the installation of over 3,000 solar panel stands, with tolerance of just 1/2-inch, which were roof-mounted and weatherproofed. Office space tilt panels, combined with precast and curtain wall systems took intense coordination with subs to get all trades, the schedule and materials to mesh.

Blessed work in Hawaii will assist youth in need



A traditional blessing is given to Layton's project in Kapaia, Hawaii and additional blessings will come to the community after the residential treatment center is completed in March 2019.

Earlier this month, Kahu (Hawaiian for "honored reverend") Jade Waialeale Battad blessed the site where groundwork is underway on construction of the Adolescent Treatment and Healing Center near Kapaia, Hawaii.

Located on a rural six-acre site, the seven-building, 20,000-square-foot treatment center will provide residential long-term care and outpatient treatment for young people with substance abuse and mental health disorders. Layton is well-known in Hawaii for building hotels, high-rise buildings and hospitals, but when the company has the opportunity to do a project like this treatment center, it is a very gratifying experience to contribute to a project, which creates lasting change in the communities in which it serves.

The construction schedule is short, with completion expected in March 2019.



Layton excels again and is awarded five new projects from the Idaho Military Division after completing its first phase of the organization's training facility in Boise.

Military-Grade Training

Idaho National Guard facility draws troops from across the country

Military might of the United States Armed Forces is supported by national guard units from all states that are well-positioned to advance the worldwide mission of the active forces. The Idaho Military Division (IMD) teamed with Layton to build new troop-training facilities. National Guard units from across the nation will also use this premier Idaho complex to sharpen skills.

Layton was awarded the design/build contract, a construction project delivery method new to IMD. Layton's design team worked with IMD on eight separate projects at Gowen Field in Boise and on the sprawling training grounds in the desert some 20 miles southwest of the city.

The results exceeded IMD's expectations. A tight and fixed budget, unforeseen conditions and scope changes were peace-time

issues that kept these troops huddled at their war boards finding solutions. All of the projects were designed and mapped to one master schedule. Layton's team was impressed with the ability of its IMD partners to articulate needs and visualize outcomes, while Layton navigated the landscapes of military terms and tactics, coordinated training facility designs between air and ground troop officers, meshed federal aviation regulations that overlay military needs and endured winter conditions.

The outcome?

IMD has awarded Layton five new projects for 2019, doubling the budget of the recently completed eight projects. IMD leaders are lobbying for a budget 10 times larger for 2020 to continue to expand this state-of-the-art training facility.

Layton named Arizona contractor of the year



PV303 Industrial Building A

Layton was recently named General Contractor of the Year **and** Tenant Improvement Contractor of the Year by NAIOP Commercial Real Estate Development Association's Arizona Chapter. It's the first time the chapter has awarded both of these awards in the same year to the same contractor.

Expansion of emergency centers is meaningful business

San Jose and Silicon Valley are synonymous with rapid growth and dynamic business markets.

The metropolitan area of Santa Clara County and the city of San Jose are well over a million people, and San Jose is now the third largest city in California.

With growth comes demand for public services — including health-care.

Layton has been selected by HCA to complete a major emergency department renovation at Regional Medical Center in San Jose. The renovation will enhance the roughly 12,000-square-foot department, including 20 exam rooms. The project will commence in 2019.

Layton is also in the middle of a large emergency department expansion and renovation project at neighboring Good Samaritan Hospital in San Jose. The first of three phases recently opened for patient care on August 1, 2018. This is another complex, multi-phased emergency department project that is scheduled for completion in 2019 and will greatly enhance patient care in the burgeoning area.

Construction and expansion of healthcare facilities is challenging — especially in an emergency department that never sleeps and where some of the most critical and time-sensitive care is rendered in the hospital. Construction must be discreet and unobtrusive. Layton's long history of emergency department expansion and renovation projects across the nation contributes to Layton's position as the eighth largest healthcare builder, as ranked by Modern Healthcare magazine.

HEALTHCARE RISING

Needed expansion hits HCA Methodist Stone Oak Hospital in Texas

STORY BY GREG BENNETT
PHOTOS BY DAVID BOURKE

Located about 15 miles north of the iconic Alamo, Stone Oak is one of the fastest growing neighborhoods in San Antonio. Families have come to the master-planned area for its quality of life and high standard of living.

While growth brings opportunities to an area, it also brings challenges. One such challenge was keeping up with the health-care demands of the growing population. Almost 10 years ago, HCA Methodist Stone Oak Hospital opened and immediately saw tremendous growth.





Early input from Layton allowed for a more efficient process, leading to better outcomes – even on a tight schedule.

The construction of the new tower not only brings more patient rooms and added services, but allows for more storage.



The Details

**HCA Methodist
Stone Oak Hospital
Expansion**

Start Date
April 29, 2016

End Date
October 11, 2017

Total Square Footage
100,000

Architect
Earl Swensson Associates
Nashville



“We were having to shoehorn patients everywhere,” says David Bourke, director of facilities management at the hospital. “We wanted to alleviate holding patients.”

EXPANDING THE VISION

To better meet the needs of patients — and to attempt to keep up with ever-increasing demand — HCA Healthcare decided to add a 100,000-square-foot vertical expansion to the facility. The

“We didn’t have to become acquainted. We knew each other already. This is one key to why things went so smoothly. This wasn’t just Layton, but the hospital staff, too.”

John Ramares

Construction contract administrator, Earl Swensson Associates

expansion increased capabilities in women’s services while bringing in neurological and rehabilitation services the hospital didn’t have

before. The HCA corporate team determined the needed growth areas and developed an initial plan for space requirements and poten-



Labor and delivery was expanded, allowing for the hospital to keep up with family demands in the growing area.

tial budget. Then, they engaged the architect — Earl Swensson Associates (ESa) of Nashville, Tennessee. Layton was added as the contractor early and the team immediately began working on a design-assist model to get the project off the ground.

“We were brought in 10 months before the project started,” says Steve Knowles, senior project manager with Layton. “That allowed us to be at the table and talk through potential constructability concerns and make sure we were going to get a finished project with a predictable outcome.”

‘WE’ BEFORE ‘ME’

This was not the first time Layton has worked with ESa on an HCA project. In fact, the three companies have a history of successful projects, meaning there was instant credibility for all parties involved.

“Even though every team member for each company hadn’t worked together before, there was an institutional familiarity that made it so we had trust in that track record of mutual success from the start,” says John Ramares, construction contract administrator for ESa.

Key Subcontractors

Concrete.....	Keystone
Doors.....	Calvin Bennett
Drywall and Ceilings	Baker Triangle
Electrical.....	Enterprise Solutions
Glazing	Bell Glass
Masonry	Shadrock
Mechanical and Plumbing	Brandt Mechanical
Painting.....	D&W Painting
Prefabricated components	BLOX
Structural Steel	Wylie Steel



Rehabilitation services were added, providing patients with additional healing services made possible through the construction project.

This team-first approach helps when challenges — like record-breaking rainfall in the area — arise.

“It’s all hands on deck,” says John Lopez, superintendent for Layton. “We had long hours trying to keep the water at bay. We brought our subcontractor team together prior to construction beginning to pull plan the project, which resequenced activities and allowed the building to be dried in a little

“When you have that 10-month window to prepare for the job, everyone wants to bend over backward for their teammates. The project works out better as we work together.”

John Ramares

Construction contract administrator, Earl Swensson Associates

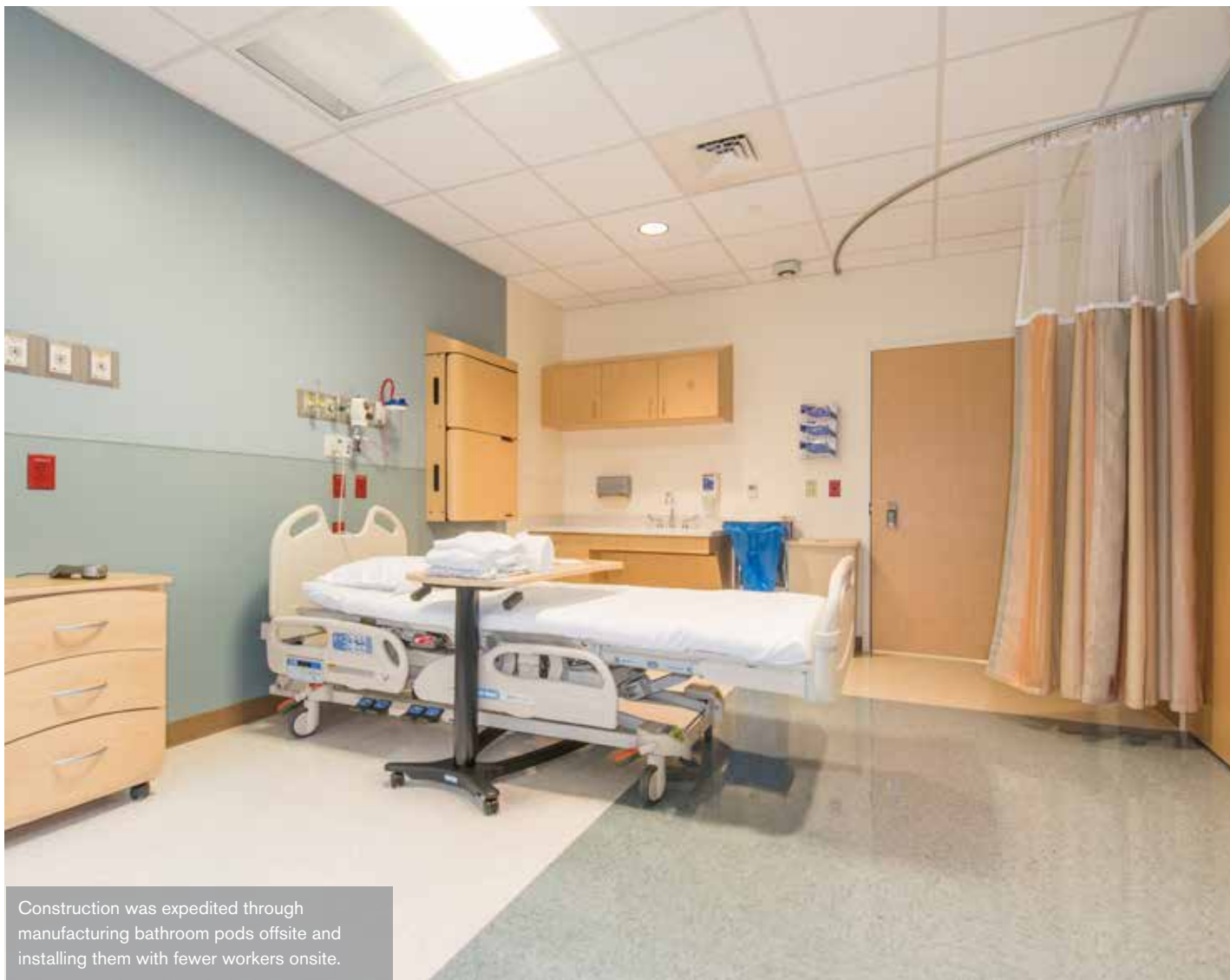
faster. Everyone worked together to find solutions.”

Much of the quick adjustments were possible because of the rela-

tionship between owner, architect and contractor.

“If we needed something quickly, I would ask John Ramares to help

us out,” Steve says. “He would work with his team and the owners to review and receive approvals within a few hours. He was always



Construction was expedited through manufacturing bathroom pods offsite and installing them with fewer workers onsite.

supportive of our questions. We earned his trust and lived up to it.”

A TEST CASE

Always on the lookout for better solutions to construction challenges, HCA used the project as a pilot to test the effectiveness of using prefabricated modular pods, head walls, sink alcoves and MEP racks that were manufactured near the job site and brought in by nearby subcontractors for installation (see related story on Pages 10-11).

“HCA has been using the prefabrication components on more and more projects,” Steve says. “This approach saved several weeks on the schedule.”

Besides saving time, the prefab materials made for a less crowded construction site.

“I think the approach was a

success,” David says. “It’s a neater application when its installed.”

FITTING IN

Because the hospital opened less than a decade ago, its look and feel was already modern and contemporary. That made designing the expansion easier.

“The architectural language had already been established,” John Ramares says. “We didn’t want to create a new feel, but just wanted to fit in with the existing look.”

Being a newer facility also helped with the prefabricated modules because they fit well into the space. Older facilities often don’t have the clearance space to use the modules.

THE END RESULT

The expansion was not only sorely needed, but received with

open arms by the community. Despite finishing the project three weeks head of schedule, the hospital’s space was quickly absorbed.

“This area is growing so rapidly and the hospital has been so well received, that we have some of the same challenges again,” David says.

The increased services — and more capability for women’s services — means more people are able to get the healthcare they need closer to home.

And all parties consider the project a success.

“This has been by far my best experience on a project,” David says. “Usually, you’re stressed out during the whole process. That’s not been my experience on this project. It has been a pleasure.”

Quick Notes

- The expansion included **70 additional beds, 36 surgical step-down beds, and a 15-bed acute rehabilitation facility** for patients needing physical therapy.
- Using prefabrication **reduced the construction schedule**, enhanced quality control, allowed for fewer on-site workers and reduced overall waste.
- The vertical expansion included a new pharmacy, **new women’s services area (including NICU)**, medical/surgical space, oncology and physical therapy.

Workers install overhead prefabricated mechanical/electrical/plumbing (MEP) racks, saving time and improving safety and quality.



Technical Solutions

Layton utilizes digital optimization to cut \$2 million in labor costs

The great recession of nearly a decade ago created a fear that millions of jobs lost during the recession would never return, only to be replaced by technology.

“I have never seen a period where computers demonstrated as many skills and abilities as they have over the past seven years,” Andrew McAfee, principal research scientist at the Center for Digital Business at MIT, and co-author of “Race Against the Machine,” said.

It is clear that even in the few years since McAfee’s comments, the rise of data and analytics, artificial intelligence, machine learning and software programming — which can essentially do what humans used to do — is

fundamentally and exponentially changing the way business is done.

This is also true in the construction industry.

But technology is impacting the construction industry in a different way. While a significant number of construction jobs were lost during the great recession, at full recovery, the workers have not returned. The economy nationwide is sound. The demand for construction workers is high. The jobless rate is at record lows, yet workers are not flocking to construction.

Technology is a solution to the challenge. As noted in the HCA Methodist Stone Oak Medical Center feature in this issue of *Foundation*, prefabrication of construction components has

been used to reduce the number of construction workers needed on the jobsite, while also reducing costs, relieving jobsite congestion, shortening schedules, enhancing quality and reducing waste.

Technology is being used to resolve the unfilled demand for workers. Demand for skilled plumbers, pipe fitters, certified medical gas installers, welders and electricians on another Layton project was many times more than what the local market could supply. Careful planning and the use of virtual reality (VR) to mock up the facility and building information modeling (BIM) processes to design to the minutest detail, assured confidence in prefabricating construction components. This

helped save \$2 million in labor costs, trimmed six months from the project schedule, and addressed the most significant challenge of dramatically reducing the number of workers required to complete construction.

Learning from years of progress made by manufacturing industries to improve productivity and quality, the construction industry is turning to Lean Construction — designing with the finish in mind. Layton has fully adopted the concepts and uses pull planning, working backwards through the entire commissioning, startup, construction, coordination and design to define all of the steps that need to be met in order to realize the desired outcome. All aspects



Mechanical piping is assembled, tested and insulated in a controlled warehouse environment, previous to installation the hospital.



HVAC duct systems, mechanical piping, cable trays and electrical conduit are all neatly configured into this rack, which will be later lifted and secured into place.

rely on the technologies embedded in Layton's scheduling and estimating software, BIM, visualization and VR, and prefabrication design and construction, to achieve a great final product.

On virtually every other job within Layton's portfolio of projects, technology is affecting outcomes, improving construction schedules, and accelerating speed to market, which opens doors of facilities faster to patients, guests, associates, patrons or customers. 🏗️



The Layton team that built the expansion to the HCA Methodist Stone Oak Medical Center maximized efficiency through technology.



The people of Layton's Arizona team meet to discuss and reaffirm principles of Constructing with Integrity.



Layton Construction Company Area Offices

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

Phoenix
2355 E. Camelback Road
Suite 800
Phoenix, AZ 85016
(602) 840-8655

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

Irvine
300 Spectrum Center Drive
Suite 1000
Irvine, CA 92618
(949) 453-8300

San Diego
12707 High Bluff Drive
Suite 200
San Diego, CA 95110
858-877-5993

San Jose
226 Airport Parkway
Suite 570
San Jose, CA 95110
(408) 626-9090

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

Hawaii
707 Richards Street
Suite PH-1A
Honolulu, HI 96813
(808) 245-8680

Nashville
5409 Maryland Way
Suite 320
Brentwood, TN 37027
(615) 376-6217

A publication of the Layton Construction Company communications department:
Alan Rindlisbacher, Director
Sana Quadri, Communications Coordinator
www.laytonconstruction.com
Send address changes to:
foundation@laytonconstruction.com

Do the Right Thing

Attitude of integrity goes beyond the bottom line at Layton



DAVID S. LAYTON

Sixty-five years ago, my father started Layton Construction. In the early years, Dad instilled the values of honesty,

integrity, fairness and quality craftsmanship.

Following his retirement in the early 1980s, Dad penned a letter to us outlining what we now call his “12 timeless values,” which influenced the formalization of our company mission statement and the values of “Constructing with Integrity.”

In the past year, we’ve re-examined these values and have refined them to reinforce to our nationwide team the importance of understanding and living our commitment to Constructing with Integrity. Among the many values, we strive to partner with proven, qualified subcontractors and suppliers who share with us the vision of doing the right things.

I recently received this email from Steve Brecker, Executive Vice President in our Healthcare division, which he sent to Vince

Fristoe, owner of MVP Painting in Kansas City, Missouri. Excerpts follow:

“I wanted to share how the actions of one of your employees, Bobby Mitchell, changed the life of a young woman, while at work on a Layton Construction project, as we work together to renovate the Emergency Department at Lafayette Regional Medical Center.

“Bobby was getting tools out of his truck outside of the ER to complete some punch work when a car pulled up adjacent to the walk at the canopy. He saw a girl run inside to get help while the mom tried to get the other girl out of the car. The mother was unable to lift the girl out of the car. Bobby ran over and scooped the girl up, only to be told that she wasn’t breathing. He single-handedly ran her into the ER and onto a bed where she was resuscitated by the trauma team. She has been recovering at the hospital. Our Layton team on site knows that Bobby helped save the life of that girl by thinking fast and acting quickly. He wasn’t just a painter that day, but a hero if you ask the mother.”

“We work with this client in many other locations around the country and work tirelessly not to negatively impact patient care as we build additions and renovations. Your firm took this to another level and supported the cause by positively impacting patient care.

“In our current world of so many struggles, and work world filled with budgets, deadlines etc., I’m proud to share these events with you. We strongly believe, above anything else, in ‘doing the right thing.’ Bobby did just that, and we at Layton want to thank you for hiring good people and positively contributing to the local community. With our very best and many thanks.”

We work to employ innovative and entrepreneurial-spirited professionals, and when we partner with great subcontractors who also share that same vision, we can make a difference. We not only build lasting structures, but on a day when happening to be at the right place at the right time, as Bobby was, we might even have the opportunity to change lives. 