

# Foundation

A Quarterly Publication  
from Layton Construction Company  
[www.laytonconstruction.com](http://www.laytonconstruction.com)

Fall 2012

## THE SPIRIT OF Rock 'n' Roll

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Canyon State Electric Co., Inc.



## Children's hospital expansion brings exceptional neonatal ICU care

Rocky Mountain Hospital for Children at Presbyterian/St. Luke's Medical Center is growing with a vertical expansion and renovation of existing facilities.

Construction will be done above and around the hospital's most critical patients — the little ones in the neonatal intensive care unit. When complete, the hospital will be one of the largest neonatal intensive care unit east of the Rockies.

The biggest challenge is coordinating construction around the healthcare needs of delicate infants.

Layton crews are also renovating buildings to add observation rooms, enlarge operating rooms and relocate labor and delivery recovery beds. Renovation of one of the existing building floors must take into account 30 years of different construction methods, materials and additions spanning from 1925-1958.

Vertical expansion atop a building constructed in 2009 will add a third floor PICU and fourth floor Level III NICU with 38 beds. The hospital is located in downtown Denver on a tight site with limited construction staging areas.

## Featured Project

The Bassis Center for Student Learning at Westminster College in Salt Lake City was renovated from the former college library.



## Re-Building Education

### Westminster College learning center rises from college library

Westminster College is located in the Sugar House neighborhood of Salt Lake City. With its limited space for expansion, the college is dealing with growth by improving existing buildings.

Such is the case with the new Bassis Center for Student Learning.

Layton's Interior Construction Specialists (ICS) worked to

renovate the historic Nightingale Hall into a state-of-the-art center of learning and socializing.

"The 'before' and 'after' photos are dramatic," says Steve Morgan, vice president of Westminster College. "We hired ICS because they have done great work in the past for the college on difficult and challenging remodels. The renovation

of Nightingale Hall was no less challenging."

The Bassis Center features a learning commons, eportfolio lab, advanced graphics lab and a coffee shop — all renovated from the hall that has been a fixture on the campus since 1964.

ICS worked with VCBO Architecture in Salt Lake City.

## Talkin' Shop

### Zions Bank-sponsored radio program features Layton in celebratory week



Chris Redgrave and Fred Ball

In celebration of Fred Ball's 80th birthday, Fred Ball and Chris Redgrave will be co-hosting the long-running Zions Bank "Speaking on Business" radio program.

Chris is delighted to be sharing her microphone with Fred, a well-known Utah business champion, during the week of Sept. 24.

Fred has requested to highlight Layton

Construction, and the Layton feature ran on Sept. 25.

The highly acclaimed program, sponsored by Zions Bank, recognizes successful companies for business achievement. The broadcast airs on radio stations throughout Utah and Idaho and reaches more than 500,000 listeners each week.

Broadway touring cast member Nicole Parker performs the role of Elphaba from *Wicked* singing "The Wizard and I" at Salt Lake City Mayor Ralph Becker's announcement of the Utah Performing Arts Center.



## In the Spotlight

### Layton takes center stage in Utah Performing Arts Center construction

After years of planning, the curtain has risen with the announcement of the construction of the Utah Performing Arts Center. The 2,500-seat, Broadway-style theater will serve a regional audience of arts aficionados.

Construction of the \$110 million facility will be complicated because facilities need to be demolished without compromising adjacent historic structures and the project is on an extremely tight site in downtown Salt Lake

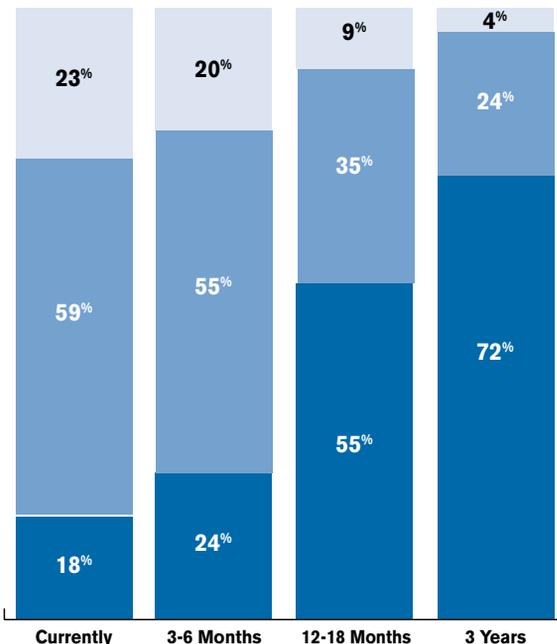
City. Layton Construction is a proven builder of performing arts centers throughout the West, including the Mesa (Ariz.) Arts Center and Emma Eccles Jones Conservatory at Westminster College, also in Salt Lake City.

## Industry Trends

### Construction Industry Confidence Index (CICI)

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

Declining Stable Improving



Source: ENR, 2<sup>nd</sup> Quarter, 2012

### Jail overcrowding relief coming to California county

Construction of a 576-bed, \$130 million jail facility in Redwood City, California will reduce severe inmate overcrowding issues in San Mateo County (Calif.). The joint-venture of Sundt|Layton is the project construction manager.

Early involvement during development and design phases through CM-at-Risk delivery method and the builders' substantial jail construction experience will help the team improve budgets and scheduling of the project. Special features of the jail will include space dedicated for educational and vocational training, substance abuse treatment and other programs, and transitional housing for men and women intended to guide inmates to rehabilitation and community re-integration.

### Montage resort represents U.S. at international gypsum awards

CertainTeed — a Saint-Gobain company that supplied various building products for the prestigious Montage Deer Valley (Utah) resort built by Layton Construction — selected Montage and Layton to represent the United States at the The International Saint-Gobain Gypsum Trophy 2012 awards ceremony in June. The International Saint-Gobain Gypsum Trophy 2012 is a world-wide award given to recognize facilities that best exemplify the use of gypsum (drywall) in construction. Montage, Layton and Standard Drywall (the drywall subcontractor) did not bring home the prize, but can be proud of the world-class drywall work at Montage Deer Valley, a world-class resort.

### Koloa Landing expansion adds luxury to Hawaii

Phase Two construction is progressing quickly at Koloa Landing at Poipu Beach at Kauai, Hawaii.

Thirteen new residential-style units with gourmet kitchens, semi-private elevator access and generous lanais are enhanced by the development's finely appointed day spa and expanded fitness center. Koloa Landing offers two-, three- and four-bedroom luxury resort residences at the 25-acre development.

Layton's construction management team has been a partner with the real estate developers since 2005.

Fender Musical Instruments Corporation,  
Scottsdale, Arizona

# THE SPIRIT OF ROCK 'N' R

The cafeteria provides a nice place to eat lunch – whether ordered in-house or brought from outside – and includes a game room to help people let loose.

OLL

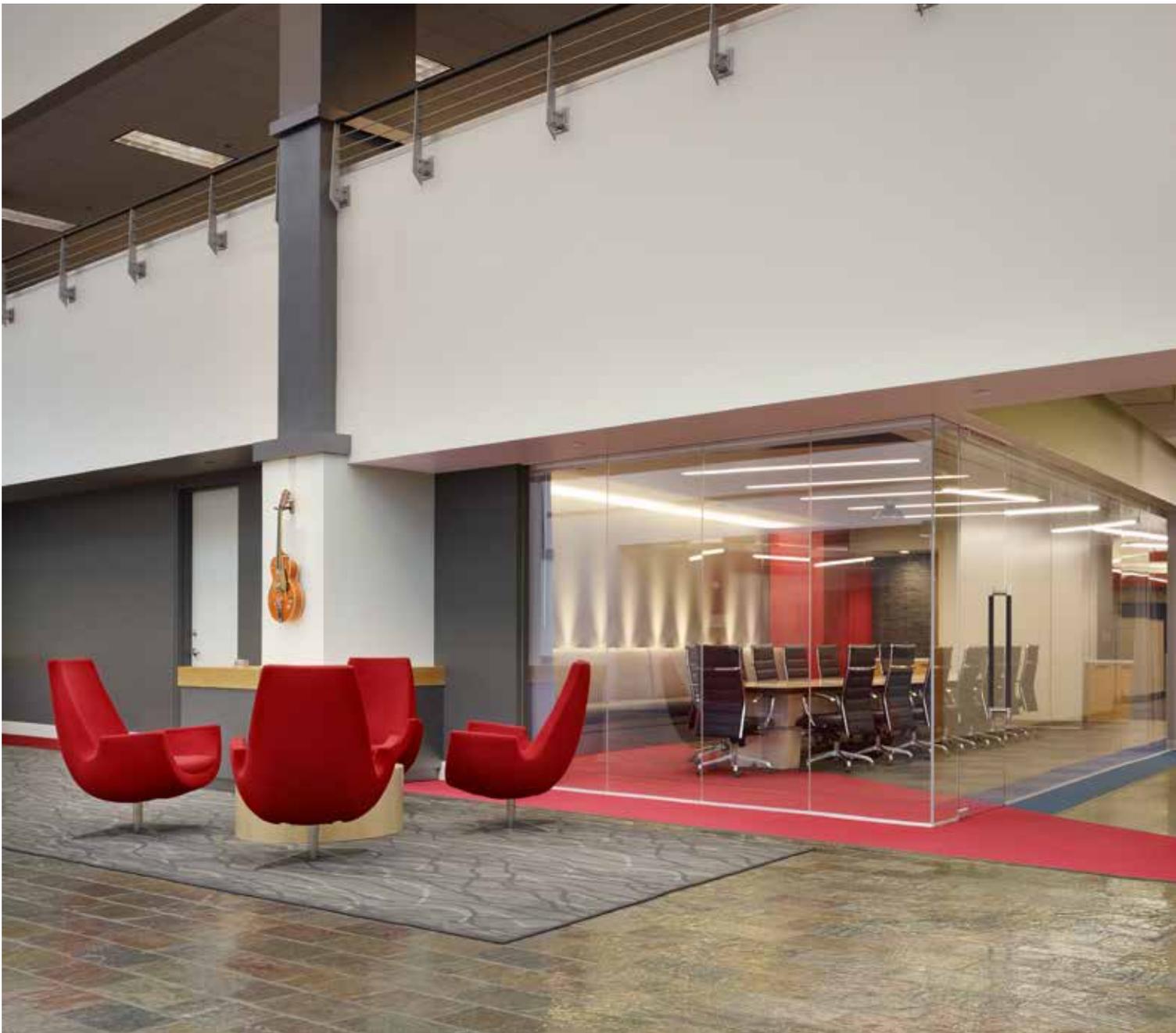
## ***Music history is made at Fender's new corporate headquarters in Arizona***

STORY BY GREG BENNETT

PHOTOS BY BENNY CHAN, FOTOWORKS

**E**ric Clapton. George Harrison. Stevie Ray Vaughan. Not only are they three of the greatest guitarists of all time, but they each worked their musical magic on a Fender and each have a conference room named after them at the new Fender Musical Instruments Corporation headquarters in Scottsdale, Ariz.

It's a fitting tie between the company that engineers and manufactures iconic rock 'n' roll instruments — including the legendary Telecaster and Stratocaster — and the artists that bring the instruments to life. >>>



## The Details

**Start Date**  
Nov. 10, 2011

**Construction Completion Date**  
Feb. 7, 2012

**Total Square Footage**  
110,000

**Architects**  
Ware Malcomb  
Scottsdale, Ariz.

**Commercial Real Estate & Project Management**  
Cresa  
Phoenix, Ariz.

### >>>

#### Man and Machine

Since Leo Fender developed what would eventually be the Telecaster in 1951, Fender has been synonymous with rock ‘n’ roll. Those black and white clips you see of Buddy Holly playing the guitar from the earliest days of rock ‘n’ roll show him using a Fender.

David Gilmour from Pink Floyd plays a Fender. So does John Mayer. And Sting. You get the idea.

So, when Fender needed a new space for its corporate headquarters, company managers wanted

**“This place is jaw-dropping when you walk in. Our people, I don’t think were prepared for what they saw.”**

**Maureen Havrilla**  
Facilities manager, Fender Musical Instruments Corporation

to highlight the complementary nature of its employees and its products.

#### Space Built to Suit

When you walk into the completed Fender offices, you enter a space that seamlessly blends what initially seems incongruous — a

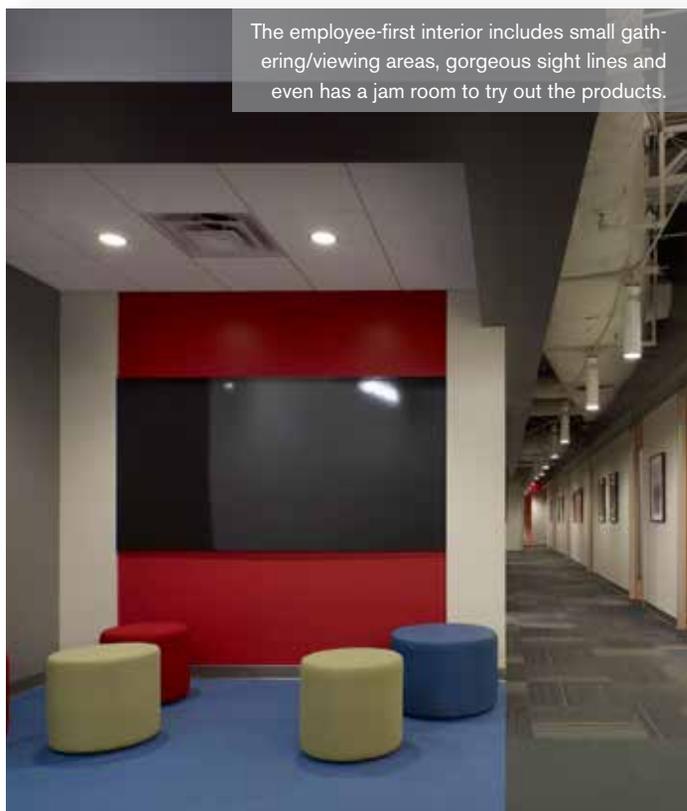
place of business and a shrine to rock ‘n’ roll.

“We wanted the whole office to scream Fender,” says Maureen Havrilla, facilities manager for Fender. “We wanted to portray what Fender is all about. The spirit of rock ‘n’ roll should be felt throughout the entire building.”



After substantial demolition, re-design and construction, Fender's offices have transformed what once were bank administrative offices to a virtual rock 'n' roll hall of fame.

**Ware Malcomb's Brock Grayson, one of the architects on the project, has played a Fender bass for years. This project marked the alignment of his passion for music and his zeal for architecture.**



The employee-first interior includes small gathering/viewing areas, gorgeous sight lines and even has a jam room to try out the products.

### The Band Gets Together

With that in mind, Fender began selecting the “members of the band.”

Cresa — a commercial real estate and project management firm — coordinated the project and worked closely with Fender on selecting a building that would meet the company's needs.

Brock Grayson, architect, and Karen Harris, interior designer, with Ware Malcomb, were the next to start making construction music.

Then came Layton Construction, keeping the beat, making sure

things got done in rhythm.

“One of the keys to the successful project was that we all got along so well,” Maureen says. “We have some strong personalities on our end, but we were all level-headed and worked well together — not just in being able to enjoy conversations. We were up and running in 85 days, so you know we had to get things done.”

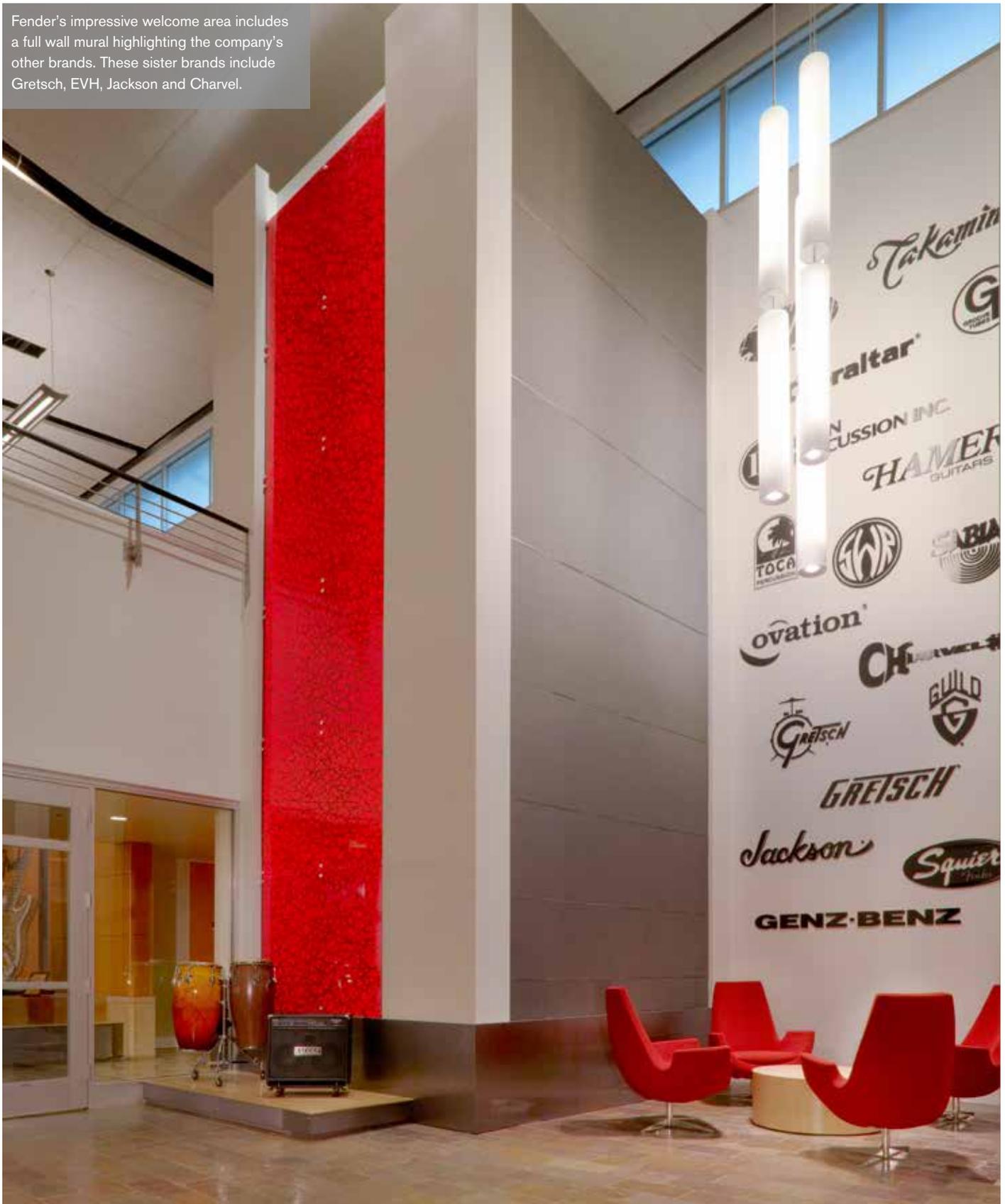
The aggressive build out schedule was made possible by Layton's plan of running two crews — allowing for work to be done day and night.

“This place would change daily,” Brock says. “I would come out at

## Key Subcontractors

- Acoustical Ceilings ..... Barrett-Homes Contractors
- Custom Interiors ..... Themetech Corporation
- Doors/Frames/Hardware ..... Ken Watson Corporation
- Drywall ..... Copperstate Wall Systems, LLC
- Electrical ..... Canyon State Electric Co., Inc.
- Flooring ..... Wholesale Floors, LLC
- Glass ..... Desert Ridge Glass, Inc.
- Mechanical ..... Comfort Systems USA Southwest
- Painting ..... Crout & Heller Painting Services, Inc.
- Plumbing ..... Deer Valley Plumbing

Fender's impressive welcome area includes a full wall mural highlighting the company's other brands. These sister brands include Gretsch, EVH, Jackson and Charvel.



the end of the day and see where things were at. The next morning I would come back and the space looked totally different. These guys would fly.”

Cresa noticed the amount of

team chemistry, as well.

“The dynamic of the team — from the architect to Layton to Fender — made the process a success from the beginning,” says Jason Wery, principal-project man-

agement for Cresa. “With such an aggressive schedule, it was essential that all parties acted as a true team to achieve the desired result.”

Layton executive vice president Andrew Geier agrees.

“I couldn’t be more proud of our team,” he says. “The schedule straddled Thanksgiving, Christmas and New Year’s. A lot of personal sacrifice went into creating such a wonderful space in so little time.”



The Legends Conference Room.

**“Layton’s work ethic and high standards were a driving force for the project. Throw in a little comic relief to pull the team closer and the result is a successful project.”**

**Jason Wery**

Principal-project management, Cresa

### Playing by ear

Most construction superintendents work best with a completed, defined set of plans with few — if any — changes. With the speed of the Fender job, however, some change-as-we-go flexibility was required.

“We did our drawing in less than a month and everything was permitted in a week, so there were definitely things that were still being designed as we were going,” Karen says. “(Layton project engineer) Kelly Branch was great at coming up with solutions in the field that were cost-effective and helped us get the job done.”

### A dynamic lead singer

Sometimes owners can slow a process because they are unable to make decisions and lack clear

direction. The opposite was true of Fender.

“Fender knew what the end goal was and then they never lost sight of that end goal,” Karen says. “Because of that, decisions were made quickly. They took their time selecting the members of the team, so they trusted us. That helped the project run smoothly.”

### The end result

When you walk through the completed corporate offices now, the place screams Fender.

It combines the elegance and comfort of new Stratocaster with the professionalism you would expect from a world-class, international business.

It’s a place where co-workers can gather, inspire and create together. It’s a place where the company can host PB-and-Jam sessions over

lunch on occasion.

“It was great to see people walking around — especially in the first week — seeing people they hadn’t seen in a long time, even though they worked at the same company,” Maureen says of the consolidation from three buildings to one. “People are happy to be in the same building. To have that space look like this — they were impressed and happy to be here.”

It’s also a spot that more closely resembles a rock ‘n’ roll museum than the bank headquarters the space was originally used for.

“When I walk around now, I look at all of the black-and-white pictures of famous guitarists from Fender’s earliest days and I feel so fortunate that we are a part of the latest chapter in Fender’s rich history,” Geier says. 🍷

## Fender Headquarters

### Quick Notes

- The Kaboom Room, a 10-foot by 10-foot block structure, was constructed outside of the building to test amplifiers to the point of failure.
- Interior sound rooms have acoustically designed partitions, ceilings, floor and wall finishes to reduce sound transmission into the rest of the building.
- Earlier tenant improvement elements including suspended ceiling panels, slate flooring, maple paneling and lighting were re-used to make this a sustainable building project.



**Canyon State Electric Co., Inc.**

Christopher Maderazzo (vice president), Steven Maderazzo (president and CEO) and Stephanie Haldiman (vice president) have brought Arizona quality electrical services since 1978.

# Electric Company

## Canyon State Electric lights up projects in Arizona

**R**ight after he completed his apprenticeship and became a professional electrician Steven Maderazzo did a courageous thing. He started Canyon State Electric Co., Inc.

“We’ve been successful because I’ve been able to remain involved in each project — regardless of how big we’ve grown,” Steven says.

Canyon State Electric has worked closely with Layton Construction for a number of years. The two companies share a similar level of professionalism and have the resources necessary to work on similar projects.

“We’ve developed trust in each other,” Steven says. “When we say we’ll do something, we do it.

Layton is the same way. If you have the documents in order, they pay well. They are the kind of builders you want to do work for.”

Canyon State Electric was involved in the Fender Musical Instruments Corporation job featured in the cover story of this issue. The job is indicative of how Layton relies on the electrical contractor. Canyon State Electric was awarded the project off of a conceptual estimate. From that point, they worked with the design team to find cost-effective electrical solutions during pre-construction and then delivered results during the construction phase

“We put our A Team on that project,” Steven says. “We had just

the right team and worked the hours we needed to get it done.”

Steven consistently works to hire the best electricians available and has incentives in place for employees to get additional education and training.

The company’s experience means Canyon State Electric is a valuable partner in construction. Steven and his team can make clients aware of potential concerns, offer insight on products and find solutions when problems do arise. Steven also ensures his company is up-to-date in the best processes.

“We’re automated and we have great systems in place,” Steven says. “That helps us stay competitive in pricing — even in more competitive times.”

**FOUNDED**  
1978

**TYPE OF WORK**  
Commercial electric  
Industrial electric

**EMPLOYEES**  
• 100

- HIGH-PROFILE JOBS WITH LAYTON**
- Triumph Air Repair, Phoenix
  - DBL Distributing, Scottsdale, Ariz.
  - Hampton Inn, Chandler, Ariz.
  - Larry H. Miller Chrysler Jeep Dodge, Surprise, Ariz.

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# Tropical Troubles

## Hawaiian humidity, concrete availability require more monitoring

**S**ales are brisk at Koloa Landing at Poipu Beach Wyndham Grand Resort in Hawaii and confidence is high with construction progressing quickly on the luxury residential resort's second phase.

Layton Construction has been on the island of Kauai since 2005 as construction manager for the 25-acre development. In the early years, the entitlement process was arduous. The island of Kauai is known as the Garden Island and Hawaiian culture and traditions do not make for easy new developments that might conflict with the island's beauty and the natives' desire for land preservation. Koloa Landing's design and construction complements the island's natural and cultural treasures.

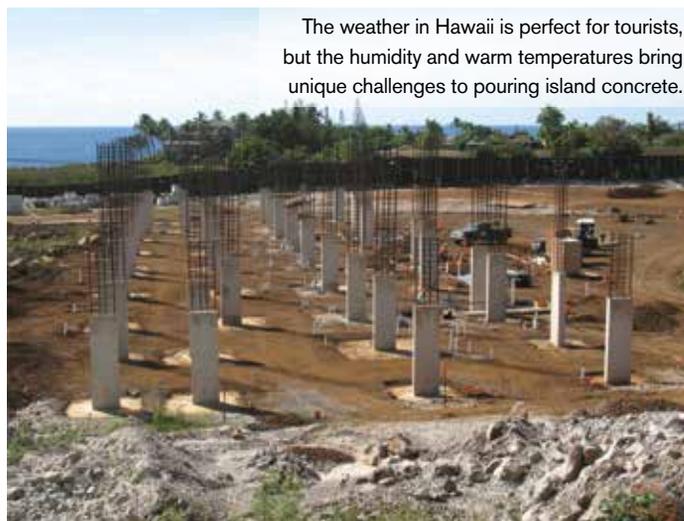
After meeting those early development challenges, the islands present their own set of construction issues. In the continental United States, concrete is made from a wide variety of relatively dense aggregates such as granite, limestone, dolomite, quartzite or trap rock. Hawaiian concrete ready mix producers are limited to lava rock, the only native stone available. Technically called lava basalt aggregate, the stone is porous and easily absorbs water, which affects the slump — the degree of wetness, consistency and workability — of the concrete. Slump control of Hawaiian concrete

is a major challenge. It is essential that the relative dryness of the lava basalt be monitored and is consistent when added to the concrete batch. Moisture content in the lava aggregate is a variable, measured as Super Saturated Dry (SSD), which is a non-issue in mainland hard-rock concrete.

Before placing the concrete into the ground, Layton's crews must deal with lava rock once more. Often, it has to be blasted out of the ground to make way for footings and foundations, unlike mainland sand and silt soils which are more easily moved with typical excavation equipment.

On the island of Kauai, there are only two ready mix firms, producing small volumes of between 40,000 and 50,000 cubic yards per year. By comparison, Layton crews have placed that much concrete on single large projects over the course of a year. Layton's Hawaii team utilizes both of these batch plants for jobs on Kauai.

Portland cement is one of the major components in the concrete recipe. The relative demand for cement in the Hawaiian Islands does not economically justify production. Portland cement production facilities were shut down in the islands in 2000 and all cement powder is now imported and it affects availability, production costs and scheduling.



The weather in Hawaii is perfect for tourists, but the humidity and warm temperatures bring unique challenges to pouring island concrete.

Most of Hawaii's cement powder is imported from Asia.

Say Hawaii and we most often think of beautiful sunshine, warm weather and ocean trade winds. Though perfect for tourists, the natural elements of air temperature, humidity and wind velocity are key causes of plastic shrinkage cracking in concrete. The American Concrete Institute describes plastic shrinkage cracking as "cracking that occurs in the surface of fresh concrete soon after it is placed. These cracks form because of the loss of bleed water from the surface by evaporation." Hawaii concrete placement crews just learn to deal with these hot weather concrete issues, working in the same beautiful environment 12 months of the year.

When tropical rainstorms come, concrete crews simply shut down and wait for the storms to pass or use an ample supply of plastic sheeting to cover new concrete when they elect to pour on intermittent stormy days.

"Despite our challenges with the production and placement of concrete, I'd much rather be here in Hawaii where we have no concrete freeze/thaw issues and 99 percent of our work on the islands is done in beautiful weather," says Wayne Kawano, president of Cement and Concrete Products Industry of Hawaii. "I'll stay right here on this beautiful tropical island with no worries about air-entrained (for freeze/thaw) concrete." For Layton's mainland concrete crews, oh, but to dream. 🏝️



Dennis Miller

## Dennis Miller | 24 years

Dennis Miller has worked in construction since the day he graduated from high school.

It's in his blood.

"I enjoy working on projects and seeing them go from the ground up," he says. "It's what I know."

He knows how to work as part of a team. In fact, he's now a lead man, training new laborers on the tricks of the trade.

He's learned those tricks on projects like the Ely (Nev.) State Prison, Mona (Utah) Power Plant and the South Towne Exposition Center in Sandy, Utah.

The Ely Prison job was one that he remembers fondly because of the size and scope.

"We were building a small city out there in the desert away from home," he says.

## Employee Focus

Dennis appreciates the way Layton has treated him — and others — during his years working with the company. He remembers fondly the five "safety cruises" he's earned through workplace safety rewards.

"I've been to the Mexican Riviera, the Caribbean twice — those trips I will always remember and were so fun," he says. "They treat us well."



Bruce Springsteen is one of the thousands of well-known artists who trust Fender products.



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# Making Music

## Layton did its part to keep things humming on Fender job



David S. Layton

Followers of music across all lines — whether rock 'n' roll, country, jazz or blues — probably have one thing in common. They all recognize a Fender guitar as an industry standard for versatility and dependability.

Understand that I'm a construction man and not a professional musician, but I enjoy listening to a wide mix of music. When our Arizona team uncovered this Fender construction opportunity, even I knew the storied history of the Fender name and its impact on the music world.

So, with the vengeance of a Keith Richards classic riff, our team went after this project.

There's something about legendary music groups that somehow brought the right people together at

the right time. They connected and the music they delivered was — and is — magical. I'm not saying all of our design and construction team can play or sing, but the group that came together for the Fender's corporate headquarters build-out was pretty special.

Fender was deliberate in its search for new office space. When the right tenant improvement build-out opportunity came along, they had to move fast.

A pre-project visioning session with Fender and the design and construction team determined wish lists and expected outcomes. Fender is not unique because customers visit company headquarters, but unusual because the customers include some pretty well-known musical artists. Fender listens to suggestions on how to improve and enhance product lines and provides in-house "testing" studios.

Taking only 85 days to build out a

new 110,000 square foot corporate office is pretty remarkable. Our crews worked double shifts to meet the timeline. A great team of subcontractors stepped up. The Fender team was decisive. Architects were fast to clarify questions.

The Fender office is as much a museum as it is functional office space. It brings together the spirit and legend of the company brand with the function of the space where accountants, marketers, salespersons, customer service representatives, researchers and developers come together to continue to build the brand.

So it is with the facilities we construct for so many industries and users. We listen. We interact with customers to understand. We build. As years pass, we hope the value of the buildings we build become as memorable as a good ballad played by Springsteen on a Fender Telecaster. 