

Faces of Layton

7 employees share the joys of their jobs

This company is nothing without great employees — ones who give their hearts. their minds and a good share of their lives in spite of the challenges of this industry. They give and give and give. To me, one of the greatest stories we have is that of our loyal, dedicated and technically competent people who step to the line every day and deal with challenges.

- DAVID S. LAYTON



Darcy **Gray**

Senior project manager 17 years

What does "The Layton Way" mean to you?

I most closely associate "The Layton Way" with Stephen Covey's idea of "courage and consideration." So, to apply that to my business dealings, I believe we must be "brave" and forthright with our internal and external business partners; stay true to our own values and to our commitments. Yet, we must still act with consideration for others' interests, needs and feelings.

What are the secrets of Layton's success?

The first key continues to be our people. Without our people, we can't succeed. I have seen a real effort to mentor and raise up the people within our company. This creates a legacy of employees who are more well-rounded, knowledgeable and committed.

Another key has been our ability to change effectively. Over the 17 years I have been with Layton, we have adjusted nimbly to new market trends and technology.

Lastly, while Layton has grown to have multiple Strategic Business Units, in wide ranging markets with growing diversity, we have maintained a sense of corporate self with a "family" feel and focus. Bottom line is a corporate necessity, but Layton's ability to continue to take the interests of its employees into account as it plans for growth and future direction is what has and continues to make us successful

What do you try to bring to work each day?

Effort, thoughtfulness, honesty and laughter — oh, and results.



Fric **Barton**

Project manager 8 years

Why do you like working at Layton?

First, it is the people. All of the people I've worked with have had different personalities and different methods of doing things, but I have learned something from every one of them that has enabled me to improve myself. I have made some great friendships and I look forward to making many more.

Also, working at Layton gives me the chance to solve problems. Construction is about solving the big problem of turning nothing into something by using a host of people that are put together by the choices of others. I suppose if this was easy, none of us would have a job. Whether the problem is one of constructibility, personality, financial, contractual, liability or whatever the case may be, it is rewarding to see the problem solved.

What does "The Layton Way" mean to you?

The Layton Way is quality, truth, honor and unity. More than anything, it means we do the small things to set us apart from the competition. We look for small ways to delight the owner and seek to understand their expectations so that they may be exceeded. We treat subcontractors fairly, desire for them to be successful and require them to live up to their contractual agreements. We seek to build lasting relationships with owners, subcontractors and

What do you try to bring to work each day?

Optimism and appetite. I have found that a good attitude and some good food go a long way.



Calvin **Ostler**

Superintendent 26 years

What do you try to bring to work each day?

I try to create a happy owner with a safe and successful project.

What are Layton's secrets to

Layton Construction has success because of its loyalty to owners (customers), subcontractors and employees. Layton Construction has done warranty work for owners long after the warranty expired. Layton Construction has subcontractors that prefer to work for Layton Construction where they get paid on time and have repeat work.

The longer I work for Layton Construction, the more I understand that the Layton family includes everyone that works for Layton Construction.

What excites you about your future at Layton?

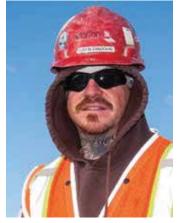
To see the fulfillment of Alan and David Layton's desire and determination to have a safe and successful company. Then, to see them share their company with others who they trust will have the same desire and determination. It's truly remarkable.

Why do you like working at Lavton?

We all know construction workers and companies who just have construction "jobs" — especially in the last few years as they try to stay in business. Working for Layton is different. It isn't just a job — it's a profession. You know that you are going to get paid every week, that you and your family have insurance and that there is a retirement plan.









Brandon Howell



Scheduler 5 years

What does "The Layton Way" mean to you?

It means to fully embody our company's core values:

- Quality
- · Truth & Honor
- · Unity & Completeness

If we can honestly say that we hold these values and perform according to these values, not only at work, but at home also, then we are truly the definition of Layton's motto, "constructing with integrity."

Why do you like working at Layton?

I like all the people I get to work with. The atmosphere and culture that has been created at Layton is so open and comfortable that it makes it easy to come to work everyday. I've been fortunate enough to work with some pretty amazing teams over the last year and a half as I've worked on Intel projects in both Santa Clara, Calif., and Hillsboro, Ore.

What stood out the most to me with these teams is the cohesiveness between each person. Everybody worked so well with each other and helped others out regardless of whether or not it was part of their job descriptions. Everyone did what needed to be done to get the job done.

What do you try to bring to work each day?

I try to bring a positive attitude. Positivity can be contagious and if I can bring that into the workplace - along with a willingness to collaborate in the various problems that need to be solved each day —it can only benefit the team.

John Hall



Site foreman 17 years

What excites you about your future at Layton?

I look forward to my growing career as I have the opportunity to take on challenging, diverse roles and projects.

What are the secrets of Layton's success?

The secret is building longstanding relationships with employees and clients and not just focusing on the present project.

Why do you like working at

I like working for a company that understands the importance of work/life balance and allows me to have a fulfilling career as well as a fulfilling home life.

What does "The Layton Way" mean to you?

The Layton Way means having the ability to keep safety and integrity our main priorities while managing the quality, schedule and budget.

What do you try to bring to work each day?

I strive to bring an open mind, to give our clients the highest quality for their dollar, while creating an opportunity for my co-workers and I to have a creative mind in completing the project.

Justin Sandoval



Formsetter carpenter 5 years

Why do you like working at Layton?

Everybody I work with gets along. I've worked at other construction companies so I've seen the difference. At Layton, we just get along, which makes working together a lot easier. Everybody is willing to work with each other. The Layton environment keeps people motivated.

What do you try to bring to work each day?

The foreman gets the crew together and gets things lined out. I put my bags on and I'm ready to work. I see how our leadership works, how they demonstrate what we should be doing, and others follow. When the boss says, "Cool. Good job. Let's do it," we want to follow. If the supervisor has the bags on, others will follow. It's all about attitude.

What are the secrets of Layton's success?

They know what they're doing. They have tried and tested ways of doing things and they are consistent in how they do things. They've been doing these things for 60 years.

What does "The Layton Way" mean to you?

It means doing things the safe

What excites you about your future at Layton?

Just knowing I have a job now. As the economy picks up, I hope to be able to continue to move up in the company with more opportunity. Layton's the place to be.

Cali **Stocking**



Project assistant 16 years

What does "The Layton Way" mean to you?

It's the policies and procedures that are in place to get the job done efficiently and correctly. But, more importantly, it's the way we do business with others. Are we honest? Do we provide a quality product?

Why do you like working at Lavton?

When I started, we had only been in the "new" building for a couple of years. The first floor of the building was almost empty. We were prepared for the company to grow — and grow it did! Within the next few years, the building was full and employees were housed in trailers and offices across the street while we built a bigger building.

There have been many changes over the years, but some things have not changed, specifically, the people and the way Layton takes care of their employees. I enjoy coming to work because of the great people I work with.

I appreciate the way Layton helps their employees. They've done whatever they can to keep people employed. They continue to provide health insurance at a minimum cost to employees, which is almost unheard of these days. Besides the monetary benefits, they reach out to help their employees during times of need.

What are the secrets of Layton's success?

Layton was built on the values of quality, truth and honor, and unity and completeness. This is the secret to Layton's success.

Pouringwith Principles

For 60 years, Layton has built more than buildings

In 1953, a small construction company was started at the kitchen table located in the house on Siggard Drive in Salt Lake City. The table belonged to Alan W. and Mona Layton.

From those humble beginnings, the company grew to be a national leader. Layton Construction has built stadiums, airports, museums, hospitals, convention centers, prisons and about anything else you can imagine.

But, as you talk with clients, you also see that the company builds a lot more than buildings. The individuals involved with the work build trust. They build relationships. They build dreams.

Layton builds these things based on the same principles discussed around the kitchen table that day in 1953 and developed over the next 60 years. And they are the principles that will guide the company through its next era.

The Layton

Shortly after he retired and while serving his church mission, Alan W. Layton sent a letter to "Alan, David and everyone at the office" to offer some management advice and counsel, which included the following 12 points that are still the foundation upon which the organization operates today:

- Only contract and work for those that pay.
- The company hallmark has been and should always be quality.
- We pay our bills on time.
- Employ quality employees and work with skilled subcontractors.
- Stay clear from lawyers and legal entanglements. Compromise is better than a courtroom confrontation.
- Maintain a sound financial base.
- Get involved with all employees. Let them know you care about their well-being.
- Safety is good business. Insist on a clean, safe workplace.
- Act instead of being forced to react.
- Cultivate good relationships with architects.
- Modern tools and equipment, well maintained, complement a tight schedule and a good job.
- Every project must carry its own weight. Volume means nothing without a fair profit.

TIMELINE

[↑] FEB. 13, 1953

Layton Construction Company officially organized.



Alan S. Layton graduates from college and officially joins Layton Construction full time.

1972

1974

Alan W. receives the Eric W. Ryberg Award for outstanding service to the general contracting industry of Utah.

Alan S. is named president of Layton Construction.

1950^s Larkin Mortuary



A Layton Construction advertisement from 1957 celebrating the completion of the Larkin "new addition."

About

In 1912, Alma J. Larkin opened a Salt Lake City-based mortuary to meet the needs of the ever-growing metropolis.

He purchased the Hagenbarth Mansion at 260 E. South Temple in downtown Salt Lake City and began building the Larkin Mortuary reputation.

After Alma died in 1946, his two sons Jay and Max — ran the business together. Now, Lance Larkin - the grandson of Alma — runs the family business and is joined by numerous family members.

"We all start in the business as soon as we get our drivers license," Lance says.

It's the idea of family taking care of other families during the difficult time surrounding death that has led to the company's success.

We offer a lot of service at a critical time in people's lives," Lance says. Larkin has followed industry trends

and added ancillary businesses including a monument manufacturer, floral shop and cemeteries — and it continues to evolve.

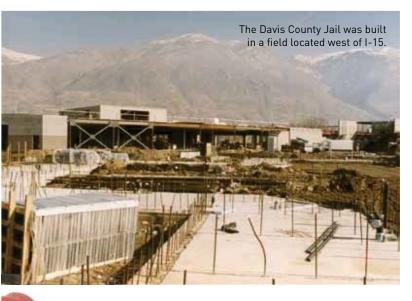
"Thirty years ago, my dad was wondering why we needed a computer," Lance says. "We're so heavily integrated and technology is such a big part of funerals now. We announce deaths through social media, we have video tributes at funerals - things have really changed."

But Larkin's attention to detail and family service hasn't.

What Layton Did

Still called the "new addition" by Larkin employees, Layton Constructon added to the original Hagenbarth Mansion in downtown Salt Lake City in 1956. The addition included space for embalming, storage, viewing rooms, consultation rooms and an old hydraulic elevator that still works.

1960^s Davis County Sheriff's Office



About

In 1853, shortly after the area just north of Salt Lake City was organized as Davis County, Lot Smith was appointed as the first sheriff. The first jail was constructed on the grounds of the courthouse and it had three cells.

Now, with more than 300,000 residents, Davis County's public safety needs are more complicated than they were in the mid-19th Century. Fifty-six of the 230 deputies are certified paramedics. The office has specialized teams including SWAT, a bomb squad, CERT (Corrections Emergency Response Team), DARE, Search and Rescue, Bicycle Patrol, motorcycle unit and a K-9 unit.

The Davis County Sheriff also operates the Davis County Jail. Jails are often viewed as a necessary evil in any community. Residents want to have a jail, but they don't want to have it near

their homes. Davis County works hard to be good neighbors.

"The way our building looks — it's benign - it doesn't scream 'correctional facility,'" says Todd Richardson, Davis County sheriff. "We have a really good working relationship with our neighbors."

The Davis County Sheriff's Office continues to work to ensure that the safety of the community is at the forefront of everything they do.

What Layton Did

In 1964, Layton Construction built a new jail for Davis County, which was eventually replaced by the facility located in the current location.

The current jail — also completed by Layton Construction — was built in 1989 and opened with 400 beds, a court facility and the sheriff's office.

In 2006, Layton completed an addition to the jail, which expanded the number of beds to 800.



1981

Layton finishes the Jordan River Temple for the LDS Church.

Layton completes extensive renovation/expansion of Cougar Stadium at BYU.

° 1985

Alan W. pens a letter to "Alan, David and everyone at the office" that outlined 12 principles of business success. The 12 principles continue to drive the business.

Layton opens Phoenix -based operations.

1970^s Dale T. Smith & Sons Meat Packing Co.



About

If you've eaten a delicious lasagna from Stouffer's, chances are you've enjoyed the high-quality beef processed at Dale T. Smith & Sons Meat Packing Company in Draper, Utah

Besides Stouffer's, Smith Meats supplies wholesale lean, boneless beef to distributors throughout the country. The beef that comes from Smith Meats is a perfect ingredient for the ground beef mixture so many of us enjoy daily.

Our wholesale, boneless beef is lean and makes great ground beef," says D. Bret Smith, vice president of operations — and a member of the third generation of Smiths to be in the beef business. "It's part of that really nice blend that is used in patties and chubs, but is also used by many restaurants and processors that are making things with around beef."

Darrell Smith (Bret's father) joined

with brothers Dale, Brent and Dennis in the 1970s to buy the business from Dale T. Smith. The sons grew the business expanding and adapting as the market changed.

Despite changes to the industry and to the growing and developing area around the processing facility — Dale T. Smith & Sons Meat Packing remains a leader in producing high-quality beef the right way.

What Layton Did

Shortly after the Smith sons purchased the business from Dale T., they received a \$500,000 loan to add on to the existing facility. Layton Construction built the addition that was one of the reasons Smith Meats was able to expand as a wholesale meat producer. The business now processes about 220 head of cattle each day, six days

1980^s Questar



About

In 1929, Questar completed a natural gas pipeline that transported the energy source from southwestern Wyoming to the homes and businesses of Utah.

During the 1980s, Questar saw an era of rapid growth and expansion. This was, in large part, due to the growing population in southern Utah and the company's expansion southward from

Now, for the last 84 years, Questar has worked to make natural gas affordable to the residents of Utah and Wyoming. However, besides heating homes, Questar is working to make travel cleaner and more affordable.

"We started to convert our fleet to natural gas starting in 1985, so we've been doing that for a long time," says Chad Jones, director of corporate communications. "We are working to expand natural gas vehicles around the country.'

Chad suggests that natural gas vehicles are especially useful for fleets that have vehicles return to a central location for refueling.

"It's already great for school buses, business fleets and delivery companies," Chad says. "As we expand refueling options, it will spread."

Questar is also well known for its "Thermwise" advertising campaign. It encourages customers to conserve natural gas usage and provides tips on how to do that.

What Layton Did

Layton has done a number of projects for Questar since the 1980s, including a customer service center in Fillmore, a data center in Salt Lake City, and office space at the company's new headquarters last year.

⁹ 1993

Layton adds the company value statement "Constructing with Integrity" to the company logo.



1998

Alan S. Layton serves as the chairman of the board for the Salt Lake Area Chamber of Commerce.

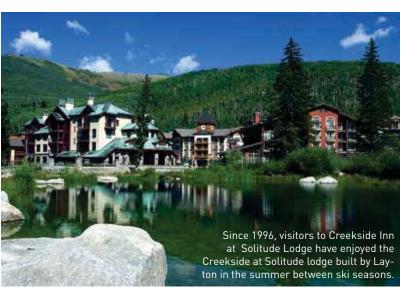
2000

Interior Construction Specialists is created to do tenant improvement and renovation work.

2002

The Rice-Eccles Stadium expansion is on display as the host of the 2002 Winter Olympic opening and closing ceremonies. Layton also built the record-setting Utah Olympic Oval.

1990^s Solitude Mountain Resort



About

There's something magical about spending a winter day at the Solitude Mountain Resort up Big Cottonwood Canyon just minutes from downtown Salt Lake City. It has the feel of an Alpine village and enjoys Utah's world-famous snow.

Solitude is unusual in the skiing industry because it is still a family-run resort. The DeSeelhorst family got involved at Solitude in the 1970s and have been running the resort for years. They stay in the business because they love what they do and who they get to work with.

'We enjoy our customers and we enjoy what we do," says Dave DeSeelhorst, CEO of Solitude Mountain Resort. "We enjoy the industry. We're still passionate about the business."

In fact, even with all he has to do to run the business, Dave still gets on the slopes three times a week.

Besides the world-famous ski runs cascading toward the top-notch lodging facilities. Solitude offers summer activities including mountain biking, disc golf and other activities perfectly suited for small groups and families.

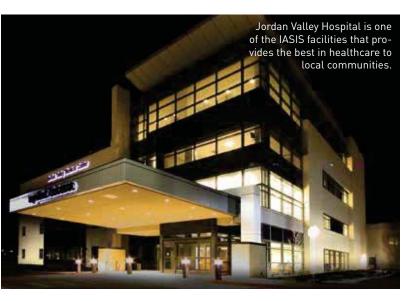
"Big Cottonwood Canyon is uniquely beautiful, summer or winter," Dave says. "It's a great place to be."

What Layton Did

Building in the mountains is tough business. Solitude Mountain Resort selected Layton Construction to build the Creekside Inn at Solitude Lodge (1996) and the Moonbeam Day Lodge (2005) largely because Layton could complete the projects between winters.

Layton had the resources and expertise to have all the plans, supplies and manpower ready to go when the snow melted. For a winter resort, that timing is essential.

2000^s IASIS Healthcare



About

The local hospital is part of the community. It's a resource families rely on to be there when they need emergency treatment and hospitalized care. A local hospital offering quality care and caring staff is just what the doctor ordered.

It's with this local service in mind that IASIS Healthcare began in 1998. IASIS is a leading owner of community-focused hospitals in high-growth markets.

The organization provides local hospitals the resources to offer advanced technology, updated facilities and a comprehensive range of healthcare services to patients and their communities — close to home.

In Utah, IASIS owns Jordan Valley Medical Center, Davis Hospital and Medical Center, Pioneer Valley Hospital and Salt Lake Regional Medical Center.

"Our goal is to combine compassionate caregivers with advanced technologies to improve the quality of life for the communities we serve," says Mike Jensen, CEO of Davis Hospital.

The resources associated with IASIS's ownership enables administrators like Mike to concentrate on the needs of the local population instead of simply fundraising.

"We ask if there is enough volume to support a new service," he says. "If there is, the rest will take care of itself."

What Layton Did

Layton has completed multiple expansions at each of lasis' Utah facilities: Jordan Valley, Davis Hospital, Pioneer Valley and Salt Lake Regional to help IASIS stay ahead of health care technology advancements and rapidly growing populations in IASIS's service areas.

For example, Layton is currently building a stand-alone emergency department in Roy, Utah, to meet the needs of residents living between hospitals located in Layton, Utah, and Ogden, Utah.

2003

First significant project in Boise-area completed, the Boise Airport terminal.

2004

David S. Layton named president of Layton Construction.

2005

Hawaii location opens with Layton's involvement in the Koloa Landing at Poipu Beach project.

2008

Layton's revenue tops out at just short of \$1 billion for the year.

2009

Nashville, Tenn., location opens to deliver healthcare construction to a nationwide clientele.

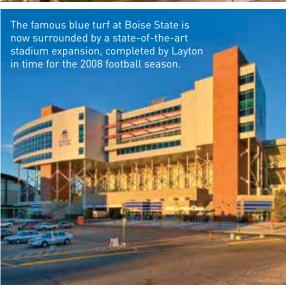


[Layton]















The Layton **Legacy**

Q&A with Jeanette Bennett, executive editor of Foundation magazine

uring our 90-minute interview, David S. Layton answered the majority of the questions by referencing his dad, Alan W. Layton, and the lessons he used to build a family and a company.

Now David, the youngest of 10 children, runs the nationwide company started 60 years ago by his driven and ambitious (but loving) father. With a foundation that included gardening, giving back and 7 a.m. Saturday start times, David was prepared to follow his father with skills and experiences that are up to code for the position of CEO over 500 employees and hundreds of subcontractors in a complicated industry.

Here's a sampling of our conversation, including the last thing Alan said to David before his passing at age 92, why David sometimes eats lunch at stoplights, and how he's hammered out his own leadership style.

Jeanette Bennett: Congratulations on Layton's 60th anniversary. How would you characterize the 60th year?

David: The year 2012 was all about clients who came to us and needed predictable outcomes. For example, a shopping center project developed by a Newport Beach outlet retailer was opening in Utah, and they needed to be open for holiday shopping. It couldn't be delayed and finished in March, and we came through.

Jeanette: What do you love about the construction industry?

David: Every day is an adrenaline rush, and the wins are big. We work with great people and build strong relationships through the process. Everybody gets along when things are good, but when things are tough and there are different points of view, that's when relationships get welded together.

Jeanette: How would you describe your relationship with your late father, Alan W. Layton? **David:** He was still teaching me until the end. He passed

away on a Sunday in 2009. On the Friday afternoon beforehand, he was reminding me how to order and pour concrete. He was 92, but he never stopped mentoring. When I'm making decisions based on values and principles, I naturally revert back to the lessons he taught me throughout my

Jeanette: How would you summarize your dad's philosophies

David: My dad's blood type was B Positive, which described his outlook on life as well. Fortunately, I inherited this from my dad, and tend to be optimistic, relying on an abundance mentality. I see the positives. Every now and again, when something doesn't go right, I know we will get it right and we'll make sure it never goes bad again. If the weather is bad, it will get better. If the economy is unstable, we will be better off for having gone through it. We wouldn't be able to survive in this industry if we didn't have a positive outlook.

Now that I'm a grown man and a father of adult children, I have even more respect for my dad and mom. They seemed to always get it right when it came to teaching and raising us.

- DAVID S. LAYTON



Jeanette: What are some projects that stick out as memorable or significant?

David: Rice-Eccles Stadium (University of Utah) was a big one for me. Originally, the project had a three-year schedule. Then they decided they needed the project done in half that time while cutting the budget 30 percent. When we heard they wanted to save

CEO David S. Layton reconstructed his childhood and life lessons from his dad during a sit-down interview with editor Jeanette Bennett.

I tend to get recognition for the company's accomplishments. That's actually hard for me because I didn't do the hard work and I didn't deal with every little problem. This company is nothing without great employees.

David Layton (right) and the other Layton children — like brother Mark (left) — learned

to work at the end of a shovel

in the family's 2.5-acre garden.

- DAVID S. LAYTON

millions and build it in half the time, we rolled up our sleeves and wouldn't take no for an answer. We did the project in 18 months, with the bowl of the stadium being built between football seasons. We figured out a way to do it. It was an El Nino summer, it kept raining and raining as we worked feverishly to get the project finished. When the team opened their season against Louisville (in 1998), it felt like the finish line after a triathlon.

Jeanette: Any memorable failures? David: We pulled together a team to pursue a major healthcare project, but our team wasn't selected. Now we had all these resources of capable, experienced, seasoned guys without a project to work on. From that moment on we created a healthcare division of our company and have emerged as one of the leaders nationally. We've created a lot of great opportunities with the original people who missed out on building that project, but ended up building a business.

Jeanette: One of the most impressive things about Layton is the longevity of employees. That's uncommon in the construction industry.

David: In construction, people talk about "surviving." But we don't want survivors — we want thrivers! The number of years someone has worked here is displayed on the back of their hard hat. We celebrate long-term, career employment. My father firmly believed in that, and fortunately we've retained many employees for decades. The hardest thing I've ever done personally is to have to right-size our company, because it impacts employees. We've utilized every strategy and creative concept to keep people on these last few years.

Jeanette: What number is on vour hard hat?

David: 28. And I'd credit that to my dad and my brother (Alan S., who was president and CEO before David), who saw to it that I had exposure in every part of this business — except

for the accounting side, which is for the best (laughing). I started out as a temporary clean-up worker. I dug holes. I swept floors. I was a foreman. I was a superintendent. I was a project manager. I was an estimator. Through various leadership roles, I got full exposure to the industry. I've heard employees say to me, "I had no idea you knew how to do this," and I can honestly say, "Well, ya, I used to do this job 20 years ago." I have a broad foundation, which gives me knowledge and credibility as the CEO.

Jeanette: How would you summarize your job description?

David: I'm charged with protecting our values and establishing the way we do business. Even though we work on a broad, national scale, our clients expect a local service. We work hard to figure out what our clients expect and how we can deliver. Closely thereafter. I focus on the vision of the company. Where are we headed in the next few years? And how does that relate to our past experiences? What does that mean in terms of employees, their careers and financial needs?

Jeanette: Are there times you wish your dad was still around to celebrate or to help make decisions?

David: I have those thoughts all the time. When something is exciting, I think he would liked to have been here to participate. When things go wrong, I wonder what my dad would have done to prevent it.

Jeanette: What is the most important thing you learned from your father?

David: Work ethic in conjunction with a value set. Do the right things the right way. You may know my dad was a teenager through the Depression, and he worked to support his family. He served in World War II. He was



all about rolling up his sleeves and going to work. He taught us that work compensates for other deficiencies. All of his children came away with a work ethic.

Jeanette: What did that look like for you as a young child?

David: He gave me a nice set of Tonka trucks and a hard hat. The sandbox was my training ground. We were always building something, digging or moving materials around. I never had an easy lifestyle — it was about work. In high school, I worked on the construction sites with him. And even after we got home, we went to work on our family vegetable garden — 2.5 acres of corn, carrots, tomatoes, beans and more.

Jeanette: Even on weekends?

David: Yes, regardless of what I did on Friday night and how late I was out, my father was at my bedside at 7 a.m. on Saturday with a list of chores we would do together. In some cases, he'd already been to the nursery and had a truckload of plants and flowers for us to put in the ground. Free time was about work in our home.

Jeanette: Did you bring a love of gardening into your adult life?

David: I've been there, done that. Now, I have three small grow boxes — I grow just enough to satisfy my appetite. There's nothing like picking it 5 o'clock and eating it for dinner at 6:30.

Jeanette: What impact has your mother had on your life?

David: My mother has the most quiet, simple, soft-spoken personality. But this is coupled with her incredible ability to persuade. I never heard my mom yell. She cried a lot and told us to wait until our father got home, but she never lost it. She's like the frost settling on your car on a cold morning. Her influence is tangible. You want to please her and do what she recommends because you know it will bring her fulfillment.

Jeanette: I know you find fulfillment by participating in various causes. How did that come about?

David: Again, it started with my dad. He was very generous — we would load up our garden produce and give it away to neighbors, friends and strangers. As a child I couldn't believe we would work so hard just to pass it around, but that was my dad's way. Few people know all of the things he did and donated because much of it was done anonymously. I also believe it's very important for us to give back to the communities in which we work. Being blessed with success enables us to do more philanthropically. My wife and I started a foundation several years ago so we could participate in causes that are close to us personally. We follow on the heels of what the company does as well.

Jeanette: What steps in the construction process are the most rewarding for you?

David: The relationships and memories all come together in the ribbon cutting for a new building. Shortly thereafter, we see the company take occupancy and open for business. It rings my bell to see the client using the building for the intended purpose. I also love seeing the community show up to take part. I was thrilled recently when I had a hard time finding a parking spot at the Outlets at Traverse Mountain. We were thrilled to be a part of such a successful project.

Jeanette: Congratulations on 60 successful years as Layton Construction.

David: Thank you. We will continue to build on the strong foundation of our past. Our best years are ahead of us see, I told you I inherited my dad's positivity. I think he would be proud of his company today and how we've moved it forward. 💄



Company founder Alan W. Layton (left) passed down a respect for employees to his son — and eventual successor — David S. Layton (right). The two worked closely together to make sure employees had the training they need to do the job "The Layton Way."

David **Space** [Here's the 411 on David Layton]

Favorite causes: "We hate cancer. We've lost parents and employees to cancer, so we strongly support the Huntsman Cancer Foundation. They do such great things."

Favorite sound: Construction sounds. "If I'm on a golf course or in a meeting and I hear a jackhammer or a nail gun or a concrete truck, it is music to my ears. Construction sounds are about activity."

Travel routine: Window seat, full-size pillow, noise-canceling earbuds, jacket and a ballcap over the eyes

Typical lunch: Either a nice sitdown lunch with a client — or a sandwich eaten at three red lights on the way to the next meeting.

Favorite food: A French baguette with cheese and ham on the streets in Paris.

Layton family: Alan and Mona Layton had 10 children (David is 10th); 59 grandchildren, 100+ great-grandchildren. David has four children and two stepchildren.

Number of daily e-mails. Hundreds. "And most have an expectation of an immediate response."

What can you do with **Layton?**

For 60 years, Layton Construction has been constructing buildings that get used for ... well ... just about everything. Take a look at this list of 60 things you can do with Layton's clients.



KUTV, KSL-TV and WCCO

Work Out: Gold's Gym

Blend a Smoothie: Blendtec

Heat Your Home: Questar Gas

Read the USA Today:

Media One Printing Facility

Turn on the Lights:

PacifiCorp Energy Electric **Generation Facilities**

Go Shopping:

Outlets at Traverse Mountain and Kohl's Department Stores

Entertain the Kids:

Clark Planetarium and Snowbird zipline

Cash a Check: Zions Bank

Buy a Car: Larry H. Miller Chrysler Jeep Dodge

Get a Degree:

Brigham Young University, University of Phoenix and the University of Utah

Eat Dinner:

Squatters Brew Pub

Furnish your Home:

RC Willey Home Furnishings

Deliver a Baby:

Portneuf Medical Center and Presbyterian St. Luke's Medical Center

Read a Book:

Uintah County Library and Draper City Library

Wash Your Car:

Mister Car Wash

Buy Groceries: Safeway

Go Golfina:

Willow Creek Country Club

Buy Some Land:

CB Richard Ellis

Lounge at the Beach:

Koloa Landing at Poipu Beach

Learn a Trade: Mountainland Applied Technology College

Post Bail: Clark County Detention Center (what happens in Vegas becomes public record)

See the Judge:

Maricopa County Courts

Go to Prison: Wyoming Medium Correctional Facility

Get a CT Scan: Seton Medical Center Harker Heights, Texas

Make a Deposit:

American West Bank

Go to Work:

RiverPark Corporate Center

Play the Guitar: Fender Musical Instruments Corporation

Buy Car Insurance:

State Farm Insurance

Get Coffee: Espress Yourself

Take a Swim: Campbell County Recreation Center and Boise State University Aquatic Center

Attend a Soccer Game:

Rio Tinto Stadium

Pamper Yourself at the Spa:

Stein Eriksen Lodge and Montage Deer Valley

Attend a Football Game:

Boise State University Bronco Stadium

See Your Lawyer:

Prince Yeates & Geldzahler

Take a Flight:

Boise Airport Terminal, Salt Lake City International Airport and Delta Airlines

Fasten Your Seat Belt on the Plane:

AmSafe Airline Passenger Restraint Systems

Buy an iPad: Best Buy

Rent a Car:

Phoenix Sky Harbor Car Rental Facility

Fill a Prescription: Roseman University School of Pharmacy

See the Mayor:

Mesquite City Hall

Call 911: Valley Emergency Communications Center

Get out of the House:

Chandler Fire Station No. 8

Attend a Business Confer-

ence: Marriott Desert Ridge

Go Skiing: Snowbird Ski and Summer Resort

Take out the Trash: Phoenix North Waste Transfer Station

Go to the Home & Garden Expo:

South Towne Exposition Center

Go Speed Skating:

Utah Olympic Oval

Eat Yogurt: Red Mango

Have Lasik Surgery:

Hoopes Vision Institute

Buy a Condominium:

Village at Riverwoods and Koloa Landing at Poipu Beach

Go Huntin': Cabela's

Get Cultured: Dolores Dore Eccles Fine Arts Center

Pay Your Bill: American Express Service Center

Invest in a 401(k):

Fidelity Investments

Go to Church: Grace

Community Bible Church and Lahaina LDS Chapel

Book Your Flight:

Christopherson Travel

Go to a Movie:

Century Theaters

Do Your Taxes: Ernst & Young

Call it a Life: Larkin Mortuary