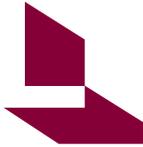


**Layton**

CONSTRUCTING WITH INTEGRITY



2 | Message from the President

Little Things Mean A Lot

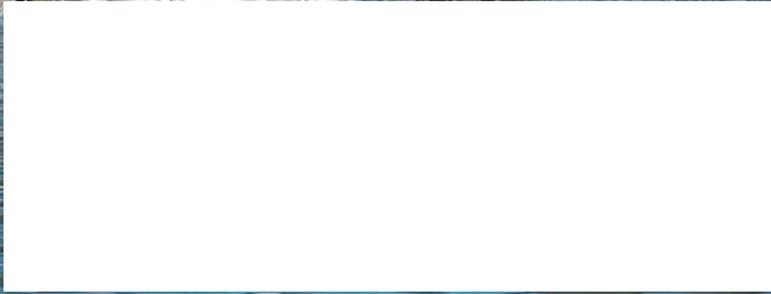
David S. Layton

# Foundation

A Quarterly Publication  
from The Layton Companies  
[www.laytoncompanies.com](http://www.laytoncompanies.com)

**Spring 2010**

Santa Paula Water Recycling Facility  
Santa Paula, California



**3 | NUTS AND BOLTS**

Layton in the News

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PERC Water



Let us join your team!

**PRESIDENT/CEO**

David S. Layton

**SALT LAKE CITY**

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

**BUSINESS DEVELOPMENT MANAGERS**

Penn Owens  
Jeff Palmer  
Dave Ridgway  
Brent Walton

**PHOENIX**

(602) 840-8655

**BUSINESS DEVELOPMENT MANAGERS**

Don Helton  
Jim Neumann

**IRVINE**

(949) 285-7500

**BUSINESS DEVELOPMENT**

Tom Vegh

**HAWAII**

(808) 742-4161

**BUSINESS DEVELOPMENT**

Shaun Keep

**BOISE**

(208) 429-6740

**GENERAL MANAGER**

Jeff Miller

**NASHVILLE**

(615) 277-4905

**BUSINESS DEVELOPMENT**

Cris Bryant

**A PUBLICATION OF THE LAYTON COMPANIES MARKETING DEPARTMENT:**

Alan Rindlisbacher, Director  
Chris Knoles, Manager  
Loni Morrey, Coordinator

**IN PARTNERSHIP WITH:**

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(801) 802-0200

# Little things mean a lot

## Taking care of details brings predictable outcomes

As I've reviewed the content of this issue of *Foundation* magazine, the theme seems to center on minuscule, or very small, things.



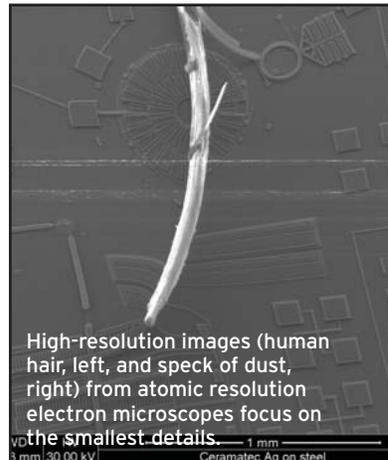
David S. Layton

The feature story discusses the Santa Paula Water recycling facility. PERC Water is tasked with the treatment and quality of municipal sewage. Their high-tech organic processes introduce aerobic and anaerobic bugs, which break down and consume the waste, followed by membrane filtration systems that capture remaining harmful bacteria. A final cleansing process uses ultraviolet radiation to blast any remaining potentially harmful bacteria. The water that exits PERC Water facilities is clean enough to water your lawn.

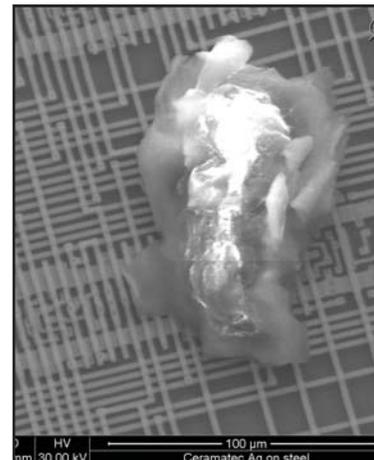
Later in *Foundation*, we discuss the science of concrete as we build foundations, walls and floors that take vibration out of the equation of nanometer scale imaging with atomic resolution electron microscopes. If the structure that our Layton crews have constructed resists vibration, researchers can achieve success with their high-resolution imaging instruments.

In both of these instances, whether it is about destroying dangerous bacteria or eliminating harmful specks of dust, I've come to the conclusion that little things mean a lot.

So it is with construction. Some may think that construction only deals with elements of large proportion — tons of concrete, lumber or steel. We build large facilities with many rooms, floors, seats or beds (hospitals, resorts and prisons!). Our projects may cover many acres, but from the beginning to the end, we really deal with little things that mean a lot.



High-resolution images (human hair, left, and speck of dust, right) from atomic resolution electron microscopes focus on the smallest details.



Little things such as teamwork and communication with customers, architects, engineers and subcontractors, which create the programming of a facility that will meet the intended function. Like developing a schedule that is realistic and achievable. Or creating an accurate construction cost estimate that is manageable and fiscally sound. BIM (Building Information Modeling) is the latest technological trend that is sweeping our industry. Using computer graphics, we are able to focus on the tightest detail and coordination of every aspect of the construction site. We can determine placement of equipment within fractions of inches and view construction details to identify and avoid conflicts, such as the placement of a ceiling light panel that might interfere with the location of a fire sprinkler head.

We are also emphatic about workplace safety. We strive to have as little exposure to injury as possible and are vigilant in training workers, and we discuss safety daily — literally from task to task. Clean and organized job sites are mandatory, and it takes the effort of all construction workers to help us maintain that standard.

Regular meetings are held with our customers through the course of the construction project to evaluate schedules, costs and quality. Communication with architects, engineers and subcontractors is critical to resolve constructability issues, so questions are answered and resolved before becoming an issue.

An efficient and effective closeout process — including timely punch list review — helps us know that doors open and locks work, electrical outlets function, and cold and hot water faucets run cold and hot, respectively. We coach new building owners about transitioning into the building with furniture and equipment moves. We support our customers with events that celebrate their construction process, including groundbreakings, ribbon cuttings and other project milestone events.

By solving little issues, we eliminate the potential of big problems. Like bacteria in a wastewater treatment facility, we don't want our little issues to mutate into bigger concerns.

In essence, we strive for predictable outcomes in all that we do, in all facets of our construction management services. The list of procedures and processes is long. We work diligently to achieve them. Many may appear to be little things. But after all, little things do mean a lot.

### Layton/Utah OSHA partnership illustrates commitment to safety

Layton Construction and the Utah Labor Commission Occupational Safety and Health Division (OSHA) have signed the "Utah Arches Workplace Safety and Health Partnership" agreement for work at the Montage Resort, Spa and Residences at Deer Valley, Utah. The partnership formalizes a cooperative effort between Utah OSHA and Layton and its subcontractors to increase the culture of safety and health best practices in the workplace and in the Utah construction industry.

### Idaho town improves health care options



The medical care options in Gooding, Idaho, are healthier with the opening of the North Canyon Medical Center, a critical access

hospital.

The 50,000-square-foot facility includes an emergency department with six exam rooms, radiology, two surgical suites, 15 patient rooms, a kitchen, administrative offices and attached medical office building. North Canyon Medical Center is affiliated with St. Luke's Boise Medical Center in the transfer and treatment of seriously ill or injured patients.

## Top 25

Modern Healthcare released its annual 2010 Construction and Design Survey in March. The Layton Companies ranks 23<sup>rd</sup> in the listing of *TOP CONSTRUCTION MANAGEMENT COMPANIES* in the country. Layton completed 17 healthcare projects in nine states in 2009. Compared to Layton's ranking as the 66<sup>th</sup> largest commercial builder by ENR, it's apparent that Layton has a commitment to the healthcare sector.



The new Uintah County Public Safety Complex in Vernal, Utah, has a 400-bed jail and also houses local offices of the Utah Highway Patrol and the FBI.

## Partners in crime ... prevention

### Layton builds new public safety complex in Vernal, Utah

The doors were officially opened for the Uintah County Public Safety Complex in Vernal, Utah, in March. The 170,000-square-foot facility will house all county law enforcement agencies, county attorney's offices and a courtroom, sheriff's offices, emergency dispatch center, and offices for both the Utah Highway Patrol and the FBI. The complex also includes a 400-bed jail facility. The jail's doors will — of course — remain closed for its patrons.

### Dunn-Edwards Paints gets 'mixed up' with Layton

Vernon, Calif.-based Dunn-Edwards Paints acquired a 304,000-square-foot, cross-dock distribution building in Phoenix allowing the company to expand its southwest commercial paint production and distribution operations.

Layton will renovate the existing shell facility — including installing new paint manufacturing process equipment — to streamline systems and double existing production capacity. As part of this LEED-certified project, Layton will also purchase and set up large stainless steel and FRP tanks, construct a 10,000-square-foot tilt-up concrete addition, build 33,000 square feet of steel production and office mezzanine, and assist with the completion of a rail spur to the building.

### Layton updates 75-year-old warehouse in Salt Lake City

Packaging Corporation of America's (PCA) 75-year-old downtown Salt Lake City warehouse is undergoing a facelift.

The unreinforced masonry building with wood-framed roof needs safety and cosmetic upgrades. Layton's Interior Construction Specialists (ICS) is completing renovations to the 150,000-square-foot building in phases, allowing continuous operation. ICS is rebuilding a 300-foot exterior wall section, completing seismic upgrades on roof joists and other structural tie-ins, updating dock doors, repairing damaged doorways and columns, replacing warehouse skylights, and upgrading fire alarm and security systems.

## ACI recognizes Layton's continued excellence in concrete

Excellence in Concrete Awards have been given to Layton Projects by the American Concrete Institute (ACI) Intermountain Chapter for superior concrete construction on the following projects: Boise FAA Air Traffic Control Tower, McKay-Dee Hospital Behavioral Health Addition, Odd Fellows Hall historic building relocation, Wasatch High School and WAXIE Sanitary Supply.



The water recycling facility in Santa Paula, Calif., includes beauty and design unheard of in similar facilities throughout the country.

# A Total Solution

## Layton-PERC Water partnership solves municipal problems

**T**here's a dilemma facing municipalities. How do they pay for badly needed infrastructure improvements in an economic environment that supplies them with less tax revenue?

The city of Santa Paula, Calif., partnered with PERC Water Corporation to find a creative solution to the city's need for a new water recycling facility. The result was so good that it's been recognized by water professionals worldwide (see Page 6).

### THE DILEMMA

Cities in California — like Santa Paula — are being required to continually meet higher standards of quality and efficiency in a variety of areas, including water treatment.

However, the increased capabilities typically only come from new equipment or a new facility.

Santa Paula was no different. The city was in need of a new water recycling facility. However, it was reluctant to try to pass a bond to pay for the construction.

In addition to the uncertainty of capital funding, Santa Paula had been given a specific — and aggressive — timeframe to comply with state regulations or face heavy fines.

Enter California's new government code Section 5956.

### THE CODE

In an effort to allow municipalities to find creative funding solutions to government projects, the California legislature passed government code Section 5956, encouraging private investment to solve public infrastructure needs.

"We assisted the city on the new 5956 service agreement approach," says Brian D. Cullen, president of PERC Water Corporation.

The result was an efficient partnership between the city of Santa Paula and the newly formed Santa Paula Water LLC (a joint venture of PERC Water Corporation and investment partner company Alinda Capital Partners).

### THE DEAL

The city of Santa Paula entered into a design-build-operate-finance contract with Santa Paula Water, LLC, for a 30-year term. PERC Water is

### The Details

#### SANTA PAULA WATER RECYCLING FACILITY

START DATE  
July 7, 2008

COMPLETION DATE  
December 31, 2009

OPERATIONS BEGIN  
May 15, 2010

EVENTUAL CAPACITY  
4.2 million gallons per day  
(50,000 people)

DESIGN-BUILD-OPERATE FIRM  
PERC Water

“The No. 1 reason why Layton got involved is because I knew them ... and I knew they could perform.”

**Nate Owen**  
Vice president of construction  
PERC Water Corporation

responsible for designing, building and operating the new water recycling facility.

One of the key benefits of this arrangement is that the capital construction costs are absorbed — 100 percent — by Santa Paula Water, LLC. This means there was no bond, no up-front cost to the city and the city pays one monthly invoice to Santa Paula Water, LLC, for the facility and operation costs.

Then, after the 30-year contract is over, the city of Santa Paula will own the facility.

“It’s a very unique structure,” Cullen says. “We’re providing water treatment and recycling services to the city. It’s our responsibility to make sure the equipment meets state requirements. Then, after 30 years, we transfer the facility back to Santa Paula.”

The arrangement guarantees the cost to the city, meaning there will be no surprises on the invoice the city pays to Santa Paula Water.

“They can hang their hat on that number,” Cullen says.

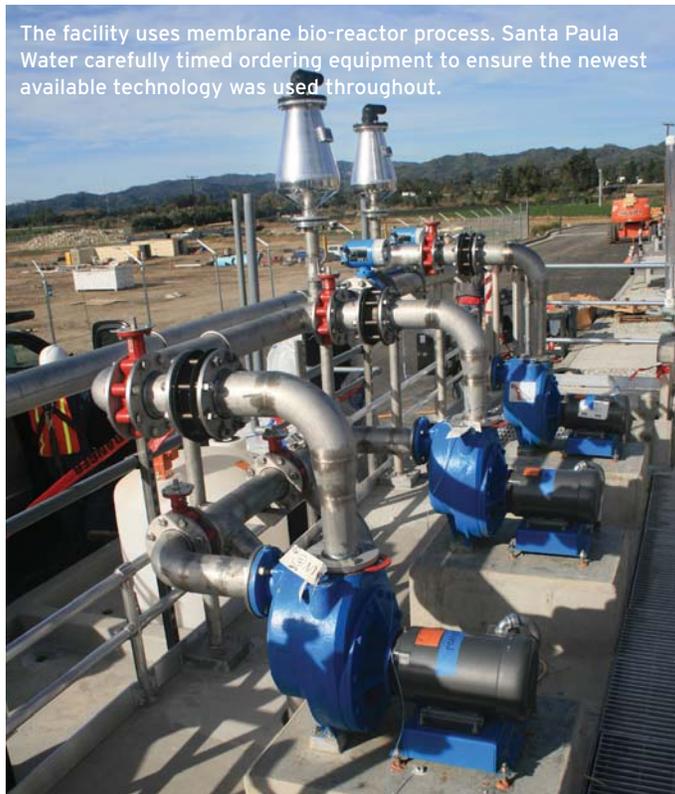
#### THE FACILITY

Johan Perslow, the founder of PERC Water, has always preached that consumers simply borrow the earth’s resources — including the water we drink — so we should take care of them and return them in better quality than we found them.

This idea of responsible stewardship is evident in the design, construction and execution of the recycling facility in Santa Paula.

“Our competitive advantage comes in the Total Solution™ approach,” Cullen says. “We take a different approach to water recycling facilities.”

For example, the tanks that process the sewage are placed underground — beneath the operations buildings — and are located immediately adjacent to each other, utilizing common wall construction. Then a concrete slab lies on top of them, with offices and operations systems located



The facility uses membrane bio-reactor process. Santa Paula Water carefully timed ordering equipment to ensure the newest available technology was used throughout.

above ground.

The design means a smaller footprint (Santa Paula Water was able to save the city eight acres) and reduces the odor prevalent at other wastewater facilities. Plus, the offices were designed to create a professional environment where employees enjoy working each day.

“We wanted to create an atmosphere where people are proud to go to work,” Cullen says. “This building blends with the community and doesn’t have the traditional ‘public works’ look.”

Part of the positive feel the facility brings comes from the cascading water feature that stands out in front of the building that functions as a storm water containment pond.

#### THE CAPABILITY

At the end of the day, what residents of Santa Paula should be most

## Wonderful Water Works

A drop-by-drop look at what Santa Paula Water provides:

- Title 22 water quality. The water quality is guaranteed to meet or exceed permit requirements.
- A small environmental footprint. All water treatment takes place underground, which allows clients to use the land around the treatment facility for alternate uses.
- Neighbor-friendly facilities. Covered process tanks allow for maximum odor control and noise reduction.
- Guaranteed performance. Based on preliminary design at a very early stage of the project, PERC Water can provide a guaranteed fixed capital cost, guaranteed operating cost and a guaranteed delivery schedule.
- Significant cost savings. Cost-sensitive design features like common wall construction and less yard piping/conduits create significant capital savings.

## The WOW Factor

The facility looks nothing like the water recycling facilities we’ve all grown up with. It has beautiful offices, spectacular landscaping and lacks the odor and visible ponds usually associated with this kind of facility.

“ We wanted to create a work area where people are proud to go to work. This building blends with the community and doesn’t have the traditional ‘public works’ look. ”

**Brian D. Cullen**  
President  
PERC Water Corporation

### What’s Unique

There are three unique features in the design of this water recycling facility.

- The tanks that do most of the work in processing the waste water are located underground, meaning *no odor and a smaller footprint* than comparable facilities.
- The tanks were built to *share walls*, which means they cost less to build and take up less space.
- *Beautiful offices* are located on top of a concrete slab. All processing tanks are under the slab, out of sight.

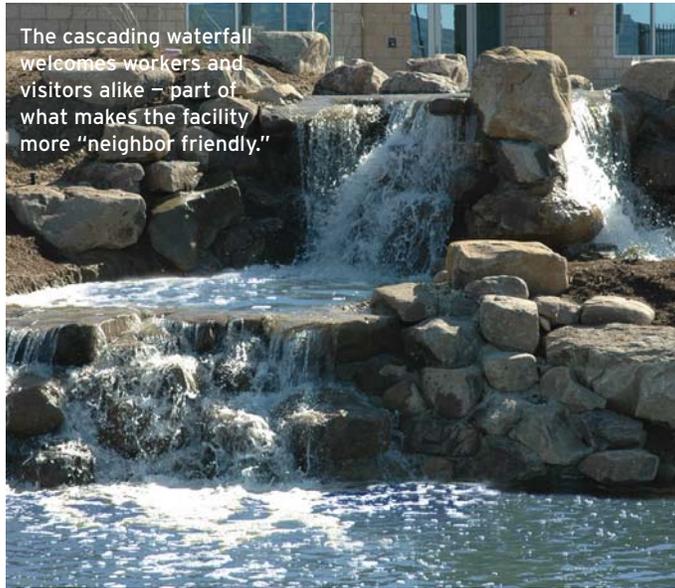
## Worldwide Aquatic Acclaim

PERC Water was presented the Global Water Awards' 2009 "Water Deal of the Year" Award of Distinction for their contribution to the advancement of public-private partnerships in the international water sector specific to their contract to design, build, operate and finance the Santa Paula Water Recycling Facility.

The award was given to PERC Water by Al Gore, former vice president of the United States and Nobel laureate, at an awards banquet at the Zurich Marriott Hotel in Zurich, Switzerland. The prizes were awarded on the basis of votes cast by readers of *Global Water Intelligence (GWI)*, one of the premier international news magazines for professionals in the water sector, and members of the International Private Water Association and the International Desalination Association.

*GWI* described the Santa Paula deal as a "groundbreaking transaction that can be emulated across the United States."

PERC Water was chosen from among three other projects from the Middle East and Russia, respectively. For information on the Global Water Awards 2009, please visit [www.globalwaterawards.com](http://www.globalwaterawards.com).



The cascading waterfall welcomes workers and visitors alike – part of what makes the facility more "neighbor friendly."

excited for is the fact that the new facility can effectively service about 40,000 people (current population of Santa Paula is 29,000) and can easily be expanded to service 50,000 people. This expected expansion will happen when needed with no additional cost to the city.

PERC Water's operations team was heavily involved in the facility's design and construction. They were invaluable in determining what equipment was used.

"Our internal operations team got more involved as the project moved on," says Nate Owen, vice president of construction for PERC Water. "They would adjust where pipes went and how things flowed together. They're the ones that will be working here everyday, which is one of our competitive advantages having operations involved with the team from the beginning."

### THE PARTNERSHIP

PERC Water selected Layton Construction to be the project's Prime Construction Contractor.

"This was our first project of this type," says Jeff Beecher, executive vice president with Layton Construction. "But our building experience and partner-driven attitude helped make it a success."

PERC Water feels the partnership with Layton is a key component to the project's success. From the beginning, PERC Water knew they needed a construction firm that could meet its high standards.

"Layton has the image and perception of being a high-end, high-class company," Cullen says. "They do modern things and are known for great tenant improvement work, which is something we wanted in the interiors of our facilities."

And early involvement equals better outcomes.

"When we're involved early, we can help find solutions to problems," Beecher says. "That was the case here. We were able to be a true partner in the process."

Both sides hope the partnership can continue for years, as PERC Water takes this model to other cities in California and beyond.

"The No. 1 reason why Layton got involved is because I knew them — I knew Jeff — and I knew they could perform," Owen says. "I knew they were versatile and that they could get things put together quickly."

And the partnership is ready to continue solving problems for municipalities across the southwest as PERC Water and Layton Construction work together to solve dilemmas efficiently. 🏗️

## PERC Water Corporation

**FOUNDED**  
1998

**HEADQUARTERS**  
Costa Mesa, Calif.

**OFFICES**  
Phoenix, Ariz.

### TYPE OF WORK

- Water recycling company focused on returning water to nature. PERC designs, builds, operates and manages water recycling facilities throughout the United States, is committed to producing water of the highest quality, and guarantees the risks associated with water recycling for every client.

### HIGH-PROFILE JOBS WITH LAYTON

- Santa Paula Water Recycling Facility, Santa Paula, Calif.

### CONTACT

959 South Coast Drive,  
Suite 315  
Costa Mesa, CA 92626  
(714) 352-7750  
[www.percwater.com](http://www.percwater.com)

“Layton is versatile and easy to work with. In spite of changes, we never had a change in schedule. That’s a huge advantage to working with Layton.”

– Nate Owen  
VP of construction  
PERC Water



The building's floors are engineered for little structural movement or vibration when anchored to stout footings, foundation, columns and walls.

## Big floors for small images

### USTAR Innovation Center requires specialized foundation and flooring construction to limit vibration

Internationally recognized researchers at the James L. Sorenson Molecular Biotechnology Building — a USTAR Innovation Center on the University of Utah Campus — will concentrate on genetic discovery techniques, biomedical technologies and nanotechnology, along with research in other technical and scientific disciplines. Nanotechnology, which is just one of the specialties, is the study of controlling matter on an atomic and molecular scale, with the potential to create new materials and devices in medicine, electronics and energy production.

Twenty-five senior faculty researchers will be supported by junior faculty members, laboratory staff and administrative personnel. Designed to promote interaction with the private sector scientific community, the building will become a hub of entrepreneurial and scientific activity. Extensive wet lab and computing space will support the research functions of the building. Nanofabrication is the manipulation of materials at the atomic scale to reproducibly form useful structures and functions. This also requires the use of imaging

instruments — and all of this nanotechnology is conducted in a clean room environment, protecting the devices from variable temperature, humidity, dust and especially human hair, skin and oils from the people who work inside.

Study of matter at an atomic or molecular scale requires atomic resolution electron microscopes and imaging instruments.

“It is often easier to build a device than to see what was built,” says Ian Harvey, nanofab associate director at the University of Utah. “Nanometer-scale imaging is essential to our success in seeing what was produced.”

The bottom line for Layton Construction’s concrete crews is that they may not need to know anything about the scientific research that will come from the building, but they must know well the technical engineering and construction requirements of building the structure that will make that scientific research possible.

A multi-story building is typically constructed of steel structural columns with joist and metal deck floors and a composite concrete slab.

In simplest terms, concrete crews pour six inches of concrete into the pan of the metal deck floor that is strengthened with reinforcing steel. The building is structurally sound

but is subject to vibrations and movement.

The laboratory and research areas of the Sorenson USTAR building are built of steel-reinforced structural concrete. Most of these floors are comprised of 14- to 24-inch-thick concrete, integrally connected to the steel-reinforced concrete columns.

In one location, a mat footing supports nanofab equipment and the hefty columns and floors above it. The footing is 91 feet long by 39 feet wide and is five feet deep, containing nearly 600 cubic yards of concrete. The building’s floors are engineered for little structural movement or vibration when anchored to these stout footings, foundation, columns and walls.

A typical 10,000-square-foot metal deck floor contains about 150 cubic yards of concrete and just short of two tons of reinforcing mesh. A similarly sized structurally reinforced concrete floor at Sorenson USTAR contains 750 cubic yards of concrete and 33 tons of reinforcing steel.

Although it may sound mundane and insignificant, the science of concrete construction technology will play a weighty role in the success of nanometer resolution imaging conducted at the James L. Sorenson Molecular Biotechnology Building. 

## EMPLOYEE FOCUS | Bruce McDonough

Bruce McDonough has been working with Layton Construction since before he was a full-time employee. In 1982, McDonough was working for his brother-in-law’s concrete company, which was hired by Layton to form and pour footings and “J” ramps on BYU’s **Cougar Stadium**.

Shortly after working on Cougar Stadium, McDonough was hired by Layton. Although he began his career as a carpenter, he found opportunities came quickly in the still-young company. And McDonough opened the door every time opportunity knocked.

Now he is an operational vice president and has worked on high-profile jobs like the **UVU Library**, the Great Salt Lake Pumping Plant, the Moran Eye Center, the Deseret News Building and an excess of 10,000 beds in corrections

facilities across the western United States, most recently in Las Vegas, Torrington, Wyo., and Vernal, Utah. He also counts working on the **LDS temple in Redlands, Calif.**, as a career highlight.

“I love working for Layton,” he says. “It’s a company founded on integrity. Now, I mentor many of the future leaders and I always tell them that **no one in this company will ever criticize them for being honest**. Do what is right! It’s part of giving our clients what they expect and what they pay for.”

In fact, McDonough’s oldest son has joined the Layton team as a project manager, showing the confidence this father has in the company that’s been so good to him and his family.

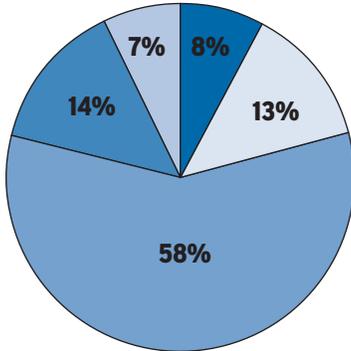


Bruce McDonough

## Survey of Corporate Executives

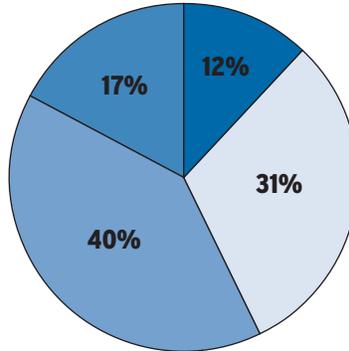
Source: Area Development magazine, 24<sup>th</sup> Annual Corporate Survey 2009, December 2009/January 2010 issue.

**Change in the number of company facilities during the past 12 months:**



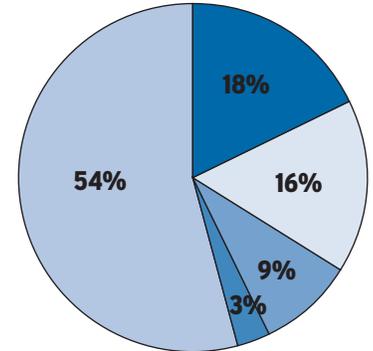
Increased by 3 or more: **8%**  
 Increased by 2 or more: **13%**  
 Unchanged: **58%**  
 Decreased by 2 or fewer: **14%**  
 Decreased by 3 or more: **7%**

**When do you think the economy will improve significantly?**



By Quarter 2 2010: **12%**  
 By Quarter 4 2010: **31%**  
 By 2011: **40%**  
 Not until 2012: **17%**

**Expect to open new facilities within:**



One year: **18%**  
 Two years: **16%**  
 Three years: **9%**  
 Four years or more: **3%**  
 No plans: **54%**

## Economic Outlook

- Economic activity in the Twelfth District appeared to pick up slightly during the reporting period of December through the beginning of January.
- Job growth in the District continued to fare moderately worse than that in the nation as a whole over the 12 months ending in December.
- Retail sales improved modestly but remained somewhat weak on net. Demand for services continued to be weak overall.
- Conditions in District housing markets appeared to be largely stable, with contacts noting that low mortgage interest rates helped to sustain sales in general. Meanwhile, demand eroded further for commercial real estate.
- Contacts from the banking industry reported mostly stable loan demand but further declines in credit quality.

Source: Economic Trends & Conditions, February 2010, FRB San Francisco, Economic Research Department (The Twelfth District includes the states of Alaska, Arizona, California, Hawaii, Idaho, Nevada, Oregon, Utah and Washington).

## Federal Construction Accounts- Fiscal Year 2010 (Selected Programs)

Agriculture Buildings and Facilities .....	\$293 million
Federal Aviation Administration, Airport Improvement Program.....	\$3.5 billion
Federal Bureau of Investigation.....	\$239.9 million
Food and Drug Administration .....	\$12.4 million
General Services Administration, Construction .....	\$894 million
National Institutes of Standards and Technology.....	\$147 million
National Science Foundation .....	\$117.2 million
U.S. Army Corps of Engineers, General* .....	\$2 billion
U.S. Army Corps of Engineers, Operations and Maintenance.....	\$2.4 billion

\*Likely includes early funding of the \$1.5 billion National Security Agency Data Center to be constructed at Camp Williams, Utah.

Source: Associated General Contractors of America, Federal FY 2010 Budget

## Healthcare Projects 2009

<b>Projects Completed 2,944</b>	<b>Projects Broke Ground 1,864</b>	<b>Projects Designed 3,086</b>
<b>Const. Cost \$33.1 billion</b>	<b>Const. Cost \$38.7 billion (projected)</b>	<b>Const. Cost \$66.5 billion (projected)</b>

Source: Modern Healthcare's 2010 Construction & Design Survey

**Layton**  
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## THE LAYTON COMPANIES 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

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

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

**NASHVILLE**  
 2550 Meridian Blvd.,  
 Suite 200  
 Franklin, TN 37067  
 (615) 277-4905