

Foundation

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www.laytonconstruction.com

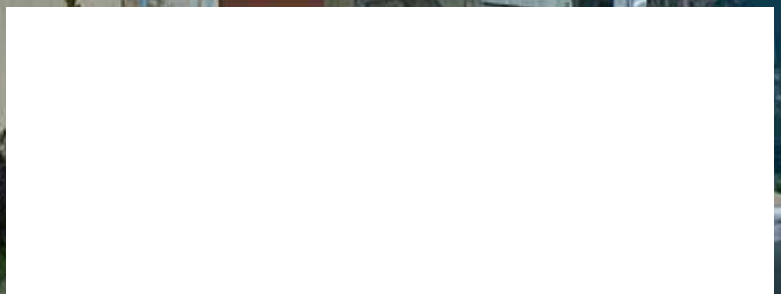
Spring 2016

RETAIL DETAILS

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Construction of the Timbers Kauai-Ocean Club & Residences perfectly frames the beautiful contrast of mountains and water Kauai is known for.



Island Living

Hawaiian resort powered by mountain-based partners on the Pacific paradise of Kauai

Two Mountain States-based companies have partnered in the islands to enhance Hawaiian hospitality.

Timbers Resorts from Colorado specializes in boutique hotels, resorts and residences at many locations around the globe, and recently acquired a 450-acre property on Kauai. Layton Construction is building the first phase — Timbers Kauai-Ocean Club & Resi-

dences — a development of 47 townhomes and condominiums that will add additional luster to the amenities already found on Kauai. Construction also includes a restaurant, fitness center with spa, and a pool and waterslide.

“Each resort must be authentic to the place,” says Mike Cuthbertson, managing director of Timbers Resorts. “We’re building around the natural

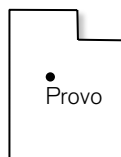
“This is Kauai, and design must compliment the absolute beauty of the Garden Isle. We want people to be wowed by what’s around them.”

Mike Cuthbertson
Managing director of Timber Resorts

environment.”
Layton’s builders who live on

Kauai and call it their home couldn’t agree more.

Provo landmark’s demolition highlights Layton project



An historical icon of Provo, Utah, will soon disappear when two tall smokestacks at the

former Provo power plant are demolished.

A dramatic implosion fit for viral YouTube views won’t happen, yet. Instead of “dramatic,” bring on “painstaking.”

The stacks contain asbestos-bearing paint requiring manual abatement and removal. Thirty levels of scaffolding were installed to the top of the structures. A 310-stair climb provides a daily cardio workout for the environmental specialists doing the work.

The tower removal project is part of a new Provo Power administrative office and fleet-

service campus.

Challenges for the project? Working around a major transcontinental fiber optic line that runs through the property and, when the day comes to implode the stacks, to make sure they fall perfectly into the landing zone, right next to the Provo Recreation Center — another Layton project built in recent years.

Featured Project

Guests of the Monarch Beach Resort enjoy its new luxury renovations and beautiful Pacific Ocean views.



Redesigned Luxury

Remodel brings five-diamond resort up-to-date

Well-known for quality construction in hospitality, Layton was selected by KSL Capital Partners for a seven-month major renovation to the resort's public spaces of the former St. Regis Hotel at Monarch Beach in Dana Point, California, recently rebranded as the Monarch Beach Resort.

Layton's luxury renovation began with a complete demolition of the main entrance and lobby lounge, transforming the space into a modern beach-themed reception entrance. In parallel to the lobby's transformation, a new fitness center and Miraval Spa were created to enhance the guest experience.

The team additionally renovated a previously neglected area into a new café market, which opened immediately following the lobby's overhaul. A floor below the lobby, guests are now able to dine in an openly modern restaurant, Aveo Table + Bar. This main dining space includes sliding glass that opens up onto a balcony extension over hanging the Grand Lawn.

"It is clear to me that only through [Layton's] talents, focus and extra effort, could this much work at this level of quality be achieved in the time frame in which you are achieving."

Bryan Elliott

KSL Senior Director and Head of Capital Development

Within the backyard is the resort's main pool area that was brought down to grade and rebuilt from the ground up. Guests can now enjoy the use of new facilities including four family cabanas with a beach-entry family pool, six adult cabanas surrounding a newly shaped main pool, two infinity-edge Jacuzzis, towel room and bathroom facilities, and a full-service poolside bar and grill — all while enjoying a sunset over the Pacific Ocean.

Keeping an eye on the end zones

When the 2016 football season begins, University of Utah fans will love the enormity and features of the new Rice-Eccles Stadium south end zone scoreboard. Layton spent the off-season installing the new board, which included demolition of the old scoreboard, placement of footings and foundation, and installation of the new board.

The top of the scoreboard stands nine stories high, and the display screen itself is five stories tall and 146 feet wide. North end zone display boards were also upgraded with the new technology, described simply as "beyond high definition." The audio and visual changes will make these scoreboards among the top performers in their class.



Hawai'i preschool students learn construction safety

While work is underway on a 40-story Ae'o residential tower in Honolulu, preschoolers learned about jobsite safety from Sharon Hanamoto, representing the Howard Hughes Corporation, and Chris Nielsen from Layton Construction.

The children learned about demolition equipment working at the site, and one brave little boy showed the others how to properly wear his personal protective equipment. At Layton, safety is job one.

Vice president named a woman of biz influence



WHITNEY WALTER

Silicon Valley Business Journal recently named Whitney Walter, Layton Vice President, San Jose, as one of its Women of Influence for 2016.

Whitney hails from Memphis, Tennessee, and found her way to Layton in 2011 after her start in the architecture/engineering/construction industry a decade ago. Layton opened its San Jose office one year ago and Whitney has already made her presence known as she leads Layton's business development efforts in the dynamic Bay Area.

RETAIL DETAILS

Outlets at Tejon's strong finish precedes grand opening

STORY BY GREG BENNETT / PHOTOGRAPHY BY CHRIS OSTLIND

In 1854, the United States military built Fort Tejon near the mountain pass that connected the Central Valley to the north with the Los Angeles

Basin to the south.

The location was selected for its strategic location that protected the Central Valley from threats to the south and west.

The Outlets at Tejon in Arvin, California, welcome Central Valley visitors to southern California with 70 shops, plenty of dining and a welcome rest before entering National Forest land.



While the fort is now nothing but a California Historical Landmark, the area in which it was built has emerged as an important stopping point for weary travelers and others looking

for a mountain escape from the congestion of Los Angeles to the south and Bakersfield to the north.



Rapidly rising steel costs threatened the project, but Layton's relationships with steel manufacturers brought financial feasibility to the project again.



The Details



Start Date

September 2013

End Date

August 2014

Total Square Footage

365,134

Developer

A joint venture
The Rockefeller Group &
Tejon Ranch Company

Architect

Adams & Associates
Mooreville, NC

CONVENIENT CROSSROADS

This heavily traveled corridor is now home to the Outlets at Tejon — a joint venture development of Tejon Ranch Company and The Rockefeller Group — that features more than 70 stores and pulls so many visitors off the freeway to refresh that there are two Starbucks at the interchange, one for each side of the freeway.

“After Valencia, there is 45

“When we met with the Layton team, we came away with two impressions: 1) we were talking to the very people who would be on the job, and 2) those people were empowered.”

Dean Brown

Vice president of engineering and construction, Tejon Ranch Company

minutes of national forest,” says Dean Brown, vice president of engineering and construction for the Tejon Ranch Company. “This is the first developable land once you get through the mountains. It is a natural stopping point for north- and south-bound travelers on I-5 that we are slowly transitioning into a destination.”

But, getting to the crossroads stage wasn't without its own detours.

STARTING BEHIND

Retail construction is tricky business. There's a balance between pre-leasing arrangements and construction needs. Leasing agents want to know what the facility will

The Outlets at Tejon is but one project in a growing sector of Layton’s work – retail. Including this project, Layton has completed other outlets centers in Utah and southern California and similar work continues throughout the western United States and Hawai’i.



Local government officials and inspectors worked well with the construction team to come on-site on short notice so the project could maintain schedule.

be and when it will open before committing. However, the commitment of stores drives what the center will be. It’s an ever-adjusting chicken-or-the-egg scenario.

As if that situation alone isn’t hard enough to balance, the Tejon Ranch-Rockefeller partnership was faced early on with a significant challenge.

“After an extensive search process, a contractor was selected that we thought had our vision and would fit well with the team,” Dean says.

“Unfortunately, and to the owner’s credit, upon completing the mass grading, our contractor of choice notified us that they wouldn’t be

able to complete the job.”

Luckily, Michael Sajjadi, vice president of design and construction with The Rockefeller Group, was a personal friend of Tom Bethmann, who works in Layton’s Irvine, California, office.

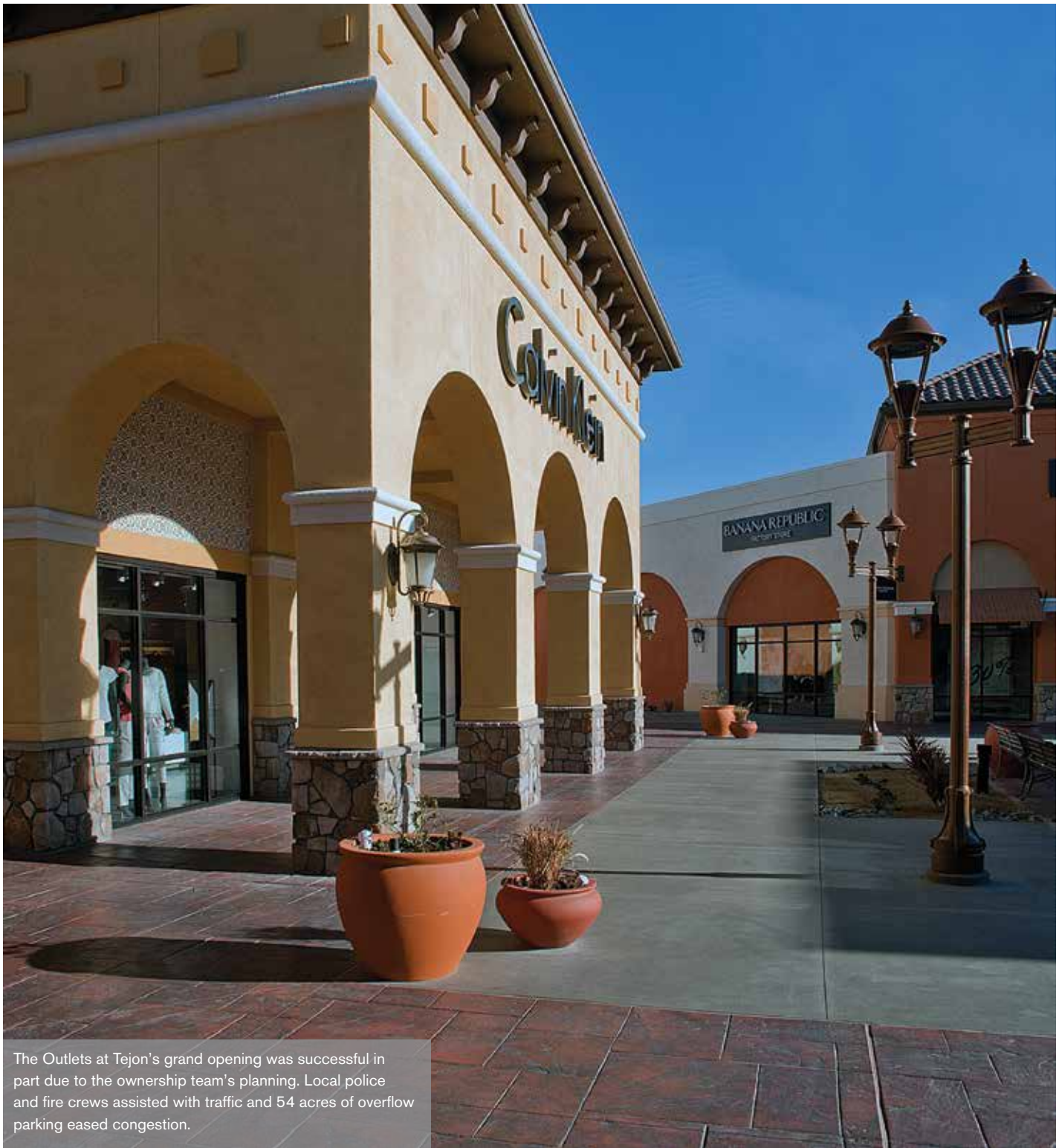
“We knew Layton and knew they had worked on two projects that were similar to this one,” Michael says. “To their credit, they got the right people in here quickly to get going.”

TESTED TEAMWORK

While the professional respect for one another was there from the beginning, the owners and Layton had

Key Subcontractors

- Asphalt PavingGriffith Company
- Concrete..... Baymarr Constructors, Inc.
- Electrical..... Valley Unique Electric, Inc.
- Fire Protection Neptune Fire Protection, Inc.
- Framing/Drywall..... The Nevell Group, Inc.
- Glazing/Storefronts..... Kern Glass & Aluminum Company
- Landscaping/Irrigation Systems Lifestyle Companies, Inc.
- Masonry J Ginger Masonry LP
- Mechanical/HVAC..... Control Air Conditioning Corporation
- Painting..... Bruin Painting
- Plumbing..... HPS Mechanical, Inc.
- Storm/Sanitary Drain Systems... Sierra Construction & Excavation, Inc.
- Structural Steel..... SME Steel Contractors, Inc.



The Outlets at Tejon's grand opening was successful in part due to the ownership team's planning. Local police and fire crews assisted with traffic and 54 acres of overflow parking eased congestion.

to get to know each other quickly. "The owners were flexible with us," says Robert Minhondo, Layton's project manager. "We all understood the project's challenges and what we needed to do to resolve them. In an effort to move forward, we were all very open minded. For example, finding subcontractors in the Bakersfield area tested us, but we worked

together to find the needed resources to get the job done." This ability to overcome obstacles together was key in making up the time loss and finishing with a successful project by the open date. "The project was ever-changing because of the tenants that were coming in," says Mike Herrmann, Layton superintendent on the project.

"There was a lot of coordination on all sides." For example, representatives for the retail giant H&M scheduled a visit to the site to meet with ownership and discuss possible leasing. The roof on the building wasn't quite finished yet and a storm was in the forecast. "All of the key players — includ-

ing Layton's people, ownership, everyone — came in and made sure the roof at H&M was secure and water tight," Dean says. "That's the kind of team effort we saw from all sides and all parties involved." Good communication, shared investment and mutual respect were key. "They did so much as an ownership team," Robert says. "Every one

The joint venture of The Rockefeller Group and Tejon Ranch Company surrounded themselves with those who also had industry know-how – including Layton.



“We valued our partnership with Layton so much that we’re already working together again on an office building project in Chandler, Arizona. They are tremendous building partners.”

Michael Sajjadi

Vice president of design and construction, The Rockefeller Group

of us worked hard to make this project succeed.”

FINISH THE WAY YOU START

For Dean and Michael, opening weekend was crucial.

“The end of the project is where Layton, Tejon and Rockefeller really shined,” Michael says. “There was a tough deadline and they finished strong. Many contractors start strong on a project, but finishing strong is what sets a good contractor apart and that’s what people remember. These guys were A+.”


The build-up to the opening called for “all hands on deck.”

“We had a great team to get this open,” Dean says. “For the last two weeks, I was on site 24/7. Robert and I would walk the Outlet at 3 a.m., checking lights and making sure everything was just right.”

When the doors opened, people poured in from all directions. Because of the team’s attention to detail, coordination with each other — and with county leaders — the grand opening was more successful than expected.

“That weekend, there were three retail centers opening around the country, the others on the east coast,” Dean says. “The brokers in the industry thought we would open No. 3. We opened a strong No. 2 out of the three. That wasn’t by accident.”

Now, the Outlets at Tejon are a staple to the shopping culture for which Southern California is so well known.

But it isn’t Rodeo Drive in Beverly Hills. It’s a lot more convenient than that. 

Outlets at Tejon

Quick Notes

- Designed and installed a joint utility trench encircling the entire outlet project, which contains high voltage electrical, low voltage communications and natural gas lines, then bridged the trench to allow movement of men, machines and materials to continue construction on the buildings inside the ring.
- Received and distributed California’s different water systems sources (culinary, aqueduct and “gray” water) to final use (culinary, fire suppression, landscape irrigation, etc.).
- Coordinated the work of 70 tenant finish builders.



The success of the Nevell Group is due largely to great people including (from left to right) Bruce Pasqua (senior vice president operations and partner), Scott Shrader (general superintendent) and Fred Valencia (plaster and fireproofing superintendent).

Nevell Group

People First

Nevell Group appreciates early involvement with trusted partners

The Nevell Group places priority on people. Whether it is one of its more than 500 employees or partnerships it has developed with other companies — including Layton Construction — relationships matter to the Nevell Group.

“The key to our growth and success is our approach to relationships,” says Mike Korthals, vice president of pre-construction at the Nevell Group. “We work to add value and help manage risk for our partners.”

In fact, it was this devotion to past customers and industries that led Michael Nevell to start the company in 2003. When the company in which he was previously a partner decided to move more toward public works projects, he wanted to continue to build relationships with people and companies in the private sector. Thus, the birth of the Nevell Group, based in Brea,

“We appreciate the way Layton runs its business and have even tried to model some of the things we’ve done after what we’ve learned from Layton.”

Mike Korthals

Vice president of pre-construction, Nevell Group

California and serving the metal framing, drywall, acoustical ceilings and other needs of partners.

Managing financial risk comes from getting involved early.

“Our sweet spot is early involvement,” Mike says. “We like to be involved at the design stage. If we get in early, we can manage risk for the general contractor. We flush out RFIs early and we can help design the building in the way that we’re going to build things.”


This approach takes a lot of the guesswork out of building. It also makes sure that plans are drawn in a way that requires fewer change orders that can creep the end price

up toward the end of the project.

“Anyone can have a low bid at the beginning of the project,” Mike says. “We want to be the low price at the end of the project.”

This approach — combined with the experience of the company’s employees — lead to better results for a better price. It’s an approach Layton shares.

“Not every general contractor understands the importance of getting subcontractors involved early,” Mike says. “Layton gets it. That’s one of the reasons we enjoy our partnership with Layton so much.”

And why the relationship between the companies is growing. 

FOUNDED
2003

TYPE OF WORK

- Metal framing
- Drywall
- Acoustical ceilings
- Fireproofing
- Exterior plaster
- Fiber cement panels

EMPLOYEES

• 500+

HIGH-PROFILE LAYTON JOBS

- Outlets at Tejon (Arvin, California)
- Monarch Beach Resort (Dana Point, California)
- Loma Linda University Medical Center MOB (San Bernardino, California)

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nevellgroup.com

- Other offices in Carlsbad and Concord, California



Layton's Nashville staff serves as the official "Crawfish Boil Team" for Littlejohn, an S&ME Company, which recently served over 500 pounds of crawfish and shrimp for Nashville clients and local dignitaries. Littlejohn is a civil engineering consultant for many of Layton's clients and recently became a design-build partner with Layton.

Moving Up the Charts

Music City office is no one-hit wonder


Nashville — better known as Music City and home to The Grand Ole Opry — has long been recognized for its southern charm, world-renown country music and all-night honky tonks. But, more recently Nashville has evolved into one of the fastest growing cities in the country, led by the healthcare and technology sectors.

Layton Construction recognized the prominent roles these market sectors add in the growth of the city and surrounding area and "boot scooted" into being a major player in the regional construction industry.

In 2009, Layton recruited a talented mix of Nashville-based con-

struction professionals who had ties to Layton going back more than 15 years, and a new star was born.

Layton opened its Nashville office in spring 2009. The initial band was led by Bob Maguire, Cris Bryant, Randy Patterson, Jason Adams, Andy Jodway, Kelli Jodway and Randy Clifton.

Seven years later, the Nashville office has continued to grow with existing healthcare clients who had ties to the original team, while adding technology and hospitality clients to the list. Layton currently has eight projects in Nashville and Middle Tennessee as well as healthcare projects spread out over 12 southern states. 

A sampling of projects managed by the Nashville office:

Paris Regional Medical Center	PARIS, TX
Seton Medical Center	HARKER HEIGHTS, TX
Wilkes Barre General Hospital	WILKES BARRE, PA
Northwest Medical Center	TUCSON, AZ
Presbyterian St. Lukes Medical Center	DENVER, CO
Castleview Hospital	PRICE, UT
Woodland Heights Medical Center	LUFKIN, TX
Faena Performing Arts Center	MIAMI BEACH, FL
Ketchikan Medical Center	KETCHIKAN, AK
Asurion Corporate HQ	NASHVILLE, TN
Midtown Medical Plaza	NASHVILLE, TN
McKenzie Willamette Medical Center	SPRINGFIELD, OR
Methodist Stone Oak Hospital	SAN ANTONIO, TX
Oviedo Medical Center	OVIEDO, FL
Sun Behavioral Health	COLUMBUS, OH
Asurion One Century Plaza	NASHVILLE, TN
Mount Regis Center	SALEM, VA
Unicoi County Medical Center	ERWIN, TN
Mirror Lake Center	BURNS, TN



AMBER PERKINS

Amber Perkins

Project engineer
First year with Layton

When Amber Perkins started at Layton Construction in July 2015, the support she received from team members stood out.

"There is a family atmosphere here at Layton and it is awesome," she says. "It's a supportive environment and one that I've appreciated in the first months I've been here."

Amber's work as a project engineer puts her on the front line

of working with clients and helping build business out of the company's Nashville office.

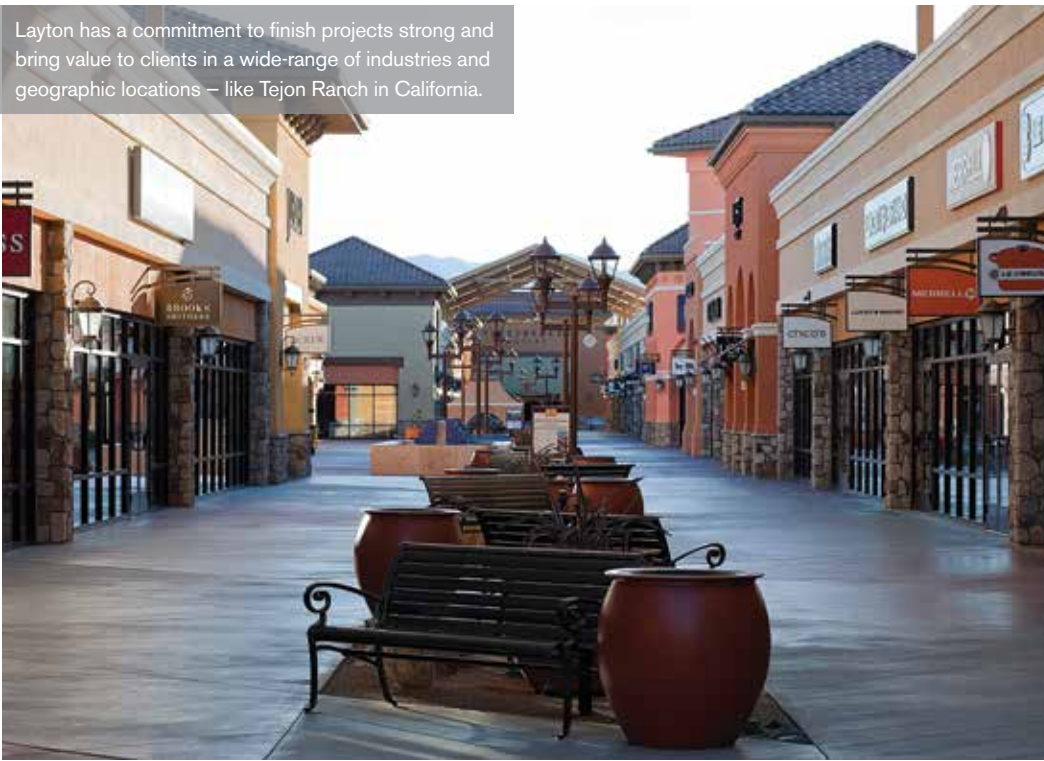
"I enjoy watching something go from a two-dimensional idea on paper to the point where it's done and you see people using it," she says. "I've always wanted to be part of something that helps the world around me and our projects do that."

Employee Focus

Amber is a Nashville native and appreciates the opportunity to work close to home in a small office environment, but be part of a larger organization with the experience and capability to do big things.

"You can be part of a project team with people from all around the country," she says. "You use the resources the company has and everyone does their part."

Layton has a commitment to finish projects strong and bring value to clients in a wide-range of industries and geographic locations – like Tejon Ranch in California.



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Spreading Success

Diversification has been key to recent growth and long-term success



DAVID S. LAYTON

Engineering News-Record recently announced its 2016 Top 400 Contractors list. I'm happy to

announce Layton Construction's ranking at No. 57, positioned among some top-notch companies from around the country.

In additional good news, ENR's Gary J. Tulacz notes that commercial contractor revenues have now rebounded to surpass the previous record high mark set in 2008. Collectively, the Top 400 contractors completed more than \$344 billion in work, a significant contribution to the health of the nation's GNP. He notes that, even with a strong market poised to maintain a healthy position for the near term, competition remains intense.

A sub-headline in the ENR story reads "Diversify, Diversify, Diversify." At a recent Layton management meeting, our business development leaders announced

new contracts to build car dealerships, healthcare facilities, office buildings, ski resort lodging, retail buildings, tenant improvements, hotel renovations and a correctional facility. The projects announced at that meeting are located in 10 different states.

Through the recession, and in recent years since, we've worked diligently to diversify — by industry and by geography. We've become stronger nationally because of the efforts of our team to search and find new opportunities.

The success of diversification is rooted in our commitment to our clients and their projects. From the feature story about the Outlets at Tejon in this issue of Foundation, Mike Sajjadi of The Rockefeller Group, says, "Many contractors start strong on a project, but finishing strong is what sets a good contractor apart and it's what people remember."

It is our commitment to be that builder that finishes strong. It is my personal commitment to be involved and understand the

progress of all of our projects. Our organizational structure is designed to be very flat — I'm typically only one manager removed from any project. We insist on close internal relationships and open communication with clients, which results in the predictable outcomes they expect and enjoy.

Layton continues to grow, having passed the billion-dollar revenue threshold for the first time in company history. We note the accomplishment, understanding that it is only possible because of the trust given us by our many clients. Our continued success will always be anchored to the timeless values of client service which has driven us for over six decades. To our talented, professional and loyal Layton team, I say thanks. To our architectural, engineering, sub-contractor and supplier partners, we appreciate your contributions to our combined successes. And to our clients, thanks for the trust which brings us all together in building not only great projects, but great relationships. 