

# Foundation

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

**Summer 2008**  
JW Marriott Desert Ridge Resort & Spa  
Phoenix, Arizona

**3 | NUTS AND BOLTS**

Layton in the News

**4-5 | CLIENT PROFILE**

JW Marriott Desert Ridge Resort & Spa Expansion

**7 | SUBCONTRACTOR PROFILE**

Desert Ridge Concrete



Let us join your team!

**PRESIDENT/CEO**  
David S. Layton

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

**LAYTON CONSTRUCTION**  
**BUSINESS DEVELOPMENT MANAGERS**  
Kent Cram  
Jeff Palmer  
Dave Ridgway  
Brent Walton

**INTERIOR CONSTRUCTION SPECIALISTS**  
**BUSINESS DEVELOPMENT MANAGERS**  
Penn Owens  
Bryan Webb

**ARIZONA**  
4686 E. Van Buren, Suite 100  
Phoenix, AZ 85008  
(602) 840-8655

**LAYTON CONSTRUCTION**  
**BUSINESS DEVELOPMENT MANAGER**  
Don Helton

**INTERIOR CONSTRUCTION SPECIALISTS**  
**BUSINESS DEVELOPMENT MANAGER**  
Eldon Snider

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

**LAYTON CONSTRUCTION**  
**GENERAL MANAGER**  
Jeff Miller

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

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

**IN PARTNERSHIP WITH**  
Bennett Communications, Inc.  
424 W. 800 North, Suite 201  
Orem, UT 84057  
(801) 802-0200

# Going Green

## Layton builds on a solid, 'sustainable' base

Many aspects of construction have changed over the 55-year history of The Layton Companies. New technologies, products, equipment and computers have helped increase construction quality and employee productivity.



David S. Layton

But none has pushed to the forefront quite as quickly as the emergence of “green” or “sustainable” building practices. The importance of being “green” is the direction of not only building owners but the construction industry as a whole. Concerns for our global health, reducing our carbon footprint, minimizing global warming or simply leaving the world a better place for upcoming generations ... all are philosophies behind the green building movement.

The United States Green Building Council (USGBC) certifies sustainable buildings through its Leadership in Energy and Environmental Design (LEED®) Green Building Rating System™. Professionals in the architectural, engineering and construction industries, upon proving competency, are endorsed as LEED Accredited Professionals.

Please join me in congratulating the two dozen individuals of the Layton team who have met the rigorous requirements to certify as LEED APs. I venture to guess that no other construction organization in the region has as many accredited professionals as Layton. They are available to lend their



The Utah Olympic Oval was built by Layton Construction and meets LEED standards of efficiency.

expertise to the design and construction of your next LEED project.

USGBC certified its first LEED buildings in March of 2000. We're proud to note that the 2002 Winter Olympic Speedskating Oval, built by Layton Construction, was one of the first certified buildings in the United States. We at The Layton Companies have always tried to embrace futuristic trends. Many green components were included in our corporate headquarters building constructed in 1994, even before formalized certification procedures were implemented six years later. Today, our list of LEED certified buildings also continues to grow.

Four major considerations drive sustainable construction: 1) Does the building reduce impacts on our environment? 2) Does the design and construction enhance the workplace of its occupants adding to higher productivity, health and morale? 3) Through efficient design and equipment, are operating and maintenance costs lowered? 4) Is value added to the building, creating a future return on investment?

A wide variety of factors are considered in qualifying for LEED certification, some of which include site selection and use, waste management, recycling, use of local and regional materials, alternative transportation opportunities, water efficiencies, heat generation reduction, energy performance and use, indoor air quality and ventilation, thermal comfort, shading and daylight.

Even for those not contemplating building a building, a few simple suggestions can help each of us embrace the green philosophy. We can reduce energy consumption by exchanging incandescent lighting for lower energy fluorescent bulbs. In our homes we can recycle containers and purchase products that contain post-consumer recycled materials. Old appliances can be replaced with new energy efficient units. We might re-evaluate our transportation alternatives, expand the use of xeriscaping to reduce water consumption or adjust thermostats to use just a little less energy.

There should be no doubt — green or sustainable building is here to stay. Feel free to contact us to talk about your interest in a green project.

We're green. It is The Layton Way.

## University of Utah Hospital tops off steel

Steel topping-off ceremonies were held in early July at the \$100 million renovation and expansion of the University of Utah Hospital in Salt Lake City. More than 1,900 tons of steel and nearly 11,000 cubic yards of concrete are incorporated into the new five-story patient tower, expanded critical care pavilion, renovated parking structure and AirMed helipad.

## Vail Four Seasons rises from 'big hole in the ground'

Vail Daily (Vail, Colo.) reports that Layton Construction's "Big hole in the ground slowly is becoming a Four Seasons hotel. The \$200 million Four Seasons already has been under construction for more than a year, and the condo-hotel-'fractional' project is still a year away from completion. The Four Seasons is expected to be a four- or five-star hotel."

# #80

THE LAYTON COMPANIES IS THE 80TH LARGEST CONTRACTOR IN THE UNITED STATES, according to the Engineering News-Record, which released its 2008 Top 400 Contractors Survey in May. Layton is the top Utah-based contractor and holds the third-largest title among all contractors in Arizona, Idaho and Utah.



Residents of Vernal, Utah enjoy the same quality of pools used in Olympic facilities worldwide.

## World-class pools installed in Vernal

Rome, Rio de Janeiro, Atlanta, Melbourne ... and Vernal? The common thread is that all have Myrtha Pools®. The Uintah Recreation Center in Vernal features the Italy-based company's permanently laminated hard PVC membrane bonded to low carbon stainless steel to ensure longevity and perfect waterproofing, with a 15-year warranty. The pools are for private or commercial installation.

**Layton employees certify as LEED APs en masse**

Proving the companies' commitment to "sustainable" or "green" building, more than 20 of Layton's construction professionals have studied and passed the U.S. Green Building Council's (USGBC) examination to become Leadership in Energy and Environmental Design Accredited Professionals (LEED APs). Thirty more Layton employees are studying for the exam and will soon be certified!

**David Beckham visits Real Salt Lake's soccer stadium**

International soccer icon David Beckham toured the 20,000-seat Real Salt Lake Soccer Stadium with other members of Major League Soccer's (MLS) L.A. Galaxy. Beckham participated at the stadium groundbreaking while a member of Real Madrid and was invited back by RSL and MLS officials to check out the construction progress.

**Layton president named a 2008 Trailblazer by Utah Business magazine**

David S. Layton, president and CEO, represented The Layton Companies when recognized in the May issue as one of *Utah Business* magazine's **2008 Trailblazers, 12 enduring companies building Utah**. *Utah Business* editors wrote, "The selected companies are exemplary not only for their longevity – at least 50 years – but their commitment to Utah's economy and community."



The 56,000-square-foot ballroom, which is part of a 71,000-square-foot expansion, hosted Muhammad Ali's "Fight Night."

## A 'Grand' Addition

New ballroom finished 8 weeks early without a fight

**W**hen former world-champion boxing legend Muhammad Ali is throwing a party at your hotel, you do what it takes to make sure you're ready — even if its eight weeks earlier than expected.

That's why, when the JW Marriott Desert Ridge Resort & Spa in Phoenix was scheduled to host Muhammad Ali's Celebrity Fight Night in the Grand Saguaro Ballroom, Layton Construction's team made sure the ballroom was complete.

And the night was a success. The event raised \$7.5 million for the Muhammad Ali Parkinson Center at Barrow Neurological Institute in Phoenix. Celebrities such as actor and

producer Kevin Costner, musician Reba McEntire, music mogul Clive Davis and NFL star LaDainian Tomlinson attended the 14th annual event.

The ballroom — part of a 71,000-square-foot addition to the resort — was as impressive as any of the attendees. In addition to the square footage it brings to the event space of the resort, the ballroom and the rest of the addition fit the spirit of luxury and elegance that exists throughout the entire property.

However, preparing the ballroom for Fight Night was challenging. The Layton crew worked to complete the job 60 days earlier than expected to make the room usable for the charity event.

"Getting it done in time for Fight Night was a whole group effort," says Deborah Koontz, Layton's project manager for the build. "The reason we could get it done was because we had a good relationship with the hotel and because our subs responded when we asked them to step up. It was a total team effort."

Just like other Layton jobs, communication was the cornerstone the project's success was built on.

"It was critical for us to communicate well," says Bradley Colton, resort manager with the JW Marriott Desert Ridge Resort & Spa. "We tried to minimize interference with guests and let Layton know of concerns we had."

The Layton team has now constructed six phases of the Marriott Canyon Villas residential properties at the resort, and this history of

“Would we use Layton again? Absolutely. And we would suggest them to others for similar projects.”

**Bradley Colton**  
Resort Manager  
JW Marriott Desert Ridge  
Resort & Spa in Phoenix

### The Details

**TOTAL PROJECT COSTS**  
\$12.5 million

**CONSTRUCTION START DATE**  
August 2007

**COMPLETION DATE**  
April 5, 2008

**SQUARE FOOTAGE**  
71,000

**ARCHITECT**  
Houston/Tyner  
Marina Del Ray, CA

success led to the company receiving the chance to build upon one of the largest resort properties in Arizona.

### The Vision

The JW Marriott Desert Ridge Resort & Spa was built with the vision of where the growth of Phoenix was expected to go — not where people were at the time. Opened in November 2002, the resort is located in north Phoenix and, at the time it opened, seemed to be halfway to nowhere.

Now, it has seen the surrounding area blossom into a destination that locals can easily find and that visitors enjoy. So, it made sense that organizations would want to use the property for meetings and conventions.

“We had a vision that we would build a place that could accommodate large groups and where people could go from their sleeping rooms to the meeting rooms without having to go outside,” Colton says.

This convenience and indoor-focused hosting is especially important in the summer months when Phoenix routinely hits three digits on the thermometer.

### The Challenge

A feature of the JW Marriott Desert Ridge Resort & Spa expansion, not uncommon on many Layton jobs, is that the construction site was surrounded by a fully functioning facility — in this case, a five-star resort that continued to host guests from around the world.

“We had to try and be invisible because there was an active public around us all the time,” says Robert Romero, superintendent on the project. “The resort property never closes, so we had to be creative.”



### The Execution

The Layton team relied on its well-designed processes to meet the challenge. Weekly meetings with the hotel helped. For example, if late night or early morning construction was necessary, the hotel would try to schedule guests in rooms away from construction.

Also, the Layton team had to keep the construction site contained. Material staging was limited, so subcontractors and Layton workers alike had to be creative by using “just-in-time” techniques.

And the resort management was happy.

“Would we use Layton again? Absolutely. And we would suggest them to others for similar projects,” Colton says. “We were able to be clear on each of our objectives, obstacles and goals and we understood each other. It was fortunate to have gone so smoothly.”

### The Result

The JW Marriott Desert Ridge Resort & Spa now has the needed room to accommodate the finest groups in a flexible space that combines state-of-the-art functionality with beauty, elegance and convenience.

Layton has another facility that not only meets the company’s uncompromising standards, but also has a client who is happy and ready to use the company again.

Plus, Muhammad Ali got good use out of the Grand Saguaro Ballroom as well. After all, he’s the *greatest of them all*. 🍷

## 4 Reasons to Have a Ball

“A lot of people have unique set-up and break-down needs,” says Bradley Colton, resort manager at the JW Marriott Desert Ridge Resort & Spa in Phoenix. “This (expansion) allows us to stack more groups, be flexible in our hosting capabilities, leading to more guest nights in the hotel.”

Business groups looking to host meetings in the new ballroom expansion will enjoy these four features.

#### Four excellent expansion elements

- State-of-the-art audio-visual capabilities and wiring
- 56,000-square-foot ballroom, divisible into four breakout rooms
- Back-of-the-house features allow for easier loading and unloading of needed equipment and materials
- A reception garden (also built by Layton Construction) just outside the ballroom expansion area

## The WOW Factor

Besides the immaculate landscaping enjoyed throughout the resort, the expansion features chandeliers throughout the hallway, none more grand than the one hanging just outside the doors to the ballroom.

Throw in the colorful, custom-designed carpet lining the hallways and the “wow” is easy to find.

### What’s Unique?

No two projects are the same. The JW Marriott Desert Ridge Resort & Spa expansion is unique in at least four ways.

- Construction had to be completed while the *resort continued to function*, leading to creative crew shifts, dressed up construction areas and less room to work than on a traditional site.
- The project’s first users included *Muhammad Ali, Kevin Costner and Reba McEntire*.
- To make sure Muhammad Ali’s Celebrity Fight Night went on without a problem, Layton completed construction on the ballroom *eight weeks earlier* than originally planned.
- There is *seamless integration* between the existing ballroom area and the new ballroom. Part of this seamlessness came from *temporary walls* constructed to limit public access and distraction.



Concrete pours have to be well-planned to ensure the best results.

# IT'S IN THE TIMING

## Concrete pours require vital planning, precise execution

Layton works in many areas of the country and places concrete under almost all conditions. Demanding schedules drive concrete professionals to adapt to the circumstances of the job, regardless of location or weather.

Market forces also influence concrete schedules. Increased international demand for concrete in China and India in recent years created a shortage of cement powder (a key component of concrete) in the United States that seriously affected many construction jobs. Construction project managers

learned to be strategic and patient in securing concrete despite scarcity. Current global and national economic climates have softened those pressures somewhat recently.

Concrete work at jobsites is influenced by jobsite size and location. Small jobsites usually offer little room for equipment and material lay-down, so products like concrete reinforcing steel may need to be delivered for just-in-time placement. On the other hand, construction may be on a large site many miles from the nearest concrete batch plant. Costs of time and fuel may be reasons to build a temporary on-site batch plant to produce the concrete needed to match placement schedules.

Working with neighbors in the area of the site is also essential to a successful concrete project. At the current University of Utah Hospital expansion in Salt Lake City, Utah, concrete workers must deal with an around-the-clock patient and employee environment on a major university campus. Most concrete is placed in the early morning hours between 3 a.m. and 7 a.m. to avoid traffic and people conflicts.

Concrete placement has to continue once it's started so there's no

turning back and concrete crews must be productive to give full value to the building owner. Trucks full of concrete can't be stalled in freeway traffic. For big concrete jobs, Layton's rule of thumb is to have concrete poured and trucks off the roads and freeways before early morning commuters find their way to the streets.

Project managers have to be sure everything is done in the right order and that the critical path schedule and the work of many subcontractors are coordinated. Excavation of the site, carpentry formwork, placement of plumbing, electrical, heating, ventilation, telecommunications components and reinforcing steel must all be placed and checked before the concrete arrives.

Layton's constructors are happy to work with many good subcontractors who pull together and work long hours to keep construction on schedule.

"We do our homework to work with our subs and we do pretty intense planning to make sure we're ready for the concrete," says Mike Sears, director of field operations for The Layton Companies. "We'll roll the concrete trucks to the site only after we've checked our long pre-pour checklist several times. You really have only one shot to get it right with concrete." 



Rich Lewis

### EMPLOYEE FOCUS | Rich Lewis

Thirty-five years ago, Rich Lewis was laid off from a construction job. His brother was working for Layton Construction and encouraged him to contact the company for work. Lewis has been part of the Layton team ever since.

"To not lose any time to layoffs, even in tough years when we squeaked through, is a great thing from the company," Lewis says, "**Layton's treated me well, like family.**"

Lewis says he has worked on many great jobs starting with Monte Vista Elementary School, the first job where Layton used a concrete pump truck. Lewis reminisced about some highlights of his career including the **LDS Church Assembly Hall** renovation in Salt Lake City, **Ely (Nev.) State Prison, Taylorsville (Utah)**

**High School, Gateway (Utah) and Mesa (Ariz.) Arts Center.**

"We worked many hours (at Mesa) and we only came home (to Utah) once a month, but we enjoyed the job and its challenges," Lewis says.

Lewis works as a concrete foreman and is comfortable there as he teaches and trains younger workers.

"I'm glad for the opportunity to train these kids now. We have a good workforce, hard working guys," Lewis says.

Lewis is part of another **multi-generational** Layton-worker family. His son, Kyle, has 18 years with the company. In his personal time, Lewis and his family get away at his Fairview Canyon property to enjoy camping and fishing.



Jason Boyse, operating owner of Desert Ridge Concrete, oversees construction at the JW Marriott Desert Ridge Resort & Spa in Phoenix.

## Teammates you can build on

### Desert Ridge Concrete provides added strength to Layton team

In most locations, Layton Construction has built its company and reputation on the skills of its self-performed concrete work.

However, when it comes to additional concrete help in Arizona, Layton relies on good subcontractors and often partners with Mesa-based Desert Ridge Concrete (coincidentally unaffiliated with the Marriott resort of the same name).

Desert Ridge Concrete most recently worked with Layton on completing the JW Marriott Desert Ridge Resort & Spa in Phoenix and the accompanying reception gardens. However, the partnership has been forged through jobs ranging from the Superstition Gateway Regional Shopping Center to the Red Rock Business Plaza.

“Our relationship has been built because of the quality of our work,” says Jason Boyse, operating owner of Desert Ridge Concrete. “If we do work that impresses the owner, it reflects well on Layton.”

And the quality is good — and Layton Construction knows good concrete.

Desert Ridge Concrete started four years ago and concentrates mostly on commercial construction. While the company will sometimes work on high-end residences, Boyse feels his company’s strength lies in laying a solid foundation for commercial builders to build on.

With the specific climate issues facing builders in Arizona — especially during the challenging summer months — Desert Ridge’s professionalism and experience can be a huge help.

“Here there are definitely heat-related issues,” Boyse says. “You have to manage how much you pour, adding retardants and, of course, your guys. People can’t work in the sun down here like they can other places.”

But at the end of the day, Desert Ridge Concrete’s success comes from partnerships like the one they have with Layton Construction.

“Layton watches out for their subcontractors. They do what it takes to help you succeed. They respect you and understand the value you bring to the project,” Boyse says. “That makes a nice environment to work in.”

## Desert Ridge Concrete

**FOUNDED**  
2004

**OWNERS**  
Darin Barney  
Jason Boyse  
Sterling Stahle

**OPERATING OWNER**  
Jason Boyse

**TYPE OF WORK**  
Concrete

**HIGH-PROFILE PROJECTS INCLUDE**

Marriott’s Canyon Villas  
Superstition Gateway Regional Shopping Center  
Red Rock Business Plaza

**CONTACT**  
Desert Ridge Concrete  
1050 E. University Dr., #7  
Mesa, AZ 85203  
P: (480) 980-1155  
F: (480) 988-4244  
desertridgeconcrete.com

“Layton watches out for their subcontractors. They do what it takes to help you succeed. They respect you and understand the value you bring to the project.”

— Jason Boyse  
Operating owner  
Desert Ridge Concrete

# THE NUMBERS GAME

3 MARKETS BUILT ON DIFFERENT STORIES OF VACANCIES AND UNEMPLOYMENT

## Economic Outlook

### Utah

“The Utah economy, like much of the Rocky Mountain region and the nation, has been in transition to a slower economic growth pace in recent months. Utah employment growth during 2008 is likely to be the weakest since 2003, although such growth will remain among the nation’s leaders. Utah’s commercial real estate sector remains healthy, with numerous large projects under way. Other projects, however, may be delayed, falling victim to shell-shocked domestic and global credit markets. Utah’s longer-term economic posture remains one of the most attractive in the nation.”

Source: Zions Bank, Utah Economic Outlook, Spring 2008

### Idaho

“In contrast to the nation, neither the broad region nor the Idaho economy is likely to experience recession in 2008. Employment growth during 2008 in Idaho is likely to be the softest in five years. A weak Idaho home construction sector, sluggish manufacturing, and global credit market anxiety have contributed to much less vibrant Idaho economic growth during the past 6-9 months. Such weakness is likely to persist during the next 12 months. The state’s longer-term outlook remains positive.”

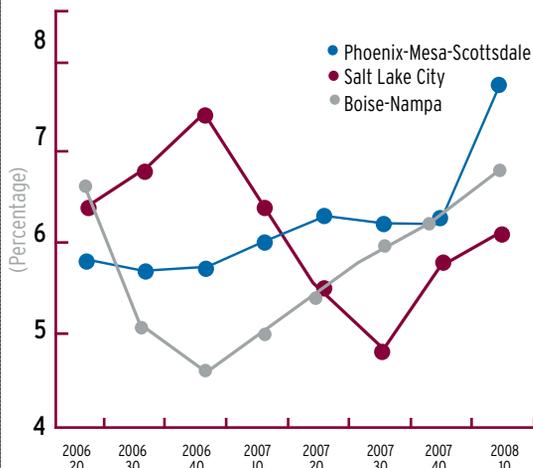
Source: Zions Bank, Idaho Economic Outlook, Spring 2008

### Arizona

“Arizona’s economy began contracting last August (2007) as the downdraft from the collapsing homebuilding industry pulled the rest of the economy along for the ride. The recession in Arizona should be mild with job losses totaling 1.3 percent. However, we expect that it will last longer than average, given the nature of this downturn and the length of time expected to get residential and non-residential investment rolling again. We look for the bottom in the second quarter of 2009.”

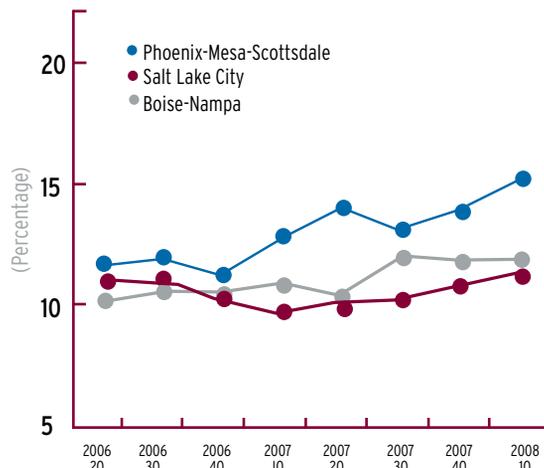
Source: Arizona’s Economy, April 2008, University of Arizona, Eller College of Management

## Industrial Market Vacancy Rates



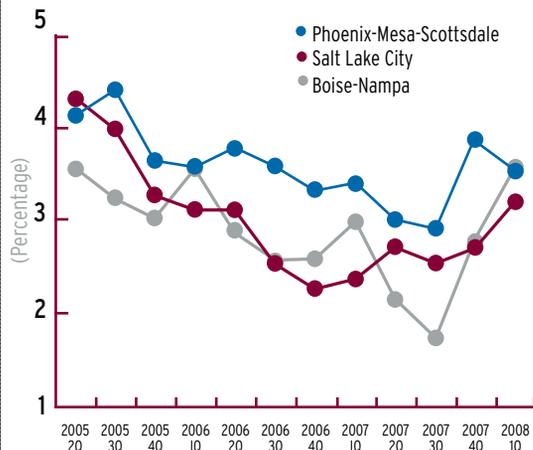
Source: Thornton Oliver Keller Commercial Real Estate (Boise); Cushman & Wakefield of Arizona, Inc. (Phoenix); Commerce CRG Commercial Real Estate (Salt Lake City)

## Office Market Vacancy Rates



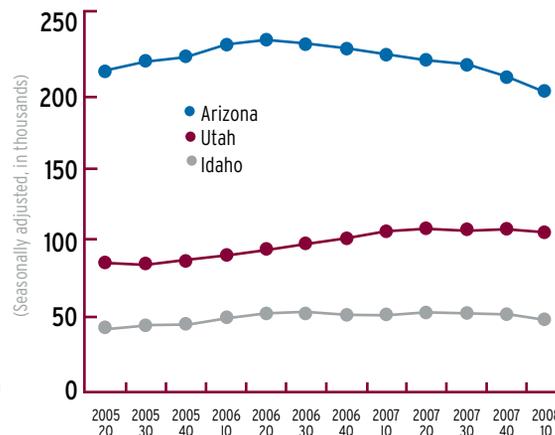
Source: Thornton Oliver Keller Commercial Real Estate (Boise); Cushman & Wakefield of Arizona, Inc. (Phoenix); Commerce CRG Commercial Real Estate (Salt Lake City)

## Unemployment



Source: U.S. Bureau of Labor Statistics

## Construction Employment



Source: U.S. Bureau of Labor Statistics

**Layton**  
CONSTRUCTING WITH INTEGRITY



THE LAYTON COMPANIES  
Area Offices

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

**ARIZONA**  
4686 E. Van Buren,  
Suite 100  
Phoenix, AZ 85008  
(602) 840-8655

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