

Layton

CONSTRUCTING WITH INTEGRITY



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Precision Under Pressure

David S. Layton

Foundation

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West Valley City, Utah



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Precision Under Pressure

Layton takes lessons from Quartzdyne on getting the job done

We recently completed construction for Quartzdyne which is featured in this issue of *Foundation* magazine.



David S. Layton

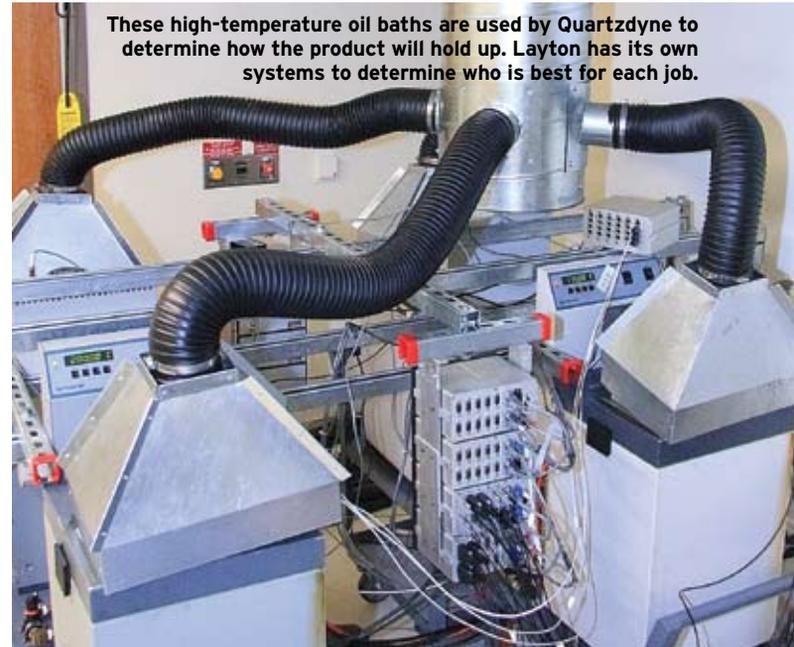
It has been an excellent project with a great customer because they communicated their needs and wants well with our team.

The photo accompanying my message is of the “high-temperature oil baths” used to test the transducers manufactured by Quartzdyne. Their customers place transducers deep in oil wells to measure heat and pressure, which helps determine the amount of oil that might be extracted from a given well. The instrument communicates its findings from deep in the earth to help the oil engineers decide whether to pursue production in a well.

What is the purpose of the oil bath that subjects Quartzdyne’s transducers to temperatures as high as 450 F and pressure of 30,000 pounds per square inch for five days?

The bath confirms that the transducers can “take the heat,” withstanding high temperatures and pressures to which they’ll be subjected to in the ground. But the most important reason for the heat and pressure test is to calibrate each and every transducer. Each unit has specific characteristics based upon its quartz crystal’s unique profile. From the hot oil bath, engineers take measurements and make calculations. The transducers are shipped to the buyer properly calibrated to provide precise data at the well head.

Quartzdyne’s work is quite similar to ours. Each of our projects is just as unique as an oil well. Our facilities are subject to tests and measurements in the field. Our projects must be reliable so the



customer’s output is profitable. Layton works in a wide range of industries building different product types including office buildings, hospitals, hotels and resorts, correctional institutions, sports and recreation centers, manufacturing facilities and interior renovation and remodel projects. The structures are built in different geographical locations with temperature and climate variances. Many construction products are used including steel, wood, concrete, masonry block and a myriad of choices dealing with plumbing, electrical, heating, ventilation and air conditioning, glass and roofing. Our construction world becomes even more complex with increased attention to sustainable building practices and concern for the environment.

Each of Quartzdyne’s transducers is calibrated for precision. All of our construction teams must be sized up for the work to which they’re assigned. Each member of the Layton team has a unique profile and experience. Countless hours are spent strategizing the skills and availability of our workforce to place them on the right projects where they can perform with exactness.

Quartzdyne’s transducers are tested for reliability. Seeking to understand our customer’s needs and wants is essential in determining our output and production schedules. It takes the skills of accountants, safety professionals, estimators, schedulers, superintendents and project managers to effectively direct a construction project. I’m grateful for a team of construction professionals who deliver quality with dependability.

It is also our responsibility to communicate effectively with numerous subcontractors and suppliers on each construction job. Subs bring with them skills, experience and performance records that are evaluated for each construction circumstance. Precise subcontractor scheduling is critical to the proper timing and production of our construction jobs.

Quartzdyne transducers measure pressure with precision. Our goal is to feel the pressure of our customers by exceeding their expectations with the precision of predictable outcomes. We want every new building owner to know, metaphorically, that their well will produce.

Water recycling facility named 'Deal of the Year'

The Santa Paula, Calif., Water Recycling Facility – being built by Layton Construction – has received the Global Water Awards 2009 "Water Deal of the Year" Award of Distinction.

Presented in April to the facility joint-venture partners Pacific Environmental Resources Corporation (PERC) and Alinda Capital Partners in Zurich, Switzerland, the award recognizes the partners' innovative private sector funding to build and operate a public wastewater treatment facility.

Layton's medical construction finds its way to Idaho



Pocatello's new **Portneuf Medical Center** will bring the highest levels of healthcare service to the city when

completed in 2011. Construction began in June on the **300,000-square-foot hospital** that will house 187 acute care beds, a 25-bed emergency department and 16 newborn intensive care beds. Among a full range of healthcare services offered will be cardiovascular, oncology, pediatrics, orthopedics, MRI, CT and nuclear medicine services.

672

The **WYOMING MEDIUM CORRECTIONAL INSTITUTION** in Torrington is the main intake facility for all of Wyoming. It has 672 beds in a two-level layout that covers 21 acres.



RENDERING COURTESY OF THE UNIVERSITY OF PHOENIX

The Meridian, Idaho, campus of the University of Phoenix will be a model of responsible building in the Boise area.

Layton builds for Phoenix in Idaho

The University of Phoenix has assigned Layton to construct its new campus building in Meridian, Idaho. The building will be LEED® Silver certified when completed, with sustainable features including site design, efficient water and energy use, and selection of environmentally friendly construction materials. The building's standards of excellence will serve as a model for future development and construction in the Boise area. The 40,000-square-foot building will be completed in the fall of 2009.

USTAR building breaks ground in Salt Lake City

Utah has invested hundreds of millions of dollars in the Utah Science Technology and Research initiative, seeking a return on advances in technology, scientific discovery and the creation of companies and jobs. Layton Construction has begun construction on the James L. Sorenson Molecular Biotechnology Building – a USTAR Innovation Center – on the campus of the University of Utah. The \$130 million, 200,000-square-foot facility will be complete by the fall of 2011 and be LEED® Gold certified.

It's not rocket science – just inner-space renovations

Layton's Interior Construction Specialists (ICS) takes pride in the work performed for Alliant Techsystems (ATK). ICS has done eight interior projects with ATK totaling over 150,000 square feet of "inner-space." However, this is relatively small in comparison to ATK's work in "outerspace," as the company is responsible for spacecraft systems and components on nearly every satellite in orbit and routinely propels NASA's space shuttles and other payloads into space with its solid rocket motors.

American Concrete Institute lauds 5 recent Layton projects

The Intermountain Chapter of the American Concrete Institute recently recognized five Layton projects with 2009 Awards For Excellence for innovation, quality and performance: Boise State University Bronco Stadium Stueckle Sky Center (Boise, Idaho); Cottonwood Recreation Center Ice Arena Renovation (Cottonwood Heights, Utah); Rio Tinto Stadium (Sandy, Utah); Uintah Community Center (Vernal, Utah); Utah Valley University Library (Orem, Utah).



Layton used a design-build approach to make sure the manufacturing requirements were met and that all key subcontractors were involved from the beginning.

Handling Pressure Together

Client involvement brings specialized headquarters to life

Bob Wiggins and the rest of the Quartzdyne team are in the messy oil business.

The company’s quartz pressure transducers are the industry standard for the downhole oil and gas industry.

GROWING IN STAGES

Before this spring, the company’s operations were spread over five floors in three different buildings in Taylorsville, Utah. The makeshift “campus” made the work inefficient.

“We were doing well in a very limiting space,” says Wiggins, the former president of Quartzdyne (he retired on Feb. 20, 2009). “It was advantageous to grow in stages like we did, but our situation wasn’t ideal

for an outfit that needs tons of electrical power.”

Quartzdyne’s use of high-temperature testing equipment meant the company had to run air conditioning all winter to keep the equipment cool, meaning inefficient energy use — not to mention the inconvenience of having the engineers located in a different building than the manufacturing personnel.

GETTING INVOLVED

So, when Quartzdyne decided to lease industrial space in West Valley City, Utah, from the Argent Group, the company wanted to put everything under one roof and do it in a way that would make them efficient — with regard to productivity, profitability and energy consumption.

That’s when Wiggins and the rest of the management team rolled up their sleeves and sat down with Layton Construction, the design team and key subcontractors to make sure things started on the right foot.

“Bob and his team were very engaged,” says Dave Keesler, project manager for Layton Construction. “From the beginning, they were involved in making sure we had the design right and incorporated their specific needs into the project.”

Quartzdyne indeed had specific needs.

The transducers are tested by being submerged in hot oil, requiring a lot of electricity and a room designed for the purpose. They

“ I wouldn’t gamble. I would use Layton because I know the quality of their work. ”

Bob Wiggins

President Emeritus
Quartzdyne
West Valley City, Utah

The Details

CONSTRUCTION
START DATE
June 2008

CONSTRUCTION
COMPLETION DATE
May 2009

SQUARE FOOTAGE
47,000

ARCHITECT
MHTN Architects,
Salt Lake City

SPACE HIGHLIGHTS
Manufacturing and testing facility;
Quartzdyne corporate headquarters;
engineering offices



also require clean rooms and specialized equipment for manufacturing the transducers.

Layton brought key subcontractors — specifically CCI Mechanical and Taylor Electric — into the design phase to make sure everyone was coordinating and felt a part of the solution.

“Quartzdyne was one of the best clients — as far as participation goes — that we’ve ever worked with,” says John S. Alley, a vice president with Layton Construction who was involved in the project from the beginning. “We were able to deliver what they expected. When the client communicates as well as Quartzdyne did, we know what they want and can deliver it.”

Wiggins says communication was strong all along the way, which meant no surprises or setbacks.

In fact, Wiggins gave his personal cell phone number to Keesler and encouraged him to use it.

“That speaks to empowerment,” Alley says. “If the tenant or owner doesn’t empower its representative, it hinders the process.”

This communication made it possible for Layton’s desired “predictable outcomes.”



Each member of the Quartzdyne team plays a part in the end product and now the building makes them more efficient.

THE END RESULT

The Quartzdyne building meets the unique needs of the company while also serving as an appropriate headquarters for an industry leader. But the teamwork didn’t end with the final construction.

Quartzdyne and Layton worked together to make it easy to expand.

“We could build an addition to the back of the building and then knock out a few key panels and have the whole thing connected with minimal disturbance,” Keesler says.

And Wiggins feels like Layton would be the right partner on a future expansion.

“If we build again or add on, I wouldn’t shop around,” Wiggins says. “Layton did such a good job that it wouldn’t be worth the risk to use anyone else. I wouldn’t gamble. I would use Layton because I know the quality of their work.”

You might say Layton works well under pressure — just like a Quartzdyne transducer. 

Seeing Green

Working in the oil and gas industries has made Quartzdyne aware of the need to be energy efficient and keep long-term energy costs low. That led the company to build a LEED-Silver-certified building.

“We want to save money, but we also want to be good stewards of the environment,” says Bob Wiggins, president emeritus of Quartzdyne.

Below are three of the energy saving features of the new building:

- GPS-directed mirrors direct sunlight through ceiling panels in the manufacturing area. The sensors detect the amount of light generated by the GPS system and adjusts lighting as necessary.
- The building recaptures heat from testing areas and energy use and redirects it to other parts of the building.
- Other rooms have motion sensors, meaning less energy use in empty rooms.

The WOW Factor

- The building has 350 tons of cooling capacity, which is three times the normal amount for the space.
- There are two Class 10,000 clean rooms with circulation of 60,000 cubic feet per minute. That is five times the normal circulation for clean rooms.
- There are 45 different points of thermostatic control.
- The piping networks are used for more than just water. There is also nitrogen, argon, vacuum, compressed air and de-ionized water.

What’s Unique?

No two projects are the same. The Quartzdyne headquarters is unique in at least three ways.

- The building contains no corner offices. Each corner is used for *company-wide gathering areas*. The southwest corner houses the lunchroom, which doubles as a training room.
- The construction team developed a matrix *that outlined who was in charge* of obtaining and installing which piece of equipment and when.
- The building and adjacent property have been *engineered and prepared* for easy expansion.

Quartzdyne Team

PRESIDENT
Lon Perry

VICE PRESIDENT, ENGINEERING
Milt Watts

CHIEF FINANCIAL OFFICER
Cliff Mercer

MAINTENANCE SUPERVISOR
Joel Cook

This 4 a.m. concrete placement on Temple Square in Salt Lake City limits inconvenience for thousands of visitors.



Simple Sidewalks?

Temple Square sidewalk renovations under way – but not in the way

Layton Construction certifies its concrete flatwork finishers to standards set by the The American Concrete Institute®. They are craftsmen with demonstrated ability to place, consolidate, finish, edge, join, cure and protect concrete flatwork to ACI specifications.

In fact, that professionalism has been demonstrated by millions of square feet of concrete flatwork in warehouse and distribution centers, trucking facility loading docks, manufacturing shop floors, multi-story office building floors, stadium concourses and office park sidewalks.

Well-finished concrete flatwork is often overlooked by pedestrians who tread upon it, but to Layton's concrete professionals, there is nothing common about exceptional concrete flatwork. The job is often truly deeper than just six inches of a mixture of sand, gravel and cement powder.

The sidewalk renovation project at Temple Square of The Church of Jesus Christ of Latter-day Saints in downtown Salt Lake City is just one example of challenging and complex concrete flatwork. Known as one of Utah's top tourist attractions, Temple Square's sidewalks see 3 million visitors a year. Replacing nearly 39,000 square feet of sidewalks while minimally disrupting the

guests is under way, and the project is divided into three phases.

First, fencing and signage keep guests away from construction zones. Old concrete sidewalks are saw-cut and removed, often exposing even older concrete that was previously paved over. Concrete crews survey to find correct grades and elevations to standardize the concrete placement. Underground mechanical tunnels also complicate the work, as the sub-surface has to be waterproofed before the new concrete is placed.

Phase two — form setting for the architectural concrete — comes after existing concrete is removed and waterproofing and utility work is done. All concrete will be bordered by inlaid two-inch thick granite pavers. The concrete forms are set with a two-inch recess to accommodate the pavers that fit seamlessly to the adjoining concrete flower bed boxes.

Only then can phase three start, with the concrete poured and other architectural elements installed.

Even getting the concrete to the site is no easy task. Construction of the City Creek project is active, so construction congestion already hinders downtown Salt Lake City. Add TRAX Light Rail, auto and pedestrian traffic, and there is little room for concrete trucks. Getting the concrete inside Temple Square requires wheel barrows or "Georgia Buggies" because it is 350 feet to the nearest street location where

concrete trucks can discharge. City permits and TRAX permits are required to keep city and transportation officials informed.

The project was started in early April 2009 and will conclude in late September 2009. The sidewalk project is not big by Layton's typical standards, as only 800 cubic yards of concrete will be placed. But it is a precise job.

"This will be perhaps the highest quality architectural broomed concrete Layton has ever done," says project concrete foreman John Hall.

And if the concrete project didn't create enough of its own challenges, Temple Square is also known for its meticulously maintained flower beds and greenery. The flowers must be protected, and the more-than-a-century-old Israeli pine tree is being extended extra care.

During the summer, as many as 60 marriages a day are performed in the Salt Lake LDS Temple, so construction crews also have to be considerate of the wedding parties entering and exiting the temple grounds.

"We are treading a pretty fine line with all of the elements of removing old concrete, replacing it so precisely with new architectural concrete and completing the work in the middle of a busy summer tourist season," says Randy Levitre, site superintendent. "Who said concrete flatwork was simple?"



Dell Willes

EMPLOYEE FOCUS | Dell Willes

If you look at some of Layton's most **high-profile jobs** in the past few years – Rio Tinto Stadium in Sandy, the Salt Lake County Detention facility and the NAC printing plant in West Valley City – you'll find **one thing in common**: superintendent Dell Willes.

Willes started with Layton Construction 28 years ago and spent one year as a foreman before becoming a superintendent. He's been working on the big jobs ever since.

"I **enjoy the challenge** that comes from the high-profile jobs," Willes says. "There's a great sense of accomplishment when you complete those jobs. Those things stay in the community."

Willes' current project has been heavily publicized and involved a groundbreaking ceremony with Gov.

Jon Huntsman, Jr. He is currently working on a **USTAR research facility** located on the campus of the University of Utah that is a joint venture between the state of Utah and the university.

Willes says the key to his job satisfaction and longevity comes from the sense that he's part of something larger than himself and that he also enjoys the **opportunities for growth** the company affords.

"You can have a career here," he says. "There are opportunities for those who are serious and want to work. That's what kept me here. I could grow."

And his hard work is evidenced throughout Utah and enjoyed by anyone who watches Real Salt Lake or reads a Salt Lake City newspaper.

A Long-Term Solution

CCI Mechanical looks at clients as 50-year business partners



Davis Mullholand, president and CEO of CCI Mechanical in Salt Lake City, and his team take an active part in working with clients to develop solutions that work for the long haul.

When you ask Davis Mullholand, president and CEO of CCI Mechanical in Salt Lake City, what the key to his company's 48 years of success has been, he narrows it down quickly.

"At our core, our company has a commitment to do whatever it takes to make our customers happy," he says. "Ninety-nine percent of the time that is HVAC and plumbing, but we would sweep their floors if they needed us to."

This attention to the needs of a customer is just one of the things that has led Layton to use CCI on a number of jobs — including the unique Quartzdyne headquarters featured in this magazine.

CCI Mechanical is also one of the region's leaders in LEED-design projects completed and thrives on the design-build approach to construction.

CCI's strength lies in its full-service capability. With in-house engineering, controls, commissioning, energy services and sheet metal/pipe fabrication coupled with its construction and service field personnel, CCI is able to tailor its services to properly meet a customer's needs.

"This approach lends itself to design-build," Mullholand says. "When you're in the design stage, you can sit down with a client and take a look at more than just the initial costs. We can take a holistic approach to the systems."

And Mullholand's team thrives at looking at things from the same side of the table as clients.

"We help the customer really find something that will serve their needs for the long haul," Mullholand says. "Because our perspective is long-term, it doesn't sit well to be short-sighted. We understand you need more people in the room to find out what works best."

This long-term approach stems from CCI Mechanical's service roots.

Servicing mechanical systems is a large part of CCI's business, so the company works hard to install quality systems that are easy to maintain and, if needed, easy to fix.

"Because we do mechanical and service, we want to be their contractor for 50 years," Mullholand says. "That means we do what it takes to make the systems right in the first place."

CCI has also benefited from being heavily involved in a peer group made up of CCI and seven other similarly sized and organized mechanical contractors from around the country. The group offers suggestions for improvement, has regular meetings and doesn't pull any punches.

"You have to check your ego at the door, but the group gives great suggestions and keeps us informed of new trends that help better serve customers," says Mullholand.

And at the end of the day, CCI is in it for the customer.

CCI Mechanical

FOUNDED

1961

PRESIDENT/CEO

Davis Mullholand

EMPLOYEES

300

TYPE OF WORK

Design, manufacturing, construction and service of mechanical systems

HIGH-PROFILE JOBS WITH LAYTON

Quartzdyne Headquarters (West Valley City, Utah)

RiverPark Corporate Center (South Jordan, Utah)

Montage Resort (Deer Valley, Utah)

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“We’ve worked with Layton enough to know they have our back and we have theirs. Hopefully, they know that we will take care of what we’re supposed to do and they can worry more about other things.”

— Davis Mullholand
President & CEO
CCI Mechanical Inc.

Economic Outlook

Utah

“Economic weakness across the state is likely to continue into 2010. A return to modestly positive U.S. economic growth later this year or early in 2010, combined with more fluid financial markets, would pay great dividends in Utah. The Utah economy is highly unlikely to emerge from recession without these two preconditions. Over the longer term, the state should rank among the nation’s best performers.”

Source: Zions Bank, Utah Economic Outlook, Spring 2009

Idaho

“The Idaho economy is suffering the same recession disease experienced by the vast majority of states. Perhaps the weakest economic performance in Idaho in decades is somewhat surprising since the state ranked among the top handful of states in percentage growth of employment during 2004 to 2007. Those who believe Idaho is largely isolated from developments across the nation and around the globe merely need look at events of the past 15 months for a much different conclusion.”

Source: Zions Bank, Idaho Economic Outlook, Spring 2009

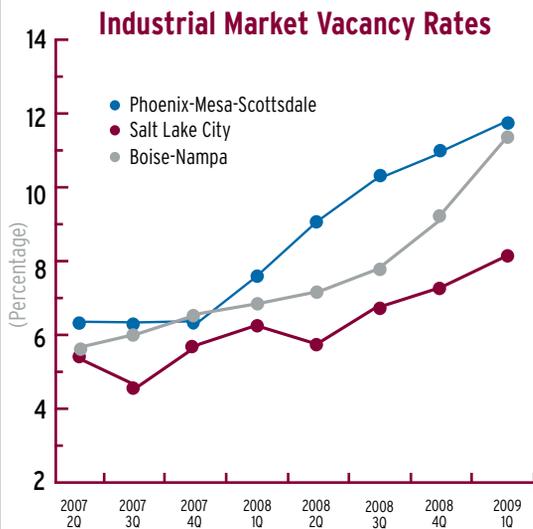
Arizona

“Arizona has been hit harder [by recession] than any state, with the exception of Nevada. Arizona’s economy entered the recession three months earlier than the national economy, and will likely emerge later. Using nonfarm employment as the yardstick, we expect the bottom to come in the second quarter of 2010. That puts the number of jobs back to the level of early 2005. It is expected to take until the end of 2012 for employment levels to regain the peak of 2007. The lion’s share of losses will be in the construction industry.”

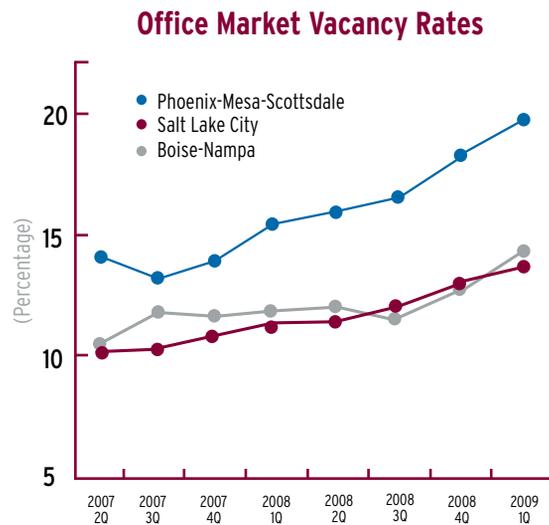
Source: Arizona’s Economy, March 2009, University of Arizona, Eller College of Management

THE NUMBERS GAME

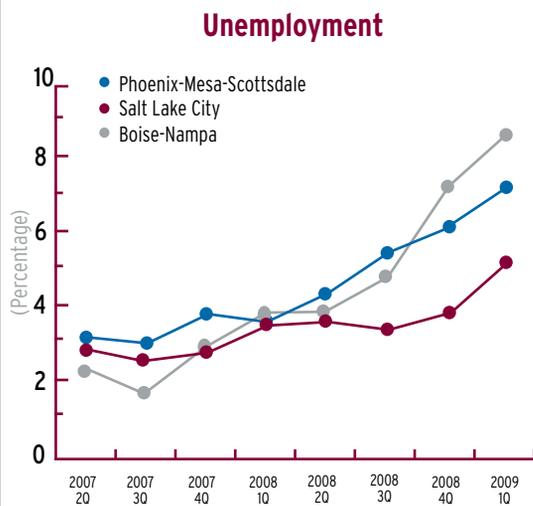
3 MARKETS BUILT ON DIFFERENT STORIES OF VACANCIES AND UNEMPLOYMENT



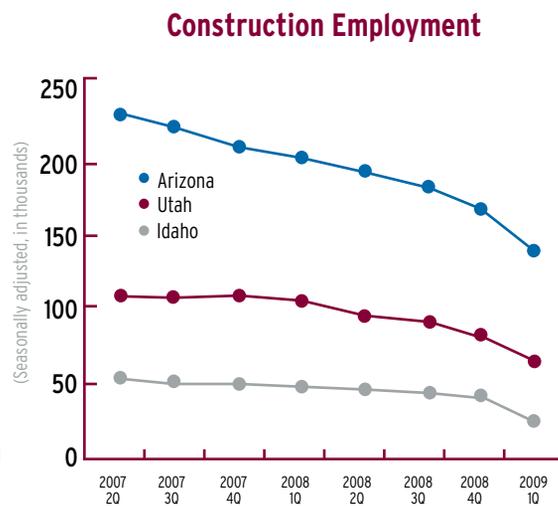
Source: Thornton Oliver Keller Commercial Real Estate (Boise); Cushman & Wakefield of Arizona, Inc. (Phoenix); Commerce CRG Commercial Real Estate (Salt Lake City)



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



Source: U.S. Bureau of Labor Statistics



Source: U.S. Bureau of Labor Statistics

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CONSTRUCTING WITH INTEGRITY



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