

# Foundation

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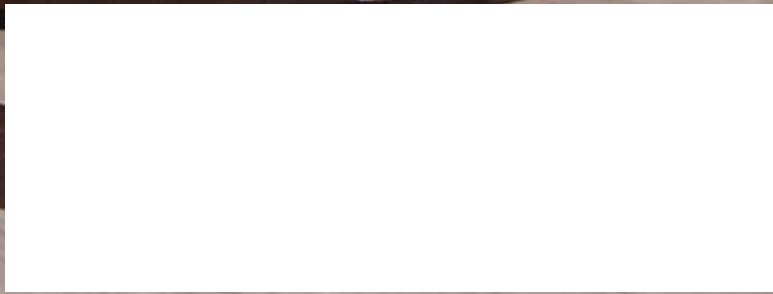
Winter 2018-2019



# CROSSROAD OF CARE

**North Alabama Medical Center  
Florence, Alabama | Page 4**

2 | Nuts & Bolts  
Layton in the News



Utah Valley University is quickly becoming an educational, economic and artistic hub in central Utah – as evidenced by the new art center.

**Featured Project**



# In the Spotlight

## Utah Valley University's \$50 million center opens for applause

Continuing the tradition of high-profile and world-class performing arts centers, Layton has completed another on the campus of Utah Valley University in Orem, Utah.

The \$50 million center is 132,000 square feet and includes a 500-seat proscenium theater and a 900-seat concert hall that will also serve as home for the Utah Symphony when performing in the city.

Also designed as a university teaching facility, the center includes 27 teaching studios and practice rooms, production and recording space, piano and computer labs, hardwood-floored dance studios and visual arts display areas.

"The building provides the venues that will allow our students to show their talents and launch them to the national stage," says Frank Young, assistant vice president of facilities and planning at UVU. "The completion of the performing arts center is one of the final basic building blocks needed for us to provide a complete university experience here at UVU."

# Team members revel in new Transwestern facility



Converted retail space now houses Transwestern's Phoenix team.

Transwestern is a commercial real estate company that provides services in real estate development, agency leasing and commercial property management.

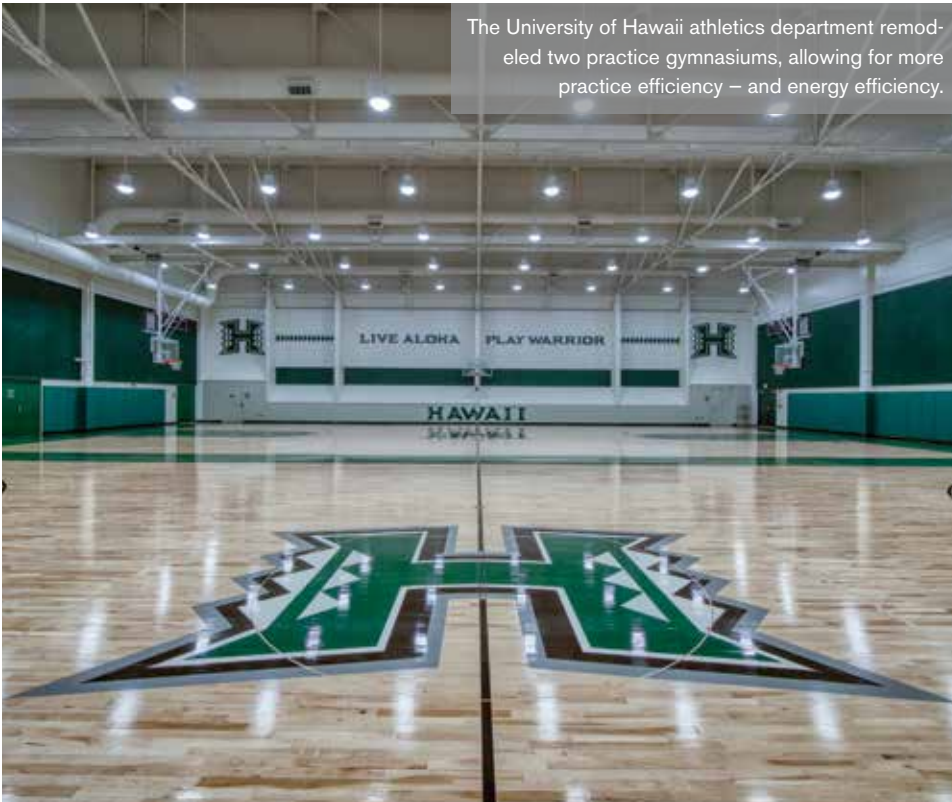
Layton's Arizona team is playing a key role in fulfilling Transwestern's mission with the build-out of office space in Phoenix.

Located at the corner of 24th and Camelback, the Esplanade has been the premier office address in Phoenix for more than 25 years. A vacant, ground-

level 10,000-square-foot retail space in the center is being repurposed and renovated to emphasize the emergence of the Esplanade as the real estate hub of the Phoenix market.

The space – developed in partnership with Gensler, a firm known for its high-end design – will attract brokers and clients as a live, work and play center.

Amenities including a golf simulator, bar and patio space that will help make this Transwestern space the talk of the town.



The University of Hawaii athletics department remodeled two practice gymnasiums, allowing for more practice efficiency – and energy efficiency.

## The Warrior Way

### U. of Hawaii gymnasiums get energy-efficient update

Layton's Hawaii team turned old and tired practice facilities into a center where University of Hawaii student-athletes light up when they see the renovated space.

The design-build delivery process was new to the UH Manoa campus, but administrators and facility managers have come to appreciate the benefits of speed and quality delivered by Layton to design and complete a Net Zero energy system.

Two gyms, one dedicated to basketball and one to volleyball, have been completely renovated with new HVAC and LED lighting systems.

Building two new, custom hardwood maple floors was an exercise in patience, including multiple sandings, staining, lacquering and ensuring that NCAA-regulation lines and university logos were placed and painted precisely.

## ICS builds on long-time Amex relationship

For decades, American Express' iconic brand campaign of "Don't Leave Home Without It" helped build the company and its physical presence at customer service centers across the country.

Layton has benefited by the strength and staying power of the Amex brand by constructing multiple projects for the company in recent years. Layton's Arizona team just wrapped up a project in Phoenix. The same design team on the Phoenix project, including architect RSP, is planning Salt Lake City space.

Layton's Interior Construction Specialists (ICS) will build out the 100,000-square-foot office, managing the speed, quality and cost of construction, a practice common in ICS' world of quick-turn tenant improvements.

The ICS team was brought on early for preconstruction services, which included multiple budget updates finessing the tenant finishes and budget expected by Amex. As with virtually all of today's worker-friendly spaces, spacious break rooms and gym facilities are part of the build-out that begins in early summer of 2019 – to be completed before year end.

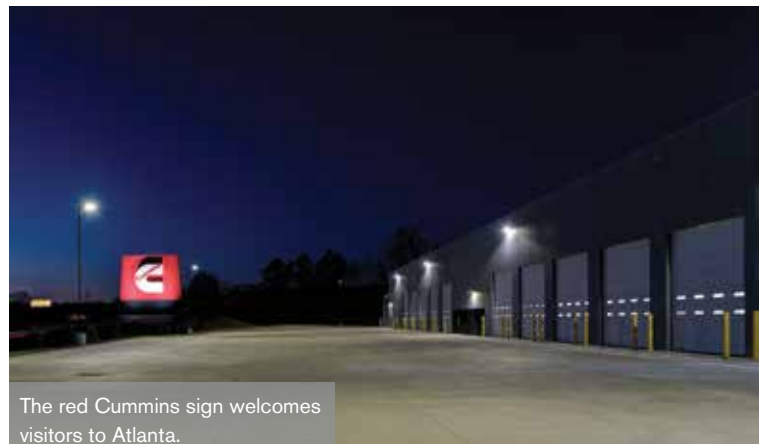
## Big red C gets an A+ with new Atlanta area service center

Driving down Interstate 75 in Atlanta, travelers can't miss the 40-foot-tall bright red Cummins logo sign, identifying the location of the company's new 58,000-square-foot service center.

Layton's long-standing relationship with Cummins over multiple projects, including facilities in Boise, Denver, Las Vegas and Nashville. The Atlanta facility is tilt-up concrete with two large bridge cranes and 33 service bay doors.

In early stages, it was discovered that the "greenfield site" was actually filled and capped spoils from a neighboring facility built in the 1960s, resulting in 2,000 geopiers to support the building and new concrete parking lot.

Layton and Cummins are extremely pleased with the outcome and are looking to continue the relationship on future projects.



The red Cummins sign welcomes visitors to Atlanta.

North Alabama Medical Center,  
Florence, Alabama

# CROSSROAD OF CARE



The \$230 million facility sits on 25 acres in east Florence, Alabama. The construction project is the second largest in the city's history.

## ***Regional hub's new hospital brings 21st Century facility to match the best in medical treatment***

STORY BY GREG BENNETT

PHOTOS BY RION RIZZO/CREATIVE SOURCES PHOTOGRAPHY

**F**lorence, Alabama, is located on the banks of the Tennessee River and anchors a Quad Cities area that includes nearby towns of Muscle Shoals, Sheffield and Tuscumbia. Florence is home to University of North Alabama and is an educational, economic and medical care hub of the region. >>>



The hospital tested capacity from the beginning, breaking records starting on the first day when 50 surgeries were performed.



## The Details

**North Alabama  
Medical Center**

**Start Date**  
November 2016

**End Date**  
Dec. 6, 2018

**Total Square Footage**  
485,000

**Architect**  
Gould Turner Group, Inc.  
Nashville, Tennessee



For years, the area's largest and most-used hospital was Eliza Coffee Memorial Hospital, which was built in the 1940s and last had significant updates and renovations in the 1980s. So, after RCCH HealthCare Partners bought the hospital (and a smaller one in nearby Muscle Shoals) in 2010, the company committed to build a new 21st Century facility that would meet the area's healthcare needs for decades to come.

**“It won't be long before we're looking at expansion and a new, free-standing cancer center. Layton will have my support for those.”**

**Mike Howard**

Chief operating officer, North Alabama Medical Center

### STARTING THE PROCESS

Alabama is a certificate-of-need state (one of 35 in the country), which means a state regulatory board

oversees the approval of new facility construction after determining that the facility is required in a particular area. The process to receive the



The 263 new patient rooms were seen virtually before they were built physically. Hospital leadership had front-line employees tour the site and make suggestions before construction was completed.

certificate can be long and involves due diligence by all parties. Such was the case with building what would be eventually known as the North Alabama Medical Center.

“The five years we worked through that process allowed the leadership team we selected to improve the quality and grow the hospital,” says Keith Allen, vice president, capital and construction with RCCH HealthCare Partners.

When the certificate of need was granted in 2015, progress toward completion began in earnest, with numerous construction companies answering the call for initial requests

for proposal. While Keith was familiar with Layton’s work and was an initial proponent, others were interested in hiring an Alabama-based company to fulfill the work.

Ironically, though, it was Layton’s devotion to the local construction labor market that pushed the Utah-based company to the top of the list.

“We felt strongly that we wanted to use local labor,” says Mike Howard, chief operating officer of the North Alabama Medical Center. “Layton not only said they were going to use local labor, but they had done their research and showed how they planned to do it. They were

## Key Subcontractors

Concrete.....	Greater Georgia Concrete LLC
Drywall.....	Wayne’s Acoustical & Drywall, Inc.
Electrical.....	Marathon Electrical Contractors, Inc.
Flooring.....	All Commercial Floors, Inc.
Glazing.....	Wall Brothers Glass, LLC
HVAC/Mechanical.....	MMC Contractors National, Inc.
Landscapes.....	Coldwater Landscapes, LLC
Painting.....	Charlie Irwin Paining, LLC
Roofing.....	All-South Subcontractors, Inc.
Site Work.....	Carcel & G Construction, LLC
Structural Steel.....	FabArc Steel Supply, Inc.



The hospital was designed for efficiency. Pneumatic tube systems allow for quicker lab result delivery. Layout makes it clear and easy for visitors to stay in appropriate areas while maximizing staff and physician efficiency. Energy efficiency was also paramount, with decisions made based on making the life cycle costs as low as possible. Early results leave hospital administrators confident that the hospital will be one of the most energy-efficient hospitals in the South.

creative and thorough in showing what the local capabilities were and how they were going to use it. It meant a lot to us.”

**EVERYONE AT THE TABLE**

Layton joined the team, which decided to utilize a design-assist approach that involves key players in the planning stages. Layton partnered with architect Gould Turner Group and other decision makers in developing a plan that would meet the needs of all people using the hospital.

**“Layton is not a company just interested in a one-off project. I know that and the industry knows that. They work in a way that encourages repeat business and long-term relationships.”**

**Keith Allen**

Vice president, capital & construction, RCCH HealthCare Partners

“This allowed us to engage with each other and foster relationships early on in the process,” Keith says. “We saw that we were in this together, with a clear, transparent view to make this successful.”

Layton noticed the synergy early. “It’s not every project that you create the chemistry that gets rid of the line between the owner and the contractor,” says Bill Cofer, senior superintendent for Layton. “On

this, the whole team was able to put down those barriers. When we ran into issues, we would have a candid, respectful discussion and quickly move forward.”  
John Thomas, senior project man-





The hospital has specialized services that meet the needs of patients from northwest Alabama, southern Tennessee and northeast Mississippi.

ager for Layton, gives much of the credit for this efficient communication to Mike and his team.

“Mike was a good decision maker,” John says. “He was quick and decisive. He would give his directors two days to think about something and then give us a decision.”

The early stages involved virtual reality tours of what patient rooms would look like. This Layton technology made adjustments easier, less expensive and less time consuming.

“The ability for the hospital staff to take part in virtual reality walkthroughs was crucial for several reasons,” says Matthew Griffith, vice president and architect with the Gould Turner Group, Inc. “First, the staff was able to get a real-time sense of the scale of their spaces and allowed them the opportunity to fine-tune items such as med-gas, electrical, data and lighting, so there were no surprises when they saw the

final built product. The virtual reality was also vital in allowing Layton and the design team the ability to finalize early design decisions and get a head-start on pre-fabrication.”

This devotion to details made completing the work easier, even as challenges arose.

### OPENING DAY

Front-line staff would tour the site throughout the process to assist in any required adjustments and to become familiar with the facility. This helped when the doors opened.

“They didn’t have to spend time even looking for the bathrooms,” Mike says. “They knew the place. They could start fast from the very beginning.”

Which is a good thing.

The facility opened on Dec. 6, 2018, with 131 patients being transported to the hospital from the closing Eliza Coffee Memorial Hospital

in about five hours — much quicker than the team planned for.

On the first day the hospital was open, 50 surgeries were performed without a hitch. A usual day would see about 20 surgeries.

“Since the move, we’ve broken every record that we have,” Mike says. “We didn’t ease in. December is typically a busy month for hospitals and we went full tilt from the beginning.”

Even before the hospital officially opened, the public was invited to a grand opening for the long-awaited facility.

“This is a big deal for this community,” Mike says. “During construction, I couldn’t go anywhere without someone asking me about how it was going. The payoff for me was watching people walk in for the first time and just see their jaws drop. It means a lot that the community has embraced it so quickly.”

## Quick Notes

- On **opening day**, 131 patients were moved to the new hospital in about five hours. They were transported by a fleet of 20 ambulances.
- The emergency room had **people waiting to enter** when it opened its doors at 7 a.m. on Dec. 6, 2018.
- Prefabrication of construction components in the hospital shaved **six months** from the schedule and saved **\$2 million** in labor costs.

Local contractors were heavily involved with the work done on the North Alabama Medical Center. Layton utilized local subcontractors as often as possible, resulting in \$30 million in contracts for local companies.



## Keeping It Local

Layton ingenuity enabled local construction firms to build a piece of the community

**T**raditionally, this page features a subcontractor partner to show Layton's appreciation for the dedicated work of those companies who toil side by side with Layton in building lasting structures.

Of paramount importance with the construction of the North Alabama Medical Center was hiring local subcontractors and employees. Layton's project team heard this message from the community and the client loudly and clearly, and acted.

A couple of Layton's key company values tied directly into the subcontracting plan for North

Alabama Medical Center:

- Partner with proven, qualified subcontractors and suppliers.
- Have timely, open and informative discussions about impacts and alternatives when events outside our control affect our customers' priorities.

"Layton developed a great conceptual plan — hands down, the best in incorporating local labor," says Mike Howard, chief operating officer at North Alabama Medical Center. "They had a map posted in the construction

trailer showing where the local subcontractors were from. They even marked restaurants Layton team members frequented. In many ways, this project was far too large for local subcontractors, but Layton made it work."

Layton's "Keep it Local" campaign was the answer.

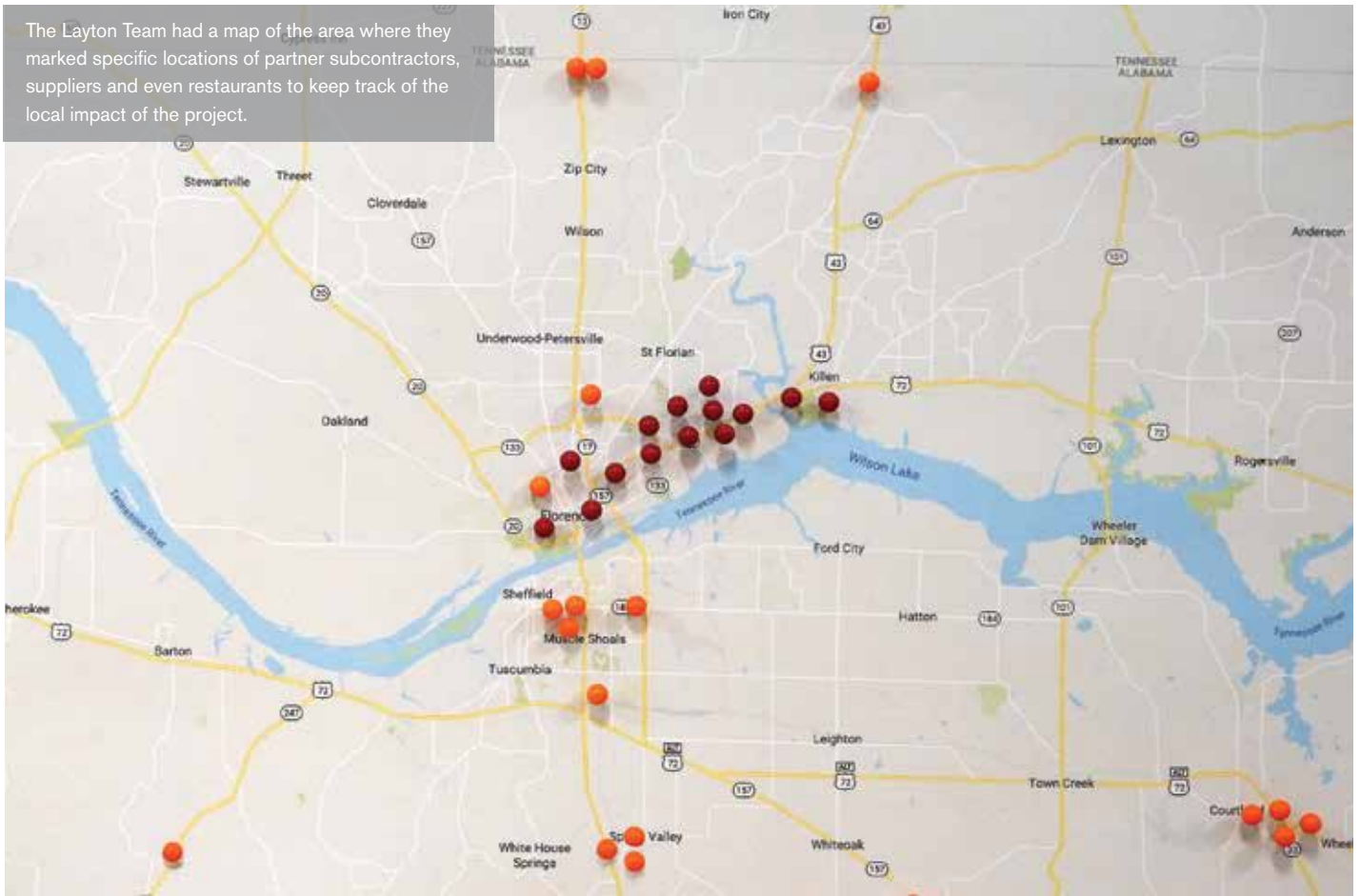
The project team put the word out, inviting local subs to be involved. Presentations were made at local Kiwanis and Rotary Clubs to make sure local companies were aware of construction opportunities. A spreadsheet was maintained to track local dollars spent. Subcontractors

from nearby cities and towns of Sheffield, Tusculumbia, Muscle Shoals, Leighton, Rogersville, Russellville, and nearly 50 miles down the highway in Decatur, benefited by work on the project, resulting in over \$30 million in contracts for local companies.

The Layton team was creative to find opportunities for smaller local subcontractors that otherwise might not have qualified for the work. Some of these solutions included:

- Divided site concrete flatwork to utilize a local general contractor that has a concrete

The Layton Team had a map of the area where they marked specific locations of partner subcontractors, suppliers and even restaurants to keep track of the local impact of the project.



- Separated the acoustical ceiling package from drywall to allow an undersized local drywall sub to perform ceiling work
- Isolated interior glass and glazing from the exterior package to award to a local subcontractor
- Kept site fencing separate from the sitework scope, to be able to award directly to a local fence company
- Extensive interview and

- evaluation process to negotiate a *very large* landscape scope to a local firm big enough to handle the job
- Sourced the buck hoist man lift from a local vendor, rather than to a national rental firm
- Partnered a relationship with a local custom metal shop to fabricate various custom metal products like television back box trim, sterilizer closure panels and operating room equipment mounting cover plates

- Worked with the local home-builders association to provide skilled carpenters for owner-furnished medical equipment installation
- Coldwater Landscapes, LLC in Muscle Shoals is one of the local subs that became part of the team in constructing the North Alabama Medical Center.
- Justin Wall is co-owner and his company has been in business for 12 years and employs 50 people.
- “This was a once-in-a-lifetime opportunity for us to be part of

something this unique,” Justin says. “It was a great experience working with Layton. We’ve never experienced anything like this. The hospital affects us. It’s in our home town, so we knew we had to give it 110 percent. After seeing several of our landscaping jobs in the area recently, Ella, our 5-year-old daughter said, ‘Daddy, you just build the whole world!’ It’s not the ‘whole world,’ but it’s sure neat to know that we had a hand in construction of the North Alabama Medical Center.”

## Local Subcontractors

- ABG Caulking
- Ace Waterproofing
- Aderholt Masonry
- Carcel and G
- Charlie Irwin Paint
- Chattanooga Fire Protection
- Cheyenne Steel
- Civil Group
- Coldwater Landscapes
- Delta Drywall
- Eagle Access
- FabArc/Group Steel
- Greater Georgia Concrete
- Hayward Baker
- Johnson and Sons
- KST Security
- MMC
- Marathon Electric
- Shoals Overhead Door
- Southern Pride Pest Control
- Sutton Fence
- Wall Brothers Glass

Layton used the growing pool of available technology in both construction and project management to complete the North Alabama Medical Center two months ahead of schedule.



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# A Healthy Success

Trust and tech combine to create the perfect storm



DAVID S. LAYTON

**C**onstruction of the North Alabama Medical Center is a highlight project in many ways for Layton Construction.

We have been operating in the southeast region of the United States now for a decade. We've broken ground figuratively and literally in many states as we continue to expand our presence there. We knew the high-profile hospital planned for Florence, Alabama would be a game-changer for the region, improving the quality of life and healthcare options for the residents in a large tri-state region, and we wanted to be a part of it.

Winning the contract would continue to build trust and confidence in Layton with other prospective customers in the region. We competed with other highly respected contractors and were able to demonstrate our abilities and commitment to the community. We were fortunate enough to have some

Alabama boys on our team that were able to "go home" to build.

Technology became a driving force to successfully deliver the hospital. For many years at Layton, we've made substantial investments knowing that we can change the way work is done in our industry. A project like North Alabama Medical Center bears the fruits of those technology investments.

We've focused to be early adopters of technology. We use programs to manage a tremendous amount of information at the project level. On a daily basis we managed submittals, requests for information, architect's supplemental instructions, and virtually all other project information, enabled at the tablet level so all parties, including project managers, superintendents and field staff have all the information at their fingertips.

We were able to walk into a room under construction in the hospital, and by viewing a posted QR code, instantly populate the relevant pieces of information of that space, including submittals, approvals, subcontractor status, all the way through

completion of punch list items. With abundance of information, we get better outcomes and higher quality. Data drives us. As a team, we analyze data and then make better decisions. We've found that bad data rests at the root of bad decisions.

We could go on about how technology is changing our world of construction. We've talked in previous issues of Foundation about Virtual Reality, LEAN Construction, Pull Planning and Prefabrication, all critical elements of reducing costs, gaining time on the schedule and improving quality. All of these elements were used in the successful completion of North Alabama Medical Center, resulting in delivery of the hospital two months ahead of schedule.

The success of North Alabama Medical Center? It's summed up in the words of subcontractor Justin Wall, "This was a once-in-a-lifetime experience ... neat to know that we had a hand in construction of North Alabama Medical Center."

To Justin, and all of the others involved with its construction, we were grateful to partner with you. 🏗️