



Layton Construction Discovers Best-In-Class Solution for Project Closeout

Solving for disparate information, Pype Closeout helps Layton stay organized, track effortlessly, and improve relationships

BACKGROUND



Founded in 1953 by Alan W. Layton, a decorated WWII veteran, Layton Construction has grown from a small family business based in Utah to one of the top 50 construction companies in the U.S. With offices in 11 states and more than 800 employees, Layton has worked in 40 states and generated more than \$1.8 billion in revenue in 2018. Starting with small-scale office and school projects, Layton has grown to build a diverse portfolio in virtually every sector, including healthcare, retail, hospitality, education, office, industrial, and public facilities. The company's facility development and creation was integral to the success of the 2002 Winter Olympics in Salt Lake City.

Now run by the third generation of Laytons, the company remains committed to "Constructing with Integrity." Building and maintaining relationships with employees, clients, and trade partners is a top goal for Layton. According to Jeff Metcalf, Layton's VP of Information Systems, "Our relationships with customers, employees and partners has helped the Layton organization learn and grow in an industry where the rules of finding and developing opportunities keep changing."

CHALLENGE

During a construction project, there are many moving parts that need attention at any given time. At the end of a project, often supervisors and program managers are working diligently to get the construction completed. Layton was lacking a uniform way to handle closeout procedures, and each project team was reinventing the wheel; sometimes a log was created in Excel to track changes, sometimes information was only sent and retained in emails, and sometimes communication was as archaic as highlighted specification (spec) sections. Nothing was centralized, and project information was frequently in two or three different places.



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- Alonza McKenzie

Project Engineer at Layton Construction

This disparate information was dangerous. According to Alonza McKenzie, Layton project engineer, "The more disparate your information, the harder it is to stay organized, and the easier it is to make mistakes." The platforms Layton did use were siloed, isolating the data on each, and forcing the team to manually update each platform every time there was a change. In addition, they were using software meant for other purposes, like Excel, and trying to force it to become a documentation aggregator and tracker. This took time away from the project, as teams had to check and cross-reference information in several different places, or run the risk of acting on inaccurate and outdated information.

SOLUTION

McKenzie's team was already using Pype AutoSpecs to identify every submittal from the spec book, filter the log down to the closeout requirements, and then export them directly into CMiC. Based on the initial improvement AutoSpecs had on Layton's closeout, the team was eager to ramp it up and try Pype's closeout-specific solution. When Layton executives asked for a project team to pilot Pype Closeout, McKenzie's team enthusiastically volunteered.

RESULTS

Time Saved

After a short phone conversation with Pype, McKenzie hit the ground running with Closeout, finding it “really user friendly, both to get started with and to maintain.” He estimates the platform shaved at least two weeks off of their project closeout.

Layton also saved time with the attentive and helpful assistance from Pype’s Customer Success Team. When he needed more program access to add new trades, McKenzie reached out to Customer Success. “They were really responsive, and we were able to get it figured out right away.” McKenzie was also surprised to learn that, following his conversation with them, Pype set to work adding the solution they made as a general product update to Closeout—due to Layton’s feedback, everyone now has access to that functionality.

Better Relationships

Layton was especially pleased with how Closeout supported their company goal of building and maintaining relationships, both with subcontractors and employees.

Layton’s subcontractors were on board with Closeout in no time due to the easy drag and drop interface. As expected with a new system, the subcontractors had questions, but a quick and easy conversation was all it took to get everyone up to speed. “We were able to answer their questions in one sitting, and started receiving closeout submissions almost immediately,” McKenzie shares.

Before Closeout, Layton managers had to frequently call and email their trade partners to check up on paperwork. McKenzie was able to utilize Closeout’s automated email outreach to do this for him on a weekly basis, freeing him up to monitor the quality of other work, coordinate with trades on site, and review punch-list tasks. With Closeout, “the trades were much more engaged and were submitting requirements quickly, all without my nagging,” McKenzie joked.

The change benefited the trade partners themselves as well. With Closeout, it was now clear to trades where they were in the process, what specific documents were needed from them, and what was left to complete. Layton found that subcontractors were therefore more involved in the closeout process, better able to understand what was required, and completed their closeout submissions in record time. According to McKenzie: “We got our closeout documents faster, the trades were paid faster, and everyone was happy.”

The new procedures also improved Layton’s employee relationships. With the time saved by Closeout, McKenzie was able to gain more experience learning other skills and responsibilities. “My program manager was comfortable allowing me to take a deeper dive into the financial aspect of closeout since I had Pype backing me up.” Allowing employees to develop new skills, automating mundane and tedious tasks, and allowing them to focus on the kind of work they enjoy in the industry improves employee morale and employee retention. Improved morale and retention, in turn, means higher and more experienced engagement by team members on all of their projects, resulting in a higher quality of work across the company.

Best-in-Class Solution for Closeout

McKenzie “loved that Pype Closeout focused on closeout; it’s the best at what it does.” Instead of trying to replace CMiC, Closeout worked with it to create a best-in-class solution that solved project closeout pain points. With a comprehensive approach involving automated outreach, powerful dashboards, and robust reporting, Pype helped ease the burden of closeout by streamlining their disparate processes into one, efficient workflow.

“Pype Closeout shows everything; all the data and information, all right there, easy to see and easy to digest,” McKenzie shares. With all closeout data in one place and accessible by every stakeholder of a project—subcontractors, project engineers, project managers, project executives, and even our Accounting departments—Layton can use Pype Closeout to know exactly where a project stands toward closeout compliance.

“I love Pype Closeout because of its specific focus on the closeout process and requirements. It was so easy to track what the subcontractors submitted, where they’re at, how many are on board, what percentage to completion--everything.”

-Al McKenzie, Project Engineer