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The Economic Horizon

By Mike Re



Where will you be in three to five years? That's a question many of us regularly ask ourselves. One of the reasons why it remains a common question is because for most of us it continues to be difficult to answer. It's also something the Executive Committee asks itself every year in our strategic planning session.

After weathering the economic meltdown and recession of the past 24 months, we might question the value of a five year vision. I can say for a fact that three years ago our plan was not to be smaller by over 30% in respect to revenues and administrative employees. We, as most successful companies do, project reasonable, profitable growth. Our average revenues for 2004 through 2008 were \$1.8 billion. In 2009 this changed to \$1.2 billion and for 2010 is projected to be the same or slightly lower; certainly not the direction we planned on three years ago. But here's why long-range planning is important – in 2004 our equity was \$58 million, in 2009 it was a record \$105 million. In this same timeframe our working capital has also increased in excess of 50%. Most importantly, in this same period our share value has increased steadily by an overall 80%. Long-range planning has kept us focused on the right issues and allowed us to adjust for the current economy and implement contingency plans that have kept our foundations strong.

While long-range planning has helped us to chart our course, you are the reason we have achieved these results and remain in a strong position moving forward. Your willingness to come together, make tough decisions, and do more with less has shown the true measure of your spirit of ownership and commitment. Staff reductions and compensation management strategies have been a necessary part of our repositioning, and we will not forget that behind these decisions are individuals shouldering more responsibility and friends who have moved on. We are grateful to each of you for your support of these difficult decisions and your willingness to embrace new ways of working together. Your character and resolve as the employee owners of Swinerton is our greatest strength.

As the recovering economy takes shape, we have begun leveraging that strength to claim our place in emerging markets and markets new to us. Successful execution, exploring new ways of providing value to our Clients, and as always, our Core Values, are all elements of our ongoing success. Specific new market pursuits – Government Services and Renewable Energy – have already netted results and continue to show great potential. These strategic actions are all part of our current long-range goal of achieving sustainable, profitable organic growth over the next five years. We will however, always have those contingency plans in place...just in case!

As the smoke clears on the economic horizon, markets improve and more opportunities present themselves, our hard work, collaboration and innovation will have conditioned us into a strong and flexible organization ready for the next chapter of our success.

I hope this Quarterly finds you and your family well and that you're enjoying the beginning of Summer. Thank you all and here's to our future!

Mike

From the Operations Corner

By Gary J. Rafferty



The Future of Swinerton is here today.

For every project, there are three "truisms"

1. The plans and specifications are always wrong
2. The Owner will change their mind
3. The Contractor will screw up and make mistakes

If we know it is going to happen, then what can we do about it?

Client Focus

What we can do is be a Trusted Advisor to our Clients. We must always remember that our future is inextricably linked to being the Guardian of our Client's Values.

Being a Trusted Advisor is all about Trust, Relationships and Communication. A Trusted Advisor listens closely to the Client, truly understands their needs and delivers the right solution. To do this, we must sometimes get ourselves out of our own way.

When we stop putting our energy into the "me," and instead start to focus our energy on the Team and the project, we not only move ourselves toward this ideal service but also toward sustainable growth. No one person holds all the knowledge and skills to carry success on their own; we must all rely on the talents of others to truly deliver the best product.

In this same spirit, moving forward in this new economy where we will succeed and others will not, we will put the best possible organization together with the best possible resources, enabling us to meet the needs of the project and the Client.

This is the goal on all of our jobsites and there are three notable examples right now where decisions are made based on the overall good of the project – Chevron Richmond, Exxon Mobil Torrance and Sharp Mary Birch Hospital.

Alignment of Values and Goals

Chevron Richmond: At the Chevron Richmond Technology Center, our partnership is focused on collaboration and honesty. We strive as a Team to continually improve our performance.

Expectations and goals are set for the success of the entire Team. If one member fails we all fail. In the event that we do stumble, a candid lessons-learned session takes place with the goal of correcting unacceptable events. These lessons are carried forward into the next generation of projects and processes.

Exxon Mobil Torrance: When it comes to Exxon Mobil, their culture is integral with Swinerton's culture, and Exxon Mobil's project is our project.

We provide the tools which allow the Client to communicate design concepts visually to others within the refinery via modeling, renderings and product sample boards. We provide them with timely cost and schedule options that

provide choices which respect their budget and time constraints.

Sharp Mary Birch Hospital: On this recently awarded project in San Diego, we drew upon employees not only in San Diego, but also in Los Angeles and Orange County, to help capture this opportunity.

It would have been a very easy job to evaluate and "no-go" because of its risk profile. However, after five pre-proposal meetings with the Owner, and after numerous meetings with our consultants, subcontractors and OSHPD, we came to the table with creative solutions for our Client to evaluate.

One Team

These three Teams, like so many other successful Teams in our Company, are thinking with a holistic perspective. They are seeing the whole and not judging someone or something based simply on a single observation. They are committed to practicing that which is good for the project is good for the entire Team

They are dedicated to **Teamwork**, practice **Respect** at all levels, **Contribute** to the solution and hold each other **Accountable**.

We do well when we focus on the Client and share resources. It may sound old-fashioned, but teamwork clothed in good honest relationships always works best in the long run.

As Owners of the Company, it is in our hands to lead the way into the Future.

Gary

COLORADO

Ready for Patients



Colorado recently completed construction on the new High Street Primary Care Center, a partnership between Presbyterian/St. Luke's Medical Center and The Colorado Health Foundation. This 9,005-square-foot project involved the complete demolition of existing old and tired space back to the original core & shell of the building. The new medical office build-out entailed constructing new exam rooms, nurses stations, resident areas, restrooms, reception areas, file rooms and doctor's offices. The project was designed by Davis Partnership and constructed in two phases due to the occupancy of an adjacent space that had hold-over tenants waiting for completion of Phase 1. The Care Center provides Internal Medicine, Women's Services and Podiatry Care.



The Swinerton Project Team includes: Senior Project Manager Kevin Kreyborg, Superintendent Phil Mills, Project Engineer Melissa Laymon, Senior Estimator Bret Hall and VP & Director of Interiors Ian Stevenson.

Photography by Windsong Imagery

Church History Library Writes the Book on LEED Success

The Church of Jesus Christ of Latter-day Saints' new 238,000-square-foot Church History Library – designed to preserve the Church's great and growing archive of more than five million documents, photographs and artifacts – recently received LEED-NC Silver Certification from the U.S. Green Building Council.



The five-floor building houses the Church's historical collection and holds nearly 25 miles of shelving and puts an emphasis on environmental controls such as temperature, humidity and lighting, in order to preserve materials that deteriorate with age.

Because extremes in temperature and humidity can quickly accelerate deterioration of materials, RMH designed a tightly controlled system to regulate environmental conditions and achieve a high level of air purity. The library includes archival storage rooms maintained at constant temperatures as low as -4 degrees Fahrenheit and relative humidity control to ± 3%. Lighting systems were designed with UV filtering and controls to limit both lighting levels and the time archived materials are exposed to light.

With several temperature controlled and subzero vaults, the building design prioritized energy-efficiency. Features include daylight harvesting with photosensors, high-efficiency lighting and carbon dioxide monitoring to regulate airflow and improve air quality. According to The RMH Group, MEP Engineer for the project, the Church History Library is expected to achieve energy savings of 35%. Implementation of ultra low-flow water fixtures and other low water use strategies are expected to reduce water consumption by 20%.

Designed by MHTN Architects of Salt Lake City, the Library was constructed through a joint venture with Jacobsen Construction.

Remodel Reaps Results

We recently completed the tenant finish remodel of two offices for MWH Americas in Broomfield, Colorado. The project involved 130,000 square feet of Corporate Headquarters space on seven floors in two buildings, controlled by two separate landlords. Over 50,000 square feet of the remodel was accomplished in occupied space. UGL Equis oversaw the project as Construction Manager and RNL Design provided architectural services. The remodel was such a success that MWH has chosen Swinerton for additional projects!



The Project Team includes: Senior Project Manager Jeff Carwile, Superintendent Mitch Felker, Project Engineer Melissa Laymon, Senior Estimator Bret Hall and VP & Director of Interiors Ian Stevenson.

LYDA SWINERTON

Returning to Lackland

Lyda Swinerton Builders was recently awarded a \$24-million contract to build the first Dining and Classroom facility for the new Airman Training Complex (ATC) at Lackland Air Force Base in San Antonio, Texas. This new facility will contain classrooms and two separate dining facilities for 2,400 enlisted personnel. The three-story, 101,477-square-foot building will be constructed of a poured-in-place structural concrete slab with a crawl space and structural steel frame, as well as an exterior skin consisting of precast concrete and composite metal panels.



During the 1980's and 1990's Lyda built several dormitories, a base exchange and administrative space on Lackland AFB. This latest project was procured using the Technically Competent/Competitive Price method, and is hopefully the first of many projects Lyda Swinerton will secure with USACE.

The Project Team includes: Senior Project Manager Dan Wettig, Project Manager Nate Kirwan, Senior Superintendent Gary Mitchell, Superintendent Steve Cameron, Senior Estimator Ric Henderson, Safety Manager John Frey, Quality Control Manager Robert Carter, Project Assistant Kathy Webb and Project Accountant Brenda Francis.

Barreling Ahead in Texas

Lyda Swinerton has been selected to build a new Crate&Barrel Homestore at Willow Bend Mall in Plano, Texas. An existing "big-box" retail store is currently being demolished to clear the site for the new ground-up, 25,000-square-foot structural steel retail store, which once complete will be clad with a combination of EIFS, composite metal panels and brick.



Capture planning for this win began in April 2009 with a site tour of the Crate&Barrel Homestore in Corte Madera built by Swinerton Interiors. Swinerton Project Manager Peter Schoen was instrumental in helping the Texas Team understand the Client's "hot buttons" and the project's finite requirements. Capture planning continued with Senior Estimator Ric Henderson taking the lead on budgets as the design progressed. Once the design was complete the Client competitively bid the project and Lyda Swinerton was determined the most competitive choice among six contractors.

Congratulations to Senior Estimator Ric Henderson, Project Manager Clayton Baca, Superintendent David Bryd and Marketing Coordinator Erin Bley on the successful award of this project. Special thanks to Swinerton Interiors Project Manager Peter Scheon for assisting the Texas Team!

Field Trip to Unique éilan

By Erin Bley

Construction is nearing completion on the éilan Class A office buildings and parking structures. Led by Project Executive Kim Williams, the Lyda Swinerton office staff recently toured this unique project which features Tuscan architecture and high-end interior finishes.



The project tour included a walk up to the "Tower," which boasts a 360-degree view overlooking the City of San Antonio and the éilan development. The tour concluded with lunch, during which Kim Williams shared, "Our Project Team has enjoyed meeting the challenges of constructing this very unique concept for San Antonio. We are proud of the almost-finished product."

When complete, the planned development will consist of at least 1,000 high-end apartments, a five-star hotel, a boutique grocery market, a chapel, a dog park, an amphitheatre and a build-to-suit pad site.

The éilan Project Team includes: Project Executive Kim Williams, Assistant Project Manager Roger Myrvang, Superintendents Jorge Ramirez, Joe Contreras and David Byrd; Senior Project Assistant Dolly Stanush; and Project Accountant Kathy Webb.

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HMH BUILDERS

Team Kaiser Santa Rosa: The Definition of High Performance



On April 30th, the HMH Kaiser Santa Rosa team achieved occupancy on the new North Hospital Tower – an incredible accomplishment, particularly in light of the more than 30 OSHPD Change Orders successfully executed within the last two months of the project. While April 30th was a day of celebration, Project Team members will never forget the events of November 15, 2007.

In the early morning of November 15, 2007, a phone call came in as the result of a failing eight-inch underground fire main. Sometime in the night, the fire line had ruptured and water gushed without interruption and alarm into the hospital's North tower. Estimates say 400,000 gallons of water spewed into the footprint of the new \$100-million project. It was a construction nightmare as water flooded the adjacent functioning hospital's 30,000-square-foot basement.

Over 120 HMH administrative and craft employees arrived and pumped the water out within an hour. In order to clear the damage, 24-hour shifts were immediately put in place. Drywall was ripped out, cabinets were replaced and equipment repaired; doors, paint, walls, base, flooring and the cafeteria and morgue were all brand new within three months. Soon the smell of fresh paint replaced the smell of soaked



drywall, and the aroma of a huge Thanksgiving Day meal provided by Kaiser as gratitude for a job well done, was a delight for the exhausted construction crews. Our dedication to excellence never let up...no matter what the obstacle!



In 2003, HMH began this Design-Assist project which consisted of make-ready work, renovations to the existing hospital, upgrades to the existing Central Utility Plant and a new hospital tower. The make-ready work included two new facility support service buildings and extensive modifications to the existing site utilities, as well as a new fire loop, medical gas yard and the installation of new telephone and data cabling pathways.

The expansion of the existing Central Utility Plant included a new cooling tower yard and the addition of two chillers, plus new heating and steam boilers. A new generator building, housing two 1000kW generators and a new 15,000-gallon, above-ground fuel tank, was also built and commissioned – with all work completed in just three months!

The jewel of the project was the new 146,000-square-foot, six-story tower. The structure utilized the proprietary sideplate beam-column connection system, which had to align to the existing hospital's tight 12-foot deck-to-deck heights. The plaster stucco exterior had an intricate array of aluminum reveals and control joints. The tower's basement included a new sterile processing department, as well as an MRI and nuclear medicine imaging suite.

At the final meeting with OSHPD on April 28, OSHPD Fire and Life Safety Officer Kevin Moore commented, "I've seen good projects and I've seen bad projects. This has been a great project from start to finish."

Project Team: Kevin Brooks, Joe Favaloro, Joe Duca, Jason Fox, Sandra Bugg, John Elwood, Chris Morris, Alan Wolf, Matt McCarthy, Stacy Tucker, Jodie Clay, Sharon Heaney, Marsha Richards, Susan Northern, Annette Trout, John Miller, Lisa Lewis, Patrick Grubb, John Hoepfner, Fritz Wisor,

Preston Hoopes, Jesse Jones, Gary Mattern, Ray Barnes, Jesse Castellano, Dave White, Marty Rossetta, Bob Wittry, Greg Linstead, Tommy Mercure, Bob Barsuglia, Gena Roberts, Jon Gregg, Corey Coleman, Erik Heerhartz, Susan King, Paul Peterson, Kirk Thompson, Yuning Wang, Jason Tabacco, Mike Mariano, Chuck Orekar, Genie Nelson, Cheryl Warren, Diane Watson, John Pellerin, Jaqueline Gardiner, Jane Castillo and the Concrete Services Crew that literally bailed the job out in a time of need.



League of CA Cities is Golden

The League of California Cities Headquarters was originally built by HMH in 1976 and over 30 years later the quality of work performed has not been forgotten. In 2009 HMH was asked to complete the interior and exterior renovation of the League's entire 35,000-square-foot, four-story building in Downtown Sacramento. The major work of this Design-Build renovation included all new HVAC equipment on the roof, a new exterior curtain wall entrance that scales the height of the building, new stairwell between the third and fourth

floors, and a saw tooth skylight that provides natural light to the occupants.



In April, The League of California Cities building received its LEED Gold Certification. HMH provided the construction documentation required by the U.S. Green Building Council as well as LEED Administration on the project, which received 42 points toward LEED for New Construction.

The League's Director of Administration Dan Harrison, along with the entire League staff, is thrilled at the final outcome of their new office space! HMH's dedication and hard work made this a successful project.

The Project Team includes: Kevin Kaanehe, Steve Buchanan, Macey Flores, Jessica Andrews, Pete MacRostie, Bryan Holt and Matt Herrera.

HMH The Cure for Lodi Memorial Hospital

By Steve Harless

Ahead of Schedule. Under Budget. No Accidents. Outstanding Results. These statements were the headlines on the first page of the Lodi Memorial Hospital 2009 Annual Report.



In 2006 HMH interviewed for the South Wing Addition (SWA) and Central Utility Plant (CUP) for Lodi Memorial Hospital. Unfortunately, the project was awarded to another contractor. However, one year later Lodi Memorial Hospital asked if we would interview again to replace the original contractor. Within one hour we were notified that we had been selected as the new contractor on this \$98-million project.



Three months later we mobilized crews and started a challenging phased-site plan which included all underground utilities from the CUP to the new SWA. The project also included incremental turnover of parking lots to minimize disruption of the facility; a challenge our predecessor had not been able to meet.

By the end of 2007 we had built a new temporary entrance for the facility and removed the original 50-year-old main entry to make room for the new 130,000-square-foot South Wing Addition. Foundations were placed over the winter months and steel erection for the SWA began in mid March, with the CUP steel erection following in April. The SWA is a four-story tower with the upper floors holding 90 state-of-the-art single occupancy medical/surgical patient bedrooms that are each exactly the same. The first floor houses their new emergency department, urgent care facility, administrative offices and a two-story grand entry which leads to a beautiful courtyard with a healing garden.

The CUP was completed in June 2009 with the South Wing receiving Substantial Completion in October, under budget and two months ahead of schedule.

Recently, several members of the HMH Team and their families joined Lodi Memorial Hospital for their annual 5k Walk for the Health of It event, which concluded with a dedication ceremony for the new South Wing addition, at which HMH was acknowledged and thanked by the CEO and several board members. Appreciation was expressed for the quality of the project, professional demeanor of our staff, and relationships developed over the duration of the project.



The Project Team includes: Jeff Garcia, Kyle Robbins, Jim Conn, Norbert Davis, Frank Favaloro, Julie Freitas, Steve Harless, Bernadette Gregorio, Mike Harless, Erik Heerhartz, Jesse Jones, Roberto Marquez, Dexter Morris, Manny Navarro, Kirk Parker, John Pellerin, Terra Venable, Leonard Richards, Brandy Varize, Ryan Byrd and Mary Anne Salazar.

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HMH BUILDERS CONT.

HMH Lands a New Client in Trane

Last May, Trane asked HMH for a proposal to partner with them on a Design-Build replacement chiller and cooling tower for St. Helena Hospital. The project was given to another General Contractor who backed out after attending the OSHPD preconstruction meeting. Trane then came right to HMH, appreciating the professionalism and expertise we bring to medical construction.

HMH is Trane's subcontractor performing the site, building, electrical and fire protection scopes, with Trane self-performing the mechanical and BMS systems. The project site is located 30 feet from the hospital helipad and cuts into a steep hillside adjacent to the ambulance access road.



By constantly adapting to the changing market, HMH employee relationships developed into a lead and resulted in a project, giving HMH the opportunity to impress both Trane and St. Helena Hospital as new Clients. Concrete Services is completing the slab-on-grade and promoting our reputation as an organized, efficient and safe Family of Companies.

The Project Team includes: Russell Green, Mika Reckers, Bob Wittry, Jason Johns, Cheryl Castellano, Mike Piper, Bernadette Gregorio, Annette Trout, Jason Tabacco and Scott Hendrickson.

Nice Work at Numonyx

HMH has completed Phase 2 of Numonyx's 40,000-square-foot high-tech lab facility and office space interior build-out. The interior space was divided into two sections, the first 12,000 square feet of office, data and lobby space; the second 23,000 square feet of testing labs for flash memory products.



The true accomplishment was the coordination and experience needed to complete the lab areas. Early cooperation between trades, HMH and Owner's consultants was vital; HMH's use of BIM modeling led to an exceptional set of plans.

Above-ceiling spaces were tight and available room within walls for electrical, mechanical and plumbing infrastructure was minimal. Careful coordination was required on the over 50 Utility Drops, which had an amazing number of elements built into them: equipment power, nitrogen gas, vacuum, oil-free air, deionized water (supply and return), process cooling water and Tel/Data connections; all fed from overhead above the acoustic ceiling. Some Utility Drops had so many infrastructure services that large, tube-steel frames were bolted to the floor and anchored above the ceiling to support the necessary piping and cabling.



HMH's relationship with the Owner paid off as Numonyx selected HMH to manage Phase 3, the fit-out and hook-up of millions of dollars worth of sensitive equipment moving from the Intel FM3 facility to the Numonyx facility. This portion of the project, valued around \$1.5 million, was awarded due

to our performance in Phase 2 and is a testament to HMH's Client service and professional experience.

The Project Team includes: Tim Spence, Lou Dyson, Bryan Holt, Todd Tillman, Matt Herrera, Sterling Graham, Brian Hoopes, Vincent Marquez, Alma Roeder, Angelo Purpura, Pete MacRostie, Li Deleon, John Pellerin, Dan Ocheltree, Tyson Reich and Frank Rodriguez.

SOUTHERN CALIFORNIA

CRES#14 Flies Out of the Ground



After successfully completing the demo and earthwork, Central Regional Elementary School #14 (CRES#14) is now out of the ground! The challenging sloped 3.23 acre site has been transformed by undulating concrete walls, which display the playful imagery of lessons to come, and a towering skeletal steel frame bounded by zero lot lines, Echo Park residents and businesses, and the heavily trafficked Alvarado Street. Given the

site's small footprint, the Project Team has been creatively sequencing work and implementing strict safety procedures. Despite challenges, the Team is committed to improving upon its completion date in May 2011, and has partnered with the District and subcontractors to implement a plan that will enable the project to finish ahead of schedule.

CRES#14 is one of 160 new schools that are planned as part of LAUSD's current \$20.1-billion New School Construction and Modernization Program. The project will relieve five local schools from overcrowding and allow some, such as Commonwealth Elementary School, to return to operating a two-semester calendar for the first time in 32 years. The School is modeled from the concept of the "educational village" evident in the Mediterranean Hill Town of San Gimignano, which utilizes a series of steps. Upon completion, the school will accommodate 875 students with 35 classrooms for kindergarten through sixth grade and feature a library, multi-purpose room, food service facility, lunch shelter, administrative offices, underground parking, and playground facilities that include a full-size synthetic turf soccer field.



The Project Team includes: Kristina Kora-Beckman, Jeff Crook, David Cramp, Daryl Cruser, Jon Gregg, Lori Lopez, Roland Muller, Nick Hernandez, Salim Pamukcu, James Perez, Graciela Santillan and Emre Terazi.

Farmers Market Self Storage Almost Complete!

By Mike Coakley

Swinerton Builders Los Angeles is nearing completion of the \$22-million Farmers Market Self Storage facility in the heart of Los Angeles. The five-story, 200,000-square-foot structural concrete building is adjacent to the "original" Farmers Market, located in The Grove shopping center and CBS studios. With heavy foot traffic in the area, many eyes are on this project which is sure to be a gem!

Just three short months after topping out, which was celebrated with a fantastic BBQ, the Project Team successfully switched over to permanent power and is weeks away from gaining Certificate of Occupancy. Already complete is the >

> installation of over 1,100 self storage units covering approximately 140,000 square feet and three elevators - two of which are the new Gen 2 type that ride on belts instead of cables. A portion of storage units on the first floor will be high security, with access granted only by a combination of keycard and digital fingerprint analysis.

The building exterior is composed of thin brick veneer, stucco, precast concrete, imported Italian tile, painted concrete, an aluminum storefront system, and 13 metal canopies lining the north and east face of the building. Numerous subcontractors working at one time on the building exterior and on all sides of the property line has required careful coordination, planning and synchronization by the Project Team - which has been very successful!

The Project Team includes: Project Executive Scott Glover, Senior Superintendent Rick Casillas, Project Manager Mikan Szeto, Project Engineer Mike Coakley, Project Accountant Dansen Lee and Project Administrator Tawana Robinson.



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SOUTHERN CALIFORNIA CONT.

Relationship Brings Continuing Care

Swinerton Builders Orange County was awarded the preconstruction and construction for a 300,000-square-foot planned Continuing Care Retirement Facility located in the City of Orange for Tappan Enterprises. The project consists of a three-story Design-Build parking structure, independent living single-family residences, skilled nursing facilities, memory care facilities, assisted living facilities and independent living facilities. The preconstruction period is 10 months with overall construction expected to take 20 months; total project cost is projected to be \$68 million.

This will be the first BIM project where Swinerton will be using ArchiCAD 13 in conjunction with Irwin-Pancake Architects in the development of a real time model from conceptual design to complete working drawings. Swinerton will also be applying the use of both 4D and 5D applications to the development of the design, schedule and estimate.

Our excellent existing relationship with Irwin-Pancake Architects has brought the two firms together for a long awaited and anticipated project.

Special thanks goes to: Operations Manager Michael Pulley, VDE&C Manager Joshua DeStefano, Project Manager Kevin Hermreck, Chief Estimator Greg Hurlock and Marketing Coordinator Rachel Goldberg in the pursuit and award of this project.



Move Over and Let Us Take Over...

By Carla Palmer

Swinerton Orange County has successfully completed a \$1.6-million "take-over" job for Providence Health Systems, the build-out of 12,000 square feet of shelled space in the Disney Cancer Center (DCC) MOB in Burbank. The program included 21 exam rooms, pharmacy laboratory and mixing laboratory, 17-chair infusion suite, two nurse stations, patient restrooms, and other support spaces.

Furthermore, the scope of construction included building system tie-ins to HVAC and DDC controls, fire alarm and sprinklers, and new electrical provisions for equipment, lighting controls, nurse call and telephone/data systems. The finishes matched the building standard materials and color pallets for sheet vinyl flooring, paint, solid surface counter tops, 3Form resin backsplashes, fixtures, and signage.

DCC has become the second project where Swinerton has stepped in and displayed our high integrity to Providence Health Systems. Internally, the project was

a regional effort between the Los Angeles and Orange County divisions, and the achievement of customer satisfaction has shown no boundaries.

Swinerton took the DCC job in mid December 2009, just as the former General Contractor failed to meet their buyout and commencement schedule. We inherited and held Design-Build contracts for the MEP trades, as well as a compressed construction schedule of four months because the space was set to be leased in March. Swinerton teamed up with RBB Architects and The Stahl Companies to set the tone for project delivery in order to meet the Client's needs. We fast-tracked the job with our subcontractors and completed the work successfully in three months. From the time of take-over to completion, the Team dissected the scope, bid to subs, bought out the project, held the Owner's construction start and delivered on time.

The Project Team's excellent performance and confirmation that the job was delivered successfully to Providence, was shown through the subsequent award of the PSJMC Neuroscience Unit at their hospital across the street. This job began in May and is scheduled for completion in January 2011. The Architect is HMC and the Construction Management firm is The Stahl Companies.

We look forward to another successful project delivery for Providence Health Systems!



Providence Holy Cross – Just What the Doctors Ordered

Pushing for Early Delivery

Swinerton Builders Orange County is making its final push to complete the Providence Holy Cross Medical Center South Tower addition. The roof, exterior glazing and plaster have been completed and interior finishes are progressing on all floors. The Project Team is currently underway with tying the new tower into the existing hospital's first floor. This \$75-million project seeking LEED Silver Certification has been a successful collaboration of personnel from both the Los Angeles and Orange County divisions. The synergy of the Team has been recognized by the Owner and has led to several smaller project awards at other Providence campuses.



The Project Team includes: Operations Manager Jerry Mejia, Project Executive Terry Gee, Senior Superintendents Pat Shaffer, Mitch Bair and Bob Hager; Superintendents Will Carpentier, Peter Ruiz and Norm Lee; Project Managers Bobby Eagar and Jeff Wu; Assistant Project Managers Nate Donsker and Shelly Lee; Senior Scheduler Michael Brown; Senior Project Engineers Lena Bissiso, Francisco Gutierrez and Laura Orozco; Project Engineer Steve Yeum; Quality Control Hector Vasque; Craft Joe Cervantes, Luis Mendosa and Ben Estrada; and Project Assistant Rita Tejada.

Central Plant "Growing" Out of the Ground

Located on the campus of Providence Holy Cross Hospital and being constructed and coordinated along with the new South Tower, the \$10-million Central Plant scope of work includes demolition of existing structures and piping to allow for the construction of a new chiller building, underground chiller lines for both the new tower and existing hospital; generator yard, control room, and seismic upgrade of existing equipment supports.

MEP Coordinator Norm Lee and Senior Superintendent Patrick Shaffer did an excellent job with 40-year-old drawings to utilize BIM modeling throughout the process. The Project Team dedicated months to the coordination and installation of MEP underground utilities that culminated with a power shut down of the existing Hospital's permanent power for 72 hours substituted by temporary generators. This allowed our Team to switch out the existing DWP transformer and upgrade and install new electrical equipment – all over Super Bowl weekend; now that's dedication!

Thanks goes to: Project Executive Terry Gee, Senior Superintendent Pat Shaffer, Superintendents Will Carpentier and Pete Ruiz, Assistant Project Manager Nate Donsker, Senior Project Engineers Lena Bissiso and Steve Yeum, MEP Coordinator Norm Lee, and Project Assistants Debbie Pinson and Rita Tejada; and from Concrete Services Manager of Field Services Chip Buchan, Project Manager Rick Vaughan, Project Engineer Ken Li, and Formen Mark Miller and Robert Hannah.



UCI Breast and Women's Cancer Laboratory

Swinerton Builders Orange County has returned to work after a 10 year hiatus at University of California Irvine with the recent successful



completion of the Breast and Women's Cancer Laboratory. This project was the interior build-out of an existing basement in Sprague Hall and includes two energy efficient cold rooms, six tissue culture rooms with fume hoods, six wet lab support rooms, 12 standard lab support rooms and three open labs. The project had just over 1,110 lineal feet of laboratory work bench and incorporated sustainable elements to create an environment for collaboration and innovation.

This project win and successful completion is especially satisfying due to the competitive situation which included six different design teams consisting of a General Contractor, Architect and MEP consultants. Swinerton Builders teamed with Ferguson Pape Baldwin Architects and Pacific Rim. The Team prepared the entire set of working drawings utilizing our BIM Software.

Thanks goes out to: Project Executive Kevin Robertson, Senior Estimator Dennis Hern, Project Manager Nancy Woods, Superintendent Wayne Miller, Marketing Coordinator Rachel Goldberg, Senior Project Accountant Kristi Ababon, Office Manager Silvia Franco and Assistant Project Manager Richard Garcia.

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SOUTHERN CALIFORNIA CONT.

Two Unique Opportunities...One Common Goal

By Adam Johnson



The great relationship between Kaiser Permanente and Swinerton Builders San Diego has developed into a new relationship for us with Sudberry Properties. The Kaiser Garfield Specialty Center is a 150,000-square-foot Tenant Improvement Medical Office building with a 50,000-square-foot Ambulatory Surgery Center. This Kaiser facility is in a business park developed and maintained by Sudberry Properties. The campus also includes an existing parking structure, which must be increased in size due to Kaiser's high volume of patient traffic and ADA requirements.

Both the Kaiser Garfield Specialty Center and the Terraces at Copley Point Parking Structure Expansion were awarded to Swinerton Builders. While they are two separate contracts between two different Owners, they both share a common goal.

The Kaiser Garfield Specialty Center project has been split up into three phases. Phase 1 is currently underway with Phases 2 and 3 rolling out within the next month. The scope of work for Phase 1 takes place on the first and fourth levels. Along with the interior build-out of Phase 1, major site development and building infrastructure improvements are also taking place, including a new emergency generator, medical gases, new water service brought into the building from the City street and a new elevator.

The Terraces at Copley Point Parking Structure project is a three-level expansion to the existing four-level garage. The post-tensioned, cast-in-place concrete structure is approximately 52,000 square feet and will provide an additional 160 parking spots.

The Kaiser Garfield Specialty Center Project Team consists of: Mark Payne, Adam Johnson, Josh Marjanovich, Tom Storer, Joe Armbruster, Jane Koontz, Geoff Haines and Brandon Badillo.

The Terraces at Copley Point Project Team includes: Mark Payne, Adam Johnson, Victor Garcia, Tom Storer, Jane Koontz and Geoff Haines.

Delivering Value to Pala

The completion of the 20-month expansion and renovation of the Pala Casino Spa Resort earned an Award of Merit from AGC San Diego! The 300,000-square-foot project included (all new): seven restaurants, ten support kitchens, elevators, three-story administration building, pre-cast parking structure, gaming areas for Hi-Limits play, poker room, the largest buffet in Southern California and a renovated lobby!

The schedule required shift work and over 50 critical completion milestones for the phased GMP, and was closely coordinated with ongoing casino operations that ran 24/7. The project also utilized BIM to coordinate MEP trades with existing conditions and the work of over 75 different subcontractors. Safety was our highest priority and the result of our efforts was Zero Lost Time and No Recordable Incidents in 930,000 man-hours.

The story does not end with on-time completion and an AGC Award Ceremony. The real story behind the Pala Casino project is what can happen when a Team focuses on customer service. The spirit of customer-centric service appeared every time our Team was challenged with a difficult task, a tight schedule, or a seemingly impossible scope of work. Whenever Pala asked if we could do something more, the answer was always "Yes."



Sometimes it took innovative thinking like when the Team used rolling scaffold and manpower to move and keep intact an entire 2,500-square-foot section of decorative suspended ceiling through the casino's busiest area. Other times it took the flexibility that comes with moving outside of our comfort zone and taking on new types of projects, such as demolishing an old waste water treatment plant as well as an array of infrastructure improvements.

By providing value to Pala, we have been awarded further opportunities that include a shopping center, a solar array at the casino, an emergency radio station for the reservation, a rodeo arena/concert venue, and a reservation softball field with concession stand, restrooms and a parking lot. Kudos goes to the Project Team for exceeding the Client's expectations and always saying "Yes" to new challenges and opportunities!

Winning Big at UCSD

During the last quarter of 2009, Swinerton Builders San Diego completed the Housing & Dining Administration Building at the University of California San Diego. The \$19-million Construction Management/General Contractors (CM/GC) construction contract for a four-story, cast-in-place concrete structure now proudly houses the administrative staff for campus housing and dining. The project included three stories of Class A office space over a 10,000-square-foot commercial kitchen that serves as the primary kitchen for all University catering services. What is truly exciting is that as this project closed, two large projects on campus were awarded to the Swinerton Team – The Revelle College Housing project and the Telemedicine Building. The two projects included CM preconstruction services, culminating in a conversion to GC after the acceptance of Swinerton Builders' recommended bid packages.



use in maintaining and operating the facility. The time invested in these processes will pay dividends in the future by reducing surprises, changes, schedule delays and most importantly, risk for Swinerton

Builders and our trade contractors.

UCSD will soon be implementing a "Partnering Program" for the Telemedicine project to improve communications and avoid disputes by working together towards shared and common goals and objectives on a project-specific basis. With the application of the Partnering Program and the use of BIM, Swinerton will focus on building strong working relationships with the entire Team to ensure a safe and successful project.

The Quarterly Photo Contest

Congratulations to Bob Badillo and Allen Terrell, our two winners in this issue's Swinerton Quarterly Photo Contest. Bob's sunrise photo at UCSD appears here on page 13. Allen's topping out photo of the Brentwood Civic Center's City Hall and Community Center appears on page 23.

As their prizes, Bob and Allen have their choice of any item from the Company Store, which can be found at: <http://swinnet.swinerton.com/marketing/store/index.html>. Please contact Ann Irwin at 800-929-2456 to claim your prize.



Quarterly Photo Contest Winner

From late 2008 to 2010 we have captured three of the six major construction projects that have been offered in this format, making us the largest construction presence on the UCSD campus. This capture rate is the direct result of the excellence of our Project Teams and the precision of our estimating efforts in putting together highly competitive GC and fee proposals, which has resulted to a high degree of customer satisfaction.

Director of UCSD Housing and Dining

Mark Cunningham all but insisted that the Revelle project be completed by the Swinerton Housing and Dining Team. The other unique component of our history on campus is our proven ability to take these jobs for the right price and have them be highly profitable for the company – not typical of industry experience in construction on UC campuses throughout the State.

While all our UCSD projects utilize innovative technologies, the Telemedicine project is particularly unique and, once complete, will be a state-of-the-art facility. Currently, the project is undergoing a cutting-edge VD&C space coordination and constructability analysis using state-of-the-art software tools with extensive subcontractor participation. Between its striking architecture and complex medical, laboratory and audio-visual systems, the project requires a significant space coordination effort. At the completion of the modeling and coordination, the virtual model will be kept onsite and accessible to the entire Team for use in planning, meetings, or any time when visual 3D representation of the work is helpful. At the conclusion of the project, Swinerton Builders will turn over a complete as-built model to the Client for their



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SWINERTON INTERIORS

Union Bank Sonoma Success

The Union Bank Sonoma Branch is located in a historic building on famous Sonoma Square. The design concept for the bank branch called for a traditional wine country feel including high-end finishes from flooring to light fixtures. This design, coupled with a fast-track schedule and city-mandated fire sprinkler installation, proved to quickly become a complex TI project.



The project began urgently in February with a hard completion date of May 1st. During plan check, the fire department mandated a fully-sprinklered building requiring Swinerton to install a new fire riser and tie-in to the City main. However, the closest main was located on heavily traveled Highway 12, which would have resulted in extending the permit process by three-months, a scenario that was deemed a no-go. Swinerton's Team was able to determine a new tie-in location on a City maintained street that would allow for a shorter permit turn around and on-time completion of the project.

The Union Bank Sonoma Project Team includes: Project Executive Dale Beverett, Superintendent Rudy Del Real, Project Engineer Sarah Grossman and Project Accountant Sue Long.

Teamwork Key with SCIF

Awarded last December as a three-year Master Agreement servicing all of the State Compensation Insurance Fund's (SCIF) general contracting needs throughout their 2.7-million-square-foot real estate portfolio, the program is moving right along with several projects already under construction and numerous others in the planning stages. ▶

▶ Swinerton Teams are currently managing interior improvement projects simultaneously at Glendale, Monterey Park, San Francisco Headquarters, Santa Rosa, Pleasanton and San Jose. We are also partnering with SCIF on a number of other initiatives such as security upgrades, water intrusion investigations and HVAC upgrades.

“As a Client, State Comp is a pleasure to work with. They understand the meaning of partnership – together as a Team, we are all working toward not only solving the problems that come up on a job together, but also looking at how to prevent them from happening in the first place,” said Senior Superintendent Garry Shahan of the San Francisco Interiors Group.

Swinerton was awarded this program because of our ability to provide consistent, high-quality service throughout the State of California. So far, this is exactly how the program is being implemented – and is only possible through the continued cooperation among the Swinerton regional offices and the shared vision of using our collective strengths to better service the needs of our Clients.

Special thanks go to: Bryan Holt and Dennis McCann at HMM, Peggy Delach, Lynne Delameter, Kevin Hostetter, Salih Eroglu and Frank Trainor in Los Angeles; and Andy Holden, Kerry Atkinson, Adhamina Rodriguez, Garry Shahan, Bill Green, Ron Pratte, Sue Long, and Peter Hau in San Francisco.

Lab Control Upgrades at RTC

The Chevron Richmond Technology Center (RTC) Team recently completed the Fume Hood Design-Build project. Two new Dow Diversified fume hoods with tie-ins to the existing exhaust ventilation systems were installed. The tie-in was performed with full containment and air sampling monitoring, and workers performed with appropriate PPE including magenta cartridges. Down time to the labs was minimized due to work being performed in occupied conditions.

The Fume Hood project is the first of 36 Lab Control upgrade projects at RTC. The 10-month, \$7-million Lab Control project formally kicked off in June.



Structural upgrades to a new server room, UPS room and office/control room were also recently completed at RTC. The scope included replacing existing wood-framed joists and subfloor, removal of window and cut-in for new exterior doors allowing future access to the second floor, installation of underfloor-rated partition, and a new sound wall and furring of existing metal panel walls to provide an air-tight room for a FM200 system, STC 45 rated sound doors, and anti-static carpet tiles.

The Fume Hood Project Team includes: Operations Manager Kerry Atkinson, Project Executive Glenn Ashton, Project Manager Molly Jans, Project Engineer Jessica Canales, Site Superintendents Eric Johnson and Gary Bernardini, and Safety Manager Jay Bosley. Swinerton coordinated this work with the Chevron Project Foreman and subcontractors, and HVAC to deliver the space. The Team included Operations Manager Kerry Atkinson, Project Manager Molly Jans and Superintendent Mike Rineer.

“National” Attention

For nearly a year, Swinerton Interiors has been providing construction services to National Semiconductor (NSC) on their campus in Santa Clara, California. We began by preparing for and executing a complex seismic retrofit in 200,000 square feet of occupied office and laboratory space. This effort was followed by successful competitive bidding and an interview for another seismic retrofit, as well as a 70,000-square-foot tenant improvement in a separate building. The combined National Semiconductor project value has reached nearly \$5 million to date!



Recently, NSC asked Swinerton Interiors to provide them with a cost analysis for their 2010 strategic planning efforts on their Santa Clara campus. The first of those efforts to unfold is a 60,000-square-foot lab relocation project on the first floors of two buildings. This \$6-million endeavor was competitively bid and Swinerton Interiors was once again selected to provide preconstruction and construction services to NSC. Among the challenges of this project are the relocations and installation of an acid-waste neutralization system, a liquid nitrogen tank, and highly specialized laboratory equipment. The project's preconstruction phase has just begun with Swinerton beginning construction in late July.

The Project Team includes Gensler Architects and Glumac Engineering, both organizations with whom Swinerton has enjoyed great successes over the years. Swinerton Interiors' success at the National Semiconductor campus can be attributed to building relationships, providing truly professional services, and sharing knowledge and expertise with NSC's personnel and directors.

The Project Team includes: Division Manager Andy Holden, Operations Manager Kerry Atkinson, Senior Project Manager Chris Brennand, Senior Estimator Don Chew, Senior Superintendent John Mills, Superintendents Chris Figone and Paul Mayta, Project Engineer Jonathan Hoopes, Project Accountant Sue Long, and Business Development Manager Peter Hau. Special thanks to Project Executive Mike Harris for introducing Swinerton to NSC facilities management and his continued support in building this relationship.

Good as Gold in Utah

Work has begun on the interim office space for Goldman Sachs in Salt Lake City, Utah. This project totals 40,000 square feet on two floors and will be used for less than one year until the permanent office space is completed. Swinerton has teamed up with Oakland Construction and long-time construction



partner Structure Tone to manage the technology subcontractor for the Owner. This project is set to be completed in less than four months and puts Swinerton in a great position for future work.

The Goldman Sachs Project Team consists of Project Manager Chad Cone, Superintendent Kevin Buzitis, Operations Manager Dave Worley and Project Accountant Diana Heimberger.

Bright Relationship Continues

Swinerton Northwest Interiors, Bright Horizons and SABArchitects teamed up again on two more projects in Seattle that began construction in March.

The University Village project is a 3,600-square-foot expansion to an existing childcare center and a 2,500-square-foot expansion of the roof deck playground. We carefully phased the project so the new expansion area can receive childcare licensing prior to connecting to the existing center; phasing also enables the existing center to operate without disruption. The Project Team has completed the first phase of the project and is currently waiting for licensing to begin future phases.

The South Lake Union project is a demolition of all partition walls and a mezzanine, with a build-out of a 20,000-square-foot daycare center with 9,000 square feet of new play area. The age of the building has provided our Team with interesting challenges including extensive seismic upgrades, but the Team is working hard to push through and finish on-time by early August.

The Bright Horizons Team includes: Senior Project Manager Rick LaSharr, Superintendent Jerry Tueth, Project Engineer John Hanks, Foreman Mark Aurdahl, Project Accountant Diana Heimberger and Project Coordinator Bernadette Estrada.

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SWINERTON INTERIORS CONT.

It's Pouring Projects in Portland!

The Swinerton Northwest Team, a union between our Bellevue and Portland groups, has experienced a spring blooming of Portland Tenant Improvement projects in many different colors and shapes! Some of the projects are your typical TI projects, while others, such as a downtown Fidelity Bank Branch with Structure Tone or the Union Bank Decommission reconfiguration project with JLL, are a little more unique.

First Republic Bank Cinderella Story



A very high level of detail and engineering transformed this unsightly 1930's wood-framed landmark structure into a beautiful jewelry box encased in glass. Our valued Client, First Republic Bank, welcomed customers to the two-floor, 20,000-square-

foot bank branch in downtown Portland in early April. This complex hard bid had constructability and engineering challenges including undulating floors, hazardous materials, restrictive ceiling heights, and extreme roof deflection criteria, which required creative solutions to facilitate the many zero tolerance design elements. The centerpiece of the space, a 20-foot-high curved brass structural steel stair encased in solid brass and surrounded by Makore Wood planters, greets customers with a feeling of warmth and artistic elegance.

Shake and Bake with Le Cordon Bleu

This unique 34,000-square-foot project for Career Education Corporation (CEC), is located in a historic five-story building in downtown Portland. It features a six-story center atrium, which consisted of consolidating the current two-floor operation to the fifth floor at the top of the building. Since the academy remains in operation 14 hours a day, all work must be done fast-track and at night. Swinerton Teams are utilizing extreme measures to avoid contaminations and accommodate the Culinary School's curriculum. This is a last minute "take over" project that we are executing with our partner, Structure Tone. The value of this project is approximately \$1 million, with final occupancy scheduled in July.



The premise for completion of the Le Cordon Bleu Academy consolidation was to make room for the Sanford Brown Health College on the fourth floor. Based on Swinerton's excellent performance on floor five, Client CEC is now negotiating with our Team to perform this build-out. The anticipated value is approximately \$1 million. Work is slated to begin in July with occupancy required by the end of September.

Big Picture Thinking

This smaller tenant improvement for Kaplan received a high level of preconstruction services, and was very aggressively hard bid. Our Teams recognized during the capture plan that Kaplan and Swinerton shared many of the same demographics and values, and that the potential for a mutually beneficial partnering relationship existed. The beautifully executed project opened its doors in February. Kaplan is currently in discussions with Swinerton on how we can offer value-added services from a regional perspective.



All of the above projects are a result of extraordinary efforts requiring extensive travel from the entire Swinerton Northwest Team. Congratulations are extended to Michael Schuster, Dave Worley, Derek Jaszke, Chad Cone, Gary Foote, Conrad Block, Dan Craig, Steve Goff, Judith Helt, Danielle Ridgeway, Diana Heimberger and Bernadette Estrada.

HAWAII



Renovation is in Session

By Silas Collier

Originally constructed in 1977, the 930,000-square-foot Prince Jonah Kūhiō Kalaniana'ole Federal Building and United States Courthouse towered over Honolulu's Capital District as the tallest building of its time. Thanks to the American Recovery and Reinvestment Act (ARRA) of 2009, funding for the \$121-million modernization and renovation of the building has been granted. The scope includes the comprehensive replacement of the core mechanical, electrical, life safety and plumbing infrastructure, with an additional goal of reducing energy consumption by 30% and attaining LEED Silver Certification.



Phase 1 will include the Courthouse and second floor of the Federal building while Phase 2 covers the remaining floors of the Federal building. The lead Architect is Gensler of San Francisco and the Associate Architect is Clifford Planning of Honolulu. The entire project is designed in BIM.

Because of the accelerated design schedule and overlapping of the completion of design with the start of construction, there are a series of meetings being held each week amongst Swinerton, subcontractors and the design consultants – with most participants connecting remotely via Polycom teleconference systems. The project documents are designated as Sensitive But Unclassified, meaning the sharing of information must be very carefully controlled. The prohibition on e-mailing drawings encourages more real-time collaboration among multiple parties. The face-to-face communication, even if done remotely across thousands of miles, reminds us daily that each member of the project is much more than just an email address.



One Job Leads to Another

By Jim Madraso & Wil Farinas

Awarded last spring, Monsanto Oahu Operations Offices Phase 1 is coming to a close! The project consists of three pre-engineered metal buildings including a 70,000-square-foot seed facility, a 6,000-square-foot employee building and a 3,000-square-foot box dryer canopy, as well as a parking lot, bus turn-around area and additional facility features.



As the winter months approached, the Owner requested that occupancy of the employee building be pushed up three months ahead of schedule in order to facilitate Hawaii's corn growing season. We were able to accommodate this by managing our subcontractors, rearranging work flow and quickly adapting to the condensed schedule. Phase 1 was seeking LEED Certification; however our Team found enough inexpensive credits for the Owner to now anticipate LEED Silver Certification.

Through hard work and great relationship development with the Owner, Swinerton was awarded Phase 2 of the Monsanto build. Project scope will include the shed, shop and a 43,000-square-foot warehouse to store field equipment.

The Phase 1 Project Team includes: Operations Managers Scott Schriefer, Senior Project Manager Angela Hines, Senior Project Engineer Jim Madraso, Project Engineer Jemal Mizutani, Superintendent Dean Yamamoto and Safety Todd Weller, with LEED Support from Project Engineer Jeff Good and Project Manager Rosoline Craig.



Waikiki Expansion Naturally Modern

By Bryce Toyama, Kevin McNeary & Ronald Malalis

The Waikiki Shopping Plaza Expansion is a brand new four-story, 30,000-square-foot addition to an existing shopping center. Sitting at the epicenter of the bustling Waikiki Retail District, the building's design, modeled after the Hawaiian Islands' natural beauty, offers a cool escape from the chaos of the concrete jungle that is Waikiki. The nature inspired design is seeking LEED Silver Core & Shell Certification and will be the first all LED lighting system in the state.



Due to the intricate coordination required for the elements of this project, any error in the layout would be a high-cost change for the finishes. By virtually building the structure with the finishes applied, a majority of the layout and coordination issues could be realized and resolved within the model space and the subsequent changes could be made in the shop drawings before materials were ordered. TEKLA Structures offered the virtual modeling that was synchronized with the handheld Trimble LM80, all working with our Total Station to provide an accurate and precise layout. Finishes on the exterior are now wrapping up with no major layout problems. Construction is scheduled for completion soon!

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Diagnosis Great At Washington Hospital

By Josh Garcia

The Composite Central Plant projects for Washington Hospital in Fremont continue to build momentum. A year and a half into the \$115-million project, the Project Team is utilizing all the tools the market has to offer including 3D modeling and internet-based software, in order to facilitate the information delivery process to the design team and subcontractors, in support of the project's "paperless" effort.



At the heart of the project, the Central Utility Plant (CUP) consists of a 37,000-square-foot space filled with electrical, mechanical and plumbing equipment/systems. The CUP's purpose is to better service the hospital's power/utility needs and future expansion. Deep from the CUP basement, an underground tunnel provides new utilities to the existing hospital and future expansions, as well as a route to transport laundry to and from the hospital. At the end of the tunnel an elevator takes you to the surface of the new bustling loading dock, which not only receives supplies and food for the existing hospital, but sources all material to every building on campus.

Keeping this vital operation in tact during construction and throughout the transition to the new loading dock was a critical milestone which, in turn, allowed for the start of the next building, The Center for Joint Replacement.



Along with the other building developments progressing throughout the campus, there is also the Utilities Connection Project. This project's purpose is to relocate, modify and upgrade the hospitals existing utility systems to be fed from the new Central Plant. The complex and sensitive nature of the project requires close coordination with Washington Hospital's engineers and staff. Together, the Team has creatively managed this work in conjunction with the hospital's day to day operation.



With the demolition of the old receiving dock complete, construction is progressing through the foundation phase and is on track to erect structural steel this July.

Along with the other building developments progressing throughout the campus, there is also the Utilities Connection Project. This project's purpose is to relocate, modify and upgrade the hospitals existing utility systems to be fed from the new Central Plant. The complex and sensitive nature of the project requires close coordination with Washington Hospital's engineers and staff. Together, the Team has creatively managed this work in conjunction with the hospital's day to day operation.

Busy in the Sierras At Jackson Rancheria

By Greg Leichter

Swinerton is very excited to be a part of the new look and feel of the Jackson Rancheria Casino that just celebrated their 25th Anniversary! Our scope of work currently includes remodeling the casino, hotel and garage. Work was started at the generator farm last December with anticipated completion in June. The triple generator, 4.5 megawatt facility will centralize and simplify the power distribution for the entire facility.

At the casino, we continue to fireproof, frame exterior walls, pour concrete and install MEP. Future transformations include a new look, from a "Sam's Town" influence to a robust "Tahoesque" resort destination. The new facility will include stone fireplaces and the Lone Wolf Den, a five-star dining experience. Remodeling at the hotel is also underway with demolition nearly complete. Our scope at the hotel includes a complete restoration of the existing rooms, a total makeover of the kitchen and upgraded finishes throughout. We hope to expand our overall scope to include remodel work at the fire station, gas station and administration building.

Our enthusiastic Team includes: Operations Manager Terry McKellips, Senior Superintendent Tom Rasica, Project Administrator Julie Moore, Project Managers Jim Wiscombe and Greg Leichter, Project Engineers Shoohaab Kadini, Ryan Clifford and Ross Marshall; Assistant Project Manager Tim Bunyan; Project Accountant Nancy Beckley; General Forman Paul Santen; and Superintendents Ken Shultz and Pete Seadorf.

Building Relationships & Projects with Santa Clara USD

By Matt Hollywood

Swinerton's great decade-long relationship and ongoing work with the Santa Clara Unified School District (SCUSD) has been defined by our Core Value of Customer Satisfaction. Since our first project with SCUSD in 2002, The Performing Arts Center at Wilcox High School, Swinerton Builders Silicon Valley has completed numerous projects and was just awarded a contract extension until 2014. From the initial award of the first project, Swinerton forged a relationship with not only SCUSD but also BFGC Architects, securing additional work at three separate campuses: Wilcox High School (Wilcox) Santa Clara High School (SCHS) and Buchser Middle School.



Most recently, the Project Team provided an early turn-over of a two-year project that included the renovation of two gyms and locker rooms that were originally built in the 1960's. The scope of work included ADA and structural upgrades, hazmat abatement, and all new mechanical and electrical systems, in addition to new gym floors, bleachers, sports equipment, restrooms and lobby space upgrades.

Additional completed projects include:

- SCHS Performing Arts, Admin Building, Library & Track
- Wilcox Library & Track
- SCHS & Wilcox Site Utility Upgrades

Success on all projects can be attributed to careful coordination with all Prime Trade Contractors, District Personnel, Division of State Architect, onsite IOR, BFGC Architects and their consultants – all necessary while working on occupied campuses. Another contributing factor to our success is the use of local subcontractors who enjoy and have pride in improving their local school system; many of them have either attended themselves or currently have children attending schools within the SCUSD. In addition, the Project Team is continually going above and beyond expectations to Provide Value to the Client.



One example is Senior Superintendent Richard Lapp – a new member of the SCUSD Green Building Task Force who is working with Swinerton Renewable Energy to develop strategies and budgets for potential solar projects at multiple sites throughout the District.

The Project Team exceeded Client expectations by exhibiting overall construction knowledge, familiarity with District requirements and procedures, and sensitivity to on-going campus operations. This recently resulted in the award of \$25 million of new work at Buchser Middle School and \$58 million of contract extensions at Santa Clara High School (\$31M) and Wilcox High School (\$27M) to Swinerton Builders Silicon Valley.

Future Projects include:

- SCHS Gym/Locker Buildings, Main Classroom Building, Shops and Multipurpose Buildings, Stadium Lighting and Quad Renovations
- Wilcox Industrial Arts Buildings, New Classroom Building, Main Classroom, Admin and Multipurpose Buildings
- Buchser Gym/Locker, Classroom and Admin Buildings Site Utility Upgrades

With these new contracts, we will continue to provide program oversight and multi-prime services that include the planning, pre-design, design assistance, bid/award, construction and close-out for the modernization of approximately 90% of the buildings.

Our relationship with SCUSD has valuable lessons that can be learned and practiced throughout the company. Most important to remember is to always look further than the scope of a project to Provide Value to the Client. We would also like to say thanks to Steve Flint who was the first Project Manager to work with the District – his excellent work paved the way for Swinerton to receive multiple contract extensions with SCUSD.



Thank you to the outstanding Project Teams who have done a great job working with the Santa Clara Unified School District Bond Projects Department: Program Manager Bryce Wend, Senior Superintendent Richard Lapp, Project Managers Lisa Lu and Glenna Kelly, Superintendent Steve Bicknell, Project Engineers Matt Hollywood and Valeria Vences Tyndall, Project Administrator DeAnn Sanfilippo, Safety Carpenter Pedro Guinea, Project Accountant Kim Meadows, Operations Manager Don Bourne, Division Manager John Elwood, Tobi Fenn of SMC, Swinerton Builders Estimating Department, and numerous others throughout the years.

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SMC NORTHERN CALIFORNIA

SMC Celebrates with Ribbon Cutting & Dedication Ceremonies

Castro Valley Library

The wait was over October 31st for citizens of Castro Valley as the community celebrated a ribbon cutting ceremony for the new Castro Valley Library. The 34,000-square-foot Library is expected to receive LEED Gold Certification. This is SMC's first project with Alameda County and already the experience has developed strong relationships, positioning SMC as a major player for future projects.



The Project Team was led by Project Executive John Baker, LEED AP; and Project Manager Nimone-Li-Hardisty, LEED AP.

Public Health & Clinic/Forensics Laboratories and Health & Social Services Building

In early January SMC celebrated two ribbon cutting ceremonies in Solano County. One featured the new Public Health & Clinic/Forensics Laboratories while the other celebrated the new Health & Social Services Building. These projects are two of five in the works for the Twin Campus program. Scope of work for the Laboratories incorporated extensive site work including parking, telecommunications and infrastructure landscaping. The Health & Social Services Building was designed and built to minimum LEED Silver standards. SMC has been the County of Solano's Program Manager since 2006.



Program Team Members for the two projects include: Project Executive John Baker, LEED AP; Project Managers Bob Addiego, LEED AP and Stan Wong, LEED AP; and Project Engineer Allen Terrell, LEED AP.

College of San Mateo's Health & Wellness Center

SMC's team at College of San Mateo celebrated a ribbon cutting ceremony March 24th for the newly completed Health & Wellness Center. This three-story, 88,000-square-foot building houses instructional fitness facilities, as well as a 14,000-square-foot fitness center that is open to the general public. The Design-Build project is targeting LEED Gold Certification with a construction value of \$50 million.

The Project Management Team includes: Roxana Usner and Sajid Sulaiman, and was managed by Campus Team Manager Mario Galeano.

Skyline College Automotive Transmission Building

SMC celebrated a ribbon cutting ceremony May 6th at Skyline College in San Mateo County. The Automotive Transmission building is a \$6-million, 6,800-square-foot project that now qualifies Skyline as the largest and one of the most comprehensive automotive programs in the state. This is the largest project delivery in SMC's management of the San Mateo County Community College District's \$900-million capital improvements program.



SMC's Skyline Team includes Monyvuth Thach, Tina Montano, Zak Conway, Steffan Ravizza and Mike Simanek, and is managed by Jack Herbert.

Transportation Technology Complex

May 13th marked another celebration for SMC at the ribbon cutting ceremony for the College of Marin's Transportation Technology Complex at Indian Valley Community College. Anticipating LEED Silver Certification, this project includes two renovated buildings for auto collision and auto technology programs, and a link structure which houses the new office and reception area. This is one of many projects SMC has completed for the College of Marin since becoming their Program Manager in 2005.



The Swinerton Program Team includes: Project Executive Jeff Gee, Program Manager Leigh Sata, Project Manager Debra Roche-Mathau and Project Engineer Michael Stroud.

All in a Day's Mat Pour

By Ed Westland

The new Chinatown/North Beach Campus of the City College of San Francisco comprises two structures totaling 187,000 square feet. Both buildings are located within the heart of San Francisco, surrounded by major businesses and the everyday hustle and bustle of a busy city. Providing safe and reliable site logistics are a major effort each day and must be coordinated with the City of San Francisco, fire and life safety entities, and the traffic associated with the neighborhood. Both buildings have extensive foundation systems consisting of mat slabs. Recently, mat pours for the two buildings were completed successfully and within just 12 hours.



Job well done by the SMC Team, and Contractor Bovis Lend Lease and their subcontractors!

Swinerton Ranks No.1 in LEED AP's on the West Coast

The Road Ahead: LEED 2009

By Kevin Brooks

Sustainable Industries magazine recently listed Swinerton as the leader in LEED AP's on the West coast, with 325 LEED AP's currently on our roster. In light of this great achievement and our quest to maintain this ranking in the years to come, we wanted to provide a brief overview of some of the more significant changes to LEED, which were recently incorporated in Version 3.0, launched last year.



LEED 3.0, also known as LEED 2009, incorporates and updates nine different LEED rating systems under one umbrella (LEED for New Construction, Core and Shell, Commercial Interiors and Existing Buildings, etc.) with the goal of standardizing and aligning prerequisite and credit requirements. In addition, the intent of LEED 2009 is to not only coordinate the ongoing development and evolution of LEED among the various product types, but also provide a regular cycle for issuing updates – similar to changes in the building code.

The most significant change to LEED 2009 is the new 100 point rating system that replaces the existing 69 point rating system. In addition to raising the bar and requiring proportionally more points for certification under each of the various levels (Certified, Silver, Gold and Platinum), credits have also been re-weighted, to allow the assignment of points to correspond to the proportional influence of environmental and human impacts. Point totals for the Sustainable Sites, Water Efficiency, and Energy & Atmosphere categories have all roughly doubled, while point totals for the Materials and Resources and Indoor Environmental Quality have generally remained at previous levels.

Points have increased for the consideration of a project's location in an existing urban infrastructure and the availability (and application) of alternative transportation measures, as well as the reduction of water use and implementation of innovative water saving technologies. A 20% reduction in a building's water consumption is now a prerequisite (in lieu of an optional credit in the previous version). Points for optimized energy performance have been greatly expanded and these credits have been integrated between new building construction and existing building renovation. Points for the onsite generation of renewable energy have also been expanded. These changes increase LEED's focus on addressing the most urgent priorities, such as energy conservation and the reduction of CO2 emissions.

In addition to the six bonus points (previously five) for the existing Innovation & Design category, a new Regional bonus category (four points) is included in LEED 2009, which allows for additional emphasis on specific critical environmental issues affecting projects based on location. ►

With the rollout of LEED 2009, the U.S. Green Building Council has also upgraded online tools for managing the project registration and certification process, allowing ready access to information during this process including Credit Interpretation Rulings. This application also allows for the tracking of a building's water and energy use for five years after project completion.

Under LEED 2009, a project's certification will be managed by the Green Building Certification Institute (GBCI); projects are certified based on an ISO certification model, which will expedite the certification process and bring more standardization and consistency to the certification process. The GBCI also oversees the LEED AP credentialing program, which now includes an ongoing credentialing maintenance process; for example, continuing education units. It also distinguishes between two different designations, LEED Green Associate and LEED Fellow. Finally, going forward LEED AP exams will be divided into three different types of certifications: Operations & Maintenance, Building Design & Construction, and Interior Design & Construction.

For more information on LEED 2009 and the associated changes to LEED Online, as well as the new project certification and LEED AP candidate accreditation models, check out www.usgbc.org/leedv3. Additionally, all of the various LEED 2009 reference guides are available on SwinNet in digital form.

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Green Fact: The Denver Green Action Committee recently created a Green Building Wall for display in their office. It showcases Green materials, events and educational opportunities, as well as an electronic display board featuring the Swinerton portfolio of Green projects!

Bring on the Sun

By Brad Kirstein

In what's being called one of the largest sustainable energy programs in U.S. healthcare, Swinerton Renewable Energy is partnering with San Francisco-based Recurrent Energy to integrate 15 megawatts of solar power through 16 power systems across 15 different Kaiser Permanente hospitals and office facilities across the state of California by the summer of 2011. This project represents a new kind of mid-size solar – smaller than solar-thermal power plants in the desert but larger than isolated rooftop arrays.



The new solar facilities are expected to supply an average of 10% of the energy currently used by the not-for-profit-health plan and hospital system's buildings, equivalent to the electricity used by 1,900 homes a

year. Swinerton Renewable Energy will provide engineering, procurement and construction. Recurrent Energy will own and operate all of the solar power systems. Using a 20-year power purchase agreement, or PPA, Recurrent Energy will maintain the solar systems while Kaiser purchases the power at about the same rate it would have paid for equivalent amounts of electricity from the grid.

Kaiser wants to use onsite, sustainable energy for 25% of its electricity needs by the year 2020, the company's Environmental Stewardship Officer Kathy Gerwig, told the San Francisco Chronicle. If it works as planned, the deal with Recurrent Energy could be replicated at other Kaiser facilities.

Recurrent Energy is an independent power producer and a leading developer of distributed solar projects for utilities and large energy users. Helping to meet rising energy demand by developing a global portfolio of clean power plants located where they are needed most, the company has a pipeline of over 1GW of distributed-scale solar projects in development across North America and Europe.

Congratulations to Swinerton Renewable Energy for capturing this monumental project!

CalSTRS Achieves LEED Gold!

On April 7th, CalSTRS Headquarters officially achieved LEED Gold Certification! Through the hard work of the entire team, all 44 credits throughout the six categories were fully achieved and realized – with 16 of them earned and documented solely by HMM.

One of the tougher credits to provide the necessary backup on was EQ Credit 3.2 – Construction IAQ Management Plan, Before Occupancy. This credit requires that a certain amount of fresh outside air be delivered into the building prior to occupancy of the spaces to flush out any fumes or residual VOCs from the construction process. It was required that 14,000 cubic feet per square foot of building space be flushed with 100% outside air. Even with powerful air handlers on the roof, this task took time and varied in duration. Some locations had dedicated OA units; others were served by the primary rooftop units.

In addition to getting the flush volumes of air correct, it was also required that the temperature inside the building remain above 60°F and interior humidity not exceed 60%. To determine the humidity inside the building, we took outside humidity data collected from an online source and combined that with interior and exterior temperature data. We then marked these various points on a Psychrometric chart to show that after the exterior

air entered the handlers and was cooled or warmed, the humidity was decreased or increased relative to the thermodynamic properties of the system. Results showed the humidity did not breach the 60% threshold and the U.S. Green Building Council accepted our backup and awarded the credit.

For the requirements of all the credits, HMM and its subcontractors performed above and beyond expectations. Great Job!



LEEDing Schools to Green Success

By Bob Danielson

Pacific Ridge School is going for Gold! A private school in Carlsbad, California, Pacific Ridge is currently underway on a master plan build-out. Operating on a Guaranteed Maximum Price delivery method, Swinerton Management & Consulting became an integral stakeholder from the start of Phase 1, guiding the school through a variety of cost/benefit decisions. Bringing a “value added mentality” to the job each day is forefront in our interactions with the Owner and design teams.

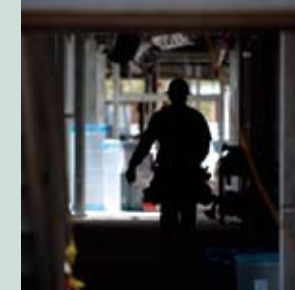


The success of Phase 1 guaranteed us the award of Phase 2. This second phase is to encompass construction of a 35,000-square-foot high school facility, additional site infrastructure, and a synthetic turf athletic field. The two-story high school is being constructed of concrete tilt-up exterior walls and internal steel framing with metal deck. Features include 19 classrooms in a semi-circular Harkness setting, two science laboratories, two student reading lounges, and offices for faculty, staff and administration.

A major mission of Pacific Ridge School is to increase student “global awareness/engagement” and “ethical responsibility.” As a result, the design team was tasked with the challenge of creating a design that was sensitive to the environment and ongoing sustainability over the life of the structure, as well as site utilization – the school stressed that LEED certification was to be a priority. The project design features passive air conditioning methods, passive light shelves, Crestron lighting controls, solar tube skylights, solar shading, roofing reflectance techniques, bioswales, and a number of other green building and site components.

As a result, the building energy performance is expected to achieve a 40% savings over a similar building designed to the California Energy Code. Potable water usage is estimated to be 30% less than that of a conventional code compliant building. Utilizing City reclaimed water, installation of a synthetic turf soccer field and use of drought tolerant plant material is expected to reduce irrigation water consumption by 50% below conventional irrigation measures. The project is on track to achieve LEED for Schools Gold Certification and the high school will greet its first graduating class this fall.

The Project Team includes: Superintendent David Bradley, Senior Project Manager Bob Danielson, Project Manager & LEED Consultant Jennifer Hawkins, Project Engineer Joe Armbruster, Project Administrator Courtney Whyte and Project Accountant Laura Martinez.



Milestone Celebrated in Brentwood Civic Center Projects

On May 14th, The City of Brentwood celebrated a significant milestone at a steel topping out ceremony for its \$36-million Downtown Civic Center project. The event marked the completion of structural steel construction for the Civic Center's City Hall and Community Center building projects. In a speech commemorating the event, Mayor Robert Taylor singled out Swinerton Management & Consulting for their hard work in keeping the project on schedule and under budget.



Quarterly Photo Contest Winner

The Brentwood Civic Center is comprised of the 58,000-square-foot City Hall, a 32,000-square-foot Community Center, and a 280-car parking garage. The project is seeking LEED Silver Certification and incorporates a living roof and photovoltaic panels. The design uses the 1920's Brentwood Hotel as the model for architecture to bridge the past with the present. The project was designed by LPA Inc. and Lanthrop Construction Associates is the general contractor.

The Project Team includes Senior Project Manager Glenn Granada, Project Manager Bob Addiego, LEED AP; and Project Engineer Allen Terrell, LEED AP. Special thanks to City staff Karen Chew and Gail Leech.

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Rebuilding Together 2010

On April 24th, both Swinerton Builders Colorado and Silicon Valley truly exhibited the Swinerton Core Value of Commitment to Our Communities and the Environment by participating in their local Rebuilding Together “Rebuilding Day.” Thanks to everyone that participated for giving your time and effort to make a difference.

Weathering the Storm

Once again this year, talented members of the Colorado Division of Swinerton Builders put their time, effort, talents and energy into Rebuilding Together Metro Denver. This non-profit organization is dedicated to rehabilitating homes for elderly and low-income residents in the Denver area.

This year we worked on the home of elderly widow Dora Wolf. New to the effort this year was the Green Energy program which included a water heater blanket, insulation, sealing of joints and other items to maximize energy efficiency.

Major items included construction of an entry deck with rails for easier access, a new kitchen floor, doors and trim; painting throughout, and the installation of life safety items.



A deluge of rain cost approximately five hours of crew time; illness and emergency led to a smaller Team than originally planned. Dave Wermerskirchen, who had to break his perfect attendance record due to a sudden kidney stone

attack, was later quoted as saying, “I would much rather have been working.”

The workday began as early as 6:30 am on Saturday, April 24th, and ended at 8:30 pm. Workers were up early again on Sunday to finish rebuilding, starting at 7:00 am and completing the project at 5:30 pm. There was a combined total of 163 hours for an average of 18 hours per Team member.

The performance of the crew and their great morale and skill under tough conditions was truly admirable. Our thanks go out to: Kerry Swain, Phil Mills, Greg Borst, Doug Schnorr, Kevin Ott, Clay Strickland, Brendan Summers, Dustin Hartsuiker, Dave Wermerskirchen and Dave Beeble.

The Crew Storms Ahead During Break in Weather

After a full week, it's not easy to get up and go to work on a Saturday...but our Silicon Valley division did just that again this year with all their hard work and efforts paying off big time. Amid two rain storms it turned out to be a perfect day with Team enthusiasm high, from the initial rumble of Harleys (just your standard entrance for a couple of Swinerton VP's), to the final clean up.



Our efforts positively affected the community and more specifically the five residents of the Momentum for Health group home that we worked on. The installation of a new roof by Alcal-Arcade on the detached garage (location of storage and laundry),

concrete patio area in the back yard by WPY, new kitchen vinyl rock ceiling by Ad In, painting of all of the common areas (living, kitchen, halls, dining and family rooms), along with clean-up including window washing by all of the volunteers, brightened the entire house. The new concrete patio now provides an area for outdoor activities, which was previously just dirt, and Momentum is having outdoor furniture installed just in time for summer. Environmentally, we accomplished all of the work with very little debris; volunteers brought their own re-useable drinking water bottles and all paint was low-VOC.

Special thanks goes to our vendors/suppliers that donated materials and labor to this effort, which includes Tom Albanese of Central Concrete, Jim Thompson of Ad In and Ty Myers of Alcal-Arcade.

Major Kudos also goes to WPY for a great concrete installation and excellent BBQ lunch as a bonus. Curtis Wagner and daughter Kellie can not only finish concrete, but they cook a mean burger! Doug Westby's wife, Rita, prepared and delivered not one, but three fresh salads, along with cookies for the Team to enjoy a nice lunch break.

Finally, thank you to all participants, which included: Dan Beyer, John Elwood, Tony Galbo, Richard Tran, Angie Woo, Bryce Wend, Casey Wend, Ivan Secoquian, Christina Sedghi, Craig Yamashita, Juan Restrepo, Bronwyn Johnston, Corina Mendoza, Robert Mendoza, Jessica Trubowitch, Mike Harris, Tony Caltagirone, Doug Westby, Curtis Wagner, Kellie Wagner, Matt Beaver, Jim Deming, Daniel Kennedy, Chuck McKinney, Dan McCubbins, Jose Haro, Raudel Haro, Rafa Castillo, Paciano Luis Sanchez, Gordon Tropple, Matt Tropple, Arnold Duenas, Mannie Cardenas, Ron Micetich, Frank Adolf, Kim Meadows, Harold Hughes (Ad In), Eric Hughes (Ad In), Johnny Orosco, Victor (Alcal-Arcade) and Michelle Green.

Always Dream Play Park

Swinerton's relationship with Kristi Yamaguchi and the Always Dream Foundation was developed through Senior Project Manager Chris Young, who had volunteered with the Always Dream Foundation in the past and had a great relationship with Kristi through his involvement in her home figure skating club. When the COO of the Always Dream Foundation mentioned Kristi's vision for Always Dream Playpark to Chris, he immediately went to the Swinerton Foundation to see how we could get involved and give back to one of the communities in which we live and work. It was decided that we would contribute by doing what we do best – build. So we donated Construction Management services pro bono.



Located in Fremont, California, Always Dream PlayPark is a place where all children, including those confronting the challenges of a disability, can play together and learn from each other. It features activities for kids who are hearing impaired, a slide and a sandbox that is accessible by wheelchair, as well as

quiet corners for children who need a respite from the excitement and noise. The design incorporates natural elements and provides an eco-friendly, engaging, and interactive environment.



Chris Young along with John Collins dedicated many hours to the park, coordinating the budgets, contracts, negotiations with subcontractors for contribution to the Foundation, and consulting with Always Dream Foundation.

In January, the final volunteer day was held with over 20 Swinerton employees and several other organizations pulling together to complete the final aspects of the project and celebrate the official opening of the park.



“We were so fortunate to be the beneficiaries of Swinerton's leadership and experience. They were an invaluable partner in helping make Always Dream Play Park a reality for us, and for the thousands of children who will enjoy it for so many years to come. The dedication, integrity and generosity of their staff throughout the two year design and construction process kept the project moving forward and inspired our entire team.” - Kristi Yamaguchi

In Memoriam

Mike Patterson, Superintendent of Swinerton Builders Colorado, passed away on January 28 from his ongoing battle with Chronic Obstructive Pulmonary Disease. Mike served in the construction industry for over 42 years and was with Swinerton for 25 years before retiring in early 2009. He was a proven



Team player and developed an excellent reputation with Owners and architects for his ability to get things accomplished smoothly and his contributions to our company will be forever valued. Mike was absolutely the salt-of-the-earth and would do anything for anyone. He will be greatly missed by all who had the sincere privilege of knowing him.

To honor Mike, Swinerton Builders Colorado participated in the American Lung Association's (ALA) 5th Annual Anthem Fight for Air Climb on February 28th. This year, there were more than 2,000 participants and the ALA raised over \$350,000. Swinerton raised just over \$3,000 – making us one of the top five fundraisers for the event.

Norcal Golf Tournament a Swinging Success

At the 2010 Annual Northern California Golf Tournament held on May 17th, Swinerton subcontractors, employees and Clients kept the “fun” in fundraising, bringing in over \$41,000 in support of the Swinerton Foundation. Despite a heavy drizzle, all 110 participants enjoyed an afternoon of good natured jokes and powerful strokes.

Winners of the big day included: Chris Clark of Bigge Crane for the Men’s Long Drive, Chief Interiors Estimator Pam Jefferis for the Women’s Long Drive, and closest to the hole (at an astounding 3’8”) was won by Swinerton Superintendent John Robutz.



Dan Beyer with his awesome first place trophy

Shooting an ultra-low 60 strokes, the Team that brought home the first place trophy included Fred and Bob Nurisso of Broadway Mechanical, along with VP of Preconstruction Services Dan Beyer and William P. Young Senior Project Manager Sal Bissada. The second place Team was close behind with a 61, and there was a tie for third place with two Teams shooting 62! Despite the competition, or maybe because of it, all of the attendees had a great time and cannot wait for next year’s event!

Our event wouldn’t be a success without our sponsors, for whom we are extremely grateful! Thank you goes out to: A&B Painting, ACCO Air Conditioning, Anderson, Rowe & Buckley, Architectural Glass & Aluminum, Bigge Crane & Rigging, Bode Concrete, Brayer Electric, Broadway Mechanical, City National Bank, Clark Pacific, Conco Cement, Contra Costa Electric, Cupertino Electric, Daley’s Drywall, Dynalectric, Gallagher Insurance Services, Gallina LLP, Giampolini & Co., Herrick Corporation, Hoem & Associates, Lawson Mechanical, Lescure Company, Marelich Mechanical, McGuire & Hester, Paganini Electric, Peninsulators, Raymond Interior Systems North, Rosendin Electric, San Francisco Interiors, Siemens Building Technologies, Silverado Contractors, Sprig Electric, Superior Tile, The Lawson Roofing Company, Van-Mulder Sheet Metal, Viking Steel and W. Bradley Electric.

The Competition Brews in Reno...

For the 10th year in a row, Swinerton Inc. successfully sponsored the Design-Build problem statement at the 23rd Annual Associated Schools of Construction (ASC) Student Competition in Reno, Nevada. This year’s event featured nine teams from some of the premier Construction Management colleges in the Western Region VII.

As is tradition, this year’s problem statement was based on a past Swinerton project: the New Belgium Brewing Company’s Bottling and Packaging Hall, completed by Swinerton Builders Colorado in 2007. Some of the unique challenges the students faced with this problem included: design of a pipe rack from the existing brewery, achieving LEED Silver Certification, designing the process layout of the bottling and packaging hall, planning an onsite Process Water Treatment Plant, and working adjacent to the existing brewery, among other considerations.

The Teams demonstrated their understanding of the construction industry and the Design-Build process by preparing proposals which included at a minimum: a design, construction management plan, schedule, estimate, and LEED and BIM initiatives. The judging team – comprised mainly of Swinerton employees from multiple divisions – scored the Teams’ prequalification statements, written proposals and oral presentations based on these deliverables. During the presentations, the panel of judges’ role played various brewery positions such as CEO, Sustainability Director, Facilities Manager and most importantly, Brew Master.

The students put in an incredible amount of effort into this competition and impressed the judges with their knowledge and ingenuity. This year’s winning schools included: USC – 1st place, Sacramento State – 2nd place, and CSU Long Beach – 3rd place.

In addition to hosting the competition, Swinerton staged a booth at the ASC Career Fair where a Team of employees met potential new hires, collected resumes and promoted the entire Swinerton Family of Companies.



USC – 1st place



Sacramento State – 2nd place

Swinerton Sustainability Challenge

For almost 10 years Swinerton employees Adhamina Rodriguez and Dan Gonzales have been industry mentors at the AEC Global Teamwork course at Stanford University. AEC Global Teamwork is a unique and innovative program that was launched in 1993 by the Department of Civil and Environmental Engineering at Stanford University. The program engages students from over 24 Universities worldwide in the process of developing a building project from conceptual design to virtual construction. Furthermore, the program involves undergraduate and graduate students in architecture, engineering and construction management (AEC), faculty, and industry practitioners such as Swinerton, to develop a project during the winter quarter. The students, geographically distributed in the U.S., South America, Europe, and Asia, meet physically twice, at the beginning of the project in January and for the final presentations in May. The remaining interaction of Team Members is as their project, virtual, but it could not be more real as their final presentations prove.



For the last four years, Swinerton has added one more element to the project to push the envelope in green construction, the Swinerton Sustainability Challenge. Each year a Team is selected as the winner for their sustainable efforts on the project. This year the River Team presented a project that any LEED Platinum building would envy. Senior Project Manager Adhamina Rodriguez announced the winner and distributed a Swinerton Certificate signed by Senior VP & Regional Manager Eric Foster.

AEC Program Director Renate Fruchter salutes our Swinerton mentors, “THANK YOU AGAIN for the real world challenge you bring to our AEC Global Teamwork program to push the students’ thinking in new, creative and innovative ways about sustainable design, construction, and life cycle performance of their building.”

Bowling Strikes for Students

By Janel Espinosa

For the past few years, Swinerton Builders San Diego has participated in Junior Achievement’s (JA) Bowl-a-Thon. JA provides students from kindergarten through high school the opportunity to learn “how business works.” With the assistance of local business volunteers, thousands of students learn first hand how to relate economic concepts and business principles to real-life situations. Students are taught valuable lessons in how leadership, education and teamwork play major roles in the success of business endeavors.

Net Proceeds from the Annual San Diego Bowl-A-Thon help fund JA programs in San Diego County. This year, our San Diego office raised a total of \$1,469 with help and participation from local subcontractors Whitson CM and Sherwood Mechanical. A great time was had by all nine bowling teams!

San Diego Strides in Support

By Alex Beaton

Another beautiful San Diego morning greeted over 30 Swinerton co-workers, friends, family members, and this year, dogs, to Liberty Station Park on April 17th to support the Parkinson’s Disease Association of San Diego. With the refurbished buildings of the former Naval Training Center and the San Diego Bay as a beautiful back-drop, participants either ran or walked a scenic two-mile course to raise funds to help find a cure for the disease.



A generous contribution from The Swinerton Foundation of \$3,000 had Team Swinerton as the number four contributing team, surpassing 53 other groups. Over 1,600 participants raised \$192,633 at the event which gained local radio and television coverage. After the walk, breakfast was devoured at the Red Sails Inn. A good time was had by all while funds were raised to help a great cause. Thank you Team Swinerton for making this a great event for a great cause. See you next year!

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Swinerton Receives Gold Safety Award



At the Torrance Refinery Annual Contractor Safety Awards in March, the Swinerton

Torrance Team received a prestigious Gold Safety Award! The selection process was based on the overall safety performance for 2009 on contractors that performed above 10,000 man-hours. In only three years at the refinery, Swinerton has managed to accomplish the highest safety ranking among other contractors who have been at the refinery for many years. The Team has succeeded in a non-traditional business delivery process, adapting to a fast-paced environment and fulfilling Client needs by developing new systems and processes, all while maintaining an excellent safety record with outstanding performance and delivering a good quality product.



The Swinerton Team includes: Craft Armando Arellano, David Armas, Fernando Garcia, Jesus Rodriquez, Juan Saldivar, Michael Burris and Ricardo Ramirez; Foreman Jose Rodriguez; Senior Project Manager Ricio Gonzalez; Superintendent Jesus Mendoza; Assistant Project Manager Francisco Sanchez; Project Executive Peggy Delach; and VP & Operations Manager Kim Grant.

Safety in Our Hands

By Jessica Canales

Each day of construction at the Chevron Building 24 project begins the same way. At 6:30 am sharp, in the crisp and echoing storage area turned stage in Building 23, Superintendents Eric Johnson, Gary Bernardini and Bill Green, along with Safety Supervisor Jay Bosley, discuss safety with the tradesman. After discussing a particular safety topic, a microphone is passed around and each worker has the opportunity to discuss the work for that day. Afterwards a volunteer leads the group in stretching. Based on the day's activities, this daily safety meeting lasts up to 30 minutes, setting the tone of safety for the rest of the day.

Safety Success Begins with Commitment Building 24 underwent approximately 200,000 man-hours of work over two years with zero recordables. This great success is attributed to the exceptionally thorough safety program designed and implemented by the Swinerton and Chevron Construction Team. With the help of safety consultant JMJ, the Construction Team tailored a program called Incident and Injury Free (IIF). In-depth training, consistent dialogue, and visible support from upper management in the form of safety barbecues, participation rewards and monthly safety talks, shows everyone safety is the number one priority.

Incident and Injury Free While new workers receive the traditional orientation training prior to starting work, they must also complete an additional four hours of IIF training. Lead by Project Manager Molly Jans and completed within the first two weeks on the job, it introduces the project's safety culture. The training includes an analysis of safety in the workplace as seen from the past, present and future. IIF also addresses the inclination towards turning a blind eye to safety issues that don't directly affect one's own work – speaking up can save a person's life. When we talk about these issues often, they become less difficult to do and are appreciated, not disregarded, when received.

CAPS After training is complete, the Project Team keeps safety on everyone's mind through the use of CAPS (Chevron Awareness Prevention Safety). This program allows all members of the Project Team to identify and record safety sightings on cards that are turned in and studied by the Management Team. They can be used to capture Positive Sightings, Safety Sightings or Near Misses. The trust built between Swinerton, Chevron and field personnel allows CAPS to be candid, keeping everyone engaged with safety. Monitoring CAPS helps the Team make constructive improvements in safety on a daily basis.

Safety Ambassadors In order to ensure safety, the IIF Leadership Team identifies temporary and short service employees that pose the biggest safety risk to any project. To prevent safety incidents amongst this most risky group, the Project Team established Safety Ambassadors. Among other things, Safety Ambassadors partner with temporary and short service employees to keep them safely on task. They include Swinerton's Danny Gonzalez, Raymond Caudillo, Lupe Poblano, Eduardo Cornejo, and Jose Gonzalez.

What I have learned on this project is that trust is the most critical element for a successful safety program. Through the use of incentives, positive reinforcement, repetition, cooperation and observable improvement, members of the Project Team truly believe that we are here to do it safely or not at all.

Quality Management

The first objective of our Quality Management Plan for any project is to comply with the contract requirements, including the form and content of any Quality Control Program that may be specified by those documents. Our own program provides a flexible framework to fill in gaps, if any, between what we are obligated to do by the contract and what we feel is a prudent exercise of the "means and methods" that are at our discretion.

We are currently pursuing, and winning, more public projects where we find ourselves faced with very specific quality control requirements. Although some of the terminology may be slightly different, our program embraces the same fundamental concepts that are prescribed for these public projects and provides an excellent foundation for Teams that may be transitioning from private to public work.

Managing the risks associated with water intrusion through the building envelope continues to be a high priority for us. We now have several examples of building envelope reviews that are on SwinNet to give you a glimpse into some of the challenges we are addressing on current projects. Thanks to Karl Joerger for performing those reviews. They not only help us avoid potential pitfalls on current projects, but also help us raise our awareness of things to look for on future projects.

Speaking of raising our awareness, did you see the recent Lessons Learned that warned of potential problems with layout markings bleeding through resilient flooring? Thanks to Terry Gee and Derrick Jones for alerting us of this. The Lesson is stored on our SwinNet site, along with a blank form that you can use to share your Lessons Learned with the rest of us.

The tools to support our Quality Management Program can now be found under the Risk Services tab at the top of the new SwinNet homepage. We continue to add and improve content to make our program more effective.

Swinerton Makes a Regional Splash at ASHE

By Janel Espinosa and Tom Bethmann

This year's American Society of Healthcare Engineers (ASHE) PD&C Summit and Exhibition was held at the San Diego Convention Center on March 15-17th.

This regional effort was a great success with many Swinerton/HMH Teammates to thank for their participation. We showcased our healthcare success like no other, with representation from Los Angeles, Sacramento, Orange County and San Diego. The conference kicked-off on Monday, March 15th, with a Swinerton/HMH co-sponsored Mixer held at the Tin Fish in San Diego's downtown Gaslamp Quarter. Conveniently located across from the Convention Center ▶

▶ and complete with a steel-drum band, taco bar, appetizers and most importantly sunshine and beverages, the Tin Fish proved to be an excellent location for all! Over 100 ASHE participants attended our Mixer; Clients, architects and key engineering firms from Northern/Southern California and Hawaii were represented. Great things are in the works from newly formed relationships as well; San Ysidro Health Centers in San Diego and City of Hope in Los Angeles County are just two prospective Clients we can keep an eye out for!



Many factors contributed to the success of this co-sponsored Mixer. The creation of the Mixer invitation, the routine distribution of the invitation to several regions, the various tools used to promote our event both logistically and personally, and the shared responsibility to walk the exhibit floor and staff our booth are just a few key elements of its success. Most importantly, there were over 20 Swinerton/HMH personnel who attended the event, ready and prepared to keep our guests engaged! The feedback we received from Clients and architects was extremely positive and very rewarding, to say the least. It would not have been possible without the Team effort and commitment, so a big thanks to everyone involved!

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Chris's Corner

WE ARE WINNING WORK IN OUR 2010 TARGET MARKETS

By Chris Day

Congratulations! Our strategy adjustments are starting to work. As I write this we have sold over \$835 million – well ahead of our goal-to-date. February was the first month that was true for us since the close of 2008, and we have held that winning pace through March, April and May, and now into June.

Here's where those sales are coming from so far this year:

Higher Education	21%
Renewable Energy	20%
Medical	19%
Federal and Municipal	16%
Defense	5% and expected to grow!

We are also maintaining excellent sales strength in Special Projects, Interiors and Corporate Account work.

While we have pushed ahead in tough times, 2010 and 2011 will still be rough sailing for us. The capital market has not opened up and neither has job growth nor consumer spending. Most of our old private sector markets will remain very slow. It is the adjustments everyone is making in our focus and our pursuit strategy that is winning. Thank you!

"However beautiful the strategy, you should occasionally look at the results."

- Winston Churchill

Feature Project Wins of the Quarter

FEDERAL: Air Traffic Control Tower at Palm Springs Airport, Palm Springs, CA

This \$13-million American Recovery and Reinvestment Act project includes a new 127-foot-high Air Traffic Control Tower and a new 7,000-square-foot Administrative Base Building with all associated site work, including parking. In addition, the scope includes a 150-kilowatt solar array and a significant self perform concrete scope of work.

MILITARY: IDIQ MATOC U.S. Army Corps of Engineers, South Pacific Division

In a significant step forward in our pursuit of government work, the Swinerton Government Services division, Southern California region and Renewable Energy group successfully combined efforts to receive a contract for this \$150-million, 3-year Multiple Award Task Order Contract. This win represents Swinerton's first award of a contract of this nature in any region. Swinerton will now have the opportunity to compete for up to \$150 million of work issued by the U.S. Army Corps of Engineers against a select bid list.

EDUCATION: Santa Clara Unified School District, Santa Clara, CA

The Santa Clara Unified School District has awarded Swinerton Builders Silicon Valley \$25 million of new work at Buchser Middle School, and a combined total of \$58 million in contract extensions at Santa Clara High School (\$31 million) and Wilcox High School (\$27 million).

MEDICAL: Kaiser Moanalua Medical Center, Honolulu, HI

This \$51-million project is a 158,000-square-foot, six-story renovation of Kaiser's Moanalua Medical Center ancillary building. The new build-out will include various hospital departments and functionalities, including ICU, surgical suites, medical surgery beds, and diagnostic imaging.

RENEWABLE ENERGY: Two 5MW Utility-scale Solar projects, OR

Totaling \$45 million, this award is the first two of three 5MW projects that Obsidian plans to team with Swinerton to deliver in 2010/2011. The two 80-acre sites are located in the Christmas Valley region of Eastern Oregon, and will supply power to Energy Northwest through a long-term purchase agreement. The plants will produce enough power to supply 2,000 average-sized U.S. homes annually and are the largest photovoltaic solar projects in Oregon.

Nice work, everyone! Keep pushing, stay focused — it pays to be a winner!

Double Downtown Denver Award

One Lincoln Park and the Sheraton Denver Downtown Hotel were honored April 28th at the Downtown Denver Partnership's 49th annual Downtown Denver Awards Dinner.

Owner's Representative Wells Partnership, General Contractor Swinerton Builders and Architect Buchanan Yonushewski Group were honored for One Lincoln Park. This mixed-use project, which has a unique, five-sided design, is located on a 23,000-square-foot site. It has 180 condominium units, ranging up to 4,000 square feet. The first high-rise built in Downtown Denver in over 20 years, One Lincoln Park is helping to spur additional redevelopment opportunities, particularly in the Arapahoe Square area.

Starwood Hotels & Resorts took over the former Adam's Mark Hotel and invested \$70 million to renovate the 50-year-old building into the Sheraton Denver Downtown Hotel. Swinerton renovated the reception, lobby, conference and convention facilities, including two ballrooms and exhibit areas, and expanded the fitness center. The renovation was designed by Leo A Daly.

The One Lincoln Project Team included Senior Project Field Administrator Jessica Roybal, Project Engineer John Witt, Superintendents Terri Napier and Brett Dahlin, Assistant Project Manager Christina Tetrick, Lead Superintendent Steve Sparrow, Senior Project Manager Dan Seier, and Operations Manager Dave Wermerskirchen.

The Sheraton Team consisted of Superintendents Phil Pearson and Gary Schell, Project Manager Ryan Shaw, Senior Estimator Bret Hall, and VP & Director of Interiors Ian Stevenson.

Swinerton Ranks #1

Our green project portfolio and ongoing commitment to sustainable building propelled Swinerton to the #1 spot in the ranking of green builders in California by McGraw-Hill's California Construction in its May 2010 issue. Swinerton was also ranked #1 in a list of LEED Accredited Professionals on the West Coast by Sustainable Industries magazine, reporting 325 LEED AP employees – representing more than 25% of our workforce. Congratulations to the entire company on this great achievement!

AGC Success

On April 10th, Associated General Contractors (AGC) of California members and guests attended the Annual Constructor Awards Dinner held at the Fairmont Hotel in San Francisco, which was a great night for Swinerton! Among other things, the prestigious event celebrated the construction industry's greatest accomplishments.

Award finalists and six winning projects were honored throughout the evening, with WPY named a finalist in the category Difficult Job Heavy Engineering Classification for Wolfe Road Overhead Rehabilitation Project in Sunnyvale ▶

▶ and HMM Builders named a finalist in the category Excellence in Project Management – Projects over \$5 Million for LEED Gold CalSTRS Headquarters in Sacramento.

AGC also presented its annual Achievement Awards, honoring David Higgins, Sr. of HMM Builders as the recipient of the Contractor Achievement Award.

30-50-30

This is a big year for Swinerton Superintendent Danny Lozano. In 2010, Danny will have been with Swinerton for 30 years, in the Carpenter's Union for 50 years and married for 30 years. From his first Swinerton project in 1980, as a Superintendent on the Wilshire Regency, he has built some of Swinerton Builders Los Angeles' most prestigious and memorable projects. From the LA Times remodel with Gary Rafferty which received an innovation award, to the 125,000-square-foot Continental Airlines Facility with Jeff Hoopes, to luxury high-rise The Carlyle (on which he provided tours to interested buyers such as Bruce Willis, Larry King and Paula Abdul), Danny has been a huge asset to Swinerton. Congratulations Danny on your great successes!

Correction from Winter 2009 Quarterly

On our article regarding the Sheraton Denver Hotel renovation, Superintendent Gary Schell was inadvertently left off of the Project Team list. Gary has been with Swinerton since August 2006 and is an integral part of our Interiors Group.

260/5
Swinerton Building
Swinerton Green
Community
Safety
Kudos



Anxiety in Perspective

By Brenda Reimche

That there are plenty of things in the world to cause anxiety is an understatement. Economics, war, the environment, job responsibilities, who our son or daughter is dating, bank accounts, college funds, deadlines, healthcare reform, nuclear disarmament, state budget cuts, H1N1, terrorism, traffic, tomorrow's presentation, winning the bid, making the grade – I get exhausted just typing these.

The reality is that, in one form or another, stress and worry are always with us. The key is to not let it rule you. I'll agree that in today's environment, this may be a bit more easier said than done. While there are certainly a few new additions to the anxiety variety pack these days, we still have choice in what we focus on and how we respond.

Below are some great reminders provided by CONCERN: EAP, our Employee Assistance Program, for managing the stress in our lives:

LIVE IN THE PRESENT

Take a moment to think about the causes of your stress. Many of them may come from thinking about the past or worrying about the future. Plant yourself firmly in the present and you can leave many worries behind and focus more clearly on solutions.

BELIEVE IN YOUR ABILITY TO COPE

Embrace your strengths. Remind yourself that you can influence the outcome of events in your life. Create action plans to address challenges at work and at home.

QUIET YOUR MIND AND IMAGINATION

In times of stress, the mind makes things appear worse than they are by creating endless versions of impending disaster. Because the body can't tell the difference between fact and fantasy, it responds with heightened physical response and mental anxiety.

DON'T ISOLATE YOURSELF

Talking to other people helps you realize you're not alone, can help you put a difficult situation in perspective and may lead you to a solution. CONCERN: EAP is also available to provide resources and referrals to assist you.

"Do not anticipate trouble or worry about what may not happen. Keep in the sunlight."

- Benjamin Franklin

PRACTICE A HEALTHY LIFESTYLE

Stress produces chemicals that make you feel tense, but exercise helps move these chemicals through your body. Exercise regularly or walk around the jobsite or building, or up and down several flights of stairs. Eating healthful foods can help steady you as well. Too much caffeine, sugar and alcohol, nicotine or illegal drugs can actually increase stress levels. And remember most people need seven or eight hours of sleep a night to recharge.

MAKE TIME FOR LAUGHTER AND FUN

Surround yourself with positive people who like to laugh. Turn off the evening news once in a while and try a comedy instead. Laughter really is one of the best remedies.

FIND A BALANCE THAT WORKS FOR YOU

If work pressures are in high gear, immerse yourself in a favorite activity when you get home. If a family or relationship issue is the stressor, perhaps put more focus on work for a while. Above all, take some time for yourself, whether it's for a daily walk or a quiet night at home.

WORK WITH A COACH

Enroll in CONCERN: EAP's free, confidential iCan Wellness Coaching Program, and be matched with your very own personal health coach who can help you find ways to better manage your stress and achieve a more healthy lifestyle. You can enroll online or call CONCERN at 1-800-344-4222. It's free, easy to use and completely confidential.

You are this company's most important asset. You are also your own most important asset. Find time for yourself and remember that you have a choice in where you focus your energy. Anxiety and stress are always there – but we do not need to live in their shadow. Keep looking for that sunlight!