

SR

WINERTON QUARTERLY

**Making Our Mark
In The East Bay** pg. 9

Luxury At Its Finest! pg. 15

**Once An Achiever, Always
An Achiever** pg. 28

**How To Get In “The Zone”
(and stay there)** pg. 36



It's no wonder the summer flew by so quickly...we are all busier than ever! From chasing and successfully winning new projects to performing high-quality work in the field and office, it's evident that we've all pulled together and rolled-up our sleeves to achieve great things; we aren't just doing our jobs but are living and breathing them. That passion and energy came through in this issue's quarterly submissions – we love what we're seeing!

Hard work goes hand-in-hand with hard play, and that we did this past season. From the Los Angeles team bonding and boating at Lake Cachuma to cycling across the U.S. in a week to raise funds for a noble cause, we took full advantage of the beautiful summer and elevated team spirit to a whole new level.

As you read through this issue, you'll notice some Fall Trends:

- New Project Wins
- Continuing Client Relationships
- Collaboration Between Divisions

These trends get me excited about all the possibilities the future holds and where we will go next as a company. As we think ahead, we must not forget what we've already achieved. So take a break from your work and enjoy reading about your accomplishments!

Meggie



Contributors

Editor In Chief

Meggie Doscher

Layout & Production

Mallory Buchner

- | | | |
|--------------------|-------------------|-------------------|
| Alan Wolf | Dale Beverett | Jason Chappell |
| Andy Holden | Darianne Dobbie | Jeff Recob |
| Ashley Young | Dave Higgins, Jr. | Jessica Drake |
| Barbara Baskin | David Cramp | John Stout |
| Bernadette Estrada | Ellen Wuori | Karen Glover |
| Brendan Summers | Emily Stucky | Kenda Enney |
| Bret Hall | Gary Wells | Kristina Palmieri |
| Bronwyn Johnston | Gena Roberts | Kyle Burnham |
| Cheryl Warren | George Hershmann | Mardi Miyamoto |
| Chris Morris | Holly Robertson | Mark Tacazon |

Columnists

- Brenda Reimche
- Chris Day
- Gary Rafferty
- Jeff Hoopes
- Kevin Brooks

The Swinerton Quarterly is published four times a year. Contributions are encouraged. Submit articles and photographs to: Meggie Doscher, Swinerton Incorporated, 260 Townsend St., San Francisco, California 94107-1790 or e-mail mdoscher@swinerton.com.

4 Executive Letters

6 In The Field

24 Community

28 Shared Services

34 Kudos



Photo Contest Winner

Real Housewives Reaches Swinerton

Have you heard about the new hit Bravo TV show "The Real Housewives of Swinerton Builders?" This issue's photo contest winner goes to the San Diego team who once again showcased their creativity at their Real Housewives-themed sponsored hole for the San Diego Chapter of International Facilities Management Association (IFMA) 14th annual Charity Golf Tournament. The San Diego team consistently goes above and beyond the expected for sponsorships and community events, always showcasing that great Swinerton team spirit which they bring to each of their endeavors! Check out page 25 for more information on the Golf Tournament as well as a great photo involving sombreros.





Going Beyond The Status Quo

By Jeff Hoopes

Congratulations!

Let me say it one more time; it feels so good. Congratulations! I am so proud of all of you.

We have worked as a cohesive unit to prosper during this tumultuous time of the deepest recession since the Great Depression. We will end this fiscal year strong and enter the next fiscal year with as much confidence about the future as we have ever had.

When I was interviewed by the *San Francisco Business Times* well into the recession, one of the questions asked was “What is your goal yet to be achieved?” My response: “To exit this recession with stronger staff talent and stronger financials than when we entered, and I feel we have made it.”

With that said, the courage, creativity, and entrepreneurship that we need to move forward from here come from you. I encourage all of you to challenge the “status quo.” Start thinking about what we can do to become more relevant to our clients and not just exist as a commodity. Let’s really demonstrate the hunger, excitement, and entrepreneurship that make this a great company.

As I present these words here in September, I find us at a moment of culmination. We have proven that it is possible to rise, fall, and rise again; to recapture our lost goals and dreams to succeed within our ever-changing and complex world without abandoning what matters most – our guiding values and the culture that supports them.

But perhaps the most vital thing that comes out of the past four years has been the confidence we have gained in knowing that we could preserve our values despite the hardships we faced. Holding fast to those values steered us throughout the tumultuous journey, and the ways in which we conduct our business will continue to bring us pride and encouragement as we continue to grow.

I have not been feeling so much a sense of success as a sense of relief that the pressure is no longer as intense as it was during the past four years. As much as I thrive on being the underdog, I welcome the shift from survival mode to growth mode. Focusing on proactive growth is a right we have earned by virtue of making the tough decision to transform our business into a smaller, more efficient company – a privilege I will never again take for granted.

Recently, I have had a number of Division Managers come to me and say that now they are busier chasing more good opportunities than they have ever experienced in their careers. We are busy with new work, and previously stalled projects are receiving new life.

All of this comes amid increased competition, low profit margins, and smaller staff levels; we resized to fit a smaller market. Now the challenge for us is having the right resources to win the work needed for us to grow and thrive.

We have thrived over the last four years by focusing our efforts on smaller, shorter duration, current revenue producing projects. In 2010 we did not start a project greater than \$80 million in size. With this strategy, we returned 8.1% gross profit margin, one of our best margins ever!

The challenge we are facing with so many opportunities is that not every project and client warrants the time and effort needed to create a unique approach to build the relationships that will help us get positioned to win. Simply put, not all projects are created equal when it comes to the demands of our time and resources. We have to make a concerted effort to be diligent in our go/no-go process and make good business decisions, not emotional reactions.

We have a window of opportunity to hire new talent that is beginning to close. The days of having 100 qualified resumes submitted for a project management spot are gone. Construction talent is beginning to get absorbed as the market improves. You need to make room for new talent on your bench today.

We need to be very clear in our strategy to win work. And we need to understand our market white spot, which is where we are the most successful at winning work and where we are consistently able to make money.

We need to standardize and formalize the use of Building Information Modeling technology within our organization and on our projects. We must become an industry innovator and leader when it comes to 3D, 4D, 5D, and xD technologies. This will give us a cost and performance differentiator over our competition.

Rebuilding our company capability and moving from right-size in a smaller market to right-size in a growing market requires growth and a consistency in backlog. We must identify strategic work, hire talent, and differentiate ourselves through the use of technology.

Enjoy your Fall season!



From The Operations Corner

By Gary Rafferty

“China is clearly going to be the number one economic power and it is already full of potential.”
– Bernard Arnault, CEO of French conglomerate LVMH

Today’s reality is that the worldwide marketplace has arrived and is rapidly gaining momentum. Swinerton and our clients have been purchasing building products such as cabinetry, granite/stone countertops, ceramic tile, and structural steel from China for more than 10 years. Similarly, many of our clients have provided Freight on Board (FOB) jobsite Owner Furnished Contractor Installed (OFCI) building products that were also provided by suppliers and manufacturers from Asia, Europe, and other international sources.

The commercial construction industry in the United States is taking significant steps toward becoming more globalized than ever before, and it’s critical for us to understand the impact and opportunities involved in this evolution. Chinese fabricated curtainwall systems are being furnished and installed for 25%-50% less cost than similar product from the U.S. Modularized guestroom packages are being assembled, palletized, shrink-wrapped, and shipped FOB jobsite for 50% less than the cost of assembled product direct-sourced in a more traditional manner from individual fabricators. Full-scale guestroom mock-ups are being built in China for one-fifth the cost of that same mock-up built in the U.S.

Our clients and competitors are swiftly converging on the procurement practice of sourcing more and more modularized products from countries such as China and Indonesia. This presents a tremendous opportunity for us as builders to take the lead on evaluating these global sources and supply chain models for our clients and our projects. While there may be increased risk to us inherent with this evolving procurement process, think of how much more control, predictability, and efficiency we can impart to our projects if we take on the responsibility of actively managing the process. However, to do this successfully, we must truly be leaders of the process. I can think of many instances when I have been involved with OFCI equipment/materials whose procurement efforts were marginal at best, rather than what they could have been – an opportunity to lead our clients to high-quality products and maximized efficiency.

We must ask ourselves: what responsibility do we have as trusted advisors to our clients and stewards of their money when it comes to evaluating whether or not to go offshore for product? Right now several of our project teams are evaluating that precise issue. Some of the critical areas we must explore in each international sourcing situation include:

Prime Contract Terms and Conditions

- Subcontract/Purchase Order Terms and Conditions
- Prequalification of Overseas Fabricators
- Insurance
 - » Fabrication
 - » Storage
 - » Shipping
 - » Course of Construction
 - » Completed Operations
- Product Failure Liability
- Maintenance Bonds
- Warranties
- Payment Terms
- Force Majeure Terms and Inclusions
- QA/QC
- Shop drawings, Submittals, & Mock-ups
- Storage of Materials versus Just-in-Time delivery
- Attic Stock
- Installation
 - » Locality
 - » Supervision/Foremen
 - » Union Considerations
 - » Manpower availability
 - » Teaming with a Domestic Installer
- Post-Construction Maintenance and Call-Backs

Our decisions must revolve around being attentive to the needs of our clients, while at the same time employing prudent risk management. As we continue to explore this opportunity, it’s important to keep the lines of communication open internally with one another, and externally with our clients. Currently, a team of our folks are working to develop best practice measures in the global procurement process. The team, which includes John Capener, Sheri Ann Murphy, Karl Joerger, Mike Strong, and George Ehara, welcomes input on your experiences with international sourcing and can also act as a resource for you in this arena.

As you enter the new norm of globalization, take advantage of this developing internal expertise to reinforce your own knowledge base and assist others in strengthening their own understanding of the potential of the worldwide marketplace.

Colorado

Denver Special Projects Completes Dial Global Renovation

By Bret Hall

Swinerton Builders Special Projects group recently completed a sound studio and data center expansion project for Dial Global, an independent, full-service radio network with locations across the country.

The project in Centennial, Colorado included special sound abatement construction for on-air radio broadcasting in 10 studios. Unique and innovative materials used included QuietRock drywalls, Snap-Tex fabric acoustic panels, anti-static carpet, grouted STC 53 acoustic doors, and wood grille ceilings. Additional workspace was created with traditional construction materials and incorporated sliding glass doors at the offices.

Technical construction features included increasing the size of the existing data center and building a new network operations center adjacent to the data center. Temporary “roll-in” cooling units were utilized during construction. The existing electrical service was completely replaced with a 1200A main distribution switchboard while maintaining the existing facility.

For the service switch over, our team created new methods of operation in order to execute the work, coordinating with the local utility provider for a new up-sized transformer that utilized a temporary generator. The mechanical system was designed to regulate indoor air quality effectively and operate quietly. Trane rooftop units and downstream fan coil units with integral DDC control system were installed, giving the client the performance and environmental conditions needed. A new generator pad and steel screen wall were installed for the new Cummins 1,250-kilowatt generator.

San Diego

Sharp Start At Grossmont

By Patrick Wilcox

The Grossmont Hospital District has big plans in the works for its \$245-million Proposition G funding. New buildings and expansions of existing buildings, a new central plant, and upgrades to the hospital's seismic infrastructure are all part of the Sharp Grossmont overhaul. The first of these projects is a \$7.4-million make-ready project realigning the property's existing utilities.

Ready for a complex utility re-route job, the Swinerton Builders San Diego preconstruction team arrived prepared to start working and impressed the owner as being the most engaged team members. The project's complexity starts with not one but two architects, two separate projects meeting at a new precast vault in the middle of a fire lane bottleneck on the property, and utility installations up to 25 feet deep that weave in-and-out of existing utilities. The owner's team includes a scheduler who mapped the work around specific milestone dates that correspond to starting dates of future work.

While the project has its share of challenges, our leadership and project team have a lofty goal in mind: to establish a relationship that secures the future of \$200 million worth of work with Proposition G in the next few months.

The Swinerton preconstruction team includes: Randy Vandewater, Carol Ann Lang, Scott Kube, Mike Casey, Mark Payne, Shawna Adams, and additional team specialists. The project team includes Mike Casey, Bob Danielson, John Van Such, Patrick Wilcox, Jenny Clough, Randy Martinez, and Ruben Fontes.

Interiors

Westfield Shows Good Taste

By David Cramp

Swinerton Interiors recently completed the Westfield Solano Food Court renovation, which we won through a competitive bid process.

A large game room, 10 in-line tenant retail shops, and related common space were converted to create the new food court, which features 11 restaurants and seating for more than 600 shoppers on the second level of this two-story, fully occupied mall. An interior infill space was created to enlarge an existing pedestrian bridge, and new restrooms were built to service food court employees and diners.

Exterior work included increasing the size of the entry's storefront, relocating exterior signage, and creating a level dining terrace for approximately 40 diners. The roof above the food court was completely replaced, and an historical granite sign was removed and reinstalled in the new “lithocrete” walkway at the main exterior entry.

The schedule created a unique challenge because all work was performed during a near record-high rainfall year. Despite the unrelenting wet weather, the project was substantially completed in time for the April Food Court Grand Opening.

Instrumental in the success of this project were: Senior VP & Division Manager Andy Holden, VP & Operations Manager Kerry Atkinson, Project Executive Dale Beverett, Superintendent Rudy Del Real, Project Engineer Steffan Ravizza, Senior Project Accountant Sue Long, and Senior Project Assistant Kellie Khoury.

Los Angeles

Under Construction And Looking Ahead

By Kyle Burnham



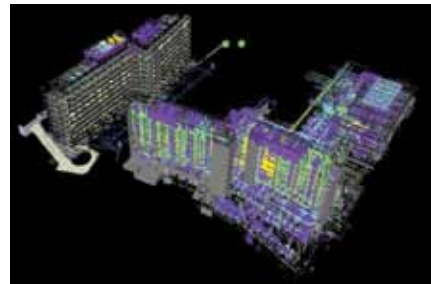
Swinerton Builders Los Angeles is making good headway at the University of California Los Angeles' (UCLA) Northwest Campus Student Housing Infill project. In response to the demand for

undergraduate student housing, we were selected to build two new residence halls for UCLA: Sproul Complex and Sproul West. The residence halls will feature two faculty apartments, a 750-seat dining commons, a 425-seat multipurpose meeting facility, and a fitness center.

Since topping out the Sproul West building in early July, the project team has begun aggressive construction on the exterior skin of the building. During this phase, the team has been able to begin early phase rough-in of the MEP systems. These efforts have been buoyed by the successful completion of two of our major quality control components: Building Information Modeling (BIM) and the fully functioning exterior skin mock-up.

We completed BIM models for the project early in the summer, maximizing the time for coordinating and pre-planning of the MEP systems with the interior framing and structural elements of the building.

The model, which includes enough detail to show each seismic support for suspended items, enabled the project team to properly sequence installation and overhead space usage to minimize the impact to the overall interior design. ▶



In addition to extensive interior coordination, the exterior skin systems (including plaster, brick, metal panels, and fiber cement panels) were fully mocked-up and tested to stringent American Society for Testing and Materials (ASTM) standards for both water and air infiltration to ensure proper sequencing and installation of the exterior skin.

The 20-foot-long mock-up wall will serve as a standard of workmanship for the duration of the project. It has also allowed the design team to review complex interfaces between systems to help minimize the potential for air and water leakage. We continue to build upon the successes of both the Sproul Complex and Sproul West buildings as the project moves forward into its next phases.

Northwest

Greater Presence For Union Bank



As an extension of our Master Services Agreement with Union Bank in California, Swinerton Interiors Northwest is working in Washington on rebranding 23 locations throughout the area as part of

the merger between Frontier Bank and Union Bank. These tenant improvement projects include new signage, electrical modifications, security upgrades, and a remodel of interior furnishings. Because of the bank merger, Union Bank has seen increased exposure and plans to continue to expand the Union Bank brand in the Northwest. Our upcoming construction opportunities with Union Bank, one of the largest banks in the U.S., include a tenant improvement for a new regional office headquarters in downtown Seattle, an office renovation in Bellevue, new branch locations throughout the greater Seattle area, and security vault work located in downtown Seattle and Portland.

The team is ready and prepared to bring home future awards with this great client! Congratulations to the team members, which include: Derek Jaschke, Conrad Block, Ryan Thomas, Judith Helt, Raul Arellano, Keenan Vaughn, and Nathan Eastland.

Northern California



Making A Mark In The East Bay

By Emily Stucky

Swinerton Builders Northern California was recently awarded two civic projects in the East Bay, both of which will serve their respective communities in two very distinct neighborhoods: Kensington, an unincorporated community in the East Bay, and West Oakland, a diverse neighborhood situated along the waterfront near the Port of Oakland.



The Kensington Fire Protection District's (KFPD) project will give our team the opportunity to renovate an existing, occupied fire station located in the hills of San Francisco Bay Area's East Bay. The 5,786-square-foot, two-story project includes exterior and landscape improvements, selective demolition, and the installation of new drilled piers, new windows, a new concrete driveway, sidewalks, and ADA ramps.

This civic project is a unique win because it was originally awarded to another local general contractor that later filed for bankruptcy. Six months after KFPD and the surety company finalized the settlement, we were awarded the project, in part due to our relationship with project management firm Mack 5.

Also instrumental in this win was the project experience of Project Manager Marlene Moncada, who recently completed two relevant East Bay projects: Fire Station 8 and Fire Station 18 for the City of Oakland.

In addition to the new fire station construction, we also won a \$5.5-million community redevelopment project for the West Oakland Teen Center. The City of Oakland is a valuable repeat client, and the planned Teen Center will be our fourth project with the City utilizing the CM@Risk project delivery method. The existing 10,000-square-foot building, formerly a church constructed in 1926, will expand to a 14,000-square-foot teen center. What makes this project special is that many teens from West Oakland brainstormed and contributed ideas to shape the design of the building.

The teen-planned priorities for the center include a space for a small business to operate a café and provide jobs, as well as computer rooms, student project rooms, classrooms, meeting and office space, a stage, and recreation space. In addition, the project includes building improvements such as structural and seismic upgrades, MEP system conversions to meet current codes, a new roofing system, building addition, new mezzanine level, ADA compliance, fire and life safety system upgrades, building security system, and utility coordination and connections. Rooftop solar panels, a commercial kitchen, storage spaces, elevator system, and outdoor courtyard space improvements will also be included.



Teens worked with local architect Harry Overstreet, who grew up in the neighborhood, to complete the final design. The building will be constructed using green building principles and ultimately achieve LEED® Silver certification, as required by City Green Building Ordinance.

Thank you to everyone involved in both pursuits!

The KFPD pursuit team consisted of: Business Development Manager Marv Peper, VP & Division Manager Steve Johnson, Field Operations Manager Tony Williamson, Project Manager Marlene Moncada, Senior Estimator Dick Johnson, Assistant Project Manager Matt Beyer, and Senior Marketing Coordinator Jeff Heermann.

The West Oakland Teen Center pursuit team included: Project Manager Marlene Moncada, Field Operations Manager Tony Williamson, Senior Estimator Neil Bartlett, Marketing Coordinator Emily Stucky, and VP & Division Manager Steve Johnson.

Interiors

Reenergized With PG&E

After more than two years of scope development, contractor qualification, solicitation of services, and final deliberation, Pacific Gas & Electric Company (PG&E) has looked to Swinerton to handle projects throughout Northern California. The five-year Master Services Agreement was negotiated with project management service provider Cushman & Wakefield. More than 1,000 – yes, that number is correct – general contractors competed for this account, and our team prevailed as one of two large contractors selected to implement their extensive capital plan.

First and foremost, our platform for success was based upon the safety models and ongoing contract work we currently have in place at Chevron, supplemented by our proven track record of successfully managing complex programs and account work. The direct feedback from our interview was that our organization, program management capabilities, and overall approach were “head and shoulders” above our competition.

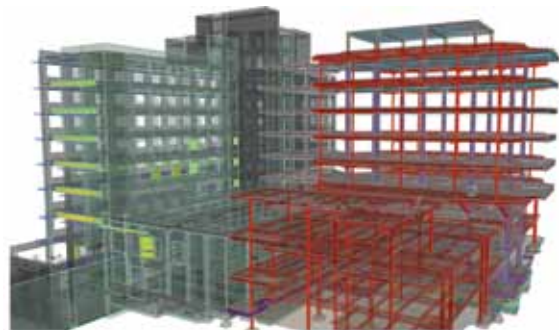
Anticipated projects will range from office tenant improvements and seismic renovations of existing facilities to the design-build efforts of various mission critical environments. The first project, located at PG&E’s Fremont Utility/Warehouse facility, includes modifications to an existing office space as well as a new concrete foundation for tool and material storage.

Congratulations go to SCS Operations Manager Gino Guidi, Senior VP & Division Manager Andy Holden, and VP & Operations Manager Kerry Atkinson.

Orange County

Swinerton Once Again Supports Sharp Healthcare

Swinerton Builders Healthcare has won another design-build hospital project for Sharp Memorial Hospital! The \$30.5-million project includes seismic upgrades to the South and Central Towers and the build-out of a new Intensive Care Unit (ICU).



Constructed in 1952 and 1972 respectively, the South Tower and Central Tower will undergo seismic retrofitting to their moment frame skeletons. Because the two buildings were constructed 20 years apart, each tower will have a completely different, yet sophisticated, approach to their upgrades. Both projects are designed to upgrade the towers to Category-2 structures.

Teaming with GKKWORKS Architects, we will be designing and building out the Central Tower fourth floor ICU, enhancing the facility to accommodate 10 private beds, including one isolation room.

We began digging into this project in March, and the project team’s collaborative efforts provided the healthcare and seismic upgrade experience and expertise to meet Sharp Memorial Hospital’s needs. The work plan and phasing plan that our team pulled together confirmed for the owner that we are the right contractor for this project.

Thank you to the entire team and additional contributors who played a role in securing this award: Project Executive Mike Casey, Project Manager Besim Fejzagic, Field Operations Manager Chip Buchan, Superintendent Bob Hodges, MEP Coordinator Norbert Davis, Senior Estimator Dennis Hern, BIM Engineer John Hallgarth, Chief Estimator Greg Hurlock, Scheduling Manager Mike Brown, Scheduling Coordinators Christine Sevilla and Derek Mosiman, Senior Project Engineer Ken Li, Marketing Managers Rachel Goldberg and Holly Robertson, Marketing Coordinator Ashley Young, Estimating Coordinator Melissa Morton-Jackson, and Junior Estimating Coordinator Shawna Adams. Special thanks goes to BIM Engineer John Hallgarth, who was instrumental in helping our team present our plan with high-technology BIM software.

San Diego



New Housing Projects Strengthen Relationships With UCSD

The month of August began with the completion of two ongoing housing projects that started at the University of California San Diego (UCSD) in 2009 and 2010. Due to Swinerton’s strong relationship with UCSD from prior projects, as well as our



Charles David Keeling Apartments

competitive prices, we were awarded two contracts: the construction of the new Revelle College Apartments and the renovation of the Revelle Fleet Residence Halls.

Construction of the 147,000-square-foot Revelle College Apartments began in September 2009 and consisted of 87 units and 516 beds located in four cast-in-place concrete structures, each ranging from five to 10 stories tall for a total of 28 floors. The building was recently renamed Charles David Keeling Apartments after the first scientist to record the rise of carbon dioxide in the Earth’s atmosphere.

The project is targeting LEED® Platinum certification and includes sustainable features such as photovoltaic panels, on-site grey water recycling, a green roof, and extensive bioswales. Apartment materials were approximately 25% regionally sourced, 25% recycled material content, and 90% recycled construction debris.

In July 2010, we began the remodel of the Revelle Fleet Residence Halls. Originally built in 1963, this was the first student housing complex on the UCSD campus. This project consisted of the renovation of six buildings performed in two phases, with three buildings worked on at a time to allow students to occupy the buildings not undergoing renovations. These buildings have 230 bedrooms containing 460 beds, totaling approximately 98,000 square feet. Scope of work included refurbished interiors and exteriors; upgrades to the mechanical, electrical, plumbing, fire alarm, and fire sprinklers systems; and installation of drought tolerant landscaping to coordinate with the adjacent Keeling Apartments project.

The projects had a soft opening on August 4th that included remarks given by the Director of Housing & Dining and the UCSD Chancellor. The opening was an opportunity for many of those involved in the projects, along with end users, to view the completed projects. Our continued relationship with UCSD, strengthened by both of these projects, was instrumental to UCSD awarding Swinerton the expansion of their School of Management.

The UCSD Keeling Apartments project team included: Project Manager Glen Bayliff, Senior Supervisor Bobby Badillo, Supervisor Dave Castro, Assistant Supervisor Alex Rivera, Project Assistant Erica Jiggins, Senior Project Engineer Curtis Chism, and Project Executive Steve Flint.

The UCSD Revelle Fleet Renovation project team consisted of: Project Manager Mike Mosier, Senior Superintendent Mike Terry, Assistant Superintendent Scott Morgan, Senior Project Engineer Jon Morton, Project Assistant Erica Jiggins, Project Engineer Deena Takato, and Project Executive Mike Casey.



Hawaii

A Suite Success

By Mark Tacazon



Recently celebrating its 50th anniversary, the Hilton Hawaiian Village has served as a leader for Hawaii's hospitality industry. The Rainbow Tower Renovation project is just months away from completion, giving the Hilton Hawaiian Village another reason to celebrate. The Rainbow Tower is the signature tower of the resort, and the Guinness Book of World Records lists the tower as bearing two of the world's tallest mosaics.

The Rainbow Tower Renovation project, which began in April, includes the remodel of corridors, elevators, and 790 guestrooms, with work being carried out in two phases. The Swinerton Builders Hawaii team has completed Phase I of the project, which consisted of the complete renovation of the top four floors of this 31-story tower, including the tower's two signature suites: the Duke Kahanamoku and the Niumalu Suites, complete with approximately \$1.3 million worth of upgrades per suite.

We are currently well underway with Phase II of the renovation project and are closing in on the targeted completion date of December. During construction, the team was faced with the unexpected and arduous task of asbestos removal, requiring

an additional week of production for each floor. As a solution to this unforeseen problem, our team quickly responded to the situation and implemented a fast-track schedule, working seven days a week with 12-hour shifts to meet the expected deadlines. "Communication within the team is crucial," said Project Engineer Daneka Denis. "Close coordination with construction management and clear, constant communication is crucial to the success of this project."

By the end of 2011, the Rainbow Tower at the Hilton Hawaiian Village will be completed just in time to accommodate travelers looking for a warm and tropical holiday vacation. With its newly-renovated guestrooms and facilities, the rejuvenated Hilton Hawaiian Village will be a comfortable and enjoyable getaway. If you're willing to upgrade your reservation, you might just find yourself at the spacious and luxurious Duke Kahanamoku Suite perched high above Waikiki Beach, watching the surf come in accompanied by a beautiful sunset and sipping mai tai cocktails like a modern-day Big Kahuna.



Los Angeles

Global Success At 10100 Santa Monica Blvd

On July 6th, the Los Angeles Special Projects group completed another successful project for our global client, Hines.



This project was located at 10100 Santa Monica Boulevard, a high-rise office building in Century City, California. Hines, a privately owned international real estate firm, chose Swinerton Builders for their \$2.8-million construction project, which consisted of approximately 25,000 square feet of exterior renovations and site improvements. The project's main feature was a 44-foot-long by eight-foot-high water wall that drapes from a 1,300-square-foot concrete balcony designed by AECOM and JOMA Design Studio.

The balcony includes a 35-foot oak tree surrounded by teak benches that provide a relaxing environment to the building's tenants as they look out over scenic Santa Monica Boulevard. The building's entrances and driveways were laid with basalt stone pavers and decorative colored concrete. The ramps and stairs were covered with aluminum panels and frosted laminated glass railing. The refurbishment of the lobby included a 280-square-foot stainless steel canopy at the building's entrance.

The team overcame several challenges due to a few major unforeseen events. One of the biggest challenges on this project was accommodating the building's tenants during the duration of construction. Tenants included law firms, investment firms, and production agencies, all of whom were very sensitive to the construction process. The entire front property was completely excavated and the storefront glass entrance was completely removed, forcing the project team to develop a sufficient, accessible, and aesthetically pleasing construction site. ▶

Another challenge arose during excavation: the grader found a 10-inch storm pipe, eight-inch sewage pipe, and six-inch storm drain line that were not in the building's as-builts. Continuing to excavate around the active pipes sufficiently and safely required collective planning from the project team and contractors.

The last unforeseen event was that the building's entrance experienced an ongoing water intrusion. With the assistance of our Quality Control group and dedication of the project team, the waterproofing was replaced and the water intrusion was effectively repaired. We are very pleased to deliver another state-of-the-art project to a very high-end, long-term client.

The project team included: Project Executive Peggy Delach, Senior Project Manager Ron Caropino, Project Manager Francisco Sanchez, Project Engineer Eric Mahler, Global Accounts Coordinator Veronika Bendl, and Project Superintendent Marco Gomez.

Interiors



Wrapping Up NSC's Lab Migration

After six months of dedicated preconstruction and five additional months to complete construction, the National Semiconductor (NSC) Lab Migration project successfully culminated in June. The project relocated 50,000 square feet of lab space from one existing campus location to two different buildings at a total cost of just over \$5.5 million. There was intense focus on process pipe preparation (LN2, CDA, DI water, N2), and electrical infrastructure modifications. A new Acid Waste Neutralization system was constructed, and 20,000 square feet of access flooring were installed for NSC's Test Floor, all while working toward LEED® Gold certification. The final step in the construction process was assisting NSC in moving their tools and machinery into the new lab spaces.

Swinerton Interiors anticipates participating in future work slated at the NCS Lab through 2012, which will total more than \$20 million in facilities upgrades and consolidation work for their Santa Clara, California campus.

Congratulations go out to key personnel including: Senior VP & Division Manager Andy Holden, VP & Operations Manager Kerry Atkinson, Senior Project Manager Chris Brennand, Senior Estimator Don Chew, Senior Superintendent John Mills, Project Engineer Jon Hoopes, Senior Project Accountant Sue Long, and Senior Project Assistant Kellie Khoury.

IN THE FIELD

BUILDERS • MANAGEMENT & CONSULTING • INTERIORS

HMH Builders

Cache Creek Casino Resort Renovation Marks 15-years Of Continuous Service

By John Stout



In August of 1996, HMH Builders broke ground on a parking lot reconfiguration at what was then the Cache Creek Indian Bingo & Casino, located in the small town of

Brooks in Yolo County, California. The client was relatively unknown, the site was fairly remote, and the risks related to contracting with a Native American tribe that did business with available cash were uncertain.

Today we find ourselves celebrating a remarkable milestone: 15 years of continuous service and \$350 million worth of work for a highly successful and visionary client, now known as the Cache Creek Casino Resort. Although many of the major players have changed over the years, the fundamentals that have sustained our successful partnership – experience, determination, teamwork, foresight, trust, and service – remain the foundation of our relationship.

In late February, after a year of preconstruction and the completion of multiple model room configurations, we began a floor-by-floor renovation of Cache Creek Casino Resort's 200-room, Four-Star hotel facility. Originally completed in 2004, the hotel renovation is much more than a simple upgrade to the interior paint, carpets, and wall coverings.

Room infrastructure framing was modified to accommodate significant furniture and fixture upgrades. Electrical and phone/data systems were completely renovated to support the latest in hospitality in-room entertainment and media interface equipment. Upgrades to room finishes included new crown molding, wood base, stone wall cladding, paint, and wall coverings. Newly engineered wood flooring replaced tile in room entries, and new carpet replaced old throughout all bedroom and living room spaces. ►

When the new Cache Creek Casino Resort opened in 2004, the advertising slogan was, "Get ready to play in a whole new way. It's a whole new game!" While their game isn't entirely new, it's now definitely updated and offers only the best to customers, much like our service to Cache Creek Casino Resort.

Attention to detail, a commitment to providing value, and an unwavering determination to keep our word have helped maintain our position as a trusted member of the Cache Creek Casino Resort family. Our mission is to not only build buildings but also build lasting relationships.

Northwest

A "Win Win" Relationship

The Northwest team continues its relationship with eBay on three new tenant improvement projects for offices in Salt Lake City, Utah; Portland, Oregon; and Redmond, Washington. Once again, we'll be partnering with architectural design team Valerio Dewalt Train Associates.

The Salt Lake City project is the third Utah-based project we have been awarded and is located on eBay's main corporate campus. This 23,000-square-foot extension of eBay's call center will be designated for office and meeting space. This project is set to be completed by the end of August.

The Critical Path Software project will be the first location for them in Portland, located downtown in the 1400 SW Fifth Building on the ninth and tenth floors. This 22,000-square-foot space is the future home of the software development team that focuses on smartphone applications. An "open space" office setup was designed to encourage productivity within the group. Completion of the project is set for the end of September.

Preconstruction has begun for the Redmond project with an expected start date of mid-September. This 20,000-square-foot office and meeting space for eBay requires high-end interior finishes and will be completed before the end of the year.

The dedication and commitment to the client from our project team has been the primary reason for repeat work for eBay, and we look forward to continued success! A job well done to all team members involved including: Project Manager Chad Cone, Superintendents Kevin Buzitis and Dan Craig, Senior Project Assistant Danielle Ridgeway, Project Coordinator Judith Helt, and Account Manager Peter Hau.

RENEWABLE ENERGY • HMH • CORPORATE SERVICES

San Diego

Bringing A Luxury Cinema Experience To Southern California

By Jason Chappell

Based in Mexico, Cinépolis is a large international operator of movie theaters previously unknown in the United States – that is until Swinerton was selected to bring their luxury theater concept to America. Cinépolis' concept lies in providing luxury, comfort, amenities, and an exquisite experience for moviegoers at a reasonable price. By fostering a relationship with Cinépolis, we have become an integral team member, working with designer and owner to share our expertise in renovating facilities timely and cost effectively with the highest quality results. The plans are lofty, with multiple theaters proposed throughout Southern California and beyond.

Their first American theater, Cinépolis Luxury Cinemas Del Mar, was completed in July in the City of Del Mar, an affluent community in northern San Diego County, California. Over a six-month schedule, we worked closely with the owner's representatives to design and customize the details of all aspects of the project. By ensuring an impressive statement for the grand opening in the United States, the owners were able to obtain the best film and first-run movies from all the major studios.

Now operating, the theater consists of eight auditoriums, each having a "boothless" state-of-the-art digital projection, sound, and lighting system.



The boothless projection is a first of its kind and sits in a box in the ceiling, allowing for an increased seating capacity.

The seating is consistent throughout the theaters, with electronic reclining leather chairs offering plenty of legroom. Each chair is equipped with waiter call buttons for food and beverage service at your seat. Two of the eight auditoriums are designated for patrons 21 years and over, with additional service for cocktails, wine, and beer.

Outside of the auditoriums are lounge areas, a full-service bar, and kitchen with finishes consistent with a Four-Star hotel. These amenities are separate from the movie experience, but the food and drinks can be enjoyed at your seat. This luxury movie theater concept allows patrons to enjoy a cold beer, watch a sports game at the bar, eat dinner, check out a movie, or do all of the above at the same venue.

The reception to this product type has been excellent, boding well for numerous theaters to be constructed in the future. A second theater is already under construction in La Costa, California, with similar finishes and amenities as well as additional refinements to ensure a high-quality movie-going experience.

We are excited for the new relationship with Cinépolis and the future opportunities to come. Special thanks to Superintendent Greg McFaul for his diligence throughout the construction process of this very successful project! Other key team members include: Estimator Liz Hawkins, Project Manager Jason Chappell, Project Executive Brian McCarthy, Foreman Arnolfo Espinoza, Project Assistant Maggie Sierra, and Senior Project Accountant Geoff Haines.

Interiors

Swinerton Interiors San Francisco Breaks Through The Fortress!



After awarding this project to another general contractor on negotiated terms in early January, Fortress Investment

Group (FIG) re-opened the project, giving Swinerton the opportunity to compete with the aforementioned GC on a competitive bid basis. Our prior history with the construction manager, a relationship with the building management team, and an approach for taking the high road throughout the process, particularly after the initial award, provided our team a win!

This \$3.3-million project occupies 22,000 square feet on the 42nd floor of One Market Plaza and has breathtaking views of downtown San Francisco, Coit Tower, and both the Bay Bridge and Golden Gate Bridge. The office features high-end finishes throughout the building, including imported marble countertops, zebra wood walls, conference rooms furnished with state-of-the-art teleconferencing equipment, and a private gym and yoga studio on a floating concrete floor with views of the waterfront.

Opening a San Francisco office that complements the New York City headquarters was not as straightforward as one would expect. The client's architect and owner's representative were both operating out of New York City as we diligently constructed this difficult project within time constraints. Despite these challenges, the building's property manager admired Senior Superintendent Garry Shahan's management of the tight building schedule and subcontractor coordination. ►

The superior management skills of our team kept the last few weeks of chaos in check, enabling us to deliver a high-quality product to a client with high standards.

Thanks go to: Senior VP & Division Manager Andy Holden, VP & Operations Manager Kerry Atkinson, Project Manager Molly Jans, Senior Superintendent Garry Shahan, Project Engineer Julian Digilov, Senior Project Assistant Yolanda Orellan, and Project Accountant Ana Vijanderan for their efforts in bringing this project to fruition.

Orange County

City of Hope Is Upgrading To Meet The Future Of Medicine

Swinerton Builders Healthcare won a design-build interior hospital renovation project for City of Hope in Duarte, California. With a week to respond to the RFP, we started working immediately with Project Manager Carla Palmer to identify an appropriate architect for the project. Our selection was Taylor Architects, who are currently working on the same hospital campus and have a good working relationship with Swinerton.

The renovation work will be conducted in the Main Medical Wing 1 (Nursing Unit "C") Building constructed in 1947. Currently, there are 25 existing licensed bed spaces used as office space that City of Hope intends to upgrade.

We will provide preconstruction services consisting of recommendations of scope, cost, and schedule to achieve City of Hope's stated goals. Once the recommendations are accepted, we will implement the design and construction phases of the renovation.

Swinerton and Taylor Architects have conducted a detailed investigation of all building services, including existing nurse call, HVAC, electrical, medical gases (including alarm annunciation and panel locations), and fire alarm systems. The team also reviewed existing finishes as needed to provide cosmetic enhancement recommendations. We are currently awaiting our Notice to Proceed on these upgrades, and look forward to building a stronger relationship with both City of Hope and Taylor Architects on this project!

Thank you to the team for all of their contributions: Project Manager Carla Palmer, Superintendent Jeff Ellis, Marketing Manager Rachel Goldberg, and Scheduling Coordinator Christine Sevilla.

Hawaii

A Treasure Hidden In Plain Sight

By Mark Tacazon



If you Google "Ocean Resort Hawaii Waikiki," you'll find the typical image results: the hotel, a beach, a room with a view of the waves, along with a message convincing you that the resort's location is at the center of everything in Waikiki. The Ocean Resort, however, is transforming into anything but an ordinary resort. Upon the completed renovation, the Ocean Resort Hawaii Waikiki's brand new look will be complemented with its rebranding as the "Hyatt Place Waikiki Beach."

The Hyatt Place Waikiki Beach Renovation is being carried out in two separate phases by Swinerton Builders Hawaii, the first of which began on April 18th. Currently in Phase I, crews are renovating 191 rooms, a 30,000-square-foot public space with two kitchens, modernizing the infrastructure and elevator, and improving the landscape. Phase I is expected to be complete by the first of November. Phase II will begin with the renovation of the remaining 235 guestrooms, with a projected completion date of April 2012.

During the renovation process, the project has endured a few speed bumps. According to Project Manager Chris Evans, an architect had already been hired for the project a week prior to the award, causing some difficulty in the planning and scheduling stages. "Due to an evolving GMP contract, the fast-track renovation required that the design was based on the critical path of procurement items for the project. This required a thorough understanding of the procurement requirements that were necessary for this project so that design decisions could be made in time to meet construction demands," said Evans.

To overcome this setback, our team worked tirelessly with the architects and developed solutions that helped avoid any major procurement delays.

Even with unexpected changes, such as the late addition of walls, the team was able to adapt to the modifications and accommodate the requests without significant delay. Superintendents and the General Foreman continually modified work schedules and sequencing to optimize output and meet the scheduled milestones. "Overall, a great team effort and cohesiveness were key components of the project," explains Evans, "you have to be firm with the owner on the impact of their changes to provide clear 'design needed by' dates for critical path items necessary for the completion and success of the project."

We are proud of our staff and their tireless efforts to strive for excellence and quality. We are also very pleased to renew our partnership with Hyatt Hotels & Resorts. We look forward to bringing the Hyatt Place Waikiki Beach and its staff to a new height of success. Welcome to Waikiki's new jewel!



Orange County



Huge Success In The High Desert

Swinerton Builders Healthcare kicked off their Memorial Day weekend celebration with an exciting phone call from the County of Los Angeles, awarding us the new High Desert Health System Multi-Service Ambulatory Care Center (MACC) project.

This new \$90-million, design-build, OSHPD-compliant project includes a two-story MACC building with a central plant and crafts buildings totaling approximately 142,000 square feet. Scope of work also includes all related site and infrastructure improvements for the MACC in the City of Lancaster. The MACC building houses the clinical wing, surgery/ancillary center, and administrative offices, as well as the support services of labs, pharmacy, imaging, and food service. The project is seeking LEED® Gold certification and includes photovoltaic panels and wind turbines to generate power.

Having worked on this pursuit since September 2010, Swinerton and our teaming partner, Lionakis Beaumont Design Group, hit the ground running with design and construction strategy meetings, pull planning sessions, and additional preparations upon notice of our inclusion on the shortlist this past January. We knew from the start that we had the best suited team.

During the RFP process earlier this year, our team met twice a week with our architect and engineers to strategize and coordinate our efforts for one-on-one meetings with the County about our project approach. From the beginning, the County was convinced that we were the right team for the project.

With the promise to break ground before the end of the year, we will begin design efforts immediately with a construction completion date of April 2013. The design and permitting phase will take roughly six months to complete and construction is forecasted to last 19 months.

Thank you to everyone involved in the pursuit for your dedication. This design-build effort was led by VP & Division Manager Dave Calls, VP & Operations Manager Jerry Mejia, Project Executive Terry Gee, Director of Field Operations Chip Buchan, Concrete Estimator Mark Hulock, Chief Estimator Greg Hurlock, Senior Estimator Dennis Hern, Preconstruction Manager Scott Lauderdale, Marketing Manager Rachel Goldberg, Scheduling Manager Mike Brown, Scheduling/Marketing Coordinator Christine Sevilla, BIM Manager Josh DeStefano, BIM Engineer John Hallgarth, MEP Coordinator Norbert Davis, Assistant Project Manager Tod Webster, Senior Project Engineers Ross Camacho and Ken Li, Project Engineer Derek Mosiman, Senior Superintendent Pat Shaffer, Project Manager Jeff Wuo, Estimating Coordinator Melissa Morton, Community Relations Manager Steve Lamar, Quality Control Manager Derrick Jones, and Corporate Safety Manager Lane Ellison.

Northern California

Revved Up For Chevron

Swinerton Builders Northern California has received approval to begin construction for the Chevron Kern River Integrated Operations Decision Support Center (IODSC) and the International Heavy Oil Center (IHOC).

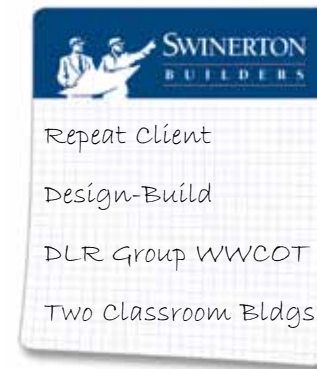
The 34,500-square-foot building will be built within the oil drilling operation fields in Bakersfield, California and constructed within a very tight footprint between three existing and operating buildings. There are approximately 60,000 operating wells within the property, some of which have been in operation for close to a century. The facility will support the ongoing operations of both IODSC/IHOC groups and include the latest technology to monitor well production and activity. The facility will also act as the latest generation of communications for international operations.

Congratulations and thanks go to the entire project team for their tremendous efforts and contributions in capturing this project: Project Executive Rick Bishoff, Senior Superintendent David Gardner, Senior Estimator Neil Bartlett, Senior Project Administrator Karen McMillan, and Operations Manager Kerry Atkinson.

Los Angeles

Building A Legacy In Education For The Students Of Jordan High School

By Jessica Drake

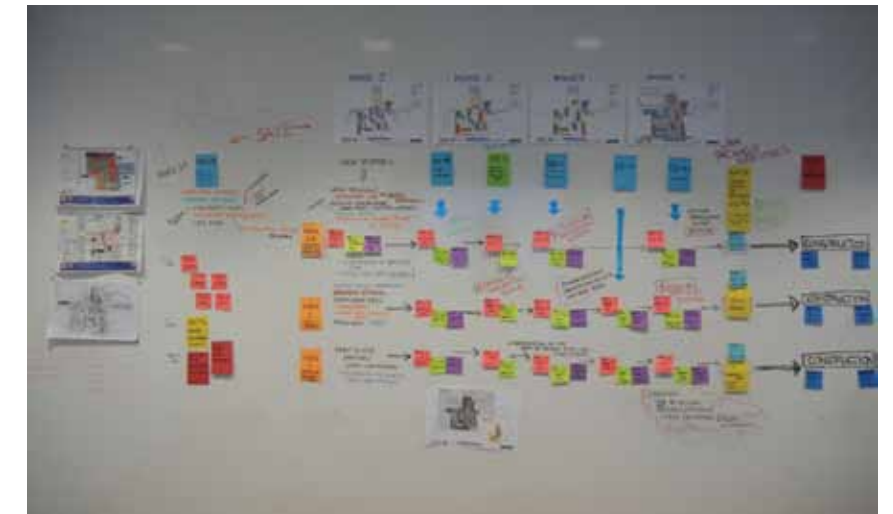


The Los Angeles Unified School District (LAUSD) has selected Swinerton Builders Los Angeles as the design-build general contractor for the Jordan High School Redevelopment project. Our design-build partner on the project is DLR Group WWCOT, with whom we have a long history of streamlined collaboration and success. The team's integrated project approach incorporates subcontractors and subconsultants into design and construction, and fosters interaction with all stakeholders and end-users throughout the design and preconstruction process. By truly understanding the goals and desires of the faculty, students, and local community, the team hopes to provide a great learning environment for students and promote a sense of ownership within the community.

Master planning and schematic design are well underway on this \$67-million project, with groundbreaking scheduled for early next spring. The team is working closely with our San Diego group, whose experience in complicated design-build endeavors has proven instrumental in positioning the Jordan High School team to hit the ground running. Additionally, through early adoption of the Adept Design Management Software we have established a strong working relationship with the DLR Group WWCOT team. Several rounds of programming and conceptual design have proven that collaboration, along with flexible, creative thinking, is necessary for team success.

Scope of work includes the construction of two new three-story Smaller Learning Community classroom buildings and a new practice gymnasium. The renovations and additions will include modernizing the existing two-story administration building; converting the existing wood shop into a girls locker room; and reconfiguring the girls gymnasium into a food service and performing arts building. Additional scope includes removal of all temporary structures, six acres of new landscaping, and miscellaneous site work.

At the end of construction in 2014, the newly-rejuvenated campus will provide 84 classrooms for two operators and be home to nearly 3,000 students. The new and renovated buildings on campus will maintain the character and history of the original architecture, while providing modern, open work facilities that encourage collaboration.



The Jordan High School project team includes: Project Executives Daryl Cruser and Teo Sierra, Chief Estimator Lia Tatevosian, Regional Operations Jef Farrell, Senior Estimator Bob Long, Design-Build Project Manager Scott Taylor, Scheduler Greg Linstead, and Project Engineer Jessica Drake.

San Diego

Swinerton Breaks Ground With Kaiser Permanente In San Marcos

By Tom Storer



Pictured from left to right: Kaiser Equipment Planners Bob Bardazone and Jan Hooper, Kaiser Project Engineer Katherine Clark, Kaiser Senior Project Manager Larry Kloha, HMC Architects Senior Project Manager Tré Arnold, and Swinerton's own VP & Operations Manager Mark Payne, Project Manager Adam Johnson, and Senior Project Engineer Tom Storer.

A groundbreaking ceremony was held on July 19th to mark the start of construction of Kaiser Permanente's new state-of-the-art medical office building in San Marcos. The three-story, 71,000-square-foot facility will house 34 specialty care providers, four general surgery operating rooms, a four-room gastroenterology procedure suite, and nuclear medicine.

Recent success at Kaiser Garfield Specialty Center helped the same project team win the Building #4 project on the San Marcos Campus. The project is part of Kaiser Permanente's expansion plan to provide more access to care throughout San Diego County. The new facility will be the fourth and final building, completing the existing medical office campus.

Led by Superintendent Josh Marjanovich and Senior Superintendent Kurt Kunz, Building #4 will feature an innovative steel-framed system fabricated and installed by Conxtech. As part of Swinerton's preconstruction contract, an on-site BIM room has been built in the jobsite trailer and includes two smart boards, overhead projectors, and a dedicated server. Guided by BIM Manager Randy Martinez, several of the project's core subcontractors, including Raymond A-1 Fire Protection, University Mechanical, and Dynalectric, have colocated full-time personnel on site to ensure seamless communication and efficient team coordination throughout the process. Construction is expected to be completed in July of 2012.

Northwest

Continued Success With Hilton Makes Travelers Feel Right At Home

Located in downtown Spokane, Washington, the Doubletree Hotel Spokane-City Center has beautiful views of Riverfront Park, the Spokane River, and the city skyline. The project was awarded to the Northwest team through a competitive bid process and consists of remodeling and refreshing 375 guestrooms and corridor spaces. The scope of work includes new flooring, wall cover, paint, and upgrades of electrical and HVAC systems. All work is being performed while the hotel is open and operational. Project completion is scheduled for the end of October. This is the fourth Hilton project that the Northwest team has been awarded, and the opportunities continue to come in with another hotel remodel project bidding in August for a Doubletree Hotel in Seattle.



Kudos to the team of Operations Manager Dave Worley, Project Engineer John Hanks, Superintendent Gary Foote, and Craft Personnel Troy Cone and Jorge Mendoza for their continued success with Hilton Hotels Worldwide and maintaining this important client relationship.

Renewable Energy

Renewable Energy And HMH Team Up For Huge Solar Project



Previous work with Recurrent Energy: Kaiser Downey



Previous work with Recurrent Energy: Kaiser Vallejo



Previous work with Recurrent Energy: Kaiser La Mesa



Previous work with Recurrent Energy: Kaiser Lancaster

Swinerton Renewable Energy and HMH Builders have teamed up with San Francisco-based Recurrent Energy to undertake a large-scale solar energy project for the Sacramento Municipal Utility District (SMUD). Swinerton's previous experience working with Recurrent Energy includes installing photovoltaic (PV) arrays for Kaiser Permanente projects in Northern and Southern California. Our previous stellar performance and solid relationship has led to Swinerton being chosen to be the engineering, procurement, and construction contractor on a 39.4 megawatt, alternating current (AC) utility-scale PV facility located in three separate sites in Sacramento County.

The renewable energy generated through these facilities will be sold by Recurrent Energy to SMUD as the agency works toward complying with new California Renewables Portfolio Standard (RPS) that requires utilities to have 33% of their electricity supply coming from renewable energy sources by the year 2020.

The three sites that will provide the land for these extensive PV structures are in unincorporated areas of southern Sacramento County near the cities of Elk Grove and Sloughhouse. The sites of Bruceville, Kammerer, and Dillard are named for major roads bordering each of them. The Bruceville and Kammerer sites are each about 110 acres in size and, once complete, will cooperatively produce 30 megawatts of AC; at about 90 acres, the Dillard site will produce 9.4 megawatts of AC.

The mostly farmland terrain will be cleared and grubbed, with Dillard receiving additional earthwork to create a more level surface for the PV arrays. After leveling the land, electrical trenching will begin to supply the "soil raceways" for thousands of feet of direct burial conductors to funnel the power generated by the PV arrays throughout important pieces of electrical equipment on site. Next, wide flange beams (typically W6x7 and W6x12) will be driven into the ground to create the structural supports for the single-axis tracker system that will hold the solar modules.

Portions of the Bruceville and Kammerer sites and the entirety of the Dillard site will be producing power by December 31st, and the full completion date for these sites is March 31st, 2012. The \$71-million project is a huge win for Swinerton and HMH Builders.

Congratulations to the entire pursuit and bid team, and good luck to the crew members who will work on these sites.

After LEED

The Next Generation of Green Building

By Kevin Brooks

By now, we are all familiar with the USGBC's LEED® rating system. Since its founding in 1993, the USGBC has grown close to 20,000 members and has a presence in more than 30 countries. Indeed, the fundamental LEED Version 2.0 launched in the early 2000s has evolved into nine different rating systems covering all building types, including not only commercial construction but also homes, neighborhood development, schools, healthcare, and retail space.

With more than 22,000 LEED certified projects, including over 12,000 homes and comprising in excess of 1.5 billion square feet of space, the USGBC's LEED green building rating system has become the accepted standard for implementing (and ultimately rating) the sustainability of a building's design, construction, and ongoing operation and maintenance.

As the USGBC has grown, the LEED rating system has continued to evolve. Consistency and integration have been brought to the different rating systems, and individual prerequisites and credits have been further refined to continue to promote the latest sustainable materials and technologies, as well as afford increased attention to the most significant environmental issues, such as water efficiency and carbon emissions.

With the wide-found acceptance and popularity of the LEED rating system, other green building rating systems and initiatives have also come to the market place, including the 2030 Challenge and the Living Building Challenge, as well as a variety of energy efficiency rating systems such as the federal government's Energy Star and the American Society of Heating, Refrigerating and Air-Conditioning Engineer's (ASHRAE) Standards for the Design of High Performance and Green Buildings.

Living Building Challenge

Administered by the International Living Building Institute (www.ilbi.org), this green building rating system was formally launched at the USGBC's 2006 annual GreenBuild conference by one of USGBC's member chapters: the Cascadia Region Green Building Council. In summary, the Living Building Challenge is not only a framework

that utilizes the most advanced metrics for validating the sustainability of the built environment, but also an advocacy tool for promoting a symbiotic relationship between people and the built environment.

The metrics used in the certification program are progressive: a building's energy needs are required to come solely from on-site renewable energy sources and the building's water demand must be met from water collected on site – from either collected precipitation or closed-loop water recycling. In addition, the Living Building Challenge also draws on new urbanism applications such as the urban-to-rural transect planning and smart growth model.



How It Differs From LEED

As compared to LEED's five core categories (sustainable sites, water efficiency, energy and atmosphere, materials and resources, and indoor environmental quality), the Living Building Challenge has seven categories, known as “petals:” site, water, energy, health, materials, equity, and beauty. The petal reference comes from the vision that the built environment can be “designed and constructed to function as elegantly and efficiently as a flower.” While there are obvious similarities between the order and grouping of the LEED categories and the Living Building Challenge's petals, the Living Building Challenge rating system also delves into areas that LEED has yet to really touch, mainly the equity category, which is intended to address universal access and social justice issues to advocate for stronger communities.

In addition, while there are nine different LEED rating systems, the Living Building Challenge's four applications (known as typologies) are somewhat more basic. These include new buildings, renovations, landscape or infrastructure projects (with no conditioned spaces), and neighborhoods (a continuous development with multiple buildings).

The Living Building Challenge is currently on Version 2.0 and has not yet seen the same number of iterations in the program's development as LEED. While certification under the LEED 2009 100-point rating system is based not only on the number of points achieved – from 40 (certified level) to 80 and above (platinum level) – but also on a series of mandatory prerequisites and optional credits, the Living Building Challenge has mandatory requirements, known as imperatives, assigned to each of ►

the four different typologies. Generally, these consist of 20 standard mandatory requirements, significantly less than the combined mandatory prerequisite and optional credit total of the different LEED rating systems.

Another difference between LEED and the Living Building Challenge is that while LEED allows modeling of a building's energy usage, certification under the Living Building Challenge requires 12 consecutive months of actual performance data.

Living Building Challenge Requirements

As noted, the Living Building Challenge generally takes today's standard measures of green building and sustainability as accepted common place and raises the bar to demand performance in excess of what is considered green or sustainable. Under the Living Building Challenge, development is limited to previously developed sites and development on or adjacent to sensitive ecological habitats is prohibited. In addition, a one-to-one habitat offset must be established corresponding to the acreage being developed. Each project must also integrate the development of on-site acreage for agricultural purposes based on the project's floor area ratio metrics.

In addition to a requirement that every occupied space include operable windows for access to fresh air and daylight, the Living Building Challenge's certification requirements also incorporate the concept of biophilia into the project's design. In short, biophilia is the mimicking of nature in the built environment, whether in the incorporation of environmental features, natural shapes and forms, or natural patterns and processes.

The Living Building Challenge's materials petal includes a “red list” – a list of materials and chemicals that are prohibited in any the project's components and materials. Among other things, this list includes PVC and certain wood and flame retardant treatments, as well as a variety of organic compounds and heavy metals. Certification also requires that the project offset its carbon footprint; this includes not only the carbon footprint resulting from the initial construction but also from its ultimate replacement. Certification also includes a general requirement for third party certification of fair labor practices and sustainable resource extraction standards. Where this certification doesn't currently exist, the project team is responsible for taking on an advocacy role to promote the development of such practices and standards.

Finally, the Living Building Challenge also requires the local and regional sourcing of materials – the allowable distance from the project site to the materials to be utilized is correlated to the material type. Heavy and/or dense materials have a shorter allowable travel distance than lighter ones, and such travel limitations also apply to services rendered in association with the project.

As with other green building certifications, the Living Building Challenge has evolved out of the USGBC's LEED rating system. While the number of projects currently enrolled in the Living Building Challenge is significantly fewer than in the LEED program, the project list does continue to grow. Much like the premiere of LEED, the Living Building Challenge is advancing the development of green technologies and applications, as well as holistic sustainability.

At the end of the day, this is a good thing and we, as construction practitioners, must be prepared to add the other green building certification programs such as the Living Building Challenge to our toolbox.



For more information on the Living Building Challenge, please visit the International Living Future Institute website at: <https://ilbi.org>



SoCal Raises Green On The Greens

On August 8th, the Orange County and Los Angeles divisions hosted their Annual Swinertional Golf Tournament at Old Ranch Country Club in Seal Beach, California. Each year this event is a highlight for our project teams, their subcontractors, and The Swinerton Foundation. It's a terrific opportunity for our teams to build upon our existing relationships with the subcontractors and consultants who help make our projects successful every day, and a great way to raise money for the numerous causes and charities that The Swinerton Foundation supports.

This year we hosted more than 40 subcontractor firms and reached more than 130 players. Through sponsorships, donations, and raffle tickets, we raised more than \$65,000 for The Swinerton Foundation. After a great 18-hole scramble tournament, all team and individual player scores were tabulated, and the winners were presented with trophies from Executive VP & Regional Manager Frank Foellmer at the awards dinner. Special prizes such as iPads, Xboxes, Kindles, digital cameras, rounds of golf, and golf clubs were also raffled. The day was both remarkable and memorable!

Swinerton Builders owes a huge thank you to all of our Gold Member Sponsors this year, which include: Anning Johnson, Bob Parrett Construction, Bonas Company, Building Electronic Controls, CalPac Sheet Metal, CG Chaney, Control Air Conditioning, COSCO Fire Protection, CSI Electric, Dynalectric, Heinaman Contract Glazing, Key Air Conditioning, Land Mark Electric, Martin Bros/MarcoWall, Morrow Meadows, Pacific Rim Mechanical, Pacific Wall Systems, Randall McAnany Company, S3H, Seeley Brothers, Tangram Interiors, Unison Electric, and Xcel Mechanical.

We are grateful to all the volunteers who donated their time to help out at the tournament including: Kristina Palmieri, Christine Sevilla, Morgan Stevens, Jessica Drake, Jesse Amos, Debra Lynn Leyden, Chris Day, Peggy Delach, and Kim Grant. We also thank our Southern California Division Managers, Operations Managers, Project Executives, and Project Managers for their support. Last but not least, a special thanks to Marketing Manager Rachel Goldberg who planned, prepared, and made the event unforgettable for all of our participants.



Cycling Across The U.S. In A Week

By Chris Morris

The Race Across America (RAAM) is an event so staggering that merely to finish is, for most, the accomplishment of a lifetime. RAAM begins in Oceanside, California, where competitors climb more than 110,000 feet while crossing 14 states in their 3,000-mile campaign to the finish line in Annapolis, Maryland.

Team Donate Life's Team Live Forever completed RAAM with a sub-seven day finish time of just less than 3,000 miles traveled and 170,000 feet of ascension. It was a week of very high and very low points, with few mediocre or mundane moments. There were no accidents or crashes; however, we did have four bike flats (but no mechanical problems) and one car flat tire. We also gained a new appreciation for the comforts of everyday life. Team Live Forever has raised \$41,000 to date to bring awareness to organ transplantation and research.

All Team Live Forever members learned important lessons from this experience. This race is not only about achieving a high fitness level, but also about how people interact and adapt under difficult conditions. This was a perfect case study for how people who knew little of each other before entering the event would come together to reach a common goal. The base experience for the event is a 24-hour race with limited supplies, resources, sleep deprivation, and limited space with extremely close quarters, including living in a van for six days!

Race officials imposed a mandatory rest period on certain crew members and one racer towards the ends of the race, due to a short course closure. We were, however, able to ride the last 70 miles of the race together as a team, with all four racers on the road and a full support crew marking the course and keeping us energized as we neared the finish line.

RAAM inspires everyone that it touches. My team and I pushed ourselves to the limit during this race, and we all learned something about ourselves and the value of others.

"Happy Wife, Happy Life"

By Holly Robertson

During a picture-perfect day this past spring, the San Diego Chapter of International Facilities Management Association (IFMA) held their 14th annual Charity Golf Event at the Rancho Bernardo Inn in San Diego, California. Swinerton Builders San Diego hosted a hole and had a number of golfers in attendance.

For the second year in a row, the Swinerton team took home the prize of Best Hole Sponsor. With a theme mimicking Bravo's hit TV show, "The Real Housewives," the ladies of Swinerton dressed as "The Real Housewives of Swinerton Builders." Cocktails and homemade cupcakes were served, and our BBQ trailer provided lunch for all of the golfers. The proceeds from the tournament went to San Diego Youth Services (SDYS), a non-profit organization helping homeless youth and youth in crisis.



Boating And Bonding At Lake Cachuma



This summer, the Swinerton Builders Los Angeles team packed their cars and left the city behind in their rearview mirror as they headed north to the serene atmosphere of Lake Cachuma, just outside of Santa Barbara. Postponed once due to stormy weather, this year's annual camping trip was well worth the wait. A perfect July weekend in California's great outdoors, the trip went off without a hitch or a drop of rain. Everyone who went was able to bask in the sun, enjoy the fresh air, and spend some quality time outside of the office with their coworkers, friends, and families.

This three-day trip was filled with boating around the lake and playing games, while the nights were spent around an open fire swapping jokes and stories while making s'mores. When the crew wasn't admiring the view of the mountains or the lake, they were trying to edge each other out for the title of the dominos champion. To this day, there is some dispute in the office about who holds that title. One thing we can agree on – the trip was definitely a success!

Swinerton's Aloha Spirit

By Mark Tacazon

Through the efforts of our entire team and the support of Hawaii's generous subcontractor community, Swinerton Builders Hawaii is proud to announce that nearly \$50,000 have been raised to support Child & Family Service (CFS) of Hawaii. CFS is Hawaii's oldest service organization, and our generous donation will help their mission to strengthen



families and foster the healthy development of children in Hawaii. Recognizing the importance of family and strong communities, Swinerton is proud to help CFS of Hawaii to achieve their goals for years to come.

Playing Poker For A Cause

By Brendan Summers

Colorado is known for many things: skiing and snow, wineries and breweries, picturesque scenery, and sports teams. Gambling, however, is not an activity people generally associate with the Colorado lifestyle. On June 30th, Swinerton Builders Colorado broke from their state's traditions to host a Texas Hold'em tournament. Subcontractors, owners, engineers, and architects gathered to play poker to raise funds for the Colorado Coalition for the Homeless, a local organization working toward the prevention of homelessness and the creation of lasting solutions for the homeless and people-at-risk. By the end of the tournament, Swinerton employees and their guests raised \$4,300 through entry fees and donations, and \$2,580 of the raised funds were donated to Colorado Coalition for the Homeless. The rest of the money raised by the tournament will support The Swinerton Foundation.

Gathered at tables in the Colorado office were 36 gamblers playing an intense game of poker. For guests not participating in the poker tournament, craps lessons were offered, making the games a very educational experience as participants brushed up on basic math skills and odd numbers. A few people went wild with their "play" money and chips.



Just as ESPN tournaments are narrowed down to one table with the final players, everyone gathered around the last table to watch as first, second, and third place were won. Prizes for the winners included Colorado Rockies tickets, golf outings, and gift certificates to local restaurants.

This tournament was a very successful event that brought together many of our local partners. Although only one winner of the Texas Hold'em tournament was declared, everyone had a great time raising money for noble causes.

Local Offices Get Creative With Fundraising Efforts!

On behalf of The Swinerton Foundation Board, I would like to thank everyone who participated in raising funds for U.S. disasters. A check for \$8,630 has been sent to the American Red Cross! This was inclusive of the dollar-for-dollar match by The Foundation.

This past year has already seen unprecedented natural disasters throughout the country, which ranged from devastating earthquakes and tornados to fires and floods; now we are starting the hurricane season. To respond to the resultant needs, The Foundation asked divisions to sponsor fundraising events on their behalf and The Foundation would match the proceeds up to \$10,000.

Offices held the events during July and there were definitely some creative approaches to raise funds, such as:

- Concord held a Carnival – Coordinated by Phyllis Smith, games were set up in the training room.
- Denver hosted a BBQ – Money for this effort was donated to The Swinerton Foundation as well as the Colorado Coalition for the Homeless, and was coordinated by Ellen Wuori. Taking advantage of the office's beautiful backyard on a sunny afternoon, the Denver office munched on chips and dips, fruit, cookies, barbequed veggie burgers, and – the event's most popular food – bratwursts. Employees also played the popular lawn game Ladder Toss while basking in the sunshine.
- San Diego hosted a Potluck – Lunches were offered for \$5 for those who brought a dish to share and \$8 for those who didn't bring a dish but wanted to feast on the dishes offered. A \$350 gift certificate was also raffled off for \$20 per ticket. Jan Emerson coordinated this event, and 27 of the total 35 staff members in the office participated, with 19 people paying for raffle tickets and eight people bringing in dishes – a total of 24 mouths fed! The menu consisted of two rotisserie chickens, rice, beans, chicken enchiladas, baked ziti, Chicago-style pizza, chow mein, salad, broccoli salad, cole slaw, rosemary bread, lemon cake, and brownies. The big hit was Maggie Sierra's homemade chicken enchiladas. Everyone who attended enjoyed both the food and camaraderie created by the potluck, and the office enjoyed leftovers for a week!
- San Francisco hosted an Ice Cream Social – For \$5 participants enjoyed an afternoon ice cream snack with all the toppings anyone could ever ask for! Tickets for Giants and A's games were also raffled off for \$5 a ticket. Gabriella Marcheschi coordinated the event, with help from Rico Garcia, Stephanie Northington, and Terilynne Dunne.
- Texas auctioned off trinkets and furniture purchased by Amy Lopez with a \$300 Home Depot gift card given to Swinerton. She bought solar patio lights, a tree pole saw, folding outdoor bistro chairs, an outdoor patio clock, retro-looking hummingbird feeder with nectar, and more items. More than half of the administrative staff raised funds by participating in the silent auction and ice cream social.
- Orange County sponsored "Flip Flop Friday" – Rachel Goldberg coordinated this effort in which employees could pay \$5 each Friday beginning July 15th to wear flip flops to work. The laid-back atmosphere in the office, with many people surfing and going to the beach during their down time, inspired a simple way to raise money and make the staff more comfortable while working. More than 15 people participated in the program during its six-week duration. The most popular brand of flip flop worn at the office was Havananas.



It is efforts like these that help The Swinerton Foundation reach out to our communities and to people in need. Thank you to everyone who participated!

SHARED SERVICES

QUALITY • HR • SAFETY • GOVERNMENT SERVICES

INFORMATION TECHNOLOGY • SPECIAL SERVICES



Swinerton Does It Again

Once again, Swinerton passed with flying colors to renew our Voluntary Protection Program status. Cal/OSHA Consultation Services visited three projects before giving Swinerton the certification. There are only 20 companies in California that have qualified for this prestigious partnership, including our very own Swinerton Builders and HMM Builders.

Many thanks to our Superintendents for their participation, including: Ted Rehme from the San Francisco/Oakland Bay Bridge Toll Plaza project, Mike Simanek from the Christopher High School project, and Steve Bicknell and Ryan Campbell from the Trinity Plaza project. Thanks, Steve, for flying the banner! An additional thank you goes to Eric Foster and Wade Obermann for their participation.

Safety

Hawaii's Safety Superstar

Swinerton Builders Hawaii has high safety standards. While we all work to meet these standards, there are the occasional stand-outs that set themselves apart due to their innovative approach to safety. Reggie Castillo is Hawaii's stand-out superstar of safety.

As Superintendent, Reggie is already proving that he is more than capable of handling the responsibilities in his new role. Aside from the exceptional quality in his craft, Reggie is systemic in approaching each step of the process with the highest standards, leaving no compromise to safety.



Reggie has devised several innovative techniques to help maintain a safe work environment. One of his techniques was the design of a "cord support" for the baloney cords, which are often visible on the grounds and obstructing workspace. This cord support keeps the cords off the ground and away from people and equipment, preventing any serious accidents. Reggie also made a simple device to keep the cords secured to the wall, preventing anyone from tripping or trampling on the cords. While this may seem insignificant to some, his idea demonstrates that safety is always of the utmost importance for Reggie and his team.

For the demolition process, Reggie developed a checklist taped to the door in each unit to be demolished. It clearly lists all items to be demoed and requires all workers to check the list prior to beginning work in that particular unit.

Finally, and perhaps the most important factor of Reggie's safety superstar status, is his way of establishing wonderful relationships with all of the workers. Everyone trusts him and is confident that their safety is indeed a top priority. This foundation of trust ensures that every project we undertake will meet or even exceed the high safety standards we have in place.

Concrete Services Completes OSHA 30 Training

By Cheryl Warren

Concrete Services has recently completed their OSHA 30 training, a four-day training class lasting eight hours a day, which required dedication from both the trainer and the trainees.

OSHA 30 is a Safety Compliance Course that provides training for the recognition, avoidance, abatement, and prevention of safety and health hazards in workplaces. The program also provides information regarding workers' rights, employer responsibilities, and how to file a complaint. This class helps raise awareness and sensitivity to safety, and offers the training needed to recognize any safety issues before they become safety incidents. This guidance helps foremen become more proficient in their job and responsibilities.



This class was led by Safety Manager Chuck Orekar, who provided his 33-year depth of knowledge and shared his experiences. Congratulations to the following employees: Andy Smith, Ben Estrada, Brian Cox, Brian Yorton, Chino Jimenez, Chris Jacques, Edgar Vilca, Jeff Goin, Jim Wirtz, John Biery, Leo Becerra, Lenora Wagaman, Mark Powers, Mark Williams, Mike Stewart, Scott Runner, Shawn Barnes, and Tim Reed.

Safety

A Valuable Lesson In Heat Exhaustion Awareness

By Cheryl Warren

It's important to be aware of everything that occurs on and around the job site. We learned a valuable lesson in awareness on one of our job sites in Sacramento during a hot summer day.

Joe Galvez, a laborer for HMM working on the Catholic Healthcare West Medical Facility project, noticed one of the subcontractor's concrete finishers was wandering around disoriented. Joe asked the worker if he was feeling all right, to which the finisher said no and that he was feeling overheated. Joe alerted Superintendent Mike Piper, who observed him and, recognizing that he was suffering from heat exhaustion, immediately began treating him by running cold water over his wrists, applying a wet towel over his forehead and the back of his neck, and giving him some Gatorade. They kept him in a cool place and someone stayed with him to make sure his condition wasn't worsening. If Joe had not been aware on the finisher's condition and didn't take immediate action, this situation could have turned into something far more serious.

Heat Exhaustion Facts:

Heat exhaustion is one part of the spectrum of heat-related illnesses that include heat cramps, heat exhaustion, and heat stroke.

Symptoms:

- Profuse sweating
- Weakness
- Muscle cramps
- Headache
- Nausea and/or vomiting

Treatment:

- Cooling and rehydration are the cornerstones for treating heat exhaustion. The afflicted individual should stop their activity and be moved to a cooler environment, such as shade or an air-conditioned environment (don't forget that cars have air conditioning). Remove clothes to help with air circulation across the body. Misting the skin with cool water also helps by stimulating evaporation and cooling the body.

- Rehydration is the next important step in treating heat exhaustion. This may be a challenge if the person begins to suffer from nausea and vomiting. Small sips of water, a mouthful at a time, might be tolerated, even if some vomiting persists. Water, sports drinks, and other electrolyte replacement drinks are reasonable options.

Source: http://www.medicinenet.com/heat_exhaustion/article.htm

Information Technology

CMiC Phase I Goes Live

On June 15th, Swinerton marked the "go live" date of Phase I of the CMiC project. Since going live, several employees have been trained and project teams throughout the company are using the system. The heavy demand of the initial roll-out revealed some technical issues that are being tweaked to ensure the system's peak performance. With CMiC's ability to enable collaboration between project teams and our business partners (subcontractors, design professionals, and owners), we have created an enhanced level of training and support that includes a review for



each individual team to discuss what the capabilities of the system are and how they would like to use them.

More than 40 members of the Phase II team recently conducted a week-long cross-functional meeting in San Francisco to review each of our business processes and discuss ways to improve them. Every process was reviewed with representatives from each department to ensure a true integration of all our future processes. The result is a flow chart of every process that will be used to guide the design of the software's functionality. We continue to seek input from all of our end users; all suggestions are welcome.

Key leaders of the Phase II team include Jeff Recob and Kim DeYoung for Operations, Phyllis Smith and Gordon Spector for Finance, David Green for Preconstruction, and Tobi Fenn for Management and Consulting.

Government

Patience Is Paying Off For Swinerton Builders Government!



The construction industry is continually impacted by changes in government funding, and the recent budgeting problems in Washington, D.C. pose no exceptions to this. Although the budget has been passed, there is still a lot of necessary recovery work for federal agencies. Swinerton Builders Government is slowly beginning to see the result of this work, and the number of awarded projects is on the rise.

Contractors across the nation, including Swinerton Builders, have been asked to extend their offers beyond the bid expiration date; we have experienced extensions as long as 270 days. Following a few quiet months, federal government agencies are slowly beginning to award their outstanding construction contracts. We've received notification of some of these recent awards.

One of these contracts is at Nellis Air Force Base (AFB) in Las Vegas, Nevada, which is a part of the Multiple Award Task Order Contract award Swinerton Builders received in 2010. Nellis AFB had several of their projects on hold until Congress passed the 2011 budget, including the design-build F-35 Flight Simulator Facility that Swinerton Builders and design partner HDR Architecture have been awarded after seven months of waiting for a decision. Another Nellis design-build hanger project is pending for three months, and we hope to hear about its status in September.

Additionally, a double win for Swinerton Builders was launched at NASA's Johnson Space Center in Houston, Texas, which had stopped renovations and new construction on research buildings and facilities due to the cancellation of the Constellation Space Program. NASA has not only recently selected Swinerton and four general contractors for the \$400-million, Multiple-Award General Construction contract, but also awarded the seed project, Central Heating and Cooling Plant Repair and Upgrade. The government took just over four months to award this double win. These two NASA wins have been in collaboration with our San Antonio division and with the support of many of Swinerton team members who have had previous successful execution with NASA.

Despite the challenges with the budget, the demands of these pursuits are great and require collaborative teams with helpful resources throughout Swinerton. These teams are comprised of members from multiple offices who meet in person and on lengthy conference calls. The team works for weeks to complete their specific assignments and contribute relevant information. This blended knowledge creates a cohesive effort and sharing of best practices, which ultimately leads us to a very compelling proposal. For these wins, our collective efforts made for a proposal stronger than our competitor's resulting in the win.

The teamwork and collaboration developed from these large and complex recent wins continue to strategically position us in the federal market for future awards. While the trend of lengthy decision-making is likely to continue, patience is finally starting to pay off for Swinerton Builders Government and all the staff members who have supported government proposals. We look forward to a strong fourth quarter and excitedly anticipate the remaining outstanding award notifications.



SHARED SERVICES

QUALITY • HR • SAFETY • GOVERNMENT SERVICES

Quality

Quality Management On Tenant Improvements/Special Projects

Tenant Improvement/Special Projects (TI/SP) can range in size from a few thousand dollars of construction to many millions of dollars. Although most TI/SPs do not carry the same water intrusion risks as our building projects, some of them do. Water intrusion risks must be identified and managed, just as they are on any project. Water intrusion continues to be our primary concern, but Quality Management doesn't end there.

TI/SPs often start and end quickly. This means that we have to be smart and efficient in how we manage quality. Our Site Specific Quality Management Plan (SSQMP) can be tailored to fit the size, complexity, and speed of any project.

An appropriate Pre-Installation Meeting can consist of a review of the applicable highlights of the trade checklists that we have on SwinNet with each of our subcontractors before they start work. In some cases, this may only be a 10-minute meeting between our Superintendent and the subcontractor's foreman, but that short period of time can avoid hours, or days, of rework down the road.

Owners and architects who walk the project site are often more focused on job progress than on quality, believing that quality can wait until the "punchlist phase." We want to change this mindset, whether it's the owner, architect, subcontractor, or our own team members who have this attitude. When the owner or architect are on site, it is important to take advantage of their presence by inspecting any recently started work with them and with the subcontractors' foremen responsible for that work.

Confirm that everyone is on the same page as to the acceptability of the work in place. This constitutes a First Work Inspection. In many cases, an appropriate First Work Inspection will only require our superintendent and the subcontractor's foreman. Involve the owner and architect when we see the need to do so. Even if half the work is already completed, the sooner we stop repeating the same mistakes and start correcting the ones we have already made, the better off the project will be.

All work requires as much Follow-Up Inspection as possible, but the primary responsibility resides with the subcontractor. The First Work Inspections provide the benchmarks for all the Follow-Up Inspections, whether performed by us or by the subcontractor.

Before we added formal structures or systems to support Pre-Installation Meetings, First Work Inspections, and Follow-Up Inspections, our best superintendents had already developed those habits. Continuing to develop and expand good habits is crucial to our success. SwinNet's Quality Management site contains tools to help you do that, and your suggestions on how to improve the tools you need are always welcome.

Annual Shareholders Meeting

Shift Happens...Now

Held this year at Mission Bay in San Francisco on June 17th, the Annual Shareholders Meeting welcomed guests, valued business partners, graduates (retirees), and of course Swinerton Shareholders to a day of great presentations and networking. This year's theme was "Shift Happens...Now," and featured a new spin on the traditional presentation. Dave Higgins, Jr., Don Adair, Eric Foster, and David White joined CEO and moderator Mike Re in a panel discussion in which each participant answered questions such as "What do you feel will be most important as we move forward?" and "What does it mean to you to be an owner of Swinerton?"

Following a great lunch, attendees enjoyed a rare beautiful sunny San Francisco summer day catching up with old business friends and welcoming new Shareholders.

INFORMATION TECHNOLOGY • SPECIAL SERVICES

The 2011 Shareholders Awards

This year, the Executive Committee presented awards to eight deserving groups and individuals within the Swinerton Family of Companies.



Two of San Diego's Finest



Two of Swinerton Builders San Diego's finest – Project Executive Steve Flint and Senior Superintendent Andy Dillavou – were recently nominated by the San Diego Chapter of the American Subcontractors Association (ASA) for the titles of “Best Project Manager” and “Best Superintendent,” respectively.

We couldn't agree more with the ASA on these nominations! Steve and Andy are not only a great team but they also bring valuable insight to every project they work on. In a recent email message to Andy, Sycuan Casino General Manager and Swinerton client Sheila Howe wrote, “I commend you and your team for always being able to answer our needs and modify a schedule or push back a project in order to accommodate our guests' needs during peak traffic times. The end result has been above expectations...I would highly recommend you for future work in the gaming industry.” Sheila's words are a testament to Andy and Steve's considerable strengths.

The American Subcontractors Association is recognized as the united voice dedicated to improving the business environment in the construction industry. The ideals and beliefs of ASA are ethical and equitable business practices, quality construction, a safe and healthy work environment, integrity, and membership diversity.

LAUSD “We Build” Program Recognition

On August 8th, Swinerton Builders Los Angeles was honored by the Los Angeles Unified School District (LAUSD) as the general contractor with the highest level of participation in the local hire program. At the ceremony, the project team received a plaque for their contribution to the sponsorship of local district residents and “We Build” program graduates on LAUSD's construction programs.



Swinerton has been a collaborative partner with LAUSD and is currently performing above 50% local hire participation on two new LAUSD construction projects: Central Los Angeles High School #14 and Glassell Park Early Education Center (EEC). We have sponsored 20 local district residents who graduated from LAUSD's “We Build” pre-apprenticeship construction training program. The Glassell Park EEC project currently has the highest local hire percentage of all active LAUSD projects.

This accomplishment speaks to our team's dedication to Swinerton's core values of community commitment and customer satisfaction!



Chris' Corner

A Great First Half...

Halfway through the year, Swinerton had already sold \$1.2 billion in at-risk work: more than our total revenue for 2010.

...But We Still Must Pick It Up On The Back Stretch

As of September 1st we've sold \$1.424 billion of at-risk work against a 2011 overall goal of \$1.8 billion. You engineers are probably already doing the math...that means we've sold about \$224 million since June 30. While that is very good news, it is below the \$157-million/month pace we must maintain to meet our \$1.8-billion goal. It is time to press it hard to the finish line.

"The only good race pace is suicide pace, and today looks like a good day to die."

- Steve Prefontaine

What's Winning? What's Not?

- Cultivated, trusted, in-depth client relationships developed well in advance of the project, win. Simply responding to an RFP doesn't win.
- The correct, strategically-assembled teams, aligned early, win design-build projects. Finding an architect who's available when the RFP hits the street, or simply teaming with the architect who calls you, does not win.
- Taking great care of our clients wins. Being right? Not always.
- Bringing real, quantifiable value to a project or team wins. Technology alone does not.
- True, value-driving differentiation wins. California license number 92? Very impressive but doesn't win.
- Being the best wins. Being good does not.

Representative Recent Wins

- Entry into a \$400-million Multiple-Award IDIQ contract with NASA in Houston
- The Clearwater River Casino remodel and expansion, located on the Snake River in Lewiston, Idaho
- A design-build F-35 Flight Simulator project at Nellis Air Force Base
- Additional work for repeat client United Services Automobile Association in San Antonio
- Work for T-Mobile in San Antonio
- A new Target store in downtown San Francisco
- A very unique workspace for Google in Boulder
- Reconfiguration of the Los Angeles County Law Library
- Design-build redevelopment of Jordan High School campus for the Los Angeles Unified School District
- The Lummi Tribal Administration Center and Maintenance Building in Bellingham, Washington
- Renovation of Student Union and Student Health Services buildings at Palomar Community College
- The design-build High Desert Health System Multi-Service Ambulatory Care Center for the County of Los Angeles
- Renovation of an occupied fire station for the Kensington Fire Protection District in the East Bay Hills
- A retail showroom and warehouse for American Furniture Warehouse in Colorado Springs
- A three-tower seismic upgrade at Sharp Hospital in San Diego
- A redevelopment project for the West Oakland Teen Center
- A design-build MOB for San Joaquin Community Hospital

INNOVATION | INTEGRITY | EXPERIENCE

The Engagement Zone

I had a great discussion with a friend the other day about what makes high-contributing people want to stay in an organization. We both agreed that it's not only about what we do to retain our talent, but it's also about what we do to engage our talent that makes all the difference.

Engagement in the workplace is exactly as it sounds: being fully committed and fully drawn into the work you do. In other words, engagement means feeling energized about coming to work and being involved in the results of that work. Have you ever noticed that when you're doing something that you're really excited about, time flies and you feel great about the finished product? That feeling is engagement. In those moments, we're in "the zone," operating at our highest potential.

By no means am I suggesting that Swinerton employees don't already work hard; I know for a fact that we have truly dedicated teams who are very committed to what they do. Nothing has illustrated that fact more clearly than us pulling together in collaboration efforts in recent years. I'm also realistic enough to know that sustaining a high level of engagement is challenging. We all have many demands and let's be honest: we all have some less than engaging aspects to our work.

What I am suggesting is that we take time to focus and capitalize on the engaging elements in our roles, and even expand them when we can. Whether you manage a team, are a team member, or work with multiple groups, you can help engage others in many ways. By doing so, perhaps you can find new ways to engage yourself along the way:

Share Vision – Don't just communicate a set of tasks to others; paint a clear picture of the expected outcome.

Practice Deliberate Inclusion – Ensure that expectations are clear and shared with everyone involved, not only among immediate team members but also with other stakeholders.

"The only limit to your impact is your imagination and commitment."

- Anthony Robbins

Maintain Trust – Be consistent and do what you say you will. Trust can be instantly broken if directions change or promises are not kept.

Listen and Give Voice to Others – Communication involves speaking but mostly requires listening. Give every team member a voice and remember to use your own.

Think Collaboratively – None of us is as smart as all of us. Collaborative problem solving can generate innovative solutions and remarkable results.

Motivation Matters – People want to know that their work has impact. Help other people understand the importance of what they do.

Acknowledge Achievements – Take the time to acknowledge contributions and appreciate what others do. Recognition builds connections, and a simple "thank you" builds momentum and self-esteem.

Shift Happens – Change is a certainty, so anticipate it. A rocking boat is easier to handle when you already have your sea legs.

Value Team – Understand and leverage the strengths, challenges, and even the quirks of your team. How they come together can create a community capable of accomplishing amazing things.

Learn Dynamically – Find time to share your knowledge and learn from the experience of others. A team that is constantly learning and open to new things adds value to the greater goal and is adept at managing change.

Certainly, none of these ideas are rocket science; they're simply reminders of what we can do to enhance engagement for ourselves and our coworkers, regardless of our job titles. Each of us spends a great deal of time at work. I hope that by using some tools of engagement, you're able to spend a greater part of your day in "the zone."



A stylized, handwritten signature in black ink, which appears to be "Anthony Robbins".