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WINERTON QUARTERLY

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Letter From the Editor

Everywhere you turn there are signs that summer is upon us. Longer days, BBQ's, countless baseball games... and the excellent community involvement we're contributing to the communities in which we live and work in the great outdoors across the company.

From fixing leaky redwood siding for Rebuilding Together and swinging sticks for The Swinerton Foundation, to walking in support of breast cancer and running 200 miles through Southern California, our building doesn't stop at our jobsites. It transcends to our communities and to those who need it most through our volunteer efforts and fundraising.

We all have organizations and efforts that are close to our heart, so take advantage of the fact that you have a company and wonderful teammates that will go above and beyond with you in support of your cause. We're a family here and that means that we're all in this together – rain or shine, early morning or all through the night, bowling or collecting – we are a force to be reckoned with in the name of charity.

So grab your sunglasses and head outside to settle down for some quality time with the quarterly. Beyond our community section this issue is jam-packed with great pieces and photography. I hope you enjoy reading this issue as much as I enjoyed working on it.

Have a great summer!

Meggie



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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 email mdoscher@swinerton.com.

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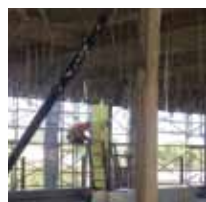


Photo Contest Winner

What's that in the Sky? Not a Bird, or Plane...but Swinerton!

Congratulations to Sergio Geranton, this issue's photo contest winner! His winning photo was taken on a beautiful afternoon at the Palm Springs Air Traffic Control Tower & Base Building project. There were so many excellent shots Sergio captured this day, on which the installation of the upper most ring above the cab section of the tower occurred (at an elevation of 144-feet and 11 inches at top of parapet), that it was no easy task to select which one would grace the cover!

The tower is comprised of cast-in-place concrete at the foundation and base, preceded by precast panel members up to level nine. Structural steel makes up the outer shell around the precast between levels seven and nine, which are made up of structural steel members sectioned together at ground level (like pie wedges) and erected in segments. Thank you to Sergio for his stellar photography skills on this milestone day for the project!





Summer Momentum

By Mike Re

It is hard to believe that summer is already around the corner. Results for the first four months of 2011 are positive and we are progressing nicely towards our 2011 financial goal. The economy is showing some signs of recovery, albeit slower than anyone would like, and we are seeing an increase in opportunities to pursue. Not a bad position to be in. Most importantly, our strategic focus on collaboration as one company, teamwork, and client relationships has firmly taken shape and is yielding results. Due to your efforts we are well-positioned to grasp our share of opportunities as the economy continues to gain momentum.

As external momentum picks up we must also remember that maintaining our own internal momentum is a key element to success. I recently read an article discussing business momentum and how it is similar to a three-legged stool. Each leg of the stool must be equally balanced or the end result will be a fall. At Swinerton, I believe the “legs” of our business momentum are innovation, quality performance, and reputation and reliability. The ebb and flow of the construction industry has proven this.

However, each time there is a downturn we have an opportunity to fortify the original stability of our business. To sustain momentum it’s important that we continue to review past trends and rhythms of our workflow and processes. Considering the three legs of our business, this means we’ll follow the trends and shore up our weak points with innovative sales efforts and quality performance... continuing to produce momentum.

Challenges of the past several years have honed our organization into a more efficient and focused unit. As we begin to grow again, these qualities will continue to be an important differentiator for us in a continually competitive marketplace. Further enhancing our opportunities for teamwork, never losing sight of the fundamentals for success in building, and integrating new technologies will be the driving forces of our future. As we get busier and begin to search for more talent, we must all ensure that this message is shared and sustained throughout our organization.

Moving into the second half of the year, I encourage you to take a moment to consider the talents and best practices you have to share with your colleagues and your management team. As we pursue new opportunities and markets, we must set aside old ways of thinking, and be open to new methods of teaming and project delivery. And finally, learn something new that will further enhance your skillset and broaden your own possibilities. Create your own momentum!

It is the energy, commitment, and passion that you bring to your work which makes us a success. Remember to take some time to recharge your own batteries with new ideas, creative pursuits, and maybe even a little down time in between. I wish you a wonderful summer season and hope that you’ll have the opportunity to enjoy time with both family members and friends. Thank you for your continued efforts and dedication to our family of companies.

Mike



From the Operations Corner

By Gary Rafferty

In 2010, Swinerton realized nearly \$1.5 billion in sales. Here’s the most remarkable part of that statistic – over 56% of those revenues came from repeat clients. This proves how critical it is to satisfy our clients to achieve good referrals; they are our most successful conduit to additional work.

Our success in sales and operations is dependent on many factors. It requires understanding and meeting our client’s expectations, target market positioning, fierce collaboration with our internal and external partners, and our financial stability. The sustainability of our company demands that we face opportunities and solve them with innovation, enthusiasm, and teamwork. Bottom line, we are charged with figuring it out, getting it done, and delivering projects to the satisfaction of our clients.

“As for the future, your task is not to foresee it, but to enable it.” This quote from the book *The Little Prince* is a wise reminder that for us to meet both the needs of our clients and the challenges of the construction industry, we must have the best tools and properly utilize them. While being builders is the heart and soul of our business, knowledge and technology are the tools that enable us to get there.

To support this ongoing objective we have invested in technology and have established our Center for Excellence in Project Delivery. It is also a part of our commitment to a client-centric focus, and to partnering with our clients and consultants. Currently, many of our boots-on-the-ground teams are addressing our client’s needs by using innovative tools to plan, design, and execute our projects:

- We are employing Lean Construction techniques including design management, pull scheduling, and value stream mapping on the Dameron Hospital expansion, the Sharp Mary Birch Hospital renovation, and the Kaiser Antioch medical office building renovation.
- At the Sunroad Centrum 2 Office Tower, we are employing Lean design management, 4D Building Information Modeling (BIM) scheduling, and 5D BIM estimating techniques.

- We have Integrated Project Delivery partnerships on Sutter Solano Medical Center and on QUALCOMM San Diego.
- On the National Semiconductor campus in Santa Clara, we are providing green consulting services and administration of LEED® certification.

These are just a few examples of integrating various tools and techniques in collaborative efforts with our clients, architects and consultants, subcontractors and fabricators, to eliminate waste, streamline processes, identify constructability issues, enhance quality, and provide more predictable outcomes. By adopting these methods, we also strengthen our focus and organizational skills, which in turn allows for safer work environments.

It’s no secret we are on an accelerated learning curve. We are continuously adapting to changes and the increasing demands of our clients. At the same time, we are not moving into this technological whirlwind blindly; we realize that not every tool will be effective for every client or for every project. One size does not fit all. Here again it is our connection to and understanding of our client that will guide us to the right tools and methods. Technology without relationships will get us nowhere.

Building is, and will always be, the cornerstone of our business. I call on each of us to learn about and actively integrate today’s innovative tools as the next step in the evolution of our industry. Building is our core, but how we harness technology will enable us to take on the future and continue delivering value to our clients. This call to action, to embrace this next step in our evolution, will be critical to our success.

Gary



SMC San Diego

Reaching for the Stars

By Scott Stites

Swinerton is well underway with the construction of the new planetarium and multi-media lab for Palomar College. Under a Construction Management-Multiple Prime delivery method, the project team of Senior Superintendent Steve Scheldt and Project Manager Scott Stites find themselves wearing many different hats as representatives of the owner managing this unique and challenging building.

The six-sided building is almost as tall as it is wide, housing an aluminum perforated dome. The dome rests on a 12-inch-thick concrete ellipse with a sloping top of wall at 15 degrees. The 15-degree "slice" through the ellipse then creates a perfect 50-foot diameter circle for anchoring the specialized dome. The dome provides the backdrop for a 360-degree image via one amazing, though expensive, small projector. The result will be a fully immersive high-definition digital theater – like an IMAX on steroids – where technology will place the viewer within the digital image of a rover as it explores the surface of Mars (just one possibility).

The planetarium and multi-media lab replaces the previous facility built in the mid-1960s, which held half the number of students with only a 30-foot dome. The instructors are excited to utilize the visually stunning technology to create a more effective way of learning, and ultimately a better educational experience.

The Palomar College planetarium will be the only one of its kind in San Diego County that is open to the public, and expects 5,000 grade school students annually to experience the educational theatre in addition to the college's students.

The hard work of the project team was instrumental in the District's selection of Swinerton as one of only three firms from a total of 19 to provide construction management services in the second bond series of the \$694-million Proposition M bond measure approved by voters in 2006.

HMH Builders

Winning Formula Yields a Project: HMH + IPD = ASC

By Jennifer Lauritzen

After over two years of waiting, Sutter Elk Grove Ambulatory Surgery Center (ASC) is finally a reality. This \$6-million project consists of two operating rooms in a standalone, 7,800-square-foot, one-story building. Back in December 2008, HMH Builders provided a GMP to Sutter and started preconstruction activities; at the same time, the economy slowed and Sutter put the project on hold.

Today, an updated GMP has been submitted to Sutter and we are using an Integrated Project Delivery contract. We are excited about the opportunity we will have to work with Sutter on this collaborative project. Along with Sutter and the project architect, we are committed to building not only a fantastic, highly functional ASC, but also to deliver this project while implementing the appropriate Lean tools and techniques throughout the construction process.

The expected outcome is that the entire project team will be able to validate the benefits and identify the challenges in using these specific tools and techniques to produce a project on time, under budget, and of the highest quality which will exceed the owner's expectations – all while having fun doing it.

Los Angeles

Innovative BIM Collaboration Room Unveiled

By David Cramp

The Los Angeles Division recently constructed a new Building Information Modeling (BIM) Collaboration Room in their downtown office. Unveiled at a Client Appreciation Night in February, VD&C engineers from our Los Angeles and Orange County offices projected their work onto the displays and interacted with clients throughout the evening.

Designed for collaboration that makes use of high-tech construction tools such as a smart-board, the room is used for active working sessions rather than your typical "sit around a large table" meetings. It was designed for multiple participants to use various displays and encourage standing participation. The focal point of the room is the large 78-inch smart-board, complete with a new high-resolution, ultra-short throw projector, which allows people to approach and touch the screen without casting a shadow on the board. The smart-board is accompanied by two 46-inch televisions. Swinerton IT helped with the cabling configuration and equipment selection.



The room is equipped with a desktop P.C. that is permanently connected to all three displays, and also has accommodations for laptops to be connected to any one of the displays. One wall is covered with full-height wall talker to allow for traditional white-board discussions; the tables are on rollers to allow the room to be easily reconfigured; and there are multiple floor monuments with power and data connections. The remodel of the space also included new glass partitions, sliding glass doors, carpet, millwork, wall coverings, and a t-bar ceiling. We are looking forward to the future collaboration opportunities that this new innovative room will provide.

Employees who contributed to this project include: Project Executive Peggy Delach, Project Manager David Cramp, VD&C Engineer Rocio Gonzales, Information Technologists Mike Levitt, Brandon Marrott, and Steve Burkow; Superintendent Jesse Mendoza; and Assistant Superintendent Jose Rodriguez.

IN THE FIELD

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Corporate Services

Complex Programs, Multiple Locations, Trusted Partnerships

Building upon its fast 2011 start, we are assisting State Compensation Insurance Fund (State Fund) with one of its most ambitious real estate endeavors in several decades. This client recently made the business decision to vacate its San Francisco headquarters and place their building for sale. As a result, over 1,000 employees seated in both their headquarters and throughout State Fund's California real estate portfolio will need to be relocated.

What this means for us is a complex restack program with multiple major interior improvement projects in Redding, San Francisco, Vacaville, Pleasanton, Sacramento, Fresno, Riverside, Santa Ana, and other locations – with the entire portfolio of work done concurrently and phased interdependently. Since we are operating under a Master Services agreement on the State Fund account, 100% of the work is negotiated.

In addition, we are working with Merrill Lynch on a security upgrade program that is as ambitious and complex as the State Fund program. It involves teams from each and every Swinerton office working together seamlessly to survey, budget, and implement 137 security installations in 14 states within nine months.

Providing a single point of responsibility, building trust via a true partnership with our clients, and delivering consistent high quality service, regardless of where the work is being performed, is the essence of Swinerton Corporate Services.

Los Angeles

Raytheon Multiple Test Platform Hangar Starts Construction



Repair Access Ramp for the 727 Boeing Tail and Generator

Los Angeles Special Projects Group has begun work for The Raytheon Multiple Test Platform Hangar project at the Los Angeles International Airport. The project includes modifications to an existing Delta hangar, which was built in the early '70s and functioned as a maintenance and crew support station for the original 727 Boeing Aircrafts.

The structure has been redesigned to accommodate space for Raytheon's classified airborne operations and testing facility. The 350,000-square-foot space will also include seismic bracing upgrades to a four-story office structure adjoining the hangar; redesign and relocation of a 1,500 kilowatt electrical substation and associated switchgear; and a newly redesigned fire protection and fire life safety system. There will also be miscellaneous tenant improvements to the two-story condo structure within the hangar bay, which will become the working quarters for Raytheon's administrative and maintenance crew.

The hangar will be functioning as Raytheon's Boeing 727 Test Platform, which will house their Laser Mounted Airborne System. Construction for this \$4-million project began the first week of May and is slated to conclude by December 23rd.

The project team includes: Project Executive Peggy Delach, Senior Project Manager Ron Caropino, Superintendents Manuel Nobella and Bob Graf, Schedulers Jeff Crook and Salim Pamukcu, Global Accounts Coordinator Veronika Bendl, and Project Engineer Brent Oakes.

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San Diego

LEANing Early On Towards Success

Swinerton Builders San Diego's first design-build project with the San Diego Community College District is off to a good start! The 25,700-square-foot Fire Sciences/EMT Training Facility at Miramar College consists of classrooms, support space, apparatus bay, command center, and a four-story drill tower. The major site element is the 16,000-square-foot grinder area where students will have hands-on training with the equipment. Our preliminary design has separated the apparatus bay and other fire functions from the classroom areas to achieve a firehouse experience that the user group desires.

The project will be delivered implementing elements of Integrated Project Delivery, which will collaboratively harness the talents and insights of all participants to optimize project results: reduce waste, maximize efficiency, and increase the value to the owner. A district focus on life-cycle costs has already prompted us to evaluate a storage system for recycling water used during training. We will be utilizing Building Information Modeling from schematic design through completion to test various design options and relative budget with real-time quantity output.

After testing numerous configurations for functionality and budget compliance, we validated the program and selected a design scheme with the user groups. Our first pull planning session for the preconstruction process was well received by our consultants, trade partners, user groups, and other district departments. In the spirit of Lean Construction, we believe that the time we have invested in the pre-schematic period will allow us to proceed more quickly with the design process.



IN THE FIELD

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Northwest

In the Homestretch



Portland just completed Phase I of the Gap at Pioneer Place one day early! Our team passed the pre-opening inspection with flying colors, despite unforeseen ceiling and corner detailing issues which threatened the store opening. However, we stayed on top of the situation and kept the client informed at every step with field photos, detailed sketches, and multiple onsite meetings and conference calls.



Phase II is currently underway and is scheduled to be completed in late June. Once complete, the 10,763-square-foot store will encompass Gap Men's and Women's, Gap Kids, and Baby Gap brands all in one location.



The Gap Pioneer Place project team includes: Project Manager Dave

Wang, Superintendent Jon Sakewitz, Senior Project Coordinator Danielle Ridgeway, and Director of Operations Michael Schuster.

On May 4th, the revamped HMHNet went live on Swinerton's new SharePoint site. We are again excited with the technology and the increased access to information within HMH and all the Swinerton divisions.

The new HMHNet gives everyone easy access to all the departments and documents hosted on SwinNet, increasing our radius of information. Please visit our site for schedules, project information, and more, using the link on SwinNet's Home page – we're right by Hawaii and Los Angeles.

Thanks to everyone who participated in creating the new HMHNet, including: Stephanie Daniel, Jane Castillo, and especially Heather Benson, who designed and implemented our home page.

Hawaii

Attention Shoppers!

By Jess Murphy & Wil Farinas

The Makaala Shopping Center is a 15.5-acre redevelopment site project consisting of a phased opening schedule to accommodate the staggered opening dates of major anchor tenants Safeway and Target.

With Safeway's grand opening quickly approaching, the developer, Property Development Center, requested that the majority of the site development be complete in time for the March 25th opening to accommodate the big turnout. The project team worked quickly and efficiently to meet the new request; ensuring that pedestrian walkways and parking stalls on the entire site were ready for the big day.

When the day of the event arrived, customers were welcomed to the Makaala Shopping Center by way of Safeway's grand opening celebration. Within hours, over 827 stalls on site were completely occupied! The next anchor tenant, Target, will open on July 24th.

The site team will be responsible for minor activities to meet the grand opening date and is currently on track to assist in another successful store opening.



HMH Builders

HMHNet Launches

The original HMHNet was created in 1999, years before HMH Builders became a part of the Swinerton Family of Companies; it was hosted on a SharePoint site so new to us that most were amazed by its technology. For many years, we'd been sending out our managers' schedules and jobsite information via fax, to one jobsite at a time. We took pride in office/field communication, and when HMHNet was implemented, we knew we were ready to cross over into the 21st Century! ►

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Orange County & San Diego

Last Planner System in Action

By Jef Farrell



Our first official Center for Excellence Learning Project, the Sharp Mary Birch Hospital in San Diego, is now well under way. Our Orange County and San Diego offices have joined forces to complete this \$23-million, 18-month, design-build renovation and expansion of one of the largest and highest volume birthing facilities in the nation. Our team is modernizing and reconfiguring the NICU, WACU, patient rooms, triage, pharmacy, and labs, as well as adding a nurse call system and performing major upgrades to the MEP systems in this busy hospital. From the start of the extensive preconstruction work it

was clear that performing this level of work in an occupied, OSHPD facility would require an extraordinary level of planning and scheduling. Recognizing that this would be a true test of the Last Planner System (aka pull scheduling), Chris Murphy approached Project Manager Jon Windholz and Superintendent Dave Seabert, who quickly agreed to take on the task of pushing this new Lean Construction technique to the limit.

After a few weeks of guidance from Chris Murphy, Dave Seabert has taken over leading the weekly pull schedule sessions. Every Friday morning Dave facilitates a meeting of all the last planners, where they make commitments to one another about what work they will accomplish in the next few weeks, and review what work was actually accomplished in the past week. On any project, particularly OSHPD remodel projects, there are planned activities each week that cannot be completed for any number of reasons. Dave and his team of last planners keep track of their performance using a ratio called Percent Plan Complete (PPC). They also determine the root cause of each missed commitment, and continually improve their performance by making changes that will make the system more efficient in the future.

We have already documented some of the positive effects of using the Last Planner System on Sharp Mary Birch. The industry average for PPC using standard scheduling methods is 54%. Using Last Planner our PPC on Sharp Mary Birch has been running over 80% and we are just getting started! Cathy Gambito, Administrative Resource Manager for Sharp Mary Birch, has noted how smoothly our work has progressed compared with other contractors who had previously worked on the hospital. Cathy, the construction manager, and even the OSHPD inspector have recognized the benefits of pull scheduling, and have started attending the weekly meetings to lend their support as well.

Stay tuned for further updates on this and other learning projects. If you want to learn more about pull planning, check out Last Planner under Lean on the Center for Excellence web page.

The Sharp Mary Birch project team includes: Jenny Clough, Jon Windholz, Francisco Gutierrez, Bobby Jennings, Dave Seabert, and Mike Lambert.

Modeling for Special Projects

By Dustin Hartsuiker

Swinerton Builders Colorado recently had the opportunity to incorporate the use of Building Information Modeling (BIM) for one of our larger tenant fit-out endeavors. While our building group has used BIM on core & shell projects, this was the first time we have utilized the technology in our Special Projects group. While we found the overall coordination process to be similar, we realized there are some important items to consider before incorporating BIM within smaller tenant fit-out projects. The following is a list of considerations, recommendations, and lessons learned for future applications of BIM in tenant fit-out projects.

Consider This...

1. How much information is available about the existing building and what format is it in?

This will impact the accuracy, cost, and time it will take to create the model. Our building was 10 years old and we had no access to the original CAD files. Fortunately, the structural blueprints were scanned and available in PDF format, and the new architectural drawings had the existing building footprint and column/grid layout. This created a handy starting point for the model and expedited the modeling process, and was extremely beneficial due to the incredibly fast pace of the project.

2. Are there existing conditions that are not shown on the drawings, and how much of the information will have to be reviewed and incorporated into the building model for clash detection?

Our existing building had supplemental steel “kickers” along the entire perimeter of the building to reinforce the precast to glass connection. These were not shown on the original structural drawings, but it was important that they were modeled in for proper coordination. While it’s not feasible to model every piece of supplemental steel, it is important to incorporate the larger repetitive steel in the model. This may mean waiting until the ceiling is removed during the demo process, or performing extensive as-built exercises to create an accurate model.

3. Are there any core areas of the building that will not be revised?

Within our tenant fit-out project, the core areas of the building including bathrooms, elevator lobbies, and main entrance remained the same. By not modeling any of these areas we were able to realize a cost and time-savings for the modeling portion of the project.

4. Will the project schedule be conducive to the overall modeling and coordination process?

Our primary MEP subcontractor for this project typically fabricates their product based on the signed-off model information. However, on our fast-track tenant fit-out project, it was a struggle to get all the elements drawn, coordinated, spooled, and through the fabrication process in the timeframe the project needed. Typically this is a four- to five-week process at best, and we needed to have the product to the site within two to three weeks. Since tenant fit-out projects typically have a faster turn-around, it’s critical to understand the project milestones to ensure the coordination process doesn’t interfere with the overall progress of the project.

Special MEP Considerations...

1. Are there existing services that are going to remain?

Any remaining services need to be accurately portrayed within the model. The only way to ensure this happens is to take as-built dimensions in the field. Ideally, this should be included within the responsible subcontractor’s contract to ensure they are accountable for this work. It is important to determine up-front the extent to which the existing services are to be modeled, and include this within the responsible subcontracts as well. Typically larger duct and pipe have to be included, but smaller water lines for break rooms, outdoor faucets, etc., may not need to be. It is possible that the cost to as-built and include these items within the model may be larger than the cost to relocate them if there are conflicts. However, it should be determined beforehand which subcontractor will be responsible for the cost of relocating the lines if it is deemed necessary in the field. ►

2. Is there existing equipment that is going to be re-used, and if so, is there accurate submittal information for the equipment?

If dimensioned cut sheets are not available, then the tie-in information will have to be as-built unit-by-unit to ensure model accuracy. The timing on this as-built exercise should be considered. If the equipment needs to be as-built in the field, what is the availability of access to the units versus the timing of having an approved coordination model? For our project, about 50% of the Variable Air Volumes were reused. This meant that the inlet, outlet, and control box location needed to be determined in the field during the demolition process in order to be incorporated within the model. This created a schedule constraint from the demolition process to the start of new duct work installation.

3. Are all of the MEP subcontractors chosen able to perform accurate timely modeling services?

Since our tenant improvement projects are typically smaller, many of our MEP subcontractors within this realm of work do not have the capabilities of performing model creation and clash detection. It may be necessary to supplement or assist their efforts.

In summary, we found that if the parameters are all satisfied, the benefits of BIM can certainly be realized. The go/no-go vetting process needs to be adjusted slightly to determine project eligibility, but smaller, less-complex projects can still reap the benefits of BIM coordination and should be considered for 3D coordination.

Cooking Over Fire at Fire Station #50

On April 22nd, Swinerton Builders San Antonio hosted an appreciation BBQ at the Fire Station #50 jobsite. Project Manager Jason Boeker, Superintendent Shane Hesters, and fellow Swinerton employees cooked, set-up, and served at the BBQ. The event drew a great crowd of subcontractors, vendors, architects, engineers, and Fire Department and City leaders, as well as the firemen and women who will be housed in the new facilities once complete. The new 12,669-square-foot, state-of-the-art facility is scheduled to open in October.



Los Angeles



Building New Hope

By Steve Sung

The Los Angeles team is proud to announce the successful completion of the Children's Institute project! The Children's Institute, Inc. (CII) is a non-profit organization specializing in the treatment and prevention of child abuse and neglect. CII, local businesses, and neighbors are thrilled to have a new campus that will serve 5,000 additional children and families, and train an additional 2,200 professionals a year. All this excitement was memorialized with a grand opening celebration on March 23rd, where local dignitaries and special guests were present to partake in the festivities.



We began construction in December 2009 to convert two existing warehouses, which cover approximately 50,000 square feet, into a campus facility. The administrative and service building is an existing three-story, wood-framed building, while the preschool and early childhood center is an existing CMU block- and wood-framed building. Scope of work included a seismic upgrade of existing perimeter walls, a full upgrade of MEP systems, the addition of two elevator conveyer systems, all interior finishes, and landscape work. Through our collaborative efforts with the design team, this project is anticipated to achieve LEED® Silver certification. Much effort went into working with our LEED consultants on the commissioning and in the collection of data to achieve this goal.



One of the challenges the team faced on this project was the coordination between our MEP trades in routing their lines through a limited ceiling space, and also through an existing post-tension structural slab. With many hours invested in coordination, this challenge was overcome by the use of 3D Building Information Modeling (BIM) between Swinerton and our subcontractors, who have expressed their high praise of BIM in coordinating many of the field issues.

A unique feature of this project included an exterior structural steel elevator tower with a polycarbonate panel skin, and CII's sunflower logo symbolizing its campaign for "Building New Hope." This tower will remind the local neighbors of the services that CII will provide and, undoubtedly, become a landmark in the local area!

This new campus will serve as a safe haven for thousands of children whose lives have been affected by violence.

The project team includes: Operations Manager Kim Grant, Project Executive Chris Tallon, Project Manager Vince Morris, Superintendent Cal Clark, Senior Project Engineer Steve Sung, Project Administrator Tawana Robinson, and Project Accountant Alvin Fuchigami.

Northwest

Another Bid With eBay

Through a competitive proposal process, our Northwest team was awarded its third project for eBay/Critical Path Software. Located in Downtown Portland, Oregon, the project scope will consist of preconstruction services, design-build MEP, and the build-out of two floors consisting of offices, meeting and conference space, and other critical support areas. This award resulted from a combination of past experience with eBay and Architect Valerio Dewalt Train Associates, conducting an extensive site survey, and providing a thorough, competitive, and comprehensive proposal.

Project team: Project Manager Chad Cone, Superintendent Conrad Block, Marketing Coordinators Bernadette Estrada and Danielle Ridgeway, Business Development Manager Michael Schuster, Director of Corporate Services Peter Hau, Operations Manager Dave Worley, and Division Manager Andy Holden.

HMH Builders

Expanding Tenet Health

By Brian Hoopes

HMH Builders has completed the first phase of the San Ramon Regional Medical Center, a \$5-million Emergency Department Expansion for Tenet Healthcare. This OSHPD project called for a steel-framed addition to be attached to the existing fully operational, 125,000-square-foot, two-story facility.

The Emergency Department and Waiting Room expansion included multiple specialty room additions such as a negative-pressure isolation room, administrative facilities, OB/GYN and exam spaces, and a two-bed trauma room. The laboratory renovation consisted of a complete remodel to more effectively support the departments of hematology, pathology, microbiology, surgery, sterile processing, and a blood bank.

Architectural features include a glazed canopy suspended over the exterior sidewalk and an ambulance entrance with a radius standing seam roof that uses aluminum-clad, wide-flange columns for support.

Hawaii

Safeway Hilo Opens to Much Anticipation

By Kevin Smith & Wil Farinas



On March 25th, a packed parking lot on Makaala Center brought in hundreds of shoppers eagerly waiting to get their first look at Safeway's 61,000-square-foot store in Hilo. The newest addition in Hilo is modeled after Safeway's new "Lifestyle" format which features a full independent bakery, deli, and meat & seafood preparation area. Safeway's interior space is also shared by independent businesses including a Starbucks, a Bank of Hawaii, and an interior pharmacy.

Architectural features of the new store include two highlighted entrance areas with stucco corbels supporting Gargoyle metal deck roofs over the entrances, with an architectural lighting display to showcase these features at night; and partial stone veneer walls and columns around a front eating area. Interior finishes feature

directed lighting and a warm, brown-and-beige paint scheme. When constructing the building, extensive detailing was required to make sure all of the concrete was formed and placed accurately, ensuring the walls could be erected without error.

The Safeway Hilo project began on July 19th, 2010, and was substantially completed on March 2nd – one day early! With the early substantial completion, Safeway was able to fully stock their store for the grand opening event.

Congratulations to the entire project team: Kevin Smith, Dean Yamamoto, Mark Ishizaki, Scott Schriefer, Kaula Kalawa, and those directly involved in making this project successful.

Northern California

Apartment Development Resurgence in San Francisco

By Emily Stucky

As Jeff Hoopes noted last quarter, apartments are filling up fast and rents in 2010 rose by 25% in California. On the heels of this positive economic growth, the Northern California group was recently awarded two high-rise apartment projects in San Francisco. These projects, Trinity Plaza Phase II, and 10th & Market Housing projects, are timely for what appears to be a positive shift in San Francisco's construction community.

One of the big trends surfacing is the arrival of upcoming Internet, software, and social-networking firms, such as Twitter, Salesforce, Facebook, Zynga, and Kabam, moving to San Francisco. These new tech companies are leasing up office space in the South of Market (SOMA) and Mid-Market area of the city. As a result, we may see a real need for market rate housing.

Both of our apartment projects are strategically placed for this influx of technology business. Trinity Plaza Phase II, a new \$71-million high-rise apartment complex, will house 418 units and will be a 22-level residential building. Designed by Miami-based architecture firm Arquitectonica, demolition for this project has already begun with construction starting in August.

In addition to this win, the \$170-million project at 10th & Market Streets in San Francisco will be comprised of 960,000 square feet, and will provide 754 new housing units across four towers. Designed by San Francisco-based design firm Handel Architects, this project is located in the up-and-coming Mid-Market area of San Francisco. The tallest tower will be 37 stories, with the others at 10-, 16- and 23-stories high. Connected by a three-story podium along 10th Street, there will be 550 parking spaces using a state-of-the-art robotic valet parking system. This parking system, designed by Boomerang Systems, will be the largest ever constructed and the first installation of its kind on the West Coast.

The Trinity Plaza Phase II and 10th & Market Housing projects are among several other developments that are in various stages of planning or construction in this area. Many hope that this additional growth by high-tech companies, such as the rapidly growing social networking company Twitter, will grow enough to anchor a tech-fueled Central Market-Tenderloin district renaissance.

Having recently signed a lease for 200,000 square feet of office space just a few blocks away from the Trinity Plaza project, Twitter is driving a lot of interest in the San Francisco area. According to real estate broker Jones Lang LaSalle Inc. (JLL), Twitter has projected growing its workforce from its current 400 employees to as many as 3,000 by 2013. With 75% of Twitter employees currently living in San Francisco, the question of where the new workforce is going to live has raised interest.

Other positive signs that are driving business to the area include a recent payroll tax exemption granted by the San Francisco Board of Supervisors. This new legislation will allow businesses moving into the Mid-Market and Tenderloin districts a six-year break on payroll taxes on new employees.

Also heating up are the Mission Bay and Civic Center areas, as in recent months, our Northern California Business Development Managers have noticed an interest in potential projects in these neighborhoods. Salesforce, the biggest provider of Web enterprise software, is seeking to rent a combined 2 million square feet of office space over the next three to four years. Salesforce also paid \$278 million in November last year for 14 acres of empty land in San Francisco's Mission Bay area, just south of SOMA, where it intends to build a campus.

If these trends continue, we may see more apartment development in the City of San Francisco. These statistics bode well for the construction industry and for the Northern California group.



Rendering Courtesy of Paul Dyer, Arquitectonica

San Diego



A Fruitful Relationship with UCSD Continues



Expanding on our thriving relationship with the University of California at San Diego (UCSD), Swinerton Builders San Diego is hard at work constructing Phase 3 of the Rady School of Management addition. This addition will allow the Rady School to grow and attract more MBA students and faculty by adding a five-story steel structure with classrooms, offices, meeting rooms, and auditoriums. The LEED® Silver building is orientated to take advantage of sweeping views of the Pacific Ocean from La Jolla to Carlsbad, California.

When the official notice to proceed was issued in early December of 2010, the team hit the ground running and achieved multiple early successes.

One of the first challenges was to meet the University-specified 119-day submittal deadline. Although it was a daunting task, our team established an aggressive submittal schedule and worked diligently with our subcontractors to meet the deadline. Having the submittals in and approved in the first 119 days expedited procurement and minimized lead time issues. Another significant accomplishment was the completion of the BIM model, which incorporates the structural steel, concrete, exterior skin, framing, mechanical, electrical, plumbing, and fire sprinklers. All of these trades were fully modeled and coordinated in an amazing two and a half months! On April 13th we reached another milestone as the team lifted one of the last beams into place and celebrated with a traditional topping-out BBQ. To show our appreciation for our subcontractors, a variety of tools and other prizes were raffled off during the celebration.

After achieving these early accomplishments, we have quickly moved on to the next challenge – a complicated exterior skin. The components of the exterior skin include a rain screen system, Trespa, punched openings, curtain wall, stone composite panels, and stone, plaster, and wood siding. The coordination of so many different materials has not been easy, but the project team is up to the task and will work hard to produce a quality product that will make the University and their donors proud. With many local business leaders actively involved in fundraising for the Rady Management School Phase 2 project, we are looking forward to a successful end product that will fortify our rapport with UCSD and lead to new relationships and opportunities.

Orange County

Getting In with Greenlaw Partners, LLC

Swinerton Builders Orange County has been awarded a new \$11-million, public-private partnership project with Greenlaw Partners, LLC! Our first project with this developer consists of the renovation of existing office space, ground-up construction of a new annex building, and significant site work totaling 91,793 useable square feet.

Since last September we have been working with Greenlaw Partners, LLC., LPA Architects, and Construction Manager Edgecore, combing through our budget and approach to provide the client the best value package. Working through five budgeting estimates and owner-generated building requirements, our team created a great package that best met all of the owner's requirements.

Our team was up against two other teams; each team completed different packages at different locations. While our package may not have been the cheapest, it met the owner's needs the best! Construction is set to begin in October and complete in April 2012.

Great job to all of those involved with the successful pursuit of this project, including: Project Executive Jon Dingwall, Senior Estimator Luis Giordano, and Chief Estimator Greg Hurlock.

IN THE FIELD

BUILDERS • MANAGEMENT & CONSULTING • INTERIORS

Los Angeles

The Curtain Finally Goes Up at Lawndale's Performing Arts Center

By Carlos Villacorta

Swinerton's experience in handling takeover projects was the key reason for our award in December 2009 on a project that originally broke ground in 2002. Swinerton Builders Los Angeles developed a team that exerted excellent customer centric skills to bring closure to a Performing Arts Center longing for its first performance.

In May 2010, the Centinela Valley Union High School District awarded us the Lawndale Performing Arts Center for the completion of the remaining complex systems of the theater. Scope included completion of the audiovisual equipment, theater rigging, wood stage floor, operable orchestra lift, and a major facelift of the building's exterior. The community immediately acknowledged our entire team for bringing the building back to life, which was just the beginning.

Once construction was underway, the team's ability to resolve complex challenges that were uncovered from prior construction resulted in the approval of more work within the building and the campus. The team pursued an open-book approach with the client when pricing the Phase II work. In August 2010, we were awarded the Phase II work that involved major lobby renovations, auditorium interior finish upgrades, and tenant improvements to classrooms within the building. Additional scope consisted of extensive site work, completion of the gymnasium main entrance canopy, and painting of existing buildings within the campus. This was all in effort to bring the District's vision for implementing the master plan for their campus.

This vision only kept growing for the Performing Arts Center as additional upgrades were approved and awarded in February 2011. The auditorium now houses a high-definition projector and screen, making the building even more appealing to its users, the District, and the community. The final touch that made the Performing Arts Center a community landmark is its backlit exterior signage on the fly tower, making the building visible from miles away.

Our team's can-do spirit finally allowed the Lawndale Performing Arts Center to open its curtain for its first performance in April, with the official grand opening on May 21st. Congratulations and let the show go on!



The on-site project team was lead by: Senior Project Manager Raj Turun, Superintendent Tom Tunzi, and Project Engineer Carlos Villacorta, with assistance from Superintendent Luis Rivas and Assistant Superintendent Nick Hernandez. The off-site project team was comprised of Project Scheduler Jeff Crook, Senior Project Accountant Pat Gil, and Project Administrator Tawana Robinson.



RENEWABLE ENERGY • HMH • CORPORATE SERVICES

San Antonio

Success Story at Parman Library

On May 7th, Swinerton Builders San Antonio, along with Marmon Mok Architecture and officials from the City of San Antonio and the Public Library System, celebrated the Grand Opening of the Parman Library at Stone Oak.



Photograph By: Bill Goodge

This brand new state-of-the-art library is 17,000 square feet and includes a community meeting room, study/meeting spaces, and public access computers. The exterior of the facility features limestone and natural wood elements to reflect the rustic surroundings; outdoor features of this 10-acre site include an amphitheater and walking trails.

The event was well attended by the community with a multitude of events and entertainment for children of all ages throughout the day. A big thank you to all of the San Antonio employees who came out and volunteered their time to assist with this event!

The project team included: Project Manager Roy Allen and Superintendent Fritz Disch.

Interiors



Success Continues with BNYM

Swinerton Interiors recently completed another Wealth Management Center for Bank of New York Mellon in San Francisco. The feedback from the client was "Swinerton hit another one out of the park. This was our third successful project in a row with Swinerton – in different cities too! You guys are first class all the way." Teamed again with Pollack Architecture, this 6,500-square-foot project is seeking LEED® for Commercial Interiors™ v3.0 certification and consisted of high-end architectural finishes and an extensive millwork package. ➤



The project included a board room, reception area, private and open office areas, and support areas such as pantry, IDF closet and storage. This was our first project opportunity in the newly completed 555 Mission Street high-rise.

Special thanks to the team of Adhamina Rodriquez, Garry Shahan, Sue Long, Kellie Khoury, Peter Hau, Gary Wells, Kerry Atkinson, and Andy Holden.

SMC North



CSM's One-Stop Shop



Designed to be the hub of campus college life and student services, the new four-story, 145,000-square-foot College Center is the centerpiece of the revitalized College of San Mateo campus. As a "one-stop shop," the services provided at the center include: Admissions, Career Services, Counseling, Financial Aid, Integrative Learning Center, Digital Media Studios, Laboratories, Cafeteria, Bookstore, and large-stepped classrooms. Faculty, Administrative offices, and conference rooms are located on the upper levels. The building features multiple outdoor terraces and a stunning view of the San Francisco Bay. One of two new campus buildings, the College Center was completed for \$69 million as part of a \$180-million design-build contract managed by the SMC team. It is targeting LEED® Gold certification. The campus celebrated its new flagship building with a ribbon cutting ceremony on April 14th.

SMC's project team included: Project Manager Charles Beeler, Assistant Project Manager Sunnie Singh, Construction Manager Mario Galeano, and Construction Director Anne Daley.

Orange County & San Francisco

Citicorp Master Services Agreement

Swinerton Builders Orange County and San Francisco collaborated and were selected as one of two contractors for Citicorp's West Coast Master Services Agreement (MSA)!

This MSA will provide Swinerton up to \$45 million of construction/renovation on retail bank facilities ranging in size from 2,500 square feet to 16,500 square feet in the next 18 months of this three year contract. Project types will range from relocations and major renovations of existing locations to the new development of the Denovo level branch, and will vary from \$1 million to \$4 million per project.

Citicorp issued two separate Requests for Proposals to Northern California and Southern California. San Francisco Business Development Manager Gary Wells and Orange County Project Executive Jon Dingwall quickly teamed up and presented Citibank with one proposal inclusive of both Northern and Southern California. Citi's organic growth plans for the West Coast are aggressive, and to be part of their team is a testament to the breadth of Swinerton's reach.

Pursuit efforts through Gary Wells, Jon Dingwall, and Dana Jones have been extensive. Many thanks to the following for their tireless contributions: Northern California Regional Marketing Manager Karen Glover and San Francisco Estimator Don Chew.

Northern California

Sitting Atop the Bay



On May 4th, the San Francisco Oakland Bay Bridge Toll Operations Building, which provides the support space for toll booth operators for the Bay Bridge, hosted a BBQ to celebrate the completion of the structural steel phase of the project. On hand for the event were members of the project team, Deputy Executive Director for the Bay Area Transit Authority Andrew Fremier, and VP & San Francisco Division Manager Steve Johnson.

This multi-phased project consists of replacing the 70-year-old building, partial demolition of the existing operations building, switch-over of the existing electronic toll collection systems, and construction of new parking lots and landscaping.

To date, there have been several challenges including construction sequencing and maintaining the Storm Water Pollution Prevention Plan (SWPPP). Also, with 250,000 cars a day passing

each way within 10 feet of the project site, timely delivery of materials and maintaining the existing building in operation until the new facility is ready for use has been a challenge. The site is an "island" located between the eastbound and westbound lanes. Delivery of 125-foot piles to the 120-foot-wide island site made for some difficult site logistics. Additionally, during the pile driving operation, numerous underground obstructions were encountered such as existing sea walls, foundations of prior structures, and old wooden pilings from the approach to the original Bay Bridge.

The project team had to obtain the correct dewatering discharge permit which required the water to be filtered prior to being pumped under the toll plaza and then discharged out to the bay. The SWPPP falls under the new regulations and requires Swinerton to control and maintain runoff from both the eastbound and westbound traffic lanes which drain to the project site. Due to the close proximity of the site to the San Francisco Bay, extensive pre- and post-weather event inspections occur between multiple agencies. To date, the team has been assigned three green tags, the highest rating issued by the California Department of Transportation.

The Toll Plaza area will be significantly enhanced at the completion of this project, which is slated for mid-2012, prior to the new east span of the Bay Bridge completion in 2013.

Concrete Services

Being the Best Beats Being Low!

In early January, Concrete Services was invited by Unger Construction of Sacramento to bid on the new Replacement Hospital and Central Utility Plant for the Sutter Medical Center hospital in Santa Rosa. Along with providing a bid for the construction phase of this Integrated Project Delivery (IPD) project, we were asked to provide a preconstruction budget for the design-assist period leading up to the July construction start date.

With only two weeks to prepare the bid, our team presented Unger Construction with a proposal for both the preconstruction and construction phases. Due to plans still being developed, many unanswered questions existed at bid time and had to be clarified at the interview.

We then met with Unger a week later with a revised proposal based on answered questions from Unger and the design team. At that time Unger had narrowed the competition down to only two concrete companies.

A week after our second interview with Unger, we were informed that even though we didn't have the lowest bid, it was Unger's opinion that Concrete Services would be the best partner to meet the owner's needs for this complex IPD project, and that the contract for both the design-assist preconstruction and construction phases was on its way.

Many thanks to Curtis Johnson, Shawn Barnes, John Biery, Jeff Goin, Jeremy Melton, Bill Freymond, Edgar Vilca, Lenora Wagaman, Cathy Hernandez, and Heather Benson for their participation in obtaining this project.

Northwest

Freddy's Off and Running

The Fred Meyer Totem Lake remodel project in Kirkland, Washington is off to a great start! Our team has turned over ten critical areas to the owner allowing Fred Meyer's operations team to remain functional and able to service their clients.

A new exterior entry for the location that will give the store a more modern and updated look is currently under construction and starting to take shape. The new 3,000-square-foot addition is also nearing completion; this build-out will house the operations staff and create additional sales space.

The project has an aggressive schedule that requires the team to work 24 hours a day, five-days a week. Project completion is planned for fall 2011.

Congratulations to the team for their dedication to making this project a success, our first with Fred Myers in a few years. The Fred Meyer Totem Lake project team consists of: Project Manager Joe Hoskovich, Assistant Project Manager Chad Cone, Senior Superintendent Tom Hatfield, Superintendent Kevin Buzitis, Day Foreman Mark Aurdahl, Night Foreman Charles Gibson, Project Engineer Steve Goff, Project Coordinator Judith Helt, and Project Accountant Diana Heimberger.



Before Construction



During Construction

Los Angeles

Soaring Towards Completion with Delta

By Raj Turun

Swinerton Builders Los Angeles is proud to be working on the renovation to the United States Federal Inspection Service Facility for Delta Air Lines at Terminal 5 at the Los Angeles International Airport (LAX). Scope of work includes 65,150 square feet of renovated floor area under existing roof. Once complete, it will increase the facility's capacity to process international arriving passengers by expanding the Immigration and Naturalization Service (INS) processing areas and the adjacent support functions.

Delta awarded us with this make-ready project valued at \$398,000 in December 2010, to facilitate the implementation of the described scope. Work commenced immediately, while a negotiated budget was in the development stages. A four-week intense process of bid, bid review, and proposal qualifications over the Christmas and New Year holidays paid off with Delta awarding us with a \$17-million Cost Plus Fixed Fee and General Conditions contract on January 14th.

However, there was one catch: the project had to be completed by the end of May. A five-month aggressive schedule in an existing facility at LAX is quite a challenge, which the team accepted. Due to additional scope related to LAWA and U.S. Customs and Border Patrol betterments, the contract has increased by nearly 35% to approximately \$23 million. Thus, the challenge continues in order to meet the new end of June deadline, for which the team has adopted a 24/7 operation. The team's faith in each other and can-do approach is paying off dividends with the team realizing that the goal is indeed achievable.

The project team includes: Senior Project Manager Raj Turun, Project Manager Mikan Szeto, Assistant Project Manager Ryan Blair, Project Engineers Mark Bommarito, Jeffrey Goodermote, and Carlos Villacorta; Project Assistant Tawana Robinson; Senior Superintendents Bob Hager and Will Carpentier; Superintendents Bob Graf, Ken Courtney, and Joel Urbina; Assistant Superintendent Nick Hernandez; MEP Coordinator Norman Lee; and Project Scheduler Jeffrey Crook. The team is assisted by Carpenters Ernie Morega, Bobby Sr., Bobby Jr., and Ben Estrada; and Crafts Juan Saldivar, Teodoro Saldivar, Franciso Aramas, and Ricardo Toledo.

Renewable Energy

Another Meg of Solar Power

HMH Builders and Swinerton Renewable Energy recently completed a one megawatt solar facility at Kaiser Vallejo Medical Center for Recurrent Energy. The new facility included an array of panels placed on the roof of a medical office building, over an existing surface parking lot, and on the top level of the member parking garage.

A steel structure was erected on top of the parking garage and over the ground-level parking lot to support more than 3,192 modules. The design was optimized to maintain all existing parking spaces on this heavily congested medical campus. The technology includes the use of 4,396 Yingli YL-230 modules, one Advanced Energy 250 kilowatt, two 500 kilowatt Solaron Inverters, and Amtec's state-of-the-art Data Acquisition System.

This solar project was delivered as an EPC design-build turnkey solar installation that is owned, operated, and maintained by Recurrent Energy through a Power Purchase Agreement with Kaiser Permanente. The facility was interconnected through PG&E's Net Energy Metering program and achieved rebates through the California Solar Initiative. Construction was completed in March following five months of construction over three phases.

Congratulations to: Kevin Kaanehe, Brian Hoopes, Dan Ocheltree, Genie Nelson, and Li Deleon.



REG Marches on with Solar Panel Installation Program

By Brad Kirstein



Solar panels deployed over surface parking lot at Downey Kaiser medical office building.

Swinerton Renewable Energy has continued progress and success this year on Kaiser Solar, the largest sustainable energy program on a U.S. healthcare facility. We are partnering with San Francisco-based Recurrent Energy to integrate more than 10 megawatts of solar power on a number of Kaiser Permanente hospitals and office buildings in Northern and Southern California.

The new solar facilities are expected to supply an average of 10% of the energy currently used by the not-for-profit health plan and hospital system's buildings, equivalent to the electricity used by more than one thousand homes. We are providing design-build EPC services; the projects were developed and financed by Recurrent Energy.

Several sites have been or are nearing completion including facilities in Livermore, Vallejo, Santa Clara, Lancaster, La Mesa, Downey, and Cudahy. Sites scheduled for completion this year include Irvine, Fontana, and San Diego Zion.

The Kaiser Solar team overcame a number of major obstacles through diligent, innovative efforts, and close collaboration with HMH Builders, key subcontractors, and the owner. Congratulations to Swinerton Renewable Energy for capturing and capitalizing on this monumental project, which is proving to be a major stepping stone for future opportunities.

Recurrent Energy develops, builds, finances, and operates solar power systems, marketing renewable electricity at competitive rates to utilities and clients in the U.S., Canada, and emerging markets. With a two gigawatt (2,000 megawatt) pipeline and 400 megawatts of contracted projects, Recurrent Energy has one of North America's largest solar development portfolios.

The Kaiser Solar Southern California team includes: Bryce Schlosser, Garrett Cope, Nick Edgmon, Karen Gauthier, Brad Kirstein, Dave Grubb Jr., and George Hershman. The HMH Northern California team includes Kevin Kaanehe, Brian Hoopes, Dan Ocheltree, Genie Nelson, and Li Deleon.



Another view from above! Solar panels provide shade and green power.



Bringing Solar Power to the City of Reno

Swinerton Renewable Energy was awarded a 1.18 megawatt solar project across 10 different sites in the City of Reno, Nevada. The project, which was awarded by Nevada Solar Works – Reno 1, LLC in March, includes the installation of Kyocera 235 watt photovoltaic solar modules on low-profile ground-mounted racking systems and steel shade structures. The project is a turnkey, design-build effort scheduled to be completed at the end of August.

Among the City of Reno sites involved in the project are a water treatment plant, a corporate yard, three fire stations, a lift station, three public parks, and a public golf course. In an effort to boost the local economy as much as possible, we will be working with local electrical, sitework, and fencing subcontractors. In addition, all field labor required for the installation of racking and modules will also be hired locally.

The team for this exciting project includes: Senior Superintendent Tom Bell, Corporate Sustainability Manager Grant French, Senior Project Manager Ruben Fontes, Senior Estimator Trevor Vasey, Division Accounting Manager Joey Liu, and Senior Administrative Assistant Karen Gauthier.

Inch by Inch, Row by Row...

Green Landscaping Considerations: Do Try This at Home!

By Kevin Brooks

Anyone who has found themselves in the backyard with their toddler has most likely come across the Garden Song, a children's classic sung by the late John Denver on the Muppet Show. The song's lyrics speak to planting a garden while caring for Mother Earth.

Many of the projects we build have some landscaping and irrigation component to them that we also "plant" at the end of the project. Often, the details of this scope of work get overlooked as we rush across the finish line towards the coveted certificate of substantial completion and close-out of the job. There can, however, be many sustainable features to a typical landscaping and irrigation scope of work. Moreover, whereas in the past the green focus has been on water conservation and efficient irrigation technologies, today's sustainability focus has evolved to include landscaping features. Below we look at two specific landscaping applications: utilizing landscape features to collect and treat surface water runoff and the actual selection of landscape plantings.



Roof gardens are a popular option to reduce surface water from collecting.

Surface Water

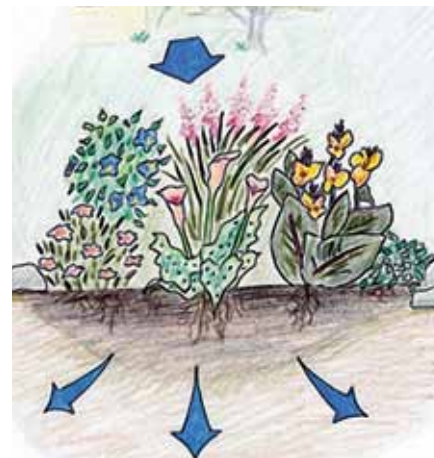
A common civil engineering design challenge associated with today's development is how to collect surface water runoff, especially from impervious surfaces such as roofs and parking lots. Different applications can be used to reduce the quantity of surface water that need to be collected. Extensive roof gardens can be planted on a building's roof, such as on the California Academy of Sciences in San Francisco, or pervious pavements used in lieu of typical asphalt pavements for parking lot surfaces, as at the Kaiser Modesto hospital. Both of these applications have been featured in previous Green Corner articles.

The challenge remains on what to do with the surface water that is nonetheless generated, and thus needs to be collected and ultimately treated (or discharged to the watershed, i.e. rivers, lakes, etc.). In the case of surface water collected from areas where automobiles are – parking lots and parking garages – many municipalities require some type of pre-treatment prior to discharge of the collected surface water to the public storm and/or sanitary sewer system. One conventional pre-treatment application is a sand and oil separator – essentially a holding tank with baffles that force the separation of solids (sand)

and contaminants (oils) from the surface water. Contaminated surface water enters the holding tank at one end and leaves in a pre-treated state at the other end.

Rain Garden

An alternate to this concrete box technology is a bioswale. A bioswale, sometimes also referred to as a rain garden, is simply a shallow depression or trough with a gentle slope, cut into the earth (swale) to collect the surface water and channel it to its desired location combined with biological filter media to treat the water. The biofilter media is simply selected plantings and organic material that is used to capture pollutants, such as silt and sediment, which contaminate water by increasing its turbidity. In addition, properly designed bioswales can be tailored to not only capture, but also treat chemical contaminants such as oils, as well as phosphates and nitrates – common fertilizer ingredients. Properly tailored plantings actually filter these toxins and utilize the excess nutrients. This treatment option gives the bioswale an advantage over the conventional sand and oil separator. Because these types of pollutants are common to parking areas, bioswales are commonly used for this application. ➤



A bioswale, or rain garden, collects surface water and channels it to its desired location.

Bioswale plantings include primarily grasses, planted at the base of the swale, as well as on its sides. The grasses that are selected need to be tailored to the climate; in California for example, the grasses need to be drought resistant, while at the same time be accepting of being saturated for extended durations.

In addition to a base layer of grasses, woody stemmed plants and shrubs, and even in some cases trees, are also used for bioswales. Plants and shrubs are used not only out of aesthetic considerations, adding contrasting profiles and colors to the grasses, but also for purposes of functionality, providing the ability to retain soils and slow the flow of water during peak runoff conditions. The use of trees provides additional soil retainage capacity, as well as accenting the bioswale plantings. There are many resources available to provide a plantings list – check out www.lowimpactdevelopment.org/raingarden_design/download.htm.

All About Plants

In addition to utilizing landscaping features to collect and treat runoff, other green landscaping considerations involve, among other things, the actual selection of plant types. Simply stated, green landscape planting criteria measures the water consumption, source, and maintenance of the plantings selected – all common sense considerations. This awareness to plant selection has only increased as many municipalities begin to levy additional water entitlement fees, particularly in commercial applications, based



Xeriscaping combines plants that significantly reduce, or completely eliminate the need for supplemental irrigation and is popular in areas with a limited water supply.

on irrigation water demand; these fees are on top of the entitlement requirement that all landscaping be provided with high-efficiency irrigation systems.

One type of planting scheme is known as xeriscaping, the selection of plantings that significantly reduce, or all out eliminate, the need for supplemental irrigation. Xeriscaping is generally most common in areas where there is a limited supply of water, particularly in the southwest. Again, there are numerous sources available to provide a list of xeriscape plantings, including annuals, biennials, grasses, perennials, shrubs, trees and vines, etc.

Of late, there is renewed interest in (and focus on) the use of native planting as our understanding and appreciation of regional differences in climate and plantings continues to grow. The native plant species in Colorado and California differ from those

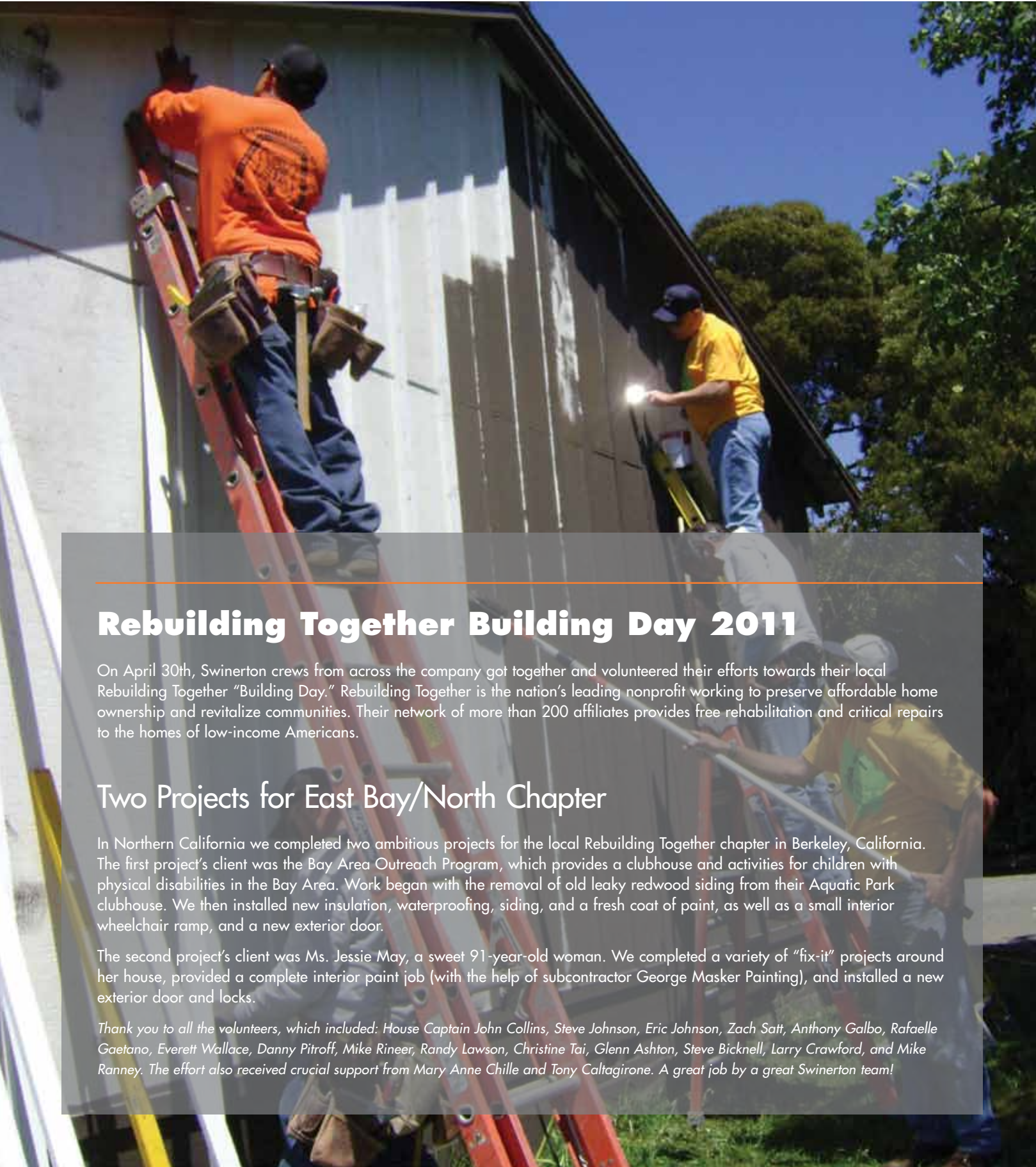
in Washington. Native plantings not only reduce the need for supplemental irrigation, but also lead to reduced maintenance. Companion planting, a practice of pairing plants to attract (or repel) insects and other wildlife and a common practice in organic gardening, reduces not only the use of pesticides and other chemicals, but also overall maintenance as more natural growth is encouraged. For basic information on companion planting check out <http://www.attra.org/attra-pub/complant.html>.

Whether landscape plantings are used to control and treat surface water runoff, or selected on their own merits, both applications can contribute to a more sustainable landscaping program – one that not only reduces the need for supplemental water and leads to lower maintenance needs, but also supports a more diverse and robust ecosystem. Such applications can be seen in both commercial and residential developments, and even retrofits. As such, there is indeed much benefit to giving this scope the attention and focus it deserves during a project's completion phase.

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Rebuilding Together Building Day 2011

On April 30th, Swinerton crews from across the company got together and volunteered their efforts towards their local Rebuilding Together "Building Day." Rebuilding Together is the nation's leading nonprofit working to preserve affordable home ownership and revitalize communities. Their network of more than 200 affiliates provides free rehabilitation and critical repairs to the homes of low-income Americans.

Two Projects for East Bay/North Chapter

In Northern California we completed two ambitious projects for the local Rebuilding Together chapter in Berkeley, California. The first project's client was the Bay Area Outreach Program, which provides a clubhouse and activities for children with physical disabilities in the Bay Area. Work began with the removal of old leaky redwood siding from their Aquatic Park clubhouse. We then installed new insulation, waterproofing, siding, and a fresh coat of paint, as well as a small interior wheelchair ramp, and a new exterior door.

The second project's client was Ms. Jessie May, a sweet 91-year-old woman. We completed a variety of "fix-it" projects around her house, provided a complete interior paint job (with the help of subcontractor George Masker Painting), and installed a new exterior door and locks.

Thank you to all the volunteers, which included: House Captain John Collins, Steve Johnson, Eric Johnson, Zach Satt, Anthony Galbo, Raffaele Gaetano, Everett Wallace, Danny Pitroff, Mike Rineer, Randy Lawson, Christine Tai, Glenn Ashton, Steve Bicknell, Larry Crawford, and Mike Ranney. The effort also received crucial support from Mary Anne Chille and Tony Caltagirone. A great job by a great Swinerton team!



Raising the Roof Denver

By *Brendan Summers*

Volunteers from Swinerton Builders Colorado, Swinerton Government Services, Tandem Enterprises, and Norris Design arrived in fashionable baby-blue t-shirts at the home of Ester Brown ready to tackle a list of improvements for the annual Rebuilding Together Metro Denver day. The disabled 56-year-old homeowner needed help restoring many items around the house which were in a state of disrepair. Luckily, the team caught a break in the weather which was forecasted to be cold with rain/snow, but turned out to be beautiful with no precipitation!

This team of 11 amazing volunteers was able to complete more than the initially requested tasks which included: patching/painting gypsum board in the living room; tear-out and replacement of flooring in the laundry room; new ceiling and wall finishes in the laundry room; new faucet in the kitchen; grab bars in the bathroom; new lights; new kitchen countertops; replacement of damaged walkway; new bedroom door; reinforced staircase; and front door repairs. All this was performed within one full day!

Ester Brown was tremendously grateful and coped well with the constant noise and crazy Swinerton team. We were visited by the DIY Network film crew, who was producing a commercial for Rebuilding Together. We had the pleasure of dancing on camera and "raising the roof;" can't wait to see that on national TV!

The volunteer team consisted of Skills Captain Kerry Swain, House Captain Brendan Summers, Dave Wermerskirchen, David White, Julie Spencer, Gary Phillips, Dustin Hartsuiker, Phil Pearson, Matt Linke, Dave Beeble, and Julia Summers. Thanks to the entire team!

One Home at a Time in Seattle

Rebuilding Together Seattle (RTS) completed a home improvement project for homeowner Alice in Beacon Hill, a community just southeast of downtown Seattle. Volunteers from all around the Greater Seattle area, including our very own John Hanks and various members of our subcontractor community, came together this rare sunny Seattle Saturday to help with various repairs and tasks around the house.



Work began at 8:00 A.M. and included sealing of the pet-damaged flooring substrate, removing and replacing the carpet and kitchen vinyl flooring; replacing the toilet and kitchen faucet; adding bathroom grab bars and towel racks; replacing a broken window, select light fixtures, and switches; installing new smoke detectors; painting throughout the house and the front façade; landscaping the front and back yards; and replacing the rotting set of exterior stairs leading to the balcony. After a 12-hour day everything but the flooring was complete!

A minor setback occurred when the floor sealer hadn't completely dried and pushed carpet installation to Sunday. This meant that Alice's furniture would need to be left outside her home overnight. This was no problem at all for John, however, as he went above and beyond his volunteer duty and offered to keep watch over the furniture to prevent it from being taken by any unwanted visitors!

With the help of RTS, some generous subcontractors, and over 60 volunteers from Perkins Coie and Intellectual Ventures, this house received some much-needed attention and gave Alice her home back. Kudos to the hard work and dedication of John Hanks and the RTS team!

Swinerton San Diego Volunteers for Junior Achievement

By Shawna Adams & Holly Robertson

This past March, Swinerton Builders San Diego employees, friends, and family joined Junior Achievement (JA) on opening day to kick off their Bowl-A-Thon season with a “Big Easy” themed Bowl-A-Thon. Thirty-four of us showed up at Mira Mesa Bowl for a day of fun, bowling, and prizes; but more importantly to benefit a great program that we believe in highly, and participate in annually.

The Bowl-A-Thon is JA San Diego’s largest fundraiser with all proceeds going towards ensuring that more than 40,000 students, from kindergarten to 12th grade, receive Junior Achievement’s financial responsibility, workforce readiness, and entrepreneurship programs. A big thank you goes out to all the participants for their time and effort in fundraising for this important spring event.

Another fun event in which our team participated was volunteering for a day at JA BizTown. The McGrath Family JA BizTown in San Diego is an incredible 10,000-square-foot mini-city and unique learning experience for fifth graders. JA BizTown encourages students to learn about the free enterprise system by actively participating in a simulated town of 21 life-sized shops, including businesses, a non-profit organization, and a city hall.

Everyday 150 students experience working in a bank, a TV station, or a retail store; managing personal finances such as writing checks, opening accounts and paying bills; creating a spending budget and tracking expenses; becoming business owners; making financial decisions; and exploring philanthropy.

In April, 13 staff members from our office volunteered one morning with these hands-on activities, helping the fifth grade students of a local elementary school better understand their economic world.

Many thanks go out to the BizTown volunteers: Alex Beaton, Ashley Young, Bob Wilson, Bobby Jennings, Brian McCarthy, Liz Hawkins, George Hershman, Holly Robertson, Mark Payne, Paul Vujica, Ruben Fontes, Shawna Adams, and Terri Schmid.



From left to right: Mike Schmid, Elizabeth Hawkins, Terri Schmid, Randy Vandewater



Photograph By: Bill Goodge

Swinerton Cares

Swinerton Builders San Antonio has started a Swinerton Cares campaign, to further encourage and support giving back to the communities in which we live and work in Texas. For our first event we participated in the Susan G. Komen Race for the Cure which took place on April 30th. The employee turnout was great and we look forward to giving back to the community by participating in various charity events throughout the year.

The campaign team consists of: Amy Lopez, Holly McBrearty, Clayton Baca, and Jason Miller.

Ragnar Relay Southern California 2011

By Lauren Nunnally & Rachel Goldberg



On April 15th and 16th, a team from each of Swinerton’s San Diego and Orange County offices embarked on a 200-mile running relay race from Huntington Beach to San Diego, California. The race route headed inland through Anaheim, over to Corona, south through Elsinore and Temecula, back west through the mountains to the coastline in Carlsbad, south to Chula Vista, and finally back north up Coronado Island to the finish line. Each team consisted of 12 runners responsible for covering anywhere from 14 to 25 miles individually over three legs. Over 450 teams participated in this year’s Ragnar Relay Southern California event.

The Ragnar Relay is a unique race, not only because it is a team-based event, but because it also requires a great deal of endurance and motivation as runners have to race in the middle of the night on little to no sleep, after

jumping in and out of crowded vans. We had two twelve-passenger vans with six people in each, which caravanned along the race route keeping the Ragnar motto of “Run-Drive-Sleep-Repeat” in mind. However, our motto became “Run-Drive-Cheer-Repeat,” with the whole team getting basically no sleep. The adrenaline rush from making sure your body had the energy to run your next leg, ensuring your team members had what they needed while they were running, and taking a few moments to smile for the camera, made the 30-hour run an experience of a lifetime!

The teams ran all day Friday and through Friday night until they reached the finish line Saturday afternoon on Coronado Island. It was an amazing experience filled with a lot of sweat, a lot of fun, and a little bit of lunacy.

There was a lot of cheering and support along the route, but there were also times, particularly during the night runs, that you felt completely alone with the only sounds being your footsteps. It was exhausting at times, thrilling at times, and almost peaceful at times. The weather remained beautiful throughout the race; however, Friday did manage to make it into the 90’s in the mountains which made the uphill running extremely tough. Jef and Diana Farrell were kind enough to open their home to the San Diego team as a “home base” for the race. Both vans were able to get back to their house once during the race for about an hour and a half of sleep before having to get up and go meet the other van to run again! Many of the other teams slept in fields on sleeping bags during the race. These fields were designated with signs at the van exchange points as “sleeping areas.”



By 12:30 P.M. Saturday, all Swinerton runners had completed their three legs with the exception of the 12th runner for each team. Only seven more miles to go and the two-day journey would be complete. As runner 12 for each team came down the beach for the last 50 yards of the race, both teams joined them to cross the finish line together with smiles on our faces. After approximately 30 straight hours of racing, our journey was finally complete.

Some teams run the race to raise money, some run to win the race, some run to win the spirit contests (such as best team name or best team costume), and others just like to enjoy the fun of driving and running down the coast. Participating in the Ragnar Relay was an amazing experience, unlike any other. We were all glad to have taken part in it and to share it with each other as a team. After spending 30 straight hours together in small vans and supporting each other through the course of the race, everyone bonded together as a team in a way that only a unique race like this one can create. We are already talking about doing the Ragnar Relay Napa Valley this coming fall, but if nothing else, you can be sure that we will have at least two teams in next year’s Ragnar Relay Southern California!

COMMUNITY

GIVING BACK • VOLUNTEERING • PHILANTHROPY

Mammoth 2011 Perfect Timing and a Perfect Time

The 2011 Swinerton Southern California Mammoth trip happened in the first week of March and was once again a raving success! We all owe gratitude and a tip of the icicled cap to Gary Rafferty and Rachel Goldberg. Gary got the whole thing started in 1993 and Rachel makes it happen now – it is no small task managing housing logistics for 80-100 people as well as a couple of very fun dinners for the entire crew.

This year we arrived on the heels of several large storms that left a record amount of high-quality snow. Thursday the weather cleared, and Friday and Saturday we enjoyed about the best conditions Mammoth has to offer. Then Sunday morning, just as most of us were driving down the mountain, another storm was rolling in. Chains were already required in Mammoth Village and the upper lifts closed...perfect timing.



Although the mountain conditions were excellent, the highlight may have been magic. Timmy Qafiti, now an up-and-coming pro at the Magic Castle in Los Angeles, entertained us for two evenings. The first night he interacted informally with the entire crowd, table-to-table. On Saturday night he donned a Tuxedo and got up on stage with the presence, style, and substance of a true professional magician. I recall something about Frank Foellmer and a \$20 bill that was lost but later found – albeit very soggy.

Last but never least for us, despite lots of hard, fun skiing and boarding for two days by 90 people, there were zero recordable and zero lost time injuries...a perfect time.



Spring Cleaning for A Cause

Swinerton Builders Silicon Valley's second annual "Spring Cleaning for the Homeless" clothes drive was another huge success this year! Spearheaded by Project Assistant DeAnn Sanfilippo, employees and subcontractors donated clothes, shoes, blankets, and more to Family Support Housing, Inc.

This shelter is the only shelter in Santa Clara County that exclusively services families – intact families and single parents with children. Their mission is to provide shelter and supportive services to homeless families in Santa Clara County to empower them from homelessness to self-sufficiency.

A huge thank you to everyone who donated, your contributions not only build hope but a better way of life!

CHARITY • DONATIONS • GENEROSITY • ALTRUISTIC

Smile for the Birdie!



Swinerton Builders San Diego held their inaugural golf event to benefit The Swinerton Foundation on April 29th at Maderas Golf Club. The event featured a mix of industry professionals including our valued subcontractor trade partners, architects, engineers, clients, and Swinerton employees. In total, 128 players participated in the event which was made possible through the generous donations from a targeted list of our local trade partners: Platinum Sponsor Dynalectric, Gold Sponsors KHS&S, Neal Electric, Pacific Rim Mechanical, and Rosendin Electric; Silver Sponsors Helix Electric, Granite Construction, Howards Rug, Berg Electric, and Control Air; 19th Hole Sponsor The Raymond Group; On-Course Beverage Sponsor DFS Flooring; and Lunch Sponsor Component West.

The event raised over \$40,000 for The Swinerton Foundation, with \$15,000 of the total donation already earmarked for the American Heart Association. Team reproHAUS was the event winner posting a score of 21 under par (ahem), with each player receiving a new Scotty Cameron putter for their efforts. All teams had a great time and enjoyed a beautiful day on the course showing their support for Swinerton and our charitable endeavors.

Putting the Swing in Swinerton

Swinerton Builders Northern California hosted its annual golf fundraiser for The Swinerton Foundation on May 9th. The event was well attended with 130 players from the subcontractor community as well as our bankers, auditors, and insurance providers pushing our fundraising efforts to over \$56,000!

While there were a few close shots in the hole-in-one contest, no one went home with the Lexus. The Gallagher Insurance foursome did however take home the first place trophies, shooting an impossibly low 58. Second place went to our friends at San Francisco Interiors shooting 60.



A sincere thank you to our Gold Sponsors:

Acco

Alcal Arcade

Alliance Roofing

Boyett

Broadway Mechanical

Collins Electric

Contra Costa Electric

Cupertino Electric

Daley's Drywall

Hoem & Associates

Gallagher Insurance

Gallina LLP

Giampolini

The Lescure Companies

Marelich Mechanical

Otis Elevator

Pacific Structures

San Francisco Interiors

SASCO

Siemens Industries

Viking Steel

Safety Lessons Learned: The Competent Person

By Steve Bicknell

"A competent person is defined in 1504(a) as one who is capable of identifying existing and predictable hazards in the surrounding or working conditions that are unsanitary or dangerous to employees. The competent person has authority to impose prompt corrective measures to eliminate these hazards."

– Safety Standards, California Code of Regulations, Title 8 Cal-OSHA.

At Wilcox High School in Santa Clara, we are constructing a new three-story classroom that is located in the middle of the campus, surrounded by gymnasiums, classrooms, a central courtyard, and a swimming pool. For the new utilities, an existing sewer connection was to be tied into at the swimming pool deck. This would require concrete saw-cutting and excavation down four feet. An underground locator service was hired to mark the area and give the depth of all existing pipes. Notification was given to the owner of our impending work, and a contractor was scheduled to saw-cut the concrete deck. On the day work was scheduled to start, Project Engineer Matt Hollywood met with the subcontractor, foreman, and crews.

While reviewing the work plan, the team noticed a faint smell of natural gas, most likely coming from the covered pool equipment room that was adjacent to the tie-in. Recognizing the potential danger of starting the work, Matt decided to stop the work, cancel the saw-cutting, and made a phone call to the School Facilities Manager. At this point, Matt also called the locator service to come back and determine the location of the potential leak. The leak was narrowed down to an area of about 20 square feet beneath the pool deck area. Notification was then sent to all the team members at the school, including facilities, bond manager, and the school vice principal, who were informed the gas would need to be shutoff – effecting gymnasium locker rooms, the swimming pool, and two classrooms. The next day crews excavated down, discovered the damaged gas line, and made the correct repairs.

This incident is a great example of how a person can exercise their authority to stop work and take corrective measures. All of the parties involved played a part in making sure the work area was again safe, and most importantly avoided a potential accident. Thank you to Matt for his quick thinking, and to all the tradesman who recognized the high priority to get this fixed.

Quality Management

What is Quality?

If a client asked you to summarize Quality in a single phrase, would you choose any of the following?

- A Swinerton Core Value
- What you see when the project is completed
- What you can't see when the project is completed
- A lasting impression
- True value
- Doing things right the first time
- Getting your money's worth

All the above are correct, but quality is not automatic. It requires more than tight specifications and well-written subcontracts. It requires our diligence in creating a framework that let's everyone on the project team know that this Swinerton Core Value is more than just a slogan. Pre-installation meetings and first work inspections are not only valuable steps that help us avoid deficiencies and deliver quality on our projects, they demonstrate to owners, architects, and subcontractors that we take quality very seriously. We must lead by example. It can be contagious.

Our Quality Management Program on SwinNet provides resources to help make your project successful. These resources include generations of experience that have been condensed into manageable pieces that are updated to reflect the feedback you provide. You don't have to make the same mistakes as the ones who went before you, and you shouldn't let those who follow you repeat yours. These are the benefits and the responsibilities we have as employee owners.

As important as it is to be able to explain to a client what Quality is, it's even more important to be able to explain what you are doing to deliver it on your project.

Congratulations to the following people who have successfully completed the course on Construction Quality Management for Contractors since the last Quarterly: Audre Kleven, Douglas Kim, Gary Moura, Gary Rafferty, Harvey Robinson, Hitesh Dewan, Jack Williams, Jeff Good, Jeff Hughes, Jess Murphy, Jim Madraso, Joe Favaloro, Kelly Medura, Matt Feehan, Philip Thrash, Raymund Chua, Steve Cho, Tom Bell, and Tony Williamson. We now have 48 people company-wide who have earned this certification.

Benefits

Facts About 401(k) Loans

By Sharon Martinez

Have you entertained the idea of borrowing from your retirement account in the Swinerton 401(k) & Savings Plan? While your Plan account may seem like an easy, inviting solution if you are caught in an unexpected financial crunch, the following are facts to consider when deciding if a loan from your 401(k) account is right for you.

Pros

- Obtaining a loan is fast and simple – there are no credit checks or bank visits
- Easy to pay back – a loan is repaid through payroll deductions
- You are paying yourself back with interest

Cons

- You are borrowing against your source of retirement income
- Loan repayments may limit your ability to make regular 401(k) contributions
- An unplanned separation from service could result in payment of taxes and penalties of approximately 20% to 40% to Uncle Sam, as your 401(k) loan becomes due and payable within 90 days of the date of separation.
- You are paying yourself back with interest. However, you may miss out on savings growth. Since a 401(k) loan reduces your account balance, you have less invested. The result is less compound interest in a rising stock market and, ultimately, a reduction in your retirement nest egg.

Your 401(k) is a great vehicle for saving money. And while you may be tempted to tap your retirement account, consider the pros and cons of your actions. For further information about 401(k) loans, contact the New York Life Participant Service Center at 1-800-294-3575; or sign into your Swinerton 401(k) & Savings Plan account at mylife.newyorklife.com.

Information Technology

CMiC Goes Live Soon

By Dave Higgins, Jr.

On June 15th, the first set of CMiC applications will be rolled out, which includes Project Contact Directories, Meeting Minutes, Transmittals, Communications, RFI and Submittal processing, and Daily Journals. All of these features are integrated into a common searchable database, and can also be made accessible by a web browser to clients, design partners, and subcontractors as the project team defines.

The key to this project's success is the training each employee needs to operate these applications efficiently. A comprehensive training plan is being created to achieve our goal of a smooth transition for each project as they implement CMiC. There will be training material available in a variety of formats; the best place to start is at the CMiC page on SwinNet.

Implementation will start with all new projects that begin after June 15th. As for existing projects, the implementation team will visit each project that meets the criteria that we are using to identify candidates for conversion.

There is a standard set of processes and procedures, but one of the unique aspects of CMiC is that the system can also be customized to meet each individual project's needs. A CMiC team member will assist each team with configuration every time a new project starts.

The CMiC Phase I team has done a great job. The roster of team members, along with current updates regarding the CMiC implementation, is available on the CMiC page on SwinNet. The Phase II team is hard at work developing the balance of the applications. Stay tuned for more in future quarterlies.

Swinerton Labs

By "Bo" Edward Bowman

We all know the scenario: a project engineer or admin sitting out on a jobsite somewhere has a great idea. He or she locates a new tool or improves an existing process, and the result is a gain in productivity for that job. Sometimes the idea might circulate at a division level, but it rarely travels any farther.

That is why Swinerton has decided to unveil a new initiative to enable everyone to share what they are working on, suggest new ways of managing everyday work, and, most importantly, ensure Swinerton remains an industry leader in the years to come. ►

The Swinerton Labs initiative will be most visible as a new area of SwinNet where any employee can go to read about the innovative strides that others are taking throughout the company. This new site will give you information about groups that are working through and testing new ideas, as well as information on how to join in and offer your expertise or point of view. Best of all, the Swinerton Labs website will be the place for you to submit your ideas so you, too, can have a say on which tools will bring the most success.

When Swinerton Labs debuts there will be a simple, easy-to-follow process – pitch your idea, collaborate on what and who you think is best suited to try it out, then the rest will fall into place! Tools have been set up to assist and guide a team across the finish line.

Swinerton Government Services

Joining Forces for SAME

For Swinerton Government Services (SGS), there is no better opportunity to meet subcontractors, cultivate teaming relationships, and interact with decision makers from key agencies than at conferences and events. At the recent United States Army Corps of Engineers (USACE) SAME Omaha Industry Day and Golf Outing, SGS joined forces with Swinerton Builders Colorado to represent Swinerton at this important industry event.

Attending the event was Project Manager Dan Seier, PE; Quality Control Manager Harvey Robinson, PE; Department of Defense Account Manager David Vaughan, PE; and Senior Proposal Manager Kenda Enney. Together, our team attended multiple Federal Agency Briefings and USACE Program Updates which gives valuable information on upcoming projects.

With nearly 400 people in attendance, the event proved to be very productive. "I enjoy meeting contractors from both small and large business; I listen to what they have to offer in hopes that a teaming opportunity may present itself," said Seier. We were a key contributor to the event by sponsoring one of the holes on the course in the Golf Outing, serving as a sponsor at one of the breakfast events, and donating gift cards for the raffle give-away.

Collaboration between SGS and the local divisions is critical for creating strong partnerships necessary for us to be successful in the federal market. We are tracking and planning on attending more than 30 conferences, industry days, workshops, and events this year. The SGS team is looking forward to future teaming opportunities with all Swinerton offices!

Chris's Corner

Reasons to Smile

Congratulations and thank you! We continue to stay ahead of our sales projection curve. The extraordinary attitude and effort that all of you bring to work every morning is bringing us this continuing success.

We have sold \$878,848,700 of at-risk work as of May 10th; that's 35% over our goal-to-date.

Recent Wins

- A 57,715-square-foot build-out for the Bureau of Indian Affairs in Denver
- Two new projects at the Kaiser Fairfield facility
- A \$170-million high-rise apartment project at 10th & Market Streets in San Francisco
- A 60,000-square-foot, LEED® Silver office Tenant Improvement in San Francisco for the National Park Service
- An \$8-million renovation of the Burbank Police and Fire Building
- The \$4-million LAX Multiple Test Platform Hangar project for Raytheon
- The design and construction of the Mesa College Social and Behavioral Sciences Building and Fire/Service road
- A ground-up medical office building for Kaiser in San Marcos
- A \$21-million rebranding of the Ocean Resort Hotel to Hyatt Place Waikiki
- Additional work at long-time, repeat client USAA's headquarters campus in San Antonio
- A 50 megawatt DC photovoltaic project for Recurrent Energy, with the power selling to the Sacramento Municipal Utility District
- The new library and classroom wing at Merritt Trace Elementary School for the San Jose Unified School District

These are only a few of your past quarter's wins. Once again, there are just too many to list!

Optimism

Apartments. Healthcare. Education. Tenant Improvements, Renovations, Remodels. Renewable Energy. Corporate Services. There is plenty of good work out there. Let's go get some more.

Prestigious Nationwide AGC Award No Longer a Dream



On March 12th, Swinerton Builders San Francisco was honored as one of only five firms nationwide to receive an AGC in the Community Award from AGC Charities, Inc. for their involvement the Always Dream Play Park. On hand to receive the prestigious award was Swinerton's own Chris Day and Chris Young.

"Firms like this epitomize the essence of charitable giving and represent the best of what our industry has to offer," said Tom Brown, President of AGC Charities, Inc. Partnered with Kristi Yamaguchi's Always Dream Foundation, Swinerton donated over 1,000 hours of work to help build Always Dream Play Park in Fremont, California. Senior Project Manager Chris Young and Superintendent John Collins donated a combined 710 hours themselves to the park, which was built with the vision that every child, including those confronted with the challenges of a disability, deserves a safe place to play.

INNOVATION | INTEGRITY | EXPERIENCE

The Art of Listening

In my job, as you might imagine, I spend a lot of time listening to others. Actually, it's one of my favorite parts of what I do. Something that struck me about this though is the fact that quite a few of the conversations that I listen to...are about not being listened to.

Does this sound familiar? You're in a difficult conversation and while the other person is talking, in your mind you're already creating your response to what they said in the first two sentences. And what happens? You've been so busy inside your own head that you haven't heard two-thirds of what they said. Makes it kind of hard to say you know what they're talking about doesn't it? At the very least it makes responding in an intelligent manner difficult.

Also consider the overall effect this lack of listening has on the other party. We've all been on that side of the table as well. In my experience it certainly didn't inspire me to work any harder at resolving the issue and frankly it also felt downright disrespectful, as if my opinion didn't matter. Poor listening can affect any relationship – peer to peer, manager to employee, general contractor to client – and the damage can be hard to overcome.

*“Courage is what it takes to stand up and speak; courage is also what it takes to sit down and listen.”
– Winston Churchill*

Now, think about those times when you truly felt listened to.

What did the other person say or do that made you think so? How did you feel at the end of that discussion? How productive was the conversation? Would you seek that person out to talk again? I'd guess your answers to these questions would be pretty positive. Perhaps that person was quiet until you were done speaking? Asked some clarifying questions? Maybe they even rephrased back to you what you'd said to make sure they got it right? These techniques are part of active listening which is one of the most powerful communication tools you can master.

The art of listening takes practice – and patience. It requires the listener to set their own wants aside in order to concentrate on what the other party is truly saying. A good listener makes an extra effort to communicate that they understand the other person's perspective and concerns. A great listener goes even further and listens for what's not being said.

Life and work go by in such a mad rush these days and it seems like we're always playing catch-up on something. I think this pace contributes to our rush in listening as well. It may seem more efficient to get through the conversation as quickly as possible, but it really isn't. Good listening allows us to really understand the issues and can help in developing the right questions to ask. Rushing through important discussions is an easy way to forget details or miss important points, and it's a good way to miss out on building a relationship with your clients, employees, and even family. Remember how it felt when you were truly listened to and consciously try to put those same ideas into practice when you listen to others. The results can be remarkable.

