

SWINERTON QUARTLY

Fall 2019



TABLE OF CONTENTS

04 SAFETY FIRST

08 EXECUTIVE CORNER

10 COLUMNISTS

18 IN THE FIELD

52 IN OUR COMMUNITIES

58 EVENTS

60 KUDOS

FALL HIGHLIGHTS



THE BIG DIG AT 415 NATOMA



SAN DIEGO TAKES OVER AS CONSTRUCTION MANAGER ON DIFFICULT PROJECT



AUSTIN PARTNERS WITH TECH GIANT TO HELP GROW THEIR 2ND LARGEST CAMPUS



CAL STATE LONG BEACH OPENS STUDENT SUCCESS CENTER



BUILDING FOR A TRUSTED ARCHITECTURE PARTNER



UPSCALE AMENITIES AND HIGH-END FINISHES IN OFFICE TENANT IMPROVEMENT

FEATURED PIECE



SWINERTON ACCELERATES DALLAS-FORT WORTH METROPLEX EXPANSION WITH NEW DOWNTOWN ADDRESS

Head to page 24 to learn more about how our expansion into Dallas complements the projects we've been working on all along.

LETTER FROM THE EDITOR-IN-CHIEF



It was said last issue and it's worth saying again—there just aren't many 131-year-old, 100% employee-owned companies, and none like ours.

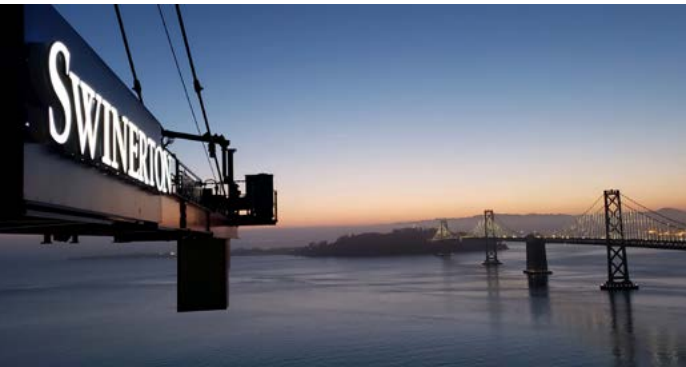
So what is the Swinerton "secret sauce?" Integrity, Leadership, Passion, Excellence—these are the values that Swinerton lives by every day. They govern how we conduct our business, and how we communicate with others. They're no doubt a part of the recipe; but an unexpected ingredient that just might set us apart from the competition is our pride. It brings passion and commitment to our work. It gives our projects an extra edge and makes our culture collaborative and solution-oriented.

Pride of Ownership. Peace of Mind. It's spread across the pages of this *Swinerton Quarterly*, across every one of our jobsites and office locations. Pride is what's inside us, in our DNA and the very fabric of who we are.

I'm proud to be a part of the Swinerton family and to share your stories.

Meggie
Meggie Hollywood

PHOTO CONTEST WINNER



SWINERTON AT SUNSET

You can't beat the views of the San Francisco Bay from our One Steuart Lane project, a 120-unit luxury condominium tower located on the waterfront. Thank you John Grego for the great photo, both you and the crane operator that snapped it will be sent some Swinerton swag.

Winners have their choice of any item under \$50 from the company store, which can be found on SwinNet. Please contact Ann Irwin at 1.800.929.2456 for your prize!

EDITOR-IN-CHIEF

Meggie Hollywood

DESIGN & PRODUCTION

Audra Post Christina Benedict
Cheyenne Tahbaz Kimberly Owyang

COLUMNISTS

Brandon Marrott Jack Dettis Rachael Guerrero
Brenda Reimche Jim Watson Tristen Magallanes
Eric Foster Jon Marks
Dennis McCown Lauren Nunnally

CONTRIBUTORS

Albert Lim Gideon Baum Michelle Smith
Alex Migenes Gladys Juarez Mick Penn
Amber Gurney Greg Tate Mike Schott
Ashley McCarthy Haeli Landry-Evans Monika Iannone
Bardo Ponce Holly Robertson Nancy Woods
Bart Robeson Ian Colburn Pam Welty
Bijan Nafison Isabella Arce Patrick Shami
Blake Thompson Jack Herbert Pauline Choi
Brad Wyant Jared Brown Peter Hempel
Brendan Summers Jared Delatorre Rachel Carpe
Brendyn Ponce Jean Kim Rachel Kurth
Brian Doll Jennifer Hershman Rami Sarakbi
Bryce Campbell Jessica Lawrence-Vaca Ricardo Lopez
Cary Talbott Jon Gregg Richard Slater
Casey Garrison Jon Windholz Rich Howell
Cathy Kohatsu Josh Snead Rick Bottrell
Chad Lewis Julie Witecki Robert Kagiya
Charlotte Schmitz Justin Kylstad Rob Shuck
Chris Pavelko Kara Swafford Rudy Valeros
Cora Wilson Kristen Baron Ryan Feinberg
Danielle Ridgeway Kris Kreymborg Sara Hall
David Li Kristina Palmieri Scarlett Chepke
Dennis Wong Kurt Young Scott Fukuhara
Desiree Ashmun Lillian Martin Scott Kubiszewski
Dolores Aguirre Lisa Romanoski Stacy Crestelo
Doug Cue Lonni Grattan Stephanie Foy
Elizabeth Bornstein Maria Blair Susan Namuth
Elizabeth Peters Mark Rafferty Taylor Stenman
Eric Jaramillo Mark Tacazon Travis Catalano
Eric Jose Matt Brinkman Tunde Olayomi
Eric Law Matt Rivera Veronika Bendl
Gabby Dang Michael Darling Victor Meraz
Gennelle Dedek Michael Stevenson
George Denise Michelle Sandoval

LEADING WITH AN OPEN—AND PROTECTED—MIND!

In March of this year, several Swinerton divisions made the decision to introduce a new style of helmet with improved head protection technology to their teams as one way to reduce traumatic brain injuries within the construction industry. The helmets have a unique look and are vastly different in materials used and constructability. The most notable differences from hardhat to helmet are an inner foam and the addition of a chinstrap. As with most changes, this has resulted in an ongoing dialogue from all levels of the organization and prompted many questions, one of which is: Will the end-user experience a difference in temperature when wearing them, and if so, how can we address this?

With many unanswered questions, we reached out to the Georgia Tech Enterprise Innovation Institute and joined an OSHA-funded partnership to explore the realities of this innovative product. Over a four-day period in August, two Certified Industrial Hygienists from Georgia Tech evaluated six different styles of head protection and their effects on heat. Every 20 minutes, each sample was checked for core temperature, surface temperature, and perspiration rate. Our leadership in the Southeast felt these discussions were relevant with the high temperatures and high humidity in our region; careful consideration was put into the approach given the number of our teams on the West Coast that have specific regulations to adhere to for prevention of heat illness.

With the first round of examination complete, we hope the report will provide adequate data to guide Swinerton in making informed decisions on how to protect our field employees from heat-related illness. Results are currently pending from this study, which will likely be the first of two. The report is expected to be available in October.

As construction industry leaders, Swinerton recognizes that although we may not be the first company to introduce helmets to our workforce, we are leading the exploration of the effects on heat. As we work with groups like Georgia Tech, OSHA, and other government agencies, we will continue to evaluate all of our PPE and deliberately move forward in ways that benefit our frontline employees.



HAWAII SAFETY LUNCHEON

Swinerton Hawaii has been hard at work on a campus extension consisting of five new interconnected classroom buildings at Campbell High School on the island of Oahu. Located in Ewa Beach, the project includes 27 new classrooms for general education, science labs, culinary arts, Hawaiian Studies, faculty centers, and an outdoor performing space. Beginning in March 2018, this \$33 million project will enhance the capabilities for the campus while featuring environmentally conscious spaces for students and faculty alike.

To celebrate no lost time injuries in the past three months, a jobsite luncheon was held for the trade workers—the fifth to date in celebration of safe working habits. There were smiles abound during the event, which also provided Swinerton a great opportunity to bond with our subcontractors and continue to reinforce the importance of YFNY.



SACRAMENTO SAFETY SAVES

By Rich Howell

Sacramento Laborer Amanda Perez was working at Hotel Tioga in Merced, CA, when she noticed an electrical panel box loosely hanging from the ceiling during a clean-up in the basement. The conduit that the panel was hanging from was cracked and there were wires hanging out of the conduit. Amanda immediately notified the site Safety Manager of the hazard: the panel could have been energized, it could have fallen on someone, or someone could have walked into it. Amanda and the site Safety Manager contacted the site electrician to confirm it was not energized; then Amanda proceeded to safely remove the panel. Great job Amanda for recognizing and fixing a hazard!



Sacramento Carpenter Chauncey Greeley was working at Lucile Packard Children's Hospital in Stanford, CA, (Level 3 Maternity) when he noticed a Swinerton Laborer removing an energized electrical panel. All the panel supports had been removed and the energized panel was only being supported by two 3/4 inch pieces of conduit. Chauncey used his Stop Work Authority to stop the worker from cutting the energized conduits and notified his supervisor. The panel was shut down and supports/kickers were installed to secure the panel. By using his Stop Work Authority, Chauncey prevented the possibility of serious injuries to workers and damage to equipment.



THE IMPORTANCE OF SITE LEADERSHIP AND RESULTS IN SAFETY

By Michael Darling

Site safety is a team sport. Like every sports team, the character and culture of the team starts with leadership and coaching. As new personnel are added to the team, it is of vital importance that team culture is impressed on the new members and current culture is emphasized in the behaviors and actions of existing members.

As new employees are added to our construction teams, we need to realize the cultural shift that is occurring. Studies from Construction Industry Institute (CII) show younger craft workers are coming into the industry with preconceived ideas that will require more coaching from site management and the safety team. There is an increased perception that injuries are not preventable—you cannot have a injury free workplace—and that management is solely responsible for site safety.

Site Superintendents and Project Management will need to lead and prioritize their behaviors to emphasize the importance of individual actions and responsibility on the site. All workers, especially new, will have our culture impressed upon them by watching site management:

- Take action to correct unsafe acts
- Not allow corners to be cut when “behind schedule”
- Not turn a blind eye to safety rules when the schedule tightens
- Respect and act on the advice of their site safety professional or Designated Safety Person (DSP)

To continue the strong safety culture Swinerton has practiced for many decades, site teams in concert with the Safety Managers need to have a clear vision for where safety fits in the production process, emphasize the individual's requirement to act on safety issues and hazards with our Stop Work Authority program, and enable individuals to act to quickly to address issues, encourage reporting, and consistently promoting safety in all phases of construction from day one with site orientations, and make situational awareness and hazard identification as important as task accomplishment.

Site team management and safety must send a clear and consistent message. Injuries are not acceptable. We strive for sites with zero recordable injuries and every individual is a valued team member responsible for the safety culture of their site. YFNY is not a slogan, it is the way we build. Let’s set this example every day.



SAFETY SAVES RECOGNITION

We empower every person on the jobsite to stop work if they see a hazardous condition that could lead to injury or harm. This is known as “Stop Work Authority.” Each person is held responsible for completing their job safely without injury to themselves or those working around them. Our Safety Saves Recognition Program rewards individuals who contribute towards improving jobsite safety by identifying and correcting unsafe acts, behaviors, and conditions—ensuring all team members return home every day to their families.

Frank DeWitt noticed several individuals not wearing safety glasses while working at the jobsite. He took the time to share his personal story—how one mistake has permanently impacted his vision and the importance of why all personnel and visitors must wear safety glasses. Since raising awareness, there has been a significant change in onsite safety behaviors.

Adam Renfro identified an inspector walking on an elevated deck in a controlled access zone. Not only did Adam invoke his Stop Work Authority, he took the time and effort to get the inspector a harness, so the inspector could safely complete his work.

Everyday Jose Rodriquez-Hernandez arrives to work early and thoughtfully writes out his daily pre-task plan and the day's activities. With Mass Timber, we move big material at a fast pace, but Jose never deviates from the plan. On several occasions, whether signage was needed, or inspections were required, Jose has stopped to remind crew members of the plan. He does this for the safety of the team and everyone on site.

Thank you Frank, Adam, and Jose for keeping our jobsites safe and living by our motto: Make Safety a Habit—Your Friends & Family Need You!



Frank DeWitt is recognized for educating others on the importance of wearing safety glasses.



Jose Rodriquez-Hernandez (L) & Adam Renfro (R) are recognized for going above and beyond in safe practices and behaviors.



STRATEGIC GOAL UPDATE: TALENT

In 2018, Swinerton's Strategic Goals were rolled out to our employee-owners. At our annual shareholders meeting this past June, leaders across the company responsible for driving these strategies forward provided additional vision, information, and updates; this included an introduction of the "Talent First" concept from Eric Foster, Lauren Nunnally, and Brenda Reimche. In this brief message, we are excited to share a little more about this long-term investment in our most important asset, our people.

STRATEGIC GOAL

LEADERSHIP: *Develop and retain our future leaders*

Trusted partners working together to build the best experience for our people today...

Having a dedicated team focused on creating and sustaining excellence in talent acquisition, recruiting, onboarding, leadership development, training, employee engagement, and talent retention is critical to our success and our future. In order to perform at the highest level in the talent space, while still maintaining Human Resources (HR) operational excellence for our business operations to succeed, Swinerton has committed resources to establish a new Talent Department. Lauren Nunnally has assumed the role of Chief Talent Officer to build and lead this new team with Craft Services also remaining under her leadership. To foster the best environment for all of our employees to thrive, Lauren will partner closely with Brenda Reimche as our Chief Human Resources Officer. Together, our Talent, Craft Services, and HR teams will deliver on all fronts when it comes to our people and the experience they have at Swinerton.

and tomorrow.

There has already been exciting momentum in the past few months since the "Talent First" launch:

- New Strategic Partnership with the College Recruiting Tool, Handshake
- Renewed and Reimagined Strategic partnership with LinkedIn Talent Solutions
- Launch of the National College Recruiting Program *(starting with 15 top-ranked programs)*
- Refresh of Corporate Training Programs for 2020
- Revamped Performance Reviews *(further improvements coming Spring 2020)*



And we know what tomorrow can bring because we have seen thousands.

We now have to build our dedicated Talent team to better serve our current, potential, and future employee owners. So, who's in? Yes, we are looking to the best talent that exists—our own—to fill our two Regional Talent Director roles. These new positions report directly to Lauren Nunnally and will play a critical role in our goal of developing and retaining future leaders. If you feel you might be interested in applying, please reach out directly to Lauren Nunnally for further details. Look for the official open position(s) posting on our website by the end of October 2019.

Peace of mind is in the design.

No matter the need, we have someone to help. Generally speaking, the HR team is your go-to source for admin employee benefits, employee business processes, employment policies, risk management, performance improvement, and compliance *(Craft Services covers these items for craft employees)*. You will turn to the Talent team for talent acquisition *(recruiting)*, employee development, training, engagement, and retention for all employees. As all teams will be working closely together, reach out to anyone and they can get you to the best resource.

Together, let's make "Talent First" as much a part of our culture as Your Family Needs You.

Eric Foster



STARTING: STOPPING

There is an age-old adage, “too many cooks in the kitchen spoils the broth.” We were reminded of this when our highly trained Quality Control team alerted us to what they were seeing too often while inspecting subcontractor’s work. The reoccurring issue was **incorrect and poor-quality subcontractor firestop installations**. As a Fire-Life-Safety (FLS) concern, this is a serious issue that needs to be solved immediately.

To better manage risk and control quality on our projects, Swinerton is rolling out new self-perform firestopping capabilities. As you may remember, past *Swinerton Quarterly* self-perform articles discussed why we start businesses, how we start businesses, and what makes for a viable business opportunity. While Firestopping does not necessarily represent an unmet market segment or present the potential for large fees, self-performing firestopping at our expected level of excellence can substantially mitigate our business risk. We assume unreasonable risk in FLS compliance when we delegate this work to multiple subcontractors on our projects. The “every sub does their own” approach often fails us because if any one of the subcontractors does the work incorrectly, it results in Fire-Life-Safety gaps and rework. If these gaps go undiscovered, we assume substantial additional risk, both to our business and our brand.

“We at Swinerton are entrusted to build schools, hospitals, multi-family residences, office buildings, and other high-occupancy buildings. God forbid, but if a fire were to start, and people’s lives were at risk to evacuate these buildings, proper smoke mitigation installation is one of the key factors. We simply must ensure it is done correctly on all projects.”

—Eric Foster

Monitoring work quality and compliance of multiple subcontractors has proven difficult. Additionally, with subcontractors often preferring to use different firestopping products, incompatible chemistry can leave the assemblies subject to failure. Further, with new “destructive inspection” requirements coming in the future, an inspection failure late in a project lifecycle could require all installations needing to be removed and redone until inspection is passed, causing havoc on a job and a schedule.

But most important doing whatever we can to improve firestopping quality on our projects is the right thing to do. In the Career Blueprint, we define Taking Ownership as, “proactively taking action to make a positive impact regardless of whose responsibility it is does not wait for someone else to act.” This move into Firestopping directly supports our strong Ownership culture—we will not wait for others to fix this. We see an opportunity to positively impact our projects and do our part to ensure the safety of all future occupants of the structures we build.

Our Goal

As a company with an emphasis on ethics and quality for our clients, all of our projects will fully comply with the latest Fire-Life-Safety codes and meet our high standard for work quality.

Our Plan

Swinerton will self-perform firestopping for all trades on every project, acting as a single source of responsibility. We will:

- Hire an expert in firestopping to lead estimating and project management efforts
- Use one manufacturer for all projects in order to manage the supply chain, guarantee support, and reduce the number of assemblies
- Roll out this effort **within** our drywall groups starting in California, moving to the Northwest, and then heading East
- Train our drywall carpenters and quality managers using a customized, advanced firestopping training program administered by partner experts
- Design-build our installation, generating firestopping “shop drawings” for each project

Management

Ryan Nash will lead and manage this effort as we roll out in each office. Ryan has 16 years of firestopping experience with top firestop firms, having held positions from field foreman to President of his own firestop company. As our new resident expert, Ryan will be key to the success of our operation. Please welcome Ryan to the team and feel free to reach out to him with questions and needs.

Partnership

Vetting a firestop manufacturer-partner was a rigorous process that included many Swinerton stakeholders. Multiple manufacturers submitted presentations on product, pricing, training, design, technology, support, and engineering. We looked for a company that had:

- The ability to fully support Swinerton on a **National** level
- Software capabilities compatible with Swinerton VDC technologies
- A complete suite of product offerings that could solve most any condition on our projects
- Support experts located everywhere we do business

Hilti was the manufacturer that was judged the best fit for Swinerton.

Thank you to everyone who helped in setting up this effort for a successful launch this month. As we change the paradigm of how firestopping is managed with good business processes, training, technology, design-build capabilities, and total project control—this will be a profitable business. Self-perform firestopping looks forward to bringing the same **Integrity, Passion, and Excellence** to our projects that we have delivered for over 131 years!



Lauren Nunnally & Jim Watson

INVESTING IN OUR TEAMS: MEP BOOTCAMP & NEW FIRESTOPPING DIVISION

Over the past few years, Swinerton has been tracking metrics to best serve our Quality Department in reducing our claims. The goal of these metrics is to provide transparency and a focused look at what our leading issues are in the field and to attack them head-on. Based on these numbers, we have a myriad of issues regarding mechanical, electrical, plumbing, and fire suppression scopes at various stages of construction.

Throughout this year, the Quality Department has worked with both corporate and divisional leadership to build a program that will help all of us build on our knowledge base to avoid past pitfalls by developing and sharing lessons learned.

With the evolution of these metrics, we launched an MEP Bootcamp in Northern and Southern California. The targeted audience of this quarterly class is field-focused personnel. The bootcamp is an intense week of training the takes place in both the office and field to help attendees better understand code and field installation requirements.

In addition to the MEP Bootcamp, Swinerton has launched a firestopping self-perform as discussed in the adjacent column article. The partnership with Hilti will help support every division as the initiative launches over the next year. This support will include an elevated knowledge for everyone, as well as training on how to properly install and inspect fire-rated systems, as well as how to properly interpret approved UL Systems.

A big thank you to Gary Bright, Taliye Zarraby, Ken Moitoza III, and their team of MEP experts who are helping support our companywide initiatives! If you are interested in these or any other trainings, please reach out to your divisional or operations managers or the regional quality director for more information.



Dennis McCown



THE ART OF COMMUNICATION

Look at almost any workforce survey report on the top things employees (and managers) want, or article on business, and you'll see the same theme. Everyone, at any level of an organization, wants more communication. So, in response to this, managers send more updates, newsletters go out, websites are updated, and team meetings happen. All of which is certainly good...but also makes me wonder why, with all the information coming at us each day, do people continue to ask for more communication?

I think the answer lies in asking another question. What kind of communication are people looking for? So often these days we're in such a hurry that we rush to respond, perhaps just to get it off of our plates and get on to the next thing—without considering if our response actually addressed the issue. We responded with information and now we're done. But have we asked if our response met the need? We may have provided data, but did we stop to consider what motivated the request in the first place? Sometimes it's important to take a deeper look at the **WHY** behind the request. What helps me keep perspective on this is reminding myself that the true purpose of communication is not to just deliver information.

The true purpose and art of communication is to ensure that we've understood what the other person is asking and given them what they need to understand. So really, my communication is not about me—it's about the other person.

You might be thinking, we're all adults and professionals here. Why can't they just figure it out for themselves from what I've given them? After all, it's all in there and they can ask me questions if they need to. That's certainly a valid point—but does it really get you to the endgame of realizing the result you wanted? If the situation were reversed how would you feel about that mindset?

I believe we have two kinds of responsibility when it comes to communicating. First, to do our best to let people know how to best communicate with us, and second, to also do our best to understand what they're asking—what they really need. If someone wants more communication—is it a memo, an update on SwinNet, or maybe it's as simple as a few minutes in person or on the phone really listening to clarify the issue. Seems to me that taking an extra moment to understand what they're really looking for may save a great deal of effort for everyone in the long run. Our Core Values speak of Leadership and Excellence and this should be a part of our internal and external communication as well.

“The most important thing in communication is hearing what isn't said.”

—Peter Drucker

The other side of the coin of course is making sure that we've let people know how to best communicate with us. Have we been clear in our request? Have we told them we appreciate a high-level summary rather than a great deal of detail? Have we acknowledged that they've covered what we need or coached them on what to add? Simple things like this can go a long way toward more effective communication. Sometimes just smoothing the path can ease a great deal of frustration and help position both sides for success.


Brenda Reimche

THREE QUALITIES EVERY LEADER NEEDS AND WHY IT MATTERS FOR BUSINESS

In August, I completed Swinerton's LeaderBuilder training program. Before each session, we were asked to read a book about leadership. Each book contained a different perspective about leadership, but many of the qualities of a leader that the authors described were consistent. Leaders must have an understanding of purpose and the sensibility to personally care about those they lead, consistently, across all conditions. The Dalai Lama expressed these types of leaders as having three characteristics: mindfulness, selflessness, and compassion.

“The roots of all goodness lie in the soil of appreciation for goodness.”

—Dalai Lama

Be mindful. Mindfulness is the act of listening without judgment, not only to others around you, but to yourself as well. The obstacle standing in most people's way of achieving mindfulness is that they don't schedule time for it. As Dr. Michael Gervais, a high-performance psychologist who has worked with the Seattle Seahawks puts it, to be a mindful leader you must budget time to evaluate your thoughts and emotions. This awareness must be on a constant feedback loop. Just as you would train your body and train for your craft, you must also train your mind.

Be selfless. Humans are social animals, yet despite living in a time of unprecedented connectivity through technology, many of us feel lonely, stressed, and anxious because there is a lack of responsibility toward each other. Leaders must always consider others' interests. Once you have a genuine sense of concern for others, you can be honest, truthful, and transparent in your conduct.

Be compassionate. In the Dalai Lama's *Harvard Business Review* article “Why Leaders Should be Mindful, Selfless, and Compassionate,” he explains that in Buddhist tradition there are three styles of compassionate leadership: the trailblazer, who leads from the front, takes risks, and sets an example; the ferryman, who accompanies those in his care and shapes the ups and downs of the crossing; and the shepherd, who sees every one of his flock into safety before himself. What each of these leaders have in common is an all-encompassing concern for the welfare of those they lead.

Leaders have a strong impact on people's lives and on how the world develops. For many years this responsibility was primarily focused on profitability and return to shareholders. As we enter a new age, we're seeing leaders of companies shift the focus from turning a profit to committing to their people, communities, and planet. This year, The Business Roundtable, representing 181 of the country's most powerful CEOs released a statement redefining the “purpose of a corporation,” which includes giving employees important benefits and using more sustainable practices.

As an employee-owned company, Swinerton's employees always come first. Swinerton recognizes that the financial stability and welfare of its people and communities directly affects the financial stability and resilience of the company. As we look ahead to 2020, we will continue to find ways in which we can support our people and partner with others who share our beliefs.


Rachael Guerrero



SWINERTON'S NEXT GENERATION OF TECHNOLOGY INFRASTRUCTURE

Creating flexibility, scalability, and resilience through cloud computing

In the long arc of Swinerton's technological journey, there have been many milestones: the adoption of mainframe computing in the late 1980s; the deployment of personal computers in the mid-1990s; the modernization of our computer network in 2006; and the migration of our data center to a co-location facility in 2011. Another major milestone is upon us as we migrate our enterprise applications and services to cloud hosting providers such as Microsoft Azure and Amazon Web Services. As our industry becomes increasingly digital in nature, new capabilities and opportunities are created at a pace unlike ever before. Migrating to the cloud gives us a solid foundation upon which we will confidently transform into the next generation of builders.

Swinerton's cloud migration not only releases us from the burden of maintaining our own infrastructure (the servers, switches, routers, storage devices, firewalls, etc.), but more importantly provides us: on-demand flexibility to launch new services and support new applications; the ability to scale our technology resources up and down in near-real-time; and the peace of mind that comes with being hosted by dozens of data centers across the U.S. that are supported by thousands of engineers around the world. In short, we will be able to focus more on directly serving Swinerton's mission to be a trusted, diversified, and innovative company and less on building, maintaining, and ensuring the availability of our technology infrastructure.

Migrating to the cloud also gives Swinerton's Business Technology group (BTech) the opportunity to improve the availability and performance of the tools our employee-owners use every day, and to better report to business leaders on the total cost of ownership of each business application. We are rethinking how we deliver cyber security, monitor and troubleshoot applications, provide regular patches and upgrades, capture and report application costs, and more. We expect that every employee will benefit from an increased level of service for their business applications.

This journey is a difficult one. With dozens of services to migrate, from document storage to estimating solutions, there are hundreds of discreet decisions to be made and many new tools to learn. We have already begun pilot projects to ensure our cloud-based solutions meet the performance demands of our employees and to build detailed migration plans for each of our on-premise services. BTech will be focused on making this cloud migration as seamless as possible for our employee-owners over the next several months, targeting completion in April 2020. We look forward to partnering with each customer, stakeholder, and vendor as we take advantage of the future.

Jon Brandon
Jon Marks & Brandon Marrott



SWINERTON INFORMATION SECURITY PROGRAM

Defenses as solid as our buildings

The newly formalized Swinerton Information Security Program (InfoSec) launched with a mandate issued by Swinerton executive leadership acknowledging that Swinerton is charged with protecting critical information and information systems assets—whether belonging to Swinerton or held in trust on behalf of its clients, business partners, or employees. Its scope establishes an information risk management program governed by the principles of confidentiality, integrity, availability, and safety in context of meeting our corporate goals, protecting our financial assets, and ensuring Swinerton's good reputation.

Swinerton's InfoSec Program calls for the creation of a Chief Information Security Officer (CISO) who is responsible for program development and implementation, and the establishment of a governing body—the Information Security Steering Committee—consisting of a cross-section of leaders from around the company. The InfoSec Program drives our on-going cyber security staff education, our continuous refinement of end-user cyber security tools, and our infrastructure fortification acquisitions. The program will adopt the latest security industry approaches to mitigate risks common to today's businesses and specific to the construction industry. By incorporating public information with in-house tools and telemetry data, the program develops a global view of the risks we face. Utilizing a risk-based management approach, the team can effectively prioritize resources and respond quickly to events.

As cyber security threats have evolved, so have Swinerton's efforts to ensure Swinerton's InfoSec Program is as solid as our buildings. This year is ending with the following in place: Multi-factor authentication, anti-phishing tools, Cyber Security Awareness Training Program, and an increased patch cycle cadence. In 2020, look for a Business Continuity Program, Cloud Security Program, and Data Classification & Loss Prevention Program. Risk mitigation can never begin too early and at Swinerton, cyber vigilance never ends.

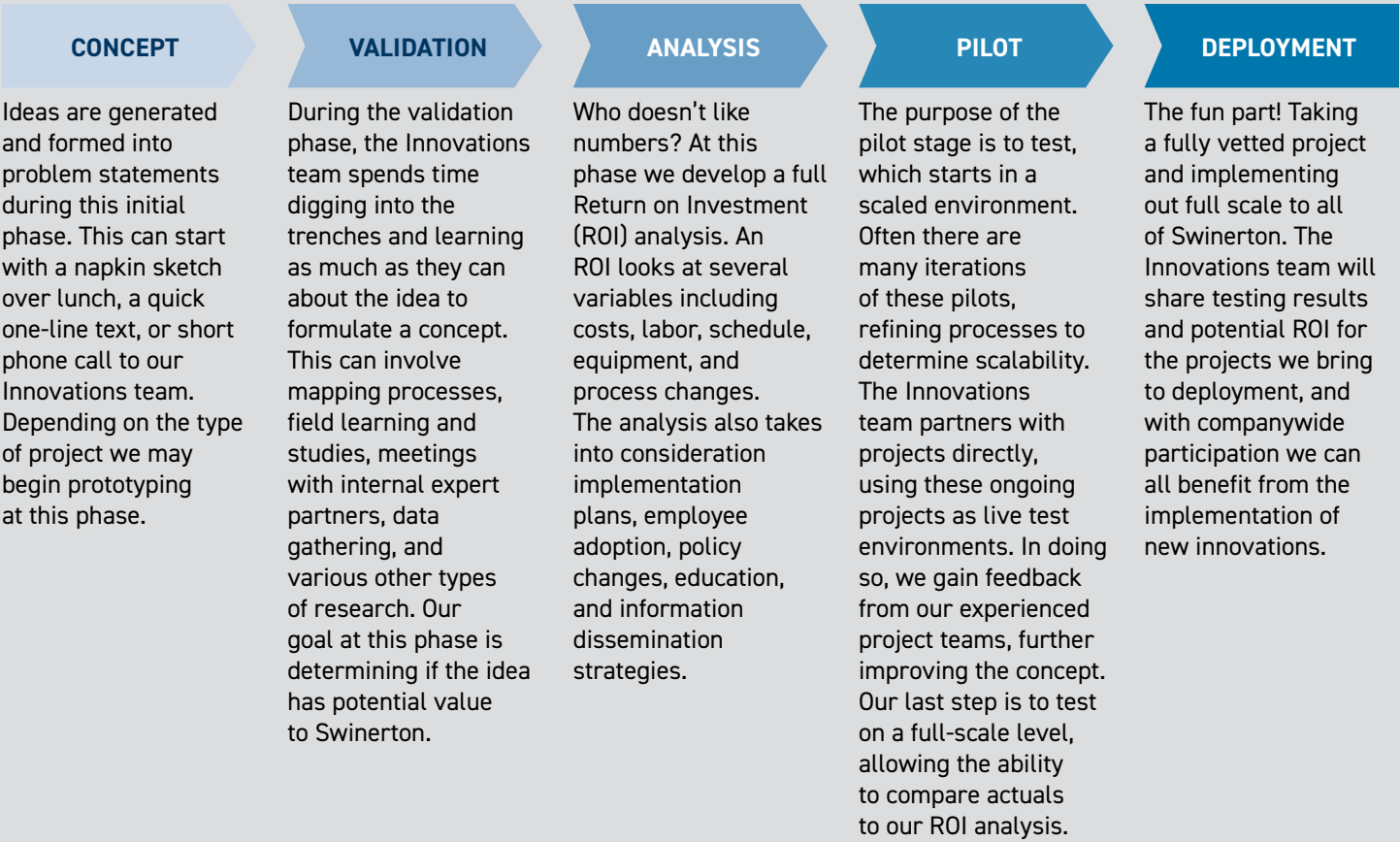
Jack
Jack Dettis

SWINNOVATIONS

Innovations can be defined as a new idea, method, device or thought—at its core something new. As Swinerton continues to evolve and thrive, the need for innovative processes, methods, tools, applications, technologies, and thought models continues to rise through the increasingly competitive landscape of the industry. The Swinerton Innovations team is tasked with helping our employees develop their ideas, forming them into actionable and scalable tests with profitable growth returns. We take on this task knowing that 90% of innovations projects fail, but with excitement for the 10% that will succeed.

What exactly does the Innovations team at Swinerton do? We partner with our internal divisions, external startups, vendors, and tech companies to test solutions to age old problems. We are often asked, “What is the process of innovations?” Like a construction project, each innovation project is unique, with its own shifting needs from the team. However, the basic stages of the process remain the same, very similar to the stages of a new building, from initial idea to full construction. The graphic below shows each stage, from an idea written on a napkin to rigorous testing, analysis, and iterations—with the potential of company-wide deployment when successful. Gone are the days of working in a silo to try and solve a problem! We gather minds together and who knows? You may have the one idea that shifts our entire industry in 5, 10, or 20 years.

Let’s take a short tour of what each of these stages entails:



The Innovations team is always open to hearing ideas from any level of employee: executives, project engineers, administrators, and trade folks to name a few. We are also open to connecting with external partners, such as vendors, startups, material suppliers, software developers, and the like. Eric Law and Tristen Magallanes are open to your ideas, even if that means sending a photo of your napkin lunchtime drawings!



Tristen Magallanes



OPEN ENROLLMENT IS HERE!

Log in to Workday and make your choices between October 23 – November 6

To learn more about the benefits available to you visit: swinerton.benefithub.com



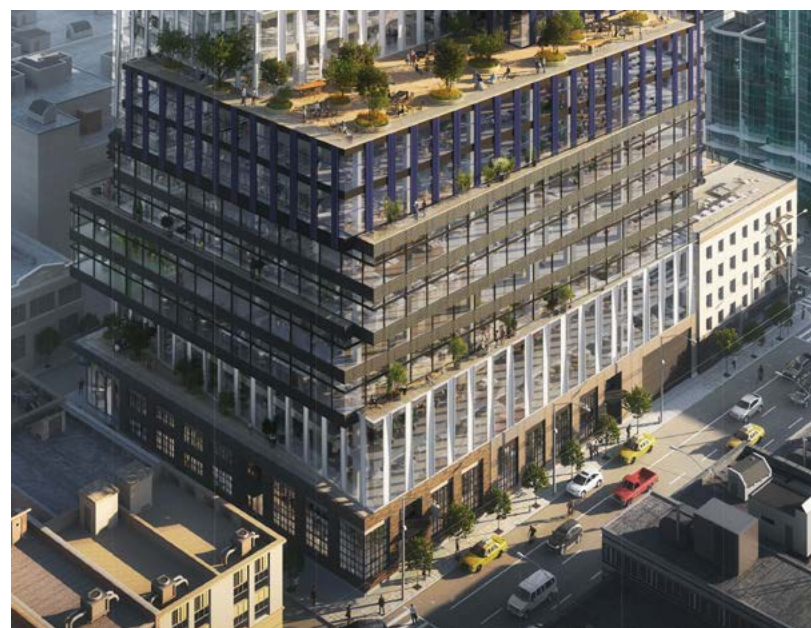
THE BIG DIG AT 415 NATOMA

By Gideon Baum

Construction has commenced on the 415 Natoma project, also known as 5M-H1. This 25-story, 750,000-square-foot core and shell structural steel office high-rise is beginning shoring and mass excavation for the two basement parking levels. The 10-story podium features eight terraces with 15,000-square-feet of open space on the 10th floor. The structure then steps in before topping off at 380 feet with a 9,000-square-foot terrace overlooking the San Francisco skyline. A floor-to-floor height of nearly 15 feet will make this a one-of-a-kind office building in San Francisco. The expected completion date is August 2021.

The 5M Development, located between Mission and Howard at Fifth Street, includes three new buildings and a large landscaped open space. In addition to H1 there is M2, a 20-story apartment building, and the planned 30-story N1 condo project. The development, financed by Brookfield Properties, will do a great deal to revitalize the neighborhood and create a new mixed-use anchor in this part of the city.

The project is currently fine-tuning structural steel and curtain wall design while running full-bore through MEP coordination. Swinerton will self-perform the drywall scope—640,000 square feet of leasable office space—a great opportunity for our Special Projects group. Protecting an existing, occupied historical structure on site (five stories over a basement) and coordinating logistics with the parallel construction of the M2 Building has certainly kept the team on its toes. We are excited and motivated to hit the milestone of 'BOE' at the end of the year.



PINOLE VALLEY HIGH SCHOOL CELEBRATES GRAND OPENING

By Elizabeth Bornstein & Lillian Martin

Pinole Valley High School (PVHS) students spent the last five years in temporary classrooms just across the football field from their brand new school. With construction now complete, PVHS held a Grand Opening event featuring the new 263,000-square-foot campus in August.

At the celebration, guests were entertained by Yee's Martial Arts Academy performing a traditional lion dance, and the school's drumline performed as well. Principal Kibby Kleiman shared some inspirational words and then, in the spirit of the school's mascot, the principal ceremoniously cut the ribbon with a sword like a true Spartan.

The new campus replaces the original campus opened in 1967. Swinerton Management & Consulting's (SMC) role at PVHS included move management, furniture installation coordination, A/V System bid and installation, and many other tasks associated with the move in and setup of a new school.

As many as 1,600 students started the 2019–2020 school year at PVHS's new campus, where there's a 600-seat, state-of-the-art theater, a massive gymnasium, and 42 high-tech classrooms as well as a colorful quad and amphitheater area. The estimated construction cost was \$216 million.

CHANCE FOR GREATNESS ON NEW PARKING STRUCTURE

By Elizabeth Peters & Matt Rivera

Swinerton San Diego is progressing nicely on the Chancellor Parking Structure project, a new 170-stall, three-level parking structure expansion directly connected to an existing occupied parking garage. The new parking structure will fill the pressing need for additional parking to serve a bustling MOB complex owned by Anchor Health Properties. Swinerton's preconstruction team has been involved in the project since December 2017; construction is on schedule to complete in January 2020.

The team has been challenged by tight site conditions, bordered by occupied parking lots and only one material access point. Swinerton made the early logistics decision to construct the long, narrow structure in two halves and Swinerton's self-perform concrete group has been working aggressively to hit the project's schedule demands. Swinerton is self-performing nearly 40% of the work between concrete and doors/frames/hardware.

The team is incredibly proud of the "One Team" culture between Swinerton, our self-perform groups, Anchor Health, and the design team.





MARKET SPOTLIGHT PARKING STRUCTURES



LAX ITF-WEST PARKING STRUCTURE CELEBRATES GROUNDBREAKING

By Mark Rafferty & Ryan Feinberg

On July 12, Swinerton celebrated the groundbreaking of the LAX ITF West Parking Structure & Mobility Hub project. The four-story structure will provide much-needed parking for the fourth busiest airport in the world, adding approximately 4,500 stalls by 2021. Swinerton and our design-build partners, Watry and Gensler, were joined by airport officials and local politicians.

Airport officials included: Sean Burton, President, Board of Airport Commissioners (BOAC); Valeria Velasco, Vice President, BOAC; Gabriel Eshaghian, Commissioner, BOAC; and Deborah Flint, Chief Executive Officer, Los Angeles World Airports (LAWA). Local politicians included Los Angeles Mayor Eric Garcetti, Councilmember Mike Bonin, and Councilmember Joe Buscaino. Swinerton's Executive Dave Callis joined them in the ceremonial shoveling of the first dirt.

The team will be busy during the next several months. Site clearing and grading operations are underway, which will soon be followed by dry wells and storm water retention under the building pad. In November, we will complete our plan check and will be on track to receive our building permit. We will also begin our footing excavation and concrete in November.

As evidenced at the groundbreaking, our project team is very proud of our partnering efforts. Due to preconstruction efforts, we have established a strong trust in our relationship with LAWA Management. Not only do we have a great relationship with their executives, but we have successfully interfaced with several adjacent LAWA projects. These interfaces include: The Automated People Mover, Roadway & Utilities Enabling, and the relocation of the Avis Rental Car Facility.



100-YEAR-OLD HISTORIC BUILDING

By Ryan Feinberg & Mark Rafferty

In July, Swinerton San Diego wrapped up work on the Hotel Del Coronado Laundry Building. A \$2.2 million project, it is designated as a Historical Building per 2016 California Historical Building Code.

The Laundry Building was originally built in 1918 and is in the industrial area of the Hotel Del Coronado campus. The original use of the 7,500-square-foot building was for all hotel laundry operations. The scope of work consisted of structurally retrofitting the existing unreinforced brick structure and renovating the interior space into temporary office space. It now has an open layout visible with new structural steel incorporated with the existing steel laundry rack. The team self-performed concrete, drywall, and doors/frames/hardware.

Salvaged materials were incorporated in the design to maintain the historical fabric of the building. All existing wood windows were removed, restored, or rebuilt to the period's correct standards. All repaired windows include new or existing restoration glass with a waviness that expresses the history of antique window glass. The existing brick structure was repaired, painted, cleaned, and exposed, while the original wood flooring was also restored, giving the interior a vintage industrial look. In addition, a new roof and new MEP systems were installed. The building now serves as temporary office space to allow for the renovation of adjacent existing buildings.

The team's biggest challenge to overcome was the complexity involved in retrofitting and renovating a fragile historical building—all while maintaining its historical character. Demolition, salvage, and abatement was a slow, steady process that required careful attention. The team is proud of their work and looks forward to more projects at the Historic Hotel Del Coronado.



ONE AFFORDABLE HOUSING PROJECT, TWO BUILDINGS

By Dolores Aguirre

As the 1950 Mission team enters the eighth month of construction, we are topping out on the Wiese building which consists of mixed-use space on level 1, affordable apartments on levels 2–5, and a garden and barbeque on the roof. The team powered through to concurrently place all conduits and plumbing under the Mission building; grade beams; and place all rock to meet the slab-on-grade concrete pour date. The Mission building shear walls and exterior formwork walls have started and are quickly shooting up to the ninth floor. Exterior framing has begun, which consists of random baton panels, lively tiles, metal panels, and plaster. MEPF coordination has since been completed for all floors on both buildings. The exterior mock-up will be water tested soon, and the interior mock-up is close to being approved.



RAMMING SPEED AT WRIGHT SOLAR!

By David Li & Victor Meraz

Swinerton Renewable Energy is taking on another endeavor by self-performing horizontal directional drilling. The installation of a bore pipe enables Swinerton to cross under existing utilities and traffic roads with minimal impact. Traditional crossings require open trench or excavation with engineered shoring protection measures, and in most cases road closures, which can lead to work performed during weekends or graveyard shifts.

At Wright Solar, we have installed 5,800 feet of pipe and completed seven different crossings under water lines and gas pipe lines. With the use of our digital bore tracking system, our team is able to provide accurate as-built profiles of each bore. This is a big notch on our belt to be cleaner, safer, and more cost efficient.

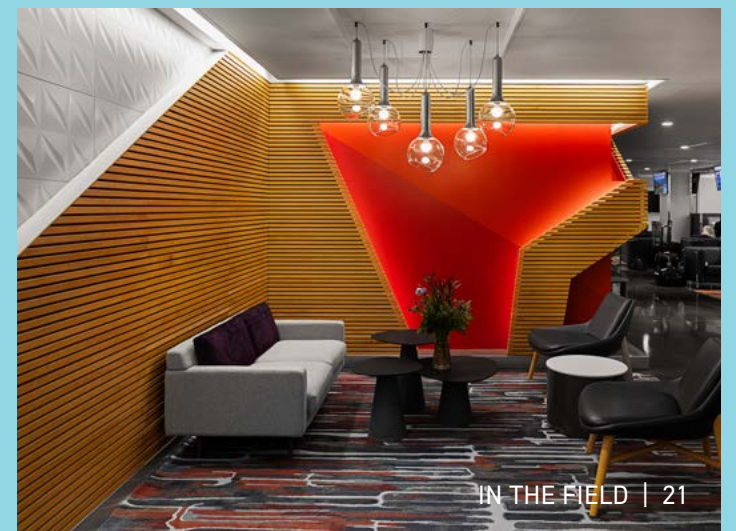


MARKET SPOTLIGHT AVIATION

SOUTHEAST SOARS WITH DELTA

The Southeast team has successfully finished their third job with Delta Air Lines in the Hartsfield-Jackson Atlanta International Airport! The project was a full demolition of an existing 23,500-square-foot flight attendant lounge. The space was fully revamped to better support the in-flight team with a sleep room, quiet lounge, state-of-the-art bathroom facilities, social hub, and open concept work stations. Although this renovation proved to be a challenging project, the project team was able to turn over the project on time for the grand opening!

We are proud of Project Manager Parker Schoening and Senior Project Engineer Rachel Kurth for giving their all to complete this project! Thanks to their dedication, the Southeast is one step closer to becoming Delta's preferred builder.



SAN DIEGO TAKES OVER AS CONSTRUCTION MANAGER ON DIFFICULT PROJECT

By Kara Swafford & Mark Rafferty

This October, Swinerton San Diego looks forward to completing services on the 625 Broadway project. In February, they were brought on board as the Construction Manager to oversee the project to completion. Swinerton’s contract is worth roughly \$2.5 million of the \$35 million project. Working for Westbrook Properties for the first time, the team hopes their success on this project will lead to additional work with this client soon.

Work is taking place in a 14-story historic building built in 1928. The 195,000-square-foot office building is being converted into 231 apartment units ranging from studios to two-bedroom units. Amenities include a full gym, yoga studio, green relaxation room, and a lounge with a kitchen, wine fridge, and kegerator. Unit features include exposed brick, original wood windows, and a significant number of exposed features. The top two floors all have mezzanines, with the top level offering limited units with balcony access. Many provide beautiful views of the Coronado Bridge, San Diego Bay, and downtown San Diego.

The project originally began three years ago in August 2016. However, the original contractor was removed from the project and subsequently declared bankruptcy, forcing the owner to take over all of the subcontracts. Swinerton took over the day-to-day role in February and has since been rectifying the extensive amount of change orders and billings and will continue to do so until project completion. When Swinerton arrived in February, there were approximately 35 total workers on site. They have been able to get that count north of 150 the majority of the time.

The biggest challenge thus far is getting permanent utilities into the building. Despite the project being in progress for three years, none of the utilities had been connected. As such, they are unable to commission the building and get TCO. In addition to TCO type items, there were many scope gaps and FF&E items that hadn’t even been purchased. A lot of effort was put into simply figuring out what was needed to complete the project.

They are now in the final steps of getting power, water, and gas connected to the building. In just six months the team has been able to take a project that didn’t have a single unit finished to having 90% of the building completed by mid-September! It has really come a long way, thanks to all the hard work of our team.

Special thanks go out to Superintendent John Budge, Assistant Superintendents Tito Ortega and Arnulfo Espinoza, Project Manager Kara Swafford, and Senior Project Engineer Tyler Toubeau. Our craft team members should also be recognized for their great effort, including the OCLA demolition crew!



SWINERTON ACCELERATES DALLAS-FORT WORTH METROPLEX EXPANSION WITH NEW DOWNTOWN ADDRESS

In August, Swinerton officially announced the launch of our second Texas location—in Dallas! Stacy Rudd, AIA, will lead the Swinerton Dallas team. His construction experience includes 26 years of building a variety of projects, including corporate interiors, healthcare, and hospitality facilities.

“This downtown office in Dallas complements our Austin office, further strengthening our service capabilities to existing and new clients alike,” Rudd said. “Many of our Fortune 500 clients have locations in Dallas, and one of Swinerton’s strategic goals is to build wherever our clients are. The positive business climate that exists in Dallas, as well as low unemployment rates and a highly educated workforce, all combine to make Dallas an attractive location for Swinerton.”

Swinerton’s history in Texas, including projects in Houston, San Antonio, Austin, and Dallas, dates back 25 years. Swinerton recently completed renovations to the common areas of the Sheraton Dallas Hotel, including the main entrance and lobby, registration area, dining areas, meeting spaces, and banquet rooms.

Notable projects during the last three decades include renovations to The Hobby Center for Performing Arts, George Bush Intercontinental Airport, and Johnson Space Center; construction of the Westin La Cantera Hotel and more than a dozen renovations at the USAA campus; Chevron’s Midland campus; the Monarch luxury apartments, Four Seasons Residences tower, and nearly three million square feet of innovative commercial interiors for local and national tech clients.



MODOC MEDICAL CENTER REPLACEMENT HOSPITAL

What takes two years to design and permit through OSHPD, and exactly half the time to build? A new \$38 million replacement hospital in rural Alturas, CA! This design-build project is being led by Project Executive Henry Meier in partnership with NMR Architects and Engineers out of Redding, CA. From the beginning there were three very different permitting processes:

- Building 100: 28,000-square-foot OSHPD-1 Hospital
- Building 200: 10,000-square-foot OSHPD-3 Out-Patient Clinic
- Building 300: 8,000-square-foot Support Services Facility for the City of Alturas

The location of the project is providing some unique challenges atypical to construction in the Bay Area, as Alturas average lows are below freezing 208 days out of the year. Alturas is also three hours away from the nearest construction supply store. Despite these challenges, construction remains on schedule through the efforts of a very dedicated and committed field team who are driving to get the buildings dried in before winter arrives. At any point during September and October the team could begin seeing rain and snow. The team is tracking a substantial completion date of June 2020. One advantage of the jobsite location is there are geothermal lines that will supply a temp heat and primary heat source for the campus once completed, unique for OSHPD.

Huge thanks to Swinerton’s self-perform concrete team for mobilizing in freezing temperatures to start footing excavations and installation of the perimeter fence. The team faced many challenges during placement of concrete that were successfully conquered.



SAN FRANCISCO REC & PARK SELECTS SMC AGAIN

By Dennis Wong & Lillian Martin

The San Francisco Recreation and Park Capital Program (Rec and Park) has modernized city parks and recreational facilities through a series of bond measures including the 2008 Clean and Safe Neighborhood Park Bond for \$185 million and 2012 Clean and Safe Neighborhood Parks Bond for \$195 million. The planned 2019 Bond issuance is expected to be \$225 million. Swinerton Management & Consulting (SMC) has provided On-Call Construction Support Services for both bond programs with Project Executive Dennis Wong managing this on-call effort for the past 11 years.

Rec and Park will be placing its third bond measure on the November 2019 ballot, which aims to improve parks for another decade. Based on public support for the previous bond measures, the department issued an RFP in March for enhanced preconstruction and construction phase services, including construction management and testing. SMC is one of four firms selected to provide services for both the 2012 and 2019 bonds.

SMC has been awarded with their first contract under the 2019 Parks Bond—cost estimating for Juri Commons Park. SMC looks forward to proposing our services for possible upcoming projects, including highly anticipated core projects like the rebuilding of India Basin, renovation of Portsmouth Square, updating the Gene Friend Rec Center, modernizing Kezar Pavilion, and improving the Japantown Peace Plaza.

SMC has previously provided cost estimating, claims analysis, project baseline, and monthly schedule update reviews as well as constructability reviews. SMC is supported by LBE consultants and the Swinerton Project Controls group headed by Michael Murphy.

Congratulations to Project Executive Dennis Wong and Vice President, Business Development Myrna Wagner on securing this win!





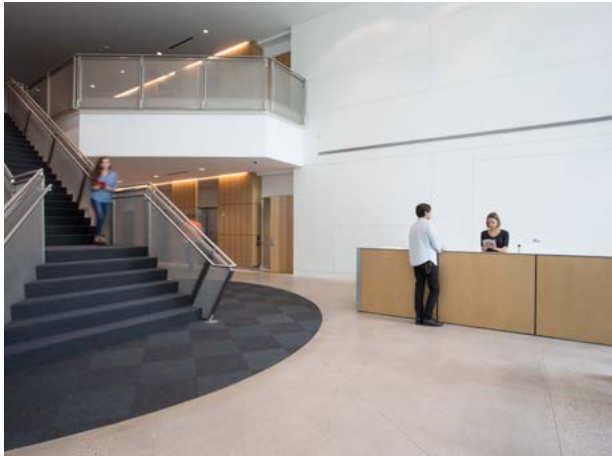
SWINERTON AUSTIN PARTNERS WITH TECH GIANT TO HELP GROW THEIR 2ND LARGEST CAMPUS

This summer, the Austin team completed the newest office expansion for an industry-leading tech giant who continues to grow rapidly in Central Texas. Located in the Riata Trace corporate campus in North Austin, the three-story, 100,000-square-foot remodel included two weeks of demolition with crews working both day and night shifts, followed by a 17-week construction period.

The interior retrofit included the remodel of the two-story lobby, restrooms, elevator cabs, open-office workspace, break rooms, training rooms, and mothers rooms on all three levels. The existing data center space and IDF rooms on all levels received upgraded cabling infrastructure and finishes.

With an aggressive construction schedule, the project team successfully managed the material procurement and installation to deliver the project a full month in advance of the client's first day of business, and under the GMP budget. The success of this project and the relationship developed with the client's construction manager has led to further project opportunities in Austin and across the country with other Swinerton teams. This project is special for us as it also marked our first endeavor into self-perform drywall and specialties.

Congratulations to the project team that made this project a huge success: Project Manager Mark Chadroff, Superintendent Roland Acuna, Project Engineer Taylor Warren, Estimator Gilbert Ceballos, Self-Perform Manager Jerry Garcia, Craft Labor Foreman Luis Fraile, Craft Labor Salvador "Chava" Montes, and Account Executive Chris Chany.



NEW HIGHER EDUCATION CLIENT

By Rick Bottrell

The OCLA Division has reached a major milestone at California Baptist University (CBU). TCO was obtained in time for summer graduation ceremonies, which were held on August 22. Not only that, but the owner has taken beneficial occupancy of the new East Parking Structure and surrounding sitework.

TCO on the new Athletic Performance Center followed in September due to a sizable change in scope initiated by the owner's stakeholders. The team achieved final completion the end of September, including completion of change-related scope and punchlist corrections. Swinerton also delivered the second-floor mezzanine of the Recreation Center on August 7, which the owner has since been utilizing for cycling and Muy Thai workouts. The recreation center remodel was completed and turned over, including new laundry room revisions.

Although the contract between Swinerton and CBU includes a final completion date for all components combined, the team has succeeded in completing and delivering components separately, which has greatly benefited the owner's requests for occupying certain areas earlier. This is the result of a truly collaborative team effort, including the involvement of several designers of record, subcontractors, and stakeholders. The differing components have resulted in essentially four distinct projects: East Parking Structure, Athletic Performance Center, Recreation Center remodel, and Parking Lot 9 sitework. In addition, some of the final approvals were tied to completion of work by another contractor related to paths of travel and vehicular access to the East Parking Structure and Lot 9.

With final completion Swinerton added a 1,453-stall, 478,000-square-foot parking structure, an additional 24,000-square-foot Athletic Performance Center that connects to the existing Recreation Center, and Parking Lot 9 and sitework.

Upon delivery of the parking structure component, Steve Smith, Director of Facilities & Planning at CBU, issued an email to the team indicating that, "Both teams have performed well. I really do appreciate the hard work." This is Swinerton's first endeavor with CBU. The team's driving force is to create a long-term partnership with the staff and University that will yield future contracts.



MARKET SPOTLIGHT OFFICE

CELEBRATION FOR COUNTY OF ORANGE BUILDING 16

By Casey Garrison

The ribbon has been cut! Thanks to the hard work and dedication of the Swinerton team and our subcontractor partners, on August 28 the official ceremony was held in front of a crowd. In attendance were elected officials including Chairwoman Lisa A. Bartlett, Vice Chair Michelle Steel, Supervisor Andrew Do, Supervisor Donald P. Wagner, and Supervisor Doug Chaffee.



The new six-story building features 250,000 square feet of office space along with a 240-person conference and event center. The entire building sits atop a two-story, 150,000-square-foot underground parking structure with 350 stalls. The opening of Building 16 marked an important day for the County of Orange staff and public, as it now has a one-stop-shop for the County clerk-recorder, public works, and treasurer-tax collector.

County of Orange employees witnessed firsthand the incredible drive of Swinerton and our subcontractors who worked side-by-side, day and night to finish countertops, wood paneling, painting, and final cleanup. Griffin | Swinerton was proud to accomplish our ambitious goal of finishing five months early!



PRECONSTRUCTION STARTS ON HOSPITAL SEISMIC RETROFIT
By Mark Rafferty & Jon Windholz

In October, Swinerton's Southern California Healthcare group began preconstruction services on the Sharp Healthcare Coronado SPC-4D project. A design-build project with trusted partner Cuningham Group, the \$27 million job expects to wrap in October 2022.

The project has several phases. Four buildings on the Sharp Coronado campus will be seismically reinforced to achieve SPC-4D reclassification, along with upgrading all utilities to NPC-4. A remodel will be performed on the fourth floor of the existing four-story bed tower from an overflow Med-Surg floor to a six-bed Intensive Care Unit. An expansion will be performed on the Emergency Department into the existing six-bed Intensive Care Unit located on the first floor of the existing hospital. Lastly, the Sub-Acute Care II Building will be reclassified from Acute Care to Skilled Nursing.

Preconstruction services, design, and permitting will occur over the next 12 months, with a subsequent construction schedule of approximately 24 months. Preconstruction services include target value design estimating; scheduling, phasing, and logistics; infection control planning; and constructability and design-assistance. Numerous self-perform teams are aiding in the design-build process, including structural concrete, doors/frames/hardware; framing and drywall, ACT ceilings, and specialties.

Working in an occupied hospital presents numerous challenges. The first and foremost is maintaining the highest level of patient safety during construction. The second main challenge is minimizing disruption to hospital operations and revenue streams. Last, but certainly not least, they must successfully complete the project in accordance with stringent OSHPD regulations and do so on time and under budget.

The Swinerton team is excited to start this challenging project for a longstanding business partner and repeat client, Sharp Healthcare.



CONSTRUCTION STARTS AT SHARP CORONADO
By Richard Slater & Mark Rafferty

In June, Swinerton started construction on the Sharp Coronado Sub-Acute Care II project. Another design-build job with Cuningham Group, it is another key win in a long line of projects with Sharp Healthcare. A fast-paced job, work expects to wrap up in March 2020.

The \$2.6 million project, it is located in a single-story Type V building. The building was built in 1956 and can accommodate up to 32 patients. The scope of the project is to “refresh” the building. New finishes are slated throughout the building, including: flooring, wall protection, handrails, paint, cabinetry and wardrobes in patient rooms, all new lighting, windows, ceiling tile, and restroom fixtures. The project is also receiving new mechanical equipment, additional Med-Gas outlets, and one new electrical panel to carry the load of new exhaust fans.

After opening up walls and ceilings, the team encountered unforeseen conditions in the MEP systems that have not been maintained since 1956. Following the discovery, Sharp has authorized added scope, including all new duct work; repairs to drains and traps in the restrooms, additional water hammers, and the removal and replacement of piping insulation. The change order that has impacted the project the most is electrical; Sharp elected to replace two original panels which triggers the replacement of all new circuits throughout.

Our biggest challenge has been numerous owner changes early in the project, which are a direct result of the age of the building. It is difficult to keep the momentum of subcontractors when the scope is continually changing. Thanks to Sharp's quick action, we have been able to obtain fast approvals and keep the work moving while minimizing the impact to the overall schedule.

We are very proud of our entire team. Our self-perform crews have accommodated our ever-changing scope and added work. Our subcontractors have provided qualified team members with the knowledge to resolve the existing conditions discovered beyond their scope. Not only that, but our design-build partner Cuningham Group has worked closely with us to provide the information needed in a timely manner. We are also proud of continuing to build our relationship with Sharp.

SRE GOVERNMENT RELATIONS UPDATE
By Jessica Lawrence-Vaca

Summer of 2019 has been a busy one in Washington, D.C. for solar and renewables. On Thursday, July 25, right before the August recess, the House and Senate introduced legislation that would provide a Five-Year Extension of the Solar Investment Tax Credit. Senator Catherine Cortez Masto (D-NV) and Representatives Mike Thompson (D-CA), Paul Cook (R-CA), and Brian Fitzpatrick (R-PA) introduced companion bills (identical bills in both chambers) with a five-year 30% extension of Section 48 and Section 25D of the Solar Investment Tax Credits (ITC).

Members of the Solar Energy Industries Association, including Swinerton, have spent the better part of the summer meeting with staff for key members of the House Ways and Means Committee to encourage them to support the inclusion of the ITC for solar and storage in any energy tax package that might move through the House this fall.

The House Ways and Means Committee recently announced that it would likely start negotiations in the coming weeks on a clean energy tax package that would focus on extending and expanding tax credits. The clean energy package could form part of the basis for broader ongoing negotiations between Democrats and Republicans over extending certain expiring or already-expired industry-specific tax breaks, which include the alternative energy tax breaks. The solar energy industry has pushed for the extension of the solar investment tax credit, which begins phasing out at the end of 2019. The current law provides a 30% tax credit for both residential and commercial solar systems. Multiple renewable groups also want an expansion of the investment tax credit to more fully realize benefits for energy storage.

As for the chances of an ITC extension moving this year, there are many factors to consider. A hearing and mark-up of the clean energy tax provisions in the Ways and Means Committee would be beneficial for the movement of an ITC extension, however chances are pretty much zero that a clean energy bill would move without being part of a larger package.

However, Republicans are still looking for a tax fix to their 2017 tax cuts and the Democrats view an energy tax extenders package as a negotiating tool. So this is something that could see light towards the end of the year in a grand bargain as part of a “must pass” spending package to fund the government. The House and Senate are already discussing terms of a continuing resolution or “CR” that would fund the government after the end of the fiscal year on September 30th until Thanksgiving, allowing both chambers more time to negotiate details of the annual spending bills. Neither Republicans or Democrats want to give the other side a perceived “win” on taxes, but the annual spending bills are the only vehicle which leaves potential for an ITC extension to be included in an end of the year “grand bargain.”

Chances for an ITC extension this year remain low. However with next year being an election year, it’s unlikely that much will get done legislatively. This is why SEIA, SRE, and so many companies are driving hard towards this 2019 end-of-the-year push.



SRE OVERCOMING CHALLENGES THAT CROP UP IN CONNECTICUT
By Nancy Woods & Mark Rafferty

In late April, Swinerton Renewable Energy (SRE) started work on the Tobacco Valley solar project in Simsbury, CT. Working for trusted repeat client D.E. Shaw, the project is set on a former tobacco farm spanning 134 acres. Totalling \$47.5 million, construction on the 26.4 MW AC/49.5 MW DC project expects to wrap up in November 2019. Following construction, SOLV® has a five-year contract for O&M services.

The project team is working through complex civil requirements. The Connecticut Department of Energy, Environmental Protection (CTDEEP) requirements are very elaborate. For example, they are not allowed any export of soil from the site. There are 24 sediment basins on the project—this requires a lot of earth moving. One of the basins alone is 25 acres and another is 20 acres.

The team needed to remove 12 inches of topsoil over about 80% of the site. This is followed by stockpile, grading and basin work, seed, and installation of the foundations for the racking system. On the existing substation, SRE’s high voltage team will tie into it with a 200-foot bore down a 90-foot, 60% grade. A connection will then be made from the PV switch yard to the substation.

To overcome these challenges, the team has been building as areas are completed with civil work. They then must ensure approval by the SWPPP inspector to confirm compliance with CTDEEP requirements.

Many thanks to the project team for overcoming these complex challenges that arise every day.

HISTORICAL NOTE
Dr. Martin Luther King, Jr. worked in the tobacco fields of Simsbury in 1944 and 1947 at the age of 15 and 18. Originally from Atlanta, his freedom in the non-segregated region left a lasting impact on him. In his autobiography, he credits his time spent in Simsbury as pivotal in laying the groundwork for his later civil rights work.



CAL STATE LONG BEACH OPENS STUDENT SUCCESS CENTER

By Maria Blair & Mark Rafferty

In March, Cal State Long Beach held a grand opening ceremony for Swinerton OCLA's Student Success Center. A \$35 million project, the 81,600-square-foot renovation greatly improves the faculty's ability to provide students with a wide range of services. The building houses departmental programs like Disabled Student Services, Undergraduate Advising, and Writing Labs that assist students in earning their degrees. The basement also features new state-of-the-art science labs.

Originally known as Peterson Hall 2, the former science building was designed and built in 1959. Over the last 60 years, a revolution in science, technology, and building standards greatly diminished its education value. The most impressive part of the project are the open-space science teaching laboratories. Connected by a central corridor, they include several different technical laboratory spaces including anatomy, forensics, and acute care simulation labs.

Strict ventilation standards, health and safety requirements, and constant research activities cause the lab to use significantly more water and energy per square foot than a typical office building. These intensive energy requirements prompted energy efficiency as a fundamental goal for this building. Our team focused on delivering an extremely efficient building while maintaining high safety, health, and comfort standards for building occupants. We successfully accomplished this by implementing a 50% water reduction to building, which was certified LEED® Gold.

Our team is proud of the complete transformation we created. When compared to the original building, it really looks like a new building. In fact, we are quite proud to give them a "new" building as a result of this complex renovation. We are also proud of the fact that we met the challenging schedule with a high-quality project. We maintained a great working relationship with the owner's representative and end users, and feel confident that we will be awarded additional projects with them in the future.



COMPLETE REDESIGN FOR NEW CLIENT

By Stephanie Foy & Mark Rafferty

Swinerton San Diego is nearing completion on the HCP Lots 18/20 Repositioning project in La Jolla. Set at a cost of \$5.5 million, work started in February and expects to wrap up in November. Working for first-time client HCP, Inc., we are teamed with trusted partner Ferguson Pape Baldwin Architects.

The project includes 10,000 square feet of building upgrades, including demolition of the interior to return to a shell condition; renovation of exterior entries; installation of a new elevator, large skylight, and interior stairs; renovation of existing restrooms; and landscape and hardscape upgrades.

Soon after construction began, the team told by the owner that the project would be undergoing a complete redesign due to the new tenant planning to lease the building. Because of this, they had to rework the schedule and completely change the sequence of construction to minimize the impacts of the redesign. A large portion of the project was on hold until the revised drawings were received, which took about four months.

In that time, Swinerton worked with the design team, owner, and subcontractors to find ways of working around the areas that would potentially change. The overall schedule delay due to the redesign was two months. The redesign also required a large effort to understand all the changes and thoroughly review change orders for nearly every subcontractor. After receiving an entirely new set of drawings for this construction change, they were able to update the schedule and got all pricing approved and notice to proceed from the owner within two weeks—an incredibly short time when considering all the changes.

In addition to having pride in overcoming all challenges as a team, they are also very proud of the self-perform effort. The self-perform team took on a variety of different scopes, including metal framing and drywall, acoustical ceilings, wood slat ceilings, doors/frames/hardware, storefront frames, exterior cedar siding, IPE wood decking and shade structure, rigid insulation, FRP, and rubber floor base.

Many thanks to everyone involved in bringing this project down the homestretch and delivering a successful project to a new client.

BUILDING AND MAINTAINING RELATIONSHIPS WITH SOLANO COMMUNITY COLLEGE

By Cary Talbott

Swinerton Management and Consulting (SMC) was selected again as the Construction Manager for the construction of the new Library/Learning Resource Center Project at Solano Community College's main campus in Fairfield, CA. The project consists of constructing a new 59,252-square-foot, two-story building to replace the existing B100 Library Building. This will be a Type IIB construction, A-3 occupancy with rammed aggregate piers, reinforced spread footings and slab-on-grade, structural steel, metal stud framing, and FRP Rainscreen exterior.

The project is phased to include the demolition of five old portable buildings totalling 8,643 square feet, site restoration, construction of the new Library with substantial completion in April of 2021, demolition of the old 49,600 square feet B100 Library, and construction of new site improvements in that area. The library is funded by Measure Q bond, State, and Facilities bond funds.

SMC's team underwent a rigorous interview process where they were able to demonstrate the "One Team" Approach and the incorporation of the latest technologies, along with Swinerton's exhaustive resources while emphasizing on integrity and relationships with the people. This project continues a 10+ year relationship with Solano Community College.

Congratulations to the project team: Project Executive John Baker, Senior Project Manager Cary Talbott, Project Engineer Vincent Som, Senior Scheduler Elias Shikaloff, and Vice President, Business Development Myrna Wagner.





SRE WORKING IN WEST TEXAS ON 100 MW PROJECT

By Michael Stevenson & Mark Rafferty

Swinerton Renewable Energy (SRE) is tracking towards a December completion on the \$120 million Lapetus Solar project. Located on 737 acres of rural land in the West Texas town of Andrews, the 100 MW project is for trusted repeat client Duke Energy. In turn, they have a power agreement with Oncor. SRE is also employing an impressive 95% rate of local hires.

Work started in mid-April. Utilizing a single-axis NEXTracker, it features 340,740 modules and 34 inverters. Unlike many projects, the loamy soil is amenable to hammer driven piles and has helped ease the schedule. There was a slight topography discrepancy, but they've made up the two weeks of lost production on the schedule.

The crew has faced their share of challenges on the project, but they are proud of every single individual on the team for overcoming them. It is a true example of Swinerton and SRE's "One Team" approach.

Kudos to the entire team for a job well done: Robert Vergilio, Brandon Badillo, Brian Hoopes, Michael Stevenson, Luke Derby, Josh Davenport, Kim Seyler, Jon Brockett, Scott Klugh, Donny, Lindsay, Sumana, Julia, Carlos Madrigal, Mitch Freeman, Daniel Carbajal, Ben Steed, Will Cron, Ben Estrada, Christian Collins, Chuck Deleon, Weston Hejmanek, Sam Labra, Justin Rios, Jason Robb, Garrett Hasher, Enrique Silva, Francisco Esquer, Robert Aldaba, Anthony Lopez, Oswaldo Fernandez, Omar Carmona, Andres Garcia, Ray Leger, Crystal Titchenell, Henry Williams, Jesus Zazueta, Rafael Ruiz, Cory Johnson, Ricardo Corpuz, Bryan Corpuz, Jenny Davenport, Michael Darling, Rod O'Brine, Kevin Carlson, Lamon Elmer, Uciel Rojas, Robert Carpenter, Aaron Rudquist, Austin Rudquist, Joshua Hager, Santos Rubio, Jessica Carlson, Clint Kyllonen, Taylor Dodson, Justin Joyce, Zak Modrell, Dustin Haring, and Andrew Johnson.



RETURNING TO UNION STATION

By Brad Wyant & Rami Sarakbi

The Los Angeles Union Station West Restroom Expansion project is a three-phased, 16-month project which aims to expand the facilities in the passenger concourse. Due to the lack of space in the concourse, a new location had to be excavated adjacent to the operating facilities to make the expansion possible.

Phase 1

Shoring and underpinning was performed to support the existing structure during excavation. Existing footings were supported by micropiles, which also resisted horizontal loading as part of the lagging wall shoring system. Once these structural elements were in place, excavation under the existing building was conducted to create new space in the concourse. Following that, bentonite waterproofing, structural steel, concrete, and shotcrete were installed to carry building loads and support the newly excavated space.

Phase 2

The new space will be built into new restrooms for patrons of the Union Station, along with improved back-of-house facilities and an extension to the existing historic corridor finishes. New tiles are being hand glazed by preservation experts to remain indistinguishable from the original, 80-year-old tiles in the corridor.

Since the new space is located underground and below municipal sewer lines, a vacuum waste plumbing system was implemented. The system consists of two large vacuum pumps, pneumatic valves that open and close to control waste removal, a 550-pound in-line grinder that macerates waste, and above-ground storage tanks that drain to the sewer. Crucially, the system is designed for extreme resilience. It is capable of successfully removing rags, hypodermic needles, and other complex objects without the need for any snaking or other maintenance complexities.

Phase 3

The existing restrooms will be renovated to match the new restrooms, doubling the facility's capacity and bringing a much-needed update to the station.

Many thanks to everyone involved for their hard work in making this a successful project.



SKY'S THE LIMIT AT SKYLINE COLLEGE

Swinerton Management & Consulting (SMC) has been hard at work at Skyline College on the ground-up construction of the Environmental Science building. The 21,000-square-foot project is much more than an instruction space with lecture rooms; it will provide student-centered teaching spaces and enterprise/rental space fully equipped with modern-day technology tools. These include cluster learning or cloud computing, featuring BOD/IOT tools, touchscreen 65-inch monitors, and rolling furniture.

The Skyline campus is located on a cliff above the city of Pacifica—beyond is the Pacific Ocean. Situated on the far west side of the campus, views from the building extend all the way to the Farallon Islands. This island chain is 27 miles off the coast, and lends it name to the Dining Area in the building. The Farallon room can hold 290 people for full-dining. The kitchen is fully equipped and capable of preparing all of the food in-house. The technology for the Farallon room includes: two four-by-four digital displays, wireless connections, camera and video reproduction capabilities, LED color changing lights for parties, and remote presentation sharing.

What sets this project miles above (literally) anything else on the Peninsula is the view and the glazing system. The glass is comprised of large span glazing panels, between 18 feet and 22 feet tall and 7.5 feet wide. There are no mullions in the system. Each piece of glass is joined only with a caulk and backer rod system. The glazing created by Sentech in Austin, TX, and manufactured overseas is a one-off, unique design. So unique is the glazing system, it didn't even exist at the time of the original design of the building. The unobstructed glazing area is over 2,000 square feet and 3 ¾ inches thick. It truly is breathtaking to walk into the building and see such a broad expanse of sky, ocean, and city below.

Heating and cooling is a combination of a horizontal geothermal field, chiller, and a radiant piping system all leading to an anticipated LEED® Gold certified project. The College District utilized a progressive design-build delivery method, with XL Construction and DES architects providing vision and work effort.

The ribbon cutting was held late September and included local dignitaries and the entire San Mateo Community College Swinerton team. The building is open school days and if you are in the area, it is certainly worth a short drive off the 280 to see it for yourself.

Congratulations to the SMC team: Program Manager Jack Herbert, Construction Manager Pam Welty, and Project Engineer Kristin Moorhouse.



390 FIRST TOPPING OUT

By Doug Cue

The 390 1stt Street project is quickly approaching topping out! The project team looks forward to celebrating this milestone with subcontractors, architects, and ownership. While concrete activities are winding down, the jobsite is busier than ever with exterior skin, production framing, MEPF rough-in, car stackers, and elevators all kicking off. Swinerton's self-perform Doors/Frames/Hardware and Millwork teams will be mobilizing in October. The project is currently tracking one month ahead of schedule and is slated to complete in April 2020.



GRANITE TOWER LOBBY RENOVATION

The Colorado Special Projects group is ready to begin construction on the lobby refresh in the Granite Towers Building, a Class A office building owned by KBS in downtown Denver. We will be working alongside owner's rep JLL, designer DLR Group, structural engineer Martin/Martin, and MEP consultants Columbine Engineering. Swinerton is excited to continue building lasting relationships with trusted partners.

The project will be divided into two phases with the first phase being the main lobby and plaza area, and the second being a new amenity floor on Level 3. Swinerton mobilized and started demo the beginning of July and is scheduled for completion in June 2020.

The remodel will consist of brand new enlarged curtain wall to expand the lobby footprint, high-end stone and marble tiling, new lighting, upgraded elevator cab finishes, upgraded bike room, and a new café serving area on Level 1; a remodeled DazBog coffee bar and plaza furniture on Level 2; and on Level 3 will be new amenities such as a fitness area, locker rooms with showers, game area, and a sliding glass wall that leads out to a new patio.

WOMEN IN THE FIELD

By Brendyn & Bardo Ponce



There is no better way to highlight these courageous women than by sharing with you what they told us in an interview. Outside of Swinerton, the three women we spoke with had no other friends working in construction. What they had to say touched our hearts and encouraged us to be even better proponents for more women in the field.

Julie, AGC Laborer Apprentice

"I like challenges" said Julie, an AGC Laborer Apprentice with us for just under one year. "The idea of being the only female in the field excites me." As we do with every new employee, we warned Julie how difficult the work would be and now after nearly one year with us, we asked her if her work was harder or easier than she expected. "It's been more rewarding than I thought it



would be. [This is] honest hard work, and I have to earn it every day."

Rocio, 2nd Stage Carpenter Apprentice

For Rocio, growing up in Los Angeles constituted her desire to get into construction. She was curious about how buildings all come together. A 2nd Stage Carpenter Apprentice at the Drywall group's largest project to date, Perla on Broadway, she's been with Swinerton for over one year now. For Rocio, she knew coming into this field that it was going to be difficult. "My crews have made it easier for me to transition into construction. I can see the difference in myself from the first day to now."

Bonny, Stocker Scrapper

With Swinerton for just one month and currently stationed at our Radisson Hotel



project, Bonny entered into construction because she loves working with her hands. She told us that her favorite part of her job was being at the jobsite and learning, "...seeing the job being built from the ground up and being exposed to experiences for the future." However, her most surprising answer was to our last question: Would she recommend construction to other women in her life? "Not just to any woman. But to women who have that 'grit.' Including the men, not everyone can do this work."

These women work hard because strong work ethic is what's built into them. They embody the spirit of Swinerton and we are proud to call them our teammates.

SRE HEADS TO TEXAS FOR MASSIVE SOLAR PROJECT

By Mike Schott & Mark Rafferty

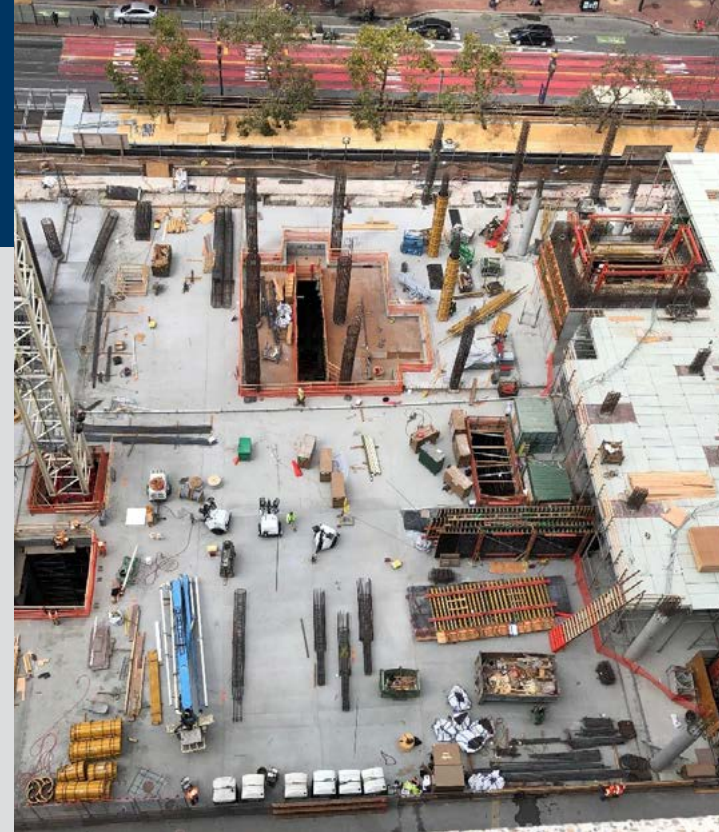
In May, Swinerton Renewable Energy (SRE) started work on the Prospero Solar project in Andrews County, TX. A \$188 million project across 4,600 acres of farmland, the 379 MW DC project is one of the largest jobs SRE has done to date. Working for Longroad Development Company, SRE is providing full engineering, procurement, and construction services. Shell Energy North America will receive the power through a 12-year PPA. Work expects to wrap-up in June 2020.

Utilizing a NEXTracker single-axis tracker, the project also features over three million First Solar Series 4 modules. The team is employing new state-of-the-art technology, including the brand-new TMEiC Ninja inverters. They are also deploying the below-grade combiner harness technology from Construction Innovations.

Despite the challenge of working in west Texas and the Permian Basin, the team is confident that strong partnerships

and leadership will lead to a portfolio of work with this first time client. SRE is hiring a significant number of local workers, creating several hundred construction jobs as well as jobs for the operating facility. Over the life of the project, it will also provide roughly \$12 million in taxes for the Andrews Independent School District.

Many thanks to everyone at SRE for their hard work in ensuring the project's success.



TRINITY IV: MOVING UP IN THE WORLD

By Patrick Shami

Trinity Phase IV is now back at street level, and quickly rising! On the corner of Eighth and Market Streets in San Francisco, pedestrians are peeking through the fence to see what has taken the place of what once was a 60-foot hole in the ground. Since bottoming out in November 2018, the team has placed the mat slab, removed the internal bracing, and poured the rest of the basement decks. With the elimination of level B2 and the change of B1 to a mezzanine level, the L1 slab towers about 31 feet above the B3 deck.

Level 1 will soon be home to the Whole Foods grand entry, which will feature the longest unsupported escalator in San Francisco and a complex 3D wood ceiling. It will also house a Whole Foods restaurant space along Eighth Street and a continuation of the plaza to the south.

Now that the Level 1 deck is complete, formwork can be seen above grade, where pedestrians will be able to track progress until the last structural deck is poured mid-2020. This rewarding milestone represents months of hard work and has the project team excited about the progress that is to come.



KAISER MAKES WAY FOR MORE BABIES

Business is booming at the Kaiser Permanente Redwood City Labor and Delivery department—hence the need for the Kaiser Redwood City LDRP Expansion project! The 4,510 square feet of work adds four new LDRP rooms to the existing four and is being completed in four phases.

First, the team had to create space for the existing departments who had to vacate their existing space in order to have sufficient space for the four new LDRP rooms—a bit like a Rubik's cube. Swinerton worked out the logistics of moving departments and construction with Kaiser during the preconstruction phase of this project.

This project was not without its challenges, which we anticipated and worked through with our project partners. One of which involved the location of the neurological department on the floor above and the required drilling of anchors in the floor overhead. When the team demonstrated the noise associated with drilling anchors in the SOMD, we worked with the structural engineer Hilti and Badger to come up with alternatives to be able to attach the new construction to the floor slab overhead—with OSHPD approval—on different welding alternatives, Unistrut alternatives for the sprinkler piping, the Badger (which fits between the flutes of the deck and all thread hangs from it), and a Hilti wet core drill for a four inch long ¾ inch anchor which we settled on. To make this work for all parties, the team along with Swinerton's self-perform crew did the drilling for all systems hanging from the overhead deck. We got to be super proficient on this new anchoring system!

Other challenges were limited storage space (inside and outside); transporting 16-foot metal studs to the fourth floor via the stairwell; and scheduling frequent utility shutdowns in a new hospital (they were not accustomed to the frequency required for a renovation project). Additionally, the nutrition department (kitchen) was below our new floor drains which had to run above their existing drywall ceilings. Nonetheless when JACO did their annual visit to the hospital Swinerton received no comments!

Through careful coordination, using the existing four rooms as full-sized mock-ups (providing the room was empty) since the new rooms matched the existing ones and excellent teamwork, we were able to finish the project one week ahead of schedule.

Many thanks goes out to the people and trade partners who worked on this project one time or another: Jeremi Plyer, Moises Hinojosa, Bob Dopf, Kevin Brooks, Melodie Sample, Daniela Rivera, Edgar Bemudez, Jonathan Guzman, Eric Jose, Jeanette Slye, Bobby Nieman, and Bart Robeson.



CLIENT SPOTLIGHT GENERAL ATOMICS

SAN DIEGO WORKING ON THREE PROJECTS FOR GENERAL ATOMICS

By Ricardo Lopez & Mark Rafferty

General Atomics Building A35: Phase 1/Phase 2

In late August, the team completed construction on the General Atomics (GA) Building A35 project, which encompasses GA's research and development space. A \$6.1 million project, the team turned over 40,000 square feet of new laboratory space, which included a complete build-out consisting of 11 Systems Integrated Labs (SILs), an Environment Chambers, a Vibration Test Lab, a Fabrication Shop, a Composites Lab, a Machine Shop, an Open Area Lab, and a receiving area. GA indicated that these new research and development labs would be used to continue their advancement on unmanned aerial vehicles. Swinerton self-performed the concrete and drywall.

Although the team faced many challenges throughout the project, they discovered early on that the electrical plans did not actually meet the electrical requirements for GA's equipment. After extensive coordination meetings with the electrical engineer, end user, and GA's Project Manager, the team was able to produce accurate electrical drawings. The team's hard work was reflected once the equipment arrived. The equipment was plugged in and/or hardwired on the same day, allowing GA to not lose any research time.

General Atomics Building A40 Second Floor T.I.

In September, the team completed construction on the GA Building A40 project. A \$6.6 million project, the T.I. encompasses nearly 50,000 square feet. The new space consists of research, development, laboratory, and offices. Work included a complete build-out consisting of five conference rooms, offices, two break-rooms, two restroom sets, three SILs, and a secure lab. Swinerton self-performed the concrete and drywall.

Of the challenges on the project, the most exciting and challenging aspects were the erection of two structural platforms with a combined weight of 75 tons. These two structural platforms were erected on the roof of an existing building to support the mechanical requirements of the build-out and of any future expansion GA anticipates.

General Atomics Building A05: Phase 3

In July, the team began construction on the \$7.8 million GA Building A05 Phase 3 project. It consists of expanding GA's building to accommodate a new Autoclave measuring 16'-5" x 66' which required the team to blow out an existing concrete tilt-up wall for space. The team will also turn over all the associated equipment to operate the new Autoclave and the existing Autoclave including tanks, pumps, and electrical requirements. The project is set for completion in February 2020. Swinerton is self-performing the concrete and drywall.

FUTURE STUDENTS HELP BREAK GROUND AT ELEMENTARY SCHOOL

By Peter Hempel & Lillian Martin

Students of the future Woodrow Wilson Elementary School in Richmond, CA, were ecstatic to be part of the groundbreaking ceremony for their future school on a sunny day in September. Wearing hard hats and big smiles, the young group helped "break ground" with ceremonial shovels. Their enthusiasm and presence were a great reminder of the importance of the project: to provide for the education and growth of our next generation.

Swinerton Management & Consulting (SMC) is the Construction Manager on the project for the West Contra Costa Unified School District. The \$38 million design-build project includes a completely new campus on the site of the previous school that was demolished this summer. The new campus will have capacity for over 600 students, 53,000 square feet of interior space, and include multidisciplinary classrooms and learning center spaces for group instruction and hands-on learning. The new school will have three learning suites with 13 learning studios, three project rooms, and three open classrooms. A kindergarten complex of five classrooms is also on the campus.

The challenging project schedule requires completion in time for the fall 2020 school year. New construction work started at the beginning of August and the first footing concrete pour occurred in September. The framer has been pre-assembling wood stud walls on site and will be ready to set wall sections as soon as the slabs are ready. SMC will be on the job for the duration to help the District reach their goal and provide a first-class educational environment for the children of Richmond.



STAYING BUSY AT KAISER BELLFLOWER MOB

By Jared Delatorre

Swinerton continues to secure wins at Kaiser Permanente's Bellflower Medical Office Building in Southern California. Swinerton started at the Kaiser Bellflower campus in 2016, renovating the fifth floor of the eight-story tower to provide a new behavioral health suite. With the team's ongoing success, they have since completed a renovation of the tower's façade and have been awarded the sixth Floor General Family Medicine and 1st Floor Optometry and Vision Essentials projects.

Working in an occupied medical center built in the 1970s has presented the team with many challenges. Earlier this year, the team completed a re-skin of the main tower which required them to demolish the existing façade, perform extensive abatement, and coordinate new structural around existing post-tensioned decks—all while remaining cognizant of patient and public safety.

With the re-skin completed successfully, the team has now mobilized on the recently awarded phases. The 6th Floor

General Family Medicine project is targeted for completion December 2019. It will provide the facility with 12,000 square feet of patient rooms and a minor procedure room. Aside from the renovated patient space, the project included demolishing and refurbishing a 36,000 cubic feet per minute air handler that will serve the future build-out of the seventh and eighth floors.

On the 1st Floor Optometry and Vision Essentials project, the team is targeting a March 2020 turnover. It will provide another 12,000 square feet of renovated space to relocate Kaiser's Vision Department from an aging adjacent property. Both phases include an implementation of modular wall systems and Kaiser's NextGen technology, which provides interactive displays for patient check-in and exam rooms.

Concurrent with construction of the recently awarded work, the team is working in the early stages of preconstruction to assist the client with budgeting of the seventh and eighth floor projects, securing work for 2021.

WORK DAYS LIMITED AT WORKDAY

The Colorado Special Projects group turned over Phase 3 of Workday's Boulder, CO, facility in mid October 2019. Having successfully delivered Phases 1 and 2 on schedule in June, the team has built a close relationship with Workday and their design team Gensler Architects and consultants MEP Engineering and Anderson and Hastings. The team has appreciated the opportunity to see Workday's employees

occupy their new offices and enjoy their amenities that include: a large open atrium with bench seating for collaborative work, a large rope feature wall, wide open eating areas with views of the Flatirons, locker rooms with showers, indoor bike storage for commuters, mothers rooms, open concept workspaces, and state-of-the-art conference rooms.

THREE SEATTLE TENANT IMPROVEMENTS

Northeastern University

Northeastern University has campuses all over the U.S. and Swinerton was honored to be chosen by them to perform a tenant improvement project on the local Seattle Campus in South Lake Union near Amazon. While this \$2.5 million project had a lot of of unique components, the one that catches the most attention is their heating and cooling systems, which allow them to hold their LEED® status. The building does not have any AC units but instead has operable windows on all floors and ceiling fans in all spaces. Their heating is powered by single wall heaters on each floor. The 12,000-square-foot space itself looks like a first generation build. The design highlights the aspects of the original building with many open structures that required sound soak panels to limit the sound transfer from room to room. The dedication the school has to their students is evident in this design, which includes many areas that promote relaxation and free time, as well as lounging and gaming space. AnnMarie Anderson of Northeastern University mentioned after their open house that, “All the students love the spaces that Swinerton transformed, making it a more inviting space to focus on their studies.” We are happy to hear that AnnMarie!

Wells Fargo

The Wells Fargo Restack is a 40,500-square-foot tenant improvement in the Wells Fargo Tower in downtown Seattle. The four-phase job consists of consolidating nine floors into four floors. The scope of work includes refreshing private wealth consulting offices located on the 40th floor that have wood and walnuts finishes galore (even the ceiling); vacated floors are being decommissioned; and the remaining floors consist of private offices, conference rooms, open workstations, restrooms, breakrooms, elevator lobbies, and client zones. The project has a timeline of 12 months and is on track to finish this December!

Instructure

This was a fun client to work with on this small tenant improvement because of their design aspects. This space is home to creators of learning software, and it was critical to their success that their new space be creative. They included many bright colors and patterns throughout the project showcasing large wall graphics and Armstrong circular cloud lighting. Swinerton was able to save them cost by keeping the original kitchen flooring and ensuring that it highlighted the other key design features in the kitchen. On their floor in the 15-story highrise in downtown Seattle, resources like quiet rooms, gaming rooms, and relaxation rooms showcase their commitment to keeping culture enthusiastic and creative.



MARKET SPOTLIGHT
HIGHER EDUCATION



SAN DIEGO HITS THEIR GOAL AT SDSU

By Taylor Stenman, Brendan Summers & Mark Rafferty

In August, Swinerton San Diego wrapped up work on the San Diego State University (SDSU) ENS 700 Field project. A \$4.3 million project contracted under a Task Order Construction Agreement (TOCA), it is the first of several for SDSU. Swinerton provided full preconstruction services including value engineering, cost estimating, permitting, and DSA review for this design-build project.

Set on a tight three-month schedule, the ENS 700 Field project encompasses three acres of playing fields. It now features new artificial turf technology, unique, modern LED sports lighting, and enhanced perimeter landscaping. The new turf technology provides lowered field temperatures and maximum shock reduction for participants. The highly focused vertical LED sports lighting minimizes light spill and power consumption, while greatly expanding the campus community's options for day and evening outdoor play. The landscaping scope creates an attractive park-like setting surrounding the field. The field will be utilized for intramural football and soccer, while also serving as the home field for the University's lacrosse and rugby teams.

While clearing and grubbing the existing site at the start of the project, the team determined that the subgrade was inadequate and clay-laden. Prior to any corrective actions being able to take place, SDSU requested Swinerton suspend construction activities to restrict noise to accommodate spring finals week. With one week already lost due to classes and poor soils conditions, the team worked overtime to ensure there was no impact to schedule.

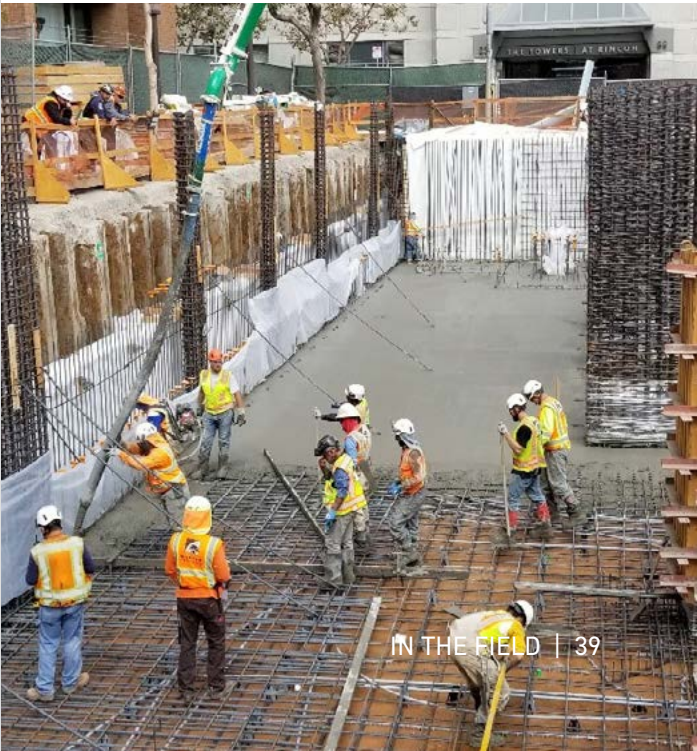
The project was required to finish before the fall semester began—and was successfully completed on time and under budget. It has built an excellent first impression for what is developing into an ongoing relationship between Swinerton and SDSU. Three more TOCA projects are starting shortly on campus, including an upgrade to their existing Engineering Lab and University's heating/hot water system upgrade.

ONE STEUART LANE SOON TO REACH GROUND LEVEL

By Bryce Campbell

The One Steuart Lane project, formerly known as 75 Howard, is a 21-story high-rise Type 1A building consisting of 120 residential units and two stories of below-grade parking. The project team is working hard to reach each milestone within the schedule. They have successfully placed the B1 deck and driven to place Level 1, which will brought the project to street level on October 15. As the project's construction activities continue upon reaching the street, potholing and excavation will began for underground utilities and placement of the PG&E vault on October 21.

Valuable lessons learned and key aspects to consider when building in San Francisco continue to occur every day on the project. During excavation and demolition, one thing our team learned was how tidal change fluctuates the project's water—especially when building less than 300 feet from the shoreline. The collaboration and hard work in mitigating water intrusion from the site is an ongoing team effort. Although new challenges arise daily, our project team continues to work together to meet the schedule and reach our final goal together. Upon expected completion in early 2021, the beauty and luxury of these condos will be admired by new homeowners with the San Francisco Bay Bridge and shoreline at their front door.





SMC WINS CITY OF MILPITAS FIRE STATION PROJECT

By Robert Kagiya & Lillian Martin

Swinerton Management & Consulting (SMC) was selected by the City of Milpitas to provide project management, construction management, and construction inspection for the Fire Station No. 2 Replacement project.

This \$21 million high-priority project—as identified by the City Council—consists of constructing a temporary fire station; moving staff to a temporary facility; environmental abatement; demolition of

the existing Fire Station No. 2; assistance with review of station design documents; constructing a 10,300-square-foot replacement fire station; moving staff back to their new facility; and removing the temporary fire station.

The project is currently in the design phase and is expected to begin construction late spring 2020 with completion estimated for winter 2021.

Congratulations to the project team: Project Executive Robert Kagiya, Project Manager Maria Zupo, Senior Construction Inspector Shawn Delaney, Senior Scheduler Ramtin Malek, and Vice President, Business Development Myrna Wagner.

FAST-TRACK PROJECT TURNS OVER AHEAD OF SCHEDULE

Last summer, Swinerton was awarded the build-out of the state-of-the-art, 16,435-square-foot Betty Irene Moore Children's Heart Center. Located inside the newly opened LEED® TM Gold Certified Stanford Lucile Packard Children's Hospital in Palo Alto, CA, this center provides critical neurodiagnostic and pulmonary diagnostics services. The space includes pulmonary and neuro sub suites, as well as echo treatment rooms, exam rooms, and fitness labs. The clinic expands Stanford's 2018-2019 U.S. News & World Reports' Best Hospital Ranking, which includes 10 nationally ranked pediatric specialties—one of which is pediatric cardiology and heart surgery.

Upon award, Vice President & Head of Stanford Healthcare's Planning, Design, and Construction group Matt Pearson stressed to Swinerton the importance of completing the project on time no matter what. "I will wake up every morning and go to bed every night thinking about this project until it is completed on time." With a deadline of August 2019, the team launched the project in October, two weeks later than originally planned. In late October, the overhead rough-in activities were repeatedly shut down due

to user complaints from the 2nd floor ICU located directly above the space. In order to mitigate these impacts and accommodate added modifications to the existing MEP infrastructure, Swinerton re-sequenced the project several times, ultimately allowing overhead MEP work to be completed in advance of framing and top-down activities since the drywall/framing package was being self-performed by Swinerton.

**"You may delay,
but time will not."**

— Benjamin Franklin

This out-of-sequence work was successful in keeping the schedule on track, but resulted in the need for additional manpower in an already overheated labor market. Working together with the self-perform team, we were able to collect the necessary resources to successfully mitigate these impacts.

Once the team was out of the ceilings, we began to balance the space and proceed with commissioning only to learn that due to multiple renovations

going on at the same time throughout the hospital, there were complications with the air supply to the space—impacting not only test and balance and commissioning related activities but also fire/life safety testing. This set off another round of acceleration and out-of-the-box solutions.

On August, 22, after mitigating the aforementioned and other unmentioned impacts—all told more than 100 days of impacts that the team successfully mitigated—and roughly 23,000 self-perform labor hours, the team turned over the space early!

Congratulations to the entire team: Senior Project Manager Eric Jose, Superintendent Bobby Niemann, Assistant Project Manager Drey'lon Pree, MEP Coordinator Adam Loeffler, Assistant Project Manager Arash Shir, Carpenter Foreman Paul Rassmussen, Senior Scheduler Mohamad Almasri, Senior Project Accountant Kim Meadows, Project Field Administrator Melodie Sample, and Project Executive Kevin Brooks. Special thanks also to Brent Christensen and Derek Wilmoth for their support in bringing the cavalry.

SPOKANE OFFICE HARD AT WORK ON NUMEROUS PROJECTS!

"The opportunity to further expand Swinerton's existing relationships and build new partnerships in Spokane and the surrounding communities is an honor. Our local team of employee-owners is thrilled with the numerous prospects, pursuits, and projects in the future. Our goal is to continue providing exceptional quality, professional leadership, peace of mind, and a vision for successful projects."

And we are doing just that. The statement above provided by the leader of our Spokane office, Project Executive Jeremiah Shakespeare, identifies exactly what the Spokane office is delivering on. The Spokane team was awarded four Kaiser Permanente projects at the local Riverfront, South Hill, Veradale, and Lidgerwood locations. Renovations began in early September and were awarded to Swinerton due to the consistent outreach and

coordination that was performed with Kaiser leadership by the Spokane team prior to departing Seattle.

We have also been awarded projects with Vera Whole Health, a neighborhood health clinic organization that Shakespeare and Seattle's Director of Special Projects Nick Vovakes had developed a relationship with in Seattle previously. This relationship allowed the Swinerton teams to secure three projects in the Spokane area, all of which will commence in the next few months. The first of three projects to break ground will be the Vera Health North Country location. North Country is a \$3.5 million, 17,000-square-foot, phased construction conversion of an existing medical clinic into the Vera Whole Health standard clinic. It includes a new X-Ray room and 20 exam rooms. The second project, Vera Whole Health Logan Square, is a conversion of three

tenant spaces at Logan Square into an 8,000-square-foot clinic. The third project, Vera Whole Health Spokane Valley, will be a partnership with a local developer where Swinerton has been selected to be the ground-up construction and tenant improvement contractor for a new medical building. Design is forthcoming and the Swinerton team is excited to expand its footprint into larger and larger projects.

The Spokane team has been expanding as a result of steady growth and project wins, bringing onboard two new hires from the Spokane area. The office is now seven people strong; their permanent office space in Spokane's South Hill neighborhood is set to complete in December. The team looks forward to inviting clients and industry partners to see the new space once it is finished.



MUCKLESHOOT CASINO EXPANSION

Swinerton is currently underway on the construction of an 80,000-square-foot ground-up event center, food court, casino remodel, and gaming space expansion for the Muckleshoot Indian Tribe in Auburn, WA. Once open in April 2020, the event center will be home to fights and available as a rental for corporate events. The existing 160,000-square-foot casino floor is to be remodeled in phases. Swinerton has completed 10,000 square feet thus far providing new carpet, ceiling,

lighting, column finishes, and wall coverings. Also included in the remodel is a complete makeover of the existing restrooms, for which Swinerton has currently completed three of nine. The three-venue food court is attached to the first casino remodel phase, set to open to the public in late October 2019.

Looking toward the future, the tribe has broken ground on the same site on what will be a 400-room hotel complete with a steakhouse on the roof. Drawings

are set to come out for bid this fall with the project underway shortly after. The end goal of these projects, for the client, is to have the biggest Las Vegas style casino and hospitality destination in the Pacific Northwest... and we are here to build it with them!



HV TESTING GROUP = UNIQUE CAPABILITIES IN THE SOLAR INDUSTRY

By Rob Shuck & Mark Rafferty

Over the past year, our HV Testing Group has been building a strong reputation in the solar industry. We provide full-service substation solutions to issues in the field, including maintenance testing, repairs, and upgrades. This ensures our clients' critical electrical systems function properly and maximize their lifetime.

In addition to full-spectrum electrical testing and diagnostics, our group is also competent in breaker rebuilds, relay and meter retrofits, and wiring and control troubleshooting and repair. These additional skillsets set us apart from most testing groups, allowing us to provide the complete turnkey solution to solar plants nationwide.

Our group is unique in the fact that we can support our sites with electrical testing and repairs, whereas other O&M operators would need to subcontract to a third party. This has allowed us to recognize savings as a company.

Our in-house group also allows us to offer a much quicker turnaround time for any issues that arise or damages that need repair. Furthermore, having this group in-house makes us much more competitive, as we can include the testing services on new O&M contracts and complete repairs as added value and fee.

Our first major project was the Simon Solar substation transformer swap, located in Georgia, which was highlighted in the 2019 summer issue of the *Swinerton Quarterly*. Over the past several months, we have worked hard to get our MSAs in place early so that the signing of an MSA is a non-factor when scheduling new work—plus we have been continuing work on several projects. Below are some highlights:

- Joint-venture on a highly successful and profitable MV termination project.
- We utilized SOLV®'s relationship with TerraForm and Swinerton Renewable Energy's (SRE) skilled personnel to replace 270 medium-voltage terminations at the Mt. Signal 1 project in California. It also filled a gap in work for SRE and allowed our crew to continue to support our local assets.
- Self-perform acceptance testing at Mt. Signal 2 for SRE.
- Self-perform of SOLV contract-required annual maintenances for nine Utah sites, five Antelope Valley sites in California, and two Arizona sites. This has saved us over \$75,000 to date.
- 115kV circuit switcher retrofit for a 60 MW generating facility for Aera Energy.
- Complete accumulator rebuild for a 1985 Vintage Siemens oil circuit breaker for Aera Energy.

Over the next several months, we will be equally busy. Below are additional highlights:

- Self-perform on Red Horse, AZ, four-year maintenance and testing.
- Self-perform testing on five California Central Valley sites.
- Self-perform testing on one Minnesota site.
- Maintenance testing of a steam generation site for Aera Energy.
- Emergency responses to issues that arise for all our customers.

We are proud to support our fellow SOLV and SRE team members, as well as our customers who look to our team for the next level of testing in their facilities.

Many thanks to our team for their dedication to our group: Project Manager Rayna Whitman, Lead Test Technician Jonathan Kropf, Test Technician 3 Joel Peel, Test Technician 2 Cody Long, and Test Technician 2 Kyle Buratto.

BUILDING FOR A TRUSTED ARCHITECTURE PARTNER

By Bijan Nafison & Rami Sarakbi

The Corgan Culver City Office Relocation was a four-month project to create a new space to serve as Corgan's new main Los Angeles office. The 7,500-square-foot space offers scenic views throughout and a patio space on the sixth floor overlooking the West Los Angeles skyline. The office is located minutes from LAX and within a mile from Silicon Beach, where both the day and night life are growing at an exponential rate. The owners served as the architect, which led to a very successful tenant improvement project. The space encompassed the culture of Culver City while still exemplifying Corgan's identity as a distinguished global architecture and design firm.

The office space itself encompasses a mix of modern and bright colors that accent the abstract art, furniture, and structures that exist throughout. The office creates an environment of its own that is nothing like your typical workplace—complete with Corgan's signature yellow branding that is present throughout the office.

When the project began, a hard deadline of mid-December 2018 was put in place because the firm needed to relocate from their office in Playa Vista by the beginning of 2019. In order to meet this timeline, Swinerton built a tight construction schedule and set procurement deadlines with no room for setbacks. To top off the tight schedule, there was limited loading access and limited working hours due to the minimal area availability for material staging. This put an even heavier emphasis on the need for strong coordination and planning multiple steps ahead to avoid any unnecessary delays. With the noise constraints on the project, it benefited Swinerton to have our self-perform demolition group on board. The demolition team was able to work around the limited hours to get the space ready for our team of experienced subcontractors to enter the space and get their scope of work done without any delays.

In addition to the advantage of having a Swinerton self-perform group on the project, having established a relationship through previous projects with Corgan benefited the project immensely. Both Corgan and Swinerton were able to work together to get critical situations quickly resolved, allowing the Swinerton team to maintain the project milestone goals, meet code and compliance, and ultimately complete the project on time with a happy client.

Kudos to the entire team for exuding a truly collaborative and successful spirit!



THE CARPET AND PAINT REFRESH PROJECT THAT WAS (MUCH) MORE...

Stanford's Lucile Packard Children Hospital Maternity 374 Renovation is a 15-bed maternity patient unit conversion that replaced an existing 20-bed pediatric patient unit and refreshed ancillary support spaces, including the nurse station and adjunct administration spaces. An existing playroom was modified and converted to a work room to accommodate ancillary spaces. The existing day use room was also converted to a state-of-the-art family lounge. On top of these area renovations, several out of area offices and toilets were renovated to be shared with other departments on the same floor.

To accomplish the space conversion, extensive demolition and reconfiguration of walls and ceilings were required with modifications to the project's existing mechanical, electrical, and plumbing infrastructure. Coordinating with other occupied departments, including the 2nd floor Neonatal Intensive Care Unit, were also carefully planned. Originally, this project was intended to be a simple "paint and carpet" refresh project with a construction duration of just under nine months. However, as the demolition phase progressed with open walls and ceilings and exposed exterior skin, ample amounts of non-conforming existing conditions were uncovered. These pre-existing conditions were not biased towards any discipline and all trades were impacted with no shortage of issues. From the multiple existing fire rated wall assemblies and the existing structural framing systems, to outdated existing MEP and low voltage systems, all outdated and nonconforming issues had to be addressed in order to turn over a space that was OSHPD compliant. Adding to the pressure, the owner emphasized the need to hold to the revised move in date.

In total, the project's value has doubled and Swinerton's self-perform budget has tripled. Swinerton's self-perform scope consisting of demolition, drywall, doors/frames/hardware, and equipment installation originally estimated at 11,000 hours has grown to a forecasted 30,000 hours. The project's corresponding increase in schedule however was less than 40% demonstrating the team's ability to quickly implement out-of-the-box solutions and tenacity for marathon weekly schedule updates. The project team was dedicated and worked extended hours and weekends on an ongoing basis. Moreover, the project team was fortunate to be comprised of a variety of skilled craft personnel which allowed issues to be strategically mitigated. When OSHPD responded with what would otherwise have been catastrophic above ceiling structural backcheck comments—after all the ceilings were already closed a mere two weeks before the anticipated completion of the project—the team was able to creatively implement a solution that turned an otherwise anticipated 4–6 week impact into less than a week. On September 16, the Swinerton project team successfully achieved a milestone and received OSHPD Staff and Stock occupancy, allowing Stanford to move in on time!

Congratulations to the entire team: Project Manager Albert Lim, Senior Superintendent Steve Sizemore, Senior Project Engineer Tony Pineda, Project Engineer Maria Gines, Carpenter Foreman Paul Rassmussen, Senior Scheduler Mohamad Almasri, Senior Project Accountant Kim Meadows, Project Field Administrator Melodie Sample, and Project Executive Kevin Brooks.

DIVISION SPOTLIGHT OCLA



PERLA ON BROADWAY REACHES THE TOP

By Rudy Valeros & Mark Rafferty

On July 26, Swinerton OCLA celebrated the topping out ceremony for the Perla on Broadway project in downtown Los Angeles. It was hosted by the client, SCG America, with hundreds of guests in attendance including Swinerton Executive, Jeff Hoopes who spoke to the large crowd. Construction workers, community members, and development partners all signed the beam and sent it soaring 35 floors up to the top of the structure.

Perla broke ground in the fall of 2017 and is slated for completion mid-2020. The 35-story mixed-use tower has 450 condo units and 7,000 square feet of ground floor retail. The exterior is finally taking shape with the window wall, railings, and exterior stone being installed. As for the interior, the team is close to completing and punching out the first condo units!



SAN DIEGO OVERCOMING TIGHT SITE CONDITIONS FOR NEW OFFICE BUILDING

By Ian Colburn, Matt Rivera & Mark Rafferty

In March, Swinerton San Diego started work on the Kettner and Hawthorn project in Downtown San Diego's Little Italy neighborhood. A \$56 million project, the new 150,000-square-foot, six-story office building is being constructed for trusted repeat client Kilroy Realty Group. Completion is scheduled for February 2021.

The building features 35,000 square feet of core and shell office space on each floor, along with 15,000 square feet of core and shell retail space on the ground floor. It also includes a below-grade, 267-stall parking structure. The team is self-performing concrete, metal studs and drywall, doors/frames/hardware, clean-up, and mass timber (if city-approved).

Although it is not a design-build contract, we are providing significant preconstruction services and creating make-ready contracts. The team is also releasing subcontracts on a phased Notice to Proceed basis as design evolves from 50% Construction Documents into a "For Construction" set of plans.

A heavy amount of BIM and VDC is being performed, while a 4D camera will be installed on the tower crane. The building expects to achieve the coveted LEED® Platinum certification. Sustainable features include: green roof space, a solar PV system (by Owner), EV charging stations, and modular wetlands stormwater treatment.

The project team is overcoming challenges daily. Due to its high-visibility location in the heart of downtown, they are working directly up against MTS and Amtrak rails on the west side of project. They have obtained all joint right of entry permits and are coordinating with the City as required. They also have FAA restrictions on the tower crane due to the distance from the airport and flightpath. Not only that, but Hawthorn Street is a heavily trafficked thoroughfare on the south side of the project, as it is the main road in and out of the airport.

Complicating matters even further is the 12-inch high-pressure gas line that lies underneath the sidewalk on the east side of the project, as it needs to be protected and worked around during construction activities. The team has also encountered contaminated soils and are working closely with regulatory entities to remove them in strict adherence. The team will continue making huge strides in the field all while the design is being finalized.



CROWN COLLEGE RESIDENCE HALLS IN THE HOME STRETCH

By Matt Brinkman

The Crown College Residence Halls Major Maintenance project is scheduled for final completion at the start of November, but the project team has already secured Beneficial Occupancy for the last buildings in preparation for the students returning in September. This project includes: a full renovation with infills, new bathrooms, roofs, interior finishes, structural upgrades, MEP equipment, BMS, accessibility, fire alarm, infrastructure, and landscaping for four three-story dorm buildings. Each building has 60–70 beds and a stand-alone “apartment” which is actually a single-story, 1,000-square-foot house. The project initially had the same scope mirrored in the lower quad, with another four three-story dorm buildings, but was value-engineered out during construction. The remaining scope in the four lower quad buildings include seismic retrofits, roofs, fire alarm, infrastructure, and minimal interior finishes.

This two-year, multi-phased project has been a focal point for University of California, Santa Cruz (UCSC) due to the number of students it impacts and the logistical housing issues it presents. The timely turnover of buildings has been critical to the project’s success and “one of the best turnovers we have ever had” according to UCSC housing. The project team encountered numerous unforeseen conditions and extensive structural dry-rot throughout the renovation of these more than 50-year-old buildings. Part of our work also included isolating both the fire alarm and the new gas and water feeds to the buildings in our scope which tied to other UCSC buildings that needed to remain operational during construction. The project team worked very closely with UCSC to ensure all their needs were being met and disruption to the campus activities were kept at a minimum. The partnership between Swinerton and UCSC began on the Coastal Biology Building and has been strengthened with the Crown College Renovation—helping to secure our next adventure together—the \$200 million Kresge project.

SWINERTON EXPEDITES UCSD RENOVATION PROJECT

By Isabella Arce & Mark Rafferty

In late August, Swinerton San Diego wrapped up work on the University of California, San Diego (UCSD) Warren Apartments Phase 2 project. A fast-paced 11-week job, work took place within two separate residence halls: Brennan Hall and Black Hall. The Brennan Hall renovation encompassed over 50,000 assignable square feet and over 80,000 overall gross square feet. The Black Hall building renovation encompassed over 50,000 assignable square feet and 78,000 overall gross square feet.

The primary objectives of this \$7.8 million project were to install a new addressable fire alarm system in keeping with the University’s and Housing Dining and Hospitality’s current infrastructure standards, as well as integrate a new fire sprinkler system. Work also included exit path and egress lighting; exterior railings, signage, and common area upgrades; and associated site improvements corresponding to the overarching scope of work priorities.

Thanks to the project team’s success on the Warren Hall Phase 1 project, they almost had all the same subcontractors. Everyone knew what was expected from day one, allowing them to walk across the finish line. UCSD was highly satisfied with their work, adding to the long line of successful projects on campus.

Many thanks to everyone for their hard work in meeting the tight schedule safely and on time.

SMC DELIVERS NEW SCIENCE AND TECHNOLOGY BUILDING SIX MONTHS EARLY

By Jack Herbert & Lillian Martin

Longtime Swinerton Management & Consulting (SMC) client, San Mateo County Community College District, recently celebrated a ribbon cutting for their new Science and Technology Building at Cañada College in Redwood City. The new state-of-the-art building is a fully accessible learning facility featuring contemporary design and advanced instructional equipment. The three-story, 50,000-square-foot learning structure features modern, flexible classrooms, laboratories, and faculty offices for science education. The building design resolves steep site grade conditions via incorporation of a pass-through exterior bridge that allows circulation through the building without entering the secured space.

The building sits comfortably in the hillside and is an anchor for the north end of the campus with a new north quad exterior plaza designated as a gathering space for the campus community. The structure also includes an indoor/outdoor “learning commons” with an occupied third floor deck that overlooks the mountainous hills to the west. The building has achieved a LEED® Platinum rating and is Net Zero Energy-ready to support student academic success today and for many tomorrows. The project was built using a progressive design-build delivery method and finished six months ahead of schedule. The early delivery allowed classes to start in the new building a semester in advance.

Congratulations to the program team for their successful efforts: Project Executive Jack Herbert, Campus Construction Manager Linda Rizzoli, Project Manager Sajid Sulaiman, and Assistant Project Manager Apeksha Gajjar.

SCHOOL IS IN SESSION

By Tunde Olayomi

The Bay Area Building group is proud to be working on a new project for the students of Laurel Dell in Marin County! The K-5 school project is a \$14.3 million campus renovation near the heart of downtown San Rafael. It consists of modernizing two existing buildings and adding three new wood-framed buildings with a playground and site improvements.

With the demolition of the existing buildings starting back in October 2018, Laurel Dell is Swinerton’s first step in a goal of expanding our education brand across the Golden Gate bridge into the North Bay. Swinerton is working hand-in-hand with the School District, Owner’s Rep, and Design team to meet the December 2019 completion date. Teachers and the school Principal are currently located at their annex campus just down the street, but over the summer were able to tour their future classrooms and playground.

Current work on the campus includes the installation of the site concrete and asphalt for the playground, interior painting, and window installation at the classrooms. Also, the HVAC systems, fire sprinklers, and electrical conduit installations are ongoing as walls are being closed up at the multi-purpose room and Kindergarten classrooms. The Swinerton self-perform group has made the jump to the North Bay as well, completing the drywall and the doors/frames/hardware scope.

With the current ongoing success at Laurel Dell, the Bay Area Building group looks forward to continuing work relations with the San Rafael City School District.

ATLANTA ASSIST GIVES OCLA A WIN

By George Denise & Jared Brown

After several successful projects with Swinerton Atlanta, Johnson Development Associates (JDA) invited Swinerton OCLA to bid on their new storage facility in Aliso Viejo, CA. Following multiple rounds of pricing and schedule modifications, JDA eventually awarded Swinerton OCLA their first project outside the Southeast in January 2019 Swinerton’s selection was largely based on the ability to control the finish quality of the concrete slab (of paramount concern to the client); our aggressive 13-month schedule; and an overall budget of \$13.3 million for the 171,000-square-foot, 1,200-unit storage facility.



Being located on a hillside overlooking a residential neighborhood and adjacent to an elementary school has created some unique regulatory challenges for the team. For instance, at certain stages of construction, local council representatives must visit the site to determine what colors best blend the two-story structure into their surroundings to meet the intent of the entitlements. This brings up an interesting feature of the design—despite being a two-story structure it does not provide an elevator. Access is being accomplished through the incorporation of ramps to allow all spaces on the second floor to be drive-up/walk-up spaces.

Something else unique? Storage facilities have an entire subset of storage-specific subcontractors. Working with the industry-specific contractors was the primary challenge in identifying how to meet both schedule and budget. One of the most prominent trades is framing, which is completely pre-cut and labeled with a near zero cut design so that it can be quickly erected in the most efficient manner possible. Currently prefabrication metal stud yards are backlogged and unable to meet many projects’ current sequencing needs.

To overcome this challenge, Swinerton opted to find a location to have all material drop shipped as soon as it came off the assembly line—preventing being hampered by a “Just in Time” shipping model that was prone to out of sequence deliveries. Additionally, we worked with the other trades to re-sequence work in order to maximize the efficiency of the framers and avoid any costly delays from that trade.

Construction commenced in March 2019 and got off to a roaring start, shaving two of the four weeks off our demolition schedule. We have compressed our current overall projections from 13 to 12 months and pending any weather delays are expecting to improve this to 11 months. This will provide an early occupancy for the office and the first building to start generating revenue before the end of 2019.

Many thanks to Robyn Schoch and the Atlanta team for their help in securing this project and for sharing the many valuable lessons learned.

SRE MAKES COMMITMENT TO OREGON COMMUNITY

By Justin Kylstad & Mark Rafferty

In early June, Swinerton Renewable Energy (SRE) started work on the Lakeview Airport Solar project in Oregon. Set at a cost of \$61 million, the 60 MW DC/47 MW AC project is being performed for trusted repeat client DE Shaw. In turn, they have a power agreement with Pacific Power. The six-month project expects to wrap up in early December.

Set across 314 acres, there are designated wetland areas on site. Due to the wetland permit delay, they are only allowed to install in the designated upland areas. To mitigate

these challenges, they have sectioned off areas where work is not allowed. An efficient work plan was developed to quickly move to the wetlands as soon as the permit was received in September.

The team has made a huge commitment to the local community. This year marked the 100th anniversary of the Lakeview Fair and Rodeo. The team was able to work with SRE Community Relations Coordinator Jennifer Hershman to purchase a pig and two sheep at the 4H auction, with the profits donated back to 4H. They have also contracted

with local earthwork, electrical, and fencing contractors, while utilizing local labor via People Ready.

Many thanks to the team for overcoming these challenges and making a positive impact on the community: Project Manager Justin Kylstad, Assistant Project Manager Sean Begay, Superintendent Mike Neudoerffer, Assistant Superintendents Marshall Micheli and Darin Napier, Senior Project Administrator Kim Seyler, and Site Project Administrator Taryn Shemwell.

UPSCALE AMENITIES AND HIGH-END FINISHES IN OFFICE TENANT IMPROVEMENT

By Monika Iannone & Mark Rafferty

In March, Swinerton San Diego wrapped up work on the Del Mar Gateway Lobby and Amenity Repositioning project. Working for Unire Real Estate Group, the team was awarded another project following its successful completion. Longtime design partner Gensler provided the architectural plans.

The \$2.6 million project consisted of a first and second floor lobby build-out totaling 7,320 square feet. Existing tenant space was converted to a new public use café and a fitness center for building tenants. The café has two automatic folding doors that open onto a new patio, while two new locker rooms with showers were added to the fitness area.

The second floor renovation consisted of updated elevator lobbies and a new glazed balcony railing. The existing elevator cabs were also upgraded to match the new building finishes. Design highlights include large format floor tiles, decorative sheet metal walls, an acoustic plaster ceiling, and moss paneling. The team performed design-build services on the MEP systems and self-performed drywall, ACT, and the concrete patio curb.

The project faced a challenging six-month schedule. They also faced owner-selected high-end finishes with long lead times, such as the large format Italian tile. In addition, the building was continuously occupied during construction, which limited working hours. These challenges were all overcome, helping the team develop a positive relationship with a new client and strengthening their relationship with Gensler.





SAN DIEGO MEETING TIGHT TIMELINE FOR NEW MEDICAL CLIENT

By Chris Pavelko & Mark Rafferty

Just after the Fourth of July, Swinerton San Diego started work on two simultaneous projects for ResMed. A leading medical device manufacturer, their U.S. headquarters are in San Diego's Kearny Mesa area. Totalling \$6.1 million, the fast-paced projects are set on a tight four-month schedule with completion set for late November.

The first project is an interior tenant improvement covering 20,000 square feet of the first floor. The open space plan concept features a sliding La Cantina door that opens the kitchen into the new outdoor space. Very high-end finishes will be installed in the interior, including different kinds of custom wall covers and acoustical panels, custom green walls, and DIRT glass partitions for all meeting rooms and offices. These finishes have created high expectations from the client, which requires a heightened QA/QC plan for procurement and installation.

The second project features 50,000 square feet of exterior improvements. It is highlighted by a new outdoor amphitheater for larger events and meetings. The project also features high-end finishes, including IPE decking, IPE louvers and shade fabric, custom shade structures with metal louvers, patterned Bendheim glass, and custom colored and textured concrete.

The team is self-performing a significant amount of work, including: framing and drywall, concrete patch back, ACT, doors/frames/hardware, and IPE paved decks. Work is also being performed in occupied space, requiring close coordination with the client, their facilities staff, and their project management team. Swinerton is submitting a detailed tracking log of future shutdowns during weekly owner meetings.

The project team is proud of their hard work. They look forward to turning over a successful project to a satisfied new client and are confident it will lead to more projects with them in the future.



MARKET SPOTLIGHT MULTIFAMILY RESIDENTIAL

A NEW BEAUTY ON NOB HILL

Swinerton recently unveiled a portion of the North elevation of their 875 California high-end condominium project on San Francisco's Nob Hill, giving tourists and locals riding the California Street cable car a new view on the historic hill. Exterior faceted golden diamond stone from China leads off the North elevation from the ground up, tying into the 18% sloped California Street sidewalk. Bay windows pop out from the exterior balloon framed wall with a unique stone stepped design at the underside. After the termination of the stone, the Dryvit system finishes out this elevation. Just under the parapet stone cap, there is a scalloped Dryvit band that wraps the building top providing a beautiful accent when the sun hits it just right. The number of photographs taken in the first few days from passersby after this unveiling was a satisfying milestone and a compliment to the team's hard work.

The team is committed to achieving a building TCO in December 2019. One of the building's elevators was approved for temp use in July 2019. Soon after, the Man Hoist and Tower Crane were dismantled. The main focus at hand is completing the unit interior, front and back courtyards, remainder of the exterior stone and Dryvit, roof equipment, and the amenity areas which consist of a fitness room, upscale lobby, catering kitchen, and a "Sun Room" that overlooks the back courtyard. Additionally, two mock-up units were made ready for marketing tours in October. Stay tuned for more extravagant photos of unveilings to come in the next quarterly.



SWEEPING SUCCESS WITH SUBCONTRACTOR

By Mark Rafferty

At Swinerton's LAX ITF West Parking Structure & Mobility Hub project, the team is partnering with a dedicated subcontractor with an impressive story to tell. Barbold Enterprises is providing extensive street sweeping services throughout the project to minimize the effects of construction to everyone who passes by the jobsite.

Ran by COO Arnold Carter and CEO Barbara McGee, Barbold Enterprises holds four certifications as a DBE, SBE, WBE, and MBE firm. Barbara, a member of the Creek (Muscogee) Nation, previously worked in San Francisco as a BART Train Operator, becoming one of the youngest females to do so for the system. In addition to running Barbold, she also works as a celebrity makeup artist on film sets.

Prior to forming Barbold, Arnold was a major street sweeper cleaning the San Francisco Bay Bridge before

its grand reopening in 2013. He has over two decades of experience as a Union Operating Engineer. In addition to his numerous heavy equipment certifications, he also holds a commercial trucker's license. He is the Owner/Operator of Barbold, combining his technical expertise with his business acumen.

In 2016, the pair decided to use their business and people skills to build a street-sweeping firm from the ground up. He and Barbara formed the firm and began filing for all the extremely complex regulations necessary to work in Los Angeles, Orange, and San Bernardino Counties. During an outreach conference in 2018, they met Rick Vaughn, Swinerton's Southern California Community Relations Liaison. After a lengthy conversation, they realized they would be a perfect match for LAX ITF West.

In addition to running a company, Barbara somehow finds the time to earn her PhD in Mental Health and Wellness. She and Arnold have a vision in creating a training program to provide youth, minority, and at-risk with opportunities to enter the industry. They are teaming with the Operating Engineers Union to provide those with a criminal past an opportunity to reenter the workforce and are one of the only unions to proactively offer them the skills necessary to do so.

Barbold's dedication to their craft, their clients, and their community is unparalleled. As with Swinerton, they share the same mission and vision of inclusivity and opportunity. We are proud to partner with them at LAX ITF West and we both look forward to many more successful projects together in the future.

TL 361 BREAKS GROUND

By Lisa Romanoski & Lillian Martin

Swinerton Management & Consulting (SMC) is excited to announce that TL 361—with Forge Development Partners—is currently in construction. This housing portfolio consists of two brand new buildings in the Tenderloin area of San Francisco, CA. 361 Turk (TL 361) is an eight-story multi-family dwelling building with 146 micro-units planned. 145 Leavenworth (TL 145) is an eight-story multi-family dwelling building with 94 micro-units planned. Approximately 3,000 square feet of retail is planned for the ground-floor levels of each building. A social and community center will be available for residents and the community. Both projects are located within the same city block and use the same assemblies and details.

TL 145 will begin in January 2020. SMC is providing project and construction management services to both properties. Initial pricing indicates both properties will be approximately \$530 per square foot to build. According to Forge, 12% of the units will be set aside for those with annual incomes of about \$32,000; 39% will be geared towards income levels of \$75,000—\$80,000 annually; and 49% will be offered at market rate. TL 361 and TL 145 aim to address the City's critical shortage of workforce housing. Both projects are being fast-tracked through the City permitting process due to the high-profile nature of the project and urgent need for workforce housing in San Francisco.

Follow along the progress of this project at [forgelandcompany.com](https://www.forgelandcompany.com)





SOCAL VOLUNTEERS AT SEQUOIA NATIONAL PARK

By Gennelle Dedek & Mark Rafferty

On a beautiful Saturday in late August, close to 30 Swinerton employees and family members from around Southern California came out for the National Park Service's "Volunteers-In-Parks" program. It gives people the opportunity to play an active role in helping protect and share our national treasures. Many of the national parks have this kind of service, with a "host" who is typically a volunteer or part-time employee who organizes the event.

Volunteer groups can do anything from measuring Sequoias for research, pulling invasive species in the meadows that are killing the native plants, or in our case, watering the tiny trees they planted last season in the campgrounds after the massive drought in California—which killed over a million trees in Sequoia and Kings Canyon National Parks alone!

The idea was spawned by Gennelle Dedek, a Senior Project Engineer in OCLA's Special Projects division. She had previously volunteered at Sequoia with her former employer and had an incredible experience; Swinerton immediately agreed to participate and Gennelle rounded up her co-workers.

After camping out Friday night as one big happy family, they woke and started filling their cans from the watering truck. For six hours, they poured and poured to ensure the little baby Cedars and Sugar Pine trees had enough water to survive the rest of the summer.

They held a group breakfast and dinner, roasted s'mores, played games, swam in the lake—and even saw a bear! In the end, they all agreed that spending time bonding without cell phones really made the trip. It was a wonderful opportunity to get to know their fellow co-workers away from the jobsite and office.

For more information on the National Park Service's "Volunteers-In-Parks" program, visit: nps.gov/articles/volunteers-in-parks.htm



SWINERTON SAN DIEGO AND CRAFT SERVICES SUPPORT LOCAL HIGH SCHOOL CONSTRUCTION TRADE PROGRAM

By Eric Jaramillo, Desireé Ashmun & Mark Rafferty

Swinerton San Diego and Craft Services met with Nick Jordan, the Construction Coordinator of Ramona Unified School District's Continuation School back in February. It was at their request to partner in support of their vision of promoting the benefits of a career in craft.

Montecito High School is home to 140 students of which the majority are enrolled in their Construction Trade Course. They currently have a small group of 10+ students who compete at the Skills USA on a Regional, State, and National Level. Nick has a strong background in construction and is very passionate about supporting and motivating students to pursue a career in craft. He was previously a Field Superintendent with the Carpenters Union and has a strong relationship with the AGC; he tours the facility with his students twice a year. He was excited to partner with Swinerton in his efforts to promote a career in craft for his students.

Swinerton's Rick Lopez, Roger Kazemier, and Desireé Ashmun did an on site classroom visit on February 12, where they met with 30 advanced students enrolled in the Construction Trade Course. They spoke on leadership and answered questions about what it means to have a successful career in craft. This first visit was a huge success which has led to an even greater partnership with the school.

On March 21, Swinerton returned to the high school to host a fieldtrip to the local Carpenter Union to discuss career opportunities. This was also a great success and the students enjoyed spending time with local craft professionals and the opportunity to learn about the Union.

Our most recent efforts with the high school have led to the biggest impact thus far. On May 22, with the support of the San Diego division, Desireé delivered donated tools to Nick Jordan and his entire construction program. Nick had expressed a need for tools and materials for his students, to which Rick, Roger, and Eric all happily offered their resources to coordinate a donation of tools for the school to support their program. The students were beyond thrilled to receive such a donation. We then spent an entire day with them to teach metal stud framing, which was a requirement for the students' July Skills USA National Competition. Currently, the students are working at the Samumed project, alternating them on every task to create well-rounded tradesman. All of them have been demonstrating a good work ethic and a drive to improve, which are qualities that cannot be taught. It has been exciting to reach out to the future of our industry.

This partnership is a mere example of how Craft Services and our local divisions are building and continuing to support our local high schools in spreading the message of the importance, relevance, and benefits of a career in the trades, especially in a company like Swinerton. Our relationship has grown strong with Montecito High School and this is only one of many initiatives we'll be supporting in our communities. We hope this encourages all divisions to reach out and support your local high schools and to utilize your Craft Services team.



GOOD TIMES ROLL AT SWINERTON FOUNDATION BOWL-A-LOHA

On August 24, Swinerton Hawaii held its first annual Swinerton Bowl-A-Loha event at Aiea Bowl, in Aiea, HI. The fundraising event was held to raise funds for The Swinerton Foundation. The highly anticipated inaugural event was attended by a mix of project partners that included multiple teams of subcontractors, vendors, architects, and owner representatives. Team members were greeted with bento lunches, drinks, their very own YETI flasks, and an endless buffet of pizza, fries, and Aiea Bowl's legendary Lemon Crunch Cake. During the event lucky winners received gift cards to Amazon, Starbucks, and California Pizza Kitchen with the grand raffle prize of two free round-trip inter-island tickets from Hawaiian Airlines.

Throughout the evening, teams faced off in a highly competitive battle of skill, power, and technique. As the lesser skilled and unfortunate faded into the dim lights of the Aiea Bowl, several teams began their ascent into the spotlight, making a clear distinction between amateur and the elite. After the dust settled the top three teams were announced:

- 1st Place - Island Flooring
- 2nd Place - Wasa Electrical Services
- 3rd Place - Jayar Construction

On behalf of the entire Swinerton organization, we would like to thank each one of you for making this event a success. The Swinerton Bowl-A-loha event would not have been possible without your generous donations and we commend you for joining us in helping to make a difference our communities.

Special thanks for your generosity: A1 A-Lectrician, Inc., Beachside Roofing Hawaii, Dorvin D. Leis, Electricians Inc., Goodfellow Bros., G70, Rider Levett Bucknall, Island Flooring, Island Steel Erectors, Jayar Construction, Wasa Electrical Services.

Huge thanks to our Corporate Sponsors: Anderson Group, Bays Lung Rose Holma, BEK, D. Suehiro Electric, Group Builders, Harris Rebar South Pacific, Preferred Mechanical, Prism, and R.M. Nakamura Plumbing.

Mahalo to The Swinerton Foundation and Swinerton employee-volunteers for all your time and effort in making this event a success.



OCLA UNITES AT SOFTBALL TOURNEY TO HELP THE HOMELESS

By Mark Rafferty

On September 13, Swinerton OCLA joined forces with Orange County United Way to help end homelessness. United Way's mission is "To improve lives in Orange County by delivering measurable long-term solutions to complex issues in education financial stability, health, and housing."

The second annual Sigler's Softball Charity Tournament was a home run. Swinerton came out swinging, hoping to hit it out of the park for those struggling with homelessness in their local community. We played two hard fought games, but sadly lost them both. Nonetheless, it was a moral victory knowing the funds were going to a great cause.

Kudos to our players for representing Swinerton in the fight to end homelessness!



LOCAL GIRLS TEAM WITH SRE TO HELP AT-RISK YOUTH

By Jennifer Hershman & Mark Rafferty

This summer Swinerton Renewable Energy (SRE) teamed with four local girls to raise money for David's Harp Foundation. The non-profit 501(3) organization's mission is, "To inspire, educate, and empower system affected and homeless youth to achieve academic success through music education, sound engineering, and multimedia production."

Kristin (George & Jennifer Hershman's daughter), Parker (SRE Project Manager Julia Thompson's daughter), along with their friends Alex and Abbey, decided over the summer to start a jewelry making business called "Thrifty Threadz" and donate the proceeds to a special cause each month. Their first fundraiser was at the Coronado Concert in the Park on July 28, where they raised \$189 selling their handmade jewelry! Out of gratitude, David's Harp Foundation invited them into their studio to make some music. SRE also sponsored the concert to provide additional help to the organization.

As the girls headed back to school in August, they decided the month's cause would be Monarch School—where they plan to donate \$150. A nonprofit 501(c)3 organization, their mission is "To educate students impacted by homelessness and to help them develop hope for a future with the necessary skills and experiences for personal success."

For more info on how to help these two organizations, visit: davidsharpfoundation.org and monarchschoools.org



SEATTLE'S 4TH ANNUAL RACE FOR THE SWIN

Swinerton Seattle held their fourth annual Race for the SWIN event was held on Wednesday, June 12, with the goal to raise funds in support of The Swinerton Foundation. The event was held at PGP Motorsports Park in Kent, WA, and consisted of Grand Prix style go-kart racing with the qualifying heat sponsored by Firstline Systems. After nearly 90 minutes of racing, the top three fastest teams were recognized on the podium.

Competition grew fierce when sponsors requested to have a few Swinerton folks participate in the racing, but overall the day ended with smiles and high fives all around. The top three teams of the Championship Race walked away with some great prizes consisting of Yeti cups and hats, JBL speakers and golf goodies, and the first-place winner a Yeti cooler!

Those that were not racing were able to play a variety of games set up all around the park and enjoy the open bar and food. With a hot dog cart, catered sides, and dessert, no one left the park hungry. Thanks to the incredible participation of our subcontractors we were able to present The Swinerton Foundation with a check just shy of \$61,500! This was our most successful event to support The Swinerton Foundation, we are immensely proud of this achievement and look forward to an even bigger and better Race for the SWIN next year!

A big thank you to all those involved in making this a fantastic event, we couldn't have done it without you!



SWINERTON OCLA TEAMS UP TO HELP CHILDREN BATTLING CANCER

By Mark Rafferty

On July 31, Swinerton OCLA volunteered in support of the Jessie Rees Foundation. Her NEGU initiative—which stands for “Never Ever Give Up”—creates JoyJars for children during their battle with cancer. JoyJars are 64-ounce plastic jars stuffed to the brim with new, age-appropriate games, toys, and activities meant to brighten children’s days. Each JoyJar includes a wide range of fun things, including coloring books, sticker sheets, puzzles, costume jewelry, stuffed animals, comfy socks, and so much more. Over 70 OCLA teammates spent a couple of hours stuffing a whopping 500 JoyJars. Everyone commented afterwards how good it felt to spend a little time doing something so meaningful for these brave kids in need.

The Jessie Rees Foundation is inspired by 12-year-old Jessica Joy Rees. Jessie was a beautiful, athletic, smart, and compassionate girl who fought two brain tumors from March 2011 to January 2012. During her courageous fight, she focused on spreading hope, joy, and love to other kids fighting cancer. She knew having cancer made kids feel lonely and limited, and as a result, she felt empowered to help ease their feelings. She chose to share her message to NEGU—Never Ever Give Up—with as many courageous kids fighting cancer as she could. Thanks to her JoyJars, her love is now everlasting.

For more info on how to support the Jessie Reed Foundation, visit NEGU.org



FIFTH ANNUAL SWINVITATIONAL

An unusual summer cool down blanketed Portland just in time for the fifth annual Swinvitational, allowing players to enjoy the scramble formatted tournament. Over 150 people attended—clients, subcontractors, Swinerton employees, and Swinterns. Everyone enjoyed a day full of golfing excitement at The Reserve.

All sponsorships were filled, and available foursomes sold out. The tournament welcomed back the Monster Drive, which allowed players to start 400 yards out on one of the most difficult holes. Added this year was the Dice Roll to determine how close to the pin they were able to tee off. The tournament proved to be another successful year, netting \$50,000 for The Swinerton Foundation!



SOUTHEAST GIVES BACK

On July 11, Swinerton Southeast volunteered together with Chattahoochee Riverkeeper to pull 1.58 tons of trash, plus 12 tires—an additional 300 pounds—out of the Chattahoochee River in 91 degree heat.

Congrats to the team for sweating it out for a great cause!



PARTNERSHIP WITH SOARD REMAINS STRONG

Continuing from the last issue of the *Swinerton Quarterly*, this spring the Southeast team sponsored a renovation project with Sunshine on a Ranney Day (SOARD). Southeast employees Will Cherry, Allen Cabarubio, Alfredo Ayala, Robyn Schoch, Ronnie Forsythe, Horacio Perez, Oscar Ostorga, and Ethan Newell worked together to renovate the Pitt family’s sunroom into a dream therapy room for seven-year-old Jonah.

A group of employees attended the reveal on July 13 to witness the family see their new space for the first time; everyone in attendance got to tour the finished space and was thrilled by the reaction of the Pitt family. Watch a video of the reveal here: youtu.be/ibcx-uoU9yo



SWINERTON HELPS LAUNCH NEW IMPROVED SKILLED TRADES PREAPPRENTICESHIP SHOP

By Mick Penn

The Architecture Academy at Fremont High School in Oakland has a well-designed construction component built into its program of study. Since 2018, it has earned the Silver Certification from Linked Learning Alliance. The goal of the program is to graduate students to college and prepare them for a career with an emphasis on the construction field in addition to careers in Engineering, Architectural Design, and Construction Skilled trades.

In the 9th grade, students receive a 12-week introduction to construction as part of a career exploration wheel. In the 10th grade, students receive a semester Construction Technology I Course. In this class, students develop or enhance their construction skills by learning construction techniques and concepts and the use of more advanced power tools. In the 11th grade, students continue to add concept and tool knowledge via a full-year class, Construction Tech II. In the 12th grade, students have the option to take a dual enrollment woodworking course with Laney College—community college—and receive college units or the Designing Scaled Structures Course.

Since 2017, The Swinerton Foundation has adopted this course and has worked with the students to give them a rich, relevant, and rigorous experience. The Bay Area team has worked with instructors and students to design and build an outside classroom space, invested both monetarily and with human capital. The team has also worked with students in the design and engineering of the project, leaving the construction experience to the students and instructors.

The Swinerton Foundation has provided support for the Silver Certification of the school, as well as financial support so the students from the program can attend career exploration visits to apprenticeship training centers and participate in Skilled Trades Career Fairs. Swinerton, as a whole, has enhanced the educational experiences for students in the Architecture Academy. The Swinerton Foundation has also provided funds for major projects in the Construction Tech II course.

On August 8, The Swinerton Foundation and Bay Area team was in attendance at the ribbon-cutting and unveiling of the Improved Skilled Trades Pre-Apprenticeship Shop at Fremont High in Oakland. The shop supports the Architecture Academy and provides the students with a hands-on experience as they prepare for careers in the AEC industry.

SWINERTON SCORES FOR FOURTH CONSECUTIVE YEAR AT ANNUAL SOCCER TOURNAMENT

On June 8, at Crocker Amazon Fields in San Francisco, CA, Swinerton participated in its fourth SCORES Corporate Cup. This annual event is one of the largest corporate coed soccer tournaments in the Bay Area and is an important fundraiser for America SCORES Bay Area, a local non-profit organization that provides life-changing experiences for kids in low-income communities. The organization helps form soccer teams for children and brings them into the classroom to improve reading and writing skills.

Bay Area employees came together to bring our top athletes to the competition. Our team had a rough start, but finally found our stride and came home with a championship trophy. Other recognizable companies that participated at the event were Morgan Stanley, Mulesoft, Union Bank, Deloitte, McKinsey, Accenture, and many more.

Thank you to all who participated and hope to see you next year!



TEXAS EVENTS ARE KICKING!

COTA Karting Client Outings

This summer the Austin team brought clients out to the race track—Circuit of Americas—for some fun, friendship, and preparation for the upcoming Formula One race in Austin in November.



Project Kick-Off Team Building

The Swinerton Austin team recently kicked-off the upcoming Domain 12 project with a team building outing to Urban Axes. The project/client is confidential but the good times from the event are still being "liked" by all that attended!



We're on a Boat

To celebrate summer the Swinerton Austin team and their families headed to Lake Austin for their Annual Rock the Boat Party. The group boated in style in an upscale cruise boat, enjoying a relaxing afternoon on the water.



Visitors to the Lone Star State

July was a busy month in Texas for Swinerton and partner visitors from near and far. In just a matter of a few weeks we had a Craft Services Kick-Off Meeting, Financial Committee Meeting, and Point of Origin Meeting. Then the last week of September, a whole crew of senior leadership came into Austin for the Division Manager + Department Head meeting. We love having folks come to the office, so if you can ever make the trip out we've love to have you!



SWINNY STEPPERS

This year the Portland division (and pups) participated in the American Heart Association walk. Team "Swinny Steppers" raised \$1,200 and had a great time at the event.



HOOD TO COAST

For the second year, members of the Portland office trained for the 'mother of all relays.' At the end of August, the team began the epic 199-mile journey from Timberline Lodge on Mt. Hood to Seaside on the Oregon Coast. The relay consists of the 12-person team running three legs from three to eight miles each non-stop. Team members weaved down highways and country roads, and in just under 31 hours crossed the sandy finish line. Additionally, the team raised \$14,000 for the Providence Cancer Institute to #finishcancer!



CELEBRATING NAZEH QAFITI'S 30TH ANNIVERSARY WITH SWINERTON

Nazeh Qafiti is Swinerton's Operations Risk Mitigation Director within the Swinerton Inc. Legal team. In 1989, he began his career with Swinerton as a Project Engineer starting in the California Central Valley-Fresno area. He then progressed to work on many building projects within Swinerton offices including, but not limited to, San Diego, San Francisco, Los Angeles, Arizona, Colorado, Georgia, and Hawaii.

He has experience with a diverse mix of project types, public and private owners, and contracting structures. These assets have provided him with the vital knowledge and skillsets needed to navigate and orchestrate strategies and approaches to the many challenges we face and confront during the building process.

Although Nazeh started working in a traditional construction management career, his talents led him into trouble again and again. Not trouble of his own making, but the general legal trouble that happens in this industry. Because of this, his job has created a somewhat nomadic life season after season.

As a result, he must blend into new teams that are typically feeling stressed with their issues. It's hard to be popular when your mere presence is connected to difficult problem resolution. However, Nazeh's warm demeanor and engaging personality overcomes the generally negative nature of the issues and within weeks, almost always, the project teams and Nazeh become lifelong friends. People are not sure how that happens, but it does.

Since 2000, Nazeh has been dedicated full time to resolving a steady string of high-stake project issues. He utilizes his leadership skills to manage our financial interests regardless of how tough the circumstances. His assignments have grown to encompass projects from different regions and with varied types of owners.

In aggregate, there have been more than \$150 million of direct financial risks to Swinerton's bottom line in which Nazeh has been a critical manager in the settlement process. He has confronted public and private project issues, successfully managed multiple subcontractor defaults, and provided guidance to project teams through the sometimes unpleasant process of protecting Swinerton's interests. His motivation is always to push forward and keep focused on the resolution of the hard issues. Nazeh sees it as a sport, a puzzle to solve, and the reward that comes from successfully overcoming it.

Gary Rafferty (President and COO, Retired) says, "If one could choose a friend to partner with in a complicated contract and insurance related project, I would want Nazeh on my team. He is so committed, knowledgeable, and thorough."

Happy 30th Swiniversary, Nazeh. Thank you for your three decades of dedicated service!



YES SEATTLE!

Swinerton Seattle has been named Number 6 of Washington's 100 Best Workplaces for 2019 in the Large Companies category by the Puget Sound Business Journal. We were also the highest ranked general contractor across all categories!

While there are many reasons why we believe Swinerton is a great place to work, something one of our employees said really got to the heart of the matter, "Everyday I come home and talk about how much I enjoyed what I did at work. It's clear that the company cares about the employees and strives to make the office a great place to work. Working in the office is both fun and motivating. I feel that I am surrounded by people whom enjoy what they are doing and are very skilled in their trade. The people I work with are inspiring and I learn new things every day."

This county and nationwide survey and awards program was designed to identify, recognize, and honor the best places of employment, benefiting each county's economy, its workforce, and businesses.

Organizations from across the country enter the competition in each of their counties to determine if they are a top employer of choice. Although Swinerton was up against tough competition, including many other construction, real estate, and technology firms, the survey results confirmed what all of us already know—that Swinerton truly is a great place to work!



TEXAS TAKES HOME COMMUNITY RELATIONS AWARD

On August 21, members of the Texas team attended The Greater Austin Chamber of Commerce's 19th Annual Greater Austin Business Awards ceremony at the JW Marriott Austin. Austin Chamber CEO Mike Rollins said the celebration was an opportunity to recognize the achievements of the business community and the good that job creators and companies do across the region.

Nearly 300 companies were nominated for an award, but only a few could bring home a win. When the Intel Corporation Community Relations award was announced, the team was ecstatic to learn they were named a winner and headed to the stage to accept the award on behalf of Swinerton. The award recognizes organizations that demonstrate outstanding corporate social responsibility and show results in making a positive impact in the community. Swinerton shared this award with two other recipients, Google Fiber and Silicon Labs.

Congratulations to the entire Texas team for your community activism and your commitment to providing opportunities to diverse businesses.

SWINERTON SQ SCORES NATIONAL MARKETING AWARD

On August 1, the *Swinerton Quarterly* was recognized with an Award of Excellence in the Internal Newsletter—Print Category at The Society for Marketing Professional Services (SMPS) 2019 Marketing Communication Awards. Held in Washington, D.C., the annual Awards Program is the longest-standing, most prestigious awards program recognizing excellence in marketing and communications by professional services firms in the A/E/C industries. Christina Benedict, Jean Kim, and Myrna Wagner accepted the award on Swinerton's behalf.



SWINERTON