



SWINERTON QUARTERLY

Summer 2019

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FEATURED PIECE

SHAREHOLDERS 2019

This year, the New Shareholders Reception and Annual Shareholders Meeting were held at Anchor Brewing Company and the UCSF Mission Bay Conference Center. There were over 500 shareholders and special guests in attendance, including the largest new shareholders class to date. Head to page 34 for more coverage on what went on at the annual event.



SUMMER HIGHLIGHTS



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WINDOW WALL WORK



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LETTER FROM THE EDITOR-IN-CHIEF



Summer is in full swing and just as sure as the seasons change, so do things here. The potential of Swinerton right now is absolutely breathtaking. Our ambitions are expanding at a pace never seen in the history of this company. We are building astounding businesses, and hiring astounding people coast to coast. We have built one great brand that unites a family of companies that's committed to building strong, resilient communities, while building careers for people. In many ways, that is a rare thing today, and that's because our ambitions are matched by our expectations of ourselves. We have a great culture and great people, both of which are featured in this issue of the *Swinerton Quarterly*. There just aren't many 131-year old, 100% employee-owned companies, and none like ours.

Enjoy diving into this summer *Swinerton Quarterly* and happy Fourth of July.

Meggie

Meggie Hollywood

PHOTO CONTEST WINNER



BLUE SKIES, LONG STRIDES

Rollin' down the street in Long Beach, where we're hard at work at Long Beach Airport making the passenger experience even better. Thank you Kristin Barron for the great photo.

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Meggie Hollywood

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PERLA ON BROADWAY CONTINUES CONCRETE POURS AND WINDOW WALL WORK

By Rudy Valeros

On April 21, the mat slab was poured at the Perla on Broadway project. The Swinerton team has successfully fought through extremely heavy rains this year to maintain the seven-day concrete cycle of one floor each week through the main tower. When faced with a rainy forecast this past May, the team temporarily roofed an upper floor and protected the vertical surfaces to successfully prevent rain from entering the building.

Located in Downtown L.A.'s historic Broadway corridor, there are many challenges around the site, but the team continues to work through issues and find smart, creative solutions to provide safe working conditions and remain on schedule.

The team is on track to deliver the project within the contract completion date of July 5, 2020, and within the GMP budget by working closely with the window wall subcontractor and reevaluating the project schedule. Constant communication and persistence from project engineer to project executive has been instrumental in managing the tough window wall scope.

Swinerton's drywall team has been working aggressively to start a floor each week. Swinerton is self-performing multiple scopes, including composite clean-up, demolition, bath accessories, fire extinguishers, mailboxes, bike racks, and signage. With all this self-perform work, everyone on site is constantly thinking of how to benefit from the One-Team approach.

The Perla team is looking forward to the topping out celebration in July, completion of the in-place mock-up units, and fine-tuning the production sequence through the tower.



CRANES FLYING HIGH OVER SF

By Greg Tate

We always want to highlight the great work our Swinerton family members and trade partners are doing every day, and this quarter is no exception. Nothing shows this better than the impressive collection of Swinerton tower cranes proudly dotting the skies over San Francisco. From the top of Nob Hill at 875 California Street to the waters of the San Francisco Bay along the Embarcadero at One Steuart Lane, tower cranes bearing the Swinerton name are changing the San Francisco skyline. In addition to 875 California and One Steuart Lane, Swinerton has tower cranes flying over the city at 1950 Mission Street, 1066 Market Street, 390 First Street, and two cranes at the massive Trinity Phase IV project at the bustling corner of Market and 8th Streets.

Not only that, but right next to the newly completed Salesforce Tower is Oceanwide Center—our joint-venture project with Webcor. At Oceanwide Center, we currently have one crane up and two more on the way from New Jersey, which will be up before the end of the year. If you are in San Francisco anytime soon, keep your eyes peeled as we will have more than 10 tower cranes servicing our projects throughout the city!

LEDDING LIBRARY ROOF

Recently on the Milwaukie Ledding Library project, the Swinerton Portland project team brought their heads together to solve what seemed to be an un-constructible "wave" roof design. Preconstruction has exceeded two years, with multiple value engineering rounds, leading to the final design which consists of pre-fabricated trusses and I-beams spanning between a centerline glulam girder and exterior walls. The 18,000-square-foot assembly will have plywood sheathing, insulation, and a roof membrane. It sounds simple—until you realize the roof consists of 15 different slope zones that create a continuously variable surface. Additionally, Swinerton is responsible for truss engineering.

All truss bearing points are sloping in two different directions and angles. While diving into the details, the team noticed there was no way the plywood decking was going to fasten flush on the trusses to create the structural roof diaphragm. A mock-up framework was created to portray the three slope sections of the roof showing the most extreme two-way slope, the least extreme two-way slope, and a saddle condition to communicate the concern to the design team.





ADVENTIST HEALTH

Swinerton Sacramento reached a milestone at the Adventist Health Shared Services Campus in April 2019 with the city issuance of temporary occupancy, allowing Adventist Health to move into their new facility. The project team faced many obstacles in the weeks leading up to the owner move-in date. Challenges included unique smoke evacuation system testing for a large open atrium, furniture installation coordination during completion of construction, completion of the extensive AV system, and installation of several art sculptures. The largest sculpture included a 50-foot tall, ceiling-suspended stainless-steel lighting fixture in the middle of the open atrium using a spider lift and a cable pulley system. Because Adventist Health is affiliated with the Seventh-day Adventist Church, Adventist Health observes Sabbath from Friday evening to Saturday Evening. Respecting our client and their Sabbath, our project team spent many of their Sundays on site completing city inspections and commissioning procedure to ensure a completion date in April 2019.

To call the Adventist Health Shared Services Campus a large project is an understatement. The campus, located in Roseville, CA, consists of a 275,000-square-foot, five-story office building with below-grade basement facility sitting within a 26-acre site. The campus was constructed to serve as the western headquarters for Adventist Health and houses more than 1,200 employees. Amenities in the facility include a health clinic serving the employees and immediate family members, large kitchen and serving area with AV system to conduct cooking demonstrations for employees by full-time kitchen staff, treadmill desks, reconfigurable conference and meeting rooms partitioned with DIRT walls, high-end finishes throughout, numerous training rooms with Skyfold partition walls, and several other dynamic features to sustain high employee satisfaction and morale.

The project is currently on track to achieve both LEED® and WELL Building certifications, which offered up challenges of their own throughout the project. Swinerton and our subcontractor teams diligently managed the requirements to achieve both these standards, and the efforts will not go unrewarded.

Adventist Health Shared Campus was the first project Swinerton completed with design firm Little Diversified Architectural Consulting out of North Carolina. We hope to continue to strengthen our working relationship not only in the Sacramento region but also with our southeast locations. Not only can the project team be proud of the completion of the construction project, Swinerton has also remained a trusted partner to Adventist Health who expressed enthusiasm and appreciation for our team members and have opened the doors to future projects with Adventist.



SAN DIEGO UNDERWAY ON NEW OFFICE BUILDING AND PARKING STRUCTURE PROJECT

By Tim Suemnicht & Mark Rafferty

This January, Swinerton San Diego started work on the 9455 Towne Centre Drive project in the city's upscale University Towne Centre neighborhood. The combined office building and parking structure project is for repeat client Kilroy. Prior to construction, the team performed value engineering and budgeting services. The project expects to wrap up in May 2020.

Located conveniently between three major freeways, it's the area's next address for a state-of-the-art, modern workstyle. The new five-story office building encompasses 150,000 square feet atop large floor plates. Targeting LEED® Gold certification, the office building is designed with San Diego's perfect climate in mind. It features natural sunlight, numerous outdoor patios, open space gathering areas, lush landscaping, and high-tech operating systems. Set adjacent to the new office building is a new 224,000-square-foot, stand-alone parking structure with 600 spaces.

The team is performing modifications of an existing shoring wall on the adjacent property. This requires off-hours work during the weekends and close coordination with the neighboring property. Furthermore, all street work must be performed at night. Swinerton is self-performing the structural concrete for both the building and the parking structure, along with interior framing and drywall.

Due to clashes with unforeseen existing utilities, the team had to perform a complete redesign of the underground plumbing for the office building. They overcame this with early detection and resequencing of the schedule with zero days lost. They are also dealing with a complicated skin panel and waterproofing system. To compensate for this, they are holding weekly coordination meetings with all trades involved, while also building a 33-foot tall, full-scale mock-up. The team is confident their success on this project will provide great exposure to future bio-tech endeavors.



MARKET SPOTLIGHT HEALTHCARE

KICKING IT INTO HIGH GEAR AT CALIFORNIA HOSPITAL

By Mark Rafferty & Rashad Morton

After breaking ground in late January, Swinerton is moving swiftly on the Dignity Health California Hospital project, a design-build project in Downtown L.A. The team is building a new Medical Center Emergency Department and Women's Services Building. We are teaming up with Devenney Group, Degenkolb, TK1SC, Stantec, and Mazzetti+GBA. Swinerton is also performing full BIM design coordination with MEP trade partners.

Standing four stories tall, the 140,000-square-foot tower includes an ambulance bay, emergency services, labor and delivery, ICU, CCU and NICU, and imaging services. Most notably, the first floor Emergency Department features triage rooms, six trauma rooms, a radiology room, and a CT scan room. Although it's not an official LEED® project, it's being built according to LEED® Silver standards.

As of May, the team has wrapped up overexcavation and recompaction work. They have built the building pad and installed deep underground utilities in the building footprint. They started shoring after receiving permits for the City of Los Angeles and OSHPD, and are also drilling the deep foundations. Swinerton is self-performing the concrete scope of work, including 80+ concrete footings for the building; the 90-foot tall poured-in-place concrete walls; and the stair tower.

The building will be ready for move in during summer 2021. The backfill tenant improvements will be completed by Fall 2022. The team looks forward to adding a state-of-the-art facility to California Hospital's rich 132-year history.





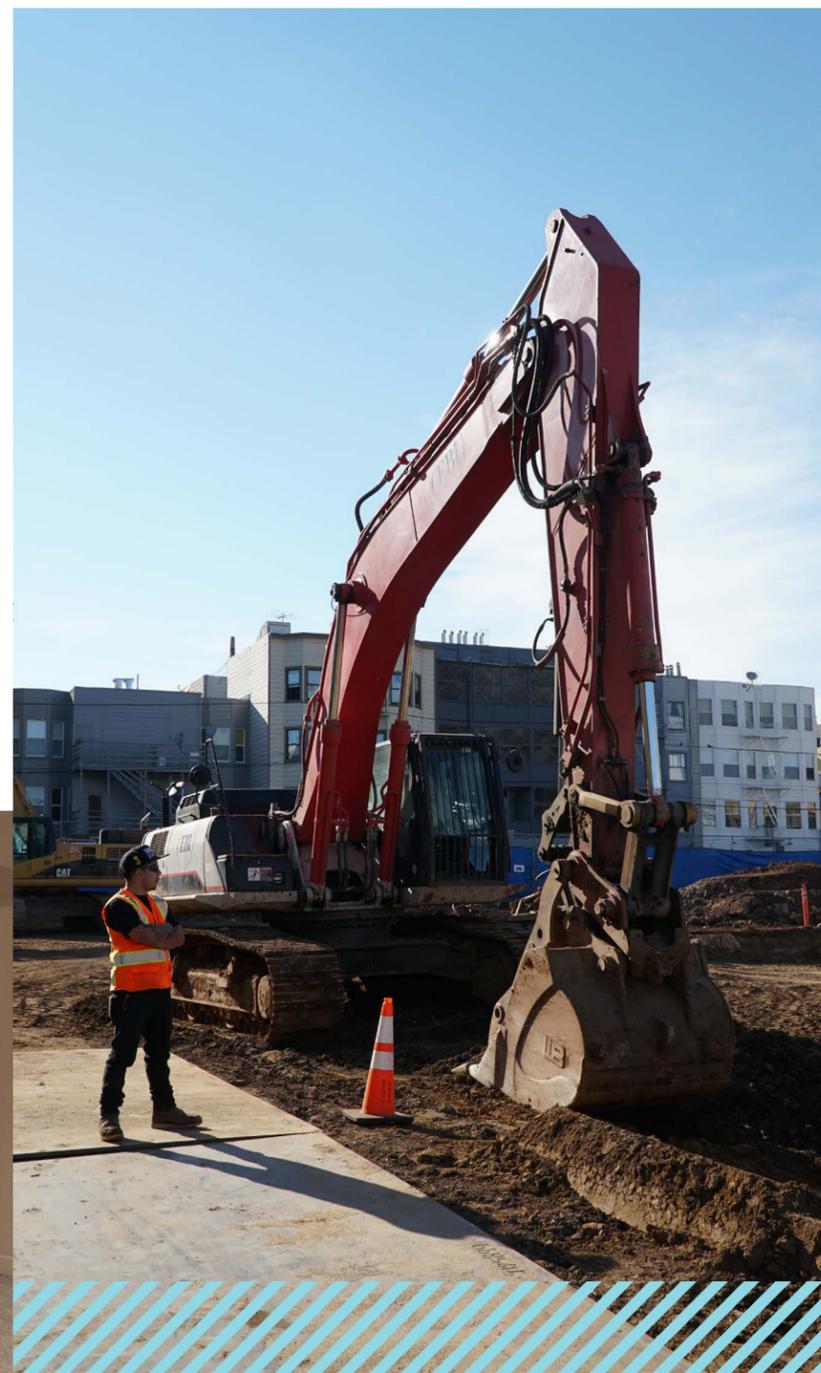
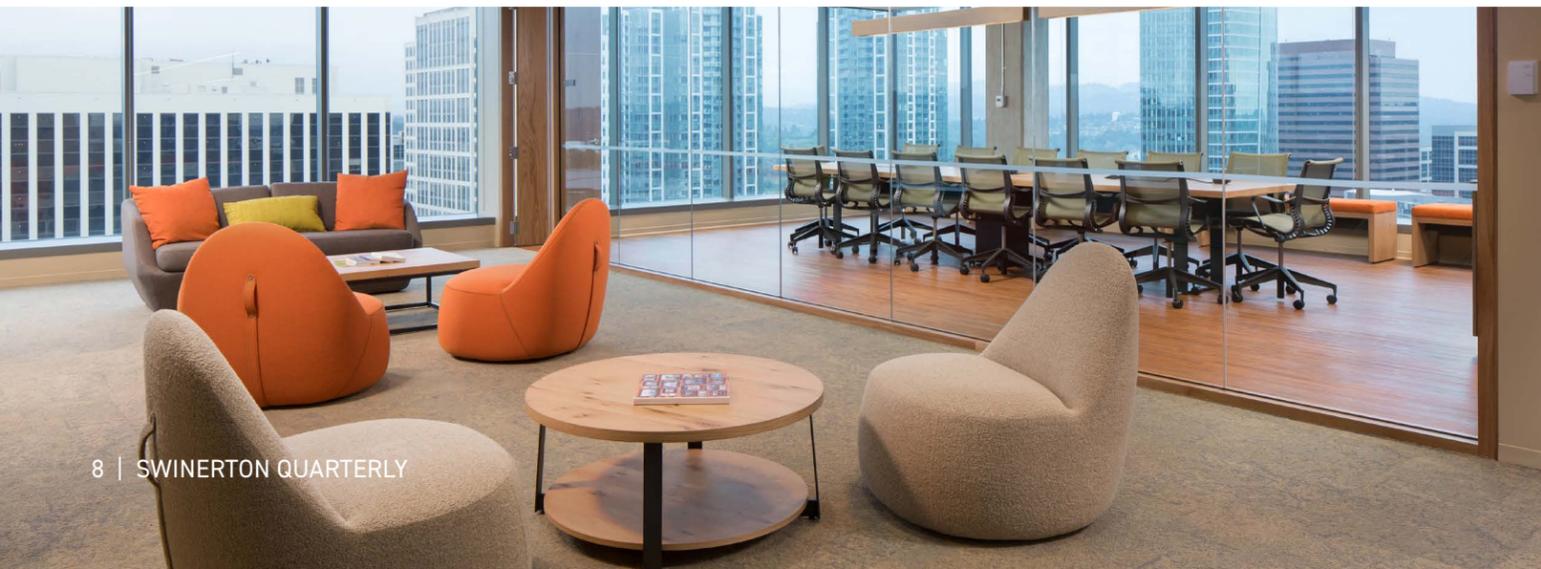
LEED-ING THE WAY TO PLATINUM CERTIFICATION

Our project team for a confidential tech client in Bellevue, WA, started out the project with the understanding the client wanted to achieve LEED® Gold certification but the team took it one step further and ended the project with LEED® Platinum certification! There were many factors that allowed this project to reach that level of certification with a high level of owner buy-in being at the very top.

The process to achieve Platinum started on day one during preconstruction. “LEED was a focus during every facet of the project,” stated Assistant Project Manager Andy Ochs. This included subcontractors and design-build MEP partners bidding scopes of work with LEED in mind. Laborers and foremen running self-perform clean-up were fully involved and owned the Swinerton portion of LEED waste management. They took pride in 100% source separating all waste before it left the project site which was another key aspect to reaching this certification. A lot of the work to reach this status fell to the Swinerton project team, with hours of documentation and reporting required. Senior Project Manager Steve

Goff, Assistant Project Manager Andy Ochs, and Senior Superintendent Kevin Buzitis maintained this as a priority for the duration of the project (four years) and continued to deliver the third-party LEED consultant the data that was required.

Overall, LEED Platinum certification was attainable for this project due to 100% buy-in from all project participants—owner, architect, building manager, and subcontractors. This confidential client is an owner that prioritizes LEED and understands the amount of effort required to achieve a high-level certification like this, and the Swinerton project team says this was the primary differentiator that eventually brought this project to achieving LEED Platinum.



1950 MISSION BREAKS GROUND

Located in the heart of the Mission District at 16th and Mission Streets, construction at 1950 Mission has begun and is set to complete in the fall of 2020! This project will deliver 157 affordable housing residences ranging from studios to three-bedroom units. The project consists of two buildings. The Weise building is five stories with a roof park and the Mission building is nine stories. The buildings will share a connecting bridge and is being constructed simultaneously.

The project broke ground in January, and after making way through unforeseen obstructions and dirty dirt, the team is picking up steam. Drilled piles are going well, and the team prepped for the mat slab foundation at the Weise Building in June. The tower crane was recently erected and everyone at 1950 Mission is looking forward to getting out of the ground!





SPOTLIGHT PREFABRICATION



THREE MAJOR PROJECTS UNDERWAY FOR SWINERTON'S PREFAB FACILITY

By Mark Rafferty & Jose Lozoya

Swinerton's Asset Management and Prefab Facility (AMPF) in Riverside, CA, is currently working on three major projects across Southern California: Culver Studios Parking Structure, Radisson Blu Hotel Parking Structure, and Hotel Del Coronado Parking Structure. On all three projects, Swinerton is also self-performing the concrete scope of work.

In the roughly six-year history of the AMPF, this marks the first time they have been working on three major projects simultaneously. An investment on an Aluma joist system was recently made in an effort to eliminate scrap and new material costs, offer greater capacity, and lower labor costs over standard lumber joists.

At Culver Studios, they are prefabbing for the eight-level parking structure, with six levels above-grade and two levels below-grade. It spans 400,000 square feet with 1,109 stalls. At Radisson Blu Hotel near Disneyland, they are prefabbing for the three and a half level, above-grade parking structure. It spans 133,000 square feet with 353 stalls. At the historic Hotel Del Coronado, they are prefabbing for the new three-level parking structure, with one level above-grade and two levels below-grade. It spans 212,000 square feet with 729 stalls.

The AMPF is a critical resource for Swinerton, especially for the Parking Structure team. Working on these three projects concurrently is an incredible accomplishment, one which will only further the impact on Swinerton's success in the future.



HOTEL PROJECT SUCCEEDING THROUGH ONE-TEAM APPROACH

By Mark Rafferty & Evan Taylor

Swinerton OCLA received the construction permit on March 6 for the Radisson Blu Hotel and Parking Structure project.

The 12-story, 355,887-square-foot hotel features 326 guest rooms, hotel offices, restaurant and bar, retail space, pools at the roof and ground level, and 353 stalls of above-grade podium parking. It is the first Radisson Blu in California and the fourth Radisson Blu in the country.

In May, the team completed the first jump on the core system and poured the first elevated deck at the parking structure. The parking structure will top out this July and is scheduled for completion in July 2020.

Overcoming permit delays from the City of Anaheim has been a challenge. The team maximized the permit delay by completing buyout and starting the submittal and BIM process. Another challenge is the tower crane location and size, which has to be mitigated so as to not impact Interstate 5. Permits were pulled with CalTrans to coordinate and allow for the jib to pass over the onramp as long as no load was carried by the crane.

This is the only project at Swinerton that includes all self-perform trades, including the first OCLA project where the drywall team will be installing doors and hardware. Our self-perform teams have been incredible and it's amazing to see our One-Team approach in action.



MARKET SPOTLIGHT SENIOR LIVING

SOUTHEAST COMPLETES FACILITY FOR REPEAT CLIENT

Despite Mother Nature's repeated attempts to rain on their construction parade, the Hearthside at Lafayette team recently celebrated receipt of their Certificate of Occupancy—the result of 15 months of hard work with a healthy dose of mud mixed in.

A second successful project with repeat client OneStreet Residential, Hearthside at Lafayette is located in Fayetteville, a small community just outside of Atlanta that has recently become the center of the booming film industry in Georgia.

Part of Fayetteville's 110-acre, neo-traditional master planned community of single-family homes, apartments, hotel, public amphitheater, and green space, the Senior Living Facility, designed by Atlanta-based architect Foley Design Architects is exclusively for residents age 62 and older. The four-story complex consists of 125 one- and two-bedroom residences with 107 parking spaces and a terrace level. Interior units feature custom cabinets and countertops, LVT flooring, carpet, tile backsplash in the kitchen, and Energy Star appliances. Amenities include a library/reception, exam/nurse station, community room, bistro, cardio, fitness, media room, resident storage, community laundry room, game room, grill stations, and a bocce ball court. To promote healthy living, the development encourages walking and biking, is designed for good indoor air quality, and has an onsite garden for healthy eating.



SOMETHING AWESOME COMING 2020

BUILDING BLOCKS FOR A NEW MARKET

In early February, Swinerton San Diego mobilized onsite for the unique Legoland project consisting of a movie theater flight simulation ride, a small child-friendly drop-tower ride, re-theming and renovation of adjacent retail and food/beverage spaces, and miscellaneous sitework. The project is expected to wrap up work in March 2020.

One of the biggest challenges thus far came with the extensive amount of rain this winter. With the theatre pit and 9,000 yards of export, the saturated soil created complications for the earthwork operation. Swinerton is teaming closely with partners across the world, with the design team in Florida, consultants on the East Coast, and ride manufacturers in Taiwan and Germany. We are confident that any additional challenges will be overcome as a team with clear objectives, clear deadlines, and open communication across the board.

At the start of operations, a small section of the park was out of service disrupting guest routing. To mitigate this impact as much as possible, temporary walls were built and hard barricades were secured to separate and delineate construction work space from the operating park space. These hard barriers were painted Lego blue with themed graphics of the upcoming project. Thanks to the detailed site logistic plan, all retail shops and restaurants will remain open during construction.

The team is proud of their entry into a new market segment in San Diego. The competition might have had more similar projects, but the ownership selected Swinerton because of the value we add to the project. Swinerton San Diego looks forward to securing additional work with this new client.





MARKET SPOTLIGHT RENEWABLE ENERGY



WRIGHT SOLAR OVERCOMES ENVIRONMENTAL RESTRICTIONS WITH CREATIVE MANEUVERS

By David Li & Brian Irlbeck

Early this year, Swinerton Renewable Energy (SRE) started construction on the Wright Solar Park project. At 200MW, it is the largest bifacial solar project in California. Centaurus Renewable Energy, with construction and operations management by Clēnera, enlisted Swinerton to tackle the 1,500 acres of hills near the City of Los Banos.

However, the team has been faced with significant environmental restrictions. These include clearing potential owl burrows and kit fox dens; restricted daylight work hours; trenching depth and covering limitations for kit fox protection; 48-hour dry out shutdown periods after rain events; restricted access to portions of the site; and multiple bird nesting buffer zones. Despite these difficult challenges, SRE is committed to meeting the project deadline.

In the project team's mind, they see restrictions as opportunities to boost creativity. Starting from the ground, trenches were engineered to be much shallower. Updates to wire management design will shorten the installation process and allow for flexibility in sequencing of work. The team also found new ways to use NEXTracker's existing product in new applications. They are confident these compounded efforts will lead them to a successful finish.

THE FINAL STRETCH FOR BUILDING 16

By Neil Lawley

They say that time flies when you're having fun. For the OCLA Building 16 project team, this statement has come to fruition, as substantial completion is a mere three months away. Breaking ground in August 2017, the project will be turned over to the County of Orange almost exactly two years to the day, on August 13—five months ahead of schedule.

The 254,000-square-foot, six-story office building with two levels of subterranean parking will also finish under budget. It will allow the team to transition to the Building 14 project—the second phase of a 20-year Civic Center Facilities Redevelopment Plan—and another P3 (Public-Private Partnership) project with Griffin Structures, Inc.

Over the past year, the project team has finalized the exterior skin (precast and curtain wall systems) for both the County Administration South Building (Building 16) and the Conference Center (Building 18). The “switch” for permanent power was flipped on March 11, 2019. The building steam and chilled water line tie-ins to the County's Central Utilities Facility (CUF) have been completed, and commissioning activities are underway, thanks to the help of Swinerton support services' MEP team. Installation of owner FF&E is quickly chasing the installation of finishes, and exterior sitework activities are underway.

The team has been proactive in managing and implementing many changes, as they received a combined 34 bulletins and revisions to the original contract documents. Along with ensuring that the Building 16 project finishes ahead of schedule and under budget, the team's resources have been occupied with helping the preconstruction department finalize the budget and bid packages for the Building 14 project. Due to the mentality and collective collaborative effort between the Building 16 project team, Swinerton concrete team, and Swinerton self-perform cleanup team, the project has proven to be a companywide example of a best-in-class One-Team approach.



HARRAH'S NORTHERN CALIFORNIA CASINO

Harrah's Northern California Casino officially opened its doors on April 29! This Casino is located in Lone, CA, and owned by the Me-Wuk Indian Tribe of the Buena Vista Rancheria. In April of 2018, Caesars Entertainment reached a deal with the Buena Vista Rancheria to operate the Casino under its Harrah's Brand. This project was years in the making, as construction was originally scheduled to begin in 2005. The surrounding community was not in favor of the casino, resulting in the project being put off for years. After several permit extensions and various value engineering efforts, Swinerton acquired the project in 2014. After four years of anticipation and several rounds of budget revisions, the Sacramento team broke ground in March 2018.

This project included an 85,000-square-foot building, various offsite road improvements, and a wastewater treatment plant. Approximately 250,000 cubic yards of soil were moved to turn this 15-acre greenfield site into the bustling casino it is today. The once naturally-contoured hillside now has a 67-foot hand-carved soil nail retaining wall that wraps around the south and west perimeter of the site. Upon arriving at valet parking services, guests see a 60-foot wide by 35-foot high water fall feature. The casino building houses 950 slot machines and 20 gaming tables. The property features a high-end restaurant with a sliding Nanawall system that opens to an outdoor patio with firepits and an indoor/outdoor bar. Harrah's Northern California offers the ultimate gaming experience with the Caesar's Rewards counter, cashier cage,

coffee bar, and several self-serve drink stations throughout the casino. There are substantial back-of-house amenities for employees on both the first floor and the mezzanine level which include a large kitchen and employee dining room, security and surveillance areas, three electrical rooms, five TR/IT/Server/UPS rooms, conference rooms, and offices for Caesar's and Indian Gaming Commission staff. The project is also Harrah's first property to roll out a “Marketplace” food court, which consists of American, Asian, and Mexican cuisines.

Although this was a successful project, our team faced several challenges throughout the 13-month accelerated schedule, including delays caused by several owner revisions and weather. Our team reacted quickly to setbacks and worked with our subcontractors to stay on schedule. There were 10 major revisions and 27 CCD's encountered during this project. Throughout these changes and additions, the substantial completion date remained the same. In December, a swing shift was added in addition to our day shift. From December through April, two crews worked 10-hour shifts, as well as Saturdays and Sundays in order to make our April 29 completion date.

To add to our already tightly coordinated project, Caesar's made a request six months into the project to have 19 rooms turned over early. Swinerton continuously teamed with our subcontractors to refine our schedule to accommodate the owner's requests. The “Priority Rooms” were handed over starting in February 2019 and continued

with a phased “Priority Room” turnover commitment through the beginning of April. Harrah's needed these rooms early to install slot machines, set up IT and Gaming Commission equipment, and train their staff members. As these rooms were turned over, we worked side by side with the owner's vendors and new employees. This required substantial coordination, which fostered a close relationship with Harrah's team.

One of the main factors that allowed this project to be so successful was the coordination of our team in both the GC and Self-Perform roles. The Special Projects group installed redwood fencing, doors/frames/hardware, diamond plate metal wall paneling, FRP, lockers and restroom partitions, and accessories. We had a One-Team mentality which allowed us to collaborate and partner together. In the end, this resulted in a nearly seamless installation of self-perform trades working together at all levels.

As the project drew to an end, our team and subcontractors rallied to complete the project on time and deliver a quality product to Harrah's. The building made its debut on April 29 during the soft opening and was truly showcased during the three-day grand opening on the weekend of May 17. All in all, this was another great Swinerton project, especially since it resulted in a new client relationship with Caesar's and Harrah's!

SRE HELPS BRING ELECTRICITY TO THE NAVAJO NATION

In October 2018, Swinerton Renewable Energy (SRE) was awarded the 28MW Kayenta II project in Arizona. Not only are Kayenta I & II the first large scale solar facilities on Navajo land, but they are also the largest tribally owned renewable power plants in the country. For SRE, however, this project goes far beyond the bottom line. It's about providing the Navajo with something we take for granted—electricity.

Imagine life without electricity; without television, computers, tablets, video games, or cell phones. Picture life where refrigerators don't exist, where running water, showers, and plumbing are non-existent. For approximately 15,000 families of Navajo Nation, this is reality. With four people in an average household, this equates to roughly 60,000 people. These numbers represent nearly 75% of all the households without electricity in the United States.

Not only do 32% of homes lack electricity, but 86% of them lack natural gas. To compensate for these needs, kerosene lanterns or rigged car batteries are used as power sources. The emissions from kerosene and batteries cause many health issues including asthma, cataracts, heart disease, stroke, and lung cancer.

It's critical for Navajo families to maintain traditional ties to the ancestral land which is why their homes are located in very remote areas and the core of the family, or the elders, maintain the family homesteads where their families have lived for generations. Because their traditional economy is based on farming and livestock, they often live on large parcels of land which creates significant distances between neighboring homes, producing the lowest number of utility customers per square mile in the United States.

The need for electricity is great, but the cost of materials and labor to connect homes to the grid is even greater. As such, it is often cost-prohibitive for utility companies to provide services to individual homes on much of the land. Not only that, but independently financing the cost to acquire electrical services is secondary to meeting their basic needs of food and shelter.

To connect each home is a daunting goal that requires innovative and pioneering solutions. One of these initiatives is the "Light Up Navajo" campaign. SRE's client, the Navajo Tribal Utility Association (NTUA), approached SRE to participate in the campaign,

which aligns with one of SRE's biggest philosophies—investing in the communities in which we build. SRE accepted and asked their site partners to contribute as well, donating a total of \$33,000 to "Light Up Navajo." These funds will be used to extend electricity to homes for the very first time.

SRE has also teamed up with NTUA's Renewable Energy Specialist. He is partnering with SRE and Goal Zero to do a solar lighting project through the Navajo Nation called "The Lightmakers Project." Goal Zero provides portable power sources that can charge a variety of devices without being connected to the grid. We are starting with 10 homes and now coordinating our installation dates. All labor is donated time.

Honoring Diné Tradition Through Sustainable Living

SRE's Jennifer Hershman and Brian Doll attended the Navajo Sustainability Symposium on April 29. They then headed to Monument Valley to see the Kayenta site. There they met with a young Diné woman who returned to her Navajo land after graduating from college, where she is currently working on the Kayenta site. Jennifer and Brian were invited into her home to better understand their way of life.

She lives in a Hogan, which is a traditional single-family dwelling that 25% of Navajos call home. Entirely self-built, all Hogan materials are harvested from the land, completely sustainable, and off the grid. SRE was honored to be invited inside and get a small glimpse of their way of life. She was quoted as saying, "The sun is the giver of life and continues to be the giver of life." We feel exactly that way, too!

Sean Begay, who is a Senior Project Engineer working on this site, grew up near Monument Valley. Working there has provided the opportunity to see how the work we do impacts his community, not only through job creation, but also through the SRE jobsite crew's ongoing participation in area clean ups and food donations at the Senior Center. He sees solar energy as a way for the Diné to protect and give back to Mother Earth, in line with traditional Navajo teaching.

For information on how to assist the Navajo Nation in their needs for electricity, visit: [gofundme.com/light-up-the-navajonation](https://www.gofundme.com/light-up-the-navajonation)

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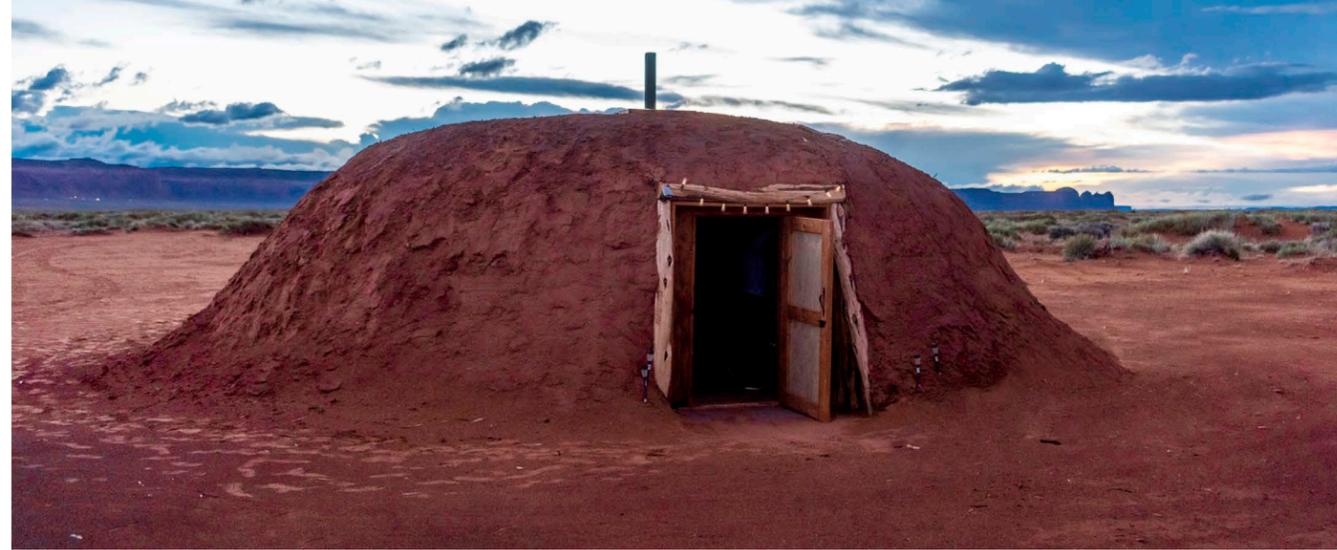
About the Navajo

They call themselves Diné, which means The People. To the rest of the world, they are known as Navajo. Creation stories tell of struggle and evolution through three spiritual worlds, and finally emergence into this world and their present homeland, Dinétah. A homeland defined by four sacred mountains: Mt. Blanca in central Colorado, Mt. Taylor in New Mexico, the San Francisco Peaks in Arizona, and Mt. Hesperus in southwestern Colorado. It is a Nation within a Nation.

Navajo Nation is the largest reservation in the United States, covering 25,000 square miles—roughly the size of Maine. They are the largest Native American tribe in the United States with an estimated population of 300,000 Navajos; approximately 190,000 Navajos reside within Navajo territory. Its landscape includes national treasures such as Monument Valley and Canyon de Chelly.

Navajo land is unique because the people have achieved something quite rare—the ability of an indigenous people to blend both tradition and modern ways of life. Their way of life is rich in traditions and customs; it is a living culture practiced daily. The Navajo language is still spoken today. It remains the primary language and is the preferred form of communication, especially for the elderly.

The Navajo people are intricately tied to their families and the events that surround their loved ones. Their culture—deep rooted with traditions and customs—has a centered kinship referred to as Ke'. It signifies the connectedness to family, clan, tribe, and community. It is defined by action and solidarity, encompassing such concepts as compassion, kindness, friendliness, generosity, and peacefulness. Ke' is a central theme in everything they do, requiring a constant awareness of the relationships and interconnectedness between one and the environment.





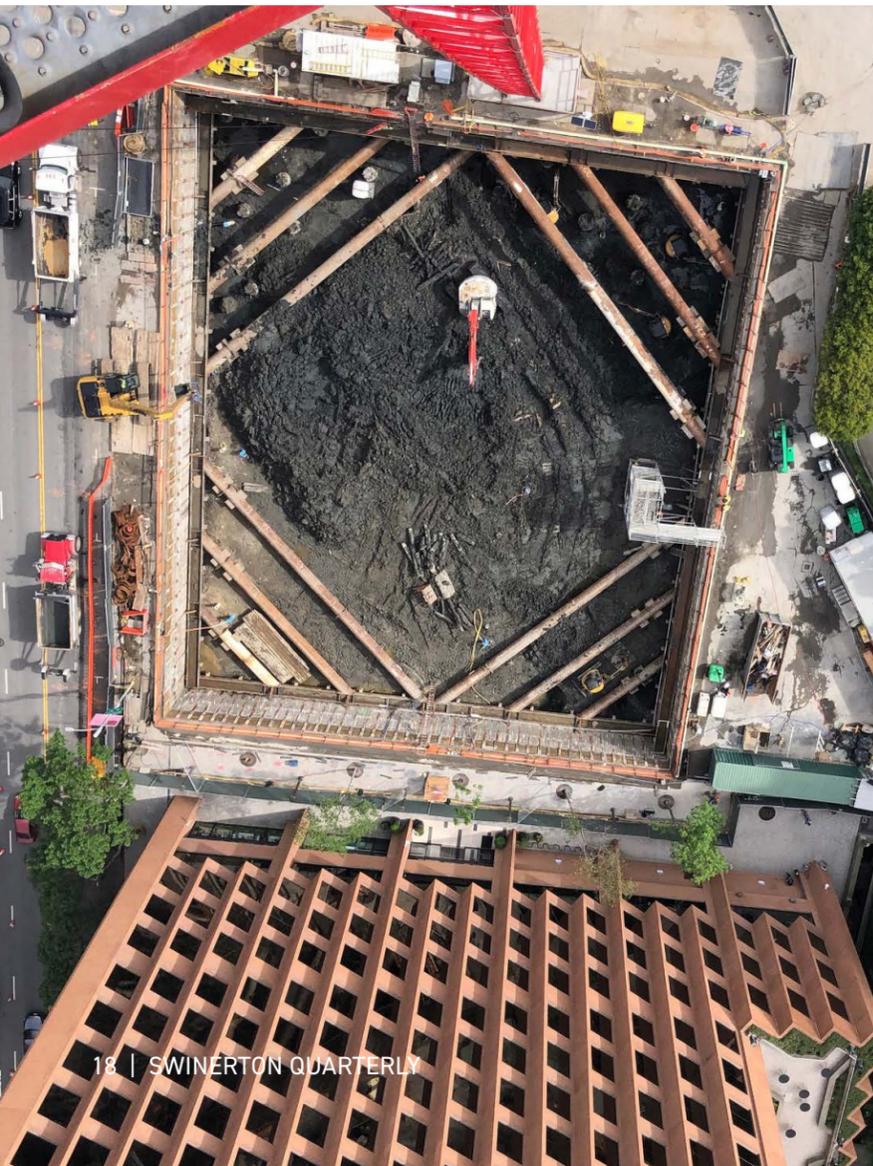
DIVISION SPOTLIGHT BAY AREA BUILDING



OCEANWIDE CENTER HITS MAJOR MILESTONE

By Patrick Otellini

Thanks to detailed planning, the Oceanwide Center team celebrated a major milestone with the placement of the mat slab foundation for the Mission Street tower in spring 2019. Our teams installed more than two million pounds of rebar over a five-week period in preparation for this 5,800-cubic-yard pour. Teams worked for 19 hours throughout the night with five concrete pumps to successfully pour the 12-inch thick reinforced concrete mat foundation. Swinerton leveraged our long-standing relationship with the City and County of San Francisco to develop the most efficient plan for the neighborhood. Our careful planning and comprehensive neighborhood outreach resulted in a successful pour with zero complaints from our neighbors.



MAJOR STRIDES AT ONE STEUART LANE

By Dixie Bronec

One Steuart Lane, also known as 75 Howard, is making impressive progress. This high-rise on the San Francisco waterfront is 21 stories with 118 built-out residential units, two penthouses with breathtaking views, two levels of below-grade valet parking, and amenity spaces including a hot tub overlooking the Bay Bridge. The expected completion date is June 2021.

Currently, construction is moving forward with the completion of the rat slab and waterproofing of the piers, which was challenging due to one of the rainiest winters in California history. Next up is mat slab placement, shoring removal, and the intricate engineering taking place to remove the basement wall for a larger turning radius for the car elevators. The project continues to triumph over great engineering challenges and working in a busy area. The team is excited to move forward and reach more milestones... which comes easier having one of the most stunning views from the two-story trailer system overlooking the jobsite.

875 CALIFORNIA IS PHASING INTO THE CRESCENT

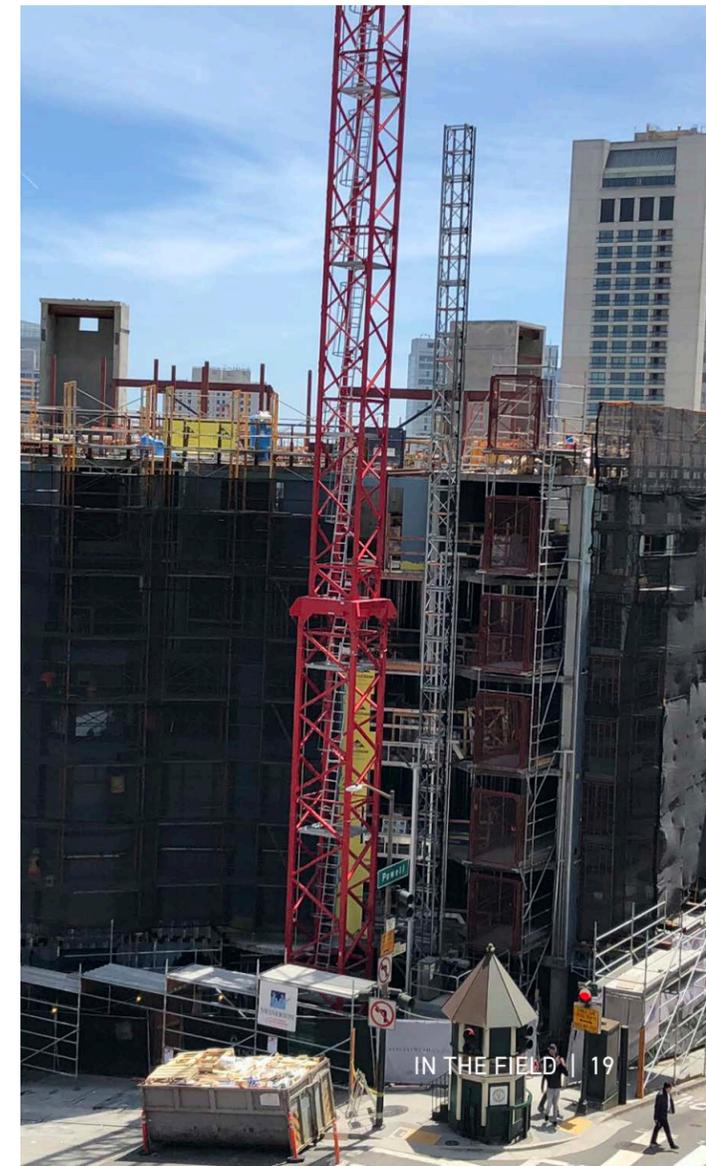
By Jasmine Reyes & Geramye Teeter

875 California, also known as the Crescent Nob Hill, is located on the corner of Powell and California Streets on one of San Francisco's steepest hills. When you include the fact that this project is building around the only cable car crossing in San Francisco, and the myriad of tourists flooding the streets from the famed Fairmont and Mark Hopkins Hotels, it adds up to complex logistics.

The project owner, Grosvenor Americas, wanted to maximize the iconic views from atop the San Francisco hills, incorporating window additions and design changes late in the project to accommodate this vision. Intricacies of the exterior skin were designed by renowned architect RAMSA from New York City and include the installation of large faceted stone and Dryvit inspired by classical Nob Hill architecture.

The interior of the building will host complex systems and high-end finishes from around the globe. Two of the three-car puzzlers from Germany are complete; the Dornbracht plumbing fixtures are from Portugal; and the stone has arrived from China. The unit kitchen casework is being flown in from Germany to accommodate the owner's last-minute selection.

Following various design changes, the dynamic 875 California team has worked fervently to bring the delivery date to November 2019.





TRINITY PLACE PHASE IV

Trinity IV, located on the corner of 8th and Market Streets in San Francisco, is a 47,000-square-foot project site. The project team reached the bottom of the hole in October 2018 and will be at street level by early August 2019. With the project rapidly approaching grade, the team is focusing on staying ahead of the upcoming concrete cycle. This effort will require BIM modeling, field superintendent input/oversight, project cost control, subcontractor relations, and assistance from our self-perform drywall, doors/frames/hardware, and millwork teams. The build-out of the interiors will require the most coordination as 23 different unit types are making MEP coordination a challenge.

In the spring of 2021, the project will stand nearly 200 feet above-grade with 502 high-end rental units, a Whole Foods Market on B3, and three basement levels of parking that will connect to Trinity Phase III. The project team is excited to be faced with a challenging but rewarding project and are working diligently to complete Trinity Phase IV.



390 FIRST STREET CHARGES FORWARD

After four rigorous months of shoring an excavation that measured as deep as 40 feet, 390 First is currently underway erecting the building's concrete structure. The structure reached grade mid-May and will be topped out in October. The exterior skin is slated to begin in July for which a two-story performance mockup is currently underway. The building is also nearing full MEPF coordination.

This project sits on top of Rincon Hill in San Francisco's SOMA neighborhood, situated at the corner of First and Harrison Streets, one of the busiest intersections in the city. Jobsite logistics must be dialed in for activities as simple as material deliveries since the site is located directly in front of the onramp

to the Bay Bridge in a mostly residential area. Attention to detail and meticulous planning is critical to informing the neighbors in the surrounding area.

The scope consists of a 14-story, 180-unit apartment building with amenity space, a lounge, gym, and 11 car stacker systems. Of the 14 stories, 12 will be reinforced concrete, and two will consist of steel framing. The steel-framed structure sits on top of the concrete structure and will be townhomes.

Swinerton will self-perform doors/frames/hardware as well as casework/millwork. The project is scheduled to complete in June 2020.

SRE UNDERWAY ON UNIQUE RETROFIT PROJECT IN TEXAS

By Amine Alami, Billy Scarborough & Mark Rafferty

In March, Swinerton Renewable Energy (SRE) was awarded a project in San Antonio, TX. The retrofit will pertain to "Alamo 1" which is a five-year-old operational solar project totaling 40.7 MW AC/49.5 MW DC and currently owned by OCI. This project is unique in that our crews will be working inside a live generating facility. Roughly 5 MW of the facility will be shut down at any given time, allowing the plant to continue to produce power as the retrofit takes place.

SRE's scope of work involves the decommissioning and replacement of 49.5 MW DC of a sitewide defective ERCAM solar tracker. SRE will remove the existing 164,440 295W Yingli solar panels from the existing ERCAM tracker and reinstall them on a new procured and installed ATI V3 solar tracker. SRE's scope includes the procurement and installation of the replacement tracker along with an additional 7.5 MW DC of Bifacial modules (4,218 of 370W Longi) and Mono-Perc modules (15,984 of JA Solar 370/375W panels) intended to expand the project's DC capacity and to boost the DC/AC ratio from 1.22 to 1.38.

The design and engineering of the retrofitted facility involved several optimization rounds to make the best use of the existing piles, modules, inverters, and balance of systems. SRE's redesign uses most of the existing combiner boxes, DC feeders, string wires, and all existing inverters and AC system. Structural redesign uses most of the existing foundations with the new procured ATI V3 trackers.

Swinerton crews have been onsite since early March to perform electrical testing of the existing facility prior to the demo phase. This began in June with the first completed rows of ATI racking installed in early July. They hope to have the first few MW commissioned and turned on by the end of July. The entire project should be complete by the end of November.

Swinerton has partnered with OCI on several successful projects. This retrofit allows OCI to reinstate the operation and significantly improve Alamo 1's performance. It also gives them the ability to fully monetize the project's Power Purchase Agreement with CPS Energy. When complete, this project will have a properly functioning tracker system and an increased capacity of 40.7 MW AC/56 MW DC (1.38 DC/AC ratio), up by 13% in DC capacity within the same site boundaries.





DIVISION SPOTLIGHT SWINERTON MANAGEMENT & CONSULTING

CELEBRATING 25 YEARS

Swinerton Management and Consulting (SMC) is proud to celebrate its 25th anniversary in 2019! Founded in 1994, the group still boasts its original leadership and experience with dozens of local municipalities and large projects, such as Oceanwide Plaza in Los Angeles.

As construction projects became increasingly more complex and expensive, clients found it imperative to ensure their projects were better planned, designed, and executed. Swinerton responded to these needs in 1994 by consolidating all Program and Construction Management and Consulting services into one Division.

SMC is a full-service Program and Construction Management firm with the ability to deliver high-level program management services including: programming, design management, contractor procurement, schedule and budget management, and financial management. Construction management services include: construction contract administration, coordination of utility relocation, inspections, quality control, claims avoidance and mitigation, contract change control, document control, compliance with regulatory and funding agencies, and project close-out and commissioning.



DSRSD OFFICE BUILDING RENOVATION PROJECT AWARD

The Dublin San Ramon Service District (DSRSD) awarded Swinerton Management & Consulting (SMC) a contract to provide professional construction management services for the renovation of its 20,000-square-foot office building.

The project consists of providing technical assistance and cost estimating services during the 50% and 90% design review and construction management, construction inspection, and QA and specialty testing during the construction phase. The construction improvements will include repair of interior flood damage caused by an internal break of a fire line; new casework, flooring, and LED lighting; new conference rooms and open space areas; new fire sprinkler and fire alarm system; boardroom remodel and AV improvements; and ADA accessibility improvements to the restrooms, showers, drinking fountains, and exterior site.

DSRSD reached out to SMC to submit a proposal for this contract under a District State of Emergency proclamation. Due to positive past project working relationships of multiple public works projects with the city of Dublin, which requires on-going joint coordination efforts with DSRSD water and sewer facilities, DSRSD elected to contract with SMC.



EQC PHASE 4

Relationships and integrity pay off. After completing I-5 Casino Phase I and then not being selected for Phases 2 & 3, the Puyallup Tribe of Indians has chosen Swinerton to complete the I-5 Casino Phase 4 (Garage & Hotel) project.

The design-build project includes a four-level, 540-stall parking structure with an additional eight levels of hotel consisting of 156 rooms and a rooftop restaurant. The project will be connected to the current Phase 2/3 casino. The garage is anticipated to open with the casino on December 1, 2019, and the hotel will open July 2020. Preliminary design began in September and construction began this summer.

The Puyallup Tribe of Indians issued what amounted to a one paragraph program for Phase 4 with a not to exceed budget and asked Swinerton and the current Phase 2/3 team to

put together what they could provide to satisfy the program request and the budget. Based on Swinerton's proposal meeting, the program, budget, schedule, and the confidence the Tribe had in our ability to deliver as promised (based on previous experiences with Swinerton) they selected the Swinerton design-build team to proceed. The design-build team is comprised of Cunningham Group Architects, Inc. BSE Structural Engineering, and KPFF for civil design.

Currently the design portion of the project is 70% complete and we are anticipating 100% completion by July 1st. The slab-on-grade and first elevated deck were completed in May.

We are excited to be the selected design-builder and finish the project we started!



SWINERTON "GO-TO GC" FOR JAMESTOWN S'KLALLAM TRIBE

After recently completing the 7 Cedars Casino lobby refresh and a new casino restaurant (House of Seven Brothers), the Jamestown S'Klallam Tribe has chosen Swinerton once again to build their new hotel. Designed by Rice Fergus Miller, the first floor will house a large lobby, conference, meeting and banquet space, a coffee bar, and administrative offices. The four upper floors will offer 100 rooms decorated in Northwest style. The hotel will also include two conference spaces totaling 220 seats, a coffee shop "marketplace" selling

sundries—not including cigarettes—and a smoking "curtain" dividing the casino. There are more phases in mind that include additional towers, spa, event center, RV park, and parking garage but the tribe will evaluate those after this first phase is successfully completed. The tribal casino and hotel CEO, Jerry Allen, has stated that this hotel is Phase 1 of a five-phase, 20-year development strategy at the U.S. Highway 101 site.

Since breaking ground in February, several items have been accomplished. These accomplishments include the installation of 1,036, 32-foot deep geopiers to stabilize the soil, and support the new hotel and the completion of the poured concrete foundations. In addition, all of the wood wall panels are being prefabricated onsite and the 3rd and 4th floor walls are about 60% complete.

Our Seattle tribal team has spent many years cultivating this strong relationship with the Jamestown S'Klallam Tribe and the 7 Cedars Casino management team beginning with our Senior Project Manager Les Martin, having built the Longhouse Deli for the tribe in 2008 with his previous employer. The team has continued to maintain a strong presence in Sequim, supporting many philanthropic causes and attending numerous events the Tribe is involved in.



SAN DIEGO CONTINUES TRADITION AT HISTORIC HOTEL DEL CORONADO

The Hotel del Coronado opened its doors in 1888, the same year Swinerton opened its doors. It's only fitting that Swinerton San Diego return to the Hotel Del for yet another project with this iconic hotel.

Located just across the bay from Downtown San Diego, the Hotel Del is one of the few surviving examples of an American architectural genre: the wooden Victorian beach hotel. It is the second largest wooden structure in the United States and was designated a National Historic Landmark in 1977 and a California Historical Landmark in 1970. When it opened in 1888, it was the largest resort hotel in the world. It has hosted presidents, royalty, and celebrities through the years. It has also been featured in numerous movies and books.

The 212,000-square-foot, 729-stall cast-in-place parking structure has two levels below grade and a surface lot at grade. Work also features a CoGen Facility, which includes major structural concrete demo, with three access points below-grade into the parking structure. Swinerton is self-performing concrete, steel stud/drywall/trusses, doors/frames/hardware, and toilet accessories.

The project had 80,000 cubic yards of export. This equates to over 5,700 trucks, along with 18,745 cubic yards of concrete for structure construction, which is 1,923 loads of concrete. This amount of trucking—coupled with the balance of material deliveries—was challenging due to the high vehicle traffic into Coronado. There are only two access points to the island—one over the Coronado Bay Bridge and the other from the south up Silver Strand.

The unique location presents several site challenges including working around resort functions so day-to-day operations are not impacted. Laydown is restricted to one lane on the northeast side of the site. All material deliveries and concrete placing activities are closely coordinated. Since the site crane is located directly adjacent to Naval Air Station North Island's final approach, daily coordination calls for hoisting activities are required.

Swinerton has completed many projects at the Hotel Del since the late 90s. The team is proud to continue its grand tradition and adding to the rich history of the resort—and our company.



VALLEY VIEW CASINO PROJECT PAYS OFF BIG

By Jacqueline Shamoon & Mark Rafferty

Swinerton San Diego is nearing completion on the Valley View Casino Expansion project. This is just one in a great line of successful projects for this major gaming client, with over a dozen jobs completed in the past decade.

The project is being turned over in phases, and the team has completed a major portion of work. The largest was the 43,000-square-foot expansion of the existing gaming floor. A new 30-foot glass enclosed entrance, Player's Club, promotions area, signature restaurant and bar were also added. Additionally, a renovation to their award-winning Buffet, Non-Smoking Casino, and Main Casino were completed as well as the construction of a grand new main entrance with a porte cochere and free valet service.

The team faced a challenging schedule, so each phase was treated as a separate project. The schedule was planned to the hour in some areas for turnover. Several changes were added to the contract scope of work—but with no extension in time. This all took place in a fully operational 24-hour casino. Crews were directed to work overtime and weekends as needed with negotiation of costs with the owner.

The project team and the work they have accomplished has continually exceeded the owner's high expectations. This was only made possible thanks to collaborative efforts, constant communication, and hitting all turnover milestones.



SRE HEADS TO D.C. TO MAKE THEIR VOICE HEARD

By Jessica Lawrence-Vaca & Mark Rafferty

Swinerton Renewable Energy's (SRE) George Hershman and Jessica Lawrence-Vaca spent the week of May 6 in Washington, D.C. where they joined the Solar Energy Industries Association (SEIA) Board and over 100 other solar executives to discuss the future of the solar industry during an executive strategy session. The goal of the event was to discuss what SEIA is referring to as the Solar+ decade, and the aggressive goal of achieving 20% market penetration by 2030. Crucial to the conversation was: How do we get there?

The group spent the day in both large groups and breakout sessions working to identify internal and external industry obstacles, and the commitment it will take to achieve these goals. Then on May 7, the team attended a meet and greet in the U.S. Capitol with 17 members of Congress from across the country, including members of the Congressional Solar Caucus, the House Ways and Means Committee, and the Select Committee on Climate Change. This was a great opportunity to spread our solar message and engage with members who represent the states where we work.

On the trade front, SEIA and the team in D.C. continue to advocate against the tariffs on Capitol Hill and before the Trump Administration. Jessica Lawrence-Vaca spoke on a panel hosted by SEIA and the Congressional Solar Caucus on April 30, representing SRE's interests before 50 congressional staffers and two members of Congress. There she spoke about the negative impact tariffs and ongoing trade disputes are having on the solar industry, including future investments, job growth, and market expansion, not to mention higher costs for ratepayers.



SWINERTON RALLIES FOR REBUILDING TOGETHER

On the last Saturday in April every year, the nation's largest group of volunteers come together to rehabilitate the houses of low-income homeowners and revitalize non-profit facilities in their local communities. Partnering with their local Rebuilding Together, every project that volunteers undertake is unique with its own set of needs and scope of work. This year hundreds of Swinerton volunteers from across the nation rallied to help families and non-profit communities in need of essential repairs.



SAN FRANCISCO

Swinerton continued its long-standing relationship with Rebuilding Together San Francisco, partnering with Education Outside to update a garden and learning center at E.R. Taylor Elementary School. Over 30 Swinerton volunteers and their family members helped to replace a fence around the garden, built small benches and planter beds, constructed a lockable storage shed, and planted mulch around the garden.

Also in San Francisco, some of Swinerton's most talented Bay Area ladies participated in Rebuilding Together San Francisco's third annual SHEBUILDS community project. The team lent a helping hand at a confidential property for the Riley Center, an organization providing services to survivors of domestic violence. The scope of work included landscaping, carpentry, painting, rebuilding decks, and installation of lights.

SANTA CLARA

Swinerton's Bay Area groups in Santa Clara have always been proud supporters of Rebuilding Together Silicon Valley. This year, volunteers took on two projects at the Villa Teresa Mobile Home Community in San Jose. Work included exterior painting, replacing handrails, replacing appliances, landscaping, and repairing siding for two homeowners: an 80-year-old who cares for her two disabled children and a 71-year-old who used the last of her savings to replace the AC/furnace in her home.



SEATTLE

Thirty Swinerton Seattle team members showed up to provide their support to Sandra, a 63-year-old widow who currently lives with her two adult sons, Steven (33) and Tyrone (29), who both suffer from autism and mental illness. Sandra herself has limited mobility, due to a bad knee. The project scope consisted of several projects inside and outside the home, including: repairs to kitchen countertops and the kitchen sink, replacing the kitchen sink faucet, and performing repairs to leaking pipes under the sink. The team also made repairs to light fixtures and replaced the garbage disposal. Carpeting in the living room was removed and maintenance in the bathroom was performed, which involved tile caulking, tightening the toilet, and installing handrails.

Moving outside, the team repaired the wood deck, replaced light fixtures, cleaned gutters, and built a handrail lining the walkway from the front door which will assist Sandra to walk between her car and the front door.



PORTLAND

For this year's Rebuilding Day, 36 Swinerton Portland volunteers lent a helping hand to Faye, who suffers from an anxiety disorder. Inside the house, the team cleared out furniture and demoed carpet for flooring subcontractor Don Frank who then installed laminate floors. Electrical subcontractor Cochran performed repairs in the kitchen allowing Faye to be able to plug in more than one appliance at a time.

Moving outdoors, volunteers took on multiple projects including: caulking the front windows, adjusting gutters, demo and replacement to Faye's back slider, cleaned moss off her roof, replaced the door to her garage, cleared out the garage, cleared out brush, trimmed hedges, removed a hazelnut tree, and installed a fence and gate in the front yard. All fencing material was donated by Swinerton as a gift, so that Faye could have a sense of security. The house was also repainted over the course of three days, courtesy of subcontractor Oregon Commercial Painting.



AUSTIN

Texas is where it all began for Rebuilding Together back in 1973, when a small group of volunteers got together to revitalize homes in the area. Realizing the potential impact of their work, the group formerly became Christmas in April with the intent to provide repairs and revitalization in their community every April. After achieving national recognition, the group decided to change their name to Rebuilding Together in 1988 and expand their services outside of the Texas border.

In Austin, over 20 Swinerton volunteers showed up ready to tackle exterior paint, yard clean up, and debris removal. The team made critical health and safety repairs providing the homeowner with a healthier well-being and safer mobility, including the installation of pavers and a walkway.



OCLA

In Southern California, Swinerton volunteers helped 62-year-old Linda who was in much need of support. Linda lives alone in her home which was originally built in 1895—that's 124 years old! Volunteers got to work helping to revitalize her home by performing exterior painting, repairing rotted wood, updating lighting, and gardening.

TEXAS BENEFIT CONCERT

For the second year in a row, on May 16, Swinerton Texas hosted their benefit concert at Mercury Hall in Austin, TX. Built in 1904, Mercury Hall was originally a church for the town of Mercury. The historic venue provided a magnificent backdrop for the event. Attendees enjoyed food and music, and an outdoor courtyard where they gathered and played games.

Local musical group, Will Dupuy and the Wilderness Friends played for subcontractors and clients who contributed to The Swinerton Foundation. The Swinerton Texas team's hard work paid off this year as they were able to raise over \$68,000 for The Swinerton Foundation.



NORCAL SWINVITATIONAL

Although the annual NorCal Swininvitational has come and gone the event is still being talked about as one of the most successful—and fun—events by Swinerton volunteers and our partners. Held on April 22 at The Club at Ruby Hill in Pleasanton, the event raised over \$118,000 for The Swinerton Foundation—the largest amount raised since 2016!

Over 100 players took to the golf course with dozens more participating in bocce ball at the clubhouse. Throughout the day, players enjoyed warm sunny weather, a taco bar lunch, and drinks and snacks personally delivered to them on the course. At the end of the eventful day during dinner, Foundation President Lori Dunn thanked the players for their participation and noted that their involvement helps provide the financial support needed to enrich and expand our community work for health, social services, culture, education, and environmental programs. As a parting gift, all players and sponsors received custom engraved Yettis. Since its inception in 2006, the NorCal Swininvitational has raised over \$1 million for The Swinerton Foundation.



TEXAS RIDES IN THE MS150

In late April, a few members from the Swinerton Texas team participated in the local Bike MS series named the MS150. Bike MS is the fundraising cycling series of the National MS Society. It is the largest fundraising bike series in the world. Each year, nearly 75,000 cyclist and more than 6,000 teams ride together in events across the U.S. This year the MS150 from Houston to Austin raised nearly \$11 million. With over 9,000 participants, this two-day event allows cyclist from all over Texas to raise funds not only for research but to ensure people affected by MS can live their best lives.



SWINERTON TEAMS UP WITH SOARD TO HELP SEVEN YEAR-OLD BOY

By Nancy Rigdon

When Jonah was a baby, his parents received life-altering news: he had four heart defects and was lucky to be alive. Now seven years old, Jonah's daily challenges will soon ease, thanks in large part to Swinerton's involvement with Sunshine on a Rainy Day (SOARD).

This is because Swinerton is partnering with SOARD on a dream therapy room makeover in Jonah's home. SOARD, a non-profit and general contractor in Roswell, Georgia, aims to renovate homes for children with special needs and restore hope for families in the process.

Leading Jonah's Project

Swinerton's charitable contributions have been critical with Swinerton sponsoring and leading the project. Members of Swinerton's Southeast team, mostly employees based in Atlanta, have given hundreds of hours of their time to the project. Swinerton's efforts span SOARD architect collaboration, schedule and inspection coordination, craft labor services, and transport of donated materials to the project site.

The work will transform the back room of Jonah's house from a typical family room to a true therapy room, where every aspect revolves around what's best for Jonah.

Swinerton team members that have generously given their time to the project are pictured in the photo. They are (left to right): Will Cherry, Allen Cabarubio and Alfredo Ayala.

A Very Rewarding Project

Jonah is considered nonverbal, although he is gaining momentum daily in speech. He has a device to communicate, however, most often he chooses to use words and sign language to make his needs known. He was tube-fed for years, but after participating in an intensive therapeutic feeding program, he can now eat any food he wants and drink from cups. He has endured a long string of surgeries and treatments and has been diagnosed with Hypoplastic Right Heart Syndrome (HRHS), pulmonary stenosis, subaortic stenosis, bicuspid aortic valve, and an atrioventricular septal defect.

The blonde-haired, blue-eyed boy loves watching the Atlanta Braves play baseball, dancing to songs at vacation bible school, and reading books. He can often be found playing hide-and-go-seek, making crafts, or being silly with his sister.

As the Swinerton volunteers know, Jonah loves superheroes—he shared his Batman birthday cake with the team members that were working at his house on his big day.

Swinerton Southeast Continues To Give

In addition to sponsoring SOARD's project for Jonah, Swinerton recently presented SOARD with a \$10,000 check from The Swinerton Foundation. Swinerton's efforts are part of a larger initiative called Swinerton Cares, which is a companywide workplace giving and employee engagement program sponsored by The Swinerton Foundation. Last year, the Southeast team logged more than 400 volunteer hours.

The team is looking forward to capping off Jonah's project with a big reveal later this spring. Stay tuned for details on the final result!



“This project has been very rewarding for our team. With all the time we’ve spent at Jonah’s house, we really see and understand how our work will transform this family’s daily life. I can’t wait for the day when we can reveal the final result to Jonah and his family.”

—Will Cherry, Swinerton Project Manager



SRE & SOLV BUILD COMMUNITY PRESENCE AT SAN DIEGO EVENTS THIS SPRING

The Alpha Project

This spring, Swinerton Renewable Energy (SRE) partnered with the Alpha Project, an organization dedicated to serving and empowering the homeless in San Diego. Their mission is to empower individuals and families by providing work–recovery and support services to people who are motivated to change their lives and achieve self-sufficiency.

Throughout March, the San Diego office collected new and gently used clothing to be donated to job seekers working with the Alpha Project. On April 4, 16 volunteers from SRE, SOLV®, and Swinerton San Diego volunteered their time at the Alpha Project to assist with serving dinner and clothing distribution.

Project Concern International & STEM in Your Backyard

SRE and SOLV represented the solar industry on Sunday, April 28, at Project Concern International's (PCI) Walk for Water and the STEM in Your Backyard fair at San Diego's Mission Bay.

The Walk for Water raises awareness and funds for women and children living in water-scarce communities across the world. In Africa alone, women spend 40 billion hours a year walking for water, hours that could be spent at school or work. Learn more about PCI and their many missions at pciglobal.org

STEM in Your Backyard brings meaningful STEM education to diverse communities throughout San Diego. Companies, non-profits, and other community organizations set up booths offering fun, hands-on STEM experiences to children and their families. Learn more at lovestemsd.org

Thank you to Alyssa Grant, Jim and Val Lewis, Erik and Maryann Johnson, George and Jen Hershman, Karen Gauthier, and Jessie Klemme for volunteering their time to educate attendees about the many ways solar energy benefits our environment and our communities!

SWINERTON CELEBRATES WIC WEEK!

Swinerton believes that a strong workforce is one that is diverse and inclusive. We know that developing teams that are diverse in experience, background, and thought has kept us on the leading edge of innovation for decades, which is why Women in Construction Week is such an important event for our company to participate in and celebrate.

Swinerton's teams went all out to celebrate Women in Construction Week in a variety of ways, including a group of female leaders who participated in a Q-and-A about their careers in construction in a five-part series that garnered thousands of page views from curious readers.

In addition, every office participated in celebrating Women in Construction Week with parties, breakfasts, happy hours, and more. Denver, Austin, Sacramento, and Santa Clara hosted happy hours. Concord, Atlanta, and San Francisco hosted breakfasts for everyone, and Seattle treated the women in their office to lunch. San Diego held a jobsite tour and hosted a happy hour, while the Portland, Orange County, and Los Angeles offices held breakfast and project tours.



OCLA RAISES \$33,000 TO COMBAT CHILDHOOD CANCER

By Mark Rafferty

On Sunday, May 19, Swinerton OCLA joined forces to fight childhood cancer in partnership with the St. Baldrick's Foundation. To show their solidarity with children battling all forms of cancer, 15 people donned their superhero capes and had their heads shaved. Over \$33,000 was raised for this incredible charity—including \$10,000 from a subcontractor alone!

The event took place at O'Malley's Irish Pub in Seal Beach. The "shavees" were joined by over 50 Swinerton volunteers, friends, and family members to root them on and give them thanks. A big shout out to the barbers from RCee's Barbershop for donating their time to help the cause. The event was a huge success not just in terms of money, but in uniting as one and showing how dedicated Swinerton is to those in need.

The St. Baldrick's Foundation is the top private funder of childhood cancer research grants in the U.S. and around the world. Each year, thousands of volunteers worldwide organize fundraisers to raise money to support life-saving childhood cancer research. St. Baldrick's events are the largest volunteer-powered fundraising opportunity benefiting pediatric cancer research.

For more info on how to donate, visit: stbaldricks.org

BUILDING THE CONSTRUCTION WORKFORCE THROUGH CEFGA CAREER EXPO IN ATLANTA

As the construction labor shortage continues, Swinerton brings solutions. One shining example: Swinerton is heavily involved in the 2019 Construction Education Foundation of Georgia (CEFGA) CareerExpo and SkillsUSA State Championships. This event ran March 21 and 22, at the Georgia International Convention Center in Atlanta.

The event links students directly to professionals in the areas of construction, utility contracting, highway contracting, electrical contracting, mechanical contracting, energy, mining and more. Plans include hands-on displays that allow students to engage with industry leaders, equipment, and materials in order to tap into their skills and interests. The event also features the SkillsUSA State Championships, a competition that invites students to showcase their skills in a number of construction-related disciplines.

With the event's focus on workforce development amid the ongoing workforce shortage, Swinerton is proud of its involvement, as this is one way the company can help address critical issues in the construction industry. In addition to sponsoring the event, Swinerton helped plan the event overall. Swinerton serves on the event and World of Safety committee, an area in the expo that provides essential industry safety information to attendees.

This event has grown through the years, drawing a record 8,200+ attendees in 2018. Last year, here is how the attendance broke down:

5,534
STUDENTS

1,158
INFLUENCERS
(Teachers,
Parents,
Counselors,
and School
Administrators)

1,554
INDUSTRY
VOLUNTEERS,
EXHIBITORS AND
OTHER GUESTS

CEFGA summarizes the big-picture benefits of the event: "With Georgia ranking as the leading state in which to do business for five years running, job opportunities continue to grow, as does the need for a skilled construction workforce. And with so many students and influencers gathered in one location for the CareerExpo, employers recognize the event as a valuable investment toward meeting that need."

Swinerton is excited to help build the construction workforce of tomorrow!



SMC WINS APWA AWARD FOR HISTORICAL RESTORATION!

The Contra Costa County's (CCC) Finance Building Renovation & Remodeling project has won the 2019 APWA (American Public Works Association) Northern California Chapter award for Best Project in the Historical Restoration/Preservation category for projects valued between \$5 million and \$25 million. The Historical Restoration/Preservation category is for historical restoration, preservation, and adaptive reuse of existing buildings, structures, or facilities that are 75 years or older. The CCC Finance Building was constructed in 1901 and has gone through several remodeling projects over the years.

The project's scope of work included abatement of lead-containing paint and asbestos-containing flooring, complete removal and replication of the sheet metal cornice and parapet, cleaning and repointing the granite masonry, new roofing, storefront/entry door improvements, new handrails and guardrails, new electrical switchgear and infrastructure, accessible restrooms, new flooring and paint throughout the interior, new public counter areas for auditor and controller offices, and a new fire sprinkler system.

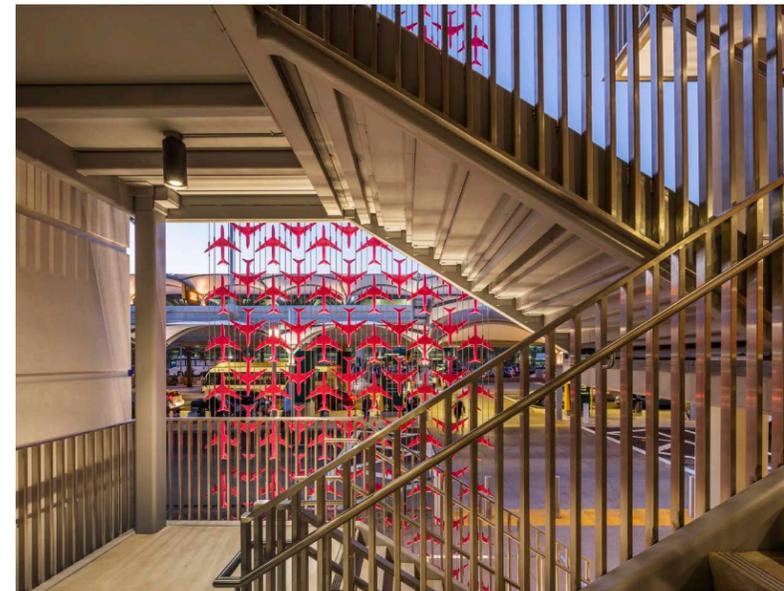
The Finance Building was fully occupied and in normal operation throughout the entire construction phase. The work was completed in phases to allow for departments to relocate within the building while their areas were being renovated. Much of the work occurred at night to minimize the disturbance to County staff. Although the project encountered several challenges, the team was able to come up with solutions that minimized disruption and kept the project progressing.

SAN DIEGO AIRPORT PARKING PLAZA WINS MULTIPLE INDUSTRY AWARDS

Swinerton's Parking Structure team—as well as our partners at Watry Design, Inc. and Gensler—are proud to announce another victory for our prized San Diego International Airport Terminal 2 Parking Plaza project. Completed in 2018, it has already stacked up numerous awards from many prestigious organizations.

Congratulations to all involved in this remarkable project that has created a premier passenger experience for travelers at SAN!

- Parksmart Honor Award—GOLD: San Diego Green Building Council
- Zero Net Energy Citation Award: San Diego Green Building Council
- Merit Honors in Transportation: Collaboration of Design + Art CODAwards
- Energy Efficient & Integration Award: American Institute of Architects San Diego
- California Engineering Excellence Award: American Council of Engineering Companies
- Envision Gold Award: Institute for Sustainable Infrastructure
- Best Design of a Parking Structure: International Parking & Mobility Institute
- Best New Parking Structure Semi-Finalist: Parking Today
- DBIA Western Pacific Region: Distinction Award
- DBIA Western Pacific Region: Design Excellence



SHAREHOLDERS 2019

On June 7, Swinerton welcomed over 500 shareholders to the UCSF Mission Bay Conference Center in San Francisco for the Annual Shareholders Meeting. With 83 new shareholders this year, it was the biggest new group to date with the largest attendance of the meeting in our history.

Jeff Hoopes welcomed the crowd and spoke about the future of Swinerton and the future of the construction industry. Next, Eric Foster, Brenda Reimche, and Lauren Nunnally took the stage to chat about the company's Talent-First Initiative, supporting our employee owners and their careers through new career development programs.

Frank Foellmer, David White, Jim Watson, and Dave Callis discussed different business service initiatives, including prefabrication, self-perform trade expansion, and P3.

Don Adair, Carrie Schaeffer, Chris Morris, Chris Evans, and Scott Conrad spoke about Swinerton's diverse market initiatives in national aviation and healthcare, mass timber, and about the company's geographic expansion; and John Capener provided an update on the financial status of the company.

Later, San Francisco Giants announcer Renel Brooks-Moon surprised the crowd, hitting the stage to announce shareholders with 20 years of tenure, and then bringing a bit of big-league flair to the new shareholders introductions, calling out their names like a championship starting lineup.





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