



# SWINERTON QUARTERLY

Winter 2019





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**SRE RETURNS TO THE NAVAJO NATION**  
Lightmakers illuminates a large quest to provide all Americans with a basic need—power. Head to page 30 to learn more about how the project is making a difference.

LETTER FROM THE EDITOR-IN-CHIEF



During this holiday season, I encourage you to be in the moment. Invest in yourself and your loved ones. But also, be sure to remember. To treasure the moments that brought you joy throughout the year. Learn from the tough moments of 2019 and use them to grow. Reflect upon your own accomplishments and those of Swinerton in this winter issue of the *Swinerton Quarterly*. And if you need any inspiration, may the jingle below do the trick:

*Working coast to coast,  
With partners every day  
Delivering peace of mind  
In our communities along the way*

*O'er to 2020 we soon go  
Filled with gratitude all the way  
Thank you for the integrity, leadership,  
excellence and passion  
You put into your work and team each day.*

I'm blessed for your readership and partnership in 2019 and wish you a holiday merry and bright!

Meggie

Meggie Hollywood

PHOTO CONTEST WINNER



**THE VIEW**  
Swinerton Management & Consulting employees oversee the construction of Cañada College's new Kinesiology and Wellness Building. Thank you Alexa Wallace for the great photo!

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!

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WINTER HIGHLIGHTS



UNIVERSITY OF OREGON KCASI



390 FIRST TOPS OUT



SAN DIEGO WRAPS UP FIRST BIOTECH/LIFE SCIENCES PROJECT



MILES OF TILES REPLACED AT WESTFIELD VALENCIA



SAN DIEGO HITS THE JACKPOT AT VALLEY VIEW CASINO



KULA GRILLE RENOVATION BLESSING



## SEATTLE SAFETY SAVES

Swinerton rented a forklift that had been sent back to the supplier for a tire replacement. Once it was delivered back to the site, Raul Arellano started his daily inspection and noticed the lug nuts on the left front and rear tires were placed on the threads and not torqued down. He immediately contacted the mechanic to torque the lug nuts. Raul's safety inspection definitely saved the team from the severity of a wheel falling off the axle while in operation.

At the 333 Dexter project there are several concrete curb walls that range in height from approximately 8 inches to 7 feet. Superintendent Michael Jones was tasked with taking several measurements of these curb walls. In the habit of walking along the tops of the shorter curbs, he unnoticeably ended up walking along the top of a wall that was high enough to trigger a tie-off requirement. Labor Lead Cody Freemire was in the vicinity and immediately directed Mike to get down from the wall because he was not properly tied off.



Michael Jones, Cody Freemire, and John Burdick

Mike felt it was important to recognize Cody's great example of a craft employee using Stop Work Authority to prevent even a supervisor from performing an unsafe act. Swinerton wants people in any position to feel empowered to shut down any unsafe act, regardless of who is carrying it out. Mike was momentarily caught up in his work and wasn't paying attention to the risk he exposed himself to—something that could happen to any of us at any given time. Mike greatly appreciate Cody looking out for him, for our jobsite, and for our company.

## NORCAL SAFETY SAVES

By Rich Howell

Sacramento Laborer Ezequiel Aranda was working at Buena View Casino in Lone, CA. Ezequiel noticed two painters working atop a 50-foot tall water tank, which they had accessed with an aerial lift. Both painters were wearing fall protection harnesses but not tied off to anything. Ezequiel immediately contacted his Superintendent. The Swinerton Superintendent contacted the painters—who were contracted directly by the owner—and the issue was corrected. Great job to Ezequiel for noticing a hazard and using his Stop Work Authority.



Ezequiel Aranda

Sacramento Laborer Rudy Capiz was working at Kaiser Permanente on Morse Ave in Sacramento, CA, when he thought outside of the box and put together a concept for a total emergency station that includes a fire extinguisher, a sprinkler shutgun, a first aid kit, and an eye wash. Rudy also created a box for the eye wash bottles with an easy access lid that will help keep dust and debris from collecting on top of the bottles. Now, all stands at Kaiser Morse Ave are made this way.



Rudy Capiz

On November 8, Carpenter Foreman Pedro Elias of our Millwork Group was working at 1066 Market in San Francisco when he noticed that a scaffold plank was being used to access the jobsite. He reported this to his supervisor, Noel Cabrales, noting that the plank was not safe. As a result, the plank was removed and stairs with a hand rail were installed. This is a perfect example of our stop work program and how it can be used by anyone to make our jobsites safer. Great job to Pedro for preventing an accident or injury.



Pedro Elias

# YFNY—YOUR FAMILY NEEDS YOU



PORTLAND SAFETY SAVES

We empower our team members to recognize individuals who utilize their Stop Work Authority when they encounter a safety hazard. Our Safety Saves Recognition Program rewards individuals who contribute to improving jobsite safety by identifying and correcting unsafe acts, behaviors, conditions, and ensuring that all team members return home every day to their families. Over the past two months, we've recognized three team members with Safety Saves certificates.

When CLT panels arrive on site, it takes more coordination than a standard delivery to offload and lay down the material safely. While offloading a truck, Steve Kasachev quickly noticed another carpenter was underneath the load, trying to throw dunnage down. He immediately signaled the forklift operator to stop as well as communicated to his fellow carpenter to back away from the load. Along with continually watching out for others during these activities, Steve takes telehandler inspections very seriously. If he knows he is going to use any machine on site, he makes sure to give himself plenty of time before the activity to familiarize himself with the controls.



Steve Kasachev

In Jose Rodriguez-Hernandez's routine inspection, he found two Ricon connectors containing only two screws when, to have a safe connection, the required amount is approximately 20 screws. The Ricon connectors are meant to support a concrete slab on top of CLT, as well as seismic activities in the future. Jose's diligence turned a near-certain disaster into a near miss.



Jose Rodriguez-Hernandez

Ben Hofman was working on the roof of his project when an operator was booming a load of Densglass. The operator had put down the outriggers of the forklift and was booming out. The operator realized the positioning was slightly off and started to raise the outriggers so he could re-position. Ben quickly recognized the hazard and cleared out of the way, executing Stop Work Authority for the crew to safely remedy the risk. Ben also promptly reported the near-miss to his Superintendent so that the incident could be discussed with all trades during the foremen meeting.



Ben Hofman

Way to go, Steve, Jose, and Ben!

NEW SAFETY HELMETS

Swinerton is going to look a bit different out in the field in 2020. As a 100% employee-owned company our priority has always been and will always remain our people, families, and trusted partnerships. Since 1970 "Your Family Needs You" is at the center of every project, office and effort, and worn with pride on our hardhats. Now, you will see it on our helmets as we have adopted a hardhat to helmet adoption policy.

Helmet Style

Helmets come in a variety of styles. Swinerton is incorporating both vented (Class C) and non-vented (Class E) helmets. NOTE: For electrical and demolition work, only non-vented (Class E) helmets shall be used to provide appropriate electrical protection.

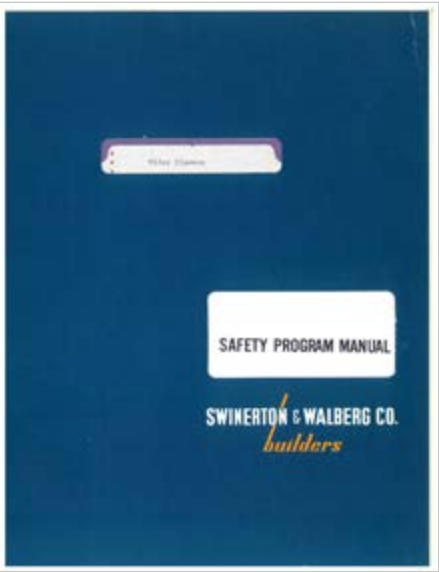
Manufacturer

Swinerton shall use Kask helmets for our operating groups. Kask provides the best level of head protection on the market today. If a Kask helmet does not fit an individual, other manufacturers may be considered. Your safety manager can assist with approved options.

Branding/Color Options

The Swinerton brand is a critical piece of our business and as such, Corporate Marketing has developed and approved specific branding for Kask helmets. No other branding will be authorized unless approved by Meggie Hollywood, Corporate Marketing Director.

The approved color options for Swinerton helmets are limited to: White, Orange and Black. No other color helmets are to be used. These color options are available to the divisions and it is up to the Division Manager what colors will be offered to their teams.



Swinerton NorCal receives their brand new helmets







## YEAR END RECAP

As 2019 draws to a close, Swinerton's potential has never been greater. What we have built together in the last year, focused as One Swinerton no matter our location or the expertise delivered, is truly remarkable. We've once again expanded our geographic footprint, further diversified our services portfolio, welcomed over 600 new construction professionals and 2,400 craftpersons, and continue refining our March to 2030 to ensure we are well positioned for what comes next.

### Reflecting on our Accomplishments

This year was transformational for the Swinerton brand as each of you embraced our commitment to providing peace of mind in everything we do and to those we serve. Regardless of the scale of work or challenges that came your way, you displayed integrity, leadership, excellence, and passion in every action and relationship with each other and our partners.

To best align with our clients' geographic footprint, capitalize on strong market potential, and provide greater opportunities for our people, Swinerton opened two new office locations: Dallas and Spokane. The future is bright for both expansions, with local talent and relationships, and national recognition and experience being a differentiator. We launched Swinerton Mass Timber, so the specialty skills of this team with its hub in Portland could have an immediate impact for project opportunities across the nation. We're proud to congratulate Swinerton Management & Consulting on their 25th Anniversary this year and their expansion of services in Southern California from a new office location in downtown San Diego. Our concrete expertise has also greatly increased in the Pacific Northwest as we welcomed SAK Builders to the Swinerton family, further strengthening our self-perform capabilities across all our operations.

Speaking of self-perform, every operating group is now performing at least one trade on projects for clients and several groups are performing multiple trades and achieving impressive results on schedule, safety, and quality. Our commitment to investing in our craft personnel is evident in a hiring rate over 135% of the previous year; a 7x increase in the quantity of craft excellence awards;

and the launch of a Craft Years of Service Recognition Program with 850 awards given retroactively at rollout.

This long-term investment in our greatest asset, our people, was a focus across the entire organization this year. Operations teams dedicated time and resources to define and implement best-in-class teamwork and project execution models that have yielded tremendous results both in profitability and, most importantly, in strengthening our culture. Our Shared Services teams reached significant milestones this year working diligently, and largely behind the scenes, to support our exponential growth and the expanding needs of our evolving organization. Each team has brought their specific expertise in marketing, technology, learning, development, finance, risk management, safety, and communication forward with the single purpose of continuously improving our overall employee experience and the success of our teams.

Human resource partners and talent-focused teammates across the company revamped our new employee onboard program and performance reviews. BTech ensured the security of our information assets; despite thousands of daily cyberattacks, there were no system-wide compromises. Our safety leaders reviewed and analyzed new ideas to bring each of you home safely each day and a hardhat to helmet adoption policy was put into action. More than 1,100 employees from coast to coast provided data to support the development of a robust internal communications program, with a diverse group of 70 people coming together to redefine our intranet as Swinerton's primary internal communications hub; the brand new SwinNet launches in January 2020.

### The Possibility of Tomorrow

While our history is rooted in the business of building structures, as a 100% employee-owned company our priority and our future are our people, families, and trusted partnerships. Our entrepreneurial spirit and the trust we have in each other will continue to bring us to the forefront of whatever comes next. The diversity of our business plan in 2020 across markets, services, and geographies can provide all of us peace of mind that there are many great years ahead. This has been the long-term vision of our leader Jeff Hoopes, who announced his retirement as CEO at this year's Shareholders meeting. In Jeff's 35 years

at Swinerton, his greatest fulfillment has been knowing that Swinerton has helped generations of people build careers, homes, families, and communities. His "dream big" vision will remain a part of our culture and within the fabric of our DNA. Newly elected CEO Eric Foster and President David Callis will partner with Executive Vice President Frank Foellmer, CAO John Capener, and CRO Don Adair as we continue our March to 2030 and beyond.

### Humble and Thankful

We are blessed to be teammates with all of you. What we have at Swinerton is special, thanks to you.

Thank you for a truly inspiring 2019. We wish you and your families the very best during the holiday season.

– Executive Committee





## A 2020 VISION

2019 was a memorable year. The most diverse class of lawmakers in history was sworn into Congress. Business Roundtable members redefined the purpose of a corporation. Solidia Technologies unveiled a reduced CO2 cement that promises to reduce the carbon footprint of precast concrete by 70%. U.S. federal workers are on track to get 12 weeks paid parental leave, which will be available not only to new parents, but for sick and elderly care, as well. And a 16-year-old climate activist from Sweden by the name of Greta Thunberg was named *Time's* Person of the Year.

At Swinerton, we hosted our annual STEP Up Women's Summit in San Diego where women and men from across the company discussed unconscious bias and Total Leadership. We affirmed our commitment to supporting diverse businesses by joining the National Minority Supplier Development Council. We attended USGBC's GreenBuild Conference and spoke to attendees about the environmental benefits of using mass timber. We continued to support our local communities and community-based organizations through partnerships with Rebuilding Together, ACE Mentor, and the American Red Cross, to name a few.

As we enter the new year, it's important we have a 2020 vision of the future. Our CSR vision is to shape history by building our communities and making positive contributions to society while supporting our business goals. We develop and execute our CSR strategy by ensuring a diverse and inclusive work environment; alignment with our clients' CSR interests and community needs; and minimal environmental impact in our operations.

**“It is not enough that we do our best;  
sometimes we must do what is required.”**

—Winston Churchill

To our employees, our hope is that our vision aligns with your core purpose and values, and that you will engage with us on this journey as we set out goals to achieve our mission. Consider committing to volunteer at least eight hours in 2020 and log your time in Swinerton Cares. Have an open dialogue with coworkers who aren't in your inner circle. Find opportunities in the office and on the jobsite to reduce our impact on the environment. Above all, lead with passion for the work and integrity in your heart to accomplish your goals with excellence and leave the world a little better than it was.

*Rachael*  
Rachael Guerrero



## A MOMENT TO APPRECIATE

This is the time of year when it seems to be a little more common to think about appreciation and gratitude. Each of us has something to be grateful for—family, success, health and so many other things. It's certainly important to take stock of all we have, but what is even more important is to express appreciation to those who've helped us along the way. To help others see the difference that they have made is one of the very best motivators.

One of the challenges, of course, is making the time to do this. In our hyper speed environment it's easy to just move on to the next thing (there are always so many things pending). But I'd ask you to think about a moment when someone expressed their appreciation for something you did. When they took the time to say thanks or let you know how you contributed to a success—how did it make you feel? Those moments stay with us.

In our culture, there is great admiration for the individual, who through their own determination and effort, achieves success—and rightly so. But it's a very rare situation where there weren't others, not in the spotlight, also working hard to make that success a reality. Our projects are a perfect example of this. No one person does it all—it takes a team to realize the goal. And each of those team members who've helped us along in our success, should be a part of our expressions of appreciation. Each contribution is like a puzzle piece making a whole. Leave out even the smallest piece and the picture is not complete. Helping others to see how they've helped to complete that picture is what gratitude, what leadership, is all about.

I think we would all agree that appreciation is important. Where things sometimes don't hit the mark is in consciously making the effort to practice it on a consistent basis. It's easier on the big items, but what about the smaller everyday things? The things people do for us that help make our

jobs easier? That get us the answers we need? That pave the way for our success? The key is to integrate gratitude into our everyday mindset and routine. It's a discipline, just like anything else we want to master. Remembering to acknowledge contributions and share your appreciation is as important as executing the work—because it strengthens the bonds we have with each other and helps us all excel.

Every day there are so many opportunities to express our gratitude. The team member who pitches in because another needed help, the proposal that went out on time (even with all those last-minute changes), the additional research done before an issue was passed on to help the decision-making process, or the extra time a supervisor spent explaining a field technique to a less experienced employee. These everyday moments are all part of what build our success. Some might see these actions as just part of someone doing their job—but I believe that expressing gratitude for those efforts is an important part of our job.

**“Feeling gratitude and not expressing  
it is like wrapping a present and not  
giving it.”**

—William Arthur Ward

So, while I have the chance, let me say how much I appreciate our talented Swinerton family and the many ways you continue to amaze me with your commitment, resilience, and focus on excellence. Wishing you all a wonderful holiday season and looking forward to an outstanding new year!

*Brenda*  
Brenda Reimche





## SELF-PERFORM DRYWALL “20 20 20” CONFERENCE

This November, Swinerton hosted the first annual Drywall Operations all-hands meeting and workshop in Irvine, CA which focused on goal setting for 2020. The conference included valuable discussions of what it will take to make our combined drywall operations one of the top five in the \$5.8 billion national drywall industry. The two-day meeting was attended by 72 Swinerton employees representing 10 divisions.

### Meeting Topics

- Drywall Vision, Strategy, & Business Case: HUB-Spokes Model & Goal Setting
- Organizational Alignment: Why Centralize Best Practices?
- Preconstruction Resource Allocation
- Estimating Software Rollout
- Productivity Mindset
- Estimating Deep Dive and Resource Allocation
- Technology, Applications, and Tech Needs
- Innovations for Drywall
- Prefabrication
- Safety that Works & Safety that Doesn't
- Building High Performing Teams Workshop
- Drywall Director Reports: Review of 2019 and Preview of 2020
- Firestopping Business Plan

### Major Discussion Points for 2020

- How can the central HUB best support the local drywall groups?
- How do we cultivate a productivity-based mindset and improve management of labor productivity?
- How do we improve safety for self-perform drywall at Swinerton?

- How do we recruit and retain the best talent and do it better than subcontractors?
- How do we move our distributed self-perform drywall resources to a position of industry leading drywall specialty subcontractors?
- How can Swinerton drywall attain a top five national ranking in revenues?
- How do we best leverage our company-wide expertise for a collective approach?
- How do we facilitate full division collaboration and centralized support companywide?
- How do we create and leverage “Swinerton intellectual property” developed from early design and preconstruction?
- How do we use market dominance to build strength and profitability from the supply chain?

### 2020 Goals

Strategies to move towards our 2022 revenue goal of \$300 million in drywall work:

- 20% Design-Build Drywall: Design, Preconstruction Services, and Trade Detailing to Add Value
- 20% Prefabrication in our Drywall Operations
- 20% Labor Productivity Improvement
- Implement Drywall in All Geographies: Build Market Position and Credibility
- Build Drywall Self-Perform Organizational Infrastructure at Company and Division Level
- Recruit and Retain the Best Talent
- Strong Fundamentals and Best Practices
- Support Related Trade Expansion

### Key Takeaways

- **ONE TEAM:** There must be a horizontal One Team organization for the trade to glue the positions together; one team between GC teams and drywall teams as well as One Team among all drywall groups supporting each other in all aspects.
- **DESIGN-BUILD EXECUTION:** To differentiate our process and define a better way of doing business, we should aspire to build all jobs under Design-Build delivery.
- **INFLUENCE:** We must be able to influence quality, cost, and procurement related to the work. Controlling the supply chain means controlling the construction documents.
- **VALUE ADD APPROACH:** We will employ a value-add design assist approach, NOT a lowest cost operator—commodity approach in this market.
- **PREFABRICATION:** We must find opportunities for prefabrication.
- **MASTER PURCHASING:** There must be centralized master purchasing relationships with supporting vendors and suppliers.

*This was a very successful inaugural meeting and excellent kick-off to our 2020 business year.*

Jim Watson & Lauren Nunnally

## WHAT'S MEASURED IS MANAGED—QUALITY TRACKER V.2

Since the roll out of Swinerton's Quality Tracker in January 2018, quality activities advanced with the prolific management ranks of budget, schedule, and safety. The report—run through CMiC—automatically pulls document tracking of quality activities from CMiC and 360 Field, our quality management tools.

Each project's quality score was based on whether seven key performance indicators (KPIs) had been used on the project. Over the last 20 months, our projects with at least one billing steadily rose from a score of 73% to 86%.

October 2019 saw the release of the tracker's Version 2, which features two main updates. At the request of division managers, the first update adds project value and end date details for reference when analyzing the score. The second adds logic to the quality activities count. The count logic ties the scored KPIs in different ways to the number of risk tracking scopes and evaluates the project percent complete.

While this version improves our quality analytics, there are a few additional reference items coming in the future. One of these items is a count of MEPF checklists as 54% of our quality issues are related to MEPF, according to the five-year risk alert analysis completed last year. A second add is the kick-off of SSQMP completion. In addition to the current Tracker tying into CMiC, connections between project dashboards in Power BI and the self-perform Quality Tracker report are on their way.

### Third-Party Peer Review of Contract Documents—Then What?

Completing a peer review is just the first step. The example below highlights the beneficial and productive next steps a Colorado team took when they coordinated a sit-down meeting with the third-party consultant, architect, engineer, and associated subcontractors for a ground-up project.

### The Process

Swinerton submitted shop drawings for metal panels and storefront for peer review.

Once the team received the shop drawings with consultant comments, they scheduled a three-hour, in-person group discussion.

At the meeting, the team reviewed every comment and added details of interest.

Each comment had its own follow-up action, noted directly adjacent to its associated detail, eliminating any confusion.

Follow up included sending notes to all impacted exterior skin trades (waterproofing, metal panels, glazing, precast, and roofing).

A few days later, the team followed up with the subcontractors via a phone call to see if they reviewed the documents and if they found anything misleading or not per usual installation methods.

### The Results

As expected, the group collectively generated numerous RFIs for final installation direction. A bonus from this meeting was the extensive constructability reviews that came about from the architect and subcontractors meeting together. There were a handful of architectural details that the storefront subcontractor indicated as not feasible; this meeting provided an opportunity to understand the architect's design intent. The process revised a few details, but more importantly, it mitigated many back-and-forth RFIs that happen during construction. In addition to providing the team with in-depth knowledge of the specific skin materials, the face-to-face meeting allowed the team to understand each other's personalities, improving team communication.

*Thanks to Eric Coffy, Colorado Division Quality Manager, and Austin Bartleson, Colorado Project Engineer, for their insight into this beneficial process.*

Christina Tetrick







## BOOTING-UP TO A NEW DECADE WITH A CLEAR 2020 VISION

In 2020, Swinerton's Business Technology group (BTech) will focus on controlling project delivery, generating powerful growth opportunities, diversifying our product line, and enhancing shareholder value by doing more with the resources Swinerton entrusts to BTech.

We look to 2020 (and beyond) strategically aligned to our organization's objectives, which are built on integrity, leadership, passion, and excellence. BTech in turn will execute upon our foundations of:

- **Connection:** Providing access to the tools employees need to excel, and engaging with our strategic technology partners.
- **Information:** Keeping stakeholders informed with the right information delivered to the right people at the right time.
- **Trust:** Ensuring the information of our employees, customers, partners, and company are safe, reliable, and available.
- **Flexible:** Deploying human and technology resources to keep pace with Swinerton's innovation and growth.

Swinerton's success depends on the *knowledge and talent* of its employees. As such, our human capital growth requires BTech to grow and adapt. In support of talent development in 2020, look for:

- **Tech Training:** Optimizing technology investments by partnering with the new Talent Management department and local operations groups.
- **Workday:** Moving beyond stabilization and optimization to deploy new tools and features in support of talent and career development.

Swinerton continues to ensure our future against the cyclical nature of our industry. BTech is supporting that journey through several initiatives in 2020:

- **Innovations:** Further expanding a culture of innovation through education and deeper engagement with operations.
- **Self-Perform:** Driving investments in mobility, labor compliance, labor dispatch, jobsite Wi-Fi, materials procurement, and labor-productivity data capture.

- **Cloud Strategy:** Transitioning all applications to a cloud platform to offer rapid elasticity, measurability, and durability in support of a fast-changing business environment.
- **Cyber Security:** Apply best practices to preserve the confidentiality, integrity, and availability of our information assets.
- **Data Initiatives:** Better control and delivery of Swinerton's strategic data for the optimization of our existing business ventures and the development of new opportunities.

In Swinerton's relentless drive to become best-in-class builders, the data shows that *investing in people and technology drives innovation and efficiency; and creates bottom line growth*. The volume of technology users within Swinerton has swelled over 65% since 2016. In the same period, the cost of technology has decreased by approximately \$700 per employee per year. Compared to peer companies, Swinerton's cost per employee is projected to be hundreds of dollars less in 2020, reflecting the continued drive to optimize our technology investments. Not only are we returning more to the bottom line, we are creating the room to invest in new technologies that further enhance the efficiency and value of Swinerton's employee-owners. BTech will continue to strive to be a best-in-class technology provider that focuses on the Swinerton mission *to be the preferred builder and trusted partner in every market we serve*.

In 2020, Swinerton's Business Technology group continues to do right by our employee-owners who trust us to effectively manage a significant investment in their future. With pride and humility, we are together leading our industry with integrity, passion, and excellence.

Jon Marks



## REFLECTIONS

As a former colleague and partner to all of you, I fondly reflect on Swinerton's 2019 year-end achievements. I have had the good fortune to visit with many of you this past year, and I have witnessed your high level of energy and professional work ethic. You deserve to celebrate! You have had an extraordinary year that has been preceded by several other extraordinary years. Your success is in large part due to your being diligent practitioners of Swinerton's four Core Values of Integrity, Leadership, Passionate, and Excellence.

As Chairman & CEO, Jeff Hoopes' passion and dynamic leadership—along with the aid and support of his Executive Team and every Swinerton employee-owner—has positioned the Swinerton Team in a very enviable class in the Planning, Design, & Construction Industry.

Camaraderie, grit, and determination to perform at a high standard is exhibited in every business unit and department in the Company. You have pride in ownership of your company, knowing that you have skin in the game. It feels so good to see that you embrace the

One-Team concept and acknowledge that everyone from the Chairman & CEO to the craftperson in the field is a leader and coach in their own role. You have recognized the value in diversity of administrative and craft employees, as well as with diversity of product type and geography.

Profitability is obviously necessary for survival. You certainly have accomplished sustained profitability growth over the past several years. What I find even more remarkable is that you are no longer just concerned about the bottom line and finances, but you are equally concerned about such critical matters as Culture, Talent Development, Community Outreach & Public Good, and Sustainability.

You have accomplished so much. Not the least of which has been positioning the right people in the right seats in the boat. Swinerton is nimble and well-positioned in the marketplace. That being said, are there open and unresolved opportunities and blind spots? Absolutely. But you are addressing those challenging matters head on.

Your surety partners have recently told me that you are now a "Best-in-Class" organization. That is an enormous compliment to you. A compliment not lightly offered by our business partners.

Kudos to you for all that you have accomplished and for all that you will be doing in the future at Swinerton. You are well-positioned to continue your march to 2030 and beyond. Give yourselves a round of applause as you usher in the New Year.

The Swinerton Team will sorely miss our leader and good friend, Jeff Hoopes. He has left a great legacy behind. A legacy of Pride in Swinerton. Nobody is quite like Jeff. We owe him a debt of gratitude for his 35 years of tireless dedication to improving Swinerton and making a meaningful difference in our personal and professional lives.

Thank you, Jeff.

Gary Rafferty





# UNIVERSITY OF OREGON KCASI

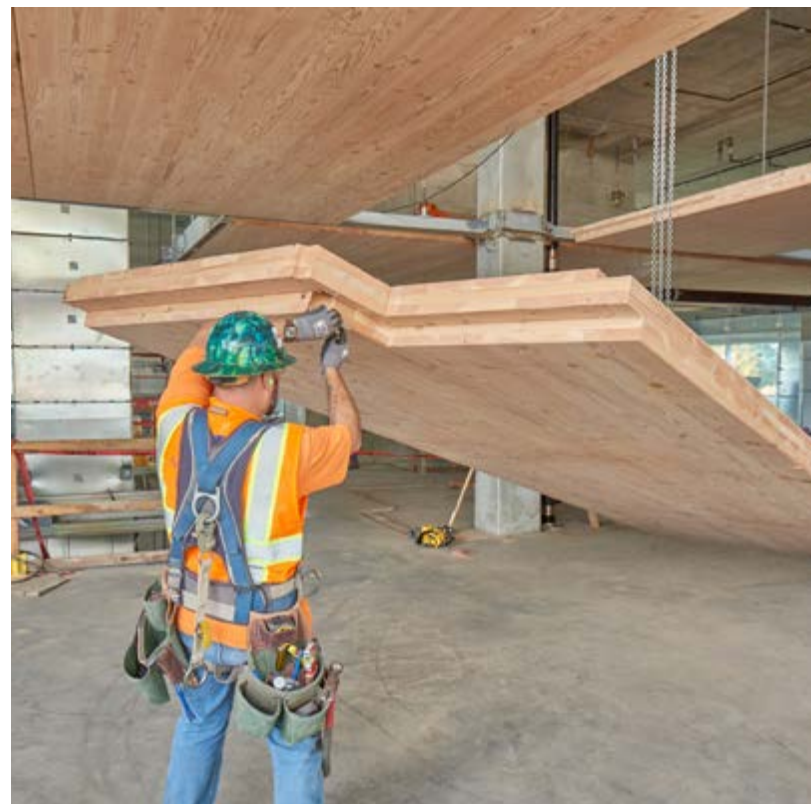
By Mike Korus

Swinerton Mass Timber (SMT) is currently wrapping up the Phil Knight Science Center for Impact Learning for the University of Oregon and Hoffman Construction. The Center will reshape the educational landscape in Oregon by training new scientists with opportunities for undergraduate and graduate students.

Across two separate four-story towers, this project utilized approximately 20,000 square feet of CLT panel mezzanines as well as a CLT connection bridge. The mezzanines throughout the building will house offices for professors and multiple conference rooms for students to gather in.

The project had many learning opportunities, including tight jobsite constraints. The team positioned and installed each panel in place from a chain hoist system connected to a coil insert in the concrete deck above the mezzanines. SMT also designed and built both timber feature staircases; one is the first of its kind—a CLT stair supported from 7/8" diameter rods hanging from 40 feet above the stairs.

*Well done, team: Michael Korus, Brendan Kelly, Ernesto Blancas, Chad Tonge, Josh Miller, Sandra Silva, and Zach Brehm!*



## 9200 WILSHIRE STARTS CONSTRUCTION IN FACE OF CHALLENGES

By Jessica Drake, Daniel Hoffman & Mark Rafferty

In October, Swinerton OCLA began work on the 9200 Wilshire project in the heart of Beverly Hills. A \$100 million project, the 307,400-square-foot property features 54 luxury condos in a sleek, mid-rise structure atop a three-level below-grade parking structure. It provides residents with a six-star level of service provided by 24/7 concierge availability.

The team has provided extensive preconstruction services since 2015. Besides a change in ownership just before the project started, the team also navigated a design switch from apartments to condominiums. The project has seen major design changes upfront, making it feel more like "Build-Design" than "Design-Build." The design is scheduled to complete just in time for the Level 1 formwork to begin.

Due to zoning requirements that limit the height of the building, MEPFS coordination has been challenging as the ceiling heights are very limited. The team will utilize in-slab ductwork and in-slab electrical for the majority of the units to help reduce congestion in the ceilings.

Complicating matters further, work hours in Beverly Hills are very strict. Only able to run Monday through Friday from 8:00 a.m. to 6:00 p.m., there is very little flexibility to accelerate the schedule. However, the schedule and budget are being aided by Swinerton self-performing concrete, drywall, cleanup, and fire stopping. Work expects to wrap up in 2021.

When complete, the 73-foot tall concrete structure will showcase a custom-designed façade with translucent glass screens, metal panels, and silver travertine. On the building's upper four levels, the 54 light-filled units feature double-height ceilings with unobstructed, floor-to-ceiling windows that provide vistas of the city and mountains.

Despite the challenges, the team has maintained a can-do attitude in the face of project start delays, design changes, and push back from the City. Everyone is excited to have started construction on this legacy project!

## GARRETT SOLAR ENERGIZES FOR NEW YEAR'S

By Justin Kylstad & Mark Rafferty

At the end of December, Swinerton Renewable Energy (SRE) wrapped up a short, but difficult project for Obsidian Renewables. Totalling 10 MW, the \$19 million project is set on 74 acres of rural farmland in Lakeview, OR.

SRE provided EPC services on the single axis, ground mount system. They also installed a three-mile transmission line and built a new substation, which will produce energy for PG&E by the beginning of the year.

SOLV® is now providing O&M services, which adds to their ever-growing portfolio of work in Oregon.

The team was faced with challenges right off the bat. A wetland permit delay caused a significant delay in construction start. As a result, the team had to develop efficient installation plans to expedite the schedule. It was a difficult goal, but their dedication and persistence paid off in full.



## TWO BIG WINS IN SOUTHERN CALIFORNIA

By Michael Shawver & Mark Rafferty

In October, Swinerton SoCal Target Markets' Education group was awarded two major projects in the San Diego area. These wins mark the group's continued success in the San Diego education market.

The first award is the lease-leaseback, \$22 million project for San Diego Unified School District's (SDUSD) Wegeforth Elementary School, named after the founder of the San Diego Zoo. Originally built in 1957, work for this school includes both new construction and a campus-wide modernization program. It includes upgrades to the Administration Building, Library, three Classroom Buildings, and MPR Building. Preconstruction services will start immediately and last approximately one year. Construction will follow and is scheduled to last 18 months. Following the award, SDUSD stated that our team's proposal and interview "hands down, blew the competition away."

The second win is the design-build, \$45 million MiraCosta College Oceanside Campus Student Services and Veterans Center. We are teamed with our trusted design partner DLR Group for this new two-story Student Services building, which will consolidate all student service functions into a "one-stop shop." In addition, it will provide improved services for student Veterans with a comprehensive Veterans Support Center. The building will provide a much needed "campus gateway" and will include a new campus promenade. A new transit center will also be included, connecting to the existing pedestrian bridge to allow students to access the central hub of the campus.

*Congratulations to everyone involved in securing these two projects!*



## RICHMOND HIGH SCHOOL CELEBRATES

By Peter Hempel & Lillian Martin

As the Construction Manager, Swinerton Management & Consulting (SMC) helped the West Contra Costa School District hold a groundbreaking ceremony on November 22 for the new Auxiliary Gym and Science Building project at Richmond High School. This \$20 million design-build project will replace the existing 50-year-old gym, build a new campus student quad, add seismic reinforcements to an existing science building, and provide a new health center for the school.

The Richmond High Oilers band provided the music for the event while the cheer team demonstrated the students' enthusiasm for their new 15,500-square-foot gym, which includes basketball and volleyball courts, a dance room, weight training room, and girls' locker rooms. Once the existing gym is demolished next summer, new landscape and hardscape will greatly improve campus circulation with a central quad for students to gather together on their breaks.

While the local bond-funded project is a welcomed investment on campus, working on a fully occupied campus of about 1,500 students won't be without challenges. SMC is working hard to coordinate the construction with ongoing operations, scheduling utility shutdowns and tie-ins, and keeping typical construction noise, dust, and traffic interruptions manageable for the campus.



## SOLOMON ELEMENTARY SCHOOL DEDICATION

By Amy Hisaoka

On November 9, Solomon Elementary School celebrated its 50th anniversary and new school dedication. Solomon Elementary is one of two public schools located on Schofield Barracks in Wahiawa, HI.

The dedication ceremony was filled with emotion as Mrs. Solomon—the wife of the school's namesake—was able to attend. Principal Sally Omalza shared the school's history and the importance of the Solomon family contribution.

The late First Sargent General Samuel Solomon, Jr. was an honorable man who sacrificed his life to save others during the Vietnam War. He earned the Silver Star, the Bronze Star, and the Purple Heart for his bravery. On Veteran's Day 1969 the school was officially dedicated as 1SG Samuel K. Solomon Elementary School.

Following Hawaiian tradition, a Hawaiian Priest performed a convocation and blessing as a Maile lei was untied during the ceremony. The guests enjoyed a lovely brunch, socializing through the afternoon, with background violin music played by students. Students sang songs and spoke on behalf of the school and were even the emcees for the event.

Swinerton Hawaii had the honor of rebuilding the school, which is now modernized with 63 new classrooms and state-of-the-art amenities for the students. These

include a student support center, two computer labs, an audio/video room, a covered play yard, cafeteria, and administrative offices along with new entrance driveways and more than 170 parking stalls.

**“This school is proof that we can do great things when we work together. It took a team of federal, state, community, and military partners to make this 21st century school a reality. Our military families can be confident that their children will be learning in a state-of-the-art school equipped with the tools to excel academically.”**

—Governor Ige

The project was funded by a grant from the Department of Defense Office of Economic Adjustment for approximately \$70 million. State funding provided nearly \$20 million for the remaining 20% of the total project cost.







**SMC CELEBRATES WITH LONG-TIME CLIENT**

By Jack Herbert & Lillian Martin

San Mateo County Community College District and Swinerton Management & Consulting recently celebrated the topping out of the Cañada College Kinesiology and Wellness Center in Redwood City, CA. The new \$88 million, 105,000-square-foot athletic education building will provide state-of-the-art amenities for the college and local community.

This Progressive Design-Build delivery allowed the District to participate in an iterative design process before establishing a final GMP contract value. The resulting facility contains spaces for dance, pilates, indoor cycling, strength training, a swimming pool, and other fitness and wellness activities. Featuring an activated rooftop with running track, a sunrise yoga area, and pickleball courts, the building includes offices, locker rooms, team rooms, and a kinesiology classroom. The competition-ready gymnasium will host athletic classes and intercollegiate athletic events.

The signature building takes advantage of commanding views of the hills of the San Francisco Peninsula and will be a significant landmark building for the college.

*Special thanks to the project team: Project Executive Jack Herbert, Campus Construction Manager Linda Rizzoli, Project Manager Sajid Sulaiman, Assistant Project Manager Apeksha Gajjar, and Senior Project Field Administrator Alexa Wallace.*

**COMPANYWIDE ASSET SHARING**

By Jose Lozoya & Mark Rafferty

In early 2018, Swinerton started developing a new asset sharing program called Rental Results. It internally tracks and consolidates all of our assets into a national rental program, which allows everyone companywide to see everything we have available. After a year of behind the scenes work, we started implementing it in early 2019—and it immediately paid off.

Rental Results provides an all-encompassing look at our assets and how to share them, uniting divisions and groups by leveraging our inventory from all offices. It is already saving us a significant amount of money; instead of renting or buying additional assets, we can look at Rental Results and see exactly what we have sitting dormant for project teams to pull from other locations.

Ultimately, Rental Results is a communication tool between every project companywide. It shows managers what is available, then directs them to the right person to see if it makes sense financially and geographically to rent the equipment from them. It is the first time in recent company history that we have the ability to communicate and share each other's inventory.

Swinerton has four asset yards in Riverside, Sacramento, Portland, and Hawaii. Rental Results has already paid great dividends for the company and will continue to expand as more project teams utilize it to its full advantage.



**390 FIRST TOPS OUT**

By Will Leonard

390 First Street in San Francisco is proud to announce that we have topped out our structure! This includes 13 floors of structural concrete and two floors of structural steel for townhouse units on top. With structure complete, we are quickly chasing upwards on our complex exterior system involving plaster with punched windows, window wall, and curtain wall. Closely following the exterior, we are full speed ahead with MEPF, car puzzle lifts, elevators, interior framing, rocking, taping, and interior finishes. Swinerton's Self-Perform team is currently onsite installing doors/frames/hardware, casework and architectural woodwork, and cleanup. This project is scheduled to complete for Mill Creek Residential in July 2020.



**DIVISION SPOTLIGHT  
SWINERTON MANAGEMENT & CONSULTING**

**PROJECT UPDATE: SOLANO COMMUNITY COLLEGE'S NEW LIBRARY LEARNING RESOURCE CENTER**

By Cary Talbott & Lillian Martin

Solano Community College District (SCCD) Board of Trustees approved Swinerton Management & Consulting's recommendation to award the construction contract for the new Library Learning Resource Center on October 16; the bid tally was immediately forwarded to the State of California for final approval, which occurred on October 29.

SMC hit the ground running preparing and submitting the Notice of Award and Notice to Proceed to the general contractor. Groundbreaking ceremonies were held on November 6, where SCCD Superintendent/President, Dr. Celia Esposito-Noy held the golden shovel and introduced SMC as the Construction Management firm.

Mobilization began the following Monday. Clearing and grubbing has begun for the new Library Learning Resource Center, which is expected to be complete and ready for District move in by mid-2021. The demolition of the old library is scheduled to complete by the end of 2021.

*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.*





# SAN DIEGO WRAPS UP FIRST BIOTECH/LIFE SCIENCES PROJECT

By Andrew Rodrigues & Mark Rafferty

In mid-November, Swinerton San Diego completed the Samumed project—the first biotech/life sciences win for the division. Set on a fast-paced six-month schedule, it also had an aggressive \$13 million budget.

The tenant improvement project overhauled a three-story, 69,000-square-foot building. The first floor consists of lab space that includes a vivarium, chemistry and biology labs, shipping and receiving, meeting rooms, and the main breakroom. The second and third floors house offices, conference rooms, and additional breakrooms.

Work also included the installation of specialized lab equipment, such as bulk LN2 tanks, a VRF system, a cold room, and an autoclave with a clean steam generator and cage washer. The team self-performed metal studs, drywall, and concrete.

Overhead MEP activities were a challenge, as there was already limited space. BIM modeling was utilized on all MEP systems throughout all floors, along with resolving MEP clashes with the fire-rated assembly.

Now that all is said and done, the team is proud to have built the specialized lab spaces to assist first-time client Samumed in their ongoing effort to be the leader in tissue-level regeneration.



# COLORADO COMPLETES “THE FACTORY” FOR PARTNERS GROUP

The Colorado team has delivered a new Americas headquarters for Partners Group, a Swiss-based global private market investments manager. The four-building, 129,400-square-foot campus, christened “The Factory,” is a nod to its industrial design heritage. The buildings feature extensive open-plan office space and amenities, including a training facility and subterranean parking.

For the Swinerton team, the biggest challenge was taking the client’s vision of a 100-year-old factory building and making it a reality through modern materials and methods; approximately 700,000 tumbled bricks make up the exterior and interior of the buildings.

Since brick plays an important role in achieving this vision, large masonry mockups were key to ensuring everyone was

pleased with the direction the design was taking for this once-in-a-lifetime project. Sourcing energy-efficient glazing to give the appearance of single-pane windows found in turn-of-the-century factories provided an interesting, yet fun, challenge for the team. The structures are concrete slab-on-grade with foundation walls. In keeping with the theme of a factory building, exposed steel makes up the rest of the structures.

Swinerton broke ground in December 2017 and completed the first phase of building in May 2019. At final build-out, the campus will be able to hold 500 employees at capacity. Project team members include developer Prime West and design firm Open Studio Architects.



# BUILDING ENVELOPE COMPLETES

By Jenny Lei

The 1066 Market Street Apartments in San Francisco have recently completed their building envelope, with tower crane dismantle in mid-October—just in time for the winter months. Interior finishes are ramping up in preparation for the punch list with the owner and design team. Doors/frames/hardware, millwork, and site concrete packages were awarded to Swinerton’s self-perform teams. The landscaping has started in the Level 1 courtyard and roof terraces on Levels 12 and 14. The project is expected to receive permanent power right before the Christmas Holiday. Everyone on the team is motivated to finish strong and are targeting to receive TCO/substantial completion mid-April 2020.







# MILES OF TILES REPLACED AT WESTFIELD VALENCIA

By Beth McCardle, Daniel Camin & Mark Rafferty

In November, Swinerton OCLA wrapped up work on the Westfield Valencia Town Center Renovation project. After starting work in February, the \$11.4 million project was completed in time for the crucial holiday season.

Perhaps most impressive, the project featured the removal and replacement of 110,000 square feet of existing mall tile flooring. The remaining scope was equally impressive. The existing water feature in the middle of the mall was removed and infilled. Wood cladding and stone bases on the Level 1 interior columns were installed. Design upgrades were made to the exterior façade of main mall entrance, including new wood cladding; removal of glass canopy and installation of sheet metal slats; and new paint. An existing family lounge was renovated to meet ADA standards and two sets of restrooms were remodeled as well.

One of the biggest challenges was installing expensive, high-end, owner-supplied decorative features. Work also included upgrades to all A/V technology, including WiFi, closed captioned television, and sound/music systems. Mall-wide lighting upgrades were made as well. The team self-performed drywall, demolition, concrete, and specialties.

Preconstruction efforts focused on developing a phasing plan to allow a smooth transition of work throughout the mall concourse. To complete the project before the holidays, upfront development of the GMP and early material release ensured success. Since the team was working in an occupied mall, they could only work from 10:00 p.m. to 6:30 a.m. Despite the off hours, the site needed to be left clean and safe at the end of every shift so the mall could open and operate normally during the day with no sign of construction activity.

*Congratulations to the team for their hard work in meeting the tight timeline requested by this valued repeat client.*



## MAJOR MILESTONE AT REDDING CALIFORNIA COURTHOUSE

By Patrick Naves

This project consists of the development of a new 165,296-square-foot courthouse for the Superior Court of California, County of Shasta situated on an approximately two-acre site in downtown Redding, CA. The site work includes pedestrian access improvements, private utility services to the new building, and public right of way improvements to the curb line on all four sides of the site.

This first slab pour will be the underground parking for the new courthouse and is a major milestone in the project. Starting at 4:00 a.m., 25 craft employees placed 1,188 cubic yards (approximately 11,530 square feet) of concrete. The last truck poured out at 3:00 p.m. and the finishing was completed at 7:30 p.m.; the 30-inch thick mat slab with thickened areas was placed at 108 cubic yards per hour.

*Great job to Senior Superintendent Brian Yorton, Project Engineer Garrett Short, Place and Finish Superintendent Andy Smith, and the entire Self-Perform concrete crew!*



## SMC COMPLETES INTERCHANGE REPLACEMENT PROJECT

By Lillian Martin

On September 24, SMC celebrated the ribbon cutting of the U.S. 101 Willow Road Interchange Replacement Project along with the City of Menlo Park and Caltrans. Construction of the \$71 million project began in May 2017 and completed in August 2019.

The original cloverleaf interchange was built in 1955 and worked well for decades but could no longer handle modern traffic volumes. As traffic increased, merging became difficult and resulted in “weaving” that caused congestion. Two cloverleaf ramps were replaced with a “partial cloverleaf” to help move traffic away from the overpass to reduce congestion and weaving.

The new overpass has been widened to four traffic lanes by adding a new lane in each direction. Diagonal ramps were also widened to four lanes to allow more traffic storage, reducing the chance of traffic backups onto the freeway. The new ramps are equipped with carpool bypass lanes and metering. Sidewalks, bike lanes, and additional protected bicycle paths in each direction were also added. Next, the City will work with the community to conceptualize the landscaping opportunities in that area.



SWINERTON RESPONDS TO JOHN MUIR HEALTH CALL TO ACTION

By Henry Meier

Swinerton is a great company because of its people! I am constantly reminded of this fact and was proudly reminded again a few weeks ago.

Around 2:00 p.m. on Sunday, October 27, I received a call from Michael Monaldo, Vice President of Facilities Development & Construction for John Muir Health (JMH). I instantly knew there had to be a problem as power was being shut off in many areas across California that weekend due to high winds. Michael broke the news that a large tree trunk had broken off and crashed through the roof of a one-story Outpatient Services building owned by JMH in Alamo, CA. Michael simply asked if Swinerton could send help.

In a matter of 15 minutes, Assistant Superintendent Manny Navarro, Superintendent Jose Salgado, and eight craft employees headed to the Alamo facility. Jose arranged for material and equipment rentals for the repairs while Project Manager Chris Chiuchiolo and Senior Project Manager David Moseley also dropped their Sunday plans to help manage the tree removal and building repairs. By 9:30 p.m. that evening, Team Swinerton had the tree removed, shoring in place to ensure the building was structurally sound, and a temporary patch on the roof. I constantly feel honored and humbled to work alongside the great people at Swinerton.

*Thank you to Laborers Tony Heredia, Ricardo Sotelo, Gustavo Garcia, Jose Barajas, Romauldo Chavez, Juan Hernandez, Oscar Sanchez, Max Nunez for your quick action; to Manny Navarro and Jose Salgado for manpower allocation and rentals; and David Moseley and Chris Chiuchiolo for your project management. Special thanks to you all for giving up your Sunday afternoon to help a trusted client resolve an emergency. You make us proud!*



ST. BERNARDINE’S BRACES FOR THE FINISH LINE

By Ross Camacho & Mark Rafferty

The Swinerton Southern California Target Markets Healthcare Group is roughly a year away from the finish line on Dignity Health’s St. Bernardine Medical Center Seismic Retrofit project. We last checked in on them for the 2017 spring issue of the *Swinerton Quarterly*, which seems like ages ago. But they’re still going strong and looking forward to delivering the \$64 million project on time in February 2021.

Located in San Bernardino, CA, the design-build project consists of installing external damped moment frames on three elevations of an active hospital. In doing so, it upgrades the 1972 Central Tower to an SPC-4D Category. It thus allows the hospital to extend the life of the Patient Care facility past 2020. The project requires multiple phases, as the hospital must remain operational. In a sense, they are treating it as five different projects under one contract.

As part of the phased construction, the façade is removed to install the external brace frames. Once the tie-in is connected, they can complete the envelope and build out the new ADA patient rooms and/or build back existing patient rooms. The Central Tower interior work is providing the seismic separation required between the Central

Tower and Ancillary Building, public ADA restrooms, ADA staff restroom, waiting room, and nurse lounges.

The make-ready work is required to provide an opening prior to the construction of seismic bracing between the Emergency Department and Central Tower. As part of the make ready work, the ED trauma bay is temporarily closed; the doctors’ lounge and chapel is relocated; and a temporary corridor is built. Another phase consists of a build-out of the first floor of the 1957-era building to facilitate the relocation of hospital administration staff.

During the third quarter of 2019, Swinerton completed the erection of the south elevation brace frame and completed the build-back of the east elevation patient rooms. Over the next few months, we will complete pile installation/pile cap on the west elevation.

*Our thanks go out to the St. Bernardine’s team for their dedication to this complex project and continuing the relationship with this trusted repeat client.*



SAN DIEGO HITS THE JACKPOT AT VALLEY VIEW CASINO

Photographs by Brian Doll

In August, Swinerton San Diego successfully wrapped up the \$32 million Valley View Casino Expansion project. A multi-phased project, it is highlighted by a 35,000-square-foot expansion of the existing gaming floor. It includes a new storefront entrance, porte-cochere, Player’s Club, slot space, promotions area, signature restaurant, and bar. Work also included a casino-wide refresh of existing spaces.

*As they say, a picture is worth a thousand words. Here are a few to give you a better grasp of the impressive project.*







## SAN DIEGO PARKS THEMSELVES AT NEW RV RESORT

By Kara Swafford & Mark Rafferty

In September, Swinerton San Diego began work on the \$34 million Costa Vista RV Resort project. Located in Chula Vista, the team is working for first-time client Sun Communities. Work expects to wrap up in October 2020.

Spread across 19 acres of land, the project is being touted as a “5-Star RV Resort.” It is the first in the \$2 billion Chula Vista Bayfront Redevelopment, which is 25 years in the making. The resort centers on four community buildings totaling 19,000 square feet. They are surrounded by 271 RV spots, along with 74 upscale “Park Models” for those without a camper or trailer.

The property also includes two pools and a spa, putting green, horseshoe pits, volleyball and pickleball courts, a large playground, and several fenced-in pet areas. The team is self-performing structural concrete, acoustical

ceilings, drywall, doors/frames/hardware, fire protection specialties, and toilet and bath accessories.

In addition to the onsite improvements, there is a significant amount of offsite public improvements. This includes extending and reworking two major roads and adding a new round-about. One of the biggest challenges will be working with the City and utility companies to extend all existing public utilities for future use. Another unique challenge will be mitigating the start of bird nesting season on January 15. As a result, the majority of heavy equipment use must be completed before this time.

The project is unique and challenging in the fact that it is outside the team’s comfort zone. But they see this as a positive, as it has a great potential in securing future work with the first-time client to build these facilities across the West Coast.



## DOMAIN 12 JOBSITE MOBILIZATION

On November 18, the Swinerton Austin team comprised of Builders, Self-Perform, and Craft Labor mobilized on the Domain 12 jobsite, beginning a 10-month interior build-out for one of Swinerton’s most prominent tech clients and corporate accounts.

Located in the Domain in North Austin, this new 10-story space will include two kitchens, a cafeteria, training rooms, open-office workspace, and conference rooms spread over 350,000 square feet. The \$61 million contract includes over \$9 million in self-perform work for framing and drywall, lockers, specialties, rough carpentry, and cleanup.

The team has been working diligently on this project since preconstruction began in December 2018. Project Manager Mark Chadroff and the Senior Superintendent have been eager to raise the Swinerton flag on this project and are excited it’s finally underway.

*Congratulations to the entire project team on their efforts to kick this project off.*



## LINCOLN CITY POLICE DEPARTMENT

Working with general contractor Emerick Construction Company and Architect FFA Architecture, this turnkey mass timber supply and install project is expected to complete in early 2020. The 17,500-square-foot, two-level building is the new Lincoln City Police Department, featuring a folded-plate roof system and ballistic tested Cross Laminated Timber (CLT) sheer walls.

The combination of CLT and steel highlights the coordination of differing materials, displaying their willingness to benefit each other as structural elements. Complex angles can be prefabricated into the CLT to accept steel beams and the compound slope and angle of the origami-like roof.

Featuring open office and workspaces, the building will help to create a new paradigm for public safety buildings, harnessing the warmth of the wood and creating a space which promotes healing and reduces stress in an often high-stress environment.



DIVISION SPOTLIGHT  
DALLAS

## SETTLING INTO A NEW SPACE

The Dallas team continues to grow and is happily settled in their recently renovated office space.





# SRE RETURNS TO THE NAVAJO NATION

By Mark Rafferty & The Kayenta and Lightmakers Teams

On September 20, Swinerton Renewable Energy (SRE) joined the Navajo Nation at the ribbon cutting and grand opening celebration of their Kayenta II Solar Facility. In the 2019 summer issue of the *Swinerton Quarterly*, we highlighted the impressive work SRE has performed for the Navajo Nation in Arizona. The Kayenta project brought electricity to much of the land for the first time, as 32% of homes lack electricity and 86% lack natural gas.

Although Kayenta is now complete, SRE continues to return to the Navajo Nation for the Lightmakers project. It is an ongoing program with a long-term commitment. SRE donates all labor costs and their trade partners help donate materials and equipment.

The Lightmakers project is a collaboration between SRE, Goal Zero, and the Navajo Tribal Utility Authority (NTUA). SRE is installing portable power packs in homes that can charge a variety of small devices without being connected to the grid. The system includes a small roof-mounted solar panel and LED “Light-A-Life” lanterns.

They completed 10 homes in June across a 500-mile span through Arizona and New Mexico, with 16 more completed in October and a plan to work on 80 more in 2020. They will also establish a training program with NTUA for local installs. They are also continuing to support the “Light Up Navajo” fundraising campaign. With their trade partners’ help, they donated \$27,000 last year and plan for \$35,000 in 2020.



“This area and these people have inspired a quest to solve a big issue that we can work toward with small, simple solutions: providing all Americans with a basic need—power.”

—Jennifer Hershman







## MARKET SPOTLIGHT RETAIL

### MACY'S IN THE HOME STRETCH!

By Marlene Moncada

Just in time for the busy holiday shopping season, the Swinerton team completed its final phase of renovation at Macy's Union Square in San Francisco. On the Geary Street side, the main entrance of the store facing Union Square provides a brand new look with three large digital monitor screens, new floor and wall tile, and new storefront doors. The three retail spaces we built are all ready for lease, with new sidewalks fronting them.

In two-and-a-half years, our team and subcontractors worked on every floor in the building, including the roof, where we set new HVAC units hoisting them up safely from the very congested Geary Street. The first floor boasts dedicated areas for upscale fine jewelry, high-end handbags, and fragrances. The third, a wine bar for people to unwind and enjoy the view of the Square. Starbucks, which is one of the first shops we built, is on the fourth floor. You can find the newly renovated Men's Department on the fifth and sixth floors complete with brand new LED lighting, walls, and tile floors and Women's on the second through fourth. Macy's Backstage takes the eighth floor with discount items.

We worked on approximately 90 vendor shops throughout the store with round-the-clock shifts, following multiple phasing plans to keep the store's operations and sales uninterrupted while keeping our crews and the general public safe.

The last major remodel and retrofit of the Union Square store occurred in 1996–1999 with Eric Foster, now Swinerton's CEO. Macy's is a long-time trusted partner and client of Swinerton, and we look forward to many more years of successful projects with them.



### FINISHING TOUCHES ON BLOOMINGDALE'S

By Hannah Young

The Swinerton team has been hard at work since October 2019 to complete the Bloomingdale's at Westfield Valley Fair Mall in San Jose, CA. This new, 150,000-square-foot department store was built for long-time client Macy's Inc. The \$30 million project is part of Westfield greater mall expansion, requiring coordination with multiple other general contractors while the rest of the mall remained open for business during construction. The team's strong relationship with the owner's representative helped the project run smoothly through daily communication and coordination.

Bloomingdale's, an ultra high-end store, has over 60 independent vendors and brands that lease out space within the store. The team coordinated the construction of each of these vendor shops with their architects, drawings, millwork, and finishes. Bloomingdale's different departments all have unique designs that included over 70 different types of wallcovering. The project features four large escalators that required patience and coordination to set in place. Exterior lighting features will light up Stevens Creek Boulevard and add a sleek look to the otherwise massive mall. Swinerton self-performed framing, drywall, specialties, doors/frames/hardware, and concrete. This store will open with the rest of the mall expansion planned for March 2020.

### A TRULY COLLABORATIVE EFFORT

By John Foster, Patrick Wilcox & Mark Rafferty

In January 2019, Swinerton San Diego and the SoCal Target Markets group wrapped up work on the Watermark II commercial office building and standalone parking structure. In late summer, San Diego completed the tenant improvement work awarded under a separate contract for the office building. In early fall, Swinerton San Diego and SoCal Target Markets partnered once again and was awarded the Watermark project, marking the team's third consecutive win with Sudberry Properties and MINCA Inc.

Set at a cost of \$160 million, Watermark is a mixed-use retail center located just seven miles south of Swinerton's San Diego office. Spread out across a 20-acre site, the project includes 12 separate buildings totaling 275,000 square feet of retail space and 420,000 square feet of Class A office space. Work started in late December and is expected to wrap up in the third quarter of 2022.

One of the buildings is a 141-key Element Hotel, a boutique hotel with upscale amenities. Alongside retail, there will be a high-end movie theatre and a center pavilion with a \$2 million art/water feature. To support the influx of people, a new four-story, cast-in-place concrete parking structure will also be built.

**The team is self-performing structural concrete, parking structure concrete, drywall, ceilings, and doors/frames/hardware. Watermark has been a true joint collaborative effort between multiple Swinerton divisions and self-perform teams.**

The large project size requires the team to flex their estimating tools. For six months, they worked tirelessly to overcome the extensive number of drawing packages and specifications—which required two separate bids. Mixing and matching subcontractors, scopes, and value engineering items at bid to present a competitive price for the entire project has brought out the best of their preconstruction team. They knew it would be easy to lose momentum when a client asks to rebid a project, but the team maintained a positive attitude with a must-win effort—and succeeded.



## SAFETY BBQ AT RADISSON BLU HOTEL

By Evan Taylor & Mark Rafferty

On October 10, Swinerton OCLA celebrated the topping out of the 12-story Radisson Blu Hotel in Anaheim. The celebration included a safety barbecue to congratulate the team and subcontractors for their exemplary safety record. A raffle was held for trade partners to thank them for their impressive work. They were joined by the owner, the owner's representative, and the architect.

Completion is on schedule for July 2020. Once completed, amenities will include a restaurant and bar, pools at roof and ground level, and 353 stalls of above-grade parking. OCLA is also building an adjacent standalone parking structure under a separate contract.

Over the next few months, the team will complete the exterior skin and the first several floors of the 326 total guestrooms. They are working proactively to avoid challenges that might arise with utility connections and the City of Anaheim's TCO process.

**The project is the division's only one that includes all self-perform trades, including the first OCLA project where Drywall will be installing doors and hardware.**

The project is a perfect example of the One Team approach between the Builders team, Target Markets team, Self-Perform teams, trade partners, design partners, and ownership.



## MAKING GROUND AT SF'S ONLY NATIONAL PARK

By Gabby Dang

Not your average Groundbreaking Ceremony—above Highway 101 in the center of San Francisco's only National Park—a new city destination is underway. House Speaker Nancy Pelosi, public officials, and youth leaders joined us to celebrate the Presidio Tunnel Tops Ground Making Ceremony on November 7. From a soil dump to a future lush landscape destination, the Presidio Tunnel Tops opted for celebratory pails instead of shovels to "make ground," tossing pails of new soil onto the project site.

The park land will have unmatched panoramic views from scenic overlooks, a fire-pit, open lawns, hiking trails, and custom benches made from native reclaimed lumber by Swinerton Self-Perform! Additional scope includes the construction of two new buildings, the interior renovation of an existing building, a seismic upgrade and renovation of a historic building, and the construction of a youth "Earthscape" playground. Targeting LEED® Gold certification, the project encourages city-goers to enjoy the outdoors and aims to connect San Francisco's city children to the natural world. This admission-free, regional attraction funded by the Golden Gate Park Conservancy, The Presidio Trust, and generous philanthropic community support, will connect communities throughout San Francisco.

The first phase of this project includes surcharging the existing grade with 50,000 cubic yards of imported soil, off-haul, and construction of site utilities on over 14 acres. Currently, the project team is tackling coordination, buy-out, and design solutions for the seismic retrofit of historic Building 603, shoring, dewatering, and archaeological challenges closely with the design team. Stay tuned!

## U.S. SENATOR VISITS SRE SITE IN NEVADA

By Jessica Lawrence-Vaca

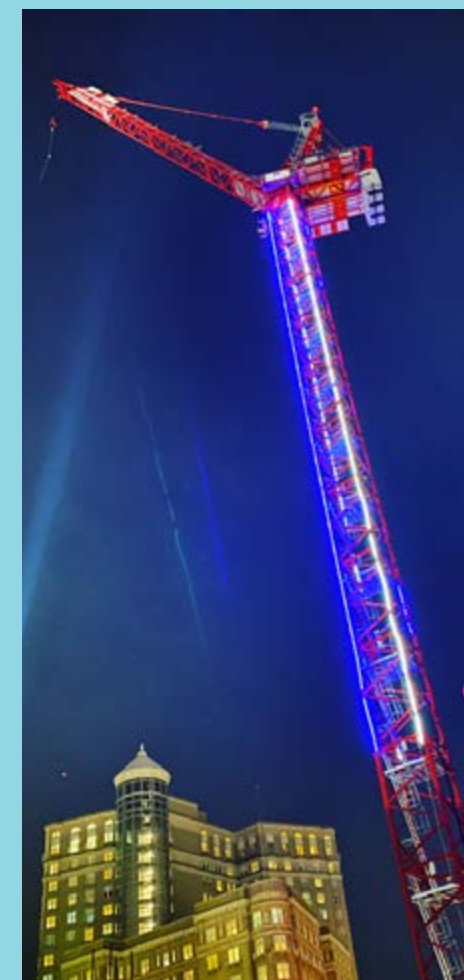
On October 4, Swinerton Renewable Energy (SRE) hosted U.S. Senator Catherine Cortez Masto (D-Nevada) and her team at our Techren 2 site in Boulder City, NV. The tour was led by George Hershman, Jessica Lawrence-Vaca, Mike Schott, Noe Macias, and Danny Nunez.

Senator Cortez Masto is leading the charge in the United States Senate on behalf of the solar industry. She is the lead sponsor of S. 2289, the Renewable Energy Extension Act that would extend the Solar Investment Tax Credit by five years at 30%. The Senator and her team were eager to learn more about SRE's work in Nevada, the impact on the local community, and to see the largest utility-scale solar plant in the country use exclusively bifacial modules. George and the SRE team spent an hour briefing the Senator, taking her out

into the field to show her how the plant works, and explaining all the components that go into the construction and operations of the facility. Senator Cortez Masto was very energetic, knowledgeable, and supportive of the efforts of SRE, as well as the broader industry, to promote the growth of solar.



## DIVISION SPOTLIGHT ATLANTA



## SWINERTON STAKES CLAIM IN ATLANTA SKYLINE

Our view of the city now stands 230 feet above the streets of Midtown, thanks to the addition of Swinerton's first tower crane in Atlanta as the team makes excellent progress on the 640 Peachtree dual-brand hotel project.

Under the oversight of future Superintendent Sarah Hargrave-Thomas, the team has completed all 304 auger cast piles, vertical columns, and shear walls above the first elevated deck. The project team has completed all 304 auger cast piles, vertical columns, and shear walls above the first elevated deck. The most complicated and time-consuming aspect of the project is within the first three floors of the structure, which is comprised of a 360-degree structural radiused helical ramp that is stressed between columns and fully encapsulated like a silo. The team has successfully installed and completed the first major section of the ramp and are moving full-steam ahead bringing the shell out of the ground.

While this project is complicated and ever-changing, our VDC, Scheduling,

and Accounting teams remain constant in providing the necessary support to keep the project moving forward. One of the biggest challenges also happens to be our greatest ally—the historic Fox Theater. With over 500 shows per year, Swinerton is committed to acting as a good neighbor, which is evident by the ongoing "shuffling" of materials. Swinerton has become a trusted partner to the theatre and is now engaged in future opportunities thanks to the team's communication and performance.

Throughout construction, the 640 Peachtree project team has grown quickly to include professionals with remarkable, diverse industry experience. This expertise coupled with the team's strong collaboration and ability to operate at a fast and steady pace, despite project challenges, has allowed Swinerton to gain the confidence and trust of both the owner and architect.

Check out our new view and follow project progress on our Instagram handle @640peachtree



HERMÈS FLAGSHIP BOUTIQUE OPENS NEAR UNION SQUARE

On November 14, an elite, A-List group gathered on Maiden Lane in San Francisco to celebrate the grand opening of the Hermès global flagship boutique. Guests were invited to discover the full range of Hermès collections, including glamorous jewelry, handbags, scarves, and even pocket squares.

Although Adam Long—the Project Engineer who helped build the three-story retail store—wore his tuxedo all day in anticipation of receiving an invite to the celebration, he ultimately put on his backpack and took the bus home that night. It didn't matter though. He was more excited about successfully completing a high-end project and admiring the beautiful construction work performed by the Bay Area Special Projects and Self-Perform teams. We met with Adam to learn more about the project:

[SQ]: Tell us more about the scope of the project.  
[AL]: The \$12 million project included major building improvements, including the complete demolition work and merger of three buildings; structural improvements to the second floor; all new electrical, plumbing, HVAC, interior walls and ceiling; doors and windows; millwork; furniture; floor finishes; and restrooms. The space also features a grand floating circular staircase in the main entrance. There were some exterior improvements too with the replacement of storefront windows and restoring the façade.

[SQ]: How did you partner with the Self-Perform team?  
[AL]: Self-perform was a huge part of this job and we were excited to work with the millwork and drywall teams led by Ben McDonnell and Cameron Keith, respectively. The client wanted the interior of the store to feel warm and inviting and to weave in the legacy of the historic neighborhood. We accomplished this through the curved, climbing staircase and wood display cases throughout. All front-of-house walls and ceilings are Level 5 finish performed by our drywall team, which captured a nice smooth and glossy finish along with a GFRG curved ceiling on the second floor.

[SQ]: Any major success stories come to mind?  
[AL]: It was impressive to watch our millwork crew and the German employees from Schulte form a true partnership over nine months. Despite language barriers and cultural differences, the millwork staff, including Noel Cabrales and Ben McDonnell, was able to showcase their woodworking talent. No matter the obstacle, the positive attitude and commitment to success they brought to the jobsite every day was contagious.

[SQ]: What was the most challenging aspect of the project?  
[AL]: Hermès wanted us to use some very high-end materials—terrazzo, mosaic, and wood flooring imported from Europe—and very detailed plaster features. A company representative from each manufacturer visited the jobsite to supervise our quality of work and to answer questions during installation. Since these representatives were directly hired by Hermès, it was crucial we hold ourselves to a very high standard of quality, knowing that any mishaps would require rework. We were fortunate enough to be working with quality subcontractors and were able to avoid any major issues.

[SQ]: What did you like best about the project?  
[AL]: The One Team atmosphere we built back in July 2018 and maintained throughout the project. We held weekly in-house meetings with Senior Project Manager Steffan Ravizza, Senior Superintendent Steve Anderson, Superintendent Robert Sepulveda, and key players Conner Allread, Aaron Carruth, and Stephanie Patton. Bringing an extra set of eyes to our field team, our self-perform teams played a huge role in supporting the project's ultimate success.

[SQ]: Will you be shopping at the new store?  
[AL]: Let's just say I have kept it a secret from my girlfriend for the past year-and-a-half...



AGNEWS CAMPUS COMPLETES CDSM & STARTS ERECTING STEEL

By the Agnews Campus Project Team

Almost a decade ago, Santa Clara Unified School District started its search for land to build a new school system. Over eight years later, the Agnews Campus is finally becoming a reality. This project consists of an Elementary School, a Middle School, a High School, and all associated sports fields, parking lots, and major utility connections.

Over the last year, 3500 Zanker Road in San Jose, CA, has transformed from a decrepit and abandoned mental hospital, to a 56-acre mud pit, into the early makings of the next great educational institution. The old existing structures, water tower, and roads are gone. The soil stabilization system, underground utilities, and building foundations have been installed.

columns, using 8.7 million gallons of water and 672,000 tons of cement in 145 working days. In the end, over 75 miles of underground concrete columns were installed.

As the CDSM was wrapping up at each campus, the building projects were given the green light to begin digging foundations, pouring slabs, and preparing for structural steel.

On October 7, the first piece of steel at the Elementary School was set in place. Since then, three of the four Elementary School buildings have completed structural steel erection and are continuing with decking and interior build-out. In similar timing, two of the five Middle School buildings have completed structural steel erection as well.

The largest K-12 school construction project in the country is currently over a quarter of the way to completion and has recently hit some major milestones.

On September 20, the last underground column of the entire site's soil stabilization system was completed. The project utilized the Cement Deep Soil Mixing (CDSM) system, which are underground concrete columns installed directly under each building's foundational elements across all three campuses. The entire campus totaled just over 10,000 CDSM

- Upcoming project milestones to come for the Agnews Campus project:
- High School bidding first quarter of 2020 and kick off construction in April 2020
  - Major utility tie-ins into the adjacent Zanker Road, tentatively scheduled to begin in early 2020
  - The completion of the interior build-outs of both the Elementary and Middle Schools







## SAN DIEGO COMPLETES FOUR-PHASE PROJECT AT SHARP GROSSMONT

By Mark Rafferty

Last fall, Swinerton San Diego successfully completed the Sharp Grossmont Hospital Level 1 Build-out project. This fall, they successfully completed the Sharp Grossmont Level 1 Infill project.

A design-build project, the four-phase Infill renovated 33,000 square feet within the existing hospital to create 30 new PACU and 15 new Pre-Op beds; a new Pathology lab; an expanded Sterile Processing Department; new Physician and Staff Lounges and Locker Rooms; and a highly technological meeting and communications room referred as the “Sharp Experience Center.”

Work took place next to highly sensitive and operational areas including Cath Labs and Operating Rooms. Stringent infection control procedures were developed and strictly adhered to. This included all investigation and work activities that occurred in adjacent sterile areas. Utility shutdowns and construction activities with noise and vibration concerns were coordinated with various departments to avoid disruptions.

Having built a positive working relationship with this client, Swinerton’s Target Markets Parking Structures group recently submitted a proposal for the Sharp Grossmont Parking Structure in hopes of securing more work at the hospital. Many thanks to everyone for making this project a success.



## SMC PAVES THE WAY FOR CITY OF ORINDA

By Bob Addiego & Lillian Martin

In May, Swinerton Management & Consulting (SMC) was selected to provide Construction Management and Inspection Services to the City of Orinda for the 2019 Measures J & L Pavement Rehabilitation and the Glorietta Boulevard Safe Route to School projects. Combined, these \$12 million pavement rehabilitation projects include improvements to over 130 street segments worked on concurrently throughout the City of Orinda over the course of six months.

The SMC team must closely observe all aspects of the project to ensure the work complies with the Special Provisions and Caltrans Standard Specifications with the ultimate goal to deliver the City a high-quality project.

Pavement treatments include milling and overlays, Full Depth Reclamation (FDR) and slurry seal. The scope of work also includes potholing to verify and adjust existing utilities, storm drain improvements, featuring cured-in-place-pipe (CIPP), minor concrete improvements, AC dikes, AC swales, street monument verification, and pavement striping and markers.

The Mill and Overlays began in August and consisted of removing between 1–3 inches of old asphalt pavement and overlaying new hot mix asphalt pavement. Many streets required deeper base repairs in localized areas, which required additional asphalt placement for a stable, long-term solution.

The FDR of streets began in late September and completed in October of this year. FDR is the process of pulverizing an existing roadway with a portion of its subbase to create a stronger subbase for the new pavement. Cement is added to the pulverized material to provide more strength and stability. Once the new subbase is cured for 3–5 days, new pavement can be laid. The slurry seal was performed on over 60 streets and was completed within the first two weeks of October with the rest of paving operations completed by Thanksgiving.

The SMC team has already started the project close-out process and will work with the contractor and the City to complete the remaining work (AC dikes, AC swales, street monuments, striping) by the end of January 2020.

*Kudos to the SMC team: Project Executive Bob Addiego, Resident Engineer Fernando Bravo, Senior Construction Inspector Shawn Delaney, Senior Project Manager Joe Brunner, Construction Inspectors Jeff Neuenburg and Dana Lowther, and Project Engineer Ali Mohammed.*



## KULA GRILLE RENOVATION BLESSING

On a sunny Aloha Friday afternoon, Swinerton Hawaii had the privilege of participating in a blessing for the Kula Grille expansion project at the Turtle Bay Hotel located on Oahu’s north shore. The renovation site overlooks the beautiful Turtle Bay pools and beach area. The ceremony took place as hotel guests played on the beach and the waves crashed on the shore in the background.

Several representatives from companies involved with the project spoke a few words, including our own Division Manager Aaron Yamasaki. He commented on the exciting project and how thankful he was for everyone’s part in the renovation. A Kahu (Hawaiian Priest) said a blessing over the site—and in Hawaii’s version of a ribbon cutting—the ceremonial Maile lei was untied.

After the ceremony, the attendees enjoyed a charcuterie platter with provisions from around the world and gourmet pizzas prepared by the in-house Chef.

The Kula Grille expansion is one of many projects lined up for the Turtle Bay Resort. Swinerton Hawaii is looking forward to continuously providing top-tiered service working with this great client.







TRINITY IV IS RISING ABOVE MARKET STREET

By Joseph Lamphere

Phase IV of Trinity Place is now well underway. Coming out of the ground in September, the two towers—now poured up to Level 7—will soon connect at Level 8. This 18-story, 502-unit, apartment complex will have a striking façade featuring a 45-foot wide, seven-story high portal, a corner notch from Levels 8–14, and a center notch at Level 14.

The successful construction of these structurally difficult features requires the project team, design team, and subcontractors closely working together as one team. With our coordinated plan set in place, Trinity Phase IV will be topped out by June 2020.

Posh amenities will include a two-story fitness center, two levels of rooftop terrace, and rooftop business center, dining area, media room, and lounge. With the high level of finishes, 23 typical and 18 unique unit types, and an increase from 4 to 33 unique kitchen types, coordination has been an endeavor. Nevertheless, with the skill and expertise of each member of this project team, issues were flushed out and the interior build-out is ready to go.

**SOLV EXPERIENCING RAPID GROWTH WITH OUTSIDE FIRMS**

By Reegan Moen & Mark Rafferty

SOLV®, a division of Swinerton Renewable Energy (SRE), has recently experienced large growth in their portfolio over the past year. It comes as a result of expanding their horizons, as they continue to branch out to serve firms outside of those SRE has performed EPC services.

In 2018, SOLV contracted with a handful of outside firms for small sites under 20 MW. But in 2019, they submitted proposals on over 5 GW of projects, many of which they have already landed or are awaiting award.

The hot market right now comes out of Texas, as the state has exploded in the number of projects being built and still in development. SOLV has mobilized their internal forces, while also looking for and interviewing local workers to provide operations and maintenance tasks at these sites. But the labor market is tight as they are competing with other solar firms, as well as the oil and gas industry, for the same manpower.

Ground conditions are one of the challenges unique to Texas. The eastern portion of the state is covered in tall grasses, which is vastly different from the conditions in West Texas where SOLV has worked. But they are learning how to compensate to ensure the greatest return for their clients. They are weighing options to bring mowing services in-house or continue to hire subcontractors.

SOLV is also providing O&M services to new owners in several other states, including North Carolina, Colorado, Oregon, and California. When combined with the internal SRE-built sites SOLV will be performing services for, they are tracking to add nearly 10 new large sites over 100 MW out of Swinerton's San Diego office. It takes an immense amount of work, but the team is up to the challenge—and is ready for an even better 2020.

DIVISION SPOTLIGHT  
**SPOKANE**



**MIXED-USE WIN WITH SELKIRK DEVELOPMENT**

Swinerton was recently selected as Selkirk Development's construction partner on their Papillon Towers Development Project. The Towers will reside in Spokane's north bank neighborhood and will offer mixed-use space for everything from Class A office to residential, service retail, and restaurant space. Construction will begin in late spring of 2020.

The Papillon Towers total nearly 500,000 square feet. Papillon South will be a six-story mid-rise tower and Papillon North will be a 12- or 14-story tower—dependent on tenant interest—sitting atop a parking podium. Selkirk Development is designing the project with the future in mind; parking levels will be built flat so they can be converted to functional space if car ownership demands lessen.

Spokane is in a state of transformation, offering a high quality of life with an attractive cost of living, scenic beauty, recreational access, award-winning higher education schools and a diverse, growing industry. The Papillon Towers are designed to meet the rising tenant demand for modern spaces and amenities in the growing area.

The primary focus of the design was to develop connectivity between the towers and the outdoors, including a walkway to the Riverfront Park Promenade. The plan is to create a 360-degree view of Spokane for the towers' tenants and blur the lines between the indoors and outdoors. Another way the design captures their vision is with a rooftop venue for Papillon North, which will incorporate an abundance of landscape and green features.

**SAN DIEGO KEEPS IT HUSH-HUSH**

By Craig Mayer & Mark Rafferty

Back in the 2017 winter issue of the *Swinerton Quarterly*, we introduced to you a project sponsored by San Diego International Airport—the Quieter Home Program. Swinerton San Diego has been working on the program for over 10 years, not due to construction delays, but instead because a steady stream of work for the San Diego County Regional Airport Authority has kept us busy! Swinerton is serving in a program management/construction management role. We currently augment Airport staff with 10 Swinerton employees serving in various management, supervisory, and administrative roles.

Officially known as the Residential Sound Insulation Program, the Federal Aviation Administration (FAA) determined that residences within the 65+ decibel level contour map around San Diego International Airport may be eligible for sound insulation treatments to mitigate aircraft noise. The FAA set a goal of reducing interior noise levels for eligible residents by at least five decibels inside the home, providing a noticeable reduction in noise. The program is the means to obtain that goal through the application of acoustical windows and doors, and a ventilation system.

Paid for with federally-funded grants, the Quieter Home Program has an annual budget of \$15 million. Swinerton has completed work on over 3,000 properties. In total, 4,000 properties have received sound insulation treatments—with a whopping 8,000 more to go.

Working in occupied homes, the team is consistently challenged to meet the expectations of thousands of program participants. They are also challenged in planning a long-term program dependent on consistent funding from the FAA. Nonetheless, these challenges are worth it in the long run thanks to over a decade of consistent income generated by this unique program.







ONE STEUART LANE OPTIMIZES RESOURCES

By Rehyeuh Dabis Loy

One Steuart Lane in San Francisco is a \$250 million ultra-luxurious, 21-story condominium project residing on the Embarcadero, overlooking the Bay Bridge. In November, the Level 2 deck was successfully placed; forms for Level 3 were complete and prepared for deck placement; the PG&E vault area was prepared for rat slab, on track for its scheduled waterproofing date; and lastly, pads are in place for the manlift's installation for Levels 1-3, which are now fully operational.

The project team regularly faces new challenges that are remedied by optimizing available resources and exercising attention to coordination details. This month, the team encountered an unforeseen concrete cap underground that

previously supported the Embarcadero freeway from 1968 until it was demolished in 1989. After meeting with DBI and the City Counsel of San Francisco, the solution involved chipping out the concrete and removing its soldier piles to allocate room for this project's utility connections.

Furthermore, MEP coordination for each level has been an ongoing challenge due to the amount of clashes with other design components. Despite these hardships, the team has approached each issue with diligence and effective collaboration of all trades and has therefore maintained steady progress as the building achieves new strides.

VIETNAMESE AMERICAN SERVICE CENTER BREAKS GROUND!

By Albert Wege & Lillian Martin

On November 23, Swinerton Management & Consulting's (SMC) Vietnamese American Services Center (VASC) project formally celebrated its groundbreaking with a bang.

Approximately 400 people attended the ceremony, which started with the U.S. and Vietnamese national anthems sung by two very talented young performers, followed by traditional lion dancing with accompanying percussion. Santa Clara County Supervisors Cindy Chavez and Dave Cortese—both champions of the VASC project—provided the opening remarks. Additional speakers included Congresswoman Zoe Lofgren, San Jose Councilmember Maya Esparza, and General Nguyen Khac Binh. As all the invited officials were about to take their shovels to dirt, a hail of firecrackers exploded at the height of the ceremony.

Located near the intersection of Tully and Senter Roads in San Jose, CA, the VASC project is a 37,000-square-foot, three-story community services facility offering County-provided medical, behavioral, and social services to the underserved Vietnamese community.

Since early 2018, SMC has been involved with the project providing Programming, Design Development, and Construction Document oversight, in addition to oversight of its 18-month construction process. The ribbon cutting is targeted for summer 2021.

*Congratulations to the Project team: Project Executives John Baker and Robert Kagiya, Senior Project Manager Albert Wege, and Project Engineer Parth Patel.*



DIVISION SPOTLIGHT  
BAY AREA BUILDING

THE NEWEST ADDITION TO THE PRESTIGIOUS NOB HILL NEIGHBORHOOD

By Jasmine Reyes

Nob Hill's newest residential dwelling is on prime real estate, adjacent to the famous San Francisco cable car crossing at California and Powell Streets. The team has been working diligently to accommodate the owner's request to turn over the building by the end of the year. Eager to sell units, the owner's marketing team began touring prospective buyers in October 2019, presenting them with fully furnished mockup units, concurrent to active construction throughout the rest of the building.

The vehicle/freight elevator has proved to be a handy apparatus before it is used to transport cars; it's our main artery during construction to bring in heavy materials like stone, casework, appliances, and doors/frames/hardware. Upcoming self-perform work includes doors/frames/hardware, installation of bike and storage lockers, exterior rough carpentry for a rooftop pergola, rear courtyard bench and canopy, and installation of signage.

The sprint to the finish line has been no easy task for the 875 California team. Pouring the sidewalk on Powell Street was a challenge as it could only be done between 1:00 am and 5:00 am—the only window of time that the cable car

is not running. In addition to bringing domestic and fire water into the building, temporary usage for one of the two passenger elevators was obtained in time for construction activities to continue after the manlift was taken down.

Building TCO was achieved on December 6, with owner/architect punch beginning at the first level of the condominiums in early November. Critical items are the phone line from AT&T, gas from PG&E, finished access/egress in/out of the building, and the finished elevator. Final completion is slated for February 2020.



OCLA SPECIAL PROJECTS STARTS WORK FOR MAJOR CHINESE TECH CLIENT

By Parker McMullin, Loralious Presley & Mark Rafferty

In late July 2019, the OCLA Special Projects Division began work on a major project with Chinese technology firm ByteDance. The \$23 million creative office build-out will be their very first U.S. headquarters and will occupy five levels of a newly constructed C3 high-rise building in Culver City. Construction expects to wrap up in early January 2020.

The office is highlighted by a two-story full glass conference room with an automatic acoustical Skyfold partition system. The space also features new restrooms, stadium seating, and an interconnecting staircase. There will be a specialty illuminated ceiling, high-end creative office finishes throughout, and state-of-the-art audio-visual and security systems. The team is also performing a composite overlay structural reinforcement to accommodate the build-out.

The biggest challenge by far is meeting the schedule due to the long lead times. With that said, \$23 million worth of work must be completed in an aggressive 24-week time

frame, including procurement. To assist with this timeline, the team is self-performing drywall, concrete, specialties, and cleanup, which are major factors in meeting schedule and quality demands. Another obstacle the team faces is the upper four floors being occupied by other tenants during construction. All deliveries and loud work must be completed during night hours and prior to 8:00 a.m.

The project is a true display of the One Team effort between the Building and Self-Perform teams. It's amazing to see everyone involved coming together to complete a very complex fast-paced project for a demanding client with high expectations. The outcome of this project will help secure several others across the country as Bytedance plans to expand into several other major metropolitan locations in the United States.





## GIVING BACK THIS HOLIDAY SEASON

November 1 marked the start of The Swinerton Foundation's 7th Annual Fall Giving Challenge—a friendly competition with serious bragging rights!

This year, the Foundation challenged employees to support its biggest giving initiatives in three ways:

- **Donate Funds:** For every dollar donated to a Fall Giving charity, The Swinerton Foundation donated \$1.50.
- **Donate Goods:** The Foundation donated \$1 per pound. For toy donations, the Foundation matched the value of the toy. For all other goods, the Foundation donated \$1 per unit to charity.
- **Donate Time:** Groups earned \$30 per volunteer hour to be donated to their selected charity.

Each team chose various local charities to support. From food banks to community assistance centers to animal shelters, Swinerton employees logged 2,857 hours; contributed 113,518 goods; \$12,721 in toys; and donated \$135,027 over the course of five weeks—bringing holiday cheer to community members in need.

### And the Winners Are...

Most Goods Donated: Hawaii  
Most Dollars Donated: Southeast  
Most Donated Hours: Texas  
Most Overall Giving: Texas  
Most Craft Participation: Colorado

Winners in each category received a \$10,000 grant for their Fall Giving charities.



OCLA Covenant House Volunteer Event



San Francisco Family Dog Rescue Shelter



Colorado 100 Cook St.



Southeast Care Crew



Central Texas Food Bank

## LET'S PLAY!

Teams at the 37th Annual Sandcastle LEAP Classic enjoyed fantastic weather at San Francisco's Ocean Beach on October 26! Twenty-five teams comprised of builders, architects, engineers, subcontractors, and elementary school kids competed for the top titles.

The Sandcastle Classic raised funds for Leap Arts in Education—a non-profit that helps fund arts education programs

in Bay Area elementary schools. This year, we continued our partnership with MBH Architects and Proctor Elementary School in Castro Valley—subs Meyers+ and Bay City Mechanical also joined our team. Swinerton and MBH leaders raised funds, facilitated design charrettes with the students, designed the team shirt and banner, planned logistics, and recruited over 50 volunteers!

This year's theme was "Let's Play," and the team came up with a few concepts for the sand sculpture with Proctor Elementary school kids. We chose the Monopoly board design featuring local attractions, which lead to our team name, Bayopoly. We enjoyed collaborating on this event and won the title of Best Local Reference!

*Congratulations, Team!*





CANSTRUCTION LONG BEACH

By Mark Rafferty

On October 10, Swinerton volunteered at the 6th Annual CANstruction event at MADE by Millworks in Long Beach. CANstruction is a unique charity that hosts competitions around the world showcasing colossal structures made from full cans of food. Teams of architects, engineers, and construction professionals work together to fulfill one mission: To feed and inspire the world—one can at a time. In all, the competition raised over 12,000 cans of food for non-profit organization Food Finders.

Swinerton partnered with the engineering teams at PS2 and MHP. The theme for the event was Dr. Seuss, so they chose one of their favorite books, “Fox in Socks.” Faced with challenges with their initial design, the team had to get creative and come up with a new plan on the spot. Their ingenuity paid off—and the team was awarded “Best Use of Labels” by the judges!

Many thanks to the team for supporting this cause: Robert DiPietro, Johanna Eckstein, Ruth Perez, Leonardo Trejo, and Rick Vaughn. Special thanks go out to PS2 and MHP. To learn how to offer your support, visit [foodfinders.org](http://foodfinders.org)



SAN DIEGO AND SRE PUT ANOTHER HEART WALK IN THE BOOKS!

By Laura Dahlin

On September 21, over 85 Swinerton San Diego and SRE teammates, family, friends, and subcontractors gathered together at Balboa Park for the 28th Annual American Heart Association Heart & Stroke Walk. Swinerton and SRE have been a significant presence at the walk for 10 consecutive years, during which we have raised over \$236,000 for the American Heart Association and have recruited over 900 walkers for the event.

Why is this event important to us? Everyone on our team deserves to go home to their families every day. A little over a year ago, we lost a dear member of our San Diego Drywall Team to a heart attack. Eduardo Gama was a father of six and loved to dance. We walk and donate to support the research and cure for heart disease in hopes of saving lives.

The team raised over \$43,000 this year, which ranked us as the fourth-highest fundraising company out of 66 for the walk! Vice President and Division Manager Mark Payne—who will be serving as Chairman for the 2020 AHA San Diego Heart Walk and has served on the Executive Leadership Team for the past seven years—brought in over half of our 2019 donations at \$23,670. Out of 11,000 walkers, it made him the second-highest individual fundraiser overall!

A huge thank you to local subcontractors, Cosco Fire Protection, La Mesa Glass, and Swinerton's own Rick Lopez and the Drywall Team for each contributing \$5,000. An extraordinary thanks to Drywall Superintendent Brian McQueen and his family, Jose Hernandez, Aaron Shields; and the nine team captains who donated their time and efforts to make this event successful.



LITTLE BIT, BIG GROWTH IN SEATTLE

Swinerton Seattle has been a dedicated partner to Little Bit Therapeutic Riding Center for many years, helping drive their mission to improve the bodies, minds, and spirits of children and adults with disabilities through equine-assisted therapies and activities. On September 21, the Seattle team had 24 volunteers fueled up and ready to get our hands dirty to complete the tasks Little Bit had for us!

This year the Swinerton team was tasked with the most work yet. The to-do list included building two loafing sheds to allow for all the horses to have covered areas outside and encasing the lower 12 inches of their riding arena to help bear the upcoming winter weather.

We divided our group of volunteers and set off to conquer our tasks. By the afternoon, our team stood back and marveled at the impact those volunteer hours had on the Little Bit facility.

Over the past six years we have built and stained over 17 loafing sheds, enclosed their main riding arena, constructed two metal-framed barns, installed a lift and platform in the arena, painted a house, landscaped many acres, cleaned whatever needed cleaning, and created a stronger sense of community amongst our colleagues. To say we have valued the time spent at Little Bit would be an understatement.



JOHN MUIR HEALTH GALA

On November 2, Swinerton once again sponsored a table at John Muir Health's 6th Annual Gala. The healthcare team and their families sat with our partners John Muir Health and KMD.

This year, \$3.3 million was raised for cancer centers in support of the planned John Muir Health/UCSF Health Cancer Network.



CANSTRUCTION TEXAS

Texas wins big at CANstruction Austin, placing in three categories: Structural Ingenuity, Juror's Favorite, and Most Meals (cans plus monetary donations) benefitting the Central Texas Food Bank. Way to go team!





## STEPPING UP FOR THE YMCA

By Barbara Torres & Mark Rafferty

On September 27, over 30 Swinerton OCLA teammates participated in the YMCA Stair Climb challenge. Located at the US Bank Tower in Downtown L.A., the fundraiser supports YMCA community programs for children, teens, families, and seniors in some of the most under-resourced neighborhoods in the city. The Swinerton Foundation donated \$5,000 to motivate the team.

The Stair Climb challenge dares participants to climb all 75 stories of the tower—a total of 1,664 steps—and then take

the elevator down to the street level to celebrate at a block party. Over 4,000 total participants joined the challenge, which raised tens of thousands of dollars for the YMCA.

The Stair Climb fundraiser strengthens the community and helps ensure that everyone in L.A. has equal access to YMCA programs, regardless of their income level. For more information on how to support the YMCA, visit: [YMCA.net](https://www.ymca.net)



## STEM GOES RED EVENT

By Nalani Scanlon & Mark Rafferty

On September 20, Swinerton OCLA teammates joined forces at the “STEM Goes Red: Red Beaker Challenge” at the Pasadena Hilton. Sponsored by the American Heart Association, the program is held for high school girls to explore STEM (Science, Technology, Engineering, Mechanical) careers outside of the classroom.

Swinerton was represented by Oscar Cancino, George Denise, Nef Dubon, Mark Glaum, George Hanna, Priscilla

Ocegueda, Suzanne Patton, Nalani Scanlon, Khamaria Smith, Evelyn Valenzuela, and Robert Zeilinger. They teamed with two students from Sunland Charter School to compete in a morning of STEM-filled challenges.

The Swinerton team took six hours out of their busy schedule to volunteer their time. They were proud to mentor and encourage the girls to pursue a career in STEM relative to general construction.

## MENTORSHIP AT STUDENT COMPETITION

By Gennelle Dedek & Mark Rafferty

On October 19, Swinerton OCLA volunteers led the ACE All Schools Day competition efforts in Downtown L.A. at SciArC. Swinerton has been volunteering and serving on the board since the ACE Los Angeles Chapter was started and always looks forward to helping with the annual competition.

This year's challenge was to build a simple bridge. The students were split into teams by school and given popsicle sticks, spaghetti, paper, and string. The bridges were then load tested in the center and judged for several awards: the most efficient (weight-to-load capacity ratio), the strongest, and creativity/judge's choice. After helping set up the event at dawn, the Swinerton team roamed the hall offering support on how to build the best bridges before the crowning moment—testing!

**“The most rewarding thing is always having the opportunity to wander around and see the students’ focus as they put together the bridges. Some of them get really into it and are so incredibly precise, you would think they were building a rocket ship or something! Of course, testing is also fun, because you can see how proud the students and mentors are of their structure.”**

—Gennelle Dedek, Senior Project Engineer

ACE Mentor is a non-profit organization offering free afterschool programs for high school students to encourage them to pursue careers in the Architecture, Construction and Engineering industry, including skilled trades. All volunteers and board members are dedicated professionals from local Architecture, Construction and Engineering firms.

*Many thanks to everyone who took the time from their weekend to help mentor the future leaders of our industry.*



## SUPPORTING CROHN'S AND COLITIS FOUNDATION

By Mark Rafferty

On November 3, Swinerton OCLA's Jessica Drake and Breawn Felix each completed an Olympic distance triathlon to raise funds for the Crohn's and Colitis Foundation. With support from the Foundation's Team Challenge program, they trained for several months in order to prepare for the 32-mile, three-hour race. In doing so, they raised \$4,711 dollars for the cause. When combined with 37 of their teammates, they raised an incredible \$120,985.

In Breawn's words: “The most rewarding thing is having trained for the last few months with Jessica and both of us overcoming some obstacles that would make your average joe quit—then both crossing the finish line. It's not easy to juggle work, life, and training. Sometimes the last thing you want to do is go train. We had our families there to cheer us on. Additionally, hearing how much the 39 of us raised was very rewarding. We literally raced to make a difference in other people lives—and we did.”

In Jessica's words: “Being able to challenge yourself with a physical goal like this, with a bigger goal of helping people with this disease made it worth all of the time and effort to train and fundraise. The support we received from our Swinerton family and subcontractors was truly amazing. Both Breawn and I suffered some pretty serious injuries from other adventures (broken bones and internal injuries) during our training, which somehow made us more motivated to show up on race day and leave everything we had out there in support of Team Challenge.”

To learn more on how you can support the Crohn's and Colitis Foundation, visit: [crohnscolitisfoundation.org](https://crohnscolitisfoundation.org)





## SRE AND SOLV STAND OUT AT SPI

Solar Power International (SPI) is the largest solar tradeshow in North America, attended by nearly 20,000 solar professionals over the course of the four-day event. The 2019 event was held on September 23–26 at the Salt Palace Convention Center in Salt Lake City.

Described by a Swinerton Renewable Energy attendee as the solar industry's Super Bowl, the SRE and SOLV® teams used the event as an opportunity to meet with clients, vendors, and other partners all in one place. In addition to a full schedule of meetings, the SRE team kicked off the tradeshow by hosting over 300 clients at an evening reception at a local event space, Church & State.

Located inside a former church, a large stained-glass window provided a focal point as guests networked over cocktails, hors d'oeuvres, and dessert. A jazz trio provided the soundtrack for the speakeasy-themed evening, while attendees gathered around a whiskey tasting station from local distillery, High West, and snuck candy cigarettes from the vintage candy attendant.

In addition to the party, SRE also had a presence on the showroom floor where attendees could take a break or leave a message using a custom-designed contact app. The space also served as a convenient meeting location for the SRE team. This year's booth received an award for best design by the show's organizers.



## TEXAS BBQ SHOWDOWN

By Susan Namuth

The Swinerton Texas team hosted our Executives for lunch while they were in town for our Division Review and EOM. To give them a taste of Texas, the office held a taste-off between two of the best BBQ joints in Austin—Franklin BBQ and Terry Blacks BBQ. If you know Austin, you know everyone has their favorite. Which one was better? Ask one of the Executives.



## SOUTHEAST CONQUERS RAGNAR BOURBON CHASE

In October, Swinerton Southeast proudly participated in the Ragnar Relay Bourbon Chase. Twelve swift and fearless runners, supported by two determined van drivers, embarked on a 200 mile, 31-hour journey on the historic Kentucky Bourbon Trail. Our team kicked off the race in Clermont at Jim Beam distillery. From there, we sprinted east through scenic countryside, picturesque horse farms, and several quaint communities passing through Makers Mark and Four Roses distilleries along the way. The adventure ended in downtown Lexington with hard-earned rest and celebratory bourbon tasting.



## SWINERTON STEPS OUT IN DALLAS

Swinerton team members enjoyed their first official event in Dallas at the American Subcontractors Association General Contractor Night held on November 14.

Using our Swinerton-branded booth, the team was able to mingle with approximately 700 local subcontractors and 25 other General Contractors. It was a great event filled with tasty snacks, drinks, and valuable networking.





“The best way of teaching and inspiring is through action. This is about One Team, and it’s a perfect example: three scopes of work performed by three different people with one common goal. It takes immense focus, dedication, and commitment to your teammates. One Team isn’t taught in a meeting, it’s taught through action. You’ll have to choose a name for your relay team, and I think it’s fitting for it to be ONE TEAM.”

—Eric Goff,  
Drywall Senior Project Manager



## SWINERTON'S ONE TEAM APPROACH SUCCEEDS AT TRIATHLON

By Irving Corrales

On September 14, Swinerton employees participated in the first ever Malibu Long Course triathlon in Zuma Beach, which consisted of a 1.2-mile open water swim, 56-mile bike ride, and 13.1-mile run.

Self-Perform Operations Manager Keith Dancey and Drywall Senior Project Manager Eric Goff are avid triathletes who had been training throughout the year to participate in the race. Knowing that some of our executive leaders are active weekend warriors and endurance sports enthusiasts, the two triathletes set out to recruit more participants. As a friendly challenge to the executives to form a relay team, Eric delivered an inspirational speech to Frank Foellmer, Dave Callis, and Ray Haj.

Not shying away from the challenge, *One Team* enthusiastically accepted and inspired two other relay teams to form: *Best in Class* (Irving Corrales, Robert Di Pietro, and Chad Lewis), and *Swinerton Special* (Gary Conover, David Hernandez, and Carlos Villacorta).

At 6:55 a.m., race day started out with great conditions for a swim. Fighting through swinging elbows and kicks from every direction, the swimmers broke past the waves and worked their way around the first buoy, adjusting their course to swim parallel to the beach towards their finish line down coast. A quick sprint into the transition area and the tracker chips were handed to the bikers who were anxious to gain ground on Pacific Coast Highway.

The bikers pedaled hard as they took in the scenic views of Malibu, overlooking the vast ocean and rocky cliffs to one side and golden, rolling hills to the other. Sharp climbs tested their legs near Leo Carrillo state beach, and travelling just past Point Magu, they turned around and headed back down towards Zuma Beach to complete their journey.

As midday approached, the runners could feel the clouds dissipating and the heat rising and knew it was going to take some extra mental strength to finish a solid race. Mile after mile, it was a challenge to keep body temperatures down, and runners struggled to douse themselves with water and ice at each aid station while trying to keep pace and not slow down as they ran two laps around Zuma Beach's parking lots. Fighting the sharp UV rays and oncoming muscle cramps as the finish line drew close, runners pushed on and completed their leg at full stride to be greeted in celebration by their team members sitting in the Swinerton cheer section.

The first Swinerton relay team to cross the finish clocked in at five hours and 42 minutes, with the other two teams trailing shortly behind. No easy feat, high fives were exchanged all around with extra kudos to Eric and Keith for completing the entire race solo. Reunited in the parking lot, team members shared laughs over a beer, recapping their strife, close calls, and already beginning to boast about personal records to be set next year.



## SWINTOBERFEST IS THE NEW OKTOBERFEST

From first annual celebrations to Colorado's 9th consecutive event, October is officially Swintoberfest season. All our events celebrated trade partners in various ways, allowing teams to take a step back from busy day-to-day activities and say thank you to the partners that allow us to create successful projects.

### Atlanta

Atlanta recently held their first annual celebration. A little slice of Germany in Atlanta wouldn't be complete without Swinerton employees dressed up in their lederhosen, polka music playing, and traditional German food and beer. We invited our valued trade partners to enjoy a night that reflected our appreciation for all they do. With a growing presence in the Southeast, Swinerton is making it a priority to build relationships with subcontractors. We have laid the foundation of an event we plan to continue in the years to come.

### Colorado

Colorado's 9th annual event not only celebrated more than 250 guests with beer and brats, but in the spirit of camaraderie and good cheer, the event collected 1,134 pairs of socks for the Denver Public Library Friends Foundation. Continuing another tradition, we once again used our local subcontractor excellence awards program to recognize trade partners for their outstanding performance in seven categories: Excellence in Complex Construction, Excellence in Quality, Excellence in Partnership, Excellence in Preconstruction, Your Family Needs You—Excellence in Safety, Small Business All Star, and Most Valuable Player.

### Texas

Texas held their annual event at the Austin office. This year, approximately 75 guests and the Swinerton team mingled together outside in the warm autumn weather. With German food and beer, cornhole, and a custom ring toss decked out in the Swinerton brand, fun was had all around.

### Seattle

Swinerton Seattle hosted nearly 150 subcontractors in our newly renovated office, using every square-inch for the festivities, which included: a fun photobooth, a Bratwurst and Pretzel vendor, shuffleboard, beer taps (to fill your very own beer stein), and cornhole. Trade partners and Swinerton folk alike had a great time dressing to the theme in Bavarian garb. Many of the attendees noted that while some of the other events they attend are overloaded with activities, they appreciate the face-to-face time they get with our group, allowing everyone to get to know one another on a more personal level. With our largest turnout yet, we are already looking forward to next year—with a bigger venue in mind!





## SAN DIEGO'S 5TH ANNUAL CHILI COOK-OFF AND COSTUME CONTEST

By [Tori Saynorath](#)

Another year, another chili cook-off, folks! This year we had 13 participants who submitted a variety of delicious chili. The winner was yours truly, with a recipe found online called Crack Chicken Chili (disclosure: no drugs were used in the making of the chili).

An awesomely random assortment of costumes ranged from Care Bears to a Deviled Egg, to a demon that fully committed to the role. She did not talk to anyone and

kept sitting at various spots in the office so no one knew who she was. Everyone had their theories on who it could possibly be—and everyone was dead **WRONG**. Shout out to Brandi Duran for truly freaking everyone out that day!

But the real winner of the costume contest was Alyssa Grant, who dressed up as Guy Fieri. She took us all to Flavortown USA with her costume and chili (one of Guy's actual chili recipes) and placed second in the cook-off!



## OC OFFICE HOSTS HALLOWEEN PARTY

By [Mark Rafferty](#)

On October 25, Swinerton's Orange County and Los Angeles offices held spook-tacular Halloween festivities. The L.A. office hosted a scary hour at 3:00 p.m., with many employees dressing up as their alter-egos. Appetizers and drinks were aplenty—and the candy was as sweet as honey.

In Orange County, the party started at 3:30 p.m., with employees and their kids slowly creeping into the downstairs foyer. The pizza was to die for, and the bat wings tasted just like chicken. Everyone enjoyed the magic potions, which were secretly disguised as soda and beer. Dozens of employees dressed up and another couple dozen of children joined

their mummies and daddies in the festivities. They played games, watched a movie, and ate way too much candy.

The Estimating team dressed up as doctors and surgeons—along with one grave looking patient. The Accounting, Labor Compliance, and Craft Services team dressed up as Team Coco, with highly impressive Dia de Los Muertos costumes. The Admin and Human Resources team dressed up as Pac Man characters and turned the entire office floor into one gigantic video game. The Big Lebowski made an appearance, along with King Tut, Freddie Mercury, and yours truly, Abe Lincoln.



## BAY AREA ACCOUNTING GETS DOWN AND DIRTY FOR TOUGH MUDDER CHALLENGE

In early October, the Bay Area Accounting team tested their endurance with the Tough Mudder challenge! The intense 5k adventure course involved several challenging obstacles such as mud pits, water holes, a warped wall, and even electric shocks! As the course presented its challenges, the group worked as One Team to conquer each obstacle. As a result of depending on one another to complete the course, the team developed a camaraderie even stronger than before! The overall team consensus was that the event was very challenging, but most of all, **FUN!**

*Special thank you to Steve Johnson for sponsoring the team for this event!*



## SWINERTON SAFETY TRAINING AND FAMILY DAY

By [Hayley Serrano](#), [Angel Handlon](#) & [Mark Rafferty](#)

With a strong focus on training and development, the OCLA Safety team partnered with our Craft Services department to host our third annual Safety Training and Family Day. The event was held at Riverside's Citrus Historical Park on October 12.

We successfully trained 360 Swinerton Craft employees with over 15 classes spread throughout the park. Our safety team was proud to partner with independent certified trainers and multiple vendors to make this day our biggest success yet! Trainings included a wide variety of safety courses, including: Fall Protection, Traffic Control, Respiratory Fit Test, Silica Competent Person, Perry Scaffold User, and First Aid/CPR. When all was said and done, there was a whopping 1,453 total trainings and 80 total hours trained.

Swinerton values safety, with our "YFNY: Your Family Needs You" motto emblazoned on each hard hat inspiring the partnership between Safety and Craft Services in putting on this event. Trainees were encouraged to bring their families to enjoy live entertainment, bounce houses, carnival games, a photo booth, and more. We are happy to report that over 200 family members attended this year's event.

To continue the expression of our gratitude for our Craft, we raffled off prizes as well, including flat screen TVs, tools, and four-packs of Disneyland tickets. Several delicious food trucks were brought in to keep everyone well fed—with most ingenious being Habit Burger, in honor of our safety motto.

The event was an incredible success! Trainees left knowing their jobsites will be a safer place, and their families left knowing they are the number one priority.

Division Safety Manager Jon Gregg said: "I am very grateful for the support of our operations leadership, who support the vision of a 'talent first' focus on building up our craft employees. This co-sponsored event with Craft Services truly exemplifies our One Team concept, which was prominent throughout the entire event. I want to thank Hayley Serrano and our event planning team at Plan-It LA for really making the attendees and their families feel welcome. I'd also like to thank our safety professionals for taking the passion for what they do in the field into the classroom."



## SEATTLE PARTNER OF THE YEAR

Swinerton Seattle has spent the past seven years completing projects with Rebuilding Together Seattle, devoting many resources and man hours to help aid in their cause of “rebuilding homes, revitalizing communities, rebuilding lives.”

The Swinerton Seattle team has also taken a sponsorship role with Rebuilding Together Seattle, supporting many of their annual events including their annual breakfast, which we have attended since its inauguration four years ago, and the annual Beer & Wine Night, which we have attended for the last six years—most recently on October 4. At the Beer & Wine Night, Swinerton was named Rebuilding Together Seattle’s “Partner of the Year” for 2019. This new award honors Swinerton’s involvement over the past years.

“Your cross-program support has been tremendously important for our organization and work, and we’ve even had Swinerton team members on our board, serve as project managers for other projects, and volunteer individually with us. We couldn’t ask for more from a relationship and a partner!” said Caleb Marshall, Executive Director of Rebuilding Together Seattle.

Swinerton Project Manager Gayle Roberts accepted the award and spoke on the team’s behalf at the event. This was more than suiting, as Gayle’s involvement with the organization has been extensive—from volunteering at events to serving on the board and motivating others in the office to volunteer.

We would like to thank Caleb Marshall—a friend of many in our local office—and Rebuilding Together Seattle for their kind words and award! We would also like to thank all the Swinerton employees who have continued to volunteer over the years. We look forward to continuing our partnership with Rebuilding Together and helping to serve their mission in the Seattle area.



## CRAFT SERVICES ROLLS OUT YEARS OF SERVICE RECOGNITION PROGRAM

By Angel Handlon

The vision of Craft Services is to provide the best career development opportunities and employee experience for craft in our industry. One of our missions is to maximize craft engagement and the craft employee experience by providing a team of advocates dedicated solely to our craft workforce. One of the Craft Services Talent Team’s first initiatives was implementing Swinerton’s inaugural Years of Service Recognition Program dedicated solely to our craft employees.

The program was rolled out in the second and third quarters of this year, recognizing a total of 574 employees! We distributed 64 awards to those with a total of 15+ years of service with Swinerton. Overall, we awarded 1,778 items including bonus checks, gift cards, Swinerton apparel, personalized Carhartt’s, and years of service pins and stickers, with personalized hardhat plaques for those with 10+ years of service. These employees have been recognized by their entire divisions at All-Hands meetings, safety and

craft training days, and company picnics. The program will continue recognizing craft employees on a quarterly basis, based on tenure intervals of 5, 10, 15, 20, and 25+ years.

**“Coming together is a beginning;  
keeping together is progress; working  
together is success.”**

—Henry Ford

We received an overwhelming positive response from craft employees and divisions alike for this recognition and are excited to continue our efforts in recognizing and rewarding our craft for their hard work and dedication to our organization. After all, without their determination and devotion to Swinerton, we wouldn’t be the successful company we are today!

## SWINERTON'S SAN DIEGO OFFICE IS THE #1 BEST PLACE TO WORK

By Mark Rafferty

For the fourth consecutive year, Swinerton’s San Diego office was selected as the #1 Best Place to Work in San Diego County by the *San Diego Business Journal* (SDBJ). Swinerton San Diego, Swinerton Renewable Energy (SRE), and SOLV® were honored to receive the award, as 75% of the score came directly from employee surveys.

They were selected in the “Mega Employer” category with over 2,000 employees nationwide. They received their award at a celebration hosted by SDBJ on September 19 with over 400 guests in attendance. During the award ceremony, SDBJ said, “Our winners reflect true excellence in policies and practices that foster employee health, engagement, and productivity.”

In SDBJ’s October 7 edition, they published a feature article on the San Diego office headlining the rankings. Entitled “Swinerton Employees Build Up Benefits as They Transform Skyline,” the article highlights the numerous reasons why our employees love working here.

Vice President and Division Manager Mark Payne said, “Although Swinerton was up against tight competition, including numerous construction, real estate, and technology firms, the survey results confirmed what all of us already know—that Swinerton truly is the best place to work! Thank you and congratulations to all of our San Diego employees on this exciting recognition.”

George Hershman, Senior Vice President, Region Manager of Swinerton Renewable Energy, said, “Our SRE and SOLV teams are known for quality and excellence within the solar industry, and it’s our culture at Swinerton that sets the tone for the work we do. Thank you to our SRE and SOLV family that makes not only our San Diego, but also Bend, Raleigh, and San Francisco offices, as well as dozens of jobsites across the country, great places to work!”

A true testament to the office’s One Team mindset, the award is a direct reflection of every employee’s commitment to the Swinerton Family. Congratulations!

## OCLA'S CRAIG SCARINGI HONORED BY SUBCONTRACTING COMMUNITY

SoCal Target Markets Project Executive Craig Scaringi was recently awarded the Project Manager of the Year award by the American Subcontractors Association’s (ASA) Southern California Chapter. The ASA subcontracting community and our competitors select award winners in recognition of their contributions to the industry. Craig’s efforts were celebrated at the 20th Annual ASA Awards Gala on November 14.

“I am honored to receive this award,” said Craig. “Especially considering the selection was based not only on the subcontractors that are such a large part of Swinerton’s success, but also our competitors.”

Craig started his career in the construction industry in 1985, working as a Quantity Surveyor in estimating while still in college. In his tenure, he has worked in a wide variety of markets, specializing in large-scale projects with high-profile clients. Craig joined the Swinerton team in our Irvine office in 2014.

*Congratulations Craig for your dedication and commitment to Swinerton and the industry!*





SWINERTON