

HIGHLIGHTS

- P5** Taking a project to new heights
- P6** Enhancing workflow for the future
- P7** Things are heating up

PERSPECTIVE

VOLUME 1 | ISSUE 2 | JULY 2013

Mining relationships, striking LEED gold

✦ BY DAVE CASIAS, ED McQUOWN & JOHN VANCAMP

With the undertaking of the Columbia Credit Union remodel and addition during the first quarter of 2013, MacDonald-Miller Portland's SPTI group has achieved a significant milestone, our first LEED Gold project in Oregon.

The credibility and relationship that our service technician Mark Pomeroy developed with the owner earned Josh Mitchell, our SSP Account Manager, a special meeting. The sit-down enabled MacMiller to tell our story, and explain in detail why we were the company best suited to solve their issues. Not surprisingly, they agreed, and enlisted the company as both mechanical and controls contractor for the project. Their faith in our abilities cleared the way for MacMiller to deliver a building that achieves LEED gold status, something to be overwhelmingly proud of.


This project includes an extreme HVAC Design Build makeover of a 30,000 sqft,

two floor, fully occupied corporate headquarters, and the new construction of a 19,000 sqft addition to an existing building. A first in MacMiller's history, we installed a Daiken energy efficient VRV system with all REFLOC refrigerant aluminum piping.

This job showcases our ability to work hand-in-hand with the technical and managerial functions in both the SPTI and digital controls departments here in Portland and up north. Once our scope of work has been completed, the results will illustrate the high level of expertise that a combined Seattle/Portland team has to offer. New connections have been made, and existing ones have been improved – it's the type of effective formula we hope to duplicate as much as possible.

Taking a lead role is Adam Bingaman, one whose obsession with detail and commitment

to staying on time and on budget brings out the best in everyone involved.

Simply put, our hard work continues to solidify relationships. Great customer service combined with unequalled expertise is always a winning recipe. Let this be the first "gold strike" of many to come in Portland! 

FACES IN THE FIELD



They're dedicated to us, and to our country.

✦ BY BRIANNA REICHEL

Over 14% of MacDonald-Miller employees have served our country, representing every branch, including the Air Force, Army, Navy, Marines, and Coast Guard. All of these veterans have played an integral part in protecting and serving our country. These veterans indeed deserve recognition; so this year every issue of Perspective will highlight a different "face in the field" to share a bit of that soldier's story with you. In this issue we are saluting Jeremy Richmond, so be sure to shake his hand if you ever cross his path.

✦ CONTINUED ON P3 "FACES IN THE FIELD"

30,000 SQ FT
EXTREME
HVAC DB
MAKEOVER



Gus Simonds
President



A Wind Shift...

I can't express enough how impressed I've been witnessing the focus and energy toward making our company more "lean" over this first six months of 2013. Currently, we have over 20 individual Kaizen teams, each working toward implementing a new strategy, technology and/or process to eliminate waste and improve work flow within our business units. Timing was fortunate in taking on this effort here in 2013, as our second half will see a significant increase in our business volume and much of the progress from our Lean initiative will get real results in the coming months.

I sense for the first time a little tailwind in our economy. We have been fortunate to win some signature projects that will begin construction this year and continue through 2014, building a better MacDonald-Miller economic base for the future. However, only some of the credit goes to an improving northwest economy, much more credit goes to our continued efforts to make MacMiller the company of choice for many of the most respected businesses in the Northwest. A couple of these projects are highlighted in the *Perspective* this quarter.

And, of course, summer has finally arrived and the Air Conditioning part of our business gets a bit "hotter". Take a moment to pat the hardworking service and special project teams on the back as they perform daily acts of heroism during this well-deserved dry season.

Helping is part of who we are


✦ BY PAT CABE

Rebuilding Together Seattle

MacDonald-Miller is proud of all of our volunteers' efforts across an array of initiatives. And for the past several years, we've been part of "Rebuilding Together Seattle (RTS)". RTS's general mission is "bringing volunteers and communities together to help low income homeowners live in warmth, safety, and independence."

Typically, corporations fund rebuilding projects, and a law office out of Seattle – Wilson Sonsini Goodrich & Rosati, P.C. – supported this year's RTS project. Both WSGR and MacMiller provided volunteers, with participants including Darla Doll, Roxanne Martinez, Jeremy McCoy, Kelly King, Ryan Hunter, Dan Holland and his wife Sarah. Also, Frances Barnes helped us secure a donated shower and trim from Rosen Supply.

This year's project took place at the Camelot House, a home for disabled adults. The work included rot removal and siding replacement, building a new fence for added privacy and security, painting, weeding, window replacement, and changing out a tub for an ADA shower... among other valuable contributions.

From every project emerges a Project Energizer, or "MVP". This year, Ryan Hunter earned the title as a result of his eagerness to jump in and take an active role early in the project. "Ryan helped set a tone for the rebuild day with his relentless work ethic and positive attitude. Thanks, Ryan," says Project Leader, Patti Lane. This is all about great people contributing to a great cause. 



RYAN HUNTER
& KELLY KING



CAMELOT HOUSE



JEREMY MCCOY

Peak Performers



Receiving award from Larry Andriunas, GM of Honeywell Building Solutions, (left) and Amy Anderson, Marketing (right) are: Dan Freyling, Michael Coffey, Lindsey Andrews & Dave Gehman

MacDonald-Miller attains highest status as a Honeywell ACI Elite Contractor

This is an achievement to be extremely proud of. Only the top contractors are awarded Honeywell ACI Elite Contractor recognition. And, only 12 companies met the high standards required to achieve 2013 ACI Elite Contractor status. MacDonald-Miller earned this designation through a display of advanced technical skills, maintaining a certified staff with unmatched expertise, attending ongoing training to stay abreast of the latest technology, and adhering to an attribute that's a true hallmark of our company: steadfast commitment to customer service. 

High tech. Higher performance.

✦ BY KEVIN ANWAY

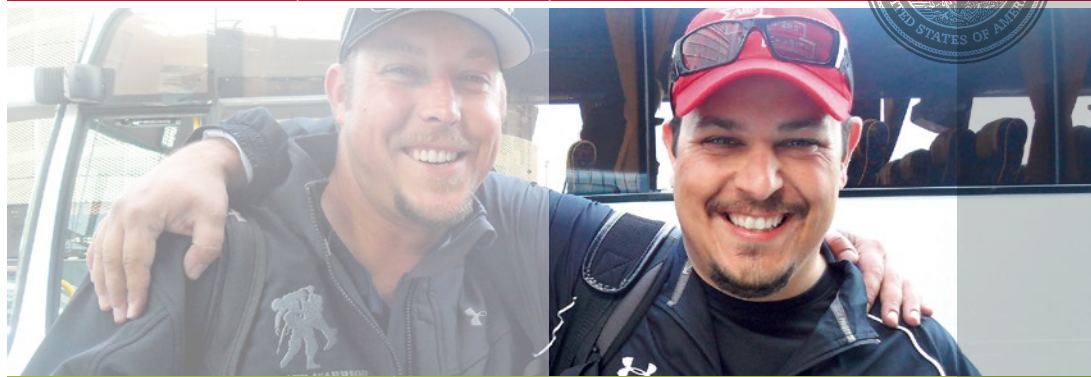
Astronics is renowned for their expertise in advanced, high performance lighting, electrical power, avionics databus products and automated test systems for the global aerospace and defense industries. Astronics recently outgrew their Kirkland facility, prompting the company to acquire two buildings one mile north of their previous location. The rationale was to bridge these two 2-story buildings together to create one highly efficient locale.

The MacDonald-Miller role in this challenging project was partnering with Kirtley-Cole Associates to retrofit the existing shell regarding mechanical and plumbing systems, and to add specialty systems to support their vast array of environmental test chambers. These included an extensive compressed air distribution system, a liquid nitrogen distribution system (11,000 gallon storage) with vaporizers for dry nitrogen production, dry nitrogen distribution, and process chilled water. The design, led by Steve Hargrove, was indeed a fast track project, and one that included full Building Information Modeling (BIM), new and fully integrated control system, full building variable air volume system, all new plumbing, and natural gas piping for a remote generator.

Utilizing the BIM approach enabled a speedy installation, and we delivered a completely coordinated process in the face of a critical timeline. We needed to accommodate the customer's equipment move from one building to another in order to eliminate any down time for Astronics. It's another example of MacMiller turning things up a notch when we need to, without sacrificing an iota of quality work. [www](#)

CONTINUED FROM COVER

FACES IN THE FIELD



Jeremy Richmond US NAVY

Jeremy Richmond's character can be described as the epitome of commitment, respect, and bravery – all attributes complemented by expert skills. During his 9 years in the Navy, Jeremy employed his talents throughout his travels to Iraq, Kuwait, Bahrain, the Mediterranean Sea, and Panama. His primary duty was Interior Communication Electrician, where he worked on every aspect in engineering plants, including Boiler Automations, HVAC Automation, Data Multiplexing Systems, Alarm-Safety-Warning Systems, and Flight Deck Landing Equipment. During his final two years in the Navy, Jeremy worked with the Naval Special Warfare Group Three, and did Search & Seizure and Maritime Interdiction Operations in Iraqi coastal waters and rivers. In total, Jeremy has executed 4 deployments including one Mediterranean deployment, two Counter Drug Operational deployments, and one deployment in Iraq, where he was injured.

As a disabled veteran, Jeremy is an active member of the Wounded Warrior Project, whose mission is to "honor and empower wounded warriors". Through this program, Jeremy serves as a peer mentor and bicycle ride leader for the north Puget Sound, and participates in Soldier Ride. By taking such an active role in these rides, Jeremy has helped wounded veterans – with both visible or invisible wounds – regain their self-confidence. In 2012, Jeremy was selected as one of 15 soldiers to represent the Wounded Warrior Project in the UK Soldier Ride, a 250-mile bicycle ride around the south east coast of the UK.

Jeremy was proud to serve while on active duty and takes great pride in supporting other veterans through PTSD, TBI, SCI and other injuries. And, obviously, we're honored to have him among our ranks. [www](#)

OUR veterans

ANTHONY WHITE, NAVY • BOB LYDEN, NAVY • BOB NEWMAN, MARINE CORPS • BRETT BUTLER, COAST GUARD • CASEY WILLIAMS • CHRISTOPHER KEENAN, ARMY • CLAYTON PARKER, NAVY • DAN BARNES, ARMY • DAN FREYLING, MARINE CORPS • DANIEL BRAYTON, NAVY • DARCY CHRISTENSEN, AIR FORCE • DAVE GEHMAN, NAVY • DAVE HERR, AIR FORCE • DAVID BECKSTROM, NAVY • DOUG THOMPSON, NAVY • EDWARD MCQUOWN, MARINE CORPS • ERIC GILBERT, NAVY • FRANK WORSING, NAVY • GARY HUFF, COAST GUARD • GARY LARKIN, NAVY • GARY WALLACE, AIR FORCE • GUY FORSLING, MARINE CORPS • JAKE WOELKE, NAVY • JASON LOUGHEED, ARMY • JEREMY RICHMOND, NAVY • JIM RAABE, ARMY • JOE EARL, MARINE CORPS • KRIS ZUCCONI, ARMY • KYLE INGLE, NAVY • LARRY HARBISON, ARMY • LES KLOPP, AIR FORCE • LINDSEY ANDREWS, NAVY • LYLE SCHRAMM, NAVY • MARK PUZON, AIR FORCE

• MARK TESSANDORE, AIR FORCE • MATT BARNES, ARMY • MIKE KUNKEL, MARINE CORPS • MIKE MORCEAU, NAVY • MIKE PINCHIN, ARMY • PAUL DEINES, ARMY • R. JOEL PEARSON, MARINE CORPS • RANDY WRIGHT, ARMY • RICK WARDROP, NAVY • ROB ESTES, ARMY • SCOTT GIDEON, MARINE CORPS • SETH HENDERSON, ARMY • SHEIK HANIF, MARINE CORPS • SKIP SOUCY, AIR FORCE • STEVE HARGROVE, ARMY • STEVENICHOLLES, ARMY • TIM ANDERSON, NAVY • TOM ALBERS, ARMY • VIC ANDERSON, ARMY



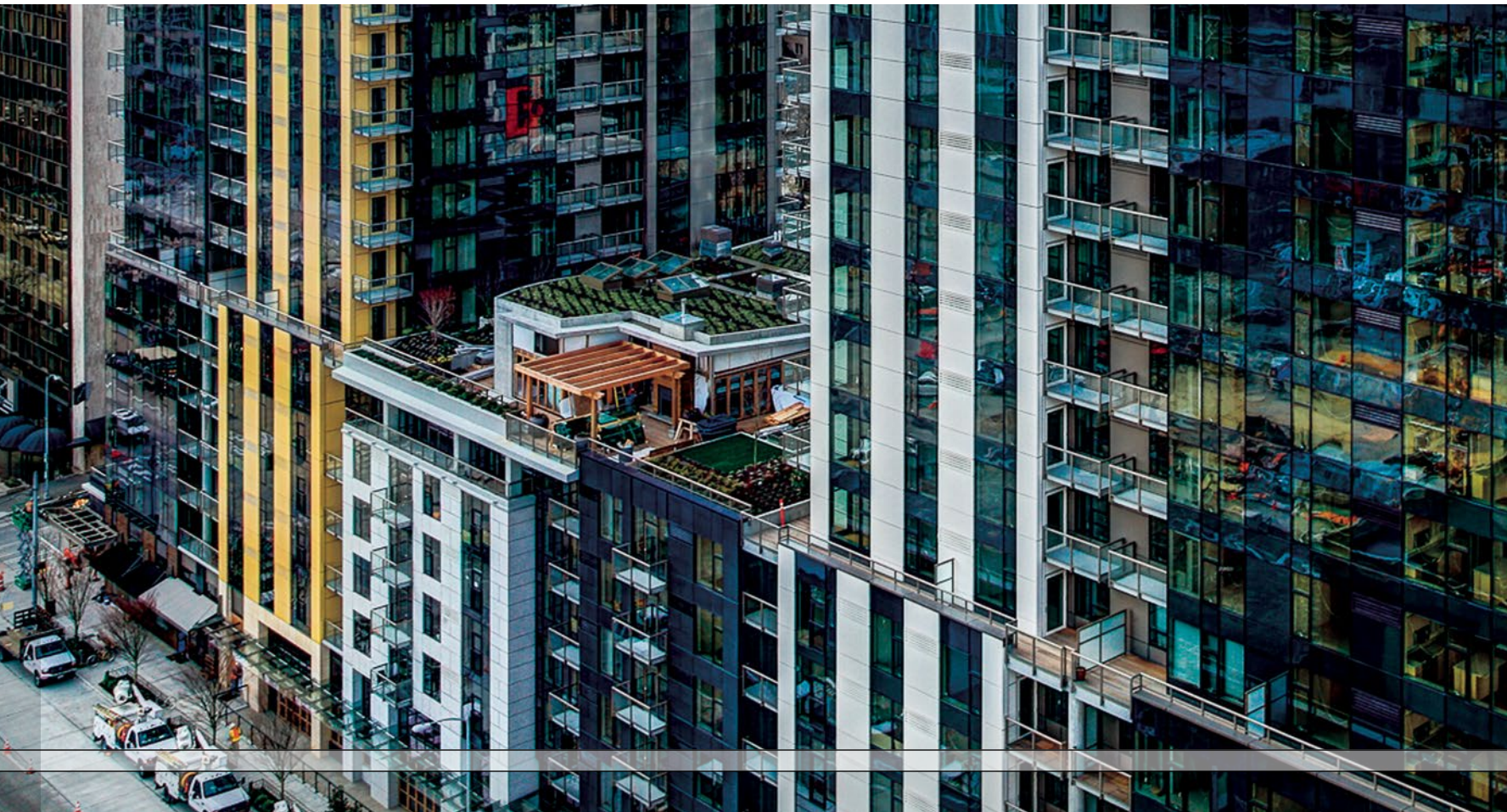
DB The Project Design-Build

Via6 Apartments
Seattle, Washington



the team

Pine Street Group | OWNER **GGLO** | ARCHITECTS **Lease Crutcher Lewis** | GENERAL CONTRACTOR
MacDonald-Miller Facility Solutions | MECHANICAL/PLUMBING DESIGN-BUILD **PCS** | FRAMING



Taking a project to new heights

✦ BY BRIAN KITE

MacDonald-Miller recently completed the Via6 Apartments project, one that was awarded to the company in February 2011 – at the height of a tough economy. Indeed, this was a huge win for the company, yet we were cognizant of the fact that we took this on amid a highly competitive environment. Therefore, the current landscape demanded that our approach to the project be an aggressive one.

High-rise residential projects can be very risky. In these scenarios each floor is typical, so even a small mistake is multiplied by the number of units in the building. With Via6, there were 654 apartments – which would potentially turn a \$100 mistake into a costly \$65,400 error. High-rise residential projects also demand a flawless project team, anchored by a skilled general contractor. An unorganized GC can be fatal for subcontractors on these types of projects.

Via6 Apartments is a 590,000 SF, twin-24 story tower apartment complex in the Denny Triangle area of downtown Seattle. The building includes 3 levels of subgrade parking, mixed-use retail on the 1st level, and apartment levels from

Level 2-24. This project definitely presented some obstacles, but our team is always prepared to tackle them. An initial challenge was that we had to assume the professional design responsibilities from the previous designer. Since our initial bid was based off those documents, MacMiller was responsible for filling in any design gaps and covering those construction costs. The hope in these cases is that the bid documents are fairly airtight – but as it turned out, the documents were not as ready as originally thought, and MacMiller had to essentially start from scratch. This forced us to keenly focus on priority design areas so work could be released to detailing for coordination and installation.


Our previous high-rise residential project experience enabled MacMiller to maximize our detailing and pre-fabrication abilities, taking installation to a new level on this project. Almost everything in the building was pre-fabricated on the plumbing systems. Our field crews made very few field cuts. This helped keep an exceptionally tight installation sequence throughout the building. And our sheet metal and plumbing deliveries were small and packaged up either by apartment

unit or block of units. This kept the floor stock to a minimum and helped with installation efficiency. In another strategic move, the entire domestic plumbing system piping was installed using Aquatherm, a poly-pro, fusion-welded installation – a more economical solution to minimize risk in material cost escalation.

Although the project originally budgeted separate teams for each tower, innovative planning and coordination required only one field management team for each trade, and saved a lot of resources for MacMiller.

The building was turned over in February of 2013, right on the original schedule date.

The underlying reasons for success were that we all understood each other's roles, what needed to be done, and allotted adequate time to achieve specific work goals. It was a classic team effort.

There were a number of valuable players, and some key MacMiller key project members included: Mike Kunkel, Dion Senger, Kirk Bates, Jon Hardecopf, Eric Morck, Dan McCartt, Brian Hickory, Gary Larkin, Oleg Stepanyuk, Bart Warrington, Paul Young, Greg Nanadjanians and Dan Kraemer. 

the stats

CONTRACT | \$21,500,000
AREA | 590,000 SF

SYSTEMS | HVAC system consists of 2-pipe chilled water fan coil units with electric heat. Chilled water is provided by air-cooled chillers.

SPECIAL NOTES | The entire domestic water system is piped using Aquatherm Green-Pipe.

INTERVIEW

With

Mike Kunkel

Field Foreman
With MMFS Since 2000

✦ BY DAN McCARTT



How was Via6 different from other high-rise residential jobs we have completed?

Mike Kunkel || For this high-rise project, more time was spent up front planning it. We worked together to identify how we wanted to track the job as well as execute it. This was important for the work packages to get the sequence of the work to fall into place with the defined packages. The job was taken on with the mindset of fabricating everything we could and not focusing on what we couldn't. Additionally, this was the first residential job that we have used the Trimble for the deck lay out. It was very successful both in time and accuracy.

What lessons did we learn on previous jobs that we applied to Via6?


Mike Kunkel || We learned that Proset sleeves were successful from 1521 which we continued with at Via6.

And, we now know to lay the in slab PEX in a manner that it could be pulled out and replaced if damaged. We have been able to replace four in slab PEX lines that were drilled through from other contractors. Also from 1521, we met every week as a team, and this approach was truly taken to the next level on Via6 – constant meetings were done efficiently, and they were a huge help.

How was the MacMiller team relationship?

Mike Kunkel || The team relationship was extremely positive on the job. Everyone came to the table as a team player.

How was the project team relationship?

Mike Kunkel || The project team leadership worked well with all parties. We were fortunate to have the office space to all be in the same area. This helped process information needed in a timely manner as well as keep the budget in check. 

Enhancing workflow for the future

✦ BY KELLY CONNER



MacDonald-Miller's Employee Portal

We are now poised to reap the benefits from the upgrade of SharePoint 2007 to version 2013. This development affords MacDonald-Miller greater efficiencies; it expands the opportunity to review and update current workflow processes, embrace better data management strategies, and improve internal and external communications. The Operation Business Intelligence (OBI) Team, formed in September of 2012, is comprised of the following team members: Stephanie Gebhardt, Frank Worsing, Seth Henderson, Kelly Conner and SharePoint Consultant, Buildingi.

The employee Portal is the "gateway" to our future state.

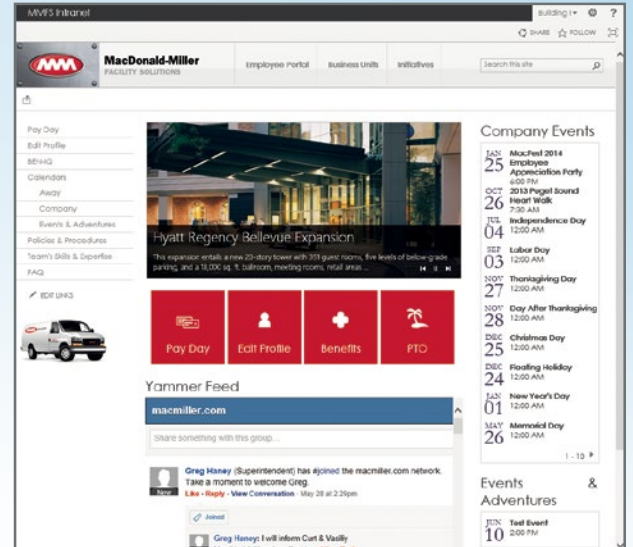
The consistent branding of our "portal entry" provides standardization and structure for all future sites. Nicole Martin, partnering with Buildingi, led the effort in the development of clean, inviting, and easy to navigate pages.

Jerilee Thurston, Kathy Hewitt, Val Smith and Jim Muller joined the OBI Team for the Employee Portal creation. Each union and

non-union employee with a MacMiller email address can log on at mmfs@macmiller.com for the following:

- Access previous paystubs
- Get PTO balance (if applicable)
- Ability to change W-4, address, phone, etc.
- Benefit website links and/or forms
- View MacMiller events calendar
- View & add employee adventures that everyone is invited to
- View & add information to the AWAY calendar
- Read MacMiller news articles
- Stay updated & get information answered with Yammer feeds (stay tuned for more information about Yammer)


There is indeed an array of additional benefits not mentioned above, so we recommend taking some time to explore the Employee Portal and discover all it has to offer. The Employee Portal is the "gateway" to our future state – it's a platform that will make every task exponentially more streamlined. Note that SharePoint will work in tandem with the improved processes identified during Lean initiatives. One example of this is the "Locations Update Site" which is already in place tracking material deficiencies noted



during Scheduled Service Maintenance visits. It's estimated that this improvement will bring \$312,000 to the bottom line over the next year.

Watch for the following in the future:

- A company-wide initiative to determine best practices for data management throughout the continuous project lifecycle.
- "My Sites" will be deployed to replace the current "H" and Public drives and allow file sharing outside of Citrix.

If you have a comment, question or a suggestion for a site, please contact Kelly Conner. 




- **Lincoln Square Expansion, Bellevue**
Preconstruction Contract, 2,550,096 sqft,
Kemper Development & GLY Construction
- **State Farm TI, Tacoma**
12 Floors in Frank Russell Building and 4 floors
in the Columbia Bank Center, 350,000 sqft,
5 month construction schedule, Holder Construction
- **UW Medical Center Expansion Phase II, Seattle**
244,000 sqft, Mortenson Construction
- **Block 45 Office Building, Shell /Core & TI, Seattle**
330,000 sqft, Vulcan Development & Turner Construction
- **Kirkland 550, Microsoft high density development**
36,000 sqft, GLY Construction
- **2030 8th Avenue, Seattle**
Engineering complete, ready to start construction
of 355 units, Sellen Construction

REGENT MAJOR PROJECT
AWARDS

As we know, being safe is excellent!


MacDonald-Miller receives MCA WW 2013 Safety Excellence Award

The Mechanical Contractors Association of Western Washington (MCA WW) received a significant number of entries for the 2013 Safety Award. All nominations (with names removed from the applications) were judged by Rick Gleason from UW, Dale Cavanaugh with OSHA, and Travis Brock, consultant. The competition was steep, but MCA noted that our proactive hazard identification program put MacDonald-Miller over the top. Our proactive employee involvement in our safety program sets the foundation regarding the goal of job site interviews. As the program garners traction, it will expand into other parts of the company. MacMiller previously won this award in 2011, and both plaques are on display in the upper building. 



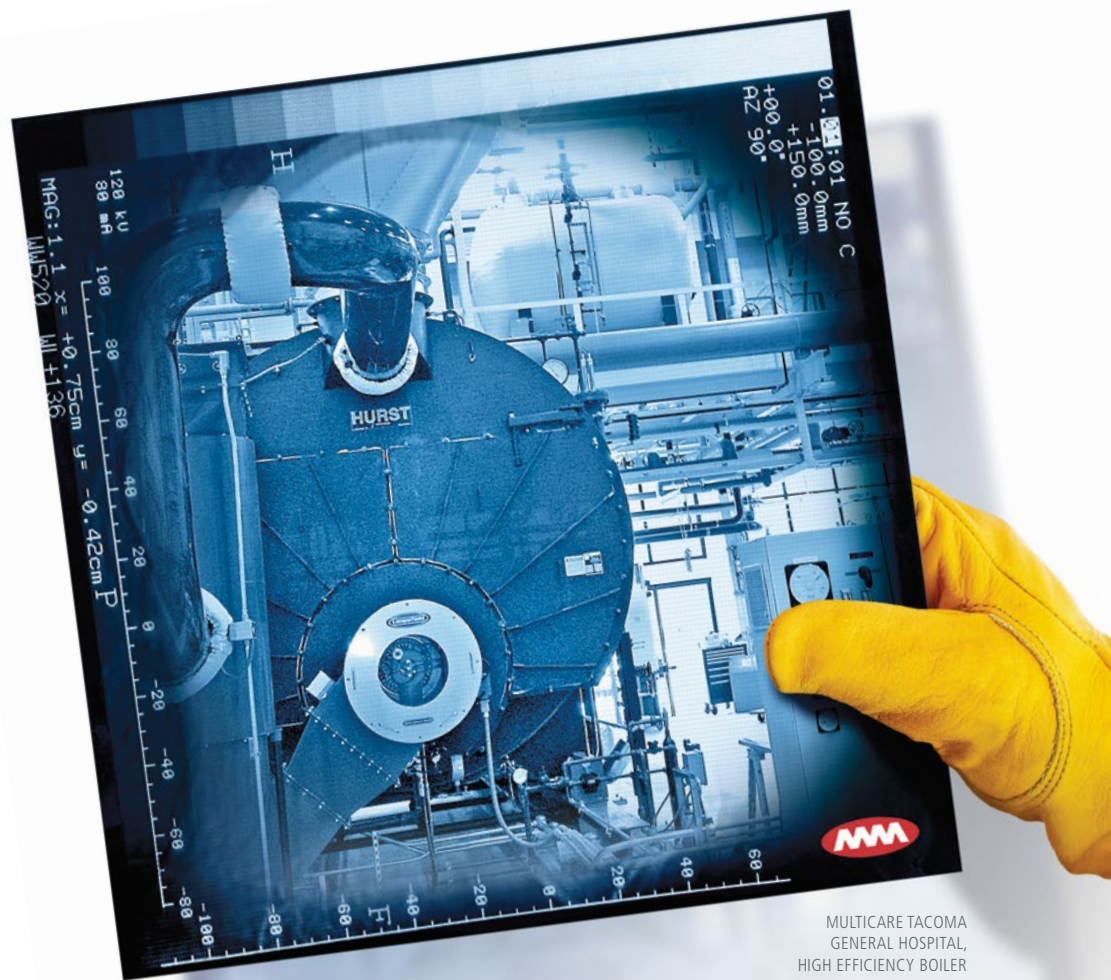
Jim West, receives our 2013 Safety Excellence Award from Mike Shinn, President of MCA WW.

In loving memory

On June 13th, 2013 our new bid room was dedicated in loving memory to Ric Martinez. MacMiller employees gathered over beer and ice-cream in honor of the dedication – Ric wouldn't have wanted it any other way. The Ric Martinez Bid Room is now open and in full use by the estimating and sales teams to maximize our bid approach in securing new projects. Photo below includes: Lesley Carl, Ric's son Rocky, his wife Roxanne, and daughter Holly. 



The bid room plaque was created by our talented Jason Schaat.



MULTICARE TACOMA
GENERAL HOSPITAL,
HIGH EFFICIENCY BOILER

Things are heating up

BY KEVIN WILDER


Industrial boiler team expansion

At MacDonald-Miller, we continually have an eye on developing our expertise into market segments that are beneficial to the growth, and skill set development, of the company. Following that philosophy, we've expanded into the realm of industrial boilers, a market segment poised for significant growth.

Presently we maintain a strong and knowledgeable team in Oregon, as well as here in the Puget Sound area. MacMiller is fortunate to have Josh Mitchell as a member of our Oregon sales staff, as his experience as a boiler technician and extensive background with Proctor Sales in the boiler industry is proving to be invaluable. Overall, industrial boiler team members include Bill Kegley, Scott Gideon, Doug VanTassell, Peter Bakker, James Coplin and Ed Manley.

Recently, Dave Herr hosted the first MacMiller Boiler Summit in Centralia, WA. The goal of this summit was to unite our field team and sales staff in an effort to strategize ways to meet this market head-on, and produce the highest amount of return.

Josh Mitchell commented on the potential energy saving opportunities, "This is another arrow in our quiver. Boilers are at a pivotal point, moving from carburetors to fuel injection on machines burning hundreds of thousands of dollars of fuel every year. The ROI has never been better."

MacMiller possesses a wealth of talented and experienced people, and the enthusiasm continues to build for this arena. In fact, the boiler team is currently pursuing a large body of work that will create opportunities for cross-departmental projects. This is indeed an exciting time of expansion! 

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SEATTLE EVERETT BELLEVUE
TACOMA PORTLAND EUGENE



PERSPECTIVE

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