



HIGHLIGHTS

- P3** MacDonald-Miller Leadership University
- P4** 8th & Howell
- P7** Mending a major leak

PERSPECTIVE

VOLUME 4 | QTR 1 | 2016

Building controls strengthen relationship

✦ CONTRIBUTORS | DAN FREYLING, REIS TIETGE

Skyline Office Tower, Bellevue
24 stories | 350,000 SF

A trademark of MacDonald-Miller is the ability to quickly prove our value. Regardless of project scope, and whether it's with our strategy, services, or innovation, keeping our relationships healthy is what matters most. Back in 2009, Reis Tietge with the Construction Special Projects Team had begun to develop a solid relationship with the owners of Skyline Office Tower, a 24-floor, 350,000 square foot office building in Bellevue. This strong relationship continued when the current owners, Kilroy Realty Corporation, purchased Skyline Tower.

Prior to 2009 MacMiller hadn't performed any significant project work in the building. But by improving the tenant mechanical designs and reducing costs, MacMiller became the preferred mechanical contractor for the building. In keeping with their commitment to sustainability and innovation, Kilroy Realty Corporation has chosen to partner with MacMiller to provide ongoing improvements to the building controls and mechanical systems.

Dan Freyling and our Building Performance Team have completed Phase 1 of a multi-

phased building controls upgrade which will result in Skyline Tower having state-of-the-art automation software, specifically the Honeywell Webs system. The first priority was to establish better vision, control, and reliability of the HVAC systems; then monitor and manage the operation of these systems. This allows energy savings, tenant comfort, and improved risk management for equipment failure.

Morgan Clarke, Senior Property Manager at Kilroy, shared, "Partnering with MacMiller on this job will result in a better building experience for the tenants, and foster significant energy savings and improved controls for the operations team. We also appreciate MacMiller engaging with Puget Sound Energy on the rebate process of this project, which accelerated the payback timeline and made the project more feasible."

And to that end, the Skyline Office Tower is projected to experience a significant reduction in overall building energy consumption – which translates to annual savings the owner can use elsewhere. As we've come to expect, our proactivity and teamwork continue to help clients save money and reduce carbon at the same time. 



Photo by Kilroy Realty Corporation

SAVE MONEY
REDUCE CARBON



SHOUT OUT!

➔ **TO COLBY PHILLIPPS AND TOM GIBB**

"We are already benefiting from MacMiller's work as we experienced no disruptions when power to the building was dropped today for about 10-15 seconds because the UPS's are already installed. Thanks!"

Georgi Zatloka, CBRE

Gus Simonds
President



2016

Happy New Year!!

2015 was definitely a year to remember for MacDonald-Miller! Our business and backlog has surpassed our expectations as Seattle's economy continues to churn – thus setting us up for an exceptional 2016.

Throughout this last year we made important improvements to our company's estimating tools, IT infrastructure, service operations and our pre-fabrication/installation processes. Our website got a significant upgrade, and we were nominated as one of "Seattle's Best Companies to Work For" by the Puget Sound Business Journal.

Of course we are not done! In December, I met with our management team to develop a 2016 budget and work plans for each department and business unit to execute throughout the coming year. More great ideas than I can list were considered, but ultimately each department had 4 to 6 main initiatives in their work plan they've committed to implementing this year. Remember, these efforts happen while we simultaneously execute our regular job of designing, building and optimizing mechanical systems across the Pacific Northwest!

While our company continues to grow, one thing remains the same: our culture of approachability to our customers and to each other. It's this spirit of caring that makes coming to work at MacMiller fulfilling and rewarding for me. Our environment breeds a commitment to a safe workplace, a quality product, and goodwill to our colleagues – friends that we all have the honor to work for, and with, year after year.

Cheers to a spectacular 2016!!

East Wenatchee client leverages mission critical components

✦ CONTRIBUTOR | ROB PAINTER

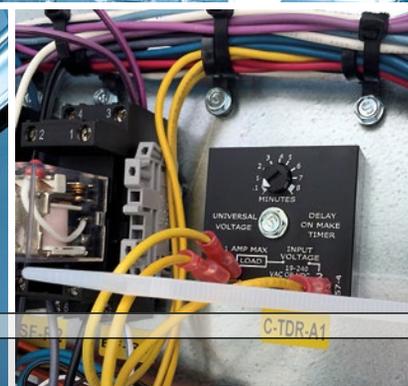
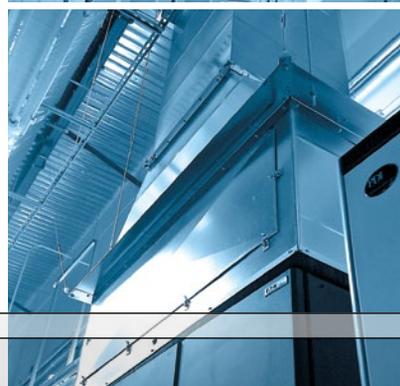
Our recent critical systems retrofit at VMWare for their data center Uninterruptible Power Supply (UPS) room had a lot of challenges to overcome. Our scope of work included a turnkey addition of supplemental cooling to their POD 3 UPS, involving the addition of (2) 30-ton rooftop units and significant subcontractor scope including line voltage electrical, fire protection, DDC controls, fire alarm, structural, and roofing. The original designer did not properly account for the heat load of the UPS's when in full-conversion mode, leaving this critical facility with a significant liability to deliver on its customer commitments.

In addition to the rooftop units, we had supply air ductwork to route, as well as hoods and chimneys that we installed atop the UPS cabinets to create a layer of stratification in the room. Our lead sheet metal foreman, Robert Wagner, did a tremendous job planning this out in such a way as to minimize duct transitions and waste, and accommodate interferences with installed systems. The lion's share of our work was completed by Robert's team, including Vic Anderson, Terry Bishop and Chris Hollingsworth. TAB and Commissioning were completed by Noah Walker who did an impressive job with all of the other subcontractors onsite.

This project had an extremely tight timeline. Our work was to be completed, started, and commissioned in just a month. Most of our work occurred in the overhead of an active UPS room at a data center.

"As you might imagine, the area is very sensitive and our work was 20+ feet in the air," says Rob Painter. **Talk about mission critical!**

"This project will allow us to keep our VRLA UPS batteries at optimal temperature for best performance and lifespan, maximizing the value of this mission critical component. We enjoyed working with MacDonald-Miller to make this happen," says Matt Simpson, Building Engineer for VMWare. 



LEADERSHIP UNIVERSITY



MMLU: Customized leadership course, built for success

✦ BY NICOLE MARTIN

To develop deeper leadership capability across the entire organization and elevate teamwork among our leaders, the MacDonald-Miller Leadership University (MMLU) was created last year, and already it's getting rave reviews.

MMLU uses a training curriculum as a foundation for dealing with specific leadership and management issues encountered within the work environment. The facilitators leverage the curriculum to develop essential skills and challenge self-limiting perceptions. The group builds trust and cohesion as a team, learning from each other with the guidance of a skilled business coach/facilitator.

"I believe MMLU will, in the long term, generate more confident, resilient and adaptable leaders who can adeptly handle any situation that arises," states Lilay Gebreigziabher, Assistant Controller.

Individual leadership plans are developed for each employee to fulfill within six months with the help of an assigned mentor. Class cohorts are also assigned to teams for a project and must present their findings and solutions to the class, demonstrating the problem-solving tools they've learned. They'll gain more proficiency in understanding the business as a whole so they can make well-informed decisions that positively affect the bottom line of the company.

"By taking an in-depth look at our business and customer needs, new initiatives were created to provide better training for employees," says Mark Webster, MMLU Steering Committee Member. The success of the program will be assessed from the combined feedback of our consultant, the participants, and our coaches.

In addition to enhancing their personal skills, attendees' new leadership capabilities will also serve to benefit the company overall. While some participants are currently managers, most are not. The cross-sectional array in each class helps break silos, fosters growth as a team, and increases the ability to learn from others' points of view. Approximately 100 employees will attend the course.

For more information about MMLU contact any of the Steering Committee Members: Maria Boyer, Stephanie Gebhardt, Tasha Johnson or Mark Webster. 

"The fact that MacDonald-Miller is investing so much into their employees is truly amazing. Classes such as these will help break down certain barriers within the company, increasing communications and resulting in a much more cohesive organization."

*Bart Warrington,
Senior Engineer*



MMLU photos by Stefanie Decker



STATS

PROJECT TYPE | Design-Assist

OWNER | R.C. Hedreen Co.

GENERAL CONTRACTOR | Sellen Construction

ARCHITECT | LMN

CONTRACT | \$60 Million

8th & Howell | A complex project, a comprehensive approach

✦ BY REAGAN PERRY

The city of Seattle is known for its innovation and creativity, and MacDonald-Miller has been part of this forward-thinking mindset for decades. We've leveraged our technical expertise to become a major player in the ever-changing landscape of the Emerald City.

A current initiative that reflects our level of ingenuity is the construction of the 8th & Howell project for the R.C. Hedreen Company. This immense undertaking will consist of over **1 million SQFT**, encompass an entire city block, and become the largest hotel in Seattle history.

Specifically designed to complement the soon-to-be expansion of the Washington State Convention Center, 8th & Howell's completion will provide 1,264 luxury hotel rooms to visiting guests. The hotel will include underground parking, street-level restaurants and retail, as well as a 7-story podium level featuring banquet and ballroom space, high-end meeting rooms, and a banquet-capacity commercial kitchen. This 60 million dollar project will soar over 46 stories high and alter the skyline on 8th Avenue between Howell & Stewart Streets.

MacMiller was selected through an extensive interview process and is performing the HVAC, controls, plumbing and piping scopes of work. The depth of our internal resources spurred the design team to request we take on a joint design-assist role with the consulting engineer to ensure that a cost effective and energy-efficient



design was achieved. Given the sheer size of the project and to eliminate redundant efforts, our detailing group was tasked with assisting in the creation of the construction documents, while continually advising the engineers on constructability and cost.

MacMiller loves a good challenge and a project this size certainly has its share of them. To create operational efficiency for such a large project, we are utilizing our pre-fabrication capabilities and multi-trade rack innovation for high-level implementation. Our detailing efforts have included targeting both repetitive bathroom and guest room spaces to maximize the use of wall pre-fab rough-ins, guest room ceiling assemblies,

and vertical riser systems. Multi-trade racks, manufactured in our own prefabrication facility, will drive efficient installation and space planning for the crowded ceiling spaces in the public areas. This approach is designed to move labor off the site and into the shop, doing a significant amount of work before certain aspects of the job site are even ready.

The energy efficient design will be one of the first projects of its size designed to meet the 2012 Energy Code. It will include a 3000-ton high-efficiency chiller plant, roof-mounted cooling towers, heat recovery systems, low-flow plumbing fixtures, domestic water pre-heat, and variable speed pumping throughout the building. Custom air handling units, VAV terminal units, hot water heating and a high-efficiency boiler plant will serve ductwork systems throughout the building. Ballroom and meeting rooms will be designed with low velocity ceiling diffusers and sound attenuation to ensure sound levels support the intended use in the large meeting spaces. The final system will be designed and verified to a LEED Gold certification, meaning that 8th & Howell will be one of the most efficient structures in the city.

Another detailing triumph is found in the full scale laundry facility. Careful design and planning has been required to accommodate the size and height of the specialty laundry equipment while

(CONTINUED ON PAGE 6)

FACES OF SUCCESS

It takes people from a wide range of professional skills to make MacDonald-Miller the industry leader that it is today. It's the diverse personalities and backgrounds that seamlessly come together to create smart, successful project teams here at MacMiller. That's why in each issue of Perspective we take the time to highlight three members of MacMiller who've made invaluable contributions. It's a way to give you a little more insight into those that proudly represent us, and a way to further illustrate how three different individuals can make one team greatly successful.



AMAZING

Mark Krewedl

SENIOR PROJECT MANAGER, MS

Years with MacMiller:

10 years as of December 5th 2015

Amazing is an understatement...

The people I've been fortunate to work with over the past decade are truly second to none. I really enjoy my time spent with the hard working folks in the shop. I have to tell you, our detailing team on the 8th & Howell project is **THE BEST I HAVE EVER WORKED WITH!!!** (I hope you print that in capital letters :-)

"C" students are underrated:

If I interviewed with MacMiller right out of college I would have been kicked to the curb because of a few bad grades in undergrad. Yet, I did my walkabout for 6 months working as a dive master through southeast Asia, then went back to grad school and got my masters in Civil Engineering and Construction Management (with straight A's that time!). Now I'm helping manage a \$60 million dollar job for the company. What a journey.



SUCCESS

Rylan MacCay

SHOP & DETAILING MANAGER

Years with MacMiller:

7 years

I'm going to watch what I say here...

I've had a lot of fun memorable days on the job (stun guns, Apple Cup pranks, and eating contests to name a few) – but I'd probably get in trouble if I shared these "events", so I'll talk about what I like most about my team. I love the diverse people I get to work with each day, and the overall team atmosphere. Everyone works incredibly hard to contribute to our success, and every day is interesting. I'm honored to be a part of this MacMiller family!

I can still rock out:

I love all music and I'm a big fan of Classic Rock. My first concert was Metallica, at age 13, and I've been to several Tom Petty concerts since then.

FUN FACT

The three MacMiller folks featured above are working together on the 8th & Howell project, detailed in the article on the left. ←



TEACHING

Eddie Markwardt

SHEET METAL DETAILER

Years with MacMiller:

22 years!

Breaking bread with great people:

One memory that stands out was when I first turned out as a journeyman. John Rozelle and Steve Johnson, the two superintendents at the time, and their wives took me and my wife out for a dinner to welcome me to the MacMiller team. We had a few drinks and told **A LOT** of stories. We all had a great time!

I'd rather be outside...

I've always enjoyed the outdoors. I like camping fishing and riding dirt bikes, and I spend my spare time fishing in the Puyallup River when the salmon are running. My wife and I are raising our grandchildren – Jack who is 3 and 6-year-old Maddison. They keep us busy, I'm looking forward to teaching them all about the outdoors.



"The hole was so big you could fit a baseball through it."

Mending a major leak

✦ BY KELLY JOHNSON

We received a call from GSA-Plumbing Building Service about a leaking water line, and it turned out to be at the Fire Department Training Facility in Auburn. They were experiencing a loss of pressure, and when the City of Auburn went to examine the issue, they were greeted by an 18-foot geyser of water coming out of the ground!

It was obvious there was a bad leak in the main line, so MacDonald-Miller service plumbing was dispatched to fix the issue. Plumber Bill Wolfe took the call and went out to assess the situation – unaware of the hurdles he would be facing to get the repair done quickly.

After the water was shut off by the city, the first step was to pump out the water to see what was causing the big leak. Bill noted, "I got the equipment to pump the water out to see what kind of pipe we were dealing with, and how large the hole in the pipe was. Once the water was evacuated, I saw that the hole was so big you could fit a baseball through it. I knew this wasn't going to be a quick fix," said Bill.

The 8" water main supplies water to a number of warehouses and office buildings, and, therefore, is vital to daily operations. To minimize

downtime, Bill needed to identify the most efficient way to repair the hole and get that water flowing again. His immediate next step was contacting LaVell Vac & Drainage to excavate the area around the pipe on Monday. Then came a snag – after excavation they discovered that they were dealing with AC (asbestos-containing) transite pipe.

"In my 20 years of plumbing I've read about and heard about AC-transite pipe, but this was the first time I've ever seen it in person," said Bill. "The place was built in 1942, a time when AC-transite pipe was commonly used for water mains. Due to the war, steel wasn't readily available."

Subsequently, an abatement team was called in to properly abate and remove the piece of AC-transite pipe that had the 4" hole. Luckily the team was available and worked quickly to accomplish that task. Once cleared out, Bill and the excavating team moved forward to complete the repair.

"We had our properly sized Romac repair couplings, put them on, slid them up and tightened them down. Then we turned the water on very slowly... luckily there were no leaks!" said Bill.

In the end, MacMiller worked closely and efficiently with our partners to get the water up and running in less than 48-hours! It was a valiant team effort that led to a solid repair and a happy customer. 

< 48 HOURS

8th & Howell CONTINUED FROM PAGE 4

still allowing operation within the confines of the tight clearance issues that a basement presents. Our detailing group was a critical part of designing a method where the ducts and piping for the ceiling actually fit!

Creating energy efficiencies is right up our alley, and one unique feature of the laundry design is the incorporation of a laundry water recycle system that will save the owner thousands of gallons of water over a standard application. When combined with our low flow plumbing fixtures, the system will reduce water usage by 30% as compared to a typical hotel.

The most innovative feature regarding our energy savings approach is how the building will be monitored. Our building performance team will install the building controls, and this includes hotel rooms that possess occupancy sensors that identify whether people are actually in their rooms. If the system identifies vacancy, the HVAC system and lights will be automatically shut down, resulting in significant energy savings. At the heart of the efficiency initiative is the presence of an ICONICS Energy Dashboard. This tool monitors and controls energy usage to match the baseline established in the original design and gives the building owner real time data to determine whether or not the building is operating at optimal efficiency. Adjustments can then be made based on the data delivered to flag systems in need of repair and to ensure the building operates at peak performance.

Sellen Construction is the General Contractor and the underground portion of the 8th & Howell project has just begun with completion slated for June 2018, making it a two and a half year timeline. This is the type of project that truly brings to light why MacMiller is so respected in the marketplace – we're known for our ability to harness several complicated systems into one integrated system that performs perfectly. When finished, the project will be one of the largest in city history and MacMiller will be able to say that we helped make it happen! 



MACMILLER IS IN A



Nothing too demanding for this group

✦ CONTRIBUTOR | TERESA PRESCOTT

The unique aspect of the MacDonald-Miller brand of teamwork is that it truly goes beyond seamless collaboration. No matter the department, the diverse skill sets and talents of our individuals complement each of their colleagues. A great illustration of this are the efforts of the Demand Service group.

Indeed MacMiller is known for taking on massive projects and impressing clients with our knowledge and efficiency. It's no surprise our Demand Service group delivers the same high level of satisfaction when it comes to their ability to tackle the tremendous number of equipment repairs that come through our doors. In fact, many might be surprised at the sheer number of jobs they help get completed in an expedited fashion – not to mention the impressive revenue they generate.

At the very center of this well-oiled machine is a team that crafts meticulous customer proposals. Led by manager **Teresa Prescott – a MacMiller veteran of 25 years** – this expert group of estimators call upon their depth of knowledge to nail every proposal detail. All team members are invaluable, each bringing distinct talents to the table. **Lincoln Tolliver has been with the company for 26 years**, and as a former field technician, leverages his extensive experience in HVAC/Plumbing repairs and unit replacements. He's a fountain of technical knowledge – a big help when creating proposals, of course.

Randy Wright, with MacMiller for 17 years, is the team's expeditor. Adept at attaining parts information and availability, and negotiating the best prices with vendors, Randy plays a major role in fostering efficiency. The team also appreciates the skills of **Kelli Lacy, a MacMiller employee of a little over a year**. She has quickly proven her ability to generate spot-on proposals, executing remarkable turn-around times.

This team will be the first to tell you that the MacMiller service technicians are the lifeblood of the Demand Service process. After a technician visits a customer, he or she contacts the proposal team, who, in turn, coordinates with purchasing and service coordination to hammer out the details and get the job on the books. This is the height of cohesiveness – these four entities create a streamlined approach to getting things done.

The group can also be considered excellent account managers, as they maintain and cultivate relationships not only with technicians, but with customers as well. Customers and MacMiller employees alike know they can turn to Teresa and her team to answer any questions that arise. Delivering superior service, they take great pride in seeing every task through to completion.

A unique aspect of the Demand Service group is that among all the contractors in the entire northwest, MacMiller has the only group like this dedicated to solely doing repairs. And what a successful group it has been. 2015 was a big year for them, at \$4 million in revenue – which reflects the fact that they each generate an average 60-70 proposals every month! That's a lot of repairs.

The agility, responsiveness, and sheer skill of the Demand Service group further illustrate why MacMiller is in a league of its own. 



MacDonald-Miller awarded the #1 Honeywell Elite Contractor of the Year for North America!

This is a major accomplishment for MacDonald-Miller's Building Performance Group. Over 450 Authorized Control Specialists are evaluated annually based on a comprehensive list of criteria including: year over year revenue growth, quality of delivered services, community engagement, continuing education and certification of technical personnel, training of customers and specifying engineering community, diversity of markets served (which in the case of MacMiller covers the spectrum of light commercial office buildings to mission critical facilities), just to name a few of the 12 criterion. Way to go BPG! You are saving the planet one building at a time.



SHOUT OUT!

➔ TO STEVE POLKINGHORN

"Since I started working at Green House Data, Steve has been our go-to guy when problems arise in our Bellingham data center. I would not want anybody else working on my equipment. He knows how everything runs and is spot on when fixing issues. He has a great work ethic and I enjoy working with him. When questions come up, he always gets us going in the right direction. When we do maintenance he understands that heat is an issue in this data center. He works quickly, but very professionally and does a perfect job. Keep sending him up here!"

Josh Clark, Green House Data

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SEATTLE EVERETT BELLEVUE
TACOMA PORTLAND
EUGENE BEND



500 Fairview, Biotech Project | Seattle

Photo by Stefanie Decker

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