

HIGHLIGHTS

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PERSPECTIVE

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Recognizing innovation 1.5 MILLION SF TO 2.8 MILLION SF CAMPUS EXPANSION

✦ BY RUBEN CAÑAS

Swedish Medical Center is Leading the Way with Energy Management and Information Systems (EMIS)

The Smart Energy Analytics Campaign is pleased to announce that Swedish Medical Center (represented by MacDonald-Miller) has been recognized in the Healthcare category for a "New Installation of a Fault Detection and Diagnostics System (FDD)" award.


In partnership with MacDonald-Miller, Swedish Medical Center implemented FDD at three hospital campuses, expanding from their first campus of about 1.5 million SF to 2.8 million SF in approximately one year. Using a customized ICONICS platform, our MacMiller team identifies faults down to the terminal unit level, then meets

weekly with the facilities operations team to discuss and plan corrective actions for the highest priority faults. By exporting data from ICONICS into Microsoft Power BI, the team provides a management-level reporting dashboard of fault rates, total fault cost waste, opportunities that remain to be addressed, energy usage and savings. MacMiller partnered with Swedish Medical Center to deliver FDD through a 5-year smart buildings performance contract designed to provide a well communicated high-functioning installation and embed the tools into operational practices to create behavioral change for full adoption.

"Partnering with MacDonald-Miller during our ongoing Energy Initiative has been the right choice and a positive experience for Swedish Medical Center. MacDonald-Miller



has proven expertise in working with ICONICS and installing analytical software while integrating our systems. The project's success has been due in large part to their ability to provide clear communication throughout the planning, start-up, and implementation process. Their proficiency managing the fault resolution process, while training our staff on use of the system so we can manage it in-house, has built tremendous trust. They are a strong partner as we strive to meet our Energy Initiative Goals," said Dan Stokes, the Facilities Manager at Swedish Medical Center.

And a few words of praise from MacMiller's Pat Cabe, "I wanted to pass along a heartfelt congratulations to all involved. Everyone's hard work, from the deployment team to the operations team led to Swedish being selected as the New Installation Award for FDD in Healthcare. This was a true team effort and the SBS team's full skillset was on display throughout the project. We are helping our customer realize significant cost savings and reducing energy consumption along the way." 



Gus Simonds
President



Curveballs

A few weeks ago, I began writing my Perspective message about our robust NW economy and some of the exciting projects and initiatives we have to look forward to in 2020.

Then the Coronavirus became real for us in Seattle.

Yes, our MacDonald-Miller economy is still very strong and we are expecting a record year for our company – but the business climate has become a bit less certain. Curveballs can come in many ways in business and in life. An election year brings economic sensitivity, a virus causes global supply chain interruptions, or unusual weather events present challenges. All of these scenarios require agility in our business.

In times like these it's even more apparent that our MacMiller community is the foundation that us MacMillians build our lives around. Together, we create a great company that can weather these choppy seas, and hit a curveball out of the park. In fact, at this moment, our Health Care Team is working closely with several hospitals to create the needed HVAC systems to create more isolation rooms for infection control.

COVID-19 is a challenge like we have not seen in modern times. It will require new strategies and adaptation, but we can do this. Stay safe and positive, and we will win!

Gus Simonds




Superiority of service

✦ BY TRAVIS ESHPETER

2019 Top Service Promoter

Each quarter, MacDonald-Miller recognizes the top Service Promoters from each zone out of our talented pool of service technicians. At the end of each year, one is recognized as Promoter of The Year. In 2019, that service technician was Brendon Thorstad, serving our North Sound customer base! Brendon was presented the highly coveted “Promoter of the Year” award at the most recent Zone 4 Technician Appreciation Event.

Brendon doesn’t aspire to be a Top Service Promoter so he can walk away with a plastic, golden chalice. He thrives off maintaining positive customer relationships, solving their problems, and helping them plan for their equipment and building’s future. Technicians like Brendon are trusted advocates that treat each customer as their business partner, and each building as their own.

What makes a top Service Promoter? A top Service Promoter is not only the person you trust to walk into your building and make it work better, it is going above and beyond to make quality recommendations that allow customers to better track and manage their assets. These individuals do this by performing thorough maintenances to identify potential issues before they become catastrophic failures. And, most importantly, communicating clearly with our customers so they can make an educated decision. They identify when equipment has reached the end of its useful life and ensure that the customer can access this information any time via call summary reports and MacLens footage. We are who we are because of these top Service Promoters, quarter after quarter, and year after year. 



Brendon Thorstad (left), 2019 Promoter of the Year, pictured with Rory Olson

This QR code will bring you to some examples of Brendon’s best customer communication.



Brad Herst running the spiral machine

On the shop floor, every piece of fabrication is double-checked and initialed on the label to confirm the correct dimensions, connectors, and that all the steps are complete.

No such thing as a short cut

✦ SHOP HIGHLIGHT WITH RYLAN MACCAY

Q: Quality assurance and quality control are often used interchangeably. Can you explain the difference?

A: Quality assurance is taking proactive measures to reduce defects and deliver a high-quality product. Quality control is the process of identifying defects, performing inspections and measuring our quality.


Q: Why are these programs important at MacDonald-Miller?

A: One of our core values is to execute with distinction. Delivering a quality product, system and service to our customers is an integral part of how we do this. It’s important from a financial perspective as well. Resolving a defect in the field can take just a couple of minutes if identified at the right time; if not, a defective installation can cost thousands to repair if the work has been covered or the building is occupied.

Q: What do we measure and track in our prefabrication shop?

A: In our Sheet Metal Shop we’ve implemented several quality assurance and quality control measures. Every morning, the entire shop meets for a few minutes to discuss any defects from the previous day and how to prevent them. Prior to fabrication, our inputters double-check their work to make sure the order is correct and our shop foreman, Martha Holly, performs random checks to confirm accuracy. On the shop floor, every piece of fabrication is double-checked and initialed on the label to confirm the correct dimensions, connectors, and that all steps are complete. Our shop leads also execute random weekly quality control inspections to measure our defect percentage. Any defects identified are logged, and the shop leadership team meets bi-weekly to review the defects, identify the root cause, and prioritize solutions to proactively ensure they aren’t repeated.

Q: How does having a continuous process for improvement help employee morale?

A: Our employees pride themselves on delivering a quality product. We stress to our employees that safety and quality come before production speed. This approach helps us recruit quality talent, because they know when they work at MacMiller, we want it to be done right and we never cut corners. 



Andrew Schwartz

QUALITY ASSURANCE
QUALITY CONTROL

STATS

INDEED.COM | TWO & UNION | DESIGN-BUILD | 200,000 SF

TEAM MEMBERS | Lease Curtcher Lewis and JPC Architects

We help people get jobs.

JPC ARCHITECTS

A remarkable job, indeed. ✨ Q&A WITH PROJECT MANAGER, MARY POPPLEWELL


Scope of work: 11 Floors of Tenant Improvement in the recently completed Shell/Core 2 & U project. Indeed.com leased the top 11 floors of the building. Design-Build of complete mechanical and plumbing systems.

Brief description of project: The project is a full build out of the 28th-38th floors, consisting of open office areas, meeting rooms and pantries. The 37th and 38th floors are amenity floors with a full-service kitchen and cafeteria.

What's most exciting or unique about this project? Aside from spectacular views of Elliott Bay, the mechanical design consists of a chilled beam concept – the first of its kind for a major MacDonald-Miller NC project installation.

The chilled beam lengths range from 2' to 10' and each floor can have anywhere between 50-60 beams. The team worked with our Fab Shop to repackage the chilled beams for optimal deliveries, minimizing time for delivery and potential damage to the product. The lead time on the beams can range anywhere between 6 to 12 weeks, so the crews were very focused on eliminating damage in transit.

What are you doing to overcome challenges? The MacMiller project team has a diverse construction background and are incredibly talented, allowing us to draw upon our experiences and vet out issues prior to them becoming challenges. The entire project team is housed on one level of the project, fostering an open line of communication between all trades and improving collaboration and workflow for our crews.

Logistics is a huge challenge on this project due to other tenant improvements happening in the building, the downtown Seattle location and your typical building pinch points. We are in constant communication with our detailing team on how to section out the fabrication for the most efficient deliveries. We are also leveraging the relationships with our suppliers to get equipment shipped into location with minimal site impacts. 

FUN FACTS

- ❖ Over 82,000 lbs of sheet metal – that's the equivalent of 21.61 Chevy Volts
- ❖ Over 30,000 LF of hydronic piping and 11,000 LF of plumbing piping. That's over 7.7 miles of piping total OR enough to get from the main office halfway to the Fab Shop.



COLLABORATE

FACES OF SUCCESS

It takes people from a wide range of professional skills to make MacDonal-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 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.



CULTURE

Chris Lewis

PIPING FOREMAN

Years with MacMiller:
8 years

It's the culture...


What I most value is the culture at MacMiller. It takes a team to get the type of work done that we do. I have worked on weekend shutdowns that have had people working around the clock to get the building back online by Monday morning. It takes a great team to make a plan and have 20+ people involved and reach the finish line on time.

A proud Pop!

I have a son that is 10 months old and love spending time with him. In my free time, I like to golf, bowl and mountain bike.



FUN FACT

The three MacMiller folks featured above are working together on the Indeed.Com project, detailed in the article on the left. 



CHALLENGES

Mary Popplewell

PROJECT MANAGER

Years with MacMiller:
5 years, 24 in the industry

Up to the challenge!

What I love most about the MacMiller team is that we challenge each other to be better not just on a professional level but on a personal level as well. Our project team was asked to participate in a food drive for the Pike Place Market Foundation this past December and our crews gathered enough food to fill three rolling tilt carts!

A whiskey stitcher

I am an avid quilter/sewer. My grandmother taught my sister and I how to sew when we were growing up by making baby quilts to donate to local hospitals. My most recent project finished: a flannel jacket made from Crown Royal bags commissioned by a very good friend. It turned out much better than I thought it would in the beginning!



CONNECTIONS

Kelsey Sampson

ESTIMATOR

Years with MacMiller:
2-1/2 years

Work buddies

The thing I most value about the team I work with at MacMiller is that I'm making friends in the industry for life. Some days it feels like I live at work, but not a day goes by where our team isn't sticking our heads out of our cubes for a quick break and to share a laugh together. I even keep in touch with a rival estimator that used to work at MacMiller!

Spike this!

I played volleyball on a scholarship in college for four years. I was a First Team All-Conference athlete three out of the four years and a captain my junior and senior year. The Sampson legacy at Oregon Tech lives on; my little sister is currently playing volleyball there and got recruited by attending a camp I helped put on!





Boosting a community icon

✦ BY NICOLE MARTIN

El Centro de la Raza (the Center for People of All Races)

We recently replaced an ancient (and likely original) fan with a new custom fan wall in the old Beacon Hill Elementary School, a building constructed in 1904. Our customer, El Centro de la Raza, is an organization that provides 42 services to our community. It has resided at this Beacon Hill location since 1972, providing a food bank, bilingual preschool, meeting spaces and classes.

The above-mentioned artifact fan and the building are rich with history. Last winter, MacMiller came out for a temporary repair when the bearings failed, leaving the facility one failure away from no heat. Marcus Lee ran the fan wall replacement project, and it went flawlessly – but it wasn't easy.

Removing the ancient equipment from the basement of the building was no easy task. It was estimated that the fan housing, motor, and wheel were about 80 years old. The blower wheel was 6 feet tall, 8 feet wide and weighed about 1,000 lbs. It had to be cut into pieces with a plasma torch and saws in order to be removed.

The shaft was 4 inches thick, 12 feet long and solid steel, weighing in at about 320 lbs. As you can imagine, it also had to be cut into pieces to be removed from the building.

✦ **The demo crew removed about 6 tons of sheet metal, concrete, and motors from the mechanical room by hand in wheel barrels (NW Metals)**


✦ **We removed (1) large fan and installed (6) 5-HP fans for redundancy and efficiency**

✦ **The new fan wall weighed 2,220 lbs and can move approximately 35,000 CFM**

✦ **560 hours for all trades total to get this project wrapped up**

KUDOS to our Electrical team: Clayton Parker, Eugenio Vila, and Mark Lesmeister

SHOUT OUT to our Sheet Metal crew: Tim Felton, Rick Wolf, and Andy Burlingham

The project was a huge success, and our customer is very happy. They know they can count on us to assist with any mechanical need, and we help keep a bright spot in our community warm all year long. 

Chill, we got this.

✦ BY JOHN VANCAMP


World Trade Center | Portland, Oregon

At MacDonald-Miller we work together as a team to provide our customers with extraordinary services and care. One of our clients maintains a Chilled Water Plant that is vital to our city's power grid. When our team consulted with this client, we identified an opportunity to improve system performance, longevity, and energy savings by upgrading the controls of their main chiller. MacMiller's UL Panel Shop was able to produce panels in-house with extremely short notice and meet our client's expectations!

This chiller controls retrofit project had the potential to make a statement with this high-profile customer, which was a new MacMiller relationship. From the onset, it was crucial for this job to be both special and memorable for this organization.

During the bid and pre-planning timeframe, the operations team encountered significant challenges – technically, and personnel wise. This caused a significant detail to stay below the radar until very close to the actual work kick off. As you can imagine, in the context of the magnitude of this work, we were presented with a task from which it would be difficult to recover.

The level of detail and workmanship needed, along with the sensitivity of a very compressed schedule, went beyond any expectations we had. Yet, knowing that we have a superior Panel Shop in house is reassuring to all our internal and external customers. In this case, the customer understood the problem and was appreciative of MacMiller doing the right thing, the right way.

This has led to complete trust in our work, to the point where MacMiller has been awarded the controls upgrades for the remaining two chillers on their site – a project slated to be completed in 2020. 

"I'd like to recognize MacMiller's Panel Shop for the outstanding work and attention to detail relating to the MCS / Chiller 1 retrofit that is currently underway. This was an extremely short notice and quick turn, and the work received far exceeded our expectations. Thank you to all involved with making this project come together. Some names associated with this work are: Greg Sukraw, Brian Lyne, Herb Kimura, Clayton Parker, Wes Foley, Ed Adams, Randy Howden, and Andrew Hollenbeck."

— John VanCamp, Oregon Operation Manager



SHOUT OUTS!

➡ TO ROB HOUSTON

"I want to give a shout-out to Rob Houston, a member of the Detailing Team working on the TI design of Seattle Children's Hospital Forest B. Rob methodically designed this floor and ensured that the mechanical systems weren't hitting steel and stayed above the ceiling. Rob went above and beyond regarding the mechanical systems, as he quickly drafted a mockup cable tray, so when designing this floor with many terminal units it worked from an electrical standpoint. Great job, Rob!"

**Joe Wolleat, Sheet Metal Detailing
General Foreman**

➡ TO DAVE VALANTINE

"I want to acknowledge the hard work that Dave Valantine has been doing here at Viktoria apartments. I know he must be a huge asset to your company. We have seen a significant decrease in calls and a lot of fixes onsite. We love his can-do attitude and appreciate his willingness to get dirty and complete his job. He is always willing to go the extra mile for us. We are also very happy to have Dan and Brian. You guys have created a great team for Viktoria. Go MacMiller!"

Gabe Ramirez, Service Supervisor

➡ TO ALEX HOUTS AND ANDREW HOLLENBECK

"I want to give Alex Houts and Andrew Hollenbeck a shout-out for the recovery work that was performed on two 660-ton Trane CenTraVac chillers at the Nike – Mia Hamm Building. They were tasked with recovering 2200 lbs of refrigerant from these low-pressure vessels under very unusual circumstances. These guys busted their humps doing everything necessary to make this go; working with campus electricians for power and stringing all the hoses for the tanks under tight time constraints. I'm very proud to have these guys on our Oregon team, they step up when things get tight. Great job, guys!"

Paul Myers, Oregon Service Foreman

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WASHINGTON & OREGON



PERSPECTIVE

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Morning crane pick at Rainier Square by UA Local 32

