

HIGHLIGHTS

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# PERSPECTIVE

VOLUME 8 | SUMMER | 2020

## A time for real change is upon us

✦ BY MARIA BOYER, RUBEN CAÑAS & AMANDA SPRAKER

As a company, we pride ourselves on being change agents, on challenging the status quo, and on finding the best creative solutions for our customers. We started the year with expectations that 2020 would be 'the year', one in which all of our intentional refining efforts would align through our business units – achieving a new level of success for MacDonald-Miller.


We did not expect to find ourselves amid a global pandemic where the inequities of social economic injustice for people of color would finally find its voice amplified.

This is the landscape we share, a change agent company looking holistically at **our most important asset, our employees**. The Leadership Team is listening, learning, and reflecting upon how we show up in our company and communities... questioning if we are doing all we can. The very essence of anti-racism is present in our values of Community and Collaboration... we know we fall short, but more importantly we know **WE MUST BE BETTER**. As voices

amplified, employees reached out to MacMiller leadership. Amanda Spraker, Maria Boyer, and Ruben Cañas met with interested and engaged MacMillians exploring how we could be better and lead in our diversity and inclusion efforts.

The result is that in June, we launched the company's first ever Inclusion Council. The council is co-chaired by Ruben Cañas and Joshi Graf, and Maria Boyer serves as the Executive Sponsor. The role of the council is to provide a cohesive vision and strategy for how we increase diversity and inclusion in our company. The council is made up of 13 dedicated employees representing each of our locations and much of our diversity across teams.

The Inclusion Council will provide us with intention and accountability to our values and it is the responsibility of each of us individually to lead the way to real and lasting change.

2020 will be 'the year' – one we can all be proud to say we acted and stood strong as leaders and change agents for social justice equalities. 

*We must be better.*

### INCLUSION COUNCIL MEMBERS

**Co-Chair**

Joshi Graf, Project Engineer

**Co-Chair**

Ruben Cañas, VP Health Care Construction

**Members**

Anika Glass, CSP Operations Expeditor

Jerome Edwards, Project Manager

Tausha Sheff, Shop Sheetmetal Inputter

D'Wayne Kendrick, BPG Account Executive

Karen Neuman, Service Coordinator

Cameron Hankins, Project Manager – PDX

Aran Osborne, Building Performance Specialist

Grant Gummow, Service Area Business Manager

Ravae Cañas, Project Engineer

Claire Woodford, Talent Acquisition Partner

**Executive Sponsor**

Maria Boyer, VP Estimating & Purchasing



**Gus Simonds**  
President



### Getting it done!

It's hard to talk about any business without reflecting on how COVID-19 is changing the way we show up at work and what the long-term economic impact may be for the PNW and our industry. As we march on through the second half of 2020, I am happy to say that MacDonald-Miller is doing quite well, as our employee count is back up to pre-COVID levels and our forecast is to remain busy well into next year. However, the challenges to respond to our customers while keeping everyone safe have been real – every part of our company has had to adapt to a new way of getting work done and I am proud to say we are indeed getting it done! The world is changing, but we are all fortunate to be part of an industry that continues to be called into action.

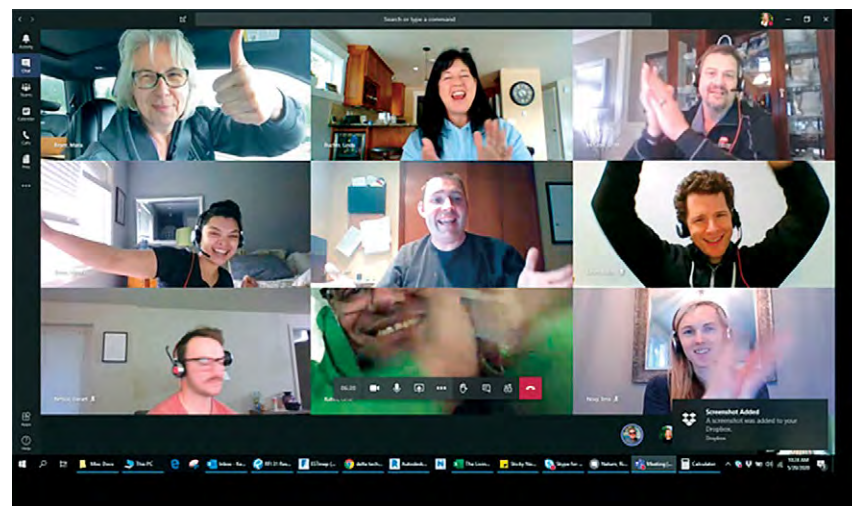
For example, in response to pandemic concerns our customers are counting on MacMiller to find ways to improve their building's air quality and investing in touchless plumbing fixtures to reduce germ transmission. On construction job sites we have even designed and built custom wash stations in response to new jobsite safety protocols. We also continue to see increased interest in using "Smart Building" data to make buildings more efficient and see problems that would have gone undetected by the naked eye. And it comes as no surprise that our Health Care Team has been very busy supporting hospitals during this unusual and critical time.

As well as we have navigated 2020 thus far, we're just a few months into this new paradigm that will have long lasting effects, even after the pandemic has passed. I encourage us all to look for ways we can learn from the current landscape and embrace valuable lessons that can benefit our communities moving forward.

I hope you all can get outside and enjoy some fresh air during our NW summer and find ways to be thankful in these uncertain times. So far so good...



A big thanks to our hardworking Service Technicians for keeping our critical PNW buildings safe and running smoothly!



It's easy to stay connected while working remotely when you're having this much fun. Way to go Estimators!



Bringing hand washing stations on the road! These cleaning stations for our service technicians van's help protect our employees while they continue to keep our cities running during the pandemic.



Work life balance and on the job training? Tasha Anderson, senior talent acquisition partner, checks in with her supervisor and her latest recruits.

# A DEDICATED ESSENTIAL SERVICE PROVIDER

As an Essential Service Provider, MacDonald-Miller stepped up to help our customers navigate the various HVAC recommendations for keeping their buildings and employees safe. Along the way we developed new methods of staying connected, collaborating and getting our work done. We came up with innovative ways to provide hand-washing stations in our vans and on our jobsites. We made masks for our field crews when supplies were lacking. In these uncertain times, we do whatever it takes to make our customers and employers as safe, and as comfortable, as possible.



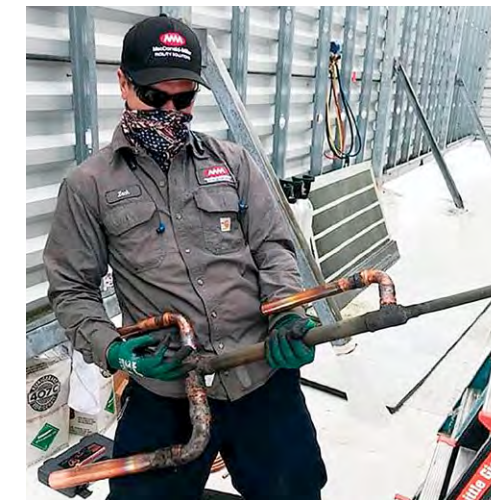
Crews at the **Two Union Indeed.com Tenant Improvement project** collaborating safely.



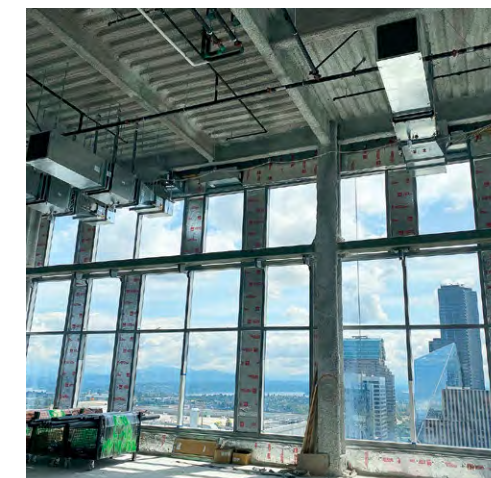
Big bad and expertly fabbed! Fittings and pipe for delivery to **Washington State Convention Center Addition project**. Supersize that order to go!



Another round of portable hand washing stations complete with touchless dispensers. Shout out to Plumbing Shop Foreman, Justin Guy for quality checking the dispensers before shipping!



Service tech, Zach Burgy offers creative solutions during a refrigerant retrofit. Rock on dude! We like your style.



The **Rainier Square Project** is currently in full swing with all phases of construction taking place on the various projects. On the Shell & Core Tower Project, we are entering the last 10% phase which includes start-up, commissioning, and test and balancing activities of equipment throughout the tower's 60 floors.



## Keeping people safe

BY MEG LANDIES

The Oregon Daily Journal of Commerce recently recognized MacDonald-Miller for its safe practices at their annual Hard Hat Safety Awards program. The awards recognize companies, organizations, project teams and individuals for their ongoing successful work in keeping employees and the public safe.

Our company is committed to lean process management and improvement, thus employees are encouraged to share ideas that foster improvement. Not only are workers coming up with creative ideas to improve their workspaces in a productive manner, they also use the opportunity to point out potentially hazardous processes.

"The safety department also works hard to get to know and earn the respect and trust of employees," said Lee Pyfrom, director of safety. "We understand that if employees do not respect and trust us, they will not bring up safety concerns. However, since the employees do trust us, they are open and honest, which allows us to work proactively to address safety issues before we ever become exposed to hazards."



In response to COVID-19, Lee Pyfrom created an app to help track whether employees are experiencing symptoms or have been exposed to the virus. A fraction of our employees currently work in the office and must wear face coverings in common areas. And, wayfinding signage directs foot traffic so people do not have to pass each other.

Crews in the field must participate in daily illness checks and wear face coverings, and they can no longer share tools. They do not work within six feet of each other unless necessary, and if they do, they must wear a face shield. Thanks to all for your continued dedication to safety!

# DESIGN-ASSIST

SEATTLE CHILDREN'S HOSPITAL, FOREST B (BUILDING CARE)  
SEATTLE, WA | 479,210 SF | PROJECT DURATION: 50 MONTHS INITIAL


## INNOVATION

### Helping elevate the care

✦ BY MICHAEL BURRUS

Seattle Children's Hospital is committed to integrated project delivery methodologies which focus on eliminating waste and optimizing results through continuous process improvement. The delivery process has been highly collaborative among all team members which has promoted innovation and delivered maximum value to the client. The scope of the project includes construction of a new eight-story hospital facility (325,000 SF) and a 3-story (150,000 SF) underground parking garage. The Forest B building connects to the surrounding buildings on campus through various skybridges and connecting floors. The phased fast-track design schedule for the interior build-out of each floor requires full use of our lean, just-in-time delivery processes. Forest B is scheduled to be substantially complete in September 2021 with man-power peaking at just over 100 field workers.

As an anchor institution, Seattle Children's Hospital supports the employment and income of the community it serves and looks at all factors of children's health which extends beyond care in just the hospital environment. Seattle Children's overall mission is to provide hope, care and cures to help every child live the healthiest and most fulfilling life possible. To this end, a 10% Diversity and Inclusion goal has been established for the project that is made up of MBE, WBE, DBE and Hubzone business enterprises.

When complete, this facility will provide Seattle Children's Hospital with crucial new spaces, including: Operating Rooms, Clinical Lab Space, Sterile Processing, Procedure and Treatment Rooms as well as 20 new patient beds. The mechanical systems are state-of-the-art with a focus on resiliency, redundancy and flexibility to support all program user groups. 

#### INTEGRATED DESIGN TEAM

- ZGF | Architect
- AEI | Mechanical Engineer
- STANTEC | Electrical Engineer
- CPL | Structural Engineer
- SELLEN | General Contractor



# 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 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.



KNOWLEDGE

### Kristopher Neff

SHEET METAL DETAILER

Years with MacMiller:  
19 years

#### The learning never stops...

I've worked with many different teams over the past 19 years here at MacMiller. The knowledge I've gained of the trades and working side by side with the great people here are the two things I value the most. MacMiller employees are always ready to explain the "why". That's helped me be a better human, husband and father to this day.

#### Viva la Vinyl!

I used to spin vinyl records back in the day. I am always on the hunt for more records and enjoy a nice evening with my wife playing old and new records while enjoying the music. It is the best sound you can get!



### FUN FACT

The three MacMiller folks featured above are working together on the Seattle Children's Hospital project.



TRUST

### Cameron Bates

PLUMBING & PIPE-FITTING JOURNEYMAN

Years with MacMiller:

I started in 2011, and during my apprenticeship I was rotated for just shy of one year. So I'd say 8 years total with MacMiller.

#### I jumped right in!

What I value most about the team I work with is that they gave me a leadership role and trusted me at such an early stage of my career. Every day I get to learn something new and the entire team is always there to help me along the way.

#### A breed apart

Something my co-workers don't know about me is, if I wasn't plumbing, I'd be working with animals. At one time I owned more than 10 reptiles and still have 3 of the largest breeds of tortoises in the world.



RESILIENCE

### Joshi Graf

PROJECT ENGINEER

Years with MacMiller:  
2 years and counting!

#### Inspiring unity

I have the privilege of working with a highly intelligent, thoughtful and dedicated field leadership team. Over the past few months, our project has faced challenges due to the COVID-19 pandemic that we never could have anticipated. The SCH foremen were quick to step up to the plate developing innovative solutions to get their crews back on site safely. Their resilience in the face of adversity never ceases to amaze me.

#### Staying in tune

I spend most weekdays after work playing music. Back in college, I had a band called "The Blue Canoe" that regularly played gigs at local bars and breweries around Bozeman, Montana. My main instrument is the Tenor Saxophone, though sometimes I will play some rhythm guitar and/or steel drums, depending on the song.





## Expertise meets here

✦ BY JON OSMAN

### Washington State Convention Center Addition

#### Where we're at:

The new convention center's footprint is too large to be built conventionally from the ground up. Instead it is being built in 5 zones that are effectively 5 high-rise buildings stacked next to each other. Zone 1 is adjacent to Boren Avenue and Zone 5 is adjacent to 9th Avenue. We are currently working on Zones 1 and 2, which entail multiple large mechanical rooms, a bakery, facility shops and portions of the parking garages, exhibition halls, meeting rooms, pre-function spaces, and the ballroom.

#### Brief overview:

WSCCA will dramatically expand on the amenities that the current convention center has been providing. The new building adds more than 570,000 SF of event space including two large exhibition halls, a ballroom and 59 meeting rooms. Also included in the building are several retail spaces, three levels of parking, a bakery, a full commissary kitchen, and an outdoor terrace.

#### What stage we are in:

We are in the rough-in stages of Zones 1 and 2. The majority of our current work involves inserting decks, installing hangers, roughing in ductwork and piping, pressure testing smoke exhaust systems and setting major equipment such as air handling units, pollution control units and heat exchangers.

#### Exciting happening!

The sheet metal and fitting crews are preparing to set the largest AHU on the project which will serve the Hillclimb area of the job. The Hillclimb serves as the primary public stairwell running from the below grade exhibition hall to the ballroom nearly 200' above. This open stairwell, connecting the various event spaces, will create impressive visuals due to its large glass façade and unique casework. The mechanical room housing this AHU is cantilevered over I-5 adding an extra degree of difficulty.

Anticipated project completion: November 2021 

## Quality is key


✦ BY RORY OLSON

**Quality is a key focus in all areas of our business and is synonymous with MacDonald-Miller.** It starts with having a solid plan, providing team members with the tools to get the job done right the first time and a positive feedback loop to identify areas for improvement.

Roughly 5 years ago, Service Operations developed and implemented a Quality Assurance Program focused on active customer engagement. Every field technician has a one-on-one assessment with their immediate supervisor each quarter at a customer site during a maintenance visit or a scheduled repair. These assessments provide field technicians with interactive feedback on their work relative to company standards and supervisor expectations.

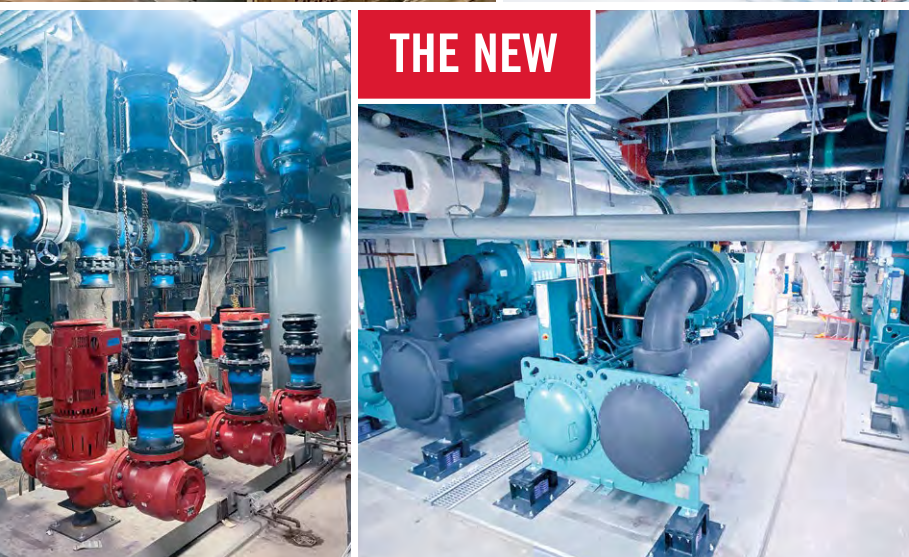
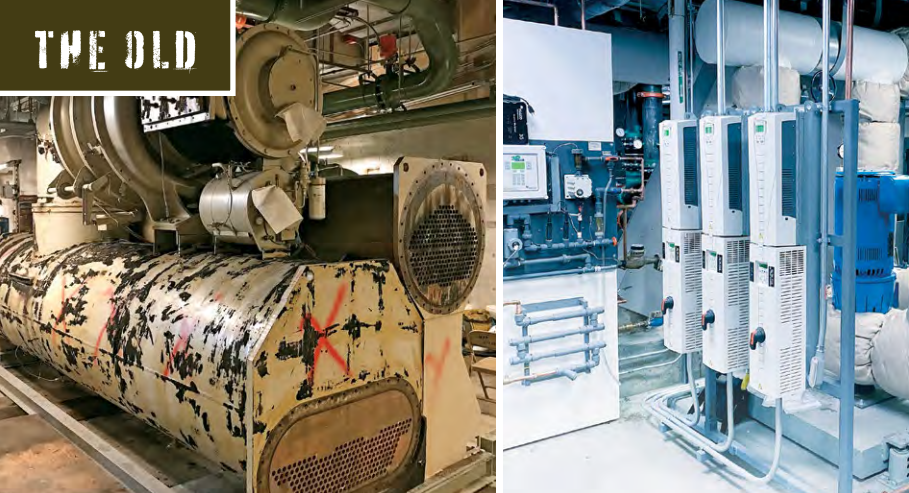
#### This assessment covers the following key areas:

- Safety Hazard Identification, Awareness and Execution
- Condition of Site Equipment
- Recommendation Identification
- Organization and Care of Vehicle, Uniform and Tools
- Professionalism and Customer Engagement
- Work Summary and MacLens Content Quality
- Internal Engagement

Encouragement and coaching are provided in these areas to help outline areas of improvement. When the customer is available, the supervisor will inquire about how MacMiller can improve. The highlights of this survey are also shared with the customer to reinforce MacMiller's focus on superior quality service. 

"Being able to learn a new technique or approach to a problem through a seasoned point of view has really helped me personally improve how I interact with my customers."

— Chad Thomas, North Sound Service Tech




## Cheers to a better chiller!

✦ BY JEFF MORASCH

### Two Union Square | Central Chiller Plant Retrofit

Two Union Square was completed in 1981, and with today's need for efficiency, Washington Holdings requested a plan for a new chiller plant. The main objectives were to design a highly efficient plant with redundancy and the ability to add chilled water plant tonnage in the future. MacDonald-Miller designed a plan using common headered piping on both the condenser and chilled-water systems; the idea is that any pump can be used with any chiller or cooling tower. Additionally, the headered piping and pumps were upsized with the ends of the headers capped for a future additional 350-ton chiller, if heat loads increase in the future.

Research determined that (3) 533-ton York YMC2 magnetic bearing chillers met the energy efficiency, sustainability and dependability parameters. The next step was to determine how to install chillers on the 57th story without external lifting devices. The answer was to break down the chillers into pieces and hoist them to the 57th story using the building's freight car.

This job was completed using minimal subcontractors, and every MacMiller team performed excellent! I would like to thank our fabrication shop, delivery drivers, pipe fitters, utility crews and electricians, as I could not imagine performing this work with a better team! The customer is so elated with the outcome that we have already toured the project with other building management teams. 

## We're fired up!

✦ BY SCOTT GIDEON

### Hampton Lumber Mill | Oregon

MacDonald-Miller brings our capabilities in boiler efficiencies and energy savings to rural Oregon. Hampton Lumber Mill in Willamina, Oregon is a large producer of dimensional lumber for the building industry, producing 500 million board feet per year, with 40% being kiln dried.

We met the Hampton lumber folks during the WRBA conference in Eugene last year. The team noted that they employed an old Autoflame system on an old Cleaver Brooks burner from the '70's that was highly inefficient. So, we visited the site and shared our solution for updating the controls and providing a new burner.

Consequently, Pete Davila worked with the Oregon Energy Trust to calculate savings that the project would produce – the result allowed for a 70% subsidy of the project by the energy trust! This reduced energy usage came primarily from providing better burner turndown and reducing the need to dump steam in unused kilns. Hampton has run the new system for a couple of kiln runs, and we are seeing better performance without the need to run kilns that aren't loaded.

We still have some fine tuning to do, but the customer likes the new burner and is very happy with the additional visibility the controls offer. With the DTI (data transfer interface) we were able to virtually place the boiler into the kiln operator's office for real time views of the burner and firing rates. This was the MacMiller boiler team's first project in the lumber industry and we're looking forward to more!



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WASHINGTON & OREGON



# PERSPECTIVE

VOLUME 8 | SUMMER | 2020

Helicopter pick for Daniels Broiler, Bellevue, Washington

