

HIGHLIGHTS

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PERSPECTIVE

VOLUME 9 | SPRING | 2021

MacDonald-Miller was recently selected for "The Best Contractors to Work for 2020" by *The NEWS*.

✳ EXCERPT FROM "THE NEWS" BY JOANNA TURPIN

theNEWS
THE BEST
CONTRACTORS
TO WORK FOR **2020**

This is what they had to say...

MacDonald-Miller is a large commercial mechanical contracting firm with 1,300 employees working out of offices located throughout Washington and Oregon. Even though it's a good-size company, many employees say that it doesn't feel that way, thanks to a company culture that encourages not only creativity, but teamwork and training.

Gus Simonds has been the president of MacMiller since 2006. He joined the company in 1989 and worked his way up through the ranks. After taking the reins of MacMiller 15 years ago, he devoted much of his time and energy to crafting a company culture that is not only transparent in the way it operates, but also places a high value on teamwork.

"I always say that my job isn't any more important than anyone else's – it's just a different job description," he said.


"The goal is to get better, to improve. Not to make you feel bad if you failed," noted Rory Olson, Vice President of Service. "I think if I wasn't given as much autonomy as I have here to do those things, I probably would have gone somewhere else. It's one of many things that makes MacMiller truly unique."

"There isn't another company that's training their techs the way that we are," said Simonds. "It's turned out to be really great, because now we have the ability to send a highly capable technician to every customer's job site."

Teamwork and training are MacMiller's recipe for success

Great people

Keeping MacMiller running smoothly requires a large number of employees, so hiring and retaining quality people is of utmost importance to Simonds. Tasking each employee with helping find that 'better way' is why so many of those working at MacMiller have no desire to leave.

MacMiller employees will tell you that being able to rely on and work directly with teammates to solve problems is what makes MacMiller one of the best companies to work for. 

Training

Training is another key piece of MacMiller's recipe for success. The company made a significant investment in a new training program, which included hiring a dedicated person to train the service technicians.

Continuous process improvement

As part of a continual improvement process, MacMiller offers a great deal of autonomy to all its employees, who are encouraged to innovate and get creative, without worrying about making mistakes.



Gus Simonds

President



Sunrise

It's been a long COVID-19 winter, but with the new year comes a vaccine and soon the hope of returning to "normal". But what is normal going forward into 2021 and beyond? For us at MacDonald-Miller, much of our work life is, by necessity, "out in the field", so working remotely is already in our DNA. Over the last decade we have opened or expanded remote offices almost every year. Our most recent expansion is a new office in Spokane! Our Inland NW expansion has only picked up steam over the last year since we first opened our Kennewick office – hats off to Pat Roberts and the team making new friends east of the mountains. I think the new normal will include more flexibility on how people work together – and we MacMillians will thrive and adapt to this new paradigm.

For example, 2021 will be another record revenue year for our company. Tech, biotech and healthcare companies continue to drive healthy projects in the NW that make up a nice backlog of work extending into 2022. Our "Come Back with Confidence" service campaign and the Washington State Clean Buildings legislation is keeping our Service and Building Performance divisions busy – even during this COVID social distancing time, when offices are lightly occupied.

I look forward to a busy summer ahead, helping our customers come back to their workplaces, and all of us getting to enjoy more social gatherings both with friends, co-workers and clients. Let's remember it has been a rough 14 months – take a moment and let someone know you appreciate them and what they do, and get out into the sunshine again!


2020 Top Service Promotor

✦ BY LES KLOPP

Every year, MacDonald-Miller has a competition to recognize our top performers in delivering the best service to our customers in terms of quality recommendations and communication. We continue to be comprised of the finest technicians in the industry. Our talented team works seamlessly with customers to help prevent serious failure by identifying issues early and communicating with our customers to recommend corrective actions, upgrades, or replacements. This allows our customers to plan and to make the right decisions for their specific circumstances. Our Service Promotor Program is a quarterly initiative that recognizes the top Service Promotors by service area. Simply put, this is a big part of our culture.

And, at the end of every year we crown our "Top Service Promotor."

Gigantic congratulations to John Bennewitz for his accomplishments in earning our esteemed 2020 Top Service Promotor Award!

John came to MacMiller in August of 2019 and he immediately demonstrated a dedication to customers and MacMiller alike. He accomplished this goal in his first full year. That's impressive! When we informed John of his accomplishment, he pointed out (in his typical humble manner) that our systems, structure, and culture make it fun and easy. I'm sure this will not slow him down a bit, as I know he will be going for a repeat. Well done, John! We appreciate your hard work and dedication. 



PLUMBING

SHEET METAL

FITTING



FOCUSED ON SAFETY.



It's a Team Effort

✦ BY LEE PYFROM

MacDonald-Miller receives Voluntary Protection Program (VPP) Star Certification

MacMiller has a culture of safety that provides all our employees with not only the authority to stop unsafe work, but the responsibility to stop work if someone believes something is unsafe. Recently, our prefabrication shop received Voluntary Protection Program (VPP) Star certification from the Washington State Department of Occupational Safety and Health (DOSH).




"Being recognized as a leader in workplace safety and health by the Washington State Division of Occupational Safety and Health (DOSH) is a testament to all of our employees and management working together to make our workplace the safest it can be," says Lee Pyfrom, Safety Director.

The Voluntary Protection Program, or VPP, is a way for OSHA and the Washington State Division of Occupational Safety and Health (DOSH) to recognize and partner with businesses and worksites that show excellence in occupational safety and health. Sites are committed to effective employee protection beyond the requirements of OSHA standards. VPP participants develop and implement systems to effectively identify, evaluate, prevent, and control occupational hazards to prevent employee injuries and illnesses. As a result, the average VPP worksite has a lost workday

incidence rate more than 50% below the average of its industry. In return, OSHA removes participants from programmed inspection lists.

Our shop has a Total Case Incident Rate for injuries and illnesses (TCIR) 54.4% below the national average in our industry and Days Away from Work, and our Restricted and/or Job Transfer Rate (DART Rate) is 20.2% below the national average in our industry.

"Hanging the VPP flag from our flagpole is symbol of our dedication to continual improvement of workplace safety and health," says Pyfrom.

Approximately 107 employees are employed at the Norfolk Shop in Seattle, WA. We officially began our journey towards VPP in 2018. 



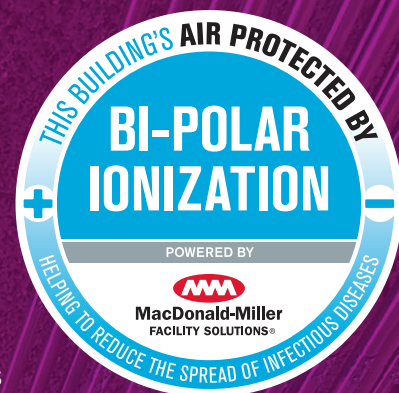
Bi-Polar Ionization and Controls Upgrade

This fast-track project included installation of approximately 170 ion generators covering 23 floors of office space for T-Mobile Corporate Headquarters and several of their other buildings in Bellevue and Bothell. Thanks to Seth LaRiviere's prior experience, vetting and testing of the Bi-Polar Ionization product, we were able to understand what needed to be accomplished in the field to give the customer our best possible product. Given the quick turnaround requested by the customer, we were challenged to perform field engineering in conjunction with in-house controls engineering support, often installing and engineering at the same time. Thanks to Lindsey Andrews, Tom Gibb, Sintayehu Tekle, Sergey Feskov, and Shane Zike, we had the ability to collaborate on the best possible installation methods and efficient completion of the work.

The ionization product was installed with ion generators, ion room sensors and VOC sensors integrated across the control system to provide real time visibility, command, and fault

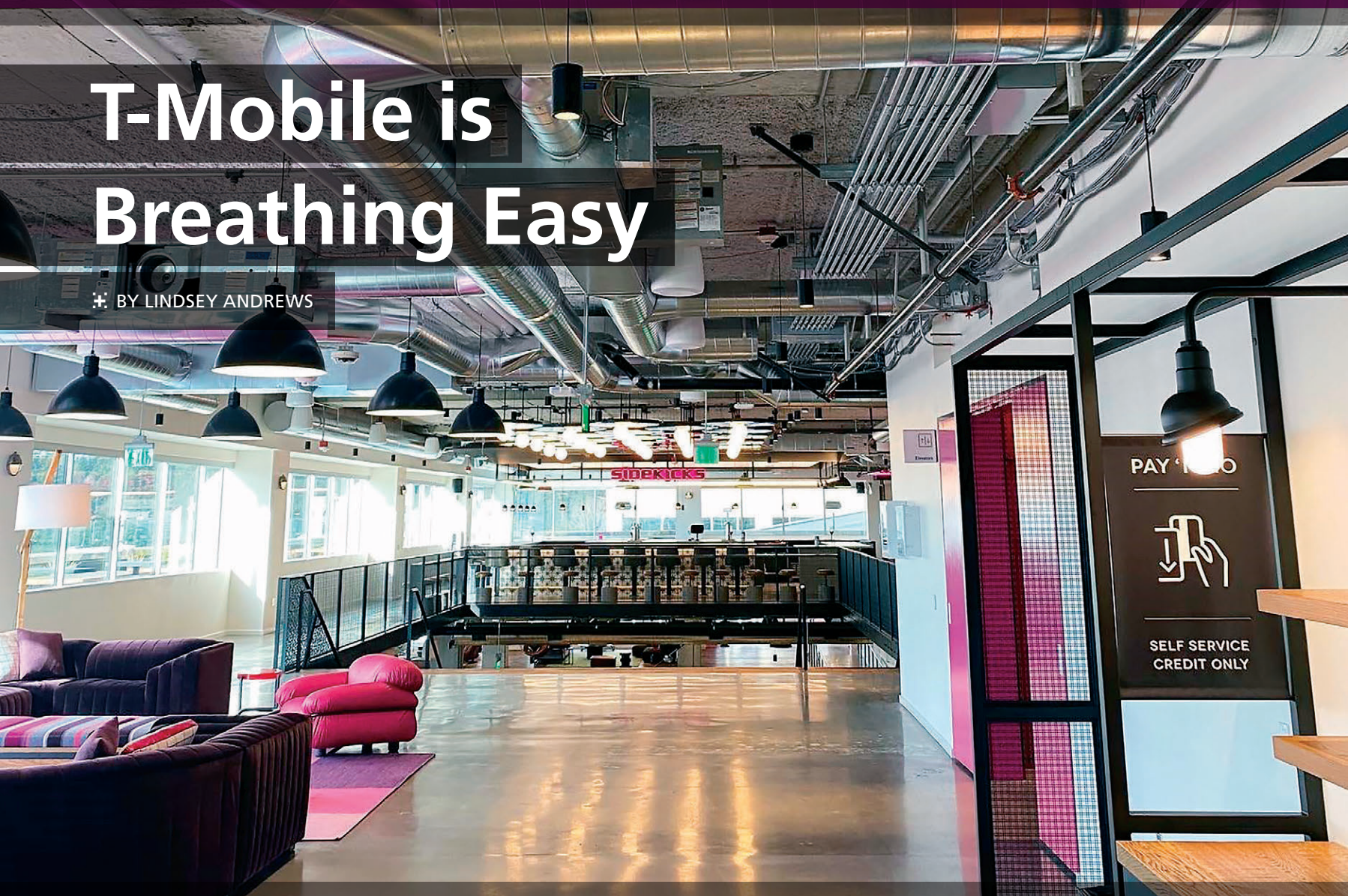
alarming for the new system. This required the modification of the existing control systems to accept the additional input and output requirements of the ionization generators and sensors. Additionally, the buildings were programmed to provide enhanced capability of facility staff to initiate an ion dispersion sequence at the touch of a button, increasing their primary airflow and ion counts in the space if deemed necessary.

Bipolar ionization is a technology that is new for our offerings. It boasts improved air quality and space sterilization properties that provide a proactive solution to combating bacteria, virus and other building contaminants. This affords facilities staff, owners and management enhanced confidence in creating safe in-person work environments. 



T-Mobile is Breathing Easy

✦ BY LINDSEY ANDREWS



THANKS, TEAM!

Seth LaRiviere • Lindsey Andrews • Tom Gibb
Sintayehu Tekle • Sergey Feskov • Shane Zike

PROJECT HIGHLIGHTS



Samaritan Albany General Hospital

Albany Southern Oregon,
Special Projects Team

MacDonald-Miller was called in to give a quote to replace an existing preheat/precool coil wall that had been non-operational for years. Once released for the project, our engineer Jeff Welter dug deep into the needs of the hospital and their system. Upon further review, there was no need for the wall! Instead, the customer was able to use the allocated funds to complete a controls upgrade in the mechanical room and install a new outside air louver and filter rack to improve overall air quality.



Wenatchee Valley College

Wenatchee INW,
Special Projects Team

The Wenatchee Valley College project consists of working directly with the college to replace fan coil units in Batjer Hall classrooms and offices, replacing and upgrading gas-fired condensing boilers serving the Eller-Fox Science Building, Wells Hall, and the Brown Library. There are also upgrades to split system heat pumps in the Smith Gym and a new heat pump and distribution system serving Wells Hall offices.



Washington State Convention Center Addition

Seattle, New Construction
Team & Sheet Metal Union
Local 66

The 1.4 million-square-foot Washington State Convention Center Addition has well over 1 million pounds of duct with sizes up to 30 ft x 20 ft! MacDonald-Miller set up a staging warehouse specifically for the project to get fabrication ready for up to 16 semi-trucks per day of deliveries.

Inclusion Council

✱ BY MARIA BOYER & RUBEN CAÑAS

At the start of this year, the Inclusion Council rolled out our Mission Statement along with three core initiatives which are centered around education, our employees and community engagement. The diligent work of the IC provides the framework to guide our collective efforts as we embark on the journey in making our commitment to diversity, equity, and inclusion real.


DIVERSITY MAKES US STRONGER

Mission:

Diversity makes us stronger. We are committed to building a truly inclusive culture where equitable pathways are paved and a sense of belonging thrives for all, standing together as one MacMiller.

Initiatives – We strive to:

- **Build** on our existing culture to further enhance the MacMiller workplace, through DEI education and training for all employees.
- **Expand** our practices and engagement efforts to recruit, retain and foster a diverse employee talent base.
- **Broaden** our community engagement to support our commitment to inclusion.

The initial steps are underway, which include the rollout of foundational training in unconscious bias and establishing partnerships with colleges, associations, and diverse organizations to expand our recruiting pipeline. Our awesome culture of continuous improvement allows this vision to be organically weaved into our DNA. This is not an overnight effort, but rather a journey of time and intention. We are committed to do the hard work ahead. 



Mandatory Compliance Dates

220,000 SF+

JUNE 1
2026

90,000 SF+

JUNE 1
2027

50,000 SF+

JUNE 1
2028

COMPLIANCE DATE BY BUILDING SF



Countdown to a Clean Building.

Financial incentives available for creating Clean Buildings

With financial incentives on the line and state requirements looming, now is the time for those who own and manage buildings larger than 50,000 SF in Washington state to conduct an energy audit to determine how to make their buildings more efficient.

In 2019, the Washington State Legislature passed new clean building standards (some might recall HB1257), making Washington a national leader for mandating energy efficiency numerical targets based on a commercial building's size and use. The performance standards offer the opportunity to reduce greenhouse gas emissions by lowering a building's energy consumption. These standards apply to most buildings larger than 50,000 SF. Agriculture and some manufacturing buildings are exempt. Based on the size of the building, owners starting in June 2026 must comply or face fines of \$5,000 plus \$1 per square foot per year.

"This is a steep penalty for non-compliance," Perry England, VP of Building Performance said. "Fortunately, the state is offering early-adopter incentives, which can help offset the costs of needed retrofits for buildings that are more than 15 points away from their performance targets."

The state has \$75 million to put toward financial incentives and will appropriate the money on a first-come, first-served basis. Building owners could qualify to receive incentives of up to \$0.85 per square foot to help offset retrofitting costs. Applications will be accepted starting July 1.

What does that mean for building owners now?

First, we recommend that building owners benchmark current energy usage by scheduling an appointment for us to benchmark your energy use to the mandated target using EPA's Energy Star Portfolio Manager.

We will review 12 months of utility data, along with the square footage of your building, to determine the building's Energy Use Intensity (EUI). The lower the EUI, the more energy efficient the building is. The new state law establishes maximum energy use by square foot and building type. For example, commercial office buildings have a lower required EUI than hospitals or restaurants.

Once you have the benchmark, we can help you determine how best to improve the building's EUI so it complies with state law. The further away from the required target the building is, the more work will be required to bring it into compliance. Fixes could include improving antiquated technology, such as mechanical equipment and controls, upgrading lighting to LED technology, and making sure systems are working in harmony rather than against each other. The upgrade costs will depend on what is needed. We have found when the required energy efficiency improvements are done in a smart comprehensive manner that it actually pays for itself within the useful life of the improvements.

Having a clean building is a state requirement. Don't miss the opportunity to have some of these retrofits paid for by the state. We work with building owners to provide cost-effective energy-saving solutions and can help develop energy management plans, including creating energy benchmarking reports so you can feel confident meeting the new performance requirements and comfortable in your new **Clean Building**. Please call now for your free energy benchmark.



CLEAR ACTIONS. CLEAN RESULTS.

No Ceilings Here

✱ BY SETH LARIVIERE


A learning environment for continuous process improvement

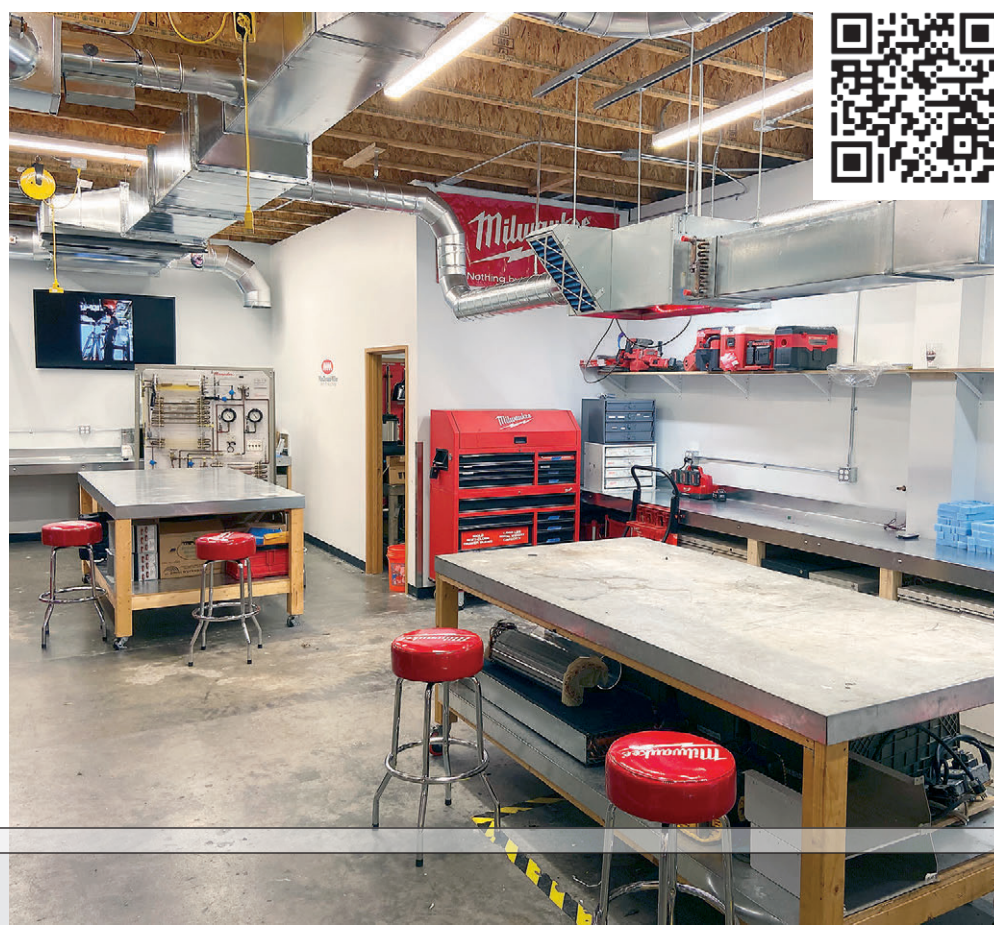
MacDonald-Miller is in the business of continuous improvement to ensure we eliminate the eight types of waste. By delivering exactly what our customers are willing to pay for, our processes will inherently become streamlined and efficient. This improves the customer experience by reducing warranty and pushed deadlines while leveraging our vast experience of building and maintaining mechanical systems.

One spoke of continuous improvement is training – and MacMiller has a long history of empowering employees to grow by utilizing our internal continuing education offerings. This entails MacTed, Manufacture Lunch & Learns, departmental job-shadowing, and cross-training to name a few.

A physical example of MacMiller's commitment is our HVAC Training and Learning Center (TLC) located at the Detroit Campus Lower Building, where any employee can learn hands-on maintenance, troubleshooting, core processes of mechanical systems and new technologies. In lab we have VAV multiple zones, chilled beam, boiler supplied heating water, modulating chiller systems, 4-pipe fan coil, Bi-Polar Ionization, TAB certification and complete Honeywell building controls with our own Smart Building Monitoring. We can train on systems in-house rather than on a customer site, and this gives us an extreme advantage compared to the normal model of "learning-while-doing" in customer buildings. All of our employees and customers are welcome to take advantage of our technology workspace to test out an idea, learn a process, or fill in any gaps that exist in understanding HVAC systems.

In recognition of our training efforts, we were recently awarded "Best Contractor to Work for 2020" by The NEWS, a renowned industry publication with a national subscriber base (see article on page 1). While we already knew MacMiller was the best contractor to work for, having a third party confirm it is extra special.

We should all be proud of our culture of learning and commitment to excellence, and I challenge you to continue this great tradition and take advantage of the training lab at your earliest convenience (COVID depending). Scan the QR code below to watch a short video highlighting the lab and all its features. 



SHOUT OUTS!



➡ TO THE KCLS SUPPORT TEAM

"Hope you are doing well during this pandemic. What crazy times. I just wanted to let you know how valuable we have found the SBS monitoring to be for KCLS. A recent event was a good testament to how important it is for us to identify issues. Hopefully as budget allows we will be able to expand this to most all of our locations. We are so glad MacDonald-Miller is able to provide us this service. You have a remarkable team assigned to our account. (Evan Bate and Rob Estes are the primary SBS techs – Aaron Unger and Greg Maloney helped to deploy the technology). Thank you!"

*Greg Smith, Director of Facilities,
King County Library Systems*

➡ TO THE TEAM

"I really appreciate the high level of reporting and communication from the MacDonald-Miller team. I sometimes have a report of the problem on my desk before I am even aware that your team was onsite at one of my properties. The reports are always very thorough and well put together. I wish some of the other contractors I use would take lessons from you guys."

*Rick Dow, Sr. Facilities Manager
Property Management, CBRE Global
Workplace Solutions MultiCare
Health System Account*

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PERSPECTIVE

VOLUME 9 | SPRING | 2021

Crane pick for chillers at Washington
State Convention Center Addition

