

HIGHLIGHTS

- P3** Reflecting back, looking forward
- P4** We always find a way
- P7** We're crushing it!

PERSPECTIVE

VOLUME 9 | SUMMER | 2021

We're going all new school

✦ BY ED MANNING

Portland Public Schools Modernization


In the fall of 2021, Leodis V. McDaniel High School (formerly Madison) will reopen as a fully modernized, 292,000 SF facility with a capacity for 1,700 students. Over 170,000 SF of new construction, including two theaters, a student commons, and two gyms will blend seamlessly with the original mid-century modern buildings. MacDonald-Miller's scope of work encompasses the new building automation (BAS) Systems and controls integration.

"We applaud the awesome work of our Control Technicians, Brandon Dolan and Eric Bell, who have navigated this complex project. It is one of the largest VRF Systems we have worked on in Portland (over 200 VRF units), which entailed integrating the

VRF System with the Honeywell BAS. It's a great project when you have that kind of teamwork," noted Ed Manning, MacMiller Engineer/Project Manager.

We've built upon lessons learned and past success at two previous Portland Public School Modernizations, Grant High School and Faubion PK-8. And, we're currently halfway to completion with Lincoln High School, slated to be finished in 2022. We truly look forward to working on the next PPS project that's awarded to our team.

This 21st century learning environment will provide Portland's most diverse student population, who speak over 30 languages, with new facilities, programs and opportunities for success. The school was designed through a multi-year

planning and design effort that gathered the ideas of hundreds of staff, students, and community stakeholders. This was accomplished through a series of listening sessions, public meetings and hands-on interactive workshops in order to create a campus that will inspire and support students and staff for decades to come. 



LEODIS V. MCDANIEL HIGH SCHOOL (FORMERLY MADISON)





Q&A with CEO Gus Simonds

Q » Considering the unprecedented global changes in the past year, what could the future of construction look like?

A » While there will never be a substitute for hands on craftsmanship to build a building, the pandemic accelerated many of the innovations in construction that were already gaining traction. Most notably, increased prefabrication/off-site work in controlled environments, as well as real time mobile/off-site communication processes around a shared BIM design and shared project management platforms.

Q » What characteristics do you see in companies that have thrived and grown during the past year?

A » Agility. And the courage to challenge old paradigms both on how we show up for work and what customers value.

Q » How do values show up in company cultures? Especially if the majority workforce is remote or on jobsites?

A » Values are something that we all carry within us no matter where we are. They, in their essence, are the way we treat each other – for us, emphasizing honesty and integrity with each other, our clients and stakeholders. Whether face-to-face or remote, those attributes matter in a person and are obvious when they are missing. Our MacMiller community is a relentless protector of our culture.

Q » What MacMiller offerings are you most excited to talk about with customers?

A » Bringing our full range of services to the Inland Northwest.

- » Helping our customers navigate the WA Clean Buildings Law. Making it a benefit for them rather than a burden.
- » Our awesome Engineering, BIM, Prefabrication process that culminates in our fantastic, clean and efficient shop. I love taking clients there.

Q » What advice would you give business owners?

A » Can't hang on to the past – and even if you are a fast follower, which sounds prudent, you won't ever be a leader. Get out in front!

Q » What advice would you give someone beginning a new career?

A » Patience, curiosity, and focus. It's a long race. It's not how you start but how you finish that matters.


Q » What makes you excited for the future?

The deep bench of talent that makes up MacMiller. I see a long future of our company continuing to be a respected and sought after leader in our industry for decades to come. We're bringing it every day – look out!



2021 Safety Excellence Award

MacDonald-Miller has been awarded the 2021 Safety Excellence Award from the National Electrical Contractors Association (NECA). NECA is the electrical industries equivalent to the MCA for Mechanical Contractors, and MacMiller is 1 of 239 contractors nationwide to receive this award. What makes this accolade so special is that part of the award criteria takes into account all hours worked by the company, not just the Electrical Department.

When you factor in all of MacMiller, we work more hours than a vast majority of our peers – there are few companies that have as many different trade options. The metrics used to decide the award winners are company-wide hours, EMR's, Lost Time Rates, Total Lost Time Days and any fatalities. We are also required to provide information about what we are working on to promote and protect our crews. The EMR rate, which stands for Experience Modification Rate, is a calculation that insurers use to determine workers compensation rates. The average EMR in our industry is 1.000, a rate of 0.500 is considered to be "Best in Class" – and our rate is 0.300! 

This award, although given by the Electrical Contractors Association, is an award for all of us here at MacMiller. A huge shout-out to all of us and especially to the Electrical Department for your continued safe work practices."

– Ed Adams, Electrical Operation Manager





Reflecting back, looking forward

✂ BY CAMERON HANKINS & JOSHI GRAF

This past year, the MacDonald-Miller Inclusion Council has been hard at work developing and implementing strategies to meet our established initiatives to build on our existing culture, expand our practices and engagement efforts to foster a diverse talent base, and broaden our community engagement. As we approach the end of our first year, we are taking a moment to reflect on past accomplishments and plan out our next steps.

PAST ACCOMPLISHMENTS


1. The successful rollout of virtual training on unconscious bias and the importance of Diversity, Equity, and Inclusion (DEI) in our workplace.
2. Expansion of recruiting efforts to include adding three new Historically Black Colleges and Universities (HBCU's).
3. Creating monthly "DEI Moments" to recognize the fight for equality among marginalized groups, reflect on significant watershed moments, and highlight individuals in our own industry who have paved pathways for others.

These accomplishments have infused the Council with a renewed energy, setting the foundations for our future goals. We are kicking off our second year with new perspectives, new challenges, and even new leadership! Joshi Graf, who was instrumental in the creation of the Inclusion Council, will be passing the baton to Cameron Hankins to serve as the Inclusion Council's new Co-chair.

Looking forward, we are eager to see some of our strategies in action. After almost a year of planning, research, and development, several of our key initiatives are ready for rollout.

FUTURE INITIATIVES


1. DEI integration into the company-wide management training curriculum.
2. Partner with non-profit STEM (Science, Technology, Engineering and Mathematics) education and professional organizations in our community to create pathways for underrepresented groups in the construction industry and STEM fields.
3. Host STEM-focused community events to inspire the next generation of MacMillians.

We hope these initiatives add value to the work lives of our employees and act as a catalyst for engaging with one another, our workplace, and our community. 

The right prescription

✂ BY RUBEN CAÑAS

One of our goals in 2021 is to grow our healthcare presence in Oregon, yet breaking down doors in new markets is not easy. Our Portland team took a partnered approach to break through the virtual door, which started with a simple phone call by Tom Albers and Mike Johnson leveraging an old relationship with the head of construction for Legacy Health Systems. From that call, we gained an understanding of their needs and were awarded two design-build pharmacies at two separate hospitals with two different architectural design teams. This is when the heavy lifting really started. Compounding pharmacies have tight environment requirements (ISO-5 & 7), which makes for a demanding design that can be complicated with heavy coordination and communication. The Oregon team rose to the challenge – kudos go to our top-notch team members Andy Ware, Jeff Welter and Chris Lee!

With design finished and our permit documents for both locations complete, the stage is set for our MacDonald-Miller Portland team to start construction later this summer. With so much to be proud of, teamwork and executing with distinction is what makes us shine the brightest. 

OREGON HEALTHCARE TEAM *Rocks!*

WASHINGTON STATE CONVENTION CENTER ADDITION



We always find a way ✦ BY JON OSMAN

Working through COVID-19

COVID-19 created many hurdles over the course of 2020 and 2021, but MacDonald-Miller was well equipped to face these challenges head-on as work continued at the Washington State Convention Center (WSSC). Our MacMiller safety team put in place well-thought-out strategies that allowed field personnel to focus on the work ahead, while remaining safe throughout its execution. One of our main goals is to ensure that everyone makes it home safely at the end of the day. Amid the dangers of spreading COVID-19, MacMiller not only wanted to ensure the safety of our employees, but that of their friends and family as well.


Impressive equipment and material

We recently set the Air Handling Units (AHUs) and installed ductwork in the Level 6 North Mechanical Room. This mechanical room consists of five massive AHUs that serve the large Flex Hall as well as the smoke exhaust system for portions of the building. The biggest of these AHUs weighs upwards of 50,000 lbs and must be split into 6 sections just to get the unit into the building. To add to the scale, the ductwork being served by these AHUs is equally impressive with one section being over 17' wide and over 6' tall. This ductwork acts as supply air for the Flex Hall during normal operations and smoke exhaust for the Flex Hall and Ex Hall during an emergency.

Meeting challenges through innovation

A major challenge that comes to mind when looking at WSSC is the sheer scale of everything involved. This proposes unique obstacles, whether it's simply handling large equipment and material or

sequencing work in an efficient manner. The Level 12 Chiller Plant contains four large chillers with two of them having an operating weight of over 50,000 lbs. Unlike the AHUs, these units cannot be split up to decrease the pick weight. To set these units, a 650-ton mobile crane was brought out to the jobsite to pick the chillers all the way up to Level 12. There are very few cranes that size in the whole western United States, making this a unique event for the entire job. The picks went off without a hitch, and the chillers are now in place and rough-in work has begun in the chiller plant.

Our crews continue to work hard and stay safe as our progress continues. The anticipated completion date is July 1, 2022. 



INNOVATION

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

Kyle Helfrich

PROJECT ENGINEER

Years with MacMiller:
3 years

Open arms...

What I value most about the team I work with is their willingness to share a wealth of knowledge and experience with me, especially during my first couple of years in the industry with MacMiller.

No eruptions, please!

One thing my coworkers might not know about me is that since moving to Washington and learning to ski three years ago, I've climbed and skied off the top of three of Washington's five volcanoes, plus one in Oregon.



FUN FACT

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

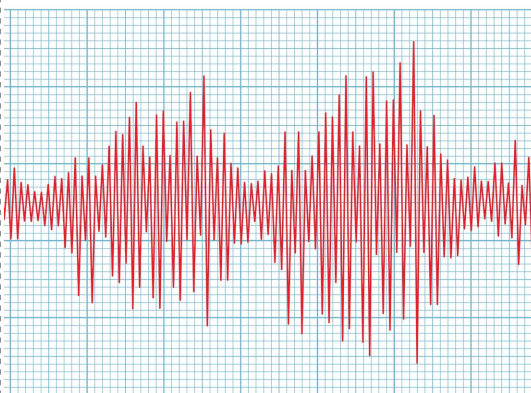


EXPERIENCE

Eric Dickey

SHEET METAL DETAILER

Years with MacMiller:
24 years



Shaking things up!

One of the more memorable days on the job was Feb. 28, 2001 during the Nisqually earthquake. I was in the upper building small conference room in a meeting when it started. After a few seconds, we all got out of our seats and walked to the window to see the cars shaking in the parking lot. Looking back, that wasn't the best idea during a seismic event (!!!), but I guess that's what made it stand out to me.

Let's hit the trails...

When I'm not working I like to go on mountain and trail rides with family and friends.



LEGACY

Noah Smith

PIPEFITTING FOREMAN

Years with MacMiller:
1-1/2 years

Jumping right in!

So far with MacMiller, I've only been on this project (WSCC). It's also the largest project I've ever been a part of. I am enjoying learning new ways to do things which you have to do on a site this size! When an entire floor is complete it's really cool to look back and see all the work you've done. And when driving downtown I can see the building I've been working on!

MacMiller DNA

My dad, Joel Smith, is a Mechanical Engineer, so I grew up looking at buildings he helped design. And, he was one of the original MacDonald-Miller owners back in the day.



This is way more fab

✦ BY STEVE BARKER, RYLAN MACCAY & JON HAY

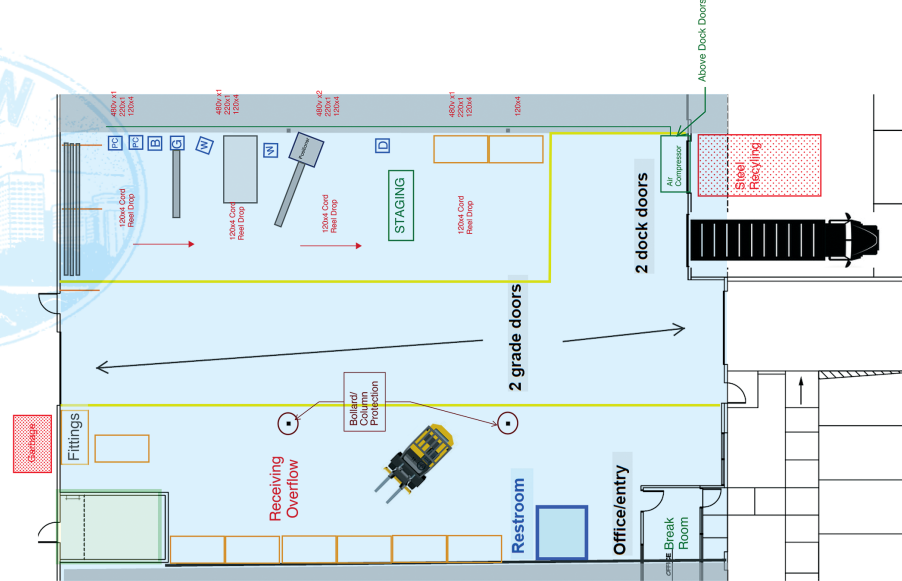
Portland Office Expansion

To support the continued growth of our Portland business, we agreed to lease an additional 7,500 SF of warehouse space in our current business park.


MacDonald-Miller is investing in space and equipment in Portland which will include an overflow locale for warehouse receiving and a pipe fabrication area to cut, weld and groove pipe up to 12" in diameter.

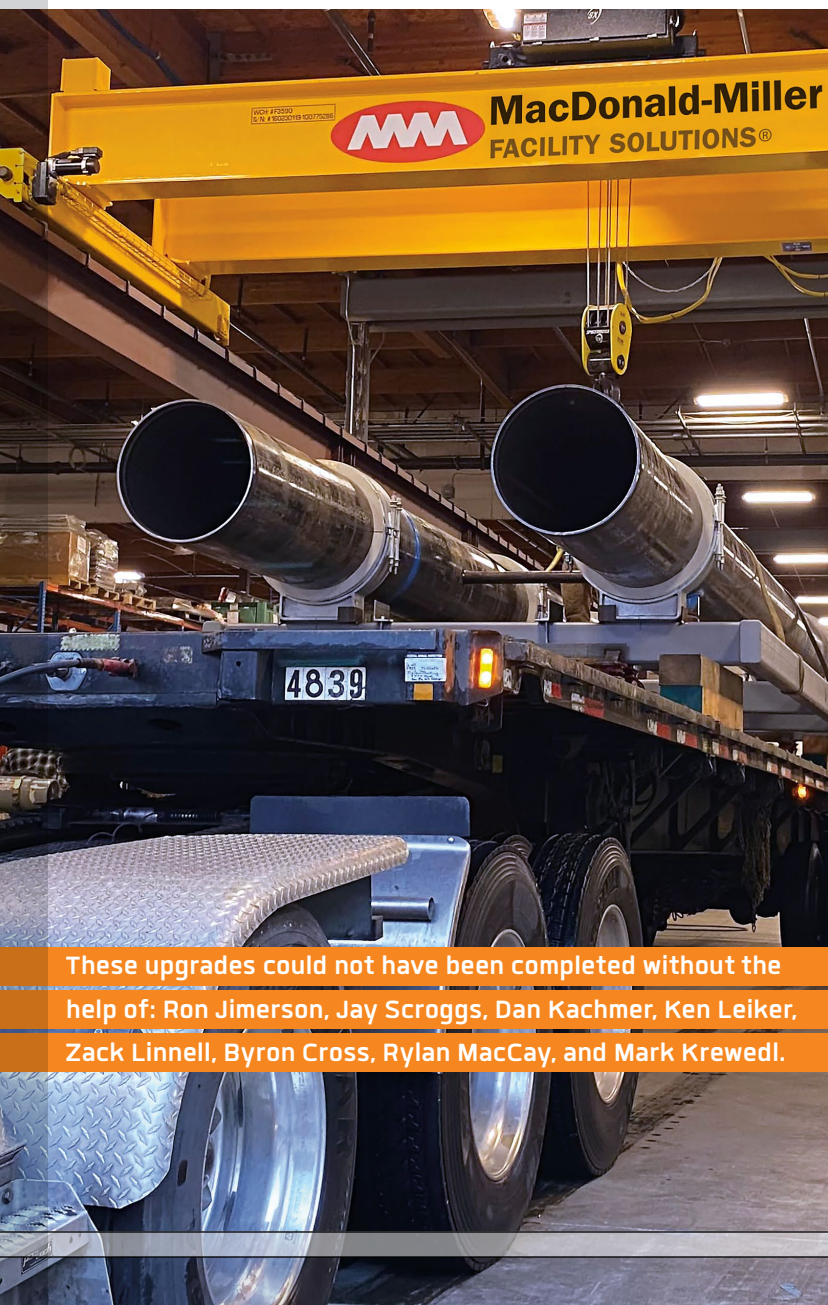
Mark Croman and Brent Campbell started the initiative for a fabrication space and put together a comprehensive plan for an improved workflow process. Both were heavily involved in designing the new fabrication space to get the most out of each square foot and to provide flexibility for future expansions or different work types.

Prior to the Portland fabrication space, the shop in Seattle was completing most of the fabrication and delivering it to Portland every 1-2 weeks. The added space will support a significant portion of Portland's pipe fabrication needs and has room to expand as needed.



This will allow us to fabricate better to just-in-time scheduling by reducing lead-time and transportation costs. Seattle will still provide pipe fabrication for some of the larger or specialized pipe due to some of the equipment they have available.

Driven by the economics of certain projects, most Sheet Metal fabrication will be purchased from local fabrication shops in the area or done in Seattle for some specialized items. We are excited to see this plan come to life to expand our regional capabilities and contribute to the success of our client's projects. 



These upgrades could not have been completed without the help of: Ron Jimerson, Jay Scroggs, Dan Kachmer, Ken Leiker, Zack Linnell, Byron Cross, Rylan MacCay, and Mark Krewedl.


 WASHINGTON CRANE
800-304-6661

15 TON CAPACITY

Heads up, we need some space!

✦ BY MICHAEL WEBER

To support ongoing large and complex projects, MacDonald-Miller has been pushing to shift much of our work into our fabrication shop to maximize schedule flexibility, safety, and cost savings for our general contractor and developer partners. We have seen success on past projects utilizing this approach to adhere to our client's project schedule and reduce costs by leveraging the ability of our detailing and shop fabrication teams. As our modular assemblies have continued to grow with the scale of our projects, our fabrication capabilities needed to grow accordingly.

To accommodate this need, MacMiller relocated our receiving warehouse from our Norfolk Shop to a new facility in Kent to utilize the existing shop space for the installation of a new 15-ton overhead bridge crane adjacent to the existing pipe fitting and sheet metal assembly area. This project required significant structural upgrades to support the expansion – this included 70 helical piles, new concrete foundations, removing structural columns, and adding new steel columns and beams to create an open working space. In addition to the crane, a new drive ramp and overhead door were installed to allow freight vehicles to drive right into the shop for loading of modular skids from the crane. This allows for safer and faster material handling than ever before. Our Piping Fab Shop General Foreman Dan Kachmer shared, "This fab shop expansion and new crane gives us the much-needed space and resources to execute our work more efficiently than we ever have before." These upgrades will allow us to better serve our clients in both cost and time savings and provide us the ability to produce larger and more complex modular systems! 



We're crushing it!

✦ BY ERRYN EDRINGTON & MARY POPPLEWELL

Crown Cork & Seal » Olympia, WA

Special Projects is crushing it with their new customer Crown Cork & Seal, a can manufacturing plant in Olympia, WA. The plant originally opened for business in 1959 making beer cans for the Olympia Brewing Company. The plant has only incurred two significant upgrades in the 62 years it has been open: doubling the size of the original manufacturing area in 1966 and an upgrade in 1994 that focused on equipment upgrades to produce more in a 2-line operation than the older 3-line operation. As the demand for aluminum beverage cans has grown significantly, Crown decided to add an entirely new production line to be complete by third quarter of 2021.


In need of some custom flues and exhaust stacks, Crown began looking for help. The company was having a difficult time finding the right contractor that could fabricate the huge sizes that they needed. Crown Cork & Seal found MacDonald-Miller online and is finally getting the much-needed upgrades taken care of.

THIS PROJECT IS UNUSUAL IN MANY WAYS:

- It is certainly one of the loudest facilities we have worked in with cans circulating on conveyor belts, covers and caps being snapped on at the decorator ovens.
- The project manager for Crown is based out of the United Kingdom. This could be challenging if you do not know what gaffer tape is!
- All dimensions are in metric.
- The diameter of the stacks range from 10"-33" made from either stainless steel, painted carbon steel, or galvanized – welded or spiral wound and are anywhere between 30-40 ft high depending on the piece of equipment they are connected to.

HUGE SHOUT OUTS TO:

- Rick Wolf, our Special Projects Sheet Metal Foreman for his dedication to safety and attention to detail.
- Our Fabrication Shop crew who has been working on all this specialty duct.
- We would not have been as successful as we were on this project if it were not for Linda Bucher, our senior estimator, who tackled the unusual project scope with precision.
- Other partners who really stepped up and who were great to work with include Snell Crane, Hudson Bay Insulators, and Baxter Air Engineering.

The relationship with Crown has led to more sheet metal work for Tougher Sheet & Steel out of Allentown, PA, and Rognlin's Inc. out of Aberdeen, WA. 



SHOUT OUTS!

➡ TO SCOTT GIDEON

"We really appreciate Scott Gideon's professionalism, communication and great work. He has been amazing out here."

Matt McClung, Hales Ales Brewery

➡ TO JAMIE DICKENSON

"I just wanted to sing Jamie Dickenson's praises. He is amazing. We have had some issues here at The Views and he has gone above and beyond to get the job done."

*Brian Steen, Site Manager,
The Views at Madison Apartments*

➡ TO BRYAN SPEED, WILL FLIEGER AND ROJER BADILLO

"Last minute notice and 24 hour shifts did not faze Bryan Speed, Will Flieger, and Rojer Badillo. They all jumped in to help our project team fire up a large steam plant and hand operate the system to flush it out. Steve Adams rallied the troops and made sure everything went off without a hitch. Thank you all for the long hours that week – your dedication and expertise are what make MacDonald-Miller a force to be reckoned with."

*Travis Eshpeter, North Sound
and Controls Operations Manager*

➡ TO QUENTIN BURR AND TEAM

"Quentin Burr is really a part of the team at CBRE/American Life. We absolutely love that guy. I appreciate the team that is assigned to our properties so much. They are proactive problems solvers for us."

Angela, American Life

Way to go!

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