



**MacDonald-Miller**  
FACILITY SOLUTIONS®

#### HIGHLIGHTS

**P3** Every day is Earth Day at MacMiller

**P5** Taco 'bout food production

**P8** INW for the WIN

# PERSPECTIVE

VOLUME 11 | SPRING | 2023

## WELCOME TO THE SUMMIT!

✦ BY NICOLE MARTIN

The Summit building at the Seattle Convention Center, the largest single building ever worked on by MacDonald-Miller, is now open. With a contract value over \$100 million, and several years of preconstruction work, MacMiller began onsite work at the convention center addition in September 2019, setting the first four of 35 air handling units. After more than three years of construction, the building opened to the public on January 25, 2023.

*Read all about it on pages 6-7!*

"Our fabrication, logistics, and field teams performed phenomenally for this project. Ensuring the fabrication was accurate and that it arrived on site when the crews needed it was an enormous undertaking. Our team made over 2,800 deliveries to the site with fabrication, equipment, and other materials."

Rylan MacCay, Operations Manager

1.5M SQFT







UP  
&  
UP

## GIVE IT UP FOR GIVING BACK




**Ariel Grimm, Procurement Coordinator**

**Love With Actions, Rwanda**

Love With Actions (LWA), based in Rwanda, Africa, has a HUGE part of my heart. Back in 2010, I went on a trip with Seattle Pacific University on their first-ever trip to Rwanda. Through this experience, I met Gilbert Kubwimana (I refer to him as my Rwandan Uncle) while helping a different organization at the time. Over the years, Gilbert and I stayed in touch and became not only close friends, but I consider him family.

Gilbert saw a need within his community and continued to build on his non-profit knowledge to one day establish LWA. In Rwanda, culturally, children with disabilities and their family members are treated as outcasts in their communities. Gilbert stands by his statement, "Disability is not inability"! LWA works to change the deep cultural stigmas within their community and provide medical necessities such as surgeries to correct deformities, prosthetics, medications, and ongoing physical therapy.

This past year, LWA opened its first-ever school in Rwanda where disabled children and children from the community can go to school together! Gilbert and LWA are moving mountains to change the narrative for disabled street children and their families. LWA is not only providing resources and life-changing surgeries, it is also changing the mindset that Rwandans and Rwanda's government have towards these families.

LWA has faced many obstacles, but through it all, Gilbert continues to lead, advocate, and support his community. Funds will go towards surgeries, hospital stays, school supplies, and teaching the children's mothers life skills to provide for their families. LWA and Gilbert mean so much to me, and we thank you for supporting and advocating equal rights for all children in Rwanda. 



**To find out more or make a donation  
go to [www.lovewithactions.org](http://www.lovewithactions.org).**



» To learn more about MacMiller's Giving Fund contact [Robert.Gibson@macmiller.com](mailto:Robert.Gibson@macmiller.com).

# EVERY DAY IS EARTH DAY AT MACMILLER

✦ BY NICOLE MARTIN

This year our company made a commitment to our customers, our employees, our industry, and the planet. Our sustainability commitment is not only for how we design and build our projects, but also how we become a carbon neutral organization by 2040.

### How do we accomplish this?


First, we joined the MEP 2040 Challenge which is focused on what we deliver to our customers, and how we show up in the industry.

The MEP 2040 Challenge includes establishing a company plan to reduce and measure operational and embodied carbon across Mechanical, Electrical and Plumbing (MEP) systems on all projects. The collective target is zero carbon emissions by 2040. This includes:

- 1** Requesting low-global warming potential refrigerants when designing systems to reduce or eliminate greenhouse gas emission from refrigerants.
- 2** Requesting Environmental Product Declarations in project specifications for MEP system components.
- 3** Leading in industry forums to share lessons learned and contribute to the growing body of knowledge on the topic of climate change and its effects.

Second, we adopted The Climate Pledge as an organizational commitment to:

- 1** Measure and report greenhouse gas emissions regularly.
- 2** Implement decarbonization strategies in line with The Paris Agreement including efficiency improvements, renewable energy, materials reductions, innovative business and other carbon emission elimination strategies.
- 3** Neutralize any remaining emissions with additional, quantifiable, permanent, and socially-beneficial offsets to achieve net-zero annual carbon emissions by 2040 – a decade ahead of The Paris Agreement's goal of 2050.

By joining these initiatives, we will continue to find new ways to achieve our goal of becoming a carbon neutral company and creating a more sustainable environment. 



**Marisa Zylkowski, our sustainable design manager, takes the work personally,** "We need to remember the human side of this work. A strong principle at MacDonald-Miller is getting people home safely to their families and building community. It's a collective effort throughout our company to band together to think about the places we're building now and, in the future," she said. "2040 seems very far away, but it's when my child will graduate from high school. We have less than one generation to figure this out and get it right."

**Reagan J. Perry, president of construction, has a clear focus.**

"Our commitment to leading the industry starts with our vision to demonstrate that every project has a path to a carbon neutral outcome,"



## 2023 will be our biggest year in history.

With every business unit growing year over year, many enhancements are afoot! First, I would like to welcome Rylan MacCay into a new role for MacDonald-Miller as senior director of IT. Rylan started out as a project manager, moved into a management role overseeing the detailing team and was promoted to lead operations at our prefabrication shop in 2015. Certainly a man of multiple talents! IT is at the center of almost every business innovation or process improvement – Rylan's understanding of how the gears turn at MacMiller creates a valuable partnership between technology and the boots on the ground in our company.

Our new Sodo (Zone 1) office is now open at 4766 1st Avenue South in Seattle. This location, close to downtown, helps sales and operation teams working in Seattle's downtown core stay close together for collaboration and quick response to client needs. In the second half of the year an additional zone office will also open in West Portland creating the same "synergistic magic" for Oregon operating across the Portland Metro area. In the next year additional space will be needed for our Inland Northwest operation which has quadrupled in volume over the last three years!

Yes, there is a lot of uncertainty about the health of the economy. We have seen less of our work coming from the traditional office building sector, but fortunately for us, that has been offset with healthy life sciences and healthcare work. Our Service business, Smart Buildings, Building Controls and Special Projects activity are all very busy and growing. Making buildings work better never goes out of style!

As we move toward the warmer part of our year, we will need all hands on deck to respond to our customers. This year will be challenging, but we have a great game plan and the deepest bench to make MacDonald-Miller the company people can count on.

Together we can!

Gus Simonds  
CEO



## Sustainability is in our court

✦ BY NICOLE MARTIN

MacDonald-Miller is excited to be part of the Clackamas County Circuit Courthouse replacement. The current building, built in 1935, now poses significant safety risks and is functionally obsolete. It is being built through a public-private partnership referred to as P3. The replacement state-of-the-art courthouse will be the first in Oregon to be delivered through this model which is relatively new to the Northwest. This P3 is a collaboration between a government agency and a private company to build a large infrastructure project where the private company will design, build, finance, operate and maintain the building for 30 years. At the end of that 30-year period Clackamas County will own the courthouse outright.

MacMiller partnered with the design team to create 50% DD level documents as part of the bid deliverable. This effort took place over a yearlong pursuit to craft the best solution for the County. This early dedication proved to make the difference in Clackamas County's decision to select our team for the project. The MacMiller scope of work includes in-house design/engineering of the mechanical and plumbing systems, in-house detailing, fabrication, and of course installation of the complex mechanical systems.

The project has an accelerated schedule that means we're simultaneously designing, detailing, and building. It's a challenging approach that relies on a strong team working toward a common goal. Our team is in lockstep with our high-standard approach to design, detailing, fabrication and installation.

### Engineering for Carbon Neutrality

The systems have been engineered in the pursuit of LEED Gold, with a focus on sustainability and resiliency for the next 50 years.

- The design incorporates a zero-carbon approach (all electric, no natural gas).
- Heat recovery from high-density heat sources will be recycled for domestic hot water generation and occupant heating through radiant slabs.
- There's a mass timber component to the structure.
- Solar PV panels will cover the entire roof as well as the new parking lot.


Engineering was a huge factor in the pursuit phase and continues to positively impact the project development. Our engineering team, Ryan Armstrong, Ryan Carlson, and Sara Van Pelt deserve a shout out for working through the unique

challenges this project presents. They've taken those challenges in stride that exemplify the values of MacMiller.

### Challenging Project Timeline

We're currently past the 100% DD milestone working toward 50% CD, detailing the first phases of construction, and preparing for boots on the ground in April. All aspects of MacMiller are engaged in this project from operations to fabrication to detailing to procurement to engineering. As the lead for the project's virtual design coordination, our team has helped define the project's approach to sustainability, collaborative approach to virtual design coordination, architectural planning and solutions to resiliency.

### Community Impact

MacMiller is committed to improving the communities in which we work and where our employees live, by utilizing local labor and supporting minority businesses to participate, develop and prosper as a member of our collective team. We're actively working with local partners for mutual success. The project will generate hundreds of local jobs and business opportunities and will not require any new taxes. 



# Taco 'bout food production!

## OREGON | SERVICE SPECIAL PROJECTS

✦ BY NICOLE MARTIN

MacDonald-Miller is currently working in Don Pancho's tortilla factory in Salem, Oregon. It's no surprise that food production facilities require special HVAC consideration due to food safety and health codes. Even the conditions within it, like elevated temperatures from large ovens, make reliable ventilation a key ingredient for Don Pancho's production. Our scope of work provides cool air and ventilation that help keep their staff happy and comfortable during their shift.

Our relationship with Don Pancho was developed through Trane, a national HVAC supplier, who recommended us for the installation of their rooftop units. **Our installation team needed to work around a unique challenge: the factory never shuts down.** Don Pancho produces a wide variety of tortilla products 24 hours a day including corn, flour, spinach and tomato tortillas. The company also produces tortilla chips, taco shells, and other Mexican-inspired products.


"When we want to install ductwork, it has to be coordinated with the production areas," said Andy Mason, Portland account executive.

Because the factory must maintain non-stop production to meet their clients' high order demands, MacMiller navigates this situation by working exclusively on the weekend and implementing a four-phase plan of action. The phases entail installing four units at a time in different production areas in tandem with Don Pancho's schedule.

# 24 HOURS A DAY!

"We're working with them to customize the settings and operation of the units to meet their unique environmental conditions," said Mason. "They've got lots of ovens in there and we're trying to make the air as cold as possible in certain spots where they've got ovens cooking. I think they have definitely treated us as a true partner in this installation."

Mason continued that the crew has been "kicking butt" on the installation and gave a special shout out to Willie McIntyre, a sheet metal journeyman, for his work as a lead on the project.

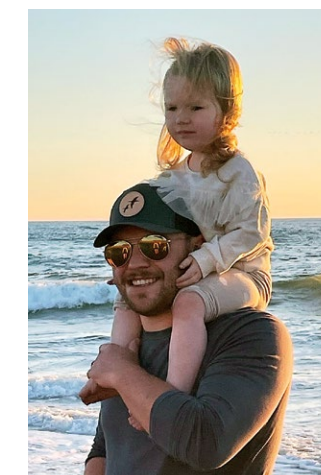
This project speaks to the diverse type of environments that MacMiller is known to support. And there are worse things than leaving the jobsite at the end of the day smelling like tacos! 

## ▶ FACES OF SUCCESS

**Willie McIntyre, Sheet Metal Foreman for Don Pancho**

» With MacMiller for 3 years

"What I like most about working at MacMiller is the group of guys that I get to work with! I feel very lucky to be able to come to work every day and have the friendships and the knowledge of everyone at my back."

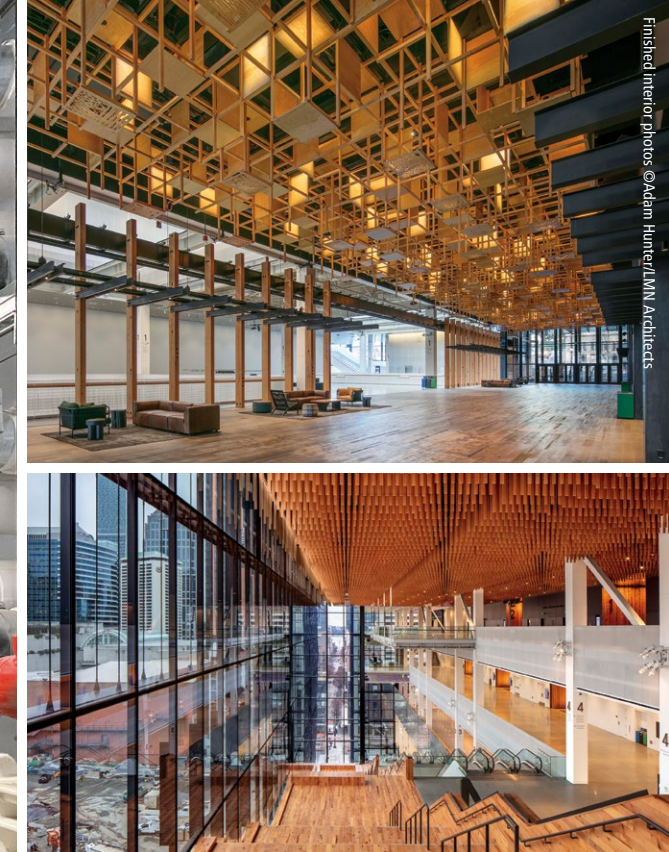






# Seattle Convention Center's Summit Building

✦ BY NICOLE MARTIN



## CONSTRUCTION

MacDonald-Miller was selected for this complex project based on their project team experience and prefabrication expertise. That experience allowed them to take an integrated approach to the design and building information modeling of the project. When considering early preconstruction efforts, MacMiller worked on the project since 2016, when the scope included providing and installing all the HVAC systems, including mechanical piping, sheet metal and controls. The size and scope of these systems is incredible, with many duct sections bigger than a full-size train car. The project includes more than 1.6 million pounds of ductwork, with many long runs to accommodate the exhibition halls and gathering spaces. Some of the ductwork is more than 20 feet wide. The most unique aspect of this project included prefabricating a 4,000-ton central plant, creating complex life safety systems, and using a unique construction method due to the large building footprint, which required the steel structure to be installed in phases and presented several sequencing challenges.

## TEAMWORK

Due to the sheer size, the project was a challenge from the start. "With 1.5 million square feet of single rooms spanning multiple city blocks, the construction sequence and logistics of this project are like nothing else in the country," said Ryan Hunter, project manager at MacMiller.

"Adding the hurdles of the pandemic hitting during our peak crew size, a concrete strike, and challenging labor and procurement markets, the level of difficulty only increased. These challenges were met head-on by the project team, and we executed them with distinction." RYAN HUNTER

## LOGISTICS

Most construction projects start on the ground and move up, so one of the biggest challenges of this site was that it was built in a billboard sequence. This unique plan organized the construction into five towers or "billboards" lined up in a row, to brace one another and support the load. Area one went up first, then area two, and so forth, until all 14 levels were completed.

Another aspect unique to the project was that the scaffolding was not as permanent as it may have been on other sites. It sat in place for a day or two to load materials and then moved to a different location for walls to proceed.

During preconstruction, detailers from MacMiller co-located at the Arup Engineering office to model the systems in 3D to speed up the design and coordination process.

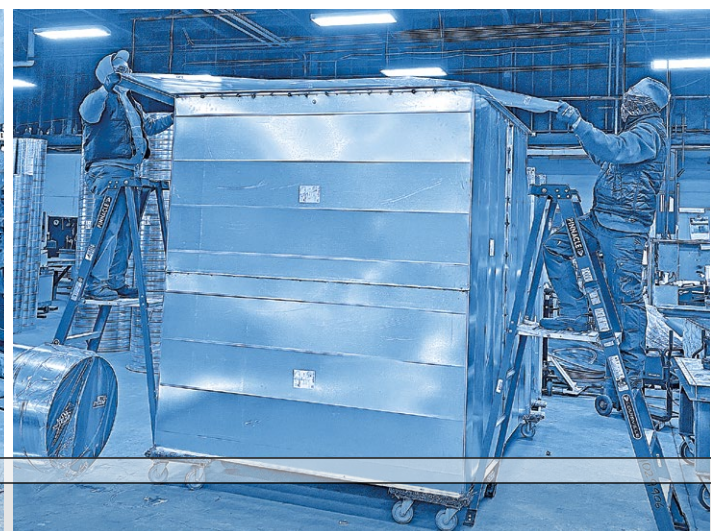
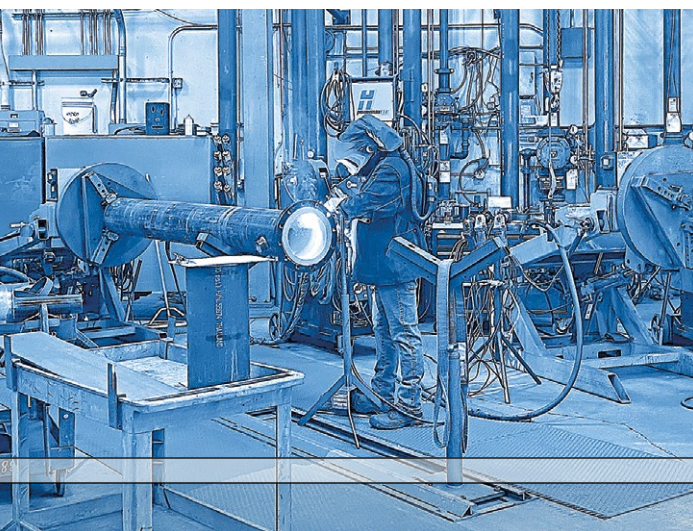
Collaboration was vital with engineers, detailers, and project managers all together in a room to resolve constructability issues early, which allowed MacMiller to prevent problems that would have been very costly to fix later.

## SAFETY

Most importantly, this work consisting of more than 797,000 hours, was executed safely, with a Recordable Incident Rate of 0.5. To put this into perspective, the national average Recordable Incident Rate in the construction industry is 3.9.

"We did a fantastic job out here on safety. It is unheard of. It would be like if four people worked a full 40-year career and only one of them had a recordable incident." RYAN HUNTER

MacMiller would not have been as successful on this project without the immense preplanning and collaboration of all team members who were focused and committed to delivering this new space for both the local community in Seattle, as well as the many visitors who will enjoy what the Summit has to offer for years to come. [www](#)



A big shout-out to the Sheet Metal Workers Local 66 Union, at our shop and in the field, who fabricated and installed 1.6 million pounds of ductwork.

Photos of piping, prefab ductwork and delivery lineup by Ryan MacCay





Photo by Ryne Harris



Photo by Jess Wigley

## → < FACES OF SUCCESS

**Jess Wigley, INW Project Manager for 12 Tribes**  
» With MacMiller for 4 years

"Since joining the Inland Northwest team, I've had the privilege of working with our highly skilled and dedicated team! What I love about this division is everyone's concerted efforts to build and grow our INW team. Expanding with MacMiller into Eastern, WA has been an exceptional experience and I look forward to the limitless opportunities ahead!"



Photo by Ryne Harris



Photo by Jess Wigley

A big shout-out to our Domestic Hot Water Re-pipe Crew: Ryne Harris, Craig Sharpe, Gavin Leach, Jarrod Longmire and our Faucet Replacement Crew: Bill Cuellar, Kevin Barnes, Jesse Bird!

# INW FOR THE WIN! 12 TRIBES OMAK CASINO HOTEL

## Exceeding expectations

INLAND NW | ALL TEAMS ON DECK

✦ BY JESS WIGLEY

We got dealt a difficult hand, but this critical hotel shutdown in Omak, WA was executed both seamlessly and successfully! Our INW Plumbing team, Construction Utility team, Service department, and Service Special Projects team worked together to complete this 4.5 day critical shutdown.

12 Tribes Omak Casino Hotel started experiencing hot water issues shortly after it was built in 2015. When we took over the maintenance contract in early 2019, we were made aware of the hot water inconsistency for the hotel. Through discussions, we determined that the best way to proceed was to have our plumbing engineer (Dennis Richards) and field lead (Bill Cuellar) perform an in-depth onsite survey of existing conditions. From that survey we produced a list of deficiencies, some from original installation and some from "patch repairs" over the years, that would need to be addressed for the hotel to get consistent hot water. After presenting our findings to the Tribe, they decided to

have MacDonald-Miller perform most of those items in one project – the Domestic Hot Water Re-Pipe.

Despite equipment delays that required us to rescheduled this shutdown multiple times, our INW Plumbing team was incredibly flexible and positive, keeping their primary focus on the customer. The initial schedule was tight and didn't allow for a lot of prep time, but our team recognized the opportunity this gave them to do prefab, pre-layout and establish installation points.

Another challenge was the remote location in Omak and lack of resources for material orders and deliveries. Again, our crew recognized this as an opportunity to spend time breaking down every part of the new DHW system to identify and draft the material buy-out.

What began as a domestic hot water re-pipe during a 4.5 day hotel shutdown at 12 Tribes evolved into an entire hotel facelift! 12 Tribes management team took advantage of the shutdown time to deep clean, repaint and repair damages in all the rooms. Included in this, 12 Tribes contracted MacMiller to replace all the hotel faucets. Due to the time crunch we were under, there was hesitation to committing to this task, but our team came up with an efficient work plan, assembled a team, and

went to work! When our team got on site, the customer-provided faucets weren't there. The delivery was delayed until midday, BUT that didn't stop us from getting started. In order to keep the project moving forward, our team was quick to re-strategize and began demo on the existing faucets from the top floor down. When the faucets arrived, despite being a different model than what was planned for, our plumbers again shifted gears and tackled the added scope. The entire project was completed on time and under budget! 🍀

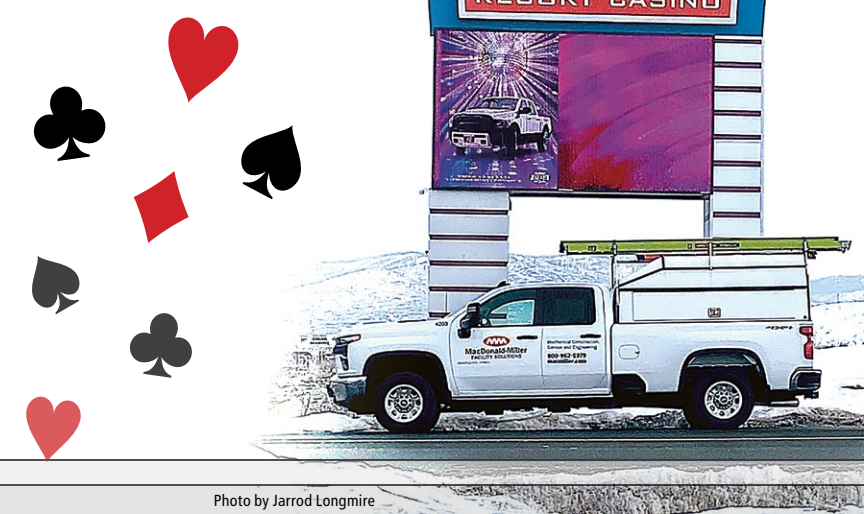


Photo by Jarrod Longmire

## WE'RE POWERING UP!



**Did you know MacDonald-Miller electrical service offerings are growing?**

Let your current customers know that we're ready for their next tenant improvement, lighting audits and electrical upgrades. We also have an in-house UL508 A Industrial Control Panel Shop.

**Our electrical services include:**

- ⚡ Design-assist capabilities
- ⚡ Electrical estimating services
- ⚡ Lighting controls and modifications
- ⚡ LED parking lot lighting audits and upgrades
- ⚡ Electrical troubleshooting and repair
- ⚡ Infrared scanning
- ⚡ Electrical maintenance
- ⚡ Controls panel wiring
- ⚡ Comprehensive energy audits
- ⚡ Energy conservation projects

## → < FACES OF SUCCESS

**Cory Musgrave**  
**Electrical Services Technician**  
» With MacMiller for 3 months

"I thrive on the fast-paced nature of service work and enjoy meeting new people. I take pride in troubleshooting electrical issues especially when collaborating with our HVAC service technicians. We always put the customer first by providing quality recommendations and delivering the top-notch work that MacMiller's customers deserve."





# Customer relationship comes full circle

✦ BY JUSTIN DICKENS


It all started with Anthony Patton, who worked in Facilities at Swedish, getting a new job as Director of Plant Operations at Timber Ridge at Talus. Anthony had many years of experience with MacMiller through our healthcare team, and he wanted to bring us into his new situation.

Our relationship with Timber Ridge started with a plumbing project. They were having issues with a hot water mixing-valve and we suggested an upgrade to an electronic controlled-mixing station.

We continued gaining trust with a few more plumbing projects after that, and then completed a few simple HVAC unit replacements. At this point it made sense for them to become a service customer. Dan Tran worked with them to

get the maintenance contract. There were still opportunities to improve their systems, so Sophie Vierra worked with them to start a controls upgrade.

Timber Ridge is working with Dan Tran and Shelby Adams on the Washington Clean Buildings compliance process. The Performance Contracting team is also developing a decarbonization action plan that will help them achieve carbon neutrality over time. Both the director of plant operations and the organization want to exceed the expectations of the Clean Buildings Standard.

Currently, our utility workers are completing a project to update their employee lounge. They're moving walls, installing cabinets and benches, upgrading the fixtures, furniture and equipment. We have been their go-to MEP contractor since early 2022. The journey we take with each customer builds upon opportunities to make their building's work better. 



**"The MacDonald-Miller team continues to deliver!** The partnership across multiple departments at MacMiller is resulting in innovative solutions, both climate-focused and economic. The maintenance and service by MacMiller has also continued to be stellar!"

Anthony Patton, Director of Plant Operations

# SHOUT OUTS! SHOUT OUTS! SHOUT OUTS!

## TO THOMAS MITCHELL AND CREW



"I would like to commend you and your team for a flawless installation and a seamless inspection process. The hood install for this facility was impeccable. There was no argument about code requirements but rather a professionalism and polite conversation about the installation. We would like to thank you for providing the information upfront to include all reports and installation instructions. Your staff conducted themselves with a demeanor unsurpassed by any crew I have met in my 30+ years as a code professional. When asked to come back for a short conference you granted our request very graciously. Thank you for your time, professionalism, and care for the field. We look forward to working with you and your crews in the future."

*Johnny Vollendroff, Mike Lackey & Candance Moon, City of Battleground*

## TO PORTLAND SERVICE TECHNICIANS TEAM

"A big shout out to the Portland Service Technicians Team! We really appreciate all of your service guys – Jeremy Schumacher, Bryan Ross, Robert Goeltz, Tyler Murdoch – and trust them completely."

*April Thompson & Mike Snider, Cascade Manor*

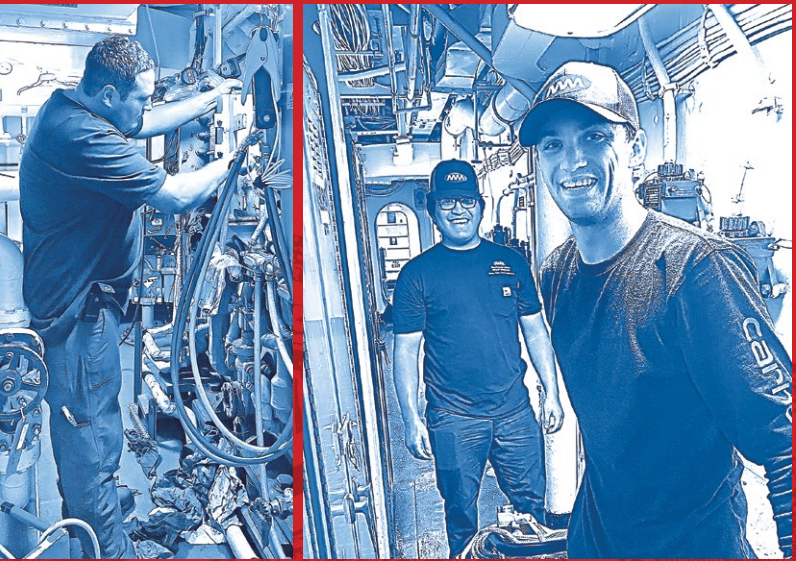


## TO THE MARINE CHILLER/REFRIGERATION TEAM

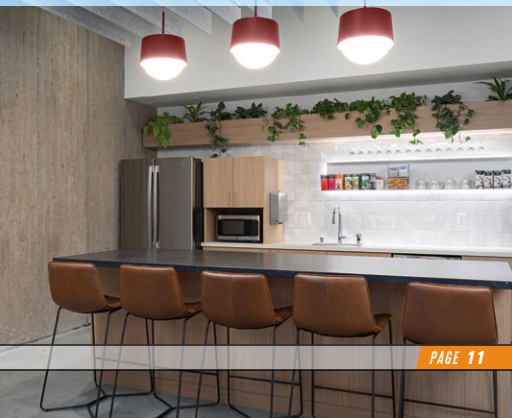
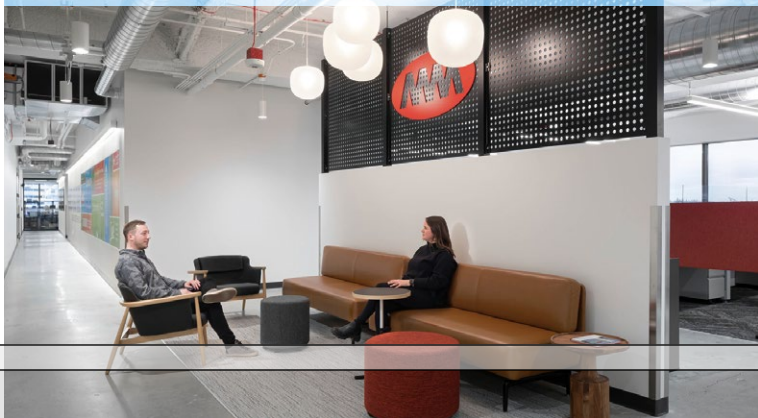
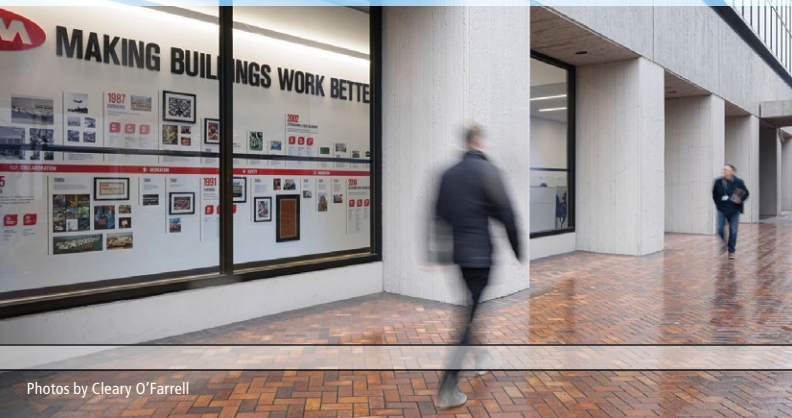
"I would like to give a shout out to our marine chiller/refrigeration team – Robert Blessing, Cory Evans, Zach Shimmin, Tim Spencer, and Francisco Sandoval. MacMiller performs work around the world and this ability is due to the teams' "can do" mentality. This work is very demanding and performed in extremely cramped spaces. Our marine team performs work for the United States Navy, Coast Guard, MSC fleets, along with shipyards on the west and east coasts.

"Robert Blessing was recruited by our CEO in 2016. After presenting a business plan, the marine chiller team was created. The team has now grown from just Robert to five team members. Robert now serves as the superintendent for both the marine chiller/refrigeration team and the marine sheet metal construction team. Casey O'Hearn has really helped to support the two teams and a shout out is also deserved!"

*Jeff Morasch, SSP Account Executive Chiller Specialist*



# SEATTLE HQ: LOVIN' OUR NEW HOME





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# PERSPECTIVE

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Thank you to JPC Architects for making our new  
SeaTac Headquarters feel like home!

