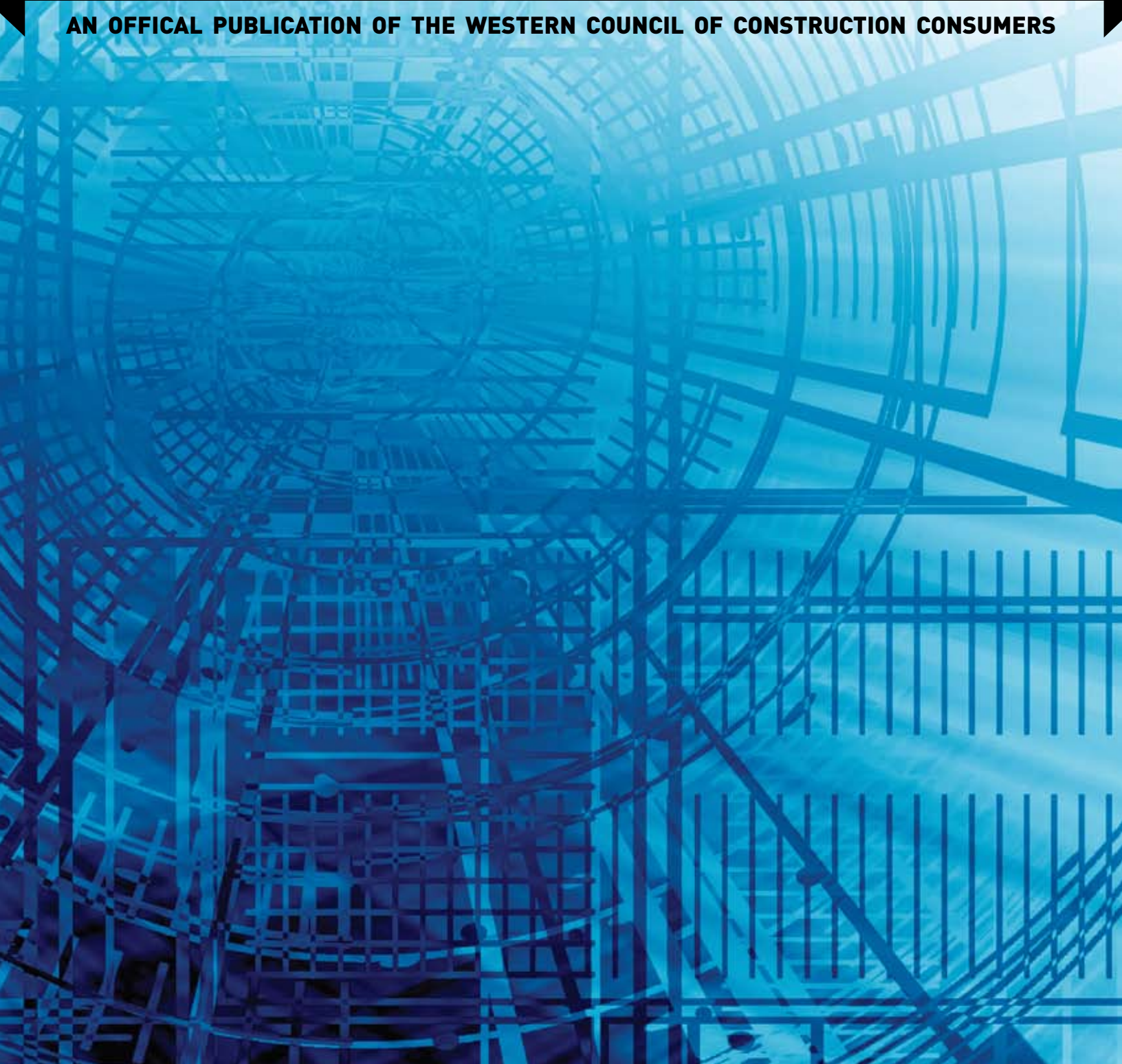

[FALL 2010]

THE WESTERN CONSTRUCTION

EXECUTIVE

AN OFFICAL PUBLICATION OF THE WESTERN COUNCIL OF CONSTRUCTION CONSUMERS



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Union Construction Works

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"Labor and Management can choose cooperation or confrontation. LIUNA and its signatory contractors choose cooperation and make it real by delivering the very best construction services in a wide range of markets. If you're looking to succeed, look to the Laborers."

Terence M. O'Sullivan
General President,
Laborers' International
Union of North America
(LIUNA)

"When you work with LIUNA, you get labor and management working as a team. LIUNA really gets it.

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Steve Lindauer, CEO,
NEA - the Association of
Union Constructors



EXECUTIVE DIRECTOR'S LETTER

Andy Wiktorowicz P.E.
Executive Director
Western Council of
Construction Consumers



**Welcome to Western Council's Publication
"The Western Construction Executive!"
We hope you find this member service
informative, valuable and timely.**

I don't need to tell you these are tough times for our industry. A few years ago we were very concerned about the availability of skilled construction crafts persons. Today a lot of them are looking for projects to work on. The rapidity of this turnaround has affected the way business is done across the board.

Your Council has also changed its approach and reformed itself to be more forward thinking and relevant to today's marketplace. We have been leading the effort to look at the construction process from an unconventional perspective. Traditionally the owner has kept his contractual relationships at an arms-length basis. This approach has worked very well in the past, keeping project delivery safe, on time and on schedule. Today's realities demand a fresh approach as to the relationship between owner and service provider.

We've found significant support for this approach. Through several workshops, the Council members determined that closer collaboration between owners, engineers and contractors as to job costing realities leads to more accurate project planning overall. The results and recommendations of these workshops were presented at our Leaders Forums and conferences. Service providers now strongly participate in our committees and are even represented on our Board of Directors.

Your Western Council has also been spearheading

the investigation into Public-Private Partnerships with several forums over the last year. Are PPP projects viable? Are they cost effective? What are the liabilities? What have been the actual experiences? Answers to these issues and many others have been presented. An updated forum was held in early November 2010.

Alternative Delivery Methods will also be revisited throughout the coming year. Given the funding issues today facing the entire industry, we need to continue to find the best, most efficient and safest way to deliver projects.

A lot of individual effort has gone into programs from each of these distinctive perspectives. Some of these programs are achieving success. Are there analyses and solutions that can be implemented using our combined resources? Can the information be better quantified?

The Western Council will continue to explore successful programs and search for new and unique solutions to the current realities. We need your input as to your experiences with approaches and industry trends. Please feel free to contact us with comments and suggestions. Our Program Committee is always looking for innovative approaches and programs.

Along the same lines, it would be most useful to be able to benchmark construction projects. This year we will be announcing a benchmarking task force that will establish methodology, collect and disseminate data for the use of our members.

These are a few of the initiatives your Board of Directors has implemented to keep our 40-year-old organization fresh, vigilant, assiduous and innovative.

A handwritten signature in black ink that reads "Andrew C. Wiktorowicz". The signature is written in a cursive, flowing style.

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[ABOUT WCCC]

Western Council of Construction Consumers (WCCC) serves as a forum for Owners involved with commercial, institutional and industrial construction. For thirty years the non-profit council has provided its members with the resources and support necessary to fully develop and advance in the areas of operations and maintenance, safety, cost-efficiency, professional development and overall quality construction.

WCCC MEMBERSHIP



Western Council of Construction Consumers is now accepting 2011 membership. Membership consists of public and private plant and facility owners; service providers and vendors of goods and services. Our service area is California, Arizona and Nevada.

Although we are organized from the owner's perspective, the Council is a strong advocate of collaborative cooperation between owners, design professionals, contractors and labor. Our overarching goal is to promote safely delivered projects on time, in budget, and of the highest quality.

We are governed through member and associate driven committees and our Board of Directors. Over the last 40 years the Western Council has been on the leading edge of many construction innovations including Partnering, Lean Construction, Integrated Project Delivery and Public-Private Partnerships to name just a few. In these times can you afford not to join in your industry partners?

Below is a small sampling of what Western Council Membership can do for your organization:

- Company Membership enrolls all Employees to Participate
- Access to Networking with Industry Professionals
- Workshops & Training Programs
- Best Practices
- Industry Targeted Committees
- Seasonal Conferences on Cooperative Workforce Development
- Legal & Legislative Affairs Committee
- Distinguished Project Awards
- Membership Directory
- National Council Representation
- Annual Golf Tournament
- Labor Force Demand Projections
- Craft Training Programs
- Western Construction Executive Magazine

**For further information please contact:
Debbie@wccc.org or call 818 735 4733**

Mark R. Stapke

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ALTHOUGH HARD TIMES WILL CONTINUE TO CHALLENGE OUR INDUSTRY FOR SOME TIME TO COME, BE SMART AND PROTECT YOUR SECURITY FOR PAYMENT – STOP NOTICES, MECHANICS LIENS AND PAYMENT CLAIMS FOR EXTRA WORK

Although the recession technically ended a year ago, the construction industry continues to struggle during the economic recovery. While the overall economy has shown fragile signs of life, a general sense of uncertainty, both financial and political remains. In July 2010, total construction spending nationwide dropped to \$805 billion, its lowest in a decade, while the industry reached a 17 percent unemployment rate in August. Construction projects are 34% below their peak height in 2006 and most new projects are government contracts. As the private sector remains stagnate, the industry has shed 37-percent of its workforce during the downturn, which are more jobs lost than in either the automobile or finance industries.

Throughout the country, members of the construction industry share similar stories of plight. Unemployed union workers still spend hours at their local union hall a day, searching for contract jobs. Construction company owners have cut their workforce in half and are unable to provide the workers who remain with local production. Both owners and workers have found the most success by traveling for jobs, and many more have left the industry entirely, seeking positions at plants and for manufacturers. Developers, who continue to contend with excess development, languish without the financial lending or disposable capital necessary to construct new shopping malls or homes. Private residential construction has slowed due to weak sales of new homes, and the large inventory of existing homes, and federal tax incentives have done little to abate the construction crisis.

Though the data seems bleak, it masks some of the improvements that have recently taken place. Public

sector construction projects have grown. According to the Commerce Department, boosted by the federal government's fiscal stimulus, construction spending rose .1% in June, 2010. Public construction spending grew 1.5%, with power and utilities construction climbing 25.3%, health care building related construction improving 5.4%, public office construction rising 3.1% and highway construction slightly increasing .1%.

In the private sector, many construction businesses have remained viable by diversifying. Instead of working in one market, many contractors are now taking projects in multiple industries, both industrial and commercial. Recognizing that pockets of the country are thriving, others seek work outside of their locality or region, and industry specialists, such as welders, have broadened their scope to the international community. Exercising a bit of ingenuity, some of these specialists have utilized technology to conduct these client meetings by remote video, among others.

While many economists believe that the industry may not experience recovery until 2011 or beyond, members of our industry can combat a down economy by taking certain precautionary steps.

- Perfect Mechanics Liens on Private Work;
- Perfect Stop Notice Claims
- Establish Rights for Payment for Extra Work

MECHANICS LIENS

Mechanics liens remain a crucial defense to the dilemma of the broke developer or general contractor on private work. Because the lien attaches to the property that has been improved by the lien claimant, the insolvency of the developer or the general contractor does not defeat the lien. However, what can defeat the lien in California are the simplest of procedural steps, such as;

- Failing to serve a valid preliminary notice that reasonably estimates the value of the work to be done
- Failing to record a mechanics lien within 90 days of completion of, or cessation of, the work (less if a notice of completion is recorded)
- Failing to file a lawsuit perfecting the lien within 90 days of lien recordation

For most readers, these are basic steps in securing your right to payment. However, that they be followed to the letter cannot be overemphasized; simple mistakes are usually fatal to the lien, and in the event of an

insolvent general contractor or developer, often fatal to your ability to be paid for your work or materials.

To make things more difficult, for 2011 new rules governing mechanics have been adopted by the California legislature, adding one more detail to follow when pursuing a mechanics lien claim.

Starting next year - January 1, 2011 - those seeking payment through the mechanic's lien process will have to comply with new requirements and use new forms.

Under amendments to CC 3084, the mechanics' lien claimant will be required to give the property owner direct notice of the lien.

Specifically, liens must include:

Specific statutory language in boldface type entitled "Notice of Mechanics' Lien"; and An affidavit of proof of service on the owner.

This is another trap for the unwary contractor, who is already faced with a series of mandatory steps which, if missed, will kill the mechanics lien irretrievably and, in the event of the demise of the owner or general contractor, possibly eliminate any source of payment at all.

The genesis of this new set of rules is that property owners have historically complained that until they receive the foreclosure lawsuit, they have no idea that a mechanics lien had been recorded on their property. While some counties provide notice of the recording of the lien from the recorders office, this new law now requires the mechanics lien claimant to do so directly to the owner, thereby eliminating any surprise.

The new rules require new lien forms - what contractors have traditionally used over the last few years since the Halbert's Lumber debacle - will no longer suffice. Until the published forms are revised, contractors should make sure these notice and labeling requirements in the new law are complied with to maintain an enforceable lien.

Another change to the mechanics' lien laws starting next year is that the recordation of a Notice of Pending Action, also known as a "lis pendens", for a suit to foreclose a mechanics' lien is now mandatory. See Civil Code 3146. The new rules require the Notice of Pending Action to be recorded within twenty days after

...Continued on page 8

Building Solutions for Our Region

Rather than renovate an aging facility, Skanska's design-build team worked with the State of California to deliver a new, more efficient Central Utility Plant in record time.



SKANSKA

www.skanska.com

filing of the foreclosure action. See Civil Code 3146, and Code of Civil Procedure 405-405.61.

The text of the new law is available upon request from Michelman & Robinson. E-mail: mstapke@mrllp.com and one will be forwarded to you.

STOP NOTICE RIGHTS ON PUBLIC WORK - NEW DEVELOPMENTS

The public works stop notice is a tool that, when served, requires the public entity to withhold payment to the general contractor to establish a fund for recovery by the stop notice claimant.

Stop notices are available on private work as well; however, unless the claimant purchases a bond – creating a “bonded stop notice” – the private lender is not required to withhold funds.

Similar procedural steps – timely service of a valid preliminary notice, timely service of the stop notice, and timely filing of a lawsuit to enforce the stop notice – are just as important as they are with mechanics liens.

Securing payment on construction projects through stop notices and bond claims has always been a priority for contractors. During these tough economic times, it has become even more crucial to get the claim process right. Surprisingly, many contractors and material suppliers ignore the minor details surrounding the very first requirement in that process, the preliminary notice required by Civil Code 3097[1].

For instance, contractors often fail to ascertain the correct name for the lender prior to serving the notice.

A new case offers some relief from the usually draconian effect of mistakes in the preparation of a stop notice by the contractor, specifically the listing of the wrong lender due to misinformation.

In August of this year, the Court of Appeals recognized a principal of liberal interpretation of the stop notice statutes in Force Framing v. Chinatruck Bank (U.S.A.), 2010 Cal. App. LEXIS 1524 (Cal. App. 4th Dist. Aug. 31, 2010).

Force Framing sued Chinatruck Bank on a bonded stop notice. Chinatruck Bank claimed the stop notice was invalid, because they were never served with a proper preliminary notice. Force Framing had named and served East West Bank, not Chinatruck, with a preliminary notice. East West Bank was identified to

Force Framing as the lender on an owner prepared “Preliminary Information Sheet” given to the subcontractor. Chinatruck responded by claiming they had recorded a deed of trust against the property prior to

the service of the preliminary notice, which the bank argued should have been sufficient notification that Chinatruck was the actual lender, not East West Bank.

Force Framing claimed they had complied with the stop notice requirements and served the “Reputed Lender”, East West Bank. Force Framing also asserted that it was reasonable to rely on the owner’s Preliminary Information Sheet and that they were not obligated to search through county records for Chinatruck’s deed. The lower court rejected Force Framing’s argument and granted summary judgment in favor of Chinatruck.

Force Framing appealed and the Court reversed based upon how the term “Reputed Lender” is defined in the California Code. A “Reputed Construction Lender” is a person or entity reasonably and in good faith believed by the claimant to be the actual construction lender. The test lies in whether a reasonable person, given the information, could reasonably believe that the reputed lender is the actual lender. The Court also ruled that a stop notice claimant, who has relied on seemingly correct information from the owner, is not required to provide proof that he or she checked county records to determine who the reputed lender is.

Although the future value of the Force Framing decision is less clear due to some procedural wrinkles in the lower court proceedings, it illustrates that a seemingly major mistake – sending notice to the wrong lender – does not automatically render the stop notice invalid. Nonetheless, no matter how the Force Framing decision will be interpreted by future courts, contractors who make procedural mistakes in the preparation and service of these critical devices do so at their peril.

PAYMENT FOR UNRESOLVED CHANGES - NEW GUIDANCE FROM THE COURTS ON HOW TO GET PAID FOR EXTRA WORK

A recent court decision involving a \$45 million hospital improvement tells us that contractors and design consultants who are directed to perform increased work can, in fact, claim and recover payment for their work. In Ted Jacob Engineering Group v. The Ratcliff Architects (2010 Cal. App. LEXIS 1463 (Cal. App. 1st Dist.)) Ratcliff contracted with Ted Jacob Engineering to design the mechanical and electrical systems of a hospital and to help with construction

management. The contract provided that fees would be adjusted for any “substantial” change. During design, the hospital’s layout changed, a new building was added, and the job was bid to multiple primes – which the engineer contended were “substantial” changes requiring additional work.

The engineer performed the increased work after being directed by the architect to proceed, and sued despite the absence of an agreement on the value of the extra work. A jury returned a verdict for the engineer, who was awarded over \$4 million in increased fees, interest, and attorney fees.

The Court of Appeals upheld the trial court’s judgment and provided some guidance on payment claims involving substantial post-contract changes:

If the change is minor, the claimant must perform the changed work when and as directed and sue for recovery after performance;

If the change is substantial, the claimant is entitled to the fair and reasonable value of its work, assuming that it has clearly and unambiguously reserved its rights and that the claim does not violate an express term of the contract.

CONCLUSION

While the world we live in will continue to be challenging for builders and those that work with them, by making a concerted effort to procedurally comply with the detailed rules governing mechanics liens, stop notices, and payment claims, you can improve your chances of payment for your work. More so now than ever, these steps are as important as competent bidding of the work, and deserve at least as much attention by all concerned.

Mark R. Stapke is a partner at Michelman & Robinson’s Los Angeles office practicing in the Firm’s Construction Law Department. With over twenty five years of experience in the construction industry, Stapke has an acute understanding of his client’s current needs and future objectives. He represents owners of all sizes and specialties, national and regional contractors, specialty subcontractors, developers, architects, engineers, material suppliers, and corporate officers and directors in a wide range of construction matters and disputes.

Gilbane Building Company

Gilbane Building Company is proud to be ranked as the 2nd largest institutional builder by Building Design & Construction in 2009. Gilbane continues to build foundations nationwide acting as client advocate from project inception to completion and beyond.





2010 DISTINGUISHED PROJECT AWARDS

Western Council of Construction Consumers' Annual Distinguished Project Awards Program recognizes continuous improvement and excellence in engineering, design and construction of high quality, cost-effective and innovative construction projects completed by and/or for the Western Council membership during the past 12 months.

CHAIRMAN'S AWARD

BUILDINGS



SAN JOAQUIN COUNTY ADMINISTRATION BUILDING

The new San Joaquin County Administration Building (SJCAB) consolidates administrative functions occupying space in the San Joaquin County Courthouse, in adjacent County-owned buildings, and in a number of leased spaces throughout Stockton, CA metropolitan area into one highly-efficient, flexible and functional government center. Constructed over one below-grade parking level, the new Administration Building contains approximately 253,700 gross building square feet on six floors. The new SJBAC is the cornerstone in an effort to revitalize downtown Stockton.

Construction Manager ::
URS

Owner ::
San Joaquin County

Designer ::
Fentress Architects

Constructor ::
Hensel Phelps

Capital Cost ::
92.7 million

Start Date ::
June 2007

Completion Date ::
July 2009

The Distinguished Project Awards honors the men and women on the front lines of project execution for our companies; the people who have dedicated their talent and energy this past year looking for and finding better ways to add value to our capital programs.

Nominations were solicited from the WESTERN COUNCIL Membership for out-

standing projects completed in the preceding 12 months; submittals were evaluated by a team of judges. Award categories are: Distinguished Project (the highest award), Exceptional Project and Outstanding Project. This year two projects were deemed so extraordinary that they were also given the Chairman's Award.

CHAIRMAN'S AWARD

BUILDINGS



SAN QUENTIN CENTRAL HEALTH SERVICES BUILDING

Located in the heart of the fully functional, historic San Quentin State Prison, the Central Health Services Building (CHSB) is a five-story; 135,000 gross square feet correctional health care facility capable of providing medical, dental and mental health care services; including outpatient clinical services, specialty clinical services, radiology, dialysis, inpatient (licensed Correctional Treatment Center or CTC) and outpatient housing care, emergency trauma care, a pharmacy, and the housing of medical records. The CHSB project will also house Receiving and Release for the processing of inmates from northern California Counties into the State system, and the prison library.

Owner ::
California Prison
HealthCare Services

**Construction
Management Firm ::**
Vanir Construction
Management, Inc.

Architect ::
HOK Architects

Design-Builder ::
Hensel Phelps
Construction Company

Capital Cost ::
\$150 Million

Start Date ::
August 2007

Completion Date ::
November 2009



TULARE INDUSTRIAL WASTEWATER TREATMENT PLANT EXPANSION

The City of Tulare in Central Valley California is at the center of one of the largest agricultural areas in the U.S. and the world. In 2004, as a result of continuing growth, the City needed to increase the capacity of its industrial wastewater treatment plant (IWWTP). Central Valley is a semi-arid region where summer temperatures can regularly exceed 95°F and with the area's economy being substantially dependant on agriculture, water conservation and beneficial re-use are key considerations in wastewater management. After treatment, wastewater is stored in ponds which can impact the groundwater quality.

Owner/ Client ::
City of Tulare Public Works
Design-Builder ::
Parsons
Constructor ::
W.M. Lyles Co.
Owner's Representative ::
Faithful+Gould

Capital Cost ::
\$80,000,000
Start Date ::
2007
Completion Date ::
November 2009

THE CITY OF TUSTIN, CITRUS RANCH PARK

Most of Tustin has been developed and Citrus Ranch Park is the last park of its kind to be built in the City of Tustin. The land where the park was constructed was once part of a grapefruit orchard on the Irvine Ranch and was given to the city in the 1980's as part of the deal to develop the Tustin Ranch community. Lemon branches were grafted onto the grapefruit trees in the 1990s, and for a time a local farmer maintained the grove in exchange for its harvest. The eight acres of 1200 trees, which cover half of the park, can produce up to 9,600 boxes of lemons a year. The City Parks and Recreation Department met with the people in Tustin Ranch and they wanted to keep the lemon orchard to preserve the agricultural heritage of the community. The park is intended to be a local passive use park and contains no formal sports facilities.



Owner/ Client ::
City of Tustin
Construction Manager ::
Willdan
Civil Engineer ::
MCE Consultants
General Contractor ::
Valley Crest Landscape Dev.

Architect ::
Jim Mickartz
Capital Cost ::
\$4,454,508
Start Date ::
December 2008
Completion Date ::
November 2009



Photo Credit: Costeo

UNIVERSITY OF CALIFORNIA, RIVERSIDE STUDENT ACADEMIC SUPPORT SERVICES BUILDING PROJECT

Located approximately 50 miles east of downtown Los Angeles, the University of California, Riverside is one of 10 universities within the prestigious University of California system, and the only UC campus located in the Inland Empire. UC Riverside is widely recognized as one of the most ethnically diverse research universities in the nation. Its current enrollment is more than 19,000 students and the campus is in the midst of a tremendous growth spurt with new and remodeled facilities coming online on a regular basis.

Site Coordination ::
Vanir Construction
Management, Inc.
Owner/Client ::
UC Riverside Office of
Student Affairs
Architect/Engineer ::
Sasaki Associates

Project Management ::
UC Riverside Office of
Design and Construction
Capital Cost ::
\$17.5 million
Start Date :: April 2007
Completion Date ::
January 2009

SUPERIOR COURT OF CALIFORNIA, PLUMAS-SIERRA

The Plumas-Sierra courthouse is the first multi-jurisdictional courthouse in California, strategically located to serve Portola, Loyalton, and the Highway 395 corridor which become isolated due to snow and geography in the winter. The single story building accommodates one jury courtroom, chambers, jury deliberation, clerks' area and a self help center. While the design and planning represent contemporary thinking, the finish materials are based on regional examples ensuring that the building fits harmoniously in its environment.



Owner/ Client ::
Administrative Office
of the Courts
Designer ::
Nacht & Lewis Architects
Construction Manager ::
Kitchell, CEM, Inc.

Capital Cost ::
\$4.7 million
Start Date ::
October 2008
Completion Date ::
September 2009



CITY OF SEAL BEACH FIRE STATION #48

This fire station was housed in an outdated structure that had served the City of Seal Beach for almost fifty years. The building had a sagging roof line and many sub-standard features including the dormitory rooms, bathrooms, kitchen and offices. The City needed a new facility and wanted to incorporate some other City emergency capabilities into the new and much larger essential facility.

Owner ::
City of Seal Beach

Construction Manager ::
Willdan

Architect ::
Andresen Architecture, Inc.

Civil Engineer ::
DMS Consultants, Inc.

General Contractor ::
AMG & Associates, Inc.

Capital Cost ::
\$6,700,000 + 10% contingency

Start Date ::
March 2009

Completion Date ::
March 2010

PHOENIX CONVENTION CENTER EXPANSION AND SYMPHONY HALL RENOVATION

The two phase Phoenix Convention Center Expansion project, awarded LEED Silver, began with the Phase I - West Building groundbreaking in May 2004 and ended with the completion of the Phase II - North Building in March 2009. The North Building, a \$364 million Construction Management at Risk (CMAR) project designed by Populus and constructed by the tri-venture of Hunt-Russell-Alvarado construction companies, consisted of demolition of the existing building and the new construction expansion to triple the size of the previous facility. Included was the 2,600-seat Symphony Hall (a multi-use performing arts theater that is the home of the Phoenix Symphony Orchestra, Arizona Opera, and Ballet Arizona) that was completed in 2005.



Owner/ Client ::
City of Phoenix

Project Management ::
Kitchell CEM, Inc.

Designers :: Populous,
Leo A. Daly, The SmithGroup,
Westlake Reed Leskosky

Capital Cost ::
\$618.5 million

Start Date ::
March 2003

Completion Date ::
March 2009



Constructor ::
Roebbelen Contracting, Inc.

Owner ::
City of Fresno

Designer ::
CSHQA

Capital Cost ::
\$12,500,000

Start Date ::
April 2008

Completion Date ::
August 2009

FRESNO YOSEMITE INTERNATIONAL AIRPORT

The Fresno Yosemite Airport Terminal project is a breath of fresh air into the region. The City knew that the renovation was desperately needed not only to attract new airlines to the location but by ramping up the security facilities and expanding the baggage claim customers would be accommodated and want to use the Fresno Yosemite Airport. It was seen as a catalyst for business and an opportunity to bring additional dollars/jobs to the region.

Constructor ::
Sundt Construction, Inc.

Owner ::
University of California, Davis

Designer ::
Sasaki Associates

Value ::
\$34 million

Start Date ::
January 2008

Actual Completion ::
Septembe 2009



UC, DAVIS GRADUATE SCHOOL OF MANAGEMENT, OFFICES & CONFERENCE CENTER

The \$34 million University of California, (UC) Davis Graduate School of Management, Offices and Conference Center was innovative from beginning to end. It is the first project ever built on the campus using the alternate design-build delivery method. It was the first time that the owner had ever worked with a contractor together in the same job trailer, acting as one team. The project features an innovative mechanical system that required inventive construction techniques. It will be the UC Davis campus' first LEED-certified building, and was the first project on campus to utilize Building Information Modeling (BIM).



Construction Manager ::
Kitchell CEM, Inc.

Owner ::
County of Fresno / AOC

Designer :: Vern Almon,
Kaplan McLaughlin Diaz (KMD)
Architects and Planners,

Contractor ::
R Pedersen & Sons

Capital Cost ::
\$56,164,950

Start Date ::
May 2007

Completion Date ::
June 2009

THE FRESNO COUNTY JUVENILE JUSTICE DELINQUENCY COURT

This facility, the first to be built under the collaboration of the State of California's Administrative Office of the Courts (AOC) and a California county, has the purpose to impart direction, secure children's welfare and protect the local community from juvenile law offenders. It is the fourth and final phase of a juvenile justice facility campus located in Fresno, California. The project brought all court and support agencies into one building and in close proximity to where the juvenile wards are awaiting or serving their sentences. The success of the project's delivery serves as a standard for the 40+ similar projects currently underway.



**Owner/
Construction Manager ::**
SRP

Designer ::
URS

Final Project Cost ::
\$1Billion

Capital Cost ::
\$12,500,000

Start Date ::
June 2005

Completion Date ::
December 2009

SPRINGERVILLE 4 PROJECT

In early 2006, it became apparent that the attempt to extend the life of the 1,500 MW coal fired Mohave Generating Station (MGS) would not be successful; (SRP's 20% portion of MGS equaled 300MW's). SRP then had to scramble to add new coal fired power generation to replace that lost by Mohave's closing. The option selected was to construct Unit 4 at the Tucson Electric Power (TEP) plant site outside Springerville, AZ. Unit 4 had received all the necessary permits when both Units 3 and 4 were permitted. Bechtel was in the process of completing Tri-State's Unit 3 and was looking at constructing more coal plants in Texas. It was a heady time for builders of new coal plants!

**Construction
Manager ::**
Vanir Construction
Management, Inc.

Owner ::
Elsinore Valley
Municipal Water District

Engineer/Designer ::
Carollo Engineers

Builder ::
Metro Builders &
Engineers Group, Ltd

Capital Cost ::
\$8.3 million

Start Date ::
July 2007

Completion Date ::
January 2009



ELSINORE VALLEY MUNICIPAL WATER DISTRICT - BACK BASIN WATER TREATMENT PLANT

The Back Basin Water Treatment plant is a state of the art arsenic treatment facility and the first of its kind for Elsinore Valley Municipal Water District (EVMWD). The new facility sits on 1.63 acres of land at the east end of Lake Elsinore. The back basin wells that supply water to the plant are located roughly one half mile north of the facility. The plant consists of six pressure vessels; three 2,400 gallon chemical storage tanks; nine large horizontal split case and end suction pumps; two 60,000-gallon backwash and wash water tanks' a 10-ton brine storage tank for producing chlorine; and various mechanical piping to connect the systems. The facility has the capability of being monitored and operated remotely from the EVMWD office 11 miles away via the supervisory control and data acquisition (SCADA) system.

CONGRATULATIONS
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2010
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WINNERS





CLARK KERR CAMPUS RENEWAL PHASE I, UNIVERSITY OF CALIFORNIA, BERKELEY

Berkeley Clark Kerr Campus Renewal is a prime example of a contractor meeting the challenge of a difficult historical renovation project by using all of its experience and expertise. The \$35 million first phase of this project included modernizing the University's aging Clark Kerr Campus while preserving its many historic features. In addition to preserving the historic buildings, the campus was kept open and operational for the thousands of students, faculty and staff who use it each day. This balancing act was in addition to an extremely tight and stringent schedule of 10 months, making the successful completion of this project worthy of recognition.

Constructor ::
Sundt Construction, Inc.

Owner ::
University of California Davis

Designer / AE::
Esherick Homsey Dodge and Davis

Capital Cost ::
\$34 million

Start Date ::
June 2008

Completion Date ::
May 2009



TWIN RIVERS UNIFIED SCHOOL DISTRICT

Twin Rivers Unified School District Office is a part of the ongoing transformation at McClellan Office Park – formally known as McClellan Air force Base. The end of an era; in 1995, it was announced that McClellan Air Force Base would be closed as part of the Base Realignment and Closure process. In the spirit of renovation and cost savings, the District agree to lease space until the tenant improvements were completed. This allowed them to Design and Build the project and not publicly bid it out for the best possible trade contractors to refurbish this antiquated building. Once the project was complete McClellan Park sold it to the District.

Construction Manager ::
Roebbelen Contracting, Inc.

Owner ::
McClellan Business Park

Designer / AE ::
Peter Adragna, Stafford King, Weise Architects

Capital Cost::
\$4.1 million

Start Date ::
October 2008

Completion Date ::
May 2009



JET PROPULSION LABORATORY (JPL)

The Jet Propulsion Laboratory is a federally funded research and development facility managed by the California Institute of Technology for the National Aeronautics and Space Administration (NASA). The Flight Projects Center is located at the southeast corner of the Surveyor and Mariner Road intersection on the Jet Propulsion Laboratory campus located in Pasadena. The project consisted of demolition of buildings 261, 278, 283, and 311; mass excavation and fill; landscaping and site improvements; and the construction of a six-story plus basement office building. The new 190,000 square foot building is comprised of offices, meeting rooms and support facilities for approximately 600 people. There is also a separate 400-seat auditorium as well as a 200-seat conference room that can be divided in half. Modern high-efficiency and digitally controlled HVAC and electrical equipment and components have been installed.

Construction Manager ::
Vanir Construction Management, Inc.

Constructor ::
Swinerton Builders

Owner/Client :: NASA / JPL

Designer / AE :: LPA, Inc.

Capital Cost::
\$65 million

Start Date ::
June 2007

Completion Date ::
June 2009

INFRASTRUCTURE



PIER A WEST (AREA 2) INTERIM SOURCE REMOVAL ACTION

The restoration of a 123-acre site impaired from historic use as an oil production field and for oil field waste disposal operations. The action was undertaken as a component of the Port's Green Port Policy, which includes sustainability solutions and environmental stewardship. The project goals included improving the environmental conditions of the site by removing the source contaminants present in the 19 shallow impoundments (sumps), where waste materials had been deposited, as well as contaminants present in the two groundwater plumes, mitigating future impacts. Additional goals included addressing site storm water management issues. A parking lot used by residents of an adjacent marina was located over one of the sumps, requiring it to be removed and rebuilt.

Construction Manager ::
Weston Solutions, Inc.

Constructor ::
Tutor-Saliba Corporation

Owner ::
Port of Long Beach

Designer / AE ::
URS Corporation

Capital Cost ::
\$73,760,091

Start Date ::
August 2008

Completion Date::
June 2009

PLAN TO STAY IN BUSINESS

Is your company ready to address all of the disasters, large and small, that may affect you? Is your Business Continuity Plan current, has it been tested recently, have you changed key staff members, simply stated, are you prepared? For years we have traveled from business to business in countries all around the world evaluating their preparedness in the event of a disruption, accident or disaster. We have found that too many businesses rely on outside resources to provide the protection they need. It has become increasingly apparent to us that US industries can no longer rely on local, state and federal agencies to provide the protection they need in all threat events.

We have seen the value of forming collaborative partnerships between public and private sectors to consolidate our efforts, improve our technologies, enhance our training venues and prepare ourselves for the challenges we face in the future. It is time for all of us to plan to stay in business.

Resiliency is our ability to identify the threats, natural and technological, intentional and accidental, establish a presence of preparedness, respond quickly and with efficiency, and rapidly recover back to a state of normalcy. Within our communities it means maintaining lifeline utilities and critical infrastructure, industries ability to maintain supply and distribution chains, continue construction efforts, and provide services to all who rely on the wide variety of services that make up our business world. And, at the most basic level a family's ability to earn a living.

Business Continuity Planning (BCP) identifies an organization's exposure to internal and external threats, develops robust planning and preparedness efforts that result in efficient response and rapid recovery to any threat. The list of threats include the typical natural disasters but also include emergency situations (accidents/injuries, workplace violence, epidemic/pandemic conditions), loss of utilities and services, equipment or system failures, information security incidents and acts of deliberate disruption.

BCP is just one tool used to protect our business investment. Safety systems, administrative controls and engineered design also add to our ability to reduce the probability and consequence of events. Functional and useable plans are essential elements of a complete system; an investment in the future. Recording and sharing lesson learned within the business world help us to stay resilient as a whole. Developing mutual assistance program among businesses in

geographical area, community planning, and home programs for our employees and their families help to reinforce the survivability of our communities. During times of disasters our competitive edge should stand aside.

We encourage you to brush the dust off your business continuity policies and procedures, give them a test and see if you really have planned to stay in business.

Traiden Global Solutions conducts planning, training and consulting in the fields of safety, security and emergency management.



Steve Jordan

Traiden Global Solutions



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ADMINISTRATIVE OFFICE OF THE COURTS



[A Bright Light in Challenging Economic Times]

As we are all painfully aware, California's recovery from the recession has been weak and slow. As the U.S. economy starts to regain strength, growing at predicted rates of 2.1% and 2.4% in the first and second quarters of 2011, California's economy is projected to at rates of just 1.2% and 1.8%.

Values of new commercial building permits will stay in the \$200-million to \$300-million range each quarter until 2012. That's down from nearly \$1.2 billion in the second quarter of 2008.

But there is a sector of the economy that is growing more rapidly – the construction of new California courthouses. Thanks to the state Legislature's enactment of Senate Bill 1407 in 2008, California has launched an unprecedented courthouse rebuilding program by authorizing up to \$5 billion in lease-revenue bonds to finance new construction and renovation projects.

SB 1407 is unique in that it does not rely on the state's ailing general fund to finance the program. Instead, this law created a revenue stream from court fees, penalties, and assessments to finance courthouse construction and renovations, ensuring that these projects would be paid for from within the judicial branch rather than drawing on the state's general fund.

Soon after enactment of SB 1407, the Judicial Council of California approved 41 of the most immediate and

critically needed projects in 34 counties to be funded by the revenues secured through this law. Those 41 projects, managed by the Office of Court Construction and Management, a division of the Administrative Office of the Courts, are all now moving forward.

Some of these projects are quite large, such as the proposed \$633.9 million San Diego Central Courthouse, which is in the site selection stage and is scheduled for completion in 2016; and the proposed \$439.1 million Sacramento Criminal Courthouse, which is in the sitwwe selection stage and is scheduled for completion in 2015.

These construction projects are spread throughout the state and will generate thousands of jobs for both the local economy and the state as a whole as the AOC hires architects, engineers, and construction workers.

As Chief Justice Ronald M. George, head of the Judicial Council, reported to the Legislature earlier this year, "This homegrown stimulus package affects more than just the judicial branch. It could not have come at a better time for the California construction industry and the men and women employed in the building trades."

For more information, go to:

www.courtinfo.ca.gov/programs/occm/index.htm



INVESTING IN THE VALLEY.

Helping the Valley's many communities thrive is at the heart of everything we do. After all, we live here too.

In fact, SRP has supplied the Phoenix Metropolitan area with energy and water for over 100 years. Besides being stewards of these crucial resources, we're proud to invest in the Valley's future and celebrate its many accomplishments. Whether it's education, the environment, human services, the arts or economic development, SRP is committed to helping the Valley prosper for generations to come. To learn more, visit srpnet.com/community.



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