

& HOOKED

ON CONSTRUCTION

A NEW KIND OF STATE OFFICE BUILDING

The New O Street Office Building project will provide an inspiring, flexible and sustainable office environment for California's State workers



INCORPORATED 1960

RUDOLPH AND SLETTEN



GENERAL CONTRACTORS

OUR VALUES HAVE GUIDED US FOR OVER FIVE DECADES

PASSION

INTEGRITY

SAFETY

SERVICE

SATISFACTION

TECHNOLOGY

CLIENT FOCUS



OUR LEGACY AND VALUES LIVE AND BREATHE IN EVERY RUDOLPH AND SLETTEN EMPLOYEE.

It's our people that make us different. Our culture is built upon our core values—safety, integrity, passion for building, service, satisfaction, technology driven and client focus—which have continued to set us apart for over five decades and why so many employees create careers, not just jobs, with us.

Choosing Rudolph and Sletten means more than choosing a company who can get the job done. It means choosing a partner who cares enough to get the job done right. LET'S BUILD.

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RudolphSlettenInc

◀ Hard Hats with Heart is the first-ever, industry-specific event for the American Heart Association's Greater Bay Area Division.

Kaiser SVP National Services, Don Orndoff, announces New Campaign Chair for 2019 to R&S President and CEO, Martin Sisemore.

AMERICAN HEART ASSOCIATION

HARD HATS WITH HEART

Rudolph and Sletten is partnering with the American Heart Association and the American Stroke Association to deepen our commitment to building a healthy workforce.

According to the American Heart Association (AHA) and the American Stroke Association (ASA), 2,050 heart attacks and 2,175 strokes occur each day, nationwide. Compared to all industries, adults in the construction industry have a slightly higher prevalence of cardiovascular disease. It's time to help lower risk factors.

Martin Sisemore will serve as the Campaign Chair of the Hard Hats with Heart campaign for 2018-2019. Hard Hats with Heart is the first-ever, industry-specific event for the American Heart Association's (AHA) Greater Bay Area Division in California. Now in its second year, this event brings together professionals from across the construction and healthcare industries for networking, fundraising and programming on the health-impact work of the AHA.

Hard Hats with Heart benefits the American Heart Association's work to build healthier communities free of cardiovascular disease and stroke, specifically aimed at the construction industry's elevated risk. As part of our commitment to our employees' health, we are working to create a workplace environment designed to make healthy choices easier.



With healthier drink and snack options, as well as healthy meeting menu planning, Rudolph and Sletten is empowering all of our employees to Eat for your Heart.



WE VALUE
SERVICE



REPAIRING HOMES, REVITALIZING COMMUNITIES, REBUILDING LIVES

This past April, one of our Silicon Valley project teams partnered with other team members—WRNS Studio, OAC and Vanir—to complete much-needed repairs to an 88-year-old veteran and his wife’s home in San Jose. Special thanks to house captains Porsha Lowe and Ivan Ledesma for their extra work leading up to the event!

Since its establishment in 1991, Rebuilding Together Silicon Valley has renovated nearly 3,000 homes and community facilities. Their work preserves affordable housing by transforming homes and lives through critical repairs and accessibility modifications for low-income homeowners and community centers, at no cost to the recipient. The majority of the low-income homeowners served are elderly seniors and/or people with disabilities, who are physically and financially unable to maintain safe and warm living conditions for themselves and their families.

Each fall and spring during Rebuilding Days, donated materials are gathered and hundreds of volunteers rally to help repair and rehabilitate homes and nonprofit facilities. The program provides both major and minor repairs and renovations that result in life-changing improvements for the homeowners and organizations served.

By leveraging donated and reduced cost supplies and materials, coupled with volunteer labor, they are able to produce \$8 of repairs for every \$1 donated.



OPERATION GRATITUDE COLLECTION DRIVE

Who is Operation Gratitude?

Operation Gratitude sends care packages filled with entertainment, hygiene, and handmade items, non-perishable snacks, and personal letters of appreciation to U.S. troops, first responders, veterans, military families, and wounded heroes & their care givers. To date, they have sent over 2 million care packages!

During the month of June, R&S collected and sent Operation Gratitude 2,100 sticks of deodorant, accounting for two-thirds of all deodorant they received in the month of June.

Between July Safety Dinners and September Safety Dinners, each jobsite and regional office collected as many new and unused tubes of sunscreen to send to Operation Gratitude.

Way to go, Team R&S!

**BREAKING
GROUND**

CSU LOS ANGELES

NEW PARKING STRUCTURE E



Partnered with WRNS Studio, the new five-level design-build parking structure will provide approximately 2,300 stalls located in the northeastern portion of the Cal State LA campus. Construction includes a bridge to an adjacent structure, street improvements, related pedestrian access and circulation and utility improvements. The project includes a rooftop canopy solar system and parking space management and guiding system. The project broke ground this spring with anticipated completion summer 2019.

**BREAKING
GROUND**

SUTTER HEALTH

VAN NESS MEDICAL OFFICE BUILDING

Located across the street from Sutter Health's new hospital at Van Ness Avenue and Geary Street, Rudolph and Sletten is building out six floors of tenant improvements in a 250,000sf medical office building still under construction.

The team is delivering all of the tenant improvements using a pre-wired and pre-manufactured wall system, DIRTT. The team designs and details the integrated wall system using a fabrication-level BIM software. Manufacturing is completed off-site and completed walls are shipped directly to the jobsite for installation of each of the components, following precise jobsite dimensional layouts tying DIRTT to the building conditions.

The project team of Sutter Health, HGA and Rudolph and Sletten—as well as key consultants and subcontractors—work under a multiparty Integrated Form of Agreement. The entire project team is colocated near the jobsite and plans the work using a sophisticated Lean Last Planner System software, VPlanner by Ghafari, to track team performance metrics on schedule and task commitments.



**DIRTT
WALL
SYSTEM**

This is the largest healthcare installation of DIRTT walls anywhere.

The design and construction process using DIRTT or any premanufactured system requires a paradigm shift away from traditional thinking about programming, design and construction processes. To leverage the cost and schedule efficiencies of pre-manufacturing, durable design decisions must be made well in advance of the factory detailing and fabrication process.



CALIFORNIA DEPARTMENT OF GENERAL SERVICES

NEW O STREET OFFICE BUILDING

A groundbreaking ceremony for the New O Street Office Building Project was held on September 20th. Demolition of an aged existing building completed earlier this summer, and earthwork in preparation for foundations is underway on this design-build project with partners ZGF and Lionakis.

The new building is part of the Department of General Service's 10-year sequencing plan for the renovation or replacement of state facilities in the Sacramento area. The new building will be approximately 360,000sf, and will include office, assembly, building support, parking, and commercial food service space, as well as an attractive pedestrian plaza. The building has an expected capacity of 1,150 employees and will house staff from the Health and Human Services Agency, the Department of State Hospitals, and the Department of Developmental Services.

The project will be constructed as Zero Net Energy and is targeting LEED Platinum certification. It will also use 60 percent less water than a typical building and will utilize clean solar power as part of a first of its kind agreement with the Sacramento Municipal Utility District (SMUD) that will move DGS' Sacramento portfolio towards solar power.

The project is scheduled for completion early 2021.



BUILDING FOR COLLABORATION

UC SAN DIEGO STREAMLINES THE HEALTH EXPERIENCE WITH AN ALL-IN-ONE OUTPATIENT FACILITY



OR TATION

ACILITY



Hearing restoration, stem cell research, hand surgery, urinary stone procedures, breast operations — all under one roof. The new Koman Family Outpatient Pavilion on UC San Diego's La Jolla campus is designed to allow patients to be treated for multiple conditions within a single day. But it also allows for a new level of collaboration between practitioners, leading to better patient outcomes and more innovative research.

Designed by CO Architects and built by Rudolph and Sletten, the four-floor, 166,242sf facility opened in March of 2018. With eight surgery suites plus facilities for imaging—including MRIs and CTs—physical therapy, pain management and other patient needs, it gives UC San Diego the cross-disciplinary, streamlined, patient-focused facility it hoped for.

But building such a complex, advanced clinic—in the midst of a bustling medical campus—came with challenges. Overcoming these challenges required relying on the same concept the building was meant to encourage once finished: collaboration.

FITTING IT ALL UNDER ONE ROOF

With specialty clinics for urology, sports medicine, spine care and support services, patients will be able to get a huge range of treatments all under one roof, eliminating the need to take additional time away from work or family life to travel to specialty clinics.

Combining all those specialties at the outpatient pavilion required innovative design. The facility is divided into four “bars,” allowing each quadrant to feel like a distinct entity, with its own entry. Those bars are joined together by a public “spine” and three-story light shafts that bring in natural light and create spaces where researchers and caregivers can meet and collaborate between the four centers. The design intent was based on UC San Diego’s analysis of how to maximize cross-disciplinary collaboration and harmonious patient handoffs and experiences.

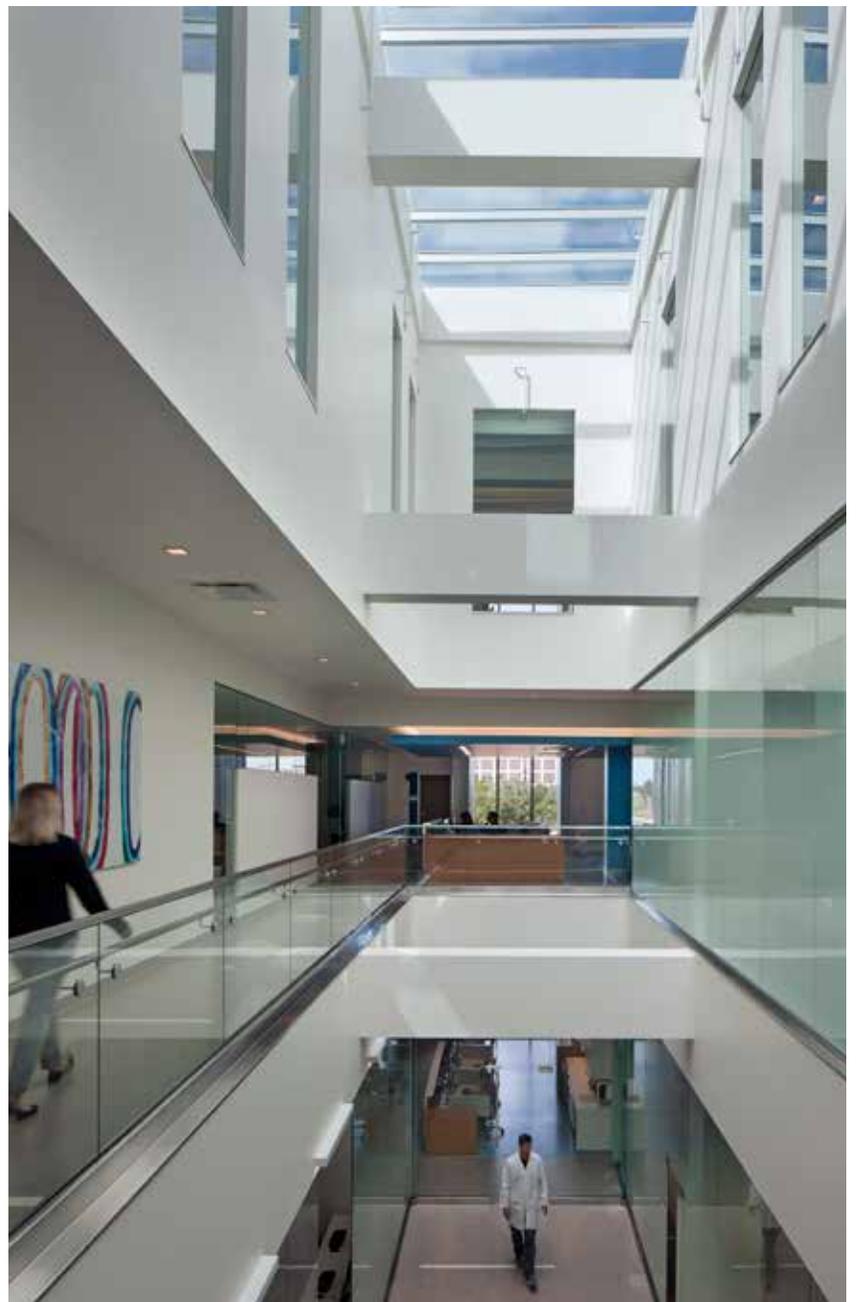
The multitude of services available in these clinics meant a need for a plethora of precisely located medical equipment and utility connections to ensure cohesive flow and function of equipment in a world-class facility. The result was a facility that is both state-of-the-art today and able to be adapted to future technological advances in the decades to come.

BUILDING IN THE MIDST OF A BUSY HOSPITAL

Located at the center of the medical campus and adjacent to the main pedestrian walkway, the Koman Family Outpatient Pavilion is the new “front door” to the UC San Diego Health system. But the campus didn’t shut down while that new door was installed—it flowed around it, and construction took place among the rhythms of busy campus life.

To not interfere with the main walkway, Health Science Walk, a phased plan was created to maintain pedestrian access between adjacent buildings. To not interfere with the nearby Moores Cancer Center, Perlman Ambulatory Care Unit or Thornton Hospital loading dock, constant coordination was maintained with UCSD campus managers.

Yet, without affecting either the project timeline or the rest of this medical hub, steel supports were brought in to brace medical equipment in the new facility’s operating rooms, and a new hot water plant, boilers and pumps were installed.





COLLABORATING AROUND THE CHALLENGES

This logistical choreography required close and effective coordination between everyone involved.

Weekly meetings gave stakeholders an opportunity to discuss any potential issues with changes to the work plan, budget or timeline. This not only helped all involved better support each other but set a team-focused tone that encouraged pride in their superior work.

Throughout the process, Rudolph and Sletten closely collaborated with the design team, too. The team reviewed mockups of various elements to set a standard for what would be expected throughout the project's construction.

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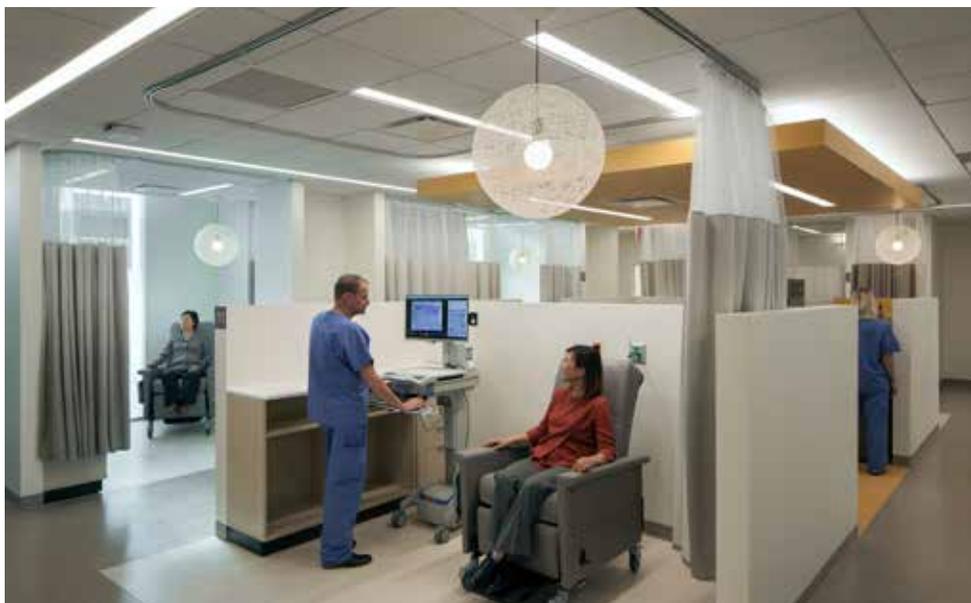
ENVIRONMENTAL CHALLENGES AND OPPORTUNITIES

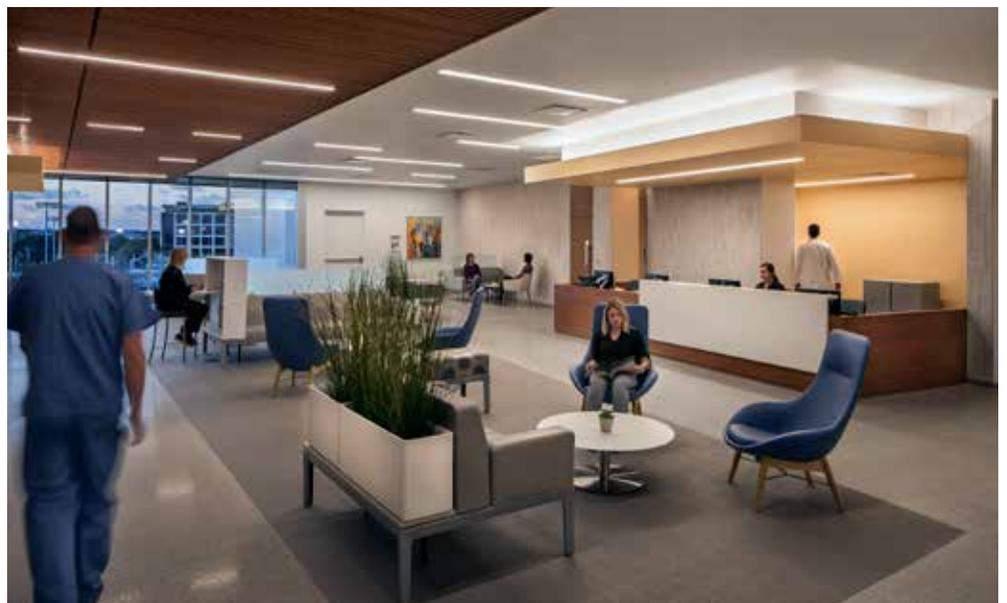
There was no collaborating with some aspects of the environment, though. Back-to-back wet winters cost the team as the normally sunny city suffered power outages and flooded streets. Contaminated soil and chunks of concrete from the site's former use as a military shooting range needed to be removed. Teamwork helped overcome those challenges and allowed the building to open as scheduled to the first patients.

Other aspects of the environment were much more helpful. With San Diego getting an average of 266 sunny days a year, the outpatient facility was designed to maximize the amount of natural sunlight in the building. Vertical shafts in each wing bring three stories of daylight inside. Apertures let light into the busiest parts of the building. On the east and west sides of the building, openings are sited strategically to minimize glare and heat.

That design also reduces the need for artificial lighting—and thus energy usage. The facility exceeds the University of California's sustainable initiatives and California's energy codes, and is being submitted for LEED Gold certification.

It goes easy on the environment on the outside, too. Colors and materials on the exterior blend with the other buildings on campus and a skin texture on the facade mimics the patterns of La Jolla's coastal bluffs. The drought-tolerant landscaping blends with the existing campus plantings, and a condensate recovery system reduces landscaping water consumption. ■





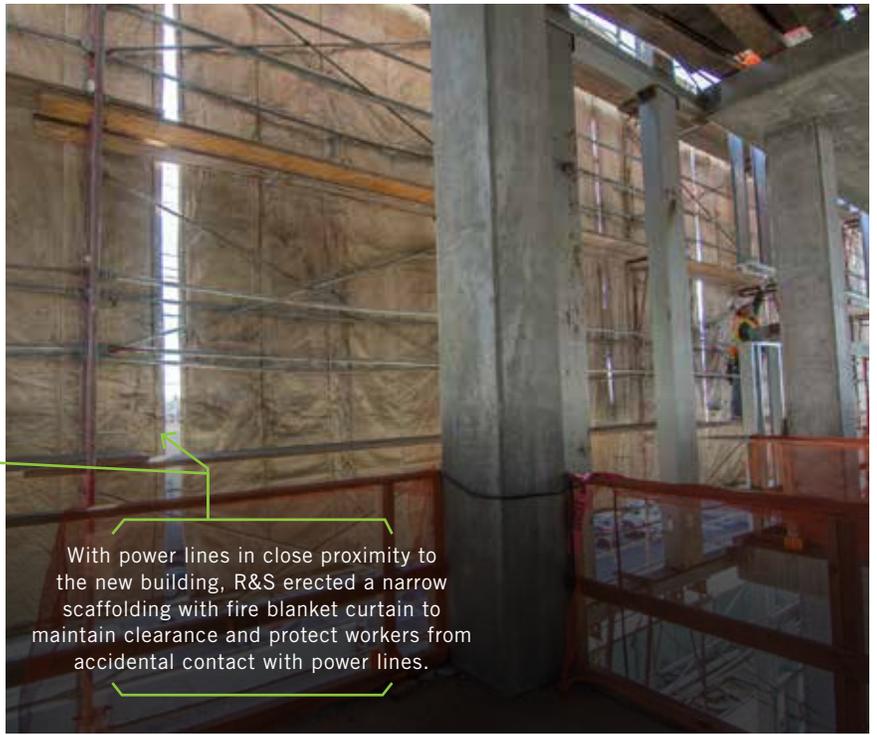


EXPANDING LIFE-SAVING RESEARCH

NEW RESEARCH FACILITY LETS
HMRI DO EVEN MORE GOOD

Already remarkably productive for a relatively small organization, Huntington Medical Research Institutes (HMRI) was ready to grow. A new world-class research facility would increase the independent nonprofit's ability to attract top scientists and expand their contributions to major unmet medical needs.

The new 34,926sf, three-story biomedical research lab, conceived by Perkins+Will, was constructed adjacent to Huntington Memorial Hospital. The fit-out was done by SWA Architects, who specialize in laboratory interiors. HMRI's new facility will translate into advances—in neurodegenerative, cardiovascular, liver and gastrointestinal-related diseases—bringing scientists and doctors in closer collaboration and potentially saving lives.



With power lines in close proximity to the new building, R&S erected a narrow scaffolding with fire blanket curtain to maintain clearance and protect workers from accidental contact with power lines.



◁ ▽ R&S worked closely with the design team and the City of Pasadena to meet strict exterior finish requirements, and also to ensure the building kept within the tight property line.



INNOVATING WITHIN STRICT GUIDELINES

To build this state-of-the-art facility in the heart of Pasadena required working within some unique parameters. Pasadena requires new buildings to adhere to strict design codes, including a color scheme which is approved by the Historic Preservation Commission. R&S worked closely with the design team to meet these requirements by constructing several mock-ups which were reviewed and approved by the planner. R&S worked with the design team and Pasadena to ensure the building aligned to the property line and didn't impede on the public sidewalks or properties,

especially along a tricky portion of the project in which the building is at a skew and extends to the property line without a setback.

Another challenge to building in the busy area, adjacent to Old Pasadena, was working around the many power lines in close proximity. It would have been too expensive to reroute the power lines underground, so, to ensure safety, R&S worked with Pasadena Water & Power to come up with a strategy to prevent accidental contact by construction workers. A narrow scaffolding was erected to maintain sufficient clearance from the power lines, and mesh was installed to prevent accidental contact with materials during the erection process.

continued ►



BLENDING STATE-OF-THE-ART RESEARCH AND DESIGN

Inside, the building's clinical labs, open research lab space, collaboration areas, auditorium and offices are protected by a concrete structural frame meant to reduce vibrations and sounds, which can affect electron microscopes and other sensitive equipment. Natural lighting floods into workspaces and windows open to mountain and cityspace views, due to the strategic orientation of the site and placement of apertures.

Outside, the exterior is a combination of EIFS cladding and curtain wall, which give the building an attractive finish—and one that's in compliance with the city's exacting design guidelines. And a large garden connects the new building to the existing hospital and parking.

Founded in 1952, HMRI has already made decades of contributions to medical research and care. The new building significantly expands the Institute—and will significantly expand the impact on people's lives. ■





ELECTRIC EEL COASTER

THE PARK'S FASTEST,
TALLEST COASTER YET

The Electric Eel coaster is the second phase of SeaWorld's new Ocean Explorer attraction, which was completed by Rudolph and Sletten in 2017.

Marketed as the park's fastest, tallest coaster yet, Electric Eel is designed as a combination of loops, twists and a nearly 150-foot-high ascent followed by an inverted roll designed to give riders an upside-down view of Mission Bay. Featuring multiple-launch experiences, Electric Eel propels riders forward and backward as they speed through the ride's station house accelerating to more than 60 miles per hour in seconds.

Complementing the Electric Eel coaster is a hypnotic live eel habitat featuring a collection of moray eels. The eel habitat, located at the edge of the Ocean Explorer realm already part of SeaWorld, features large viewing windows where you can plunge into the world of the eel as they swim and dart through the caves and crevasses of their naturalistic deep-ocean environment. ■



SPECIAL PROJECTS GROUP

BUILDING TO MEET YOUR NEEDS

Rudolph and Sletten's Special Projects Group is designed to serve the needs of smaller projects. The division handles projects such as interior improvements and renovations with the nimbleness of a specialty contractor backed by the extensive resources of our entire company. From the simple hanging of a door to the buildout of a new office, our Special Projects Group is designed to meet your needs and exceed your expectations.

GRAND
OPENING

LA JOLLA PHARMACEUTICALS

NEW HQ BUILD-OUT

The La Jolla Pharmaceutical Project consisted of 55,000sf of high-end creative office space and 25,000sf of chemistry and biology lab space built to NIA, BSL-II and cGMP criteria.

Located in the heart of University Town Center in San Diego, the new headquarter space colocated two facilities under one roof, repositioned an existing building, increased mechanical, electrical, plumbing and fire protection infrastructure, and reused an existing emergency standby generator. The new headquarters accommodates substantial employee headcount, and recreated the lab space to support flexible programs and future investments.



The lab space houses open chemistry lab space outfitted with numerous utilities, including emergency power, compressed air, local LN2 turrets, temperature monitoring ports for propriety and standard chemistry lab equipment. Tissue culture, clean rooms, fermentation rooms, clean and dirty Polymerase chain reaction rooms are surrounded by general labs and cold rooms.



Supporting the lab space and sprinkled on the upper floors is the creative office space. Exercising an open floor plan, state-of-the-art conference rooms, private phone rooms and mini break-out rooms encircle the open office systems. The break rooms are adjacent to the office space and located in areas that capture western, ocean-facing views. On the ground floor and next to the outdoor patio, the large break room doubles as a 300-person multipurpose room.

The project team initiated a rapid decision-making process to accommodate the incredibly aggressive project schedule. The successful end result was the culmination of a proactive owner and focused design, engineering and construction team. The team not only met the aggressive schedule, they also completed 2% under the approved budget amount.



A technical project of this size and pace demands industry veterans and proactive communication. By setting the standard that a project of this type and size can be built in such a short amount of time and be completed on time and on budget definitely elevated industry standards.



The primary goal of the project was to give LJPC the facility they need in order to discover, develop and commercialize innovative therapies intended to significantly improve outcomes in patients with life-threatening diseases. The final product exudes a professional environment that welcomes visitors, guarantees occupant safety, engages the surrounding beautiful landscaping and views, and maximizes the current and future research and development. ■

A SITE FOR DISCOVERIES

*UC SANTA BARBARA SETS ITSELF UP TO REMAIN AT THE FOREFRONT
OF BIOENGINEERING INNOVATION WITH NEW BUILDING
AT THE CENTER OF CAMPUS*





NEW

S

As life sciences and engineering increasingly intersect, new facilities are needed to facilitate that interaction. UC Santa Barbara has recognized that growing overlap and placed bioengineering at the heart of its campus. Envisioned as a new hub for the UCSB science community, the Center for BioEngineering, designed by Moore Ruble Yudell, opened last October, welcoming 14 faculty, 78 graduate students and 28 postdoctoral fellows working at the interface of biology and engineering.

The new building, which houses the Center for BioEngineering and the Institute for Collaborative Biotechnologies, comes as new bioengineering research is upending everything from disease detection and diagnosis to how drugs are delivered to specific sites within the body. UCSB has been the driver of much of this research, ranked in the top 20 in the country for its bioengineering program by the UC News & World Report in 2018. But the new building is allowing the university to further expand its work in this growing field, as it expects to soon offer a graduate emphasis in bioengineering for PhD students and a bioengineering bachelors degree program.



The Center for BioEngineering is expected to be the site of ground-breaking discoveries that will help transform the fields of medicine and biotechnology. But the building itself is cutting edge, too. Working at the center of a busy campus, Rudolph and Sletten was able to create a 48,000sf, four-story building—including basement, three-story-tall atrium and 100-seat lecture hall—that is uniquely open, durable and energy efficient for a facility housing state-of-the-art laboratories and mechanical systems.

BUILDING THE FUTURE WITHOUT SLOWING CAMPUS LIFE

NEW CONSTRUCTION WITHOUT SLOWING ONGOING INNOVATION

The building's location in the center of campus, at the intersection of two of the university's busiest walkways, demonstrates the high priority UCSB places on the building and on its bioengineering research. But it also represented challenges for the project team.

A number of utility lines serving the nearby Davidson Library ran through the site of the new building. The fact that the library stays open to students 24 hours a day, seven days a week further

complicated things—as did the many utility needs of the labs: compressed air, vacuum systems, oxygen, natural gas, water and fume hoods with exhaust fans. Working within specified, very short time frames, Rudolph and Sletten teams did utility shutdowns without disrupting students or the bustling campus, ultimately installing utility lines within a tight corridor.

Throughout the construction, an especially high number of inspections were carried out to accommodate the additional requirements that come with state funding for a public university project.

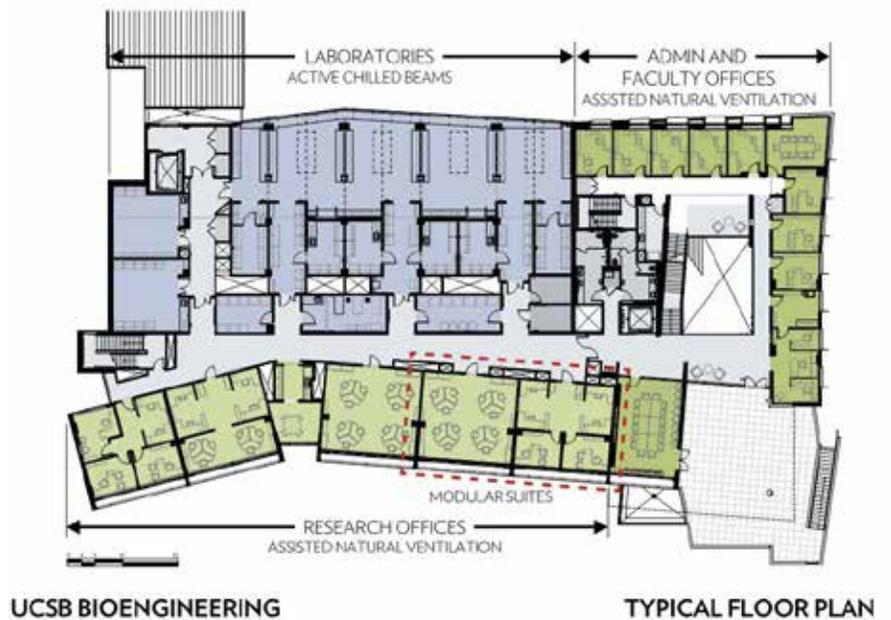
UNIQUELY ENERGY EFFICIENT LABS

Those challenges were more than overcome, though. Laboratory facilities are notoriously energy inefficient, and the Center for BioEngineering houses wet labs, lab support space and dry computational research labs. Nonetheless, the project achieved LEED Platinum certification from the U.S. Green Building Council.

“It's very challenging on a lab project to make it energy efficient,” says R&S project manager Kevin Moore. “Fortunately, we were able to take advantage of being in Santa Barbara.”



UCSB’s coastal location and generally mild climate allowed the team to rely on lots of natural lighting and natural ventilation, augmented by ceiling fans. That limited the need for air conditioning and heating, typically the biggest energy users. “It seems basic, but there’s lots of energy savings there,” says Moore. Chilled beams and radiant flooring in the atrium— as well as some traditional radiators—round out the building’s energy efficiency strategy.



DESIGN THAT'S BUILT TO LAST

OPEN AND DURABLE

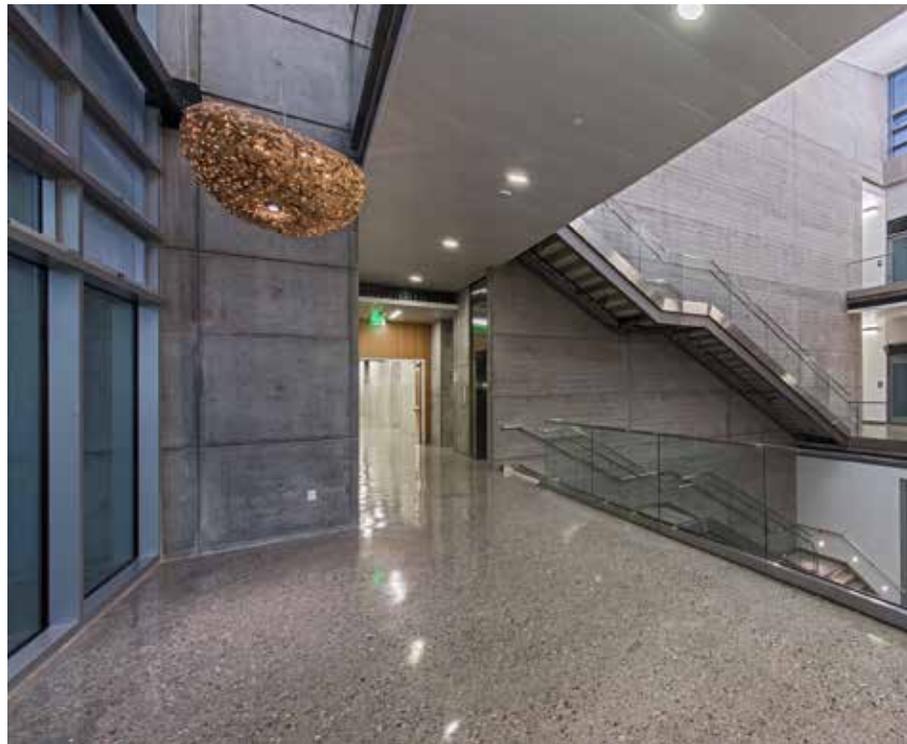
The design presented challenges as well. Heavy, daily foot traffic and all the angles and alcoves needed to accommodate a range of different facilities and offices required careful planning and innovative solutions.

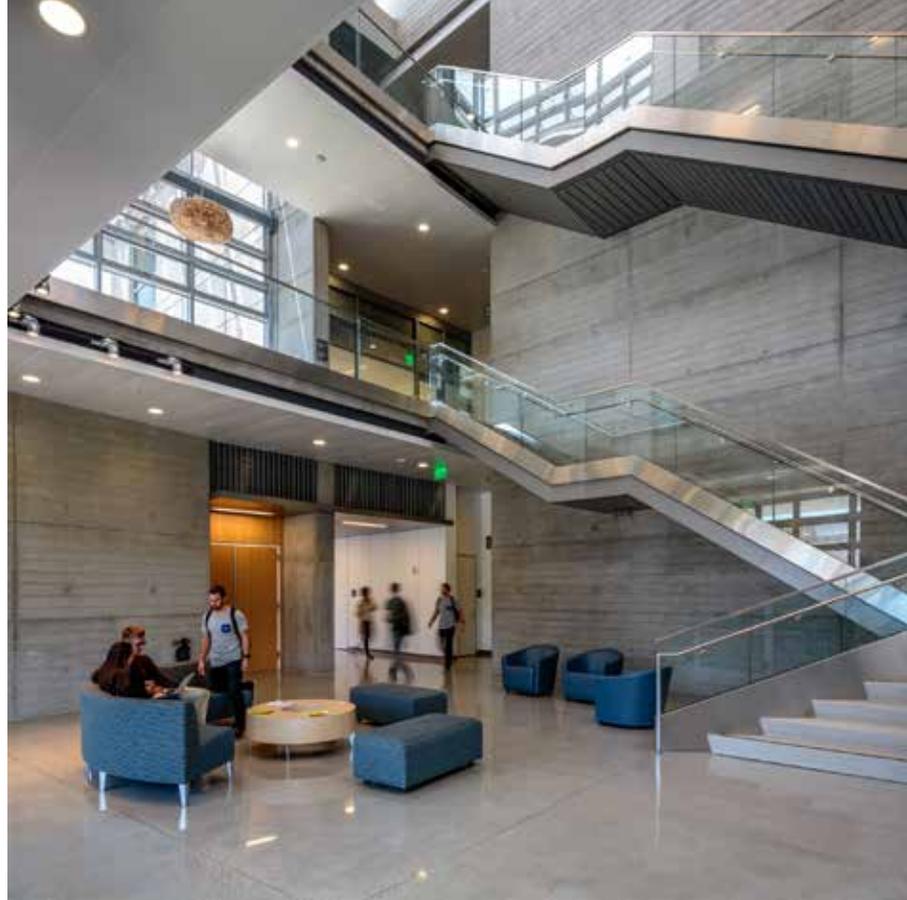
“It’s not a box by any means,” says Moore. “There’s straight lines everywhere, but they’re turning every ten feet or so. It’s a rectangle, but it goes in and out.” That required additional time ensuring the dimensions were right with every turn and angle and change of direction—and change of material.

“Interaction rooms” on each floor encourage collaboration with colleagues and open up onto views of the campus and surrounding mountains. And the public center of the building is an airy atrium, open to three stories of administrator and faculty offices.

To accommodate the foot traffic and last for decades to come, the atrium was given exposed concrete floors, which will wear better than carpet or tile. But, to ensure the floors look as good as they wear, the team did a heavy grind on the concrete, taking about three-eighths of an inch off and exposing the aggregate, speckled and smoothed off. “It looks almost like terrazzo,” Moore says. “You get that wearability of concrete but will still look cool.”

The culmination of a decade of planning, complex fundraising efforts and nearly two years of construction, this vital research center exemplifies the benefits of collaboration both in its creation and function. As Brad Chmelka, Co-Director of UCSB's Institute for Collaborative Biotechnologies so aptly said, “The future is brighter for a broad range of shared research because of this investment.” ■





Further quality measures entailed construction of a two-story mock-up of several exterior building conditions. All team members heavily scrutinized and carefully inspected the mock-up, learning and resolving many challenges before beginning work in the field. This massive preplanning effort significantly contributed to achieving a high degree of aesthetic and waterproofing quality for the exterior skin.



PROJECTS ON THE HORIZON

RECENTLY AWARDED PROJECTS & RECENTLY STARTED PROJECTS



MICRO FOCUS
OFFICE RELOCATION TENANT IMPROVEMENTS

SANTA CLARA, CA

- » 100,000sf tenant improvement to relocate office to a new lease space.
- » Architect: REES Associates, Inc.



STAG'S LEAP WINE CELLARS
B2 PRODUCTION BUILDING

NAPA, CA

- » New 8,000sf, two-story, state-of-the-art wine fermentation cellar.
- » Architect: Daniel MacDonald AIA Architects, Inc.



CEDARS SINAI
PDC LAB BIO-MANUFACTURING FACILITY

LOS ANGELES, CA

- » 23,000sf renovation to relocate and expand the existing iPSC core facility build a new cGMP stem cell manufacturing facility.
- » Architect: HDR, Inc.



JUDICIAL COUNCIL OF CALIFORNIA
INDIO JUVENILE AND FAMILY COURTHOUSE

INDIO, CA

- » New 54,967sf two-story building and site development for Juvenile and Family Courts
- » Architect: CO Architects



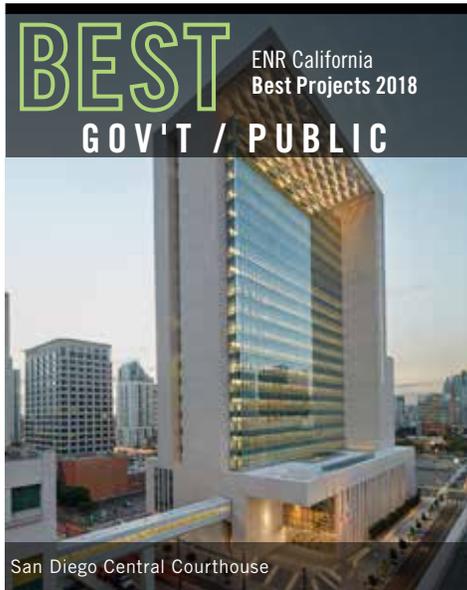
SCRIPPS HEALTH
ENCINITAS ACUTE CARE CENTER

SAN DIEGO, CA

- » New acute care center located on the Encinitas Hospital campus.
- » Architect: Taylor Architects

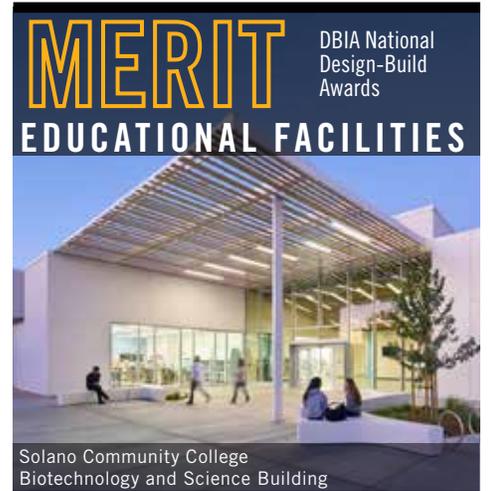
2018 ACHIEVEMENTS

CORPORATE RANKING & COMPANY DISTINCTIONS



2018 CORPORATE RANKINGS

10 CALIFORNIA GENERAL BUILDING CONTRACTOR ENR CALIFORNIA



- 3** R&D FACILITY CONTRACTOR ENR CALIFORNIA
- 4** GOVERNMENT BUILDING CONTRACTOR ENR CALIFORNIA
- 4** HEALTHCARE CONTRACTOR ENR CALIFORNIA
- 4** COMMERCIAL CONTRACTOR ENR CALIFORNIA
- 5** INTERIOR/TENANT IMPROVEMENT CONTRACTOR ENR CALIFORNIA
- 6** GREEN PROJECTS CONTRACTOR ENR CALIFORNIA

TEAMWORK RECOGNIZED WITH DBIA NATIONAL AWARD

Solano Community College, wanting to offer a four-year baccalaureate program in biotechnology, and to have the building ready for the program to start in less than three years. Design-build offered the only way to have the building completed and ready to accept students in that time and within the school's tight budget. The team was able to push permits through at an amazing speed, allowing the school's goals to be met.

HOOKED

ON CONSTRUCTION

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