RUDOLPH AND SLETTEN, INC. | GENERAL CONTRACTOR JOURNAL

HOOKED ON CONSTRUCTION

FALL 2020

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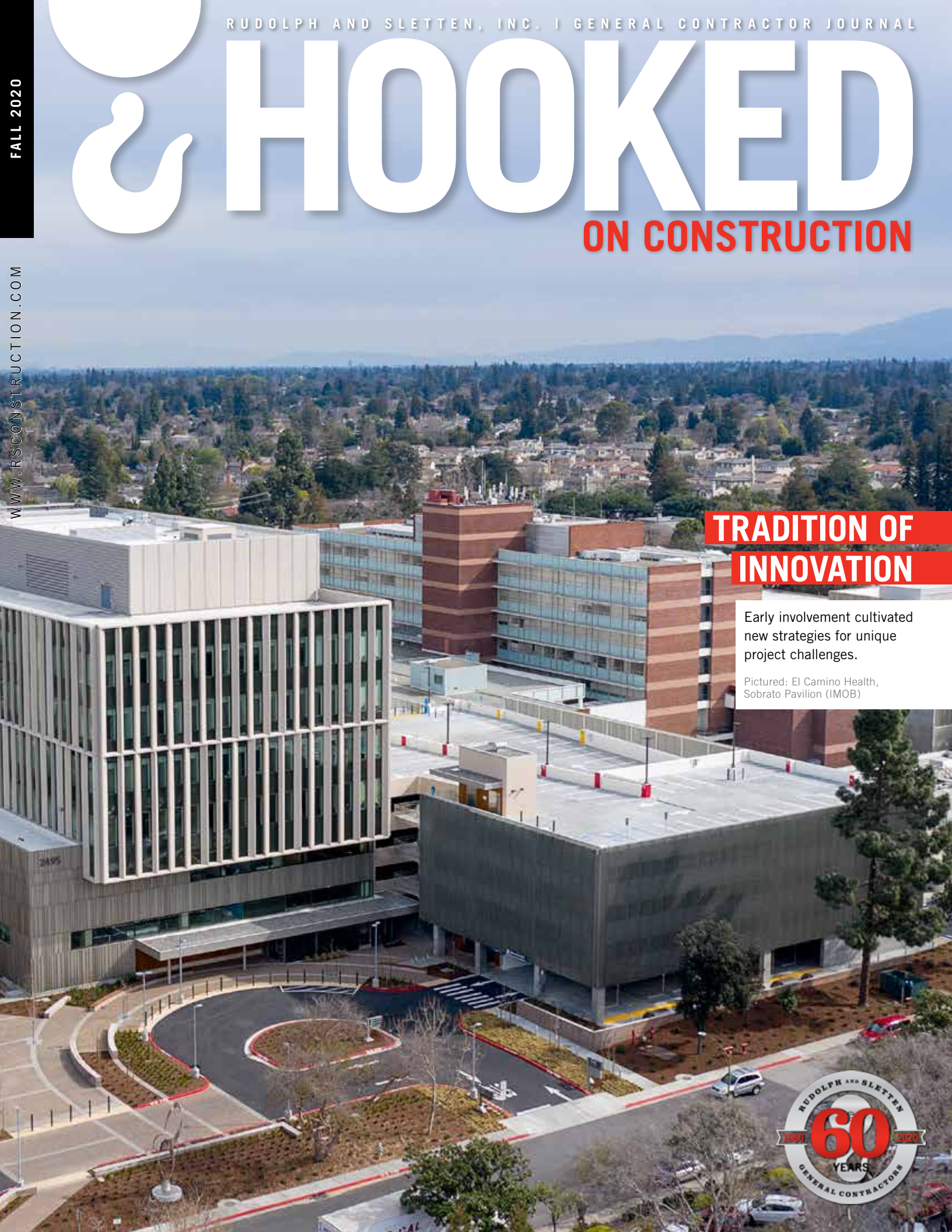
TRADITION OF INNOVATION

Early involvement cultivated new strategies for unique project challenges.

Pictured: El Camino Health, Sobrato Pavilion (IMOB)



HERE'S TO THE NEXT 60 YEARS.

Just like the buildings we construct, our reputation is built to stand the test of time. Our success is owed to our diverse, talented personnel combined with our technological expertise, ethical business practices, and passion for delivering quality projects to our clients.

We're excited to see where the future takes us. Here's to another solid 60 years of building.

LET'S BUILD.

RUDOLPH AND SLETTEN

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LOS ANGELES | IRVINE | SAN DIEGO

FALL 2020

8 CUTTING EDGE CARE

An innovative expansion for an innovative hospital. El Camino Health calls on experience as it turns toward the future.

6 BREAKING GROUND
R&S teams broke ground on a historic renovation in San Diego and an office building for a high-tech client in the Bay Area.

14 PROJECT UPDATE
Seismic upgrades, a new learning resource center and a like-new renovated administration building.

16 SPECIAL PROJECTS
Our Special Projects Group navigated a new normal to deliver two interior improvement projects.

18 EXPANDED CAPACITY
Unceremoniously opened at the beginning of the pandemic, a new emergency and critical care center was delivered early and under budget.

22 UNIQUE BUILD & EXPERTISE
This completed renovation brought a 1970s era building into the 21st century, and more.

25 IN RECORD TIME
R&S answered the call to help California prepare for a pandemic-related healthcare surge.

SPECIAL SECTION

4 60TH ANNIVERSARY PRESIDENT'S MESSAGE

IN EVERY ISSUE

26 OUTLOOK

27 ACHIEVEMENTS + ACCOLADES

PRESIDENT'S MESSAGE

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JON FOAD
PRESIDENT

Milestones in our lives are a time to reflect on where we have been and look forward to the opportunities in front of us. This year marks a significant milestone for me, having just completed my first year as the president of Rudolph and Sletten, something I consider a great honor and privilege.

Sixty years ago, two pioneers in the construction industry, Onslow Rudolph and Ken Sletten built the foundations of their own company with a keen eye on a culture of longevity. I had the good fortune of being hired by Ken Sletten, and the honor of working with Ken and Rudy until their retirement, then continuing my career under their successors, John Rudolph, Alan Rudolph, and Martin Sisemore. Every one of them understood that our founders' vision and mission is what has allowed Rudolph and Sletten the ability to remain the top general contractor in California for six decades.

No organization remains at the top for 60 years by resting on their laurels, and our founders knew that. The core values they instilled require us to continue to improve our processes and procedures. Our legendary safety, client focus, quality advancement, service, integrity, technology integration, and passion for building were key to our success and continue to shape our future.

The past year has flown by, and we have made great strides in continuing our legacy as progressive, forward thinking leaders in the industry. Here are a few of the key initiatives and programs we have implemented which are driving our culture and propelling us into the next decade:

LEAN

In January, approximately 35 of our employees from every region attended a months-long LEAN training initiative where we learned LEAN best practices. This team included individuals from operations, preconstruction, finance, safety, and training. As a comprehensive team, we learned best practices for Process Improvements, Choosing-By-Advantage, efficiently using A3s, Root Cause Analysis, Takt Time Planning and more. The outcomes and learning from this training series will be taught to the departments and regions by Lean Initiative champions and attendees.

TRAINING

Our training department, led by our new Training Director Uma Ryan, has taken learning and training to new heights. We now have online video training, we are implementing a best-in-class Learning Management System

(LMS), we have a two-year training curriculum mapped out for every employee classification, and we are committed to training employees at every level of the company. Our training consists of a technical, nuts-and-bolts curriculum, as well as leadership training tailored to all ranks within the company, including executive leadership training.

SAFETY

We don't just pay lip service to safety when we say we're the "safest and best." The absolute most important thing for us is to send every employee who works on our projects home safely, every single day. For five years running, Rudolph and Sletten has been awarded the President's Award for safety by the Construction Employers Association (CEA), as well as the Safety Excellence Award. We are one of three contractors in the state with three active projects enrolled in Cal/OSHA's Voluntary Protection Program (VPP), and one of the only contractors to ever enroll a multiemployer worksite with multiple general contractors in the VPP program. Our commitment to safety is unwavering, and will never be compromised by schedule or budget.

TECHNOLOGY

Long gone are the days of construction being only about hammers and nails, nuts and bolts. Today, technology drives everything we do. from our estimating software to our Virtual Design and Construction (VDC) modeling and clash detection, to laser scanning and 3D video capture, to our project management systems. Our technology team is constantly looking to optimize our use of technology, not for its own sake, but for improving production quality, scheduling, safety, and enhancing our partnerships with owners, designers, trade contractors, and everyone else in the industry. This past year, we have introduced several new technologies to our teams including: Destini, Revizto, Open Space, Cupix, BUILDR, and Procore. These technologies have been proven to enhance our capabilities and processes, ultimately producing better end results for our clients, design partners, trade partners and employees.

Looking forward, we will continue to build upon the aforementioned initiatives, as well as look into further process improvements throughout the company, enhancing our quality control programs, improve our use of Last Planner scheduling techniques and other relevant Lean processes and will continue exploring, testing, and implementing technologies that will increase the safety, quality, and efficiency of our projects.

Just like the structures we build, Rudolph and Sletten was built to last. We're the best in the business because of a steadfast commitment to our core values, and never-ending push to improve, iterate, and evolve. Our teams will continue to provide unparalleled service to our clients throughout 2021 and beyond. We're looking forward to it.

The Clifford L. Allenby State Office Building for California Department of General Services received Cal/OSHA VPP in 2019. R&S is on track to certify two projects in 2020/21.

In use on several of our active jobsites, Revizto software unifies BIM intelligence and makes it immediately accessible and actionable for the entire project team.

BREAKING GROUND

UNIVERSITY OF SAN DIEGO

FOUNDERS, CAMINO AND SACRED HEART HALLS

As the first buildings on the University of San Diego's (USD) campus, Founders and Camino halls are part of the USD Renaissance Plan's Legacy Portfolio. The Renaissance Plan is the largest capitol improvement plan in USD's history.

Founders Hall, built in 1952, is divided into two sections, separated by an interior patio. The first floor is home to the offices of the dean of the College of Arts and Sciences and to the university registrar. The French Parlor, the Robert and Karen Hoehn Family Galleries, the Lindsay Joanne Cropper Center for Creative Writing, and the Jack and Helene Drown Writing Center are located on this floor. The second floor of the building is a residence hall. The back section of Founders Hall is home to Founders Chapel and the offices of Mission and Ministry.

Camino Hall, built in 1951, is part of the original San Diego College for Women. Camino is made up of two buildings connected by an interior patio and is home to Shiley Theater. Camino is a twin of Founders Hall, which is located next to Camino and accessed by a shared patio. Sacred Heart Hall is located at the back of this shared patio.

Sacred Heart Hall is a 15,000sf structure that joins Camino and Founders halls, architecturally completing the complex. It houses the University of San Diego Naval Reserve Officer Training Corps offices, as well as a performing arts practice theater.

Restoration activities began this summer with anticipated completion scheduled in time for students in Fall 2021.

The scope of work on these buildings will be predominately deferred maintenance – 241,753sf of electrical, mechanical, plumbing, fire/life safety, and accessibility upgrades. During restoration, opportunities to modify space will be evaluated for feasibility within programmatic and budget parameters.

3-STORY
cast-in-place concrete building

4-LEVEL
parking structure with 535 stalls

LEED PLATINUM
sustainable design

1,500 PV PANELS
for reduced energy usage

The project team will feature progressive technology, including advanced usage of Microsoft Teams and Revizto. Revizto is a model viewing software that gives seamless access to the 3D model in the field and incorporates plan viewing and issue tracking into one platform.

BREAKING GROUND

CONFIDENTIAL HIGH-TECH CLIENT

NEW OFFICE BUILDING

Rudolph and Sletten began demolition activities for this high-tech client in August 2019 and construction broke ground in February 2020.

The new building sits on a four acre site and consists of a three-story 179,000sf cast-in-place (CIP) concrete office building, which rests above a portion of two levels of parking. The office building will include a full atrium interconnecting three office floors and a 7,000sf kitchen with full dining facilities. The project also features an adjacent, connected four-level parking structure with one level of below-grade and is provisioned for 535 total stalls.

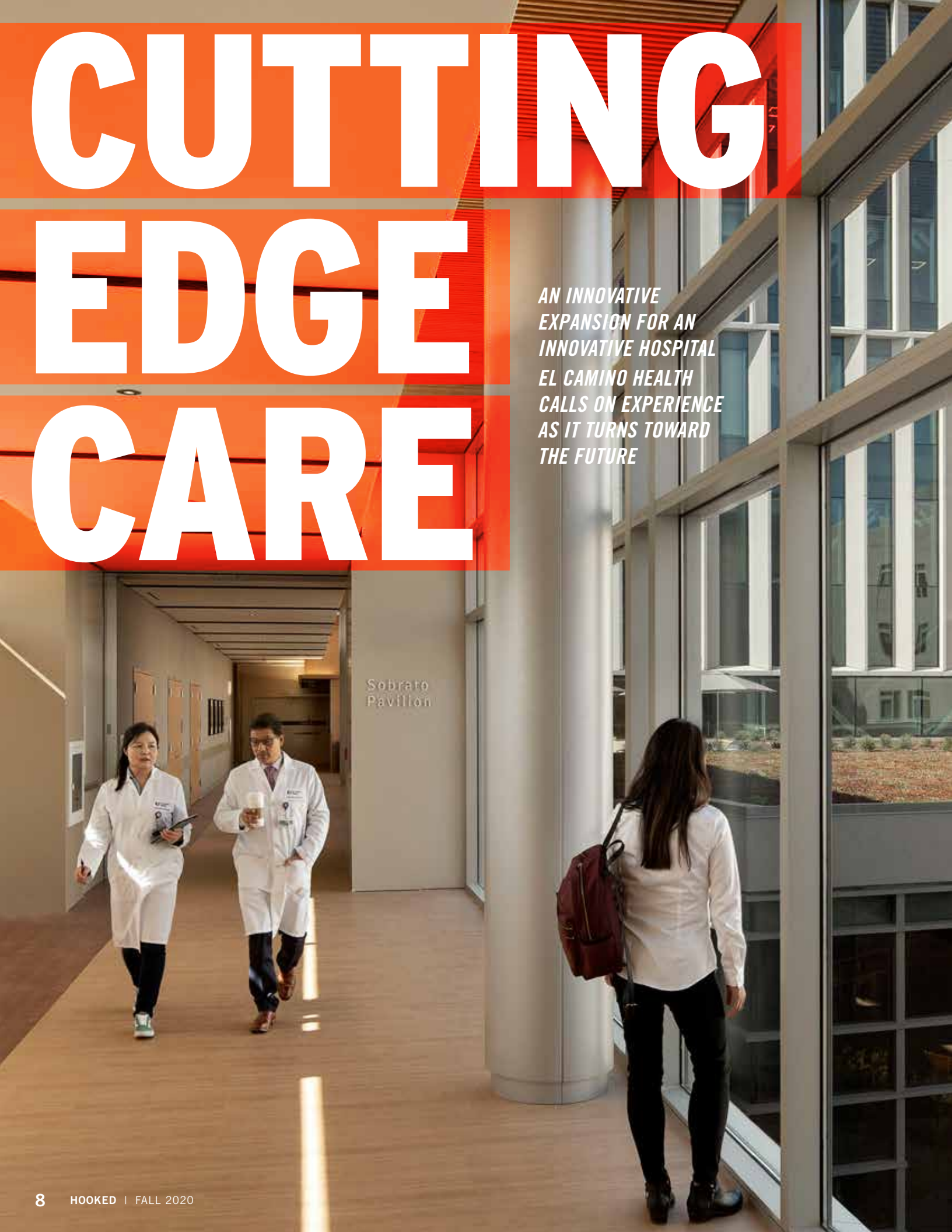
The project is pursuing LEED Platinum Certification with features such as recycled water for irrigation, a dual-plumbing system, 43 clean-air vehicle parking stalls, 193 electric vehicle (EV) charging stations, roughly 1,500 photovoltaic (PV) panels, and no surface parking.

Completion of the new building and parking structure is scheduled for October 2022.

CUTTING EDGE CARE

AN INNOVATIVE EXPANSION FOR AN INNOVATIVE HOSPITAL

EL CAMINO HEALTH CALLS ON EXPERIENCE AS IT TURNS TOWARD THE FUTURE



One of the main hospitals serving Silicon Valley, El Camino Health needed to expand to maintain their position as a leader in cutting edge healthcare technology and patient services.

The new Sobrato Pavilion (formerly known as the integrated medical office building) will be prepared to stay ahead of the competition for years to come. The seven-story, 265,000sf building sits on the main hospital campus, which is about equidistant between the Apple and Google headquarters. The building will ensure the hospital also remains a hotspot of innovation by attracting top talent to their workforce.

It's home to state-of-the-art medical facilities, physician office space and an institute for medical innovation. It also includes a four-story parking addition and expanded services for cardiovascular, stroke, breast health and other care.

Rudolph and Sletten, the construction manager and general contractor on the project, is no stranger to innovation. It leaned heavily on its familiarity with hospital projects—and with El Camino Health in particular—to navigate this complicated project toward (and prepare the hospital for) the future.

2020 CMAA Northern California Project Achievement Award for new buildings greater than $200 million

RELYING ON EXPERIENCE

Back in 2009, Rudolph and Sletten broke ground on the campus with the construction of the New Main Hospital. So R&S was a natural fit to continue working on a campus it already knew well, especially considering that the new Sobrato Pavilion connected into the New Main Hospital on two sides.

"The relationship between El Camino's Facilities Development team and Rudolph and Sletten runs deep," R&S Vice President, Operations Bill Drury said. "This project was another testament to our teams' commitment to excellence. Having an owner like El Camino who truly appreciates our passion for building keeps us wanting to go the extra mile each and every day."

The Sobrato Pavilion helps support the work of the New Main Hospital, so it makes sense that the same team would come back to finish the job. The expansion relied on having intimate knowledge of the campus and a close working relationship between R&S, the hospital and the architects from WRNS Studio—another longtime partner of R&S.

> "The [Rudolph and Sletten] team on this project was first-rate, from preconstruction services to building occupancy. This endeavor should not be taken lightly, as it was by far one of the most challenging projects we have completed with R&S. While other [construction managers] would have been overwhelmed and frustrated, the R&S team searched for opportunities to work together with the client and design team to do what was right for the project."
>
> CRISPIN LAZARIT, SENIOR ARCHITECT - WRNS STUDIO

CONTINUING A TRADITION OF INNOVATION

Established in the 1950s as a district community hospital, El Camino Health has long been associated with the spirit of innovation that symbolizes Silicon Valley. It implemented the world's first computer-aided medical information system, drawing international visitors. Today, the new facility continues that tradition of innovation.

The medical offices provide seamless transition from medical office space and outpatient services to the New Main Hospital. Roughly 33,000sf are dedicated to research into advances in medical devices. It also houses facilities focused on breast health and sleep study laboratories. The hospital system's Centers of Excellence for heart and vascular, cancer and neurosciences as well as suites for orthoscopic, endoscopic and robotic surgery are all housed in this new building, which will reduce the need for overnight, inpatient stays.

The new building is designed to be highly flexible, to accommodate advances in healthcare into the future, and provide space for expanded partnerships with research institutions.

EARLY COLLABORATION PROVES KEY

WRNS Studio was responsible for designing the building core and interiors for Levels G-3, and Brereton Architects handled the interior design of Levels 4-6. Rudolph and Sletten was brought aboard more than a year before the planned construction start, collaborating with the architects and El Camino Health very early on in the planning and design stage.

Early involvement and open communication lines between the teams ensured that all parties were keeping each other's perspectives in mind.

R&S got key subcontractors involved early on, eliminating the need for design rework and optimizing the structure and skin design for cost and schedule efficiency.

This early collaboration also allowed R&S to create a master design, permitting, and construction schedule. This master schedule would be referenced in weekly meetings, keeping the team focused on the long-term picture and helping determine priorities.

And through a collaborative software, Bluebeam Studio, R&S and the owner could add comments to the drawings/specs as they were issued and the design team could respond directly, cutting down on back and forth.

MORE THAN AN OCCUPIED CAMPUS

This project entailed demolishing roughly a third of the structure that formed the New Main Hospital and exposing the building on two sides and five stories, then building the new integrated medical office building in its place, all while keeping the acute care facility undisturbed.

BUILDING IN A COMPLICATED ENVIRONMENT

It was also necessary to coordinate closely with the flow of normal hospital business all around the site.

Demolishing the North Addition building and constructing this new facility connected to the New Main Hospital building—while not interrupting the work occurring in and around New Main Hospital—raised many challenges throughout the course of the project. Chief among them was avoiding disruption of a network of utility lines that routed through underground structures, the lifelines of the New Main Hospital and the Women's Hospital to the north.

There was just one road from which the construction site, in the center of campus, could be accessed. In order to build, all construction equipment and materials had to be moved over these underground structures. To make matters more complicated, a good majority of the new structure was built directly above or immediately adjacent to these underground structures.

To overcome this obstacle, R&S researched various record drawings on the underground structures dating back 10 to 40 years and designed "bridges" to cross them in three locations on site. Two-foot-thick, reinforced concrete slabs measuring roughly 20 feet wide and 20 feet long were installed a few feet above the underground structures to create these bridges.

A different fix was needed for the parking structure. The four-story structure was to be built directly over one of the oldest and most sensitive of these underground structures. To address this, a combination of solutions was deployed, including replacing the soil between the underground structures and the parking structure with foam fill to reduce the weight from the soil, double casing all drilled piers immediately adjacent to the underground structures, and installing VoidForm (a cardboard-like material) directly above the underground structures that would evaporate over time and create an air barrier between them and new structure above.

A CASE FOR INNOVATION

A network of underground utility tunnels (shown in red) that serve two operating hospitals posed the greatest challenge, as Rudolph and Sletten had to figure out how workers could safely cross the tunnels with heavy construction equipment without collapsing or damaging them in any way.

ENR California
Best Projects Awards 2020
Excellence in Safety

SEAMLESS CONNECTION

The central courtyard at Sobrato Pavilion creates a new center of gravity for the campus. The first-floor concourse wraps around an enlarged courtyard, forming a loop that seamlessly connects the new pavilion to the New Main Hospital.

The new Sobrato Pavilion had to be stitched in seamlessly with the existing hospital building. The new building is physically connected to the New Main Hospital on two sides and three floors, and the first floor of the new building wraps around a central courtyard, completing a high-profile concourse through the new and existing building, where high-end finishes were sourced from all over to match the existing finishes and have it appear as though it was all built at the same time. Through surveys during preconstruction, differences in elevation between tie-in points to existing structures were identified early on and accommodated in the design to prevent any stepping or sloping in the transitions between the new and existing buildings.

In the end, the new building and parking structure were constructed with little to no interruption to the existing operations around campus. Completed ahead of schedule and under budget, it promises to allow for continued innovation and life-saving care for years to come. ■

PROJECT UPDATE

CALIFORNIA STATE UNIVERSITY, EAST BAY

COLLABORATIVE OPPORTUNITIES IN RESEARCH AND ENGAGEMENT (CORE) BUILDING

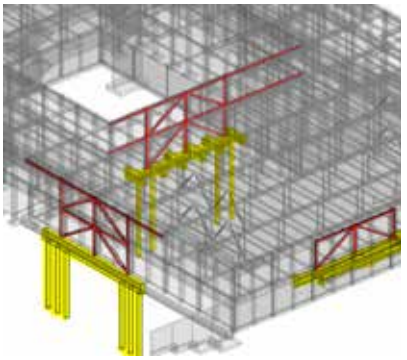
With sitework complete and foundation work underway, Cal State East Bay's new CORE Building is on schedule to meet the Spring 2022 opening date.

Purposefully located in the center of campus, CORE and the Hub for Entrepreneurship and Innovation will provide students with the technology, tools and access to faculty and professional expertise they need to excel in today's rapidly changing job market.

Rudolph and Sletten leverages technology whenever possible to help our teams succeed. For the CORE project, the team implemented Revizto software which connects all project data—3D models, design comments, field reports, and daily project management—to a single collaborative platform the entire team can access from any device. This integrated collaboration tool was especially helpful to mitigate challenges posed by the pandemic. Restrictions to on-site visitors did not impact access to project coordination, issue tracking and field updates.

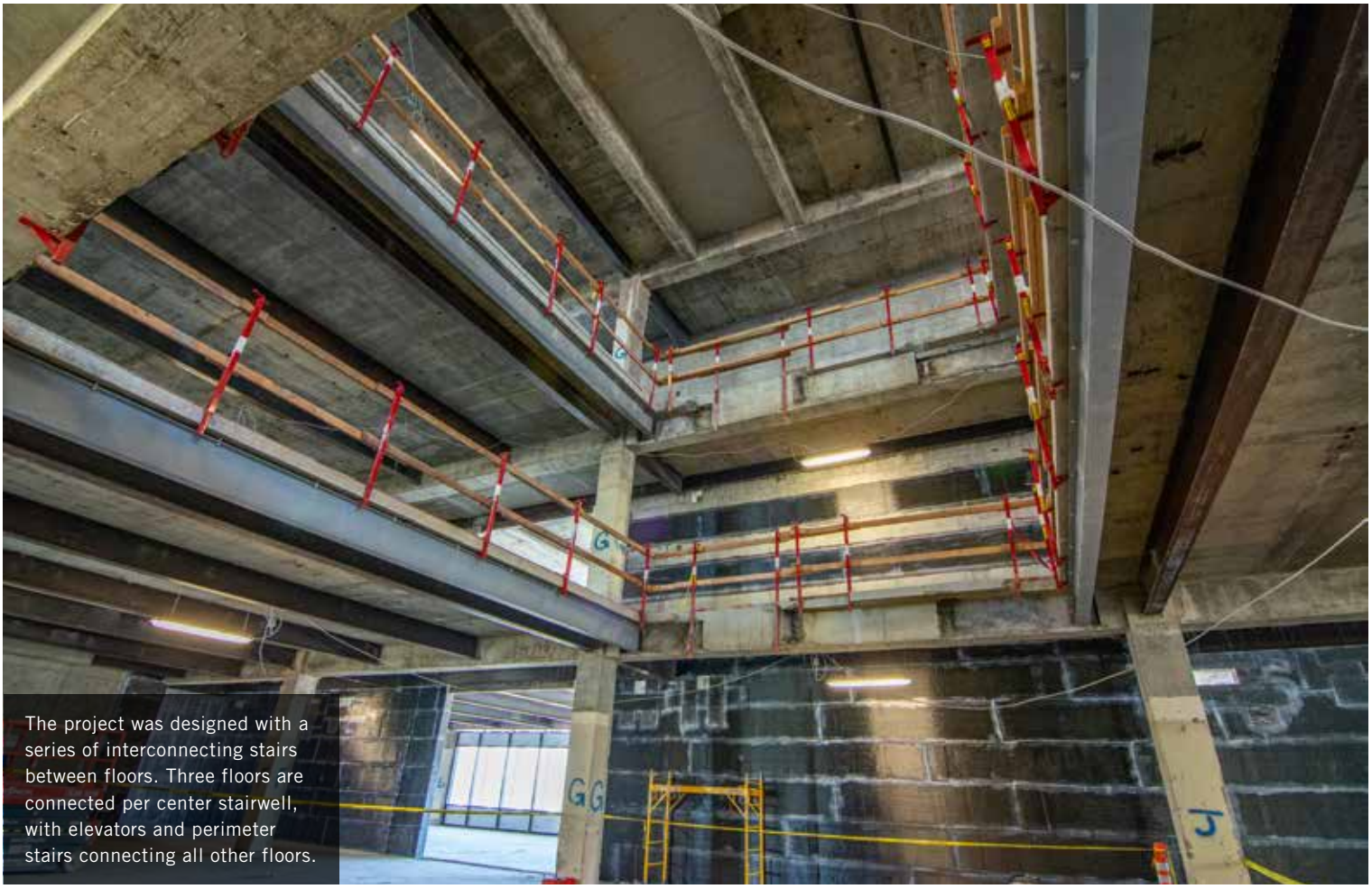
COVID IMPACTED PROJECT

Projects with this icon had the added challenge of building during a pandemic.



SEISMIC UPGRADES

The seismic retrofit and ADA upgrades of the existing Library Annex are also part of our scope of work with the University. Work includes installing Buckling Restrained Braces while navigating challenges like limited staging area, minimizing noise and vibration of construction activities, and limited as-built documentation. Our team successfully completed the upgrades in the tight 180 day schedule.



The project was designed with a series of interconnecting stairs between floors. Three floors are connected per center stairwell, with elevators and perimeter stairs connecting all other floors.

PROJECT UPDATE

CALIFORNIA STATE UNIVERSITY, LOS ANGELES

PHYSICAL SCIENCE BUILDING RETROFIT AND RENOVATION

The Cal State LA Physical Sciences Building 12 is an eight-story high-rise tower with two levels of basement, totaling approximately 218,000sf. Designed in the 1960s, and originally constructed in 1972, the building housed lecture halls, classrooms, offices, labs and two levels of parking.

The upgraded building—with a new name yet to be announced by Cal State LA—will be home to campus administration and student services. Phase 1 kicked off in July 2017 with interior abatement and demolition.

The structural seismic retrofit and architectural demolition, Phase 2, included upgrades to concrete shear walls with associated foundation upgrades and Fiber Reinforced Polymer (FRP) wrap system at beams, columns and existing shear walls. The tenant improvements, Phase 3, will build out all floors with offices, conference rooms, workrooms, business centers and other support spaces. The project is registered LEED Gold CI and is scheduled to complete Fall 2021.

COVID IMPACTED PROJECT

This project has more than 17,000 FRP anchor holes and 34,000sf of FRP system making it one of the of the largest FRP projects in California.

CAL/OSHA VPP SAFETY PROGRAM

OUR JOBSITES ARE SAFER THAN OTHERS.

All our jobsites run the same robust safety program, and on projects with longer schedules, we partner with Cal/OSHA to participate in their VPP Construction safety program. As part of the program, seven trade contractors on the Cal State LA project have applied and received their individual Golden Gate award for safety, and the entire project team will soon be recognized with the VPP award. The VPP program is a great opportunity to share our culture of safety and passion for building with the entire team while promoting teamwork with all jobsite stakeholders.

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

CONFIDENTIAL HIGH-TECH CLIENT

OFFICE CONSOLIDATION AND CAFÉ

Completed in late August, this multi-phased project accommodates the client's phased move of 1,000+ employees from their Silicon Valley location to their Research Center in Fremont. Rudolph and Sletten completed the original interior build-out of the research center in 2016.

This tenant improvement included developing a warm shell area into open office space, converting lab space to offices and conference rooms, and converting office space into a full-service employee café.

Despite a few challenges—but with the advantage of design-build MEP trades--the 23,300sf interior improvement project completed on time and within the client's budget.

COVID IMPACTED PROJECT

PROJECT SUCCESSES

COMPETITIVE BUYOUT

With many Bay Area trade contractors saturated with work at the time of bidding, and the challenge of a fast-tracked schedule which provided only two months before the start of construction, our team had to leverage personal relationships with our trade partners to obtain the required three bids for specific scopes.

UNFORESEEN PANDEMIC

To comply with a county-wide quarantine, the project was shut down for eight weeks. All equipment deliveries and installations were delayed until the site reopened. With the client's on-site employees working remotely for the remainder of the year, the project accommodated the delay and work was successfully completed by the client's revised completion date.

UNIQUE DELIVERY

An asset to the project's schedule and budget were our design-build mechanical, electrical and plumbing trades, and the R&S self-performed concrete and equipment installation. All firms leveraged their experience working in the building previously to meet the schedule and budget constraints.

Completed ahead of schedule, this project was the fastest project turnaround from RFP to completion in UC Davis Health history.

GRAND OPENING

UC DAVIS HEALTH

PATIENT CONTACT CENTER

With a quick turnaround and design decisions being made daily, UC Davis Health selected design-build project delivery to bring their new Patient Contact Center buildout to life.

Rudolph and Sletten collaborated with design partner DGA on the 70,000sf interior remodel of an existing two-story building in Rancho Cordova. The project included demolition of the existing interior and a complete, new tenant build-out. The new call center includes open office environments, hard wall offices, conference and collaboration areas, and café-style break rooms with an outdoor patio on the ground floor.

The team successfully navigated two mid-construction scope additions—a new roof and an outdoor patio—and the added challenge of building during a pandemic. A dedicated COVID safety coordinator and close coordination with suppliers helped the team maintain the schedule.

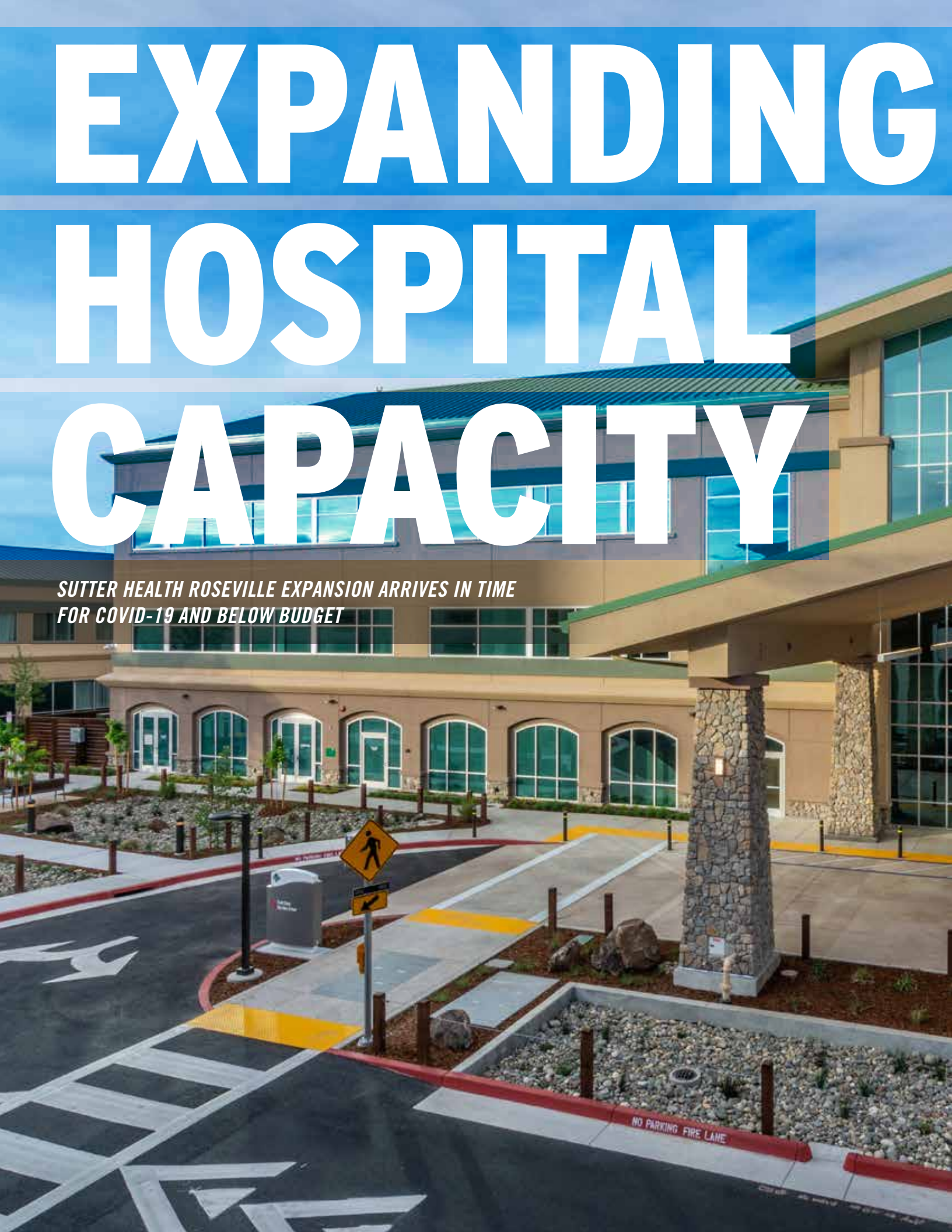
COVID IMPACTED PROJECT

The project—designed to meet LEED Silver—is on track to exceed sustainability goals with LEED Gold CI certification. A key sustainability feature is participation in SMUD's Commercial SolarShares program.

> "[The team at] DGA were blown away by the quality of the work—it looks fantastic! Keep up the good work."
>
> JEFFREY YIP, AIA - PROJECT ARCHITECT, DGA

EXPANDING HOSPITAL CAPACITY

SUTTER HEALTH ROSEVILLE EXPANSION ARRIVES IN TIME FOR COVID-19 AND BELOW BUDGET



As construction was wrapping up, a new crisis hit. With the Coronavirus Disease 2019 (COVID-19) pandemic hitting the U.S., suddenly everyone was talking about hospital capacity. For the Sacramento area, it just so happened that more capacity was already on the way.

An emergency department expansion had been slated to open at Sutter Health's Roseville campus in May 2020. The 95,000sf project, with Rudolph and Sletten as the general contractor and HGA as the architect, would double the number of beds in the emergency department and add 24 new intensive care beds. With a pandemic threatening, hitting the target date was even more critical than normal.

"Coincidentally, we were on track to finish the Expansion Building right as COVID-19 was really evolving" says Jim Whited, senior project superintendent. "In February 2016 we had set our target project completion goal for April 2020. It is a true testament to the great team on this project that made this goal reality."

To accelerate that last couple of months of work, the team relied on what had kept them on schedule up to that point: close collaboration.

ONE TEAM, ONE OFFICE

Sutter Health had past success with integrated project delivery, which included having the entire project team on-site for collaboration and easy communication. The co-location office proved successful again. With up to 50 people working in the open workstation layout of the co-lo office, coordinating and approvals were simpler and faster. "The number of drawing changes and requests for information was significantly less because the design was very much collaborative," says Brett Beagley, senior project manager.

Throughout the project, Lean methodology was used. This allowed for faster approvals and processing. It also led to a more empowering process that encouraged buy-in and accountability. Weekly cluster groups met to discuss their individual progress and tasks for the week. And the superintendent met weekly with the trade partners, who provided their own commitments for the work they'd complete that week.

What really kept the project moving, especially nearing completion, was the team's collaborative relationship with agencies like the Office of Statewide Health Planning and Development and California Department of Public Health. Beagley says it can sometimes take up to three months to get signoff from OSHPD, but due to the integrated approach of the project team, they were able to get those approvals much quicker.

EXPANDING CAPACITY TO RESPOND TO DEMAND—AND EMERGENCIES

Working together, the team was able to create something that will have a tangible and lasting impact for the region. In addition to the expanded emergency department and intensive care capacity, the new three-story building

A very innovative component to the building is hidden behind artwork within the walls of the patient waiting area in the first-floor lobby. Here you will find oxygen connection ports to be used in the event the waiting area ever needed to quickly be converted into a treatment area for a Mass Casualty Incident (MCI).

Matt Pohley, consulting manager with R&S, said the Emergency Preparedness Program coordinator for Sutter Health heard about the idea while attending an offsite training conference. He brought the idea back to the team where it was left to HGA and R&S to work out how to implement it.

includes 34 exam rooms, seven triage rooms, three catheterization angiography lab rooms, shelled space for five more operating/cath/angio lab rooms, more than 17,000sf of additional shell space for a third ICU suite, as well as 11 separate smaller renovations for the existing emergency department and other parts of the hospital.

AHEAD OF SCHEDULE AND BELOW BUDGET — WITHOUT INTERRUPTING HOSPITAL LIFE

The expansion building stands in what had been the physicians' parking lot located in the center of the medical center's campus. The new building directly adjoins the hospital's existing diagnostic imaging department, surgery department/PACU, and emergency department with the air ambulance helipad less than one hundred feet away. And just to make things more interesting, the only access to the building site was via a small road—dubbed "ED Alley"—that ended at the existing emergency department's patient drop off. To say the least, this building location presented several challenges.

With more than 80,000 people a year visiting the Sutter Roseville Emergency Department, the team couldn't allow a single interruption of access to the existing emergency department.

Whited says that throughout the course of construction, incredible amounts of time were spent with ED staff members planning and coordinating the numerous temporary emergency drop-off solutions that were implemented as the project grew and shifted. "I'm very proud to say we did not have a single unplanned visitor access issue throughout the course of construction," he says.

And not only did they avoid problems, they met the challenge — on time. "We were tasked with some pretty lofty goals, and we were able to meet them, both in budget and timeline," says Whited. In fact, he adds, "We were able to give the owner some project savings — we built it for less than it potentially would have cost." ■

TRANSFORMING THE FUTURE

NEW FACILITY PROVIDES MUCH-NEEDED BIOMANUFACTURING CAPACITY TO L.A. AREA

The field of stem cell research has come a long way in recent decades. One area in which it's still developing, though, is simply having enough facilities to be able to capitalize on these advances.

The Cedars-Sinai Biomanufacturing Center is helping to bridge that gap. The 23,635sf facility, completed in April, expands Cedars-Sinai's existing Induced Pluripotent Stem Cell (iPSC) core facility and adds a new Current Good Manufacturing Practices (cGMP) stem cell manufacturing facility. It will help pioneer the use of stem cells in regenerative medicine and drug discovery, providing Southern California valuable biomanufacturing infrastructure for research, innovation and treatment.

But before any of that became possible, the second floor of a six-story 1970s era building had to be transformed into a state-of-the-art facility meeting strict Food and Drug Administration standards. That's where Rudolph and Sletten came in.

UNIQUE BUILD, UNIQUE EXPERTISE

Stem cells are unique in their capacity to become any number of different types of cells. That makes them particularly useful for regenerative medicine, in which they're used to repair or replace tissue or organs.

"Cedars-Sinai is world leader in the growing field of regenerative medicine," says Rohit Prashar, senior project manager. But, he says, there's a gap in the process of producing and using stem cells. "Even though the science exists, you need to have a facility in order to create these regenerative cells. There's a shortage of bio-manufacturing facilities," he says.

> "A company might have experience building a lab facility, but this is not your typical lab."
>
> ROHIT PRASHAR, SENIOR PROJECT MANAGER

The new facility helps address that. To do so, though, it has to meet the stringent cGMP protocols the FDA has set up to ensure the highest quality standards in facilities that produce drugs or therapies. "That's where expertise in this kind of construction comes in," Prashar says. "A company might have experience building a lab facility, but this is not your typical lab."

21ST-CENTURY BUILD IN A 1970S BUILDING

To do a project like this, everything needs to be carefully tracked and the materials used need to meet strict air quality requirements. That gets tricky when you're working in a 50-year-old building. With decades of experience renovating and restoring aging buildings—as well as building clean room facilities for clients like Gilead, Johnson & Johnson and Novartis—the R&S team was well-suited to the challenge.

There was asbestos in the existing walls and a MonoKote fireproofing insulation that was particularly prone to breaking up into small particulate pieces. Neither issue is uncommon in an older existing building. "Typically, you always have some sort of particulate matter in the air and on desks," Prashar says.

But cGMP facilities have strict limits on the concentration of particulate matter that can be in the air of the facility. "It's the cleanest build you can follow on a jobsite, there's an entire specification on how to build clean, regulated by the FDA," says Korey Haberman, R&S superintendent.

Haberman says that meant stripping out existing MonoKote and installing new cementitious fireproofing that wouldn't break apart as much. And it meant that "anytime we had to interface with an existing wall, there was potential for asbestos … so there was a lot of coordinating with the abatement subcontractors to make sure the work was done ahead of time so we don't come up to that existing wall before it's ready."

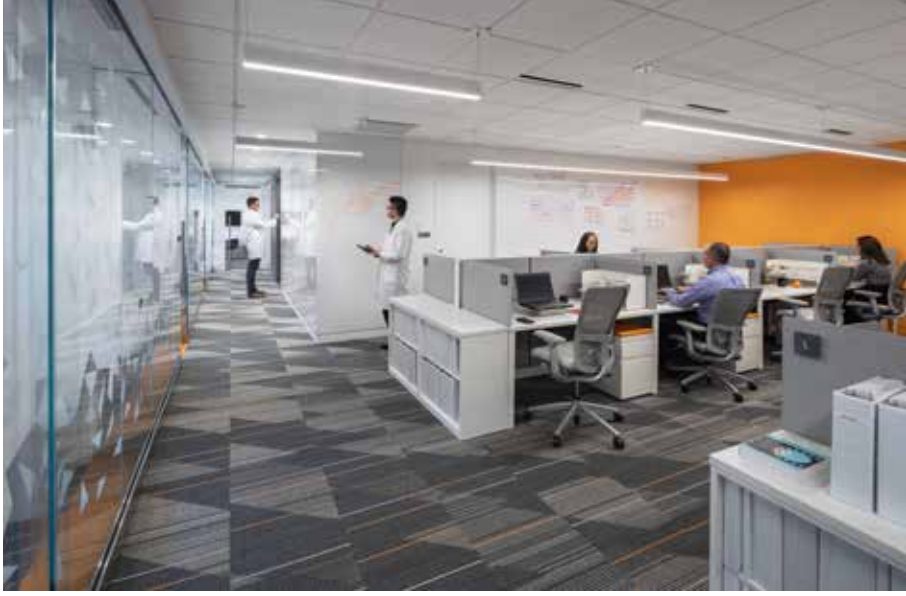
GOOD NEIGHBORS

This state-of-the-art facility was slotted within a busy, working building. With other tenants above and below, no loud work could be done during business hours. To keep everyone in the loop and on schedule, meetings were held with the other tenants twice a week to share and coordinate planned activities for the days ahead. For example, waste lines ran along the floor below, Haberman says. So they'd coordinate, move furniture, do the work, and then be out of there with everything back to normal before the tenants were back at 9 a.m.

The roof posed a unique challenge. The top-floor tenants could hear everything above, so working during business hours was not an option. And West Hollywood doesn't allow outside work beyond 8 a.m. to 7 p.m. That only allowed one hour, from 8 a.m. to 9 a.m., to do all the work to install the needed equipment on the roof.

And there was lots to do. To get it all done, expanded work-hour permits needed to be obtained. But mostly, getting it all done required coordinating and planning.

"You can never plan enough when you're working on an older, existing building that is occupied," says Haberman. "If you weren't notifying the tenants, you wouldn't get to be in that space. So you're constantly staying proactive and staying ahead with your notifications and letting them know what your plan is and what you'll be doing. "That was the main success of the project — being proactive in our planning." ■



The existing decking was only rated for 25 pounds per square foot, not enough to support the upgraded mechanical units needed for the lab facility. Surveyors outlined the location of the building's load-bearing steel beams and additional support structures were installed.

ANSWERING THE CALL

20 DAYS to deliver temporary subacute facility.

516 BEDS available in the event of a surge due to COVID-19.

COVID IMPACTED PROJECT schedule and on-site logistics impacted by supply chain delays and heightened safety measures.

DELIVERING FACILITY FOR DGS IN RECORD TIME TO PREPARE FOR PANDEMIC HEALTHCARE SURGE

Rudolph and Sletten—along with architect Cannon Design—answered the call to convert six mothballed buildings on an existing campus into a subacute Alternate Care Facility. This Costa Mesa facility was intended to house low-acuity, ambulatory COVID-19 patients, easing strain on Orange County healthcare delivery systems in the event of a surge in COVID-19 hospitalizations.

Our team of 250+ field and management staff successfully completed the 516-bed facility in 20 days (from date of award), a project that normally would have taken months. Every day kept us on our toes with new building surprises and discoveries. The team began with a detailed site assessment and bed layouts. The project included the following scope of work:

- 240,625sf in six buildings scrubbed, cleaned and prepped for 516 patient beds (including hazmat containment).
- 15 nurse stations outfitted including power, data and fire alarm.
- 5 main electrical breakers replaced.
- 100+ door openings and exit hardware changed out to accommodate egress requirements.
- 200+ plumbing fixtures repaired or replaced.
- 26 air handlers and pneumatic controls refurbished.
- 120 exhaust fans rebuilt or replaced.

PROJECTS ON THE HORIZON

RECENTLY AWARDED PROJECTS & RECENTLY STARTED PROJECTS

CITY COLLEGE OF SAN FRANCISCO
STEAM BUILDING
SAN FRANCISCO, CA

» New five-story design-build classroom building located on urban campus.

» Design-build with SmithGroup

JUDICIAL COUNCIL OF CALIFORNIA
SANTA ROSA COURTHOUSE
SANTA ROSA, CA

» New 15-courtroom, 174,000sf courthouse to house consolidated court services in Sonoma County.

» Architect: Richard Meier & Partners Architects LLP

RESCORE PROPERTY CORPORATION
THE RISE KOREATOWN
LOS ANGELES, CA

» Seven-story mixed-use complex with 364 rental apartment units and a ground floor retail area.

» Architect: Nadel Architects

CALIFORNIA STATE UNIVERSITY, SAN BERNARDINO
PERFORMING ARTS BUILDING ADDITION
SAN BERNARDINO, CA

» Renovation and 90,000sf expansion of exisitng performing arts building.

» Architect: HGA Architects and Engineers

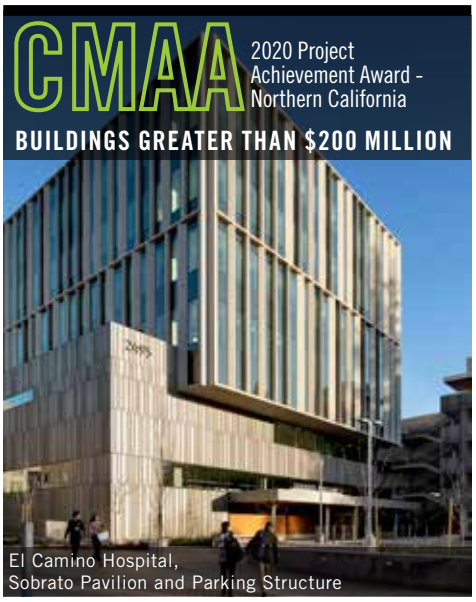
SAN DIEGO STATE UNIVERSITY
DON POWELL THEATER RENOVATION
SAN DIEGO, CA

» Design-build renovation of the existing Don Powell Theater audience chamber, lobby and audience amenities.

» Design-build with HGA Architects and Engineers

2020 ACHIEVEMENTS

CORPORATE RANKING & COMPANY DISTINCTIONS



2020 R&S RANKINGS

#2 CALIFORNIA GENERAL CONTRACTING CONTRACTOR
ENR CALIFORNIA

4 HEALTHCARE CONTRACTOR
ENR CALIFORNIA

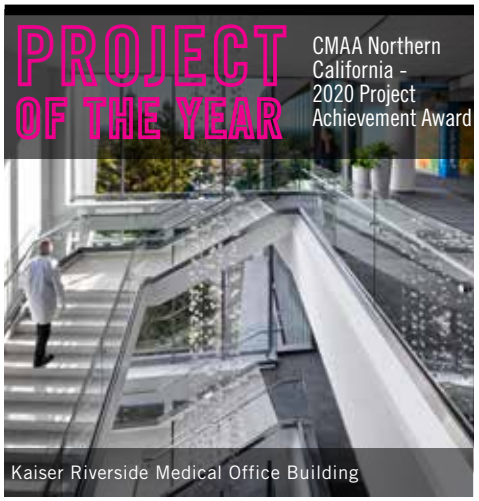
6 INTERIOR/ TENANT IMPROVEMENT CONTRACTOR
ENR CALIFORNIA

8 GREEN PROJECTS CONTRACTOR
ENR CALIFORNIA

9 COMMERCIAL CONTRACTOR
ENR CALIFORNIA

10 NEGOTIATED BEST-VALUE CONTRACTOR
ENR CALIFORNIA

11 PRIVATE SECTOR CONTRACTOR
ENR CALIFORNIA



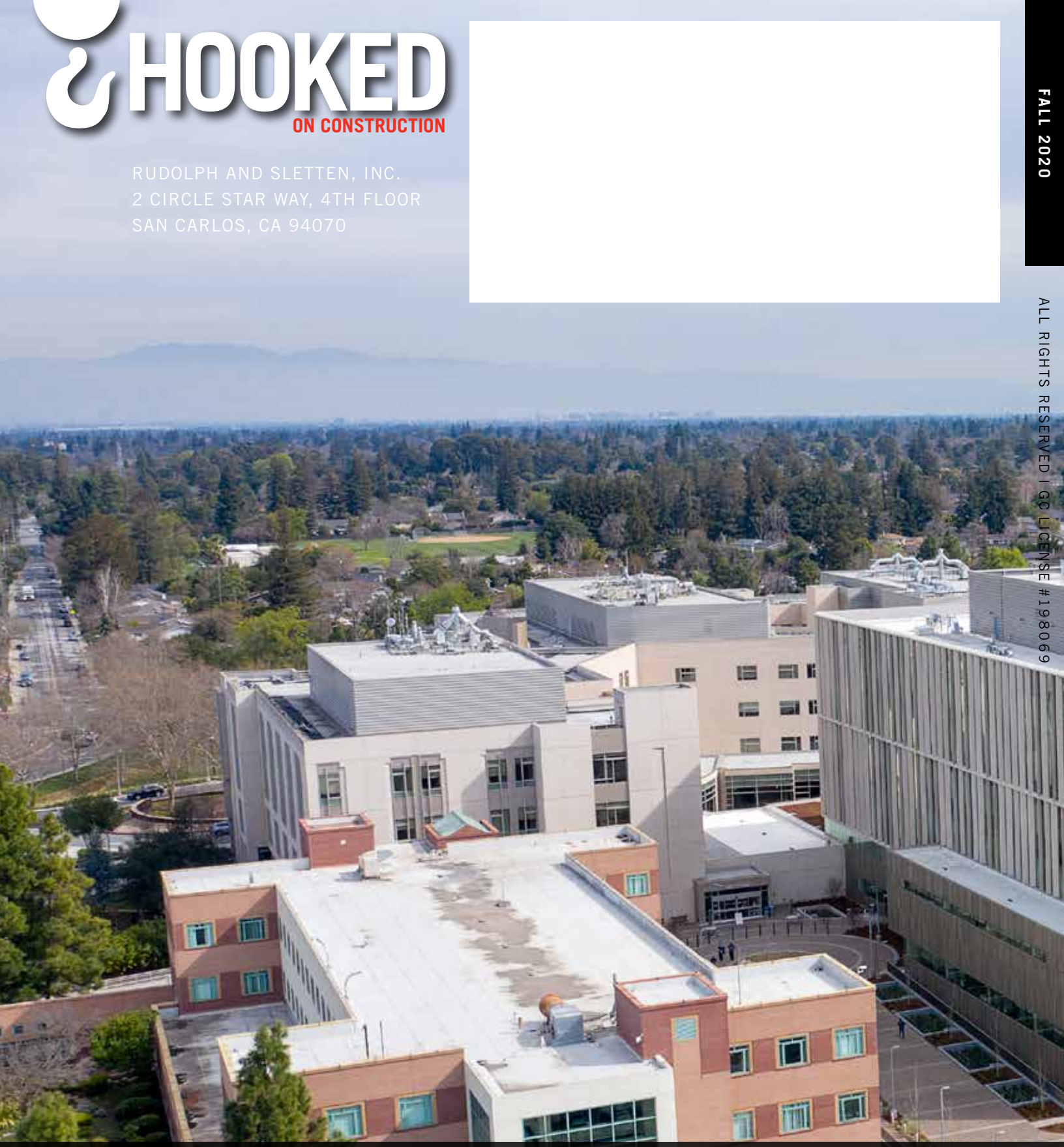
TRULY COLLABORATIVE DELIVERY

Built in one of the fastest growing areas of California, the Kaiser Permanente Riverside Medical Office Building project in Roseville consisted of a five-story outpatient facility, a one-story pharmacy/lab/conference building and a two-level parking deck. Using the Integrated Project Delivery (IPD) method was key to the project's success. This collaborative approach was implemented to lower design and construction costs as well as to bring a heightened level of accountability for all team members.

HOOKED
ON CONSTRUCTION

RUDOLPH AND SLETTEN, INC.
2 CIRCLE STAR WAY, 4TH FLOOR
SAN CARLOS, CA 94070

FALL 2020



INCORPORATED 1960

RUDOLPH AND SLETTEN

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