



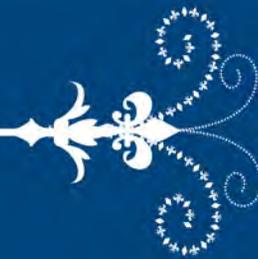
Swinerton

A Builder's History

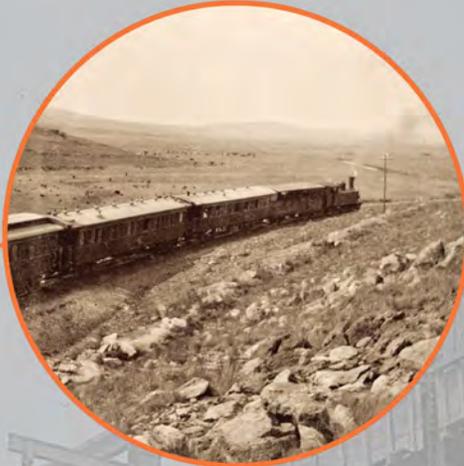


Swinerton

A Builder's History



1888



1888 Charles Lindgren, founder of Swinerton, pays \$1 for a one-way train ticket from Chicago to Los Angeles



1908 The Lindgren Company is incorporated in San Francisco by brothers Charles and Fred Lindgren



1913 Fred Lindgren and Alfred Swinerton assume leadership of the Lindgren Company as president and vice president

1934 The company returns to its Southern California roots, opening a successful office in Los Angeles



1958 Swinerton & Walberg celebrates 70 years of building the West with a formal builders' banquet



1929 California begins issuing contractor licenses; Lindgren & Swinerton obtains number 92—out of more than 27,000 issued that year



1942 The general partnership of Swinerton & Walberg is formed; the company opens a Denver office

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Swinerton

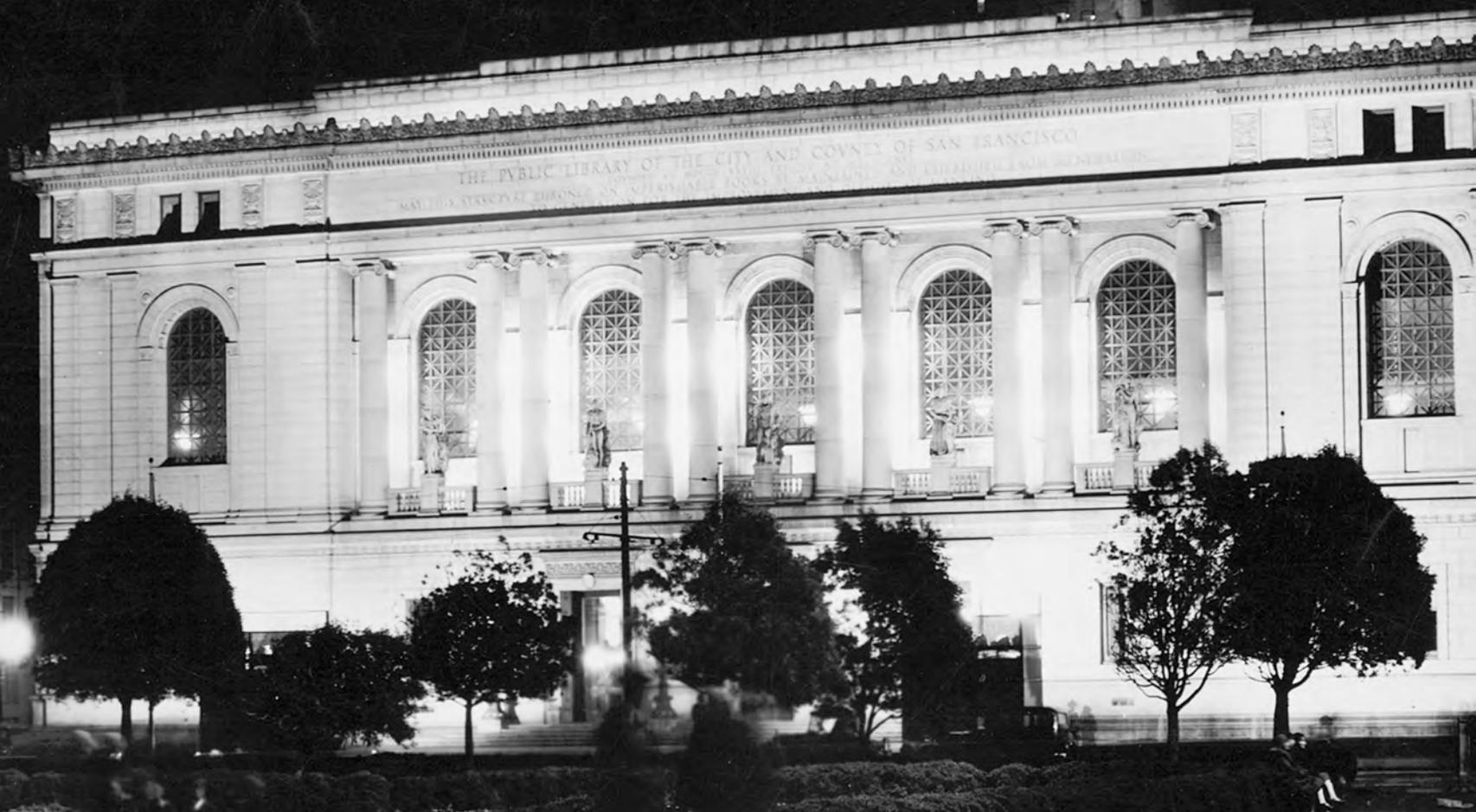
A Builder's History



We hope you enjoy this tour through Swinerton's long and fascinating history. Thanks to all past and present employees, clients, subcontractors, and business partners—we wouldn't be here without you. Here's to the next 125 years!

—The 2013 Swinerton Executive Team

125 YEARS



ARS

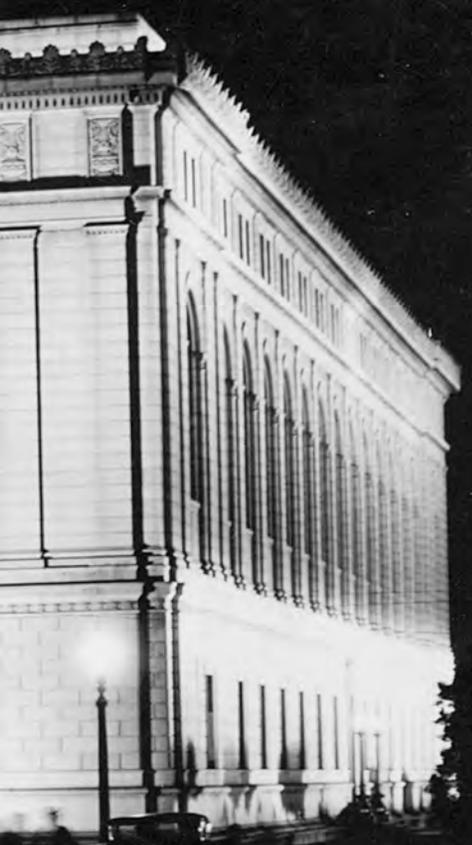


Table of Contents

<i>Swinerton Universe</i>	2
<i>Introduction</i>	4
<i>1888: Boom-Town Builder</i>	6
<i>1900-1910: Rise from the Ashes</i>	10
<i>1910-1920: Landmark Growth</i>	14
<i>1920-1930: Ascending Skyward</i>	18
<i>1930-1940: Strategy for Survival</i>	22
<i>1940-1950: Home-Front Defense</i>	26
<i>1950-1960: Peacetime Prosperity</i>	30
<i>1960-1970: Changing Tides</i>	34
<i>1970-1980: Electric Expansion</i>	38
<i>1980-1990: Grand Centennial</i>	42
<i>1990-2000: Seismic Shifts</i>	46
<i>2000-2013: Building Forward</i>	50
<i>Employees</i>	54
<i>Leadership</i>	56
<i>Appendix</i>	62



Swinerton Universe

Within the walls of Swinerton-built facilities, people work, live, sleep, play, shop, study, create, train, heal, stay, dine, and plan.

Featured here is but a small sampling of Swinerton's 125-year legacy, representing a wide span of geographies, functions, architectural styles, and decades.

For project details and history, reference the corresponding number in the appendix on pages 62–72. Look for the star (★) within photos throughout the book for additional projects included in the appendix. Projects featured both here and elsewhere in the book are marked with an asterisk (★).

- 1 Hilton Rainbow Tower
Honolulu, HI, 2011
- 2 The Carlyle Residences
Los Angeles, CA, 2009
- 3 Sandra Cisneros Learning Academy
Los Angeles, CA, 2011
- 4 Hotel del Coronado★
Coronado, CA, 1999
- 5 Sheraton Maui★
Lahaina, HI, 1963
- 6 Fullerton Community Center
Fullerton, CA, 2012
- 7 Geisel Library★
La Jolla, CA, 1970
- 8 Royal Hawaiian Hotel
Honolulu, HI, 2008
- 9 LAX Gateway★
Los Angeles, CA, 2000





- 10 The de Young Museum
San Francisco, CA, 2005
- 11 Pacific Telephone & Telegraph Building*
San Francisco, CA, 1925
- 12 Sunroad Centrum
San Diego, CA, 2007
- 13 Kaiser Antioch Medical Center
Antioch, CA, 2007
- 14 NORTHCOM Headquarters
Peterson Air Force Base, Colorado, 2002
- 15 John Wayne Airport Parking Structure
Santa Ana, CA, 2011
- 16 Palm Springs Air Traffic Control Tower
Palm Springs, CA, 2012
- 17 Santa Clara HS Performing Arts Center
Santa Clara, CA, 2005
- 18 Four Seasons Residences
Austin, TX, 2010
- 19 Cathedral of the Blessed Sacrament
Sacramento, CA, 2005
- 20 Lam Research Campus
Tualatin, OR, 2002
- 21 The Parc Condominiums
Seattle, WA, 2007
- 22 Four Seasons Hotel & Residences
Denver, CO, 2010
- 23 Riverpark Towers
San Jose, CA, 1987/2008
- 24 CalSTRS Headquarters
Sacramento, CA, 2009
- 25 The Monarch
Austin, TX, 2008
- 26 Santa Anita Park*
Arcadia, CA, 1934
- 27 SMUD Dillard Solar Power Plant*
Sacramento, CA, 2012
- 28 Hyatt Wild Oak Ranch
San Antonio, TX, 2004
- 29 Denver Coliseum*
Denver, CO, 1951
- 30 Valley View Casino & Hotel
Valley Center, CA, 2010
- 31 Weyerhaeuser Headquarters*
Federal Way, WA, 1971
- 32 The Ritz-Carlton, Lake Tahoe
Truckee, CA, 2009
- 33 Coca-Cola Bottling Company*
Oakland, CA, 1940
- 34 War Memorial Opera House*
San Francisco, CA, 1932
- 35 Ghirardelli Square*
San Francisco, CA, 1964
- 36 NASA Sustainability Base*
Mountain View, CA, 2012

Introduction

125 Years of Building America

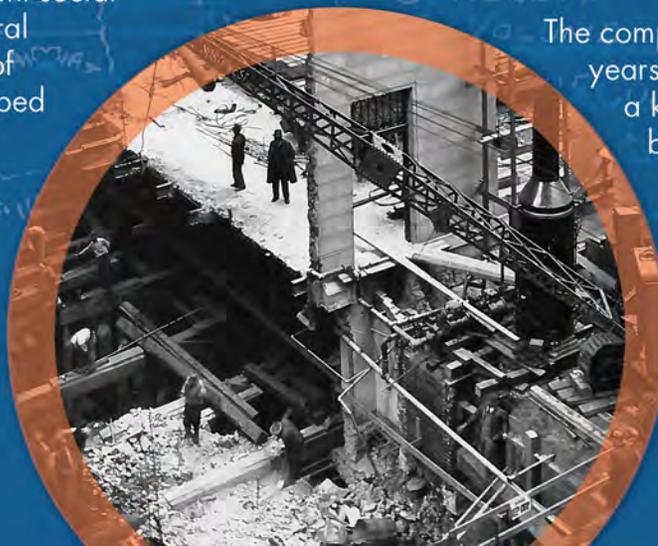
The story of Swinerton is a classic tale of American innovation. It is a chronicle of western expansion and the pioneers who saw opportunity in an undeveloped frontier. It is a testament to what can be achieved with a big vision and unshakable values. With exceptional longevity, it spans three different centuries and reflects the booms and busts of an evolving, post-industrial nation.

Since its modest beginnings in 1888 as a small brick masonry and contracting start-up, Swinerton has evolved into an industry leader with a reputation for excellence encompassing major commercial construction markets in North America and beyond. The company has helped build communities from the peaks of the Rocky Mountains to the verdant cliffs of the Hawaiian Islands, from the icy Gulf of Alaska to the humid jungles of Columbia, and everywhere in between.

Swinerton has witnessed vast changes in the industry and in the world since its earliest days laying bricks in the dusty streets of Los Angeles. Two world wars, 22 U.S. presidents, turbulent social revolutions, dynamic cultural movements, and a series of natural disasters have shaped the American landscape. The industrial world has been transformed by advances in technology, including invention of the automobile, airplane, wind turbine, computer, Internet, laser, and smartphone.



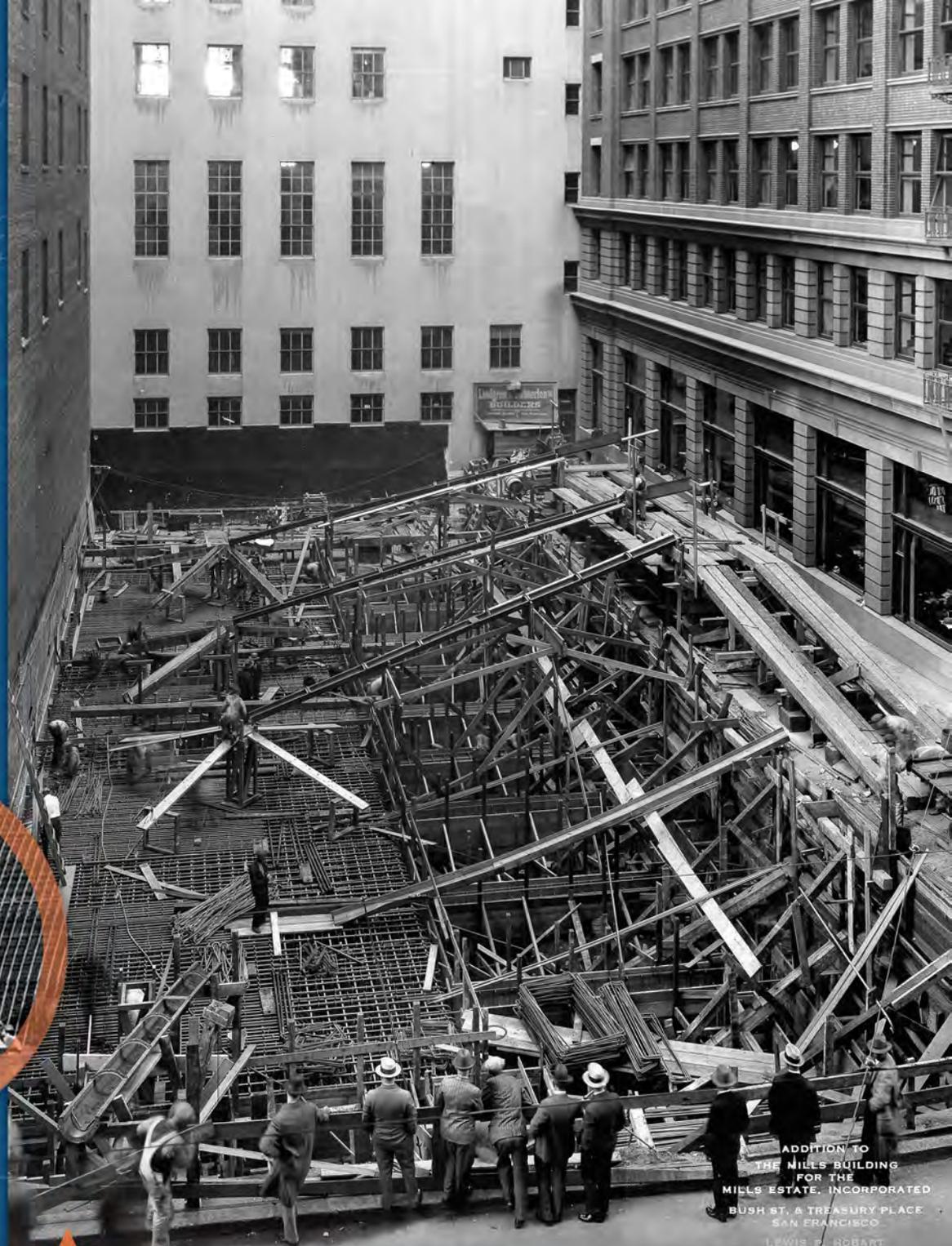
Aesthetics, too, have changed. From Beaux Arts to Art Deco, Mid-Century Modern to Bauhaus, Swinerton has partnered with leaders in architecture and design to build iconic structures that embody the shape and style of passing years.



The company has thrived throughout the years with a willingness to adapt and a keen awareness of transformative building trends. Visionary leaders—with an average tenure of more than 30 years with the company—have navigated the mercurial construction industry to ensure Swinerton's success. This combination of flexibility and foresight has led to winning strategies, from the boardroom to the jobsite.

Swinerton's values and commitment to excellence attract and retain the most talented teams, who consistently earn the respect of clients and partners. Bold ideas, skilled hands, and an exceptional dedication to the business of building have led to new milestones in construction.

As Swinerton celebrates 125 years of building excellence in 2013, the company honors its legacy of quality, landmark structures while embracing the leading edge of design and construction to build the communities of tomorrow. It is poised to lead the future of construction, bridging more than twelve decades of lessons learned with a thirst for innovation in action. Swinerton's longevity is a testament to the integrity of its leaders, the enduring excellence of its structures, and, above all, the passion of its people.



38

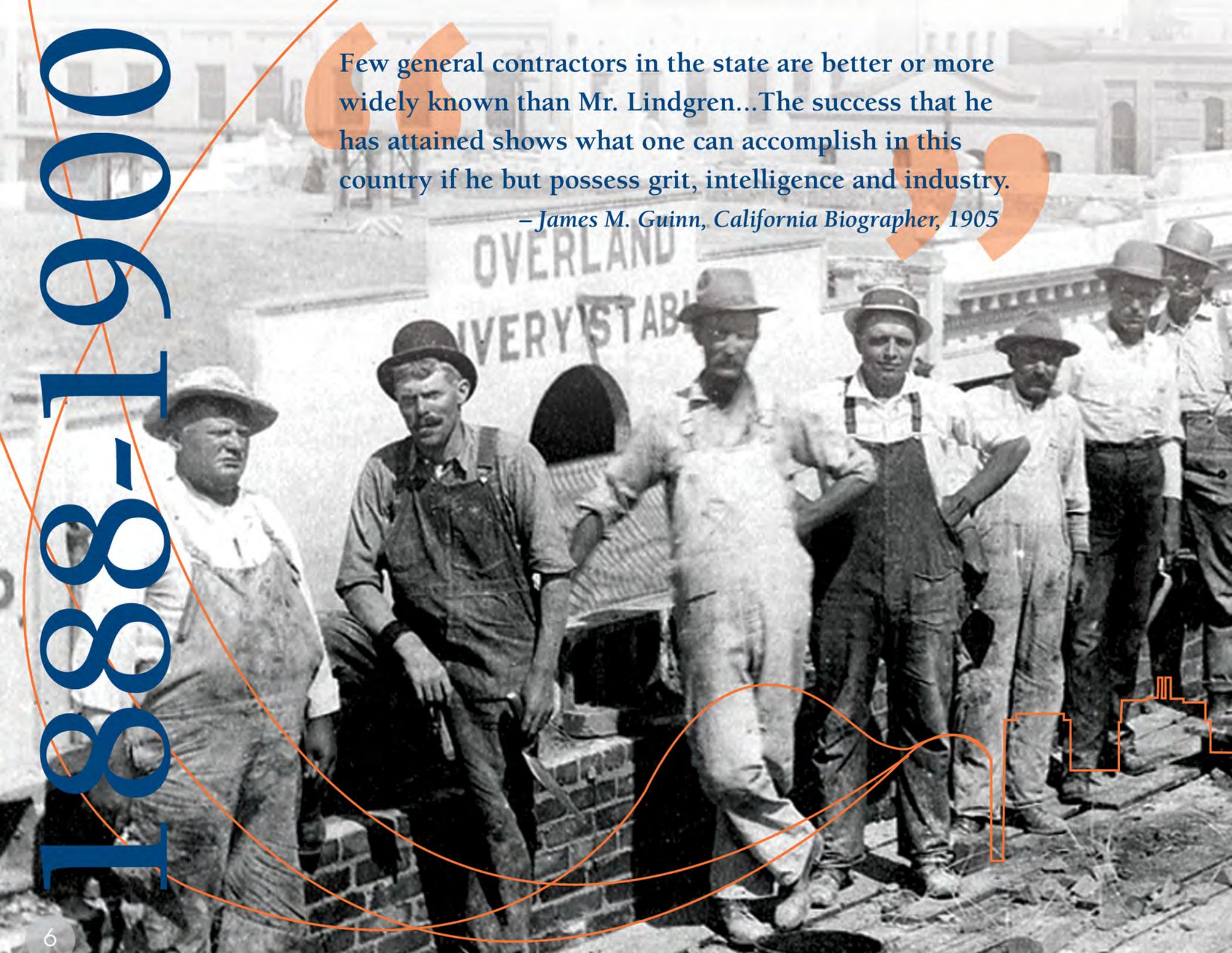
Mills Building Tower
San Francisco, CA

ADDITION TO
THE MILLS BUILDING
FOR THE
MILLS ESTATE, INCORPORATED
BUSH ST. & TREASURY PLACE
SAN FRANCISCO
LEWIS F. ROBERT
ARCHITECT
LINDGREN & SWINERTON, INC.

Few general contractors in the state are better or more widely known than Mr. Lindgren...The success that he has attained shows what one can accomplish in this country if he but possess grit, intelligence and industry.

— James M. Guinn, *California Biographer*, 1905

1888-1900
0061-8881



Boom-Town Builder

The Swinerton story began in 1888 in Los Angeles—the scene of a thriving, post-Gold Rush building boom. A newly completed stretch of the Transcontinental Railroad delivered scores of fortune seekers to Southern California daily, as the Golden State began its transformation from a wild mining frontier into an agricultural empire. Among those who made the journey was Charles Lindgren, a young Swedish immigrant and the son of a stone mason. Lindgren formed a brick masonry and contracting partnership with two other entrepreneurs to help meet the rocketing real estate demands of a city population that quadrupled during the 1880s.

The Los Angeles building boom collapsed—as booms tend to do—near the end of the decade. However, opportunity soon reappeared in the form of disaster. On a July morning in 1889, a kitchen flame sparked a fire in the frontier town of Bakersfield, California. The inferno quickly spread from one wooden structure to another, devouring most of the business district. Lindgren helped rebuild a stronger, more prosperous downtown, earning a solid reputation as a contractor and one of Bakersfield's leading citizens. Lindgren's trade spread throughout the San Joaquin Valley, where he and his crews built quality homes, public buildings, and schools. Soon, the cosmopolitan allure of San Francisco beckoned him further north.



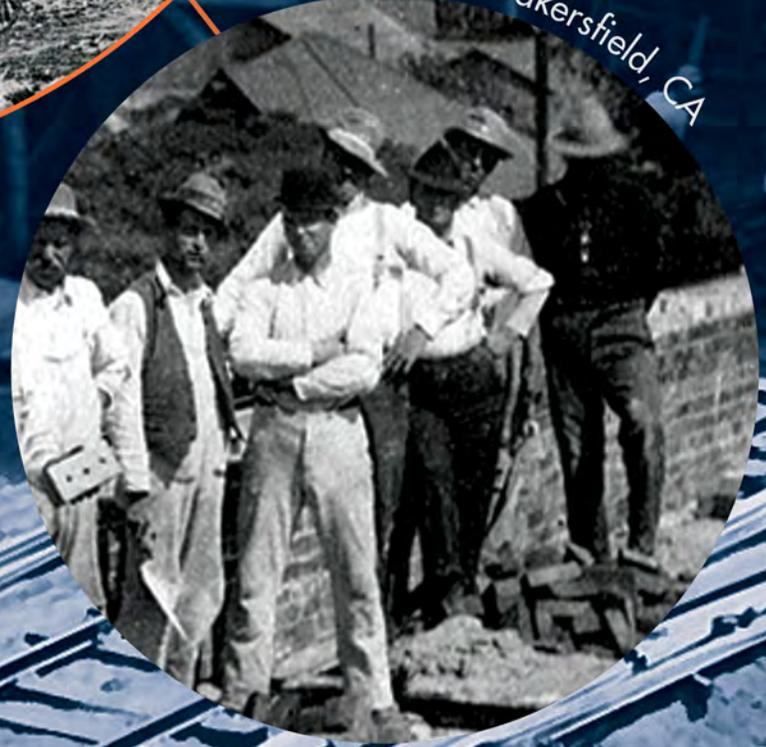
Workers on Jobsite
Bakersfield, CA



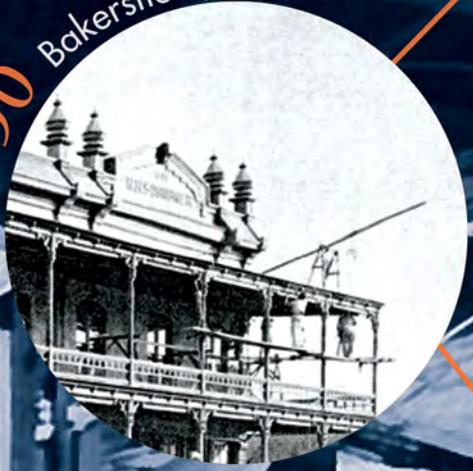
1889 Bakersfield, CA



1889 Bakersfield, CA



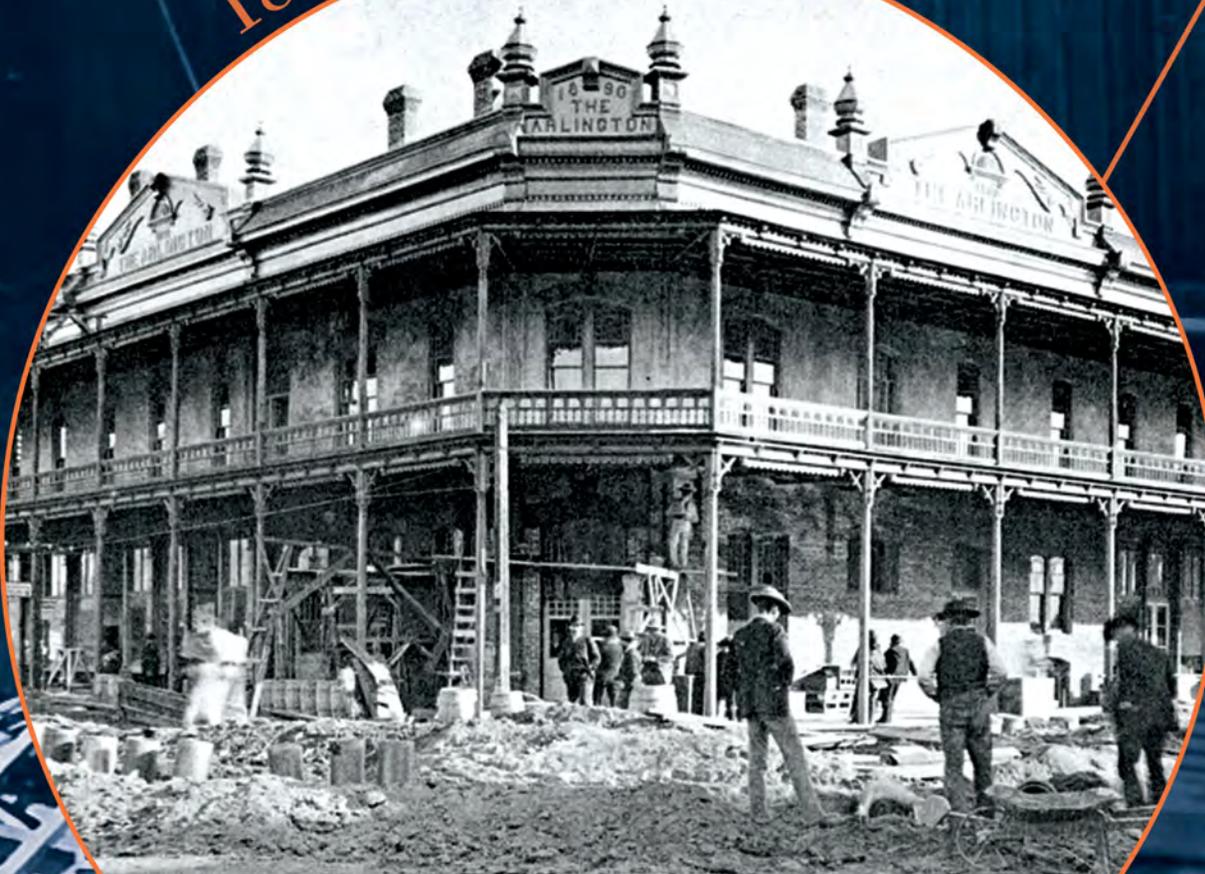
1890 Bakersfield, CA



A Master Brickmaker

Charles Lindgren was a co-founder of the Bakersfield Sandstone Brick Company. Churning out up to 40,000 bricks per day at its peak, this venture introduced a new method of sandstone brickmaking to the West Coast that resulted in stronger, more disaster-proof buildings.

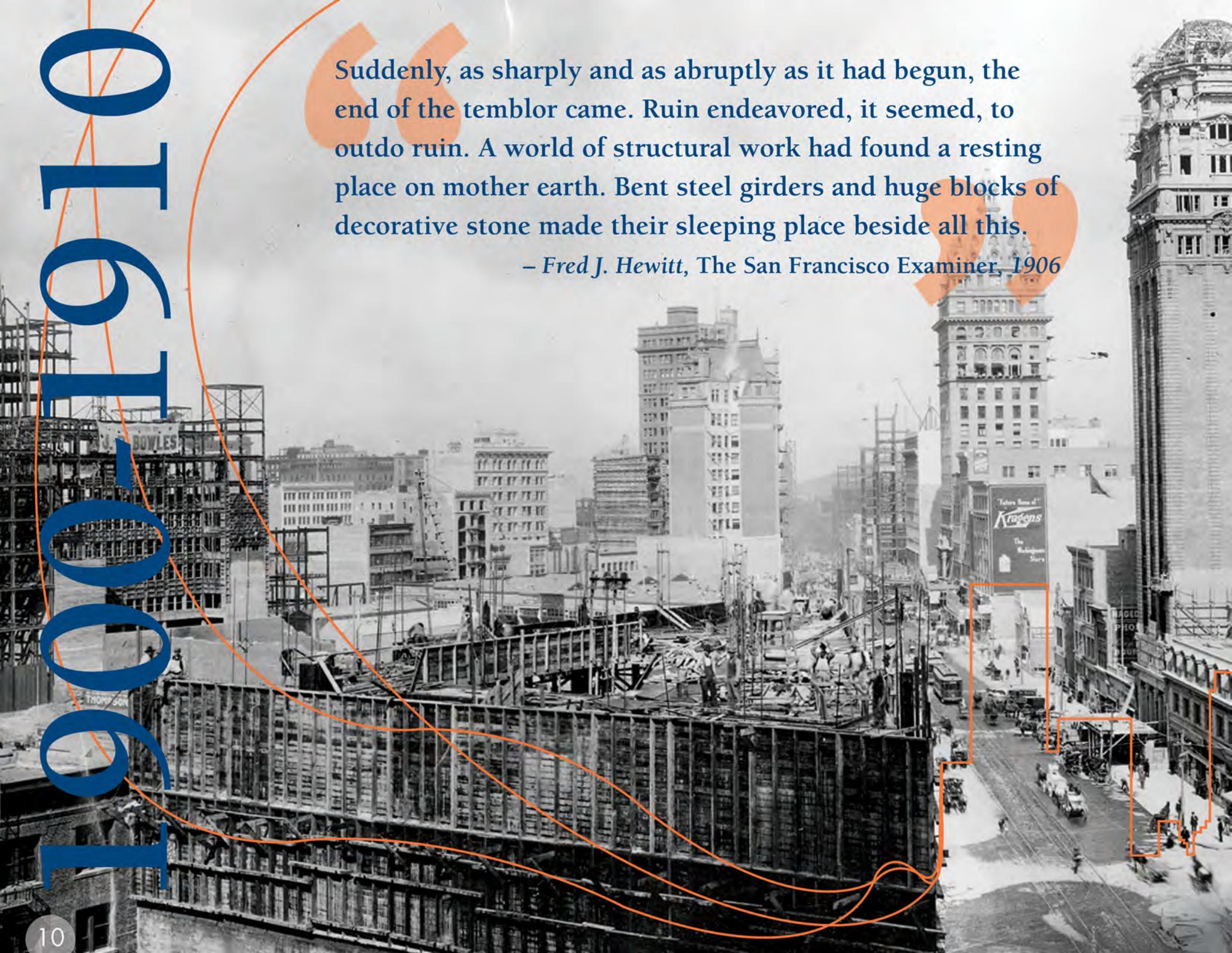
1890 Arlington Hotel, Bakersfield, CA



1906

Suddenly, as sharply and as abruptly as it had begun, the end of the temblor came. Ruin endeavored, it seemed, to outdo ruin. A world of structural work had found a resting place on mother earth. Bent steel girders and huge blocks of decorative stone made their sleeping place beside all this.

– Fred J. Hewitt, *The San Francisco Examiner*, 1906



Rise from the Ashes

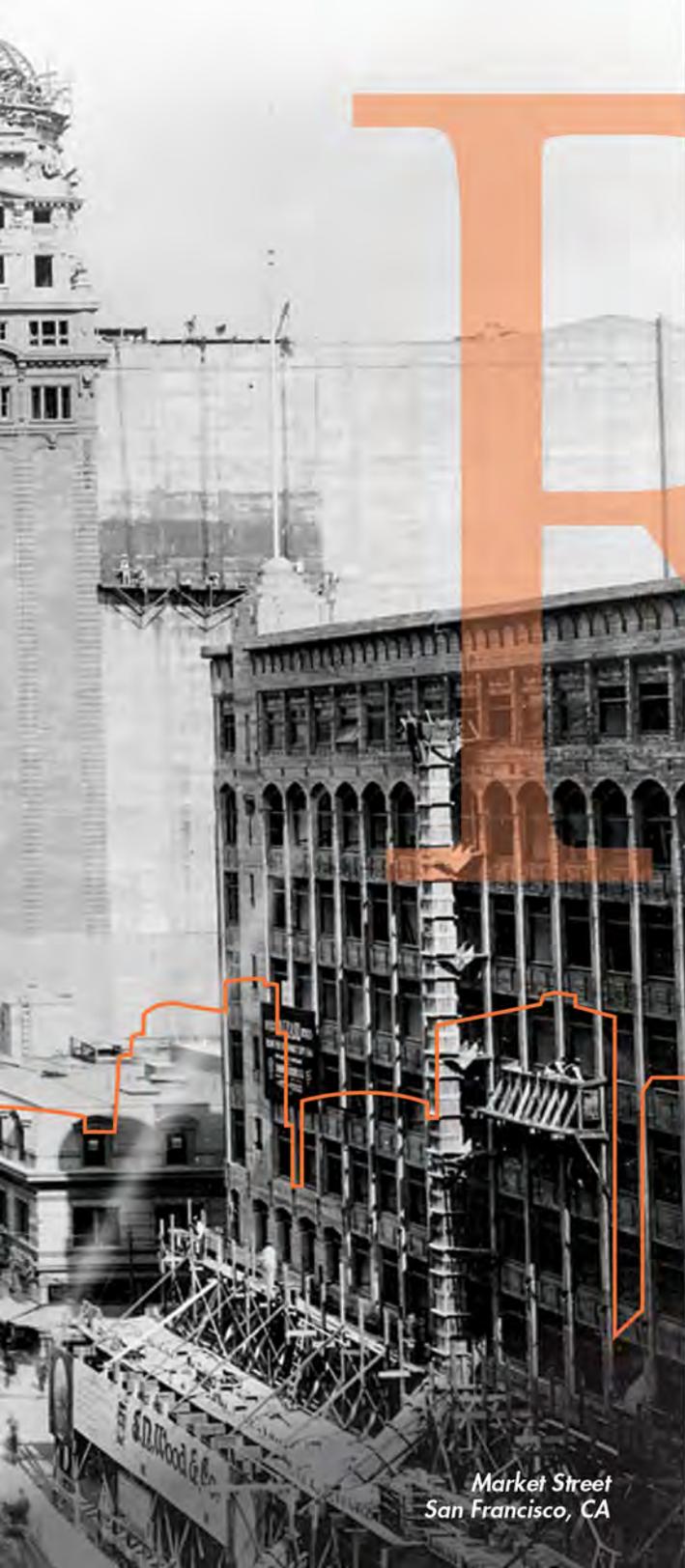
At the turn of the century, San Francisco was a thriving cultural metropolis of 400,000. The city's astonishing pace of growth presented many opportunities for an aspiring builder, as grand hotels, office buildings, and stately Victorian homes sprang up across the undulating, fog-steeped landscape. In 1900, Lindgren started a new company—Lindgren Hicks—with Berkeley engineer Lewis Hicks, an early expert in steel-reinforced concrete construction. This unique skill would soon become more valuable than either man could imagine.

In the early morning of April 18, 1906, a massive earthquake rocked the sleeping city. The quake and ensuing fires destroyed upwards of 28,000 structures, leaving more than half of San Francisco's residents homeless.

When the flames died down, many of the buildings still standing were built using steel-reinforced concrete. Already specialists in the technique, Lindgren Hicks quickly had its hands full as the city began to rebuild.

After several lucrative years, Lindgren parted ways with Hicks, and in 1908 he formed the Lindgren Company with his brother Fred.

The brothers recruited top-of-the-line estimators, superintendents, and foremen to join them. This focus on hiring the best people would be a winning strategy for the company many times over the years. One particular man—estimator Alfred Bingham "A.B." Swinerton—stood out. The namesake of the Swinerton organization would help it prosper for the next 55 years.



Market Street
San Francisco, CA



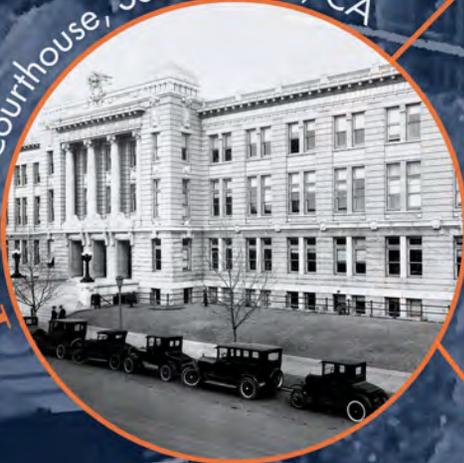
1907 Sheldon Building, San Francisco, CA



1907 Mechanics Savings Bank, San Francisco, CA



1901 Courthouse, Sacramento, CA



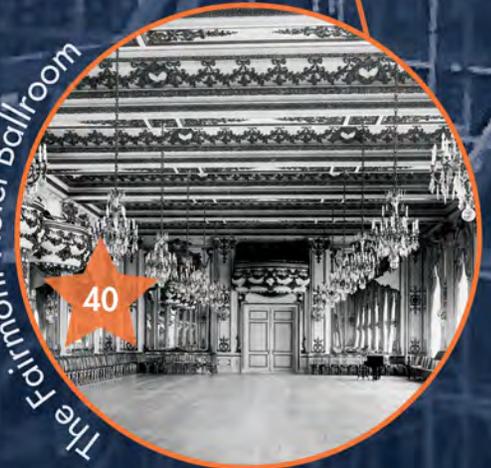
Steel-Reinforced Concrete

Lindgren Hicks made pioneering use of this building method, which involves placing steel bars (rebar) in wet concrete. This increases the tensile strength and stress-bearing capacity of concrete structures so they are less likely to crack or break under pressure—critical in earthquake-prone California.

1907 The Fairmont Hotel, San Francisco, CA



The Fairmont Hotel Ballroom



1910

I have seen beauty that will give the world new standards of art,
and a joy in loveliness never before reached.

— Edwin Markham, Poet, on the Panama-Pacific International Exposition



Landmark Growth

As the stature of the Lindgren Company increased among the San Francisco building community, its business continued to flourish in the Bay Area and beyond. In 1911, the company declared its first dividend, which doubled the following year. Partnering with leading designers of the day, the Lindgren brothers and their talented team completed numerous landmark structures built to withstand the tests of time and nature.

In 1915, San Francisco hosted the Panama-Pacific International Exposition to celebrate its rise from the ashes and the opening of the Panama Canal. The Lindgren Company helped build a dazzling temporary city for this world's fair, as well as the event's single biggest contract—a Beaux Arts exposition auditorium to host public events and shows. This iconic structure remains one of the city's premier music and entertainment venues.

When the United States entered the dark days of World War I, the company shifted its focus to national defense and infrastructure needs. The impact of the war on the building industry was profound. By the end of the decade, private construction in San Francisco had dropped to its lowest level in 15 years. However, the Lindgren Company adapted to the changing landscape, and several large government contracts sustained it through the difficult war years. This strategic flexibility would serve it well time and time again.



Southern Pacific Building
San Francisco, CA



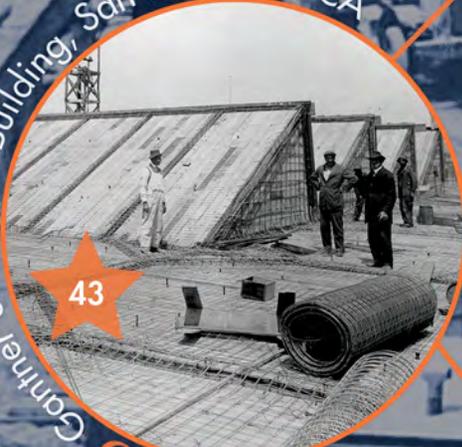
1915 Exposition Auditorium, San Francisco, CA



42

1913

Gantner & Mattern Building, San Francisco, CA



43

1913

1912 The Olympic Club, San Francisco, CA



44

A Permanent Palace

When the wife of a wealthy sugar magnate visited the Lindgren Company's French Pavilion at the 1915 world's fair, she was so captivated that she convinced her husband to commission a permanent replica. Her vision resulted in the Palace of the Legion of Honor—one of San Francisco's cherished fine art museums.

1915 French Pavilion, San Francisco, CA

Panama-Pacific International Exposition Poster

45

Ascending Skyward

As America recovered from the financial and emotional toll of World War I, the conflict-weary nation bounded back with a renewed zest for life. The Roaring '20s heard the rhythms of jazz crackle on radios while bootlegged liquor flowed in speakeasies after the passage of Prohibition. Speculation in the stock market and real estate investment fueled an economic recovery, and construction began to surge once again.

In 1925, Lindgren & Swinerton (as the company was then named) completed San Francisco's first high-rise—the 26-story Pacific Telephone & Telegraph Building. This neo-Gothic tower would not be surpassed in height for nearly 40 years and remains one of San Francisco's most iconic structures.

With a solid reputation as one of the Bay Area's premier contractors, the company looked forward to the next decade with optimism. In a radio address, A.B. Swinerton predicted "an enormous industrial expansion" for the West Coast. However, looming economic disaster would soon alter the fortunes of builders across the nation. The company was in the midst of building the Pacific Coast Stock Exchange in San Francisco's bustling Financial District when the stock market crashed on October 29, 1929. The country plunged into the economic chasm of the Great Depression, which would test the mettle of Lindgren & Swinerton like never before.



Pacific Telephone & Telegraph Building
San Francisco, CA

Pacific Coast Stock Exchange, San Francisco, CA

46



1929

450 Sutter Street, San Francisco, CA

47



1926

1929

Singer Headquarters, San Francisco, CA



Reaching for the Sky

The invention of the high-speed elevator eliminated the restrictions of climbing stairs. This allowed the first high-rises to begin their ascent, changing city skylines forever. Lindgren & Swinerton built several of San Francisco's earliest high-rises, including the iconic Sir Francis Drake Hotel.

1921 Matson Building, San Francisco, CA



48

Sir Francis Drake Hotel



49

1930-1940

Things got so bad during this Great Depression, it looked very much like the time had come. Everything was falling apart. We wanted to keep our people but we didn't know what to do. Then we had second thoughts. We'd go out and we'd pick up these wonderful builders who couldn't make it—there weren't any jobs for them anywhere. We took 'em on the payroll on a gamble.

— Richard "Dick" Walberg, Swinerton Chairman (1963–1976)

Strategy for Survival

A backlog of major contracts carried Lindgren & Swinerton through the first years of the Great Depression, while nearly 500 builders went bankrupt across California by 1932. Once these projects were completed and revenues ran dry, Richard Walberg—a director at that time—proposed a risky strategy for survival. A combination of competitive bidding, borrowing from a bank, and hiring the best workers from shuttered contractors allowed the company to stay afloat. Continued operations kept a regular paycheck in the pockets of its talented people during a time when legions of unemployed were desperate for work of any kind.

Several sports and leisure projects helped lift the spirits of a country down on its luck, and new beverage factories helped toast the repeal of Prohibition. A large contract to build a racetrack in Santa Anita even enabled the company to expand to Southern California and open a new office in Los Angeles.

Lindgren & Swinerton also extended its reach internationally, building a 263-mile oil pipeline that snaked across the Andes and through the thick jungles of Colombia and Venezuela.

By 1936, the nation seemed to be on the road to recovery. Lindgren & Swinerton bade farewell to a difficult decade with construction on another world's fair—this time on Treasure Island in the San Francisco Bay. Along with revelers at the fair, the company celebrated brighter days to come.



Santa Anita Park
Arcadia, CA

1931 Seals Stadium, San Francisco, CA



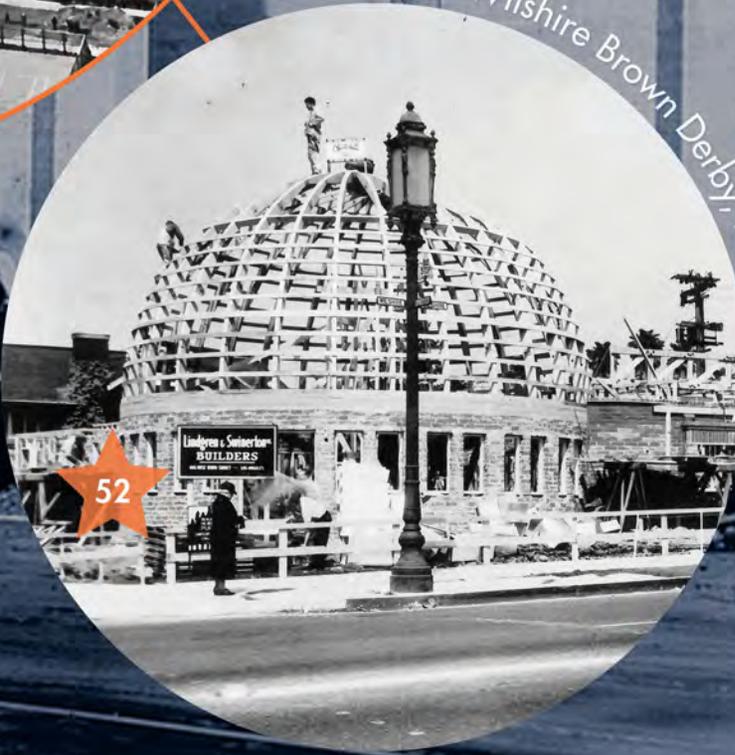
51

1934 Pacific Union Club, San Francisco, CA



50

1936 Wilshire Brown Derby, Los Angeles, CA



52

A Woman at the Helm

Jane Hotaling Swinerton, a whiskey heiress and A.B. Swinerton's wife, served on the company's board of directors during a time when female leadership in the construction industry was virtually unheard of. She provided strategic guidance and crucial financial oversight for decades.

1932 War Memorial Opera House, San Francisco, CA



34



A.B. & Jane Swinerton

1940-1950

Project offices can be found in almost every area west of the Rockies and, in the recent past, the Swinerton flag has been posted in various sections of the world...With all the enthusiasm he displayed back in 1906, [A.B.] Swinerton now concentrates on building The West That Will Be.

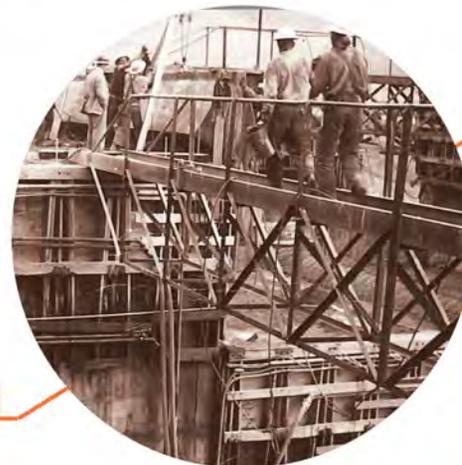
– Philip G. Brady, Daily Pacific Builder, 1948

Home-Front Defense

With its economy finally on the road to recovery, America confronted a new kind of uncertainty as political conflict in Europe and Asia cast an increasingly global shadow. Lindgren & Swinerton helped shore up national defense with a thick roster of military and industrial projects, including housing developments, medical outposts, steel foundries, and arsenals. New partnerships and projects extended the company's presence to communities across Northern and Southern California, Nevada, Utah, Colorado, Alaska, and Central America. By the time the United States entered World War II in 1941, the company was already building near peak capacity.

With government spending and national sentiment focused on the war effort, Lindgren & Swinerton continued to strengthen the home front with a steady stream of infrastructure work, including dams, highways, rail facilities, and shipyards. In 1942, the company formed a new general partnership, Swinerton & Walberg, to manage these increasingly complex industrial and civil projects.

As the war drew to a close, a group of international delegates convened in San Francisco in 1945 to form a treaty aimed at preventing future global conflict. The resulting charter marked the foundation of the United Nations; it was signed at the War Memorial Veteran's Building built by Lindgren & Swinerton the previous decade.



Alpine Dam
Marin County, CA

Coca-Cola Bottling Company, Oakland, CA

33

1946

Chandler's Shoes, Sacramento, CA

Chandler's Shoes

1947

1944

Santa Fe Railway, Barstow, CA



Pan-American Project

During World War II, the U.S. Army commissioned an extension of the Pan-American Highway for a defense link to the Panama Canal Zone, a U.S. territory at the time. In addition to building a large army complex in the Zone, Lindgren & Swinerton entered into a joint venture to build 180 miles of highway through Honduras and Nicaragua.

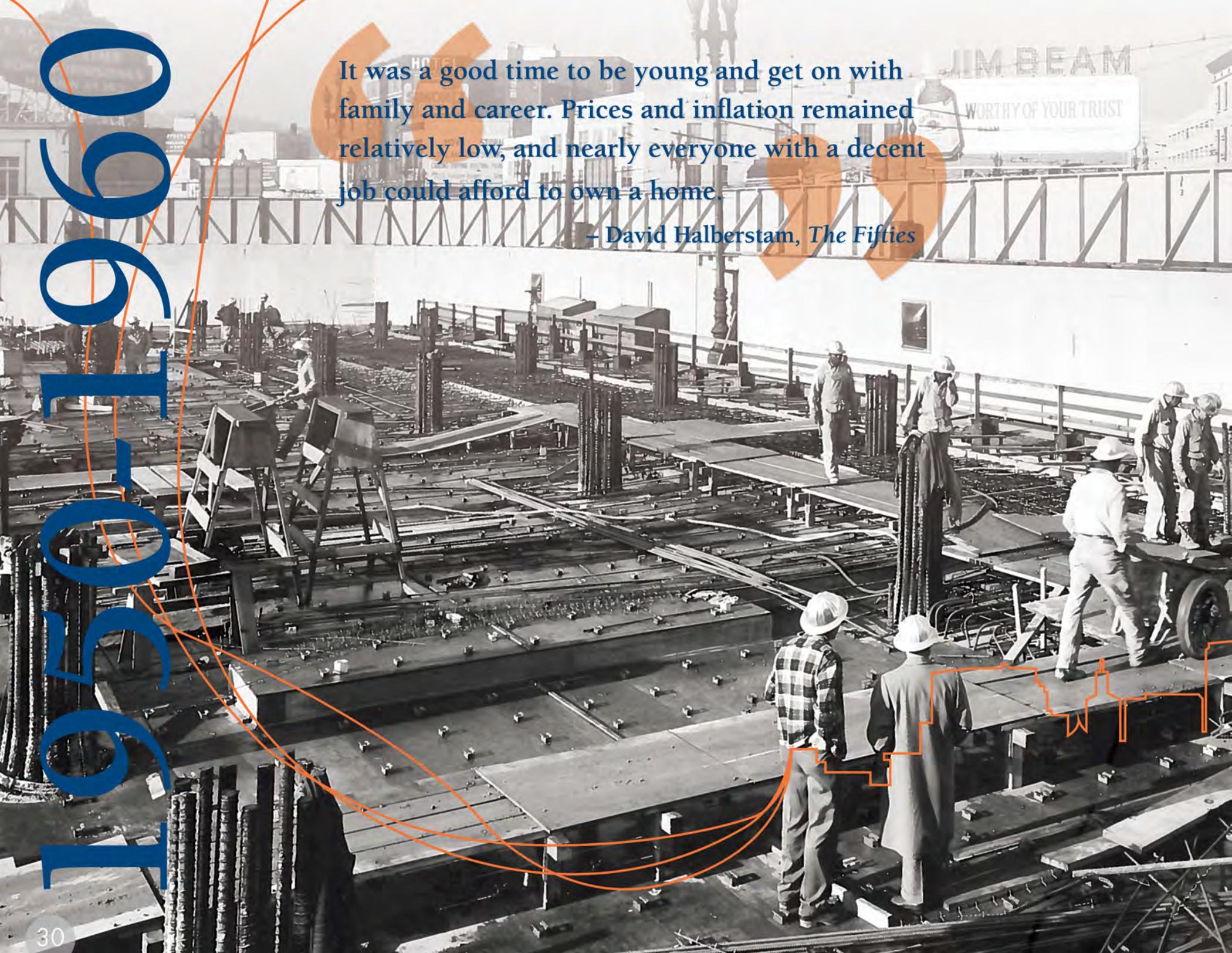
1949 Harold Menzies, San Francisco, CA



1960s

It was a good time to be young and get on with family and career. Prices and inflation remained relatively low, and nearly everyone with a decent job could afford to own a home.

– David Halberstam, *The Fifties*

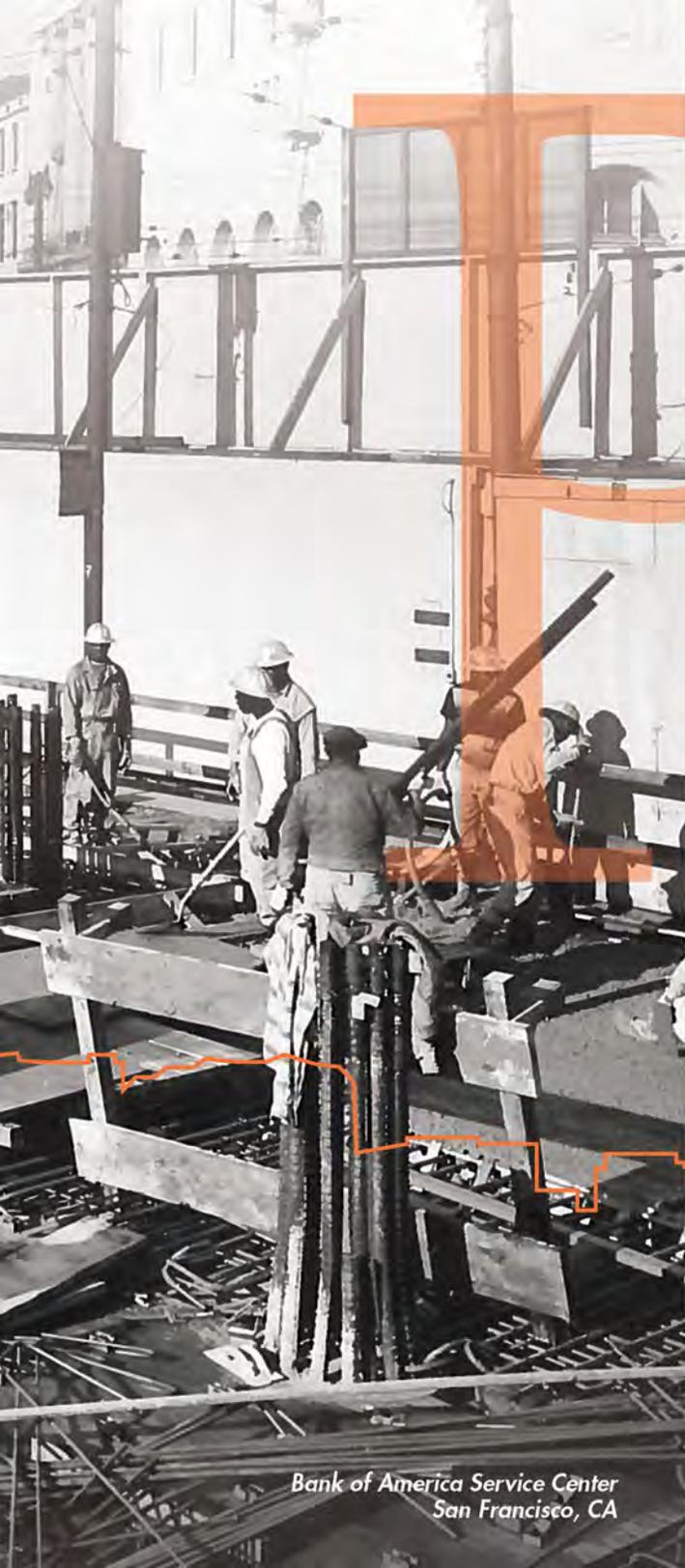


Peacetime Prosperity

World War II radically transformed the American West, as an influx of federal dollars and military mobilization from the Pacific Coast spurred development. When the war ended and troops returned home, new communities sprang to life across California. Honoring its own roots in the history of western migration, Swinerton & Walberg refocused on housing and industrial markets to support peacetime growth.

Weary from the back-to-back woes of a depression and a war, Americans relished a return to stability in the 1950s. The comforts of a modern lifestyle—including television, electrical appliances, frozen dinners, faster cars, and large suburban homes—fueled domestic spending. Swinerton & Walberg satisfied the cravings of a consumer culture by building manufacturing plants for an array of products including cars, candy, beer, film, and canned goods. The company's portfolio of industrial projects expanded during the decade with warehouses, paper mills, and chemical plants.

Also in demand were healthcare facilities to support the exploding "baby boom" population. Early hallmark medical buildings like Mount Zion Hospital in San Francisco began Swinerton's proud tradition of state-of-the-art healthcare construction—a highly specialized market that demands precision in every detail.



*Bank of America Service Center
San Francisco, CA*



1954 Union Oil Company, San Francisco, CA



1951 Denver Coliseum, Denver, CO



1950 Mount Zion Hospital, San Francisco, CA



A New Generation

With changing mid-century tides, Swinerton welcomed a new generation of builders into its ranks, some of who would go on to lead the company. Equipped with keen business acumen and formal academic training, these young men brought a fresh, focused, and collaborative approach to building.

1959 Bank of America Service Center, San Francisco, CA



1960-1970

Improvements can come in a magnificent, blinding stroke of genius. But more often, improvement comes from incrementally small refinements to the process or product. But these improvements, when taken as a whole, provide the company with its competitive edge—the lifeblood of our future.

– David “Dave” Grubb, Swinerton Chairman (1996–2004)

Changing Tides

The 1960s marked a time of transition for America. Industrial growth surged, and the Vietnam War reactivated the nation's defense industries. A dramatic cultural shift also took place. The Civil Rights and Women's Liberation movements awakened new modes of thinking, and fresh aesthetic and musical trends inspired a wave of artistic experimentation.

For Swinerton & Walberg, too, the decade ushered in change. The company underwent a major restructuring to consolidate various partnerships and subsidiaries into one cohesive organization. On the lighter side of life, the builders embraced a blooming hospitality and leisure market. Exotic getaways became a popular luxury with newly accessible air travel. After building several destination hotels on the Hawaiian islands of Oahu and Maui, the company opened a new office in Honolulu.

In 1963, the company mourned the loss of A.B. Swinerton after 38 years of visionary leadership. In a fitting finale to his extraordinary life, Swinerton spent one of his last nights in the luxurious Sheraton Maui resort the company had recently completed. He and his wife Jane were so pleased with the experience that he called the San Francisco office with a message of pride and congratulations on a paradise well built.



Marin County Civic Center
San Rafael, CA



Sheraton Maui, Lahaina, HI



5

1963

King Hall, Davis, CA



55

1968

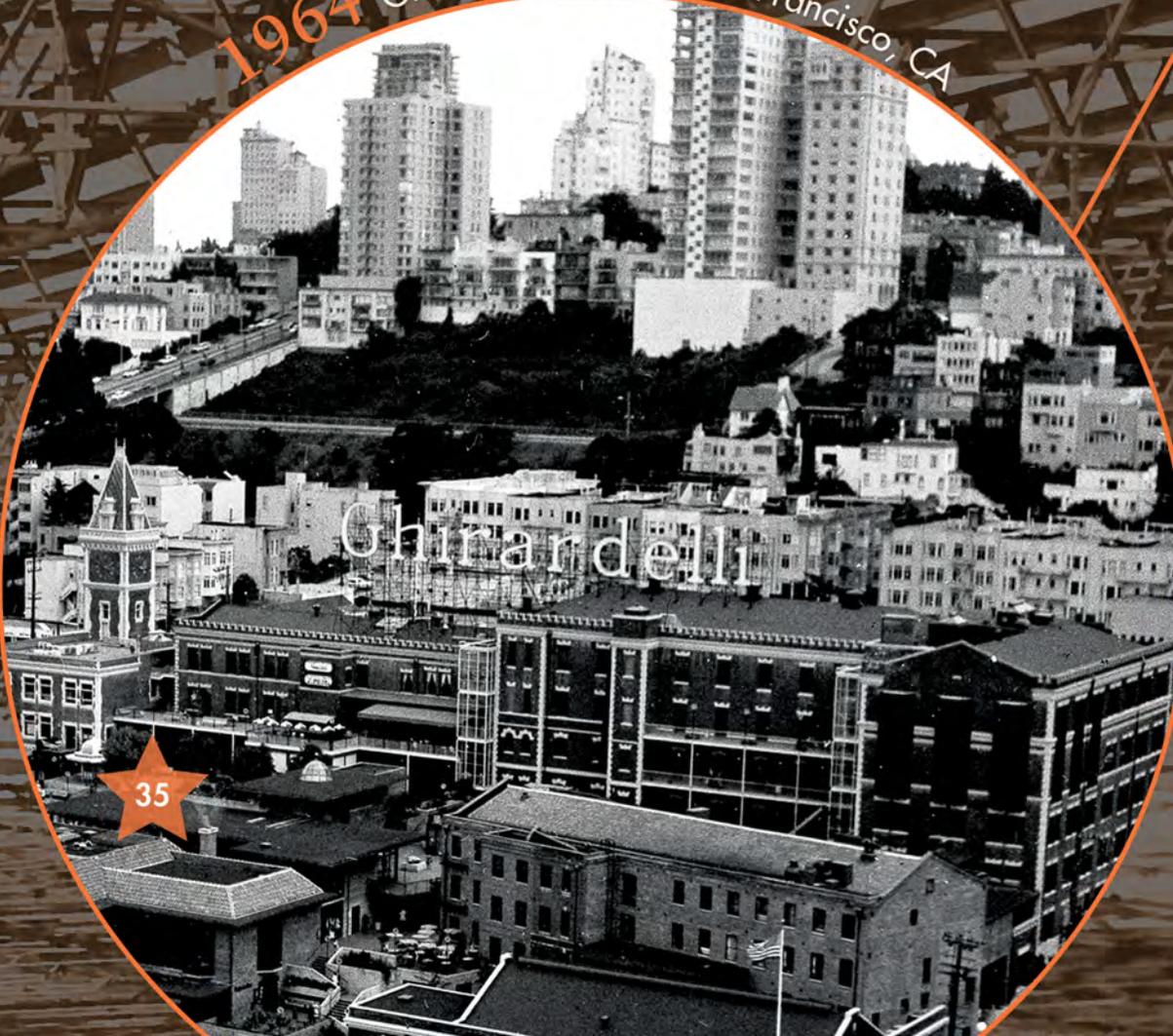
1966 50 Beale Street, San Francisco, CA

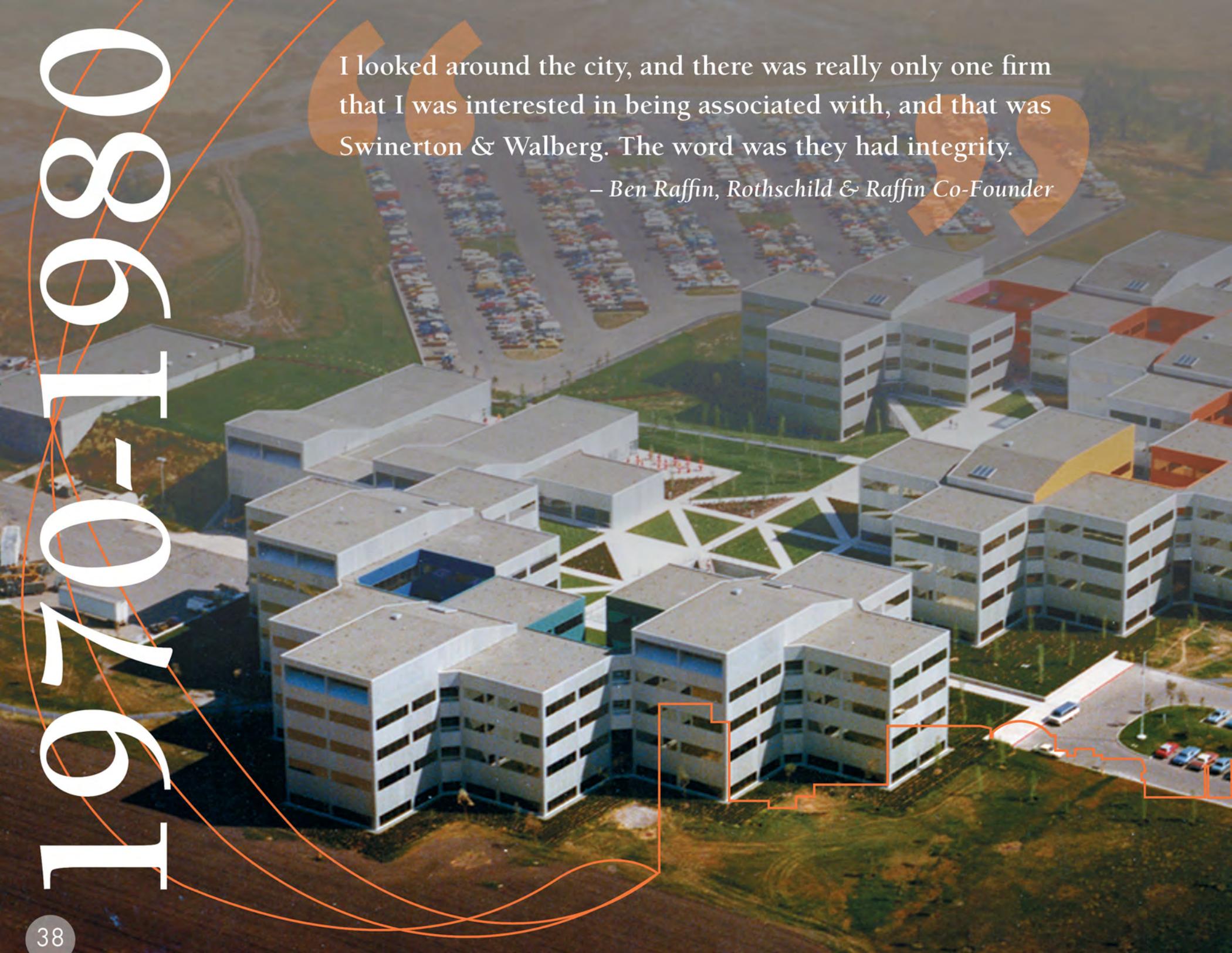


Electronic-Age Innovators

With the advent of the first computers, Swinerton & Walberg quickly embraced the new, game-changing technology. The company was among the first Bay Area builders to use the computerized critical path method of scheduling, which shaved time off the construction of Ghirardelli Square.

1964 Ghirardelli Square, San Francisco, CA





I looked around the city, and there was really only one firm that I was interested in being associated with, and that was Swinerton & Walberg. The word was they had integrity.

– Ben Raffin, Rothschild & Raffin Co-Founder

0861-070191

Electric Expansion

With a new generation of management, Swinerton & Walberg expanded its operations in the 1970s. After the company kicked off the decade with record-breaking profits, a downturn in the U.S. economy sparked a drop in national construction revenues. A strategic merger with respected Bay Area building firm Rothschild & Raffin—whose co-founder, Ben Raffin, learned the ropes of building as a young laborer on the Golden Gate Bridge—increased the company’s capabilities for lump-sum bidding and lucrative heavy construction jobs, including mass transit, water, and energy projects.

Fortified with combined expertise and talented new team members, Swinerton & Walberg also expanded its geographic reach with a new office in Portland, Oregon, and a deeper presence in the building communities of Hawaii, Colorado, and Southern California.

As computers became more powerful and accessible, the company built data centers for some of the earliest names in tech, including a unique campus for IBM in 1977. Nestled in the hills of what is now known as Silicon Valley, this color-coded office park was specially designed to house a massive control center and enhance productivity of programmers. Project elements such as seismic security and heat recycling set the stage for a robust critical facilities division that would prove essential in the digital revolution of coming decades.



IBM Santa Teresa Laboratory
San Jose, CA

State Capitol Restoration, Sacramento, CA

1975



1976

Hyatt Regency at



Hemmeier Center, Honolulu, HI

Geisel Library, La Jolla, CA

1970



Stronger Together

During the 1970s, Swinerton & Walberg heeded the call for equal opportunity and took steps to ensure a welcoming workplace for all. Early diversity initiatives laid the foundation for inclusive hiring and subcontracting practices—including outreach to small and historically disadvantaged businesses—that are proudly maintained today.

1971 Weyerhaeuser Headquarters, Federal Way, WA



31

Swinerton Employee Picnic



1986-2000

The greatest challenge that Swinerton & Walberg will face in the future is that of change—change in our market, change among our customers. There is no question that projects are becoming more complicated, that construction technologies are becoming ever more sophisticated, and it's absolutely necessary for us—in order to meet this challenge—to continue to improve our organization.

– Milo “Ned” Gates, Swinerton Chairman (1988–1996)

Grand Centennial

Swinerton & Walberg capitalized on an office-building bonanza in the 1980s, constructing more than 20 showcase high-rises in San Francisco and Los Angeles during the decade. A specialized interiors division, formed in 1982, fulfilled demand for unique tenant improvement requests and high-end corporate space. The company opened the doors to an office in Denver, Colorado, planting official roots in the Rocky Mountain region it had helped build since the 1940s. In California, new offices in Fresno, Orange County, and San Jose joined the organization's expanding West Coast presence.

In 1988, when Swinerton & Walberg celebrated its centennial in the majestic ballroom of The Fairmont Hotel (which the company repaired after the 1906 San Francisco earthquake), times were good and skylines were high. Along with 100 years of innovative building, the company achieved a long-standing goal of 100% employee ownership and shared steady profits among its highly motivated shareholders. At the end of the decade, however, the country was hit with a severe economic recession, and the construction industry felt the effects of a crumbling real estate market. Recalling lessons learned during the Great Depression, Swinerton & Walberg weathered the storm by adapting to serve strong target markets, borrowing from a bank, and recruiting the best people from contractors that were forced to downsize or close up shop.



Century Plaza Tower
Los Angeles, CA

On a Mission

At a 1987 retreat, Swinerton & Walberg's leaders adopted the company's first mission statement, putting into words the goal that generations of dedicated employees had been striving toward. This would remain the official mission statement until the new millennium.

*Our Mission is to be,
and to be recognized
as, the premier builder
in the West.*

1987 388 Market Street, San Francisco, CA

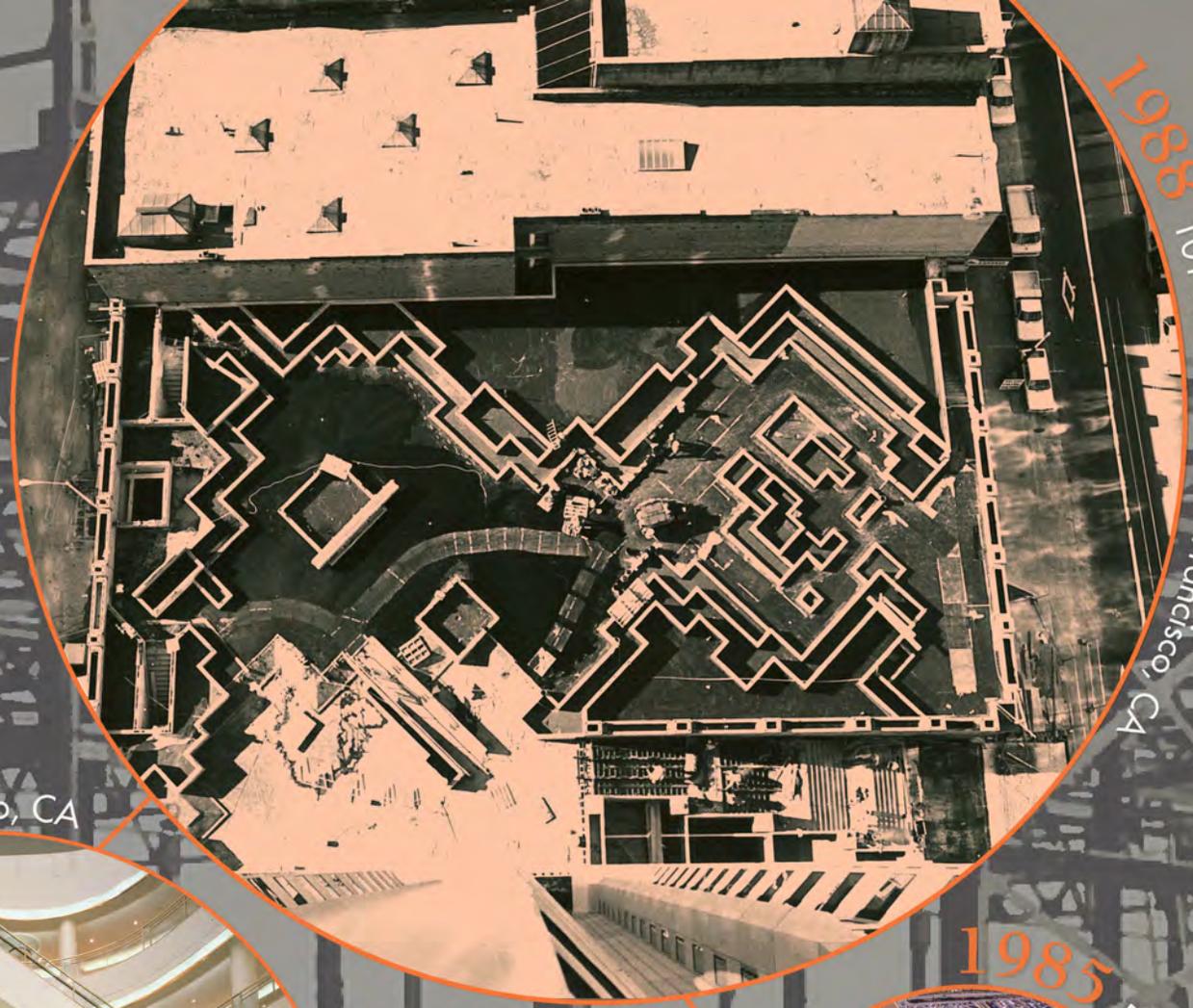
56

1988

San Francisco Centre, San Francisco, CA



57



1988

101 First Street, San Francisco, CA

1985



Pacific Bell Headquarters, San Ramon, CA

“ Make safety a habit—your family needs you.
– Swinerton Hard Hat Slogan ”

1990-2000

Seismic Shifts

Swinerton & Walberg emerged from the mires of the recession a more efficient, unified company. After several tough years, the Los Angeles division in particular achieved spectacular growth in the mid-1990s. For the third time in its history, the company helped a community rebuild after a disaster—this time the Northridge earthquake that struck Southern California's San Fernando Valley in 1994, badly damaging roads, bridges, and buildings. A steady stream of earthquake repair and retrofit projects in the heart of Los Angeles' commercial center kept Swinerton & Walberg's local division so busy that it called in teams from other offices to help manage the load.

As the economic picture brightened, Swinerton & Walberg focused on building a stronger future. In a series of strategic acquisitions, the company integrated some of the nation's best smaller building firms into its widening network. A specialized construction management division, Swinerton Management & Consulting, was created to better meet diverse client needs. In 1996, Swinerton & Walberg's leadership formed the parent company of Swinerton Incorporated to manage and integrate these new capacities. New offices in San Diego and Santa Clara, California, opened their doors, as did a base in Houston, Texas. Fortified with new teams and resources, Swinerton partnered with clients at the heart of American commerce, culture, entertainment, and travel.



Going Green

The 1990s saw the birth of the green building movement as well as the U.S. Green Building Council and its Leadership in Energy and Environmental Design (LEED®) certification program. Swinerton was an early member of the U.S. Green Building Council and a pioneer of sustainable construction practices.



1995 San Francisco Museum of Modern Art, San Francisco, CA



58



1999

Hotel del Coronado, Coronado, CA



6661

Westin La Cantera, San Antonio, TX



1992

Hale Science Building, Boulder, CO

2000-2013

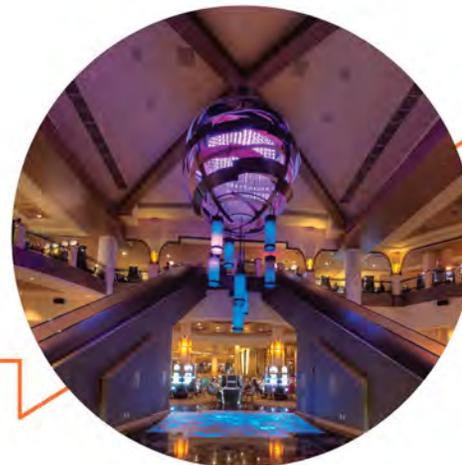
Our industry is continually evolving. No two projects are alike, and it is this challenge that has forged Swinerton into a nimble and innovative builder over the last 125 years. We move into the next century carrying both the wisdom of experience and the excitement for that next greatest challenge. Building is not just what we do; it is who we are.

– Michael “Mike” Re, Swinerton Chairman (2009–2013)

Building Forward

Swinerton greeted the new millennium by topping \$1 billion in annual revenue for the first time. On the heels of this milestone, all general contracting divisions united under the new banner of Swinerton Builders, retaining regional expertise while strengthening a shared vision. Since crossing into a third century, the company has already navigated two significant economic crises. When the dot-com bubble burst in the early 2000s, the Bay Area was hit hard as demand for commercial office construction took a nose dive, along with many of the earliest tech start-ups. Later, the Great Recession of 2008 brought financial challenges the country had not seen since the 1930s. Relying on a diverse and unified network, the company was able to nimbly shift its focus to more stable markets, consolidate its resources, and emerge from the recession a stronger and more effective organization.

With core competencies developed and refined over more than twelve decades, Swinerton maintains its long tradition of adaptability, thriving in an array of progressive, forward-thinking markets with exacting demands. The company's earliest projects—some now on the National Register of Historic Places—stand alongside modern masterpieces of design and construction. Shaped by history and propelled by innovation, Swinerton is proud to lead the future of building.



NASA Sustainability Base
Mountain View, CA

An Expanded Vision

In 2012, Swinerton embraced a new mission statement to reflect a national focus: *We will be the preferred builder and trusted partner in every market we serve—proudly leading with integrity, passion, and excellence.* The company's employee-owners incorporate these values into every project, large or small.

2006 Orchard Garden Hotel, San Francisco, CA



60



2012

SNMDD Dillard Solar Power Plant, Sacramento, CA

27

2012 Google Office, Boulder, CO



61



2008

Santa Fe Civic Center, Santa Fe, NM

62

EMPLOYEES

Collaboration

Swinerton's network of offices across the United States connects regional insight with the shared resources and experience of a unified organization. Teams pursue work in a diverse array of target markets, from government to education, hospitality to infrastructure, interiors to renewable energy. Lessons learned and techniques mastered by one division are actively shared with other groups so all can benefit from collective knowledge.

Leading-edge construction technology is imbedded on jobsites for instant collaboration and data sharing among project stakeholders, helping resolve potential design and construction issues to save time and expense. High-performing teams solve unique challenges with accountability, openness, and respectful debate. Focused communication promotes continual growth for all—not just as builders, but as people.



Community

Since its earliest days helping the citizens of Bakersfield and San Francisco rebuild their lives in the wake of disaster, Swinerton has valued deep roots in the communities it serves. Through The Swinerton Foundation—a 501(c)(3) non-profit organization—employees can support causes close to their hearts, with the financial backing of the company and emotional support of colleagues. From cancer walks to family crisis centers, health clinics to mentoring networks, Swinerton's building transcends the jobsite, extending to those who need it most.

The company's commitment to stronger communities also involves unwavering dedication to small and historically underutilized businesses. Swinerton is proud to establish a higher standard of excellence for the construction community with outreach programs to local small and disadvantaged businesses. All divisions maintain a goal to award at least 20% of subcontracting volumes to these valued partners.

Culture

Swinerton's enduring success is built upon a foundation of financial strength, project diversity, and company culture. No matter what their role, dedicated employee-owners know that they have a hand in creating structures that will enhance the lives of future generations. They are proud to continue the company's reputation for excellence and build lasting relationships that make clients' visions a reality.

Reflecting on 125 years of building America, Swinerton is committed to honoring its history while envisioning the future. As it works toward creating a better tomorrow, the company remains focused on the primary values that have shaped its success from its earliest days as a 19th-century, boom-town start-up: leading with integrity, passion, and excellence.



Leadership



Charles Lindgren

Chairman 1888–1913

Swinerton traces its roots to the entrepreneurial spirit of Charles Lindgren. Born in Norrköping, Sweden, Lindgren immigrated to the United States at the age of 19. The son of a stone mason, Lindgren had building in his blood. In 1888, he created his first contracting partnership in Los Angeles before heading north to help rebuild the town of Bakersfield after a devastating fire. At the turn of the century, he pursued opportunity in the thriving San Francisco Bay Area, where he built a successful contracting business specializing in steel-reinforced concrete construction—an in-demand technique after the destructive earthquake of 1906. When Lindgren died at the age of 53, he left behind the foundation of innovation, integrity, and excellence on which the company stands today.

Fred Lindgren

Chairman 1913–1925

In 1913, Charles Lindgren's younger brother Fred assumed leadership of the Lindgren Company, which the pair founded together. Under Fred Lindgren's direction, the company continued to build a solid reputation, winning bigger and more complex projects in San Francisco and beyond. When his health declined in the 1920s, Lindgren ensured the company's survival by entrusting its future to the highly capable Alfred Bingham Swinerton, with whom he had built a solid partnership over nearly two decades of business together. On his passing in 1929, *The Architect and Engineer* magazine hailed Lindgren as "one of the best-known building contractors on the Pacific Coast" and *The San Francisco Chronicle* described him as a "dominating figure in the industry."

Alfred Swinerton

Chairman 1925–1963

Alfred Bingham "A.B." Swinerton was studying mining engineering at Stanford University when the great San Francisco earthquake hit in 1906. After surveying the damage, he left school to become a builder and teamed up with the Lindgren brothers as an estimator. With a keen business sense, he quickly became an invaluable asset, and in 1923 the board of directors voted to change the company's name to Lindgren & Swinerton in recognition of his influence. Throughout a remarkable 55 years of service—38 of them in an executive role—Swinerton helped the company survive and thrive through some of the most turbulent decades of the century, leading with a clear vision and unwavering integrity.



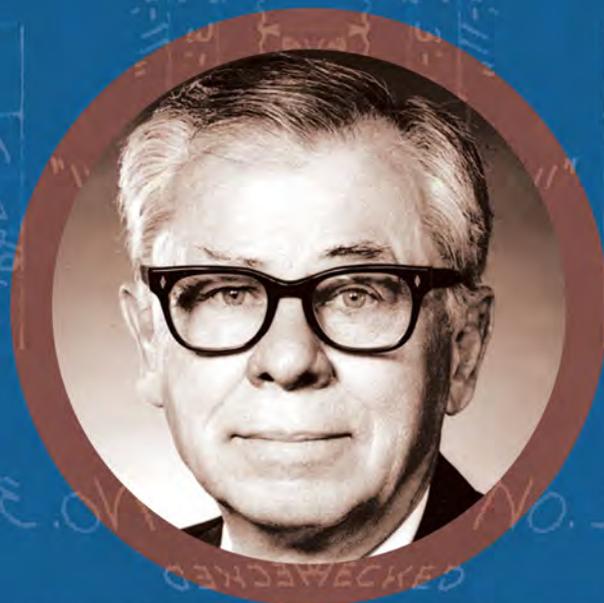
Richard Walberg

Chairman 1963–1976

Born and raised on the East Coast, Richard "Dick" Walberg moved west to Hollywood after earning a degree in civil engineering. Tasked with expanding a Los Angeles building firm's business into the Bay Area, Walberg discovered that Lindgren & Swinerton already had earned the loyalty of many local businesses. Recognizing the young Walberg's grit and intelligence, A.B. Swinerton invited him to join the team. Walberg quickly proved his mettle, and went on to lead some of the company's biggest and most challenging projects to success over his 48-year tenure. After stepping down as chairman, he remained involved with the company until the end of his life in 1991. One of his favorite mottoes was, "Hire with care, to each be fair."



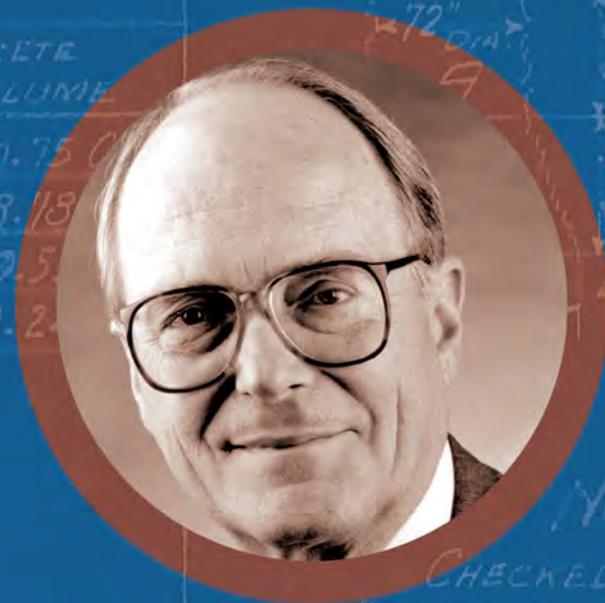
Leadership



William Swinerton

Chairman 1976–1988

The son of A.B. and Jane Swinerton, William “Bill” Swinerton had building in his veins and grew up alongside the company. He earned a degree in industrial administration from Yale University, served as an officer in the U.S. Marine Corps during World War II, and studied business administration at Stanford University before joining Swinerton & Walberg as a project manager. His leadership would prove essential during critical times of expansion, recession, and restructuring, including his personal goal of achieving 100% employee ownership. Swinerton retired after 49 years with the company and made regular visits to the San Francisco headquarters throughout the remainder of his life.



Milo Gates

Chairman 1988–1996

With degrees in mechanical engineering and business administration from Stanford University, Milo “Ned” Gates represented a new style of construction manager who combined field experience with formal academic training. He worked as an estimator, engineer, and project manager at various Bay Area firms before joining Swinerton & Walberg in 1955. After three decades of helping the company prosper through diversification and expansion, Gates was elected chairman of the board in 1988—the same year the company celebrated its centennial. In a leadership role, he skillfully navigated the economic recession of the late 1980s and oversaw the formation of Swinerton Incorporated, leading to a more capable and unified organization.



David Grubb

Chairman 1996-2004

A third-generation builder, David "Dave" Grubb grew up laying bricks and working on jobsites. When he first began with Swinerton & Walberg as a project engineer in 1964, he brought this hands-on experience combined with degrees in civil engineering from Princeton and Stanford universities. Known for his congeniality and rolled-up sleeves, he connected well with many employees, from veteran field teams to office administrators. Grubb developed many of the company's cost and job progress reporting systems and steered the company through the dot-com bubble and burst, regional expansion, and the unification of multiple building divisions for a stronger corporate family.



Leadership



James Gillette

Chairman 2004–2005

James “Jim” Gillette joined Swinerton as chief financial officer in 1983. Over the next two decades, he brought the company’s financial and administrative functions to a level matching its construction expertise, carrying out a remarkable range of duties with “the highest degree of competency and grace,” in the words of his colleagues. To the great sadness of the entire Swinerton family, Gillette passed away suddenly in 2005, the year after he was elected chairman. He is remembered by all who knew him for his fine taste, humility, intelligence, and integrity.



Gordon Marks

Chairman 2005–2009

Born and raised in Colorado, Gordon Marks earned a degree in industrial construction from Colorado State University before joining Swinerton & Walberg as a scheduler in 1967. Over the next 42 years, he rose through the ranks, overseeing many landmark projects and leading the company into a new age of profitability and operational discipline. He was instrumental in refining internal safety and training programs and set an example for dedication to community service by his own involvement. His wise mentorship was appreciated by all Swinerton employees, clients, and partners.



Michael Re

Chairman 2009–2013

A Bay Area native, Michael “Mike” Re joined Swinerton & Walberg as a staff accountant in 1973. From computerized cost systems to innovative project delivery, he has dedicated his entire career to the company’s strategic growth and is a lifetime champion of the qualities that define the Swinerton culture—employee ownership and agility. Truly a home-grown leader, as chairman Re has successfully guided Swinerton through some of the most turbulent financial times since the Great Depression. His motto “shift happens” reflects an ongoing resolve to never be complacent in success, but instead to always search for the next opportunity.



Appendix

Throughout its 125-year history, Swinerton has built projects that tell the story of an evolving America. These buildings were crafted for long life-cycles to support the growth of their occupants and communities over time. Below are brief snapshots of some of the projects featured in this book, complete with fascinating origins, intriguing owners, remarkable feats of engineering, and innovative design.

Projects 1–36 are featured in Swinerton Universe on pages 2–3. All other projects are featured in photos throughout this book; look for the corresponding number inside a star (★) within photos on the pages indicated. An asterisk () indicates a project that appears in both Swinerton Universe and a photo elsewhere in the book.*

1 Hilton Rainbow Tower Honolulu, HI (Renovated 2011)

Towering over Waikiki Beach, this landmark at the Hilton Hawaiian Village is instantly recognizable by its 286-foot rainbow mosaic panels. Swinerton updated 790 guestrooms, 28 corridors, and several meeting areas at this island icon, in addition to performing a series of other renovations and new construction at the Hawaiian Village—the largest resort in Hilton’s worldwide chain and the 17th largest hotel in the world.

2 The Carlyle Residences Los Angeles, CA (2009)

This glass and European limestone tower features 24 stories of high-end residences on the Wilshire Corridor—one of Los Angeles’ most coveted addresses. Luxurious lifestyle amenities include private elevators, marble floors, frameless glass doors, a wine cellar, a lap pool, and over 3,000 square feet of average living space per unit.

3 Sandra Cisneros Learning Academy Los Angeles, CA (2011)

A member of the Los Angeles Unified School District, this charter academy provides a safe and engaging learning space for students in grades K–8. The campus includes 31 classrooms, a library, a laboratory, a multipurpose room, ample playground areas, and a subterranean parking shelter for staff and families. Swinerton also improved surrounding storm drains, sidewalks, street lights, and landscaping to provide a safe and pleasant environment for generations of future Angelenos.

4 Hotel del Coronado* Coronado, CA (Renovated 1999)

Welcoming guests to Coronado Island near San Diego since 1888, this National Historic Landmark hotel celebrates its 125th year in 2013 along with Swinerton. The storied resort has been featured in numerous films and books and has hosted U.S. presidents, movie stars, royalty, and—according to legend—even a resident ghost. Swinerton completed extensive renovations to the beachfront property, including seismic retrofitting, systems upgrades, and remodeling of the main hotel, guestrooms, public areas, meeting rooms, and dining facilities—all while maintaining the historic character beneath the resort’s legendary red roofs. (Page 49)

5 Sheraton Maui* Lahaina, HI (1963)

Celebrating its 50th anniversary in 2013, this sprawling luxury resort nestled against a cliff of black lava was the first major hotel on Maui’s Ka’anapali Beach, now a premier island destination. Most of the property’s 508 guestrooms and suites boast ocean views. Every evening at sunset, the traditions of Hawaiian royalty are continued with a ceremonial cliff dive, or *lele kawa*, from the iconic Black Rock promontory. Swinerton chairman A.B. Swinerton spent one of the final nights of his life at the resort; after experiencing the property’s charm firsthand, he called the San Francisco office long distance to congratulate the project team on a job well done. (Page 36)

6 Fullerton Community Center Fullerton, CA (2012)

This LEED Silver-certified community center is home to the Fullerton Boys & Girls Club and the Fullerton Senior Center, providing space for a wealth of community events and sporting activities. Fullerton community members enjoy a six-lane indoor swimming pool, a fitness center, a gymnasium with three basketball courts, a billiards room, arts and crafts space, computer labs, and an event hall complete with a performance stage.

7 Geisel Library* La Jolla, CA (1970)

Named in honor of Theodore Seuss Geisel (better known as Dr. Seuss), the main library at University of California, San Diego, pays tribute to the author's fantastical designs and love of literature. The distinctive, eight-story structure—which draws comparisons to a spaceship, a lantern, and a science-fiction fortress—has been featured in several films and television shows and is a prime example of brutalist architecture. (Page 40)

8 Royal Hawaiian Hotel Honolulu, HI (Renovated 2008)

Renovation of this legendary “Pink Palace” on Waikiki Beach, originally built in 1927, included updates to the resort's lobby, Mai Tai Bar, grand ballroom with spectacular views of Diamond Head and the Pacific Ocean, and pool area. Swinerton also updated all of the hotel's guestrooms and suites—while retaining their original island charm and koa wood doors—and built the new beachfront Azure Restaurant. During the extensive upgrades, the hotel closed its doors for only the second time in its 80-year history; the first was during World War II. Several scenes from AMC's hit drama “Mad Men” were filmed at the resort in 2013.

9 LAX Gateway* Los Angeles, CA (Renovated 2000)

Travelers flying into Los Angeles International Airport are greeted by this iconic, 32-foot-tall “LAX” signage and 26 colorful, illuminated columns. Modernized signs and graphics help direct the influx of passengers at the

sixth-busiest airport in the world, and lush landscaping along Century Boulevard lends the space a distinctive, Southern California atmosphere. The project won several industry awards for excellence. (Page 47)

10 The de Young Museum San Francisco, CA (2005)

This distinctive, copper-clad fine arts museum nestled in Golden Gate Park houses one of the most extensive collections of American art in the West. After two previous de Young museums were badly damaged by earthquakes, the newest, steel-and-concrete structure features a sophisticated seismic base isolation system and a twisting, post-tensioned observation tower. World-class exhibition spaces, a courtyard café, classrooms, an art library, and expressive native landscaping make this a premier cultural destination for scores of Bay Area locals and visitors each year.

11 Pacific Telephone & Telegraph Building* San Francisco, CA (1925)

Described as a “monument to western progress and foresight” upon its completion by the *San Francisco News Letter*, this 26-story neo-Gothic tower was built to house offices for the Pacific Telephone & Telegraph Company—an early innovator in communications technology. The first high-rise in San Francisco, the tower was unsurpassed in height until 1964. Today, it is a highlight of city architectural tours and continues a tradition of innovative tenancy; in 2013, the online review site Yelp leased 100,000 square feet in the building for its company headquarters. (Page 19)

12 Sunroad Centrum San Diego, CA (2007)

This LEED-certified, 11-story office tower has a striking skin of glass and stone surrounded by decorative, multi-colored concrete drives and a circular entranceway with an elaborate water feature. Green highlights include the recycling of 50% of all construction-generated waste, use of non-toxic adhesives and paints, light-colored hardscaping to reduce daytime temperatures, natural daylighting, and water-conserving bathroom fixtures.



Appendix

13 Kaiser Antioch Medical Center **Antioch, CA (2007)**

This ground-up facility includes a 340,000-square-foot hospital and a 297,000-square-foot medical office building to serve the outer East Bay community. The hospital is structured into two separate, four-level nursing towers connected by a diagnostic and treatment section. In addition to medical, surgical, and intensive care unit beds, the hospital has prenatal services, including eight delivery rooms. The facility also is equipped with an emergency department and full imaging suite. A central utility plant provides mechanical and electrical services to support the medical center's crucial, 24/7 operations.

14 NORTHCOM Headquarters **Peterson Air Force Base, CO (2002)**

Built in conjunction with the command center for the North American Aerospace Defense Command, the U.S. Northern Command's high-tech headquarters incorporates state-of-the-art anti-terrorist and force protection features. The project won the Silver Award of Merit for Design-Build Project of the Year from the Associated General Contractors of Colorado.

15 John Wayne Airport Parking Structure **Santa Ana, CA (2011)**

Air passengers traveling out of Orange County don't have to worry about finding a parking spot with the addition of this 725,000-square-foot, 2,000-stall, five-story structure. It is one of the first concrete parking structures in the country to employ buckling restrained-brace technology—a valuable feature in earthquake-prone Southern California. The structure is completely clad in pre-cast concrete panels and features four passenger elevators.

16 Palm Springs Air Traffic Control Tower **Palm Springs, CA (2012)**

Construction of this new, 150-foot-tall control tower at Palm Springs International Airport was funded by the American Recovery and Reinvestment Act and enhances safety and operations of expanded runways. Swinerton self-performed concrete foundation work on the project and used unique, pre-cast concrete panes to build the tower and base

building. A structural steel cab was pre-assembled on the ground before being hoisted up to crown the tower. The project design incorporates energy-efficient materials, and a parking canopy covered with photovoltaic panels provides sustainable power.

17 Santa Clara HS Performing Arts Center **Santa Clara, CA (2005)**

This free-standing performing arts venue provides students at Santa Clara High School a dynamic 425-seat space to showcase drama, music, and dance performances. Community events, concerts, and meetings are also hosted at the facility, which features professional-grade lighting and sound systems, an orchestra pit, catwalks, and scene shops to help the performers of tomorrow hone their skills.

18 Four Seasons Residences **Austin, TX (2010)**

This 32-story tower on the shores of Lady Bird Lake houses 148 luxury apartments within an exterior of pre-cast concrete, brick, and glass. Residents enjoy private terraces with sweeping views of Texas Hill Country and spacious rooms enabled by long-span, post-tensioned floors. The penthouse deck features a pool, library, fitness center, yoga area, and private theater. The tower is designed to withstand high-speed gusts, with a wind-absorbent, reinforced concrete core. An underground tunnel connects the residential tower with a luxury hotel next door.

19 Cathedral of the Blessed Sacrament **Sacramento, CA (Renovated 2005)**

Originally built in 1889 and inspired by the Église de la Sainte-Trinité (Church of the Holy Trinity) in Paris, this Italian Renaissance-style house of worship is one of the largest cathedrals west of the Mississippi River. Swinerton performed extensive renovations on the civic and historic landmark, including liturgical style enhancements, correction of water encroachment, and seismic and structural upgrades. Two side chapels and a Eucharistic chapel were also added, and a large dome that had been closed for years was reopened, restoring the church to its former glory for future generations of worshippers.

20 Lam Research Campus Tualatin, OR (2002)

This high-tech manufacturing campus for semiconductor specialist Lam Research features state-of-the-art facilities for production, research, administrative, and conference functions. Different buildings are linked via enclosed, elevated, air-conditioned walkways, and Lam employees make use of a cafeteria, a fitness center, and an auditorium. A series of cleanrooms built to highly specific standards supports Lam's intricate wafer production process.

21 The Parc Condominiums Seattle, WA (2007)

With a prime location in downtown Seattle's bustling Belltown neighborhood, this live-work and retail complex comprises a 13-story high-rise and a 9-story mid-rise with underground parking. The structures are cast-in-place concrete with post-tensioned slabs; modern exteriors feature large window walls, metal shell, glass balconies, and stone work. Residents of the 185 studio and one- and two-bedroom units enjoy a landscaped courtyard, fitness center, and roof deck nestled between the two buildings, with sweeping views of Puget Sound and the Seattle skyline.

22 Four Seasons Hotel & Residences Denver, CO (2010)

Crowned by a glowing spire, this 45-story, 641-foot tower presides over downtown Denver's Theater District. Its shimmering glass-and-concrete exterior houses both a five-star hotel—complete with a spa, meeting rooms, and steakhouse—as well as 102 luxury condos on the upper floors that boast sweeping views of the Rocky Mountains.

23 Riverpark Towers San Jose, CA (1987/2008)

Though these twin 16-story towers look identical, they were built nearly two decades apart. After Swinerton completed the first tower in the 1980s, the project was halted and all materials were placed in storage. When finally given the green light many years later, the company built the second tower with modern green features, and it became the first LEED Gold-certified office complex in San Jose.

24 CalSTRS Headquarters Sacramento, CA (2009)

This 14-story structural steel office tower on the banks of the Sacramento River houses the headquarters for the California State Teachers' Retirement System (CalSTRS), the largest educator-only pension fund in the world. The LEED Gold-certified facility includes a parking structure with room for 1,200 cars, a full-service cafeteria, a boardroom, a trading center, and office space to support operations of the nearly 900,000-member CalSTRS system.

25 The Monarch Austin, TX (2008)

The first luxury residential high-rise to be built in Austin, the 29-story Monarch features 305 residential units, 8,500 square feet of ground-level retail space, and an adjacent parking garage that accommodates up to 522 vehicles. The tower's unique foundation includes piers that are 72 inches in diameter and reach depths of up to 140 feet. Resident amenities include a 4,000-square-foot outdoor lounge and pool area, fitness studio, and dog park.

26 Santa Anita Park* Arcadia, CA (1934)

Completed during the depths of the Great Depression, this thoroughbred racetrack solidified Swinerton's reputation in Los Angeles. The oldest racetrack in Southern California, it was added to the National Register of Historic Places in 2006. With the San Gabriel Mountains as a majestic backdrop, the Art Deco-style complex has been called "the most beautiful racetrack in the world" by *Sports Illustrated* and served as the set for racing scenes in several classic films. During its glory days, Hollywood elite attended Santa Anita races, including Lana Turner, Cary Grant, Jane Russell, and Bing Crosby. The racetrack enjoyed the spotlight again at the 1984 Olympics as the site of equestrian events. (Page 23)



Appendix

27 SMUD Dillard Solar Power Plant* Sacramento, CA (2012)

Swinerton built several utility-scale solar installations to provide renewable energy for the Sacramento Municipal Utility District. The Dillard site, located in unincorporated Sacramento County near Sloughhouse, California, generates 9.4 MWac of clean power through a fixed-tilt solar array and a field of single-axis trackers, which follow the sun's rays. The project is estimated to reduce CO₂ emissions by more than 1.3 million tons, equal to 54 million trees planted or 1.7 billion miles traveled by SUV. Swinerton also performs operations and maintenance for the power plant, using its unique SOLV™ monitoring technology to ensure the plant is performing at optimal levels. (Page 53)

28 Hyatt Wild Oak Ranch San Antonio, TX (2004)

Set on 39 acres of Texas Hill Country, this sprawling timeshare resort pays tribute to historic ranches of the Lone Star State with limestone exteriors, timber trusses, metal roofing, and Southwest-inspired finishes. Guests can enjoy indoor and outdoor swimming pools with water slides, an 800-foot "Rattlesnake River" for lazy tubing, several restaurants, a general store, three spas, an outdoor amphitheater, and ranch games such as horseshoe and bocce ball.

29 Denver Coliseum* Denver, CO (1951)

This massive event hall at the confluence of cross-country arteries I-25 and I-70 is best known as home of the National Western Stock Show and Rodeo, which brings the stars of the agricultural world to the Mile-High City every winter. Aside from bull riders and prize pigs, the Coliseum hosts a variety of other crowd-pleasing events, including concerts, circuses, ice hockey, roller derby, and trade shows. It was Swinerton's first major project in Colorado. (Page 32)

30 Valley View Casino & Hotel Valley Center, CA (2010)

This premier gaming destination north of San Diego features more than 2,000 slot machines, table games, live entertainment, and seven restaurants for visitors to choose from. An adjacent four-diamond, 12-story hotel built on an excavated hillside offers 161 modern guestrooms and suites, a pool and spa, and meeting rooms.

31 Weyerhaeuser Headquarters* Federal Way, WA (1971)

The international headquarters for papermaker Weyerhaeuser was designed to blend into the surrounding wooded landscape. An ivy-covered rooftop (Swinerton's first "green roof"), more than 1,000 interior plants, a heat-reclaiming system, and other energy-saving features made waves as early examples of sustainable building. The 400 glass panels that adorn the five-story terraced building compose the world's largest set of non-sash window walls, and its foundation forms a functional river dam. (Page 41)

32 The Ritz-Carlton, Lake Tahoe Truckee, CA (2009)

Nestled at the base of Lake Tahoe's Northstar California ski resort, this ski-in/ski-out lodge is the only five-diamond mountain resort in the state. It features 175 guestrooms, three restaurants, an 11,000-square-foot conference center, retail shops, a heated outdoor pool, a fitness center, and a forest sanctuary spa. To echo the natural beauty of the resort and minimize environmental impact to the Lake Tahoe area, many sustainable features were used in the hotel's design and construction.

33 Coca-Cola Bottling Company* Oakland, CA (1940)

This bottling plant once packaged and distributed the world's most popular and iconic beverage across Northern California. Coca-Cola was first concocted in 1886—two years before Swinerton began building—and has grown from its humble beginnings as an Atlanta soda fountain curiosity to a globally recognized brand consumed in 1.7 billion servings each day. (Page 28)

34 War Memorial & Performing Arts Center* San Francisco, CA (1932)

Swinerton completed this majestic performing arts center in the midst of the Great Depression. Together, the War Memorial Opera House and matching Veterans Building were some of the last Beaux Arts structures built in the United States. In 1945, as World War II drew to a close, representatives from the original United Nations member countries gathered in the Veterans Building to sign the UN Charter. The complex housed the San Francisco Museum of Modern Art until 1995, when the collection moved to its current iconic facility, also built by Swinerton. Today, War Memorial is home to the San Francisco Opera, San Francisco Ballet, Philharmonia Baroque Orchestra, and many other premier Bay Area arts organizations. It is a San Francisco Designated Landmark and a crown jewel of the Civic Center Historic District, which claims a spot on the National Register of Historic Places. (Page 25)

35 Ghirardelli Square* San Francisco, CA (1964)

One of the most iconic retail centers in America, Ghirardelli Square is the site of the former Ghirardelli Chocolate Company headquarters, dating back to 1852. Modern visitors can still satisfy their cocoa cravings at the Ghirardelli Ice Cream and Chocolate Shop and the annual Chocolate Festival. Because of its rich confectionary history, part of the square is listed on the National Register of Historic Places. Swinerton used the computer-based critical path method of project scheduling during construction of the current shopping plaza—one of the earliest such uses of the revolutionary technology in California. (Page 37)

36 NASA Sustainability Base* Mountain View, CA (2012)

Invoking images of a lunar satellite, this 50,000-square-foot, LEED Platinum facility incorporates space-travel technologies into an optimal work environment for NASA's Ames Research Center employees and partners. It sets new standards for federal green building, with recycled and locally sourced building materials, natural daylighting, and

a highly efficient water conservation system. This "smart building" also generates all of its own power through photovoltaic panels, a wind turbine, and a fuel cell, and it can automatically monitor the environment and adjust operations for super-charged performance. (Page 51)

37 Main Library/Asian Art Museum San Francisco, CA (1917/2003)

This elegant Beaux Arts building housed the main branch of the San Francisco Public Library until 1989, when it was badly damaged in the Loma Prieta earthquake and forced to close to the public. In 2003, Swinerton oversaw extensive renovations—86 years after it built the original structure—and the building reopened as the new home of the Asian Art Museum. The museum's collection includes more than 18,000 pieces of art and artifacts spanning 6,000 years of Asian history. The building is one of the crowning jewels of San Francisco's Civic Center Historic District, which claims a spot on the National Register of Historic Places. (Page 1)

38 Mills Building Tower San Francisco, CA (1932)

Swinerton completed the addition of the 22-story Mills Tower on this steel-framed landmark, partnering with famed architect Lewis Hobart to integrate the style of the 1891 base structure. According to company legend, the contracting agreement for the tower was sealed with only a handshake—so strong was the company's reputation at the time. Darius Ogden Mills, an early banking tycoon who helped finance the Southern Pacific Railroad, commissioned the original building. Remarkably, it survived the great earthquake of 1906, although a quake-related fire gutted the interior, necessitating extensive renovations. One of city's tallest buildings when it was built, it is San Francisco's only remaining example of Chicago School architecture and features an elaborate, two-story Romanesque archway with a base of eight Corinthian columns. It is a San Francisco Designated Landmark and is listed on the National Register of Historic Places. (Page 5)



Appendix

39 Sheldon Building San Francisco, CA (1907)

Completed in the year following the great earthquake of 1906, this was one of the earliest structures in San Francisco to be built with steel-reinforced concrete—essential for withstanding another seismic disaster. The project engineer, John B. Leonard, and Swinerton's Lewis Hicks were both pioneering experts in the technique. It has been deemed a "Splendid Survivor" by the San Francisco Architectural Heritage, worthy of preservation for its architectural and historical significance. (Page 12)

40 The Fairmont Hotel San Francisco, CA (1907)

Swinerton was putting the finishing touches on this monumental Beaux Arts hotel when the great earthquake struck San Francisco in 1906. While largely escaping the ensuing flames that devoured many of the other grand structures atop Nob Hill, it sustained major structural damage that crippled 121 support columns. Partnering with famed architect Julia Morgan, Swinerton restored the hotel to its full glory using a pioneering method of steel-reinforced concrete. The Fairmont was the first major hotel to reopen after the disaster, celebrating with a grand banquet and fireworks exactly a year after the quake. It is a San Francisco Designated Landmark and was added to the National Register of Historic Places in 2002. (Page 13)

41 Southern Pacific Building San Francisco, CA (1916)

Built to house the Southern Pacific Railroad headquarters, this elegant red brick building along San Francisco's historic Market Street was the largest office building west of Chicago at the time of its construction. Swinerton completed it in less than a year with no major injury accidents. The building was incorporated into a larger development—One Market Plaza—in the 1970s and now rests at the base of two high-rise office towers. In 1996, Swinerton performed major renovations on the complex, which now counts virtual design innovator Autodesk among its tenants. (Page 15)

42 Exposition Auditorium San Francisco, CA (1915)

Swinerton built this elegant Beaux Arts exposition hall (now called the Bill Graham Civic Auditorium) to host visitors at the Panama-Pacific International Exposition, completing the job in an impressive 19 months. The largest construction contract of the world's fair (and one of the only permanent structures), the auditorium was a gift from the Exposition Company to the city of San Francisco. It was the site of the 1920 Democratic National Convention and home to the Golden State Warriors basketball team in the 1960s. The auditorium is a regal centerpiece of the Civic Center Historic District, which was added to the National Register of Historic Places in 1978. (Page 16)

43 Gantner & Mattern Building San Francisco, CA (1913)

This building housed the factory and headquarters for clothier Gantner & Mattern—a company founded by two first-generation European immigrants at the turn of the century. Great care for safety was integrated into its design, as the disastrous earthquake and fire of 1906 made builders aware of the importance of flame-resistant and reinforced structures. A 1915 article in the publication *Concrete-Cement Age* described the property as "...the most complete and modern knitting mill in the world. It also typifies the growing tendency of industrial men to have their establishments housed in up-to-date fireproof buildings." (Page 16)

44 The Olympic Club San Francisco, CA (1912)

Swinerton built this stately Corinthian clubhouse for the prestigious, members-only athletic and social club after the original burned down in the earthquake and fire of 1906. Established in 1860, The Olympic Club is the oldest athletic club in America and today has a membership of 5,000. The clubhouse features hotel-grade sleeping rooms, a fitness center, a cardio solarium, squash and basketball courts, two swimming pools, and formal dining rooms. Its elegant event

spaces are a popular choice for Bay Area weddings and parties. On the eve of its grand opening in 1912, the local newspaper *The Bulletin* announced that “a monster vaudeville show will formally usher into use the new building.” (Page 16)

45 French Pavilion San Francisco, CA (1915)

Built as part of a dazzling temporary city along San Francisco’s Marina district for the Panama-Pacific International Exposition, this pavilion was modeled after the 18th-century Palais de la Légion d’Honneur in Paris. When Alma Spreckels, “The Great Grandmother of San Francisco” and wife of sugar magnate Adolph Spreckels, visited the pavilion at the world’s fair, she was so enchanted that she convinced her husband to commission a permanent version. Her vision resulted in the Palace of the Legion of Honor—one of San Francisco’s most cherished fine art museums. (Page 17)

46 Pacific Coast Stock Exchange San Francisco, CA (1929)

Swinerton was building this majestic home for the Pacific Coast Stock Exchange when, in a stroke of terrible irony, the stock market crashed in 1929. Despite the onset of the Great Depression, Swinerton’s crews finished the exchange without delay. The design by famed Bay Area architect Timothy Pflueger mimics a Greek temple, with stately stone columns and larger-than-life statues flanking the entrance. The original trading floor was equipped with the most sophisticated communications technology of the day and remained active until 2002. Today, the opening gong and ticker transmitter have been replaced by elliptical machines and squash courts; the building is now home to high-end athletic club Equinox Fitness. (Page 20)

47 450 Sutter Street San Francisco, CA (1929)

With elaborate geometric patterns and a gleaming metallic lobby evocative of a pre-Columbian temple, this office building is a classic example of Mayan Revival architecture—an off-shoot of Art Deco that

enjoyed a brief heyday in the 1920s. It has been described as a “masterwork” of architect Timothy Pflueger and is depicted in a mural inside Coit Tower—another iconic San Francisco structure. The 26-story high-rise remains downtown San Francisco’s premier address for medical and dental office space and was honored with inclusion on the National Register of Historic Places in 2009. (Page 20)

48 Matson Building San Francisco, CA (1921)

This 16-story, Italian Renaissance-style building was designed to house the headquarters of Matson Navigation Company, founded by Captain William Matson in 1882 to transport goods between Hawaii and the mainland United States. Several other steamship companies were also tenants, and the building maintained a nautical interior character. The exterior features terra cotta detailing, a base formed by three-story columns, and a richly ornamented entry arch. It was added to the National Register of Historic Places in 1995. (Page 21)

49 Sir Francis Drake Hotel San Francisco, CA (1928)

One of San Francisco’s original grande dame hotels, this regal, 21-story tower in the city’s bustling Union Square district delighted guests of the 1920s with amenities such as high-speed elevators, in-room radios, and even a secret between-floor speakeasy in the Prohibition era. During construction, Swinerton crews mixed concrete at a central plant and delivered it to the jobsite in trucks—a pioneering method that saved considerable time and expense. Today, hotel visitors are treated to the classic elegance of a bygone era while enjoying the contemporary comforts of extensive renovations preformed in 2011. The Starlight Room, an upscale lounge on the penthouse floor, offers stunning panoramic views of the City by the Bay. (Page 21)



Appendix

50 Pacific Union Club San Francisco, CA (Renovated 1934)

Also known as the Flood Mansion, this 42-room manor was originally built in 1886 as the palatial residence of “Bonanza King” James Flood, who made a fortune off of Nevada’s silver-rich Comstock Lode. It was one of only two major structures atop Nob Hill to survive the earthquake and fire of 1906 (the other being The Fairmont Hotel). Today it is the home of the private, all-male Pacific Union Club, which boasts former members including Samuel Morse, William Randolph Hearst, Charles Schwab, and Henry Kaiser. Swinerton completed upgrades to the opulent structure in the 1930s, including the addition of a portecochère to match the original Connecticut brownstone exterior. The mansion is a San Francisco Designated Landmark and is included on the National Register of Historic Places. (Page 24)

51 Seals Stadium San Francisco, CA (1931)

Built during the Great Depression, this minor league baseball stadium provided much-needed employment for laborers as well as diversion for Bay Area families. The open-air stadium was built for night games during San Francisco’s dry summers and could seat more than 18,500 fans of the San Francisco Seals and Mission Reds home teams. All three DiMaggio brothers—Joe, Dom, and Vince—played at the stadium during their early careers. When the New York Giants moved to San Francisco in 1958, they played at the stadium for two seasons while the new Candlestick Park was built; Seals Stadium was torn down upon the new stadium’s completion. (Page 24)

52 Wilshire Brown Derby Los Angeles, CA (1936)

Known as “The Little Hat” because of its whimsical shape, this original restaurant in the Brown Derby chain was designed by Academy Award-winning art director Carl Jules Weyl, who styled classics such as *Casablanca* and *The Big Sleep*. A stone’s throw from the storied Ambassador Hotel and Coconut Grove nightclub, the Brown Derby was for many years a highlight of the Hollywood dining scene.

It was originally built in 1926, then Swinerton reconstructed and expanded it one block down Wilshire Boulevard a decade later. A group of preservationists saved the iconic dome from demolition in the 1980s; it now sits atop the Brown Derby Plaza retail complex, where it holds protected status from the Los Angeles Conservancy and Hollywood Heritage organizations. (Page 24)

53 Mount Zion Hospital San Francisco, CA (1950)

Mount Zion Hospital Association, originally founded in 1887, moved into this new, modern facility to accommodate rapid growth after it gained esteem as a teaching hospital and cardiovascular specialist in the 1930s. The building was designed for further expansion, and a fifth and sixth story were gradually added over the next decade. The hospital merged with the University of California, San Francisco, in 1992 and is now the UCSF Medical Center at Mount Zion—a locus for specialty clinics, patient support services, and cancer care. It is consistently ranked among the top 10 hospitals nation-wide by the *U.S. News and World Report*. (Page 32)

54 Marin County Civic Center San Rafael, CA (1962)

Stretching across two valleys in the hills north of the Golden Gate Bridge, this expansive civic building was the last commission by legendary architect Frank Lloyd Wright, who designed the building at the age of 91 and did not live to see its completion. The elongated structure incorporates a distinctive repeated arch motif and is capped by a scalloped blue roof. (Page 35)

55 King Hall Davis, CA (1968)

The main building for the University of California, Davis, School of Law was dedicated to Rev. Dr. Martin Luther King, Jr., when the civil rights activist was assassinated in the year following its completion. Today, a life-size statue of Dr. King greets visitors to the red brick building, and future attorneys immerse themselves in the letters of the law within its courtyard, classrooms, library, and study spaces. (Page 36)

56 388 Market Street San Francisco, CA (1987)

The three faces of this post-modern skyscraper—one of Swinerton's showcase structures during the office-building bonanza of the 1980s—rise up 26 stories from a triangular lot in the heart of San Francisco's Financial District. Clad in distinctive red granite, the mixed-use property houses ground-floor retailers, offices and executive suites, and luxury apartment homes on the top seven floors. Two levels of underground parking offer convenient access for employees and residents. (Page 44)

57 Westfield San Francisco Centre San Francisco, CA (1988/2006)

This eight-story, structural steel retail complex on downtown San Francisco's Market Street features 1.4 million square feet of shopping and entertainment, including more than 70 storefronts, a gourmet food court, and a 53,000-square-foot multiplex theater. It features below-grade corridors that connect with public metro systems for easy access, high-end finishes such as hand-set marble floors, 27 elevators, and 22 escalators—including the nation's first spiral escalator. Swinerton built the first San Francisco Centre shopping complex in 1986 and managed construction of the expanded Westfield development (which incorporated the former mall) in 2006. Renovations included seismic upgrades and restoration of historic elements from the 1896 Emporium department store which formerly occupied the site, including the original store façade and a 500,000-pound atrium dome. (Page 45)

58 San Francisco Museum of Modern Art San Francisco, CA (1995)

With its black-and-white, cylindrical turret peering out like a giant eye from a stepped brick façade, this fine arts museum is a San Francisco icon. In addition to expansive, climate-controlled exhibition spaces, it houses a library, a bookstore, classrooms, a 300-seat auditorium, a rooftop garden, and a café, all arranged around a central skylit atrium. Founded in 1935, SFMOMA was the first museum on the West Coast devoted exclusively to modern

and contemporary art. Its 27,000-piece collection features important works from Jackson Pollock, Henri Matisse, Ansel Adams, Frida Kahlo, Edward Hopper, and many other luminaries of the modern art world. (Page 48)

59 Hale Science Building Boulder, CO (Renovated 1992)

Built in 1894, this Richardsonian Romanesque hall was named for Horace Hale, the second president of the University of Colorado, Boulder. One of the oldest buildings on campus, it originally housed the university's math, physics, biology, engineering, and law departments, as well as a small museum. One wing was constructed without iron nails to prevent interference with early radio transmission experiments; this led to success in 1899 when a group of students wirelessly transmitted electromagnetic waves across the building. Swinerton renovated the 40,000-square-foot building with modern classrooms and offices, installed updated mechanical and electrical systems and a new roof, and performed site work. The historic character of the building was maintained for future generations of students, with restoration of interior finishes and exterior masonry. Today, Hale is home to the department of anthropology. (Page 49)

60 Orchard Garden Hotel San Francisco, CA (2006)

This boutique, 10-story property in the heart of San Francisco's Union Square district was the fourth hotel in the world to achieve LEED certification. Swinerton's project team used locally sourced and recycled materials whenever possible and diverted an impressive 77% of all construction waste from a landfill. Nearly all regularly occupied spaces feature natural daylighting, and an innovative keycard system ensures guestroom lights are shut off when not in use, reducing energy costs by 20%. Travelers can enjoy a natural retreat from the urban bustle on a landscaped rooftop terrace. (Page 52)



Appendix

61 Google Office Boulder, CO (2012)

A converted big box electronics store, Google's Colorado office provides a unique and high-tech workspace, with nods to Boulder's outdoor spirit such as an indoor rock-climbing wall and a decorative feature depicting the nearby Red Rocks Amphitheater—a favorite venue for Rocky Mountain music devotees. Other highlights include a suspended mezzanine accessed by a scissor-lift elevator, a mountain-view deck, and a commercial kitchen. Designed for both collaboration and contemplation, the office has dynamic conference and meeting spaces, plus an exterior "quiet patio" and a mechanical system that uses sprayed-on acoustic absorption material. (Page 53)

62 Santa Fe Civic Center Santa Fe, NM (2008)

This two-story convention center in the heart of downtown Santa Fe provides 72,500 square feet of event and exhibition space while maintaining the city's aesthetic tradition of adobe-style Pueblo architecture. The LEED Gold-certified building features salvaged and recycled materials, natural daylighting through skylights, and a sophisticated rainwater harvesting system to conserve water—essential in Santa Fe's dry desert climate. (Page 53)

63 Swinerton Headquarters San Francisco, CA (1986/2002)

As the only general contractor selected to participate in the LEED Existing Building pilot program, Swinerton transformed this seven-story office structure it originally built in 1986 into a highly energy efficient, LEED Gold-certified property for its corporate headquarters. Located in San Francisco's South of Market district—a thriving urban renewal zone—the office showcases green building possibilities for Swinerton employees, clients, neighbors, and guests. (Page 55)



Who knows what's going to be out there in the future.
Are they still going to use buildings in our civilization?
Don't just assume it. Stay loose—it's a changing world.

– William “Bill” Swinerton, Swinerton Chairman (1976–1988)



1972

Esteemed Bay Area building firm Rothschild & Raffin merges with Swinerton & Walberg



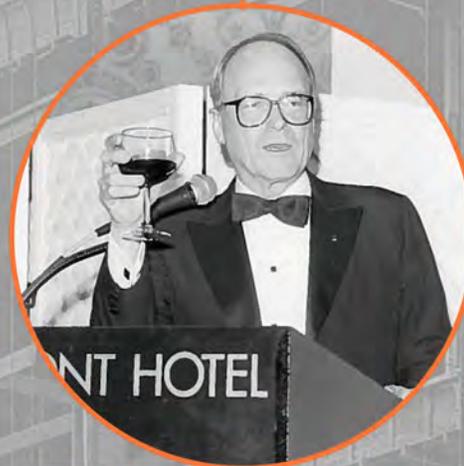
1961

The parent company of Swinerton Incorporated integrates multiple divisions into a unified organization



1962

After the success of several luxury resorts on the Hawaiian Islands, the company opens a Honolulu office



1988

The company celebrates its centennial and achieves a long-standing goal of 100% employee ownership

2013 2002 NEXT

2013 The company takes a long look back as it celebrates 125 years of building excellence and innovation



2002 Swinerton's corporate headquarters becomes one of the first LEED-certified existing buildings



NEXT Swinerton is committed to honoring its history while envisioning the future—whatever it may bring!



Our Vision

We will be the preferred builder and trusted partner in every market we serve – proudly *leading with integrity, passion, and excellence*