

Lessons Learned
A Message From our President



*Mike Hester
President*

McGuire and Hester recently established a data base that includes “Lessons Learned” submitted by our employees. The reason for doing this was so that we could all share our mistakes as well as share ideas that will improve our operations. This was all set up with the hope that we can learn from each other and avoid making similar mistakes as well as learning new ways of performing our work better. It was interesting and a little disappointing to note that

some of the immediate feedback we received regarding this database was whether or not someone might get in trouble or terminated for admitting (and publishing) a mistake.

Life is a journey of lessons learned. We start at a young age learning what works well and what doesn't. We are helped along the way with the guidance of parents, teachers, friends and other mentors throughout our young life that share their life lessons in hopes that you will learn from their experiences. Sometimes we listened and sometimes we didn't. The consequences were probably pretty predictable.

When we start our professional careers we might learn from others that share the same experiences within our industry. Whether it's an apprentice learning his or her trade from an experienced journeyman, whether it's a young project engineering learning how to do plan take-off from an experienced estimator, or watching a competitor lay pipe and see if they are doing things different than our crews do it. The goal is for all of us to grow in our roles and learn from those that have done it before or are currently doing it better. While some might think that learning is all about doing things the right way, there is much to be said about what happens when things are done the wrong way. How was it done wrong? Why was it done wrong? What could we have done differently to avoid doing it wrong again? These are just some of the questions we should ask and have answers to each time something doesn't go as planned. Tearing something out and re-doing it doesn't solve the problem of why it was wrong in the first place.

While I seem to be focusing on the word “wrong”, what about the word “right” or “better”? We should be critical of our daily operations and always find better ways to do things. Would a simple new attachment on a backhoe makes things more efficient? Why does the trench width have to be this

wide? Who reads this paperwork anyway? Can we do this work with less people? . . . the possible questions are endless. Sometimes you will find that this sort of critical thinking will lead to improvements in Safety, Quality, Production, Budget, or maybe even a new invention.

I guess the real point is this. Collectively we worked 560,000 man-hours this past year. This is the equivalent of 70,000 man-days of real-world construction experience that we should be learning from and improving on. There have been the same mistakes made and new ideas implemented that have not been shared with the rest of the company. We will continue to make the same mistakes and we will continue to miss out on the new ideas if we don't share them throughout the company. We need to have a constant flow of good communication to get the messages to the rest of the company. If we can feel comfortable teaching and sharing we will all be better for it and M&H will be a better and more competitive company because of this.

I think the “Lessons Learned” data base is a good idea and needs your support. For those that expressed concern about admitting mistakes, my response is simple: Those that don't want the company to get better are the ones that should worry.

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San Francisco - The Presidio Main Parade Ground



Breaking Ground - Walt Disney Family Museum (Left) - Angel Island in the Distance

The Presidio Trust and McGuire and Hester pulled no punches on this high profile, closely watched project. The Main Parade Ground was the venue and \$4 million dollars later, a parking lot was transformed into a 4 acre showcase for The Presidio Trust, The Walt Disney Family Museum, The Visitor's and Information Center, and many other future A-list tenants. It will also serve as a lush green "playground" for locals and visitors alike. This park-like setting was planned with an infrastructure prepared to power up concerts, festivals and other large events.

McGuire and Hester was hand selected by the Presidio Trust, not as the lowest bidder, but as the best responsible contractor for this project. Phase 1, the rehabilitation of an adjoining 3 acre parking lot, commenced in November, 2010.



Where Old Meets New

Foreground - rolls of sod harvested one day and planted the next
Background - 200 year old eucalyptus tree and 100 year old cypress planted in honor of US Generals



Subdrain Installation

A complex series of subdrains were installed to contain surface drainage onsite and filter out foreign materials entering Bay waters

Parking Lot work was completed in February, 2011, and Phase 2 excavation for 200,000 square feet of natural turf followed. Sod, contract grown by West Coast Turf, was installed on schedule in early August, 2011. Long meetings, constant communication, client negotiations, problem solving, and compromising led to a successful and rewarding project for the Owner-Contractor Team. Having a sophisticated, experienced, hard-working staff, the Presidio put McGuire and Hester to the test. They demanded the best and McGuire and Hester delivered.

Just about everyone at McGuire and Hester had a hand in this project and should be congratulated. The Presidio Trust's team should also be commended for their design and

San Francisco - The Presidio Main Parade Ground cont'd



Main Parade Ground - A job well done

management. Glen Angell, Paul Scardina, Cynthia Skovlin, and Tom Sweet provided excellent support and leadership for this project.

I hope that everyone gets a chance to visit the project and enjoy all that the Presidio has to offer. It's a special place, unmatched in historical and natural beauty anywhere in the Bay Area. It would be an honor to see McGuire and Hester continue to be "The Presidio's Contractor".

-Frank Altamura, PM



What Can We Do To Be a Better Co-Worker?



Joe Hester
Chairman of the Board

I was reading an article with the above title and found it worth sharing with you. One of the first personal questions I ask you "name the three people you work with that you look forward to seeing every day. Now name those who rain on your parade any time you see them. Which list was the easier to generate?"

Lucy of "Peanuts" said "I love mankind it's people I can't stand" and Lee Iacocca said "Anyone who

cannot get along with people has earned the kiss of death because that is all we got around here."

Whether you like the person or not you have to learn to get along with the person. Not directing your focus on this can destroy your business activity. Your attitude will show through to all you have contact with both fellow employees and our clients as well. Remember people not specifications in many cases will be the key to success. Never underestimate the people in your life. And always look for an opportunity to improve your relationships no matter how good they may be already.

Here are some points from the article that I thought would be helpful for all of us.

- **Maintain a positive attitude.** Have an upbeat outlook, enthusiasm for your job and the organization you work for. Look for opportunities not problems. Show the bright side.
- **Always demonstrate integrity.** Be honest with people. When you don't know something, say so. Admit your

mistakes and move on. Keep your promises, deadlines, and schedules. This shows respect and reliability for others.

- **Show a willingness to try.** Know your ability but don't be afraid of challenges because of failure. Ask questions even if they may sound ignorant.
- **Co-operate.** Be a team player. Help your fellow workers with their priorities. Offer support when needed. Share information and be ready to help when needed.
- **Manage conflict.** Work on resolving conflicts among groups of workers. We are always looking for those who can build positive relationship between employees yet do not shy away from conflict.
- **Focus on other people.** Ask questions that let others talk, let them share their thoughts. You will find some common ground for further conversation. Set a great example. Show others they can count on you to be fair, friendly and even tempered. Remember you are dealing with people who also have feelings, opinions and ideas.

Then take these suggestions and apply them to our clients, they are people too. You will deal with them with the same human touch showing that you care. I believe the client will reward you and our company for the professionalism by wanting M&H to do future work for them. These thoughts and guidelines apply to all of us and if followed on a daily basis not only will improve all our relationships at work but in every facet of our life.

Community Involvement



Left- Banner honoring leaders featured in monument Center- Remember them Monument Right- Thich Nhat Hanh whose sculpture is included in the monument reads poem.

Remember Them Monument

On September 6th the Remember Them: Champions for Humanity monument was unveiled in the Henry J. Kaiser Sculpture Park in Oakland's Uptown District. This bronze sculpture monument, created by artist Mario Chiodo, features 25 famous people who fought for peace or human rights and is the largest bronze monument in the western United States, measuring 52 feet long and 25 feet tall. Pankow Builders provided the demolition, excavation, forming and placing of the concrete footing and the three foot tall concrete architecture wall which follows the contours of the sculpture. McGuire and Hester was honored to assist on this worthy project when approached by Pankow. Our portion of the work included the initial site prep consisting of

removing the existing concrete pavement and site furnishing.

ARTIST'S STATEMENT

I have chosen these humanitarians because, regardless of their individual backgrounds or missions, they share the common threads of courage, perseverance, education, sacrifice, and a sincere desire to strive for a better life for all. This monument represents an international cross-section of visionaries throughout several centuries who have inspired and aided others through their passionate beliefs in human rights and peace. From the vast number of humanitarians in the world worth being acknowledged, this unique grouping offers twenty-five individuals who have touched my heart and inspired me in times of darkness.

Mario Chiodo, Oakland, CA

Chandler Copps Memorial Amphitheater



Sacramento County Supervisor, Don Nottoli speaking about the County's support for the memorial amphitheater

A renovated Amphitheater at River Bend Park was dedicated in the name of Chandler Copps on Thursday, September 15. Copps who passed away in early 2011 was the founding president of the Rancho Murieta Rotary Club and

was responsible for spearheading the effort to restore Camp Mokitana – the old Camp Fire Girls camp located in River Bend Park, Sacramento, CA. For more than half a century this site has held significant sentimental value to many Sacramento residents who attended summer Camp Fire camps at the site. Due in part to a lack of membership and community funding the Sacramento-Sierra Camp Fire USA Council (the organization that hosted Camp Fire camps) closed in 2008. The Camp Mokitana site eventually fell into a state of disrepair and a valuable resource for children's education was lost

to the community. It was Chandler Copps who saw the need to restore this outdoor resource to the children of the community and persuaded members of Rotary's District 5180 and SaveMart to support the restoration effort. Through strategic partnerships made with local authorities and businesses, funds were raised to launch the project. This commendable cause was first brought to McGuire and Hester's attention by Beals Alliance, a Landscape Architecture Firm we have had the pleasure of working



Retaining wall seating with fire pit

with in the past. McGuire and Hester joined the efforts as a subcontractor to Beals Alliance by performing work on the amphitheater. Our portion of the work consisted of grading a parking lot and path to the Amphitheater. We constructed a stage utilizing keystone block wall for the stage face as well as three tiered retaining wall seating and fire pit. The amphitheater restoration is the first phase of many future upgrades set to take place at the park over the next five years.

Fiscal Responsibility



*Tom Seerley
Area Manager*

Fiscal Responsibility is a term often heard these days on the news, on the internet, and in your local newspaper. Politicians on both sides of the isle are calling for some type of action that will result in making drastic changes now, which will assure some type of economic stability for future generations. Raise the debt limit or cut spending, our elected officials can't seem to agree on one of the most important issues of modern times. It sounds like a broken record.

It is often debated without much thought to how critical it is to everyone's well being.

We don't have the luxury of raising the debt limit in our personal lives. The government can print money; we have to apply for a second mortgage or open more credit card accounts, or borrow from friends or family. When the economy is tight and jobs are difficult to come by, the risk of increasing personal debt usually outweighs the potential gain. So the only option left is to cutback.

McGuire and Hester did just that. Several years ago we suffered through a significant downsizing. There were cuts or consolidations at every level and in every department. For the past few years we have fought, and continue to fight, our way through one of the most devastating recessions this country has experienced. We have grown from these experiences and the difficult decisions we have had to make during these times. It has kept us financially strong and in good market position for when the economy eventually turns around.

Whether you are working on the job as part of a crew or

Take Safety Personally!



*Don Hunt
Safety Officer*

Ask yourself, "Why do I want to be safe?" "Where does my desire to be safe come from?" Do you really want to be safe or are you just going through the motions? Do the Weekly Tailgate topics ring a bell, cause you to think and cause you to change your attitude and actions? Or, do you say to yourself, "OK" and just go about your business without really changing your attitude or how you do your work?

Most workers want to be safe. No one wants to get hurt. Too often though we think, "This won't happen to me" and proceed to take risks "just this one

managing the entire project, routine decisions that you make every day can contribute to the success of the job. Run the job like you run your household. At home the only way to increase your revenue is to work overtime, or get a second job. In the work place outside of owner requested change orders, there are few opportunities to increase revenue; however there are always opportunities to be more efficient.

Being more efficient and cost conscious can be accomplished in several ways. Making sure you have multiple quotes for your materials and subcontractors is a simple yet often overlooked way to make sure you have the best pricing. If possible, share the cost of significant new concrete form material purchases with other large projects. Take the additional step of making sure that all steel for shoring and unique equipment rentals are made with a RPO so that the company has the option to purchase those items if it makes the most sense economically. Track your subhaul truckers, especially those charging on hourly basis and only keep the best performers, (after considering total tonnage hauled) for the next day. Think like an owner. Think ESOP

The economy will turn around at some point, and when it does, we must remain vigilant to waste and inefficiencies. The fact that we have remained financially solvent through difficult times is an acknowledgement of your continued hard work and sound economic decisions. A strong company allows us to bid on larger jobs which mean more jobs of longer durations. On occasion it allows us to seek joint ventures or outright purchases of other companies that broaden our business plan by creating opportunities in new markets. Together, we can continue to work to insure the company remains strong and continues to grow. Thanks for all of your hard work and be safe.

time". We use the top step of the ladder so we don't have to stop and go get the taller one. We step outside of the shoring because "it won't take long". We go inside a manhole without confined space procedures thinking, "I just need to be inside for a minute". We have all gotten away with these types of actions before. One day, one of us won't.

Remember, it is not just you who suffers if you are injured. Your family also suffers, worrying about your health and well-being, worrying about the future, worrying about income. Think of them before you take the risk you know you shouldn't take. It is not just you who pays the price and yes, it can happen to you.

Take Safety personally. Make the commitment to work safely and commit with your co-workers to work safe together!

Featured Successful Bid

Job Name: Kaiser Hospital Redwood City
Mass Excavation
Owner: Kaiser Foundation Health Plan
Client: Rudolph and Sletten

Estimated Start/Finish Date: May, 2011/ 2013
Contract Amount: \$1,875,800
Type of Work: Grading
Estimator(s): Randy Somerday
Take Off: Karen Le

Rudolph and Sletten is the General Contractor for the construction of a seven-story, state-of-the-art Kaiser Permanente hospital complex in Redwood City. The new hospital, which is being built at the corner of Veterans Boulevard and Walnut Street near the 42-year-old one, will be designed to meet seismic safety standards. "We are required, by beginning of 2015, to have a so-called seismically compliant hospital," said Mark Srebnik, Kaiser's project designer. "So we had to renovate this or we had to build anew. And for a variety of reasons it seemed to make more

sense to build new."

The new 280,000-square-foot hospital will feature the latest technology and environmentally friendly components such as water-saving fixtures, according to hospital officials. Although it will have the same number of rooms as the existing hospital -- 149 85 percent of the rooms will be private compared to 15 percent now. The hospital is scheduled to be completed in late 2014. McGuire and Hester will be performing the first phase of work with the mass excavation of 30,000 CY of dirt for the new hospital and associated central utility plant



Artist rendering of future Kaiser Hospital in Redwood City, CA

Successful Bids JULY - SEPTEMBER

Job Name: West Sacramento Levee Slump Repair
Location: West Sacramento
Owner: Army Corp of Engineers
Client: Hardrock Construction
Estimated Start/ Finish Date: July 2011/ October 2011

Contract Amount: \$866,930
Type of Work: Pipelines, Grading,
Estimator(s): Dave Koerber
Take Off: Marcin Beirnacki, Ben Kozlow

The project consists of the reconstruction of 2,200 LF of levee by removing 75,000 CY of earth fill and then installing 2,200 LF of 24" subdrain with 25,000 TN of drain rock filtration material. Once the new subdrain system is installed then 77,000 CY of fill material is imported and placed to create the new levee. McGuire and Hester is performing the subdrain work along with the final aggregate base for the levee roadway. McGuire and Hester teamed up with Hardrock Construction to help them run and manage this project. The total contract for Hardrock is \$3.2 million

Job Name: Diablo Road Bridge Slope Repair
Location: Danville , CA
Owner/Client: Town of Danville
Estimated Start/ Finish Date: September/ October 2011

Contract Amount: \$796,474
Type of Work: Grading, Paving
Estimator(s): Randy Somerday/James Galvin
Take Off: Uros Stojakovic/Danny Robinson

Project includes the construction of CIDH pile and concrete lagging retaining wall, along with the excavation of the of the existing creek bed, to allow for the installation of rip-rap lining. The installation of new site concrete and landscaping will also be performed.

Job Name: OUSD Washington Elementary School
Landscape Improvements
Location: Oakland , CA
Owner/Client: Oakland Unified School District

Estimated Start/ Finish Date: August/ October 2011
Contract Amount: \$556,000
Type of Work: Grading, Paving, Concrete, Landscape
Estimator(s): James Galvin

The project consists of the refurbishment of a playground area at an elementary school in Oakland. Our contract involves removing some existing pavement, basketball hoops, and an old backstop. In it's place we are putting in a new asphalt path, new landscape and bio-swale areas, a concrete seat wall, a community garden area, new benches and picnic tables, a new basketball court, and a new play structure with a rubber tire swing.

Successful Bids Less than 500k JULY - SEPTEMBER 2011

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| <ul style="list-style-type: none"> ◇ Sequoia Union Removal Action Workplan
– Randy Somerday ◇ Pankow PA Medical Foundation San Carlos
– Charlie Thome ◇ Lakeshore/Lake Park Ave Streets Project
– Kevin Exberger ◇ Stanford Palm Drive Header Replacement
– Kevin Exberger ◇ Pacific Data Electric LBNL Bldg 33k
– Bruce Daseking ◇ Blach - Bernal Int. School Utilities San Jose
– Darren Phelps ◇ Stanford Campus Dr Sanitary Sewer | <ul style="list-style-type: none"> – Bruce Daseking ◇ Pankow - El Cerrito Recycling Center
– Charlie Thome ◇ DSRSD - Reclaimed Water Joint Repairs
– Tom Seerley ◇ Clark- Highland Offsite & Joint Trench
– Bruce Daseking ◇ Stanford Community Residential Path
– Kevin Exberger ◇ Habitat for Humanity El Rincon Lot 9
– James Galvin ◇ R&S Moffet Bldg F&G - Gas Line Sunnysvale
– Kevin Exberger | <ul style="list-style-type: none"> ◇ City of Oakland - AC Paving
– George Malpass ◇ Baines Group Concrete Work Presidio
– Mike Hester ◇ Presidio - Baker Beach Pavement Repair
– Matt Kelly ◇ Dome Genentech B31 Site Privacy upgrade
– Matt Daley ◇ San Leandro Sanitary Sewer Emergency
– Kyle Carone ◇ UCSF – MB Block 19 Tree & Soil Testing
– Matt Daley |
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