

nibbi*news*

The Official Publication of Nibbi Brothers General Contractors | FALL 2010

www.nibbi.com

PROJECT SPURS CREATIVE THINKING

Nibbi Finds Innovative
Site and Budget
Solutions for SPUR
Urban Center Project



5 reasons to switch to Borel.



Recent mergers may have you looking for a new bank. If a familiar face is more appealing to you than a merry-go-round of “personal bankers”, give one of us a call. *Banking – we take it personally.*



**Borel Private Bank
& Trust Company®**

Member of Boston Private Wealth Management Group



433 California St, San Francisco, CA
415.402.5900 | www.borel.com



SAN MATEO · PALO ALTO · SAN FRANCISCO · LOS ALTOS · BURLINGAME

The Official Publication of
Nibbi Brothers General Contractors
180 Hubbell Street
San Francisco, California 94107
(415) 863-1820 phone
(415) 863-7488 fax
www.nibbi.com



On the cover: The SPUR Urban Center, located at 654 Mission Street in San Francisco, is a five-story (including basement) 14,000-sq.-ft. steel-frame building consisting of a main exhibition gallery and multipurpose room, administrative offices and an Urban Affairs Library.



designates a sustainable project

Printed on 100% recycled stock using soy base inks.

Publisher: Innovative Publishing Ink

Editor: Jill Aldrich

Art Director: Daniel Owsley

Contributing Writers: Bob Nibbi
Joe Olla
Kristin Medwick

Photographer: Tom Tracy

PUBLISHER

Innovative Publishing Ink
10629 Henning Way, Suite 8
Louisville, KY 40241
Please direct all inquiries to Aran Jackson at
(502) 423-7272 or ajackson@ipipub.com.
www.ipipub.com

innovativepublishingink

To advertise in an upcoming issue of this publication, please contact Nibbi Brothers at (415) 863-1820, attn: Kristin Medwick.

President's Letter



Sixty years ago, Nibbi started as a one-man operation doing small construction jobs in San Francisco. Today, we have industry expertise focused in several core markets including: multi-family/mixed-use housing, education, historic renovation, seismic renovation, waterfront and structural concrete. We focus almost exclusively on negotiated work, bringing value early on in the design process. Our goal is to work cooperatively with our clients to produce the highest-quality projects on time and on budget. We are excited to celebrate this anniversary milestone. We are proud of all the great work we've done, and we're grateful for the support of our clients and friends.

We are also celebrating another important milestone at the company: We recently reached 670 consecutive injury-free days. In the end, however, it's not about the number; it's what the number represents — which is that, every day, our teams are aware of the reasons why we work safely, and they're doing it. We also have not had a lost-time incident or injury in more than two years. That tells us that our safety program is working at a very high level.

Nibbi is also proud to announce that we have started several exciting new projects. Those include the Channing House in Palo Alto (an OSHPD skilled nursing facility), Lion Creek Crossings in Oakland (high-quality affordable housing) and structural concrete for the Kaiser Oakland Medical Center replacement hospital. As always, we would like to thank our clients for their ongoing partnership and continued trust in our abilities.

Best,

Bob Nibbi

in this issue

4 A New Sense of Place

Nibbi helps provide dignified housing at 149 Mason Street for San Francisco's homeless

10 Faith in Numbers

San Francisco Archdiocese entrusts Nibbi to deliver new St. Stephen's Parish Center

6 Labor of Love

New Laborers' building re-energizes neighborhood in heart of Mission District

12 Nailing Down the Details

Extensive preplanning helps Strata Apartments at Mission Bay maintain schedule and budget

8 Project Spurs

Creative Thinking

Nibbi finds innovative site and budget solutions for SPUR Urban Center project

14 Working Smart

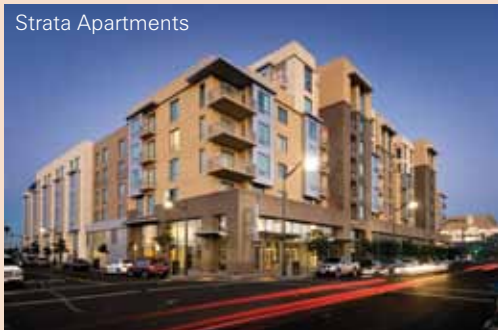
Nibbi provides solutions to challenging seismic upgrade at Lawrence Berkeley National Laboratory

15 Inside Nibbi

Laborers' International Local 261



Strata Apartments





A NEW SENSE OF PLACE

Nibbi Helps Provide Dignified Housing at 149 Mason Street for SF's Homeless



The words “Change, Love, Dignity, Justice” flow from painted hands on the Mason and Ellis sides of the new 149 Mason Street project. Created by prolific public artist Johanna Poethig, the words outwardly describe what residents of the project must feel inside after spending their first months in one of these 56 studio apartments in the city’s Tenderloin District.

That’s because the residents of 149 Mason St. are formerly chronically homeless, with annual incomes at or less than 15 percent of area median incomes. It’s also because the uplifting, light-filled apartments have the power to transform their lives. By living in a real home instead of on the streets, 149 Mason St. residents can spend time exploring their potential instead of trying to find a place to spend the night.

And while the highly lauded 149 Mason St. project is a true social success story, how it was built tells another success story. Below are six ways in which Nibbi brought this meaningful project to a successful conclusion:

1) Dealing with zero laydown area:

Like the SPUR Urban Center (see article on the SPUR project on page 8), the 149 Mason St. construction site was landlocked on three sides, with the only access to the building on a very busy street. For large deliveries and concrete pours, Nibbi needed to take over one lane of the street, which required expert coordination with the city, the subcontractors and Nibbi Concrete. One creative way of dealing with the lack of laydown space was for Nibbi to rent part of the rooftop of a neighboring parking garage, on which they housed large concrete forms. When the forms were needed, they were lifted from the garage roof by a tower crane.

2) Coming in on budget: “This project had less than 1 percent in change orders,” Project Executive Joe Mazzetti says, “and that’s due to a lot of good preconstruction and finding issues. When we went to the field, we had very few surprises.”

3) Finishing on schedule: The project team had 18 months in which to build the project. It finished right on schedule. In fact, Mazzetti says, “We got final certificate of occupancy two weeks after the temporary certificate of occupancy (TCO). That typically takes a couple of months and, in some cases, can even take more than a year.” Mazzetti says the team achieved that milestone through intensive work at the time of TCO.

A SNAPSHOT OF 149 MASON STREET

Built on a former parking lot, the project at 149 Mason St. is a collaboration between Glide Economic Development Corp. (GEDC) and the Tenderloin Neighborhood Development Corp. (TNDC). The eight-story building houses affordable studio apartments, as well as common spaces and support services, for formerly homeless individuals. The building includes open-air balconies and a landscaped courtyard deck.

Number of units: 56 affordable studios
Annual income of residents: At or below 15 percent of average median incomes for the area
Rent: An average of \$300/month
Square footage: 80,000
Construction cost: \$21.2 million

Sustainable features included:

- Flow restrictors on kitchen faucets
- Formaldehyde-free cabinets and countertops
- Exceed Title 24 by at least 15 percent
- Recycle more than 75 percent of construction and demo waste
- No carpet
- Vent kitchen range hoods to the exterior of the building in 100 percent of all units
- High efficiency drip irrigation
- All units are individually metered

"People on the site worked really hard and fast," he says. "They were determined to do things right and do them quickly." In addition, he adds, "The team had done such a good job on the front end that the list was small."

"Extensive precon is how we completed the project on schedule and under budget," Mazzetti says. "We got everyone on board early. As this was a negotiated job, the owner was able to choose us in the schematic phase, which enabled us to work with HKIT Architects from the very beginning and identify constructability issues early on."

Paula Collins, President of Portfolio Real Estate Consulting, the firm hired by GEDC to be development manager of 149 Mason St., agrees with Mazzetti's statement. "All contractors are not the same," she says. "Nibbi excels in two ways: One, Nibbi has been working in San Francisco for years. They know who is going to get the job done well. And they are very good at working with city, state and federal requirements. Two, how you set up a project before you even get to the site is critical. Nibbi is very good at helping owners early in the process get it right. They go over early cost estimates, do value engineering to see where they can save money and review the architecture and engineering plans to make sure there are no gaps. Precon is Nibbi's signature strength."

Collins adds that by knowing how to do things correctly and more efficiently, Nibbi was able to reduce costs and allow the owner to spend money "where it really counts." On this project, she explains, "we were able to make changes because we could afford to make changes. And that improves the quality of the product."

4) Minimizing disruptions: Nibbi worked exceptionally hard to minimize disruptions to the neighborhood during the course of construction. One way in which it did this: Project Manager Valerie Adler wrote a newsletter that she distributed to neighbors to inform them about upcoming construction activities. "Many of the project's neighbors were hotels, which are very sensitive to construction noise," she says. "But never once did we start construction activities before 7 a.m."



5) Maximizing sustainability: The 149 Mason St. project, a recipient of a Green Communities grant from the city and county of San Francisco, went beyond targeted sustainability efforts. For example, the site's construction waste diversion was better than 75 percent. While the project will not pursue LEED® certification, it mimics LEED® requirements. If certified, it could reach LEED® Silver, Adler says. A few of the many sustainable elements of the project are what Adler calls "a virtual sea of bike lockers in lieu of a parking garage, ENERGY STAR appliances and building materials that contain no added urea-formaldehyde."

6) Providing local disadvantaged youth with job opportunities: YouthBuild USA is a youth and community development program that helps low-income young people attain their GEDs by working on affordable housing projects. Glide has a local YouthBuild chapter at Treasure Island. Part of the 149 Mason St. project was a requirement to hire a number of Glide YouthBuild members, which Nibbi did. "This was a welcome opportunity to be involved in a job that provides homes for the homeless and jobs for the jobless," Mazzetti says.

The goal was to hire four YouthBuild workers. Nibbi and its subcontractors hired seven, placing them on jobs in drywall, painting, carpentry and concrete. The firm then worked hard to find those youth new jobs when the 149 Mason St. project ended.

"Nibbi jumped in with two feet on the YouthBuild part of this job, never complaining about complying with this

mandatory program," Collins says. "In fact, it was the opposite: They took the participants under their wing, helping them on the site whenever they could. And when the job was finished, they worked hard to find them other jobs."

Collins goes on to mention that when U.S. Secretary of Labor Hilda Solis paid a visit to California, she went to only two projects in San Francisco, and 149 Mason St. was one of them. "She was very complimentary of the YouthBuild effort and the entire project," Collins says.

Others are equally complimentary, she says. "It's wonderful to hear from people in the city who say, 'This looks nothing like homeless housing.' It sets a higher standard for housing the chronically homeless in real homes that do not look institutional."

149 Mason St.

Owner: Glide Economic Development Corp.

Architect: HKIT Architects

Structural Engineer: Structus

M/P Engineer: Ajmani & Pamidi

Elec. Engineer: Bhatia & Associates

Civil Engineer: Treadwell & Rollo

Project Executive: Joe Mazzetti

Asst. Project Manager: Valerie Adler

Superintendent: Dan McGill

Asst. Superintendent:
Rick Brinsmead

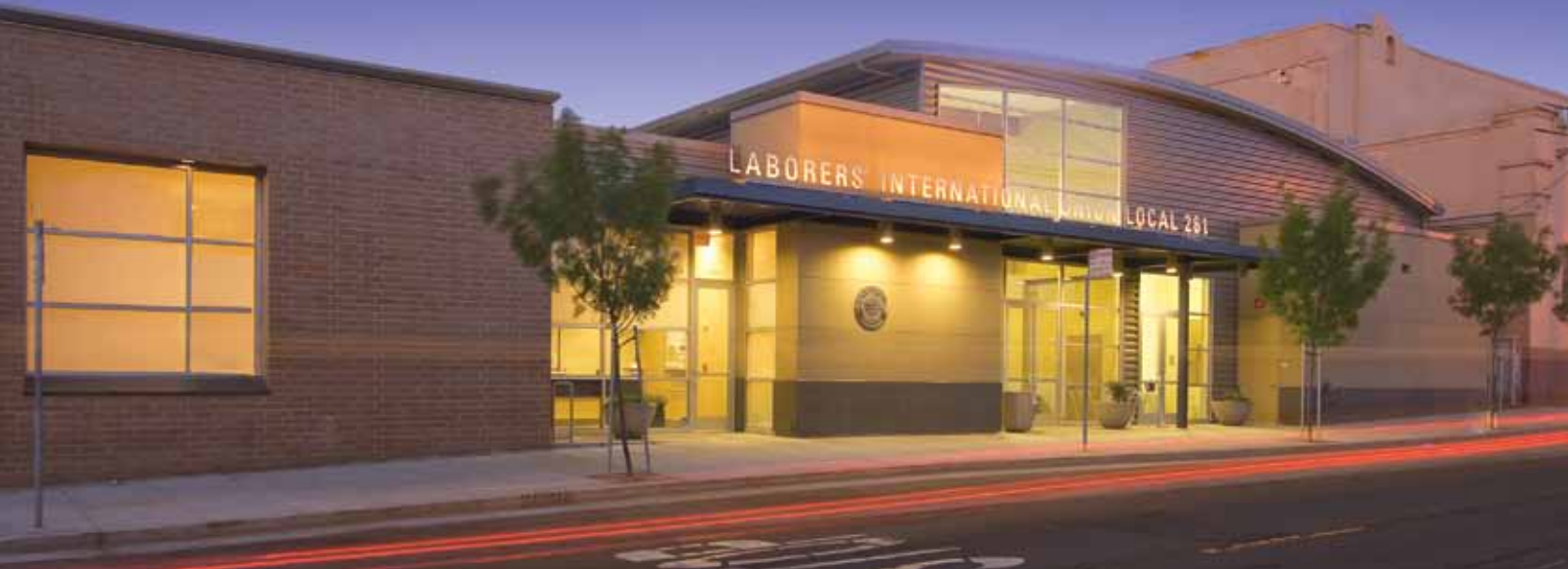
Start: June 2008

Completion: December 2009

Cost: \$21.2 Million

LABOR OF LOVE

New Laborers' Building Re-energizes Neighborhood
in Heart of Mission District



A new contemporary building, which Nibbi recently built on a vacant city lot for Laborers' International Local 261, has transformed the look and feel of this working-class block in San Francisco's Mission District.

Characterized by a curved roof, metal siding and brick veneer, the new one-story, 10,000-sq.-ft. Laborers' Building, designed by Patri Merker Architects, adds an urban yet accessible vibe to a lively neighborhood that is surrounded by a 121-year-old church, a photo shop, old Victorians, auto shops, taquerias and industrial buildings.

"The Laborers' Building is the perfect kind of job for Nibbi," Senior Project Manager Tom Giarrusso said. "We have a long-standing relationship with the union, and the project also provided us an opportunity to participate in the improvement of a block within our own neighborhood."

From the initial concept to the finished structure, Nibbi was willing to do anything to make sure the Laborers' Building project was executed perfectly, Giarrusso said: "Nibbi Project Superintendent Mel Miller's attention to detail helped in setting the expectation of our subcontractors early on in the project, and it continued through completion."

Some of the most challenging work on the project, however, occurred prior to breaking ground. "We value-engineered this project down to the nuts and bolts," Giarrusso said. "The architect modified several features that would not affect the form or function of the structure. We also value-engineered the HVAC system, the plumbing fixtures and the light fixtures."

"We appreciated Nibbi's ability to troubleshoot and problem-solve," Patri Merker Project Designer Raquel Bito said. Before working with Patri Merker Architects on the Laborers' Building, Nibbi previously had worked with the firm on a number of projects in San Francisco.

The \$4.3 million Laborers' Building includes colorful, light-filled offices for Local 261 representatives, as well as administrative cubicles and restrooms

with showers. The building's focal point — a large, light-filled meeting and hiring hall with a vaulted ceiling and three large interior doors that can be lifted to expand the space and an exposed and stained concrete floor — is used for hiring Local 261 construction trade workers and holding union meetings.

***"I'm exceptionally proud that Nibbi was involved with this project."* – Steve Ronzone,
Local 261 Owner Representative**

Steve Ronzone, who has worked with Nibbi on various projects since 1992, represented Local 261 as its owner's representative. "Local 261's expectations for its building were very high in terms of budget and scheduling, attention to detail, providing a clean and safe work site and being respectful of the neighborhood," Ronzone said.

Ronzone added that Nibbi went to great lengths to participate in improving the neighborhood and to minimize disruptions to neighboring businesses, including Kimbo Photography and St. Charles Borromeo Catholic Church and School.

For St. Charles Borromeo Catholic Church, Nibbi repaired a dilapidated old fence in the back of the church's property, cleaned up its back entrance and resupported its back stair. "Nibbi wanted to return the cooperation they gave us," Ronzone said. "Nibbi also sent the church flowers at the end of the project, just to say thanks."

For Kimbo Photography, located behind the Laborers' Building, Nibbi gave advance notice for digging activities. "Nibbi would personally come by and let us know when they were going to dig because it would affect our laser printers," said Jennifer Chung, Kimbo's owner. Nibbi also painted the side wall of Kimbo's, which is adjacent to the Laborers' Building parking lot. "We ended up with a nice-looking building next door," Chung said. "We love it."

"I'm exceptionally proud that Nibbi was involved in this project," Ronzone said. "It turned out well, and the immediate neighborhood and community were pleased with the project."

"The project really shines in this neighborhood," Giarrusso added. "The owner was excited to move into the new space."

"I've always thought highly of Nibbi and their work," said Local 261 Manager Oscar De La Torre, who had worked previously with Nibbi on the MHDC's



Valencia Gardens project. [The Laborers' Building] is a well-constructed, overall good-looking building. We're really happy with it."

Local 261

Owner: Laborers' International Union of North America, Local 261
Architect: Patri Merker Architects
Structural Engineer: Murphy Burr Curry Engineers
M/P Engineer: Lefler Engineering
Elec. Engineer: C&N Engineers, Inc.
Civil Engineer: KCA Engineers, Inc.
Interiors: Patri Merker Architects
Landscape Architect: Robert LaRocca & Associates
Project Executive: Michael Nibbi
Sr. Project Manager: Tom Giarrusso
Superintendent: Mel Miller

Start: September 2007
 Completion: July 2008
 Cost: \$4.3 Million

Call us today and see the *difference* industry experience brings.

Industry insight always makes a difference. As construction industry specialists, we see your business from your perspective. We understand the compliance procedures and financial requirements, the scheduling issues and tight deadlines, the cost structure and budget concerns. We'll provide the financial clarity you need to ensure your business is on the road to success.

WWW.GALLINA.COM

WE SEE YOUR POINT OF VIEW

GALLINA
CONSTRUCTION

Serving the construction industry for over 35 years

San Jose 408.294.1025 • San Bruno 650.228.2997 • Novato 415.892.7759
 Walnut Creek 925.943.1776 • Sacramento 916.383.4020 • Roseville 916.784.7800

PROJECT

SPURS CREATIVE THINKING

Nibbi Finds Innovative Site and Budget Solutions for SPUR Urban Center Project



SPUR (San Francisco Planning + Urban Research Association) is an organization that exemplifies expansive thinking. In its 100 years of existence, SPUR's collaborative citizen activism has had a radically positive impact on life in the Bay Area — from improving San Francisco mass transit to helping establish the Golden Gate National Recreation Area (GGNRA).

The creation of the new 14,000-sq.-ft. SPUR Urban Center, located at 654 Mission St., also incorporated a highly collaborative process, from funding through construction. With an \$18 million campaign goal, a grassroots fundraising committee pounded the pavement to raise \$14.1 million in donations, which ranged from \$10 to \$1 million. Additionally, the project's unique challenges required a highly collaborative, coordinated and creative construction effort. "This was a very challenging project," says SPUR Urban Center Director Diane Filippi, explaining that it had two major issues: It was a logistically difficult infill location on a heavily trafficked downtown street, and it had a very tight budget.

1. A logistically difficult infill location.

The project is located on a tight site, with a 40-ft.-wide building footprint. Peter Pfau, FAIA, LEED® AP and principal of Pfau Long Architecture, Ltd., says: "The Nibbi team had to use the back alley and a small bit of sidewalk in front to stage [construction materials] on site. The rest of the big stuff had to be

brought in on Mission Street. It took a fair bit of brainpower to figure out these site logistics and to manage the deliveries on a busy street like Mission."

The project also is on a particularly busy section of Mission Street, which, during business hours, is a fast-paced hub of city pedestrians, mass-transit vehicles and business deliveries.

Project Manager Brendan Hall agrees with Filippi. "The site logistics were particularly challenging," Hall says. "The project was locked in by tall buildings on either side, with only a small alley in back, and it fronted Mission Street. We had no lay-down areas, so scheduling deliveries had to be tightly coordinated." In addition,

any time the team was to receive a delivery, it had to coordinate with DPT (Department of Parking and Transportation) and DPW (Department of Public Works) to obtain proper permitting. In fact, up to six different City agencies often would need to be contacted before work could begin. As an example, the team had to relocate overhead Muni lines to erect the steel for the building (the 14 Mission line runs on the street), which required prior communication with and permits from DPT.

Two of Nibbi's strengths, Pfau says, are that the firm has strong, long-term relationships in the San Francisco community, coupled with a "collaborative spirit." These strengths, he says, were used to great effect on the SPUR project.

SPUR URBAN CENTER GOES GREEN



A LEED® Silver project, the SPUR Urban Center's sustainable features include:

- 95 percent of the former building was recycled or reused
- Structural steel is 95 percent recycled content
- Low-VOC compounds used throughout
- Cabinets made of crushed sunflower seed husks
- Countertops made of recycled newspaper and natural resin
- Operable windows
- Façade louvers that reflect sunlight
- Highly efficient HVAC system and air filtration
- Low-flow water fixtures
- Highly efficient lighting systems

Hall cites another example of Nibbi's creative solutions to the project's construction challenges: "At the end of the job," he explains, "one of the last items we had to do was replacing the sidewalk on Mission Street, bordered by New Montgomery and 3rd streets, an area with lots of pedestrian traffic. There was an underground sidewalk space that had to be filled prior to placing the new sidewalk. In order to accomplish this task, Nibbi Concrete [who did the job's concrete work] coordinated with the concrete batch plant to stay open at night. "We got all these trucks and pumped in lean concrete mix for five to six hours until early into the morning," Hall says. "For the next couple of days, we shifted pedestrian traffic into the parking lane to do the sidewalk demolition work. We had to think outside the box to accomplish this task."

The project's challenging logistics — and the possible negative impact on planning and scheduling — also called for incredibly tight coordination with the team's subcontractors. "Our office was in constant communication with our subcontractors," Hall says. "We would

do lots of preplanning before mobilizing crews." To minimize disruptions, Nibbi was also in regular contact with the project's neighbors.

2. A very tight budget. SPUR's Filippi says that the project's final challenge was a very tight budget. As she explains it, the project went out to bid in late 2007, when construction costs were at their peak. "Nibbi was extraordinary in negotiating with the subcontractors and vendors," she says. "They did the best possible job in that environment representing our interests and tight budget. Their commitment to us from the very beginning [which began with looking at potential sites] was crucial. They are extremely supportive of SPUR, and their commitment to SPUR and San Francisco to make this project happen was really extraordinary."

The project ended on budget and on schedule.

Pfau adds: "The Nibbi team worked hard to help us deliver a high standard of quality with SPUR's constrained budget. We are also grateful for Nibbi's

contributions to the building's LEED® certification process, now completed with a LEED® Silver rating."

SPUR Urban Center

Owner: SPUR Urban Center

Architect: Pfau Long Architecture, Ltd.

Structural Engineer: Forell/Elsesser

MEP Engineer: WSP/Flack + Kurtz

Civil Engineer: KCA Engineers, Inc.

Interiors: HOK

Acoustics: Charles M. Salter

Project Executive: Mike Nibbi

Sr. Project Manager: Tom Giarrusso

Project Manager: Brendan Hall

Asst. Project Manager: Kieran Daly

Superintendent: Dan Hanley

Start: February 2008

Completion: April 2009

Cost: \$8.5 Million

***"[Nibbi is] extremely supportive of SPUR,
and their commitment to SPUR and San Francisco
to make this project happen was really extraordinary."***

— Diane Filippi, SPUR Urban Center Director



Faith IN NUMBERS

San Francisco Archdiocese Entrusts Nibbi to Deliver New St. Stephen's Parish Center

The relationship between Nibbi Brothers and the Archdiocese of San Francisco is one that spans nearly 40 years and includes work on such iconic structures as Old St. Mary's Cathedral, originally built in 1854. In 2004, Nibbi completed the structural upgrade of the structure, damaged in the 1989 earthquake.

Nibbi also partnered with the Archdiocese in 2008 to produce the Porziuncola, a replica of St. Francis of Assisi's cathedral in Italy that Nibbi constructed next to the Shrine of St. Francis in San Francisco's North Beach neighborhood.

Nibbi's most recent partnership with the Archdiocese is the \$6.69 million St. Stephen's Parish and School Gymnasium, completed in November 2009.

The new building is a two-story, 20,000-sq.-ft., multi-use parish center that houses a

CYO-regulation gymnasium on the upper level and a large social center on the lower level. Designed by Robert Hayes Architects of Sausalito, the structure's architecture reflects the California Mission style with its low-sloping red tile roof and white-washed surfaces. A large, arched window system highlights the front of the building, providing maximum daylighting.

Project Manager Sean Cavin says: "The new gym was constructed with a cast-in-place slab on grade, towering shotcrete walls and a post-tensioned concrete deck, all augmented with metal and structural steel framing, topped out by very large pre-fabricated steel roof trusses."

The upper level of the project consists of a lobby, a refreshment area, restrooms, offices and a gymnasium. The gymnasium consists of a hardwood basketball court, striped for both volleyball and cross-court

basketball and complemented by motorized backboards and wireless scoreboards. The gym's retractable bleachers seat more than 100 people.

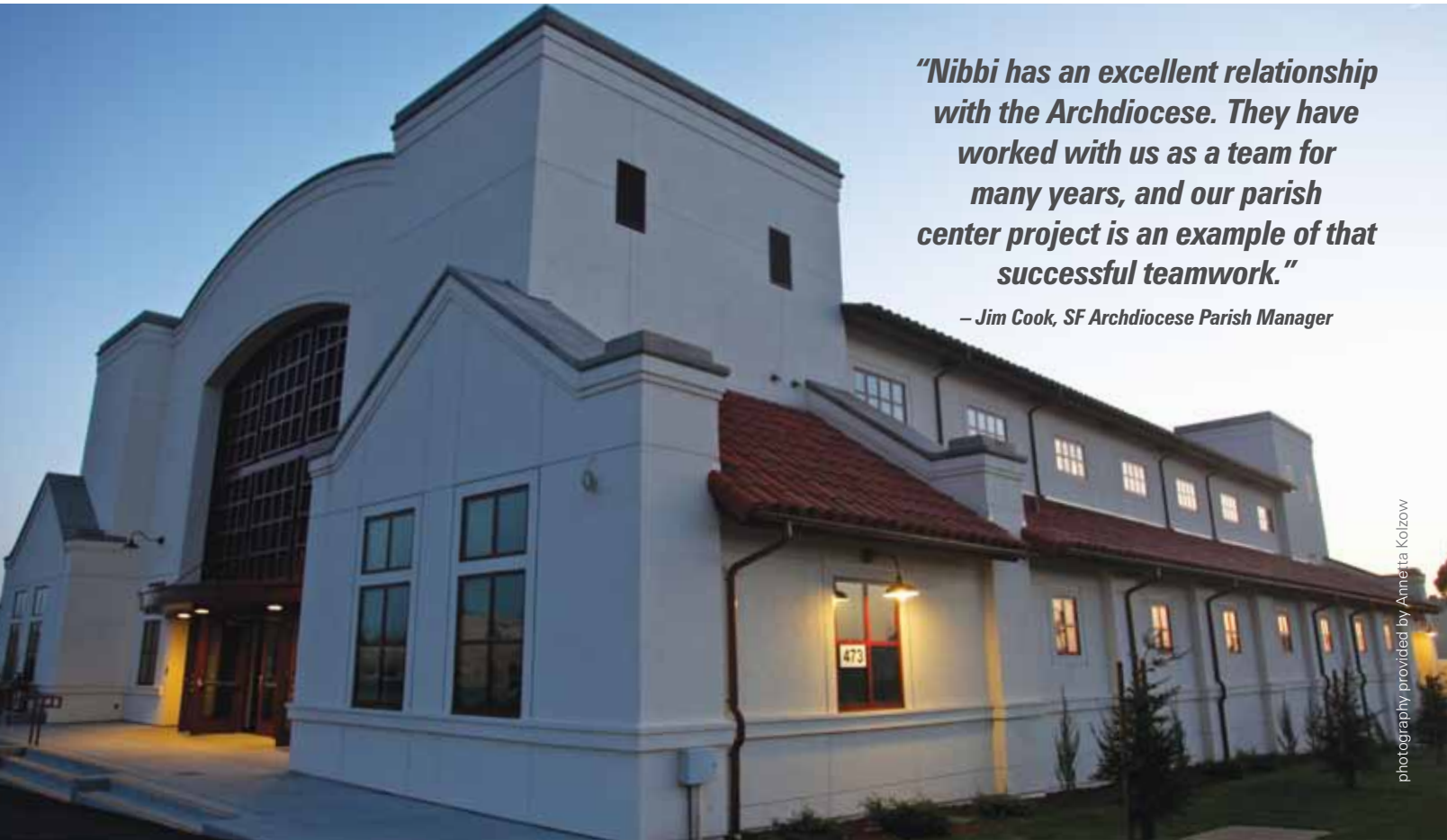
The lower level consists of an art room, restrooms, a full-service commercial kitchen, an additional refreshment area and a large assembly room, which holds up to 500 people. The assembly room contains a large stage, theater lighting, audio equipment and plenty of storage for tables and chairs, making it ideal for community functions.

"Because of our long-standing relationship with the Archdiocese, we were invited to bid this project and ultimately became the successful bidder," Project Executive Greg Narvick says.

The Archdiocese had faith in Nibbi, says SF Archdiocese Parish Manager

"Nibbi has an excellent relationship with the Archdiocese. They have worked with us as a team for many years, and our parish center project is an example of that successful teamwork."

— Jim Cook, SF Archdiocese Parish Manager





Jim Cook. "Nibbi has an excellent relationship with the Archdiocese. They have worked with us as a team for many years, and our parish center project is an example of that successful teamwork."

Ensuring safety. The Archdiocese knew Nibbi had the background and experience to complete its parish center project on time and within budget. But it also knew the company would be able to complete the project with minimal disruption to the campus. "While we were building, school was in session every day," Narvick says. Additionally, the bus drop-off was directly in front of construction activities. To ensure students' safety while satisfying their curiosity about the project, Nibbi created a plywood wall barrier between the bus drop-off area and the construction. The barrier then was painted by local artists Ian Ross and Andy Brown. In addition, round vision holes were framed into the wood so the students could see the project being built.

From day one, safety was a concern with school being in session and kids present at all times. "'Safety First' is on our hardhats, T-shirts and signs for a reason: It's our number-one priority every day," Cavin says. "This particular job involved more risk than most other projects that I have worked on due to the children factor. The site was very tight, and we were limited to using only two of

the four frontages due to either recess, gym class or the dropping off and picking up of the kids. Deliveries, staging and fencing all had to cater to the safety of the children. I'm happy to say this project was a success in that we had zero accidents."

Ensuring stakeholder input. A bigger challenge for the parish center team was ensuring that the project's vision incorporated the input of all stakeholder groups. Weekly team meetings included representatives from the Archdiocese, the construction manager, the architect and a parent group. "Synthesizing all the different visions requires listening and creativity," Narvick says. "We worked carefully to incorporate as many changes as possible. Everyone always had a voice. And we would always price out their ideas and get back to them with answers."

Ensuring tight coordination of concrete and steel subcontractors. Cavin adds that one of the biggest challenges early on was coordinating the concrete, the huge shotcrete walls and all the steel. "The design was complex and required immense amounts of coordination with our concrete and steel subcontractors to achieve the actual skeleton of the building," he says. "My subcontractors, Superintendent Greg Rock and project architect contributed countless hours making sure every detail was sorted out and executed correctly."

One of the project's most impressive outcomes was the team's ability to deliver the project to the owner in time for the upcoming basketball season. "Obviously, like any owner, the Archdiocese and St. Stephen's had a vision for the end product aesthetically and functionally," Cavin says. "In addition to keeping the site safe, we were faced with a tight schedule that I can proudly say we handled with great poise, even when adversity struck us, whether it was bad weather or delayed materials, to name a few. In the end, we delivered the gym on time for the start of their basketball season and the opening blessing by Bishop Bill Justice."

St. Stephen's Parish Center

Owner: Archdiocese of San Francisco

Architect: Robert Hayes Architects

Structural Engineer: Dolman

M/E Engineer: Criteria Engineering

Civil Engineer: Land Development Solutions, Inc.

Project Executive: Greg Narvick

Project Manager: Sean Cavin

Superintendent: Greg Rock

Start: August 2008

Completion: November 2009

Cost: \$6.7 Million



Nailing Down the Details

Extensive Preplanning Helps Strata at Mission Bay Maintain Schedule and Budget

"Efficiency is doing better what is already being done." — Peter F. Drucker

Those words, written by business luminary Peter F. Drucker in the 1950s, accurately describe how Nibbi managed its Strata at Mission Bay Project: by taking its already strong preconstruction services to an even higher level.

Strata at Mission Bay is an eight-story, mixed-use luxury apartment complex developed by the Urban Housing Group, a subsidiary of The Marcus & Millichap Company, which develops, owns and manages quality, smart-growth, multi-family rental housing in the western United States.

Located near the new UCSF campus in San Francisco's Mission Bay, the new 192-unit complex was designed with premier exterior and interior finishes, including an Alucobond-clad storefront, nine-foot ceilings, expansive windows with San Francisco Bay and skyline views and gourmet kitchens with granite countertops and maple cabinets. "Urban Housing went to great lengths to make this a beautiful project," Nibbi Project Executive Greg Narvick says. "But they also wanted a lot of certainty on price."

Adds SB Architects President John Eller: "From the design team's end, the goal was to satisfy Urban Housing Group's demand for a quality project at a limited budget, coupled with the San Francisco Redevelopment Agency's demand that

all Mission Bay projects be of the highest possible quality."

So how does an architect/construction team go about meeting budget and schedule benchmarks on an extremely high-end project during a time of rapidly escalating construction and material costs?

By doing *better* what is already being done.

Nibbi's preconstruction department routinely exceeds its clients' cost, schedule and quality goals. However, the Strata project represented an opportunity for the company to take preconstruction excellence to the next level. Through an unprecedented level of collaboration between the architect, the contractor and the owner, the tri-party project team was able to lock in the budget and schedule for two years without compromising project quality.

Unprecedented collaboration. The Strata team's unprecedented level of collaboration allowed for smart and early decision-making that would later be responsible for the project's notable success.

The process started in April 2006, when Urban Housing Group negotiated a contract with Nibbi at the 10 percent design development phase. Urban's motivation for the early-stage contract: "At the time we were to close on the land, we wanted to have the general contract, joint-venture partnership and debt in place,"

Urban Housing Group Managing Director Dan Deibel says. "For that, we needed certainty on cost between Urban and Nibbi."

The team was able to lock in the budget and schedule at the time of signing the contract. "From that point forward, the team lived within the original schedule and original budget," Deibel says. The specific ways in which the team was able to do this included:

Team consistency. "The work and management that goes into that [locking a budget and schedule] is pretty amazing," Deibel says. "Nibbi put into place an approach that required team members to be involved with the project from concept through completion. Each team member, including Nibbi's Project Executive Greg Narvick, attended every meeting and saw every piece of paper that was ever created. That's important in an effort like this. You don't have someone selling you the job, another person in charge of precon, another person managing closeout. That begins to break down accountability. Nibbi had Greg, as well as others, but he was the constant." Similarly, Deibel adds, SB Architects had John Eller leading the design process throughout the life of the project.

Early purchase of steel foundation piles. When the Strata team put the GMP (guaranteed maximum price) in place, the cost of structural steel was going up. As part of the team's cost-control strategy, it bought the steel foundation piles for \$5 million in August 2006, even though it wouldn't be

using them until April 2007. If the team had waited to buy the steel piles until they needed them, they would have cost 12 percent — or \$600,000 — more. “That decision fixed 10 percent of the cost on the project from the outset,” Deibel says.

Continual value engineering. “Once we had buy-in on the design direction,” SB Architects Principal John Eller says, “the whole team sat together and went through the project in detail. We did our best to collaboratively ‘build’ the project on paper over just a few days, and the understandings reached at these work sessions formed the framework for the project.”

Narvick adds, “The team worked through the budget for two years to get to what the client wanted and what the architect specified. In weekly meetings, the client or the architect would come to these meetings with product literature and ask if [by using those products] we would still meet the budget. If not, they’d want to know if we were able to sacrifice other elements of the building to get what they wanted. As a result, there was the constant refining of drawings.”

Effective coordination of MEP

subcontractors. Effective coordination of subcontractors was key to Nibbi’s successful job performance on the Strata project, given other construction projects that were occurring simultaneously. Narvick says: “We had a 22-month schedule, and we had to continually restack it in order to meet the finish date. The master developer of Mission Bay,

Catellus, was putting in streets and infrastructure [curbs, gutters, sidewalks and lighting] during construction. The biggest part was in enlisting subs; getting their buy-in on a more aggressive schedule when required.” Narvick adds that the team achieved that buy-in “by setting up realistic expectations at the beginning of the project.”

“Nibbi’s onsite performance was great, but it required a lot of preplanning,” Deibel acknowledges. Part of that preplanning process included onsite apartment unit mock-ups. Project Manager Axel Boren explains that the purpose of the onsite mock-ups was to reduce MEFP (mechanical, electrical, fire and plumbing) clashes and ensure proper installation of finishes. “We do a lot of mock-ups in general,” Boren says, “but we took the mock-ups on the Strata job

to demonstrate how Nibbi and the client wanted the finished window assemblies and cabinetry to look. “This gave us the ability to ensure quality and work out more intricate details of the project,” Boren says. “We ended up with a few minor conflicts, but we caught them early without any impact to the cost or schedule.” Additionally, the plumbing contractor, having visualized the project, was able to preassemble a lot of its piping, requiring less “fit-up” in the units. “The mock up helped the plumbing contractor feel more comfortable about its preassemblies,” Boren says, enabling it to produce highly accurate systems.

Deibel concludes that the collaborative effort employed by the Strata architect/contractor/owner team contributed not only to the quality of the product but also to the quality of the relationships between

“[The project] was better than textbook; they should write a book about it.” — Dan Deibel, Urban Housing Group Managing Director

to the next level.” The team framed out a typical Strata apartment unit and had the MEFP trades actually do the rough-in. “With the participation of our subcontractors, we built a wood platform, installed the metal framing, then roughed-in the entire unit. This helped us identify conflicts and minimize costly field problems.” Boren says. “Then we took the mock-ups a step further.” The team constructed a window assembly mock up and laid out the cabinets in the kitchen and the bathroom. The goal was to ensure waterproofing of the windows and

the Strata team members. “None of us had ever gone through a process like this,” Deibel says. But on this project, you had the architect, contractor, owner working week in and week out on a \$60 million project, and it was textbook. In fact, it was better than textbook; they should write a book about it. The project was a great success story.”

The final chapter of that success story: Right in the middle of a recession, The Strata was leased in 5.5 months and has retained 98 percent occupancy.



Strata at Mission Bay

Owner: Urban Housing Group
Architect: SB Architects
Structural Engineer: OLMM
M/P Engineer: Tommy Siu & Associates
Elec. Engineer: Bhatia & Associates
Civil Engineer: Winzler and Kelly
Project Executive: Greg Narvick
Project Manager: Axel Boren
Superintendent: Bill Johnson

Start: April 2007
Completion: March 2009
Cost: \$64 Million

Working Smart

Nibbi Provides Solutions to Challenging Seismic Upgrade at Lawrence Berkeley National Laboratory



Lawrence Berkeley National Laboratory's business is "providing scientific solutions to the world." The institution's impressive achievements include the discovery of 16 new elements, the identification of good and bad cholesterol and confirmation of the Big Bang theory. But when LBNL identified the need to seismically upgrade two of its aging structures, it relied on the problem-solving abilities of Nibbi Brothers and the subcontractors to handle the technically complex job.

LBNL's "Seismic and Structural Safety Upgrades of Buildings, Phase I" project was a \$17 million DOE (Department of Energy) line-item project to correct the existing structural deficiencies in Buildings 50 and 74. The objective was to improve building performance in an earthquake by raising the U.C. Seismic Safety Rating of the buildings from "poor" to "good," the highest available rating.

Retrofitting Building 50 required steel and concrete upgrades, including a new foundation system, soil anchors, new concrete footings and a new 16-inch cast-in-place wall to reinforce the existing concrete walls.

Construction of Building 50, which houses the LBNL upper management, a clean room and the Lobby Museum and Auditorium, was accomplished while the building was occupied. Auditorium upgrades included seismic bracing and replacement of the ceiling and walls. The structural upgrades on Building 74 involved replacing the steel bracing, strengthening the roof collector

beam connections, installing new supports and grade beams, building new shear walls, strengthening weakened diaphragms and removing the interior retaining wall surcharge. The building, which houses offices and labs, was unoccupied during construction.

A Highly Experienced Team: "Seismic renovation projects entail a lot of unknowns and hidden challenges," says LBNL Project Manager Jack Heffernan. "It's not unusual to uncover conditions that can significantly slow down the schedule or add to the cost, but Nibbi fielded an experienced team that was able to mitigate schedule and budget impacts." For example, upon doing exploratory demolition, Nibbi advised the Lab that demolishing a stairwell would involve a rebuild with additional costs. "Through creative thinking, Nibbi suggested we salvage and reuse the structure as much as possible to avoid extra expenses," explains Heffernan, adding that Nibbi also was able to successfully adhere to an accelerated schedule on the auditorium portion of the project. "Nibbi accepted a new deadline and worked many weekends to ensure its timely completion, to the happy surprise of people who were planning to use the space for a special bi-yearly function," he says.

Rigorous Safety Measures: Adding to the complexity of an already challenging project were LBNL's rigorous safety requirements. "LBNL has a different atmosphere than most contractors are accustomed to," says Heffernan. "Our projects are substantially more safety-rigorous than a typical project downtown. For the Building 50 and 74 projects, Nibbi fielded a bilingual safety manager (Erick Rodriguez) who was able to articulate the Lab's safety requirements to a largely Spanish-speaking crew. "It was an effective strategy," says Heffernan, "as we had zero recordable incidents on the

job. Nibbi's strong background and experience in safety helped the company work safely within the Lab's complex."

Involvement of Senior Management:

Central to the success of the job was Nibbi's involvement of senior management throughout the life of the project, says Heffernan. "Project Managers Logan Daniels and Kieran Daly thoroughly understood the contract and the work, and were impressive in their abilities to maintain budget and schedule," he says. "And Mike Nibbi was involved from beginning to end. We coordinated with him once a week at the upper level management coordination meeting to proactively identify and resolve project issues."

"The Building 50 and 74 project was the first partnership for Nibbi and LBNL," Heffernan says, but his team looks forward to partnering with the company again on upcoming work.

Lawrence Berkeley National Laboratory

Owner: Lawrence Berkeley National Laboratory

Architect: RMW Architects & Interiors

Structural Engineer: Forell/Elsesser

MEP Engineer: Ackerman Practicon

Project Executive: Mike Nibbi

Project Managers: Kieran Daly & Logan Daniels

Superintendent: Dan Hanley

Asst. Superintendent:

Tracy Steelman

Safety Site Coord.: Erick Rodriguez

Start Date: February 2009

Completion Date: March 2010

Cost: \$12.6 Million

Nibbi Awards and Honors/Community Involvement

2010 Excellence in Safety Award – CEA

The Construction Employers Association (CEA) recently honored Nibbi Brothers General Contractors with the Excellence in Safety Award. The Excellence in Safety Award is presented to companies demonstrating a total injury and illness incidence rate 25 percent below the industry average, an experience modification rate below 1.0, a flat or negative EMR trend during the previous four years and demonstration of an active safety training program.

2010 President's Award – CEA

2010 Philanthropy Community Commitment Award – *San Francisco Business Times*

Madison Apartments: 2010 Award of Excellence – *Urban Land Institute*

LEAP Sandcastle Classic 2009



Nibbi Brothers teamed up with EHDD Architecture and Bret Harte Middle School to help raise money for

Leap ... imagination in learning by building sandcastles on Ocean Beach. Leap provides educational programs to public school kids focused on the arts of storytelling, music, dance, visual arts and an architecture program focused on our built environment. For LEAP 2010, Nibbi will be partnering with EHDD Architecture and Cleveland Elementary School.

Recently Completed Projects:

- Boys & Girls Club of San Francisco, SF
- Armstrong Senior Housing, SF
- St. Dominic, Lourdes Convent Renovation, San Rafael
- St. Francis of Assisi, Church Beautification, SF
- Old St. Mary's Cathedral Phase II, SF
- Conservatory of Music, SF
- U.S. Postal Service 12kV & Security Upgrades, Oakland
- CCSF Joint-Use Facility, SF*
- UCSF Cardiovascular Research Center, SF*
- El Camino Hospital, Mountain View*

Current Projects:

- 29th Avenue Apartments, SF
- Boys & Girls Club of Alameda, Alameda
- Monarch Village Senior Housing, Daly City
- Get Fresh Juice Bar & Deli, SF
- Hunter's View Redevelopment, SF
- Lion Creek Crossings, Oakland
- Joseph Mazzola Training Facility, SF
- Channing House, Palo Alto
- UC Berkeley Helios Research Lab, Berkeley*
- Kaiser Replacement Hospital, Oakland*

Upcoming Projects:

- Potrero Launch Apartments, SF
- 6th & Oak Street Apartments, Oakland
- Annunciation Greek Orthodox Cathedral, Mountain View
- 899 West Evelyn Office Building, Mt. View
- South San Francisco Ferry Terminal, So SF
- Palcare Center, Burlingame
- Provident Credit Union, Redwood Shores
- 474 Natoma, SF



*denotes nibbi concrete

TOP FIVE THINGS TO GREEN YOUR PROJECT

As an Architect

1. Design for natural daylight: Decreases energy use and improves the working/living environment of the building and its tenants.
2. Design for energy efficiency: Passive ventilation and cooling, natural lighting and passive heating are all strategies that are facilitated by a focused design.
3. Select a sustainable site: Select a building site near public transportation and community services. Decreases the amount of miles occupants drive and make their lives easier.
4. Design for material efficiency: Don't build walls when you could possibly keep the area open. Instead of putting up sheetrock, keep the concrete exposed.
5. Be innovative; don't settle on traditional solutions: Strong attention to detail coming from the ingenuity of an architect who has thought of an alternative way to solve a traditional problem.

As a General Contractor

1. Sustainable materials: High recycled content; specify regional material; and no VOCs in paints, coatings and adhesives.
2. Encourage the owner to hire a commissioning agent for plan overview and identifying problems proactively; and check HVAC installation, ensuring correct use and functionality.
3. Divert waste: Accomplished with little additional effort and cost and is similarly priced to waste haulers.
4. Reuse materials: Reuse as much material, furnishings and furniture either from the previously occupied tenant space or with an interiors project changing as little of the existing elements as possible.
5. Durable materials: Specifying durable materials saves both resources and money for the building owner. Look at the warranty of a material as an initial estimate of the life of a product.

Architect and General Contractor Collaboration

1. Hold team meetings: helps decrease change orders and costs.
2. Work collaboratively, and keep the communication lines open: Architect should be available after the design to explain design issues and provide insight on potential changes to be made.
3. Use an integrated design process: It is vital that all team members know exactly how each part of the project fits together to satisfy the overall requirements of the owner.
4. Bring a green building expert: There are several expert consultants who can provide a fresh unbiased viewpoint on a project.
5. Education: Take classes, research and read. Websites to look at: jetsongreen.com, buildgreen.com, reallifeled.com, greenbiz.com, greensource.construction.com and virtualcx.com.

Wells Fargo Insurance Services

Building insurance solutions to manage risk



The construction professionals of Wells Fargo Insurance Services understand the complex risk exposures and surety requirements of the construction industry. We have extensive experience in the analysis, prevention, and coverage of business risks associated with your construction projects and related services. Our customers look to us to provide them with cost-effective insurance and bonding solutions that fit their unique needs and protect them from risk.

Team up with us today.

Wells Fargo Insurance Services USA, Inc.

Brian McDonnell, CPCU, CRIS
415-374-2037
CA DOI#0D08408

wellsfargo.com/wfis

© 2010 Wells Fargo Insurance Services, Inc. All rights reserved.

Together we'll go far

