



LOS ANGELES CONSTRUCTION SERVICES

December 2011 - The Green Issue

URS' Green Future

by Mia Taylor

Sustainable design is an increasingly important part of the marketplace.

In fact, by many accounts, green design is finally starting to go mainstream.

As an example of what a booming industry it's becoming, between 2009 and 2010, domestic green design revenues rose 19.4% or from \$2.76 billion to \$3.3 billion, according to *Engineering News Report* (ENR). What's more, ENR's Top 100 ranked green design firms generated \$3.74 billion in design revenue in 2010 - a 12.3 percent increase over the previous year.

"We're starting to see a marketplace that is really taking off," said URS' National Director of Facilities James Draheim. "I see

double digit growth at least through 2020. It's becoming very pervasive in many of our client's businesses."

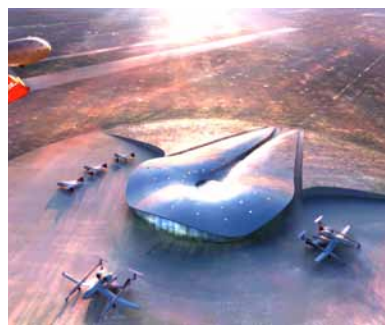
For URS however, sustainable design is not exactly a new endeavor. In fact, we've been an unofficial leader in the green marketplace for quite some time.

"We did one of the first LEED certified projects in the United States," said URS Senior Vice President Sandy Stevenson. "It was a factory for Steelcase in Grand Rapids, MI. So we've had a long

connection with sustainable design. It's been an integral part of our process for a long time."

That being said, URS recently reached an

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URS project, Spaceport America has opened in New Mexico

Featured Project

Valley College Transforming a Campus

By Mia Taylor

Photos by Dale Griner

After several hours of guiding visitors through current and future project sites on the Valley College campus, Project Manager Hau-Wen Feng took one last look around and said "Come back in a year, and the scenery will be completely different."

His comment was hardly an overstatement.

During the coming year or more, URS is scheduled to begin work on several major buildings on the college's Los Angeles campus. Upcoming projects include the \$62 million Performing Arts and Media Arts Center, the \$36 million Community Workforce Development Center and Administration Building and the \$45 million Monarch Center. Renderings of each of the buildings reveal visually striking, modern facilities that will truly transform

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The URS Green Team Takes the Initiative

By Dale Griner

Get ready for the unveiling of the new LA Green Team initiatives. Mary Proteau and the other members of the committee have been working on new programs that will help the LA office become an example of the URS Sustainability Initiative developed last year.

Some of the new programs include recycling programs, new awareness signage and a focus on what we have done and what we can do together to green URS from the inside out. As the #1 green design firm in the U.S., we are dedicated to building on this achievement by demonstrating an internal culture of sustainability.

What's Going On...



Photovoltaic Installation for SunPower at the Porterville USD



Plans for the new Monarch Center at Valley College are underway



Solar Array for SunPower at Oxnard High School



Entrance to the high tech lab at Golden West College

Valley College By the Numbers

2002

Year that
URS began work at Valley College

05

of LEED certified
buildings URS has worked on for
Valley College

The number of
trees that will be

62

removed and repurposed as lumber
for a new performance center

20,667

Number of students at Valley College

5

The number of buildings yet
to be constructed

Original URS contract amount.
In millions

6

Square footage of the new Valley
College
Library

90,000

The Valley College team includes:
Hau-Wen Feng, Rosa Cortes,
Robert Dieken, Bruce Johnson,
Velma Bolden, Tanya Roton,
Michelle Contreras & Carlos Zavala



When the updates at Valley College
are completed, the campus will have
an entirely new look

Valley College *cont. from p1*

the look of the campus.

Add to that list of upcoming construction, the 20 or so past projects URS has been involved in - including a student services center completed in 2010, a health and sciences center completed in 2009 and an maintenance and operations center completed in 2007 - and the full scope of the changes at Valley College becomes even clearer.

"Most of the buildings here were outdated And (the district) didn't have sufficient funds to upgrade them until the Proposition A bond program came along in 2001 and then Proposition AA. And that was still not enough money. But through Measure J the district got an additional \$3.5 billion," Feng said.



*The Valley College roundabout
and new library*

The infusion of cash means the next couple of years will be busy ones on the Valley College campus, said Feng. During a recent visit with URS' Valley College team, their enthusiasm for the transformation taking place was obvious. Each team member has a different project that he or she is supervising or supporting. And each team member was eager to talk about what makes his or her project unique.

Assistant Project Manager Rosa Cortes and Project Manager Bobby Dieken are focused on the Monarch Center, a design-build project that won the Award of Honor at this year's Community College Facility Coalition (CCFC) Professional Design Awards.

Renderings of the building, which will be LEED certified, show sweeping walls of glass and an elevated, transparent "skybox" design for its interior spaces. Between its eye-catching look and the numerous gathering places the building will provide for student activities, Cortes and Dieken say the Monarch Center will be the hub of the school campus once finished.

"The new building is completely different, more modern," said Cortes.

"It's going to be a flagship building for the campus," said Dieken.

URS Senior Project Manager Robert Rincon is managing construction of a 90,000-square-foot library, which will replace the original library built in the 1950s. And if the Monarch Center is likely to be the flagship of the college campus, the new library will be a close contender



Parking lot with photo-voltaic sun and weather shading structures

for that honor as well.

"The wow-factor for his building is really the interior," said URS team member Bruce Johnson, of his colleague's project.

Even with construction workers busy on every level and in every room on a recent afternoon, the library was already an impressive structure to walk through. The building was designed to take advantage of the college's scenic campus, and does so by offering ample window views on each level.

Numerous translucent skylights add to the open feel, allowing natural light to flood inside. And as part of their conservation-minded approach, the library's designers opted to build with bamboo, a rapidly renewable product, in order to minimize use of traditional wood.

Designed to be a LEED silver building, the library is slated to be complete in 2012.

Johnson meanwhile, is managing construction of the Community Workforce Development Center and Administration Building. Among the challenges for that project is transitioning the college from



Rendering of the new Monarch Student Center

its existing data center, to a new one in the Community Development Center and Administration Building.

"We're tearing down the existing data center and we can't allow the campus to go down," Johnson explained. "Without serious and effective coordination it will fall flat on its face."

Aside from expressing excitement about each project, another theme URS' team members return to repeatedly is the relationships they've built with college staff, which are essential to making each project flow smoothly.

"It's a very involved campus," Dieken explained. "And to make any project successful, you have to go from the bottom up, because it takes everybody to get the job done."

URS Commits to a Green Future *cont. from p1*

important milestone in the green design arena. In 2011, URS became the #1 ranked green designer in the country, according to ENR.

ENR's rankings are based on revenue for design services generated from projects that have been registered with, or certified by, a third-party organization – such as the



The Lemmon Holton Cancer Pavilion

U.S. Green Building Council.

With \$332 million in green design revenues, URS led the pack in 2010 (moving up from the #2 slot in 2009.)

Gensler is the #2 firm for 2011, reporting \$321.5 million in related revenue. AECOM is #3 with \$192.5 million for their work in the green marketplace.

So what helped URS reach the top spot?

According to Stevenson, and Draheim, it was really just a matter of “connecting the dots” throughout the company.

URS has long had a substantial number of in-house green design professionals. And URS has been working on sustainable design projects for years. But it wasn't until two or three years ago that these projects and resources were tracked as a single, distinct category known as sustainability – thus allowing the company to move up in the ENR rankings.

More importantly, the 2011 ENR ranking is just one indication of URS' still increasing corporate commitment to green design and operations.

This issue of the newsletter is full of examples of sustainable building projects and during a recent interview, Stevenson and Draheim outlined a list of exciting initiatives that are in the works.

The company's efforts on this front for 2012 include starting a company-wide Sustainable Design Council and hiring a new nationally recognized leader of sustainable design for facilities – an individual who is one of only 34 LEED fellows in the country.

That individual is being brought on board to lead another URS sustainable initiative known as SROI.

SROI, (short for Sustainable Return on Investment), is an analytical tool being developed and refined by URS to measure the triple bottom-line value of sustainable projects, including calculating both the cash and non-cash benefits and costs of sustainable design.

“It not only calculates a project's lifecycle costs but it also monetizes the social and environmental benefits and costs – which has always been a difficult thing to determine and quantify,” explained Draheim, who adds that SROI could be a real game changer for entities considering whether or not to invest in a sustainable project.

“SROI can really make a difference when a project might have a questionable or borderline financial return on investment value, but has a significant societal or environmental return on investment value,” Draheim continued. “Many clients are



An example of URS' commitment to sustainable design

demanding a hard economic return on investment analysis for major sustainability initiatives; it is no longer acceptable to do sustainable design features as a ‘feel good thing.’ Well, with SROI, that project may now get a green light without ‘green-washing’ the results.”

Sustainable design ultimately has a variety of benefits. As Stevenson sees it, sustainable buildings cost less to run, they create a better work environment for employees and they slow the depletion of our national resources. But there's also significant benefits to being a company that is leading the way on the sustainable design front - whether it means URS is perfectly poised to take advantage of the increasing market opportunities or to recruit the best and brightest professionals.

“Working for a sustainable company is important to young, talented people – especially when we're going after the crème of the crop. They may evaluate which job they take based on whether our sustainable message resonates with them,” said Stevenson.

Golden West College

GWC opens a new \$25 million learning resource center



By Mia Taylor

Photos by Dale Griner

It has an exterior skin of glass, with stainless steel panel curtain walls and exposed architectural finished concrete shear walls.

Inside, the stylish details continue with sleek bamboo floors, sky lights and an expansive stairway in the center of the building's reference library that's decorated with oversize yellow, orange and red pillows. The stairs double as a study space where students can sit and gather in small groups along each step.

It's not the latest building in *Architectural Digest* – but rather Golden West College's recently completed, ultra-modern Learning Resource Center.

The \$25 million facility manages to comfortably blend the latest approaches to learning with more casual, informal gathering spaces. The result is a facility that includes such things as a computer learning lab, a recording studio for media creation and online instruction, and a television studio, in the same building as a reference library, community meeting rooms, and student study and lounge areas.

URS began work on the project in 2008 and finished the building last month. Dennis Ackel was the project manager. Additional URS team members included Ray Hillis, Janice Goodwin, Matthew Lankenau, and Michael Winkelman.

The three-story building adds 55,251 square feet of new learning space.



New Study Areas

Our New National Approach to PM/CM Marketing

by Mia Taylor

Photo by Dale Griner

Leaders of URS' project and construction management group gathered in Washington D.C. recently for a conference that included discussions about a new national approach to marketing PM/CM services and restructuring of the sales team.



Vice President and Office Manager Keith Kajiya

The meeting represented the first time PM/CM office managers from around the country gathered together for a conference about the future of this business line.

Los Angeles' PM/CM Office Manager, Keith Kajiya, attended the three-day gathering along with Bill Wilkerson, business line leader for our transit PM/CM services.

The shift in the company's approach to marketing PM/CM services was among the more significant discussions to take place, said Kajiya.

Among the upcoming changes to marketing PM/CM services will be obtaining national collaboration and input when developing proposal prices, Kajiya explained. In addition, the new national focus in 2012 will include looking at URS team members from across the country, when

developing organization charts for a pursuit.

"The new national approach to sales is more about finding the right people for a job, wherever they may be located in the country," explained Kajiya. "We will be sharing resources on a national level to develop the best possible proposals."

The goal of developing a more collaborative, national approach to resources is to create a more successful PM/CM organization - one that is closely networked to provide resources, experience, and best practice leveraging.

Conference discussions also included reorganization of the PM/CM sales team. Currently, there is no formal structure for the PM/CM sales team on a national level. And there are no local business line leaders who are empowered to make sales and operational decisions, Kajiya explained.

Under the revised organization there will be regional sales leads representing four segments of the United States, Kajiya continued. For example, starting in 2012 there will be a regional sales lead representing the western portion of the country who will coordinate with the five major western PM/CM offices - Los Angeles, San Francisco, San Diego, Sacramento and Seattle. The west regional sales lead will also coordinate resources with the other national regions to promote opportunities for staff across the county.

We want your input and feedback....

This newsletter is for you, to highlight your achievements and keep you informed. Please contact Mia Taylor with your input, ideas, success stories or photographs from your projects - anything you'd like to share with the team. Tell us about your project's impact on the community, lessons learned on your project, or an innovative approach to solving a challenge. Is there a URS team member who deserves to be recognized for his or her hard work, dedication or some other special accomplishment - on or off the job? Let us know. With your input and feedback we will continue to make this newsletter more valuable to all of you. Mia can be reached directly at 213.996.2201 or via email.

News Nuggets

SunPower Solar Win

URS' contract with SunPower Solar was recently expanded to include additional CM projects.

We are currently providing support for SunPower Solar construction/installations in Porterville, Ventura County, Temecula and LA County.

The URS team on this contract includes Rick Ostrander, Lee Freeman, Greg Rollinson, and Jim Haber. The project manager is Craig Olsen.

Financial Snapshot

Congratulations to the western PM/CM group for exceeding its year-to-date sales goals for Fiscal 2011 (through September.)

The western region is made-up of Los Angeles, San Francisco, San Diego, Seattle, Sacramento.

YTD Actual - \$277 Million
YTD Goal - \$236 Million

Moving Into 2012

Los Angeles CM Services is moving! The CM team is relocating in January from its 18th floor suite at 915 Wilshire Blvd., to URS' offices on the 7th floor of the same building. The move is part of a broader effort to create greater synergy between the CM Services team and GED employees located on the 7th floor.