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Cover photo
Work is in full swing on Presidio Parkway, California’s first transportation public-private partnership project in the state.

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Flatiron, with an annual construction volume of more than $1 billion, builds heavy civil infrastructure for the transportation, energy and water sectors in North America.

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CEO’s Perspective

Getting back to basics

So far, 2013 has been a transitional year here at Flatiron. Over the past three quarters we’ve executed the back-to-basics strategy we outlined earlier this year. We’ve refocused our energy on winning and executing work in our core markets and key geographical areas. We’ve also begun tackling some challenging projects to make sure they are on the right track for successful completion.

In the last month, I’ve met with small groups of employees across the company to informally talk about how far Flatiron has come and where we need to go next.

Our primary goal is to focus on profitability, so we can position ourselves for our longer-term goal of growing Flatiron over the next two years. We will do this by focusing on project results and by controlled expansion of operations into new U.S. markets. The Flatiron team is also growing. We have almost 2,700 employees now and are approaching our highest staffing levels in company history. We are analyzing where we need to add additional resources to support and sustain Flatiron’s vision.

Our short-term strategy is focused on the individual needs of each region. In Canada, we’re working with Blair Brandon to identify future leaders in the company that will help us meet our goals and continue the success the division has seen in recent years. In California, William Jensen is focused on providing employees with training, winning projects and executing the back-to-basics strategy we’ve been talking about company-wide. Bruce Trott is working on a ground-up plan to grow the Civil Division into a few new geographic areas where there are great opportunities ahead. We continue to work closely with E.E. Cruz, where Joe Malandro is also looking for opportunities to diversify the type of work E.E. Cruz goes after and to expand geographically into nearby markets.

In this issue of Structurally Speaking, you’ll read about Flatiron’s first project in Washington state, progress made on Presidio Parkway in San Francisco and the long-awaited opening of the Circle Drive South project in Saskatoon, Saskatchewan. The last section of the magazine highlights health care tips and Flatiron’s social media platforms. As always, see the Third Quarter Highlights and People & Events sections for the latest news from your peers across the company.

In the fourth quarter and into 2014, I’m committed to connecting more with employees and providing regular updates about company strategy, project progress and my vision for Flatiron. In the meantime, my door is always open, and I look forward to hearing from you about how we can continue to make Flatiron great.

John DiCiurcio
Chief Executive Officer
by Mark Shaw

Many people “occupy” leadership positions, but a select few “own” them. Are you a leader? Is it because you have developed the skills and abilities to lead, or because your job title says you are a leader? If you don’t have the word “leader” in your job description, does that mean you are unable to be a leader? Of course not. In fact, some of the best leaders are people just like you, who go out each day and represent the company in a positive manner while encouraging and motivating others to follow their lead.

In our professions, leaders should be engaged, involved and hands-on. It is difficult to promote a safety-minded attitude if your only perspective is from behind a desk in a well-lit, air-conditioned office. Although I do spend time reviewing paperwork, it is equally important for me to don the uniform and drive a marked patrol unit, or ride along with one of our beat officers.

The conversations I have with the people who are executing our mission are the most informative and rewarding. They are the ones who are making our organization successful, and they have an excellent grasp of what they need to be safe and efficient. When I balance those discussions with my understanding of the organization as a whole, I believe I am truly functioning in a leadership capacity.

As a leader in traffic safety, the California Highway Patrol prides itself on ensuring the safety of everyone who uses the roadways throughout our state. Whether you are a driver, a passenger, a highway worker, service provider, or public safety employee, the goal remains the same—SAFETY!

The Below 100 program strives to increase safety and awareness in an attempt to keep the number of law enforcement officers killed in the line of duty annually throughout the country below 100—something that has not happened since 1944.

The “Below 100” is based on these simple tenants:

- **Wear your vest**
- **Wear your seatbelt**
- **Watch your speed**
- **WIN (What’s important now?)**

These tenets are applicable to all of us. By wearing your reflective vest, driving at a safe and prudent speed, buckling your seat belt and always asking yourself “what’s important now,” you will dramatically increase your level of safety and awareness. Don’t allow yourself to become complacent!

Remember that your career is a marathon, not a sprint. As you work towards your long-term goals, think about the legacy you will leave. Remember your ABCs: Strive to maintain a positive Attitude, a Balance between your professional and personal responsibilities and a Commitment to your organization. Lastly, challenge yourself, as well as those around you, to ensure everyone makes it home safely each day.
Joining the safety culture

Garry Hodge, field safety manager
Northeast Anthony Henday

by Sara DeRose | When you get an offer that sounds intriguing, sometimes it’s worth taking a risk. That’s what Garry Hodge thought when he was offered his position as field safety manager on Flatron’s Northeast Anthony Henday project in March.

“I’ve been in safety for a decade, and I was in a fairly comfortable position [at my previous employer] where safety was an afterthought of the job,” explains Garry. “But I knew people who had worked with Flatron before, and they all said the same thing—’you’ll love it there; the people are great.’ So I decided to take the risk.”

And he’s very glad he did.

After spending ten years in safety, first teaching transportation of dangerous goods and eventually becoming a certified national construction safety officer in the Alberta Construction Safety Association, Garry enjoys being at a company where safety is not just a priority, but an embedded part of the culture. The culture at Flatron and the challenges of his job make it easy to come to work each day.

“My job means that I am ‘on’, all-day long, which is a change from what I’m used to,” says Garry. “But the company is dynamic, they look out for their people, they have a lot of resources available for their employees and are proactive about people succeeding.”

Safety priorities at the Northeast Anthony Henday project certainly keep Garry busy. They have instituted monthly meetings where they shut the job site down for a few hours on the first Monday morning of the month to talk extensively about current safety issues specific to the site. From overhead power lines to pipelines to weather, there are shifting safety concerns every month to keep on top of—which is why the safety culture at Flatron is so important.

“The commitment to safety starts at the top,” adds Garry. “It’s really easy working here because safety is not an afterthought or a budget line item that has to be discussed. Safety is No. 1.”

New Hazard Communication Standards roll-out

by Sara DeRose | OSHA is rolling out minor changes to the Hazard Communication Standard, which specifies the classification, labeling and training on hazardous materials. They are modifying the HCS to adopt the Globally Harmonized Standard, an international system for hazardous materials. While the information in the HCS has been helpful for ensuring safety, the global system standardizes the classification and communication on hazardous materials—enhancing understanding of the hazards and making the safety procedures with hazardous materials more effective and efficient.

The three major areas of change in the HCS pertain to hazard classification, labels and safety data sheets:

**Hazard Classification:** The definitions of hazard have been changed to provide specific criteria for the classification of health and physical hazards, as well as classification of mixtures.

**Labels:** Chemical manufacturers and importers will be required to provide a label that includes a harmonized signal word, pictogram and hazard statement for each hazard class and category. Precautionary statements must also be provided.

**Safety Data Sheets:** Data sheets will now have a standardized 16-section format.

Training is essential to an effective hazard communication approach, so the HCS requires that workers be trained on the new standards. Flatron employees will be provided training on the new standards during the third quarter safety Stand Downs.

One of the changes in the updated Hazard Communication Standard is the requirement of standard pictograms on labels to alert users of the specific chemical hazards to which they may be exposed, as opposed to the previous standard which allowed manufacturers to communicate the hazards in varied ways. The requirement will be effective June 1, 2015.
What is your background? How did you go from engineering/operations to CFO?
I’m a civil engineer. I grew quickly through the ranks, starting as a structural engineer, and then out on the job sites, to project executive and then General Manager. In the last eight years I have worked in the U.S. where one focus was on business expansion. I was part of HOCHTIEF’s acquisition of Flatiron and E.E. Cruz.

How will your operations background help you in the CFO role?
I know my background in operations is unusual, but I think it can be helpful as CFO.

What are your immediate priorities as CFO?
First, I think we have a lot of potential to improve our communication. Second, making things simpler, but more reliable. Our reporting processes and documents are pretty complicated, and they don’t always have the quality we want them to have. And third, I want to make sure we are all on board and everyone is trained to get reliable numbers and reliable forecasts.

What are the biggest challenges in this new role?
If I knew about them now, they wouldn’t be challenges! There are probably a lot. I’m hoping I’ll quickly become a part of the team, and we can work together to solve any challenges ahead.

Where do you see the most opportunities for us in the next six months to a year?
When we stay focused on what we’re good at in the regions where we are established players, we’ll find a lot of opportunities to secure good work for people in our company.

What are some of Flatiron’s strengths?
We should look at all of the very impressive projects Flatiron has completed throughout the years. They were all built by Flatiron people. The experience, the dedication and the team spirit of our people is one of the biggest strengths we have.

What makes a good leader?
I think a good leader is honest, reliable and accountable. He or she should lead by example. They should care and should always be a mentor of their team.

How would you say that your leadership style has changed over time?
When I was younger I thought decisions had to be made very fast and had all the other traits that came with that attitude. I think today I’m listening more. Whenever possible, I like to make decisions as a team, because I think this leads to more sustainable solutions.

What’s your best career advice?
First of all, be passionate about the things you’re doing. Know what you don’t know and don’t be afraid to ask. On top of that, for every person, apply what I said about leaders: be honest, reliable and always see yourself as part of the team.

What advice do you have for someone working at Flatiron today?
I’m new, so it’s very difficult for me to give specific advice about Flatiron. But I’d say we should aim to do our work as if we each inherited and owned the company, and wanted to pass it on to the next generation.

Interview conducted by Elizabeth Fison Hudson
by Tonya Sandman | Flatiron’s workplace has become a playing field of competing viewpoints and values as four generations—Silents, Baby Boomers, GenXers and Millennials—share the same workspace. As we interact in the workplace, our attitudes, ethics, values and behaviors inevitably collide. How can we work together more effectively? Here are some suggestions:

It’s not what you say, but how you say it. Generational clashes often stem from miscommunication in tone or style. Silents, for example, are aware that they might be technologically challenged; empathy is a better strategy than derision. The younger generations, in general, might have shorter attention spans than their seniors, so they may prefer verbal training to reading documents.

Benefit from diverse opinions. Poor teams allow generational differences to divide them; effective teams leverage generational knowledge to better understand and serve their customers and clients. Listen to and gather the perspectives of a multi-generational team to achieve the best results.

Adapt your style to the realities of today’s workplace. Navigating the work world with a singular mind-set won’t help you or your team. Technology, global competition and demographics have reshaped the workplace, so don’t think that your attitudes and perceptions should remain the same. Keep an open mind about attitudes and perspectives. Your way isn’t always the only way.

From Defining a Generation: Tips for Uniting Our Multi-Generational Workforce by Dan King
Where is this project?
Bellevue, Kirkland, Bothell and Lynnwood, Washington

Project Details
February 2012
Start date
September 2015
End date
$155.5 million
Value
Design-build
Contract type
Washington State Department of Transportation
Owner
Paul Mayo
Project manager
Dave Niese
Construction manager
Shawn Marvin
Deputy project manager
New frontiers in the Northwest: I-405 project underway

by Elizabeth Fison Hudson | Work is well underway on Flatiron’s first project in the Northwest—the Interstate 405 project in Washington. Flatiron is widening and installing express toll lanes from Bellevue to Lynnwood, Wash., a major artery running along the east side of Lake Washington near Seattle. The $155.5 million design-build project will relieve congestion on 17 miles of the interstate by adding tolling infrastructure and an additional lane in each direction. Crews are also constructing a braided ramp bridge to separate vehicles entering and exiting I-405 at the interchange with state Route 522, further easing congestion and increasing safety. Other work includes a new Intelligent Transportation System network, widening and retrofitting an existing bridge, adding noise walls, upgrading barriers and resurfacing much of the existing freeway.

The project is intersected by state Route 522, which cuts it in half. “North of 522, we’re installing tolling infrastructure and doing some repaving,” explained deputy project manager Shawn Marvin. “South of 522 we’re also widening the roadway by adding a lane in each direction and repaving the entire roadway.”

Crews are building ductbank, foundations, overhead structures and signage in preparation for tolling equipment which will be installed under a separate contract. The system will use dynamic tolling, charging drivers based on traffic volume—more during rush hour and less in off-peak times.

Along the entire corridor, crews are also retrofitting the roadway with advanced storm water treatment systems—essentially new ditches that include filtration to capture pollution in runoff. Crews will install 15,000 linear feet of new media filter drains and, for the first time on a Washington State Department of Transportation project, 10,000 linear feet of a more advanced version called a compost-amended biofiltration swale. Flatiron is also performing extensive wetland and stream mitigation work, part of an effort by owner WSDOT to improve water quality and restore salmon habitats throughout the state. Flatiron recently rehabilitated a portion of Yarrow Creek adjacent to the project as part of this effort.

“WSDOT has upped the ante on what they do environmentally. All of our design had to meet their criteria, and if we found existing deficient systems, we had to update or retrofit them,” said Shawn.

Flatiron’s offices are co-located with the team from WSDOT and designer URS. The design phase of the project is now approximately 95 percent complete. Flatiron is partnering closely with WSDOT, which Shawn credits with helping to overcoming some unforeseen design challenges.

“As far as the collaboration process and getting things done, it’s much more efficient. We do a lot of over-the-shoulder design and are able to schedule impromptu meetings when needed. We were able to resolve many design issues early in the process—it went a lot smoother than most people anticipated. We all worked together to make this project successful,” said Shawn.

Flatiron and designer URS incorporated some innovations into their design that were critical to winning the project. For example, the WSDOT plan allowed for one full closure, while Flatiron proposed completing the project without any full closures. The team was also able to propose slightly shifting toll zones in either direction so dual toll structures could be installed, further driving down construction costs.

“One innovation was that the original design had a giant cut wall in an area with an historic slide,” said Shawn. “We changed both the alignment of WSDOT’s project design and the future Master Plan design to eliminate the need to build a wall and excavate 200,000 cubic yards of material. We were the only bidder to eliminate the wall, and we think it was one of the biggest changes we made at bid time to lower our price and get the job.”

Flatiron has about 40 employees on the job, the company’s first in the state. Shawn sees a lot of potential for growth for Flatiron in the area, both in traditional bid-build work and on design-build projects.

“We’re looking at a few other transportation infrastructure projects coming out in the area in the next year,” said Shawn. “WSDOT is very sophisticated in the use of design-build. They’ve been using it for the past 10 years or more. They were one of the first public owners in Washington to adopt it, and other transportation owners look to WSDOT’s program as a model.”

In addition, Washington’s highway tolling system is in its infancy, and WSDOT plans an additional 25 miles of tolling facilities under design-build procurements in the near future. Flatiron’s experience on this project makes it uniquely positioned amongst other contractors in pursuit of this work.

The I-405 project officially started in February 2012, and construction began the following July. The new toll lanes are slated to open at the end of September 2015, but the majority of Flatiron’s work will be complete in late 2014. A smaller crew will provide support to the toll equipment contractor through the installation and testing phases and then restripe for the toll lanes, open the braided ramp and complete other finishing touches on the job.
Circle Drive South opens

by Elizabeth Fison Hudson | Thousands of local residents turned out for the opening of Circle Drive South on the last day of July. A parade of pedestrians and bicycles were the first across the new Circle Drive South Bridge, part of the new C$214 million design-build project built by Flatiron and joint venture partner Graham. Later that evening, the bridge opened to traffic, marking the official completion of the ring road around Saskatoon, Saskatchewan, an event that’s been 100 years in the making.

The ring road was first conceived by the Saskatoon city commissioner in 1913, and the first portions of the road—the northwest and southeast segments—were constructed in the 1960s; the completion of the route around the city has been a long time coming.

Circle Drive South is the first design-build transportation project in Saskatoon. In addition to the Circle Drive South Bridge, a six-lane bridge with a wide pedestrian pathway, Graham-Flatiron also constructed five new interchanges, three railway grade separations, seven additional kilometers (4.3 miles) of freeway and sound walls. The now-complete Circle Drive is expected to shorten commutes by 35 percent for approximately 30,000 commuters in Saskatoon.

The project was scheduled to open last year, but was delayed due to the unusually wet weather and ground conditions in 2011 and 2012. Graham Construction was the managing joint venture partner on the Circle Drive South project, and Flatiron was the minority joint venture partner. Most of the crew demobilized last winter, and a small Graham crew returned to complete final paving work to open the bridge this summer.
Project Details

April 2010
Start date

July 2013
End date

C$214 million
Value

Design-build
Contract type

City of Saskatoon
Owner

Jorey Deml
Deputy project manager

Jamie Hampton
Design coordinator

Where is this project?

Saskatoon, Saskatchewan
Field Notes
A highlight of current Flatiron projects

1. Blue Line Trolley Stations
San Diego, Calif.

Flatiron is working on a $57.9 million project for the San Diego Association of Governments on the Blue Line Trolley Stations project in San Diego, Calif. The blue line is the most heavily used transit service in the San Diego area and has an average daily ridership of more than 50,000 people.

The project consists of trolley station and transit center reconstruction including rail and railroad signaling renovations to the Metropolitan Transit System Blue Line Light Rail Trolley system. Work includes reconstruction of 11 station platforms, reconstruction and improvements to track infrastructure and reconstruction of existing transit centers and parking facilities.

The project kicked off with a groundbreaking ceremony in late July. Work began in August with rail replacement activities. Reconstruction of the Barrio Logan, Harborside and Pacific Fleet stations began in September. The project is scheduled for completion in February 2015.

2. Columbia University
New York, N.Y.

E.E. Cruz is making progress at Columbia University. Under the watchful eye and constant motivation of general superintendent Patrick Roach, work on phase one is proceeding at a fevered pace. The available at-grade work has been completed, with only some waterproofing and backfill/restoration remaining.

Site dewatering, in support of the top-down excavation, has ramped up to three shifts running seven days a week. Excavation of the top-down SC2 level has been completed throughout the Mind Brain Building and Central Energy Plant areas. Mud mat and slab placement for the MBB side of the excavation is complete while 75 percent of the mud mat and slab has been placed for the CEP side. The extensive air monitoring and ventilation plan has continued with great success. The real-time detection of elevated volatile organic compounds is helping to ensure worker safety.

Phase one is nearing completion, and phase two is complete, with 131st street paved and open to traffic.
3. French Valley Parkway
Temecula, Calif.

Flatiron is constructing a new off-ramp from southbound Interstate 15 to the French Valley Parkway in Temecula, Calif. The 2,000-foot-long off-ramp will initially be one lane, but will eventually accommodate two lanes of traffic. Construction includes building four retaining walls.

“It’s going well,” said project manager Justin Allington. “We’ve significantly completed the off-ramp and are installing fence, irrigation, landscaping and a sidewalk in preparation for the opening.”

The project also includes the retrofit of an existing off-ramp and small bridge a half-mile down I-15. Crews are widening the existing off-ramp from one lane to two lanes. The team dug out, demolished and rebuilt the entire ramp during one weekend closure.

The $14 million project for the City of Temecula began in June 2012. The new interchange will open in October, and the interchange and bridge retrofits will be complete in January 2014. This is phase one of a two-phase project.

4. Yadkin River Bridge
Salisbury, N.C.

In mid-May, Flatiron completed the main portion of work on the Yadkin River Bridge project, twin bridges over the river. Since then, the crew moved approximately 2,000 feet upstream to replace the U.S. 29/70 bridge, a two-lane bridge 873 feet long and nearly 36 feet wide.

“It’s a small portion of the contract, but it’s a fairly complicated project,” said project manager Chris Lamm. “We originally planned to build it top-down, but we’ve installed a trestle and are doing a more traditional type of construction.”

The bridge is wedged between a 1920s arch bridge and a railroad bridge. There is also an overhead power line between the site and the railroad bridge. In addition to the cramped quarters, crews have dealt with an unusually wet summer and restrictions from the lack of availability for additional railroad flagmen.

“With the linear nature of the work, there is little you can do to get ahead. The next step always relies on the step you’re working on. You have to think five or six steps ahead,” said Chris. In the next few months, crews will erect two girder spans, pour the decks, install barrier and complete the roadway approach in time to open in November 2013.
Presidio Parkway in full swing
Work is fully underway building the first of three tunnels on the Presidio Parkway project. The tunnels will later be buried and landscaped with spectacular views for the park.
STRUCTURALLY SPEAKING

Construction is in full swing on Presidio Parkway, a major overhaul to the existing Doyle Drive roadway, built in 1936 to connect the Golden Gate Bridge to San Francisco via an elevated roadway over the then-operational Presidio military base. The public-private partnership project is California’s first transportation P3 project enacted under the most recent P3 legislation.

Flatiron leads the design-build team with Kiewit for Golden Link Concessionaire, LLP, who will design, build, finance, operate and maintain the project for the next 33.5 years. Along with seismic improvements that make the parkway earthquake-safe, the new parkway will improve traffic safety and allow pedestrians and bicyclists to cross over or under Doyle Drive on a network of beautifully landscaped bike and trail paths.

The seismic improvements alone are an enormously important part of the project. The 1.5-mile project corridor is located in a highly seismically hazardous area, and because it is designated a recovery route in the event of a disaster, it must adhere to stringent design standards.

“There are provisions within our contract that the parkway has to be designed to be usable again within 72 hours after a significant earthquake,” said assistant project manager Adam Mathews. “People need to be able to exit the city after an event, and emergency workers need to be able to get in to the city quickly to help.”

Cement deep soil mixing, or CDSM, is one of the features of the design; crews drill cement in the ground underneath the embankments and the tunnels on the project in order to prevent the structures from breaking off and floating in the bay during an earthquake. To date, Flatiron has completed approximately 40 percent of the CDSM while continuing work on three covered tunnels and six bridges, as well as a high viaduct at the other end of the project site. Foundations for the high viaduct—a tall, lengthy bridge—is approximately 80 percent complete, with excavation for the tunnels and other work being completed in tandem.

“It’s an extremely compressed project timeline,” adds Adam, “so we’re basically building everything all at the same time, in a very small area.”

The project area runs through a national park situated on the old Presidio military base, a unique location that presents a number of challenges and represents multiple stakeholders who are all heavily involved in the project. Golden Link Concessionaire, LLP, the Presidio Trust, the National Park Service, San Francisco Transportation Authority, Caltrans and many others are all involved in the process of designing and building the project, making it exceptionally challenging for everyone involved to continue daily progress. There has been a monumental effort from the team just to get construction started, and construction will begin ramping up heavily over the fall.

“This project is one of the most challenging that I have ever been on,” adds Adam, “But we do get to look at the Golden Gate Bridge every day, and over the summer we were able to see the America’s Cup racing teams out on the bay.”

Flatiron began work on the second phase of the project in March, and the Presidio should be open to traffic in 2015.
You started with Flatiron fresh out of high school?
Yes, I started out as a laborer knowing absolutely nothing about anything that had to do with construction, and after three years or so I worked my way up to a carpenter position. I did that for several years in addition to operating equipment. When we started the E-470 project [in Colorado] I moved up to a crane operator. When that job was completed, I left Flatiron for about nine years and came back as a foreman/superintendent and crane operator.

How did you get into estimating?
I was working on a project just in front of our office here in Firestone, Colo., when [former employee] Jack Bracket and William Jensen drove up one day to ask if I could come in and help estimate a job they were bidding in Wyoming since they were short-handed. I said I would give it a shot and have been estimating ever since.

You've probably seen a lot during your tenure with Flatiron. What's most notable to you?
Well, the obvious change you can see is the campus. When I started here the south office building was it! We had five or six superintendents, and all the work was local to the Front Range. There’s no comparison between Flatiron today and what it was 30 years ago—the number of employees, size and scope of the jobs that we do now is much larger.

I remember when I worked in Glenwood Canyon on the Interstate 70 project in Colorado for several years. It was around a $10 million project that I believe was the largest for us at the time. Now we wouldn’t even look at a project that size.

What do you think about when driving over projects you worked on, like the I-70 project in Glenwood Canyon?
It’s neat to know that I had a hand in it. I worked on nine or 10 bridges—a few segmental and the rest cast-in-place on I-70. I remember when it was a two-lane road that followed the river at the bottom of the canyon. When the river was high from heavy runoff, you couldn’t get out of the canyon. Now that event would be very unlikely.

What is keeping you busy these days at Flatiron?
Right now I’m busy estimating on a couple projects in North Carolina that bid shortly after each other.

Would you have guessed 20 years ago that you would be sitting here estimating jobs in North Carolina?
Not in a million years would I have thought that I’d be sitting behind a desk at all, period!

But it’s been fun to look at the jobs and put all the pieces together and use my field background and experience to try to help figure out the best way to build a job and the estimate. When you’re actually successful it’s a good feeling.

What advice would you give to those starting out with Flatiron?
If you want to keep growing with any company, work hard, be dedicated and don’t be afraid to try new things. If someone presents you with a challenge, go ahead and give it a shot and don’t be afraid of failure.

Interview conducted by Tonya Sandman
Benicia employees volunteer at EOYDC

Flatiron Benicia’s partnership with the East Oakland Youth Development Center continues. Volunteers installed carpet, performed minor repairs and painted the facility across the street from the main building. Sherwin Williams in Oakland donated the paint for the project.

Bay Bridge opens

The San Francisco-Oakland Bay Bridge is now open to traffic. Flatiron crews completed the final work and traffic switch to connect Oakland to the new Bay Bridge over a four-and-a-half day closure as part of the Oakland Touchdown project. A staff of over 350 people, including employees and subcontractors, worked around the clock to complete the work. The project got tremendous support from our other projects in the area—it was a true team effort. Check out a photo of the completed project on the back cover of this issue.

Flatiron wins golf tournament

In Washington, a team made up of Flatiron, Washington State Department of Transportation and City of Sumner employees from the Interstate 405 project won the 15th Annual Associated General Contractors Washington Safety Team Golf Tournament. Congratulations team!

Steinhauer project nears completion

The Steinhauer Bridge will be open to traffic in early September. Work continues on repairing the existing pier concrete and finishing the rest of the road work tying into the bridge.

Lake Champlain Bridge wins APWA award

American Public Works Association has named the Lake Champlain Bridge the Public Works Project of the Year in the Transportation, over $75 million category. The awards program is intended to recognize and promote excellence in the management and administration of public works projects, and cooperative achievements of the owner and the contractor. Congratulations to the Lake Champlain team!

High Street/Interstate 880 celebrates opening

High Street celebrated the opening of the permanent bridge in its final configuration. All work is now complete except for some change order work and minor punch-list items.

Edmonton Tunnel wrapping up

Flatiron’s Edmonton Tunnel project is 99 percent complete, and demobilization is underway. All that remains is a small amount of concrete finishing work and punch-list items. Follow-on work by other contractors to install the tracks, lighting and other various electrical/mechanical systems is in full swing. The line will open to the public in spring 2014.

Ruskin Dam update

The Ruskin Dam spillway stepped surface demolition, concrete restoration and right abutment anchored retaining wall work have begun. Existing dam structure seismic anchoring upgrades are required prior to starting installation of the temporary bulkhead, which is delayed until November.

Final Bridges to Prosperity project of 2013 completed

The third and final Bridges to Prosperity team of 2013 completed Flatiron’s tenth footbridge project in early August. The 67-meter suspension bridge in Ducale Grande, near Condega, Nicaragua, is expected to serve 200 people each day. Employees from Flatiron, Turner and E.E. Cruz made up the project team.

The night before the opening and inauguration ceremony, the team worked until 9 p.m., lighting the construction site with headlamps and truck lights to put finishing touches on the bridge. Despite the late, last-minute work, the crew completed this bridge in record time—only eight days. At the August 1 inauguration, community members performed traditional Nicaraguan folklore dances and a band performed.

Thickener project update

The pump house construction and backfill phases of a thickener project in the Oil Sands region of Alberta is nearing completion. The project is in the midst of acceleration by the owner in an effort to complete the circular mechanically stabilized earth wall construction prior to harsh winter conditions.
NEAH project continues through winter

The Northeast Anthony Henday project continues to capitalize on its winter pile-driving effort by pouring substructure concrete and erecting girders. Mechanically stabilized earth wall construction is being performed in double shifts by up to six crews. The schedule-critical utility relocation and protect-in-place work also continues, and major earthwork and underground is ongoing. Surfacing activities of gravel base and asphalt paving are also underway.

Flatiron named Best Workplace for Young People in Canada

Flatiron has been named a Best Workplace in Canada for Young People for 2013! The list includes 80 employers chosen by the editors of Canada’s Top 100 Employers on the basis of their programs for younger workers.

Summer interns shine

by Elizabeth Fison Hudson | It was a busy summer for Interns across Flatiron.

Flatiron interns from San Diego, Orange County and Los Angeles competed in the annual intern bridge-building competition in August. Using only popsicle sticks and glue, interns built innovative mini-bridge structures and then tested their weight capacity. The winning bridge, built by intern Zola Badral, held a whopping 125 pounds. Second-place winner Ryan Smith’s structure held 124 pounds, and the third place bridge, built by Cameron Reid, held 115 pounds. Congratulations to the bridge-building champions and all the competitors.

Summer interns in Oakland participated in a similar competition at the end of July. Using only six toothpicks, four popsicle sticks and three dowels, the interns built bridges to withstand some extreme loads. The winning bridge, built by intern Jimmy Quach, held 58 pounds. Second-place winner Jesus Garcia’s structure held 49 pounds.

In Benicia, Flatiron’s interns documented their experiences on film as part of the annual Intern Film Festival. The videos give behind-the-scenes—and sometimes a tongue-in-cheek—look at how the interns spent their summers with Flatiron. Staff in Benicia viewed and voted for their favorites. Calvin Joyce won the top prize, a $1,500 scholarship, and Jimmy Quach came in second and took home a $1,000 scholarship. Check out all the videos on Flatiron’s YouTube Channel: www.youtube.com/flatironconstruction.

In Benicia, Flatiron’s interns also participated in the first ever Intern Rodeo. Equipment donated by Holt Rental Store was brought into the Benicia yard and set into three stations. Interns had the challenge of operating a skidsteer and rolling a pipe through a k-rail-lined course. Other challenges included operating a forklift and picking up a basketball with a mini-excavator. Rodeo winners were interns Chris Duty in first place, Calvin Joyce in second place, and Steven Espinoza in third place. All won Southwest Airlines gift cards.

In 2013, Canada has hosted 25 interns who were stationed at projects in British Columbia and Alberta. The interns are all students in engineering, business management and forestry from top schools in the provinces. Interns were integrated onto the job and given major responsibilities and the opportunity to provide a real contribution to the day-to-day operations of their projects.

The Civil group had one intern this summer, University of Colorado Denver sophomore Jeff Madigan, who worked on a number of engineering projects. Jeff was also an intern in the Firestone, Colo., office last summer, worked part-time during the school year, and plans to stay on this year as well. Most recently, Jeff helped a team design a trestle for a project in North Carolina that bid in September.

Congratulations to all the interns across Flatiron for their hard work this summer!
Welcomes

**Canadian Division**
Karley Ahvenus, Alasdair Chapple, Scott Davis-Fisch, Wilma Dela Cruz, Aden Egal, Fabian Flamond, Dale Franklin, Patrick Gilland, Samuel Hsieh, James Kilgarriff, Therese Martin, Muneer Memon, Jacqueline Ng, Britney Rudy, Aden Sheikh, Steven Tapp, Christine Taubert, David Wallace, Curtis Wilson

**Civil Division**
Janna Price, April Wagner, Tom Warren

**Corporate**
Lars Leitner

**E.E. Cruz**
Matthew Prpich, Brian Sacks, Charles Stewart

**Western Region**
Zola Badral, Renee Barnes, Carrie Brown, Yasmeen Jewel, Gary Kaland, Kevin Kidwell, Soo Lee, Robert Ramirez, Dawn Slattery, Brandon Thoss, Marcel Torres, Robert Torres, Kelsey Whigley

**Interns:** Juan Carlos Arellano, Megan Hughes, Edgar Martinez Victor Medeiros, Abraham Ramirez, Christopher Sandez, Jacob Scheidel

Transfers

**Canadian Division**
- **Joe Belanger** from the North Light Rail Transit Tunnel project to the Northeast Anthony Henday project
- **Charlie Curran** from the North Light Rail Transit Tunnel project to the Northeast Anthony Henday project
- **Tyler Dietrich** from the Port Mann Bridge project to the Interior to Lower Mainland project
- **Wayne German** from the Port Mann Bridge project to the Interior to Lower Mainland project
- **Jamie Hampton** from the Richmond, B.C., office to the Total project in Fort McMurray
- **David Laidlaw** from the North Light Rail Transit Tunnel to the CNRL Project in Fort McMurray
- **Mac Legault** from the North East Anthony Henday project to the Total project in Fort McMurray
- **Matt McElligot** from Port Mann Bridge project to the Interior to Lower Mainland project
- **Philip Multer** from the North Light Rail Transit Tunnel to the Northeast Anthony Henday project
- **Behin Phua** from the North Light Rail Transit Tunnel project to the Northeast Anthony Henday project
- **Mukesh Shreekvastav** from the North Light Rail Transit Tunnel project to the Northeast Anthony Henday project
- **Richard Weimar** from the Port Mann Bridge project to the Interior to Lower Mainland project

**Civil Division**
- **Matt Barnes** from the American Fork, Utah, office to the I-25 Managed Lanes project
- **Andy Bright** from Fort McMurray operations to the Firestone office
- **Bart Cooper** from the SR-92 project to the Firestone office
- **Ken Davis** from the American Fork, Utah, office to the I-25 Managed Lanes project
- **Trevor Farnam** from the San Francisco Oakland Bridge Touchdown project to the Firestone office
- **Terry Grey** from the I-70 Richfield project to the I-25 Managed Lanes project
- **Brandon Houx** from the Port Mann Bridge project to the Morrisville, N.C., office
- **Dan Martinson** from the Edmonton Tunnel project to the Firestone office
- **Billy Shaddox** from the American Fork, Utah, office to the Firestone office

**Western Region**
- **Kelly Dehn** from the Los Angeles/Orange County District to the Presidio Parkway project
- **Richard Ellsworth** from Utah to the Leo J. Vander Lans Water Treatment project
- **Lauren Erhardt** from the CNRL project to the Presidio Parkway project
- **Brandon Finnecy** from the Benicia District to the Los Angeles/Orange County District
- **Jacob Kern** from the Total project in Fort McMurray to the Presidio Parkway project
- **David Mauro** from the San Diego District to the Presidio Parkway project
- **Scott Morse** from the Benicia District to the Goleta project
- **Scot Nielsen** from Utah to the Leo J. Vander Lans Water Treatment project
- **Brett Nielsen** from Utah to the Leo J. Vander Lans Water Treatment project
- **Justin Thorne** from Utah to the Leo J. Vander Lans Water Treatment project
Births

Abram Stephen Isas, son of Tawnya Fernandez and Omar Isas, born on August 22

Jackson James, grandson of Desiree Mortensen, born on August 8

Adler Lappe, son of Christy and Philip Lappe, born on August 9

Carter Kane Martin, son of Breanne and Torr Martin born on September 17

Laylah Mieana Chambers, daughter of Lauren and Nick Chambers born on September 17

Kudos

Donnie Riese Jr. and Ashley Riese (Sepke) were wed on June 21.

Congratulations to Nick DeHaan on becoming a Qualified SWPPP Developer. Nick fulfilled the qualifications of becoming a QSD by being a Registered Civil Engineer, attending a QSD training course and passing the QSD exam. Also, congratulations to Robert Delgadillo in the Los Angeles/Orange County District for passing his Qualified SWPPP Practitioner exam!

Melody Pickett has taken over the Human Resources department. Melody will now oversee Flatiron’s benefits, payroll, communications and human resources functions in addition to her responsibilities as general counsel.

Lars Leitner has joined Flatiron as chief financial officer. He has already played a key role in setting company strategy and will bring strategic leadership to Flatiron’s financial team. Lars most recently served as senior vice president and the chief strategy officer at Turner Construction Company and over the last year has provided support to Flatiron. Prior to joining Turner in 2006, Lars worked at HOCHTIEF for more than 15 years.

Milestones

15 Years
Jeffrey Covington, Francisco Nunez Sr., Renato Ravazzolo

10 Years
Travis Daniels, Danny Erskine, Oswaldo Macias, Jose Romero

5 Years

Weddings

Congratulations to all of our Flatiron employees who were recently married!

Natalie and Ruben Claudio were married on May 31.

Jeremy Kirkpatrick wed Sherry Rebueno Kirkpatrick on August 17.

Erin Locke and Toby Krutz were married on August 17.

Lori and Dan Martinson were married on August 15.
New benefit website

The new benefits website is more secure and easier to use. Plus, it offers great resources including details on our plans, definitions of common benefits terms and information to help you best manage your health care and coverage.

1. Go to www.mybensite.com/flatiron

2. Login using the user name “flatiron” and password “benefits”, then click on the button “Enroll now” on the following page.

3. Login using your personal information:
   • User ID is the first four letters of your last name, followed by your four-digit year of birth (For example: Joan Smith born on 9/30/1970 = Smit1970)
   • If your last name is only three letters, simply enter your three-letter last name and four-digit year of birth.
   • Your password is your nine-digit social security number with no dashes or spaces.

4. Select your reason for visiting the site. For open enrollment elections, please select that option. To view your current elections, click at the link at the top of the page.

5. As you go through the open enrollment process, click links on the right side of the page for more information on various topics.

6. Submit benefits selections by reading and agreeing to the terms, selecting “I have completed my benefit selections” and clicking “Continue”.

7. Print and save the confirmation page for your reference.

Six ways to stay healthy this fall

by Claire Sideri

Limit your use of common surfaces. If you share a workspace, use sanitizer before and after, use your sleeve or a towel to touch door knobs, use a pencil to touch keypads, etc. You’ll only look silly to people who want to get the flu!

Wash your hands frequently and thoroughly using antibacterial soap. Many people lather the soap and rinse, but the best way to ensure you’re killing all those little germs is to sing “happy birthday to you” twice while you wash.

Keep your hands down! Germs get into our bodies easily through our nose, eyes and mouth, so keeping your hands down and away from your face helps keep germs out.

Eat your veggies. If an apple a day keeps the doctor away, think of what five servings of fruits and veggies can do! A well-balanced diet helps fuel your body so it can protect you from illness and help you recover faster if you do get sick.

Rest up so your body can produce antibodies to fight bacteria and viruses. Aim for at least seven hours of sleep each night.

Get moving! Studies show that people who exercise get fewer colds with shorter durations than people who don’t. So be sure to get your heart pumping with your favorite fall activities!

If you do get sick, you can help stop the spread of germs by coughing or sneezing into a tissue or sleeve; limit physical contact with others; and don’t share food or other personal items, including pillows, blankets and clothing.
DON’T FORGET!

Complete your biometric screening by Nov. 30

Be sure you receive the $500 premium discount on your benefits by completing your biometric screening and online health assessment! Simply use the information from your biometric screening to complete the online health risk assessment at www.mycigna.com by November 30 to receive the discounted premium rates in 2014.

If you were unable to complete your biometric screening on-site, you can have it done through your doctor or drug stores such as Walgreens and CVS. Be sure that it’s billed as preventive care so that it’s free for you!

Final Segment
Final words, closing thoughts

Join Flatiron on social media

Want to get the latest updates about what’s going on across Flatiron? Now you can, because Flatiron has gone social. You can find us on Facebook, Twitter, LinkedIn and more, and we’re also sharing stories on the Flatiron blog. Here’s how you can connect with Flatiron online:

Facebook
facebook.com/FlatironConstruction

- Become a fan of Flatiron
- “Like” or comment on Flatiron posts
- Share our content with your friends
- Post your photos and project updates to the Flatiron page

LinkedIn
Linkedin.com/company/flatiron-construction-corporation

- Follow Flatiron
- Make sure your personal profile is connected to the official Flatiron page
- “Like” or comment on our updates
- Share Flatiron job postings with your network

Twitter
twitter.com/flatironcorp

- Follow Flatiron at @flatironcorp
- If you like a tweet we send, give it a retweet
- Use the official Flatiron hashtag #BuildTheBest

Flatiron blog
www.theflatironblog.com

- Subscribe to the RSS feed to receive the latest posts
- Comment on posts via your Facebook profile
- Tweet out a story to your followers

Flatiron is also on YouTube, Instagram, Pinterest and Google+. Use the links at the top of the Flatiron website to see our profiles on all social platforms.

Remember, all employees must follow Flatiron’s social media policy, recently updated and available on MyFlatiron. Have questions, want to learn more, or interested in becoming a Social Media Ambassador? Contact Elizabeth Fison Hudson at efisonhudson@flatironcorp.com for more information.
San Francisco–Oakland Bay Bridge
San Francisco, Calif.

Flatiron crews worked around the clock to complete the final operation to open the new San Francisco–Oakland Bay Bridge to traffic in early September. Work started on Wednesday evening, and multiple crews (totaling 350 people in all) worked 12-hour alternating shifts continuously up to Monday afternoon. Crews completed the traffic switch operation about six hours ahead of schedule and with no safety incidents, despite the around-the-clock work. Flatiron worked on several projects on the SFOBB during construction, and this was the final piece of the $30 million SFOBB Touchdown project.