



•BUILDING WHAT'S IMPORTANT IN PEOPLES' LIVES•

President's Message



Dave Bakke, President

2018 - Continuing to Listen and Improve.

In 2016 we embarked on establishing our Core Purpose and Core values. This was a result of feedback from employees wanting a better understanding of where the company is headed. We rolled the Core Purpose and Values out in 2017 and have been striving to make those an integral

part of our day to day business model.

Last fall we embarked on a five-year plan by joining a peer group of General Contractors from around the country. The group meets twice a year; we share issues we are dealing with, best practices and new innovative ideas to help grow the company in a positive manner. Many of you participated in the surveys that were part of this process; we appreciate the honesty and directness of the results. The surveys were extremely informative and useful. Based on the honest feedback, we'll continue to work on a long-range plan to improve the company performance and address employee concerns.

In 2018 we will not only continue with the peer group conferences but also move into Phase 2 of our long-term plan by establishing our Envisioned Future. This is a fancy way of saying we are going to establish our goals and what we want the company to be in years to come.

The importance of this and my message is, we want you to know we understand how important the success of the company is to the success of our customers and the lives of everyone who work for or with Chambers. We are listening, we are working on it and we're improving.

Thank you all and Happy New Year!

Go Chambers!

Dave B.

• Build long-term relationships before short-term gains • Build it like you own it •

• Stay positive: play to win-win • Be a teammate: communicate and act to build respectful and trusting relationships •



Grain Millers Flaking Penthouse
315 Madison Street, Eugene

Yogi Tea TI
1325 Westec Drive, Eugene

Chinook Winds Casino Resort Parking Garage
1777 N.W. 44th Street, Lincoln City

Kendall Ford of Eugene
344 Goodpasture Island Road, Eugene

Mercedes Van Service Facility
95 Centennial Loop, Eugene

Northern Gold Foods
Meadowview Road & Hwy 99, Junction City

Lane County Charnelton Clinic
151 W. 7th Avenue, Eugene

APEL Extrusions—Coburg Expansion
91284 N. Coburg Industrial Way, Coburg

Eugene Eye Care
992 Country Club Road, Eugene

• Find the time and create opportunities to help each other • Be a problem solver, bring solutions daily •

Chambers Warehouse Remodel



Since mid-December, we have had a crew led by Nancy Thornton and Shawn Hussey working on remodeling the Chambers warehouse. We have remodeled four offices and created additional storage space upstairs. This project is scheduled to be complete the first week of

February and has kept many of our staff busy. Thank you for doing a fantastic job Scot Moore, Nancy Thornton, Shawn Hussey, Gregg Wallsmith, Levi Connelly, Kevin Manning, and Mike Hogenson!

Business of the Year Nominee

It was an honor to be nominated for Business of the Year by the Springfield Chamber of Commerce at the 67th Annual Awards Banquet held Friday, January 19th. From all the local businesses, only a few are nominated and one awarded. We feel privileged to have been noticed and considered, as the nomination reflects extraordinary leadership, credibility and contribution and earns you a distinguished place among your peers. Our congratulations go to Johnson Crushers for winning the award for 2017.

Employee Spotlight

Steven Serjeant...

Steven is a carpenter and has been working with Chambers since 2015. He is currently working at the Mercedes Van Service project. He grew up in Florence and now resides with his family in Dorena. He has 4 stepchildren and a son. He also keeps busy riding ATV's, hunting and spending time with his Husky/Wolf mix named Kuna. Steven plans to visit both Hawaii and Alaska someday.

Prior to working for Chambers, Steven had been a chef for 7 years including working at the Three Rivers Casino and for Cascade Manor. He is currently an active duty Sergeant for the National Guard and was deployed in 2014 to Afghanistan. He has recently signed another 2 year contract to end in January 2020. Steven, thank you very much for your service! Chambers is proud to support employees with military backgrounds or actively in service.



While Steven was working for Cascade Manor he was very familiar with seeing the construction crew on the latest project we built for them. He had attended a Yellow Ribbon event for the National Guard and heard the speaker announce that Chambers Construction was currently hiring and was encouraging veterans to apply. Steven did apply and Scot Moore has mentioned that he has been a quick learner, very dependable, always arrives early to the jobsite, and he is willing to take on any task.

Steven hopes someday to work his way to a foreman position. When asked what he likes most about his job he replied that he loves that it is constantly changing, every day is different and that keeps it exciting. Chambers is looking forward to a bright future working with Steven, thank you for all your hard work.



Doug Sullivan came on board in November as the superintendent on the Northern Gold Foods project. He lives in Veneta and his last project before joining the Chambers team was in Portland.



Joe Huff joined our team in December as a superintendent and will help run projects in the Small Projects Division. He comes to us from Comfort Flow Heating.

Feb/Mar Anniversaries

Pat Duerr	28
Brent Shjerve	20
Paul LaRose	20
Tana Baker	16
Levi Connelly	14
Kim Cailteux	11
Brian Anderson	4
Jason Londo	4
Kevin Manning	3
Todd Keffer	3
Leroy Wyant	3
John Roe	1

2017 Turkey Stuffer



Kenyan Hansen, Janelle Welling, Erin Lawrence, Darell Stinson, Kim Hutchens, Pam Hansen, Aaron Hamrick and family and friends.

EWEB Run to Stay Warm



Erin Lawrence and Darell Stinson

Birthdays

John Tejada	2/5
Shawn Hussey	2/13
Kevin Belden	2/14
Kellie Norris	2/21
John Wright	2/21
Amber Keffer	2/21
Dave Bakke	3/1
Scot Moore	3/7
Steven Serjeant	3/7
John Roe	3/14
Ted Corbin	3/18
Nancy Thornton	3/18
Brian Erickson	3/20
Mike Hogenson	3/26

Employee Spotlight

Meet your Estimating Team...



Brian



Brent

Brian Anderson started with Chambers in 2014 as Chief Estimator. His 25 years of industry experience contributes to his success with Chambers. He assists Dave Bakke in project selection, meets with clients and potential clients, has been known to provide estimates before plans are available and is a value engineering expert. He led the company in producing \$788.9 million in estimates in 2017.

Brent Shjerve has been with Chambers since 1998, where his training started with his Uncle, our former Chief Estimator, Walter Daffe. He continues to produce estimates, take off portions of projects in conjunction with PM's and Brian, attend owner meetings, represent Chambers at pre-construction meetings and assist in value engineering.

While we constructed \$57.7 million in 2017, Brian and Brent produced estimates totaling \$788.9 million. This large total is a result of estimating some projects over and over to meet the needs of the owners so they can weigh their options. This value engineering process is required to get projects into budget. This extreme estimating effort is what it takes behind the scenes to get the work rolling. Even with the long hours they consistently put in, they fit in golf, college sports betting pools and are often behind pranks pulled on fellow employees!



Todd Keffer, Yogi Tea



Aaron Hamrick & Leroy Wyant, Kendall Ford



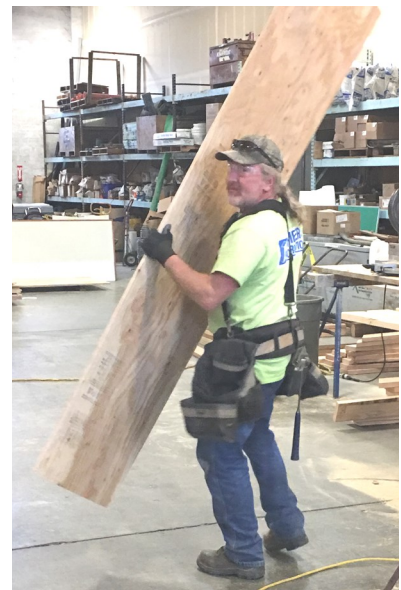
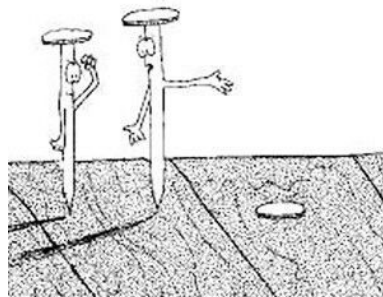
Levi Connelly, Chambers Warehouse



Adam Hastings, Grain Millers



... AND THEN I HEARD A LOUD BANG AND WHEN I TURNED BACK HE WAS GONE.



Gregg Wallsmith, Chambers Warehouse

News



2017 INNOVATION IDEAS

Innovation ideas submitted during 2017 included:

- Training the next generation – Mark Harrington
- Dedicated email address for subs to return signed contracts/change orders – Pam Hansen
- Cook offs and pot lucks for team building – Tana Baker
- Dash cams in company vehicles – Isaac Zornes
- Electronic PO book – Shawn Hussey
- Maintain a company scrap book – Pam Hansen
- Clorox wipes and garbage bags in company vehicles – Frank Travis
- Having a password app to store passwords – Kellie Norris
- Provide a photo board for head shots of employees with name and position – Kim Cailteux
- Powercube Power Sockets with outlets and USB ports – Kim Hutchens

Innovation ideas need to be something the company could use, whether they are used or not, all ideas are eligible for the \$500 grand prize drawing at the end of the year. The 2017 grand prize goes to Pam Hansen. If you have suggestions, email them to tbaker@chambers-gc.com or call Tana at 541-687-9445



2017 SAFETY SUGGESTIONS

Safety suggestions submitted during 2017 included:

- Ear muffs that hook on to hard hats that block noise and allow conversations – Frank Travis
- Reminder to keep a regular schedule on inspecting harnesses and lanyards – Jerry Barr
- Answer questions on the safety articles in the newsletter to increase awareness – Tana Baker
- Use an app to log safety hazards and observations on the spot to automatically notify responsible parties for solutions – Kim Hutchens
- Collect old company clothing from employees to cut down on non-employee usage – Shawn Hussey
- Use Rebel Self Retracting Lifelines – Jon Baugus
- Add a line to time tickets “did you wear a respirator today” to help meet the new silica standards – Levi Connelly
- Wearing a picture ID badge for security and identification on site – Tana Baker
- Hold a protection from shooting training – Kim Hutchens
- How to survive a workplace shooting – Tana Baker

The winner of the 2017 grand prize drawing goes to Tana Baker. Submit safety suggestions to tbaker@chambers-gc.com or call Tana at 541-687-9445.



News

LEAN CONSTRUCTION

Lean/Integrated Project Delivery (Lean/IPD) is a response to customer dissatisfaction with the results of the building industry. Construction labor efficiency has decreased while all other non-farming labor efficiency has doubled or more since the 1960's. Currently 70% of projects are over budget and delivered late (not ours of course). The industry has about 800 deaths and thousands of injuries per year. Things need to change.

This is not a construction-only issue; it spans the entire delivery system. The silos created around architects, engineers, general contractors, trade contractors and specialty contractors have introduced significant waste into the delivery system. A lack of trust has created a system of checks, double-checks and over specification to reduce perceived risks.

One of the solutions to reduce waste is Lean Construction methods. Lean was first introduced in automobile manufacturing after World War 2 in Japan and has been adapted to the construction industry. Respect for People is the cornerstone of lean thinking. People transform ideas and materials into final useful value. Respecting the contribution of every individual is necessary to tap this resource.

An important aspect of Lean is the Integrated Project Delivery method. We at Chambers Construction are fortunate in that we have been forming cooperative teams with owners, designers and subcontractors to deliver projects since 1955. Our DNA is the integrated project delivery method, it's also a lot more fun than fighting on hard bid projects. It is now our task to refine our thinking and systems to incorporate Lean Methods for more successful projects and satisfied clients.

Some Tools & Processes that Drive Lean in Construction and Design

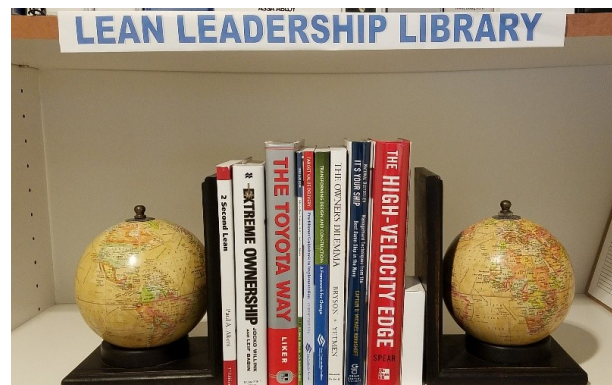
- Integrated Project Delivery (IPD)
- Conditions of Satisfaction (CoS)
- Reliable Promises

- Last Planner System
- Target Value Delivery
- Choosing by Advantages
- A3's

The definition of Lean is "Producing what is needed, when it is needed, with the minimum amount of time, materials, equipment, labor and space."

What Lean is not: Cost cutting, slashing prices, workforce reductions

If you feel like learning more about Lean in Construction and Design, we have started a library of Lean and Leadership books located in Brent Shjerve's office at our main office. Everyone should feel free to come in to see what is available and check out a book. You can also contact Brian Erickson (berickson@chambers-gc.com) or look at the Lean Construction Institute website (leanconstruction.org) for more information.



Construction at ATI

ATI is an aerospace and industrials company focused on innovative technologies and the power of materials science. Chambers began working on projects on their Albany properties in October 2010. Through December 31, 2017 we have constructed 65 projects totaling \$2.86 million (an average of \$44,000/project).

ATI has special safety training requirements to be eligible to work at their facility. The training is known as C-STOP and Scot coordinates this with our workers and subcontractors. It's done on line in our office and takes 8 hours for the initial course and 4 hours at annual renewal. The training is done on the clock, so all employees are paid for taking it.

If you are interested in taking the C-STOP course, contact Scot Moore at 541-228-6272. Once you complete the training you are eligible to join a crew working at ATI as projects come up.



PPE Will Not Work if Workers Fail to Use It

We all know workers in our company who have at some point failed to wear the necessary safety equipment while on the job. In fact, we may remember a time when we were guilty of the same. Why does this happen?

A recent survey by NIOSH, revealed that worker compliance with PPE protocols was cited as the top workplace safety issue by all survey respondents. Increasingly high noncompliance with PPE protocols is an alarming trend and a serious threat to worker health and safety. It's essential that workers wear PPE when it is required. PPE protects workers against injury, but it will not work if workers fail to use it and use it properly.



While the reasons for PPE noncompliance were varied, the biggest complaint was that it was “uncomfortable,” selected by 40 percent of respondents, followed by PPE is “too hot,” “not available near the work task,” “poorly fitting” and “unattractive.”

When it comes to compliance with PPE use protocols, eye protection was found to be the “most challenging” PPE category, according to 42 percent of respondents. Nearly three out of five workers who experienced eye injuries were found not to be wearing eye protection at the time of the accident or were wearing the

wrong kind of eye protection for the job, according to the Bureau of Labor Statistics. These statistics particularly are troubling when experts agree that nearly 100 percent of workplace eye injuries could be prevented with the use of appropriate eye protection.

The next highest category for noncompliance was hearing protection, also disturbing since occupational noise-induced hearing loss is 100 percent preventable when proper preventative measures are implemented. It was followed by gloves and head protection.

What can be done to improve compliance?

- The company provides PPE to all workers. If you need a better fitting device, talk to Scot and he will take care of that.
- If you need a more comfortable fit, talk to Scot and he will take care of that.
- If it's “too hot” we can look for items that have addressed that issue and come up with a better solution.
- Items should be near the work task since you should take them with you to



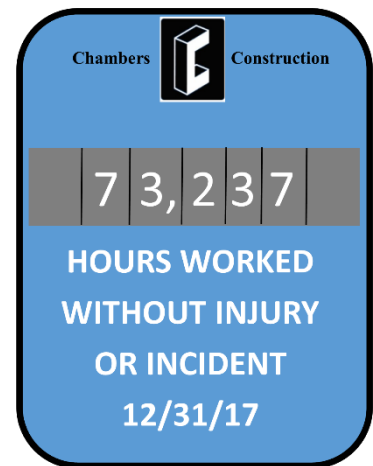
the task. This should be addressed during the pre-task planning for the day. This is each worker's personal responsibility.

- “Unattractive” is a matter of taste and should be properly prioritized. Wear safety glasses or lose an eye should not be too tough to prioritize. You're not required to wear them to your social event at the end of the day – just while you are working around dangers to your personal well being.

We encourage safety suggestions – if you have a suggestion for a better type of PPE, turn it in to the safety committee. You just might help prevent an injury by suggesting something workers will wear! Be safe out there!



PPE in Hawaii





Keeping your New Year's Resolutions

Let's face it, most of us have made New Years Resolutions every year, but rarely do we stick with them. More than half of us give up on our goals within six months. Here are some tips to help you keep your resolutions.

Be Specific

Vague goals don't work and giant goals are hard to reach. Pick one specific goal, then figure out how to tackle it. Rather than being vague with your goals, like "lose weight or exercise more often," quantify the results you desire. For example, "lose 10 pounds, be able to run 2 miles, or do 100 push-ups." Then set a timeline for meeting it, include mini-goals with dates for each of those too. Baby steps to a major goal, makes it easier to see the progress taking shape.

Make Your Goals Public

Share your decision to change with friends and family who can offer support when you're wavering and congratulate you when you're doing well at sticking to your resolution. Public commitments are generally more successful than private goals.

Substitute Good Behaviors for Bad Ones

Don't rely on willpower alone to help you change. Instead, build in a healthy behavior that's incompatible with the one you want to change. If eating your usual midafternoon treat runs contrary to your goal of dropping a few pounds, put together a small like-minded group and commit to taking a quick, brisk walk at your normal snack time. Each time you put the brakes on "bad" behavior, you'll increase your confidence in your ability to make the change.

Track Your Progress

Record or chart your changed behavior. There are tons of apps that will track

your progress, whether your resolution is about fitness, spending less money, walking the dog more, or just about anything else. No question, viewing your progress is super satisfying and will give you self-motivation. Research indicates that such 'self-monitoring' increases the probability of keeping your resolution. Share your progress with your friends and family members to help keep you motivated to stick with it.

Have a Reward!

Give yourself a reward, not a license to cheat. This can motivate you to stay the course. Smart advice: pick a perk that's in sync with your goal, like a massage for all those new muscles, or new workout clothes to make you feel good as you start achieving your goals.

The most important thing to do in order to keep your New Year's Resolutions and achieve the goals you set when you made those resolutions is to never give up. You may slip and make mistakes, the key is to not let those mistakes derail you completely.

Wellness Employee Spotlight



"My daughter and I enjoy walking the 5K's whenever we can. At the Turkey Stuffer it started out a great Thanksgiving morning and about halfway to two thirds through we received a light sprinkle and rain to cool us off to finish. Afterward, at Splash we missed the worst of the torrential rains while frolicking in the wave pool to finish working off all of the calories we were going to eat at dinner. The 5K and Splash were a perfect way to spend a holiday morning. Thanks Wellness Committee for doing this." Kim Hutchens

\$50 DRAWING

Wellness Employee Spotlight in Chamber's Newsletter will highlight one name drawn from the participants of the previous 2 monthly wellness events and they will receive \$50.00

Congratulations to Kim Hutchens for participating!

Upcoming Wellness Monthly Events—January /February 2018

January— Join a training group or a gym and we will help you get started by providing a one time \$50.00 reimbursement.



February— Email us and we will enter you and your family for the upcoming wellness event.

wellness@chambers-gc.com



Polar Plunge (Benefitting Special Olympics Oregon)
Date: Saturday, February 10, 2018
Event Schedule: 8:30-10:45 AM On Site Check-in
 10:30 AM Costume Contest
 11:00 AM Opening Ceremonies & Polar Plunge
Location: Maurie Jacobs Park - Eugene, OR



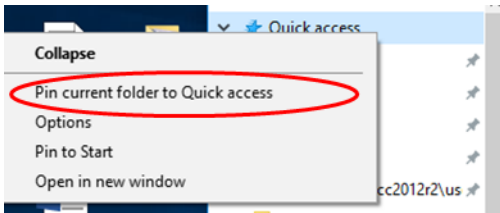
Truffle Shuffle (Benefitting Veteran Families)
Date: Sunday, February 11, 2018
Event Schedule: 12:45pm (Kids 700m Fun Run),
 1:15pm (2 Mile Run/Walk - All ages)
 2:15pm (4 Mile Run/Walk - All ages)
Location: Alton Baker Park - Eugene, OR

itb+ IT Bytes

Word Tips & Tricks

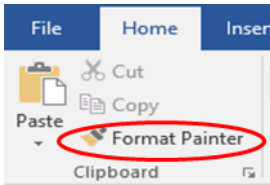
Quick Access to Frequently Used Folders:

- Go to File Explorer
- Open folder you want to shortcut
- Right click on “**Quick Access**”
- Left click on “Pin current folder to Quick Access”



Format Painter

- Select text with the formatting you want to copy
- Click **Format Painter** button once
- Select the text you want to apply the copied formatting to
- To use more than once double click the Format Painter button



Delete Entire Words Instead of One Letter

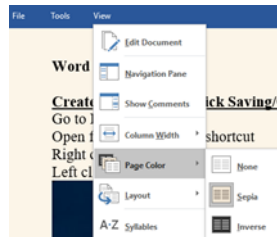
- Hold down Ctrl while pressing Backspace

Text Selection

To Select:	Do This:
A Word	Double-click the word
A Sentence	Press and hold Ctrl and click anywhere in the sentence
A Line	Click in the selection bar next to the line
A Paragraph	Triple-click the paragraph
Everything	Ctrl-A

Change Color to Avoid Eye Strain

- Click on **View**
- Click on **Read Mode**
- Click on **View**
- Click on **Page Color**
- Select **Sepia** from the list
To change back to regular viewing
- Click on **View**
- Click on **Edit Document**
- Or
Hit the **Esc** key



August 4th
2018

SAVE THE DATE

It's Back! Company Picnic! Details coming soon!

Trivia Drawing



Which subcontractor has Chambers worked with the longest?

Contact Pam Hansen by February 10th at phansen@chambers-gc.com or call her at 541-868-8521 to be entered into a drawing for \$50.00!

February Apprenticeship Class

Date: February 17, 2018

Time: 7:00am-3:30pm



Topic: Properties of concrete, high wall forms and a section on tilt-up will be taught by Jon Baugus.

These classes are open to all Chamber's employees and they will be paid for their time. Please contact Mark for more information.

mharrington@chambers-gc.com or 541-972-0997

Project Spotlight

The Child Center ITCS Building



Chambers Construction recently completed a second building for The Child Center in Marcola. The new intensive-services structure is 6,200 square feet and construction began in fall 2016. A fall start presented the first challenge; do we excavate just as the rainy season begins?

Project Manager Frank Travis and Superintendent Kevin Beldon pushed forward on the front end of the job during the rain so they could get the foundation in no matter what future weather held. As it turned out it was a very wet building season.

The building was designed to house the Intensive Community-Based Treatment Services Program. It has office spaces for therapists and community health workers, therapy rooms for group and family therapy, storage space for basic needs items for families, food storage for emergency food boxes, and conference spaces. Largely funded by grants from nonprofit foundations, The Child Center's 18-member capital campaign committee did extensive outreach for fundraising and successfully met their goals.

Due to our team's work on the hard bid project in 2011, the ICTS Building was directly negotiated with us and we used many of the same subs from the first project. Kevin Beldon did a phenomenal job. Because Frank had a lot of work on his plate at once, Kevin stepped in and alleviated a lot of the project management work load. Kevin took on extra pressure beyond even the normal high-level pressure facing any superintendent.

The owners, Bill Wellard, Diane Burton, Randy Krumdick and Kim Banks were on site often. Progress for the The Child Center was critical. The owner trusted our decision to excavate early and remained impressed how that decision consistently showed its value in allowing the schedule to go off without a hitch and how smoothly Chambers conducted the work. We had the foresight in 2011, when the parking lot was expanded to meet capacity for future buildings and put site sewer, electricity, and lighting upgrades in place.



Chamber's Conference Room at the Child Center ITCS Building



Ribbon Cutting October 18, 2017.

Now open, the building offers intensive community treatment, school-based treatment, psychiatric day treatment, mental health assessments, a wellness program, a crisis intervention program, parenting education groups and high school intensive treatment programs. The children range from elementary to high school age.

Our team really excelled. We delivered quality, met a tight schedule and brought the project in under budget by \$140,000. The Child Center recognized the work we did and named the building conference room the "Chambers Conference Room". When you enter the front door of the building, the Chambers Construction name is front and center because of the work of our team. The Child Center is working with us to plan future projects on the site.

Great job Frank Travis, Kevin Belden, Ryan Briggs, Roy Griffin, Adam Hastings, Gregg Wallsmith, Paul LaRose, Mike Horgenson and Horacio Garcia!

Looking Back...

Monaco Coach Corporation

Monaco Coach Corporation in Junction City provided nearly 2,000 jobs during its peak and Chambers Construction was at the center of the expansion for the company. Totalling over 860,000 square feet of construction, we built Butler pre-engineered steel structures, executive offices, manufacturing facilities, a paint center, production areas and the company medical clinic. The 32 acre industrial campus has since seen a resurgence with many of the original buildings put to new uses.



In 1994, Phase 1 included service areas, paint shops, production facilities and offices all built within 15 months. The four buildings, an initial total of 262,000 square feet, were fast tracked using multiple phases that allowed design and construction to proceed simultaneously.

Structural plans for the 25,000 sf administrative building, the 33,000 sf paint facility, a 50,000 sf chassis manufacturing plant and the 120,000 sf production facility were drawn while foundation systems were permitted and poured in advance of final design for interiors and finishes.

In 1998, we added 480,000 sf of production capacity to the campus, requiring careful planning by Chambers for the new wave of buildings to not disrupt production. All work was phased so each added building could be used to enhance production as it came online.



In all, we constructed 7 major buildings. The project manager for Chambers was Gary Wildish. Gary remembers that one of the buildings “had half the foundations in place and Monaco added 100,000 square feet to the building. Butler helped us reconfigure the structure. We got it done!”

The Chambers team delivered for Monaco. On working with the same CM/GC team for both phases, Mike Duncan (communications director for Monaco Coach Corporation) said, “There’s an old saying - when you’re dancing with a pretty girl, there’s no reason to change partners.”



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