Charles Pankow Legacy Project
Interview Index

Each of the interviews included in the collection is coded with an abbreviation that is used in all references. Thus each reference is the result of the concatenation of the interview code and the relevant page number or range.

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30, ML32, MP32, RM120–1, WW58–9, SB24–6, SB30–3, TV40–2

“a really strong part of Charlie’s basic fundamental interest in building, is you’ve got to
learn it from the ground up,” TV6

Brewer insists that Pankow expand its capabilities, hire engineers with degrees, DS3
“career development was on-the-job training,” TV15 (see also BB4, BB35–6, DW10–11,
ML5–9, ML31–3, WW13–14, WW28–30, WW38–9)
career path: superintendents: from trades or universities, over time, BB10–11, BB48,
KS7–8, WW15–16, WW41–2, TV23–6

role of superintendents, AM56–7, AM51, LS9–11, WW31–5, TV23–6

superintendent is where the buck stops on project, AM26, BB27–8, BB30–1, KS26–
7, KS41–3, ML7–8, ML11–14, TV21–2

company “gives you as much responsibility as you’re willing to take or that you can
show an aptitude for doing,” DB8 (see also KS7–8, ML5–6, WW5–6)
did very little hiring from 1974 to 1978, DB5–6

hiring self-starters who were expected to produce a key to success of company, BI18,
TM17–18

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Pankow people a “higher caliber intellectually,” WN7 (see also ML8–9)
“The people within the company made the company,” BI7
“would go out of his way to seek out the right person for the right job,” RL19
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1985/6, AM61–3, GH57–9, KL37–9, KP14–15, KP35–7, ML20, RK38–43, RK81–2,
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“whole incentive was to provide a workable mechanism for distributing ownership of
the company,” DS6–7
2004/5, DW50–2, KP29–37, RK57–62, RK81–2, TM48–9, TV59–63, WN32–3
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“We sold buildings because we sold performance;” DS47
difficulty of getting repeat clients in today’s CM environment, BB43–4
making sure client is happy at end of project, solving all problems, key to repeat business,
key to success of company, RL31–3, WW53
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reputation of: AL46–7, BB41–3, BI14, BI26, BI56, DW52–3, GH43–4, KS58–9, ML37,
MP33–4, WW61–2
“a great reputation here on the West Coast for its creative abilities in performing
innovative concrete construction, even at eight years old;” TV6
“they were fairly well known for its concrete technology, its construction prowess, even
in eight years;” TV5–6
self-performs concrete work, DC7–8, DPB27–8; DS21–2, JS24–5, KL7–8, WW5–6 (see also
individual field workers and projects)
CJP: “the more self-performed work we do, the better off we were,” DB11
as key to innovation, RL34
as recruiting tool, TV6
concrete techniques not unique to the industry, “fairly unique” where the general
contractor would self-perform this work, TV40
fabricating own forms and creating own precast on-site or nearby in rented yard “one of
the cornerstones of the company for years as a way to do more self-performed
innovative work,” DB11 (see also many individual projects)
setting up offices, difficulty of, DC60–1, DS14–16, GH48–9, RK25–8
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Christian, Jim, Marathon U.S. Realities, WN5

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Church, Scott, Pankow Development (Hawaii), TM40–1, TM53

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Citizens Fidelity Bank Building (Louisville, Ky.) project, AL24, BH12–13, BH22, BH26–7, DC28–30, LS13, LS16, LS23
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City of Hope, RP30

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becomes controller, DC6
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Crawford, Bob “Big Daddy,” AF58–9, RM30–1, RM99
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Cutting, Donald, architect, Ward Plaza, GH30–1

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Doke, Jeff, KS44, ML32
   project manager, Waikiki Landmark, DB32
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Dolt & Dew, Louisville, Kentucky, precast firm
   goes bankrupt during Citizens Fidelity Bank Building project, DC29

Donahue Schriber, developer, BB33, DS46, DS63, SN16

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Drnevich, Vincent P., Professor and Head, School of Civil Engineering, Purdue University, VD1–3
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   works briefly for Christie Company, RE11–12
   works for Peter Kiewit Sons’
      estimates jobs in Altadena (Cal.) office, RE4
      project engineer, Shorecliff Tower, Santa Monica, RE4, RE6–8, RM12–13, RM70–1
      superintendent, Valley Music Theater, RE10–11, RE15, RM23–6
   works for Charles Pankow, Inc.
      project engineer, Borel Square shopping center (San Mateo), RE12, RE16
      superintendent, Borel office building projects (San Mateo), RE18
      superintendent, McCurdy’s Department Store (Rochester, NY) project, RE18
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   chief estimator, George A. Fuller Company, JE18
   develops 10560 Wilshire project, JE7–8
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executive VP/president/CEO, Pacific Construction Company, JE2–4
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works for Swinerton & Walberg; project manager on Sheraton Waikiki, JE1–2, JE19–20
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Eichten, Dave, BB42, WW44, WW60

El Cortez Hotel Convention Center (San Diego) project (Kiewit), AM29–33

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Ellis, Charles Alton, professor of civil engineering, Purdue University, VD19–22
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Elmlinger, Jim, SN3, SN8, SN35

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Fent, Gordon, BH2

Fergane, Ken
project engineer, City of Buenaventura (Cal.) parking structure project, TV21–2

Fink, Al, BB51, RK24, KL22, KL27, SP40–4, RM115–6
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project engineer on The Esplanade project, AF23–31
project engineer on Pearl I project, AF31–3
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works at Los Angeles Flood Control District, AF1–2
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Froid, Stanley H., Tudor Engineering, GH31

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Gerell, Robert, developer, Hawaii, GH32, GH44

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Giron, Tony, AF59, AM8, DC3, DC66, DS41, GH6, GH17, RL3
  asked to retire early from Pankow, RM62
  general foreman, First & C Building project, GH14, RM12
  learns how to make fiberglass molds, DS64
  leaves Peter Kiewit Sons’ to work for Pankow, RM19
  runs casting yard on Rancho Bernardo Reservoir project, GH7, RM17
  sent to Hawaii for James Campbell Building project, DC58, GH28
  structural superintendent on MacArthur Broadway Center project, DC20–1

Glendale Galleria (Glendale, Cal.) parking structure project, KS33–4, KS50–1

Grieger, Jack, AF59, BB49, DPB30–1, DRB20, GH17, DC3, DC66, DC76
  asked to retire early from Pankow, RM62
  general foreman, Air Defense Command Headquarters (Colorado Springs, Colo.) project,
    DPB2, DPB4–6
  general foreman, First & C Building project, RM12
  general foreman, Hillcrest North Medical Center project, RM15–16
  general foreman, Winmar Building (Bellevue, Wash.) project, DPB15, DPB18–19
  project manager, Wilder at Piikoi project, AF23
  superintendent, Shoreline Square project, RM66, RM68
  works on Los Angeles Music Center project, GH14

Grubb, Dave, president, Swinerton & Walberg, WN4

Gully, John, project superintendent at Peter Kiewit Sons’, RM8, RM51, RM112
Gutzwiller, Martin, Professor, Purdue University, KS2

Guy F. Atkinson & Company, BI3–5, BH13, DS1, DS3–5, DS9–11, DS19, DS42

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Hamamoto, Howard, developer (Amfac), GH43–4

Hammond, George, AL10, AL27–8, AL34–5, AL39–40, AL53–4, DS25–6, LS12–13
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Hancher, Don, Purdue University professor of civil engineering, BB3, JS1

Handlery, Harry, owner, El Cortez Hotel, San Diego, AM29–31

Hardee, Ken
project engineer, Citizens Fidelity Bank Building project, BI26
superintendent, City of Boise parking garage project, BI25–6

Hart, Gary C., Professor of Structural Engineering, UCLA, SN1

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Heine, Bill, AF22, AF37, BB3, BI38, BI40–1, GH35, GH66, KL3–4, KL6, KL21, RK2, RK20
leaves Pankow to start American Constructors soon after being transferred to mainland,
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Heisler, Bob, Key Mechanical Industries, AL26–7, BH1, DPB23, DPB31, LS1–2, LS5, LS6,
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helps CJP get bonded with Chubb, BH4
introduces CJP to Bill Poindexter, BH4
introduces CJP to Winmar people, BH6–7
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sharing design/build philosophy with CJP, BH2
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Helton, Mike, WN8–9

Henderson, Harold, AM8, DC2, DC10, DRB9, DRB12, DRB14, DRB71, GH5, GH7
works for Peter Kiewit Sons’
superintendent, San Mateo Bridge project, RE6
superintendent, Shorecliff Tower, Santa Monica, project, RE8
works for Charles Pankow, Inc.
superintendent, Clementina Towers (San Francisco) project, RE9–10, RE15
superintendent, Borel (San Mateo) office projects, DRB30, RE19
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Herman, Scott, HMA, architect, SN16

Herrscher, Edmond, developer, MacArthur Broadway Center, GH18

Hewitt, Bob, controller (Hawaii), DC46–7
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Hillcrest North Medical Center (San Diego) project, DRB8–9, DRB22–3, GH7, GH10–12,
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Hordyk, Bob, Swinerton & Walberg, JE20

Hotel Sofitel (Redwood City, Cal.) project, AL3–6, AL24, AL39–40, BB8–10, RK33–6

Hughes, Bill, WW14
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superintendent, Clarion Electronics Headquarters project, WW8–9
superintendent, MTA Gateway Center project, WW11
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Hunter, Derk, developer, AM8–9, DC31

Hurdman & Cranston/Main Hurdman & Cranston, accountants, DC48, DC78–9

Husk, Norm, BB34, RL3

Hustace, Ed, Ward Estate, GH31

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by 1980s, more about business and the deal than construction side of things, but involved
in construction details early on, AF66–7, KL10, RK20–2
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optimistic, AF60
very approachable, very friendly, once you got to know him, well-liked, KL10–11,
RK20–1
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  field engineer, First & C Building project, GH10–13, GH19–20, RM12–13
  field engineer, Hillcrest North Medical Center project, GH7, GH10, GH12, RM13–16,
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attends Stanford University, BI1–2
consults Pankow on projects in Hawaii, BI46–8
estimates City of Boise parking garage project, BI25–6
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Jischke, Martin, president, Purdue University, SB7–8

John Muir Medical Center (Walnut Creek, Cal.) project (Pankow Special Projects), WN36

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Kaimala East Development Company, subsidiary, Castle & Cooke
   owners/developers, The Esplanade, Pearl I, Pearl II projects, AF25, AF31–2

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Keller, Bill
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Kennedy, Steve, KS4

Kerner, Alex, DC7–8, DC18, SP5, TM55–7

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- and City of San Mateo, California, projects, KL37–40
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  - Dean Stephan boss, but CJP cuts him out of reporting loop in San Francisco, RK13–14
  - direct contact with CJP helps career, RK13–14
- gets sent to Hawaii for first project (Windward Mall), DS40–1, LS35, RK8–9, RK17–20
- Hotel Sofitel project, RK33–6
- initiates Special Projects, AF93–4, DS33–5, DW26–30, DW40–1, RK46–55, TV38, WN4–9, WN15, WN32, WN37
  - hires Wally Naylor, DW26–7, WN4–5, WN24
  - hires Larry Malone, DW28
- introduces more organizational structure, DS11, RK43–6
- joins Pankow with goal of becoming president, RK4–5
- on PHMRF, RP20
- redirects Pankow business model, KL27–8, KL37–40, RK29–30
- role in founding DBIA, AF84, DW53, KL33, RK36–8, RL36, RL41, TV50, TV64
L. H. Penney, accountants, DC78

Lacayo, Norman, architect, AF68–9

Lafayette Park Place (Los Angeles), project, DRB30–1

Lanai Company, subsidiary, Castle & Cooke, KL26

Las Flores Area (Camp Pendleton, Cal.) project, DC3–5, DC7, DC30, DC35–6, DC67–8, SP7

Laumer, Joe, KS21

Law, Robert, AM48–51, BB3, BB8, BB27, DC72, DS26, KL16, KL22, KS22, MP23, SN4, SN7–8, SN13, SN26, SN39, SN48, VD9–11, VD31–3, VD42

chief estimator, since 1988, RL4


meets CJP at Continuing Education Conference at Purdue, gets job offer, RL1–2

project engineer, Senior Citizens Housing of Fontana project, RL3

project engineer, South Shore Plaza renovation project, RL3

serves on advisory council, School of Civil Engineering, Purdue University, RL52–3

superintendent, South Shore Plaza parking structure and expansion projects, RL3

works under Alan Murk as field engineer on PT&T project, RL2–3

works under Tom Verti on USC Parking Structure “A”, RL3

Le Petit Trianon (3800 Washington Street, CJP’s San Francisco residence), KP13, KP37, LS42–3, RP31–2, RW21–3, TM44–5, WN9

3810 Washington guesthouse, DW46, TM45–6, WN9

Washington Street Associates, TM23–4

Leadership in Energy and Environmental Design (LEED), KS43

LePrade, Arne, Pankow Special Projects, Hawaii, AF111–2, KL28, WN23–4

Libbey, Richard, structural engineer, RM88, RM115–6

Liddiard, Mike, AM46–8, BB12, BB24, BB48, BI18, BI20, BI30, KS22, ML1–3, ML36–7, RM67, WW39

asked to retire early, RM62

estimates jobs in office, ML17

estimates, works on Resort at Squaw Peak project, ML26–8, ML32, ML35

runs precast yard, Winmar Building project, ML3–5, ML10

superintendent, 2101 Webster Street project, ML28–9, ML31

superintendent, Kaiser Permanente parking structure project, Hayward (Cal.), ML16, ML31

superintendent, Kaiser Permanente parking structure project, Oakland (Cal.), ML16, ML31

superintendent, Kaiser Permanente parking structure project, Walnut Creek (Cal.), ML16, ML32

superintendent, Marathon Plaza project, ML18–19, ML32

superintendent, Portland West parking structure project, ML6–7
superintendent, USC “A” parking structure addition, KS8–9, ML14–16
superintendent, University of Hawaii Special Events Arena project, ML25, ML30
superintendent, Waikiki Landmark project, ML21–4, ML25, ML29–30
superintendent, Oakland, Cal. YMCA project, ML17–18
trains/mentors others, KS8–9, ML31–2
works on PT&T Building project, ML5

Loetterle, Lloyd, AM7, BH3–4, DC2–3, DC76, DS2
leaves Peter Kiewit Sons’ with Pankow, but leaves early on, DC65–6, DRB9–10, DRB19,
GH17–18, RE13, RM33–4
general superintendent, Camp Del Mar project (Kiewit), RM7–8

Los Angeles Music Center project, AL2–3, AL35–6, GH13–15, RE12–13, RM11–12, RM16–17,
RM44–5

Love, Art, AL1–10, AL41–4, DS25–6, LS12–13
architect, Citizens Fidelity Bank Building project, AL48–9
architect, Fashion Island Shopping Center, AL27
architect, Los Angeles Music Center, AL2–3, AL14–15, AL35
architect, Hotel Sofitel project, AL3–6, AL24, AL39–40
joins Corbin/Yamafuji & Partners, AL39–40
meets CJP or Russ Osterman on Los Angeles Music Center project, AL2
on working with Pankow, AL2–3, AL10–22, AL27–33, AL40–1, AL51–3
works with Tom Verti preconstruction activities associated with the Four Seasons Resort
Aviara, AL40–1

Lum, Kim, BB35, KL3–5
Active in DBIA, KL33–4, RL41
CJP of little direct influence on career: a “mythical” figure in Hawaii: rarely went to Hawaii
and when he did, did not visit office; of indirect influence, in that company embodied his
core values, KL1–2
develops hotel renovation work as regional manager, Hawaii, KL27–30
field engineer on Windward Mall project, KL7–8
general partner, DW51, TV60, TV63
leaves Pankow to join Bill Heine at American Constructors; establishes its Hawaii office,
BB14–15, KL18–26
mentored by Rik Kunnath, KL22
performs estimating, prepares pro formas, KL10–11, KL16–18
returns to Pankow as regional manager, Hawaii, KL22, KL27
regional manager, San Francisco, KL35–6
why he joined Pankow: given responsibility for big jobs, KL5

Lyles, William, DRB67–8

MacArthur Broadway Center (Oakland, Cal.) project, AM7–8, AM11–12, DC1–2, DC7, DC8,
DC12, DC20–1, DC30, DC67, DS2, DS17, GH18, GH23, GH24, RW5, SP1, SP25–6
as salvage job, RK76–7
how it came about, DC10, GH9
Pankow does project in San Jose for same owner 3–4 years later, DS24

Maile Sky Court (Honolulu) project, BB17

Malone, Larry, DW28, WN7, WN22

Mandarin (Honolulu) project, GH40–1

Marathon Plaza (San Francisco) project, DW20, ML18–19, ML32, RK46–7, WN5, WN21

Marathon U.S. Realties
  repeat client, BI11, BI18, BI28–30, RK46
  Pankow Special Projects client, WN5

Martinet, Victoria A. (Vicki), Pankow Special Projects, WN15, WN18

May-D&F Department Store (Denver, Colo.) project, DPB5, DPB11–17

McCarthy, Robert, partner, Bohnert, Flowers & McCarthy, SP5, SP9–10
  MP Communications Partners, partnership with CJP, TM35–9

McLaughlin, John, Dean, School of Civil Engineering, Purdue University, SP35, JM1–2, VD17

McLean, Larry, McLean Steel
  and Tyler Mall (Riverside, Cal.) project, SN15

Metcalf, Norman “Red”, BB11, BB48, BB52, GH6, KL11, WW13
  background, RM1–6
  develops expertise in slipforms, flying forms, tower cranes, RM70–82, RM94–104
  works for Peter Kiewit Sons’, RM7–28
    carpenter on Camp Del Mar project, RM7–9, RM112–3
    carpenter foreman on Rancho Bernardo Reservoir, RM17
    CJP recruits him; Rosser Edwards convinces him to stay, RM20–23
    general foreman on Valley Music Theater, RE11, RM23–6
    leaves Kiewit to work for Pankow in Hawaii, GH35–6, RM28–9
    meets CJP for first time, First & C Building project, RM35–7
    slipforms First & C Building, GH12–13, RM9–12, RM74
    slipforms Shorecliff Tower, Santa Monica, for Ralph Kiewit, RM12–13, RM70–1
    slipforms Hillcrest North Medical Center project, RM13–16, RM69–71, RM78–81
    works in Heavy Division, RM26–8
  works for Pankow companies as superintendent
    asked to retire early, RM61–2, RM67
    Executive Centre project, BB15, RM39
    goes to mainland after 16 years in Hawaii, GH59, RM63–5
    Hawaii Kai Bank of Hawaii project, RM29
    Hobron project, RM86–90
    Honolulu Park Place project, GH62, RM93–4
    Kauluwela Coop project, AF8–11, RM29–31
returns to Hawaii, RM66–7, RM92–3
South Coast Executive Centre project, RM90–1
superintendent, Concrete Specialties, Shoreline Square project, RM66, RM68
superintendent on Pearl I project, RM100, RM104–6, RM108–11
superintendent on Pearl II project, AF31–46, RF118–21, RM37–9, RM100–6
works side jobs with Morrison-Knudsen, RM128–30
works with/mentors Al Fink, AF8–11, AF21, AF73–6, AF114

Metropolitan Transportation Authority Gateway Center (Los Angeles) project, BB39, JS8–10, JS18–19, KS30–1, KS35, KS37, WW11, WW29–30, WW42–4, WW55, TM67–8, VD2, VD35
on working with Catellus, MP35–6

Metropolitan Water District (Los Angeles) project, JS10, JS20, WW12, WW42–7
design review process, TV27–30
“Highlighted a process that was second nature to us but unique in the industry,” TV30
on working with Catellus, DS30–1, MP35–6

Meyers, Ray, DC68

Michael, Harold L., Head, School of Civil Engineering, Purdue University, VD17

MidState Precast, Corcoran, Cal., CPBL subsidiary, AF23, AF66, AF75, AF88, AF102, AF105–11, JS24, JS30, KP20, KS31–34, KS53, RL30, SP40–4, TV54–7
why it isn’t necessarily cost-competitive to precasting on-site, KS32–4

Miller, Vernon, Pankow Special Projects, WN24, WN31, WN36

Milpitas (Cal.) Casting Yard, DB9–12, SP32

Mollenkopf, J. J., BB8, WW60

Montage (Beverly Hills) project, KS37, KS42, KS45, KS52, WW11, WW48

Morrison, Scott, Pankow Special Projects, WN5–6

Murchison, Clint, JE3

Murk, Alan, BB27–8, BI8, BI18, DPB30–1, DRB71, DC2, DC31, DC66, DRB9, DS17, GH10, GH17, GH25, LS8, LS17–18, LS31, RE5, SP25, SP27, SP29, SP32
estimates jobs, AM25–6
operations manager, AM42–3, ML21, ML31, RM66–8, WW10, WW13, WW49
superintendent, 1625 The Alameda and other projects for Derk Hunter, AM8, DRB11, LS10
superintendent, PT&T project, BI37, RL2–3
superintendent, Winmar Building (Bellevue, Wash.) project, DPB15, DPB18–19, ML3–4
trains/mentors others on the job, AM46–51, BI20–1, ML5–6, ML9, RL2–3
works for Peter Kiewit Sons’, beginning in 1947, AM1–2, AM35, GH5–7
CJP talks to him about starting new firm, AM6–7
superintendent, Air Defense Command Headquarters (Colorado Springs, Colo.) project, DPB2, DPB4–6
superintendent, El Cortez Hotel Convention Center project, AM29–33
superintendent, First & C Building project, DRB32, RM12
superintendent, Hillcrest North Medical Center project, DRB8–9, GH7, RM15, RM78–81
father warns him that Charles Pankow, Inc. won’t survive, urges him to stay with Peter Kiewit Sons’, AM38
meets CJP, State of California Division of Architecture job, AM2–5, AM39–40

Murphy, Timothy P., GH65, KP7, KP17–18, RP22, SP38
and reorganization, KP14–15, TM7–13

Nakaki, Suzanne Dow, structural engineer
develops patent on a spancrete high seismic wall panel, SN36–7
works at Ruthroff & Englekirk/Englekirk & Hart, SN1–4, SN8, SN26, SN38
works on Catalina Landing project, SN2, SN4–5, SN8
works on Shoreline Square project, SN8–9
works on Sunset + Vine project, SN25, SN38
works on The Paramount project, SN5–6, SN26, SN32–33, SN35
promotes acceptance of PHMRF for use in buildings, SN27–9
works on precast hybrid systems research, SN29–31
works on Tyler Mall project, SN8, SN14–15

National Institute of Standards and Technology (NIST), RL29, SN11, SN29

National Science Foundation, RL29

Norris, Beggs & Simpson
JV on Windward Mall project, RK18

Nuuanu Parkside (Honolulu) project
selling inventory of condos, MP14–15

Naylor, Wally
develops Pankow Special Projects, DS33–4, DW26–34, KP20, RK47, WN4–10, WN15, WN18–20
participates in BOMA Building Code Task Force (now, Code Advisory Committee), WN29–30
works for Swinerton & Walberg, WN2–4, WN10–12

Nochez, Emily, JH19–20

North American TAISEI Corp.
construction JV with Pankow, Shoreline Square project, RM66, RM68

Obayashi
acquires Webcor, RE31, RE37
Oceanic Properties, AF32, GH32

Office of Statewide Health Planning and Development (OSHPD), BB22–3, BB32, BB38, BB43, KS38

Citizens Business Bank Arena (Ontario, Cal.) project
  uses PHMRF, JS29

Orchid at Mauna Lani (Kohala Coast, Hawaii) project, KL29

Orrico, Frank, BI9–10, BH6–7, BH28, DPB17, LS4–5, MP48, RK31

Osheroff, Chris, RM67

Osterman, Russell J., BH4, BH28, BI3, DC3, DC25, DC29, DC60, DC64, DC66, DC71, DC72, DC75, DC76, DC85, DPB7–8, DPB10, DRB21, DRB71, DS2, DS4, DS23, DS40, DS69, DW42, DW43, GH17, GH50, GH53, JE6, JE9, JE21, JE22, JE24, JE36, JE37, JE38–40, KP4, KP7, KP12–13, MP3–4, MP18–20, RE21, RK7, RK10, RK12, RK28–9, RK31, RP17–18, RW5, RW23, SP6, SP17, SP23
  Approach to buying out subcontractors, DRB69–70
  AT&T/PT&T (San Francisco), as development projects, DRB69
  business deals with Jon Eicholtz after retires from Pankow, JE12–14
  CJP’s right-hand man, confidante/complements CJP, BI48–9, DW8–9
  develops business relationships, AM34, DC10, DC13, DC31, JE28, JE29, RW8
  develops Winmar relationship, DC32
  estimates Peter Kiewit Sons’ jobs, AM29–33, DC22, RE4
  estimates Pankow jobs, DC62–3, DS8–10
  hires Darl Williams as VP of Finance, DC48
  hires Kay Jones as VP of Finance, DC47
  Holiday Inn (Toledo, Oh.) project, DRB1–3, DRB29–30
  Jefferson Plaza (Spokane, Wash.), as development project, DC17, DS15, DS27, RW2
  leases 2101 Webster to Blue Cross, RW12–15
  leaves Pankow, LS35–6, RK57–8
  legal action against CJP, DRB28, DC84–5, GH56, JE25–6, LS36
  negotiates deals, BI48–9, DW8–10, JE17, KL11–12, LS18–19, RW4–6, RW18–21, TM27, TM30, TV30–4
  after he retires, no Pankow development projects, DW9, JE14–17, JE31–2
  Citizens Bank Building, as development project, DC17, DS27, JE31, LS24–5, LS47, MP16–17, RW2
  ownership interest in CPI, DS6–7
  partner in Copco, DC18
  partner in Equipro, DC18
  recruits engineers, DC22, DC24
  recruits Dick Walterhouse, DW5–7
  reduces day-to-day responsibilities, DC49–50
  rehires Ralph Tice for Citizens Fidelity Bank Building project, DC28, LS13–14
  replaces CJP as district superintendent at Peter Kiewit Sons’, then leaves for Pankow, RM18–20
tells Rik Kunnath he’ll fail if he tries to follow CJP’s “marching orders” to the letter, RK12
San Jose Plaza, as development project, BH13–14, DC62, GH42–3, JE31, LS18–19, LS25,  
RW1–2, RW7–8
value to company, BI48–9, JE10–11, JE17
works with Peter Kiewit Sons’, AM29–33
leaves Peter Kiewit Sons’, GH8, LS18
urges CJP to start firm, DC67, DPB6–7, GH15–16

Outrigger Royal Waikoloan Hotel (Waikoloa Beach, Hawaii) project, KL29–30, KL33

Outrigger Wailea (Wailea, Maui) project, KL33

Oxford Development Company, JE11

Oxmoor Mall (Louisville, Ky.) project, BH8, BH26–7, ML37

Pacheco Village (Novato, Cal.) project, DS18, DC34

Pacific Construction Company, JE2–4

Pacific First Federal Center (Portland, Ore.) project, KS11–12

Pacific Monarch (Honolulu) project, AF91

Pacific Plaza (Daly City, Cal.) project, KS44, WW12, WW16, WW22–3
uses PHMRF, JS29

Pang, Alvin, FHA director, Honolulu, GH36–7

Pankow, Betsy Rue, AJ18, AJ24, LS6
and Middle Ranch, KP38, SP39–40, TM31–4

Pankow, Charles J., Sr., DC11–12, RP1, RP8–9, SP1–2
does not participate in ownership of Sollitt; incentive for CJP to establish employee
ownership, TM4–5

Pankow, Charles J., Jr. (CJP)
American Concrete Institute activities, presidency, JM2, JM15–16, KP42, LS29, RL52,
SP36, VD28, TV33
art collection, AJ14–16, DC75–6, RP30–1, RW15–16, SB5–6, TM42–3
attributes
affinity for trades people/field personnel, AM68–9, DW50, KL8, RK89–90, WW22–3,
SP29–30, TV12–13
asks almost impossible-to-answer questions, AF53, BB45, RK3–4, RK86, RL16–17,
WW22–3, SN17–18, SN39–40
believed that people build buildings, not technology/techniques or management
processes, JS23
builder, not a designer: pursued profitable, economical work, was not motivated by
altruism or need to better the community or built landmark structures, even though
many of the buildings were of the signature variety, or need to make work TM65–7
business-savvy, as much a businessman as civil engineer, KP3, KP7, TM39
uncanny business sense in avoiding bad deals/clients, RL17
careful in what he promises, but follows-up on promises, KL3, TM64
charismatic, DRB67, GH3, RE3
clear thinker, VD17
compassionate, SB18–19
competitive/driven/perfectionist/pushes people to come up with new ideas/never
satisfied, AJ8–9, AJ25, DC12, JS5, JS37–8, RE3, RK89, RL18, RW26, SN12–13,
TM17, TV12, TV64–5
“Could be a little intimidating . . . just a very forbearing type of individual, from my
perspective, and he was real matter-of-fact,” RW17
“Could charm the birds off the trees. But he was also the kind of person a lot of people
would meet Charlie and didn’t like him immediately, because he was very
straightforward,” AM4
creative, KP10, TM64, WN9
did his homework/knew his business, SB18–19
did what was needed to get the job done, JH10
“engineer in thinking,” TV5 (see also DC22–3, KP10, RL19, SB18–19, TM60)
curious about engineering problems, RK86, RL17, TM60
“felt that there were ways that a builder or contractor can improve the performance
and efficiency of buildings with the structure,” TV5
since structure had “one of the major roles in the cost and function of the buildings,
and so he was very structural oriented,” TV5
fair, TM64
far-sighted/forward-thinking/vision, JH5–6, JH10, KP9, WW23, VD25
financially astute, RK86
financially conservative with company, AM18–21, BI57, RK80
focused/intense/passionate/dedicated, DB49–50, JS4, RP6, TM56–7, WN16–17
flip side: total lack of interest in things not important to him, AM23–4, DW54–5
generous, AM66, DRB67, RK89
pays for vacation for Alan Murk and wife, AM22–3
CJP distributes presents as part of Christmas event at Paseo Colorado, BB45–6
pays Doug Craker’s moving expenses, DC85
pays for health insurance for Mike Liddiard’s wife, ML36
gracious, BI57, MP20–3, MP29–30
hardworking, JH10, SP6
honest/above-board, AJ25, SB18–19, SP13–14, SP45
humble, BI57, RK88–9, SP25
innovative, AF76, DRB65, DW43, KP9, RE43–4, SN12–13, TV12, WN9
inspirational, RE44
integrity/fair play, AJ25, KL3, SB18–19, SP13–14, SP45, TV12, WN33–4
walks away from projects where developer not trusted, TV66–7
intimidating, BB45, BI48–9, DRB19, KP4, TM60, WN16
intuitive/insightful, AM61, DB48–9, TV61–2, TV66–7, WN9
larger-than-life kind of guy, TV11, TM60
likes people/humanity, SB18–19, SP13–14
management style
does not explain his decisions, DW54
expects loyalty, returns loyalty, AM57–9, BH37–8, RW10, TV13
gives “marching orders,” impossible to follow literally, but expects initiative, goals to be reached, GH49–50, RK12–13
never the bearer of bad news, BI43, TM54–5
noncommittal until he absolutely had to commit and figured he had the best answer, KP7–8
not confrontational, GH18
plays people off one another, creates internal rivalries, BI50–2, DC83, GH50–1
mutual respect, DRB27, SB33, TV12–13, TV57–8, VD17, VD25
passion for building/loved the business, KL8, TM60
professional, KL3, SP13–14, SP45
“Put people at ease,” MP34
reserved/aloof, AM23–4, DW43, KL1, KP4, RK3, TV12
shy, but social, RK88–9
salesmanship, BH6
sincere, SB18–19
smart/sharp, BI57, DW44, KP3, WN9
stayed out of politics of deals, did them for sake of private enterprise, but liked to leave places/sites better than they were, RW6
“Was a tough guy to read sometimes,” MP29
well-organized, VD17
“You always knew he appreciated what you did,” AM10
“You never ask him. You run options by him. You never ask him what he thinks we ought to do,” MP21
biographical, AJ1–6, AJ10–12, RP38–9, VD18–23
business success (non-construction), SP38
charitable donations, RP30
Chi Epsilon honorary member, VD39
Civil Engineering Research Foundation (CERF) activities, VD28
company parties at house, AJ16–17, BH30–1, LS42, RP15–16, SP34–5
control of company financially, AM18–20, LS36
see, also, reorganization
convinces Ralph Tice to return to CPI, DC28
delegates responsibility after contract signed, (contrasts with strict oversight of getting work), BB46–8, BH6, BH14, BH37, DS13, DS39, DW49, KL43–4, RL18, SB34–5
develops business relationships, AM8–9, AM34–5, BH5–6, BH14, BH37, DC12, DC31, JM16, LS22–4, RK76–7, RM87–9, SP13–14, VD10–12
deals only with people with decision-making authority, DC8–9, DC41, SP25
leaves others to negotiate, JE27–8
sets rules of engagement on getting work: ROI criteria on projects, lump-sum, etc., AM9–10, DC57, DW49, GH50
limits growth of company, KP20–1, KP27
on not taking work to keep people busy, KL18–20
on walking away from projects, TV66–7
CAP Management and Development, timeshares (The Cliffs, Princeville, Kauai), TM39–41
financing of, MP38–9
noncommital until he absolutely had to commit and figured he had the best answer, KP7–8
why no development projects after 2101 Webster, DW9, JE15–17, KP23–4, RW20–1
health issues, AJ12–14, AJ24–25, TM50–1
hires Darl Williams as VP of Finance, DC48
hires Kay Jones as VP of Finance, DC47
member, Dean’s Visiting Committee, School of Civil Engineering, Purdue University, JM3, VD4–7
member, National Academy of Engineering, VD29
mentors others, SP26–7, TV11–12
Middle Ranch, KP38, TM31–4
MP Communications Partners, TM35–9
never retires, BI52, DS39, JH22–3, KP17, MP45, RK57–62, RP34, SP22–4, TV61–2
on nepotism, AJ22–4, DC12, RP20–2, SP2, TM15–16
partner in Copco, DC18
partner in Equipco, DC18
perpetuating the company, AM63, DC71–2, KL38–9, MP43–4, WW18–20, SP15–20,
TM12–16, TM48–9, TV35–7, TV59–60
pride in his work: no lawsuits from owners, arbitration, AJ21, ML37, SP10–13
pride in his work: distinctive buildings, AJ21–2
pride in his work: ensure quality of building even after guarantees ended: Louisville caulking example, ML37
professional legacy, BI56, BH36–7, DW54–5, JS38–40, KP44, MP54–5, RK87–8, RL52–3,
RP19–20, WW18–20, WW60–1, SP45, TV64–5, WN33–4
receives Distinguished Engineering Alumnus Award (1970), JM3
reduces day-to-day responsibilities, DC49–50
starts his company, AJ7–9, AM6–18, BH3–5, DPB6–7, GH7–9, GH15–16, GH20–2, LS7,
RM20–2, RM31–4
felt that “he, with a group of people out of the Kiewit organization, could find better ways to build, because he had an engineering background,” TV5
reluctant to start, because he wanted to be big, and that takes money, DC2
supports construction research, SP36–7
supports Purdue University, JM7, RP30, RP36, SB7–8, SB14–17, SB20–1, VD30–1, VD37
tax planning, KP7–9, KP15–18
travels extensively for work, AJ14, GH4
in office Monday, flies to San Francisco Monday afternoon, returns Thursday evening, in office Friday and Saturday, DC81–2, JH3
policy of not letting others know his schedule, DS12–13
travels for pleasure, AJ15–16, RP26, SP24–5, SP38–9
visits job sites, AM25–6, AM51–3, BB8–10, BB46–8, KS6, KS26–7, ML10, ML12–13, WW6–7, WW22–3
develops design/build approach
on American Cement Building project, RL40
on First & C Building project, GH10–12
runs Air Defense Command Headquarters project, BH3, LS5–6, LS11
runs Los Angeles Music Center project, GH14–15, RM11–12
precasts concrete for State of California Division of Architecture job, AM39–40
relationship with Peter Kiewit, GH6, GH15–16
talks about importance of training people below you to take your place, RM35–7
works for S. B. Barnes Associates, RP1–2

Pankow, Charles J. III (“Chip”), AJ18, AJ23–24, LS6, RP25, SP8, SP39, TV2–4
summer construction jobs with Pankow, RP11–15, SP8
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Parker, Jack, GH44, SP27–9
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- handles 2101 Webster office building, MP18–20
- handles Gwinnett County, Atlanta, site, MP37–8
- handles disposition of Citizens Bank Bldg., MP17
- performs real estate analysis for Catellus’s Mission Bay (San Francisco) project, MP35–6
- travels to Eugene, Ore. With CJP, Osterman, Stephan, MP28–30

Peter Kiewit Sons’, AJ5–8, AJ10, DS1, KL15, LS5, LS11, LS15, RP2–3, RP27, RP32, RP41,
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- CJP convinces Peter Kiewit to allow him to establish building division within Southwest
  District, AM4–5, GH6–7
- Peter Kiewit “nervous” about CJP’s way of doing business (negotiating v. bidding), LS7,
  LS15, RM23, RM44–7
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- assists launch of Pankow Special Projects, WN15
general partner, DW51, TV60, TV63, WN32–3
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Perini Corporation
- and Resort at Squaw Peak project, ML26–8

Poindexter, Bill, partner, Poindexter & Doutré, BH4, DC19, DC32, DC64, SP10

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Press, Marc, KPFF structural engineers, SN33, SN38–9, SN44

Pruyn, Bill, Pacific Construction Company, JE2

PT&T Building (San Francisco) project, AM45–6, BH9–11, DC50, JE6, ML5, RW7, SP27, SP34
  slipforming innovations on (using pneumatic rather than hydraulic jacks), RL22–4

Purdue University, BB1, BB6–8, BB35, DB1–5, JS1–3, JS22, JS32, KP12, KS1–6, KS22, ML32, RL1, RL24, RL53, RP18, RP31, RP35–6, RP38, RP39, SB2–3, SB25–6
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Roeters, Gaylin, JH14

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Sandahl, Lee, AL26, BH2, DPB23, DPB31, LS1–3, LS42, LS47–8

Sanders, Joseph
chair, Research Committee, ACI, JS31
director of engineering
PHMRF development as, AF107, JS19, JS29–30
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general partner, DW51, TV60, TV63, VD42
project engineer, 411 E. Wisconsin project, JS8, JS11–12, KS20
project manager, Capitol Court Mall renovation project, JS13
project sponsor, Montage project, WW14
project sponsor, MTA Gateway Center project, JS25–6, KS31, WW11–12, WW44
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recruited by CJP while at Purdue, JS1–3
superintendent, Brea Mall project, JS14–16, JS26
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Sanger, Wally, developer, Hawaii, GH32

Schmidt, David, GH64

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Sheppard, Lyle, operations manager, Hawaii, AF27

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Shin, Danny, structural engineer, RM115

Shorecliff Tower (Santa Monica) project, RE4, RM12–13, RM70–1
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Slavsky, Frank, architect, AF38
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Smith, Kevin, KS1–5, KS45–50, WW16
  field engineer, Pacific First Federal Center project, KS11–12
  project engineer, 411 E. Wisconsin project, KS12–21
  project engineer, Crocker Plaza project, KS11–12
  project engineer, USC “A” parking structure addition, KS8–9
  superintendent, 2101 Webster project, tenant build-outs, KS27–9
  superintendent, Brea Mall project, parking structure, KS29
  superintendent, Capitol Court Mall project, KS21, KS24–6
  superintendent, Montage project, KS41–2
  superintendent, Paseo Colorado project, KS39–41
  superintendent, White Memorial Medical Center project, medical office building and parking structure, KS37–9, KS51–2
  supervises precast operations, MTA Gateway Center project, KS30–1

Smith, Pete, developer, Hawaii, GH32, GH44

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Spieker, Warren E. (“Ned”), Jr., DRB25

Stanford Shopping Center parking structure project, WW12, WW25
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Stanton, John, Professor, University of Washington, SN11, SN29, SN37

Stark, Bruce C., GH39


bets CJP that net worth of company would double in 10 years after reorganization, DS32–3

develops and promotes PHMRF, BH20–1, DS58–62, SN11, SN28–9, TV52–3

encourages Rik Kunnath to be company rep on DBIA, RK36–8, RK68–9

joins Pankow as one of group of engineers (1972), DS3–5

leaves Pankow, LS36–7, RK57–8

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president, ACI, DC80, DW52, LS29, RL52, TV48

recruits Kevin Smith, KS2–3

vice president/president of Pankow, DS6–8

CJP cuts Stephan out of reporting loop in San Francisco, RK13–14

works with Guy F. Atkinson, BI2–4, DS3–5

works as project sponsor with Winmar, DS3, DS6, DS8, DS10, DS19, DS24–9, DS37, DS40–1

writes article, gives speeches on role of constructor after Hyatt Hotel disaster, DS20

Strauss, Joseph

and Golden Gate Bridge, VD19–21

Stuart, John N., Sollitt Construction Company, DC1–5, DC41

Sukamto, Sukarman, developer-owner, Waikiki Landmark, AF79

Sunset + Vine (Hollywood, Cal.) project, RL37–8, SN25, SN38, TV47

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Swinerton, William A. (“Bill”), JE2, JE19–20


structural engineer, MacArthur Broadway Center project, GH9, GH24

Tanaka, Charlotte, GH64

Tegatz, Fritz, SP36, SP39, TM32–4

Temcor, Gardena, California, maker of geodesic domes, AF86, AF89

Tener, Robert K., VD40–1
Thain, Jim, RM84–5
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Tice, Ralph, AM16–17, BH3–4, BH13, BI8, BI18, DPB2, DPB4–6, DPB30, DRB71, DC3, DC12, DC76, DC79, DRB7, DS17, GH5, GH7, GH15, GH17, GH23, KS4, LS31, LS42, RE5, SP6
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operations manager, GH27, GH54, ML21, WW49
quits Pankow to become rancher; returns to company, DC28, DC66, LS13–14
“single-handedly could build a building, all by himself, given enough time,” BI7, KS21–4
superintendent, Butter-Nut Coffee project, DRB4–5, DRB20
superintendent, MacArthur Broadway Center project, LS7–8
superintendent, James Campbell Building project, BH15–16, DC58, GH27–8
superintendent, Citizens Fidelity Bank Building project, BI26, DC28–30, LS13–14, LS23
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Timoshenko, Stephen, LS21

Tornrose, Bill, WW14
superintendent, MTA Gateway Center project, KS31, WW11, WW44

Townsend, Mike, JE9, JE26

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Turner Construction Company, JE18, KS34
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Vawter, Judy, DW46, JH23, WN9

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establishes Professional Development Committee, TV42
general partner, DW51, TV60, TV63
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president, AC1, DC80, DW52, LS29, RL52, TV47–51
project engineer, City of Buenaventura parking structure project, TV20–3
project engineer, Bachelor’s Enlisted Quarters project, Los Flores Area, Camp Pendleton, DB9
receives ACI’s Roger Corbetta Award, TV51
role in establishing MidState Precast, TV54–7
serves on university advisory boards, TV41
superintendent, USC parking structure “A” project, DC25, ML16

Victor Gruen Associates, DS40

Vocke, Harvey
carpenter foreman/project engineer with Peter Kiewit Sons’, RM8–12, RM112
works for Pankow on James Campbell Building project, GH26

Waikiki Beach Walk project, AF91, WW26, WW59

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enjoys working with CJP/Russ Osterman, RW18–19

Walker, Herb, DC20, DC45, DC68
inventor, “Walker” slipform jacks, AF13–14, RM74–7

Walker, Lew, RW2

Walnut Center (Pasadena, Cal.) project, JE10

Walt Whitman Mall (Long Island, NY) project, JS14, KS49, RL7

Walterhouse, Dick, BB12, BB35, DW1–7, DW12–14, DW42–3, RW24
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chief risk officer, DW40–1
heads Pankow Special Projects, DS34–5, DW29–34, RK51–2, TM67–8, WN7–8, WN37
general partner, DW51, TV60, TV63, VD43, WN32–3
project engineer, Kaiser Permanente parking structure project, Hayward (Cal.), ML31
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project engineer and superintendent, 2101 Webster project, DW18, ML31
project sponsor, San Francisco office, DW19–21
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Ward, William “Red”, BB28, BB34, BB48, WW1–4, WW15–16
CJP welcomes WW to company at 1988 annual meeting, WW20–1
field superintendent, MTA Gateway Center project, WW42–4
field superintendent, MWD Headquarters project, WW42–7
hired as carpenter foreman on Shoreline Square Sheraton Hotel project, WW4, WW7, WW9
hired to work on 10380 Wilshire condominium project, WW8
hired to work on South Coast Plaza II parking structure project, WW4
is promoted to field superintendent, WW9
is promoted to project superintendent, WW12
operations manager, WW16–18, WW41–2, WW47–50
is named operations manager, WW12–13
runs Waikiki Beach Walk project, WW26
superintendent, Pacific Plaza project, WW12
superintendent, Stanford Shopping Center PHMRF parking structure project, WW12,
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works with Bill Hughes on Clarion Electronics Headquarters project, WW8–9
works with Bill Hughes on Roosevelt Field Mall expansion project, WW11, WW24–6
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- absorbs A. J. Ball Construction, RE30–2
- acquired by Obayashi, RE31
- completes first public project (Hayward, Cal., BART station), DRB37–8
- contributions to the construction industry, DRB60–1
- design/build, as practiced at Webcor, DRB23–7
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- as example of finding solutions to meet schedules, BB42–5
- delay because of owner’s failure to procure medical equipment, BB32–3
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Wilford, Joe, JH14

Williams, Darl, DC47–9

Wilson, Lionel, mayor, Oakland, California, RW5
Wilson, William III, BH9, BI42, DRB30–1, RE27–8
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Wou, Leo, AM36, GH38, LS35
  architect, Hilo Mall and J. C. Penney store, GH38
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Yamashina, Richard, carpenter foreman, Windward Mall (Kaneohe, Oahu) project, KL8

Yang, Henry, Dean, Civil Engineering, Purdue University, JM1–2, JM11, SB4, VD1, VD6, VD30

Yang, Y. C., structural engineer, T. Y. Lin, Kukla, Yang & Associates, GH24

Yee, K. Tim, Kaiser Development Company, GH30

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