Charles Pankow Legacy Project  
Interview Index

Each of the interviews included in the collection is coded with a two-letter 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.

The interview key is as follows:

AF  Albert W. Fink  
AJ  Albert Josselson  
AL  Arthur Love  
AM  Alan D. Murk  
BB  Bill Bramschreiber  
BH  Bob Heisler  
BI  Brad D. Inman  
DB  Dean Browning  
DC  Conan “Doug” Craker  
DS  Dean E. Stephan  
DW  Dick Walterhouse  
GH  George F. Hutton  
JE  Jon T. Eicholtz  
JH  Joy Haystead  
JM  John F. McLaughlin  
JS  Joseph Sanders  
KL  Kim Lum  
KP  Kim Petersen  
KS  Kevin Smith  
LS  Lee Sandahl  
ML  Mike Liddiard  
MP  Mark J. Perniconi  
RE  Rosser Edwards, Sr.  
RK  Richard M. Kunnath  
RL  Robert Law  
RM  Norman L. “Red” Metcalf  
RP  Rick Pankow  
RW  Russell L. Wahl  
SB  Steven C. Beering  
SN  Suzanne Dow Nakaki  
SP  Steve Pankow  
TM  Timothy P. Murphy  
TV  Thomas D. Verti  
VD  Vincent P. Drnevich  
WN  Wally Naylor  
WW  William “Red” Ward
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Doke, Jeff, KS44, ML32
project manager, Waikiki Landmark, DB32
superintendent, University of Hawaii Arena project, BB24

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,
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works briefly for Christie Company between Kiewit and Pankow, RE11–12
works for Kiewit
    estimates jobs in Altadena 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 Pankow
  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
  superintendent, Penny’s Department Store (Long Island) project, RE16–17, RE23

Eicholtz, Jon, KP4, KP13, KP19, MP2–5, MP37, RK7
  career after leaving Pankow, JE10–14
  chief estimator, George A. Fuller Company, JE18
  develops 10560 Wilshire project, JE7–8
  develops Catalina Landing project, JE8, JE28
  executive VP/president/CEO, Pacific Construction Company, JE2–4
  involvement with 2101 Webster project, JE9–10
  joins Pankow, JE4–6
  leaves Pankow, JE36–7
  moves to mainland with Pankow, JE6–7
  works for Swinerton & Walberg; project manager on Sheraton Waikiki, JE1–2, JE19–20
  works on Section 8 Housing Choice Voucher Program projects, JE6–7

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

Englekirk, Robert E., SN1–3, SN5, SN8, SN34–5

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Fellows, Mark, Pankow Special Projects, WN23
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
   gets MBA from University of Hawaii, AF8, AF52
   hired by Pankow to work on Kauluwela Elderly housing project (1971), AF8–16, AF21
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   project engineer on The Esplanade project, AF23–31
   project engineer on Pearl I project, AF31–3
   project engineer on Pearl II project, AF31–46, RF118–21, RM37–9, RM105
   superintendent, Executive Centre project, BB15–17, RM39
   works at Los Angeles Flood Control District, AF1–2
   works at Bechtel, AF2–8, AF47–50

First & C Building (San Diego) project, GH10–13, RM9–13, RM35–7, RM74

Flowers, Fred, partner, Bohnert, Flowers & McCarthy, DC19

Froid, Stanley H., Tudor Engineering, GH31

Fuller, R. Buckminster, AF86, AF89

Gehry, Frank, SN22

Gerell, Robert, developer, Hawaii, GH32, GH44

George A. Fuller Company, LS32–3
   compared to Pankow, JE19

Giron, Tony, AF59, AM8, DC3, DC66, DS41, GH6, GH17, RL3
   asked to retire early from Pankow, RM62
   general foreman on First & C Building project, GH14, RM12
   learns how to make fiberglass molds, DS64
   leaves Kiewit 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, GH17, DC3, DC66, DC76
   asked to retire early from Pankow, RM62
   general foreman, First & C Building project, RM12
   general foreman, Hillerest North Medical Center project, RM15–16
   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 Kiewit, RM8, RM51, RM112

Gutzwiler, Martin, Professor, Purdue University, KS2

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

Gwinnett County, Atlanta site, never developed, JE23, JS36, MP37–8, RK25–7

Hale Kaheka (Honolulu) project, AF91, TM28

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

Hammond, George, AL10, AL27–8, AL34–5, AL39–40, AL53–4, DS25–6, LS12–13
introduces Pankow people to Welton Becket, AL2–3

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

Haskell, Preston, RK68–9

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Hawkins, Neil (University of Washington), DS59, RP19–20

Haystead, Joy, JH1–5, JH7, JH19, JH21–2, JH28–9, VD26

Heede International, San Francisco-based slipforming specialists, RM74, RM77–8

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, BB14–15, GH52, GH59, KL23–6 recruits for Pankow, RK19–20

Heisler, Bob, Key Mechanical Industries, AL26–7, BH1, LS1–2, LS5, LS6, LS7, LS9, LS36, LS43, LS46–7, RW24 attending CJP Christmas parties, BH30–1 helps CJP get bonded with Chubb, BH4 introduces CJP to Bill Poindexter, BH4 introduces CJP to Winmar people, BH6–7 meeting CJP while latter was at Kiewit, BH2 sharing design/build philosophy with CJP, BH2 working on Kiewit jobs with CJP, BH3

Helton, Mike, WN8–9

Henderson, Harold, AM8, DC2, DC10, GH5, GH7 works for Kiewit superintendent, San Mateo Bridge project, RE6 superintendent, Shorecliff Tower, Santa Monica, project, RE8 works for Pankow superintendent, Clementina Towers (San Francisco) project, RE9–10, RE15 superintendent, Borel (San Mateo) office projects, RE19 superintendent, Turk & Eddy (San Francisco) project, GH23

Herman, Scott, HMA, architect, SN16

Herrschcr, Edmond, developer, MacArthur Broadway Center, GH18

Hewitt, Bob, controller (Hawaii), DC46–7 leaves Pankow soon after being transferred to mainland, GH52, GH59

Hillcrest North Medical Center (San Diego) project, GH7, GH10–12, RM13–16, RM69–71, RM78–81
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Hobron (Honolulu) project, BB17, GH40–1, RM86–90

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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 passed over for operations manager position, WW12–13
superintendent, Clarion Electronics Headquarters project, WW8–9
superintendent, MTA Gateway Center project, WW11
superintendent, Roosevelt Field Mall expansion, WW11, WW24–6
superintendent, Shoreline Square project, WW9, WW11
superintendent, The Paramount project, WW12, SN26
superintendent, Tyler Mall project, BB34, SN14–15, SN41, WW9–10, WW24

Hunter, Derk, developer, AM8–9, DC31

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

Husk, Norm, BB34, RL3

Hustace, Ed, Ward Estate, GH31

Hutton, George F., AM35–7, BH15–16, BH32, DC3, DC6, DC67, DS2, DS3, DS8, DS19, DS56, DS57, DS69, DS70, JE1, JE9, JE23, JE25, JE38, KL5, KL6, KL15, KL18, KL22, KL25, KP10, LS18, LS35, LS38–9, RK7, RK13, RK17, RK28, SP17, SP23, SP29, SP41 and design/build approach, DS40–1, GH38, KL12–13, RK20–5, WN21 attributes adept with owners, at getting business, keeping owners happy, AF60–2
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
larger than life figure, good leader, RK20
optimistic, AF60
very approachable, very friendly, once you got to know him, well-liked, KL10–11, RK20–1
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works at Peter Kiewit Sons’, AM35
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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joins, GH3–5
leaves to work with Pankow, GH7–9, RM17–19, RM32
superintendent, Rancho Bernardo Reservoir project, GH7, RM16–17
works on MacArthur Broadway Center project, GH23–4

Inman, Brad, DC24, DC68, DC84, GH49–50, KS21, KS28–9, RK9–12, RK20, RK22
asked to leave firm, BI43
attends Stanford University, BI1–2
consults Pankow on projects in Hawaii, BI46–8
estimates City of Boise parking garage project, BI25–6
is sent to Hawaii in 1988, BI37–40, RK11–12
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project sponsor, PT&T project, BI37
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works for Guy F. Atkinson, BI3–5, DS3–5
works for TAISEI Corp., BI45–6

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ITOCHU (C. Itoh), DB22
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Jefferson Plaza (Spokane, Wash.) project, DC17, DC50, MP26, MP42

Jischke, Martin, president, Purdue University, SB7–8

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

Jones, Kay, DC47

Josselson, Dr. Albert, AJ1–4, AJ8–10

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

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Kauluwela Co-op (Honolulu) FHA Section 236 project, GH36–7, RM29–31

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Kaiser Permanente, BI11, BI24
Keller, Bill
heads Kiewit building division after departure of Charlie Pankow, RE11
leaves Kiewit to join Christie Company, RE11–12

Kennedy, Steve, KS4

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

Key Mechanical Industries (KMI), BH1, BH23–4, LS2–3, LS32–3, LS47–8
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works on design/build team with Pankow, BH11–12, BH20, LS20–2, LS35–7
works with Welton Becket & Associates, AL26–7

visits First & C Building project, GH19–20

Kiewit, Ralph, Jr., BH3, BH19, LS5, RM42–43

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Kimball, Don, DC67

Kohl, George, RK31

Krajewski, Tom, KS21

Kunnath, Richard M. ("Rik"), DC72, DS16, DW8, GH49–50, JH5, JH8, JH28–9, KL4, KL5, KL22, KL44, KP18, KP20, KP27, MP8, MP9, MP22, MP30, MP44, MP45, RP20, RP34, TV55, TV56, VD32
and City of San Mateo, California, projects, KL37–40
and Resort at Squaw Peak project, ML27–8
general partner, DW51, TV60, TV63, WN32–3
gets promoted to project sponsor (San Francisco), DW20, RK9–10
gets promoted to VP, Business Development (San Francisco), RK11–14
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

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
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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 Hawai‘i 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 Kiewit to go with Pankow, but leaves Pankow early on, DC65–6, 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, 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

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. Realities
   repeat client, BI11, BI18, BI28–30, RK46
   Pankow Special Projects client, WN5

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

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 Kiewit, 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 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, DC2, DC31, DC66, 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, LS10
superintendent, PT&T project, BI37, RL2–3
superintendent, Winmar Building project, 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
El Cortez Hotel Convention Center project, AM29–33
superintendent, First & C Building project, RM12
superintendent, Hillcrest North Medical Center project, GH7, RM15, RM78–81
father warns him that Charles Pankow, Inc. won’t survive, urges him to stay with Kiewit,
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, LS4–5, MP48, RK31

Osheroff, Chris, RM67

Osterman, Russell J., BH4, BH28, BI3, DC3, DC25, DC29, DC60, DC64, DC66, DC71, DC72, DC75, DC76, DC85, 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 arbitration with CJP, DC84–5, GH56, JE25–6, LS36

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 Kiewit 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
Jefferson Plaza, as development project, DC17, DS15, DS27, RW2
leases 2101 Webster to Blue Cross, RW12–15
leaves Pankow, LS35–6, RK57–8
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 Equipco, 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 Kiewit, 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
tell value to company, BI48–9, JE10–11, JE17
works with Kiewit, AM29–33
leaves Kiewit, GH8, LS18
urges CJP to start firm, DC67, 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
believed that people built 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, GH5, 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, 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, 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, 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, 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/alof, 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
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
development projects, AM63–5, DC17, DC31, DC50, JE31–4, LS18–19, LS24–5, LS47,
MP16–17, MP26–7, MP42, RW1–11, RW18–19, TM25–30
CAP Management and Development, timeshares (The Cliffs, Princeville, Kauai), TM39–41
financing of, MP38–9
noncommittal 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, 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

Pankow, Steve, AJ23, DC12, LS6, RP22–4, SP3–4, SP12–13, SP16–17, SP39
donates kidney to father, AJ24–5
summer construction jobs with Pankow, SP8, SP27–33

Paramount, The (San Francisco) project
uses PHMRF, JS19, JS29, SN5–6, SN5–6, SN26–33, SN35, WW12
difficulty of finding labor for/increased labor costs of, BB7, KL36–7

Parker, Jack, GH44, SP27–9
leaves Pankow after being transferred to the Mainland, GH59

Partridge, Brett, KL23, KS56–7

Paseo Colorado (Pasadena, Cal.) project, JH27, KS37, KS39–41, RL11–12, TV47
CJP distributes presents as part of Christmas event, BB45–6
difficulties with owner (TrizecHahn), BB55–7

Paul, Tom, DS1, GH6, GH8, SP4–5

Pearl I (Pearl City, Oahu) project, AF31–3, RM100, RM104–6, RM108–11

Pearl II (Pearl City, Oahu) project, AF31–46, AF75–6, BB31–2, RF118–21, RM37–9, RM100–6
wins Associated General Contractors of America’s Build America Award, AF43–6

Pearl Street Parking Garage (Eugene, Ore.) project, SN33, WW12

Pearlridge Land Development Company, AF31–2

Pearlridge Shopping Center (Honolulu) project, BB21, KL23, KL27, KL29

Peat Marwick, DC79

Pell, Joe, San Francisco developer, RE26

Penn-Can Mall (Syracuse, NY) project
construction JV with William E. Bouley Company, DS19

Perini Land & Development Company, JE32

Perniconi, Mark, KP19, MP1–9, MP20–2, RW11
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,
SP3–4, SP6, SP8–9, SP13–15, TV3–4, TV9, TV31, TV40
Air Defense Command Headquarters project, BH3
American Cement Building project, BH3, LS27–8, RL40
Camp Del Mar project, RM7–8, RM112–3
culture at, AM14, RE5, VD23
does bid work only, AM14, AM41
First & C Building project, GH10–13, RM9–13, RM35–7, RM74
Hillcrest North Medical Center project, GH7, GH10, GH12, RM13–16, RM69–71, RM78–81
folds building division after Valley Music Theater project, AM33, RE11–13, RM26
Los Angeles Music Center project, AL2–3, AL35–6, GH13–15, RM12–13, RM11–12,
RM16–17, RM44–5
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
San Mateo Bridge project, DS17, RE5–6
treatment of building division within Kiewit, AM6
Valley Music Theater project, RE10–11, RE15, RM22–6

Petersen, Kim, DS35, KP1–6, JH13–14
assists launch of Pankow Special Projects, WN15
general partner, DW51, TV60, TV63, WN32–3
works in development with Jon Eicholtz, KP13

Perini Corporation
and Resort at Squaw Peak project, ML26–8

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

Portland West parking structure project, ML6–7

Post Properties, BB55–7, KS39–40

precast hybrid moment-resisting frame (PHMRF), AF107–9, DS58–62, JS19, JS29–30, RL27–9,
SN11, SN27–33, TV52–3, TV56

Precast Seismic Structural Systems (PRESSS), NSF-funded research project, SN29–30, SN37

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
Charlie Pankow supports, JM7, RP30, RP36, SB7–9, SB14–17, SP35, VD30–1, VD37
civil engineering program, SB10–13, SB19–24, VD5–7, VD9–10, VD22, VD38
concrete laboratories at, VD14–15, VD30–1, VD41
impact of Pankow on civil engineering and construction management curricula, VD7–10

Rainalter, Rick, Jr., GH40

Ream, Miller, RE27–8
establishes Webcor with Rosser Edwards, David Boyd, and William Wilson III, DC38–9, LS40–1, RE20–21, RE23–5
leaves Webcor, RE37–8

Resort at Squaw Peak project, ML26–8, ML32, ML35

Riggs, Louis W., Tudor Engineering, GH31

Roberts, George, DC68

Roeters, Gaylin, JH14

Roosevelt Field Mall (Long Island, NY) projects, JS14, LS26–7, LS29, KS49, RL7, WW11, WW24–5, WW27
parking structures use PHMRF, JS29, WW12

Rotunda Building (Oakland, Cal.) project, DW36, DW41

Rouhier, Tom, KS9, KS22, RL3

Royal Hawaiian (Honolulu) project, AF91

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

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Sandahl, Lee, AL26, BH2, LS1–3, LS47–8
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Sanders, Joseph
chair, Research Committee, ACI, JS31
director of engineering
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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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project sponsor, Metropolitan Water District project, JS10, JS20
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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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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Stephan, Dean, BB2, BH5, BH12–14, DC24, DC63, DW5, DW15, DW42, GH50, GH63–4, JH3,
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  LS43, MP7, MP8, MP22–3, MP25–6, MP29, MP35, MP37, RK4, RK7, RK10, RK22–3,
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  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
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president, ACI, DC80, DW52, LS29, RL52, TV48
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vice president/president of Pankow, DS6–8
CJP cuts Stephan out of reporting loop in San Francisco, RK13–14
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writes article, gives speeches on role of constructor after Hyatt Hotel disaster, DS20

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

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

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T. Y. Lin & Associates
structural engineer, MacArthur Broadway Center project, GH9, GH24

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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, DC3, DC12, DC76, DC79, DS17, GH5, GH7, GH15, GH17, GH23, KS4, LS31, LS42, RE5, SP6
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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
superintendent, Montgomery Ward project, LS9–10, LS44

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Tornrose, Bill, WW14
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Townsend, Mike, JE9, JE26

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Tudor Engineering, GH31

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Turner Construction Company, JE18, KS34
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Victor Gruen Associates, DS40

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

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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

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
supervises home improvements for CJP, DW44–6
works on 411 E. Wisconsin parking structure, DW15–18, KS18, KS20

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
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works with Bill Hughes on Roosevelt Field Mall expansion project, WW11, WW24–6
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Wou, Leo, AM36, GH38, LS35
- architect, Hilo Mall and J. C. Penney store, GH38
- architect, James Campbell Building project, GH24, GH38
- architect, Kalani Village project, 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, Kulka, Yang & Associates, GH24

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YMCA (Oakland, Cal.) project, DB16, ML17–18, ML31, MP18, RW4

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