

## 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.

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
DPB	Dean P. Behse
DRB	David R. Boyd
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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master builder concept, where one company controls process, like GM makes cars, DW44

CJP vision: carpenters/crafts people complement engineers to create building team, WW41–2

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 CJP style: gives “marching orders,” impossible to follow literally, but expects goals to be reached, so have to disregard what holds one back, BI16–17, GH50, RK12–13  
 CJP style: hands off if you knew what you were doing, hands on if you didn’t (or if you resisted his advice/counsel), BB46–8, RL18  
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key to success: separate management between PSPL and base building group (CPBL), DB38-9

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them well/training them on the job so that they become builders not managers, BB1-2,

BB5-6, BH5, DC23, DC10-12, DC34-5, DC40-1, JE19, JS6-7, JS22-3, KP40, LS29-

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"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,

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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

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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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 “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,  
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 “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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 becomes controller, DC6  
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 works on James Campbell Building project, GH28  
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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,  
 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  
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 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

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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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Fent, Gordon, BH2

Fergane, Ken  
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 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

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

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

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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  
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Heisler, Bob, Key Mechanical Industries, AL26–7, BH1, DPB23, DPB31, LS1–2, LS5, LS6,  
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 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 Peter Kiewit Sons', 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  
 leaves Pankow soon after being transferred to mainland, GH52, GH59

Hillcrest North Medical Center (San Diego) project, DRB8–9, DRB22–3, GH7, GH10–12,  
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litigation associated with, DB35–6

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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  
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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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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

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optimistic, AF60

very approachable, very friendly, once you got to know him, well-liked, KL10–11,  
RK20–1

career before joining Peter Kiewit Sons', GH1–2

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         TM39–41  
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     Aloha Tower project, CJP pulls out of construction contract, prompts GH to resign,  
     GH62–6  
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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,  
     RM69–71, RM78–81  
 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  
     job description as head of San Francisco office, BI11–14, BI33–4  
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     project sponsor, PT&T project, BI37  
     recruited with Dean Stephan, DS3–5  
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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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Kaiser Permanente parking structure project, Oakland (Cal.), ML16, ML31

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Kaiser Permanente, BI11, BI24

Keller, Bill

heads Peter Kiewit Sons' building division after departure of Charlie Pankow, RE11

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Kennedy, Steve, KS4

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

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Kimball, Don, DC67

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 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

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  
 first company estimator, 1982–1988, DS11, KP30, RL4–5  
 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 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 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, 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, 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/alooof, 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  
 development projects, AM63–5, DRB28, DRB68–9, 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, 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  
 works for Peter Kiewit Sons’, 1951–1963, AJ5–8, AM1–7, AM12, GH3–7, LS11, LS15, RP2, RM45–7  
     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

Pankow, Doris, AJ1–4, AJ6–7, AJ16–17, JH33, LS42, RP17, RP34, RW22, VD26–7

Pankow, Rick, AJ24, GH65, LS6, LS25, LS43, RP24–25, RP29, SP39  
 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  
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Paul, Tom, DRB71, 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

Perkins, Sonny James (“Jay”), Safecare Company, DPB21–2

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  
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 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 Peter Kiewit Sons’, AM6  
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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

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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 (PRESSSS), 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

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Rainalter, Rick, Jr., GH40

Ream, Miller, DRB30–1, RE27–8

establishes Webcor with Rosser Edwards, David Boyd, and William Wilson III, DC38–9, DRB14–15, DRB34–6, LS40–1, RE20–21, RE23–5

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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

Safecare Company, DPB21–2

San Jose Plaza (San Jose, Cal.) project, BH13–14, BH29, DC31–2, DC50, DC62, JE6, JE31, LS19–20, LS25, RW7–8, RW15, RW17  
CJP & Osterman sell, MP17, RW10

San Jose State College (San Jose, Cal.) residence hall project, AM8

San Mateo (Cal.) Police Station project, KL40

San Mateo (Cal.) Public Library project, KL39–40

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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

estimates jobs, JS26–8

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

logistics of, JS18–19

politics of, JS8–10

project sponsor, Metropolitan Water District project, JS10, JS20

recruited by CJP while at Purdue, JS1–3

superintendent, Brea Mall project, JS14–16, JS26

superintendent, South Coast Executive Centre project, JS26

works on 10560 Wilshire project, JS7–8

Sanger, Wally, developer, Hawaii, GH32

Schmidt, David, GH64

Seagren, Dave, SN31

Section 8 Housing Choice Voucher Program, JE6–7

Sheppard, Lyle, operations manager, Hawaii, AF27

Sheraton Waikiki project (Swinerton), JE1–2

Shin, Danny, structural engineer, RM115

Shorecliff Tower (Santa Monica) project, RE4, RM12–13, RM70–1

Shoreline Square (Long Beach, Cal.) project, RM66, RM68, RM87, WW4, WW7, WW9.  
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Shorenstein, Walter, WN30, WN36

Sinunu, Alex, WN30

Sixth & Harvard (Los Angeles) project, LS16, RP11

Slavsky, Frank, architect, AF38  
 on why he liked working with Pankow, RM114–6

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

Sollitt Construction Company, DC5, DC15, SP1–2  
 JV on MacArthur Broadway Center project [Charles Pankow & Associate], DC1–2, DC10,  
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 JV on Las Flores Area project [Charles Pankow & Associate], DC3, DC7, DC36  
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South Coast Executive Centre (Costa Mesa, Cal.) project, JS26

South Coast Plaza II (Costa Mesa, Cal.) parking structure project, WW4

South Shore Plaza (Braintree, Mass.) projects, RL3–4, RL8–9, RL25–6

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

Stanford Shopping Center parking structure project, WW12, WW25  
 uses PHMRF, JS29

Stanton, John, Professor, University of Washington, SN11, SN29, SN37

Stark, Bruce C., GH39

Stephan, Dean, BB2, BH5, BH12–14, DC24, DC63, DW5, DW15, DW42, GH50, GH63–4, JH3, JH6–8, JH22, KL13, KL22, KP3, KP18, KP27, KP28, KP30, LS21, LS29, LS39, LS40, LS43, MP7, MP8, MP22–3, MP25–6, MP29, MP35, MP37, RK4, RK7, RK10, RK22–3, RL9, RM68, RP40, SN18, SN40, SP23, SP27, TV51, TV55, TV61, WN7, WW6  
 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  
 Navy experience, DS67–8  
 perspective on Special Projects, DS34–5, RK49–52, WN6, WN8, WN24, WN27, WN37  
 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

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

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

Swinerton & Walberg, GH30–1, JE1–2, JE19–20, WN2–5, WN7, WN18  
 compared to Pankow, WN10–14

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

T. Y. Lin & Associates later known as T. Y. Lin, Kukla, Yang & Associates, DPB27  
 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  
gets sent to mainland with Metcalf, Crawford, Parker, RM65
- The Cliffs (Princeville, Kauai) project, GH40, TM39–41
- 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  
estimates City of Boise parking garage, BI25–6  
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  
superintendent, Montgomery Ward project, LS9–10, LS44
- Timoshenko, Stephen, LS21
- Tornrose, Bill, WW14  
superintendent, MTA Gateway Center project, KS31, WW11, WW44
- Townsend, Mike, JE9, JE26
- TrizecHahn, BB55–7, KS39–40, RL11
- Tudor Engineering, GH31
- Turk & Eddy (Central Towers), San Francisco Redevelopment Agency project, AM8, GH28, RE13, RL24, RM17–18
- Turner Construction Company, JE18, KS34  
impact of going public, DS18
- Tyler Mall (Riverside, Cal.) project, BB12, BB20, DS46, RL9–14, SN8, SN14–15, SN26, SN41, SN42, WW9–11, WW24, WW26–7, WW34–6, WW54  
held up by lawsuit, BB33–4
- U.S. Department of Housing and Urban Development, JE6–7
- U.S. Pacific Builders, GH65, TM28–9
- University of Hawaii Arena (Stan Sheriff Center) project, AF83–90, BB23–6, BB37, DB28–30, GH63–4, KL27, KL32, ML25, ML30  
CJP supports, AF95–7  
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University of Southern California parking structure projects (“A” & “B”), DC25, DS23, KS8–9, KS12, ML14–16, RL3

University of Washington  
and development of the PHMRF, SN11, SP36

Urban Land Institute, JE7

Valley Fair Mall (Salt Lake City) project, RK30–1

Valley Music Theater (Los Angeles) project, RE10–11, RE15, RM22–6

Van Cleave, Ralph, AM17, DC77, DS2, DS3, DS23, GH17, LS16, LS21, LS29

Vawter, Judy, DW46, JH23, WN9

Verti, Thomas D., BB2, BB12, BB40, BB51, DC21–2, DC24–5, DC40, DS23, DS61, DS66, DW7 GH49, JH3, JH28, KP27, LS28–9, LS35, MP1–2, MP5, MP8, MP22–3, MP46, RL3, RL4, RL32, RM68, RP34, RW25–6, SP19, SP23, SP27, TV2–6, VD16, VD32, VD42, WW25

and trying to establish a San Diego office, AL40–1, DC60–1, DS15, JS35–6, RK27–8

asks Red Ward to become operations manager, WW12–13

establishes Professional Development Committee, TV42

general partner, DW51, TV60, TV63

on his years in the field, TV14–16

president, ACI, 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

Waikiki Landmark project, GH41–2, GH62–3, JH28, JS20–1, KL27, KS52, ML21–4, ML25, ML29–30, ML35, WW47

as salvage job value engineered by Pankow, AF79–83, DB31–2

Waikiki Lanais project, AF53–6

Wahl, Russ, LS24–5, RW1–3, RW17, RW18–20  
 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  
 and 3810 Washington guesthouse remodel, DW46, TM45–6  
 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  
 project engineer, Kaiser Permanente parking structure project, Oakland (Cal.), ML31  
 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  
 superintendent, Stanford Shopping Center PHMRF parking structure project, WW12,  
 WW25–6  
 works with Bill Hughes on Clarion Electronics Headquarters project, WW8–9  
 works with Bill Hughes on Roosevelt Field Mall expansion project, WW11, WW24–6  
 works with Bill Hughes on Sheraton Hotel at Shoreline Square project, WW4, WW7,  
 WW11, WW46  
 works on South Coast Plaza parking structure project, WW4  
 works with Bill Hughes on Tyler Mall project, WW9, WW11

Ward Plaza (Honolulu) project, GH30–1

Washington Square Mall (Portland, Ore.) project, LS14, LS34

Webcor

- 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
- early years, DRB34–6, DRB49–50, RE24–9
- establishment of, AM59–60, BI42, DB5, DRB14–18, DRB61–2, LS40–1, SP7, RE19–21, RE23–5
- hiring people from Pankow, DRB66
- impact on CPI's project cost accounting, DC38–9
- Oracle projects, DRB64
- ownership interests in, DRB17, DRB40–1, DRB63
- responses to 1990s recession, DRB37–40
- sets up concrete subsidiary, DRB62–3
- transition years, 1994–2000, DRB42–4, RE33–4
- using concrete within design/build approach, DRB45, DRB50–6
- “Webcor Way,” RE32–3

Welton Becket & Associates, AL1–3, AL8–20, AL26, AL34–7, AL39–40, AL42–3, AL48, AL53–4, BH12, DS25–7

WEST Builders, WW11

Westminster (Cal.) Mall project, JS14, KS49, RL7, WW27

Westside Media Center (Los Angeles) project  
uses PHMRF, JS29, WW12

Wheatcroft, Ron, San Diego developer, RE28

White Memorial Medical Center (Los Angeles) project, BB42, KS37–9, KS51–2  
as example of finding solutions to meet schedules, BB42–5  
delay because of owner's failure to procure medical equipment, BB32–3  
first & last design/build project approved by OSHPD, BB23, BB38

Whitlock, Todd, JH13–14, KL29

Wilder at Piikoi (Honolulu) project, AF23, GH40–1

Wilford, Joe, JH14

Williams, Darl, DC47–9

Wilson, Lionel, mayor, Oakland, California, RW5

- Wilson, William III, BH9, BI42, DRB30–1, RE27–8  
 establishes Webcor with Rosser Edwards, David Boyd, and Miller Ream, DC38–9, DRB14–17, DRB34–6, DRB61–2, LS40–1, RE19–21, RE23–5  
 leaves Webcor, RE37–8  
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- Winmar Corporation, AM42, BB21–2, BB43, BH6–9, BI9–11, DC28, DC29, DC32–3, DC82, DPB21–3, DPB29, DPB31, DS3, DS6, DS8, DS10, KP26, KS49, LS4–5, LS43–4, MP46–9, RK30–1, RL3, RL6–7, RL37, SP14–15  
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 May-D&F Department Store (Denver, Colo.) project, DPB17  
 Montgomery Ward project, LS9–10  
 Oxmoor Mall project, BH26–7  
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 Winmar Building (Bellevue, Wash.) project, DPB17–18, ML3–5
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 CJP visits job site, ML10
- Woodman, Frank, AF75, AF106, AF110
- 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  
 architect, Kauluwela Coop project, GH36  
 architect, The Esplanade project, AF23–4, GH38
- 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
- YMCA (Oakland, Cal.) project, DB16, ML17–18, ML31, MP18, RW4

Young, Marion, RM19-22

Zep Manufacturing, DC72