

Bayside Interiors, Inc.

by Steven Rivera, CEO; Tim Hogan, President; Michael Nicholson, COO



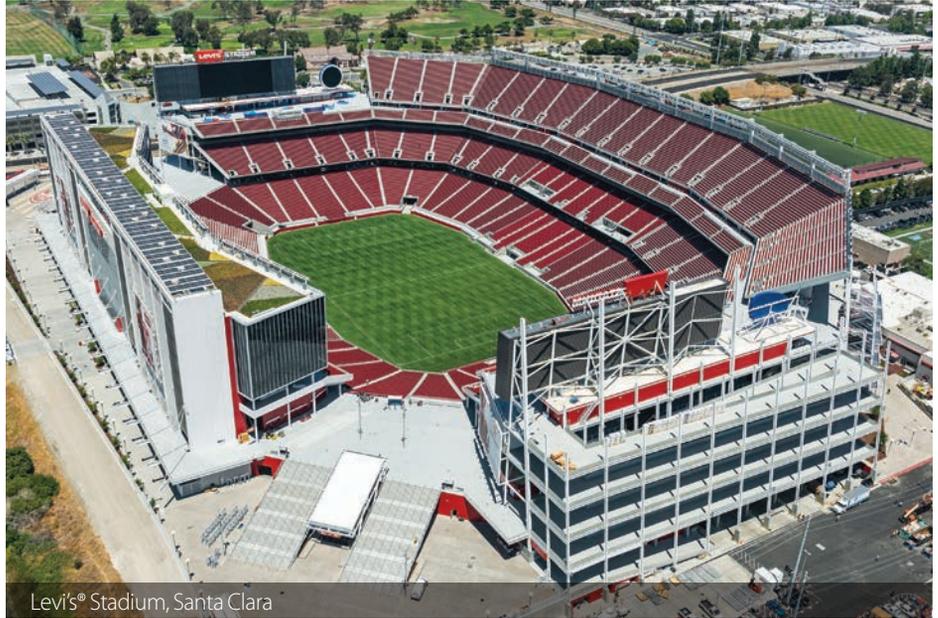
With its family-oriented approach to business, visionary leadership, loyal workforce, diverse services and satisfied clientele, Bayside Interiors, Inc. (BSI) found the recipe for success in the construction industry.

Since BSI's inception in 1984, the leaders of the Fremont-based company have taken many risks to grow BSI to where it is today. Beginning as a small drywall contractor, owner Burke Nicholson envisioned a company supported and continued by his family. In 1998, his sons Michael Nicholson and Steven Rivera had worked their way up to being co-presidents of BSI. With their invested positions in the company, Michael and Steven searched for ways to grow and improve BSI. When Steven played a friendly game of golf with Tim Hogan in 2001, he knew Tim's unique construction skill set would complement the existing company. Burke, Michael and Steven invested in Tim's startup company, Bayside Metal Systems (which offered strut framing, architectural metals and access flooring), sparking bigger things to come.

Knowing they had a powerful partnership, Burke collaborated with Michael, Steven and Tim to ensure the prosperity of BSI's future. "Once I saw these three work together, I knew BSI would be in good hands," Burke said. By March 2006, the three new owners merged Tim's startup, Bayside Metals Systems, with BSI.

"It's not often that owners with diverse ideas and personalities can come together to make a business thrive," said Steven, now BSI's chief executive officer. "Our current executive team has been together for 10 years. We've been blessed that our team has truly grasped the culture that we envisioned. We're constantly challenging each other, but in a good way," he explained.

To set BSI apart from similar businesses, the leadership team embraced the idea of a family-owned and family-oriented operation. BSI wanted its clients to feel the company could be trusted to get the job done well. "Our team took a family-owned business and gave it a professional flavor, an approach that worked to our benefit," Steven said. "The type and size of projects we do now is amazing. We have nearly doubled our project size and value since Tim, Michael and I took over."



Levi's® Stadium, Santa Clara

Despite BSI's current prosperity, the company withstood many trials. "There was no road map in the beginning," Steven reflected. "Industry partners who stood by us, like Fremont Bank, were invaluable for our growth. Otherwise, Bayside wouldn't be where it is today." During this time, the company survived the housing market recession, a learning experience from which BSI was able to prosper.

Now BSI is working to address current challenges in effort to "leap frog" ahead of industry competitors. For example Michael, BSI's chief operating officer, identified that trends are changing with how general contractors work. "General contractors are trying to diversify their skill set, doing more work in-house now rather than hiring specialized outside companies. Customers are starting to self-perform the work that we do," Michael said. To address this issue, BSI intentionally works side by side with general contractors from start to finish, which streamlines and improves a job's quality of work.

In addition to external industry challenges, BSI is experiencing some internal shifts in work-

place culture. In particular Tim, BSI's president, emphasized the challenge of maintaining a skilled workforce. "Our largest internal difficulty is attrition — our very skilled workforce is aging," Tim noted. "While it's great to have new, fresh talent, we need to devise succession plans to pass down industry knowledge." Steven commented, "BSI has some of the best mechanics in the industry, but hiring and retaining talented people is tough. Qualified manpower can make or break a construction company."

In the midst of these difficulties, the company continues to prosper. The leaders credit their range of technical services and strategic decisions for BSI's success. Tim explained, "We offer a total of seven different profit and loss operational divisions." Steven further expanded, "With all the unique services we offer, we believe we are a one-stop shop. Our customers can approach us to execute many different parts of a project rather than hiring multiple specialized subcontractors. We believe this is a value added to the contractor because we can help control the design, schedule and change orders."

What makes BSI different is its flexibility — the company is equipped to handle a range of job sizes. “One of the values we offer in the marketplace is just simply horsepower,” Michael said. “Clients with large jobs? They know BSI can man those projects.”

Furthermore, BSI has been known to get involved with all parts of a project from the cradle to the grave. “We get very involved, detail out the budgets, and look for gaps and holes on the consulting side,” Michael said. “BSI is often asked to review projects before they go out for bids. This is a testament to our credibility and know-how.”

BSI’s industry reputation has spread, opening the door for its team to work on diverse international projects. The company’s vast work for one unnamed technology giant took BSI around the world. International projects — in Singapore, Australia, England, China, Brazil and Canada — and national ones — in New York, Chicago, Texas, Louisiana, Hawaii and Florida — all added to the company’s portfolio from 2006 to 2011. In total, BSI has completed projects in 40 states and 12 countries, serving countless clients in their respective regions.

Currently, BSI’s focus is primarily in Northern California, with a strut framing and access floors office in Los Angeles. With its reputation firmly established, the company operates predominantly on client-based requests, which employ approximately 320 field personnel and office staff on up to 450 jobs per year. Among current endeavors are projects with Seagate Technology, Juniper Networks and Google.

BSI continues to excel. WACA recognized the company in 2015 with two Construction of Excellence Awards (CEAs) for its work on Santa Clara’s Levi’s Stadium: one for Project of the Year – Interior Over \$500,000 and the other for Ceilings. For the same project, BSI received the Association of the Wall and Ceiling Industry’s (AWCI’s) Excellence in Construction Quality Award for Acoustical Ceilings as well. In 2013, WACA also recognized BSI for its work on the Stanford Bing Concert Hall with CEAs for Project of the Year and Ceilings. In previous years, BSI became “tenant improvement” specialists (i.e., first-of-its-kind metal stud load-bearing job) and reduced its safety mod rating from 1.08 to 0.42. The company’s community service is also notable, supporting nonprofit organizations such as The First Tee, Habitat for

Humanity, March of Dimes and Shepherd’s Gate. Considering these accomplishments, it’s likely that Burke, who received AWCI’s Pinnacle Award in 2011, passed down exceptional business acumen and standards to BSI’s current leadership.

Michael shared how WACA has contributed to the company’s industry success. “With WACA’s influence in recent years, we’ve been able to turn our traditional industry competition into long-lasting friendships within the profession.” Steven added, “By bringing diverse parts of the industry closer, WACA’s members can communicate across disciplines so we’re united as a profession. WACA has helped create a stronger voice and greater camaraderie between our fellow competitors in the Bay Area.”

With BSI’s family-oriented approach, good business strategies and loyal team, the company is making its mark around the world. “We’ve been able to create a lot of iconic structures in the modern world,” Tim said. “I feel very fortunate for the chance to participate in these projects. It’s rare to be able to help build major projects, both in our country and around the world, but that’s what BSI is doing.”