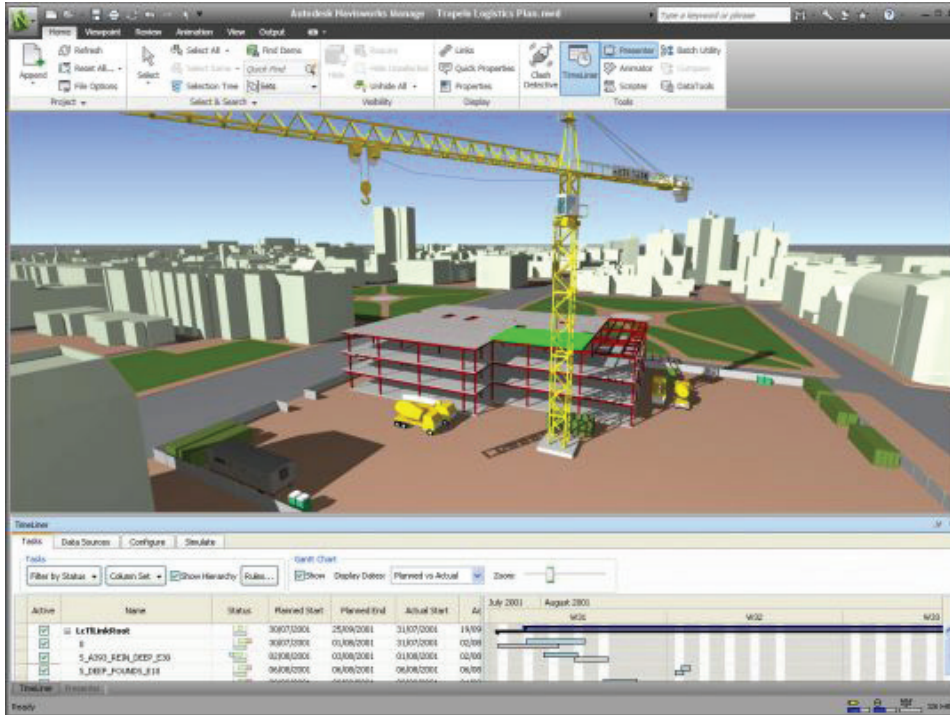


SBE TODAY

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Commentary: Still Waiting for the Revolution



By Nadine M. Post

Various “thought leaders” in the industry have been trying—some would say hitting their heads against the wall—for at least the 37 years that I have been covering buildings (and likely before that), to use technology to streamline, automate and quicken building design and construction.

Time and again, I have heard that the development of a building should mimic a manufacturing process, where producers and designers work hand-in-glove, the product is designed with manufacturing in mind, and procurement and design are choreographed.

These thought leaders have the best intentions. But sadly, although there have been some gains, even those movers and shakers admit they so far have failed to revolutionize building production on any large scale.

- Yes, there is virtual design and construction, which has improved conflict resolution, strategic planning, logistics, project management, scheduling and estimating.
- Yes, there are all kinds of digital tools to improve the construction process and often speed it.

- Yes, off-site construction shows some promise in specific situations.

-And, yes, robots are coming.

Still, the thought leaders gather quite regularly, year after year, to discuss ways to revolutionize building design and construction productivity, and they huddle to tackle the same “problem” again and again, because although some things have changed, the main sticking point remains the same: Buildings take time.

There are likely many reasons for the failure to revolutionize building production. A big one is that many thought leaders labor under a false premise that manufacturing is a valid model for the development, design and production of a building. It is not.

A building is a project, not a product; ergo, no production line is possible. The process of comparing construction one-offs (A PROJECT) to a manufacturing assembly line (A PRODUCT) is fraught with misalignment.

There are obvious reasons manufacturing has assembly lines and construction does not have construction lines. Product manufacturing is repetitive, automatic, small-scale and linear. Construction is not.

In truth, construction productivity is an oxymoron. The term should be construction “projectivity.”

Construction projectivity, at its very core, is inefficient, and for a very good reason. Design is about thinking, and it is tough to quantify thought. Thinking is about quality, not quantity.

For years, I have been reporting on delivery systems that try to superimpose design and construction phases—or move everything up to the beginning—as a good way to save time and money. Building owners and contractors are always trying to rush the R&D (if there is any), not to mention the design time.

The mantra is “get everything done earlier.” Collaborate. Preplan (does that mean plan the planning?). Time is money.

But there is a limit as to how much time can be saved by compressing and conflating design and construction

Continued on page 3

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California Sub-Bid Request Ads

PROJECT: RUNWAY 7L-25R SAFETY AREA IMPROVEMENTS AND PAVEMENT REHABILITATION PROJECT

**THE CITY OF LOS ANGELES, LAWA #25123
LOS ANGELES INTERNATIONAL AIRPORT, CA
THIS PROJECT HAS A 10% DBE GOAL**

BID DATE: DECEMBER 8, 2015 · BID TIME: 2:00 P.M.

Please respond by 4:00 p.m., DECEMBER 7, 2015

We are seeking quotes from all small business concerns - CERTIFIED DBE including, but not limited to, the following work items: SWPPP, HAZARDOUS MATERIAL MITIGATION, SWEEPING, FLAGGING, SECURITY SERVICES, JET BLAST FENCE, JOBSITE TRAILER, CONSTRUCTION BARRICADES, ELECTRICAL (AIRFIELD), HARD REMOVALS, CLEAR AND GRUB, EXCAVATION & GRADING, CONTAMINATED SOIL REMOVAL AND DISPOSAL, POTHOLING, SUBGRADE PREPARATION, AGGREGATE SUBBASE, CRUSHED AGGREGATE BASE, ASPHALT CONCRETE, ASPHALT TRUCKING, ASPHALT OIL, SPALL REPAIR, SOIL-CEMENT, BRIDGE MODIFICATIONS, CONCRETE WORK, REBAR, STORM DRAIN, MINOR STRUCTURES, UNDERGROUND INFILTRATION SYSTEM, AIRFIELD STRIPING / PAVEMENT MARKINGS, REMOVAL, HYDROSEED, TRAFFIC SIGNS, JOINT SEAL, SAWCUT GROOVING, GEOGRID, EQUIPMENT RENTAL, TRUCKING (HAUL)

Coffman Specialties, Inc. is signatory to Operating Engineers, Laborers, Teamsters, Cement Masons and Carpenters unions. Quotations must be valid for the same duration as specified by the Owner for contract award. Insurance and 100% Payment & Performance Bonds will be required, and will pay up to 1.5% for the cost of the bond. Waiver of Subrogation will be required. We will provide assistance/advice with obtaining Bonds/Insurance/Credit/Equipment. Subcontractors must provide contractor's license number and Department of Industrial Relations (DIR) registration number with their quote. Plans and specs are available at no cost to interested DBE firms from the OWNER, LOS ANGELES WORLD AIRPORTS on the BAVN Website: WWW.LABAVN.ORG using the BID ID # 25123 and/or our San Diego Office. We are an EOE & seriously intend to negotiate with qualified firms.

If you have any questions, Please contact Marty Keane: Phone 858-536-3100, Fax 858-586-0164 or email estimating@coffmanspecialties.com.

Non-DBE Subs/Suppliers: Indicate 2nd tier participation offered on your quotation as it will be evaluated with your price. For any bid proposal submitted on or after March 1, 2015 and any contract for public work entered into on or after April 1, 2015, the following registration requirements apply: Every Subcontractor is required to be registered to perform public work pursuant to Section 1725.5 of the Public Contract Code. No Contractor or Subcontractor shall be qualified to bid on, be listed in a bid proposal pursuant to Section 4104 of the Public Contract Code, or engage in the performance of any contract for public work, unless currently registered to perform public work pursuant to Section 1725.5. No bid shall be accepted nor any subcontract entered into without proof of the Subcontractor's current registration to perform public work pursuant to Section 1725.5. If used in our Bid, Coffman Specialties requires this proof be submitted w/in 24 hours of Bid Date.



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RELATED

RFP FOR GOODWILL SITE:

Mechanical, Electrical, Plumbing, Fire Protection & Precast/GFRC

RFP DUE DATE: Monday, December 7th, 2015

Related California ("Developer") is seeking firms interested in providing Mechanical, Electrical, Plumbing, Fire Protection, and Precast/GFRC.

The Project is to demolish most of the two existing buildings on the project site and construct a mixed-use development with two components, a residential and retail development and an office development and permit center to be occupied by several City and County of San Francisco departments.

We encourage interested firms to review documents

(including the Sign In Sheet from the recent Pre-Bid Workshop).

Documents available at <http://mission.sfgov.org/OCABidPublication/BidDetail.aspx?K=10255>

Local Business Enterprises (LBEs) —including MBEs and WBEs—are encouraged to respond.

Contact: Harold Hill at hhill@related.com



Kiewit

Kiewit Infrastructure West Co.
4650 Business Center Drive Fairfield, CA 94534
Attn: Victor Molina - victor.molina@kiewit.com

Requests sub-bids from qualified Subcontractor, Consultants, and/or Suppliers seeking to participate in the Sacramento Regional County Sanitation District of Sacramento County, Biological Nutrient Removal (BNR) Project in Elk Grove, CA.

<http://www.epa.gov/> <http://www.sba.gov/>
www.californiaucp.org
Subcontractors and Suppliers
for the following project:

Biological Nutrient Removal Project – Contract No. 4208
Owner: Sacramento Regional County Sanitation District
Bid Date: January 20, 2016 @ 2:00 P.M.

Disadvantaged Business Enterprises (DBEs)

Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Small Business Enterprise (SBE), Small Business in a Rural Area (SBRA), Labor Surplus Area Firm (LSAF), or Historically Underutilized Business (HUB) Zone Businesses wanted for the following scopes, including, but not limited to:

Asphalt Paving, Aggregates, Carpentry, Casework, Minor Concrete, Concrete Pumping, Concrete Readymix, Concrete Reinforcement Supply & Install, Concrete Forms, Precast Concrete, Cast in Place Concrete, Tilt-up Concrete, Clear & Grub, Grouting, Dewatering, Access Doors, Frames & Windows, Electrical, Equipment, Grading, Finishes, Flooring, Fire-Suppression Systems & Protection, HVAC, Masonry, Metals, Maintenance of Traffic (MOT), Paintings & Coatings, Plumbing, Piping & Valves, Process Interconnections, Quality Control, Security & Fire Detection Systems, Shoring, Signage, Specialties, Street Sweeping, SWPPP, Support of Excavation, Thermal & Moisture Protection, Cathodic Protection, Pre-Manufactured Canopies, Metal Buildings, Earthworks, Bridge Cranes, Steel Joist, Steel Roof Decking, Structural Steel Framing, Joint Sealant, Sheet Metal Flashing and Trimming, Trucking & Hauling.

Bonding, insurance, and any technical assistance or information related to the plans or specification and requirements for the work will be made available to interested CUCP, MBE, SBE, SBRA, LSAF or HUB Certified DBE business suppliers and subcontractors. Assistance with obtaining necessary equipment, supplies, materials, or services for this project will be offered to interested certified suppliers and subcontractors.

**Subcontractor and Supplier Scopes are due
January 15, 2016 and**

Quotes NO LATER THAN January 19, 2016 at 5 PM.

Plans are available for viewing at our office at our address below and through SmartBidNet (SBN).

All subcontractors that are registered in our SBN database will receive an invitation to bid. Please visit <http://www.kiewit.com/districts/northern-california/overview.aspx> to register your company to be able to receive bidding information, Plans and Specifications.

Performance Bond and Payment Bonds may be required for Subcontractors and Supply Bond for Suppliers on this project.

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 Email: adrienne@arntzbuilders.com

REQUESTS QUOTATIONS FROM ALL
 DGS CERTIFIED DVBE
 SUBCONTRACTORS & SUPPLIERS
 and ALL QUALIFIED
 SUBCONTRACTORS & SUPPLIERS
FOR ALL TRADES
 FOR THE FOLLOWING PROJECT:

**JAMES DENMAN MIDDLE SCHOOL –
 WINDOW REPLACEMENT
 SAN FRANCISCO, CA**
BID DATE: December 16, 2015 @ 2:00PM
ESTIMATE: \$1,130,000
**THIS PROJECT IS SUBJECT TO SFUSD'S
 PROJECT LABOR AGREEMENT**

Trades needed but not limited to: Selective demolition, cutting and patching, metal fabrications, rough carpentry, sheetmetal flashing and trim, glazed aluminum curtain walls, aluminum windows and panning, glazing, fixed louvers, tiling repair, hazmat and window shades.

BONDING, INSURANCE, TECHNICAL ASSISTANCE AVAILABLE. PLANS AVAILABLE IN GC'S PLAN ROOM. SUCCESSFUL SUBCONTRACTORS WILL BE REQUIRED TO SIGN ARNTZ BUILDERS, INC. STANDARD SUBCONTRACT AGREEMENT WHICH INCLUDES ARNTZ BUILDERS, INC. REQUIREMENT THAT SUBCONTRACTORS PROVIDE A 100% FAITHFUL PERFORMANCE AND PAYMENT BOND OF THE SUBCONTRACT PRICE FROM A TREASURY LISTED SURETY COMPANY ACCEPTABLE TO ARNTZ BUILDERS. BOND PREMIUM TO BE INCLUDED IN BID AS A SEPARATE ITEM. SUBCONTRACTORS WILL BE REQUIRED TO PROVIDE A WAIVER OF SUBROGATION ENDORSEMENT TO THEIR WORKERS COMPENSATION INSURANCE.

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FOR ALL TRADES
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**SUTRO ELEMENTARY SCHOOL –
 WINDOW REPLACEMENT
 SAN FRANCISCO, CA**
BID DATE: December 15, 2015 @ 2:00PM
ESTIMATE: \$480,000

Trades needed but not limited to: Selective demolition, rough carpentry, finish carpentry, flashing and sheetmetal, sealants, aluminum windows, glazing, plastering, gypsum wallboard, painting, hazmat and window coverings.

BONDING, INSURANCE, TECHNICAL ASSISTANCE AVAILABLE. PLANS AVAILABLE IN GC'S PLAN ROOM. SUCCESSFUL SUBCONTRACTORS WILL BE REQUIRED TO SIGN ARNTZ BUILDERS, INC. STANDARD SUBCONTRACT AGREEMENT WHICH INCLUDES ARNTZ BUILDERS, INC. REQUIREMENT THAT SUBCONTRACTORS PROVIDE A 100% FAITHFUL PERFORMANCE AND PAYMENT BOND OF THE SUBCONTRACT PRICE FROM A TREASURY LISTED SURETY COMPANY ACCEPTABLE TO ARNTZ BUILDERS. BOND PREMIUM TO BE INCLUDED IN BID AS A SEPARATE ITEM. SUBCONTRACTORS WILL BE REQUIRED TO PROVIDE A WAIVER OF SUBROGATION ENDORSEMENT TO THEIR WORKERS COMPENSATION INSURANCE.

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 and ALL QUALIFIED
 SUBCONTRACTORS & SUPPLIERS
FOR ALL TRADES
 FOR THE FOLLOWING PROJECT:

**LAKESHORE ELEMENTARY SCHOOL –
 WINDOW REPLACEMENT
 SAN FRANCISCO, CA**
BID DATE: December 15, 2015 @ 2:00PM
ESTIMATE: \$1,445,000

**THIS PROJECT IS SUBJECT TO SFUSD'S
 PROJECT LABOR AGREEMENT**

Trades needed but not limited to: Selective demolition, chainlink fencing, concrete formwork, concrete reinforcement, cast in place concrete, rough carpentry, gypsum sheathing board, flashings and sheetmetal work, joint sealers, aluminum windows, aluminum storefronts, glass and glazing, patching Portland cement plaster, gypsum board and plaster, resilient wall base, painting and hazmat.

BONDING, INSURANCE, TECHNICAL ASSISTANCE AVAILABLE. PLANS AVAILABLE IN GC'S PLAN ROOM. SUCCESSFUL SUBCONTRACTORS WILL BE REQUIRED TO SIGN ARNTZ BUILDERS, INC. STANDARD SUBCONTRACT AGREEMENT WHICH INCLUDES ARNTZ BUILDERS, INC. REQUIREMENT THAT SUBCONTRACTORS PROVIDE A 100% FAITHFUL PERFORMANCE AND PAYMENT BOND OF THE SUBCONTRACT PRICE FROM A TREASURY LISTED SURETY COMPANY ACCEPTABLE TO ARNTZ BUILDERS. BOND PREMIUM TO BE INCLUDED IN BID AS A SEPARATE ITEM. SUBCONTRACTORS WILL BE REQUIRED TO PROVIDE A WAIVER OF SUBROGATION ENDORSEMENT TO THEIR WORKERS COMPENSATION INSURANCE.

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Still Waiting for the Revolution

Continued from page 1

without sacrificing quality and safety.

Design takes time, even for the development of a product. No manufacturer starts producing the product before the conclusion of product development.

Manufacturers put years into R&D, design and testing before they build the assembly line and push the on-button. Does that time get factored into manufacturing productivity figures?

It took years to produce the Boeing Dreamliner. ThyssenKrupp is putting in at least seven years of effort to ready its maglev elevator—which can travel in almost every direction—for prime time.

I'm all for technology. It has made it possible to design and construct shapes that few would have dared to build otherwise. But with so many "smart systems," technology has also made building infrastructure much more complex. Why would anyone think that building "projection" (not production) time would get shorter? It's amazing buildings don't

take twice as long to design and build today as they did 50 years ago, since many building types are exponentially more complex.

I truly hope the thought leaders find a way to make building design and construction snap together like plug 'n play and that projectivity soars. But I truly don't expect them to.

Source: <http://www.enr.com>

Events & Seminars



GO-Biz to Host Series of Workshops for Businesses Applying for Tax Credits



GO-Biz to Host Series of Workshops for California Businesses Interested in Applying for \$75 Million in Tax Credits

Sacramento, Calif. - The Governor's Office of Business and Economic Development (GO-Biz) today announced a series of 15 workshops across California designed to help businesses apply for the California Competes Tax Credit (CCTC).

"The California Competes tax credit has encouraged hundreds of companies to expand in California and add valuable jobs in the state," said GO-Biz chief deputy director Will Koch. "The on-line application is simple to navigate and the GO-Biz staff works directly with applicants to make the process as easy as possible."

This program is open to any business planning to create new full-time jobs in the state, regardless of size or location. Since 2014, GO-Biz has awarded \$223 Million to 330 companies projected to create over 42,000 jobs and make \$9.6 billion in investments.

GO-Biz will award a total of \$200 million in tax credits in fiscal year 2015-16. The next CCTC application period starts January 4, 2016, with \$75 million in tax credits available. Businesses interested in applying can register to attend any of the workshops and receive valuable information from GO-Biz staff.

Long Beach, CA
Thursday December 3, 2015

<https://www.eventbrite.com/e/how-long-beach-area-businesses-can-apply-for-tax-credits-go-biz-california-competes-workshop-tickets-19625261686>

Eureka, CA
Monday December 7, 2015

<https://www.eventbrite.com/e/how-eureka-arcatia-humboldt-area-businesses-can-apply-for-tax-credits-go-biz-california-competes-tickets-19582287148>

Marin, CA
Tuesday December 8, 2015

<https://www.eventbrite.com/e/how-marin-sonoma-area-businesses-can-apply-for-tax-credits-go-biz-california-competes-workshop-tickets-19555843053>

Apple Valley, CA
Tuesday December 8, 2015

<https://www.eventbrite.com/e/how-high-desert-businesses-can-apply-for-tax-credits-go-biz-california-competes-workshop-tickets-19602008134>

Napa, CA
Tuesday December 8, 2015

<https://www.eventbrite.com/e/how-high-desert-businesses-can-apply-for-tax-credits-go-biz-california-competes-workshop-tickets-19602008134>

South San Francisco, CA
Wednesday December 9, 2015

<https://www.eventbrite.com/e/how-south-san-francisco-area-businesses-can-apply-for-tax-credits-go-biz-california-competes-tickets-19551780903>

Milpitas, CA
Wednesday December 9, 2015

<https://www.eventbrite.com/e/how-silicon-valley-milpitas-area-businesses-can-apply-for-tax-credits-go-biz-california-competes-tickets-19553806963>

Manteca, CA
Thursday December 10, 2015

<https://www.eventbrite.com/e/how-san-joaquin-manteca-area-businesses-can-apply-for-tax-credits-go-biz-california-competes-tickets-19588884882>

Madera, CA
Thursday December 10, 2015

<https://www.eventbrite.com/e/how-madera-area-businesses-can-apply-for-tax-credits-go-biz-california-competes-workshop-tickets-19628808294>

Ridgecrest, CA
Friday December 11, 2015

<https://www.eventbrite.com/e/how-ridgecrest-kern-county-businesses-can-apply-for-tax-credits-go-biz-california-competes-workshop-tickets-19626755153>

Riverside, CA
Friday December, 2015
Details and Registration (tbd)

Members of the CCTC team are available to provide technical application assistance. An application guide, Frequently Asked Questions (FAQs), program regulations, and a video explaining how to create an account are available here - <http://www.business.ca.gov/Programs/CaliforniaCompetesTaxCredit.aspx>

The deadline to submit applications is January 25, 2016, at 11:59 p.m. (Pacific Time) and the online application website will automatically close once this deadline has passed. The online application can be accessed starting January 4, 2016 at www.calcompetes.ca.gov.

About California Competes

The CCTC is part of the Governor's Economic Development Initiative (GEDI) which Governor Brown signed legislation to enact in 2013 (AB 93 and SB 90). GO-Biz evaluates the most competitive applications based on the factors required by statute, including total jobs created, total investment, average wage, economic impact, strategic importance and more. Companies are exempted from paying state income taxes in the amount awarded.

About GO-Biz

The Governor's Office of Business and Economic Development (GO-Biz) serves as California's single point of contact for economic development and job creation efforts. GO-Biz offers a range of services to business owners including: attraction, retention and expansion services, site selection, permit streamlining, clearing of regulatory hurdles, small business assistance, international trade development, assistance with state government, and much more. For more information visit: www.business.ca.gov.

If you have any questions regarding the CCTC or application process, please contact our office at (916) 322-4051 or send an email to CalCompetes@gov.ca.gov.

If you would like to receive information about other GO-Biz programs, press releases, newsletters, and events please click here to register.

Source: California Black Chamber of Commerce