On behalf of the Western Council Board of Directors, I send my enthusiastic welcome to each of you as we start a new year! I am hopeful that this will be a good year for many of us in the construction industry.

We are entering the third year of reduced construction activity – both in the private and public sectors. Funding for projects remains a challenge for many owners. Many owners take this challenging time to reevaluate how they do business and look for more effective, efficient ways to finance, design, construct, operate and maintain facilities.

Western Council of Construction Consumers is among the best organizations that enabling owners to talk with other owners to learn how they are finding adequate financing and innovative means to deliver their facilities programs. These owners also work closely with service providers, such as: architectural, engineering, and cost estimating firms, construction managers, general contractors, and subcontractors to develop and implement better delivery methods.

Delivery methods are evolving from the traditional design-bid-build method, with its inherent risks of time delays, cost overruns, poor quality, claims and litigation to methods that provide for better cooperation among all entities that are needed to develop facilities. Among the methods being used by our members are Public Private Partnership, Design-Build, CM@Risk, Integrated

Continued on page 2

Another “Member - Only” Benefit To Try:

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Since Newsletters are archived on the website, with an index of articles, they will be referred to again and again, so your Ad will be seen more than just the month following placement. A full-page, full-color Ad in the Western Council CONNECTION is $350. Contact Valerie Largin, the Editor now: (916) 599-8020 or vann@wccc.org.
Award-Winning Project Story # 3

The Richard E. Arnason Justice Center met the U.S. Green Building Council’s stringent requirements for LEED Silver certification, with 36 points achieved. To meet these requirements, Sundt’s project team utilized local or recycled materials whenever possible, with over 20% recycled content in materials installed. They designed high-efficiency mechanical systems, and incorporated natural light and ventilation along with other environmentally friendly features. Chemical-free water treatment utilizing the Dolphin WaterCare system, eliminates the need for any chemicals in the HVAC system, and the lighting control system is equipped with motion sensors to shut off light fixtures during unoccupied conditions. Above the jury assembly room, overlooking the Mt. Diablo Range, is a 2,900 s.f. green roof, planted with a variety of native grasses.

One of Sundt’s goals at the beginning of the project was to have no change orders. Through the extensive preconstruction efforts by Sundt’s team, questions were answered and all gaps were filled prior to construction. The only...
Award-Winning Project Story # 3 (cont.)

Continued from page 2

changes to the project after start of construction were owner-directed and minimal. Sundt did several on-site mock-ups and had numerous requests for information en route to coordinating the many details of the project’s intricacies, and ultimately finished significantly under budget with a savings of $2,707,182.

“significantly under budget with a savings of $2,707,182.”

While it was not a contract requirement, the Administrative Office of the Courts did want to achieve the three percent DVBE participation goal set by the California governor and legislature. The project team solicited bids from DVBE contractors, stipulating in the bid documents that a bid preference would be given. In addition, the team broke down bid packages to give opportunities to more DVBE contractors, who would otherwise not be able to take on a larger scope of work. Due to AOC and Sundt’s hard work and collaboration the goals for incorporating DVBE contractors were achieved without increasing project cost. The team strived to be as proactive as possible, looking ahead and bringing together trades involved in the different components to resolve issues before they got to construction. The team used the Last Planner System to collaboratively develop schedules with design partners, subcontractors, suppliers, etc. Sundt also involved subcontractors in the peer review process when considering changes that could be valuable in the lifecycle of the building, and implemented some of their cost-saving suggestions. The team had excellent collaboration and buy-in with everyone on the project. During the design phase, the team worked closely with City of Pittsburg and the end users who would occupy the new courthouse. Sundt constructed mockups for the judges, so that they could see how their courtroom would look.

“The final construction quality was great. We were all proud of this particular courthouse. Sundt did exceptional in the way they managed their subcontractors, as well as keeping this project on track despite challenges.”

Pearl Freeman, Senior Project Manager, Administrative Office of the Courts

One of the first challenges the project team had to address on construction of the Richard E. Arnason Justice Center related to the proximity of the jobsite to the existing facility. The project site was a 4.3 acre infill site adjacent to the existing courthouse being replaced. The judges were particularly concerned that the typical and expected noise of a busy construction site would be a disruption to their courtrooms. In light of that, the team installed a temporary sound barrier wall between the jobsite and the construction area.

Jury Assembly/Community Room for groups

Continued on page 4
Award-Winning Project Story # 3 (cont.)

Continued from page 3

and the existing courthouse prior to the start of construction. This effectively mitigated the noise so there were no complaints of disruption of court proceedings during construction.

The challenges did not let up, even as the team approached completion. An inspection issue concerning fire dampers arose that had the potential to significantly delay completion of the project, while creating a large potential cost impact. What was so notable about this issue is the way that Sundt, HOK Architects, and the Administrative Office of The Courts came together to establish a common goal and resolve the issue without impacting the schedule, or incurring additional cost to the project. It was truly a team effort for the benefit of the project.

Thanks to the team’s dedication and commitment, the project was finished on schedule. The contract called for 601 days. Substantial completion of construction was achieved in 571 days. The overall project completion date included demolition of the existing courthouse adjacent to the newly constructed Justice Center. The courts occupied and began operations in the new Richard E. Arnason Justice Center 27 calendar days ahead of schedule. That time was originally slated for move in, training, etc., but Sundt allowed early move-in by performing training prior to substantial completion and having minimal punch list work remaining after substantial completion.

This new courthouse serves as a gateway to an emerging Civic Center in Pittsburg’s business district. Combining regional materials with crisp, modern architecture, the project establishes an open, transparent presence, while satisfying the program needs of a highly advanced regional courthouse. This building provides traffic, family, criminal trial and arraignment courtrooms within California’s new Trial Court Facilities Standards. The jury assembly pavilion and entry lobby are carefully isolated, yet can be used after hours by community groups.

Courtrooms enjoy natural light and ventilation

“occupied and began operations 27 Calendar days ahead of schedule”

Information Desk Area

Page 4
Today, many public sector managers are well aware of quality and process improvement methodologies. The government division of the American Society for Quality, for example, includes about 1,000 members in the United States and Canada. Many such managers across the nation are now applying various process improvement methodologies within the public sector. Most have met with mixed success, in many cases applying proven methods periodically but not systematically. Readers interested in the research methodology, including how many of these individuals participated in the effort, should refer to the Appendix of this report.

Success Factors and Examples

Organizations that have maintained a long-standing and comprehensive process improvement program such as Lean Six Sigma possess many common features. It is clear that these features enhance their ability to sustain the efforts over a period of time.

• They have been inspired by influences emanating outside of the public sector, usually a leader with business experience.
• They have experienced little leadership turnover.
• They paved the way for the program’s implementation by removing organizational barriers and modifying its culture.
• They focus on certain underlying principles and maintain a consistent conceptual framework, based on Lean and/or Six Sigma, or alternatively Total Quality Management (TQM), the MBNQA guidelines, or the family of standards set by the International Organization for Standardization (ISO).
• They began by employing a full-time administrator to oversee the program’s implementation, but this position was often considered temporary until the program was up and running so as not to create an unnecessary bureaucracy. However, a champion for the effort will continue to be needed in the organization.
• They offer a guarantee to employees that no layoffs will result from a process improvement project.
• They make conscious efforts to communicate program successes internally, such as posting project results electronically or placing storyboards in prominent locations.
• They face similar challenges, revealed by responses to a question asking respondents to consider a list of 20 potential organizational barriers, where most respondents chose the majority of the list as at least somewhat troublesome.
• They did not achieve success overnight, with most taking several years to create a culture that characterizes and sustains their program.

City of Fort Wayne

Mayor Graham Richard of Fort Wayne, Indiana, mayor 2000 –2007, led a Lean Six Sigma effort. The result is estimated savings of $11 million, with no tax increases and increased citizen satisfaction. The program includes a part-time program manager, in place since the program’s inception, who is certified as a Lean Six Sigma master black belt. Thirty employees are trained as black belts and about 100 more are trained as green belts; they all work on improvement projects along with holding full-time operational or managerial positions. Green belts are trained in the same tools as black belts, with the latter receiving more in-depth training, particularly in statistical techniques. The program manager works with the administration to choose projects, target candidates for training, and mentor individuals during the training process. He has also developed and, until recently, delivered the green belt training program. Results of projects and information on the program are

Continued on page 6
available to employees in their departments and available to the public on the city’s website.

**Florida Department of Revenue**

The Florida Department of Revenue initiated “Six Sigma Light” in 2003. “Light” refers to the department’s effort to customize the program by beginning with basic Six Sigma and Lean tools. They also introduced the program gradually so it would not appear to be a heavy-fisted corporate mandate. The department emphasizes category 6 (process management) of the MBNQA criteria, which includes how an organization maintains a sustainable system of process design, management, and improvement. A major emphasis involves benchmarking other public and private sector entities to find ideas, tools, techniques, and business practices that can be adapted to the organization, focusing on a formal structure and the use of basic tools. Their internal newsletter contains information on improvement projects, and an internal web page communicates program initiatives to employees. These communication mechanisms are designed to encourage learning and best practice sharing. The department’s training program is designed to be results-oriented, with education and application performed concurrently. Each participant in the six month training program attends classes one or two days each month. Simultaneously, they each join a team to define a real-world problem, collect data to validate the extent of the problem, analyze root causes, propose potential solutions, and present an action plan to the department’s senior leaders. After the course, they work to complete the action plan and report the results. For every dollar invested in the training program, the department is seeing a $23 benefit.

**For every dollar invested in the training program, the department is seeing a $23 benefit.**

**Florida Dept of Revenue**

**National Nuclear Security Administration**

As a separately organized (semi-autonomous) agency within the U.S. Department of Energy, the National Nuclear Security Administration (NNSA) has accomplished its missions of nuclear weapons stewardship, nuclear nonproliferation, and providing the Navy with nuclear propulsion, using a group of independent private-sector contractors who provide both managerial and operational services. Through benchmarking of these contractors and other public and private organizations, the NNSA identifies best practices in terms of not only what activities take place but also how internal processes are managed. In particular, NN SA has adopted the practice of nurturing an environment that encourages processes to change over time through formal process improvement mechanisms.

While NNSA and its predecessors have employed various business process methodologies over the last two decades, their Lean Six Sigma initiative is relatively new and has been aggressively pursued, with about four to six projects being performed at any one time. Application areas include procurement, finance, hiring, complaint resolution, travel management, and processing security clearances. The

Continued from page 5

Continued on page 7
focus of the projects tends to be reducing delays in service delivery while maintaining strict quality requirements. Projects generally result in the development of standard operating procedures in ISO format that include helpful mechanisms such as flowcharts, checklists, standard data entry sheets, and information handoff forms.

The organizational commitment is evident in their senior management performance standards that include requirements for championing, implementing, and conducting process improvement projects. Lean Six Sigma and process improvement requirements cascade through the management review process down to the line management level. Formal quarterly briefings monitor progress on each project, and semi-annual or annual briefings are held for follow-up of completed projects.

Using Lean Six Sigma for Improvements

Similar features were also noted in successful individual projects, even in organizations that would not be characterized as progressive. The projects tended to employ a formalized project structure, similar to DMAIC, at times with minor modifications. The tools used during the project were very basic techniques that are easy to apply by non-technical employees. These methods included many root cause analysis tools and some very basic statistical tools.

Lean Six Sigma to Improve Tax Collection

The city of Hartford, Connecticut, successfully reduced the processing time for checks in their tax collection office. Most checks are now processed in less than one working day, resulting in significantly higher interest earned by the city. After creating and studying a display of the workflow, project team members were able to remove redundant tasks along with tasks that currently have no real value. More specific job responsibilities were also assigned and the resulting work activities were standardized.

Administrators cite the generation of an “elevator speech” early in the project as an important communication mechanism. This short and simple statement summarized the project’s goals and benefits to the city.

If a public owner gives ground rent credit to a developer, does that make the project public works?

Continued from page 6

If a public owner gives ground rent credit to a developer, does that make the project public works?

Continued on page 8

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Page 7
Lean Six Sigma in the Public Sector (cont.)

Continued from page 7

was used by team members to communicate a consistent message to fellow employees, ensuring transparency and heading off potential misperceptions.

Lean Six Sigma to Improve Classified Information Review Process

Based on feedback from customers and management that the review process for classified information was complete and accurate but not always timely, a team of NNSA staff members requested and received approval to initiate an improvement project. Using the DMAIC methodology, the project team employed process mapping and an associated analysis of potential failures to describe the current process and highlight causes of delays.

The team found that inconsistent use of a tracking database, informal prioritization, inconsistent documentation, inter-agency delays, and unclear follow up activities hampered the process’s effectiveness. After making process modifications, standard operating procedures were developed and implemented. While doubling the information available to management for tracking customer requirements and for resource leveling work, the completeness of system data improved dramatically as did overall cycle time.

Average pothole repair time was decreased from about four days to at most three hours using the same number of employees.

City of Fort Wayne

Lean Six Sigma to Improve Pothole Repair

A significant number of pothole complaints received in Fort Wayne, Indiana, motivated a project in the Street Department. The project team employed basic tools, mainly the creation and analysis of process flow diagrams, along with a simple analysis of data using dot plots and Pareto analyses. The team studied the current process by identifying unnecessary steps and generating ideas on how inefficient activities could be done more effectively.

The data, organized by location, highlighted that repair time delays were weather-related and randomly spread across the city, rather than isolated in particular areas. Changes were made to the complaint-receipt and repair-order distribution activities, the workforce was redistributed to respond more quickly, and various other wastes were removed from the process. Average repair time was decreased from about four days to at most three hours using the same number of employees.

Lean Six Sigma to Improve Licensing Services

The Washington State Department of Licensing identified those offices having excessive customer wait times for obtaining or renewing a driver’s license. Starting at the office with the longest waits, project teams were formed at each location. By focusing data collection on finding process bottlenecks, solutions were implemented that included changes to software, queue organization, and equipment layout.

Most offices achieved a 50 percent or more wait time reduction along with an increase in customer satisfaction. During the projects, many quality-of-worklife issues were identified and changes were made (for example, installing a new office refrigerator), which increased employee satisfaction and motivated more employees to help with future projects.

Lean Six Sigma to Improve Vehicle Maintenance

In Oregon’s Lane County, a process improvement project was initiated after a fa-

Continued on page 9
The resulting improvement effort focused on improved safety rather than achieving a more narrow compliance to regulatory guidelines.

Lane County Oregon

Lean Six Sigma in the Public Sector (cont.)

Continued from page 8

tal accident that resulted in an inspection by the Occupational Safety and Health Administration (OSHA) and subsequent citation for noncompliance with safety requirements. During early stages of the project, a systematic audit was performed to identify gaps between the county’s safety procedures and the corresponding regulatory requirements. Based on this audit, it was discovered that no standards existed for pre-trip vehicle inspection of heavy equipment.

The resulting improvement effort focused on improved safety rather than achieving a more narrow compliance to regulatory guidelines.

The project studied current practices, identified areas for improvement, and created standard procedures for pre-trip inspections. The project team included the county’s safety committee along with operational personnel from multiple divisions, including landfill and roads maintenance.

Unique Organizational Characteristics

Implementing Lean Six Sigma always requires careful consideration of the special organizational factors that may work for or against its success (see Table 2). Some of the potential barriers that could occur in the private sector are found with greater frequency in the public sector:

Inconsistent leadership motivation due to competing priorities, personal goals, or political realities.

Management ignorance of, or experience with, process improvement.

A culture that considers time devoted to improvement much less important than time devoted to normal work activities.

The existence of union rules and relations that hinder the modification of work assignments.

Service employees that are typically not trained or experienced in applying sophisticated quantitative methods.

Many undocumented processes that preclude a consistent, organization-wide understanding of how a service should be provided.

Several additional challenges particularly unique to the public sector include distinctive human resource practices; the election cycle and term limits; stability and job security concerns; legislative controls; and competing special interests. Additionally, revenue is typically not directly linked to value, since most of the funding of services derives from tax revenue paid by citizens, who traditionally have low expectations, making them relatively apathetic and therefore not likely to routinely complain.

Unique Characteristics of Government Processes

To understand how Lean Six Sigma should be applied in government, it is important to describe a public-sector service process in conceptual terms. To this end, the results of a prior study are useful. This study by the author concluded that most service processes share a number of common structural characteristics and many of these characteristics would not be found to the same extent in manufacturing. They are:

Importance of information. Either the service itself consists of information (e.g., tax advice) or the service includes important information (e.g., instructions on a utility bill), and this information should be measurable, complete, and understandable.

Significant task variability. The duration of service tasks (e.g., repairing a pothole, renewing a license) is usually variable, making the control of workflow difficult.

Cross-functional process flows. Service processes typically flow across departments within an organization where employees work under competing incentives and often suffer from longstanding rivalries or other conflicts that hinder their coordination.

Many handoffs of information. The importance of information and a cross-functional process flow often leads to mistakes or miscommunications, such as use of a term or phrase that has different meanings to workers in different departments.

Numerous management or technical reviews. Due to the need to seek approval or to have text or figures verified, many services include “inspections” by technical staff or management, which increases the cost of providing the service and delays service completion.

Hidden benefits and costs. While non-financial performance metrics are common, quantifying the financial benefit of improved service delivery that results in better customer satisfaction is...
difficult.

No explicit motivation for urgency. Employees may unwittingly cause serious delays by being unaware of the overall service process and therefore not cognizant of task priority, or they may simply be unmotivated to sacrifice their comfort for the good of the organization.

Some of the pitfalls that could result from ignoring these characteristics include:

1. focusing an improvement effort on speeding up document flow, when the effort may be better focused on improving the quality of the information contained on, or missing from, the documents;

2. creating a process improvement team without membership from all departments involved in service delivery;

3. solving local problems that are impacted by cross-departmental miscommunication;

4. allowing employees to remain ignorant of overall process flow;

5. creating inspections in response to problems, a discredited industrial practice, rather than finding ways to eliminate the need for these reviews; and

6. using financial justification alone to decide on resource allocation to improvement projects.

### TABLE 2

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<thead>
<tr>
<th>Challenges Consistent with the Private Sector</th>
<th>Challenges Unique to the Public Sector</th>
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<tbody>
<tr>
<td>• Inconsistent leadership motivation</td>
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</tr>
<tr>
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<tr>
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<td>• Legislative controls</td>
</tr>
<tr>
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</tr>
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**ABOUT THE AUTHOR:** Dr. John Maleyeff teaches graduate courses to working professionals in operations management and quantitative methods. His research deals with Lean applications in service operations and the application of analytical methods in the context of managerial decision making. He received a research grant to study the application of process improvement methods, in particular Lean Six Sigma, to the delivery of services in government. He also consults with a number of businesses, mostly in the areas of Lean management, operations planning and control, and statistical modeling.

He has held professional positions at RCA's David Sarnoff Research Center in New Jersey, LEGO Group A/S in Denmark, and the U.S. Department of Defense. He was previously on the faculty of industrial & manufacturing engineering at Western New England College, where he developed a reputation for leading-edge interdisciplinary curricula development in conjunction with industrial interaction.

Dr. Maleyeff received his Ph.D. in Industrial Engineering & Operations Research from the University of Massachusetts. He is a member of the Decision Sciences Institute (DSI) and The American Society for Quality (ASQ).

Award-Winning Project Story # 4

VANIR Construction Management, Inc. received the Chairman’s Award for this project:

CALIFORNIA INDEPENDENT SYSTEM OPERATOR IRON POINT HEADQUARTERS

The California Independent System Operator Corporation (California ISO) is a non-profit, public-benefit corporation that operates the state’s wholesale transmission grid, providing open and non-discriminatory access supported by a competitive energy market and comprehensive planning efforts. California ISO operates the high-voltage electrical transmission grid which provides power to more than 30 million Californians, and also administers the wholesale electrical market place for hundreds of transmission companies, generators and utilities. Since its inception in 1998, California ISO has leased several commercial buildings that were not ideally configured and lacked the level of reliability, redundancy and security needed. The Iron Point Facility project allowed the ISO to design and construct a purpose-built campus that addressed its unique functional needs.

Located in Folsom, CA at the intersection of Outcropping Way and Iron Point Road, the new facility was designed with three separate building elements to address different functional requirements. A striking central lobby serves as a hub, linking the wings while providing way-finding and security screening.

The public wing is the formal entry to the complex and is the public face for California ISO. This wing has an open layout, inviting fixtures, and ample natural light, providing the ideal setting for interaction between the organization, government, public, and electrical industry stakeholders. Most formal and informal meetings, and interactions with outside entities take place in this area, leaving the office and mission critical spaces undisturbed by visitors.

The design goal for the office wing was to promote open and collaborative environments for up to 750 employees. The modern open-office space, accented with bright and vibrant colors, is interspersed with informal meeting locations among the workstation groups, intended to foster staff interaction. A variety of modular and flexible furniture sys-

More Stories To Come ...

Watch for more Award-Winning Project stories like the two in this issue in upcoming Newsletters.

It’s always interesting, even exciting, to hear about the creative and innovative ways a team addresses the needs and challenges of a project. We hope that these stories will give you ideas and inspiration for your future projects — Enjoy!

Western Council Project Awards Program is being updated for 2012

Plan now to participate!

Watch for details in April on the Council website: www.wccc.org

Continued on page 12
Substantial completion two months earlier than RFP targeted completion date.

Unobstructed open floor plan allows natural daylight throughout the building.

Photo (c)2011 Rien van Rijthoven

A Creative Approach to the Project

Vanir was hired by the owner to provide advice and counsel in managing the project. With the owner’s desire for a competitive bid, Vanir recommended using previously prepared preliminary design documents and issue a competitive bid design-build Request for Proposal. All three pre-qualified teams were instructed to use the original design architect (Dreyfuss & Blackford) as the Architect of Record to help maintain the project schedule and integrity of the design. This proactive approach resulted in reasonable contract terms for the owner, the original scope remaining intact, and no time lost on the project schedule - in addition to a savings of several million dollars in construction cost.

Request for proposals were issued in October 2008, and response presentations were received in December. Negotiations commenced as a preliminary selection was made in early 2009, and a design-build notice-to-proceed was issued to Clark Design/Build of California on March 10, 2009.

In addition to Dreyfuss & Blackford, the Clark team included:
- Buehler & Buehler Structural Engineer
- Flack & Kurtz Electrical Engineer
- FM Booth MEP Design-Builder
- Glumac Commissioning Agent
- Helix Electric, Inc. Electrical Contractor
- Nolte Associates, Inc.

Civil Engineering

As part of the bridging documents and RFP, Vanir included a completed and permitted site work design in the contract documents. This allowed the design-builder to commence earthwork on site in April 2009. Substantial Completion for the project was issued by California ISO on December 30, 2010 - two months earlier than the RFP targeted completion date.

Careful Cost Management Led to Big Savings

Vanir and California ISO established an aggressive target budget in the RFP for an initial award design-build amount of $115 million, several million less than previous estimates. Initial proposals ranged from roughly $115 million to the high $120s. Vanir and Clark engaged in an intense value engineering effort during the pre-award phase. This effort resulted in an initial award to Clark of $111 million.

In addition to Clarks’ Design-Build contract, there were other significant elements of the overall project. These included:
- Data Center equipment installation and associated data migration effort
- Extensive audio-video capabilities throughout the building

Continued on page 13
Continued from page 12

facility – including an 80’ long, high-definition, video wall in the control room

• Control room operator consoles – each one including eight monitors mounted on a fully ergonomic sit/stand work platform
• Workstation furniture throughout the office areas
• Ancillary furniture throughout the office and public areas
• Employee moving costs

Vanir assisted California ISO with the cost management effort for the entire project. The overall project was completed under budget to the extent that the original owner’s contingency was left untouched, and three months ahead of schedule

A LEED Platinum Building

As a prominent entity in the electrical power industry, California ISO has a leadership role in promoting energy conservation, peak demand reduction, and the incorporation of renewable energy sources. It was an important criteria that the new headquarters building lead this movement by example. The project has achieved a USGBC LEED Platinum rating with a particular emphasis upon reducing energy consumption. Numerous green building measures were employed to ensure the project achieved an exemplary level of performance. These include:

Photovoltaics: Photovoltaic structures are used in ways that enhance the space other than just producing power. Located on the building roof that sits below and to the south of the office wing, they provide a more attractive roof and reduce potential glare reflecting off the white TPO roof. In the parking lot, the attractive structures provide much coveted shade during the hot valley summer months.

Vanir Energy collaborated with Solar Power Partners to provide and install the solar system under a power purchase agreement.

Thermal Energy Storage: The 250,000 gallon Thermal Energy Storage tank allows for the production and storage of chilled water during nighttime hours, when both the overall energy demand is minimized and the cost of the energy to produce the chilled water is less per kWh. This chilled water can then be used during the middle of the day during peak energy demand to provide cooling for the building.

Site improvements: The unobstructed southern quarter of the property located adjacent to the mission critical building serves as a security buffer between the building and Highway 50, but also serves as the employees’ backyard. An employee patio area was built facing this area and the native oaks were preserved. The rain water retention ponds were landscaped in ways to enhance the area. Since occupancy, the ISO staff has added an area for employees to maintain personal garden plots, which has become quite popular.
Owners - What’s On Your Want List?

To best meet your needs, and provide quality programs and professional development to truly benefit you, your staff, your projects, and the industry, we need, and want, your input.

Do it now - Send your: Want List of Program and Professional Development Topics. to: vann@wccc.org

Professional Development

Check the Professional Development section of the website regularly for the latest course updates.

You'll find listings for live seminars, webinars, audio conferences, pre-recorded webinars, skills training, learning tools, practice exams, and more.

You will also find there links to affiliate calendars for courses for which all Western Council members receive discounts. Read the info provided to find out how.

Western Council is planning programs with a variety of lengths and formats, addressing a wide variety of topics, in various locations. Watch initially for more programs and courses in the Sacramento, San Francisco Bay, and Los Angeles regions.

If you are interested in being a course Sponsor, Host Champion or Presenter, let us know.

Participate in a Program Planning Team, to develop programs of interest and value to you and your fellow stakeholders.

Western Council’s aim is to continue being a recognized source of meaningful training and professional development for members of the construction community.

Take advantage of the many opportunities available!

Watch for programs on these and other topics in the coming months:

* Risk Mitigation
* Lean Construction:
  I. Getting Started
  II. Moving Forward
* Building Information Modeling (BIM)
* Crisis Communications
* Trade Wisdom
* New Perspectives on Public Works Projects
* Cal-EMA SAP
* Safety
* New Technology

and much more...

We are consistently adding learning opportunities, both directly and through affiliates — check the website regularly for updates.
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1. Bookmark a webpage quickly
   Ctrl + D
2. Delete forever
   Shift + Delete
3. Close Browser immediately
   Alt + F4
4. Show Desktop immediately
   Windows Key (Microsoft logo) + D
5. Find Files or Folders
   Window Key + F
6. Change Zoom Level
   Ctrl + Scroll your mouse wheel
7. Re-Open Previous Tab in Browser
   Ctrl + Shift + T
8. Switch Between Open Programs
   Alt + Tab
9. Take a Screen Shot / Screen grab
   (Copy on screen image instantly)
   Print Screen
   (usually by F12 or Scroll Lock Key)
   Then Ctrl + V to paste into a Word doc.
   (Very useful for web pages you can’t copy & paste)
10. Refresh a Webpage to show latest info/ version
    F5, or Ctrl + R
11. Go to a Previous Location in Browser
    Alt + ← (Backspace Key)
12. Spelling/Grammar Check
    F7
13. Add "http://www" to Your Browser’s Address Bar
    Type webpage name you want (Ex. Google), then
    press Ctrl + Enter to add “http://www.” before
    and com, org, .biz, .info, etc. after
14. Quickly go to the Address Bar in Browser to type
    in new URL
    Ctrl + L, or F6
15. Launch Windows Start Menu
    Windows Key, or Ctrl + Esc

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online “reading speed test” that also tests your comprehension
level. This gives you a “baseline” to measure your progress.

Change your reading habits:

- Before you start reading, scan the material for headings,
bullet points and sentences in bold. This helps you select
the parts you want to focus on.

- Don’t read “a-word-at-a-time.” Teach yourself to read
groups of words, expanding the number you go along.

- Don’t move your lips or say the words in your head (not an
easy habits to break). We talk at about 250-350 words/
minute, but an efficient scanner can increase that to 400-
500 words per minute. Plus, by not saying the words, you
aren’t tripped up by pronunciation.

- Draw your hand or a card down the page as you read.
Move it consistently and your eyes follow the motion.

- Build your vocabulary, so you won’t be slowed down by
words you don’t understand.

- Don’t try to read and multitask. Turn off radio, TV, and
other distractions. Don’t snack, etc. Find a quiet place
and focus on learning this new skill.

- Adjust your reading speed to suit your reading purpose.
Speed reading is not suitable if you’re reading a book for
the beauty of the words, perusing a legal document, or
studying specific material for a test.

Retake a speed reading test periodically to measure your pro-
gress.

Want a tip to help you with “the work of your work”?
E-mail us your challenge and we’ll see what we can discover:
info@wccc.org
This Western Council Newsletter is designed to inform and serve Council members and the construction industry. Content is gleaned and solicited from a variety of sources. Starting with this issue, it is published electronically each month. Issues are archived and indexed on the Council website.

For the latest updates on Council events and programs, consult the website, which is updated weekly.

If you, or someone on your staff or team, would like to receive Council e-mail notices, OR update your current list profile, click the “Join Our E-mail List” button below the menu on the Council home page. It will walk you through the short process.

Submit articles, photos, and information to the Newsletter Editor for consideration.

Articles and documents should be MSWord 2003 format. Photographs should be in jpg format < 350 KB.

Western Council encourages submission of industry-related white papers and non-advertorial articles of interest. We include some white papers in CONNECTION, and those, and others, are posted on the Western Council website where they are archived and indexed, so readers can refer to them ongoing. You may also add key words to optimize searching. Priority is given to Members’ papers.

Accepted white papers may be posted on the website by members for $25; non-members for $50. Contact Valerie for submission details.

Display Ads and Advertorials are accepted for the monthly CONNECTION. Current Info, Rates and Submission Requirements are available in the News/Publications section on the Council website.

Note: Advertorials and Full-page Ads are accepted from members only.

Advertorials are explained in detail on page 1 of this issue, as well as the website.

Only ONE Full Page Ad is published per issue - first come, first served.

Only ONE Full Page Ad published per organization per year – RSVP for the month you want!

The submission deadline for content and advertising in the monthly CONNECTION is the third Friday each month.