



**AGC IPD and Lean Construction Building Conference**  
**The Westin La Cantera Resort**  
**San Antonio, TX**  
**September 21-24, 2011**

**Conference Program**

**Tuesday, September 20, 2011**

- 10:00 AM – 12:00 PM      **Lean Construction Education Program—San Antonio Ballroom G**  
**Introduction to Lean Construction (Separate Registration Fee)**
- 1:00 PM – 5:00 PM      **Lean Construction Education Program—San Antonio Ballroom G**  
**Unit 1—Variation in Production Systems (Separate Registration**  
**Fee)**

**Wednesday, September 21, 2011**

- 8:00 AM – 12:00 PM      **Lean Construction Education Program—San Antonio Ballroom G**  
**Unit 2—Pull in Production (Separate Registration Fee)**
- 10:00 AM – 5:00 PM      **Conference Registration—Ballroom Foyer**
- 11:00 AM – 1:00 PM      **Building Division Leadership Working Lunch (Current Division**  
**Leadership Only)—San Antonio Ballroom A**  
*Chair: Chuck Greco, Linbeck Group*
- 1:30 PM – 3:00 PM      **Building Division Chapter Subcommittee—San Antonio Ballroom A**  
Building Division leaders and Chapter Executives will discuss issues of  
mutual interest such as the building construction market, curriculum  
development, credentialing, and AGC products and services.  
*Chair: Dirk Elsperman, Tarlton Corporation*
- 3:00 PM – 3:30 PM      **Networking Break—Ballroom Foyer**

3:30 PM – 5:00 PM

**Where Am I on the IPD Spectrum and is IPD Worth the Risk?—San Antonio Ballroom G, H & I**

This session offers both an introduction to Integrated Project Delivery (IPD), as well as the perspective of an owner who has successfully completed a project using IPD. The introduction is based on the jointly-authored paper, *IPD for Public and Private Owners*, which offers a terminology baseline for the term Integrated Project Delivery. By clearly differentiating between IPD using a multi-party contract and IPD without a multi-party contract (“IPD-ish”), this introduction will serve as a prelude to subsequent IPD-related sessions and provide everyone with an ability to see where they fall on the IPD spectrum. An owner will talk about their experience using a multi-party IPD contract and lean techniques and will share the benefits that their firm received and whether they believe it was worth the risk.

*Moderator: Doug Maibach, Barton Malow Company*  
*Speakers: Michael Kenig, Holder Construction Group & Digby Christian, Sutter Health*



5:30 PM – 6:30 PM

**Welcome Reception—Plaza San Saba**

Join your fellow attendees for cocktails, hors d’oeuvres, and networking. All registered attendees and guests are invited to attend.

6:30 PM – 9:00 PM

**Building Division Leadership Dinner (Invite Only Event)—Meet in Hotel Lobby at 6:30 PM**

*Sponsored by:*



**Thursday, September 22, 2011**

7:00 AM – 5:00 PM

**Conference Registration—Ballroom Foyer**

7:00 AM – 7:30 AM

**Building Division Past Chairs Committee (Past Division Chairs Only)—San Jacinto Boardroom**

7:00 AM – 8:00 AM

**Continental Breakfast—Ballroom Foyer**

*Sponsored by:*



- 8:00 AM – 9:30 AM **Lean Construction Forum and Curriculum Overview— San Antonio Ballroom G, H & I**  
 The construction industry, more so than others, is impacted by variation. Owners (Executives, Facilities, Legal, Procurement), Designers (Architects, Engineers, Consultants), General Contractors, and Trade Partners must each understand how traditional methods actually increase variation and what can be done to mitigate it. The AGC Lean Construction Forum’s purpose is to build awareness and provide the skills for organizations, departments, and projects to implement the Lean philosophy and tools: Customer Value, Flow, Pull, Waste Reduction, Problem Solving, Production Management, Supply Chain Management, and Relational Contracting. This presentation will give an overview of the AGC Lean Construction Forum and its community building efforts and various education programs.  
*Speakers: David Stueckler, Linbeck Group; Stewart Trapino, Linbeck Group; Michael Stark, AGC of America*
- 8:00 AM – 9:30 AM **Construction Marketing Forum Steering Committee (Steering Committee Members Only)—Esparza Library**  
*Chair: Rick Andritsch, VJS Construction Services*
- 8:00 AM – 9:30 AM **PIAC Contract Documents Work Group/Contract Documents Committee Joint Meeting (AGC and PIAC Members Only)—Palo Duro Pavilion**  
 Participate in the creation and discussion of draft ConsensusDOCS standard documents. The AGC Contract Documents Committee’s mission is to continue to be recognized as the leader in providing and continually improving balanced contract documents for the construction industry by: being aware of the needs and concerns of all AGC members and chapters; advocating equitable risk allocation between Owners, Architects and Engineers, and Contractors; and creating and endorsing a comprehensive family of documents and educating all parties in their use.  
*Chair: Eric Stenman, Barnhart-Balfour Beatty*
- 8:00 AM – 11:30 AM **Specialty Contractors Council Executive Committee (SCC EC Members Only)—San Jacinto Boardroom**  
*Chair: Jorge Fuentes, Gabriel Fuentes Jr. Construction Co.*
- 9:30 AM – 9:45 AM **Networking Break—Ballroom Foyer**
- 9:30 AM – 11:00 AM **Service & Supply Council Executive Committee (SSC EC Members Only)—San Augustin**  
*Chair: Dirk Haire, Fox Rothschild LLP*

9:45 AM – 11:30 AM

**Lean Fundamentals to Support IPD—San Antonio Ballroom G, H & I**

IPD is here as an alternative for Owners and their project teams to improve the value proposition for capital facilities projects. What are the fundamentals to make IPD successful? The team using IPD must understand how to do project work differently to realize the most benefits. Tremendous benefits have been realized by utilizing IPD, yet the foundation for successful IPD projects lies in the sustained new behaviors, processes, and tools that maximize the application of Lean principles. Benefits of Lean in facility design and construction are being documented every day. It is clear that the way to get the most out of the IPD process is to utilize all of the best practices of the Lean Operating System. This session will summarize the challenges inherent in the current state of project delivery, briefly outline how IPD intends to address those, then explore in depth the Lean fundamentals and Lean Operating System that will allow the IPD delivery system to be all that we need it to be.

*Speakers: David Stueckler, Linbeck Group; David MacNeel, Baker Concrete Construction; Jeff Esgar, Sundt Construction; Tariq Abdelhamid, Michigan State University; Dean Reed, DPR Construction*



11:45 AM – 1:15 PM

**Keynote Luncheon—Palo Duro Pavilion**

***Welcome***

*T.J. Rogers, Bartlett Cocke General Contractors & San Antonio Chapter President*

***State of the Building Division***

*Chuck Greco, Linbeck Group & AGC Building Division Chairman*

***Forget IPD...Let's Bid! Contractors are Hungry!***

***IPD from an Owner's Perspective***

*Introduction: George Zettel, Turner Construction*

*Keynote Speaker: Bill Seed, Universal Health Services*

Although conventional wisdom reports that bidding drives the market to the lowest cost...this only considers the first day of the project. If you are concerned about the cost on the last day of a project there is a better way. By partnering with designers and builders from the onset of a project, maximum value can be delivered without harming the bottom-line of all participants. By eliminating waste and striving for continuous improvement all parties can expect enhanced value.

1:30 PM – 3:00 PM

**Integrated Project Delivery: Getting Under the Hood—San Antonio Ballroom G, H & I**

A properly structured IPD project uses five key elements to support processes and encourage behaviors critical to project success. These elements remove impediments to effective collaboration, encourage creativity and effort, and reinforce commitment to common project goals. In order to effectively negotiate an IPD agreement, you need to know what these elements are, why they are important, and how they interact to encourage collaborative behaviors. This session explores these key elements and discusses the variations within an element used to fit an IPD structure to a specific project and a specific IPD team. The session provides practical advice gleaned from experience structuring IPD projects across the United States, as well as guidance from research related to business organizations and project delivery.

*Speaker: Howard W. Ashcraft, Jr., Hanson Bridgett*



3:00 PM – 3:30 PM

**Networking Break—Ballroom Foyer**

*Sponsored by:*

## Holland & Knight

3:30 PM – 5:00 PM

**Pulling It All Together: How Lean, BIM and IPD Enable High Performance Projects—San Antonio Ballroom G, H & I**

A building contractor that practices Lean Construction techniques, an architect that uses all of the capabilities delivered by BIM, and an owner that knows the proper use of Integrated Project Delivery will come together to discuss how these key strategies are connected and how they can deliver high value projects.

*Moderator: David Higgins Jr., HMM Builders Inc.*

*Speakers: Bill Seed, Universal Health Services; Tom Demko, Stantec Architecture; Jason Tabacco, Unger Construction*

3:30 PM – 5:00 PM

**Specialty Contractors Council Executive Committee (SCC EC Members Only)—San Jacinto Boardroom**

*Chair: Jorge Fuentes, Gabriel Fuentes Jr. Construction Co.*

5:30 PM – 7:00 PM

**Networking Reception—Palo Duro Pavilion**

Join your fellow attendees for cocktails, hors d'oeuvres, and networking. All registered attendees and guests are invited to attend.

7:00 PM – 9:00 PM

**Specialty Contractors Council Executive Committee Dinner (SCC EC Members Only)—Meet in Hotel Lobby at 7:00 PM**

**Friday, September 23, 2011**

7:00 AM – 12:00 PM      **Conference Registration—Ballroom Foyer**

7:00 AM – 8:00 AM      **Continental Breakfast—Ballroom Foyer**

8:00 AM – 11:30 AM      **What Owners Need to Know About IPD & Lean—San Antonio  
Ballroom G, H & I**  
*Sponsored by the Public/Private Industry Advisory Council (PIAC)*

**8:00 AM – 8:15 AM**  
**Welcome and Self Introductions**

**8:15 AM – 9:15 AM**  
**Today’s Construction Market and Roundtable Discussion**  
AGC’s chief economist will provide his take on the current building construction market, including the outlook for public and private investment, materials prices, and federal construction. Mr. Simonson will also facilitate a roundtable discussion of owners and building contractors on their markets and future outlook.  
*Speaker & Facilitator: Ken Simonson, AGC of America*

**9:15 AM – 9:45 AM**  
**Networking Break—Ballroom Foyer**  
*Sponsored by:*



**9:45 AM – 10:45 AM**  
**What Owners Need To Know In Order to Implement IPD and Lean**  
The implementation of IPD and Lean bring with it lots of questions for an owner. Why should your organization adopt an IPD and Lean approach? How do you champion IPD and Lean within your own organization to drive change necessary to adopt these approaches? What behaviors and practices should be adopted by your facilities group? Procurement department? Legal department? If you are a state, county, or municipal organization...what legal changes are needed to allow you to select and procure in accordance with IPD/Lean practices? An industry expert will discuss these important questions and provide guidance to owners.  
*Speaker: Will Lichtig, The Boldt Company*



**10:45 AM – 11:30 AM**

**IPD Case Studies Research from AIA, AIA Minnesota, and the University of Minnesota School of Architecture**

This February 2011 study from AIA, AIA Minnesota, and the University of Minnesota School of Architecture offers the opportunity to study projects from early phases through completion. Following projects over time, the hope is to gain insight on the evolution of each project, its collaborative culture and areas of success and challenge. This research presents work from the first of two phases of the study and is focused on project activities that lay the foundation for collaborative practices in IPD.

*Speaker: Renee Cheng, University of Minnesota*

12:30 PM – 6:00 PM

**Golf Tournament—Quarry Golf Club (Separate Registration Fee)—  
Bus Leaves from Hotel Lobby at 11:45 AM**

The front nine at the Quarry Golf Course ([www.quarrygolf.com](http://www.quarrygolf.com)) plays in a links style format and features rolling hills, native grasses, and immaculate greens. The back nine lays out in a 100 year old quarry pit, featuring elevated tee boxes and shots that will fly over large expanses. The Quarry Golf Club is approximately 20 minutes away from the Westin La Cantera and complimentary transportation will be provided to and from the course.

The registration fee for the golf tournament is \$100.00. This fee covers transportation to and from the course, greens fees, cart and a box lunch.

7:00 PM – 7:30 PM

**AIA-AGC Joint Committee Reception (Committee Members Only)—San Augustin**

7:30 PM – 9:00 PM

**AIA-AGC Joint Committee Dinner (Committee Members Only)—  
San Augustin**

**Saturday, September 24, 2011**

7:00 AM – 8:00 AM

**Continental Breakfast—Ballroom Foyer**

8:00 AM – 11:30 AM

**Public/Private Industry Advisory Council Forum—San Antonio  
Ballroom G, H & I**

**8:00 AM – 9:00 AM**

**BIM for Owners—Specifying the Process...To Maximize the  
Facility Management Benefits of Building Information Modeling**

BIM is an intelligent 3D model-based process that provides insight for creating and managing building projects faster, more economically, and with less environmental impact. The success of BIM for building *delivery* is fueling the push towards using BIM for model-based *lifecycle management*. To capitalize on the value of BIM, building owners are now starting to reuse the building models and information created during design and construction to streamline their building management and operations.

The ‘i’ in BIM—information—is the key to BIM’s potential for lifecycle management. The ability of owners to realize that potential hinges on the use of standardized data streams throughout design, construction, and commissioning, as well as thorough understanding of the end use, *and users*, of that building data. In response, owners are starting to mandate the use of BIM during design and construction, and to specify digital deliverables, in anticipation of reusing building models and data for their operations.

The ability to integrate as-built building models with operations-based building systems results in model-based handover deliverables that help owners minimize their startup time, lower their operating costs, better manage their assets, and reduce their energy use.

*Speaker: Ken Stowe, Autodesk*



**9:00 AM – 9:15 AM**

**Overview of AGC Education & Training Initiatives**

AGC staff will provide an update on the new Certificate of Management-Building Information Modeling (CM-BIM) and the Lean Construction Education Program (LCEP).

*Speaker: Michael Stark, AGC of America*

**9:15 AM – 9:20 AM**

**PIAC Contract Documents Work Group Report**

The vice chair of the AGC Contract Documents Committee and the PIAC Contract Documents Work Group will report on the Committee’s activities and provide an update on ConsensusDOCS.

*Speaker: Phil Beck, Smith Currie & Hancock*

**9:20 AM – 9:50 AM**

**Networking Break—Ballroom Foyer**

**9:50 AM – 10:40 AM**

**International Council for Research and Innovation in Building Construction (CIB)**

The need for innovative best practices supported by research in construction is becoming increasingly critical. CIB is active in all aspects of construction research and innovation with 500 member organizations forming an international network of over 5,000 experts. These member organizations, from industry, research institutes, and universities, collaborate through working groups focused on over 50 specific areas of construction and building, including Integrated Project Delivery and BIM. CIB is expanding in North America, and this presentation outlines potentials for accessing CIB's emerging research and innovation strategies.

*Speaker: Tom Regan, Texas A&M University and Director-CIB North American Regional Committee*

**10:40 AM – 11:00 AM**

**CIB Discussion and Q&A**

**11:00 AM – 11:30 AM**

**Open Forum**

PIAC members will discuss issues that are important to them and the construction industry.

11:45 AM – 4:00 PM

**AIA-AGC Joint Committee Lunch & Meeting (Committee Members Only)—San Augustin**

*Chair: Dirk Elsperman, Tarlton Corporation*

*All meetings and functions are open to all registered attendees unless otherwise noted.  
Attire for the Conference is business casual.*



The Associated General Contractors of America (AGC) is a Registered Provider with The American Institute of Architects Continuing Education Systems. Credit earned for completion of the sessions designated with the AIA Continuing Education logo will be reported to CES Records for AIA members. Certificates of completion for non-AIA members are available on request.



The American Institute of Constructors (AIC) will accept all educational content from this conference that pertains to the management of the construction process toward the maintenance of AIC CPD requirements.

For more information regarding continuing education credits at this event, contact Meri Woods at [woodsm@agc.org](mailto:woodsm@agc.org).

## **Future AGC Building Contractors Conferences**

**September 12-15, 2012  
Charleston Place Hotel  
Charleston, SC**

**October 16-19, 2013  
The Broadmoor  
Colorado Springs, CO**

**<http://www.agc.org/building>**

## **Future AGC Annual Conventions**

**March 13-17, 2012  
Hilton Hawaiian Village  
Honolulu, HI  
<http://convention.agc.org/>**

**March 6-9, 2013  
JW Marriott Desert Springs  
Palm Springs, CA**

## **Winter 2011 BIMForum**

**November 2-3, 2011  
Gaylord National  
Washington, DC  
<http://bimforum.org/>**

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