

The

Volume 8, Issue 3-December 2003

DAVENPORT

Difference

Published by Davenport Masonry, Inc.



THIS AIN'T THE 90's ANYMORE

by Ed Davenport

Most of us in the masonry industry experienced the seven or eight years including the end of the 90's and early 2000's. This was a construction boom time. In my 30 years in the industry, this hardly represented reality. I would estimate that waste alone on a typical project was triple the average profit margin normally achievable.

We should be thankful for the opportunities this period gave us. We also should address some of the dark side issues. A key area that particularly catches my attention is productivity. During the boom era, our focus was on getting the job done by whatever means and methods we could conjure up. I believe this gave some, especially those with fewer years in the industry, a false sense of reality. When I look around and see all the productivity enhancing things that have been

done in other industries, I get concerned for our industry. In order to grow our market share, we must improve productivity. It concerns me that not enough focus by our industry's people is put on this issue.

When I mention my concerns regarding productivity to most trades people, I get the look that they envision some foreman yelling at them to bend over and put more units in the wall. That certainly is a method to attempt to address the issue, however, there may be other methods that could achieve more substantial results. Let's examine our customers' perspectives (the end user of masonry systems). I believe they would like to see their project built with less man hours. Since we are a labor-based industry, that would equate to less cost. If you are shortsighted, you could say fewer hours means less jobs for us. I say the contrary. Less hours means more jobs for our people. 9-11, mold, hurricanes, Chicago fires, and California fires have opened the eyes of the construction consumer, code officials, and the legal profession. This creates enormous opportunities for the masonry industry.

So how do we improve productivity?

Design

If the design of a building was totally focused on the end user's

needs and expectations and also an efficient, schedule sensitive masonry process, I believe we could improve productivity by as much as 20%.

Planning

How much productivity could we increase if our planning was pristine? Imagine never waiting for material, cuts, electricians, plumbers, doorframes, scaffolding, etc. This may be a utopian thought, but if we focus on planning, we could improve significantly.

Communication

We have made some nice progress toward being better communicators. It is important that our employees always know what is expected of them. We need to make a habit of recognizing and acknowledging good performance. We must also positively correct them when they don't meet expectations. On projects where our foremen have made a concerted effort to communicate with our co-subcontractors on site, we have seen a big improvement in productivity.

Do It Right The First Time (DIRTFT)

Our Quality Initiative has made quite a difference. We must stay the course and never revert backward on this issue. We can still do more.

Table of Contents

This Ain't the 90's	1
Project News	2
In Over My Head	4
Direct Deposit	5
Cold Spring "Rocks"	6
The Bid Doctor	7



Continued on page 4



**E.E. KNIGHT
ELEMENTARY SCHOOL**
Elsie, Michigan



The part of this project we are able to complete this fall is a ten classroom addition. We started on September 19, 2003. The bearing walls were completed by October 31. We also have some interior walls we can work on until the structural steel arrives November 17. Hopefully, brick deliveries will follow.

We should finish this phase of the project sometime in January 2004. Thanks to all whom have helped make this project a success.

– Jim Hall, Project Foreman

**GRAND RAPIDS
CONVENTION CENTER**
Grand Rapids, Michigan

We are back on site laying interior block. At this time we are utilizing a small crew. The exterior

limestone, Vetter Stone, granite and brick will be installed next Spring. Everyone is working hard and doing a great job. Thanks for the effort.

– Mike Hager,
Project Foreman

**MSU FOOD
SCIENCE**
East Lansing,
Michigan

There has been much debate and apparently several changes of mind about whether or not to lay brick on the stairways we

have built. MSU finally decided to go with brick. The East stairway is finished and we will be laying brick on the West end as soon as the weather clears.

Pat Ebnit, Pat Sanborn and Kevin Stuart did an excellent job of building scaffolding while protecting the trees on site. Phase 2 of the interior renovation will be starting as soon as we finish the brick.

– Greg Dobbrastine,
Project Foreman

**TRI-CENTENNIAL
STATE PARK HARBOR
SAFETY LIGHT**
Detroit, Michigan

A lighthouse?? It couldn't possibly be for any navigational purpose, unless maybe for a canoe.

This project is part of an effort by the State of Michigan to reclaim some of the Detroit riverfront property that is now mainly industrial (cement plants) and convert the area into desired real estate. The park now consists of a marina, fully equipped with a bathhouse and an outdoor venue for concerts.

The lighthouse itself is all brick in the shape of a cone, with limestone sills and lintels. The diameter on the bottom is approximately 16' and at the top 8'. It begins with a triple wythe 9-course header and will top out with a double wythe all header bond pattern, due to the sharp radius. This building has no embedded items to speak of; no wire, no flashing, no weeps, no bolts, no grout and no ties.

So far it has been very challenging to lay out, and also has been very relaxing.

– Mike Piazza,
Project Foreman

WESTERN HIGH SCHOOL
Parma, Michigan

Overall, this has been a good job – working with Skanska USA (the Construction Manager) and Beta Group (the Architect). The additions are finishing up. We should be 98% complete by the end of November.

The work that remains will be in the locker room area. We will start and finish that portion of the job in January 2004.

The entire crew has done a wonderful job of working together, and with the other trades. They have done a great job of doing it right the first time (**DIRTFT**). They also have made this a safe job with no recordable injuries. This was accomplished by everyone looking out for each other. On top of all the other good things that happened here – the project will be delivered on schedule.

It has been a pleasure to work with this crew.

– Bill Plummer, Project Foreman

VISTEON VILLAGE

Belleville, Michigan



Visteon Village will become the national headquarters for Visteon, (a parts supplier to Ford and other manufacturers) and consists of nine buildings that all have a lakefront view. Visteon Village has reached approximately 50% completion. The project started for DMI on June 23, 2003, and we anticipate being complete with the exterior masonry in February 2004. The Construction Manager, Walbridge Aldinger, has 25 sub-contractors to complete this high-profile project. Manpower has continued to increase and we currently have 102 employees. Break down is as follows: Project Superintendent, Matt Stoddard, four Brick-layer foremen, Rick Benner, Charlie Hemingway, Tim Oskey and Bob Schittenhelm; two laborer foremen, James Copeman and Ed Perkins; 55 bricklayers, 38 mason tenders, two operators and one project coordinator. Hats off to everyone on board for a job well done!

We have completed buildings F and J, and are days away from completing buildings D, L and M. We are waiting on a tunnel to connect L and M to be complete.

Building G has been a challenge, engineering, structural steel changes and concrete pours have held us up for the past three months. The building is centrally located and will serve as the cafeteria and information center. Stone piers surround the entrances and the building has three types of brick and two types of block, as well as limestone panels.

Overall, jobsite safety has been outstanding, self-policing and safety awareness continue to improve. We have reached over 45,000 man-hours with

zero lost time injuries. We celebrated this milestone with a pizza day for everyone at the site.

As winter approaches, we are preparing for temporary heat and will start erecting enclosures for our mortar mixing stations.

– Deb McKenzie,
Project Coordinator

THE GREGORICKA HOUSE

Owosso, Michigan



The Gregoricka House is an 11,000 square foot residence in Owosso, Michigan. Our scope of work consists of 40,000 face brick, two natural stone fireplaces, and three stone screen walls.

Scaffolding on the main fireplace chimney proved to be a challenge. Many thanks to Jason Korson, Terry Rau, and Darin Phillips for solving all the problems

on how to build a safe scaffold in a very high and tricky area. Also, thanks to Larry Bosom and Greg Dobbrastine for doing the stonework on the main chimney, as it was a very difficult area to work in.

Mike Ward and Jason Hier have done an excellent job of laying stone on the front elevation of the house, and are currently working on the screen walls. I would like to thank John Lake for his patience and skill in laying every sill on the entire house.

Trying not to leave anyone out, I have to thank Bert Lake, Michele Cemonuk, and Greg Hall for the fine job they did on laying the brick. The job should be finished in mid-November.

– Don Locker, Project Foreman

MILFORD HIGH SCHOOL

Milford, Michigan

Milford High School is at it again! We were here about five years ago and built a nice addition for them. Bob Schittenhelm was the foreman and Matt Stoddard was the Project Manager on that job, and it still looks great.

The current bond issue has Monte Costella and Company doing Bid Pack 3 and we are doing Bid Pack 4. Bid Pack 3 has two new swimming pools and a new gym. Bid Pack 4 has four new class wings with 56,000 block and 59,000

brick. We look to be done for this season by the end of November.

In the Spring, we will be back to do the demo and remodel of the locker rooms. Davenport Masonry has been working well with Fanning & Howey (Architect) and Barton Malow (Construction Manager).

– Ted Benner, Project Foreman

Continued on page 5

IN OVER MY HEAD

Ned Niemi, Safety Director

On October 14th, Kevin Stuart (Laborer/Operator) and I (Safety Director) started the TRN 1000 Scaffold Erector Training Program presented by the MCA* Safety Committee and Safway Services, Inc.

First, a little background on the MCA Safety Committee. Its purpose is to offer specialized safety programs tailored to the needs of mason contractors and their employees. Many of these programs are offered at no charge by the labor unions that are signatory to the MCA labor agreements. MCA has an excellent working relationship with OSHA and MIOSHA officials and supports their work because safe jobsites lower the business costs of members and prevent injuries to their valued employees and craft workers. I have recently joined this committee (about six months or so) and feel it is a great way to learn about safety issues that affect the masonry industry.

The course was scheduled for October 14th through the 17th. It was three days of intensive classroom lecture and a half-day of scaffold erection in the field. The MCA office in Livonia, Michigan hosted the lecture portion, while the scaffold erection was held at Monte Costella's yard in Novi, Michigan.

When we got there, the classroom was laid out with our learning materials in front of us. The three-ring binder was the biggest one I've ever seen; that book weighed in at over ten pounds. There was also a video training album including four scaffold training videos. Needless to say, I was starting to feel a lump in my throat; this was going to be intense. The course covered various types of foundation materials, selection and inspection of scaffold planks; recog-

nize unstable scaffolds, erection of frame and rolling scaffold, and a



We were in the classroom for three days

scaffold stair tower.

Our instructor was a retired Safway employee named Joe Puccinelli. Joe was the director of engineering at Safway for almost 100 years. He didn't invent scaffold, but he knew the guy that did. Anyway, this training manual and course was Joe's baby. He knew the material back and fourth and covered it like a tarp.

Right out of the gate we were using engineering principles with which neither my classmates nor myself were very familiar. He drug us through *Bearing Capacities* of different foundations, *Deflection and Shear Forces*, *Resisting and Overturning Moment*, *Tension and Compression*, etc...

Speaking of tension, it was later confessed by one of the attendees that he seriously considered not coming back the next day because of the overload of information and the difficulty of the subject matter. You see, Joe didn't skip a thing. Everything about building a scaffold from the foundation to scaffold access to

working on the scaffold, was covered. The training addressed every detail regarding traditional frame scaffold including sizing platforms, OSHA regulations, creating scaffold layout drawings, ordering scaffold parts, loading the truck, and dismantling. We were also tested after most chapters (about 14 tests I think).

After three days of classroom lecture, slide shows, chalk board instruction, and spirited discussion, we moved our classroom to Monte Costella's office in Novi. The eight other participants and I had grown close over the prior three days and the teamwork used during the erection process really showed. Joe barked instructions, and the newly trained erectors did what they have been doing for years (except for me the office jockey), only now they had been armed with a new appreciation of

scaffold. Joe really brought it home. His passion for scaffold was without question; he loved every part and knew how it worked. This was the best training I've ever attended and it changed my whole approach toward scaffold and scaffold safety.

So the next time you see me and I'm on your case about a mud sill or cross brace or plank lap, sorry, I'm only doing what Joe taught me.

**The MCA is comprised of union masonry contractors predominately from the Metro-Detroit area. ■*



Joe had this cool one-fifth scale scaffold

**THE RADISSON
PLAZA HOTEL**
Kalamazoo, Michigan



The project consists of 80,000 brick and 15,000 square foot of granite and 845 pieces of cast stone in downtown Kalamazoo. We are about 60% complete with the primary elevations. We are working on the portico, which is a circular tower. We will have it complete by New Years Eve, when they are holding a grand opening celebration.

The project has been difficult to coordinate. The granite material comes from India, by way of container ship. This makes it extremely difficult to anticipate when deliveries will occur. We will return in the Spring to do granite site walls.

The four Mikes (Leholm, Mortensen, Mauk, and Stevens) have performed over and above, day in and day out.

Gary Cook and Steve Duarte handled the tedious task of granite prep at the field office/warehouse that Kyle Loehonic leased for storage. New hires Jason Lahr and Henry Sims have set almost all of the precast.

My many thanks to the entire crew for doing a super job.

– Jon Plummer, Project Foreman ■

Sign Up For Direct Deposit Today!

By Betsy Zietlow

DMI offers the option of directly depositing your payroll check into your checking or savings account. This tremendous convenience is gaining popularity with DMI employees every month. I would like to take this time to encourage any of you who haven't taken advantage of this convenience ~ it's so much easier and makes getting paid **hassle free!**

Direct Deposit guarantees that you get paid on Wednesday, no matter what! This avoids the problems of moving from job to job, mail delays, lost or destroyed checks, or working late and not getting to the bank before closing.

Once signed up for the program, it takes about two to three weeks for your check to actually get directly deposited into your bank account (you will continue to receive paychecks as you have in the past during these weeks). We have to do a dummy (test) deposit to make sure all the routing information is correct before we make the real transfer of cash. If you choose to use direct deposit, your money will be in your bank account on Wednesday of each week-**guaranteed!** Instead of receiving your check at the job-site on Wednesday, you would receive your stub in the mail or at your job-site showing the amount of the deposit.

WHY NOT START TODAY? Just fill out an enrollment form and return it to the office either by mail to the address below or give it directly to your foreman to send in with their weekly paperwork. Forms may be obtained by calling Betsy at (517) 699-6160.

Don't delay, get your forms returned as soon as possible. Be sure to fill the form out completely and include a voided check or a savings deposit slip with the form. If you have questions, please feel free to contact Betsy (number listed above).

Mail to:

Davenport Masonry, Inc.

P.O. Box 188 • Holt, MI 48842

Training

If all of our employees worked on making every move count, there would be a big spike in productivity. The amount and types of training are

endless. I can think of no training that, when taken seriously, would not improve productivity.

The people whose livelihood depends on the masonry industry need to know that we are an industry under attack. Many other building

systems are out-marketing masonry, and some are out-producing it. To ignore this is to be ostrich-like.

Collectively, all the people involved in the masonry industry must take this issue seriously and work toward solutions. ■

COLD SPRING "ROCKS"!

by Kyle Lochonic, Project Manager

On November 4, 2003, Greig Carnevale and I visited Cold Spring Granite Company in Cold Spring, Minnesota. The purpose of our visit was to establish quality standards for the granite we will be using on the University of Michigan Biomedical Science and Research building. We met with the architect representatives from Polshek AE and two engineers from Gilbane/Clark Joint Venture, the construction manager for the project. Also attending the meeting were the various parties from Cold Spring Granite who would be involved in the project.



Diamond Wright Tools Division

We were able to view some of the finished slabs and blocks of granite before they were sawn to size, and discuss the amount and type of allowable imperfections. Granite, being a quarried material, has a distinct grain and usually has some variations of coloring within an individual piece. While these color variations give the material its distinct appearance, it is important to reach an understanding between all parties as to what and how much is acceptable for a particular project. Once the pieces are sawn to size, we will also create a mockup on site for approval.

It was quite an experience to see

the operations at Cold Spring Granite. The company is one of the largest granite quarrying and fabrication operations in the world. They celebrated their 100th anniversary on September 29, 1998. Cold Spring Granite Company currently owns and operates five fabrication locations in four states and Canada, 30 quarries in six states and Canada, and has more than 1,450 employees. Each year, these locations combine to produce a volume of nearly 1,500,000 net cubic feet of premium quality granites for use in a variety of applications, which is the equivalent of 14,395,393 square feet of 1¼" slabs - or enough material to lay a path from New York to San Francisco. This fantastic volume comes from the company's own domestic palette of 27 distinct colors. When combined with the 19 different finish options available from Cold Spring, many of them developed by Cold Spring's own research and development department,

architects and designers can choose from over 500 different color and finish combinations.

Cold Spring also began importing and exporting material during the late 1980's. Each year, the company imports and fabricates nearly 100 different granites quarried in locations throughout the world. Each successive year, the company has increased its international business. They have developed several key international markets and sell nearly 15% of their annual volume to overseas markets.

Cold Spring Granite is made up

of several divisions. Cold Spring's product line is extensive. In addition to granite facing for exterior building applications, Cold Spring's Commercial Division produces and sells a complete line of landscape and paving materials, thin-set and cut-to-size floor tile, slabs for countertops and furniture, raw quarry blocks, civic memorials and national monuments. The Memorialization Division offers the broadest line of memorial products in the industry. This division supplies upright monuments, flat markers, cast bronze and granite bases, cremation products from urns to columbariums, community mausoleums, benches, specialty cemetery features and Private Estate family mausoleums. The Diamond Wright tools division makes and sells diamond tools for cutting and finishing granite. The Cold Spring Granite drafting department is one of the largest state-of-the-art AutoCAD departments in the world. The department has been using CAD to provide value engineering services and shop drawings since the early 1980's.



The carving shop

In the fall of 1999, a complete departmental upgrade was implemented including AutoCAD2000 in the Windows '98 environment.



Blocks being inspected

While we were at Cold Spring Granite we took a quick tour of the facilities on site. The granite comes from the quarry in quarry blocks. The blocks are cut into slabs of various thicknesses using shot saws or wire saws. Shot saws are used where accurate tolerances are required. They consist of 1/4" x 6" steel blades that are drawn back and forth by a large reciprocating arm. A slurry of water, lime and steel shot is fed onto the blades. They can cut a block into various sized slabs. They cut slabs to an accuracy of +/- 1/16" as opposed to +/- 1/4" for wire saws, which consist of a wire drawn over the stone with a slurry of silicon carbide or with fixed carbide cutters. Wire saws, however, can cut quite a bit faster.

Once the slabs are cut, they go to various fabrication facilities for finishing and sizing. One entire facility is devoted to polishing 3/4" slabs for counter tops. Currently, this line is running 6 days a week, 24 hours a day to meet the demand. Another facility makes gravesite monuments. There are different facilities for various thicknesses of structural cladding. One shop appears to be devoted to carving and various unusual components. We saw some interesting projects as we toured this area. In another building there is a complete foundry and casting operation to make bronze memorial plaques. There is also a

complete testing facility on site to enable Cold Spring Granite to meet the quality assurance requirements specified on various projects.

One notable thing we observed during our whirlwind tour was the commitment to the quality improvement process throughout the facilities. Many of you have undergone QIP training with DMI. It was truly refreshing to see another company that had a fully implemented process. Bulletin boards throughout the facilities tracked and measured progress. Talking with some employees, we looked at fully documented job descriptions and examples of standards. Charts posted at bulletin boards in each area revealed who was trained, and who was qualified to train for each process. Production was tracked on a daily basis. It was remarkable

how clean everything was. Everyone seemed to keep their workstations spotless at all times. The commitment to cleanliness and safety was readily apparent. Also, employee morale seemed very high. Everyone was eager to talk about what they were doing and why it was done that way. As someone who's been involved in this type of process, my hat's off to Cold Spring Granite for their wonderful implementation of a difficult process. We plan on spending some time talking with their QIP people, and hopefully it will help us along in our implementation process. ■



Quality standards bulletin board

THE BID DOCTOR

Competitive, competitive, competitive. That's the best word to describe today's bid market. DMI's estimators have been bidding many projects in the past few months. We are currently tracking a vast amount of projects to be bid throughout Michigan and Ohio. Despite the aggressiveness of the current bid market, we have been successful on a few projects and have a few projects pending. Here are some bidding statistics since our last newsletter:

<u>Projects Bid</u>	<u>41+</u>
<u>Dollars Bid</u>	<u>\$50,974,000 +</u>
<u>Jobs Pending</u>	<u>5 Projects total of \$4,000,000 +/-</u>
<u>Dollars under contract in Backlog</u>	<u>\$9,372,483</u>
<u>Projects being tracked</u>	<u>75</u>
<u>Budget Work Dollars</u>	<u>\$3,000,000 +</u>

Continued on page 8

DAVENPORT MASONRY, INC

1445 Edgar Rd. ■ P.O. Box 188 ■ Holt, MI 48842
Phone: 517-699-4279 ■ Fax: 517-699-6140
www.davenportmasonry.com

PRSR STD
U.S. POSTAGE PAID
LANSING, MI
PERMIT NO. 485

In This Issue... This Ain't the 90's, In Over My Head, Project News, Direct Deposit, Cold Spring "Rocks"!, The Bid Doctor

Below are new projects in progress and close to starting since our last newsletter:

Lansing Automakers Federal Credit Union, Lansing, Michigan

Hausman Construction Company is the general contractor for this new credit union. The foundations are in and steel is scheduled to be erected mid-November. The project has about 15,000 block and 24,000 brick to be laid.



EE Knight Elementary, Elsie, Michigan

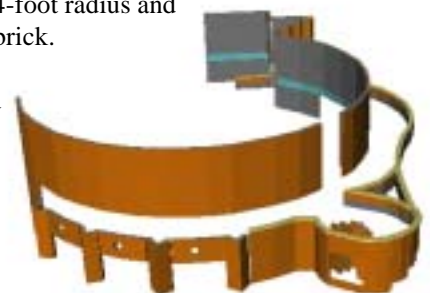
The Christman Company is the Construction Manager for the Ovid-Elsie school district. Work has begun on the 10-classroom wing addition and the gym addition will start in the Spring. The job has about 133,000 brick and 56,000 block.



Adrian Dominican Sisters Maria Chapel, Adrian, Michigan

Kriehoff-Lenawee Company is the general contractor on this chapel addition. The project has a unique design with a poured-in-place concrete frame and block infill. The exterior is built on a 44-foot radius and will be veneered with brick.

Foundations are going in early November and masonry is scheduled for February. About 50,000 brick, 6,000 block and 75 pieces of stone cap need to be installed. ■



Tri-Centennial State Park Harbor Safety Light, Detroit, Michigan

DMI will build its first lighthouse. This lighthouse will be built on a peninsula that projects out into the Detroit River. The 40,000 brick on this multi-wythe brick structure start out with an 8-foot radius at the base and batters in. When it reaches the top at 48 feet, it has a 4-foot radius. The project started the first week of November.

