



Specifications



SF CSI Chapter Meeting

Wednesday, March 10, 2009 | 5:30 - 8:30 PM
Sheraton Fisherman's Wharf Hotel

THE DEVIL IS IN THE DETAILS

John W. Mattock, President, M&S Group

A frequent source of conflict, dispute and misunderstanding arises from the discrepancies between the General Conditions of the Contract for Construction and the conditions - usually referred to as "Division One" - in the Specifications. In most cases, these two documents are prepared by different entities. The General Conditions of the Contract for Construction are most frequently prepared by the Owner and/or his attorney and are modified and negotiated during the appointment of the General Contractor, while the "Division Ones" are usually prepared by the Architect or his consultants, and are so prepared at the same time as the full Construction Document package and often follow strictly the standard AIA language.

At bid stage, the competing General Contractors will review the Specifications (including the "Division Ones") and will base their bid thereon. Later, during the appointment negotiations, the General Conditions are presented by the Owner, and the discrepancies begin to arise - if they are noticed at all. There the trouble lies.

***That's what SFCSI programs are all about ---
Professional development for design and construction professionals.©***

RSVP: Please make your reservations **no later than Monday, March 8th.**
Go to <http://guest.cvent.com/i.aspx?5S%2cM3%2cfca41669-34ca-4c2b-b562-90ed575014bc>

COST IS \$40. RESERVATIONS REQUIRE PRE-PAYMENT.

Place: Sheraton Fisherman's Wharf Hotel **Time:** 5:30 PM - 6:45 PM Social Hour
2500 Mason Street, San Francisco 7:00 PM - 8:30 PM Dinner & Program

Parking: Parking is available at the hotel for \$10. Identify yourself as CSI to get the rate. Also accessible using BART, ferry, and Muni.



President Jim O'Keefe

PRESIDENT'S MESSAGE

By Jim O'Keefe, CSI

As we publish this month's newsletter, we have just a month to Pro Fair 2010. This year's ProFair looks to be an extremely exciting one, with upwards of 40 vendors representing many of the products utilized in the construction of most commercial facilities. Remember, it will be held April 14, 2010 from 4:00 to 7:00 PM at the UCSF Mission Bay Conference Center at 1675 Owens Street in San Francisco. This is a great opportunity, which is free to attendees, to talk directly with product representatives about specific projects that you are currently dealing with. The UCSF Mission Bay Conference Center has abundant parking and is easily accessible from all the major freeways and public transportation.

As we all know, one of the most important benefits of CSI is the opportunity for continuing professional development and education, especially in this highly competitive job market. One recent example was the CDT Certification classes that the Chapter held every Thursday starting in late January and ending later this month. These classes are designed to assist individuals prepare for taking the Institute's CDT and CCS Certification exams.

Of course, our monthly dinner meetings typically include a presentation of professional interest which offers continuing educational opportunities. Over the next several months, we have

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MARK YOUR CALENDAR!

April 14 – ProFair 4pm to 7pm
 Mission Bay Conference Center,
 UCSF

May 12 – Dinner Meeting
 "What's Up at the SF Transbay
 Center?"

May 11-14 – CONSTRUCT 2010
 & The CSI Annual Convention,
 Philadelphia, PA

June 9 – Awards Banquet

July 14 – Dinner Meeting

August 11 – Dinner Meeting

September 8 – Dinner Meeting

September 30-October 3
 West Region Conference
 Tenaya Lodge, Yosemite



John Koga, Victoria Ruiz, Mary Nowee, and Alia Hubacher



San Francisco Chapter Construction Specifications Institute

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several such interesting presentations or events which all members should take advantage of. At the March monthly meeting, we will have a program dealing with construction contracts titled "The Devil is in the Details;" in April we have our outstanding ProFair 2010 with upwards of 40 manufacturer's reps available to discuss product specific technical issues in a one-on-one environment; and in May we will hear from Robert Beck, Senior Program Manager, on the current status of the \$4.18 billion SF Transbay Center.

Finally, let's not forget to vote in the 2010 CSI Election which started February 3, 2010. All members should have received an email from the Institute in late January announcing the upcoming elections, which will be conducted on an electronic basis. Then in early February, we all should have received an e-mail from the Institute providing us with our online sign-in information and website for casting our ballots. If you did not receive such information, it probably means that the e-mail address that the Institute has for you is not current. If that is the case, email the Institute at csi@csinet.org and include "election email address change" in the subject line. Remember that your vote is important and voting ends March 3, 2010.

James O'Keefe
President
San Francisco Chapter, CSI

OUR MEETING PHOTOS ARE AVAILABLE FOR VIEWING!
You'll find a link on our website www.csisf.org
On the drop-down menu under Membership



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Robert Bateman, John Koga, Alia Hubacher, and Deb Hart



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New member Matt Davis of Johns Manville Roofing

PROFAIR 2010

April 14 • 4 pm to 7 pm

UCSF Mission Bay Conference Center
1675 Owens Street, San Francisco

It is time again for our ProFair!

- Learn about the latest innovations
- Meet the experts
- Network
- Have Fun!

Exhibitors: Last year sold out quickly! Reserve your spot as soon as possible. For details contact Larry Fosnight at (707) 238-5175 or lfosnight@assaabloydss.com.



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Looking for Volunteer

EDITORIAL POLICY

1. To inform members of the Chapter and Institute goals and activities directed toward these goals;
2. To inform members of the Chapter and Regional activities, Board actions; and
3. To provide a forum for all members.



Kevin Norman, Jerry Pozo, and Don Lambrecht



**NO USERNAMES, PASSWORDS, OR
 DOWNLOADS REQUIRED**

By Richard Hubble, AIA, CCS

ProFair, the annual product fair sponsored by San Francisco Chapter CSI, is the largest, locally-sponsored showcase of construction products and services in the Bay Area. As an architect, independent specifier, and 30-year attendee, I find the annual ProFair an extremely valuable opportunity to speak directly with representatives of some major manufacturers. If asked my top three reasons for attending ProFair 2010, I would identify:

1. Networking - That Personal Touch

Talking to a professional product representative about your current project or design problem “puts a face to a name.” When you need to call a rep later for more information, you’ll be remembered. Plus, the broad spectrum of manufacturers represented gives attendees the opportunity to do a lot of networking in one place.

2. Knowledge - How, Not Just What

Product reps are building technology consultants in their own right. They offer advice and experience on applying products and systems to real-world conditions, not only the idealized conditions displayed online. And the one-on-one discussion allows for easy follow-up questions so you can get to the crux of your issue and clearly identify an optimum solution.

3. Look, AND Touch

Many of us don’t get the chance to visit jobsites on a regular basis, so product displays, demonstrations, and samples give us a real-world, tactile understanding of materials, products, and systems that you don’t get from online research.

As for me, I am looking forward to this year’s San Francisco CSI ProFair 2010 to be held on Wednesday, April 14, from 4 PM to 7 PM, at the Mission Bay Conference Center at UCSF.



New member Deb Hart, P.E., of Kennedy/Jenks Consultants



Richard Potter and Brittany Breeze



Julie Barrett and Kevin Norman of DES Architects and Engineers, Redwood City



Vivian Volz

CSI CONNECTION
 Contributed by Vivian Volz, RA, CSI, CCS, LEED

Draft 3 of UniFormat Released

CSI is now inviting comments on Draft 3 of the new UniFormat, the standard for organizing preliminary project descriptions, cost estimates, BIM objects, and early project information. Download the draft and post your comments about it in CSI's forums at www.csinet.org/forums. Comments are due by March 19, 2010.

UniFormat is a method of arranging construction information based on the physical parts, or elements, of a facility characterized by their functions, without regard to the materials and methods used to accomplish them. The functional elements are often referred to as systems or assemblies.

UniFormat is often seen in performance specifications and preliminary project descriptions (PPD). Its most notable use is as a format for estimators to present cost estimates during the schematic design phase. UniFormat breaks a facility into systems and assemblies that perform a predominating function, such as substructure, shell, interiors, and services, without defining the technical solutions to provide these functions. This allows the facility to be priced at the elemental level, allowing design alternatives to be better evaluated, and allows facility performance to be established at the system level as the project design is being refined.

UniFormat's approach to organizing data is also important to the continued development of building information modeling (BIM) software, as its system organization allows objects to be placed before their properties have been further defined. When revision is complete, this version of UniFormat will be used as the basis for Table 21 – Elements of OmniClass. OmniClass, MasterFormat and UniFormat are three of the foundation classification systems available to structure the construction data attached to a model.

CSI and Construction Specifications Canada (CSC) expect to publish the final version of the new UniFormat in May 2010.

CSI's Emerging Professionals Blog is for All of Us

You don't have to be an emerging professional to get something from the Emerging Professionals Practice Group's most recent entry on CSI's blog. An emerging professional, in case you're not familiar with the term, is a person who's been practicing in the design and construction industry for less than five years. But this month's notes



Curtis Manns and Don Lambrecht

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are about something we can all relate to: “Getting a Job In a Down Economy.” We don’t have to be just starting out to find ourselves in a career transition, and many of us could use some support in changing our approach to a potential new employer.

“Think of your next employer as a driver in a car. Is your resume looking backward through the rearview mirror, or looking forward through the windshield? Are you something the employer’s driven by, or the key to navigating what’s coming?” Lee H. Orosco, FCSI, CCS, posed this question during the December meeting of CSI’s Emerging Professionals Practice Group. Lee’s presentation goes on to explain how to build a skills-based resume and is full of ways to engage your CSI network to find the job of your dreams.

Are you an emerging professional, or is someone you know? CSI’s Emerging Professionals Practice Group holds free, monthly meetings by webinar. Anyone, CSI member or not, can join the group at www.csinet.org/empros.



Robert Bateman, John Koga, and Alia Hubacher



Enjoying dinner; Kevin Norman, Raul Yanez, and Alan Tokugawa



Richard Blach, Marco Fischer, and Lee Gauna

SILENT AUCTION TO BENEFIT SF CSI FOUNDATION
 By Jack Klemeyer, FCSI

At the annual meeting of the SF CSI Foundation’s on January 16, the board expressed a high level of interest in hosting another silent auction in conjunction with the Chapter’s Awards Banquet on June 9, 2010. Would you be willing to donate artwork, wine, or any other items of interest for people to bid on, for the benefit of the Foundation? The funds raised are used for scholarships for students in local construction industry-related courses of study. Last year we were able to provide \$5000, which was awarded to three different applicants. If you would enjoy contributing your talent for the benefit of the Foundation, we would sure enjoy showcasing your abilities! Please contact Jack Klemeyer at 415-664-0134 or wvk@sbcglobal.net to discuss this further if it sounds interesting -- many thanks.

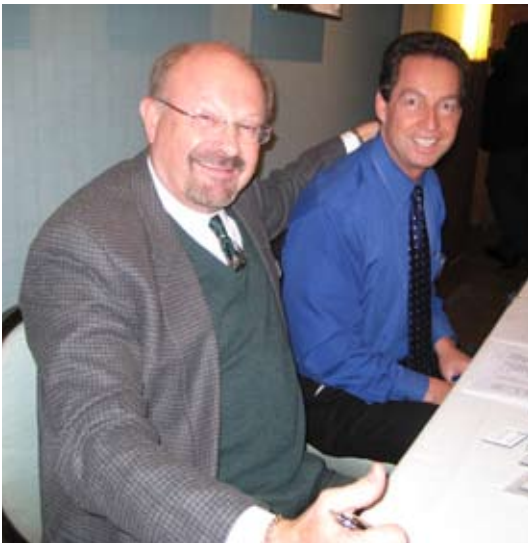




Matt Davis and Michael Chambers



Checking in; Tim Maliepaard, Eric Patricio, Julie Barrett, Scott Lindsay, and Ken Laszczak



Tim Maliepaard and Eric Patricio

**NOTES FROM FEBRUARY 10
 PANEL DISCUSSION
 “KEEPING PROJECT SPECS UPDATED”
 by Robert Bateman, East Bay Chapter**

The CSI San Francisco chapter meeting of February 10, 2010 highlighted a panel made up of four experienced and knowledgeable participants involved in numerous building projects. However, their professional experience hasn't necessarily been limited to the role they were assigned for the purposes of this panel. The major roles in the design and construction industry were candidly filled by the four guests:

- Architect: Ron Ronconi
- Specifier: Michael Chambers
- Product Representative: Jerry Pozo
- General Contractor: Howard Fuchs
- Audience: Attendees to the CSI SF dinner meeting

These meeting notes of the participants are not direct quotes. They are taken from narrow understanding and simplistic interpretations based on weak hearing and fumbled note-taking. Do not blame the panelists for the note taker's bungling of their intended words of wisdom.

The panelists started off expressing their expectations of product reps in helping to prepare project specifications and continued for an hour of round robin discussions and audience questions.

Architect: Welcomes manufacturer's reps to office to meet with in-house spec writer. Has a high standard for reps. – know your product. Be ready to talk installation, availability and relative costs. If you don't know technical info – Don't fake it. It's better to follow-up with answers ASAP.

Specifier: Product reps have to know competitors' products. Don't expect your product to be named as a sole source product in the specs. Product reps should help specifier to word the spec, so that the specified product will only compete with technically equivalent products.

General Contractor: Typical construction bidding favors the product preference of the low bidder even if it is not one of three listed spec items. Subcontractor and general contractor will try to substitute the unlisted product if they win the bid.

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Product Rep: Encourages specifier to confer with product rep during design development phase and tailor the spec to the specific project.

Architect: It is a problem for the architect if the specs don't address an issue arising from the field during construction. It is a problem if the architect relies on short product lead-time info from the product rep, but the contractor finds out that lead time is much longer.

Specifier: Suggests specifier inform Owner to buy-out long lead-time items. Identify buy-out items in the spec.

Product Rep: Still sees obsolete specification language in specs. Product rep can help edit specs for outdated language.

Architect: Claims for "green" marketed products may not have the technical back-up. Be wary of broad claims.

Specifier: Objective of specs should be "sustainable" but not necessarily "green." Materials should be durable. Buildings should be able to be maintained.

Specifier: It is unusual to see actual product failures. It is more likely failures are due to preparation and installation outlined in Part 3 – Execution.

Audience: Most buildings are not "maintained." Quality can be included with using third party inspections during construction.

Specifier: Advocates a construction mock-up for project "quality."

General Contractor: Most contractors don't read specs (audience laughter). The bidder's cost estimator looks through the specs on conventional items for what is out-of-the-ordinary. During construction the contractors follow typical work practice based what has normally been done before. Otherwise, specs are ignored.

General Contractor: Recommends mandatory pre-construction conferences. Don't pay subs if they don't show. Put this requirement in Division 1 of the specs. A pre-construction conference is the opportunity to review anything unusual or critical to the project, coordinate subs, review sequence and schedule.

Specifier: Suggests considering adding a schedule of pre-construction meetings in Division 1.



Friendly service at the bar



Vivian Volz and Julie Barrett



Dave Ingram, Lee Gauna, Paul Miller, Tim Maliepaard, and Eric Patricio

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Scott Lindsay, Ken Laszczak, and Rose Garrison of Dunn Edwards

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General Contractor: The worst thing for a contractor is a specified product with a long-distance manufacturer or only one authorized installer.

Specifier: Recommends depending upon known and proven past relationships with [products and reps] to ensure “quality.”

Architect: Recommends a “tight” spec for quality. Include the quality standards and performance requirements desired.

Audience: Don’t just list a series of ASTM standards in Part 1 – References of the specs, especially if they don’t relate to the job.

Specifier: Place relevant ASTM standards in the body of the spec where applicable.

General Contractor: The spec writer should confirm updated manufacturer contact information and current product designations.

Specifier: Specs should include both manufacturer and the specific product number or model. If one particular product is named as the basis of design, the other two or three acceptable manufacturers should be listed with comparable product numbers.

Our panel: Specifier Michael Chambers, Manufacturer’s Representative Jerry Pozo, General Contractor Howard Fuchs, and Architect Ron Ronconi





WEST REGION CORNER

By Duane M. Johnson
 West Region President

I just came back from a great working vacation to Southern Cal. Although it was tough to stop eating ice cream for breakfast with the grandkids, I was happy to be able to spend some time with two active student groups. The first was our long established group on the Cal Poly, San Luis Obispo campus, the Student Affiliate of the Fresno Chapter. We had to start late due to most students now having to take night classes to find class space, but we brainstormed until about 10:30 PM going over transition issues and plans for their annual Construction Sciences Forum on campus Wednesday April 7. I want to thank Fresno for already pitching in to make this another successful event and to encourage all product reps to sign-up for the on-campus Product Show. Check out the student club's website for details at www.calpoly.edu then click on the CSI site.

The following day, I drove to San Diego to visit one of our newest student groups at the New School of Architecture & Design. I was delighted to see the great level of support the San Diego Chapter is giving this fast-growing school of around 600 students. In discussions with the Dean, he was very pleased to have CSI on campus. The Chapter was doing something that night that is rarely done in other chapters, and the room had a wonderful networking buzz. This night they were having their regular chapter meeting on campus with a great turnout of tabletops for their Second Annual Sustainable Products Fair. The entire evening was open to the students, with a very enjoyable speaker who connected with them and the faculty. I would enthusiastically recommend other chapters look into bringing David Mar, S.E., a Principal with Tipping Mar + Assoc of Berkeley, CA to speak at your events. He was able to share his years of experiences with sustainable projects and alternative construction in a very understandable, informative and entertaining manner. Check out the Chapter's well done website for event photos at www.sandiegocsi.org.

Speaking of well done websites, I hope many of you by now have seen the impressive results of Eric Camin's redo of the West Region website. We needed to take back more control of our site, and Institute was not ready with their new version that will have ability to add Region (& Chapter) microsites. Eric completely remade the website using "Go Daddy" and it's getting some pretty good reviews, although not fully up with all pages. He's asking all chapters to send him current info & event photos to populate the site. Nice going Eric!!

Continued on next page



Duane Johnson, FCSI

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Enjoying conversation



Raul Yanez, Alan Tokugawa, Ron Ronconi, and Douglas Day



Joe Quaranta, Steve Teeple, Victoria Ruiz, Mary Nowee, and Thomas Wong

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February is CSI ELECTION month; I want to remind everyone that this year's elections are ONLY via electronic format. Chapters are being encouraged to contact their members that do not have e-mail access and see if they can help them vote by providing a laptop at your Chapter meeting or allowing them to come to another member's office. Historically we only get about one-quarter of the members voting; and in this time of declining numbers we need to do everything we can to help members be involved. Remember, to save money, we were also able to get our Region officers on the same Institute ballot. This election will be the final step in our governance changeover as we go to a separation between the two Region officers and our Institute Director. So we have 3 positions to elect and contested races in each position. Please read over their qualifications (and ask some questions). Since I currently wear both the Institute Director hat and the Region President hat, I can tell you that this split will allow each position to now give more focused attention to their piece of the organization. With the limited volunteer hours we all have, this will allow us to move forward in a more positive way.

Recommended Read: In the Holiday rush, I had overlooked the December 2009 issue of The Monthly Leader. I'm glad I didn't delete it, as this is one of the best they've done. I want to encourage each Chapter to discuss the "New Member Orientations That Work" article at their next Board meeting. One point that has been made at our Institute Board meetings is that we sign up a lot of members, but after a short time many fall away. In this article are "Five Tips for a Dynamite Orientation." This supports the time tested success story that if you get them involved so they can see value within the first 60 days of joining, you dramatically increase the odds of their renewing at the end of their first year. If you have discarded this great issue, remember you can now get past articles from the online CSI Monthly Leader Archive.

Our Mid-Year meeting, quickly coming up March 5 for the Speak-out and March 6 for the Board meeting, promises to be an energetic event. It will be in Oakland, at a new location more convenient to the airport. Among the high interest items we will be discussing are affordable ways to expand leadership training for "newbies" who aren't yet officers or directors.

Also we need to respond to an Institute request to move our Region Conference out of its traditional Fall time slot. Although not required, I believe that this should be done so that the Region Conference will not compete with the Institute convention when they move to a

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final fall slot beginning in 2012. This could have a negative impact on product shows supporting our Conference and on chapter cash flow for sending members to two closely timed events.

Remember, all members are welcome at the Mid-year Board meeting. We just need to know if you are coming for meeting room arrangements. Lunch cost is on you if not a Board member or Officer. My request of each Chapter is that you fully discuss at your February Chapter Board meeting all of the options our Task Team has put together, so that your Region Director can be prepared to vote on a solution at the Mid-year meeting.

Finally, I want to encourage each member to look again at submitting their name for an Institute or Region committee. CSI is one of the best networking groups I know of and has kept me hooked since 1983. In this economy, more networking opportunities are a good thing - and the more you put in, the more you get out. So send me an e-mail and let's get you "hooked up." The Institute committees are on their website so you can sign-up online, but as I'm now a "senior" board member, copy me so I can lobby for you in the hallways.

Remember, it's not too early to be making your plans for Construct 2010 in Philadelphia, May 11-14. It comes early this year only, before going to a permanent Fall time slot.



Robert Mault, Jerry Pozo, Rick Scheuer, Bryan Jones, and Patrick Raney



Ultra chocolate desserts!

MEMBERSHIP REPORT
 By Paul Miller, Membership Chair

RENEWING MEMBERS

January 2010

- Peter J. Cardis, CDT
- Eric K. Gunther, CDT
- Truman O. Howard, CDT
- Daniel C. Kitts
- Georges B. Loheac, CDT
- Michael J. McCall
- Christ C, Surunis
- Bryan J. Varner, CCCA, LEED AP



Paul Miller



Amanda Edvardsson, Rebecca Yudice, and Sonam Delma



Mark Davis, Irwin Gozales, and Paul Miller

NETWORKING FOR INTROVERTS

By Hannah Moyer, AIA, CDT, LEED AP
 President, Santa Clara Valley Chapter

One of the best services provided by CSI is networking opportunities. But do we, as members, take advantage of this service to its fullest potential? Most of you know we architects and specifications writers can be a taciturn, introverted bunch, preferring to keep to ourselves or our small circle of friends and acquaintances. We may feel intimidated by the thought of having to put ourselves out there every month, doing our best to keep the interaction to a minimum, and rushing out of the room at the end of the evening, as soon as it's polite.

I recently listened to a very informative webinar produced by Society for Marketing Professional Services, titled "The Introvert's Secret to Networking," presented by Tim Klabunde, and had a number of revelations I'd like to share with you. The sheer number of advantages to being an introvert when it comes to successful networking blew me away, and I think you all can take something away too, whether you're an introvert or an extrovert. Here are some highlights and pointers of the presentation:

The Introverted Networker

- We have been incorrectly taught that networking is part of the sales process. Networking is not about sales, but about building relationships.
- Introvert networking is different. It's building new relationships and helping other people. The big networking question is, "What can I do to help this person?"
- What does "help" look like? It's timely information, introductions, referrals, ideas, advice; you pick what you're comfortable with.
- Being helpful establishes your reputation.
- Introvert networking works because it focuses on building small, yet deep, mutually beneficial relationships.
- Networking is not an event, but rather an approach to building relationships.

Networking as an Introvert

- Getting involved in committees develops a baseline of relationships by working together. Being involved helps you establish new relationships and maintain existing ones.
- When first joining an association, to get over the hump of being the "outsider", you need to attend all the time. Rule of thumb: after joining an association, you must go to every association event for the first six months.

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More dinner conversation

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- Mind your posture – good posture exudes confidence, and confidence attracts other people.
- How to break the ice? Ask yourself, “How can I help this person?” Ask event or association questions. Discuss the topic of the meeting.
- Don’t hand out brochures (unless you’re at a trade show); don’t drop more than 2-3 names; don’t show up late and leave early; don’t talk too much about traffic and the weather.
- When networking, avoid the business card approach, the sales approach, the elevator speech (or at least recognized when you don’t have to give the speech), or targeting a room.
- Do spend at least one minute speaking to someone; repeat their names; don’t talk about business but rather talk about common interests; have three stories to share (family, business, current affairs) as these help illustrate who you are; keep each story to around 20 seconds.
- A two-way conversation is the key. Don’t dominate or monopolize a conversation.
- Develop a “HOT-list” of 15 to 30 people as your network core. The people in your core should be viewed as your friends, people you trust, people who are in the same circle of influence. When you trust someone in your core, you’ll likely trust their referrals too. This is NOT about focusing on potential clients.
- Your “HOT-list” should be small; your network should be broad.
- Corporate culture on networking should be, “Were you able to help anyone?” or, “Were you able to build some relationships?” and not, “How many business cards did you collect?”
- Don’t forget to follow up on promised help or introductions. Only 20% of people actually follow up. Tip: A sure way to build a terrible reputation is to not follow up.
- Don’t forget to say “Thank You,” either with a card, bottle of wine or champagne, or lunch. As a society we have a lack of gratitude, and show little generosity.

Why Bother Networking?

- If you’re not motivated to network, look at your personal goals and ask yourself if you’re satisfied with your current position. Are you looking to improve, to build upon yourself?
- “An introvert with focus will always outperform an extrovert that lacks focus.”
- Introverts have a key advantage over extroverts: When it comes to networking, introverts innately focus on a small group of relationships (network) and establish stronger, deeper, relationships, than extroverts.
- Networking is about you; it’s about cultivating a career; it makes your life easier as others work to help you, just as you’ve helped them.
- Just be yourself.
- The good networker is the LAST TO BE LAID OFF, and often the FIRST TO BE PROMOTED.

Additional Networking tips

- Go to www.cofebuz.com and click on the Resources tab.





San Francisco Chapter

Construction Specifications Institute

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www.csisf.org

Knowledge for Creating and Sustaining the Built Environment

CSI membership is composed of a cross-section of the construction industry - architect, engineers, contractors, developers, manufacturers, suppliers and representatives from allied industries. Chapter activities reflect the unbiased concerns of the entire industry - not one section of it. Members through the Chapter, Region and Institute have the opportunity to contribute their views and experience to the improvement of specifications and other contract documents.

Board Members 2009-2010

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