

MBCI Purchases Steelco

MBCI has announced the purchase of the operating assets of Steelco from Alta Industries Ltd., effective April 1, 1996. Steelco has plants located in Salt Lake City, UT, and Boise, ID.

"Steelco has an excellent reputation in the industry, with superior employees and a solid customer base," said MBCI president A.R. Ginn. "This purchase will enable MBCI to enter the western region of the United States immediately."

The company will purchase land

and construct new facilities at both locations, according to Ginn. "Equipment has been ordered to include a broader product selection for this western region," he said.

With these new plants, MBCI now operates 20 manufacturing facilities.

Metal Construction News will follow-up with in-depth coverage of MBCI's purchase of Steelco in an upcoming issue.

Atlas Bolt & Screw Celebrates Centennial

Since 1896 Atlas has been offering a broad line of fasteners which have been used to reduce installation costs and extend service lives of buildings worldwide. Atlas was founded as part of the Atlas Tank Car Co. located in Cleveland, OH, producing fas-

teners used to make railroad tank cars.

One hundred years later, as a member of the Marmon Group of companies, Atlas is one of the oldest and most knowledgeable

To Page 4, Atlas ↔

Lamtec Acquires Product Lines From Rexam Performance Products

Lamtec announces that it has acquired product lines, inventories and equipment of Rexam Performance Products Inc. (formerly known as Lamotite) related to the metal building industry. However, Rexam Inc., the parent company of Rexam Performance Products, will continue to manufacture and market Vapex film.

In addition, a new company, Cleveland Laminating Corp., has

acquired the remaining product lines, inventories and equipment of Rexam Performance Products Inc. Cleveland Laminating Corp. will continue to operate the former Rexam facility in Cleveland, OH. Primarily owned by Lamtec management, Cleveland Laminating Corp. will pursue non-metal building markets and provide additional capacity for Lamtec.

○

Span Leads The Metal Building Industry For Sixth Straight Year

By Deborah Penka
Assistant Editor

As *Metal Construction News'* Top Metal Builder for the sixth consecutive year, Span Construction & Engineering has reaffirmed itself as the leader among the largest metal builders in the U.S., based on steel purchases of 15,189 tons in 1995. As a contractor, Span continues to place emphasis on quality, safety and performance, rather than

focusing on increasing its steel tonnage year to year.

That focus has taken the Madera, CA-based firm on a long journey to the top, where success is not found through high steel tonnage but through strong relationships. Whether it's building a faithful relationship with every employee or with metal building manufacturer affiliate, Varco-Pruden Buildings,

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Metal Construction News

The Voice Of The Industry

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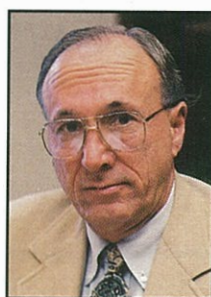
Industry News

SBA 2000 CertificationPg. 73

Design/Build Team Honors Client Relationships

By Deborah Penka
Assistant Editor

Some would say timing is the key to a lot of things in life. For Kessel Construction timing is



Richard Kessel

everything in the design/build contracting business. Be it the endless opportunities available in northwest Pennsylvania and southwest New York, the commitment to building long-term professional relationships, or

the completion of fast track, turnkey projects, Kessel Construction relates everything to quality construction and the ability to time all aspects of a project perfectly.

The secret to handling the most sophisticated and complex industrial projects for Kessel is developing a well-based client relationship. By recognizing the client's needs to meet critical production deadlines, Kessel has outlined its own schedule to seek comparable completion dates. Certain subcontractors within the company's list of proven professionals help the process continue smoothly.

"As a customer-driven company,

To Page 65, Kessel ↔



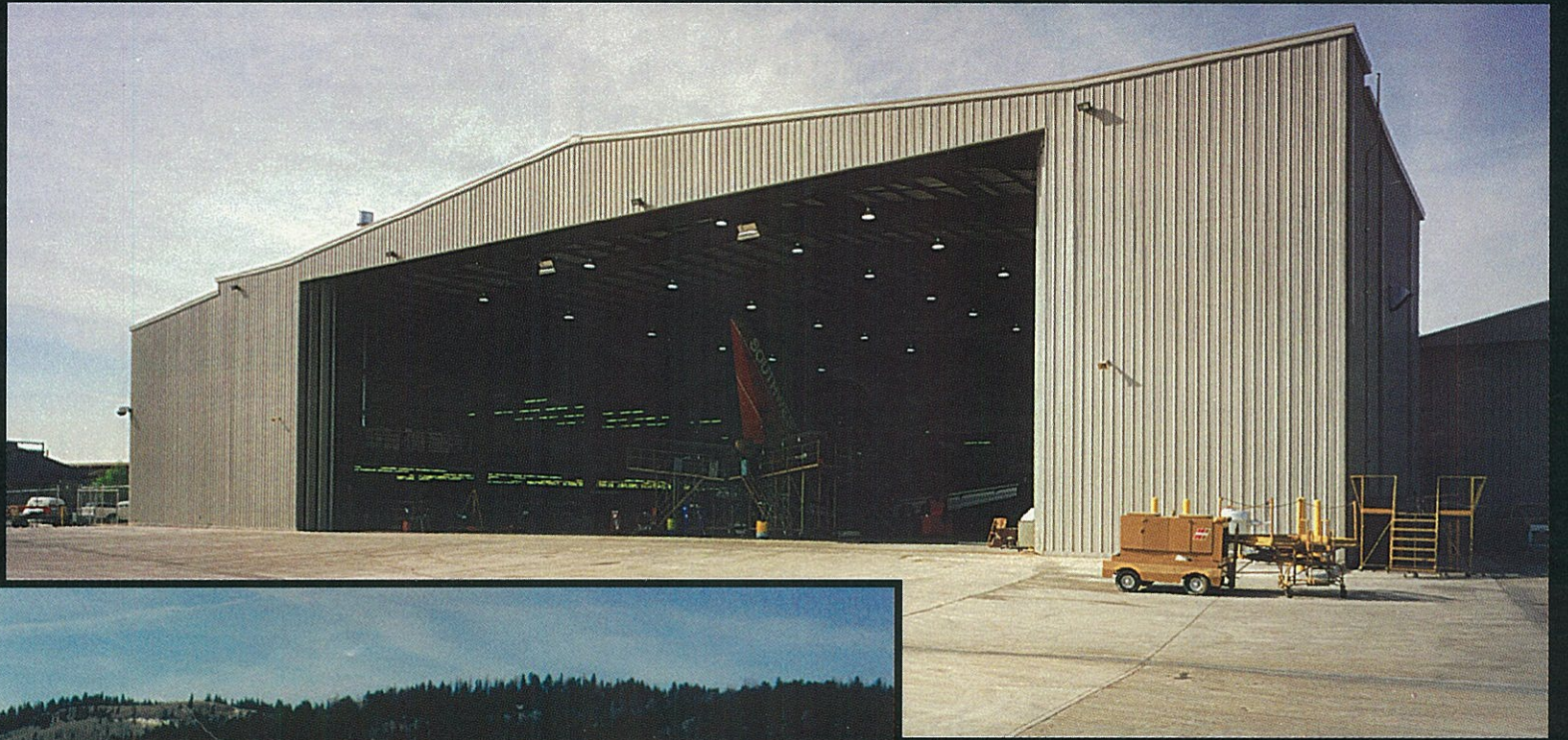
Span Construction & Engineering completed 65 projects in 1995, including this one for Guardian Industries in DeWitt, IA, featuring pre-engineered systems by Varco-Pruden Buildings.

Next Month In Metal Construction News...

- **Special Emphasis**
Pre-Insulated Metal Panel Projects
- **Product Report**
Standing Seam Roof Systems

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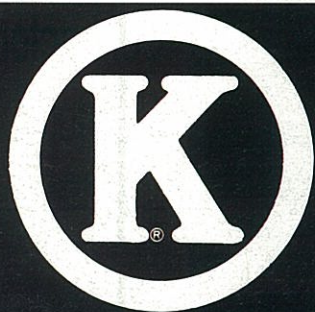
Circle #1 on reader service card.



A noteworthy project, Buzz Oates Enterprises II, is located in Tracy, CA. The steel framing for the 620,000 sq. ft. warehouse was supplied by Varco-Pruden Buildings.

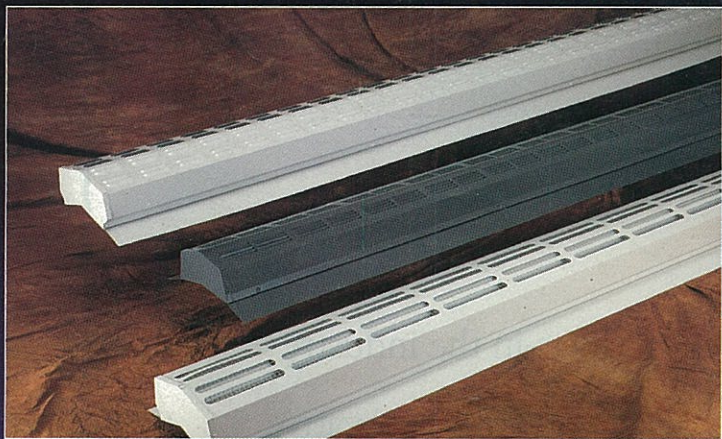


ICEOPLEX, located in Fresno, CA, covers 41,000 sq. ft. The ice skating center utilizes steel framing from Varco-Pruden.



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Contractor

■ Feature

⇨ From Front Page, Span

Firoz "King" Husein, is committed to both.

King founded Span in 1980, after he began his career in pre-engineered buildings several years before. His education accomplishments include a Masters Degree from Brigham Young University and a Bachelors Degree from the University of Bombay, in his native country of India.

Span's accomplishments in the metal construction industry have been presented in past editions of *Metal Construction News* (August 1991, August 1992, May 1993, May 1994 and May 1995). In previous articles, King noted that he is most concerned with perfecting small details on every project, as well as ensuring that larger items also are addressed. In 1994, Span's focus was to raise the already high level of quality and performance to a new standard, in addition to the implementation of a new safety program.

With Span's successful track record in new and repeat construction, where is there a need for change? According to King, keeping current with technology changes and advancements within the industry is an obvious necessity, but what's not as evident is the importance of Span's relationship with Varco-Pruden.

Span's business potential is encouraged partly through King's relationship with Dave Gilchrist, president of Varco-Pruden, and Bill Crabtree, business development manager of Varco-Pruden. Some insight on King's close relationship with both men is described throughout the following paragraphs.

MCN: How long have you known and worked with King Husein? What qualities in your

To Page 12, Span ⇨

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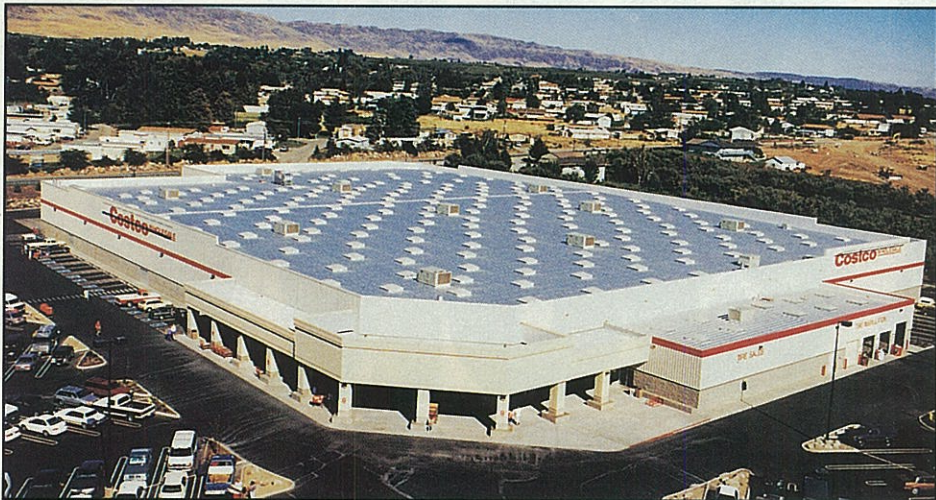
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Another impressive project, Costco Wholesale, measures 135,000 sq. ft. and is located in Wenatchee, WA.

Contractor ■ Feature

⇨ From Page 10, Span

relationship with Span allow for a successful relationship?

Dave Gilchrist, president, Varco-Pruden: I first met King on January 15 of this year, shortly after my appointment as president of Varco-Pruden Buildings. While I have not had the pleasure of working with King over the long term, I am fully aware of the long

history of mutual success that has resulted from the partnership between our two companies. Since joining VP, I have had the opportunity of meeting with King and his staff several times and have valued his opinions and insights. Not only because he is our largest builder, but because Varco-Pruden Buildings has always tried to listen to our builder partners. Listening to our builders is the only way we can continue to improve our products and services. Thus far in our relationship, I have valued King's willingness to work towards our mutual success. His honesty and his dedication to Varco-Pruden Buildings are without peer.

I believe that Span's and VP's successful relationship is based upon shared values and beliefs that we must work together to ensure a profitable future. We also believe that we must deliver to our customers quality produced buildings that are defect free and completed on time.

MCN: According to King, it is a great benefit to work with Varco-Pruden because the company is willing to listen to its builders and make the necessary changes to improve quality and performance. In what ways does working with Span benefit Varco-Pruden?

Gilchrist: Varco-Pruden obviously benefits from our partnership with Span through increased sales and opportunities. However, VP and other VP authorized builders also benefit in a wide variety of other ways. Span's feedback has certainly helped us improve our product quality and service to our builders over the years. We have also been able to pass successful strategies and methods learned at Span to our other authorized builders to help them become more successful and vice-versa.

MCN: Is there anything else you would like to add on behalf of your relationship with Span?

Gilchrist: No manufacturer of metal building systems can hope to be successful and grow without professional builder partners who are dedicated to customer satisfaction and to delivering quality workmanship. Span, along with our other authorized builder partners are truly responsible for much of the success Varco-Pruden has experienced over the years.

MCN: Since you have worked closely with King for the past 16 years, you must know him fairly well. What do you think are Span's reasons for such immense success?

Bill Crabtree, business development manager, Varco-Pruden: First of all, King is a man of integrity, and every business aspect of Span Construction is



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Span's wide range of accomplishments include a variety of projects, from warehouses to car dealerships like Bret's Auto Center, 19,000 sq. ft., in Dinuba, CA (right). The interior of the 400,000 sq. ft. Cardinal Float Glass Plant in Portage, WI, is also shown (left).

Contractor

■ Feature

⇌ From Page 12, Span

Fight the Fade Keep the Shade!

Fading might be okay for a pair of blue jeans, but shouldn't your building's exterior retain its original shade?

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managed accordingly. Span receives a great deal of repeat business because customers are pleased with Span's integrity and track record.

The next reason for Span's success is the company's intimate knowledge of VP's capabilities. Span is on the cutting edge of steel building technology and the company's attention to detail on a 20,000 sq. ft. to a 1 million sq. ft. building is recognized throughout the steel building industry. A good example of Span's attention to detail is in the installation of the Varco-Pruden Standing Seam Roof. It is the best installed roof system in the industry...Period.

The principal reason for Span's continuing success with each passing year is the company's attitude in dealing with a problem or weakness. *Span turns each area of weakness into an area of strength*, as shown in the following examples:

A. Span had a weakness because it could not find a roof curb with consistently high quality and call backs are expensive.

Span, since 1993, designs and manufactures its own roof curbs. The 5,000-plus (per year) roof curbs manufactured and installed by Span are among the best in the industry...Period.

B. Span had a weakness because its insurance mod rate was too high and this was threatening to make them non-competitive in the marketplace.

Span initiated a Safety Program which abides by the letter of the law, but more importantly, it abides by the *spirit* of the law. The Span Safety Program is setting a new national standard of excellence in safety. And yes, the mod rate came down.

To Page 16, Span ⇌

Circle #10 on reader service card.

Cross on the High Plains

It stands high above the plains of the Texas Panhandle, 190 feet high to be exact, one man's personal statement of faith. Steve Thomas, President of Caprock Engineering, designed the cross and used his own money to build it on ten acres of donated land adjacent to Interstate 40.

This extraordinary structure, engineered to withstand winds of up to 140 mph, is wrapped in 26-gauge white "R" panel from MBCI. It is a unique illustration of the versatility of metal, a reminder that applications for metal are endless, limited only by our imaginations.

Construction Details:

- Height: 190' (19 stories)
- Width: 110' (Arm span: 11 stories)
- Cross section: 12' x 12'
- Exterior: MBCI's 26-gauge "R" Panel, with 4", 6", 8" & 9" purlins.
- Weight: 1250 tons (2.5 million pounds)
- Frame: 16" x 16" x 5/8" thick steel wall tubing (largest square tubing available), with 7" diameter pins, @ 300 lbs each, securing cross to foundation
- Foundation: 65 truckloads of concrete (from Amarillo, Borger and Pampa) poured in a single day
- Foundation excavation: 25' x 32' x 20' cavity
- Foundation reinforcement: 60,000 lbs of 1-1/4" diameter rebar, requiring 6000 welds
- Maintenance: every 10" throughout height of cross, with ladder extending to top
- Illumination: two 1500 watt metal halide fixtures
- Visibility: from 20 miles away

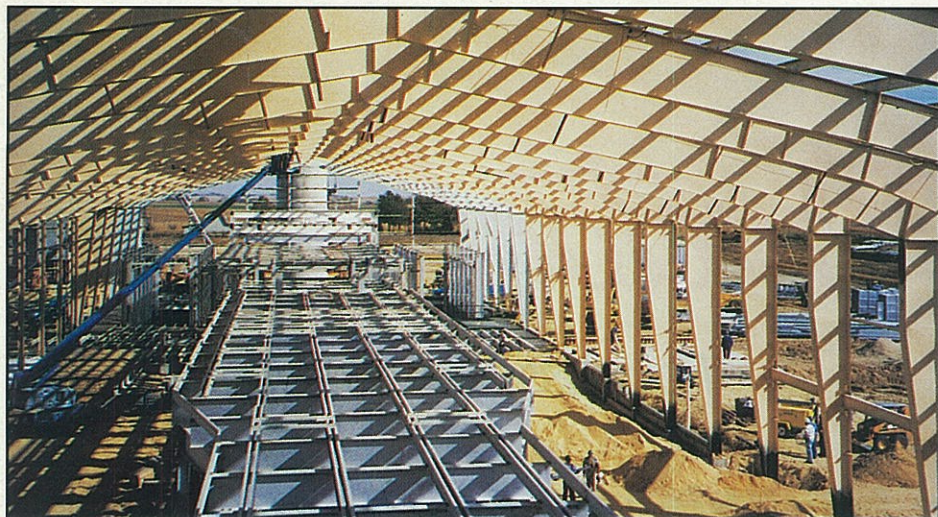


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Project: The Cross of the High Plains, Groom TX / Engineer: Steve Thomas, P.E., Caprock Engineering, Pampa TX

Circle #9 on reader service card.



Structural steel framing from Varco-Pruden provides the skeleton for the massive 755,000 sq. ft Guardian Float Facility in Dewitt, IA.



The insulation is installed on the 135,000 sq. ft. Costco Wholesale building in Maui, HI.

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■ Feature

⇨ From Page 14, Span

C. Even with the best Safety Program, Span experienced a weakness with the attitude of some employees regarding the Safety Program.

Span initiated a Safety Incentive Program which pays a \$1 per hour safety bonus for each hour an employee works on any particular project. However, if there is a major accident on the job or an OSHA fine, there will be *no* safety bonus for any employee on that project. The employees now monitor each other to maintain a safe working environment and to collect the safety bonus.

MCN: Why do you like working with King and his company?

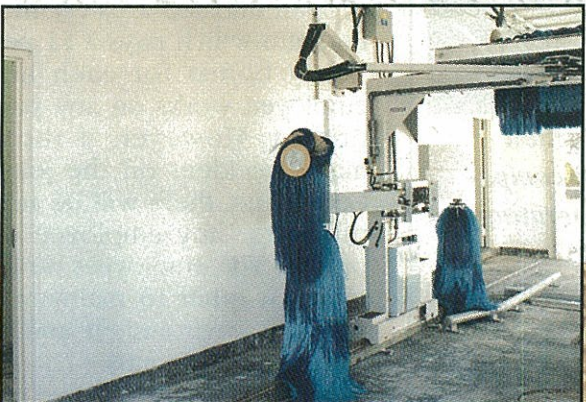
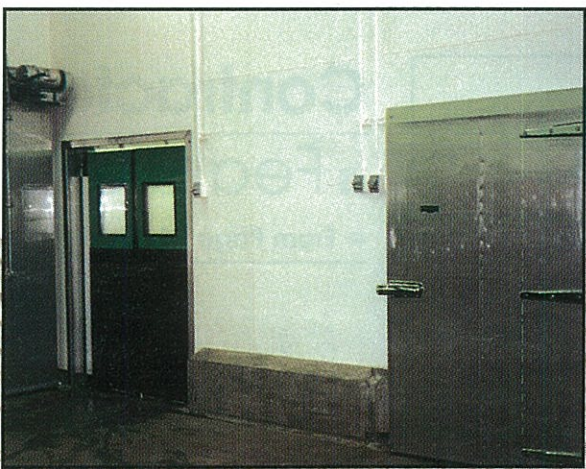
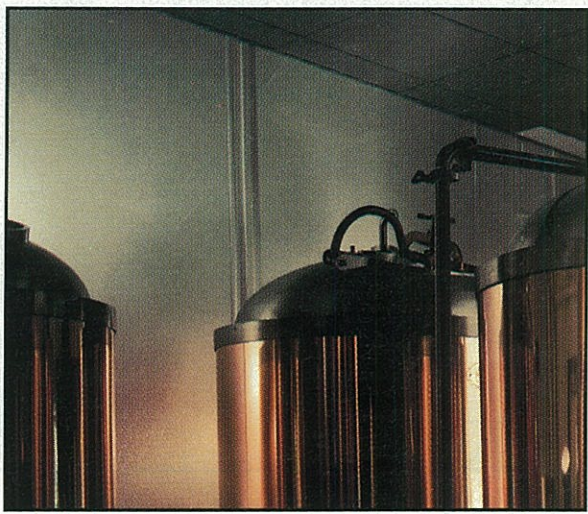
Crabtree: It's exciting and challenging. I place great value on my personal and business relationship with King and the Span employees. Even though Span and Varco-Pruden are separate companies, we are truly partners in business. We are dependent on each other for our mutual success.

The strength of our relationship is very evident at our semi-annual VP/Span meeting. All the team players from both companies give an honest critique of each other's performance. We then develop a game plan to resolve the problem areas. It is truly a win-win situation.

MCN: Picture yourself 16 years ago. Did you have any idea your decision to accept Span Construction as a VP Builder (who was never in the business before), would lead to such a committed, successful relationship?

Crabtree: Did I count my chickens before they were hatched? No, I didn't. It was and is my job to introduce potential to opportunity. I saw great potential in King. King was intelligent,

To Page 18, Span ⇨



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Using a Varco-Pruden truss system, construction begins on the Ball Glass Plant distribution warehouse (left) in Fairfield, CA. The impressive Ball Glass Plant project by Span measures 623,000 sq. ft. and is shown complete (right).

Contractor

■ Feature

⇐ From Page 16, Span

self-confident, and had an innate ability to relate to people. In addition, he possessed an incredibly strong determination to succeed. I perceived these qualities to be a winning combination for success. From the very beginning, we both tried to operate under the philosophy of taking *one sure step at a time*, and that is what we are still doing today. The first year steel sales with VP exceeded \$1 million and the rest is history.

MCN: Is there any one word that describes your relationship with King and Span Construction?

Crabtree: It would be two words—friends and partners.

MCN: Is there anything else you would like to add?

Crabtree: Yes, there is one thing I need to mention. King is the most stubborn man I've ever met! But in all seriousness, the positive side of stubbornness is tenacity. King's tenacity has obviously served him very well.

Record-Setting Numbers

Here is proof of how King's tenacity has led Span to unprecedented success. Sales exceeded \$45.5 million on the new construction of more than 65 commercial, industrial and agricultural projects in 1995.

Noteworthy projects in 1995 include the Guardian Float Facility located in DeWitt, IA. The massive 755,000 sq. ft. float glass plant was a large and complicated project which included buildings for warehouse, furnace, tin bath, Lehr and support facilities. Cardinal Float Glass, Portage, WI, is similar to the Guardian Float Facility but has 400,000 sq. ft. Another distribution center, Ball Glass in Fairfield, CA, uses 623,000 sq. ft. of

To Page 20, Span ⇐

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■ Feature

⇒ From Page 18, Span

hardwall design for the storage of glass bottles. Located in Tracy, CA, the Buzz Oates Enterprises Warehouse is a distribution warehouse utilizing hardwall design. It covers 620,000 sq. ft. Another warehouse project coordinated by the National Services Team of Varco-Pruden in Memphis, TN, is the 135,000 sq. ft. PriceCostco in

Wenatchee, WA.

Other projects are shown throughout the article ranging in size from 19,000 sq. ft. to more than 750,000 sq. ft. Many projects were designed for repeat customers.

Further insight on Span's success and relationship qualities are discussed through the following interview with King Husein.

MCN: In the past Span has compiled some impressive tonnage figures. In 1990, we first reported your tonnage at 5,495. A jump from 7,882 tons in 1992 to 14,189 in 1993 was reported, and now another jump of 1,000 tons is

evident for 1995. At the current state of business operations, do you expect any significant tonnage jump for next year?

King Husein, P.E.: This is hard to predict. Our focus is on improving quality, safety and performance rather than increasing tonnage each year.

MCN: The company's focus in 1994 was to raise the level of quality and performance to a new standard. Will the emphasis on quality continue this year?

Husein: Definitely. I am pleased at the level of "Span Quality" accomplished thus far. However, there is a lot of room for

improvement. Besides, if the emphasis is not there we will slide backwards.

MCN: Even though Span has an excellent reputation already and has implemented a fine quality-focused program, has anything been done to improve your "Span Quality" program? Or has focus been placed on any new areas besides roofing?

Husein: The "Span Quality" program is linked to our steel building manufacturer, Varco-Pruden. We are coordinating with Varco-Pruden to change their engineering and fabrication details to improve the in-place quality of the system. In some cases this is also improving our efficiency. It is a great benefit to work with a manufacturer such as Varco-Pruden because they are willing to listen to their builders and make the necessary changes to improve quality and performance. In addition to roofing, we are also focusing on bracing, roof penetrations, roof curbs and special flashings.

MCN: Just as you have implemented this quality roofing program, is there a similar type of program (checklist) used for erecting metal buildings? If so, what erection policies are important to keep in mind?

Husein: The checklist we use on our projects includes all the aspects of erecting metal buildings. Besides quality control on the roof, the checklist includes quality control of the framing, bracing, wall sheeting and flashings. Some of the important erection qualifications are: clear and level access in and around the building pad, adequate temporary bracing of the structure, proper torquing of high strength bolts, maintaining erection tolerances, proper anchorage to concrete foundations and walls, no structural modifications without proper written authorization, adequate tension on bracing rods, and making sure that all flange braces are installed.

MCN: In 1994 a new safety training program was implemented. Your program included two comprehensive Safety Procedure Manuals to guide your workers on the jobsite. Please discuss some obstacles you overcame to make this program a success. Are there any changes or additions in the safety program for this year?

Husein: The Span Safety Program continues to be a key part of our operation. The commitment to safety is now at all levels of our company. A major obstacle to overcome is the attitude in the field, especially with new employees. They do not think we are serious in enforcing our safety program on a daily basis. This makes it challenging for our field

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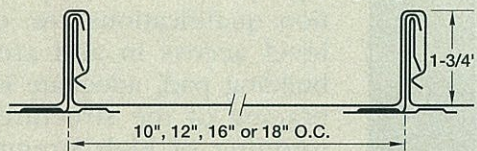
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⇨ From Page 20, Span

superintendent. At times it is frustrating but we have not compromised on our policy and in the long run it is helping us develop better employees in the field. Another obstacle is in implementing our drug and alcohol testing program uniformly across the country. It is expensive and often inconvenient. We will not compro-

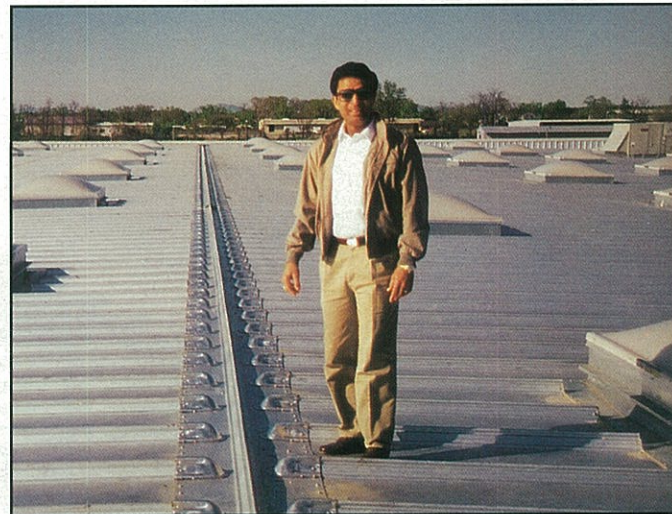
mise on this policy either. We are now implementing full fall protection on our projects. Our focus is to improve the efficiency in the field while maintaining full fall protection.

MCN: Communication seems to play an important role in maintaining company relationships. What is the best way to keep up your constant knowledge of employee activities?

Husein: Our weekly co-ordination meeting is the means to maintaining regular communication with our employees. At this meeting we discuss all the aspects of active projects and receive

progress reports from the field. This helps us evaluate the performance of our employees and leads to open communications with them.

MCN: Your employees understand they also contribute very heavily to whether or not the company will succeed. What are some incentives to keep

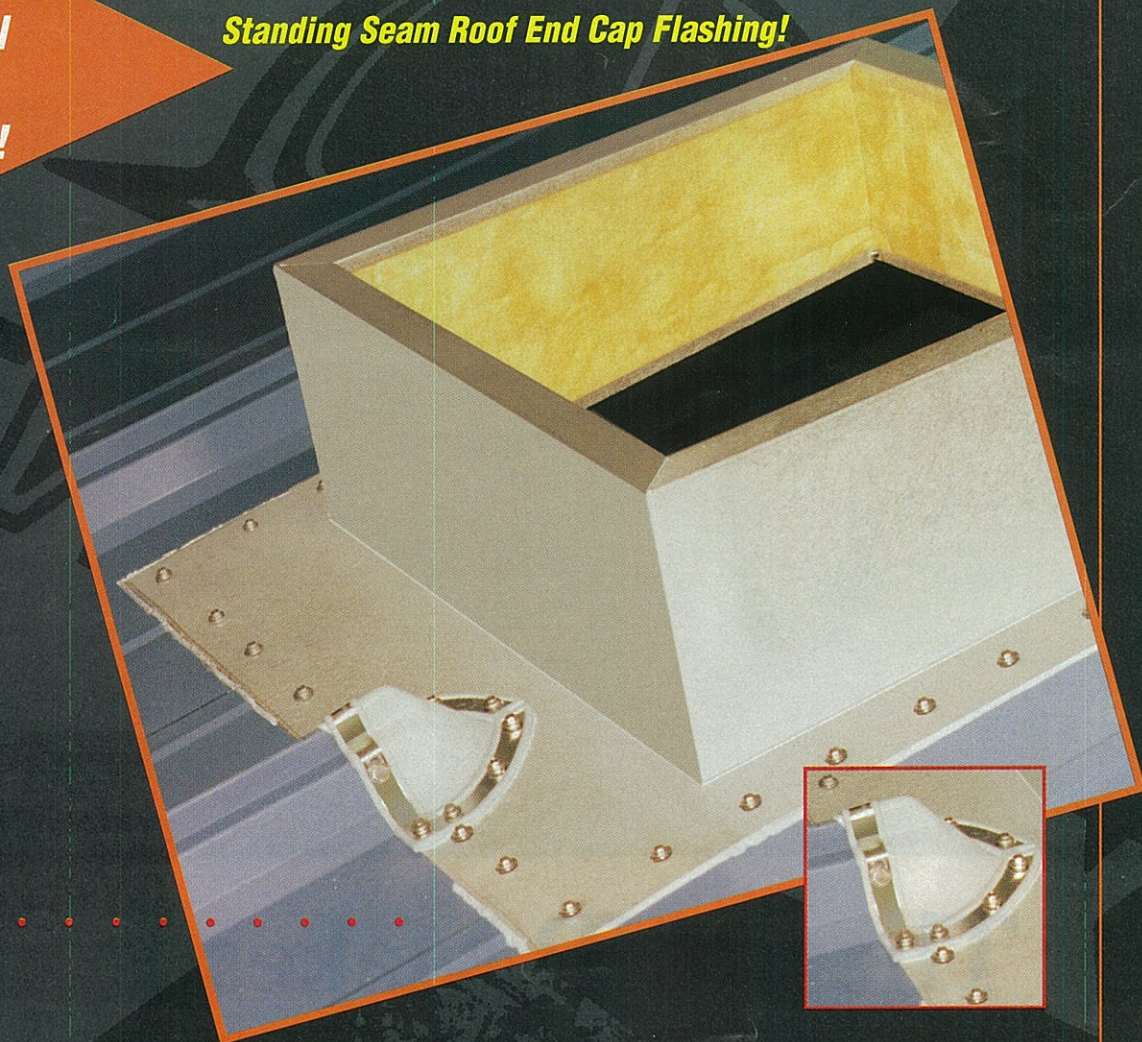


King Husein inspects a roof system installed by Span on a Costco building in Harrisonburg, VA.

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morale high as well as attitude?

Husein: Most of the employees share the vision of the company. We also establish milestones for employees to reach in areas of quality, safety and performance. The employees receive tangible as well as intangible benefits for reaching the milestones which includes bonuses on every project as well as job security on a long-term basis.

MCN: Every relationship you encounter is important to you and your success. How has your close relationship with your employees allowed for a successful company?

Husein: We truly work as a team. Many of our key people are long-term employees and they help in the management of the company. This has fostered friendship and trust between us. We know we can depend on each other.

MCN: What kind of opportunities has expanding Span nationally provided you with? What states have you worked in or are currently working in?

Husein: Being a national company has given us credibility with major corporations. There is no hesitation on their part in working with us anywhere in the country on large and complicated projects. Major corporations are not always looking for the cheapest price. They like partnering with a company that can perform on time and deliver a quality project. Our track record is our biggest asset. We are currently working in the states of New York, Pennsylvania, Iowa, Arizona, Wisconsin, Washington, California, Nevada, Oregon, and have recently completed projects in the states of Utah, Virginia and South Carolina.

MCN: What kind of obstacles (if any) have you run into while working on a national level?

Husein: Some of the obstacles are weather conditions (compared to CA), site conditions, availability of equipment, and availability of qualified ironworkers.

MCN: Your affiliation with

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■ Feature

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Varco-Pruden Buildings has provided your company with many opportunities for growth. In what ways did VP help you the most?

Husein: The Span/Varco-Pruden relationship is unique in the industry. Over the years, we have helped each other become a better company.

On a regional level, we have a

long-term working relationship with Varco-Pruden's Western Division located in Turlock, CA. We value the personal relationships developed between the Span team and the VP team in Turlock. These guys are committed to making us successful. Bill Crabtree, business development manager, is very important to maintaining the strong relationship between Span and the Western Division. He has helped in strengthening this relationship over the past 16 years and continues to guide us into the future.

On a national level, the Varco-Pruden National Accounts Program

is a big asset to our business. Rod Horton, national accounts manager for Varco-Pruden, is a strong member of our team and continues to be very instrumental in helping Span manage several national accounts. Without his assistance, it would be difficult to manage large and demanding accounts.

On the corporate level, Varco-Pruden is supporting our efforts with a National Services Team. Under the direction of Randy Lindstrom, the team is dedicated to servicing our projects nationwide. This team is necessary for us to be effective on projects anywhere in the country.

I am also pleased with the commitment by Dave Gilchrist, president of Varco-Pruden to provide the dedicated resources to Span on a national and regional level.

MCN: What kind of qualities should a builder look for when they want to become affiliated with a manufacturing company?

Husein: To become affiliated with a manufacturing company, the builder should expect the following from the manufacturer; which we refer to as the "Bill of Rights".

- A leadership position in the industry with national presence and a solid reputation.
- An aggressive sales and marketing program.
- Competitive.
- Quality products which meet the market needs.
- Product, product application, erection, pricing, and sales training seminars.
- Service Oriented.
- National accounts program.
- Niche marketing programs.
- Good personal relationships.
- Honest, loyal, and professional partners.
- Profitable partner and financially strong.
- Timely and honest communications.
- A quality builder network.
- Quick solutions to problems created by the manufacturer; willing to help solve problems created by the builder.
- Design flexibility.

MCN: Since the start of your company, what have you learned that is the most important ingredient for a successful company? What wisdom can you offer a construction company just starting out?

Husein: We strive to practice the basic principles that guide us, which are: keeping our commitments, being honest in our dealings, providing the best quality, providing excellent service, and fair pricing which denotes value.

A company starting out should strive to practice the above principles. Also, it is very important to maintain control on growth—one sure step at a time, pay attention to details, and do not compromise quality and service.

MCN: What is in store for Span Construction in the future?

Husein: The future is bright for Span and the metal construction industry. The demand for metal building products and services will continue to be strong. The rest of the world is starting to discover the benefits of the metal building system. This will provide additional opportunities for manufacturers and builders.

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