

THE LEAN CONSTRUCTION IN THE FIELD CONFERENCE



TAKT PLANNING EDITION

OCTOBER 8 - 10, 2025

Gemba Day: 12 PM - 4 PM PT (October 8)

**Main Conference: 8 AM - 5.30 PM PT
(Oct. 09 & 10)**

San Francisco (in-person) & Virtual

CONFERENCE PROGRAM



THE LEAN CONSTRUCTION IN THE FIELD CONFERENCE



PROGRAM OVERVIEW

San Francisco & Live Virtual Stream

The 6th Annual Lean Construction in the Field Conference – Takt Planning Edition – focuses on how Takt planning is transforming field operations by bringing rhythm, flow, and predictability to construction projects. Hosted in-person in San Francisco with a live-stream option, this practitioner-led event offers immersive learning and practical insights for teams across the industry with unlimited learning and networking opportunities.

Attendees will explore:

- What is Takt planning, and how does it support Lean construction in the field
- How to implement and improve Takt with real-world tools and workflows
- Case studies from Sutter, DPR, Turner, and Boldt on Takt and field innovation
- Best practices from U.S. and European projects applying Takt at scale
- Owner perspectives on how Takt supports collaboration and better project outcomes

The conference includes **Gemba Walks**, **Takt Training**, and a **Takt Summit**, offering a comprehensive learning journey. Gemba Walks provides on-site access to active projects applying Takt and Lean practices in real time. Takt Training delivers hands-on instruction for both beginners and advanced practitioners on building and improving Takt plans. The Takt Summit features case studies, deep dive sessions, and expert panels exploring global applications and owner perspectives. With over 7 sessions led by 13+ field experts, participants will gain actionable knowledge to enhance project delivery, team alignment, and Takt planning. The main conference is hosted over 2 days (1 day training, 1 day summit), with an optional Gemba-day before the conference. The conference prior editions attracted over 2500 attendees combined.

CONFERENCE OVERVIEW

	Tue. October 7.	Wed. October 8.	Thur. October 9.	Fri. October 10.
08.00 - 8:45		Registration & Networking		
8:45 - 12:00	Gemba Walk #1: SFO Terminal 3 (Invitation Only)	Takt Training	Takt Summit	Gemba Walk #3: Sutter Santa Clara (For all in-person attendees)
12:00 - 14:00		Lunch, Networking & Exhibitors demos		
14:00 - 17:30	Gemba Walk #2: Sutter Mission Bernal (For all in-person attendees)	Takt Training	Takt Summit	
17:30 - 18:30		Networking & Happy Hour		

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GEMBA DAY

OCT 07 & 08.

October 7.
10:00AM - 12:00PM

GEMBA WALKS #1 - SFO TERMINAL 3

INVITATION ONLY

The SFO Terminal 3 West Modernization project represents a massive 3.5 billion transformation of San Francisco International Airport's Terminal 3, led by Turner Construction in partnership with design firms Gensler and TEF Design. This ambitious design-build project broke ground in 2024 and is scheduled for completion in fall 2027.

The comprehensive renovation encompasses 650,000 square feet of existing terminal space plus a 200,000-square-foot expansion SFO Terminal 3 West Modernization, totaling nearly 850,000 square feet of modernized facilities. This project is currently being delivered using Lean and Progressive Design Build. This Gemba walk will focus on the Big Room for Terminal 3, the team's Last Planner and Takt implementation, and visual controls that are being used for Terminal 3.



October 7.
2:00PM - 4:00PM

GEMBA WALKS #2 - SUTTER MISSION BERNAL

FOR ALL IN-PERSON ATTENDEES

Sutter Health is building a \$442 million neurological and neurosurgical care complex in San Francisco's Mission neighborhood. The facility will be located adjacent to its existing California Pacific Medical Center, Mission Bernal Campus, on the former St. Luke's hospital site. The project is a new five-story, 129,000-square-foot care center.

This project is currently being delivered using an IFOA contract. The Boldt Company is the general contractor and they have been applying Last Planner and Takt for the project. This Gemba visit will focus on how Last Planner and Takt can be used together. As a ground-up project, there are multiple takt sequences that have been used throughout. We will explore all the opportunities where takt was used.



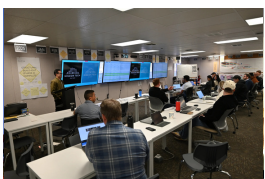
October 10.
10:00AM - 12:00PM

GEMBA WALKS #3 - SUTTER SANTA CLARA

FOR ALL IN-PERSON ATTENDEES

The Sutter East Santa Clara project represents a significant medical facility transformation being executed by DPR Construction as part of Sutter Health's ambitious Silicon Valley expansion strategy. The East Santa Clara campus will convert roughly 300,000 sq. ft. of 1980s office space to medical facilities focused on primary and specialty care, along with an ambulatory surgery center, and urgent care.

The project employs cutting-edge construction methodologies including Takt planning (ranging from 5- to 3-day intervals), small-batch prefab components, and early identification of high-risk activities such as crane picks and pressure testing. These innovative approaches have resulted in measurable improvements, with efforts led to clearer task ownership, reduced trade stacking, and enhanced collaboration—all while achieving zero OSHA recordable incidents.



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TAKT TRAINING

OCT 08, 2025

08:00 - 09:00 PT

REGISTRATION AND NETWORKING

09:00 - 12:00

INTRODUCTION TO TAKT PLANNING TRAINING



ADAM FRANDSON
DPR Construction



JOHN EBERHARD
DPR Construction



BARIS LOSTUVALI
DPR Construction

This training offers a practical introduction to Takt planning, a lean construction methodology inspired by manufacturing principles that emphasize rhythm, flow, and reliable work sequencing. In construction, Takt planning organizes work into steady, repeatable cycles—helping teams reduce variability, improve coordination, and deliver projects more predictably.

Designed for beginners, this hands-on training walks participants through the fundamentals of Takt, including why it's valuable, how to visualize it, and how to build your very first Takt plan. Attendees will learn how to convert a traditional construction project into a Takt-driven one, using step-by-step guidance from industry experts. The session also explores which scopes and sequences of work are best suited for Takt planning, illustrating how the method aligns with real-world construction challenges. Additionally, participants will gain insight into the relationship between Takt and the Last Planner System—learning how these two lean tools complement each other to enhance planning reliability and execution.

12:00 - 13:00

LUNCH

13:00 - 14:00

NETWORKING & MEET THE EXHIBITORS

14:00 - 17:00

ADVANCED TAKT PLANNING TRAINING



FELIPE ENGINEER-MANRIQUEZ
The Boldt Company



**GUILLERMO PRADO
LUJÁN**
The Boldt Company

This advanced training builds on the prior training and focuses on what happens after your Takt plan is in place. Participants will learn how to effectively manage and maintain the rhythm of production throughout the life of a project, and how to troubleshoot common challenges that may disrupt flow.

The training dives into the nuances of different Takt intervals, including 5-day, 3-day, and 1-day cycles, and explains the strategic considerations behind each. It also walks participants through the process of transitioning from a 5-day to a 3-day Takt, and how to adjust plans and resources while keeping teams aligned and productive. To support continuous improvement, the session explores practical tools such as waste walks, video studies, and value stream mapping. These techniques help teams identify inefficiencies and unlock productivity gains at the crew level. As improvements are realized, participants will learn how to adapt Takt time or crew size to capitalize on increased efficiency and maintain a balanced workflow. Whether you're managing a Takt-driven project or preparing for advanced use, this training equips you with the tools and strategies you need.

17:00 - 18:30

NETWORKING

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TAKT SUMMIT

OCT 9, 2025

08:00 - 08:45 PT

REGISTRATION AND NETWORKING

08:45 - 09:00

CONFERENCE INTRO

09:00 - 09:45

CURRENT TRENDS AND INNOVATION IN TAKT



**ADAM
FRANDSON**
DPR
Construction

Learn how Takt—the steady rhythm of modern construction projects—is changing the construction industry. In this session, Adam and Jay will explore the newest improvements, practical use cases, and real-world benefits of Takt-based planning. Participants will learn the basics of Takt in construction and how this efficient method brings organization, predictability, and smooth flow to complicated projects by matching the speed of work across different trades and areas. Adam will also share some new ideas that are enhancing Takt, such as supply chain integration, reality capture, and industrialized construction.

09:45 - 10:15

Q&A

10:15 - 10:45

BREAK

10:45 - 11:30

BEST PRACTICES OF APPLYING TAKT IN CONSTRUCTION IN EUROPE



ALEKSI HEINONEN
Elias Consulting Oy

This session explores how top European construction projects are using Takt planning to bring steady rhythm, predictability, and smooth flow to complicated construction work. Participants will learn the basics of Takt planning as used in Finland, Germany, and Norway, discovering how this approach creates stable work environments, improves teamwork, and helps teams find and fix problems that slow down work. Aleks will also give valuable information about the cultural and work-related reasons that have made Takt planning a standard practice in European construction.

11:30 - 12:00

Q&A

12:00 - 13:00

LUNCH

13:00 - 14:00

NETWORKING & MEET THE EXHIBITORS

14:00 - 14:45

OWNERS PANEL

Join us for an exclusive Owners Panel exploring the real-world impact of the Last Planner System (LPS) and Takt planning in construction projects. This dynamic session brings together experienced project owners to share firsthand insights, lessons learned, and best practices for leveraging these lean methodologies to drive project success. Hear directly from owners about how Takt empowers teams through collaborative planning, transparent communication, and reliable promise-making, leading to improved workflow reliability, reduced waste, and enhanced project outcomes. Engage in a candid discussion about challenges, cultural shifts, and the critical role of owner leadership in fostering lean thinking across project teams.

MODERATOR



ANDY FULTON
Construction Accelerator

PANEL



CALLAHAN LIEB
Sutter Health



J.D. AHEARN
UCSF Health



DOUGLAS WHITAKER
UC Davis Health

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TAKT SUMMIT

OCT 9, 2025

14:45 - 15:00

Q&A

15:00 - 15:30

BREAK

15:30 - 16:15

CASE STUDIES OF USING TAKT IN HEALTHCARE AND HOSPITAL PROJECTS



FELIPE
MANRIQUEZ



GUILLERMO
PRADO LUJÁN

The Boldt Company

Explore how Takt planning is transforming the delivery of healthcare and hospital projects through real examples and validated research. In this session, you'll learn how Takt was successfully implemented on a \$400 million construction project—dramatically shortening the schedule from 39 months to just 24 months.

Felipe and Guillermo from Boldt will share how Takt planning enabled teams to maintain a consistent, predictable workflow, ensuring critical milestones were achieved and project momentum never stalled. The session will also examine the unique challenges and opportunities of applying Takt in healthcare construction, including the need for precise coordination among diverse trade crews, adherence to stringent safety and building regulations, and how Takt helps identify bottlenecks, optimize labor and material use, and accelerate project timelines without compromising quality.

16:15 - 17:00

USING TAKT WITH PREFAB AND INDUSTRIALIZED CONSTRUCTION



JOHN
EBERHARD



BARIS
LOSTUVALI

Discover how the combination of Takt planning and prefabrication is reshaping industrialized construction. In this session, the DPR team highlights how these lean methodologies enhance efficiency, predictability, and quality, especially on complex projects.

Participants will explore how Takt planning brings the precision and rhythm of factory production to the construction site, establishing smooth, predictable workflows that align seamlessly with prefabricated and modular building strategies. Through compelling case studies, the session showcases tangible results achieved when Takt and prefabrication are deployed together. These methods enable simultaneous onsite and offsite activities, reduce waste, streamline logistics, and accelerate project schedules. Synchronized production rhythms between factories and job sites help eliminate bottlenecks, optimize resource deployment, and ensure just-in-time delivery of materials.



SAHANA
MURALIDHARAN



DANIEL
TRAN

DPR Construction

17:00 - 17:30

Q&A

17:30 - 17:40

CONFERENCE CLOSING

17:40 - 18:30

NETWORKING

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SPEAKERS

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ADAM FRANDSON

Planning and scheduling team leader, DPR Construction

Adam leads planning and scheduling in San Diego at DPR Construction. He began his career at DPR Construction in 2011 and then pursued a master's and PhD at UC Berkeley, with a focus on Takt time planning. His current research focuses on regional differences in production data and on California healthcare construction.



JOHN EBERHARD

General Superintendent, DPR Construction

John is a highly accomplished General Superintendent with extensive senior-level Leadership experience in the design, planning, project management, and successful completion of large-scale multimillion-dollar construction projects. For the past 38 years, John has been involved in some of the most technical projects in the Bay Area.



BARIS LOSTUVALI

Project Executive, DPR Construction

Baris is a 25-year veteran in the field of construction and is well-known for his expertise in IPD and collaborative project delivery. While Baris is broadly experienced, some of his most impactful contributions center around significant healthcare projects and bringing a passion for learning and innovation to the industry.



FELIPE ENGINEER-MANRIQUEZ

Director - Project Delivery Services, The Boldt Company

Felipe, an international keynote speaker and author of "Construction Scrum," excels in guiding individuals, teams, and organizations to efficiently deliver value within the construction industry. Overcoming personal challenges of overworking and burnout, Felipe developed a keen interest in Agile and Lean strategies for value delivery.



GUILLERMO PRADO LUJÁN

Sr. Production Manager, The Boldt Company

I am a civil engineer with 5 years of professional experience in capital projects from both public and private sectors. I am passionate about innovation in construction, IPD projects, industrialized construction, virtual design and construction (VDC), digital twins, operations science (OS), lean production, and their implementation in projects to reach their goals to add value to society in a sustainable way.

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SPEAKERS

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DANIEL TRAN

Project Executive at DPR Construction

Dan is an experienced Project Executive with a demonstrated history of managing and leading teams on large-scale technical corporate office and healthcare projects. He is skilled in Preconstruction, Procurement, Constructability, Mechanical, Electrical, and Plumbing (MEP), Contract Management, and Cost Analysis.



ALEKSI HEINONEN

Executive Advisor, Elias Consulting Oy

Aleksi supports organizations in transforming the construction industry with lean construction methods and takt production to enhance efficiency and collaboration. Previously, as a Partner at Vison Oy, he contributed to making takt production a recognized practice in Finland, working alongside visionary clients and colleagues.



ANDY FULTON

Facilitator and Coach, Construction Accelerator

Andy has coached dozens of different project teams in the Last Planner® System in design and construction and helped project teams make their projects less stressful. He also co-trained large groups in Coaching, Big Room, and Last Planner at LCI Lean Congresses and has Facilitated over 150 Alignment Partnering sessions



CALLAHAN LIEB

Senior Project Manager at Sutter Health

Cal supports the delivery of complex projects—especially in healthcare—by championing IPD and Lean principles that foster collaboration and innovation. Previously, as a builder with Herrero, he led major healthcare projects as a general contractor before moving to the Owner's side to form high-performing teams.



J.D. AHEARN

UCSF Health

Experienced Construction with a demonstrated history of working in the construction industry. Skilled in Process Scheduler, Value Engineering, Integrated Project Delivery, Suretrack, and Project Estimation. Strong operations professional with a BS focused in Engineering from Cal Poly San Luis Obispo.

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SPEAKERS

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DOUGLAS WHITAKER

Director of Capital Projects, UC Davis Health

Douglas earned his master in Architecture at the University of Nebraska. Douglas spent about 10 years designing schools in Illinois and California before making a switch to healthcare design in 2004. He finds real value and a sense of “giving back” knowing that the environments we design have an impact on people needing care.



SAHANA MURALIDHARAN

Assistant Superintendent, DPR Construction

Sahana is an accomplished construction professional with nearly a decade of construction experience. Currently serving as Assistant Superintendent in the San Francisco Bay Area, Sahana specializes in field integration, production management, Takt scheduling, and production tracking for large-scale construction projects.

