



# Sutter East Project in Santa Clara—A Superintendent's Perspective on Safety

## Project Description:

DPR Construction's Sutter East project in Santa Clara focused on improving overall safety and project flow through Lean construction practices, off-site fabrication, and proactive planning of high-risk activities. The initiative emphasized early trade partner involvement, collaborative planning, and a culture of safety to deliver a project with zero OSHA recordables over 250,000 man-hours.

## Key Lean Focus Areas:

- ▶ Takt planning
- ▶ Off-site prefabrication
- ▶ Small batch installation
- ▶ Plan-Do-Check-Act cycle
- ▶ Early trade partner involvement—Integrated Form of Agreement (IFOA) model
- ▶ Use of Last Planner System® and visual planning
- ▶ Fostering a culture of Respect for People

## Actions Taken:

- ▶ Identified and integrated Health Risk Assessment (HRA) into the project plan in advance
- ▶ Implemented Takt planning for better flow and predictability
- ▶ Used prefab strategies to reduce site risk and trade stacking
- ▶ Embedded safety discussions into daily planning
- ▶ Created an inclusive planning process with all trade partners

## What Worked:

- ▶ Achieved predictable results with clear roles and minimal trade stacking
- ▶ Delivered zero OSHA recordables over 250,000 man-hours
- ▶ Successfully scaled and replicated the process on other DPR projects

## Challenges:

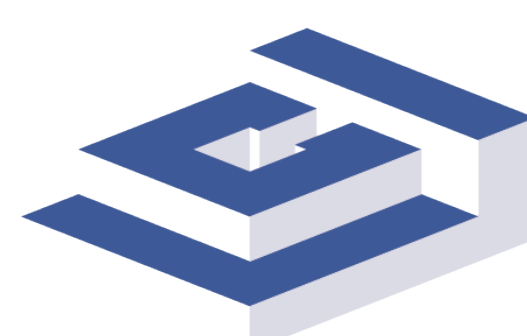
- ▶ Shifting mindsets from siloed thinking to community-based planning
- ▶ Convincing trade partners to see value in shared goals and risk mitigation

## Advice for others:

- ▶ Use Last Planner + Takt together: Build a collaborative plan rather than dictating a schedule—engage trade partners early to identify risks.
- ▶ Focus on culture, not just tools: Lean tools are only as effective as the team's mindset. A supportive, community-oriented culture drives true safety and performance.
- ▶ Invite and implement feedback: No one has all the answers. Embrace team input and challenge ideas collaboratively to find the best path forward.

## Value Delivered:

- ▶ Greater predictability in scheduling and execution
- ▶ Enhanced collaboration and team morale
- ▶ Scalable practices now implemented across other projects



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