Let’s Pull this Presentation

- **Milestones**: your goal for the session

- **Activities**: how I’m going to fulfill these goals

  - Predecessors
  - Constraints
YOU

Years in the Industry
Experience with CPM (P6)
Experience with LPS
What’s Working? What’s Not Working?
• Kaiser Oakland – CUP

• John Wayne Airport – Terminal 3

• CDCR Health Care Facility – Stockton
JWA Terminal C Expansion

• Active Airport During Construction
JWA Terminal C Expansion

• 3 Level 282,000 square feet

JWA Terminal C Expansion

• 6 New Commercial Passenger gates
**JWA Terminal C Expansion**

- NTP for Terminal C issued = 7/22/2009
- 24 Months; Complete on 7/25/2011
- Airport’s goal was to be operational prior to Thanksgiving, 2011
  — Grand Opening was Planned for 11/11/2011

**JWA Terminal C Expansion**

- First Pull Session was 5/27/2011

- Contract Completion Date was 9/9/2011
  — 105 cd Remaining

- 9 Air Handlers on the Project
  — Start Up / Testing / Balancing was selected for the first Middle-Level Phase Pull
JWA Terminal C Expansion

JWA Terminal C Expansion PPC
(Percent Promises Complete)

(c) 2014 Dan Fauchier. All Rights Reserved.
JWA Terminal C Expansion

• First AHU was started up on 6/29/2011
  – 33cd from first Pull Session

• Last AHU was started up on 8/4/2011

• This allowed the Test & Balance / Fire Alarm testing to be signed off in time

Owner used LPS for other Primes
RESULT?

JWA’s Terminal C to be fully open Sunday

Baggage problem resolved, terminal should be up and running for Thanksgiving week travel.

BY MARY ANN MILBourn | THE ORANGE COUNTY REGISTER

John Wayne Airport’s new Terminal C is expected to be fully operational on Sunday just in time for Thanksgiving week, airport officials announced Friday.

The terminal was dedicated Nov. 13 and was supposed to be fully available by then for travelers using Southwest Airlines and Frontier Airlines, the two tenants that moved there.

However, the baggage-handling system failed to pass its Federal Aviation Administration certification, so only passengers who weren’t checking baggage and could do so on-site would be able to use the new terminal. Everyone else was routed to Terminal B.

Airport officials did not specify what the problem was. They also deny the baggage system had a ‘bug’.

They said passengers should be able to check bags, go through security and claim bags in Terminal C on Sunday. Southwest and Frontier will have 20 check-in kiosks and will serve all their flights.

Southwest and Frontier passengers may want to park in Parking Structure C, a new 3,900-space lot adjacent to the terminal. There will also be more 100 daily shuttles to and from parking at the airport.

A lone traveler walked through John Wayne Airport's Terminal C during the week that workers scrambled to fix the new baggage handling system.
CDCR Stockton
Results

- In 6 weeks increased WIP from $1.5 M/day to $3 M/day
- Finished the 24 month project on time
  - Contractually 5 weeks early
- Established design/build and lean Last Planner® as viable in State of California work
Results

• Won a 2013 IPI Diamond Partnering Award  
  – Presented at SFO May 15, 2014

• In 6 weeks increased WIP from $1.5 M/day to $3.0 M/day

• Finished the 24 month project on time  
  – Contractually 5 weeks early

• Established design/build and lean last planner as viable in State of California work

• Combined “Lean Partnering” with LPS and Root Cause Analysis

Failures

• Nor Cal VA Home

• So Cal Hospital

• Started well, but after 4 sessions, Supt. took offense at coaching in front of foremen and stopped

• Supt. refused to cooperate, undermined the PM’s initiative by secretly badmouthing LPS to foreman
Lessons Learned

1. Superintendent is key
2. Must have strong support of top execs
3. Trade Foremen understand “flow” and buy in quickly
4. Tightly couple learning with action – 15 minutes of training, then do it!
5. It takes 6-7 coaching visits to “take”
6. Logistics matter: room size, long flat walls, WWP boards

Logistics Matter

• Right people participating – know the job
  – Session #1
    • Supt, PM, PE, Director
    • Foremen and person with authority to commit resources
    • Owner
    • Designer
  – Session #2 +
    • Same minus trade authority (foreman only is ok)
Logistics Matter

• The room should be at least equal to a double-wide field trailer
  – 1 or 2 - 16’-20’ non-windowed walls
  – Push the tables out of the way or fold them up
  – Chairs move around a lot (keep them away from the pull wall)

Ideal Setup
Tough Rooms #1
Tough Rooms #2

Tough Rooms #3
Tough Rooms #4

Gather around the wall
Logistics Matter

• Materials
  – Roll of plotter paper
  – Weekly Work Plan boards (grid pattern)
  – Pull Kit
    • 20 colors of stickies in 4”x4”
    • Sharpies
    • Blue tape
    • 4 color dots
    • Scissors
    • Name tags

Ideal Starting Point
Pull Kit
Preparation & Execution

• Identify all the right people
• Select the Milestone
• Prepare & send an Agenda 5-7 days before a Phase Pull session – Phone call follow-ups
• Obtain all materials & supplies days early
• Prepare the meeting area one hour early
• Set out food and coffee half-hour early
• Start on time!
• Keep a rapid pace
• Stay focused
• Remind, help, encourage

It’s (almost) Never Too Late
JWA Terminal C Expansion

- 3 months from completion (5 behind)

Agua Norte Park (1 month)
Coaching Matters

6-7 sessions
Weaning the group to build inner strength

ASAP take the WWP to the field
ASAP take the WWP to the field

Make it Your Own
### MILESTONE TRACKER

**NOTES:**

**CATEGORIES OF VARIANCE:**
- Materials not available
- Unforeseen Conditions
- Equipment not available

**PERCENT PLANNED COMPLETE:**
- 100%

**CONSTRAINT(S):**
- No Update

**OSHPD #**
- IS080551

<table>
<thead>
<tr>
<th>ACTIVITIES / TASKS</th>
<th>RESPONSIBLE PARTY</th>
<th>CURRENT WEEK COMMITMENT MET?</th>
<th>PREDECESSORS</th>
<th>2 WEEK LOOKAHEAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUB-SLAB B (Tower D-H)</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL REBAR INSPECTION</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DRILL FOR ADDITIONAL DOWELS</td>
<td>IOR</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL INSPECTION</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>INSTALL EMBEDS</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>STRIP ELEVATOR PIT SLAB</td>
<td>IOR</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORM 2ND SIDE WALL</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FORMS @ ELEVATOR PIT</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL CLEAN</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL McC INSPECTION</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL McC INSPECTION</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL McC INSPECTION</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL McC INSPECTION</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PULL TEST DOWELS</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FINAL INSPECTION</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ELEVATOR PIT WALLS</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CURE</td>
<td>DON</td>
<td>NO</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
How to Kick Off the 1st Session

Dan’s 15 Minute Spiel

Milestone
– 30,000’ (9-12 months)

Phase Pull
– 10,000’ (1-2 months)

Weekly Work Plan
– Ground Level (4-6 wks)
Lean Behaviors

Prezi

For more information, contact:

Dan Fauchier
The REAlignment Group, Ltd.
dan@projectrealign.com
858-337-4768