



June 30 will mark my 365th day as the Interim Executive Director of the Lean Construction Institute. I've been privileged to help drive the Institute and its great work forward in all the areas that we've touched. But every effort should have a reflection, a time to look back and take account of what's been done and what's still left to do. Georges Santayana reminds us that what we've done must inform what we will do. The Smithsonian has engraved in marble above its doors, "Past is Prologue." And in our community we routinely stop to ask what's working and what's not? What should we continue to do, stop doing and start doing?

Fortunately, one of our Corporate Members wrote me a few weeks ago and asked "what's the business case for the increase in Corporate Member dues?" Responding to her inquiry gave me a chance to recount what we've accomplished and what we still have to do. Some of these thoughts I shared with her included what we've accomplished since last July:

- Migrated the membership list from NextContact (the parent company of which went out of business a few years ago) to SalesForce.com under the SalesForce program to provide 10 free "seats" to non-profits;
- Successfully applied for a grant with SalesForce to help us customize our application to more closely fit our needs;
- Increased corporate sponsor membership by 20 new corporate members;
- Delivered at least 12 introductions to lean throughout the US and Canada (many of which were in conjunction with other organizations like AGC-Wisconsin, AGC-Massachusetts, AIA Seattle, Ontario Architects Association, Cold Climates Construction Association in Edmonton, Forest Products Innovation in Vancouver (and throughout Canada) and our own communities of practice);
- Reworked the website to allow folks to actually access the meetings material we have recorded and uploaded (still a work in progress);
- Hosted the Annual Congress, the Lean in the Public Sector conference in Washington D.C. in December, co-sponsored the Lean Design Forum in Berkeley, organized and ran the forum two weeks ago in Milwaukee with P2SL and collaboratively produced a program with CURT in Cincinnati last September;
- Assisted the Academic Forum in facilitating their annual meeting in Boulder this year;
- Worked with a number of different vendors in seeking to understand expansion and redevelopment of the website;
- Worked with AGC on a Memorandum of Understanding for continued cooperation;
- Worked with AGC on a license agreement to use Last Planner® and other intellectual property in their Lean Forum curriculum;
- Brought in two Sustaining Sponsors (**Newforma** at \$20,000 per year and **DesignFacilitators** at \$7,500 plus feedback services);
- Reached out to COAA, ABC, SMACMA, AIA, DBIA and CMAA for various initiatives in lean construction;
- Delivered or assisted in delivering Introductions to Lean Construction workshops in China, India and Mexico;
- **Greg Howell** delivered a landmark address to the Design Build Institute of America about where we agree and where we disagree with their approaches;
- Greg made similar appearances at a variety of industry meetings including a COAA meeting in Virginia, FIATECH in Arizona and ABC in San Antonio;



- We've captured much of this work in Camtasia and have posted it on our website;
- We've worked with the International Group for Lean Construction in developing a template for European extensions of the existing lean communities there and the Annual Meeting to be held in Lima this year;
- Worked with groups in Australia to develop a robust affiliate of LCI;
- Organized new Communities of Practice in Kansas City, Wisconsin, New York, the Chesapeake Bay region and New Mexico (and we're working in Chicago and elsewhere to develop CoPs);
- We have four (and had 5) people on the Lean Forum through AGC, which is being chaired by **Chuck Greco**, one of our Board members;
- The Integrated Form of Agreement developed by **Will Lichtig** has been the intellectual foundation and basis for all of the IPD contractual formats existing in the marketplace;
- Will (on behalf of LCI) is a member of the Consensus Docs development committee and is working directly with AGC as a curriculum mentor;
- We've traveled to lean projects (1 so far) to get the "voice of the customer" on how LCI can be helpful in delivering lean projects; and
- We've done all of the ordinary things that organizations like ours have to do--filed our taxes and paid our bills on time.

Remarkably, all of that was done with a very small team. In addition to Greg and me, **Cynthia Tsao** helped full time until her leave in January. We've had **Shannyn Heyer** as a bookkeeper who has finally managed to get our financial house in order so we're tracking the costs of providing the services we do. And **Donna Pemberton** has been our tireless and only Administrative Assistant, toiling away on Community of Practice integration, managing this Newsletter and our membership lists and letters, researching and securing our venue for the annual Congress and answering a myriad of questions every week. Thanks to the "we" that started this paragraph and is interwoven throughout its recitation of our accomplishments.

But, as the White Rabbit said, "So much to do, so little time." Our ambition is to accomplish most of the following by the end of this year:

- Strategic relationships with CURT, COAA, AGC and AIA;
- Routine reference to the work of LCI and its members in major national publications;
- Become the recognized "go to" resource for the latest and most comprehensive information on lean project delivery;
- License the use of Last Planner® to AGC and other associations for use in curriculum development;
- Increase corporate membership to 120 contractors, 30 major Trades and 30 design firms by July 2012;
- Develop an Owners category of membership and bring in 50 new owners;
- Increase hits to a thoughtfully redeveloped website;
- Develop websites for each of the Communities of Practice that roll into the LCI website;
- Begin a series of workshops with owner organizations. We're working with the Construction Users Roundtable ("CURT") to see if we can't arrange a long term workshop that allows Owners to understand lean and IPD, develop teams that can deliver it, develop projects where it can be used and routinely report back the results as a map to



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Owners on how best to integrate lean design and construction practices into their projects;

- Increase the quality of our relationships with all important industry associations (this starts this week with a meeting with ABC who has offered to help provide strategic planning help to LCI); and
- Increase our budget from \$500,000 per year to \$1.2 million with appropriate increases in our staff, our industry presence and our delivery of value to member constituents.

What this means is that we will have to solidify the organization with a permanent Executive Director, an integrated staff that can multi-task in the variety of areas where we need help and a committed membership base that expects and will support nothing short of industry transformation. I'm confident we can accomplish the first two; but we're counting on each of you to provide the necessary bricks and mortar that allow design, construction and operation of the third.