

Dan and Victor asked that I add a few words about LCI's accomplishments in 2012. I'm honored to do so.

The phrase that keeps coming to mind is "play it forward." The entirety of my co-command at the wheel of LCI with Greg Howell was spent trying to play it forward—looking ahead to the place LCI holds in the lean construction conversation today. Because of the groundwork put in place in 2012, we are stronger and more influential than ever. We combined the power of the ideas (the "Greg" part) with the evangelism that allowed those ideas into the trailers and board rooms of companies across North America. And we're actually moving the needle—beginning to transform the industry.

What specifically contributed to that in 2012?

- **The passion of Victor Sanvido:** As chair of the Board, Victor brought (and continues to bring) a focused concentration on taking the lean message to Owners across the country. Beginning with the 2011 Congress (which he chaired), he continued to expand LCI's reach into the Owner community. This picture of Board Members **Bill Seed, Michael Bade** and **Craig Russell** kicking off the 2012 Congress would not have been possible without Victor's passion and commitment to finding seats for committed Owners on the Board.
- **Reconstituting the Board and the Executive.** Victor joined **Will Lichtig** and **Chuck Greco** in reconstituting the entire Board of Directors. They sent invitations to and solicited people who are personally committed to lean design and construction **and** who operate at the highest level of a company whose future depends on the success of the lean principles we espouse. The current Board reflects the serious dedication of the people and companies they represent to driving the promise of lean and integrated project delivery into the mainstream industry culture. We were also fortunate to persuade Dan Heinemeier to take over the executive reins of the organization. Dan brings more than 30 years of experience to the helm. LCI's continued growth, health and importance is assured under his leadership.
- **Spreading the Message.**
 - **Inside Metrics.** Evangelism was always a part of my understanding of my duties to LCI and the community. The best metrics to view progress in that area include increased attendance at LCI events. Under **Mark Konchar**'s chairmanship, Congress attendees increased 34% from 2011 to 2012. Eighty-eight Community of Practice events in 2011 attracted 3,625 folks. The ninety-six programs rolled out in 2012 attracted 4,207 attendees. Membership and revenue growth were also impressive.
 - **Outside Metrics:** Outside the community, we continued to attract attention as well. **Engineering News Record** ran articles last year on Michael Bade and his work at the University of California, San Francisco, an article on the June Design Forum in St. Louis

and in their inaugural issue of the **Contractors Business Quarterly**, ran an article on target value design. This week, **Southland Industries** is featured in CBQ and, thanks to Southland, so is lean.

- **Associations:** In 2012, we inked our Cooperation Agreement with AIA and continued our work with SMACNA, NECA and MPAA. This continues the agreement within the industry that LCI is truly the voice of lean in design and construction.