



I hope you all had a great Labor Day. It's important that our community especially takes time to celebrate Labor Day; important that we take time to remember who actually builds the projects we design, construct, commission, manage and operate. Last Wednesday I watched a gang of concrete workers setting caissons for the **Fire Keepers Casino Hotel** in Battle Creek, Michigan and it reminded me how hard it is to actually build a project. At **Parkland Hospital** in Dallas they're anticipating 3,000 workers at one time on the site; a massive management problem at best and a giant safety risk. The BARA (corporate sponsors **Balfour Beatty** and **Austin Commercial**) team is using Last Planner® on the project to try to reduce active manpower on the site by 20% as well as drive safety awareness by daily safety work planning. At the Veteran's Home being built in Fresno by corporate member **Hensel Phelps**, they're exceeding their goal of awarding 15% of the total contract to Disable Veteran Owned Businesses. This side of the 10<sup>th</sup> Anniversary of 9/11, we can all be celebrating the strong veteran contingent we deal with every day in the labor pools on our projects.

We believe that we can drive efficiency into projects without sacrificing quality primarily through management of labor resources on the job. This is not management of how these great men and women assemble the massive pieces of the project; rather it is management of the work flow that releases quality, inspected work to the laborers who add the next piece and so in turn release quality work to others. By far the greatest savings in dollars, time, lives, injuries and quality lies in that single component. We should all be particularly proud of and celebrate those millions of workers who build our projects.

It is that very message that we will be sharing with the **Construction Users Round Table** in **Amherst, New York** at the **Lean Summit** next week. Here are some of the presentations you'll see there:

#### **Project Team #1 – UHS Temecula Valley Hospital**

- Tara Laski, Regional Project Manager, Universal Health Services
- Steve Wilson, Principal, Project Architect, HMC Architects
- Ken Lindsey, Project Manager, Southland Industries
- George Zettel, Integrated Project Team Coach, DPR/Turner

#### **Connecting a Lean Manufacturing Co. & Lean Construction**

- Al Schwarzkopf, Senior Project Manager, Merck & Co., Inc.
- Bob Schulz, Global Construction Technology Mgr, Dow Chemical
- Chuck Hardy, Regional Recovery Executive, GSA
- Mary Beth Jermyn, Director Global Productivity, Praxair

#### **Project Team#2 – 3 White River North Office Building**

- Chuck Hardy, Regional Recovery Executive, GSA
- Kurt Gavalier, LEED AP, Turner Construction
- Sherif Agha, Scheduling Engineer, Turner Construction

#### **Going It Alone – Pulling In the Reluctant Owner**

- Greg Herrin, Messer Construction



## **Interactive session: how to use the information towards implementation**

- What did you see?
- How can you go forward?
- What constraints are in the way?

**Moderator: Will Lichtig, Vice President, The Boldt Company**

This is a perfect precursor to the **Congress** presentations we'll be delivering in Pasadena on **October 5, 6 and 7**. We promised an owner centric Congress—here are three owners' reps that will present on the 5<sup>th</sup> and 6<sup>th</sup>:

**Kristina E. Raspe**  
**Vice President, Real Estate Development and Asset**  
**University of Southern California**  
**Los Angeles, California**



Kristina E. Raspe was appointed vice president for real estate development and asset management in July 2011. Previously, Raspe served as associate senior vice president of real estate and asset management from 2006 to 2011.

Raspe is responsible for the oversight and management of all off campus real estate development and construction projects and the front end preparatory work for on campus real estate development and construction projects that exceed 20,000 square feet, including project structure, programming, entitlements, site selection, preliminary design, client interface, establishment of preliminary budgets and schedules, architect selection, and board of trustee approvals. She is also responsible for all campus planning activities, including the master planning process on both University Park and Health Sciences campuses; entitlements related to the university's development activities; and work associated with the university's plans to develop a biomedical research park on the Health Sciences campus. Further additional responsibilities include the acquisition and disposition of all university-owned property, the negotiation and management of all university leases and the management of all tenant-occupied properties owned by the university.

Raspe holds masters degrees in both Construction Management and Real Estate Development from USC, as well as a juris doctorate from Loyola Law School. She received her bachelor of arts degree in Political Science from the University of California, Santa Barbara, and is a licensed broker and member of the California Board of Realtors.

**Craig Russell**  
**Co-Executive Leader**  
**Walt Disney Imagineering**



Craig Russell serves as the co-executive leader of **Walt Disney Imagineering (WDI)**, the creative delivery arm of Walt Disney Parks & Resorts, in partnership with Chief Creative Executive Bruce Vaughn. In his role as Chief Design and Project Delivery executive, Russell is responsible for the design, engineering, production, installation and project management



functions for Imagineering Theme Park & Resort projects around the world. In addition, he is responsible for WDI's legal, contracts, facilities and operations teams.

A 27-year veteran of Imagineering, Russell was named to his current position in May 2007. He had previously served as Vice President of Environmental Design and Show/Ride Engineering, leading and overseeing the groups charged with transforming creative ideas and concepts into three-dimensional immersive experiences. In this role, Russell was responsible for such design disciplines as architecture, theatrical set design, lighting, graphics and landscape architecture, as well as all facets of engineering for facilities, rides, shows, attractions and entire theme parks, including Hong Kong Disneyland Park, the landmark Expedition Everest attraction at Disney's Animal Kingdom, and many key components of Disney's worldwide celebration of the 50<sup>th</sup> anniversary of Disneyland Park.

As Project Vice President for Architecture and Facilities Engineering, Russell was the executive design manager for Tokyo DisneySea theme park. He also relocated to Japan to serve as field project manager during the construction and installation of two Tokyo DisneySea ports-of-call as well as the 502-room Tokyo DisneySea Hotel MiraCosta, which opened with the theme park in 2001.

Russell first joined Walt Disney Imagineering in 1980 as a project coordinator for Tokyo Disneyland, Disney's first international theme park. He first relocated to Japan in 1982 to manage the show and ride installation for six major attractions and three lands within the park, which opened the following year. During his tenure with WDI, Russell has led the design—from concept through opening—of some of Imagineering's biggest, most complex and highly successful projects, and worked on the preliminary design of Disney's Animal Kingdom and Walt Disney Studios Park in Paris.

During a three-year absence from Disney, Russell worked as a project manager of entertainment attractions developed for Universal Studios, Six Flags and the 1984 Los Angeles Olympics Committee, as well as several projects under development in Asia. Russell returned to Imagineering in 1986 and, as a senior project engineer, was responsible for the overall technical coordination of the Disney-MGM Studios theme park throughout its design, construction and show systems installation phases.

## **Sanford L. Smith, AIA**

**Senior Vice President: Real Estate, Facilities, Construction and Operations**

**Hoag Memorial Hospital Presbyterian**



In his role as Senior Vice President of Real Estate, Facilities, Construction and Operations (REFCO), Sanford Smith heads the departments responsible for the planning, development and operations of all facilities projects for Hoag Memorial Hospital Presbyterian. The portfolio consists of approximately 2 million square feet and includes a diverse range of facility types, including the hospital, outpatient services and medical office buildings. His team is helping to drive sustainable practices into healthcare and was recognized by the editors of O.C. Metro magazine as one of its "green team" leaders.



## Lean Construction Institute

Building Knowledge in Design and Construction

Prior to joining Hoag, Sanford was the Corporate Manager of Real Estate and Facilities for Toyota Motor Sales, USA, Inc. In the 18 years he spent overseeing Toyota's North American expansion, his department's leading edge work on environmental issues was recognized with many awards, including: the Global Innovators Award for Corporate Real Estate as well as honors from US Green Building Council, American Institute of Architects, Cal EPA, IFMA, and IIDA. Toyota's Real Estate and Facilities Department also received the Environmental Leadership Award from California's Governor, Arnold Schwarzenegger in both 2003 and 2007.

He is an active member of the Partner's Circle of the College of Environmental Design at Cal Poly Pomona and was recognized as the distinguished Alumnus in 2011. Sanford belongs to the American Institute of Architects and is a Director of Ability First (formerly Crippled Children's Society) and Chairman of their real estate and strategic planning committees.

Sanford received the prestigious Corporate Real Estate Leadership Award from the editors of Site Selection Magazine and was honored as the Corporate Real Estate Executive of the Year by the Los Angeles Chapter of CoreNet and most recently received the Corporate Real Estate Team Leadership Excellence award by the Southern California Chapter of CoreNet.

Thanks to Victor Sanvido for his leadership in getting us ready so many weeks earlier than usually for the Congress. You'll soon be receiving a flyer with all the Congress information. We have already used up our hotel block but the Westin Pasadena is making the rate available to you on rooms through September 13. In addition, Congress registration increases by \$75 for late fees after the 13<sup>th</sup>. Please sign up this week.

Thanks again for all you do to support lean in design and construction. We are based on learning and continuous improvement, neither of which we could do without your support. I'm looking forward to seeing all of you in Pasadena in about a month!