



NORTHERN MICHIGAN  
UNIVERSITY

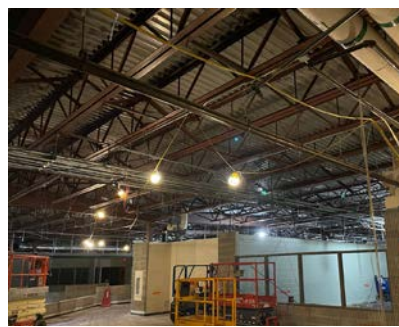
FOR ALUMNI & FRIENDS

# CONSTRUCTION MANAGEMENT NEWS

ISSUE #15 SUMMER 2022

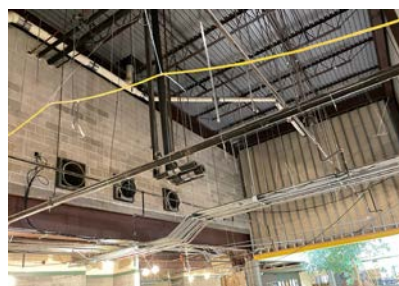
Wow – we have a bit of news from Marquette. As you can see, it is "Game On" at the Jacobetti! The next 15 months are going to be awesome. You can expect updates in these newsletters, as well as periodic posts on our social media platforms.

Some of the bricks that are part of the south façade will be salvaged as part of a scholarship fundraising effort. More details will follow in the Winter 2023 newsletter.

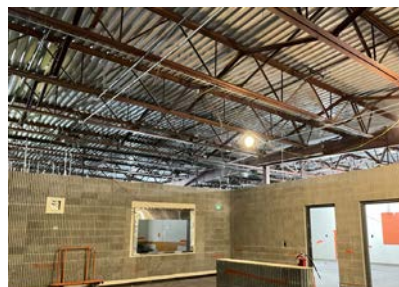


A few photos of the early stages of demo.

◀ Standing on the North side of the Jacobetti commons and looking south by SW at what used to be the Chez Nous Restaurant.



◀ Standing at the South entrance and looking north to the commons, which will be undergoing a big-time upgrade.



◀ Standing on the ramp of the commons and looking north by NW at what used to be

the Hospitality Management's cafeteria and bakery labs.

2022 has been solid thus far. Our spring graduating class is all placed in their first professional position. It is interesting in that we have local students heading out of the area, and out-of-area students staying local. Our team continues to be impressed with the way our graduates pursue what they want, and not what others think they should.



On a nostalgic note, some of our elder alumni may be bummed.

West Hall is down as part of NMU's Master Plan.

The demolition should be complete by the time this newsletter hits that street.



# CONGRATS TO THE GRADUATES



## 2022 April Hard Hat Ceremony

Another group of excellent young adults participated in our Hard Hat Ceremony on Friday, the 29th of April. It was the last event to be held in the Jacobetti Commons, with renovations and a brand new look taking place over the next 15 months. More than 150 people attended, as lots of families, friends, and special folks gathered to celebrate our graduates. Paul Bentley ▲ (2001) delivered the keynote address. His theme



focused on change, and based on the feedback from students and families later that day; it resonated very well!

**KC Brockel** ▶ (Dousman, WI) is heading to Hawaii to be a Field Engineer with Hensel Phelps.



◀ **Jack Burdick** (Bloomfield Hills, MI) will be staying in Marquette and working for Hagerty Construction and Design, LLC.



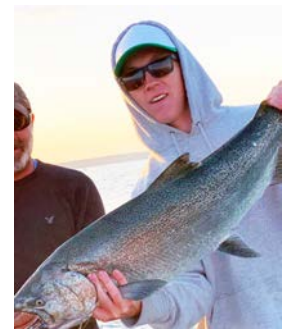
**Ray Cunningham** ▶ (Charlevoix, MI) completed his final season for the NMU football team, and will be returning to Charlevoix to work with Lyons Marine Construction, and continue earning credentials as a ship's captain and operator.



**Alec Gadzinski** ▶ (Marquette, MI) is moving to Baltimore to work with Whiting-Turner as a Field Engineer and Integrated Technologist.



**Keegan Goetz** ▶ (Gowen, MI) wrapped up his soccer career at NMU and will become a Field Engineer with Rockford Construction Company in the Grand Rapids, MI area.



**Jacob Golab** ▼ (Clarkston, MI) will be moving back to SE Michigan to work as a Field Engineer with Barton Malow



**Matthew Goss** ▶ (Rising Sun, MD) moved to North Carolina to be a Senior



Project Engineer with Whiting Turner. Matthew was also the recipient of this year's "Outstanding Non-Traditional Graduating Student" for NMU.

**Dan Gwidt** (Lac du Flambeau, WI) For the next year or so, Dan will be employed as a skilled tradesperson while both working in the area, as well as spending time back in Wisconsin.



# CONGRATS TO THE GRADUATES

**Kate Havel** ▶ (Marquette, MI) will continue to be the Events Director, Social Media Director, Outreach Coordinator, Global Campus Landing Zone, and adjunct faculty for the Construction programs at NMU.



**Russ Honkala** ▶ (Ishpeming, MI) is leaving Ishpeming and moving to Farmington Hills, MI to be a Project Engineer with McCarthy & Smith



**Brock Honn** ▶ (Auburn, IN) It was a busy year for Brock, as he got married, became a property owner in Marquette County, graduated and will be remaining in the area to work for Ultra Construction Services.

**Quinn Hupy** ▶ (Kaukana, WI) will be back in the Fox Valley working for Boldt.



**Gabe Johnson** ▼ (Felch, MI) plans to remain in Dickinson County where he will be working for Gundlach Champion as a Field Engineer.

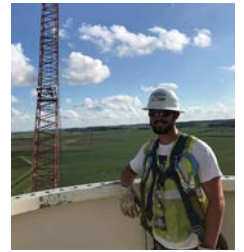


**Sawyer Kujala** ▼ (Iron Mountain, MI) will be a



Field Engineer with Mortenson's Renewable Energy division.

**Cody Nehls** ▶ (Juneau, WI) joined Local #324 as an Operating Engineer. His training facility is in Howell, MI, but he is employed locally by Lakenen Crane and Rigging Service.



**Greg Pietila** ▶ (Hartland, MI) will be joining Mortenson's Renewable Energy group as a Field Engineer.



**Gus Reynolds** ◀ (Gregory, MI) will be a Project Coordinator with Tommy's Car Wash, and building them across the region.

**Sam Reynolds** ▼ (Brooklyn, WI) purchased property in

Champion, and will be remaining with Ultra Construction Services as an Assistant Superintendent.



**KC Rinke** ◀ (Washington, MI) is going to be a Project Engineer with Barton Malow in S.E. Michigan.

**Julie Tokarz** ▼ (Adrian, MI) will be getting her start with Gilbane Building Company's Michigan operating unit and will be in Ann Arbor.



**Collin Urban** ▼ (Waterford, MI) will be a Field Engineer with Blattner Energy out of their Avon, MN office....likely doing a lot of travel with their Wind Energy group.



# CONGRATS TO THE GRADUATES



**Travis Van De Yacht** ◀ (Green Bay, WI) is going back to Green Bay to continue another generation of Van De Yacht's in his family's well drilling business.

**Blake Whitcomb** ▶ (Orleans, MI) wrapped up a solid football career at NMU, and is now working for Ritsema Associates of Grand Rapids as an Assistant Foreman doing ceiling grid,



**Ethan Williams** ▶ (Auburn Hills, MI) is staying local to work with Wright Electric. He is working toward becoming a Master Electrician, as well as performing project coordination duties for the company.



## Graduate AWARD

### Goss Earns Nontraditional Student Award

Matthew Goss was selected as the Outstanding Nontraditional Student by the Northern Michigan University Board of Trustees. He graduated on April 30th with a Bachelor of Science degree in construction management, after previously earning an Associate of Applied Science degree in building technology.

Within the construction management program, Goss was a teaching assistant and worked on initiatives to advertise and promote the program to veterans. He had an on-campus job as a student employee with NMU Telecommunications for three years.

Goss has also been active in local politics, serving as executive chair of the Michigan 109th District GOP for two years, as well as the chair of the Marquette County GOP for two years.

Originally from Rising Sun, Md., Goss arrived at Northern after serving in the U.S. Army and Air Force, as well as working as a police officer for the Department of the Navy in Pearl Harbor, Hawaii.

He and his wife will be moving to North Carolina, where he will be the Senior Project Engineer for Whiting-Turner Construction Company, working with their federal group at Camp Lejeune Marine Corps Base.

He is pictured with other award winners and NMU Board of Trustee members.



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# MESSAGE FROM THE DEAN



I could not be prouder to be associated with the Construction Management (CM) program at NMU. I have always had infinite respect for people who can imagine and visualize a structure and then make that idea a reality, respect which has been heightened

by serving as the Dean of the College of Technology and Occupational Sciences (CTOS). Construction Management carries out the CTOS mission to provide an applied, hands-on education that results in graduates who are job-ready for rewarding and lucrative careers.

For many reasons, I have often said the CM program is one of the crown jewels not only of the CTOS, but of the university. The program faculty and staff are seasoned professionals with years of applied construction management and teaching experience who develop supportive relationships with their students which last long after graduation. I have had the pleasure of attending advisory committee meetings; nearly all of these highly accomplished professionals are committed NMU alumni. With no exceptions, the CM faculty genuinely care about their students.

In addition to assuring students are provided quality, hands-on education, you might have noticed the Construction Management faculty and staff take time to engage and recognize students, celebrate, and have a little fun. The program's Hardhat Ceremony and the display of hardhats at commencement are a testament to the emphasis on balancing hard work with enjoying the university experience. The Construction Management "Fun Bunch" is also famous for organizing student and alumni events: golf outings during homecoming, impromptu

social gatherings, softball games, and picnics. The Construction Management faculty and staff are hard-working, brilliant people, but they are down-to-earth, friendly, student-focused, and just plain fun to be around.

Of course, the CM program also houses some unique components that are not readily found on any university campus. For example, the wildly successful Women in Construction events have not only grown in attendance every year, the complexity of the projects the young women complete, the number of volunteer staff from business partners, the number of locations where the program is held (downstate Michigan, Minnesota, Illinois), and the appeal of the swag (thanks to generous donors, many of whom are alumni of the CM program) also all increase each year. In addition, the Construction Management students build storage sheds which are sold to the public annually and CM staff oversee the community service projects of their senior students and the Construction Management student group. Finally, Construction Management provides students with cutting edge opportunities for students to engage in interdisciplinary programs like Indoor Agriculture and Controlled Environment Agriculture.

The talented graduates of construction management are true problem solvers who find a way to get things done. I often wonder whether critical thinkers and creative problem solvers are attracted to the Construction Management program or the gifted CM faculty and staff develop those unique and valuable skills. I think the answer is both. Congratulations to the faculty, staff, current students, and alumni of the Construction Management program for your ability to work as a team to produce the kind of talent that the Upper Peninsula, the region, the nation, and the world so desperately needs.

Dr. Steve VandenAvond  
Dean and Associate Provost

# FUN BUNCH REPORT



The faculty team has been able to spend some quality time with alumni since the last issue. We try to seize every opportunity!

A mid-May visit by a few alumni made the night memorable. There was quite a crowd that had congregated that evening. Unfortunately, we missed an opportunity to include everyone...Evan was there too.

L to R: ▶ Derrick Pass (2012), AJ Jensen (2018), Nick Sexton (2018) and Mike.



Snowmobile races in Eagle River, WI during January were a destination for (L to R): ◀ Chris Grebe (2010), Jim Conlin (2009), Chris Bruno (2007), and Chris Cardinal (2008)



L to R: ◀ Cam Verigin (2018), Mike & Derrick

An early March semi-impromptu alumni event in Minneapolis,



MN made for a really fun evening. (L to R) ▲ Josh Gustafson (2006), Steve Poindexter (2005), Jon Van Eizinga (2013), Mike Andary, Kayla (Voss) Billmeier (2010), Tom Labuz (2008), and Jeremy Bubb (2008).

A mid-March fantastic Sunday morning breakfast in Marquette with (L to R) ▼ Brent Madison (2009), Jack Grebe (maybe 2036), Chris Grebe (2010), Chris Cardinal (2008), and Mike Andary. The meat-lovers omelet at Jeffrey's is still tough to beat.





Find us on:  
**Instagram**  
[@nmu\\_construction\\_management](https://www.instagram.com/nmu_construction_management)

## FACULTY CONNECTIONS



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# CURRENT GLOBAL STUDENT SPOTLIGHT



Cherie Armstrong epitomizes why the NMU Construction faculty team created the on-line program. She has been a Journeyman Carpenter for well over a decade, and has been an estimator for most of that time. As a working professional, she is not able to move her family to Marquette, so the flexibility of the degree was the primary attraction.

## Family

She was born in Southfield, MI and raised in Milan, MI and at 16, her family moved to Tecumseh, MI and she earned a GED at Washtenaw Community College.

Her father was an Architect who designed custom timber-framed homes in Michigan. He owned Sunrise Design in Ann Arbor for a while before relocating to California. He often told Cherie that she was born with a hard hat on.



Cherie and her husband, Brent, decided to move back to Michigan to raise their son, Aiden, late last summer. They currently live in Freeland.

## Career

She moved to California and attended Universal Training Institute (UTI) for automotive repair technology. She also participated in Ford's accelerated training program, and earned quite a few credentials. She also traded stocks and equities for a little while when transitioning out of automotive industry... she needed a change.



Cherie started in construction with Kaiser in Pasadena, CA, where she was a project expediter and also part of a carpentry apprenticeship. She stayed for ten years with Kaiser, and was promoted several times – from Expediter, Estimator Assistant,

Estimator I, Estimator II, and then Estimator Project Engineer was her final position. She ran about 40 projects while in the P.E. role. She also worked for C.W. Driver as an Estimator for three-plus years.

She spent some time with Three Rivers Construction when they moved back to Michigan, and has since switched to Granger Construction out of their Lansing, MI office. Cherie spends time in the main Lansing office, and is also involved with various projects throughout mid-Michigan. She is a Preconstruction Estimator, but is also doing Project Engineering for some projects around Saginaw.

## Goals

The big goal was getting her and her family out of California, which was accomplished in the back third of 2021. They purchased the home that they always wanted. They have three acres and a small pond to play around. Professionally, she wants to be a Senior Estimator sooner rather than later in Michigan. Academically, she plans to graduate from NMU in 2025 with a Bachelor of Science in Construction Management. Her ambition and planning trait is already active, as she is contemplating an online MBA down the road a little.

## A new Fast Five with Cherie:

- 1 What is your favorite breakfast meal? Canadian Bacon (ham), Eggs & pancakes
- 2 What is your favorite thing to do when not working? Fishing or reading books.
- 3 Where do you want to be in five years personally and/or professionally? Chief / Senior Estimator and a sibling for Aiden.
- 4 Who is the person that has inspired you the most throughout your career thus far? Her father, Pascal Viel. He has been incredibly encouraging, and stuck with her through some very tough times. Pascal's friend, Bruno, has also been an wonderful source of information – even since he retired.
- 5 What is your ultimate vacation destination? Either Hawaii or Disney...the dream would be Normandy, France with a visit to Paris. Her great grandfather had a winery in Normandy that is maintained by relatives to this day.

# CURRENT STUDENT SPOTLIGHT



**Hannah Reaman**  
(2023) Saginaw,  
Michigan

Hannah is heading into her senior year at NMU, and intends to graduate in May 2023 with a Bachelor of Science degree in Construction Management. She is a multiple-scholar-

ship recipient for all the right reasons. Hannah maintains a 3.91 G.P.A., and typically works two (sometimes three) different jobs outside of the classroom. She has a clear understanding of setting / achieving goals, and is a very driven young adult.

She spent the summer of 2021 as part of the AGC's Summer Work Program, and was employed by R.C. Hendrick & Sons in Saginaw. Her mentor, Trace Hendrick, noted that Hannah's end-of-summer-presentation was (by far) the most insightful that he had seen in quite a while.

**Most Proud of:** She is very proud of how far she's come in her construction career already. Neither she, nor anyone in her family, had any experience in the industry. She has really enjoyed doing things that are outside her comfort zone for academics. She took Calculus as an elective back in the day, but the hands-on classes in the Jacobetti leave her feeling good about her path. Hannah's friends and family were very concerned when she declared Construction Management, but she couldn't feel more proud of the choice to change her major from Psychology. She is also proud of all of the opportunities and accomplishments thus far: scholarships, student employment, community involvement, and professional internships to name a few.



**Plans:** Hannah has a busy summer planned, and the upcoming year will be hectic as well. She would like to conclude her internship with a full-time offer from AZCO. Completing her degree requirements and being

more involved with the NMC along with staying involved with Women in Construction events are short-term plans / goals. She is the Membership Chair for her sorority (Phi Sigma Sigma), and would like see the membership grow through her outreach efforts. She will also be a student employee for the Construction programs, and focusing on lab equipment maintenance and women in construction coordination. Additionally, she will be one of the Construction programs' primary tutors, and will spend time working at the writing center as well. Hannah's ambition is impressive!

Come May of 2023, she would like to relocate out of state (potentially Wisconsin as a starting point). There are a number of other variables that won't be known until we get closer to graduation, but our faculty team knows that Hannah will not lack opportunities.

**Most Memorable:** The outdoor activities – mostly hiking will never be forgotten. The most memorable (honestly) part of the academics would be working with the total stations in the surveying class. It was frustrating in the beginning, but once it clicked, it made her want to lean toward being a Field Engineer. It felt great to get it set up quick, set the sights, and record all of the data. It made so much more sense one she understood the "why."





# CURRENT STUDENT SPOTLIGHT

Building the shed in Evan's Systems and Methods class was also memorable, since she had never done anything like it and it was a test of teamwork. Her first time building anything was with Kate in Construction Processes, and it was an ambitious lockable / hidden gun cabinet. She loved the feeling of accomplishment once it was completed. She designed and built it by herself. At the time, her car was broken, so she would walk to the Jacobetti to work in the shop a couple days each week by herself. She felt fulfilled. She also really loved Heidi's Intro to Design course. Whereas some students struggled with the software, Hannah appreciated the methodical approach that required a step-by-step procedure to move things from a concept to a set of plans that could be used to construct a project.

**Why NMU:** The admissions counselor who visited her at Saginaw Heritage was honest



about everything. She did not provide a hard sell, and openly discussed the real struggles that young adults face when leaving home for college. That counselor's approach is what sold Hannah on NMU. She considered Wayne State and Saginaw Valley, but she fell in love with the Marquette area during the Presidential Scholarship competition. Once in the Construction Management program, she knew it was right, because the faculty

cared about her success – much like her high school. It was important to her for the faculty in her program to be open, accessible and helpful. The connections she has made over the last three years have been incredibly valuable, and that answers the "why NMU." Hannah is very confident that her choice to (1) attend NMU and (2) transfer from Psychology to Construction Management were the best two decisions of her life thus far.

Mark your calendar!

**CAREER FAIR**

September 22, 2022



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<https://nmu.edu/tos/construction>



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# ALUMNI SPOTLIGHT

**Marc Belluomini**  
(1995) ▶  
**Vice President of  
Sales & Marketing  
for Sprinturf**



## Family:

Marc was raised in Libertyville, IL, and graduated from Libertyville High School. His parents were both educators, and they stressed the importance of education throughout his youth. He also has an older brother, Tom.

He came to NMU in 1991 after a campus visit. Marc fell in love with the closeness of the campus and the community. His time at NMU allowed him to understand and adapt to different people and situations. It really helped him learn to read body language.

He enjoyed learning to hunt, fish and cliff dive while here. His experience was exceptional, because he did a lot.

Marc has four children (Nick – 21, Julia – 20, Gianna – 11 and Chloe – 5). The oldest three kids live in Arizona and Chloe resides in Charleston, South Carolina with Marc, his wife (Katy), and



their two dogs: English bulldog (Louie), and French bulldog (Frankie).



He and his family spend a lot of time outdoors in Charleston. Teaching his kids how to bait a hook when fishing on the river was an important life lesson for all of

them. They really enjoy the area beaches, which are amazing. They travel together regularly, and vacations are extremely fun. He learned to encourage them to find their own path, because it was likely that theirs

would be very different than his.

It is a golf cart mecca in Charleston. The parades in the neighborhood are amazing. Customized cart parades on all the holidays are the norm.

## Career:

Marc played rugby for the Moosemen, got into power lifting, body building, joined the Delta Chi fraternity, and had himself a heck of an experience during his time in Marquette. He embraced the Yooper culture, and learned quickly how to appreciate great salmon fishing, as well as seeing moose, deer, and bears on a typical hike or drive. He had never seen a bear or a moose prior to arriving on campus. He bartended at JJ Shamrocks, worked in the science building for a summer, and provided contracted labor for another summer.

The Construction Management program was an easy choice. He looked at it analytically and was able to thrive. He was able to retain a lot from the experience. Marc really loved having Don Hamari and Jimmy Jarvis back in the day – they helped him build an educational foundation and launch a career. At one point, he contemplated being a residential builder or a bridge builder. Instead, his childhood friend had a small civil construction business...they were also buffalo farmers. Marc started his professional career in Operations and rapidly ascended to the General Manager for their businesses. It was there he learned to exceed client expectation, and it provided a great springboard for what was to come.

He is structured, methodical and analytical in his approach to solutions. It has allowed him to experience a tremendous amount of growth. When Marc reflected in a methodical way about many aspects, he has had some difficulty "turning it off" through the years, but his passion lends itself to working all the time.

Since he always found himself in a competitive environment (wrestling, rugby, bodybuilding...etc.), sales seemed the logical path. Marc began working for Southwest Recreation in 2002. They built tracks, courts and turf areas for area high schools, community colleges and universities. He moved to California to make it work.

He changed to Sprinturf and has since become Vice President of Sales Operations. As Marc says it, he chose to become who he is. Getting to where he wanted to be took a lot of hard work. He learned a lot on the west coast, and it has only accelerated since his move to Charleston.

# ALUMNI SPOTLIGHT

Getting into the tall pile turf was a big challenge. It is a highly competitive market largely controlled by a small group of firms. Sprinturf makes their own yarn in Alabama, and they manufacture the turf in Georgia. Their own crews install it, so they have a U.S. firm that does a whole lot of their sourcing right here. The pandemic and supply chain issues have not deterred him or his market sector. Contrary, his volume has increased significantly. Marc was given the freedom to grow, so he's grown. He started with about 100 fields in 2016. This year they are closing in on 300. Everything from NFL to middle school fields are on the books.

He thinks of himself as a hybrid, because he loves the sales, operations, team building and leadership aspects. The close-knit network he's built through the years has been incredibly rewarding. He does everything he can to make the members on the team successful by investing time in their development.

One of the fun challenges has been learning the differences between the local, regional, and state soil stabilization. Stone qualities and subsurface drainage conditions are very different across the country. The recent technology advances have been impressive. The organic infill and yarn technology has leaped forward a generation in a short period of time. He is appreciative for being able to work in every state, and learned the uniqueness of each geographical area. Marc was in charge of Marquette Senior High School's new turf on the football field a few years ago. It is noteworthy that NMU is looking to replace the Superior Dome's turf within a year as well. Wouldn't it be cool if....

## Memorable experiences: most notable is 2

1 - The New Orleans Saints (the Louisiana Superdome at the time) Stadium was a phenomenal experience. The company had to do a test plot. Drew Brees, Tracy Porter and Reggie Bush came out to test it. It was a great interaction with the players. They loved the feel of it, and Marc's company installed it. Six days later, Hurricane Katrina hit. The installation team had to be remobilized to rip up the old, and install another new turf system. That team brought the state back together that year.

2 - Cal Berkeley - The limestone tunnel from the home locker room to the field had an etched message: "Dedicated to The Men and Women of the World War." The historical message from World War I was eerie, because it assumed that there would not be another war. He watched Aaron Rodgers play there, and had no idea of what a fan he had become.

The business has been incredibly rewarding for Marc. He has built some amazing life-long relationships, and gets a ton of satisfaction in mentoring and leading the team. Many of his associates have been with him for over 20 years. Most (85%) of them are former division 1 athletes. The discipline and structure is evident. They are passionate about the process, and also winning. They have helped him develop as a leader and grow the business.



## The "Fast Five" with Marc

1 What is your favorite movie? Definitely Goodfellas! Jaws and Donnie Brasco are both a close second.

2 What is your best NMU memory? Training for, and winning, Mr. Teen Michigan in Flint, MI....proud of the discipline it took to avoid a lot of the typical college opportunities for fun.

3 What is your greatest professional accomplishment? Where he is at today. He took a good company that was doing well, and helped make it a great company that is thriving. It has been rewarding in building his sales team from nine to 19. The growth has been exceptional for everyone involved.

4 What is the best part of coming back to Marquette? Certain foods (Jean Kay's pasties is always a hit). The environment: loved the fishing, and remote beaches.

5 Who is the person you would most like to meet? Maternal grandfather - Marc heard some great stories... he used to make his own wine. As an Italian immigrant, he had to be relentless in his work to provide for his family. He walked to work every day. It was a very different lifestyle. Being around the family for big meals was a wonderful cultural part of it all. His grandfather gave his parents a phenomenal work ethic, along with the discipline to follow through, which Marc has tried to instill in his kids. Given the change in times, there has been some scar tissue through the years, but everyone has learned to thrive.

# WOMEN IN CONSTRUCTION



Heidi and Kate have some exciting things planned this year, so please keep your eyes open across our various social media platforms for updates.

Couple of fast facts since Heidi has started the Women in Construction outreach programming.

- Since 2017, Heidi (and recently Kate) have hosted eight WIC events
- Events have drawn students from over 150 high schools in three different states
- Almost 800 attendees
- 40+ corporate partners
- Over 300 volunteers

We had a Women in Construction event scheduled for Addison, IL in late-January. However, the COVID climate was pushing some schools to remote learning, which is not conducive to in-person participation, so it was postponed until the 30th of September.

We will also be in Wayzata, MN on the 4th of November, and back in Marquette on the 27th of January 2023. The winter 2023 issue will have a much more developed feature for WIC.



# SCHOLARSHIP RECIPIENTS

Devon Pietila and Hannah Reaman were selected by the Associated General Contractors Education Committee as scholarship recipients for the 2022.23 academic year



Devon received an Education and Research Foundation Scholarship



Hannah received the Tom and Jan Dailey Scholarship

The Donor Funded Scholarship section for the winter 2023 newsletter will be much larger, as some new awards were added, which will be awarded in early December.

# NORTHERN MICHIGAN CONSTRUCTORS



L – NMC President, ▲ **Will Jaeger**, R – Treasurer, **Garret Carpenter** and (not shown) Vice President, Dan Vince, designed, constructed, and installed a fence gate for the NMU Community Garden Committee. This was a fence door that was designed and estimated by NMC Vice President **Daniel Vince**. It was much-needed repair for the community garden located near Park Cemetery in Marquette. They replaced the surrounding fence enclosing the garden. Future plans are in the works for the additional work by NMC.



**Will Jaeger** ▲ (Left) and **Garret Carpenter** volunteered at the Science Olympiad Event held on NMU's campus during the winter. It involved hosting middle school students from the surrounding communities building and testing wooden bridges in a competitive event. It was an important opportunity to help support local middle schoolers interested in construction and engineering.



**Will Jaeger** ▲ (left) and **Dan Vince** (right) are constructing the tunnel that was used by the Hospitality Management students for their annual gala. This structure was used as the primary entranceway for the event.



The Upper Peninsula Construction Skills Challenge was in-person for the first time in a few years. The NMC was heavily involved in the logistics and implementation of the event. They created a new project by designing a chicken coop that the ten participating teams were tasked with building. The entire executive team (this year's and next) also oversaw the distribution of materials, graded the teamwork aspect, and compiled the final results for the entire event.

# ALUMNI HAPPENINGS

**Brandon Bogue** (2003) is a Superintendent and Onsite Quality Control Manager with F.A. Wilhelm Construction. He is working with their operating group out of South Bend, IN, on a New Four Winds Casino Expansion. He is very pleased with the culture, and with Wilhelm being one of the larger employer of trades in the Midwest. He appreciates



their ability to self-perform a lot of the work. The crews spent the winter enclosing the 24 level concrete structure, with the final pour completed last October. Brandon and the team have interior finishes well underway.

**Charlotte DeYoung** ▼ (2021) is an Assistant Project Engineer with the Christman Company out of their Lansing, MI office. She is currently working on a high rise project in Ann Arbor, MI, and (in the picture) is standing in the retention basin.



**Luke Ewbank** (2018) is a Project Manager for Granger Construction. He recently broke ground on the Michigan Tech University H-STEM project. This project is a 75,000 sf addition/renovation on MTU's campus that will provide state-of-the-art teaching and research labs for health-related STEM studies. The project is slated to be completed and ready for students starting in the Winter Semester of 2024. Luke is very excited to be back in the UP for an extended period of time, as well to have fellow alumni Scott Ampe (2005) as the Superintendent for the project.



**Nathan Gryspeerd** (2021) is a Field Engineer for Whiting-Turner in their Detroit, MI office. He was submersed in estimating projects following his graduation. He has since been assigned to a federal project in downtown Toledo, OH where he is deep into learning time management and prioritization for all of the details that go into a complicated project.



Back in November, Nathan incurred a delay once a historic ring was discovered during demolition as highlighted with the orange squiggly.



# ALUMNI HAPPENINGS

**Marlon Harris** ▶ (2018) is now an Assistant Project Manager with Mortenson in their Phoenix, AZ Operating Group.

He recently started managing MEP and Commissioning for the new Arizona State University hockey arena (\$115m) in Tempe, AZ. Once the Arizona Coyotes (NHL franchise) realized they could not renew the lease at their current arena (Gila River), they worked with ASU



to reach a 3-year agreement to play at the new college hockey arena. Mortenson is

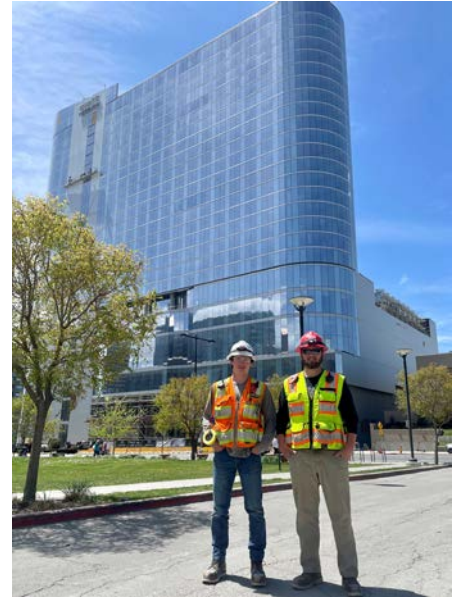
constructing. Marlon is currently the lead Project Manager for the new \$15M Coyotes Annex locker room, just north of the new ASU hockey arena.

Exterior view of the north side Annex progress for the new locker room(s). Interior picture where they are raising the new scoreboard into place

Check out these links: [ASU COYOTES](#)



**Nate Thomas** ▶ (2021) (R) and **Parker Hebden** ▶ (2020) (L) are both Field Engineers working for Hensel Phelps on the Hyatt Regency Hotel in Salt Lake City, UT. This tower is directly attached to the existing convention center. The Project is set to wrap



up in September of 2022 standing 326' tall with 386,000 square feet of space split between 700 guest suites, 2 ballrooms, and a five-star restaurant. Project challenges overcome to date include extensive firestopping details with over 100 engineering judgements while working over and directly adjacent to the existing convention center space and directly adjacent to Right of Way streets downtown.

Nate Thomas joined the team after graduating in December. He is heavily involved with the sitework of the project which includes curbs, sidewalks, trees, and other exterior finishes. He is also working on level 6 that features a pool, bar, and canopy area with rooftop fire pits.

Parker Hebden recently joined the SLC team to support the final push of the project. He is focusing on the build-out of guest suites and actively working with ownership to turn guestrooms over. To date, he has supported turn-over of over 175 rooms in a month's work.



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# ALUMNI HAPPENINGS

**Michael Holbrook** ▶ (2014) has been staying busy owning and operating Holbrook Custom Designs in the Petoskey, MI area. Business has been booming for him, and life is good. Additionally, he and his sweetie just had another boy in March....Sawyer.



Michael has not been taking on new clients for over a year now – still providing services for his existing clientele, which consists of a lot of hard tile and painting.



Currently, he is building a shop for the business that will consist of a 40' x 60' pole building with 16' ceilings.

He will have a little

workshop and finishing room inside. Michael still has his own sawmill, and just purchased his first piece of equipment – an ASYU sr80 compact track loader.

**Nick Hughes** ▼ (2021) is a Field Engineer with Hensel Phelps out of their Plains District in Denver, CO. He is working on a \$215M renovation on the Colorado Convention Center in Denver. The expansion is reinforcing the existing structure and constructing a 250,000 sf expansion with a ballroom, kitchen, and outdoor terrace on the current roof. The project is a heavy steel



job with wide-flange floor and roof trusses.

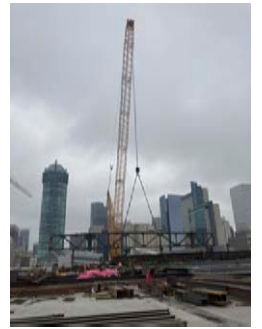
The floor trusses are built off existing pipe columns and span 90' at 12' in depth.

The roof trusses span 270' between columns and are 25' in depth. To construct the steel structure, a one million pound LR1300 crawler crane was assembled on the roof. Throughout the project, the crane will crawl on a designated crane path that is designed to withstand the live load of the crane. They recently finished the new floor structure and set the first roof truss at the end of May. The project is set to wrap up at the end of 2023



and will be utilized by the city of Denver to host conventions and large events.

Nick's current role is vertical transportation and interior buildout. He has spent a year carrying out enabling work to install two elevators, four stairways and the extension of



the new floor into the existing building. He has also overseen the demolition of the old, and installed of the new AHU on the roof that sits beneath the crane path steel. He is excited to get new work in place, which starts with the elevator steel going from the basement of the building up to the new



floor on the roof. He loves his job, and is learning a lot of new things every day. Colorado is treating both Nick and his girlfriend very well...it was an excellent winter of skiing in the Rockies!

**Brian Kloack** ▶ (2002) is a Specification Writer for Bray Architects in Milwaukee, WI. The remote nature of his position allows him to live with his family in Madison, WI.





# ALUMNI HAPPENINGS

He married his NMU sweetheart (Emily from Ish-



peoming) 20 years ago. She is a Licensed Nurse and focuses on the management of nursing practices. They have four children; Catherine (16), Henry (13), Sam (10), and Charlie (10). The Kloacks stay pretty busy with their work and play schedules. So much so that the faculty team was only able to scrounge a family picture from eight-plus years ago.

Brian has been doing specification writing for a number of years now. It affords him the opportunity to maintain some flexibility with his schedule, and keeps him close to home. Prior to that he had been a Project Manager, Estimator, Project Engineer and a number of other roles with a variety of firms throughout the upper Midwest.

**Makayla Kyre** (2020) packed up and headed to Seattle, WA to be an Assistant Project Manager with HITT.



**Alex Latvala** (2016) is a Superintendent with Lendlease out of their Chicago, IL office. He is approaching five years with them come October. During the first week of May 2022, he wrapped up his time at the project where he spent 21 months. It was a pair of beautiful downtown structures – a 37-story apartment building and a 47-story condo building. Both had a shared five-story podium. Alex was able to be on this project with fellow NMU grad **Shawn Greening** (2016) for over a year. During that same week in early May, Alex was presented with a great opportunity



to assist on another Lendlease project in Los Angeles, CA. He is wrapping up his first month of a planned four-month stay. The building is a 42-story apartment building with a 5-story podium at the intersection of 8th St. & Figueroa St. in Downtown LA, about 3 blocks away from Crypto.com Arena.



Alex's main focus is the structure and, he has a completion date of July 2023.

**Bob Mantz** (2010) is an Area Superintendent in the Denver, CO area. As a part of the Hensel Phelps Plains District, **Patrick McFadden** ('17) and Bob completed Phase I of the DEN Great Hall Project at the Denver International Airport Terminal this past fall ahead of schedule and under budget. A ribbon cutting with the Mayor of Denver, Airport CEO, and Southwest Airlines and United Airline Executives was held on Oct. 27th, 2021 to recognize this milestone. This allowed for key airlines to move into their new space. Completion of this phase on time and under budget helped regain the confidence of the City and County of Denver (CCD) after earlier challenges in the project prior to Hensel Phelps taking over.

Completion on time and under budget of Phase 1 helped the airport obtain additional funds from CCD to complete the remaining phases of the terminal renovation. During the proposal process to City Council, Hensel Phelps was named as the General Contractor and lead to a \$900 Million Change Order to Hensel Phelps Scope to complete the remaining terminal renovation. When airport officials faced the question from City Council of why the remaining Phases are not being sent out to bid on a partially public funded project, the answer was the airport has proven to have the right team now, as demonstrated on Phase I.

# ALUMNI HAPPENINGS

Bob is currently the Project Superintendent leading the Phase II portion. This phase consists of more "Airport Tetris" and is the first part of relocating TSA from Level 5 to Level 6. Relocating TSA up to level 6 has been a concern of the airport and TSA since 9/11, which was roughly 6 years after the replacement airport opened.

**Parker Hebden** ('20) helped as a Field Engineer with preconstruction, and the start of Phase II. He led the structural slab extension, creating real estate for TSA on level 6. Since then, Parker stepped up to the challenge of going out to Salt Lake City to assist a different project team in their final push to the finish line of a 26-story hotel project attached to the convention center.

Completion of Phase I, included a complete gut and re-build of level 6 for airline ticketing and the Self Bag Drop (SBD) for passengers to check their bags.



Bob ◀ addressing campus construction team during safety week (May '22) on the importance of safety related to performing your daily tasks;

both personally and professionally. Message being, is that job or task so important that it is worth cutting a corner and not going home the same way you came in.

Project-wide photo during Safety Week (May '22) in front of some recently installed steel.



**Pat McFadden** (2016) is a Project Engineer with Hensel Phelps' Greeley, CO Construction Group. He recently moved to Boise, ID to start a new data center project for Meta (Facebook). Here's a [link](#) that talks a bit about the project and the impact on the surrounding area.

A couple of fast facts:

- Breaking ground during the summer of 2022 in Kuna, ID
- \$800M project over a 325 acre site
- \$50M water / wastewater treatment plan
- Soil conditions are predominantly volcanic rock, so most of the excavation will need to be blasted.

He is excited about the project. The scale and scope are significant, and the landscape of the area

is incredible. The mountains, lakes and reservoirs are beautiful. He is also excited about the growing NMU presence with the HP team. Shown at the HP Holiday Party, (L to R) is **Parker Hebden** ▲ (2020), **Nick Hughes** ▲ (2021), **Tyler Lenderink** ▲ (2017), and **Patrick** ▲ (2016). Area Superintendent (**Bob Mantz** – 2010) had already shut it down for the evening.



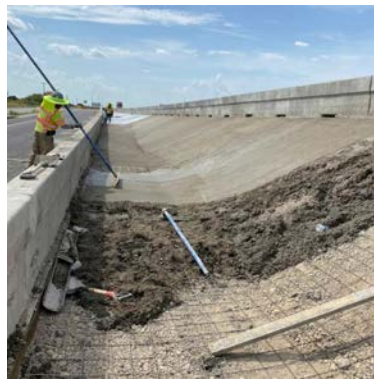
# ALUMNI HAPPENINGS

**Derek Nakamura** ▶ (2011) was recently featured in the 635Exchange, which is a newsletter issued by the Texas Department of Transportation. Below is most of that interview:



Derek is the founder and owner of Paniolo Construction Services, a Dallas-Fort Worth based construction services firm. Nakamura chose to apply for the Texas Department of Transportation

Disadvantaged Business Enterprise (DBE) program to help open doors and gain more exposure as a new independent business. Since becoming a DBE, Paniolo has successfully won work on numerous design-build projects throughout DFW and



has been exposed to a larger breadth of work as a result. Since 2015, Paniolo employs 60 personnel and has thrived working in the diverse, everchanging work environment of design-build construction.

Paniolo Construction Services specializes as a concrete subcontractor on numerous TxDOT projects, including the 635 East Project. Their work can be seen in concrete flatwork, curb and gutter formation, rip-rap erosion control, drainage structure work like flumes, and slip form barriers. For 635 East, Paniolo has focused on concrete flatwork like drive-ways, drainage inlet tops, concrete barrier for bridges, frontage roads and the main lanes.



An Illinois native, Nakamura studied construction management at Northern Michigan University. Graduating in 2011, Nakamura went to work for Ferrovial Construction three days later, moving to Texas for another TxDOT project in the mid-cities. Though he had originally intended to work in custom home construction, Nakamura is glad that he landed in roadway construction. Nakamura particularly enjoys the design-build mega projects because of the flexibility and variation in work products to deliver in a timely manner.



Nakamura is a proud husband to Caitlyn and father of three children – one, three and nine years old. It's all hands on deck at home. He loves to hunt and fish (when he has time) and still loves to travel. He and his wife love to cook for and entertain friends and family. When asked about his favorite meal to prepare for others, he answered, "a good filet with crab cakes."

His wife, Caitlyn Nakamura has also begun her own DBE, Knox Supply, a full-scale DOT supply company offering goods from tip to tail. Knox Supply specializes in rebar, fabricated rebar, chairs (the small plastic stands that support rebar within concrete), and epoxy just to name a few.

Look for more complete concrete flatwork provided by the team at Paniolo Construction Services throughout the 635 East Project as they continue to move toward substantial completion in 2024.

# ALUMNI HAPPENINGS

**Rachel Posthumus** ▼ (2010) has been busy searching for her next construction opportunity. In her spare time, she renovated her Switchback store in Grand Rapids, MI. The interior was completely redone, and she

built out the exterior to include a landscaped seating area. Rachel also added features (like coffee and beer sales) to compliment her substantial inventory of outdoor recreational items.



**Ryan Rhodes** ► (2018) is a Project Manager with O'Brien Construction out of Troy MI. He just completed a 286-unit luxury apartment complex earlier this year in Troy, and was recently promoted to Project Manager.

His current projects consist of a school to church renovation in Troy, and remodeling a Senior/Youth center in Detroit's Mexican Town.

Ryan was recognized by the Associated General Contractors at their February meeting as a Future Construction Leader of Michigan.



**Kurt Thiele** (2019) is an Assistant Project Manager at Hill and Wilkinson in Dallas, TX. He just completed McLaren Automot-



ive's new North American Headquarters in Coppell, TX. The 30,000 SF facility includes McLaren Special Operations custom design studio/presentation center, executive offices, mechanic shop and a training space for techs.

Kurt is currently working on an expansion to a Mercedes dealership for servicing sprinter vans and an interior renovation of the existing showroom, bodyshop, paint booth area and exterior facade.



Kurt, Mrs. Thiele (Melissa), and Rocco ◀ in their new home, which was purchased recently in Fort Worth, TX.



FROM a TV6 story: Sands Township Fire Chief **Thomas Wahlstrom** ► said while the department is volunteer, its responders receive some pay for their time on-scene. He says the reward of joining a volunteer fire department, however, outweighs any pay. "Being able to serve your community, making a difference to the residents around, being there for people on their hardest days typically is very rewarding to be able to help them in whatever way they can," Wahlstrom said.

Wahlstrom said the department is looking for dependable applicants who they can rely on to be there when called.



**James Eickoff** (2018) was recently promoted to Assistant Superintendent with Mortenson's Renewable Energy Group, and is based out of Minneapolis, MN.

# ALUMNI HAPPENINGS

**C.J. Beil** (2010) is a Project Manager/Detailer with Nucor Harris Rebar Rockford in Belvidere, IL.



After completing his degree in Construction Management at NMU, he moved back home to Rockford, IL. CJ worked for a residential contractor doing home remodels. He worked for that contractor for a couple of years before switching into the commercial construction industry.



He then started working for Nucor Harris Rebar (Rockford) in 2013 as a Rebar Detailer. He uses CAD drawing systems to produce rebar placing drawings to guide the iron workers in the field to know what bar to place where. He also produces the fabrication lists for their shop to know exactly what needs to be made for a project from start to finish. After a few years of detailing, he worked up to become a Project Manager as well as continuing to detail. A large part of his job is to stay in constant contact with customers via email and phone regarding changes with each project. They work directly with the area's largest concrete contractors such as: Mortenson, Power, Miron, Findorff, JP Cullen, Pepper, and many more. Some of the larger projects he has worked on in the past consist of:

- 3 large (over 1 million sf each) Amazon Warehouses in Illinois and Wisconsin.
- Komatsu Mining Corporation Headquarters in Milwaukee which consists of a large multi-floor office headquarters, parking garage and a large manufacturing building right on Lake Michigan.
- Wrigley Field Bleacher remodel and currently the new Sports Book Addition
- Wheeling Town Center in Wheeling IL which is a multi-story multiple-use building with retail store fronts all around the first level and residential housing on the upper floors as well as an attached parking structure.

Interestingly, CJ just finished detailing and will continue to manage the NMU CETF Renovation to the Jacobetti Center. It has been really good working with Miron and **Trevor Poupore** (2016) on a project at the very building where he was taught.

In August of 2021 C.J. married the woman of his dreams (Melissa) after dating for over seven years. Shortly after that, Melissa and CJ became parents to Tate. Tate was born on the 21st of May this year.



The Beils are an outdoor loving family.

They enjoy getting out and enjoying all that Mother Nature offers. They enjoy boating and fishing in the summer, and a large part of his summer free time includes golfing. In the fall, he spends most of his free time sitting in a tree stand archery hunting for mature white tail deer as well as pheasant and waterfowl hunting. He is fortunate to be able to spend a lot of time at the family farm in southwest Wisconsin, which has been transformed from a row crop and cattle farm into a conservation wildlife paradise for deer, turkey, waterfowl, and upland birds.

**Joe Kowal** (2009) is a Project Manager for Spence Brothers in Ann Arbor, MI.

**Max O'Halleran** (2020) is a Project Engineer with Barton Malow in Spring Hill, TN.

**Paul Schuh** (2005) is a Business Development Analyst for Wausau Supply Company in Wausau, WI.

**Vince Sochacki** (2005) is a Vice President of Operations for Absolute Construction, Inc. They sold their family home of 12 years, and are moving into a new one to better accommodate the family. Their oldest of four children is heading to high school in the fall, and the youngest will be in 3rd grade.

# PROGRAM OUTREACH

It has been a fun couple of months for the team. Preparing for the \$20+M renovation, finding tomorrow's students, developing relationships in new geographic markets, and (oh yeah) teaching / advising today's students. We took part in a few outreach events since the last newsletter.



We visited the Copper Country Construction program in Hancock, MI in late January. Mike Randel



has been a member of the Michigan Construction Teachers Association for years, and we were finally able to stop by his freshly renovated facility. They were in the process of building a tiny house on a trailer that was going to be transported to a camp location in the Copper Country.

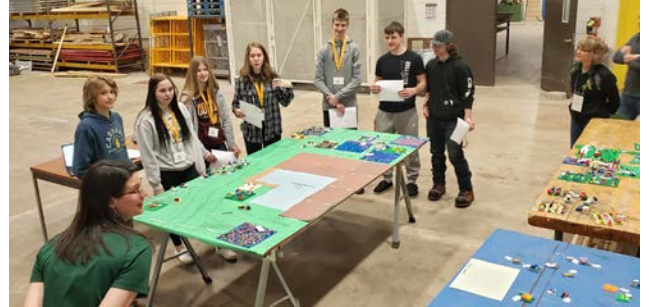
We attended the Michigan Construction Teachers Conference in early February, and had a chance to talk about curriculum issues that high school teachers are facing. Kate and Mike were able to visit Shorts Brewery with Jim (Lincoln Park), Mark (Ann Arbor), and Steve (Clarkston)



We attended the AGC annual awards banquet in late February at the Detroit Motor City Ca-



sino and visited with



some representatives from companies that provide support to our program.

In mid-March, Heidi, Kate, & Jim, along with a great bunch of current Construction students, hosted multiple groups of high school students from Negaunee and Westwood. A fun exercise in urban planning (using Legos) was incorporated as the hands-on activity.

The team hosted the Upper Peninsula Construction Skills Challenge in late April for the first time in a couple



years. Eight teams came to the Jacobetti to build a chicken coop and properly wire a circuit in about six hours. The champion-



# PROGRAM OUTREACH

ship trophy went to Delta-Schoolcraft ISD (Escanaba). Dickinson-Iron ISD took third place. Second place went to the Copper Country ISD, but their team left immediately after the competition and was unavailable for photos.

Some bittersweet news is that Mr. Brian Sarvelo may have run point on his last Construction Skills Chal-

lenge, since he will be retiring shortly. Brian has been a strong advocate for technical education his entire career at the local and state levels. He has been instrumental in incorporating the middle college (among many other) programs through local school systems. We hope that he stays connected!



Mike attended the Michigan Construction Career Days at the Operating Engineers training facility in Howell, MI in early May. Kim Randolph and Chrissy Carr (from NMU Admissions) were there the whole time (both days) to help spread the word about the best "well-kept secret" in the Midwest. Nearly 4,000 middle and high school students toured through the facility and were able to gather information about universities and professional trades.



# THROWBACK



2002 – A cataclysmic event: A long winter was followed by a week of warm rain and a couple days of 70+ degree temperatures, which caused

the six foot diameter culverts to blow through and collapse a section of County Road 553.

2005 – A graduation party for all times. ▶ L to R: Ben Hager, Mike, and Scott Ampe celebrating both Ben's and Scott's graduation at Scott's house.

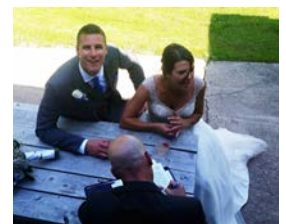


2007 – **Jesse Tarr** ◀ (2006) standing on the hub of the turbine. This picture made some good rounds on NMU's circuit back in the day.

2012 – L to R: Jim Conlin ▶ (2009) and Jeremy Bubb (2008) sharing a moment at Chris Cardinal's (2008) wedding in Fond du Lac, WI.



2017 – **Andrew Kruse** ▶ (2014) and Sarah Kruse at their farm wedding in Beaver Grove (a suburb of Harvey,



which is a suburb of Marquette)



2017 – Mike, **Jorge Rios** ◀ and Heidi at his 2017 graduation.

# GUEST COLUMN

## Applying Lean to projects of any size or scope Part 3 of 3: Lessons learned applying lean and the last planner to the University of Chicago Homewood Clinic Project

Joel Klahn  
Vice President & Director  
Bulley & Andrews  
Chicago, IL

When the NMU Faculty team "volunchose" me to write about lean, little did I realize it would be an 18-month journey with a great deal of collaboration from others in preparing the information shared. They asked that I focus the columns in 3 areas:

1. Level setting the audience to what lean is and how it evolved to the current state in the industry ([Summer 2021](#))
2. Introduce and take a deeper dive on pull planning at the project level ([Winter 2022](#))
3. Illustrate using a recent and real project, how lean and pull planning was applied on a smaller project (to dispel the false impression that you need a large or mega project to be able to embrace lean)

So in this 3rd and final column on lean and pull planning we want to bring everything together from the prior newsletters and wrap it all together with an actual project example. The subject project is U-Chicago Medicine Homewood IL medical clinic which was completed in 2019 by Bulley & Andrews, a full service Chicago based general contractor, continuously in business since 1891 as a private family owned company.

Our key objectives in writing this column and take aways for you the reader are as follows:

- Understanding that lean and pull planning is a real world tool that can make projects flow more smoothly, efficiently with higher quality, all because of enhanced structured communication and planning

- Lean can be deployed on projects of any size – use of lean tools doesn't depend on project size/volume, or delivery methodology (hard bid, GMP, design/build, cost plus, etc.).

- 10 steps to implementing lean & modulating intensity (its not an all or nothing proposition).

## Project Overview & Team: UChicago Medicine – Homewood Health Clinic

Owner: University of Chicago Medicine  
Contractor: Bulley & Andrews  
Architect: Architrave/Perkins & Will  
Size: 9,326 Square Feet in an existing retail center in suburban Chicagoland  
Volume: \$1,602,944 (\$150/sqft for direct work 2017)  
Fee, Staff and General Conditions: \$140,368  
Delivery Method: Design, Bid, Build.  
Competitive Lump Sum  
Number of bidders: 12



## Project Details

- Known Constraints: delivery restrictions, adjacent business occupancy (common walls), tight schedule, tight GCs
- Discovered Constraints: below slab obstructions; schedule compression due to reengineering; unfinished landlord scope of work; cross tied-fire alarm; non-demised fire protection system

- Lean Tools Deployed: Prefabrication, Pull Planning, 5S, Gemba Walks

Clinic Construction – speed to market is key for this product type and a

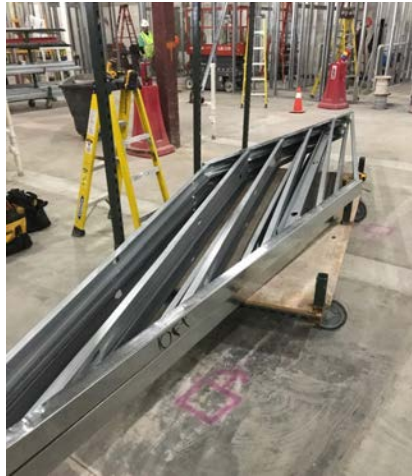




requirement to be able to successfully compete and win this type of work.

## Prefabrication

Perfabrication of material assemblies is intuitively a lean process if the pursuit of it yields results in the areas of increased safety, reduced budget, schedule or head-count and/or loose material on the project site. The nature of small clinic construction build outs in existing retail centers often times does not lend itself to modular construction of rooms and rarely is there sufficient mechanical or electrical intensity to dramatically prefab pipe and conduit racks.



The Homewood project effectively used prefabrication on metal stud wall assemblies. The dry-wall trade partner had the shop sophistication to fab all the wall stud assemblies "accordion" style and delivered them to the jobsite on carts for easy mobilization to their place of installation. The benefit to the project was increased speed with which the walls were stood up/ installed allowing the follow-on trades to get to work with their rough-in activities (plumbing & electrical).

Reliable Planning and Commitment Making Constraint Analysis – each week in the Foreman/Pull Planning constraint removal progress and discuss was held to aid in the planning process and to highlight the focus of project management, Owner, A/E to remove blocking issues.

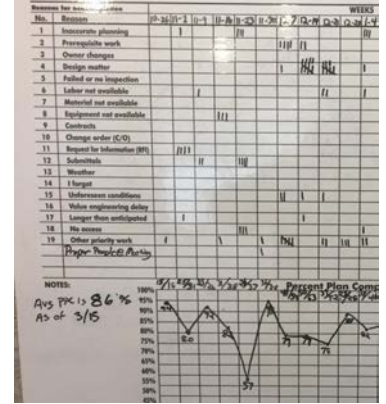
External Constraints (Issues that can only be solved by A/E, owner, inspectors, utilities)			
Item	Description	Responsible	Resolution
1	Permitting	City	2/15/15
2	Owner changes	Owner	2/15/15
3	Design number	Owner	2/15/15
4	Failed at no inspection	Owner	2/15/15
5	Labour not available	Owner	2/15/15
6	Material not available	Owner	2/15/15
7	Equipment not available	Owner	2/15/15
8	Contract	Owner	2/15/15
9	Change order (C/O)	Owner	2/15/15
10	Request for Information (RFI)	Owner	2/15/15
11	Submittals	Owner	2/15/15
12	Weather	Owner	2/15/15
13	Target	Owner	2/15/15
14	Under-resourced	Owner	2/15/15
15	Value engineering (VE)	Owner	2/15/15
16	Longer than anticipated	Owner	2/15/15
17	No access	Owner	2/15/15
18	Other priority work	Owner	2/15/15
19	Other trade's priority	Owner	2/15/15

Internal Constraints (Issues that can be solved by the build team)			
Item	Description	Responsible	Resolution
1	Material not available	Build Team	2/15/15
2	Equipment not available	Build Team	2/15/15
3	Labour not available	Build Team	2/15/15
4	Design number	Build Team	2/15/15
5	Failed at no inspection	Build Team	2/15/15
6	Permitting	Build Team	2/15/15
7	Owner changes	Build Team	2/15/15
8	Change order (C/O)	Build Team	2/15/15
9	Submittals	Build Team	2/15/15
10	Weather	Build Team	2/15/15
11	Target	Build Team	2/15/15
12	Under-resourced	Build Team	2/15/15
13	Value engineering (VE)	Build Team	2/15/15
14	Longer than anticipated	Build Team	2/15/15
15	No access	Build Team	2/15/15
16	Other priority work	Build Team	2/15/15
17	Other trade's priority	Build Team	2/15/15

Percent of Planned Work Completed (PPC) and corresponding variance analysis for uncompleted

tasks – also in these weekly meeting a review of the task planned but not completed and why. The why is as important as the understanding what was not done – where there unidentified constraints? Was too work optimistically planned? Did hand-offs fail and commitments by others uncompleted?



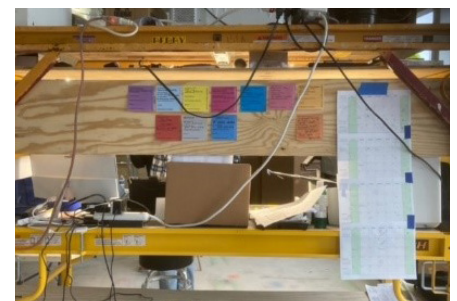
We do these two things to make our planning more reliable, handoffs more visible, identify trends and determine 'are there larger or systemic problems' preventing a higher PPC from being achieved.

## Deploying LPS on small project sites

If you're using an electronic version of pull planning (Nialli, Touchplan, V-planner etc.) your challenges in deploying a pull planning system on a small project are greatly reduced. If you're using a physical system that has sticky notes and core-plas boards you will have to be creative.



The images in this section are simply examples of creativity and active illustration of "where there's a will there's a way" mentality. The thing to encourage and created a forum for conversations can take place between trades regarding the hand-offs to the next trade in the in the process.



# GUEST COLUMN



The Homewood Clinic project used a portion of the job site which was going to be finished last (lobby/waiting area) and set up the physical system in that space for

the first 10 weeks of the project and then moved into a small jobsite trailer. Either place was used a daily huddle as well as the weekly foreman/pull planning meetings.



## Gemba Walks

Gemba Walk is derived from a Japanese word "Gemba" or "Gembutsu" which means "the real place", so it is often literally defined as the act of seeing where the actual work happens (and value is created)



A Gemba Walk is a workplace walk down which aims to observe trade workers, ask about their tasks, and engage them in identifying possible constraints, improvements in work flow and task completion, essentially "go and see the work and workers" to maximize productivity of their efforts.

In the two images in this section an unforeseen constraint was discovered, all of the landlord's installed sanitary drain line (to which the project was to tie-in, were at a different elevation than the project engineers' drawings and the as-builts provided by the landlord. This was discovered once the slab was saw cut and the concrete removed.

A Gemba Walk was utilized with the Owner, Design Team and affect trade partners to rapidly arrived at a solution and minimize the overall impact to the timeline of the under slab utility installation. Easy Peezy – issue identified, conduct Gemba Walk, agree on solution, document solution, complete the work and move on. Total impact to the activity was less than 2 days and had no impact on the critical path as the daily foreman's huddle allowed sub-tasks such as drywall framing to be redirected temporarily to other parts of the project.



## LEAN TOOLS / DAILY HABITS

### 5S OVERVIEW (What Does 5S Look Like for Contractors, Job Sites & Trucks?)

				
<b>SORT</b> When in Doubt, Move It Out. Red Tag Technique.	<b>SET IN ORDER</b> A Place for Everything. Everything in Its Place	<b>SHINE</b> Clean and Inspect. Inspect Through Cleaning.	<b>STANDARDIZE</b> Make Up The Rules. Follow and Enforce Them.	<b>SUSTAIN</b> Make It Part of Daily Work and It Becomes a Habit.

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## 5S – Sort, Set, Shine, Standardize, Sustain





Another lean tool deployed successfully on the Homewood Project was 5S. 5S is intended to maintain order, safety, organize the jobsite

The Homewood Superintendent implemented a 5S program to keep the project organized and efficient. Bulley and Andrews doesn't have a canned program for their teams to implement but rather has some guidelines and suggestions for what a 5S program can look like. The company encourages each Superintendent to develop/modify the 5S guidelines with the trades working onsite and thus create an approach with by-in from those whose job it is to implement it. The key is to make sure the project management bid/buyout process includes

scope for each trade partner to acknowledge their expected participation, the same goes for the all the lean initiatives. You must be intentional and transparent with those with whom you are asking to see the world differently – using the lenses of lean.

LEARN BY DOING FROM THOSE WHO DO

## Lessons Learned

-  Engage directly with ALL stakeholders
-  Use record submittals
-  Use collaboration tools
-  Everyone has limits

“The goal remains the same when applying lean on projects of any size: make reliable promises and eliminate waste” – JE Dunn Executive

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## Lessons Learned

Homewood Project Lessons Learned: Engage directly with ALL stakeholders. Pulling in supply chain partners to better identify lead time challenges or alternatives that worked with the master schedule goals, don't simply rely on pricing quotes or rules of thumb. Find the person who knows and can commit to delivery – even if you don't like it – it makes the plan more reliable and increase confidence.

Project should have engaged more directly with the landlord/developer so that communications are more effective and transparent, many of the underknown constraints were related to landlord issues and the Owner's real estate group inserted themselves into the problem solving process adding a burden to an already challenging situation.

Seek to use Record Submittals. Challenge the design team on which submittals could be made for record and reduce workload by eliminating non-unique/non-value add paperwork (conduit, pipe submittals, electrical devices, etc.).

Everyone's time is precious. Use collaboration tools, such as Miro & video conferencing software (doesn't replace meeting in person), to allow fuller engagement by stakeholders of the design and build teams

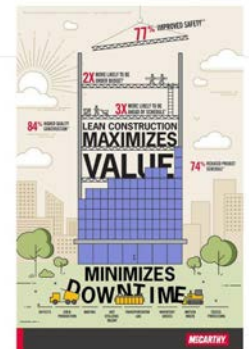
Everyone has limited time. A/E, Owner – make meetings effective and time efficient; figure out how to flex systems, meeting and communication to max everyone's needs = benefits

Finally, Lean is fundamentally about respect for people and continuous improvement. The simplest tool/process is to 'write it down and follow through', don't let issues linger and make/insist that complete commitments are made, and hand-offs understood (when can you provide an answer/direction, can you improve if I do something to help/different?)

LEARN BY DOING FROM THOSE WHO DO

## Steps to Effective Lean Implementation

- Modulate the intensity
- Its about the conversation & commitments.
- Create a lean project plan
- Buy-in is key
- Daily huddles
- Focus on progress over perfection



## Steps to effectively implement lean systems:

1. Commit to be a student of lean, once you understand and have practiced lean and pull planning you can flex the system to provide value to the entire team.
2. LPS is about the conversations and reliable commitments that are made within the team and not about how the information is documented. Keep it Simple.
3. Use the PDCA (plan-do-check-act) cycle to make improvements – small improvements/changes = big wins
4. Find a starting point and make improvements with the input from the whole team (Trade Partners, GC, Owner).
5. Engage a lean specialist (internal or external) to help the project team setup the baseline system(s) and assist it in problem solving to identify improvements.
6. Small projects often benefit more from closer analysis of the schedule and more in depth pull planning/daily huddles as that project type is often overlooked as a good candidate on which to use lean.

# GUEST COLUMN

7. Work with trade partner project managers/supervision to instill lean behaviors at every level of the project within their rank.
8. Use daily stand up huddles to keep everyone accountable and ensure commitments do not slip.
9. Envision what your jobsite "office" will look like and get creative with solutions for visual systems
10. Focus on progress over perfection – make sure lean-related goals are right-sized for the scope and scale of the project.

For a thorough and complete step by step guide to pull planning in construction my recommendation is the [Pull Planning Playbook](#) by Rich Seiler. An excellent guide written by the guy who taught be just about everything I know regarding pull planning and lean.

Credit for images, ideas, graphics, etc. belong to Unified Works, Rich Seiler, Lean Construction Institute

# GUESSWHO

There were no correct responses for last issue's Guess Who feature. It was Michael LaFleur (2015).

This time around, it should be a little easier. Here are the clues:



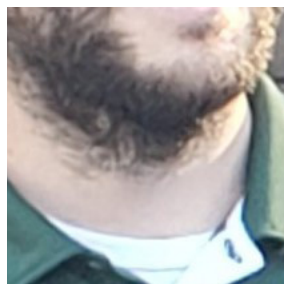
◀ This sweet lady gave birth to him



Really likes this place



Is an older brother to this guy



Best neck beard known to mankind

LEARN BY DOING FROM THOSE WHO DO

## Change Starts with YOU

- Constraints to implementing lean?
- Implementation & execution (PDCA)
- Run the play!



Helpful links:

[www.ledunn.com/blog/case-study-last-planner-small-projects](http://www.ledunn.com/blog/case-study-last-planner-small-projects)

[https://issuu.com/dunn/docs/case\\_study\\_-\\_last\\_planner\\_on\\_small\\_projects\\_nashvi1?#](https://issuu.com/dunn/docs/case_study_-_last_planner_on_small_projects_nashvi1?#)

TIMES (Resources or Constraints)	DOWNTIME (Eight Wastes)
• Tools	• Defects (Scrap)
• Information	• Over-production
• Material	• Waiting
• Manpower	• Non-utilized Resources ( talent)
• Equipment	• Transportation
• Safety	• Inventory (WIP)
• Space	• Motion
	• Excess Processing

**Pro-tip**  
learn/study/leverage the 4P/14Principles of the Toyota Production System as a guide to get the implementation plan drafted

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◀ Joel Klahn  
Vice President & Director  
Bulley & Andrews  
Chicago, IL

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# INTERNSHIP UPDATE



We all know the importance of internships in our industry so we thought we'd highlight one of our sophomore students.

◀ **Abigail Schaefer** is from Johnsburg, IL, and will be a sophomore in our program when she returns in August. She recently shared this message with us on her experience:

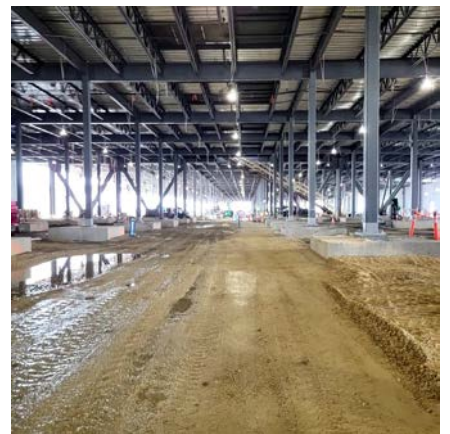


Checking out the chairs and reinforcement for the slab on deck pour

*Hello Team - Hope you ae all having a great summer. Just wanted to update you on my internship with Mortenson. I'm at their Data Center in Dekalb, IL. I absolutely love it. It is very*

*much a "we'll let you do whatever interests you" type deal which I appreciate ...considering I had no prior experience on a project like this. My fellow interns are all wonderful and I really feel at home here. I've learned a considerable amount as well, and I am super psyched to come back next semester to show that.*

*Pumping concrete to the deck ▲  
Prepping the slab on grade ►*



# Alumni Golf Outing



## September 24

# DONOR RECOGNITION



CSM GROUP



We are sincerely appreciative of the support by the donor organizations. Without that support we would not have donor funded Women in Construction tool/equipment outreach and mentoring for the students.



From our entire team



# DONOR RECOGNITION



Appreciative for the companies and as noted here. In support, we would not need scholarships, construction events, plant upgrades, or marketing to find of tomorrow.

Team, thank you!



# ONLINE DEGREE

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This is a degree for those who already have skills in the construction field. We welcome your experience and will award university credit for the knowledge you have gained in the industry.

### **UNDER CONSTRUCTION**

*It is becoming increasingly important for construction managers to have a bachelor's degree.*

—U.S. Bureau of Labor Statistics, 2019

### **UNDER CONSTRUCTION**



Jon Nehls  
Field Operations Manager  
Mortenson Construction