

# PERSPECTIVES

2005 NEWSLETTER ( Issue 1 )

## HAPPY NEW YEAR!

We'd like to take this time to wish all of our clients, designers and subcontractors a happy new year. Thank you for your support through the entire year. We appreciate your commitment and wish all of you a prosperous year. Take time to focus on the things that are important and enjoy your family and friends.



## WOODMEN VALLEY CHAPEL ONE CHURCH—MULTIPLE LOCATIONS



Living together in your neighborhood is what community is all about. The people you see at church are the same you bump into at the grocery store, cheer with at baseball games, and sit with at school functions. Creating a neighborhood church atmosphere in eastern Colorado Springs that functions as a “beachhead” for the Gospel is why Woodmen Valley Chapel launched the new Woodmen Heights Community.

Woodmen Valley Chapel was begun in September of 1979 by Bill Dodder. The following year, the campus was founded in the Rockrimmon neighborhood in what was at the time a converted chinchilla house. This building today is known as the Prayer Chapel and is one of five buildings which makes up the campus. In the early years, the community quickly grew and in 1994, they broke ground on their new Worship Center,

which at the time, was one of the largest worship spaces in the city, reflecting their phenomenal development.

In the spring of 2004, the church embarked on a new campaign, Launch Your Faith. This initiative was a response to the growing need to expand the ministry to the quickly growing eastern El Paso county. Through the support of this new community, Woodmen Valley Chapel purchased a 50-acre site just east of Marksheffel Road and founded the Woodmen Heights campus. They closed on the land in early May of 2004, and in October opened the new campus with the dedication of their new Woodmen Heights Community Center.

Today, Woodmen Heights is a fully functioning congregation with a pastoral team, children's and student ministries, and adult small groups. Weekend services feature a live worship team and teaching given







either in person or live via video cast from Woodmen Valley Chapel's Rockrimmon Community.

Although geographically separated, the Woodmen Heights and Rockrimmon communities of Woodmen Valley Chapel are expressions of each other in every way: the same vision, the same passion for God, and the same life-changing invitation to live abundantly by faith in Jesus Christ.

As they look to the future, plans are already underway for the construction of a worship center, administrative offices, and classroom space on campus. In addition, the church has begun planning the development of a Strategic Ministry Campus which will provide the resources to support the collaboration of many different Christian ministries all located on campus.

## WINES TO ENJOY THROUGHOUT THE YEAR



Once the holiday season begins with the Thanksgiving feast, there seems to be no end to the parties, dinners, gathering and buffets. Picking the right wines to serve with so many delectable dishes can be somewhat daunting (and expensive!) unless you stick with a few basic rules of thumb. The first rule of wine selection today is to forget the old rules. With all the culturally diverse foods you will find on the holiday table, the old culturally-correct standard of white wine with fish and poultry and red wine with red meat no longer applies. Drink the wine you prefer with a meat, regardless of color.

Still, there are certain pairings that work especially well – combinations in which the wine complements the wine and vice versa. Often the seasonings or sauces in a dish can be a key in selecting a wine. Let the salesperson at your favorite wine store know the kinds of spices and foods you like. Don't just ask for a Chardonnay, for example, as there are different nuances to each wine. Lightly seasoned food usually works best with light-bodied wines, while rich, heavier dishes generally demand heartier, full-bodied wines.

To make the holiday special, consider serving a variety of wines throughout the course of the meal. Start with a light or sparkling wine before dinner, then move on to the heavier wines as the meal progresses. Serving champagne with the appetizers is a great way to get the celebration going. For salad courses or antipasto try a Pinot Grigio or Pinot Gris. For the main course, you'll want a wine that complements all of the flavors in the in the various foods on the table. If you are serving turkey and have both red and white wine drinkers at the table, try a crisp Sauvignon Blanc that has been on oak and a Pinot Noir or fruitier Zinfandel. For leg of lamb or beef dishes, look for a versatile Cote du Rhone, Malbec or Shiraz to provide a nice backdrop for rich sauces. For dessert, a Sauterne is perfect with fruit pies and Port goes well with chocolate.



Although every one appreciates a very special bottle of wine during the holidays, you don't have to spend a fortune to host an elegant food and wine gathering. There are plenty of wines under \$20 that will be just right for your delicious holiday feast. Make sure that the cook has a glass of wine as well!

*Cheers! From The Corkscrew Custom Shop*



## LEAN CONSTRUCTION

### HISTORY OF LEAN CONSTRUCTION



The origin of lean construction is traced back to Eli Whitney and his development of interchangeable parts utilized in the production of muskets in 1799. The next evolutionary step leading up to lean construction was the invention of the assembly line process by Henry Ford. This new approach to manufacturing involved a detailed analysis of understanding a continuous process, and the relationship of all components involved in the production of the final product. Finally, it was the shortcomings in the Ford assembly line that later sparked the imagination of Toyota Motor Company's engineer, Taichii Ohno, to develop a more refined system. Taichii is viewed as the modern day inventor of lean production. It is his fundamentals utilized in the manufacturer process that are now being transformed into today's construction industry.



### WHAT IS LEAN CONSTRUCTION

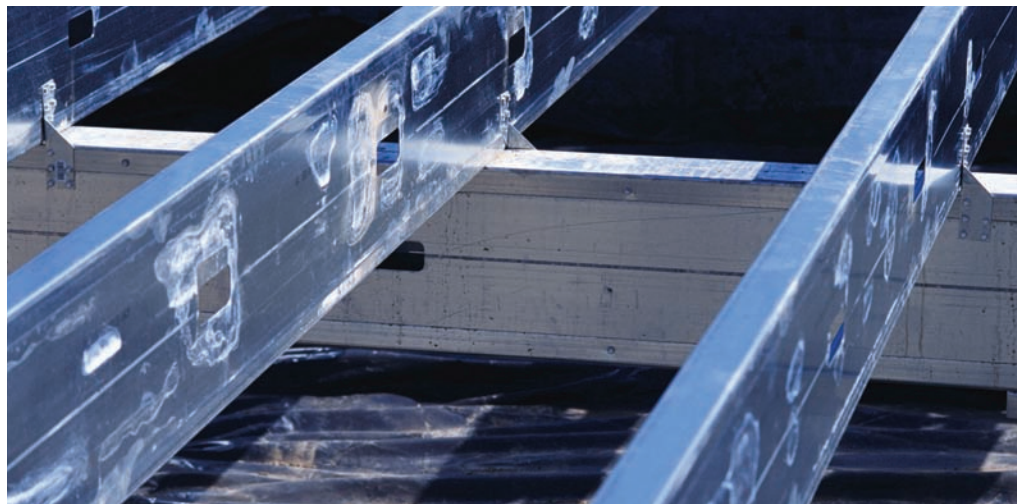
Lean Construction is a production management-based approach to construction that derived, as seen above, from the manufacturing industry. Lean principles in manufacturing were implemented to increase production efficiency and productivity as well as reduce inventory. Lean Construction extends from the objectives of a lean production system to specific techniques in design, supply and construction to assure value is delivered to the client and waste is reduced. It is this reduction of waste that became the basis for coining Taichii Ohno's new process "Lean".

### BENEFITS OF LEAN CONSTRUCTION

Therein lies the objective of lean construction: deliver more value to the client with less waste. Lean principles in construction can help contractors improve processes and overall project delivery. The underlying goal is to improve productivity by improving planning.

Traditional project management involves a "top down" approach, where projects are typically seen as ordered and predictable. Projects are divided into autonomous segments such as contracts, phases, work activities and packages, etc... that occur in a sequential, linear process which can be planned and executed. The problem with the top down approach is that plans and schedules present an idealized picture of what is anticipated to happen, it does not reflect reality, and typically is not an approach well suited to accommodate change.

Lean construction management, on the other hand, is more of a "bottom up" approach, where subcontractors participate in project planning with the contractor, allowing for better coordination and reliability from subcontractors in completing tasks as scheduled. Projects are perceived as complex and dynamic, with many project activities occurring simultaneously. The bottom up approach allows individual craftsman to determine how to complete individual work tasks. Given unforeseen events, which seem to be inherent on any project, this approach accommodates changes in sequencing of a project without any impact on the overall schedule. When subcontractors are given the opportunity to collaborate with other subcontractors and the general contractor regarding objectives and goals, the project is completed more successfully. Due to the complex nature of construction, potential to continue progress even with unforeseen events is important.





## IS LEAN THE WAY TO GO?

Understanding the differences between top down and bottom up management as well as simple, ordered systems and more complex, unpredictable systems is key when looking at lean construction. Lean construction relies on the management of complex systems with a bottom up approach, with an emphasis on cooperation from all stakeholders in a project. Lean production aims to replace the more traditional “push” command function that advances resources based upon schedule with a “pull” which utilizes resources when they are ready and available. Studies have shown about 50% of work is completed on projects managed with push planning systems. Pull systems typically produce above 70% of assignments completed as



promised. Pull systems, or the bottom up approach, rely on requests and promises.

The decision to pursue lean construction is a significant one. It requires more than a one day seminar for employees. It takes a lot of hard work and complete buy in from employees within a company as well as subcontractors and clients. It requires a lot more planning than

the industry is used to, and contractors considering lean construction must commit to continuous pursuit and improvement of lean techniques. Converting to lean management practices requires a cultural shift.

<http://www.leanconstruction.org/>

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