

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

Lean Construction and Collaboration from the Owner's Perspective

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THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

October 20, 2020

Our Presentation Team

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Problem Statement

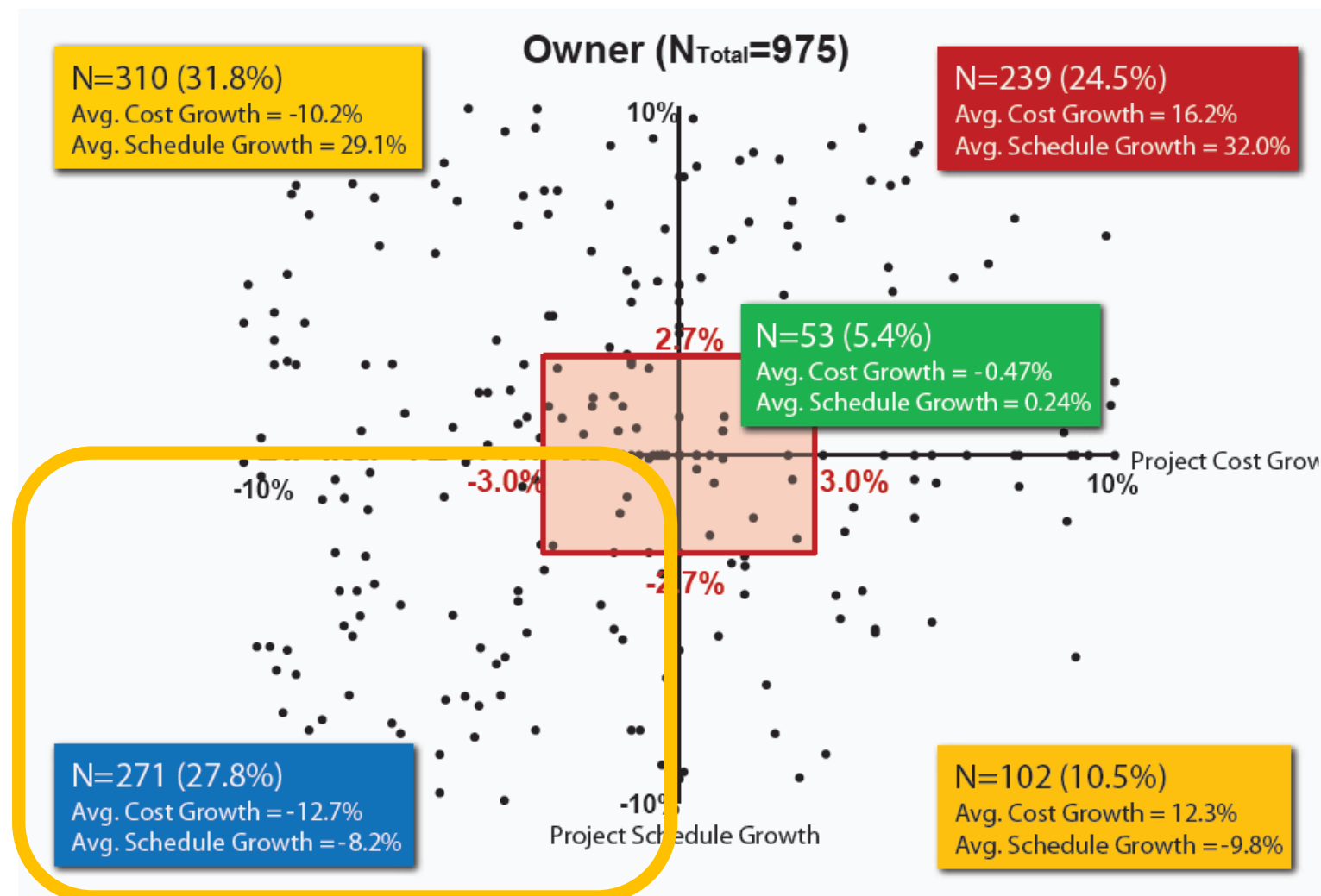
1. Need for more capital projects vs. no capital dollars to allocate to those projects.
2. Apprehension by owner's that want to collaborate but do not want to be a participant during the construction process.
3. Creation of a project culture can be difficult on smaller projects with shorter durations.

Project Delivery - The Owner's Perspective



Owner's Perspective – What's Broken

Demand for Construction Projects (Capital) Exceeds Supply (of Capital)



2012: CII's Performance Assessment Study of 957 projects.
Average size \$65MM

Owner's Perspective – Goals



MORE PROJECTS, NOT ENOUGH CAPITAL



INCREASE ACCESSIBILITY & AFFORDABILITY



LEVERAGE OUR CAPITAL

Owner's Perspective – Obstacles



ALLOWING FLEXIBILITY & OWNERSHIP OF THE FINAL DESIGN



ALLOWING FOR CONTINUOUS IMPROVEMENTS

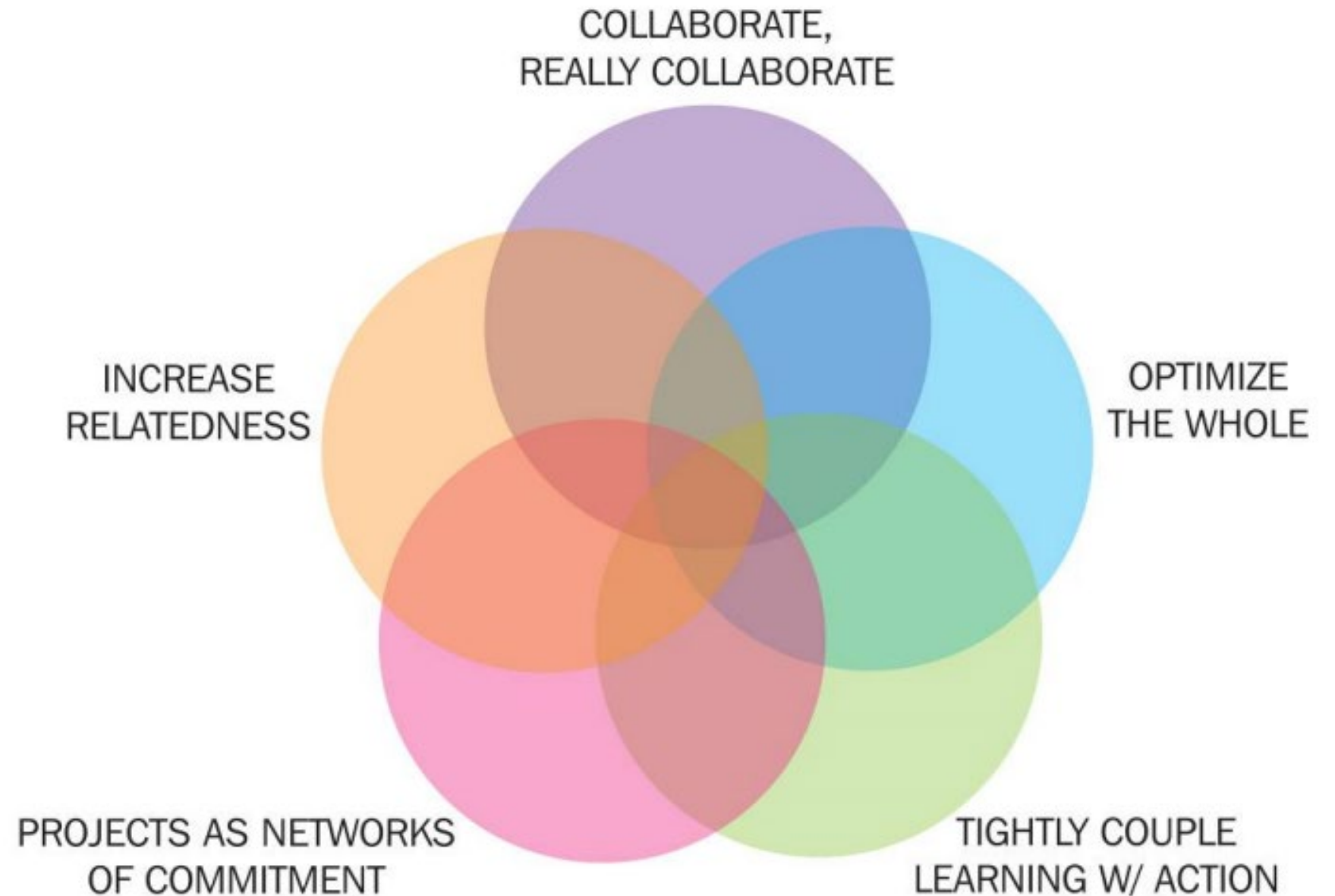


STANDARDS AND POLITICS



Owner's Perspective – Lean Intent “The 5 Big Ideas”

Work and learn as a single team in the interests of overall project success



Culture Driven by the Owner

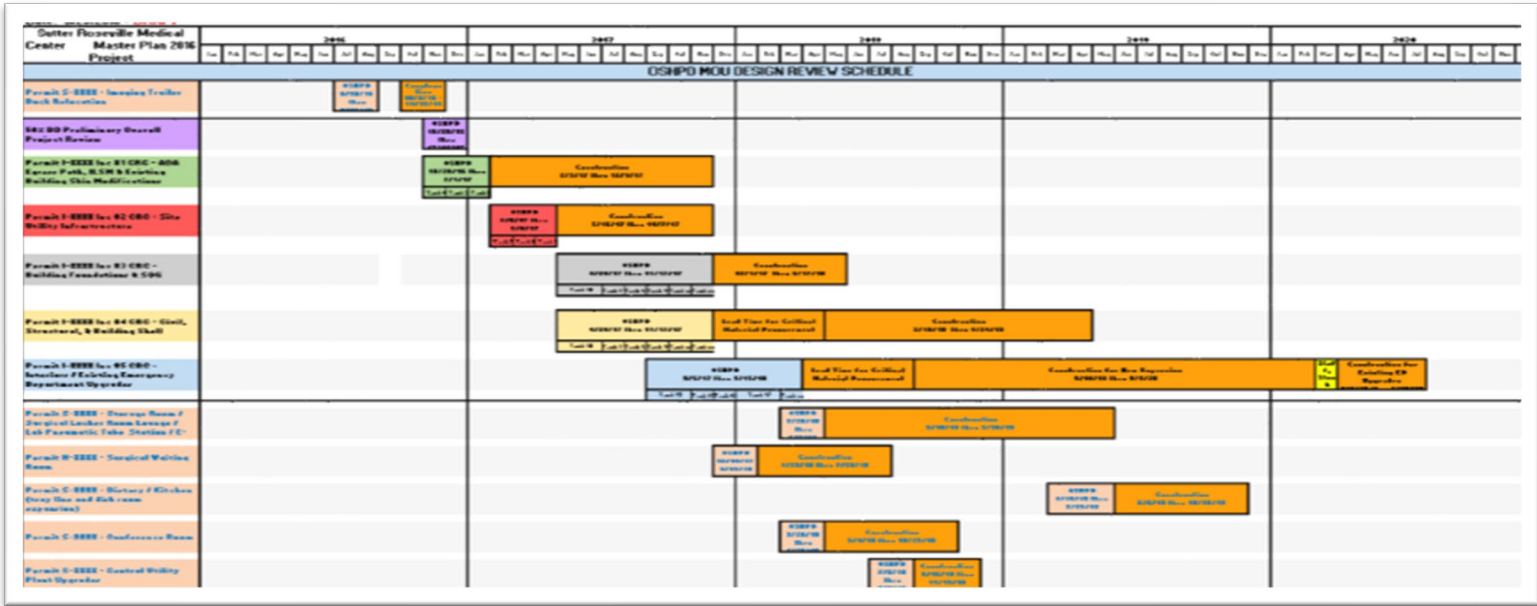
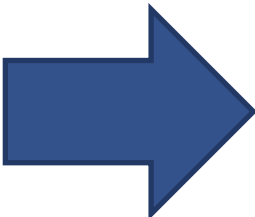
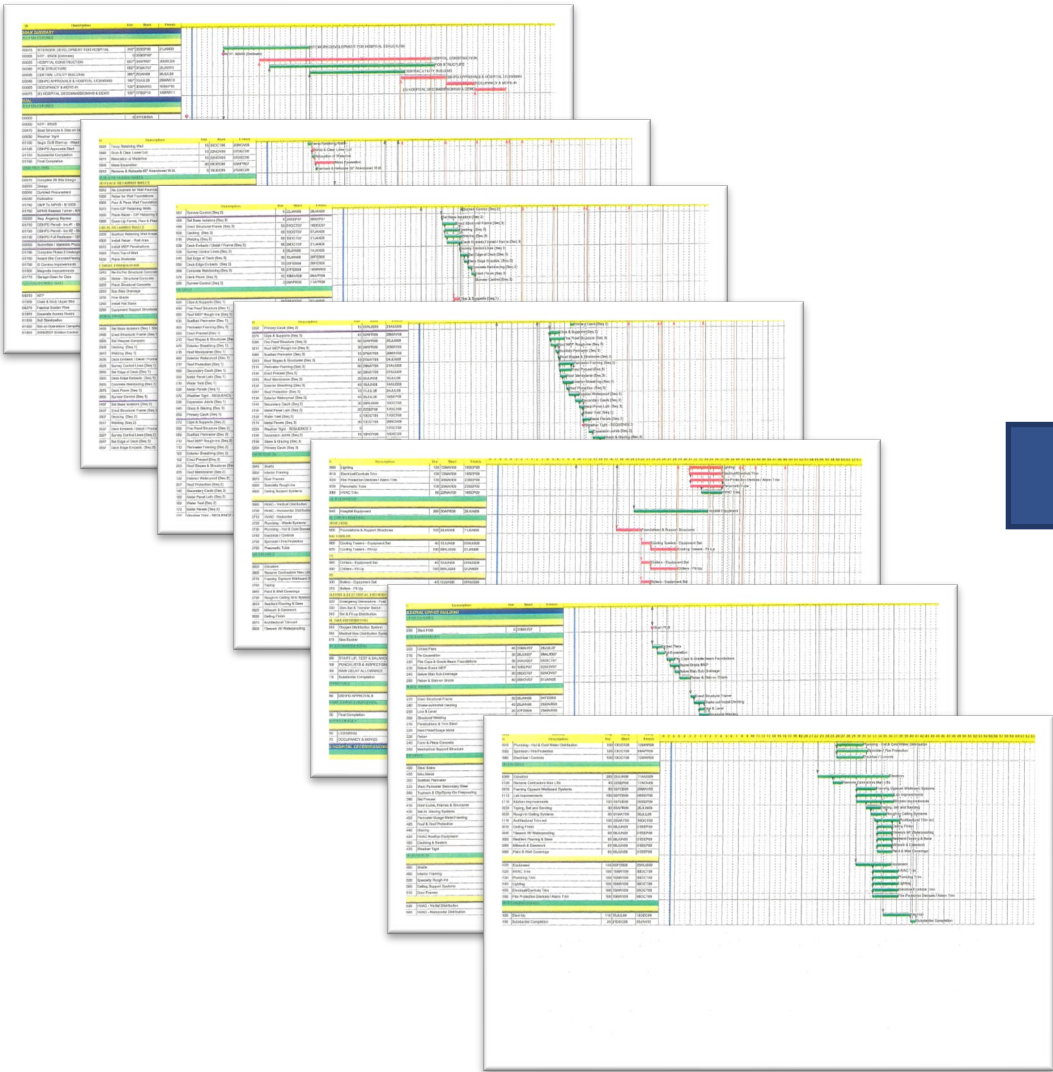


Validation

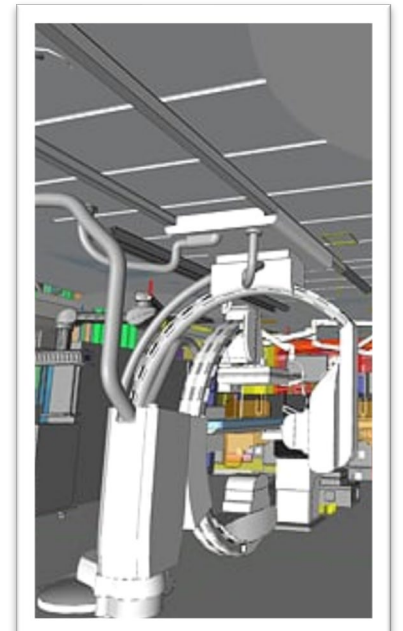
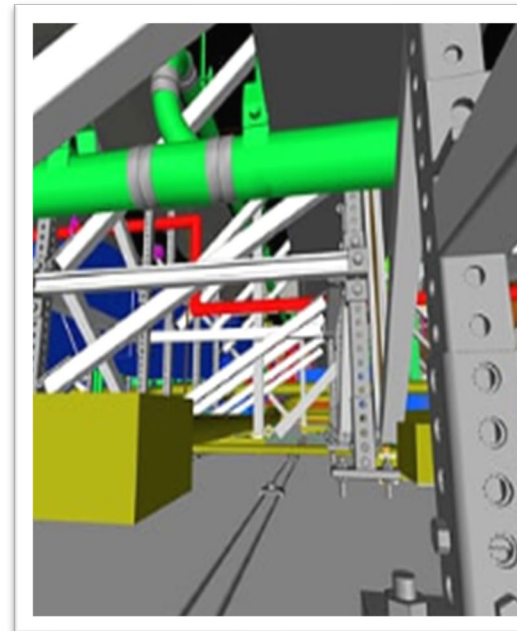
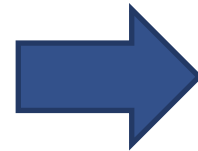
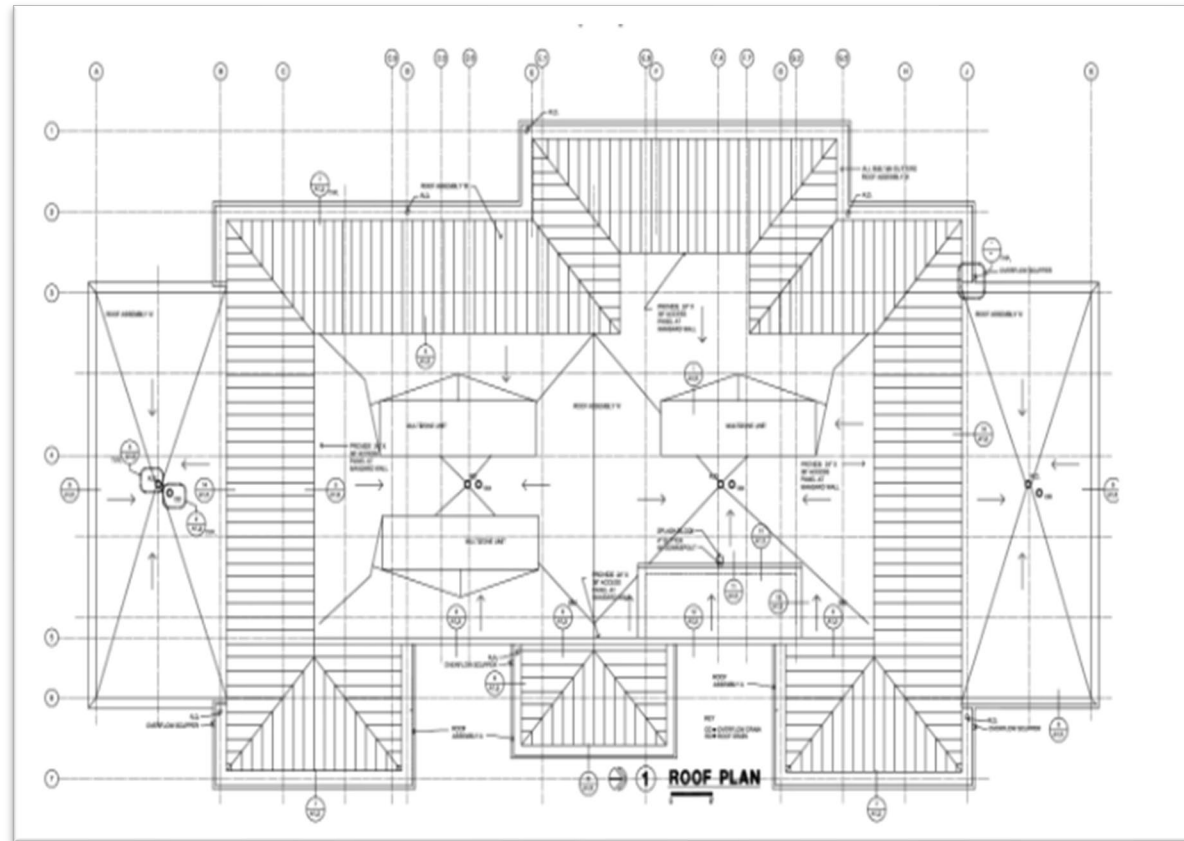
Can We Deliver the **Proposed Program** and **Quality** within the **Schedule** and **Budget** Supported by the **Project's Business Case**?



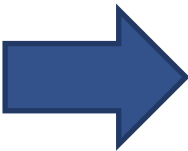
Project Master Phase Planning



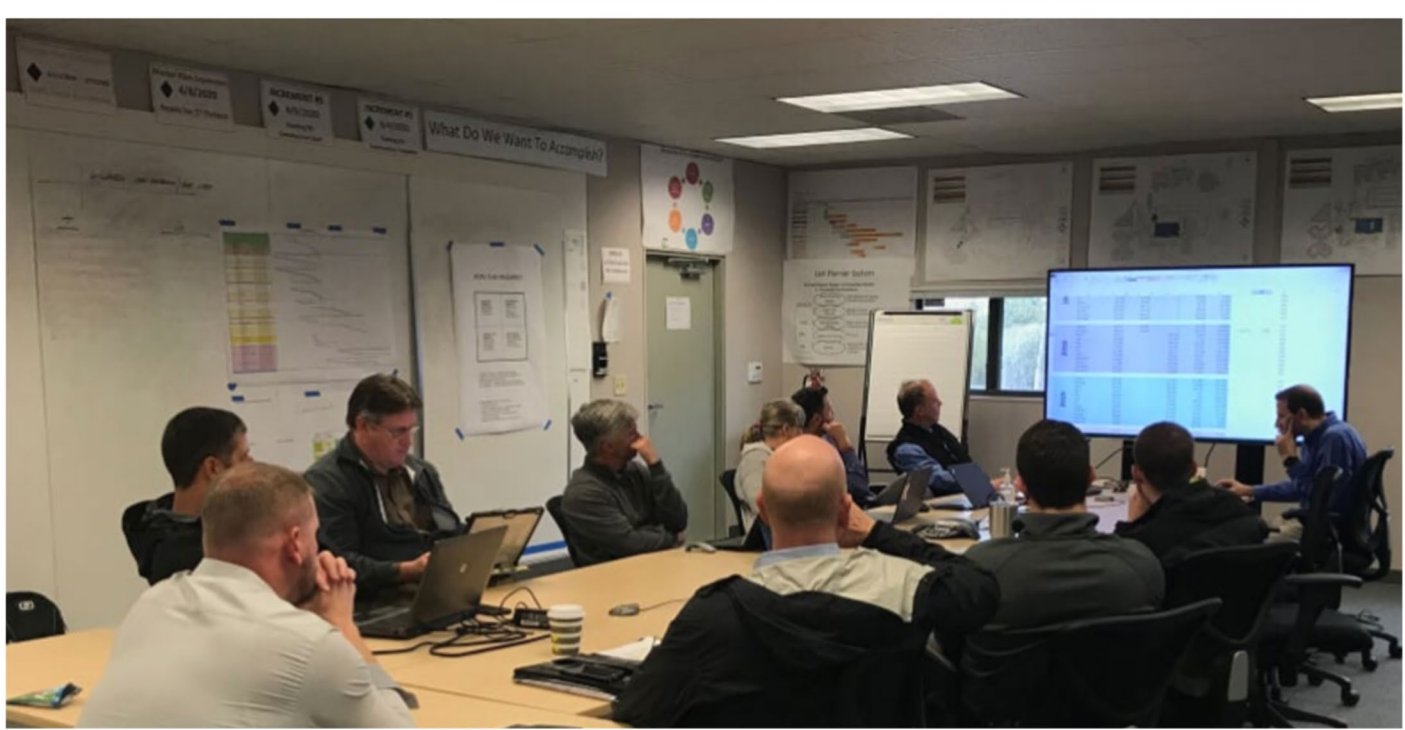
Design for Fabrication not for Intent



Risk Assessment and Tracking



RISK / OPPORTUNITY LOG											
May 22, 2017											
Date Item Added	Description	Total Order of Magnitude	Percent Likelihood	Risk / Opportunities		Contingency (Owner/IFC)	Cost / Savings In EMP (Yes/No)	Owner Contingency (\$)	Pending Savings / Cost to EMP	Status	Comments
				Construction Costs	Design Cost						
63 03/02/17	Provide porcelain pavers at courtyard in lieu of concrete pavers	\$ 24,246	100%	\$ 24,246	\$2,500	Owner	No	\$ 26,746	\$ -	Pending Change Order	5/19/17: HGA provided A/E cost information - needs justification - scope only changes pavers to porcelain
64 03/02/17	Buyout exterior wall demo w/PCI - Inc. 1	\$ (161,000)	100%	\$ (161,000)		IFOA	No	\$ -	\$ (161,000)	Closed	
65 03/08/17	Laminated glass in lieu of SM film	\$ (11,740)	100%	\$ (11,740)		IFOA	No	\$ -	\$ (11,740)	Closed	
66 03/08/17	Single integral blind at opening vs multiple	\$ (52,135)	100%	\$ (52,135)		IFOA	No	\$ -	\$ (52,135)	Closed	3/17/17: Sutter approved concept; HGA finalize condition at demising wall
67 03/14/17	Stainless steel rails at staff stair in lieu of painted steel	\$ -	100%	\$ -		Owner	No	\$ -	\$ -	Closed	4/12/15: Per Sutter at OAC meeting, painted rails approved
68 03/14/17	Enhanced floor finishes at north stair	\$ -		\$ -		Owner	No	\$ -	\$ -	Pending Owner selection	HGA to present options to Sutter for review
69 03/16/17	Buyout structural steel / stairs	\$ (545,625)	100%	\$ (545,625)		IFOA	No	\$ -	\$ (545,625)	Closed	
70 03/23/17	Storefront - provide "champagne" anodized finish in lieu clear anodized	\$ 90,000	0%	\$ -		IFOA	No	\$ -	\$ -	Closed	Per HGA, clear anodized finish is acceptable
71 03/23/17	Enhanced rails at north stair	\$ 25,000	75%	\$ 18,750		IFOA	No	\$ -	\$ 18,750	Need ROM pricing	4/11/17: Per Sutter at OAC meeting, decorative rails only at exterior stringer & landings
72 03/23/17	Provide fuel at additional fuel tanks (reference RO 97)	\$ 200,000	50%	\$ 100,000		Owner	No	\$ 100,000	\$ -	3/23/17: Sutter WAG	3/23/17: Only required if RO 97 is accepted
73 03/27/17	Pneumatic tube buyout	\$ (167,577)	100%	\$ (167,577)		IFOA	No	\$ -	\$ (167,577)	Closed	
74 03/29/17	Entrance canopy / drop-off phasing	\$ 200,000	75%	\$ 150,000	\$3,500	IFOA	No	\$ -	\$ 153,500	Need ROM pricing	5/19/17: ROM pricing pending final solution for drop-off; HGA provided ROM pricing (reduced for CTD already in HGA)
75 04/06/17	Additional exterior sound mitigation measures - laminated glass	\$ 31,564	100%	\$ 31,564		Owner		\$ 31,564	\$ -	Pending Change Order	4/19/17: Cost proposal provided; 4/19/17: Per Sutter (Chris), change is authorized
76 04/06/17	CM/GC Liability insurance thru effective date	\$ 55,000	100%	\$ 55,000		Owner	No	\$ 55,000	\$ -	Pending Change Order	4/19/17: Sutter WAG



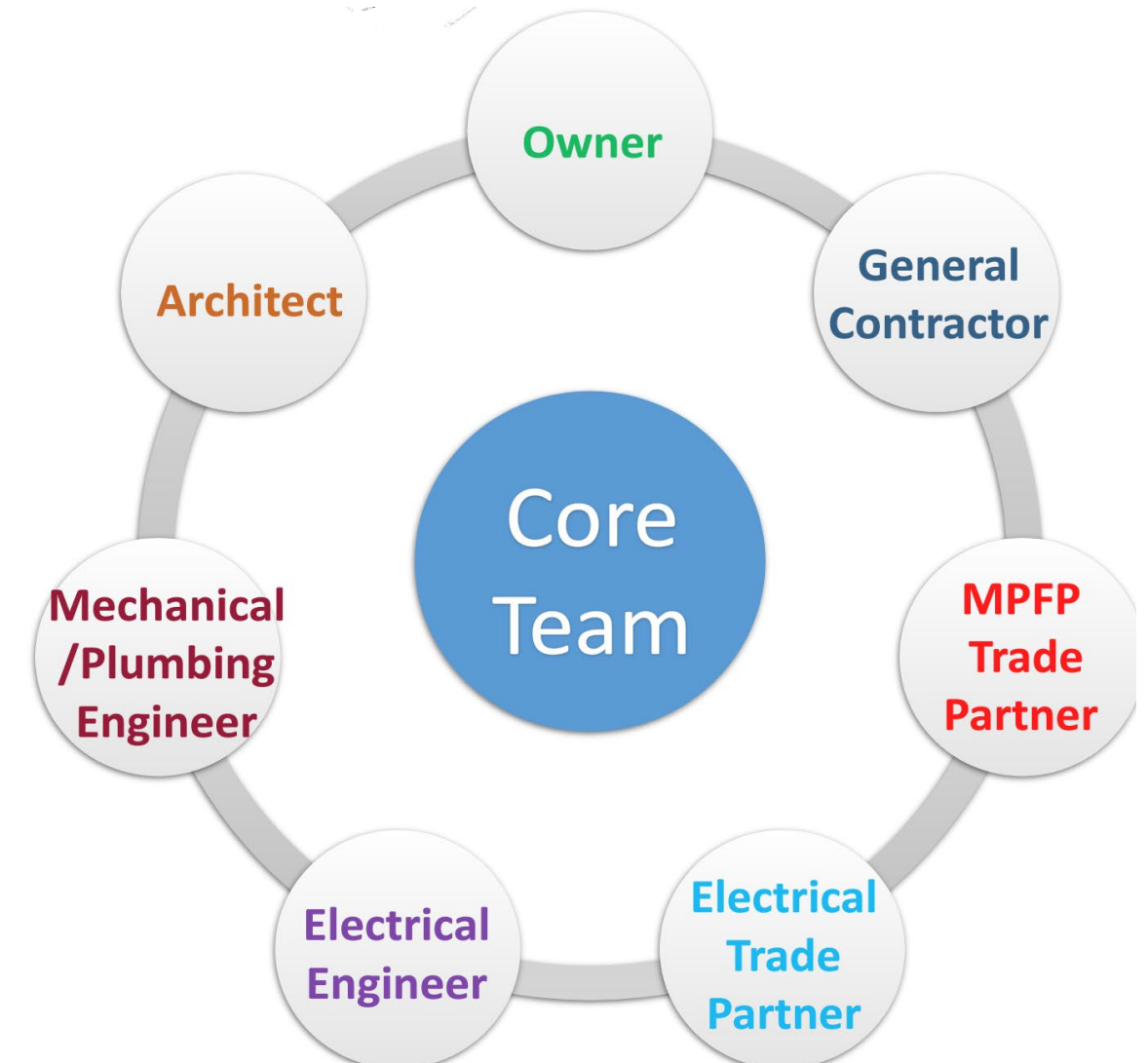
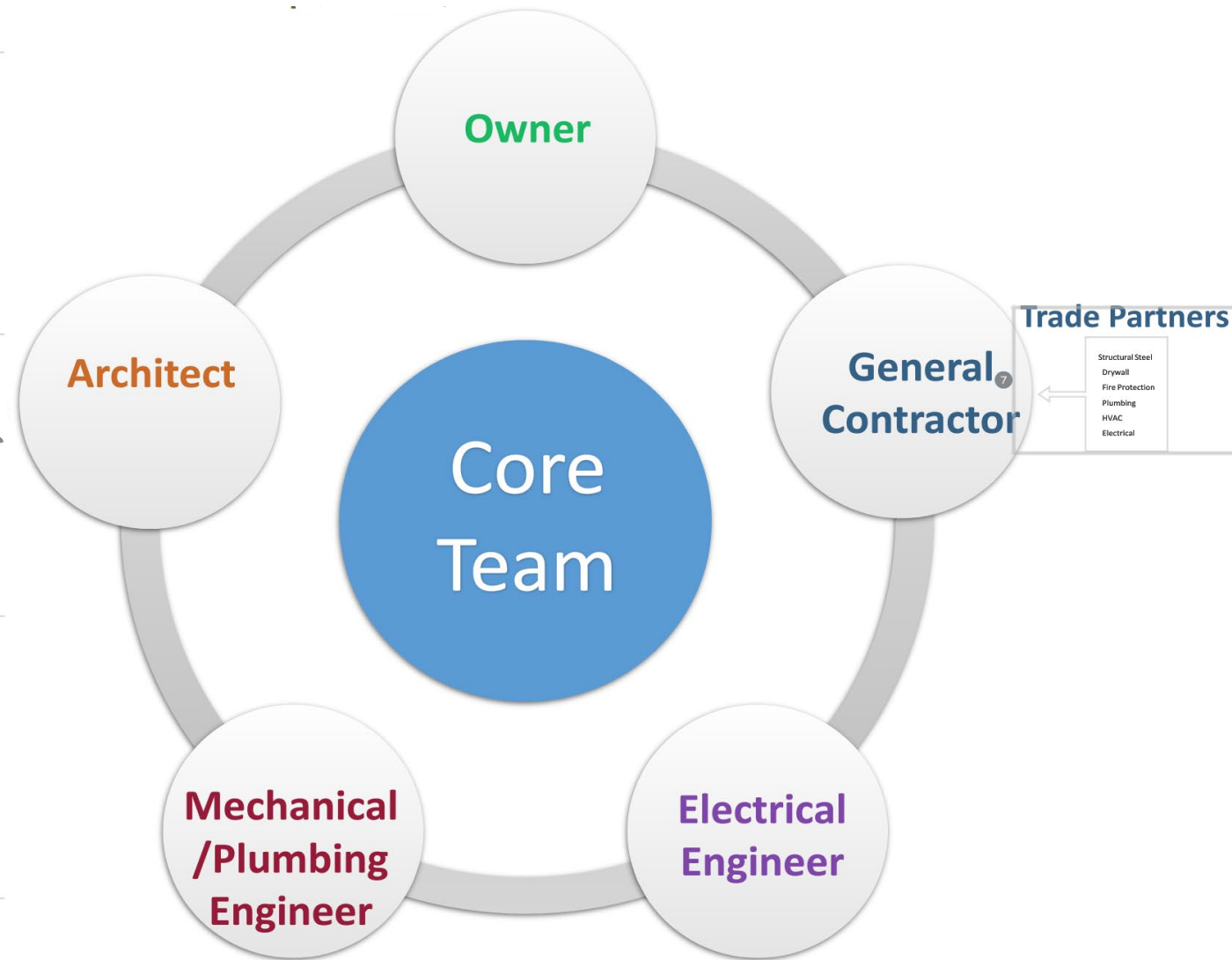
Culture



Results Owner's Want



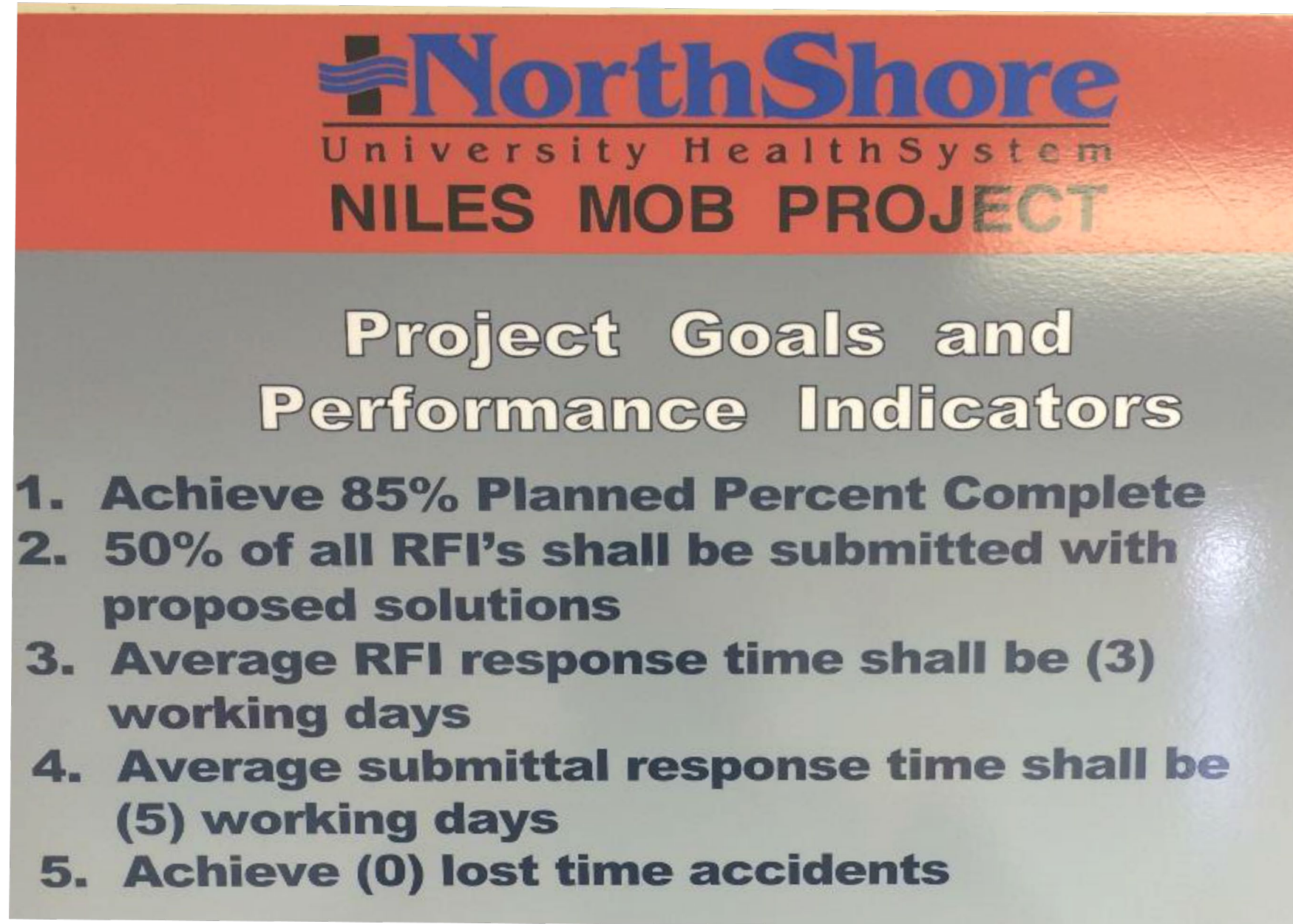
Integrated Form of Agreement



Dashboards



Transparency



The image shows a poster for the NorthShore University Health System NILES MOB PROJECT. The poster has a red header with the NorthShore logo and the project name. Below the header, the title 'Project Goals and Performance Indicators' is centered. A list of five goals follows, each starting with a number and a bolded action verb.

NorthShore
University Health System
NILES MOB PROJECT

Project Goals and Performance Indicators

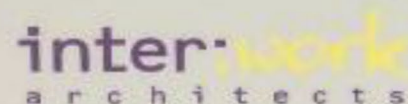
- 1. Achieve 85% Planned Percent Complete**
- 2. 50% of all RFI's shall be submitted with proposed solutions**
- 3. Average RFI response time shall be (3) working days**
- 4. Average submittal response time shall be (5) working days**
- 5. Achieve (0) lost time accidents**

Transparency

Project Conditions of Satisfaction (Conditions ranked by Priority)

- 1. Complete project on/before December 20, 2016**
- 2. Complete the EMP with shared savings**
- 3. Owner conditions of operational efficiency, and sustainability are met**
- 4. Each team member considers this a successful project and finishes with a profit**

 Integrated Facilities Solutions, Inc.

 inter:work
architects

 Primera

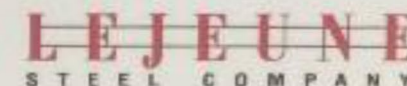


 POWER
CONSTRUCTION

 F.E. MORAN
FIRE PROTECTION
femoran.com

 Jamerson & Bauwens
Electrical Contractors, Inc.

 THE HILL GROUP

 LEJEUNE
STEEL COMPANY

 advance
MECHANICAL SYSTEMS, INC
established 1912

Results



Cost Certainty



Schedule Certainty



Standardization



Innovation



Enjoyable Process



Profit for All

Conclusion



The Realization Equation

Performance is terrible
+
The Owner is paying close
attention
+
We might not make any money
=
Everything changes*

The Asterisk Slide

- If the Owner is deeply involved
- If the Owner is a committed partner
- If the Owner is open & transparent
- If the Owner leads the change



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In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback. Highest rated presenters will be recognized.

Contact Us

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Thank you for attending this presentation. Enjoy the rest of the 22nd Annual LCI Congress!