

# YES, we can do that, IF (W2D)

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

October 21, 2020

### Challenge Statement

When awarded a project in an environment of a diminishing skilled labor pool, a
volatile pricing market, and a challenge to reduce budget by 20% while maintaining
scope and schedule, it was clear that a traditionally behaving and structured team
would fail.

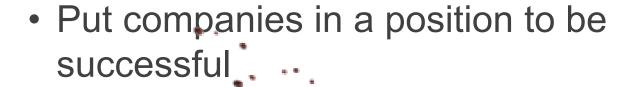
FAILURE IS NOT AN OPTION





#### **Contract Methodology**

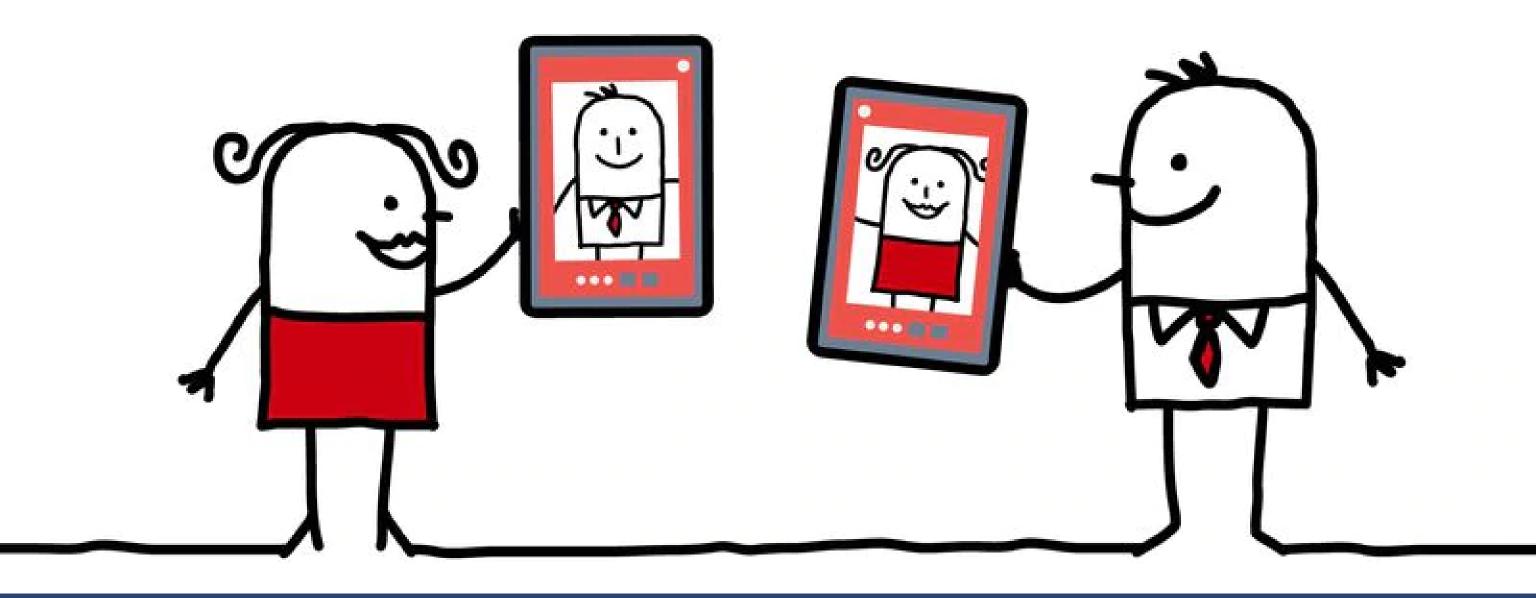
Integrated Design-Build



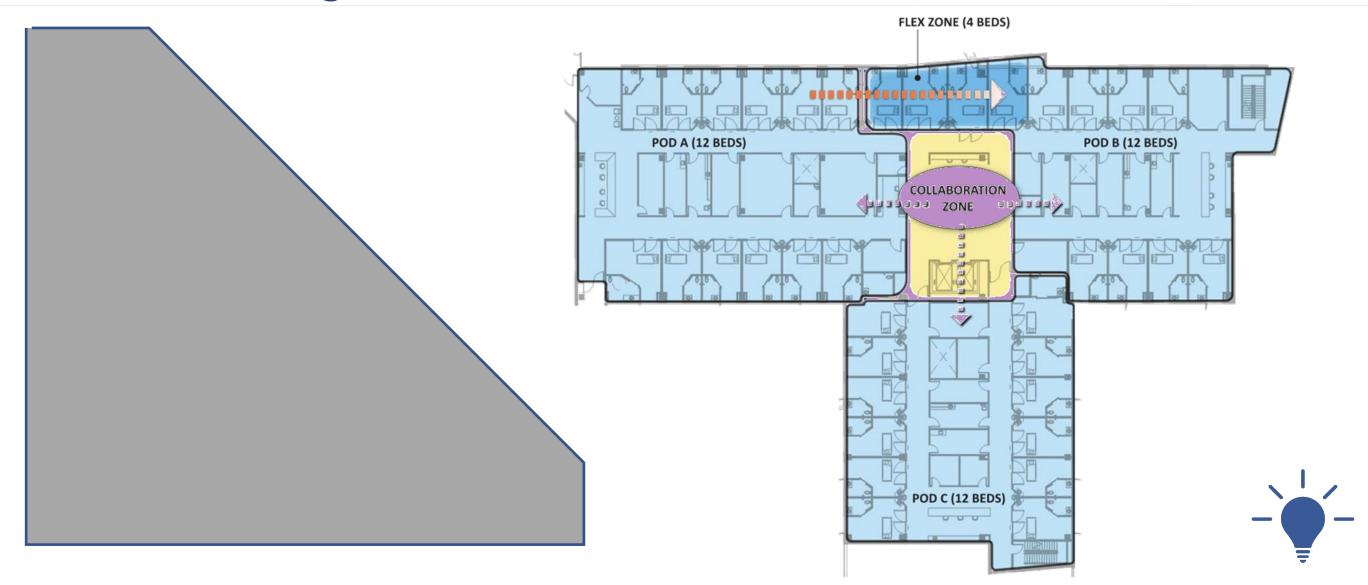
- Rely on the Experts
- Risk Accountability



## **Proposing Team History**



#### Value Based Design



RFP Solution: 33,000 sf/36beds

Proposed Solution: 28,600 sf/36beds

#### **Team Structure** CommonSpirit Parking Garage Energy M.S. Addison and Associates Consultant Building Design Simulation Owner Dietary Consultant DA/DB Subs **Devenney** Landscape rvi GROUF Low Voltage Architect Contractor General Architect Contractor Other Design **Build Subs** Low Voltage Designer Interior Devenney Designer GROUP Mech & Plumb Electrical Contractor Contractor Mech & Plumb Electrical Civil **Stantec** Engineer Engineer Engineer Structural

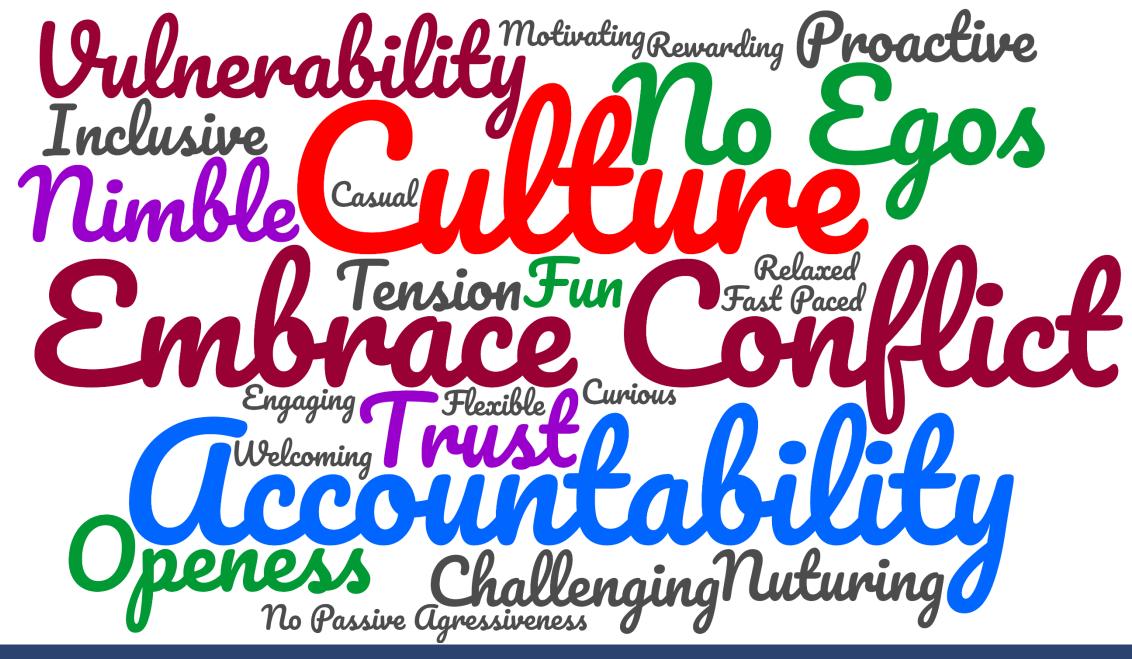
Engineer

"Yes, if..." Mentality

<del>No, Because</del>



#### Culture



## The Challenge



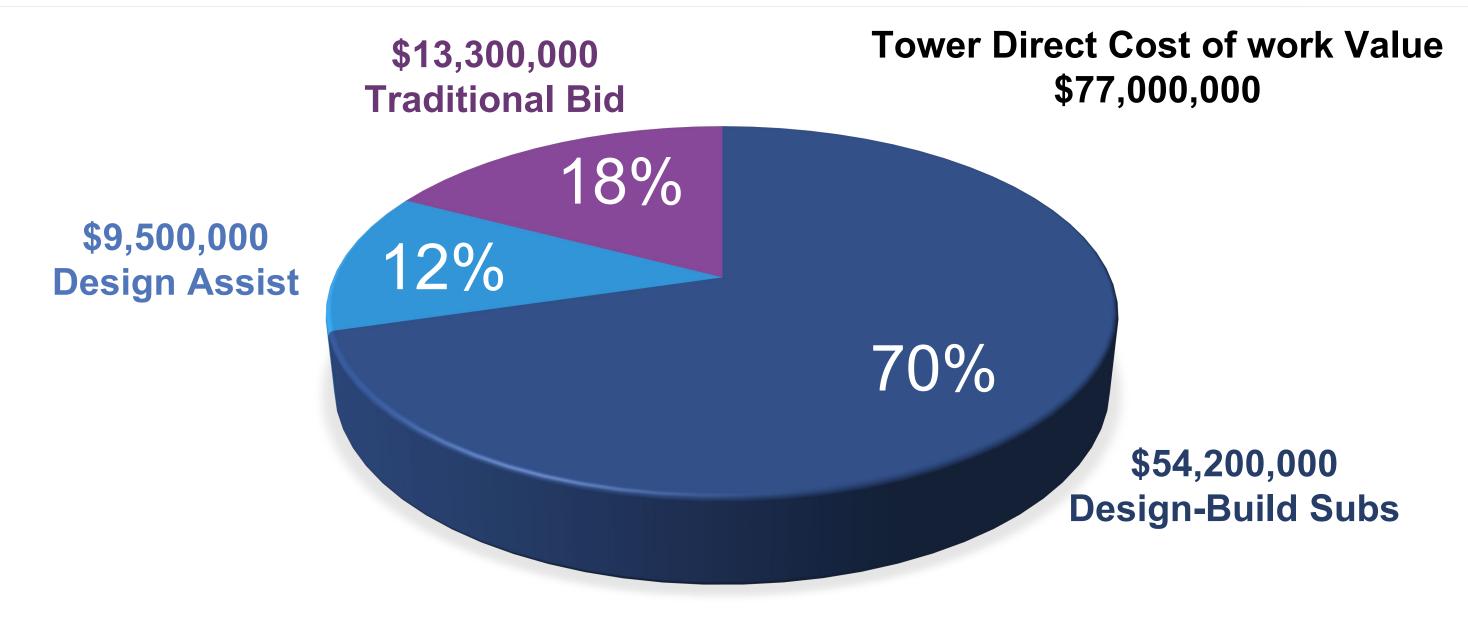


## **Options & Innovation**

tem #	Descript	escription							Architectural	Equipment	Total	No A	Savings/ voidance/ dd/ Option	Com	Comments Date Resolve					1	/
1120	Shell Out 2	? ORs + Ed	quipment. C	uipment. Cannot be taken with #1122\$667,000				-\$667,000	-\$984,960	-\$1,651,960	SD	cs	Included in	Included in SD Estimate 2017.10.1					1	7	
1122	Shell Out	Item #	Descript	Description						Architectural	Equipment	Total	Accepted No Pending	Savings/		Comme	ents	Date Resolved		/	
1121	3 OR's sh	1146	Daleta Ca	lete South Connector Bridge L4 from Tower D to existing Tower A. 4\$300,000 \$0 -\$300,000						SD	Add/ Optio	+	Included in SD	Estimate	2017.10.19						
1106	Replace L 4,500sf+7		Relocate	connéc	- unage	main Ti	J==01 D 10 €	- Marital 10W6			. 30	9000,000	50	Accep	ed		_out red B				
1175	Expand C Chapel ar in this add #1106 an	1150	Hem # Description Architectus Relocate Relocate Architectus							Architectural	Equipment	Total		A	Savings/ Avoidance/ dd/ Option	Com	ments	Date Resolved	/		
1105	Delete/De This can	1110	Delete Le	1185	Convert To	ower D L2	24 beds M	ledSurg Beds	s to 24 bed MOSU Unit.		\$220,000 \$86,400		\$306,40	00 No		OP					
1125	Shell Out This optic as 1106 ¿	1115	Shell Leve Cannot be	Levi 1190 Delete GC Item # Description							Architectural		l Equipme	ent To	Total		Savings/ Avoidance/ Add/ Option	Avoidance/		Date Resolved	
1125.a1	Shell Out Cannot b	1155	Shell Soul Cannot be Shell Soul	1195	This is like Delete Bk Per Valida	1260	New Electr	New Electrical Basis of Design and Feeding Tower D from Tower C. TL #9.					\$0	-\$1,0	-\$1,043,900 Yes		Add/ Option		Include with DD Estimate.		
1125.a2	Shell Out Cannot b	1156	Cannot be	1205	Brock: lo	1265	L1 Dietary Basement	Servery - In	Increase Capacity, Modify Cash chen Layout, Add Room Servic		\$609,000	80	\$60	\$609,000 Yes		VA	Include with DD Estimate.		2017.11.15		
1125.b	Shell Out Cannot b	1158	Shell Soul	1205.1	Delete ner \$100,000	1270	+		CT-1 from this Project (to be a		cilities Project) TL	-\$130,000	\$0	-\$13	-\$130,000		CA				
1125.c	Cannot b	1159	Shell Soul Cannot be	1210	Add Esca Option C	1275	Additional	Additional Data Cutlets in Med Surg and ICU Rooms: TL#02.					\$0	\$36	i,000	Yes	VA		$\neg \vdash$	2017.11.15	
1125.e	Shell Out Apply this	1180	Remove t expansion structural	1215	Overhead	1280	Additional	Additional Data Outlets in Med Surg and ICU Rooms. TL #03.					\$0	\$18	3,000	Yes	VA		$\mathcal{T}$	2017.11.15	
1125.f	Shell Out Apply this		Delete So Infusion n 3,570 SF	1220	Renovate Board Ro	1285	Code Blue	Code Blue Call at ICU Room Sink Location. TL #3.3.				\$53,000	\$0	\$53	1,000	Yes	VA		$\mathcal{T}$	2017.11.15	
1145	Delete Sc	1130	ICU Head surround	1220.1	Doctor Lo	1290	Additional	01-1			40.000						<u> </u>				
		1170	Validation group.	Validation								ural Equip	Equipment Total		Accepte No Pendin	Avoidance	idance/ Comments		Dat Resol		
		1160 Leave Bit 1120 Upgrade   1200 Supply Ci 1325 Plenum Rated Cable for Fire Alarm in lieu of running fire alarm cable in conduit					duit	-\$300,00	0 8	\$0 -\$300,000			Add/ Option			+					
		1135	2B rooms Delete Le expansion	1240	Add Level	1305	Bariatric (		Extend Basement to Perimeter/ Impact between 2-4 weeks	ldg. (Eliminate Seismix	: Req.) - Schedule	\$844,000	D			00 Pending	, /A	+		$\dagger$	
		1140	Delete Le vertical ex	1245	S1 Lot to	10043	Replace 5	1331 ⊞	Eliminate the Seismic Bracing Allowance Requirement				-8750,000	0			00 Pending	g GA			1
		1250 Utilize exit 10045 Upgrade 1335 Conducted Geotechnical Investigation to reduce the size of cassion				size of cassions for the	e parking Garage -\$75,000		1		-\$75,00	0 BOD	CA								
		1255 Move Bas 1310 Non Plen Total - Yes items to include in DD Estimate					e in DD Estimate		-\$26,900	-\$26,900 \$0		-\$369,90	00 Yes	\$ 3,159,00	Value Add - Dignity & DB have selected option to provide additional value and include scope of work into the prijoect						
		1315 Extend Bi Total - Inc. SD Estimate					stimate		-\$14,114,0	100 -\$5,11	-\$5,166,088		088 SD	\$ (71,391,42	Option - Present	nted as an ption to be					
						1320	Revise Al for E/Criti			Total - Pending	Items		\$0		10	\$94,000	0 Pending	g \$ (5,016,42	20) apriline scope o been n	be - cost was avoided of work or value has maintained	•
								Ш		Total - No Ite	ems		-\$10,687,0	310,6	61,620	-\$20,822,6	620 No	\$ /: .328,56	remove scope of resulting in a cost	option was selected to of work from project t savings to the botton line	t
							i	$\Box$	<del></del>		Open Items Curren	tly on Trend Log	·> \$0		_	1	Open		1		1

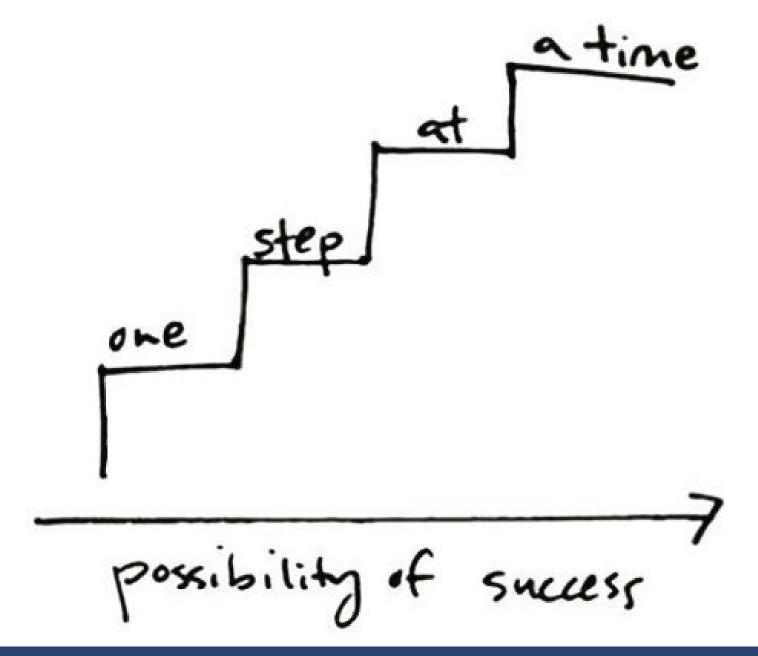
	\$28,069,642	Value Add – Dignity & DB have selected options to provide additional value and include scope of work into the project
	(\$71,391,420)	Option – Presented as an option to be either included or removed from project
	(\$4,547,420)	Cost Avoidance – Cost was avoided and the scope of work or value has been maintained
eate	(\$18,328,568)	Cost Savings – Option was selected to remove scope of work from project resulting in a cost savings to the bottom line

### **Pulling it Forward**



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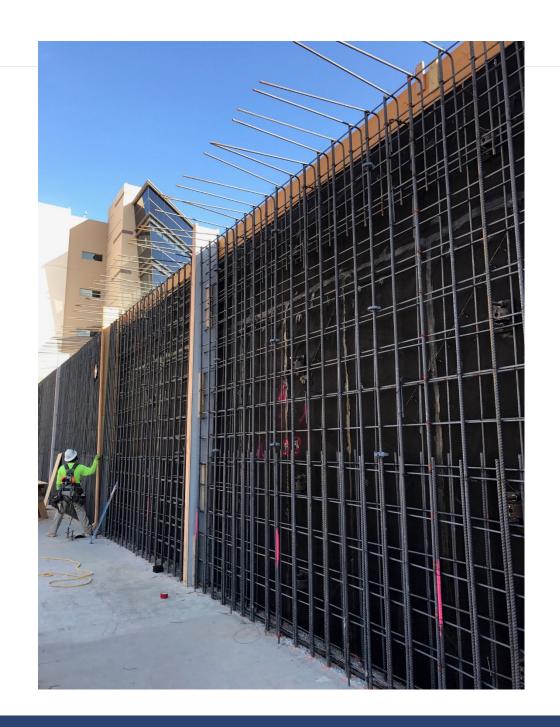
#### The mini-wins

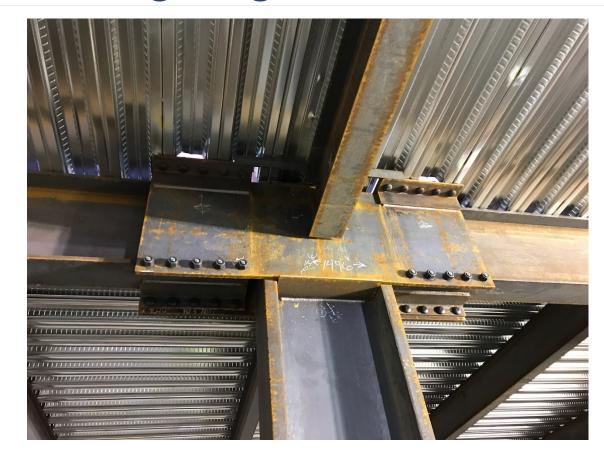


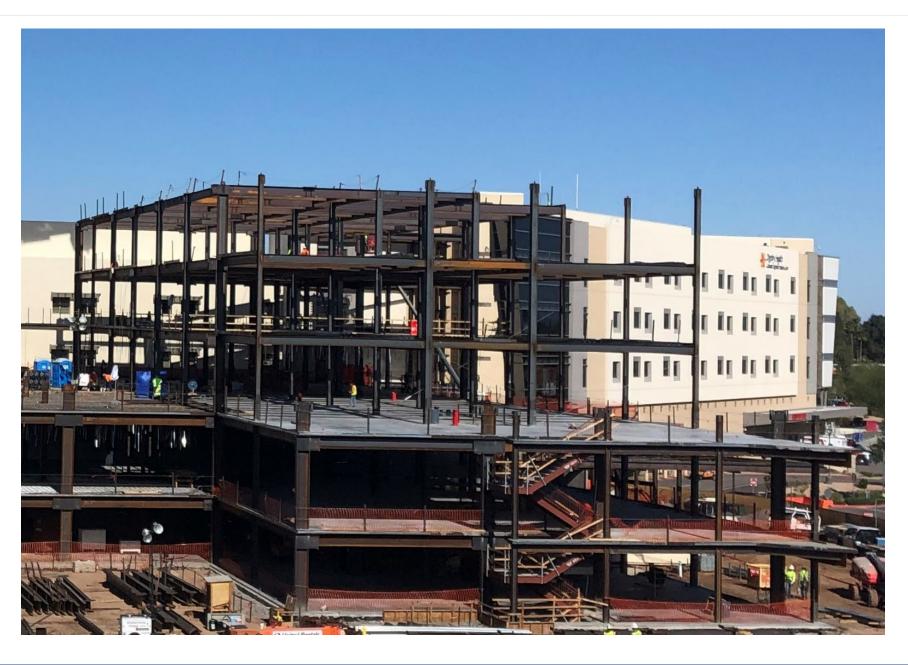


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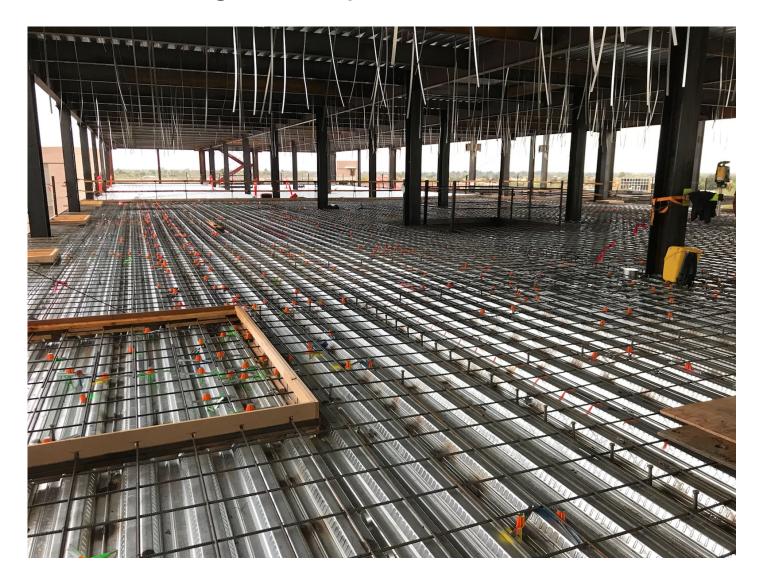


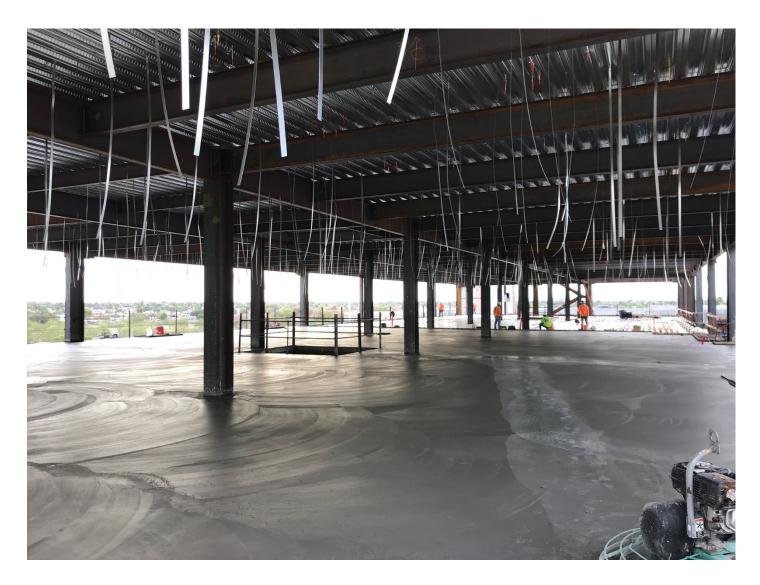






NO Drilling or shot pins mindset

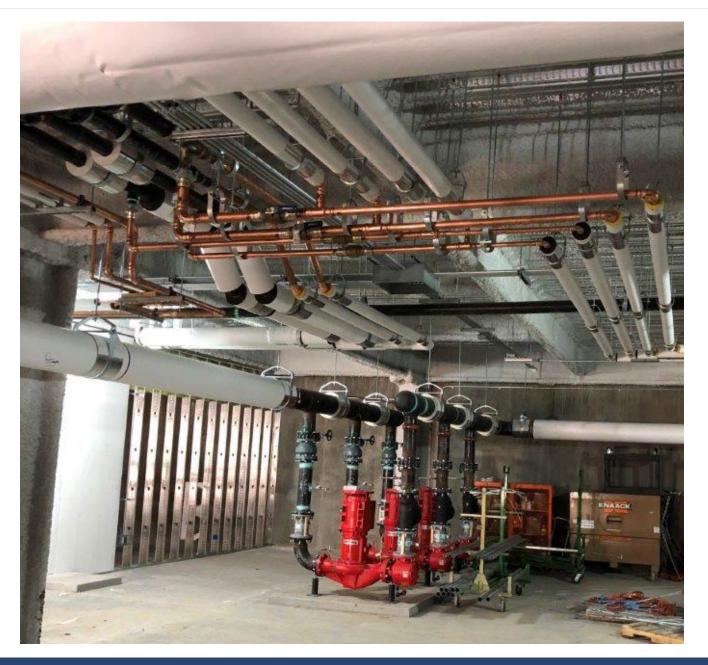




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## Kit of parts

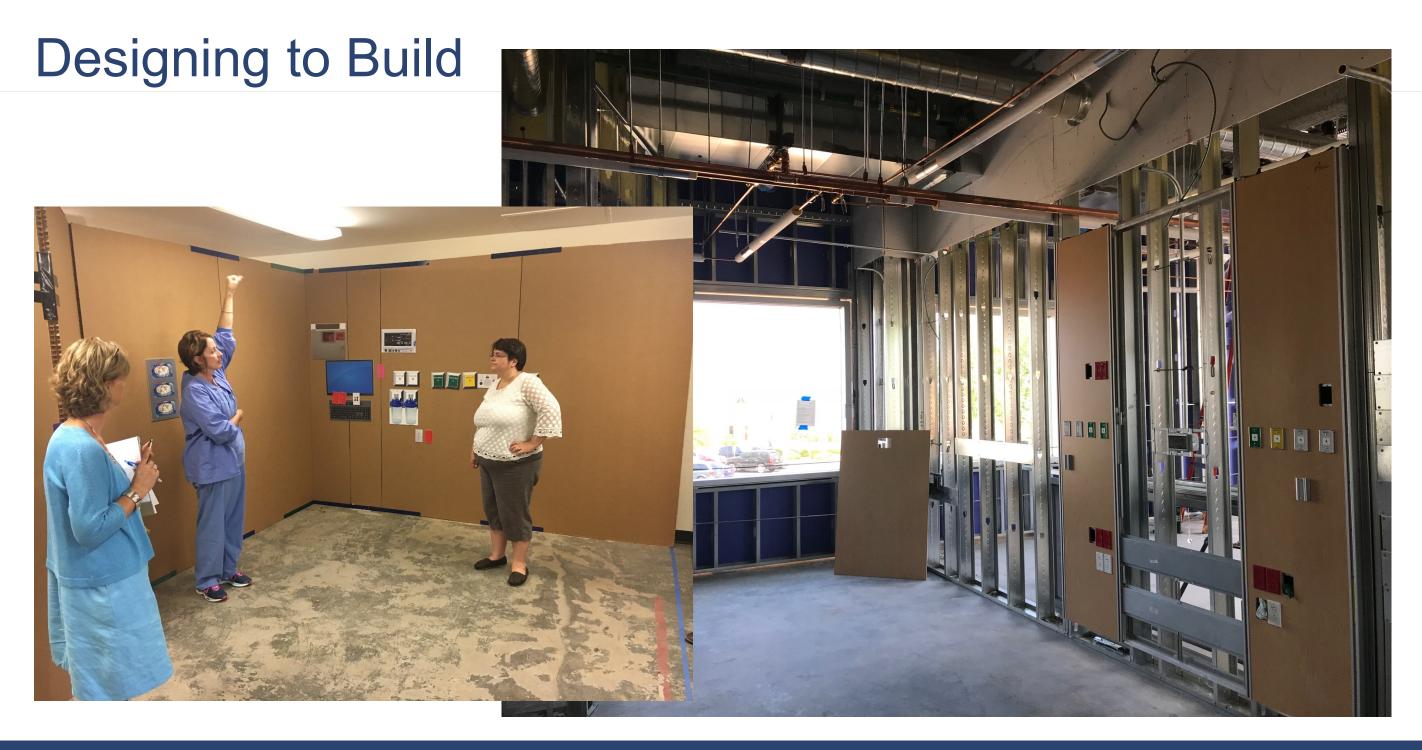




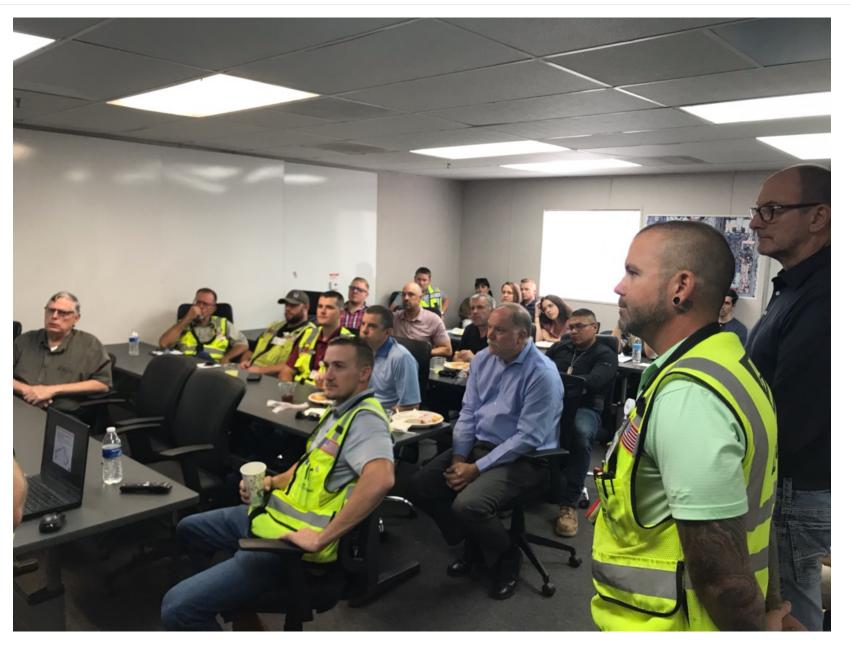




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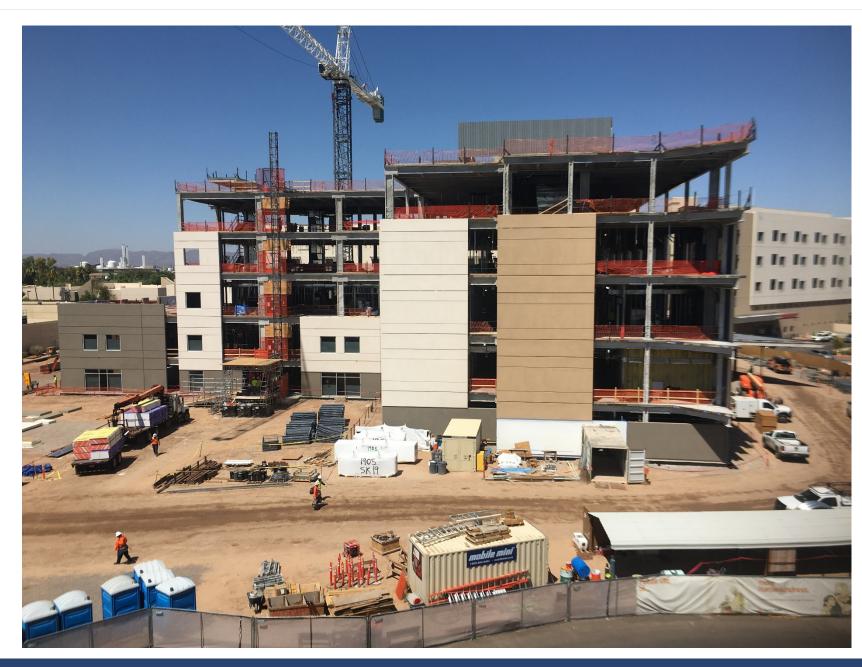


## Paying it forward



## How can you apply this tomorrow?

- Prescriptive contracts should not hinder unique project structures.
- Allow the experts to work together from the start.
- The hard part now is preconstruction. If done right, building is fun.
- Right decision makers in the room at the right time.



#### Contact Us

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Building at the Speed of Trust Podcast: <a href="https://www.youtube.com/watch?v=RBvME6GJtXE">https://www.youtube.com/watch?v=RBvME6GJtXE</a>





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.

BULLERER



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

