

23RD ANNUAL



23RD LCI CONGRESS
OCTOBER 19-22

Lean Collaboration and Involvement from the Owner's Perspective

James Pease, UCSF Health

John Zachara, Integrated Facilities Solutions, Inc.

LEARN BY DOING FROM THOSE WHO DO

October 20, 2021

Health precautions to keep everyone as safe as possible at Congress:

- Wear masks at all times in indoor events.
- Complete your daily health screening on your phone and bring it with you when you enter the center each day.
- Practice social distancing to the extent possible. Seating at plenary sessions is structured to help with this.
- If you feel ill at any time, please leave the conference and return to your room/consult a physician as necessary.
- Ultimately, our collective health and safety at Congress is up to all of us. Thanks for your support!



Our Presentation Team

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Problem Statement(s)

1. Lean is not a 4-letter word
2. Core Values Alignment
3. Validation – Outcome Certainty
4. Transparency
5. Coaching for Owner's

What Owners Should Know About Projects



You Can't Buy a Building Like A Car

2021 MUSTANG

Shelby® GT500®

Details

Choose Options Below

Packages ^{S4}

Equipment Groups

- 5.2L Supercharged Cross Plane Crank V8 Engine
- TREMEC® 7-Speed Dual Clutch Transmission
- 20" Flow-formed High-Gloss Black Aluminum Wheels
- Leather-trimmed Sport Seats

950A

Standard Features

Exterior Packages

INC

Carbon Fiber Handling Package
Included

\$88,490¹

Estimated Net Price ^{S5}

Summary

\$1,503²

Per Month for 60 Month Finance ^{S6}

Close

Your Mustang

Payment

Base MSRP^{S1}

Total of Options^{S4}

Destination Charge^{S7}

Total MSRP^{S3}

Available Incentives^{S3}

Estimated Net Price^{S5}

Monthly Payment^{S6}

Create Your Custom Order

Search Inventory

Special Offers

Look up Trade-In Value

Pricing Tools

Print Page

Calculate Payments^{S6}

Estimate Your Credit

Apply for Credit

Model

2021 Ford Mustang Shelby® GT500® Fastback, 5.2L Supercharged Cross Plane Crank V8, TREMEC® 7-Speed Dual Clutch (DCT). Disclaimer: MSRP for base vehicle. Excludes destination/delivery fee plus government fees and taxes, any finance charges, any dealer processing charge, any electronic filing charge, and any emission testing charge. Optional equipment not included. Starting A, Z and X Plan price is for qualified, eligible customers and excludes document fee, destination/delivery charge, taxes, title and registration. Not all vehicles qualify for A, Z or X Plan. All Mustang Shelby GT350, Shelby GT350R, and Shelby GT500 prices exclude gas guzzler tax. Vehicle image shown is for illustration purposes only and may not be base vehicle.

\$72,900

+\$14,395

+\$1,195

-\$88,490

-\$0

=\$88,490

+\$1,503

Paint ^{S4}

Shadow Black

\$0

Powertrain ^{S4}

5.2L Supercharged V8 Engine with Cross Plane Crank

TREMEC® 7-Speed Dual Clutch (DCT)

Packages ^{S4}

950A

Carbon Fiber Handling Package

Technology Package

\$0

+\$10,000

+\$3,000

Exterior ^{S4}

20" Black-painted Carbon Fiber Wheels

Wheel Locking Kit

Remote Start System

Active Valve Performance Exhaust System

BLIS® - Blind Spot Information System

Adjustable Strut Top Mounts

\$0

\$0

\$0

\$0

\$0

\$0

© LEAN CONSTRUCTION INSTITUTE

6

Consumers Can Shop & Compare Cars

- Price (budget)
- Availability (schedule)
- Features (scope)
 - Gas Mileage (or no gas)
 - Capacity (# of seats)
 - Top Speed (fast)
 - Leather Seats (premium)

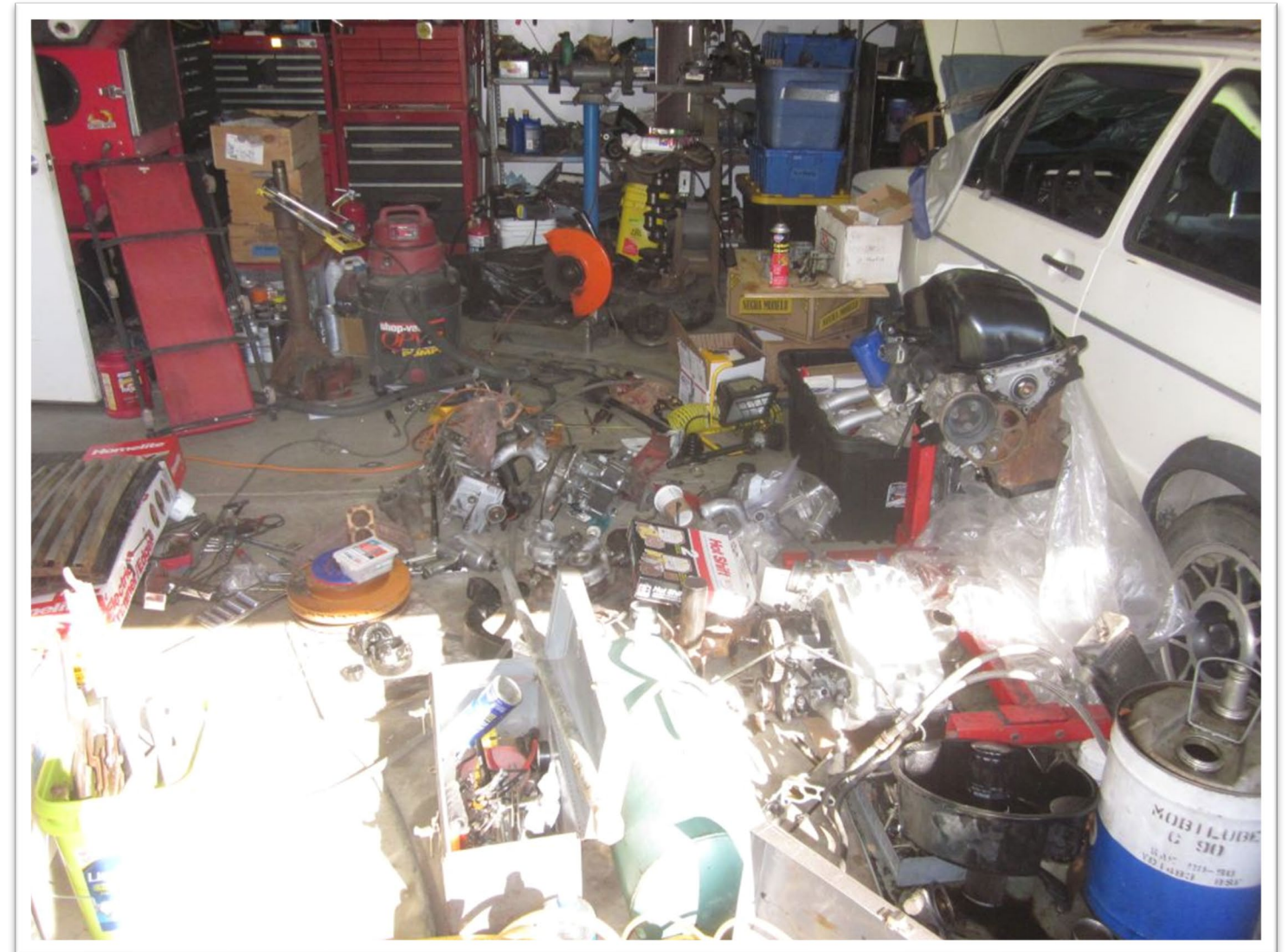


Building a car, the way we build buildings?

Consumers Can Shop for Cars

- Start the design from scratch
- Hire the cheapest companies
- Order parts from 100's of vendors
- Get them delivered to your garage
- Let everyone start building at once

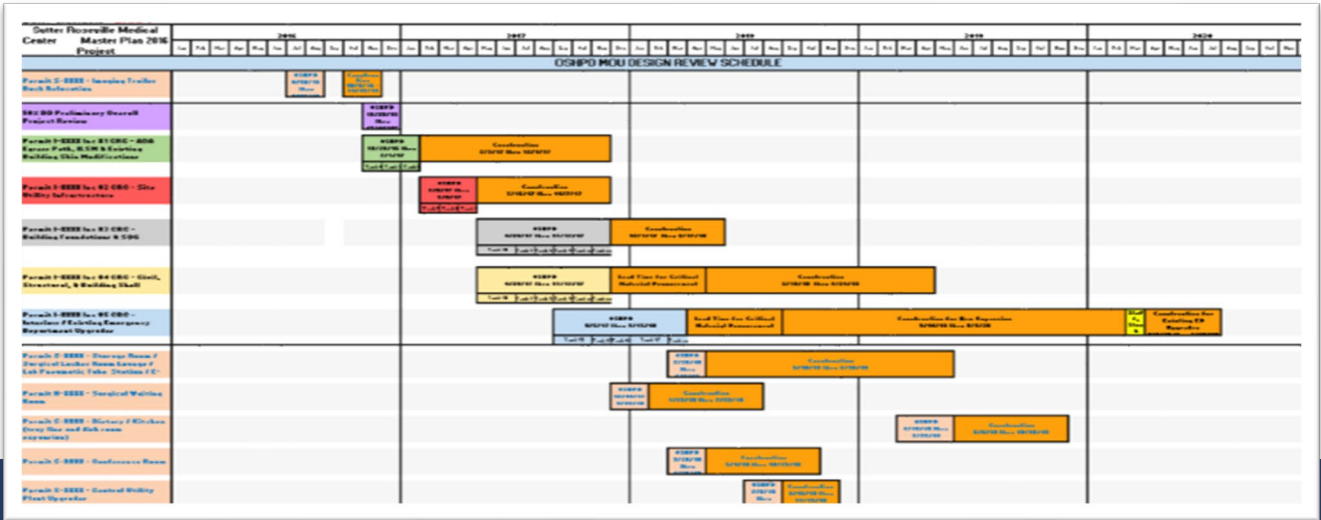
Then wonder why it takes longer, costs more and you don't get what you wanted....



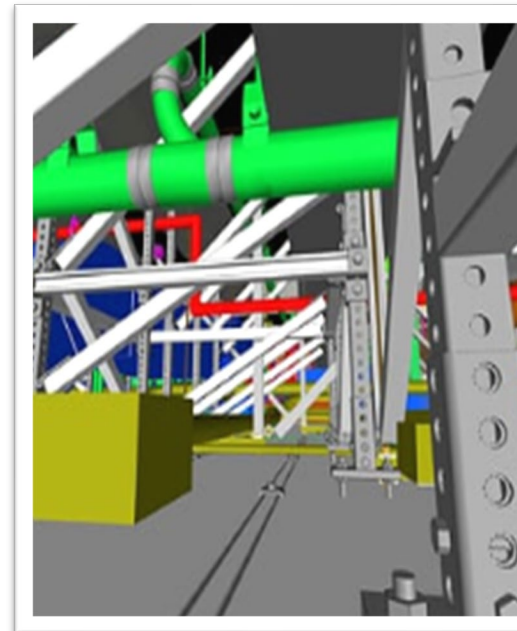
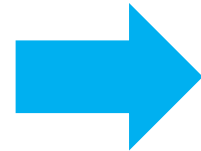
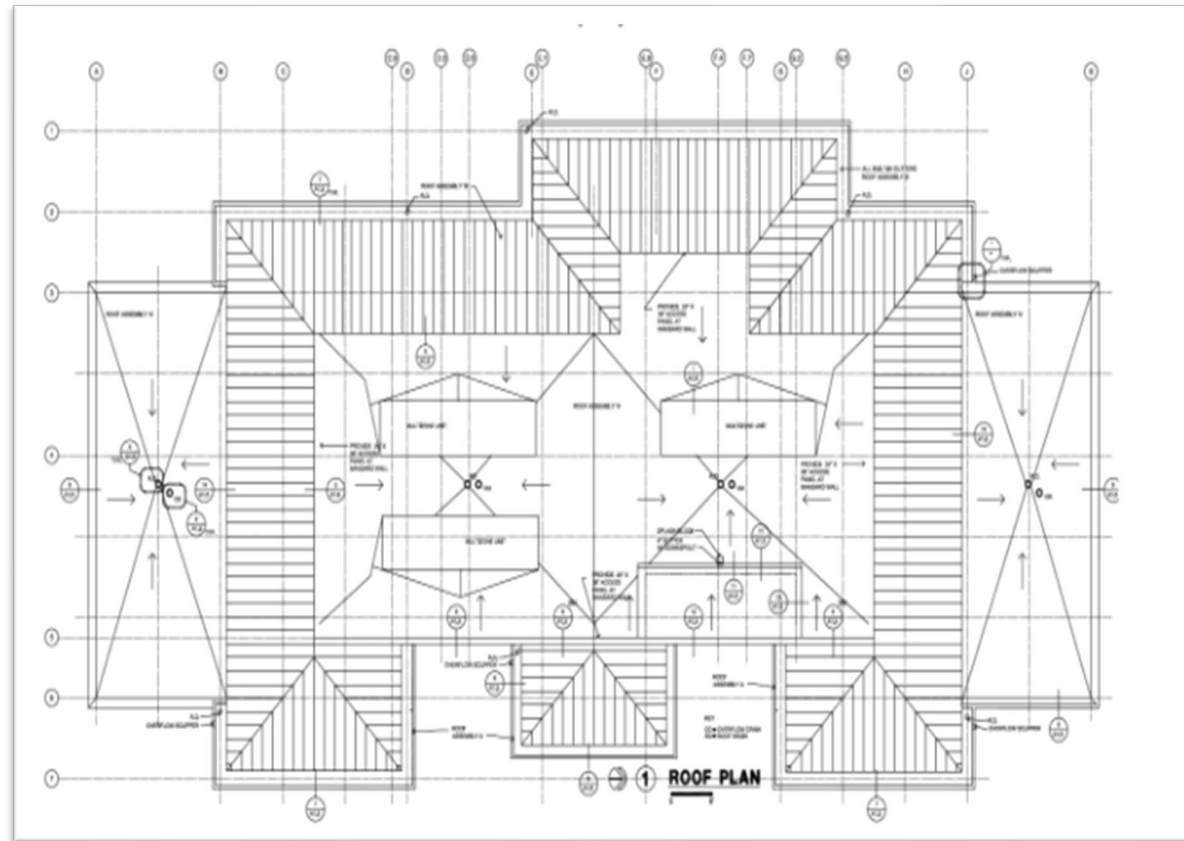
Lean is not a 4-letter word



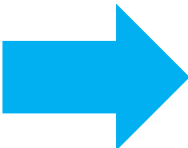
Project Master Phase Planning



Design for Fabrication not for Intent



Risk Assessment and Tracking



| NorthShore Niles MOB - RISK/ OPPORTUNITY TRACKER | | | | | | | | |
|--|--|-----------------------------|----------|-----------|----------|---|---|--------------------|
| NorthShore University HealthSystem | | | | | | | | |
| Item No. | Risk/Opportunity Description | Assessed Risk / Opportunity | Accepted | Rejected | BIC | Actions Required for Approval | Pros | |
| 1.01 | Delay start of project until spring to avoid winter conditions | | | (20,000) | REJECTED | Rejected - Provides little savings and unacceptable push in schedule | | |
| 3.01 | Eliminate Roof Deck Concrete | | | (78,000) | REJECTED | Rejected - Would cause too much future cost should the 2nd floor go forward. The savings would also likely be less due to additional structural | | |
| 3.01 | Concrete additive in lieu of surface applied moisture mitigation for flooring | | | 0 | REJECTED | Researched Ardus concrete additive. Works out to \$5.50/sf in additional cost. Not competitive with moisture mitigation. Recommend rejecting. | | |
| 4.01 | A - Provide alternative brick - Glenn Gary | (3,050) | | | APPROVED | John review with Northshore. John to get pictures of sample projects. | | |
| 4.01 | B - Provide alternative brick - General Shale | (6,510) | | | REJECTED | | | |
| 4.01 | C - Provide utility versus modular bricks - IL Brick | (34,000) | | | REJECTED | John review with Northshore. Mike S. to send John pictures of sample projects. Brick samples to arrive Tuesday at IFS main office. | | |
| 4.02 | Provide cast stone or precast in lieu of limestone brick and remove limestone between windows. | | | | REJECTED | Mike and Jeff to work together to define scope and price of reduction in the amount of limestone in the project | | |
| 5.01 | Substitute composite roof deck with standard roof deck 3" N20 ga. | | | (\$4,000) | REJECTED | Rejected - 2nd Story is required. Check hangers requirements, envelope | Cost savings. | N/A if keeping 2nd |
| 5.02 | Substitute composite roof deck with standard form deck. | | | (\$4,000) | REJECTED | Rejected - 2nd Story is required. Check hangers requirements, envelope | Cost savings. | N/A if keeping 2nd |
| 5.03 | Eliminate 6" 18-gauge metal studs and in-wall R-19 batt insulation with kraft facing/vapor barrier, replace with 3-5/8" 18-gauge metal studs at perimeter wall conditions of building. | | (2,000) | | APPROVED | 3.5" polyiso rigid insulation in lieu batten insulation with 3 - 5/8" studs. | Keeping the insulation and vapor barrier on the exterior of the perimeter walls and not within the stud cavities will give a more efficient envelope and allow for future renovation to occur within the stud walls, such as moving walls and outlets, to occur without | No issues. |



Core Values Alignment



Core Values/Culture



Empathy
Communication
Attitude
Teamwork
Positive Outlook
Professionalism
Initiative
Flexibility



Trust
Accountability
Understanding
Alignment
Mutual Respect

**BULLEY &
ANDREWS**

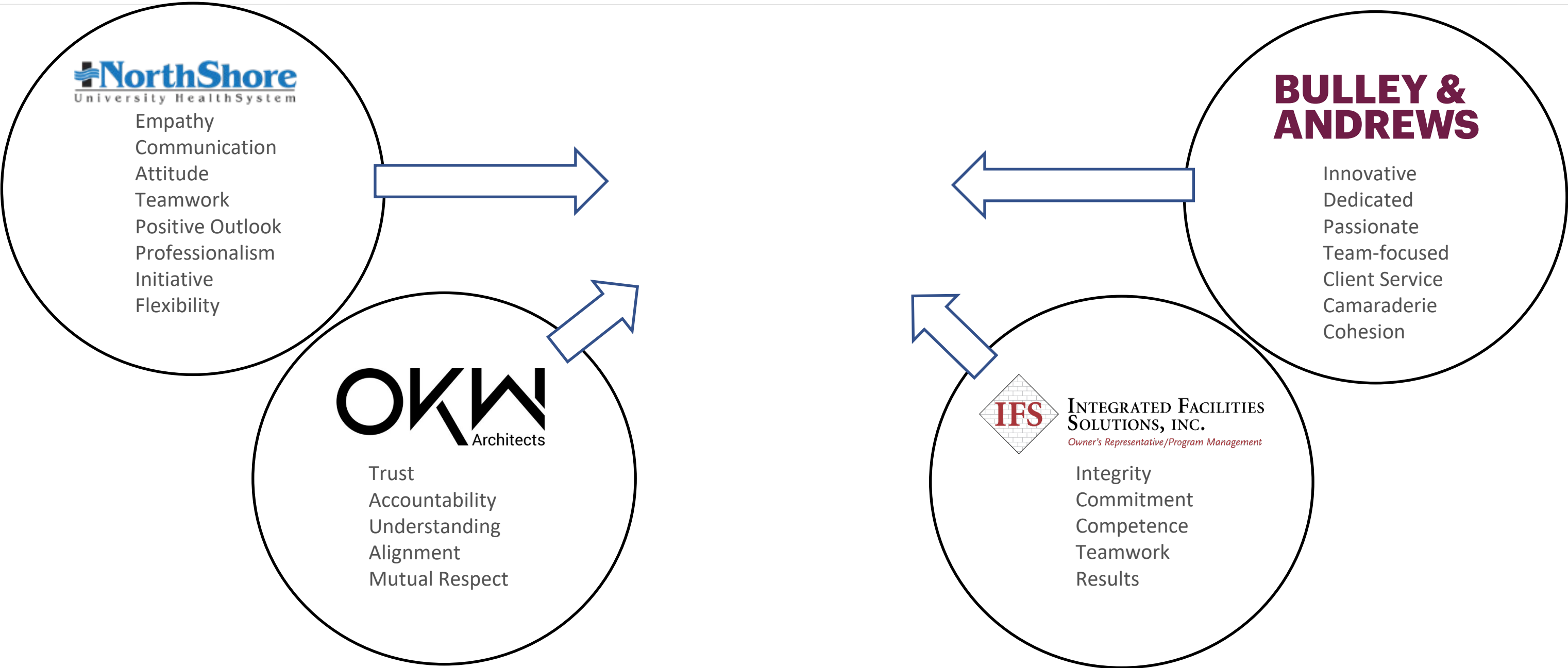
Innovative
Dedicated
Passionate
Team-focused
Client Service
Camaraderie
Cohesion



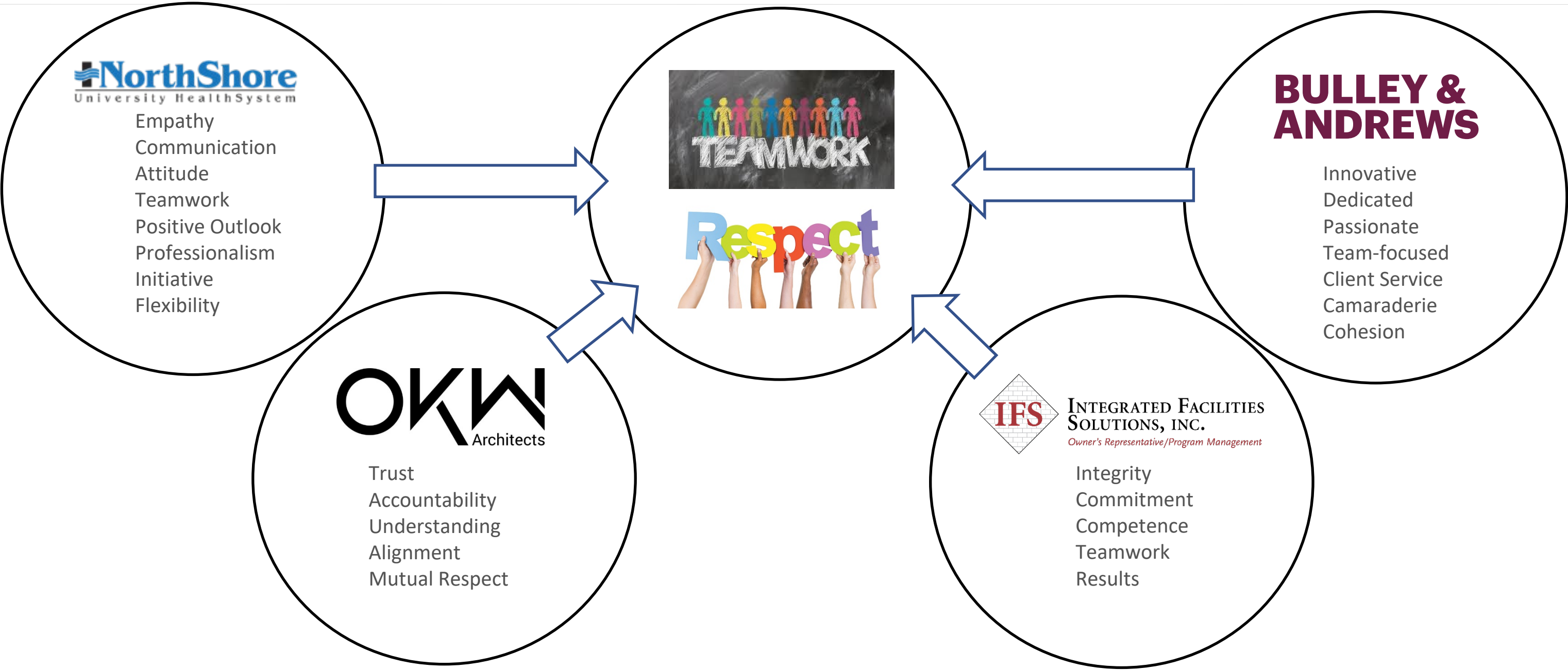
**INTEGRATED FACILITIES
SOLUTIONS, INC.**
Owner's Representative/Program Management

Integrity
Commitment
Competence
Teamwork
Results

Core Values/Culture



Core Values/Culture



Culture

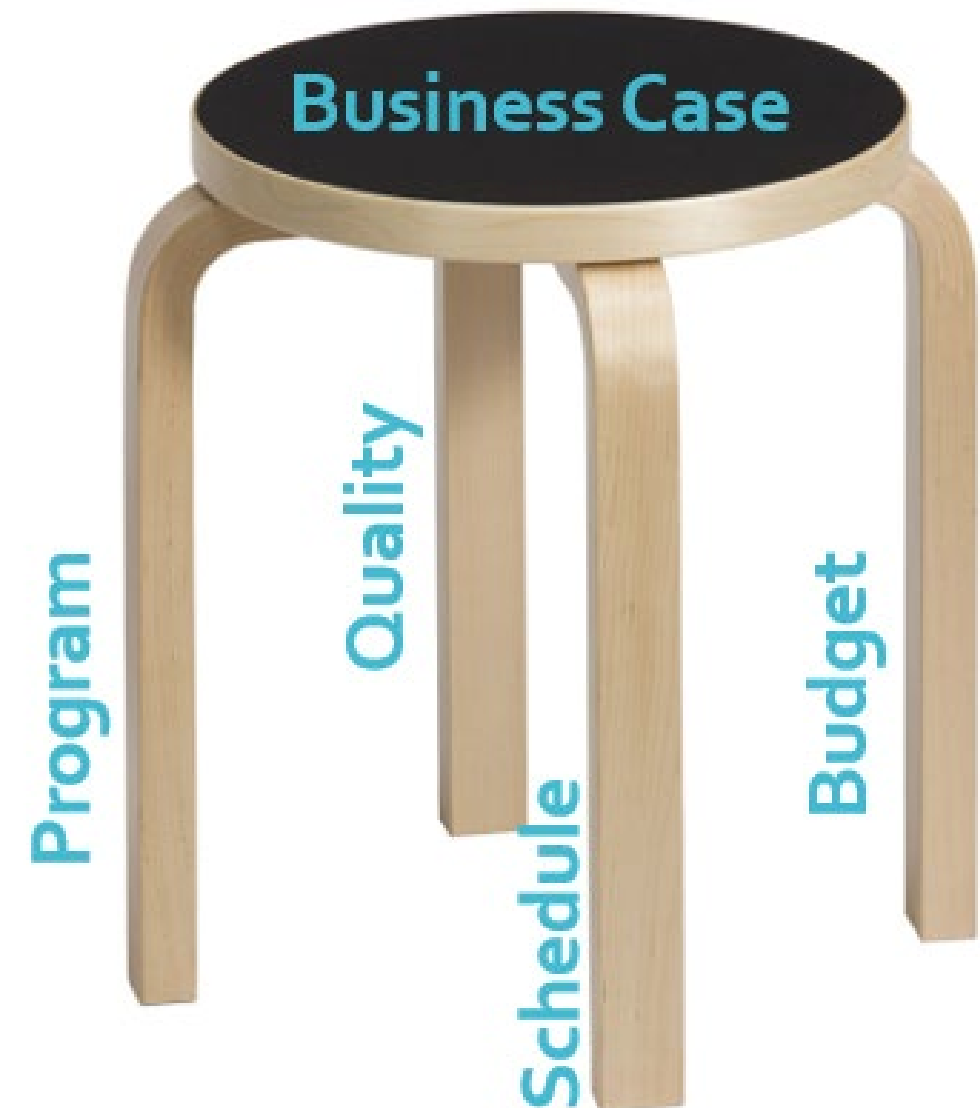


Validation – Outcome Certainty



Validation

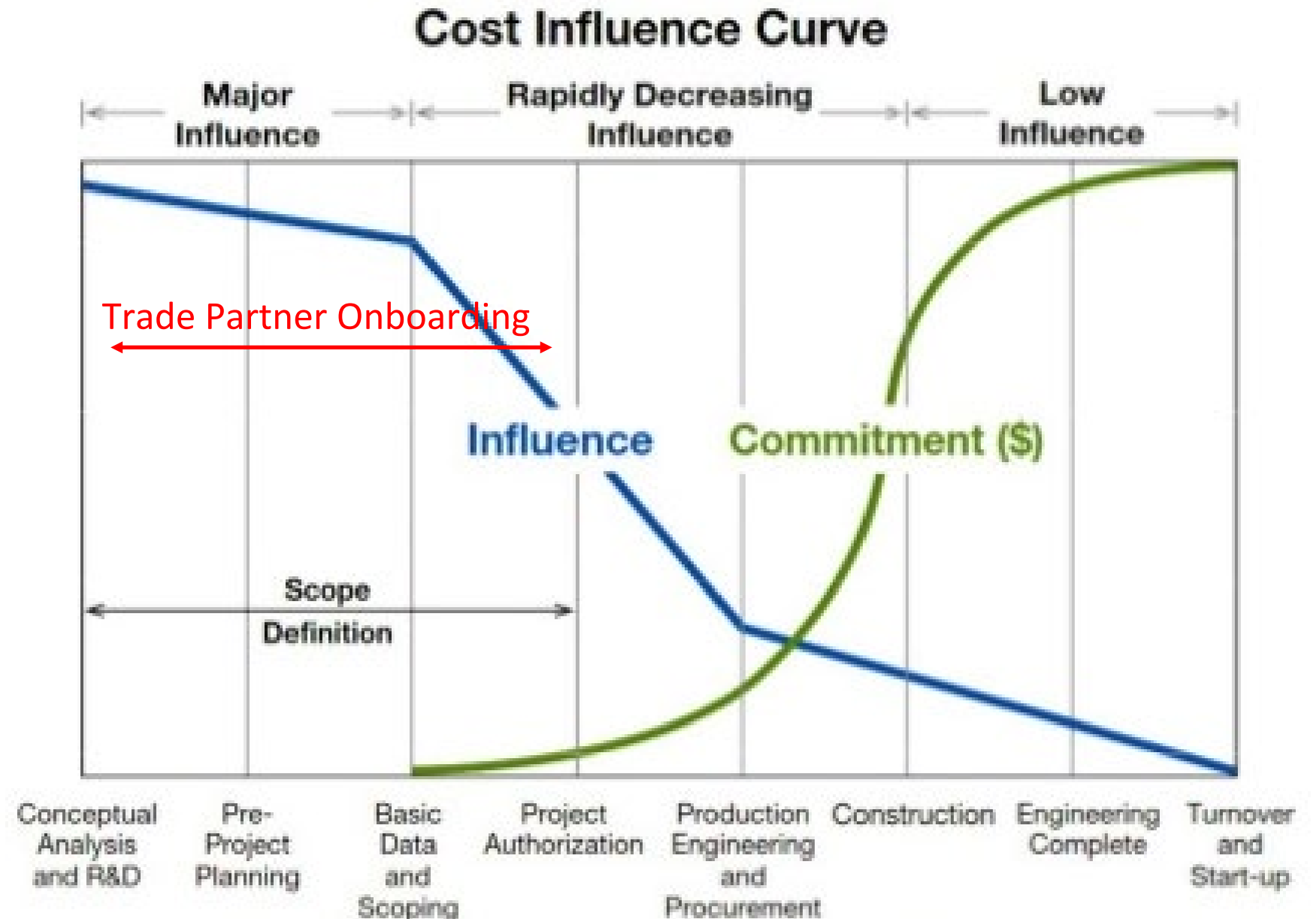
Can We Deliver the
Proposed Program and
Quality within the
Schedule and **Budget**
Supported by the
Project's Business
Case?



Ensuring Success

Cost Certainty

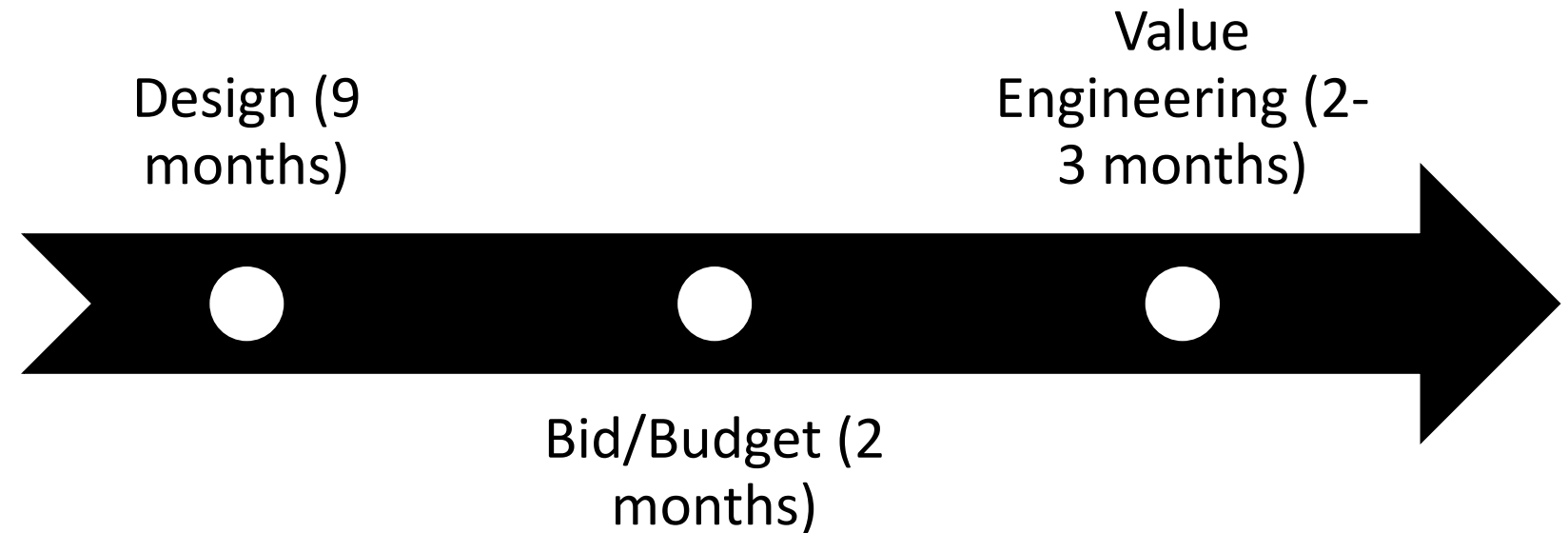
- Cost Benchmarking and Baselineing
- Consistent Management and Oversight Staff
- Trade Partner Continuation from one Project to the Next



American Family Insurance - Validation

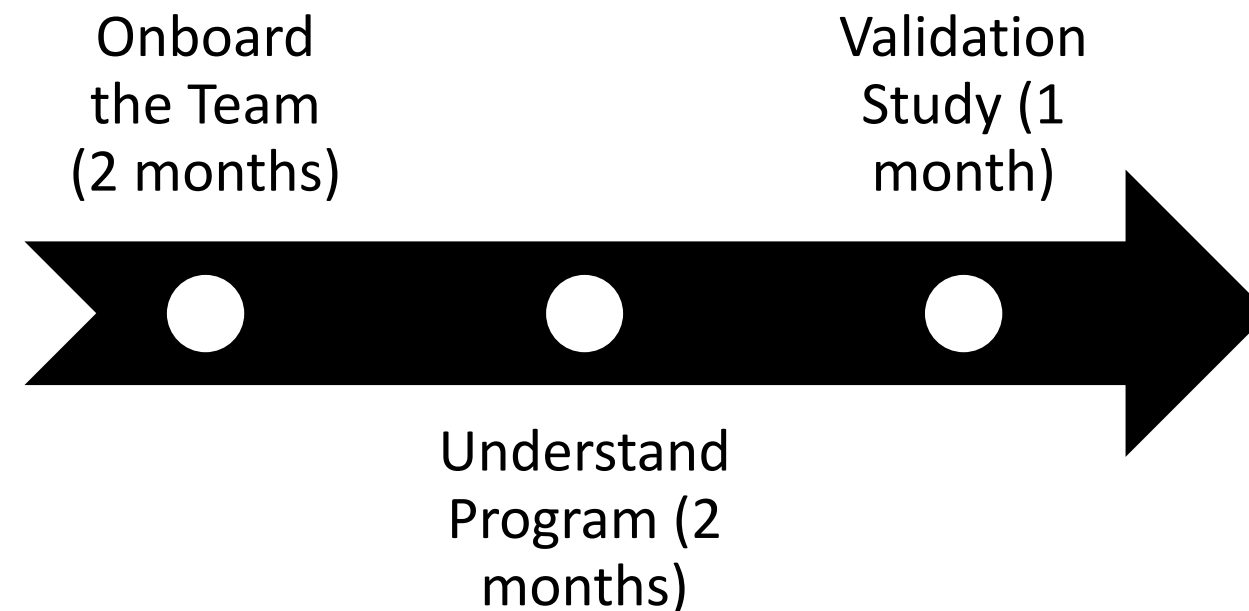
Traditional Process:

- 13-14 months
- \$5M-\$6M design fees
- Value Engineering Waste (redesign)



Lean Validation Process:

- 5 months
- \$500K design fees
- True understanding of budget



Transparency



Conditions of Satisfaction

CONDITIONS OF SATISFACTION

(developed by design team in IPD worksession on February 20, 2013, updated April 2, 2013)

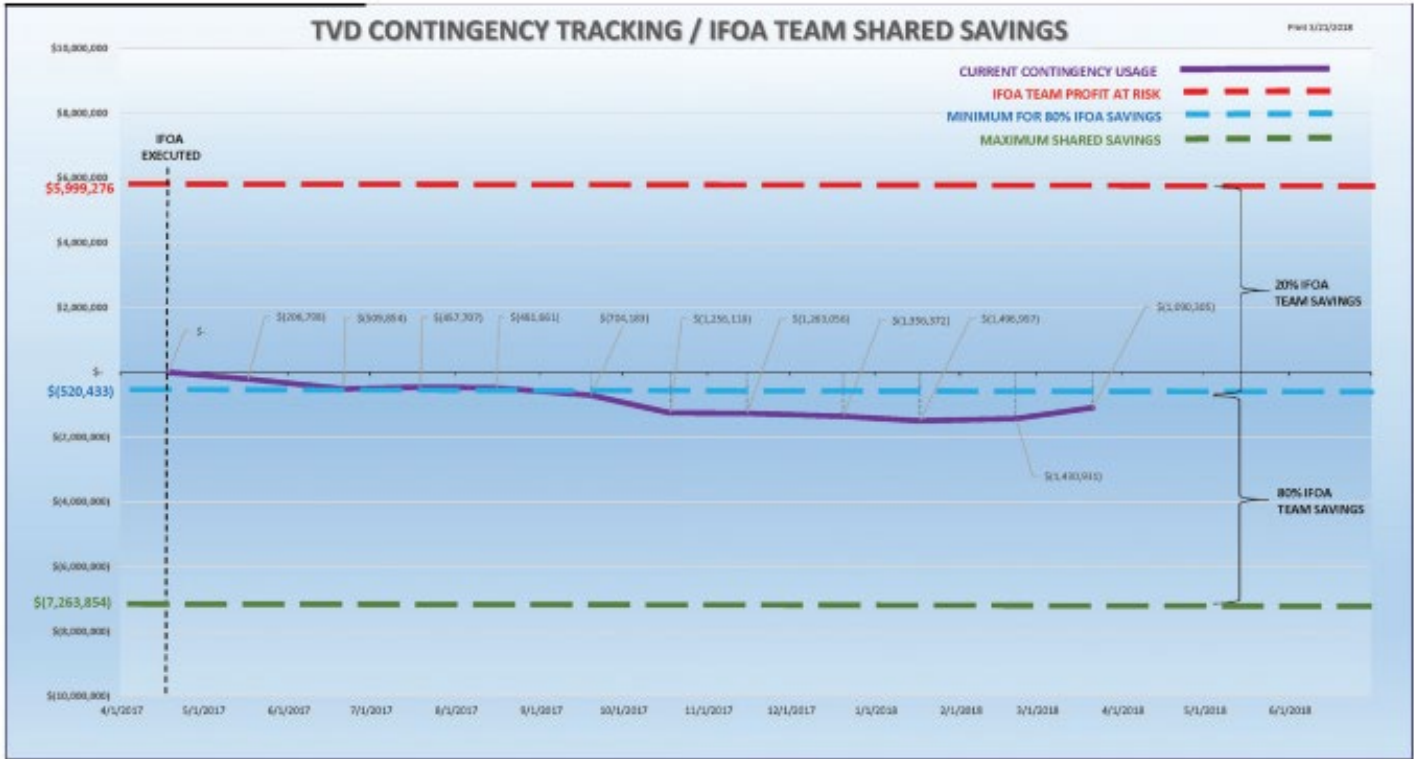
PHASE I — CONCEPTUAL DESIGN

- An aesthetically beautiful building design that inspires donors
- Performance metrics that inspire the project team and donors
- Flexible fund-raising opportunities developed collaboratively by the team
- Team integration and alignment on performance metrics
- The right team members attend the right meetings at the right time
- A high-performing lean team that fulfills commitments on time
- A team that has fun, and throughout the project, remains friendly and respectful

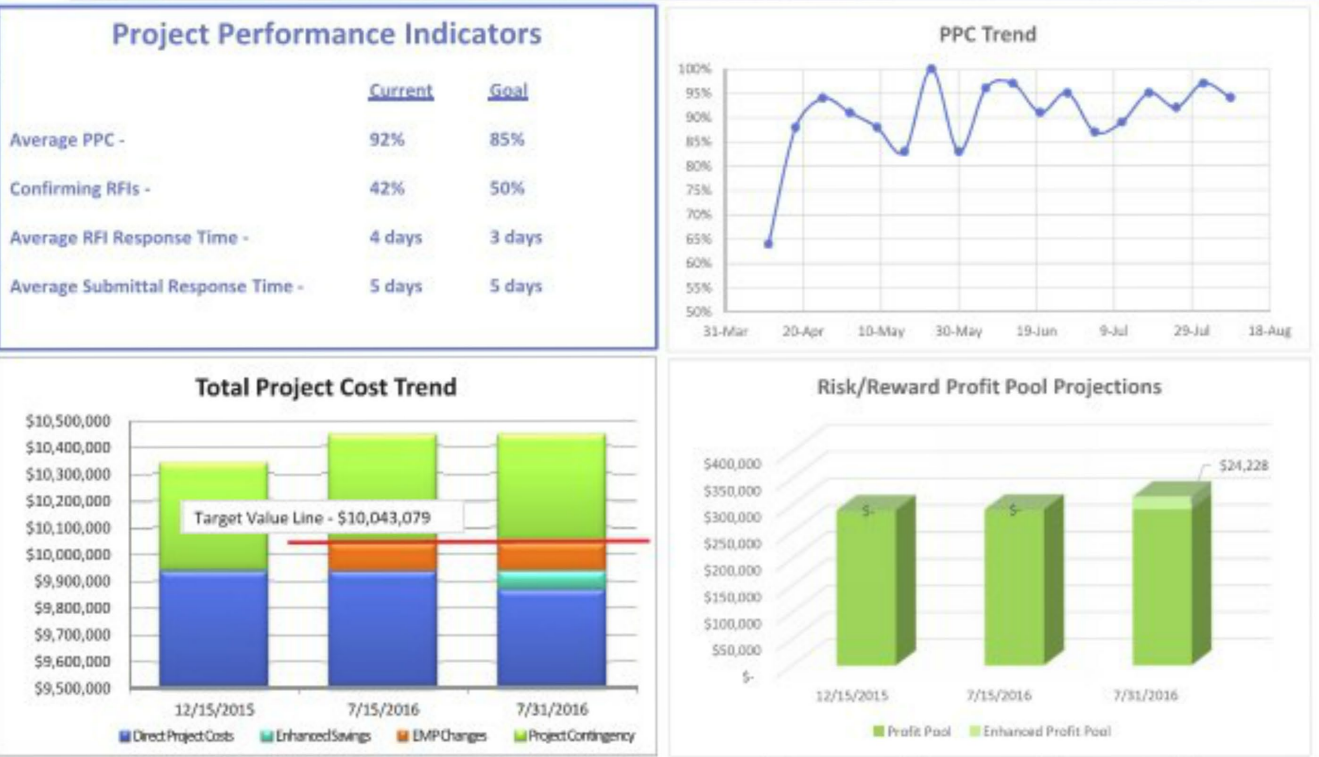
PHASE II — FINAL DESIGN / CONSTRUCTION

- A beautiful, high-performance building that is embraced by and enlivens Basalt & RMI
- A building that is replicable in the marketplace
- Town-of-Basalt approval of a building design that works for RMI
- RMI site unencumbered by 100-year floodplain
- Fair profit for all team members
- Formal project-team agreement to "integrated project delivery" at Phase 2 launch
- Zero "change orders" (CO's) and no unnecessary "requests for information" (RFI's)


Key Performance Indicators



NorthShore Niles MOB - Project Dashboard



Risk Assessment and Tracking

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Coaching for Owner's

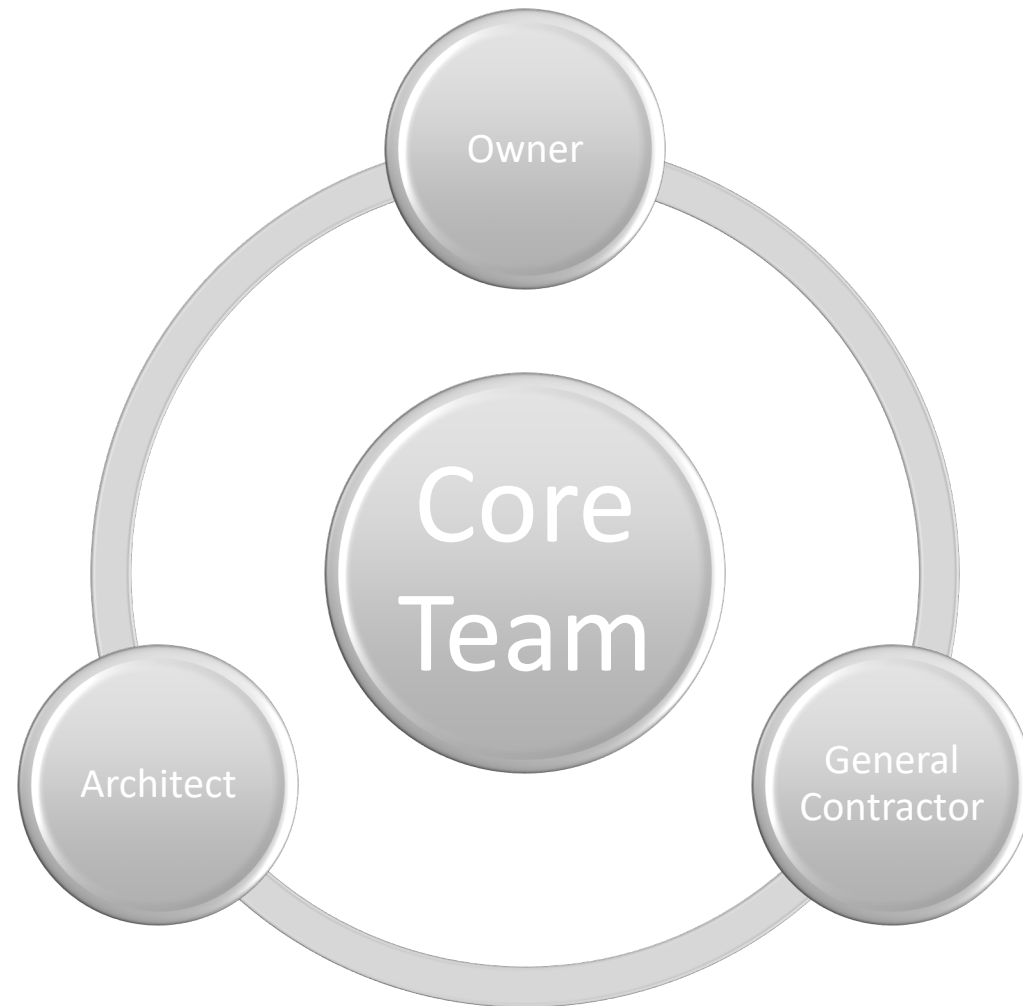


Coaching for Owner's

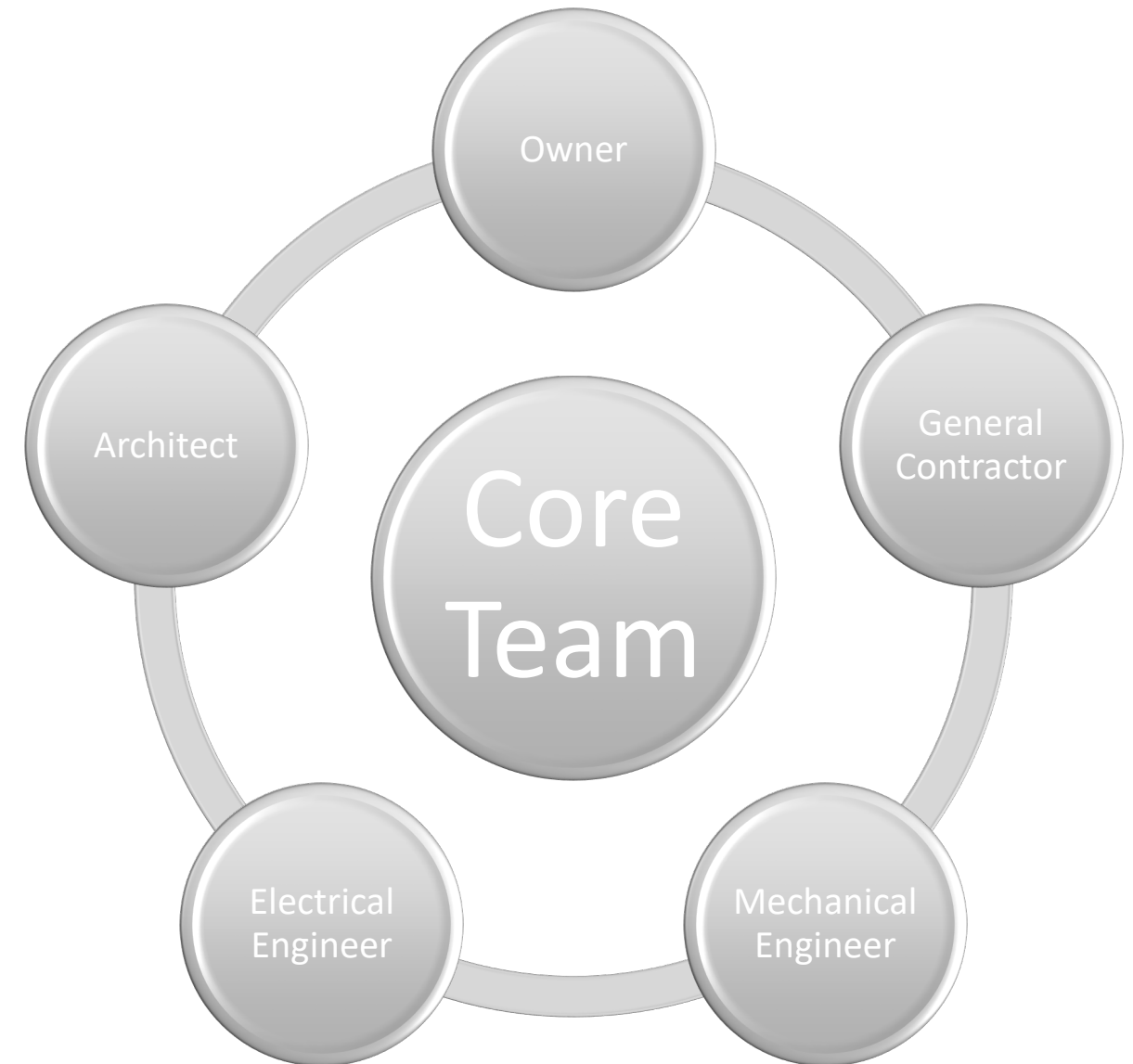


1. Performance Improvement
2. Objective Feedback
3. Accountability
4. Knowledge Gain
5. Positive Reinforcement
6. Sounding Board

Integrated Form of Agreement

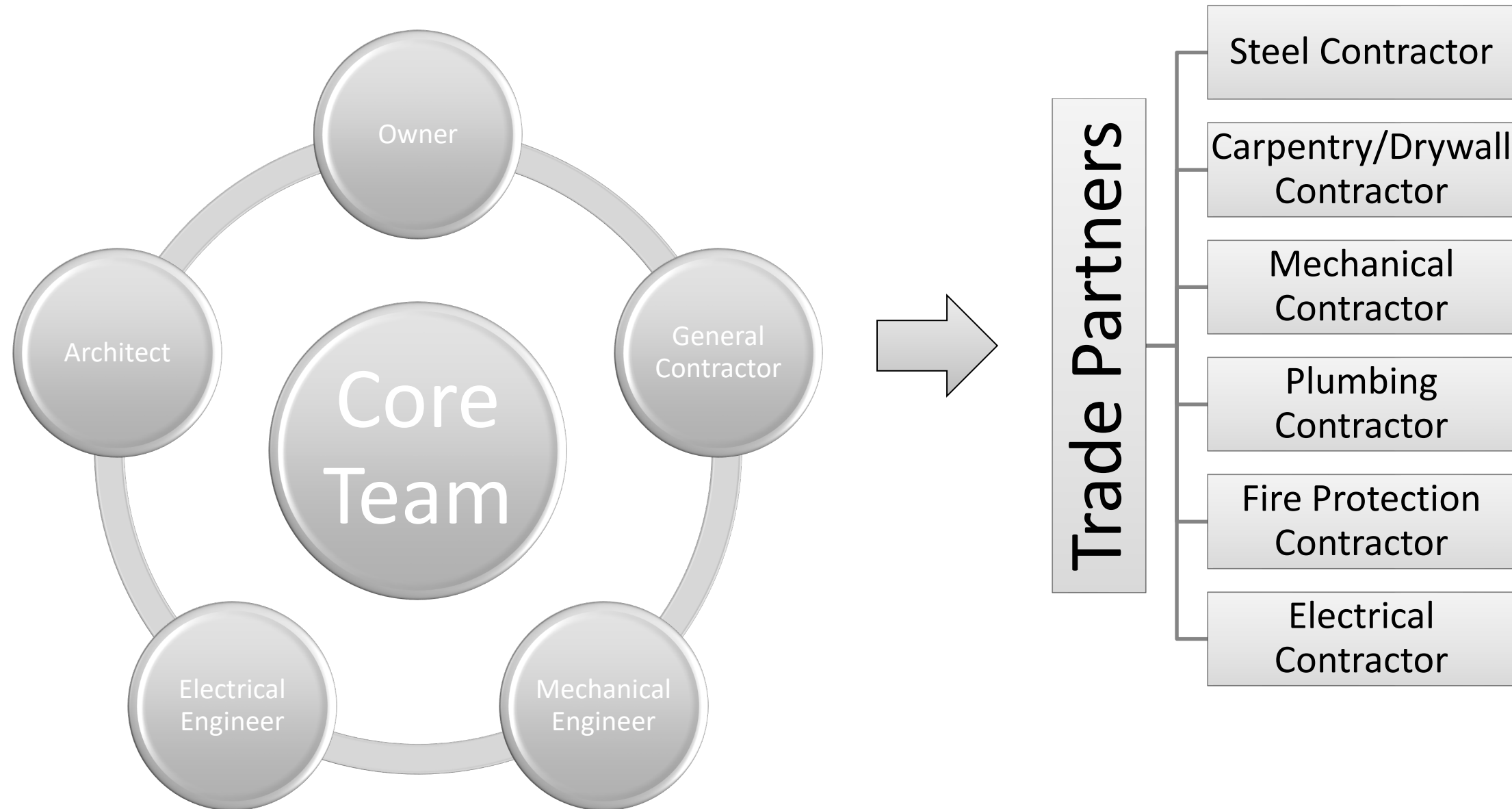


TRI-PARTY AGREEMENT

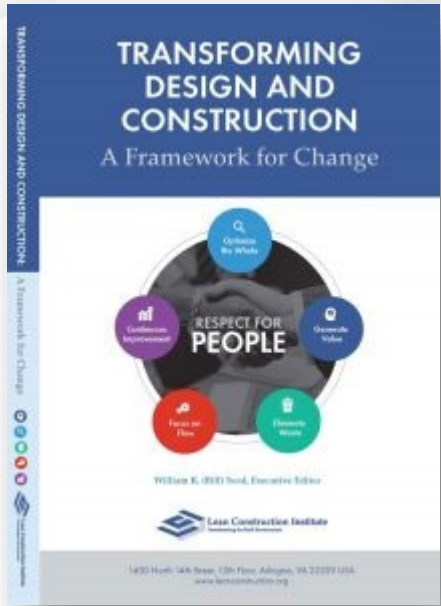
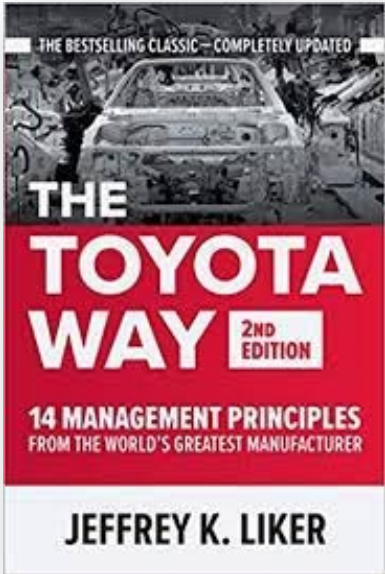


POLY-PARTY AGREEMENT

Integrated Form of Agreement



Other Resources for Owner's





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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.

Contact Us

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Thank you for attending this presentation. Enjoy the rest of the 23rd Annual LCI Congress!