

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Shopping for the Right Team Ingredients

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

October 20, 2022



Introduction

UCSF Health



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UCSF Health – True North



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UCSF Health - New Hospital at Parnassus Heights



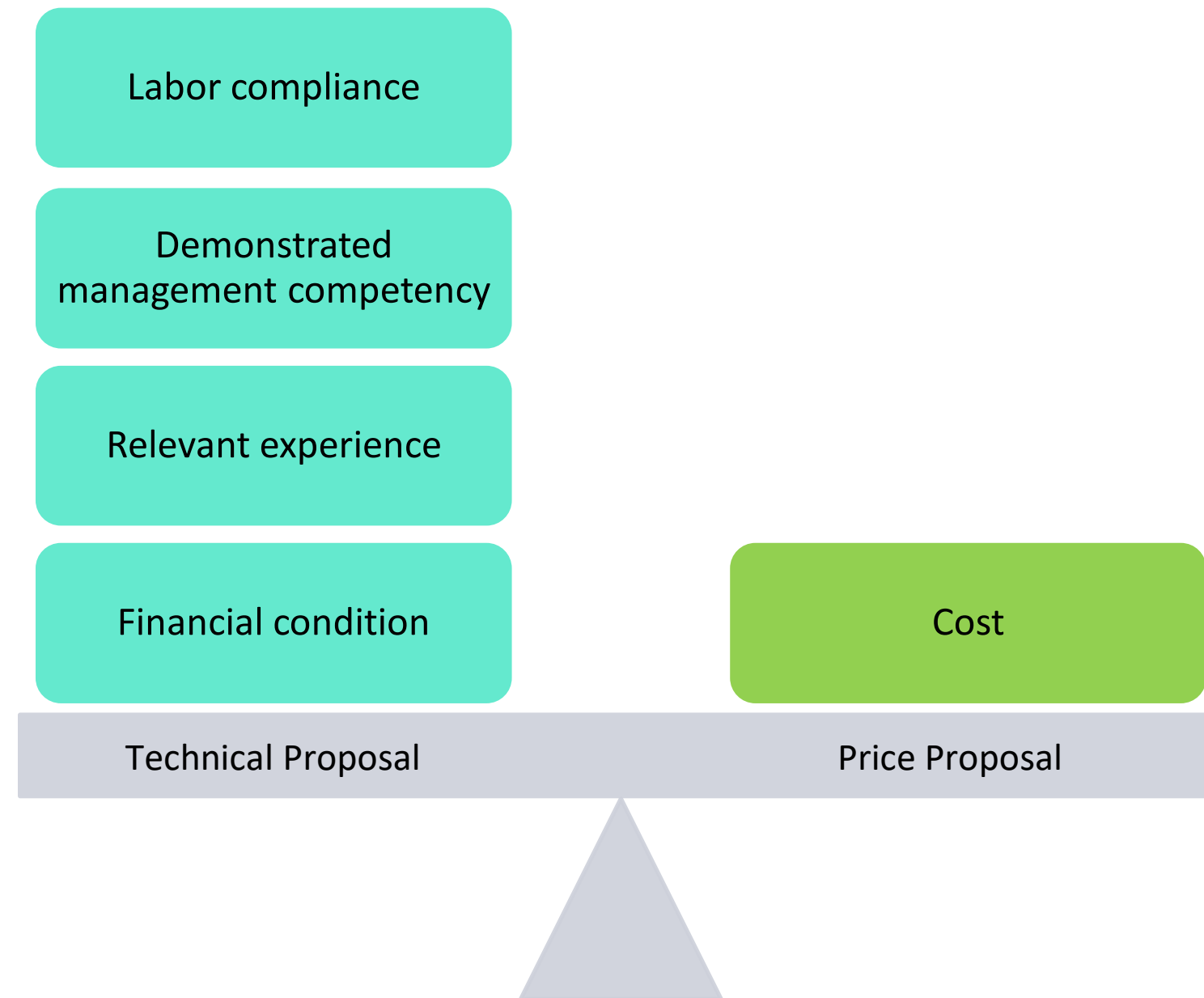
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Traditional University of California Public Procurement Process for Contractors and Trade Partners



Traditional Best Value Selection



Traditional Best Value Selection



Mentimeter Placeholder

- What is important in a partner?



UCSF Health

UCSF PARNASSUS HEIGHTS

**HERRERO
BOLDT
WEBCOR**
for UCSF

TEAM MEMBERS



**HERRERO
BOLDT
Webcor**

UCSF Health

>\$750 M | IFOA | IPD Principles | OSHPD-1 | Acute Care Hospital | Urban Site | Ground-Up | Highly Complex

Key NHPH Staff Involved & |

Superintendent Involvement Highly Complex IPD Principles OSHPD-1 Completed 2015 Ground-up

UCSF Health

1. OFFICE:
207 King Street
Suite 300
San Francisco
California
94107

2. PROJECTS OVER \$500M (2019 DOLLARS) IN THE LAST 7-YEARS



3. STAFF

4. YEARS IN 5. CONTACT



5. CONTACT PERSON
David Thomack
 JV Executive Sponsor
 415.317.7405 | Cell

6. LICENSES

- Class B: 152980
- Class A & B: 62468
- Class A & B: 103721
- C-8, C-9

15. RELEVANT INTEGRATED FORM OF AGREEMENT (IFOA) PROJECTS (2019 DOLLARS)



Project Name, Location & Construction Value	Participants at Risk	Core Team Members Involved & Project Relevance
Van Ness Campus (VNC) Hospital San Francisco, California \$17.8B	17	Dan Wagner, David Thomack, Mike Price, Rob Purcell, Paul Klemish, Geoffrey Nelson, Karen Conrod, Paul Martin, Kathleen Lasse.
Mission Bernal Campus Hospital San Francisco, California \$416.9M	13	David Thomack, Rob Purcell, Paul Klemish, Geoffrey Nelson, Karen Conrod, Paul Martin, Kathleen Lasse.
Sutter Santa Rosa Hospital Expansion Santa Rosa, California \$121.1M	11	Rob Purcell, Paul Klemish, Karen Conrod. Start of design to start of construction in 12 months!
PAMF Burlingame MOB Interior Buildout Burlingame, California \$14.8M	5	Paul Klemish (project advisor), Project Supt makes the statement "I'll never do a non-IFOA project again."
Sutter Health Mills-Peninsula Inpatient San Mateo, California \$18.3M	5	James Pease's first IFOA as project lead and one of Sutter's early IFOA projects.
Akron Children's Hospital Akron, Ohio \$153.2M	5	Joshua Mercado, David Thomack. This project was delivered via Joint Venture.
Sutter Medical Foundation MOB Fairfield, California \$35.8	5	The first true IPD project and integrated tri-party agreement (early version of IFOA) in the country.
Thedacare Clinic & Ambulatory Care Shawano, Wisconsin \$39.3M	5	The first of many IFOA projects with ThedaCare across the Midwest.
UHS Sierra Vista Hospital Expansion Sacramento, California \$16.8M	4	David Thomack, first use of tilt-up concrete on an OSHPD-1 Structure.

* The Joint Venture partners have completed approximately 12 additional IFOA projects with a total value of \$1.07B (2019 dollars) in the last ten years. Details about these projects and participants at risk available upon request.

9. OSHA, CAL/OSHA, AND CLSB BOARD VIOLATIONS (7-YEARS):

10. INSURANCE CERTIFICATE: Please see the Appendix

11. BONDING STRATEGY: Removed per Addendum 5

12. NOTARIZED SURETY: Please see Appendix, Summary below

13. SELF PERFORMED WORK: We are capable and interested in providing the following self-perform work on the project:

- Concrete
- Drywall
- Doors & Frames
- Specialty Equipment
- Hardware
- Mill-work

14. STATEMENT OF CLAIMS/LITIGATION: Please see Appendix

16. MEETING SAN FRANCISCO'S LOCAL HIRING TARGETS:
We make local hire and small business goals part of the project success story. At Van Ness Campus Hospital, the Mayor repeatedly called us out as having delivered the best performance of any private projects in the city – voluntarily exceeding standards even for public projects and achieving 24% local hiring goal (by total hours worked) and 16% local/small contracting goal (by construction dollar volume) on projects totaling over \$15B.

17. COST TRANSPARENCY AND AUDIT: The Joint Venture team is willing to provide cost transparency and will submit an audit to determine BHWR, DPEM, OH, and Profit according to Attachment 7A - PSA

LEAN TOOLS

- Co-Location & Big Room
- Visual Management
- TVD Groups
- BIM & VDC
(BIManywhere, PlanGrid, Bluebeam Studio, Revit, Vico)
- Offsite Prefab.
- Pull Planning & Last Planner Scheduling
- Just-in-Time Delivery
- Production Tracking & Takt Time Plans
- A3 Reports
- Value Stream & Process Mapping
- Set-Based Design

Major Challenges & Key Lessons
of the **MBC construction** still requiring work either physically inches of an operational hospital ED with 24k visits, including our jobsite without incident. **sides with no laydown.** Major **MBC IPDT** included: 1) Yes, 1 main entrance through the site for a 3-week period with **pr** project in a quiet SF residential draw a lot of attention from best construction neighbor.

Scale Scope & Complexity. 274-beds & 13-Stories. VNC hospital is a 1 M SF, acute care hub for adults, women & children. Program includes 250k sub-grade parking, CP, 100k D&T superplate, ED, ICU, IR, Nuclear Medicine, GI, cafeteria, offices, tunnel under Hwy-1. The site occupies a full city block Van Ness/Geary.

Cost History & Explanation for Setting the Cost.
\$1.2 Billion at EMP. \$1.2 Billion at Completion. Due to an expedited entitlements negotiation that included a complete reprogramming, the Target Cost was reset at \$1.3B in a 2-month Validation effort. Within 6 months, the IPDT executed an \$1.3B IFOA. 6 years later, the project closed-out with a final cost \$13M under the \$1.3B budget.

BIM Utilization. VNC took **1st place for use in BIM, in the 2016 AEC/Autodesk Global Award for IPD/ Collaboration.** 300+ individuals from 40 Trades co-developed and shared an immense and highly functional model. Modeling was used for accurate estimating of interior and building skin scopes.

Major Challenges & Key Lessons. At VNC, the team learned: 1) Technical challenges are easy—however, sustaining an IFOA culture requires tremendous effort and deliberation; 2) Expect one of *everything* to happen; 3) Every challenge is an opportunity. **We believe the biggest challenges and learning opportunities for projects of this scale are behavioral, not technical.** VNC prepared this team to: 1) Maintain culture for years-on-end, we can show you how; 2) Coordinate with 20+ public agencies, we've done it; 3) Execute IPDT licensing—we have 3 more since VNC!

INTEGRATED DESIGN AND COMMISSIONING

The integrated design and commissioning effort will be led in preconstruction by **Geoffrey Nelson** and supported by **Rob Purcell**, who were, respectively, the owner and contractor preconstruction leads for the Sutter Health SF Hospitals. This group's focus is on 100% alignment between the design, OSHPD approval and commissioning strategy, and the Owner's true north values. This is Target Value Design Mission Control. As the effort moves from design to production planning/mobilization, Integrated Design Manager **Wayne Campbell** will direct this effort through Construction.

PROJECT MANAGEMENT AND CONSTRUCTION

Under direction of Project Executive **Paul Klemish** (Precon Executive for the VNC and MBC hospitals), **Greg Chauhan** (previously Construction Manager on the Zuckerberg SF General Hospital), will lead the development of the production strategy for the project. Alignment of the project schedule and time. This team is the core of the effort to design a procurement, supply chain and Takt Plan to achieve ideal production flow in construction. In preconstruction, the team will work with the IDC group to develop a list of materials and equipment options and develop a list of materials, structural approaches, prefabrication, off-site kitting and JIT delivery. **Greg Chauhan** will transition to Construction Project Executive, and **Jai Thangore** will lead this group once the team mobilizes on site. **Dan Weisberg** will support the team in preconstruction, and **Mike Price** will transition into the General Superintendent role for construction.

Company



Project Experience



People



“Table Top” Exercise



Culture / Community



Ingredients Matter

grocery list

[illegible]

Mentimeter Placeholder

What ingredients did we miss? What aisles did we not go down?



Mentimeter Placeholder

Q&A

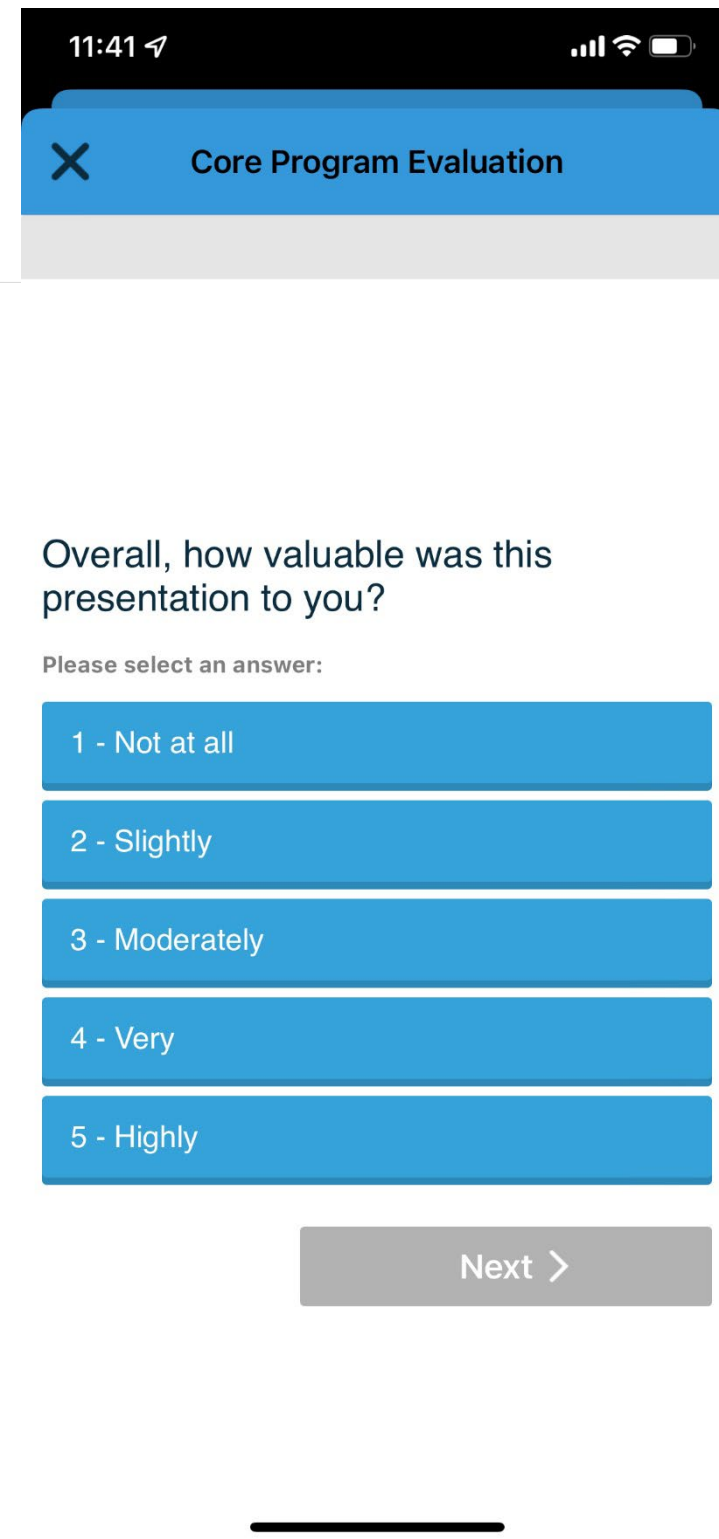
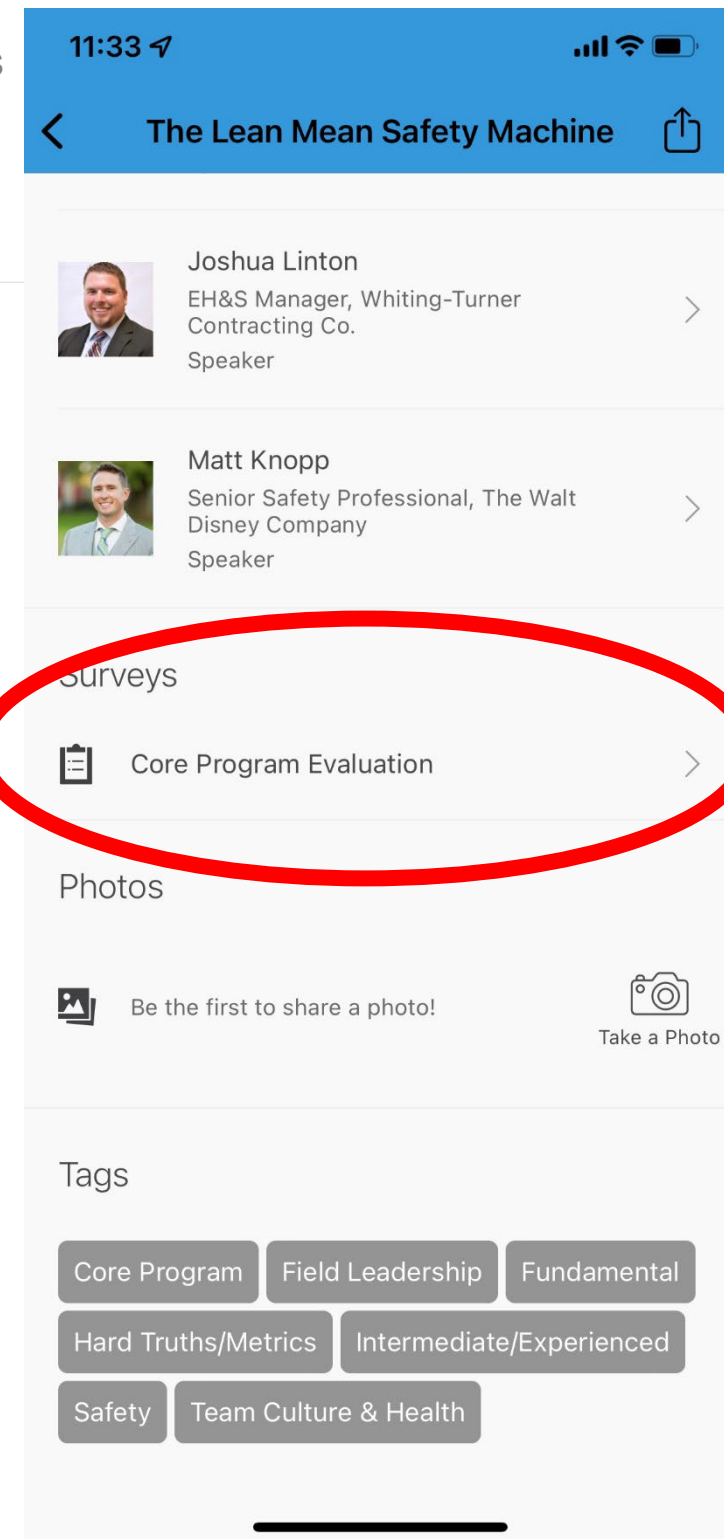


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4. Complete the 5-question evaluation

This information will determine the top 5 presentation teams and the top Live Lab





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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.





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Thank you for attending this presentation. Enjoy the rest of the 24th Annual LCI Congress!

