

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

IPD with Principles:

Realizing a Collaborative Project Culture without an IFOA Contract

Bodie Bloyd, Herrero Builders

Alejandro Cardenas, Herrero Builders

Mara Chase, projectFOCUS

Laura Rambin, Studio Bondy Architecture



HERRERO
BUILDERS

project**FOCUS**
MANAGEMENT

Studio
Bondy
Architecture

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

October 20th, 2022

Introductions



Alejandro Cardenas
Project Manager
Herrero Builders



Bodie Bloyd
Superintendent
Herrero Builders



Mara Chase
Owners Rep
projectFOCUS



Laura Rambin
Principal
Studio Bondy Architecture

Agenda

- Project Overview
- Problem Statement
- Project Setup
- Execution
- Results
- Recap
- Q&A



Project Overview



Project Overview

- Addition
- Victorian Renovation
- Existing Campus Upgrades



Problem Statement



Where We've Been

- Traditional Contract
- Traditional Behavior
- Lack of Communication and Collaboration
- Issues w/ Budget, Schedule, Quality
- Bad Experience



Where We Want To Go

- Traditional Contract with IPD (Integrated Project Delivery) Behavior
- Culture of Trust
- Improved Experience



Setting up the Project



General Contractor Selection

- Early Engagement
- Continuity of Team from Start to Finish
- Focus on People & Team
- Set Goals Early



San Francisco Day School

New Addition & Expansion

Interview Placement | October 23, 2018



Today's Agenda

Introductions – 5 min.

Firm Presentation & Preconstruction – 30 min.

Questions & Answers – 15 min.

Closing Comments – 5 min.


Preconstruction Services Team




Denis Driscoll
Chief Estimator




Arin Vaillancourt
Asst. Project Manager



Bodie Bloyd
Superintendent



Alex Cardenas
Project Manager



Saptarshi Desai
Project Executive



Tom Guardino
Sr. Superintendent

TEAM EXPERIENCE & RELATIONSHIPS MATRIX	Denis Driscoll Chief Estimator	Arin Vaillancourt Asst. Project Manager	Bodie Bloyd Superintendent	Alex Cardenas Project Manager	Saptarshi Desai Project Executive	Tom Guardino Sr. Superintendent
San Francisco Resident	X	X	X	X	X	
Years with Herrero Builders	15	2	5	5	6	22
Years in Industry	38	4	5	9	33	35
School Projects	X		X	X	X	X
Renovation/Addition Projects	X	X	X	X	X	X
Occupied Campus Projects	X	X	X	X	X	X
Denis Driscoll, Est.			X	X		X
Arin Vaillancourt, APM				X	X	
Bodie Bloyd, Supt.	X			X	X	X
Alex Cardenas, PM	X	X	X			X
Saptarshi Desai, PX		X	X			X
Tom Guardino, Sr. Supt.	X		X	X	X	

Preconstruction Excellence

Preconstruction – First three (3) months.

- Validate budget immediately.
- Engagement of D/B MEP subcontractors.
- TVD process.
- Existing condition surveys.
- Milestone schedule for design & construction.

Project Management Approach

Our team & experience.

Holistic flow & looking for opportunities.

- Schedule work early or during breaks.
- Educational engagement of students.



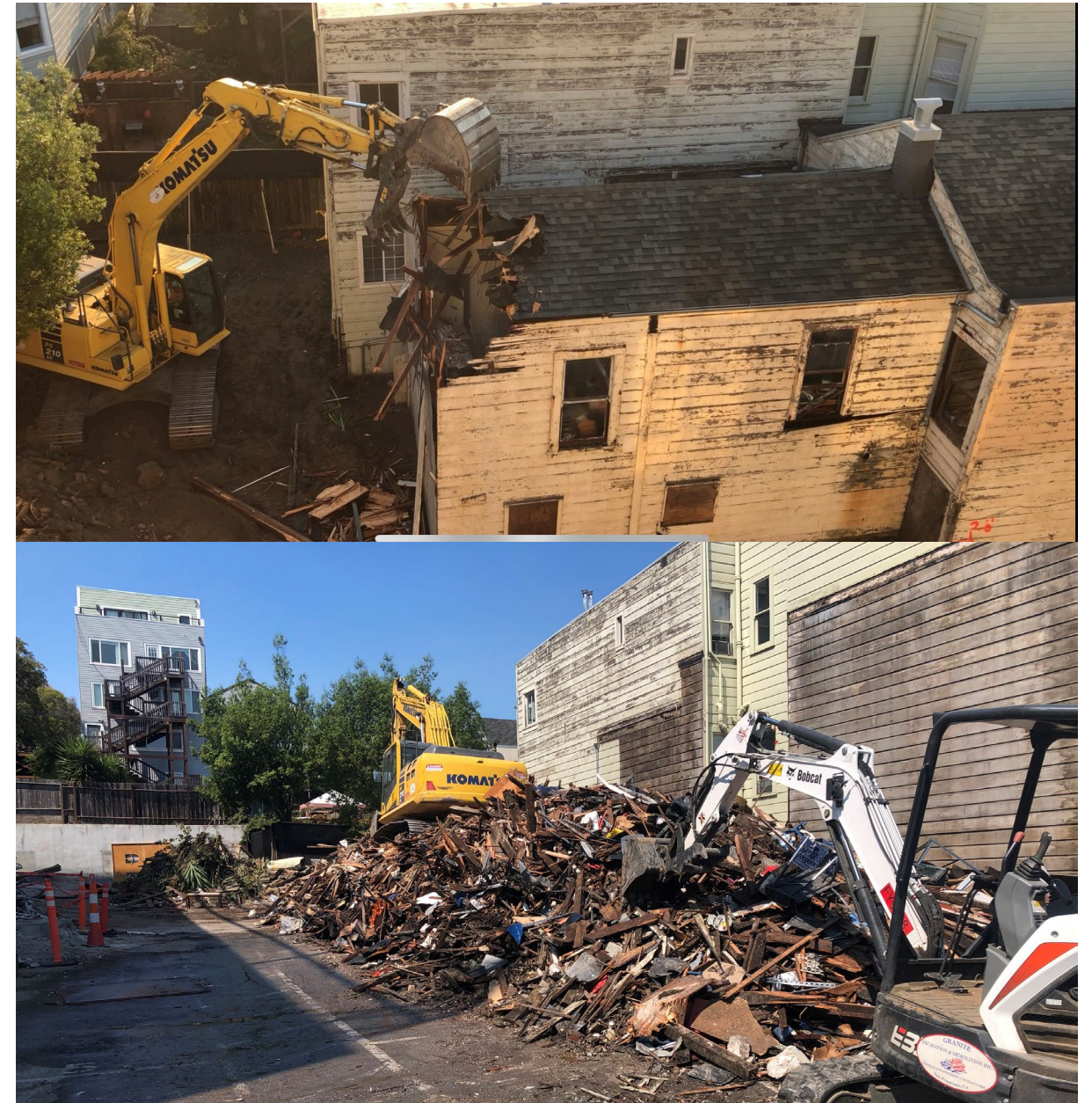
San Francisco; St. Mary's Catholic School.

San Francisco; Drew School.

Notes

Contract & Budget

- Type
- Expectations
- Rolling Estimates
- TVD (Target Value Design)
- Early Trade Partner Engagement
- Finalizing GMP (Guaranteed Maximum Price)



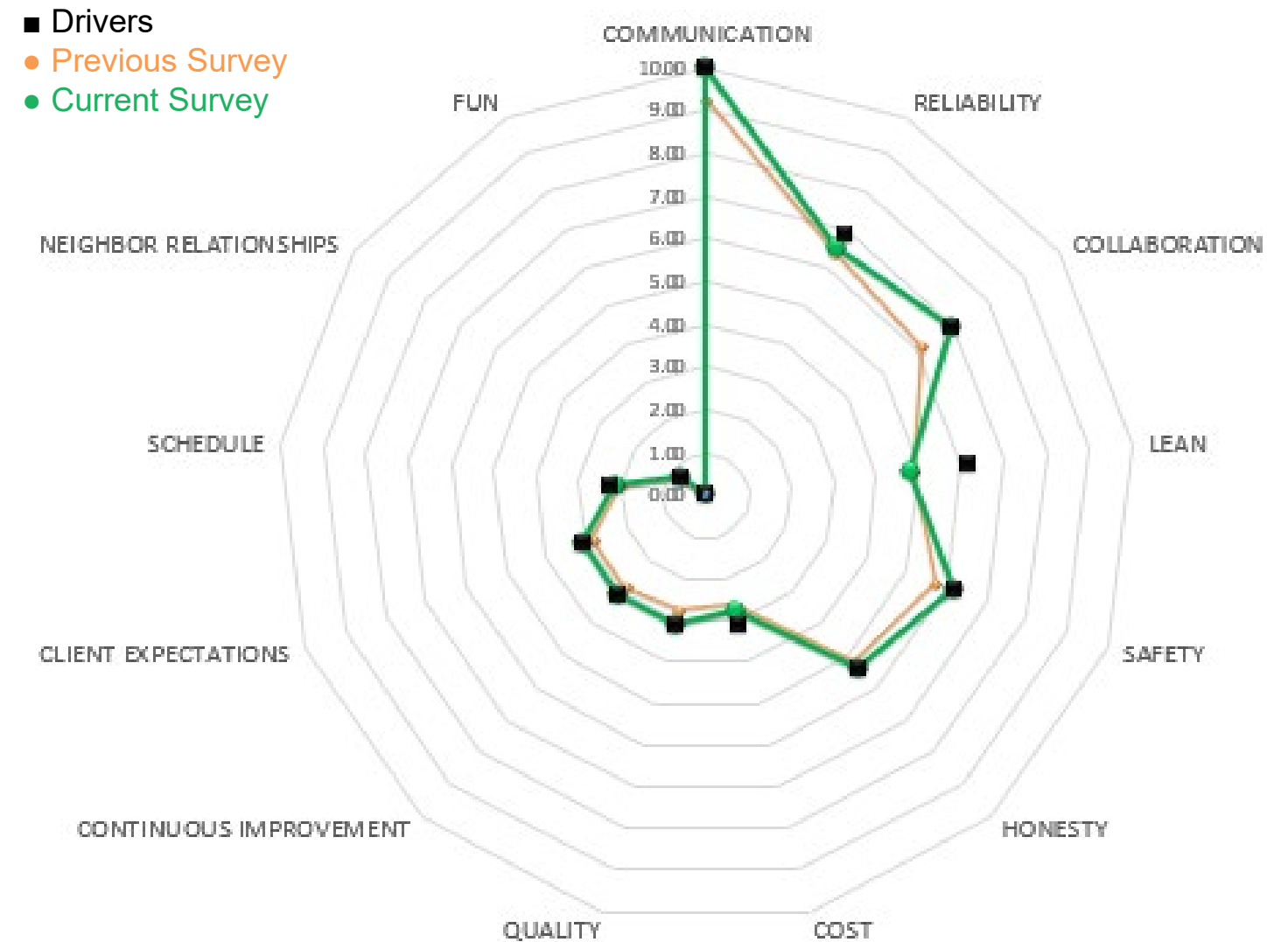
Sub Contractor Selection

- Design Build MEPFP + FA
- Interview Process
- Commitment to IPDT Culture & Lean Principles
- Focus on PEOPLE and TEAM



VIP (Value Integration Process)

- Finding what's Valued
- Continuous Check-ins



Overcoming COVID

- Trust
- IPDT Principles
- Transitioning from Pre-construction to Construction



Execution – Back to the Basics



Lean Principles in Construction

- Focus on People
- Communication, Collaboration, and Trust
- Lean is a Behavior, Not Just a Set of Tools



Lean Tools in Office

- 5S the Process: Streamline RFIs & Submittals
- Small Wins
- Continuous Improvement
- WWP (Weekly Work Plan)
- VIP



Lean Tools in Field

- 5s
- Small Wins
- Continuous Improvement
- Genchi Genbutsu
- WWP



Results and Successes



Project Results

- On Schedule
- Within Budget
- Lasting Relationships



Project Challenges & Opportunities

- Fire Sprinkler Damage
- COVID 19 Outbreak (Sub Response)
- Design Build Partner Drawback
 - Focus on Solutions, not Finger Pointing
 - Recognize and Manage the Risk Early on



Project Successes

- Neighbor Relations
- ENR Award (Best K-12 Education Project 2022, Northern California)
- LCI Presentation
- Donor Tours and Celebration



Recap and Take Aways



How can you apply this tomorrow?

- Right Team & Right Approach from the Beginning
- Set the Goals Early (Conditions of Satisfaction)
- Work Collaboratively & Establish Trust
- Resolve Issues Together
- Back to the Basics
- Stay the Course When Challenges Arise

Q&A





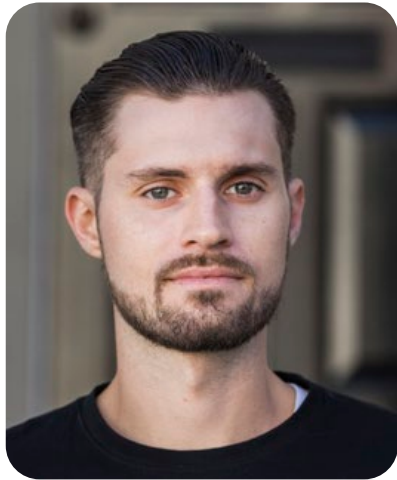
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In the spirit of continuous improvement, we would like to remind you to complete this session's survey! We look forward to receiving your feedback.



Contact Us



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

