

24TH ANNUAL



24TH LCI CONGRESS
OCTOBER 18-21

Finding the Right Zing: A Team's Journey through Continuous Technology Integration

Corrie Neuens, The Boldt Company; Josh Schiesl, Control Air Enterprises;
Angela Donahue, UCSF; Dave Hagan, The Devenney Group

LEAN GUMBO: THE RIGHT INGREDIENTS FOR PROJECT SUCCESS

October 19, 2022



Introductions

Corrie Neuens



General Contractor
The Boldt Company
Sr. Project Manager



Josh Schiesl



Trade Partner
Control Air Enterprises
Sr. Project Manager



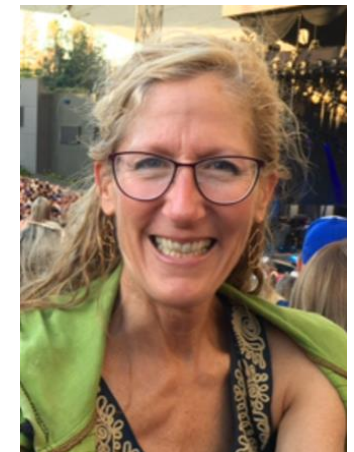
Dave Hagan



General Contractor
Devenney Group
*Executive Director of
Continuous Improvement*



Angela Donahue



Owner
University of California San Francisco
Sr. Project Manager



Project Overview



UCSF Research & Academic Building



175,000
Square Feet



5 Floors
of State-of-the-Art Labs



\$180M
Total Construction Contract



Oct 2018 to Mar 2023
Project Schedule

UCSF Base Case for Trying an Integrated Project Delivery (IPD) Contract Model



University of California San Francisco's Lean Journey



Late 19th Century

Mission Bay Railyard



1999

43-Acre Development



2022

303-Acre Development

Integrated Project Delivery (IPD) Contract Model



Why Manage Differently?



Setting the Tone for Lean Culture



Shift in Thinking



Create a New Habit



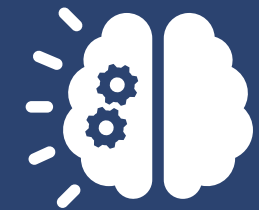
Lean Leadership



Continue the Culture



Revisit and Renew



Be Retrospective



It's a Continuous Process

The Importance of Identifying "True North"



The Importance of Identifying "True North" (Culture)




The Importance of Identifying "True North" (Culture)

True North for UCSF at ZSFG Roadway and Site and Research and Academic Building

How will we Behave?

- Design and maintain system to celebrate safe behavior
- Celebrate all Small Wins (safety, production, office, anywhere!)
- Have fun!
- Communicate clearly
- Be honest and open to feedback
- Be a good listener
- Be aware of your impact on others and their work
- Speak up if you disagree – everyone has a voice
- Talk with people, not about people
- Invest in the success of others
- Be forgiving
- Start and end meetings on time
- Face to face is best – don't rely on email
- Engage stakeholders, team members, inspectors, everyone!
- Be collaborative – work to build trust
- Lead by example
- Help and support each other
- Be respectful of others and their work and opinions
- Be accountable, don't blame others
- Be vulnerable and transparent
- Make friends
- Stay engaged
- Don't assume, verify
- Have social events – get to know people and have fun
- Set daily production targets and track
- Participate actively in planning and recognize those who do
- Don't be afraid to ask a question, or to ask for help
- Design with constructability in mind
- Ask "what can we prefab, and does it add value?"
- Everyone "punches" the building as we go



Why do we Exist?

To work collaboratively with UCSF to create the following:

"The UCSF Research and Academic Building at ZSFG will create a centralized home for faculty & staff engaged in research on the ZSFG campus, which is owned by the City and County of San Francisco (CCSF).

The project should embody the highest possible architectural and environmental design, and functional excellence. The project should be convivial, beautiful, and sustainable, humane and functional, and responsive to the identity of UCSF and the cultural and natural forces in the region."

How will we Succeed?

- Safety** – Eliminate safety risks during design
- Safety** – Design safe working conditions for builders and users
- Safety** – Design a space where people feel safe
- Safety** – Zero injuries, zero near misses
- People** – Long lasting, trusting relationships
- People** – Stakeholders are thrilled with the building
- People** – Same team does another project
- People** – Happy, collaborative team
- People** – A resilient team, able to bounce back
- People** – Everyone learns and grows
- People** – Everyone has fun!
- Quality** – Building exceeds performance criteria
- Quality** – Innovative solutions incorporated into building
- Quality** – No rework in design or construction
- Quality** – Successful inspection process
- Quality** – Zero punch-list
- Quality** – Zero rework in design and construction
- Quality** – An adaptable building
- Schedule** – Innovative approaches to production save time
- Schedule** – Finish on time or early
- Cost** – Project delivered below 20% below MAC
- Cost** – Everyone makes a fair profit
- Cost** – No scope added by end users without UCSF PM approval
- Cost** – Fair profit for Trade Partners
- Other** – Zero RFI's
- Other** – Building provides convenience, and joy to users
- Other** – Building design reflects needs of users and stakeholders
- Other** – Welcoming space that fits surroundings
- Other** – Happy Ellen Owens, happy Dr. Carlisle!
- Other** – Award winning design and construction

UCSF at ZSFG RAB and RSI Project True North 03/31/19 – Dave Hagan

BOLDT SOM

The Importance of Identifying "True North" (Culture)

Be a good listener.

Be aware of your coworkers and their work.

Speak up if you disagree – everyone has a voice.

Talk with people, not at people.

Invest in the success of others.

Be forgiving.



How Will We Behave?

Start and end meetings on time.

Face to face is best – don't rely on email.

Engage stakeholders, team members, inspectors, everyone!

Be collaborative – work to build trust.

To work collaboratively with UCSF to create the following:

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Why Do We Exist?

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People – Stakeholders are thrilled with the building.

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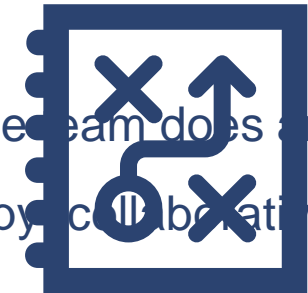
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Quality – No rework in design or construction.

Quality – Zero punch-list.

Quality – Zero rework in design and construction.



The Importance of Identifying "True North"



**Quarterly
Pulse Reports**



Shared Savings



**Onboarding Subs
Post "True North"**

Lean Tools Used to Aid in the Culture

KEEP – STOP – START

**Target Value
Design (TVD)**

**Best Value
Selection**

**Plan-Do-Check-
Adjust (PDCA)**



**Lessons Learned
/ Reflection**

**Choosing By
Advantages (CBA)**

**A3 Decision
Making**

Managing Change



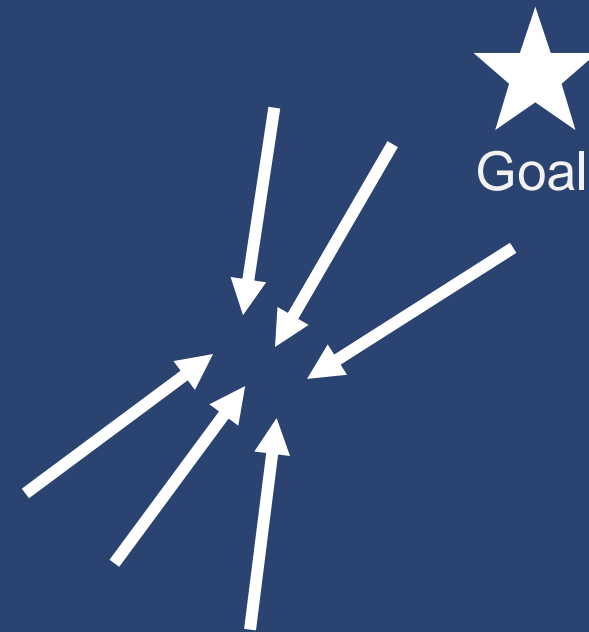
Managing Change

Forming



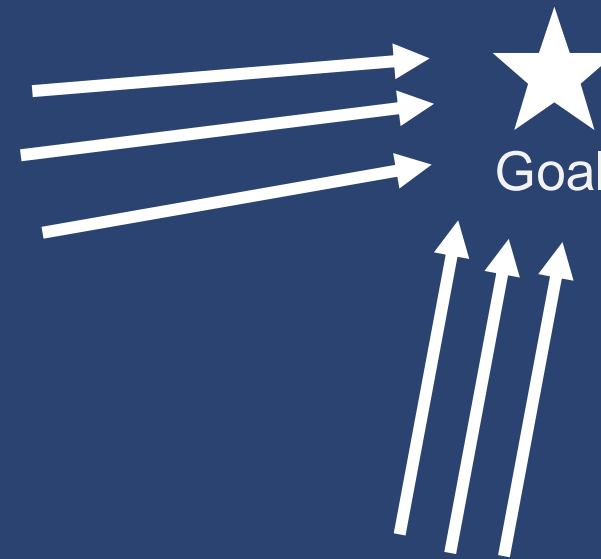
“Pickup Sticks”

Storming



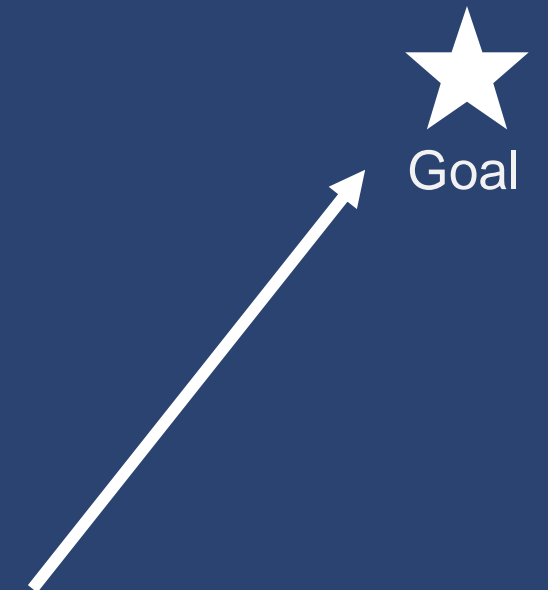
“At Odds”

Norming



“Coming Around”

Performing

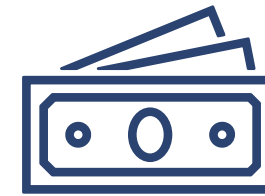


“As One”

Managing Change



Acknowledgement



Cost Analysis

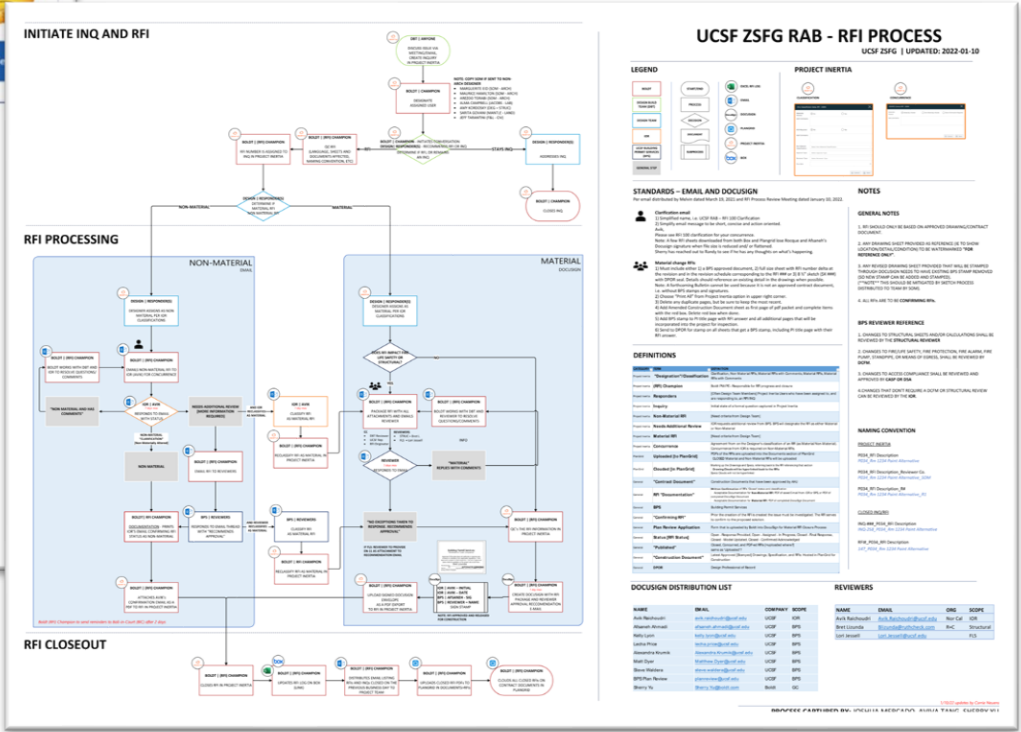
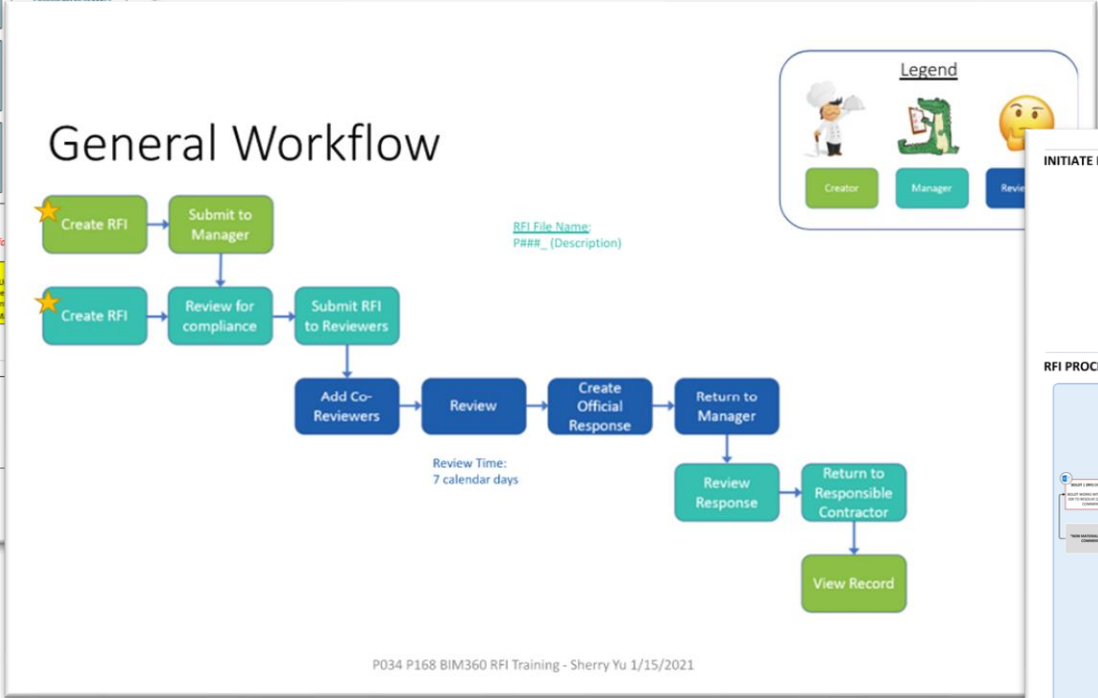
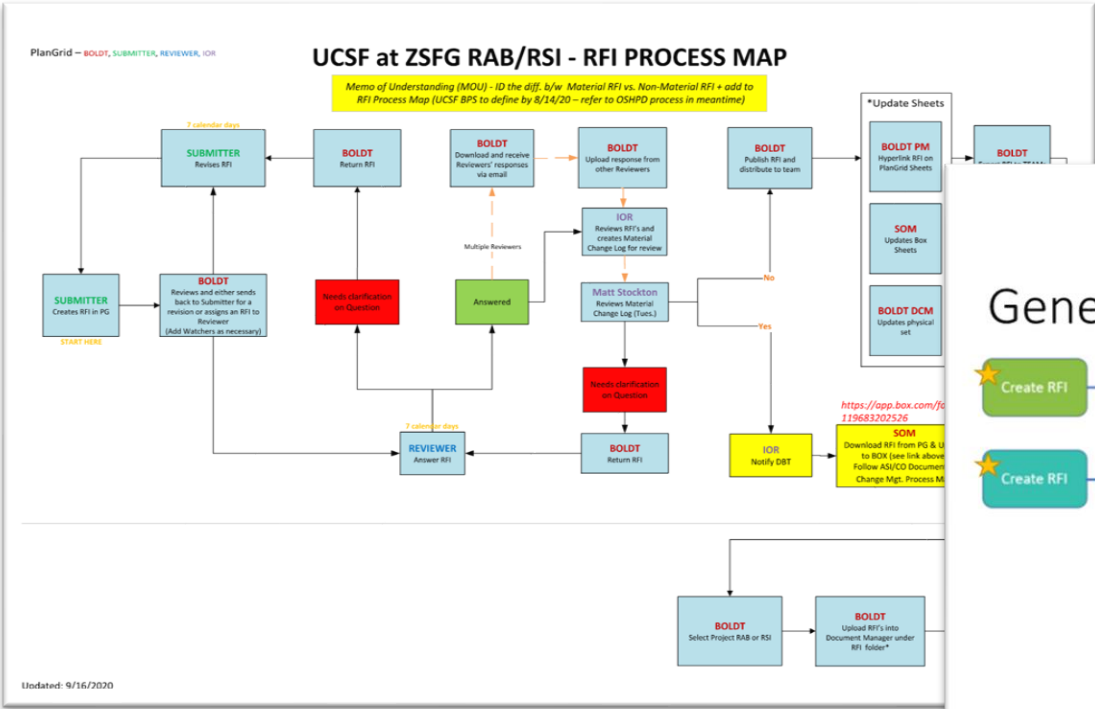


Consideration



Training / Retraining

Managing Change – Process Mapping Changes



Changing Technology Platforms



Changing Document Management Platforms

Unifier



Primavera Unifier



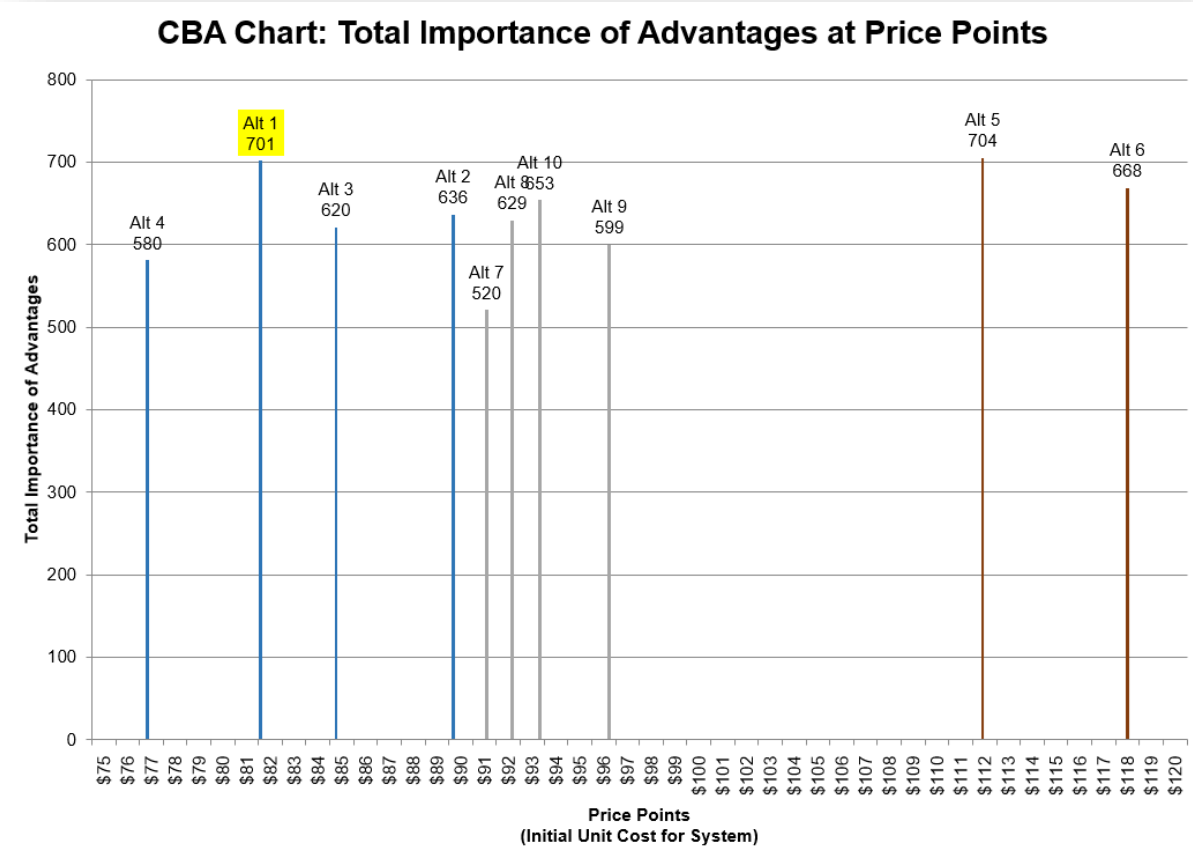
PlanGrid



BIM360



Project Inertia



Changing Schedule Software Platforms

vPlanner



TouchPlan



BOLDT.SOM													
FACTOR	CRITERIA	Alternative 1		Alternative 2		Alternative 3		Alternative 4		Alternative 5		Alternative 6	
		Floor Slab		Floor Slab		Floor Slab		Floor Slab		Floor Slab		Floor Slab	
		Gravity Framing		Gravity Framing		Gravity Framing		Gravity Framing		Gravity Framing		Gravity Framing	
		Lateral Framing		Lateral Framing		Lateral Framing		Lateral Framing		Lateral Framing		Lateral Framing	
Seismic Performance	Should positively impact building seismic performance (Tier 2-3)	BRB (Buckling Restrained Brace)	Steel Moment Frame	BRB (Buckling Restrained Brace)	Steel Moment Frame	BRB (Buckling Restrained Brace)	Steel Moment Frame	Concrete Shear Wall	Steel Moment Frame	BRB (Buckling Restrained Brace)	Steel Moment Frame	BRB (Buckling Restrained Brace)	Steel Moment Frame
		ATTRIBUTES:	ADVANTAGES:	ATTRIBUTES:	ADVANTAGES:	ATTRIBUTES:	ADVANTAGES:	ATTRIBUTES:	ADVANTAGES:	ATTRIBUTES:	ADVANTAGES:	ATTRIBUTES:	ADVANTAGES:
		Good		Good		Good		Good		Good		Good	
Base Isolated System Supplement	Yes / Maybe / No	Maybe		Yes		No		No		Maybe		Yes	
Damper Supplement	Yes / Maybe / No	Yes		Yes		No		No		Yes		Yes	
Vibration Performance	Easier to meet vibration requirements is better (Should)	Moderate		Moderate		Moderate		Moderate		Difficult		Difficult	
Foundation Impacts	Less is better (Should)	Moderate		Less		Moderate		Moderate		Moderate		Less	
Building Drift	Less is better (Should)	Moderate		Most		Least		Least		Moderate		Most	
Structural Sandwich Depth	Less is better (Should)	Moderate		Most		Moderate		Moderate		Most		Most	
Future Structure Modification Flexibility (Coring & Strengthening)	More is better (Should)	Most		Most		Most		Most		Moderate		Moderate	
Architectural Layout Flexibility (Curtain & Future)	More is better (Should)	Moderate		Most		Least		Least		Moderate		Most	
Environmental Impact: Carbon	Less is better (Should)	Less		Less		Less		Less		Least		Less	
Logistics Requirements: Lay down Req. Site	Less is better (Should)	Least		Least		Least		Moderate		Least		Least	
Production Speed	Faster is better (Should)	Fast		Fast		Moderate		Moderate		Fast		Fast	
Lead Time	Less is better (Should)	None		None		None		Moderate		None		None	

Changing Production Tracking Platforms

Excel



Assemble



OpenSpace



Takeaways



Key Takeaways



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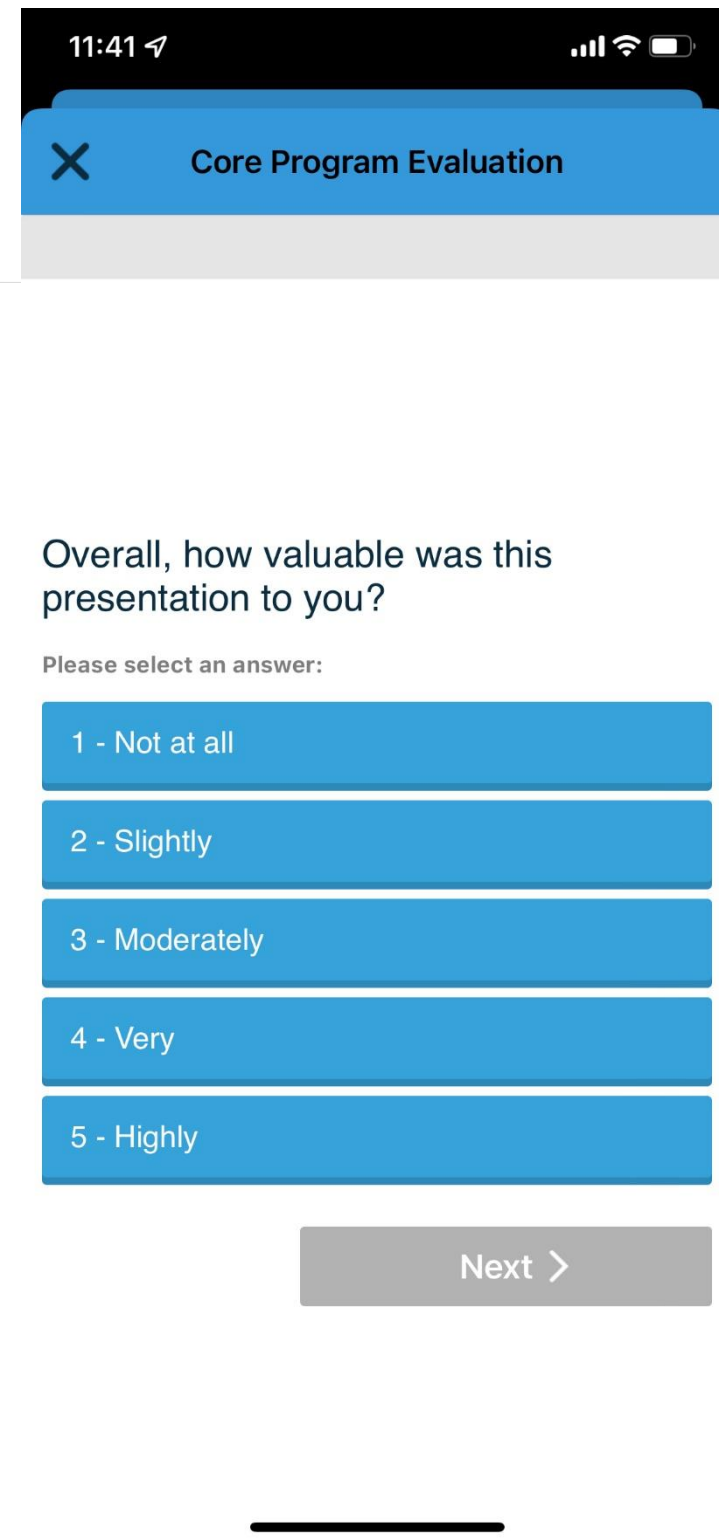
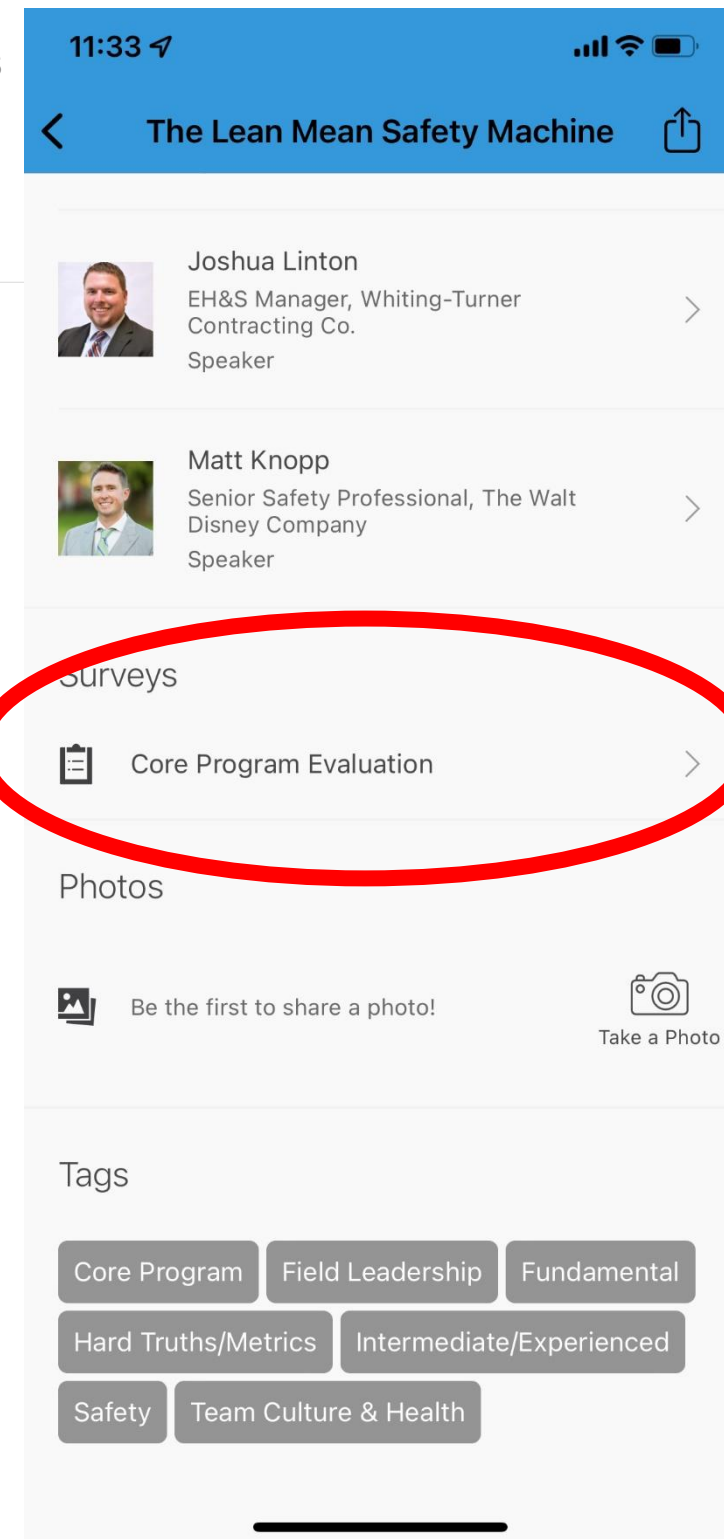
dhagan@devenneygroup.com

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1. Find the session under “schedule”
2. Click on it then scroll down
3. Click “core program evaluation”
4. Complete the 5-question evaluation

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





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.

