

25TH ANNUAL



25TH LCI CONGRESS
OCTOBER 24-27, 2023

Ladies & Gentlemen, Restart your Engines

Aaron Zeligman, Eric Ubersax & Jason Light

25 YEARS OF LEARNING: SUPERCHARGE YOUR LEAN JOURNEY IN THE MOTOR CITY

October 26, 2023

Intro & Background



**AARON
ZELIGMAN**

Sr. Project Executive
Banner Health



**ERIC
UBERSAX**

Executive Director
Devenney Group, LTD



**JASON
LIGHT**

Project Executive
Okland Construction

Problem Statement (Required Slide)

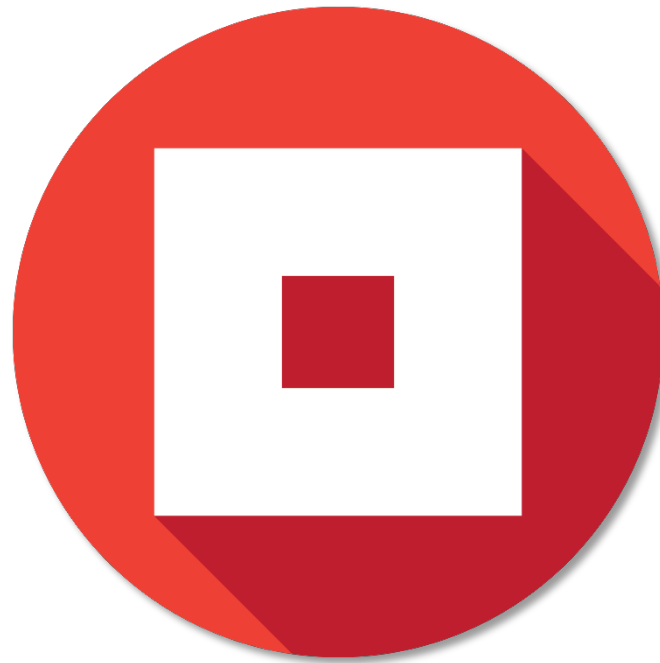
How does a high performing team navigate a delayed start of a project after 2-years of inactivity?



What Happened?



Keep

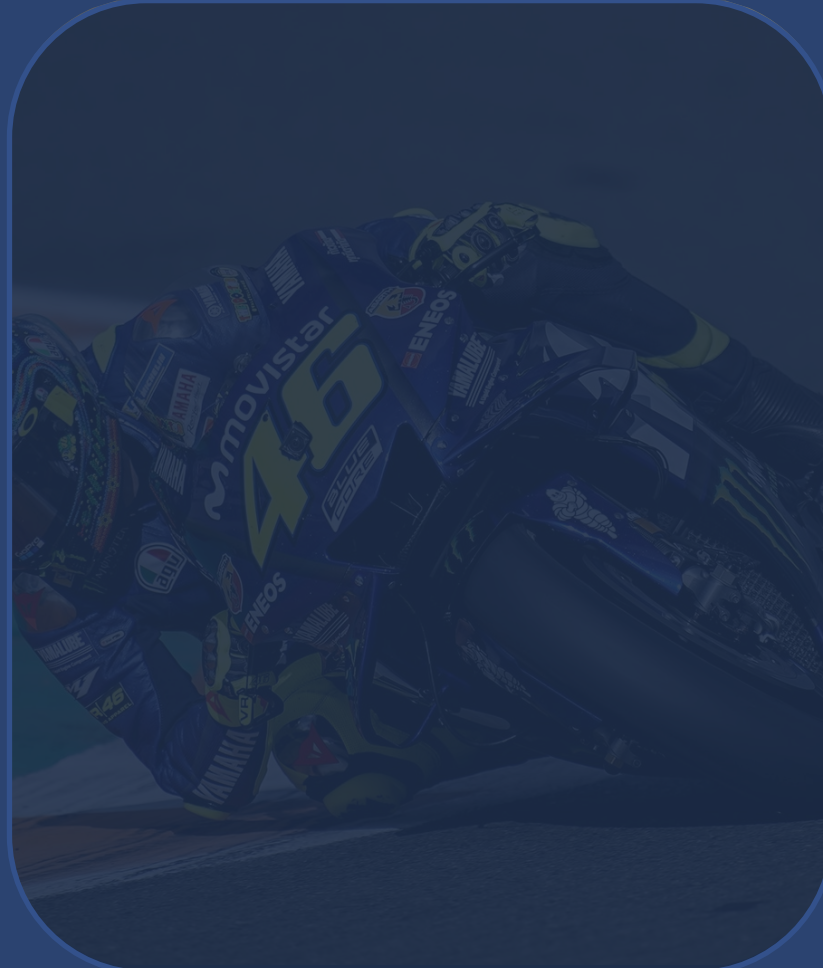


Stop



Start

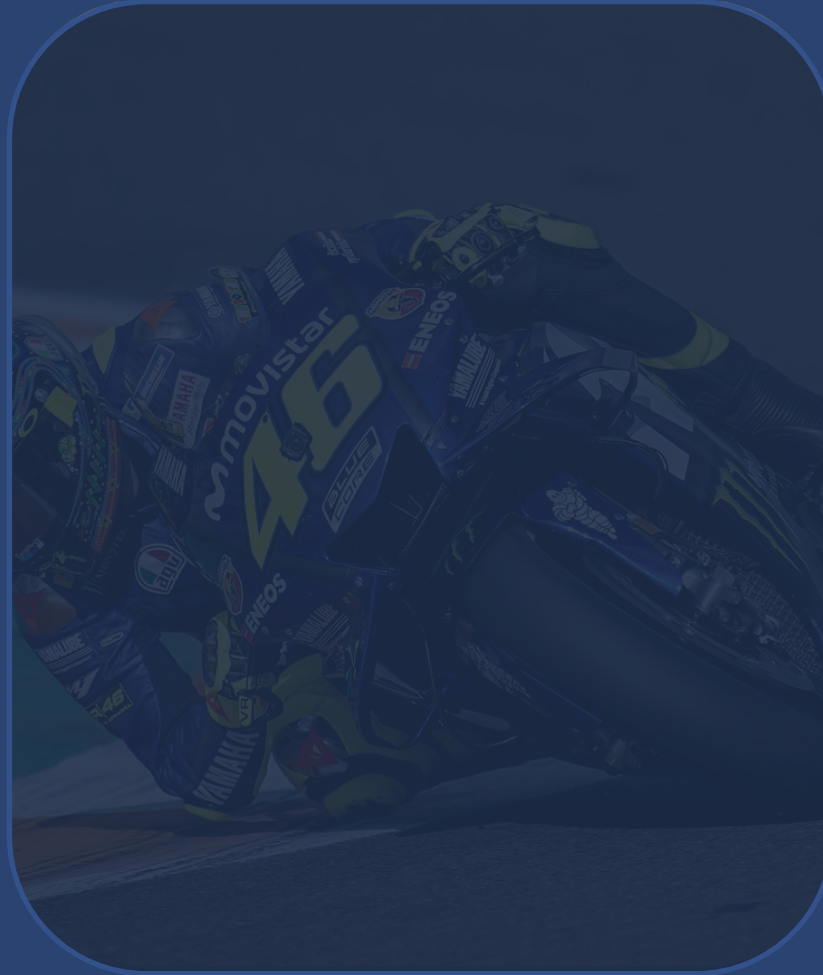
Why Are We Here? What Are We Hoping to Accomplish?



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What it is? What it do?



What the Project Was...(Awesome!)



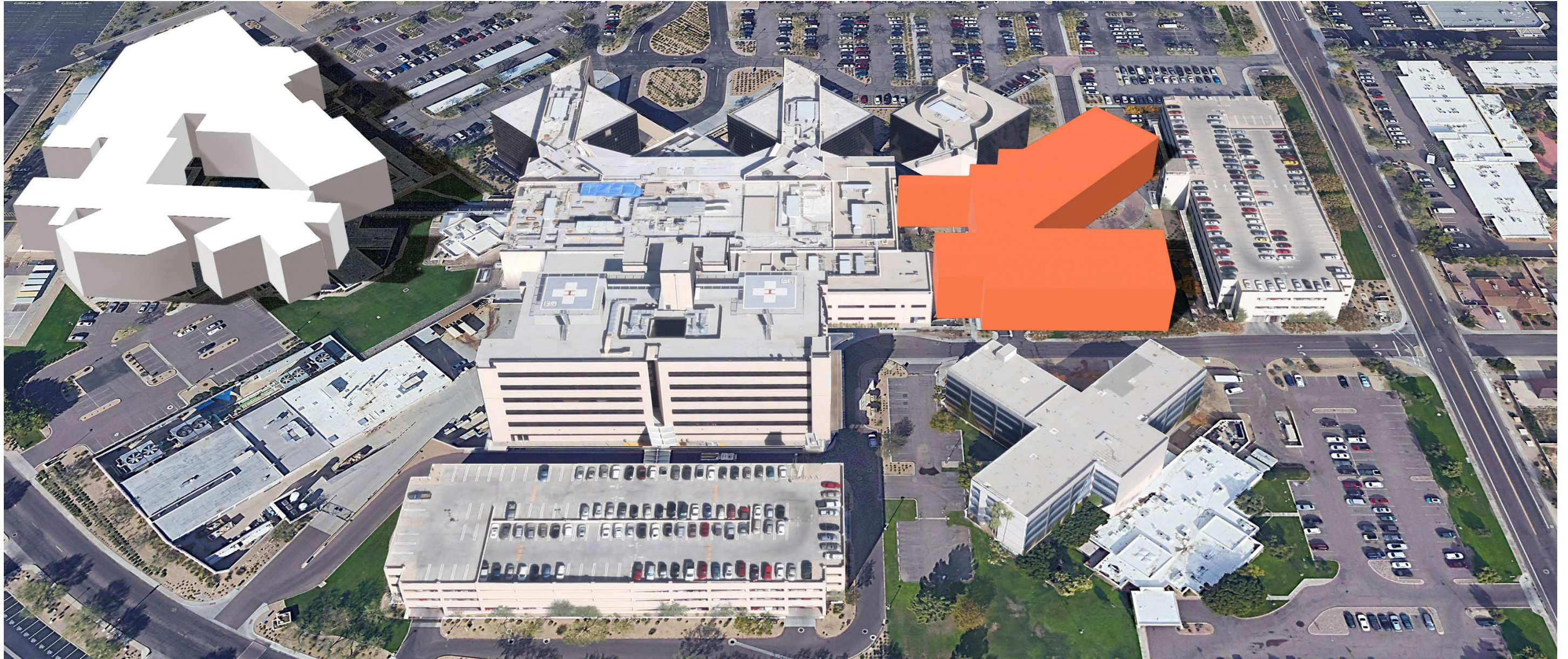
220K Square Foot Expansion
167K Square Foot Build-Out
43K Square Foot Renovation

**Designed 100% Remotely at the
Onset of COVID**

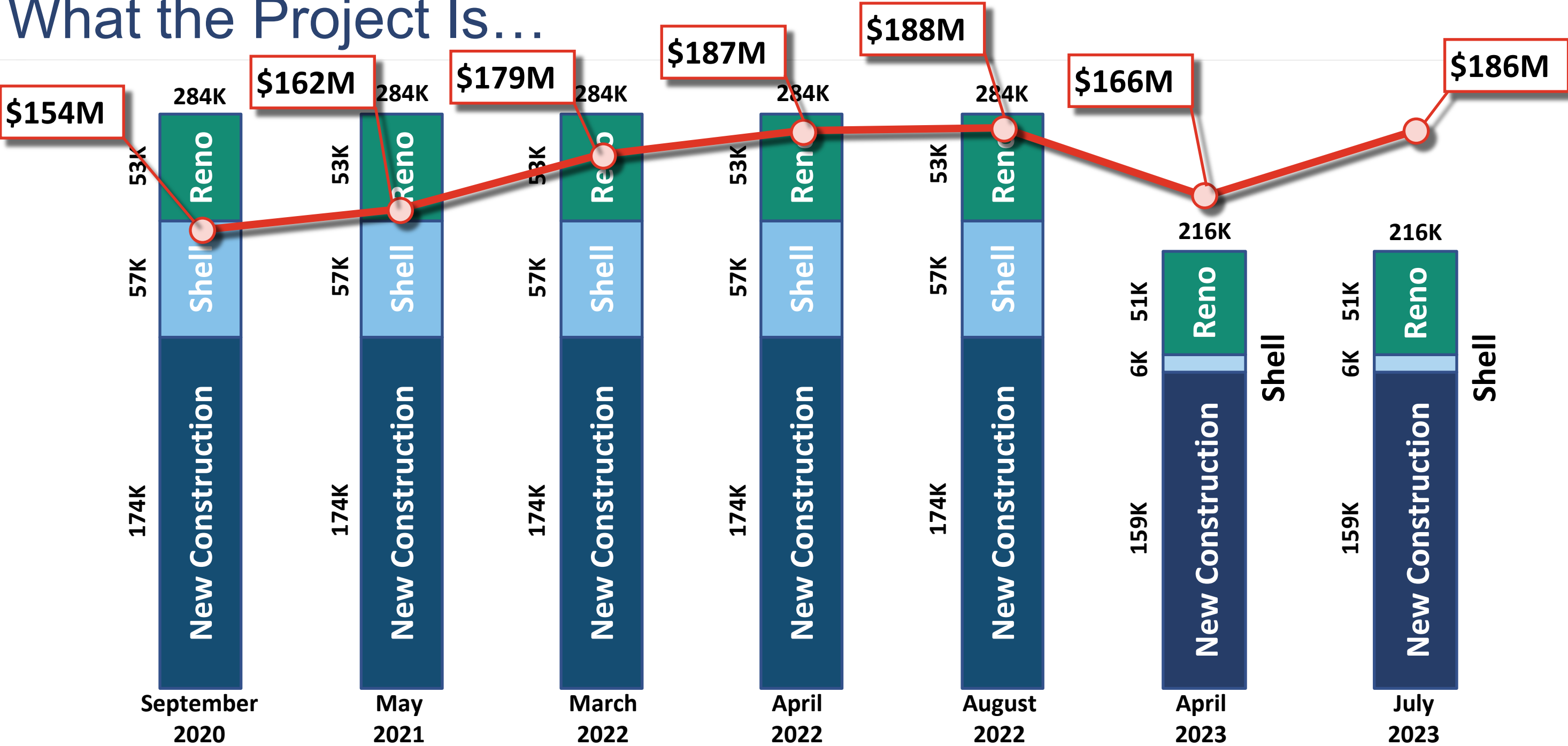
High Performing Team
Achieved all Major Goals
Stopped at Completion of CDs



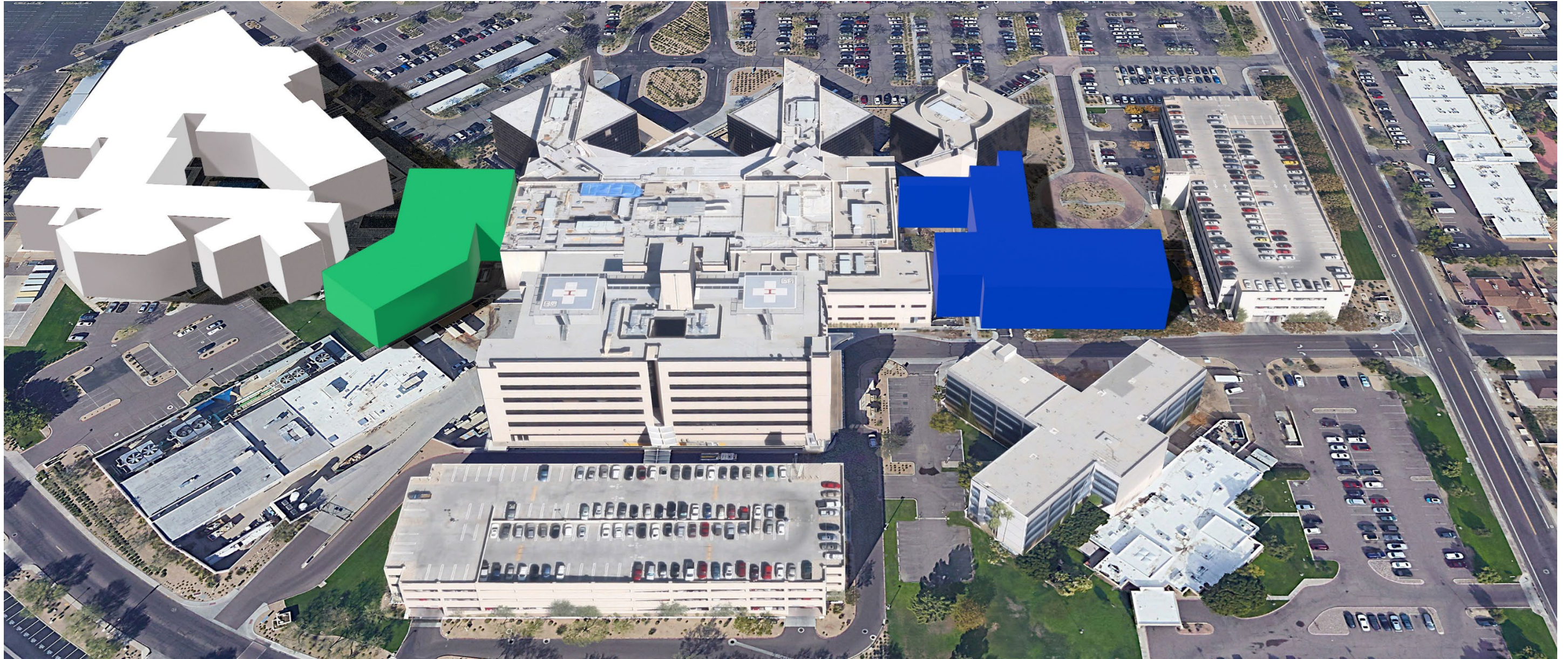
What the Project Was...(Awesome)



What the Project Is...



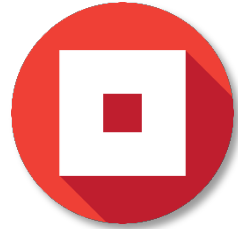
What the Project Is...(Still Awesome?)



Are We in Agreement?



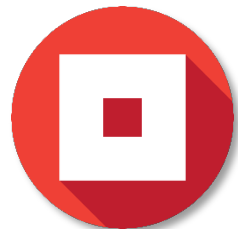
Terms: What it Was...



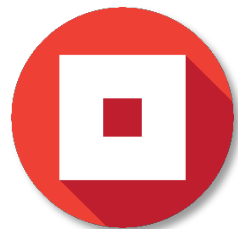
Separate B101 & A133 Contracts



Language Encouraging IPD Behaviors



Separate Preconstruction, Design & Construction Budgets



No Language for Design Assist Trade & GC Coordination of Design

Terms: What it is...

I **FORM** **FO** **A**
INTEGRATED AGREEMENT

Architect

Allow us to focus on what we are truly passionate about

Contractor

Leave a legacy of less waste as an industry

Owner

Get the most value driven decisions from a collective genius.

Terms: What it is...

HOW?

Architect

We've done it before, and it is our preferred delivery model

Contractor

Have been doing "IPD Lite" for years and excited to take it to the next level

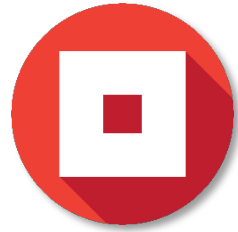
Owner

In our industry, you need to lead, follow or get out of the way

Assembly Required



Team Assembly: What it Was



Select Design Team First, then the Construction Team

Team Assembly: What it Is



Architect, Contractor, and the Owner



Previous Design and Trade Partner Evaluations



Collaborative Team Selection

Trade Input on Design Team Selection and Vice Versa

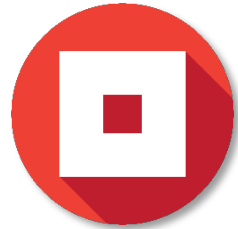


Blur the Lines of Traditional Responsibilities

Design & Processes



Team Culture



100% Virtual



People Sheets (getting to know you)



Vulnerability, Trust, Transparency

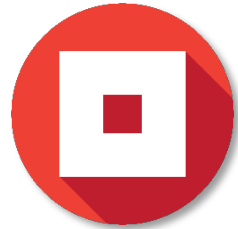


Sharing bread, team celebration



Onboarding

Design



100% Virtual



Evaluation of previous assumptions

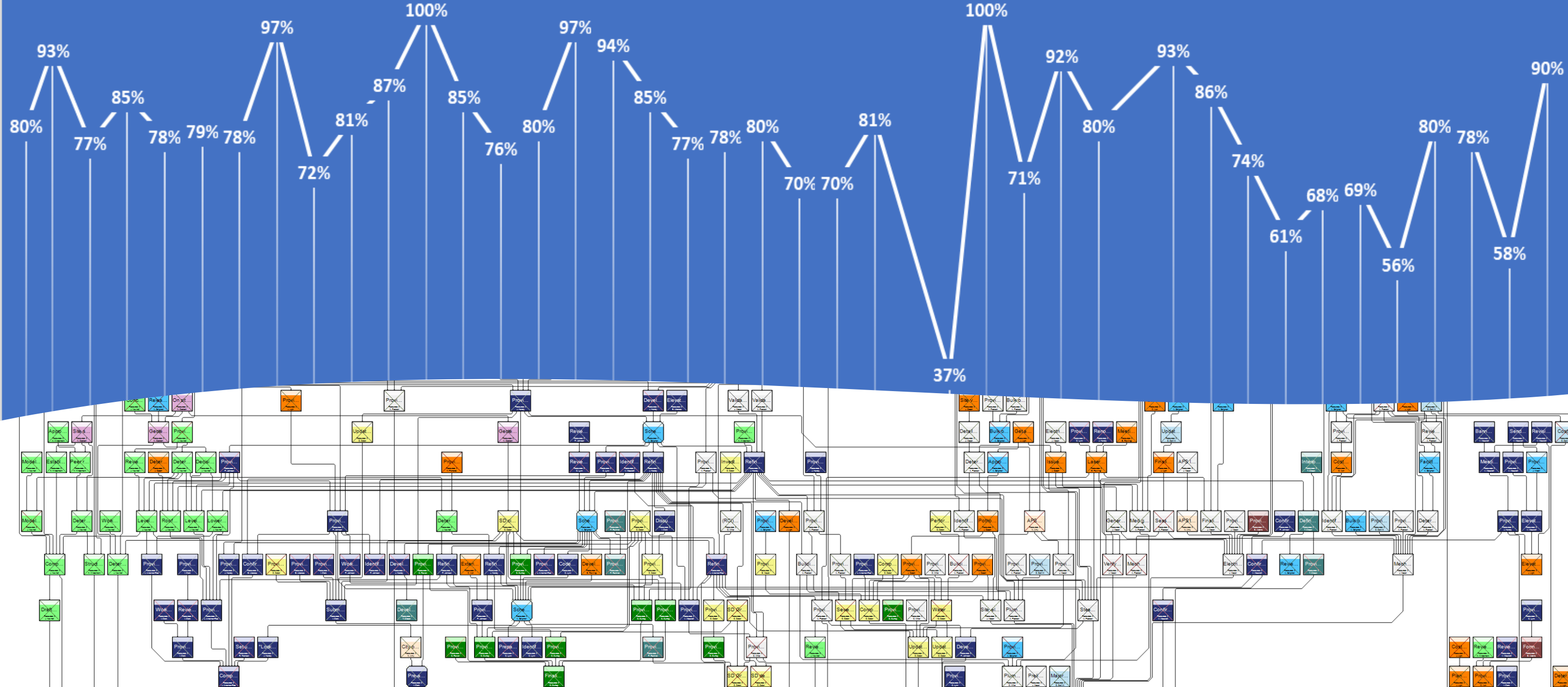


Design for Manufacturing (prefab)



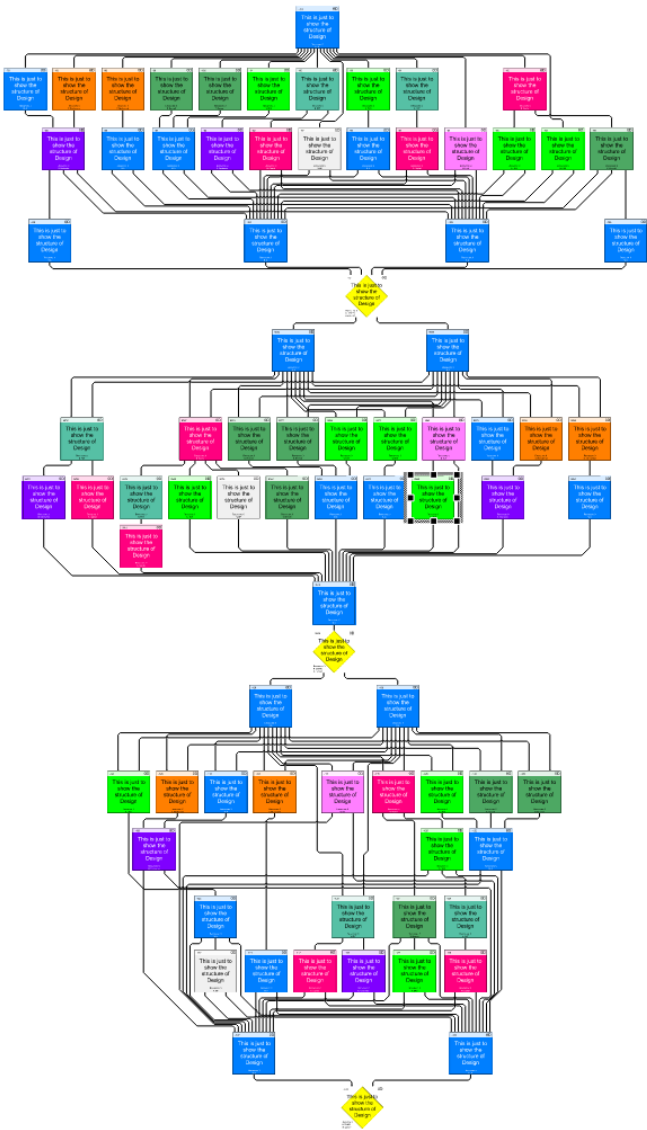
Exposure to up-and-comers and project stakeholders

Design Planning – Last Planner System

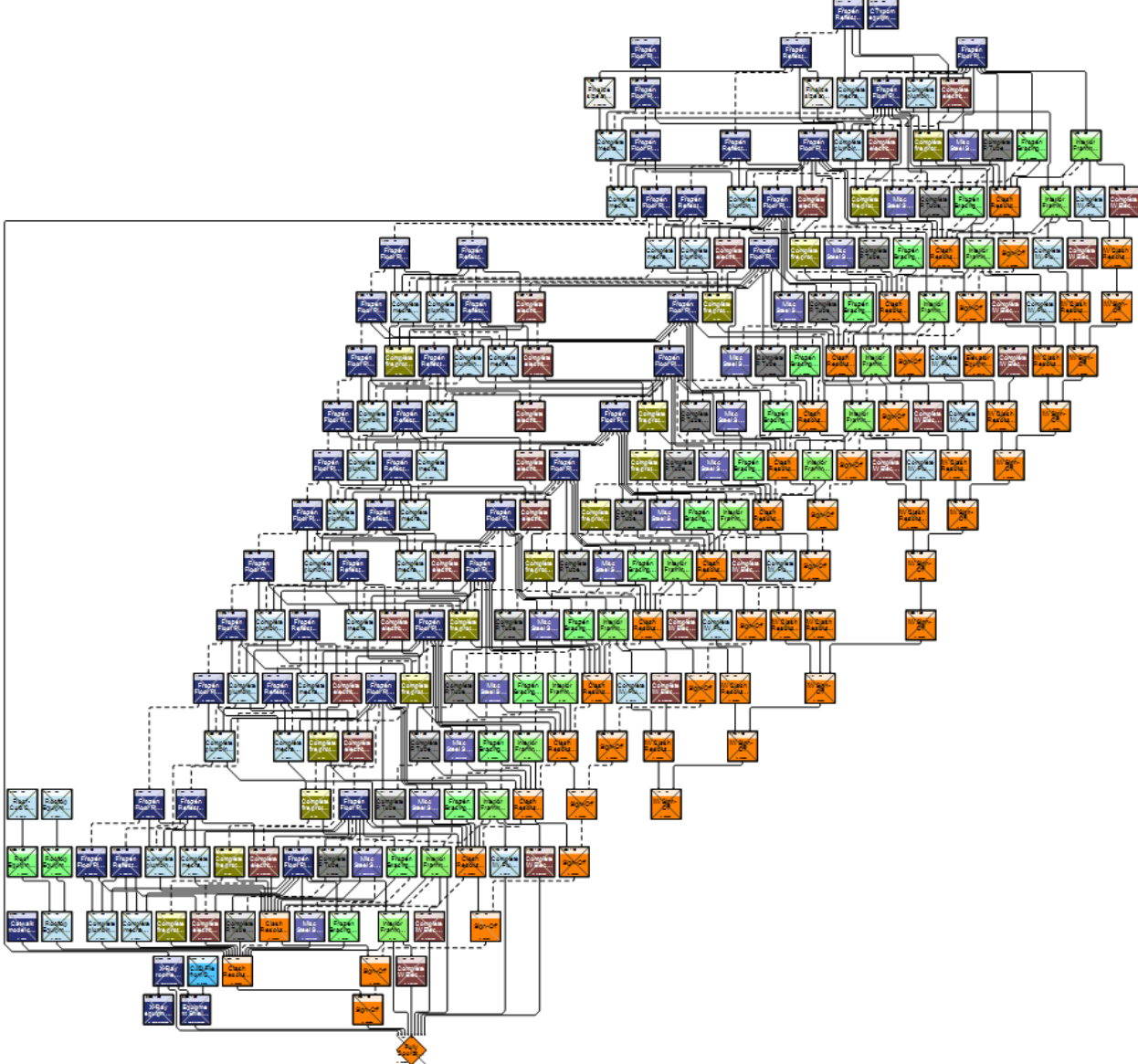


Design Planning – Template the Design Process

Design Document Flow



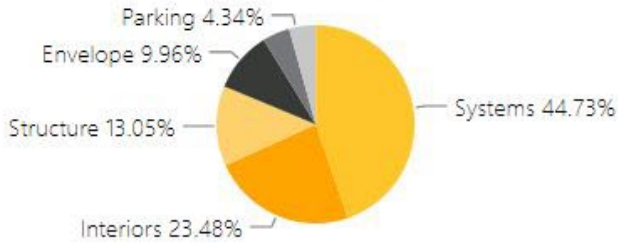
Construction Document Flow



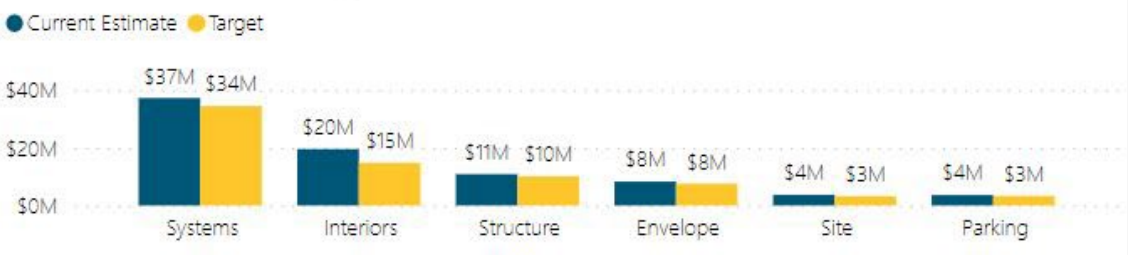
Team Organization and Metrics



Current Estimate Percentages



Current Estimate vs Targets



Design Milestones

Milestone	Required Date	Scheduled Date	Variance
Cost Certainty	9/30/20	9/23/20	-6
Design Development	11/30/20	12/2/20	3
DRB Approval	1/15/21	1/15/21	1

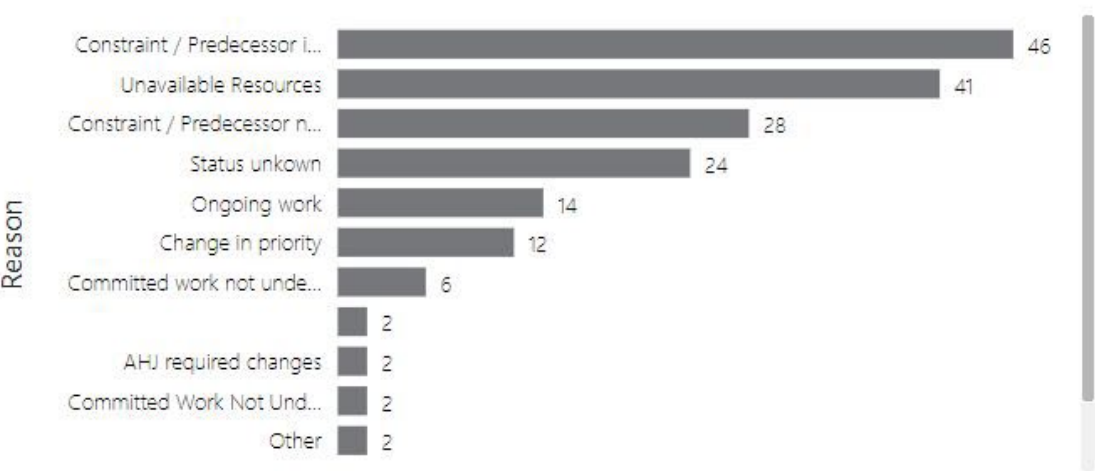
Timeline Slicer



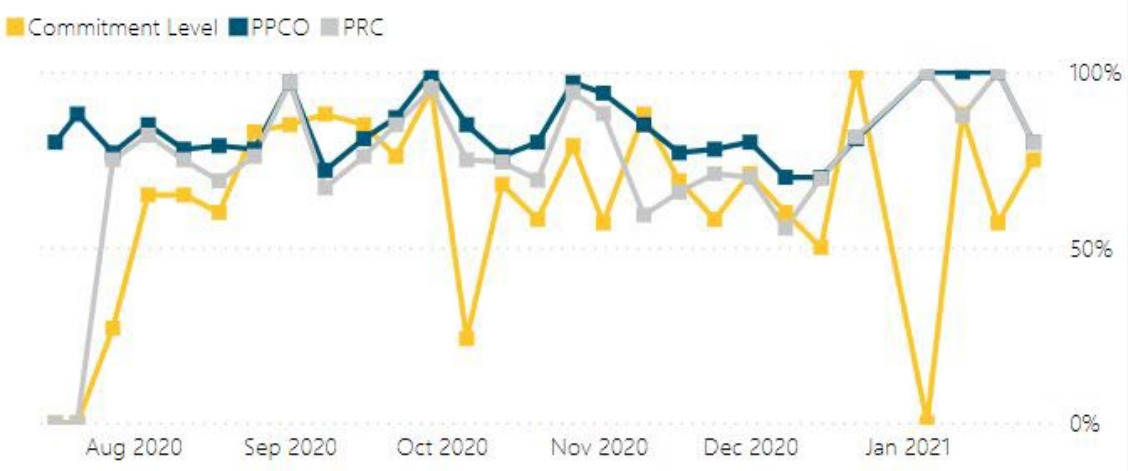
Cost Trend Line



Variances



Commitment Level, PPCO and PRC



Conclusion



How Can You Apply this Tomorrow?

Ask The Questions!

- Did it work well before?
- What has changed?
 - Resources, market, inputs, etc.
- Who/what else is available & are they a better fit?
- Is it worth the change?

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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 25th Annual LCI Congress!