

New York Building Congress | June 30, 2011

Collaborative Project Team

Louis Saksen, AIA, FHF
Vice President Facilities Planning & Development
Parkland Health & Hospital System, Dallas, Texas

PROJECT

APPROACH

TEAM

TOOLS

LESSONS LEARNED

SUCCESSSES

a collaborative project team case study

New Parkland Hospital

- Public Hospital for Dallas County (pop. 2.4M)
- Academic Medical Center, the primary teaching hospital for University of Texas Southwestern Medical School
- A system of 11 Community Oriented Primary Care (COPC) clinics throughout Dallas County
- 968 licensed bed hospital (approx 725 operating beds)
- Level 1 Trauma Center
- Only Burn Unit in North Texas
- Level 3 Neonatal Intensive Care Unit (NNICU)

Parkland Today

266

266,217 on campus
clinic patient visits



12,905
Surgeries



153,717 emergency
department visits

15



15,192
deliveries

154

40

40,117 adult
inpatient
discharges



1,126 NICU
discharges

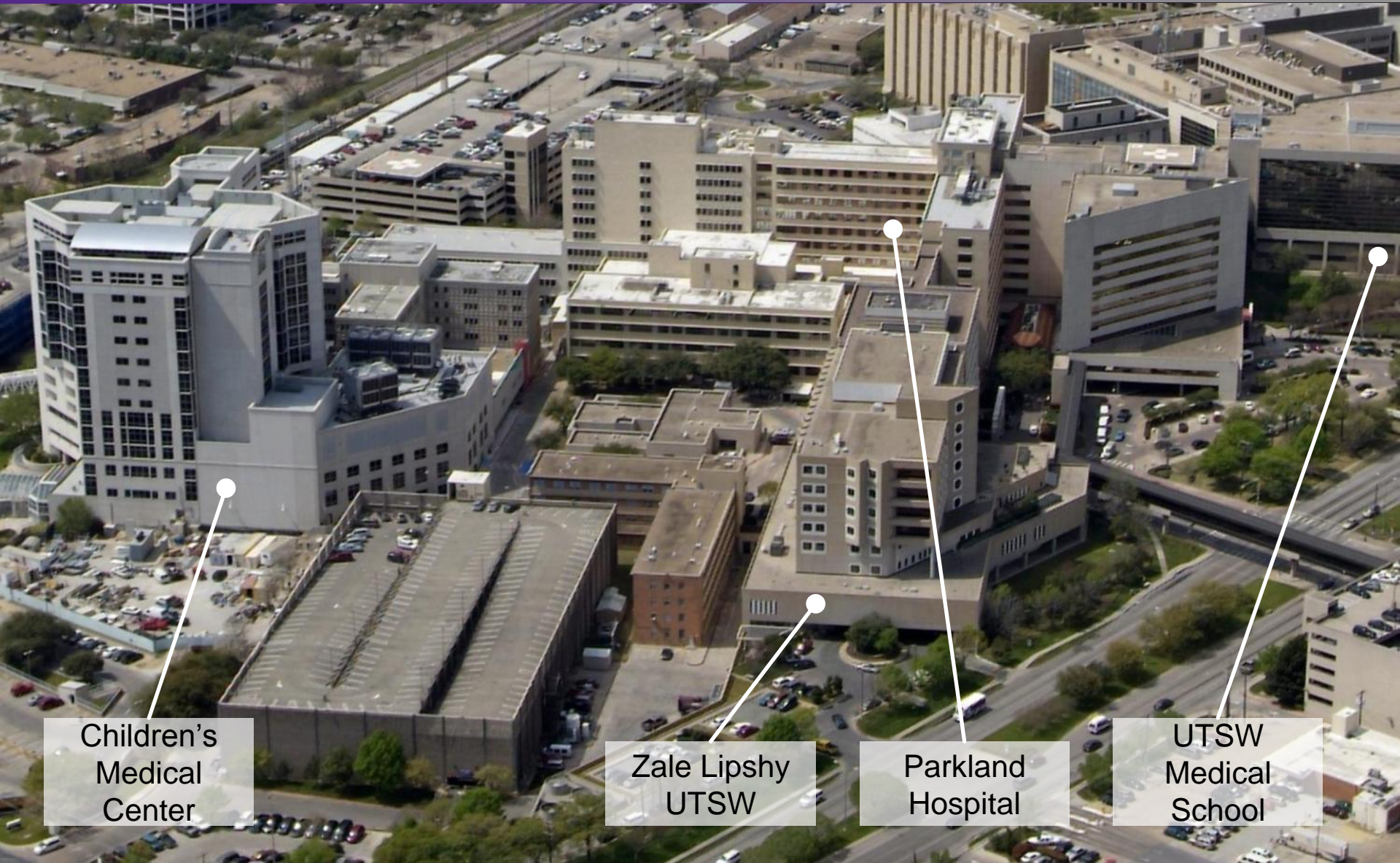
11



Parkland by the Numbers



SOUTHWESTERN MEDICAL DISTRICT



Children's Medical Center

Zale Lipshy UTSW

Parkland Hospital

UTSW Medical School



Parkland



LEGEND

- 1- ACUTE TOWER
- 2- WISH TOWER
- 3- WISH CLINIC
- 4- MEDICAL CLINIC
- 5- PARKING
- 6- ED WALK-IN
- 7- ED AMBULANCE
- 8 - SERVICE/ LOGISTICS
- 9 - DART RAIL STATION
- 10 - CENTRAL PLANT



Podium

Acute Tower

Trauma Tower

WISH Tower

WISH Clinic

Med/Surg Clinic

Parking





82%

11/04/08 - County Bond Election



Parkland

A background image showing a desk with a map or architectural drawing, a pen, and a highlighter. The map has various colored lines (purple, green, red) and some text. The overall scene is slightly blurred, focusing on the foreground elements.

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New Parkland Hospital



Parkland



Collaborative Project Delivery Model



Parkland



“Maintain the alignment of the **Program Goals** and **Project Design Mission** with the **Mission of Parkland Health and Hospital System**”

Our Approach to Program Delivery



Parkland



Program Team Co-location Office



Parkland

Parkland Project Delivery Team Covenant

Created July 16, 2009 with Ann McGee-Cooper and Associates, Inc.

Decision-making and Problem Solving

- We consider what is best for the patient to guide our decision-making.
- We make decisions and create solutions for what is best for the team, not just ourselves, and can be endorsed by all.
- We enjoy the energy of ideas and the satisfaction that comes when the team has ownership and creates the solution.
- We seek win-win solutions.
- We identify and mitigate risk.

Honesty and Trust

- We share honestly our own thoughts and ideas.
- We trust all members of the team.
- We deliver on our promises.

Listening and Communication

- We listen to all thoughts and ideas.
- We listen and ask clarifying questions to understand and validate concerns. We don't assume we know what others mean.
- We listen with both ears and both eyes.
- We communicate freely, openly, concisely.

Conflict Resolution

- We know that there will be problems; our measure of success is how we resolve them.
- We assume goodwill and that everyone is a reasonable and rational person.
- We own our individual parts of any conflict.
- We persevere through challenges and changes.
- We communicate concerns early to allow time for proper reaction.
- We relinquish ego for the betterment of the team.
- We acknowledge something positive before identifying a problem/challenge.
- We respectfully confront rather than stew on something.

Life/Work Balance

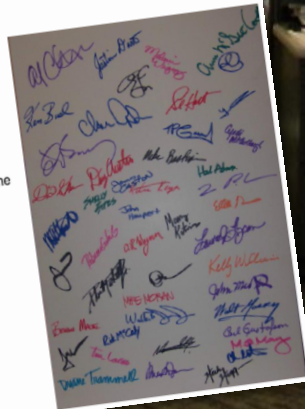
- We maintain perspective and balance, making time for self and family.
- We have fun and celebrate successes along the way.
- We don't forget the humanity.

Innovation

- We challenge ourselves and others to stretch and creatively think "outside the box."

Positive Attitude, Public Relations, and Success

- We are highly dedicated to the project.
- We work in the spirit of "we will," not "I can't" and never "we won't."
- We enjoy positive humor and eliminate "sniping."
- We measure success on a team scale.
- We all help tell the story.



Co-location + Covenant



Parkland



Co-location + Covenant



Parkland



Parkland



Parkland

Gettin' to know y'all




OUR FOUR DIFFERENT SELVES



© 1987-2002 The Fast Herrmann Group

(that's Texan for understanding your team)



*By our actions, we will
define the standards of
excellence for public
academic health
systems.*

Establish Quality Expectations

PROJECT

APPROACH

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LESSONS LEARNED

SUCCESSSES



a collaborative project team case study

New Parkland Hospital



Parkland

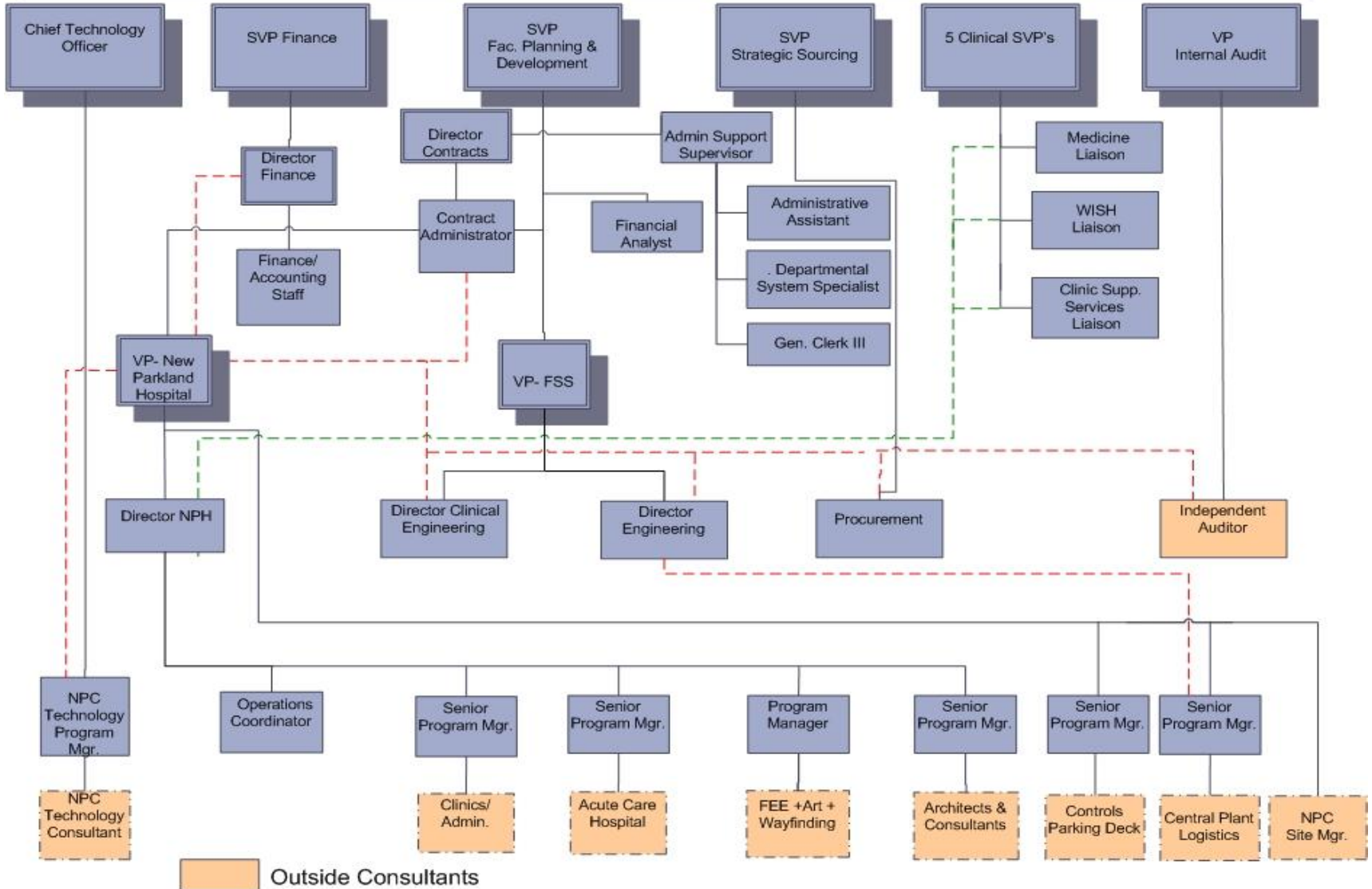
Hybrid Management Model

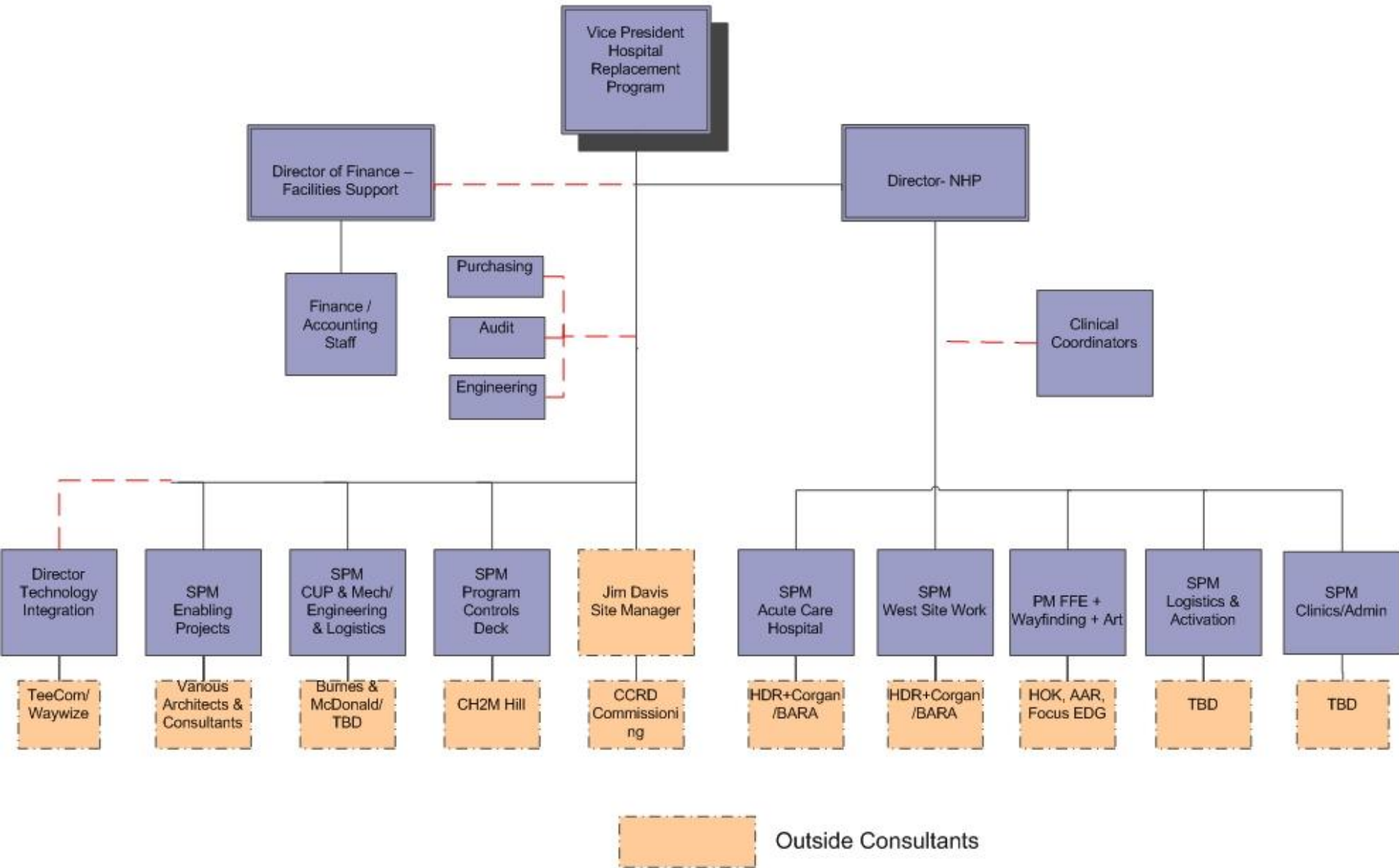
Leveraging internal strengths with related external consultants in order to maximize resource utilization by incorporating best practices including:

- Multiple levels of checks and balances through a comprehensive program controls manual
- Multiple peer reviews
- Independent audit from outset to closeout
- Matrix management to insure continuity of budget and schedule control
- Weekly executive oversight
- Thorough Board scrutiny

Parkland Board of Managers

New Parkland Campus Executive Steering Team





900+



Our Team



C R I + I G E N



Major Consultants



30.5% Goods & Services

District Goals 25%



35.6% Construction Services

District Goals 30%



Ten Eyck

MESA



M/WBE Consultants



Patient & Family Advisory Committee



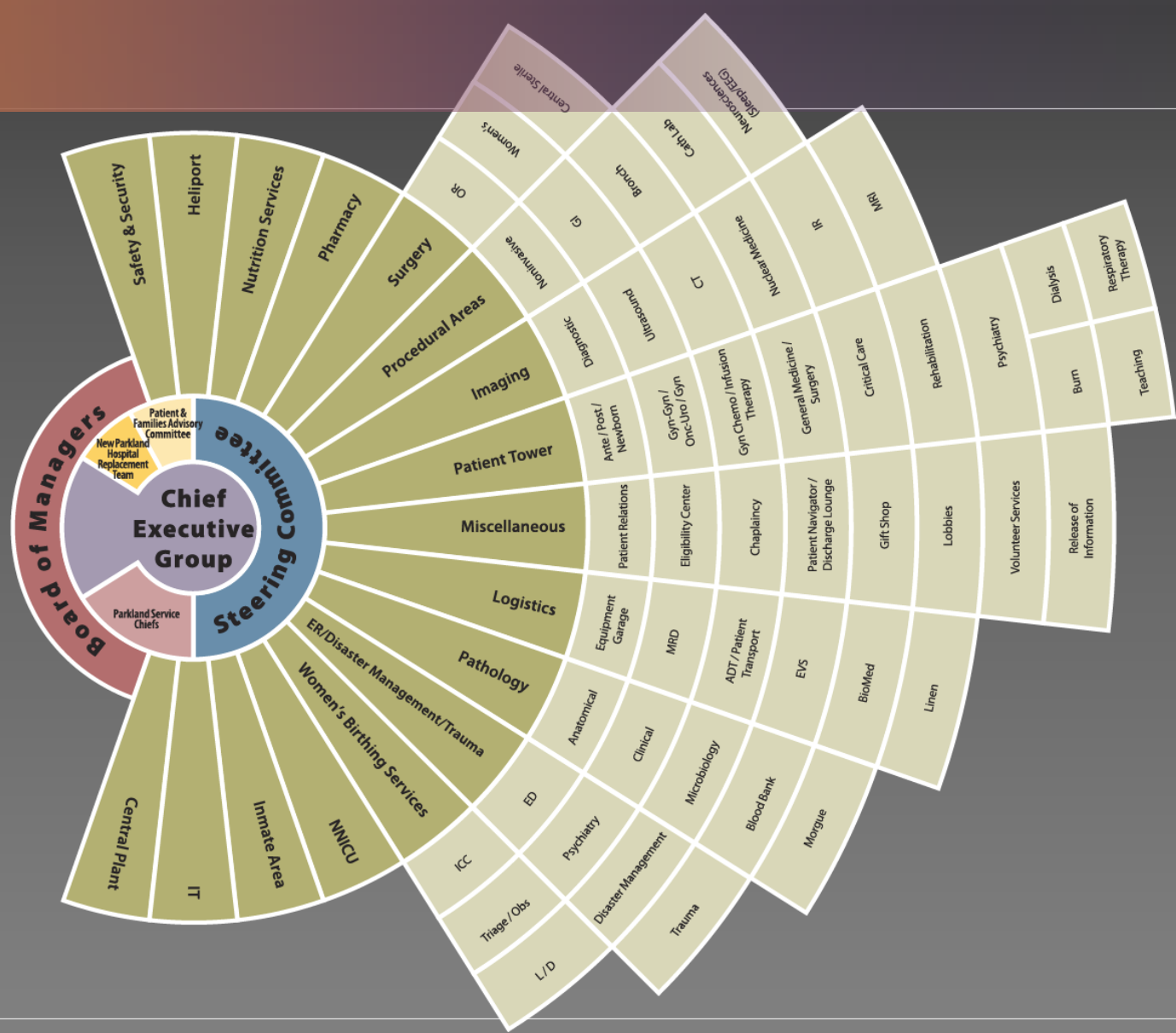
- Debra Levin**
*President and CEO
 The Center for Health Design*
- Daniel J. Miesle**
*Director of Facility Planning & Development
 UK HealthCare
 University of Kentucky*
- Carolyn Rhee**
*CEO
 Olive View-UCLA Medical Center and
 ValleyCare Network*
- Blair L. Sadler, JD**
*President Emeritus
 Rady Children's Hospital and Health Center*
- Kathy A. Swanson**
*President
 Winnie Palmer Hospital for Women & Babies*
- Ellen Taylor, AIA, MBA, EDAC**
*Research Consultant
 The Center for Health Design*
- Frank Zilm, D.Arch, FAIA, FACHA**
*President
 Frank Zilm & Associates, Inc.*
- David Allison, AIA, ACHA**
*Professor
 Director of Graduate Studies
 Architecture + Health
 Clemson University*
- Peter Bardwell, FAIA, FACHA**
*Principal
 BARDWELL+associates*
- Rosalyn Cama, FASID, EDAC**
*President
 Cama Incorporated*
- Skip Gregory, NCARB**
*Bureau Chief
 Office of Plans and Construction
 Agency for Healthcare Administration*
- Cheryl L. Herbert, RN, MBA, FACHE, EDAC**
*President
 Dublin Methodist Hospital*
- Amy Keller, M.Arch, EDAC**
*Research Associate / Pebble Design Strategist
 The Center for Health Design*

Peer Review Campus Master Plan

Facilities Development Advisory Committee

- Gil Andres - Andres Construction, Chair
- Larry Goode, FAIA - Goode, Fulton & Farrell
- Bob Zollars, PE - Huitt-Zollars
- Jim Williams - LandPlan Development Co.
- Lewis McMahon - former VP Facilities with Texas Instruments

- Team One
- Team Two
- Team Three
- Team Four
- Team Five
- Team Six
- Team Seven



Decision "Necklace"

PROJECT

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TEAM

TOOLS

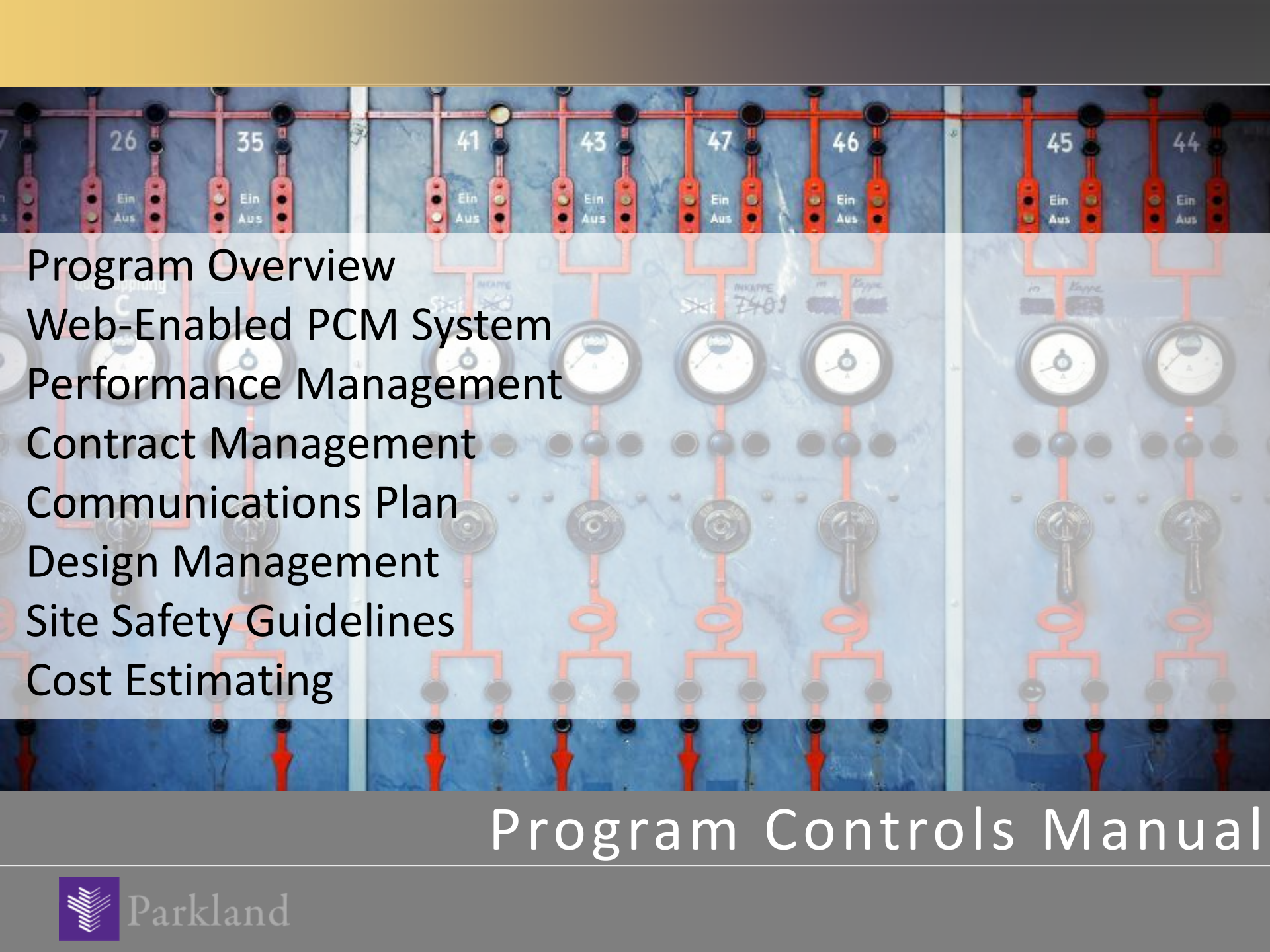
LESSONS LEARNED

SUCCESSSES



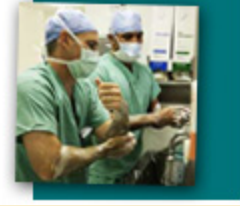
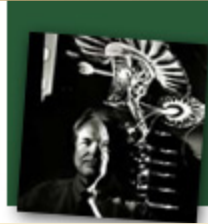
a collaborative project team case study

New Parkland Hospital



Program Overview
Web-Enabled PCM System
Performance Management
Contract Management
Communications Plan
Design Management
Site Safety Guidelines
Cost Estimating

Program Controls Manual



Projects ▾ Collaboration ▾ Events ▾ Site-Aid ▾

7558: New Parkland Hospital And WISH Clinic Core & Shell

Period: 2010 January
As of: 25 Dec 09

Program Control Management System

Program Collaboration

Dashboard and Program Performance Metrics

PCM Training

PCM System Availability

| | CUMULATIVE COST TO DATE | | | | | FINAL COST | | | PERFORMANCE INDICATORS | |
|--|-------------------------|--------------|-------------|-------------------|---------------|----------------|------------------------|------------------------|------------------------|-----|
| | Planned Value | Earned Value | Actual Cost | Schedule Variance | Cost Variance | Current Budget | Estimate at Completion | Variance at Completion | SPI | CPI |
| Total | \$94,015K | \$94,015K | \$0 | -\$173M | \$94,015K | \$1,069M | \$1,071M | -\$1,546K | 0.35 | 0 |
| NPH - Administration | \$85,839K | \$85,839K | \$0 | -\$176M | \$85,839K | \$265M | \$266M | -\$1,546K | 0.33 | 0 |
| New Parkland Hospital - Administration | \$260M | \$84,068K | \$0 | -\$176M | \$84,068K | \$263M | \$265M | -\$1,546K | 0.32 | 0 |
| New Activity | \$1,771K | \$1,771K | \$0 | \$0 | \$1,771K | \$1,771K | \$1,771K | \$0 | 1 | 0 |
| NPH - Design | \$5,122K | \$7,678K | \$0 | \$2,557K | \$7,678K | \$37,084K | \$37,084K | \$0 | 1.5 | 0 |
| Construction Administration | \$0 | \$0 | \$0 | \$0 | \$0 | \$2,952K | \$2,952K | \$0 | 0 | 0 |
| Close Out Services | \$0 | \$0 | \$0 | \$0 | \$0 | \$77,691 | \$77,691 | \$0 | 0 | 0 |

Web-Enabled PCM System



New Parkland Campus



Program Management

- Citrix
- Encompass
- General Program Documents
- Program Controls System

Projects

- 17558-New Parkland Hospital
- 17650-Administration Office Building
- 17651-Site Demolitions
- 17652-Relocations and Renovations
- 17653-Campus Site and Infrastructure Improvements
- 17654-Clinics
- 17707-Central Utility Plant
- 17708-Parking
- 17716-Program Management

Collaboration

- BARA
- CH2M
- GBA
- HDR+Corgan
- Parkland
- REVIT/BIM FTP
- Risk Register

Events

- Parkland Campus Calendar

Site-Aid

- BARA's Building Parkland Website
- Contacts
- Help Desk
- New Parkland Website
- Parkland GroupWise WebAccess

Announcements

| Title | Modified |
|---|--------------------------------------|
| <p>MWBE Folder Now Available</p> <p>MWBE Folders are now available in Projects > Program Management Site > Shared Document Library. Look under the MWBE Folder.</p> | 3/23/2010 10:07 AM |
| <p>Timeline for events to troubleshoot the Parkland Cityville network issue</p> <p>Program Controls Procedures Manual</p> <p>Approved Sections of the Program Controls Procedures Manual are available for New Parkland Campus Program team members. Sections 1, 2, 5, 6, 7, and 8 are published under the Projects Program Management Site Shared Document Library.</p> | 3/2/2010 3:00 PM 3/2/2010 2:58 PM |
| <p>Electronic Document Naming Convention</p> <p>One page document describing the New Parkland Campus Program electronic file naming convention is available on the Help Desk. The following Parkland Project Numbers have been assigned for use.</p> <p>17558- New Parkland Hospital 17650 - Administrative Office Building 17651 - Site Demolition Projects 17652 - Renovations and Relocations 17653 - Site and Infrastructure Improvements (Campus Masterplan and Site Development) 17654 - Clinics (Medical Surgical and Wish Clinic) 17707 - Central Utility Plant</p> | 3/2/2010 2:55 PM |

Web Based Program Collaboration



The background of the slide features a close-up, shallow depth-of-field photograph of several network cables. In the foreground, a blue Ethernet cable with a RJ45 connector is prominent, along with a white Ethernet cable. Other cables in yellow, orange, and white are visible in the background, creating a sense of a busy network environment. The overall color palette is soft and professional, with greens and yellows in the background.

Align Project Management System with Financial
System
Automated Data Exchange
Electronic Invoicing & Approval

Systems Integration



PROJECT

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TOOLS

LESSONS LEARNED

SUCSESSES

a collaborative project team case study

New Parkland Hospital



Parkland



CELEBRATE!

CELEBRATE!

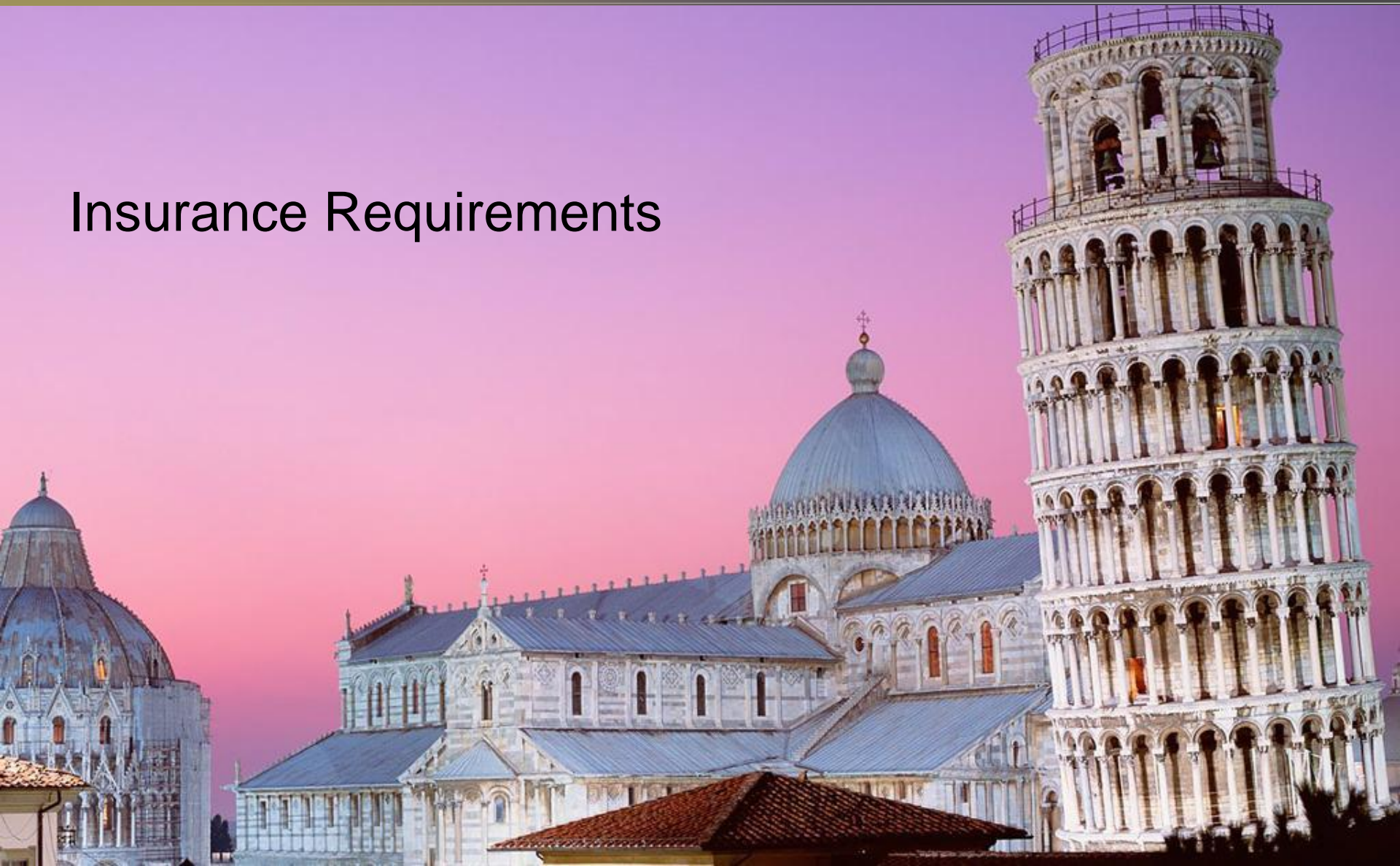
CELEBRATE!

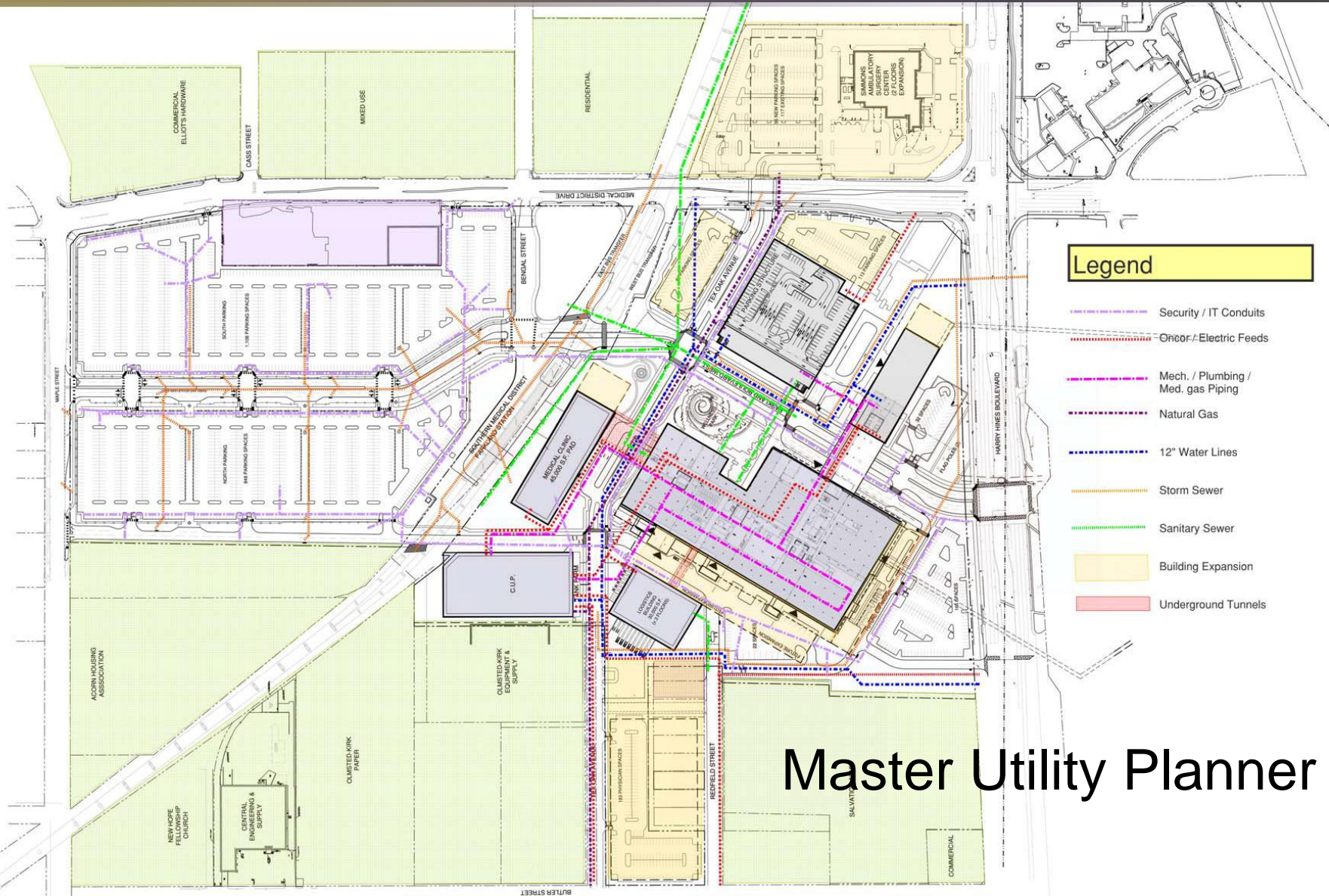
EVERYTHING!

IT Requirements



Insurance Requirements





Legend

- Security / IT Conduits
- On-site / Electric Feeds
- Mech. / Plumbing / Med. gas Piping
- Natural Gas
- 12" Water Lines
- Storm Sewer
- Sanitary Sewer
- Building Expansion
- Underground Tunnels

Master Utility Planner



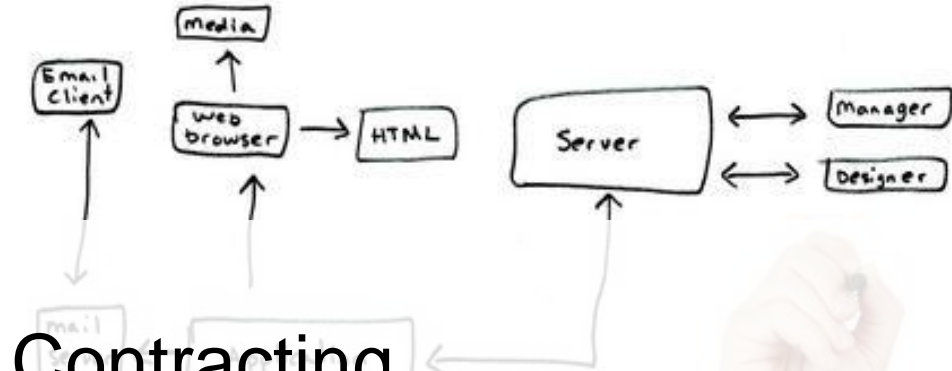
Logistics and Permitting



Parkland



Procurement Strategy



Contracting
Procurement
Change Management
Invoicing
Document Management
Scheduling





Example: Future On-stage Corridor

Example: Future Off-stage Area

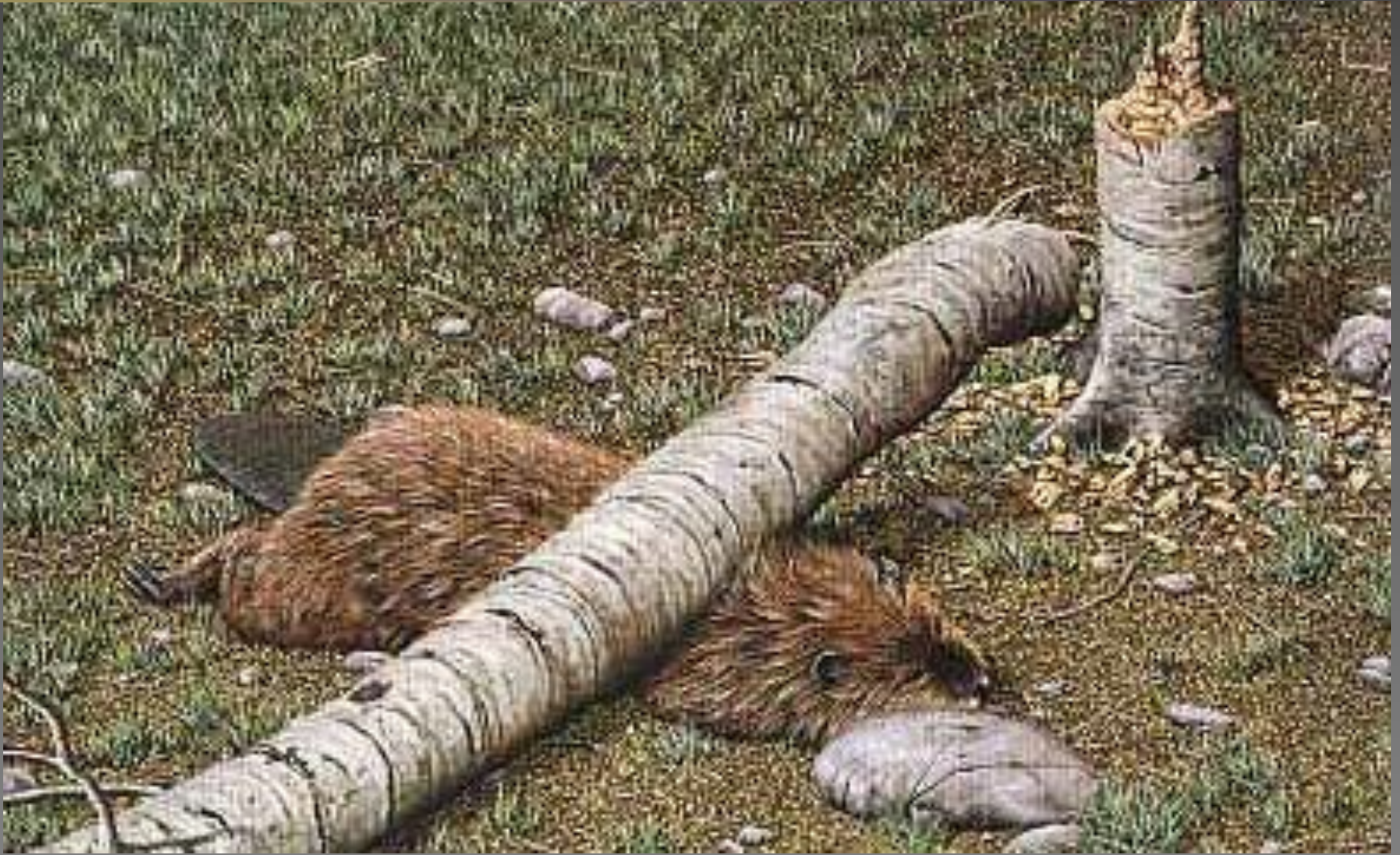


Current Corridor



Parkland

Maintain Guiding Principles



Work / Life Balance

PROJECT

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a collaborative project team case study

New Parkland Hospital



Design Development Narrative

The *New* Parkland Hospital  Parkland

Parkland Health & Hospital System
Dallas TX

August 23, 2010

HDR+Corgan:
Project Number 450029 110984

Parkland Health & Hospital System:
Hospital - Project Number 17558
Campus Site & Infrastructure Improvements - Project Number 17653



Executive Steering Committee

Parkland Leadership Dedicated to the Program - Weekly Meetings

New Parkland Campus Program Management Team

Dedicated Program Management Team (New Hires – Top Talent)!

Dedicated Finance Team with AP Capabilities

Dedicated Clinical Team – Clinical Liaisons

Dedicated Logistics Planning Team

Dedicated Transition Planning Team

Dedicated Technology Integration Manager

Dedicated Procurement Manager

Dedicated Audit Team

Dedicated FF & E Manager

Parkland Staff Augmentation

Program Controls - Critigen / Foster CM / APEX

Owner's Consultants

SWIFT and TIGER Teams - Solve Problems....Move on!

New Parkland Campus

NPC Revised Budgets - June 13, 2011

| Project Cost Items | Subtotal Project Costs (All Projects) | Site Demolitions Phase 1 #17651 | | Site Demolitions Phase 2 #TBD | | Relocations & Renovations #17652 | | Sitework (East of Dart) #17653 | | Sitework (West of Dart) #17727 | | Central Utility Plant #17707 | | Parking Structure #17708 | | Acute Care Hospital + WISH Tower #17558 | | WISH Clinic & Admin. Offices Core & Shell #17728 | |
|---|---------------------------------------|---------------------------------|--------------|-------------------------------|------------|----------------------------------|--------------|--------------------------------|----------------|--------------------------------|-------------|------------------------------|----------------|--------------------------|--------------|---|-----------------|--|--------------|
| | | Amount | +, (-) | Amount | +, (-) | Amount | +, (-) | Amount | +, (-) | Amount | +, (-) | Amount | +, (-) | Amount | +, (-) | Amount | +, (-) | Amount | +, (-) |
| Footnote: | 3,489,342 GSF | NA | | NA | | NA | | 19 Acres | | 40 Acres | | 90,000 GSF \$815/SF | | 823,473 GSF \$12,000/Car | | 1,866,112 GSF \$338/SF | | 135,000 GSF \$140/SF | |
| Construction | \$ 787,936,262 | \$ 1,384,896 | \$ (251,329) | \$ 251,329 | \$ 251,329 | \$ 3,523,107 | \$ (45,338) | \$ 6,229,987 | \$ (732,550) | \$ 27,079,335 | \$ - | \$ 67,822,830 | \$ (83,951) | \$ 23,863,932 | \$ - | \$ 634,303,360 | \$ - | \$ 23,477,486 | \$ - |
| Owners Cost | \$ 17,664,155 | \$ 172,700 | \$ (35,000) | \$ 35,000 | \$ 35,000 | \$ 266,528 | \$ (24,652) | \$ 93,298 | \$ - | \$ 3,151,000 | \$ - | \$ 1,720,100 | \$ 83,951 | \$ 915,529 | \$ - | \$ 10,910,000 | \$ 2,000,000 | \$ 400,000 | \$ - |
| A/E Fees | \$ 55,748,232 | \$ 211,377 | \$ (19,698) | \$ 19,698 | \$ 19,698 | \$ 356,255 | \$ (51,263) | \$ 536,948 | \$ - | \$ 2,390,198 | \$ - | \$ 4,719,142 | \$ - | \$ 905,000 | \$ - | \$ 45,624,244 | \$ - | \$ 985,370 | \$ - |
| Medical Equipment | \$ 88,820,292 | \$ - | \$ - | \$ - | \$ - | \$ 40,436 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 88,779,856 | \$ (4,672,624) | \$ - | \$ - |
| FF&E | \$ 22,901,929 | \$ - | \$ - | \$ - | \$ - | \$ 44,629 | \$ (187,418) | \$ - | \$ - | \$ - | \$ - | \$ 32,000 | \$ (268,000) | \$ 370,000 | \$ (30,000) | \$ 22,455,300 | \$ (1,536,817) | \$ - | \$ - |
| IT | \$ 31,644,559 | \$ - | \$ - | \$ - | \$ - | \$ 585,887 | \$ (221,229) | \$ 144,165 | \$ - | \$ 50,000 | \$ (50,000) | \$ 800,000 | \$ (755,500) | \$ 111,000 | \$ - | \$ 29,763,507 | \$ (620,133) | \$ 190,000 | \$ (100,000) |
| Contingency | \$ 34,972,542 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ (50,000) | \$ - | \$ (767,450) | \$ 1,640,000 | \$ - | \$ 3,805,875 | \$ (1,524,295) | \$ 550,000 | \$ (645,147) | \$ 27,716,667 | \$ (6,168,965) | \$ 1,260,000 | \$ - |
| Subtotal - Approved Projects | \$ 1,039,687,971 | \$ 1,768,973 | \$ (306,027) | \$ 306,027 | \$ 306,027 | \$ 4,816,842 | \$ (579,900) | \$ 7,004,398 | \$ (1,500,000) | \$ 34,310,533 | \$ (50,000) | \$ 78,899,947 | \$ (2,547,795) | \$ 26,715,461 | \$ (675,147) | \$ 859,552,934 | \$ (10,998,539) | \$ 26,312,856 | \$ (100,000) |
| Subtotal - Projects to be Loaded in 2011 | \$ 120,668,854 | | | | | | | | | | | | | | | | | | |
| (A) Total Project Costs | \$ 1,160,356,825 | | | | | | | | | | | | | | | | | | |
| Program Cost Items | | | | | | | | | | | | | | | | | | | |
| Land (#12000) | \$ 17,458,312 | \$ - | | | | | | | | | | | | | | | | | |
| Parkland Program Management (#17717) | \$ 13,550,000 | \$ - | | | | | | | | | | | | | | | | | |
| CH2MHILL Program Controls (#17716) | \$ 14,800,000 | \$ - | | | | | | | | | | | | | | | | | |
| Owner Consultants (#17718) | \$ 54,149,297 | \$ (2,583,203) | | | | | | | | | | | | | | | | | |
| (B) Subtotal - Land/Program Management/Owner's Consultants | \$ 99,957,609 | | | | | | | | | | | | | | | | | | |
| TOTAL ESTIMATED PROGRAM COST (A + B) | \$1,260,314,434 | | | | | | | | | | | | | | | | | | |
| APPROVED PROGRAM BUDGET | \$1,271,081,000 | | | | | | | | | | | | | | | | | | |
| Variance (Over / Under) | \$ 10,766,566 | | | | | | | | | | | | | | | | | | |

| Projects to be Loaded in 2011 | | | | | | | |
|-------------------------------|---|---------------------|---|---------------------|-------------------------------|-------------|----------------------|
| Project Cost Items | WISH Clinic & Admin. Offices (Interiors) #17729 | | Med/Surg Clinic & Admin. Offices #17654 | | Logistics Center Bldg. #17730 | | SUBTOTALS |
| | 135,000 GSF \$69/SF | +, (-) | 315,000 GSF \$200/SF | +, (-) | 90,000 GSF \$144/SF | +, (-) | |
| Construction | \$ 9,259,000 | | \$ 63,000,000 | | \$ 12,960,000 | | \$ 85,219,000 |
| Owner's Cost | \$ - | | \$ - | | \$ - | | \$ - |
| A/E Fees | \$ 1,026,130 | | \$ 4,410,000 | | \$ 648,000 | | \$ 6,084,130 |
| Medical Equip. | \$ 665,820 | \$ (35,043) | \$ 2,765,711 | \$ (145,564) | | | \$ 3,431,531 |
| FF&E | \$ 1,179,200 | | \$ 3,045,600 | | \$ 1,080,000 | | \$ 5,304,800 |
| IT | \$ 2,000,000 | \$ (155,000) | \$ 6,328,750 | \$ (500,000) | \$ 1,237,500 | | \$ 9,566,250 |
| Contingency | \$ 1,435,708 | | \$ 8,034,885 | | \$ 1,592,550 | | \$ 11,063,143 |
| Subtotal | \$ 15,565,858 | \$ (190,043) | \$ 87,584,946 | \$ (645,564) | \$ 17,518,050 | \$ - | \$120,668,854 |

New Parkland Campus

Owner Controlled Insurance Program

Projected Program Premium and Claim Costs

June 22, 2011

| Coverage | Recommended Insurer | Quoted Premium | Surplus Lines, Expenses | Terrorism | Fixed Total Costs | Max. Claims, Est. Ded. | Estimated Total Costs | Summary, Estimated Total Costs |
|---------------------------|---------------------|----------------|-------------------------|-----------|-------------------|------------------------|-----------------------|--------------------------------|
| General Liability * | Hartford Ins. Co. | 1,482,028 | | 14,820 | 1,496,848 | | 1,496,848 | 11,258,581 |
| WC & EL * | Hartford Ins. Co. | 2,389,947 | 720 | 47,316 | 2,437,983 | 7,323,750 | 9,761,733 | |
| Excess Liability | AWAC | 610,000 | | | 610,000 | | 610,000 | 1,277,400 |
| Excess Liability | Liberty Int'l | 267,400 | | | 267,400 | | 267,400 | |
| Excess Liability | Arch | 99,000 | | 1,000 | 100,000 | | 100,000 | |
| Excess Liability | Chartis | 297,000 | | 3,000 | 300,000 | | 300,000 | |
| Pollution: Owner's** | Chartis | 185,830 | 9,124 | | 194,954 | | 194,954 | 556,428 |
| Pollution: Contractors*** | Chartis | 344,556 | 16,918 | | 361,474 | | 361,474 | |
| Prof. Liab.: Design | Zurich | 2,850,000 | | 28,500 | 2,878,500 | | 2,878,500 | 4,387,642 |
| Prof. Liab.: Contractors' | Zurich | 1,424,300 | 70,599 | 14,243 | 1,509,142 | | 1,509,142 | |
| Builder's Risk ^ | FM Global | 2,280,984 | | | 2,280,984 | | 2,280,984 | 2,280,984 |
| | | 12,231,045 | 97,361 | 108,879 | 12,437,285 | 7,323,750 | 19,761,035 | 19,761,035 |

Max Claims Est based on deductibles per occurrence: Max claims cost may vary based on actual project payroll

WC / GL - 250,000 Per Occurrence

Pollution Liability - 100,000 Per Occurrence

Builders Risk - 25,000 Per Occurrence

Scoring Criteria

- “5” – Exceeding all goals and expectations
- “4” – Better than average performance
- “3” – Meeting requirements
- “2” – Substantial improvement required
- “1” – Unacceptable performance

•Incentive Payout Scale

| From | To | % Bonus Paid |
|------|------|--------------|
| 4.83 | 5.00 | 100% |
| 4.65 | 4.82 | 95% |
| 4.46 | 4.64 | 90% |
| 4.28 | 4.45 | 85% |
| 4.10 | 4.27 | 80% |
| 3.92 | 4.09 | 75% |
| 3.73 | 3.91 | 70% |
| 3.55 | 3.72 | 65% |
| 3.37 | 3.54 | 60% |
| 3.18 | 3.36 | 55% |
| 3.00 | 3.17 | 50% |

Category 1 – Drive Client Satisfaction

Category 2 – Predictable Financial
Performance

Category 3 – Schedule Effectiveness &
Reliability

Category 4 – Effective Communication

Category 5 – Subcontractor Management

Category 6 – Quality Assurance

Category 7 – Maximize M/WBE Participation

Category 8 – Close-Out

Contractor Incentive Plan



Looking Ahead

Hospital Ground Breaking - Oct 2010

Construction - 42 Months

Transition Planning - 24 Months

Completion - Late 2014

Move Management - 6 Months

- Completed to Date

- Relocation and Renovation Projects
- Demolition Phase 1
- East /Trinity Parking Lot (19 acres)

- In Progress June 2011

- New Parking Garage

- On Schedule and under Budget - Construction Completion January 2012

- Acute Care Hospital, WISH Clinic Core & Shell, West Site Work

- BOM Approval of Guaranteed Maximum Price (GMP) - January 25, 2011
- \$8 Million under Budget
- Construction Substantial Completion - August 2014
- Activation and Move - Late 2014/Early 2015

- In Progress June 2011 (Continued)
 - Central Utility Plant
 - Guaranteed Maximum Price (GMP) received April 2011
 - Seeking Board Approval - May 24, 2011
 - \$68 Million Construction Cost (under budget)
- Future Projects
 - Phase 2 Demolition – Lofland Garage and Skybridge
 - Completion - April 2012
 - Logistics Building
 - Anticipated Construction Start - August 2012
 - Anticipated Construction Substantial Completion - August 2013
 - Med-Surg Clinic / Administration
 - Finalizing Program / Scope
 - Anticipated Construction Start - January 2013
 - Anticipated Construction Substantial Completion - August 2014



Parkland

May 2010



Parkland

January 2011



Parkland

May 2011

New York Building Congress | June 30, 2011

Thank You!

Collaborative Project Team

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