



Goldwater North

Harlem, NY

An architectural rendering of the Goldwater North building, a modern multi-story structure with a prominent glass facade and a cantilevered upper section. The building is set against a blue sky with light clouds. In the foreground, a sidewalk shows several people walking, including one person in a wheelchair. The text 'Goldwater Skilled Nursing' is visible on the building's facade.

New York Building Congress Healthcare Committee Presentation



A JOINT VENTURE

Agenda

Welcome / Introductions

Safety Moment

Project Overview / Purpose

Project Scope

- ▶ **Performance Measures**

Project Delivery

- ▶ **Decision Making**
- ▶ **Communication**

Project Schedule

- ▶ **Planning**
- ▶ **Construction**

BIM

Summary

Closing

PRESENTERS

- ▶ **Dmitri Konon, PE**
NYC EDC, Sr. Vice President
- ▶ **Emil Martone, AIA**
NYC EDC, Vice President
- ▶ **Will DeCamp**
Gilbane Project Executive
- ▶ **Pamela Ward O'Malley**
Gilbane Preconstruction Manager
- ▶ **Jeffrey Drucker**
Array, Principal
- ▶ **Bob Diener**
Gilbane Senior Project Manager
- ▶ **Rawle Sawh**
Gilbane BIM Manager
- ▶ **Bill Gilbane**
Gilbane Principal-in-Charge

Project Overview / Purpose

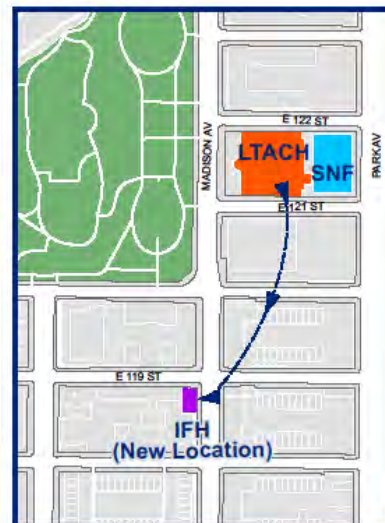
Project Location Map



Key

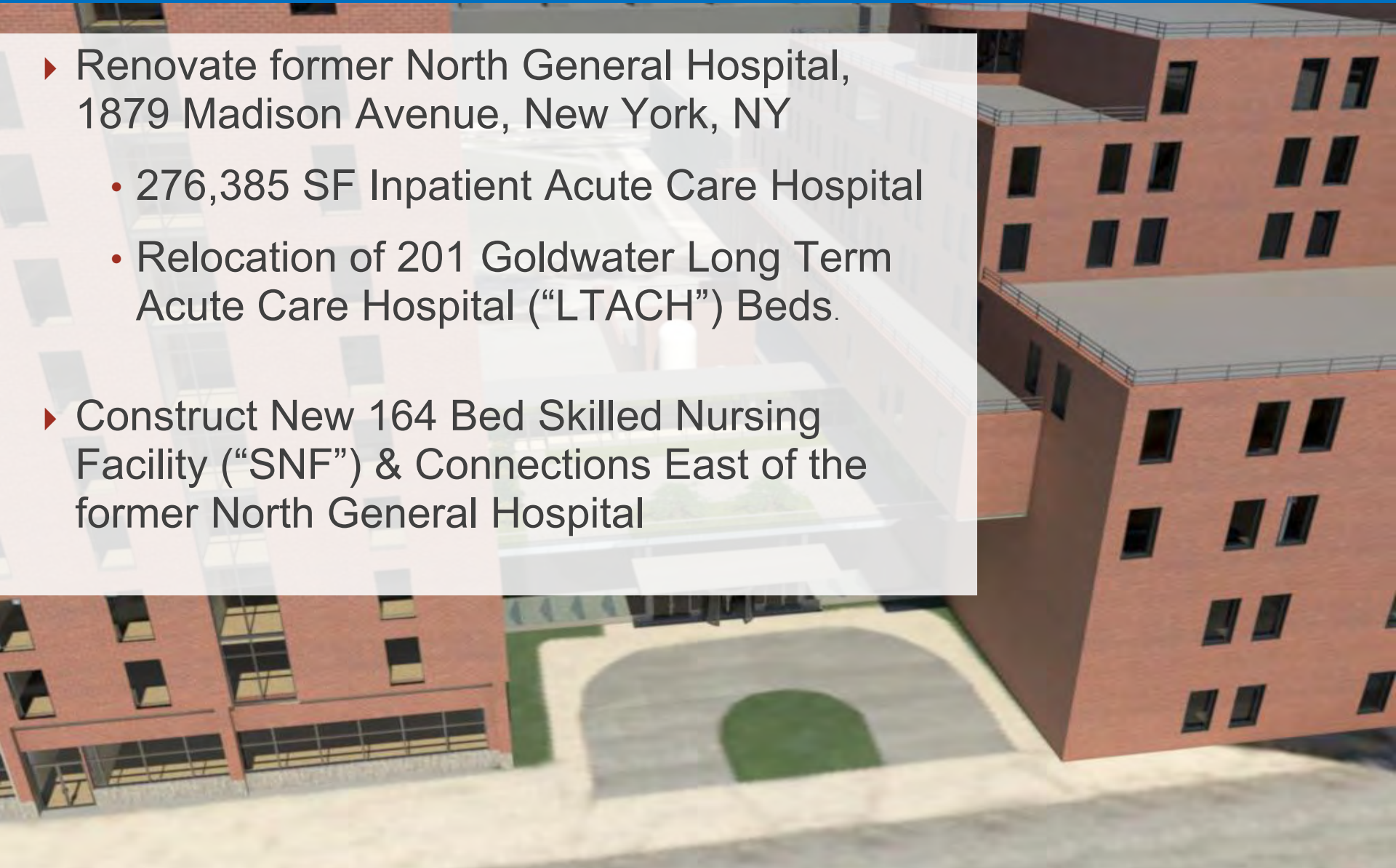
- Goldwater (Roosevelt Island)
- Long Term Acute Care Hospital (LTACH)
1879 Madison Ave
- Skilled Nursing Facility (SNF)
1879 Madison Ave
- Institute for Family Health (IFH)
1824 Madison Ave

Area of Detail



Project Scope

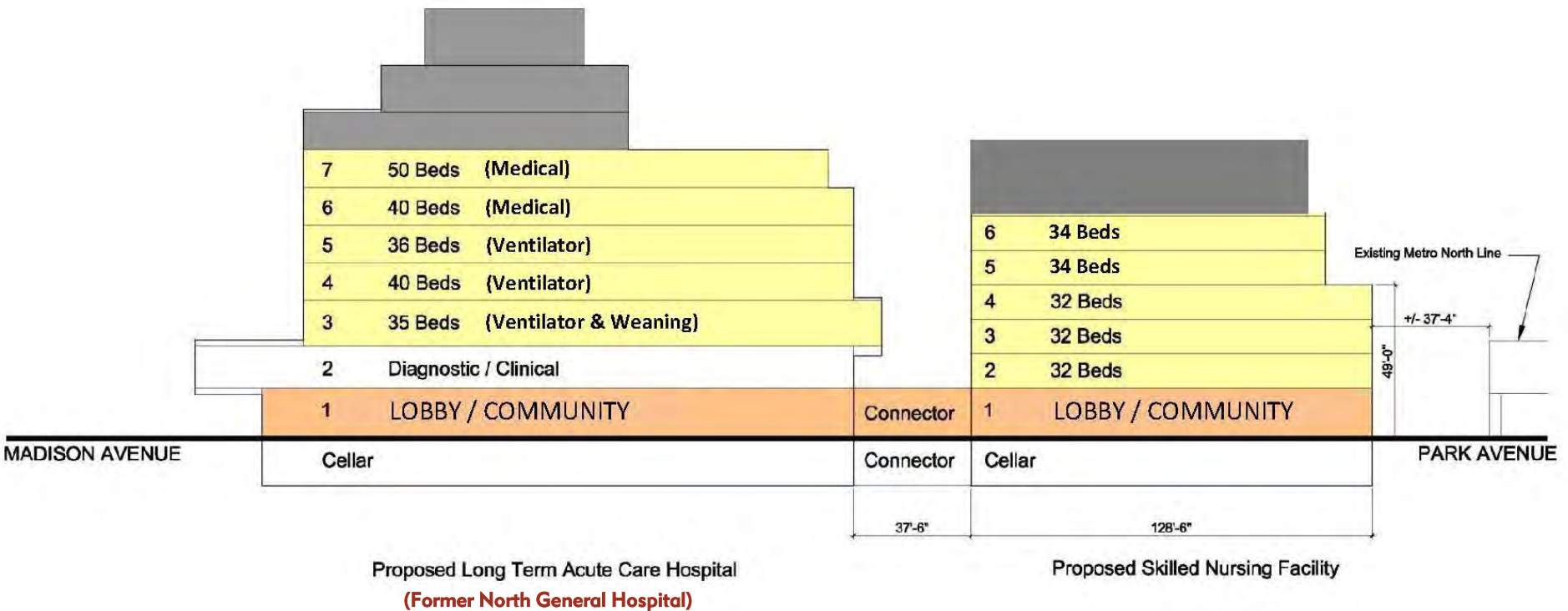
- ▶ Renovate former North General Hospital, 1879 Madison Avenue, New York, NY
 - 276,385 SF Inpatient Acute Care Hospital
 - Relocation of 201 Goldwater Long Term Acute Care Hospital (“LTACH”) Beds.
- ▶ Construct New 164 Bed Skilled Nursing Facility (“SNF”) & Connections East of the former North General Hospital



North (122nd St) Elevation – SNF & LTACH



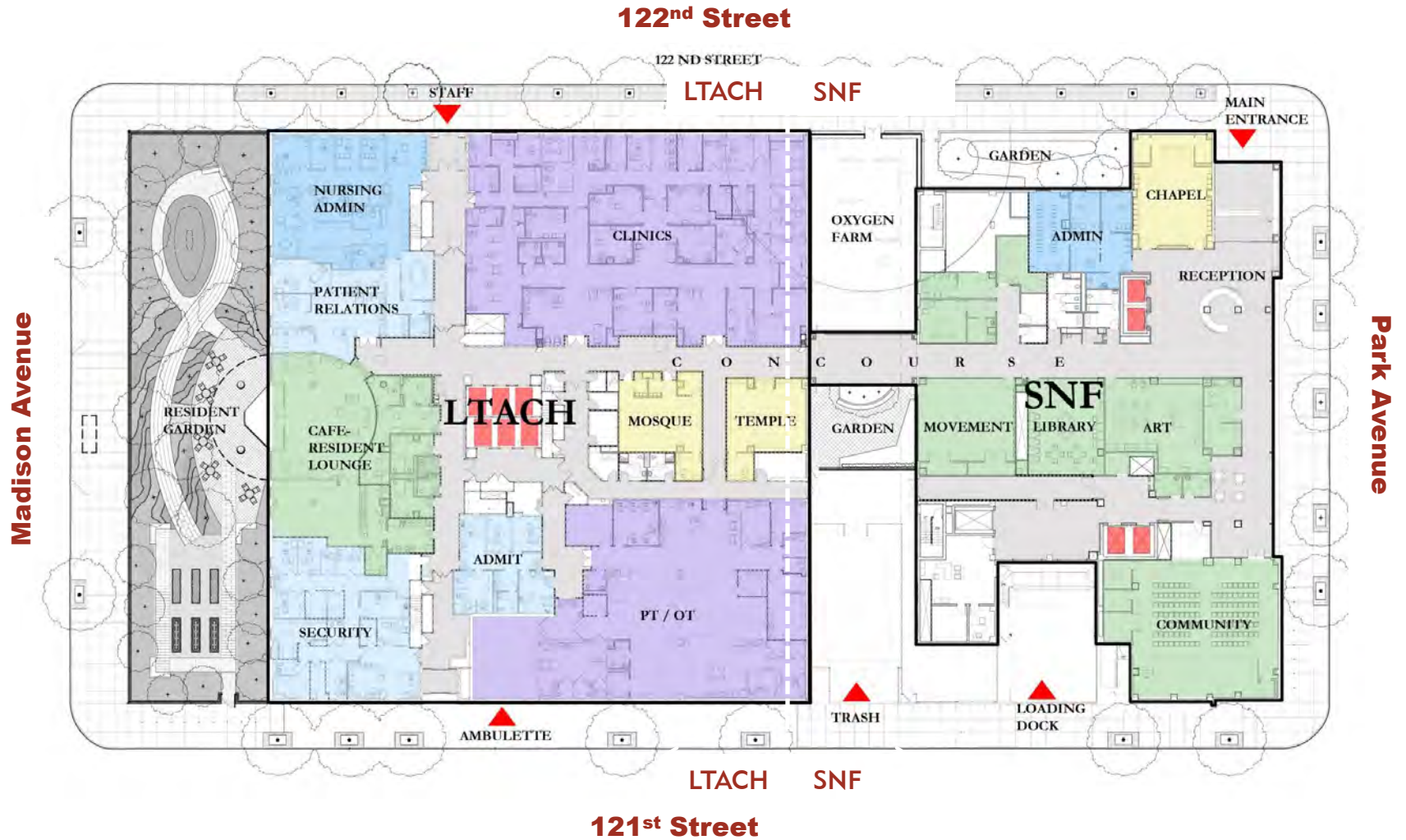
Goldwater North Building Section



SNF Rendering



Ground Floor Plan – LTACH and SNF



Performance Measures

Project Schedule
(11.1.13)

Project Budget

Project Design Meets
Owner Functional
Clinical Needs/DOH
Requirements and all
AHJ Approvals

Team Work
Co-location on Site

Achieve LEED
(Silver) Goals

Satisfy
Owner/Community
Diversity Goals

- Contracts
- Work force

Satisfy Owner
Quality Goals

Maintain a Safe
Worksite
(Gilbane Cares
Program)

Project Delivery

Center of Gravity = Schedule

- Fast Track
- Acceleration

Integrated Project Delivery (IPD) a Strategic Imperative

The Team **➡** Colocation = Collaboration

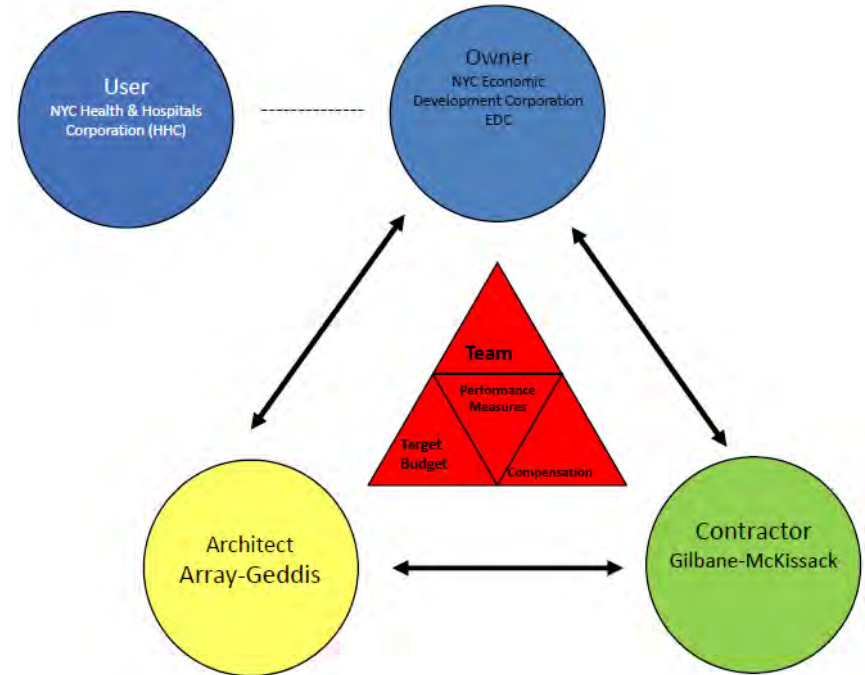
Excellent Execution – Quality/Safety

Teamwork / Transparency

- Reporting

Time & Money Savings

Improved Outcomes for All Stakeholders



Communication/Information

Daily Communication – **Real-Time Information** -Colocation Enhanced

Weekly Construction/Design Meetings

Monthly Principals' Meetings

Reduced Turn Around Times

- Prequalification/ Vendex
- RFIs/Submittals
- Permits
- Approval Letters

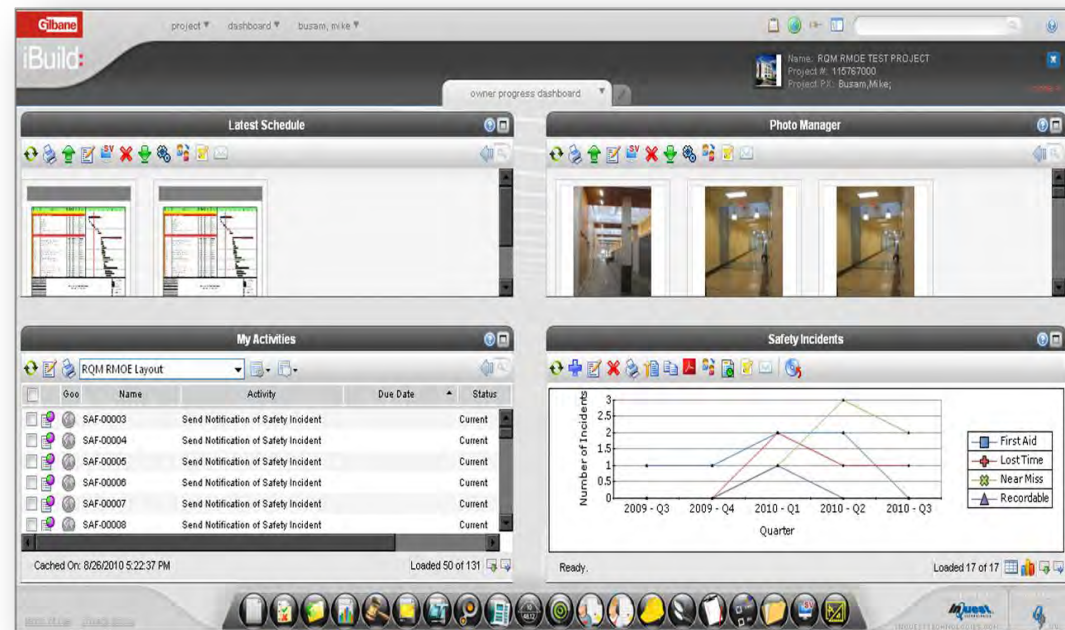
E-Mail/ Phone Calls/ Face-to-Face

Real-Time Reconnaissance

Monthly Reports

Mindset

- No We-They
- No Credit-Blame
- No Win-Lose



Team Decision Making "OODA"

Observe

ENHANCED & ACCELERATED DECISION MAKING

Decide

Project Delivery

Program Budget Control

Design Review

- Interdisciplinary Document Coordination (IDC)

Value Engineering

Estimating - Price Certainty

Rapid Planning/Procurement

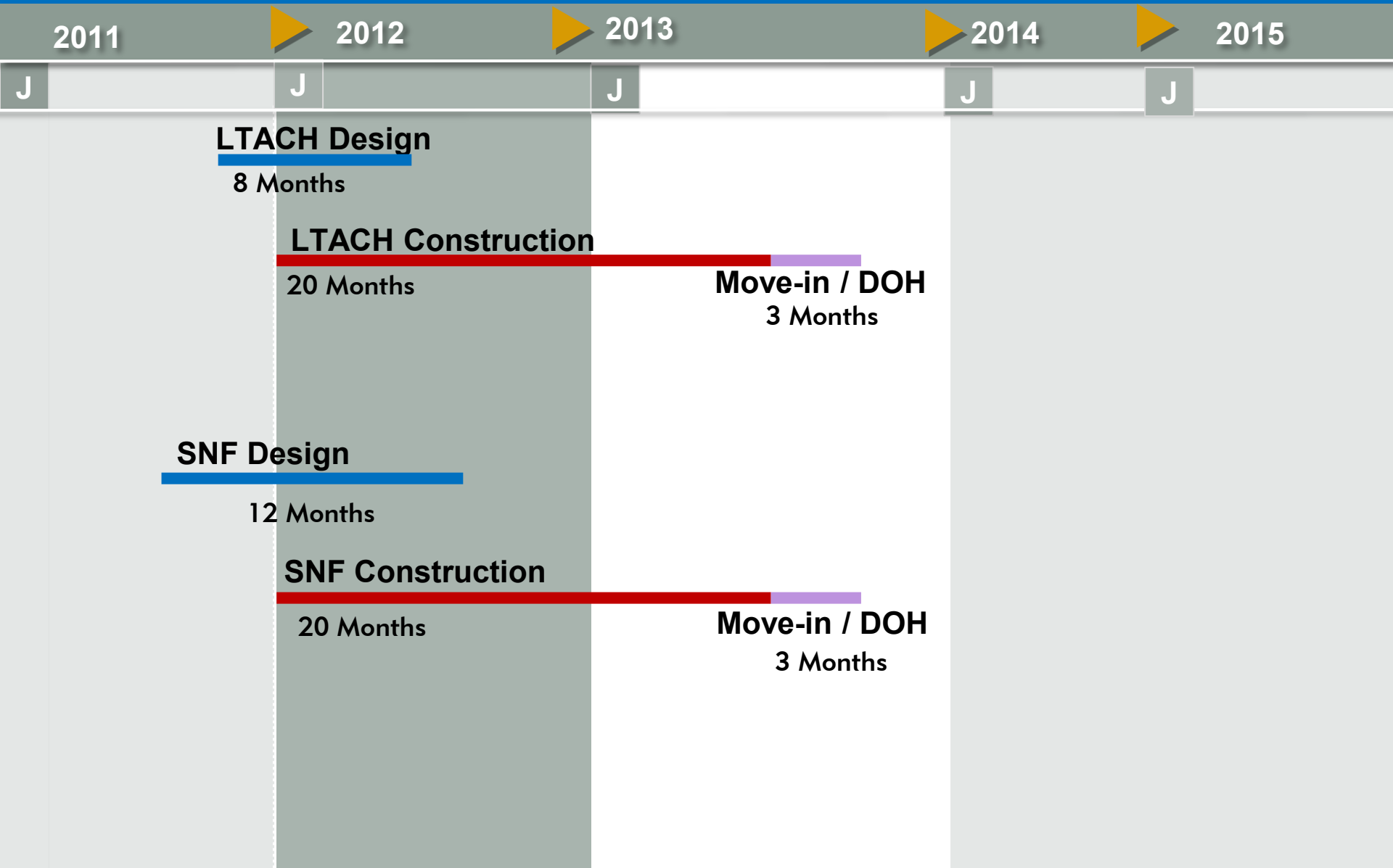
Contingency – Jointly Managed

- Design
- Construction

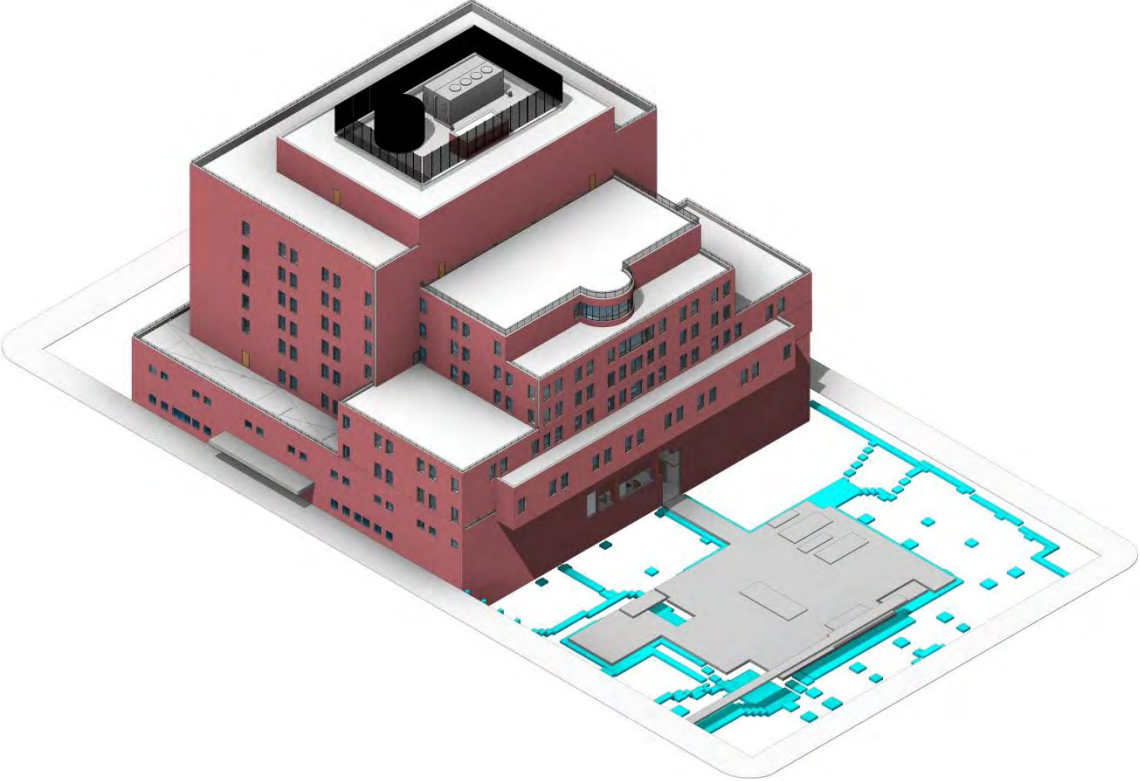
Process Ping Pong vs Process Production



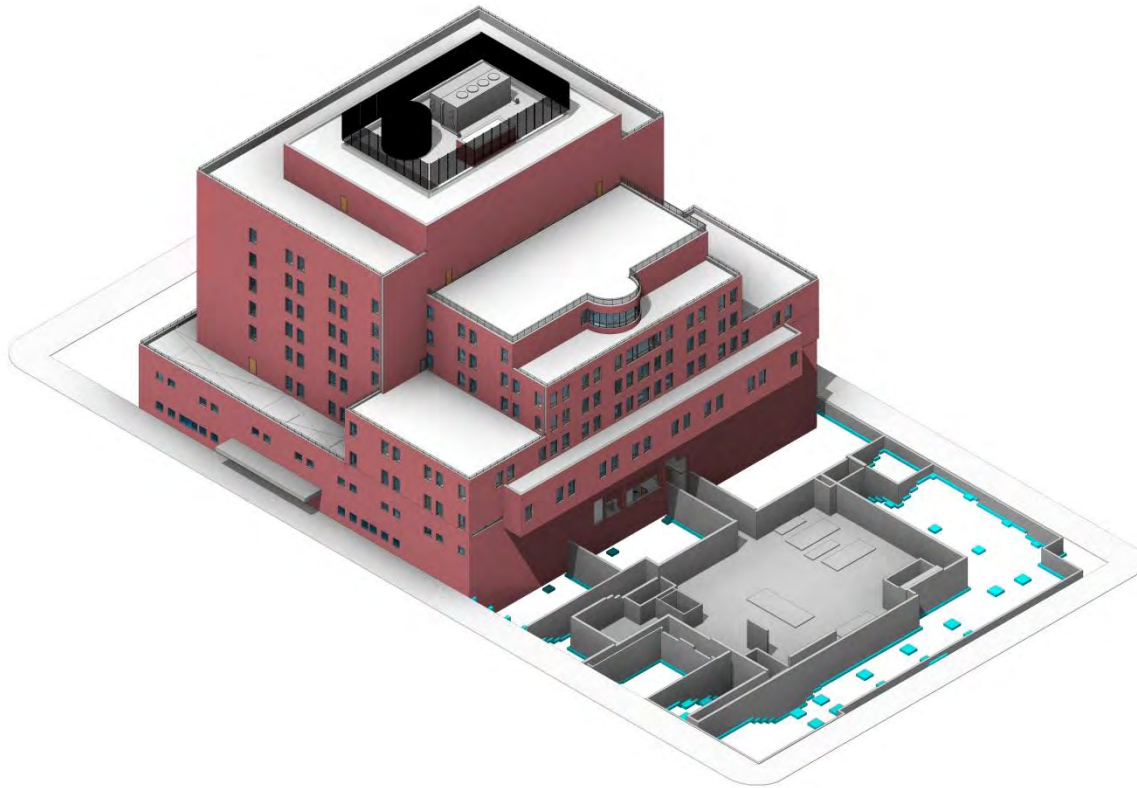
Project Schedule



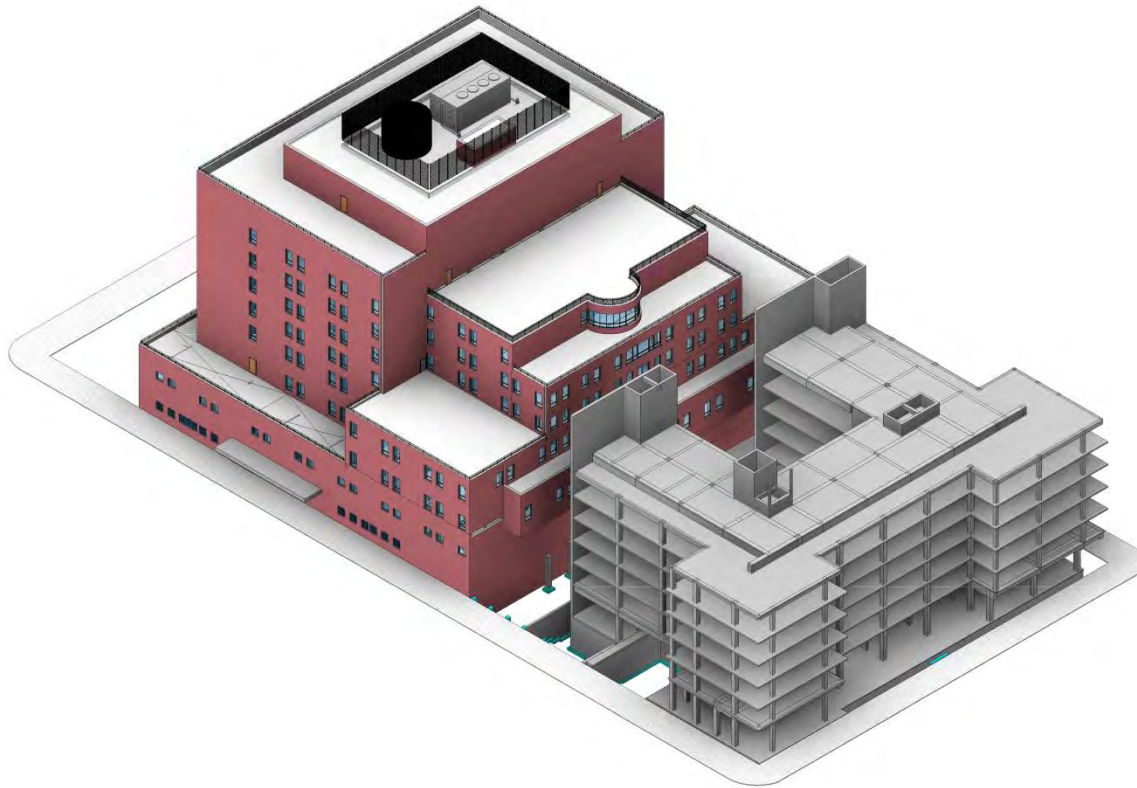
April 2012 – Foundation Concrete



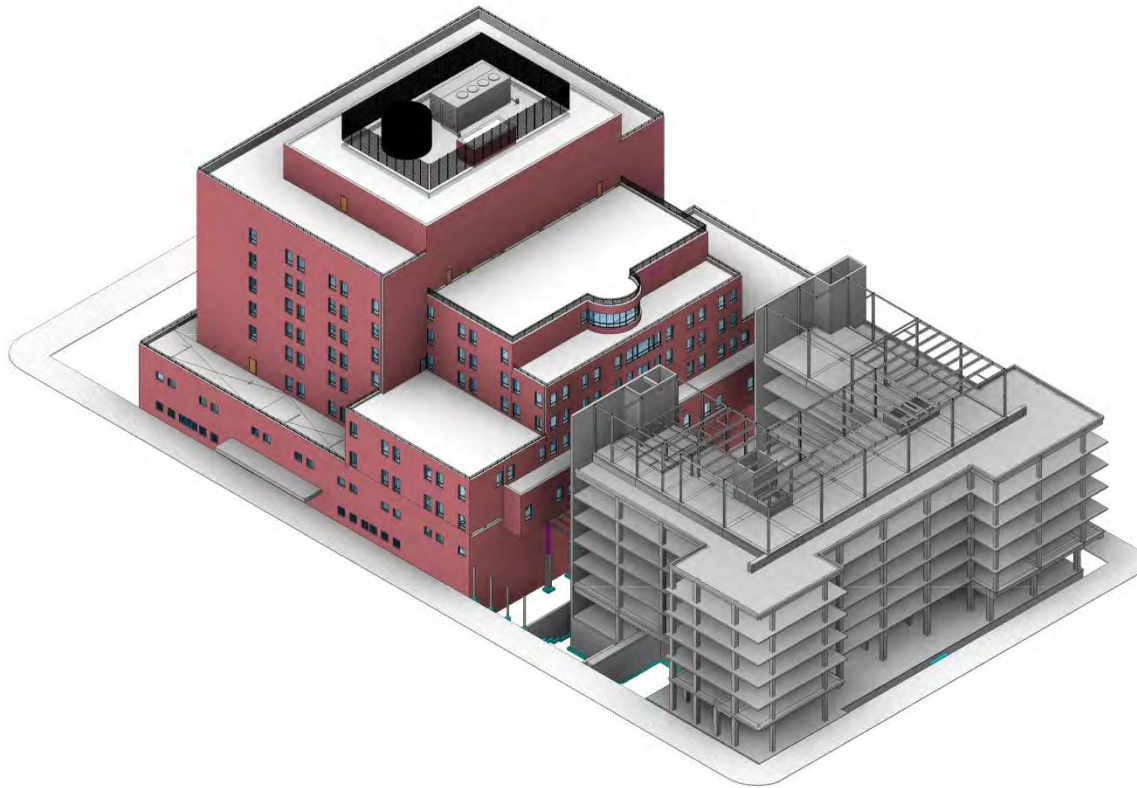
May 2012 – Basement Wall Construction



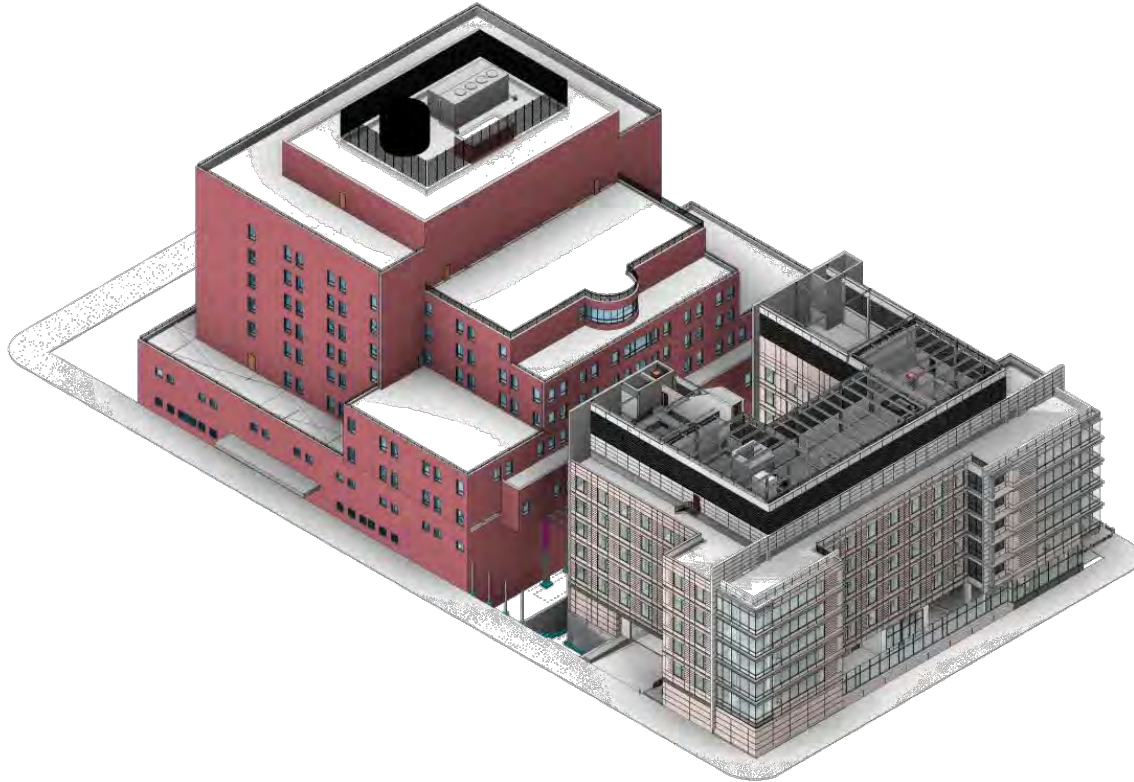
September 2012 - Concrete Superstructure



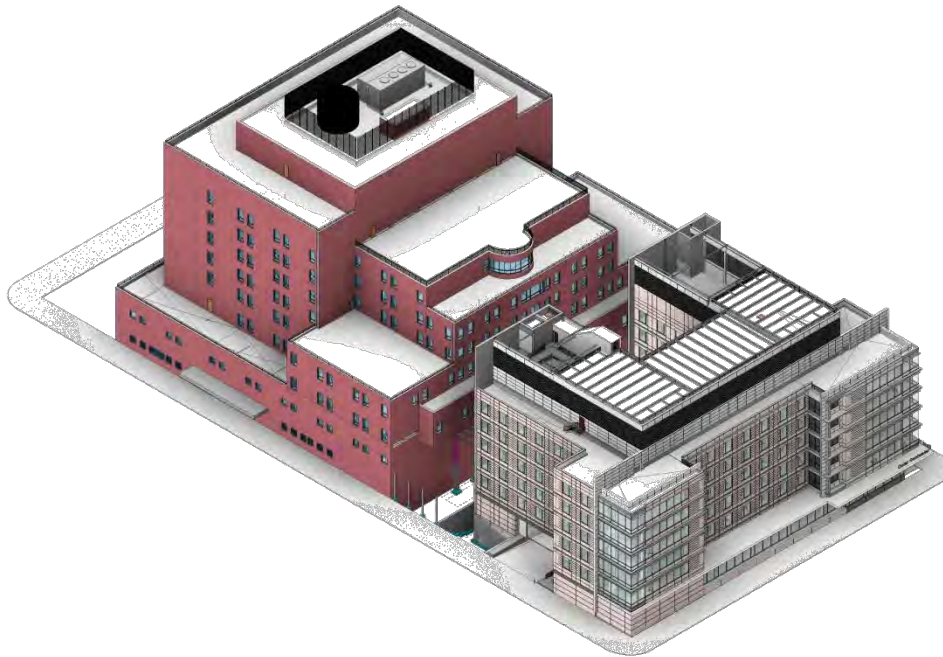
October 2012 – Set Penthouse Steel



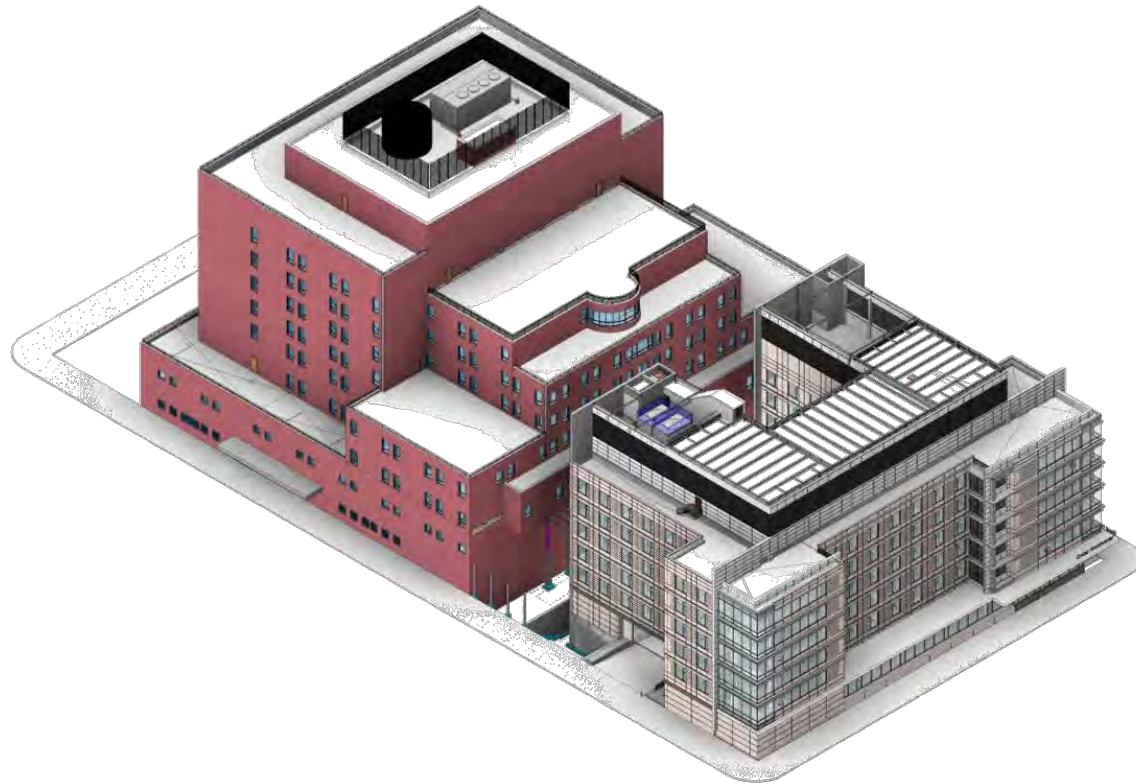
November 2012 Pre-cast Panel Installation



November-2012 – Temp/Perm Roof Installation



February 2013 -Set Major MEP Equipment



March 2012 Aerial Photo



LTACH March 2012 General Demolition



SNF Site- March 2012 Blasting/Excavation



SNF April 2012 Foundations Ongoing



Going from the Virtual World to the Real World

Can I Make BIM Useful in the Field for Construction?

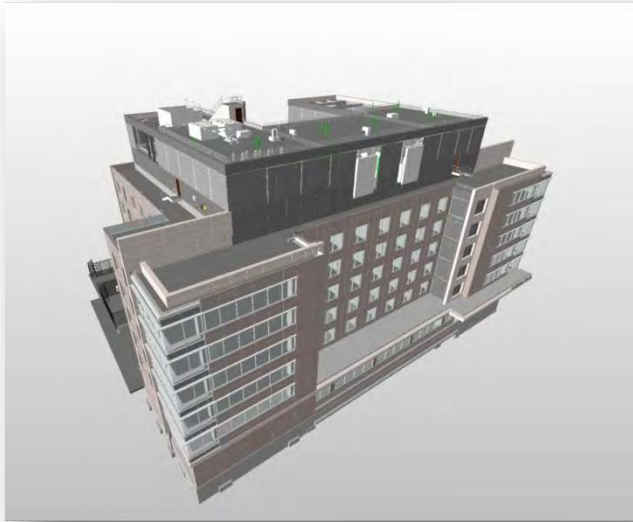
Can I Use my Model for Commissioning?

Can I Automatically get a BIM "Digital Asset" at Handover?



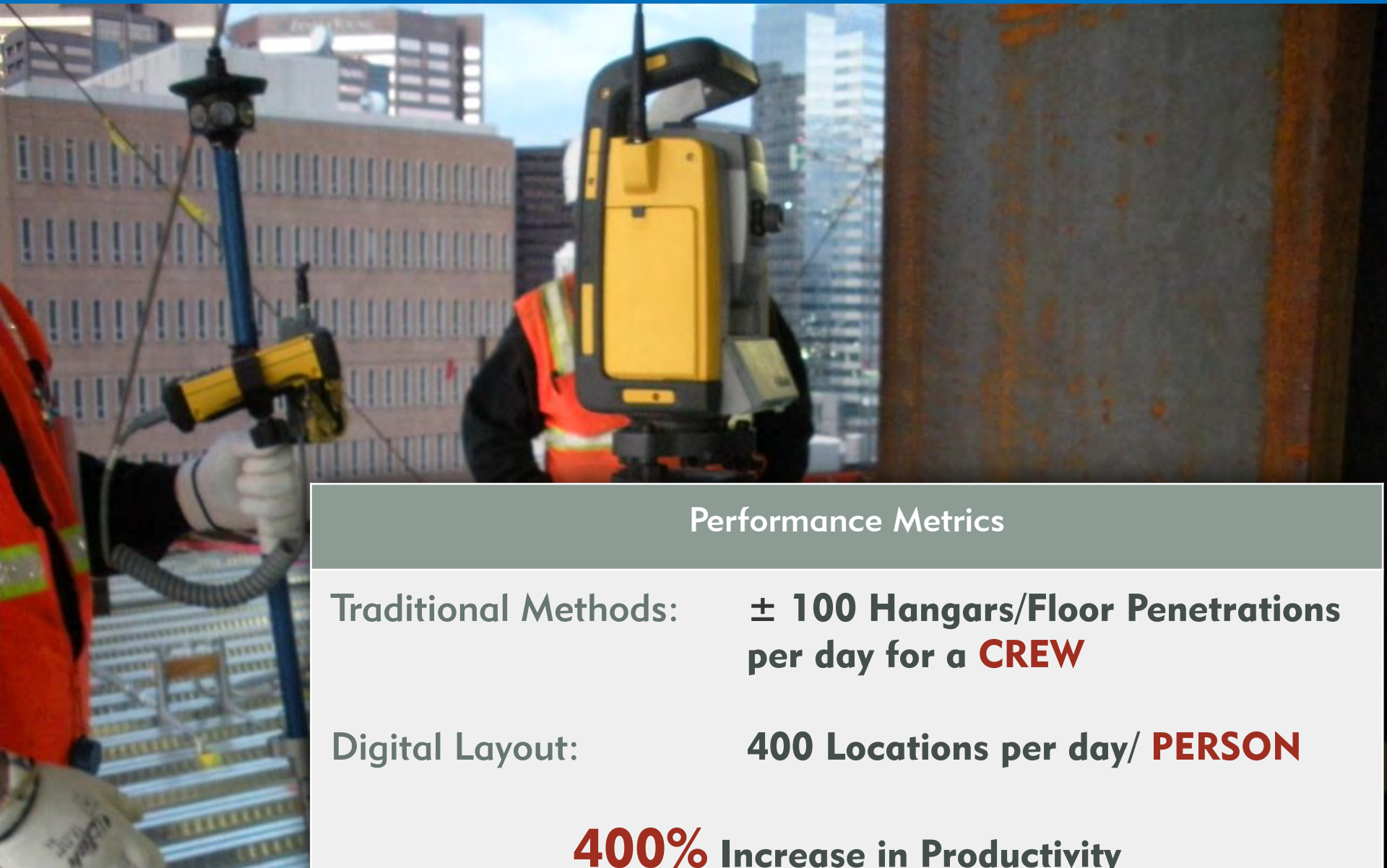
Going from the Virtual World to the Real World

Accurate, Fully Coordinated Model Data



Total Station Used Directly in the Field

Going from the Virtual World to the Real World



Performance Metrics

Traditional Methods: \pm 100 Hangars/Floor Penetrations per day for a **CREW**

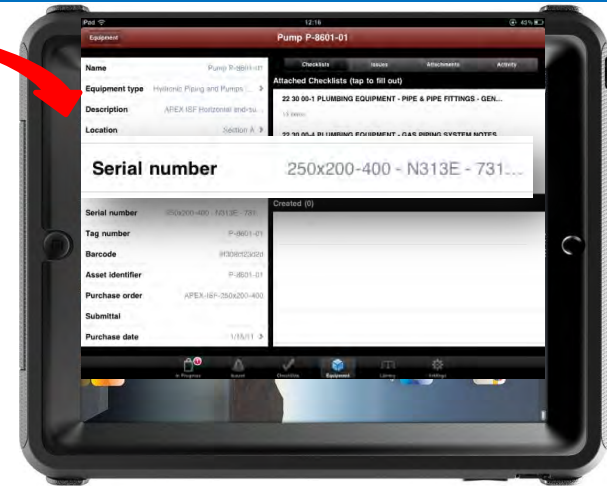
Digital Layout: 400 Locations per day/ **PERSON**

400% Increase in Productivity

Going from the Virtual World to the Real World



- Place & Scan Barcode for all MEP Equipment upon 1st Delivery



Record All Required Info, i.e. Serial Number, Tag No.,

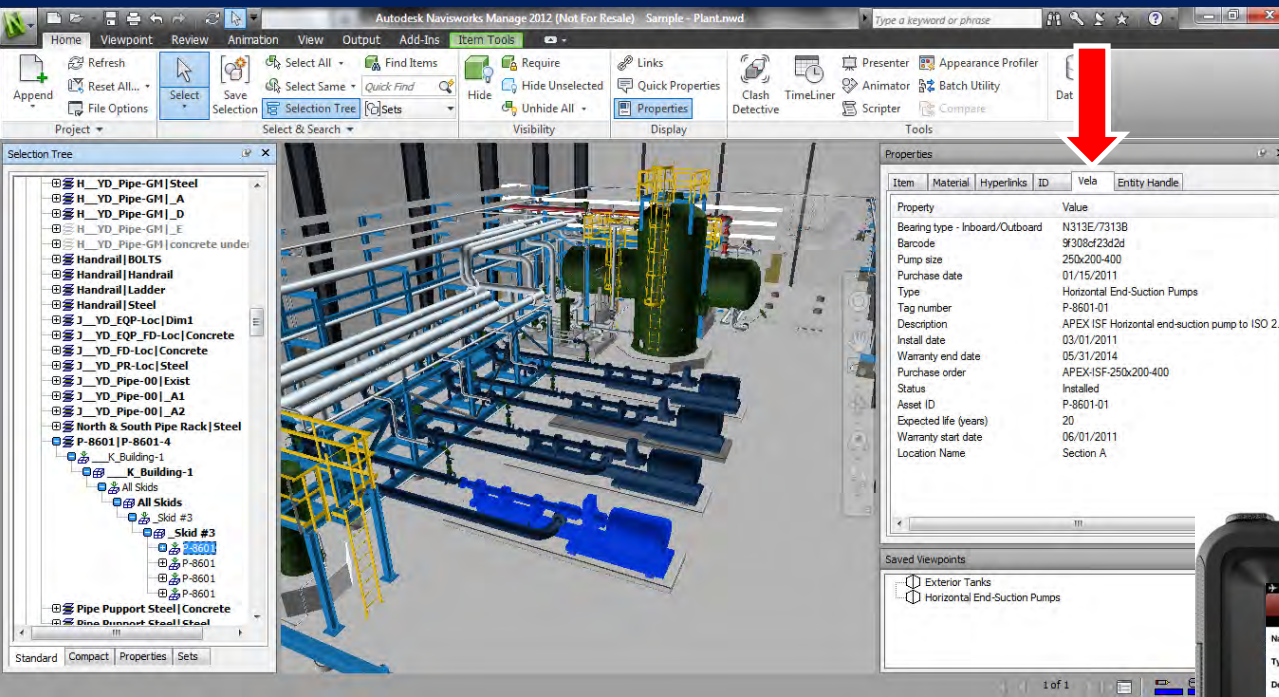


Then Jump to the Model with the Specific Equipment Piece Highlighted

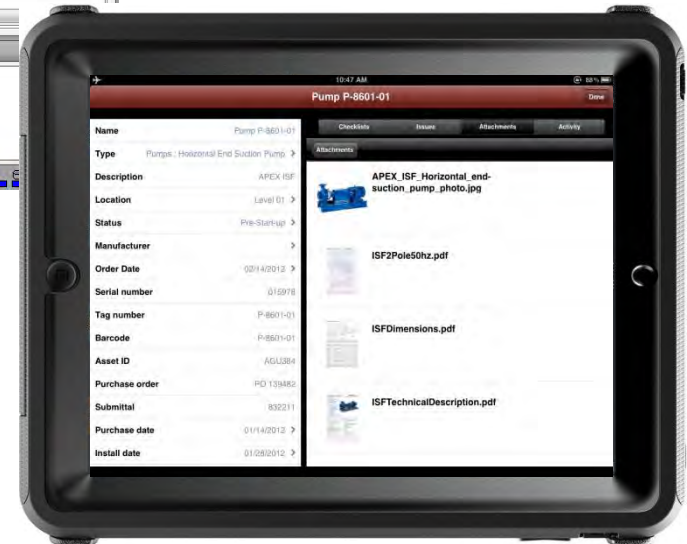


Update Status from Installed to Pre-Start-Up

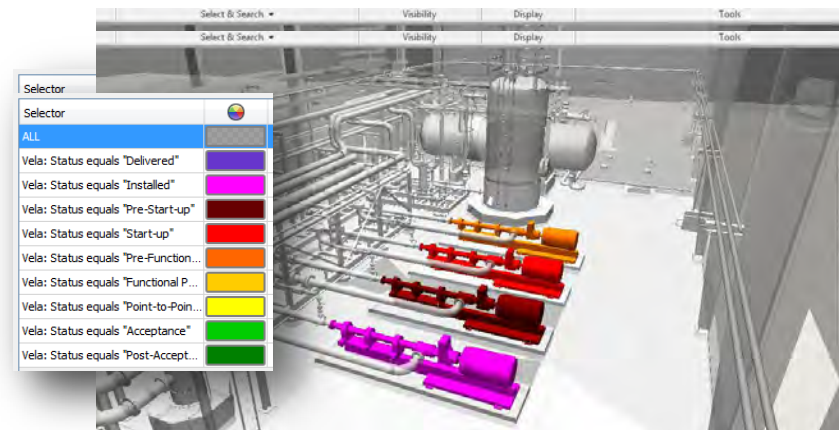
Going from the Virtual World to the Real World



Review all of the information (the I in BIM) in Navisworks' Vela Tab



Click on an Object to Jump to its Data View – Update As-Installed Info and/or See Product Documentation, O&M Manuals, etc.



Colors Reflect Actual Status of Work

Path to November 1, 2013

- ▶ IPD in Practice
 - ▶ All-in Commitment - Teamwork – Collaboration as a Strategic Imperative
 - ▶ Streamline Processes – KISS
 - ▶ “OODA” Decision Making/ Rapid Planning & Execution
 - ▶ Never Sacrifice Safety and/or Quality for Speed
 - ▶ Improved Outcomes for all Stakeholders
 - ▶ Win-Win-Win
- 