

DHHS Campus Phase I

GMP / DD / SCIF Project Case Study



DHHS Campus History

- 2015 the General Assembly conveyed the 307-acre Dorothea Dix Park property to the City of Raleigh with 10-Year and 25-Year Leases
- General Assembly required DHHS to study development of a **new DHHS campus** to relocate all DHHS Greater Triangle area staff
- 2017 DHHS study identified 1.7 million Gross Square Feet at a cost of over \$900 million
- 2018 Department of Administration proposed a 2-Phase solution plan

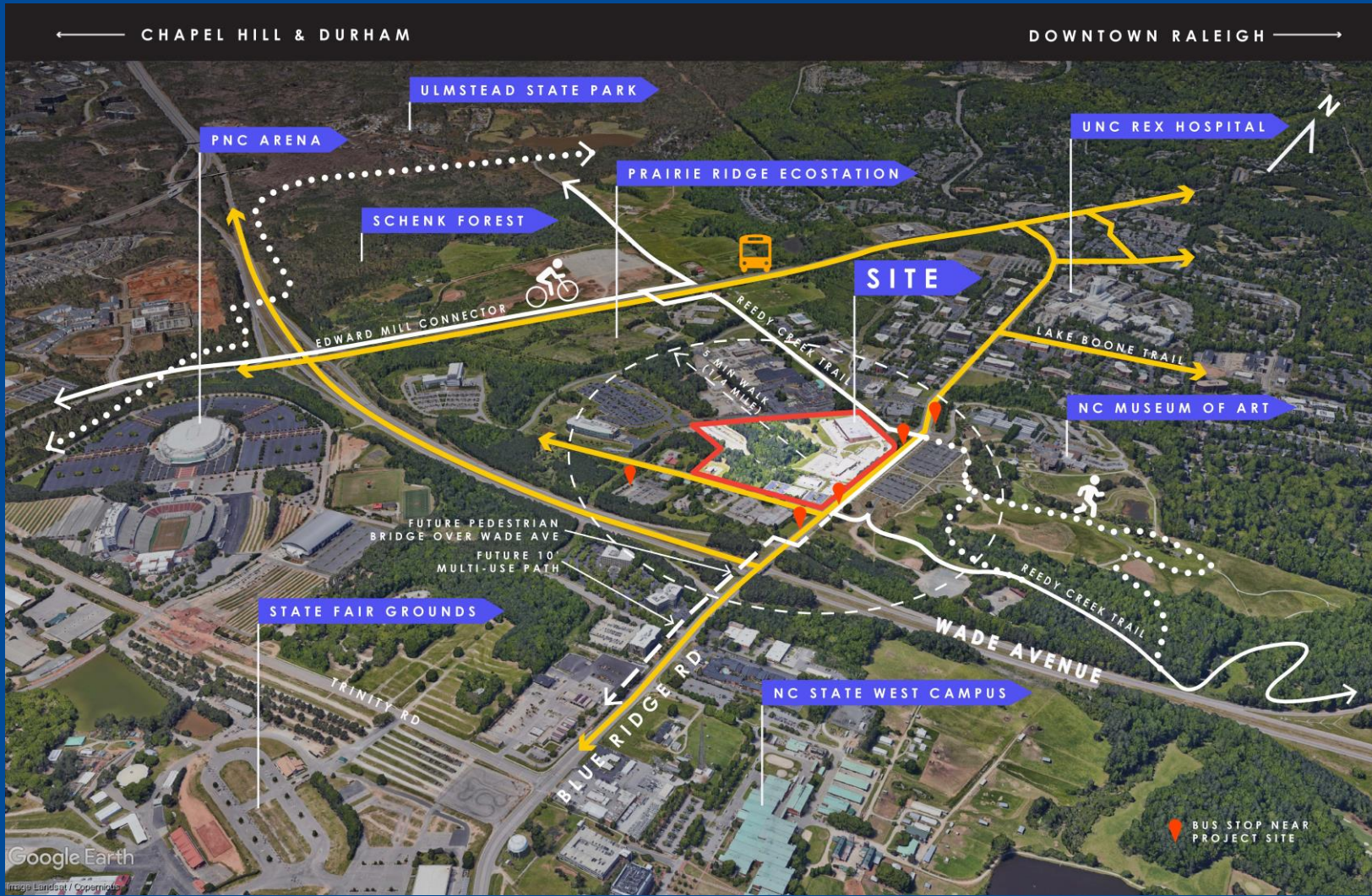
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DHHS Dorothea Dix Park Campus



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DHHS Campus Phase I



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DHHS Campus Phase I



RALEIGH, NC | AUGUST 2012

Blue Ridge Road District Study

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DHHS Campus Phase I

- The largest single State capital project in the history of North Carolina
- This total SCIF project budget exceeds \$250 Million and will relocate 2,400 DHHS staff currently located on the Dorothea Dix Park Campus in Raleigh
- Construction will begin Spring 2022-Occupancy scheduled before July 2025
- Phase II of the DHHS Campus project development will relocate over 2,700 DHHS staff in the Greater Triangle Area and will be delivered as a Public Private Partnership

Team Building 101

- **DESIGNER** selection stressed 4 DOA priorities:
 1. Total Project Funding is **FIXED**.
 2. A **Guaranteed Maximum Price** based on **Design Development Documents**.
 3. Phase I occupancy by DHHS will be before July 2025 in compliance with the City of Raleigh 10-Year Lease on Dorothea Dix Park property.
 4. No reinventing the wheel.

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Team Building 102

- **CONSTRUCTION MANAGER AT RISK** selection stressed 4 DOA priorities:
 1. Total Project Funding is **FIXED**.
 2. A **Guaranteed Maximum Price** based on **Design Development Documents**.
 3. Phase I occupancy by DHHS will be before July 2025 in compliance with the City of Raleigh 10-Year Lease on Dorothea Dix Park property.
 4. No reinventing the wheel.

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Our Team



NC DOA
Department of Administration
State Construction Office



NC DEPARTMENT OF
**HEALTH AND
HUMAN SERVICES**



**BASKIN
STRATEGIES**



LS3P



Gensler



**BARNHILL
CONTRACTING
COMPANY**

Balfour Beatty



d.a. everett
construction group

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Lessons Learned

1. Align Budget and Scope early
2. GMP at DD is best for projects that need to expedite their schedule... it is NOT for the faint of heart
3. Simplify separate bid packages as much as possible
4. Communicate, Communicate, Communicate... early and often





34.85
ACRES

REEDY CREEK RD

BLUE RIDGE RD

DISTRICT DR



PARKING DECK
(PHASE 1)

DHHS OFFICE TOWER
(PHASE 1)

REDDY CREEK ROAD

BLUE RIDGE ROAD





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#2 Key to Success: *Cost Estimate*

- Three targeted cost checks between SD and DD
- Specific areas of the design that needed more development
- Looked at escalation pressures on major systems



#2 Key to Success: *Cost Estimate*

- *CMAR-Designer 1 hour design discipline meetings: Q & A design scope
- *Alignment with project specification materials and ASTM testing requirements to what CMAR was pricing in the subcontractor market
- *CMAR-Designer proactive with estimating process using a VE tracker
- *Deep Dive Leadership meeting to make key construction cost decisions
 - Unit pricing validation – design to current dollars vs. market escalation
 - Real-time VE ideas yielded design modifications for cost savings
 - Real-time Owner decisions and approval

***=Key differentiators**

#3 Key to Success: *GMP*

Construction Manager at Risk

SECTION II – GENERAL PROVISIONS

Paragraph C.1.1:

*“Upon agreement of the Owner, Construction Manager-at-Risk and the State Construction Office, the **Guaranteed Maximum Price** may be submitted by the Construction Manager-at-Risk at any time after completion and approval of the **Design Development Phase...**”*

#3 Key to Success: *GMP*

- GMP is based on Design Development Drawings
- Design Development “on steroids”
- Imperative to right-size the project scope at Schematic Design
- SCO Discipline Reviewers meetings held prior to DD submittal



#4 Key to Success: Post GMP Cost Change Tracking Matrix

Update since previous:	Item #	Description	Change Reason	Design Team Review by:	Review Status	GMP Package	Cost Increase	No-Cost	Cost Reduction	Add to COR	Add to Change Order	Comments
	Civil											
	C1	Mail Service Center Demo Set	No Change	CER	Approved	E		\$0				
	C2	Added piped Connections to downspouts on the North side of the	Coordination	CER	Revise as Noted	B	\$46,370					See separate doc for notes. Should probably be about half this cost.
	C2.1	Added Storm RCP and Structures	Coordination	CER	Revise as Noted	B	\$137,151					See separate doc for notes. Cost for 36" RCP went up from DD to CD. I count 37 CB's at DD vs 38 at CDs, but BBE breakdown shows 20 at DD and 40 at CDs. BBE to confirm counts.

- 1. Issue:** DD Phase Cost Items change during production of Construction Documents/Bid Documents and SCO review.
- 2. Effect:** Updated cost data to reflect design scope changes.
- 3. Solution:** Cost Change Tracking Matrix by discipline identifies scope cost increase or decrease – Works as a 2nd VE exercise to remain in budget
- 4. Result:** GMP modified by Change Order is tied to each individual Bid Package

Bid Packages

- A - Demolition & Abatement of Mail Service Center
- B - Early Site, Foundations & Structural Steel
- C - Central Utility Plant & Parking Deck
- D - Office Core & Shell
- E - Interior Upfit

#5 Key to Success: *Project Schedule*

Designer and CMAR Joint Preconstruction Schedule

1. Key Activities to Track

- Design Packages
- SCO Approval Process
- City of Raleigh Permitting
- NCDOT/NCDEQ Permitting
- Utility Company Design Coordination
- Owner Decisions

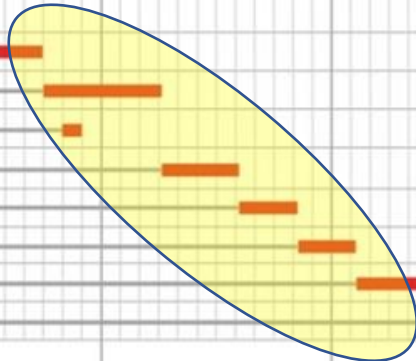
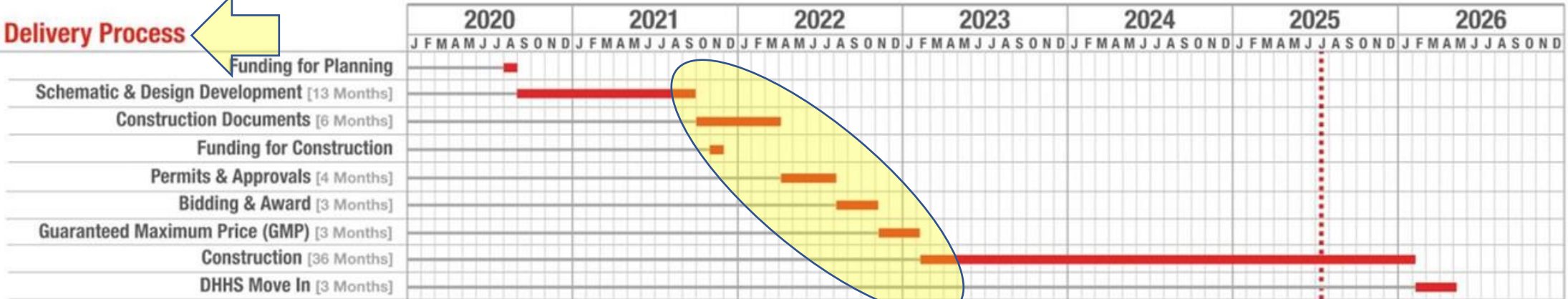
2. Monthly Updating

- Designer keeps CMAR Scheduler updated from agencies throughout the process
- Scheduler holds monthly teams call to update schedule with Designer, and CMAR

3. Results – after 15 months since schedule was developed, project remains on original plan

TASK ID	TASK	WORK DAYS	START DATE	FINISH DATE	TOTL Float	COMMENTS
DHHS DESIGN SCHEDULE						
NON-SCO PERMITTING REQUIREMENTS						
922	PERMITTING - CITY OF RALEIGH	124	09-Dec-21 A	30-May-22	99	
ACCELERATED COR EXPRES REVIEW (SPR) - 3 MONTHS						
1035	SUBMITTAL TO COR - REVIEW 1 (3 WEEKS)	23	08-Dec-21 A	07-Jan-22	10	1285-177
1036	RESPONSE TO COR - REVIEW 1 (2 WEEKS)	9	10-Jan-22	20-Jan-22	10	
1038	COR EXPRESS REVIEW (OPTIONAL)	6	10-Jan-22	20-Jan-22	10	
1037	SUBMITTAL TO COR - REVIEW 2 (2 WEEKS)	10	21-Jan-22	03-Feb-22	10	
1038	RESPONSE TO COR - REVIEW 2 (2 WEEKS)	10	04-Feb-22	17-Feb-22	10	
1039	SUBMITTAL TO COR - REVIEW 3 (2 WEEKS)	10	18-Feb-22	03-Mar-22	10	
1040	CITY OF APPROVAL LETTER (2 WEEKS)	11	04-Mar-22	18-Mar-22	10	
1041	COR UTILITY PERMITS RECEIVED	0		18-Mar-22	10	
ACCELERATED COR EXPRES REVIEW (SPR) - 2 TO 3 MONTHS						
1043	SUBMITTAL TO COR - REVIEW 1 (2 WEEKS)	10	21-Mar-22	01-Apr-22	99	
1044	RESPONSE TO COR - REVIEW 1 (2 WEEKS)	10	04-Apr-22	15-Apr-22	99	
1045	COR EXPRESS REVIEW (OPTIONAL)	6	04-Apr-22	15-Apr-22	99	
1045	SUBMITTAL TO COR - REVIEW 2 (2 WEEKS)	10	18-Apr-22	29-Apr-22	99	
1046	RESPONSE TO COR - REVIEW 2 (2 WEEKS)	10	02-May-22	13-May-22	99	
1047	SUBMITTAL TO COR - REVIEW 3 (2 WEEKS)	10	16-May-22	27-May-22	99	
1048	COR - FINAL PLAN RECORDED	1	30-May-22	30-May-22	99	
PERMITTING - NCDEQ (GRADING PERMIT)						
1060	NOTICE OF IMPACT LETTER	11	31-Dec-21 A	14-Jan-22	22	1146F
1063	GRADING (EROSION) PERMIT ISSUED BY NCDEQ (1 WEEK)	10	17-Jan-22	28-Jan-22	22	
PERMITTING - NCDOT						
120	NCDOT PERMITTING	120	03-Dec-21 A	19-May-22	850	
1162	NCDOT - DESIGNER NOTIFICATION OF PERMIT DELAYS	120	03-Dec-21 A	19-May-22	850	1205B
1162	BBG SOIL NAILING DESIGN	28	08-Dec-21 A	14-Jan-22	9	
1162	NCDOT - ENCROACHMENT AGREEMENT FOR SOIL NAILING WALLS	19	17-Jan-22	10-Feb-22	9	
9	PERMITTING - DUKE POWER	9	21-Jan-22	27-Jan-22	148	
184	RECORDING OF EASEMENT	5	21-Jan-22	27-Jan-22	148	104 ■ RECORDING OF EASEMENT
DESIGN ACTIVITIES						
DESIGN COORDINATION						
UTILITY SERVICES PROVIDER - FIBER / PHONE						
1228	DESIGN FOR RELOCATION REEDY CREEK AT&T PHONE LINE & GUIDEWIRE	543	09-Aug-21 A	28-Feb-22	16	228F
1143	UTILITY SERVICE - ELECTRICAL DESIGN	250	01-Feb-21 A	21-Jan-22	919	
1265	NCDOT / STATE RIGHT OF ENTRY APPROVAL FOR REEDY CREEK POLE RELOCATION	40	01-Dec-21 A	25-Jan-22	-14	
1144	RIGHT OF ENTRY APPROVAL - FOR MAIN NEW SERVICE	15	24-Jan-22	11-Feb-22	919	
UTILITY SERVICES PROVIDER - GAS						
1335	UTILITY SERVICE - GAS DESIGN	36	13-Dec-21 A	31-Jan-22	908	
1345	NCDOT / STATE RIGHT OF ENTRY APPROVAL	20	01-Feb-22	20-Feb-22	908	
1149	FAA 7460 FORM & APPROVAL FOR BUILDING	117	02-Aug-21 A	14-Jan-22	83	1146F
SCO DESIGN PACKAGES						
CD DOCUMENTS						
PACKAGE B - EARLY SITE & STRUCTURES (SCO PACKAGE # B-21089-30)						
1192	CD DESIGN DOCUMENTS	58	18-Oct-21 A	07-Jan-22	3	177F
1259	DESIGNER TO ISSUE BID DOCUMENTS	4	04-Jan-22 A	07-Jan-22	3	177F
1195	SUBMIT PACKAGE TO SCO	1	07-Jan-22	07-Jan-22	170	178F
1349	ISOLATE STRUCTURAL STEEL PACKAGE FOR BIDDING	1	10-Jan-22	10-Jan-22	913	
1194	DESIGNER - CM CD COST RECONCILIATION VS GMP	10	10-Jan-22	21-Jan-22	180	1105B
1196	SCO REVIEW & APPROVAL (FOO AGREEMENT FOR 30 DAY REVIEW VS 60)	20	10-Jan-22	04-Feb-22	170	1105B
1198	DESIGNER RESPONSE TO SCO COMMENTS	8	07-Feb-22	16-Feb-22	170	
1199	SCO RE-REVIEW & APPROVAL	10	17-Feb-22	02-Mar-22	170	
1197	DESIGNER PROVIDED "ISSUED FOR CONSTRUCTION" DOCUMENTS	6	09-Feb-22	25-Feb-22	909	
PACKAGE C - CENTRAL UTILITY PLAN & PARKING DECK COMPLETE (SCO PACKAGE # C-21090-30)						
1282	CD DESIGN DOCUMENTS	194	18-Oct-21 A	14-Mar-22	25	314F

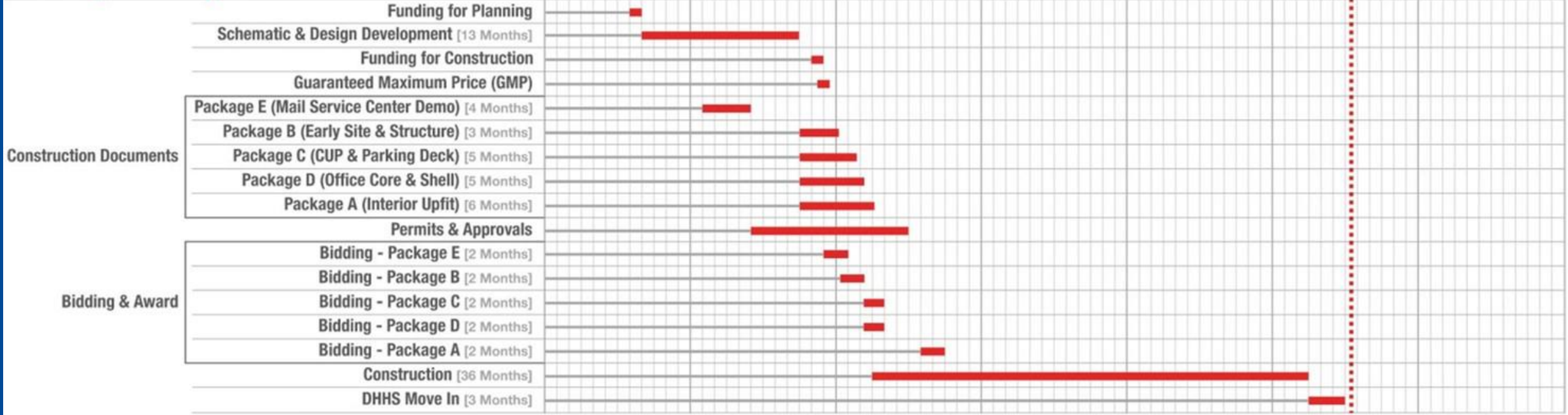
Traditional Project Delivery Process



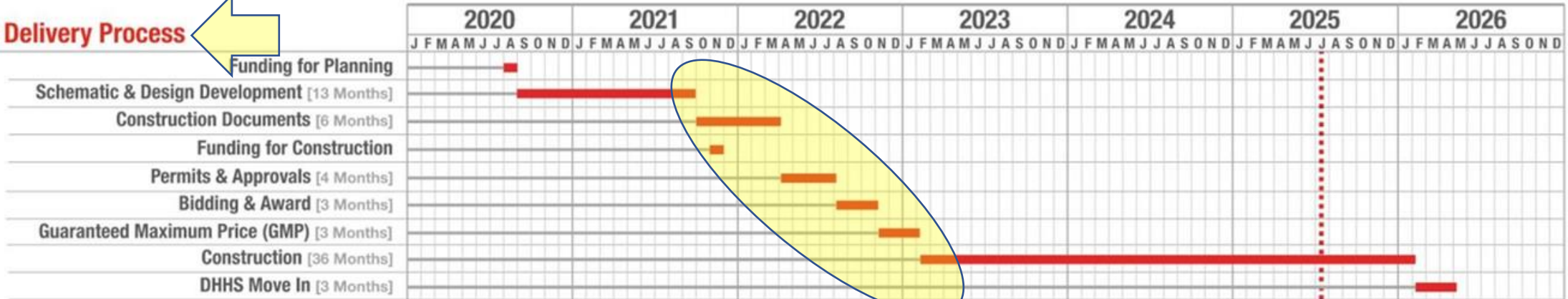
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Dorothea Dix Lease Expires

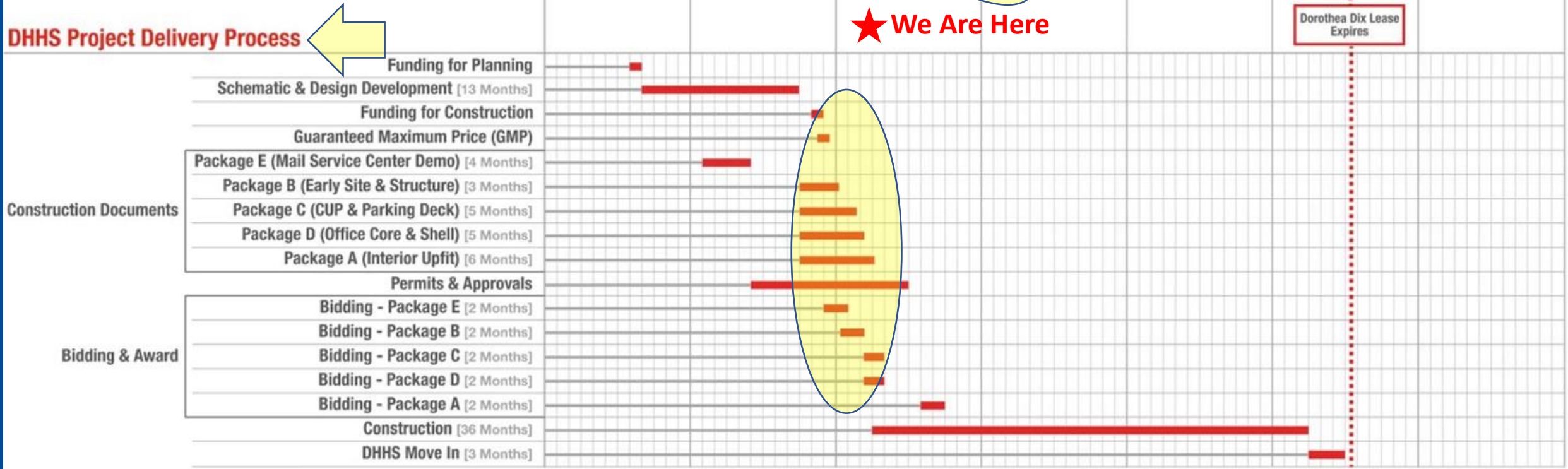
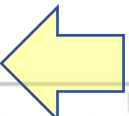
DHHS Project Delivery Process



Traditional Project Delivery Process



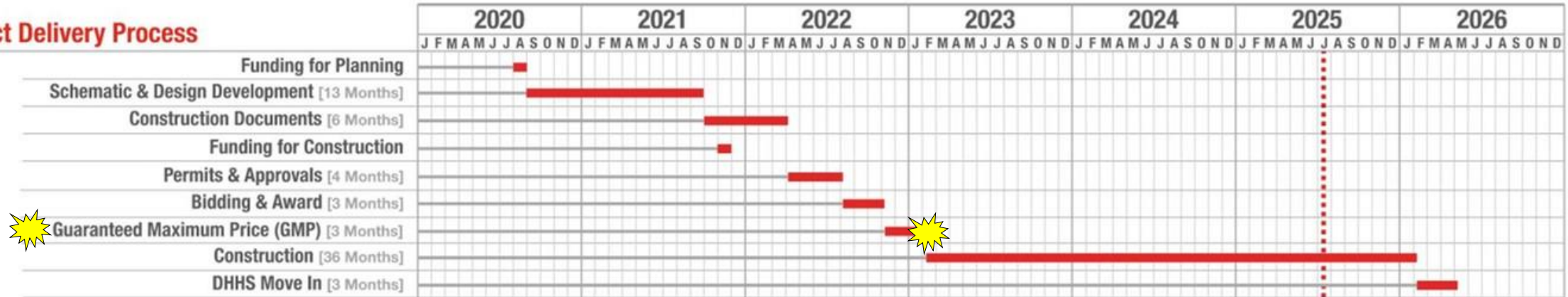
DHHS Project Delivery Process



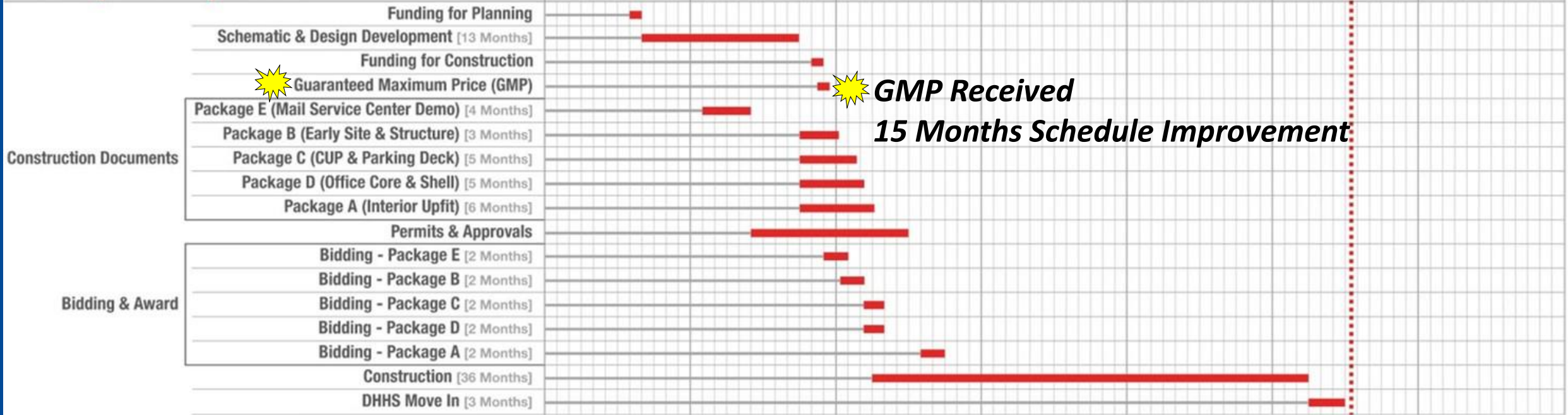
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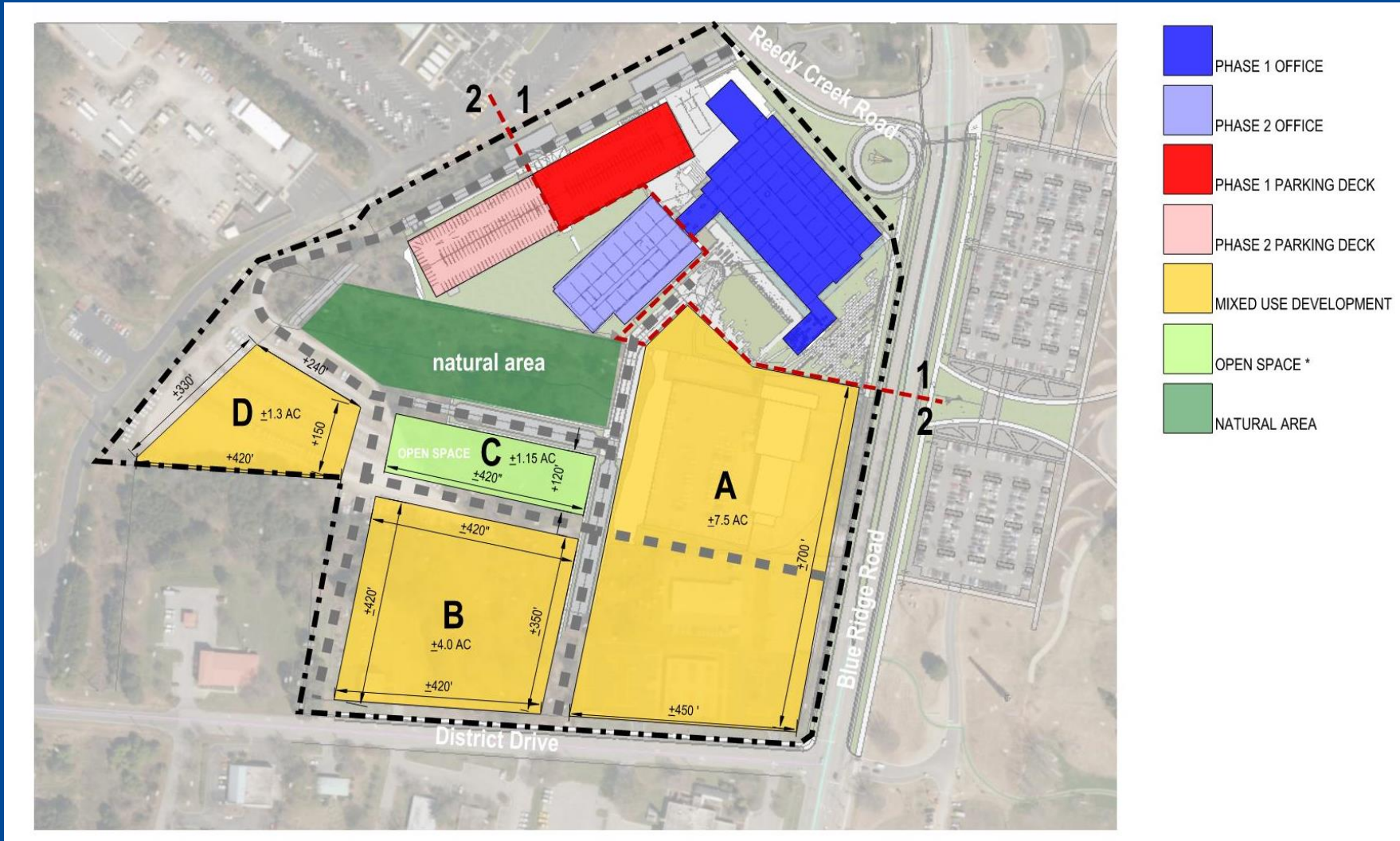
Traditional Project Delivery Process



DHHS Project Delivery Process



What Does the Future Hold?



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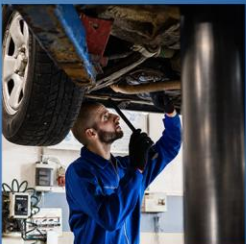
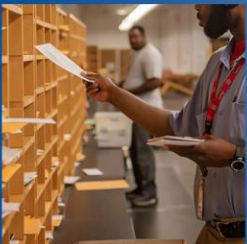
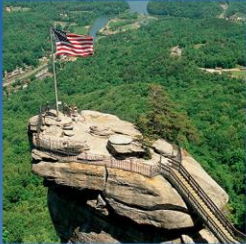


Questions?



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Thank You !



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