

PROJECT completion



Photos courtesy of Pinkard Construction

Pinkard Celebrates Grand Opening Of Red Rocks Student Rec Center

Pinkard Construction Co. recently celebrated the grand opening of Red Rocks Community College's new Student Recreation Center.

The 38,000-sq-ft project, designed by Davis Partnership Architects, includes construction of a new student recreation center addition to the main building at the Lakewood campus, and 3,000 sq ft of renovations within the existing building. The new two-story building features a gym, climbing and bouldering wall, exercise studios, cardio and strength equipment spaces, outdoor fitness deck, meeting rooms, offices and student gathering areas.

The new facility is structural steel and load-bearing masonry with glass curtain wall, brick and translucent panel- and plastic-resin exterior skin and will feature a radiant in-floor heating system. The project encompasses the existing fitness center, which was transformed into meeting space and a catering kitchen, along with an east-entry retrofit.

Site work included grading and earthwork, upgrades to the existing athletic field, drainage, utilities and landscaping. It maintains access and services to the existing buildings.

The project is the result of a planning and feasibility study conducted in 2013 and a vote by the Red Rocks student body. In spring 2014, students voted in favor of a fee increase to support the facility. A planning committee consisting of RRCC student government members and RRCC staff brought the project to fruition.

Construction of the \$10.2-million facility was completed in June.



RUSH - TIME VALUE NEWSPAPER

COMMENTARY

Multi-Party Integrated Project Delivery Offers Real Benefits

By John C. Hoelscher

The term integrated project delivery is frequently used in the AEC industry these days. But there's a big difference between "IPD-like" and true IPD multi-party contract projects.



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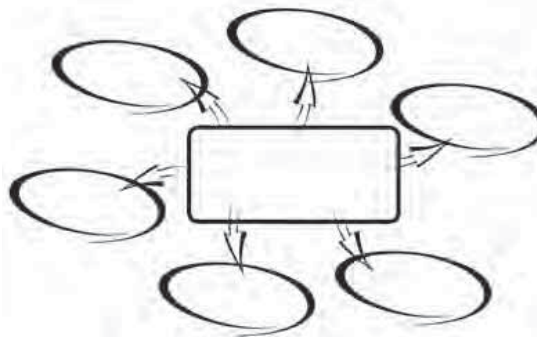
Penrose-St. Francis Health Systems recently broken ground on one of the few true IPD projects in Colorado using a multi-party agreement. The project by RTA Architects, GE Johnson Construction and Penrose-St. Francis Health Systems is a \$102-million expansion of the St. Francis Medical Center (SFMC) in Colorado Springs. The team is delivering benefits beyond the norm to the project owner because of the demanding structure of a true IPD agreement.

Co-location is a tool we've used with great success on several projects, even those which were not IPD contracts.

An IPD multi-party agreement requires the team to deliver the project using lean-design methodologies. Unlike traditional contract agreements, IPD is a relational vs. a transactional contract. Based upon mutual trust and transparency by all parties, the key to IPD's success is the equally shared responsibility—reflected in profits and losses—among all contractual team members. Collaboration is intrinsic to the agreement.

Below are the cardinal rules a team must follow when executing a real multi-party IPD project:

- When improvements in the design result in increased cost, offsetting savings must be found elsewhere that do not compromise value or project goals.



- Projects that are over budget may not proceed without a "path back," a list of owner agreed-upon reductions in scope or quality that can be implemented without diminishing the project goals.
- All design team participants must agree that scope that exceeds target cost will not be added. This relates to the foundational understanding the owner's initial needs. If the project adds scope, the owner's needs were not fully understood in the first place.
- The transition from design to construction must be meticulously managed to ensure that the target cost is indeed achieved.

Two key trends in IPD have proven valuable for RTA Architects: target-value design (TVD) and co-location.

TVD is a management practice that delivers improved customer value and truly collaborative design concepts within project constraints starting in the earliest days of the project. In contrast to TVD, the traditional design approach requires individual disciplines to develop design ideas and concepts independently during various project phases.

Cost estimates are prepared for the individual systems, which then are combined to arrive at the overall project budget. This approach invariably results in value engineering to bring the project back within budget. Scope and cost are adjusted in a disjointed way that often results in a project that extends the schedule and does not meet the owner's conditions of satisfaction (CoS).

Conversely, TVD offers an opportunity for designers to converse

concurrently with the people who will execute the design, avoiding value engineering altogether. The owner's CoS are met the first time around, and the project remains on schedule.

Co-location is a tool we've used with great success on several projects, even those which were not IPD contracts. Co-location is integral to a true IPD project. The entire team gathers at one location, called the Big Room, where the actual design and production work is done.

At SFMC, the project team utilized space at an adjacent medical office building two full days a week to work together, resolve problems and coordinate the various systems in real time. At one of the Big Room meetings, the head nurse for the NICU gave a presentation on the infants: the kind of care they received, how vulnerable they were to outside stimulation and other topics. As a result of this presentation, the trade partners had a heightened awareness of their potential impact on these tiny patients.

Compared to a traditional design process, IPD brings true partnership and collaboration to life through shared risk and reward, trust and mutual respect and a contractual commitment to work as a team. This process helps owners achieve cost and schedule targets more accurately through efficiencies gained early in the process and results in fewer surprises throughout the project.

The St. Francis Medical Center expansion is currently in construction, and completion is scheduled for 2019.

John C. Hoelscher is a principal at RTA Architects in Colorado Springs.



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