

# The Mary J. Drexel Home Assisted Living Addition

Bala Cynwyd, PA



**Analysis #1**  
**Project Schedule Sequencing**

**Analysis #2**  
**Prefabricated MEP Corridor Racks**

**Analysis #3**  
**Green Roof Implementation**  
**Structural Breadth**  
**Acoustical Breadth**

**Analysis #4**  
**Alternate Delivery Method**

**Penn State AE Senior Capstone Project**  
**Gjon Tomaj – Construction Management Option**

Advisor: Dr. Ed Gannon

# Project Summary

## The Mary J. Drexel Home Assisted Living Addition

Bala Cynwyd, PA



SFCs

### Project Summary

#### Analysis #1: Project Sequencing

Sequencing Process

Schedule Results

Cost Results

#### Analysis #2: MEP Corridor Racks

Feasibility

Rack Design

Cost & Schedule Impacts

#### Analysis #3: Implementation of Green Roof

Structural Breadth

Cost & Schedule Impacts

Final Recommendations

Acknowledgements

### Project Location

Bala Cynwd, Pennsylvania

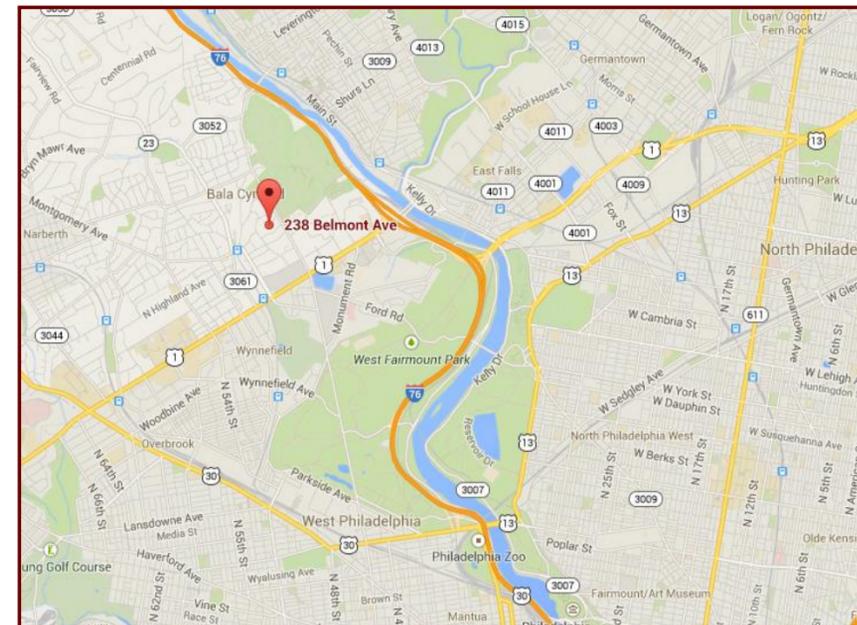


Image Courtesy of Google Maps

### Building Information

Size of West Wing: 34,100 GSF

Size of East Wing: 40,600 GSF

# Stories Above Grade: Two

Structure: Load-Bearing Metal Wall Panels

Size of Existing Mansion: 21,000 GSF

### Construction Information

Cost: \$14.6 million

Duration: 11/2012 – 12/2013

Delivery: Design-Bid-Build\* (\*MEP Systems = Design-Build)

Contract Type: GMP

### Owner



### Client Expectations

Low Cost

High Quality

Construction Completion by February 2014

### Project Purpose

Continue senior care excellence started by MJD 150 years ago

Cultural Change Movement



SFCs



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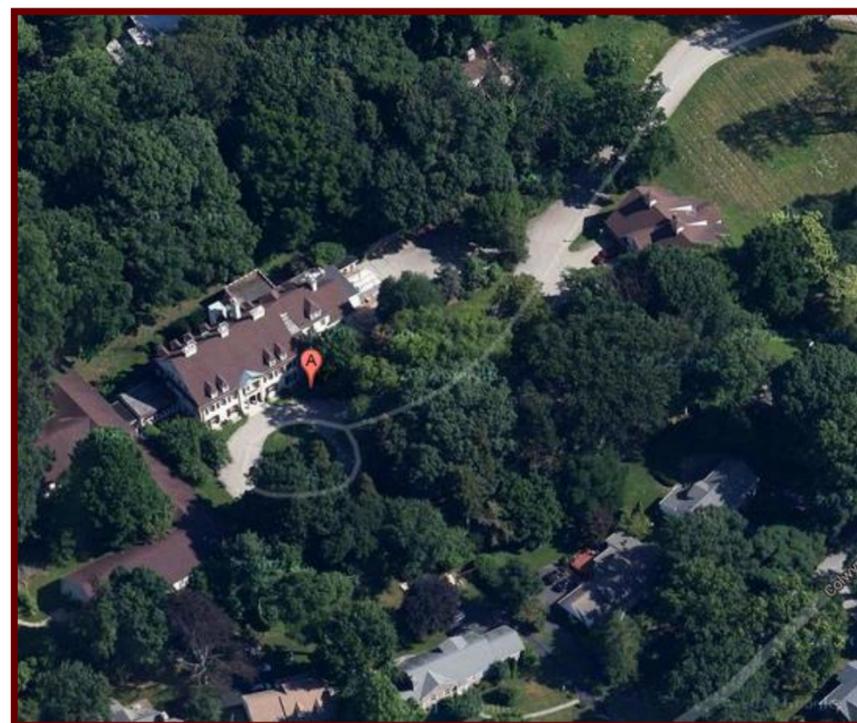


Image Courtesy of Google Maps

### Problem Identification

No Urgency Placed on Completing Project Faster

Scheduling Gaps

Limited Activity Overlap (Majority Start-to-Finish Activities)

### Background Information

Emphasis on Cost & Quality

Simple Cost Effective Fix

### General Conditions Overview

Total Cost: \$1,596,477

50% of GC Costs Affected by Schedule Changes: \$798,384

### Analysis Goals

Two Week Reduction

Savings on General Conditions: \$28,514



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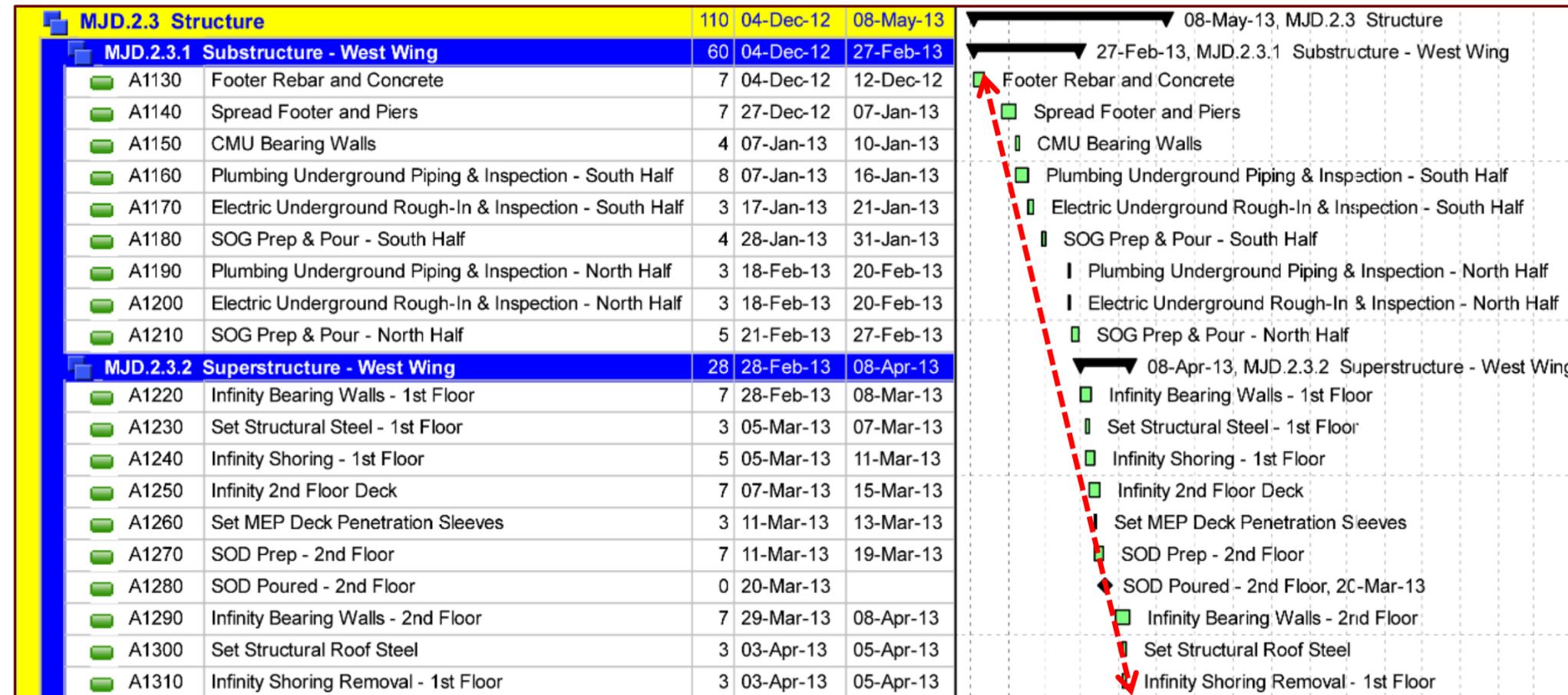
### Analysis #3: Implementation of Green Roof

#### Structural Breadth

#### Cost & Schedule Impacts

### Final Recommendations

### Acknowledgements



### Example: Original Structure Phase Schedule

Substructure: 60 Days

Superstructure: 28 Days

Majority Start-to-Finish Activities

### Re-Sequencing Process

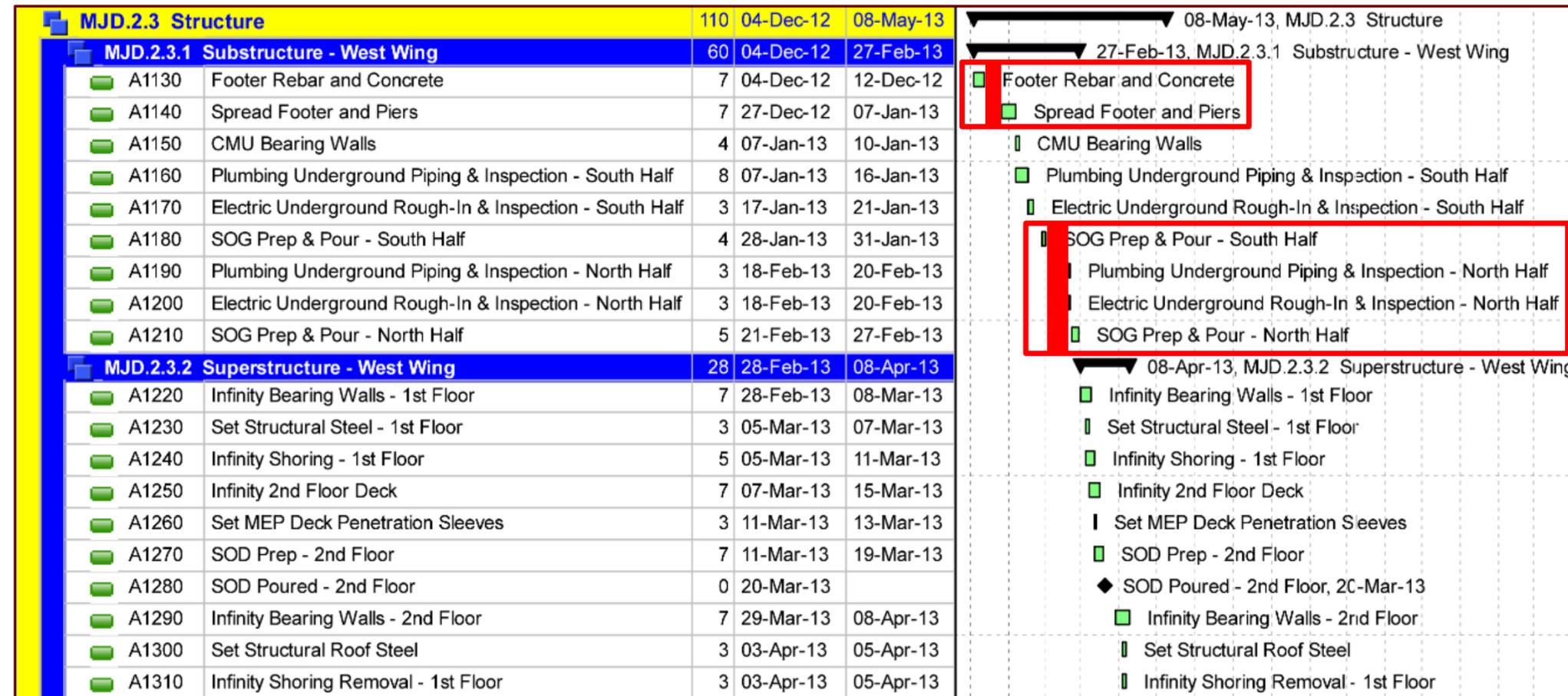
1. Remove Schedule Gaps

2. Re-Sequence Activities

3. Overlap Activities



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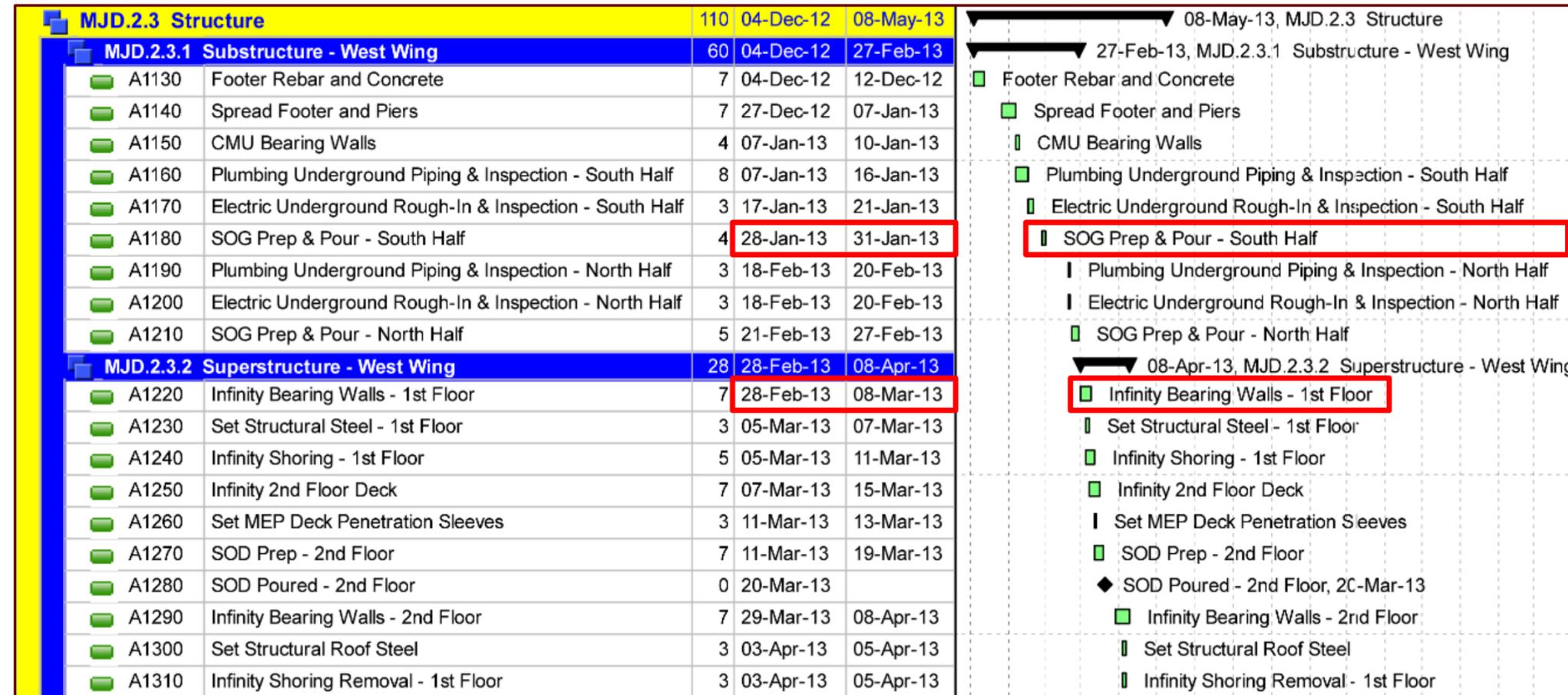
Majority Start-to-Finish Activities

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1. Remove Schedule Gaps
2. Re-Sequence Activities
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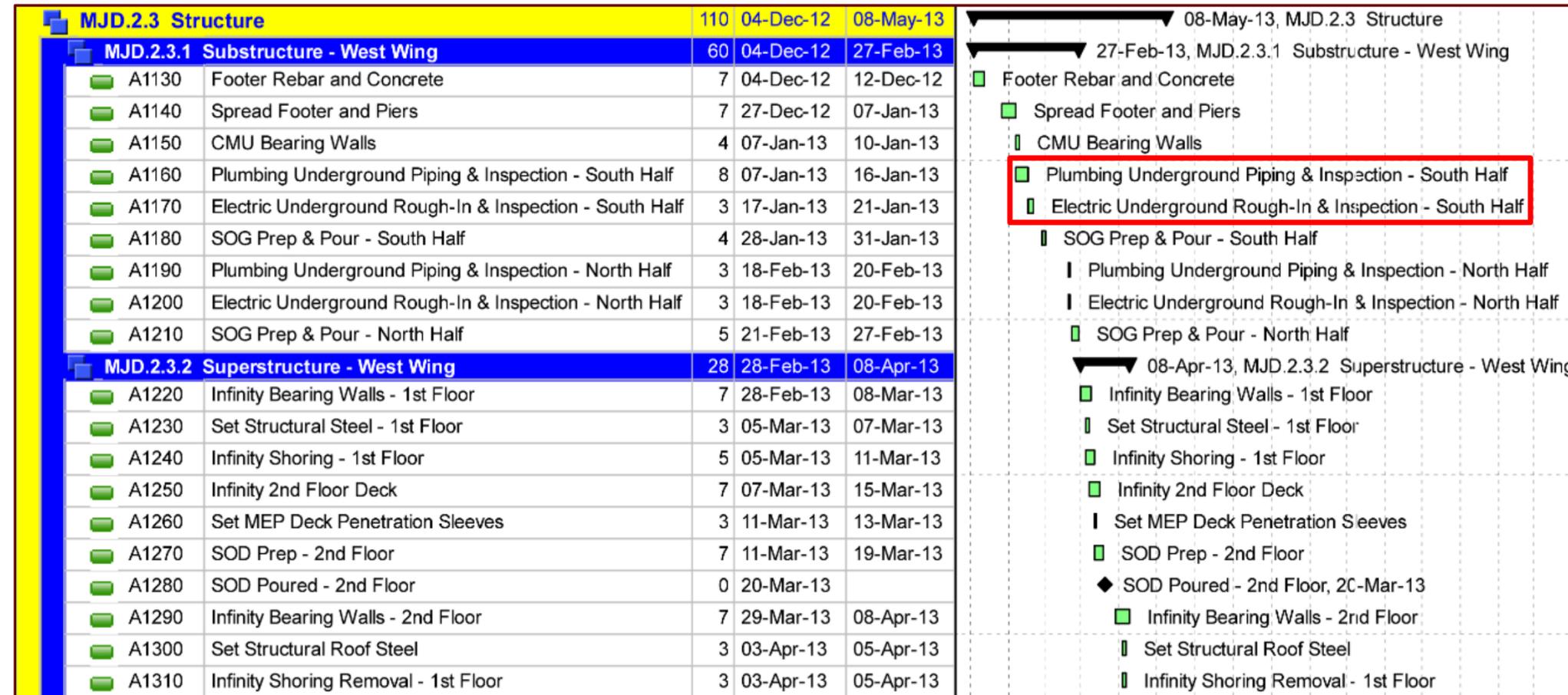
Majority Start-to-Finish Activities

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1. Remove Schedule Gaps
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### Example: Original Structure Phase Schedule

- Substructure: 60 Days
- Superstructure: 28 Days
- Majority Start-to-Finish Activities

### Re-Sequencing Process

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# Project Sequencing



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MJD_-1.2.3 Structure		84	04-Dec-12	02-Apr-13
MJD_-1.2.3.1 Substructure - West Wing		30	04-Dec-12	16-Jan-13
A1130	Footer Rebar and Concrete	7	04-Dec-12	12-Dec-12
A1140	Spread Footer and Piers	7	13-Dec-12	21-Dec-12
A1150	CMU Bearing Walls	7	18-Dec-12	27-Dec-12
A1160	Plumbing Underground Piping & Inspection - South Ha	8	20-Dec-12	02-Jan-13
A1170	Electric Underground Rough-In & Inspection - South H	3	20-Dec-12	24-Dec-12
A1180	SOG Prep & Pour - South Half	4	03-Jan-13	08-Jan-13
A1190	Plumbing Underground Piping & Inspection - North Hai	3	07-Jan-13	09-Jan-13
A1200	Electric Underground Rough-In & Inspection - North H.	3	07-Jan-13	09-Jan-13
A1210	SOG Prep & Pour - North Half	5	10-Jan-13	16-Jan-13
MJD_-1.2.3.2 Superstructure - West Wing		28	09-Jan-13	15-Feb-13
A1220	Infinity Bearing Walls - 1st Floor (South)	4	09-Jan-13	14-Jan-13
A1225	Infinity Bearing Walls - 1st Floor (North)	4	16-Jan-13	21-Jan-13
A1230	Set Structural Steel - 1st Floor	3	16-Jan-13	18-Jan-13
A1240	Infinity Shoring - 1st Floor	5	16-Jan-13	22-Jan-13
A1250	Infinity 2nd Floor Deck	7	16-Jan-13	24-Jan-13
A1260	Set MEP Deck Penetration Sleeves	3	25-Jan-13	29-Jan-13
A1270	SOD Prep - 2nd Floor	7	29-Jan-13	06-Feb-13
A1280	SOD Poured - 2nd Floor	0	06-Feb-13	
A1290	Infinity Bearing Walls - 2nd Floor	7	07-Feb-13	15-Feb-13
A1300	Set Structural Roof Steel	3	07-Feb-13	11-Feb-13
A1310	Infinity Shoring Removal - 1st Floor	3	11-Feb-13	13-Feb-13

## Revised Structure Phase Schedule

Substructure: 30 Days  
Superstructure: 28 Days

Original Substantial Completion	12/14/13
Revised Substantial Completion	11/25/13
<b>Revised Duration Results</b>	<b>4 weeks</b>

Original Activity Durations not changed



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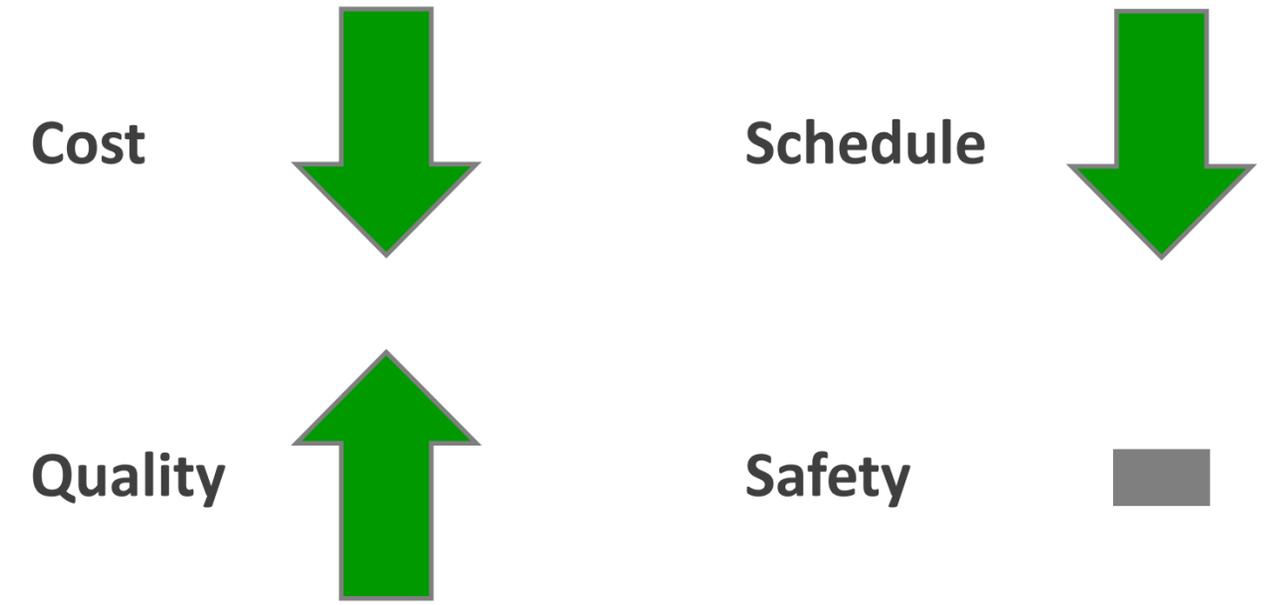
### General Conditions 3.6% Savings



### General Conditions Savings Breakdown

Original Monthly Items	\$798,384
Revised Monthly Items	\$741,357
<b>Total Savings</b>	<b>\$57,027</b>

### Analysis Implications

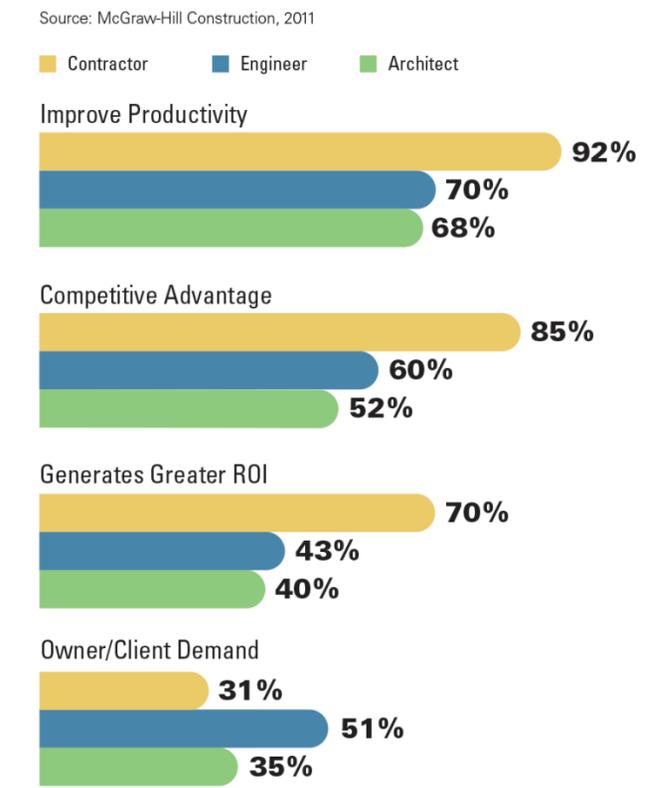


# MEP Corridor Racks



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## Key Drivers for Prefab



## Problem Identification

- Limited Jobsite Access
- Unforeseen Delays
- MEP Trades forced to increase manpower to meet schedule

## Background Information

- MEP Systems: Design-Build
- Prefabrication due to identical corridor layouts

## Analysis Goals

- Determine Feasibility
- Reduce Schedule
- Reduce Site Congestion
- Potential Cost Savings





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### Prefabrication Warehouse Location

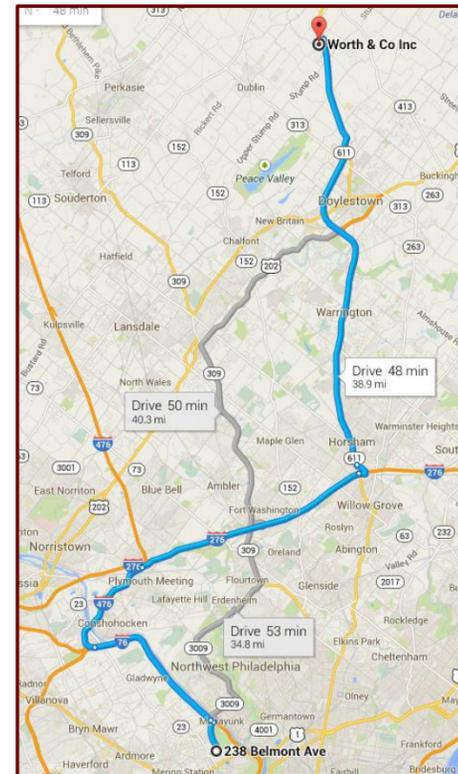
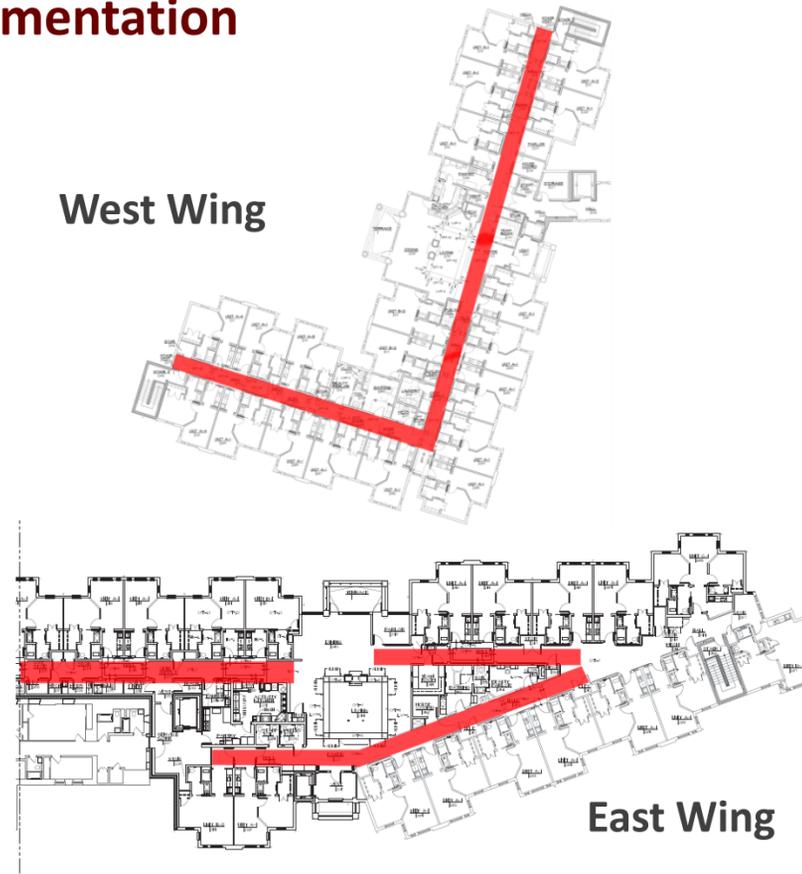


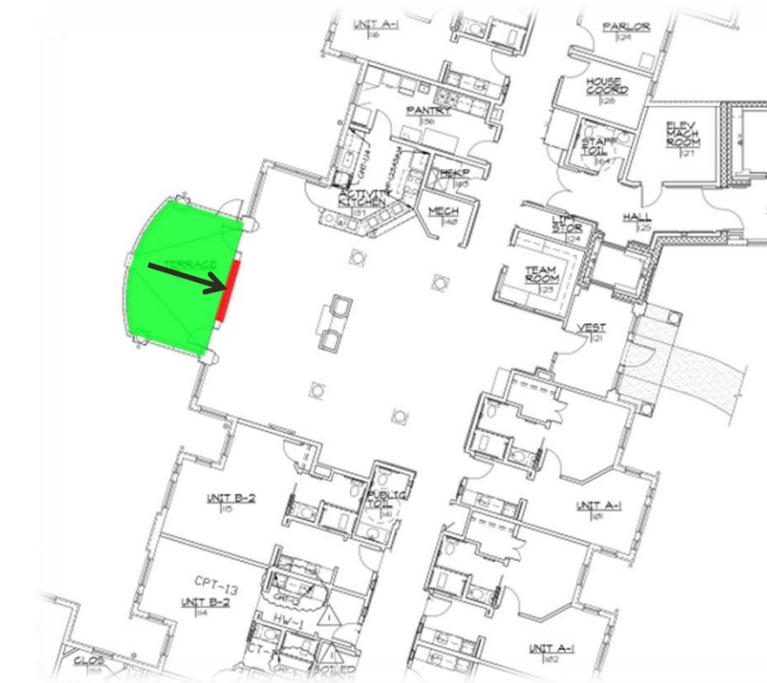
Image Courtesy of Google Maps

Distance:  
**39 Miles**

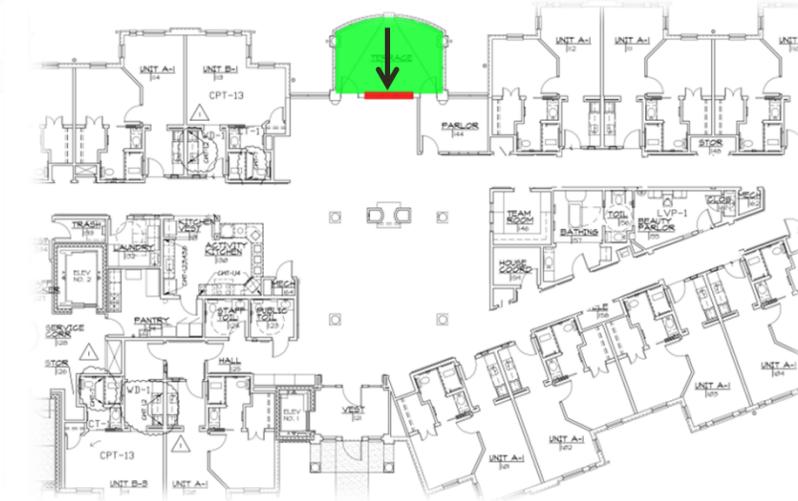
### Area of Implementation



### Logistics



West Wing



East Wing



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## Design Criteria

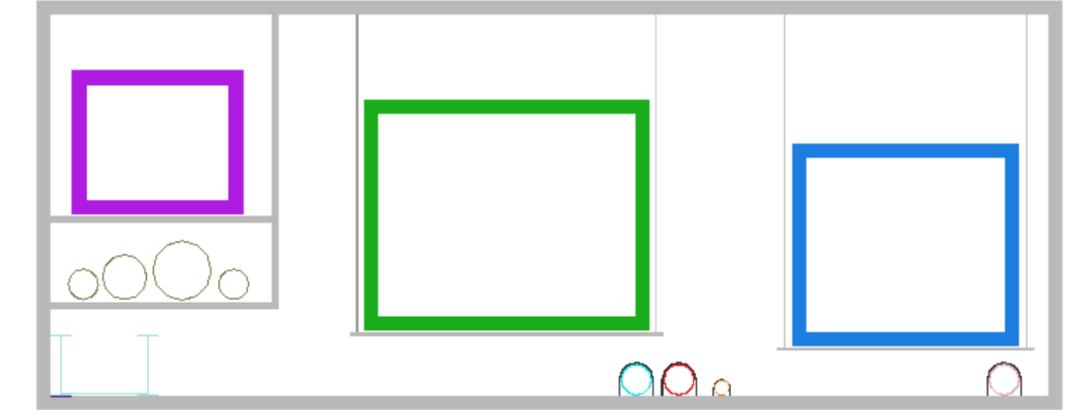
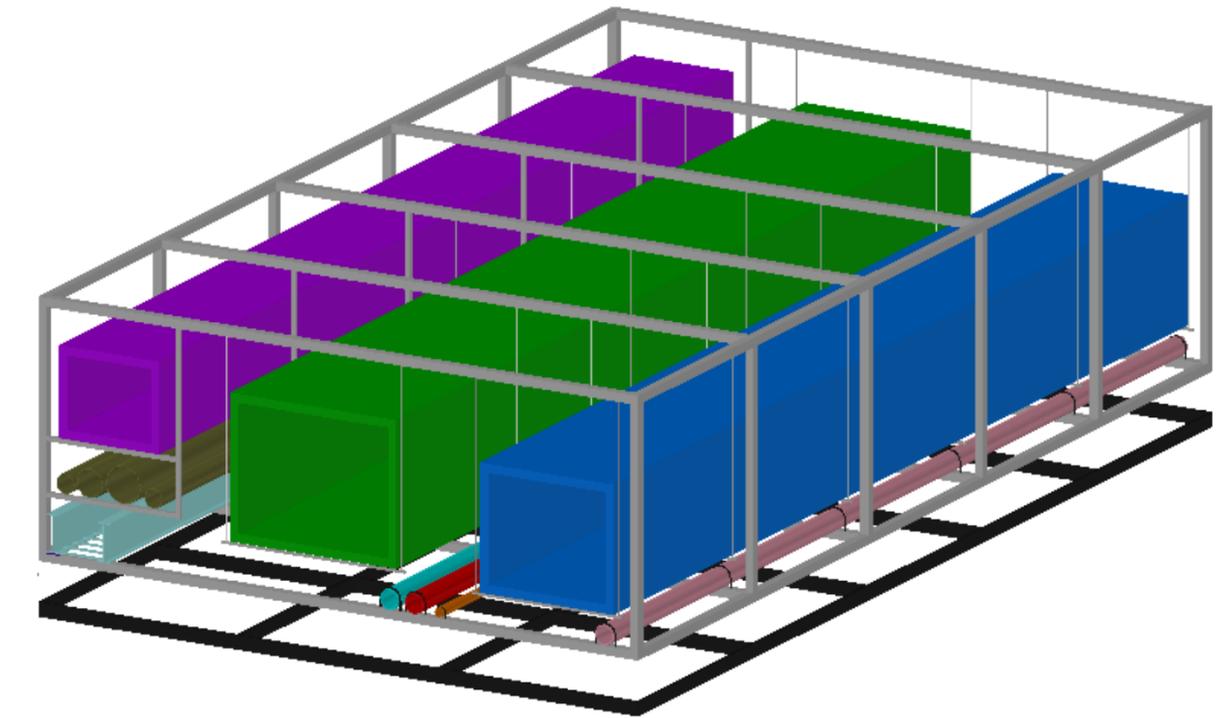
Floor to Floor Ht: 11'-6"  
Floor to Ceiling Ht: 8'-6"

### Corridor Rack:

Width: 6' max  
Height: 2'-6" (6" clearance)  
Length: 10'\*

\*Lengths be adjusted to different lengths if necessary (under professional design)

## Sample Design



- Supply Air Duct
- Return Air Duct
- Outside Air Duct
- Domestic Cold Water Supply
- Domestic Hot Water Supply
- Domestic Hot Water Recirculate
- Sprinkler Piping
- Electrical Conduit Raceway
- Cable Tray
- Acoustical Ceiling Grid



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### Cost Savings

<b>GC Cost Savings</b>	<b>\$14,257</b>
Labor Savings/Day	\$3,340*
<small>*Assume 5 laborers per each trade</small>	
<b>Total Potential Labor Savings</b>	<b>\$20,875</b>

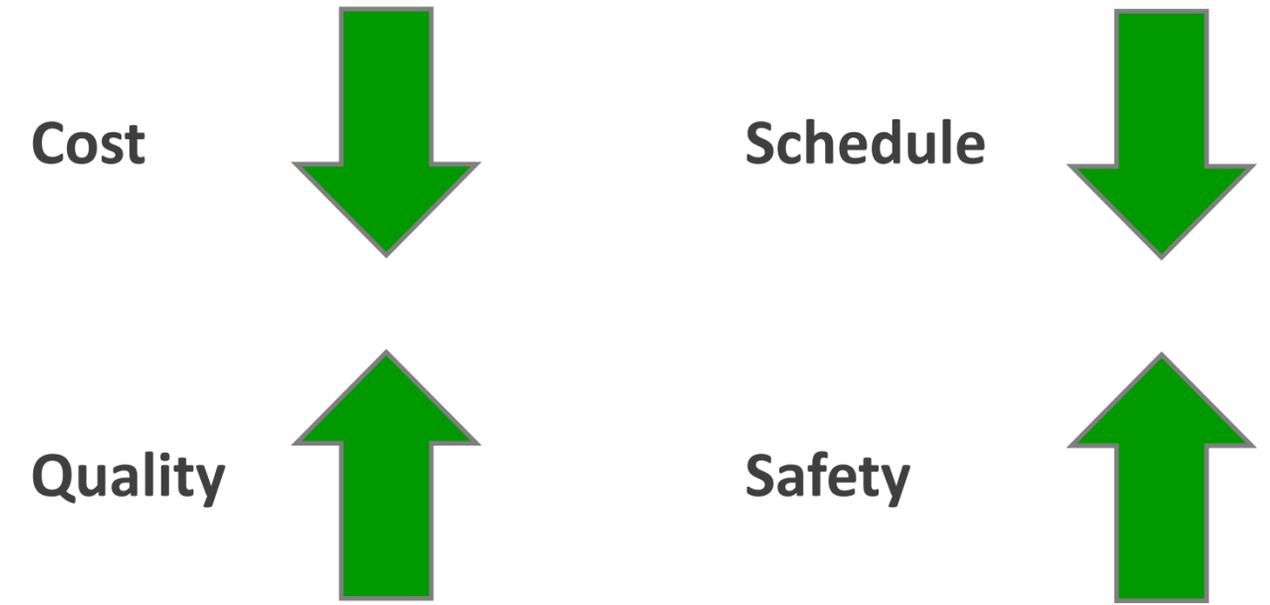
### Schedule Savings

#### Critical Path

Original Corridor Work Duration	25 days
Prefab Corridor Rack Duration	18.75 days
<b>Total Reduction</b>	<b>6.25 days</b>

25% reduction in labor duration  
 1.5 Days for each trade per floor  
 Total Duration Reduction: 6.25 Days (approx. 1 Week)

### Analysis Implications



# Green Roof Implementation



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Hydrotech® Garden Tray Module



Image Courtesy of Hydrotech USA

## Problem Identification

- Very few sustainable VE efforts
- Decisions made only to lower initial capital costs

## Background Information

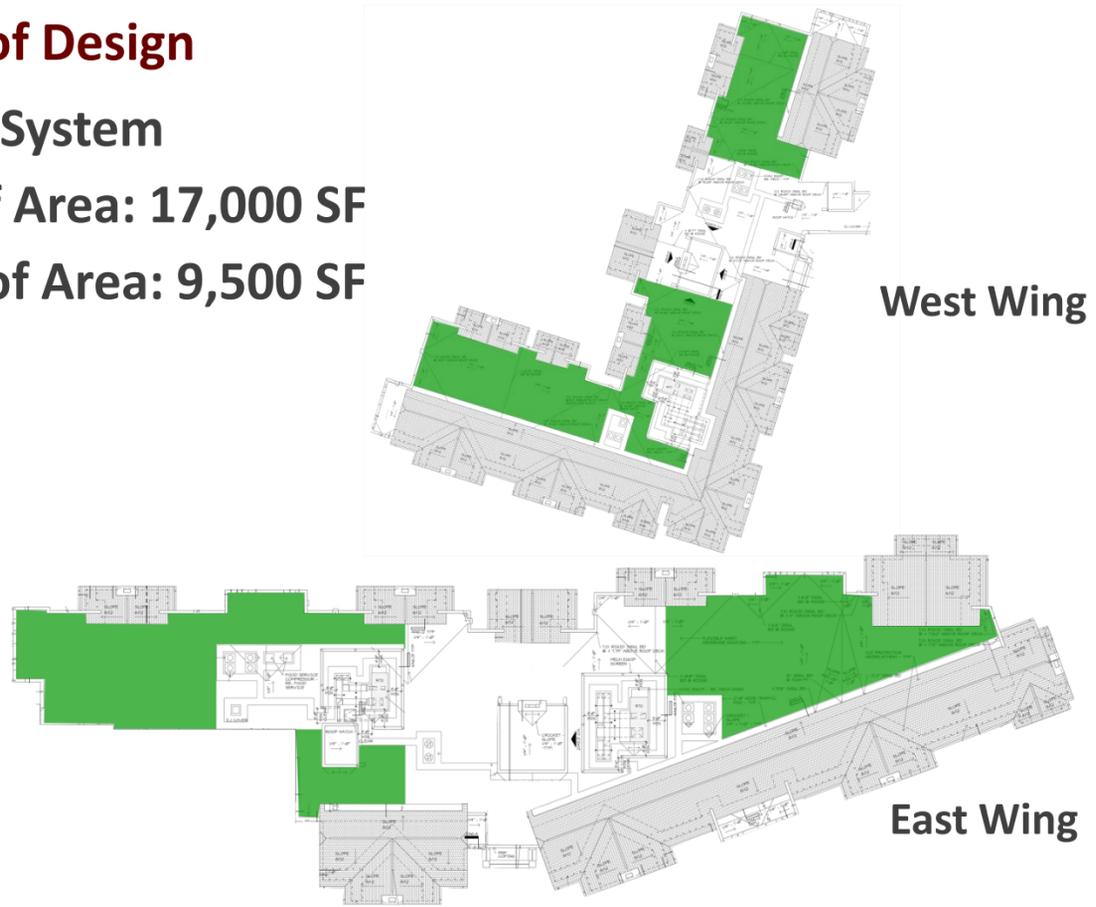
- Concrete Roof Deck to EPDM Roof
- No LEED accreditation

## Analysis Goals

- Increase quality of project
- Provide cost savings over life of project

## Green Roof Design

- Extensive System
- Total Roof Area: 17,000 SF
- Green Roof Area: 9,500 SF





**Project Summary**

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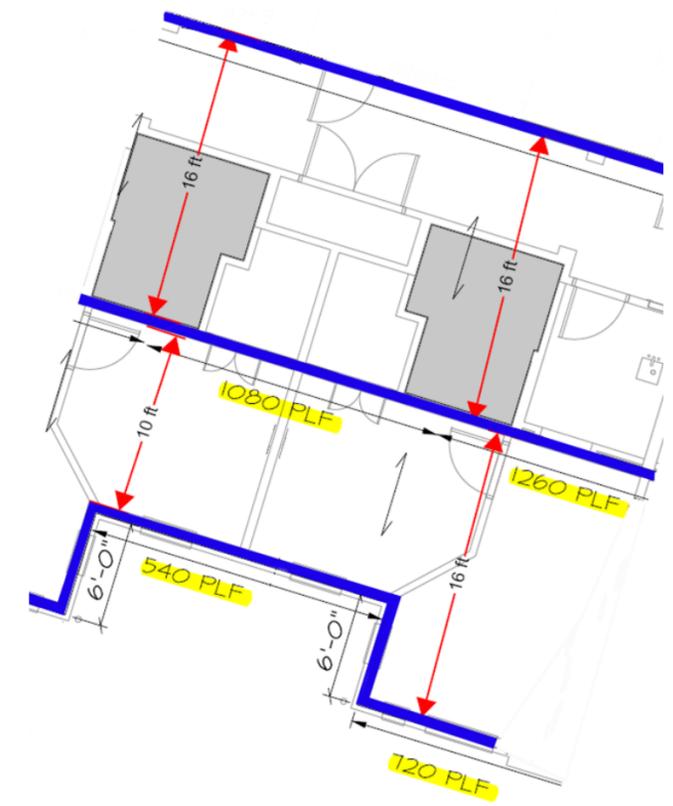
**Analysis #3: Implementation of Green Roof**

- Structural Breadth**
- Cost & Schedule Impacts
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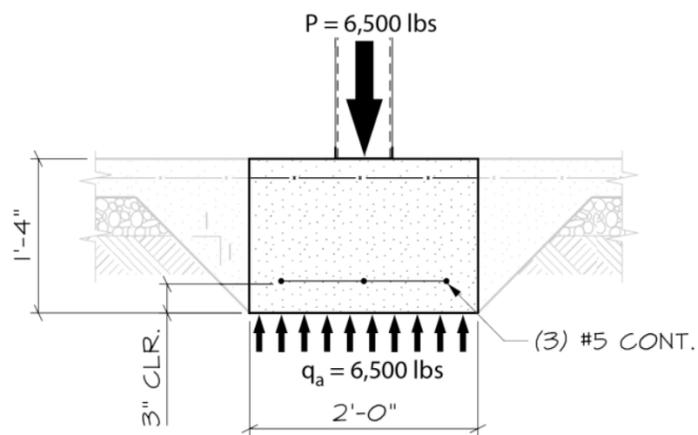
## Structural Analysis

Description	EPDM	Green Roof
Dead Load	39 psf	68 psf
Roof Live Load	20 psf	20 psf
Snow Load	23.1 psf	23.1 psf
Load Difference	-	29 psf



## Results

- Existing Roof Deck ✓
- Metal Wall Panels ✓
- Existing Foundation ✓



# Green Roof Implementation



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## Schedule Savings

**Original EPDM Roof** 15 Days (per wing)

<b>Green Roof</b> 9,500 SF	15 days
<b>EPDM</b> 7,500 SF	7 days
<b>New Duration</b>	<b>15 Days (per wing)</b>

## Cost Analysis

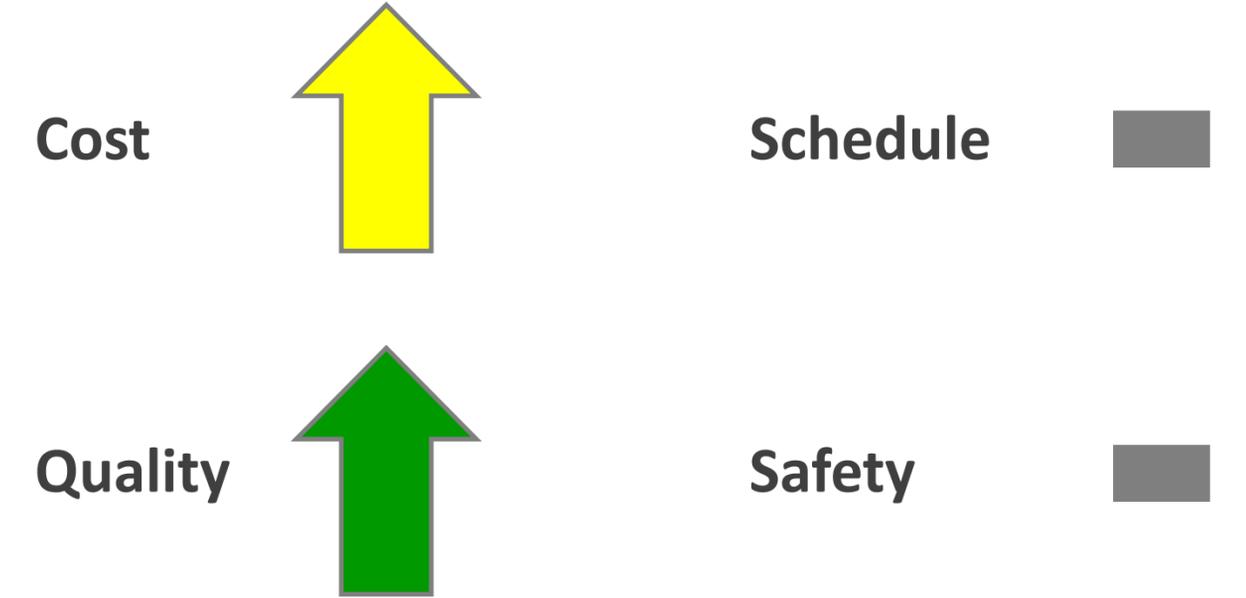
EPMD Lifespan:  
18 Years

Green Roof Lifespan:  
39+ years

Tax Credit: 25% of cost  
for 6 years

Years	EPDM	Green Roof
0	\$279,870	\$378,272
1	\$0	-\$20,700
2	\$0	-\$20,700
3	\$0	-\$20,700
4	\$0	-\$20,700
5	\$0	-\$20,700
6-17	\$0	\$0
18	\$279,870	\$123,143
<b>Total</b>	<b>\$559,740</b>	<b>\$397,915</b>
Cost Difference	\$161,825	
Initial Cost Diff.	\$119,102	
<b>TOTAL SAVINGS</b>	<b>\$42,723</b>	

## Analysis Implications



# Final Recommendations



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## Savings Summary

Analysis #1

\$57,027

Analysis #2

\$14,257

Analysis #3

\$42,723 (after 18 years)

**TOTAL SAVINGS**

**\$71,284** (not incl. Analysis #3 savings)

**\$114,007**

## Analysis #1: Project Sequencing

Cost Savings: \$57,027

Schedule Savings: 4 weeks

3.6% Reduction in General Condition Costs

## Analysis #2: MEP Corridor Racks

Cost Savings: \$14,257 + Labor Savings

Schedule Savings: 6.25 Days

Reduced Site Congestion & Increased Laborer Safety

## Analysis #3: Green Roof Implementation

Initial Cost Incurred: \$119,102

Cost Savings after first replacement: \$42,723

Increased Quality

Existing Structural Elements Acceptable

Better Acoustical Performance for Elderly Residents

# Acknowledgements



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### Academic

Dr. Ed Gannon

Dr. Robert Leicht

Dr. Craig Dubler

Penn State AE Faculty



### Special Thanks

DJ Wagner HVAC

Infinity Structures, Inc.

Liberty Lutheran Services

PACE Industry Members

SFCS, Inc.

Wohlsen Construction Project Team

Worth and Company

My Family and Friends

# Questions?



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# Gjon Tomaj

## Construction Management Option

# Appendix – Project Sequencing

# The Mary J. Drexel Home

## Assisted Living Addition

Bala Cynwyd, PA



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General Conditions Estimate				
Project Duration - 14 Months - 56 Weeks				
Description	Quantity	Unit	Cost	Amount
<b>Project Management Team</b>				
<b>\$776,250</b>				
Project Executive (10%)	14	Mo.	\$2,050.00	\$28,700
Field Operations Manager (10%)	14	Mo.	\$1,700.00	\$23,800
Project Manager	14	Mo.	\$16,000.00	\$224,000
Superintendent	14	Mo.	\$15,500.00	\$217,000
Project Engineer	14	Mo.	\$11,200.00	\$156,800
Project Assistant (50%)	14	Mo.	\$4,000.00	\$56,000
Accountant	250	Hr.	\$55.00	\$13,750
Contract Administrator	100	Hr.	\$80.00	\$8,000
Safety Manager	165	Hr.	\$80.00	\$13,200
Laborer (50%)	14	Mo.	\$2,500.00	\$35,000
<b>Site Conditions</b>				
<b>\$95,455</b>				
Temporary Power	1	LS	\$7,500.00	\$7,500
Temporary Fence	500	LF	\$10.00	\$5,000
Temporary Phone	14	Mo.	\$750.00	\$10,500
Temporary Toilets (4)	14	Mo.	\$600.00	\$8,400
Drinking Water	14	Mo.	\$150.00	\$2,100
Temporary Stair & Rails	1500	LF	\$10.00	\$15,000
Dumpsters (2)	14	Mo.	\$2,500.00	\$35,000
Signage	100	SF	\$26.50	\$2,650
Small Tools & Equip	14609579	LS	0.05%	\$7,305
Job Photos	4	Set	\$500.00	\$2,000
<b>Insurance</b>				
<b>\$200,151</b>				
Builder's Risk	14609579	(\$)	0.15%	\$21,914
General Liability	14609579	(\$)	0.75%	\$109,572
MEP Liability Insurance (based on GMP)	14609579	(\$)	0.47%	\$68,665
<b>Field Operations</b>				
<b>\$86,334</b>				
Field Office/Trailer - use existing facilities	0	Mo.	\$0.00	\$0
Storage Trailers - use existing facilities	0	Mo.	\$0.00	\$0
Final Cleaning	76,000	SF	\$0.50	\$38,000
Computer Equipment	1	LS	\$3,500.00	\$3,500
Job Office Supplies	14	Mo.	\$77.40	\$1,084
Drawings & Blueprints	65	Ea.	\$150.00	\$9,750
Safety Equipment	1	LS	\$3,000.00	\$3,000
Protect New Work	76,000	SF	\$0.25	\$19,000
Layout (Own Forces)	3	Wk	\$4,000.00	\$12,000
<b>Contingency</b>				
<b>\$438,287</b>				
<b>TOTAL</b>				<b>\$1,596,477</b>

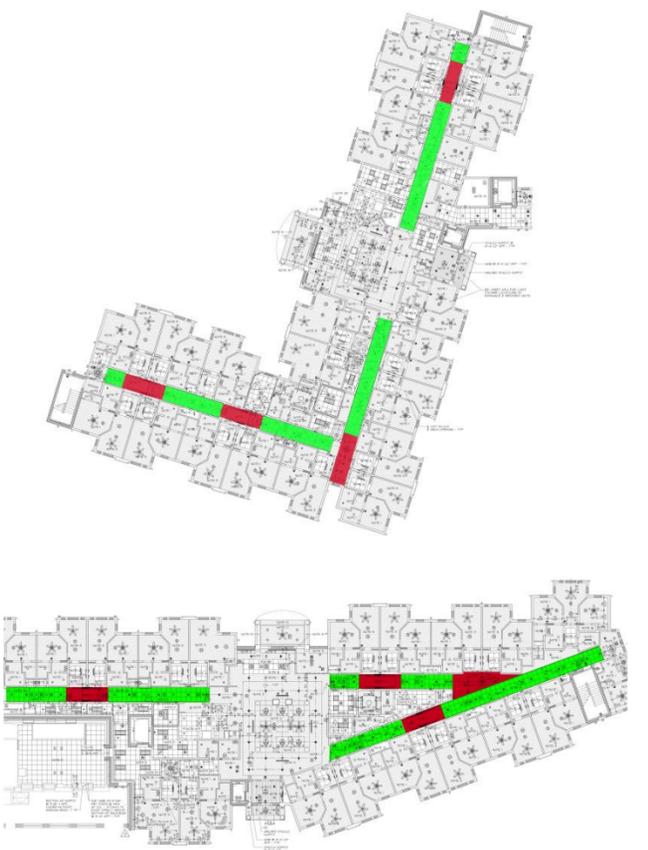
General Conditions Estimate - Monthly Paid Line Items				
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Project Assistant (50%)	14	Mo.	\$4,000.00	\$56,000
Laborer (50%)	14	Mo.	\$2,500.00	\$35,000
<b>Site Conditions</b>				
<b>\$56,000</b>				
Temporary Phone	14	Mo.	\$750.00	\$10,500
Temporary Toilets (4)	14	Mo.	\$600.00	\$8,400
Drinking Water	14	Mo.	\$150.00	\$2,100
Dumpsters (2)	14	Mo.	\$2,500.00	\$35,000
<b>Field Operations</b>				
<b>\$1,084</b>				
Field Office/Trailer - use existing facilities	0	Mo.	\$0.00	\$0
Storage Trailers - use existing facilities	0	Mo.	\$0.00	\$0
Job Office Supplies	14	Mo.	\$77.40	\$1,084
<b>TOTAL</b>				<b>\$798,384</b>

General Conditions – Potential Cost Savings				
Description	Quantity	Unit	Cost/Unit	Amount
<b>Project Management Team</b>				
<b>\$52,950</b>				
Project Executive (10%)	1	Mo.	\$2,050.00	\$2,050
Field Operations Manager (10%)	1	Mo.	\$1,700.00	\$1,700
Project Manager	1	Mo.	\$16,000.00	\$16,000
Superintendent	1	Mo.	\$15,500.00	\$15,500
Project Engineer	1	Mo.	\$11,200.00	\$11,200
Project Assistant (50%)	1	Mo.	\$4,000.00	\$4,000
Laborer (50%)	1	Mo.	\$2,500.00	\$2,500
<b>Site Conditions</b>				
<b>\$4,000</b>				
Temporary Phone	1	Mo.	\$750.00	\$750
Temporary Toilets (4)	1	Mo.	\$600.00	\$600
Drinking Water	1	Mo.	\$150.00	\$150
Dumpsters (2)	1	Mo.	\$2,500.00	\$2,500
<b>Field Operations</b>				
<b>\$77</b>				
Field Office/Trailer - use existing facilities	0	Mo.	\$0.00	\$0
Storage Trailers - use existing facilities	0	Mo.	\$0.00	\$0
Job Office Supplies	1	Mo.	\$77.40	\$77
<b>TOTAL</b>				<b>\$57,027</b>

# Appendix – MEP Corridor Racks

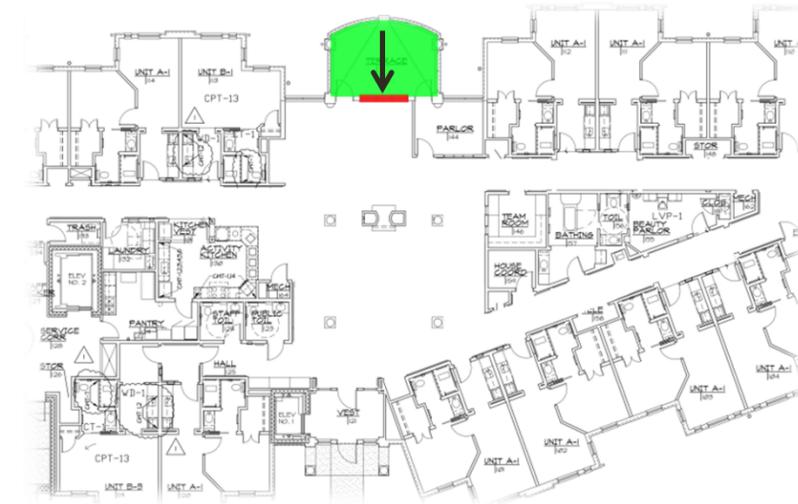
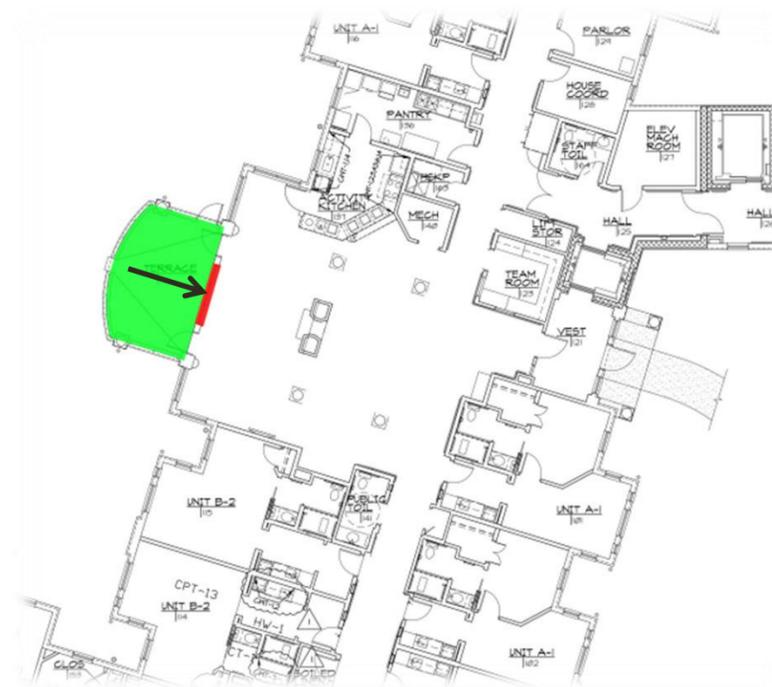


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Labor Rates On-Site vs Off-Site (Prefabrication)					
Trade	Hourly Wages		# of Laborers	Daily Costs	
	On-Site (\$/hr)	Off-Site (\$/hr)		On-Site (\$/hr)	Off-Site (\$/hr)
Mechanical	\$83.55	\$62.66	5	\$3,342.00	\$2,506.50
Electrical	\$79.85	\$59.89	5	\$3,194.00	\$2,395.50
Plumbing	\$86.90	\$65.18	5	\$3,476.00	\$2,607.00
Fire Protection	\$83.70	\$62.78	5	\$3,348.00	\$2,511.00
<b>Total Daily Labor Costs</b>				\$13,360.00	\$10,020.00
<b>Total Labor Savings / Day</b>				<b>\$3,340.00</b>	
<b>Total Labor Savings (6.25 days)</b>				<b>\$20,875.00</b>	

Activity	Original Total Work (d)	Original Corridor Work Duration (d)	Prefab Corridor Rack Duration (d)	Total Corridor Reduction (d)
Mechanical	20	6	4.5	1.5
Electrical	20	6	4.5	1.5
Plumbing	25	8	6	2
Fire Protection	15	5	3.75	1.25
<b>TOTAL</b>		25	18.75	<b>6.25</b>



# Appendix – MEP Corridor Racks



**Project Summary**

**Analysis #1: Project Sequencing**

- Sequencing Process
- Schedule Results
- Cost Results

**Analysis #2: MEP Corridor Racks**

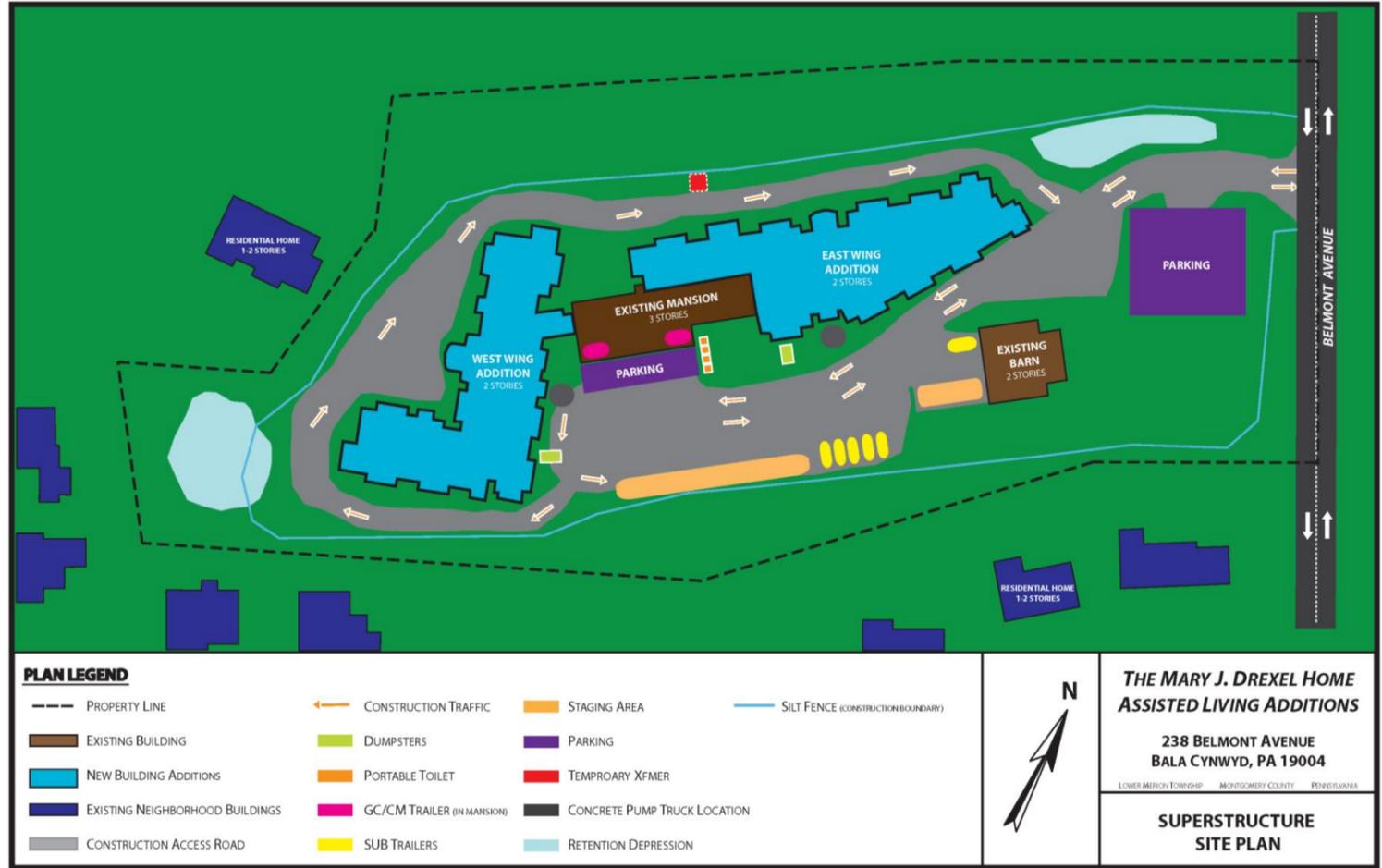
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**Analysis #3: Implementation of Green Roof**

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**Final Recommendations**

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# Appendix – Green Roof



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Years	EPDM	Green Roof
0	\$279,870	\$378,272
1	\$0	-\$20,700
2	\$0	-\$20,700
3	\$0	-\$20,700
4	\$0	-\$20,700
5	\$0	-\$20,700
6-17	\$0	\$0
18	\$279,870	\$123,143
<b>Total</b>	<b>\$559,740</b>	<b>\$397,915</b>
Cost Difference	\$161,825	
Initial Cost Diff.	\$119,102	
<b>TOTAL SAVINGS</b>	<b>\$42,723</b>	

Initial Roof System Cost			
	EPDM	Green Roof	Total New System
	17,000 SF	9,500 SF	(Green Roof=9500 SF) + (EPDM=7500 SF)
<b>Total</b>	\$279,870	\$275,500	\$398,972
<b>\$ / SF</b>	\$16.46	\$29.00	\$23.47
<b>Cost Difference</b>			\$119,102

Description	EPDM Roof	Hydrotech® GT15™ Module
4-½" 18 GA Metal Deck	5 psf	5 psf
Avg. 10" Rigid Insulation	5 psf	5 psf
MEP + Fire Protection	15 psf	15 psf
Ceiling	4 psf	4 psf
Miscellaneous	10 psf	10 psf
4" Garden Tray GT15™	-	29 psf
<b>Total Dead Load</b>	<b>39 psf</b>	<b>68 psf</b>
<b>Total Roof Live Load</b>	<b>20 psf</b>	<b>20 psf</b>
<b>Total Snow Load</b>	<b>23.1 psf</b>	<b>23.1 psf</b>



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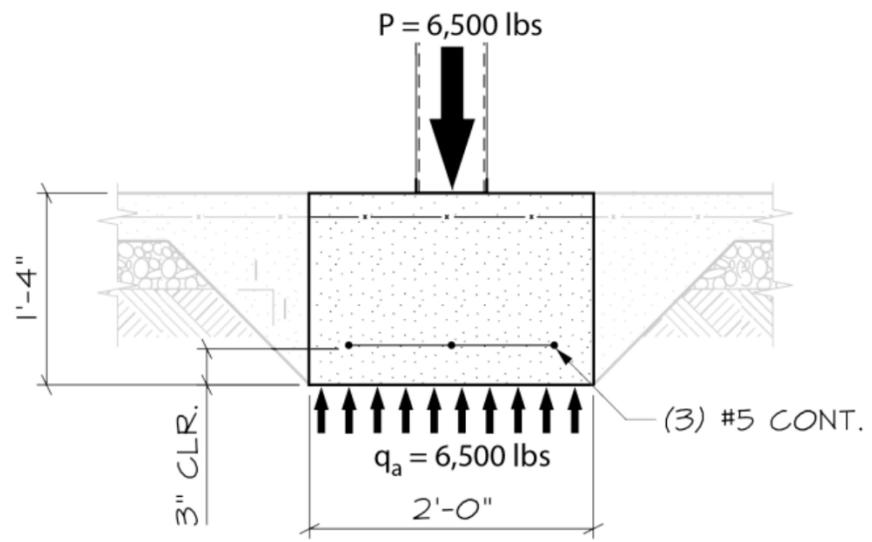
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2000 Series (2nd Floor Panels)						
Wall Type	TL (plf)	New TL (plf)	Stud Spacing (in)	Interior / Exterior	Typ Stud Load (lbs)	Capacity (lbs)
W1	1050	1514	16	Interior	2019	3145
W2	1290	1522	16	Interior	2029	3145
W3	720	952	16	Exterior	1269	1885
W4	540	772	16	Exterior	1029	1885
W5	1350	1814	16	Interior	2419	3145
W6	720	952	16	Exterior	1269	1885
W7	440	904	16	Interior	1205	3145

1000 Series (1st Floor Panels)						
Wall Type	TL (plf)	New TL (plf)	Stud Spacing (in)	Interior / Exterior	Typ Stud Load (lbs)	Capacity (lbs)
W1	3050	3514	16	Interior	4685	5355
W2	3590	3967	16	Interior	5289	5355
W3	2010	2242	16	Exterior	2989	4105
W4	1440	1672	16	Exterior	2229	2730
W5	4300	4764	16	Interior	6352	6800
W6	2350	2582	16	Exterior	3443	4105
W7	1380	1844	16	Interior	2459	3145

Deck Conditions: Double Span @ 16'-0" | 18 Gage | Weight = 4.20 psf

Strength and Deflection are the two conditions must be met in order for the current deck to be substantial enough for the additional load by the green roof system.

- Strength (Max superimposed factored LRFD dead + live load):
  - Allowable total (psf)  $\geq$   $W_{TOTAL}$  (factored) (psf)
    - Allowable total = 138 psf
    - $W_{TOTAL}$  = **125 psf** (calculated earlier in total load)
    - 138 psf  $\geq$  125 psf. ✓

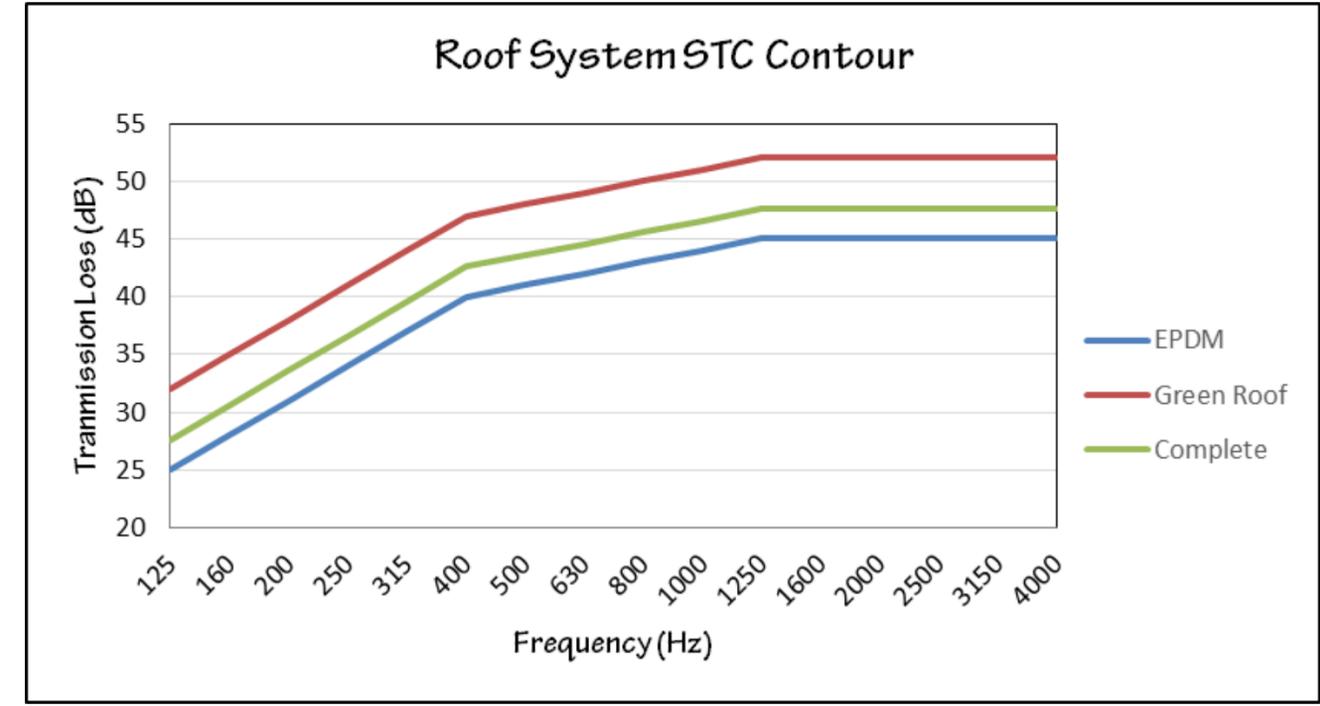
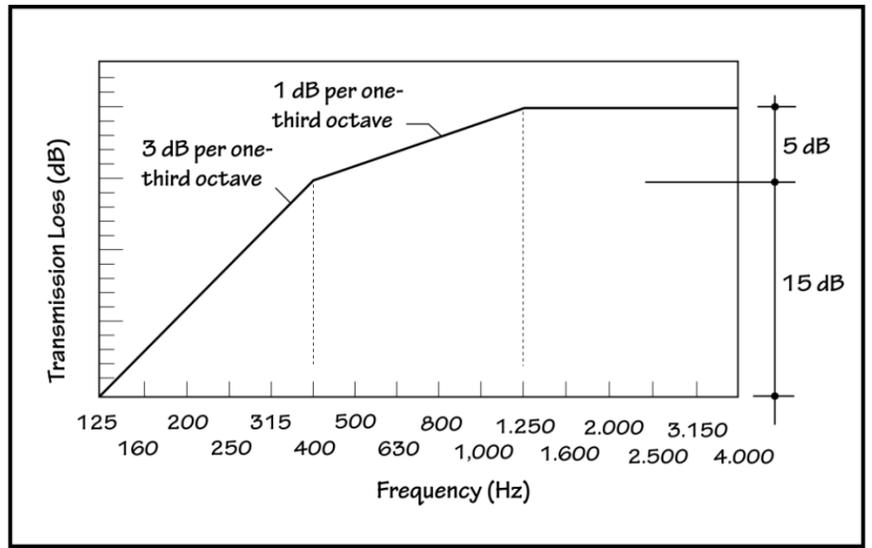
Therefore, the addition of the green roof meets the strength limitation of the current roof deck.

- Deflection (Max. superimposed unfactored LRFD dead + live load):
  - Load causing deflection (psf)  $\geq$   $W_{TOTAL}$  (unfactored)
    - Load causing deflection = 138 psf
    - $W_{TOTAL}$  = 68 psf + 20 psf + 23.1 psf = **111.1 psf**
    - 138 psf  $\geq$  111.1 psf. ✓





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EPDM STC: 41      Green Roof STC: 48  
Complete System STC: 44

Changes in STC Rating	Changes in Apparent Loudness
+/- 1 dB	Almost imperceptible
+/- 3 dB	Just Imperceptible
+/- 5 dB	Clearly noticeable
+/- 10 dB	Twice (or half) as loud



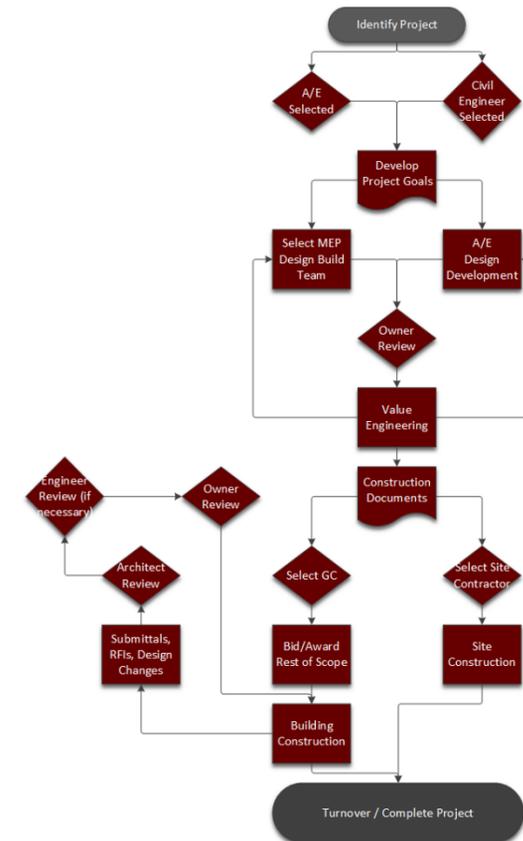
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*Advantages*

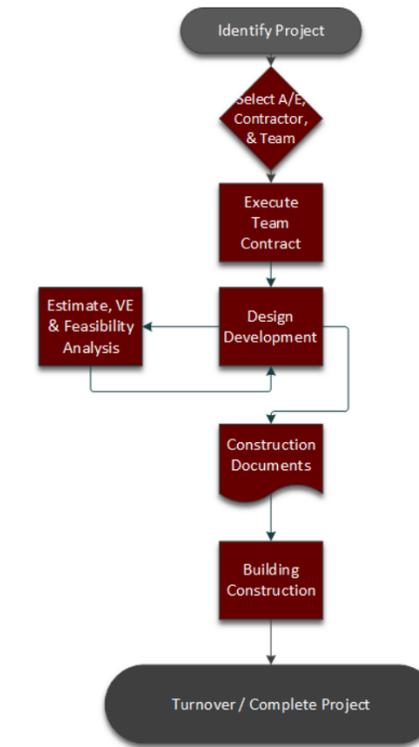
- Chance of project success is very high due to entire team’s interests aligned with the project goals.
- Owner gains the same advantages as Design-Build
- Owner gains advantages of Construction Management at Risk delivery method as well:
  - Owner has input from the contractor’s perspective and input in planning and design decisions.
  - The ability to “fast-track” early components of construction prior to the full completion of design.

*Disadvantages*

- Actual agreement on the criteria and final contract may be difficult and take increased time and effort.
- Chance of failure is most dependent on the behavior of individuals within the team and damaging behavior is very hard to control which could breakdown the collaborative process.
- IPD contracts have not yet been tested in law, so the result of a failure within the team is unpredictable.



Hybrid Project Delivery (DBB + DB) Process Map



IPD Project Delivery Process Map

TRADITIONAL PROJECT DELIVERY		INTEGRATED PROJECT DELIVERY
Fragmented, ad-hoc, hierarchical, controlled	<b>Project participants</b>	Team of project constituencies, open, collaborative
Linear, segregated, silo-oriented, limited information exchange	<b>Process</b>	Concurrent, project life-cycle oriented, shared information, collaborative
Individually managed	<b>Risk</b>	Collectively shared and managed
Cost-based, individually focused	<b>Compensation</b>	Performance and value based
Paper-based and/or digital 2D representations, spreadsheets, domain-centric software silos, email, FTP sites	<b>Technology</b>	Object oriented, centralized data repository linked with complementary knowledge-based systems, 2D, 3D, and 4D BIM, IPD/JOC software, shared model

Traditional Delivery vs. IPD – Image from [Building Information Management](#)