



**Build
Today.
Inspire
Tomorrow.**



UC San Diego



Transition to Progressive Design Build
Eric Smith, Associate Vice Chancellor
Capital Program Management, UC San Diego
DBIA WPR | August 14, 2020



TRANSITION TO PROGRESSIVE DESIGN BUILD



Our Transformational Building Program



Our traditional Design-Build approach



Why transition to Progressive Design-Build?



Progressive D-B requires a Progressive Point of View



Our first Progressive D-B process

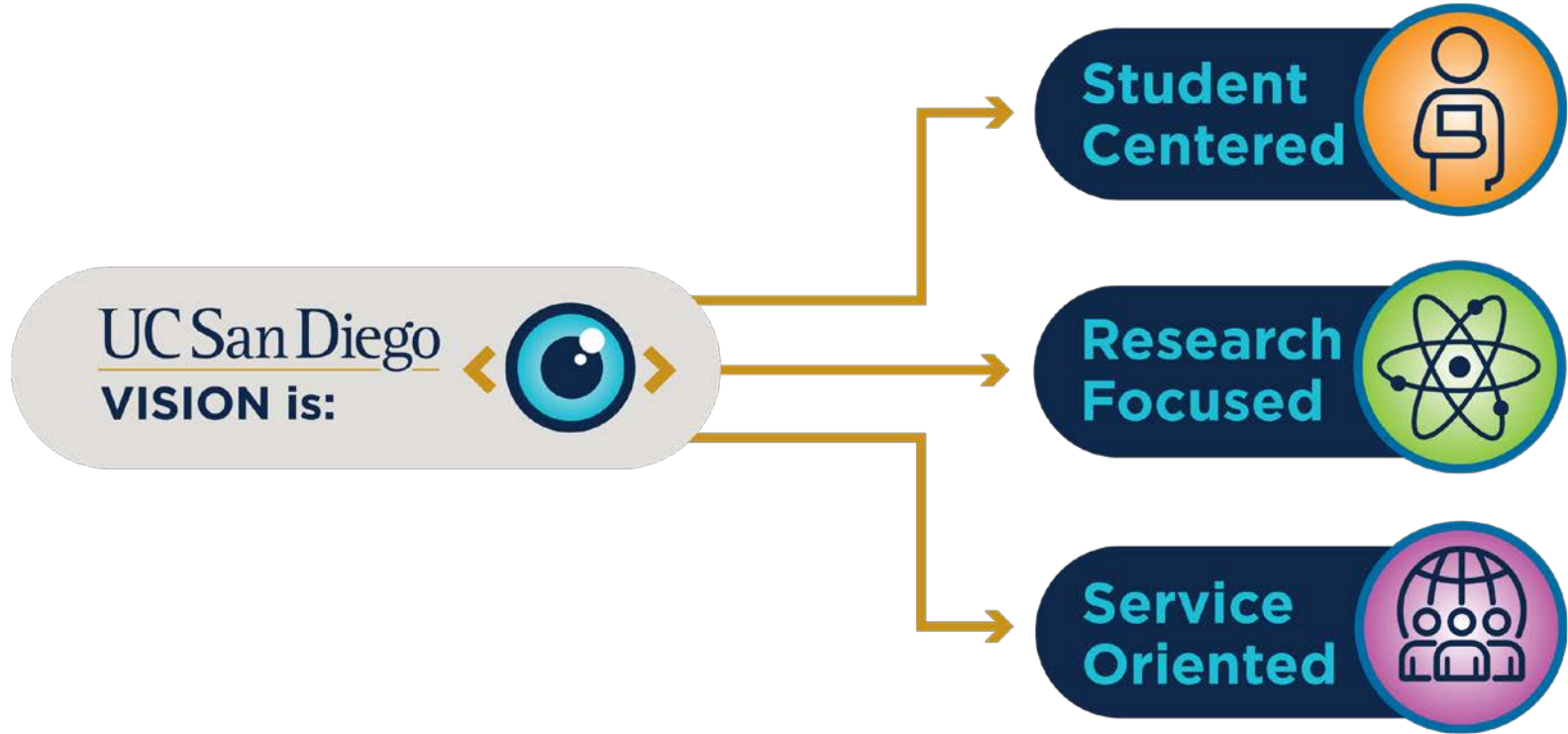


Our Progressive D-B journey

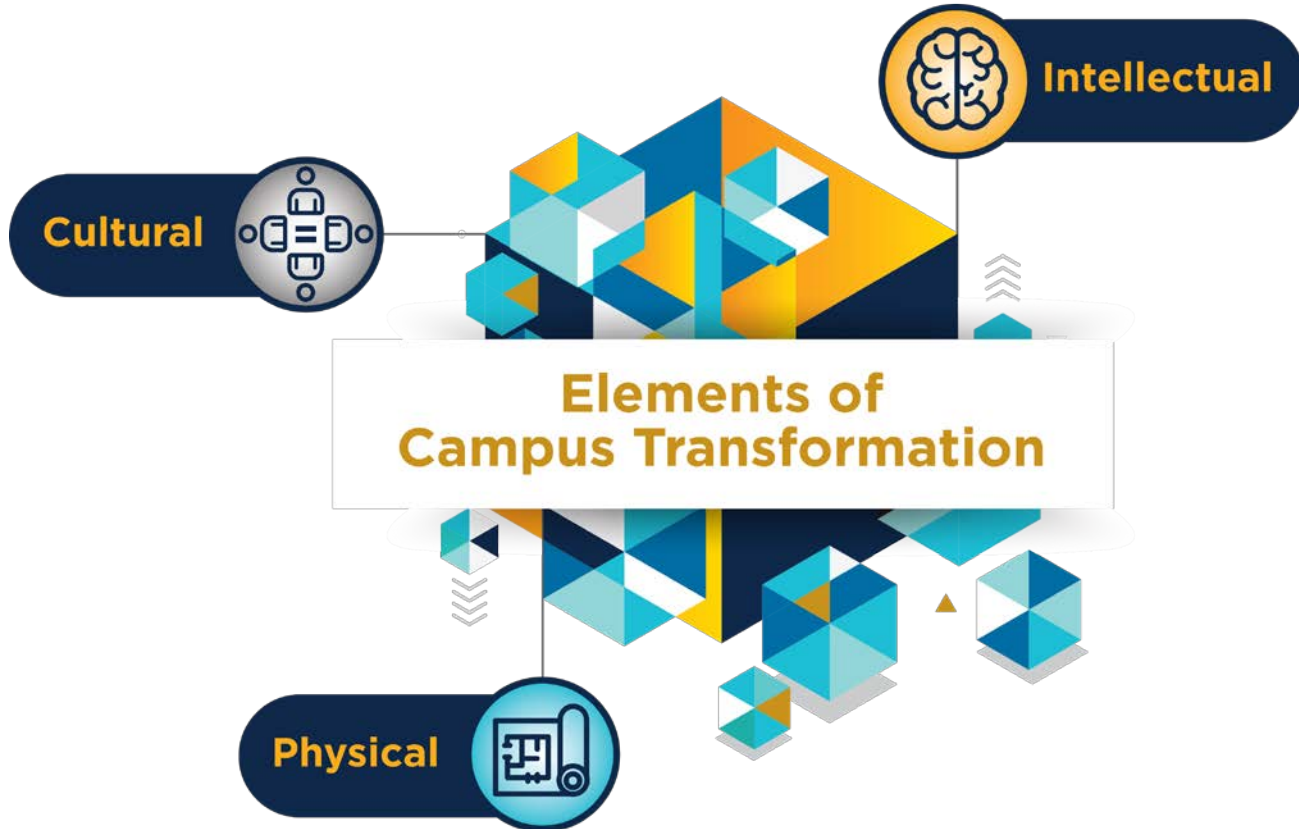


Progressive D-B and the Pandemic

UNIVERSITY'S STRATEGIC VISION



CAMPUS TRANSFORMATION

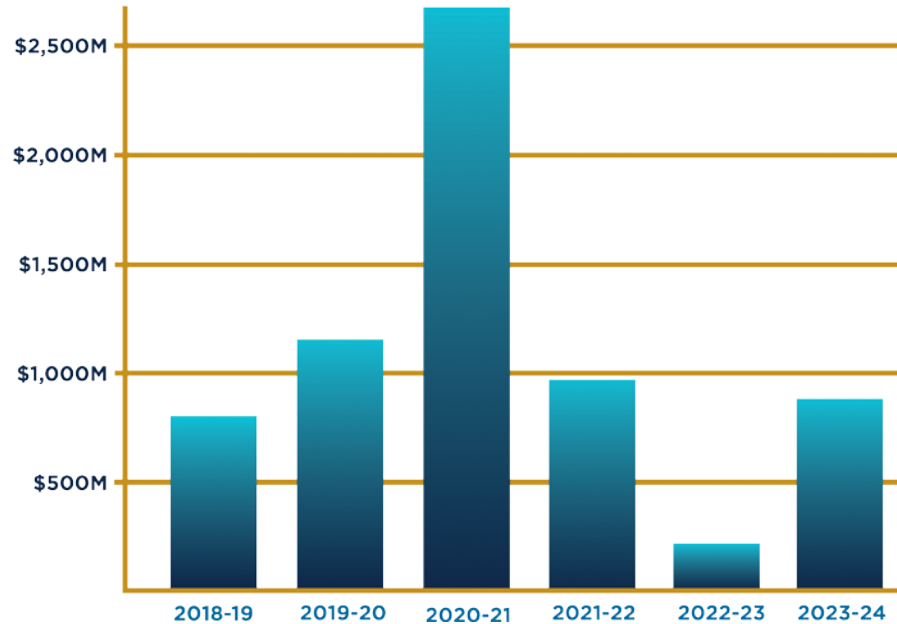


TRANSFORMATIONAL BUILDING PROGRAM



CAPITAL FINANCE PLAN 2019- 2024

\$6.7 Billion



OUR TRADITIONAL DESIGN-BUILD APPROACH



Prepare detailed project program, geotech report, specifications, ...



Establish budget based on program and benchmarks



RFQ and shortlist to three teams



RFP with owner's documents



Competitive design to stipulated lump sum



GMP and risk transfer at less than schematic design



Robust contingencies that rob value



Begin the Owner/Design-Builder relationship under stress

OSLER PARKING STRUCTURE



Service
Oriented



OSLER PARKING STRUCTURE
\$49 million

NUEVO EAST



NUEVO EAST
\$266 million



NUEVO WEST



Student
Centered



NUEVO WEST
\$178 million

NORTH TORREY PINES LIVING AND LEARNING NEIGHBORHOOD



Student
Centered



Service
Oriented



NORTH TORREY PINES LLN
\$626 million

WHY PROGRESSIVE DESIGN BUILD?



Optimize value before GMP

- Engage Design-Builder in Owner's decision-making process
- Employ designer and constructor resources to fully evaluate alternatives
- Eliminate duplication of programming effort
- Apply project dollars to scope, not contingencies



Create predictable outcomes

- Owner achieves optimum intersection of scope and price
- Owner decisions are fully vetted and “sticky”
- Can we have ZERO change orders?



Qualifications-based selection process attracts top talent from industry

- Low cost, short duration
- Appropriate sharing of risk

OUR POINT OF VIEW

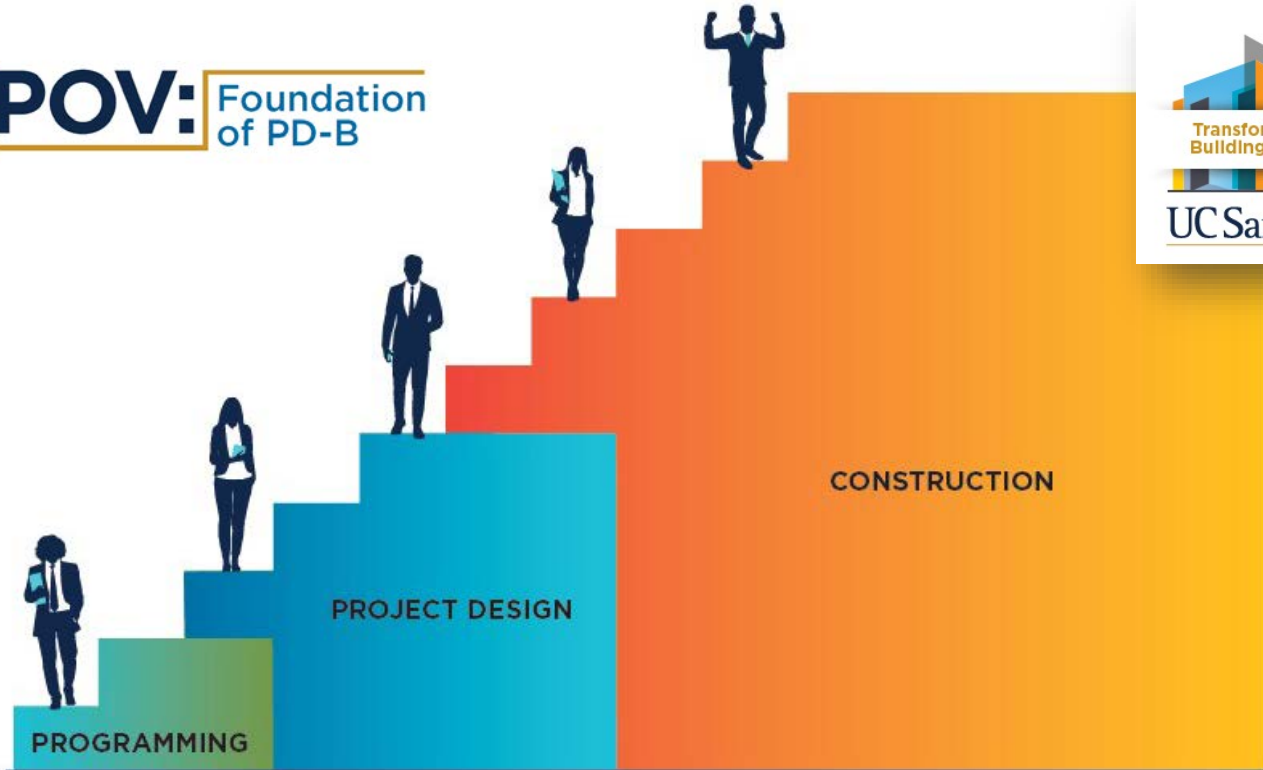
UC San Diego

Capital Program Management
Design & Development Services





POV: Foundation of PD-B



- Trust
- Authenticity
- Stewardship



- Collaborator
- Seeker
- Innovator



- Communication
- Alignment
- Empowerment

Build Today. Inspire Tomorrow.

TRITON PAVILION



TRITON PAVILION
\$425 million

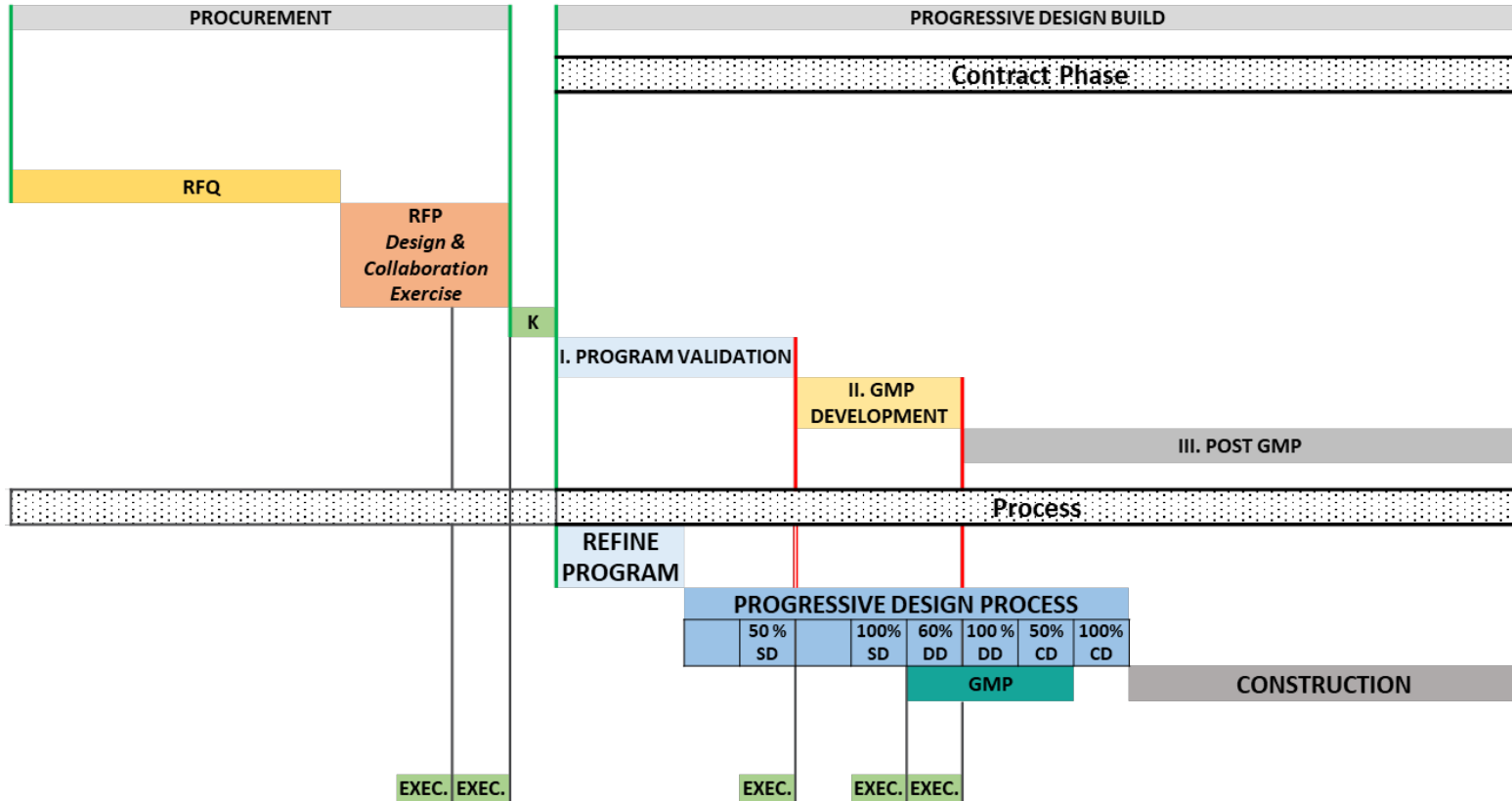
**Student
Centered**











**Service
Oriented**



PROGRESSIVE DESIGN BUILD PROCESS – TRITON PAVILION



LESSONS LEARNED

-  Selection process requires alignment of owner stakeholder expectations
-  It is hard to control the arms race
-  Program validation turned into re-programming
-  Target Value Design is essential
-  More than other models, it matters who is on the bus
-  Have off-ramps and contingency plans
-  It is scary to be in the middle of the sausage-making
-  Pioneers take risks and make mistakes

PEPPER CANYON WEST HOUSING



Student
Centered



PEPPER CANYON WEST HOUSING
\$361 million

THEATER DISTRICT LIVING & LEARNING NEIGHBORHOOD



THEATER DISTRICT LLN

\$645 million

**Service
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PROGRESSIVE DESIGN BUILD AND COVID-19



PD-B facilitated project suspensions



PD-B can adapt design to health and safety needs



PD-B can capture potential savings in a softening market

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