

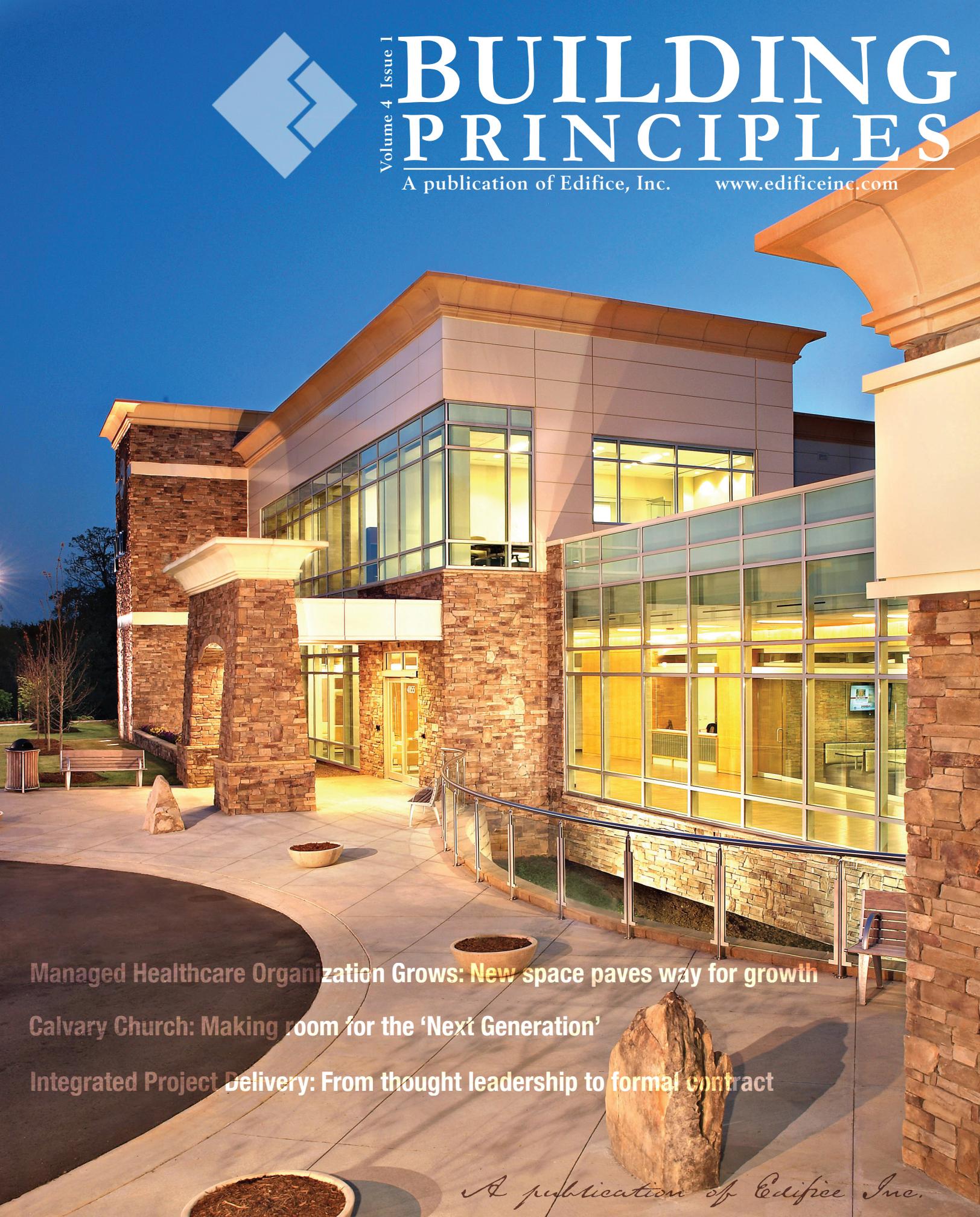


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BUILDING PRINCIPLES

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Managed Healthcare Organization Grows: **New** space paves way for growth

Calvary Church: Making room for the 'Next Generation'

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A publication of Edifice Inc.



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Each issue of Building Principles magazine spotlights a local non-profit organization that Edifice supports – helping to give them a platform to share what they do in the community.

In this issue, we are highlighting the **MUSCULAR DYSTROPHY ASSOCIATION (MDA)** as well as the **CAROLINAS NEUROMUSCULAR/ALS-MDA CLINIC** located in Charlotte. See how fundraising dollars are put to use to help more than 1,000 families locally.



Viewpoint from the President

PRESIDENT/CEO
N. Eric Laster

SENIOR VICE PRESIDENT
Bryan Knupp

VICE PRESIDENT OF OPERATIONS
Gary Creed

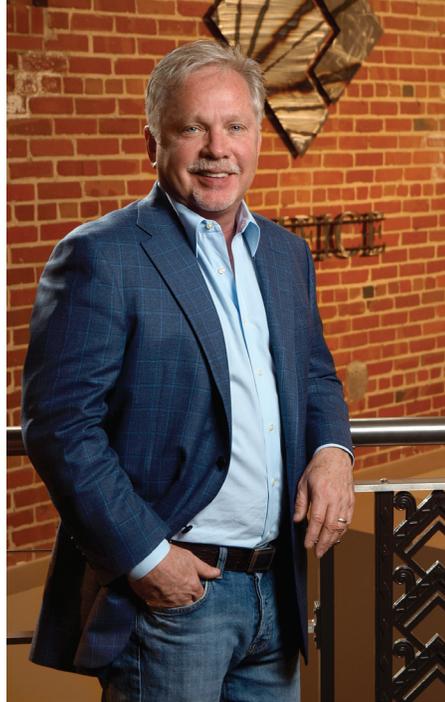
CHIEF FINANCIAL OFFICER
Tod Creech

PRE-CONSTRUCTION SERVICES
Andy Aldridge, LEED® AP
Max Venuti, LEED® AP

PROJECT EXECUTIVES
Mike Carlisto, LEED® AP
Brad Edwards
David Stanford

BUSINESS DEVELOPMENT
Wiley Brown
Charles Cole

MARKETING & COMMUNICATIONS
Vicki Barton, Director
Caroline Floyd



Only by reflecting on where it is we have been can we determine where we want to go. As we celebrate our 35th year at Edifice, I am convinced that our successful outcomes are due largely to sticking to our ideals. Driven by a basic set of principals, we treat those we build with as true partners. By continuing to set high expectations and goals, we ensure successful outcomes are achieved while creating

an enjoyable experience during construction and for years to come. This “Edifice experience” sets us apart. I know I can speak for every person here at Edifice when I say we are proud of where we have been and excited about the future.

N. A. Laster

CONTRIBUTING WRITERS/EDITORS

Vicki Barton
Caroline Floyd
N. Eric Laster
Marty Minchin

CONTRIBUTING PHOTOGRAPHERS

Dave Andrews
John Arsenault
Peter Brentlinger
Wayne Morris

LAYOUT/GRAPHIC DESIGN

Caroline Floyd



1401 West Morehead Street
Charlotte, North Carolina
28208

704.332.0900
www.edificeinc.com



INTEGRATED PROJECT DELIVERY

from thought leadership to formal contract

by Caroline Filoyd

There has been much dialogue within the A/E/C industry over the last several years regarding Integrated Project Delivery methods (IPD). From surveys to symposiums, people are taking a closer look at the process.

IPD can be defined as a collaborative alliance of business structures and practices.

For the A/E/C industry, IPD means developing a process that marries the experience and insights of an entire team. Ideally, at a minimum this team would consist of an owner, a construction professional and a design professional.

In a formal process, the team has a contractual agreement to follow the IPD method for the entire project. Their goal is to optimize project results, often increasing value to the owner and maximizing efficiency of the design and construction process. The process takes into consideration ideals such as early involvement, mutual project goals, fiscal transparency between parties and a willingness to collaborate.

Depending on which side of the team you are on, awareness, understanding and a propensity toward the process may differ.

For example, Edifice has informally been encouraging owners and educating them about the benefits of this process for more than a decade. More than 80 percent of Edifice's

contracts are executed under an IPD-type process, and the company has remained competitive in the bid market.

"We feel this balance of negotiated (IPD) and bid projects keeps us healthy," said Gary Creed, vice president of operations at Edifice. "It actually improves our ability on the estimating side regarding negotiated jobs."

The Edifice team recently was awarded a \$40 million contract for a fine arts center in Wilmington, N.C., on a prequalified bid basis. During the first meeting regarding the award of the project, Vice President and Managing Principal Christopher Boney of LS3P architects described Edifice as "one of the best contractors we are working with who brings a collaborative outlook to the hard-bid process."

Edifice's response to this comment was simple.

"We treat every project we are awarded, regardless of contract type, as if it is a negotiated project," Creed said. "Though we may not always get the opportunity to enter into a project as early as we would like, carrying as much of an IPD mentality throughout the project stands to benefit our owners in the end."

**

Over the years, this process has

evolved from "good-thought" leadership to a more formal process.

AIA National released the results of an extensive IPD survey in a press release last spring. Among other findings, according to the release, "teams engaged in IPD are finding satisfaction beyond their expectations." The release also reports that respondents who completed projects through IPD reported the methodology as "more likely to satisfy project goals than the overall expectations with double digit leads in cost predictability, high performance design and long term efficiency of building operations."

The study included projects and contracts ranging in scope from a few thousand feet and less than \$1 million in cost to those totaling several hundred thousand square feet with more than \$1 billion in construction costs.

**

Education about the IPD process is growing as well.

In February 2012, AIA Charlotte held a symposium on the process. Design, construction, legal and academic professionals attended, discussing all aspects of IPD theory, including practice and education.

Possibly one of the most striking assessments came from skilled litigator and keynote speaker Howard W. Ashcraft, Jr. Ashcraft,

a partner with Hanson Bridgett law firm in San Francisco, shared the experience and motivation behind his role in developing new formalized IPD approaches to construction delivery.

As a part of his practice, Ashcraft seeks to provide a framework that allows all parties to execute a project to their best interest. This is achieved in part by removing impediments and stimulating communication, collaboration and creativity.

Ashcraft notes that carefully aligning participants to well-understood and agreed-upon objectives is key.

The approach seems to be working well for projects Ashcraft has steered. He has developed plans and frameworks for more than 40 projects with zero resulting claims.

He notes that his goal is not to simply “avoid litigation, but to achieve the correct process (from the) very start.

“The results are just merely an outcome of proper process, ” he said.

**

Many architectural firms have a pivotal understanding of IPD and the impact it has on making their designs a successful reality.

Ruth Cline, a partner and studio principal at Little, an international architecture and design firm, recently shared some of her thoughts on the process.

“Whether utilizing a strict traditional IPD contract or not, the use of the IPD methodology, with the right team, maximizes efficiency,” she said.

Cline said that the demand for this type of process is increasing as the design of their projects continues to become more complex. She emphasized that assembling the project team early is becoming increasingly important.

“(It) allows everyone to work collaboratively from the start and to set common and measureable project goals, such as the budget, scheduling and employee satisfaction,” she said.

Accountability from team members to adhere to agreed-upon goals and processes is healthy and vital, Cline said. “With shared risk/shared reward, IPD ensures that everyone is working together to create the most successful project possible,” she said. 

“Whether utilizing a strict traditional IPD contract or not, the use of the IPD methodology, with the right team, maximizes efficiency,”

RUTH CLINE, STUDIO PRINCIPAL
LITTLE DIVERSIFIED ARCHITECTURAL
CONSULTING

Resources for this article or to learn more:

www.aiacharlotte.org

www.aia.org

www.hansonbridgett.com

Edifice...calling Charlotte home for 35 years



Photo taken at Edifice's headquarters...atop the Ferris wheel during our annual festival

CHARLOTTE CLINIC MAKING A DIFFERENCE LEADING THE WAY

by Caroline Floryd

You may be surprised to know that Charlotte is home to one of the top muscular dystrophy clinics in the country.

The Muscular Dystrophy Association (MDA) is a voluntary health agency working to defeat some 32 neuromuscular diseases. The organization funds worldwide research, client and community services and professional and public health education. It also is giving back here in Charlotte.

Carolinas Medical Center houses an internationally recognized program for clinic care and research called the Carolinas Neuromuscular/ALS-MDA Center. This center is not just any research clinic – it is one of the most comprehensive ALS and muscular dystrophy facilities in the United States.

Whether it is helping adults and children with day-to-day functions via its multidisciplinary clinic or embarking on research studies to assist MDA clinics throughout the United States, this clinic does it all. And it does this work with locally earned fundraising dollars for the benefit of families in Charlotte and surrounding areas.

Few of us understand what this means to the families dealing with these types of diseases.

“For us, it was life changing,” says Holly Lane, whose 12-year-old son Nathan (see photo right) has Duchenne muscular dystrophy. The Lane family moved to Charlotte from a small town in Florida two years ago. “We simply didn’t have these resources where we lived before.”

The MDA center in Charlotte is one of more than 200 centers in the U.S. and one of only 35 Centers of Excellence. Charlotte’s clinic offers some of the most comprehensive services in the nation, allowing patients to see numerous specialists under one roof in a single visit. These medical professionals include neurologists, orthopedists, pulmonologists, physical and occupational therapists, nutritionists and speech pathologists.

The center holds four clinics a month. Two are designated for adults, one is for children and one is solely for those living with ALS. During these clinics, doctors and clinic staff members are on site to help with the specialized needs of

the patients attending the clinic.

Lucas Coe, MDA healthcare services coordinator, shared how the clinic prepares for patients. “Information is provided by families prior to each clinic, which allows us to determine which specialists each patient may need to see that day and how we can best provide services to meet their individual needs.”

The clinic employs approximately 15 full-time staff who help with this process and make the visits as seamless as possible for patients.

“Whether we need something from the rental closet or need to see a particular specialist, the clinic is like a hub,” Lane says. “I just have to make that one phone call, and I can trust our needs are going to be met.”

Heather Oplinger, account coordinator, handles the insurance and billing for every patient who comes through the clinic. “Our goal is that our patients using the clinic services never have to see a bill,” says Oplinger. “This is just not a burden we want our patients to have to take on.” This is a huge feat considering the clinic served

more than 1,100 patients in 2012 alone.

In another crucial role, Amber Ward, occupational therapy coordinator, locates troubleshooting tools and equipment for each patient's specific needs. She customizes wheel chairs, utensils and other tools necessary for patients' everyday living.

Requests for equipment are based on the current challenges a patient is encountering, and no request seems too unusual for Ward. "I have actually made a foot splint for a gentleman to control his remote with his toe," she says. The resources she

provides are a rarity. She has access to a closet full of reusable equipment she can hand out to patients. She is one of only four full-time occupational therapists located in 35 clinics throughout the country.



The clinic is also making strides in research. Currently, eligible patients can enroll in studies geared to obtain

more knowledge about four specific types of neuromuscular disease. This information is gathered locally and shared with other MDA clinics across the nation so that all may benefit.

The combination of these resources has an irrefutable effect on the patients. Whether it be physically, socially or emotionally, the value is clear for patients and family members alike. For Holly Lane and her family, the resources offered more than she could put into words. "Literally,

it's like the world has opened up for Nathan, and to see that happen for him is priceless." ❖

For more information:

www.mda.org | www.charlottesmuscleteam.com | 704.567.2912

"Edifice CEO N. Eric Laster played a significant role in raising over \$300,000 for the 2012 Charlotte Muscle Team® event which benefits the Muscular Dystrophy Association. Eric was recognized as the 'Joe Martin Spirit of Champion' Award recipient. This award recognizes individuals who have made significant contributions to the Charlotte community. Muscle Team® is the largest annual fundraiser for the Charlotte South District team which supports the MDA/ALS Neuromuscular Clinic, MDA Summer Camp, support groups, research and more."

- DJ O'CONNOR

DIRECTOR OF BUSINESS DEVELOPMENT, MID-ATLANTIC STATES

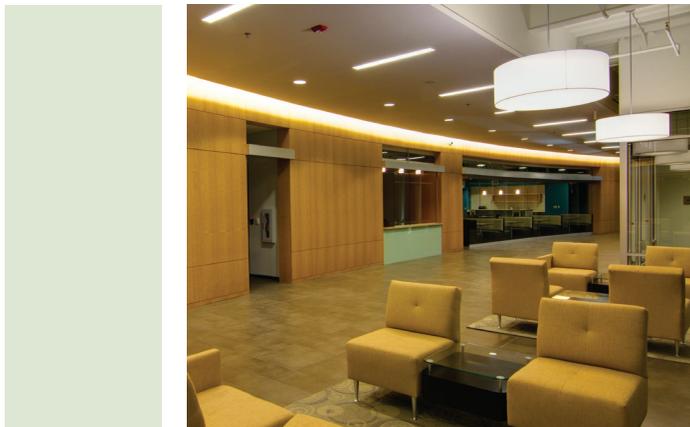
MUSCULAR DYSTROPHY ASSOCIATION



MANAGED HEALTHCARE ORGANIZATION

NEW SPACE PAVES WAY FOR GROWTH

by Caroline Floyd



We're growing into a more cohesive, solutions-focused organization.

- RACHEL PORTER
DIRECTOR OF COMMUNICATIONS
CARDINAL INNOVATIONS



ION GROWS

North Carolina's most prevalent and experienced managed healthcare organization settled into its new three-story regional headquarters in 2011. When the new 68,000 square foot building in Kannapolis, N.C., became the home to the PBH regional headquarters, it was clear that this move was a pivotal moment in the company's long-term plan to grow and evolve. The building allows for functional process

of PBH's mental health, intellectual/developmental disabilities and substance use/addiction services and enables the company to expand its services footprint.

In recent months, the company's goal for growth was achieved when it was rebranded. Its new name, Cardinal Innovations Healthcare Solutions, reflects the company's recent expansion from overseeing

services for 750,000 people to a system of care that is responsible for more than 1.2 million people in central North Carolina. This closed network includes more than 900 providers and is composed of independent and specialty providers. The providers cover areas of mental health, intellectual/developmental disability and substance use/addiction services.



“We’re growing into a more cohesive, solutions-focused organization,” said Rachel Porter, director of communications at Cardinal Innovations.

The growth of the organization means it can offer a compassionate model of healthcare management with a proven record of providing excellent mental health, intellectual/developmental disability and substance use/addiction services.

“We remain committed to the belief that children and adults in North Carolina who depend on the public system to provide for their mental health, intellectual and developmental disability or substance abuse service needs deserve accessible, responsive, individualized services and support,” Porter said.

Proud of having played a small part in this goal as general contractor for the new headquarters, Edifice takes pride in watching its client’s goals evolve with the construction of a new facility.

“We were aware that (Cardinal Innovations) had clear goals for growth and better service to their clients,” said Gary Creed, vice president of operations for Edifice.

“It is great to continue a relationship with them as we watch this new chapter for them unfold.” 

For more information, visit the Cardinal Innovations website at www.cardinalinnovations.org.

about the building

CORPORATE HEADQUARTERS

GREEN DESIGN

CONSUMER GALLERY AND STAFF CAFÉ

OUTDOOR DINING ON CANTILEVERED BALCONY

LANDSCAPED RAVINE

NATURAL STONE AND GLASS EXTERIOR



Your corporate organizational skills, combined with field expertise, from project management to field superintendents are unsurpassed. As an architectural firm, it is a pleasure to work with a group that seems to always be one step ahead of the game.



TODD MECKLEY, PRESIDENT, ENTASIS DESIGN, PLLC





CALVARY CHURCH

making room for the 'next generation'

BY MARTY MINCHIN

“

The church is a place where they enjoy coming and where they are taught a solid foundation for their life.

- CALVARY SENIOR PASTOR JOHN MUNRO

”



Calvary Church has one of the most visible profiles in the Carolinas.

With its distinctive “crown” design and imposing size, the church is a well-known landmark in Charlotte. It draws more than 4,000 worshipers to its Sunday service,

which is held in a sanctuary so big that it has several balconies and escalators to reach them.

Why then, some wonder, would it need a 51,000 square foot addition?



Calvary Life Center



“In some ways, it was a catch-up,” said Calvary Senior Pastor John Munro. “While we have a beautiful sanctuary and many other beautiful aspects, from the beginning (the building) did not have the emphasis on facilities for our children and our teens and our students.”

The church was constructed in the 1980s, and planning documents from the time showed a family life center. Due to budget constraints, however, it was never built.

The numbers showed that the church needed room for what leaders refer to as “the next generation.” The term is taken from Psalm 78:4, which states, “We will tell the next generation the praiseworthy deeds of the Lord.”

More than 850 children attend the church’s preschool, and it hosted 700 children in vacation Bible school this summer.

About 600 children are in church on Sundays, and the church had capped its popular mid-week AWANA program at about 300 because of space limitations.

The need was also visible. The church was bursting at the seams; it had used landings and its handball room to create more classrooms. Munro recalls walking down the back stairs from his office and finding a group meeting in the stairwell. The church closed its counseling center to use the space for education.

“We’ve exhausted and converted every space possible,” said Calvary Executive Pastor Scott Vail.

After an extensive study of the church’s space issues, leaders concluded that to best minister to children and teens, the church needed another building designed just for them.

**

Calvary Church partnered with Edifice to construct an addition that complements the unique architecture of its original building and best serves its ministries to children, youth and students.



“The entire project team has enjoyed a true spirit of unity and cohesiveness in working toward the same goal: build a quality product and honor God and His people,” said Bryan Knupp, Edifice senior vice president. “Both sides of our team continue to bathe the project in prayer and we have received the blessings of strong collaboration, wisdom in our decisions, no accidents, costs below

budget and an early completion.”

The two-story Calvary Life Center, which opened in November, has 24 classrooms and two large auditoriums that can seat several hundred people. It also houses a large gym, which has allowed the church to expand its CHAMP sports ministry to indoor sports such as volleyball and basketball.

The building is outfitted with wireless internet and state-of-the-art technology, including sound and video equipment.

Church leaders hope that the CLC’s three cafés, game

room and vending machines will entice teenagers to hang out there, do homework and visit with friends. Munro said that how they minister to teenagers is important because many will fall away from their faith when they go to college.

“We have the opportunity to have a place that is fun to hang out in, with a loving and strong Christian context,” Munro said. “The church is a place where they enjoy coming and where they are taught a solid foundation for their life.”

The design of the CLC also has taken into account people with disabilities, going above standards required by the Americans with Disabilities Act. Some classrooms in the old building have been inaccessible to people in wheelchairs, so the new building has flat floors, automatically opening doors, easy access from the parking lot and an elevator to the second floor.

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Before the exposed beams on the new building were covered, Edifice invited Calvary’s members to write

Bible verses and phrases of praise and commitment on them.

The messages on the beams are just some of the special touches Edifice and Calvary have provided during the construction process. Calvary hosted a congregational groundbreaking ceremony and



regularly posted updates and pictures in its Sunday bulletins.

A group of men from the church offered donuts, coffee and fellowship for site workers on Thursday mornings, and when the number of personnel on site was at its peak, the church and Edifice provided lunch.

Edifice also set up a website for the project that allowed the public to see live photos of the project 24 hours a day, as well as a weather log and a time lapse video of the construction.

The \$10 million project stayed on track thanks to regularly scheduled Owner/Architect/Contractor meetings, which provided a forum for updates, two-week look aheads, document control, cost control and collective wisdom in setting and meeting expectations, Knupp said. Early mock-up panels and even

rooms ensured the products specified meet expectations and construction details are sound.

Calvary leaders are excited about expanding the church’s ministries to the community and to its “next

generation,” whether they are meeting in small groups in new classrooms or attending a fitness class in the gym.

“When we think of children and students (who are in the next generation), we really think they should have the very best,” Munro said. 





Portfolio samples of our recently completed projects.



www.edificeinc.com



1401 West Morehead Street
Charlotte, North Carolina
28208

