

22ND ANNUAL



22ND LCI CONGRESS
OCTOBER 19-23

Changing the Game: Transitioning to an IPD Contract with a Target Price Midstream

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Tuesday, October 20, 2020

12:30-1:10 PM Eastern

Georgia-Pacific Dixie Expansion Project Facts



High Speed Printer

Several Plate Machines

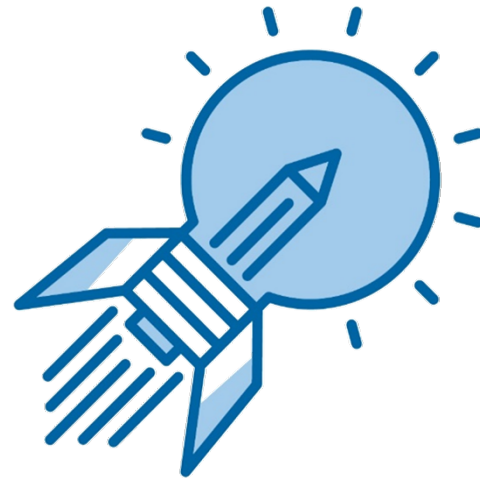
Multiple Packaging Lines

Significant Building Expansion

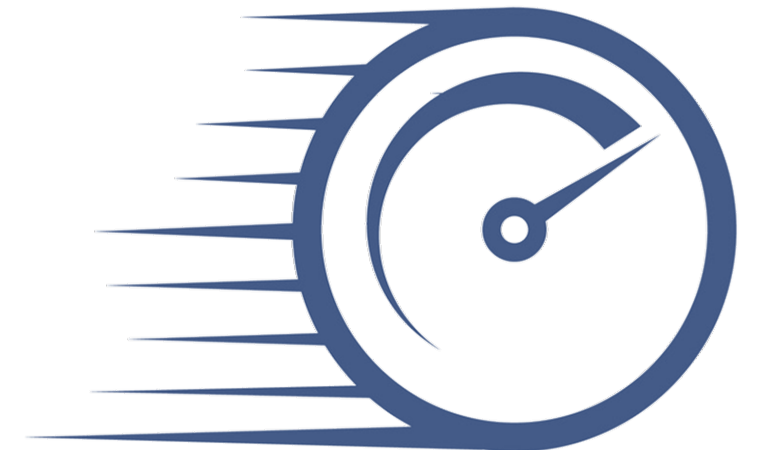
In an environment of experimentation, you will:



fail often

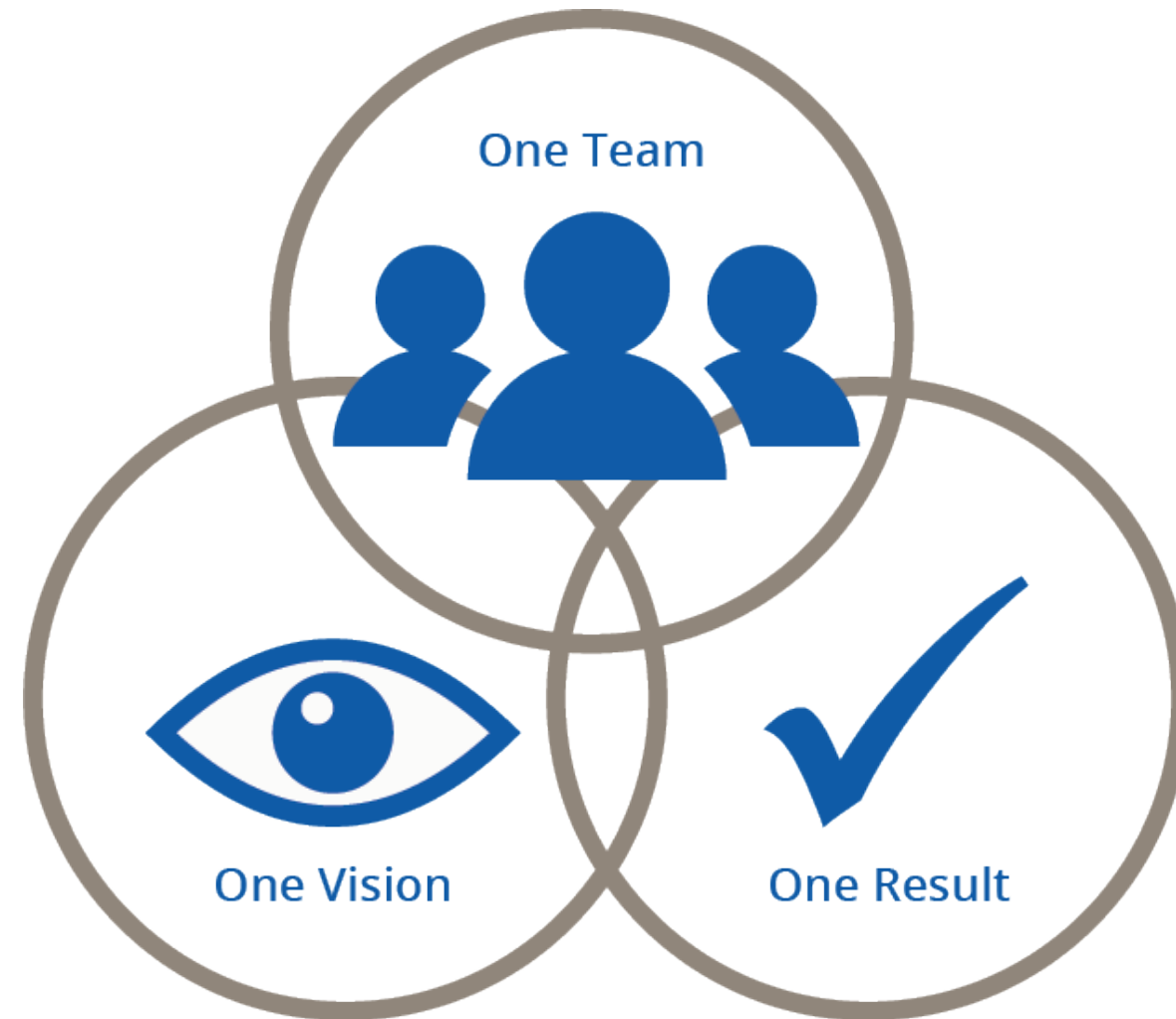


learn a lot

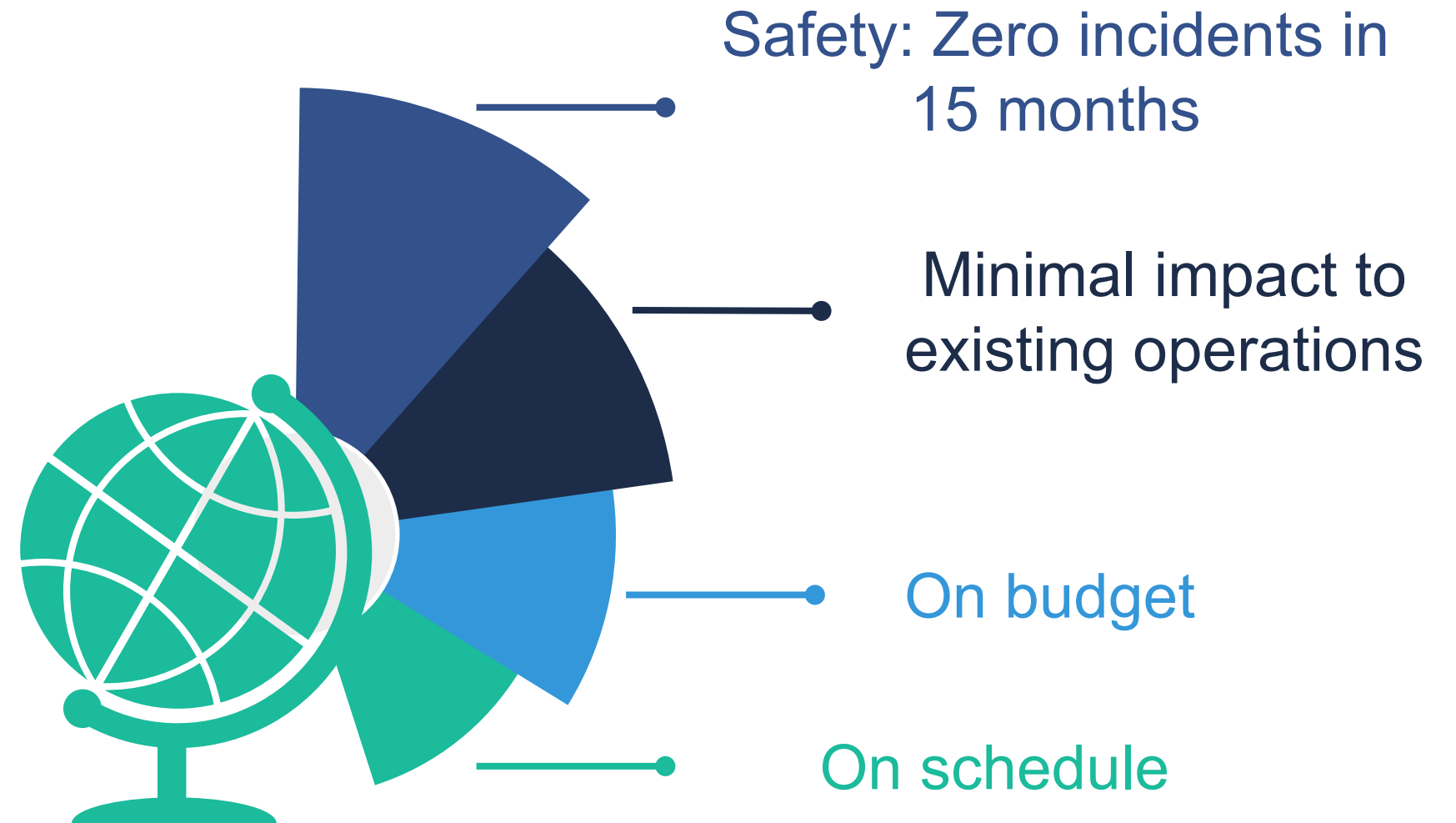


improve fast

A Successful Team Celebrates Breakdowns



A World-Class Project

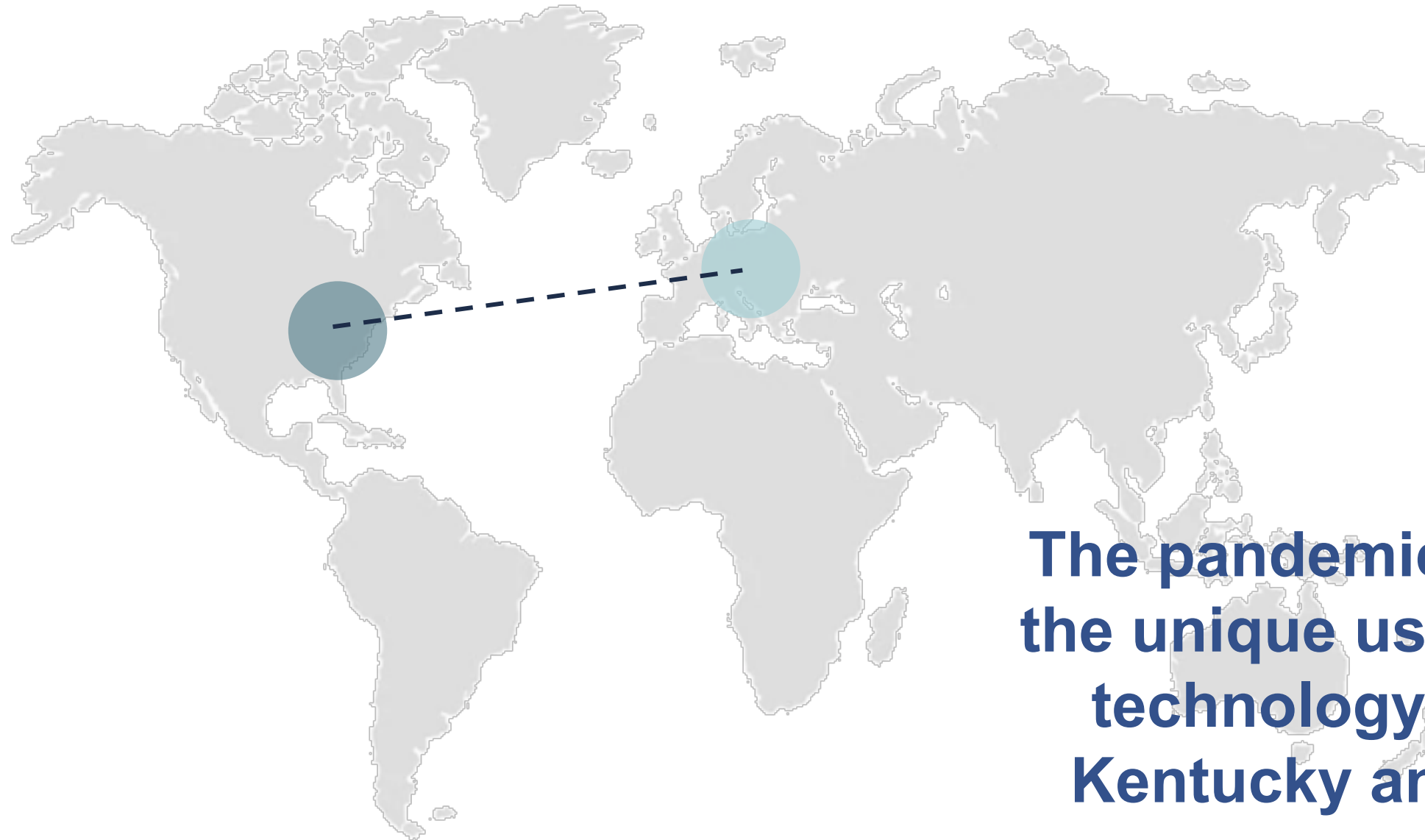




If even one person gets hurt, a project cannot be successful.

**Safety: Zero incidents
in 15 months**

A Successful Team Celebrates Breakdowns

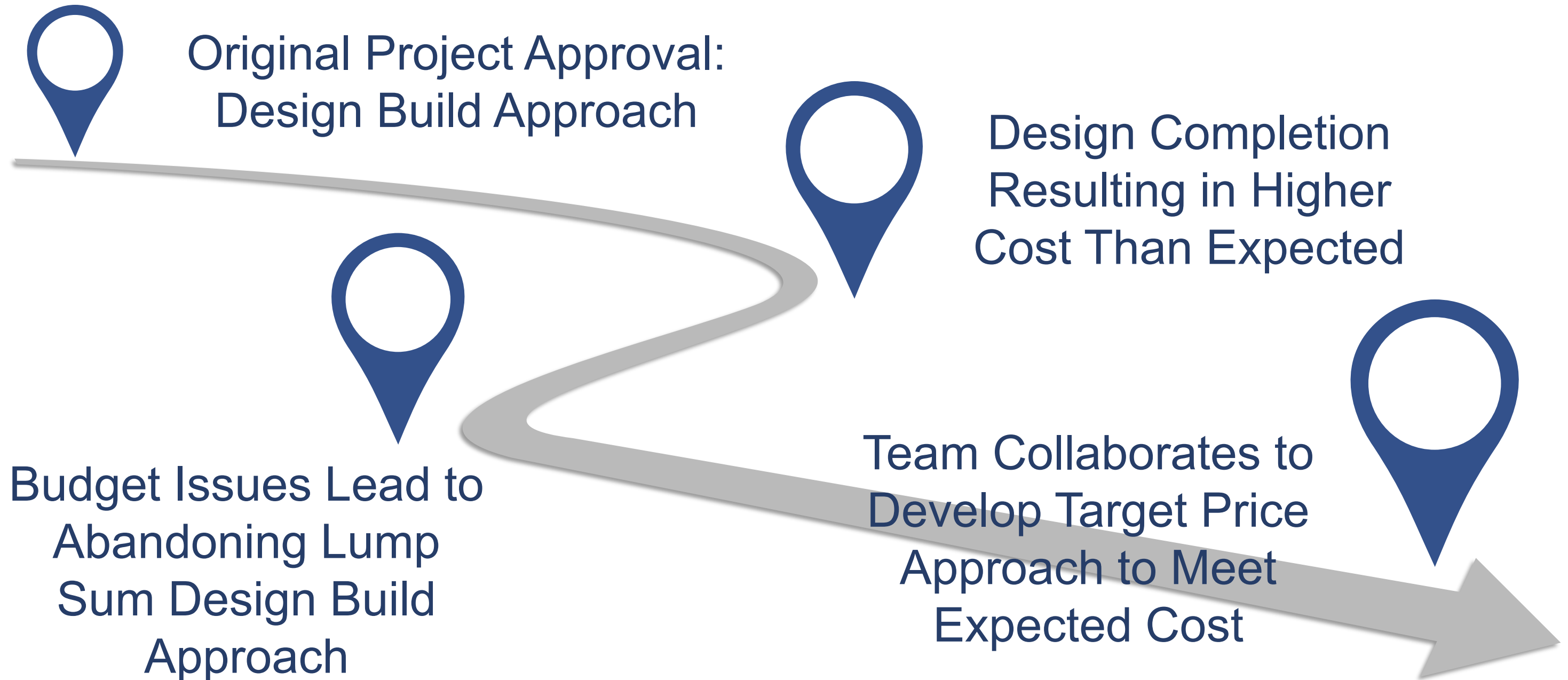


**The pandemic prompted
the unique use of remote
technology between
Kentucky and Europe**

The Project Development Story



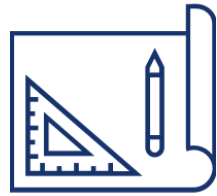
The Project Development Story



The Engineering Story



The Engineering Story



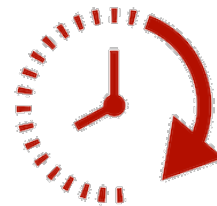
Budget Challenges Post Design



Collaboration to Match Target Price



Drove Different Thinking



Define Long Lead Items



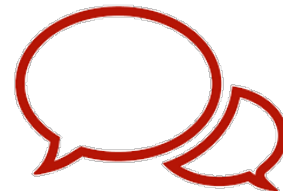
Minimize Deliverables



Develop IPD Contract



Strong Engineer Presence



Improved OEM Communication



All Dates Met

The Owner Story



Reasons for Scope Change

Discovery

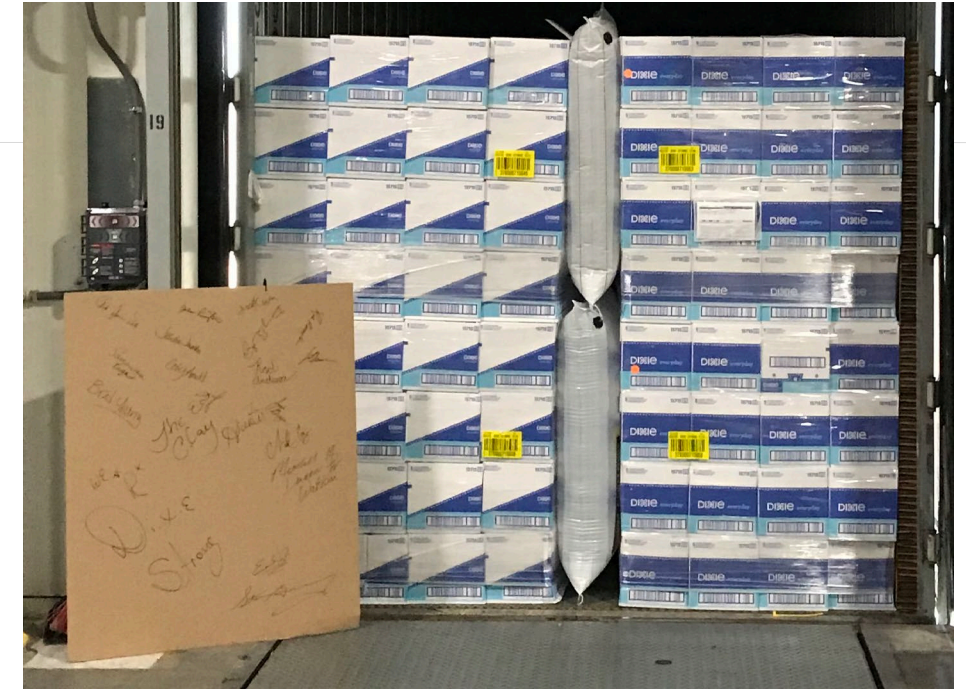
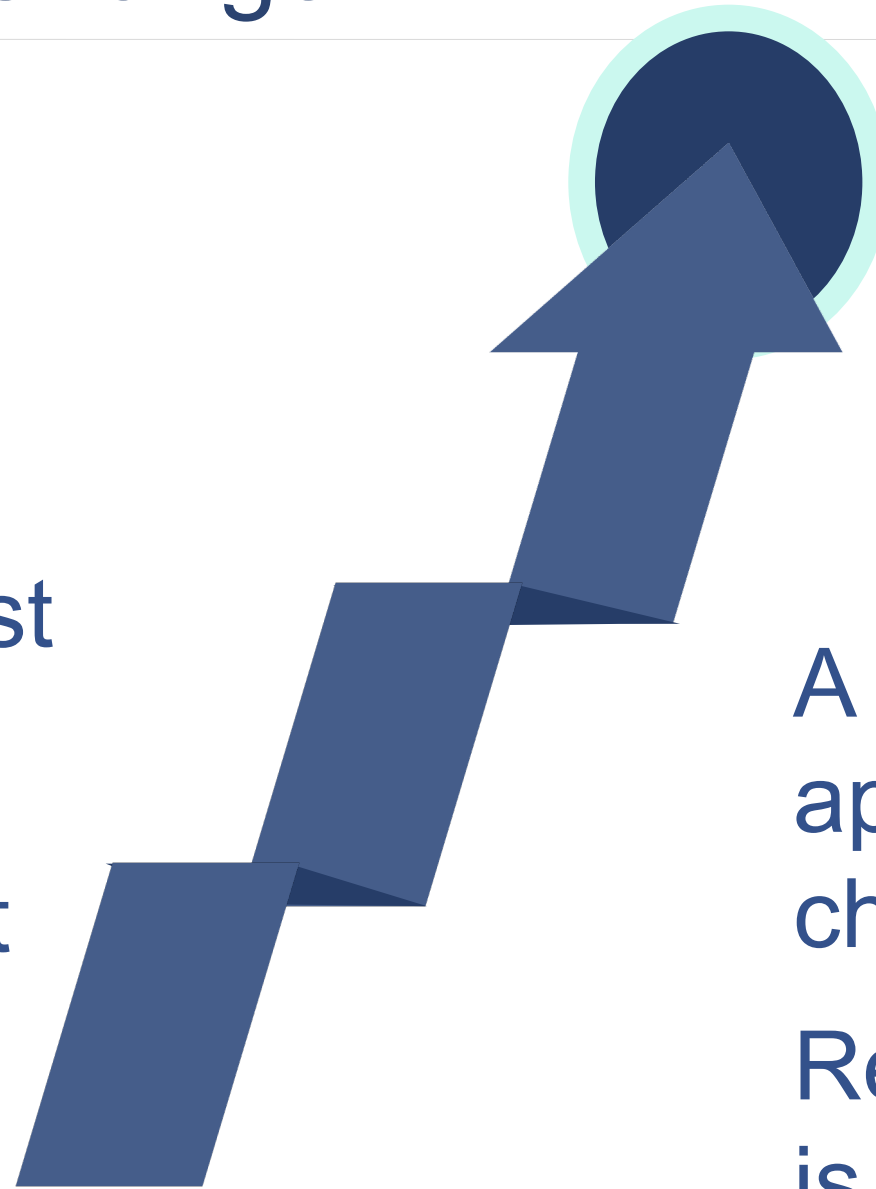
Facility Request

Project Request

HB Requirement

Code Requirement

GP Standard



A nimble, proactive approach to scope change

Recognizing that *change* is not a bad word

The Owner Story – Lessons in Managing Change

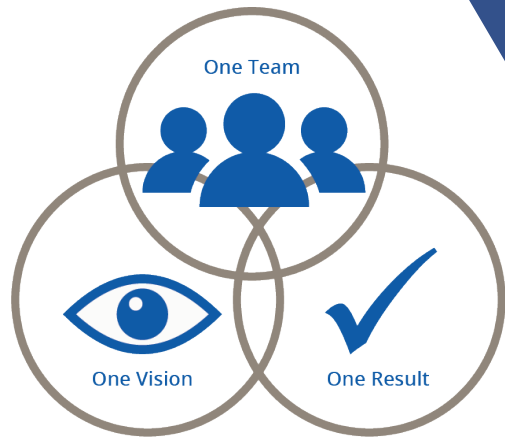
- Early involvement of all players
- Active involvement from equipment suppliers in early engineering
- Involve the right GP decisionmakers



- Challenge the status quo
- Define the delivery method prior to beginning design
- Establish and share the business and project objectives and define project success

The GC Story





Last-minute
Design Build
Lump Sum to
IPD Target Price
challenged the
team to behave
differently

Clear communication of estimate
Manage the design to maintain schedule
and price
Promote teamwork with all players
everyday
Solve problems as “our problem”
Behave as One Team, One Vision, One
Result

The GC Story

Plan for poor weather in target price

Continue to train trade partners how to make reliable promises

Communicate progress or lack of progress in a way that promotes one team. Ask for help.

Resilience as an integrated team allowed the team to overcome many challenges.



Learnings from the Project

- IPD team approach is a *must* as complexity increases
- Definitely not perfect....*yet!*
- An obligation to the industry to keep pushing toward holistic construction





Dixie

Transformation Creates the Greatest Value

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