



Making the Grade: Better Procurement for Better Facilities

K-12 Renovation & Construction Case Studies



Across North America, school districts struggle with insufficient funds, staffing shortages and resource scarcity. As capital and operation budgets shrink, buildings and infrastructures age and deferred maintenance backlogs grow. In order to align your current needs with your long-term strategic goals, you must maintain your facilities, complete outstanding renovations and tackle new construction. But you don't have to go it alone.

Gordian works with elementary, middle and high schools all over the country to facilitate construction projects that range from classroom and restroom remodels to security and energy efficiency updates. We help school districts of all sizes and types save time and effort, avoid disputes and project delays, all while increasing budgetary control on small-to-large construction projects.

With our Job Order Contracting (JOC) procurement solutions, readily available contractors are put in place to work on a substantial number of school projects with one, competitively awarded contract. Job Order Contracting is flexible and fast, allowing you to get projects completed within limited windows like summer and winter breaks.

Job Order Contracting solutions, such as ezJOC, are also available through cooperative purchasing networks across the nation. Discover how you can control costs, save time and begin work faster with Job Order Contracting.

"JOC has been a successful program for us over the last 28 years, and we've used it for everything. To give you a perspective of the breadth and volume that we've done with JOC, we've issued more than 3,000 work orders with a value of about \$330 million."

Francis Hoar, Administrative Director, Miami-Dade County Public Schools (FL)



Riverside Elementary School Addition



Key Project Factors: Time savings, cost savings, local contractor involvement, large scale project

Owner

Brainerd Public Schools, MN

Project Scope

- 13,000 square foot addition, including seven new classrooms
- Construction of new boys' and girls' bathrooms, as well as bathrooms in two classrooms
- Addition of a teacher's lounge with attached bathroom

Contractor

Hy-Tec Construction

Project Cost

\$2,000,000

Timeframe

Project Identified: February

Joint Scope Meeting: February

Purchase Order Issued: February

Construction Start: April

Construction Completed: August

Challenge

Due to a sudden influx of students, Riverside Elementary School in Brainerd, MN found itself in dire need of an expansion. It had reached the point that students were attending classes in an abandoned shower room. The expansion would include seven additional classrooms, new bathrooms and a teacher's lounge with attached bathroom.

Solution

Faced with the pressing deadline of an impending new school year, the district looked to eziQC for a fast solution. By accessing the eziQC contract through the National Joint Powers Alliance®, the project was accelerated.

At the outset of the 13,000 sq. ft. expansion project, the school laid out three stipulations:

- Make the budget work
- Complete the project by the start of the school year
- Use as many local subcontractors, suppliers and workers as possible

Results

The eziQC process streamlined the construction procurement and achieved the school district's three main goals. The project was completed within budget, on time and 93% of the subcontractors and suppliers were located within a 20-mile radius of the work site. The school was prepared to welcome the growing student population for the new school year with new classrooms, restrooms and a new teacher's lounge.



C.V. Cain Baseball Field Renovation



Key Project Factors: Time savings, cost savings, local contractor involvement

Owner

Pharr-San Juan-Alamo ISD

Project Scope

- Demolition of existing field including the removal of 18 inches of soil from the infield and 10 inches from the outfield
- Install drainage and sprinkler system
- Install artificial turf with school logos in the infield and natural turf in the outfield
- Construct pitcher's mound

Contractor

LMC Corporation

Project Cost

\$656,916

Timeframe

Project Identified: **October 1**

Joint Scope Meeting: **October 2**

Purchase Order Issued: **October 28**

Construction Started: **November 11**

Construction Completed: **March 3**

Challenge

Time had taken its toll on the historic C.V. Cain Baseball Field. Located in the Pharr-San Juan-Alamo Independent School District, the main field for the district had fallen into disrepair.

A debate began at school board meetings. On one end resided a strong sentiment to replace the field; on the other, an equally strong sentiment to renovate the field for the sake of historic preservation. A string of school board meetings ensued and renovation ultimately won out; however, it was soon realized they now had only a few months until the first pitch of baseball season. To top it off, the season was beginning with a large, multi-district tournament slated to be held at the field.

Solution

The district looked to traditional avenues to procure the project - none of the specialty ballfield installers could guarantee the field would be ready in time for the tournament. This led to the district accessing Gordian's ezIQC® solution through BuyBoard®, a solution they found capable of handling the short timeline.

Results

The ezIQC process streamlined the construction procurement and the project came in under budget. In turn, the tournament was held on the C.V. Cain Field as scheduled and the event was covered by the local news media to great fanfare.



James Fallon Elementary School Ceiling Repair



Key Project Factors: Emergency Project, Time Savings, Value Engineering

Owner

Wayne Public School
District (NJ)

Project Scope

- Containment of damaged area and safely support existing roof and truss
- Demolition and temporary lighting
- Repair four structural wood trusses
- Installation of new ceiling and flooring

Contractor

Murray Paving & Concrete, LLC

Project Cost

\$475,000

Time Frame

Project Identified: **September 27**
Joint Scope Meeting: **October 2**
Purchase Order Issued: **October 12**
Construction Start: **October 13**
Construction Completed: **December 29**

Challenge

During a routine maintenance check of an existing roof truss at James Fallon Elementary School in Wayne, New Jersey, it was discovered that four wood trusses spanning 40 feet were beginning to fail above the cafeteria. This presented a safety issue, leading to the shutdown of the cafeteria. The new school year had just begun, and students had to resort to eating in classrooms until the damage could be repaired.

Emergency repairs were deemed a necessity to make sure the cafeteria would be fully operational ASAP. To further complicate matters, this was also an insurance claim, so all work had to be documented to ensure auditability.

Solution

Searching for a more efficient way to procure the project, the Wayne Public School District accessed Gordian's ezIQC® solution, available through the Educational Services Commission of New Jersey (ESCNJ).

ezIQC is indefinite delivery/indefinite quantity process (IDIQ) that enables contractors to complete a substantial number of individual projects with a single bid. Tasks are based on competitively-awarded, preset prices.

A three phase approach was taken to streamline the process.

During phase one, the architect was able to get an early start due to the ezIQC process. Temporary lighting was also installed to maintain safety. Demolition and truss repairs were made by structural engineers during phase two. The project was rounded out in phase three with final finishes including ceiling insulation, paint, flooring, carpentry and HVAC.

Increased collaboration helped ensure the three phases flowed together smoothly.

Throughout the project value engineering was adopted. For instance, replacing the wood trusses with steel was considered but ultimately deemed cost and time prohibitive.

Results

The project was completed strikingly fast, just three months after the initial joint scope meeting. Due to the auditable documents provided through the ezIQC process, the district was able to process the insurance claims very quickly.

On coming back from the winter break, students were able to enjoy their lunches in the cafeteria once again.



Los Angeles Unified School District Modular Classroom



Key Project Factors: Time-sensitive project, limited scheduling window, rapid response, cost control/savings, changing scope of work

Owner

Los Angeles Unified School District

Project Scope

- Construction of stem walls and site utilities
- Delivery of eight modular containers
- Craning of containers into place
- Installation of fire alarm and security systems

Contractors

Fredrick Towers Inc.
Thomasville Construction Inc.

Project Cost

\$695,611

Time Frame

Project Identified: May 15
Purchase Order Issued: August 31
Construction Started: September 1
Construction Completed: March 29

Challenge

The Los Angeles Unified School District planned on installing a first of its kind building concept comprised of recycled shipping containers. The building itself was to be ADA compliant while also being up-to-date in fire alarm and security systems technology. The District needed an additional educational occupancy area prior to the students and staff returning from spring break, so an aggressive phasing schedule was required for this project. The District's traditional construction procurement process historically took 120 days from bidding to award, so an alternative project delivery method was required for this time sensitive project.

Solution

The District had a Job Order Contracting program in place, and the annual average from Job Order assignment to Notice to Proceed was 38 days. With that in mind, the District utilized Job Order Contracting to complete the modular classroom installation. Due to the streamlined nature and inherent flexibility of the process, the project faced only minor change orders and stayed both on time and within budget.

Results

Students and staff returned from spring break to find the new "green concept" building finished and fully outfitted with current technology. Without Job Order Contracting, the completion of the project would have been impossible within the required time frame. Due to the unique project circumstances, sensitive time frame and superior Job Order Contracting principles, the Los Angeles Unified School District, Frederick Towers Inc. and Thomasville Construction Inc. were honored as Award of Merit winners in the 2016 Harry H. Mellon Job Order Contracting Awards.



Pre-K Center at St. Paul the Apostle



Key Project Factors: Time-Sensitive Project, Limited Scheduling Window, Rapid Response, Cost Savings, Grant/Bond Fund Use

Owner

NYC Department of Education

Project Scope

- Removal of religious items
- Building of nurse's and principal's office
- Installation of water fountains
- Prime and paint all classrooms, offices, bathrooms and gym
- Installation of wrought iron fence and gate

Contractor

Pro Con Group Inc.

Project Cost

\$800,000

Time Frame

Project Identified: May 30

Joint Scope Meeting: June 15

Construction Start: September 7

Construction Completed: December 29

Challenge

The mayor of New York City had recently pushed forth a mandate to have more Pre-K schools within the city.

The Roman Catholic Church of St. Paul the Apostle located in the Borough of Queens already had lockers and gym spaces, and the NYC Department of Education decided it was an ideal place to establish a school. They agreed to lease and renovate the space to be named Universal Pre-K.

Solution

To save time and money on the project, the NYC Department of Education accessed Gordian's Job Order Contracting (JOC) solution. JOC enables contractors to complete a substantial number of individual projects with a single bid. Tasks are based on competitively-awarded, preset prices.

Construction was especially difficult since work could not to disturb ongoing church activities or interfere with the priests' schedules who lived in the building. Religious items also had to be properly removed from the space.

Results

This was a major renovation project that included installing a wrought iron fence and gate outside the play yard and building new nurse's and principal's offices.

Ultimately, the project was finished on budget and on time. Children that previously did not have access to Pre-K education now enjoy the center daily.

Due to the sensitive time frame and exceptional use of Job Order Contracting, the NYC Department of Education and Pro Con Group Inc. were honored as Award of Merit winners in the 2017 Harry H. Mellon Job Order Contracting Awards.



About Gordian

Gordian is the world's leading provider of facility and construction cost data, software and services for all phases of the building lifecycle. A pioneer of Job Order Contracting (JOC), Gordian's solutions also include our proprietary RSMeans data and Sightlines facility benchmarking and analysis. From planning to design, procurement, construction and operations, Gordian's solutions help clients maximize efficiency, optimize cost savings and increase building quality.

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