

FACILITIES
MANAGEMENT
CONFERENCE
2014

BPA Winning
Campus:

California State University,
Northridge

Project Name:

Oviatt Library Learning
Commons, Lobby, and Coffee
House

Budget:

\$950,000

Delivery Method:

Combination of Job Order
Contracting, Design-Bid-
Build, and In- House Physical
Plant Staff

Key Contributors:

CSU Northridge

Ken Rosenthal
Jason Wang
Mark Stover
Marianne Affi

Brent Miller, Harvey Ellis
Devereaux

Schedule:

4/1/13-9/1/13

BEST PRACTICE AWARD CATEGORY: CONSTRUCTION DELIVERY

Key Challenges

1. Limited time to be completed during the summer prior to fall school start.
2. Limited budget.
3. Building had to remain open during construction.

What makes this project a Best Practice Award Winner?

1. **Innovative:** Hybrid construction delivery by multiple contractors who collaborated to achieve a common goal.
2. **Cost Savings:** \$470,000
3. **Process Improvement:** Out-of-the-box thinking by all stakeholders led to creative ways to complete a challenging project during the summer that had to be finished prior to the beginning of the fall semester.
4. **Replicated on Other Campuses: Y/N; Why?** Yes. Other campuses can use this same or similar model to deliver projects that have a limited window in the summer to be completed.
5. **Contribution to Success of the Campus: Y/N; Why?** Yes, see YouTube videos below and attached photos for more details.

Project Description

The Oviatt Library Learning Commons project was a multi-contractor, multi-delivery method singular project; the transformation of the 1st floor of the Oviatt Library (18,000 square feet) from traditional library to the Learning Commons and Coffee House.



The “hybrid” delivery and contracting involved Job Order Contractor MDI for the construction of the Commons and Lobby; Auxiliary Contractor TRS for the construction of the Freudian Sip Coffee House using Design-Bid-Build; and the university’s Physical Plant Management for the electrical scope of work. All three contractors worked simultaneously and the project was highly collaborative. Time lapse of the project can be viewed at: <http://www.youtube.com/watch?v=wNbDcCLI-VI>

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The Oviatt Library Commons, Lobby, and Coffee House Project renovated the first floor of the Oviatt Library. Reference http://www.youtube.com/watch?v=ovqBisui_vo for more information on the project. The first goal of the project was completion by the fall semester 2013. The next goal of the project was to keep the Library open during the entire duration of the project, with the least amount of impact to the Library and students. Lastly, the project had a limited budget.

As a result, the campus determined that certain aspects of the project needed to start as early as possible (April 2013), initially working nights (11:00 PM – 6:00 AM); phase/partition work in a manner to tackle selective demolition/construction as early as possible; and eventually transition to three shifts (due to number of contractors and amount of work), but with the least impact to the use of the facility.

The campus chose the Job Order Contracting (JOC) contractor MDI for this task. MDI was brought in very early, in the design and planning stage, for budget

development, phasing options, sequence of work, and scheduling durations. The campus and MDI collaboratively developed a 20-phase project schedule by area. As part of the process, the JOC contractor built partitioned work areas in order to execute work while keeping the facility open, functional, safe, and including areas for other contractors. The phasing plan was so successful that the Coffee House was ultimately built during the day shift with no impact to the Library.

During bidding, the initial electrical bids received were \$500K (over half the entire budget for the project) due to the highly unknown routing of electrical conductors through the Library's extensive "walker-duct" system of in-floor raceways. The campus' Physical Plant Management electrical shop staff jumped in and figured out how to do the work utilizing the existing conductors. Ultimately, Physical Plant's cost to perform the electrical work was less than \$30K.



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The project is innovative in
many ways



The necessity of the schedule required a collaborative effort between separate contractors, the Library, the Auxiliary, and Physical Plant, all working towards a common goal of completing the project. Project coordination throughout the project was done in a “big room” style format between all entities. Many aspects of the project scope were executed using all three labor shifts in order to meet the schedule. Project meetings were either at 11:00 PM between shift changes or 7:00 AM at the conclusion of the night shift. Campus Physical Plant staff completing the electrical scope of work resulted in **\$470,000 in cost savings** to the project which could not have been achieved without PPM’s knowledge and support.

The project’s success in achieving all its goals including completion on time and under budget, are a direct result of the hybrid delivery method and collaboration work process.