



JOC EXCELLENCE

the newsletter for CJE

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Center for Job Order Contracting Excellence

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CHAIRMAN'S CORNER

By David Carrithers

Job Order Contracting Responds, Performs and Builds

As a steward and servant to CJE, I continue to be excited and challenged. 2008 is turning out to be a year of change in the markets we serve, the country's leadership and the continued increase in demand for what we do as an industry.

Job Order Contracting is growing nationally, evolving beyond an alternative to a mainstay of how publicly-funded campuses, facilities and infrastructures manage the backlog of construction project demands. It has been raised by members of CJE that they are seeing a 50% or greater increase in the demand for job



2008 Industry Chair David Carrithers on the Great Wall in 2007. Read more on his mission on JOC to China on pages 16-18.

order contracting presentations and requests for information across the country. Universities, municipalities, K-12 elementary schools, community colleges, federal agencies and the Department of Defense are all looking at job order contracting programs as a tool to help them respond to a wide variety of construction, renovation, rehabilitation and repair needs. The future acceptance, use and dependency on job order contracting is evident and growing.

With the current economic pressures and concerns underway, we will see an increasing interest in job order contracting. Why?

continued on next page

REMEMBER: Donate your past ASU funds/refunded dues to the New CJE by sending a check to the above address in Washington, DC.

- All publicly-funded organizations are having new demands put on them to find ways to improve the performance and results by which they are held accountable. Getting more done with less. Less time, less internal resources and increased budget pressures are driving teams to new thinking and utilizing trusted partners. The construction, maintenance and facilities owners within a publicly-funded organization need to respond to these pressures and concerns, and respond in a way that is **accountable** and well-thought out for those they represent.
- The thinking, relationships and execution needs to be transparent and obvious. The construction, maintenance and facilities departments of an owner organization are going to turn towards those companies and methods they trust, that can help them perform. Our owners don't want to face these challenges alone or explain to their boards how the work will be accomplished. Rather, they want to show they are utilizing a partner with the necessary resources and decision transparency.
- Professionally developed, selected and managed job order contracting programs allow for improved results and predictable outcomes for an organization. As times get tough, organizations and leaders within them want to have partners they can trust. They want to respond with the best thinking and they want to make sure they are getting the best value for their funds.

We must not forget that the benefits to owners, directors and managers of a successful job order contracting program include (just a few):

- Improved communications by all involved on the projects
- Responsive solutions
- Budget control – no surprises
- Single source accountability
- More funds applied to the work vs. Administration of RFP/solicitations
- Process thinking and predictable outcomes
- Support of local small and minority businesses
- Eliminated contractor-driven change orders and legal claims
- A performance-based construction partner with owner aligned goals
- Strengthened strategic relationships

The job order contracting market has doubled in the past 24 months and will only continue to grow. The responsibility is on all of us to make sure we are living up to, not just the potential opportunity side (top line growth), but also to the relationship and delivery side of job order contracting. We need to be sure that we all are living up to the high performance standards and expectations of job order contracting. The more we do

REGIONAL CHAPTER UPDATES

A targeted goal for CJE in 2008 is to launch regional chapter committees in Texas, the Southwest and in the Mid-Atlantic regions. The first step in these chapters is to hold an exploratory session to identify an owner in the region that will help spearhead the development team.

CJE Southwest Chapter News

Charlie Bowers, Past Industry Chairman, from Parsons, has agreed to lead the effort to get the current CJE members (and other JOC leaders) in the southwest together in the coming months to test the interest level regarding the establishment of a Southwest Chapter. To date, a planning session has been held to begin putting an approach together.

“There are many Owners and Contractors practicing and supporting JOC in the southwest U.S. There is a compelling common interest in seeing the JOC project delivery method continue to grow and prosper here, which aligns perfectly with the CJE national goals,” stated Charlie.

CJE Texas Chapter News

Carol Greb of TCPN has taken the lead of developing a chapter for Texas. Early indicators show that there is strong desire in Texas for the regional voice of CJE. Carol is targeting to hold a planning session in early summer followed by the first session meeting in the fall. She has already held early phone calls and information gathering to start the process.

well, the more expectations we exceed, the more the use of job order contracting will grow, regardless of the economic conditions. Successful job order contracting programs are resilient to economic conditions.

Meanwhile, on the Center for Job Order Contracting Excellence (CJE) front, we have made it through the trials and tribulations of separation to become a stand alone organization. We did this with the help of many CJE members and with the positive support of Gary Aller and The Alliance for Construction Excellence (ACE). While we were focused on legal aspects of setting up a new non-profit, the re-donation of funds, and the issuing of invoices for 2008 dues, we need to remember that the organization must be more than meetings and tactical administration; these are just check in and refocusing points. Instead, we need to bring strategic value to all of our members. With the recent shift to our stand alone organization, this is even more critical. As a volunteer organization, if we do not bring strategic value, we will see the membership stall and diminish over time.

I believe that our challenge going forward is not going to be market acceptance; instead, it will be on the value of CJE to the membership. In 2008 we need to work on furthering the strategic development of CJE with all members — most importantly — the owners/users of job order contracting programs. I am excited about the opportunities and potential for CJE in 2008; it is all good and all possible. The goals of increasing the membership, launching regional chapters

and improving the awareness and education of job order contracting will improve the value to all members.

Even though CJE is turning 15 years old next year, in many ways we are just starting out. We live in a new world of information and business and we need to continue to evolve and earn a seat at the table of our members in helping them succeed. Your continued support is critical and important to the CJE – each member, each active volunteer, is the lifeblood of the organization. Without you and future members there is no organization. Your active participation in shaping the vision and value of CJE is not just critical; it is the only way forward.

Please join me in making a difference through and within CJE and continuing to support the development of job order contracting. Become a servant and steward as well, advancing the value of job order contracting and CJE.

Best in Spirit!



David Carrithers
2008 Industry Chairman

Contact:
David Carrithers, industrychair@JOCexcellence.org

REGIONAL CHAPTER UPDATES...(continued)

Stay tuned for more news on this effort in the next newsletter. All the regional chapter leaders will be working with **David Carrithers**, Industry Chairman, to make sure we are all aligned in our goals and communications as well as receiving guidance and help from CJE national regarding these efforts.

CJE Mid-Atlantic Chapter News

Bill Kolster of Loudoun County Public Schools will be leading the efforts in exploring and defining the role of a regional chapter of CJE. “I’m excited to see the regional efforts taking shape and look forward to helping in these efforts,” said Bill. “The idea of publicly-funded facility leaders getting together to

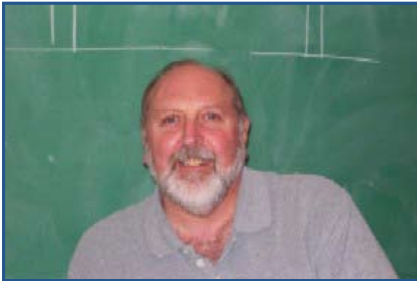
share best-practices, to network on career possibilities and to grow awareness of job order contracting is valuable.”

A planning meeting has been held with a variety of existing members located in the Mid-Atlantic area and a target list of potential members is currently under development. Bill went on, “We will target late summer to hold a lunch meeting near Washington DC or Northern VA in hopes of attracting both Federal and Non-Federal future members. At the first meeting we will focus on what value members would be looking for, what content meetings should have, etc.”

JOC – The Right Choice for Flagstaff Unified School District

By Greg Ohrn, P.E., Assistant Professor Northern Arizona University

Recently, I had the opportunity to participate in a selection committee for a Job Order Contract being proposed for the Flagstaff Unified School District in Arizona. In reflecting on this experience, I came to the conclusion that documenting this process might be of some assistance to other facility owners considering similar types of contracts.



L. Gregory Ohrn, P.E.

To provide some perspective, the Flagstaff Unified School District (FUSD) is located in a city of approximately 58,000, surrounded by a large rural area in north central Arizona. The school district itself provides for the educational

needs of approximately 11,500 students at its 19 schools which include 3 high schools, administrative offices, and support facilities.

While the District can trace its heritage back to the mid-1880s, the most recent major expansion came in the 1980s with the addition of a new high school, three elementary schools, district offices, and several upgrades of existing facilities. Since that time, the District has been in a maintenance mode, focusing mostly on maintaining the existing facilities rather than expanding.

A couple of years ago, the District once again recognized the need to upgrade their facilities because it had been over 20 years since the last major upgrade. To address this issue, the District enlisted the services of

Parsons/3DI to perform an assessment of their existing facilities. From this study it was recommended that the District proceed with a funding request to issue bonds in the amount of \$50-million for facility and other upgrades vital to the District's operations. In November 2006, the voters of the FUSD approved the bonding proposal and the District began the hard work of planning how to accomplish the facility upgrades.

In looking over the list of projects needed to be completed under this funding, the District must have recognized that there were no major projects such as new schools, but there were an abundance of small projects that had been identified for completion. While the District had a number of project delivery methods available to them, it is most likely that the list included Design-Bid-Build (low bid), Design-Build, Construction Manager at Risk, and Job Order Contracting. While each of these methods has a place in the facility manager's tool box, the District was obliged to utilize the method that provided the best value to the stakeholders: the voters, the students, and the District administrative staff. It could probably be agreed that all of the stakeholders want those things that all construction/facility owners want (quality work safely completed on-time, within budget, with no claims), but the District also needed to consider the impacts on its staff. In other words, how will the District procure and manage all of this work given its current resources or will the District need to increase its in-house staff in order to procure and manage this temporary endeavor.

Recognizing the fact that most of the recommended work from the approved bond could be classified small and/or routine projects, the District's legal counsel suggested the use of Job Order Contracting as the primary delivery method. While the District was familiar with Job Order Contracting through the use of the Mohave Cooperative

JOC, the District itself had never had its own JOC contract. The District could have continued to utilize the Mohave JOC, but recognizing the fact that they had funding for several years of small and routine projects, it was agreed that the District should have full control over its own contract. The District, therefore, proceeded to procure one.

Ultimately, the District hired a construction management consultant (Heery International) to assist them in putting together a procurement package to hire the JOC contractors that would assist the District in fulfilling its obligations to the stakeholders in this process. Given the volume and type of work that needed to be completed, it was determined that the District would hire four contractors to complete the work: two general contractors, one mechanical contractor, and one electrical contractor. One of the advantages of JOC is that all four of these contractors could be hired through one procurement process.



Flagstaff Unified School District

Flagstaff Unified School District

Following the procedures approved by the State of Arizona for school districts, the FUSD elected to use a two-step qualification-based procurement process for these contracts. In doing so, the District received 20 statements of qualifications in the first step of this process (10 general contractors, 7 mechanical contractors, and 3 electrical contractors) and 9 statements in the second round of evaluation (5 general contractors, 3 mechanical contractors, and 1 electrical contractor). Ultimately, this list was narrowed down to the 4 selected contractors (2 general contractors, 1 mechanical contractor, and 1 electrical contractor).

It should be noted, while cost was not the primary selection criteria, it was a factor considered in the second round after the qualification-based criteria had been evaluated. In other words, the primary focus of this procurement was to hire the most qualified contractors to do the work at a fair price, but not necessarily the

lowest construction cost. In a recently completed study of facility owner satisfaction with various project delivery methods, it was noted that high levels of owner satisfaction are most often associated with factors such as freedom from claims, quality, and the ease of using the project delivery method. Thus, while construction cost (i.e. a coefficient applied to a unit price book) is always an important factor to consider, it should not be the primary consideration. In other words, does low construction cost equate to those factors that owners are looking for: quality work safely completed on-time, within budget, with no claims? Experience is demonstrating that initially low construction cost rarely, if ever, equates to low overall cost with high quality, safely completed on time, with no claims.

The point here is that Job Order Contracting is not just for large facility owners in metropolitan areas. Facility owners in smaller markets with a need, and a reliable source of funding are taking advantage of Job Order Contracting as a means of dealing with their backlog of small and routine projects. These owners are finding that JOC is meeting their need for a project delivery system that provides high quality work, safely completed on time with no claims.

On a personal note, if you have any interesting information on the use of JOC at your facility such as how you justify the use of it at your facility, I would be interested in learning more. Please feel free to contact me. Contact: Greg Ohrn, Greg.Ohrn@na.edu.

2008 NASFA/NASCA Conference

Job Order Contracting Topic Of Interest To States Across The U.S.

By Carol Greb & Bob Gair

The parade of states on the first full day of meetings summed it up best: 40 states reiterated time and time again the pressure they are under to find ways to do things better, faster and with more economic value. Green, sustainability, energy conservation, staffing short falls, decision transparency were at the top of the list of importance. The facilities and infrastructure leaders for the attending states were all interested in learning ways to address these demands – as their resources become tighter (both people and budgets).

The 2008 NASFA/NASCA Conference, June 7th to 11th in Jackson Hole, WY, was a very lively, engaging and job order contracting interested session. With over 200 decision makers in attendance, the energy and questions went from 7 a.m. to 10 p.m. every day. The starting session, including a 2-minute presentation by Carol Greb on the Center for JOC Excellence and her statement that “CJE is a volunteer, non-profit organization dedicated to the education and awareness of job order contracting as a solution for renovation, repair and construction needs of publicly-funded facilities and infrastructures” was the right message from the start. She also held up the CJE booth giveaway, Benny the Buffalo, and said “and if you come by and learn more about JOC and CJE you’ll get this cute buffalo...”



Over the conference dates, the members of CJE (whether within their own company booths, or in the CJE booth, or during sessions, hallway conversations and at break times) found job order contracting was a topic of great interest. From Alaska to Florida, from Washington State to Massachusetts, the desire to learn more on how to launch a job order contracting program was of great interest. “We need this



Jackson Hole, Wyoming

tool, we have a back log of demand that we need trusted long term partners to help process. I like the way job order contracting is a competitively procured solution to my ongoing renovation and remodeling needs. I just need more help in putting information together for my organization,” said a chief facilities director.

The overall impression from the conference is that every state is now in the process of looking at job order contracting as a possible solution to their backlog renovation and repair work.

Parade Of Sponsors

Job order contracting was not only covered by Carol Greb on behalf of CJE, but also Charlie Crane of The



Charlie Crane, The Gordian Group

Gordian Group, Bob Gair of RS Means, and Lisa Cooley of Centennial where they were given time in front of

the whole attendee base. The core message was “job order contracting is a necessary tool in the tool box of renovation, repair and rehabilitation”.

Key Note Presentation

Lee Evey, president of the Design-Build Institute of America (DBIA) talked about the Pentagon renovation project and the re-building after 9-11. He elaborated on the value of Design-Build, specifically the values of improved communications, integrated project teams including construction, design and the owner. His very powerful, personal and emotional presentation made those listening stop and think, “How can we do things differently – do things that matter in a way that is focused on results not conflict?”



Lee Evey of DBIA gave the key note speech to all attendees on design-build & The Pentagon renovation; key elements supporting what JOC is.

Exhibit Area

In every section of the show floor one member of the job order contracting industry was represented. The layout was open, inviting and easy to navigate – allowing for increased communications and time just talking “JOC” and what it could mean to the different organizations. Walking the floor were state executives, facilities directors, heads of departments of transportation, state housing, medical, education, head architect, etc.



CJE Booth Team – Carol Greb, Dave Carrithers, Ken Jayne

Those that already had JOC programs underway were proud to show support for JOC and those exploring had a variety of questions and sincere interest in job order contracting.

JOC Presentation

The session, “JOC Implementation: Ensuring The Success Of Your Job Order Contracting Program” was a joint presentation by Washington State GA and Centennial Contractors. The basics of a job order contracting program were reviewed along with the specifics on the state legislation in Washington governing JOC and what has worked well in the program. John Lynch, assistant director of engineering and architectural services, Washington Department of General Administration stated, “The state would not be able to get done all it has without the job order program in place. I am a big proponent in favor of every state having a professionally run JOC program.” Lynch went on, “job order contracting programs save time, save money and work best with a JOC contractor in a defined area with local subcontractors.”



Kelvin King gave a class on JOC Program Implementation with owner John Lynch of WA GA — Highlighted CJE as Information Source

During the 90-minute presentation, Kelvin King went on to say, “job order contracting succeeds because of the up-front time, communications and interaction. The scoping processes, the estimating and the planning all leads to thinking before the work starts. This alignment between the JOC contractor and the owner creates a single focus on the performance of the

team. JOC eliminates claims and legal issues because it is focused on collaboration, communications and clear expectations up-front.”

There was a lively series of questions and interactions by attendees of the session. Lynch concluded with “find a professional job order contracting partner, build a relationship over time based on performance and as the trust builds, turn over the projects to them to get it

done. Over time the ability to work quickly and without issues builds until the true value of job order contracting is attained.”

King concluded with a review of the benefits of joining the Center for JOC Excellence and presented the website address to the group.

CJE Quarterly Meeting

The meeting was very productive and engaged. When the group got to the topic of what we hoped to accomplish by the end of 2008, the top goals were:

1. Start the regional chapters and make them a viable growing entity within CJE;
2. Clarify who CJE is and what value we bring to all our target markets via other associations like NASFA, APPA, COAA, etc., making sure they understand that CJE is a non-profit dedicated to JOC education and awareness;
3. Increase owner participation in CJE and;
4. Create a comparison grid of JOC compared with other delivery methods.

The group felt it made sense to begin reaching out to different industry associations and build alliances, like with NASFA, DBIA and others. The quarterly meeting ended with everyone committed to the long-term viability of CJE and bringing value to the members.

Potential Partnership with NASFA



Five NASFA committees provide a targeted way to get involved in the organization. The Industry Liaison Committee is responsible for liaison communications between other facilities-related industry associations. These partner groups work to produce statements and publications, such as the recently published NASFA/AGC *Best Value Best Practices* document and a NASFA/USGBC LEED Toolkit which is in development now. The idea of forming a formal liaison between NASFA and CJE was discussed during the Committee meeting

at the 2008 NASFA Conference, and initial feedback at the onsite CJE Board Meeting affirmed this direction. Lisa Cooley, an active CJE member, joined the Industry Liaison Committee and offered to provide a link between the two organizations.

The goal will be to work cooperatively with NASFA to provide education and guidance on JOC best practices. The impact and wider acceptance of materials produced jointly with an owner’s organization such as NASFA, could be invaluable. Any CJE members who are also involved with NASFA are invited to join the Industry Liaison Committee and be part of this effort. The next Industry Liaison Committee Call is July 23rd at 2 p.m. ET. Ideas for a joint work product are also solicited.

The strategy of having CJE as a sponsor, presenter or exhibitor at key target market and industry association events continues to make sense. Bringing the message of job order contracting to the key decision makers at universities, states, municipalities, and public schools makes great sense. This allows for both group and one-on-one awareness of JOC, the benefits and the value to take place. Publicly funded facilities and infrastructure decision makers find it a great value to build a better understanding of new tools and ways of getting construction backlog taken care of during their national educational conferences and meetings vs. a stand alone job order contracting event.

Job Order Contracting Can Help State Facilities Challenges With:

- Green/Sustainability Requirements
- Energy Conservation
- Resource Short Falls
- Demands on Limited/Reduced Staffing
- Transparency Of Decision Making
- Accountability
- Responsiveness

Successful Solutions & Diverse Applications Of JOC

By Lissa Adams

Why Job Order Contracting brings value can be seen in the results generated and the diversity of tasks undertaken by the industry. The following JOC success stories share in that excitement and client results.

K-12 Pubic School

JOC User/Owner: Houston ISD, Debakey High School
High School Renovation Project



Project Description: Debakey High School is Houston ISD's magnet campus for students planning careers in the health professions and was undergoing a \$12MM renovation. The project was procured using low-bid contracting techniques and was severely behind schedule because of GC performance problems, which threatened its ability to open for the Fall 2007 Semester. Houston ISD explored options to bring the project back on-schedule and chose to terminate the low-priced GC and complete the job (which was ~50% complete) with its Job Order Contractor. Upon termination in May, the District issued the JOC contractor an emergency Job Order to continue with the project while price for final completion was estimated and negotiated in July. Two phases of project completion were identified: 1) Critical components necessary to open the school and 2) Final project completion.

The project was complicated by the fact that there were two clients: Houston ISD and the low-price GC's bonding company had to be satisfied that the approach

and decisions were in the best interest of all stakeholders. To the greatest extent possible, the bonding company wanted to include the original subcontractors in the solution and mitigate claims on the payment bond side of their obligations. Because of the severe delays the project had suffered to this point, a double shift had to be assigned with multiple Superintendent and Project Manager assignments, by wing and component. The summer schedule for 2007 was the most aggressive portion of the project and had to be completed while the students were out for summer break. The JOC contractor mobilized immediately, picking up segments of work as necessary. The scope included demolition of all flooring and ceilings, including asbestos abatement, demolition and replacement of all exterior brick, replacement of 70% existing HVAC units (which included a new chiller in the central plant), new plumbing in restrooms and science labs, new lighting, entry doors and canopies, refinishing of terrazzo flooring on all 3 floors, painting, roof repairs and a new sports floor in the gymnasium. Despite the challenge of maintaining the aggressive schedule with around the clock crews, the work was completed one week ahead of schedule and the students arrived to a functional school in the fall semester.

Project Duration: 5/2007–8/2007

Location: Houston, TX

*Submitted by CJE Member Organization:
 Jamail & Smith Construction*

Military

*JOC User/Owner: U.S. Department of the Army,
 Fort Lee Army Base, VA*

Construction of Munitions Supply Building

Project Description: Construction of the first of five munitions supply buildings to securely store small arms used by soldiers at the firing ranges. This is an active JOC for a client that has been served since 2004. The project included geotechnical investigation, site surveying, erosion and sediment control, site work, landscaping, and security fencing. The building construction involved cast-in-place concrete, pre-cast concrete arch segments and retaining wall members as well as reinforced earth



Construction of the first of five munitions supply buildings to securely store small arms, Fort Lee VA

strips, waterproofing and caulking. The scope included the installation of a blast-resistant door and embed assembly, louvers and ventilators, painting, electrical power, lighting, lightning protection and a telecom system. The pre-cast arch segments were erected and positioned within 10 hours. Value Engineering reduced cost by converting an existing asphalt roadway to an entrance and the use of densely compacted gravel as an alternative for a turn-around area and vehicle access to the facility. The biggest challenge was the unusual construction techniques for the bunker which required significant up-front planning and coordination. The JOC contractor and owner collaborated and completed a large amount of preliminary design and project scoping prior to the project funding. Another challenge required the JOC contractor to modify the specified interior lighting fixtures to meet explosion-proof requirements. Although the design and construction of this project was not a typical Fort Lee JOC project, it allowed the team to think “outside of the box” to design, schedule and construct a unique project within the contractual time frame. The successful outcome of this project led to a second project at the new Ammunition Supply Point and also created an opportunity for the JOC contractor to team up with multiple specialty subcontractors.

Project Duration: 8/2007 – 2/2008

Location: Fort Lee Army Base, Virginia

Submitted by CJE Member Organization: Centennial

Higher Education

JOC User/Owner: Community Colleges of Chicago, IL
Renovation to Machine Shop and Classroom

Project Description: To avoid losing grant funding, the owner utilized their Job Order Contract to expedite the completion of renovations to a machine shop and classroom. This owner has been using JOC for just under two years. The project involved epoxy flooring, cleaning and re-lamping Hi-Bay fixtures, installing and completing final electrical connections to owner supplied equipment as well as new acoustical ceiling and flooring in the classroom area and painting throughout. The biggest challenge involved the total power needs of the new equipment being provided by the owner. The JOC contractor was able to troubleshoot and find a sufficient solution. The JOC contractor was also responsible for preparing a furniture layout based on original plans supplied by the owner, which had to be reconfigured. Ultimately, the contractor ended up saving the owner \$15,000 by designing a more efficient plan.



Before and after pictures of the Community Colleges of Chicago shop and class room.

Project Duration: 60 Days

Location: Chicago, IL

Submitted by CJE Member Organization: Centennial

University

JOC User/Owner: Georgia Tech

Chemistry Lab Renovation

Project Description: Georgia Tech has been using JOC for several years. This time-sensitive renovation included demolition and reinstallation of lighting, flooring, ceiling grid system, counter tops and cabinetry. One of the major challenges for the JOC contractor was that all chemistry lab renovations were on the 3rd floor of an occupied building. The JOC contractor had to take precautions for debris, dust and noise as this project took place during the middle of the spring semester. The project was successfully completed on time with no punch list items at closeout.

Project Duration: 8 weeks from final scoping to closeout, May 2008

Location: Atlanta, GA

Submitted by CJE Member Organization: Centennial

City/Municipality

JOC User/Owner: City of San Antonio, City Hall

City Hall



City Hall, San Antonio, TX

Project Description: The City of San Antonio, as part of a program of downtown revitalization, asked the JOC contractor to plan and execute a lighting project to illuminate the landscaping and building features of the Plaza de Armas building, which is today the San Antonio City Hall, a historic building constructed in 1722. The goal of the project was to kick off San Antonio's Fiesta

Celebration with a City Hall lighting dedication. The project consisted of installing low- and high-voltage lighting of both the structure and exterior landscaping, including architectural and monumental lighting and ground and tree-mounted lights controlled by photo-cell. The project was challenged by an internal-client decision process on where to vest design responsibility for the project. While significant pre-design services were undertaken by the Client and the JOC, formal assignment of responsibility of design duties could not be finalized until this determination was made and a job order issued for both design and construction. This delayed issuance of the job order to less than six weeks before the scheduled dedication severely jeopardized the availability of specialty lighting devices and pushed work into the rainiest season of the year in San Antonio. Despite this, the lighting was expedited and manpower on the project doubled to ultimately complete the project one week ahead of schedule, without a punch list item. The four-story building is lit in a soft orange hue, visible from many blocks away.

Project Duration: Three weeks, April 2008

Location: San Antonio, TX

Submitted by CJE Member Organization: Jamail & Smith Construction

University

JOC User/Owner: Georgia Tech

Molecular Science & Engineering Laser Lab Renovation

Project Description: This renovation entailed converting an unused, single large lab into smaller individual labs, each divided by laser curtains. New racks for laser equipment were engineered, built and installed during this renovation. A new sprinkler system was also installed. This project attracted high ranking interest and had a rock solid completion to support a new Dean of the College of Sciences who was transferring in from Cornell and required a special laser laboratory. "Work was completed in an efficient, timely fashion. Quality of construction was very good and the end user is very satisfied with the final result," said Frank Lamia of Georgia Tech Facilities.

Project Duration: 12/2007-3/2008

Location: Atlanta, GA

Submitted by CJE Member Organization: Centennial

University

JOC User/Owner: Georgia Tech, Atlanta, GA

Server Room HVAC Installation

Project Description: The project entailed the installation of two Liebert units for supplemental cooling to accommodate additional server equipment in an existing computer server space. Completion of the work in a timely manner was critical to accommodate the arrival of the new server equipment. Disconnecting the campus server computers posed a schedule challenge because the work had to be done over one weekend; all systems had to be up and running by the coming Monday. A three week lead time for the units required exceptional coordination and expediting to meet the project requirements. Despite the challenges, the project was successfully completed on time and to the complete satisfaction of the owner.

Project Duration: 10/2007 – 12/2007

Location: Atlanta, GA

Submitted by CJE Member Organization: Centennial

Health Care

JOC User/Owner: Texas Tech Health Sciences

Ongoing Renovation, Repairs & Remodeling



Texas Tech Health Sciences, Lubbock, TX

Project Description: There are few places where the unconditional combination of quality, dependability and reliability carries such a profoundly critical importance than a bustling, fast-moving medical center serving one of the largest and most diverse populations in the state of

Texas. Staff at Texas Tech University Health Sciences Center in Lubbock work to ensure that the 35-year-old institution is not only operating at its optimum, but that each of its internal departments and external partners are providing the highest level of service and the absolute best quality in as cost effective a manner as possible.

Clearly, when an organization trains more than 7,000 health care professionals, and meets the health care needs of more than 2.5 million people who live throughout a vast 108 county area, stretching from the Texas Panhandle south to the Permian Basin and west into eastern New Mexico, it has to set and maintain strict guidelines on quality and professionalism throughout its internal network. Doctors, nurses, administrators, scientists and patients all depend on the Center's staff and their partners to maintain a facility that works and works well.

"When that many people depend on you and your staff, it's extremely important to have the right mix of people and partners to run the facility," says George Morales, assistant vice president, Physical Plant, Health Sciences Center, Lubbock. "We've had a good experience with the Job Order Contractor we've been using."

Texas Tech Health Sciences Center contracted a professional JOC contractor, through Choice Facility Partners, the facility services purchasing cooperative operated by Harris County Department of Education. The JOC contractor completed interior renovations to modify and reconfigure a lab, and to renovate existing space into an internal medicine department lab. One exterior project was also completed to add a street light to the corner of Fifth Street and Texas Tech Parkway.

"I see the JOC process as another good tool in our toolbox," he said. "But like every tool, the more you use it, the more you become familiar with it, the more you keep it in good condition, the better it will perform." Mr. Morales and his staff have seen how Job Order Contracting can save time, remove bureaucratic obstacles and help him keep within his department's budget.

"I've seen a much quicker turnaround on projects because we spend less time drawing up specs, we're not creating designs from scratch, and of course, we're not going out to bid for every project. We're even seeing

a shortened evaluation period because we are getting to know our contractor and developing a mutually beneficial relationship,” said Mr. Morales.

“We’ve got a good relationship with the current contractor, and a good experience with the JOC process,” he added. “I’m glad we’ve gone this route,” Morales concluded.

Project Duration: 2007–2008

Location: Lubbock, TX

Submitted by CJE Member Organizations: Choice Facility Partners & Alpha Building Corporation

K-12 Public School

JOC User/Owner: Spring Branch Independent School District

Ongoing Renovation, Remodeling & Construction



Spring Branch Independent School District, Texas

Project Description: Long history of using JOC pays dividends for high performing district. To say that the Spring Branch Independent School District in metropolitan Houston has a handle on how to do things right might be seen as an understatement. The district has been setting academic achievement records for a number of years, and their tradition of getting it right

is one that’s deeply entrenched, from school teacher to superintendent to external partners. The same is true in its contracting partners, according to Sr. Project Manager Richard Skalski.

In keeping with the district’s prevailing attitude of getting it right, Spring Branch ISD has been a pioneer in the Job Order Contracting process. “We’ve been doing JOCs for about 15 years,” said Mr. Skalski. “We believe in the process. We understand it and believe in it.”

Job Order Contracting, with its genesis in the military tradition of developing mutually beneficial relationships with contractors, can trace its roots back a quarter century, and Spring Branch’s early entry into the process speaks for its effectiveness.

“We’ve seen it as a part of how we do business for these many years, and we’ll continue to operate that way,” added Mr. Skalski. The district has indeed had

a long history with the JOC program, using a variety of contractors over the years to complete all manner of projects, from the smallest renovation and repair to the larger construction projects.

“What I see as the JOC’s greatest asset is the time we save. We can go from concept to turning dirt in a matter of weeks, as opposed to months. It’s not unusual for us to have an idea for a project, and in less than 30 days, see construction begin. That would be virtually impossible without the JOC process,” he added.

Asked if he would recommend the JOC process to similar organizations, he said, “Most definitely. We have one project going on now that would have been impossible to complete within the time frame without JOC.

It’s a lifesaver.” Among several projects that the contractor has completed for Spring Branch ISD, was a major improvement to the district’s drainage system.

Project Duration: 2007–2008

Location: Spring Branch, TX

Submitted by CJE Member Organization: Choice Facility Partners

MEMBER PROFILE

By Greg Smith



Greg Smith, P.E.
Senior Vice President

Founded in 1982, **Jamail & Smith Construction** provides diversified construction services to public and private entities throughout the Southwest. We're a diversified General Contractor, experienced in providing professionally managed renovations, repairs, and new construction projects. We currently employ 140 people in seven regional offices and our corporate headquarters in Houston, Texas.

At Jamail & Smith, we are committed to the communities in which we live and work and pride ourselves on delivering safe, quality workmanship, and professional integrity on every project. We deliver our services locally, quickly, within budget, and with superior quality, ensuring that each project is a success. Last year, we executed over 600 projects, ranging from \$2000 to over \$10MM, via Design-Build, negotiated private projects, and Job Order Contracting delivery vehicles.

Jamail & Smith entered the Job Order Contracting business in 1999 as a primary subcontractor on Houston

ISD's Fire and Life Safety Code JOC – a contract we're now proud to hold today as the prime contractor. During our nine years in the JOC business, we have adapted the best practices of our staff and clients to the changing needs of owners and attracted some of the most experienced people in the JOC industry to our team. Jamail & Smith is a successful JOC contractor because of the relationship we build with our clients. We consider ourselves an extension of their team and work hand-in-hand with the facilities and maintenance staff. To date we have served 38 school districts and 57 public agencies using JOC.

Our mission is to ***Exceed Expectations***. Jamail & Smith has enjoyed a high level of customer satisfaction, because we proactively manage our customer relationships to ensure that we are not only exceeding our customers' expectations, but are anticipating the changing needs of our customers and adapting our services to continue providing high quality service in all areas.

We consider our reputation to be our most valuable asset. **Our philosophy has always been to be the best, not necessarily the biggest.** We have achieved this by adopting a commitment to excellence that ensures successful outcomes by employing proven processes. We focus on our clients' goals and ensure

CJE TRAINING AND MEETING DATES

JOC Classes Scheduled for 2008:

**APWA 2008 American Public Works Association
August 19, 2008, New Orleans, LA**

Presentation:

More Construction Projects Completed + Less Burden On Staff = Job Order Contracting

Evaluating the advantages of Job Order Contracting (JOC) which allows public agencies to use a single contract to accomplish multiple projects, eliminate "cost creep" using predetermined pricing elements and fast-track projects.

www.apwa.net

**Facility Decisions 2008 Conference
September 16–17, 2008 Las Vegas, NV**

Presentation:

Job Order Contracting: A Facilities Management Tool

Today's Facilities Manager faces the challenge of renewing aging building infrastructure with limited staff and people resources. JOC, as it is commonly known, is a long-term, competitively bid, unit price contract. A JOC contract complements in-house repair and renovation capabilities while providing greater flexibility for after-hours work and work in occupied facilities. Finally, it is performance-based so quality and timeliness are increased. JOC is a tool every Facility Manager should have in his or her toolbox!

www.facilitydecisions.com

that our processes are adapted to deliver those goals. We measure ourselves against benchmarks of performance which exceed most customers' expectations of quality, timeliness, and cost effectiveness.

The delivery of the best service requires a team experienced in achieving not only high quality and compliance, but priced right and delivered on time. Our people are our advantage. Every Jamail & Smith employee goes through a three-day Company Orientation that includes our operational processes and customer service, designed to instill and refresh the performance capabilities of our team. This training has been essential in achieving the growth and customer satisfaction we've built our company upon.

By carefully selecting our clients, refining our project management process, and selectively choosing and training our staff, we have continued to provide superior service. This combination of proven processes and experienced staff, coupled with a stable balance sheet, makes Jamail & Smith Construction a successful, solid General Contractor, capable of meeting most any need a client encounters.

Jamail & Smith Construction is led by partners Jim Jamail & Greg Smith. Jim Jamail is the founder and President of Jamail & Smith. He has over 22 years of experience in the industry and has managed more than \$100 million in construction for diverse project types. Jim founded the company immediately after college and, as a life-long entrepreneur, has steered the company

through both good and lean times, continually shaping our service offering to meet customer needs. Greg joined the firm as a partner in 2001 and has developed the Company's operational and business development processes necessary to support successful growth within our JOC, Design-Build and Negotiated Product Service Lines. A Professional Engineer with over 20 years of Engineering and Construction experience, Greg began his career as a Navy Civil Engineer Corps officer where he contributed to the Navy's effective transition from traditional "low-bid" construction procurement techniques to the "Best Value" alternative techniques of Design-Build, Job Order Contracting and MATOC concepts used throughout the nation today. Both Jim and Greg are active in the community and serve on several boards and committees within various organizations. Jamail & Smith has received three ABC Construction Excellence Awards and has also been awarded the ABC Gold and Platinum 'STEP' Awards for Construction Safety Excellence.



Contact: Lissa Adams, Jamail & Smith Construction, 512.288.1200, ladams@jamailsmith.com.

CJE TRAINING AND MEETING DATES...(continued)

COAA Construction Owners Association of America – Annual Fall Conference December 2–4, Tampa, FL

Presentation:

Value of Job Order Contracting

A Research Study This presentation provides quantified data on the key elements and value of Job Order Contracting (JOC) from an Owners perspective. The key elements of JOC are then compared to other construction delivery methods. This presentation is based upon a study conducted jointly by four universities collecting data on the characteristics of JOC. The study then presents the owners attitudes and perception with respect to the influence JOC has on construction cost, schedule, quality, safety, claims and overall satisfaction.

www.coaa.org

Calendar of CJE Meetings:

2008 Steering Committee Conference Calls:

July 21, September 22, November 10, December 15

Calls take place at 1:00 pm EST

Call in conference number 1-800-416-4956

Participant code 68516736#

2008 Business Meetings:

February 28: Austin, TX – DONE

June 10: Jackson Hole, WY – NASFA Conference – DONE

August 20: CJE Office, Washington, DC

December 3: Tampa, FL – COAA Conference

2008 Strategic Planning Meeting:

August 21: Location TBD – Washington, DC



Job Order Contracting Journeys To China — CJE Builds Relationships

In September of 2007 the International Facilities Management Association (IFMA) invited a group of over 30 U.S. and international facilities managers, consultants, owners, architects and industry partners to travel to China to meet with facilities counterparts. The U.S. industry delegation, which was headed up by Teena Shouse, VP of ARAMARK and former Chairperson of IFMA, represented well over 200 million square feet of facilities space across the U.S. and came from a wide variety of industry segments. Included in the group were representatives from Harvard Medical School, Turner Broadcasting, Harley-Davidson Motor Company, Broward County Public Schools, Clay County Missouri, Lincoln Military Housing, Qualcomm, the Departments Of Energy and others from Police Department and Governments from the Netherlands, Bermuda and Canada.

“It was a chance to not only learn and see how the Chinese look at facilities management practices,” stated David Carrithers an IFMA delegate and current CJE Industry Chairman, “but it allowed for in-depth, broad conversations on U.S. practices, trends and challenges as well among all the delegates.”

The trip went to a variety of facilities and cities within mainland China, including Beijing, Nanjing and Shanghai. Facilities teams and locations visited

included a hospital, petro-chemical, high tech and offices, commercial, soda bottling plant, historical sites, hospitality and hotel, retail, etc. “One of the highlights of the trip in my mind was the tour of the Shanghai Pu Nan Hospital” stated Carrithers. “Not only was the tour and following exchange of ideas wonderful and in-depth, but the sense of shared desire by both cultures to do the best job possible in meeting their facilities’ goals and missions was evident. There was a clear connection to the sense that the proper and professional development of these mission critical facilities were strategic to the long-term success of the organization.”



2008 Industry Chairman Carrithers at Beijing Olympic Complex during construction – IFMA Facilities Industry Ambassador, bring the good word of JOC to China, Sept. 2007.

Another highlight of the trip was the chance to see the 2008 Beijing Olympics facilities under construction. The pace, the volume of activities and the sense that this was a chance for China to be on the main stage

of the world in 2008 was evident everywhere. It felt like a city within a city was being built by sheer willpower and might. The theme of the 2008 Olympics is, “One World, One Dream”; and the whole country was in full swing to show their unity and vision to the global stage in 2008. The “birds nest” stadium at the heart of the Olympics was amazing and when completed will be the largest stadium in the world.

Key General Thoughts From The Trip

- Facilities management is a relatively new concept to the Chinese. It was evident that there was a recent revelation regarding the direct value in the quality and proactive maintenance and up-keep of facilities to the long term return on the investment into buildings and facilities. The idea of the lifetime value and the lifecycle of a building are new.
- Facilities management as a career is new as well; that specialized skills and training for those leading and driving the facilities is new and in high demand and regard.
- Passionate interest by the Chinese in anything dealing with technology and facilities development, management and improvement is high. There was almost a sense that the Chinese counterparts were more knowledgeable or driven to learn about technologies and how these technologies can help the facilities than their U.S. counterparts.
- Safety and employee health concerns are developing and taking shape in China, while not at the same



Hospital Meeting in Shanghai with U.S. facilities delegation and hospital leadership.

levels and standards as the U.S. The fact is the Chinese facilities leaders understand this and are taking steps towards improving these areas.

- Sustainability and green facilities are of great interest. There is a push underway in China to find out any and all things dealing with facilities sustainability and green practices. There was a sense that the difference between the U.S. delegates and their Chinese counterparts was that for the U.S. people it is a passion, almost a drive that is personal and visionary for their facilities leaders. While for the Chinese, it was more of a business-calculated drive to the logic of this important topic in the industry.
- All business in China is based on relationships. The ability to do work in the country requires knowing people, customs and how the Chinese think. It is not so much about brand or price, rather a sense that the two parties can work together towards a common goal; that once established these relationships are long-term.



Meeting with Beijing Development Administration, (BDA) on one of 20 new sites.

- Openness of the Chinese facilities' people to new ideas, approaches and thinking. Also, very direct and open dialogue on the history of China, the government (good and bad) and the freedom to talk with anyone and go anywhere. Also, the fact that the Chinese people have a good sense of humor and are down to earth was refreshing.
- A sense that the future of facilities management in China is taking shape now; that there is an understanding that the facilities and what they mean strategically to a business, organization and the country are clear within China.

Thoughts On Job Order Contracting And China

Carrithers was able to bring materials on JOC printed in both Mandarin Chinese and also in English — including a white paper on JOC. During the trip there were conversations on a variety of topics surrounding facilities, including the topic of construction, renovation and contracting for services with the Chinese government and also business people.

The current state of Chinese business, even with the government, was less formalized than in the U.S. There were fewer concerns around contracting methods and procedures and more around relationships, learning new thinking/technologies and speed. The skyline in all the cities visited seemed to be changing overnight. In



Shanghai, a city under rapid change, targeting being the first 50 million person city within 20 years.

some locations, none of the buildings were older than 15 years. And there was an obvious focus on speed of construction and fewer demands around the long-term value; rather the view of a facility as almost disposable. While the topic of renovation and repair came up as something that will be needed as a skill in the future, the simple fact was that when a building becomes out of date, the Chinese seemed more interested in going at the solution by building a new structure vs. renovation and/or rehabilitation.

One key Chinese official stated that, “This view on tearing down old and building new is changing even as we speak. We now need to build long usability into the facilities, along with the ability to have renovation and

rehabilitation skills as part of construction training.” When asked about procurement and the approach for government funded efforts, the focus was “on relationships. We need to know the true spirit and ability of those we work with. A contract is only as good as the nature and abilities of those who sign it. We encourage communications, personal interaction and time to get to understand one another. We focus less on cost and more on the value of what we will learn and gain from working together.”

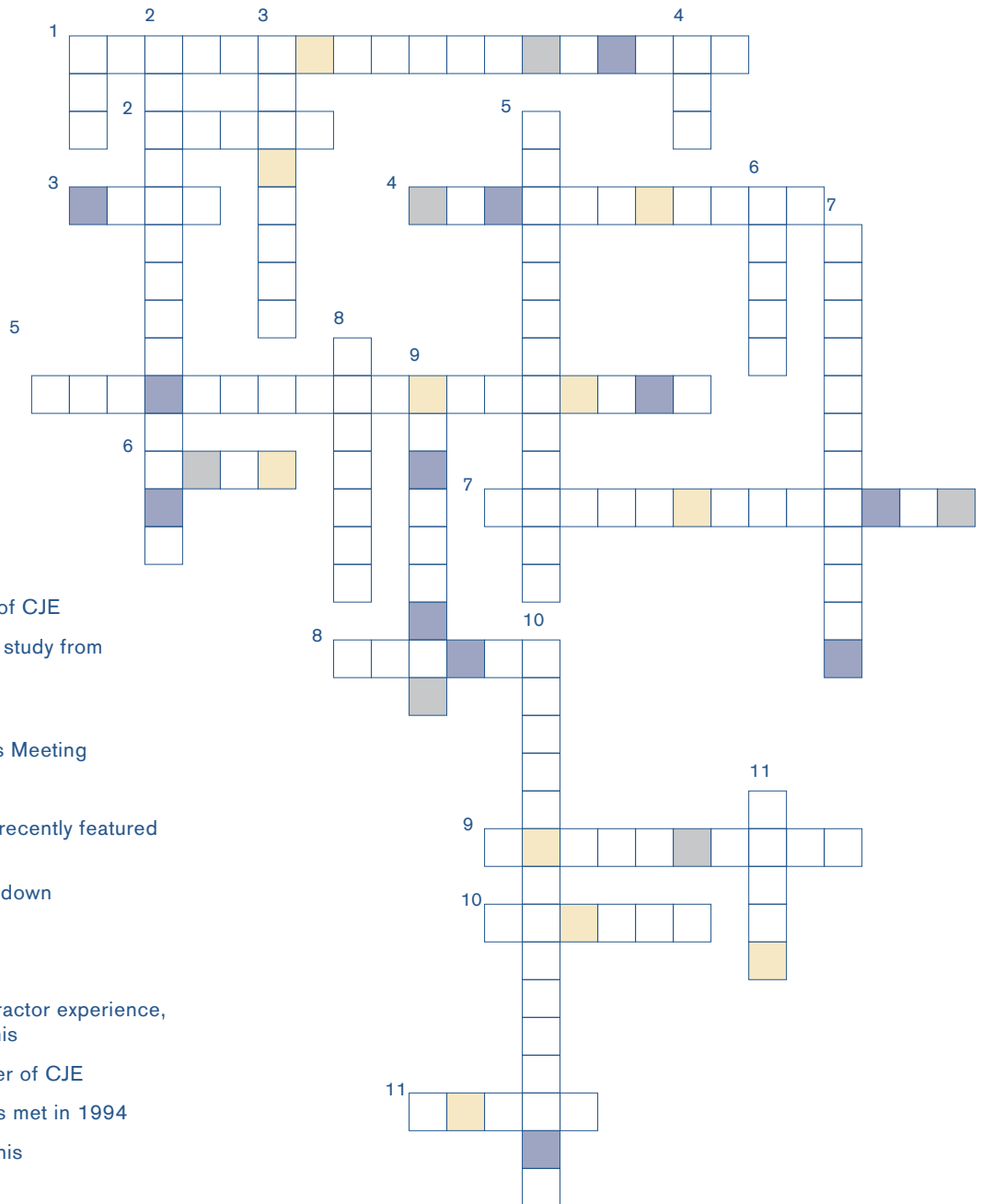
The greatest value of sharing job order contracting on the trip came with the other industry ambassadors, especially the publicly-funded organizations. The need to find ways to renovate, repair and rehabilitate their current facilities, campuses and infrastructure was very obvious. There was great interest in learning more about job order contracting and also about CJE.



Forbidden City in Beijing under renovation.

“This was a once-in-a-lifetime chance to see a culture, a people and how they think from the inside out” stated Carrithers. The demands of facilities people, globally, are a similar demand. This came out in every interaction. The common spirit, the singular focus of facilities performance forged a clear understanding that facilities and those that serve them globally is a one-world, one-industry reality. Carrithers concluded, “We all came back with a renewed sense of purpose that America is setting the vision and direction for the facilities management industry globally; that JOC and other innovative ways to help facilities leaders are well in demand. This renewed sense comes with an increased responsibility to share, communicate and demonstrate this leadership here in the US as well as globally.”

Solve the crossword puzzle and unscramble the letters to complete the following sentence.



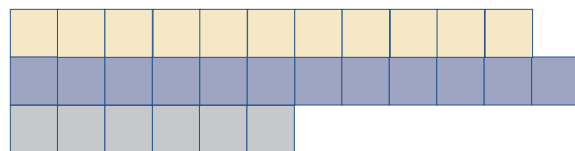
Across

1. How owners can solicit for a JOC
2. Ace Director
3. JOC is this type of contract
4. The 6th Key benefit to JOC
5. One of the key goals and objects of CJE
6. Who shared the findings of a CJE study from 2005-2006
7. Items not found in UPB
8. Location of 2008 Annual Business Meeting
9. Current CJE Industry Chair
10. An article on JOC and SBE was recently featured on this dot com site
11. Author of what was written in 11 down

Down

1. Acronym for 1 across
2. Management experience, subcontractor experience, safety program—are examples of this
3. Currently the only emeritus member of CJE
4. Where a group of JOC contractors met in 1994
5. The contract pricing is based on this
6. A military term for JOC
7. A potential problem with JOC is when the contract is awarded to this respondent
8. What typically must a JOC contractor do to obtain additional work from an owner
9. 70.8% of those polled, thought JOC was this
10. Location of a future CJE business meeting
11. The what, why and how job order contracting was published by this associations news letter in 2004

Job Order Contracting is an



The answer key can be found at www.jocexcellence.org.

Take The Struggle Out of Construction!



Whether you are a facility construction manager, owner, a municipal department, a construction company, an industry consultant or professor you can benefit from learning about and improving your knowledge on Job Order Contracting.

Publicly funded facilities have unique demands that a professionally developed and managed Job Order Contracting program can serve. Federal Government, State and Local Governments, Public Schools, Universities, Transportation and many other facility and infrastructure environments are benefiting from Job Order Contracting programs all across the United States.

To learn more about Job Order Contracting through networking, sharing best practices and training become a member of the **Center For Job Order Contracting Excellence** today.

You're not alone in your quest to meet your organizations' facilities goals and demands.



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