



BUILDING PROGRESS...

BRJ & Associates is dedicated to the principle of providing not just marketable services, but wise, balanced, prudent leadership that thoroughly answers the needs of our clients. These characteristics of leadership promote progress which stands the test of time ~ the only *real* progress for educational facilities owners. Other practitioners may provide their clients with quick advice, lots of activity, even good counsel within the limits of their experience. That last qualifier - “within the limits of their experience” - is central to the origins of BRJ & Associates, because we’re tenacious about assembling the *right* team for each client. For us it’s about our people - the right experience, the right skills to do the right work for our client’s specific needs. It is what drove us to establish this firm with the specific higher aim of Making Better Progress.

CREATING COMPREHENSIVE FACILITY SYSTEMS & SOLUTIONS...

The easy approach to finding solutions is to just use the methods you used in the last project to answer the current challenges - sort of a one-size-fits-all plan. We certainly value and employ our years of experience, but while an expert may know all the right answers, that’s only true if you ask the right questions. So to us *Comprehensive Systems & Solutions* demand that we start with the right questions: the client’s questions. The experts at BRJ & Associates help our clients comprehensively understand their own questions, because we know that though framing the right questions is usually very hard work, that effort actually provides the greatest clarity for creating the best answers. We use our team’s combined creativity to assemble the complete array of knowledge, skills, and experience into a *Sound Solutions Team*, a team whose central focus is the client and their needs.

EDUCATIONAL FACILITY SYSTEMS & SOLUTIONS

The creation of truly comprehensive facility systems and solutions for your educational institution requires a keen understanding of a long list of component parts. These are the parts that must be understood in depth for each institution if you are going to bring together the best progress for your schools.

Educational Mission - The answers to *Sound Solutions* for your educational facilities begin by asking the questions of educational mission. What are your educational deliverables today? What educational products do you intend to deliver in the future? These are the questions found in Educational Program Review and Academic / Educational Master Planning, which are the beginnings of the path to framing the facilities questions - and ultimately clarifying the answers. BRJ & Associates has experts who have created, managed, and innovated the activities of Educational Program Review and Educational Master Planning.

Assessments of Existing Facilities - No educational institutions can afford to squander resources, especially expensive resources like facilities. It is necessary to ask questions about the condition of your existing facilities *in detail*. This is the crucial step that follows the Academic / Educational Master Plan. BRJ & Associates has experts who accurately assess the existing condition of facilities, and the physical and financial viability of modernizing those facilities. We have repeatedly succeeded in creating the necessary link between Educational Master Plans and existing facilities resources.

State School Facilities Program - If you are like most public educational institutions your struggle to find the money that's needed to fully support your facilities needs. It's important therefore, to leverage local funds such as local school bonds with funding from the State. In the highly competitive

arena of securing State funds it is crucial to understand their rules and regulations, the ins and outs of their timing and point system, and the systematic applications and reporting that put the institution in the best possible position to be approved for the most possible funding. BRJ & Associates has had extensive experience in working within the State's facility and funding agencies. The personal relationships we have developed, and the deep understanding of the systems and solutions found in the State School Facilities Program, give us and our clients a clear advantage in the business of multiplying local funds.

Facilities Master Planning - Campus planning, district-wide planning, and long range facilities planning begin with the questions answered in the steps above - it's all about the educational goals. Then, looking even beyond currently affordable projects, plans are developed for the distant future in order to make the right decisions for today. Especially in California, that means that strict environmental procedures need to be included in the planning. Again, framing the questions of the ultimate dreams for education and its facilities provides a clear road map for what and how to build in the present. This long-range planning for facilities is at the heart of BRJ & Associates experience and mission. Our direct experience in the educational, architectural, and planning fields has equipped our team to provide the excellent guidance to educational clients planning their facilities future.

Financial Planning & Systems - After planning for the facilities needs, among the most important items to control is your money. This takes diligent planning, and strong, effective systems of fiscal management, records, and reporting. And, it's not enough to create an engine and just leave it running. It needs constant maintenance, and a flexibility to react strongly to new and changing needs without losing the over-arching requirements for accuracy, accountability, and efficiency. If the institution

doesn't have extensive experience in facilities planning, design and construction (and sometimes even if they do), designing and applying financial controls will be a fiscally dangerous journey without a guide. BRJ & Associates brings direct experience running the organizations responsible for just this sort of financial control. We have managed the people and processes to successfully accomplish thorough budget planning and monitoring, contract management, transaction management, and the full array of reporting and stakeholder communications. As important as project success has been to our clients, of greater value have been the systems of financial planning, control, and reporting that we have left behind for the institution to use well into the future.

Project Delivery Options - The phrase, "There's more than one way to skin a cat," means there are a lots of ways of accomplishing your goal. We don't really quite believe that. BRJ & Associates believes instead that there will be very specific reasons to use one of the wide varieties of project delivery methods available to institutions. Design-Build, Construction Manager-at-Risk, General Contractor, Multi-Prime Contracting, and their variations are too often touted as possessing magical powers to solve the project challenges most institutions face. The truth, we believe, is that there are no magical solutions found in project delivery methods - there are no magical solutions at all. *Sound* solutions are only found in a disciplined search of both the right questions, and their most effective answers. Design-Build answers only *some* of the questions. Multi-Prime Contracting answers only *some* of the questions. Ultimate effectiveness comes from understanding the ins and outs of each of these systems, and applying that understanding to the specific questions of the client. BRJ & Associates has deep experience in working with a wide variety of project delivery systems, and in a wide variety of roles within those systems.

Facilities Programming - The Program is the written description of the project. It includes quantitative and qualitative goals for a facility, including numbers and sizes of spaces, contents and qualities of those spaces, adjacency requirements by space and/or department, and budgetary goals and expectations. BRJ & Associates personnel have written such documents. We have studied the requirements, lead programming teams, and helped facilities users understand and articulate their own specific facility needs and desires. The final piece of a facilities program is a statement of probable construction cost for the outlined facility. This estimate, carefully detailed and deeply understood, completes the information the institution needs to make their decisions about project priorities that achieve their operational and financial goals.

Facilities Design - Systematic design of facilities usually follows a standardized pattern without inhibiting the necessary creativity for providing customized sound solutions for the individual project. Educational institutions must be deeply involved in that process if the result is to achieve their educational goals. That involvement demands choices to be made which will have very permanent consequences. The experienced design-phase manager knows the design process and the consequences of the incremental decisions. BRJ & Associates has personnel who have designed educational facilities, and directly managed the consulting design teams. Added to that experience is our past work in general contracting which adds invaluable perspective on the design process. All of this experience is applied to both the management of the process, and the analysis of the results. Reviewing documents for their ability to be easily bid (Bid-ability) and constructed (Constructability) is among the most important elements of our service, because they minimize construction phase delays and cost increases.

Bidding and Award Management - Pre-qualification of bidders gives public agencies the opportunity to reach into their local community of businesses. It nurtures a deeper interest among more highly-qualified builders. And it answers, in advance, some of the key questions about the suitability of contractors from whom the institution will select the low bidder. This is a process which has very specific rules in the Public Contracting Code, and which can create more confusion than clarity if carried out by inexperienced professionals. We have repeatedly used the pre-qualification of bidders to bring strong benefits to our clients. Finally, after bids are received, a thorough analysis is needed to ensure that there are no hidden flaws implied by the bid results, that the low bidder is responsive to the full requirements of the construction contract, and that all of the bond and insurance protections are in place for the owner.

Construction Management - A full description of the process of construction management fills large books. At its core, the management of the construction process is the control of three things: Money, Time, and Quality/Scope. Everything we do is a sub-set of one or more of these three things, and it bears repeating that success is not possible, nor would we dream of attempting it, without diligently attending to the details of the entire process. We operate the systems - time-tested, adaptable systems. We direct the process - a highly collaborative, communicative process. And, we record and report the results - public educational institutions have a high need for public awareness and transparency of process, results, and especially money - their money.

Project Close-Out and Occupancy - Isn't this the point of the project? Finish it! And use it! All of the controls that are used during the planning, design, and construction of a project must be assembled into a cohesive record of both the process and the final result. Accurate records, particularly records of the as-built condition of the project are crucial to the institution's

ability to maintain and modify the project in the future. Occupancy is more than merely moving furniture. It requires some education in using the systems and features of a facility. It often involves intricate coordination of people and schedules to make the least ripple in the operations of the organization. All of this takes planning and careful attention to details. These are the plans and details with which BRJ & Associates is entirely familiar. These are the plans and details BRJ & Associates has delivered successfully to our clients so that the project conclusion is the delight that was envisioned at the very beginning.

BRJ & Associates brings a deep understanding of the broad process of facility planning, design, and construction. But, that's not all, because that's not enough. The architect Ludwig Mies van der Rohe wrote, "God is in the details." We firmly believe that the only available success is in diligently attending to the details - every detail! In this way, we believe we are...

Building Progress
by
Creating Comprehensive Facility Systems & Solutions



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