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**Paragon**

## San Francisco Airport

### San Francisco Airport Expansion Program Gets Off The Ground With Paragon Program Management



Founded in 1968, F.E. Jordan Associates, Inc., in San Francisco, California, is a full-service construction management company that provides a comprehensive range of services, from strategic planning up through project completion. Since its inception, the company has successfully completed more than 1,000 construction projects of various types, sizes and complexity throughout the United States, Africa and Central America, totaling hundreds of millions of dollars in capital improvement expenditures.

In a recent assignment - a major expansion program at San Francisco International Airport, expected to be concluded by late 2001 - F.E. Jordan employed the Paragon Program Management System to provide construction management for the \$400 million program. It included construction of the \$120 million United Airlines concourse boarding area, and construction of the \$52 million North Field cargo facility. Another part of the project was a \$240 million elevated roadway and bridge ramps that included the Bay Area Rapid Transit (BART) transit bridge running from the Ground Transportation Center at the International Terminal, across US-101 on the periphery of the airport to the terminus of the BART extension to the airport.

Fred Jordan, President and CEO of F.E. Jordan Associates, said 22 seats of the Paragon system were designated for various airport construction managers and administrators who handled between 25 and 30 contracts at any one time.

"Most of the program management tools on the market today are contractor-oriented and relate specifically to the building trades," Jordan said. "Paragon relates to the construction owner, in this case the San Francisco International Airport. As the construction

management firm representing the airport, Paragon has enabled us to better serve the client by addressing concerns of critical importance such as budget and funding allocation, and project timelines and deadlines, in a very timely manner."

Paragon has been used primarily to keep track of budget allocations, and report back to the several sources of funding that support a build program of this scope.

Whereas competing project management programs are capable of separating costs, the Paragon solution serves the owner by appropriately disbursing costs to the specific funding source. In this case, funding organizations included the City of San Francisco, BART, Caltrans, the City of Burlingame and airport tenants, such as the airlines.

"There have been several pots of money that have fed this program," Jordan said, "and each funding agency holds the owner accountable for the specific line items on which its dollars are being spent. At the end of the month, it is imperative that we provide the documentation and accounting detail they require to track monetary expenditures."

Ashok Jain, an F.E. Jordan senior project manager, said Paragon was already in place when he joined the airport construction project team as the point-person for overseeing the reporting function. "My job has been made infinitely easier by Paragon because of the system's efficient means for data assignment and allocation. Paragon had made it quite easy to sort out individual budgets by funding sources and generate detailed reports," he said.

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*"It saved us time and helped us meet the reporting needs of the SFO Administration as best as possible. We will definitely use it on future projects."*

Ashok Jain, F.E. Jordan Associates

According to Jain, the Paragon solution has excelled in rolling up costs and reporting in any format he has wanted, and sorting in any category necessary. Formats have included cost by funding, cost by categories, unanticipated field conditions, or design errors. "We could define as many categories as we wanted to cover any contingency that came up. Without Paragon, we would have wasted a lot of time creating duplicate databases, punching in a lot more information, and worrying that we put something in the wrong place."

For example, additional projects such as work on the International Terminal Building and aircraft fueling systems would require a transfer of funding dollars into the main program account. "It was easy to create a new category and coding number using Paragon to account for these ancillary projects," Jain said. "We could turn right around and issue work orders to contractors to build under the new code."

Jain said that he would readily recommend Paragon to other construction owners and construction management firms. "It saved us time and helped us meet the reporting needs of the SFO administration as best as possible. We will definitely use it in future projects."

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