



**Andron  
Construction  
Corporation**

Construction Management  
Design-Build  
General Construction

Andron Construction Corp.  
21 Anderson Lane  
Goldens Bridge, NY 10526

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## St. Cabrini Nursing Home

Dobbs Ferry, New York

**Construction Manager** Andron Construction Corp.  
**Architect** Landow and Landow Architects  
**Engineer** Mueser Rutledge Consulting  
**Structural Engineer** Severud Associates  
**MEP Engineer** Rodkin Cardinale  
**Pre-cast Fabricator** J & R Slaw  
**Erector** Car-Win Construction

**Project Cost** \$41.6 million

**Project Completion** June 2009

**Project Scope** New 176-bed addition and renovations to the existing buildings with new mechanical systems, finishes, handicap accessibility, sprinkler and fire alarms. Resident rooms in the existing 304-bed Main and West buildings converted from double rooms to singles.

The design called for concrete foundations on piles driven to bedrock, and a precast concrete superstructure. Construction required 1,100 precast panels and 2,000 pieces of precast plank, fabricated off-site and delivered for erection by crane.

St. Cabrini remained open and fully functional during the 30-month construction project.

**Challenge** The existing facility occupied a narrow shelf of flat land between a major street on the east and a steep slope down to the Metro North commuter railroad tracks and the Hudson River on the west. Parking and site access for staff and visitors was limited before the project began and needed to be maintained along with additional access for staging and construction.

Maintaining occupancy during construction was critical to patient care and to St. Cabrini's continued viability. The project had to proceed without major impacts to the quality of life for the resident patients or to the financial health of the owner.

**“The challenges were monumental. The necessity to remain operational throughout the project was of prime importance to us, as was the need to always maintain a safe, sanitary and code compliant environment. The cooperation, attentiveness, communication, flexibility, integrity and availability of Andron... made this project a successful outcome for all of us.”**

Patricia Krasnausky,  
CEO and President  
Cabrini of Westchester

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**Community** St. Cabrini is a community of elderly residents, attended by professional staff and visited by family and friends. The owner dreaded the turmoil of a major construction project, and foresaw the potential to disrupt the residents' quality of life and diminish its revenue stream. Instead, what was feared as a great detriment became a great enhancement.

Not only were there no complaints about the intrusion of construction activity into the peaceful environment of the existing nursing home, the entire community—residents, their visiting families, staff, administrators—came to see the construction operation in the most positive possible light. Andron brought about this transformation by turning the project challenges into opportunities.

**Resident Life** Before work began, the owner saw the need to isolate the project from the patients. Andron saw the opportunity to involve the patients in the project. Balconies and lounges were used in the existing building as observation points for residents to view the site. These locations were soon full of eager “superintendents” who witnessed the day-to-day progress of the work. They came to recognize and know workers. They watched the evolution of the site from bare ground to finished building. It became their project, and they fully embraced it.

**Phasing** To maintain the resident census and ensure continued revenue for the owner from patient services during construction, Andron divided what was intended as a three-phase project into 18 phases, providing for patient moves between each one from existing rooms to new or renovated ones, as well as shifting food service and administrative spaces so that there was never a gap in vital patient services. To maintain staff and visitor parking and access, Andron similarly phased the work so that crane pick locations, staging and unloading areas for precast members, and other activities rotated around the building. With each rotation, there were new designations for staff and visitor parking and site access.



**winner 2010**  
**Build New York Award**

Associated General  
Contractors of New York State



**Budget** The preconstruction phase began with the project significantly over budget. Andron worked with the owner and design professionals through a series of value engineering efforts to bring the desired scope within the amount of available funds.

**Safety** There were no incidents and no lost work-time, even through the placement of 3,100 precast members. Careful pre-planning and attentive execution were responsible for this excellent safety record. Additionally, Andron accomplished the entire project without a moment of interference with or damage to the railroad infrastructure, and without any pollution of the river.

**Innovation** Andron retained an engineer to prepare 385 3-dimensional shop drawings, so that the project team could confirm that the precast members would fit when installed. This was critical. There was no practical means to alter the panels once they were fabricated and on-site.

Our precast fabricator prepared three 8 x 8 sample panels, to satisfy conformity with the desired colors. The fabricator then built 1,100 precast panels, stored 300 at a time at the plant to ensure sufficient quantity for erection, then began shipment by 275 truckloads from the factory in Pennsylvania to the site in Westchester County.

The panels arrived in exact sequence, along with 2,000 pieces of precast plank, so that the erector could lift them one by one into place, each successive piece fitting into the piece before, and then proceed around the structure piece by piece until completion. Due to the slope on the west side where the new addition went in, the erector had to plan his crane moves and pick locations with precision. Even the trucks had to arrive in exact sequence, due to the limited space for access and staging.

**Success** From innovation through execution, Andron contributed many ideas, overcoming serious physical and psychological challenges, to deliver the project in a way that met all of the owner's needs.

The Associated General Contractors of New York State awarded Andron Construction a **2010 Build New York** for our work at St. Cabrini, for excellence in construction and teamwork.

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