




PROJECT RESCUE

Shaabini Alford

CONVENTION EDUCATION


This session is eligible for 1 Continuing Education Hour.



For these hours to appear on your certificate, you must:

- Have your badge scanned at the door
- Attend 90% of this presentation
- Fill out the online evaluation for this session


CONVENTION EDUCATION



CONVENTION EDUCATION

SESSION OVERVIEW

- How to identify an ugly project in the making
- Investigation and Involvement
- Client Engagement
- Show me the MONEY
- Prepare for the worst-case scenario




Ugly projects happen...

- Ugly projects are unavoidable
- Most are KNOWN going into the project
 - Existing client that is difficult to deal with
 - Owner known for paying late
 - GC that is tough on approving change orders

When a project turns ugly **unexpectedly** is when we need a plan!

CONVENTION EDUCATION



Ugly projects happen...

- Identifying an ugly project in the making
 - Not meeting detailing deliverables
 - Fabrication is behind
 - Trades are starting their work but you are not
 - GC is not following schedule (ahead or behind)
 - Your PM is not engaged
 - Don't have a manload projection

CONVENTION EDUCATION



Ugly projects happen...

- Identifying an ugly project in the making
 - Your budget is overrunning on first few site activities
 - Skipping floors or areas to stay on track with others
 - Design-Build
 - Weak team members (detl, eng, field, office)
 - There is no forecast, or have a poor forecast
 - Don't have an internal schedule

CONVENTION EDUCATION



Ugly projects happen...

- EXCUSES, EXCUSES, EXCUSES
- If your company standard operating procedures are not being followed for numerous activities there is something WRONG. One-offs can be explained and deviations are ok if anticipated and discussed. Repeated excuses for various SOPs not being followed is one of the first indicators of an ugly project in the making.

CONVENTION EDUCATION



Ugly projects happen...

- Do you have an internal issue or external?
 - No budget or cost codes set up – INTERNAL
 - No GC schedule that is current – EXTERNAL
 - Slow decision making on DB project – EXTERNAL
 - Late submittals, purchasing, fabrication – INTERNAL
 - Skipping SOPs in attempt to stay ahead – INTERNAL
 - GC Field and Office not on the same page - EXTERNAL

CONVENTION EDUCATION



Ugly projects happen...

- How you deal with the project will be different if it's an internal issue vs external.
- Does it matter if the issue is internal or external?
- NO!

CONVENTION EDUCATION



CONVENTION EDUCATION

INVOLVEMENT

1. How involved should you be as the Director/Executive/VP?
2. Is this an opportunity to mentor/coach your project management team?
3. Is this the best use of your time?



INVESTIGATION

1. Read contract
2. Look at bid documents
3. Dig into budget
4. Walk the job and talk to the team
5. Meet with the client

CONVENTION EDUCATION



INVESTIGATION – Read Contract

- Dollar amount
- Alternates, allowances, contingency, shared savings
- Exhibit B and Exclusions
- Damages for delay
- Date of drawings, specs, schedule
- Insurance if ocip/ccip/ucip

CONVENTION EDUCATION



INVESTIGATION – Bid Documents

- Bid schedule versus current schedule
- Bid drawings versus current drawings
- Bid specs versus current specs

CONVENTION EDUCATION



INVESTIGATION – Budget

- Is the budget a true reflection of estimate?
- Where are the honey pots?
- Is the budget set up too confusing?
- Where are we spending the most money currently?

CONVENTION EDUCATION



INVESTIGATION – Jobsite

- Walk the job
- Talk to field

CONVENTION EDUCATION



INVESTIGATION – Client

- Check in with the client
- Put client on notice

CONVENTION EDUCATION



CLIENT ENGAGEMENT

- Keep it civil or at least try to!
- Continue entertainment, outings, lunches, gifts as usual
- Make more friends on their side
- The better the relationship, the better the outcome
- Are you willing to fire this client for good?



SHOW ME THE MONEY

- Know your contract inside out
- Submit accurate, quantifiable change orders that is backed up by RFIs, bulletins, addendums, emails, etc.
- CULTIVATE change orders
- Open your books on extended general conditions



SHOW ME THE MONEY

What else can you negotiate besides change order dollars?

- Schedule
- Reduced retention
- Partial change order lump sum amount
- Payment terms
- OCIP credits on WC hours
- Miscellaneous trade damage, clean up
- Back charges up to certain date



PREPARE FOR THE WORST

- Involve your counsel
- Build all your documentation as if they will be presented in court
- Stop Payment Notice
- Mechanics Lien
- Non-binding vs binding adjudication
- Lawsuit



Summary

Ugly jobs happen. How you deal with them and the actions you take will decide whether you walk away with a loss or a gain, even if the gain is just more knowledge and experience to deal with the next one.

CONVENTION EDUCATION



Shaabini Alford

Maxim Consulting Group
mobile:310-991-5747
s.alford@maximconsulting.com
www.maximconsulting.com



CONVENTION EDUCATION



Please complete the Online Evaluation



<https://www.surveymonkey.com/r/NECA2024SanDiegoConvention>

CONVENTION EDUCATION

