
 <p>The cornerstone of confidence™</p>		<p>December 2002</p>
<p>The following is a series of articles addressing construction projects whose delivery dates are slipping.</p>		<p>Article 2 of 6</p>
<p>PinnacleOne Institute Custom, In-house Training and National Seminar Series</p> <p>Program & Project Management</p> <p>Dispute Avoidance & Resolution</p> <p>Real Property Advisory Services</p> <p>Headquartered in Phoenix, PinnacleOne regional operations are located in Irvine, Los Angeles, Sacramento, and Hartford, CT.</p> <p>To view a specific back-issue of this and other newsletters <Click Here></p>	<div style="border: 1px solid black; padding: 5px; text-align: center;"> <p>WHEN WILL MY PROJECT FINISH?</p> </div> <p>Two emotions that often drive a person to an attorney are fear and anger. Construction is both expensive and risky. The hint of late delivery can evoke either emotional response. These articles address practical remedies to alleviate or mitigate the damage that late deliveries can bring.</p> <hr/> <p style="text-align: center;">S T A T U S</p> <p style="text-align: center;"><i>If you get all the facts, your judgment can be right; If you don't get all the facts, it can't be right.</i></p> <p style="text-align: center;">- Bernard M. Baruch -</p> <p>The most obvious fact about a project which appears to be slipping is that the information being provided by your project control system (schedule) is no longer trusted. Upon reviewing a project in trouble, I often find the following scenario.</p> <p>Your project seems to be advancing at the rate of two days for every three days scheduled. The obvious answer is that you're going to finish one third later than planned. This, however, is generally not the correct answer. If you have a slippage that is one day in three, there are pressures on those running the project and your scheduling person to be presenting an optimistic viewpoint. What generally happens depending upon how courageous or frightened those in charge of the schedule are is that after the 3rd to 6th month, the next update will indicate a slippage of more than day for day in the update period.</p> <p>What the schedule is then telling you is a physical impossibility, i.e. in 30 days</p>	 <p>Peter J. Scavello, P.E., Senior Project Manager with PinnacleOne, is an expert in construction. He is often called upon by public and private owners to determine the project status and recommend solutions to delivery. Scavello has testified as an expert on such matters in numerous venues including the US Federal Court of Claims and has advised both public and private owners on solutions to these problems.</p> <p>Mr. Scavello is located in PinnacleOne's Irvine, CA office at 949-854-5237.</p>

the project not only didn't progress, but it is now going to take longer than it was going to take last month to complete. Barring unusual circumstances, like an accident, this new update is an admission that the truth was being stretched or we really didn't know what had been completed in the previous update.

There are several things to consider when attempting to ascertain where the project really stands:

1) HOW GOOD WAS YOUR ORIGINAL SCHEDULE? - How realistic was your schedule? Evaluation of the planned schedule durations from a milestone perspective can lead one to quickly conclude that a miracle had been planned and is not happening.

2) WHAT DELAYS HAVE ALREADY OCCURRED? - What delays have occurred to the schedule to date and how was the schedule adjusted? Front end delays to the foundation, structure and enclosure are usually mitigated by working follow-on trades with additional crews or sequencing activities in smaller than planned areas or by running activities planned to be sequential, currently. There are limits to how much time can be recovered applying these procedures and how much compression of the work is possible.

3) WHAT MAJOR MILESTONES ARE NOT BEING ACHIEVED? - When a project gets into serious time difficulties generally there is a major milestone which has not been achieved. Examining what is delaying the next step in construction is necessary, but evaluating what will happen after that step is finally accomplished is also necessary. For example, a building may be failing to achieve enclosure because of some difficulty with the design of the building cladding. All of the interior finishes are being delayed until that problem is resolved. The rapidity with which the drywall sub-contractor can be re-mobilized (and all the follow on trades for that matter) and the productivity of these subcontractors is critical to predicting when the job will be completed.

4) PRODUCTIVITY - Projects which have greatly extended durations generally suffer from productivity issues. All productivity issues are labor based. Durations that specific construction activities should take are generally, well known. I once worked on a project that was scheduled to complete in two years. I examined the project from the 30th month to completion. After initial

investigation, I discovered that there had been a fatal accident and the labor force was being extremely cautious in its further work. The owner elected not to intervene with some of the suggestions I made regarding solutions to the productivity issues. After four years, the project was still not complete.

5) FANTASY FACTOR - I once spoke with the chief scheduler of a huge Federal project - over half a billion in capital costs. I said, "Are you going to complete on time?" She said, "Not a problem." I said, "Really?" (knowing it sure didn't appear that way. She smiled, and with a twinkle in her eye, said, "Not a problem if we can get 2,000 electricians to show up in July. Otherwise, we're probably going to finish 18 months late." The front-end delay could not be overcome, but the schedule was reflecting on-time completion. The schedule was accurate and she was making it say what the boss wanted to hear. The fantasy factor was what was left to complete and would take more resources than were available in the entire state.

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