
 <p>The cornerstone of confidence™</p>		<p>April 2003</p>
<p>The following is a series of articles addressing construction projects whose delivery dates are slipping.</p>		<p>Article 6 of 6</p>
<p><a href="#">PinnacleOne Institute</a> Custom, In-house Training and National Seminar Series</p> <p><a href="#">Program &amp; Project Management</a></p> <p><a href="#">Dispute Avoidance &amp; Resolution</a></p> <p><a href="#">Real Property Advisory Services</a></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 newsletter, please &lt;<a href="#">Click Here</a>&gt;</p>	<div data-bbox="407 386 1444 440" style="border: 1px solid black; padding: 5px;"> <p>WHEN WILL MY PROJECT FINISH?</p> </div> <p>The two emotions which generally drive a person to an attorney are fear or anger. Construction is both expensive and risky. The hint of late delivery can evoke either emotional response. These series of articles address some practical remedies to alleviate or mitigate the consequences that late deliveries can bring.</p> <hr/> <p style="text-align: center;">TRACKING THE PLAN</p> <p style="text-align: center;"><b><i>"Is it soup yet?"</i></b> - Unknown -</p> <p>Failure or success is a day-by-day process. Oversight of what has been put into place is imperative in order to assure that the plan which has been implemented works. A reporting and tracking system needs to be devised. Responsibility for the oversight, who performs the oversight, and what happens with the information garnered in the oversight process are key factors in assuring success. The following is germane:</p> <p>WHO DOES THE OVERSIGHT? – Obviously, someone who is knowledgeable with both overall construction, as well as having some insight into the particular details of the project and its difficulties, is a good choice. This person needs Carte Blanc authority to explore the job site, ask questions, and review documents.</p> <p>In my years of doing work, it has often been my practice to arrive at the job site unexpectedly, put on my own hard hat and boots, and walk the site without being announced. What you discover without being led, is oftentimes "key" to the identification of developing issues. Observing material stacks in unusual places, out of</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>

sequence operations, or simply tradesmen not busy can be strong clues that the anticipated recovery is not occurring. The individual charged with oversight responsibility should be a seasoned construction veteran; one who understands both the physical construction, as well as the paperwork part of the project.

Correspondence, schedule, and change order requests and authorizations are as vital to getting the pulse of the project as is the physical construction. If the project is proceeding in accordance with the recovery plan, but there have been an unanticipated number of costly changes to make it happen, was there really a recovery?

Systematic project visits, at intervals realistic for the speed and volume of the work being accomplished, are key ingredients in verifying that the plan is working.

WHERE DOES IT GO? – Demand written reports from your oversight personnel. They must be reviewed by the fiscally responsible individual in charge of the ultimate project success. Since the project has “gone south” once already, it has a groove to follow in that direction. Readiness to take additional action is only possible by those in authority having the information in a timely manner.

More than anything else, the project delay should have established a more direct communication line between the decision makers and the project. This direct communication should permit any rapid modifications to the project construction if needed. Many of our government agencies are plagued with being exposed by the press to the fact that they had a report predicting the dire circumstances that occurred, but took no action. All of the effort to correct a project which is being delayed is lost if the decision maker is not correctly informed of the facts to make a decision. Getting the decision maker's attention is the job of the project manager who is tasked with getting the project completed.

Look for our new and informative series of articles called "What Will My Project Cost?" beginning in May!