WEEK 6
Saturday
Dec. 10, 2022
9:00AM–1:00 PM

8th GENERATION CREATING SUSTAINABLE NEIGHBORHOOD DEVELOPERS' PROGRAM: *Virtual*

9:00am:	***Welcome*** Dr. Donald Andrews- Dean, College of Business, Southern University and A&M College.
9:05am:	***Curriculum Overview*** Co-Creator of CSND, Eric L. Porter/ComNet LLC.
9:10am:	***CSNDs Exam Prep*** Dr. Sung No, Co-Director, SU EDA University Center.
9:20am:	***"Environmental Issues in Real Estate and Property Management"*** Raymond Brown. Esq., MS, MBA
10:20am:	"***Where are they now?"*** Daniel Morris.
10:50am:	***"Project Concept"*** Ms. Siedda Hines.
11:10am:	***Break***
11:20am:	***"Qualifying People to Purchase Your Homes"*** T. Denise Washington.
11:50pm:	"***Project Management"*** Co-Creator of CSND, Eric L. Porter/ComNet LLC
12:50pm:	***Closing*** Dean Andrews and Dr. Sung No.

Disaster Mitigation in Real Estate

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Scope

- This session provides an overview of the mitigation function, including the general types of and approaches to disaster mitigation, the politics involved in mitigation, and specific applications dealing with disaster types, and an introduction to land-use planning which is a principal means of reducing risk from hazards. As the primary tool for hazard mitigation at the community level, effective land-use planning is critically important in the management of environmental hazards. The regulation of land use can reduce the exposure of residents to natural hazards, such as limiting the development of floodplains, and to technological hazards, such as chemical storage facilities. Because of the importance of land-use management to hazard reduction, this session addresses the process and techniques of land-use planning in some depth, in addition to the range of approaches to hazard mitigation.

Mitigation Defined

- "Any activities which actually eliminate or reduce the probability of occurrence of a disaster. It also includes long-term activities which reduce the effects of unavoidable disasters" (National Governors' Association, 2020).

General mitigation measures include

- building standards and codes,
- tax incentives/disincentives,
- zoning ordinances,
- land-use regulations,
- preventive health care programs, and
- public education to reduce risk

Mitigation Programs

Mitigation programs are designed to prevent disasters or reduce their effects by discouraging behaviors that may put people and property at risk, such as building homes and businesses in hazardous areas.

- Voluntary mitigation programs rely upon individuals, organizations, and communities to recognize the dangers posed by hazards and to reduce their exposure to the risk.
-

Mitigation Programs (Continued)

- Tax incentives, information concerning hazards and how to avoid them, and information on safe building practices, for example, only work if individuals, organizations, and communities decide that the risk of certain behaviors (such as building in wildfire areas) outweighs the benefits.
- Nonvoluntary or mandatory mitigation programs use the threat of punishment to encourage compliance with established standards, although some individuals, organizations, and communities may risk punishment rather than change their behaviors (such as restricting development in floodplains).

Voluntary Mitigation?

Studies of floodplain management generally find that people will not limit development on the floodplains without strict regulations and the threat of punishment, e.g., withdrawal of eligibility for low cost-flood insurance or eligibility for disaster assistance.

Mitigation Efforts

- Disaster mitigation efforts have expanded under Sections 404 and 406 of the Stafford Act of 1988 (FEMA, 1997).
  - Section 404 of the Stafford Act created the Hazard Mitigation Grant Program to provide federal monies for mitigation projects. The Volkmer Amendment in 1993 improved the cost-sharing arrangement and increased the amount of federal money available for mitigation projects.
  - The grant program is funded at a level equal to 15 percent of the federal money spent on Public and Individual Assistance programs, minus administrative expenses, for a disaster.

Mitigation Measures

- Proposed projects have to be consistent with the overall mitigation strategy for the area and the grants can cover up to 75 percent of the cost of the project.
- Section 404 of the Stafford Act provides similar financial support for mitigation projects for government and nonprofit agencies, including such activities as debris removal following a disaster.

Discussion

- Why is it difficult to get people to reduce the risk to themselves and their property voluntarily?
- Why should the government provide incentives to reduce hazards – why not simply advise people of the risk and let them choose whether they will act to reduce the potential risk to themselves, their families, and their property?

Strategies for Disaster Mitigation

- The voluntary approach—using public information programs to inform people about hazards and encourage them to reduce the level of risk to their property, their families, their communities, and themselves;
- The regulatory approach—adopting land-use regulations and building standards to ensure that people build safely and reduce the risk to themselves and to others;
- The preemption approach—purchasing high-risk properties to prevent development and to ensure land uses that reduce the risk to people and property;

Strategies for disaster mitigation

- The punishment approach—refusing to provide disaster assistance to individuals, families, and businesses that do not use disaster mitigation strategies to reduce the risk of property losses, injury, or death; and
- The incentive approach—rewarding builders, residents, officials, and others for behaviors deemed desirable, such as reducing taxes or insurance costs for residents who install storm shutters, use disaster-resistant building designs, or choose to locate their homes away from areas prone to flooding.

Structural and Nonstructural Mitigation

- Mitigation techniques are generally categorized as structural or nonstructural, as well as voluntary or mandatory.
  - Building standards and codes and land-use regulation are two of the most used nonstructural mitigation techniques to reduce threats to property and potential loss of life.
  - Building standards specify what materials can be used in the construction of homes, businesses, and institutional structures based upon criteria such as strength, durability, flammability, resistance to water and wind, etc., and appropriate designs for the environment.

Structural and Nonstructural Mitigation

- Building codes are regulations adopted by states and/or communities that specify what kinds of building materials and designs are appropriate for particular locations, general standards to reduce the risk of fire and/or damage from earthquakes or other kinds of disaster, and specific mitigation measures to reduce the potential damage from winds or other hazards.

The most common building codes in the U.S.

- the Standard Building Code, which is primarily adopted in the Southeast;
- the National Building Code, which is primarily adopted in the states of the Mid-Atlantic and Eastern region;
- the Uniform Building Code, which is primarily adopted in the Midwest and West; and

Building Codes

- The effectiveness of building standards and codes depends upon their appropriateness for particular communities and upon their enforcement.
- Some states require local adoption of building codes, some leave it up to local authorities to adopt an appropriate code, and others simply recommend that localities adopt codes.
- May concluded that the political culture within the state and the actions of interest groups were most closely associated with states' approaches to building regulation

Building Codes

Peter May (1997) has categorized state orientations toward building regulation in the following manner:

- Minimalist states have no codes or only have them for some situations;
- Enabling states authorize local governments to adopt and enforce codes but do not require it;
- Mandatory states have state codes and require local enforcement, but do not oversee that enforcement strictly; and
- Energetic states both require local enforcement of codes and monitor local compliance with that requirement.

Building Code Compliance

- The importance of building codes is widely accepted by the American public, but compliance with the codes is questionable.
- For example, Hurricane Andrew devastated communities in south Florida, despite them having some of the strongest building codes in the nation.
  - Analysis of the damage revealed that many homes had not been built according to code and, although the storm was so strong that most would have been severely damaged anyway, poor construction caused much of the damage.
  - The problem was poor enforcement of the building code, rather than an inadequate code or no code at all

Building Codes and Insurance

I. Insurance companies operating in south Louisiaa suffered massive losses from major hurricanes. Some of the companies were forced into bankruptcy by their losses and many others refused to issue more policies in the region because they had underestimated their exposure because of the poor enforcement of building codes.

Perceptions of Building Codes

I. A survey of residents in hurricane-prone areas, showed that overwhelming majorities (93 percent) felt that building codes were important, but only two-thirds (66 percent) felt that builders in their communities followed the codes

Perceptions of Building Codes

A. A survey also revealed that just over one third (37 percent) felt that the wind codes in their communities were adequate and over four fifths (83 percent) expressed a willingness to spend money to make their homes more wind resistant. Those who had suffered hurricane damage before were most willing to spend money to mitigate future losses (Insurance Institute for Property Loss Reduction, 1995: 1-2).

Perceptions of Building Codes

A. A survey also revealed that most of the respondents (85 percent) felt that local building departments should inspect new construction and take an active role in providing information (79 percent) and educating the public (69 percent) on building codes (Insurance Institute for Property Loss Reduction, 1995: 2).

Perceptions of Building Codes

- The majority of the respondents (71 percent) also felt that insurance companies should play active roles in reducing hurricane losses by inspecting buildings, offering discounts, working with builders, and lobbying for stricter codes (Insurance Institute for Property Loss Reduction, 1995: 2).

Structural Mitigation

- Structural mitigation techniques include building dams, levees, breakwaters, and containment ponds to hold water or slow its flow; building civil defense shelters; and other physical means to reduce potential loss of life and property.
- Public agencies and officials are often predisposed to use structural or nonstructural mitigation measures rather than seek other options. For example, engineers tend to be oriented toward structural solutions and lawyers tend to be oriented toward nonstructural solutions.

Mitigation Today

- As the field of emergency management has professionalized, drawing people from a variety of professional backgrounds, and more people have become involved in decision processes, nonstructural mitigation measures have become more popular.

Discussion

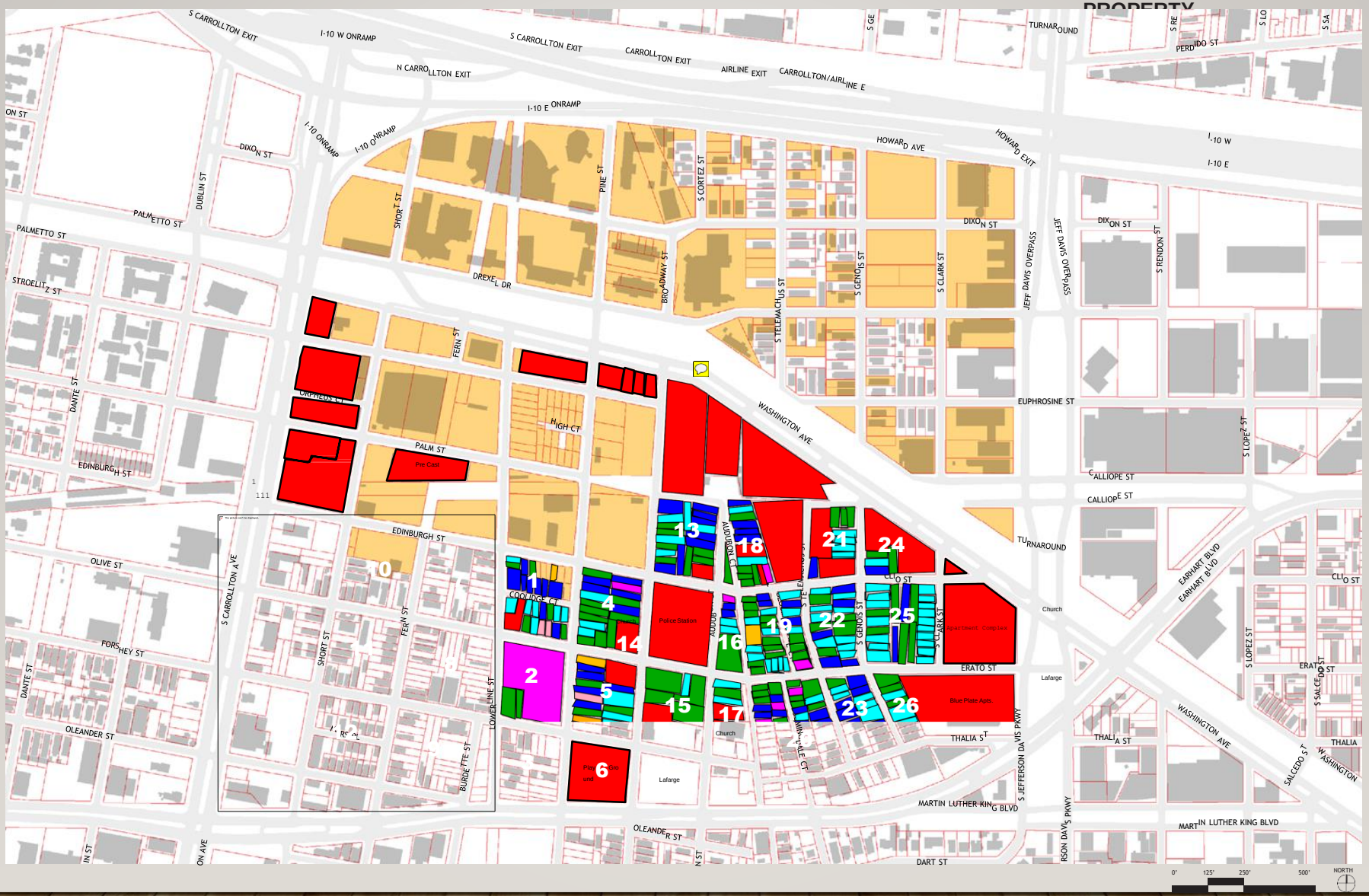
- If insurance companies, professional emergency managers, and the public at large support effective building codes and other mitigation measures, why are they not adopted in many states and communities?
- What groups might oppose the adoption of building codes and other mitigation measures and why?

CREATING COMMUNITY DEVELOPERS AROUND HBCUS

IT ALL STARTS WITH ACQUISITIONS

Xavier Univ. Properties | NOL Holdings Prop. | NOL Holdings Tax Prop. | C ommercial | Vacant Land/Blight | Home Owners | Rental Properties | Bank Owned

XAVIER UNIVERSITY PROPERTY



THE ROLE AND IMPORTANCE OF UNIVERSITIES IN DEVELOPING THEIR COMMUNITIES

IMPORTANCE OF UNIVERSITIES/DEVELOPERS ACQUIRING PROPERTY

GET RID OF BLIGHT

- Blighted properties lowers the property value
- Blighted properties = danger zone

STUDENT COMMUNITY SAFETY

- Attract more students to university
- Create a more sustainable neighborhood

CREATE THRIVING CAMPUS/ NEIGHBORING COMMUNITY

- Become the University of Choice
- Become the shining light in the community through more Community funding by increasing population

ACQUISITION PROCESS

IDENTIFY PROPERTY

- Create Your Boundaries

LOCATE OWNER

- Internet
- Yellow pages
- Neighbors

NEGOTIATE SALE

- Know your Numbers (Comps)
- Worth of Property to University

RENOVATION

LEASE

CREATE WEALTH THROUGH HOME OWNERSHIP IN THE NEIGHBORHOOD

PROJECT MANAGEMENT

Small Business Education Series

EDA UNIVERSITY CENTER FOR ECONOMIC DEVELOPMENT

Southern University

Eric Porter - ComNet, LLC

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Why Do Projects Fail?

Lack of Planning

Lack of Clear Roles & Responsibilities

Lack of Change Management

Poor Budgeting
Poor Scheduling

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Topics Agenda

- Introduction
- What is a Project Manager
- Planning the Project
- Project Scheduling
- Project Financial Plan
- Leading the Project Team
- Managing your Clients
- Managing your Clients
- Managing Quality and Risks
- Time Management & Communications
- Controlling the Project
- Getting Out of Trouble

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Traits of the Best PMs

as Defined by a Major Client

1. Follows through
2. Good Listener
3. Proactive
4. On top of every aspect of the job
5. Leads by example
6. Good Communicator
7. Backs decisions of team members
8. Organized
9. Handles multiple priorities well
10. Technically proficient
11. Holds people accountable
12. Delegates well

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The Most Successful PMs

- Manages the proposal effort
- Prepares the fee budget
- Participates in fee negotiation
- Participates in team selection
- Gets non-performers removed
- Controls technical direction
- Controls budget & schedule
- Maintains rapport with client
- Directs fee collection efforts
- Accountable for success or failure
- Little involvement in marketing
- Get fee budgets from others

- Accepts whatever is negotiated
- Relies on department heads for staffing
- Blames department heads for poor performers
- Delegates tech. matters to dept. heads
- Monitors budget and schedule
- Reports status to client
- Lets accounting handle collections
- Keeps records of who is responsible.

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How Principals Work with Strong PMs

Issue	Project Manager	Principal
Fee Proposals	Prepares	Approves
Fee Negotiation	Participates	Directs
Team Selection	Requests	Assigns
Removing Non-Performers	Recommends	Approves
Technical Decisions	Controls	Recommends
Client Relations	Maintains	Oversees
Future Work	Secures	Approves
Accountability	Maintains	Rewards

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Roles of the Project Management

Traditional Roles

- Planning
- Scheduling
- Organizing
- Directing
- Controlling
- Technical

Marketing Roles

- Expand the Scope of Work
- Get the Client Back
- Actively Secure Referrals
- Close the Deal
- Sell All your Firm's Services
- Passive Marketing/Client touches

Financial Roles

- Earn the Profit
- Bill the Client
- Secure Payment

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Passive Marketing/Touching Clients

- Forward an article about a client's business
- Forward info on a new legislation affecting them
- Send a book about strategies in their business
- All phone calls equal one touch
- Send clippings on other projects or industry trends
- Send a handy tool or checklist that makes their job easier
- Thank you notes
- Lunches and Breakfasts
- Company Newsletters

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Tally of Cross-Selling Opportunities

Client	Opportunity	Sales Lead	Prob of Success	Gross Revenue	Weighted Revenue
GA DOT	Enviro Feas	DFR	50%	$50,000	$25,000
FL DOT	Bridge Inspect	LRJ	75%	$550,000	$410,000
Jax DPW	Paving Recycle	MJU	33%	$75,000	$25,000
Orl Water	GIS	JEF	30%	$100,000	$30,000
Pens DPW	GIS	JEF	50%	$100,000	$50,000
Jax Aviat	Security Assess	PIK	40%	$50,000	$20,000
			TOTALS	$925,000	$560,000

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Accounts Receivables Plan-Contracting

- Push hard for net 30-day clauses in contracts
- Avoid complicated billing and reporting procedures
  - Offer discounts for standard formats with no backup
- Bill directly to Client rather than through a prime
- Job Opening forms shall be completed as soon as the contract/invoicing conditions are known
- Special billing requirements must be fully explained to accounting

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Accounts Receivables Chase Plan - Invoicing

- Obtain a full explanation of billing procedure from the Project Manager
- Invoices for large accounts should be prepared before those for shall accounts
- Project Managers shall review invoices within one and one-half days of receipt
- Corrections and adjustments shall be minimized and clear instructions shall be minimized and clear instructions shall be given to Accounting

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PM's Top 20 Excuses for Project Failure

1. The project team was full of incompetents.
2. I didn't have enough time.
3. The client kept making changes.
4. The budget was unrealistic.
5. I couldn't get enough help.
6. Working for the client is impossible!
7. I couldn't get the information I needed from accounting.
8. The schedule was unrealistic.
9. Everyone kept charging to the job.
10. _____ was taken off the job at the worst possible time.
12. The designers wouldn't stop designing.
13. The contractor didn't understand the job.
14. This job was unique.
15. The building department is full of idiots.
16. Principals kept charging to the job.
17. The subs would not cooperate.
18. The word processing people kept getting pulled off my job.
19. _____ quit and left me holding the bag.
20. The CADD operations didn't know what

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Project Manager Sins

4. Letting the job get into trouble
3. Not Knowing it's in trouble
2. Knowing it's in trouble and not asking for help
1. Hiding the fact that it's in trouble

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Elements of a Project Mgt Plan

- Goals & Objectives
- Scope Of Work
- Schedule
- Financial Plan
- Team Organization, Resources, Responsibilities
- Quality Control Process
- Change Management Process
- Communication Plan
- Contingency/Risk Management Plan

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Communication Plan

Date:
Job:
Project:

Communication Element	Participants	Frequency	Media	Setting

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Contact List

Date:
Job #:
Project:

Client Participants	Responsibility	Phone	Fax	E-mail
Designer Participants	**Responsibility**	**Phone**	**Fax**	**E-mail**
Subcontractor Participants	**Responsibility**	**Phone**	**Fax**	**E-mail**

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Project Management Plan
Short Form

General	
Date: Issue No:	Prepared By:
Approved By/Title:	
Project Name:	
Client:	
Project Location: Type of Contract:	Budget:
Project No:	Project Manager:
Client Manager:	Tech. Director
Client (Organization Chart Attached)	
Contact:	Title:
Phone:	Fax:
Mail Address	Courier Address:
Project Description (Scope of Work Attached)	
Project Objectives (These are specific and measureable)	

Project Management Plan

Short Form

	Deliverables, Milestone And	Schedule (Schedule	Attached)
NO	Deliverable/Milestone	Date	Remarks
	SUBCONTRACTORS		
	Name:		
	Contact:	Title:	
	Scope of Work:		
	Budget $:	Type of Contract:	Phone:
	Fax:	Mail Address:	E-mail:
	SUBCONTRACTORS		
	Name:		
	Contact:	Title:	
	Scope of Work:		
	Budget $:	Type of Contract:	Phone:
	Fax:	Mail Address:	E-mail:

Project Management Plan

Short Form

	Signature Authority	
Document	SIGN. AUTHORITY (Name/Title)	Remarks
Letters to Client		
Transmittals to Client		
Internal Document		
Draft Documents		
Final Document Issues		
Travel Requests		
Progress Reports		
Recipients of PM Plan (Including Dates)		

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Reasons for Scheduling

- Get Projects Done on Time
- Cash Flow Plan
  - Accelerates Payments
  - Facilitates Client Financing
- Personal Time Planning
- Demonstration of Resource Requirements
- Effective Communication
  - Client
  - Team
  - Management

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Characteristics of a Good Schedule

- Easily Communicated
- Flexible – Easy to Update and Change
- Has Commitment of Project Team
- Shows Task Interrelationships
- Kept on a Calendar Basis
- Forces Early Deadlines
- Includes Review and Correction Time
- Allows for Slippage
- Has Office-Wide Correlation
- Allows for Activities Beyond Contractual Due Date
- Graphic Presentation

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Scheduling Method #2: Bar Charts

ID	Task Name	Start Date	End Date	Duration	2002
1	Preliminary Design	1/1/2002	1/1/2002	0d	January February March
2	Kickoff & Review Char Data	1/1/2002	1/7/2002	5d	
3	Design Calcs	1/5/2002	1/25/2002	15d	
4	Design Criteria	1/10/2002	1/30/2002	15d	
5	Title Sheet	2/15/2002	2/21/2002	5d	
6	Site Plan	2/15/2002	2/28/2002	10d	
7	P&IDs	1/15/2002	2/4/2002	15d	
8	Mechanical Plan	2/15/2002	3/7/2002	15d	
9	Equip List & Outline Spec	2/15/2002	3/7/2002	15d	
10	Client Review	3/15/2002	4/3/2002	14d	
11	Cost Estimate	3/15/2002	3/25/2002	7d	

What is CPM Scheduling?

- Shortest path thru the schedule logic
- Critical Path Tasks have “Zero Float”
- If any critical task finishes late, the project will finish late

CPM Equations

Early Finish = Early Start + Duration

Late Start = Early Start + Total Float

Late Finish = Late Start + Duration

Late Finish = Early Finish + Total Float

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CPM Glossary of Terms

- **Duration:** Length of time to complete a task
- **Early Start:** Earliest date that a task can begin
- **Early Finish:** Earliest date that a task can be completed
- **Late Start:** Latest date a task can start without impacting overall project completion
- **Late Finish:** Latest date a task can be completed without impacting overall project completion

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Common Pitfalls in Schedules

- Not allowing time for internal reviews & corrections
- Starting tasks before required prerequisites are complete
- Failure to consider availability
- Failure to delineate client responsibilities
- Excessive complexity
- Lack of contingency planning
- Failure to include activities beyond contract due date
- Failure to identify activities beyond your control
- Forgetting the “Soft Tasks”

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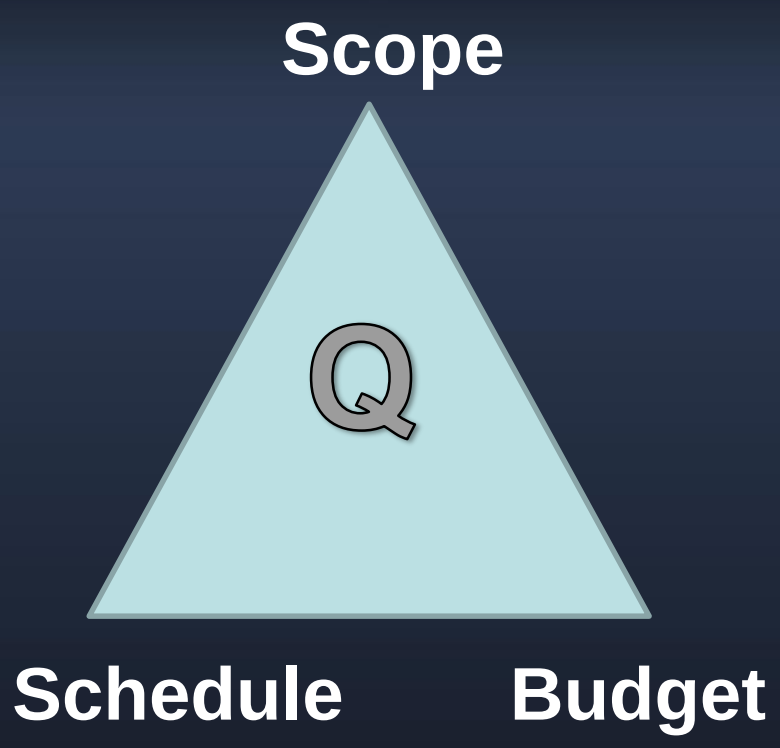
SUCCESSFUL PROJECT CHART



What is the Definition of a Successful Project?

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Budget Method #4 Staffing Level Budgeting

- Project Duration = 6 weeks
  - Principal @ ¼ time = 60 hours
  - Project Manager @ ½ time = 120 hours
  - Project Architect @ full time = 240 hours
  - Technical Support @ ½ time = 120 hours
  - Administrative Support @ ½ = 120 hours

    Total Labor = 660 hours

    Labor Budget = 660 hrs @ $70/hr = $46,200

    Expenses @ 10% = 4,620

    Total Budget = $50,820

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What are Project Write – offs?

- Jobs in budget trouble
- Job with potential quality/liability problems
- Charges to jobs w/o contracts
- Delays in getting charges keyed into accounting
- Delays in getting charges billed
- Late payment
- Jobs with unusually high risks

Project Cost that are not:

- Billed to a client

- Paid by a client

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Why Teams Fail

- No Clear Vision
- Poor Team Behavior
- Team Behavior
- Focus on Personalities
- Lack of Feedback
- Lack of Team Purpose
- Personal Agendas
- Unwilling to Participate
- Value Conflicts

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Characteristics of Effective Teams

- Collective AND Individual Accountability
- "Atmosphere" is relaxed
- Lots of discussion
- Objectives well understood
- Members listen to each other
- Most decisions by consensus
- Constructive disagreements
- Criticism is comfortable
- Clear assignments made & accepted
- Leadership shifts from time to time

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Project Manager Responsibilities

(L) = Leadership

(M) = Management

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Ten Steps to Better Delegation

1. Select the right person
2. Provide all the available information
3. Ask what additional information is needed
4. Clearly define the product you expect
5. Agree on the proper
6. Agree on a completion date
7. Agree on a level of effort
8. Establish control mechanisms (MBWA & MBAQ)
9. Expect the product to be 30% different; 10% wrong
10. Give credit; take blame

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The Assistant Project Manager

- Official or Unofficial?
- Performs specific PM tasks
- Pinch hits during PM's absence
- Allow PM to handle more jobs
- Accelerates development of new PMs
  - Builds a relationship with a targeted client contact
  - Suggest a value added at a client meeting
  - Attend client meetings to observe dynamics
  - Prepare project close-out and lessons-learned

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Personality Traits

Driver (Control Taker)

Pushy
Severe
Tough Minded
Dominating
Harsh
Determined
Requiring
Thorough
Decisive
Efficient

Expressive (Emotional)

Manipulative
Excitable
Undisciplined
Reacting
Promotional
Personable
Stimulating
Enthusiastic
Dramatic
Gregarious

Analytic (Data Collector)

Critical
Indecisive
Stuffy
Exacting
Moralistic
Industrious
Persistent
Serious
Vigilant
Orderly

Amiable (Friendly)

Conforming
Retiring
Pliable
Dependent
Awkward
Supportive
Respectful
Wiling
Dependable
Agreeable

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Battling “Indifference”

- Managing your Client
- Superior Client Service
- Keeping Relationships Fresh
- Proactive Communication

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Critical Success Factors In Managing Your Client

Leadership

- Know your client
- Understand your client's business
- Be an equal partner
- Foster trust
- Demonstrate credibility
- Anticipate – Don't React

Management

- Maintain focus
- Be committed
- Communicate effectively
- Be prepared
- Be persistent when you need input

NO SURPRISES !!!!!

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Presenting Bad News – Spin Control

- Get bad news out as early as possible
- Make sure clients heart it from you first
- Take blame immediately
- Present alternatives
- “Your first loss is your last loss”

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SOUND ADVICE

When vendors, consultants, and contractors asked President of Intel Corporation how they can get more work from the giant chip manufacturer, he told them:

“Go out and learn how to make chips. Then come back and help us do it better.”

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How Well Do You Know Your Client?

- Who does your client report to?
- Why are they organized the way they are?
- What are their strategic drivers?
- Where do the decision makers sit?
- What do they value and expect in their relationship with you?
- What do they read?
- What is their career path?
- What are their outside interests?
- What hassles can you remove from their life?

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How Satisfied Are Your Clients?

- Solicit feedback (1 page survey)
- Send clients a piece of paper marked “How Can We Do Better?”
  - Include the pen and postage paid envelope
- Ask clients to keep a sheet entitled “Things Consultants Do That Bug Me”
- Collect, Summarize, Share, Do It Again !!!!

<u>Keeping Client Happy = Keeping Clients</u>

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The 5 *Be's* to Superior Client Service

- Be Accessible: easy to be contacted
- Responsive: adapt to client needs
- Be a Closer: do what you say you will do
- Be Quick to Correct: bad news doesn't get better with age
- Be Passionate: it's contagious

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How Do You Kill a Client Relationship?

- Assume there are no problems in the relationship
- Don’t listen
- Rotate staff
- Take a client’s repeat business for granted
- Leave issues unresolved
- Be defensive
- Don’t call unless you have an RFP
- Don’t call unless you have a job number

Are you guilty of any of these ?

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Proactive Client Communications

All Client Interaction

- You initiate
- Same day and time
- Decide on schedule at kickoff meeting
- You and your client mark the dates/times on your appointment calendars

Written Progress Reports

- Summary of work done last period
- Forecast of activities for next period
- Scope changes/Value Added to Date
- Budget status/Deliverable status
- Schedule status/Percent Complete
- Input needed from client
- Other issues/concerns

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Time Management and Communications

- Meetings
- Telephone
- Interruptions
- Electronic Communications
- Written Communications
- Prioritizing

What Would You Do with an Extra 2 Hours per Day?

-
-

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Making Meetings More Effective

- Eliminate the Meeting
- Eliminate Your Attendance
- Start Meetings on Time
- “Stand-up” Meetings
- Consider Time of Day
- Effective Agendas
- “Action” Minutes

Remember the Golden Rule:

Praise in Public Criticize in Private

- Don’t use peer pressure to log-roll conclusions
- Don’t hold meetings outside normal business hours
- Kill regular meeting when they no longer serve their purpose

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Managing the Telephone

- Answering the phone
- Grouping your calls
- Holding calls
- Getting off the phone

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Electronic Communications

Voicemail

- Change your voicemail message everyday
- Tell callers how to reach a human being.
- Leave short messages

E-mail

- Don’t use all caps.
- Don’t spread off-color humor.
- Do your part to halt e-mail clutter.
- After 3 exchanges, reach out and touch someone!
- Purge messages periodically.
- Remember: e-mail is just like written correspondence expect it’s easier for people to spread it around.

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Sample Accounting Reports

- Division Time Analysis
- Percent Chargeable
- Detail Verification
- Invalid Transaction Report
- Division Aging Report
- Active Projects w/ completion dates w/in 30 Days
- Unauthorized Expenditure Detail Report
- Active Projects w/ unauthorized items
- Authorization Listing
- Items Made Non-Billable during Period X
- Revenue Write-offs During Period X
- Unbilled Receivable/Undistributed Revenue – Audit
- Unbilled Receivable/Undistributed Cost Aging
- Manager's Project Status
- Operating Statement
- Budget & Expense Report
- Budget & Expense Exception
- Near-Term Financial Action

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Instructions

- Using the information available, quantify the following:

1. What is the overall schedule status?
2. What is the overall budget status?
3. Are there any problems on this project?
4. Is there any good news?

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Seven Steps to Managing a Crisis

1. Don’t react immediately – THINK-THINK-IT’S NOT ILEGAL YET
2. Define the problem (not just the symptoms)
3. Identify all the alternatives
4. Don’t assess blame
5. Select the alternative(s) you believe will work
6. Take positive, authoritative action
7. When the dust settles, assess the results

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Design Considerations for Construction

- Policy of single statement
- Minimum design necessary to get project built
  - Without excess cost growth during construction
- There is NO hierarchy of documents
- Drawings DO NOT need to stand on their own merit
- DO NOT allow GCs to break-up bid sets for distribution to subs

ComNet

Going to the Client for More Money

- Plan early.
- Establish the change order procedure up front.
- Get immediate concurrence from the client of changes.
- Keep good documentation
- Limit small changes (aka, scope creep)
- **Never** agree to do extra work without authorization.
- When in doubt, ask for the money!

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Making Money on Construction Service

- Average profits from Construction Admin (CA) are 40% of design profits
- One-third of firms make more on CA than on design
- These firms perform more services:
  - Construction management
  - Resident A/E
  - Equipment procurement
  - Claims Administration
- They also do it smarter:
  - Allocate at least 20% of effort of CA
  - Avoid vague scopes (e.g. “periodic site visits”)
  - Minimize use of office personnel for field activities
  - Wait till contractor is selected before negotiating CA fee

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Wrapping up the Project

- The last 10% vs. the first 10%
- The importance of a planned approach
- Evaluating the need to make changes
- Making changes efficiently
- Final documentation
- Learning from the experts (contractors)
- Project Completion Analysis (Post-Mortem)

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WINNSBORO AIRPORT REJUVENATION PROJECT

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WINNSBORO AIRPORT

Form BC-101

State No. H.010049

INSPECTOR'S DAILY REPORT

Project No.	**135803.80-Rehabilitate Runway 18/36 Lighting - Winnsboro**			Day & Date	**Wednesday September 10, 2014**		
Weather	**Ptly. Cldy. & Warm**		Temperature:	High	**96**	Low	**70**
Work Day		Time Work Started	**7:30 AM**	Stopped	**4:30 PM**	Hours Worked	**9**
Contractor's Forces:	Supt.			Foreman	**1**		
Operators	**1**	Skilled Labor	**3**	Unskilled		Others	

Engineering Personnel: **Tommy Duke**

Contractor's Equipment on Project

Number & Type	Operating	Not Oper.	Reason Not Operating
Ouachita Electrical Contractor, LLC			
Ford F-250 Crew Truck w/ Tool Trailer	**1**		
Case CX80 Excavator	**1**		
CAT Rubber Tire Backhoe	**1**		
John Deere Tractor w/ Blade	**1**		
Ditch Witch Trencher	**1**		

DETAILS OF DAILY OPERATIONS

Ouachita Electrical Contractor (Prime Contractor)

Barricade's & Runway Closure's in Place

Poured 5 Cubic Yard's of 4000 PSI of Fiber Reinforced Concrete for PAPI Light Pads East of Runway C/L.

Excavated, Graded & Constructed Concrete Form's for Threshold Light Pads North (16) End of Runway.

Summary Of Quantities:

Tommy Duke

Inspector

Visitors: ***Allen Taylor, La. DOTD Aviation Section***

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WINNSBORO AIRPORT REJUVENATION PROJECT

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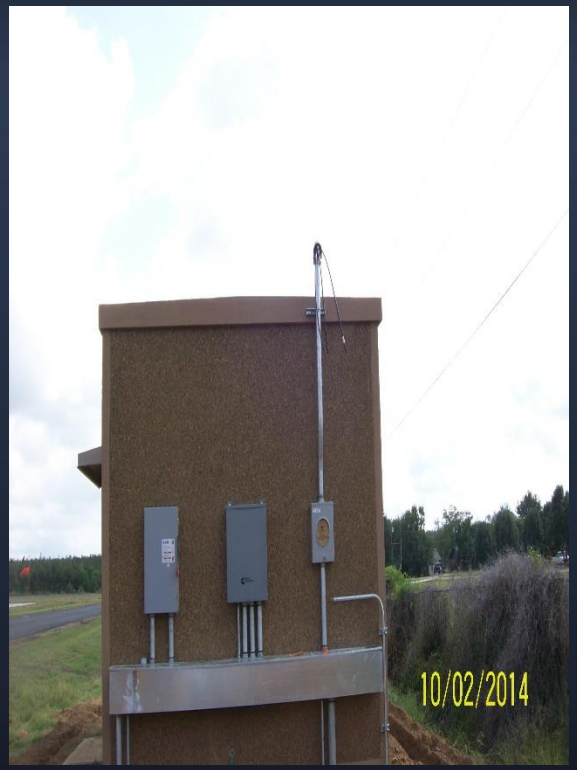
WINNSBORO AIRPORT REJUVENATION PROJECT



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WINNSBORO AIRPORT REJUVENATION PROJECT

Form BC-101

State No. H.010049

INSPECTOR'S DAILY REPORT

Project No.	135803.80-Rehabilitate Runway 18/36 Lighting - Winnsboro			Day & Date	Thursday September 11, 2014		
Weather	Ptly. Cldy. & Warm	Temperature:		High	96	Low	70
Work Day		Time Work Started	7:30 AM	Stopped	4:30 PM	Hours Worked	9
Contractor's Forces:	Supt.			Foreman	1		
Operators	1	Skilled Labor	3	Unskilled		Others	

Engineering Personnel: Tommy Duke

Contractor's Equipment on Project

Number & Type	Operating	Not Oper.	Reason Not Operating
Ouachita Electrical Contractor, LLC			
Ford F-250 Crew Truck w/ Tool Trailer	1		
Case CX80 Excavator	1		
CAT Rubber Tire Backhoe	1		
John Deere Tractor w/ Blade	1		
Ditch Witch Trencher	1		

DETAILS OF DAILY OPERATIONS

Ouachita Electrical Contractor (Prime Contractor)

Barricade's & Runway Closure's in Place

Poured 7 Cubic Yard's of 4000 PSI of Fiber Reinforced Concrete for Threshold Light Pads North (16) End of Runway.

Pulled Concrete Form's, Backfilled & Dressed around PAPI Pad's East of Runway C/L.

Summary Of Quantities:

Tommy Duke
Inspector

Visitors:

WINNSBORO AIRPORT REJUVENATION PROJECT

Form BC-101

State No. H.010049 — **INSPECTOR'S DAILY REPORT**

Project No.	**135803.80-Rehabilitate Runway 18/36 Lighting - Winnsboro**		Day & Date	**Thursday October 2, 2014**		
Weather	**Cldy. w/ P.M. Shower's**	Temperature:	High	**94**	Low	**72**
Work Day		Time Work Started **7:30 AM**	Stopped	**3:30 PM**	Hours Worked	**8 - (Onsite Work Time)**
Contractor's Forces:	Supt.		Foreman	**1**		**Does Not Reflect Chargable Travel Time**
Operators		Skilled Labor **2**	Unskilled		Others	

Engineering Personnel: **Tommy Duke**

Contractor's Equipment on Project

Number & Type	Operating	Not Oper.	Reason Not Operating
Ouachita Electrical Contractor, LLC			
Ford F-250 Crew Truck w/ Tool Trailer	**1**		
Case CX80 Excavator	**1**		
JCB Rubber Tire Backhoe	**1**		
John Deere Tractor w/ Blade	**1**		
Ford Tractor w/ Tiller	**1**		
Ford Tractor w/ Trencher	**1**		
Air Compressor	**1**		
Big Red Mack Dump Truck	1		

DETAILS OF DAILY OPERATIONS

Ouachita Electrical Contractor (Prime Contractor)

Working on Beacon Rehabilitation, Cleaning Up & Hauling off Excess Dirt and Debris from Jobsite to Location(s) specified by City Public Work's Director.

NOTE: Contractor waiting on Entergy for Electrical Hook-Up & Plumber for Natural Gas Supply to Emergency Generator.

Summary Of Quantities:

Tommy Duke
Inspector

CHARTER PROJECT

PROJECT WEEKLY PROGRESS: September 8, 2015 (8/31/15 - 9/8/15)	
Project Description: Interior Renovation Milestone Charter Academy - New Orleans, LA	**Resident Project Inspector:**
Prepared By: Lily Flynn	**Project Admin:** Eric Porter
Comnet Project No.:	**Construction Manager:** Lily Flynn
Contract No.: N/A	**Contractor:** Comnet, LLC
Original Contract Amount: N/A	**Current Contract Amount:** N/A

Contract Time Summary as of September 8, 2015	
Original Days:	54 Days (Not including change orders)
Weather Days:	0
Days Granted by Client:	N/A
Days Granted by S.A. or Claim:	N/A
Total Contract Days:	54 Days
Days Used:	N/A
Days Remaining:	N/A
Pending Days:	N/A
Contract Start Date:	August 8, 2015 (Notice to proceed)
Contract Sch'd Completion Date:	September 30, 2015
Actual Construction Start Date	August 8, 2015
Project Summary as of September, 2015	
Progress	
Contract Time Used: (August 8th, 2015 (Notice to Proceed)	32 Days out of 54 Days

1. **Controlling Items of Work:** N/A

2. **Submittals:** N/A

3. **Unresolved Issues:** **Roofing repairs - DAMAGE TO REPAIRED CEILINGS WILL CONTINUE TO REOCCUR AS LONG AS THE ROOF IS NOT REPAIRED. ANY CEILING THAT HAS BEEN REPAIRED WILL CONTINUE TO HAVE ISSUES AS LONG AS ROOF IS NOT REPAIRED.**
The ceiling in Room 205 was repaired twice. Needs approval to repair a third time. - CHANGE ORDER - STILL WAITING APPROVAL

* **Cafeteria** - The switch for the two sets of 3 recessed cans light fixtures is missing a knob and has to be replaced. - **CHANGE ORDER - STILL WAITING ON APPROVAL**

* ***Cafeteria*** *- Per Ms Robichoux - Replace missing wood frame around the door to the cafeteria' office, replace missing latch and install new door knob with a key. - THIS IS A CHANGE ORDER - AWAITING APPROVAL TO PROCEED.* ***STILL WAITING ON APPROVAL TO PROCEED***

* ***Kitchen*** *- Per Ms Robichoux -Replace 5 light covers on the 2' x 4' fluorescent ceiling mounted light fixtures - CHANGE ORDER -Awaiting approval to proceed.* ***STILL WAITING ON APPROVAL TO PROCEED***

* **Room 219** A/C unit contactor was replaced by Forest Air, LLC. **CHANGE ORDER.**

XAVIER PROJECT

PHOTOS

Dens Glass being applied over Hat Channel

Vapor Barrier being installed over Dens Glass

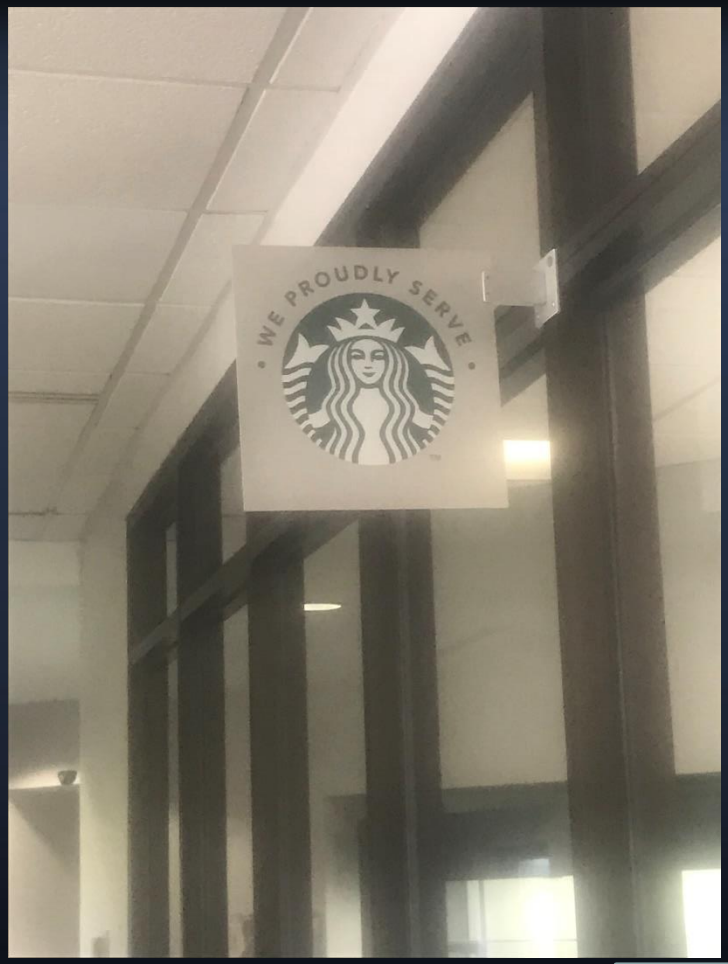
Lath installed over vapor barrier and ready for plaster application

Bollasters on W & N Elevation being prepped and primed for painting.

Painted Bollasters

ComNet

STARBUCKS



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STARBUCKS

ComNet

CHICK-FIL-A PROJECT

ComNet

CHICK-FIL-A PROJECT

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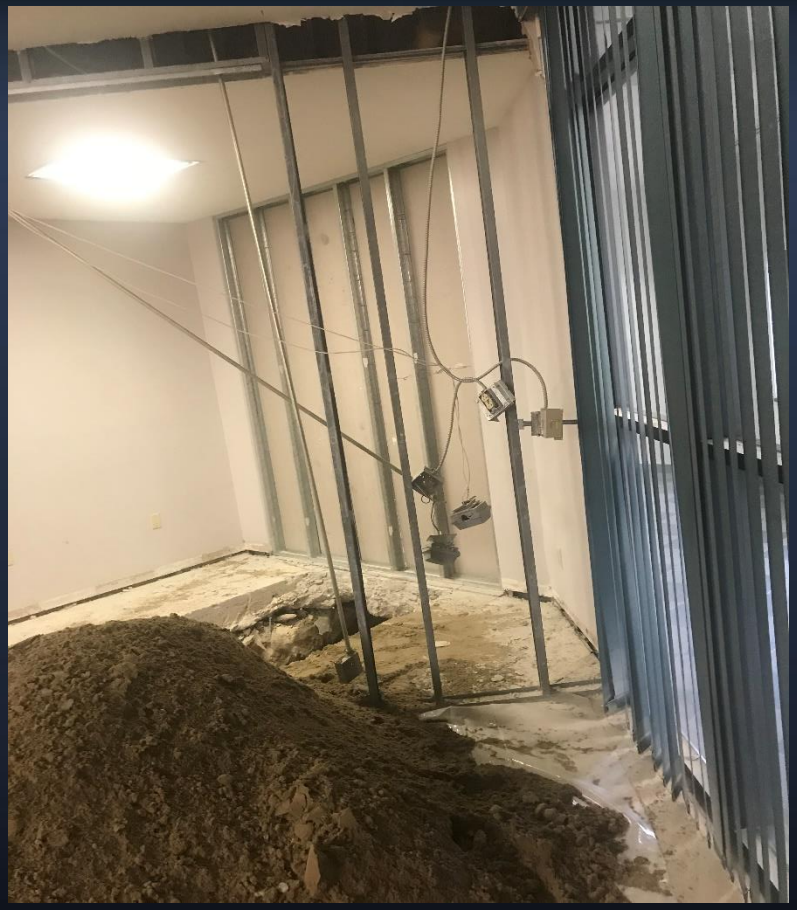
CHICK-FIL-A PROJECT



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CHICK-FIL-A PROJECT

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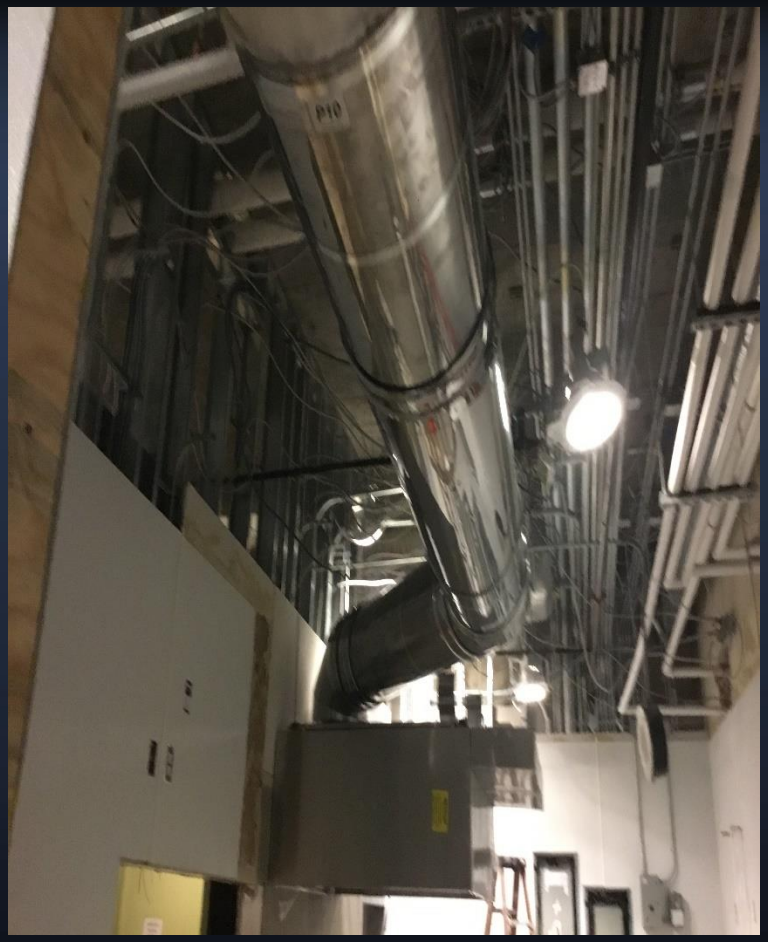
CHICK-FIL-A PROJECT



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CHICK-FIL-A PROJECT

ComNet

FINISHED PROJECT

ComNet

XAVIER PROJECT

Form BC-101

Xavier University Center - Chick-Fil-A **Project Manager Rep**

Project No.	**Xavier CFA Project Management Weekly Report**			Day & Date	**Week Ending 08-11-2018**		
Weather	**rain**		Temperature:	High	**90**	Low	**77**
Work Day	**Monday - Friday**	Time Work Started	**7:00 AM**	Stopped	**4:00 PM**	Hours Worked	**8.5**
Contractor's Forces:	Supt.	**Ken French**		Foreman			
Operators	**Subcontractors**	Skilled	**2**	Unskilled	**4**	Others	**3**

Engineering Personnel: **n/a**

Contractor's Equipment on Project

Number & Type	Operating	# of Operators	Scope of Work	
Select Demolition	Subs	8	Remove walls- Remove Floor tile - Completed.	
Jackhammer-Sawer-Snipper	Plumbmer	4	Xray concrete - locating electrics	Busting concrete
Electrical Services	Electrician	3	Remove & Replace & Relocate	Circuit boards
Plumbing Services	Plumber	1	Plumbing layout	

DETAILS OF DAILY OPERATIONS

Shrader & Martinez Construction - Sadoma, AZ - General Contrac

1. Select Demolition: The subcontractor removed all walls and removed all floor tiles and disposed up it via dumpster load. Task completed 8-8-18

2. Electrical Services: Identify wiring to secure safety, relocate existing electrical panel and begin a sixteen day rough-in process.

3. Concrete Removal: Locate the greae trap, locate the electrical lines underneath the concrete via an X-Ray contractor and start the cutting of the concrete. When concrete is opened, mark all underground conduit layout via "red" markings. Also add electrical and gas "lock-out tag-out" hangers in areas where applicable.

Plumbing: Plumbing underground and rough-in will take place after concrete is removed. Then conrete will be re-poured.

Framing: The subcontractor brought metal studs for framing purposes. Until all concrete is removed and plumbing & electrical install and re-poured framing will not take place; thereby, causing a delay in framing.

Summary Of Quantities:

Electrical materials onsite

Plumbing materials onsite

Framig metal studs and no evidence of accoustal ceiling tile onsite.

Precip. = .55

Eric Porter - ComNet, LLC
Project Manager

ComNet

XAVIER PROJECT

9/10/2018							
Xavier University Center - Chick-Fil-A			**Project Manager Repo**				
Project No.	**Xavier CFA Project Management Weekly Report**			Day & Date	**Week Ending 9-8-2018**		
Weather	**Sunny**		Temperature:	High	**87**	Low	**77**
Work Day	**Monday - Friday**	**Time Work Started**	**6:30 A.M.**	Stopped	**3:30 P.M.**	Hours Worked	**9**
Contractor's Forces:	Supt.	**Ken French**		Foreman			
Operators	**Subcontractors**	**Skilled**	**3**	Unskilled	**3**	Others	**3**
Engineering Personnel:			**None**				

Contractor's Equipment on Project

Number & Type	**Operating**	**# of Operators**	**Scope of Work**			
Concrete Bursting & Halu-Off	**Subs**	3	Haul-Off	Busted concrete	Outside	Container
Electrical Services	Electrician	4	Re-wire and install panels		Re-wire runs	install new panel
Concrete Re-Pour	Concrete Sub	**2**	Install re-bar and mesh			
Plumbing Services	Plumber	1	Oversee concrete pour			

DETAILS OF DAILY OPERATIONS

Shrader & Martinez Construction - Sadoma, AZ - General Contrac

1. Job Shut-Down: Due to Labor Day on Sept 3, 2018, the job was shut-down.

2. Electrical Services: The electricians were on hand to install the new panels and re-wiring runs through newly installed conduits in the ceiling. The electricians requested a power shut-down of the freight elevator for 9-7-2018. We coordinated with Bruce Hamilton of Building Services. Mr. Hamilton advised that Otis Elevator required an indemnification signature form to be executed by the electrician; however, the general contractor executed the form and signed it. Otis Elevator shutdown the power at 8:A.M. until 12-NOON. This allowed the electricians to make room on the new panel. The new service panel will be in compliance with the instructions given by David Silva, the electrical engineer. The service panels will be moved from the eastern room to the western site. It will be labed where in the future it will be easy to identify circuits and locations.

3. Concrete Sub: The concrete subcontractor began forming the areas of the concrete floor that was busted and removed to the rear building where the contractor has a dumpster. The concrete subcontractor began and completed forming, adding rebar, sand and wrap. The pour was done the weekend of Sept 8, 2018. The concrete sub used redymix and mixed it onsite opposed to bringing out a pump truck. It will take 2 days to cour.

4. Disaster Prepareness: The university shut-down all schood operations on Tuesday, September 4, due to the possibility of a Hurricane. The contractors were notified to secure all areas of the work site from Bruce Hamilton and Harold Vincent.

5. Framing: Framing is scheduled to began on Monday, September 10, 2018.

Quanitites Onsite:

Quantities Onsite:

Electrical Materials are on site.

Plumbing Materials are not onsite for grease trap lay-in

Framing: Materials onsite.

Precip. = .55

Eric Porter - ComNet, LLC
Project Manager

Visitors: Subcontractors.

University Officials: Harodl Vincent with facilities, Dr. Verett visited on 8-24-2018 and Ed Phillips, Sr. VP of Fiscal was on site, daily.

XAVIER PROJECT

ComNet, LLC

ComNet, LLC
4811 Harding Boulevard
Baton Rouge, Louisiana 70816
Office (225) 205-6562
Email: comnetllc@yahoo.com
Website: www.comnetllc.net

Site Project Name. **Chick-Fil-A** / Project No. 0001

Location: **Xavier University – University Center Food Court Area**

PROJECT WEEKLY PROGRESS:	
Projection Description: **Chick - Fil – A Restaurant**	Project Manager: **Eric Porter**
Prepared By: **Eric Porter**	Project Admin:
Project No: **Chick-Fil-A**	General Contractor:
Contract No:	General Contractor Superintendent: **Ken French**
Original Contract Amount:	Current Contract Amount:

Contract Time Summary as of : Week Ending 10-20--2018	
Original Days:	95
Weather Days:	0
Days Granted by Client:	13
Days Granted by S.A. or Claim:	n/a
Total Contract Days:	108
Days Used:	59
Days Remaining:	35
Pending Days:	n/a
Contract Start Date:	07-31-2018
Contract Sch'd. Completion Date:	Scheduled: November 14, 2018.

Progress Summary as of : 10-20-2018	
Scheduled Progress:	62%
Actual Progress:	64%
Contract Time Used:	71%

1. **Controlling Items of Work**: Electrical Cut-Over, Drywall Installation, ceiling grid and ceiling tile, serving area and millwork preparation. Floor & wall tile installation. Location of transformer to old locker room. Wall Duct for grease traps onsite.

2. **Submittals**: Contractor has all project submittals. No remaining outstanding submittals. Contractor has no concerns as it relates to procurement items at this point in time. Contractor is providing adequate lead times from their sub-contractors to meet their deadline dates. A supplemental design with the change in design for

ComNet

XAVIER PROJECT

the wall duct grease traps system has to go to Safety & Permits as well as the Louisiana State Fire Marshall for review and approval.

3. **Unresolved Issues**: Red stamped fire marshal plans onsite. These are needed prior to the Louisiana State Fire Marshal's inspection. Fire Marshal inspection not scheduled as of week ending 10-13-2018. The architect submitted the design change for the wall duct grease trap system the week of 10-20-2018. No inspection from the state fire marshal has been scheduled prior to installation of wall duct grease system.

ComNet, LLC

Project Number: _____

Weekly Progress Report
Date: 10-20-2018

Discussion of Work In Progress:

The week of October 13, 2018, electrical subcontractor was tasked to run feeders as wires were in the box. This caused a schedule with Central Plant to grant a shutdown of the entire UC building in order re-tie the wires to the building's main box. The shutdown was granted and scheduled for Thursday, the 11th of October at 10:45 PM. On site for the cut-over were the campus security to secure the building, the Central Plant representative on the night shift, the subcontractor and the general contractor. This process was to take the system down for four hours. During the process of the cut-over, it discovered that the electrical subcontractor had never installed the breaker. The Central Plant did not know the breaker had not been installed as well as the GC. The process of cutting over all the wiring was successful; however, it will require and another tie-in to the main electrical panel room scheduled for a later date the week of 10-20-2018. On 10-19-2018, the general contractor requested another shutdown to finally re-tie the electrical systems to the main grid. This was schedule for 10-21-2018 at 11:30 P.M. THE ELECTRICAL CUT-OVER DID IN FACT HAPPENED ON 10-21-2018 AT 11:30 PM AND IT WAS SUCCESSFUL. The transformer arrived on 10-3-2018. It was installed this past week in the old locker room in the back of the cafeteria.

The grease ducts for the hood arrived onsite on 10-9-2018. The general contractor was waiting on approval from the state fire marshal reviewer. The review was successful and the general contractor received approval to install the wall ducts grease traps on 10-21-2018. They are installing the system. The general contractor was cautioned to call for a field fire marshal inspector to review the hanging of those ducts in the hallway. The general contractor advised that he will be leaving at the end of today, 10-22-2018 for the rest of the week and will be scheduling a fire marshal inspection on next week when he comes back to the job.
This project manager will be looking-in on the jobsite in the absence of the general contractor. Bruce Hamilton will also look in on the project as a representative of the university on Thursday, during the week of 10-27-2018.

Visitors on site this week was Kerwyn Byrd, the university chief engineer. He met with the project manager and the general contractor and he had concerns about the wall duct grease trap installation as well as why wasn't the design changed plans was not submitted to the fire marshal. WEEK OF 10-13-2018. GOING FORWARD, THE SUPERINTENDENT WILL ASK FOR PROPER IDENTIFICATION WITH JOB SITE VISITORS SO THAT PROPER REPRESENTATION WILL BE NOTED.
The drywall is practically 80% complete. The Millwork base and fire rated plastic panels installation was rescheduled until after floor tile are completed. The Coolers and freezers were scheduled to be delivered on 10-19-2018.

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NOTE:
Subsequently to the original Project Management Status Report for week ending 10-13-2018, Marion Bracy sent an email to this project manager informing that there was a fire in the construction waste dumpster on 10-11-2018, and it was not on the original project management report. After inquiring about the subject at hand from the general contractor's superintendent, we learned of the fire. The fire was discovered by the electrical contractor's two employees around 7:15 a.m. Those two employees attempted to subdue the un-billowing fire and also was joined by the university police department and Mr. Kerwin Byrd, the central plant chief engineer & colleague. It was determined to call the NOFD to completely contain the fire. Per Mr. Bracy, an ongoing investigation is in progress by the university police department.

A. **Two Week Look Ahead**: The light fixtures and sinks are to be installed. The Sprinkler diffusers & cabinets will be installed. Paint will begin as well. The HVAC will be finished and the cabinets will start installation as well as floor tiles.
B. After the hanging of drywall, the tape, float & paint the walls are on schedule. The ceiling grid and ceiling tile installation was re-scheduled unital after the electrical cutover & grease hoods are installed. The Millwork base will be installed and ready for final installation within two weeks. The transformer will be installed.

C. **Plan Questions**: Does the GC have the original Fire Marshall stamped approved plans onsite prior to the Fire Marshall inspection. As of 10-5-2018, answer to that is yes.

D. **Work Times**: 6:00 A.M. to 2:30 P.M., first shift. Then 2:30 to 10:30, second shift.

E. **Obstacles**: none

F. **Safety:** The general contractor holds a safety meeting with his sub-contractors weekly.

4. **Visitors**: Representatives from The Cineplex Menu Board company & Marion Bracy from the University.

5. **Public Relations**: The university has concerns with the Franchise and students. A student meeting is schedule for the evening of 9-24-2018.

6. **Schedule**: The project is on schedule for finishing on November 14, 2018.

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XAVIER PROJECT

Figure 1: Floors cured, metal stud framing, electrical rough-ins in place, plumbing installed. Materials onsite: transformer, drywall and ceiling grids.

ComNet, LLC

Project Name: Chick-Fil-A

Weekly Progress Report
Date: 10-20-2018

ComNet, LLC

Project Number: _____

Weekly Progress Report
Date: _____

ComNet

PROJECT WEEKLY PROGRESS: December 6, 2014 (12/1/14 - 12/6/14)	
Project Description: Building Envelope Repairs Xavier South Building - Xavier University of Louisiana	**Resident Project Inspector:**
Prepared By: Lily Flynn	**Project Admin:** Clay Slagle
Holly & Smith Architects Project No.: 13024	**Construction Manager:** Lily Flynn
Contract No.: N/A	**Contractor:** Kevin West - McInerney & Associates
Original Contract Amount: N/A	**Current Contract Amount:** N/A

Contract Time Summary as of December 6, 2014	
Original Days:	270 Days
Weather Days:	0
Days Granted by Client:	N/A
Days Granted by S.A. or Claim:	N/A
Total Contract Days:	270 Days
Days Used:	N/A
Days Remaining:	N/A
Pending Days:	N/A
Contract Start Date:	May 15, 2014 (Notice to proceed)
Contract Sch'd Completion Date:	February 8, 2015
Actual Construction Start Date	June 20, 2014

Project Summary as ofDecember 6, 2014	
Window Installation Progress	415 out of 415 total windows = 100%
Contract Time Used: (May 15th, 2014 (Notice to Proceed)	208 Days out of 270 Days

1. **Controlling Items of Work:** N/A

2. **Submittals:** N/A

3. **Unresolved Issues:** **Restrooms wall tile replacement in Rooms 635, 427, 325 &216 *is still pending***
Defective IG Units in Rooms 405/406 (2), 444 (1), 445 (1) - *Contractor still waiting on replacement glass to arrive.*
2 additional defective IG Units have been found on the 4th Floor (making it a total of 6)

* All 415 windows have been replaced. Out of the 415 windows **32** are still awaiting installation of final glass.

* Contractor still waiting on Neighborhood Restoration to plant additonal sod needed at the South Elevation entry.

* Contractor finished working on the reconstruction of the exterior plaster banding. Thomco will follow and apply plaster.

* Contractor will get banding paint once Thomco is finished installing plaster.

* Contractor will resume working evening on the interior, painting and installing window sills.

* Contractor had Small Large Missile insulated glass (IG) units installed on17 windows the East Elevation in rooms 104 (2), 105, 106, 107, 108, 204 (2), 204/205 (1), 205 (3), 308, 309, 310, 311 & 312.

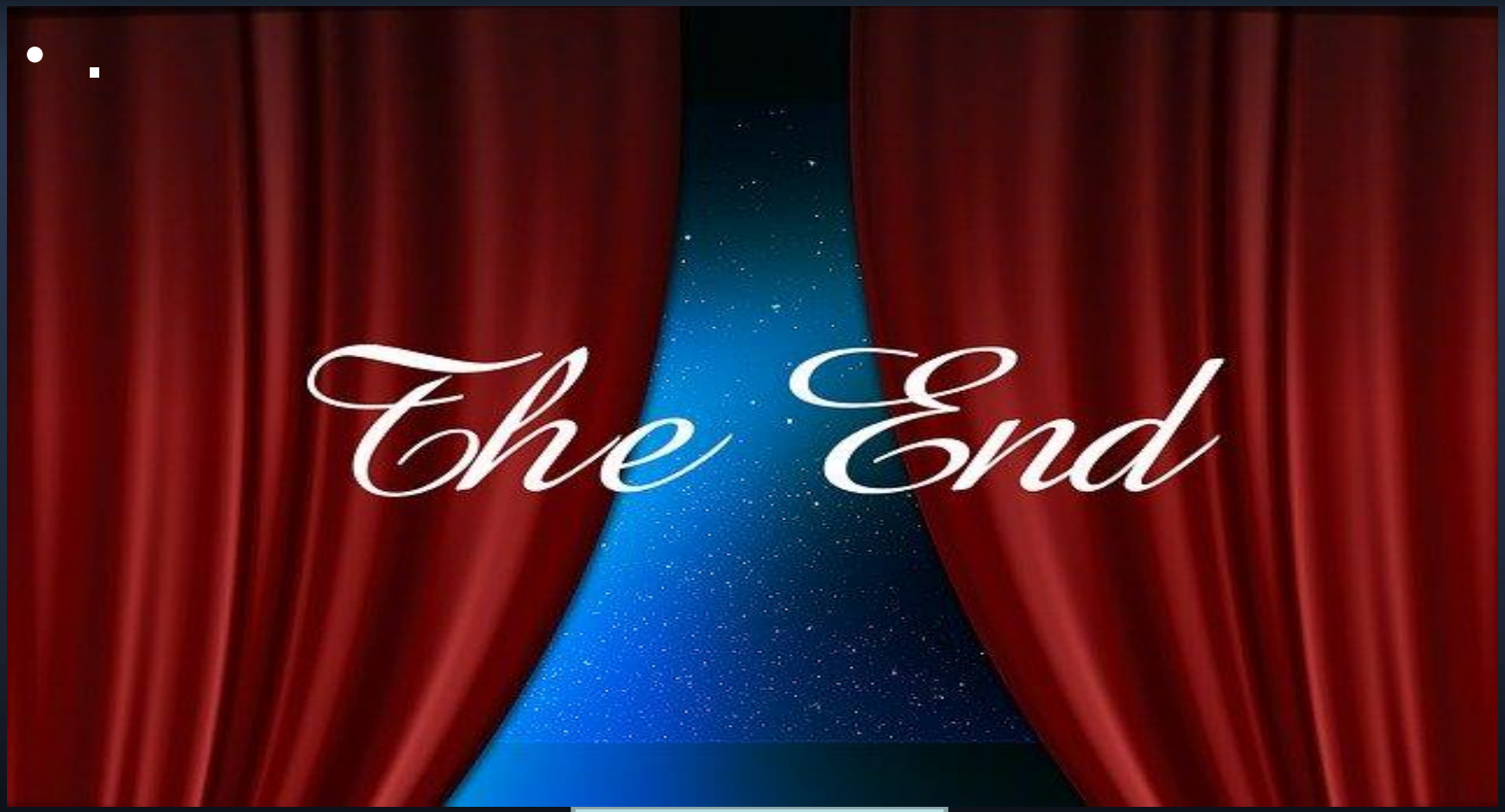
* Contractor had Large Missile IG units installed on the tripple window in Rooms 203 and 224.

* 415 windows have been taken out; 415 windows have been installed and 368windows have been completed 100% on the exterior.

* Contractor had all walls needing plaster repaired measured and provided Lily Flynn with the square footage information. Lily Flynn put together a report that shows damaged plaster square footage per room, severity of damaged as well as photographs showing damaged walls. This report was submitted to Volkert.

Project Close-Out Form

- .



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