**CFMA PRESENTATION**

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**TIME IS REAL MONEY**

**TIME IMPACTS IN CONSTRUCTION – RISKS, ANALYSES, RECOVERY**

1. Introduction
	1. Risks
	2. Risk Managers
	3. Risk Consequences
	4. Forensic Analysis – Accounting and Scheduling
2. Contracts and Legalize
	1. Notice
	2. Limitations
	3. Procedure
	4. Substance
3. Cause and Effect – Proof
	1. Project documents
		1. Bid details
		2. Detailed cost report – variance from budget
		3. Daily reports
		4. RFIs
		5. Change orders
		6. Written communications
		7. Meeting minutes
		8. Photos and video
	2. Identification of causes (what, when, why, where) (avoid who – focus on events)
		1. Follow the money
		2. Project staff input
		3. Earned value variance
		4. Project records
	3. Use of schedules
		1. Will be the story board to link cause and effect
		2. Base line imperative
		3. Resource loading of schedule from bid estimate
		4. Updates must be regular
		5. First look at logic relationships
		6. Verify critical path activities
		7. Second look for late start activities
		8. Verify revisions for changes and acknowledged time extensions
		9. Verify resource loading aligns with cost allocations
4. Analytical Approaches – Schedules in “native” electronic form imperative
	1. AACE International recommended practices as guides
	2. Preference for “windows analysis” of schedules
	3. Schedule variance reports
	4. Logic variance reports
	5. Report of added and change activities
	6. Planned vs. actual resource usage – cumulative and weekly
	7. Measured mile approach to impact quantification
5. Red Flags
	1. Risk check lists used as guide
	2. Number 1 – UNTIMELY ACTIONS AND RESPONSES
	3. Specific schedule issues
		1. Late or no baseline project schedule
		2. No overall project schedule update
		3. Only building with short look ahead schedules
		4. Attribution of change orders and time extensions not included in schedule
	4. Performance issues
		1. Start dates in jeopardy
		2. Starts and stops are prevalent
		3. Access issues – including multiple trades in area
		4. Significant RFIs
		5. Multiple change orders
		6. Out of sequence work voluntary or directed
6. Recommendations
	1. Reconcile bid estimate with project cost accounting
	2. Reconcile project cost accounting with project schedule
	3. Hold monthly risk review at time of pay application preparation
	4. Make sure have own schedule for work even if no general schedule exists
	5. Follow your schedule unless prevented from doing so
	6. Make sure schedules are updated and preserve all electronic versions
	7. Read contract and highlight all NOTICE provisions and time limitations
	8. Keep good detailed daily reports of project activities
	9. Be cautious not to waive any rights
	10. Resolve disputes as quickly as possible