

Jerry Marlow, MBA, Writing Sample

(917) 817-8659

www.jerrymarlow.com

jerrymarlow@jerrymarlow.com

Copyright © 2003 Jerry Marlow

***Triad Project Management, Inc.
Construction Management Services***

You Can Earn a Higher Return on Your Construction Projects

Through a rolling cycle of anticipation, translation, simulation, evaluation, revision, negotiation, administration and supervision, Triad Project Management keeps your construction project on schedule, within budget and under control.

If you are a real estate developer, every major construction project you undertake is a gamble. You're betting that you can put together a property, a design, financing and construction at a price and in a timeframe that will yield a handsome return in a dynamic market.

The risks you face are in proportion to the number of things that can go wrong—which is almost endless. Things can go wrong in any phase of your project: planning, design, bidding, contract negotiation, construction, completion and inspection. Lapses and sloppiness can occur in conceptualization, scheduling, specifications, approvals, administration and installations. Things that go wrong in one phase create and compound problems in subsequent phases.

Through a combination of industry savvy and sophistication, Triad Project Management, Inc. can make a lot of delays, disputes and problems you might otherwise have simply not happen.

Through value engineering and pre-purchases of major pieces of equipment, Triad can achieve significant cost savings for you.

Triad's project management services save you much more money than they cost you. Triad Project Management, Inc. can increase your return on your construction investment.

Let Triad look after your best interests among the contending factions who are spending your money.

Avoiding costly delays and mistakes on any construction project would be difficult enough even if all parties worked in harmony and had your best interests at heart. But the parties upon whom your project depends have divergent personalities and competing self interests.

Successfully completing your project means integrating the work of:

- The eternal optimist—an architect for whom beauty may be truth (and time and money may be vulgar nuisances);
- A pack of pessimists—the squadron of engineers who are always telling you why things can't be done;
- The consummate conniver—a contractor who knows the more cheaply he can fulfill his contract, the more money he makes; and
- The ultimate pragmatist—a banker who says, "No milestone achievement, no draw."

The contending agendas of these parties easily can exacerbate the risks inherent in any large project. The compounding of multiple risks with multiple agendas can consume more and more of your money and take more and more of your time away from other projects.

Triad Project Management, Inc. can schedule and control these people for you without getting them bent out of shape. Triad can make sure that what one party is doing meshes with what other parties have to do. Triad can synchronize their activities rigorously toward meeting your quality and financial objectives.

Triad looks after your best interests. Triad has the industry knowledge and people skills to do it effectively.

Compare potential problems to the Triad approach to project management.

If you allow your construction project to roll along without rigorous control, countless problems can arise. Every problem can postpone the project's start and delay its completion. When problems compound upon one another, they compound delays. In construction, time is always money. Every delay costs you money.

You need not have these problems. Triad's approach to project management makes achievement of your financial objectives the project's number one priority.

Triad's approach recognizes the high cost of mistakes, delays and reworks. Triad anticipates likely problems and takes steps to ensure that they do not occur. Triad schedules projects and negotiates contracts rigorously. Triad supervises work systematically and sees that work is done to specification.

When you compare potential problem scenarios to the Triad approach, you see time and again that Triad can save you time, money and aggravation.

Triad brings management discipline to the design process.

Typical Design Problems

It's easy for architects and other designers to become preoccupied with pursuing elusive design objectives. They can become preoccupied with making their own reputations at the developer's expense and at the expense of his financial objectives.

Their pursuit of design objectives can draw out the design phase and prolong the amount of time the developer has to carry the project without construction financing.

All too often, when a developer goes out to bid, he discovers that the architect's design will cost more to construct than the project is going to return. The developer loses time, momentum and enthusiasm. If he has to rework the design, during the time lost other aspects of the project can begin to unravel.

Or worse, after a project is completed, a developer may discover that the architectural design failed to meet prospective tenants' functional requirements. He is unable to market the property at a price that yields an adequate return on his investment.

Triad Design Management

Triad is quick to grasp your design and financial objectives. Triad professionals work with your staff or with marketing consultants you have hired to understand fully the market requirements of the property you are putting together.

Triad:

- Guides the design team to ensure that their designs fit your objectives and the requirements of prospective tenants.
- Develops efficient schedules for completion of design work and keeps design professionals to those schedules—without intruding upon their creative talents and sensibilities.
- Shapes concepts and designs for efficient and economical construction.
- Reviews preliminary designs to make sure they provide for maximum leasable space and meet prospective tenants' functional requirements.

In every phase of the design cycle, as architects and other design professionals prepare and present designs, Triad quickly develops detailed construction estimates, time requirements and cash-flow requirements.

With Triad as your project manager, you arrive more quickly and confidently to the point where you can secure construction financing.

If you bring Triad into your project before you select a design team, Triad can provide you with track record information on the architects and designers you are considering for your project and on additional architects and designers qualified to undertake your project.

Triad reviews designs and specifications to ensure that they permit economical construction, make optimal choices of materials and equipment, and meet code requirements.

Inattentive Designs

If designers are allowed to focus exclusively on aesthetic issues, they may develop designs that require unorthodox materials and expensive construction methods. Their designs may be vulnerable to many change orders.

If a developer proceeds with these designs unmodified, he may spend large sums that he cannot recapture when he markets the property.

During construction, a developer may discover that architectural design fails to provide adequate space for electrical and mechanical equipment. Installation specifications may fail to meet code requirements.

Designs and specifications may fail to make adequate provisions for life-safety systems, environmental-control equipment, "intelligent-building" systems and people-moving equipment.

On renovation projects, specifications may prove impracticable in light of field conditions.

Inadequate attention to construction considerations, operational necessities, and code requirements during the design phase can cause delays and lead to expensive reworks.

Triad Attention to Detail

Triad:

- Reviews documents to ensure that they make adequate but efficient provisions for mechanical, electrical and other equipment and systems and that they provide adequate installation and chase spaces for equipment and systems.
- Reviews documents and specifications against code requirements, functional requirements and, on renovation projects, against field conditions.
- Runs value engineering studies to find more economical construction approaches and materials selections.
- Performs life-cycle cost and performance analyses to determine equipment selections that will give your building maximum value at minimum cost.

Triad professionals think project requirements through before expensive physical work begins.

The way Triad translates design documents into bid documents increases your control over the construction project.

Typical Translation Lapses

On many construction projects, a lapse of control occurs in the translation of design drawing and documents into bid documents. Ineffective translation can lead to sloppiness and delays in the bidding process.

If bid documents leave room for different interpretations of the work called for, some contractors may not understand the scope of work. They are likely to give inappropriate and inaccurate bids. If they get the job, they may under perform to keep their costs down.

Other contractors may lowball the bid intentionally to get the job; then count on making their profit through change orders and tricky manpower allocations.

Triad Translations

Triad translates design drawing and specifications into clear and rigorous bid documents. Triad breaks designs down to a level of work detail and specificity that eliminates ambiguity and does away with leeway for multiple interpretations.

Triad can manage the bid process for you. Triad reviews bids to ensure that bidders fully understand the scope of work.

Triad checks on bidders' backgrounds, current workloads and financial strength to make sure they can perform the work and will be around to complete it.

Triad uses contract negotiations to establish a rigorous construction schedule and to set up payment control measures.

Contractors want loose contracts.

Contract negotiations are an adversarial procedure. Contractors try to negotiate and maneuver for generalized specifications, infrequent milestones, and maximum flexibility. They try to build into the contracts maneuvering room that they can use later on as leverage for approval of change orders.

Triad negotiates tight contracts.

When Triad negotiates contracts, the firm breaks work specifications down to even greater levels of specificity than when it prepares bid documents.

Triad develops and negotiates construction schedules that provide for very short-term, clear and specific construction milestones. The firm incorporates final construction estimates into every contract.

Triad develops detailed schedules of value and attaches them to contracts. Schedules of value become the basis of all progress payments and provide a clear picture of your cash flow requirements.

From the contract documents, Triad prepares for you a definitive project budget.

If appropriate, Triad can work with you to ensure that construction financing draws are congruent with the schedule of value payments to contractors.

If you are fast-tracking a project, Triad can negotiate with contractors on your behalf and perform the intensive schedule co-ordination and control that fast-tracking requires.

Triad develops sophisticated schedules, keeps schedules under rolling revision, and manages work aggressively against those schedules.

Lax scheduling encourages slippages and delays.

On the typical construction project, 90% of the product is produced in 60% of the time. The remaining 40% of the time is used to complete the last 10% of the product. While this disproportionate expenditure of time on project completion is typical, it is not inevitable. Project completions drag on primarily because of inadequate planning, ineffective scheduling or both.

Even within the relatively productive 60% of a typical project, construction can suffer from multiple one-day slippages in deliveries of materials and in starts of new work. Multiple one-day slippages add up to a major slippage in project completion.

If contractors are late in ordering long-lead-time equipment, significant delays can result.

If designers fail to review shop drawings and submittals in a timely manner, fabrication and installation can be delayed. If they wait until time for installation to inspect—and reject—materials or equipment, delays and costs can pile up.

All too often designers actually wait until equipment and materials are installed to inspect and reject them. They order work ripped out and done over.

Delays in one aspect of construction can ripple through the entire project and disrupt the schedules of several trades. Delays and slippages prolong the amount of time the developer has to carry the project. They postpone the day when he can recoup his investment.

Triad scheduling moves work aggressively forward.

Triad makes knowledgeable and intelligent use of network-based scheduling techniques. A Triad schedule shows the critical path of activities that different trades must perform to complete your project. It shows the lead times, start dates and times-to-completion of every aspect of the project. It identifies the resources that flow into the project, the dates they are to be ordered and the dates they are to be delivered. It shows the earliest feasible dates for materials, equipment and installations to be inspected.

Triad uses the schedule as a sophisticated check list to monitor work in progress, order materials, order equipment and order and review inspections.

A Triad schedule enables the firm to identify problems in the making, intercept them upstream and resolve them before they damage your project.

Whenever there is a mismatch between the amount of time an activity is scheduled to take and how long it actually takes, Triad revises the schedule accordingly and keeps all trades informed of changes.

Triad relies on sophisticated schedules to provide tracking and control information. The firm controls projects through industry knowledge, aggressive management techniques and savvy interpersonal skills.

A Triad schedule allows contractors little opportunity for slack time or overtime—unless you make the decision to accelerate the project.

The Triad combination of sophisticated scheduling and aggressive management can help you overcome the industry's tendency to tolerate drawn out completions, slippages and delays. Triad can advance the day you bring your project to market.

Triad prepares the construction site and keeps it functioning.

To function effectively, a construction site requires a number of approvals, services and amenities. Triad arranges for these and sees to it that services are maintained.

Triad obtains the required licenses and permits, arranges for utility services, and for site security.

Triad arranges for sanitation facilities, demolition work and removal of debris and garbage.

During construction, Triad represents your interests strongly and effectively.

Unfolding events require judgments and decisions.

Once construction is underway, contractors and subcontractors rapidly transform designs, material, human resources, capital and energy into structure. Even with effective planning and responsive scheduling, the unfolding of events requires many judgments, decisions and adjustments.

Because decisions are invariably made to serve the best interests of the decision makers, if a project developer is not well represented in the decision-making process, his interests are not likely to be well served.

If contractors are managed loosely, daisy-chain subcontracting may occur and the developer loses control of who's doing the work. The financial collapse or other failure of an unknown subcontractor can wreak havoc with an entire project.

If materials used and workmanship are not adequately monitored, non-conforming work may be produced.

If administrative work is done sloppily or late, irregularities can creep in.

Triad guides decisions and keeps control.

Triad professionals represent your interests at decision-making meetings between architects, contractors and designers. Triad ensures that decisions made at those meetings fit your design, financial, market and quality objectives.

Triad sees to it that only agreed upon subcontractors perform work—that is, that the people hired to do the work do the work and don't sub it out further.

In accordance with contracts, Triad ensures that adequate funds to cover the cost of remedial work are retained. Whenever appropriate, the firm includes in invoice approvals recommendations to retain additional funds.

Triad prepares, issues and controls requisitions for materials. The firm maintains project logs and site records.

Working from the schedule of values, Triad verifies all contractor requests for progress payments. The firm monitors work on each aspect of the project and ensures insofar as is practicable that materials and workmanship are in conformance with the approved contract drawings and specifications.

Triad prepares all change-order documentation. The firm verifies contractor proposals for change orders, corroborates with industry sources contractors' proposed prices and manpower requests, and recommends your approval of necessary change orders. Triad updates the project budget to reflect approved change orders.

Triad arranges for necessary and prudent field inspections and laboratory tests.

As contractors and subcontractors complete milestones, Triad reviews their invoices and submit them to your accounting department with recommendations to pay.

As a regular part of the payment process, Triad secures lien releases and waivers from contractors and subcontractors.

Triad represents your interests every step of the way.

Triad can save you money by arranging for pre-purchase of major pieces of equipment.

Equipment markups can be substantial.

A major area in which contractors make money is by marking up purchases of major pieces of equipment. Contractors typically markup heating, ventilating air conditioning, electrical, plumbing and other major equipment and materials from 20% to 30%.

Contractor markups can add significantly to the cost of your project.

On significant items, Triad saves you the markup.

Triad identifies those items where potential savings merit pre-purchase. For the items identified, Triad runs value-engineering and life-cycle cost studies to determine the optimum selection and configuration of equipment.

The firm prepares performance and fabrication specifications, reviews shop drawings, purchases the equipment, arranges for interim storage, and arranges for delivery of equipment to the construction site for installation.

Through pre-purchases of major pieces of equipment, Triad may be able to save you a significant percentage of the construction cost on a typical project.

Triad brings energy, stamina, persistence and control measures to project closeouts.

At the end of a project, the size of tasks to be done goes way down, but the number of tasks to be done goes way up. It's easy for project closeouts to turn into a nightmare of little bitty things that still haven't been done.

To close out your project, Triad conducts a formal, detailed inspection with the design team(s) to identify items that are not acceptable within the contract requirements.

Triad prepares punch lists of uncompleted and incorrectly completed tasks. The firm ensures that contractors complete the punch lists items expeditiously and to the quality standards called for in the contract documents.

Triad provides you with a complete cost accounting of resources used on the project.

In addition to taking the appropriate formal steps to close out your project, Triad professionals also have the energy and stamina to swarm all over a project near completion and make sure that every little thing gets done expeditiously and done right.

Triad can manage your next project for you all the way through.

Managing a project yourself is aggravation you don't need.

If you are a successful real estate developer, you have the genius to look at a site and see possibilities for creating structures of aesthetic, functional and commercial value. You have the know-how and the contacts to put together a property, design and financing.

Once you have had the creative vision, once you have been through the rigmarole of putting together the package, you should not have to spend all your time supervising the people who are implementing your vision.

But you dare not turn over to architects, designers, contractors and engineers the realization of your market and financial objectives.

Triad synchronizes and controls the interdependencies.

Triad can take over the job of project management for you. Triad can guide, synchronize, integrate and control the work of architects, designers, engineers, contractors, subcontractors and inspectors to meet your objectives—all your objectives: design, functional, timing, market and financial.

Triad can save you money through pre-purchases of major pieces of equipment.

Every aspect of project development and construction is interrelated and interdependent. To control the interdependencies, Triad would like to manage your next project all the way through—from conceptualization to completion.

Triad professionals have the industry knowledge, technical sophistication and interpersonal skills to manage a project comprehensively and meet your objectives.

***To get to know Triad,
give the firm a limited
assignment.***

Triad unbundles its project-management services.

Perhaps you would like to get to know a firm before you turn a major project over to it. The best way to get to know Triad is to give it a limited assignment.

Triad offers its services unbundled as well as in a comprehensive package. The firm welcomes the opportunity to serve you in one or several aspects of project management.

As a limited assignment, Triad can:

- Provide you with names of architectural and design firms and with information on their capabilities,
- Develop a schedule for design work,
- Guide designers to meet your financial, market and design objectives,
- Develop construction estimates and budgets,
- Review designs and specifications against functional, construction and code requirements,
- Translate design documents into bid documents,
- Manage the bid process,
- Provide you with names of contractors and subcontractors and information on their commitments, capabilities and financial strengths,
- Translate design and bid documents into contract documents,
- Negotiate construction contracts,
- Develop network-based construction schedules,
- Obtain approvals and prepare site for construction,
- Manage construction,
- Run value-engineering and life-cycle cost studies for major pieces of equipment, or
- Arrange for pre-purchases of equipment, equipment storage, delivery and installation.

Whichever aspect of project management you turn over to Triad, you will discover quickly how the firm can increase your control, avoid problems and save you money.

See how your vision and objectives match up with Triad's capabilities.

Peter Brown, the president of Triad Project Management, Inc., would like to discuss your next project with you. He would like to hear what your vision for your property is and what your design, market and financial objectives are.

He would like to talk to you about how Triad's capabilities match up with your objectives. He would like to talk to you about ways in which Triad can help you earn a higher return on your construction projects.

Give Peter Brown a call now. You can reach him at (212) 947-8050.

Earn a higher return on your next construction project. Let Triad Project Management manage it for you.

***Triad Project Management, Inc.
(212) 947-8050
130 West 30th Street
New York, New York 10001***

Jerry Marlow, MBA, Writing Sample

(917) 817-8659

www.jerrymarlow.com

jerrymarlow@jerrymarlow.com

Copyright © 2003 Jerry Marlow