

Split Rock PM Questions

A number of statements were made in the Split Rock prospectus provided to Chris last fall indicating both familiarity and experience with project management (PM). These included:

“When you have one project manager throughout the entire process. You get exceptional attention to detail.” p#4

“Our project management process has a reputation for being the best in the business.” p#6

“Our PM will ensure subcontractors are also aware of and on track for their milestone dates ...” p#6

“At weekly meetings, the PM ensures the team is on schedule for upcoming deliverables and milestones and coordinates ...” p#6

As a follow-up to these statements and a request from the Besser Museum’s executive director, I want to explore Split Rock’s perspectives on this topic to gain assurance that the project would be both well managed and acceptable to the Besser Project Team.

PM Point of Contact

Your prospectus states that there will be a single PM for the entire project life cycle.

- Can you elaborate on who this would be?
- Is this person a formally trained and certified PM or is this due to on-the-job experience?
- How many years have they been doing this?
- Will your PM “walk” every inspection, interim/final product deliverables?

Team (and Client) Meetings

- Your prospectus indicates that the pm will conduct weekly meetings. Is this with the Split Rock project team? Subs? And/or with the client?
- What PM software and/or tools does Split Rock use and does it include a remote client interface?
- How often will meetings be held with the client to go over issues and resolution options?
- How will the PM communicate with the Besser project team? Email, conference video call, etc.
- How often are construction status reports with pictures and schedules presented to the team?

Subcontractors

- Do you envision the need for subcontractors for this project? If so, what do you envision subcontracting?
- How will you interact with various subcontractors hired by Besser Museum?

Change Orders and Project Scope Creep

- How do you manage scope creep and change orders?
- What does your PM do to mitigate change orders?

Other Ongoing Split Rock Projects

- How many projects do you have going at one time?
- Will the person(s) assigned to manage and/or work on our project be managing other projects at the same time?

Worker and Client/Customer Safety

- How is your safety record?
- How do you ensure everyone's personal safety on the jobsite?
- Do your workers undergo any safety training?
- Does Split Rock have general liability insurance and workers' compensation for all employees on site? (Knowing this information is important if there is an accident as you want to be protected as much as possible if someone does get hurt on your property.)

Permits

- Do you envision the need to obtain building-related permits for this project? (building codes, electrical, etc.)

Payment Schedule

- Can we discuss typical payment terms before work begins, (by deliverable/interim deliverable?) including key deliverables, payment amounts, and due dates?
- Do you require a contingency for project scope expansion? If so, by what percent of the project budget?

Guarantees

- Does Split Rock offer guarantees/warranties and if so, can we get the specifics in writing? (This should clearly disclose what's covered in the build, what's not, and for how long.)

End of Project Paperwork

- What can I expect at the end of the project in the way of paperwork? Warranties, etc.)
- What about as-built drawings showing media locations, manuals for installed equipment and a complete list of (your) subcontractors on the project.
- Are there things that we need to document on our end that Split Rock does not intend to cover?