

Introduction

“No plan can be considered complete - or satisfactory - until it produces measurable outcomes and incorporates mechanisms that allow mid-course corrections based on results.” - Judith Rodin

Construction litigation can be messy, and messy can get expensive. We have been working for years to create a system for delivering construction consulting services at the highest level of professionalism while controlling expenses. We have created a powerful system called *Managing Expert Work and Costs: A Review of Case Studies*.

Using this system combined with our 10-step *Solving Building Problems Method* we guarantee to get our clients through the project as quickly and efficiently as possible. We do this through carefully thought out project planning, disciplined execution of the plan, and frequent review of the “return-on-investment” (ROI) versus cost.

Learning Objectives

1. Introduce the fundamentals of managing expert costs.
2. Review of the project planning process.
3. Essentials of project plans and budgets.
4. Execution and management of expert work and project plans.
5. The mechanics of updating project plans and budgets.
6. Discuss managing multiple experts.

Program Outline

1. Introduction: Project Information Collection
2. Project Planning Process – 10-Steps
3. Project Plan and Budget
4. Execution and Management of Plan
5. Project Plan Changes and Updates
6. Project Status Meetings and Memos
7. Conclusion: Project Close

Back-Up Materials

1. Managing Expert Costs Article
2. Case Study Documents – Plaintiff
3. Solving Building Problems Article
4. Case Study Documents – DEV/GC
5. Sample Project Plan Memo
6. Work Breakdown Structure from Wikipedia
7. Case Study Documents – Personal Injury
8. Case Study Documents – Plaintiff
9. Sample Project Plan Budget Update
10. Case Study Documents – Bad Faith
11. Sample Project Status Memo
12. Case Study Documents – Cross Defendant
13. Managing Multiple Experts Budget
14. Case Study Documents – Personal Injury

Program Contents

1. *Introduction: Project Information Collection*
 - A. Program Outline
 - B. MAMA Meeting Method
 - C. Learning Objectives
 - D. System Components Summary
 - E. Images and Information
 - F. Case Study – Plaintiff Case
2. *Project Planning Process – 10 Steps*
 - A. 10-Step Solving Building Problems Method
 - B. OMMA Goodness! Project Planning Method
 - C. Menu of Deliverables
 - D. Return-on-Investment
 - E. 5-Level Analysis
 - F. Case Study – Developer/GC Case
3. *Project Plan and Budget*
 - A. Project Plan Memo
 - B. Milestones & Deliverables
 - C. Work Breakdown Structure
 - D. Scope-Budget Matrix
 - E. Approval Mechanisms
 - F. Payment Process and Timing Agreements
 - G. Case Study – Personal Injury Case
4. *Execution and Management of Plan*
 - A. Executing Levels of Work
 - B. Milestones & Actions
 - C. Case Study – Plaintiff Case
5. *Project Plan Changes and Updates*
 - A. Updating the Project Plan & Budget
 - B. Scope-Budget Matrix Update
 - C. Approval of Revised Plan & Budget
 - D. Case Study – Insurance Bad Faith
6. *Project Status Meetings and Memos*
 - A. Project Status Meeting
 - B. Comparing Performance to Plan
 - C. Project Status Memo
 - D. Case Study – Cross-Defendant Case
7. *Conclusion: Project Close*
 - A. Managing Multiple Experts
 - B. Project Close Meeting and Memo
 - C. Case Study – Personal Injury
 - D. Learning Objectives

Managing Expert Work and Costs: A Review of Case Studies

Pete Fowler Construction Services, Inc.
April 2011

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- Judith Rodin

Program Outline

1. Introduction – Project Information Collection
2. Project Planning Process – 10 Steps
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7. Conclusion: Project Close

1. Introduction: Project Information Collection

- A. "MAMA" Meeting Method
- B. Learning Objectives
- C. System Components Summary
- D. Images and Information
- E. Case Study – Plaintiff Case

A. "MAMA" Meeting Method

Our business is project based and every project is unique and has a new set of challenges for each member of the team. While a comprehensive project management system is an important tool set, getting the details right from day-to-day is done person-to-person.

We have a meeting management method that everyone in the company is taught that helps us make meetings effective, offers a structure for delegating critical Action Steps, and has a built-in accountability mechanism. Our meeting agendas and minutes have 4 major components: Meeting information, agenda, minutes, and action steps (acronym M.A.M.A.).

The heart of the system is to agree on SMART (specific, measurable action oriented, realistic, and timely) Action Steps at the end of a meeting, and then paste those action steps into the agenda for the following meeting as old business to make sure that each has been completed.

Managing Expert Work and Costs

1. INTRODUCTION

A. "MAMA" Meeting Method - Sample

04/21/2010

MEETING INFO: Time: 4/21/10 , 3 pm, Attendees: GW, JC, AP

AGENDA:

1. Review Project Information, what we have done
2. Discuss what was requested by Attorney

MINUTES:

1. Another expert has been hired by ATY for cause of damage and loss of business - we think as of now that the fan probably wasn't source of fire, but we are not hired to determine that.
2. ATY wants us to put a number on what it would cost to fix the damages.
3. We have limited documents - figure out layout of room are the photographs.

ACTION STEPS:

1. AP: Look through Document Index and Timeline to determine if we need any additional documents
2. AP: Use photographs to draw a layout of the room
 - a. review and analyze photos in observation matrix. Tag photos that include orientation reference, add comments in analysis column
 - b. Prepare conceptual floor plan diagram as much as possible for the affected areas.
 - c. Mark up floor plan with photo location references as much as possible.
3. AP: Prepare HW L1 repair scope.
4. AP/JC: Once layout is drawn, discuss level of Estimate to be done
5. AP/JC: Estimate hours needed, update plan and Scope-Budget-Matrix (send to ATY after GW has reviewed)
6. AP/JC/GW: Next PSM on 6/7/10

Managing Expert Work and Costs

1. INTRODUCTION

B. Learning Objectives

1. Introduce the fundamentals of managing expert work and costs.
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5. The mechanics of updating project plans and budgets.
6. Discuss managing multiple experts.

Managing Expert Work and Costs **1. INTRODUCTION**

C. System Components Summary

1. Project Information
2. Project Planning
3. Project Plan
4. Approval of Work
5. Execution
6. Project Plan Updates
7. Project Status Memos (Optional)
8. Project Close Memo (Optional)

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Managing Expert Work and Costs **1. INTRODUCTION**

C. System Components Summary

1. Project Information

Collect

Organize

Make Available – “Client Access”

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D. Images and Information - "Big Picture" Information



Neighborhood Overview

D. Images and Information - "Big Picture" Information



Aerial Overview of Building

Date:	December 1, 2008
To:	Whom It May Concern
From:	Pete Fowler Construction Services, Inc.
Regarding:	Managing Expert Costs System
Note:	Copyright 2008 Pete Fowler Construction Services, Inc.

Introduction

PFCS has been working for years to create a system for delivering consulting services at the highest level of professionalism while controlling expenses. This document contains an overview of our system. The entire system is summarized on this single page. The additional pages are more discussion and attachments.

You are welcome to distribute this document to your clients for their thoughts. Also, we would be glad to come to your office to discuss this system with your staff. PFCS is a registered CA State Bar MCLE provider and this material can be used as a training course so attorneys can receive continuing education units.

System Components Summary

1. Project Information: At the beginning of a project (case) you deliver information like project name, description, name of who we will represent and scope of work, a brief “why we are here”, outline of available information, etc. PFCS will organize the information and make it available online on our Client Access system.
2. Project Planning: An internal, structured process by technical expert(s) and project managers using our (1.) 10-Step *Solving Building Problems* method which includes a “Menu of Deliverables”, (2.) our “Analysis Levels” document (attached) and (3.) our proprietary on-line planning and management tools.
3. Project Plan: Memo that describes the objective, milestones, deliverables, estimated time and budget for execution. Available to all decision makers on Client Access.
4. Approval for Work: Written or verbal approval of work described in Project Plan. Changes to the plan can be requested and integrated at this point.
5. Execution: Disciplined work focused on accomplishing the milestones, creating deliverables described in the Plan, and presenting our work with professionalism.
6. Project Plan Updates: Naturally, litigation can be messy. No amount of planning can make the process 100% predictable. But control can be exercised when assumptions change by updating the Plan (memo), figuring out what analysis is required, and requesting approval so “return on investment” (ROI) decisions can be made.
7. Project Status Memos (Optional): On more complex or expensive projects we can compare performance to plan on a periodic (monthly or quarterly) basis.
8. Project Close Memo (Optional): A final Project Status Memo where we compare performance to plan so learning opportunities can be gleaned.

Detailed Discussion

1. Project Information

- A. At the beginning of a project (case) you deliver information like project name, description, name of who we will represent and scope of work, a brief “why we are here”, outline of available information, etc. PFCS will organize the information and make it available online on our Client Access system.
- B. Structured information that is available to all applicable stakeholders on PFCS Client Access system minimizes duplicative work.
- C. Maintaining Client Access information allows all parties to get up-to-speed quickly.
- D. We often compose an “Images and Information” file with big picture information, satellite and aerial images, exterior photographs and other internet-available data.

2. Project Planning

- A. An internal, structured process by technical expert(s) and project managers using our (1.) 10-Step *Solving Building Problems* method which includes a “Menu of Deliverables”, (2.) our “Analysis Levels” document (attached) and (3.) our proprietary on-line planning and management tools.
- B. In a Project Planning Meeting (PPM) we identify the Objective, Method, Milestones, Deliverables and Actions required to move the project from where it is to the best available alternative as quickly and inexpensively as possible.
- C. PFCS has a standard Project Planning Meeting Agenda and method from our Project Management training. Copies available upon request.
- D. Our planning method for litigation projects is explained in an article called *Solving Building Problems* (Copies available upon request) that includes a multi-level, 10-step method, which includes a “Menu of Deliverables”, for analyzing and solving problems on construction projects and buildings.
- E. We plan and execute investigations at the highest level of professionalism by using our program *Building Wall Inspection and Testing* (Copies available upon request), which integrates the most important building industry standards for analysis of building performance.
- F. We know our work requires ROI and we consider this during planning.
- G. We can plan various “Analysis Levels” and “Exposure Analysis” points at increasing levels of depth and accuracy (Level 1 = Early, Level 5 = Final Analysis). Our “Analysis Levels” document (attached) describes how we work depending on the value of the project. We work with clients to make ROI decisions about the quantity and depth of information and its relative value at various times during the project.

3. Project Plan

- A. Memo that describes the objective, milestones, deliverables, estimated time and budget for execution. Available to all decision makers on Client Access.
- B. The Project Plan memo will be as concise as possible; usually 1-2 pages plus a budget worksheet for easy comparison of original plan, current / revised plan, and performance compared to plan.

- C. For small projects the Plan will generally be organized by Project Milestones or Deliverables with approximate times for each. For example:
1. Document Index and update as necessary (1-3 Hours)
 2. Issues List (includes inspection check-list and interviews) (5-8 Hours)
 3. Visual Inspection and Documentation (preparation, execution and processing) (16-18 Hours)
 4. Issues List – UPDATED (4 Hours)
 5. Opinion Letter with Recommendations (12-14 Hours)
- D. Large Project Plans are organized in a Work Breakdown Structure, like a construction scope of work or estimate, with several main categories (Level 1) and specific deliverables listed below each category (Level 2). See attached Managing Expert Costs - Project Plan sample.
1. Level 1: Preparatory Work: (A.) Client Access information (including One Minute Summary) (B.) Images and Information (C.) Issues / Inspection Checklist
 2. Level 2: Preliminary Investigation: (A.) Document Review and Summary (B.) Interviews with Key Players (C.) Visual Inspection (Prepare for Inspections, Execute Inspections, Process Documentation) (D.) Contract Summary
 3. Level 3: Analysis: (A.) Update Issues Lists (B.) Preliminary Analysis (Issues-Discussion Matrix) (C.) Opinion Letter with Recommendations (D.) Players List
 4. Level 4: Detailed Analysis: (A.) Testing Protocol (B.) Coordinate and Conduct Testing and Process Documentation (C.) Issues List Update (D.) Finalize Analysis (Issues Summary Report) (E.) Construction Cost Estimate (Level 4)
 5. Level 5: Final Analysis: (A.) Presentation Outline (B.) Presentation (C.) Meetings (D.) Deposition Testimony (E.) Trial Testimony
- E. Either method allows easy comparison of performance to plan.

4. *Approval of Work*

- A. Written or verbal approval of work described in Project Plan. Changes to the plan can be requested and integrated at this point.
- B. The approval mechanism should be established in writing before beginning work.
- C. The “approval of changes” mechanism should be established before beginning work.
- D. The payment process and timing should be agreed upon before beginning work.

5. *Execution*

- A. Disciplined work focused on accomplishing the milestones, creating deliverables described in the Plan, and presenting our work with professionalism.
- B. As discussed above, our work is executed in various levels of depth, depending on the project and the “exposure” of the parties.
- C. We will be working toward the completion of approved milestones and actions only.

6. *Project Plan Updates*

- A. Naturally, litigation can be a messy. No amount of planning can make the process 100% predictable. But control can be exercised when assumptions change by updating the Plan (memo), figuring out what analysis is required, and requesting approval so “return on investment” (ROI) decisions can be made.

- B. As changes become necessary, like when an increase in the time required for analysis occurs due to unforeseen or new circumstances, PFCS will re-estimate the time to completion and seek approval of the revised plan at the earliest practical time.
- C. If changes are requested we will update the Plan and seek approval.
- D. Like a kitchen remodel that includes (1.) demolition, (2.) new cabinets, (3.) paint and (4.) flooring, consulting work can be broken down into a similar, simple “work breakdown structure” and managed. If a professional remodeling contractor believes more work is required, the additional work should be approved by the payor prior to execution whenever possible. So too with consultants. Also, Owners in construction often ask for lots of small changes without recognizing the accumulated impact, and then at the end of the project they get an unpleasant surprise. It therefore behooves the professional contractor to update the plan and have it approved. So too with consultants.

7. *Project Status Memos (Optional)*

- A. On more complex or expensive projects we can compare performance to plan on a periodic (monthly or quarterly) basis.
- B. Format similar to the Project Plan memo so that performance can be compared to plan.
- C. This is generally used on medium to large projects.
- D. The Project Status memo will sometimes be a prompt for a multi-party Project Status Meeting.

8. *Project Close Memo (Optional)*: Similar to the Project Status Memo. A final Project Status Memo where we compare performance to plan so learning opportunities can be gleaned. Used to compare performance to plan so learning opportunities can be discussed with the entire team.

References and Standards

1. PFCS *Analysis Levels – Deliverables and Durations* spreadsheet (Attached)
2. PFCS *Managing Expert Costs – Project Plan* sample (Attached)
3. PFCS Client Access brochure (Attached)
4. PFCS *OMAA-Goodness! Project Planning and Management Framework*
5. PFCS *Solving Building Problems*
6. PFCS *Building Wall Inspection and Testing*
7. PFCS *Building Wall Design & Construction*
8. PFCS *Contracting 101*

PFCS Analysis Levels

Deliverables and Durations

Line	PFCS 10-Step Solving Building Problems Method	Level 1: Preparatory Work	Level 2: Preliminary Investigation	Level 3: Analysis	Level 4: Detailed Analysis	Level 5: Final Analysis
1	Collect, Organize & Understand	Images and Info.	Document Index, Project Summary memo	Document Summary	Deposition Summary, Document Index UPDATE (with LOTS of documents the Index may require re-organization)	See Level 4
2	Plan	5-15 points on One Minute Summary, Project Plan memo	Project Plan Update, Project Status Memo	Project Status Memo	Earned Value Analysis	Earned Value Analysis
3	Scope of Work	1 sentence to 1 paragraph on One Minute Summary	Contract Summary, Players List	Scope of Work Matrix (Multiple Parties), Scope Hypothesis Memo	See Level 3	See Level 3
4	Issues	5-15 points on One Minute Summary, Issues List, Plaintiff Issues List	Timeline	See steps 7 and 8	See steps 7 and 8	See steps 7 and 8
5	Locations	1 sentence to 1 paragraph on One Minute Summary, Aerial Images	Locations Matrix, Inspection Summary, Site Map	Locations Matrix with additional data: Inspections, Testing, etc..., Elevation Drawings (Marked-Up), Floor Plans (Marked-Up)	Complete Quantity Take Off for L3-4 Estimate	See Level 4
6	Costs	1 sentence to 1 paragraph on One Minute Summary	Plaintiff Estimate Summary, PFCS Order of Magnitude Estimate	PFCS Level 2-3 Cost Estimate	PFCS Level 4 Detailed Estimate	PFCS Level 5 Bid-Level Estimate
7	Issues-Locations Analysis	None	Visual Inspection Documentation	Issues List w- Locations, Visual Inspection Analysis	Testing, Testing Summary Matrix, Issues-Locations Matrix	See Level 4
8	Issue-By-Issue Analysis	None	Limited to None	Issues-Discussion Matrix, Scope of Work (Repairs)	Issues Summary report, Allocation Matrix	Testimony Outline
9	Hypothesize	Initial Reaction, Exposure Analysis (L1)	Opinions in Opinion Letter or verbal talking points, Exposure Analysis (L2)	Opinions in Issues-Discussion Matrix, Exposure Analysis (L3)	Exposure Analysis (L4)	Exposure Analysis (L5)
10	Present	Telephone Call, Proposal	Opinion Letter, Investigation Recommendation	Meeting Agenda / Minutes	Powerpoint Presentation, Detailed Issue Analysis, Detailed Issue Response	Deposition, Arbitration and / or Trial Testimony
11	Total Time	1-10 Hours	8-80 Hours	60-160 Hours	100-200 Hours	200 Hours +

Managing Expert Costs

Project Plan

Line	Scope of Work / Deliverables	Original Plan		Current Plan		Month 1	Month 2	Month 3	Month 4	Month 5
		Hours	Costs	Hours	Costs					
1	Level 1: Preparatory Work									
2	A. Client Access Information (including One Minute Summary)	2	\$ 290.00	2	\$ 290.00					
3	B. Images and Information	1	\$ 145.00	1	\$ 145.00					
4	C. Issues / Inspection Checklist	2	\$ 290.00	4	\$ 580.00					
5	D. Document Index	2	\$ 290.00	8	\$ 1,160.00					
6										
7	Level 2: Preliminary Investigation									
8	A. Document Review and Summary	4	\$ 580.00	16	\$ 2,320.00					
9	B. Interviews with Key Players	2	\$ 290.00	4	\$ 580.00					
10	C. Visual Inspection: Prepare, Execute, Process Documentation	16	\$ 2,320.00	20	\$ 2,900.00					
11	D. Contract Summary	2	\$ 290.00	3	\$ 435.00					
12	E. Meetings / Telephone Conferences	0	\$ -	8	\$ 1,160.00					
13										
14	Level 3: Analysis									
15	A. Update Issues Lists	4	\$ 580.00	4	\$ 580.00					
16	B. Preliminary Analysis (Issues-Discussion Matrix)	6	\$ 870.00	16	\$ 2,320.00					
17	C. Opinion Letter w- Recommendations	10	\$ 1,450.00	24	\$ 3,480.00					
18	D. Players List	2	\$ 290.00	4	\$ 580.00					
19	E. Meetings / Telephone Conferences	0	\$ -	8	\$ 1,160.00					
20										
21	Level 4: Detailed Analysis									
22	A. Testing Protocol			4	\$ 580.00					
23	B. Testing: Coordinate, Conduct and Process Documentation			32	\$ 4,640.00					
24	C. Issues List Update			8	\$ 1,160.00					
25	D. Finalize Analysis (Issues Summary Report)			24	\$ 3,480.00					
26	E. Construction Cost Estimate (Level 4)			24	\$ 3,480.00					
27										
28	Level 5: Final Analysis									
29	A. Presentation Outline			8	\$ 1,160.00					
30	B. Presentation			32	\$ 4,640.00					
31	C. Meetings			16	\$ 2,320.00					
32	D. Deposition Testimony			40	\$ 5,800.00					
33	E. Trial Testimony			40	\$ 5,800.00					
34										
35										
36	Total	53	\$ 7,685.00	350	\$ 50,750.00	-	-	-	-	-

PFCS CLIENT ACCESS

We've recently rolled out a new feature for all of our clients:
Free Online Access to Your Projects

Our Client Access system is designed to provide easy, secure access to all of the documents we publish, all of our inspection photographs in a sortable and searchable format, and all of the accounting information for every project you have with us.

Not only is this system free to every client; it is actually the front-end of a complete project planning, management and accounting system that increases our effectiveness in *solving building problems* on time and within budget. Our goal has always been to get our clients to the end of their projects as quickly and inexpensively as possible. Our Client Access system helps by making valuable information instantly available. Log on at <https://access.petefowler.com> and see this powerful system for yourself.

08-738 Smith v ABC Construction

Project Information

Insured/Represent ABC Construction
 Trade General Contractor
 Address 123 Elm, Springfield, CA (Map)

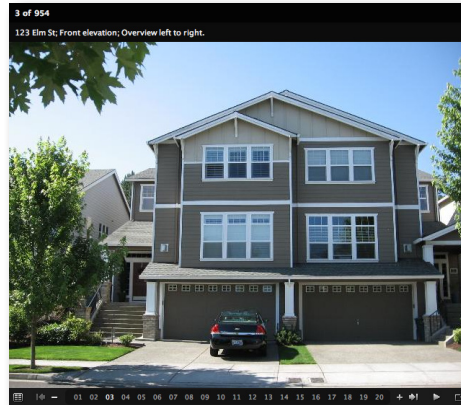
One Minute Summary

- BIG PICTURE OF THE PROJECT:**
The project involves a Single-Family residence located at 123 Elm in Springfield, California. Composition shingles. Based on our review of City of Springfield data, construction was completed.
- CLIENT'S ROLE IN THE BIG PICTURE:**
ABC Construction planned, developed, and constructed the home and directed the marketing.
- WHY ARE WE HERE? ISSUES:**
Plaintiff Experts Inc. inspected the home on 2/12/08 and provided a report to the Owner, Mr. metal flashings, and composition roof.
- WHAT HAS PFCS DONE?**
PFCS conducted an inspection on 7/5/08, analyzed the issues alleged by Plaintiff Experts Inc.
- WHAT SHOULD PFCS DO?**
Nothing at this time.

Published Documents

- 2A Issues List 08-07-02
- 2A Opinion Letter 08-07-25 PUBLISHED
- 2F Live Maps 5 08-07-02

Project Information



Searchable Photograph Viewer

Type	Payor	Ref. No.	Claim No.	Check Date	Invoiced	Payments	Due
Invoice		08-738-07-04-30		04/30/07	165.00		0.00
Payment	InsCo	8574639		05/21/07		165.00 100.0%	
Invoice		08-738-07-05-31		05/31/07	2,400.00		0.00
Payment	InsCo	1998207		06/20/07		2,400.00 100.0%	
Invoice		08-738-07-06-30		06/30/07	432.00		0.00
Payment	InsCo	6777485		07/25/07		432.00 100.0%	
Invoice		08-738-07-11-30		11/30/07	1,902.00		0.00
Payment	InsCo	0098172		01/23/08		1,902.00 100.0%	
Invoice		08-738-07-12-31		12/31/07	870.00		0.00
Payment	InsCo	3384775		01/23/08		870.00 100.0%	
Invoice		08-738-08-02-29		02/29/08	1,082.00		0.00
Payment	InsCo	2312113	34561335546322	06/05/08		1,082.00 100.0%	
Invoice		08-738-08-03-31		03/31/08	1,644.41		0.00
Payment	InsCo	6683944	34561335546322	06/07/08		1,644.41 100.0%	
Invoice		08-738-08-04-30		04/30/08	2,030.00		0.00
Payment	InsCo	3958674	34561335546322	06/05/08		2,030.00 100.0%	
Invoice		08-738-08-06-30		06/30/08	1,375.37		1,375.37
					\$11,900.78	\$10,525.41	\$1,375.37

Detailed Accounting Data

E. Case Study – Plaintiff

E. Case Study – Plaintiff Case



3-level, 4-unit condominium building near the beach in Venice, CA constructed around 1988-89.

Managing Expert Work and Costs

1. INTRODUCTION

Project Overview

Plaintiff is the owner of the top right unit (Unit C or 3). Low-slope roof replacement work and replacement of the roof-top deck areas was performed by an unlicensed roofer hired by the HOA during the winter of 2004-05.

Plaintiff reported dramatic leakage into her unit. There was additional leakage into the neighboring unit and the garage during the winter of 2005. This was due in part to the removal of the old roof and lack of protection during the rains.

Although some repairs have been made the roof continues to leak into Units C and D (3 and 4). The owner is suing the HOA due to the leaks. There is interior damage and Plaintiff has received estimates in the range of approximately \$100,000 for the interior repairs.

Managing Expert Work and Costs

1. INTRODUCTION

Initial Project Plan Budget

www.petefowler.com		Plaintiff Case		4/12/2011	
<i>Project Plan Budget</i>					
#	Scope of Work / Deliverables	Status	Current Plan		
			Hours	Costs	
1	Level 1: Preliminary Investigation				
2	A. Document Review and Index	D	4	\$ 520.00	
3	B. Inspection Documentation	D	8	\$ 1,200.00	
4	C. Preliminary Issues List	IP	4	\$ 680.00	
5	D. Photo Analysis and Verbal Recommendations	IP	2	\$ 340.00	
6	Subtotal Level 1		18	\$ 2,740.00	
7	Level 2: Analysis				
8	A. Research	TBC	2	\$ 340.00	
9	B. Locations Matrix	TBC	2	\$ 340.00	
10	C. Estimate Comparison	TBC	4	\$ 680.00	
11	D. Meetings / Teleconferences / Correspondence	TBC	2	\$ 340.00	
12	Subtotal Level 2		10	\$ 1,700.00	
13					
14	Levels 3-5 - To Be Determined				
15	<i>Not Included</i>				
16	Total		28	\$ 4,440.00	
17					
18	Notes:				
19	IP = In Process				
20	DONE = Deliverable Completed				
21	TBC = To Be Completed				

Managing Expert Work and Costs

1. INTRODUCTION

Inspection Documentation

On average 250 to 400 photos are taken at a typical site inspection of one residence or building.

Photo	Location	Code	Description
146-8	REF		UNIT C ROOF DECK IS 21.5' W X 14' DEEP. SEE A/11 - NEW
147	"		TEST B CONCLUDED @ 10:55
151	"		TEST C BEGIN @ 10:58
152	"		ROOF DECK - UNIT C DETAIL DRAWN
153-55	"		ROOF DECK @ C CONT. A/11 PARAPET GAP NEW TOWARD F. SLD TO B. 3-4" OVER LAP. TOP NAILED. SEALANT APPLIED. TYP.
157	"		SEALANT OVER BASE PLATE
158-59	"		TEST C 1 HOUR LEAKS AT VEGET. LEAKING AT UNIT A/BV DINER IN LAUNDRY. EXP SAND 7 MIN. INTO TEST

Sample Field Notes

Managing Expert Work and Costs

1. INTRODUCTION

Inspection Documentation

The photographs are processed and annotated.

Page 13 of 22

PP 01 019 PP 01-019.jpg Level three elevation: common foyer for Unit C (Left) on right and Unit D (Odette) on left. Foyer elevation window.

PP 01 020 PP 01-020.jpg Level three elevation: common foyer for Unit C (Left) on right and Unit D (Odette) on left. Foyer elevation window.

Managing Expert Work and Costs		1. INTRODUCTION			
Revised Project Plan Budget					
www.petefowler.com		Plaintiff Case		4/12/2011	
<i>Project Plan Budget - Revised</i>					
13	Level 3: Detailed Analysis				
14	A. Preliminary Scope of Repair			8	\$ 1,560.00
15	B. Preliminary Cost of Repair			10	\$ 1,700.00
16	C. Issues List with Responses			10	\$ 1,700.00
17	D. Meetings / Teleconferences / Correspondence			2	\$ 340.00
18	Subtotal Level 3			30	\$ 5,300.00
19	Level 4: Final Analysis				
20	A. Opinion Letter			12	\$ 2,040.00
21	B. Project Deposition Preparation			2	\$ 260.00
22	C. Expert Deposition Preparation			8	\$ 1,360.00
23	D. Meetings / Teleconferences / Correspondence			2	\$ 340.00
24				24	\$ 4,000.00
25					
26	Total	28	\$ 4,440.00	82	\$ 13,740.00
27					

21	B. Project Deposition Preparation			2	\$ 260.00
22	C. Expert Deposition Preparation			8	\$ 1,360.00
23	D. Meetings / Teleconferences / Correspondence			2	\$ 340.00
24				24	\$ 4,000.00
25					
26	Total	28	\$ 4,440.00	82	\$ 13,740.00
27					

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Managing Expert Work and Costs		1. INTRODUCTION			
Issues List with Responses					
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<i>Issues List with Discussion</i>					
#	CSI Item	Issue / Description	Photo Reference	Discussion	
1	01.93	Maintenance			
2	A	ATY Question: Your opinion, based on your inspection, as to whether there are any signs of damage due to roof leakage in any other areas of the building?		Yes: Levi unit on top floor, neighboring unit on top floor, and garage at first floor.	
3	B	ATY Question: Your opinion as to the usual and customary frequency, if any, of common area drain clean out needed to avoid drain backup in lower level areas?		Roof maintenance should occur periodically and as problems arise. The frequency should increase as the roof gets closer to the end of its service life.	
4	C	Deck Surfaces Need Maintenance	PF01.041-PF01.51	Private decks require maintenance.	
5	D	Paint Needs Maintenance	PF01.040-050	Repainting of building exterior is required.	
6	E	Rusting Sheet Metal	PF01.040-PF01.050	Repainting of building exterior is required and some sheet metal is deteriorated to the point that replacement is required. If maintenance is not performed the rate of deterioration will increase.	
7	07.25	Waterproofing - Decks (Roof-Top Decks)	PF 01.127-128, 132		
8	A	Bubbling Deck Coating	PF01.135-PF01-141	Remove and replace deck coating with new, in strict conformance with manufacturer's recommendations and in conformance with specialty design.	
10	E	ATY Question: What is the importance, if any, of whether or not a permit is obtained for the work?		Municipal permits are a minimum standard for the verification of contract performance in significant construction projects.	
11	F	ATY Question: What is the importance, if any, of the financial wherewithal of the contractor?		Guarantees from unlicensed, uninsured contractors with no asset value do not work and/or cause damage to municipalities. If there is nothing to lose, then there is no incentive to perform to the contract / performance requirements.	
12	G	ATY Question: What is the standard of care regarding inspections or inspection of a contractor's work by an RCA board?		There needs to be some mechanism for verification that the work conforms with some reasonable standard.	
13	H	ATY Question: What is the standard of care, if any, regarding having readily steps available to protect residents when a roof is removed during the rainy season?		Provisions of the property during re-roofing is always the responsibility of the roofer.	
14	I	ATY Question: Based on your inspection, was the roof installed in a manner meeting standards in the industry?		Yes, the roof looks and there are many witnesses from the manufacturer's inspections.	
15	J	ATY Question: Based on your inspection, does the roof still leak?	PF01.116-PF01.143	Yes.	
16	K	Leaky in Levi Unit - 2004-Present		Remove and replace with new in strict conformance with manufacturer's recommendations and in conformance with specialty design.	

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Plaintiff Case

Project Plan Budget

#	Scope of Work / Deliverables	Status	Current Plan	
			Hours	Costs
1	Level 1: Preliminary Investigation			
2	A. Document Review and Index	D	4	\$ 520.00
3	B. Inspection Documentation	D	8	\$ 1,200.00
4	C. Preliminary Issues List	IP	4	\$ 680.00
5	D. Photo Analysis and Verbal Recommendations	IP	2	\$ 340.00
6	Subtotal Level 1		18	\$ 2,740.00
7	Level 2: Analysis			
8	A. Research	TBC	2	\$ 340.00
9	B. Locations Matrix	TBC	2	\$ 340.00
10	C. Estimate Comparison	TBC	4	\$ 680.00
11	D. Meetings / Teleconferences / Correspondence	TBC	2	\$ 340.00
12	Subtotal Level 2		10	\$ 1,700.00
13				
14	Levels 3 -5 - To Be Determined			
15	<i>Not Included</i>			
16	Total		28	\$ 4,440.00
17				
18	Notes:			
19	IP = In Process			
20	DONE = Deliverable Completed			
21	TBC = To Be Completed			