
Heavy Industrial Contractor

Strategic Risk Management & Delay Impact Review

Challenge

An industrial company in South Louisiana enlisted our expertise to conduct a thorough review of an ongoing project that was facing significant delays. The project, under a 12-month lump sum contract, had incurred approximately 400 change orders, pushing the project timeline back by six (6) months. Our task was to analyze the situation, identify the root causes of the delays, and recommend organizational and process improvements to prevent future issues.

Strategy

To pinpoint the causes of the delays, we conducted a detailed analysis of both the original bid schedule and the re-baseline schedule. By examining the change orders, we identified which ones had a direct impact on the project timeline. Using this information, we developed an impact schedule that clearly showed the true extent of the delays and the associated costs.

Outcomes

Our analysis revealed that the six-month delay was directly linked to the change orders, which also resulted in a 50% growth in the original contract scope. Based on our findings, we prepared a **detailed claim for \$2.3 million**, backed by comprehensive supporting evidence, and presented it to the client for submission. **The client presented this claim to their customer, ultimately settling for \$1.3 million.** Through our strategic review and analysis, we not only clarified the causes of the delays but also helped our client recover significant costs.

Instrumentation & Electrical Contractor

Construction Cost Claim for Extended Schedule

Challenge

A large-scale industrial construction project experienced significant delays caused by a series of late-stage design changes and cumulative scope modifications. These disruptions led to uncertainty around extended field overhead, productivity impacts, and potential cost recovery. The client required a thorough analysis to understand the financial implications and support a formal claim.

Strategy

Our team conducted a detailed forensic schedule analysis and time impact assessment to evaluate the cause, duration, and effects of each delay event. We examined the project's critical path to determine how delays influenced overhead costs and productivity. Our strategy focused on isolating delay periods, quantifying extended general conditions, and linking those impacts to specific contractual changes.

Outcomes

Our final analysis substantiated a cost claim exceeding \$2.8 million. The findings were submitted as part of expert documentation in litigation proceedings. During the discovery phase and pre-trial preparation, Jim collaborated closely with legal counsel to define delay narratives and causation models. His leadership was instrumental in achieving a successful legal resolution and financial recovery.

Ascension Parish Government

Strategic Development of Standardized Process & Procedure Manual

Challenge

Ascension Parish Government (AP) sought out assistance with the creation of standardizing the process and procedure surrounding new construction projects and contracts. In a previous project, Three Six Zero highlighted multiple areas of opportunities for AP to improve including gaps in standardizing the process and procedure for managing construction projects and their contracts.

By conducting a thorough analysis of current process and procedures as well as project manager surveys, we would identify gaps and prioritize the development of the new process and procedures.

Strategy and Execution

Starting with a thorough analysis, we identified gaps where there was a lack of standardization in their (AP) current process and procedures. To gain a deeper understanding of the practical challenges and opportunities, we engaged project managers in a survey that provided valuable on-the-ground perspectives, complementing our high-level analysis. This initial phase yielded a meticulously prioritized agenda for the introduction of new process and procedures, as well as enhancements to existing operational protocols

Execution & Outcomes

After the initial phase of the review was complete, our team began the meticulous task of crafting comprehensive process and procedures for the management of construction projects and contracts. This included establishing project control standards and the necessary documentation to support them.

Our efforts culminated in the standardization of AP's workflow for the execution and management of construction projects and contracts, marking a significant milestone in their operational evolution.

Within the new process and procedure manual, Three Six Zero introduced 16 innovative and standardized forms designed to streamline the reporting and management during an entire contracting lifecycle. These forms were integral to the newly revised documentation that not only refined previous processes but also incorporated the fresh procedures we implemented to ensure seamless project completion. With these strategic enhancements in place, Ascension Parish Government is now equipped to handle their construction projects with increased efficiency and assurance, thereby minimizing risk and gaining a clearer, real-time understanding of costs and scheduling.

Forte & Tablada

Optimization of Internal Operations & Processes/Advancing Internal Sourcing & Access

Challenge

Forte & Tablada is a multi-disciplinary engineering firm providing innovation infrastructure solutions for clients across the United States. For over 60 years, F&T has been a leader in the engineering and land surveying market. They have grown to provide a wide array of services. The success of F&T has been widely recognized; however, with growth and acquisition, they lacked a centralized location for all employees to access information about internal operations and processes.

Strategy

Creating a centralized, organized hub of information for all F&T employees was our challenge. This included creating layers of access based on roles and clearance levels. We chose to utilize Microsoft SharePoint to complete this project, as employees were already familiar with the software.

Our team had to examine the provided information, identify missing information, and create a robust structure for the internal SharePoint system. We would interact with various departments to ensure the best possible outcome.

Execution & Outcomes

The implementation of the centralized SharePoint hub has been met with resounding approval from the Forte & Tablada team. The feedback from employees has been overwhelmingly positive, with many expressing that the new system has significantly streamlined their daily operations and enhanced their ability to access vital information quickly and efficiently. Key outcomes from the project include:

- **High Adoption Rates:** Smooth adoption was achieved through intuitive design and effective training, leading to widespread use across the organization.
- **Streamlined Onboarding and Training:** The hub has become an essential tool for quickly integrating new employees, significantly reducing the time needed to acclimate to F&T's operations.
- **Efficient Information Retrieval:** The well-organized content structure has cut down the time spent searching for information, enhancing productivity.
- **Positive Employee Feedback:** The centralized hub has been praised for fostering better alignment with company processes and contributing to a stronger sense of community.
- **Elimination of old and/or multiple versions of prior processes and procedures.**

The successful deployment of the SharePoint hub by Three Six Zero has redefined internal communications and information management at F&T. Through strategic insights and technical expertise, Three Six Zero played a pivotal role in surpassing the project's initial goals. This collaboration highlighted the powerful synergy between F&T's industry expertise and Three Six Zero's implementation capabilities, resulting in a robust platform that will drive operational excellence and support F&T's growth for years to come.