



## **Project Narrative**

- **Background**

A long time client has elected to use a new contractor to perform a large scope of work at their facility. Two months in to the project the new contractor fails to meet schedule and quality requirement and is removed from the jobsite. Client/Owner comes to PMI's project team to help bail them out of a bad situation.

The Client has a scheduled turnaround in the spring that can't be moved and they are now substantially behind schedule. The spring turnaround is only 3 days long and all turnaround scope must be completed within this window. At the end of the turnaround the project must be 100% complete and turned over to the client. The Client/Owner needs to know if completing this project on time is even possible and if so what does the schedule and cost look like.

PMI's project team needs to develop a plan, schedule and price to execute the project successfully. The project team then needs to present all of this information to upper management and make a recommendation. Will PMI commit to this project given the information, or is it in PMI's best interest to inform the client this it is not feasible and turndown the work? This recommendation needs to fully explain **why** the project team has made their decision.

- **Project Milestones**

- PO Issue - February 1, 2021
- Structural Contractor Completion - February 22, 2021
- Spring 2021 Turnaround - March 9, 2021 - March 11, 2021
- Insulator will need 3 days per system as per Section 1.5.1 in RFQ.

- **Project Team**

- Project Manger



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- Superintendent
- Quality control
- Safety
- Estimator
- Scheduler

- **Deliverables (Must be in a PDF with the following bookmarks)**

- **Execution plan**

- Referencing schedule and milestone dates.
- Crew sizes and durations.
- Assign time-frames for each activity (Shop Fab, Pre TA Installation and TA Installation)
- Fabrication sequence/plan (by system, by level, by area?)
  - Maximum shop labor is 10 craftsmen, one day shift due to X-ray needs during night shift.
- Installation sequence/plan. (Client has limited the in-field manpower to 20 craftsmen, one 12 hr day shift.)
- Incorporate plan to work with and around other subs controlled by owner, e.g. steel erectors and insulators.
- Provide marked up plot plan with lay down areas.

- **Schedule**

- Provide a detailed schedule that illustrates a complete understanding of the scope and sequence.
- Must be logic based and tied.
- Minimum of 30 activities/tasks
- Incorporate all milestone dates.
- Incorporate all of PMI's milestone dates
  - All Materials received
  - Fabrication start by priority
  - Fabrication complete by priority
  - All fabrication received on-site by priority
  - Each system complete
  - Equipment installation complete
  - Hydro testing complete.
  - Insulation complete.



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- Remember the previous contractor was dismissed over scheduling short falls. The client will be particularly concerned in this area.
  
- **Pricing**
  - Provide a lump sum price to complete the project with the following pricing breakouts. (Use the price proposal sheet in take off spreadsheet)
  - Indirect/Direct labor.
  - Subs, NDE, Crane.
  - Equipment costs.
  - Material costs.
  - OT costs, if any.
  - Shop fabrication costs.
  - Installation costs Pre-TA and TA.
  
- **Quality Control Plan**
  - Provide details on how PMI will control materials, All materials will be provided by the client with materials test report.
  - PMI will have to track and control all materials with 100% traceability. From the client, to the shop and then to the field.
  - PMI will need to ensure that all welders have been tested and are qualified.
  - What will be PMI's method of tracking what welder has made what weld?
  - Pressure testing of piping
  - X-ray of all Tie-in welds (new to old piping)
  - What will QC supervision look like in the shop and field?
  - Remember the previous contractor was dismissed over quality control issues. The client will be particularly concerned in this area.
  
- **Safety Plan**
  - PMI will need to provide a site specific safety plan.
  - Plan to include how to safely execute all scopes of work.
  - What PPE will be required? Does PPE change for different tasks?



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- Special considerations must be taken due to crane lifts, working at heights and in congested areas. Are craftsmen working on multiple levels concurrently? If so what precautions must be taken?
- **Project Recommendation**
  - Provide a write up that will be sent to the client that illustrates completely why PMI can or can't perform the project. The “**WHY**” is the important part in this section.