VIEWPOINT

KEYNOTE SPEAKER

GUEST KEYNOTE SPEAKER, JEFFREY C. NESBITT

DIRECTOR OF CONSULTING SERVICES CONSTRUCTION AND REAL ESTATE, CLIFTONLARSONALLEN LLP

With over 15 years in the construction and technology industries, Jeffrey has helped guide both domestic and international construction firms across multiple verticals with operations management reviews, business planning, information systems selection and implementation. Jeffrey's strong construction industry market knowledge and connections have helped clients in installing best practices for connecting the back office to the field office and advisement on the latest technology tools to help you manage, grow and increase your company's value.

With a strong background around process definition, workflow, project cost management, and job cost analysis he has helped develop a communication system between field and office to provide near real-time identification of profit fade issues and measures to mitigate those risks. Helping to place the right people in the right roles at the right time to maximize efficiencies and streamline operations.

Building an Information Bridge
Between Field and Office

We are

A professional services firm with three integrated businesses working together to advance our clients' success, create uncommon careers for our people, and do what is right for the public, our clients, and each other.

WEALTH ADVISORY

OUTSOURCING

AUDIT, TAX,
AND CONSULTING

CLA BY THE NUMBERS

- Over 13,000 Construction & Real Estate Clients
- Over 5,000 Employees
- 100+ Locations
- 10% of the ENR Top Contractors are current clients
- CLA has more CCIFP Professionals than anyone in the country

Closing the Gap

INEFFICIENT
Back Office Processes

lack of
CONSISTENCY

INACCURATE
Data

NO VISIBILITY

COMMON PROBLEMS: CONSTRUCTION

Environment

- Highly-competitive bidding process **pressures margins and increases risk**

Specific Needs

- Improve estimate accuracy to **win more bids at manageable margins and risk**

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- Disconnected project systems **create islands of information**
- Communication gap between jobsite and office **increases risk of project surprises**
- Increase in Labor and Material Cost continue to **increase likelihood of Profit Fade**

Specific Needs

- Improve estimate accuracy to **win more bids at manageable margins and risk**
- Standardize processes across teams to **avoid errors and inefficiency**
- Integrate project systems to **increase management visibility and forecast confidence**
- Improve operational processes and **adapt best practices to offset labor shortages** and rising material costs

INDUSTRY TRENDS: CONSTRUCTION

2018 Trends to Watch

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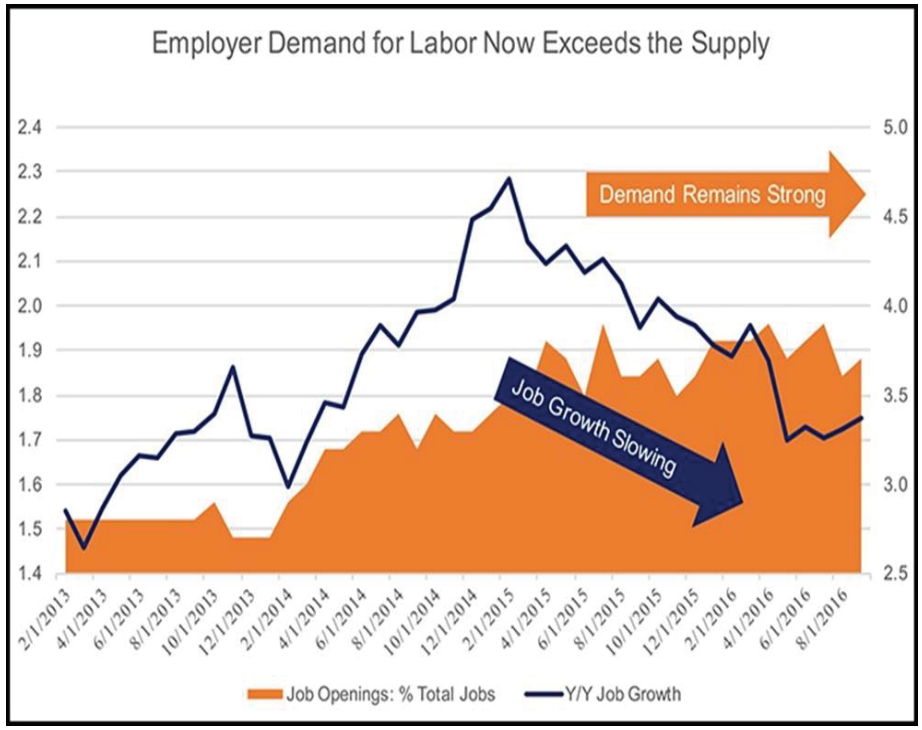

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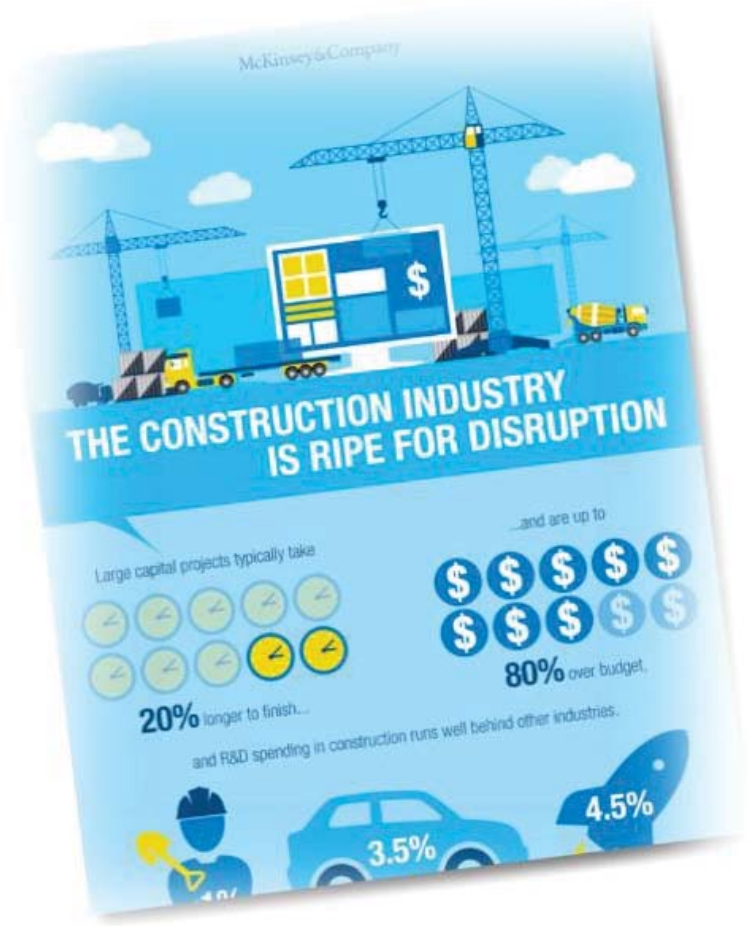
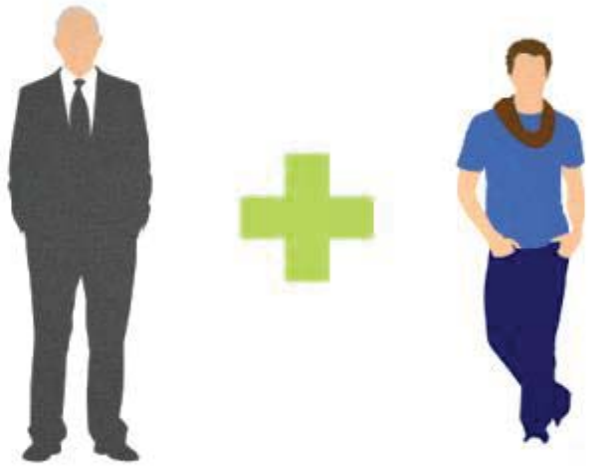
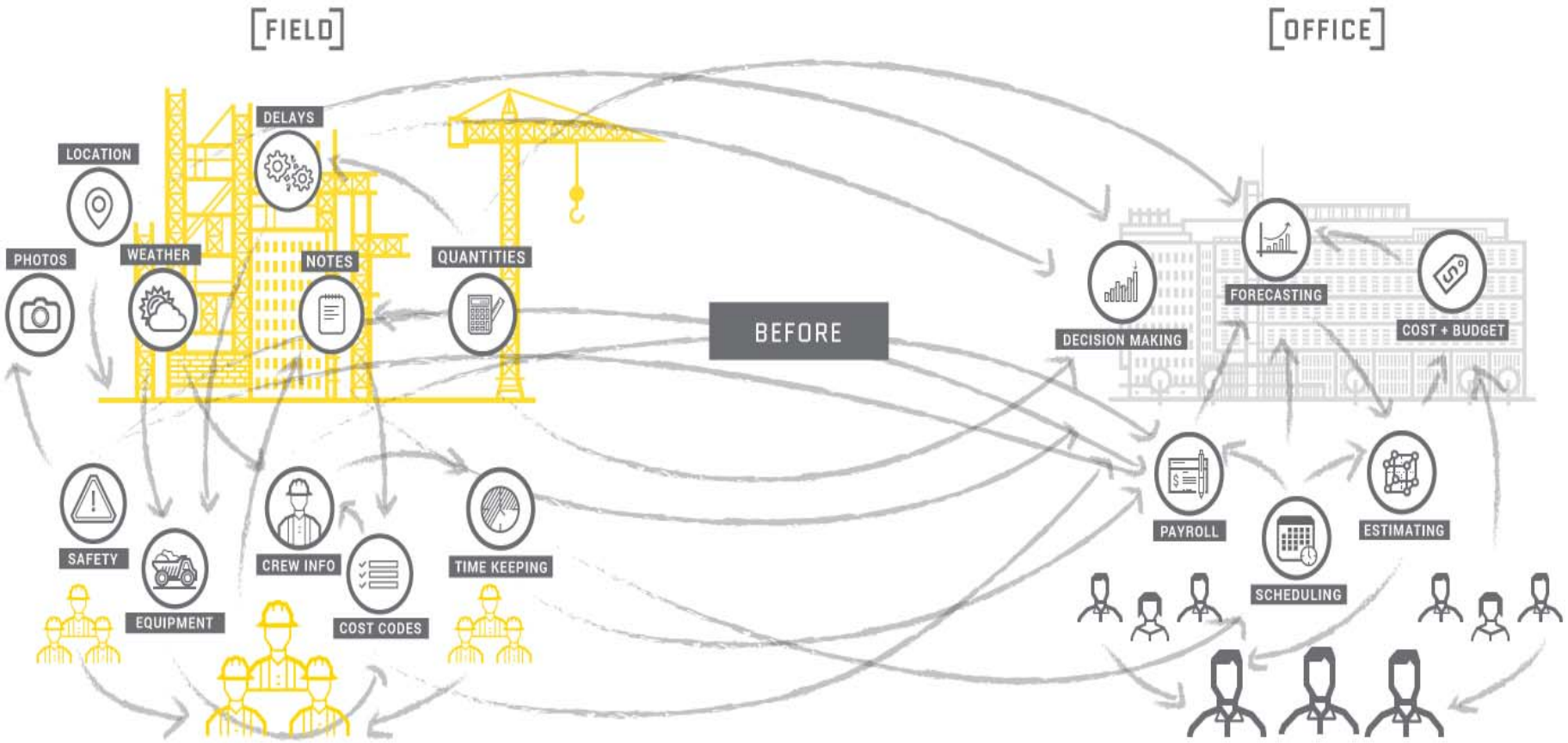


MILLENNIALS ARE THE LEADERS OF TOMORROW



CONTRACTORS ECOSYSTEM AND CHALLENGES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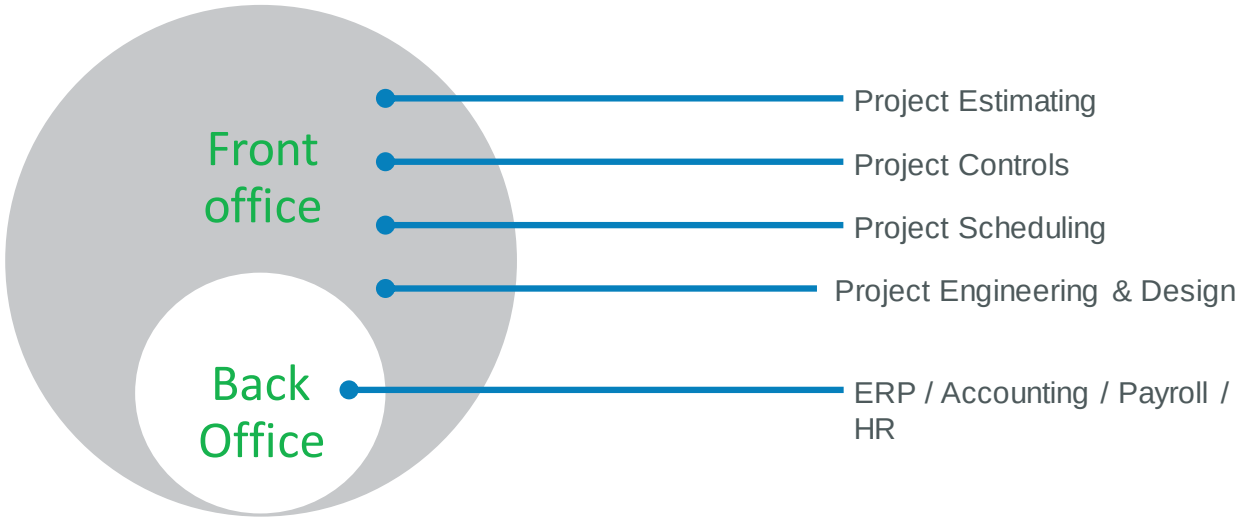
BEFORE
DECISION MAKING
FORECASTING
COST + BUDGET
SAFETY
CREW INFO
TIME KEEPING
PAYROLL
ESTIMATING
EQUIPMENT
COST CODES
SCHEDULING

BACK OFFICE: CHALLENGES

- Get actual cost and timesheet data from the field
- Maintain consistency across systems
- Provide data needed for better decisions

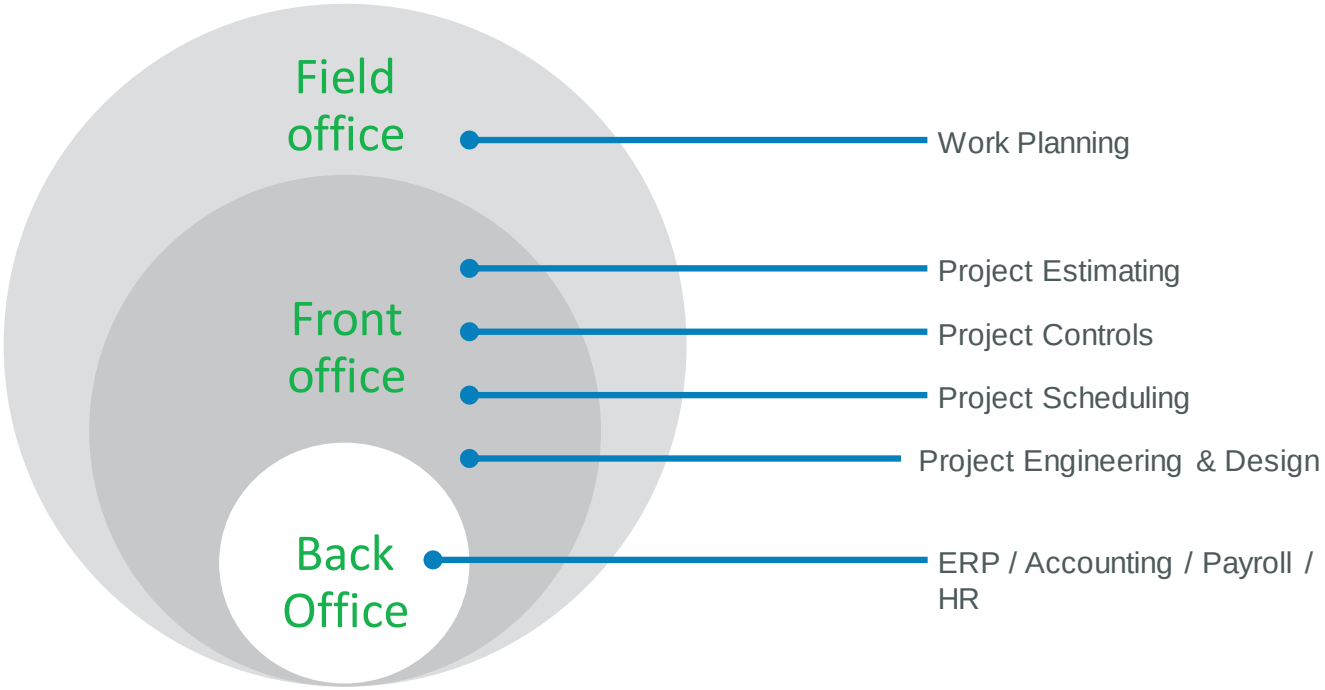
FRONT OFFICE: CHALLENGES

- Implement best practices for strategic benefit
- Maintain consistency across systems
- Provide visibility needed for better decisions



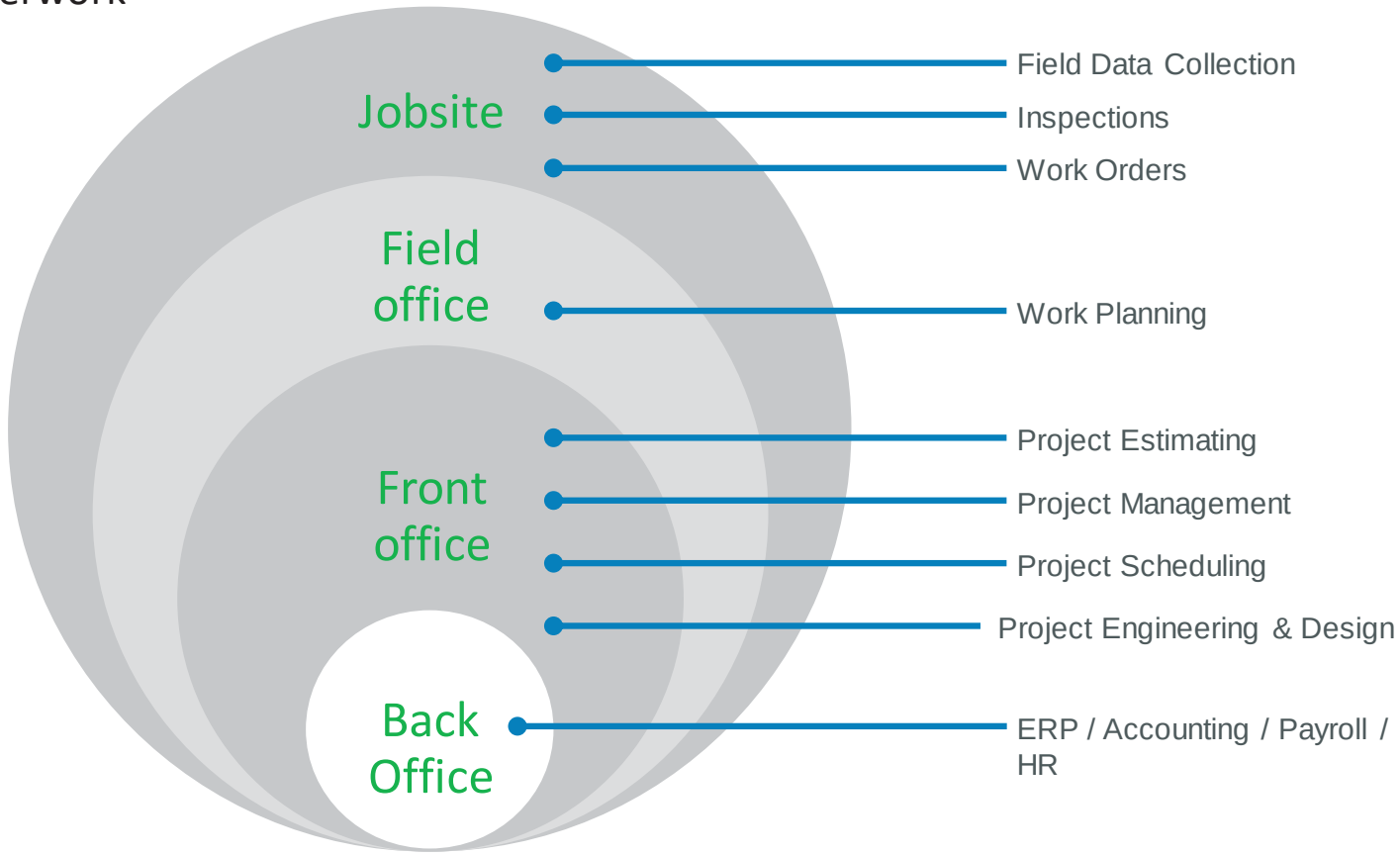
FIELD OFFICE: CHALLENGES

- Quickly react to and recover from field issues
- Keep the project on track and on budget



JOBSITE: CHALLENGES

- Focus on real work, not paperwork
- Keep it simple



INDUSTRY
SECTION
SET
PRODUCTION
SOURCES
FIELDS
COMMUNITIES
WORLD
SOCIAL
BUILT
SHARING
EDUCATION
MANAGEMENT
CORPORATION
PEOPLE
SUCCESS
TERM
ORGANIZATION
TEAM
USED
GOAL
ADDING
INCLUDE
THEORY
WEB
TIME
USE
SOFTWARE
ORGANIZATIONS
KNOWLEDGE
INCLUDING
BUILDING
TOGETHER
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WORK
UNITED
GROUPS
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DEVELOPMENT
COLLABORATION
CHALLENGED
CITATIONS
BENEFITS
WIDE
LEARNING
IMPROVE
TRADE
BETWEEN
LARGE
INTERNET
BEST
INTEREST
GROUP
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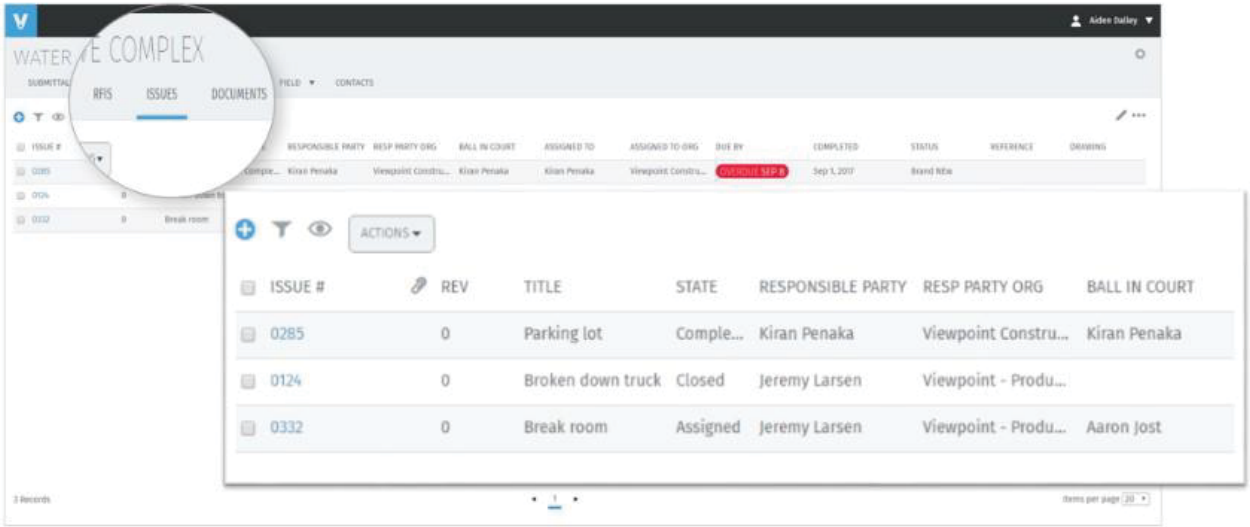
COMMUNITY
IDEAS
PROJECT
SKILLS
SYSTEM
FORMED
SHARED
GOALS
SENSE
HELP
COLLABORATIVE

- According to the Oxford English Dictionary, 'collaboration' is "the action of working with someone to produce or create something." To many in the construction industry, it is the equivalent of the holy grail—an elusive ideal of performance. In theory, in a truly collaborative venture, all parties focus on, and contribute to, a project's goals, thus ensuring success for the project and themselves.

COLLABORATION, COMMUNICATION, WHY……?

- Profit Fade Mitigation
  - Earlier identification
  - Positively influence results



COLLABORATION, COMMUNICATION, WHY……?

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  - Earlier identification
  - Positively influence results
- Management Succession
  - Transparency and de-centralized decision making
  - Develop a middle management team

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- Profit Fade Mitigation
  - Earlier identification
  - Positively influence results
- Management Succession
  - Transparency and de-centralized decision making
  - Develop a middle management team
- Workforce Deficit:
  - Efficiency is a response to labor shortage

WITH COLLABORATION….

What happened?

What is happening?

What will happen?

How and why did it happen?

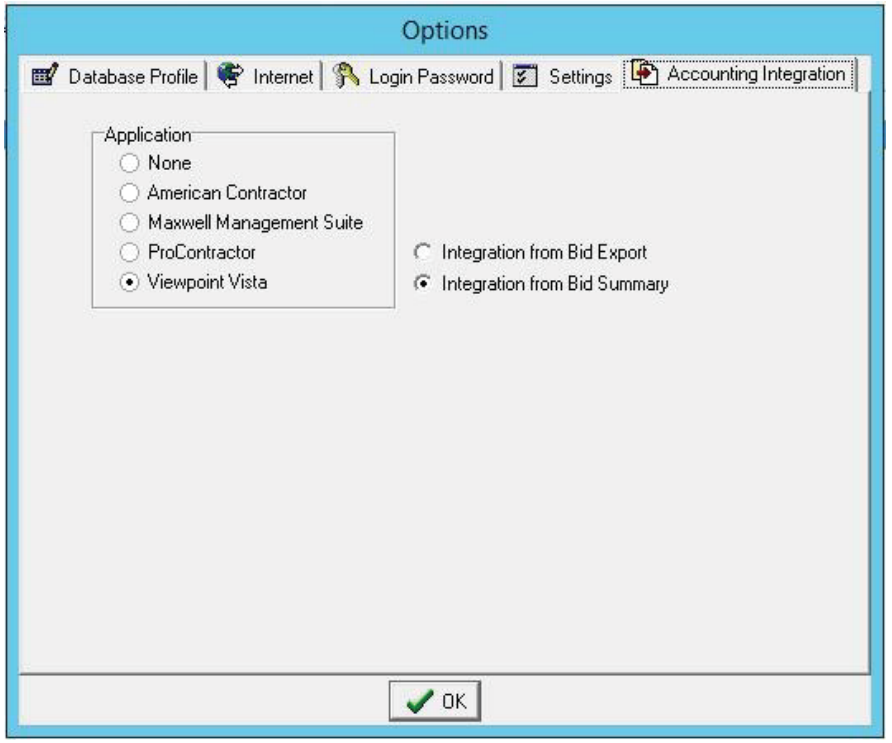
What is the risk?

How do you prevent / ensure it happens again?

ESTIMATE / BUDGET CREATION

- Winning Jobs at the Right Price

✓ Standardized estimating process
✓ Bidding with consistent rates
✓ Benchmark against historical bids
✓ Evaluate level of risk



PROJECT SETUP

- Foundation for project success

✓ Early identification of responsibility
✓ Initiate a project within the system
✓ Accuracy of project information
✓ Standardize project workflows

BUDGET MANAGEMENT

- Effectively utilize resources

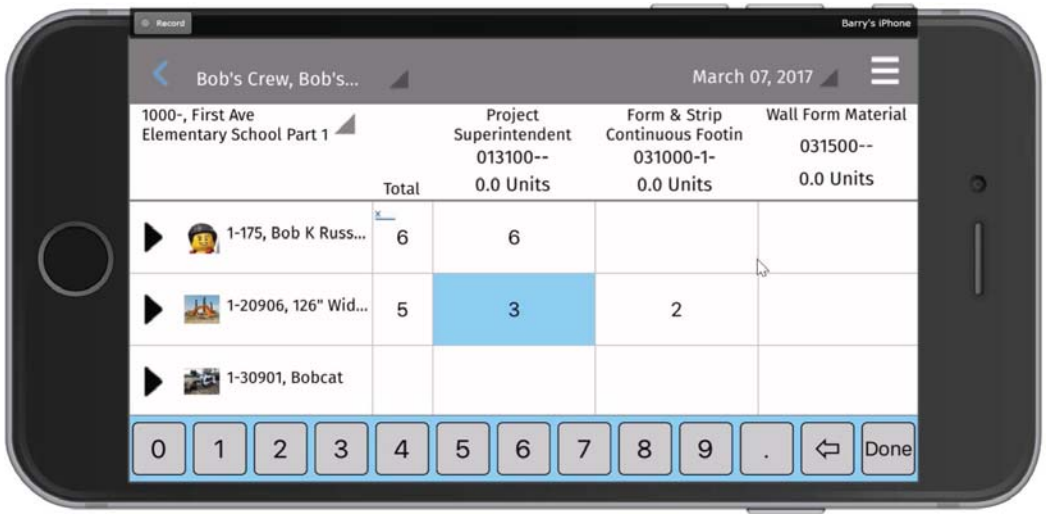
✓ Provide real-time project performance data
✓ Give field personnel visibility of project performance (plan vs. budget)
✓ Create accurate WIP schedule and projections
✓ Create early warning systems to forecast and adjust against profit fade

- Daily data flow allows optimization and course correction

TIME AND ACTUALS

- Create a data-driven organization

✓ Leverage digital processes to collect job site data



TIME AND ACTUALS

- Create a data-driven organization

✓ Leverage digital processes to collect job site data

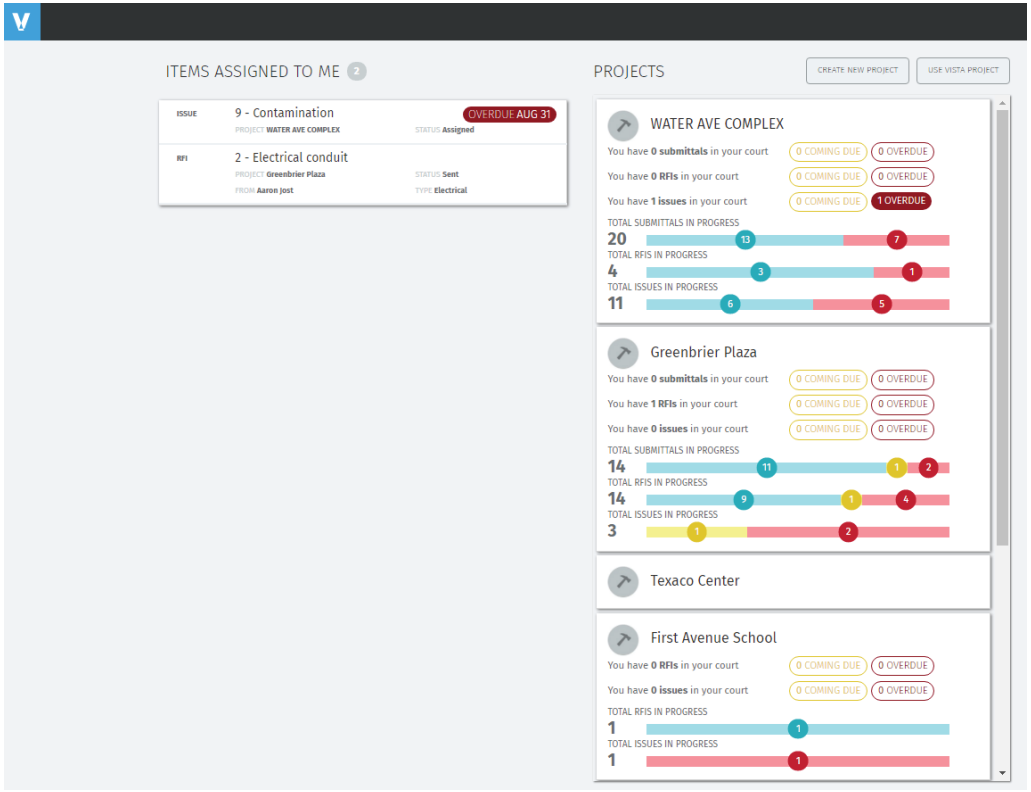
✓ Capture best practices

✓ Utilize technology to capture work plans, time sheets, material quantity claims

✓ Eliminate the element of surprise resulting from paper/manual processes

PROJECT MANAGEMENT

- Execute high quality projects ahead of schedule and under budget



PROJECT MANAGEMENT

- Execute high quality projects ahead of schedule and under budget

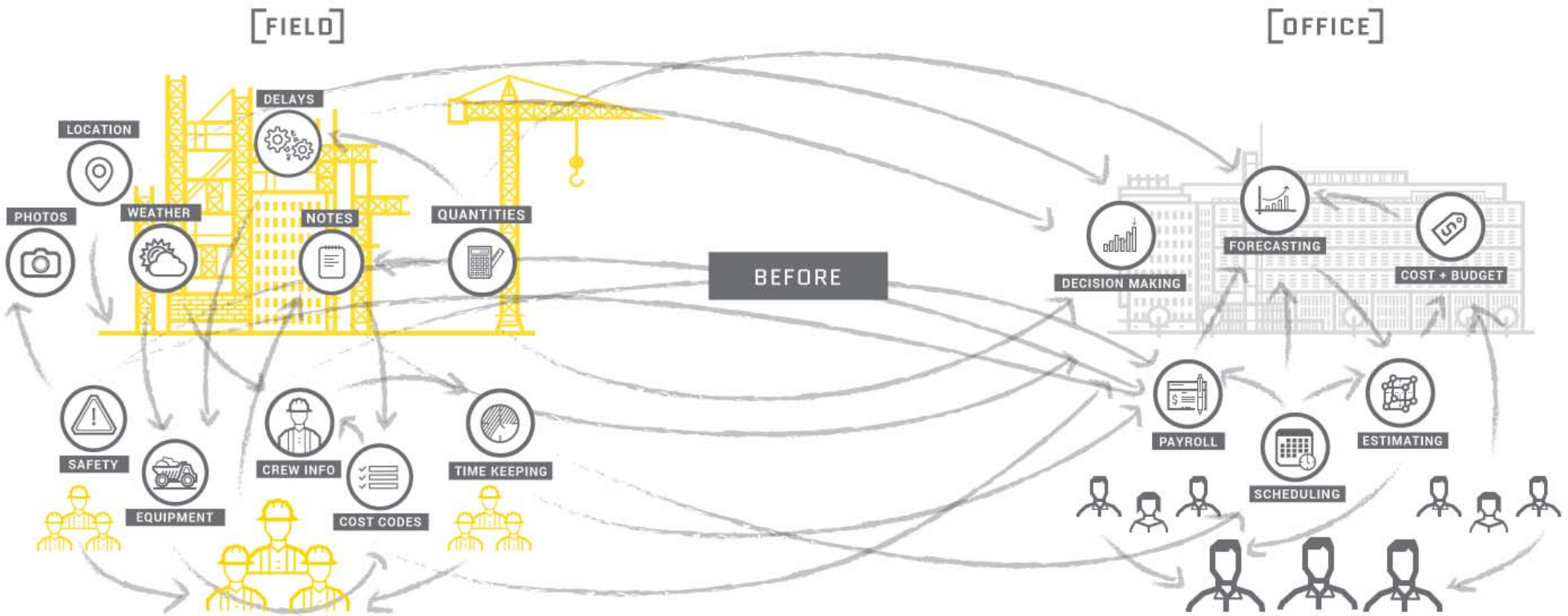
✓ Tie together scope, schedules and actuals to create a single source of project truth

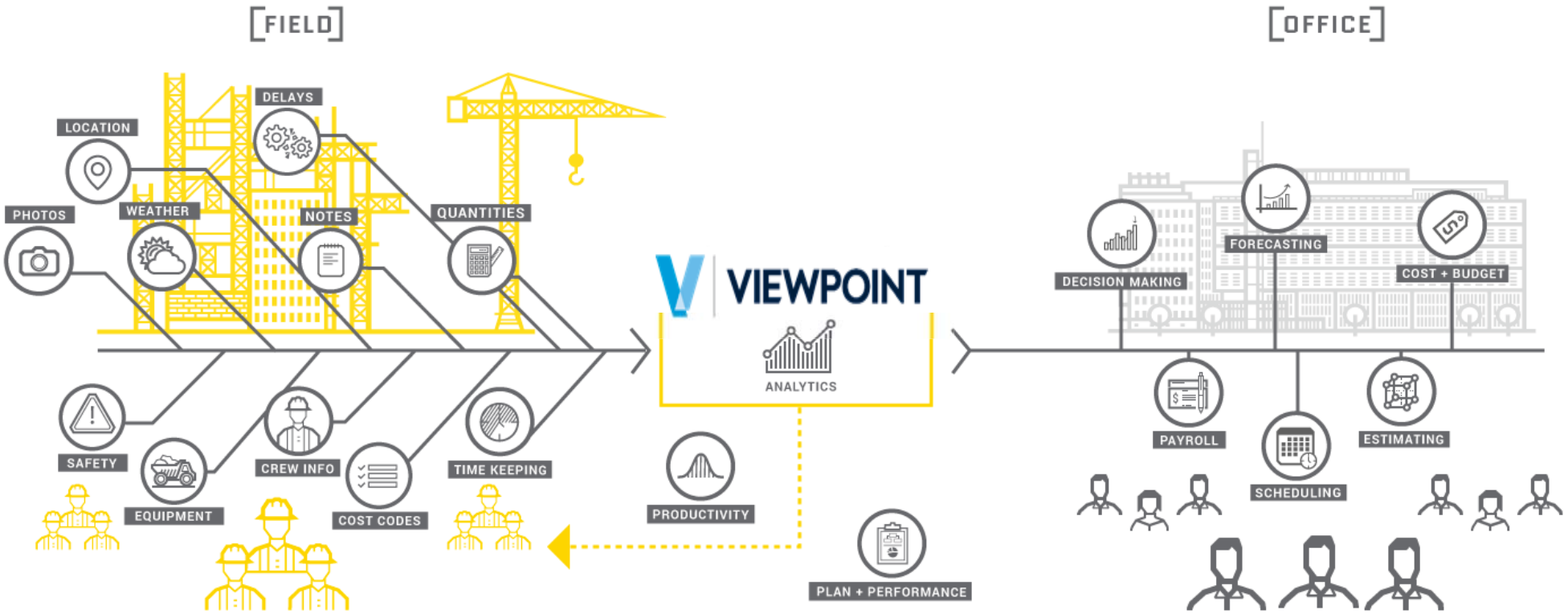
✓ Real-time active view of a project at any given time

✓ Provide project transparency to executive leadership

✓ Tie construction jobsite to back office accounting through efficient use of integrated tools

UTILIZE TECHNOLOGY TO CONNECT YOUR EMPLOYEES

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FORECASTING
COST + BUDGET
PAYROLL
SCHEDULING
ESTIMATING

JEFFREY NESBITT

Profile

Jeffrey Nesbitt is Manager of Firm wide Consulting with CliftonLarsonAllen Construction and Real Estate Group. Jeffrey works from Phoenix as a national resource. He is responsible for working with all CLA offices to deliver construction industry-specialized consulting services and projects.
Jeffrey specializes in operations consulting and implementation of technology to construction companies to help improve inefficiencies and increase margins.

Industry Education/professional involvement

- Primavera P6 Certified, Oracle University
- Project Cost Management Certified (Estimating, Cost Controls), Hard Dollar
- Associated General Contractors (AGC)

Projects

- Clark Builders (General Contractor): Construction Cost, Best Practices and Productivity Management
- Zachry Construction (Heavy Highway): Organizational Costing and Productivity Management
- Woodgroup PSN (Oil & Gas): Oil & Gas project Controls and portfolio analytics
- Veolia Environmental Services (Environmental): Implementing best practices for connecting the field office to the back office with real time project tracking.
- Iam Gold (Mining): Capital Project Estimation for Mining

Thank you!!