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March 2012
Issue #10

The Milestone (on) Times

Some News That's Fit to Print

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Dear Caryn,

Welcome to another Milestone (on) Times publication!

This month we have a really intriguing article about creating a program for scheduling projects. Also, we are introducing our newest team member Jennifer Yousseff to our team. For some fun we have a match the Milestonian with their playmate, let's see if you know who's pal belongs to who! In closing we have the story behind how those lights at the top of St. Lukes Episcopal Hospital keep blinking.

A CAUTIONARY TALE I: Schedule Management: Create a Schedule Program

By Bill Eide

A project schedule documents how a building is to be built; the plans and specifications document what is to be built. The project schedule is an important tool in determining the quality of the finished building. But like any tool it is only as good as the craftsman that uses it. Schedules need to be created and managed by project professionals.

Poorly developed schedules or poor schedule management, either self-imposed by the general contractor trying to increase their profitability or the owners need to open the facility sooner can create pressures that result in construction and operational problems, higher costs and quality deficiencies. All of which at best are unsettling and at worst are expensive and time consuming.

Schedule changes and pressures can be eliminated or at least minimized. Start by investing the time and effort to developing a schedule program. Get all the schedule issues out in the open and discuss them in detail. Involve the highest management and governance levels of the client to determine the schedule drivers, financial commitments, contractual obligations, market or competitor pressures, interest rates, cost escalation and legal or statutory requirements. From the Schedule Program plan the schedule. The schedule program will impact design, material choices and construction means and methods. It will also impact your total project cost.

Once the project is started a change in the schedule is a "change order" and it comes complete with all the same baggage as a cost driven "change order" such as hirer costs and the potential for misunderstanding and incompatibility with other aspects of the project development process.

A well-prepared detailed project schedule will contribute to the ultimate success of the project. The project team, including the owner, will be able to rely on the schedule to make timely important decisions that can result in greater savings and profitability.

She Sings, She Dances - She's Jenny From The Block

Introducing Jennifer Youssef



Milestone is pleased to announce that Jennifer Youssef has joined our firm as a Project Manager.

Jennifer, an architect passionate about design in the healthcare industry, has previously worked for Morris Architects and WHR Architects. Jennifer joins the team with twelve years of experience in the industry with five years focused on project management.

We are excited to have Jennifer join the Milestone team. Welcome Jennifer!

Match the Milestonian with There Playmate!



1. 2. 3. 4. 5.



A. B. C. D. E.

Answers to Matching above:

1.-E. / 2.-D. / 3.-A. / 4.-C. / 5.-B.

How Many Project Managers Does It Take To Change a Light Bulb

By Bill Eide & Eric Serna



The problem with light bulbs is that even the best ones eventually burn out.

It doesn't matter if the light bulb is in the lamp on your desk or at the top of a 400-foot tall building - if the light is important, the old, burned-out bulb has to be replaced no matter what. Which brings us to our story.

Almost 30 years ago, St. Luke's Episcopal Hospital in the Texas

Medical Center built a new high-rise ambulatory care center and medical office building. Designed by architect Cesar Pelli, the building was an instant landmark topped by two spires, each with a strobe light, making for two very important flashing light bulbs. The lights flash day and night, calling attention to the building and warning pilots, particularly medical helicopter pilots, of the potential danger. Over the years, the bulbs have had to be replaced several times and that time came again recently when one bulb just couldn't keep going.

The time, cost and safety concerns involved in changing the light bulbs are not insignificant, and this time SLEH wanted a better, longer-lasting solution. Milestone was asked to find that better solution.

Working with electricians and electrical engineers, the project team decided to replace the bulbs with new LED lights. The upgraded lights will assure long-term compliance with FAA guidelines and become an even better (and brighter) reminder to Houston of St. Luke's presence in the Texas Medical Center. These replacement LED lights will also last longer and operate at a lower cost, meeting the goals set by St. Luke's management.

The other goal - Safety - still needed to be addressed. Since King Kong and Spider Man were not available, an electrical contractor was hired (Wayne Electric), scaffolding was erected, and on a cold, clear day a duo of steel-nerved electricians, dressed in appropriate safety gear, tied off. With hard hats on their heads and light bulbs in their backpacks, the team ascended the scaffolding to change the light bulbs.

With great practiced skill, the electricians accomplished their task without a hitch; the new bulbs were safely installed. Once activated, the new LED lights began to blink their warnings and welcoming flashes. The electricians returned to solid ground, the scaffolding was safely removed, and the job was completed to the satisfaction of all. It should be 30 years before the task needs to be repeated and

it will still only take one project manager to change a light bulb - Milestone's Eric Serna.

We Hope you've enjoyed this issue of our newsletter. Be sure to check out our **website** - we've been updating our projects and services pages - and check out our newest **blog** postings.

If you would like additional information about Milestone Project Management, or to give us feedback on this newsletter, please email us at info@mpmlc.com

Sincerely,

Milestone Project Management

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Jennifer Youssef		

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