

Landing the Big Gig

Proven Strategies for Large –Scale Moves



landing **the BIG!**
GIG

What this program covers

- Why a program about large scale moves?
- Bidding on large scale moves
- Project management of large scale moves
- Investment required in large scale moves
- Cash flow of large scale moves
- Aftermath of large scale moves
- Are large scale moves right for you?

Why a program on large scale moves?

- Renovation of older campuses
- Opening of new building
- Natural disaster (fire, flood, etc.)
- Changing preferences of younger residents



Watermark at Logan Square

- Owned by The Freshwater Group
- Watermark at 3030 Park (CT)
- The Watermark at East Hill (CT)
- The Fab Four (5 ALs)
- **The Watermark at Logan Square (Phila)**



Watermark History

- Founded in XXXX as Logan Square East
- Declared bankruptcy in 1999
- Acquired by the Fountains Retirement Group in 2001
- ❖ Fountains at Logan Square East
- Acquired by The Freshwater Group in 2006
- ❖ Watermark at Logan Square East



Watermark Profile - People

- Well to do
- Educated
- Diverse
- Urban
- **Average age 89**
- Poor mobility; many mobility aid
- Many aides



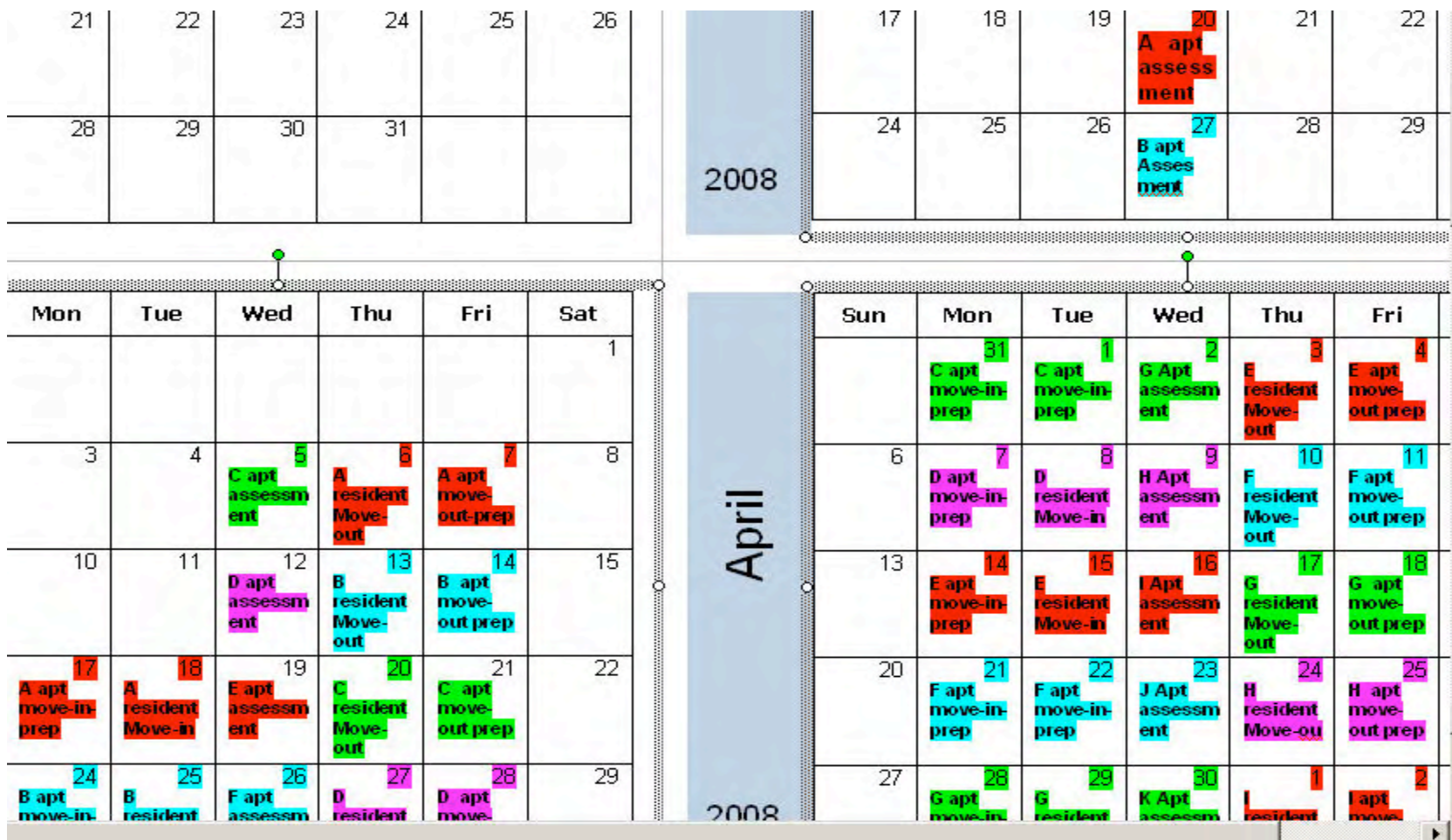
Watermark Profile - Building

- 24 stories
- Top three floors are penthouse apartments
- Independent living floors 8-21
- Assisted living 5-7
- **Three elevators**

Pre-bid meeting – July, 2007

- All windows in building being replaced
- Set up 24 guest suites
- Relocate residents to guest suites (groups of 8)
- Prepare apartment for renovation
- Do window replacement (1 week)
- Prepare apartment to receive resident
- Move residents back in

The Big Picture



Pre-bid meeting

- Security measures
 - Security cameras
 - Locks changed on move-out and move-in day
- Dust protections
 - Hepa Filters
 - Partitions built 8 ft from window to protect against dust
- Bid due in 10 days, 200 apartments
- Anticipated start time October, 2007

Proposal

- Background
- Scope
- Bid
- Payment Terms
- Summary – strengths



$\$1100/\text{apartment} * 200 = \$220,000$ project

Pre-project planning meetings

- SVP, Contractors, Administrator
- Penthouse floors (most complicated) first
- Vacant apartments done first to perfect systems
- Potential new scope first identified
- **Finalize signed contract**



Delays

- Initial meeting 7/2007
- Initial start date 10/07
- 2/15 start
- 4/1 start
- 5/22 start – actual project start date



We have the job – now what

- Staffing
- Project management systems and software
- Supplies

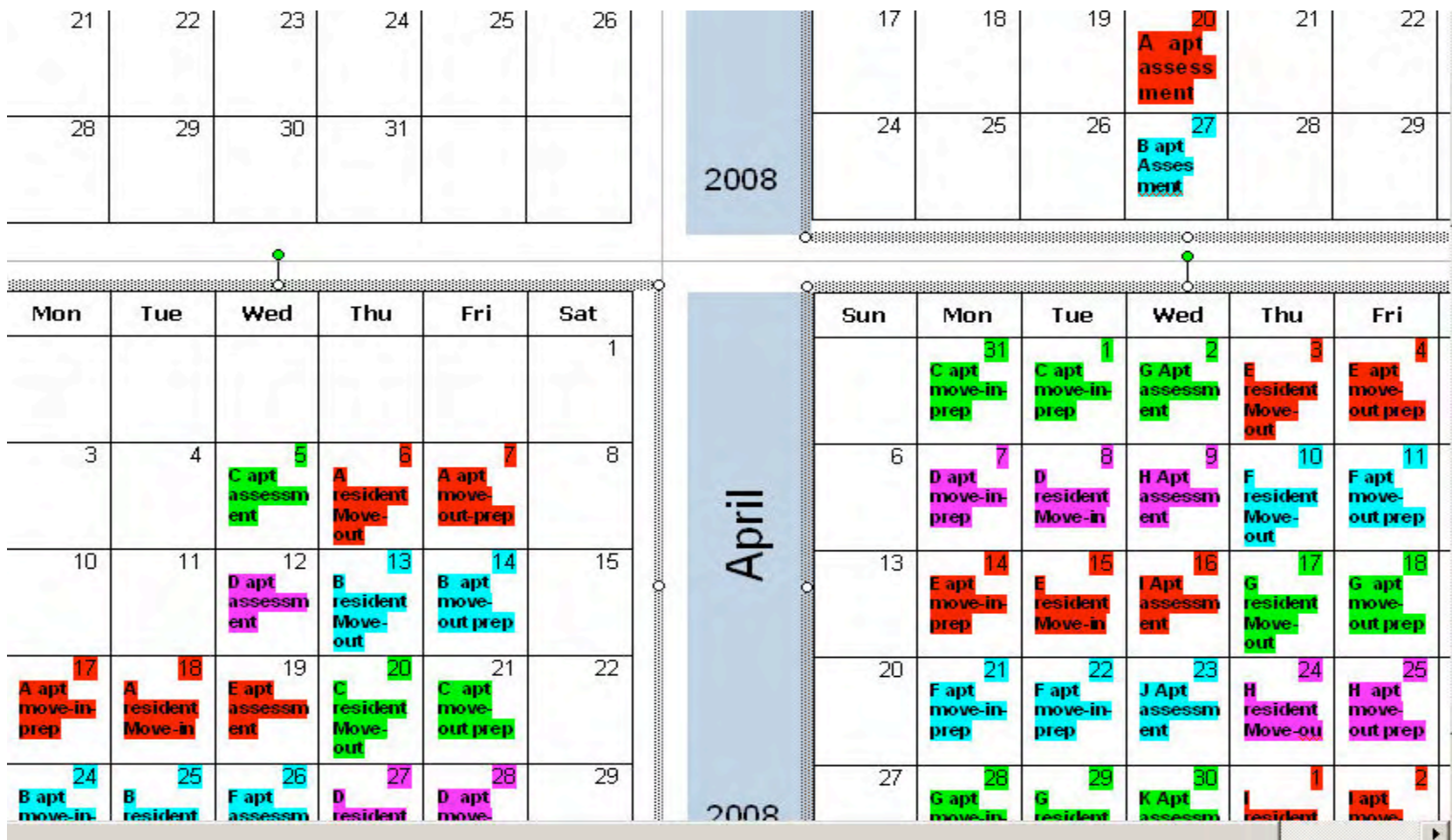
INVESTMENT

Staffing

- Staffing redundancy (multiple Project Managers)
- Project administrator
- Project teams (red/purple and blue/green)



The Big Picture



Project Management

The Watermark Project Management System

An online tool used to consolidate project and client information, to communicate with Moving Solutions project teams, Watermark Project personnel and the Moving Solutions office.

Investment: \$10K



Supplies

- 8 Rubbermaid four-tier carts
- 40 plastic bins
- 14 commercial bins
- 14 four wheel dollies
- 8 sets plastic shelving
- 200 cartons/paper, etc.
- 2 tier carton rack
- 12 hotel dollies
- 2 line phone/separate phone line
- 3 full computer systems/router
- Color and laser printers
- Fax
- 3 vacuum cleaners
- 2 long tables
- 3 desk chairs
- Water cooler
- 6 ladders



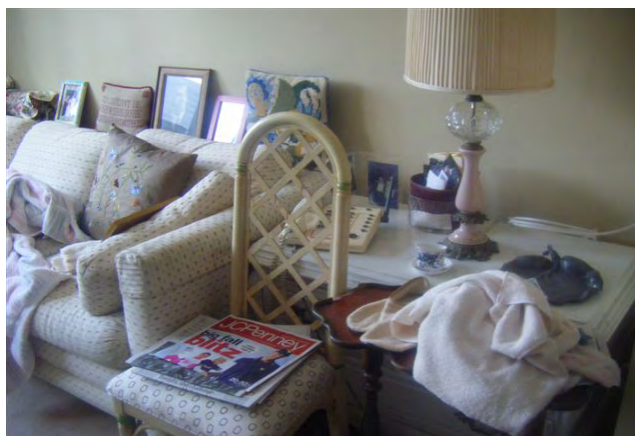
Investment: \$9-10K

Change of scope - construction

- Penthouse (most difficult floors) first
- Zip walls and hepa filters?
- **EVERYTHING** is dirty



Simple assisted living apartment





More plasticizing



Change of scope – guest suites

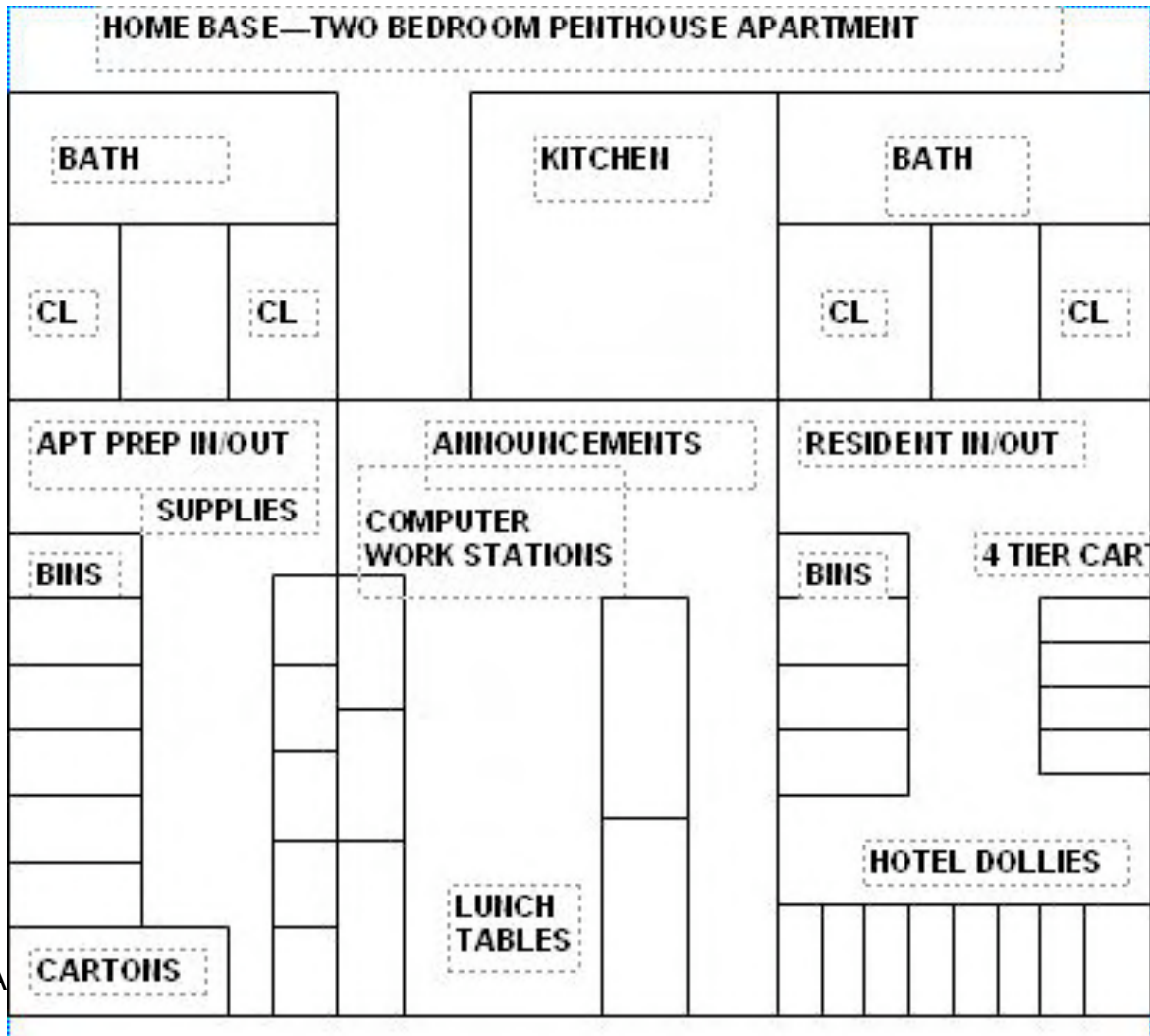
- Rapid turnover/48 hrs in
- Not ready, not clean, not equipped
- Advance guest room Q/A function
- Quantity of items going to guest suites
- Residents keep removing items from guest suites! Constant restocking.

Change of scope – administration

- Contractor meetings
- Project oversight meetings
- Q/A review and trouble shooting
- Staffing
- Timesheets
- Office admin



Home Base



© NA



Learning curve

<p>14 GROUP 7 APT PREP IN</p> <p>2014 <u>Rothgasser</u> 2015 <u>Fria</u> 2112 <u>Lieberman</u> 2106 <u>Perman</u> 2114 <u>Uffe</u> 2115 <u>Muhlenberg</u> 2104 <u>Gold</u></p> <p>STAFF: <u>John L. Miller</u>, <u>Messinger</u> <u>Lauten</u> <u>Miriam Spinello</u> <u>Josephs</u> <u>Quinn</u> <u>O'Connor</u> <u>Poole</u></p> <p>LOGAN-2 8A Start</p> <p>NA – <u>Lauten</u></p>	<p>15 GROUP 7 RES MOVE IN</p> <p>2014 <u>Rothgasser</u> 2015 <u>Fria</u> 2112 <u>Lieberman</u> 2106 <u>Perman</u> 2114 <u>Uffe</u> 2115 <u>Muhlenberg</u> 2104 <u>Gold</u></p> <p>STAFF: <u>John L. Messinger</u> <u>Miller</u> <u>Lauten</u> SHOULD BE A SHORT DAY</p> <p>NA – <u>Miriam Spinello</u> <u>Reyes</u> <u>Josephs</u> <u>Poole</u></p>	<p>16 GROUP 10 ASSESSMENT</p> <p>1902 <u>Levinthal</u> 1904 <u>Wechler</u> 1907 <u>Linder</u> 1908 <u>Domsky</u> 1914 <u>Brown</u> 1915 <u>Grove</u></p> <p>STAFF: <u>Messinger</u> <u>John L</u></p> <p>NA – <u>Miriam Spinello</u> <u>Reyes</u> <u>Josephs</u> <u>Poole</u></p>	<p>17 GROUP 9 RES MOVE OUT / APT PREP OUT PREP Prep out of the RES MOVED WED 2011 <u>Lawden</u> 2012 <u>Luskin</u> 1805 <u>Corp Ste</u> RES MOVE OUT: 2001 <u>Henifora</u> 2016 <u>Chase</u> 2104 GOLD</p> <p>STAFF: <u>8A – Baglini</u> <u>John L</u> <u>9A – Lauten</u> <u>Quinn</u> <u>Poole</u> <u>O'Connor</u> LOGAN-2 8A Start NA – <u>Miriam Spinello</u> <u>Reyes</u></p>	<p>18</p> <p>NO ONE WORKS TODAY</p> <p>~~~~~</p> <p>24 12 PHONE #: 215-575-9600 – DIRECT DIAL</p> <p>NA – <u>John L</u></p>
<p>JULY MONDAY</p>	<p>TUESDAY</p>	<p>WEDNESDAY</p>	<p>THURSDAY</p>	<p>FRIDAY</p>
<p>21 GROUP 8 APT PREP IN</p> <p>2002 <u>Novick</u> 2005 <u>Gorin</u> 2006 <u>Borish</u> 2008 <u>Weiner</u> 1905 <u>Beshunshy</u> <u>Jordan – Res in 1302 to 803</u> <u>Furniture in 2113 to 803</u></p> <p>STAFF: <u>8A – Baglini</u> <u>John L</u> <u>Spinello</u> <u>Miriam</u> <u>Josephs</u> <u>9A – Miller</u> <u>Poole</u> <u>Lauten</u> <u>8:45 A – O'Connor</u> <u>9A Crew work on Jordan 1st</u></p> <p>LOGAN-2 8A Start</p>	<p>22 Group 8 RES MOVE IN</p> <p>2002 <u>Novick</u> 2008 <u>Weiner</u> 1905 <u>Beshunshy</u></p> <p><u>Gorin & Borish</u> on vac will not need move in help</p> <p>STAFF: <u>John L</u></p> <p>NA – <u>Miriam Spinello</u> <u>Cross</u> <u>Reyes</u> <u>Josephs</u> <u>Poole</u> <u>Lauten</u></p> <p>24 12 PHONE #: 215-575-9600</p>	<p>23 Group 11</p> <p>1913 <u>Zatz</u> 1916 <u>Kretchman</u> 1812 <u>Michel</u> 1813 <u>Bycer</u> 1814 <u>Roseman</u></p> <p>STAFF: <u>Messinger</u> <u>John L</u> <u>O'Connor: Contractor Meeting, Deliver Glass, Stock Guest Suites</u></p> <p>NA – <u>Miller</u> <u>Miriam Spinello</u> <u>Cross</u> <u>Reyes</u> <u>Josephs</u> <u>Poole</u></p>	<p>24 Group 10 RES MOVE OUT <u>9A – TABLE TALK by MARY WITH ALL STAFF</u></p> <p>1902 <u>Levinthal</u> 1904 <u>Wechler</u> 1907 <u>Linder</u> 1908 <u>Domsky</u> 1914 <u>Brown</u> 1811 <u>Model Suite Prep</u> 1915 <u>Grove Prep</u></p> <p>STAFF: <u>9A</u> <u>John L</u> <u>Josephs</u> <u>9A</u> <u>Messinger</u> <u>Lauten</u> <u>Cross</u> <u>Quinn</u> <u>O'Connor</u></p> <p>GROVE APT – 1915: <u>9A</u> <u>Baglini</u> <u>Peterson</u> 55 HOURS [6 hr day]</p> <p>NA – <u>Miller</u> <u>Miriam Spinello</u></p>	<p>25 Group 10 APT PREP OUT 1811 <u>Model Suite</u> 1915 <u>Grove</u> 1902 <u>Levinthal</u> 1904 <u>Wechler</u> 1907 <u>Linder</u> 1908 <u>Domsky</u> 1914 <u>Brown</u></p> <p>STAFF: <u>8A</u> <u>John L</u> <u>Josephs</u> <u>Spinello</u> <u>9A</u> <u>Messinger</u> <u>Miriam</u> <u>Cross</u> <u>O'Connor</u> 45 HOURS [6.25 hr day]</p> <p>LOGAN-2 8A Start</p> <p>NA – <u>Miller</u> <u>Poole</u> <u>Lauten</u> <u>Quinn</u></p>

We get our rhythm

<p>28 GROUP 9 – APT PREP IN 2001 Hennesforth 2009 Empty – check 2011 Rowden 2012 Luskin 2016 Chase 1805 Corp Ste</p> <p>STAFF: BA – JohnL Baglini Miriam Josephs Spinello 9A – Poole Lauren 8:45 A – O’Connor 65 HOURS [8.75 hr day] LOGAN-2 BA Start NA – Miller</p>	<p>29</p> <p>NO ONE WORKS TODAY</p> <p>~~~~~</p> <p>NA – Miller Miriam Spinello Reyes Josephs Poole Quinn</p>	<p>30 GROUP 12 ASSESSMENT 1803 Sigmond 1804 Harris 1806 Hannon 1807 Finkle 1808 Mendick 1810 Magid 2007 Gellman – move in 2012 Luskin – move in</p> <p>STAFF: JohnL Baglini 20 HOURS [10 hr max] RESIDENT MEETING 2p: Joann & JohnL NA – Miller Miriam Spinello Cross Reyes Josephs Poole</p>	<p>31 Group 11 – RES MOVE OUT & APT PREP OUT 1812 Michel > 1512 1813 Bycer > 2208 1814 Roseman > 1203 1913 Zatz > 908 day in to asst us w-move - Zatz in hospital 1916 Kretzman > 2108</p> <p>STAFF: BA – JohnL Spinello Josephs 9A – Messinger O’Connor Poole Cross Lauren LOGAN-2 BA Start 70 HOURS [8.75 hr day] NA – Miller Miriam Reyes</p>	<p>1 AUGUST</p> <p>NO ONE WORKS TODAY</p> <p>~~~~~</p> <p>2412 PHONE #: 215-575-9600 – DIRECT DIAL</p> <p>NA – Miller Reyes Quinn Spinello</p>
<p>AUGUST MONDAY TUESDAY WEDNESDAY THURSDAY FRIDAY</p>				

<p>4 Group 10 – APT PREP IN & RES MOVE IN 1902 Levinthal 1904 Wechler 1907 Linder 1908 Domsky 1914 Brown 1915 Grove – No Res move in 1805 Corp Suite – Prep in TBD</p> <p>BIN DROP OFF</p> <p>STAFF: BA JohnL Baglini Josephs Spinello 9A Messinger Miriam Cross Poole Lauren O’Connor</p>	<p>5</p> <p>NO ONE WORKS TODAY</p> <p>~~~~~</p> <p>NA – Miller Miriam Spinello Cross Reyes Josephs Messinger Poole Quinn</p>	<p>6 GROUP 13 ASSESSMENT 1704 Gross 1705 Weinstein 1706 Shore 1707 Elkin 1710 Hanowitz 1616 Kalin</p> <p>STAFF: JohnL Baglini</p> <p>15 HOURS [7.5 hr day] NA – Miller Miriam Spinello Cross</p>	<p>7 GROUP 12 – RES MOVE OUT & APT PREP OUT 1803 Sigmond 1804 Harris 1806 Hannon 1807 Finkle 1808 Mendick 1810 Magid</p> <p>STAFF: BA JohnL Baglini Boatman Spinello Josephs 9A Messinger Cross Reyes Poole O’Connor</p>	<p>8</p> <p>NO ONE WORKS TODAY</p> <p>~~~~~</p> <p>NA – Miller JohnL Spinello</p>
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Change of plans - Project speeds up

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Project Management System

- Resident demographic and contact data
- Apartment prep data, including photos
- Resident move-out and move-in data
- Resident communication log
- Problem/task management system
- Project calendar
- Staffing calendar/communication system
- Watermark personnel communication system

Sign-in dashboard

- Open tasks
- Calendar
- Snapshot reports

Snapshot report

	Print Forms	Apt # ▲	Last Name	First Name	Project Detail	Guest Suite Number	Assessment PM	Needs MS concierge	Concierge Name
A - Assessment Date: 05-07-2008 Resident Move-out Date: 05-15-2008 Resident Move-in Date: 05-27-2008									9 Apartments
NEW!	EDIT	VIEW	Print Forms	2205	Louchheim	Frank	A1-R0-S2		Miller, Anne
NEW!	EDIT	VIEW	Print Forms	2206	Abrams	Dr. Ron	A1-R2-S1	1407-1 TW SH L	Messinger, Karen
NEW!	EDIT	VIEW	Print Forms	2210	Primavera	Marie	A1-R1-S1	1713-1 F T	Messinger, Karen
NEW!	EDIT	VIEW	Print Forms	2305	STAGING		A-R-S		
NEW!	EDIT	VIEW	Print Forms	2306	Schwarzman	Arlene	A3-R5-S2	1313-1 King T	Miller, Anne
NEW!	EDIT	VIEW	Print Forms	2405	Schneeberg	Arthur and Gerry	A1-R3-S2	1512-2 TW/F SH	Lopuszanski, John ✓
NEW!	EDIT	VIEW	Print Forms	2406	Cole	Orlando	A2-R2-S1	2108-1 TW T	Lopuszanski, John ✓
NEW!	EDIT	VIEW	Print Forms	2407	Goldman	Roslyn	A1-R1-S1	1111-1 TW SH	Lopuszanski, John ✓
NEW!	EDIT	VIEW	Print Forms	2416	VACANT		A-R-S		
B - Assessment Date: 05-07-2008 Resident Move-out Date: 05-22-2008 Resident Move-in Date: 06-05-2008									8 Apartments
NEW!	EDIT	VIEW	Print Forms	2203	Kaplin	Gertrude	A1-R1-S2	1313-1 King T	Baglini, JoAnn
NEW!	EDIT	VIEW	Print Forms	2204	Eisenberg	Sybil	A4-R4-S2	908-1 T	Baglini, JoAnn ✓
NEW!	EDIT	VIEW	Print Forms	2303	VACANT		A-R-S2		
NEW!	EDIT	VIEW	Print Forms	2304	Gansman	Lois	A2-R2-S1	1407-1 TW SH L	Messinger, Karen
NEW!	EDIT	VIEW	Print Forms	2313	Klotz	Florence	A2-R1-S1	2309-1 SH L or TBD	Messinger, Karen ✓
NEW!	EDIT	VIEW	Print Forms	2314	Sonkin	Lillian	A1-R2-S1	1703-2 F SH/T L	Messinger, Karen ✓
NEW!	EDIT	VIEW	Print Forms	2403	Remer		A1-R1-S2	1103-2 TW/F SH/T	Lopuszanski, John
NEW!	EDIT	VIEW	Print Forms	2404	Magaziner	Henry	A3-R2-S2	1009	Lopuszanski, John ✓

Open tasks

Tasks by Group								
FULL REPORT GRID EDIT EMAIL PRINT OTHER ▼								Results 1 to 2 (out of 2)
	Apt #	Group	Last Name	Cat.	Date Created	Assigned To	Status	Description
NEW! EDIT VIEW	1714	14	Altus	P	09-05-2008	Warner, Tim	In Progress	<p>-- [SEP-05-08 John Lopuszanski] ----- Damaged art work!!!</p> <p>Silk screen puncture during construction. Hole through plastic and art work! 1/4"~3/8" rip/puncture. Wants to be picked up before Sept. 16 when she goes into hospital.</p> <p>-- [NOV-04-08 John Lopuszanski] ----- Finally spoke to Carol Abercauph,215-765-1499. who is an restorer of paintings. If it's canvass, then she can repair it, if it's silk or a textile she can recommend a friend to repair it. She and her friend will contact Mrs. Altus and see the damage. This art work is screwed into the wall. This damage was done by construction crew and was shown and admitted that they were at fault. Something punctured the plastic protecting the art work and poked a hole in it.</p> <p>-- [NOV-07-08 Anne Miller] ----- Gave Mrs. Altus the name and phone # of the art restorer upon her request.</p> <p>-- [NOV-24-08 Mary O'Connor] ----- Discussed this today with Jennifer Kelley and Mike Boner together - Mike remembers my original conversation at the contractor's meeting when this happened and the contractors know they need to take care of this and Jennifer will talk with Mrs. Altus. John Lo said today that the contractors admitted they did the damage.</p>
NEW! EDIT VIEW	811	25-AL-D	Cohen	T	11-12-2008	Warner, Tim	In Progress	<p>-- [NOV-12-08 John Lopuszanski] ----- There are several holes in the walls and door created during construction that need to be plastered and painted. Also the kitchen floor lanoleum was ripped. This was most likely caused my the tenant trying to enter this room during constuction. He was "caught" by the workers and nurses. Please repair this floor as this is a major trip hazard!!! Outside wall has art work that needs to be hung. The A/C vent and one blinds needs to be attached hung.</p>

Client record 1

[Print Resident and Apartment Assessment Form...](#)

Apt #
2405

Schneeberg

Assessment PM
Lopuszanski, John

Apartment Project Manager
Lopuszanski, John

Client Summary

Husband just came out of surgery last week and they will NEED 2 bathrooms. They also do wash every other day and want a washer/drier. (Not sure if their guest suite will have this.) May need help wwith packing all their items needed. Much medical supplies need for him. Maybe extra bin for just this!

Have a baby grand piano. They want covered during the work. Please roll their rug. Also VERY concern of their wooden floors. How will they be covered and with what? Also wants sofa and cushions cover during construction. She has seen the plastic protection in other areas of the building and doesn't think that is enough! WHO will hook up her computer in the guest suite? Us or WM? I might just do this myself , but need to talk to Tim about it.

Pre-existing Damage

Notes

Assessment Date	03-12-2008	Time
Assessment Date Override	03-12-2008	
Resident Move Out Date	05-15-2008	Time
Apartment Prep Out Date	05-16-2008	
Apartment Prep In Date	05-27-2008	
Resident Move In Date	05-27-2008	Time

[Print Resident Form...](#)

Group
A

Guest Suite Number
1512-2 TW/F SH

Resident Project Manager
Lopuszanski, John

A1-R3-S2

Client record 2

Demographics

First Name	Arthur and Gerry	Last Name	Schneeberg
Spouse Name			
Apartment Rating	1.0		
Resident Rating	3.0		
Apartment Size	2		
Phone	(215) 575-9370	Cell Phone	
email			
Personal Photo			

Staffing

Apartment Override	
Resident Override	

Alternate Contacts

	Alternate Contact 1	Alternate Contact 2
Name	Ruth Schneeberg	Helen Schneeberg
Relationship	daughter	sister-in-law
Phone A		
Phone B		
Cell phone	(267) 664-6048	(215) 870-0589
email		

Client record 3

Resident Assessment

Cognitive Mrs. excellent ,, Dr. ??? (didn't talk much)

Mobility OK

Health has much medical supplies

Needs MS concierge

Concierge

Apartment Assessment

Apartment Assessment Have a baby grand piano. They want covered during the work. Please roll their rug. Also VERY concern of their wooden floors. How will they be covered and with what? Also wants sofa and cushions cover during construction. She has seen the plastic protection in other areas of the building and doesn't think that is enough! Please cover cabinet in living room.
Who will hook up her computer in the guest suite? Us or WM? I might just do this myself , but need to talk to Tim about it.

Living Room

[Display Photos](#)

Left

card table and end table with lamp
pictures on wall (these might not be there during move. getting reframed)

Far Wall

baby grand piano

Near Wall

Right

large painting
cabinet with art work on it. remove items from top and cover cabinet

Client Tasks

Tasks

[Add Task](#)

FULL REPORT | GRID EDIT | EMAIL | PRINT | OTHER ▾ Results 1 to 1 (out of 1)

	Cat.	Date Created	Assigned To	Status	Description	Reminder	Reminder Date
NEW! EDIT VIEW	T	08-12-2008	Warner, Tim	Complete	-- [AUG-12-08 Karen Messinger] ----- during prep-in painters tape was removed from storage unit (had been used to keep doors closed), the paint removed some of the finish of this pressed wood furniture. MS Staff used english polish to reduce the marks left by the tape but the damage is still noticeable. Resident reviewed damage with staff & would like to know what can be done to improve the damage.		08-11-2008

Notes

Date...	Record...	Description	Urgent
No notes found			

Billing Info for Payroll

Client Billing Form

FULL REPORT GRID EDIT EMAIL PRINT OTHER ▼											Results 1 to 9 (out of 9)	
	Activity	Employee Name	Bill?	D	TL	Trvl to Where	Date ▲	In	Out	Reimb	Hours Worked	
NEW!	W-APT IN/RES IN	Mary O'Connor	Yes	No	No	None	11-20-2008	9:00 am	6:30 pm		9.50	
NEW!	W-APT IN/RES IN	William Spinello	Yes	No	No	None	11-20-2008	8:00 am	6:00 pm		10.00	
NEW!	W-APT IN/RES IN	Janice Quinn	Yes	No	No	None	11-20-2008	9:00 am	6:00 pm		9.00	
NEW!	W-APT IN/RES IN	Monica Cross	Yes	No	No	None	11-20-2008	9:00 am	5:00 pm		8.00	
NEW!	W-APT IN/RES IN	Maureen Reyes	Yes	No	No	None	11-20-2008	9:00 am	5:00 pm		8.00	
NEW!	W-APT IN/RES IN	Barbara A. Josephs	Yes	No	No	None	11-20-2008	8:00 am	6:30 pm		10.50	
NEW!	W-APT IN/RES IN	Anne Miller	Yes	No	No	None	11-20-2008	9:00 am	6:00 pm		9.00	
NEW!	W-APT IN/RES IN	Karen Messinger	Yes	No	No	None	11-20-2008	9:00 am	6:00 pm	\$15.75	9.00	
NEW!	W										10.00	
TOT	Watermark Only									5.75	83.00	


Date 11-20-2008 Logan Men 2 Logan Hrs. 8.75 Logan Rate \$76.00

Total Time

83.00

Employee Timesheets

Work | [Payroll Report for an Employee](#)

 Custom

Calculated Pay Period is 19 AND ...										
GRID EDIT EMAIL PRINT OTHER ▾										Results 1 to 9 (out of 9)
	Client Name	Worked Date	Hours Worked	Activity	Team Leader Hours	Driver Hours	Travel Time	Total Paid Time	Reimb	Approved?
Employee: Lopuszanski, John Pay Period: 11-15-2008 to 11-28-2008										9 Work
NEW! EDIT VIEW	Harriet Tarlow	11-19-2008	7.00	Packing	0.00	0.00	0.00	7.00		✓
NEW! EDIT VIEW	Watermark z Grp 26-AL	11-20-2008	10.00	W-APT IN/RES IN	0.00	0.00	0.00	10.00		✓
NEW! EDIT VIEW	Moving Solutions	11-21-2008	1.50	Other	0.00	0.00	0.00	1.50		✓
NEW! EDIT VIEW	Watermark 30 z Grp EXTRA	11-21-2008	3.00	W-Apartment Out	0.00	0.00	0.00	3.00		✓
NEW! EDIT VIEW	Watermark 28 z Grp 28	11-24-2008	9.00	W-APT IN/RES IN	0.00	0.00	0.00	9.00		✓
NEW! EDIT VIEW	Watermark 29 z Grp 29	11-25-2008	1.50	W-APT IN/RES IN	0.00	0.00	0.00	1.50		✓
NEW! EDIT VIEW	Watermark 28 z Grp 28	11-25-2008	4.00	W-APT IN/RES IN	0.00	0.00	0.00	4.00		✓
NEW! EDIT VIEW	Watermark 30 z Grp EXTRA	11-25-2008	3.25	W-Apartment Out	0.00	0.00	0.00	3.25		✓
NEW! EDIT VIEW	Watermark 30 z Grp EXTRA	11-28-2008	6.00	W-Apartment Out	0.00	0.00	0.00	6.00		✓
TOT			45.25		0.00	0.00	0.00	45.25	\$0.00	

Lessons learned - cash flow

- Build payment terms into the contract
- Have line of credit or be able to cover payroll if terms are not met



Lessons learned - control

- Project success depends on multiple players
 - Construction (glazers, dozens of different contractors)
 - Watermark elevators
 - Watermark housekeeping and engineering
 - Residents
 - **Your team**



Lessons learned – learning curve

- If possible, **do initial portion Time and Materials** to confirm scope, develop systems
- Develop bid after learning curve is achieved
- Offer discount on your hourly rate so you are not at risk



Lessons learned – investment

- Be prepared to make investment



Lessons learned – your other business

- Are you competent to handle a large scale project?
- What happens to your other business while the project is going on?
- What happens afterwards?



Would I do it again?

In a heart beat.

landing ^{the} **BIG!**
GIG

Contact Info

Margit Novack

Moving Solutions

mnovack@movingsolutions.com

610-853-4300

www.movingsolutions.com