

Get Out of Your Box: Success with Multiple Service Line Projects

James Harless, PhD, CHMM
Randy Martin, PE
Tony Adamo, PE, LEED AP



Overview

- **What About Multi-Service Thinking?**
 - Importance
 - Challenges
- **Case Studies**
 - Randy Martin
 - Tony Adamo
 - James Harless
- **Questions & Answers**



Why Multi-Service Thinking

- **Business development**
 - Revenue/profitability growth
 - Increased revenue per client
 - Expand services geographically
 - Create one-stop shop for clients
 - Increased BD efficiency



Why Multi-Service Thinking

- **Project/service delivery**
 - Increased efficiency
 - Improved solutions
 - Reduced risk
 - Improved professional growth opportunities



Common Challenges

- Office geography
- Cost centers
- Not enough strategic/big picture thinking
- Too many silos
 - Client/project possessiveness
 - Not my client/priority



Common Challenges

- Inexperienced/ineffective PMs
- Lack of staff knowledge about other service areas
- Lack of trust (staff, PMs, offices, ...)
- Lack of motivation for extra effort



Case Studies

- **Randy Martin, PE, VP
S&ME, Louisville, TN**
- **Tony Adamo, PE, LEED AP, VP
Drash Consultants, San Antonio, TX**
- **James Harless, PhD, CHMM, VP
SME, Plymouth, MI**



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****When CoMET Leads the Way****

Randy Martin, P.E.

CoMET Business Unit Director

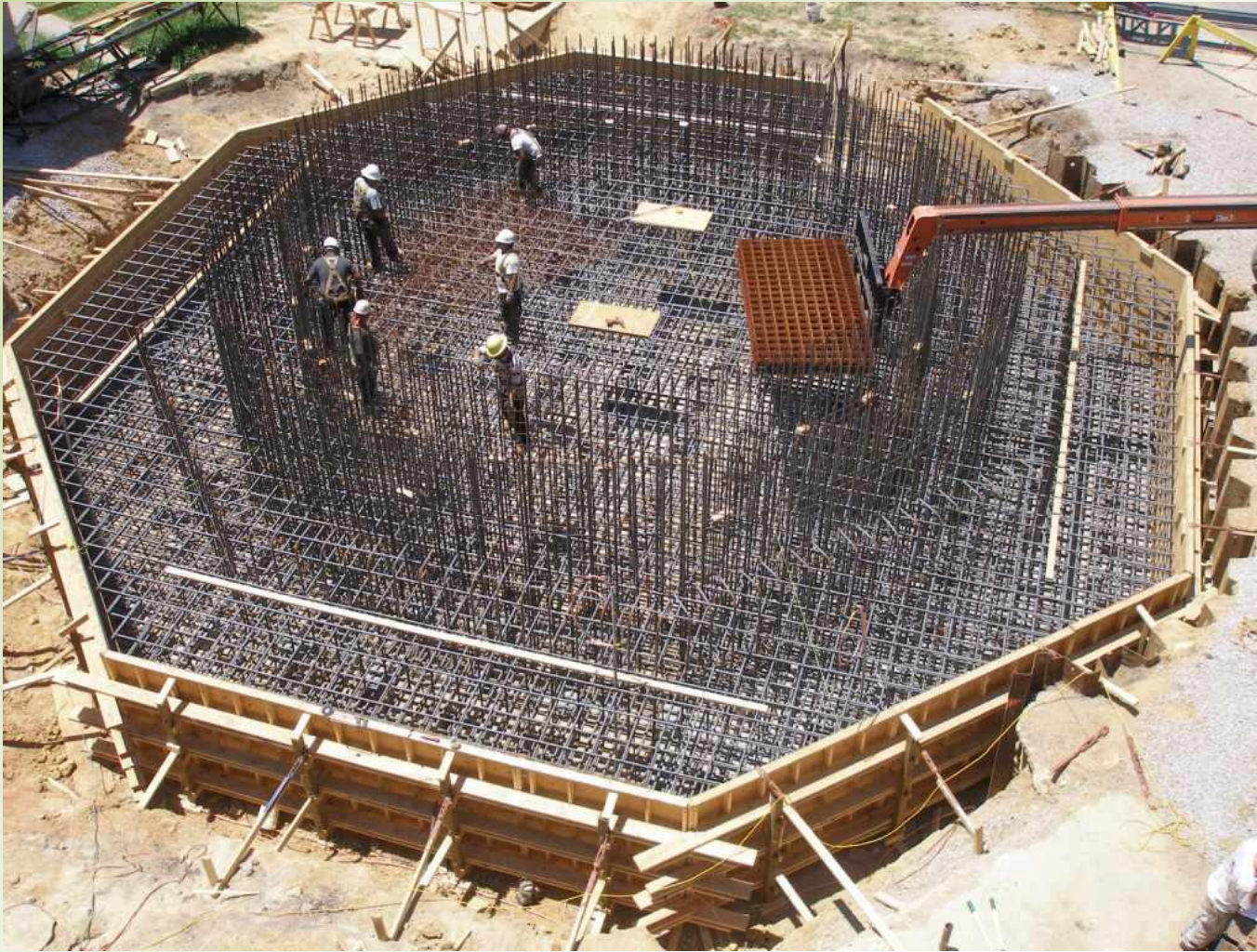
For the CoMET Folks In The Room....

What Gets Your Blood Flowing?

What Gets Your Blood Flowing?



What Gets Your Blood Flowing?



What Gets Your Blood Flowing?

Building Code
Requirements
for Structural
Concrete

318-14



The Reorganized ACI 318-14 Code

Benefits, Rationale and Availability



American Concrete Institute®
Advancing concrete knowledge



A Phone Call



Call From a Developer Client

Good News

- Purchasing A New 1,400 Acre Site
- 8 Miles From the S&ME Office

Bad News

- Only 380 Acres For The Initial Phase
- Only About 180 Acres Planned For Immediate Development

Only 180 Acres?



Office Party!

Only 180 Acres?



Office Party!

Call From a Developer Client

Why Did The Client Call the CoMET Project Manager First?

Call From a Developer Client

Our History With This Client



Chicken Poop



Chicken Salad

History With This Client

The “Last” Big Project

- Large Facility, Several States Away
- Challenges and Problems
- Ineffective Sub-consultants
- Immediate Response (Extra Travel and Long Hours)
- Fierce Dedication to Client Service

History With This Client

Previous Project

- + Overcame Significant Challenges
 - + Responded Immediately When Problems Arose
 - + Provided Outstanding Service That Kept The Project On Schedule
- = Appreciative and Satisfied Client

Call From The Client - 180 Acre Site

Immediate Needs (“Due Diligence”)

- Jurisdictional Determination
- Preliminary Geotechnical Explorations
 - NW Parcel, NE Parcel, Roadways
- Wetland Evaluations
- Cultural Resources
- Phase I ESAs

Call From The Client - 180 Acre Site

**What does the CoMET Project
Manager Know About These “Due
Diligence” Services?**

Due Diligence??



Not
Much!

Get The Ball Rolling

Phone Calls

Emails

Understanding Internal Capabilities

Sharing that Sense of Emergency

Assembling Teams

Internal Meetings

Lots of Meetings With the Client

Client Meetings



Client Meetings



Where to Sit – Important or Not?

- Across From The Client – The Consultant
- Beside The Client – Trusted Advisor
 - Ask Questions
 - Become The Client Advocate

The Client Advocate

Responsibilities

- Education - The Other Service Lines
- Help “Predict” Challenges and Obstacles
- Single Point of Contact
 - “I will have Steve call you”...or.....
 - “Steve and I will call you this afternoon”

180 Acre Site - Now

The “Due Diligence” Work

- \$73,000 in Company Revenues
- 14 Months Since First Proposal

CoMET Revenues and Effort

- \$1,200 (Project Manager time)
- 50 hours? 100 hours? 150 hours?

180 Acre Site - Now

The “Ultimate Prize”

- **First Building Site Under Construction**
 - \$280k in Proposed CoMET Services
 - Will Likely Exceed \$310k
- **Second Building Site Starting Soon**
 - \$150k in CoMET Services
- **New Access Road**
 - \$40k in CoMET Services

180 Acre Site – Now and Future

Total CoMET Revenues = \$500,000

Total Company and CoMET Revenues
For The Entire 1,400 Acre Site?

\$\$\$\$\$

In Summary

Lessons Learned

- **“Speak The Language” of Other Service Lines**
- **Internal Resources - Bring In The Experts**
- **Respect What Other Service Lines Bring To The Table**
- **Know Your Limits – A Little Knowledge in Dangerous**

In Summary

Lessons Learned

- **Become The Client's Advocate (Internally and Externally)**
- **Lighting Fires Internally**
- **Be Patient – Delayed Return On Investment**
- **Client Manager – Position Description**
- **Say “Thank You”**

And With That.....

Thank You and Goodbye!





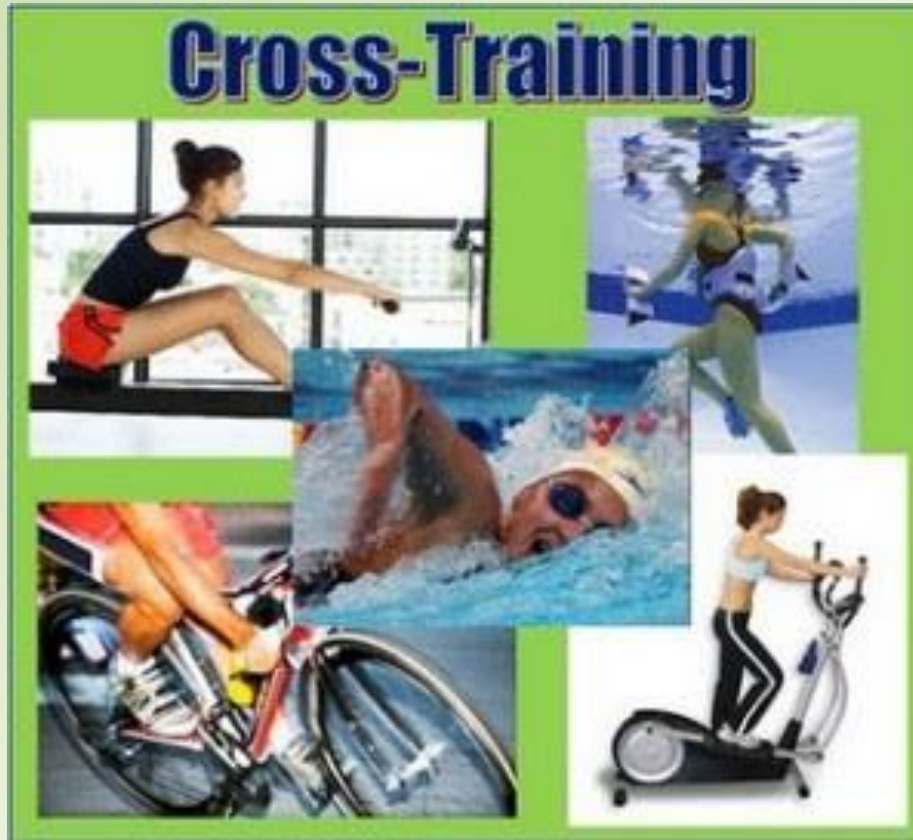
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****Geo Takes the Lead****

Tony Adamo, P.E., LEED AP
Vice President

Company Culture & Willing Participants

Cross-Training?



Cross-Training?



Cross-Training



Teamwork



TEAMWORK

When we all work together, everybody wins.

Expertise



Familiarity with All Service Lines

Knowing the People in Your Firm

- Small Company Advantages
- Large Company Advantages

Knowing What You Don't Know

- Who to Call Inside and Outside Firm
- Can We Do It?

Geotechnical, Environmental and Construction Materials Engineering and Testing



Creating These Opportunities



What Can You Do to Create These Opportunities?

- Multiple Office Locations/Big Footprint
- Specialty Services/Expertise
- Developing Great Relationships
- Understanding Your Capabilities to Meet Your Client's Needs
- Past Performance

Being Prepared When These Opportunities Arise

Company Culture and Resources

Client Contact/Relationships

Personnel

Most Projects Have More Issues than Clients Expect

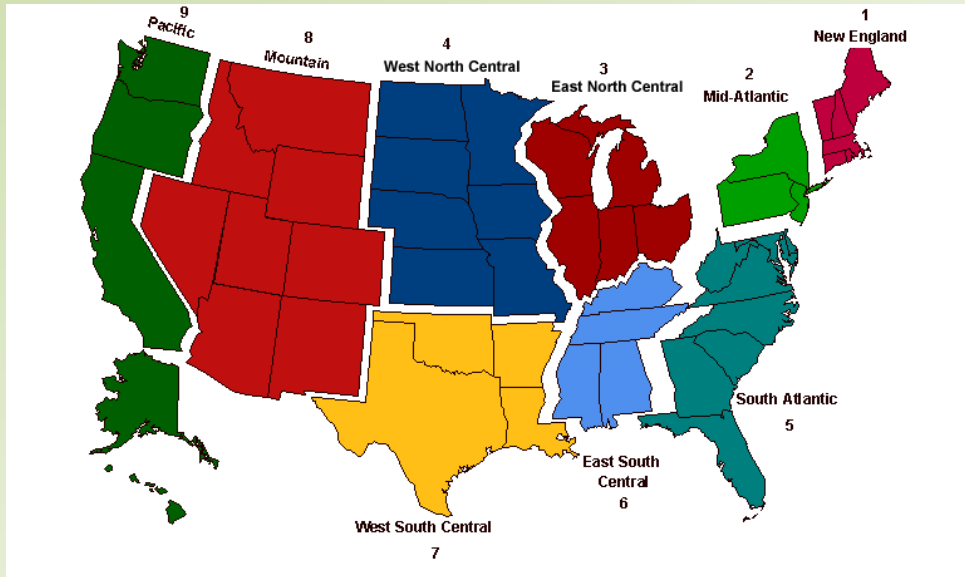
- State/Local Regulations
- Past Property Uses
- Fun Neighbors
- Local Geology

Long-Standing Local Client vs. Recent Out-of-Town Client

Trusts and Values Your Opinion
VS.

You are in the Area and Available

Can We Work There?



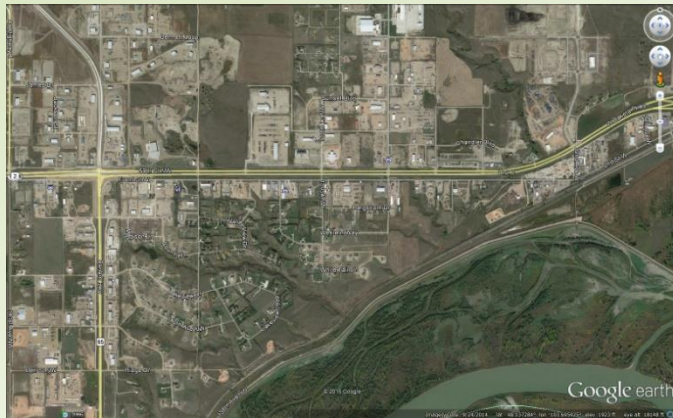
What Have I Gotten Myself Into?



Transcontinental Railroad Water
Station Southwest of Cheyenne



Multiple Sites in Multiple States



Multiple Service Lines

Geotechnical and Environmental CoMET

- Design Consulting
- Hydrology & Hydraulics
- Geologic Differences
- Understanding Materials

Are We There Yet?



In Summary

Lessons Learned

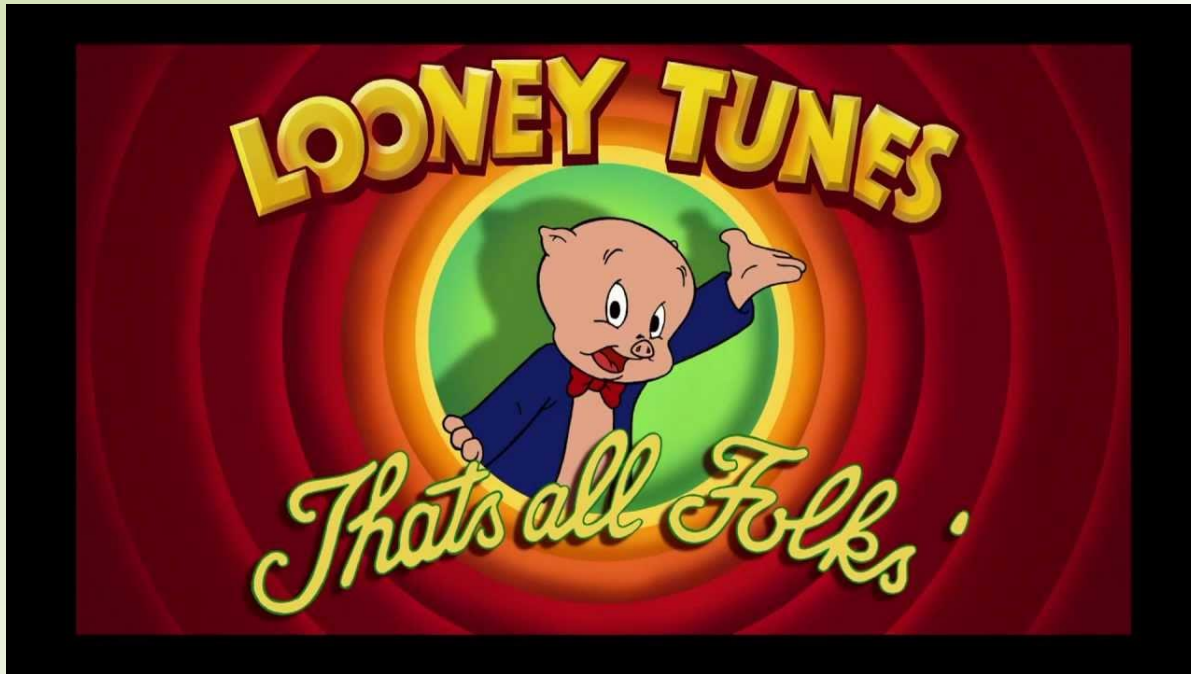
- **Cross-Training Can Be Invaluable**
- **Teamwork**
- **Expertise**
- **Familiarity with Other Service Lines**
- **Multiple Offices/Great Relationships**
- **Know What You Can And Can't Offer**
- **Geology Is Important**

In Summary

Lessons Learned

- **Become The Client's Consultant/Advisor**
- **Growing Your Company with People Who Know You Already**
- **Be Prepared**
- **Taking Geotechnical, Environmental and CoMET Services on the Road**

Thank You and





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****Enviro Takes the Lead****

James Harless, PhD, CHMM
Vice President / Principal

Sometimes Smooth, Sometimes Rough

Example 1

Smooth as a ...



Project

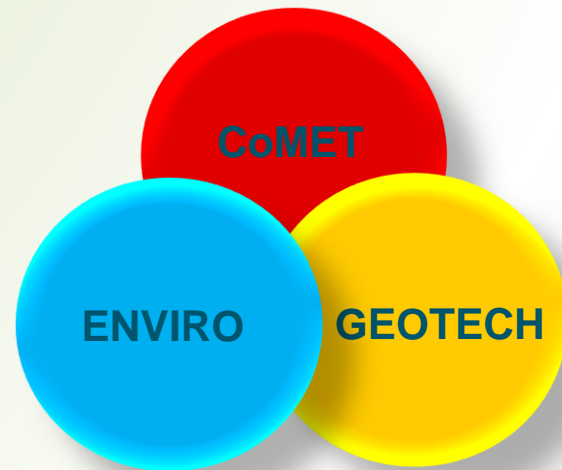
- 48-acre site
- New wind tower manufacturing plant
- 100,000 sq. ft. factory + 10,000 sq. ft. offices
- Heavy products - high floor, pavement and ground loads
- \$22,000,000 startup – no commercial financing

Project Challenges



To The Rescue

- Environmental assessments
- Environmental liability management
- Exposure mitigation
- Brownfield financing
- Soil stabilization
- **CoMET**
(construction + environmental)



Success



Why Did It Work

- Cooperative client
- Single senior PM
- Experienced, motivated senior technical manager for each service
- All services from same office
- Cross-trained CoMET team

Example 2

Rough as a ...



Project

- 260,000 sq. ft. former manufacturing plant on 11 acres
- Purchase and reuse by farm implement parts manufacturer

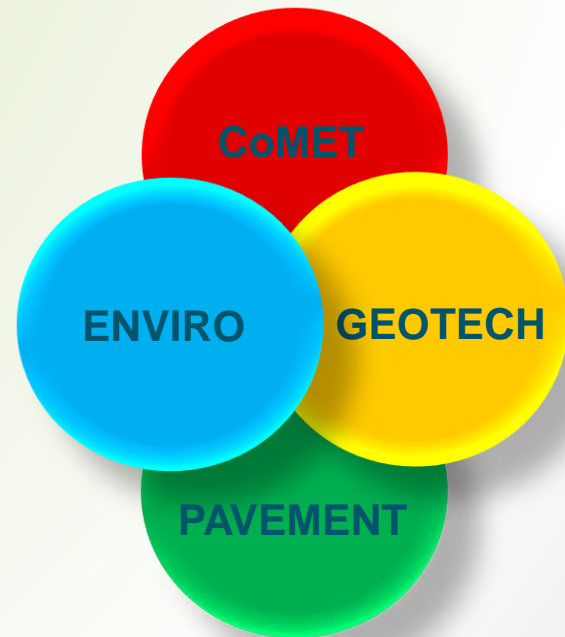


Project Challenges

- Trichloroethene (TCE) contamination beneath building
- Vapor intrusion risk
- Missing >7,000 sq. ft. floor over highly contaminated area; future high load area
- Unstable soil under missing floor
- Demanding owner (not the client)

To The Rescue

- Environmental assessments
- VI investigations
- Brownfield financing
- Soil stabilization
- Floor replacement
- VI mitigation
- CoMET



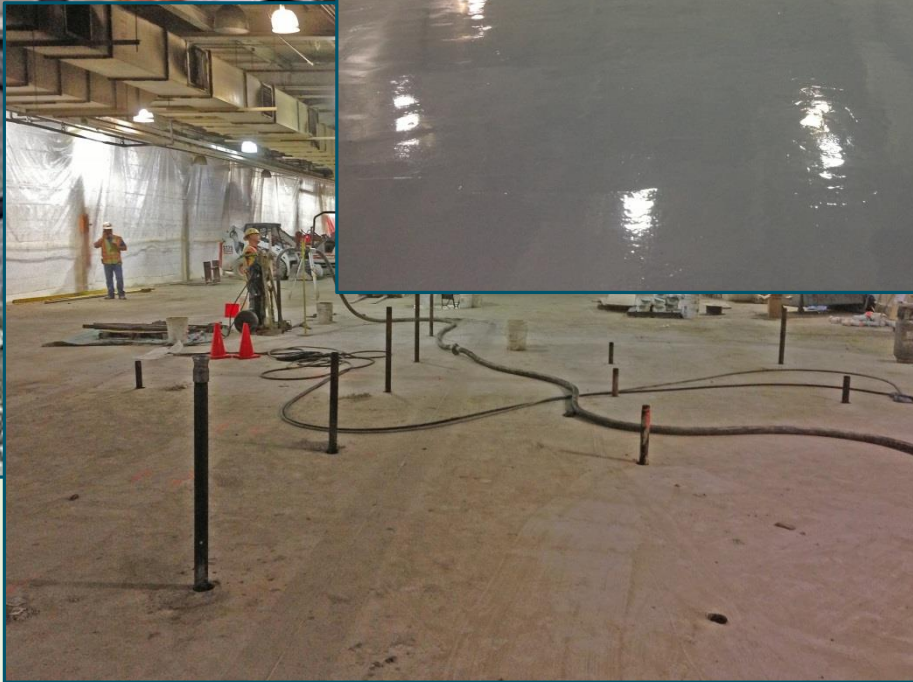
Where Were the Potholes

- Difficult, uncommunicative owner
- Client was not the owner
- Silo'd pavement services
 - Not “their” project / priority
 - Poor communications
 - Schedule failures
 - “Zero” risk, high cost floor design
 - Resultant frustration and lack of trust

Where Were the Potholes

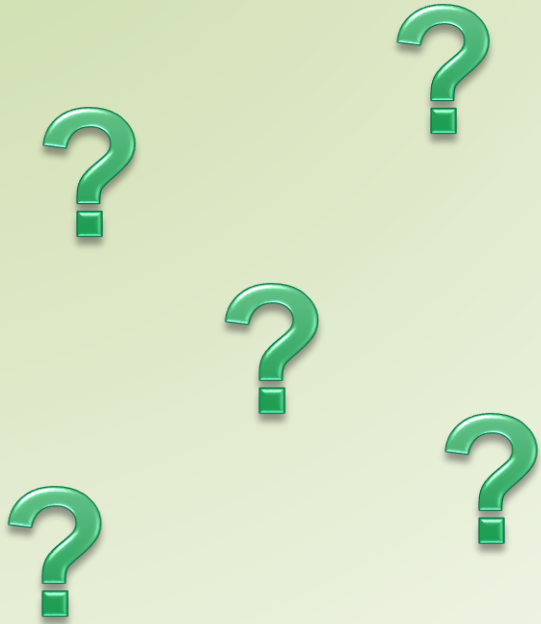
- Mid-level PMs for most of work
- Services/management from multiple offices
- Lack of central file storage and access

Success





Questions?



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