

Failure List → Control Matrix (v1)

Source: Master Failure List (Apr 25) | Purpose: convert recurring failures into owned controls with measurable KPIs

Failure	Root Cause	Control to Install	Owner	Due	KPI
1) Wrong role in field leadership	Doer in manager seat	Field Manager of Record + daily sequencing huddle	Gerardo / Jeremy	2026-05-01	Schedule adherence %, rescue interventions/week
2) Third-party GC diluted ownership	Diffused accountability	Owner-controlled internal execution team + incentive model	Zac (COO)	2026-05-08	On-time milestone %, correction cycle time
3) Cross-project resource cannibalization	No boundary policy	No-poach core rule + surge bench protocol	Zac (COO)	2026-04-30	Resource diversion incidents/month
4) Site plan change churn	No late-change governance	Design freeze gate + value-vs-delay memo required	David / Tracy	2026-05-02	Revision count, entitlement cycle days
5) Unit mix/procurement mismatch	No lock gate before long-lead buys	Unit-mix lock + PO exposure register + revalidation trigger	Tracy / Jeremy	2026-05-02	Mismatch orders %, domestic backfill spend
6) Arch/Structural release mismatch	Asynchronous release	Arch+Structural conformance gate before release	David / Tracy	2026-04-30	Discrepancy log open items at release
7) MEP drift after arch changes	Weak revision governance	Coordinated revision packet + no-updated-set/no-work	Dylan / Field Lead	2026-05-01	MEP rework incidents/week
8) Last-mile plan distribution failure	No acknowledgment chain	Current-for-Construction register + ack-chain enforcement	Field Manager	2026-04-30	Wrong-version work events
9) Schedule/takeoff integrity failures	Insufficient QA reconciliation	Schedule-to-elevation QA + independent takeoff verification	Tracy / Jeremy	2026-05-03	Supplemental buys from takeoff errors
10) Framing tolerance	No framing hold-point QA	Critical-dimension hold-point with photo proof	Gerardo / Jeremy	2026-05-01	Fit-related rework count

30-Day Control Installation Plan

- Week 1: Activate four hard gates (design freeze, conformance, release, framing hold-point).
- Week 2: Enforce acknowledgment chain + no-ack/no-work in changed zones.
- Week 3: Turn on blocker SLA (>24h yellow, >48h red) with escalation owners.
- Week 4: Review KPI trend, remove top 3 repeat failures, and lock process changes.