Solution List (Expanded Detail)

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How to read this document
Each solution includes:
1. **Objective** (what this fixes)
2. **Actions** (what to implement)
3. **Owner model** (who is accountable)
4. **Success indicators** (how we know it worked)

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1) Fix Field Leadership Architecture (Manager vs Doer)

Objective
Eliminate reactive execution by ensuring every active site has a true field manager directing work, not just a high-effort doer.

Actions
- Assign one **Field Manager of Record** per project.
- Define role split in writing:
  - Manager = sequencing, trade coordination, accountability
  - Doers = production execution
- Assign backup manager and continuity handoff plan.
- Run daily command huddle with written top blockers + owner + due time.

Owner model
- Primary: Project leadership
- Secondary: Executive sponsor for escalation

Success indicators
- Fewer emergency “rescues” from other projects
- Sub response time improves
- Weekly blocker closure rate increases

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2) Enforce Change Governance (Site Plan + Unit Mix + Design Drift)

Objective
Prevent value-driven changes from creating uncontrolled schedule and cost penalties.

Actions
- Implement **Change Budget** (max revisions/time window before executive exception).
- Require one-page **Value vs Delay Justification** for post-freeze changes.
- Require pre-approval impact matrix:
  - schedule impact
  - entitlement impact
  - material/PO exposure impact
  - city/inspection risk impact
- Batch non-urgent changes into planned release windows.

Owner model
- Primary: Design lead + PM
- Approver: Executive owner

Success indicators
- Reduction in late revision count
- Fewer city re-runs
- Lower change-related rework cost

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3) Synchronize Arch / Structural / MEP Before Field Release

Objective
Stop mismatched takeoffs and field errors caused by asynchronous discipline updates.

Actions

- Add **Conformance Gate** before release: Arch + Structural + MEP aligned and stamped.
- Block field release in changed zones until superseded sets are locked.
- Publish revision bulletin with explicit “what changed” + impacted trades.
- Require field foreman signoff on active set version each morning.

Owner model
- Primary: Design coordination lead
- Enforced by: Site manager

Success indicators
- Fewer rough-in rework events
- Reduced plan conflict RFIs
- Increased first-pass install correctness

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4) Build Last-Mile Document Control (GC to Sub to Crew)

Objective
Ensure updated plans are not only sent, but actually used in field execution.

Actions
- Maintain **Current-for-Construction Register** (single source, version/date).
- Require acknowledgment chain from GC + each impacted sub.
- Apply “no acknowledgment = no work” policy in changed zones.
- Post latest set physically/digitally at site with version marker.

Owner model
- Primary: PM document controller
- Verification: Site manager

Success indicators
- % revisions acknowledged before work resumes
- Reduction in work built from superseded plans
- Fewer replacement orders due to version mismatch

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5) Lock Procurement to Verified Design Inputs

Objective
Prevent long-lead purchasing against outdated design assumptions.

Actions
- Split buys:
  - safe-to-buy universal items
  - layout-sensitive gated items
- No layout-sensitive PO without:
  - current unit-mix signoff
  - validated takeoff
  - variance budget approval
- Maintain PO exposure register against active layout revision.
- Add domestic contingency strategy for long-lead mismatch classes.

Owner model
- Primary: Procurement lead
- Approver: PM + executive

Success indicators
- Lower mismatch rate on material receipt
- Lower emergency domestic patch spend
- Better install-to-order fit ratio

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6) Install Field QA Hold Points (Framing, Openings, Trade Baselines)

Objective
Catch tolerance and execution errors before dependent trades and imported finish materials are impacted.

Actions
- Introduce mandatory **Framing Hold-Point QA** before release to cabinets/appliances/finishes.
- Add critical dimension checklist:

  - appliance clearances
  - door/window opening dimensions
  - jamb/frame depth compatibility
  - cabinet/granite run dimensions
- Use first correct building as **Baseline Standard Work**.
- Track material burn variance; trigger stop-correct-escalate above threshold.

Owner model
- Primary: Site QA lead
- Enforcement: Site manager

Success indicators
- Rework hours down
- Material burn variance down
- First-pass fit quality up

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7) Inspector Variability Control (Municipality Readiness)

Objective
Reduce disruption from inspector-to-inspector interpretation changes.

Actions
- Build **Inspector Preference Log** by jurisdiction and scope.
- Conduct pre-inspection alignment for high-risk scopes.
- Seek written clarifications for contested interpretations.
- Add schedule contingency for interpretation-sensitive scopes.

Owner model
- Primary: Permitting/inspection coordinator
- Escalation: Executive owner

Success indicators
- Fewer failed/reworked inspections
- Faster reinspection cycles
- Lower method-change rework

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8) Executive Time Protection + Support Function Reset

Objective
Stop executive capacity loss from transactional work and force reliable support operations.

Actions
- Define **Executive Work Boundary** (decision/strategy/exception only).
- Stand up dedicated support roles:
  - draw/admin coordinator
  - procurement coordinator
  - accounting ops with SLA
  - field expeditor/runner
- Move check runs/waivers/notary/courier routines out of executive lane.
- Trigger staffing review when SLA misses repeat beyond threshold.

Owner model
- Primary: Executive leadership
- Operational owner: COO/operations admin lead

Success indicators
- Executive transactional hours reduced
- Draw/admin cycle time improved
- Fewer missed handoffs in support workflows

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9) First-Pass Quality Standard + Trust Recovery Model

Objective
Break the cycle where leadership must re-verify every output before acting.

Actions
- Create work-type QA checklists for:

  - plan releases
  - takeoffs
  - financial submissions
- Require checklist evidence with every handoff.
- Reject submissions lacking QA evidence.
- Implement trust tiers:
  - full review (new/unproven)
  - sample review (proven reliability)

Owner model
- Primary: Function heads (design/procurement/finance)
- Audit: Executive review cadence

Success indicators
- First-pass acceptance rate up
- Time-to-decision down
- Leadership re-verification hours down

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10) 90-Day Rollout Plan

Days 1–14 (Stabilize)
- Field manager-of-record assignment
- Current-for-construction register live
- Top-10 blocker war room
- Freeze non-critical design changes

Days 15–45 (Control)
- Conformance and procurement gates active
- Acknowledgment-based issuance enforced
- Framing hold-point QA live
- Material variance threshold monitoring active

Days 46–90 (Institutionalize)
- Supervisor scorecards live
- Executive time boundary enforced
- Support-function SLAs measured and acted on
- Staffing corrections made where reliability remains below threshold

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Core KPI Dashboard (Weekly)
- Rework hours
- Material variance vs baseline
- % work executed on current version set
- Escalations resolved within SLA
- First-pass acceptance rate
- Executive transactional hours (target: declining trend)

Final note
The quality/value ambition of the projects is valid. The path forward is to keep ambition while hardening control systems so change does not break execution.