

#170

This is Technology Update.

John Joss reporting from Silicon Valley, world headquarters of the 21<sup>st</sup> century.

Can technology help human life? For those who see high technology as a destroyer, here's an unusual story from KPEN listener Dennis Starkovich of Palo Alto. Dennis uses the so-called PERT/CPM or "critical path" method of planning, to do all sorts of problem solving. He's a management consultant, but a very hip one.

Dennis' network analyses have been applied to all the traditional businesses for scientific and management problem solving. Also, happily, to schoolroom learning, to help teachers and students tackle short and long-term problems in – would you believe, kindergarten. The resulting network is one of the most charming and provocative documents I've seen in ages. It's identical in concept to approaches used by high-technology companies to build new plants, launch new products, put men on the moon. But perhaps the most interesting and personal example that Dennis sent me is a network of the movements used in Tai-Chi, the well known Oriental exercise, meditation and dance concept.

If you'd like to learn more about these analytical methods, call Dennis at his Palo Alto office. He's a professional and technologist, but one with a lot of heart. I thank him for giving me the word to pass on to you. I'm John Joss.

**RADIO STATION KPEN  
LOS ALTOS, CA  
1979**

## **OBJECTIVE**

Provide PERT/CPM methods of network analysis for planning, developing and implementing projects of all types, sizes and complexity.

## **PROFESSIONAL EXPERIENCE**

Management Consultant, 1974 to present.

Provide PERT/CPM management planning and network analysis for a wide variety of design, development and construction projects.

Early clients and projects included:

Container Corporation of America; General Electric; Lockheed; University of California at San Francisco; C. Norman Peterson Contractors, A Dillingham Company; Hodgson Construction; Portola Valley Ranch Subdivision; University of Oregon Health Services Center; Santa Barbara Sewage Treatment Plant; Rock Creek, Oregon Sewage Plant; Aptos Transmission Facilities; Kaiser Hospital, Antioch; Moffitt Hospital, San Francisco; Municipal Railway and Cable Car Interim Safety Improvements, San Francisco

Construction Analyst, 1973 to 1974.

Cal West Communities, Inc.

Initial function was to stabilize the transition of accounting system from manual to Electronic data processing. Work participation included all phases of accounting from accounts payable and cost accounting through financial statements and cash flow analyses for annual project sales in excess of \$5 million (Sunset Oaks and Sunset Park of Sunnyvale; Millwood Subdivision, Fremont; Shelter Ridge, Marin; Sandpiper, Vallejo).

Final position was assistant project manager for planned 525 unit condominium development. Project assistance included project estimating, contract negotiation, finance and construction planning, and computerized scheduling.

Carpenter – Commercial & Residential, 1968 to 1972.

Howard White Construction Company; Harold & Williams Construction Company; Real Property Consultants, Palo Alto; Capp Homes, A division of Evans Products.

Welch Road Office Building, Palo Alto  
Menlo Park Civic Center  
Commercial Remodeling  
Custom Houses in Portola Valley and Los Altos

## **EDUCATION**

B.A. Stanford University

## **PROGRAM DEVELOPMENT PLANNING**

- Santa Clara County, Special Schools Division
  - Facility Acquisition and Improvement Program
- Habitec, Architecture and Planning
  - Analysis of Typical Design Program
  - Working Drawings for Decathlon Club, Santa Clara
  - Construction Progress Analysis and Monthly Reports, Decathlon Club
- Executives' Outlet, Inc.
  - Decathlon Club Facility Start-up Plan
  - Facility/Security Analysis
  - Kitchen/Restaurant Operations
- Gelco Corporation
  - Fresh Intermodal Transport
    - Computer Modeling for Business Start-up
    - Physical Trailer Movement
    - License Registration and Renewal Process
    - Fresno Operation
    - Executive Planning Session, Decathlon Club
    - Executive Schedule Re-Cap
- Helm Corporation
  - Registration of Railroad Equipment
- Fairchild Semiconductor
  - Fairchild Management Information Systems (FMIS) Conversion
- Union Bank, San Francisco
  - MVS Conversion Project
- William Simpson Co. – A Dillingham Company
  - Architectural/Engineering Schedule for O'Connor Hospital
- Mount Zion Hospital
  - Program Analysis of Geriatric Facility Re-Location
- City of San Francisco
  - Analysis of Environmental Impact Planning Process
  - Relocation of Morgan Equipment Company Facility for Accelerated Start of Southeast Water Pollution Control Plant
  - Implementation of Computer System for Wastewater Program
- Chin and Hensolt, San Francisco
  - General Motors, Bid Schedule for Air Quality Compliance Project
  - General Motors, Bid Schedule for Basic Paint Clean Room

## **SAN FRANCISCO MUNICIPAL RAILWAY**

- Cable Car Renovations
  - Schedule for System Interim Safety Improvements, Winter, 1979
- Muni Metro
  - Critical Path Schedule for Muni Metro Start-up
  - Monthly Updates
  - Fare Collection Problem Analysis
  - Simulated Service Planning
  - Communication Contract Interface Analysis
  - Central Control Relocation

Ways & Structures Operation  
Station Agent Training  
Operator Training  
Central Control Dispatchers  
Ph II Operation  
Completion on Contract MR-672, Data Transmission  
1981 Operations

### **INTERNATIONAL**

Lyon Engineering  
Royal Malaysian Air Force, Subang AFB  
Optec, N.V.  
Analysis of International Projects: Saudi Arabia, Egypt, Morocco, London  
Hayford Project Management, Pte, Ltd.  
Lexmark Electronics Facility, Cebu, Phillippines  
MKE – Quantum Expansion, Batam, Indonesia  
CDC Digital Management  
Analysis of Building Control System Projects  
London, U.K.  
Turkey

### **SEMINAR / EDUCATION**

San Francisco Municipal Railway  
PERT/CPM Project Management  
PSL/Pacific  
Pacific Construction, Hawaii  
Analysis of Superintendent Training Seminar

### **ENERGY DEVELOPMENT**

Aydin Energy Division  
Modulator/Regulator for Princeton, New Jersey Plasma Fusion Experiment

### **HEAVY INDUSTRIAL**

General Motors  
1982 'A' Model Change, Fremont  
E.H. Morrill Co.  
Launch Complex Facilities, Vandenberg AFB  
Moffitt Hospital Boiler Plant Expansion, San Francisco  
Molybdenum Mine, Tonopah, Nevada  
Northwest LCW Station Expansion, Livermore  
Swinerton-Walberg  
Power Plant Foundations, Rock Springs, Wyoming  
Ralph Larsen & Son  
Stanford Linear Accelerator Extension – Phase I  
C. Norman Peterson Company – A Dillingham Company  
Container Corporation of America – Wet End Project  
Crown Zellerbach Plant Renovations  
Aptos Pumping Stations

Kaiser-Fontana Steel Plant  
Sohio Fuel Module – North Slope, Alaska  
Rock Creek Sewage Plant – Oregon  
Solids Processing and Storage Facilities, Sacramento Wastewater Plant  
Underground Construction Co.  
Outfall Sewer C-3, San Francisco  
Livermore Pipeline  
Amador Valley Pipeline  
Albay Construction  
Crown Zellerbach Plant Renovations  
Exxon Refinery T-102  
Carl W. Olson & Sons  
San Carlos Pump Stations  
W. R. Thomason, Inc.  
Norris Reservoir  
ATA Project, Phase I, Livermore  
Treatment Plant Additions and Modifications, South Tahoe  
Idaho Mechanical Installation – Catalytic  
Moseman Construction Co.  
Westside Transport W-3, San Francisco

#### **COMMERCIAL/INDUSTRIAL**

C. Norman Peterson Co. – A Dillingham Company  
Cushman Electronics Building  
General Electric High-Flow Hydraulic Facility  
EIP Building, San Jose  
Ralph Larsen & Son  
SFIA National Airlines, Tenant Improvements  
SFIA Contract 650D, Interior Completion  
San Francisco Water Department, Millbrae Suburban Facility  
Vanderson Construction  
Johns-Manville Insulation Plant Expansion, Willows  
Warehouse and Manufacturing Facility, Celotex, Fremont  
Carl W. Olson & Sons  
Warehouse, Crown Zellerbach, San Francisco  
Winzler & Kelly, Engineers  
River Inn Casino/Restaurant, Reno, Nevada  
Cunningham Construction  
Racal-Vadic, Fairfield  
Main Post Office, Fremont  
Kacor Realty, Building A, Mountain View  
Mai Industries  
Memorex, R & D Project Analysis  
Memorex Building 023 Addition  
Nibbi Brothers, San Francisco  
Barrett Hotel Renovations, San Francisco  
On-Lok House, San Francisco  
San Francisco Metro Fare Collection Installation  
Carl Holvick, Palo Alto  
Legaspi Towers, Marriott

## COMMERCIAL/INDUSTRIAL

Hodgson Construction, Inc.

San Jose Civic Auditorium Renovations  
Lacey Building  
General Electric High Flow Hydraulic  
Facility (Maint Bldg)  
Bank of America, San Mateo  
Satellite Communications Ground  
Terminal, Sunnyvale  
Squash Club, San Francisco  
IBM Tank Farm Demolition  
NASA Computer Renovations  
Mowry East Phase III

Gold Circle Shopping Center  
Lockheed High Bay Building  
Host International SFIA  
American Savings & Loan, Mountain View  
NASA Building N-213  
Temple Beth Jacobs, Redwood City  
Veterans Hospital A.R.F. Building, Palo Alto  
IBM Building 044  
Accinelli & Mauser Office Building, Millbrae  
Hewlett-Packard Neely Sales Building, Brisbane  
J.M. McDonald Department Store

## HOSPITALS

Ralph Larsen & Son

Moffitt Hospital, UCSF Phase I  
Kaiser-Fremont Medical Offices  
Kaiser-Santa Teresa Medical Offices  
Kaiser-Redwood City Medical Offices  
Woodland Hospital Additions and Renovations

Nibbi Brothers

U.C. Clinic Fire Rehabilitation

Hodgson Construction, Inc

Peninsula Blood Bank, Burlingame

Rudolf and Sletten, Inc.

Mary's Help Hospital, Daly City

William Simpson Construction Co. – A Dillingham Company

O'Connor Hospital, San Jose

John F. Otto Construction, Inc.

Community Hospital of the Monterey Peninsula

## SCHOOLS

Hodgson Construction, Inc. – Redwood City

Sutro School – San Francisco

McCoppin School – San Francisco

Granada High School – Livermore

Memorial High School – Newark

North County Development Center – Oakland

St. Peter's Multi-Purpose Room, Pacifica

Castilleja School, Palo Alto

Biltwell Development Co.

Roosevelt School, San Francisco

Nibbi Brothers, San Francisco

Guadalupe School, San Francisco

Barnhart Construction Co.

Logan High School, Fremont

Piedmont High School, Piedmont

Ralph Larsen & Son  
Stanford University, Building I-120 Renovation

### **RESIDENTIAL**

CNA Development Company  
Flynn Avenue Subdivision Development Plan  
Flynn Avenue Duplexes  
County Village Condominiums  
Miramonte Avenue Duplexes  
Park Village Condominiums  
The Shire Condominiums

Portola Valley Associates  
Portola Valley Ranch Subdivision

Barnhart Construction, Santa Clara  
Pacific Terrace Condominiums, Santa Cruz

Gilbert Homes  
St Andrew Court

Rainbow Designs  
Renovation for Steve Jobs, Apple Computer, Inc.

Trammell Crow Residential  
Stanford West Apartments  
River Terrace, Milpitas

### **ADDITIONAL PROJECTS OF SPECIAL INTEREST**

#### **Community Hospital of the Monterey Peninsula South and Forest Pavilions Interim Cath Lab and Nutritional Services**

Monterey, CA  
John F. Otto Construction, Inc.  
Initial Schedules, Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

#### **Sand Hill Road Corridor Projects**

Stanford Management Company  
Palo Alto, CA  
(Contracted to Owner for Architectural / Engineering Design Schedules, Preparation and Monitoring of Construction Schedules)

#### **Palo Alto Hotel (Westin)**

Clement Chen and Associates  
Palo Alto, CA  
(Contracted to Owner for Monitoring and Updating of Construction Schedules; Preparation and Updating of Fixtures, Furniture and Equipment Procurement and Installation)

#### **Hawthorne Suites**

W.L Butler Construction, Inc.  
Newark, CA  
Initial Schedule, Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

**Lexmark Electronics Facility**

Hayford Project Management, Pte, Ltd.  
Cebu, Phillippines  
Initial Schedule, Periodic Updating  
(Contracted to Contractor)

**MKE – Quantum Expansion**

Hayford Project Management, Pte, Ltd.  
Batam, Indonesia  
Initial Schedule, Periodic Updating  
(Contracted to Contractor)

**NUMMI Truck Project (New Facility and Expansion)**

New United Motor Manufacturing, Inc.  
Fremont, CA  
(Contracted to Owner for Architectural Design Schedule, Planning Construction Schedules,  
Monitoring Facility Schedule, and Preparation and Monitoring of Process Equipment Installation  
Schedule)

**Maguire Correctional Facility Addition**

Redwood City, CA  
HOK Architects  
Sumitomo Construction America, Inc.  
Initial Schedule, Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

**Raychem/Shanghai Cableworks, Ltd.**

Shanghai, China  
New Facility, Phase I  
Initial Planning/Design Schedule, Monthly Updating  
(Contracted to Owner)

**U.S. Custom House**

San Francisco, CA  
Seismic Renovation and Electrical Upgrade  
Morse Diesel, International  
Initial Schedule, Monthly Updating  
(Contracted to Owner)

**Building 5 Seismic Renovations**

**Veterans Administration Medical Center**

Palo Alto, CA  
Nibbi Brothers, Inc.  
Monthly Updating  
(Contracted to Contractor)

**Mervyn's Data Center Relocation**

Plano, Texas  
Leo A. Daly, Architects  
Lee Lewis Construction, Inc.  
Initial Schedule, Weekly Monitoring, Monthly Updating  
(Contracted to Owner; Schedule Preparation with Contractor)



**Building H Renovations and Activation**

**Raychem Corporation**

Menlo, Ca

Ehrlich-Romminger Architects

Relocation and Activation Schedule Preparation, Weekly Monitoring, Monthly Updating  
(Contracted to Owner)

**Theater and Building Renovation**

**Alice Arts Center**

Oakland, CA

TLC/Fields, A Joint Venture (Contractor)

Initial Schedule, Periodic Updating

(Contracted to Contractor)

**Palo Alto Civic Center**

**Seismic Renovations**

(Prepared Initial Schedule for Planning, Bidding and Construction.

Monitored construction progress through duration of project.)

**Rotunda Office Buildings**

Santa Clara, CA

Sobrato Development Companies

Initial Schedule, Weekly Monitoring, Monthly Updating

(Contracted to Owner / Builder)

**Manufacturing Facility**

**Komag Corporation**

San Jose, CA

Sobrato Development Companies

Initial Schedule, Weekly Monitoring, Monthly Updating

(Contracted to Owner / Builder)

**Yerba Buena Gardens**

**Theater and Visual Arts Center**

San Francisco, CA

Sumitomo Construction America, Inc

Revise initial schedule, Weekly Monitoring, Monthly Updating

(Contracted to Contractor)

**Building Renovation**

**Raynet Corporation**

Menlo Park, CA

W.L. Butler, Inc.

Initial Schedule, Periodic Updating

(Contracted to Contractor)

**Campton Place Hotel**

**Seismic Upgrade and Renovations**

San Francisco, CA

Ralph Larsen and Son, Inc.

(Contracted to Contractor)

**Condominium Development****1240 Clay St.**

San Francisco, CA

Armax Development

ZCON/Stolte

Initial Schedule, Periodic Updating

(Contracted to Owner)

**Building I-120 Renovation****Media Facility Installation**

Stanford University

Ralph Larsen and Son, Inc.

Initial Schedule, Periodic Updating

(Contracted to Contractor)

**Theater Renovation**

Palo Alto, CA

Hodgson Construction, Inc.

Initial Schedule, Periodic Updating

(Contracted to Contractor)

**Mervyn's Department Stores**

Hayward, CA

Analysis of Functional Department Organization

**Building Addition and Renovations**

Stanford Auxiliary Library II

Stanford, CA

Stanford University

Brero Construction, Inc. (Construction Manager)

Initial Schedule for Planning and Bid Documents

(Contracted to Owner)

Review and Revisions to Initial Schedule, Bi-weekly Updating

(Contracted to Construction Manager)

**Infill Apartments****U.C. Santa Cruz**

Santa Cruz, CA

Devcon Construction, Inc.

Initial Schedule, Bi-Weekly Monitoring, Monthly Updating

(Contracted to Contractor)

**Humanities Building****U.C. Santa Cruz**

Santa Cruz, CA

Devcon Construction, Inc.

Initial Schedule, Bi-Weekly Monitoring, Monthly Updating

(Contracted to Contractor)

**The Shops at Tanforan**

South San Francisco, CA

The Whiting-Turner Contracting Co.

Initial Schedule, Bi-Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

**Pacific Commons**

**Infrastructure and Shopping Center Shell Construction  
Catellus Development**

Fremont, CA

The Whiting-Turner Contracting Co.

Initial Schedule, Bi-Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

**Essex at Lake Merritt**

Oakland, CA

Zaskorn Construction (Owner Representative)

Swinerton-Walberg (Contractor)

Schedule Review Services

(Completion Schedule, Updates, Revisions)

(Contracted to Owner)

**Lorry I. Lokey Chem-Bio Building**

Stanford, CA

Rudolph and Sletten, Inc.

Initial Schedule, Weekly Monitoring, Monthly Updating

(Contracted to Owner and Contractor)

**Sisters of Notre Dame Residential Housing**

Belmont, CA

Marchetti Construction, Inc.

Initial Schedule, Monthly Updating

(Contracted to Contractor)

**Federal Office Building**

San Francisco, CA

Hunt Corporation / GSA

Schedule Review Services

(Initial Schedule, Updates, Revisions)

(Joint Venture with Gabriel-Roche, Inc.)

**Stanford West Apartments**

Stanford, CA

Trammel Crow Residential

Initial Schedule, Weekly Monitoring, Monthly Updating

(Contracted to Contractor)

**River Terrace Apartments**

Milpitas, CA

Trammel Crow Residential

Initial Schedule, Weekly Monitoring, Monthly Updating

(Contracted to Owner and Contractor)

**Building 110 – Office Building  
Sacramento, CA**

John F. Otto, Inc.  
Initial Schedules, Monthly Updating  
(Contracted to Contractor)

**Equinix NY-4  
Data Center**

Secaucus, New Jersey  
Nova Corporation, Construction Manager  
Initial Schedules, Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

**Equinix CH-3  
Data Center**

Chicago, Illinois  
Nova Corporation, Construction Manager  
Completion Schedule, Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

**Equinix LA-4  
Data Center**

Los Angeles, California  
Nova Corporation, Construction Manager  
Initial Schedules, Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

**Apple Computer  
Data Center**

Newark, California  
Nova Corporation, Construction Manager  
Initial Schedules, Weekly Monitoring, Monthly Updating  
(Contracted to Contractor)

**LKC Building / Connective Elements  
Medical School**

**Stanford University**  
The Whiting Turner Construction Company  
Initial Schedules, Monthly Updating  
(Contracted to Contractor)

**Wildcat Activity Center  
California State University - Chico**

John F. Otto, Inc.  
Initial Schedules, Monthly Updating  
(Contracted to Contractor)

**McHenry Library Addition  
U.C. Santa Cruz**

Devcon Construction, Inc.  
Initial Schedule, Monthly Updating  
(Contracted to Contractor)

**Bio-E \* Chem-E**

**Stanford University**

The Whiting Turner Construction Company

Initial Schedule

(Contracted to Contractor)

**Bio-Medical Building**

**U.C. Santa Cruz**

Santa Cruz, CA

Devcon Construction, Inc.

Completion Schedule, Monthly Updating

(Contracted to Contractor)

**Lorry I. Lokey SIM1 Building**

**Medical School**

**Stanford University**

The Whiting Turner Construction Company

Initial Schedules, Monthly Updating

(Contracted to Contractor)

**Ferrara Apartments**

North Hollywood, CA

Alliance Residential Contractors

Initial Schedule, Weekly Monitoring, Monthly Updating

(Contracted to Owner / Builder)

**Central Energy Plant Optimization Project**

**Stanford University**

The Whiting Turner Construction Company

Initial Schedule, Monthly Updating

(Contracted to Contractor)

**Broadstone Hancock Park Apartments**

Hollywood, CA

Alliance Residential Contractors

Initial Schedule, Weekly Monitoring, Monthly Updating

(Contracted to Owner / Builder)

**Samsung Research Center**

Mountain View, CA

Devcon Construction, Inc.

Shell and Tenant Improvement Schedules, Monthly Updating

(Contracted to Contractor)

**1701 Page Mill Road**

**Office Building**

Palo Alto, CA

Stanford University

Devcon Construction, Inc.

Initial Schedule, Monthly Updating

(Contracted to Owner)

**Broadstone Kearny Mesa Apartments**

San Diego, CA  
Alliance Residential Contractors  
Initial Schedule, Weekly Monitoring, Monthly Updating  
(Contracted to Owner / Builder)

**101 Lytton Ave.**

**Office Building**

Palo Alto, CA  
W.L. Butler Construction, Inc.  
Initial Schedule  
(Contracted to General Contractor)

**Broadstone Balboa Apartments**

San Diego, CA  
Alliance Residential Contractors  
Initial Schedule, Weekly Monitoring, Monthly Updating  
(Contracted to Owner / Builder)

**ServiceNow Buildings A & B**

Santa Clara, CA  
Permian Builders, Inc.  
Initial Schedules, Monthly Updating  
(Contracted to Contractor)

**NVIDIA Corporate Headquarters**

Santa Clara, CA  
Devcon Construction, Inc.  
Shell and Tenant Improvement Schedules, Monthly Updating  
(Contracted to Contractor)

**JDS Building 430**

Santa Clara, CA  
Permian Builders, Inc.  
Initial Schedules, Monthly Updating  
(Contracted to Contractor)

**Monterey Convention Center**

**Design and Pre-Construction Planning**

Monterey, CA  
Ausonio, Inc.  
Initial Schedule, Monthly Updating  
(Contracted to Construction Manager)

**1450 Page Mill Road**

**Office Building**

Palo Alto, CA  
Stanford University  
Devcon Construction, Inc.  
Initial Schedule, Monthly Updating  
(Contracted to Owner and Contractor)

**Commonwealth Club Renovation**

San Francisco, CA  
Oliver Construction, Inc.  
Initial Schedule  
(Contracted to Contractor)

**Netflix Building A**

Los Gatos, CA  
Devcon Construction, Inc.  
Tenant Improvement Completion Schedule, Monthly Updating  
(Contracted to Contractor)

**Stanford In Redwood City  
Design and Development Planning**

Redwood City, CA  
Stanford University  
Initial Schedule, Monthly Updating  
(Contracted to Owner)

**The Weddington  
Multi-family Apartments**

North Hollywood, CA  
Greystar LLP  
Initial Schedule, Monthly Updating  
(Contracted to Owner / Builder)

**3170 Porter  
Office Building**

Palo Alto, CA  
Stanford University  
Devcon Construction, Inc.  
Initial Schedule, Monthly Updating  
(Contracted to Owner)

**AMP Lofts  
Multi-family Apartments**

Los Angeles, CA  
Greystar LLP  
Initial Schedule, Monthly Updating  
(Contracted to Owner / Builder)

**Delay Impact Claim Analysis Experience  
(Available Upon Request)**

(Please be advised: All construction projects have the potential for delay impact analysis requirements. When properly performed, PERT/CPM methods of project planning, scheduling and updating significantly reduce the potential for litigation requirements after project completion.)

STANFORD  
UNIVERSITY



ROBERT C. REIDY  
*Vice Provost for Land and Buildings*

April 7, 2006

To Whom It May Concern:

Reference: PERT/CPM Management Planning  
Dennis Starkovich

Gentlemen:

I would like to take this opportunity to share with you my observations and thoughts regarding PERT/CPM Management Planning and Mr. Dennis Starkovich.

It is fair to claim that my organization, Stanford University, and I personally have greatly benefited from the services of PERT/CPM Management Planning. I have contracted services with PERT/CPM for twenty years, planning and developing over four million square feet of space with a construction value exceeding one billion dollars.

The scope and scale of the projects has varied from roads, apartments, manufacturing, retail and academic facilities, all using the management techniques founded on advanced planning and risk management offered by PERT/CPM. Many in the industry understand the importance of forward thinking and planning, yet few grasp how to accomplish these disciplines and ultimately mitigate risks.

In my experience, PERT/CPM has been one of the important contributors to success in delivering projects based on informed decisions, appropriate accountabilities for all and systematic management. Mr. Starkovich's expertise transcends the application of the network analysis techniques from management of construction projects to include the planning and management of the design process, enabling superior planning and coordination of projects from concept to completion.

If you should have further questions regarding PERT/CPM, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink that reads "Robert Reidy". The signature is stylized and includes a long horizontal flourish extending to the right.

Robert Reidy