

SCHEDULING SERIES



Tuesday
Dec. 14, 2021
8 - 10 AM (PT)

REGISTER (Save on Teams of 3 or more)

E-MAIL: vann@wccc.org (call in CC #)

PHONE: (916) 599-8020

MAIL: Call or e-mail your RSVP - then mail form & list with check payable to **Western Council of Construction Consumers**

2356 Terraza Ribera, Carlsbad, CA 92009

	WCCC Member	CURT Member	Non- Member
Single	<input type="checkbox"/> \$ 95	<input type="checkbox"/> \$105	<input type="checkbox"/> \$ 120
Team 3+	<input type="checkbox"/> \$ 80	<input type="checkbox"/> \$90	<input type="checkbox"/> \$ 105 ea.

****Add \$10 each after 12/7/21**

No-shows, & cancellations after **12/7/21** are subject to full fee. You may send Subs.

Name: _____

Title: _____

Firm/ Agency: _____

Address: _____

City/ST/ZIP: _____

Work Ph: _____ Cell: _____

E-mail: _____

► **TEAMS: Attach List** ([w/this info for each](#))

VISA MC Discover AMEX Check

We will send a link for credit card payment. To what e-mail should we send the link?

Registrants: ___ x Fee \$___ = Total \$___

Webinar: Ghost Schedules - What, How, and What is the Risk?

This webinar thoroughly discusses uses and risks of Ghost Schedules by both parties for better project control, decision making, and faster resolution of claims. Not uncommon, but rarely written about, Ghost Schedules, also known as secret or shadow schedules, are used "behind the scenes" on construction projects for various purposes.

Contractors use them to record their original plan - when owners refuse to approve early completion schedules or fail to grant time extensions - as well as to manage subcontractors/suppliers to early finish dates. They are often used for planned early completion schedules, "target" schedules, and others' buy-in for early completion and contemporaneous project decisions. Contractors are not required to advise owners of their intent to complete the work early. When owners refuse to accept baseline schedules showing planned early completion dates, contractors are enticed to use Ghost Schedules to preserve their rights to file delayed early completion claims.

Owners may also use Ghost Schedules when contractor schedule updates are deemed unusable or unreliable.

Since Ghost Schedules are not contract schedules there are pros and cons concerning their use. We will discuss all of these points.

Participants will learn:

- The definition of term "Ghost Schedule"
- How and why Ghost Schedules are created
- Who keeps a Ghost Schedule on project. Why?
- Why and when both contractors and owners use Ghost Schedules
- Difficulties of use and reliance on a Ghost Schedule during project and at completion
- Risks and benefits of Ghost Schedule for both owners and contractors
- Potential use for Side Schedule during project.

Webinar Outline:

- Introduction
- What & why of Ghost Schedules
- How Ghost Schedule are used
- Are Ghost Schedules legal?
- How are Ghost Schedules implemented?
- Pros and cons of Ghost Schedules
- Recommendations
- Conclusion / Q & A

► **Instructor: James G. Zack, Jr.** is Principal of James Zack Consulting, LLC, a construction claims consultancy dedicated to helping Owners and Contractors complete projects in the field, not arbitration or court. He is a recognized, published expert in mitigation, analysis, and resolution or defense of construction claims and disputes. In his 49-year career, he has been involved in public and private projects throughout the U.S. and 39 countries, working with Owners and Contractors on 5,000+ claims. He is Sr. Advisor to Ankura Construction Forum™ and was previously Ex. Dir. of Navigant Construction Forum™; Ex. Dir. of Corporate Claims Management Group at Fluor Corporation; VP at PinnacleOne; and Sr. Construction Claims Consultant for CH2M HILL, Inc. He is a Fellow of AACE, RICS, GPC, SCCSI. His professional certifications include: CCM, CFCC, ECCCS, ECCDA and PMP.