

# Precast Project Management

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# Why am I Here?



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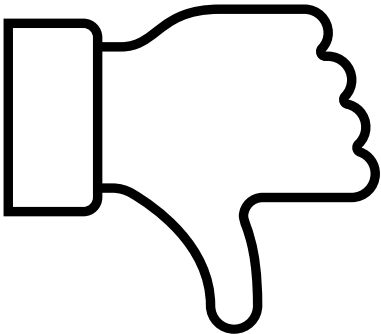


# Why are You Here?



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## Why PM is Hard to Learn in Precast



- Most learning is **production-focused**
- Every decision affects **downstream**
- PM education is often **accidental**



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# The Education Gap



LIMITED FORMAL PM  
TRAINING IN PRECAST



INFORMATION OFTEN  
SILOED



MISTAKES TEACH  
LESSONS SLOWLY AND  
PAINFULLY



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# End of Section 1



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## Where I Started

- Thought I would end up in **business / investing**
- Started working as a **project manager**
- Part of next generation **family-owned business**



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## Where I Am Now

Manager of  
Estimating &  
Engineering

Upstream  
decisions impact  
downstream  
execution



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# What That Lets Me See



Engineering coordination with **production, dispatch, billing**, etc.

**Risk points** before they reach PM

Decisions from a **Birdseye view**



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# How This Applies to You



Perspective helps **identify patterns** and **prevents mistakes**



Project Management -> **Heart of Process**



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# End of Section 2



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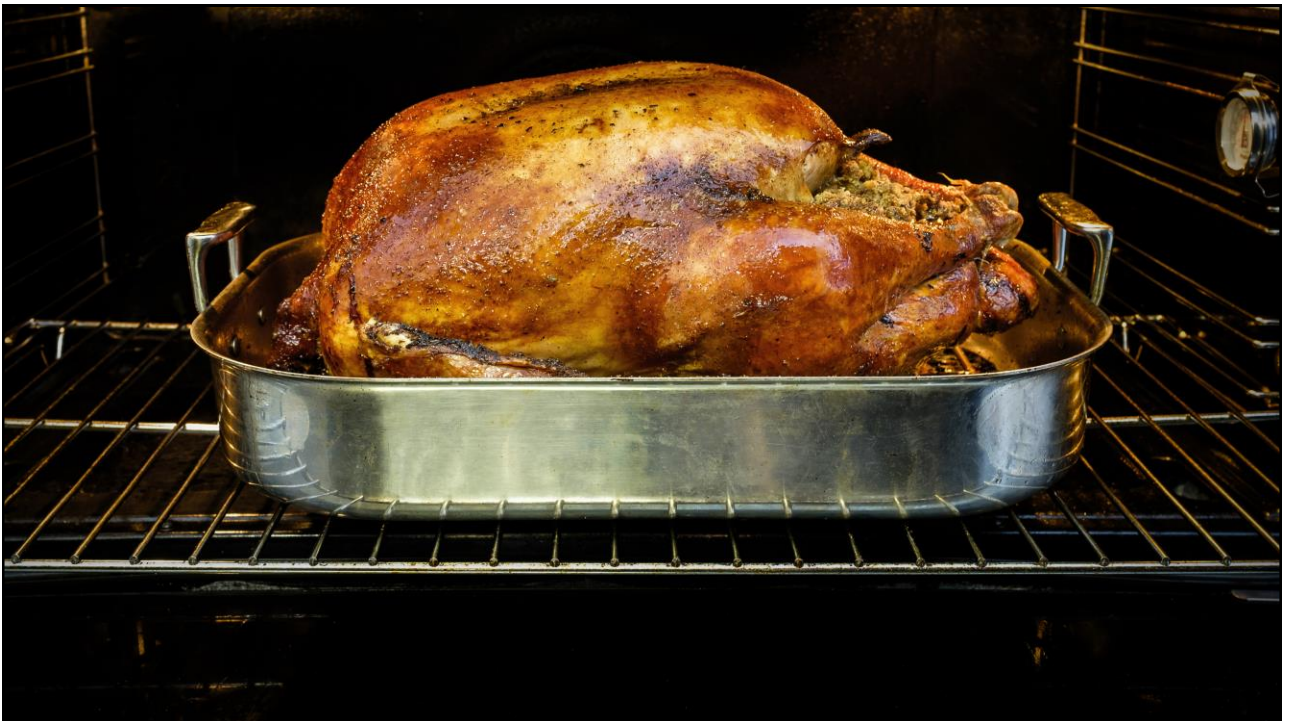
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## Scenario & Rules

- 1. **Teams of 2-3**
- 2. **Plan** Thanksgiving dinner: **tasks, order, dependencies**
- 3. **Simple schedule / Gantt**
- 4. Time Limit – **10-15 Minutes, + Debrief**

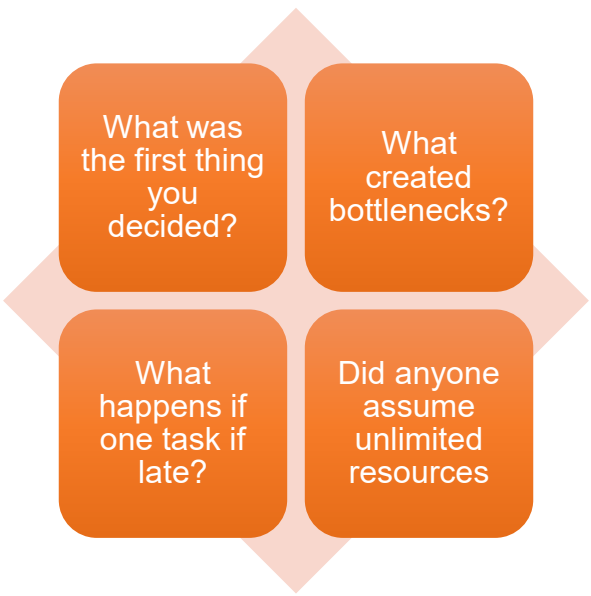


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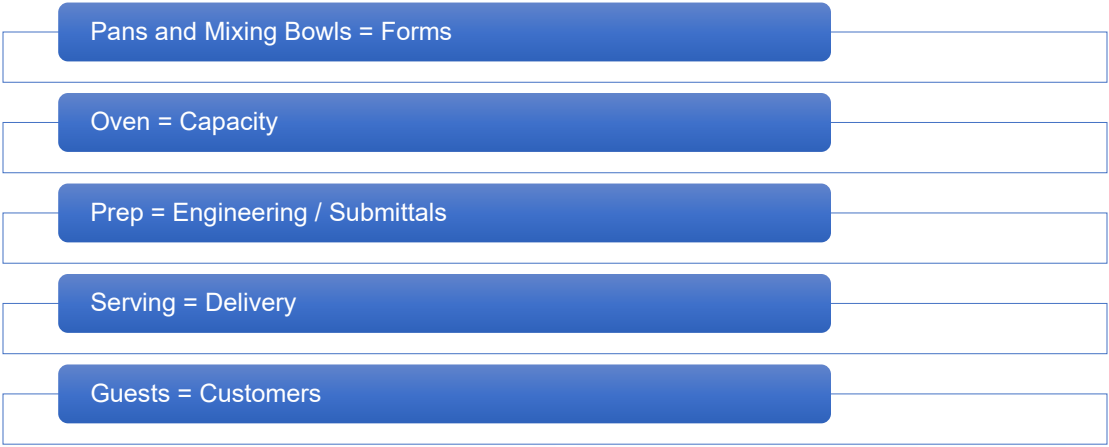
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# Debrief



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# Mapping to Precast



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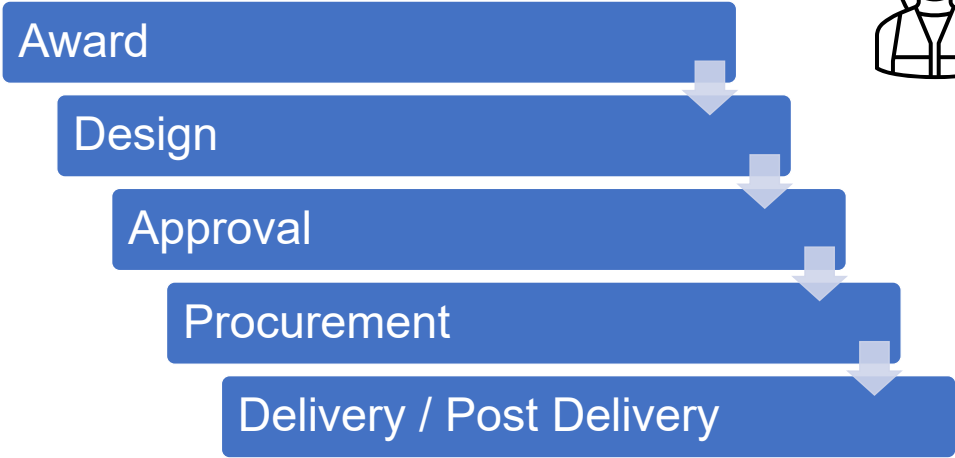


# End of Section 3



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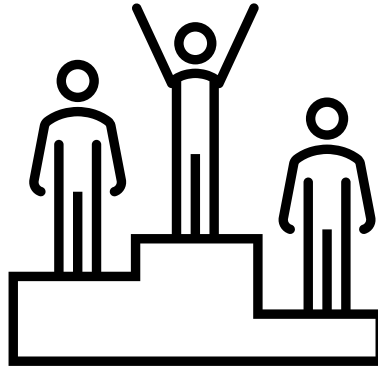
## Lifecycle Overview



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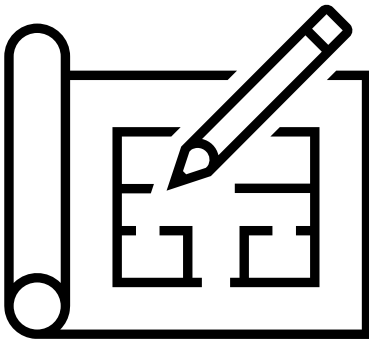
## Lifecycle Overview - Award

- **Understand** project timeline and **expectations**
  - When is **product** first **needed** on site?
  - Do they have proper **lifting / handling** equipment?
  - Common **understanding** of specifications / design
  - Can the plant **satisfy** **project expectations**?



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## Lifecycle Overview – Design



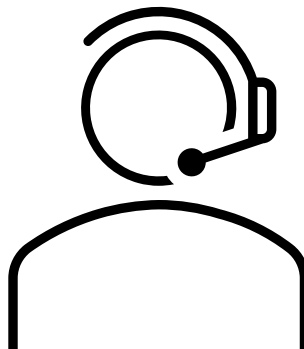
- Preparing submittals
  - Typically **within a week**
  - Can **Overflow** or **stock/standard** be used?
  - **Understand specs**
- **Know your customer**
  - **Review** drawings?
  - **Release** during submittals?



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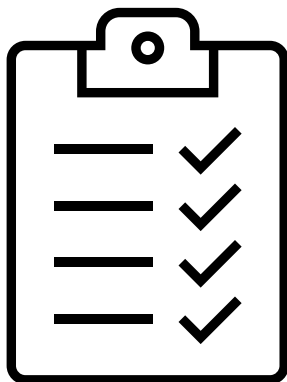
## Lifecycle Overview - Approval

- **Confirm** project expectations
- **Communication** is key
  - **Customer**
  - **Plant**
  - **Scheduling**
  - Dispatch
  - Billing
  - Yard



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## Lifecycle Overview – Procurement



- Ensure **downstream** has **tools** and **information** they need to be **successful**
  - Special **Boots**?
  - Special **Joint Sealant**?
  - Materials for the plant
  - **Hatches**
  - **Hole formers**



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# Lifecycle Overview – Delivery / Post Delivery



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# End of Section 4



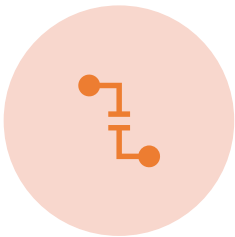
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# Where Projects Break



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# Pitfalls per Area - Award



DISCONNECT BETWEEN  
CUSTOMER AND PM



NOT UNDERSTANDING  
TIMING



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## Pitfalls per Area - Design

- **“It works on the computer”**
- Rejected approvals
- **Too much back and forth**
  - Emotional Bank Account



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## Pitfalls per Area - Procurement



- **Wrong Material**
  - Size
  - Features
  - Unapproved Vendor
- **Understand quotes from estimating phase**
- Uphold suppliers to **high quality standard**



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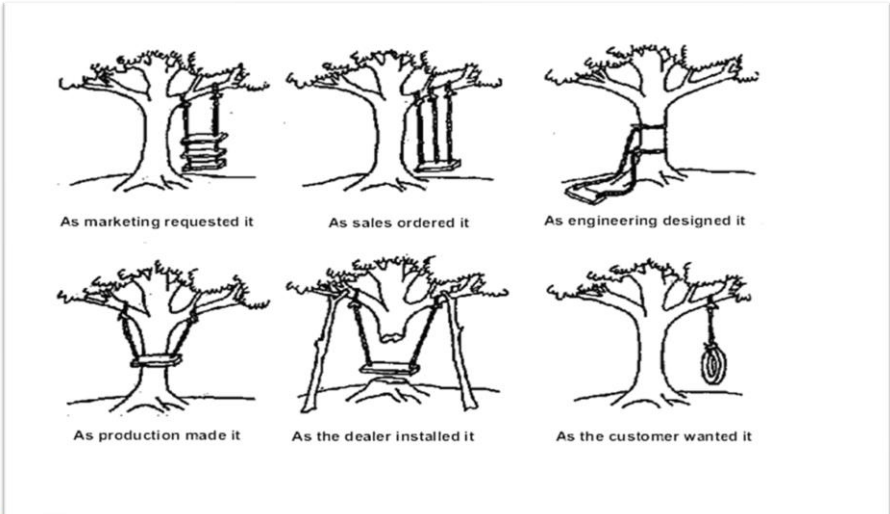
# Pitfalls per Area – Delivery / Post Delivery

- Can they get it off the truck?
  - **Truck coming back with product = NOT GOOD**
- **Visual rejection**
  - **XYPEX**
  - Exposed Epoxy Rebar
  - **Extended Bases**
- **Missing structures**



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# Lessons Learned



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# End of Section 5



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# Investing In Yourself



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**Investing is not  
just a 401(k)...**

**What is investing?**



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**Why should I invest in  
my career?**

**How do I invest in my  
career?**



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## Utilizing Resources



- NPCA Resources
  - Webinars
  - Master Precaster
  - Leadership NPCA
  - Committees
  - Papers
  - Peer groups (Young Professionals)
  - Classes
- Continuous Education
  - GED / High School education
  - Undergraduate or Bachelors Degree
  - MBA
  - Stand Alone Classes
- Accreditations / Certifications
  - PE (Professional Engineer)
  - Lean Six Sigma Green/Black Belt
  - Osha Certification
  - CPA (Accounting)
  - CFA/CFP (Finance)
- The Internet
  - YouTube – watching professionals or people who cover familiar certain topics
  - Podcast
  - Low cost, and easily accessible
  - Online forums



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## Leaders and what we can learn from them



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Forbes

The Richest People In The World



CHANGES IN WEALTH KEYS: UP DOWN UNCHANGED NEW TO LIST RETURNEE

Search this list

FILTER BY INDUSTRY

FILTER BY COUNTRY/TERRITORY

Filters

Rank	Name	Net Worth	Age	Country/Territory	Source	Industry
1	Elon Musk	\$342 B	53	United States	Tesla, SpaceX	Automotive
<div><div><div>Elon Musk cofounded seven companies, including electric car maker Tesla, rocket producer SpaceX and artificial intelligence startup xAI. <a href="#">View Profile</a> <a href="#">Read Premium Article</a></div></div><div><div>Billionaires Wealth History</div><div>2020 2021 2022 2023 2024 2025</div></div></div>						
2	Mark Zuckerberg	\$216 B	40	United States	Facebook	Technology
3	Jeff Bezos	\$215 B	61	United States	Amazon	Technology
4	Larry Ellison	\$192 B	80	United States	Oracle	Technology
5	Bernard Arnault & family	\$178 B	76	France	LVMH	Fashion & Retail
6	Warren Buffett	\$154 B	94	United States	Berkshire Hathaway	Finance & Investments
7	Larry Page	\$144 B	52	United States	Google	Technology
8	Sergey Brin	\$138 B	51	United States	Google	Technology
9	Amancio Ortega	\$124 B	89	Spain	Zara	Fashion & Retail
10	Steve Ballmer	\$118 B	69	United States	Microsoft	Technology

54°F Cloudy

Search

8:31 PM 1/13/2026

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# Audience Reflection Prompt

- What is a **long-term goal** you have for yourself or your career?
- What could you do to **start working towards** that **goal**?
- What **goals** do your **co-workers** and **family** have?
- How can you **help** your **co-worker** or **family** achieve their goal?



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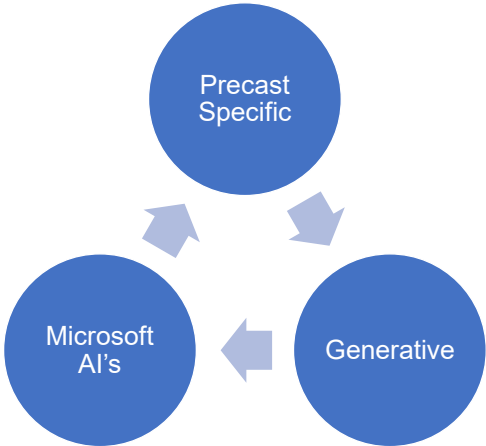
# End of Section 6



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## Tools & Technology for PMs

- Free or Paid
- Early stages
- TRUST BUT VERIFY
- Own it or it will own you



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## Precast-Specific Tools

Many NPCA members offer products under:

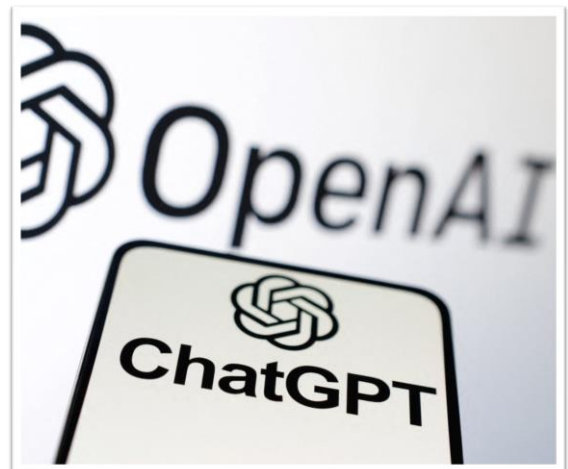
- Computer Software
- Quality Control Software
- Inventory Control Systems
- Most are here on the exhibit floor!



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## Generative AIs

- Generate emails or responses
- Editing PDFs
- Brainstorming
- More effective communication
- Gut check from 'someone' you don't have a day-to-day relationship with



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# Excel + AI Example

0. Engineering to **estimating** Production Tracking...  
Spreadsheet

can you give me a weekly recap for this feedback from our engineering to production team?

est.

Yes — based on the current entries in the Engineering → **est.** Production tracking, here's a clean weekly recap you can share internally.

**Weekly Engineering → Production-Feedback Recap**  
Total Entries This Week: 4  
Engineers Involved: MM, LM, CW  
Jobs Impacted: 4  
Total Estimated Cost Impact: ~\$4,250

**Key Themes & Issues Identified**  
1. Design Specification Adjustments

- Wall thickness revisions (6" → 8")
- Pipe class upgrades (Class 3 → Class 4)
- These changes directly affected material quantities and cost.

2. Early Design Assumptions Needing Correction

- Initial assumptions during estimating did not fully align with production or project requirements.
- Most issues were discovered before fabrication, preventing larger downstream impacts.

3. Cost Implications

- Individual job impacts ranged from \$500-\$2,000
- Larger changes were tied to structural revis' ↓ rather than minor detailing.

Weekly Engineering → Production Email Update  
(Clear, professional, easy for leadership & production to skim)

Email

Subject Weekly Engineering → Production Feedback Recap

Team,

Here is this week's Engineering → Production feedback recap:

Summary

- Total items logged: 4
- Jobs impacted: 4
- Engineers involved: MM, LM, CW
- Estimated total cost impact: ~\$4,250

Key Themes

- Design specification changes
  - Wall thickness revisions (6" → 8")
  - Pipe class upgrades (Class 3 → Class 4)
- Early design assumptions
  - Several items stemmed from assumptions made during estimating that required later correction.
  - All issues were identified prior to fabrication, avoiding production rework.

Cost Impact

- Individual job impacts ranged from \$500 to \$ ↓ JO
- Higher costs were tied to structural or spec-related changes rather than detailing errors.

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# Wrap Up



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## Key Takeaways and Actionable Items

1. Project Managers need to strive for perfection
2. Understand your role from a bird's eye view
3. Always look to make yourself and those around you better



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# Closing, Thank You



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## Sources

- [New Tech - Titan Precast Management System](#)
- [Idencia OneSource - Product Data Tracking for the Precast Concrete and Construction Manufacturing Industries](#)
- [AlCrete](#)
- [Careers/Jobs – Afinitas](#)
- [8 most common reasons for a conflict between a client and a software house | AGILEAN Solutions](#)
- [Forbes 2025 Billionaires List - The Richest People In The World Ranked](#)
- [ChatGPT-owner OpenAI fixes 'significant issue' exposing user chat titles | Reuters](#)

