



KEELHOLD™ • FOR OWNERS AND PUBLIC AGENCIES

The project can be built exactly as drawn and still miss what you needed.

Everyone on a capital project is hired to deliver something specific: a design, a price, a schedule, a building. Nobody is hired to hold what the owner needs in order to be satisfied, so it drifts.

HOW IT DRIFTS

- 01 Your priorities arrive in pieces: a board meeting, a site walk, an answer to a question. The team works from whichever one it heard last.
- 02 The budget is fixed and the wish list isn't. If you haven't ranked what matters, someone ranks it for you, without you in the room.
- 03 Design reviews check the drawings and the number. Few of them check whether the design still meets what you said you needed. By the time someone asks, the answer is a change, a cut, or a delay.
- 04 If the team changes partway through, the drawings go with you. What you needed rarely does.
- 05 The cost never shows up as a line item. It shows up later, when you explain to a board, a council, or the public why something isn't there.

QUESTIONS WORTH ASKING NOW

Could your team write down, today, what you need in order to be satisfied, ranked by importance? Would their list match yours? At your next design review, what gets checked against that list? And who on the team has the authority to stop the design from advancing when the answer is no?

WHAT KEELHOLD DOES

Before design begins, your conditions for satisfaction are written down, ranked, and confirmed by you, and each one can be answered yes or no. Every gate from design through construction is held to them. A gate doesn't close until its conditions are met. The project team runs it. Everist Consulting sets it up and coaches the team until it can hold the conditions on its own.

WHAT YOU KEEP

The conditions, the gates, and the record of every decision measured against them belong to you. If the team changes, they go with you.

HOW IT ENDS

It closes itself once the team holds the conditions without outside help. There's no open-ended retainer.

Your conditions get set on every project. The difference is whether you set them at the start or find them at the end.