SmartPM + BUCKINGHAM

Case Study

Buckingham Companies + SmartPM

How Buckingham Built a Scheduling Culture That Delivers Projects Months Ahead of Schedule — and Keeps Its Word

The Challenge

Schedule Risk Stayed Hidden

Buckingham's project teams were capable — but their schedules weren't keeping up. Across projects, schedule logic was inconsistent: tasks weren't properly linked, and when field conditions changed, schedules often failed to react. **Project managers managed by milestone rather than task**, which meant **problems were invisible until it was too late to recover.**

Leadership felt it directly. When projects ran long, executives answered for it. For Tom Clark, VP of Construction, the deeper frustration was cultural: he'd spent decades understanding the financial stakes of schedule discipline and couldn't get the next generation to see it the same way.

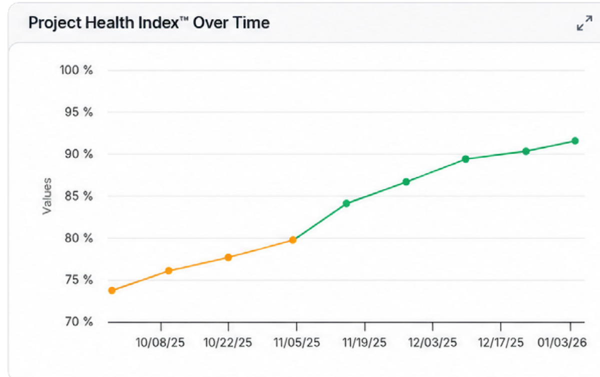
> *The three most important things we can do are deliver on time, on budget, and at quality.*
>
> **- Tom Clark,** VP of Construction, Buckingham Companies

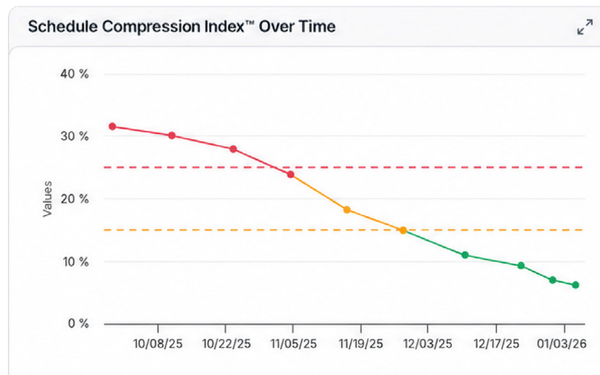
The company made a decision: **scheduling would become a company-wide priority.** They needed tools and a process to make it stick.

The SmartPM Approach

Schedule Visibility, Shared

After evaluating multiple platforms, Tom Clark chose SmartPM — and implementation began with collaborative project reviews focused on **three core metrics: schedule quality grade, compression, and overall schedule health.** Teams learned to evaluate whether logic was actually driving the schedule or whether it had become a static document.





The shift from milestone-based to task-based management was the first breakthrough. When teams began managing at the task level, schedule movement became meaningful — a slipped task moved everything downstream, making risk visible immediately. SmartPM's compression analysis removed any remaining temptation to paper over problems: stack tasks to recover time, and SmartPM showed exactly how unrealistic that was and projected the true end date regardless.

> ***Once you crunch it, it would show us what percentage we compressed it, which didn't make any sense — and it would still show you're not going to make it. There's no magic sauce to fix it when you get behind.***

Tom Clark,
VP of Construction
Buckingham Companies

Adoption followed quickly. Anchoring every review to three visible metrics — displayed in front of peers — created accountability that didn't require constant enforcement. Buckingham reinforced it further with financial incentives: **teams that finished ahead of schedule shared in the savings.**

Once you put those three metrics in front of the PM and they know they're going to be reviewed in a group, it simplifies everything — these are the three things I need to worry about. It didn't take a lot of coercing after that.

Evan Smith,
VP of Operations
Buckingham Companies

The Result

Months Ahead, Costs Avoided

The outcomes have been concrete. On a nine-building garden-style community in Indiana — 32 months scheduled — Buckingham finished seven months early. On a follow-up project in Lafayette of similar complexity, Tom reduced the target to 28 months knowing SmartPM would keep the team honest. **They beat even that by five months, delivering in approximately 22 months.**

No one does a building complex of that size in 22 months with all that work. Our competitors are not doing it.

- Tom Clark, VP of Construction, Buckingham Companies

General conditions costs run approximately $100,000 per month on a typical garden-style project. Finishing five to seven months early translates to **roughly $400,000 in avoided costs per project** — and more on larger jobs. Early delivery also improves financing terms for owners, accelerates tenant occupancy, and has become a competitive differentiator that generates repeat work.

Today SmartPM is on every Buckingham project. PMs and PEs use it daily. Executives monitor portfolio health through the analytics dashboard without digging into individual schedules. **The three-metric framework is the operating standard** — and the internal team now has the analytical fluency to run it themselves.

From the project side, the single biggest thing SmartPM has driven is efficiency. We're much more efficient. We make dates or we beat them. And we keep our word.

- **Tom Clark,** VP of Construction, Buckingham Companies

By the Numbers

5–7mo. Ahead of Schedule on Average	**22 mo.** To Complete a 32-Month Project	**~$400K** In GC Savings Per Project	**Earlier** Tenant Occupancy & Revenue
All Active Projects Running on SmartPM	**100%** Managed to Task, Not Milestone	**3 Metrics** Drive Every Project Review	**Every** Level of Leadership In the Schedule

About Buckingham Companies

Founded in 1984 and headquartered in Indianapolis, Buckingham is a fully integrated real estate development and construction firm managing over $3 billion in real estate across nine states. Their construction team specializes in multifamily development — garden-style communities, urban mid-rise, mixed-use, and built-to-rent — typically managing six or more active projects simultaneously ranging from $45M to over $100M.

About SmartPM

SmartPM is a project controls platform that transforms schedule data into actionable analytics for construction teams and executives. It sits on top of existing scheduling tools, including Microsoft Project and Primavera P6, surfacing the insights teams need to manage risk proactively.

Turn Schedule Visibility Into Measurable Results

Book a Discovery Call