

Project Manager Photo Checklist

Project managers are responsible for the whole job — schedule, budget, subcontractors, quality, and owner communication. When a sub disputes a back-charge, an owner questions progress, a lender requests a draw package, or a schedule delay is disputed, the question is always the same: **can you prove what was in place, when it was completed, who did the work, and whether it met the contract requirements?** This guide gives PMs the exact shots to capture at every stage of every project.

THE 7 PHASES

Document Every Phase, Protect Every Job

01 PHASE Project Mobilization

- Site address with street sign visible
- Temporary facilities — office, toilet, fence
- Utility locates confirmed & marked
- Pre-construction site conditions — all sides
- Staging area layout documented
- Neighbor notification if required
- Permit posted & approved drawings on-site
- Existing damage — pre-work survey
- Safety signage & site security in place

02 PHASE Subcontractor Pre-Work Documentation

- Sub crew & supervisor on-site noted
- Work area — condition before sub starts
- Sub equipment on-site documented
- Sub safety equipment & PPE in use
- Sub scope per contract — wide shot
- Sub foreman contact documented
- Sub materials delivered & labeled
- Any pre-existing deficiency noted
- Start date & time — first work photo

03 PHASE Schedule & Progress Documentation

- Daily progress — each active area
- Weather conditions causing delay noted
- Inspections passed — approval cards
- Work in place — consistent vantage point
- Idle or stopped work — reason documented
- RFI or change-order work in progress
- Milestone completion — wide shot & date
- Material deliveries — quantity & condition
- Aerial or elevated progress shot (weekly)



04 PHASE Quality Control Observations

- Work not meeting spec — documented
- Material substitutions noted & approved
- Safety violation observed & corrected
- Corrective action required — before shot
- Approved submittals on-site
- Finish quality — close-up detail shots
- Corrective action completed — after shot
- Means & methods concern noted
- Inspection approvals — all trades

05 PHASE Owner & Lender Reporting

- Draw request — work in place per line item
- Owner walkthrough — punch items noted
- Lender inspection — inspector on-site
- Percentage complete — per trade visible
- Change-order scope — before & after
- Certified payroll compliance items
- Stored materials on-site documented
- Owner-directed work documented
- Budget variance documentation

06 PHASE Subcontractor Backcharge Documentation

- Defective work — wide & close-up shots
- Materials to correct — delivery receipt
- Sub notification — communication noted
- Re-work scope documented before starting
- Corrected work — after photos
- Cost breakdown — labor & material logged
- Labor on-site to correct deficiency
- Timeline — start & completion of correction
- Back-charge package — organized by event

07 PHASE Project Closeout

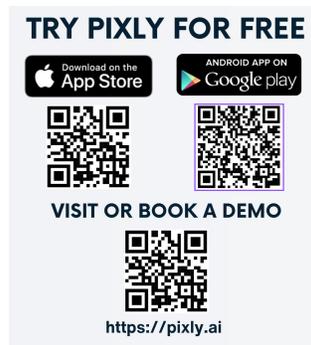
- Substantial completion — all areas
- Certificate of occupancy obtained
- Owner walkthrough & sign-off
- Punch list — before & after per item
- All systems tested & operational
- Final lender draw package organized
- Final inspections — all trades approved
- Site cleanup complete
- As-built photo set — complete by area

HOW TO USE THIS IN THE FIELD**Turn This Checklist Into Your Daily Workflow**

- 01 Document Site Conditions Before Every Subcontractor Starts**
The condition of the work area before a sub touches it is your baseline for every back-charge dispute. A photo taken the morning a sub mobilizes — showing exactly what they inherited — is worth more than any written description when disputes arise.
- 02 Capture Progress from the Same Position Every Week**
Consistent weekly progress photos taken from the same vantage points create a time-lapse record of the project that is invaluable for schedule dispute documentation, owner reporting, and lender draw verification.
- 03 Photograph Every Deficiency Before Corrective Work Begins**
A photo of defective work before anyone touches it — followed by a photo after correction — is the foundation of every back-charge package. The before shot establishes what was wrong; the after shot proves it was fixed and who paid for it.
- 04 Build Your Draw Package Continuously, Not at Draw Time**
Trying to reconstruct a draw package from a disorganized camera roll at the end of the month costs hours. Organizing photos by trade and line item as you take them means your draw package is almost ready before the request is even submitted.

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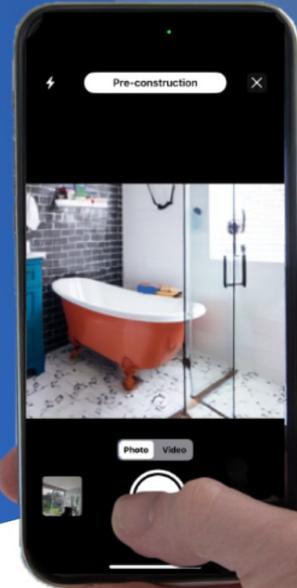
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STOP SKETCHY DISPUTES

Time stamped, location stamped records of pre-construction conditions, progress and work completed.



STOP WORK PHOTO CHAOS

Never text another work photo. Never upload to another disorganized drive. Never lose photos in between family pictures.



ASSIGN AND TRACK TASKS

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