

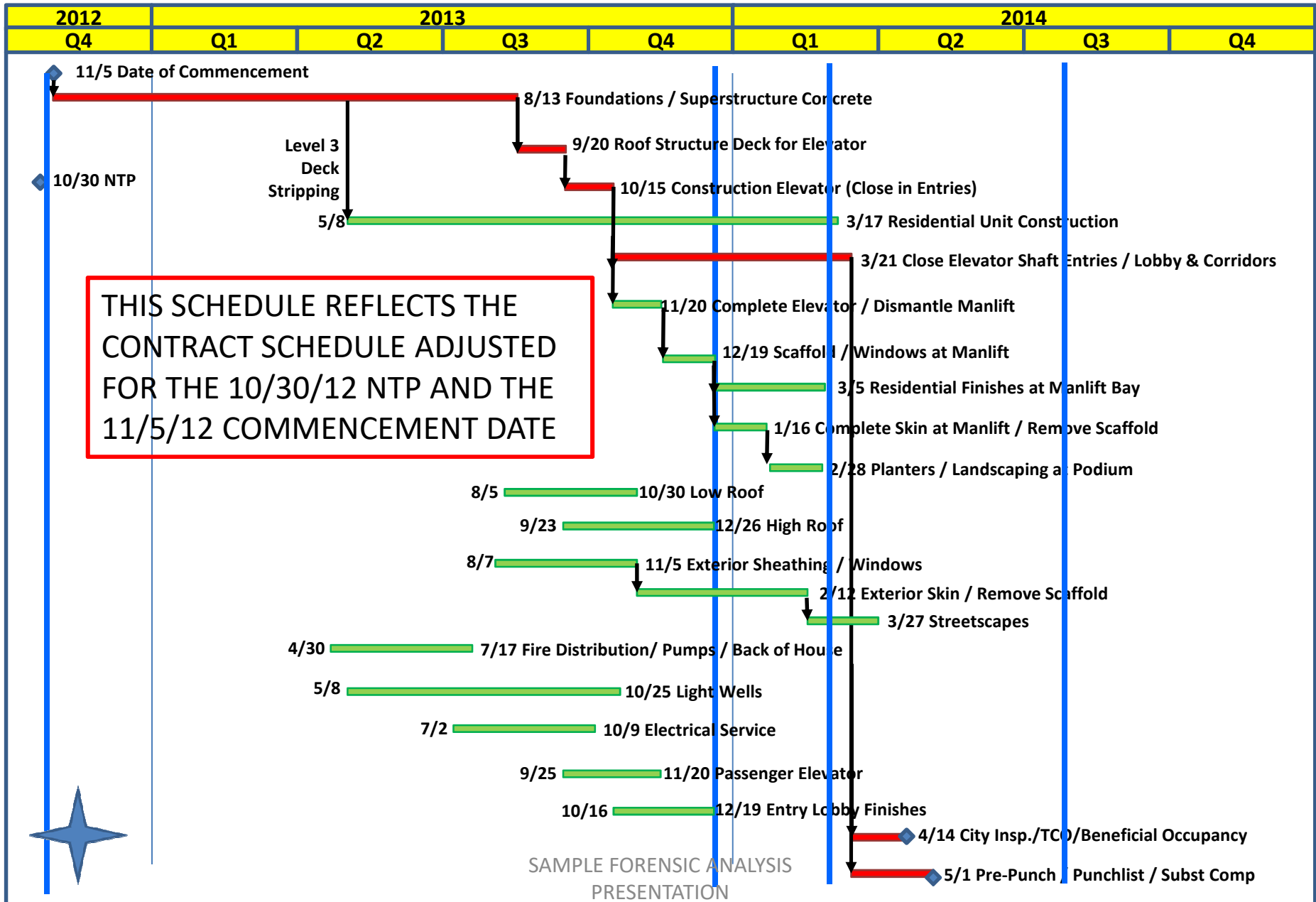
SCHEDULE ANALYSIS

- USES CONTEMPORANEOUS SCHEDULE DATA TO THE EXTENT IT IS AVAILABLE
- TRACKS PROGRESS THROUGH THREE INITIAL TIME INTERVALS/WINDOWS (DECEMBER 2013, JANUARY 2014, FEBRUARY 2014)
- ANALYSIS OF THE THREE INITIAL INTERVALS/WINDOWS YIELDED A PROJECTED PHASE 1 TCO / OCCUPANCY DATE OF JULY 7, 2014 AND ESTABLISHED THAT THE PROJECT LOST TIME WAS THE RESPONSIBILITY OF THE CONTRACTOR AND ITS SUBCONTRACTORS
- LOST TIME INCURRED BY FEBRUARY, 2014 WAS NEVER REGAINED

SCHEDULE ANALYSIS

- ANALYSIS /REVIEW OF FIVE ADDITIONAL PERIODIC INTERVALS/WINDOWS BASED ON SCHEDULE DATA PROVIDED BY CONTRACTOR SHOWED THAT CONTRACTOR PRODUCED INACCURATE PROJECTIONS OF TCO DATES DUE TO CONTRACTOR'S DELETION OF APPROPRIATE LOGIC RELATIONSHIPS
- AS A RESULT OF PREFERENTIAL AND ERRONEOUS LOGIC, CONTRACTOR SCHEDULES CREATED INACCURATE CRITICAL PATHS WITHIN A NUMBER OF THE SCHEDULES PROVIDED
- COMPLETION OF A PROPER AND FINAL DELAY ANALYSIS REQUIRES THAT THE CONTRACTOR PROVIDE A FINAL AS-BUILT UPDATE TO THE CONTRACT SCHEDULE (INCLUDING THE PERIOD BEYOND JULY 9, 2014)

Summary of Baseline Schedule

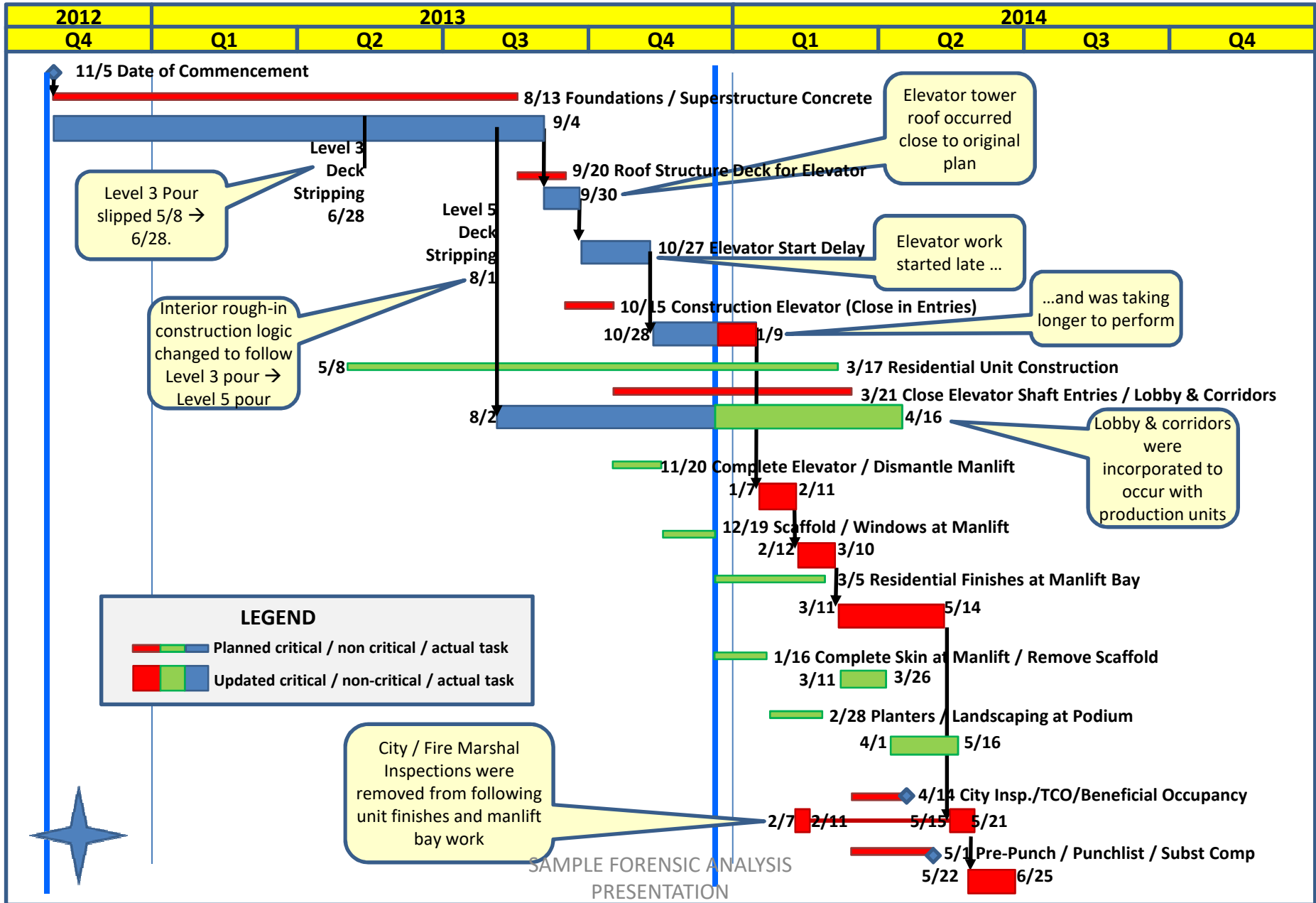


SCHEDULE STATUS IN DECEMBER 2013

- At that time (December 13, 2013) the Contractor's schedule projected that Beneficial Occupancy would be achieved by March 31, 2014 and Substantial Completion would be achieved by May 9, 2014

WINDOW 1

Contemporaneous mid-December 2013 Schedule Update (MS Project)



SCHEDULE STATUS IN DECEMBER 2013

- The 5/21/14 date for TCO / Beneficial Occupancy shown in Window 1 was calculated using the Contractor's December schedule update (which showed a 3/31/14 TCO date) corrected for activities that were erroneously shown as having been completed prior to December 2013 (including windows and various construction elevator activities)

WINDOW 1 CRITICAL PATH DELAY SUMMARY (Calendar Days)

	Critical Delay	Cumulative Delay
Superstructure / Elevator Tower Delay*	10	10
Elevator Work Start Delay*	27	37
Construction Elevator Installation Delay*	49	86
Durations shortened through manlift bay finishes	-16	70
City / Fire Marshal Inspection Removed from Critical Path / Tasks Shortened	-33	37

* During this same period time frame, delays occurred to unit interior construction due to a) concrete pours slipping and b) precedent logic for rough-in start was changed from Level 3 pour to Level 5 pour. This was an 82 calendar day delay. Interior unit construction work was stacked to reduce this delay to 26 days, but remained near critical.



RE-CAP OF SCHEDULE STATUS AS OF DECEMBER 2013

- Lost time during mass excavation and concrete structure construction resulted in a three week delay (from 8/13/13 to 9/4/13)
- Start of interior and exterior wall framing slipped from 6/17/13 to 8/12/13
- Elevator roof deck slipped from 9/20/13 to 9/30/13
- Start of work in elevator shaft slipped from 9/23/13 to 10/28/13
- Start of work on elevator slipped from 9/23/13 to 11/19/13
- During October, November and early December critical path lost time resulted from the later start and delayed completion of the elevator which delayed subsequent man-lift removal, completion of L2 Podium and residential units at the man-lift area

THE FOLLOWING SERIES OF SLIDES
ADDRESS CONTEMPORANEOUS STATUS
OF INTERIOR CONSTRUCTION DURING
THIS PERIOD
(SLIDES DELETED FROM PRESENTATION)

UNIT INTERIOR CONSTRUCTION STATUS AS OF DECEMBER 2013

- Predecessor to start of interior construction rough-in was changed from Level 3 Pour to Level 5 Pour
- Start of interior sheetrock slipped from 11/26/13 to the on-site projected date of 12/16/13, which was subsequently pushed back to mid-January due to (in part) non-complying electrical panel installation
- These actual lost time occurrences and projected occurrences related to unit interior construction as of December 2013 were not acknowledged or accounted for in the Contractor's schedule delay summary submitted in December 2014

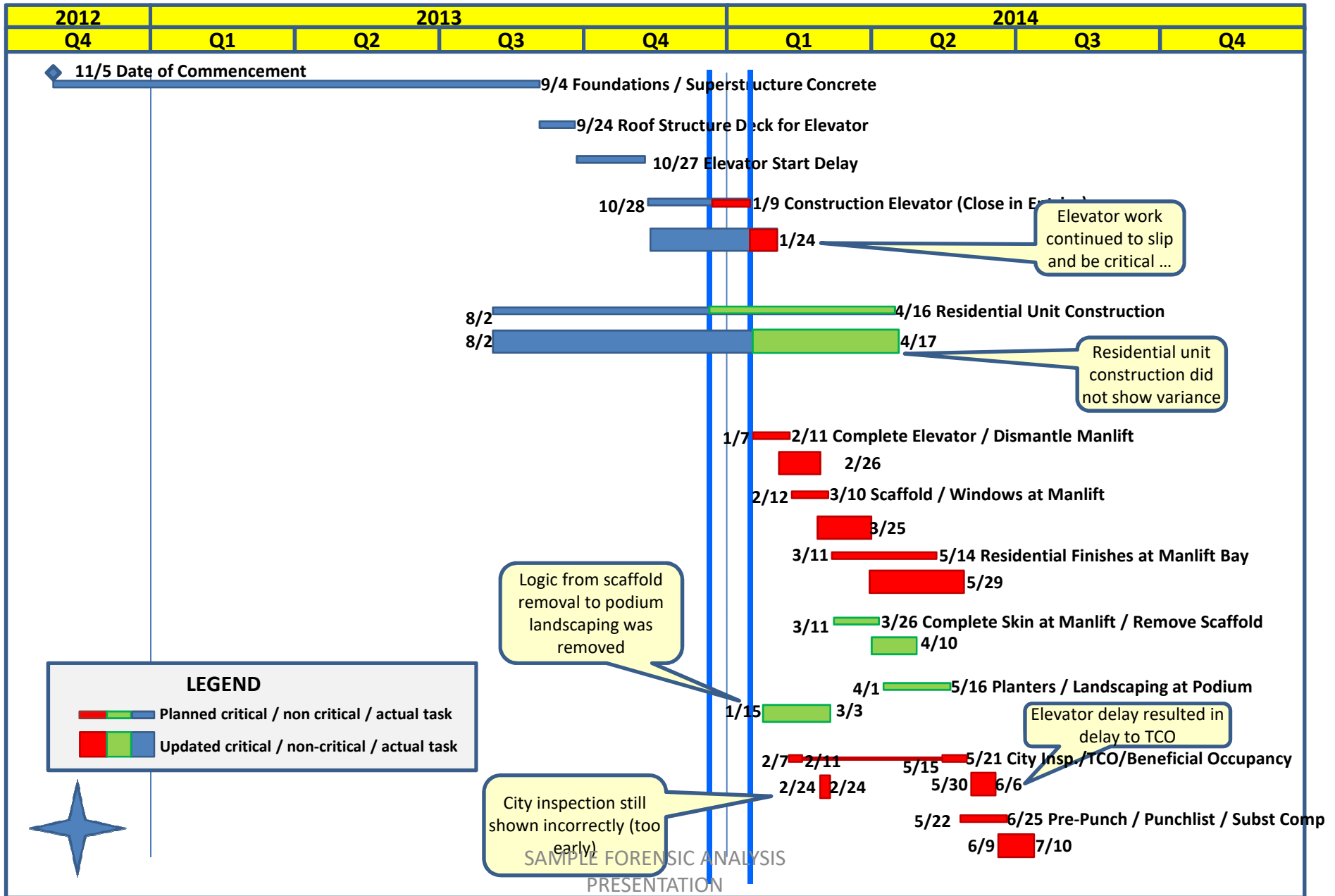
COMPARISON OF BASELINE SCHEDULE TO CONTRACTOR'S LAST UPDATE DATA DATE OF JULY 9, 2014

2ND FL DRYWALL COMPLETION SLIPPED 42 CALENDAR DAYS FROM 12/13/13 TO 1/24/14 ACCORDING TO CONTRACTOR'S AS-BUILT SCHEDULE



WINDOW 2

Contemporaneous Early January 2014 Schedule Update (MS Project)



WINDOW 2 CRITICAL PATH DELAY SUMMARY

	Critical Delay	Cumulative Delay
Construction Elevator Installation Delay	16	53

SCHEDULE STATUS IN JANUARY 2014

- At this time (January 7, 2014) the Contractor's schedule erroneously projected that Beneficial Occupancy would not be achieved until March 12, 2015 (due to input error on the schedule provided).
- In meetings during this period the Contractor maintained that they could achieve TCO / Beneficial occupancy by April, 2014.
- As noted previously, production sheetrock had not started as of January 7, 2014

SCHEDULE STATUS IN JANUARY 2014

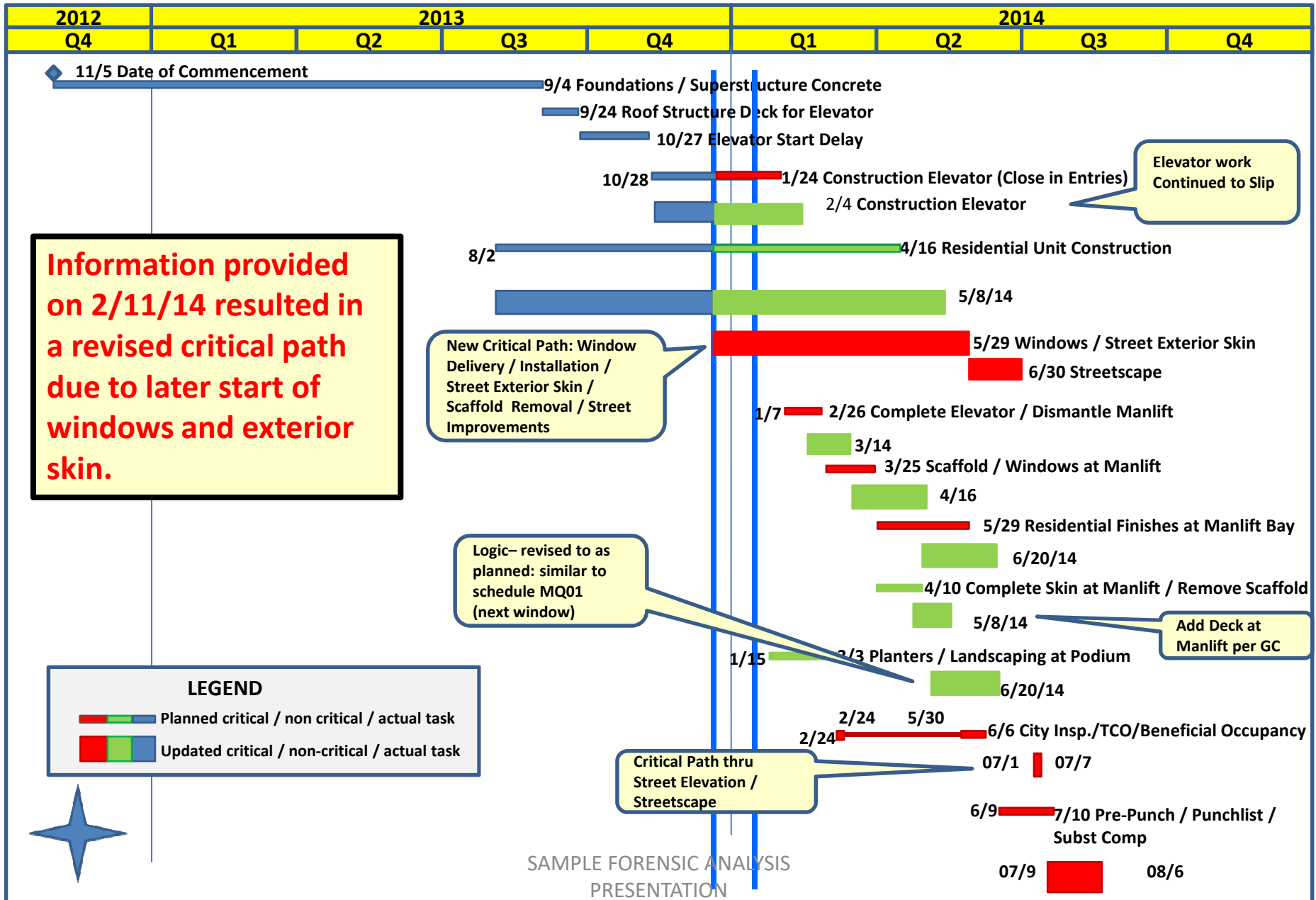
- The TCO / Beneficial Occupancy 6/6/14 date in Window 2 was calculated using the Contractor's schedule, corrected for activities that were erroneously shown as having been completed prior to January 2014 (including windows and various construction elevator activities) and correcting an input error that resulted in a March 12, 2015 completion date projection.

RE-CAP OF SCHEDULE STATUS AS OF JANUARY 2014

- During late December and early January critical path lost time continued to delay completion of the elevator which delayed subsequent man-lift removal, completion of L2 Podium and residential units at the man-lift area

WINDOW 3

Contemporaneous Early February 2014 Schedule Update (P3)



WINDOW 3 CRITICAL PATH DELAY SUMMARY

	Critical Delay	Cumulative Delay
Windows/Exterior Skin at Street Delay	31	84

PERT/CPM COMMENTS:

PERT/CPM COMMUNICATED AND WORKED CLOSELY WITH CONTRACTOR'S ON SITE PROJECT MANAGERS DURING THE PERIOD FROM DECEMBER 2013 THROUGH FEBRUARY 2014 TO IDENTIFY ERRORS CONTAINED IN THE UPDATED MS PROJECT SCHEDULES, CONVERT THE MS PROJECT SCHEDULE TO P3 AND THEN TO SURETRAK (AT CONTRACTOR'S REQUEST)

EXTERIOR ISSUES WERE CRITICAL AND REMAINED CRITICAL DURING THIS PERIOD.

THE PREVIOUS PERIODIC INTERVAL ANALYSES ARE CONSISTENT WITH THE INFORMATION THAT WAS MADE AVAILABLE AND THE SCHEDULES THAT WERE DEVELOPED DURING THAT TIME

IN LATE JANUARY THROUGH MID-FEBRUARY 2014 CONTRACTOR CHOSE TO ABANDON THE MS PROJECT AND SURETRAK SCHEDULES AND CREATE A NEW SERIES OF SCHEDULES AND ACTIVITIES IN P6

**SURETRAK SCHEDULE FROM CONTRACTOR PRIOR TO
CONVERSION TO P6:
TCO / BENEFICIAL OCCUPANCY PROJECTED FOR 7/2/14;
SUBSTANTIAL COMPLETION PROJECTED FOR 8/1/14**

Text1	Text2	Act ID	Description	Activity Type	Orig Dur	Rem Dur	Early Start	Early Finish	Predecessors	Successors
		56000	FORM & POUR NEW WALK	Task	5	5	06/03/14	06/09/14	55950	56050
		56050	COMPLETE LANDSCAPING	Task	5	5	06/10/14	06/16/14	56000	57700
		57300	REMOVE DOCK & GATES	Task	3	3	03/04/14	03/06/14	57600	
		57350	MANLIFT RENTAL	Topic	147 *	3 *	07/02/13 A	03/03/14		
		57400	ERECT MANLIFT to L3	Independ	10	0	07/02/13 A	07/18/13 A	18000	57450
		57450	JUMP MANLIFT TOWER to L5	Independ	1	0	08/13/13 A	08/13/13 A	20500, 57400	57500
		57500	JUMP MANLIFT TOWER to L7	Independ	1	0	09/16/13 A	09/16/13 A	23000, 57450	57550
		57550	JUMP MANLIFT TOWER to L8	Independ	1	0	09/16/13 A	09/16/13 A	23900, 57500	57600
		57600	DISMANTLE MANLIFT	Task	3	3	02/27/14	03/03/14	31450, 57550	51210, 51250,
		57650	TESTING & FINAL INSPECTIONS	Topic	27 *	27 *	06/26/14	08/01/14		
		57700	TCO INSPECTIONS	Task	5	5	06/26/14	07/02/14	28850, 29300,	57750, 6450
		57750	BENEFICIAL OCCUPANCY (PUBLIC AREAS & 40 UNITS) -	Finish	0	0	07/02/14	07/02/14	31700, 57700	57800, 6500
		57800	SUBSTANTIAL COMPLETION CONTRACT DATE W/10	Task	21	21	07/04/14	08/01/14	57750, 6400,	

**SCHEDULE SHOWED JULY 2, 2014 PHASE 1 TCO / BENEFICIAL
OCCUPANCY ASSUMING WINDOW DELIVERY BY 1/30/14**



RE-CAP OF CONTRACTOR'S SCHEDULE STATUS AS OF FEBRUARY 11, 2014

- Critical path lost time resulted from delays to elevator, exterior window delivery and subsequent sequencing of exterior facades to allow streetscape completion(critical path delay to 7/7/14) as of Window 3 (early February, 2014)
- This lost time was in effect as of 2/11/14 and was never recovered

WINDOW 1-3: DELAY ANALYSIS RE-CAP: DECEMBER 2013 – FEBRUARY 2014

- Lost time during concrete structure construction was partially recovered by the end of September, 2013 (except the delayed start to interior framing and rough-in was never recovered)
- Additional critical path lost time resulted from the later start and delayed completion of the construction elevator which delayed man-lift removal, completion of L2 Podium and residential units at the man-lift area (critical path delays to 5/21/14 and 6/6/14 in Windows 1 and 2)
- Additional critical path lost time resulted from delays to exterior window delivery and sequencing of exterior facades to allow streetscape completion (critical path delay to 7/7/14 in Window 3)
- This lost time was in effect as of 2/11/14 and was never recovered

**THE FOLLOWING SERIES OF SLIDES
ADDRESS CONTEMPORANEOUS
STATUS OF PERIODIC SCHEDULE
INFORMATION PROVIDED BY
CONTRACTOR WITHIN THE P6
SCHEDULES**

Window 4 : Data Date: 21FEB14

- CONTRACTOR PROVIDED A REVISED, RE-CONSTRUCTED SCHEDULE IN P6 FORMAT WITH A DATA DATE OF 2/21/14



Window 4 : Data Date: 21FEB14

- DETAILED REVIEW BY PERT/CPM OF THIS SCHEDULE WAS PROVIDED TO CONTRACTOR BY THE OWNER
- NO RESPONSE WAS EVER RECEIVED FROM CONTRACTOR, NOR WERE RECOMMENDED CORRECTIONS MADE TO THIS OR SUBSEQUENT SCHEDULES



Window 4 : Data Date: 21FEB14

“THIS SCHEDULE, AS SUBMITTED, DOES NOT CONFORM TO CONTRACT REQUIREMENTS TO PROVIDE A SCHEDULE THAT IS RELATED TO THE ENTIRE PROJECT”

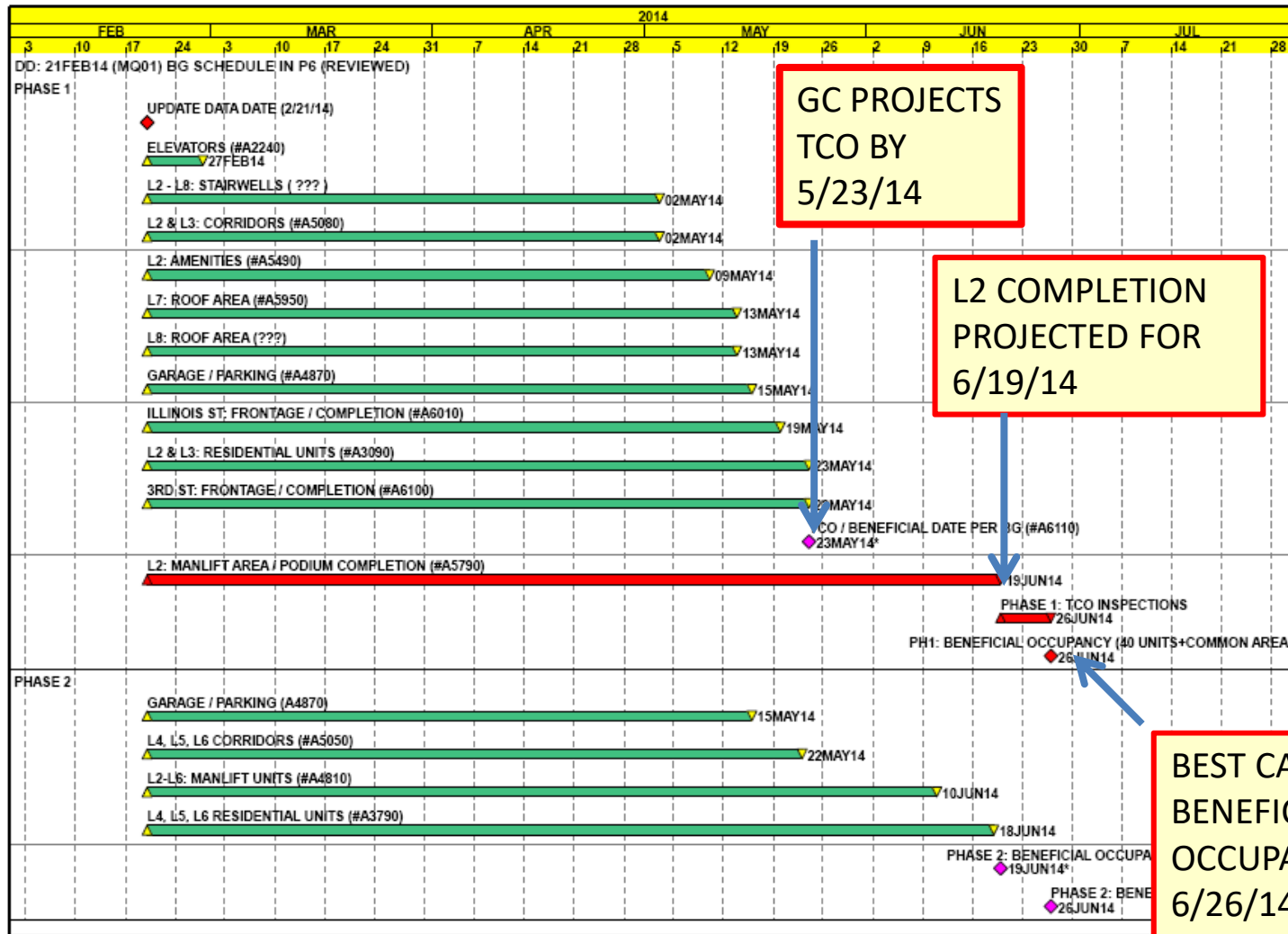
This schedule, as submitted, does not conform to contract requirements to provide a schedule that is related to the entire Project to the extent required by the Contract Documents. The contractor has established a new numbering system that makes comparison to prior schedules extremely difficult. This review uses the pdf document provided, which has, within the document, unique sequential “Item numbers” that can be used to reference activities in a numerical sequence (from top to bottom of the schedule). However, these numbers change when the layout changes or schedule activities are re-arranged so they are only temporary. They are referenced in this report for clarity in finding activities within the schedule (as referenced on the pdf document), as the schedule is not numbered in a coherent and sequential manner.

Milestones have been added to the schedule without the appropriate successor activities. Contractor has been asked to include the successor logic for these activities to enable monitoring of the relative criticality of the milestones. (see Items # 3-13, Activity ID A6245-A6320).

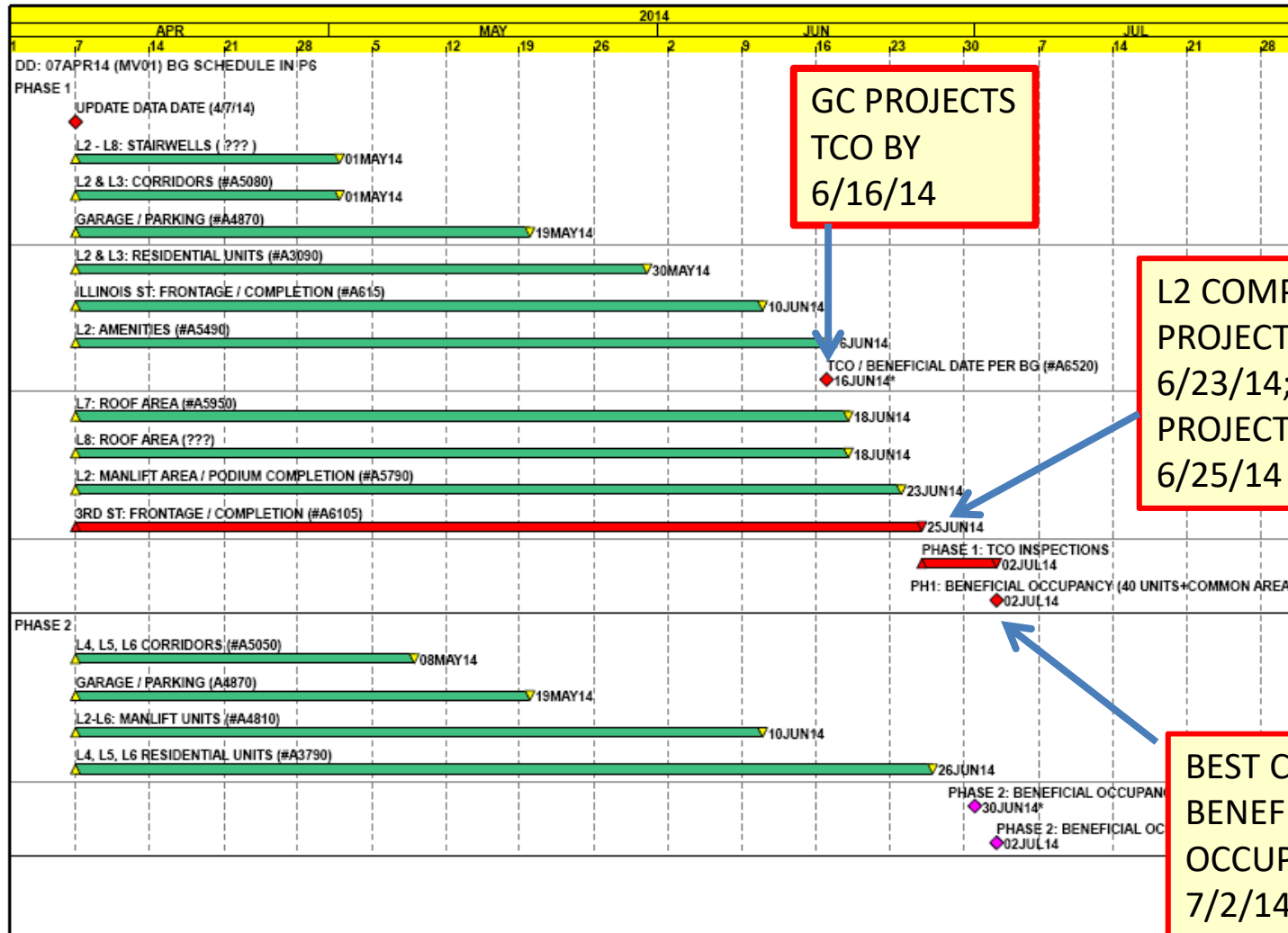
There is a gap in as-built information that prevents any retrospective evaluation of job progress and prior critical path activities. It is noted that there were weather related events in January that caused disruption to some schedule progress. Impacts relating to those events should be assessed in relation to the approved schedule at the time of the occurrence.



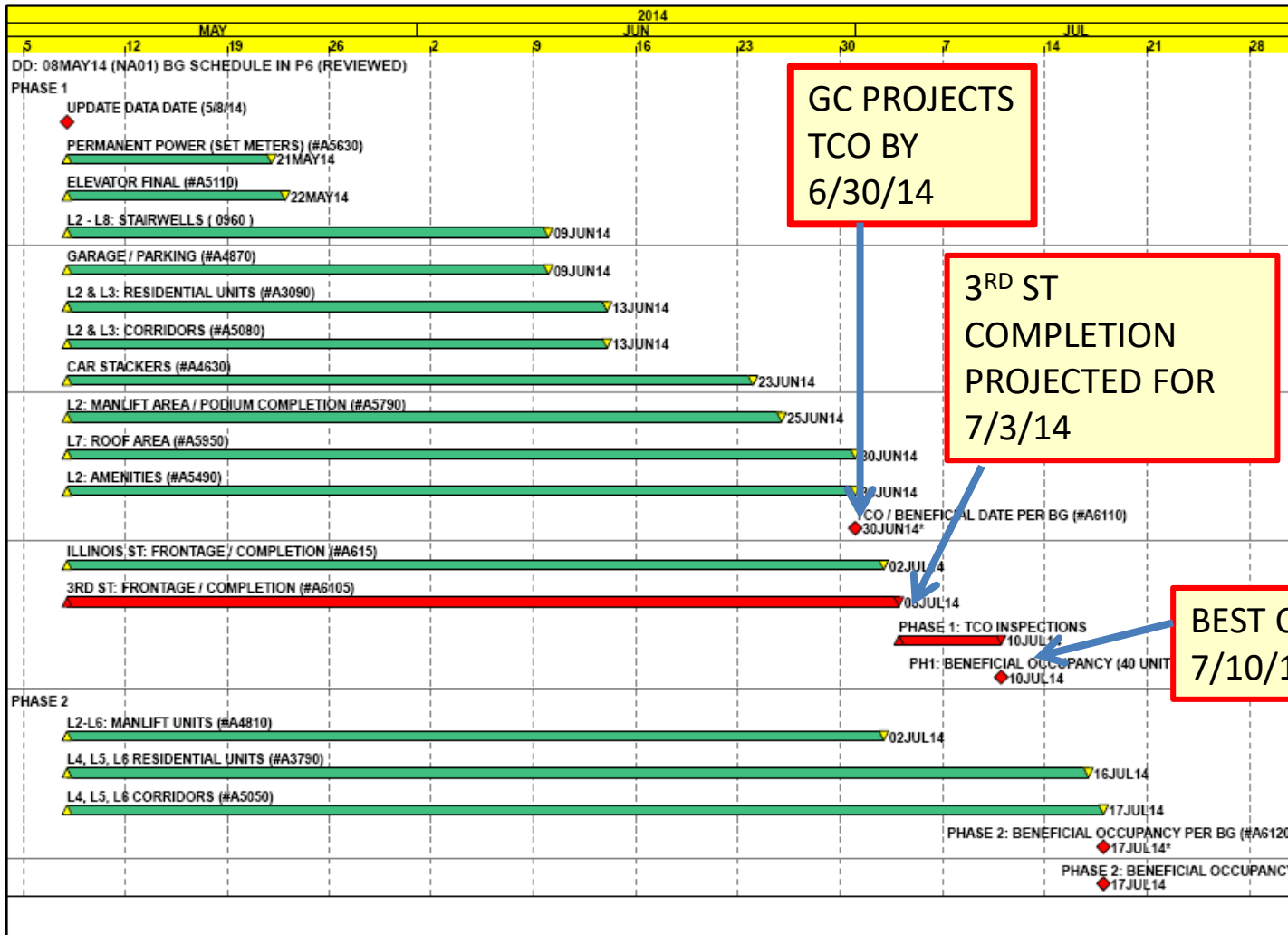
Window 4 Summary: Data Date: 21FEB14



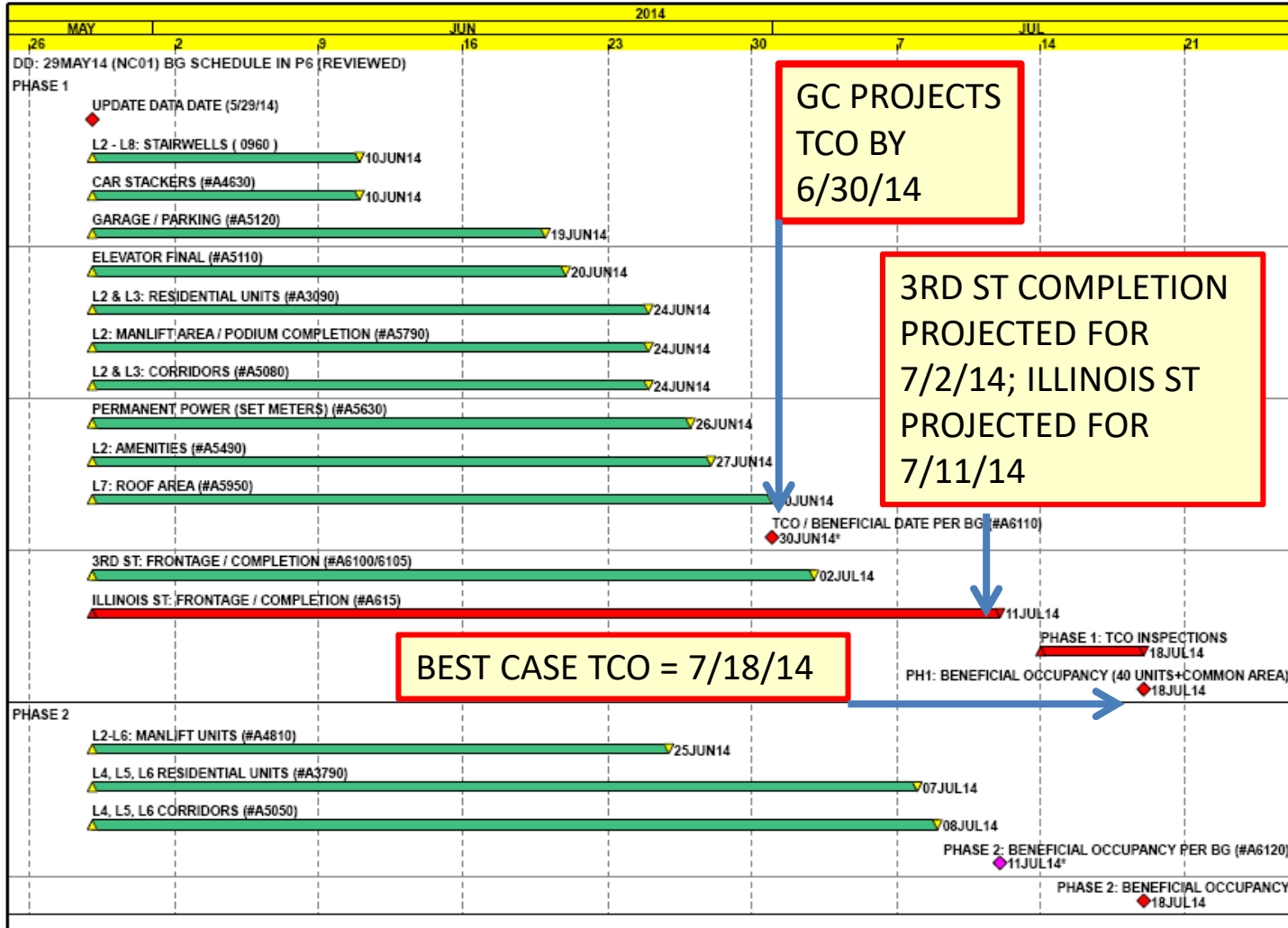
Window 5 Summary: Data Date: 07APR14



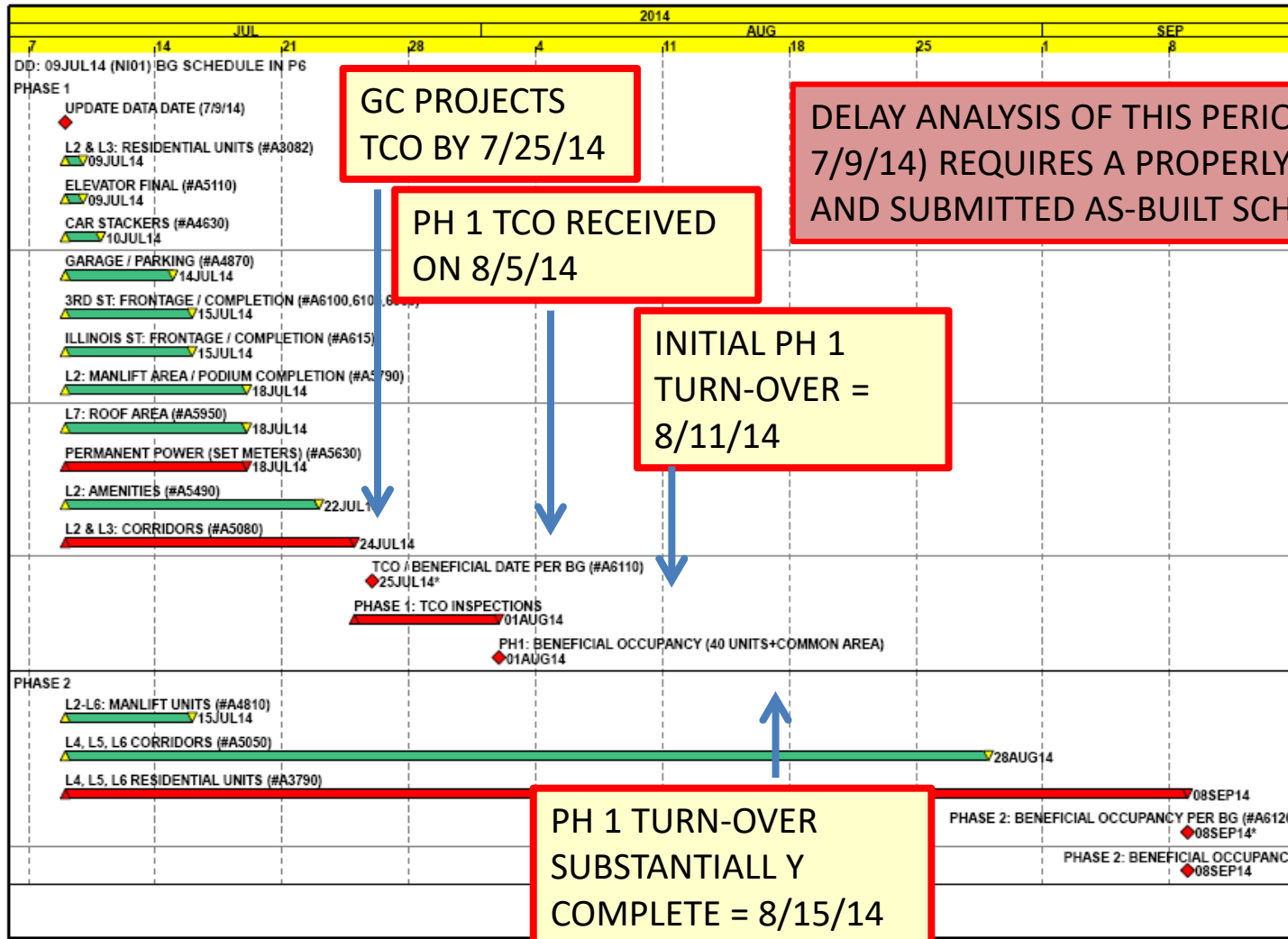
Window 6 Summary: Data Date: 08MAY14



Window 7 Summary: Data Date 29MAY14



Window 8 Summary: Data Date 09JUL14



- PUNCH LIST AND TURN-OVER ISSUES EXTENDED COMPLETION BEYOND THE TCO DATES AS ISSUED BY THE CITY AGENCY

DELAY ANALYSIS SUMMARY

- The updated and revised schedules provided by the Contractor have never conformed to the requirements of the Contract
- There has been and remain many activities that have been unreported, erroneously reported or deleted from the schedules provided
- Contractor used preferential logic and made multiple logic revisions to the schedules provided between February 2014 and July 2014 that created inaccurate “critical paths” that did not correspond to the actual contract requirements for TCO and Beneficial Occupancy
- Contractor has not provided an updated schedule after the data date of July 9, 2014 to record actual activity completion dates through the receipt of Final Completion and Occupancy issued on September 16, 2014