

# MONTHLY STATUS REPORT No.17



The Trousdale – Assisted Living  
and Memory Care Center  
Burlingame, CA

Jan 2018

## Table of Contents

1. Executive Summary
2. Project Update
  - Permitting
  - Design
  - Construction
3. Finances
  - Project Budget
4. Schedule
5. Project Photos

## Company Info

Since being founded in 1947, Peninsula Health Care District (PHCD) has retained an unwavering commitment to the health and well-being of those who live and work within its boundaries.

Accountable to residents, taxpayers, and community partners, the District now encompasses the cities of San Bruno, Millbrae, Burlingame, Hillsborough, San Mateo, and Foster City. As these communities have changed and evolved, the District has expanded and enhanced its range of services and programs to ensure the health of its communities. Part of the District's mission is to provide both immediate and long-term community needs, providing support to non-profit providers offering effective and innovative solutions. Through this mission the District Board elected to approve funding to build The Trousdale.

## Project Team

**Owner:**  
**Peninsula Health Care District**  
 Cheryl Fama

**Development Consultant:**  
**Pacific Union Development Company**  
 Joel Roos

**Construction Manager:**  
**Nova Partners, Inc.**  
 David Marks

**Architect:**  
**Smithgroup JJR**  
 Gabriel Fonseca  
 Richard Kirr  
 Jackie Lee

**General Contactor:**  
**SJ Amoroso**  
 Mike Chambers  
 Jennifer Erskine  
 Mark Green

**Operator:**  
**Eskaton**  
 Sheri Pfeifer  
 Erin Scherer

## 1. Executive Summary

# The Trousdale Assisted Living and Memory Care Center

The Peninsula Health Care District is proud to support initiatives and programs that promote health, wellness and access to needed services for seniors in our communities. The Trousdale Assisted Living and Memory Care Center is the first ground up project being built by the Peninsula Health Care District since 1954. The project will house 124 apartments comprised of studio, one, and two bedroom floor plan options with kitchenettes. This six-story, 140,000 SF facility includes both assisted living and memory care units.

The new Assisting Living and Memory Care Community will include:

- Accommodating design with nationally acclaimed Livable Design Features built to 2013 Green Building Code Standards
- Full service restaurant and fresh-express bistro
- Fitness Center
- Salon
- Library & Learning Center
- Activity Center
- 44 parking spaces, including 31 below grade.
- Independently controlled heating and cooling per unit.

The overall project budget is \$77.6M including SJ Amoroso's construction cost of \$52.4M. The project is scheduled for a spring of 2018 Completion and will be opening in Mid 2018.

## 2. Project Update

### Permitting

All permits have been obtained for the construction of the project.

Upcoming Permits:

- Elevators - November 2017
- Site Work - December 2017
- Certificate of Occupancy – ~~January 2018~~ May 2018

### Design

#### Traffic Signal Relocation

Traffic Signal relocation work at the corner of Trousdale and Magnolia has been delayed from a November completion date to an early February completion date. This work is currently underway with demolition of the existing corner at Trousdale and Magnolia, with cabling scheduled to be pulled the weekend of January 27<sup>th</sup>.

**January Update:** Work currently in progress. All underground work and re-routing of existing cable/Conduit is now complete. Waiting for final placement of concrete sidewalks to relocate signal, which is currently underway and will be complete at the end of February.

**No other design issues outstanding at this time.**

### **Furniture, Fixtures, & Equipment (FF&E)**

#### **January 2018 Update:**

Furnishings were currently scheduled to be installed in the January 2018 time frame shortly after the completion of construction, but this has changed due to the delay in construction and will now be installed in the April/May time frame. Pivot Interiors has released all interior furnishings and currently Scheduled for a March install date. The team has commenced with the procurement of all building artwork and fitness equipment and other ancillary equipment and accessories throughout the building. When completed, the overall FF&E costs will be slightly under the budgeted +/- 1 Million dollars.

All purchase orders for the Nurse quiet care systems and the Wanderguard system for the memory care units have been issued and ready for installation. These systems will be installed in the March time frame or as soon as floors are ready.

### Construction

#### **Work Completed or in progress in the month of January 2018**

- Exterior EIFS systems all complete with the exception of a very few areas. Main entry currently underway and roof Penthouse
- Exterior Wood panels completed at West elevation, all courtyard elevations and SW elevation
- Exterior balcony railings and building sunshades installed and approx.50% complete
- Courtyard planters complete with site work in courtyard underway
- All exterior scaffolding removed from building
- Offsite work underway. Sidewalks along Magnolia 75% complete
- Floor1 Kitchen nears completion
- Floor 2,3 and 4 casework installed along with unit interiors.
- Start up of rooftop HVAC units
- Floor 5 and 6 interior finishes underway
- Floor 1 drywall 95% complete
- Interior painting on floors 2,3,4 95% complete
- Memory care box mock up completed and reviewed by all

#### **Scheduled activities for the month of February:**

- Exterior EIFS systems - Complete 100%. South elevation underway and 95% complete
- Exterior Wood Panels Complete – South Entry underway and final 2 elevations on east side in progress
- Exterior balcony railings continue to be installed and painted
- Main Building Entry canopy installed with near completion
- Courtyard pavers begins with completion in early March
- Exterior building stone at base of building begins installation
- Main drive isle to site is underway with completion in early March
- Trousdale new sidewalk begins
- Carpeting in units begin on floors 2 and 3
- Floors 2, 3 and 4 residential units near 100% completion
- Floors 5 &6 residential unit drywall 100% complete
- Floor 1 Drywall 100% complete
- HVAC units start up continues with heat in the building

## • Project Budget

Bids were accepted for the construction of the Trousdale Project on 2/23/16 and SJ Amoroso was the low Bidder in the amount of \$52,434,000 for which a contract was issued.

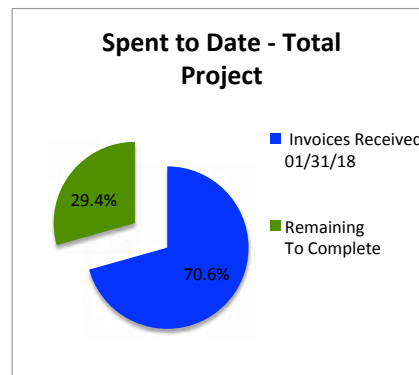
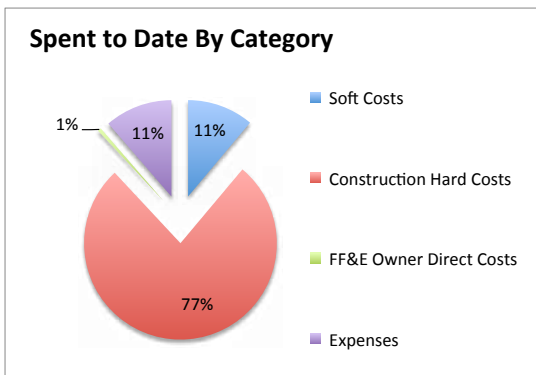
In late February 2016 the board approved the overall project budget of \$77.6M. This includes all project soft and hard costs, which are summarized below. Budget concerns are listed below under budget risks. None are anticipated at this time.

Total project spending through January 31, 2017 is \$54,599,599 dollars, +/-71% of the total project budget.



**PHCD Trousdale Assisted Living and Memory Care Center**  
 1600 Trousdale Drive, Burlingame  
 Project Dashboard  
 1/31/18

Budget Line Description	Approved Budget 2/23/16	Change Orders And Budget Reallocations	Current Forecast	Invoices Received 01/31/18	Remaining To Complete	Percent Complete
Soft Costs	6,721,174	257,375	6,978,549	6,070,010	908,538	87.0%
Construction Hard Costs	57,300,462	(246,405)	57,054,057	42,005,448	15,048,609	73.6%
FF&E Owner Direct Costs	1,514,960	(65,151)	1,449,809	330,540	1,119,269	22.8%
<b>Project Subtotal (Before Expenses)</b>	<b>65,536,595</b>	<b>(54,181)</b>	<b>65,482,414</b>	<b>48,405,998</b>	<b>17,076,416</b>	<b>73.9%</b>
Expenses	9,895,381	1,130,000	11,025,381	6,193,600	4,831,781	56.2%
PHCD Contingency	2,150,900	(1,350,000)	800,900	-	800,900	0.0%
<b>Total Project Costs</b>	<b>77,582,876</b>	<b>(274,181)</b>	<b>77,308,695</b>	<b>54,599,599</b>	<b>22,709,097</b>	<b>70.6%</b>



## SJ Amoroso Contract

SJ Amoroso's contract was fully executed on 3/17/16 in the amount of \$52,434,000. During the month of January the team approved a total of no new change orders as none were submitted. Amoroso's contract value is currently at \$52,935,796. In the month of January, Nineteen (19) new change orders were added to the log with an estimated cost in the 88K range, which will all be funded from the SJA Construction contingency allowance within their contract. SJA continues to fall way behind with the issuance of change orders. We are currently forecasting approximately 1 million in outstanding change

orders with many of these changes over 6-7 months old since inception. The team continues to reach out to SJA upper management to inform them of our concerns but little improvement has occurred over the last several months. The team has informed SJA that performing changes without formal approval is at their risk.

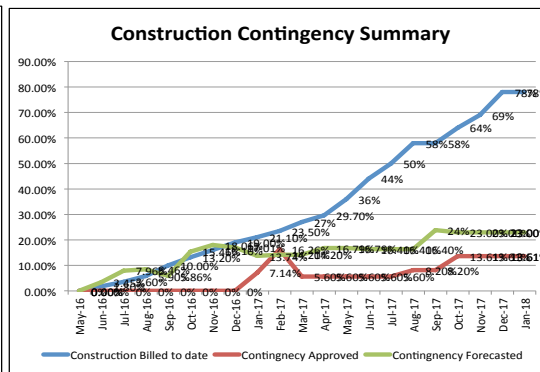
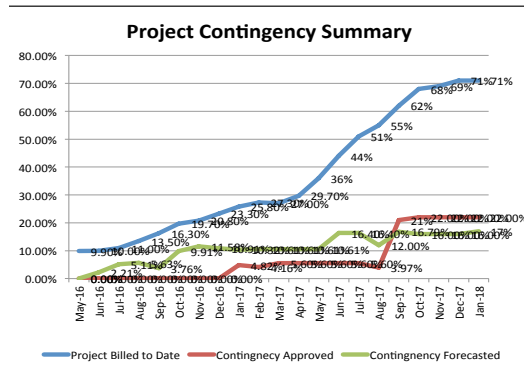
## Contingency Summary Recap

Below please find a recap of the total project contingency and the contingency trend vs. spent to date.



PHCD Trousdale Assisted Living and Memory Care Center  
 1600 Trousdale Drive, Burlingame  
 Project Contingency Recap  
 1/31/18

Budget Line Description	Approved Budget 2/23/16	Approved Change Orders	Submitted	Forecasted	Remaining	Percent Complete
Soft Cost Contingency	-	-	-	-	-	0.00%
Construction Contingency	4,244,479	501,796	348,056	1,011,282	2,383,345	20.20%
FF&E Contingency	225,000	225,000	-	-	-	100.00%
<b>Total Project Contingency:</b>	<b>4,469,479</b>	<b>726,796</b>	<b>348,056</b>	<b>1,011,282</b>	<b>2,383,345</b>	<b>14.15%</b>
Owner Contingency	2,150,900	(1,000,000)	-	100,000	1,050,900	51.14%
<b>Overall Total Project Contingency:</b>	<b>6,620,379</b>	<b>(273,204)</b>	<b>348,056</b>	<b>1,111,282</b>	<b>3,434,245</b>	<b>26.17%</b>



During this period no change orders have been submitted. Change orders when received will be taken from the SJA contingency first currently within their contract and will not change their current contract value until all contingencies are expended. There are currently \$1 million of forecasted anticipated change orders that will be submitted over the upcoming months. There have been very few unexpected changes issued over the last month, with nineteen (19) change orders being created during this period with an estimated value of 88K, with much of these costs being funded from the contractor's contingency. There currently remains approximately 3.4 million dollars in project contingency un-spent. However, we do anticipate over the upcoming months to use contingency funds to help fund these changes, reducing the overall remaining contingency amount.

At this point in time, the team is anticipating an overall project savings as previously reported. The team is anticipating spending overtime funds to help ensure the project is completed as quickly as possible, as much work is still left to be completed. We have currently funded approximately 100K in overtime costs to date with an additional 100K forecasted to expedite the interior finishes of the building. As those costs are expended, we will continue to report back to team with status. We do anticipate an overall project savings in the 2 million dollar range; however, this may change if additional funds are required to continue to expedite the project schedule. SJA General Conditions are depleted as of December 2017. As the project will be extended another 5 months we expect they will seek additional funds to cover these costs. These delays are clearly a result of SJA delays and these costs will be disputed once submitted and these costs can be in the 300-400K range.

### **Future large change orders expected in the Month of February:**

1. Traffic Light Conduit relocation at the corner of Magnolia and Trousdale – Upon Demolition of the asphalt roadway for the new corner extension, SJA discovered two existing unforeseen conduits that will need to be lowered. We have worked out the details with the City, and the work will begin immediately. Anticipated costs in the 25K range are anticipated. This was not received in January as anticipated but work is complete
2. Overtime – The team continues to authorize overtime with an attempt to complete the project as quickly as possible. The team anticipates expenditures in the 100K range for key subcontractor overtime.
3. Exterior Building Skin Changes – Final costs associated with the Exterior skin systems changes are anticipated to be submitted in February. Anticipated costs are in the 200K range. Original change order for skin changes was initially submitted for 300K back in June of 2017 and the team worked to re-design certain elements with the hope of reducing costs. We anticipate SJA submission will warrant lots of review and debate over costs.
4. Soft Soils in Courtyard – During excavation in the courtyard SJA could not get the required 90% compaction levels required for future paver installation. Therefore, over excavation of area was required to achieve this compaction with an anticipated cost in the 50K range.

## **Budget Risks**

### **SJ Amoroso Schedule Delays**

SJA is significantly behind schedule. Contractual final project completion date was December 23, 2017 and now is anticipated in the April/May 2018 time frame. The majority of these delays continue to be a direct result of SJA's inability to schedule the project effectively along with subcontractor performance and failure to meet their contractual completion dates. This has been acknowledged by SJA, but do anticipate they will approach the District for additional General Condition costs as a result of these delays with possible other costs. The team has met with the Owners of SJA and they claim that the amount of RFI's and quality of drawings has impacted their schedule but have offered no further explanation on which items. This is the first of that claim. We currently believe this is a low risk item for the district, but there is exposure there as with any claim. SJA continues to miss all scheduled dates and continues to miss key milestone dates. The Nova team continues to meet with SJA upper management



along with Key subcontractor trades to help progress the work as much as possible. There have been very minimal design changes or errors and the majority of these delays continue to be SJA's inability to coordinate and schedule the work. SJA has been produced a completion schedule that was issued on 1/31/18 that shows a second week of May 2018 substantial completion date. The District may choose to pursue liquidated damages to offset any of these claims and that has been discussed with both SJA and the building committee. Both the District and Nova have met again with SJA and their owners to express our concerns on the timing of completion and have asked for these dates to be moved up. Additionally, as a result of these delays, the project budget will incur several hundred thousand dollars in additional management fees by both Nova and Eskaton. These additional fee are currently being forecasted in the overall project budget. The District and Nova have informed SJA that they maybe seeking liquidated damages on this project as a result of there financial impacts.

## 4. Schedule

### Schedule

The project broke ground on May 2<sup>nd</sup> 2016 and is now tracking to be completed in the April/May 2018 time frame, 6 months behind schedule.

The last monthly schedule update that has been submitted by SJA was in January 2018 which indicated a second week of May 2018 substantial completion date significantly beyond there contract date. The schedule was initially extended by 30 calendar days related to the un-anticipated hazardous soil off-haul at the on-set of the project. No additional delays have been formally approved by the District or requested by SJA as of this report.

The exterior skin is anticipated to be completed in the February time frame based on current progress. Numerous meetings have been held with all of the building envelope contractors to expedite their installations and resolve issues in real time. All subs are working 10-hour days and weekend overtime at the expense of SJA. We believe at this time SJA will meet this date.

Interior and exterior framing is in full force and the SJA subcontractors are working overtime on a regular basis. All interior drywall is complete with the exception of floor 6, which is underway and will be complete the week of 2/19/18. Interior construction continues to be accelerated to help mitigate current delays but SJA continues to not meet scheduled dates. Painting is underway on floors 2, 3 and 4 moving up the building. The Kitchen area continues to be in progress with all equipment installed and most equipment being hooked up.

Based on current progress we anticipate the project to be complete in mid May 2018. However, that will need to be evaluated on a day-by-day basis. The Nova team is meeting with the SJA subcontractors on a weekly basis to help resolve SJA issues with their subs and get more visibility on the scheduling of the work. We remain extremely concerned with SJA's in-ability to mange subcontractors effectively and efficiently and that is becoming more apparent when we meet with them and their subcontractors. Every day we meet they continue to have excuses and miss key dates which is very concerning. The Nova team will continue to update the District on status and is coordinating all time frames with the Eskaton team for proper planning and timing of building opening.

Below are milestone dates we are tracking:

Activity No.	Description	Baseline Date	June 2017 Update	Actual Date	Variance/ Trend (cal days)

EX-0045	Exterior mock-up	11/8/16	5/9/17	<b>6/17/17</b>	-152
L2B-1025	Floor 2 Slab East	11/14/16	2/1/17	<b>2/4/17</b>	-52
L1A-4000	Start of Exterior Framing	11/18/16	5/11/17	<b>5/11/17</b>	-144
L3A-1025	Floor 3 Slab West	12/8/16	2/10/17	<b>2/23/17</b>	-34
L3B-1025	Floor 3 Slab East	12/16/16	3/8/17	<b>3/11/17</b>	-52
L4A-1025	Floor 4 Slab West	1/6/17	3/16/17	<b>3/25/17</b>	-39
L4B-1025	Floor 4 slab East	1/18/17	4/6/17	<b>4/5/17</b>	-48
L1B-4045	Start of Window Installation	1/18/17	6/12/17	7/21/17	-115
L5A-1025	Floor 5 Slab West	2/3/17	4/14/17	4/27/17	-40
L0-3025	Start of First Drywall	2/10/17	4/27/17	6/21/17	-46
L5B-1025	Floor 5 Slab East	2/16/17	5/4/17	5/4/17	-47
L6A-1025	Floor 6 Slab West	3/3/17	5/12/17	5/27/17	-40
L6B-1025	Floor 6 Slab East	3/17/17	6/2/17	6/2/17	-47
L1A-6090	Start Casework	4/29/17	7/20/17	12/14/17	-134
L0-3090	Infrastructure for Permanent Power	5/1/17	6/20/17	8/2/17	-20
EL3-2045	Structure Complete	5/16/17	7/20/17	7/6/17	-35
L6A-6060	Roof Weather tight	5/25/17	7/31/17	8/28/17	-37
ELE-0000	Exterior Envelope Complete	6/11/17	9/19/17		-70
C0-0030	Fire Marshal Acceptance	8/31/17	11/15/17		-46
M-0001	Substantial Completion	9/30/17	11/28/17		-29
M-0002	Final Completion	10/30/17	12/29/17	5/14/18*	-136
	Calendar Days Behind		136		
	* Current forecast completion date				

## 5. Project Photos



Main Entry/South Elevation nearing completion



East Elevation with Sun Shades installed



West Elevation Skin 100% complete



Courtyard Skin Complete with Sunshades



Exterior Courtyard planter walls placed with pavers to begin shortly



Staff Patio complete waiting on paver installation



East Roof near completion



Floor 1 Kitchen Equipment installed



**Residential Unit Kitchens installed floors 2 and 3**



**Residential unit carpet installed**



Floor 2 Residential unit entry

\*\*\*End Of Report\*\*\*

Distribution:

Cheryl Fama, CEO, Peninsula Health Care District