



## Tribal Council Workshop Information

<b>Workshop Title:</b> Ko-Kwel Wellness Center Update	<b>Date of Workshop:</b> 12/10/20
<input checked="" type="checkbox"/> <b>Open Workshop</b> <span style="margin-left: 200px;"><input type="checkbox"/> <b>Continued from previous Workshop – Date:</b></span> <input type="checkbox"/> <b>Closed Executive Workshop</b>	
<b>Presenter’s Name, Title and Department:</b> <ul style="list-style-type: none"> <li>Fauna Larkin, Director, Operations Department</li> <li>Mark Johnston, Executive Director</li> <li>Kelle Little, Health and Human Services Director</li> <li>Kyle Viksnehill, Controller, Finance Department</li> </ul>	
<b>Guest Presenter(s), Title and Agency (anyone not associated with CIT):</b> <ul style="list-style-type: none"> <li>Eric Scott, Project Manager</li> <li>Gary Leva, Gary Consulting Group</li> </ul>	
<b>Note Taker for Workshop:</b> <ul style="list-style-type: none"> <li>Brein Anglin, Administrative Assistant</li> </ul>	
<b>Brief Description (provide outline of discussion points as well as questions you need answered by this workshop):</b> <ol style="list-style-type: none"> <li>1. Operations               <ol style="list-style-type: none"> <li>a. Branding and Website Timeline Review</li> <li>b. Recruitment Timeline Update</li> <li>c. Charter/By-laws/Program Authorization Ordinance Update</li> </ol> </li> <li>2. Budget               <ol style="list-style-type: none"> <li>a. Construction Budget to Actual Update</li> <li>b. Grant Update</li> <li>c. Use of Savings Update</li> </ol> </li> <li>3. Schedule               <ol style="list-style-type: none"> <li>a. Outside of QALICB Improvements</li> <li>b. Pharmacy Move in February</li> </ol> </li> </ol>	
<b><u>Workshop Attendees</u></b> <b>Tribal Council:</b> <b>Staff:</b> <b>Others:</b>	
<b>Workshop Summary (provide outline of discussions that occurred):</b>	
<b>Reference Materials (provide for posting):</b> <ul style="list-style-type: none"> <li>Proposed Branding and Website Timeline</li> </ul>	

- KWC Recruitment Plan
- KWC Construction Budget Status
- Outside of QALICB Site Improvements
- KWC Construction Schedule

**Next Steps:**

- Information Only**
- Schedule second workshop**
- Prepare item for Tribal Council Motion**
- Prepare item for Tribal Council Resolution**
- Prepare item for Administrative Approval process**
- Other:**

**Executive Director Comments:**

**Tribal Council Secretary/Treasurer Comments:**

**Executive Director Initials:**

**Ko-Kwel Wellness Center  
Branding and Website Proposed Timeline  
Updated 12/10/202**

What	Next Steps	Responsible	Date
Art	Confirm art process	Design Team	12/11/20
Graphic illustrations for signage and department areas	Develop options style/theme for the selected graphic images	Anna and Veronica	12/11/20
	Need to determine style/theme for the selected graphic images	Design Team	12/11/20
	Determine potential fabrication timeline for	Anna will ask TMCH re: vendor option Veronica will ask image king	12/11/20
Icon Signs	Confirm timeline based on scope	Veronica	12/11/20
	Confirm scope for icon signs	Design Team	12/11/20
	Review Artist Submissions	Design Team	1/15/20
Decision Making	Determine what, if anything in this timeline needs to go to Tribal Council	Design Team	12/11/20
Welcome Signs	Develop scope for welcome signs	Fauna	1/15/20
	Confirm scope for welcome signs	Design Team	1/15/20
	Figure out who we usually use for this type of work	Fauna	1/15/20
Room Signs	Develop scope for room signs	Fauna	1/15/20
	Confirm scope for room signs	Design Team	1/15/20
	Figure out who we usually use for this type of work	Fauna	1/15/20

Scope for Icons

- We will provide graphics and text, it will be already to go digitally
- We will need:
  - Department signs for the following 5 walls
    - Admin
    - Medical
    - Pharmacy
    - Dental
    - Family & Community Health
  - A main directory sign
- Scope for External and Internal “Welcome” Signs
  - We will need:
    - Main entry sign
    - Main sign in front of the KWC
    - Welcome words inside the vestibule
- Scope for the room signs
  - We will need:
    - Door signs for all of the rooms

Timeline

**Ko-Kwel Wellness Center**  
**Branding and Website Proposed Timeline**  
**Updated 12/10/202**

December 11, 2020—Design team style/theme for the selected graphic images

December 15, 2020—RFP soliciting illustrator/artists

January 15, 2020—Artist/Illustrator responses due

January 31, 2021

- Logo and tagline approved
- Font for all text approved
- Colors approved
- Artist/Illustrator selected

February 28, 2021—Graphic Images finalized

April 30, 2021—Main landing page for new website completed

June 23, 2021—Entire new website complete

## **KWC - Recruitment & Retention Plan**

### **Updated 12/08/2020**

This is a written recruitment and retention plan to guide the strategies associated with the launch of the Ko-Kwel Wellness Center (KWC). The plan will be a living document designed to evolve and update as timelines are firmed up. There is a strong emphasis in marketing to passive candidates already employed in the field and to ensure that Tribal family members are given internal preference. Retention efforts are designed to improve engagement and to retain key personnel during this critical expansion cycle.

### **Phase I: Development of Position Descriptions & Salary Grades**

Based on the staffing requirements on record, 23 additional positions will need to be hired:

- ✓ Clinic Nurse
- ✓ Billing Clerk
- ✓ Medical Receptionist
- ✓ IT Data Analyst
- ✓ PA-C
- ✓ Behavior Health Specialist
- ✓ Clinic Assistant (1)
- ✓ Dentist
- ✓ DHAT
- ✓ Hygienist
- ✓ Dental Assistant (2)Dental Hygienist
- ✓ Dental Office Reception
- ✓ Dental Office Manager
- ✓ Pharmacist
- ~~✓ Pharmacy Tech-filled 4/20~~
- ✓ Pharmacy Clerk
- ✓ Mental Health/CD
- ~~✓ HR Manager-filled 3/20~~
- ✓ Maintenance Tech

Existing job descriptions are being modified where appropriate and HR is drafting those that are not already in existence. Final drafts are being reviewed by the consultant and will be finalized by year end.

We recommend that the Tribe's HR Director develop a separate compensation structure for KWC. This structure is supported by the consultant. Given that positions in the medical field are in high demand and difficult to recruit for in rural Oregon, a compensation structure that is designed to lead the market is essential. HR will utilize T1 Services to conduct comp studies (using OED contact and other sources listed below along with information we can get from local competition).

Key sources of salary information include the [Occupational Employment Statistics: Wage Data by Occupation](#) from the Bureau of Labor Statistics (BLS), which provides average salaries by occupation and

industry with some breakdowns by state and metropolitan area. See the BLS article [Using OES Occupation Profiles in a Job Search](#) for additional information on how to use their wage data.

Here are some additional resources that provide national data. Some include further breakdowns:

### Behavioral Health Occupations

- [2017 Behavioral Health Salary & Benefits Report](#) (available for purchase)
- [2015 Salaries in Psychology](#)

### Nursing Occupations

- [AANP 2017 National NP Compensation Survey](#) (available for purchase)
- [An Analysis of the Labor Markets for Anesthesiology: Earnings](#) (see page 24)

### Physician Assistants

- [2017 AAPA Annual Salary Report](#) (available for purchase)

### Physicians

- [AAFP Family Medicine Facts: Family Physician 2016 Income Before Taxes](#)
- [AAMC Survey of Resident/Fellow Stipends and Benefits Report, 2016-2017](#)
- [MGMA DataDive Provider Compensation Data](#) (available for purchase)

### Phase II Hiring Timeline

KWC Position	Recruit	Start Date
Billing Clerk	Mar-21	Jun-21
Housekeeping	Mar-21	Jun-21
Medical Receptionist	Mar-21	Jun-21
IT Data Analyst	Jan-21	Mar-21
PA-C	Jan-21	May-21
Clinic Nurse	Oct-20	Jan-21
Behavior Health Specialist	Sep-20	Jani-21
Clinic Assistant (1)	Mar-21	Jun-21
Dentist	Sep-20	Apr-21
DHAT	Mar-21	May-21
Registered Dental Hygienist	Jan-21	May-21
Dental Assistant	Feb-21	May-21
Dental Office Reception	Feb-21	May-21
Dental Office Manager	Jan-21	Mar- 21
Pharmacist	Jan-21	May-21

Pharmacy Clerk	Feb 2021	May-21
Mental Health/Chemical Dependency Counselor	Feb-21	May-21
Maintenance Tech	Feb -21	May-21

The hiring timeline will hinge on the estimated opening date of spring of 2021. Ideally, the following positions would begin employment at least 30 days prior to opening:

- ✓ Dentist
- ✓ Dental Office Manager

Most of the remaining positions will begin up to two weeks prior to opening.

Recruitment for the above positions along with other hard to fill positions including but not limited to Clinic Nurse Case Manager, Pharmacist and Behavioral Health Specialist will begin in September of 2020. The remaining positions will be posted in early 2021.

### Phase III Recruitment Plan

Positions will be posted and marketed to Tribal Head of Households following the normal recruitment and hiring policies of the Tribe.

The Tribe's HRD will work with Clark Walworth to develop recruitment flyers that can be emailed and posted to contacts in the health care industry. The focus will be on the benefits of working in rural Oregon, the benefits of working for the Tribe including its vision and values, and could include information about relocation assistance, loan forgiveness, hiring bonus information, etc.

Job openings will be posted with the OR Employment Department and Indeed. Specific targeted print advertising can be considered in the Oregonian/Register Guard. In addition, see below information to be explored:

#### ***Where can rural communities get help in recruitment and retention activities?***

"As one of the largest and most comprehensive recruitment and retention resources, [3RNet](#) (National Rural Recruitment and Retention Network) is a nonprofit network funded by the Federal Office of Rural Health Policy and member dues. 3RNet has one dedicated member in each of the 50 states and the Commonwealth of the Northern Mariana Islands. Additional members include the Indian Health Service, the Cherokee Nation, and the Department of Veterans Affairs. According to Executive Director Mike Shimmens, more than 2,000 medical professional placements are achieved annually through 3RNet's recruitment tools, with 90% of these in designated shortage areas.

A website, [3RNet.org](#), where members maintain their state and regional pages, job seekers can register for free to browse and search jobs, and facilities/employers can (through their 3RNet member) **post jobs."**

If additional recruitment support is needed, we can utilize the following recruiters:

**Mary Brooks** at [www.nativerecruiter.com](http://www.nativerecruiter.com)

Mary is an experienced HR professional formerly with Spirit Mountain Casino and she is a Grand Ronde Tribal Member. Her firm specializes in Tribal Government industries. She has a wide network of candidates in her pool and has a negotiated rate of 15% of the annual salary after 90 days of successful employment.

**Lori Machara** at [www.volumerecruitmentservices.com](http://www.volumerecruitmentservices.com)

Volume Recruitment Services (VRS) at 844-877-5621. VRS handles high volume recruitment for the medical industry. Clients include Bay Area Hospital. Rates to be researched.

*The recruitment budget for Human Resources may need to be adjusted for 2020-2021 given the increase in advertising that will be necessary. We've had significantly less recruitment due to COVID-19, so the required increase will be less than initially anticipated for 2020.*

## Retention Strategies

**Retention strategies** typically refer to policies companies follow in order to retain employees and reduce turnover and attrition and ensure employee engagement. The main goal is to meet the expectations of employees without losing sight of the bottom line. Typical retention strategies involve any number of the following:

- Offering competitive pay and benefits
- Add incentive based
- Managing with trust
- Offering constructive feedback and praise
- Providing attractive perks
- Promoting from within
- Offering professional development
- Giving employees a meaningful vision to attach to their positions
- Recognizing high-performing employees
- Addressing barriers to success such as toxic co-workers, substandard equipment, etc.
- Work-life flexibility

For the purpose of this guide, Human Resources is exploring a transition to a pay for performance/merit increase system. Another retention strategy for the health care industry is an RVU model (Relative Value Unit) which is an incentive program that measures and rewards key benchmarks. This could be rolled out at the health clinic as a pilot program for key positions and considered broadly if successful.

Other strategies to assist with retention of key personnel are retention bonus systems. These are typically used during critical periods of business development to ensure staff with essential abilities are not lost during cycles of high business volume or expansions, mergers, acquisitions. A typical retention



bonus agreement might be 10% of the employee's base salary paid out monthly or quarterly with a pay-back provision if the employee exits.

**Useful Contacts:**

Worksource OR Employment Department (state wide job postings)  
541-756-8459  
Coos County

Oregon Employment Dept. –South Coast Workforce Analyst Division (wage studies)  
541-530-0605  
Annette Shelton-Tideman

**Ko-Kwel Wellness Center  
Construction Budget and Actual Expenses  
From 01/01/2020 Through 12/07/2020**

	NMTC Funds					Indirect funded				Total Costs Incurred	Remaining Budget	Remaining Budget %
	Closing Budget - NMTC Funds	shifted to Grants	Phase II - Grant Funds	Additional Grant Funds	Total KWC Project Budget	NMTC Funds	EDA Grant	Other Grant Funds	CIT Costs			
<b>Financing Costs</b>												
NMTC Professional Fees	368,921	-	-	-	368,921	368,921	-	-	-	368,921	0	0%
NMTC Consultant Fee	240,000	-	-	-	240,000	240,000	-	-	-	240,000	-	0%
NMTC Reserves	243,330	-	-	-	243,330	-	-	-	-	-	243,330	100%
Loan fees	70,000	-	-	-	70,000	-	-	-	70,000	70,000	-	0%
Loan Professional Fees	70,778	-	-	-	70,778	-	-	-	70,778	70,778	(0)	0%
Northern Trust Legal Fees	13,715	-	-	-	13,715	-	-	13,715	-	13,715	(0)	0%
QLICI interest during construction	127,717	-	-	-	127,717	-	-	-	-	-	127,717	100%
QALICB Audit & Tax during construction	10,000	-	-	-	10,000	-	-	-	-	-	10,000	100%
Construction period interest	366,465	-	-	-	366,465	-	-	-	159,521	159,521	206,944	56%
<b>Total Financing Costs</b>	<b>1,510,926</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,510,926</b>	<b>608,921</b>	<b>-</b>	<b>13,715</b>	<b>300,299</b>	<b>922,935</b>	<b>587,991</b>	<b>39%</b>
<b>Site Preparation &amp; Demolition</b>												
Site Survey	13,900	-	-	-	13,900	-	-	13,900	-	13,900	-	0%
Earth Moving	59,195	-	-	-	59,195	11,120	-	48,075	-	59,195	(0)	0%
Existing utility terminations	1,500	-	-	-	1,500	-	-	-	-	-	1,500	100%
Contingency-Site preparation and demolition	7,460	-	-	-	7,460	-	-	-	-	-	7,460	100%
<b>Total Site Preparation &amp; Demolition</b>	<b>82,055</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>82,055</b>	<b>11,120</b>	<b>-</b>	<b>61,975</b>	<b>-</b>	<b>73,095</b>	<b>8,960</b>	<b>11%</b>
<b>Project Management/Surveys/Reports</b>												
Project Management	276,263	-	-	-	276,263	85,449	-	79,188	-	164,637	111,626	40%
Plan Review, Permitting, MEP, FLS Inspections, Facility Comm	125,000	-	-	-	125,000	96,584	-	-	-	96,584	28,416	23%
Storm Water/BPM/Reports/Inspections	24,079	-	-	-	24,079	8,200	-	-	-	8,200	15,879	66%
Topo Survey/ALTA Survey	25,500	-	-	-	25,500	24,028	-	11,469	-	35,497	(9,997)	-39%
Phase 1 ESA	3,600	-	-	-	3,600	-	-	3,600	-	3,600	-	0%
Limited Phase 2 ESA	18,000	-	-	-	18,000	-	-	18,000	-	18,000	-	0%
Geotechnical Engineering & Pile Test Program	46,108	-	-	-	46,108	-	-	42,585	-	42,585	3,523	8%
Pile Driving Monitoring	19,715	-	-	-	19,715	24,905	-	-	-	24,905	(5,190)	-26%
Construction Materials Testing	25,000	-	-	-	25,000	42,924	-	-	-	42,924	(17,924)	-72%
<b>Total Project Management/Surveys/Reports</b>	<b>563,265</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>563,265</b>	<b>282,090</b>	<b>-</b>	<b>154,841</b>	<b>-</b>	<b>436,932</b>	<b>126,333</b>	<b>22%</b>
<b>Utility Infrastructure &amp; Fees</b>												
Building Permit Application Fee	120,000	-	-	-	120,000	120,000	-	-	-	120,000	-	0%
Electric Utility Connection Fee	21,460	-	-	-	21,460	-	-	-	-	-	21,460	100%
Backup Power Generator/ATS	225,000	(225,000)	-	225,000	225,000	-	-	-	-	-	225,000	100%
Water/Sewer Development Fee	9,554	-	-	-	9,554	-	-	-	-	-	9,554	100%
Equipment Commissioning	15,000	-	-	-	15,000	-	-	-	-	-	15,000	100%
Contingency-Utility infrastructure	13,807	-	-	-	13,807	-	-	-	-	-	13,807	100%
<b>Total Utility Infrastructure &amp; Fees</b>	<b>404,821</b>	<b>(225,000)</b>	<b>-</b>	<b>225,000</b>	<b>404,821</b>	<b>120,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>120,000</b>	<b>284,821</b>	<b>70%</b>
<b>Building Construction &amp; Design</b>												
Architectural/Engineering Design Costs	449,893	-	-	-	449,893	163,678	-	214,459	-	378,137	71,756	16%
Design Refinement Costs	41,387	-	-	-	41,387	41,387	-	-	-	41,387	-	0%
General Conditions	603,997	-	-	-	603,997	-	-	-	-	-	603,997	100%
Building Cost (100% GMP)	7,709,209	-	-	147,500	7,856,709	3,784,870	-	75,000	-	3,859,870	3,849,339	50%
Contractor's Contingency (1%)	291,182	-	-	-	291,182	217,276	-	1,323	-	218,599	72,583	25%
Owner's contingency	200,824	-	-	-	200,824	100,194	-	48,141	-	148,336	52,488	26%
Change Orders	-	-	-	-	-	-	-	-	-	-	-	0%
<b>Total Building Construction &amp; Design</b>	<b>9,296,492</b>	<b>-</b>	<b>-</b>	<b>147,500</b>	<b>9,443,992</b>	<b>4,307,405</b>	<b>-</b>	<b>338,923</b>	<b>-</b>	<b>4,646,328</b>	<b>4,650,164</b>	<b>50%</b>
<b>Furniture, Fixtures &amp; Equipment</b>												
Office Furniture/Equipment	150,644	(150,644)	28,071	142,573	170,644	-	-	-	-	-	150,644	100%
IT Equipment/Servers & Specialty AV	82,500	(82,500)	82,500	443,832	526,332	-	-	-	-	-	82,500	100%
Dental-Operatories (5 units)	292,443	(292,443)	190,848	292,443	483,291	13,740	-	-	-	13,740	278,703	95%
Dental-Panoramic X-ray Unit	20,000	(20,000)	78,308	(24,468)	53,840	-	-	-	-	-	20,000	100%
Dental-Small Tools and Consumables	17,700	(17,700)	-	17,700	17,700	-	-	-	-	-	17,700	100%
Medical/Pharmacy	279,000	(185,000)	-	60,000	154,000	-	-	-	-	-	279,000	100%
Medical Software/Hardware	34,610	(34,610)	-	187,235	187,235	-	-	-	-	-	34,610	100%
Procurement Services - Medical	86,200	-	-	16,000	102,200	39,100	-	9,010	-	48,110	38,090	44%
Fitness Facility	-	-	100,000	100,000	200,000	-	-	-	-	-	-	-
Site Amenities	25,000	-	-	57,400	82,400	-	-	-	-	-	25,000	100%
Contingency-FFE	97,909	-	47,973	-	145,882	-	-	-	-	-	97,909	0%
<b>Total Furniture, Fixtures &amp; Equipment</b>	<b>1,086,006</b>	<b>(782,897)</b>	<b>527,700</b>	<b>1,292,715</b>	<b>2,123,524</b>	<b>52,840</b>	<b>-</b>	<b>9,010</b>	<b>-</b>	<b>61,850</b>	<b>1,024,156</b>	<b>94%</b>
<b>Total Costs</b>	<b>12,943,565</b>	<b>(1,007,897)</b>	<b>527,700</b>	<b>1,665,215</b>	<b>14,128,583</b>	<b>5,382,377</b>	<b>-</b>	<b>578,464</b>	<b>300,299</b>	<b>6,261,140</b>	<b>6,682,425</b>	<b>52%</b>

**Comparison of Budget Percent Complete to SB James Invoice**

<b>SBJ Budget</b> 8,805,212	<b>SBJ Incurred</b> 4,226,804	<b>% Complete</b> 48%	<b>Per Invoice</b> 48%
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**CIT Equity Investment**

Cash contributed at closing	858,000
Less: remaining cash from closing	(184,296) <b>A</b>
Plus: donation of costs incurred	37,000 <b>B</b>
<b>CIT Equity Investment at Closing</b>	<b>710,704</b>
Less: Grant reimbursements	(79,077) <b>C</b>
Plus: Costs not yet charged to grants	4,427
<b>Total CIT Investment at 9/30/2020</b>	<b>636,054</b>

**A** - Includes payment of CIT share of closing costs and reimbursement of some costs previously incurred  
**B** - Represents costs incurred by CIT, not charged to grants, that were donated to the QALICB at closing  
**C** - Represents costs charged to grants that is then withdrawn free and clear from Closing proceeds









KO-KWEL WELLNESS CENTER PROJECT



NOVEMBER 2020 CONSTRUCTION SCHEDULE UPDATE

ID	Task Name	Scheduled Duration	Scheduled Start	Scheduled Finish	% Work Complete	Qtr 4, 2020			Qtr 1, 2021			Qtr 2, 2021					
						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
1	<b>KO-KWEL WELLNESS CENTER PROJECT</b>	<b>606.44 days</b>	<b>Fri 1/11/19</b>	<b>Tue 5/18/21</b>	<b>70%</b>	[Gantt bar spanning Oct to May]											
2	<b>MAJOR MILESTONES - SUMMARY</b>	<b>295.06 days</b>	<b>Thu 3/26/20</b>	<b>Tue 5/18/21</b>	<b>0%</b>	[Gantt bar spanning Oct to May]											
3	Submit Plans for Plan Check	0 days	Thu 3/26/20	Thu 3/26/20	100%												
4	Mobilization	0 days	Thu 3/26/20	Thu 3/26/20	100%												
5	Dried In Completion	0 days	Tue 12/8/20	Tue 12/8/20	0%	← 12/8											
6	Substantial Completion - Medical / Pharma	0 days	Wed 2/3/21	Wed 2/3/21	0%	← 2/3											
7	Substantial Completion - Dental / Family Community Health	0 days	Thu 3/11/21	Thu 3/11/21	0%	← 3/11											
8	<b>SUBSTANTIAL COMPLETION</b>	<b>0 days</b>	<b>Mon 4/26/21</b>	<b>Mon 4/26/21</b>	<b>0%</b>	← 4/26											
9	Owner Move-In, Closeout & Final Completion	0 days	Tue 5/18/21	Tue 5/18/21	0%	← 5/18											
10	<b>FINAL COMPLETION</b>	<b>0 days</b>	<b>Tue 5/18/21</b>	<b>Tue 5/18/21</b>	<b>0%</b>	← 5/18											
11		1 day?	Mon 1/14/19	Mon 1/14/19	0%												
12	<b>RFQ PHASE</b>	<b>151.19 days</b>	<b>Fri 1/11/19</b>	<b>Mon 8/12/19</b>	<b>100%</b>												
20	<b>PRECONSTRUCTION PHASE</b>	<b>235.63 days</b>	<b>Thu 5/2/19</b>	<b>Tue 3/31/20</b>	<b>100%</b>												
99	<b>PERMITTING PHASE</b>	<b>30.31 days</b>	<b>Mon 4/6/20</b>	<b>Tue 5/19/20</b>	<b>100%</b>												
106	<b>CONSTRUCTION PHASE</b>	<b>295.06 days</b>	<b>Thu 3/26/20</b>	<b>Tue 5/18/21</b>	<b>62%</b>	[Gantt bar spanning Oct to May]											
107	Mobilization	0.94 days	Thu 3/26/20	Thu 3/26/20	100%												
108	Staking - Project Limits & Sediment Fencing	1.06 days	Thu 3/26/20	Thu 3/26/20	100%												
109	Preconstruction Meeting	1 day	Thu 3/26/20	Thu 3/26/20	100%												
110	<b>SITWORK PHASE 1</b>	<b>159.81 days</b>	<b>Mon 3/30/20</b>	<b>Tue 11/10/20</b>	<b>73%</b>	[Gantt bar spanning Oct to May]											
111	<b>Rain Delay (CRITICAL PATH)</b>	<b>1.5 days</b>	<b>Mon 3/30/20</b>	<b>Tue 3/31/20</b>	<b>100%</b>												
112	Site Demo & Preparation (Temp Fence, SWPPP, etc)	1.5 days	Wed 4/1/20	Thu 4/2/20	100%												
113	Excavate to Building Pad Subgrade	4.81 days	Mon 4/6/20	Thu 4/9/20	100%												
114	Mass Grading - Cut/Fill Site at Parking Area	9.81 days	Mon 4/13/20	Thu 4/23/20	100%												
115	CE #020 - Subgrade Remediation (STOP)	8 days	Thu 4/23/20	Tue 5/5/20	100%												
116	<b>Rain Delay (NON-CRITICAL PATH)</b>	<b>12.81 days</b>	<b>Tue 5/5/20</b>	<b>Fri 5/22/20</b>	<b>100%</b>												
117	Complete Mass Grading at Parking Areas	3 days	Wed 6/17/20	Tue 6/23/20	100%												
118	Underground Sewer	11.81 days	Tue 5/26/20	Tue 6/9/20	100%												
119	Underground Storm Drain	14 days	Mon 7/20/20	Thu 8/6/20	95%												
120	Underground Site Electrical	53.31 days	Mon 8/3/20	Wed 10/21/20	100%												
121	Irrigation Sleeves at Pavement Areas	19.88 days	Thu 8/20/20	Fri 9/18/20	100%												
122	<b>CE 051 Subgrade Remediation at Roadways</b>	<b>16.06 days</b>	<b>Wed 8/19/20</b>	<b>Thu 9/10/20</b>	<b>100%</b>												
123	Construct Parking Lot (Fine Grading & Base Rock)	6 days	Mon 9/14/20	Tue 9/22/20	100%												



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ID	Task Name	Scheduled Duration	Scheduled Start	Scheduled Finish	% Work Complete	Qtr 4, 2020			Qtr 1, 2021			Qtr 2, 2021		
						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
124	Construct Bioswales	6 days	Mon 10/26/20	Mon 11/2/20	80%		Billeter							
125	Prep Baserock at Site Concrete Areas	8 days	Tue 9/15/20	Mon 10/5/20	60%	Billeter								
126	Rebar, Place & Finish Site Concrete	20 days	Mon 10/5/20	Mon 11/2/20	0%	Billeter	Guido							
127	Site Lighting (Form/Pour Lightpole Bases)	3 days	Mon 11/2/20	Thu 11/5/20	0%									
128	Site Lighting (Set Light Poles)	3 days	Thu 11/5/20	Tue 11/10/20	0%		Kyle							
129	<b>BUILDING SHELL</b>	<b>117.81 days</b>	<b>Mon 4/13/20</b>	<b>Thu 9/24/20</b>	<b>100%</b>									
130	<b>ZONE 1 - MEDICAL &amp; PHARMACY</b>	<b>85.31 days</b>	<b>Mon 4/13/20</b>	<b>Mon 8/10/20</b>	<b>100%</b>									
159	<b>ZONE 2 - DENTAL &amp; FAMILY COMMUNITY HEALTH</b>	<b>115.31 days</b>	<b>Wed 4/15/20</b>	<b>Thu 9/24/20</b>	<b>100%</b>									
188	<b>ZONE 3 - ADMIN &amp; COMMUNITY GATHERING</b>	<b>111.56 days</b>	<b>Tue 4/21/20</b>	<b>Thu 9/24/20</b>	<b>100%</b>									
214	<b>ROOF STRUCTURE / BUILDING ENVELOPE</b>	<b>112.25 days</b>	<b>Wed 7/1/20</b>	<b>Wed 12/9/20</b>	<b>74%</b>									
215	<b>ZONE 1 - MEDICAL &amp; PHARMACY</b>	<b>96.5 days</b>	<b>Wed 7/1/20</b>	<b>Mon 11/16/20</b>	<b>86%</b>									
216	Strip Forms at Perimeter Grade Beams	1.5 days	Wed 7/1/20	Thu 7/2/20	100%									
217	Slab Perimeter Insulation	4.81 days	Mon 9/21/20	Thu 9/24/20	100%	Guido								
218	Storm Drain/Roof Drain Tie-In	0 days	Mon 9/14/20	Wed 9/16/20	100%									
219	Sewer Tie-In	3 days	Tue 7/14/20	Thu 7/16/20	100%									
220	Perimeter Drains & Backfill	4.81 days	Mon 10/5/20	Thu 10/8/20	100%	Billeter								
221	High Wall Framing @ Center Walkway	6.06 days	Thu 8/6/20	Thu 8/13/20	100%									
222	Set Roof Joists & Perimeter Fascia	0 days	Thu 7/23/20	Wed 8/5/20	100%									
223	Roof Sheathing	16.06 days	Thu 8/13/20	Thu 9/3/20	100%									
224	<b>Inspect Roof Sheathing</b>	<b>0 days</b>	<b>Thu 9/3/20</b>	<b>Thu 9/3/20</b>	<b>100%</b>									
225	Set HM Door Frames	0 days	Tue 8/25/20	Wed 8/26/20	100%									
226	<b>COVID Window Procurement Delay</b>	<b>28.75 days</b>	<b>Thu 9/3/20</b>	<b>Thu 10/15/20</b>	<b>100%</b>									
227	Set Exterior Windows	3.56 days	Mon 10/19/20	Wed 10/21/20	100%		Sunset							
228	Siding @ High Wall Areas	4 days	Thu 9/3/20	Mon 9/14/20	0%									
229	Exterior Siding	12.5 days	Mon 10/19/20	Mon 11/9/20	100%		Sunset							
230	Rigid Roof Insulation	0 days	Tue 9/8/20	Thu 9/10/20	100%									
231	TPO Roofing	1.25 days	Thu 9/10/20	Mon 9/14/20	100%									
232	Parapet Cap Flashing	3 days	Mon 11/9/20	Thu 11/12/20	0%									
233	Gutters	2 days	Thu 11/12/20	Mon 11/16/20	0%									
234	<b>ZONE 2 - DENTAL &amp; FAMILY COMMUNITY HEALTH</b>	<b>91.25 days</b>	<b>Wed 7/15/20</b>	<b>Mon 11/23/20</b>	<b>87%</b>									
235	Strip Forms at Perimeter Grade Beams	3 days	Wed 7/15/20	Tue 7/21/20	100%									
236	Slab Perimeter Insulation	14.81 days	Mon 9/21/20	Thu 10/8/20	100%	Guido								
237	Storm Drain Tie-In	3.81 days	Mon 11/2/20	Thu 11/5/20	100%		Billeter							



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ID	Task Name	Scheduled Duration	Scheduled Start	Scheduled Finish	% Work Complete	Qtr 4, 2020			Qtr 1, 2021			Qtr 2, 2021			
						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	
238	Sewer Tie-In	3 days	Wed 7/29/20	Tue 8/4/20	100%										
239	Perimeter Drains & Backfill	3 days	Mon 11/9/20	Wed 11/11/20	95%										
240	High Wall Framing @ Center Walkway	6.06 days	Thu 8/6/20	Thu 8/13/20	100%										
241	Set Roof Joists & Perimeter Fascia	11.75 days	Thu 9/3/20	Thu 9/24/20	100%	WB									
242	Roof Sheathing	7.31 days	Wed 9/16/20	Thu 9/24/20	100%	WB									
243	<b>Inspect Roof Sheathing</b>	<b>0 days</b>	<b>Fri 9/25/20</b>	<b>Fri 9/25/20</b>	<b>100%</b>	9/25									
244	Set HM Door Frames	0 days	Tue 8/25/20	Wed 8/26/20	100%										
245	Set Exterior Windows	17.31 days	Wed 10/21/20	Thu 11/12/20	100%										
246	Siding @ High Wall Areas	4 days	Mon 9/28/20	Thu 10/1/20	0%	Sunset									
247	Exterior Siding	6 days	Mon 11/16/20	Mon 11/23/20	10%										
248	Rigid Roof Insulation	18.56 days	Mon 9/28/20	Wed 10/21/20	100%	Rayburn									
249	TPO Roofing	7.31 days	Mon 11/2/20	Tue 11/10/20	100%										
250	Parapet Cap Flashing	3 days	Tue 11/10/20	Mon 11/16/20	0%										
251	Gutters	2 days	Mon 11/16/20	Tue 11/17/20	0%										
252	<b>ZONE 3 - ADMIN &amp; COMMUNITY GATHERING</b>	<b>111.5 days</b>	<b>Thu 7/2/20</b>	<b>Wed 12/9/20</b>	<b>42%</b>										
253	Strip Forms at Perimeter Grade Beams	2 days	Thu 7/2/20	Mon 7/6/20	100%										
254	Slab Perimeter Insulation	9.81 days	Mon 10/12/20	Thu 10/22/20	100%										
255	Storm Drain Tie-In	0 days	Tue 9/8/20	Wed 9/9/20	100%										
256	Sewer Tie-In	3 days	Thu 7/16/20	Tue 7/21/20	100%										
257	Perimeter Drains & Backfill	3 days	Thu 10/22/20	Wed 10/28/20	0%										
258	High Wall Framing @ Mechanical Well	4.81 days	Mon 10/5/20	Thu 10/8/20	100%										
259	Start Roof Joists & Perimeter Fascia	1.06 days	Mon 10/12/20	Mon 10/12/20	100%										
260	<b>COVID Delay (One Way Builders)</b>	<b>3.56 days</b>	<b>Tue 10/13/20</b>	<b>Thu 10/15/20</b>	<b>100%</b>										
261	<b>Finish Roof Joists &amp; Perimeter Fascia</b>	<b>8.56 days</b>	<b>Mon 10/26/20</b>	<b>Wed 11/4/20</b>	<b>100%</b>										
262	Roof Sheathing	3.75 days	Tue 11/3/20	Mon 11/9/20	100%										
263	<b>Inspect Framing &amp; Sheathing</b>	<b>1 day</b>	<b>Mon 11/9/20</b>	<b>Tue 11/10/20</b>	<b>0%</b>										
264	Set HM Door Frames	2.31 days	Tue 8/25/20	Wed 8/26/20	100%										
265	Set Exterior Windows	8 days	Mon 11/16/20	Wed 11/25/20	0%										
266	Siding @ High Wall Areas	3 days	Tue 11/10/20	Mon 11/16/20	0%										
267	Exterior Siding	6 days	Wed 11/25/20	Mon 12/7/20	0%										
268	Rigid Roof Insulation	0 days	Wed 11/11/20	Thu 11/12/20	100%										
269	TPO Roofing	2 days	Thu 11/12/20	Tue 11/17/20	90%										
270	Parapet Cap Flashing	3 days	Tue 11/17/20	Thu 11/19/20	0%										
271	<b>COVID HVAC RTU Procurement Delay</b>	<b>24 days</b>	<b>Mon 11/2/20</b>	<b>Mon 12/7/20</b>	<b>0%</b>										
272	Set HVAC Rooftop Units	1 day	Mon 12/7/20	Tue 12/8/20	0%										



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						Oct	Nov	Dec	Jan	Feb	Mar	Apr
273	<b>Dried In Completion</b>	<b>0 days</b>	<b>Tue 12/8/20</b>	<b>Tue 12/8/20</b>	<b>0%</b>			12/8				
274	Gutters	10 days	Tue 11/17/20	Wed 12/2/20	0%							
275	Gutters & Downspouts	5 days	Wed 12/2/20	Wed 12/9/20	0%							
276	<b>TENANT IMPROVEMENTS</b>	<b>194.56 days</b>	<b>Mon 8/17/20</b>	<b>Tue 5/18/21</b>	<b>35%</b>							
277	<b>TI ZONE 1 - FACILITY OPERATIONS/MEDICAL/PHARMACY</b>	<b>120.75 days</b>	<b>Mon 8/17/20</b>	<b>Wed 2/3/21</b>	<b>51%</b>							
278	Interior Wall Framing - bottom track on	0 days	Mon 8/17/20	Thu 8/20/20	100%							
279	Interior Partition Framing Zone I	1.5 days	Mon 8/24/20	Tue 9/1/20	100%							
280	HVAC Rough In Zone I	23.56 days	Tue 9/8/20	Thu 10/8/20	100%							
281	Sprinkler Rough In Zone I	14.81 days	Mon 9/21/20	Thu 10/8/20	100%							
282	Plumbing Rough In Zone I	18.56 days	Mon 9/14/20	Wed 10/7/20	100%							
283	Electrical Rough In Zone I	3.81 days	Mon 9/14/20	Thu 10/1/20	100%							
284	Phone/Data/Low Volta Rough In - Box Install Zone I	0 days	Mon 9/14/20	Thu 10/1/20	100%							
285	Electrical Box Location Walk-Thru Zone I	0 days	Tue 9/29/20	Wed 9/30/20	100%							
286	<b>MEP Inspection Zone I</b>	<b>4.81 days</b>	<b>Wed 10/7/20</b>	<b>Tue 10/13/20</b>	<b>100%</b>							
287	<b>Framing Inspection Zone I</b>	<b>0 days</b>	<b>Tue 10/13/20</b>	<b>Tue 10/13/20</b>	<b>100%</b>							
288	Thermal Insulation Zone I	2.31 days	Mon 10/26/20	Tue 10/27/20	100%							
289	<b>Thermal Inspection Zone I</b>	<b>0 days</b>	<b>Tue 10/27/20</b>	<b>Tue 10/27/20</b>	<b>100%</b>							
290	Acoustical Insulation Zone I	7.31 days	Wed 10/28/20	Thu 11/5/20	100%							
291	Drywall Hang Zone I	4.81 days	Mon 11/2/20	Thu 11/5/20	100%							
292	Drywall Finish Zone I	8 days	Mon 11/9/20	Wed 11/18/20	95%							
293	Pre Prime Zone I	2 days	Wed 11/18/20	Mon 11/23/20	0%							
294	Touch up Drywall Zone I	2 days	Mon 11/23/20	Tue 11/24/20	0%							
295	Painting Zone I	4 days	Tue 11/24/20	Tue 12/1/20	0%							
296	Install FRP @ Janitor's Closet Zone I	1 day	Tue 12/1/20	Wed 12/2/20	0%							
297	Plumbing Trim Zone I	8 days	Wed 12/2/20	Tue 12/15/20	0%							
298	Restroom Accessories Zone I	2 days	Wed 12/2/20	Mon 12/7/20	0%							
299	Install Doors and Hardware Zone I	5 days	Thu 12/31/20	Thu 1/7/21	0%							
300	Electrical & Low Voltage Trim Zone I	3 days	Tue 12/1/20	Mon 12/7/20	0%							
301	Ceiling Grid Zone I	3 days	Mon 12/7/20	Wed 12/9/20	0%							
302	Overhead Unistrut Supports Zone I	2 days	Mon 12/7/20	Tue 12/8/20	0%							
303	Install Lights Zone I	4 days	Wed 12/9/20	Tue 12/15/20	0%							
304	HVAC Grilles Zone I	4 days	Wed 12/9/20	Tue 12/15/20	0%							
305	Sprinkler Head Installation Zone I	5 days	Wed 12/9/20	Wed 12/16/20	0%							
306	Above Ceiling Inspections Zone I	1 day	Wed 12/16/20	Thu 12/17/20	0%							





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						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
307	Drop Ceiling Tiles Zone I	2 days	Thu 12/17/20	Tue 12/22/20	0%												
308	Install ARDEX Floor Prep Zone I	8 days	Tue 12/22/20	Thu 12/31/20	0%												
309	Install Flooring	5 days	Thu 12/31/20	Thu 1/7/21	0%												
310	Install Acrovyn Wall Protection Zone I	6 days	Thu 1/7/21	Mon 1/18/21	0%												
311	Install Timely Frames & Doors Zone I	6 days	Thu 1/7/21	Mon 1/18/21	0%												
312	Install Casework Zone I	10 days	Thu 1/7/21	Thu 1/21/21	0%												
313	Install Countertops Zone I	3 days	Thu 1/21/21	Tue 1/26/21	0%												
314	Exam Room Accessories Zone 1	4 days	Wed 1/20/21	Tue 1/26/21	0%												
315	Test & Air Balance Zone 1	3 days	Tue 1/26/21	Mon 2/1/21	0%												
316	<b>Zone 1 Final Inspections</b>	3 days	Mon 2/1/21	Wed 2/3/21	0%												
317	<b>TENTATIVE Zone 1 Substantial Completion / Temporary Certificate of Occupancy (TCO)</b>	<b>0 days</b>	<b>Wed 2/3/21</b>	<b>Wed 2/3/21</b>	<b>0%</b>												
318	<b>MEDICAL &amp; PHARMACY OWNER EQUIPMENT MOVE-IN</b>	<b>27 days</b>	<b>Thu 2/4/21</b>	<b>Tue 3/16/21</b>	<b>0%</b>												
319	Medical Equipment & Supplies	12 days	Thu 2/4/21	Tue 2/23/21	0%												
320	Pharmacy Equipment & Supplies	8 days	Thu 2/4/21	Tue 2/16/21	0%												
321	Furniture	8 days	Tue 2/16/21	Mon 3/1/21	0%												
322	Artwork	4 days	Tue 2/23/21	Mon 3/1/21	0%												
323	IT Networking / Programming	8 days	Mon 3/1/21	Wed 3/10/21	0%												
324	Staff Training	15 days	Tue 2/23/21	Tue 3/16/21	0%												
325	<b>SITWORK PHASE 2</b>	<b>31 days</b>	<b>Wed 3/3/21</b>	<b>Thu 4/15/21</b>	<b>0%</b>												
326	Irrigation	12 days	Wed 3/3/21	Mon 3/22/21	0%												
327	Planting	16 days	Mon 3/22/21	Mon 4/12/21	0%												
328	Fine Grade Parking Areas	4 days	Wed 3/24/21	Tue 3/30/21	0%												
329	AC Paving (Weather Pending)	2 days	Tue 3/30/21	Thu 4/1/21	0%												
330	Pressure Wash AC Paving	2 days	Thu 4/1/21	Mon 4/5/21	0%												
331	Striping & Signage	3 days	Tue 4/6/21	Mon 4/12/21	0%												
332	Sitework Phase 2 Final Inspections	4 days	Mon 4/12/21	Thu 4/15/21	0%												
333	<b>TI ZONE 2 - DENTAL/FAMILY COMMUNITY HEALTH</b>	<b>127.81 days</b>	<b>Mon 9/14/20</b>	<b>Thu 3/11/21</b>	<b>41%</b>												
334	Interior Wall Framing	2.31 days	Wed 9/16/20	Thu 9/17/20	100%												
335	HVAC Rough In Zone 2	30 days	Wed 10/7/20	Thu 11/19/20	100%												
336	Interior Partition Framing Zone 2	0 days	Mon 9/21/20	Thu 9/24/20	100%												
337	Plumbing Rough In Zone 2	28.25 days	Mon 9/14/20	Thu 11/12/20	100%												
338	Sprinkler Rough In Zone 2	4.81 days	Mon 11/2/20	Thu 11/5/20	100%												





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						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
339	Electrical Rough In Zone 2	7.31 days	Mon 10/26/20	Tue 11/3/20	100%		Kyle							
340	Phone/Data/Low Volta Rough In - Box Install Zone 2	0 days	Mon 10/26/20	Tue 11/3/20	100%		11/3							
341	Electrical Box Location Walk-Thru Zone 2	0 days	Tue 11/3/20	Tue 11/3/20	100%		11/3							
342	<b>MEP Inspection Zone 2</b>	<b>0 days</b>	<b>Fri 11/6/20</b>	<b>Fri 11/6/20</b>	<b>100%</b>		11/6							
343	<b>Framing Inspection Zone 2</b>	<b>0 days</b>	<b>Fri 11/6/20</b>	<b>Fri 11/6/20</b>	<b>100%</b>		11/6							
344	Thermal Insulation Zone 2	4.81 days	Mon 11/16/20	Thu 11/19/20	100%		Coastline							
345	<b>Thermal Inspection Zone 2</b>	<b>0 days</b>	<b>Fri 11/20/20</b>	<b>Fri 11/20/20</b>	<b>100%</b>		11/20							
346	Acoustical Insulation Zone 2	0 days	Tue 11/17/20	Thu 11/19/20	100%		11/19							
347	Drywall Hang Zone 2	8 days	Mon 11/16/20	Thu 12/3/20	40%		CSI							
348	Drywall Finish Zone 2	10 days	Thu 12/3/20	Thu 12/17/20	0%			CSI						
349	Pre Prime Zone 2	3 days	Thu 12/17/20	Tue 12/22/20	0%			Heritage						
350	Touch up Drywall Zone 2	3 days	Tue 12/22/20	Mon 12/28/20	0%			CSI						
351	Painting Zone 2	5 days	Mon 12/28/20	Mon 1/4/21	0%			Heritage						
352	Install Acrovyn Wall Protection Zone 2	3 days	Mon 1/4/21	Thu 1/7/21	0%			S+B						
353	Plumbing Trim Zone 2	8 days	Thu 1/7/21	Tue 1/19/21	0%			Van Row						
354	Restroom Accessories Zone 2	4 days	Wed 2/10/21	Tue 2/16/21	0%			S+B						
355	Electrical & Low Voltage Trim Zone 2	5 days	Mon 1/4/21	Mon 1/11/21	0%			Kyle						
356	Ceiling Grid Zone 2	4 days	Mon 1/4/21	Thu 1/7/21	0%			CSI						
357	Overhead Unistrut Supports Zone 2	2 days	Tue 1/5/21	Thu 1/7/21	0%			S+B						
358	Install Lights Zone 2	6 days	Thu 1/7/21	Mon 1/18/21	0%			Kyle						
359	HVAC Grilles Zone 2	5 days	Thu 1/7/21	Thu 1/14/21	0%			Umpqua						
360	Sprinkler Head Installation Zone 2	5 days	Thu 1/7/21	Thu 1/14/21	0%			Firestop						
361	<b>Above Ceiling Inspections Zone 2</b>	<b>1 day</b>	<b>Mon 1/18/21</b>	<b>Mon 1/18/21</b>	<b>0%</b>			CIT						
362	Drop Ceiling Tiles Zone 2	3 days	Mon 1/18/21	Thu 1/21/21	0%			CSI						
363	Install ARDEX Floor Prep Zone 2	8 days	Tue 1/19/21	Mon 2/1/21	0%									
364	Install Flooring Zone 2	5 days	Mon 2/1/21	Mon 2/8/21	0%			Fashion						
365	Install Timely Frames Zone 2	5 days	Wed 2/3/21	Wed 2/10/21	0%			S+B						
366	Install Casework Zone 2	10 days	Wed 2/10/21	Wed 2/24/21	0%									
367	Install Countertops Zone 2	3 days	Wed 2/24/21	Mon 3/1/21	0%									
368	<b>Dental Casework &amp; Equipment</b>	<b>10 days</b>	<b>Wed 2/17/21</b>	<b>Wed 3/3/21</b>	<b>0%</b>									
369	Install Doors and Hardware Zone 2	6 days	Mon 2/8/21	Mon 2/15/21	0%									
370	Test & Air Balance Zone 2	3 days	Wed 3/3/21	Mon 3/8/21	0%									
371	<b>Zone 2 Final Inspections</b>	<b>3 days</b>	<b>Mon 3/8/21</b>	<b>Thu 3/11/21</b>	<b>0%</b>									



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						Oct	Nov	Dec	Jan	Feb		Apr	May
372	<b>TENTATIVE Zone 2 Substantial Completion / Temporary Certificate of Occupancy (TCO)</b>	0 days	Thu 3/11/21	Thu 3/11/21	0%						3/11		
373	<b>FAMILY &amp; COMMUNITY HEALTH Move-In</b>	19 days	Thu 3/11/21	Wed 4/7/21	0%								
374	Furniture	5 days	Thu 3/11/21	Thu 3/18/21	0%								
375	Artwork	3 days	Tue 3/23/21	Mon 3/29/21	0%								
376	Staff Training	8 days	Mon 3/29/21	Wed 4/7/21	0%								
377	IT Networking / Programming	5 days	Tue 3/30/21	Tue 4/6/21	0%								
378	<b>DENTAL Move-In</b>	20 days	Thu 3/11/21	Thu 4/8/21	0%								
379	Dental Supplies	12 days	Thu 3/11/21	Mon 3/29/21	0%								
380	Furniture	3 days	Thu 3/18/21	Tue 3/23/21	0%								
381	Artwork	3 days	Mon 3/29/21	Wed 3/31/21	0%								
382	IT Networking / Programming	5 days	Tue 3/23/21	Tue 3/30/21	0%								
383	Staff Training	8 days	Mon 3/29/21	Thu 4/8/21	0%								
384	<b>TI ZONE 3 - ADMINISTRATION/COMMUNITY GATHERING/CORRIDORS</b>	154.81 days	Mon 9/21/20	Mon 4/26/21	9%								
385	Interior Wall Framing	0 days	Mon 9/21/20	Thu 9/24/20	100%	9/24							
386	HVAC Rough In Zone 3	8 days	Mon 11/23/20	Thu 12/3/20	0%				Umpqua				
387	Interior Partition Framing Zone 3	10 days	Mon 9/21/20	Tue 12/8/20	80%				CSI				
388	Plumbing Rough In Zone 3	0 days	Mon 11/16/20	Thu 11/19/20	100%				11/19				
389	Sprinkler Rough In Zone 3	8 days	Mon 11/2/20	Thu 12/3/20	90%				Firestop				
390	Electrical Rough In Zone 3	8 days	Thu 12/3/20	Tue 12/15/20	0%				Kyle				
391	Phone/Data/Low Volta Rough In - Box Install Zone 3	8 days	Tue 12/15/20	Mon 12/28/20	0%				Kyle				
392	Electrical Box Location Walk-Thru Zone 3	1 day	Mon 12/28/20	Mon 12/28/20	0%				CIT,S+B,Kyle				
393	<b>MEP Inspection Zone 3</b>	<b>1 day</b>	<b>Mon 12/28/20</b>	<b>Tue 12/29/20</b>	<b>0%</b>				NWCP				
394	<b>Framing Inspection Zone 3</b>	<b>1 day</b>	<b>Tue 12/29/20</b>	<b>Wed 12/30/20</b>	<b>0%</b>				NWCP				
395	Thermal Insulation Zone 3	3 days	Tue 12/29/20	Mon 1/4/21	0%				Coastline				
396	<b>Thermal Inspection Zone 3</b>	<b>1 day</b>	<b>Mon 1/4/21</b>	<b>Mon 1/4/21</b>	<b>0%</b>				NWCP				
397	Acoustical Insulation Zone 3	4 days	Mon 1/4/21	Thu 1/7/21	0%				Coastline				
398	Drywall Hang Zone 3	8 days	Thu 1/7/21	Tue 1/19/21	0%				CSI				
399	Drywall Finish Zone 3	10 days	Tue 1/19/21	Tue 2/2/21	0%				CSI				
400	Pre Prime Zone 3	3 days	Tue 2/2/21	Mon 2/8/21	0%				Heritage				
401	Touch up Drywall Zone 3	3 days	Mon 2/8/21	Wed 2/10/21	0%				CSI				
402	Painting Zone 3	5 days	Wed 2/10/21	Wed 2/17/21	0%				Heritage				
403	Install Acrovyn Wall Protection Zone 3	3 days	Thu 2/18/21	Tue 2/23/21	0%				S+B				



KO-KWEL WELLNESS CENTER PROJECT



NOVEMBER 2020 CONSTRUCTION SCHEDULE UPDATE

ID	Task Name	Scheduled Duration	Scheduled Start	Scheduled Finish	% Work Complete	Qtr 4, 2020			Qtr 1, 2021			Qtr 2, 2021					
						Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun			
404	Plumbing Trim Zone 3	5 days	Tue 2/23/21	Tue 3/2/21	0%												
405	Electrical & Low Voltage Trim Zone 3	5 days	Wed 2/17/21	Wed 2/24/21	0%												
406	Ceiling Grid Zone 3	4 days	Wed 2/24/21	Tue 3/2/21	0%												
407	Overhead Unistrut Supports Zone 3	2 days	Wed 2/24/21	Mon 3/1/21	0%												
408	Install Lights Zone 3	6 days	Tue 3/2/21	Wed 3/10/21	0%												
409	HVAC Grilles Zone 3	5 days	Tue 3/2/21	Tue 3/9/21	0%												
410	Sprinkler Head Installation Zone 3	5 days	Tue 3/2/21	Tue 3/9/21	0%												
411	Above Ceiling Inspections Zone 3	1 day	Wed 3/10/21	Thu 3/11/21	0%												
412	Drop Ceiling Tiles Zone 3	3 days	Thu 3/11/21	Tue 3/16/21	0%												
413	Install Ardex Floor Prep Zone 3	4 days	Tue 3/16/21	Mon 3/22/21	0%												
414	Install Flooring Zone 3	5 days	Mon 3/22/21	Mon 3/29/21	0%												
415	Install Timely Frames Zone 3	5 days	Thu 3/25/21	Thu 4/1/21	0%												
416	Install Casework Zone 3	10 days	Mon 3/29/21	Mon 4/12/21	0%												
417	Install Countertops Zone 3	3 days	Mon 4/12/21	Thu 4/15/21	0%												
418	Install Doors and Hardware Zone 3	5 days	Mon 3/29/21	Mon 4/5/21	0%												
419	Bathroom Accessories Zone 3	4 days	Thu 4/1/21	Wed 4/7/21	0%												
420	Test & Air Balance Zone 3	3 days	Thu 4/15/21	Tue 4/20/21	0%												
421	<b>Zone 3 Final Inspections</b>	<b>4 days</b>	<b>Tue 4/20/21</b>	<b>Mon 4/26/21</b>	<b>0%</b>												
422	<b>TENTATIVE TI Zone 3 Substantial Completion / Temporary Certificate of Occupancy</b>	<b>0 days</b>	<b>Mon 4/26/21</b>	<b>Mon 4/26/21</b>	<b>0%</b>												
423	<b>SUBSTANTIAL COMPLETION</b>	<b>0 days</b>	<b>Mon 4/26/21</b>	<b>Mon 4/26/21</b>	<b>0%</b>												
424	<b>SCHEDULE CONTINGENCIES</b>	<b>16 days</b>	<b>Mon 4/26/21</b>	<b>Tue 5/18/21</b>	<b>0%</b>												
425	Punch List Corrections	8 days	Mon 4/26/21	Thu 5/6/21	0%												
426	Weather Contingency	8 days	Thu 5/6/21	Tue 5/18/21	0%												
427	<b>FINAL COMPLETION</b>	<b>0 days</b>	<b>Tue 5/18/21</b>	<b>Tue 5/18/21</b>	<b>0%</b>												
428	<b>ADMINISTRATION Move-In</b>	<b>20 days</b>	<b>Mon 4/26/21</b>	<b>Tue 5/25/21</b>	<b>0%</b>												
429	Furniture	10 days	Mon 4/26/21	Mon 5/10/21	0%												
430	Artwork	6 days	Mon 5/10/21	Tue 5/18/21	0%												
431	IT Networking / Programming	5 days	Mon 5/10/21	Mon 5/17/21	0%												
432	Staff Training	10 days	Mon 5/10/21	Tue 5/25/21	0%												

