

Issue Resolution Log

As of: 2022-02-10

Item	Item Description
1 & 2	<p>Initial bid documents and preconstruction efforts indicated architectural precast exterior panels around the ground floor of the Arena. Please reference the initial 50% CD documents. Precast United was selected as the contractor by Clark Construction and has submitted shop drawings, received architectural approvals, and started fabrication of the units to meet the project schedule. During the first rounds of visual inspections with the architect and the Golden State Warriors (GSW) at the precast yard, GSW decided that the design intent to utilize architectural precast at the ground floor was not something they could support any further and asked for all production to stop. The design team has presented alternatives to GSW and Clark for a new direction for the exterior of the Arena. GSW selected a synthetic faux stone product (Neolith) that would be cut into panels and hung around the ground floor of the Arena. Reference documents from CCD-10 package for the new designs and specifications as well as the baseline GMP schedule.</p> <ol style="list-style-type: none">1. Studying the new documents presented, prepare a table of changes to present to GSW to clearly list what has been changed.2 . Understanding the scope of the new work requested, please prepare a detailed schedule that indicates the impact to the current schedule and the potential to impact to follow on trades. This schedule fragment should include a brief narrative explaining how your team was able to mitigate any delays to the start of follow on work and the completion of the project. <p>During the course of construction, it becomes apparent that the specified cladding system manufacture and their on site installers are having financial trouble. Their product deliveries are late and their installers are complaining about not being paid on time. On top of that, several of the Neolith panels have arrived damaged, misfabricated, or the wrong color. The installers have also broken several panels during installation. The communication with Neolith is going well, however, and as the manufacturer they are committed to produce and ship the panels as necessary to finish the project. Neolith has asked for a final count in order to produce one more batch to send out to site. Communication with the installers is becoming inconsistent and many phone calls are going unanswered. Finally, Clark receives a short email that the installer company is going out of business and will not be able to support the project any longer. Workers have left the site and the work on the exterior of the building has come to a halt. The phone number to reach the installation company no longer rings and is disconnected. The client is deeply concerned as there does not appear to be sufficient schedule duration to reverse course and start over with a new design. Clark evaluates the panel installation completion and estimates that 25% of the work fully complete, 100% of the hangers are on site and 50% of the panels are on site with the other 50% stored offsite in a holding yard. Clark estimates about 10% of the panels will need to get refabricated by Neolith.</p> <ol style="list-style-type: none">1. Provide a plan to GSW which outlines the next steps you will take to ensure that the Neolith system will be installed in time to support the opening of the project on schedule. Keep in mind that work must continue on the interiors and exterior to support an opening day show.

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3	<p>Clark is about half-way through construction of the Arena. The precast stadia steps are installed and the roof is now water tight. Time to think about finishes. While reviewing the drawings, you realize that the arena has a ceiling called a "Bass Trap" and a "Halo". The highest point of the stadia is 16' feet from the lowest point of the ceiling system. In some locations the ceiling slopes with the stadia ("Bass Trap"). In some locations, the bass trap slopes opposite of the stadia ("Halo"). There's also ductwork above the ceiling that is larger than 50"x50", fire alarm systems, sprinkler systems, and acoustic lapendary panels. As you dig deeper into the details of this ceiling, you also realize that the design was never finished. Seat installation is beginning in six months so the ceiling needs to be 100% complete prior to the start of that activity.</p> <p>You will need to take this issue by the reigns to assist the architect in finishing the design and reassuring the owner that you are manging both the design schedule and the construction schedule. Review the "Initial Design Documents" package and identify the trade partners that are impacted by this scope and what elements of design are incomplete that will halt construction. Generate a design completion milestone schedule. Craft an email the Architect that identifies all areas of the design that are incomplete and present your complete plan to help bring the design across the finishing line.</p> <p>Additionally, expand on your design milestone schedule to include construction activities and installation sequencing. Create a sketch that will demonstrate how you will access the installation. Write a letter to GSW detailing your plan with the architect and use the tools you created to demonstrate to the owner that you have control of the schedule. The goal of this letter is to assure the Owner that this very late design element is being managed and will not impact seating installation.</p>
4	<p>The design of the steel is incomplete for the Retail Pop Up (Thrive City) Structures at the time that Clark's contract with GSW is executed. GSW explains that the design will be complete 2 years prior to project Substantial Completion. The Retail Pop Ups need to be completed 3 months prior to turnover to allow enough time to execute Certificate of Occupancy Inspections (Gain city approval to move the public into the space.) The steel contractor explains that once design is complete and shop drawings are approved, the mill order (raw steel purchases) process will take 3 months, fabrication and delivery will take 6 months, and installation will require 6 months. After steel erection is complete, there is 7 months of duration allocated for Façade, Interior Fit out and site work that will need to be complete in order to begin Certificate of Occupancy Inspections. GSW was clear that the project would not move forward unless Clark acknowledged and agreed to the terms of incomplete steel design for the Pop Up Structures at the time of contract execution.</p> <p>Please provide a narrative that responds to the following questions:</p> <ul style="list-style-type: none">-What terms should be included in the contract to protect the general contractor from potential risk of not completing the work on time or on budget?-What strategy do you use with the subcontractor to purchase the project and meet the schedule with out the design?-Once the design is issued, describe how you would ensure that Clark and the subcontractors are adequately compensated by the owner?-How do you ensure that the contractor performs the work in the time allotted? <p>In addition, develop a block OR SIPs schedule to show how you will manage the design/submittal&fabrication/installation timeline from design to certificate of occupancy.</p>

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5	<p>The owner issues significant updates to the design documents and direction to proceed with the installation of the finishes in the arena. However, the change directive was issued after interior fit out has begun and will result in significant impacts to installed work. Similar to the steel arrangement described in item 4, the owner also explained during contract execution that the design for the finishes of the arena beyond drywall and paint (millwork, flooring, etc), would not be complete until partway through construction.</p> <p>During the execution of the contract, Clark carried a \$25M allowance with the Owner to cover the cost of the unknown design elements and noted that the design must be completed 18 months prior to Substantial Completion.</p> <p>The installation of the finishes need to be complete 3 months prior to turnover to allow enough time to execute Certificate of Occupancy Inspections. Once the initial design is finalized, the design/owner team will require 6 months to perform pricing review and adjust the design as needed to stay within the budgeted allowance before permitting the work to proceed. The submittals review process will begin once design is fully complete and will occur over 3 months. Following submittal approvals, fabrication will take 6 months followed by installation which will have a 6 month duration. Please generate a milestone schedule for discussion.</p>
6	<p>The Thanksgiving holiday is approaching and you are preparing the jobsite for a few days off. However, the project is in California and the rainy season begins in November. The day before Thanksgiving, there is a massive rain event. Your building isn't water tight and, due to tie-in approval delays with the City, your municipal tie-ins aren't complete. The entire building is backfilling with water from the top down and from the ground up and the rain isn't letting up. Your concrete pour from last night is ruined. Your temp elevator is flooded and out of commission. Half your jobsite crews and your project team have left for the holidays. Water is still coming in and damaging the site further and you need to get this under control fast.</p> <p>Please list out your steps on how to control this situation so the Warriors are satisfied you have it handled. Additionally, describe what your administrative actions are once the water damaged has been controlled. Identify which subcontractors are impacted and are going to accrue cost for repairs, how you plan to track the corrective work, and how you plan to get the schedule back on track. The Warriors hold the Builder's Risk policy and the deductible is \$25,000.</p>
7	<p>It has been one month since the Thanksgiving Day water disaster and the project appears to have recovered. However, your electrician has informed you of a growing issue that is stopping the advancement of the energization scope in your A, B, C, and D Core electrical and telecommunication rooms. Apparently the Thanksgiving Day water disaster isn't as resolved as you'd hoped.</p> <p>The team has performed a survey of where all the mold growth has occurred. Refer to the "Survey of Remediation and Electrical Scope Removal."</p> <p>Described in detail how to approach this issue, mitigate the mold, and get back on schedule.</p>

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8	<p>The Chase Center project is a unique and massive undertaking within an up-and-coming neighborhood of San Francisco called Mission Bay. However, because the neighborhood is being developed, no significant infrastructure exists adjacent to the site to support the arena. Infrastructure that is lacking includes power, communications, water, and sewer. The infrastructure project required to support the Arena is sanctioned and managed by the Office of Community Investment and Infrastructure (OCII) which has hired an additional CM/Contractor – MBDG to manage and install all the required infrastructure prior to the completion for the new Arena. During the latest monthly update from OCII, they have reported being months behind schedule on securing the permits, final design coordination, planning, and cooperation with utility providers like the SFDW, SFPUC, PG&E, and ATT to begin construction. The client has asked for an enhanced management plan to this problem and asked Clark Construction take control of this situation and assist OCII an MBG to plan this work.</p> <p>Using the provided civil drawings and MBDG permit drawings: 1. Identify all incoming utilities and provide a matrix to summarize the required connection/hook up dates to support construction within the building. 2. Generate an agenda for a weekly meeting that Clark Construction will run to keep the OCII and MBDG accountable to holding to their scheduled dates and commitments.</p>
9	<p>The owner is requesting a detailed logistics plan as described in the attached memo. In addition to including the critical elements of this phase of the logistics plan, there are several challenges presented to the project due to the surrounding neighborhood. Please provide a detailed response to the specific questions that the owner is asking for regarding the neighboring properties.</p>
10	<p>Despite a successful/approved off site mock up that passed all required testing and performance requirements there is a quality control issue that the waterproofing consultant has brought to Clark and GSW's attention. It rained the evening after the first day of installation of the spray applied air/vapor barrier. The next day there were observations that the material was dripping down the side of the building. Areas that were protected from the rain and did not get wet were also observed to not be curing properly. The material is still tacky despite curing for over 24 hours on the building substrate. This was not typical for the product and not what was experienced at the offsite performance mockup. The sales rep from Chicago for the product has flown out to observe what happened and take samples back to the manufacturing to determine if something is wrong with the batch. He has not offered much to assure the team he knows what happened or went wrong. The client is very worried as the performance air/vapor barrier is a critical component to keeping the building dry and conditioned. As recommended by the waterproofing consultant, all work on this scope has stopped and the sheathing where this material was installed has to be removed. You are back at square one staring up at empty metal studs.</p> <p>1. Please provide a detailed narrative outlining a path forward that ensures certainty to the client that the application of the air barrier for the arena will be a success. 2. Please provide an enhanced QC plan that will mitigate further risk associated with the air barrier installation.</p>
11	<p>Sunny California is the place the be! Except during Wildfire season. Smoke from major northern and southern california wildfires are carrying into the bay area. The Air Quality Index readings vary day to day from over 100 to nearing 300. Create a program for how you are going to protect your employees as well as a guideline for distribution to Subcontractors to ensure their programs are as robust as necessary to protect the workers. These programs should include recommendations based on IAQ index levels for PPE and work practices.</p>

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12	Building an arena is costly in more ways than one. Arena construction safety statistics are not for the faint of heart. A typical arena project will experience a TRIR (total recordable injury rate) of 7.5 per year. Our goal is ZERO recordables, ZERO lost time incidents, and ZERO fatalities. Generate a robust safety plan that includes hands-on participation of the entire project team and all the trade partners that will give this project the best chance of achieving it's safety goal. Your plan should include, but not limited to, a safety staffing plan, a subcontractor safety engagement plan, an emergency response plan, contact list of local responders, a site plan showing emergency rally points, etc.
13	<p>Provide schedule maps (defined as a marked up drawing showing the flow of work by region on a floor plan,). These maps should take into consideration staging of trucking, deliveries, crane plans, etc. Make a map for the construction of the Concrete, Steel, Precast Stadia and Roof Sequence, Seats and basketball floor install with in the bowl of the arena. Please utilize the information in IRL Item #3.</p> <p>The access plan should show routing and access required from the street to the bowl (inclusive of forklifts, trucking, pumps, cranes, boom lifts, etc.) and will need to be developed in the sequential order of construction.</p>
14	Reviewing the project purchasing report as you are entering the latter half of the project, there is one major unpurchased scope remaining to buy out, site paving / landscaping. You have received proposals from local bidders, and none of them fit into your GMP budget of \$10M. Based on the qualifications of the subcontractors, who are you going to select? Who should be responsible for costs beyond the GMP budget and why? How can you potentially create the opportunity for cost savings and either get the scope back into budget or closer to the original budget?
15	Your current job cost status report appears to have some missing data. Please complete the report and consider the IR log as you update it. What is your projected fee?