

2008 SFGH Improvement Bonds

QUARTERLY STATUS REPORT
PRESENTED TO THE

Citizens' General Obligation Bond Oversight Committee

May 2015



PREPARED BY

Ronald Alameida, Department of Public Works Program Manager, 695-3861, Ronald.Alameida@sfdpw.org
Joe Chin, Department of Public Works Project Manager, 695-3862, Joe.Chin@sfdpw.org
Christine Tang, Department of Public Works Project Manager, 695-3865, Christine.Tang@sfdpw.org
Michelle Dea, Department of Public Works Senior Administrative Analyst, 695-3863, Michelle.Dea@sfdpw.org

PRESENTED BY

Ronald Alameida, Department of Public Works Program Manager, 695-3861, Ronald.Alameida@sfdpw.org



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EXECUTIVE SUMMARY

The San Francisco General Hospital Rebuild Program is comprised of eight (8) components: Site Utilities Relocation, Service Building Modification, Increment 1 – Shoring & Excavation, Increment 2 – Steel Framing, Increment 3 – Foundation, Increment 4 – Build-out (New Hospital), Increment 5 – Medical Equipment, and Increment 6 – Building Enclosure. All eight components have been permitted by the Office of Statewide Health Planning & Development (OSHPD) as of April 18, 2013. Related to the Program, are two additional OSHPD permitted projects: (1) Existing Hospital (Building 5) Remodels, where the 2nd floor bridge and basement level tunnel tie-in to the new hospital (Building 25), and (2) the Service Building NPC4 Compliance Project.

HIGHLIGHTS/CHALLENGES:

The SFGH Rebuild Program activities since the March 2015 Report continue to advance towards substantial completion but fell short of the May 7, 2015 contractual required date. The majority of work has been completed, however, primarily systems functional performance testing and acceptance by OSHPD need to be obtained. The principal systems yet to meet specified functional performance include: the Fire Alarm System, OSHPD accepted final Testing and Balance Report, Stair Pressurization, Hydronic Balancing, Nurse Call, and Building Management Systems. The Program's Projects and associated Increments have achieved the following milestones since the last report:

Design, Permitting and Buy-out

- **Increment 5 – Medical Equipment:** Increment 5 addresses the build-out of 18 imaging rooms.

The Buy-Out portion of Increment 5 includes two contracting categories: (1) Construction Contract Modifications and (2) Medical Equipment Procurement. All of the construction contract modifications associated with Increment 5 have been completed.

The other category of Increment 5 Buy-Out is Medical Equipment Procurement, which is owner-provided/vendor-installed imaging equipment. The Medical Center has nearly completed the procurement process to acquire the necessary items from the FF&E list, which includes over 22,000 line items. The major equipment associated with the radiology rooms are scheduled to begin arriving in mid-May 2015 and continues through September. SFGH has elected not to equip one Magnetic Resonance Imaging (MRI), one Cath Lab, and two Interventional Radiology (IR) rooms, to address recent programming and operational needs. A post-occupancy new project to introduce a Hybrid MRI installation partially funded through deferred expenditures is in early design stages and will be developed as a Post-Rebuild Project.

- **Building 5 – Basement and 2nd Floor Enabling Projects:** These Projects are under separate permits from Building 25 albeit funded by the Rebuild Program in support of making Building 25 operational. Licensing of the new acute care building is not predicated on these projects. DPW and SFGH contracted with Rodan Builders, independent from the Webcor completion of Building 25.

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- Service Building NPC4 Project: The Project has been able to decouple the opening of Building 25 from the NPC4 project. This separate Project has a 2020 deadline, but DPH and SFGH continue to pursue funding from the Rebuild Program. This project has also been designed and permitted separately from the Rebuild Program. The NPC4 Project is nearly contracted and will be implemented after the completion of the Generator Project.

Fabrication and Construction

- Site Utilities: Final OSPHD acceptance for the Site Utilities is near complete with closeout documents being the remaining effort. In the last quarter the new O2 tank and completion of the majority of site plaza concrete work has been finalized. The ongoing reinstatement work is primarily along the perimeter of the campus, including historic fence replacement at jobsite access points. The reinstatement work is outside of OSHPD jurisdiction.
- Service Building Modifications: Phase 2 of the Emergency Generator Project has been completed with the Final "Blackout Test" successfully completed in April. The final signoff and closeout by OSHPD is underway.
- Increment 4 – Build-Out (New Hospital): In the previous quarter, the SFGH Rebuild team has essentially completed work on all floors, except the following: functional performance testing and acceptance; related work to performance adjustments; and punchlist work. Areas related to post-substantial Projects and Increment 5 Medical Equipment work are beginning to gain momentum. The Rebuild Team is working closely the contractor to achieve OSHPD "Staff and Stock," allowing the Medical Center to advance as-needed transition work.
- Increment 6 – Building Enclosure: Webcor Builders, its subcontractors, DPW and the design team have completed Increment 6. We are currently working on submitting closeout paperwork to OSHPD.

Financial Update

The overall program remains within budget. Currently, the Project team has managed to the overall budget and schedule successfully, but future unforeseen issues or delays always remain a risk.

Upcoming work in the existing hospital (Building 5) as well as the Medical Center's need to complete the NPC4 certification of the Service Building represent the largest current risk to the Rebuild Budget. These two issues combined could drive over \$12 million of additional costs to the Program. Since the previous report, the SFGH Rebuild Team with DPW BDC and SFGH Facilities have bid and are currently awarding the work separate from the Webcor Rebuild Contract. SFGH is looking to fund this effort through the Rebuild Program. This work has been strategically phased to assist the team in maintaining budget controls.

The construction progress billings for the past few months have been approximately \$8.2 million per month with \$16.5 million expended since the last report. The CM/GC contingency usage remains steady in support of overtime activities to offset work progress delays and to maintain schedule. The overall CM/GC contingency usage since the last report increased from 26% to 29% contingency expended.

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Issues and Concerns

Building 25 Substantial Completion: As previously noted, meeting Substantial Completion and Final Completion milestones will be a challenge this year. Progress has been made while maintaining budget and near-to schedule targets in the past quarter but functional performance achievement is an iterative process, which will continue in the upcoming quarter.

Building 25 Requested or Required Changes - Change Management: Owner Requested Changes to the approved Project continue to be managed and evaluated collectively with SFGH and the SFGH Rebuild Team. Recent identified needs by the Medical Center will advance as Post-Rebuild Projects, under various funding sources. We have a running list of potential near term and long term modifications which will be strategically implemented with respect to funding and interrelationship of building completion, licensing and evolution of operational needs.

Building 5 – Basement & 2nd Floor Tie-in: The risks of unforeseen conditions with the tie-in work within the existing hospital (Building 5) have been noted as a major threat to the schedule and budget.

Building 2 (Service Building) Additional Work and Budget Impact: The SFGH Rebuild Program completion of the Emergency Generator Project remains a high priority to ensure clearance by OSHPD to occupy the new hospital in 2015. The SFGH Rebuild Team expects to close this project in early 2015.

NPC4 certification for the Service Building continues to be a budget impact concern for the Rebuild Program. The scope of work is currently forecasted as nearly \$3 million. The Medical Center is expecting the Rebuild Program to fund the forecasted cost. We mitigated the threat of NPC4 work impacting the opening of Building 25, but budget impacts continue to be a risk.

Licensing and Occupancy: Readiness for operations and licensing remains a major focus for SFGH with support from DPW. SFGH continues to engage more staff focused on start up, commissioning and transitioning needs. Challenges with the Information Technology needs of the Medical Center and the Procurement Process represent a significant risk of changes albeit good strides with IT implementation has been made in the past quarter. The SFGH Rebuild Team continues to support the Medical Center within capacity, to manage these risks to budget and schedule.

Prepared by Ronald Alameida, SFGH Rebuild Program Manager

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PROGRAM SUMMARY

PROGRAM BACKGROUND

- The San Francisco General Hospital Rebuild Program consists of new facility construction consisting of a 284 bed acute care facility, Service Building modifications, site utilities relocation & site improvements that is in full compliance with Senate Bill (SB) 1953 & OSHPD standards/ requirements. The majority of the beds will be single rooms. The building will be constructed on base isolators to withstand a major seismic event. The new facility will reside within the existing campus. The building gross size is programmed to be 453,495 square feet. The building will be a total of 9 levels with 2 levels below grade. The Project will strive to meet silver LEED certification or better.
- The Project is being executed in an integrated delivery model with design and construction partners involved throughout the design phase into construction in a collaborative approach. Building Information Modeling (BIM) is also being utilized on this project to verify potential conflicts in design & construction. The Project is being funded by Proposition A General Obligation Bonds for \$887.4 million and was approved on November 4, 2008, with 84% approval. The dollar amount reflects the total Project budget.
- The San Francisco General Hospital Rebuild Program is also managing the Emergency Generator Project, which is a leased financed funded project to address the emergency

generator replacement of SFGH Campus obsolete steam turbine power generation plant concurrently with the SFGH Rebuild required Service Building modifications and generator installations.

- Mission Statement: "Working collaboratively, we commit to design and build the San Francisco General Hospital and Trauma Center" within budget, on schedule and to the highest standards of quality and sustainability, for the benefit of the community."

PROGRAM BUDGETS AND FUNDING

- Budgets

Program Budgets and Funding (in millions):

Construction	
Site Utilities Relocation	42.6
Service Bldg. Modifications	16.7
Increment #1-Shoring and Excavation	35.4
Increment #2 – Steel Framing	81.9
Increment #3 – Mat Foundation	16.4
Increment #4 - New SFGH Hospital	601.2
Increment #5 - Medical Equipment	25.5
Increment #6 - Curtain Wall & Exterior Precast Panel	50.7
Project Components	870.2
Program wide	\$9.3
Finance Costs	\$7.9
GRAND TOTAL	887.4

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- Funding

Based on budget projections, a plan was developed to break funding into four bond sales. The sales for the SFGH Rebuild Program are as follows:

Sale	Date	Direct Project Costs*
1st Sale*	3/2009	131,650,000
2nd Sale*	3/2010	294,695,000
3rd Sale*	8/2012	251,100,000
4th Sale*	1/2014	209,955,000
Total Bond Program		887,400,000

*All Bond Sale figures are based on actual amounts.

- Bond Sale 1 was completed in March 2009 to fund the following: (1) repayment of pre-bond funding in the amount of \$28.8 million; (2) permitting fees; (3) technical service consultant contracts, including architectural and engineering services; (4) construction costs, including but not limited to, site preparation and logistics setup, dewatering operations, site utilities relocation; and (5) project management and construction management costs.
- Bond Sale 2 was completed in March 2010 to fund: (1) continued technical service consultant contracts; (2) construction costs, including, but not limited to continued site utilities relocation, construction of the Service Building Modifications, Increment 1 Shoring and Mass Excavation, construction of Increment 2&3 Steel Framing and Mat Foundation; and (4) project management and construction management costs.
- Bond Sale 3 was completed in August 2012 to fund the following: (1) continued technical service consultant contracts; (2) continued construction of the Service Building

Modifications, and the New SFGH Hospital (Increments 4 & 6); and (3) permitting and construction of Increment 5 (build-out of imaging rooms) for the New SFGH Hospital; and (4) project management and construction management costs.

- Bond Sale 4 was completed in January 2014. Proceeds from the 4th Bond Sale are funding the following: (1) continued technical service consultant contracts; (2) continued construction of the Service Building Modifications, and the New SFGH Hospital (Increments 4, 5 & 6); and (3) project management and construction management costs.

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PROJECT STATUS SUMMARIES

SITE UTILITIES RELOCATION

Project Location: 1001 Potrero Avenue

Project Manager: Joe Chin

Joe.Chin@sfdpw.org; (415) 695-3862

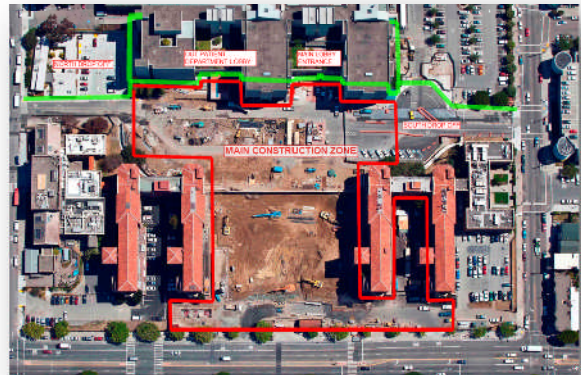
Project Description: Site Utilities Project is the relocation or removal of all campus utilities traversing the project site including an existing utility tunnel between Building 30 & 40 serving the existing hospital and other campus building to remain in operations. Complete reconfiguration of Campus pedestrian and vehicular traffic provisions and flow for continual operations of Medical Center is addressed in this project.

Project Schedule

	Start	Finish
Baseline/Original	Jan 2008	Dec 2010
Actual	Jan 2008	Sept 2011

Project Budget

Original Budget	\$42,429,450
Current Budget	\$42,563,237
Current Projected	\$42,563,237
Actual Expenditures	\$38,124,019



SERVICE BUILDING MODIFICATION

Project Location: 1001 Potrero Avenue

Project Manager: Christine Tang

Christine.Tang@sfdpw.org; (415) 695-3865

Project Description: Service Building Modifications for the Rebuild have been incorporated in the Emergency Generator Project which originally included the replacement of the Campus Steam Generator System with two new diesel generators. The addition of the required three emergency generators and associated work for the new acute care hospital has been incorporated in this Project to achieve both needs concurrently and in a coordinated manner.

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Project Schedule

	Start	Finish
Baseline/Original	Jan 2008	Nov 2012
Actual	Jan 2008	TBD

Project Budget

Original Budget	\$16,640,512
Current Budget	\$16,692,982
Current Projected	\$16,692,982
Actual	
Expenditures	\$13,321,753



INCREMENT 1 – SHORING & EXCAVATION

Project Location: 1001 Potrero Avenue

Project Manager: Joe Chin

Joe.Chin@sfdpw.org; (415) 695-3862

Project Description: Increment 1 - Shoring & Excavation is an approved OSHPD permitted Project which establishes the perimeter of the building including the moat wall for the base isolation system of the new hospital. The excavation will establish the required grades for the two basement levels and crawl space of the base isolation system.

Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	June 2011
Actual	Jun 2007	Aug 2011

Project Budget

Original Budget	\$35,243,622
Current Budget	\$35,354,752
Current Projected	\$35,354,752
Actual	
Expenditures	\$27,934,251



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INCREMENT 2 & 3 – STEEL FRAMING & MAT FOUNDATION

Project Location: 1001 Potrero Avenue

Project Manager: Joe Chin

Joe.Chin@sfdpw.org; (415) 695-3862

Project Description: Increment 2 & 3 – Steel Framing & Mat Foundation is an approved OSHPD permitted Project which includes creating the mat foundation and base isolator installation for the new hospital, as well as, fabrication and erection of the structural steel frame.

Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	Jul 2012
Actual	Jun 2007	Aug 2012

Project Budget

Original Budget	\$97,910,286
Current Budget	\$98,219,015
Current Projected	\$98,219,015
Actual	
Expenditures	\$ 83,206,612



INCREMENT 4 – CORE & BUILDOUT

Project Location: 1001 Potrero Avenue

Project Manager: Ronald Alameida

Ronald.Alameida@sfdpw.org; (415) 695-3861

Project Description: Increment 4 – Core & Build-out is an OSHPD permitted Project which includes the entire build-out of the new 284 Bed Hospital.

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- **Height:** Nine stories -- with two floors underground and seven above
- **Size:** 453,495 square feet
- **Beds:** 284 beds (32 more than current hospital)
- **Emergency:** The emergency department's size will increase from 27 to 60 beds
- **Surgery:** The number of operating rooms will increase from 10 to 14
- **Future Location of Services:**
 - o **Basement 2:** Dietary, Pharmacy, Cardiology, Pulmonary, Diagnostic Imaging X-Ray), Sterile Processing
 - o **Basement 1:** Operating Rooms (14), Pre-op and Post-op, Endoscopy, Blood Bank
 - o **First Floor:** Emergency Department and Trauma Center
 - o **Second Floor:** Labor & Delivery, Postpartum, Pediatrics, Neonatal Intensive Care
 - o **Third Floor:** Intensive Care Units (ICU)
 - o **Fourth Floor:** Step Down Medical/Surgical, Step Down ICU, Dialysis
 - o **Fifth Floor:** Medical/Surgical Unit, Forensic Unit
 - o **Sixth Floor:** Medical/Surgical Unit
 - o **Seventh Floor:** Medical/Surgical Unit - Acute Care for the Elderly, Palliative Care, Department of Public Health Operations Center (for citywide emergencies), Roof Garden

Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	Mar 2015
Actual	Jun 2007	TBD

Project Budget

Original Budget	\$599,321,442
Current Budget	\$601,211,210
Current Projected	\$601,211,210
Actual	
Expenditures	\$571,629,326



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INCREMENT 5 - MEDICAL EQUIPMENT

Project Location: 1001 Potrero Avenue

Project Manager: Christine Tang

Christine.Tang@sfdpw.org; (415) 695-3865

Project Description: Increment 5 – Medical Equipment is an OSHPD permitted Project which includes selected rooms in the new hospital with major medical equipment build-outs to support the 2015 opening of the hospital with the most state-of-the-art imaging equipment including MRI, CT, and Radiology rooms.

Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	Mar 2015
Actual	Jun 2007	TBD

Project Budget

Original Budget	\$25,390,803
Current Budget	\$25,470,865
Current Projected	\$25,470,865
Actual	
Expenditures	\$9,415,938



INCREMENT 6 - CURTAIN WALL & EXTERIOR PRECAST PANELS

Project Location: 1001 Potrero Avenue

Project Manager: Ronald Alameida

Ronald.Alameida@sfdpw.org; (415) 695-3861

Project Description: Increment 6 – Curtainwall and Exterior Precast Panel is an OSHPD permitted Project which includes the exterior enclosure work required for the completion of the new hospital building.

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Project Schedule

	Start	Finish
Baseline/Original	Jun 2007	Oct 2013
Actual	Jun 2007	TBD

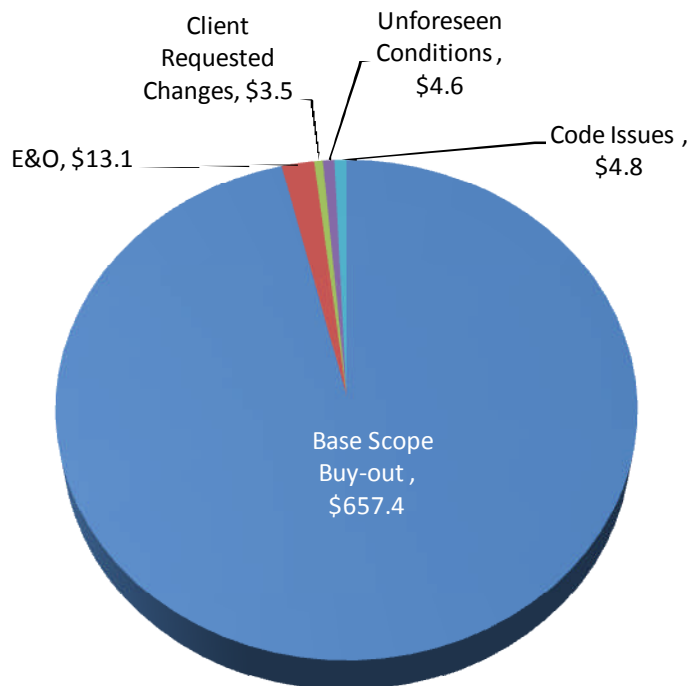


Project Budget

Original Budget	\$50,573,884
Current Budget	\$50,733,353
Current Projected	\$50,733,353
Actual	
Expenditures	\$42,276,680

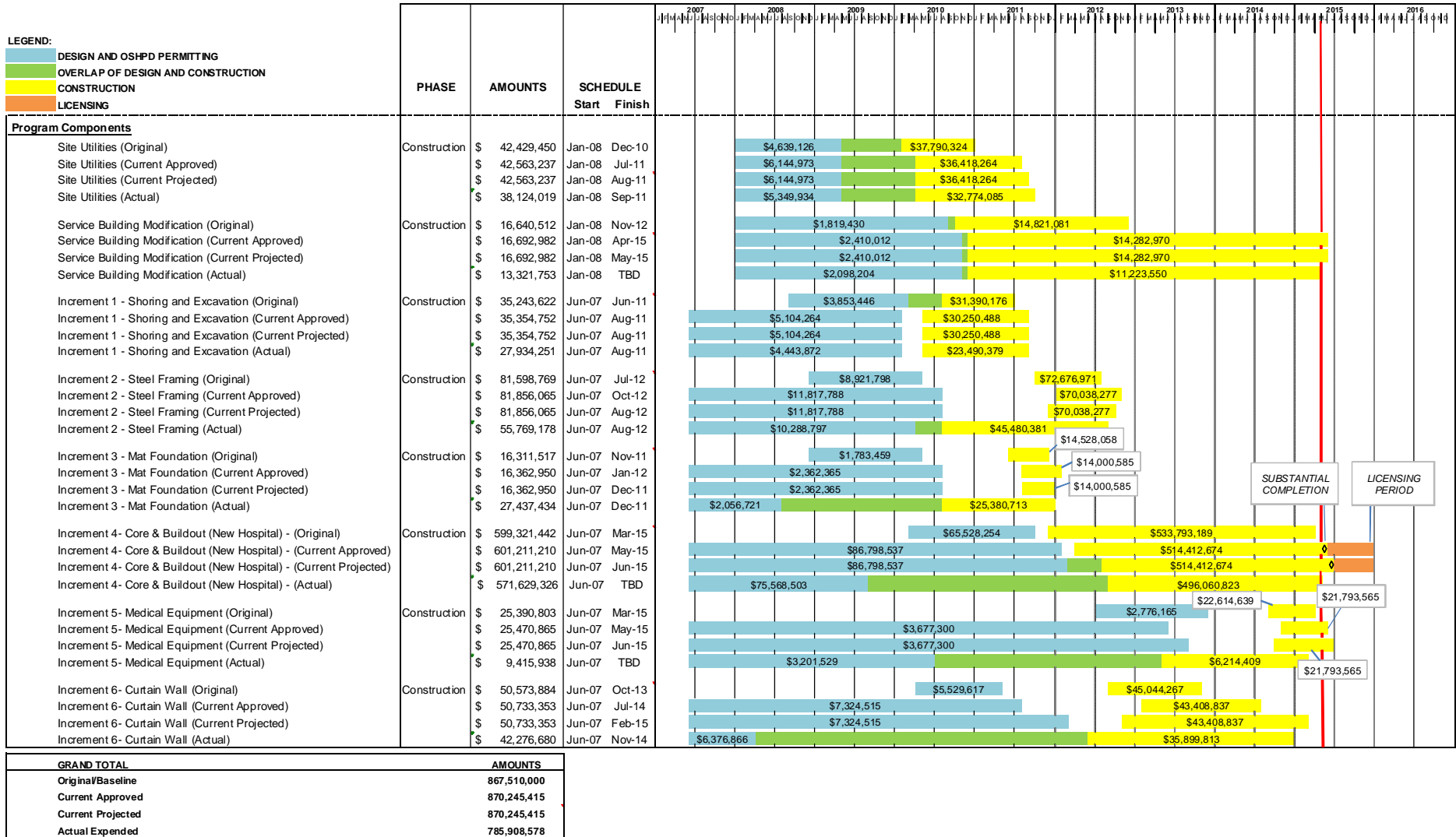
CONSTRUCTION CONTRACT MODIFICATION SUMMARY

As of April 2015, the total construction Contract Sum with distribution of cost (in millions) by traditional change order categories, are as follows:



Contract Sum to Date (in Millions)	Base Scope Buy-out	Errors and Omissions (E&O)	Client Requested Changes	Unforeseen Conditions	Code Issues	Total of Non-Base Scope Costs
\$683.3	\$657.4	\$13.1	\$3.5	\$4.6	\$4.8	\$26.0
	96.20%	1.91%	0.51%	0.67%	0.71%	3.80%

PROGRAM TIMELINE AND SCHEDULE SFGH Rebuild Program – as of April 30, 2015



**2008 SFGH Improvement Bonds
Program Budget Reports – Revenues as of April 30, 2015**

SFGH REBUILD PROGRAM	CURRENT BUDGET	PROP A GENERAL OBLIGATION BONDS (APPROPRIATIONS)	OTHER	TOTAL SOURCES
<u>PROJECT COMPONENTS</u>				
Site Utilities	42,563,237	43,058,290		43,058,290
Service Building Modifications	16,692,982	16,887,139		16,887,139
Increment 1 - Shoring & Excavation	35,354,752	35,765,963		35,765,963
Increment 2 - Steel Framing	81,856,065	82,808,133		82,808,133
Increment 3 - Mat Foundation	16,362,950	16,553,267		16,553,267
Increment 4 - Core & Buildout (New SFGH Hospital)	601,211,210	608,203,898		608,203,898
Increment 5 - Medical Equipment	25,470,865	25,767,117		25,767,117
Increment 6 - Curtain Wall	50,733,353	51,323,433		51,323,433
SUBTOTAL FOR PROJECT COMPONENTS	870,245,415	880,367,238	0	880,367,238
<u>PROGRAM SERVICES</u>				
Controller's Audit, Bond Oversight & Bond Issuance Cost	7,900,000	5,346,186		5,346,186
Program Contingency	9,254,585	6,337,899		6,337,899
SUBTOTAL FOR PROGRAM SERVICES	17,154,585	11,684,084	0	11,684,084
GRAND TOTAL	887,400,000	892,051,323	0	892,051,323

NOTES:

- Appropriations are based on budgets from the FAMIS System as of April 30, 2015.
Appropriated revenues are based on the following amounts: \$886,705,137 (Proceeds) + \$5,346,186 (Budgets for Finance Costs, Audit/Oversight Costs) = \$892,051,323.
- Funds in the Program Contingency are to be allocated to Project Components in the future.

**2008 SFGH Improvement Bonds
Program Budget Reports – Expenditures as of April 30, 2015**

Project	Phase	Category	BASED ON PROJECT COST REPORT									
			Baseline Budget		Budget (Appropriated)		Reserve	Expended		Encumbered		Balance
			All Sources	2008 G.O. Bonds	All Sources	2008 G.O. Bonds		All Sources	2008 G.O. Bonds	All Sources	2008 G.O. Bonds	
PROJECT COMPONENTS												
Site Utilities	CONSTRUCTION	Soft Costs	6,810,643	6,810,643								
		Construction Costs	34,624,967	34,624,967								
		Project Contingency	993,840	993,840								
		SUBTOTAL	42,429,450	42,429,450					38,124,019	38,124,019		
Service Building Modifications	CONSTRUCTION	Soft Costs	2,671,083	2,671,083								
		Construction Costs	13,579,652	13,579,652								
		Project Contingency	389,777	389,777								
		SUBTOTAL	16,640,512	16,640,512					13,321,753	13,321,753		
Increment 1 - Shoring & Excavation	CONSTRUCTION	Soft Costs	5,657,196	5,657,196								
		Construction Costs	28,760,902	28,760,902								
		Project Contingency	825,524	825,524								
		SUBTOTAL	35,243,622	35,243,622					27,934,251	27,934,251		
Increment 2 - Steel Framing	CONSTRUCTION	Soft Costs	13,097,980	13,097,980								
		Construction Costs	66,589,472	66,589,472								
		Project Contingency	1,911,317	1,911,317								
		SUBTOTAL	81,598,769	81,598,769					55,769,178	55,769,178		
Increment 3 - Mat Foundation	CONSTRUCTION	Soft Costs	2,618,274	2,618,274								
		Construction Costs	13,311,173	13,311,173								
		Project Contingency	382,070	382,070								
		SUBTOTAL	16,311,517	16,311,517					27,437,434	27,437,434		
Increment 4 - Core & Buildout (New SFGH Hospital)	CONSTRUCTION	Soft Costs	96,201,209	96,201,209								
		Construction Costs	489,082,115	489,082,115								
		Project Contingency	14,038,118	14,038,118								
		SUBTOTAL	599,321,442	599,321,442					571,629,326	571,629,326		
Increment 5 - Medical Equipment	CONSTRUCTION	Soft Costs	4,075,653	4,075,653								
		Construction Costs	20,720,413	20,720,413								
		Project Contingency	594,738	594,738								
		SUBTOTAL	25,390,803	25,390,803					9,415,938	9,415,938		
Increment 6 - Curtain Wall	CONSTRUCTION	Soft Costs	8,117,962	8,117,962								
		Construction Costs	41,271,312	41,271,312								
		Project Contingency	1,184,610	1,184,610								
		SUBTOTAL	50,573,884	50,573,884					42,276,680	42,276,680		

Project	Phase	Category	FAMIS									
			Baseline Budget		Budget (Appropriated)		Reserve	Expended		Encumbered		Balance
			All Sources	2008 G.O. Bonds	All Sources	2008 G.O. Bonds		All Sources	2008 G.O. Bonds	All Sources	2008 G.O. Bonds	
All Phases and Increments												
		Soft Costs	139,250,000	139,250,000	188,459,340	188,459,340		166,759,657	166,759,657	11,504,923	11,504,923	10,194,759.37
		Construction Costs	707,940,006	707,940,006	673,251,801	673,251,801		619,148,921	619,148,921	42,276,236	42,276,236	11,826,644
		Project Contingency	20,319,994	20,319,994	11,129,063	11,129,063						11,129,063
		SUBTOTAL	867,510,000	867,510,000	872,840,204	872,840,204	0	785,908,579	785,908,579	53,781,160	53,781,160	33,150,466
SUBTOTAL FOR PROJECT COMPONENTS			867,510,000	867,510,000	872,840,204	872,840,204	0	785,908,579	785,908,579	53,781,160	53,781,160	33,150,466
PROGRAM SERVICES												
		Controller's Audit & Bond Issuance Cost	9,239,023	9,239,023	5,346,186	5,346,186		2,824,429	2,824,429	1,259,684	1,259,684	1,262,073
		Program Contingency	10,650,977	10,650,977	6,337,899	6,337,899		0	0	-	-	6,337,899
		Unallocated as of April 30, 2015						0	0			-
		SUBTOTAL FOR PROGRAM SERVICES	19,890,000	19,890,000	11,684,084	11,684,084	0	2,824,429	2,824,429	1,259,684	1,259,684	7,599,972
GRAND TOTAL			887,400,000	887,400,000	884,524,289	884,524,289	0	788,733,007	788,733,007	55,040,844	55,040,844	40,750,438