# Cedar Ridge Medical Office Building

GC: In Project LLC | Owner: Wasatch Health Partners | Contract: $4.82M | Phase: Construction | 58%

**Cedar Ridge MOB is in critical condition at 58% complete: health score 29/100, P80 cost exposure of $498K exceeds remaining contingency by $222K, four critical-path activities are in negative float, and four simultaneous failure modes — active steel erection without a Fall Protection Plan, a drywall sub in probable breach, a triple-linked RFI/submittal/fabrication blockage, and no Commissioning Authority retained — are converging on a $2,500/day LD clause with 39 days of projected slip already baked in.**

| PROJECT HEALTH | RISK EXPOSURE | CONFIDENCE INDEX | PROJECTED SLIP |
|---|---|---|---|
| 29 | $1.13M | 67% | +39d |
| At Risk | risk-adjusted | doc completeness | vs baseline |

## Top Concerns

- P80 risk exposure of $498K dwarfs the $276K in remaining contingency by $222K before pending CO-005 ($52.4K HVAC) and CO-006 ($9.2K envelope) are approved; at the current $24K/month burn rate, contingency hits zero by June 2026 — three months before the September 30 target completion and precisely when commissioning and punch-list costs peak.
- The drywall sub (Activity A610, -11 days float, worst on the project) has been at 60% staffing for three consecutive weeks while producing NCR-022 out-of-plumb framing; the curtain wall shop drawings (SUB-031) are 13 days past required return with a 6-week fabrication lead; and RFI-047 has been open 20 days blocking steel erection (A400, -8 float) — all three feed directly into the critical path toward the LD window.
- No Commissioning Authority is contracted at 58% complete on a medical occupancy: fire alarm is only 40% installed with no AHJ acceptance test scheduled, sprinkler is 50% with no hydrostatic test scheduled, and BMS is at 30% — the prerequisite for all HVAC functional testing — while the commissioning phase (A800) already sits at -4 days float, making a delayed Certificate of Occupancy near-certain without immediate action.

## Recommended Decisions - This Week

- Execute a same-day safety stand-down for all elevated steel erection work; do not resume until the Safety Manager produces a signed Fall Protection Plan and documented Competent Person designations — three near-misses in Zone B in 14 days and active steel erection without a written plan is an OSHA citation waiting to happen that can freeze all-trades inspections simultaneously. (Safety Manager / GC Superintendent) - Without stand-down today, a single OSHA inspection triggers a stop-work order across the site, potentially adding weeks to an already 39-day projected slip and exposing the project to criminal/civil liability on top of the $2,500/day LD clause.

- Issue a formal written cure notice to the drywall subcontractor today citing three consecutive weeks of under-manning (6 of 10 workers) and NCR-022 quality non-conformance; require a written recovery plan by March 3 specifying minimum 8 workers daily with overtime authorization, and simultaneously identify two backup crews ready to mobilize within 7 days if the cure plan is not met. (GC Project Manager) - Three consecutive weeks of under-manning is the contractual threshold for most cure-notice provisions; delay beyond this week forfeits the GC's contractual cost-recovery position against the sub, and Activity A610's -11 days float cascades directly into finishes (A700) and commissioning (A800) — adding weeks to the LD exposure.
- Issue a joint 48-hour written escalation to the EOR covering both RFI-047 (steel connection at grid C-4, 20 days open) and RFI-049 (curtain wall anchor embed depth) simultaneously, so that once steel geometry is resolved, SUB-031 curtain wall shop drawings can be submitted and reviewed in a single cycle rather than sequentially; assign the Project Engineer to drive this parallel package today. (GC Project Manager / Project Engineer) - Every additional day RFI-047 remains open extends steel erection delay (A400, -8 float), which is the predecessor to envelope (A500, -10 float, baseline start March 21), which gates curtain wall fabrication and then MEP rough-in — a chain that runs directly into the $2,500/day LD window with an estimated $185K schedule-cost exposure.
- Issue an RFP for a Commissioning Authority this week targeting contract execution within 14 days; simultaneously issue RFPs for the Test and Balance subcontractor (6–10 week procurement lead) and contact the AHJ immediately to confirm fire alarm acceptance-test scheduling lead times — these three procurement actions are on the longest lead path to the Certificate of Occupancy. (GC Project Manager / Owner's Representative (Wasatch Health Partners)) - At 18% Cx readiness with fire alarm at 40% and BMS at 30%, failure to engage the Cx Authority within two weeks leaves insufficient time before September 30 to execute FPT protocols, T&B, fire alarm acceptance, and AHJ final inspections — virtually guaranteeing a delayed CO and LD exposure estimated at $175K.
- Convene an emergency cost-control board session this week with the owner: present the $222K gap between P80 exposure ($498K) and remaining contingency ($276K), freeze all discretionary scope including CO-002 lobby finishes upgrade ($46K approved but non-essential), formally apportion remaining contingency against the top-4 risks, and obtain owner authorization for a contingency replenishment mechanism before the reserve is exhausted in June 2026. (GC Project Executive / Wasatch Health Partners Owner Rep) - Without a formal contingency replenishment decision now, the project enters hard GMP overrun territory precisely when commissioning rework and punch-list costs peak; the owner is also currently receiving a weekly report that materially understates the $88,970 payment hold on Mechanical and Electrical subs and the ~$23K envelope overbilling — a corrected owner communication must accompany this cost-control session to prevent claim and trust exposure.

**Watch this week: The single most critical variable to watch before the next reporting cycle is whether the drywall cure notice and the RFI-047/SUB-031 parallel escalation produce documented, measurable responses by March 3 — if either fails, Activity A610's -11 days float and Activity A500's -10 days float will compound into a schedule slip that pushes the project through the September 30 substantial completion date into liquidated damages at $2,500/day.**