In Project AI

IN PROJECT AI - PROJECT COMMAND CENTER

GC: In Project LLC | Owner: Wasatch Health Partners | $4.82M

Generated 2026-08-25

Executive Summary

BOTTOM LINE

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	PROJECTED SLIP
29 of 100	$1.13M risk-adjusted	67% doc readiness	+39d schedule signal

Executive readout	Value	How to use it
Project IQ	**29 / 100**	Use as the opening health signal for the project-controls meeting.
Risk exposure	**$1.13M**	Risk-adjusted estimate requiring project team validation before action.
Document readiness	**67%**	Low confidence means the team should upload or confirm missing project records.
Schedule concern	**39 days**	A positive value should trigger review of milestones, constraints, and procurement.

Top Watch Items

#	Item	Next use
1	**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 hi...**	Review in the next project-controls meeting.
2	**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-03...**	Review in the next project-controls meeting.
3	**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, a...**	Review in the next project-controls meeting.

This Week Decisions

#	Decision / action	Owner
1	**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...**	Safety Manager / GC Superintendent
2	**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 s...**	GC Project Manager
3	**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 resol...**	GC Project Manager / Project Engineer
4	**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 immed...**	GC Project Manager / Owner's Representative (Wasatch Health Partners)
5	**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 fin...**	GC Project Executive / Wasatch Health Partners Owner Rep

Cross-Agent Synthesis

Cedar Ridge Medical Office Building is at a critical inflection point where four compounding failure modes — a safety plan with zero fall protection documentation during active steel erection, a drywall subcontractor in probable breach, a triple-linked RFI-submittal-fabrication blockage on the critical path, and a Commissioning Authority not yet retained at 58% complete on a medical occupancy — are converging simultaneously. The P80 cost exposure of $498,000 exceeds available contingency by $222,000 before pending change orders are approved, and the owner is receiving a weekly report that materially understates payment holds and quality non-conformances. Decisions deferred beyond this week — specifically the safety stand-down, drywall cure notice, RFI-047 escalation, and Commissioning Authority engagement — will statistically extend the project beyond the September 30 substantial completion date into liquidated damages territory at $2,500/day.

■ Contingency Exhaustion Imminent: P80 Risk Exposure ($498K) Dwarfs Remaining $276K Reserve **$498K**

Risk Budget Mismatch | sources: risk, budget, changeOrders

Risk IQ Monte Carlo analysis puts the P80 cost exposure at $498,000 (10.3% of GMP), yet Budget IQ confirms only $276,000 in combined CM and owner contingency remains — and that reserve is already 64% consumed. The gap between the P80 exposure and available contingency is $222,000 before a single additional change order is approved. CO-005 ($52,400 HVAC) and CO-006 ($9,200 envelope) are pending and would consume another 22% of remaining contingency immediately upon approval, leaving less than $214,000 to absorb R-001 through R-004 risk realizations. At the current contingency burn rate of ~$24,000/month, the reserve will reach zero by approximately June 2026 — three months before target substantial completion — exposing the GMP to hard overrun territory precisely when commissioning rework and punch-list costs peak.

Action: Convene an immediate cost-control board session: (1) freeze all discretionary scope; (2) defer CO-002 lobby finishes upgrade; (3) formally apportion the remaining $276K contingency against the top-4 critical risks with dollar reserves assigned; (4) present the P80 gap to the owner this week and obtain authorization for a contingency replenishment mechanism before the reserve is exhausted.

■ RFI-047 ⊠ SUB-031 ⊠ Curtain Wall Fabrication: A Triple-Linked Critical-Path Blockage **$185K**

Hidden Dependency | sources: rfis, submittals, planning, report

Schedule IQ and the RFI module confirm RFI-047 (steel connection at grid C-4) has been open 20 days and is blocking steel erection (Activity A400, -8 float). The Submittals module independently flags that curtain wall shop drawings (SUB-031) are missing and 13 days past their required return, with a 6-week fabrication lead time. What no single agent saw: steel erection completion is the predecessor to the envelope phase (A500, -10 float, baseline start 2026-03-21), and the curtain wall fabricator cannot begin production until shop drawings are approved — which cannot realistically be finalized until the steel connection geometry at grid C-4 is locked. Every day RFI-047 remains open cascades directly into SUB-031 approval delay and then into curtain wall fabrication, compressing the already-negative-float envelope phase and pushing MEP rough-in (A600) and commissioning (A800) further right toward the $2,500/day LD window.

Action: Issue a joint 48-hour escalation to the EOR covering both RFI-047 (connection detail) and RFI-049 (curtain wall anchor embed depth) simultaneously so that once steel geometry is resolved, SUB-031 can be submitted and approved in a single review cycle rather than sequentially; assign the Project Engineer to coordinate this parallel submittal package today.

■ Owner Report Contradicts Multi-Module Evidence: Payment and Quality Status Materially Misrepresented **$89K**

Conflicting Findings | sources: ownersReport, lienWaivers, payApp, qcRollup

The Owner's Report (ownersReport module) states 'all lien waivers and pay applications current; no payment delays' and frames sitework and concrete as 'on track with no budget overruns.' Both statements conflict with documented evidence from three other modules: Lien Waivers confirms Canyon Mechanical ($62,460) and Voltline Electric ($26,510) are billed without conditional progress waivers — $88,970 in uncovered payment exposure; Pay Application flags the same two subs as critical holds and the Envelope line as overbilled by ~$23,136; and QC Roll-Up and Punch List document three cold-joint NCRs in Zone B concrete within 14 days, directly contradicting 'no budget overruns' on concrete. The Owner's Report is the module the owner reads; these misrepresentations suppress the urgency of decisions the owner is being asked to make this week. Trust the pay application, lien waiver, and QC modules — they are grounded in document evidence.

Action: The PM must issue a corrected owner communication this week clarifying the $88,970 payment hold on Mechanical and Electrical subs, the ~$23K envelope overbilling, and the Zone B concrete NCR status before the owner acts on the weekly report as written; inaccurate owner reporting creates claim and trust exposure downstream.

- Commissioning Authority Not Retained at 58% Complete: Fire Alarm + Sprinkler Lag Creates CO Denial Risk **$175K**

Schedule Cost Cascade | sources: commissioning, planning, risk, changeOrders

Commissioning module shows 18% Cx readiness with no Commissioning Authority contracted — an extraordinary gap for a medical office building at 58% construction complete. Fire alarm is only 40% installed with no AHJ acceptance test scheduled, and sprinkler is 50% installed with no hydrostatic test scheduled; both are independent CO gates for a medical occupancy. The BMS, at 30% complete, is the prerequisite for HVAC functional testing, which itself gates T&B (not yet contracted, 6–10 week procurement lead). Planning module confirms the commissioning phase (A800) is already at -4 days float. If the Cx Authority is not engaged within two weeks, there is insufficient time before September 30 to execute FPT protocols, T&B, fire alarm acceptance, and AHJ final inspections — meaning the owner (Wasatch Health Partners) faces a near-certain delayed Certificate of Occupancy and associated LD exposure at $2,500/day during medical practice mobilization.

Action: Issue an RFP for a Commissioning Authority this week targeting contract execution within 14 days; simultaneously issue RFPs for the T&B subcontractor and contact the AHJ to confirm fire alarm acceptance-test scheduling lead times — these three procurement actions are on the longest lead path to the CO and cannot wait for construction milestones to advance further.

- Drywall Subcontractor Failure Cascades from Framing NCR Through Finishes to Commissioning Delay **$140K**

Schedule Cost Cascade | sources: risk, report, qcRollup, planning, budget

Risk IQ (R-004) and Report IQ both document the drywall sub at 60% staffing for three consecutive weeks with Activity A610 at -11 days float, the worst negative float on the project. QC Roll-Up adds NCR-022 (out-of-plumb framing >1/4 inch) and screw-spacing non-compliance — meaning the sub is not only slow but producing defective work that will require re-inspection before MEP rough-in subs can close walls. Planning confirms that drywall completion gates interior finishes (A700) which gates commissioning (A800). Budget IQ estimates a $140,000 cost exposure from R-004 alone. Three consecutive weeks of under-manning is the legal threshold in most subcontract cure-notice provisions; delay beyond this week forfeits the cure-notice window and weakens the GC's contractual position to recover costs from the sub.

Action: Issue a formal written cure notice to the drywall subcontractor today citing three consecutive weeks of under-manning and NCR-022 quality non-conformance; require a written recovery plan by 2026-03-03 specifying minimum 8 workers daily, overtime authorization, and a revised completion date; simultaneously identify a backup drywall crew through two alternative subcontractors to be mobilized within 7 days if cure is not met.

- Life-Safety Document Gaps (Safety Plan 58% + Fire-Stop NCRs) Compound AHJ Inspection Failure Risk at Close-Out **$240K**

Doc Gap Exposure | sources: safetyPlan, punchList, qcRollup, commissioning, risk

Safety Plan module confirms the site safety plan is 58% complete with four critical missing sections: Fall Protection Plan, Competent Person designations, site-specific JHAs for steel/crane operations, and an incomplete Fire Prevention Plan — all while steel erection is actively underway. Concurrently, Punch List and QC Roll-Up document an unfired electrical junction box (critical) and missing fire-caulk at Level 1 corridor penetrations (NCR-019, high) — both AHJ inspection items. Commissioning module confirms Life Safety/Egress/Fire-Stop is only 35% complete. For a medical office building, AHJ and state health department inspections are layered and sequential; an OSHA citation from the missing fall protection plan can trigger a broader agency referral to the building department, potentially freezing inspections across all trades simultaneously and compounding the CO timeline risk beyond what any single agent modeled.

Action: Execute a same-day safety stand-down for all elevated steel erection work; the Safety Manager must produce and obtain signed Fall Protection Plan and Competent Person designations before work resumes; simultaneously assign the GC superintendent to close NCR-019 fire-caulk and the junction box fire-stop within 5 days with documented re-inspection sign-off, creating a paper trail before any AHJ site visit.

AHU Submittal 50 Days Overdue + CO-005 Pending: MEP Rough-In and Imaging Suite CO Gated Simultaneously **$95K**

Hidden Dependency | sources: submittals, changeOrders, budget, planning, commissioning

Submittals module flags SUB-038 (Air Handling Units) as 50 days overdue with a 6–8 week delivery lead from approval — meaning even if approved today, AHU delivery lands in mid-April at the earliest, compressing MEP rough-in (A600, baseline start 2026-04-01) to near zero slack. Change Orders module simultaneously shows CO-005 (HVAC capacity increase for the imaging suite, $52,400) is pending owner approval; Document Review flags that CO-005 may require mechanical system layout changes that cannot be evaluated until SUB-038 is approved. Budget IQ notes the HVAC category is already $87,400 over budget. These three items create a circular dependency: the owner cannot fully evaluate CO-005 scope without AHU submittals approved, the GC cannot finalize MEP rough-in sequencing without CO-005 scope locked, and every week of delay adds to the 50-day overdue clock on SUB-038 procurement lead time. The imaging suite is a revenue-generating space that determines Wasatch Health Partners' opening-day clinical capacity.

Action: Schedule an emergency MEP coordination meeting within 48 hours with the owner, GC MEP coordinator, and mechanical engineer to make a binding decision on CO-005 scope; immediately upon decision, submit SUB-038 for expedited review with a 5-day turnaround request and authorize premium freight for AHU delivery to compress the lead time by 2–3 weeks.

Composite Health Scoring

The Project Health Score starts at 100; each bucket subtracts a weighted penalty. Deductions this run:

Risk severity (wt 30):	-30 pts
Budget variance (wt 25):	-3 pts
Schedule slip (wt 25):	-25 pts
Doc completeness (wt 10):	-3 pts
Quality / NCRs (wt 10):	-10 pts
Final Health Score:	29 / 100

Docs missing for phase: drawing_set, spec_book

Risk IQ

Risk profile: 15 total | 4 critical | 4 high | 4 medium
Risk-adjusted exposure: P50 $285K | P80 $498K | contingency 10.3%

Risk	Level	Score	Impact	Owner
R-001 Safety: Steel erection is actively underway at Level 2 without a written Fall Protection Plan (Subpart M), no documented Competent Person for...	Critical	25	**$185,000**	Safety Manager
R-002 Quality: Three cold-joint NCRs in Zone B Level 2 slab within 14 days (NCR-018, NCR-021, NCR-023) indicate a systemic pour-sequencing deficien...	Critical	20	**$120,000**	Superintendent
R-003 Schedule: RFI-047 (steel connection detail at grid C-4) has been open 20 days, exceeds the 14-day SLA, and is flagged as a critical-path bloc...	Critical	20	**$95,000**	Project Manager
R-004 Subcontractor: The drywall subcontractor has been short-staffed for three consecutive weeks (6 of 10 planned workers), Activity A610 is alrea...	Critical	16	**$140,000**	Project Manager
R-005 Regulatory: Life-safety NCRs are open: NCR-019 (missing fire-caulk at Level 1 corridor penetrations), an unfired electrical junction box (hig...	Critical	16	**$55,000**	MEP Coordinator
R-006 Schedule: RFI-045 (electrical panel location conflict with ductwork in the east wing) has been open 15 days with confirmed cost and schedule...	High	12	**$45,000**	MEP Coordinator
R-007 Weather: Cedar Ridge, UT is subject to significant winter weather from November through March, including sub-freezing temperatures, heavy sno...	High	12	**$35,000**	Superintendent
R-008 Labor: The drywall subcontractor's chronic understaffing reflects a broader skilled-labor shortage in the Cedar Ridge/Wasatch Front region du...	High	12	**$60,000**	Project Manager
R-009 Cost: The project is already accumulating concurrent delays (steel -8 days, drywall -11 days) with Substantial Completion at 2026-09-30 and L...	High	12	**$150,000**	Project Manager
R-010 Supply Chain: Medical office buildings require long-lead specialty equipment and materials: medical gas rough-in, HVAC equipment with specifi...	High	12	**$55,000**	Project Manager
R-011 Design: RFI-047 (structural connection, critical path), RFI-045 (MEP conflict), RFI-049 (curtain wall embed), and RFI-052 (fire damper) are a...	Medium	9	**$30,000**	Project Manager
R-012 Permitting: Cedar Ridge, UT AHJ inspections for a medical office building include structural, MEP, fire protection, and health department app...	Medium	9	**$20,000**	Project Manager

Budget Control

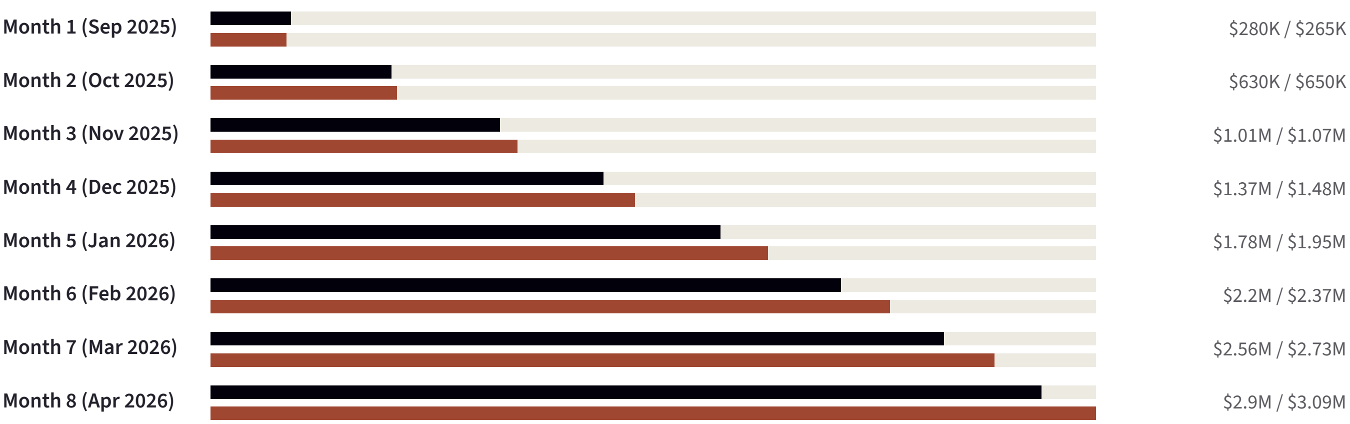
Cost health: At Risk

Original / Forecast: $4,820,000 to $4,977,000

Variance: $-157,000 (-3.26%)

Metric	Value	Readout
Original budget	$4,820,000	Baseline
Current budget	$4,820,000	Approved budget
Forecast at completion	$4,977,000	At Risk
Variance	$-157,000 (-3.26%)	Overrun pressure
Contingency remaining	$276,000	High: 64% of contingency consumed; ~$24,000/month at current burn
CPI / SPI	0.839 / 0.872	Earned value health
EAC / ETC	$5,748,152 / $2,760,152	Forecast / remaining
TCPI	1.041	Required efficiency to finish

Cash-flow projection



Navy = cumulative planned. Terracotta = cumulative actual/forecast.

Budget-at-risk item	Driver	Likelihood	Exposure
HVAC Equipment (Chiller, Boiler, Controls)	Material escalation (8–10% above Q3 2025 baseline); long-lead procurements locked in at elevated pricing. CO-005 imaging-suite…	High	$87,400
Curtain Wall & Window Systems	Design coordination delays (CO-006 detail revision, $9.2K pending); supply-chain lead-time extension (12–16 weeks); field…	High	$33,600
Structural Steel Connections	Material escalation (Q4 2025 – Q1 2026 pricing); field welding/inspection inefficiencies on moment connections; re-…	High	$49,600
Building Envelope Rework & Scope Creep	Discrepancy between billed (18% = $104K) and field-complete (~12%). Possible over-billing, design changes, or failed first-time-…	Medium	$40,000

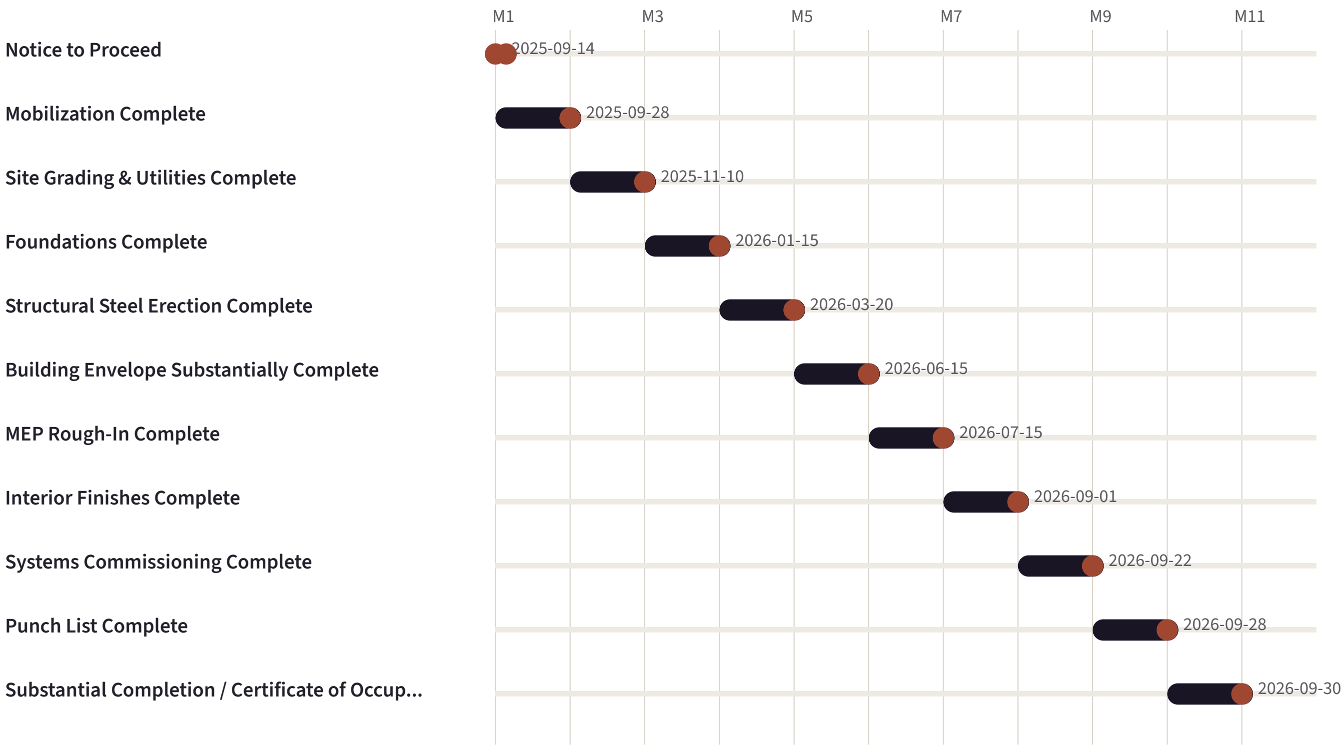
Budget-at-risk item	Driver	Likelihood	Exposure
General Conditions Extended Mobilization	Project management overhead, site office, and supervision trending 2.7% over budget. Schedule compression in Finishes phase…	Medium	**$13,000**
Pending Change Orders (CO-005, CO-006)	CO-005 (HVAC, $52.4K) and CO-006 (Envelope, $9.2K) both pending Owner/ Designer approval. If approved without…	High	**$61,600**
Finishes Material Lead-Time Risk	Millwork and custom fixtures on 14–18 week lead-time from order. If orders delayed 3+ weeks, final-phase labor compression and…	Medium	**$25,000**

Schedule IQ

Baseline / risk-adjusted: 12 months (52 weeks from 2025-09-14 to 2026-09-30) to 13 months (56–57 weeks) (buffer 4–5 weeks (~2.5 days per week, or ~$50k–$75k in cost/schedule reserve))

Milestone Schedule - Gantt View

Milestones are plotted by target month. Review dates and predecessor logic before relying on the forecast.



Milestone	Target	Predecessor	Status / concern
Notice to Proceed	2025-09-14	N/A	-
Mobilization Complete	2025-09-28	Notice to Proceed	-
Site Grading & Utilities Complete	2025-11-10	Mobilization Complete	-
Foundations Complete	2026-01-15	Site Grading & Utilities Complete	-

Milestone	Target	Predecessor	Status / concern
Structural Steel Erection Complete	2026-03-20	Foundations Complete	-
Building Envelope Substantially Complete	2026-06-15	Structural Steel Erection Complete	-
MEP Rough-In Complete	2026-07-15	Building Envelope Substantially Complete	-
Interior Finishes Complete	2026-09-01	MEP Rough-In Complete	-
Systems Commissioning Complete	2026-09-22	Interior Finishes Complete	-
Punch List Complete	2026-09-28	Systems Commissioning Complete	-
Substantial Completion / Certificate of Occupancy	2026-09-30	Punch List Complete	-

Construction Module Findings

Submittals

Two critical-path items at risk: Curtain wall shop drawings (SUB-031) missing and 13 days past required return, and AHU submittal (SUB-038) overdue 50 days, both threatening schedule closure and MEP commissioning by end of September 2026. Immediate escalation required.

- SUB-038 Air Handling Units - overdue (50d)
- SUB-031 Curtain Wall / Glazing Shop Drawings - missing
- SUB-045 Plumbing Fixtures - stale
- SUB-035 Acoustical Ceilings - in_review
- SUB-040 Lighting Fixtures - in_review

RFIs

Three RFIs past the 14-day SLA with critical exposure: RFI-047 (steel connection detail) blocks critical-path erection activity and demands immediate EOR response; RFI-045 stalls MEP rough-in in east wing; RFI-041 is aging but non-blocking.

- RFI-047 Steel connection detail at grid C-4 - 20d open, P1
- RFI-045 Electrical panel location conflict with ductwork - 15d open, P2
- RFI-041 Door hardware schedule clarification - 24d open, P3
- RFI-049 Curtain wall anchor embed depth - 7d open, P4
- RFI-052 Fire damper at corridor smoke barrier - 1d open, P5
- RFI-051 Finish floor transition detail - 3d open, P5

Change Orders

Scope creep is trending watch (3.9% of contract): owner-directed changes account for 52.8% of total CO value ($98.4k), signaling baseline-scope misalignment; HVAC capacity CO-005 ($52.4k, pending) is the largest single exposure and must resolve quickly to avoid MEP schedule slip and imaging-suite occupancy risk.

Trend: watch | $186K (3.9% of contract)

- CO-005 HVAC capacity increase for imaging suite **$52,400**
- CO-002 Owner-requested upgrade to lobby finishes **$46,000**
- CO-001 Added site retaining wall (differing site condition) **$38,500**
- CO-004 Additional fire-rated assemblies per AHJ **$21,300**

Punch List

8 punch items across 3 trades: Concrete quality crisis in Zone B (3 cold joints in 14 days requiring root-cause review and rework), critical fire-stopping deficiency in Electrical (Level 1 corridor junction box), and drywall framing tolerance failure (Level 1 north wing).

- [Concrete] Cold joint at cast-in-place slab due to improper pour sequencing (NCR-018) @ Zone B, Level 2

- [Concrete] Cold joint at slab edge, recurring issue (NCR-021) @ Zone B, Level 2
- [Concrete] Cold joint at stair landing, 3rd occurrence in Zone B within 14 days (NCR-023) @ Zone B, Level 2 stair landing
- [Concrete] Surface honeycomb at column base (NCR-019) @ Column C-3 base
- [Electrical] Junction box not fire-stopped; life-safety non-compliance (NCR-020) @ Level 1 corridor
- [Electrical] Missing fire-caulk at electrical penetrations (NCR-019) @ Level 1 corridor
- [Drywall] Screw spacing non-compliant with specifications @ Level 1 north wing
- [Drywall] Metal framing out-of-plumb exceeding tolerance (>1/4 in.) (NCR-022) @ Level 1 north wing

Safety Plan

Cedar Ridge Medical Office safety plan is 58% complete but has four critical gaps: active steel erection without written fall protection, missing competent-person designations, no site-specific JHAs for crane/steel work, and incomplete fire prevention. Immediate suspension of elevated work until Fall Protection Plan is approved and Competent Persons are formally designated.

Completeness: 58%

- Fall Protection Plan absent while steel erection is underway — immediate work suspension risk under 1926.500.
- Competent-Person designations not documented for scaffolding, excavation, and fall-protection oversight — violates 1926.35(c) and related subparts.
- Site-specific JHAs/AHAs for steel erection and crane operations not completed — required before high-risk work proceeds.
- Fire Prevention Plan incomplete — hot-work controls and combustible management not established.

Pay Application

Application No. 3 cannot be certified for payment: two major subs (Mechanical $62.5K, Electrical $26.5K) are billed without required lien waivers, creating $88,970 payment hold and legal exposure; Building Envelope also appears overbilled by ~$23K relative to observed field progress (12% vs. 18% billed).

Requested / validated: $364,915 / $324,667

- 6 — Building Envelope: % complete not supported by evidence; field observation shows ~12% installed vs 18% billed. Overbilled by approximately $23,136 (6% of SOV).
- 7 — Mechanical/HVAC: Missing lien waiver for Canyon Mechanical; payment should be withheld until conditional progress waiver received.
- 8 — Electrical: Missing lien waiver for Voltline Electric; payment should be withheld until conditional progress waiver received.
- 3 — Sitework: Waiver type mismatch — unconditional waiver submitted before payment cleared this period. Should be conditional progress waiver for current draw. Exposure if prior periods not fully paid.
- 1 — General Conditions: Front-loaded at 11% of contract value vs. typical 8–10% norm. Conditional progress waiver received but cumulative exposure warrants monitoring.

Schedule of Values

Medical office SOV front-loaded on General Conditions (11% vs. 8–10% norm) and Mobilization (100% billed month 1); HVAC and Building Envelope both running over budget and behind schedule, requiring immediate cost and schedule reconciliation and contingency drawdown authority.

- General Conditions at 11% (typical 8–10%) - Front-loaded at 11% of contract value; billed 55% complete ($291.6k) against scheduled value of $530.2k. Typical GC overhead sustains throughout project but concentration early signals cash-flow management risk and potential double-allocation of site management costs across CM Fee.
- Mobilization at 2% (typical 1–2%) - Billed 100% in month 1 ($96.4k); appropriate for early-project activities but verify no redundancy with General Conditions labor setup and laydown costs already captured above.
- Mechanical/HVAC at 13% (typical 10–12%) - Scheduled at 13% of SOV; budget note flags 14% overrun on committed cost due to equipment escalation and CO-005 scope add. Forecast at completion $714k vs. original budget $626.6k (−$87.4k variance). Escalation + change order require owner visibility and contingency drawdown tracking.
- Building Envelope at 12% (typical 10–13%) - Scheduled at 12% but only 18% complete with $104.1k billed. Forecast at completion $612k vs. budget $578.4k (−$33.6k variance). Risk of schedule slip or material cost growth; verify procurement status and long-lead submittals (windows, roofing, cladding).
- Finishes at 12% (typical 10–12%) - Scheduled at 12% but only 22% complete ($127.2k billed). Forecast at completion $560k (favorable variance +$18.4k). Typical for medical office; monitor pace against interior schedule logic and punch-list lead time as project approaches occupancy.
- CM Fee & Contingency at 5% (typical 3–6%) - Combined CM fee + contingency at 5% ($241k); within norms but contingency decomposition shows $96k CM + $180k Owner. Owner contingency already 4% of contract; acceptable for mid-stage (58% complete). Verify CO-005 and HVAC escalation are charged to Owner contingency and not masked in CM fee.

Commissioning Readiness

Cedar Ridge MOB is approximately 18% commission-ready at 58% construction complete — the absence of a retained Commissioning Authority combined with fire alarm and sprinkler systems below 50% installation creates a credible risk of CO delay beyond the September 30 target if life-safety acceleration and Cx engagement are not acted on within the next two weeks.

Readiness: 18%

- Missing: Commissioning Authority engagement/contract (not yet retained)
- Missing: O&M Manuals (not received from any trade)
- Missing: As-Built / Record Drawings (not started)
- Missing: Test & Balance (T&B) Report (not scheduled)
- Missing: Equipment Startup Reports (not received)
- Missing: Training Records / Owner Training Schedule (not scheduled)
- Missing: Warranties — all trades except roofing
- Missing: Controls / BMS Point-to-Point Checkout documentation

QC Roll-up

Three cold-joint NCRs in Zone B Level 2 over 14 days (pour-sequencing root cause) plus one critical life-safety electrical fire-stop gap requiring immediate corrective action.

- Cold joints in cast-in-place slab pours - 3x in Zone B Level 2
- Safety protocol non-compliance in Zone B - 3x in Zone B stairwell and general area
- Drywall crew under-staffing and quality gaps - 2x in Level 1 north wing

Lien Waivers

Critical lien exposure: two subs (Canyon Mechanical $62.5K, Voltline Electric $26.5K) billed without conditional progress waivers, totaling $88.97K; payment should be withheld until waivers received. Additionally, Summit Sitework submitted unconditional waiver prematurely for current draw ($11.6K).

Missing waiver: Canyon Mechanical (HVAC)	**$62,460**
Missing waiver: Voltline Electric	**$26,510**

Owner Report IQ

Schedule: At Risk

Budget: Watch

- Approve design clarification RFI-047 (structural steel connection detail at grid C-4) - needed by By March 3, 2026
- Confirm mechanical equipment selections and long-lead-time component orders - needed by By March 7, 2026
- Review and approve Change Order 005 (building envelope scope addition) - needed by By March 5, 2026

Action Items

P	Action	Owner	Due	Source	Impact
1	**Hold Cost-Control Board Meeting; Formalize Contingency Allocation Against P80 Risk Exposure ($498K) and Establish Change-Order Approval Gate**	Project Manager & Owner Representative	2026-02-26	budget	**$222K**
1	**Issue Stop-Work Order and Execute Fall Protection Plan for Steel Erection (Activity A400)**	Safety Manager & Project Superintendent	2026-02-25	safetyPlan	**$185K**
1	**Engage Commissioning Authority via RFP; Target Contract Execution Within 14 Days**	Project Manager	2026-03-07	commissioning	**$175K**
1	**Issue Formal Cure Notice to Drywall Subcontractor; Enforce 8–10 Personnel Minimum by March 7 or Terminate Contract**	Project Superintendent	2026-02-25	risk	**$140K**
1	**Conduct Root-Cause Investigation into Zone B Concrete Cold Joints (3 NCRs in 14 Days); Issue Revised Pour-Sequencing Plan and QC Protocol**	Project Engineer & Concrete Subcontractor	2026-03-03	qcRollup	**$120K**
1	**Escalate RFI-047 (Steel Connection Detail, Grid C-4) to Architect with 72-Hour Response Deadline**	Project Manager	2026-02-27	rfis	**$95K**
1	**Withhold Payment on Mechanical ($62.5K) and Electrical ($26.5K) Subs Until Conditional Progress Lien Waivers Received**	Cost Engineer & Project Manager	2026-02-28	lienWaivers	**$89K**
1	**Issue Corrected Owner Communication Addressing $88.97K Lien-Waiver Hold and $23.1K Envelope Overbilling Discrepancy**	Project Manager	2026-02-28	ownersReport	**$89K**
1	**Remediate Critical Life-Safety Deficiencies (Fire-Stop Junction Box & Fire-Caulk NCR-019); Complete Re-Inspection Within 5 Days**	Electrical Contractor & Superintendent	2026-03-03	punchList	**$55K**
2	**Issue Hard Submittal Deadline (March 7) for Curtain-Wall Shop Drawings (SUB-031), AHU (SUB-038), Plumbing Fixtures (SUB-045); Authorize Local Procu...**	Project Manager	2026-03-07	submittals	**$95K**
2	**Schedule Emergency MEP Coordination Meeting to Resolve CO-005 HVAC Imaging-Suite Scope and Expedite AHU Submittal (SUB-038) Review**	Project Manager & MEP Coordinator	2026-03-01	changeOrders	**$95K**
2	**Issue Expedited RFQs for Test & Balance Contractor and Fire Alarm AHJ Acceptance-Test Scheduling; Target T&B Contract Within 14 Days**	MEP Coordinator & Safety Manager	2026-03-07	commissioning	**$75K**
2	**Establish Weekly RFI/Submittal War Room (Mondays 10 AM) with Design Team, GC, and Trades; Implement 72-Hour Response Enforcement for Overdue Items**	Project Manager	2026-03-03	rfis	**$50K**
2	**Implement Project-Control Baseline with Earned-Value Tracking (PV, AC, EV by Phase); Begin Weekly SPI/CPI/EAC Variance Reporting**	Project Controls Manager	2026-03-10	report	-

P	Action	Owner	Due	Source	Impact
3	**Quantify Cumulative Cost and Schedule Impact of Current Delays; Prepare Change-Order Estimate for Owner Submission (General Conditions, RFI Re-Work...**	Project Controls Manager & Estimator	2026-03-07	budget	**$120K**

Methodology

In Project AI classifies each uploaded document, dispatches the five In Project base agents (Risk IQ, Budget IQ, Schedule IQ, Report IQ, Document IQ) plus twelve construction-specific modules in parallel, then synthesizes their outputs to surface cross-cutting exposures no single agent can see. The composite Health Score is a weighted deduction model (risk 30, budget 25, schedule 25, documents 10, quality 10). Dollar and day figures are risk-adjusted estimates for decision support, not certified forecasts; the project team should validate and own all findings.