



City of Santa Barbara California

PLANNING COMMISSION STAFF REPORT

REPORT DATE: July 12, 2012
AGENDA DATE: July 19, 2012
PROJECT ADDRESS: 320 W. Pueblo Street (MST2003-00152)
 Santa Barbara Cottage Hospital
TO: Planning Commission
FROM: Planning Division, (805) 564-5470
 Danny Kato, Senior Planner *DK*
 Suzanne Riegle, Assistant Planner *SR*

I. PROJECT DESCRIPTION/BACKGROUND

On March 24, 2005, the Planning Commission approved the Santa Barbara Cottage Hospital (SBCH) Modernization and Seismic Compliance Plan. As required by State law, SBCH is being seismically retrofitted and upgraded. The project involves the demolition of hospital structures, including the existing main hospital building and Eye Center and structures located on the adjacent block bounded by Oak Park Lane, and Junipero, Castillo and Pueblo Streets. New hospital structures will be constructed resulting in a 712,550 sq. ft. hospital facility. The existing South Wing, East Wing, Centennial Wing, and Buildings G and K will remain as part of the hospital complex. A helipad will be constructed on the roof of the Diagnostic and Treatment Building (Exhibit A). The number of licensed beds will be reduced from 456 to 337.

To allow the new hospital construction, the 2300 Block of Castillo Street between Pueblo and Junipero Streets has been permanently closed. Parking for the project is provided in two new multi-level parking structures and surface parking lots. The Knapp parking structure is located behind the Knapp Building at 2400 Bath Street, and is intended primarily for hospital staff. The Pueblo parking structure is located at the northeast corner of Pueblo and Castillo Streets. A childcare center consisting of three single story structures is located adjacent to the Pueblo parking garage. Construction of the project is expected to be completed in 2015 and the hospital will remain operational during construction.

A new Hospital Area Specific Plan (SP-8), was established as part of the approval in 2005, and provides a hospital-oriented zone and specifies allowable land uses and development standards for three separate areas within the project site. SP-8 facilitates the reconstruction of the existing facilities as well as future development within the SP-8 zone. A Development Agreement was also approved to facilitate the lengthy construction period and ensure that the project is carried out in a timely manner.

II. PURPOSE

As part of the Santa Barbara Cottage Hospital Modernization and Seismic Compliance Plan approval in 2005, Condition of Approval F.4 required an annual review of the project during construction, and

for three years following the issuance of the Certificate of Occupancy for the project (Exhibit B-PC Resolution No. 020-05). The condition is intended to provide the Community Development Director and Planning Commission an annual progress report during the various construction phases of the Hospital project, and reads as follows:

“Each year during project construction and for three years following Certificate of Occupancy issuance for final construction phase, SBCH shall submit a report on project status. The report shall include, but not be limited to, schedule, tree protection, construction traffic, solid waste reduction, issues that have arisen and complaints that have been made during the prior year and steps taken to resolve them, progress made, accomplishments, and other items determined appropriate in consultation with the Community Development Director. Under no circumstances, may existing conditions of approval be amended or new conditions imposed unless requested by the applicant. Provided however, as part of the annual reporting process, the applicant and the Community Development Director shall review the effectiveness of construction requirements and conditions and, with the benefit of the public outreach process, determine where refinements can be made to further minimize short-term construction impacts to the surrounding neighborhood and maintain or expedite the construction schedule. Such refinements may be made by the Community Development Director and reported to the Planning Commission through the annual reporting process. The Planning Commission may make suggestions and request additional information.”

III. DISCUSSION OF ISSUE AREAS

The annual review of the hospital construction progress was last reviewed on June 2, 2011 for construction during the 2010 calendar year. This report reviews the past year of project construction, with specific focus on the schedule, solid waste reduction and neighborhood issues and concerns (See Exhibit B for more details):

A. SCHEDULE

The following provides an annual summary of major construction accomplishments made during the last year (2011):

- Neighborhood Traffic Management Program (NTMP) Intersection Improvements are permitted and have been completed.
- Remodel of the Centennial Wing and construction of Diagnostic and Treatment (D&T) Department and two nursing pavilions (Phase 4) has been completed.

Based on information provided by SBCH, the new hospital reconstruction project is anticipated to meet State mandated deadlines with completion anticipated by 2018.

B. SOLID WASTE REDUCTION

Per Condition of Approval C.16, SBCH is required to feasibly reduce, reuse, and recycle demolition and construction waste consistent with State and City diversion goals. Through the combined efforts of McCarthy Building Companies, Inc., and Marborg Industries, Inc., approximately 81% of all solid waste materials associated with Phase 4 of the project has been diverted from the Tajiguas Landfill.

The overall recycle rate of 81% exceeds the City's Construction and Demolition Ordinance minimum requirement of 70% diversion. The following solid waste quantities have been diverted over the preceding five years:

Solid Waste Reduction (2011)

Solid Waste Reduction Practice	Tons	Percent
Source Separated Concrete and Asphalt Loads (job-site)	14.78	2%
Source Separated Rubble Loads (job-site)	33.5	3%
Construction and Demolition Loads (Marborg)	978	76%
Solid Waste Loads (Tajiguas Landfill)	3.57	0%
Total Project Tonnage	1029.85	81%

Total Tonnage Diverted from Landfill	830.68	81%
Residual from Floor Separated Loads	195.6	19%

C. OTHER ISSUE AREAS

Neighborhood Meetings

Pursuant to Condition of Approval C.34., the Hospital has held 10 informational meetings with the neighborhood as a means to keep interested parties and surrounding neighbors abreast of the construction phases and schedule. At the two neighborhood construction update meetings that were held on May 9, 2011 and November 14, 2011, the neighbors had an opportunity to provide comments and ask questions. Additional neighborhood meetings have been held in 2012 to discuss the ongoing operations of the new helipad which opened in February 2012.

Neighborhood Issues and Concerns

Issues and concerns expressed by neighborhood residents for the previous year (2011) have been documented by SBCH and submitted as part of Exhibit B (Attachment 4: Neighborhood Complaint Log). The Complaint Logs identify the type of complaints filed and actions taken to resolve them, if warranted. Complaints during this timeframe varied from construction workers parking on surrounding streets to trash left by construction workers in front of neighboring office buildings.

During the last year (2011), the following type of complaints were received.

- Construction workers parking on streets
- Traffic Circulation and curb extensions
- Construction workers discarding cigarette butts on ground

Issues and concerns expressed by neighborhood residents for the previous year (2011) have been documented by Project Environmental Coordinator (PEC) and submitted as part of Exhibit B (Attachment 1: 2011 PEC Issues Log).

During the last year (2011), the following issues were investigated by the PEC.

- Construction workers parking on streets
- Vanpool drop-off location
- Tree Protection Requirements

The majority of these complaints were resolved by SBCH and/or McCarthy personnel. However, the issues of on-street parking by construction workers requires more follow up by City Staff and Hospital representatives. Hospital representatives regularly monitor the on-street parking surrounding the hospital to assure that the construction employees are parking in the off-site parking lots and being bused to the job site.

In addition, City Staff has received complaints regarding deliveries to the Oak Park Lane loading dock occurring outside of the allowable delivery hours (Condition F.3) and regarding the operations of the childcare center with respect to nighttime lighting and daytime noise. Cottage staff has followed up on the childcare center complaints and is working to resolve the issues.

IV. CONCLUSION

Since the last construction update, Phase 4 of the project has been completed, and the off-site public improvements have been constructed. Phase 5 demolition of the west, north, Reeves, and Central wings is scheduled to begin this month and is anticipated to be an approximately 31-month phase of the project. The project is on schedule to meet state mandated timelines.

As described in this report, the construction timeframe for the new hospital is lengthy and at times has posed an inconvenience for surrounding neighbors. However, given the scope of the project, construction activities have been achieved in a timely manner and proceeded relatively well. Concerns and issues identified by neighboring residents have been acknowledged and, to the extent feasible, addressed by SBCH personnel, construction contractors, the PEC, and City Staff. Based on this review, Staff is not proposing any changes to the Conditions of Approval.

Exhibits:

- A. PC Resolution 020-05 as amended by CC on April 26, 2005 (available on the City's website)
- B. Annual Report Submitted by Applicant, March 8, 2012



City of Santa Barbara California

Exhibit A: The Planning Commission Resolution 020-05, as amended by City Council on April 26, 2005, is available for viewing under Archives at www.SantaBarbaraCA.gov/PC

Direct link to resolution:

http://www.santabarbaraca.gov/Documents/Advisory_Groups/Planning_Commission/Archive/2005_Archives/02_Resolutions_Archive/2005-03-24_020-05_320_W_Pueblo_Street-Amended%20by%20CC%204-26-05.pdf

S U Z A N N E  E L L E D G E
P L A N N I N G & P E R M I T T I N G S E R V I C E S , I N C .

PRINCIPAL PLANNERS
SUZANNE ELLEDGE • LAUREL F. PEREZ

8 March 2012

RECEIVED
MAR 08 2012

CITY OF SANTA BARBARA
PLANNING DIVISION

Ms. Suzanne Riegle
City of Santa Barbara Planning Division
630 Garden Street
Santa Barbara, CA 93101

Subject: Santa Barbara Cottage Hospital Modernization and Seismic Compliance Plan
2011 Annual Report to Planning Commission

Dear Ms. Riegle:

In accordance with the condition # F.4 of the Hospital's conditions of approval, we hereby submit this annual progress report for review by the City Planning Commission. The report covers the period from January 1, 2011 through December 31st 2011 and is comprised of the following sections:

Notable accomplishments made during this reporting period are summarized below:

- NTMP Street Intersections were permitted and are now 100 % complete
- Phase 4 is complete and SBCH has occupied the new Diagnostic & Treatment building

Section I. Mitigation Monitoring

The project conditions of approval require ongoing Mitigation Monitoring Reports (MMRP) to ensure compliance with all approved environmental impact mitigation measures and that these reports were completed in the field and filed with the City at the intervals required. Key requirements address tree protection, dust control, construction traffic and parking among others. The issues identified by the mitigation monitor during the 2011 construction period are summarized in **Attachment 1**.

Section II. Solid Waste Reduction Plan (Construction Phase)

Condition 16 of the project conditions of approval requires that the Hospital implement a Solid Waste Management Plan (SWMP), which was submitted to the City and approved in 2007. While the SWMP primarily targets solid waste reduction for hospital operations, a section of the program addresses solid waste reduction strategies to be implemented during construction of the new hospital.

McCarthy Construction prepared a report documenting the total quantity of solid waste diverted from the landfill (80.66% of all solid waste generated) during the Phase 4 construction period in 2011. The Phase 4 construction period is now 100% complete (please see **Attachment 2** for a full copy of the report).

Section III. Neighborhood Coordination

III.A. Meetings

The Hospital organized two neighborhood meetings in 2010. The first meeting was held on May 9th, 2011, and covered the following topics: current construction updates, the number of workers onsite, construction parking, offsite City improvements (sidewalks and intersections) and areas to be completed. A power point presentation of photographs was handed out and a job tour was taken by the group. Two (2) neighbors, five (5) McCarthy employees, and a City Planner were in attendance plus seven (7) Cottage Hospital employees.

The second meeting was held on November 14th, 2011, no neighbors attended the meeting and the meeting was adjourned after 45 minutes. The meeting summary log and copies of meeting flyers are included for your reference. Please see **Attachment 3**.

III.B Complaint Logs

Five (5) complaints were logged by the Santa Barbara Cottage Hospital Construction Hotline in 2011 (1/11/11, 1/20/11, 4/4/11, 4/29/11 and 8/8/11).

The range of issues involved the following: construction hours, van pool drop-off locations, traffic flow, pedestrian safety, worker smoking location and construction workers parking in the area.

The Hospital along with McCarthy and the project Environmental Coordinator (PEC) resolved the concerns in a timely manner.

Please see the attached SBCH Neighborhood Complaint Log for additional information (**Attachment 4**).

Section IV. Schedule

We have attached a construction schedule demonstrating the status of each phase of construction as it was at the end of 2011. (**See Attachment 5**).

This concludes the 2011 annual report. Should you have any questions or require additional information, please call me at (805) 966-2758.

Sincerely,
SUZANNE ELLEDGE
PLANNING & PERMITTING SERVICES, INC.



Heidi Jones, AICP
Associate Planner

Attachments

Santa Barbara Cottage Hospital: 2011 PEC Issues Log

2011		
2/14/11 (monthly – Main Campus Block)	Construction worker parking in neighborhood	Main Campus Block: A neighbor complaint was received regarding construction worker parking in the surrounding neighborhood. McCarthy and SBCH canvassed the area and reminded contractors and subcontractors that there is no construction related parking allowed in the neighborhood.
4/5/11 (monthly – Main Campus Block)	Vanpool drop-off location	Main Campus Block: A neighbor complaint was received regarding vanpool drop off location (Oak Park Lane). SBCH and McCarthy reminded van pool operators that the drop off location was to be on Pueblo Street.
4/21/11 (monthly – Main Campus Block)	Construction worker parking in the neighborhood	Main Campus Block: A neighbor complaint was received through City staff regarding construction worker parking in the surrounding neighborhood. McCarthy and SBCH followed up with a drive around the neighborhood and photograph documentation of the street in question. SBCH and McCarthy advised contractors and subcontractors that there is no construction related parking allowed in the neighborhood.
5/6/11 (monthly – Main Campus Block)	Vanpool drop-off location	Main Campus Block: A neighbor complaint was received regarding vanpool drop off location (Oak Park Lane). SBCH and McCarthy reminded van pool operators that the drop off location was to be on Pueblo Street.
June 2011 (monthly – Main Campus Block)	Tree Protection Requirements	Main Campus Block: Coordination with McCarthy construction was necessary to ensure adequate tree protection measures were in place, specifically tree protection fencing being installed and that no storage is to occur within fencing in root zone protection areas. McCarthy was responsive and quickly addressed the request to repair the fencing and remove materials stored inside the fenced area.

March 05, 2012
Tom Thompson, Project Manager
Post Office Box 689
Santa Barbara, CA 93102

RE: Solid Waste Reduction Practices

Mr. Thomson

This report is intended to serve as our summary of Solid Waste Reduction Practices over the preceding year of construction that McCarthy Building Companies, Inc. has been continually performing at the Santa Barbara Cottage Hospital Campus.

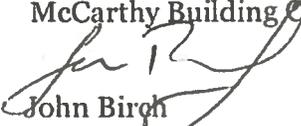
McCarthy has developed and continues to maintain a partnership with Marborg Industries, Inc. By combining our efforts with Marborg we have met and exceeded the minimum required landfill diversion quantities by diverting 80.66% of all solid waste from the PH4 project (reference attached).

The current project under construction uses a common method for waste reduction; in lieu of using separate bins on the job-site to segregate material (the site is very constrained) we continue to utilize the Marborg separation facility located near Milpas Street.

Should you require any further information please call.

Respectfully,

McCarthy Building Companies, Inc.


John Birch
Project Director

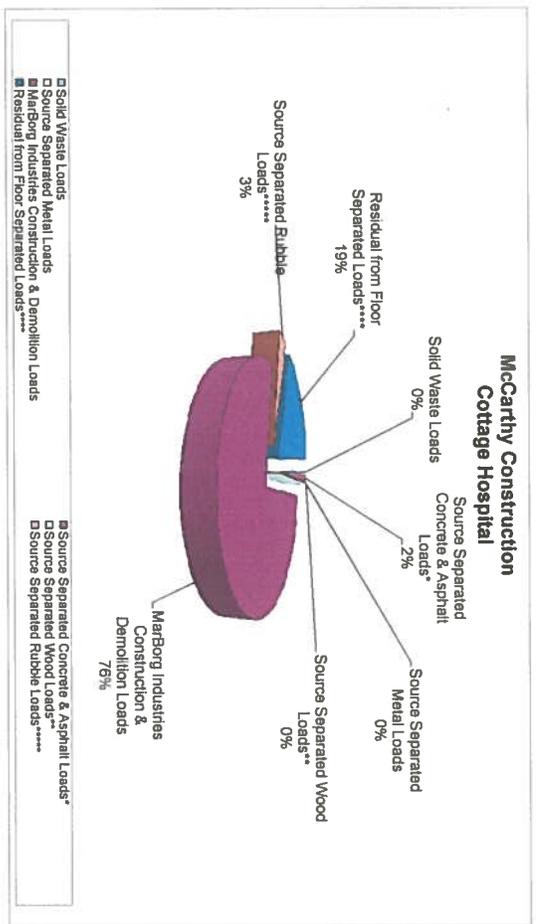


McCarthy Construction
Cottage Hospital

Recycling Diversion Program
01/01/11-12/31/11

Solid Waste Loads (Tajiguas Landfill)	3,57 Tons
Source Separated Concrete & Asphalt Loads* (Job-Site Diversion Program)	14,78 Tons
Source Separated Metal Loads (Job-Site Diversion Program)	0 Tons
Source Separated Wood Loads** (Job-Site Diversion Program)	0 Tons
MarBorg Industries Construction & Demolition Loads (MarBorg Industries Recycling Program)	978,60 Tons
Source Separated Rubble Loads**** (Job-Site Diversion Program)	33,5 Tons
Total Project Tonnage	1029,85 Tons
Total Tonnage Diverted from Landfill	830,68 Tons
Residual from Floor Separated Loads****	195,69 Tons
Garbage Directly Disposed at the Tajiguas Landfill	3,57 Tons

*Clean concrete and asphalt are acceptable. Sandstone type rock is acceptable but must also be small enough to fit through the crusher which is 18 inches in diameter.
 **ABSOLUTELY NO wire mesh, rebar, wood roth, dirt or other material included with the rubble.
 ***Must be 100% organic waste & wood waste mixed together. Crates, construction wood waste, and wood with nails will be accepted.
 ****ABSOLUTELY NO wood that has been treated with creosol (ex. railroad ties and telephone poles) will be accepted. No trash.
 *****Mixed recyclable commodities loads such as cardboard, wood, concrete, metal & stucco. These loads are separated at the MarBorg Industries Recycling Yard.
 *****Non-recyclable residual from recycle loads is taken to Tajiguas Landfill. This number is an average with a 5 margin of error.
 *****Mixed materials including dirt, concrete, concrete with rebar, rocks, bricks, tile and stucco with wire mesh are acceptable.
 ABSOLUTELY NO trash, papers, cans, bottles or organic waste or any sort i.e. tv's, grass, wood, brush, etc.



SBCH: Neighborhood Meetings Summary

MEETING DATE	# OF ATTENDEES	TOPICS COVERED	Flyer - Copy Attached	Neighborhood Letter - Copy Attached
6-9-05	30	Initial and future phases	No	Yes
12-6-05	32	Abandon Castillo Street; Eye Center & MRI relocation; Energy Center; Pueblo Parking Structure; Child Care Center; Knapp Parking Structure; and Utility relocation	Yes	No
5-3-06	?	Energy Center & Pueblo Parking Structure update; Child Care Center; Storm Drain Culvert; and Employee Parking Garage behind the Knapp Building	No	Yes
10-24-06	22	Existing parking demo and new parking garage construction; and future phases	No	No
2-12-07	12	Child Care Center; Storm Drain Culvert; Employee Parking Garage behind the Knapp Building; Underground Utilities; Medical Gas Yard; Energy Center; and Intersection Improvements	No	Yes
8-22-07	?	Child Care Center; Storm Drain Culvert; Employee Parking Garage behind the Knapp Building; Underground Utilities; Medical Gas Yard; Energy Center; and Intersection Improvements	Yes	Yes
4-17-08	6	Phase 3 & 4: Energy Center; Medical Gas Yard; and Phase 4 of FMP	Yes	Yes
10-28-08	7	Phase 3 & 4 and Energy Center	Yes	No
5-19-09	?	Phase 4: D&T structure	Yes	No

SBCH: Neighborhood Meetings Summary

			Phase 4: D&T structure and Patient Pavilion framing	Yes	No
11-19-09	4			Yes	No
5/18/10	4 + 1 reporter		Current construction updates with continuing questions about parking.	YES	No
11/8/10	20		Same as above	Yes	NO
5/9/11	16 Neighbors 2 City Planner 1 SBCH staff 8 GC 5		Current phase 4 construction updates; schedule and man power. Power point presentation Job tour of construction site.	Yes	No
11/14/11	3 Neighbors 0 SBCH staff 2 GC 1		No neighborhood attendance. Meeting canceled after 45 minutes.	Yes	No

Hospital neighbors and interested community members are invited to a neighborhood meeting.

Monday, May 9
5:30 – 6:30 pm

Santa Barbara Cottage Hospital
Conference Rooms C&D

(1st floor, please use Castillo Street entrance and follow the signs)

We'll update you on what's currently in progress, discuss future construction phases, and answer your questions.

RSVP to 569-7383
light refreshments provided



Hospital neighbors and interested community members are invited to a neighborhood meeting.

Monday, May 9
5:30 – 6:30 pm

Santa Barbara Cottage Hospital
Conference Rooms C&D

(1st floor, please use Castillo Street entrance and follow the signs)

We'll update you on what's currently in progress, discuss future construction phases, and answer your questions.

RSVP to 569-7383
light refreshments provided



Notes to Neighborhood Meeting
By Tom Thomson, Project Director

May 9, 2011

Attendees included:

- 2 Cottage Neighbors
- 5 McCarthy Employees
- 1 City of Santa Barbara Planner
- 7 Cottage employees and 1 spouse

Topic of Discussion:

Number of current workers on site. 286 at latest safety meeting.

Some off hour shift crews are working

Crew sizes are tapering down over time

McCarthy parking occurs at two churches in the area

6 buses are employed to move workers to the job site

Offsite City improvements are underway. (Sidewalks and intersections)

Two areas remain to be completed.

West Pueblo

the corner of Junipero and Bath.

Offsite work should be complete by the end of May.

No questions were tendered by the Neighbors.

A printout of a powerpoint showing area photos was distributed

A job tour was then taken by the group.

Hospital neighbors and interested community members are invited to a neighborhood meeting.

Monday, November 14

5:30 – 6:30 pm

**Santa Barbara Cottage Hospital
Conference Rooms C&D**

(1st floor, please use Castillo Street entrance and follow the signs)

We'll update you on what's currently in progress, discuss future construction phases, and answer your questions.

RSVP to 569-7383

light refreshments provided



Hospital neighbors and interested community members are invited to a neighborhood meeting.

Monday, November 14

5:30 – 6:30 pm

**Santa Barbara Cottage Hospital
Conference Rooms C&D**

(1st floor, please use Castillo Street entrance and follow the signs)

We'll update you on what's currently in progress, discuss future construction phases, and answer your questions.

RSVP to 569-7383

light refreshments provided



SBCH Neighborhood Complaint Log - 2011

DATE	COMPLAINT	RESULT
1/11/2011	Neighbor Tim King sent an e-mail (with photos) of a White Tundra Pickup parked in the neighborhood. He knew the men were coming to and from the job site because both were wearing orange t-shirts and hard hats.	Ruben Gomez to follow up.
1/20/2011	Administration received a call from an unidentified visitor who had some complaints and concerns regarding the bulb-out surround the hospital. The call was passed on to Kelly Gomez.	Kelly worked with Ruben Gomez to find the correct City of SB person for this gentleman to speak to. We gave him a name and number to a representative at Public Works. The caller thanked us and ended a call with a generous comment regarding his care at Cottage Hospital.
4/4/2011	Neighbor Ivan Girling (number on file) sent Heidi Jones (SEPPS) a complaint via email regarding van pool dropping off workers in front of their house on Oak Park Lane. Mr. Girling requests to have them dropped off on Pueblo instead. Also made the complaint about 4 motorcycle workers that parked in his neighborhood at 6:00 am on a Saturday.	Ruben Gomez followed up with Heidi Jones and sent the message to our team and John Birch (McCarthy). Awaiting response from John.
4/29/2011	Denise Mobley sent email complaining of the traffic flow, pedestrian safety and crossing guard at the intersection of Pueblo and Castillo Street. She mentioned that cars are not paying attention to the signs, which could create a potential hazard for pedestrians. Also, the crossing guard is not always present. Denise mentioned that this has created chaos.	Kelly Gomez to follow up with Ruben Gomez and Vinny Arndt, as Denise will be contacting the hotline within the next two days.
8/8/2011	Received a message on the hotline from an anonymous neighbor stating that two McCarthy employees were smoking cigarettes in front of the McCarthy trailer on Saturday (8/6/11). The neighbor told the McCarthy employees that they could not smoke near the hospital and throw their cigarette butts on the ground.	Forwarded the message to Ruben Gomez. I or Ruben will contact the neighbor.

Santa Barbara Cottage Hospital
Facilities Master Plan
2011 Annual Review

ID	Task Name	Duration	Start	Finish	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
1	Preliminary Phase - City Review	551 days	Mon 9/16/02	Mon 10/25/04																	
2	Actual City Entitlement/COMPLETE	655 days	Mon 9/16/02	Fri 4/29/05																	
3	Phase 1 - Demo Eye Center	115 days	Wed 4/21/04	Tue 9/28/04																	
4	Construction Complete	44 days	Wed 4/13/05	Mon 6/13/05																	
5	Phase 1B - clear p/gk structure site	96 days	Wed 6/23/04	Fri 12/30/05																	
6	Construction Complete	110 days	Mon 8/1/05	Tue 2/13/07																	
7	Phase 2A - Knapp Parking Structure	1002 days	Mon 4/14/03	Tue 8/19/07																	
8	Construction Complete	317 days	Mon 4/3/06	Tue 12/20/05																	
9	Phase 2A - Pueblo Parking Structure	702 days	Mon 4/14/03	Wed 11/1/06																	
10	Construction Complete	328 days	Mon 8/1/05	Wed 7/17/07																	
11	Phase 2A - Child Care Center	132 days	Thu 9/8/05	Tue 7/17/07																	
12	Construction Complete	337 days	Mon 4/3/06	Tue 7/17/07																	
13	Phase 2B - Central Plant	988 days	Wed 5/1/02	Fri 2/24/06																	
14	Construction Complete	848 days	Tue 11/7/05	Fri 1/30/09																	
15	Phase 3 - Demo Ex Plant and PS	824 days	Tue 1/21/03	Fri 3/17/06																	
16	Construction Complete	716 days	Fri 12/1/06	Wed 9/2/08																	
17	Storm Drain	468 days	Tue 11/2/04	Thu 8/17/06																	
18	Construction Complete	441 days	Wed 4/12/05	Wed 12/19/07																	
19	NTMP Street Interactions Phase 1	186 days	Fri 1/20/06	Fri 10/6/06																	
20	Construction Complete	173 days	Thu 2/1/07	Mon 10/1/07																	
21	Underground Utilities	264 days	Fri 2/1/05	Wed 2/16/06																	
22	Construction Complete	216 days	Fri 9/1/06	Fri 6/29/07																	
23	Phase 4 - D&T, 2 Nursing Pavilions	1713 days	Wed 9/18/02	Fri 4/10/09																	
24	Actual Construction Start w/ Projected Finish	1012 days	Thu 11/15/07	Fri 9/30/11																	
25	Phase 4A - Remodel Centennial Wing	1648 days	Wed 9/18/02	Fri 1/9/09																	
26	Projected Construction Schedule	273 days	Wed 3/21/11	Fri 3/16/12																	
27	Phase 6A - Remodel Existing Buildings	290 days	Mon 4/13/09	Fri 5/21/10																	
28	Projected Construction Schedule	291 days	Mon 3/19/12	Mon 4/29/13																	
29	Phase 6B - Demo West, North, Reeves, Central	694 days	Tue 9/8/08	Fri 12/17/10																	
30	Projected Construction Schedule	701 days	Fri 7/20/12	Fri 3/27/15																	
31	Phase 6 - Build Nursing Pavilion & partial D&T	2618 days	Wed 9/18/02	Fri 9/28/12																	
32	Projected Construction Schedule	598 days	Wed 4/11/15	Fri 7/14/17																	
33	Phase 6A - Balance of Remodel of Centennial	265 days	Tue 7/26/11	Mon 7/30/12																	
34	Projected Construction Schedule	598 days	Wed 4/1/15	Fri 7/14/17																	
35	Phase 8 - Remodel Existing Buildings to Remain	2773 days	Wed 9/18/02	Fri 5/31/13																	
36	Projected Construction Schedule	280 days	Fri 7/14/17	Thu 7/12/18																	

Task Split Milestone Summary Rolled Up Task

Task
 Split
 Milestone
 Summary
 Rolled Up Task

External Milestone
 Inactive Task
 Inactive Milestone
 Inactive Summary
 Manual Task

Rolled Up Split
 Rolled Up Milestone
 Rolled Up Progress
 External Tasks
 Project Summary

Duration-only
 Manual Summary Rollup
 Manual Summary
 Start-only
 Finish-only

Progress
 Deadline