

# Tatum Consulting & Management, LLC

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Hotel Churchill Construction Status Report  
For the San Diego Housing Commission  
December 9, 2009

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## **Executive Summary and Recommendations**

The Hotel Churchill is a seven story 92-unit single room occupancy hotel located at 827 C Street. The hotel is approximately 100 years old and is designated as a historic building (Historic Site Number 637). Interior rehabilitation work has commenced at the property consisting of selective demolition of interior finishes and fixtures as well as removal and replacement of plumbing lines, patching of drywall and framing, the replacement and modernization of the building's elevator, upgrades to electrical systems and new interior finishes throughout the building. The exterior rehabilitation work consists of the removal and replacement of all windows in accordance with the Historic Board's approval, the removal of the existing exterior paint/stucco and the installation of a new skim color coat of plaster to match the original color of the building or to match a color to be selected later by the Historic Resources Board. Greater detail of the work may be viewed in following two sections.

This report will provide an in depth peer review of key pieces of information received from the Owner that will offer insight into the soundness of the Owner's project and their ability to complete on time and within budget.

It is the opinion of this consultant that the Owner and NeMaco, the general contractor, have the competency and an appropriate budget to complete the rehabilitation project. The project is approximately 28% complete. NeMaco has obtained all the proper building permits and historical approvals thus far in the construction process and has the experience and capability to pursue and obtain all future permits that may be required. The Owner has completed proper due diligence in confirming that fire sprinklers will not be required to be added to the building, nor will any major ADA adaptability measures be mandatory due to the historic nature of the building.

### **Recommendations:**

- 1. The Owner's construction schedule could be improved by including more detail which could decrease the overall duration from 9 to 7 months.*
- 2. The Owner will be required to install a design/build Fire Alarm System in the building which will cost approximately \$40,000. The Owner has adequate funds in their proposed budget to cover these costs within other line items and the contingency. The TCM Budget fully accounts for these costs within the same overall budget as the Owner's Budget.*

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3. *It is advised that the Owner hire a mold remediation firm to test the building and remove any mold that has formed over the last several months, due to the lack of many windows in the building. This should cost approximately \$10,000. The Owner has adequate funds in their proposed budget to cover these costs.*
4. *The Owner should perform a diagnostic test on the boilers and allocate funds for their start-up. This should cost approximately \$5,000. The Owner has adequate funds in their proposed budget to cover these costs within other line items and the contingency. The TCM Budget fully accounts for these costs within the same overall budget as the Owner's Budget.*
5. *Lastly, it is recommended that a construction management firm be hired to act as the Commission's representative and provide monthly or bi-weekly reports of construction progress once the rehabilitation has re-started, for the remainder of the project.*

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## **Rehabilitation Work Completed**

Tatum Consulting and Management, LLC, (TCM), toured the current building and construction site on two different occasions. Once on Wednesday November 18, 2009, with Mr. Roger Green of the SDHC, Mr. Nemat Anjomshoaa of NeMaco Inc., (General Contractor) and Mr. Jason Luker of Cardinal Group Investments (Owner's Representative) and a second time on Monday November 23, 2009 with Mr. Anjomshoaa of NeMaco Inc.. To date, the rehabilitation work that has been completed (approximately 28% of the overall project), includes the following:

- Selective demolition of all flooring and rotted sub floors throughout all seven floors of the building, including the basement.
- Selective demolition of drywall and framing on each floor to gain access to the existing plumbing waste and vent stacks.
- Removal and replacement of the all of the plumbing waste and vent stacks on all seven floors including the basement.
- Replacement of the majority of new water supply lines for all seven floors including the basement.
- Removal of all toilet, sink and tub plumbing fixtures throughout the building.
- Installation of new tub fixtures on floors 2 and 3.
- Rough electric wiring for power, smoke detectors and low voltage cable TV for all units on floors 2-4 is complete, with approximately 50% of the wiring complete on floors 6 and 7.
- Rough metal framing of chases to house the electrical wiring in each unit and throughout the common corridors on floors 2, 3 and 4 is complete, with preparation being done to receive similar framing on floors 5-7.
- Rough drywall hanging on selectively demolished areas and framed chase areas for electrical on floors 2, 3 and 4. No compound or taping has started. Floors 5, 6 and 7 have limited to no re-framing or drywall work completed.
- Newly refurbished elevator hoist way reinforcement, relocated elevator machine room and elevator cabs are currently installed on the project

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- The majority of all unit and common area furniture (beds, TV's, bureaus, lights, telephones, chairs, armoires, ect.) is stored off site and has been inspected.

NeMaco has provided all the required permits for the work completed to date. These permits may be viewed in Exhibit D. The permits include Rough Plumbing Permit for the waste and vent pipe replacement as well as the new water feeds, Rough Electrical Permit for the new power and low voltage wiring at each unit, Traffic Control Permit for dumpster location and Building Tenant Improvement Permit for work related to opening walls for plumbing rough-in work. In addition, NeMaco has obtained preliminary approval from The City of San Diego's Historical Resource Board for the exterior window and stucco work. A copy of the Meeting Notes from their September 2, 2009 Meeting may be found in Exhibit F. **TCM contacted Jodie Brown of the San Diego Historic Resource Board by telephone and confirmed the preliminary approvals as stated in the Meeting Notes. Ms. Brown noted that the remaining items to be completed are procedural in nature as NeMaco would apply for the permits for this work once they have re-mobilized.** In addition, it has been confirmed that the approved windows for the exterior rehabilitation are Kolbe windows, which are the windows noted in the Historic Resource Board's Meeting Notes and the windows that are carried in the Owner's budget. NeMaco provided a copy of the Kolbe window proposal for our review, which can be seen in Exhibit C.

As indicated above, TCM was able to interview Jodie Brown San Diego Historic Resource Board as well as Dan Adams of Contender Plumbing and Eva McCullough of Otis Elevator. Both subcontractors stated that payments were current on the project and inquired when it would be re-starting. As indicated earlier, NeMaco provided subcontracts for the rough plumbing, rough electrical and elevator work. All subcontracts appear to be inclusive of the required scope of work and in accordance with industry standards. For work yet completed, NeMaco has provided subcontractor bids and proposals that they are considering for subcontracts. The bids and proposals may be seen in Exhibit C, and are appropriate for the scope of work remaining and budget. The lowest qualified proposal for each remaining task of work can be seen in TCM's "Comparative Budget", found in a following section of the report entitled, "Rehabilitation Budgets".

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## **Rehabilitation Work Remaining**

The rehabilitation work that remains to be completed for the project includes the following:

- Metal framing of chases to house the electrical wiring in each unit and throughout the common corridors throughout floors 5, 6 and 7.
- Rough drywall hanging and re-framing on selectively demolished areas for plumbing chases and electrical rough on floors 5, 6 and 7.
- Selective demolition of lobby bathrooms to convert to ADA.
- Rough plumbing and electrical for lobby bathrooms.
- Framing and drywall hanging for all selective demolition for lobby area and ADA lobby bathroom upgrades.
- New lobby hotel reception desk to meet ADA standards.
- Drywall taping and finishing on all floors (1-7).
- New painting for all units and common areas for entire interior of the building (floors 1-7).
- New carpeting for all units and common areas for entire interior of the building (floors 1-7).
- New ceramic tile for all units and common area bathrooms for entire interior of the building (floors 1-7).
- Removal and installation of all new windows throughout building. Approximately 130 new windows. Refurbishment of existing windows to remain.
- Removal of existing exterior color coat on entire building, patching of existing cracks and chips to the exterior building facade and the installation of a new color coat to meet historical board standard.
- Setting of all new plumbing fixtures throughout all units and common area bathrooms, including new ADA upgrades to the lobby bathroom.

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- Setting of all new light fixtures and ceiling fans throughout all units and common area bathrooms as well as common areas, including new ADA upgrades to the lobby bathroom.
- Final completion and start up of newly installed elevator.
- Refurbishment of roof mounted sign and blade sign.
- Installation of new flat roof.
- Installation of new laundry equipment in the basement
- Cleaning of existing basement and limited patch and repair to basement ceiling and walls.
- Building Final Cleaning
- Install of FF&E.

Due to the fact that the property is considered a Historic Building and is noted as such on the Historic register, it has access to various exceptions to the code as it relates to ADA accessibility upgrades. **Because the scope of work of this rehabilitation project is cosmetic in nature with some additional maintenance items such as the upgrade of the plumbing and elevators, the California Building Code does not require the facility to be fully upgraded for ADA accessibility. NeMaco has provided documentation from the California Building Code to substantiate this position and has held discussions with the City Building Officials (Exhibit K).** In addition, there were some questions as to whether the building would require an added fire sprinkler system and an upgraded fire alarm system. **Similar to the code enforcement statute above, historic buildings are not required to amend their building systems when doing cosmetic or maintenance work or if the upgrade would significantly degrade the historic nature of the property. For all the reasons mentioned above, the San Diego Fire Authority is not requiring fire sprinklers to be added to the building. However, they are requiring that the building be outfitted with new smoke detectors in each unit, which NeMaco has included in the current electrical work, as well as add a common area fire alarm system.** NeMaco is aware of the required additional system and will purchase the system as a “design/build” contract once the project resumes construction. NeMaco was not specifically carrying the cost of this system in their budget, however the TCM budget is carrying \$40,000 for the system and there appears to be enough contingency and savings in the other line items of the Owner



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budget to be able to cover these costs. A description of and code reference for the Fire Sprinkler and Fire Alarm code and communication with the code officials is included as Exhibit H.

The Owner has provided a Hazardous Materials Report (Exhibit I), indicating the removal of a small amount of asbestos containing ceiling and floor material on the first floor. **In addition to this material and prior to final drywall completion, it is recommended that the Owner have a Mold Report commissioned. The building has had some of its windows removed for several months and mold has begun to grow in some locations on the walls. Photos of these areas may be seen at the end of the report.**

Lastly, TCM questioned the viability of the existing heating boilers in the basement of the building. The Owner and NeMaco have provided a letter from a licensed mechanical contractor certifying that the boilers are in good working condition. As a precautionary and prudent measure, the TCM budget has carried an allowance of \$5,000 for start up and any repair work that may be required for the boilers. As previously indicated, the Owner's budget has enough contingency in it to cover these costs.

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## **Rehabilitation Budgets**

***Completed Scope and Budget Amount:*** The Owner has provided a budget to complete the project, in a document referred to as “Sources and Uses” (Exhibit A). In the “Sources and Uses” the Owner has presented a budget for indirect costs of \$378,530, direct costs of \$1,730,550, and a contingency of \$149,678 for a total project hard construction cost of \$2,258,758. This figure includes an overall project, which equates to 8.36% of the hard cost construction budget. After inspecting the project site, touring the Owner’s storage units and inspecting the stored material and furniture and reviewing the submitted contracts, bids, proposals and other information provided by the Owner and GC, TCM created its own budget referred to as the , “TCM Comparative Budget”, to complete the existing rehabilitation work, which can be seen on the following pages.

***Remaining Scope and Budget Amount:*** The Comparative Budget was created using subcontracts and proposals provided by the GC as well as independent industry standard cost units for trades and scopes of work where no pricing information was received. In addition, TCM analyzed the provided subcontract and bid prices submitted by the GC and validated that the prices provided were reasonable for the market conditions and scope of work. TCM’s Comparative Budget for the entire rehabilitation totaled \$2,285,858, which is within 1.20% of the Owner’s budget. TCM’s projected costs include an overall project construction contingency of \$152,261, also equating to the same 8.36% of the hard cost construction budget.

***Overall Budget:*** The major difference between the Owner’s budget and TCM budget can be seen in the Variance Column of the Comparative Budget and consists mainly of the Fire Alarm System. The Owner will be required to install a design/build Fire Alarm System in the building which will cost approximately \$40,000. The Owner’s budget for this line item of \$3,500 is inadequate. Another difference is the TCM Comparative Budget is carrying \$10,000 for Mold Remediation, while the Owner’s budget has no monies allocated for this task. The two budgets have other variance fluctuations, both positive and negative, which are minor in nature and can be explained by costs carried in differing lines items. These variances tend to balance or “wash-out” in the overall budget as indicated by the minimum variance between the two budgets. **Based on several meetings and interviews with the GC and a thorough review of the documents provided by the GC to back-up their budget, which included executed subcontracts for completed and future work (Exhibit B), proposals for future work (Exhibit C) and obtained building, plumbing and electrical permits (Exhibit D) it is the opinion of this Consultant that the Owner has a reasonable and adequate budget for the scope of work required to rehabilitate the building as previously described.**

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***Budget Recommendations:*** Using the same “TCM Comparative Budget”, a “Percentage Complete” and “Balance to Complete”, of all rehabilitation work line items was calculated. These percentages were derived from two job walks, subcontractor telephone interviews and the documentation provided by the GC (subcontracts, invoices and various lien releases). The project is approximately 28% complete and will require approximately \$1,649,543 of funds to properly complete all remaining work, including FF&E. These figures yield a “spent to date amount”, on the project of approximately \$609,214. This figure differs from the “spent to date”, amount claimed by the Owner of approximately \$800,000, however the information provided by the Owner to substantiate the amounts paid on the project were sparse and insufficient. Using the above “Percentage Complete”, process is an industry standard and should be adequate to estimate this calculation.

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JOB NAME: Hotel Churchill AREA= \$40,000			TCM COMPARATIVE BUDGET							Dated 12/8/2009			
DESCRIPTION	Extension	Sources & Uses	Quan	Unit/Cost	Units	Sub	Current Bid	Estimate	TOTAL	Variance	% Complete	Balance to Compl.	Comments
Final Clean Up	5,000	\$5,000	02	\$50.00	Units			\$4,800	\$4,800	\$200	0%	\$4,800	
Dumpster (allowance)	40,000	\$40,000	1	\$40,000.00	LS			\$40,000	\$40,000	\$0	40%	\$24,000	Includes trash chuse
Survey	0	\$0	1	\$0.00	LS			\$0	\$0	\$0	0%	\$0	
Demolition	100,000	\$100,000	40,000	\$2.50	SF			\$100,000	\$100,000	\$0	90%	\$10,000	
Hazardous Material Monitoring/Ex	20,000	\$20,000	1	\$20,000.00	LS			\$20,000	\$20,000	\$0	0%	\$20,000	Asbestos abatement, lobby ceiling tile and flooring
MOLD REMEDIATION	0	\$0	1	\$10,000.00	LS			\$10,000	\$10,000	\$10,000	0%	\$10,000	Mold forming on walls
Grading	0	\$0	0	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	
Underground Utilities	0	\$0	0	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	
Asphalt Paving	4,500	\$4,500	1	\$4,500.00	LS			\$4,500	\$4,500	\$0	0%	\$4,500	Re-sealing & striping P-lot
Fences & Gates	0	\$0	0	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	
Landscaping	0	\$0	1	\$5,000.00	LS			\$5,000	\$5,000	\$5,000	0%	\$5,000	Misc. exterior pots & plantings
Concrete(allowance)	5,000	\$5,000	1	\$5,000.00	LS			\$5,000	\$5,000	\$0	0%	\$5,000	Misc. exterior sidewalk & SOG patching
Masonry	0	\$0	0	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	
Structural Steel	0	\$0	0	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	
Metal Fabrication	0	\$0	0	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	
Rough Carpentry/Framing	50,000	\$50,000	02	\$543.48	Unit			\$50,000	\$50,000	\$0	39%	\$32,500	Incl. framing & subfloor work
Millwork	35,000	\$35,000	1	\$35,000.00	Ea			\$35,000	\$35,000	\$0	2%	\$34,300	Lobby ADA front counter, rotted interior trim replacement, Vanities for each unit
Cabinets	14,000	\$14,000	02	\$162.17	Units			\$14,000	\$14,000	\$0	2%	\$13,720	Misc. cabinet work at several units
Insulation	0	\$0	1	\$0.00	LS			\$0	\$0	\$0	0%	\$0	
Roofing (allowance)	20,000	\$20,000	01	\$396.04	SQ			\$20,000	\$20,000	\$0	0%	\$20,000	New built up roof
Sheet Metal/Flashing	0	\$0	0	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	Included in roofing price
Sealants	0	\$0	0	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	
Doors Frames & Hardware	2,000	\$2,000	02	\$21.74	Units			\$2,000	\$2,000	\$0	0%	\$2,000	Repair and replace broken doors and hardware
Glass & Glazing/Windows	240,000	\$240,000	1	\$0.00	LS		\$239,000	\$0	\$239,000	\$1,000	0%	\$239,000	Subcontract quote
Drywall	30,000	\$30,000	02	\$300.00	Units			\$27,600	\$27,600	\$2,400	20%	\$22,000	Patch & repair units, drywall framing
Ceramic Tile	28,000	\$20,000	3,940	\$8.00	SF			\$18,240	\$18,240	\$11,760	2%	\$17,875	
Suspended/Acoustical Ceiling	5,000	\$5,000	1,200	\$2.50	SF			\$3,000	\$3,000	\$2,000	0%	\$3,000	Lobby area only
Floor Covering	63,000	\$69,500					\$61,721	\$0	\$61,721	\$7,779	2%	\$50,887	Subcontract quote
Painting/Interior	84,000	\$84,000	1	\$0.00	LS		\$81,000	\$0	\$81,000	\$3,000	2%	\$79,380	Subcontract quote
Painting/Stucco/Exterior	160,000	\$160,000	1	\$0.00	Sub	\$160,400		\$0	\$160,400	-\$400	0%	\$160,400	Stucco, ext. paint, scaffolding, pedestrian canopy
Toilet Accessories & Par.	69,700	\$8,200	09	\$108.00				\$8,196	\$8,196	\$1,504	2%	\$8,071	
Equipment	8,000	\$3,000	1	\$8,000.00	LS			\$3,000	\$3,000	\$5,000	0%	\$3,000	Misc. Plug can be used for sign re-furnishment
Window Coverings(by owner)	16,500	\$0	130	\$120.00	Ea			\$15,600	\$15,600	\$900	0%	\$15,600	
Special Construction - Elevator	422,000	\$422,000			Sub	\$422,290		\$0	\$422,290	-\$290	37%	\$285,599	OTs credited back \$8K for some demo
Mechanical HVAC	0	\$0	1	\$5,000.00	LS			\$5,000	\$5,000	\$0	0%	\$5,000	Re-start boilers and heating system.
Plumbing	99,050	\$198,800			Sub	\$188,618		\$0	\$188,618	\$109,182	93%	\$13,882	Bust in GC number
Fire Sprinklers(by owner)	0	\$0	1	\$0.00	N/A			\$0	\$0	\$0	0%	\$0	GC has confirmed sprinklers not required.
Fire Extinguishers(by owner)	7,000	\$7,000	21	\$85.00				\$1,786	\$1,786	\$5,214	0%	\$1,786	
Electrical	99,050	\$99,050			Sub	\$94,000		\$0	\$94,000	\$5,050	30%	\$65,850	
Alarm Systems	3,500	\$3,500	40,000	\$1.00	SF			\$40,000	\$40,000	\$36,500	0%	\$40,000	Fire Alarm
Engineering Fee	25,000	\$25,000	1	\$0.00	Sub	\$33,000		\$0	\$33,000	-\$8,000	100%	\$0	Elevator structural engineer
Permits and Licenses	15,000	\$15,000	1	\$15,000.00				\$15,000	\$15,000	\$0	50%	\$7,500	
PLUMBING FIXTURE INSTALL		\$45,000	177	\$280.00	Fixture			\$35,490	\$35,490	\$9,510	0%	\$35,490	
LIGHTING FIXTURE INSTALL		\$50,000	184	\$220.00	Fixture			\$40,480	\$40,480	\$9,520	0%	\$40,480	Includes ckg. fans
FF&E INSTALL		\$20,000	1,000	\$15.00	MHRS			\$15,000	\$15,000	\$5,000	0%	\$15,000	
Special Consultants	8,000	\$500	1	\$0.00		\$12,900		\$0	\$12,900	-\$12,400	100%	\$0	Plumbing designer

COST BREAKDOWN PREPARE	1,676,300	\$1,791,050	SUBTOTAL		\$808,187	\$871,721	\$641,400	\$1,621,396	\$30,259	30%	\$1,276,129
General Conditions	92,800	\$60,700		5.00%			\$91,000	\$91,000	-\$300	30%	\$62,861
Project Manager: Nemat Arjomast	104,495	\$104,239		6.00%			\$107,457	\$107,457	-\$219	30%	\$75,410
Direct Phone # (658) 525-5554	90,716	\$66,473		6.00%			\$91,086	\$91,086	-\$1,370	30%	\$65,808
Email: nemat@nemacc.us	24,679	\$24,618		1.25%			\$22,786	\$22,786	\$1,832	30%	\$15,977
	8.36%	\$149,678		8.36%			\$162,281	\$162,281	-\$2,583	0%	\$162,281
<b>TOTAL=</b>	<b>\$1,990,989</b>	<b>\$2,258,797</b>	<b>TOTAL=</b>				<b>\$2,285,058</b>			<b>28%</b>	<b>\$1,649,340</b>

Difference between budgets: 1.20% \$908,214 Estimated spent to date

KEY  
 Sub: subcontract amount  
 Current Bid: There is a current bid reflecting this amount  
 Estimate: TCM Industry Standard Estimate

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## Schedule

***Proposed Rehabilitation Schedule:*** The Owner has requested an extension of 9 months to complete the remaining rehabilitation work, per their submitted extension request schedule dated 10/30/09, (see NeMaco schedule on following two pages). In order to properly analyze the amount of time required to complete the project, TCM has created its own schedule (see TCM's schedule on following page). Based on the balance of items to complete, TCM calculates the remaining work will require approximately 7 months. The TCM schedule contemplates a project re-start date of February 1, 2010, which would give all parties adequate and reasonable time over the holidays to accomplish required closings and re-mobilize.

***Areas to Improve Rehabilitation Schedule:*** The Owner's schedule is broad in nature and consists of major work task items and does not break the schedule into more specific work requirements. Without the appropriate level of detail, the Owner's broad brush approach to the schedule causes them to miss opportunities to expedite certain trades and perform other tasks simultaneously. In addition, some of the Owner's task items have durations that are excessive. These tasks include the following:

- Framing and Drywall for 149 days or 21 weeks. This task, should take no more than 10 weeks, as the majority of floors 2, 3 and 4 have been completed thru drywall hanging.
- Electrical, from the Owner's re-start date of 1/1/09, has a duration of approximately 12 weeks. This task should take no longer than 7 weeks including fixture installation.
- Interior painting for 130 days or 18.5 weeks. This task should take no more than 4 weeks by a competent painting subcontractor.
- Installation of FF&E for 40 days or 5.7 weeks. This task should take 1 week.
- Final Cleanup for 20 days or 3 weeks. This task should take 1 week.

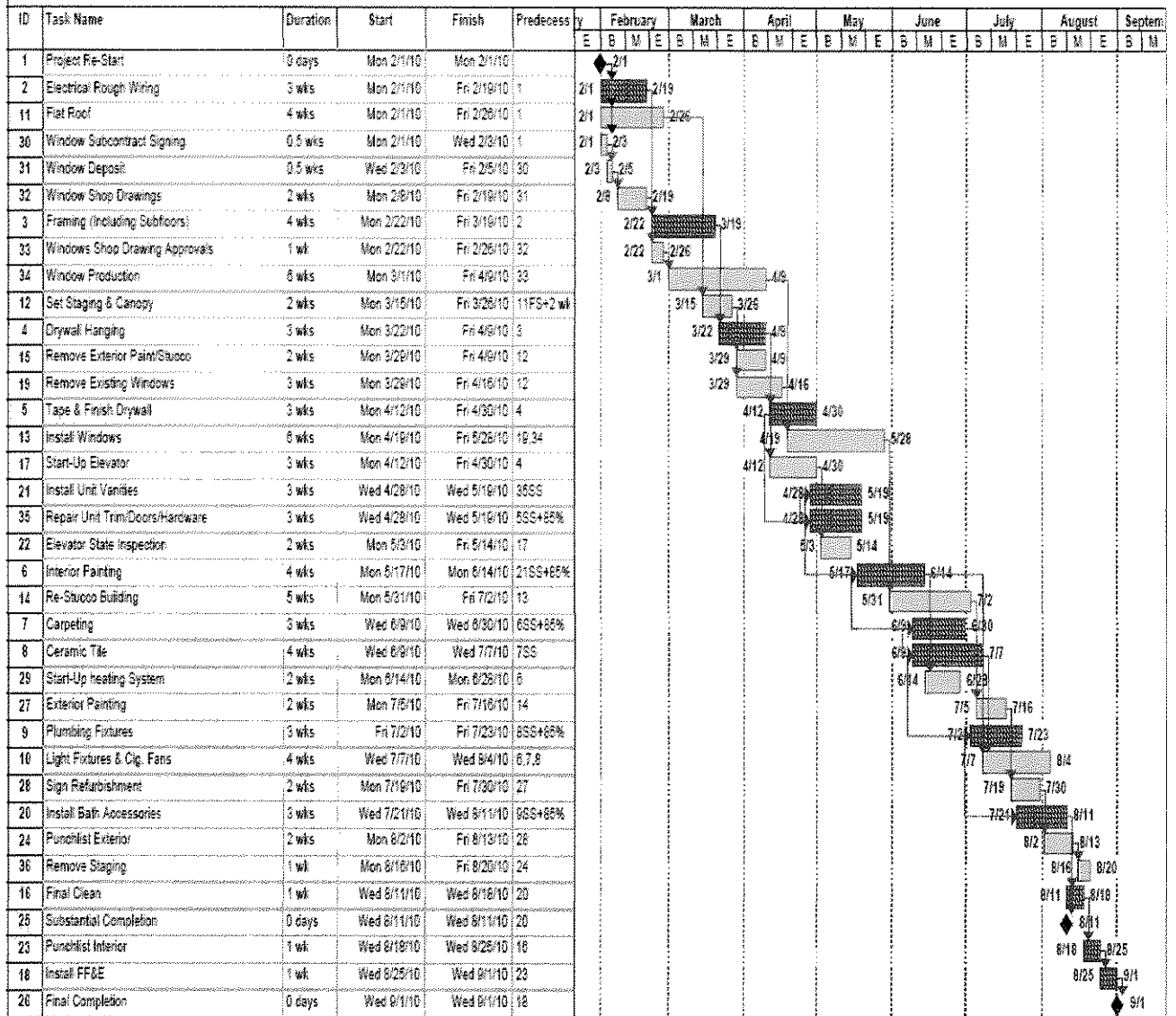
The critical path in the TCM schedule runs from electric rough wiring, through framing, drywall and interior finishes as shown by the red cross-hatched bars. This assumes that the GC efficiently contracts and procures the windows in a timely manner once the project is re-started. Any delay to the window procurement and production could shift the critical path to the exterior of the building, where less controllable variables such as weather come into play, increasing the risk to the schedule.

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827 C Street  
San Diego, CA  
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Project Start Date: Mon 2/1/10  
Completion Date: Wed 8/1/10  
Plot Date: Tue 12/8/09

Task	Summary	Roll Up Progress	Roll Up Split
Critical Task	Roll Up Task	External Tasks	External Milestone
Progress	Roll Up Critical Task	Project Summary	Deadline
Milestone	Roll Up Milestone	Split	



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## **General Contractor Evaluation**

The General Contractor for the project is NeMaco, Inc. They are a small general contractor, specializing in hotel renovation work. The owner of the firm is Mr. Nemat Anjomshoaa, who also acts as the Hotel Churchill project manager. During my two meetings and project tours with Mr. Anjomshoaa, I found him to be knowledgeable about the project and well versed in all required codes. The project work completed to date appears to be done in a neat, orderly and sequential manner revealing NeMaco's experience in this type of construction and engineering (please see photos at the end of the report). Further investigations revealed that the verbal information provided by Mr. Anjomshoaa during both of our on site meetings was later corroborated by documentation sent by him via e-mail. In the majority of instances the General Contractor performed as they indicated they would during my peer review. Although my interactions were brief, I found NeMaco to be competent, reasonable and transparent.

In the course of TCM's peer review, the following documents were requested of and provided by the Owner to TCM and the SDHC:

1. Exhibit A: Require separate budget from Owner for Owner supplied labor for installation of FF&E, F&I plumbing fixtures and electric light fixtures.
2. Exhibit B: Contracts and lien releases for completed Work. Including architectural and engineering work. Provide insurance certificates for all subs working on the project.
3. Exhibit C: All bids, scopes and spreadsheets on contracts that have yet to be purchased.
4. Exhibit D: All design documents: Architectural, Structural's, Mechanicals, Plumbing & Electricals. All stamped permit drawings as well as all permits.
5. Exhibit E: References and AIA A305 Qualification form for GC.
6. Exhibit F: Copy of Historic Resource Boards approval from there September 2nd Design Assistance Subcommittee meeting.
7. Exhibit G: Copy of GC's contract w/J&J and GC's insurance certificate



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8. Exhibit H: Provide written letter from SD Fire Authority and AHJ's that upgraded fire alarm and sprinkler system is not required for this rehabilitation.
9. Exhibit I: Hazmat study for interior and exterior of the building.
10. Exhibit J: Provide written report from credible 3rd party engineering company that the existing boilers operate correctly and that the heating system is in proper working order.
11. Exhibit K: Code information regarding ADA compliance.
12. All shop drawings and submittals to date.

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Photos



Typical hotel corridor



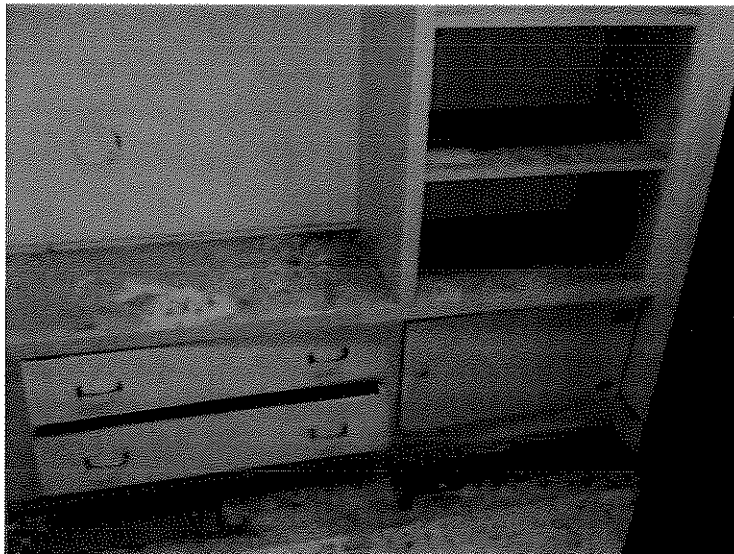
Exterior elevation, showing trash shoot.

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Mold on drywall at exterior wall.



Resident unit closet shelving

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Existing flat roof (to be replaced)



Rooftop sign (to be refurbished)

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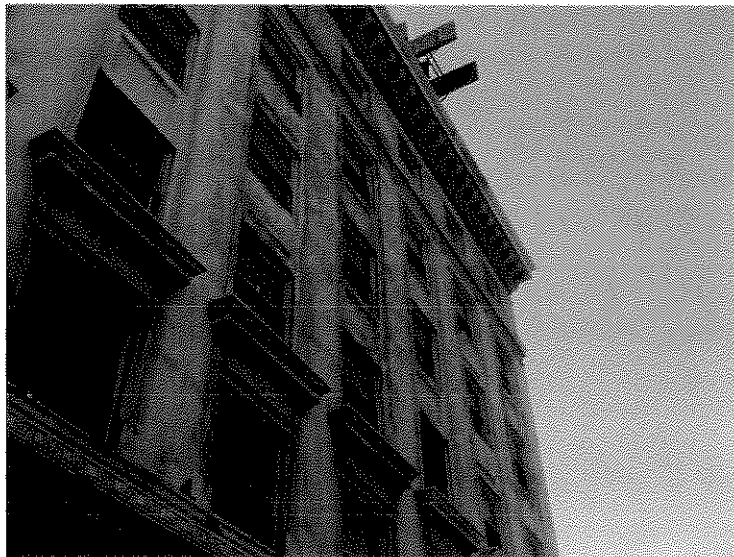
Elevator over ride at roof



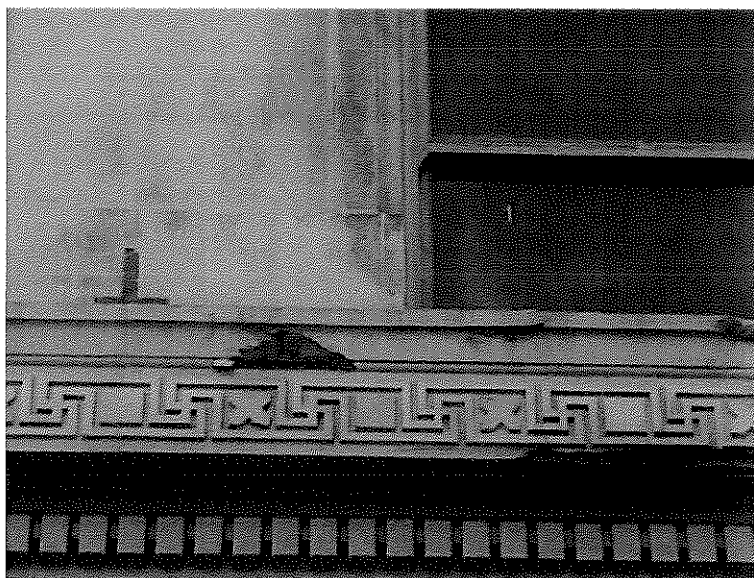
Exterior elevation of rear building showing trash chute.

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Exterior elevation of front of building.



Exterior elevation showing stucco repair required.

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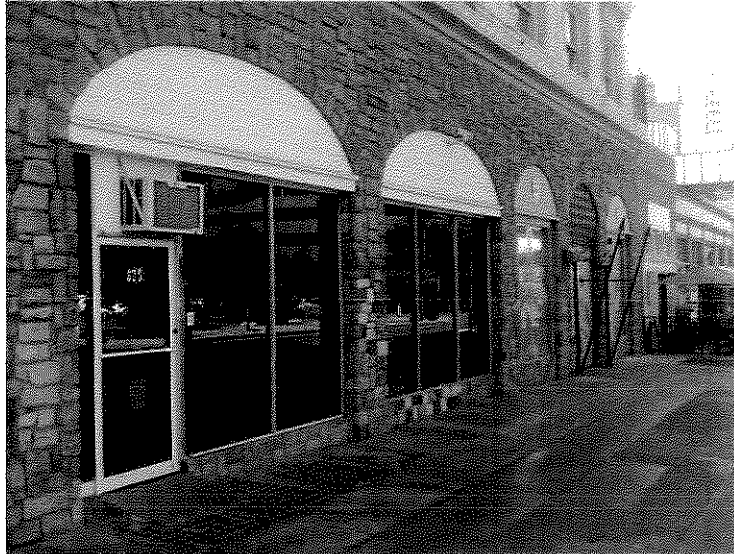
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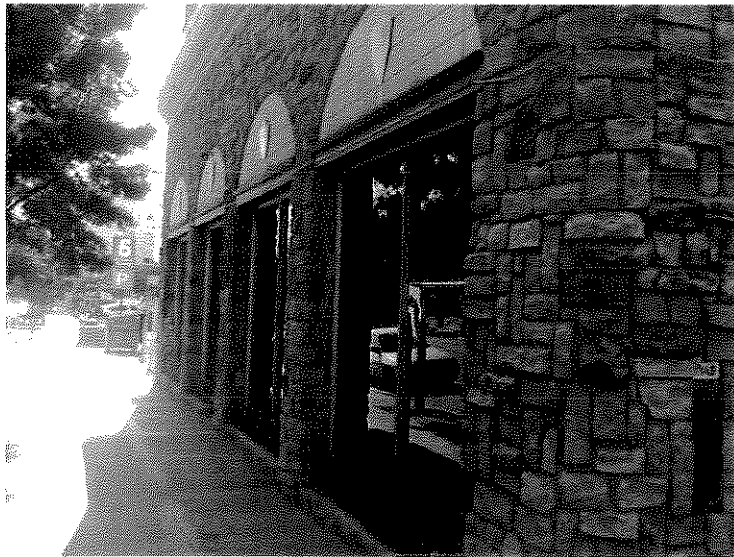
Exterior elevation showing peeling paint/stucco.



Exterior elevation showing fire escape.



Ground floor elevation front of building.

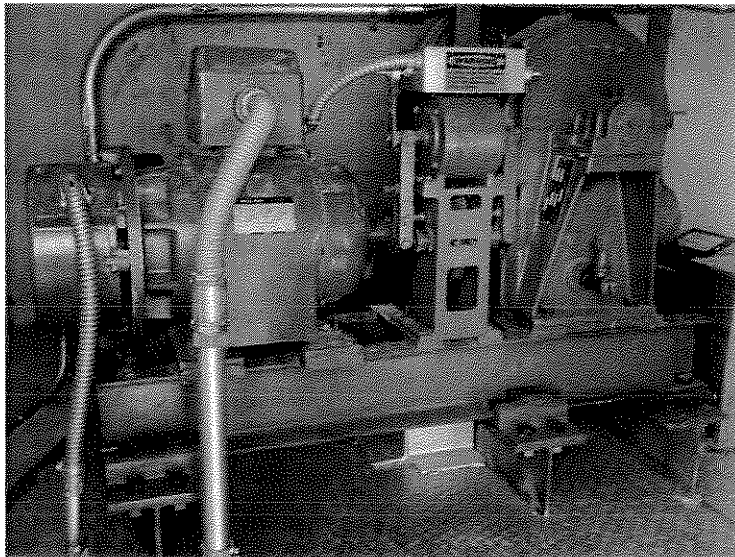


Ground floor elevation front of building.

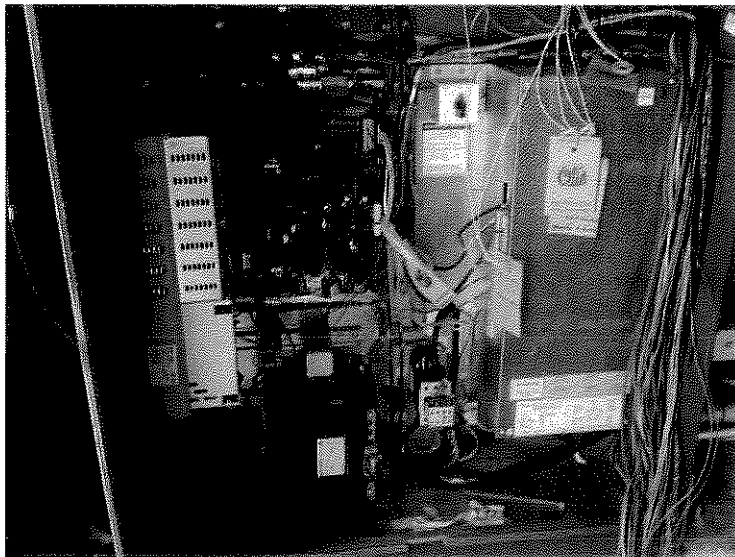


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Elevator machine room equipment.



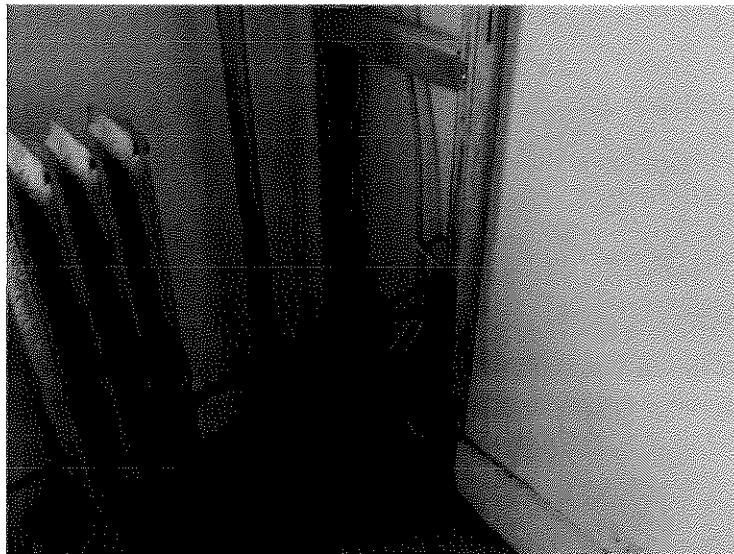
Elevator head end equipment and controller.

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Steps to elevator machine room.



Framing for electrical chase at typical unit.

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Framing for electrical chase and soffit.



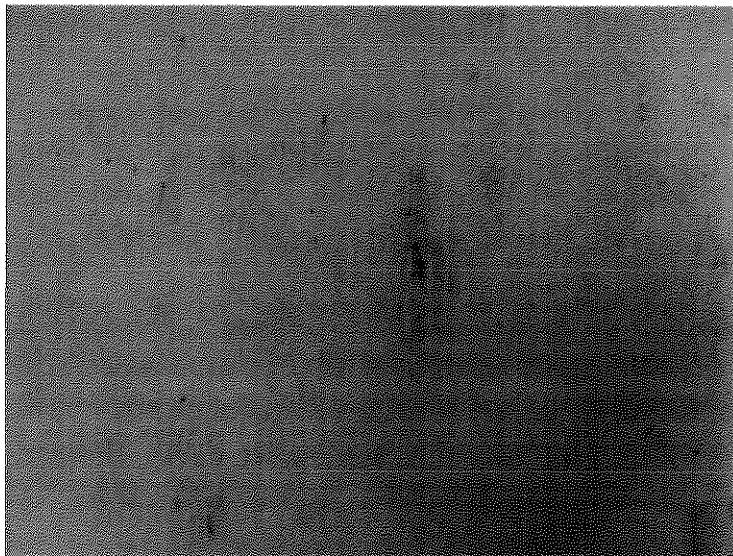
Demolition to replace plumbing waste and vent pipes.

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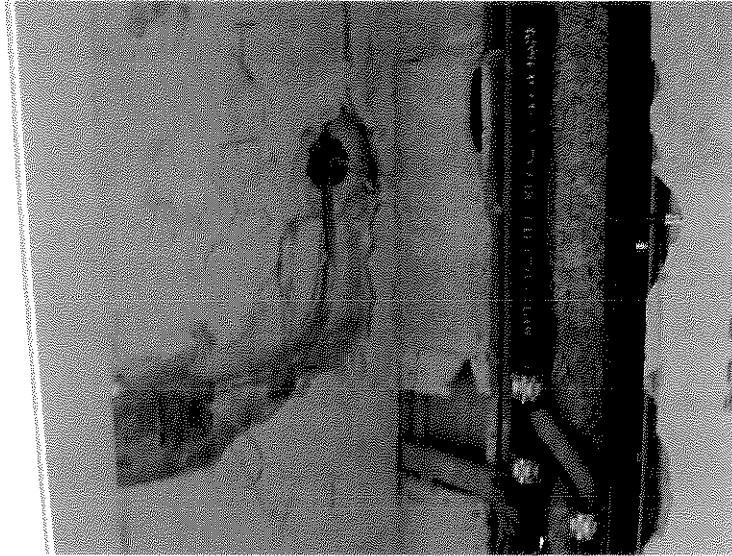
Typical unit rotted baseboard.



Signs of mold on drywall in unit.

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Selective demolition for plumbing rough piping.



Typical corridor showing electric wiring above doors.

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Common area bathroom, toilet location with tub on left.



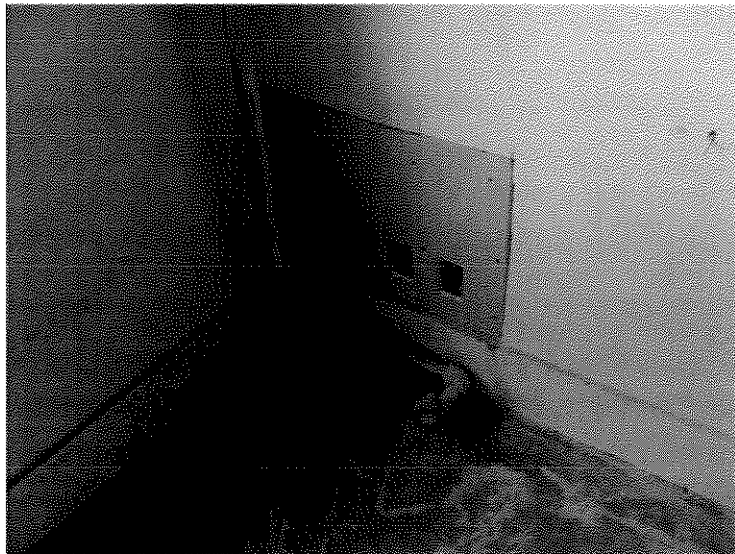
Selective demolition for plumbing waste and vent stacks.

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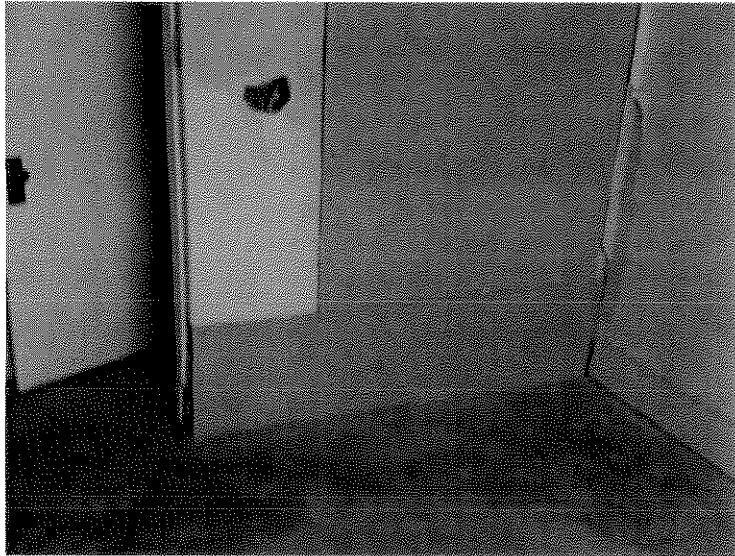
Typical soffit in corridors for electric wiring.



Patched drywall area in unit at new electrical rough-in.

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Patched drywall in unit at where plumbing rough was replaced.

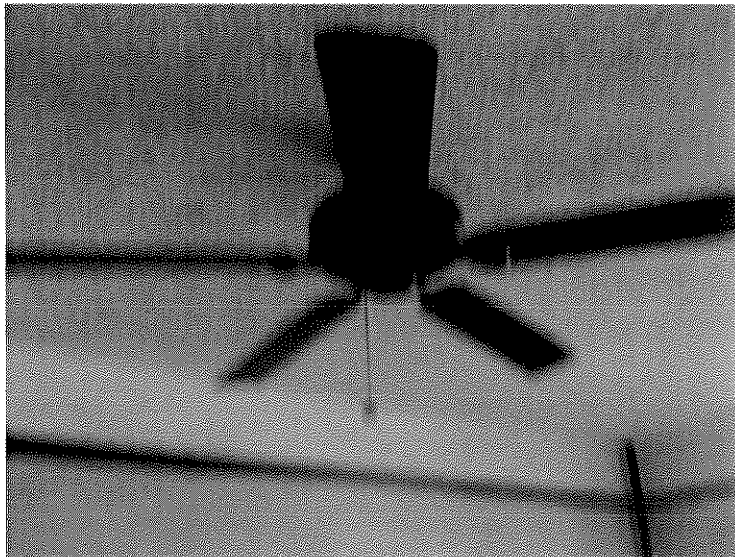


Unit drywalled soffit and chase for electrical rough additions.



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New ceiling fan mounted in model unit.



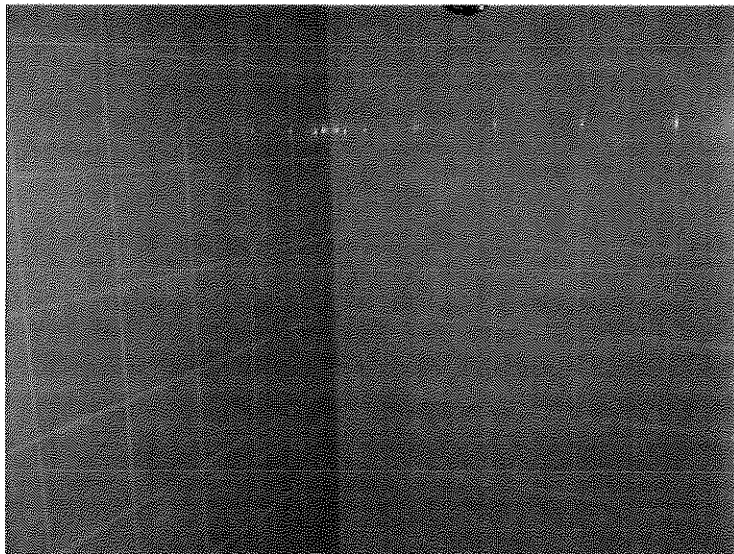
New sink and vanity at model unit.

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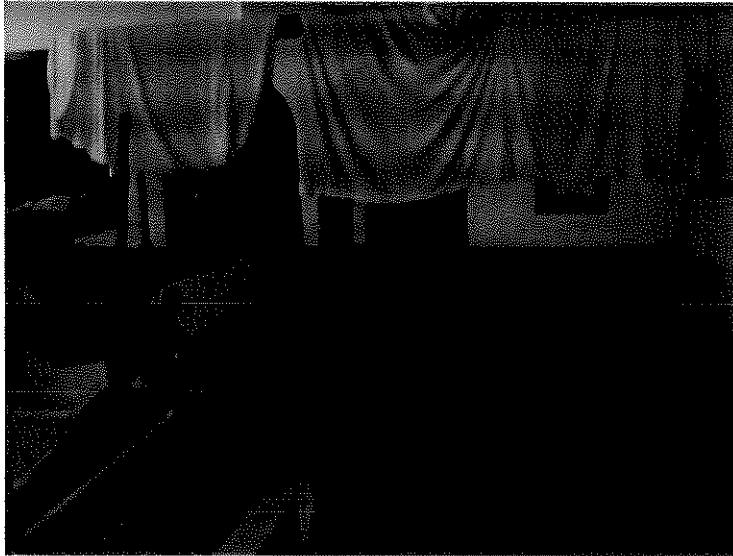
Finished bathroom at model unit.



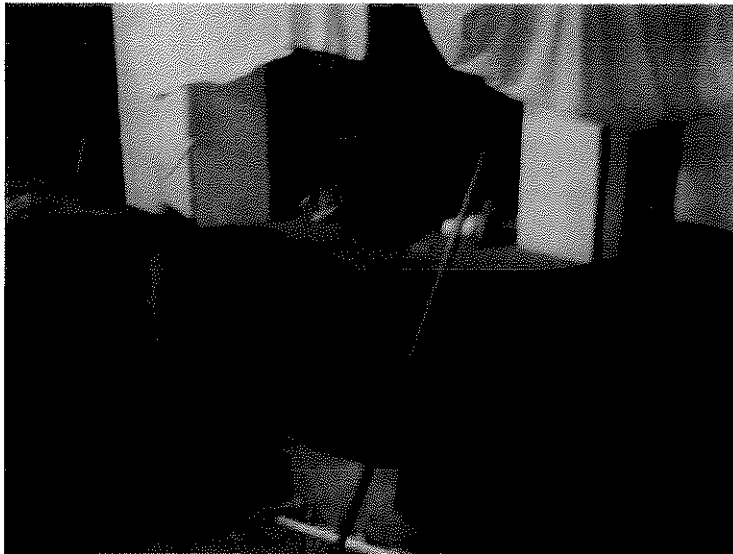
Tiled shower at model unit.

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Elevation of lobby counter area.



Lobby existing front desk/counter

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Appliances in basement.



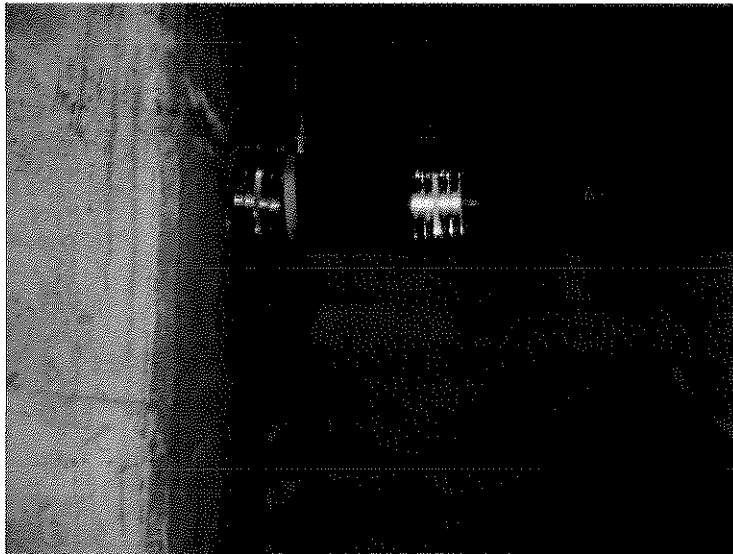
Existing boiler

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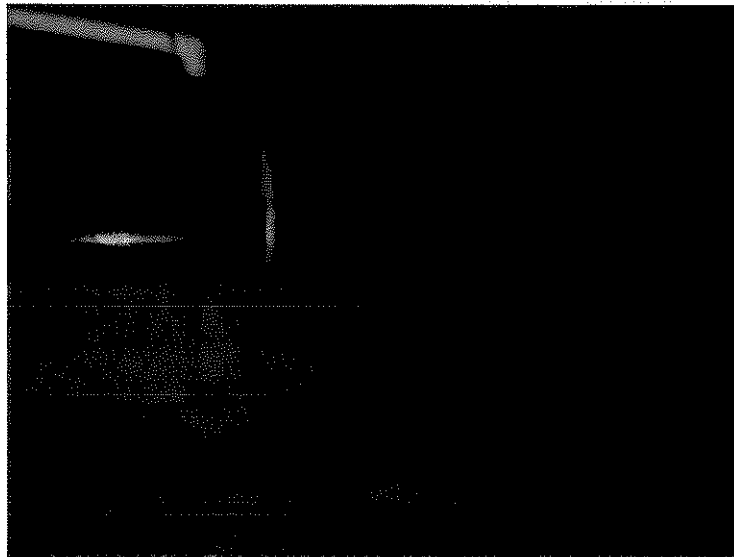
Existing boiler.



Newly replaced sewer waste lines in basement.

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New waste and vent lines in basement.



Elevator shaft with new rails.

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Existing commercial laundry dryer in basement.



Existing commercial washing machine in basement.

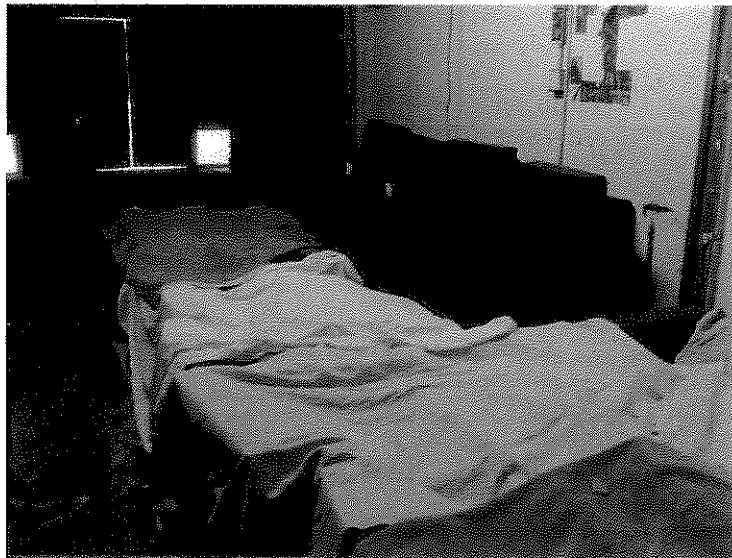
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## Stored Materials



Stored bureaus for residential units





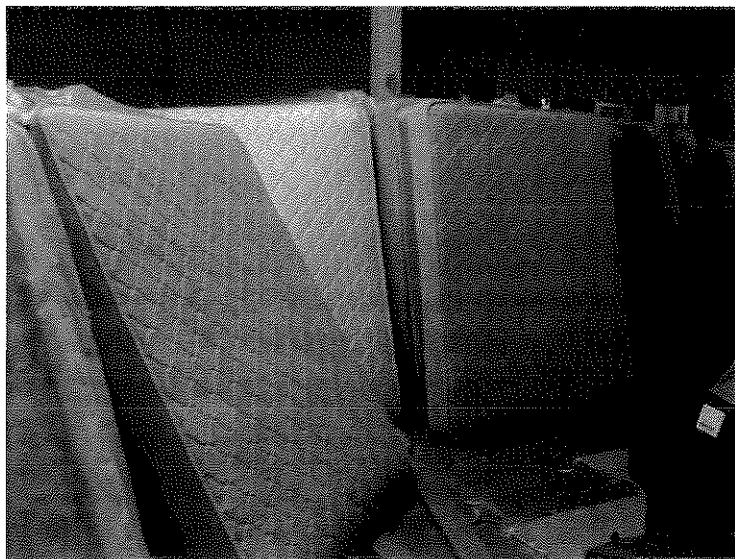
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Stored television sets for units.



Stored television sets for units.



Stored mattresses for units.

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Stored bureaus for units.



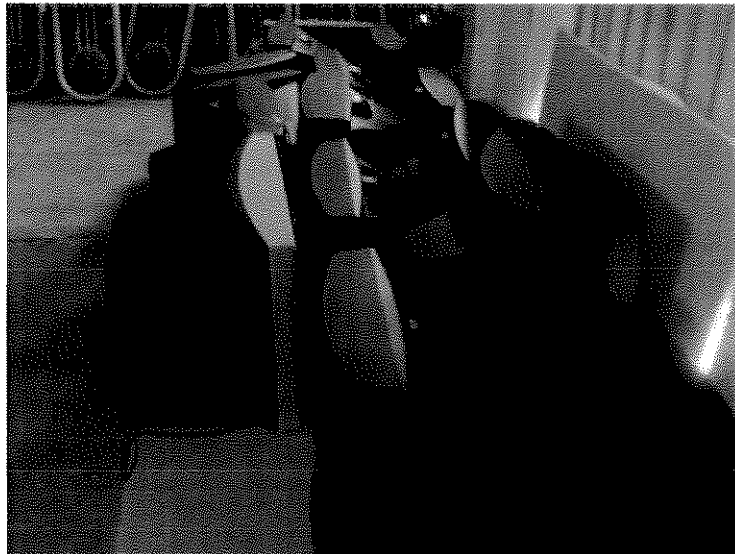
Stored mattresses and chairs for units.

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Stored mattresses for units.



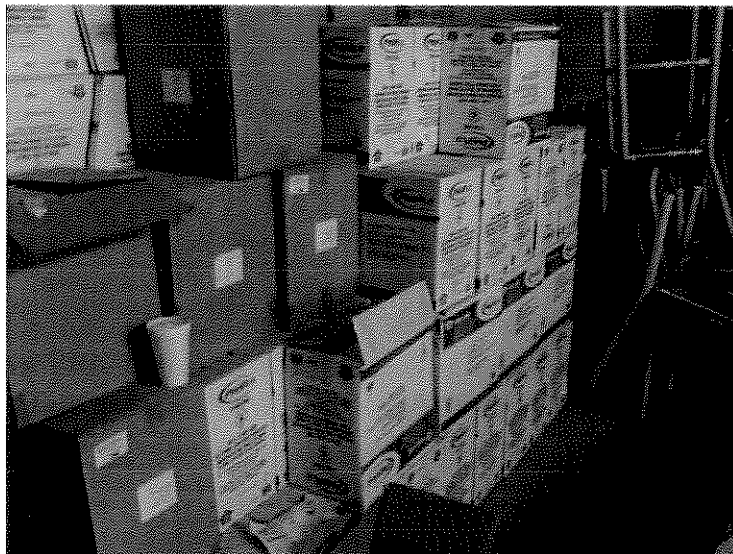
More stored televisions for units.

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Couch for lobby area.



Stored new toilets for units and common area bathrooms.

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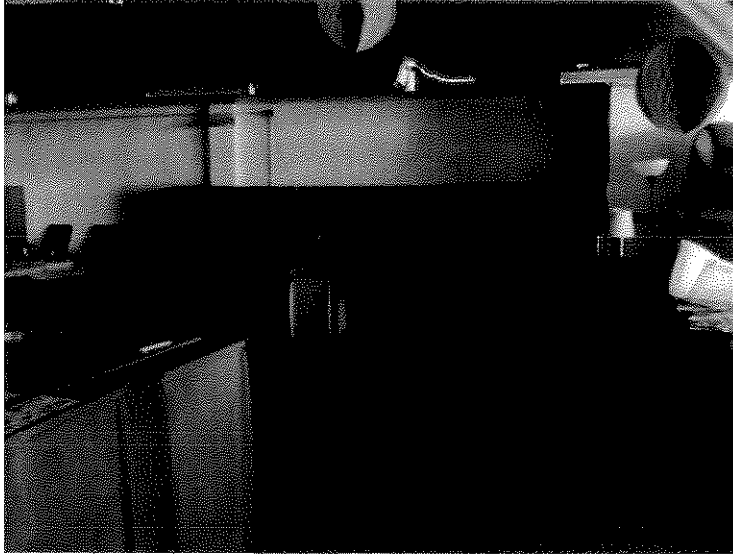
Box of stored toilet.



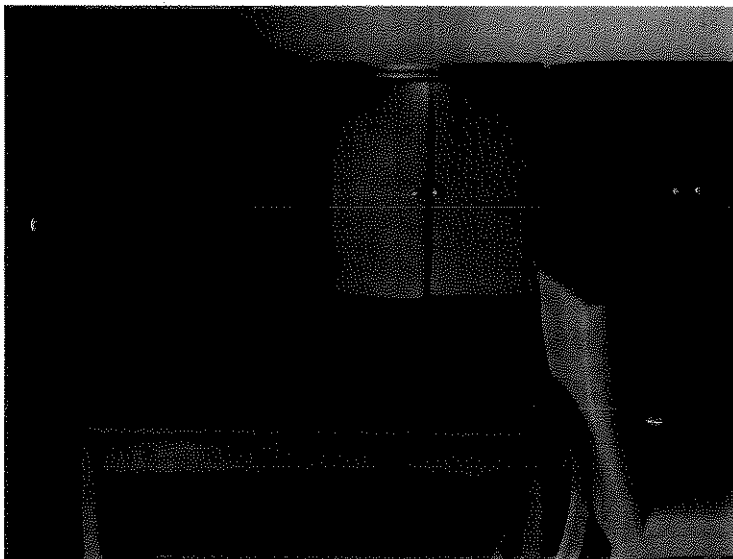
Stored drywall.

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Stored desks and armoires for units.



Stored desks and armoires for units.

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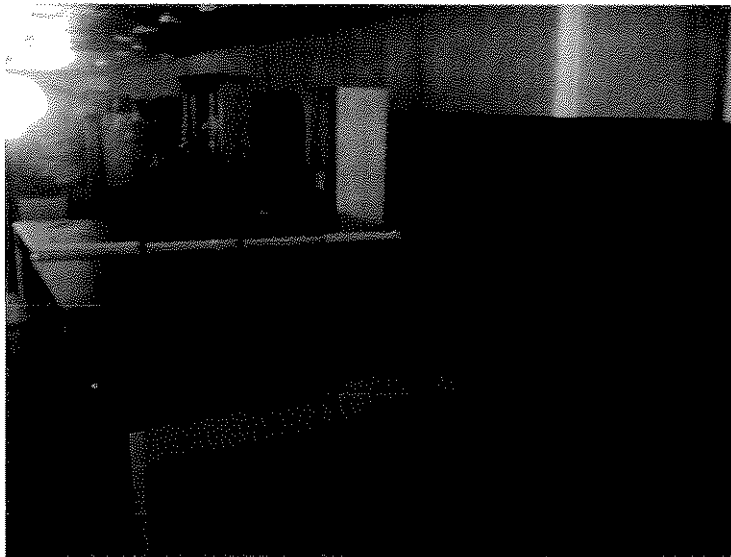
Stored lamps for units.



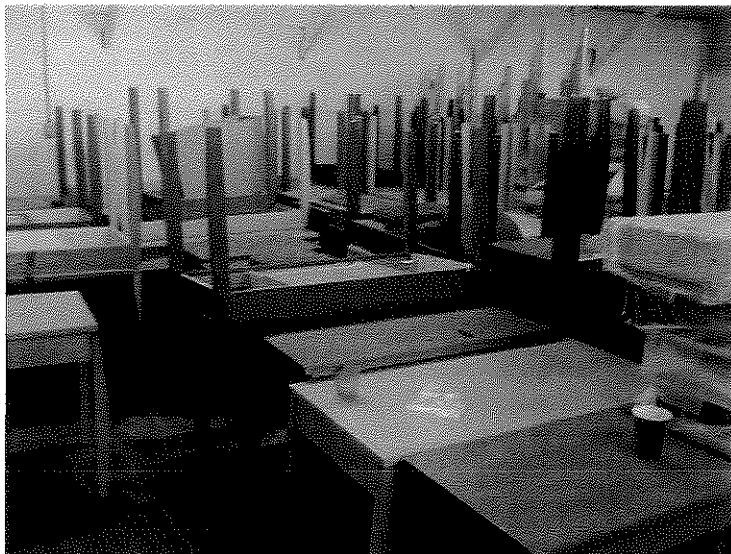
Stored desks and armoires for units.

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Stored desks and armchairs for units.



Stored desks for units.



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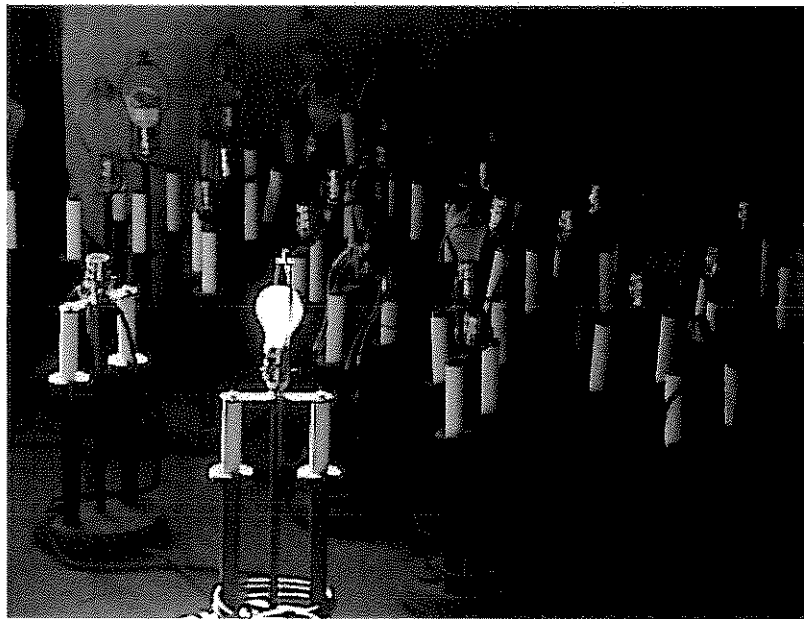
More stored furniture.



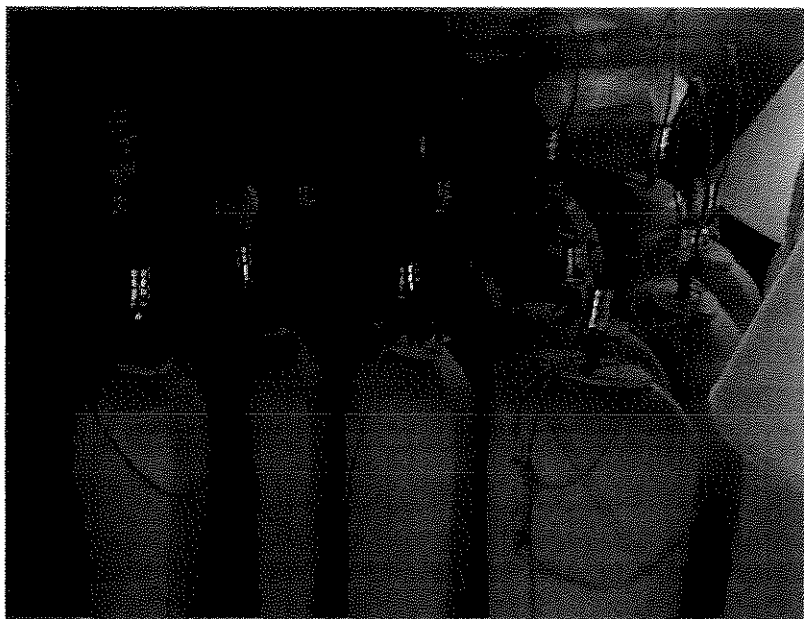
Stored bureaus for units.

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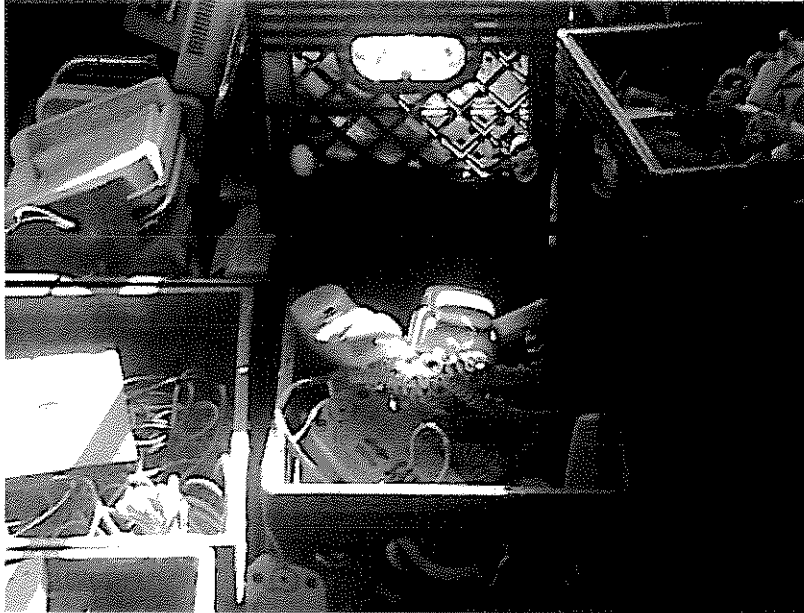
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Stored lamps for units.



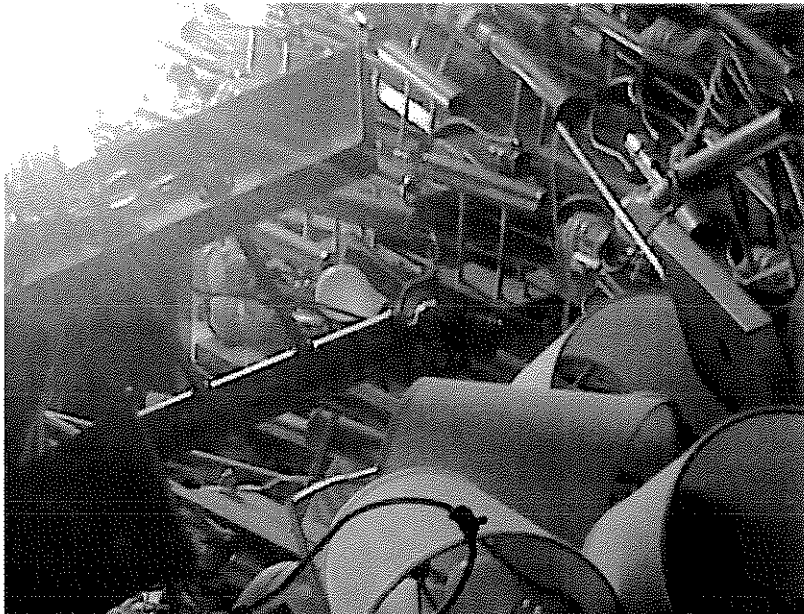
Stored lamps for units.



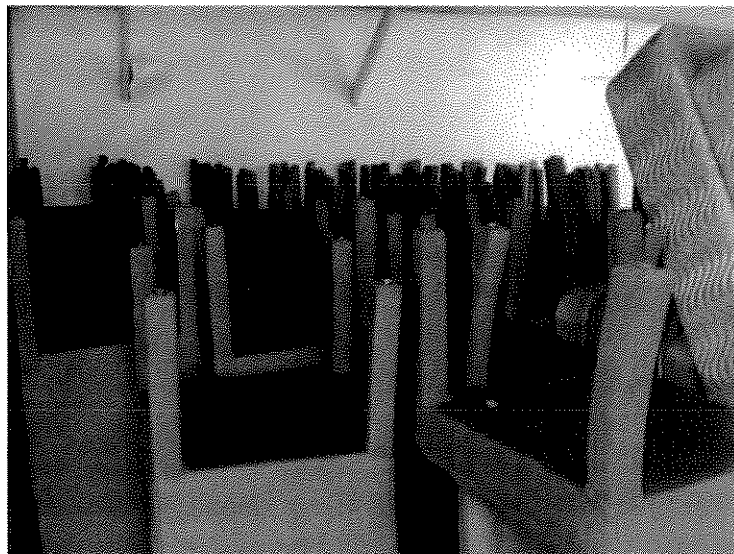
Stored telephones for units.

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Stored lights for units.



Stored chairs for units.

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Stored picture frames for units.

Tatum Consulting & Management, LLC

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**Exhibits and Supporting Documents**