

2016

PUBLIC HEALTH & SAFETY BOND

Quarterly Update



San Francisco
Health Network

SAN FRANCISCO DEPARTMENT OF PUBLIC HEALTH



ZUCKERBERG
SAN FRANCISCO GENERAL
Hospital and Trauma Center

Full Health Commission (Virtual)
June 15, 2021

Topics & Presenters

Bond Overview– Mark Primeau (DPH)

**Budget/Bond Sales and Bond Component Budget
- Mark Primeau (DPH)**

**Historical Costs and Bond Program Impacts
– Mark Primeau/Terry Saltz (DPH)**

**COVID-19 Impacts and Strategies to Manage Budget Challenges;
Project Updates
- Terry Saltz (DPH) / Joe Chin (SF Public Works)**

**Coordination w/ UCSF Research Center Project
- Mark Primeau (DPH)/Alicia Murasaki, (UCSF)**

1st and 3rd Bond Sales Budget and Allocation

Public Health and Safety Components/Projects		Bond Authorization	Original Bond Budget	1st Bond Sale	3rd Bond Sale
1	ZSFG Building 5 Seismic Upgrade and Outpatient Improvements Program (DPH)	\$222,000,000	\$218,723,000	\$112,055,942	\$107,680,514
2	Southeast Health Center Renovation (Phase 1) and New Addition (Phase 2) Program (DPH)	\$30,000,000	\$29,700,000	\$18,239,644	\$11,599,626
3	Community Health Centers Improvement Program (Various Locations) (DPH)	\$20,000,000	\$19,800,000	\$16,185,710	\$3,710,291
	Oversight, Accountability, and Cost of Issuance*	\$0	\$3,777,000	\$1,327,691	\$841,719
	Total	\$272,000,000	\$272,000,000	\$147,808,987	\$123,832,150

* \$3.7M is an estimated amount allocated for General Obligation bond related costs (oversight, accountability, COI, etc.). The amounts listed under 1st and 3rd Bond Sales are actual amounts.

Bond Sales

	1st Bond Sale	3rd Bond Sale	Total
	Jan-17	Oct-20	
Sale Amount (All PHS components)	\$173.1 M	\$126.9 M	\$300.0 M ³
% Rate	2.99%	2.53%	
Budget (DPH components only)	\$148.0 M	\$124.0 M	\$272.0 M ²
Expended/Encumbered	\$134.1 M ¹	\$5.1 M ¹	\$139.2 M ¹
% Expended/Encumbered	90%	3%	50%

1. PeopleSoft financial data as of 3-31-2021. Financial data are subject to revision based on ongoing Public Works labor and non-labor clean-up effort).
2. The Budget numbers indicated are only showing the DPH portion of the bond, totaling to \$272 M
3. The Total Sale Amount does not include 2nd Bond Sale amount because it did not include any DPH components

Project Budget: ZSFG Building 5

Total Budget: \$222 Million

	Bond Budget	Other Fund Sources ⁵	Bond Expended as of 3/31/2021 ³	% Expended/Budget	Bond Encumbered as of 3/31/2021 ^{3, 4}	% Bond Expended+ Encumbered/Budget	Bond Forecast
Purchase, Construction, & Mobilization	\$140,336,852	\$11,400,000	\$22,475,466	16.0%	\$4,436,362	17.7%	\$140,336,852
Project Control	\$61,075,172	\$0	\$49,644,419	81.3%	\$5,503,837	90.3%	\$61,075,172
Other Program Costs ²	\$5,000,000	\$0	\$0	0.0%	\$0	0.0%	\$5,000,000
Finance Costs ¹	\$4,187,977	\$0	\$1,327,691	31.7%	\$0	31.7%	\$4,187,977
Total	\$210,600,000	\$11,400,000	\$73,447,576	34.9%	\$9,940,199	37.6%	\$210,600,000

1. Finance Costs include Underwriter's discount, cost of issuance, GO oversight committee fee, Controller's audit fees, totaling \$1,327,691. Because the total Finance costs for the 1st sale include all 3 agencies and 3rd sale includes 2 agencies, DPH has segregated out it's portion of the finance costs.
2. Other Program costs include Project Contingency
3. PeopleSoft financial data as of 3-31-2021. Financial data are subject to revision based on ongoing Public Works labor and non-labor clean-up effort.
4. \$16.3M has been reallocated from Building 5 component to fund CHC Projects
5. Other Fund Sources include \$11.4M (2020 HR Bond); capital campaign, SFGH Foundation (\$TBD); bond interest earnings, etc.

Project Budget: Community Health Centers

Total Budget: \$50 Million

	Bond Budget	Other Fund Sources ⁵	Bond Expended as of 3/31/2021 ³	% Expended/Budget	Bond Encumbered as of 3/31/2021 ^{3, 4}	% Bond Expended+ Encumbered/Budget	Bond Forecast
Purchase, Construction, & Mobilization	\$36,360,202	\$7,215,000	\$17,185,510	39.4%	\$20,014,689	85.4%	\$36,360,202
Project Control	\$12,639,798	\$7,215,000	\$16,829,919	84.8%	\$921,480	89.4%	\$12,639,798
Other Program Costs ²	\$500,000	\$0	\$0	0.0%	\$0	0.0%	\$500,000
Finance Costs ¹	\$500,000	\$0	\$841,719	168.3%	\$0	168.3%	\$500,000
Total	\$50,000,000	\$14,430,000	\$34,857,149	69.7%	\$20,936,168	86.6%	\$50,000,000

1. Finance Costs include Underwriter's discount, cost of issuance, GO oversight committee fee, Controller's audit fees, totaling \$841,719. Because the total Finance costs for the 1st sale include all 3 agencies, DPH has segregated out its portion of finance.
2. Other Program Cost include Project Contingency
3. PeopleSoft financial data as of 3-31-2021. Financial data are subject to revision based on ongoing Public Works labor and non-labor clean-up effort.
4. \$16.3M has been allocated from ZSFG Building 5 Component to CHC Projects
5. Other Fund Sources includes FEMA (\$1.6M), PUC (\$750K), Mayor's Budget Office (\$1.8M), MHSA (\$3.2M), OCII (\$2M), program contingency (\$2.5M), bond interest earnings (\$ TBD), etc.

HISTORICAL PROJECT COSTS ON ZSFG CAMPUS

Historical Cost Data

2008 SFGH Rebuild Project (Bids in 2009)

Type: New Construction
Size: 538,220 sq ft
Construction Cost: \$682,524,880
Constrn Cost per Sq. Ft: \$1,268

ZSFG Rehabilitation Department (Bid in 2017)

Type: Tenant Improvement
Size: 12,800 sq ft
Construction Cost: \$12,400,000
Constrn Cost per Sq. Ft: \$969

Current Cost Data (based on preliminary bid pricing)

ZSFG Dialysis Relocation (Bidding in 2021)

Type: Tenant Improvement
Size: 11,257 sq ft
Construction Estimate: \$9.3M
Constrn Cost per Sq. Ft: \$826
Prelim Costs (based on bids): \$14.4M
Constrn Cost per Sq. Ft: \$1,279 sq ft

ZSFG Public Health Lab (Bidding in 2021)

Type: Tenant Improvement
Size: 15,421 sq ft
Construction Estimate: \$13.0M
Constrn Cost per Sq. Ft: \$843
Prelim Costs (based on bids): \$19.8M
Constrn Cost per Sq. Ft: \$1,284 sq ft

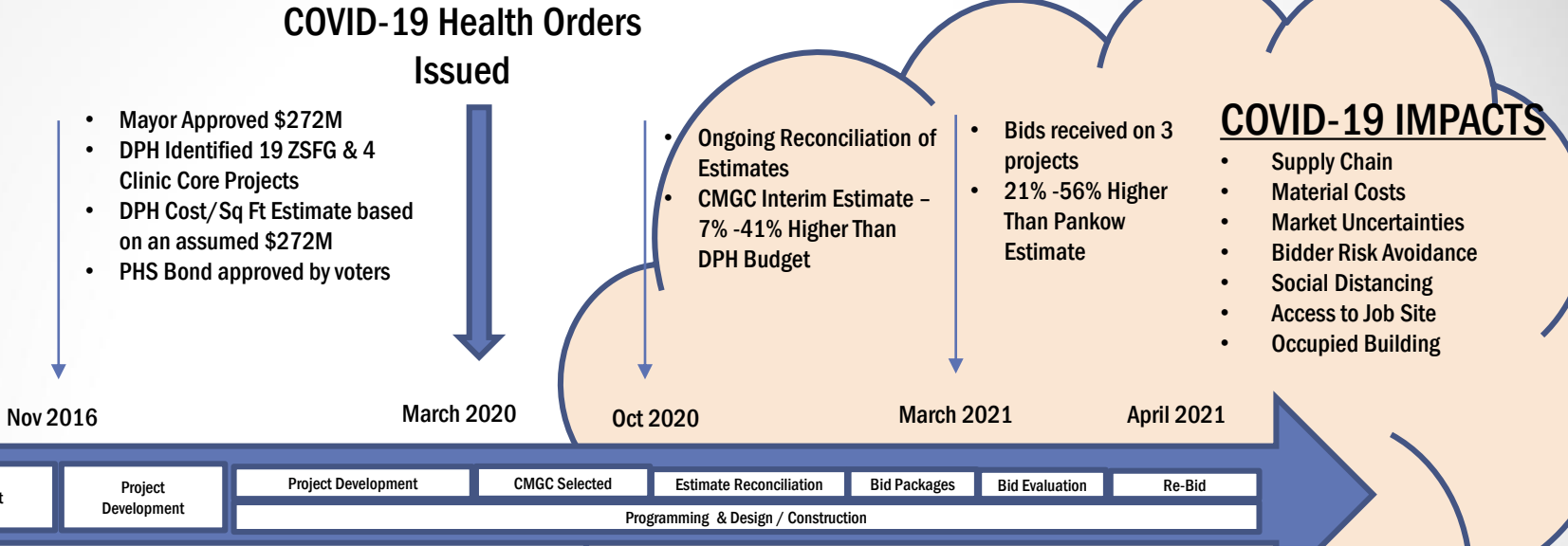
CURRENT CONSTRUCTION COSTS SUMMARY

	DPH Budget	City Cost Estimate	Pankow Budget	Actual Bid Prices*	Delta (Bid vs Budget)	Delta (%)
P1 - Seismic Upgrade	18,930,538	19,309,120	19,693,108	22,880,785	3,950,247	21%
P2 - Dialysis	9,300,000	10,213,549	10,553,205	14,406,526	5,106,526	55%
P3 - Public Health Lab	13,000,000	14,999,920	15,620,474	19,828,148	6,828,148	53%
	41,230,538	44,522,589	45,866,787	57,115,459	15,884,921	39%

*Bid pricing for some trade scopes are still subject to change pending final negotiation and completion of bidding

BOND PROGRAM IMPACTS

**2015
DPH Capital
Project
Estimate
\$535M**



- Planned Core Projects**
- Chinatown Public HC (CPHC)
 - Castro Mission HC
 - Maxine Hall HC
 - Southeast HC
 - ZSFG B5 Seismic Improvement
 - ZSFG B5 Infrastructure Improvement
 - ZSFG B5 Clinical Improvement
 - ZSFG B5 IT Improvement

- ZSFG bond budget reduction to support shovel-ready HC projects
- Projects Deferred: CPHC; ZSFG: 4E, MHRC, Fire Sprinkler, Mechanical
- Cost Estimate Impacted Project Scopes
- Ongoing Cost Estimates at Design Milestones

Dec 2020

- Estimate reconciliation results in increase project costs

Unforeseen Impacts

- Code changes reduces seismic performance to SHR-4
- City Planning - Historical review of clinics due to building age
- Enabling Work - Temporary Clinics during construction
- Existing hazardous materials
- Aging infrastructure

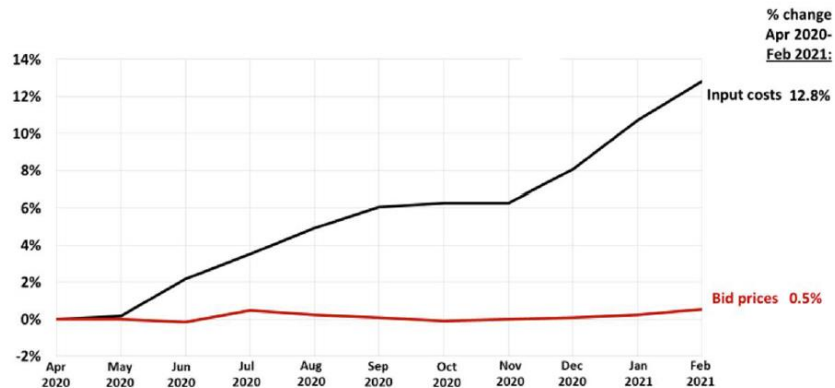
COVID-19 IMPACTS ON PROJECT COSTS

Cost Driver #1 – Unprecedented material cost escalation

- Since April 2020, material prices (contractor input costs) have steadily increased by nearly 13%.
- Diesel fuel PPI (producer price index) has increased more than 114% between April 2020 and Feb 2021
- Examples: Lumber and plywood – 62%; copper – 37%; steel mill products – 20%
- Production cannot keep up with demand due to factory shutdowns and material shortage

FIGURE 1

Change in construction input costs and bid prices
April 2020-February 2021



Source: Bureau of Labor Statistics, producer price indexes (PPIs) for new nonresidential building construction (bid prices) and inputs to nonresidential construction (input costs), not seasonally adjusted



CONSTRUCTION INFLATION ALERT

The construction industry is currently experiencing an unprecedented mix of steeply rising materials prices, snarled supply chains, and staffing difficulties, combined with slumping demand that is keeping many contractors from passing on their added costs. This combination threatens to push some firms out of business and add to the industry's nearly double-digit unemployment rate.

The situation calls for immediate action by federal trade officials to send tariffs and quotas that are adding to price increases and supply shortages. Officials at all levels of government need to identify and remove or lessen any unnecessary or excessive impediments to the importation, domestic production, transport, and delivery of construction materials and products. Project owners need to recognize how much conditions have changed for projects begun or awarded in the early days of the pandemic or before and to consider providing greater flexibility and cost-sharing. Contractors should become even more vigilant about changes in materials costs and expected delivery dates and should communicate this information promptly to current and prospective clients.

This report is intended to provide all parties with better understanding of the current situation, the impact on construction firms and projects, its likely course in the next several months, and possible steps to mitigate the damage. The document will be revised to keep it timely on conditions change. Please send comments and feedback to AGC of America's chief economist, Ken Simonson, ken.simonson@agc.org.

2021

www.agc.org

12.8%

Input costs for general contractors have soared nearly 13% from April 2020 to February 2021

12.9%

In the past price inflation, materials costs experienced an annual growth rate increase of 12.9% in September 2008

COVID-19 IMPACTS ON PROJECT COSTS

Cost Driver #2 – Construction market shifting to residential construction

- Residential construction has increased by 21% since April 2020
- Contractors appear to be shifting project portfolios to residential projects during this volatile economy.
- Premium price to attract Contractors to commercial projects, especially hospital construction projects.

21%

Residential construction spending jumped 21% from January 2020 to January 2021

Cost Driver #3 – Construction in Building 5 is challenging

- OSHPD jurisdiction
- Building is occupied and all construction work requires detailed infection control procedures to be setup
- Active clinical operations require close coordination and communication between project and hospital operations
- Proximity to COVID-19 testing and patients has intimidated contractors
- Bond projects are complex and challenging (scope, schedule, coordination) (e.g. Seismic Upgrade (200+ locations), Public Health Lab, etc.)
- Enabling projects are required to support main tenant improvement project

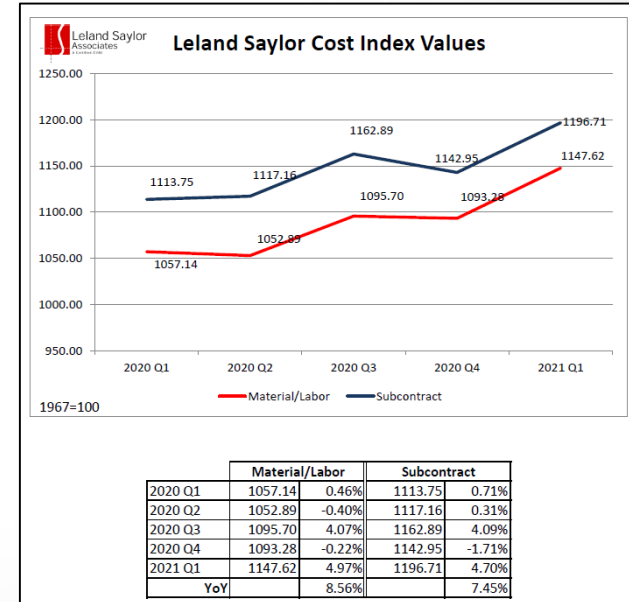
COVID-19 IMPACTS ON PROJECT COSTS

Cost Driver #4 – COVID-19 Health Order Cost Impacts

- Additional hand washing cleaning stations
- Additional staff to monitor and enforcement of health ordinance requirements
- More frequent cleaning of shared spaces
- Lost productivity due to social distancing
- Re-sequencing of construction activities to maintain social distancing
- Cost of Personal Protective Equipment (PPE)

Cost Driver #5 – Challenging Bid Environment

- Many pre-qualified subcontractors have withdrawn from bidding on the project
- Limited pool of subcontractors that are experienced with OSHPD-work
- COVID-19 impacting material/labor cost (avg. 8.56%) and subcontractor cost (avg. 7.45%)
- Premium cost to attract qualified contractors to work in a high-risk project environment



STRATEGIES TO MANAGE BUDGET CHALLENGES

Costs and Risk Management

- Wave 1 - Rebidding 10 of the trade packages
 - ❑ Clarify scope to better align design scope with bid pricing
 - ❑ Modify trade package documents to avoid subcontractor's higher pricing based on "assumed" risks. Pankow Builders and DPH/DPW will actively manage the risks.
 - ❑ More direct outreach by Pankow Builders to the pre-qualified subcontractors to submit bids to allow for competitive pricing and create a larger trade partner bidding pool.
 - ❑ Re-package bid packages into smaller bid packages to allow for targeted negotiation for discrete scopes and self-perform work by Pankow Builders
 - ❑ Educate trade contractors on the LBE requirements
- Create early demolition packages to avoid unforeseen conditions during construction (e.g. Psychiatric Emergency Services)
- Incorporate lessons learned from current projects
- Experts is forecasting a slow recovery in upcoming 2021 for the construction industry
- Utilize alternate funding sources to supplement bond funding
 - ❑ (e.g. \$11.4M from 2020 Health & Recovery Bond, FEMA (\$1.6M), Mayor's Office (\$1.8M), PUC (\$750K), MHSA (\$3.2M), OCII (\$2M), program contingencies (\$2.5M), 2016 interest earnings (\$ TBD), capital campaign/ZSFG Foundation (\$TBD))

ZSFG Building 5 – Project Updates

Projects in Bidding/Construction:

- **6H Surge Space**
 - ❑ Ward 2C-Go live on April 22. 6H-targeted to be completed by July 2021 pending testing air balance and fire alarm testing and approval.
- **Rehabilitation Department Relocation**
 - ❑ Ward 3G-targeted to be completed by July 2021, pending testing air balance and fire alarm shop drawing revision approval.
- **Dialysis and Public Health Laboratory (PHL)**
 - ❑ Ongoing early scopes. Main scopes to start pending completion of trade package bidding
- **Seismic Upgrade (SU)**
 - ❑ Proceeding with sawcutting scopes while other trade contractors being onboarded
- **CM/GC Contract (8 projects)**
 - ❑ Wave 1 (Seismic, Dialysis, and PHL) - Bids for 24 trade packages due on March 1. Rebidding for 10 trade packages completed in May.
 - ❑ Wave 2 (Clinical Lab) – Started bidding on June 3, 2021
 - ❑ Wave 3 (IT Infrast & PES Early Demo) – Started bidding by 3Q, 2021

Projects in Design:

- **Family Health Center** - Preparing for submittal to OSHPD by June 2021
- **Psychiatric Emergency Services (PES)** - 100% DD drawings by 2nd Q, 2021
- **Building 80/90 Specialty Services** - 100% CD drawings by 2nd Q, 2021



Community Health Centers – Project Update

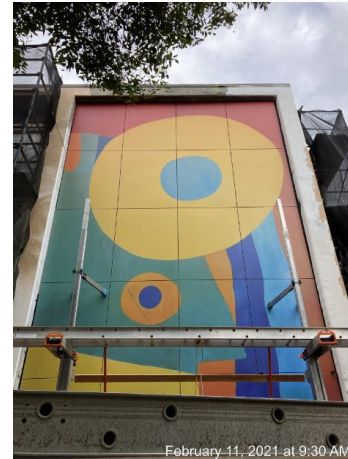
Southeast Health Center (District 10 – Walton)

- Steel topping out event on March 26



Maxine Hall Health Center (District 5 – Preston)

- Targeting to achieve Substantial Completion for building renovation by June 2021.



Castro Mission Health Center (District 8 – Mandelman)

- NTP issued on 1/11/2021
- Haz mat abatement and demolition completed on 1st and 2nd floor



UCSF Research and Academic Building



Questions?



San Francisco Department of Public Health

Appendix

Other Potential Supplemental Fund Sources

FUND SOURCE TYPE	FUND SOURCE DESCRIPTION
A	2016 BOND PROGRAM CONTINGENCY - \$5 M
B	CAL OES/FEMA HAZARD MITIGATION GRANT: \$ 1.63 M (Castro Mission HC)
C	BOND INTEREST EARNINGS: \$3.5M - \$5M (DEPENDENT ON MARKET CONDITIONS OF 2ND SALE)
D	DONOR- PHILANTHROPY: \$ TBD
E	PUC ENERGY GRANT DOLLARS: TBD, \$500,000 TARGET
F	2020 HEALTH AND RECOVERY BOND PROGRAM (\$11.4M for PES Project)
G	REIMBURSEMENT OF BOND ELIGIBLE EXPENSES APPLIED TO A FUTURE DPH BOND: \$500,000 - \$1,500,000 (e.g. Chinatown Public HC)
H	DPH REVENUE/SAVINGS -APPROVED BY MBO FOR USE ON CAPITAL: \$ TBD
I	MHSA & OCII funding and PUC funding (Southeast HC): \$3-\$6.25M

PROGRAM SCHEDULE SUMMARY

Activity Name	Duration (Cal. days)	Start	Finish	2020		2021		2022		2023		2024		2025		2026	
				Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q	Q
Health & Safety Bond Program	0																
ZSFG Building 5 Component	0																
6H Surge Space	1936	01-Mar-16 A	19-Jun-21														
Design	741	01-Mar-16 A	12-Mar-18 A														
Construction	1058	12-Jun-18 A	05-May-21														
Transition	45	05-May-21	19-Jun-21														
Rehabilitation Department Relocation	2242	01-Oct-15 A	20-Nov-21														
Design	988	01-Oct-15 A	15-Jun-18 A														
Construction	1129	28-Jun-18 A	31-Jul-21														
Transition	112	31-Jul-21	20-Nov-21														
Urology Clinic ACD9	160	01-Oct-21	10-Mar-22														
Construction	160	01-Oct-21	10-Mar-22														
Seismic Retrofit	3029	31-Dec-15 A	16-Apr-24														
Design	1627	31-Dec-15 A	14-Jun-20 A														
Construction	1931	03-Dec-18 A	17-Mar-24														
Transition	30	17-Mar-24	16-Apr-24														
Dialysis	2823	20-Nov-15 A	13-Aug-23														
Design	1668	20-Nov-15 A	14-Jun-20 A														
Construction	895	09-Nov-20 A	23-Apr-23														
Transition	112	23-Apr-23	13-Aug-23														
Public Health Lab	2805	08-Dec-15 A	13-Aug-23														
Design	1650	08-Dec-15 A	14-Jun-20 A														
Construction	865	09-Dec-20 A	23-Apr-23														
Transition	112	23-Apr-23	13-Aug-23														
IT Infrastructure	2747	01-Nov-16 A	10-May-24														
Design	1321	01-Nov-16 A	14-Jun-20 A														
Construction	840	01-Oct-21	19-Jan-24														
Transition	207	16-Oct-23	10-May-24														
Family Health Center Relocation	2475	01-Mar-18 A	09-Dec-24														

Current Date

- Current Activity
- Baseline Activity
- Prev. Reported Activity

Legend:
 Design: Programming, Design, Permitting, and Bid & Award
 Construction: NTP, Construction, and Punchlist
 Transition: FF&E, Training, and Licensing

*Estimated Dates as April 2021.

PROGRAM SCHEDULE SUMMARY

Activity Name	Duration (Cal. days)	Start	Finish	2020 2021 2022 2023 2024 2025 2026																																															
				Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																
Design	1445	01-Mar-18 A	13-Feb-22	[Gantt bars for Design: 2020 Q1-Q4, 2021 Q1-Q4, 2022 Q1-Q4]																																															
Construction	820	13-Jun-22	10-Sep-24	[Gantt bars for Construction: 2022 Q3-Q4, 2023 Q1-Q4, 2024 Q1-Q2]																																															
Transition	90	10-Sep-24	09-Dec-24	[Gantt bars for Transition: 2024 Q4, 2025 Q1]																																															
Psychiatric Emergency Services (PES) Expansion	2427	01-Mar-18 A	22-Oct-24	[Gantt bars for PES Expansion: 2020 Q1-Q4, 2021 Q1-Q4, 2022 Q1-Q4, 2023 Q1-Q4, 2024 Q1-Q4]																																															
Design	1597	01-Mar-18 A	15-Jul-22	[Gantt bars for Design: 2020 Q1-Q4, 2021 Q1-Q4, 2022 Q1-Q2]																																															
Construction	600	01-Aug-22	23-Mar-24	[Gantt bars for Construction: 2022 Q3-Q4, 2023 Q1-Q4, 2024 Q1-Q2]																																															
Transition	213	23-Mar-24	22-Oct-24	[Gantt bars for Transition: 2024 Q3-Q4, 2025 Q1-Q2]																																															
B80, B90 Specialties Relocation	2125	25-Oct-18 A	19-Aug-24	[Gantt bars for B80, B90: 2018 Q4, 2019 Q1-Q4, 2020 Q1-Q4, 2021 Q1-Q4, 2022 Q1-Q4, 2023 Q1-Q4, 2024 Q1-Q4]																																															
Design	1204	25-Oct-18 A	10-Feb-22	[Gantt bars for Design: 2018 Q4, 2019 Q1-Q4, 2020 Q1-Q4, 2021 Q1-Q2]																																															
Construction	600	27-Sep-22	19-May-24	[Gantt bars for Construction: 2022 Q4, 2023 Q1-Q4, 2024 Q1-Q2]																																															
Transition	150	22-Mar-24	19-Aug-24	[Gantt bars for Transition: 2024 Q3-Q4, 2025 Q1-Q2]																																															
No Phase	364	01-Apr-21	31-Mar-22	[Gantt bars for No Phase: 2021 Q2-Q4, 2022 Q1-Q2]																																															
Community Health Center Components	0																																																		
Southeast Health Center Ph-1 (Renovation)	1750	01-Nov-12 A	25-Aug-17 A	[Gantt bars for Southeast Ph-1: 2012 Q4, 2013 Q1-Q4, 2014 Q1-Q4, 2015 Q1-Q4, 2016 Q1-Q4, 2017 Q1-Q2]																																															
Design	1574	01-Nov-12 A	02-Mar-17 A	[Gantt bars for Design: 2012 Q4, 2013 Q1-Q4, 2014 Q1-Q4, 2015 Q1-Q4, 2016 Q1-Q2]																																															
Construction	150	03-Mar-17 A	31-Jul-17 A	[Gantt bars for Construction: 2017 Q1-Q2]																																															
Transition	24	01-Aug-17 A	25-Aug-17 A	[Gantt bars for Transition: 2017 Q2]																																															
Maxine Hall Health Center (MOU: 1/6/17)	1785	16-Aug-16 A	06-Jul-21	[Gantt bars for Maxine Hall: 2016 Q3, 2017 Q1-Q4, 2018 Q1-Q4, 2019 Q1-Q4, 2020 Q1-Q4, 2021 Q1-Q2]																																															
Design	1050	16-Aug-16 A	02-Jul-19 A	[Gantt bars for Design: 2016 Q3, 2017 Q1-Q4, 2018 Q1-Q4, 2019 Q1-Q2]																																															
Construction	702	03-Jul-19 A	04-Jun-21	[Gantt bars for Construction: 2019 Q2-Q4, 2020 Q1-Q4, 2021 Q1-Q2]																																															
Transition	31	05-Jun-21	06-Jul-21	[Gantt bars for Transition: 2021 Q2]																																															
Castro Mission Health Center (MOU: 1/6/17)	2629	25-Mar-15 A	05-Jun-22	[Gantt bars for Castro Mission: 2015 Q1-Q4, 2016 Q1-Q4, 2017 Q1-Q4, 2018 Q1-Q4, 2019 Q1-Q4, 2020 Q1-Q4, 2021 Q1-Q4, 2022 Q1-Q2]																																															
Design	2118	25-Mar-15 A	10-Jan-21 A	[Gantt bars for Design: 2015 Q1-Q4, 2016 Q1-Q4, 2017 Q1-Q4, 2018 Q1-Q4, 2019 Q1-Q4, 2020 Q1-Q4, 2021 Q1-Q2]																																															
Construction	448	11-Jan-21 A	04-Apr-22	[Gantt bars for Construction: 2021 Q1-Q2]																																															
Transition	61	05-Apr-22	05-Jun-22	[Gantt bars for Transition: 2022 Q1-Q2]																																															
Southeast Health Center Ph-2 (Addition)	2220	20-Nov-16 A	19-Dec-22	[Gantt bars for Southeast Ph-2: 2016 Q4, 2017 Q1-Q4, 2018 Q1-Q4, 2019 Q1-Q4, 2020 Q1-Q4, 2021 Q1-Q4, 2022 Q1-Q4]																																															
Design	1224	20-Nov-16 A	28-Mar-20 A	[Gantt bars for Design: 2016 Q4, 2017 Q1-Q4, 2018 Q1-Q4, 2019 Q1-Q2]																																															
Construction	945	18-May-20 A	19-Dec-22	[Gantt bars for Construction: 2020 Q2-Q4, 2021 Q1-Q4, 2022 Q1-Q4]																																															
Transition	135	09-Apr-22	22-Aug-22	[Gantt bars for Transition: 2022 Q2-Q4]																																															

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