



PCI 275 Review (FINAL)



CITY OF FORT LAUDERDALE

Project: Fort Lauderdale Police Headquarters

Construction Manager: Moss & Associates, LLC

FHA Job Number: 1414-SR

September 2, 2025

The following PCI 275 Review presents the opinion of Fort Hill Associates, LLC, in all material respects, of the performance of the Construction Manager in relation to their underlying Contract, subject to this review, with the Owner. Fort Hill Associates, LLC, assumes no liability for any errors or omissions of fact contained herein.

This document has important legal consequences; consultation with your attorney is encouraged with respect to the incorporation of these Contract concepts as part of your standard construction documents.

Executive Summary

Moss Construction submitted PCI #275 requesting \$2,775,128.51 in additional compensation for extended General Conditions (GC), General Requirements (GR), insurance, bonds, and fees. The claim is based on delays associated with the structural deflection issue.

Fort Hill Associates (FHA) was engaged to perform an independent review of the schedules, payment applications, and supporting contractual documentation. The objective of our analysis was to determine the extent of the delay attributable to the deflection and to validate whether the claimed costs were reasonable and substantiated.

Key Findings

- **Moss' Claim:** Moss attributed 76 working days (113 calendar days) of project delay to the structural deflection issue.
- **FHA Assessment:** This review substantiates only 50 working days (77 calendar days) of delay to Substantial Completion, totaling \$444,553.00, directly linked to the structural deflection and remediation efforts (*Refer cost impact, Page 4; Refer to Schedule Review, Appendix B, Page 17, 20*).
- **Impact:** This exposure is limited to 50 working days of delay, not the full 76 working days asserted by Moss. The validated delay period covers the time required for structural design review and remediation imposed by the PD03 activity in the impacted schedule.
- **Cost:** Using actual GC + GR burn rates tied to the project schedule, FHA determined the substantiated cost exposure amounts to \$2,020,518. This amount is significantly lower than the \$2,775,128 requested by Moss (a variance of \$754,610.14).

Conclusion

The analysis confirms the deflection issue did result in schedule and cost impacts, but the magnitude of the delay and associated costs is materially less than Moss has claimed. The City should recognize approximately \$2,020,518.10 in substantiated costs related to 77 calendar days of delay, rather than the full \$2,775,128.51 requested.

This independent assessment provides the City with a defensible basis for negotiating PCI #275, ensuring only documented and substantiated delay-related costs are compensated.

Methodology

FHA conducted a structured review of PCI #275 to validate Moss Construction's delay and cost claims associated with the structural deflection issue. The review process was designed to ensure objectivity, clarity, and defensibility, using both schedule and cost analysis.

1. Schedules Analyzed

- Baseline: OCO-19 Baseline Schedule.
- Impacted: FTPS ST 000W-S1R1.4-1 Impacted Schedule.
- Recovery: FTPS ST 000W-S1R1.6 Recovery Schedule (See Schedule Review Appendix-B for excerpts)

2. Logic Chain Review

- Focused on WBS PD-03 and PD-12, directly tied to the North Overhang deflection remediation.
- Compared baseline vs. impacted logic to identify true dependencies.
- Cross-referenced with RFI-435 and project meeting minutes to align schedule with field events.

3. Lag & Logic Assessment

- Identified 44 working days of redundant lags/unjustified offsets in the impacted schedule. These include Finish-to-Start and Start-to-Start relationships that artificially extended durations.
- Correcting for these inflated linkages reduced the delay window to a substantiated 50 working days. *(Refer Schedule Review Appendix-B, Page 23 & Exhibit-B)*

4. Net Delay Attribution

- Moss claimed 76 working days of delay attributable to deflection and substantial completion of the project.
- FHA validated only 50 working days as directly impacting substantial completion of project due to deflection delays.
- This refined attribution isolates actual deflection-related impacts from unrelated contractor delays.

5. Cost Analysis

- Compared Payment Applications against Planned GC/GR Budgets.
- Applied average daily GC + GR burn rates to the substantiated 50-day delay period.
- Result: A revised cost exposure of \$2,020,518 vs. Moss's \$2,775,128 claim.

6. Limitations

- **Fragnet Analysis:** Could not be performed due to incomplete delay completion records from the City.

While this limited deeper simulation, the absence of fragnet modeling does not reduce confidence in the validated findings, as redundant lag analysis sufficiently isolated true delay days.

7. Deflection Delay Attribution

Delay Measure	Moss Claim	FHA Substantiated	Variance
Working Days	76	50	26
Calendar Days	113	77	36

- **Key Point:** Of the 50 working days Moss attributes to deflection related delay and substantial completion of the project, only 77 calendar days are supported by actual logic ties and project documentation. *(Refer Schedule Review Appendix-B, Page 20)*

Cost Impact

Using Payment Applications and Exhibit E, the average daily GR + GC rate was determined for the deflection period.

- Average Daily Burn Rate for projected duration: \$195,623.33 *(Refer Cost Review Appendix A , Page 14)*
- Average Daily GC/GR Cost: \$195,623.33 /Month
- Total for 50 Days: \$444,553 .

Deflection Delay Cost Attribution:

Description	FHA-Assessment	Moss Claim (PCI #275)	Variance
Deflection-Related Delay	50 days	76 days	26 days
Avg GC Cost	\$444,553.00	\$743,727.00	\$299,174.00

The average GCs/GRs calculated by Moss is \$215,000 per month, whereas FHA's assessment reflects an average of \$195,623.33 per month.

PCI #275 Reconciliation – Variance analysis for substantial project completion assessment

(including GC/GR, Insurance, Bond & CM Fee). (Refer Cost Review Appendix A , Page 12-20)

Description	FHA-Assessment	Moss Claim (PCI #275)	Variance
General Conditions	\$1,307,707	\$2,014,602.00	\$ 706,895.00
General Requirements	\$585,050.00	\$585,050.00	\$ -
Insurance (1.75%)	\$33,123.25	\$45,493.91	\$ 12,370.67
Bond (1%)	\$18,927.57	\$25,996.52	\$ 7,068.95
CM Fee (4%)	\$75,710.28	\$103,986.08	\$ 28,275.00
Grand Total	\$2,020,518.10	\$2,775,128.51	\$ 754,610.41

Conclusion

- The Substantial completion of project should not exceed from 50 working days, as opposed to the 76 working days claimed in PCI 275.
- The City should recognize \$2,020,518.10 of additional costs (Including GCs, GRs, Insurance, Bond & Fees) versus the \$2,775,128.51 claimed. This substantiated delay period can also form the basis for the design team “pass-through” claim under E&O coverage.

Appendix A – Cost Review

This report is for an independent review of PCI #275, submitted by Moss & Associates, totaling \$2,775,128.51 for additional costs related to General Conditions, General Requirements, insurance, bonds, and fees due to structural deflection delays.

- The baseline schedule was reviewed versus impacted schedules, monthly payment applications, and contract exhibits to determine the reasonable budget adjustment is \$2,020,518.10 (which includes General Conditions, General Requirements, Insurance, Bonds and CM Fee), about \$754,610.41 less than requested based on available information and data.
- This variance is due to the project staff in General Conditions which were not aligned with Moss' trending monthly averages and historical usage patterns.

The findings indicate that while deflection remediation resulted in impacts, Moss' cost model assumed extended peak staffing and overhead beyond the available time.

Background:

- The structural deflection issue originated with RFI 435 (March 18, 2024).
- Remediation efforts extended the Substantial Completion date from December 8, 2025, to March 31, 2026 (an additional 113 calendar days).
- The City has already increased the GMP by \$1,910,130.46 through Owner Change Orders (OCOs) for structural remediation but did not include corresponding General Conditions/General Requirements costs.

Key Claims:

- The original General Conditions budget was \$6,863,678; Moss now projects a revised General Conditions cost of \$8,878,292, reflecting an increase of \$2,014,614.
- The General Requirements are nearly depleted; an additional \$585,050 is needed to cover the remaining project duration.
- The delay is attributed to Owner-directed changes, design delays, and City-imposed work restrictions.

Cost Breakdown as per PCI 275

Admin Start-Up

- Planned General Conditions Cost: \$348,218.00
- Revised General Conditions Cost (per Moss): \$262,608.00
- Variance: (\$85,610.00) (cost reduction)

Peak Construction (Shell, Dry-In, and MEPF Systems)

- Planned General Conditions Cost: \$3,852,121.00
- Revised General Conditions Cost (per Moss): \$4,948,064.00
- Variance: +\$1,095,943.00 (cost increase)

Interior Finishes

- Planned General Conditions Cost: \$1,799,528.00
- Revised General Conditions Cost (per Moss): \$1,737,210.00
- Variance: (\$62,318.00) (cost reduction)

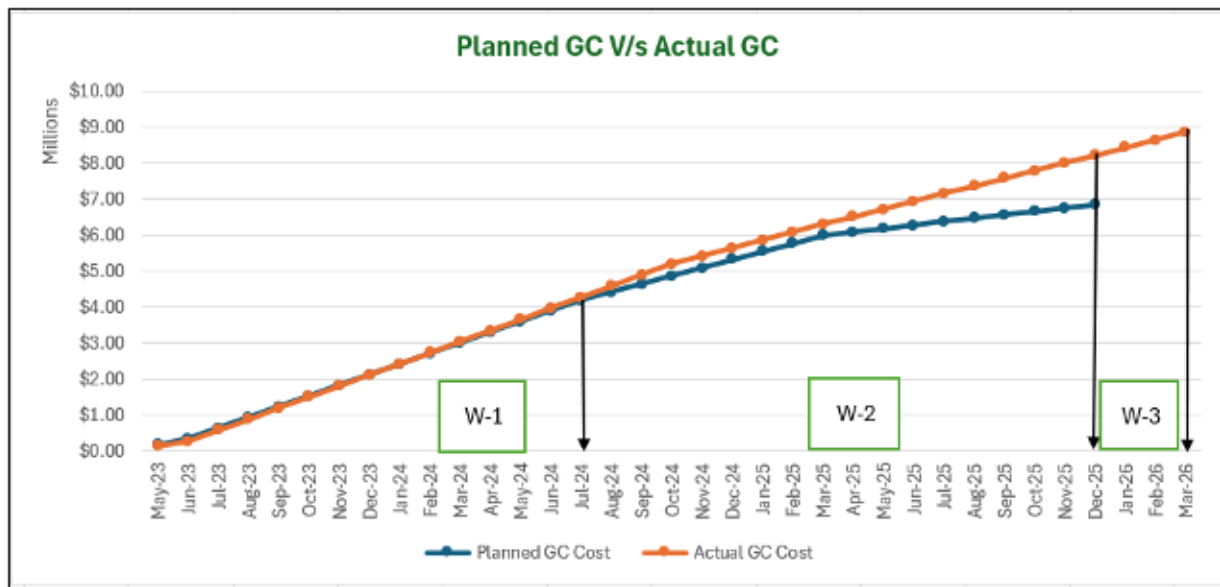
Final Close-out

- Planned General Conditions Cost: \$863,811.00
- Revised General Conditions Cost (per Moss): \$1,930,410.00
- Variance: +\$1,066,599.00 (cost increase)

The PCI #275 cost breakdown reflects a total claimed General Conditions cost increase of \$2,014,614 from \$6,863,678 to \$8,878,292. There are minor reductions in *Admin Start-Up* (\$85K) and *Interior Finishes* (\$62.3K), but these are outweighed by substantial cost increases in *Peak construction* (\$1.095MN) and *Final closeout* (\$1.066MN), as summarized in the table below:

Cost Summary (Table 1)

Item Number	Item	Planned General Conditions Cost	Revised General Conditions Cost as per Moss	Variance
1	Admin Start-Up	\$ 348,218.00	\$ 262,608.00	\$(85,610.00)
2	Peak Construction	\$3,852,121.00	\$ 4,948,064.00	\$ 1,095,943.00
3	Interior Finishes	\$1,799,528.00	\$1,737,210.00	\$(62,318.00)
4	Final Closeout	\$ 863,811.00	\$1,930,410.00	\$ 1,066,599.00
	Total Cost	\$ 6,863,678.00	\$ 8,878,292.00	\$ 2,014,614.00

Planned v/s Actual General Conditions Cost:

This cost analysis segments the project timeline into defined “windows” to evaluate how planned versus actual General Conditions costs evolved over the course of the New Fort Lauderdale Police Headquarters project. Each window aligns with a specific period in the project’s schedule and is intended to isolate the cost impacts associated with major events, such as structural modifications or schedule shifts.

- Window 1 documents the initial period of work when progress closely matched the baseline schedule (May 2023 through June 2024), reflecting alignment with the project schedule during that period.
- Window 2 captures the period where significant deviations emerged due to delayed events and scope changes. Beginning in July 2024 through December 2025, a notable deviation is observed between the planned and actual General Conditions costs. This variance is primarily attributed to project delays stemming from significant scope changes, including:
 - Structural Modifications to Foundations (as referenced in Notice of Potential Impact #3), and
 - Structural Modifications to Roof Beams (as referenced in Notice of Potential Impact #4).
- Window 3 provides a forward-looking projection of General Conditions costs through Substantial Completion based on the current recovery schedule. This window presents the forecasted General Conditions projected through Substantial Completion of the project. It is important to note these values represent anticipated future expenditure based on current progress and schedule projections—not actual costs incurred to date.

By comparing planned and actual General Conditions costs within these windows, we linked variances to specific causes to understand the budgetary implications of both realized and forecasted schedule impacts. The forecast provides a forward-looking estimate to aid in understanding potential budget impacts associated with the revised project timeline.

These delays and the associated extended duration of on-site supervision and project management have resulted in an escalation of the original General Conditions budget. Initially set at \$6,834,683.67 for completion by December 2025, the revised General Conditions cost projection now stands at \$8,878,292 based on the extended Substantial Completion date of March 2026.

Linking Schedule Analysis to General Conditions Cost Phases: The schedule window analysis provides a timeline view of how project delays and scope changes influenced the construction sequence. To connect these schedule impacts with the financial implications, the tables below translate each major project phase into its corresponding General Conditions cost profile.

Planned Cost (Table 2)

Phase	Time Period	Time Period (in Months)	Staff Level	Amount	Note
Admin Start-Up	May–June 2023	2	Admin staff only	\$348,218	After the Administrative Notice to Proceed (NTP) was given on 4/24/2023, basic setup and management started.
Peak Construction	July 2023 – July 2024	13	Peak staff (full team)	\$3,852,121	Full staff during heavy construction: shell, dry-in, and MEPF systems. Construction NTP was issued on 7/14/2023. Roof and glazing scheduled for May–July 2024.
Interior Finishes	August 2024 – March 2025	8	Slightly reduced staff	\$1,799,528	Interior finishes from Level 3 downward, ending Jan 2025. Sitework (north to east) to finish by 12/5/2024. Target HQ Temporary Certificate of Occupancy (TCO) was 3/14/2025.
Final Close-out	April 2025 – Dec 8, 2025	9	Minimal staff	\$863,811	Final demolition and west site work. However, demolition is delayed because City equipment has not been removed, and asbestos abatement is not done yet.

Actual cost as per Moss (Table 3):

Item	Time Period	Time Period (in Month)	Staff Level	Amount	Note
Admin Start-Up	May–June 2023	2 Months	Admin staff	\$262,608	Actual cost for initial administrative staff before construction ramped up.
Peak Staff During Main Construction & Deflection Fix	July 2023 – Oct 2024	16 Months	Full/peak staff	\$4,948,064	Higher cost due to deflection issue discovered on 3/18/24 (RFI 435). Stop work order on 4/18/24, but full staff maintained to act quickly once design was permitted (approved on 8/26/24, work completed by 9/9/24).
Reduced Staff During Limited Work Period	Nov 2024 – Mar 2025		Reduced staff	\$1,114,715	Work limited to interiors and site areas not affected by structural issues.
	Apr-25	1 Month	Same reduced staff	\$193,515	Continued interiors + started foundation remediation after OCO approval on 3/4/25 and permit on 4/2/25.
	May–June 2025	2 Months	Same staff	\$428,980	Continued foundation remediation, interior, and sitework. Foundation repair expected to finish by July 2025.
Final Full Staff Period	July 2025 – March 2026	9 Months	Full staff again	\$1,930,410	Finish all interiors and sitework previously delayed, start demolition and west site work. This assumes demolition begins on Sept 2, 2025, based on a recovery schedule, which overlaps demo with other work for efficiency.

By aligning the windows from the schedule review with staffing levels and actual/forecasted General Conditions expenditures, we can see where deviations in the project timeline, particularly those tied to deflection-related work and other scope changes—resulted in extended staffing needs and budget escalations. This integration of schedule and cost data helps document the occurrence of the delays with the resulting financial impact.

Alternative Approach: For this review, a fragnet could have been used to simulate only the deflection-related delays (e.g., structural beam or foundation issues) to evaluate their direct impact on project completion. However, that approach requires precise information on the actual completion dates of each delay-affected activity and their exact relationship to other schedule elements. Since specific activity-level completion data was not available with timestamps, a fragnet based simulation has not been performed. Instead, we have relied on available approved schedules, impacted schedules, and recovery schedules to map delays into “windows,” which still allows us to distinguish between deflection-related and unrelated delays based on observable schedule logic.

Analysis of Calculation of Actual Productivity

To assess the actual productivity and cost performance on the project, the productivity review was conducted using multiple contractual and financial reference documents. The objective was to reconcile the costs incurred against the planned General condition to determine the variances impacting project efficiency.

Documents Referenced:

- a) Contract Agreement – To establish the contractual baseline, original General Conditions provisions, and time-related obligations.
- b) Exhibit E – For delay analysis and the updated recovery schedule.
- c) Exhibit J – To verify fee, insurance, and bonding provisions relevant to General Conditions cost buildup.
- d) Exhibit B – For breakdown and logistics assumptions used to calculate the original General Conditions estimate.
- e) Planned General Cost Summary Provided by Moss – To compare against actuals and determine monthly variances.
- f) Monthly Payment Applications (May 2023 – July 2025) – To validate actual costs incurred over the reporting period and track expenditure patterns.
- g) PCI #0275 – To understand the basis of Moss' claim for additional General Conditions and General Requirements expenses and the proposed revised Substantial Completion date.

Approach to Planned vs. Actual General Conditions Cost Analysis

To evaluate the validity for PCI #275 General Conditions, claim, a phased cost analysis methodology was applied. This approach segmented the project timeline into distinct “windows” aligned with major construction phases and milestone shifts, using both the OCO-19 Baseline and the Impacted Schedule (FTPS ST 000W-S1R1.4-1) as primary references along with the projected General Conditions budget.

For each window, the following actions were undertaken:

- 1. Defined the time period based on the baseline plan and actual/impacted schedule dates.
- 2. Identified planned General Conditions budgets from Moss' contractual exhibits and cost breakdowns.
- 3. Extracted actual General Conditions expenditures from monthly payment applications (May 2023 – July 2025).
- 4. Compared planned vs. actual costs to calculate variances and identify causes: deflection remediation, sequencing delays, or resource misallocation.
- 5. Forecasted remaining General Conditions costs for future periods using actual monthly cost averages from the most recent comparable phase, adjusting for expected staffing ramp-down.

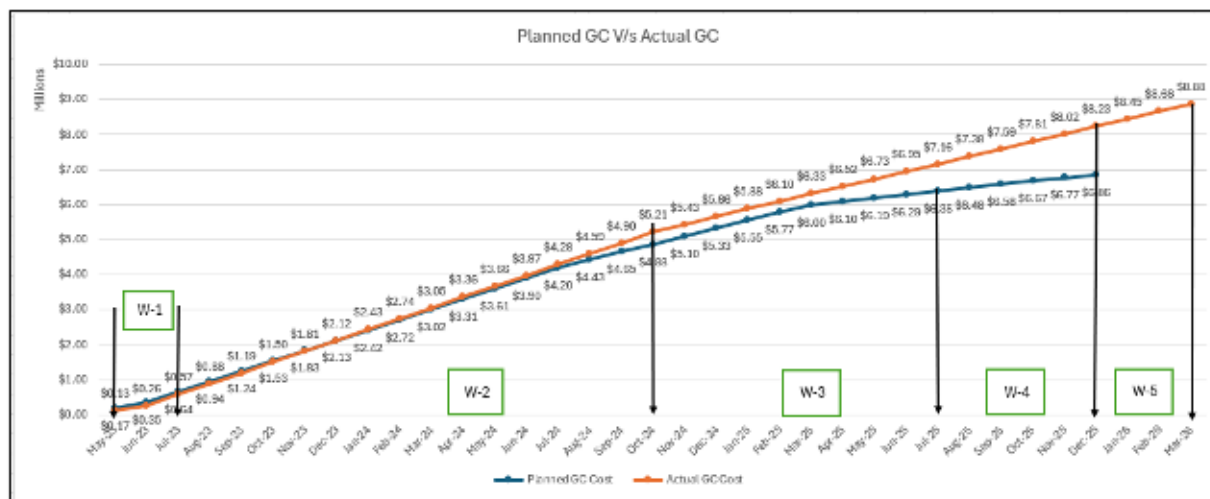
This phased breakdown approach not only segregates potential cost variances, but also allows for targeted drill downs for delays, resource utilization, and cost management approaches. This structured window-based analysis enables a presentation of when and why General Conditions costs diverged from plan, outline deflection-related delays, and assess the reasonableness of Moss uniform cost rate assumptions.

Phased Analysis of Planned vs. Actual General Conditions Cost

The planned versus actual General Conditions costs were segmented into five distinct analysis windows. Each window represents a defined timeframe that aligns with key project milestones, construction phases, and timeline deviations, analyzing both the OCO-19 Baseline and the impacted schedule (FTPS ST 000W-S1R1.4-1).

The analysis draws upon the abovementioned documents from “Documents Referenced”:

Each window was examined in detail to compare planned General Conditions allocations against actual expenditures, to provide insight into the evolving financial impact of design changes, schedule extensions, and staffing adjustments.



S. No	Description	Planned GC Cost- (May 2023-June 2023)	Actual GC Cost- (May 2023-June 2023)	Variance
1	Admin Start-Up	\$310,737	\$234,902.07	(\$75,834.93)

Window 2: July 2023 – July 2024 (13 Months)

Window 2 corresponds to the core construction phase of the project. The original plan anticipated a 13-month peak staffing period from July 2023 to July 2024, during which major construction activities such as shell erection, dry-in, and MEPF (Mechanical, Electrical, Plumbing, and Fire Protection) infrastructure was to be completed.

However, due to unforeseen conditions, particularly the structural deflection remediation work triggered by RFI 435 (March 2024), the peak staffing requirements were extended by an additional three months, resulting in a total actual duration of 16 months concluding in October 2024.

The planned General Conditions cost from July 2023 through July 2024 was \$3,848,669³. The actual General Conditions cost from the monthly payment applications (July 2023–October 2024) was \$4,420,287.86⁴.

S. No	Description	Planned GC Cost (July 2023 -July 2024)	Actual GC Cost (July 2023-Oct 2024)	Variance
1	Peak Construction	\$3,848,669	\$4,420,287.86	\$571,618.86

Window 3: November 2024 – June 2025 (8 Months)

Window 3 covers the period from November 2024 to June 2025 and corresponds to the phase where work was restricted to interior finishes and site areas not impacted by structural deflection issues. Activities during this window included:

- Continued interior finishes in accessible zones.
- Initiation of foundation remediation, following OCO (Owner Change Order) approval on March 4, 2025, and permit issuance on April 2, 2025.
- Ongoing sitework and structural foundation repair, with completion targeted for July 2025.

Per the PCI 275, interior finishing was expected to occur between August 2024 and March 2025, with a planned General Conditions cost of \$1,797,409⁵ over eight months.

³ FLPH Projected GC Budget - Copy

⁴ Monthly Payment Application (Mid of PA-03 till of PA-18)

⁵ FLPH Projected GC Budget - Copy

However, due to design delays and site restrictions, this work commenced in November 2024 and extended through June 2025 but still covered eight months. The actual General Conditions cost for this adjusted period was \$1,710,145.75⁶.

S. No	Description	Planned GC Cost (August 2024 -March 2025)	Actual GC Cost (Nov 2024 -June 2025)	Variance
1	Interior Finishes	\$1,797,409	\$1,710,145.75	(\$87,263.25)

Windows 4 & 5: Final Close-out (July 2025 – March 2026):

Windows 4 and 5 correspond to the final project close-out phase, spanning the period from July 2025 through March 2026 (9 months). This phase includes:

- Completion of remaining interiors and sitework,
- Demolition and west site development, and
- Final project documentation, commissioning, and turnover activities.

Exhibit E of the GMP states the forecasted project staffing cost during this period is estimated at \$190,395 per month, excluding general expenses. Moss acknowledged this monthly rate only covers staff costs and does not represent a fully loaded General Conditions value.

Moss previously referred to a monthly General Conditions average of \$214,490 (based on \$6,863,690 / 32 months), as outlined in Exhibit B. However, General Conditions are expected to decline gradually during completion, following review of actual General Conditions costs incurred between April 2025 and July 2025 was conducted.

Actual Cost Analysis Reference (Apr – Jul 2025):

- Total General Conditions incurred: \$586,870⁷
- Monthly average: \$195,623.33
- This aligned closely with the \$190,395/month projected in Exhibit E, providing a rational basis for forecasting the close-out period.

Using this adjusted monthly rate, the forecasted General Conditions cost for the nine-month closeout period is estimated as follows:

S. No	Description	Planned GC Cost- (April 2025- December 2025)	Forecasted GC Cost- (July 2026-March 2026)	Variance
1	Final Full Staff Period	\$861,424	\$1,760,610	\$899,186

⁶ Monthly Payment Application (mid of PA-19 through PA 27)

⁷ \$586,870/3=\$195,623.33 (Through Mid of PA 24 till PA27) Approx.

Summary of Analysis: PCI #275 – General Conditions Cost Review:

As part of our evaluation of PCI #275, we have reviewed Moss & Associates' claim for General Conditions costs totaling \$8,878,292, as referenced in Cost Breakdown Table 1 of PCI.

To assess the validity of this claim, the following supporting documentation was analyzed:

- Contract Exhibits (B, E, J)
- Monthly Payment Applications (May 2023 – July 2025)
- FLPH Projected General Conditions Budget submitted by Moss

Based on this documentation and phase evaluation, the actual and forecasted General Conditions costs through the extended Substantial Completion date of March 2026 are outlined in the table below:

General Conditions Cost Summary: Reconciled Cost Assessment vs PCI 275 Claim:

S. No.	Description	Planned GC Cost	Actual/Forecasted GC Cost	Variance	Remarks
1	Admin Start-Up	\$310,737	\$234,902.07	(\$75,835)	Based on actuals
2	Peak Construction	\$3,848,669	\$4,420,287.86	\$571,619	Based on actuals
3	Interior Finishes	\$1,797,409	\$1,710,145.75	(\$87,263.25)	Based on actuals
4	Final Full Staff Period	\$861,424	\$1,760,610.00	\$899,186.00	Forecasted
	Total	\$6,818,239	\$8,125,946	\$1,307,707	

- The net increase in General Conditions costs identified is \$1,307,707, approximately 35% less than the amount claimed in PCI #275.

PCI #275 Reconciliation – Variance analysis between Assessment and Claim:

Description	FHA-Assessment	Moss Claim (PCI #275)	Variance
General Conditions	\$1,307,707	\$2,014,602.00	\$ 706,895.00
General Requirements	\$585,050.00	\$585,050.00	\$ -
Insurance (1.75%)	\$33,123.25	\$45,493.91	\$ 12,370.67
Bond (1%)	\$18,927.57	\$25,996.52	\$ 7,068.95
CM Fee (4%)	\$75,710.28	\$103,986.08	\$ 28,275.00
Grand Total	\$2,020,518.10	\$2,775,128.51	\$ 754,610.41

Conclusion:

- This analysis supports General Conditions, General Requirements, insurance, bonds, and fees of \$2,020,518.10, as opposed to Moss' request for \$2,775,128.51.
- The primary variance arises from inflated General Conditions projections during the final staff period and lack of alignment between actual staffing cost patterns and Moss' uniform average rate of \$214,490/month.

Appendix B – Schedule Analysis

Schedule Review

While the cost analysis provides a picture of how General Conditions expenditures evolved across different project phases, the financial impact cannot be fully compiled without examining the schedule dynamics that drove those costs. Delays, resequencing, and mitigation choices directly impact staffing durations and overhead expenses. The following section presents a schedule analysis conducted using a window-based approach. By comparing the OCO-19 Baseline to the impacted schedule (FTPS ST 000W-S1R1.4-1), and cross-referencing with RFI-435 and meeting minutes, the delays claimed by Moss were assessed to confirm which were attributable to the beam deflection scope.

Executive Summary

Moss Construction submitted PCI #275 seeking \$2,775,128.51 requested in PCI #275 is only for extended General Conditions, General Requirements, insurance, bonds, and fees due to the schedule delays associated with the structural deflection.

Fort Hill Associates conducted an independent review of schedules, payment applications, and contractual documents. Based on our analysis:

- Moss' Claim:** 76 Working Days (113 Calendar Days) attributed to the structural deflection issue contracted to date, as well as the increase of time from 959 Calendar days to 1,072 Calendar days (**March 31st Substantial Completion from current December 8th, 2025, Substantial Completion**).

Start Date	Finish date	Calendar days	Networking days	Calendar holidays	Working days
8-Dec-25	31-Mar-26	113	82	6	76

- FHA Assessment:** Only 50 working days (77 calendar days) are substantiated as Substantial Completion of the project.

Start Date	Finish date	Calendar days	Networking days	Calendar holidays	Working days
8-Dec-25	23-Feb-26	77	56	6	50

- Impact:** City's exposure is limited to 50 working days, not the full 76 working days claimed for Substantial Completion of project.

Structural Design Deflection Issue:

As per the Impacted Schedule shared by the Moss (FTPS ST 000W-S1R1.4-1), the Foundation remediation cost starts from September 10, 2024, through April 14, 2025, which led to increase in project duration.

Start Date	Finish date	Calendar days	Networking days	Calendar holidays	Working days	Lag (-44 days)
10-Sep-24	14-Apr-25	216	155	9	146	102

Following our review of Owner Change Orders 18, 24, and 25, the remediation cost related to the structural design deflection issue (excluding GCs/GRs) has been determined to be \$1,227,720.96. This differs from the amount \$1,910,130.46 referred by Moss in PCI 275 via OCO(s), as shown in the table below:

Change Order Number	PCI No	Source of cost	Amount	Amount As per Moss	Variance
18	86	Re: RFI # 435 FLPH - HQ North Roof Deck Cracking	\$ 89,514.50	-	-
24	177	North Side Foundation Improvement due to Increased Column Loads	\$ 1,123,206.46	-	-
25	200	Micropile Shop Drawings	\$ 15,000.00	-	-
Total			\$ 1,227,720.96	1,910,130.46	\$ 682,409.50

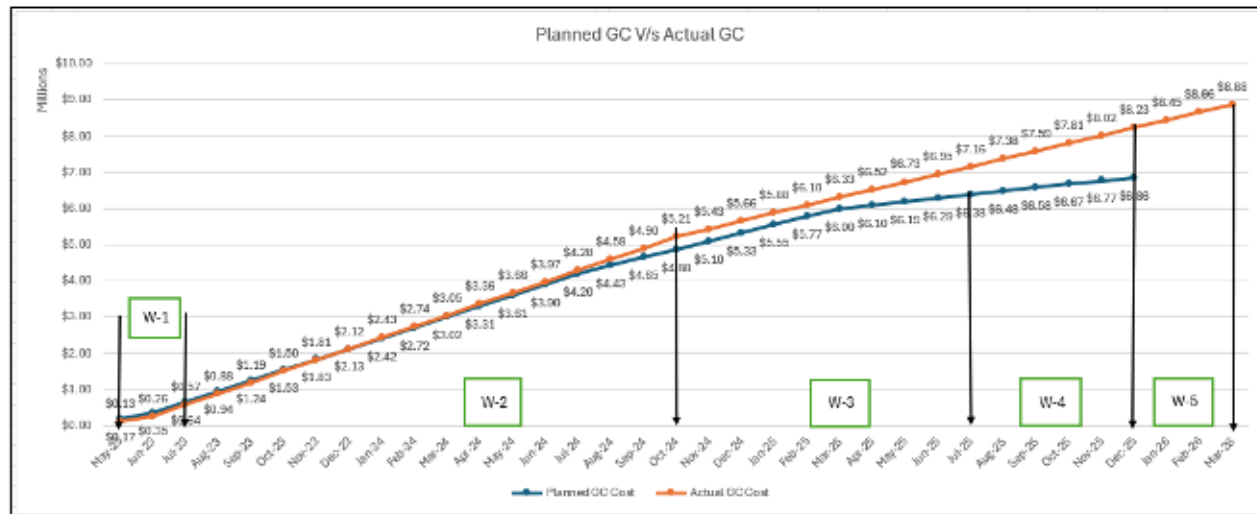
Methodology:

This review followed a structured approach to assess PCI #275's schedule and cost claims:

- Schedules Analyzed: OCO-19 Baseline Schedule, FTPS ST 000W-S1R1.4-1 Impacted Schedule, FTPS ST 000W-S1R1.6 Recovery Schedule.
- Logic Chain Reviewed: Focused on WBS PD-03 and PD-12 activities tied to the North Overhang structural deflection remediation. (See *Exhibit-B-Review of Delay Imposed Schedule*).
- Lag & Logic Assessment: Identified 44 working days of redundant lags/unjustified offsets embedded in the impacted schedule. These included unnecessary Finish-to-Start and Start-to-Start linkages that artificially extended critical path durations. (See *Exhibit-B-Review of Delay Imposed Schedule*).

Summary of Analysis

This report presents an independent forensic review and critical path delay analysis of the construction schedule for the New Fort Lauderdale Police Headquarters project. The primary objective of the analysis is to assess the validity of delay claims, with particular focus on PCI #275 and its reference to structural deflection impacts.



Our scope includes:

- Comparative evaluation of the OCO-19 baseline schedule and FTPS ST 000W-S1R1.4-1 impacted schedule.
- Logic review of key fragnet activities (PD03/PD12) connected to deflection events.
- Assessment of whether delays in critical trades (e.g., MEPF, roofing, glazing, interior finishes) were logically and causally linked to deflection.
- Identification of schedule mismanagement, float misallocation, and missed mitigation opportunities.
- Validation of actual working durations versus planned durations across key windows.

The findings are intended to assess whether the delays claimed qualify as excusable and/or compensable, and whether reasonable diligence was applied in mitigating identified risks.

Exhibit– A Detailed Window Wise Analysis

- **Schedule Review Exhibit -A** summarizes the schedule delay review performed on PCI #275. The analysis demonstrates that while delays occurred, only 50 working days are substantiated versus the 76 working days claimed. This finding directly supports the reduced cost entitlement presented.
- The total substantiated project delay measures 94 working day slippage when taken at face value. However, detailed review of the PD-03 activity chain reveals 44 working days of redundant lags and logic offsets. Once these are removed, the actual critical-path delay is reduced to 50 working days (~77 calendar days) not 76 working days of pure deflection-related impact as claimed.
- Many activities in the impacted schedule remained on the critical path due to inflated sequencing, excessive lags, and artificial logic constraints — not because of actual physical dependency on the deflection scope.
- Moss showed strong recovery capabilities in the later phases (sitework, asbestos/demo). Applying similar mitigation strategies earlier may have helped minimize the perception and duration of delays
- Several delayed scopes (MEPF, roofing, glazing, interior finishes) show no direct baseline linkage to the deflection fragnet

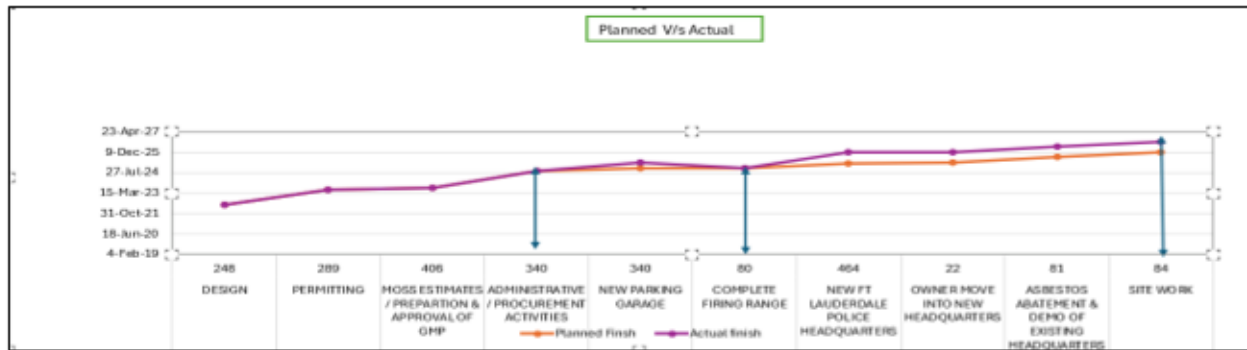
Summary of Schedule Delay Analysis Across Windows 1 to 5:

- Window 1 showed no deviation between baseline and impacted schedules. This period primarily covered administrative and mobilization tasks.
- Window 2 exhibited significant drift in MEPF and roofing scopes. These activities began on time, but extended well beyond their planned durations +130 and +128 calendar days, respectively — without being directly impacted by the North-side deflection.
- Window 3 included critical interior finishes (particularly for the 2nd and 3rd floors), which were on the original critical path. These were extended by +127 calendar days despite being unrelated to the deflection event.

Window	Description	Original Duration	Actual Duration	Variance
Window-1	Admin startup phase	60	60	-
Window-2	MEPF infrastructure	205	335	130
	Roofing & Glazing	188	316	128
Window-3	Interior finish work	267	394	127
Window-4&5	Site work & Asbestos, Demo	Recovery		-291
Total Delay				94

Observation-1: Between Baseline Schedule and Impacted Schedule.

The following table (Schedule Review Exhibit-B) and corresponding graphs provide a comparison between the baseline (OCO-19) and the impacted schedule (FPS ST 000W-S1R1.4-1) across key WBS elements. This analysis outlines where significant delays occurred and how they evolved over time.

**Delay Trends and Impact:**

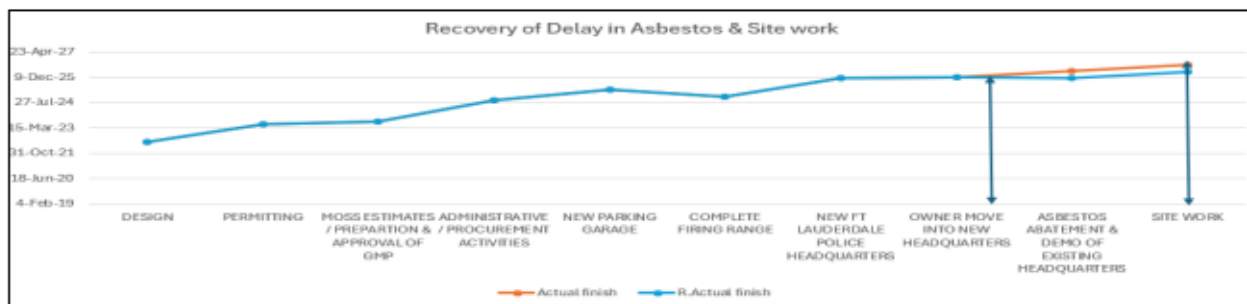
- No delays were observed in the design, permitting, procurement, and GMP preparation phases.
- Major schedule slippage began with the New Parking Garage and Ft. Lauderdale Police Headquarters construction, which collectively account for a combined delay of nearly 300 days.
- These delays correlate with the structural deflection remediation issue and late-stage roofing/glazing activities.

The delay is further extended into the move-in, abatement, and site work phase.

Observation-2: Impacted vs. Recovery Schedule

From the above, no recovery or mitigation measures were applied to the most critical delays in:

- New Parking Garage
- New Police Headquarters Construction
- However, A mitigation of 291 days is reflected through the early execution of abatement and site work, effectively reducing the duration of the schedule's final phases in the recovery program. This is shown in the graph below:

**Conclusion**

- The critical delays in the structural and building phases were not addressed in the recovery schedule, indicating that the schedule mitigation strategy focused solely on the close-out phase.
- This indicates that major mid-phase delays were not addressed through proactive mitigation, with the reduction in overall delay instead resulting from compression of non-critical tasks in the later phases.

Review of Delay Imposed Schedule (PD03/PD12)

While reviewing the delay event impacts in the schedule, the following observations were noted along with a delay days discrepancy:

- Majority Relationships Are Finish-to-Start (FS)
- Most activity linkages use standard Finish-to-Start (FS) relationships.
- These are appropriate for construction workflows and generally maintain logic clarity.

Use of Start-to-Start (SS) Links

Several SS dependencies were found, e.g.:

FINISH PAINT → INSTALL LIGHTWEIGHT ROOFING

- This is a non-standard dependency if physical work must be sequenced. It may mask actual float or overlap tasks that should be sequential.

Lag Usage:

- Lag values (even though set to 0 hours in this data) are present, indicating that lag logic is being applied even when not strictly necessary.
- Excessive or hidden lag use is a red flag (Exhibit-B)-it can dilute critical path clarity or artificially compress activity timelines.
- Total avoidable delays from these lags: 44 working days.
- These gaps may not be caused by actual field constraints, but instead by how the schedule logic was structured.
- This aligns with the earlier point: some logic appears “arranged” to keep activities on the critical path longer.

Summary

- This suggests the schedule was structured to maintain activities on the critical path, possibly to emphasize delay impact.
- The schedule sequencing for the “Structural Modification to North Overhang” appears to have been structured in a way that kept related activities on the critical path, potentially to maximize the apparent delay impact.

Logic Inefficiencies and Summary

- Analysis of the impacted schedule reveals that the 198 working days claimed could have been reduced to 154 working days had the activity links been properly aligned with realistic construction sequences. Several links show unnecessary gaps (lags) or delayed starts despite available float, as detailed below:

Activity ID	Logic Links	Activity ID	Days
PD-03-570	Finish to Start	PD-03-590	2 days
PD-03-630	Start to Start	PD-03-640	8 days
PD-03-660	Finish to Start	PD-03-670	22 days
PD-03-870	Finish to finish	PD-03-810	10 days
PD-03-820	Finish to Start	PD-03-830	2 days
		Total days	44 days

- It is important to note that several observed gaps in the schedule appear to stem from sequencing choices rather than field constraints. Adjusting for these factors would have reduced the overall delay by approximately 44 working days.

Delays and Impact of City and Third-Party Engineer Requirements on Schedule Progress:

Upon reviewing Moss *Exhibit A – Potential Impact Notice #3 & 4 – Structural Modifications*, the following points were identified in relation to structural modifications:

- March 26, 2024 – City Building Department directive:
 - Stop roofing/glazing on north side until remediation.
 - Ban on material storage on the north roof.
 - Daily monitoring of north roof deck.
- April 18, 2024 – Formal “cease activities” notice issued by City for Level 3 and Roof (north of grid 2).
- **April 25, 2024** – Restrictions expanded by City to include ground floor and Broward Blvd frontage.
- **June 3, 2024** – City directed Moss to install shoring, even though the Engineer of Record (TT) said shoring was not required.
- **August 14, 2024** – Third-party engineer Lakdas/Yohalem (LYE) finally approved secondary remediation design (after ~97 days of review).
- **September 2024** – City finally approved shoring removal, after months of conflicting instructions between TT and LYE.

Delay Period (From Moss Exhibit-A)

- Restrictions began March 26, 2024 (Cease roofing/glazing order).
- Continued through September 2024 (when shoring removal was approved).
- That is 130 net working days (≈ 5 months) of restriction-driven impact documented in the exhibit.

In the impacted schedule, the delay activity is shown as occurring from September 10, 2024, to July 1, 2025; however, the Exhibit identifies the issue as beginning on March 18, 2024, with the issuance of RFI-435. Restrictions imposed by the City commenced on March 26, 2024, halting roofing and glazing activities on the north side. The finish date is not explicitly stated, but the Exhibit indicates that the issue was effectively resolved around September 2024, when the remediation design was approved and shoring was removed. This is also reflected in the table below:

As per Moss Exhibit A - Potential Impact Notice #3&4 - Structural Modifications:

Start date	Finish date	Calendar days	Working days	Calendar holidays	Networking days
18-Mar-24	22-Sep-24	188	135	6	129

As per Impacted schedule - FTPS ST 000W-S1R1.4-1:

Start date	Finish date	Calendar days	Working days	Calendar holidays	Networking days
10-Sep-24	1-Jul-25	294	211	13	198

As presented in the “*Review of Delay Imposed Schedule (PD03/PD12)*”, the 198 working days claimed could have been reduced to 154 working days if impacted activity links were aligned more realistically with construction sequences. The review indicates that several links include unnecessary gaps (lags) or delayed starts despite available float.

Accordingly, the overall delay associated with the structural deflection issue is 129 days as reflected in Exhibit A, compared with 154 working days shown in the impacted schedule.

Conclusion

- The substantial completion of the project should not exceed 50 working days, a significant deviation from the 76 working days claimed in PCI 275.
- Only 102 working days of delay can be credibly tied to the deflection issue.
- While the City has increased the GMP budget through Owner Change Orders in the amount of \$1,910,130.46 for the remediation work, our analysis indicates that the actual cost is \$1,227,720.96.