

DEPARTMENT OF TRANSPORTATION - District 4 Toll Bridge Program

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June 18, 2009

Contract No. 04-0120F4

04-SF-80-13.2 / 13.9

Self-Anchored Suspension Bridge

Letter No. 05.03.01-004407

Michael Flowers
Project Executive
American Bridge/Fluor, A JV
375 Burma Road
Oakland, CA 94607

Dear Michael Flowers,

Submittal 1163 - May 2009 Proposed Revision Schedule

The Department has reviewed Submittal ABF-SUB-01163R00, "May 20, 2009 Proposed Revised Schedule," dated May 29, 2009. The monthly schedule presentation to discuss the May 2009 schedule was held on June 3, 2009. This schedule submittal is found to be "Unacceptable" due to the following:

CATEGORY A:

A1. Inclusion of TIA No. 5 Filler Activities in Contract Schedule

ABF has yet to complete updating and statusing the East End Submittals. As stated in State Letter 05.03.01-004198, it is unacceptable to claim that the controlling operation is OBG East End Submittals and then fail to update and status the activities. ABF addressed this issue in the June 10, 2009 weekly schedule meeting. It is the Department's understanding that ABF intends to complete refining these submittals by the June 2009 update.

A2. Voyage Logic

The Contractor appears to have corrected all of the "A3" items under this issue with the exception of issue "d," regarding completed components waiting for ships to return. The Department agrees that having fabricated components awaiting a ship to return does not make the schedule wrong, but it does fail to provide the best possible plan for delivery of the critical shipments from China. There are currently four voyages in the May 2009 update waiting to depart before the previous ship has yet to return. The table below shows that departure dates for Voyages 2, 5, 7, and 8 have been delayed one to eight months. It was noted in a schedule meeting that it is not ABF's intention to have completed fabricated components at ZPMC waiting for a ship. Review and revise voyage logic accordingly.

May 2009 RO	Waiting ~2 months			Waiting ~1 month			Waiting ~1 month		Waiting ~8 months
	V1 (ZPMC 4)	V2 (ZPMC 6)	V3 (ZPMC 7)	V4 (ZPMC 8)	V5 (ZPMC 9)	V6 (ZPMC 10)	V7 (ZPMC 11)	V7.5 (ZPMC 11.5)	V8 (ZPMC 12)
Cargo	OBG 1-4 E/W	OBG 5/6 E/W	Tower L1	OBG 7/8 E/W	OBG 9/10 Tower L2	OBG 11 Tower L3	OBG 12 Tower L4/5	OBG 13/14	OBG Misc Tower Head Skirt, misc
Departure	23-Jul-09	28-Oct-09	22-Dec-09	3-Dec-09	31-Mar-10	6-May-10	3-Jul-10	28-Jan-11	19-Oct-10
OBG Ready	13-Jul-09	3-Sep-09	-	22-Nov-09	4-Feb-10	18-Apr-10	26-May-10	17-Jan-11	12-Mar-10
Tower Ready	-	-	11-Dec-09	-	23-Feb-10	18-Apr-10	26-May-10	-	24-Feb-10
Other Components	-	-	8/20/09-Cradles 7/13/09- T1 Base Plate	-	-	-	-	-	-
Prepare Vessel	6/10/09-6/29/09	10/5/09-10/16/09	8/25/09-9/5/09	10/5/09-10/22/09	3/3/10-3/19/10	2/13/10-3/9/10	6/10/09-6/22/10	7/16/10-7/28/10	9/14/10-10/7/10
Ship Returned	-	9/30/2009-Ship #5	2/16/2009-Ship #1	10/17/09-Ship #4	3/2/09-Ship #7	2/2/2010- Ship #8	6/9/10-Ship #9	15-Jul-10	9/13/10-Ship #11

Notes:

1. Dates in red are the driving predecessor.

A3. Incomplete Logic (Submittal File)

As noted in State letter 05.03.01-004198, ABF has yet to remove the incomplete logic ties between the submittal schedule and the main schedule. It is noted that ABF will include the appropriate logic ties in the June 2009 update. Additionally, ABF incorrectly states that none of the ties are driving activities and do not affect activities happening after the data date. There are 111-activities with links from the submittal schedule file to the main schedule file that are driving which need to be removed or corrected. A listing of these activities is available upon request.

A4. OBG Deck Erection Sequence

The Department has reviewed the logic in the schedule and verified that the schedule is not representative of ABF's current planning for the OBG Deck Erection Sequence as presented in Submittals 762R1 and 871R0. ABF states that the sequence will be revised in the June 2009 schedule submission.

CATEGORY B:

It appears that many of the Category B comments issued in State Letter 05.03.01-004198 were not addressed in the May 2009 Schedule. For clarification purposes; the intent of a Category B comment is that the issue raised is required to be addressed in a future submittal.

B1. T1 Erection Tower Shipment

The schedule currently shows that T1 Erection Tower Lifts 1-5 will be on ZPMC Shipment #5 (temp tower shipment) which will not depart until July 26, 2009. It has been reported in the temporary tower meetings that the shipment is scheduled to depart at the end of June 2009. What will this shipment contain if it is to depart at the end of June 2009? Review and clarify.

B2. Crossbeam 6 Erection

It was stated in the weekly schedule meeting that Crossbeam 6 cannot be erected until tower saddle erection is complete. The May schedule shows that the driving predecessor to erection the of Crossbeam 6 is the aligning and bolting of Crossbeam 18 at the East End. Revise logic ties.

B3. Fabrication Schedule Calendars

As noted in State Letter 05.03.01-004198, the activities listed below are on a 5D-SH or 6D-SH calendar, when all other non-summary activities in the OBG and T1 fabrication sections of the schedule are on a variation of a 7D calendar. Review and revise accordingly.

Activity ID	Activity Name	Cal
Q0LCFABCBCAC05	Fab - Crossbeam Access Platforms/Ladders/Stairs	5D-SH
Q0LCFABCBCSP40	Fab - Crossbeam Service Platform	5D-SH
Q0LCSUBCBCAC05	Segment-assembling - Crossbeam Access Platforms/Ladders/Stairs	5D-SH
L12WGSHO025	Load Lift 12 for Shipment	6D-CH
L13WGSHO055	Load Lift 13 for Shipment	6D-CH
L14WGSHO085	Load Lift 14 for Shipment	6D-CH
23MLAS127	Lift 2 - Vertical Assembly	5D-SH
34MLAS207	Lift 3 - Vertical Assembly	5D-SH
45MLAS268	Lift 4 - Vertical Assembly	5D-SH

B4. Documenting Settings and Directions for Running Schedule

It is imperative that the schedule submitted by ABF match the schedule being used by the Department. The Department and ABF have met on numerous occasions in the past in order to obtain a resolution. More recently, ABF and the Department met and reviewed the P6 settings (preferences, import/export, schedule/level; etc) that effect activity dates in addition to the order and method of scheduling the three different schedules (Main, Submittal, and RFI schedule). During this meeting, the Department and ABF achieved a successful match of the May 2009 schedule. It is important that the steps taken to achieve this match are documented both for ABF's and the Department's future use. Attached is a document (See attachment [P6Settings_RunningSchedSteps_061609.pdf](#)) prepared by the Department listing the P6 settings and the steps taken to achieve a match. Please review the attachment and acknowledge that this is how ABF would like the Department to proceed with future schedule submittals.

B5. Activities with Duration Greater than 20 days

There are 83 fabrication activities scheduled to begin within six months with durations greater than 20 days (See attachment [Greatherthan20Days_May2009.pdf](#)). These activities need to be detailed so that better projected schedule dates are provided and improve the reliability of the schedule. It is suggested that ABF choose a block or grouping of activities on a monthly basis which need to be broken down and make the necessary adjustments, and/or discuss this list at our weekly meetings and agree which items need further breakdown.

B6. Bid Item Costs/Resource Assignments

The contract requires that the total of all activity costs equal the total contract bid amount. The deletion of numerous activities in recent months has caused the total activity costs in the May 2009 schedule to be approximately \$387M less than the contract price. This information is used in the quarterly DRB updates; therefore, it is important that it is updated. Additionally, it is required that resources are added to all new activities and adjusted for those activities where the remaining durations were changed. Review and revise activity costs and resource assignments accordingly.

B7. Active Activities With No Progress This Period

This submission contains 159 active activities which report no progress during the reporting period. (See attachment [ActiveActivitiesWithNoProgress.pdf](#)) Fabrication activities should normally have a diminishing remaining duration until delivery. These activities should be checked to see that the status was not overlooked. The narrative should contain an explanation for the lack of progress in specific areas of the work and include a plan to correct the slippage.

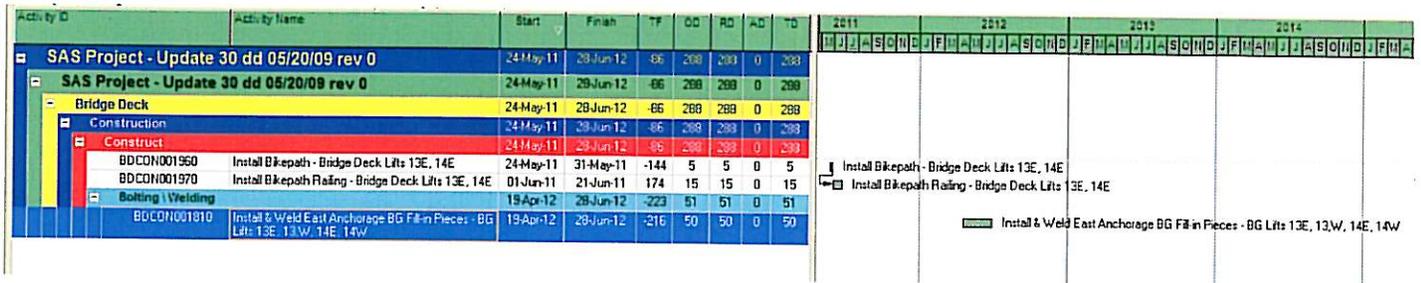
The following are Category B comments issued in State Letter 05.03.01-004198 which remain to be addressed:

B8. East End Details

OBG fabrication for the East End has yet to be detailed out to the same level of detail as Lifts 1-11. It is noted that ABF is planning to expand the existing East End fabrication activities in future updates. This is a necessary step prior to evaluating any changed conditions.

B9. Bike Path Installation

The schedule shows activity BDCON001960, Install Bike path – Bridge Deck 13E, 14E prior to activity BDCON001810, Install & Weld East Anchorage BG Fill-in 13E, 13W, 14E, 14W. Please review and revise and/or explain. It is noted that if the bike path has to be installed after the installation of the East Anchorage Fill-in Piece, there will most likely be an impact to the project schedule requiring additional mitigation measures.



B10. Combining Schedule Files

As discussed in the weekly schedule meeting, place the OBG and T1 Fabrication activities into the approved WBS structure of the main schedule. The Department is available to assist ABF with this task. This will simplify the project organization and streamline the WBS coding.

B11. Contract Schedule and Four Week Rolling Schedule (4WRS)

The Department appreciates ABF’s efforts to align the activities in the 4WRS with the activities in the contract schedule and understands that ABF is in the process of transitioning the 4WRS from the excel spreadsheet to a layout in the CPM. The Contractor is required to use a layout that is acceptable to the Engineer. The Department has provided an acceptable draft layout and is available to meet to further develop a layout and organization that is useful to both the Department and ABF.

B12. Activity Coding Missing

Many submittal and package codes are missing creating problems during sorting. Provide all missing codes.

B13. Activity Coding for Added Activities

During the development of the baseline schedule, a naming convention for the Activity ID was established so that activities added within the month could be easily determined. This naming convention was abandoned with the creation of the OBG and T1 fabrication schedules. It is difficult to determine when an activity in the OBG and T1 fabrication schedule was added. Add a new activity code that indicates the month and year an activity was added, similar to the agreed Activity IDs. Populate this code for all activities with Activity IDs not following our agreed naming convention. It is noted that this will not be an issue if B10 is addressed.

CATEGORY C:

C1. New Actual Dates Earlier Than Target Date (20APR09):

There are 194-activities that have had actual dates added before the Data Date of the previous submission of April 20, 2009. Thirty-five of these activities are status changes in 2008. The Department has commented on this practice of retro-actively making status changes to the schedule. The concern is that these changes represent a modification of earlier submittal(s). There is a risk that continued changes of this type may invalidate earlier submittals and/or reviews. The Contractor is advised to significantly reduce the amount of retro-active changes and/or explain the changes as they are made.

The Department has been working with ABF towards an acceptable schedule since October 2008, when the last acceptable schedule was submitted. Since then, the Department and ABF have held numerous workshops to address identified issues that are hindering schedules from being accepted. ABF has committed that agreed upon deficiencies will be addressed. However, eight schedule submissions have been provided since October 2008, and none have been acceptable.

We look forward to an acceptable June 20, 2009 schedule in which, as noted by ABF, all Category A issues will be fully addressed.

Sincerely,



GARY PURSELL
Resident Engineer

Attachment

cc: Don Ross
Bill Shedd
file: 05.03.01, 26.05