

**Denali Commission Grant
Project Close-Out Narrative Report**

Project Name: Nonprofit Services Center Construction

Agency: Cook Inlet Tribal Council

Reporting Period: 3/28/05-12/31/05

Grant #: 06-4-C-5024

Grant Award Amount: \$562,945.00

Project Overview:

As described in our original Grant Application, construction of this 75,000 square foot, four-story Class-A facility allows CITC and its partner agencies to consolidate their points of service delivery from nine locations into one. This consolidation makes possible several operating efficiencies, to say nothing of vastly improved convenience for the 15,000 Alaska Natives and Native Americans who participate in our programs each year. The funding provided through The Denali Commission was intended to offset roughly half the construction cost associated with nearly 7,000 square feet of program space serving victims of domestic violence. These programs include offerings from CITC's Recovery Services, Child and Family Services, and Employment Training Services Departments, plus direct services provided by Alaska Native Justice Center.

Project Activities:

The original targeted project completion date was December, 2005. Good weather in the fall of 2004 extended the typically short Alaskan construction season and allowed better progress than anticipated in site grading and foundation/utility installation. Further temperate weather in the spring of 2005 allowed steel erection to proceed in March, fully one month ahead of schedule. These items, plus the absence of delays in the arrival of critical materials and extraordinary cooperation among the trades allowed the project to reach Substantial Completion on September 21, 2005. This allowed occupancy of the new facility to be completed prior to the onset of winter, reducing move expenses and allowing early termination of several leases.

A Conditional Certificate of Occupancy was issued by the Municipality of Anchorage on September 21, 2005 allowing installation of new systems furniture and the telecommunications infrastructure to begin. The first CO was issued on October 4, 2005 and occupancy was initiated on October 7th with our Administration and Accounting teams. The attached final Certificate of Occupancy was issued on November 1, 2005.

To what extent did you meet your goals and objectives including reaching the intended number of people or target audience?

As outlined above, the project experienced no significant delays and was completed well ahead of schedule and within budget. The original total anticipated cost for this Design/Build Guaranteed Maximum Price (GMP) Project was \$13,404,555. Change Orders issued after Project Award for various Tenant Improvements totaled \$605,039 (4.5%) bringing the Final Project Cost to \$14,009,594 – approximately \$187 per square foot. We are already seeing that consolidating our service delivery model has exceeded

expectations with regard to service quality, service accessibility, and participant satisfaction. Finally, location of all staff members at a single site has significantly improved communication, decreased infrastructural expense, reduced travel time, and had a discernable impact on employee morale.

Cost Containment:

As noted above, Change Orders totaling \$605,039 (4.5%) were issued during the project. These were exclusively Tenant Improvements intended to improve service delivery and efficiency and were judged to be more economically added during the construction phase than following facility completion.

Each Change Order line item was considered on its own merit and submitted to a multi-step evaluation and approval process. Each line item was evaluated by the Project Architects and Engineers before submission to CITC's Owner's Representative and Contract Administrator for consideration. If endorsed by CITC's subject matter experts, the items were then evaluated by CITC Executive Management. If endorsed by CITC Management, the items were then submitted to the CITC Building Committee and review and endorsement. If endorsed by the Building Committee, the items were submitted by the Building Committee to CITC Board of Directors for approval.

Did any unexpected barriers or opportunities lead to changes in programs or activities?

As discussed above, temperate weather allowed longer than usual construction seasons in 2004 and 2005, enabling us to complete the project slightly ahead of schedule. This allowed us to occupy prior to the onset of winter and close out prior leases early than expected.

How were the funds spent? Please submit a budget-to-actual financial report detailing how foundation funds and other revenue were actually spent compared to the original project budget.

Please refer to the attached cost breakdown.

Did you learn anything through this project that may be useful for us to share with others?

CITC dedicated considerable time and energy to the planning process, involving both its Leadership Team and program staff. This detailed needs-analysis allowed CITC to be fairly explicit in the Project Specifications included in the RFP, which in turn allowed the Project Developer to provide an accurate budget proposal and project plan. It also resulted in CITC's unusually low level of Change Order activity. In other words, once again, we learned that there's no such thing as too much planning.

Attachments:

1. Copy of CITC Cultural and Historical Arts Project Donor Wall
2. Virtual building tour of the new constructed Nonprofit Services Center