

MINUTES
CONSTRUCTION MANAGEMENT OVERSIGHT COMMITTEE (CMOC)
University of Connecticut, UConn Health Center
Human Resources Conference Room, 16 Munson Road, Farmington, Connecticut
February 20, 2014

COMMITTEE MEMBERS: John Barrasso, Pam Delphenich (*phone*) Thomas Ritter, Marilda Gandara, Richard Schoenhardt (*phone*), Charles Urso

STAFF PRESENT: Thomas Callahan, Debbie Carone, Darren Cooke, Cheryl Chiaputti, Laura Cruickshank, Richard Gray, Brian Gore, Michael Jednak, Matthew Larson, Diane Marquis, Chief John Mancini, Richard Orr, Bhupen Patel, Rachael Rubin (*phone*), Robert Sitkowski, Colleen Schuh, Lysa Teal, Thomas Trutter, Reka Wrynn

GUESTS: Michael Daniels, Student Trustee

Committee Chairman Thomas Ritter convened the meeting of the Construction Management Oversight Committee (CMOC) at 10:00 am at the University of Connecticut Health Center, Farmington, Connecticut. Chairman Ritter directed the committee to action agenda *Item #1, Approval of the Construction Management Oversight Committee meeting minutes of February 20, 2014*. Motion to approve was made by committee member John Barrasso and seconded by Charles Urso, unanimously approved, as circulated.

Mr. Ritter directed the committee to agenda *Item #3, Quarterly Report on Construction Performance Reported by the Office of Construction Assurance* presented by Bhupen Patel, Director of Construction Assurance. Mr. Patel provided a brief overview of his quarterly report emphasizing his anticipation that improvements in the area of processes and scope preparation would result in required improvements to the current system. Mr. Patel added that a presentation on the Design Build policy and procedure, currently being addressed by the CMOC/BG&E Task Force, would be provided; with anticipated final completion in March of 2014. The Office of Construction Assurance Quarterly Report is provided below in it's entirety.

To: Chairman and Members of Construction Management Oversight Committee (CMOC)

From: Bhupen N. Patel, Director, Office of Construction Assurance

Subject: Office of Construction Assurance February 2014 Quarterly Report

Date: February 20, 2014

cc: Susan Herbst, President
Rachel Rubin

Except for Health Center (UCHC) related projects, no major construction activities are in progress. Planning and Design activities are progressing at both the Storrs campus as well as at the UCHC.

A review of completed project files indicated poor scope development which has been reported in the past. One project involved exigent procurement delivery due to the scheduling demands (Arjona Renovations). There was no choice but to use the exigent process. The project was completed on time. Hopefully a revised Capital Project Implementation Process will minimize these issues and hopefully bring change orders and costs in line with good industry standards.

Construction Assurance is working with the task force (BGE/CMOC), to continue implementation of previously recommended improvements. Various policy and procedure changes are being proposed. I worked with Capital Projects & Contract Administration Director, Matthew Larson, during the development of the Design Build related project policies and procedures. These are being presented to you at the February 2014 Construction Management Oversight Committee meeting.

Over the last six years, various changes have been made to the policy and procedures related to UCONN 2000 projects. It is necessary to finalize updated written documents; however, I am told by Mr. Larson that this may require assistance from an external consultant. Maybe the original consultant, Carter Burgess can be utilized.

The revised policy requiring Memorandum of Understanding (MOU) appears to improve the input process from the various stake holders. Upon completion of MOU, the Planning, Architectural and Engineering Services department will be responsible for developing scopes.

Standardization should be established for providing information within scope. This will help improve quality of scope. Incomplete and uncoordinated scope of various projects have been a major weakness which lead to change orders for design services, as well as construction contracts. It is anticipated that new improved process, when fully implemented, will result into a better quality and cost of projects.

This concludes my February 20, 2014 report.

Mr. Ritter recognized Laura Cruickshank, University Master Planner and Chief Architect, for the Planning, Architectural and Engineering Services Department (PAES) presenter of agenda **Item #4, Updates on Operational & Organization Activities & Improvements**. Ms. Cruickshank informed the committee that seven new key positions had been filled since the last CMOC meeting; including a Director of University Planning, Director of Regional & Development Projects, an Associate Director of Landscape, two Design Project Managers, and

two Facilities and Space Planners. Departmental focus over the last year included standardization of the Capital Budget process, creation of Memorandum of Understanding (MOU) and a Project Review Committee process, all in anticipation of Next Generation Ct and the Fiscal Year 2015 capital budget. Ms. Cruickshank added that focus for the 2014 would be on construction, updating of policy and procedures relative to Change Orders, Construction Change Directives, a Quality Analysis Quality Control review of design/construction programs, as well as an internal review of business processes. In conclusion, several meetings were held with the CMOC Task Force in collaboration with Capital Projects & Contract Administration (CPCA) resulting in documented tasks and milestones, a review of the Design Build draft policy as well as a review on the development of UConn's construction standards and specifications.

Mathew Larson, Director of Procurement Services continued with agenda *Item #4* as related to **CPCA**, providing a departmental improvements overview. One key effort being the establishment of On Call A&E contracts for Professional Services, efficiency improvements related to engagement and assignments for PAES, and determination to increase Ct firm participation. Preliminary numbers indicate 91% of dollars spent; roughly \$2.7 million were allocated to CT firms of out \$2.9 million. Efforts continue for On Call Trade services, as well as, On Call General Contractor (GC) services; allocating \$100,000 assignments for small and minority business set asides. Recent changes in the Audited Financial Statement policy continue to be evaluated. CPCA continues to work with the BG&E/CMOC Task Force on the DB policy and delivery methodology.

Chairman Ritter emphasized that who builds the beautiful buildings is equally important suggesting that information for a future Board of Trustees meeting be compiled, providing information on exactly who is building the buildings, and what policy decisions had been made that have assisted in making the process easier and more inclusive.

The meeting continued with agenda *Item # 5, Status of Code Correction Projects* by Brian Gore, Director of Project and Program Management. In summary, Mr. Gore explained that the current unfunded liability was \$5.8 million to complete the balance of discrepancies unable to be completed with current funding (excluding the Stamford campus); and a potential recovery of \$1.4 million of In Kind services was also currently being explored.

Committee member Urso questioned if Northwest Quad, North Campus dorms and Mansfield Apartments were newly identified issues, understanding that student living facilities were to be given highest priority for corrections. Mr. Gore explained that they were all carried forward issues, Public safety officials were aware, and it was determined immediate correction was not required. Negotiation with original contractors and architects continued in an attempt to obtain the cooperative efforts of those involved. Current University funding shortfalls remained to complete these corrections. Mr. Gore assured the committee that they were not related to the

2007 safety inspections but were identified at a later point in time and would get back to the committee on the timeframe.

Mr. Gore continued with agenda *Item # 6 December 31, 2013 Quarterly Construction Status Report* asking for questions relative to the report. As an informational item, Trustee Gandara informed the committee that discussions had begun, through the Task Force, to see if an outline of the report could be generated allowing for a short summary, which could be quickly digested with the ability to delve further, if required, into the full report. Mr. Gore added that it was being developed and would be including design phase.

Matt Larson continued with agenda *Item #7 Design Build Process – Policy Development* providing an overview of its development to date. Mr. Larson stated that past BG&E/CMOC Task Force meetings indicated that the DB policy still required additional clarification which needed to be incorporated into the policy before finalizing. Mr. Larson added that the control points would be through the Building Ground & Environment (BG&E) Committee which would provide project approval prior to the Board of Trustees meeting. Mr. Larson stated that two existing projects, where the University wanted to employ the use of DB, would be presented to the committee later in the agenda by Ms. Cruickshank.

Chairman Ritter summarized that in addition to what is procedurally underway, during the following BG&E meeting, two specific DB items would be presented; and that in the future, all projects or project components requesting DB procedure would be brought to the BG&E committee prior to presentation to the full Board. Mr. Larson added that the use of DB would be reflected in the project budget so that it would be clear within the submission. Committee member Gandara confirmed that what was going to be approved and brought to the Board was only the two projects, that parameters were still being formulated regarding the DB policy, and even with the parameters, the University would continue to go to BG&E and the full Board whenever DB is utilized.

Richard Orr, University Counsel, continued with agenda *Item #8, Construction Worker Reporting Policy* stating that a proposal had been prepared for the committees consideration which would incorporate, into the University's procedure of procurement for construction projects, a reporting requirement for the selected vendor requiring that the vendor articulate in a narrative report, what efforts had been made to achieve local hiring goals. Chairman Ritter added that the proposed policy had previously been vetted by the Attorney General who indicated it could be done and would be approved by the Connecticut legislature effective July 1, 2014. Chair Ritter indicated his comfort with moving forward on the policy and made a Motion to approve **agenda Item #8**. The motion passed unanimously by all CMOC committee members.

Chairman Ritter continued with agenda **Item #9, Status of Appointments**, as related to the seven CMOC members, providing a brief history on the creation of CMOC. Referencing a letter from April 4, 2013, Mr. Ritter stated that a follow up letter had recently been sent to the Governor and other legislative leaders, reminding the appointing authorities that many CMOC members had served beyond original appointments, and were “hold overs”. Chair Ritter requested that a point person be assigned that he could work with to assure the continued existence of CMOC, and if so, to assure that hold over appointments still wanted to serve and that current leadership is supportive of their service.

Thomas Trutter, UCHC Associate Vice President for Campus Planning, Design & Construction, continued with agenda **Item # 10, Update of Current Project Progress**. Mr. Trutter brought the committee up to date on the construction progress of the four major projects currently in construction; the Lab Building Renovation, the UConn Health Outpatient Pavilion, the new Hospital Tower and the progress of Jackson Labs. Mr. Trutter added that 78% of all contracts had been awarded to Connecticut companies, by dollar amount and contract number. Minority women and disadvantaged business were 19%, exceeding the State statute by 13%, with veteran hiring at 4% on the Hospital Tower project. No new statistics were available relative to the Job Funnel Program stating they had yet to engage with them to make sure they are aware of the projects.

Mr. Trutter continued his presentation focusing on projects currently in design status; the Academic Building Addition, the C Building project (*dental and cardiology*) and the Cell and Genome Science Building. Water and traffic issues were still being addressed, with traffic intersection approvals, both on and off campus, moving forward with bids received and work scheduled to begin in the spring.

Mr. Ray LaBrec of Jacobs Engineering updated the committee relative to the University’s Owner Controlled Insurance Program (OCIP) informing them that a Safety Manager and a Safety Engineer had been added to the team. UConn’s Health, Safety and Environmental Manual had also been reviewed, improved, and incorporated into all contracts for Construction Managers, to be used as the minimum standard safety program on each project. Mr. LaBrec stated there were 11 reportable incidents, rated a 5.7, with the Connecticut average being 3.9, so focus on improvement was underway.

Laura Cruickshank continued with agenda **Item # 10**, as related to the Storrs campus reporting that the Whetten Quad and the Gant Building Renovation were completed. The Basketball Development Center is on schedule and on budget with estimated completion in May 2014. Ms. Cruickshank continued with updates relative to projects in design including the Engineering and Science Building to be completed for the fall 2017; the Innovation Partnership Building completion scheduled for 2016. The Master Plan, assigned to Skidmore, Owens &

Merrill, will include the Landscape Master Plan, a Utilities' Master Plan and a Capital Improvement Plan. Ms. Cruickshank added that planning continues on the Next Generation Ct project, the Stanford Campus project (*targeted completion for 2017*) and the Monteith Limited Renovation project, budgeted at \$25 million. Ms. Cruickshank added that the Stem Residence Hall would be brought to the full Board and Newman Architects had been engaged for the project, which is a Design Build.

Student Trustee Daniels referenced the Research Park project, questioning whether it would be leased to the partners within the park or was it available for academic use. Ms. Cruickshank responded that it definitely would be used for partnerships and for academic research partnerships with the intention it would be leased specifically just to an academic research, faculty or program; there would be no teaching space provided. Mr. Daniels asked if the residence hall located by Hale & Ellsworth would be a comprehensive landscape renovation similar to what was provided for Whetten Quad and was informed it would be coming out of the Master Plan and geared for the existing site conditions. Ms. Cruickshank closed with an update on the Hartford Project informing the committee that a developer and architect had been engaged and the program verified. She added that the new building would be smaller than originally planned making it more appropriate for the site with improved efficiency.

Trustee member Gandara raised the issue of available parking, number of students requiring daily parking, where would the majority park; and pricing concerns for students. Mr. Robert Corbett, Director of Regional Projects and Development for PAES, stated that peak University usage estimate was 900 spaces, 300 of which would be staff usage. Onsite parking would be limited to about 50 with negotiations underway with nearby facilities for discounted rates. Ms. Gandara inquired if there were any indications on the discounted parking potential. Richard Gray, Executive Vice President of Administration and Chief Financial Officer, responded that negotiations were underway and that both the Department of Transportation as well as Connecticut Transit had been contacted as part of the process. Ms. Cruickshank added that a Parking Study had been completed and shared with the City of Hartford.

Chairman Ritter adjourned the meeting at 10:59 am.

Respectfully submitted,

Diane Cosma Marquis

Diane Cosma Marquis
Secretary to the Committee