

**MINUTES**  
**CONSTRUCTION MANAGEMENT OVERSIGHT COMMITTEE (CMOC)**  
**University of Connecticut Rome Commons Ballroom**  
**Storrs, Connecticut**  
**June 2, 2014**

**COMMITTEE MEMBERS:** John Barrasso, Charles Bunnell (phone), Marilda Gandara (10:07 phone), Thomas Ritter, Charles Urso (phone)

**STAFF PRESENT:** Carolle Andrews, Francis Archambault, John Biancamano, Thomas Callahan, Richard Carbray (phone), Debbie Carone, Robert Corbett , Laura Cruickshank, Michael Daniels (10:36), Andrea Dennis-laVigne (phone), Michael Gilbert, Michael Jednak, Matthew Larson, Rebecca Lobo (phone), Richard Miller (10:22), Richard Orr, Bhupen Patel, Rachel Rubin, Robert Sitkowski, Jack Sullivan, Lysa Teal, Thomas Trutter, Beverly Wood, Reka Wrynn

**GUESTS:** Andrew Lescoe – Jacobs

Committee Chairman Thomas Ritter convened the meeting of the Construction Management Oversight Committee (CMOC) at 10:00 a.m. in the University of Connecticut Rome Ballroom, Storrs, Connecticut. Chairman Ritter directed the committee to agenda *Item #1, May 2014 Quarterly Reports on Construction Performance Reported by the Office of Construction Assurance* presented by Bhupen Patel, Director of Construction Assurance. Mr. Patel provided a summary of his quarterly report suggesting the addition of change order percentage data in the monthly project reports to better gauge the pulse of overall project management. Mr. Patel reported the new program manager model implemented at UCONN Health Center is going very well. Mr. Patel suggested to the Chairman that, during project presentations, risk factors and issues be discussed in greater detail and include unexpected issues, consequences, lessons learned, and how to prevent the issue from re-occurring. Mr. Patel suggested revising the current exigent contract policy to include internal document checks and balances that better define how the contractors are selected. 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 June 2014 Quarterly Report

Date: June 2, 2014

Cc: Susan Herbst, President  
Rachel Rubin

As reported previously, most of the activities at Storrs campus are in the planning and design stage. Laura will provide you with details of the planning and design activities during her presentation.

The quarterly construction status report published on March 31, 2014 provides highlights of ten projects at Storrs campus; the Basketball Development Center budgeted at \$33,538,300 is the larger project. Reported change order totals at \$1,121,888.67 against construction costs of \$28,354,634.66 which is equal to 3.9%. This project is 80% complete.

The Water Reclamation Facility project is 90% complete. This project has \$994,914 in change orders against construction cost of \$22,518,080 representing 4.41%. Whetten Quad pedestrian safety improvements have change order totaling 5.83%. Other projects are mid- size projects.

Five projects at UCHC are far from the completion stage therefore, change order evaluation is not appropriate at this time.

I suggest that projects near the completion date should report percentage of change orders. It is a good guideline indicating quality of overall management of planning, design and construction phases. The University has yet to establish its goal for change order level, therefore, a comparison to set goals is premature. However, setting that goal can help to evaluate construction management quality at the institution.

I attended Bioscience Connecticut Oversight Committee meetings and would like to share my following observations:

- The project schedule, budget and scope are closely monitored and where required, necessary changes are made.
- Value engineering process is being utilized appropriately.
- Program status charts are effectively utilized in management decisions.
- Established process of decision making is inclusive and end users are providing their input on a regular basis.

With the Chairman's approval, it would be helpful to address issues, concerns and risk management during staff presentations at the CMOC and BGE meetings.

I have been assisting taskforce chair, Trustee Marilda Gandara in taskforce activities. I am also working with appropriate staff on taskforce related issues. Occasionally, I make site visits in the company of appropriate project managers. I have reviewed eight completed project files for adherence to policies and procedures. I did not find any violations. Due to the nature of the University business environment, it currently uses and will have to continue using exigent circumstance contract procedures when necessary. The board policy needs to address guidelines

in retaining contractors and require second opinions from the third party estimator regarding cost. I have discussed this matter with Mathew Larson, Director of Procurement Services and he concurs with me.

This concludes my June 2014 quarterly report

---

Mr. Bunnell agreed with Mr. Patel and suggested progress on the South Campus project be monitored by adding information to the code remediation report such as progress, cost estimates, and any safety remediation codes needed. Ms. Cruickshank responded she and Mr. Gore will review how to include the information requested.

Mr. Ritter recognized Laura Cruickshank, University Master Planner and Chief Architect, for the Planning, Architectural and Engineering Services Department (PAES) presenter of agenda *Item #2, Updates on Operational & Organization Activities & Improvements*.

Ms. Cruickshank reported the department has made good progress over the last several months, and outlined key objectives for the QA/QC program over the upcoming months. In summary, Colleen Schuh joined PAES from CPCA; the PAES website has been reorganized and updated; two projects have been approved by BGE to utilize a Design/Build (DB) delivery method; and update of the University's design/build contract is under final legal review. Ms. Cruickshank also reported a core committee was formed to create design standards and guidelines. The committee expects to complete a new design standards document by the end of 2014, which corresponds to when the majority of NextGen CT projects will be commencing design. Ms. Cruickshank informed the committee proposed construction change orders were reviewed. The review identified categories of costs and documentation where there were inconsistencies. Specific procedures on change orders have been outlined and form templates created to ensure uniformity on future submissions.

Matthew Larson, Director of Procurement Services, continued with agenda *Item #2* as related to **CPCA**. Mr. Larson first responded to Mr. Patel's comments regarding exigent contracts noting the CPCA Department does utilize third party estimators to ensure fair pricing is obtained for exigent contracts. Mr. Larson informed the committee a design/build policy is in process and should be ready for review and approval at the next meeting, and a policy life cycle report creation process has begun. Mr. Larson updated the committee regarding the on-call architectural and engineering equalization process for consulting services reporting a continued high trend of 91 % for Connecticut companies and an ethnic minority trend of less than 5%. Mr. Larson informed the committee that his team is working to identify additional minority firms.

Mr. Larson provided a status on the outreach sessions held jointly with the UCONN Health Center noting the plans for a public, open, review session of the program within the next two months. Mr. Larson informed the committee he will represent the University at the next Governor's taskforce meeting and report back to the committee.

Mr. Ritter requested that the CMOC committee be informed when the program review sessions are scheduled, especially those with small business minorities, as some committee members may attend. Mr. Larson indicated he would provide the review session schedule.

Mr. Urso inquired if there is any contact with DOT and/or DAS in incorporating their list to be as inclusive as possible on notification. Mr. Larson responded yes as well as CHRO and other agencies to ensure adequate resources are available.

Mr. Ritter inquired about the availability of a press packet downtown Hartford Campus announcement scheduled for June 3, 2014. Ms. Cruickshank responded a packet will be created and sent to Ms. Rubin for distribution.

The meeting continued with agenda *Item #3 Status of Correction Projects*. Ms. Cruickshank provided an update on the UCONN 2000 Code Remediation Program report prepared by Brian Gore, Director of Project and Program Management. In summary, Ms. Cruickshank noted the correction of 30 discrepancies bringing the total corrected discrepancies to 159. There are 51 discrepancies in planning and pre-planning and 51 discrepancies that are unfunded. The majority of the corrective work for projects those unfunded or in planning is scheduled to be performed over the summer of 2014. The current number of unfunded open discrepancies (excluding Stamford) represents an unfunded liability of approximately \$2.7 million as of June 2, 2014.

Ms. Cruickshank continued with an update on Stamford code correction projects, reporting an estimated \$5 million will be needed in addition to the \$2.7 million unfunded project just reported. Ms. Cruickshank reported the original architect is cooperating with the University and reviewing the extent of the needed corrections, and the Architects response is expected on June 30, 2014. It is anticipated that upon receipt of this response, the University may be able to develop an accurate schematic estimate of the cost to remediate the cited code discrepancies at Stamford. Ms. Cruickshank informed the committee OFMBI has notified the University that three discrepancies are required to be corrected in advance of full resolution of the balance of discrepancies. The University is proceeding accordingly utilizing existing program funding. Ms. Cruickshank introduced Andrew Lescoe from Jacobs who was available to answer any questions.

Mr. Ritter asked Richard Orr, University Counsel, if “people who were part of the UCONN Law School settlement are now eligible to bid on projects at the University again”. Mr. Orr responded “they are eligible to compete along with every other contractor, and like any other contractor, their past performance is relevant consideration. He noted that given the age of the project, it is unlikely that the individuals actually involved in that project are still actively practicing. It may be that the firms submitting for new work will be able to demonstrate that the people that they are pitching for the new projects are different from the people that were involved in the past”.

Ms. Cruickshank continued with *agenda item #4 March 31, 2014 Quarterly Construction Status Report* asking for questions relative to the report.

Mr. Patel inquired how the South Campus project is being funded. Ms. Cruickshank responded it is being funded out of NextGen CT. Mr. Patel questioned what occurred with the prior decision where it was understood that UCONN has to use its own operating fund for any errors which occurred during the first phase of UCONN2000? Ms. Cruickshank asked Lysa Teal, Associate Vice President for Finance and Budget to respond. Ms. Teal responded “the legislation does not require that we have to use operating funds as they have in the past and that policy is under review. The legislation is not preventing us from using general obligation bonds. In FY06 there was legislation that was unclear. It was clarified in FY07 that we can’t use tuition and fees to correct UCONN 2000 code corrections.” Ms. Teal asked Mr. Patel if this resolves his question. Mr. Patel responded yes.

Richard Orr, University Counsel, clarified that “UCONN 2000 funds were used to repair the Law School library even though it had been a DPW project. The settlement was paid into the state’s General Fund and not returned to UCONN 2000 funds.”

Thomas Trutter, UCHC Associate Vice President for Campus Planning, Design & Construction, continued with agenda **Item # 5, Update of Current Construction Project Progress**. Mr. Trutter updated the committee on the progress of UCHC Bio Science Connecticut projects noting construction for the L building renovation, outpatient pavilion, new patient tower, and roadway and traffic improvements projects are proceeding. Mr. Trutter added that, due to a difficult winter, these projects are behind schedule and plans are in place to get back on schedule by May. Mr. Trutter reported projects in design include the academic additions and renovations, the clinical building renovations, and the incubator lab addition to the Cell and Genome Science Building.

Mr. Trutter provided statistical information to the committee noting over 2100 total workers and 658,000 hours worked on site as of the end of March, averaging approximately 400 workers per day. Mr. Trutter added 80% of all contracts were awarded to Connecticut companies. Projected minority and women disadvantaged business awarded contracts are 22%, exceeding the state requirement of 6.255% by almost 16 %. Veteran hiring’s are running at 4% on the hospital tower. The job funnel program is still engaged. The OCIP financial proforma is trending below projections. Mr. Trutter reported the current change order rate for the program is less than 1.7%.

Mr. Trutter continued his report providing an overview of his risk management plan and included details on how his team mitigates risks in construction safety, construction quality, budget risk, schedule risk, and risk to disruption of on-going operations.

Ms. Cruickshank continued with agenda **Item # 5** as related to **Storrs Next Generation CT** reporting the Basketball Development Center is almost complete at an estimated cost of \$33 million. A temporary certificate of occupancy is expected in June and finish work will continue into mid July.

Ms. Cruickshank updated the committee relative to projects in design including: the Engineering and Science building, expected occupancy January 2017; old central warehouse abatement and demolition, finish August 2014; The Innovation Partnership building, expected completion November 2016; North Hillside road extension, open to the public at the end of

2015; Fine Art Phase II, completed 2017; Putnam Refectory renovation, summer 2016; Stem Residence Hall, fall 2016; UCONN Hartford Campus, fall 2017; Monteith (including Shanker), fall 2016; a multitude of utility projects; water and sewer line repairs. Ms. Cruickshank noted infrastructure projects that will start design include: The Northwest Quad; Hillside, Gilbert and North Eagleville Roads; and work at the central utility plant. Ms. Cruickshank added some internal programming will begin with the Athletics Department for baseball, soccer, softball and hockey.

Mr. Ritter inquired about the timing and location decision of the Recreation Center. Ms. Cruickshank responded the timing is dependent on the Master Plan and should be determined by the end of 2014. She added the location decision is highly linked with the master plan and also with hockey because the Recreation Center and hockey arena both need large spaces. Ms. Cruickshank added the Athletic Director has requested enough of a package to be able to sell the soccer, baseball, softball, and hockey, projects to donors. Funding and timing plans for the Recreation Center and Athletics projects was discussed.

Mr. Ritter requested an Athletics update at the next meeting including the amount of money each sport has raised; expected timing of construction; and their funding expectations. Ms. Rubin indicated she would invite an Athletics representative to the next committee meeting.

Ms. Cruickshank introduced Beverly Wood, Director of University Planning who provided a comprehensive PowerPoint presentation of the University Master Plan. Ms. Wood reported the planning period covers from 2014-2034 and is driven by the recent Academic Plan. Skidmore, Owens & Merrow has been retained to develop the Master Plan. A draft plan is on target for completion in the fall. The final Master Plan is expected to be ready for submission to the Board of Trustees for approval by the end of 2014.

Chairman Ritter adjourned the meeting at 11:40 am.

Respectfully submitted,

Terri Lessard  
Temporary University Specialist  
Office of Construction Assurance