



# STUART & ASSOCIATES

## Construction Management, LLC

*Building San Diego Since 1979*

*"Execution is the Chariot of Genius"*

*William Blake*

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University of California, San Diego  
Facilities Design & Construction  
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Attn: Chuck Kaminski, Project Manager

The University of California, San Diego (UCSD), has contracted Stuart & Associates to conduct a project evaluation on the UCSD Rady School of Management.

The Rady School of Management facility is approximately 50,000 sq. ft. of office space, conference rooms, and classrooms. The original contract completion date of March 3, 2007 had been delayed and the new completion date reported by the general contractor, PCL Construction Services Inc., is April 27, 2007. It is our understanding that the UCSD project team is not confident in the milestone completion dates reported by the contractor and needs confirmation that the guaranteed occupancy date of June 1, 2007 (to support the donor ribbon cutting ceremony) will not be jeopardized by more avoidable construction delays.

On Thursday, March 29, 2007, I met the PCL field supervision and walked the project with Jim Gillie. The project superintendent, Jimmy Ramirez, agreed to be available on Friday, March 30, 2007 for an extensive job walk.

During my comprehensive evaluation walk with the superintendent, he informed me of the following scheduled milestone completion dates:

- Fire Devices Inspection April 5<sup>th</sup>, 2007
- State Elevator Inspection April 10<sup>th</sup>, 2007
- Life/Safety Inspection April 16<sup>th</sup>, 2007
- Substantial Completion April 27, 2007

After our walk, I briefly reviewed the contract documents and discussed project close-out conditions with the superintendent.

At the conclusion of my onsite review, I determined that the dates for Life/Safety and Substantial Completion were not realistic given the current status of the project. Briefly stated, the contractor is not sufficiently complete with the final build finishes to comply with Life/Safety and Commissioning requirements. This is exacerbated by the general contractor field supervision's inexperience in the project close out processes.

To get a better understanding of the requirements of the university I met with the State Fire Marshall, Mr. Joel Ross, on April 3, 2007. This meeting was informative and I confirmed that the criteria for Life/Safety were industry standard with no unusual requirements.

I also attended the Project Commissioning Bi-Weekly Meeting lead by Mr. Craig Johnson, P.E. of UCSD, on April 6, 2007. At this meeting, PCL Construction submitted their start-up/commissioning schedule and meeting minutes, which reflected that it was their sixth meeting on commissioning.

The substantial completion chart attached details my findings and recommendations of critical items that must be completed: Architectural or Building, Life/Safety, and Commissioning. If the contractor executes all the recommendations as outlined, we can anticipate a May 10-17 beneficial occupancy.

Stuart and Associates proposal for the Project Evaluation and follow-up monitoring through the Life Safety Inspection which is anticipated at the end of May 2007 will include the following Deliverables:

- Project Evaluation with a schedule of required activities that are prerequisite to a satisfactory Life Safety Inspection.
- Weekly update of the Life Safety Schedule.
- Daily reports.
- Daily site inspection with PCL Construction Staff
- Attendance of weekly and bi-weekly commission meetings.
- Attendance at owner's construction meeting as available.

In accordance with Professional Services Agreement No. SACM-07-3, Exhibit B, for 167 principal hours and 10 hours of Administration support our fee is \$XX,XXX.

William D. Stuart,  
President  
Stuart & Associates