

UVA Major Capital Project Process Overview

This high level, simplified guide to the Major Capital Project process is intended to assist with understanding the basic process. Supplemental details and information can be found in the Process Plan, Communications Plan, and Major Capital Project Program Handbook. **Glossary on back.**

Pre-Design Project Development Phase

Project Proposal

- Call for Proposals
- Space Planning Studies and University Strategies consulted, proposed project identified
- Project Proposal Development Meeting held by request to develop robust proposal
- Major Capital Project Proposal Form submitted
- School/Unit leaders and direct EVPs review Project Proposal and submit to SVP-O

Major Milestones:

- Project Sponsor completes Project Proposal Form
- Project Proposal submitted to SVP-O

Forms and Templates:

- Major Capital Project Proposal Form

Proposal Prioritization

- SVP-O submits Project Proposals to SLC for review against Prioritization Matrix
- Project Scope Meeting held to confirm scope, timing, and estimated budget range

Major Milestones:

- SLC develops list of prioritized proposed projects
- Budget range, scope and timing is confirmed

Forms and Templates:

- Project Scope Meeting Agenda Template
- Prioritization Matrix

Multi-Year Capital Plan

- Prioritized proposed projects reviewed by Executive Leadership and BOV

Major Milestones:

- BOV approves new projects and Multi-Year Major Capital Plan

Forms and Templates:

- 2019 Multi-Year Major Capital Plan

Business Plan

Required for Projects on Multi-Year Major Capital Plan

- Business Plan Development Meeting held
- Funding strategy and O&M costs determined
- School/Unit reviews Business Plan and submits to FP&A for approval
- SVP-O, Executive Leadership, BOV B&G and Finance committees review and submit Business Plan to BOV

Major Milestones:

- FP&A approves Business Plan
- BOV approves Business Plan

Forms and Templates:

- Business Plan Template

GATE:

On Multi-Year Major Capital Plan with approved Business Plan

Planning/Design Phase

Project Kickoff

- CPSC ensures scope conformance and is the decision-making body for the project.
- Working Group is appointed to support CPSC and help with routine decision-making.
- Discuss procurement/delivery methods

Major Milestones:

- CPSC Kickoff Meeting



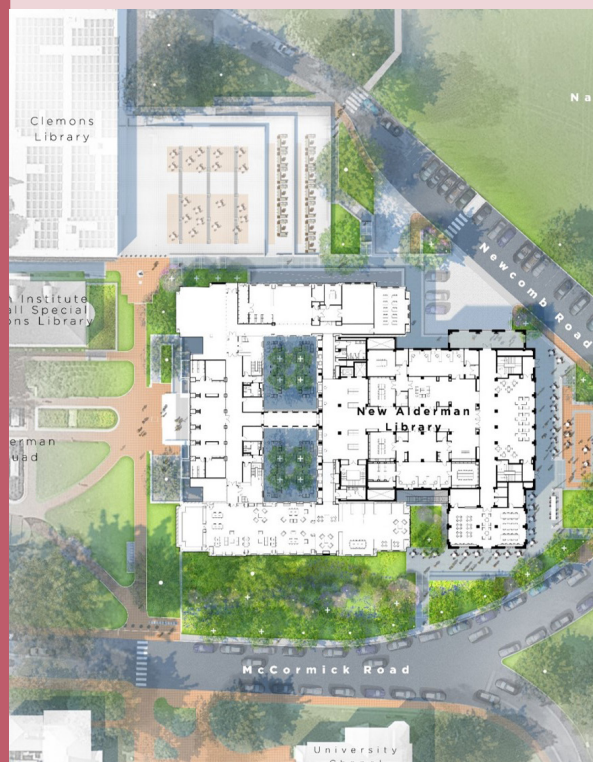
Brandon Ave. Upper Class Housing Illustration

A/E Selection and CSDG Development

- Program development and finalize CSDG
- CSDG submitted to BOV B&G for approval

Major Milestones:

- A/E Selection
- BOV B&G approves CSDG



Alderman Library Proposed Site Plan

Schematic Design

- Schematic Design and Value Management Study drafted
- Schematic Design submitted to BOV B&G for approval

Major Milestones:

- BOV B&G approves Schematic Design

GATE:

Approved Schematic Design; if gift funded, 100% pledged & viable funding plan in place

Construction Phase

Preliminary Plan

- Preliminary Design and revised Value Management Study drafted
- University Architect confirms conformance with design as approved by BOV B&G

Major Milestones:

- Preliminary Design completed

Constructions Documents

- A/E prepares Construction Documents, which are reviewed and approved in an iterative process

Major Milestones:

- Building Permit issued



UVA mason reconstructs part of a wall

Construction

- Construction Phase Kickoff Meetings (CPSC and Working Group)
- Begin construction work packages
- CPSC, Working Group, Project Review/Studio, and OAC meetings take place throughout this phase
- FM PM issues Major Capital Project Status Report
- Substantial Completion
- Construction to Occupancy Transition Meeting held

Major Milestones:

- Construction begins
- Certificate of Occupancy granted

Forms and Templates:

- Major Capital Project Status Report Template

Close-Out

- Certificate of Warranty and Financial Completion
- 1 year of occupancy is completed

Major Milestones:

- After one year of occupancy, Post-Occupancy Survey conducted

PROJECT COMPLETE

- Notes:**
- Exact order of steps and milestones may vary by project. Consult with your Project Manager for details.
 - Contact the Major Capital Project Program Director at pqc2f@virginia.edu with questions.

Glossary

A/E: Architect/Engineer

B&G: Building and Grounds Committee: Committee of the Board of Visitors with responsibility in matters relating to land use and the physical plant, including land use planning and acquisition policy, oversight over the use of space and the care, maintenance, and security of the University's buildings and grounds including furnishings and equipment; the selection of architects and engineers and the siting, construction, and naming of new buildings; and approval of the siting and design of new buildings.

BOV: Board of Visitors

Budget: The total amount of authorized financial resources allocated for the particular purpose(s) of the sponsored project for a specific period of time.

Business Plan: Template that outlines financial aspect of a project, including one time and ongoing costs, i.e. fund sources, financial feasibility, fund raising and debt repayment if applicable.

Call for Proposals: Request by the Office of the SVP for Operations to the President and Executive VPs requesting review of the current Multi-year Major Capital Plan for changes (e.g., removal of projects, change of project scope/budget, change in timeframe in which project will be initiated) and recommendations for a prioritized list of new major capital projects to be added to the Plan [all recommended new projects should be accompanied by a completed Major Capital Project Proposal Form].

Certificate of Occupancy: Document issued by Office of the University Building Official certifying a building's compliance with applicable building codes and other laws and indicating it to be in a condition suitable for occupancy.

Construction Documents: Drawings and specifications for incorporation in the contract documents to show the complete scope, extent, and character of the work to be furnished and performed by the contractor(s).

Construction Work Packages: Also referred to as a CWP, serves as a proposal for executives to ensure the construction of a given project or production is well-planned out.

CPSC: Capital Project Steering Committee: The Steering Committee is a project's primary decision-making body and is responsible for the project's development in accordance with the approved budget and scope; oversees the project's scope, budget, schedule, and design; and serves as the primary contact with the consultant's design team.

CSDG: Concept, Site, Design Guidelines: CSDG are prepared by the Office of the University Architect for the Buildings and Grounds review and approval of a project's program scope, proposed site (land use recommendation), and recommended building scale / massing, and architectural character.

Executive Leadership: Representatives appointed by the University President to make final review of major capital building proposals.

FM PM: Facilities Management Project Manager

FP&A: Financial Planning and Analysis

Major Capital Project Proposal: Formal process by which units submit a general description, projected budget, and anticipated start date of a project, including how the proposed project aligns with the University's strategic priorities. Proposed projects may result from a specific planning process undertaken by the unit.

Multi-year Major Capital Plan: A listing of all major capital projects for the Academic Division, Health System, and UVA's College at Wise over a six-year plus timeframe (consistent with State requirements), including estimated project budgets and fund sources.

O&M: Operating and Maintenance Costs: The post-occupancy costs (utilities, maintenance, custodial, grounds care, security, and property insurance) associated with operating a building that must be funded by a building's occupants. This is part of the Business Plan.

OAC: Owner, Architect, Contractor Meeting: User coordination meeting with Owner, Architect, Contractor. Owner is FP&C rep and/or Architect's Office and a rep from the customer area. Typically, bi-weekly, or more frequently as needed.

OAU: Office of the Architect of the University

Post-occupancy survey: A quality process for improving buildings' support for productivity and wellbeing. It produces recommendations for building solutions and ways of using them more effectively. The recommendations are based on stakeholders' testable observations about building use. This survey is sent out by the Office of the Architect to the building's occupants, compiled, and a summary is sent to the BOV.

Preliminary Design: The preparation of more detailed drawings and final design plans, showing correct sizes and shapes for rooms. Also included is an outline of the construction specifications, listing the major materials to be used.

Procurement/delivery method: There are several routes by which the design and construction of a building can be procured. The selected method should follow a strategy that fits the long-term objectives of the Business Plan. Typical methods used at UVA include, but are not limited to, Construction Manager at Risk; Design, Bid, Build; and Design-Build.

Program Development: Pre-design phase that identifies a project's programmatic elements.

Project Sponsor: The individual with overall accountability for the project (often an executive-level representative from the School/Unit that is the customer). The Project Sponsor is primarily concerned with ensuring that the project delivers the agreed scope.

Punch List: A list of minor deficiencies remaining when construction is determined to be substantially complete.

Schematic Design: First phase in the design of a project where an architect/engineer prepares concept diagrams giving a general view of the components and the scale of the project after detailed discussions with the client (owner). During schematic design, the building program is given form through development of the project massing, concept design, and placement on the approved site.

School/Unit Leaders: Deans, VPs, Unit heads/Directors

Scope: Part of project planning that involves determining and documenting a list of specific project goals, deliverables, features, functions, tasks, deadlines, and ultimately costs.

SLC: Space Leadership Committee: Chaired by SVPO, the charge of the SLC is to develop and lead a strategic space project proposal and planning process for the University, developing recommendations that (1) advance the mission and goals of the University of Virginia; (2) provide timely space solutions and strategic direction that respond to the University's evolving needs; (3) engage stakeholders in a comprehensive and thoughtful dialogue when prioritizing and enabling strategic direction; (4) utilize analytics as a basis for solutions; and (5) allocate resources optimally and transparently. The SLC leads the capital planning process to align capital resources with the University's strategic plan; evaluates, prioritizes, and approves capital projects to be included in the Multi-year Major Capital Plan (Plan); and provides oversight to the ongoing capital development process for the projects in the Plan.

Substantial Completion: Construction project that is sufficiently complete in accordance with a contract for the owner to occupy and/or utilize it for its intended use, without undue interference.

SVP-O: Senior Vice President for Operations

Value Management: The value management process is a management tool for the University to examine the integration of a project's programmatic objectives with the building design, and to ensure that the necessary functions and essential characteristics of the design are achieved in the most cost-effective manner without sacrificing quality, use, reliability, constructability, and long-term operational and maintenance budgets.

Working Group: Group comprised of representatives of Facilities Planning and Construction, University Architect, Unit/School Representatives, the Project Manager, and others to monitor and/or make decisions as necessary regarding a project's development in accordance with the approved budget and scope. Meets monthly at a minimum; can be scheduled more frequently depending on complexity/size of project.