

# UVA Major Capital Program Overview

The Major Capital Program seeks to provide expertise, institutional knowledge, quality assurance, design consistency, and standardized processes for all projects. *Additional information can be found in the [Major Capital Program Handbook](#). **Glossary on back.***

## Capital Plan Development

### Project Proposal Multi-Year Capital Plan

- Multi-Year Major Capital Plan Review is conducted annually to add new projects, remove projects no longer a priority, and prioritize projects using established criteria.
- At UVA, projects are defined as either non-Capital (less than \$3M), Minor Capital (\$3M-<\$5M), or Major Capital (\$5M or more).
- Major Capital Program is administered by the Office of the Senior Vice President for Operations and State Government Relations (SVPO&SGR); authority over major capital projects lies with the Board of Visitors and their Building and Grounds and Finance committees
- SVPO&SGR issues a "Call for Proposals"
- Project Sponsor works on Proposed Project & Finance/Business Plan (also may include earlier pre-design or feasibility study)
- Project Sponsor submits *Major Capital Project Proposal* form which should include:
  - Project background, scope, drivers or need, and any program, space, or land use studies conducted
  - Proposed timeframes for design and construction; expected completion date
  - Specific financial information, including an estimated budget and proposed funding source(s)
  - School/Unit leaders and direct EVPs review Project Proposal and submit to SVPO&SGR

### Project Prioritization

- *Capital Plan Advisory Committee* meets to review current capital plan and proposed revisions. They develop recommendations for the review and approval of executive leadership.

### Finance/Business Plan & Project Approval

- Required for Projects on Major Capital Plan
- Funding strategy and O&M costs determined
- School/Unit reviews Finance/Business Plan and submits to Financial Planning & Analysis for approval
- SVPO&SGR, Executive Leadership, BOV B&G and Finance committees review and submit Proposed Project and Finance/Business Plan to BOV
- Board of Visitors approves Proposed Project, its Finance/Business Plan, and adds it to the Major Capital Plan
- Placement on Major Capital Plan constitutes project approval (not necessarily funding approval)



#### GATE 1:

On Multi-Year Major Capital Plan with approved preliminary Finance/Business Plan

## Project Planning/Design

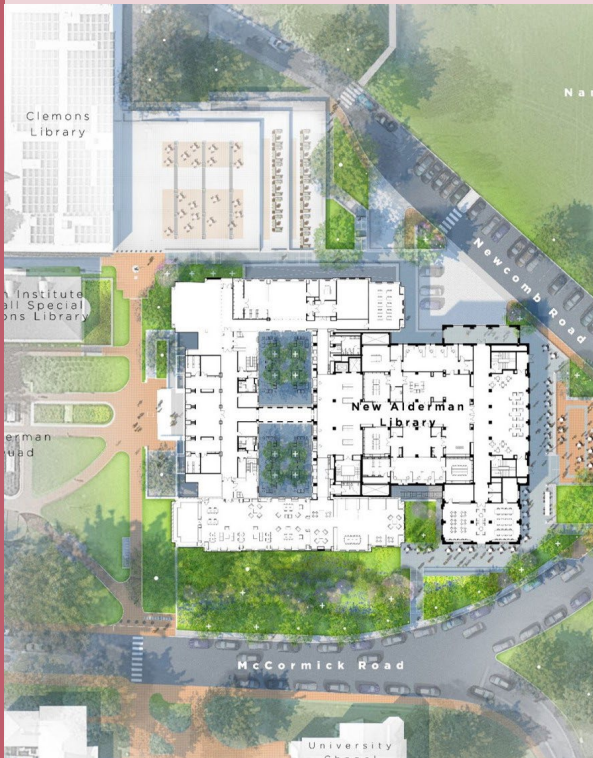
### Project Kickoff

- Assembling the project teams; refining the concept, scope and design, and developing a Schematic Design
- Project Charter
- Capital Project Steering Committee (CPSC) Kickoff Meeting; primary decision-making body for the project and ensures scope conformance
- Working Group appointed to support CPSC and help with routine decision-making



### Architect/Engineer Selection and Concept, Site & Design Guidelines (CSDG) Development

- Program development and finalize CSDG
- Discuss procurement/delivery methods
- CSDG submitted to BOV B&G for approval
- Architect/Engineer (A/E) Selection
- BOV B&G approves CSDG



### Schematic Design

- Schematic Design is first design phase to refine the program and develop the plans, sections, elevations, and building massing on the approved site.
- Value Management Process- ongoing tool to ensure cost-effective build without sacrificing quality, constructability, and O&M budget.
- BOV B&G approves Schematic Design

#### GATE 2:

Approved Schematic Design & viable funding plan. If gift funded, 100% pledged [50% in-hand]

## Construction

### Preliminary Design

- Preliminary Design involves more detailed drawings and final design plans; includes construction specifications and materials to be used as well as mechanical, electrical, plumbing and structural building systems
- Ongoing Value Management Process further ensures cost effectiveness

### Construction Documents

- A/E prepares Construction Documents which are reviewed and approved in an iterative process
- Construction Procurement Methods: Design/Bid/Build; Construction Manager (CM) at Risk; Design/Build; Invitation for Bid (IFB)
- Bid & Award



### Construction

- Construction Phase Kickoff Meetings - Capital Project Steering Committee; Working Group; and Owner, Architect & Contractor meetings take place throughout Construction Phase
- Begin Construction Work Packages (CWP)
- Construction begins
- Ongoing Reporting Updates: Project Manager submits monthly summary reports; select capital projects are presented monthly to the President's Executive Review Team (PERT); and updates on the overall Capital Plan and individual projects are shared regularly with the Board of Visitors starting with the Buildings and Grounds Committee
- Budget and Scope Controls for cost management

### Close-Out

- Construction Inspections are conducted by Office of the University Building Official, architects, and engineers to ensure compliance with permit documents.
- Substantial Completion is reached when the major portion of the building is safe to occupy by the public.
- Temporary Certificate of Use and Occupancy (TCUO) may be issued via application process for move-in to occur while contractor completes minor Punch List work such as painting or patching.
- Certificate of Use and Occupancy
- After one year of occupancy a Post-Occupancy Survey is conducted.

## PROJECT COMPLETE

#### Notes:

- Order of steps may vary by project. Consult with your Project Manager for details.
- Contact the Major Capital Project Program Director at [HWHerman@virginia.edu](mailto:HWHerman@virginia.edu) with questions.

# Glossary

**A/E:** Architect/Engineer

**Building and Grounds Committee (B&G):** 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.

**Finance/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 SVPO&SGR to the President and Executive VPs requesting 1) 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 2) recommendations for a prioritized list of new major capital projects to be added to the Plan [all proposed projects should be detailed on the Major Capital Project Proposal Form].

**Certificate of Occupancy:** Document issued by the 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 (CWP):** Proposal for executives to ensure the construction of a given project or production is well-planned.

**Capital Project Steering Committee (CPSC):** 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.

**Concept, Site, Design Guidelines (CSDG):** Documents prepared by the Office of the Architect for the University detailing 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.

**PM:** Capital Construction and Renovations (CCR) 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, by biennium in which projects will be initiated.

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

**OAC:** Owner, Architect, Contractor Meeting. Typically, a coordination meeting takes place bi-weekly, or more frequently as needed.

**OAU:** Office of the Architect for the University

**Post-Occupancy Survey:** A quality process for improving a 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 OAU 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 Finance/Business Plan. Typical methods used at UVA include: Construction Manager at Risk (CM); Design/Bid/Build; Design/Build; and Invitation for Bid Process (IFB).

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

**Project Charter:** This foundation document provides key stakeholders with baseline information to ensure a common understanding of the project objectives, scope, and budget, and tracks major changes that occur over the course of the project.

**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 the project delivers the agreed scope.

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

**Schematic Design (SD):** 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 SD, 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.

**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.

**SVPO&SGR:** Senior Vice President for Operations and State Government Relations

**Temporary Certificate of Use and Occupancy (TCUO):** Certificate may be issued via application process for move-in to occur while contractor completes minor Punch List work such as painting or patching.

**Value Management:** The value management process is an ongoing management tool for the University to examine the integration of a project's programmatic objectives with the building design, and to ensure 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 from Facilities Management, Office of the Architect for the University, 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.