

Project Development Policy and Procedure for UW Capital Construction for Major Projects
Revised policy approved 1-21-16

Each Capital Construction Project shall be subject to this process. Effective July 16, 2015, the process for developing capital construction projects shall be as follows:

- 1) Planning: Major capital construction projects shall be developed by the Division of Administration in consultation with campus and other university constituencies and approved by the Board of Trustees. Major capital construction projects are those projects that require Level I, II and III steps under Wyoming law. These projects are typically funded in whole or in part by state funds that are generally provided as a result of a budget request approved for submission by the Board of Trustees. The current Capital Facilities Plan is reaching the end of its term, and the Capital Facilities Plan for 2017 to 2022 is being developed. Meanwhile, through the state budget process there are clearly a set of major projects being considered by UW. The Guiding Principles in Appendix A shall apply to this policy and procedure.
- 2) Project Concept and Intent: For major capital construction projects, UW's Planning Team, as appointed and charged by the UW Vice President for Administration, shall meet with the primary campus department(s) requesting the project to create a "Statement of Need" or "Project Vision Statement" with the essential purpose and basic elements of the program requirements for the project. The Statement of Need shall include basic information, e.g. "this building renovation is planned to renovate the engineering building with program elements to assist UW in achieving Tier 1 Engineering status." This document may be relatively short with only the basic information regarding the purpose and functionality of the project.
- 3) Level 1 (Reconnaissance Study): For major capital construction projects, the Facilities Planning Office will prepare the Level I reconnaissance study. UW typically does not request state funds for Level I reconnaissance studies, but pays for the work from available resources. The Facilities Planning Office shall work with the Planning Team (which shall consist solely of university employees and appropriate stakeholders) to develop the Level I reconnaissance study. The Division of Administration shall ensure that stakeholders working with the Planning Team include a variety of constituencies, including policymakers and at least one member of the Board of Trustees. The Vice President for Administration shall advise the Board of Trustees of the membership of the Planning Team and the stakeholders identified to work with the consultant, prior to the Facilities Planning Office commencing work.

The Level I reconnaissance study shall include all information required by Wyoming law (W.S. 9-5-108).

Upon completion of the Level I reconnaissance study, the Vice President for Administration shall review and may direct further work or modifications to the Document. If the Vice President, after review, approves the Document, the Vice President, subject to the approval of the President, will submit it to the Facilities Construction Committee of the Board for review, prior to consideration by the Board of Trustees.

- 4) Level II (Feasibility Study): Upon completion of the Level I reconnaissance study and review and approval by the Board of Trustees, the Vice President for Administration, subject to the approval of the President, shall submit a recommendation for funding for a Level II feasibility study to the Facilities Construction Committee for review prior to consideration by the Board. This typically includes a recommendation for a state budget request for funding.

If funding is secured for a Level II feasibility study, a Consultant will be selected through an RFP/RFQ process with criteria including a focus on planning and conceptual estimating to achieve an appropriate initial or preliminary budget in advance of design drawings. The Vice President for Administration shall recommend, through the Facilities Construction Committee, to the Board of Trustees the firm to be selected. No contract shall be executed for Level II services except upon prior approval by the Board of Trustees.

The Consultant shall prepare a Level II feasibility study in collaboration with the Planning Team and stakeholders. The Board of Trustees shall be advised of any changes in the Planning Team and stakeholders compared with those who were engaged in the Level I reconnaissance study process.

The Level II feasibility study shall include all information required by Wyoming law (W.S. 9-5-108) and additionally shall include the following: a program of spaces required in the facility; the functional, adjacency and proximity requirements for each space; conceptual illustrations, including floor plans as required for conceptual construction cost estimating; and the anticipated project budget. The Level II feasibility study shall also identify target dates for occupancy and operational use of the project. Further:

- a. In the Level II feasibility study, the project requirements—including time and the space requirements, primary building systems, and unique attributes of the various program elements—shall be identified through meetings with the UW Planning Team, stakeholders, and other UW staff, as appropriate. The project requirements and space program shall determine the total assignable square feet (ASF) of new space to be included in the proposed project. The total ASF shall be multiplied by an appropriate building efficiency factor (such as 1.55 for 65% efficiency) to arrive at the gross square feet of new construction required to meet the program requirements.
- b. If the project involves a new building, the Level II feasibility study shall also include analysis of the appropriate location for the building. The Vice President for Administration shall develop a recommendation for location for the building in consultation with campus and external constituencies. The Vice President for Administration, subject to the approval of the President, shall submit a recommendation for location for the new building to the Facilities Construction Committee of the Board for review, prior to consideration by the Board of Trustees. Depending upon the nature and complexity of the project, this recommendation may be submitted prior to completion of the Level II feasibility study in accordance with paragraph 3. The

location of any new building must be approved by the Board of Trustees.

- c. UW shall utilize external consultants with planning/design experience in the particular building type and the regional construction market to estimate the anticipated design and construction costs for the building being considered, including costs associated with landscaping. This information—together with the anticipated durations—shall be used to establish the Initial Project Budget and Initial Project Schedule.
- d. The project cost estimate may be prepared by an independent cost estimating subconsultant of the Consultant hired by UW, and shall be reviewed and adjusted as appropriate in collaboration with the Planning Team and, once approved, shall become the Initial Project Budget for the project.
- e. In developing the Initial Project Budget, the Consultant and their cost estimating subconsultant, if any, shall use their expertise and relevant knowledge of the local construction market along with recognized industry publications, government labor and material cost indexes, available costs of similar projects by peer institutions, the knowledge of the Facilities Planning Office, stakeholder input, and any illustrations, examples, drawings or other information available or developed as part of their contract deliverables. The construction cost estimate will also include adjustments for cost escalation as appropriate based upon the approximate schedule for construction.
- f. The Level II feasibility study shall include an estimate of the additional operations and maintenance costs for the project when it is fully operational.
- g. The construction cost component of the Initial Project Budget is used as a basis for estimates for the cost of other components. The following are typical percentages of the construction cost for the listed components, but may vary depending upon the project:

5%	Owner's Construction Contingency
15%	Owner's Design Contingency
10%	Design Fees (Including CMAR Preconstruction Services fee, if CMAR is used)
4%	Furniture, Furnishings & Equipment (FF&E)
3%	Audio-Visual/Information Technology (AV/IT)
0.75%	Moving Expenses
4%	Administrative Expenses, including but not limited to: <ul style="list-style-type: none"> - Owner's Consultants (Geotechnical Engineer, Site Surveyor, Industrial Hygienist, Commissioning Authority, Quality Control Engineer, Interior Designer); - City and state plan review fees; - Facilities Planning Office staff time allocated to the project; - Physical Plant staff time and materials; and - Temporary utilities.

The Initial Project Budget would be presented in categories similar to the example below:

FOR ILLUSTRATION ONLY

Construction Budget	\$ -
Construction/GMP	\$ -
Owner Contingency for Bid Alternates	\$ -
<i>Total Construction Budget</i>	\$ -
Soft Costs	\$ -
Owner Construction Contingency	\$ -
Design & Project Administration Costs	\$ -
Furniture, Furnishings & Equipment (FF&E)	\$ -
AV/IT	\$ -
<i>Total Soft Costs</i>	\$ -
Total Project Budget	\$ -

5) Level III (Design and Construction) – Funding

Upon completion of the Level II feasibility study, and after review and approval by the Vice President for Administration, the Vice President for Administration, subject to approval of the President, shall submit a recommendation for funding to the Facilities Construction Committee for review prior to submission to the Board. The recommendation shall include both sources of funding for the project and a proposed project budget. This typically includes a recommendation for a state budget request for funding.

6) Level III (Design and Construction) – Design

If Level III design and construction funding is secured, the Vice President for Administration, subject to approval of the President, shall submit a recommendation for construction delivery method to the Facilities Construction Committee for review prior to submission to the Board. The construction delivery methods under law are: Design-bid-build; Construction Manager at Risk (CMAR); and Design-Build.

After the Board approves the construction delivery method, the Vice President for Administration shall ensure that an RFQ/RFP process is used to select the firm(s) that will design the project. Except in unusual circumstances, the design process shall not commence unless adequate funding for construction of the project has been secured.

The Vice President for Administration, subject to approval of the President, shall submit a recommendation for selection of a design firm to the Facilities Construction Committee for review prior to submission to the Board. After the Board approves that negotiations with a particular design firm may commence, the Vice President for Administration shall pursue

negotiations with such firm. The negotiations shall be based on contract templates with terms and conditions that have been reviewed and approved by the Board of Trustees. No agreement shall be executed until the Vice President for Administration has consulted with the Facilities Construction Committee as regards the terms of the agreement. The Committee may request that the Board review and approve the agreement prior to its execution.

Prior to execution of the agreement, the Vice President for Administration shall establish a project budget which shall be submitted to the Facilities Construction Committee for review prior to submission to the Board for approval. Once the Board approves the project budget, no modifications to that project budget shall be made without the approval of the Board.

When work under the design agreement commences, the Vice President for Administration shall designate a project manager who will be responsible for all communications on behalf of the university with the design firm. The Vice President for Administration shall also establish in writing a chain of command – organizational chart for the design phase of each project. This org chart will identify lines of authority and reporting responsibilities. The project manager shall follow the guidelines in Appendix B. The Planning Team shall serve as an advisory group to the project manager. The Vice President for Administration shall keep the Facilities Construction Committee apprised of progress of the design process.

The design process shall have the following guiding principles:

- a. The exterior design of the facility and associated landscaping shall be consistent with campus design standards pursuant to the UW Historical Preservation Plan.
- b. The facility will be constructed as to comply with all applicable code requirements, including the Americans with Disabilities Act.
- c. The facility will be designed so that operations and maintenance can be accomplished effectively and efficiently.
- d. The facility shall meet the program requirements envisioned by the principal users of the facility.

Exterior design advisory committee - On all new building construction projects or major renovations subject to this policy, the Vice President for Administration shall appoint an exterior design advisory committee, in consultation with the Board's Facilities Construction Committee. Landscaping for all projects in excess of \$500,000 shall be referred to the Exterior Design committee for review and input. The committee shall have members as follows:

- One member of the Board of Trustees, appointed by the President of the Board
- One member of the Wyoming Legislature
- One member of the Division for Administration
- One representative of the community who is not an employee of the University
- One representative of the unit that will primarily use the building

- If private funds are used to fund the project, one representative of the UW Foundation.

The committee shall be chaired by the appointee who is a member of the Board of Trustees. The Vice President for Administration shall provide staff support for the committee and such information as the committee requires. This committee shall meet with the design firm and provide input on the exterior design of the project buildings. The design of all new or renovated buildings shall be consistent with the existing historical buildings on campus and incorporate elements consistent with the UW Historic Preservation Plan. The Committee shall hold at least one community/public meeting to seek input.

The design firm shall take the Committee's input into consideration in designing the exterior of the building and associated landscaping. The design firm shall document departures from the Historic Preservation Plan in creating the exterior building design and landscaping. The proposed exterior design and landscaping shall be submitted to the Board of Trustees for review and approval. The balance of the design process shall thereafter continue. The proposed exterior design and landscaping shall not be modified from that approved by the Board of Trustees except upon prior approval of the Board.

7) Level III (Design and Construction) – Construction

The selection of a contractor and agreement for construction services will reflect the construction delivery method approved by the Board. The Vice President for Administration shall ensure that a competitive process is used to select the firm(s) that will construct the project. The construction process shall not commence unless adequate funding for construction of the project has been secured.

The Vice President for Administration, subject to approval of the President, shall submit a recommendation for selection of a construction firm to the Facilities Construction Committee for review prior to submission to the Board. After the Board approves that negotiations with a particular construction firm may commence, the Vice President for Administration or his designee shall pursue negotiations with such firm. The negotiations shall be based on contract templates with terms and conditions that have been reviewed and approved by the Board of Trustees. No agreement shall be executed until the Vice President for Administration has consulted with the Facilities Construction Committee as regards the terms of the agreement. The Committee may request that the Board review and approve the agreement prior to its execution. The Vice President for Administration shall also establish in writing a chain of command – organizational chart for the construction phase of each project. This org chart will identify lines of authority and reporting responsibilities. The project manager shall follow the guidelines in Appendix B.

Construction process – If construction manager at risk (CMAR) is the approved construction delivery method, the following apply:

- The Board of Trustees must approve the Guaranteed Maximum Price (GMP) prior to authorization to proceed to construction. Except in unusual circumstances, the GMP

- shall be based on approximately 90% completion of construction documents.
- No changes resulting in a use of the owners' contingency without prior approval of the Trustees can be made except for changes which are not more than \$25,000. However, in no event shall the cumulative total of all changes result in an amount which exceeds 40% of the owner's contingency fund without board approval.
 - No project components which are designated as contingency funds shall be expended without the prior approval of the Vice President for Administration. The Vice President for Administration shall keep the Facilities Construction Committee apprised of the extent to which these funds are expended.

*Approved by the UW Board of Trustees July 2015
Amended September 2015
Amended January 2016*

APPENDIX A

University of Wyoming
Major Construction Projects
Guiding Principles

(These guiding principles are intended to address issues which have arisen during recent construction projects. They are intended to be the initial set of guiding principles and are expected to be modified, refined and adapted as UW proceeds with major construction projects.)

1. The exterior design of the facility and associated landscaping shall be consistent with campus design standards pursuant to the UW Historical Preservation Plan. The A&E shall focus its objectives to achieve a varied but cohesive architectural style that enhances the character of the University and respects its history.
2. The building shall be located and sited consistent with the current UW Long Range Development Plan.
3. Facilities will incorporate today's most advanced thinking in construction design, programmatic design, and sustainability, while providing flexibility for programmatic growth, new technologies and long term use and functionality of the facility.
4. Investments in facilities will demonstrate wise stewardship of funds, taking full advantage of opportunities to reduce costs through standardization, shared resources and institutional collaboration.
5. Anticipate and provide plans to address infrastructure requirements of the campus in the most efficient and least intrusive manner possible.
6. Each major construction project shall have its own guiding principles developed by the college or unit intended to address the programmatic and functionality of the proposed facility which supplement, but not deviate from, these guiding principles for that specific project. The project specific guiding principles shall be submitted to the Facilities Construction Committee for review and approval.

APPENDIX B

University of Wyoming
Major Construction Projects
Project Management Guidelines

The following guidelines shall be incorporated by the University Project Manager into the management of all major construction projects:

1. The University Project Manager shall maintain a document continuously tracking outstanding/unresolved issues for the project. The document shall contain the following information:
 - a. Issue number
 - b. Description of the outstanding item
 - c. Responsible party
 - d. Date created
 - e. Date required
 - f. Date resolved

2. The University Project Manager shall create a project list serve that identifies all individuals associated with each project. This list shall include the following information:
 - a. Name
 - b. Firm/ Organization
 - c. Role
 - d. Phone number
 - e. Email address

3. The University Project Manager shall host and manage a project document sharing website. The site shall be accessible by all parties included on the project list serve. The site shall be updated weekly with the most current documents. The website, at a minimum, shall contain the following documents:
 - a. Meeting minutes
 - b. An open items/ issues log
 - c. Audio recordings of all design and construction meetings
 - d. Current design/ construction documents
 - e. Value engineering/ cost control logs
 - f. Project list serve