University of San Diego

Procedure for the Execution of Campus Construction Projects

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Acronyms

Acronym	Description
A/V	Audio Visual
EH&S	Environmental Health and Safety
HVAC	Heating, Ventilation, Air Conditioning
ITS	Information Technology Systems
PD&C	Office of Planning, Design, and Construction
PM	Project Manager
RFI	Request for Information
RFP	Request for Proposal
TMA	An online Facilities Maintenance work and project request system.

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1   **Purpose/Scope:** This procedure defines the process by which construction projects on campus are: requested, planned, designed, and constructed. The specific steps in the procedure are default activities that can occur through the course of the project. Since each project is different in scope, size, and timing the exact process steps are subject to change by the Director of PD&C depending upon circumstances. The document is not intended to outline every nuance of the process, but to provide a guideline to those who may not be familiar with how to go about getting a project started.

Note: Fundraising is a vital component in all projects. PD&C will meet quarterly with University Relations to ensure they are aware of all potential projects in order to pursue donor opportunities.

2   **Roles and Responsibilities:**

Planning, Design, and Construction (PD&C): At the outset of each project, a PD&C Project Manager (PM) is assigned. The PD&C PM is responsible for facilitating all phases of the project process as outlined in the "USD Construction Project Process" flowchart enclosed herein.

University Design: Will assist in the development of project design, and along with PD&C PM, ensure that campus design standards and aesthetic are consistently maintained on all projects.

Building and Grounds: Will provide inputs into all site/building related design and construction activities including site utilities, concrete and decorative paving, irrigation, plantings, asphalt, HVAC/plumbing equipment and roadways.

Finance Office: Will provide review and approvals for project budgets and any scope changes exceeding the base budget.

Department Representative: Will act as the primary point of contact for the project from the requesting department. Specific responsibilities are outlined in the "USD Construction Project Process" flowchart. Time commitment from this individual should not be underestimated. In order to deliver timely projects this individual will need to support the project as requested. Other department personnel involved with the project will work through the Department Representative.

Sustainability: Will provide inputs to design to help improve sustainability objectives in energy, water conservation, waste deferral etc. Will provide peer reviews of design to assist in these objectives.

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Space Committee: For projects requiring the change of use/function of a space, the Space Committee will provide approval in the early phase of the project for the new desired use.

ITS: Will provide inputs to the design of information systems and audiovisual scopes of work. Will assist PD&C in the procurement of ITS and A/V hardware for installation on the project. Will provide training to the Department Representative and other end users on the ITS and A/V systems installed on the project.

EH&S: Will provide inputs to the project design to facilitate best practices for safety and health in workspaces.

3   **Process Flowchart:** See attached "USD Construction Project Process" flowchart.

4   **Procedure: Numerical Subsections Correspond to Process Flowchart**

1.1   **Project Request:** The project requester (herein referred to as the "Department Representative") submits a request for project via the Facilities TMA Portal. To the best of the requestor's knowledge all fields in TMA shall be filled out, and as much detail as possible about the desired project shall be provided.

1.2   **Detailed Project Description**: The Project Request should contain a detailed description of the project scope including but not limited to: physical location (building, room number etc.), narrative of the desired changes to be made, a statement that the project has been discussed with the area VP, and Dean if applicable, and they agree it should be pursued, contact information for the Department Representative for the project.

1.3   **Project Added to Queue:** Project requests will be automatically added to the Planning, Design, and Construction (PD&C) queue. The project requests will be responded to in order received in TMA. TMA will issue an automatic notification to the requestor stating: "A PD&C Project Manager will be in touch with you in the next three days to discuss your project request."

1.4   **Project Rejected by PD&C:** The Director of PD&C will review each project request received. Based upon the information provided the Director may reject the project as not being feasible.

1.5   **Project Closed:** A TMA notification will be sent back to the Department Representative letting them know that their project has been closed. The response will also detail the

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circumstances under which the project was (Ex. Project has been closed due to direction from Finance that it cannot currently be funded.)

1.6   Project Approved by PD&C: If the PD&C Director sees the project as being feasible, it is assigned to a PD&C Project Manager.

1.7   Submission to Space Committee: If the PD&C Project Manager makes the determination that the project requires a change in function to the space in question, the Project is submitted to the campus Space Committee for Approval.

1.8   Project Rejected by Space Committee: Based upon the information provided on the desired space to be used for the project, the Space Committee may reject the project. The space in question may be already allocated for another use or may not be appropriate for the proposed project use. If the project is rejected it will be closed as outlined in section 1.5 above.

1.9   Project Approved by Space Committee: Based upon the information provided, Space Committee approves the project to move forward and notifies PD&C of their decision.

1.10   Initial Programming and Creation of Project Budget: Now that the project has been approved in concept, the PD&C Project Manager holds a basic programming meeting with project stakeholders. This meeting is for the purpose of gathering additional information about the project that will allow for more accurate budget to be established. The stakeholder groups for each phase of the Project Process are shown on the Project Process Flowchart.

1.11   Budget Submitted for Work Order Approval: PD&C develops the project budget and requests approval from Finance to move forward with funding the project. This is executed via the Work Order Funding process. Approval signatures on the work order form will be assigned based upon approved level of signing authority.

1.12   Rejected by Finance: If Finance determines that the funding is currently not available, the project is rejected and the Department Representative is notified via TMA.

1.13   Approved by Finance: If Finance determines that funding is available, the project moves into the planning phase.

2.1   PD&C Begins Planning Phase: In this initial planning phase PD&C will develop an overall project schedule that will outline the milestone dates for taking the project through design, permitting, construction and closeout. This will also be the time when PD&C will prepare the RFP to outside design firms for assistance with the development of the project drawings

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and specifications. The Department Representative and Institutional Design are involved in this process. For projects less than $3 million, PD&C will make the final selection on the firm. For projects larger than $3 million, the department representative and institutional design will participate in the selection process and if a consensus about the firm to be used is not reached by the interview panel, the decision will be made by the COO.

2.2   Projecto Project Creation: A project is opened in the PD&C Project Management Software "Projecto." Through the Projecto platform stakeholders will be able to receive project updates, photos, and documents. Projecto will also allow for the routing of certain stakeholder approvals if required.

2.3   Kickoff Meeting: PD&C holds a kickoff meeting with project stakeholders. In this meeting the project timeline will be reviewed and stakeholders will be made aware of roles and responsibilities to keep the project on schedule, on budget, and per University Design Standards.

2.4   Detailed Programming Phase: In the detailed programming phase, stakeholders will participate in an interview style dialogue with the design team aimed at determining all of the specific needs/wants of the project. This is a time for stakeholders to give as much feedback as possible on how they envision the space. All ideas will be considered in the design of the space and are encouraged. PD&C will make the final determination on what elements remain in the final design due to the constraints of budget, schedule, and University Design Standards. Needs of the program will be prioritized above any individual request. Certain projects will have more than one Department Representative. For example, a new academic building for Arts and Sciences that also contains a dining facility would have Department Representatives from both the Provost office as well as Auxiliary Services.

2.5   Concept Phase: The detailed program that was established in the previous phase will be the foundation for initial drawings that are reviewed in the concept phase. This is generally when the design team will provide choices to stakeholders based upon what they gathered during programming.

2.6   Design Development Phase: At this point the concept will have been selected, and more of the details required to construct the project will be added to the drawings. Stakeholders will need to make themselves available in this phase for questions from the design team if they arise in generating the details.

2.7   Creation of Construction Documents: The construction set of documents is the final step in detailing the work so that it is ready for construction. There are different phases of this drawing set, and it will include any comments or requirements imposed by the city during the permitting process.

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2.8   **Estimate of Construction Documents:** Once the design has been completed to 100% Construction Documents, the project is estimated in detail. Based upon the revised estimate it will be determined if the project remains in budget. In some cases the project may also be bid in this phase to determine if it remains in budget.

2.9   **Project Not within Budget:** If the project is not within budget, we begin the value engineering process and/or consult with Finance to determine if additional funds are available.

2.10   **Project within Budget:** If the project remains within budget, PD&C will move forward with the bidding of the construction.

2.11   **Value Engineering Process:** If the project is not within budget, PDC and the Stakeholder group begin the value engineering process. In value engineering, PD&C will provide cost information for specific elements of the project in order to identify certain scope that can be removed in order to bring it back within budget. Stakeholders are consulted on the elements of the project they would prefer to have removed, but ultimately if the project is to move forward it must be within budget before proceeding.

2.12   **Final Construction Documents for Signoff**: Once the project is confirmed to be back within budget, final documents are routed via Docusign for key stakeholder approval. Change is always very costly to a project once construction begins. Signoff is crucial to ensure stakeholders understand the final project design and will stand by it.

2.13   **Permitting and City Approval**: Documents are submitted to the city for final approval and permitting.

2.14   **Prepare RFPs for Contractors:** In parallel with city review of the drawings, PD&C will prepare requests for proposals for contractors. Once the drawings are received back from the city they will be issued to a preselected group of construction firms who will bid the project. For large ground up projects over $3mil additional stakeholders may be asked to participate in the contractor interview process. All stakeholder feedback during the interview process will be weighed and taken into consideration. Final selection of the contractor will be made by PD&C for projects less than $3mil. For projects greater than $3mil if a consensus cannot be reached by the interview panel the final decision will be made by the COO.

2.15   **Permit Approval:** Once the city has approved the project we can move forward with final bidding.

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2.16   RFP Process: Requests for Proposal are issued to a preselected group of building contractors who will provide bids to perform the construction of the project. Once the contractor has been selected, their contract is negotiated and work can begin.

3.1   Project Submittals: The selected contractor will provide project submittals to be reviewed by the University. These submittals are submitted to confirm design intent, show additional detailing of certain assemblies, and confirm product selections to be installed in the project. Stakeholders will be asked to review/approval submittals on an as needed basis.

3.2   Construction: Concurrent with the submittal process construction will begin. During construction, the contractor will be primarily responsible for the detailed coordination of the project and will be providing weekly updates via a construction schedule as to the progress of the build.

3.3   Changes to Project During Construction: Changes can and do occur to a project once construction has begun. These changes can be due to unforeseen conditions, city comments, and requests that deviate from design. Changes during construction are to be avoided as much as possible. They are expensive and can have negative impacts on the project schedule.

3.4   Weekly OAC Meetings: PD&C will meet weekly with the contractor to receive project updates and provide guidance to the contractor to keep the project moving. Stakeholders are not required to be at OAC meetings, but will be specifically invited if there is an issue that requires their attention. The PD&C will keep stakeholders informed and updated regularly.

3.5   Change Order Approval: All Project Change Orders Require PD&C Project Manager Approval. Any Project Change over $5,000 or 5% of remaining Project Contingency Requires PD&C Director Approval. Any Change order that exceeds the project budget requires approval from the FM AVP, VP of Operations, VP from the Requesting Division and the Finance Office.

4.1   Punchlist Identification: At the end of the project, stakeholders will have an opportunity to walk through the space and note any quality concerns that they may have with the project. Items identified during the punchlist will be categorized as either "repairs" or "wishlist" items. Repairs are quality defects that the contractor will repair as a part of their work. Wishlist items will be incorporated into the project based upon feasibility and available budget.

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4.2   **Punchlist Correction:** The contractor will repair punchlist items and PD&C will walk with the contractor to ensure that the repairs have occurred.

4.3   **Final Turnover and Training:** Depending upon the systems that were installed/upgraded during the project, the contractor will provide training to University stakeholders on how to use and maintain those systems. TMA and Campus Maps will be updated at this time.

4.4   **Lessons Learned and Feedback:** An open conversation between the project team about things that went well and things that can be improved.

4.5   **Closeout Event:** A gathering to celebrate a job well done and a beautiful new space.