

Project Phase	Descriptions	Participants	Description of Activity	Time Frames	Outputs	Authorizations
FEASIBILITY, PLANNING, AND PROGRAMMING STUDIES	Feasibility Study	▶ VP for Capital Projects, Project Manager(s), User Group, Architect/Planner	▶ Feasibility studies are designed to provide a clearer picture of what the project will entail and offer alternatives on how best to accomplish established goals and objectives. ▶ Goals and objectives are assessed relative to University Planning Documents. ▶ Procurement strategy is developed for key team members, including construction manager (CM) and architect. Strategy typically based on competitive negotiation.	▶ 2–4 Months	▶ Preliminary project concept, order of magnitude budget estimate, and assessment of project fit relative to the Campus Master Plan and Integrated Plan. ▶ Procurement strategy for key team members, including construction manager (CM) and architect.	▶ Authorization to proceed granted by EVP/COO.
	Conceptual Design Studies	▶ VP for Capital Projects, Project Manager(s), User Group, Architect/Planner	▶ Conceptual design studies build on feasibility studies with more refined assessments of project goals and objectives, site suitability, massing studies, preliminary cost estimate, and preliminary schedule.	▶ 2–4 Months (may overlap with Feasibility Study)	▶ Preliminary project design concepts, project narrative summary, preliminary budget estimates, designation of funding source, and assessment of project fit relative to the Campus Master Plan and Integrated Plan.	▶ Authorization to proceed granted by EVP/COO.
	Programming	▶ VP for Capital Projects, Project Manager(s), User Group, Architect/Planner	▶ Programming determines program elements, space needs, and spatial relationships (adjacencies and proximities) for the project.	▶ 2–4 Months	▶ Identification of program elements, space needs (sizes and quantities of offices and classes), and spatial adjacencies and proximities.	▶ Authorization to proceed granted by EVP/COO.
DESIGN PHASE	Schematic Design (SD)	▶ VP for Capital Projects, Project Manager(s), Design Team, User Group, Facilities Services, Pre-construction Manager ▶ Project management typically provided in teams combining consulting project managers and OCP project management staff	▶ Includes preliminary floor layouts, more in-depth site analysis, and a general indication as to exterior design. ▶ SD cost estimate(s) facilitate the alignment of the project with the approved budget through scope adjustments, redesign, and value engineering	▶ 2–4 Months	▶ Accepted Schematic Design, preliminary cost estimate, project schedule, collateral needs, and associated costs.	▶ Schematic Design typically requires a vote of the Board of Trustees, and the authorization of EVP/COO.
	Design Development (DD)	▶ VP for Capital Projects, Project Manager(s), Design Team, User Group (more limited involvement), Facilities Services, Construction Manager (for Pre-construction Services), Independent Cost Estimator	▶ DD involves creation of to-scale drawings, with specific definition of site plan, floor plans and exterior elevations. ▶ Final Designs meet a Leadership in Energy and Environmental Design (LEED) Silver standard.	▶ 3–6 Months	▶ Accepted Design, cost estimate, project schedule, identified collateral needs and associated costs.	▶ Authorization to proceed granted by the EVP/COO.
	Construction Documents (CD)	▶ VP for Capital Projects, Project Manager(s), Design Team, Facilities Services, Construction Manager (for Pre-construction Services)	▶ CD Phase involves creation of design drawings and specifications that provide the basis for final pricing and for project construction.	▶ 4–8 Months	▶ Completion of Construction Document(CD) Set with a finalized design. ▶ Completion of Guaranteed Maximum Price (GMP) Set leading to a GMP Price and Construction Contract.	▶ Authorization to proceed granted by EVP/COO.
	Bidding and Awards	▶ VP for Capital Projects, Project Manager(s), Design Team, Facilities Services, Pre-construction Manager	▶ Solicitation of bids, review of qualified bids and bidders, awarding of a construction contract. Competitive bids are sought unless strong justification exists for using sole source bid procedures.	▶ 1–2 Months	▶ Contract Awarded.	▶ Authorization to begin construction typically requires a authorization by the Board of Trustees and EVP/COO.
CONSTRUCTION PHASE	Construction	▶ VP for Capital Projects, Project Manager(s), Design Team, Construction Manager or Contractor	▶ Construction of the project, including demolition (as required), site preparation, enabling work, project infrastructure and utilities, and landscape.	▶ Typically 12–36 Months	▶ Construction of the project to completion and final occupancy.	▶ Construction decisions are made by the Construction Manager or General Contractor, in consultation with the project Project Team (Project Manager(s) and Design Team. ▶ Project changes, with significant impact on cost, schedule, and/or scope require VP for Capital Projects and EVP/COO approval. President and Board of Trustees approval may be sought.
	Construction Administration	▶ Design Team, Construction Manager or Contractor	▶ Design team oversight of conformity of construction to design. PM monitoring of project budget and schedule. Weekly construction meetings with Project Team (Project Manager(s), Architect, Contractor)	▶ 12–36 Months	▶ Review of construction progress and process to final occupancy. ▶ Development of project punch list, and tracking progress toward completion of punch list.	
	FF&E	▶ VP for Capital Projects, Project Manager(s), Design Team, Construction Manager or Contractor, User Group	▶ Selection, and installation of furniture, fixtures and equipment, interior fit-out and site furnishings of the new or renovated building. ▶ Involves coordination with Facilities Services to ensure that long-term maintenance needs are taken into account.	▶ Included in construction schedule; typically 3–8 months, dependent upon project size.	▶ Final specifications for layout and installation, as well as selection of furniture, audio visual needs, security controls and general interior fit out and site furnishings.	▶ Project Team (Project Manager(s), Architect, Construction Manager or Contractor), Furniture considerations include user group input.
CLOSEOUT PHASE	Post Certificate of Occupancy (C of O)	▶ Project Manager(s), Design Team, Construction Manager or Contractor, Facilities Services	▶ Activities leading final occupancy by the User Group, including the issuance of a final Certificate of Occupancy (C.O.O.) from the City and Certificate of Substantial Completion by the contractor.	▶ 1–4 Months	▶ Delivery of final documentation, including: C of O, Certificate of Substantial Completion, Architect's and Construction Manager's Affidavits, MEP "as-builts" and Architectural record drawing set (electronic copies), submittal records, training and operating manuals, financials (including final payment application), product warranties, punch-list resolution, equipment start-up verification, evidence of CM's or Contractor's continuing insurance coverage, and Consent of Surety. ▶ Transition to management and operation of building/project by Facilities Services.	▶ Project Manager(s), Design Team, Construction Manager or Contractor.