

Brandeis University
Office of Capital Projects
Policies and Procedures — Overview

Introduction

The Brandeis University Office of Capital Projects is responsible for managing and coordinating major construction and renovation projects at Brandeis University. Activities of the Office typically span a broad range from feasibility, planning, and conceptual studies to major new building projects and large-scale renovations. The mission of the Office of Capital Projects is to ensure that capital projects approved by the University's Board of Trustees and University leadership are carried out: 1) in conformance with the budgetary and schedule requirements associated with each project; 2) with sensitivity and concern for the needs of the various projects' end-users and the University community as a whole, as reflected in the University's Integrated Plan, the campus master plan, and various follow-up and correlate studies to the master plan; and 3) in a manner consistent with the University's commitment to the American College and University Presidents Climate Commitment, to create capital projects that embody sustainable and environmentally responsible development and redevelopment of the University's valuable resources and assets.

The Office of Capital Projects (OCP) is led by the Vice President for Capital Projects, who reports to the Executive Vice President and Chief Operating Officer (see Appendix 1, Chart A, *Capital Project Management Structure*), and includes Project Managers, Assistant Project Managers, a Business Manager, and an Administrative Assistant. Based on the University's adopted model for capital project management, consistent with best practices at many other institutions, the OCP also engages and oversees the services of outside project managers, typically to assist with larger, more complex projects. In such instances, an outside project manager (at times, with an assistant) typically teams with a members (or members) of the OCP project management group.

Project Planning and Design

See Appendix 1, Chart B, *Client Relationship to Capital Projects*

The OCP—working with consultants, as necessary, or itself—oversees planning and programming tasks including but not limited to:

- Project feasibility relative to overall campus planning goals and specific campus sector goals;
- Establishing planning budgets for proposed projects; preparation of preliminary project schedule.
- Working with the Office of Budget and Planning to project incremental annual operating, maintenance, and renewal costs associated with proposed projects;
- Site analysis, including analysis relative to zoning requirements, wetlands, campus circulation, and related criteria;

- Studying current space utilization, conditions, and limitations;
- Working with the client to understand and articulate programmatic goals and requirements, taking into account relevant strategic plans;
- Working closely with the Department of Facilities Services to coordinate capital projects needs relative to current and future campus infrastructure;
- Managing the process of selecting consultants (including planners, designers, engineers, cost consultants, and construction management firms) to assist the University with capital projects, as appropriate.
- Working with clients and with University leadership to oversee the alignment of project requirements with approved project budgets.
- Maintaining communications with clients and with segments or the entirety of the University community (and, in some cases, the broader community of Waltham and beyond), as appropriate, to ensure information is gathered and disseminated as required for each project.
- Overseeing the project budget, based on approved project scope. The project budget takes into account best estimates of all costs associated with capital projects, including total construction cost, design fees and other consultants' fees, FF&E, owner's expenses, and contingencies.

Project Construction Management

Upon the completion of construction documents, establishment of a Guaranteed Maximum Price (GMP) or construction cost, and development of a proposed project schedule, and subject to the approval of University leadership and the Board of Trustees, the construction phase of a project may commence. The Construction Phase may include, but is not limited to:

- Bidding and Awards: Any post-bid negotiations will be conducted in accordance with the goals of the project as previously established.
- Document Management and Communication: Project Managers (PMs) ensure the flow of communication both outgoing and incoming between the Construction Manager, Designer and End User and properly track communications.
- Meetings: PMs shall conduct routine construction and design meetings to ensure the proper coordination of the project, with a goal of keeping the project on budget and on schedule.
- Issues and Request for Information: PMs shall maintain records of Requests for Information, Memos to the Designer, and applicable information pertaining to issues and changes. PMs shall represent the University in any disputes or problems as they relate to the construction of the project.
- Field Directives and Change Orders: PMs shall track field directions, and approved and pending change orders. This shall include descriptions of work, contractor-versus-designer-versus-owner-initiated changes and directives in accordance with AIA rules. All changes must be approved by the owner or the owner's representative.
- Contract Change Orders: PMs shall, in conjunction with the Vice President for Capital Projects and senior administration, coordinate the administrative review of any changes

that may result in delays in schedule. Upon the establishment by the Construction Manager and Contractor of a project schedule, PMs shall track and coordinate the baseline schedule, and periodically update the project timeline, as required and agreed to by the Construction Manager, Contractor and/or Architect.

- Payment Submittals: Submittals shall be in the form prescribed by the Office of Capital Projects and processed in accordance with requirements of the University's Controller's Office.
- Field Documentation Records: PMs shall maintain appropriate reports and photo documentation of projects and receive "as built" drawings and appropriate inspection reports and records.
- Project Completion: PMs shall coordinate and track the final project completion, which may include "punch lists", prepared by the Architect, Contractor and Owner/Owner's Representative, negotiations regarding final payment requisitions, and financial close-outs for the project.

Project Budget Management

Day-to-day financial administration of a capital project is the responsibility of the assigned lead Project Manager, in cooperation with the OCP Business Manager and under the direction of the VP for Capital Projects.

For further information, see:

- *Appendix 1: Chart A, Capital Project Management Structure; Chart B, Client Relationship to Capital Projects*
- *Appendix 2: Capital Projects Budgeting Policies and Procedures; and*
- *Appendix 3: Summary Charts 1–5: Capital Projects Budgeting Policies and Procedures*

Also see:

- *Appendix 4: OCP Glossary of Project Budget Terms and*
- *Appendix 5: OCP Project Budget Template, which includes:*
 - *Project Budget Overview*
 - *Construction Cost Invoices*
 - *Construction Change Orders*
 - *Design Fee Invoices*
 - *FF&E Invoices*
 - *Additional Owner's Expenses*
 - *Additional Services and Add Alternates*
 - *Project Cash Flow (Actual to-date and Projected)*
- *Appendix 6: Summary of OCP Procurement Guidelines and Signatory Approval Levels*