



UVA Board of Visitors Buildings and Grounds Committee

June 2, 2022

Agenda

- Remarks by the Chair
- Action Items
 - Nomination to the Art and Architectural Review Board
 - Namings
 - Courts at the Virginia Tennis Complex at the Boar's Head Sports Club
 - Klotz Family Courtyard at Monroe Hall
 - Voorhees Bridge Canopy Walk at the Inn at Darden Arboretum and Botanical Gardens
 - 2022 Major Capital Plan
- 2030 Grounds Plan
- Report by the Senior Vice President for Operations & State Government Relations
 - Construction Cost Market Data
 - Implementation of Capital Program Recommendations

Action Items



Nomination to the Art & Architectural Review Board

- Art and Architectural Review Board (AARB) recommends and approves building designs for all state capital projects
- § 2.2-2400 of the *Code of Virginia* provides that Governor may appoint an individual nominated by the UVA Board of Visitors
- Recommend nomination of Julia Monteith, Associate University Planner, and Rachel Lloyd, Senior Landscape Architect, for consideration by the Governor to serve on AARB

Naming: Courts at the Virginia Tennis Complex

Gordon Burriss Center Court

- Court #1: *Maureen “Little Mo” Connolly Court*
- Court #2: *Moszkowski Family Court*
- Court #3: *Scott L. Lebovitz/ Edwin H. Lewis Court*



Dockter Family Scoreboard

- Court # 4: *David and Francis Dickenson Court*
- Court # 5: *Kanstoroom Family Court*
- Court #6: *Jim Stephens Court*



Naming: Klotz Family Courtyard at Monroe Hall



- Naming of central courtyard at Monroe Hall
- Honors contributions of Roddy Klotz (College of Arts & Sciences alum) and Nazee Batmanghelidj
- Philanthropy includes generous support of College and Graduate School of Arts & Sciences, Jefferson Scholars, The Virginia Fund, and historic preservation

Naming: Voorhees Bridge Canopy Walk

- Naming of bridge in new Inn at Darden Arboretum and Botanical Gardens
- Honors contributions of Steve Voorhees (Darden alum) and Celia Voorhees
- Philanthropy encompasses giving to various Darden School initiatives, including Inn at Darden redevelopment and faculty and research support



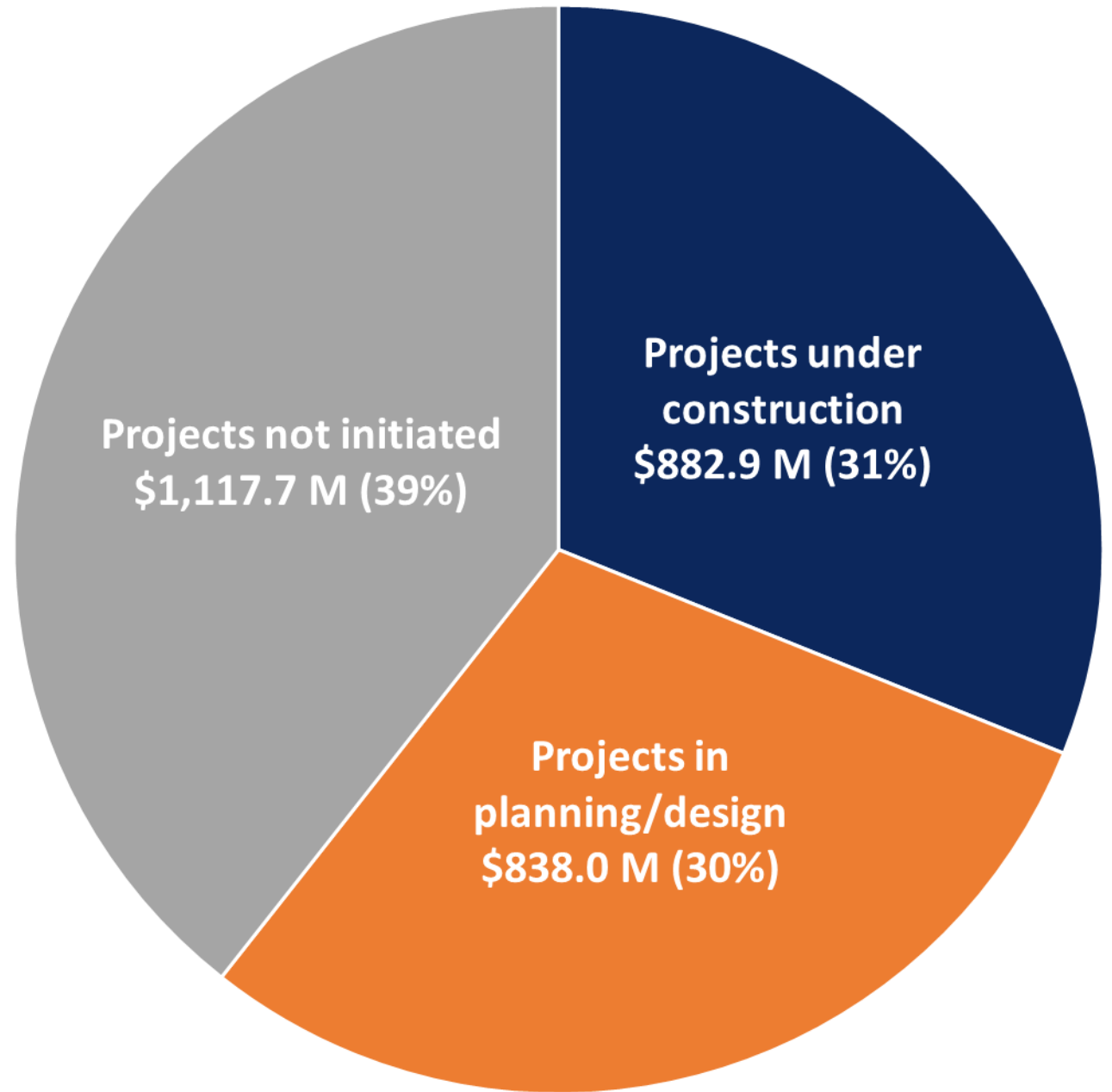
2022 Major Capital Plan



Proposed 2022 Major Capital Plan Summary

Current Major Capital Plan	\$ 3,123.9
Less: Projects completed since June 2021	(\$ 706.1)
Plus:	
Planning/design authorization for three projects	\$ 20.1
Eight new projects	\$ 460.8
Less: Batten Academic Building <i>(removed per project sponsor)</i>	(\$ 60.0)
2022 Major Capital Plan	\$ 2,838.7

**UVA
Proposed
2022 Major
Capital Plan
\$2.8B**



Proposed Additions to the Major Capital Plan

Project (planning/design only)	Estimated planning/ design budget
Center for the Arts	\$ 11.1M
School of Architecture Center for Design	\$ 4.0M
Engineering Academic Building	\$ 5.0M

Proposed Additions to the Major Capital Plan

Project	Estimated total project budget
Darden Student Housing	TBD
Institute for Biotechnology	\$ 350.0M
Ivy Corridor Landscape and Infrastructure Phase IIA	\$ 11.8M
Memorial Gym Infrastructure and Accessibility Renewal	\$ 20.5M
Monroe Hall Addition HVAC Renewal	\$ 9.0M
Parking Garage	\$ 54.0M
Physics Building Classrooms	\$ 7.0M
Pinn Hall Integrated Spatial Biology Core Consortium	\$ 8.5M

Strategic Planning Studies

- Child Development Center Feasibility Study
- School of Nursing Instructional Space Study

2030 Grounds Plan – A Framework for Campus Planning



Purpose of a Grounds Framework Plan

The 2008 Grounds Plan and subsequent master plans have been guiding the development of Grounds for the past 14 years. A **new Grounds Framework Plan** will:

- **Integrate recent planning** into a holistic vision and framework for Grounds
- Ensure future development supports the goals and priorities of the **2030 Great and Good Strategic Plan**
- **Identify locations for new facilities** that will meet current and projected needs for academic, research, health services, and residential space
- Help to focus future investments to **facilitate academic collaborations** and **create a richer environment** for students, faculty and staff
- Promote the efficient use of resources and **support UVA's sustainability goals**
- **Guide planning and physical development** on Grounds for the next 10-20 years

Grounds Plan Timeline

- Technical Advisory Group Meetings
- ★ Steering Committee Meetings
- Focused Workshops
- ★ Other Engagement & Leadership Meetings

Phase 1: Background Review + Key Issues & Opportunities

Phase 2: Draft Principles + Big Ideas + System Plans + Redevelopment Zones

Phase 3: Prepare Grounds Framework Plan



WE ARE HERE

For 200 years, Grounds has been planned as a unique community within a rural and natural landscape



Over the years, campus growth into has resulted in a large footprint for Grounds



North Grounds

Central Grounds

West Grounds

Fontaine



UVA Health

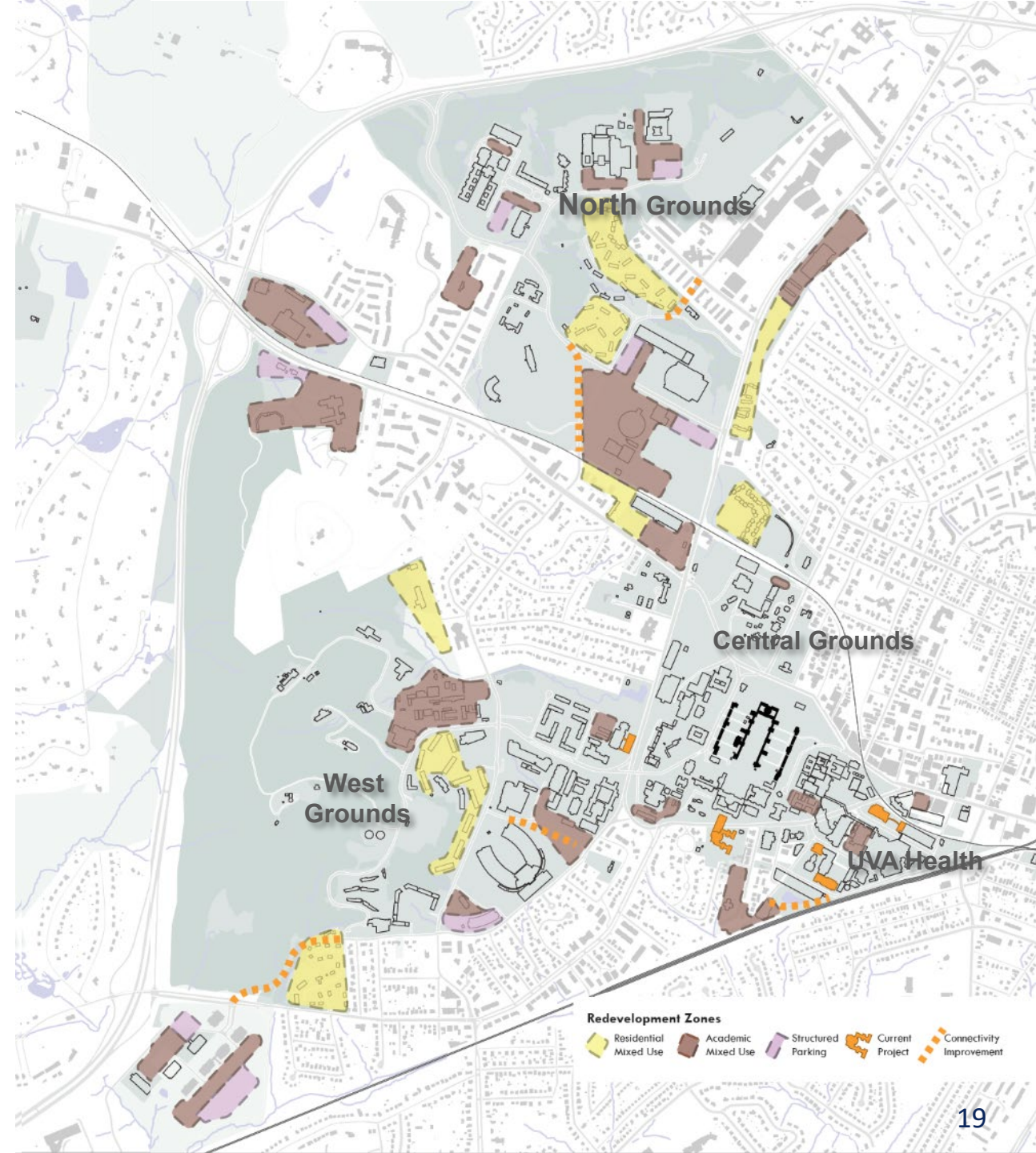
The 2008 Grounds Plan proposed compact future growth in Redevelopment Zones to make Grounds more connected

Important Redevelopment Zones identified in the 2008 Grounds Plan include:

- Alderman Housing
- Athletics District
- Brandon Avenue
- Ivy Mountain
- Ivy Corridor

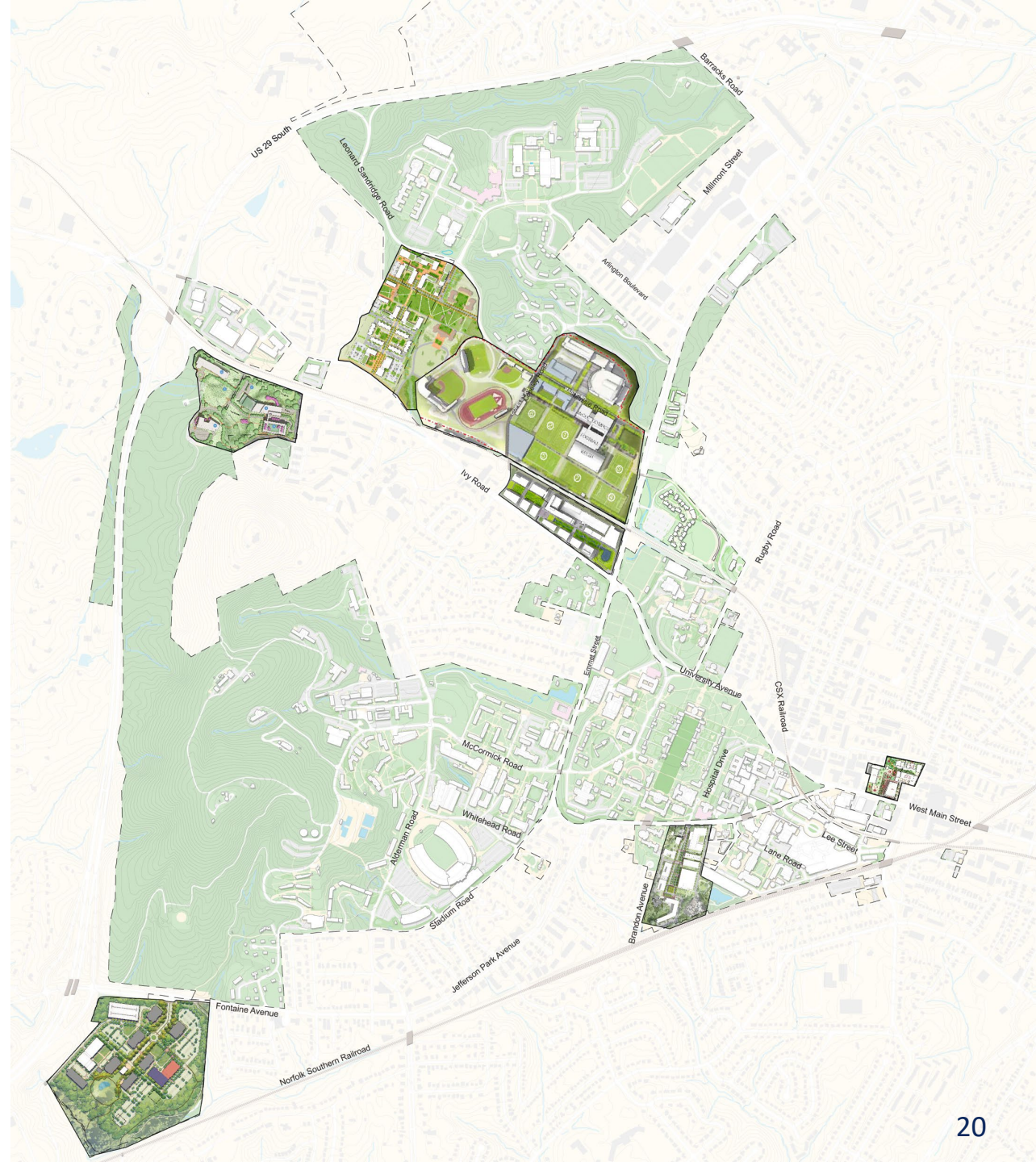
Redevelopment Zones

-  Academic Mixed Use (brown)
-  Residential Mixed Use (yellow)



In recent years, master plans have been designed to propose specific redevelopment in these zones

- 2016 Brandon Green Street Master Plan
- 2016 Ivy Corridor Landscape Framework Plan
- 2017 Ivy Mountain Master Plan
- 2018 Fontaine Master Plan
- 2018 Athletics Master Plan
- 2019 Stacey Hall Master Plan
- 2019 Ivy Gardens Plan



Six overarching principles have guided the 2030 Grounds Plan

PLACE AND CHARACTER

Respect UVA's built heritage while embracing new types of facilities and places

LAND USE AND FACILITIES

Use land efficiently and ensure facilities support academic priorities

TRANSPORTATION AND CONNECTIVITY

Facilitate active transportation throughout Grounds and encourage transit use

EQUITY AND INCLUSIVITY

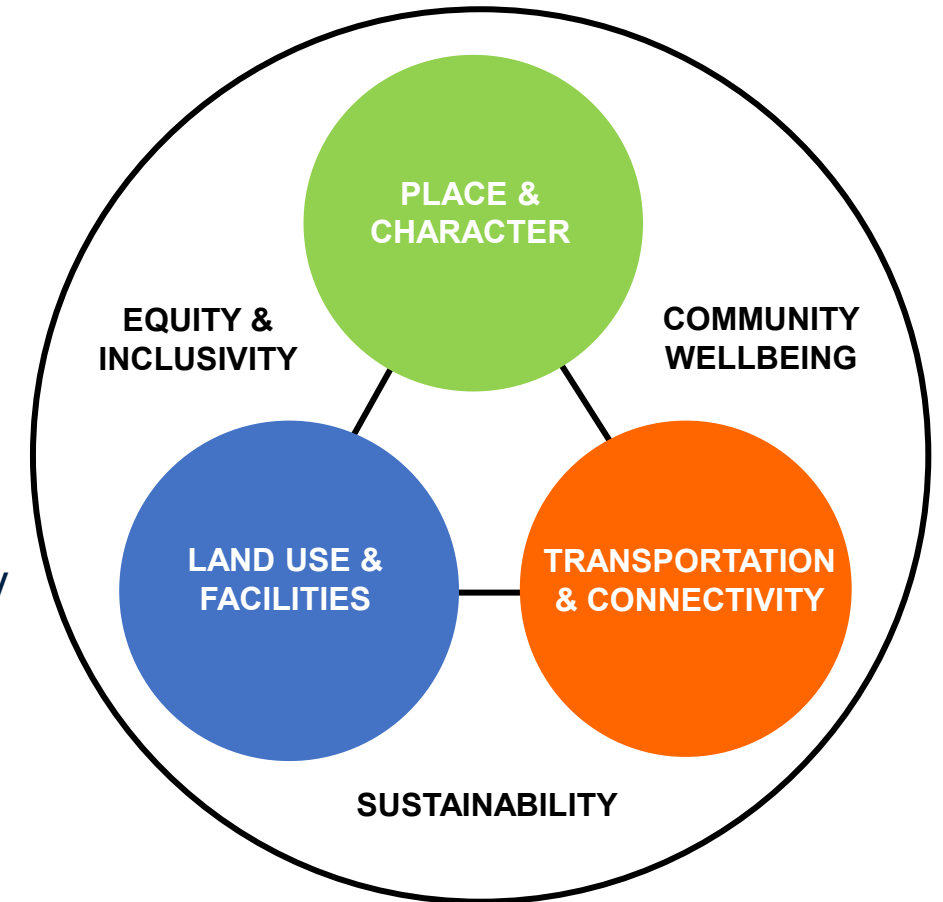
Ensure Grounds is welcoming to everyone and supports equity across UVA's facilities and communities

COMMUNITY WELLBEING

Build mutually beneficial connections and relationships with surrounding communities

SUSTAINABILITY

Support UVA's sustainability targets and promote regional sustainability



The recommendations of three recent "system" plans will be integrated into the 2030 Grounds Plan

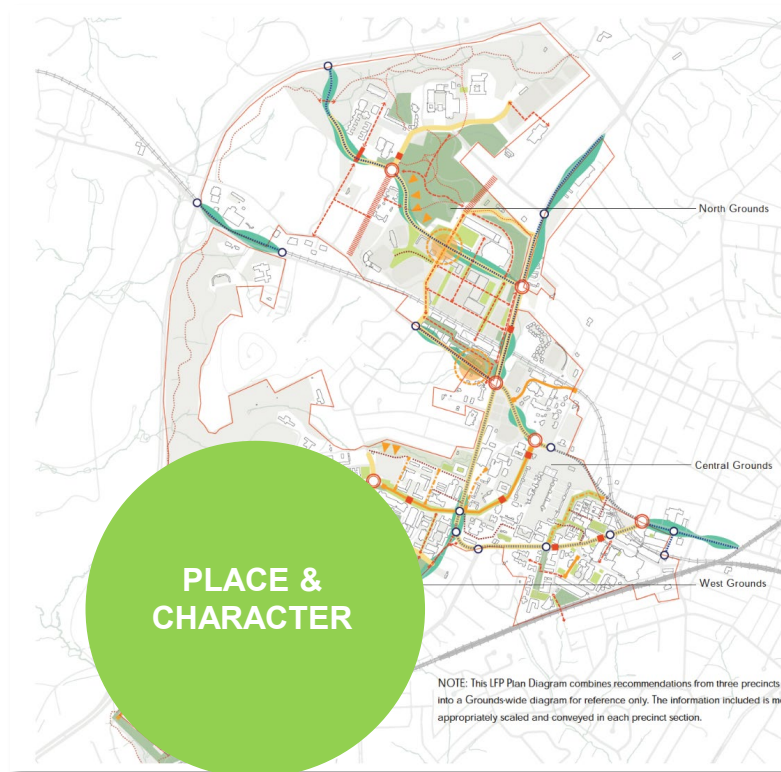
Academic Space Plan

- Focus on more interdisciplinary facilities
- Optimize existing resources and centralize space planning



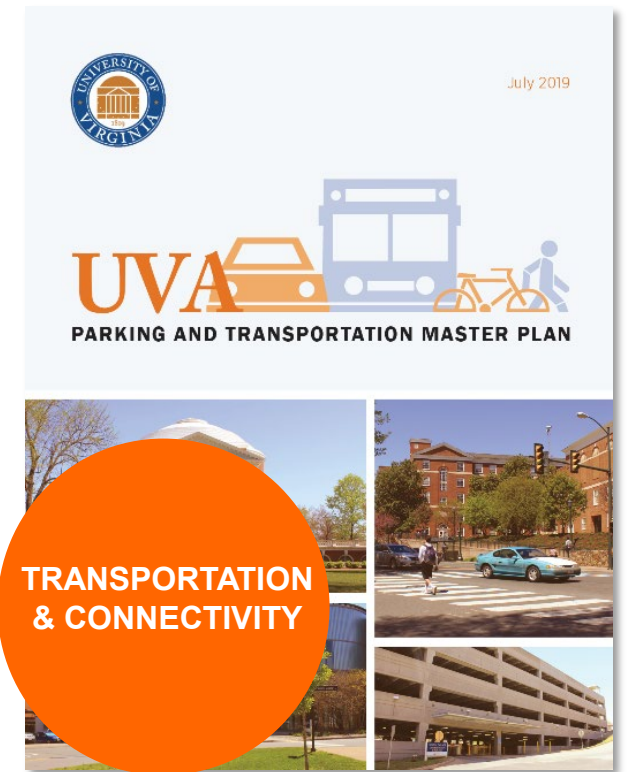
Landscape Framework Plan

- Continue to integrate natural and cultural landscapes
- Improve and expand pedestrian and cycling connections



Parking and Transportation Plan

- Accommodate commuter parking
- Continue TDM measures
- Pursue regional transportation solutions





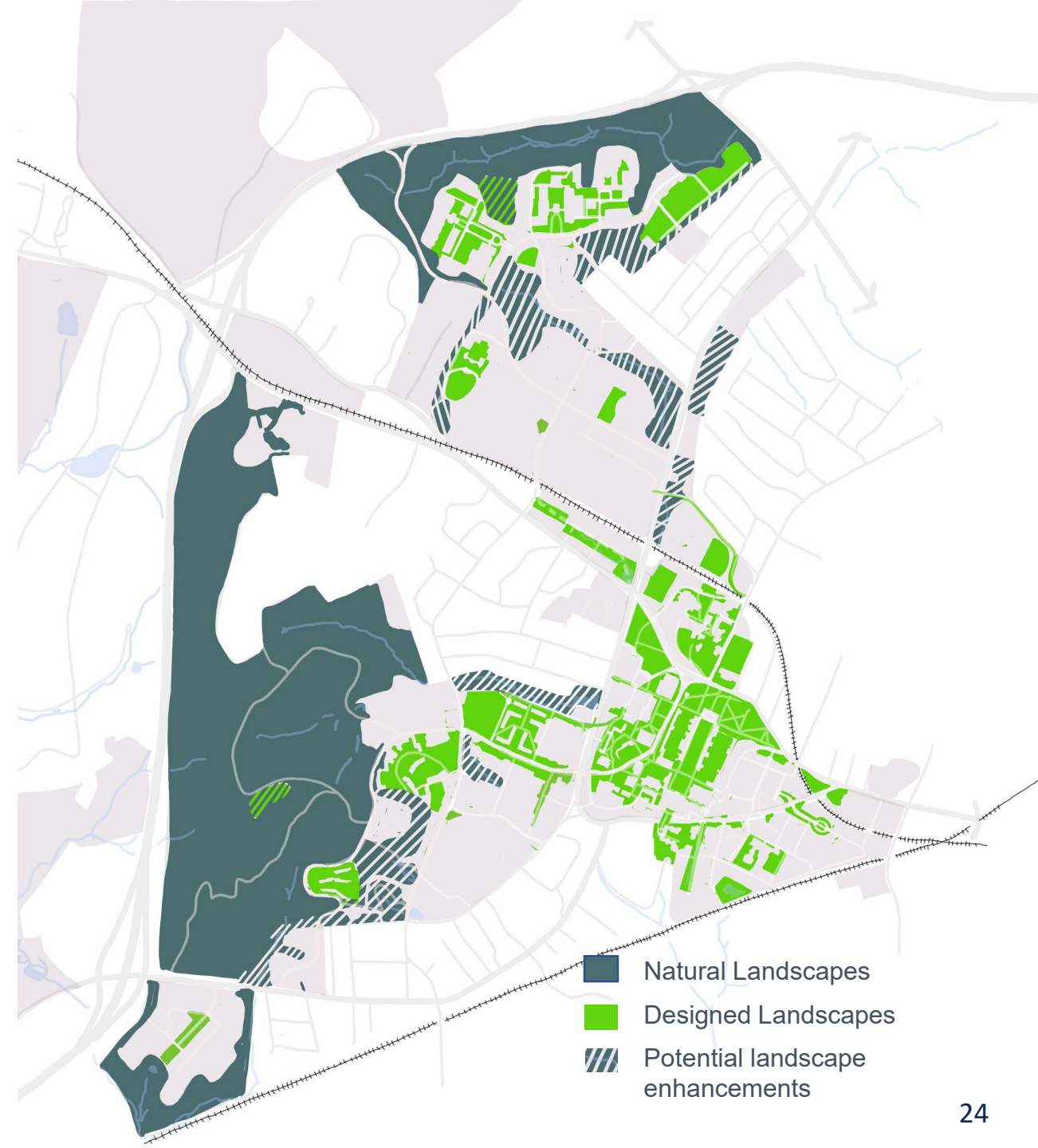
Big Ideas

View of Grounds from south (work in progress)

Big Idea #1: Landscape

Reinforce the landscape as a key part of the Grounds experience

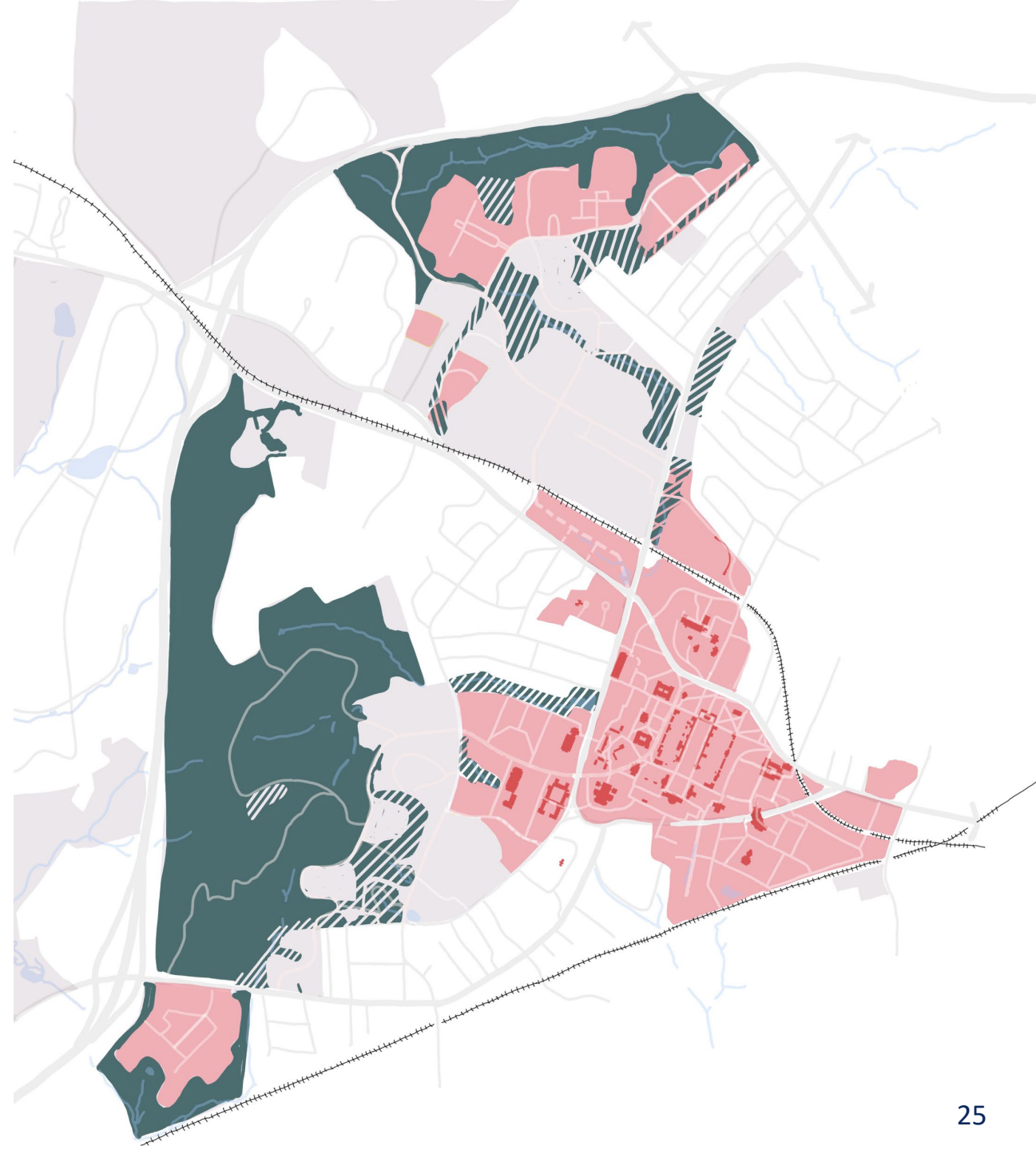
- Maintain and reinforce the historic landscape setting
- Protect natural areas and enhance their recreational program potential
- Explore opportunities for landscape enhancements and connections
- Reinforce “gateway” experiences



Big Idea #2: Academics

Continue to Reinforce and Grow the Core of Grounds for Teaching, Research, and Health Services

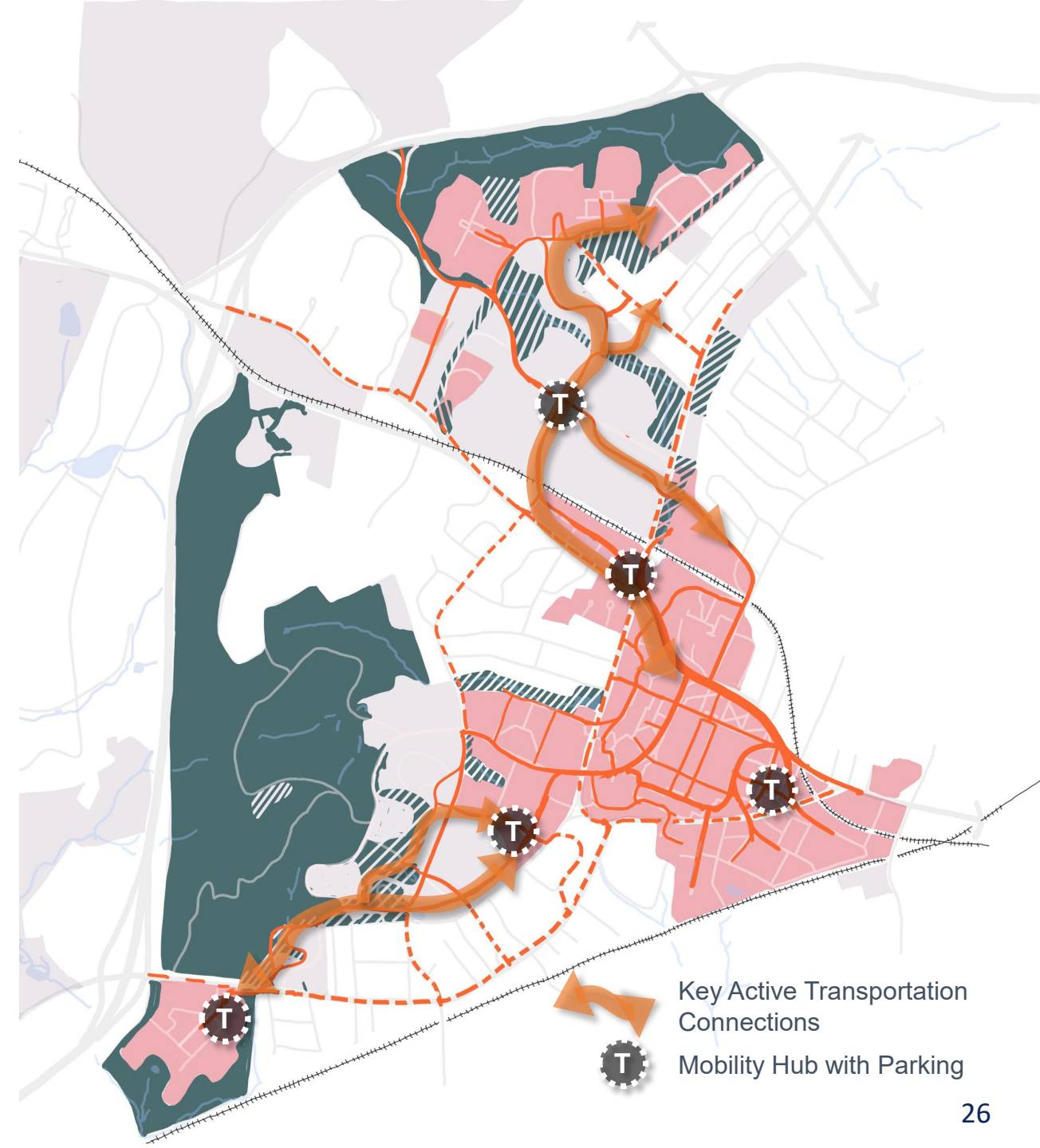
- Maintain historic and valued buildings in the heart of Grounds
- Build upon existing academic centers and infrastructure
- Promote synergies and collaborations among schools and academic units



Big Idea #3: Mobility

Enhance Mobility Connections Across Grounds

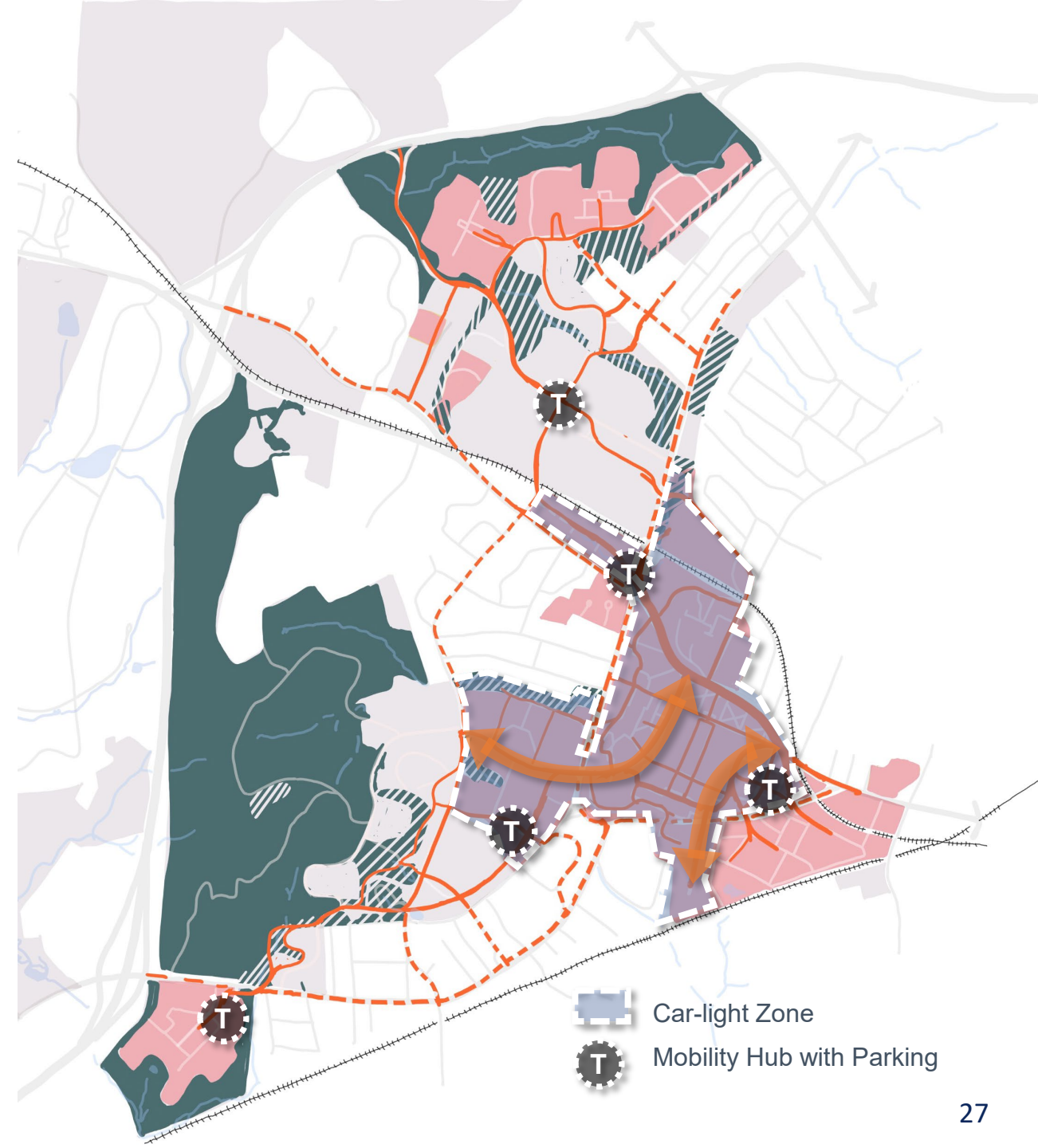
- Improve access between Central Grounds, Fontaine Park, and North Grounds with transit and mobility hubs
- Continue to enhance overall pedestrian and bicycle connectivity on Grounds
- Coordinate mobility infrastructure with parking and hubs to support future redevelopment



Big Idea #4: Pedestrian Priority

Create a Car-light Core

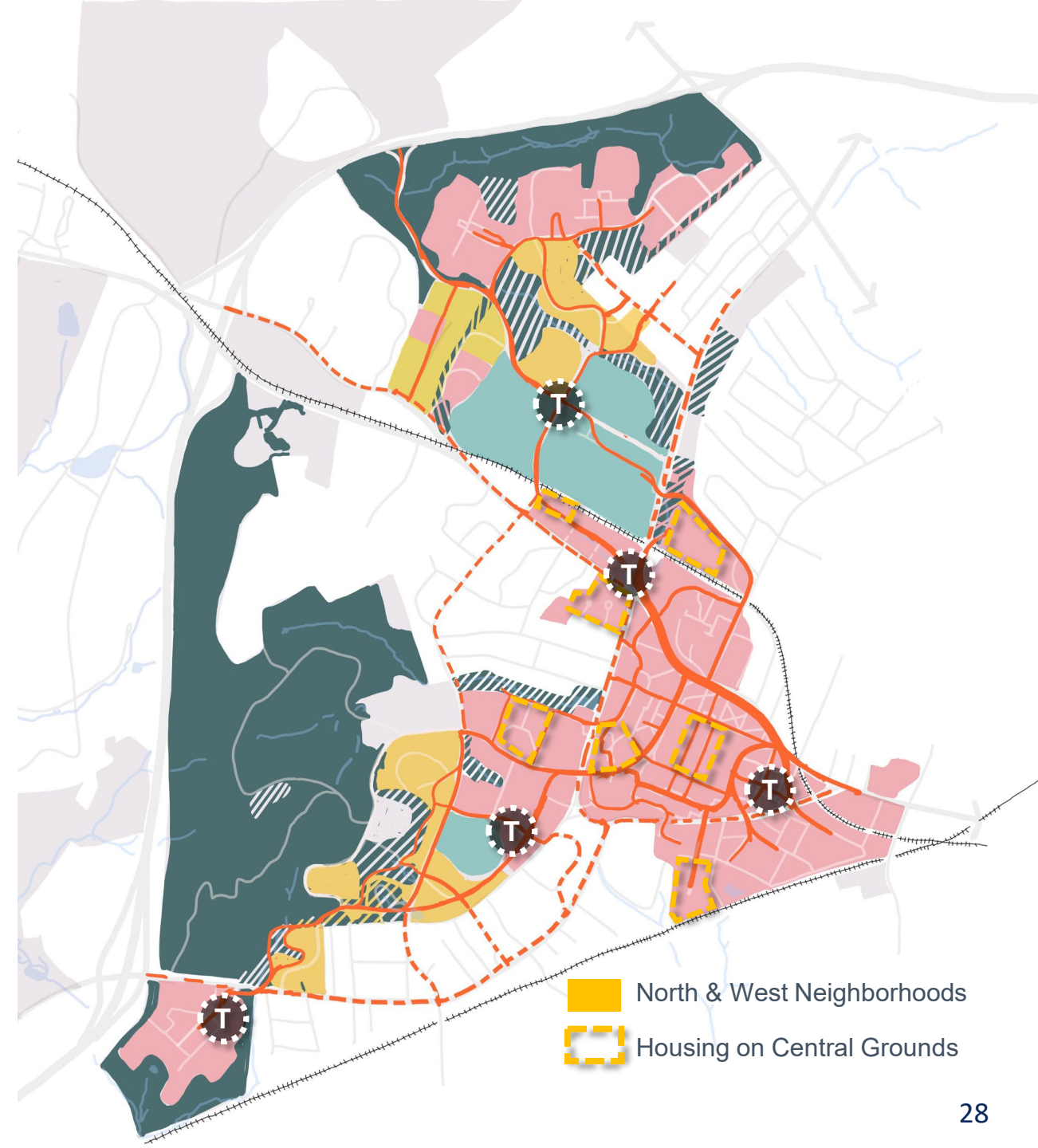
- Improve safety and overall experience for pedestrians and cyclists on McCormick Road and Hospital Drive
- Reduce vehicular access through the core of Grounds
- Support sustainability objectives by making Grounds more walkable and bikeable



Big Idea #5: Student Housing

Define and Enhance Residential Neighborhoods on Grounds

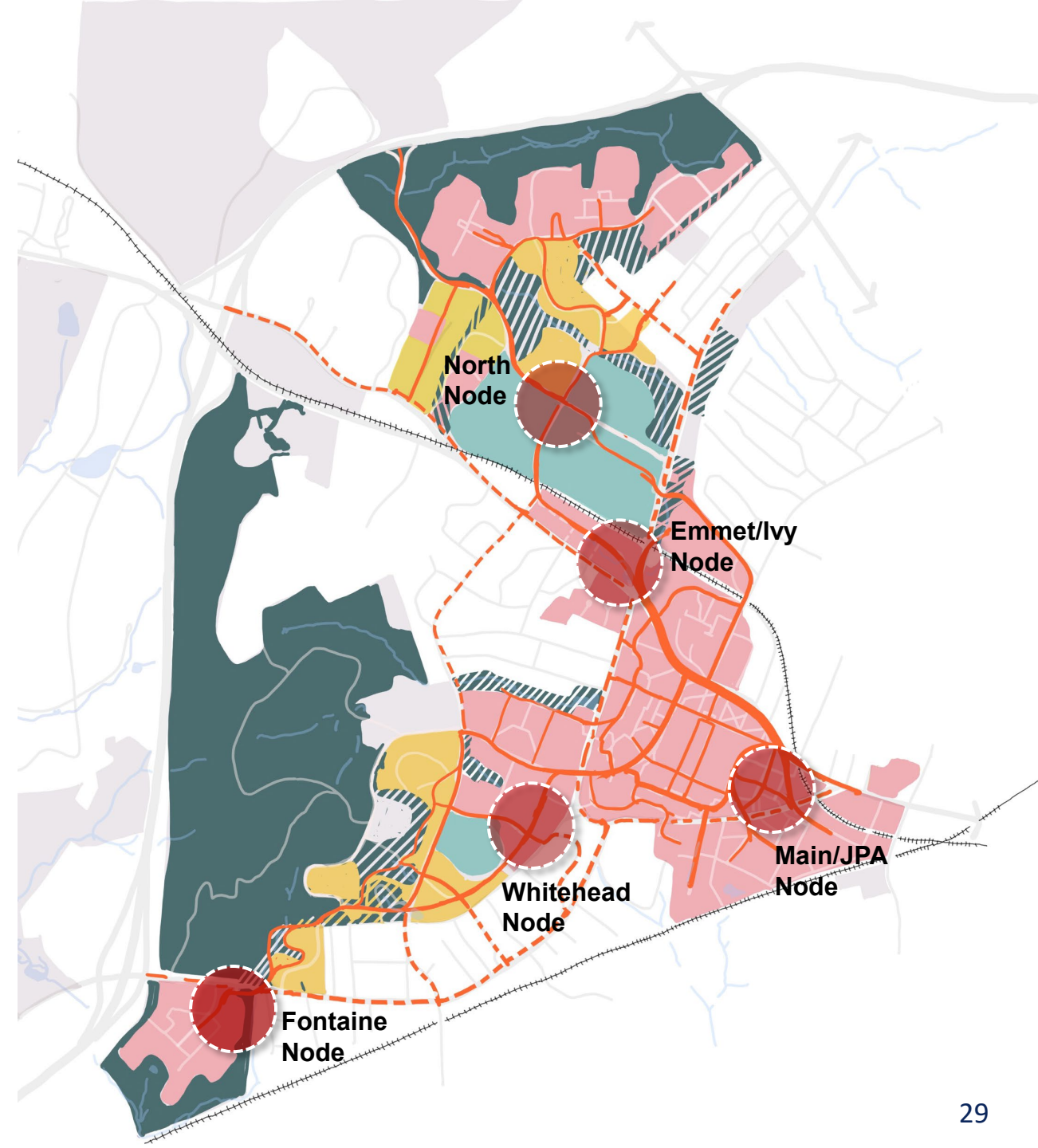
- Support a strong sense of community and place
- Support the goal of 2nd Year housing
- Ensure students have access to a range of amenities within walking distance in their neighborhoods



Big Idea #6: Nodes

Establish “Nodes” to:

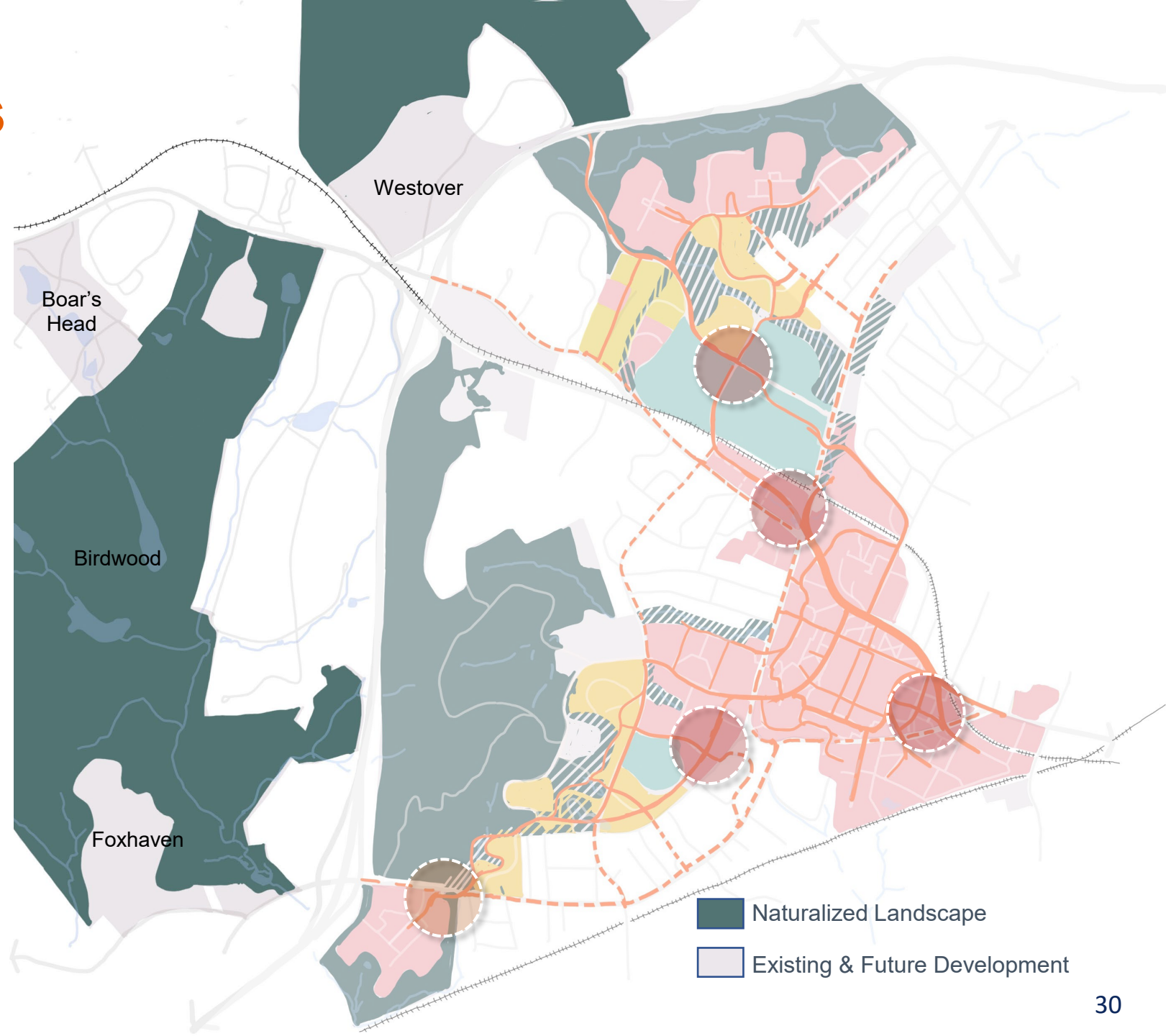
- Enhance placemaking and connectivity on Grounds with project development
- Optimize mixed-use investments in new facilities, landscapes, and mobility improvements



Big Idea #7: UVAF Lands

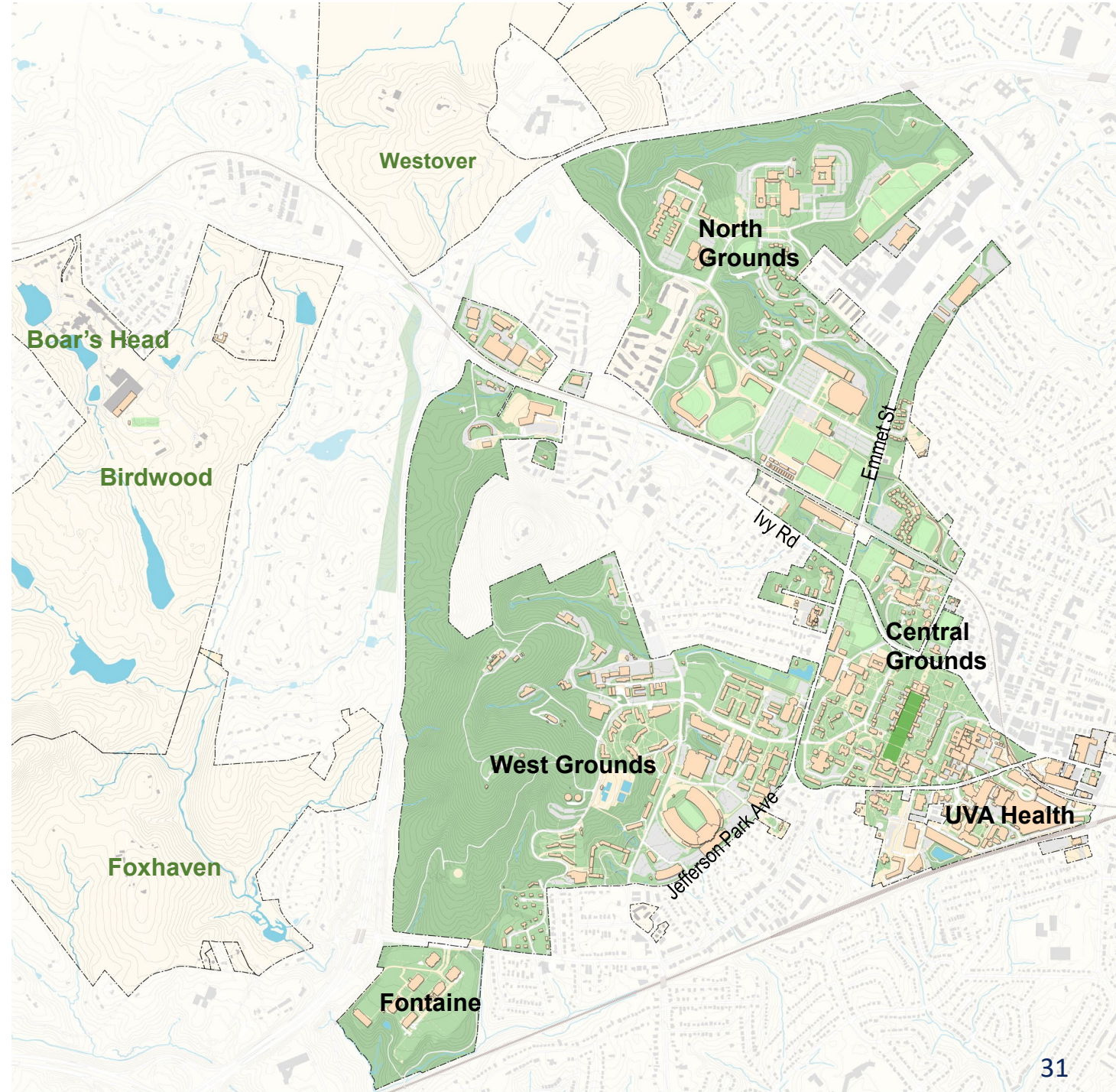
Maintain a Green Approach to Nearby Foundation Lands

- Conserve significant natural features and functions
- Protect the historic landscape setting and approach to Grounds
- Support sustainable regional growth
- Protect developable lands for potential future University uses



In summary, these proposed Big Ideas will enhance existing strengths on Grounds

- **A remarkable legacy** that will continue to be aligned with contemporary needs
- **A significant natural setting** that must continue to be a key part of the Grounds experience
- **Opportunities for growth**, but with better overall connectivity
- **Physical capacity**, but with a more deliberate approach to building multi-disciplinary facilities
- **A pedestrian oriented core**, but with a more extensive pathway network












North Node Study (work in progress)

Next Steps

- Use feedback from leadership to refine the Big Ideas and Draft Recommendations
- Further develop the Nodes and System Plans to achieve goals of interdisciplinary collaboration, placemaking, and mobility
- Prepare Draft Grounds Framework Plan



	Primary Active Connection		Bus Stops
	Secondary Active Connection		Intersection Improvement
	New Building Sites (academic mixed use)		Redevelopment Zone
	New Building Sites (residential mixed use)		
	Common Places		
	Integrated Landscape		

Construction Market Data

June 2, 2022



Facilities Management

Contents

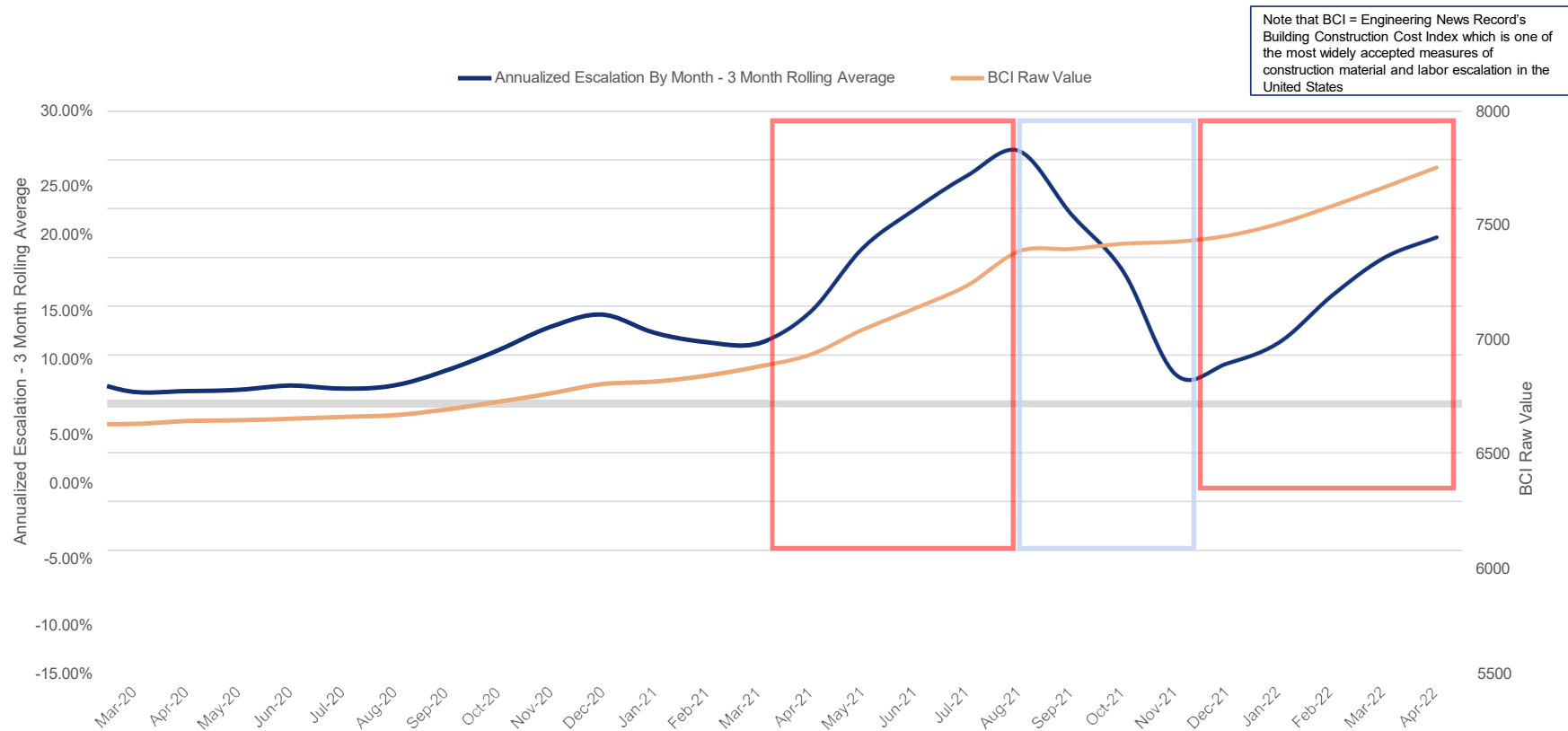
1. Current Conditions
2. Market Data
3. Recent UVA Projects
4. Mitigation Considerations

Current Conditions

- Significant and unpredictable cost escalation
- Long and unpredictable lead times for materials and equipment
- Tight subcontractor market
- Non-binding subcontractor bids

Construction costs have increased nearly 25%

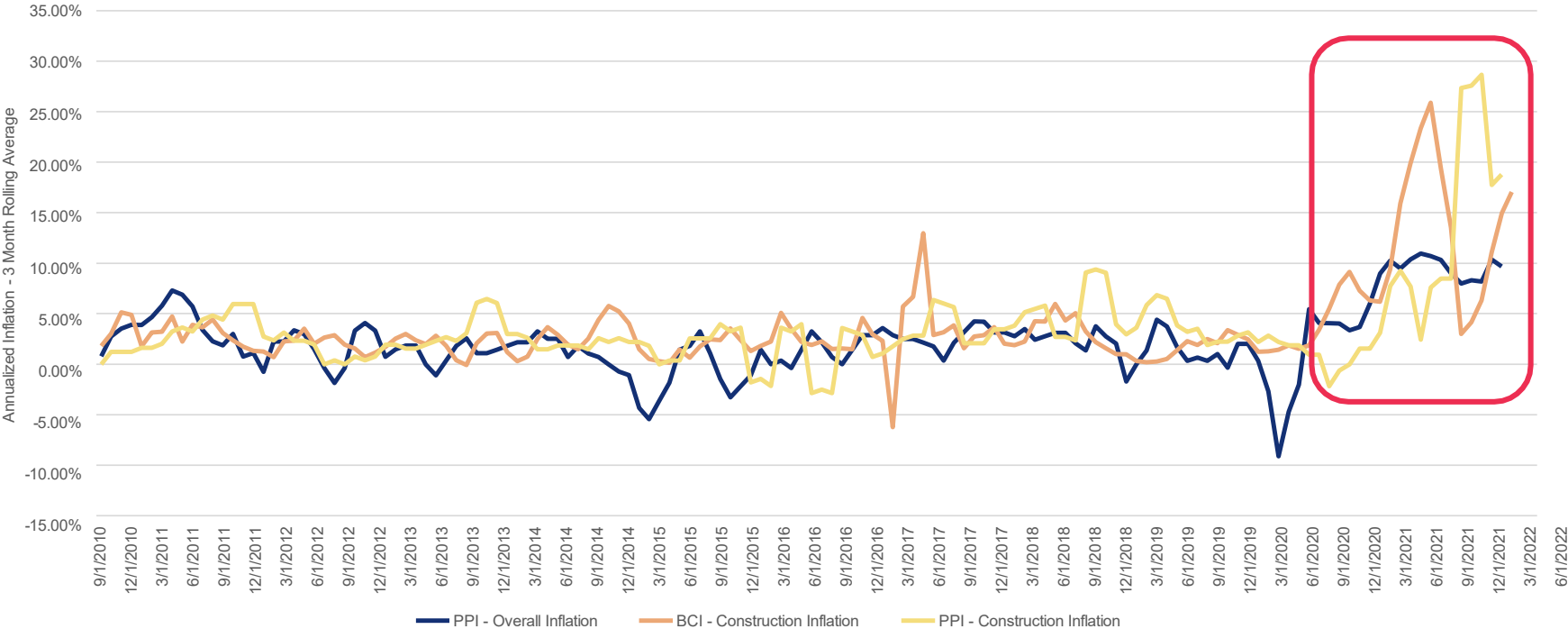
Building Construction Cost Index and Monthly Escalation Since March 2020



Construction costs significantly exceed overall inflation rate

Building Cost Indices vs. Overall Inflation

Overall PPI Inflation vs. ENR BCI & PPI for Construction Inflation **Since 2010**



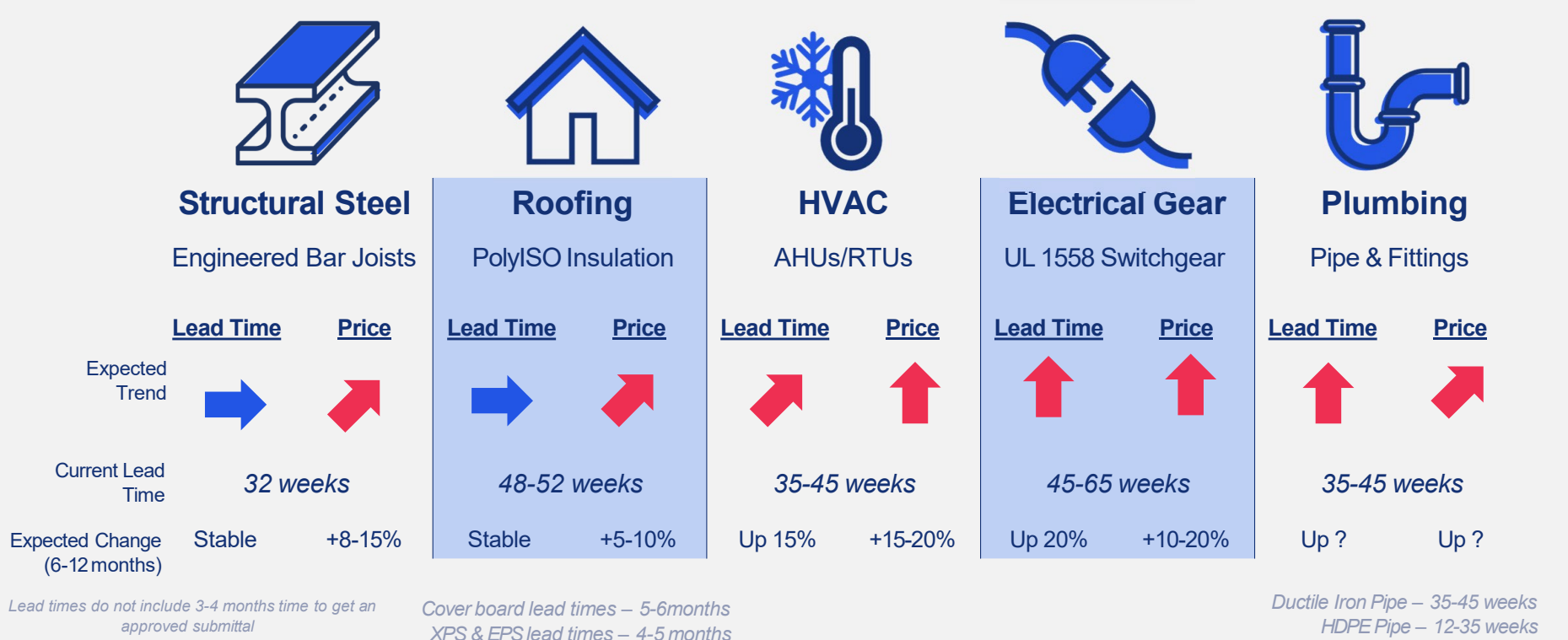
Materials cost is key driver of construction cost increases

Construction Input Costs Comparison



2022 Material and Equipment Supply Chain Outlook

Most Troublesome Categories During 2021 & 2022



SKANSKA

Updated: 4.21.22

Recent UVA Projects – Change in Construction Costs

Major Capital Project	Received Preliminary Design Estimate	Received Final Construction Contract Bid	Construction Cost Increase
Contemplative Commons	November 2020	August 2021	12%
School of Data Science	February 2021	November 2021	7%
UVA Hotel & Conference Center	June 2021	April 2022	30%
Shumway Hall (McIntire)	October 2021	April 2022	22% (estimate)

Mitigation Considerations

ALL OPTIONS ARE ON THE TABLE...

- Sequence and prioritize initiation of projects
- Include escalation contingency in project budget
- Evaluate alternative, less-costly design options
- Retain critical subcontractors during design
- Procure materials with long-lead times early
- Phase awarding of contracts

Remarks by the Senior Vice President



Implementing the Capital Program Recommendations

Final capital project cost review and assessment report included 20 key recommendations across **12 primary areas**:

1. Program / project ownership
2. Project management processes & tools
3. Reporting & communication
4. Budget development & management
5. Design management
6. Design criteria
7. Project delivery strategy
8. Change management
9. Risk management
10. Cost & schedule management
11. Lessons learned
12. Staff development & training

Capital Program Improvements Status Report

Area	Recommendations	Priority	Timeline/Target Completion	Status
1 <i>Program / Project Ownership</i>	<i>Develop and implement project charter process</i>	High	<i>Pilot summer 2022 with new projects</i>	
2 Project Management Processes & Tools	Develop a coordinated set of project management procedures and tools/templates	Medium	Summer 2022	
	Devise an oversight strategy to ensure project teams are complying with required processes	Low	Fall 2022	
3 <i>Reporting & Communication</i>	<i>Prepare regular program-level dashboard reports</i>	High	<i>June 2022</i>	
	Prepare regular project status reports	High	Pilot spring 2022; full implementation summer 2022	
	Explore additional e-Builder reporting capabilities	Low	TBD	
	<i>Develop a Campus Client Guide</i>	Medium	<i>Fall 2022</i>	
4 Budget Development & Management	Conduct a more rigorous budget development process that includes applying risk management principles to formally establish, track, and forecast contingency needs	High	Pilot summer 2022 (with project charter)	
	Track subsequent adjustments to the approved budget and basis of estimate in a report/log that identifies the cause of any change and how increases will be funded	High	Pilot summer 2022 (with project charter)	

Capital Program Improvements Status Report

Area	Recommendations	Priority	Timeline/Target Completion	Status
5 Design Management	Adhere to a design-to-budget approach	Medium	TBD	○
	Standardize value management logs	Medium	Pilot summer 2022 (with project charter)	◐
6 Design Criteria	Allow more economical design solutions based on building location and function (e.g., housing vs. academic)	Low	Design solution/options will be included in discussion at initial Project Steering Committee meeting for all new projects	●
	Review and update Facility Design Guidelines	Medium	FDGs reviewed and updated on a three-year cycle (most recent update December 2021)	●
7 Project Delivery Strategy	Consider the optimal project delivery method given a project's goals and constraints (e.g., CM at Risk may not be necessary for straightforward projects)	Low	Delivery method will be included in discussion at initial Project Steering Committee meeting for all new projects	●
	When using early packages, ensure the design and CM teams have adequate time and resources to coordinate such work with the balance of design to avoid excessive scope gaps and change orders	Medium	Fall 2022	◐

Capital Program Improvements Status Report

	Area	Recommendations	Priority	Timeline/Target Completion	Status
8	Change Management	Develop and implement a detailed change order management process to promote consistency in the assessment and negotiation of contractor change order proposals	High	Fall 2022	
9	Risk Management	<i>Establish a standard risk management process that includes developing and updating a risk register for the duration of a project</i>	High	<i>Pilot summer 2022 (with project charter)</i>	
10	Cost & Schedule Management	Regularly monitor and report out on cost and schedule variances and trends	High	Summer 2022	
11	Lessons Learned	Develop a standard process and format for discussing and documenting lessons learned	Low	Late 2022	
12	Staff Development & Training	Develop and enhance in-house scheduling, estimating, and risk management expertise.	Low	Fall 2022	

