1. Project Request
a. Clients (KU department or affiliated corporation representatives authorized by their dean or director) may request capital improvement projects – new construction or modification of existing facilities – via DCM’s website or by email to DCM.
b. DCM will evaluate if a project is best handled by DCM or if it should be referred to another department (e.g., to Facilities Services if there’s some reason not to act on it (e.g., already an active project, or a pending project, or other reason)).
c. Within one week of receipt, DCM will notify the client in writing when their project request is assigned to a DCM project manager, or if the request is referred to another department, or if there’s some reason not to act on it (e.g., already an active project, or a pending project, or other reason).
d. Some projects must be reviewed and approved by the Capital Planning Advisory Committee or the Capital Projects Council prior to DCM action. DCM will notify the client if this is the case.

2. Project Scope
a. Soon after being assigned a project, DCM’s project manager will meet with the client to discuss the project scope, schedule, and budget.
b. “Project Scope” means the objectives the client intends to accomplish with the project (e.g., remodel an office suite) and the various infrastructure modifications necessary to achieve the client intention while meeting building codes and KU standards (e.g., may require corridor door modifications, fire alarm system modifications, fire sprinkler system modifications, HVAC system modifications, electrical and lighting modifications, etc.)
c. Scope may change and get refined during the course of the project based on budget constraints, client needs/wants, issues that develop during design/construction, etc. Scope changes may be documented in revised project requests (prior to construction) or change orders (during construction).

3. Cost Estimate
a. On many projects, the initial deliverable from DCM is a feasibility study (or in some other cases a “program”), which includes an outline of the project scope (also noting exclusions), a project cost estimate for budgeting purposes, and a tentative project schedule.
b. DCM issues feasibility studies within 30 days from the project assignment, if possible.
c. Project cost estimates include construction costs and “soft costs” – that is, design fees, permitting fees, other costs such as telecommunications and furnishings not included in construction contracts, and a contingency for unknowns.
d. Included with the feasibility study is a Physical Plant Modification Request (PPMR) Form the client signs if they accept the proposed scope, cost estimate, and schedule, and if they’re ready to commit funding to the project.
e. DCM needs a signed PPMR with valid funding commitment in order to commence work on the project.
f. As the project progresses, the scope is developed with increasing resolution and unknowns tend to become fewer. It may be necessary to update the project cost estimate (via a revised feasibility study) as better information becomes available.

4. Project Budget
a. DCM prepares a project budget to manage costs. The budget gets updated throughout the project as contractor and vendor pricing is established through bids and quotes, as scope gets tweaked, as change orders are processed (if necessary), etc.
b. If savings are achieved in one line item, the savings may be used to offset overages in other line items.
c. Budgets contain a contingency line (often 5% to 10% of the construction cost) which the project manager may apply to items that cost more than originally anticipated and to unforeseen costs (e.g., problems discovered when a wall is opened). The project manager will discuss with the client any large expenditures from contingency.
d. Toward the end of a project, it may be possible for the client to add scope to the project (e.g., additional furnishings or additional equipment) if sufficient contingency remains.
e. At the end of a project, after all invoices and pay applications are received and processed (this often takes a few months after construction has been completed), any remaining unspent funds in the project account that were provided by the client will be returned to the client’s department.

### Generalized Project Flow Chart

*if required; **if not designed by DCM; ***if not constructed by KU Construction
5. Project Schedule

- The project schedule identifies target dates for key milestones including design start and completion, bidding, and construction start and completion.

<table>
<thead>
<tr>
<th>Funding</th>
<th>Design</th>
<th>Design</th>
<th>Bid</th>
<th>Construct.</th>
<th>Construct.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>Target Start</td>
<td>Target Complete</td>
<td>Date</td>
<td>Target Start</td>
<td>Target Complete</td>
</tr>
<tr>
<td>10/11/13</td>
<td>10/14/13</td>
<td>11/15/13</td>
<td>12/19/13</td>
<td>3/3/14</td>
<td>5/2/14</td>
</tr>
</tbody>
</table>

- Often times the construction dates are limited to windows of opportunity during semester breaks or summer session, to reduce impacts to academic and research uses.
- Scope and budget changes may affect the project schedule, and vice versa. The schedule may also be affected by materials with long lead times for orders, inclement weather, and other variables (see “change orders” below).

6. Change Orders

- Change orders are an industry standard method for adjusting the scope, fees, and schedule in construction contracts. The scope, fees, and schedule in consultant contracts can also be adjusted by contract amendments.

- Change orders may be necessary due to changes initiated by the client, DCM, consultant, or contractor in response to changing needs/funding/timing, unforeseen issues, errors/omissions, or other reasons.
- Change orders (or contract amendments) require mutual agreement of the owner and contractor or consultant.
- DCM is the owner’s representative on KU capital improvement projects. DCM reviews and approves (or rejects) change orders on behalf of KU and DCM discusses significant change orders with clients.

7. Institutional Building Costs

- Clients sometimes wonder why the costs of KU projects are more expensive than projects at their home. The reasons are that public buildings must meet higher building code requirements for occupant safety and are often more complex and built to be more maintainable and sustainable over a longer useful life.
- An article titled “The High Cost of Building a Better University” (Guckert and King, 2003) at www.dcm.ku.edu/public-reports helps to explain the costs involved in institutional buildings.

8. Funding Sources

- Capital improvement projects are typically funded from one or more of the following funding sources: department funds, affiliated corporation funds (e.g., KUCR, Athletics), R&R funds (state Educational Building Funds), Endowment funds, bonds, grants, other. The majority of projects are funded with department funds and affiliated corporation funds.
- Occasionally clients ask DCM if funds are available for a project. DCM is not a funding source for projects and DCM is not responsible for assisting clients in obtaining funding.
- DCM manages R&R funds but those are allocated through rigorous KU-administration and state processes. R&R funds for “rehabilitation and repair” and discretionary projects are not eligible for these funds — nor are housing, dining, parking, union, or athletics projects eligible for R&R funding.
- The type of funding as well as construction cost may dictate which procurement and contracting options are allowed to deliver a project. DCM manages projects for maximum value to KU within the allowable procurement and contracting options.

9. DCM Responsibilities

- Protect human life and safety (e.g., through compliance with applicable laws, building codes, and appropriate practices), and protect property and be good stewards of state and university resources.
- Provide timely, accurate, and helpful information to the client.
- Address any questions or concerns from the client, in consultation with DCM management as appropriate.
- Keep the client informed of the project progress and any significant issues.
- Deliver the project on-time and within budget if possible.

10. Client Responsibilities

- Provide sufficient information about the intended outcome in order for DCM’s project manager to accurately outline the project scope and develop a realistic cost estimate and project schedule.
- Avoid unrealistic expectations. Public facilities are subject to substantially more stringent code requirements and procurement criteria — for example the state review process for building permits typically takes 1-2 months and must be accommodated in the project schedule.
- Upon receiving the PPMR form, it is the client’s responsibility to provide or obtain department authorization for the project, with acceptable account and funding codes, and to return the completed PPMR form to DCM by the “target funding date” indicated in the project schedule. Returning it later might require altering the project schedule and/or adjusting the estimated costs.
- Throughout the project, be responsive to requests from the project manager for review and comments on design information, scheduling and coordination issues, unforeseen circumstances that require decisions on whether to amend the scope and costs, etc. Contact the project manager if you have any questions, comments, or concerns. Contact DCM’s deputy director if you have any concerns not addressed by the project manager.

Client Affirmation: By my signature below I affirm that a representative of KU Design & Construction Management (DCM) has reviewed the information on this form with me and I understand it.

Client Signature & Date

Client Name & Department (Print)

DCM Employee Signature & Date

Project Location, Title & Number

For more information on capital improvement projects at KU, visit http://www.dcm.ku.edu/project-management.

Questions? Call DCM at 864-3431 (main office) or contact the project manager directly.