

**Buildings and Grounds Committee
2006-07 Goals and Work Plan**

GOALS

1. Historic asset management

Currently UVa has one of nation's most eminent collections of historic buildings and landscapes, and it is the only UNESCO designated World Heritage Site campus in the United States. A historic resources plan has been developed to ensure that the Academical Village receives preservation treatment which conforms to the highest international standards. The recently completed Historic Preservation Framework Plan has been disseminated recently, and will help to inform decision-making as work is proposed on the post-Jefferson buildings on Grounds.

Planned Results: The completed Historic Preservation Framework Plan has been submitted to the Department of Historic Resources (DHR) for review and eventual incorporation into a Memorandum of Understanding with DHR that would ensure the State's concurrence with its findings. It will continue to help to inform decision-making as work is proposed on the post-Jefferson buildings on Grounds. Based on the knowledge learned from our first tax credit application (Varsity Hall), we plan to seek approval for historic tax credits to defray a notable percentage (+/- 20%) of the costs for the renewal of the Rugby Faculty Apartments and other appropriate historic projects. In addition, we will continue to develop Historic Structure Reports on the various components of the Academical Village, including the Rotunda and Hotel A.

2. Environmental sustainability

Given Jefferson's intention that UVa's buildings would serve a didactic, as well as a practical, role in every day life, it would seem appropriate that design of our current buildings do the same in terms of demonstrating principles of environmental sustainability. While many other leading universities have been very active in regard to "green building", we have made only modest efforts to date. Our initial efforts have been directed toward developing a pragmatic set of design guidelines tailored to the UVa context and its natural climatic setting; and identification of best management practices as they relate to the university-at-large.

Planned Results: We will see significant progress in the area of environmental sustainability. Based on our experience with incorporating LEED equivalency criteria into selected projects this year, we will focus on ways to integrate all LEED criteria into the design of all major new buildings.

We are also underway with a sustainability assessment of existing University efforts in all operational areas, so that we can promote awareness and encourage the coordination among sustainability program efforts at the University, ranging from water quality to recycling. The data collection phase of the assessment will take place this summer, with the summary report due in September 06. This will lead to the development of a collaborative network of committed staff, students and faculty already involved in sustainable practices.

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3. Land use: work plan, data analysis & enhanced process

Though UVa owns more than 5,000 acres beyond its Central Grounds, we have only just begun efforts to assess comprehensively the natural systems, current uses, land use constraints, etc., with the long-term goal of more strategic management of existing lands and the acquisition process through a collaborative approach of the Office of the Architect and the University of Virginia Foundation. This in turn will provide for better decision making, stewardship, and future flexibility in the institution's land use and planning.

Planned Results: Much of the preliminary support work required for the Grounds Plan has been completed and we are well positioned to develop a full draft of the UVa Grounds Plan in 2007. We have retained a biodiversity consultant to conduct an analysis of UVa natural systems, and plan to work with specialty consultants for other systems' components of the Grounds Plan including transportation and circulation infrastructure. As the multiple components of the Grounds Plan are developed, we will synthesize them through an iterative process to develop several Grounds Plans alternatives. Development of the draft Grounds Plan is a major and significant focus of our land use team in 06-07.

4. Process Improvement (new goal for 2006-2007)

We are initiating a new goal for 2006-2007 with an interdepartmental Process Improvement emphasis. Within this goal are three new, discrete tasks: implementation of a Grounds Improvement fund; implementation of a collaborative peer review / value management practice into the building design process; and standardization of the cost estimate templates for all new buildings.

Grounds Improvement Fund: With its colonnades, gardens and overall landscape, the Lawn served as the focus of community life in Jefferson's Academical Village. The larger University landscape provides the connective tissue that links individual areas and facilities, providing opportunities for circulation, community gatherings, events and recreation. As such, the quality of the outdoor environment reflects the overall vitality of the institution. Currently there is no consistent source of funding for improvements to the landscape infrastructure of the University other than the 6-year capital program, which is almost exclusively focused on building construction and renovation. Implementation of the Grounds Improvement Fund will provide a mechanism to ensure that this community infrastructure system will be (re)developed as necessary to improve its appearance, functionality, and safety and to promote conservation in both land use and resources utilization.

Value Management / Cost Control: With spiraling construction costs, we have recognized a need to refine the Value Management program and to develop a prototype process for developing and implementing improved cost models. Our goal is to partner with Facilities Management to better incorporate value management into the design process, through a systematic and collaborative peer review at both schematic and design development stages.

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Results:

Grounds Improvement Fund: A defined percentage contribution applied to the total construction cost for all approved capital projects will provide the funding to support a University-wide program that corresponds to a typical municipal public works program, including upgrades to paths, bus and bicycle facilities, outdoor spaces, lighting, signs, site furnishings, and public art.

Value Management Process: A collaborative workshop process involving members and outside peer reviewers will develop innovative, cost and quality conscious options for managing budget and schedule as well as improving each of our major capital projects.

Cost Estimating Templates: By standardizing the reports for each cost consultant on every major project, we will not only be more capable of making strong managerial decisions for current work, but also more able to refine our project-type benchmarking information for planning future development.

5. Safety & Security (new goal for 2006-2007)

The most important assets of the University are its students, faculty and staff; its facilities and grounds; and its information. These assets are at risk from both natural and man-made disasters. The University must endeavor to discover and to assess its vulnerabilities, to protect its assets with prevention measures, to develop a plan of action to follow if an event does occur, and to ensure resiliency of the organization in the aftermath of such an event. The physical environment plays an enormous role in the development of a comprehensive security plan.

Results: A detailed assessment of current issues and settings will lead to the development of a set of security guidelines to direct the design of all new major building and landscape projects.

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WORK PLAN

- 1. Historic asset management**
 - **January 2007:** Approval of first tax credit application (Varsity Hall); completed outline for second application (Rugby Faculty Apts).
 - **June 2007:** Completion of restoration study, design drawings and specifications, and cost study for Pavilion X, Lawn Rooms and adjacent Colonnades.
 - **April 2007:** Completion of Historic Structure Report for Rotunda
 - **June 2007:** Draft agreement with Thomas Jefferson Foundation regarding a joint building conservation institute and related conservation facility completed.
 - **December 2007:** Completion of Historic Structure Report for Hotel A.
 - **December 2007:** Construction of alleyway and pavilion courtyard paving and lighting prototype area complete.

- 2. Environmental sustainability**
 - **December 2006:** Completion of LEED certification criteria checklist and cost benefit analysis with users incorporated into design phase of all major new buildings.
 - **June 2007:** Web-based system for regular communication and information among sustainability proponents established.
 - **October 2007:** Completion of inventory of existing University sustainability program efforts.

- 3. Land use: Work plan, data analysis and enhanced process**
 - **October 2006:** Completion of consultant study analysis of UVa natural systems.
 - **December 2006:** With Institutional Planning and Provost's Office, completion of analysis of programming projections (supply and demand ratio of space needs); analysis needed to develop Grounds Plan carrying capacity options.
 - **April 2007:** Bicycle and pedestrian plans developed in coordination with City and County staff.
 - **June 2007:** Draft UVa Transportation Management Plan developed with Parking & Transportation.
 - **August 2007:** Development of draft Grounds Plan report and appropriate constituent groups engaged in review process.

- 4. Process Improvement**
 - **December 2006:** Completion of prototype testing and analyses of revised and improved Value Management Program for all new building designs in concert with Facilities Management.
 - **February 2007:** Completion of standardized cost estimating format for all new projects in concert with Facilities Management.
 - **March 2007:** Approved surcharge system for funding infrastructure and grounds improvement projects.
 - **July 2007:** Completed draft design guidelines for the Health System.

- 5. Safety & Security**
 - **July 2007:** Security component incorporated into building and landscape guidelines for academic and Health System.