



University of California
Capital Resources Management
**Pilot Phase of the Delegated Process for
Capital Improvement Projects**

November 2014

I. PURPOSE STATEMENT

The pilot phase of the Delegated Process for Capital Improvement Projects (Delegated Process) was initiated in 2008. All campuses have the option to use the process for eligible projects with budgets not to exceed \$60 million. This report assesses quantitative and qualitative outcomes from this process and supports continued use of this process as one of the tools to optimize capital project delivery at the University of California.

II. EXECUTIVE SUMMARY

The implementing guidelines for the Delegated Process were approved by the Regents in September 2008. Following Regents' acceptance of the campuses' *Physical Design Frameworks* and *Capital Financial Plans* in 2009, a total of 86 submittals, representing 79 projects and 128 actions for budget and/or design approval have been reviewed and approved via the Delegated Process as of the end of fiscal year 2013-14. Budgets approved via the Delegated Process during this timeframe totaled \$1.69 billion. In that same time frame, the Regents approved 75 project budgets totaling \$4.13 billion. The pilot phase has been extended three times and is now scheduled to expire on March 31, 2015.

Table 1

2009-14 CAPITAL PROJECTS ACTIONS by YEAR and PROCESS												
	2009-10		2010-11		2011-12		2012-13		2013-14		Total	
	\$	Actions	\$	Actions	\$	Actions	\$	Actions	\$	Actions	\$	Actions
Regents	\$2,038	25	\$351	25	\$324	20	\$600	19	\$816	34	\$4,129	123
Delegated	\$302	17	\$378	30	\$375	32	\$291	23	\$345	26	\$1,690	128
TOTALS	\$2,354		\$554		\$795		\$762		\$1,335		\$5,801	

(\$ in Millions. Actions include both Budget and Design)

Under the Delegated Process, eligible capital projects with budgets of up to \$60 million may be approved by campus Chancellors with coordinated review and verification by the Office of the President. A review of project performance based on budget and schedule changes show that projects implemented under the Delegated Process perform on par or slightly better than projects approved via the standard process.¹ All ten campuses have utilized this delegated authority for eligible project approval, and they report it to be a useful tool for campus development providing much desired flexibility in the timing of approvals.

The close of fiscal year 2013-14 provides a solid basis to review five years of approvals under the Delegated Process, and a significant number of those projects, 34 projects totaling \$634 million, have completed construction. This report assessing outcomes from the pilot phase of the Delegated Process relies upon the following data and analyses:

- an audit (Fall 2013) assessing the rigor of the Delegated approval process;
- a summary of project actions under available approval processes;
- a comparative analysis of completed projects approved via the Delegated and Regental processes;
- site visits of completed projects approved via the Delegated Process; and,
- endorsements by campus staff and administrators with regard to program value.

¹ Standard project performance adjusted for unique instance of project savings, as detailed in Section VIII.

III. BACKGROUND

The pilot phase of the Delegated Process for Capital Improvement Projects (Delegated Process) is an alternative to Regental approval for projects with a total project cost of between \$10 million and \$60 million. Chancellors have existing authority to approve projects with total budgets up to \$10 million without oversight from the Office of the President, although those projects do have annual reporting requirements. The Regents delegated authority for budget and design approvals for capital projects to the Chancellors, via the President, for the portfolio of projects in the \$10 million to \$60 million range that meet eligibility criteria. This option increases campus autonomy, and provides for campus accountability for capital project delivery, while adhering to protocols for compliance with statutory and policy requirements established for Regental approvals. Information on eligibility criteria, submittal requirements, and processes for securing delegated approvals is documented in the *Delegated Process User Guide*², and budget and schedule performance for all active and completed projects is reported in the *Annual Report on Major Capital Projects Implementation* report for all capital projects over \$750,000.

IV. PROJECT ELIGIBILITY

Several criteria establish project eligibility for the Delegated Process. These include a total project budget not to exceed \$60 million, consistency with the campus' approved *Long Range Development Plan* and accepted *Physical Design Framework*, and consistency with the campus' most recent *Capital Financial Plan*. Project budgets that include any portion of state funding are approved by the Regents, but are eligible for delegated design approvals. The budget threshold of \$60 million is a complete budget including financing costs, demolition, utilities, soft costs and equipment needed to make the proposed project operational. Once approved in the *Capital Financial Plan*, a project cannot subsequently be divided into separate phases for independent consideration under the Delegated Process. In such a case, both phases would be considered part of the same budget, subject to a budget threshold of \$60 million.

V. PROCESS

Campuses submit eligible projects to UCOP for review. Capital Resources Management (CRM) coordinates these reviews with other UCOP units for consistency with UC policies and procedures. The Executive Vice President-Chief Financial Officer recommends that projects meeting all applicable requirements may be approved by the Chancellor. At the recommendation of the General Counsel and Vice President Legal Affairs, the President may determine that a project merits review and approval by the Regents because of special circumstances related to budget matters, external financing, fundraising activities, project design, environmental impacts, community concerns, substantial program modifications, or potential to create negative system-wide precedent including, but not limited to, compliance with CEQA. The *Delegated Process User Guide*² has been developed and distributed to provide detailed instruction on the review process and requirements for project eligibility. Attachment B to this report outlines the approval process for initial approvals and subsequent changes for both standard and delegated projects.

VI. AUGMENTATIONS

The process for augmentations of the project budget under the Delegated Process is outlined in the *Delegated Process User Guide*². That Guide describes how Chancellors are granted authority to approve augmentations where the total project budget when augmented does not exceed the current \$60 million approval threshold and where a scope change does not entail a substantial program modification in physical characteristics or intended use of a project as previously approved. In circumstances where an augmentation that would exceed these budget or scope limitations is necessary, review and approval by the Board would be required.

² <http://www.ucop.edu/capital-planning/files/documents/delegated-process-guidelines.pdf>

VII. ACCOUNTABILITY

Major capital projects are projects with budgets in excess of \$750,000. UC campuses provide project information data annually via the Major Capital Projects Database. The database applications tracks capital projects from initial approval to completion. Campus, medical center, and Office of the President budget and capital planners and design and construction personnel use this database to report capital projects data. This data is comprehensively updated at the end of the fiscal year and then analyzed, and summarized in the *Annual Report on Major Capital Projects Implementation* provided to the Regents each November.

Campus internal audit departments perform audits of construction projects on an annual basis. The selection of projects and the scope of the audits are determined based on a risk assessment process. The results of the audits are reported to the systemwide Office of Audit Services. Any audit issues that are not addressed appropriately and in a timely manner are escalated by the Office of Audit Services to the Regents Committee on Compliance and Audit.

In August 2013, the Office of Ethics, Compliance, and Audit Services (ECAS) conducted an audit of the approval process for the Delegated Process. The audit found the approval process to be thorough and complete, functioning as intended, and in a manner consistent with the Regents' item of March 2008. As part of this audit, campus personnel were interviewed about their experiences using the Delegated Process. All locations indicated that the rigor of review by campus subject matter experts is the same for Delegated Projects as for Standard projects that are referred to the Regents for approval.

VIII. SUMMARY PROJECT DATA

Table 2
Delegated Project Submittals Processed at Year End

	2009-10	2010-11	2011-12	2012-13	2013-14
Number of project reviews	12	23	20	14	17
Amount of original budgets (\$000s)	\$301,626	\$377,733	\$374,936	\$290,530	\$344,696

Table 2 shows that the Delegated Process experienced a relatively quick and steady period of adoption. In the last five years, the Office of the President reviewed an annual average of 17 projects for one or more approvals (i.e., separate budget and design approvals) each, for a total of 128 actions during the five-year period. The expectation is that the number of projects using this method will continue to increase now that program eligibility, submittal expectations, and processing requirements have become clarified. It is difficult, however, to predict if the March 2015 sunset of the pilot phase of the program might impact the number of requests for review in coming months. Dependable milestones are essential to the capital project cycle. Thus, in the face of the pilot phase sunset, campuses might default to the Regents' meeting cycles to guide approvals and project schedules in 2015; this would result in fewer projects submitted for Delegated Process review. Alternatively, schedules and planning could be accelerated to ensure that necessary review and approvals could be completed under the Delegated Process prior to its expiration. It is also important to note that, without the Delegated Process, each of the actions (128) that were reviewed by the Office of the President and ultimately executed by Chancellors, would have otherwise required discussion and action by the Regents, resulting in significantly lengthened Regents' agendas.

Table 3 compares the performance of projects greater than \$10 million and active or completed in FY 2013-14 that were approved by Chancellors under the Delegated Process, to those projects approved by the Regents or the President ("standard" method). The comparison shows that Delegated Projects had a higher percentage of change from original budget when compared to Standard projects (1.93 percent vs. -3.23 percent). However, in 2013-14 two large projects recorded significant budget savings that skew the summary calculation. The San Francisco Medical Center at Mission Bay and the Northwest Housing project in Los Angeles combined for budget savings of \$316 million. When the performance of standard projects are adjusted for these unusual instances, the overall percent change increases to 3.19 percent. On this basis, delegated projects performed slightly better with a 1.93 percent change from original budget. Delegated projects also had slightly fewer budget augmentations, and fewer schedule changes for completed projects than standard projects, on a percentage basis.

Table 3
FY 2013-14 Delegated and Standard Project Performance

	FY 2013-14 Delegated Active and Completed Projects*	FY 2013-14 Standard Active and Completed Projects*
Number of projects	49	41
Amount of original budgets [^]	\$1,175,319,000	\$4,928,526,000
Cumulative approved budget changes	\$22,731,000	\$(158,969,000)
Year-end budget	\$1,198,050,000	\$4,769,557,000
Percent change from original budget	1.93%	-3.23%
Projects with budget changes	16	20
Percent of projects with budget savings	8%	12%
Percent of projects with budget augmentation	24%	37%
Completed projects with schedule changes (over 90 days)	5	5

[^]Budgets include active and completed projects, and projects that received State funding but were eligible for Delegated Approval of Design/CEQA

*Source: Annual Report on Major Capital Projects Implementation Fiscal Year 2013-14

IX. CAMPUS PROGRAM REPORTS

The sections that follow provide by-campus details for the projects approved under the Delegated Process.

The projects listed were reviewed by the Office of the President and deemed eligible for Chancellor approval of budget, and/or design/CEQA actions. In some cases eligible projects did not move forward, or their financing structure did not allow for reportable budget data (privatized projects). Such exceptions have been noted on the charts.

All ten campuses have utilized the Delegated Process to approve projects. The Office of the President has coordinated eligibility reviews with campus staff, and solicited feedback on the process.

Chancellor Katehi summarized the benefits of the Delegated Process in her letter to Vice President-Budget and Capital Resources Patrick Lenz on August 21, 2014.

“The flexibility of timing for approvals has proven to be one of the greatest benefits of the Delegated Process for the Davis campus. Though it is difficult to quantify an exact time savings for review compared to standard approval, the ability to submit based on the project schedule rather than the Regents’ meeting calendar and the submittal dates prescribed therein is a strategic benefit to the campus. The Delegated Process affords the campus flexibility to fit the budget and design reviews directly with the project schedule.”

“The campus also appreciates the standardization of review that comes with the Delegated Process. The documentation required for review is clearly defined. Planning staff understand the materials needed for review and have thus established stronger working relationships with the Office of the President staff completing the Delegated review. Knowing that every Delegated project will be reviewed based on the same documents and with predictable and consistent standards strengthens the campus commitment to the process.

Over the last five years, the Davis campus has used the Delegated Process to approve a number of complex projects, and I feel that this process has materially benefitted the time to delivery and the quality of the final project. Capital planning staff look forward to the opportunity to continue to work with the Office of the President to preserve and improve this process.”

Santa Barbara campus staff also note that the Delegated Process “reinforces discipline in the long range capital planning process” because it requires “inclusion in the LRDP [Long Range Development Plan], PhDF [Physical Design Framework], and CFP [Capital Financial Plan]. This strengthens the importance of coordinated physical, environmental, and financial planning in the capital project process.” The Santa Barbara campus is subject to California Coastal Commission restrictions that do not allow the start of grading operations between November 1st and May 1st of each year, and other campuses have similar regulatory requirements. The Delegated Process has been proven to be a reliable method for gaining approvals expeditiously, especially when needed to meet external deadlines.

The Merced campus notes “the process is streamlined and effective” and that because the campuses and UCOP are now “working closely with one another, the quality of items and timeliness of approvals has improved....There is a heightened environment that demands transparency, accountability, and stewardship.”

Berkeley

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
Greek Theater Seismic Retrofit	\$9,350,000	\$9,350,000	Apr-2012	May-2012
Information Infrastructure	\$5,500,000	\$5,500,000	Apr-2013	Sep-2014
Jacobs Hall	\$23,994,000	\$23,994,000	Sep-2015	Sep-2015
Lower Sproul Improvements	\$30,000,000	\$30,000,000	Sep-2015	Oct-2015
Information Infrastructure	\$18,650,000	\$18,650,000	Mar-2016	Mar-2016
Haas Business School Expansion	Privatized	Privatized	Privatized	Privatized
Maxwell Family Parking & Field	Privatized	Privatized	Privatized	Privatized
Capital Renewal Program FY12-13	\$17,560,000	\$17,560,000	multiple	multiple
Capital Renewal Program FY13-14	\$30,000,000	\$30,000,000	multiple	multiple
TOTAL:	\$135,054,000	\$135,054,000		

Achievements

The 111-year-old Greek Theatre, an open-air amphitheater, was in dire need of seismic and accessibility upgrades, as well as repairs to key historic features. The delegated project reinforced the Greek-style colonnade and amphitheater end walls to withstand a major earthquake. The project also improved accessibility, conforming to ADA standards, and provided upgrades to the backstage, dressing rooms, bathrooms, and HVAC. The popular facility is regularly used and provides an upgraded venue for graduation ceremonies, concerts, and other events.

Date of Office of the President Site Visit: July 31, 2014



Greek Theater Seismic Retrofit

Davis

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
Segundo Services Center	\$30,000,000	\$23,028,000	Oct-2011	Sep-2011
Student Community Center	\$30,393,000	\$30,393,000	Mar-2012	Nov-2011
Segundo Life Safety Improvements	\$12,806,000	\$12,806,000	Jul-2011	Nov-2011
Electrical Improvements Phase 5	\$7,234,000	\$7,109,000	May-2013	Oct-2013
Castilian Housing Replacement	\$15,280,000	\$15,280,000	Aug-2014	Sep-2014
Central Plant Chiller Water Loop Pump	\$5,877,000	\$5,877,000	May-2012	Sep-2014
CNRPC Respiratory Diseases	\$14,228,000	\$18,313,000	Nov-2013	Oct-2014
International Complex Phase 1	\$28,521,000	\$28,521,000	Jun-2016	Jul-2016
Shrem Museum of Art	\$30,000,000	\$30,000,000	Aug-2016	Sep-2016
MU Bookstore Expansion (terminated)	\$26,000,000	\$0.00	Jul-2012	n/a
East Wing 3 rd & 4 th Floor Remodel (terminated)	\$17,915,000	\$0.00	May-2013	n/a
Graduate Studies Bldg (terminated)	\$40,592,000	\$0.00	Jul-2013	n/a
TOTAL:	\$258,846,000	\$214,554,000		

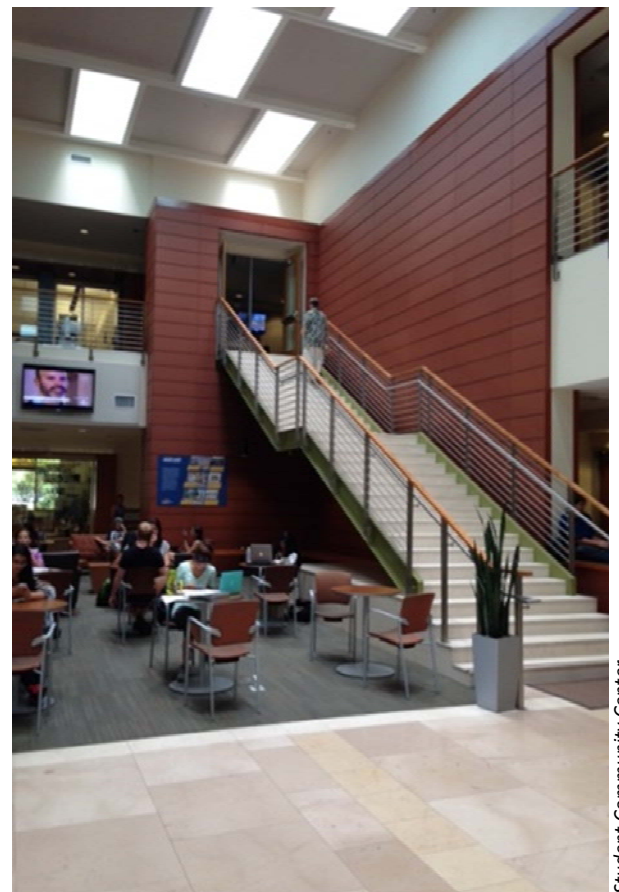
Achievements

The Davis campus is managing the implementation of an ambitious capital plan that invests heavily in new construction, renovation, and infrastructure. The campus has successfully delivered over \$200 million in projects approved via the Delegated Process. The flexibility of timing for approvals is beneficial for the campus and the standardization of review that comes with the Delegated Process helps the Administration communicate the process and deliverables to the broader campus community.

Date of Office of the President Site Visit: July 10, 2014



Segundo Services Center



Student Community Center

Irvine

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
Gross Hall Animal Resource Center	\$12,970,423	\$12,970,000	Feb-2012	Jan-2012
Verano Unit 4	\$41,832,000	\$41,832,000	Jun-2010	Aug-2012
Mesa Court 1&2 Renewal	\$20,114,000	\$20,114,000	Aug-2011	Sep-2012
Alumni Center	\$8,000,000	\$8,000,000	May-2012	Dec-2012
Gavin Herbert Eye Institute Project	\$31,000,000	\$38,538,000	Dec-2012	Aug-2013
Middle Earth Phase 1 Renovation	\$7,000,000	\$3,337,200	Aug-2010	Sep-2013
Gross Hall 4th Floor Build-out	\$8,296,000	\$8,296,000	Feb-2014	Jul-2014
Business Unit 2 [^]	\$48,371,000	\$48,371,000	Aug-2014	Dec-2014
Capital Renewal Program	\$20,000,000	\$20,000,000	multiple	multiple
TOTAL:	\$197,583,423	\$201,458,200		

[^] Project received State funding but was eligible for Delegated Approval of Design/CEQA

Achievements

The Irvine campus reports that “because the delegated process is faster and more streamlined, there is more time for planning staff to engage in meaningful planning endeavors.”

Date of Office of the President Site Visit: April 1, 2014



Gavin Herbert Eye Institute



Alumni Center

Los Angeles

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
Dykstra Repairs and Refurbishment	\$46,888,000	\$29,167,000	Apr-2013	Oct-2013
Boelter Hall Lab Renovation	\$11,900,000	\$11,900,000	Mar-2011	Nov-2013
School of Public Health Seismic Correction	\$8,330,000	\$8,290,000	Jan-2013	Jun-2014
Semel Renovation	\$14,920,000	\$17,988,000	Nov-2012	Aug-2014
Wasserman Tenant Improvements	\$43,782,000	\$43,782,000	Feb-2014	Aug-2014
Ostin Music Center	\$20,000,000	\$21,000,000	Feb-2014	Aug-2014
Hitch Suites Renovation	\$24,300,000	\$24,300,000	Sep-2014	Sep-2014
Engineering VI Phase1	\$53,000,000	\$57,500,000	Sep-2014	Feb-2015
Saxon Suites Renovation	\$31,970,000	\$31,970,000	Sep-2015	Sep-2015
Jules Stein Seismic Correction	\$57,000,000	\$57,000,000	Sep-2016	Sep-2016
CHS Seismic Correction and Fire Safety	\$52,155,000	\$52,155,000	Feb-2016	Nov-2016
TOTAL:	\$364,245,000	\$355,052,000		

Achievements

“The benefits of the delegated process: 1) project approvals that are not locked into the Regents calendar can be submitted for approval on their own timeline; and 2) it gives the campus the ability to demonstrate that we are doing everything to the same standards that we normally do on all other Regent-approved and Chancellor-approved projects, including close-out CIBs.”

Date of Office of the President Site Visit: May 16, 2014



Ostin Music Center



Wasserman TI

Merced

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
North Bowl Parking Lots	\$1,780,000	\$1,780,000	Jul-2011	Nov-2011
Recreation Center North	\$10,000,000	\$10,240,000	Aug-2012	Nov-2012
Housing 4	\$49,700,000	\$54,296,000	Jul-2013	Aug-2013
Student Services Building	\$19,840,000	\$20,220,000	Jul-2013	Jan-2014
Central Plant / Telecom Upgrade [^]	\$16,583,000	\$16,400,000	Feb-2016	Apr-2016
Classroom Academic and Office Building [^]	\$53,973,000	\$53,973,000	Jun-2015	Apr-2016
TOTAL:	\$151,876,000	\$156,909,000		

[^] Project received State funding but was eligible for Delegated Approval of Design/CEQA

Achievements

“In general, the increased communication and documentation makes it easier in the long run to administer the projects. By agreeing to a common set of metrics and checklist items, there is a sense that all angles are being addressed and at the appropriate (high enough) level within the organization.... The UC Merced campus does endorse the delegated process and recommends that it be made permanent.”

Date of Office of the President Site Visit: May 12, 2014



Housing Phase 4



Student Services

Riverside

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
Health Sciences Teaching Center	\$10,554,000	\$13,752,000	Jun-2012	Aug-2012
East Campus Infrastructure Phase 2 [^]	\$11,700,000	\$15,202,000	Jun-2009	Oct-2014
Student Recreation Center Expansion	\$52,200,000	\$52,200,000	Oct-2013	Jan-2015
Environmental Health & Safety Expansion [^]	\$18,474,000	\$19,440,000	May-2008	Feb-2016
Lothian Seismic Upgrade	\$11,630,000	\$11,630,000	Aug-2016	Sep-2016
TOTAL:	\$104,558,000	\$112,224,000		

[^] Project received State funding but was eligible for Delegated Approval of Design/CEQA

Achievements

Health Sciences Teaching Center was completed and delivered as required for the start of School of Medicine's academic year. The project was successfully constructed in phases to accommodate continuous occupancy, on-going instruction, and administration activities. Now that the building has been fully occupied, classes are being conducted in the Lecture Hall and Class Rooms as well as in Problem Based Learning labs where small groups gather to solve specific problems that are presented by the faculty. The Simulation Suites and Practice Suites provide students with training opportunities for the "real world."

July 2014 marked the on-time completion of first phase of the Student Recreation Center (SRC) Expansion Project; the second phase (the entire project) will be completed in January 2015. This new student referendum-funded facility includes weight training and fitness areas, locker rooms, an indoor running track, a multi-activity gymnasium, classrooms, and administrative offices. Together the new building and renovated older facility will provide a single integrated recreational experience to the UCR community.

Date of Office of the President Site Visit: July 31, 2014



Student Rec Expansion



Health Sciences Teaching Center

San Diego

Program Summary

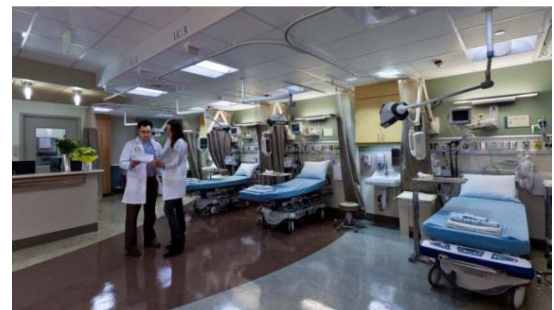
Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
East Campus Office Building	\$32,470,000	\$32,470,000	May-2011	May-2011
Muir College Apartments	\$42,503,000	\$42,503,000	Jul-2011	Jul-2011
Revelle Housing Unit 1 Remodel	\$9,113,000	\$10,264,000	Aug-2011	Aug-2011
Torrey Pines Center North Renovation	\$17,400,000	\$17,400,000	Aug-2011	Aug-2011
East Campus Parking Structure	\$22,621,000	\$26,105,000	Apr-2011	Jan-2012
MC Hillcrest: Emer. Depart. Remodel	\$14,001,000	\$14,001,000	Mar-2011	Aug-2012
Marine Ecosystem Laboratory	\$25,933,000	\$27,202,000	Aug-2012	May-2013
Galbraith Lecture Hall Renovation	\$9,685,000	\$10,445,000	Feb-2013	May-2013
SIO Research Support Facilities	\$6,127,000	\$7,198,000	Jul-2013	May-2014
Argo Hall Fire and Life Safety	\$13,675,000	\$13,675,000	Sep-2014	Sep-2014
Central Research Services Facility	\$22,981,000	\$32,757,000	Mar-2013	Oct-2014
MC Hillcrest-Clinical Lab Reno.	\$8,566,000	\$8,566,000	Feb-2014	Nov-2014
Revelle Plaza Café Renovation	\$15,000,000	\$15,000,000	Jan-2015	Jan-2015
MC Hillcrest Main Operating HVAC	\$11,500,000	\$11,500,000	Jan-2016	Apr-2017
TOTAL:	\$251,575,000	\$248,255,000		

Achievements

With completion of the Torrey Pines Center North Renovation project, the campus was able to increase the occupant load in the building from about 200 to 300, reducing costs for off-campus leases by about \$600,000 per year. Remodel of Revelle Housing Unit 1 provided improved floorplans and life safety improvements to existing housing units that, along with new housing brought online with the Muir Apartments, improved the undergraduate housing environment. Galbraith Hall has become a destination place for students with the creation of a 400+ seat lecture hall and study spaces created by the renovation project – further activating the Revelle College Neighborhood.

Date of Office of the President Site Visit: June 16, 2014



UCSDMC Hillcrest Emergency Dept. Remodel



East Campus Office

San Francisco

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
UCSF Medical Center Mission Bay Ph. 1 Parking Structure	\$22,877,000	\$22,877,000	Jul-2012	Aug-2012
Mount Zion Bldg. B,D Seismic Improvements	\$8,632,000	\$8,632,000	Jun-2013	Dec-2013
Helen Diller Family Cancer Research 4th Floor	\$17,900,000	\$17,900,000	Mar-2014	Feb-2014
A-4 Hematology Clinic Renovation	\$14,000,000	\$15,775,000	Oct-2013	Aug-2014
Medical Center L-3 CT and Neuro-Angio Equipment	\$8,170,000	\$8,170,000	Mar-2014	Feb-2015
TOTAL:	\$71,579,000	\$73,354,000		

Achievements

UCSF Medical Center Mission Bay Phase 1 Parking Structure was completed on time and on budget using a Lean Design-Build delivery method. The initial objective, to provide work force parking for the interior build-out of the Mission Bay hospital, was met. The structure will be used by patients and staff when the new hospital opens in February 2015.

Mount Zion B, D Seismic Improvements was delivered within budget and all deadlines for compliance with SB1953 and AB499 were met.

Helen Diller Family Cancer Research 4th Floor was delivered on time. The project was able to achieve this result in large part by using a streamlined design-build delivery method coupled with LEAN construction techniques. In addition, the design builder, per University stipulations, used BIM modeling to encourage extensive MEP systems pre-planning. The project complied with UC policy on sustainable practices and is currently applying for LEED Gold Certification through the USGBC.

Date of Office of the President Site Visit: August 20, 2014

Diller 4th Floor

Mission Bay Phase 1 Parking

Santa Barbara

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
Santa Rosa Fire Safety and Renewal	\$7,500,000	\$7,500,000	Sep-2012	Sep-2012
North Campus Faculty Housing Phase II	\$28,390,000	\$28,390,000	Mar-2013	Mar-2013
Anacapa Fire Safety and Renewal	\$7,800,000	\$6,574,100	Oct-2013	Sep-2013
Faculty Club Renovation and Guest House Addition	\$16,540,000	\$17,480,000	May-2015	Mar-2016
TOTAL:	\$60,230,000	\$59,944,100		

Achievements

Prompt review and approvals allowed timely construction and completion of the Santa Rosa, Anacapa and Santa Cruz residence halls fire safety and renewal projects during the summer break(s), which enabled incoming freshmen to re-occupy residences in the fall quarter(s). Completion of Phase II of the 5-phase North Campus Faculty Housing project provided affordable housing for faculty in one of the costliest real estate markets in California. Prompt review and approvals facilitated construction without delay and kept the development momentum previously established in Phase I. The Faculty Club Renovation and Guest House Addition project is currently out to bid.

Date of Office of the President Site Visit: May 19, 2014



Anacapa Fire Safety Renewal



Faculty Club Renovation and Guest House

Santa Cruz

Program Summary

Active and Completed Delegated Projects by Completion Date

<u>Project</u>	<u>BUDGET</u>		<u>COMPLETION DATE</u>	
	<u>Approved</u>	<u>Actual / Projected</u>	<u>Approved</u>	<u>Actual / Projected</u>
Biomedical Sciences Renovation	\$6,801,500	\$7,734,693	Nov-2011	Nov-2012
Cogeneration Plant Replacement Phase 1	\$26,046,000	\$37,100,000	Apr-2014	Aug-2014
Merrill College Capital Renewal	\$45,000,000	\$51,256,000	Mar-2014	Jan-2015
Telecom Infrastructure Improvements Phase A	\$16,128,000	\$16,374,000	May-2015	May-2015
TOTAL:	\$93,975,500	\$112,464,693		

Achievements

The Santa Cruz campus has had limited experience with projects under the Delegated Process. However, the first two years of the *2014-24 Capital Financial Plan* include several eligible projects that intend to utilize the process. Campus planning staff are familiar with the process guidelines and requirements and will factor the process timelines into their project schedules.

Date of Office of the President Site Visit: July 30, 2014



Cogeneration Plant Phase 1

ATTACHMENTS

- University of California Capital Project Approvals Actions 2009-2014
- Approval Matrix

UNIVERSITY OF CALIFORNIA CAPITAL PROJECT APPROVALS ACTIONS 2009-2014

2009-14 CAPITAL PROJECTS ACTIONS by YEAR and TYPE																		
2009-14	2009-10			2010-11			2011-12			2012-13			2013-14			Total		
	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design
Regents	2,038,301	15	10	351,266	14	11	324,042	10	10	599,597	13	6	815,882	23	11	4,129,088	75	48
Interim or Action by																		
Concurrence	19,206	3	2	13,299	1		40,072	5	1	18,496	2		5,400	2		96,473	13	3
Presidential	17,200	3		12,450	2		55,314	3		29,225	6		68	1		114,257	15	
Administrative	63,710	15		(122,679)	13		54,655	10		(106,912)	14		214,646	15		103,420	67	
Delegated	301,626	8	9	377,733	17	13	374,936	15	17	290,530	12	11	344,696	12	14	1,689,521	64	64
SUBTOTALS	2,354,341	44	21	554,214	46	21	794,521	44	21	762,183	47	21	1,335,400	54	21	5,800,659	235	105

2009-14 CAPITAL PROJECTS ACTIONS by CAMPUS and TYPE																		
2009-14	Berkeley			Davis			Irvine			Los Angeles			Merced			Riverside		
	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design
Regents	1,110,471	16	12	172,237	7	5	147,740	2	2	898,020	10	8	51,604	4	2	144,462	1	3
Interim or Action by																		
Concurrence	4,600	1		5,935	1		42,310	4		12,346	1					5,212	3	
Presidential	24,997	4		14,039	3					39,411	1					9,906	2	
Administrative	17,000	1		72,741	5		5,185	2		(186,180)	27		28,787	3		8,459	11	
Delegated	135,054	7	4	258,846	9	9	197,583	8	5	364,245	10	11	151,876	4	6	104,558	3	5
SUBTOTALS	1,292,122	29	14	488,765	26	9	344,447	16	11	1,076,187	49	17	161,711	11	8	250,353	21	7
2009-14	San Diego			San Francisco			Santa Barbara			Santa Cruz			ANR			Total		
	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design	\$000	Budget	Design
Regents	1,181,191	10	6	67,307	13	3	302,942	7	4	51,264	4	3	1,850	1		4,129,088	75	48
Interim or Action by																		
Concurrence	2,197	2	1	22,877	1	1				996	1	1				96,473	13	3
Presidential	150	1					12,200	2		13,554	2					114,257	15	
Administrative	61,382	5		60,746	10		34,976	4		324	1					103,420	67	
Delegated	251,575	11	13	71,579	4	5	60,230	4	3	93,975	4	3				1,689,521	64	64
SUBTOTALS	1,421,932	29	19	199,632	28	8	410,348	17	6	153,312	11	6	1,850	1	-	5,800,659	235	105

Updated September 2014

UNIVERSITY of CALIFORNIA
CAPITAL PROJECT APPROVAL MATRIX¹

Jan 2014

	INITIAL PROJECT APPROVALS			AUGMENTS AND SCOPE CHANGES ²		
	PROJECTS LESS THAN \$10M	TRADITIONAL PROCESS	DELEGATED PROCESS	TRADITIONAL PROCESS	DELEGATED PROCESS	
		\$10M to \$20M More than \$20M	\$10M to \$60M	Total budget less than \$20M or Augment less than 25%	Total budget more than \$20M and Augment more than 25%	Total budget including all augments less than \$60M Total budget including all augments more than \$60M
REGENTS		<div>Concurrence for Budget</div> <div>Board</div> <div>Board for Design</div> <div>Board</div> <div>Concurrence</div>	<div>Board accepts CFP and PhDF; approves LRDP</div>	<div>Concurrence \$10M-\$20M</div> <div>Board over \$20M</div>	<div>Board</div> <div>Board</div>	<div>Board</div> <div>Board</div>
UCOP	<div>EVP-CFO</div>		<div>OGC CEQA Review</div> <div>EVP-BO Policy Review</div> <div>EVP-CFO</div>	<div>VP-BCR over \$10M</div> <div>EVP-CFO up to \$10M</div>	<div>Augments: VP-BCR more than 25%</div> <div>EVP-CFO up to \$60M</div>	
CAMPUS	<div>Chancellor</div>		<div>Chancellor</div>	<div>Chancellor up to \$10M</div>	<div>Augments: Chancellor up to 25%</div>	

LEGEND

CFP Capital Financial Plan
PhDF Physical Design Framework
LRDP Long Range Development Plan

Project Approvals

Budget approvals are recommended by G&B for approval by the full Board (SO 100.4(q)); design is approved by G&B (Bylaw 12.4); and CEQA actions are approved by G&B (Regents' Policy 8102).

External Financing Approvals

SO 100.4(nn)(1) governs approval under the traditional process; SO 100.4(nn)(2) under the delegated process.

Related Actions

NOTES

- The approval matrix reflects the process for UC funded projects. The only material deviation for State-funded projects is that budget approval occurs with Regents' approval of the annual State funded capital outlay plan.
- In addition to the monetary thresholds noted above, substantial program modifications (in physical characteristics or intended use) for a project previously approved by the Regents are referred by the President to the Board when, in the judgment of the President, the modifications merit review and approval by the Regents.