Campus Overview: Capital Project Delivery Methodology

UCOP Capital Projects Portal Website: www.ucop.edu/capitalprojects/reports.html
UCLA Capital Programs Website: www.capital.ucla.edu
**Campus Area:** 419 Acres

- **Building Footprints:** 24%
- **Green Spaces:** 35%
- **Paved Areas:** 32%
- **Parking Struct/Surface:** 9%

**No. of Buildings** 193 (On-campus)

**Total GSF:** 25,118,308

**Parking Spaces:** 23,769

**Established:** 1919

**Students:**
- Undergraduate 27,911
- Graduate 7,894
- Faculty / Staff 29,000
- Living Alumni 370,000

**Health Sciences**
- Departments 21
- Medical Students 700
- Full-Time Faculty 2,334
- Medical Residents 1,233
- Postdoctoral Fellows 486
- Graduate Students 382
UC Capital Planning

- Preservation of Existing Capital Assets
- Enrollment Demand, Consistent with the University’s Commitment to Student Access
- Obsolescence and Change in Academic and Research Program Needs

UCLA Capital Strategic Initiatives

- Complete Seismic Correction Program
- Transform UCLA to a Residential Academic Community
- Build a Sustainable Campus
Capital Strategic Initiatives: Complete Seismic Correction Program

UCLA in 1982

Seismically Deficient

Seismically Safe
Capital Strategic Initiatives: Complete Seismic Correction Program

UCLA in 2014

- Seismically Deficient
- Seismically Safe
Capital Strategic Initiatives: Transform UCLA into a Residential Community

Existing:
- Hedrick
- Rieber
- Sproul
- Dykstra
- Hitch
- Saxon

UCLA in 1982
- Existing Housing
Capital Programs

Capital Strategic Initiatives: Transform UCLA into a Residential Community

Existing:
- Hedrick
- Rieber
- Sproul
- Dykstra
- Hitch
- SaxonSw
- Rieber West
- Rieber North
- Hedrick North
- Courtside
- Sunset Village
- De Neve
- Univ. Village (Off Campus)

New/ Recently Completed:
- NW Housing Infill project
- SW Housing & Commons

UCLA in 2014
- Existing Housing
- New Housing Added
Capital Strategic Initiatives: Sustainability

- 1984 - Sustainable Transportation Efforts Began
- 1994 - Cogeneration Facility Began Operation
- 2005 - Sustainability Committee Established
- 2007 - UC Establishes Climate Action Goals
- 2008 - UCLA Publishes Campus Climate Action Plan
- 2009 - UC Establishes Policy that all Renovations or New Construction Target USGBC LEED Silver Certification or Higher
- 2013 - Nine UC Campuses are acknowledged in the Sierra Clubs annual “Cool Schools” Ranking
- 2013 - UCLA has achieved LEED certification on 13 facilities, another 25 projects currently are expected to receive certification.
Construction Activity

Recently Completed
- Weyburn Terrace Graduate Student Housing
- Sproul Northwest Student Infill Housing
- DeNeve Northwest Student Infill Housing
- School of Public Health Seismic Renovation
- Edie & Lew Wasserman Building S&C
- Ackerman Tenant and Terrace Improvement
- Wilshire Center - Ground level Renovation

Under Construction
- Luskin Conference and Guest Center
- Teaching and Learning Center for the Health Sciences
- Hitch Undergraduate Housing Renovation
- CHS South Tower Seismic Renovation / Tenant Improvement
- Edie & Lew Wasserman Building Tenant Improvement
- School of Public Health Seismic Renovation
- Semel Institute IPCN Renovation
- Ostin Music Center
- Landfair Apartments Redevelopment
- Glenrock Apartments Redevelopment
- Engineering VI - Phase 1 Building
- CHS Clinical Research Wing – Telemedicine
- MP 200 Kidney Transplant Center – Tenant Improvement

Project Volume as of January 2014 is as follows:

- Post Construction and Close-out: $237 M
- Projects in Construction: $775 M
- Projects in Design: $203 M
- Projects in Planning: $159 M
Capital Improvement Program by Function

- **Medical Center**: $1.17B - 51%
- **Infrastructure**: $40M - 2%
- **Instruction & Research**: $735M - 32%
- **Seismic**: $158M - 7%
- **Housing**: $187M - 8%

*Data From September 2013
2013-2023 Capital Financial Plan*
Capital Improvement Program by Fund Source

- **External Financing**
  - $977M - 43%

- **Auxiliary Reserves**
  - $103M - 4%

- **Campus Funds**
  - $170M - 7%

- **Medical Ctr Reserves**
  - $432M - 19%

- **Gift**
  - $272M - 12%

- **State Eligible**
  - $337M - 15%

Data From September 2013
2013-2023 Capital Financial Plan
Project Delivery Drivers of Change

- UCLA began design and construction of a $2B Health Sciences master plan in the late 1990s
- Projects were completed late, project teams adversarial, leading to unanticipated costs.
- Of the first four buildings, three ended up in mediation /litigation
- By 2007, UCLA was perceived by the design and construction community as a difficult client
- UCLA internal clients lost confidence in Capital Programs
IPD as an Idea / UCSF as Model

- UCSF worked with UCOP to alter standard UC Contracts, incorporate Lean elements in 2006
- In Sept 2006, UCSF was designated the campus to pilot ‘Best Value’ selection
- During the pilot, UCLA implemented prequalification criteria consistent with the ‘Best Value’ selection process
- UCLA also supported use of project team co-location, and use of BIM, Sharepoint, and Bluebeam to increase team coordination
- In January 2012, Best Value Selection was extended to all UC campuses
- UCLA first contractor was selected utilizing the Best value selection process in September 2012
# Recent Projects Utilizing Prequalification / Best Value

## Prequalification - Lump Sum

<table>
<thead>
<tr>
<th>Project Description</th>
<th>Size</th>
<th>Project Cost</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Terasaki Life Science Research Building</td>
<td>176,590 GSF</td>
<td>$152M</td>
<td>2010</td>
</tr>
<tr>
<td>Pauley Pavilion Renovation / Expansion</td>
<td>236,944 GSF</td>
<td>$136M</td>
<td>2012</td>
</tr>
<tr>
<td>Northwest Student Housing Infill Project</td>
<td>503,175 GSF</td>
<td>$225M</td>
<td>2013</td>
</tr>
<tr>
<td>South Tower Seismic Renovation</td>
<td>443,387 GSF</td>
<td>$102M</td>
<td>2014</td>
</tr>
<tr>
<td>Engineering VI Building - Phase 1</td>
<td>62,500 GSF</td>
<td>$ 53M</td>
<td>2015</td>
</tr>
</tbody>
</table>

Total: $668M

## Best Value - Lump Sum

<table>
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<tr>
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<th>Size</th>
<th>Project Cost</th>
<th>Completed</th>
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</thead>
<tbody>
<tr>
<td>Wasserman Tenant Improvement</td>
<td>109,854 GSF</td>
<td>$ 56M</td>
<td>2014</td>
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<tr>
<td>South Tower Tenant Improvement</td>
<td>244,843 GSF</td>
<td>$ 97M</td>
<td>2015</td>
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<tr>
<td>Northwest Student Housing Infill Project</td>
<td>503,175 GSF</td>
<td>$225M</td>
<td>2013</td>
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</table>

Total: $378M

## Best Value - CM @ Risk

<table>
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<th>Project Description</th>
<th>Size</th>
<th>Project Cost</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Luskin Conference Center</td>
<td>294,000 GSF</td>
<td>$162M</td>
<td>2016</td>
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<tr>
<td>Teaching and Learning Center</td>
<td>120,000 GSF</td>
<td>$104M</td>
<td>2016</td>
</tr>
<tr>
<td>Engineering VI Building - Phase 2</td>
<td>91,861 GSF</td>
<td>$ 95M</td>
<td>2017</td>
</tr>
</tbody>
</table>

Total: $361M
Edie & Lew Wasserman Building

Completion: S&C: December 2012
T I: August 2014
Teaching & Learning Center for the Health Sciences
Completion: August 2016
Luskin Conference and Guest Center

Completion: August 2016
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