DGS-30-456
(Rev. 10/18)

Construction Management at Risk
Procurement Review Submittal Form

General Project Information

Agency Name:	Virginia Museum of Fine Arts (VMFA)	
Is the agency a covered institution per §2.2-4379?		No
Project Name:	Expand and Renovate Museum	
Project Number:	238-18430-000	

Other Project Information

Advising A/E Name:	Smith Group	License Number:	411000889
COV Sections: §2.2-4380.B.2, §2.2-4381.C.2			
Attach written determination for use of CM at Risk.			
COV Sections: §2.2-4380.C.2, §2.2-4380.B.1; §2.2-4381.D.2, §2.2-4381.C.1			
Is the procurement process proposed a two-step process?			Yes
COV Sections: §2.2-4380.C.2, §2.2-4380.B.7; §2.2-4381.D.2, §2.2-4381.C.7			

Agency Reasons for Use of CM at Risk

Construction Cost (COV Sections: §2.2-4381.B.1, §2.2-4380.C.3, §2.2-4381.D.3)	Yes
Building Use (COV Sections: §2.2-4381.B.1, §2.2-4380.C.3, §2.2-4381.D.3)	Yes
Project Timeline (COV Sections: §2.2-4381.B.1, §2.2-4380.C.3, §2.2-4381.D.3)	Yes
Need for Project Phasing (COV Sections: §2.2-4380.C.5, §2.2-4381.D.5)	Yes
Project Complexity (COV Sections: §2.2-4381.B.1, §2.2-4380.C.4, §2.2-4381.D.4)	Yes
Value Eng. and/or Constructability Analysis Concurrent with Design (COV Sections: §2.2-4381.A)	Yes
Need for Quality Control/Vendor Prequalification (COV Sections: §2.2-4380.C.5, §2.2-4381.D.5)	Yes
Need for Cost/Design Control (COV Sections: §2.2-4380.C.5, §2.2-4381.D.5)	Yes

Supporting Information for Procurement Method Selection

Project Use (i.e. lab, classroom, office, etc.): (COV Sections: §2.2-4380.C.3; §2.2-4381.D.3)
VMFA has determined that an expansion and renovation is needed to grow and rehabilitate exhibition galleries, collections storage, art handling, education and research, staff, and event spaces. The proposed project includes 173,700 SF of new construction expanding the current facilities for 21st Century Art, American Art, African Art, Native Pre-Columbian Art, special exhibitions, dedicated event and public space, catering and food service, administration and collections storage. The project also includes 45,000 SF of renovation of the existing structure while occupied, improving functional use of the theater, art handling, photography, gallery, research, visitor circulation, as well as finish and infrastructure improvements. Careful integration of new and legacy building systems, structural framing, and existing facade will be important to the success of this project, with cautious execution of work related to maintaining tight envelope and environmental requirements. The resulting project will further the museum's mission of providing an exceptional visitor experience that will engage and educate a diverse visitor base, while expanding VMFA's ability to exhibit its outstanding collections.

Construction Cost:	$137,300,000	(COV Sections: §2.2-4380.C.3; §2.2-4381.D.3)			
Project schedule:	Design Start Date	Jun-21	Design Compl. Date	Mar-24	
(COV Sections: §2.2-	Const. Start Date	Jul-23	Const. Compl. Date	Apr-26	

4380.C.3; §2.2-4381.D.3)	Attach bar chart schedule to illustrate fast tracking or other schedule complexities. (COV Sections: §2.2-4380.C.3, §2.2-4380.C.4; §2.2-4381.D.3, §2.2-4381.D.4)

Additional description to highlight key attributes that affect the project complexity, need for value engineering/constructability analysis, quality control/vendor prequalification, and cost/design control as indicated by "Yes" answers above:

Determination: The Virginia Museum of Fine Arts has determined that this project should be procured by the CM at Risk procedure, finding that competitive sealed bidding is not practicable or fiscally advantageous. See also attached determination of the VMFA Executive Committee of the Board of Trustees.

Construction Cost: Given the complex nature and site logistics that incorporates a new museum expansion and interior gallery renovations as described above, all of which will be confined within a residential block in the City of Richmond, the anticipated cost of construction is estimated at roughly $137M. Managing the cost expectations given the project's complex nature, while doing so within a volatile market where material costs are routinely fluctuating and supply-chain complications add to difficulty projecting cost, the CM will provide real-time market analysis during each phase of the design that will provide opportunity to efficiently maintain tighter control of project cost, and improve capital campaign efforts far better than the traditional procurement method would afford.

Timeline: The anticipated design and construction timeline is roughly 5 years . VMFA desires to be fiscally responsible by efficiently reducing the amount of time required for both design and construction, limiting the impact of material cost escalation among other costs related to a prolonged schedule. For this reason, it would be advantageous using a CM@Risk as this will allow having an early site/foundation package to accelerate both the design and construction timelines, releasing available site and foundation work for construction while remaining design work is completing, which would not be feasible in a traditional procurement. For this project in particular, timeline control is critical to providing the public with the services that are key to the museum. In addition to the benefit of a streamlined schedule, the CM at Risk method affords critical phasing of the project to allow for continued public use during construction, and given the systemic impact of the project to the overall museum, appropriate phasing input from the CM will be critical during the design period so that design allows for continuity of operations during the eventual construction period.

Building Use & Phasing: Campus connectivity for visitors, parking access, and outdoor amenities will need to be preserved as much as possible during construction, where these areas are adjacent to the new addition. Also, the expansion space will be constructed adjacent to and integrated with the current facility mechanical "back-of-house" space. Critical buried utilities will need to be relocated, all while maintaining continuity of operations for the museum to serve the public. Interior to the museum, renovation work will extend across (4) levels of the

building, directly impacting both the heart of the building staff operations, as well as exhibit and public circulation space covering extensive areas of the existing building footprint (see attached renovation locations sketch). Given the impact to both staff and visitation as a result of the work, the project will without question require careful pre-construction planning informing the design, and eventual phasing of the work so that it is completed in sequential stages minimizing disruption to museum daily operations, and maintaining safety as the highest priority for visitors, staff and construction personnel. Separation of the work to maintain public safety will require input from the CM during the design phases.

Project Complexity: Construction of the expansion and renovation on such a small footprint in the City of Richmond and around existing historic buildings while maintaining continuity of operations presents many challenges that would be less advised in a traditional procurement. Thoughtful consideration of these challenges (risks) such as: pedestrian and vehicular traffic control, underground utilities requiring relocation in high-traffic areas, subsurface conditions, site logistics and access, HVAC renovation above highly sensitive collections, collection relocation and storage of highly valued assets, specialty fire suppression, and exhibit construction coordination are extremely important to the project's success. Utilizing the CM@Risk would help identify these challenges (risk) early in the design phase, and facilitate development of solutions to minimize those risks during construction.

Value Eng. and /or Constructability Analysis Concurrent with Design: Utilizing the CM@Risk will incorporate all those processes that in the overall scope of the project will assist with developing quality drawings for construction, minimizing Errors and Omissions, having realistic pricing packages that eliminate excessive change orders during construction. Given market conditions and funding needs to provide the public with this new facility, it will be necessary to use real-time market analysis and cost control as offered by the CM during design, and not offered by competitive sealed bidding. Ideally for a project of this size and complexity, it is important for VMFA to track project cost at every stage of the Design Phase. Use of the CM@Risk at each of the design phases (SD, PD, WD) will assist with VMFA understanding the project budget early on and maintaining control of the Design-not-to-Exceed budget prior to construction.

Need for Quality Control/Vendor Prequalification: Delivering a successful project depends on the ability to engage with qualified contractors that have the experience with specialized museum construction.

(COV Sections: §2.2-4380.C.4; §2.2-4381.D.4)

Submitted by: Alex Nyerges Date: 12-6-2021

Signature:

Title: Director and Chief Executive Officer

(Agency Head or Authorized Representative)

For DGS Use Only

Based upon the information provided by the Agency, the use of Construction Management at Risk is recommended for this project.

Recommended by:

W. Michael Coppa, RA

Director, Division of Engineering and Buildings