

## INTRODUCTION

The exciting process of implementing a capital construction project is about to begin at your facility. To help prepare for this trip, this guide has been developed to give principals general information on how the process works and an overview of what their roles will be throughout the various phases of the project.

The entire process for a major capital project will take three (3) to five (5) years depending on the size and scope. Don't panic and call your boss for a reassignment yet. Your involvement will be intermittent, and you will get plenty of help from others whose primary job is to plan and construct new and modernized facilities. The central office support staff you will work with are listed in a subsequent section. Their roles and the assistance they provide are explained in the sections on the various phases of the process.

As you are going through the guide, keep the following in mind. This guide and the process, to a degree, are works in progress. We are constantly updating the process to reflect changes in personnel, lessons learned from other projects, and changes in facility standards. Your input during the process regarding suggestions for improvements is welcomed.

Now that you have put the phone down and are at least willing to see what you will be getting into before reassignment or retirement options are considered – LET'S CONTINUE.

### The Process Phases

The following are the nine major phases that are completed sequentially for each capital construction project:

1. Development of Guideline Educational Space Requirements (Preliminary Program Development)
2. Selection of a feasibility planning architect
3. Feasibility study
4. Development of final Educational Specifications (Final Program Development)
5. Selection of facility design architect
6. Architectural design
7. Relocating to a holding facility
8. Bidding/Building construction/Ordering furniture and equipment (F/E)
9. Moving in

Each phase of the process, along with the roles of the participants, is described in subsequent sections. At the end of certain sections are helpful tips or lessons learned from previous projects. Also included is sample information from previous projects.

## **The Process Time Frame and Funding**

At the end of this introduction section is a flow chart, Exhibit 1, which illustrates the typical time frames for the nine phases of an elementary, a middle, and a high school project. These schedules illustrate the period of time that each phase normally takes and are intended to give you a sample overview of the time frame for the entire process.

### **Project Schedules**

A specific schedule is prepared for every project once it is included in a Board of Education (BOE) Capital Improvements Program (CIP) request. The project schedule will identify timelines for key tasks within the process phases. Exhibit 2, at the end of this section, is a sample schedule for a typical feasibility study phase. The Division of Construction and Facilities Planning staff assigned to a project will work with the principal to develop the work schedule.

### **Funding**

All major capital projects, such as new schools and modernizations, are funded through the annual CIP. Each year the BOE, acting on the superintendent's recommendations, approves an annual capital budget request, which is forwarded to the county executive and County Council for funding. Since capital projects span several fiscal years, funding allocations approved by the council are appropriated incrementally based on the upcoming phase of the project. Typically, the first fiscal year's funding will only include the amount needed for feasibility planning. Once the feasibility planning is completed, the Council will decide, based on the next annual BOE capital budget request, whether to allocate funds for architectural planning in the second fiscal year. After architectural design funds are approved, the BOE's next fiscal year's budget request will contain funds for construction and furniture/equipment. Generally, the multi-year funding for capital projects is continuous after feasibility studies are completed. However, there are projects that have breaks in the funding cycle due to fund limitations or deferrals for other reasons.



## Exhibit 2 Sample Feasibility Study Schedule

ID	Task Name	Duration	Planned Start	Planned Finish	May '00					Jun '00					Jul '00				Au		
					4/23	4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/18	6/25	7/2	7/9	7/16	7/23	7/30		
1	<b>FEASIBILITY STUDY PHASE</b>	<b>66 d</b>	<b>Mon 5/1/00</b>	<b>Tue 8/1/00</b>																	
2	Project kick-off meeting	0 d	Mon 5/1/00	Mon 5/1/00	5/1																
3	A/E Existing Conditions Review	5 d	Wed 5/3/00	Tue 5/9/00	5/3	5 d															
4	First Committee Meeting	0 d	Thu 5/11/00	Thu 5/11/00	5/11																
5	Second Committee Meeting	0 d	Wed 5/24/00	Wed 5/24/00	5/24																
6	Third Committee Meeting	0 d	Wed 6/7/00	Wed 6/7/00	6/7																
7	Fourth Committee Meeting	0 d	Wed 6/21/00	Wed 6/21/00	6/21																
8	A/E Submit First Draft Study for Review	0 d	Wed 7/12/00	Wed 7/12/00	7/12																
9	A/E to confirm Square Footage of Exg. Bldg.	0 d	Wed 7/12/00	Wed 7/12/00	7/12																
10	Div. Review First Draft Study Publication	4 d	Wed 7/12/00	Mon 7/17/00	7/12	4 d															
11	Project Manager Issue Study Comments to A/E	0 d	Tue 7/18/00	Tue 7/18/00	7/18																
12	A/E Prepare Second Draft Study for Review	4 d	Tue 7/18/00	Fri 7/21/00	7/18	4															
13	A/E Submit Second Draft Study for Review	0 d	Mon 7/24/00	Mon 7/24/00	7/24																
14	Div. Review Second Draft Study Publication	3 d	Mon 7/24/00	Wed 7/26/00	7/24	3															
15	Project Manager Issue Study Comments to A/E	0 d	Thu 7/27/00	Thu 7/27/00	7/27																
16	A/E Finalize Study Publication & Print	3 d	Thu 7/27/00	Mon 7/31/00	7/27	3 d															
17	A/E Submit Final Study	0 d	Tue 8/1/00	Tue 8/1/00	8/1																