The Capital Development Process

WHAT:	WHO:
INITIAL BOND PROGRAM PLANNING	
Development of general list of proposed projects	College/advisory committees
Review of projects for budget, scope and preliminary schedule	College/FP&D
Produce revised/updated/new master plans	College/FP&D/outside Consultant
Coordination of financial model (capital and operating costs) with bond program construction and other purchases	FP&D/CEC/FAC
Final approval of college bond project programs	College/CDAC/Board
Determination of capital project order	FP&D/CEC/CDAC/Board
GENERAL CAPITAL PROJECT PLANNING	
Creation and confirmation that the proposed project is on the list approved by JCCR if bond funds are being used	FP&D/Business Services/ Government Relations/lobbyist
Education Specification developed and written	College (which is intended to INCLUDE college ITS and Occ Ed)
Project reviewed for operating funds	FAC
Project Conceptual Approval	FP&D/CDAC/Board
Design/engineering consultant selection- issue request for proposals, receive and evaluate proposals, interview short list, make final selection, negotiate fees and contract terms, issue contracts	FP&D/College/Purchasing/ Legal
Award of design services contract/Notice of Award/Notice to Proceed with project/purchase orders	FP&D/Purchasing/CDAC/Board/ Legal
IF CM@Risk project delivery, CM@R RFP and contract	FP&D/College/Purchasing/ CDAC/Board/Legal
Completion of project architectural and functional programming	College/FP&D/consultant
Schematic Design and Design Development stages	College/FP&D/consultant
Reconfirmation of adequate operating funds for project prior to starting construction document phase	FAC
Construction Document phase	College/FP&D/consultant
Select and specify FF&E	College/Consultant/Purchasing
If hard bid project delivery, issue request for bids, bid package, receive and evaluate bids	Contractors/FP&D/Consultant/ Purchasing
If CM@Risk Guaranteed Maximum Price (GMP) project delivery- issue request for proposals, receive and evaluate proposals, interview short list, make final selection, negotiate fees and contract terms, issue contracts	Construction Management company
Award of construction contract/Notice of Award/Notice to Proceed with project/purchase orders	FP&D/CAA/Purchasing/Legal/ CDAC/Board
Construction phase	Contractor/Consultant/College/ FPD
Complete specifications/bid as needed for security	College/Purchasing

systems	
Complete specifications/bid as needed for FF&E	College/Purchasing/Consultant
Complete specifications/bid as needed for A/V systems	College/ITS/Purchasing
Complete specifications/bid as needed for technology wiring/equipment	College/ITS/Purchasing
Approval to bid/award of contracts or purchase orders for security systems, FF&E, A/V and Technology	Purchasing/College/Board
Purchase orders for security systems, FF&E, A/V and Technology	College/CAA/Purchasing
Punch List and Substantial Completion Date	FP&D/Consultant/College/ Contractor
Punch List completion	Contractor/Consultant/FP&D/ College
Install FF&E	Vendor/College/Consultant/ Purchasing
Install wiring and equipment for security systems, technology and A/V systems	Vendor/College/ITS/Consultant/ Purchasing
Move in	College/moving company as needed
Occupancy and use of facility	College
Close out contract claims, etc.	College/FPD/Legal/Purchasing
Warranty issues following Close-Out	College/ FPD
Final Project Close-out	FP&D/College/CAA

KEY

CEC: Chancellor's Executive Council
CDAC: Capital Development Advisory Committee
FAC: Financial Advisory Council
FP&D: Facilities Planning and Development
ITS: Information Technology Services
CAA: Capital Asset Accounting

The Project Initiation/Consultant Selection Process

WHAT:	WHO:
Reminder that project is coming up for Project Initiation based upon the overall approved bond program schedule	FPD
College forms User Committee composed of proposed facility's users, college administration, ITS, facilities staff, security, etc.	College President/College Administrative Vice President/Chair of User group Committee/facility users
User Committee prepares Education Specification with review and assistance as needed by Facilities Planning	College/FPD
Final review of Education Specification and preparation of project budget to include construction and technology base budgets and supplemental funding from occupational and security separate bond funds	FPD/College
FAC approval of project for operating funds	College/FAC
CDAC and Board Project Conceptual Approval	FPD/ College/Board
College forms 4-6 person consultant selection committee (the same group or a different one also may serve for Construction Manager at Risk (CMAR) selection) composed of college administration, user committee members, other college personnel (M&O, etc.) as desired, FPD project manager	College president/ college/FPD/Purchasing/outside construction industry representative for CMAR selections
Request for Proposals written, issued and responses received from design firms (and CMAR's if proposed)	FPD/College/Purchasing
Selection committee evaluates submitted proposals from consultants (and CMAR as used), ranks firms to create short list, interviews short listed firms, checks references, etc. and makes a recommendation of the top ranked firm for selection and contract negotiation	User committee/FPD/Purchasing
Contract negotiations with selected firm begins and is finalized within budget/scope/needs	FPD, with assistance from Purchasing and college as desired
Consultant (and CMAR) selection is approved by CDAC and Board	FPD/College/CDAC/Board
Consultant team begins programming work and design with user committee, college administration, M&O, ITS, FPD, etc.	College/FPD

Narrative and "Commentary" for Education Specifications and Consultant/CMAR Selection:

About six months prior to the scheduled start for a project, we'll contact the college to remind them that they have a project coming up. Many times, the college has tracked this and already is moving to the next steps.

We recommend that the college form a user committee composed of campus administrators (typically the Vice President of Administration), M&O (typically the Facility Director) and a committee of the users with representatives from each department and use, typically those with both the most interest and most knowledge about the project. This committee can be any manageable size the college desires. We ask that a chair of the group be selected and that the president or selected chair contact us with the names, etc. This group will stay with and participate in the project through design and construction completion.

Once this committee is formed, we ask that they begin to prepare their Education Specification ("ed spec"). This document is a fairly detailed qualitative and quantitative description of the project, effectively asking the committee to list and describe everything that they know about the project. This is as broad as over arching goals and president's view of the project, down to a list of spaces, projected sizes, relationships between uses, and then more detail about special needs in many areas for each use/space. We have a series of forms that we provide to the committee to guide them and fill out.

Sometimes have been asked to be part of the ed spec development process or just act as reviewers and responders to questions. However, only the college and users can provide a majority of the information contained in an ed spec. As our department reviews the draft ed spec, we look both for what we understand to be the needs of our educators, along with the needs of the district and maintenance/operations, etc., We also are looking at it as the architect will, once they receive this information. It's an overall "does it make sense, is it complete and if I were an architect receiving this information, what else would I need?" review. While the college often feels that they need to hire the architect to help them with this information, we don't feel that this creates additional value at this level of the work. We can assist the committee, help them determine suggested space sizes, etc. We'll tell our users that it's not critical that they tell us where a compressed air outlet is required, only that they need one; we'll then work with them along with the selected architect to complete the detail/design information. Generally, the only thing not addressed in an ed spec is aesthetics, which we feel is most appropriate to develop and discuss with the selected design firm.

Some ed specs are relatively short and easy to prepare. Others have taken a year, were a full binder thick and require not only a great number of internal meetings, but also external meetings with community support and interest groups.

Our department typically reviews the ed spec two to three times before it's complete and ready to be submitted for Conceptual Approval. We're also making sure that what is being proposed has a reasonable chance of being attained given the allowable budget for each project. Once the ed spec is complete, and is signed off by the college president, we take the overall budget and break it down to create a detailed budget. The entire package

is submitted to FAC to assure that operations funds will be available at the projected time of opening, and then to CDAC for Conceptual Approval. FAC will reconfirm funding availability before the project begins the last design phase, Construction Documents.

There is a very significant amount of work and time required to provide adequate reviews of the Ed Spec, to make corrections/respond and then to prepare the CDAC, FAC and Board items. In order to allow enough time for this, we ask that you provide a r**easonably complete and accurate draft** of your Ed Spec (this would follow the earlier preliminary and draft reviews) and funding/budget to us **at least 30 days before the proposed Board meeting for smaller projects and 45 days before the meeting for larger projects.** Final Ed Specs, budgets, and Project Initiation paperwork is due with the Board item two weeks ahead of the meeting, so all of your corrections, responses, etc. need to be completed and sent back to us by that time. **If we miss any of these deadlines, we will have to postpone submittal of the entire package until the following month.** That will delay the balance of the project an equal amount of time.

This ed spec document ends up representing about two-thirds of what the architects will call the "program" for the project. It's been very useful for us in soliciting design proposals, since the design teams know exactly what is being proposed, the budget and the schedule. Design firms can create a team and proposal that is responsive to our project and college. It helps negotiate the designer's fee since most of the needs, times, types of spaces/uses, specialty needs/systems/items, total budget, etc., already are determined in some detail. It creates an early ownership and involvement of the college and users with the project. Last, it allows us to move quickly into the design process, since most of the information the architect needs to begin design is already on-hand. It's no longer an issue of the architect asking about a need and having to wait a week or so for a response, for the users to first think about the need/project, etc.

For architect selection, we first need the college to determine the selection committee. This typically is a subset of the user committee, but limited to 4-6 college representatives, plus the Facilities Planning representative, to keep it more manageable and be somewhat close to what Statute requires. Statute also requires that a representative of the construction industry be part of the CMAR selection process. College presidents generally do not participate in the selection, but may if they desire. They will be required to participate in the entire process- screening of RFP's, interview and discussion- in order to have input into the final selection. They will be one single vote on the final committee.

We'll typically provide a draft of general questions and ranking criteria for the Request for Proposal (RFP) and ask the users committee for feedback. We depend upon the user committee chair to ascertain the politics and campus preference about how involved their president needs to be in this process. Once we agree upon the criteria, Facilities works with Purchasing to issue the RFP and advertise the project to the community. We typically have a pre-proposal conference for interested firms about two weeks into the four week response period. Once responses are received, copies of the responses along with the ranking criteria and forms are distributed to the user committee. We ask each committee member to read and rank the responses without conversation with other committee members or comparing notes, and then send the results to us. Once we all complete this task, we'll compile the rankings and meet with the selection committee to

discuss the results. The result of this meeting is to create a shortlist of three to six firms to interview about two weeks later. Occasionally, the user group will ask to visit recent projects of the short listed firms, visit their offices, talk to references, etc., prior to the interviews, and we assist with this. From the time that the RFP's are submitted until the final recommendation is made, the process is confidential to the selection committee members only- no discussion or briefing of anyone outside the committee is allowed, including college administration and leadership.

The paper ranking determines the most qualified firms, all of which are technically capable of doing the project. The interviews allow the firms to demonstrate "chemistry" with the users/college, to think on their feet as they respond to our questions and demonstrate their experience and knowledge about the project, related important topics, etc. For the interviews, we work with the committee to develop questions that relate to the most important issues of the project. The group will screen the questions and informally vote on a final list of five to six to ask at the interviews. We ask that the design or construction team bring the people that we'll be working with during the project to the interview and respond to the questions. It's not a dog and pony show for the firm's principals, but a real demonstration of the team members' acumen and ability to communicate.

Following the interviews (typically, about 50-55 minutes each), the committee votes on the ranking of the firms and tries to reach a consensus on the best firm based upon everything that they've seen and heard. Following this recommendation, the college president is informed of the selection if he/she has not been part of the selection process itself. Facilities Planning staff then prepares the CDAC and Board items for the contract award and begin contract/fee negotiations with the selected firm.

Once we have the selected firm under contract and fees in place, we'll begin the rest of the design process, beginning with review of the ed spec and completion of the first phase, the Programming. There has not been a single instance in the last bond period where we were unable to reach an agreement on fee and scope with the top ranked firm. There certainly are times where there's been a lot of negotiation and some adjustment on fee, services, scope, etc., required to meet budget. Purchasing officially oversees this entire selection and contract formation process, thought they generally allow us to do most of it.

Let me know if you need more detail or explanation on any of this.

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