

# **BUILDING AND CONSTRUCTION POLICIES AND GUIDELINES**



## **INSIDE**

- ♦ Planning, Feasibility and Development Process
- ♦ Negotiation Process
- ♦ Liturgical Norms and Sustainability Guidelines

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## DIOCESE OF VENICE IN FLORIDA

### OFFICE OF THE BISHOP

October 11, 2007

We are a growing Diocese, and this necessitates the updating of our building and construction guidelines. Attached are new “Building and Construction Policies and Guidelines” for the Diocese of Venice, effective immediately. This Policy contains the necessary information pertaining to the planning, feasibility, development, negotiation, and implementation processes. It also stresses the current needs and concerns of building and construction requirements.

This revised Policy will assist Pastors and Administrators in the various stages of project development of churches and other structures in the Diocese of Venice. Please share this with the respective parish committees which assist in construction or renovation.

The First Appendix to the “Building and Construction Policies and Guidelines” addresses Liturgical norms for the building, construction or renovation of sacred places, since these must conform to the provisions of General Instruction of the Roman Missal and other relevant documents. The Second Appendix contains provisions addressing financial requirements that are critical to any successful building or construction projects. The final Appendix addresses the need for specific sustainability requirements to protect the environment in the context of construction and renovation.

May Our Lord bless all those who participate in the building and upgrading of our churches and facilities in the Diocese of Venice.

+ Frank J. Dewane  
Bishop of Venice in Florida

## **INTRODUCTION**

Frank J. Dewane, as Bishop of the Diocese of Venice, a Corporation sole, and his successors in office is the owner of all real property in the Diocese, and title to said property must be taken as shown above not in the name of a parish, school or other organization. Therefore, all contracts and or proposals for improvements to real property including but not limited to: Architectural, Professional services, Construction, Remodeling, Building material purchases, including any change order, or contract addendums, are legal documents and as such, must be signed by the Bishop as Owner, in compliance with civil law.

Any Pastor / Administrator, or Individual-in-Charge of a project, who improperly contracts or authorizes work to be performed, will be held personally responsible for such unauthorized work. Hereinafter, the word "Pastor / Administrator" will be used to mean all three of the above-named persons.

Thus, the Diocese relies heavily on the Pastor / Administrator and expects full and strict compliance with the procedures set forth herein. Normally, the Pastor / Administrator will be responsible for following all of the steps involved. Therefore, it is most important that the Pastor / Administrator, Parish Finance Council, Office Administrator, and other key personnel, the Parish Council and all other Steering / Building Committee members involved in a building or renovation project, become fully aware of the Building and Construction Policies and Guidelines contained herein.

The Director of the Diocese Building Commission, and or the Owner's agent, are entrusted and relied upon to represent the Bishops best interest and building directives. With over twenty years of successful Diocesan building project history and experience, the Building Commission remains a valuable resource for information and direction related to the development and construction improvements to real property. Accordingly, whether the project involves a relatively minor renovation or is considered major in scope, the Pastor / Administrator is strongly encouraged to seek the advice and expertise of these Building Professionals.

In order to ensure the proper execution of a construction and/or renovation project within the Diocese of Venice, the Bishop has established these processes and procedures which are to be strictly followed by the Pastor /Administrator. This process includes consultation with the following groups:

1. The Diocesan Building Commission and/or Owner's Agent
  2. Diocesan Planning and Development Committee
  3. The Diocesan Finance Director
  4. Diocesan Liturgical Office in the case of the building or renovation of a church.
- (Please see Liturgical guidelines)

## **STAGES OF PROJECT DEVELOPMENT & NORMAL PROGRESSION**

- I. THE PLANNING PROCESS
- II. THE FEASIBILITY PROCESS
- III. THE DEVELOPMENT PROCESS

#### IV. THE NEGOTIATION PROCESS

#### V. THE IMPLEMENTATION PROCESS

#### VI. THE BUILDING AND RENOVATION OF CHURCHES

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### **I. THE PLANNING PROCESS**

The needs of the Parish, Mission or Institution are assessed by the Pastor / Administrator with Parish Leaders, the Parish Council, and other consultants that the Pastor / Administrator deems necessary to make a well informed and competent decision.

In the case of a New Parish or Institution, creation of a long range and flexible master plan shall be required in concert with the development of the project under study. (See page 10 for Property and Site improvement studies).

The Church Building shall be located in the most prominent location on the site. Although the Church construction may be planned for many years in the future, the primary location is to be reserved.

### **II. THE FEASIBILITY PROCESS**

Upon completion of the local Planning Process and study, the Pastor / Administrator is to arrange a meeting with the Diocesan Planning and Development Committee to determine the necessity of the proposed project with respect to the total mission of both the Diocese and the Parish or Institution. In the case of the building or renovation of schools, it is also necessary to consult with the Diocesan Department of Education.

Diocesan Planning and Development Committee meetings are scheduled with the Building Commission office and are held on a quarterly basis.

Neither architectural drawings nor a presentation by an architect are to be presented at this meeting, as the sole purpose is to discuss with the Pastor / Administrator the need for the contemplated facility or improvement. However, it will be necessary for the Pastor / Administrator to bring a site plan or survey of the existing property along with a conceptual sketch showing the location of the proposed buildings on the site.

Upon conclusion of this conference, and provided that the results are positive, the Pastor / Administrator shall be provided a summary letter from the Owner's agent and/or the Director of the Building Commission, summarizing the concerns and/or directives of the Planning and Development Committee. This summary will include (but is not limited to): how the project is to be financed, estimated time frame for the planning of the project, and estimate time plan for construction process. A copy of this summary letter is to be signed by the Pastor / Administrator and then returned to the Building Commission, serving to ensure his acknowledgement of the same.

The Pastor / Administrator should then schedule a meeting with the Diocesan Director of Finance to discuss details concerning financial implications and arrangements for the proposed project. The objective

this meeting is to review the financing capabilities of the Parish or Institution and to determine fiscal limitations for the project in order to successfully complete and maintain it.

Consideration will be given to the parish's ability to service debt as well as potential increases in operating costs resulting from additional facilities.

As soon as a Parish begins discussions about the possibility of building or renovating a Church, the Diocesan Liturgical Office must be consulted in order to ensure that they are in accordance with Liturgical norms (See Liturgical Guidelines).

With respect to new construction and renovation projects, the Diocese is committed to conserving resources for God's creation. Specific guidelines have been published and can be found in Appendix III (See Sustainable Construction Guidelines). These guidelines must be consulted as part of the Parish or School planning, development and implementation process.

A formal request on the Diocesan Form BC 101, available from the Building Commission, (see sample on page 67) is then made requesting authorization to proceed with construction planning. Form BC 101 must be signed by the Bishop, Chancellor, Director of Finance, Building Commission Director and/or Owner's agent, and when applicable, the Liturgical Office or Diocesan Department of Education, if applicable, signifying that all concerned are aware of the proposed project.

### **III. THE DEVELOPMENT PROCESS**

When the Bishop has been fully informed and has given permission to proceed, the Pastor / Administrator should establish the following Committees.

#### ***A. Parish Committee***

The Parish Committee is chosen by the Pastor in consultation with the President of the Parish Council and should include a sufficient number of people. When the planned project is a church, the Parish Committee should be invited to an educational program presented by the Diocesan Office of Worship. Liturgical considerations include: location of the tabernacle, placement of the altar, furnishings, lighting, acoustics, instruments (i.e. organ), statues, candles, interior and exterior colors, and liturgical finishing costs. The Parish Committee will then be responsible for the education of the parish on the matter.

The Pastor / Administrator and the Parish Committee shall form a committee of up to ten persons to serve as members of the project Steering Committee. The Steering Committee should be structured so as to include several knowledgeable parishioners, especially persons with backgrounds in one or more of the following disciplines:

- Fundraising
- Architecture or interior design
- Civil engineering – Land development
- Finance
- Commercial construction
- A Maintenance representative of the Parish or facility, especially if the project involves renovations of existing structures.
- If a new project, a person with Facilities management, building maintenance and budgeting experience.

## ***B. Steering Committee***

The qualified members selected for the Steering Committee shall then be assigned to work on one or more of the following subcommittees:

### **1. Finance & Fundraising Committee**

It is recommended that the Pastor / Administrator & committee solicit proposals from professional fundraising firms as the project time line and critical design milestones will be dependant on accurate fundraising projections. It should also be noted that if fundraising progress lags, it will likely create unintended inefficiencies leading to design delays and/or higher cost.

Accordingly, based on project specific studies and/or the recommendations of experienced professional fundraising consultants, the Pastor / Administrator shall consult the Director of Finance and/or other Diocesan staff in order to establish a written fund raising plan with realistic goals (see Finance and Fundraising Policies).

### **2. Building Committee**

Prior to the selection or introduction of a Civil Engineer and / or design professional, the Building Committee meetings should be kept to a minimum. The purpose of the meetings at this stage in the process is to sufficiently prioritize the projects goals and objectives for the new facility/ies.

The Pastor / Administrator and, if practical, the Associate Pastor(s) shall participate on the Finance / Fundraising and Building Committees.

Based on the type of project (i.e. church, school, multi-purpose building, rectory etc.), it may also be necessary for one or more of the following persons with appropriate experience to serve and participate on both committees:

- (a) A Parish Council Representative and any other member of the parish staff with proper experience.
- (b) The School Principal (if such a position exists).
- (c) The Director of Music, if applicable to the project.

All such volunteer committee persons must be clearly informed of the expectations to remain involved until the project's final completion.

It will be equally important and necessary for the members of the Steering Committee to make a commitment to see the building and/or renovation process through to its completion. Depending on the success of fundraising and jurisdictional permitting, the entire planning and building process can span several years.

The names of all participants attending the committee meetings as well as all meeting proceedings relevant to the project cost, design, use, schedule, etc., shall be compiled within a brief summary report (minutes) and kept on file at the parish office. A copy of all committee meeting minutes relating to the project shall also be forwarded (preferably via e-mail) to the Diocese Building Commission.

After review of the committees' meeting reports, the Building Director and/or Owner's agent, shall create



a project timeline to be used as a basis for preparing invitations and/or request for proposals from Design Professionals and Consultants.

The Pastor / Administrator, Building Committee, and the Director of the Building Commission and/or Owner's Agent, shall meet to clarify the various roles and expectations relative to the project.

The Parish Finance Committee and Pastor / Administrator shall budget and allocate adequate funding for the preliminary work to be done by Design Professionals and/or other Consultants, including (but not limited to): professional fees, reimbursement cost, jurisdictional site permitting, and/or rezoning application expenses.

### ***C. Selection and Engagement of Design Professionals and Consultants***

Since the building or renovation project is important for meeting both the present and future needs of the faithful, the Diocesan Building Commission and the Liturgical Office (if the project involves a church) shall seek the indispensable assistance of design professionals. This consultation should include environmental and energy conservations considerations (to be mentioned later).

#### **1. Property & Site Improvement Studies**

After preliminary review of all new or expansion projects which substantially increases impervious areas (varies per jurisdiction but typically over 1000 sq. ft.) and/or replaces existing buildings, the Building Commission Director and/or Owner's agent will recommend a Civil Engineering firm and/or other Land planning and environmental Consultant(s) to the Pastor / Administrator which could be considered as a(n) appropriate professional(s) for the specific project type and jurisdiction.

With the approval of the Bishop, the recommended professionals shall be officially engaged under a written contract to provide Phase I preliminary studies and analysis of the site. The preliminary site analysis shall include but is not limited to:

- *Reviewing existing site plans and surveys, and/or preparing new preliminary site plans and order updates to surveys (if not available) for property easements, restrictions, set-backs, wet lands, preserve areas and parking limits.*
- *Reviewing existing development zoning or special exception implications and promptly advising owner if adverse conditions exist.*
- *Reviewing implications to the current Master plan, if applicable, or creating a conceptual Master plan for the entire property.*
- *Determining existing building and impervious surface coverage percentages and the remaining allowable building areas.*
- *Reviewing utility systems, storm water and infrastructure concurrency.*
- *Provide a summary of anticipated Owner's responsibilities for filing documents required for approval of governmental authorities having jurisdiction over the proposed project.*
- *Scheduling a pre-review meeting with local Zoning and Planning & development department officials.*
- *If rezoning or special exceptions are required, preparing an overview of the processes and timelines for entitlement petitions.*
- *Establishing a realistic estimate of the time and cost to complete the civil design and to obtain the necessary permits.*

Within a short period after engagement and commencement of the work of the civil engineer and/or other professional land planning consultants, a preliminary analysis shall be provided to the owner with enough information to reasonably determine if the property is appropriate to accommodate the proposed building project.

If at any time during the Phase I site reviews major obstacles are discovered which would likely prohibit the proposed development, the civil engineer and/or other professionals shall halt their work and notify the Pastor / Administrator. A meeting shall then be promptly scheduled with the Pastor / Administrator as well as the Steering Committee to review the preliminary findings and discuss any alternative options.

If the preliminary information from the civil engineer and/or land consultants appears most favorable for development (i.e. at least a 90% chance of obtaining governmental approvals without incurring major stipulations or cost to upgrade public infrastructure which would create unanticipated financial burdens on the Owner), and unless excessive time (i.e. more than 8 months for jurisdictional approvals) is identified prior to approving commencement of the civil engineering Phase II work (including designs and permitting), the next step in the process would involve engagement of an architect.

The Building Commission shall maintain a list of Diocesan pre-approved architects. If the Pastor / Administrator should desire to utilize the services of an architect of his own choosing (i.e. a parishioner, or an architect which the Parish has previously worked with, or one who has been recommended by reputable authorities), he must make a formal written request to the Building Commission for consideration.

Request for approval of an architect not previously approved should be accompanied by a completed standard architect's informational AIA Form No. 254, to be provided by the architect under consideration. Architect approval and selection shall involve an explanation of the conditions for the execution of a contract to provide services that comply with Diocesan requirements.

The selection of an Architect is very important and most critical to the success of the project. Professionalism, over-all ability, education, background and experience are key factors in the selection of an Architect. Also of great importance is the architect's willingness to work with and to accept the counsel of the Owner's team.

The Owner's agent or Building Commission Director shall provide the Pastor / Administrator with the names of preferred Architects who, in the professional opinion of the Owner's Agent or Building Commission Director, would be most suited for the proposed project.

The Pastor / Administrator and Steering Committee may otherwise elect to invite more than one, but no more than three different architects to participate in an informal interview process. Interviews with each of the invited architects may be scheduled with the Pastor / Administrator, Owner's agent and/or Building Commission Director, and up to three members of the Steering Committee. The purpose of such interviews is to allow the design professionals the opportunity to present his/her qualifications for designing the buildings and spaces that will meet the proposed requirements. Examples of the projects completed by the Architect should also be available to the Steering Committee. Written invitations describing the project and providing the time and date of the specific interview shall first be prepared by the Pastor / Administrator and then sent to the Building Commission for review. Upon the approval of the Building Commission, the invitations will then be sent to the Architects.

Should the project be sufficiently distant and undetermined at this point that formal employment of the

architect is not desired, while some professional design services are desirable, it is important that the Pastor / Administrator clearly state the same in writing (short of a formal contract) to the Architect so that initial planning and design work not be understood to imply commitment to the architect for the entire project. The Steering Committee is encouraged to visit recently constructed or renovated churches or pertinent building types in selecting an Architect and/or other professional consultant. Discussion of the project with other relevant and knowledgeable persons is also very important.

The Professional qualifications are reviewed and the name of the proposed candidate is submitted to the Diocesan Building Commission for approval. It should be noted that at this point, no formal contract is to be submitted. With the approval of the Bishop, Chancellor, and Pastor / Administrator a mutually acceptable architect shall be formally engaged to provide preliminary studies.

Compensation for the architect to provide preliminary design studies and analysis only, shall be based on either an hourly working wage or on a negotiated maximum, not to exceed price. Such analysis shall include but is not limited to the criteria as discussed under Preparation of Schematic Preliminary Studies.

## ***2. Preparation of Schematic Preliminary Studies***

Meetings with architect and Parish Steering / Building committee should be limited to three. The first meeting agenda shall include but is not limited to:

- Determining the exterior and interior space needs.
- Reviewing all available survey and site plan information for property easements, restrictions, environmental impacts, preserve areas, set-backs, building height and parking limits, and any other pertinent site information.
- Estimating room sizes and creating diagrammatic building sketches.
- Walking the site to observe the major features and architectural styles of existing buildings or surrounding properties (if municipal design standards are applicable).
- Discuss conceptual cost estimates and budgeting parameters.
- If any information critical to the process is not available and/or further investigation is needed, competent committee members should be assigned to attain this information and follow up meetings scheduled, if needed.

The final meeting agenda should include but is not limited to:

- (a) Presentation of the preliminary work by the architect.
- (b) The architect shall provide a preliminary evaluation of projects scheduled and construction budget requirements, each in terms of the other.
- (c) Based upon a mutually agreed-upon program, schedule, and budget requirements, the architect should present preliminary schematic design documents consisting of drawings and other documents illustrating the scale and relationship of the project components.
- (d) If several alternative schematic architectural concepts or studies are presented (based on the needs expressed by the Steering Committee), it is possible that one of the architectural schemes presented be chosen or that concepts from several schemes be combined to form a more suitable solution.
- (e) The Diocesan Building Commission (and the Liturgical Office, if the project is a church or the Diocesan Department of Education if the project is a school) will review the preliminary drawings chosen by the parish.
- (f) Four sets of the Final Preliminary Drawings, including a total site plan and legal description of the area to be improved and/or constructed are submitted:

1. two sets to the Pastor / Administrator for Steering Committee review.
2. two sets to the Diocesan Building Commission for review and approval before instructing the architect to proceed with Design Development and Working Drawings.

#### ***D. Civil Engineering Phase II work***

Given that the estimated duration for the civil designs and jurisdictional permitting (in some cases this process may exceed 1 year) is clearly identified, it is important that the completion of the civil designs and jurisdictional permitting processes coincide with (or be done before) the completion of the architect's working drawings. The completion of the civil designs and jurisdictional permitting processes must also be completed before the anticipated receipt of final construction bids (as is applicable).

Further, it is vital that civil engineer coordinates his design work with the architect. Moreover, the civil engineer must clearly state in the contract if any portions of the site work design is to be completed by others. The architect is also to communicate the same to the Pastor / Administrator and Steering Committee.

This sometimes can include:

- Landscape & irrigation design
- Surveys
- Environmental studies
- Site lighting
- Geotechnical reports and Soils testing
- Solicitation of this work and all contracts for engagement of these consultants or firms shall be coordinated by the Pastor / Administrator and Owner's agent and/or Director of the Building Commission

#### ***E. Construction Management (CM)***

Diocese owned buildings and facilities are to be constructed utilizing high quality materials and water conserving energy efficient building methods which will provide the lowest life cycle cost (See Green Building Guidelines & recommendations).

The following is a brief narrative explanation of Construction Management and why major Diocesan projects are to be constructed utilizing the CM delivery method and systems.

Construction Management is a relatively easy concept to understand and provides the Diocese the best opportunity to meet the stated building objectives while staying within the approved budget parameters. At this early stage in the Design process, the knowledge and experience of a Diocesan pre-qualified Construction Manager is extremely valuable to this process.

The responsibility of a Construction Management firm includes contracted performance in two distinct and separate phases:

1. Phase I Preconstruction services.
2. Phase II Construction of the Project with a Guaranteed Maximum Price. This contract phase must be approved separately by the Owner and shall be considered independently from work in Phase I.

Accurate budgeting and cost estimation is a very critical component of any construction project. Since

most architects have limited cost estimating capabilities, their opinions of construction costs are often inaccurate whereas, the cost estimating capabilities of the CM is refined on practically a daily basis. The CM's Project Managers and estimators are continuously interacting and "pricing out" projects with a multitude of construction professionals (i.e. material suppliers, fabricators, subcontractors etc.). Therefore, the CM is most knowledgeable as to the current market conditions for pricing of materials, construction methods, labor, equipment, etc. Also, the CM will typically have access to important historical construction cost data that can be valuable in the budgeting process.

The Diocese of Venice acknowledges that the best opportunity to affect major cost savings without sacrificing the building's quality is at the inception and/or planning stage. Thus, whenever it is practical, (e.g. for complicated or larger projects), a Construction Manager should be brought on board simultaneously or soon after the architect & civil engineer are commissioned to begin.

The CM will be available to assist the Pastor / Administrator, Steering Committee, Building Commission Director, architect, and civil engineer to ensure that all parties are working together through the entire design process. This is what is referred in construction management terms as "Preconstruction Services". By being involved early-on in the process, the Construction Manager can provide the Diocese and Design Professionals valuable input relevant to costs, constructability, maintenance, and life cycle cost issues as well as numerous other elements that could significantly contribute to the success and quality of a project.

This process, led by the CM, is also referred to as "Value Engineering." Value Engineering (which is different from "cost cutting") simply means substituting like kind or better quality materials and building components for a lesser price. The CM also monitors and advises the team as to the cost effects of certain architectural design features as well as any major changes requested or proposed by the team during the design process.

For large and/or more complicated projects, Construction Management is the preferred method of building and improving Diocesan facilities given the budgeting control that it affords. Indeed, the Construction Manager has more accurate information, early input, and most importantly, the responsibility for the overall success of the project.

Unless the Pastor / Administrator and/or Steering Committee fully understand the benefits of the said CM delivery method, they risk wrongly and naively believing that another method, commonly referred to as the "competitive hard bid", is cheaper than Construction Management. Unlike the Construction Management method, in the competitive hard bid method, the Owner, Pastor / Administrator, Steering Committee, Building Commission and design professionals are not able to know the exact cost for each and every building component and construction services.

During Phase I Preconstruction services, the Construction Manager has a major responsibility for making the cost side of construction of the project financially feasible for the Owner, by monitoring the design and scope of work as it relates to the Owner's budget.

A CM's fees for preconstruction services and the actual construction phase are negotiated up front. Typically even when these fees are combined, the total fee is less than a conventional "hard bid" fee, and, what is perhaps more important, the Diocese and Parish Steering Committee will know exactly what they are paying for. Every construction activity and the specific line item budget expenditures are known to each member of the team.

The architect and the Diocese are more confident in the quality of the project executed using the CM method since cutting corners will not enhance a contractor's profit. Indeed, producing anything short of a

quality project does not positively change the CM's profit margin, as it sometimes does in a hard bid situation. Further, the construction manager's fee is out in the open and the contract for construction will specify the use of "open book" accounting. In "hard bid" methodology, the General Contractor's fee is buried in his bid amount.

In a CM contract, the CM's contingency fund is known to all involved and the terms for sharing of cost savings and any remaining contingency funds at project closeout time is contractually spelled out. With a hard bid, the contractor's internal contingency amount, or cushion, is not known to the owner. Furthermore, if the contractor performs the job as originally bid (and assuming there were no unanticipated cost overruns), it usually results in a higher profit margin for the contractor. With hard bid, the owner loses the opportunity to collect cost savings from any unspent contingencies or construction efficiencies.

In addition, under the CM method, the Owner also benefits from competitive bidding since the CM pre-qualifies a minimum of three subcontractors for each trade or specialty discipline, identifies the work scope, and prepares the subcontractor bid packages and criteria. The CM then solicits competitive subcontractor trade and material bids for the project. And since subcontractors and material suppliers represent approximately 80% of a typical project's direct construction cost, this process also assures that the Owner is benefiting from the competitive bidding process.

Only after the CM has performed successfully during the preconstruction phase will that firm be seriously considered to continue with Phase II Construction services. At this stage, the cost of a job is guaranteed in writing by the CM via a Guaranteed Maximum Price (GMP) contract Amendment. This differs from a typical hard bid which eventually can be substantially altered through "change orders." Moreover, in the hard bid contractors' pricing method, if it is necessary to request unanticipated changes in the scope of work (including the additional profits for these changes), more often than not, result in substantial project **cost increases** rather than decreases. These added financial burdens placed on the owner for many of these "post bid", unanticipated change orders and cost overruns, could likely have been identified by a CM during the pre-construction phase. Most importantly, the CM's expertise provides the Diocese the most overall benefits and flexibility during this preconstruction phase of a project.

Furthermore, the Diocese of Venice values the trust and business relationships it has established with many highly respected Construction professionals in the communities served by the Diocese. Therefore, whenever practical, the Diocesan Building Commission shall strive to equitably award its construction projects and contracts to these preferred construction professionals, on a rotating basis.

By maintaining a positive business relationship with these preferred individual professionals and construction firms, the Diocese also benefits by obtaining preferred client assurances from these firms wherein our parishes and facilities can anticipate receiving the highest priority afforded if and when, emergency repair or rebuilding assistance is needed after a catastrophic loss or natural disaster.

## **IV. THE NEGOTIATION PROCESS**

### ***A. Contract with Architect***

Upon the approval of the preliminary drawings, a contract with the architect is to be prepared and submitted to the Diocesan Building Commission for the Bishop's signature. The contract must be executed before the architect proceeds to design development and/or working drawings.



For all major projects, the contracts with selected architects shall be prepared by the architect in triplicate and executed on Standard American Institute of Architects Agreement and Contract Forms B151.

Architects shall also prepare all contracts for signature by the Bishop in the following manner, "**Frank J. Dewane, as Bishop of the Diocese of Venice, a Corporation Sole, and his successors in office**", and submit the proposed contract to the Diocesan Construction Office. The Diocesan Construction Office shall coordinate review by legal counsel, approved by the pastor, and signature by the Owner.

The architect's contract shall detail the specific project and the extent of his responsibilities therein. It is vital that the architect is clearly informed with regard to the Owner's intended construction delivery method (i.e. CM, negotiated or hard bid).

For larger projects, the Architects compensation is typically based on a percentage of the cost of construction. Depending on the complexity, construction delivery method (i.e. via CM or hard bid), and the anticipated duration of the project, this percentage fee will be:

**The following statement is provided for informational purposes only and therefore should not be disseminated to architects commissioned for Diocesan work:**

*Typically for projects valued at over one million dollars, the Architects fee normally will range in-between X% to Y% (contact Building Commission for proper information) of the final cost of construction.*

Whenever compensation for professional services is based on a percentage of the cost of construction, the Owner's approved and stated budget for the cost of construction shall be stipulated in the contract beforehand and will then be utilized as the basis for calculating all such compensation. If Owner approved adjustments to the budget are implemented either during the design phase or when a contract is awarded for construction, the value used for each draw and payment to the architect shall be determined by the budget and construction cost established and approved at the point of each draw.

Unless the architect's services and work scope specifically include: site related work, Owner provided furnishings, stained glass, equipment, and specialty work, the cost of these items shall be not be included whenever calculating the architect's fee (whenever practical).

For smaller jobs and specialty projects, in lieu of a percentage of construction cost, the architect's fee may be a negotiated stipulated sum.

The design professionals contract shall include a progress draw & payment schedule acceptable to the Owner and similar to:

Schematic Design Phase:	15%
Design Development Phase:	20%
Construction Document Phase:	40%
Bidding or Negotiation Phase:	05%
Construction Phase:	20%

Further, the architect's contract shall contain the Standard Diocesan Construction Addendum to the AIA Contract and shall also contain a clause stating:

"Opinions of probable construction cost; in providing opinions of probable construction cost, the Owner

understands that the Design Professional has no control over the cost of labor, equipment or materials, or over the Contractors method of pricing, and that the opinions of probable cost provided herein are to be made on the basis of the Design Professional's qualifications and experience. The Design Professional makes no warranty, expressed or implied, as to the accuracy of such opinions as compared to final bids or actual cost. In the event final construction cost from qualified competitive and or negotiated bids exceed the Owner's approved project budget by 15% or more, the Architect and its sub-consultants shall upon the Owner's written notice, promptly redesign the project which is acceptable to the Owner, and the Architect shall provide preliminary drawings within 30 days of such notice, and working drawings, specifications and documents within 90 days of such notice, and at no cost or expense to the Owner, as required and in order to produce a cost within the confines of the approved budget."

Furthermore, it is important that architect coordinates his design work with the civil engineer and other separately contracted disciplines. It is therefore necessary that the architect clearly identify any portions of the design work that is considered additional services and/or to be completed by others in the Contract and communicate the same to the Pastor / Administrator and Steering Committee.

Examples of these services may include but are not limited to:

- Landscape & irrigation design
- Surveys
- Hazardous materials and or environmental studies
- Site lighting
- Geotechnical reports and Soils testing
- Interior specialty designs i.e. artwork, furniture, stained glass etc.
- Sound systems and acoustical engineering
- Fund raising scale models, artist renderings
- Provide analysis of owning and operating cost.
- Exterior signage

### ***B. Contract with Construction Manager***

Based on the project's location, size, complexity, and/or any other relevant input from the Pastor / Administrator and/or design professionals, the owner's agent and/ or Building Commission Director shall invite a Diocesan pre-approved contractor to provide a proposal for CM services. The CM's proposal shall include examples of the CM's estimate of probable cost, including the proposed CM fees (and in a format similar to what would be utilized for the size and preliminary estimated value of the proposed project). The CM proposal shall define in detail the maximum cost for General conditions based upon the stipulated quantity of Project Management hours or days for preconstruction services and an estimated construction duration in calendar days. The General conditions will include but are not limited to: Project management, job site supervision, administration and any overhead multipliers related to their compensation, insurance, bonding and other non-direct cost for preconstruction and construction services.

Upon review of the CM's proposal, a CM for the project shall be recommended to the Pastor / Administrator based upon the stated selection guidelines and professional opinion of the owner's agent and/or Building Commission Director. The contract shall contain the Standard Diocesan Construction Addendum to the AIA Contract. This is all to be done prior to submission to the Bishop for contract approval.

The Pastor / Administrator may otherwise elect to invite more than one but no more than three pre-approved contractors to participate in an informal CM interview process. Separate interview meetings



shall take place on the same day with the Pastor / Administrator, owner's agent and/or Building Commission Director, the architect, and at least one but no more than three Steering Committee members (as selected by the Pastor / Administrator).

- Written invitations shall be prepared describing the project and the owner's conceptual estimated cost of construction, along with other specific CM proposal instructions including:
- The Diocese of Venice is pleased to invite "name of firm" to submit a proposal to furnish Construction Management services to the Diocese Building Commission, for "name of project" on or before "date" (allow 10 days minimum for response).
- The CM proposal must include an example of the CM's estimate of probable cost (including the proposed CM fees and in a similar format to that which the CM would normally utilize for a project of this type).
- Based on the owner's stipulated conceptual estimated cost of construction, the CM proposal must include information regarding the quantity of all administrative, project management, and or estimating personnel to be involved, along with the total man hours or in total non consecutive days anticipated for the preconstruction services phase.
- Based on the owner's stipulated conceptual estimated cost of construction, the CM proposal must include information regarding the quantity of all administrative and/or project management, supervisory personnel to be involved along with total man hours with the unit rates of compensation with overhead multipliers (if applicable) or in total calendar days, anticipated for the construction services phase of the proposed project.
- The CM proposal shall define in detail the guaranteed maximum cost for general conditions including but not limited to: project management, job site supervision, administration, skilled & non skilled trades performed with contractors on crews, including all salaries or hourly rates, and any overhead multipliers related to their compensation, insurance, performance bond, and any other non-direct costs related to preconstruction and construction services.
- Upon receipt and review of the CM Proposals, a meeting date with interview times (allow a total of 30 minutes for each interview – 15 min. for a question and answer session, 10 min. for committee only discussions, 5 min break) shall be sent to up to three pre-approved contractors. The purpose of such meetings is to allow the Committee the opportunity to ask questions relating to the CM's proposal as well as to allow the contractor the opportunity to further present his/her qualifications for providing CM services that will best meet the proposed project requirements. The same participating members of this interview committee shall be present for all CM presentations.

It should be noted that since pre-construction services take considerable time and expenditure to perform properly (and that in the building industry—time is money), any CM who offers to provide preconstruction services for no fee or at a substantially discounted fee (as an enticement to gain award of the contract) may not always be in the owner's best interest. The Diocese expects to receive nothing less than a professional performance for the value paid for professional CM services.

If a contractor intends to donate a portion of his services to the project, the contract offer shall be written for the full amount, and a separate line item shown as the amount of the donated services.

During the CM selection and Contract Negotiation process it is extremely important to allow the CM to

propose and identify the values for the CM's fees, project management, supervision, administration and other costs for general conditions. This is vital since the only way to analyze the potential financial implications for total CM compensation is to establish and define the project duration and to then calculate the combined value of these CM services.

Again, should the project be sufficiently distant and undetermined at this point so that although some CM services are desired, formal employment of the CM is not yet desired, it is important that the Pastor / Administrator clearly state in writing what precisely is being requested of the contractor, short of a formal contract, so that initial work is not understood to imply commitment to the contractor for the entire project.

Upon conclusion of the contractor interviews, the Pastor / Administrator and Committee shall prepare a detailed written comparison and analysis of the contractor's total proposed general conditions and fees (with extrapolation adjustments made for any duration differentials). This analysis, along with a proposed selection of the CM, will then be submitted in writing by the Pastor / Administrator to the Chancellor and Diocesan Building Commission for consideration and possible final approval by the Bishop.

For major projects, all contracts with selected Construction Managers shall be prepared by the Construction Manager in triplicate and executed on the latest edition of American Institute of Architects Document A121 CMc. Contract forms shall be prepared for signature by the Bishop in the following manner:

**"Frank J. Dewane, as Bishop of the Diocese of Venice, a Corporation Sole, and his successors in office."**

The Construction Management Contract shall contain the following clause:

"See Owner's ADDENDUM TO AIA DOCUMENT A201, General Conditions, and ADDENDUM TO AIA DOCUMENT A121CMc attached hereto and made a part of this agreement"

(The latest version of the above contract addendum documents is available from the Building Commission office).

The Construction Managers contract shall also detail the extent of his responsibilities for the specific project as two independent and distinct Phases.

### ***C. CM Preconstruction Phase Services***

Depending on the specifics of each project, including the project's complexity, duration of time between design phases and completion of the Civil Engineering, Architectural work, and jurisdictional permitting times or delays, the duration for the CM's involvement during the Preconstruction phase can easily exceed the number of calendar days which it takes to actually build the project. Thus, the nature of this process typically implies that (even though the project is active), the CM will have many days, weeks, or even months in which his services will not be required.

Therefore, in order to be equitable to both the owner and the CM, the CM contract shall specify a total duration in either man hours or total days (not calendar days) for the Preconstruction Phase services. If, due to any (owner approved) major changes in the scope of the project (which would result in extensive delays and/or causes unanticipated additional project management cost to be incurred by the CM during performance of the preconstruction services), a change order may then be considered by the owner to

adjust any inequities.

If the CM's compensation for preconstruction services is not calculated on a per man hour/rate basis, the following statement is provided to the Pastor / Administrator:

**For informational purposes only and therefore should not be disseminated to the Contractors bidding Diocesan work:**

*Typically for projects valued at over two million dollars, the CM's fee for preconstruction services is normally going to be in the range of 1.5% to 3% of the estimated cost of construction.*

If compensation for the preconstruction phase services is based on a percentage of the cost of construction, the owner's approved and stated budget for the cost of construction (excluding professional design services and owner provided items) shall be stipulated and utilized as the basis for calculating all such compensation. If owner approved adjustments to the budget are implemented during the preconstruction phase, the value used for each draw shall be determined by the budget established and approved at the point of each draw.

It is important to understand that with the CM delivery method utilized by the Diocese, the owner is not contractually obligated to authorize the actual construction phase (even given the desire and intent to continue with the same contractor). Accordingly, it is the CM's task during the Preconstruction phase, to demonstrate to the owner that they indeed, have worked in the owner's best interest and therefore, are in the best position to perform the construction phase of the project.

Another major benefit of the CM delivery method is that all of the contract terms, conditions, and related compensation for construction, are clearly defined and negotiated at this time. Depending on the complexity, size, duration, location, and special features, the CM fees for the combined preconstruction and construction services (typically for Diocesan projects) under normal market conditions can typically be negotiated within the following ranges:

**The fee scale below is provided to the Pastor / Administrator for informational purposes only and therefore it should not be disseminated to the Contractors bidding Diocesan work:**

<u>Construction Value</u>	<u>CM fee (based on normal market conditions)</u>
500,000 – 1.5 million	X – Y% (Contact Building Commission
1.5 – 3.5 million	X – Y% for proprietary information.)
3.5 – 5 million	X – Y%
over 5 million	X – Y%

## **V. THE IMPLEMENTATION PROCESS**

### ***A. Design Development***

At this point, the preliminary drawings will have been approved and agreed upon by the Pastor / Administrator, owner's Agent or Building Commission, Planning and Development Committee, and the CM (if applicable).

Based on the approved preliminary drawings as well as any adjustments authorized by the owner in the project budget, the architect shall prepare design development documents consisting of drawings and outline specifications to fix and describe the size and character of the entire project with regards to architectural, structural, mechanical and electrical systems, materials and any other elements as may be

appropriate.

The architect shall present two sets of the above-mentioned documents as well as an updated cost estimate for the entire project to the Diocesan Building and Finance Offices. At this juncture, the Pastor / Administrator and the Steering Committee must then choose from the following possibilities (or a combination thereof):

1. Proceed based on the planning and cost estimates to date,
2. Modification:
  - (a) of the budget based on the cost estimate
  - (b) of the design, structural system, mechanical systems, and finishes (any decisions on modifying the building design should be made in consultation with the owner's agent and/or Diocesan Building Commission and CM, as applicable).
  - (c) of the scope of the project
3. Fund Drive (note that a fund drive, which must first be approved by the Finance Office, could have occurred prior to this time and/or while the design phase of the project is underway).
4. Decision by the Steering Committee to delay the project at this point.

At this point, total parish education should take place to prepare for the use of the new or renovated space. This education should include proper liturgical understanding in regard to Church norms and/or the functional and technical usage of a secular project, as well as information relating to these plans (agreed upon by the Steering Committee and architect).

### ***B. Working Drawings***

The detailed, final construction documents are now to be prepared. These shall consist of drawings and specifications, setting forth the total requirements for the construction of the project. The final competitive bidding and cost quotations will be made using these documents.

Upon completion of these working drawings and construction specification documents, the design phase will then be for final review. Adequate full sets of working drawings and specifications shall be submitted to the Building Commission and the Pastor / Administrator, and Parish for their review. If applicable, the architect and CM shall advise the owner of any adjustments to previous Statements of Probable Construction Cost due to changes in the requirements or general market conditions. The owner's agent and/or Building Commission Director may then present their approval, along with any recommended suggestions, to the Project Pastor / Administrator.

1. The owner's agent or Building Commission, and the architect shall assist the Project Pastor / Administrator in the preparation of necessary bidding information and proposal forms. Whenever applicable the Diocese prepared document "Modifications to the AIA General conditions of the contract A201", and the form of agreement between owner and the contractor shall be utilized.
- (2) The architect and CM shall assist the owner in connection with the owner's responsibility for filing the necessary documents required by all relevant government authorities having jurisdiction over the project.

### *C. Fundraising*

In accordance with the approved fundraising plan, the Pastor / Administrator and fundraising committee must raise 80% of the total cost for the project in order to gain the required approval to commence construction. Therefore, ongoing communication with both the CM and the architect regarding this anticipated date (in which this 80% funding milestone will be reached--see Financial Guidelines) is of the utmost importance.

Accordingly, the Pastor / Administrator's fundraising success is most critical at this juncture in order to ensure that the project moves forward.

### *D. Financial Bid Solicitations*

The CM shall begin finalizing the bidding process within approximately 45 days prior to the fundraising milestone date (as established by the Pastor / Administrator). Given both the nature of competitive bidding as well as possible changes in market conditions, it is important to properly time the funding and bidding events. For example, if a project is placed out to competitive bid too early, or is repeatedly placed out to bid, the industry will often give less priority to the project since it may appear the owner is either not serious (or is just out price shopping) or is not in a good financial position to go thru with the project. Therefore, whether perceived or real, these bidding inconsistencies can adversely affect the owner's ability to obtain the best qualified pricing and therefore, should be avoided.

In order to ensure successful completion of preconstruction services, the CM will have already solicited a minimum of **three competitive bids** from pre-qualified subcontractors and material suppliers. All back up documentation from this process shall be made available for review by the Building Committee, including copies of the CM's instruction to bidders as well actual copies of all subcontractor and material supplier bids and proposals. The best qualified bids (as selected by the CM) shall then be recommended to the Pastor / Administrator and Building Committee for inclusion in the CM's latest estimate of probable cost for construction.

This estimate and related back- up documentation is first reviewed by the Building Commission, Architect, and Civil Engineer, as applicable.

If, in the opinion of the owner's agent, and/or Building Commission Director, and design professionals, the CM's construction cost estimates are found to be satisfactory and in order, the CM shall schedule a meeting with the Pastor / Administrator, owner's agent and/or Building Commission Director, and Steering Committee, to present and review the construction cost estimates and global budgets.

The detailed global budget is most critical and is a requirement in order to receive consideration and final approvals from the Planning and Development Committee. The Global budget must detail all project costs including, but not limited to:

- Land consultants and /or Legal fees for jurisdictional approvals \*
- Civil Engineering Services \*
- Architectural Services \*
- CM Preconstruction services
- Site work related costs
- The Building & Construction cost from the CM qualifying and soliciting competitive subcontractor and supplier bids (as evidenced by the actual bids or proposals)

- Governmental permitting and Impact fees \*
- Utility authority related fees \*
- Owner provided furnishings, equipment, and specialties \*

An assessment of 1.5% of the total project cost shall also be included for the Diocesan Building Commission charges. \*

Land acquisition cost, if applicable. \*

Upon conclusion of the Global budget and cost presentation meeting, if any adjustment to the estimates are required in order to meet the owner's budgeting parameters, all options shall be considered (including as a last resort, redesign or phasing of the project if necessary).

The Pastor / Administrator, architect and CM must then negotiate a reasonable period of time to perform any required redesign and/or cost reductions as well as an agreed date to accomplish same.

#### ***E. Amendment No. 1 to the CM Contract***

**Excluding the value of the above items as earmarked with an \***, the Construction Manager also prepares, "AIA A121 CMc Amendment No. 1" to the CM Contract and submits the same to the Pastor / Administrator and Steering Committee. This document must reflect a Guaranteed Maximum Price for the cost of the work as defined in the contract (including the Construction Managers fees and sales tax on materials).

Note: the contract allows the owner to make direct material purchases so as to utilize sales tax exemptions. Any direct material purchases shall be credited via change order, for cost of material (plus sales tax).

The CMc Amendment No. 1 shall include the following exhibits:

- Drawings, specifications, addenda and other conditions upon which the GMP is based.
- Allowance items (if any).
- Assumptions and clarifications made in preparing the GMP.
- Completion schedule.
- Alternate Prices (if any).
- Unit Prices (if any).

If the Bishop gives his approval by signing the Amended No.1 document, construction may then proceed.

The Diocesan Building Commission shall prepare and file the Notice of Commencement with the Clerk of Court.

The CM is now acting in the Capacity of the General Contractor and is therefore, authorized to secure the building permits and begin construction.

Note: If for any reason, the owner elects not to move forward with the Construction Phase (whether or not the CM has performed satisfactory during the preconstruction services phase), the CM contract may be terminated by the owner, in accordance with the contract terms.

If the owner terminates the CM contract and still desires to move forward with construction of the project,



alternate construction delivery options may then be considered. These shall include:

1. For smaller projects (under \$500,000), the Diocese Building Commission may elect not to utilize Construction Management and shall either negotiate the construction with a Diocesan pre-approved contractor or put it out to negotiated competitive bid, by inviting three pre-approved contractors through a formal negotiated bid process.

**OR**

2. If it is determined by the Building Commission and Pastor / Administrator that the project is best delivered via competitive hard bid, after approval of the design professionals working drawings, a list of the Diocesan pre-approved contractors shall be furnished to the Pastor / Administrator. The Pastor / Administrator and the Steering Committee may request the Building Commission and/or Architect to investigate the qualifications of local or other contractors with respect to insurance coverage, bonding limits, capability, as well as projects successfully completed. Based upon the results of these inquiries, a list of prospective bidders is formulated.

In order to obtain accurate competitive pricing for the project, the design professionals must be made aware of the owner's intention to solicit competitive general contractor bids. It is preferable that these instructions be provided to the design professional during their contract negotiations. However, if the CM method was utilized during the design stage and/or prior to commencement of the working drawings, it may be necessary for the design professionals to update the working drawings and specifications prior to entertaining competitive general contractor bids.

#### ***F. Competitive General Contractor Bidding***

1. The architect shall assist the Pastor / Administrator and owner's agent and/ or the Building Commission Director in the preparation of the necessary bidding information, bidding forms, the conditions of the contract, and the form of agreement between owner and the Contractors.
2. Based on the project's location and scope, the owner's agent and/or building Commission Director will recommend to the Pastor/Administrator that three pre-approved construction firms be sent invitations to participate in a competitive bid process. These invitations shall include but are not limited to: project description, anticipated date which bids will be due, estimate date for start of construction, date which reply must be received, any other pertinent project information, etc.
3. If one or more of the invited bidders declines to participate (and if the project schedule allows), the bid invitation(s) shall be modified so as to extend the bid date and to invite additional pre-approved contractor(s) as determined by the owner's agent and/or Building Commission Director. Upon affirmative responses from three solicited pre-approved firms of their intent to participate in the bidding process, the architect shall make available to each of the bidding contractors a minimum of three (3) complete sets of plans and bidding documents. Additional full sets of drawings shall be made available for purchase to the bidders by the design professional (at cost of reproduction and handling).
4. In order to ensure that the contractors remain engaged in the competitive bidding process, the design professional or Building Commission may require a plan deposit. At time of issuance of the bidding documents, the bidding contractors shall deposit an appropriate amount (which will be held by the issuing party) which shall be 100% refundable if the contractor submits a bid in accordance with the bidder instructions. The refundable deposit amount shall be no less than the actual reproduction & handling cost of the bid documents and no more than 200% of the actual reproduction cost. The plan deposit may be forfeited and retained if the contractor fails to submit a

bid and/or withdrawals from bidding without providing adequate advanced notice to the owner.

*The award of a building construction contract is a private matter by the Owner (Bishop or his designee) upon consultation with the pastor / administrator and the Building Commission.*

5. The architect shall notify the Building Commission in advance of the schedule for bidding so as to be adequately prepared to review the bids and so as not to delay the process.
6. All bid openings for churches, parish buildings, other Diocesan facilities, and major renovation projects, are to be held in the Building Commission offices. All bids are to be opened in the presence of the Pastor/Administrator and architect, and any invited bidders who desire to attend. The Diocese retains the right to award the contract to the best bidder (who may or may not have the lowest bid). However, in using the bidding process, it is presumed that primary consideration will be given to the low bidder. Once the bids have been opened and reviewed, the Pastor / Administrator, key members of the Steering Committee, the architect, and a representative of the Diocesan Building Commission, will invite the low bidder to a conference for discussion and clarification of all elements of the bid. A meeting of this nature will facilitate the owner's decision in awarding the bid and will also demonstrate to the low bidder the owner's good will in the utilization of the bidding process. No information about the bids shall be announced to the public until the best bid has been confirmed.
7. BC Form #101 - "Request to Proceed with Construction", which can be obtained from the Diocesan Building Commission office (see sample on page 67), is to be completed by the Pastor / Administrator and returned to the Building Commission. The approval of the Building Commission and Finance Office on this form is required before contracts with the contractor can be submitted to the Bishop for approval.
8. Upon notification by the Diocese of the best bid, the Pastor / Administrator shall direct the architect to prepare the construction contract in quadruplicate. The contract is to be prepared on the standard AIA forms along with Diocesan modifications, for the Bishop's signature as noted herein.
9. The contractor is to sign all four copies of the contract, affixing the corporate seal thereto. If corporate seal is not available, the contractor's signature must then be notarized. The contractor is to return all four copies to the architect who will then forward them to the Diocesan Building Commission, together with the Contractor's Certificates of Insurance and Performance Bond (if one is required). If all is in order, the Building Commission will have the contracts signed by the Bishop and distributed. One copy is retained for the Building Commission files, the other copies are sent to the architect, contractor and Pastor / Administrator.
10. The architect will simultaneously prepare a detailed cost of the entire project and transmit it along with the contracts, etc. stated in the preceding paragraph.
11. As of January 1, 2001, a fee of 1-1/2% of the construction cost, as indicated in General Contractor's Agreement, will be payable by the Parish/User to the Diocese when the contract is signed. In this way, only those utilizing the services of the Building Commission will pay for its support (this manner of financing diocesan building commissions is in use in many dioceses).
12. A Notice of Commencement, (NOC) will be forwarded by the Building Commission to the County Clerk of Court for recording (along with the appropriate fees) with a request that a certified copy be returned to the contractor (as required for permitting) and that the original returned to the



Diocese Building Commission. A copy will then be sent to the Pastor / Administrator, who will be responsible for prominently displaying the NOC on the work site. The original NOC will be retained by the Building Commission for its files.

13. No work is to proceed, nor are materials to be delivered to the work site until ALL of the above paper work is consummated. It is particularly essential that the Contractor's Certificates of Insurance be in the Diocesan Building Commission's possession prior to the commencement of any work.
14. Unless otherwise provided for in the contract, the architect shall administer the contract in accordance with the General Conditions of the contract, current as of the date of the contract.
15. The Architect shall represent the owner during the construction phase. All instructions to the contractor must go through the architect. The architect shall have the authority to act on behalf of the owner, but only to the extent provided in the Contract Documents.
16. The recommendation of additional services (e.g. testing services in conjunction with Florida threshold law) as well as the preparation of Change Orders, are the responsibility of the architect and must be approved by the Pastor / Administrator, the Diocesan Building Commission and the Diocesan Bishop in proper legal form, prior to the commencement of said services or changes.

#### **G. Requisitions for Payment**

1. Requisitions for payment, according to terms of executed contracts, are to be sent, together with Release of Lien and Architect's Approval, to the Pastor / Administrator. If Pastor / Administrator approves, the Diocesan Form "Transmittal Request for Payment" (Form BC-401, on page 69) is to be completed and sent to the Building Commission with all invoices, approvals and releases attached.
2. The Diocese, assuming that all papers are in order, will pay the invoice within fifteen days after the receipt by the Building Commission.
3. Upon the contractor's satisfactory completion of contract, (e.g. issuance of Certificates of Occupancy or other final use certifications from permitting agencies, receipt of all close-out documents as called for in the contract), the architect shall issue a written acceptance and certification of the project. This, along with an acceptance letter from the Pastor / Administrator, is forwarded to the Building Commission office. If all above documentation is in order, then the Final Release and Waiver of Lien (properly executed by the General Contractor) shall be exchanged for the final payment.
4. The architect's responsibility to the owner for construction administration of the project, per AIA Document B141 - Agreement Between Owner and Architect, unless specifically modified - shall require full compliance with Article 2.6 Construction Phase.

Six months after its completion, a review of the building shall take place. This review will involve the architect, Pastor/Administrator, Building Commission Director and/or owner's agent, and a representative of the Parish Steering Committee.

The Steering Committee remains in existence for six months to one year after the completion of the project to supervise follow-up on warranty issues and/or operational problems which may arise. The success of the over-all design as well as the process, should be evaluated by the Pastor / Administrator, Building Commission, architect, (Liturgical Office if a church, Education Dept., if a school) and the

## APPENDIX I - LITURGICAL GUIDELINES

The Catechism of the Catholic Church affirms that, "the church, the house of God, is the proper place for the liturgical prayer of the parish community. It is also the privileged place for adoration of the real presence of Christ in the Blessed Sacrament. [Therefore,] The choice of a favorable place is not a matter of indifference for true prayer" (2691). To this end, great care must be taken to ensure the highest quality and beauty of the architecture of any new church. The USCCB Document, *Built of Living Stones: Art, Architecture, and Worship* concludes that:

Churches, therefore, must be places "suited to sacred celebrations," "dignified," and beautiful Church buildings and the religious artworks that beautify them are forms of worship themselves and both inspire and reflect the prayer of the community as well as the inner life of grace (18).

It continues:

The eucharistic piety around which churches are built is always Trinitarian, Christological, Scriptural, and communal, and builds upon the Church's liturgical tradition *lex orandi, lex credendi*. Without such well-grounded liturgical piety, the church building will lack the essentials for which it was constructed. The most technically brilliant architecture can lack a Christian soul if it does not house a community with the mind and heart of Christ (257).

Therefore, the Diocese of Venice, via its Office of Worship, ensures the appropriateness of all Churches within its canonical territory, in accordance with all the current necessary liturgical norms. Consequently, consultation with and approval by the Liturgical Office is a necessary prerequisite in the planning of any new Church. The following norms are to be followed. The Bishop is the ultimate arbiter as to their interpretation and application. Some of these norms relate to the following:

- The needs of the liturgy
- The impact of the environment on worship
- The Eucharistic focus of the church
- The design and placement of the major furnishings of the building (e.g. altar, ambo, presidential, chair, baptismal font, choir space, organ/piano, choir stand, tabernacle, reconciliation chapel, sacristy, etc).
- The devotional needs of the community, with respect to racial and ethnic preferences
- A suitable gathering space within and outside the church building
- The importance of quality art
- Special needs of the physically challenged
- The entire liturgical space must possess a visible, organic unity

The following liturgical documents that can assist the Steering Committee in the building or the renovations of a church. These documents are approved by the United States Conference of Catholic Bishops:

BB	<i>Book of Blessings</i>
CCC	<i>Catechism of the Catholic Church</i>
CIC	<i>Codex Iuris Canonici: Code of Canon Law</i>
CT	<i>Catechesi Tradendae: On Catechesis in Our Time</i>
DD	<i>Dies Domini: Observing and Celebrating the Day of the Lord</i>
DOL	<i>Documents on the Liturgy, 1963-1979: Conciliar, Papal, and Curial Texts</i>
EACW	<i>Environment and Art in Catholic Worship</i>
EM	<i>Eucharisticum Mysterium: On Worship of the Eucharist</i>
GILM	<i>General Introduction to the Lectionary for Mass</i>
GIRM	<i>General Instruction of the Roman Missal</i>
HCWEOM	<i>Holy Communion and Worship of the Eucharist Outside Mass</i>
IRL	<i>Inculturation and the Roman Liturgy</i>
LA	<i>Letter to Artists</i>
LG	<i>Lumen Gentium: Dogmatic Constitution on the Church</i>
MCW	<i>Music in Catholic Worship</i>
MF	<i>Mysterium Fidei: On the Doctrine and Worship of the Eucharist</i>
OA	<i>Opera Artis: On the Care of the Church's Historical and Artistic Heritage</i>
OCF	<i>Order of Christian Funerals</i>
OP	<i>Ordo Paenitentiae: Rite of Penance</i>
PCEF	<i>[Circular Letter Concerning] the Preparation and Celebration of the Easter Feasts</i>
PO	<i>Presbyterorum Ordinis: Decree on the Ministry and Life of Priests</i>
PW	<i>The Place of Worship: Pastoral Directory on the Building and Reordering of Churches</i>
RCIA	<i>Rite of Christian Initiation of Adults</i>
RDCA	<i>Rite of Dedication of a Church and an Altar</i>
SC	<i>Sacrosanctum Concilium: Constitution on the Sacred Liturgy</i>

Assistance from the Diocesan Building Commission, the Office of Worship and reviewing the Diocesan Policies and Guidelines for Building and Construction of Churches in the Diocese are also useful resources.

A Parish Building Committee also needs to be formed. The committee would reflect the profile of the parish community in [e.g. age, gender, ethnicity, marital status, etc.]. It would also include a parish committee made up of representatives from:

- Parish Council
- Finance Council
- Music staff
- Religious Education staff

The team would also include:

- An architect
- Liturgical consultant
- Acoustician
- Lighting specialist

## **1. The Church Building**

The Church is the proper place for the liturgical prayer of the parish community, especially the celebration of the Eucharist on Sunday. It is also the privileged place for adoration of the Blessed Sacrament. Churches are never simply gathering spaces but signify and make visible the Church living in a particular place, the dwelling of God among us now reconciled and united in Christ.

(Built on Living Stones (BLS) no. 17)

The Church building is a sign and reminder of the immanence and transcendence of God who chose to dwell among us and whose presence cannot be contained or limited to any single place. Worship is the loving response of God's people to the mystery of God who is with us and who is yet to come.

(BLS no. 50)

## **2. The Entrance or Narthex**

The entrance or narthex should provide a sense of welcome and hospitality to those who gather as well as promote a sense of unity for those who are assembled. It should be large enough to accommodate the reception of the body during funerals, have public service rooms (i.e. restrooms, bride's room, usher's room, wake room, storage room, nursery, vesting room for priests, etc.). Restrooms facilities should be conveniently located and able to accommodate a wheelchair or walker.

The outside exterior space also needs to complement the beauty of the church providing easy excess for parish events, weddings, funerals, processions, Easter fire, easy parking and exiting.

## **3. The Assembly**

Since the liturgy requires various postures and movements the space and furniture for the congregation should accommodate them well. Styles of benches, pews, or chairs can be found that comfortably accommodate the human form. Kneelers should also be provided so that the whole congregation can easily kneel when the liturgy calls for it. It is important that the seating plan provide spaces for an unimpeded view of the sanctuary by people in wheelchairs or with walkers. (BLS no.86) Parishes should also offer seating for special needs.

## 4. Accessibility

From *Built of Living Stones: Art, Architecture, and Worship*, 247:

§ 211 § Every person should be welcomed into the worshiping assembly with respect and care. It was the prophet Isaiah who announced the Lord's message: "For my house shall be called a house of prayer for all peoples."<sup>193</sup> The bishops of the United States have stated that "it is essential that all forms of the liturgy be completely accessible to persons with disabilities, since these forms are the essence of the spiritual tie that binds the Christian community together."<sup>194</sup> Further direction is given by Pope John Paul II, who has called the Church to the full integration of persons with disabilities into family, community, and Church, and to overcome "the tendency to isolate, segregate and marginalize [those with disabilities]."<sup>195</sup> When buildings present barriers to the full and active participation of all, the Body of Christ is harmed.

§ 212 § Special attention should be given to individuals with visual or hearing impairments, to those who have difficulty walking or who are in wheelchairs, and to the elderly with frailties. In addition to ramps, elevators, Braille signs, and special sound systems that can be accessed by those who need assistance, staircases should have at least one railing. If the sanctuary is elevated by steps, an unobtrusively placed ramp with a hand rail should be provided to make it possible for everyone to have access to the sanctuary.<sup>196</sup>

§ 213 § The planning process should include consultation with persons with various disabilities and the use of an accessibility inventory<sup>197</sup> to ensure a careful review of potential or existing architectural barriers. All new construction and renovation work must fully integrate the demands of the liturgy with current laws, codes, and ordinances for persons with disabilities.

§ 214 § Older places of worship can be especially challenging because of the obstacles they present to persons with disabilities. In the renovation of older buildings, special provisions must be made to harmonize the requirements for accessibility with the architectural integrity of the building and with the norms for the proper celebration of liturgy. Adaptations to existing buildings can be expensive, but failure to make the community's places of worship accessible will exact a far more costly human and ecclesial toll. The goal is always to make the entire church building accessible to all of God's People.

## 5. The Gathering Space

The gathering space helps believers to make the transition from everyday life to the celebration of the liturgy, and after the liturgy, it helps them return to daily life to live out the mystery that has been celebrated. In the gathering space, people come together to move in procession and to prepare for the celebration of the liturgy. It is in the gathering space many important liturgical moments occur. (BLS no. 95) Good seating will serve to unite the assembly and strengthen liturgical celebration.

## 6. The Sanctuary

The sanctuary is the place where the altar stands, where the word of God is proclaimed, and where the priest, the deacon, and the other ministers exercise their offices. It should be suitably marked off from the body of the church either by its being somewhere elevated or by a particular structure and ornamentation. It should, however, be large enough to allow the Eucharist to be celebrated properly and easily seen. (General Instruction of the Roman Missal (GIRM 2002), no. 295)

## **7. The Altar**

“In building new churches, it is preferable to erect a single altar which in the gathering of the faithful will signify the one Christ and the one Eucharist of the Church.” The altar is to have steps leading up to it. “In keeping with the Church's traditional practice and the altar's symbolism, the table of a fixed altar is to be of stone and indeed of natural stone. In the dioceses of the United States of America, however, wood which is worthy, solid, and well-crafted may be used, provided that the altar is structurally immobile. The supports or base for upholding the table, however, may be made of any sort of material, provided it is worthy and solid” (GIRM 301). “The practice of placing relics of Saints, even those not Martyrs, under the altar to be dedicated is fittingly retained. Care should be taken, however, to ensure the authenticity of such relics” (GIRM 302).

## **8. The Ambo**

GIRM 309, “The dignity of the word of God requires that the church have a place that is suitable for the proclamation of the word and toward which the attention of the whole congregation of the faithful naturally turns during the Liturgy of the Word. It is appropriate that this place be ordinarily a stationary ambo and not simply a movable lectern. The ambo must be located in keeping with the design of each church in such a way that the ordained ministers and lectors may be clearly seen and heard by the faithful. It is appropriate that a new ambo be blessed according to the rite described in the Roman Ritual before it is put into liturgical use.”

## **9. Music**

Note that in accordance with the Documents of the Second Vatican Council, the organ is to have “pride of place.” “In the Latin Church the pipe organ is to be held in high esteem, for it is the traditional musical instrument which adds a wonderful splendor to the Church's ceremonies and powerfully lifts up man's mind to God and to higher things” (Sacrosanctum Concilium, 120). GIRM 313, “It is appropriate that, before being put into liturgical use, the organ be blessed according to the rite described in the Roman Ritual”. Also, the design of the building ought to be such as to accentuate good acoustical sound, particularly with respect to the use of sacred polyphony and Gregorian Chant.

## **10. Sacred Images**

“In the earthly Liturgy, the Church participates, by a foretaste, in that heavenly Liturgy which is celebrated in the holy city of Jerusalem toward which she journeys as a pilgrim, and where Christ is sitting at the right hand of God; and by venerating the memory of the Saints, she hopes one day to have some part and fellowship with them. Thus, images of the Lord, the Blessed Virgin Mary, and the Saints, in accordance with the Church's most ancient tradition, should be displayed for veneration by the faithful in sacred buildings and should be arranged so as to usher the faithful toward the mysteries of faith celebrated there. For this reason, care should be taken that their number not be increased indiscriminately, and that they be arranged in proper order so as not to distract the faithful's attention from the celebration itself. There should usually be only one image of any given Saint. Generally speaking, in the ornamentation and arrangement of a church as far as images are concerned, provision should be made for the devotion of the entire community as well as for the beauty and dignity of the images” (GIRM, 318).

## **11. Sanctuary**

GIRM, no. 295: "The sanctuary is the place where the altar stands, the word of God is proclaimed, and the priest, deacon and other ministers exercise their offices. It should clearly be marked off from the body of the church either by being somewhat elevated or by its distinctive design and appointments. It should be large enough to allow for the proper celebration of the Eucharist which should be easily seen."

## **12. The Stations of the Cross**

"Whether celebrated by a community or by individuals, the Stations of the Cross offer a way for the faithful to enter more fully into the passion and death of the Lord and to serve as another manifestation of the pilgrim Church on its homeward journey. Traditionally the stations have been arranged around the walls of the nave of the church, or, in some instances, around the gathering space or even the exterior of the church, marking the devotion as a true journey" (B.L.S., 133). The Stations enjoy a long tradition. In recent times some parishes have clustered the stations in one place. While such an arrangement may be expedient, it is not desirable because it eliminates space for movement, which characterizes this devotion as a "way" of the cross" (ibid, 134).

## **13. Tabernacle**

In exercising his responsibility for the liturgical life of the diocese, the diocesan bishop may issue specific directives regarding the reservation of the Eucharist and the placement of the tabernacle (Built of Living Stones: Art, Architecture, and Worship, 247). There should be only one tabernacle in a church building. (Code of Canon Law, (CCL, no. 938.1) To maintain reverence for the reserved Eucharist, the tabernacle's design should stress dignity and simplicity. It also is to be solid and unbreakable (GIRM 2002, no. 314; CCL, no. 938.3)

To signify the presence of Christ, a well-designed oil lamp or a lamp with a wax candle should burn continuously near the tabernacle. (GIRM 2002, no. 316; CCL, no. 940; BLS, no. 72)

The Bishop is to determine where the tabernacle will be placed and to give further direction in his diocese. (BLS, no. 74) In the Diocese of Venice it is preferred to have the tabernacle behind the altar.

When the tabernacle is located in the sanctuary careful planning should insure that the attention of the faithful is not drawn away from the Eucharistic celebration and its components. (BLS no. 79)

When the tabernacle is located behind the altar, there should ordinarily be a sufficient distance to separate the tabernacle and the altar. This can be achieved through lighting or some other architectural element that separates the area of reservation during Mass, but allows the tabernacle to be visible when the liturgy is not being celebrated. (BLS no. 80, 251)

GIRM 314, "In accordance with the structure of each church and legitimate local customs, the Most Blessed Sacrament should be reserved in a tabernacle in a part of the church that is truly noble, prominent, readily visible, beautifully decorated, and suitable for prayer. The one tabernacle should be immovable, be made of solid and inviolable material that is not transparent, and be locked in such a way that the danger of profanation is prevented to the greatest extent possible. Moreover, it is appropriate that, before it is put into liturgical use, it be blessed according to the rite described in the Roman Ritual."



## **14. The Chair**

An appropriate placement of the chair allows the priest celebrant to be visible to all in the congregation. The chair reflects the dignity of the one who leads the community in the person of Christ. It is never intended to be remote or grandiose. (*BLS*, no 63) The best place for the chair is in a position facing the people at the head of the sanctuary. (*GIRM 2002*, no. 310 and *BLS*, nos. 63-64) The presider's chair is to have a position that is prominent but not dominant.

## **15. The Baptistry**

Initiation into the Church is entrance into a Eucharistic community united in Jesus Christ. Because the rites of initiation of the Church begin with baptism and are completed by the reception of the Eucharist, the baptismal font and its location reflect the Christian's journey through the waters of baptism to the altar. (*BLS*, no. 66)

The font should be large enough to supply ample water for the baptism of both adults and infants. Since baptism in Catholic churches may take place by immersion in the water, or by infusion (pouring), fonts that permit all forms of baptismal practices are encouraged. (*BLS*, no. 69.2)

Whether the placement of the font is an area near the main entrance of the liturgical space or in the midst of the congregation, it should facilitate full congregational participation, especially during the Easter Vigil. (*Ceremonial of Bishops*, (*CB*) no. 52)

## **16. Music Space**

Music is integral to the liturgy. It unifies those gathered to worship, supports the song of the congregation, highlights significant parts of the liturgical action, and helps to set the tone for each celebration.... It is important to recognize that the building must support the music and song of the entire worshipping assembly (*BLS*, no. 112; *MCW*, no. 23)

The placement and prayerful decorum of the choir members can help the rest of the community to focus on the liturgical action taking place at the ambo, the altar, and the chair. For practical purposes, the music ministers should be placed relatively close together to facilitate good ensemble performance.

The acoustics of the planned worship space will also play a role in the location of the musicians. In the Diocese of Venice, the choir space is never to be placed behind the altar.

The organ and other lawful approved musical instruments are to be placed in an appropriate place so that they can sustain the singing of both the choir and congregation and be heard with ease by all if they are played alone. (*GIRM 2002*, no. 313)

For practical purposes, the musicians should be placed relatively close together to facilitate good ensemble performance.

## **17. Confessionals**

The bishops of the United States have directed that the place for sacramental confession be visible and accessible, that it contain a fixed grille, and that it allow for confession face-to-face for those who wish to do so. (*BLS*, no 103)



It may be located near the baptismal area, showing the relationship between baptism and penance, or in another convenient place. The environment should be welcoming but simple. A small table should be accessible to both the priest and penitent.

For the protection of the penitent and confession it is recommended that there is a glass door or a door with a window.

## **18. Arts and Environment**

Liturgical art and architecture reflect and announce the presence of the God who calls the community to worship and invites believers to raise their minds and hearts to the One who is the source of all beauty and truth. (*BLS, no. 44*)

While personal tastes will differ, parish communities should utilize the criteria of quality and appropriateness in evaluating art for worship. (*BLS no. 146*)

Sacred objects and images (saints, crosses) should not be multiplied. Duplication of these in the same space may actually weaken the power of the symbol to speak to the heart of the faithful. (*GIRM 2002, no. 318: CSL, no 125*)

Fabric used in creating banners, wall hangings and vestments should be chosen because of the quality of design, texture and color.

In decorating for the liturgical seasons consider the symbols of the season. Focus on the entire space, gathering areas, entryways, parking lots and the assembly's seating area. Creatively expand the decorations beyond the sanctuary space.

Carpets should be kept to a minimum due to acoustics. Paint should be light in color.

Flags are not to be placed in the sanctuary. They are more appropriate for the narthex, outside the church or in the church hall. (*Order of Christian Funerals, no. 132*)

All Catholic Churches in the diocese should have a large crucifix, tabernacle, confessionals, sacristy, kneelers and Sacorium.

## **19. Additional Considerations**

### **Baptisms**

- Space to gather around the font
- Font design provides for immersion

### **Funerals**

- Space for rite of entrance
- Space around the casket that gives room for a communion line

### **RCIA Rite**

- Space for gathering catechumens/candidates in the sanctuary
- A room to "break open the word" after the dismissal

### **Weddings**

- Space for the bride and groom in the sanctuary
- Space for bride and groom before wedding

**Gathering space**

- Space for rites at the entrance of the church
- Restrooms
- Coat Racks
- Seating

**Furnishings in sanctuary**

- Extra chairs for deacon and servers
- Credence table
- Ambry for Holy Oil vessels

**Music Area**

- Adequate space for musicians and instruments
- Cantor stand
- Adequate number of electrical outlets
- Adequate number of microphone jacks
- Storage for music stands, microphones and music
- Practice area

**Devotional areas for prayer****Sacristy**

- Adequate closet space for vestments
- Sacrarium drain
- Storage for liturgical books, communion vessels
- Control panel for lights and sound system

**Usher Closet****Art and Environment storage****Sound System**

- Adequate for both spoken word and music
- Provisions for hearing impaired
- Wireless microphones
- Adequate microphone jacks
- Capability of recording the rites
- Acoustics study

**Lighting System**

- Bright with flexible settings
- Sufficient natural light

**Bell tower**

- Real bells or electronic system

**20. Church Dedication**

Planning for the Liturgy of Dedication:

Well in advance of the Dedication, the Parish should obtain a copy of the rite of dedication of a Church, available in "The Rites of the Catholic Church" as revised by the Second Vatican Ecumenical Council - Volume II, published by Pueblo Publishing Company, New York, and may be ordered through a local religious supply company.

- It is the role of the Office of Worship to act as a resource and arbiter to approve plans for the Liturgy of Dedication, which the Bishop or his delegate will celebrate.
- As soon as an estimated date for completion is decided, the date for the dedication should be set with

the Bishop or his delegate, and the planning for the liturgy should begin.

- (c) Call the Office of Worship and the Bishop's Office to discuss date and time for the dedication ceremony to take place. Suggested dedication programs are available to assist you in planning this special program.

## **APPENDIX II - FINANCIAL GUIDELINES**

Financing and fundraising are critical in any successful building or construction project. Therefore, during the planning process, initial consideration should be given to how the project will be financed. Are resources available to fund the entire project? Can some resources on hand be utilized for such a project—and the remainder collected through a capital campaign? Must all funds necessarily be raised through a capital campaign? These are all important considerations for a Pastor / Administrator.

### **1. Planning Process**

The Planning Process of a building or construction project includes several preliminary financial factors. Financial consideration includes identifying the necessary resources to complete such said project. A written plan should be compiled by the Pastor / Administrator and parish leaders, including a proposed timeline and fundraising goals. Such a written plan should be provided to the Planning and Development Committee for review and consideration. It is not recommended that an Approved Building Project and exemption begin during the planning process. Approved projects and exemptions will be discussed in more detail.

### **2. Feasibility Process**

Past, present, and expected finances including prior debt service, success of the parish Catholic Faith Appeal, timely payments of other Diocesan obligations including tuition assistance to Catholic Educational institutions shall be reviewed and considered prior to the approval of any building or construction project. Even after a successful capital campaign, debt service and increased operating costs will create additional demand on parish resources. During the Feasibility Process, an initial meeting with the Pastor / Administrator, parish representatives and Director of Finance to identify available resources, debt service capacity, and potential increases in operating expenses. Prior to further approval and progress, potential constraints must be satisfactorily resolved. Such limitations may limit the size and scope of building and construction projects.

### **3. Approved Building Projects**

After the request of the Pastor / Administrator, an Approved Building Fund Drive may be initiated. The Bishop's approval of such provides the Parish or mission with the opportunity to raise funds for a specific project, of which, all funds will be exempt from the Diocesan Assessment. Even though schools are not subject to the Diocesan Assessment, capital campaigns must still be approved by the Bishop of the Diocese in advance. Approved Building Fund exemptions are approved for a period of three (3) years during which the exemption will be in place. The request and timing of such an approved project is important. The timeline from the Planning Process to the Certificate of Occupancy (CO) or completion of a project may be longer than a three year period. Any building funds collected after the conclusion of the three year exemption will be subject to the Diocesan Assessment. The request and timing of an Approved Building Fund exemption is the responsibility of the Pastor / Administrator. The following considerations are noteworthy:

- Exemptions from the Diocesan Assessments for Approved Projects are granted for a period of three

years.

- Funds collected after the conclusion of the three year exemption are subject to the Diocesan Assessment.
- In order to be exempt, Approved Building Funds must be deposited into the parish or mission Approved Building Savings Account.

#### **4. Approved Building Savings Account**

Once an Approved Building Project begins, the Diocesan Finance Department will open an Approved Building Savings Account in the name of the parish, mission or school. As funds are received, all such funds should be placed on deposit in the Parish Approved Building Savings account. This account will be handled in the same manner as other savings accounts in the Diocesan Savings and Loan Program, with monthly statements provided to the parish, mission or school.

#### **5. Project Budget**

As the scope of the building or construction project are identified, a detailed budget shall be prepared by the Pastor / Administrator and parish leaders, along with the assistance of the Director of the Diocesan Building Commission and Director of Finance. See attached Budget Worksheet. Prior to acceptance of the Construction Management contract and Guaranteed Maximum Price or General Contractors contract, an initial budget will be completed and signed by the Bishop, the Pastor / Administrator, Director of Building Commission, and Director of Finance. The budget in its entirety will be considered prior to approval and signature of contracts to begin the Construction phase of a project.

#### **6. Project Disbursements**

All project disbursements upon the beginning of the construction phase will be made by the Diocesan Finance Department. Funds on deposit in the parish, mission or school Approved Building Savings Account will be utilized to satisfy request for payments. Upon the utilization of all funds on deposit, the project will revert to a financing situation. The Finance Department will initiate a loan for the entity and continue to satisfy request for payments. Monthly statements will be provided to the entity including all funds deposited, all payments, and the current month end balance.

#### **7. Change Orders**

After construction has commenced, the Pastor/Administrator and or building committee, may request Change orders to improve the buildings function, aesthetics, upgrade materials etc. This is not uncommon especially for renovation projects and even for the best planned projects. However, any changes in the scope of work unfortunately may also cause unintended project delays.

It is normally discouraged to implement major change order directives to the work whenever such change substantially increases the approved budget. Exceptions to this include but are not limited to;

- (1) Cost for emergency actions needed to protect the building and contents. i.e. hurricane preparedness etc.
- (2) Changes required due to concealed or unforeseen conditions.
- (3) Changes imposed by jurisdictional agencies which are no fault of the Design professional (i.e. building code revisions adopted after the Working drawings were completed and before the project was submitted for permit and or award of the construction contract).

Prior to submitting any additive Owner requested change orders to the Contractor, Architect, Engineer, Building Commission director and or Owners Agent, the Pastor / Administrator shall obtain written approval from Bishop's Office indicating that adequate funds are available and the budget will be for the proposed change order(s).

Since most all Construction Contracts typically include the cost of materials with applicable sales taxes, the Owner may purchase materials directly in order to abide by the tax laws and to be exempt from the sales tax. Therefore, it is also normal during the course of construction, via contract administration by the Architect to issue deductive change orders. A typical project will have numerous deductive changes orders for "Direct Material Purchases". The amount of the change order deduct represents the cost for building materials purchased and utilized in construction by the contractor, plus the sales tax amount. In essence, whenever possible, by utilizing direct purchases, the Owner is saving the 6 – 7% sales tax associated with the material cost for the project.

The direct material purchases are coordinated by the Contractor via the Building Commission office and are paid by the Finance Dept.

## **APPENDIX III - SUSTAINABLE CONSTRUCTION GUIDELINES**

All parishes and entities within the Diocese of Venice should follow sustainable practices when designing and implementing new construction projects or renovating existing Church facilities. The Diocese is committed to demonstrating leadership in this area. Our goal is to set examples for parishioners using methodologies and products to reduce our ecological footprint and to conserve resources.

### **1. Rationale**

On October 1, 2006, the Bishops of Florida through the Florida Catholic Conference issued an Environmental Commentary titled "**Cultivating Care for All Creation**". It noted that in the past 200 years humanity's response as good stewards of the natural world has not kept pace with the acceleration of global development. It cited specific problems of global warming and significant quality degradations of the atmosphere, water, and land caused by human activity, and concludes that the ecological crisis has assumed such proportions as to be the responsibility of all faithful people of good will. The document quoted Pope John Paul II as saying: "Faced with the widespread destruction of the environment, people everywhere are coming to understand that we cannot continue to use the goods of the earth as we have in the past." The Commentary closes by stating "The Church encourages simple and efficient living, resource conservation, education, and public advocacy as the means for growing closer to one another and to God's creation."

The Commentary included an **Action Guide for Parishes and Parishioners**. Several items within it relate to advocacy and resource conservation pertinent to sustainable construction:

- In support of economic development projects that better protect the environment and that consume fewer natural resources.
- For church leaders to communicate environmental ethics in religious educational programs and management decisions of our parishes and church organizations.

- In our choices for energy consumption, and our recycling practices.
- In our lawns and gardens – consider planting native species, and limiting the use of toxic pesticides.
- In outdoor water practices – do not over-water...reduce grass and increase plant/mulched areas.
- In indoor water practices – use water saving devices.

## **2. Specific Sustainability Requirements for Construction and Renovation Projects**

The following provisions should be implemented for all projects seeking Diocesan funding assistance:

- When planning new facilities or major renovations to existing facilities, Life Cycle Cost-Benefit Analysis should be accomplished for all structures and major components. This involves not only the initial purchase cost but also consideration of the expected total service life span, plus operating and maintenance costs. Such “total” costs will likely be significantly less for resource-conserving systems.
- It is important for architectural, engineering, and construction contractors to have experience in “Green” and sustainable construction design and project management. Such experience and a willingness of the firm(s) to design and implement the project using sustainable building techniques and systems are major elements that need to be considered in the final selection process.
- Landscape design and installation firms should have experience in implementing resource-conserving Florida friendly landscaping. Most major landscape design and installation firms have such experience.
- Structural and mechanical systems and materials that are ecologically and environmentally friendly and conserve resources should receive preferential consideration.
- For new construction projects, parishes are encouraged to seek the highest level of high performance building certification feasible, not merely the minimum level of the U. S. Green Building Council LEED standards, and Florida Green Building Coalition certifications.
- Grants and/or rebates for resource-conserving systems available at the State or Federal levels should be fully explored. Some of these could be significant in offsetting costs of conserving systems and equipment.
- It is strongly recommended that pastors seek out parishioners interested in resource-conservation, and environmental protection to serve on parish project committees.
- Project planning should include investigation and implementation of educational program elements for parishioners and visitors on the values of sustainability aspects of projects that would relate to their own homes and landscapes.

\*Prepared by Diocesan Ad hoc Task Force on Church Property and the Environment, November 2006.

## REQUEST TO PROCEED WITH CONSTRUCTION PLANNING

Parish:

City:

Proposed Construction:

Purpose:

Place:

Number of Persons to be accommodated:

Anticipated Years of Service:

### MASTER PLAN

Yes

No

Approved by Building Commission

\_\_\_\_\_

\_\_\_\_\_

Submitted to Building Commission

\_\_\_\_\_

\_\_\_\_\_

To be submitted (approximate date)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### PROPERTY:

Available

Yes

No

Parish

Yes

No

Diocesan

Yes

Other

TOTAL ANTICIPATED EXPENDITURE: \$

Pastor / Administrator:

\_\_\_\_\_

Chancellor:

\_\_\_\_\_

Finance Officer:

\_\_\_\_\_

Liturgy Commission:

\_\_\_\_\_

Building Commission:

\_\_\_\_\_

Bishop:

\_\_\_\_\_

BC No. 101 ZJ86 Revised 5/18/07

Budget Summary

Entity: \_\_\_\_\_

Project: \_\_\_\_\_

Contract

Land costs necessary for Project:

\_\_\_\_\_

Architects / Design Professional Fees:

\_\_\_\_\_

\_\_\_\_\_

Civil Engineer: \_\_\_\_\_

Site Work costs: \_\_\_\_\_

CM / Contract Prices: \_\_\_\_\_

\_\_\_\_\_

Owner Items: \_\_\_\_\_

Furnishings: \_\_\_\_\_

Other: \_\_\_\_\_

Other: \_\_\_\_\_

Building Commission Fees: \_\_\_\_\_

Total Budget: \_\_\_\_\_

Signatures:

\_\_\_\_\_  
Bishop

\_\_\_\_\_  
Date

\_\_\_\_\_  
Pastor / Administrator

\_\_\_\_\_  
Date

\_\_\_\_\_  
Director of Building Commission

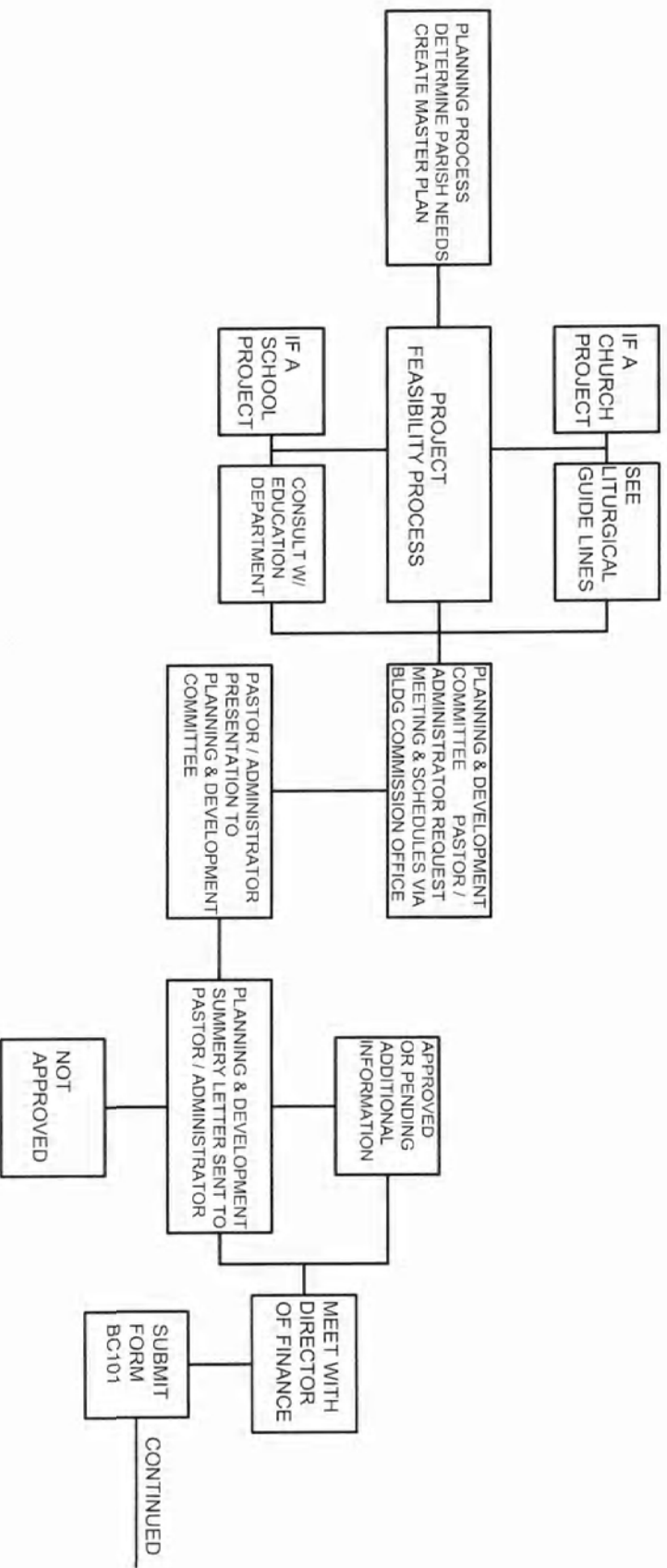
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Director of Finance

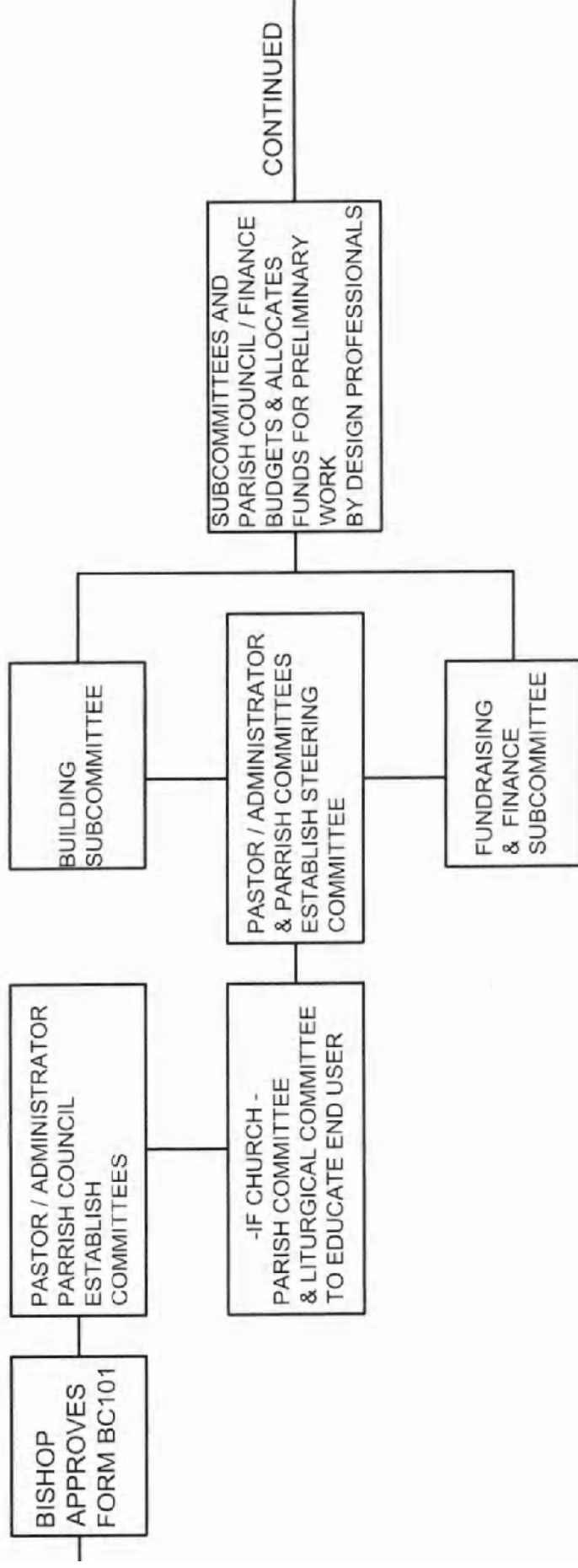
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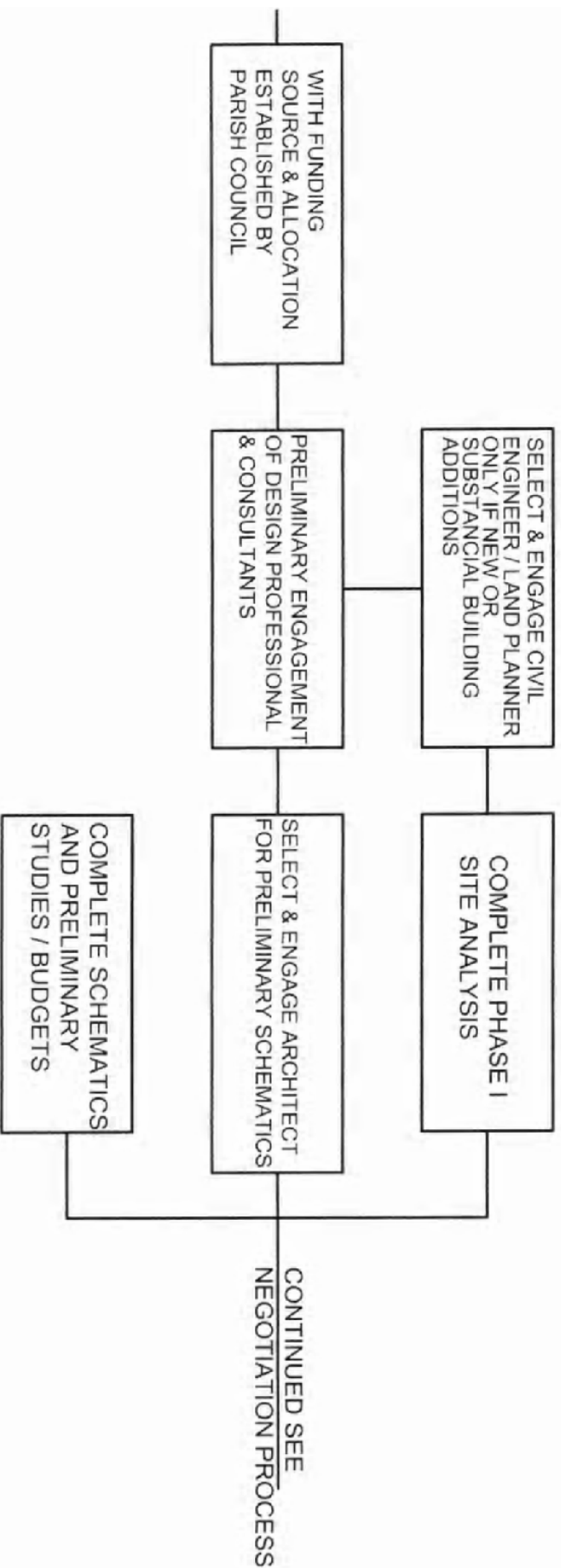
# **FLOW CHART** **PLANNING AND FEASIBILITY**



# **FLOW CHART** **DEVELOPMENT PROCESS**

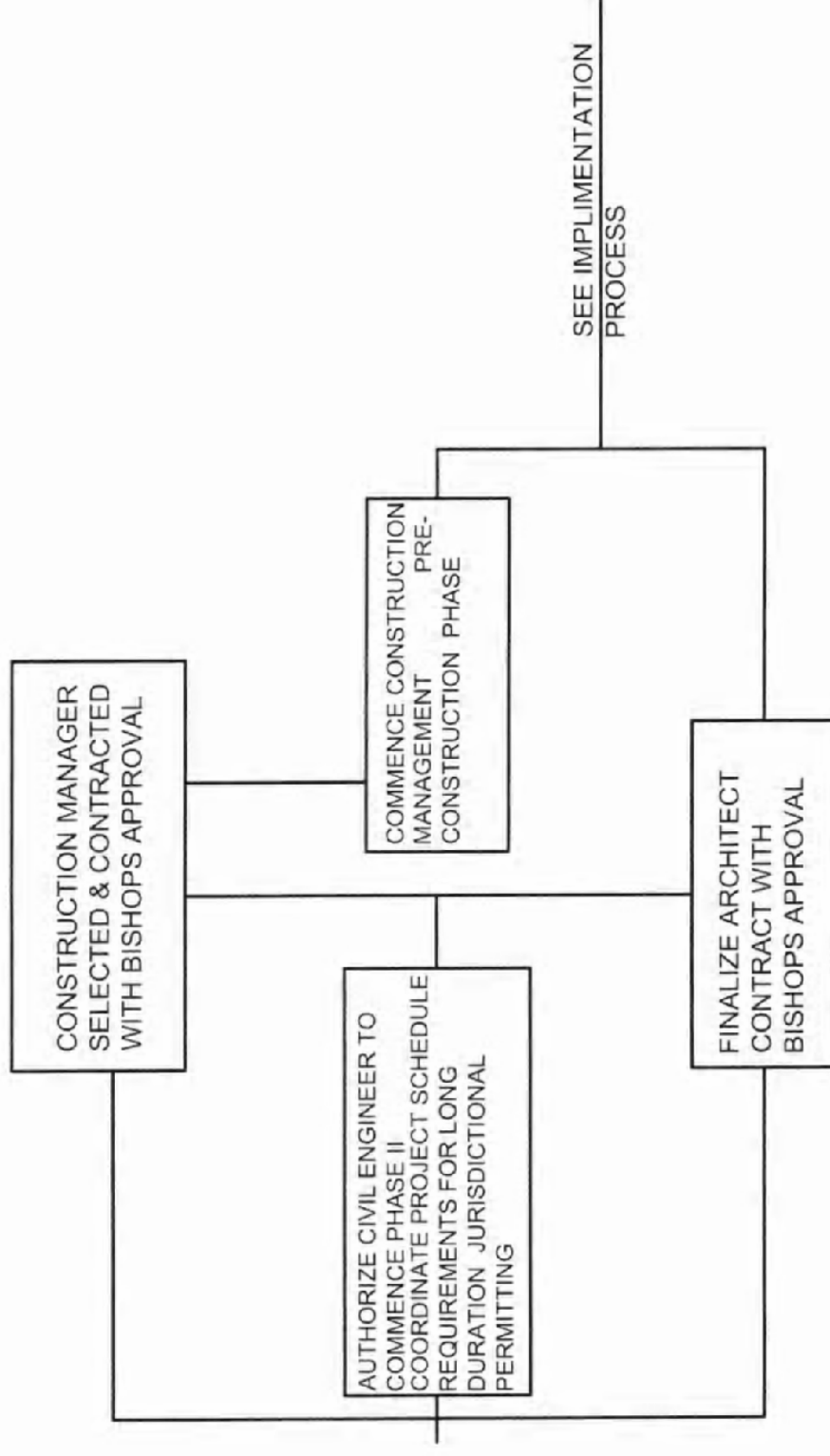


# FLOW CHART DEVELOPMENT PROCESS

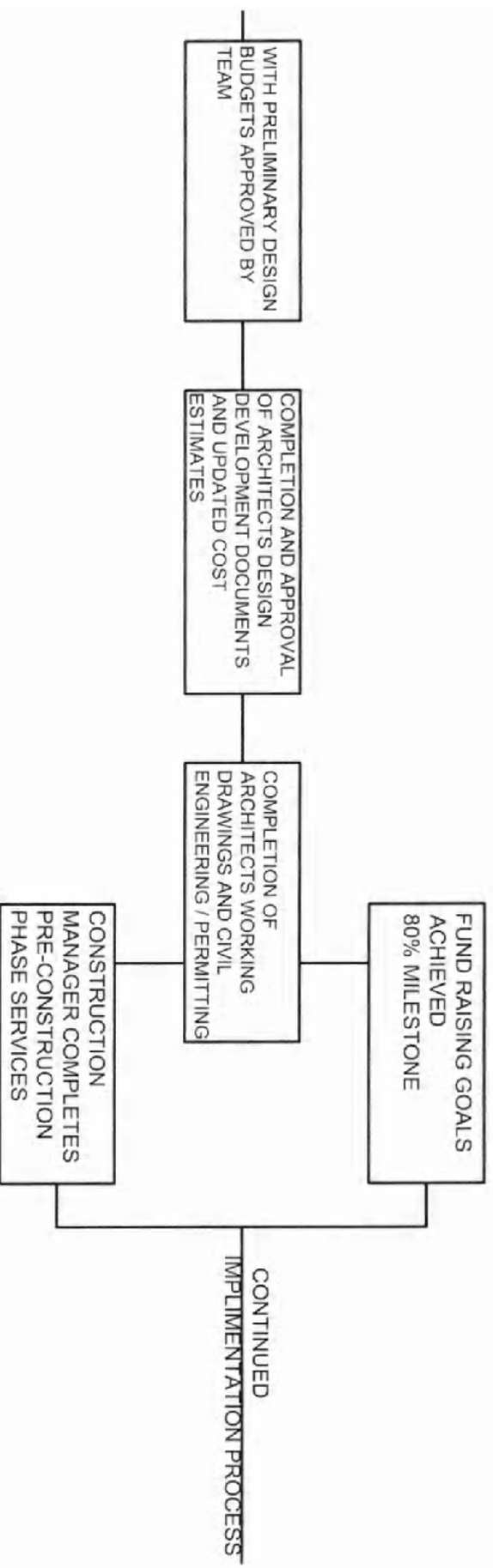


# FLOW CHART

## NEGOTIATION PROCESS

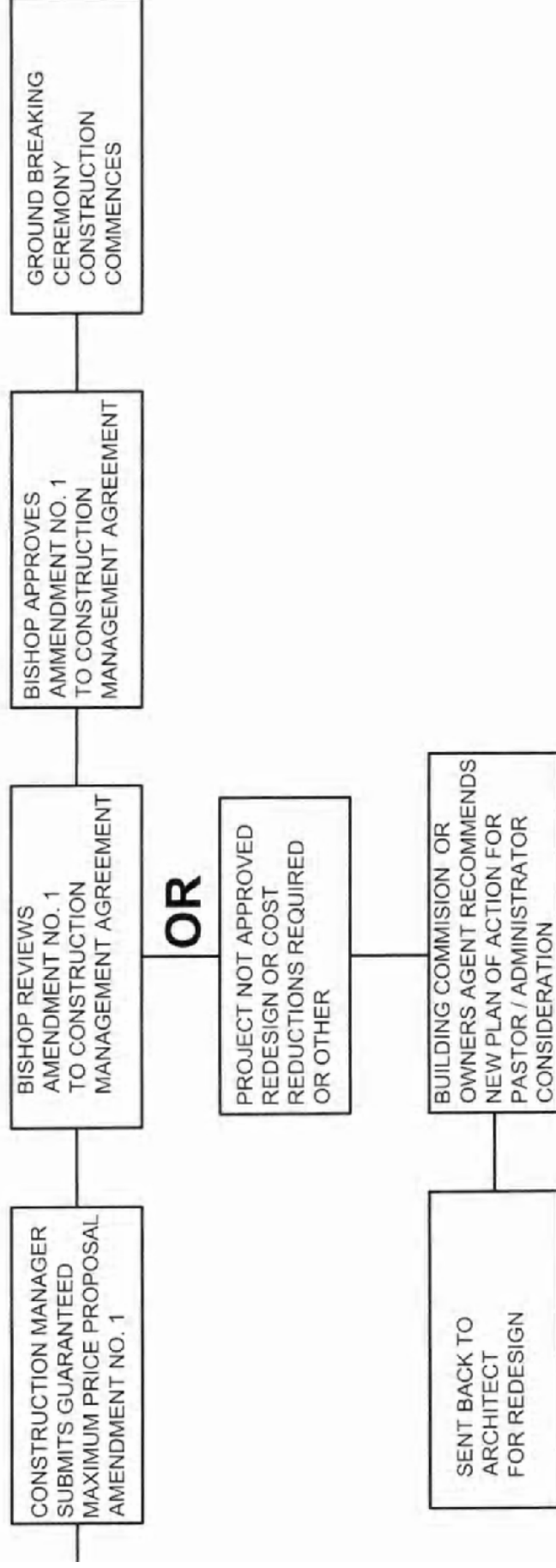


# FLOW CHART IMPLEMENTATION PROCESS



# FLOW CHART

## IMPLEMENTATION PROCESS





DIOCESE OF VENICE IN FLORIDA

P.O. Box 2006 Venice, Florida 34284-2006  
(941)484-9543 Fax: (941)484-1121

## TRANSMITTAL REQUEST FOR PAYMENT

TO: Building Commission

Date:

**Project #:**

**Parish/Institution #:**

I transmit herewith application and certification for payment:

**Dated:**

**Delivered here on:**

**Invoice Number:**

**In the amount of:** \$

**Made payable to:**

I approve payment of this requisition and request your approval for payment from:

- ☐ General Parish Funds  
☐ Diocesan Savings & Loan Account : \_\_\_\_\_

Pastor/Administrator \_\_\_\_\_

Date \_\_\_\_\_

REVIEWED AND APPROVED BY:

Date

Diocesan Finance Department: \_\_\_\_\_

Diocesan Building Commission: \_\_\_\_\_

Audit Number: \_\_\_\_\_