



THE ARCHDIOCESE
OF KANSAS CITY IN KANSAS

Guidelines
For
New Construction
And
Major Renovation
(Burgundy Binder)

The Archdiocese of Kansas City in Kansas
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"Through him the whole structure is held together and grows into a temple sacred in the Lord; in him you also are being built together into a dwelling place of God in the Spirit." Ephesians 2:21-22

WORKSHEET FOR APPROVALS FOR CONSTRUCTION & RENOVATION

Reference*	Project Phase	Date Permission Requested	Date Permission Received	Pastor's Initials	Notes
I.B.2 (page 8)	Preliminary Approval				
I.C.7 (page 10)	Scope of Project Approval				
I.D (page 10)	Approval of Architect				
I.F (page 12)	Schematic Design Approval				
I.H (page 12)	Design/Build or Construction Mgmt. Approval				
II.A.3 (page 15)	Pre-bid Letting Approval				
III.B.3 (page 16)	Archbishop Signature Required (could also be the Chancellor, Chief Financial Officer or Vicar General)				
II.C.2 (page 18)	Change Order Approval**				
II.D.2 (page 20)	Completion/Occupancy Approval*				

**Each reference number has a link that will lead directly to the subject matter within the document, place cursor over the reference number, press Control key and click.*

***Archbishop or Delegate (Chancellor or Vicar General)*

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GENERAL OUTLINE OF THE PROCESS

I. Project Proposal

- A. Pastor and the Parish Building Committee identify needs and develop a written proposal for consideration to the Archbishop.
- B. Archbishop, with proper consultation, reviews the initial proposal and authorizes parish/institution on how to proceed with planning.
- C. Archdiocesan Real Estate/Construction Office works with the parish/institution and to serve as liaison with the Archbishop, Chancellor, and other Archdiocesan Offices, as required.

II. Project Development

- A. Pastor and the Parish Building Committee develop/complete Facilities Master Plan in light of parish Pastoral Plan.
- B. Pastor and the Parish Building Committee develop Scope of Project Statement outlining the components and expectations of the proposed facility.
- C. Pastor and the Parish Building Committee and Archdiocesan Real Estate/Construction Office meet to review Master Plan and Scope of Project.
- D. Preliminary project approval is given by the Archbishop upon recommendation of Archdiocesan Real Estate/Construction Office.

III. Plan Development

- A. Architect Selection & Architect's Contract with Archdiocese:
 - The prospective list of architectural firms is to be reviewed with the Director of Real Estate/Construction Office Planning prior to final selection.
- B. Schematic Design Phase: Parish Building Committee works with the Architect and then presents schematic design to the Archdiocese for approval. Project financial proforma (cf. Appendix Finances [F.7 Project Financial Overview](#)) must accompany this submission. Based upon approval of schematic design parish requests permission to proceed with design development.

- C. Design Development Phase: Parish Building Committee works with the Architect on design development and then presents design development to the Archdiocese for review and approval. Updated project financial proforma (cf. Appendix Finances [F.7 Project Financial Overview](#)) must accompany this submission. Based upon approval of design development, Parish requests permission to proceed with construction documents.
- D. Construction Document Phase: Parish Building Committee works with the Architect on construction documents and then requests review of construction documents with the Archdiocese. After completed, review and approval, Parish Building Committee requests approval to release construction documents for bidding.

IV. Construction Phase

- A. Architect documents and oversees the bidding process with collaboration of the Pastor, Parish Building Committee, and the Archdiocesan Real Estate/Construction Office.
 - The select list of proposed contractors should be submitted to and reviewed by the Director of Real Estate/Construction Office for concurrence prior to the bid process. Select list of bidders should be no fewer than 3 and no greater than 6.
 - Parish may recommend to the Archdiocese utilizing a negotiated general contract or Construction Management at Risk. This request shall be made prior to the completion of schematic design.
- B. Building Contract Award and Contract with the Archdiocese
- C. Building Construction
- D. Substantial Completion Project Occupancy
- E. Final Punch List and Architect/Contractor Submittals

V. Payments

Payments to architect, contractor, vendors and others shall be made by the Parish directly to architect, contractor, vendors and others.

VI. Post Construction

- A. Warranty items that arise during 1 year warranty period shall first be identified and presented to the architect for resolution. Do not call contractor or subcontractor directly.
- B. At 11 months after substantial completion schedule, walk through with architect and general contractor (warranty walk-through).

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INTRODUCTION

The construction of new facilities or the renovation of existing facilities is an exciting process for a parish/school/institution because it marks a time of new growth and improvement in the life of the community. It also calls the community to a major commitment of resources and a renewed sense of stewardship.

The renovation/construction process can also be a rather complex one because of the serious legal and contractual considerations, the potentially high level of financial risk, the need for deliberate and competent planning in light of the long-term effect of this construction and the involvement of numerous individuals, committees and constituencies (these include the Pastor, President, Principal, Pastoral and Finance Councils, Building Committee, various professionals such as the architect, engineers, liturgical consultant, contractors, the Archbishop, and other Archdiocesan offices).

On the parish/school/institution level the strong leadership of the Building Committee is crucial. This committee works in consultation with the Pastor, President, Principal, Parish Pastoral and Finance Councils, and parishioners/community at large.

To assist the parish/school/institution and to represent the concerns and interests of the Archdiocese, the liaison between them and the Archbishop is the Archdiocesan Real Estate/Construction office.

It is obvious that deliberate planning, clear and on-going communication and strong collaborations at all levels are essential to the success of the project. This manual is provided in order to delineate more clearly the construction/renovation process and to provide helpful information and direction to all those involved.

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CONSTRUCTION PLANNING

I. Project Proposal

- A. Pastor and the Parish Building Committee identify needs and develop a written proposal for consideration to the Archbishop.
1. Parish/Institution through the Pastor*/Administrator, Parish Councils, and other appropriate persons conducts a comprehensive needs assessment in light of its Parish Pastoral Plan and its financial resources.
 2. In collaboration with the Pastoral and Finance Councils, the Pastor forms a Parish Building Committee. The role and responsibility of the Parish Building Committee should be clearly delineated in writing; since the group needs to be relatively small (7-9 members). Membership should be broadly representative of the parish community.
 3. Specific input may be sought from others on a consultative basis (cf. Appendix Parish Building Committee [A.1: Sample Role Description](#)).
- B. Archbishop, with proper consultation, reviews the initial proposal and notifies parish/institution on how to proceed with planning.
1. The Pastor writes a letter to the Archbishop requesting permission to consider the project further. This letter includes delineation of the preliminary scope of the project together with information regarding needs, demographics, and funding.

This letter also needs to state that the project has the approval of the Pastor, and the recommendation of the Finance Council and/or Parish Council as well as the Parish Building Committee. A copy of this letter is sent to the Archdiocesan Chancellor, Chief Financial Officer and the Director of Real Estate/Construction.

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2. The Archbishop** reviews the request with consultation of appropriate persons and grants preliminary permission for the project.

**The term pastor, when used, in this document, refers also to a priest who has been appointed by the Archbishop as Parochial Administrator of a parish.*

***The term Archbishop, when used to denote a permission granted or a notification, may also refer to a delegate of the Archbishop.*

3. The Office of Real Estate/Construction meets with the Pastor and Parish Building Committee to discuss all aspects of the project (cf. Appendix Master Planning [B.1: Sample Aides](#) and Appendix Master Planning [B.2: Groups and Needs to Consider in Planning Parish Facilities](#)). This includes, but is not limited to:
 - a. Basic Concept of Project
 - b. Parish Demographics
 - c. Parish Mission Statement and Goals
 - d. Review of Current Facilities
 - e. Diocesan Fiscal Policies
 - f. Guidelines for Construction/Renovation
 - g. Role and Selection of Architect/Consultants/Contractor Firms
 - h. Impact on neighboring Parishes/Pastoral Regions
4. The Director of Real Estate/Construction will meet with the Pastor and the Parish Building Committee at appropriate intervals in the planning process to provide assistance and direction. Specifically meetings will take place:
 - a. Once preliminary permission has been given by the Archbishop. This will be concurrent with the development of the scope of the project.
 - b. When the schematics, including site plan, footprint and elevations have been developed, the Pastor shall request review and permission from the Archbishop. Upon permission, Pastor shall request permission from the Archbishop to proceed with design development.
 - c. When the design development is complete, the Pastor shall request review and approval from the Archbishop. Upon approval, the Pastor shall request permission from the Archbishop to proceed with construction document.

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- d. After construction document(s) are complete, the Pastor shall request review and approval from the Archbishop and request approval for release to bid.

Final recommendations will be made to the Archbishop for consideration and approval. Project approval at its various phases is ultimately reserved to the Archbishop.

- C. Archdiocesan Director of Real Estate/Construction works with the parish/institution to serve as liaison with the Archbishop and the Mission Strategy office.
 1. Master Planning: Prior to initiating plans for specific construction/expansion/renovation the Parish Building Committee needs to develop/review/update a site and facilities master plan in light of the proposed construction/expansion. Each parish needs a facilities master plan to insure the best use of Parish land and facilities. Master Planning for physical structures presumes appropriate visioning and planning for parish life and ministries (cf. Appendix Master Planning [B.1: Sample Aides](#) and Appendix Master Planning [B.2: Groups and Needs to Consider in Planning Parish Facilities](#))
 2. Project Planning: Prior to determining an architect for the project, the Parish Building Committee must develop a statement of the scope of the project (cf. Appendix Scope of Project Statement [C.1: Sample Form](#) and Appendix Scope of Project Statement [C.2: Project Planning Sheet](#)) that is being considered for immediate construction. This statement is to delineate clearly what is anticipated to be included in this phase of construction as well as the anticipated project budget. Determination of the scope must be made in light of the Parish site master plan as well as the short and long-term goals of parish ministry. If facilities are to be temporary in their use with future use anticipated (e.g. temporary worship space to be used for a future activity center), this needs to be clearly understood. Particular attention must be paid to how the proposed construction will enhance future additions and even reduce the cost of future construction.

Care must be given to specific overall style of architecture that is desired as well as general ideas on structural elements (brick, stone, drivits (EIFS), metal, wood, etc.) Consideration must be given to construction that minimizes future maintenance (even though this may cost more initially) and exhibits good stewardship of Parish finances and natural resources.

The Parish Building Committee provides financial information regarding the status of funding and the projected cost of the project using the forms provided

in Appendix Finances [F.1: Archdiocesan Policy on Funding](#). These projections must be updated on a regular basis with the completion of each phase of planning.

3. Once the Scope of the Project Statement has been completed, it is submitted to the Director of Real Estate & Construction. The Director of Real Estate/Construction then meets with the Parish Building Committee to review and make recommendations to the Archbishop. Once the Archbishop's permission is secured, the project moves to the Project Development Phase.

Project Development

- D. Architect Selection and Architect's Contract with Archdiocese:
 - The prospective list of architectural firms is to be reviewed with the Director of Real Estate/Construction prior to final selection.
 - Recommended Reading:
A Society of the American Institute of Architects publication, (cf. Appendix Scope of Project Statement [C3: "You and Your Architect: A Guide for a Successful Partnership"](#))

The Parish Building Committee determines the qualities and qualifications of the architect with whom it wishes to work. The Pastor/Parish Building Committee should submit a listing of "prospective" firms to the Director of Real Estate/Construction prior to the interviewing process. It is suggested that the Pastor/Parish Building Committee will then interview no more than **three** proposed architects, particularly for major projects. The parish then recommends in order of preference two-three architects for final approval to the Archbishop. If needed, the Director of Real Estate/Construction will provide assistance to the parish in the interviewing and selection of the architect.

It is very important during the interview stage to clarify and later put into the contract such specifics as follows:

- Provisions for models and renderings
 - Architectural fees and a clear definition of what is included in the "basic services"
 - Determination of the time limit for basic services which should be of sufficient duration to accommodate delays in design, fundraising, construction, etc.

Once the Archbishop approves the selection of the architect, the architect prepares three copies of the contract for services, utilizing the AIA Document B101 – 2007: Standard Form of Agreement Between Owner and Architect (cf. Appendix Finances [F.3: Standard Form of Agreement Between Owner and Architect](#)) and incorporates fee structure, Errors and Omissions Insurance with required coverage and form modifications and additional provisions in compliance with Archdiocesan requirements as outlined in Appendix Finances [F.2: Insurance Requirements for Architects / Engineers](#) . The full scope of services expected of the architect must be delineated in this contract. Additionally, a listing of the consultants included within the architect’s contract/fee is to be provided with a statement of the full scope of services of each.

In addition to the normal consultants provided in the architectural agreement, services may be required of a liturgical, acoustical, landscape or other consultant. Clear expectations of the services and responsibilities of such consultants should be agreed upon. Agreements with these consultants must delineate fully the scope of services required; normally this will extend through final acceptance of their part of the project. Consideration should be given regarding these services being contracted directly with the parish.

The architect signs the contract and transmits three copies, along with insurance certificate for Errors and Omissions coverage, to the pastor who recommends in writing his acceptance and conveys them to the Director of Real Estate/Construction. After contract review by the Director of Real Estate/Construction, Archdiocesan attorney and/or representative, and upon their recommendation, the contract will be signed by the Archbishop and copies returned to the pastor for distribution.

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E. Architect Payments:

The Architect submits billings in accordance with the terms of the contract to the parish that reviews them for compliance with the contract. Parish makes payment directly to architect. The approved billing may be submitted for payment to the parish accountant or to the Archdiocese Chief Financial Officer for final approval and transfer of funds, if payment is to be made from Deposit and Loan funds.

- F. Schematic Design Phase: Parish Building Committee works with the Architect and then presents schematic design to the Archdiocese for approval. Project financial proforma (Appendix Finances [F.1 Archdiocesan Policy on Funding](#)) must accompany this submission. Based upon approval of schematic design, parish then requests permission from the Archbishop to proceed with design development.

The Parish Building Committee, with assistance of the Archdiocesan Real Estate / Construction Office, provides owner furnished site data (survey, easement information, soil tests, etc.) as well as information regarding areas of special concern such as site restrictions or asbestos liability / hazardous materials liability. The architect assists the Parish Building Committee through the schematic design phase. It is important that the Parish Building Committee share with the architects the results of their project planning, Scope of Project Statement (cf. Appendix Master Planning [B.1: Sample Aides](#) and Appendix Master Planning [B.2: Groups and Needs to Consider in Planning Parish Facilities](#)), and other expectations. These can be further clarified and refined as the architect develops the schematics for the project. The appropriate consultation with parishioners and professionals needs to take place prior to and during this phase. The architect is to utilize the services of an acoustical consultant in projects containing worship space. If a liturgical consultant is retained by the parish, they will also work with the architect in this phase. Parish shall recommend contract to the Archbishop for award of contract.

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Schematics include general delineation of topographical and site considerations (utilities, access, and excavation), site footprint, schematic elevations, facility arrangement and layout, auxiliary areas (parking, playgrounds, playfields). Preliminary construction costs analysis is to be provided by architect as part of basic services.

After the Parish Building Committee has come to agreement with the schematics as presented by the architect, the Director of Real Estate/Construction will meet with the architect and Parish Building Committee to review the schematics to insure their:

- Compliance with original project approval by the Archbishop
- Functional desirability and overall efficacy of layout and design, including handicap accessibility
- Compliance with Archdiocesan liturgical and facility policies and guidelines (cf. Appendix Liturgical Directives [D.1: Liturgical Directives](#))
- Probable cost and compliance with the original budget approval

Approval must be given in writing by the Archbishop or representative before signing off on the schematics phase and proceeding to design development.

Periodic cost estimates shall be provided by the architect. It is the responsibility of the architect to design within the approved project budget. Architect shall notify the Parish Building Committee of changes to the project that cause it to go over budget.

- G. Design Development Phase: Parish Building Committee works with the Architect on design development and then meets with Archdiocesan Real Estate/Construction Office for review and approval.

The architect in consultation with the pastor and Parish Building Committee refines the size, shape and appearance of the project, selects materials and finishes and continues to refine the estimate of construction cost.

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All alternatives should be explored during this phase, as substantial cost savings may result. Careful consideration of all details should be given as this will be the final opportunity for revisions that may not cost the parish additional money. Some value engineering or other cost reductions may be realized at a later date, but this is the primary phase during which **any and all changes should be made** to realize the maximum value to the parish. Change orders after bidding and during construction are typically more costly to the parish/institution.

If alternates are included they are usually best specified as “adds” rather than as “deducts.”

A revised estimate of projected cost should be done toward the end of this phase. Any changes in the cost estimates should be communicated to the Director of Real Estate/Construction.

Once the parish is satisfied with the design development and even during the process of development, Director of Real Estate/Construction will meet with the Parish Building Committee and architect to provide assistance and review. One set of full plans with specification books will be submitted to the Director of Real Estate/Construction for review by architectural/construction specialists. Once the design phase is completed and plans reviewed and approved by the Director of Real Estate/Construction, a recommendation is made to the Archbishop regarding his permission to proceed with the construction documents and bidding.

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II. Construction Phase:

A. Construction Documents and Building Contract Bidding

1. The architect together with his or her consultants and staff develop the working documents for the project. Consultation with the Parish Building Committee or its representative(s) may be of great assistance. At the end of this phase all construction documents are ready for bidding.

2. The architect is to include the following requirements in the bid documents:
 - a. All bidders must be able to provide a Bid Bond, Labor and Material Payment Bond, and Payment and Performance Bond.
 - b. All bidders are to submit with their proposal bid security in an amount equal to at least 5% of the bid amount. Security may be in the form of a Bid Bond provided by a Surety acceptable to the Archdiocese or a certified check payable to the Archdiocese.
 - c. Provisions binding bidders to Archdiocesan requirements set forth in General Conditions and Contract form attached hereto in Appendix Finances [F.4: General Conditions of the Contract for Construction](#) .
 - d. Statement prohibiting qualification of bids and notification to contractors that qualified bids will be subject to rejection.
 - e. Reservation of owner's right to reject any or all bids without explanation or the showing of cause.

3. Normally construction projects will be bid utilizing a select list of bidders. If a parish/institution prefers a negotiated general contract arrangement with a selected general contractor, approval of the Archbishop is required prior to such an arrangement. Special contract provisions listed in Appendix Finances [F.5: Modification for Contract with General Contractor](#) must be included in the contract agreement.

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Prior to letting for bid the Parish Building Committee meets with Director of Real Estate/Construction to review construction documents, write to the Archbishop for permission to let for bid. Submit the following for Archbishop's review the following:

- a. Guideline requirements
- b. Compliance with previously approved schematic design drawings
- c. Compliance with recommendations from the Director of Real Estate/Construction
- d. Details or provisions that are perceived as not being in the best interest of the parish or Archdiocese.

The Director of Real Estate/Construction will also review the proposed bidding schedule and the "proposed" general contractor bidding list.

Normally four to six contractors are invited to bid. A list of preferred contractors is developed by the Parish Building Committee with assistance of the architect and submitted for approval by the Director of Real Estate/Construction.

Contractors invited to bid should be of good reputation in the community and have proven experience in similar types of construction. No contractor should be invited to bid who would not be awarded the contract if they were to submit the lowest and best bid.

B. Building Contract Award and Contract with the Archdiocese

1. Normally, acceptance and award will be made to the lowest and best bid. The architect mails or faxes a copy of the bid tabulation to the Director of Real Estate/Construction on the day the bids are received.

After determining the lowest bidder, the Parish Building Committee and architect may choose to meet with the preferred bidder(s) for clarifications and for any possible suggestions in reducing costs. Value engineering can result in substantial savings as long as they are not to the detriment of the quality of the project. The Director of Real Estate/Construction reviews and approves all changes in construction and pricing, as recommended by the parish and architect.

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2. After any changes in the scope and particulars of the project are agreed upon and approved, the architect prepares the contract between the Archdiocese and the contractor utilizing the “AIA Document A201 – 2007: General Conditions of the Contract for Construction” and “AIA Document A101 – 2007: Standard Form of Agreement Between Owner and Contractor,” and the both of which are to be modified to conform with the provisions herewith under Appendix Finances [F4: General Conditions of the Contract for Construction](#) and Finances [F.1: Archdiocesan Policy on Funding](#) respectively.
3. Architect obtains contractor’s signature and submits contract, contractor’s bid proposal, Payment and Performance Bond, and insurance certificate(s) to the pastor who forwards the same to the Archbishop with a written request that the Archdiocese enter into the contract. The document package should be reviewed for the following:
 - a. Use of AIA form modified per guidelines
 - b. Verification that dollar amount and time of completion complies with contractor’s bid and the contract specifications
 - c. Verification of the form, sufficiency and suitability of contract guarantee
 - d. Verification that the contractor’s insurance certificate(s) complies with guidelines and specification requirements as to coverage, limits and cancellation (cf. Appendix Finances [F4: General Conditions of the Contract for Construction](#))
4. Insurance – A certificate of insurance is required of the General Contractor, and through the General Contractor, other subcontractors.
5. Upon recommendation of the Director of Real Estate/ Construction and the Archdiocesan attorney, the Archbishop signs the contract and the parish / entity issues a Notice to Proceed.

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C. Building Construction

1. The architect is responsible for maintaining contact and providing communication between the general contractor and the parish. Normally job meetings will be held bi-weekly with architect, general contractor and subcontractors. It is strongly recommended that the pastor designates one person as the “parish representative” to attend these meetings and to follow-up as appropriate. Having a designated parish representative is a major assistance to the pastor and facilitates clear communication, cooperation and decision making.
2. Change Orders – All change orders during construction are considered as additions to the contract and must be approved in writing by the Archbishop. While all change orders, as additions to the contract, must be approved by the Archbishop, the pastor can give preliminary approval to contract change orders, provided they do not exceed in totality, \$10,000.
3. Tax Exemptions – work with the Real Estate/Construction Office to obtain a Project Tax Exemption certificate (cf. Appendix Finances [F6: Project Tax Exemption](#)).
4. The Architect – Architect’s role during construction is detailed in the contract with the owner and generally includes the following:
 - a. Serves as owner’s representative and the pastor/parish’s contact with contractor.
 - b. Insures that contractor is familiar with the procedures for handling pay requests and change orders.
 - c. Visits the job site on an agreed upon schedule and verifies that the contractor’s work conforms with the plans and specifications.
 - d. Informs pastor/parish and the contractor of work that is in non-conformance with the contract documents.
 - e. Reviews and certifies all payments to contractors including lien releases from subcontractors, if such are required for surety.
 - f. Processes change orders.

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5. Pastor/Parish

- a. Observes progress and conduct of work.
- b. Routes all communication with contractor through the architect and does so in writing.
- c. Recommends approval of change orders where appropriate.
- d. Reviews pay requests and recommends approval to the Archdiocesan Finance Office.
- e. Advises architect of any concern/objections regarding payment requests.
- f. Pays contract pay requests after approval by the Architect.
- g. Consults Director of Real Estate/Construction Office regarding any construction problems or contractual concerns.

NOTE: Pastor is to contact the Archbishop's Office to schedule the dedication.

6. Archdiocese: Finance & Real Estate/Construction Offices

- a. Reviews and approves payment of the Architect's and the contractor's monthly pay request.
- b. Assists in handling construction problems that arise when requested by the Archbishop or pastor.
- c. Monitors change orders for credibility, appropriateness and compliance with project budget and recommends approval to the Archbishop.
- d. Monitors architect's and contractor's insurance certificates for expirations and renewals.

7. Once the general contractor moves onto the site and begins work, they have responsibility for and control of the site. Entry onto the site and movement on the site are strictly controlled by the contractor, and all visitors must adhere to all safety and other regulations mandated by the contractor. The pastor and/or parish representative normally may observe the work from time to time on site. However, any questions, comments or directions must be handled through the architect.

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8. Volunteer Labor – Normally all work is to be done with contracted labor. If volunteer labor is to be used several precautions are in order:
 - a. Use of volunteer labor during the course of construction, prior to acceptance, must be approved and coordinated by the general contractor. This may result in an additional fee.
 - b. Volunteer labor is not, and cannot be, covered under the provisions of the Worker’s Compensation Law of the State of Kansas. Pastors should exercise extreme prudence in allowing volunteer workers around the parish to become involved in any activity in which there is a likelihood of injury, particularly where serious injury might result.

D. Substantial Completion/Occupancy

The Date of Substantial Completion of the work or designated portion thereof is the date certified by the architect when construction is sufficiently complete, in accordance with the contract documents, so the owner can occupy or utilize the work or designated portion thereof for the use for which it is intended as expressed in the contract documents (AIA Document G704, 2000: Certificate of Substantial Completion).

1. Architect verifies that Certificate of Occupancy and Certificate of Mechanical and Electrical Inspection have been issued by the proper authorities.
2. Architect prepares and signs **four copies** of the (AIA Document G704, 2000: Certificate of Substantial Completion), subject to concurrence of pastor and parish, and obtains the contractor’s signature. The four copies are conveyed to the pastor who sends them to the Director of Real Estate/Construction with the final punch list and a written request to the Archbishop to execute the certificates. Three copies will be returned to the pastor who keeps one in the parish files and conveys one each to the architect and general contractor.

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3. The Pastor/ Parish

- a) Verifies that all known project deficiencies are included on punch list attached to the certificate.
- b) Verifies that utility account responsibility changes are made as specified in the certificate.
- c) Notes that the contract guarantee starts on the date of substantial completion and that notification in writing needs to be given to the contractor and architect of any deficiencies occurring during the guarantee period to its expiration.

E. Final Punch List and Architect/Contractor Submittals

1. The Architect, with assistance of the General Contractor, submits a set of AS-BUILT DRAWINGS together with appropriate written information and clarifications. Architect assembles and reviews for contract compliance, all submittals required by the Guidelines and contract requirements including, but not limited to asbestos certification by contractor and architect, warranties and guarantees, operating instructions, manuals, parts lists, and lien waivers, etc.
2. The Parish Building Committee verifies that final submissions are complete and acceptable and provides for proper retention of as-built drawings and all warranties, operating instructions, manuals, and part lists.

F. Contractor Payments

1. The Architect, with assistance of the General Contractor, submits a set of AS-BUILT DRAWINGS together with appropriate written information and clarifications. Architect assembles and reviews for contract compliance to all submittals required by the Guidelines and contract requirements including, but not limited to asbestos certification by contractor and architect, warranties and guarantees, operating instructions, manuals, parts lists, and lien waivers, etc.

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2. The general contractor submits a monthly pay request that must be reviewed and certified in writing by the Architect. The pastor/parish verifies the amount and forwards the certified request to the Archdiocesan Finance Office. After review by the Finance Office, authorization is made for the parish to pay the request.
3. Proper retainage must be held throughout the construction period and is release only when authorized by the architect with the approval of the Archdiocesan Finance Office.
4. All construction payments are made directly by the parish, usually through an account set up specifically for the construction project. If the parish is borrowing funds from the Deposit and Loan Fund, funds will be transferred to the parish in the required amount for deposit in its account so that the parish check can be issued for payment.
5. Loans – No parish is authorized or permitted to take out any loan for construction or other purposes without the expressed written consent of the Archbishop. All loans are made through the Archdiocesan Finance Office.
6. Final Payment – The Architect reviews and certifies contractor’s final payment request and confirms that any retainage still being held is sufficient to ensure resolution of any uncompleted or unacceptable items remaining. Consent of surety to final payment is to be included with contractor’s request for final payment. The pastor/parish conveys the Final Pay Request to Archdiocesan Finance Office with a letter requesting permission for payment of same.

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III. Post Construction:

All records including warranties, as-built drawings, maintenance/operation manuals, etc. are to be kept in a safe place by the parish. Dates of warranties should be noted so that attention is given to deficiencies prior to expirations. Any problems during the warranty period are to be noted in writing to the architect and general contractor.

CONGRATULATIONS!!!!

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PARISH BUILDING COMMITTEE

A.1: Sample Role Description

The Parish Building Committee is to provide advice and assistance to the Pastor in the planning and construction of parish facilities in accord with the recommendations and mandate of the Archbishop. The Parish Building Committee is composed of seven (up to nine) members with one representative each from the Pastoral Council and Finance Council.

The responsibilities of the Parish Building Committee include:

- A. Review of the parish pastoral plan and determination of type of parish facilities that are needed and feasible.
 - 1. Demographic study to determine present and future population and needs
 - 2. Parishioner input regarding needs and preferences
 - 3. Determination of short and long-term needs
 - 4. Determination of short and long-term plans relative to those needs
- B. Develop a statement of parish needs both short and long-term to be used for master planning.
- C. In light of the master plan develop a very detailed statement of the scope and content of the proposed construction project as well as the total project budget.
- D. Assist in selection of the architect and provide input to the architect regarding the design and plans for the proposed project.
- E. Assist in selection of the general contractor and review of bids.
- F. Meet with the Director of Real Estate/Construction at appropriate intervals during the planning process to review plans prior to final recommendation to the Archbishop for approval.
- G. Assist in selection of the parish representative and help as needed in communicating with the architect and the general contractor in overseeing the construction process.
- H. Assist in communication with parishioners, parish councils and other groups regarding building plans.

The Parish Building Committee needs to be broadly representative of the parish community. Various expertise may be desirable (building/plan design, construction background, fiscal management, educational/liturgical needs and design); however much of this can be provided through consultation. The Parish Building Committee needs to be composed of committed parishioners who have a good feel for the parish, are insightful regarding short and long-term needs and can work together for the good of the parish.

Some expectations of Parish Building Committee members:

1. Long-term commitment – up to three/four years
2. Availability to attend meetings
3. Good feel for parish needs and possibilities
4. Ability to work with others and work toward consensus

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MASTER PLANNING

B.1: Sample Aides

The purpose of a master plan is to develop a comprehensive approach to parish planning that encompasses both short and long-term needs. It seeks to maximize the use of the parish site and to be all inclusive in its projection. A well done master plan provides direction for many years and ensures that present construction will also accommodate future additions with proper consideration given to the importance and functioning of each. Thorough master planning will be well worth the effort and will help avert many problems in the future.

The master plan includes several dimensions – topography, site development, access, location and inter-relationship of various buildings, parking lots, playgrounds and other recreational spaces, general landscaping and site improvements (grotto, statue, signs).

Master planning should answer the following questions:

- What are all the facilities that we can ever envision on this site and how can they best be accommodated and inter-related?
- What is the best use of this site so as to enhance its natural characteristics and to make it most useful for our purposes?
- What are the most advantageous points of access/egress and can they be provided?
- What special considerations need to be given because of easement, restrictions, and codes?
- What auxiliary spaces can be incorporated – playground, fenced playground, practice-laying fields, parking lots, outdoor gather spaces, shrines, etc.
- Are existing structures sufficient, sound, and capable of renovation, repurposing, expansion? Should an existing structure be razed completely to allow new more cost-effective construction?

MASTER PLANNING

B.2: Groups and Needs to Consider in Planning Parish Facilities

1. People:

Parishioners at large
Infants & Parents of Infants/Toddlers
Preschoolers
Students:

- Preschool through 8th Grader
- Religious Education/Parish School

High School:

- Religious Education/Youth Activities

Singles/Young Adults
Families
Parents
Seniors
Divorced/Widowed
Challenged: Hearing/Sight/Mobility
Neighborhood/Civic Community

2. Meetings:

Liturgy	Women's Club
Social Concerns	Men's Group
Family Life	Knights of Columbus
Pastoral Council	PTO
Finance Council	MOYC
Building Committee	Adult Formation
Parish Staff	Religious Ed. Teachers
Social Activities	School Faculty
School Council	Youth Groups

3. Programs/Activities:

Adult Education Small/Large Groups	Parish Dinners
RCIA	Parties/Dances
Evangelization	Community Programs
Spiritual Growth Groups	Welcoming Gatherings
Social Activities (large)	Retreats
Youth Activities	Workshops/Seminars
Scouts: Boys/Girls	Coffee & Donuts
Catholic School (P-8)	Athletics: indoor/outdoor
Religious Ed Classes (P-12)	Child Care/Nursery
Early Childhood	Ministerial Training/Formation
Prayer Groups	
Community Meetings, Support Groups, Elections, etc.	

4. Offices:

Pastor

Associate Pastor

Staff: Religious Education: _____

Youth Ministry: _____

Counselor: _____

Adult Formation: _____

Evangelization: _____

Liturgy: _____

Administration: _____

Secretary/Reception: _____

Workrooms: _____

Break/Lunch Rooms: _____

Restrooms: _____

5. Church Uses:

Sunday Liturgies

Weekday Liturgies

Private Prayer

Eucharistic Devotion

Devotions

Stations of the Cross

Season: Advent, Lent, Easter

Ordinations

Baptisms

Reconciliation (Private & Communal)

Confirmation

Anointing of the Sick

Weddings

Funerals

Special Programs or Retreats

6. Liturgical Ministers:

Priest

Congregation

Musicians

Cantors/Song Leaders

EMHC

Concelebrants

Deacon

Lectors

Ushers/Greeters

Choir/Musical Groups

Servers/Candle bearers

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SCOPE OF PROJECT STATEMENT

C.1: Sample Form

After determining the parish master plan and in light of the same, the Parish Building Committee addresses the specific project proposed for construction at this time. Prior to determining an architect for the project, the Parish Building Committee must develop a statement of the scope of this particular project. This statement is to delineate clearly what is anticipated to be included in this phase of construction as well as the anticipated budget and funding for this project. The following forms may be helpful to the parish in delineating needs and determining what is included in this specific construction project.

Determination of this must be done in light of the master plan for the parish site as well as short and long-term goals of parish ministry. If facilities are to be temporary in their use with future use anticipated (e.g., temporary worship space to be used for future activity center), this needs to be clearly understood.

Particular attention must be paid to how the present construction will enhance future additions and even reduce the cost of future construction.

Care must be taken to specify overall style of architecture that is desired as well as general ideas on structural elements (brick, stone, drivit (EIFS), metal, wood, etc.) Consideration must be given to construction and equipment that minimizes future maintenance (even though this may cost more initially) and exhibits good stewardship of parish finances and natural resources.

Only when the Parish Building Committee clearly understands what it wants and has met with the Director, Real Estate & Construction should the process of determining the architect begin.

In considering all the components to be included in the project, the Parish Building Committee should review various possibilities and determine what is actually to be included in this specific projects. Possibilities include the following:

1. Permanent Church (seating up to _____ people).
 - a. Confessionals (2)
 - b. Sacristies: at least one vesting (with private restroom) and one work sacristy
 - c. Parent's Room (crying room)
 - d. Choir Area: _____ people
 - e. Organ: pipe/electronic
 - f. Usher's Room
 - g. Gathering space/vestibule: for _____ people.
 - h. Bride's Room
 - i. Chapel: To accommodate _____ people.

2. Chapel: to accommodate _____ people.

3. Nursery/Child Care Area: to accommodate _____ children.
 - a. Restroom
 - b. Storage

4. Offices: _____ offices for pastor, ministerial and clerical staff
 - a. Reception/Waiting Room
 - b. Workroom
 - c. Lunchroom
 - d. Storage
 - e. Restroom

5. Meeting Rooms:
 - a. _____ rooms sufficient for groups of _____ to _____
 - b. _____ rooms sufficient for groups of _____ to _____
 - c. Kitchen/Kitchenette Space
 - d. Storage Rooms
 - e. Electrical/Mechanical

6. Education Center: for religious education and/or parish school attached or not attached to church facility.

Classrooms: _____ accommodating _____ students

Cafeteria seating _____.

Kitchen: production/warming

Offices:

Religious Education _____ offices.

Principal

Secretary/Reception

Library/Media Center: with/without office and other auxiliary spaces

Specialized Spaces: Nurse's office and health room

Counselor

Computer Room

Art Room

Music Room

Reading Resource

Science Lab

Meeting Room(s) _____ to accommodate _____ person.

Restrooms: as needed

Storage Room:

Religious Education _____

School _____

Other _____

Janitor's Closets/Storage _____

Mechanical/Electrical

7. Early Childhood Center: _____ rooms to accommodate _____ children, ages _____

_____ Restrooms

_____ Offices

_____ Special Areas

_____ Storage

_____ Mechanical/electrical

_____ Custodial

8. Activity Center/Gymnasium: attached or not attached to education center

Gymnasium: size _____
to accommodate what sports _____
number of spectators _____

Office/Reception Area

Stage: to accommodate _____
auxiliary spaces

Other activity space (e.g. youth room, exercise room, etc.)

Restrooms

Locker Rooms/Showers

Storage Space: equipment & athletic supplies

9. Rectory: _____ bedrooms/suites

Garages

Private Outdoor Space (yard, deck, etc.)

10. Outside Space:

Parking lot for _____ vehicles

Outdoor equipment storage building

Trash pickup area

Playgrounds _____ hard surface/soft surfaces
_____ general
_____ fenced

Signs

Special Additions: shrines, statues, walking path, exercise area, outside gathering space, etc.

Landscaping

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SCOPE OF PROJECT STATEMENT

C.2: Project Planning Sheet

In paragraph form answer each of the following questions:

1. What is to be included in this project: facilities, number of rooms, to be used for what purpose , accommodating approximately how many people in each area? What is the anticipated sq. footage?

2. What type of architectural style is desired?

3. What are the suggested structural materials for this project (stone, brick, etc.)? What are the anticipated interior finishes?

4. What special needs or considerations need to be kept in mind in the design of this facility?

5. What is the budget for this project?

Give both over-all project budget and construction budget. Construction budget may be lump sum or square foot cost.

6. Establish the non-negotiables for the project.

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SCOPE OF PROJECT STATEMENT

C.3: *“You and Your Architect: A Guide for a Successful Partnership”*

The purpose of *“You and Your Architect: A Guide for a Successful Partnership”* brochure from the American Institute of Architects is to serve as a guide in knowing what to expect and how to communicate with an architect throughout the process of the project.

The following is a link to the brochure:

https://info.aia.org/blast_images/mrkt/brochure_wtw_yaya.pdf

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LITURGICAL DIRECTIVES

D.1: Liturgical Directives

The design and functionality of all spaces dedicated to the celebration of the Sacred Mysteries are of utmost importance and require particular concern and considerations. The Church's liturgical and pastoral norms, alongside the pastoral needs of the local community, should be carefully considered in the design and construction of sacred spaces. At times, professional liturgical and pastoral consultants may be of assistance in designing spaces appropriate for both communal sacramental celebrations as well personal and devotional prayer.

1. All liturgical spaces and structures are to be designed in accordance with the relevant liturgical norms of the Universal Church regarding the Ordinary Form of the Roman Rite, taking into account the pastoral requirements of the Sacred Liturgy following the Second Vatican Council.
2. Sanctuary furnishings and pew seating for the faithful are to be of substantial quality and integrity, in keeping with prevailing standards. In particular, the altar and ambo should be permanent in material and nature as possible, and should be designed to be fixed in their respective locations and not easily moved. The chair for the priest-presider should not imitate a throne, and chairs for the deacon and altar servers should be complimentary in design to that of the presidential chair, and placed according to the liturgical norms.
3. Tabernacle: In parish churches the Blessed Sacrament is to be reserved in a suitably designed and constructed tabernacle, positioned at the head of the sanctuary in order to be visible to everyone in the church. The tabernacle should be appropriately secured and should be lockable. Only one tabernacle within the church should be maintained. As an indication of the Lord's Eucharistic presence and as a mark of reverence, a special lamp (fueled by oil or wax candle only) should burn continuously before or near any tabernacle in which the Eucharist is reserved.
4. Baptismal Font: The positioning of the baptismal font is often a topic of much discussion. The preference within the Archdiocese is for the baptismal font to be at the front of the church in order to make it easier for the congregation to witness baptismal celebrations. However, ordinarily, the font should not be placed on the same level as the altar, and the design and size of the baptistery should not compete with the central place afforded the altar. Those responsible for its design should, with appropriate consultation, determine its appropriate size.

Whenever possible, the baptismal font should be constructed in such a way as to allow for both baptisms by pouring and by "immersion" (i.e. either full immersion or the ability to pour over the entire person). The heating as well as the filtering and changing of the water in the font are to be taken into design considerations, as is the safety of children when near or around the font.

5. Reconciliation Chapel: Every parish church is to have at least one and, in larger churches, preferably two reconciliation chapels specifically dedicated to this sacrament. Such space should be designed so that its location and entry denote the importance of the sacrament celebrated within. Reconciliation both face-to-face, as well as anonymously, should be available to the penitent. Whenever possible, outside natural light is most desirable. The furnishings within should be both inviting and comfortable. Pastoral prudence calls for a window to be placed in the door. Provision must be made to make the reconciliation chapel soundproof.
6. Crucifix, Statuary and Other Appointments: According to the liturgical norms, a crucifix, depicting an image of the crucified Christ, should be visible within the sanctuary. There should only be one crucifix of sufficient size to be visible to the entire congregation located in the sanctuary. In most cases, processional crucifixes do not satisfy this requirement.

Statuary, iconography, and other artistic appointments should not draw attention away from the altar, and should be placed so as to draw the faithful into an awareness of God's love manifested in Jesus Christ and shared within the Communion of Saints, and towards personal devotion.

7. Ambry: An ambry for the reservation of the Oil of the Sick, Oil of Catechumens, and Sacred Chrism may be appropriately placed either at the front of the church or in proximity to the baptismal font. It should provide for both the secure reservation of the holy oils as well as their easy access during sacramental celebrations.
8. Lighting: Lighting for communal celebrations of the sacraments is of great importance. Due care in the design and placement of light fixtures should ensure that both the church sanctuary and nave are well-lighted in order to facilitate the full, conscious and active participation of the faithful during liturgical services.
9. Sound Reinforcement: A qualified and professional sound consultant must be included in the design of the worship space and the sound amplification system. Of particular importance are the overall acoustics of the church as well as the specifications and installation of the sound system. Due consideration should be given to providing sound amplification in other areas of the facility (e.g. vestibule, cry room, chapel) as well as to audio/video recording and projection.
10. Music Ministry: The placement and location of music ministers within the church worship space is of great importance. The positioning of musicians should facilitate the musical participation of the congregation. The musicians should be positioned in a way which enhances their leadership role and allows for their participation in the Sacred Liturgy. While galleries and lofts are not ruled out, they should be located in a manner which identifies the musicians as clearly as part of the worshipping congregation. In no way should the music ministers be placed on a stage or platform facing the congregation nor placed in front of seating for the congregation. The use of a lectern particularly for the cantor, visible to the

congregation, is permitted. The musical instruments (e.g. pipe organ) should not be placed so as to draw focus away from the altar or to compete with the centrality of the sanctuary in general.

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ACCESSIBILITY

E.1: Accessibility

Every person should be welcomed into the worshipping 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." 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." Further direction was given by Pope John Paul II, who has called the Church to the full integration of person with disabilities into family, community, and Church, and to overcome "the tendency to isolate, segregate and marginalize [those with disabilities]."

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 all liturgical ministers who need access to the sanctuary to have it.

The planning process should include consultation with persons with various disabilities and the use of an accessibility inventory 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.

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.*

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***Built of Living Stones: Art, Architecture and Worship" Chapter Four: Building a Church: Practical Considerations - Accessibility: paragraphs 211 – 214; Libreria Editrice Vaticana – United States Catholic Conferences, Inc., Washington, D.C., 2000*

FINANCES

F.1: Archdiocesan Policy on Funding

The policy of the Archdiocese of Kansas City in Kansas is that once *written* permission is given for a project but before construction may begin for any capital improvement project, 50% of the total cost including construction, A/E fees, site work, construction loan interest, furnishings, etc., must be “cash-in-hand.” This policy requires that a parish/institution be realistic in its expectations and is intended to prevent a parish from becoming encumbered with excessive debt service. This policy has more than proven its value in providing a sound fiscal policy for new construction and it continues to be normative for all construction projects within the Archdiocese.

Variance from this policy is the exception and is granted by the Archbishop only in view of the needs of the parish, its history regarding capital funding and its proven potential to meet additional financial obligations. A variance is granted only on an individual basis and within a specific set of conditions. They include:

1. The proposed construction is never the initial construction of a parish/institution, but rather it is the second or third phase of a single construction project, with construction commencing within five years of completion of the previous phase.
2. The parish/institution shall have already secured, in cash, a minimum of 50% of the total project cost (i.e., cost of phase completed and phase currently proposed).
3. In order for a construction project to begin construction, the following two conditions must be met:
 - a. The parish/institution must demonstrate that they have 50% of the total project costs cash-in-hand or funds already expended.
 - b. The parish/institution must show that it has pledges, other secured commitments or other revenue sources to fund the remaining 50%.

For guidance on the Archdiocese’ recommended procedure for Capital Development and Fundraising Campaigns see Appendices [J.1: Capital Development Process](#) and [J.2: Capital Campaign Process](#).

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FINANCES

F.2: Insurance Requirements for Architects / Engineers

Provide evidence of said insurance:

- \$2M Professional Liability Insurance (Errors & Omissions)
- Worker's Compensation as required by the state of Kansas
- \$1M General Liability

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FINANCES

F.3: Standard Form of Agreement Between Owner and Architect

Document Name:

“AIA Document B101 – 2017: Standard Form of Agreement Between Owner and Architect”

This document is available in PDF from the Director of Real Estate/Construction.

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AIA Document B101™ – 2017
Standard Form of Agreement Between Owner and Architect

AGREEMENT made as of the _____ day of _____ in the year _____
(In words, indicate day, month and year.)

BETWEEN the Architect's client identified as the Owner:
(Name, legal status, address and other information)

and the Architect:
(Name, legal status, address and other information)

for the following Project:
(Name, location and detailed description)

This document has important legal consequences. Consultation with an attorney is strongly recommended to be consulted or modification.

The Owner and Architect agree as follows.

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FINANCES

F.4: General Conditions of the Contract for Construction

Document Name:

“AIA Document A201 - 2017: General Conditions of the Contract for Construction”

This document is available in PDF from the Director of Real Estate/Construction.

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 **AIA** Document A201™ – 2017
General Conditions of the Contract for Construction

for the following PROJECT:
(Name and location or address)

THE OWNER:
(Name, legal status and address)

THE ARCHITECT:
(Name, legal status and address)

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

For guidance in modifying this document to include supplementary conditions, see AIA Document A503™, Guide for Supplementary Conditions.

TABLE OF ARTICLES

1	GENERAL PROVISIONS
2	OWNER
3	CONTRACTOR
4	ARCHITECT
5	SUBCONTRACTORS
6	CONSTRUCTION BY OWNER OR BY SEPARATE CONTRACTORS
7	CHANGES IN THE WORK
8	TIME
9	PAYMENTS AND COMPLETION
10	PROTECTION OF PERSONS AND PROPERTY
11	INSURANCE AND BONDS
12	UNCOVERING AND CORRECTION OF WORK
13	MISCELLANEOUS PROVISIONS
14	TERMINATION OR SUSPENSION OF THE CONTRACT
15	CLAIMS AND DISPUTES

Init.

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FINANCES

F.5: Modification for Contract with General Contractor

Document Names:

“AIA Document A101 – 2017: Standard Form of Agreement Between Owner and Contractor”

Or

“AIA Document A133 – 2009 Exhibit A: Guaranteed Maximum Price Amendment”

These documents are available in PDF from the Director of Real Estate/Construction.

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 **AIA** Document A101™ – 2017

Standard Form of Agreement Between Owner and Contractor where the basis of payment is a Stipulated Sum

AGREEMENT made as of the _____ day of _____ in the year _____
(In words, indicate day, month and year.)

BETWEEN the Owner:
(Name, legal status, address and other information)

and the Contractor:
(Name, legal status, address and other information)

for the following Project:
(Name, location and detailed description)

The Architect:
(Name, legal status, address and other information)

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

The parties should complete A101™–2017, Exhibit A, Insurance and Bonds, contemporaneously with this Agreement.

AIA Document A201™–2017, General Conditions of the Contract for Construction, is adopted in this document by reference. Do not use with other general conditions unless this document is modified.

The Owner and Contractor agree as follows.

Init.

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FINANCES

F.6: Project Tax Exemption

The following information shall be provided to the office of the Director of Real Estate/Construction to obtain a Project Exemption Certificate:

PROJECT INFORMATION:	
Type of Project	
Present Use of Facility	
Proposed Use of Facility After Project	
Estimated Project Cost	
PROJECT DATES:	
Contract Date	
Project Start Date	
Estimated Completion Date	
PROJECT LOCATION ADDRESS(ES):	
Name	
Address	
City, State Zip Code	
CONTRACTORS	
Name	
Address	
City, State Zip Code	

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FINANCES

F.7: Project Financial Overview

An editable copy of the excel spreadsheets on pages 52-57 can be obtained from the following:

- Director of Real Estate/Construction
or
- Archdiocese of Kansas City in Kansas website on the Real Estate & Construction page,
<https://www.archkck.org/realestate-construction>

To qualify as a phased project subsequent projects must be undertaken within 5 years of the completion of the previous project.

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Construction:

PARISH:

DATE:

Project Start Date:

Project

Completion Date:

Phase:

FINANCIAL PLANNING

Enter in Blue Shaded cells only

- A. Archdiocesan policy requires that 50% of the total cost of the construction be cash-on-hand at the commencement of construction. cf. Appendix E for the policy as it applies to multi-phase construction projects.
- B. Construction Project Budget includes the following:

Hard Costs:

- Project Construction Cost per General Contract
- Costs not included in General Contract:
 - Site excavation/preparation
 - Landscaping/irrigation
 - Other:

Hard Costs SUBTOTAL

\$

-

Soft Costs:

Fees:

- Architect/Engineering
- Other Consultant
- Legal
- City/County/Park
- Sewers/Utilities/Plat
- Testing/Surveys
- Other:

Construction Interest

Furnishings:

- Furniture-office/classroom
- Special-pews/sanctuary/other
- Equipment (kitchen/computer, etc.)

Contingency (5% of General Contract)

Other:

Soft Costs SUBTOTAL

\$

-

Construction Project Costs TOTAL

\$ -

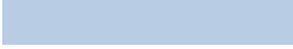
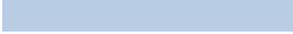
Construction: *continued*

PARISH:

DATE:

FINANCIAL OVERVIEW

This form is to be filled out for all construction projects.

A. TOTAL PROJECT BUDGET (from previous page)		\$	-
B. PROJECT FUNDING			
Funds Already Expended			
Net Remaining Project Cost		\$	-
<u>Current Funding</u>			
Amount of Money Available Currently and restricted/designated for this project			
On Deposit with the Archdiocese			
Other- please include statement(s)			
Subtotal of \$ Available		\$	-
Loan Requested (principal & interest to be paid over 10 year period)		\$	-
Future Funding to pay off loan			
Capital Campaign (please include full report as attachment)			
Pledges Made			
Pledges Received (included above in Project Funding)			
Net Pledges Remaining			-
% Uncollectible			
Net Pledges Collectible		\$	-
Other Funds Anticipated			
Excess Offertory			
Fundraisers			
Memorials			
Other (please specify)			
Total Other Funds Anticipated		\$	-
Total Funds Anticipated		\$	-
Loan Requested less Funds Anticipated (this should be zero)		\$	-

Signature of Pastor/CEO
(authorizes loan application)

Signature of Finance Council Chair

(acknowledges Finance Council review of loan application)

Phased Construction Summary:

PARISH:

Project Start Date:

DATE:

Project Completion

Date:

FINANCIAL PLANNING

Each phase must have its own Construction Loan Application filled out in addition to this summary

Multi-Phase Project	
Phase 1 Total Cost	
Phase 2 Total Cost	
Combined Phases Total Cost	\$ -
50% of Total Cost	0%
Paid on Phase 1	
Expended on Phase 2	
On Deposit	\$ -
Is 50% Criteria Met?	\$ -
<i>Positive or Zero, yes; negative, no</i>	

Phased Construction:

PARISH:

Project Start Date:

DATE:

Project Completion

Date:

FINANCIAL PLANNING

Each phase must have its own Construction Loan Application filled out in addition to this summary

Enter in Blue Shaded cells only

A. Total Cost of Construction

Phase 1

- I-1 Construction Total Amount
- I-2 Amount Paid
- I-3 Debt as of dd/mm/yyyy

**Phase 2: Anticipated Date of Completion
dd/mm/yyyy**

- II-1 Total Project Budget
- II-2 Funds Available Before Construction
- II-3 Funds Available During Construction
- II-4 Anticipated Debt for Phase 2
(Funds receivable on pledges after construction: \$)

B. Summary

- III-1 Total Project Cost: Phase 1 & 2

\$	-
----	---

(Total of I-1 & II-1)

- III-2 Total Income: Phase 1 & 2 by beginning of Phase 2 Construction

\$	-
----	---

(Total of I-2 & II-2)

- III-3 Total Income: For Phase 2 by end of construction

\$	-
----	---

(Total of II-2 & II-3)

- III-4 Total Debt of Phase 1 & 2 at end of Phase 2 Construction

\$	-
----	---

(Add I-3 & II-4)

Purchase:

Parish/Institution:

Project Location:

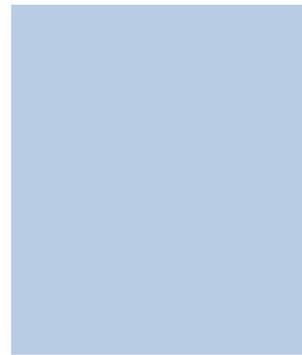
Date:

Financial Planning

A. Archdiocesan policy requires that 50% of the total cost of the purchase be cash-on-hand at the time of purchase.

B. Project Budget includes the following:

- Purchase Price
- Costs not included in purchase price
 - Closing fees
 - Realtor fees
 - Inspection fees
 - Legal fees
 - Other (specify):

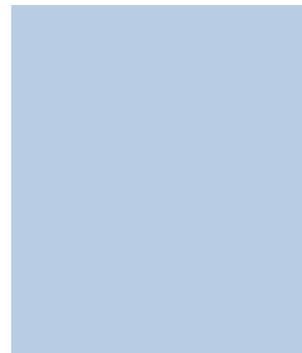


Purchase Costs SUBTOTAL

\$ -

Furnishings and improvements:

- Construction
- Furniture-office/classroom
- Special-pews/sanctuary/other
- Equipment (kitchen/computer, etc.)
- Contingency (5% of General Contract)
- Other (specify):



Furnishing and Improvements SUBTOTAL

\$ -

Project Costs TOTAL

\$ -

Purchase: continued

Parish/Institution:

Date:

Financial Overview

This form is to be filled out for all building purchase projects.

A. **TOTAL PROJECT BUDGET (from previous page)** \$ -

B. **PROJECT FUNDING**

Funds Already Expended [Redacted]

Net Remaining Project Cost \$ -

Current Funding

Amount of Money Available Currently and restricted for this project

On Deposit with the Archdiocese [Redacted]

Other-please include statement(s) [Redacted]

Subtotal of \$ Available \$ -

Loan Requested (principal & interest to be paid over 10 year period) \$ -

Future Funding to pay off loan

Capital Campaign

Pledges Made [Redacted]

Pledges Received [Redacted]

Net Pledges Remaining -

% Uncollectible [Redacted]

Net Pledges Collectible \$ -

Other Funds Anticipated

Excess Offertory [Redacted]

Fundraisers [Redacted]

Memorials [Redacted]

Other (please specify) [Redacted]

Total Other Funds Anticipated \$ -

Total Funds Anticipated \$ -

Loan Requested less Funds Anticipated (this should be zero) \$ -

Signature of Pastor/CEO
(authorizes loan application)

Signature of Finance Council Chair
(acknowledges Finance Council review of loan application)

LEGAL/CONTRACTS

G.1: Archdiocesan Contract Review Policy

As an insured of the Catholic Mutual Group for basic property and liability insurance and as a member of CUP II for additional liability coverage, the Archdiocese is required to adopt a Contract Review Policy and procedure to meet their criteria for insurance coverage.

The principal purpose of this review policy is to ensure that the liability under the contract is assumed by the proper party and in particular that the Archdiocese does not agree to any unnecessary hold harmless provisions. It will assist in increased safety, minimizing risk and in improved claim control.

The Contract Review Policy applies to all entities of the Archdiocese. It is in addition to and a part of existing Archdiocesan policies regarding legal and insurance matters. Included in these existing policies are:

- Expenditure of more than \$25,000 requires written permission of the ordinary.
- Such expenditures should be in the form of a written agreement signed by the appropriate persons.
- The initial document forms are those customarily meeting professional standards, such as AIA Contract, Board of Realtor Contract, etc. and other Archdiocesan approved forms for special purposes.
- All such forms are to be presented to the Archdiocese with supporting documentation including recommendation from the pastor (or other administrator as applicable) and the appropriate advisory group.
- For all proposed agreements, the Archdiocese requires a formal review and opinion of the Archdiocesan attorney. The attorney will often find it necessary to modify standard forms to protect appropriately the equitable interest of the church.
- All deeds, mortgages, promissory notes, petitions for zoning and other legal documents involving real estate should follow the same process of review and approval as contracts.

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Additionally, the following Contract Review Guidelines recommended by CUP II are minimum requirements and adopted as policy:

1. All Contracts of \$25,000 for parishes must be approved by the Archdiocesan attorney (hereinafter “the attorney) and the Archbishop or his delegated or designated representative or agent (hereinafter “the Archdiocese).
2. All building and equipment lease agreements should be received by the Archdiocese and reviewed by the attorney.
3. All contractors and service people are required to carry three types of insurance (regardless of size of contract): public liability; worker’s compensation; and automobile liability. The insurance requirement may vary by the type of work the contractor performs. The specific amount will be determined in consultation with the Archdiocese, the attorney, and Catholic Mutual Group (It should be remembered that the need for worker’s compensation insurance is the same for a small contractor as it is for a large one; and that the auto liability is just as important for the person who cuts the grass as it is for the general contractor on a new building).
4. Certificate of insurance should be obtained verifying all three of the above types of insurance and naming the parish/institution and the Archdiocese as additional insureds. There is a standard contract recommended by CUP II (attached), which can be used for small construction jobs including renovation, small additions, etc. This will help avoid making a different contract for each job and each contract. The provision for bond in that form of contract can be determined on a case by case basis.
5. Professional service contracts should be used when contracting for the services of architects, engineers and other consulting professional. These contracts should require professional liability insurance to be provided to the Archdiocese.

The above policy is adopted and from time to time will be reviewed in light of experience and comments resulting from its applications.

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LEGAL/CONTRACTS

G.2: Change Order Procedures

Change orders are a very significant part of the construction project. Since they are modifications to the construction contract and can significantly impact the cost of the project, a process or recommendation and approval is necessary.

1. Recommendation:
 - a. A change order must be state in writing and recommended in writing by the general contractor and the architect. A change order should include both the state addition/deletion with the fixed cost amount.
 - b. Every change order must be reviewed and recommended in writing by the pastor and the appropriate parish representative(s) e.g. project director, construction committee, finance council.
2. Approval:
 - a. All change orders as modifications to the contract, must be approved and signed by the Archbishop or his designee prior to payment.
 - b. All change orders must be approved and recommended in writing to the Archbishop (or his designee) by the pastor and the appropriate parish representative(s) e.g. project director, building committee, finance council).
 - c. Preliminary approval for acceptance of change orders may be given by the pastor and parish representatives for change orders in an amount less than \$10,000.00 and the work may be initiated on the basis of that approval. Notification of the change order and preliminary approval must be communicate to the Archbishop or his designee within 30 days of approval.
 - d. Change orders in excess of \$10,000.00 must receive approval of the Archbishop or his designee prior to initiating the recommended action. This pertains even in cases where individual parts of a change order may be less than \$10,000.00 but the total change is in excess of \$10,000.00. This approval will be given in writing.
 - e. Without appropriate approval the change order is not considered valid or a binding part of the contract.

A COPY OF THIS PROCEDURE IS TO BE PROVIDED BY THE PARISH TO THE ARCHITECT
AND THE GENERAL CONTRACTOR.

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ARCHDIOCESAN REAL ESTATE/CONSTRUCTION OFFICE

H.1: Statement of Purpose

The purpose of the Real Estate/Construction Office is to assist the Archbishop, pastoral regions, and parishes in planning for future development in matters pertaining to land, construction and finances. The office will provide assistance in:

1. Determining the need for the establishment of new parish
2. Acquiring of sites for future parishes/institutions.
3. Determining the need for expansion and development of existing sites and facilities as well as the need to dispose of sites/facilities.
4. Planning for facility expansion/renovation/construction.
5. Review of construction plans and financing with recommendation to the Archbishop.
6. Planning for parishes in transition.

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ARCHITECT SELECTION

I.1: Architect Selection

There are many methods of selecting an architect ranging from formal design competitions to negotiated procurement to competitive bidding. You need to determine which approach fits your requirements and designate an individual or committee to manage your selection process. Some common elements to most selection processes are as follows:

Step 1: Research Firms

Make a list of potential architects by:

- Asking colleagues for referrals.
- Contacting your local chapter of the American Institute of Architects for names of architects.
- Finding out who designed projects similar to yours that you like.

Step 2: Request Information

Whenever you feel it is appropriate, ask for as much information from potential architects as you think you need to make an informed decision.

- You may want to ask for qualifications and references at this stage if, for example, the scope of the project is still indefinite; then narrow the field based on what you learn.
- You may want the architect to prepare a preliminary version of the full proposal explaining how he or she would approach your project. In that case, you may wish to send a written project description to the most promising firms; sending the same information to each architecture firm will make it easier to compare responses.
- Request how the architect will charge for services.

Step 3: Review and Evaluate

With your in-house team or whichever committee you delegate to manage the project, review the information you have collected. Useful factors to consider include:

- The size of the firm and the amount of time it has been in practice.
- Experience and past projects.
- Their ability to work within budget/time schedules.
- Cost of services.
- Special expertise such as experience in your project type.
- Management ability.
- Knowledge of building codes/zoning regulations.

Beyond review of the proposal, you may also:

- Visit as least one project of each architect under consideration if you haven't already.
- Call client references.

Step 4: Consider Interviews

An interview can give you important information on how well you will be able to work with a potential architect. If the written material you have doesn't tell you all you need to know to select a firm, here is one way to pursue the process further:

- Create a short list of three to five firms to interview.
- Decide who from your firm will be responsible for the interviewing and final selection.
- Allow at least an hour for the interview.
- Decide on location of interview. At your office the architect can gain a better understanding of you and your project; at the architect's office you can see how the architect and staff work.
- Make sure that the people you interview are the people who will actually be working on your project.

Step 5: Make the Selection

In making your final determination, generally you will want to look at:

- Design quality
- Technical competence
- Experience
- Cost
- Organization

You will need to evaluate for yourself the weight to give each of the factors.

You will also be looking for an architect who:

- Is responsive to your needs.
- Listens carefully.
- Seems to understand your institution or at least is asking the right questions.
- Makes you feel comfortable.

You will be working with the architect for a long time and may work with him or her on future projects. It is important that you trust the architect's judgement and ability.

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ARCHITECT SELECTION

I.2: 20 Questions to Ask Your Architect

1. Whom will I be dealing with directly?
Is that the same person who will be designing the project?
Who will be designing my project?
2. How will the architect(s) approach our project?
3. How will the architect(s) gather information about our firm's operations, project site, and so forth?
4. How will the architect(s) establish priorities and make decisions?
5. What does the architect see as important issues or considerations in the project?
What are the challenges of the project?
6. What is the architect's design philosophy?
7. What are the steps in the design process?
8. How busy is the architecture firm?
9. How interested is the architect in this project?
10. What sets this architect/architecture firm apart from the rest?
11. How does the architect/architecture firm establish its fees?
What would the fee be for this project?
12. How does the architect organize the process?
13. What does the architect expect us to provide?
14. What is the architect's experience in obtaining local government approvals?
Handling public hearings?
15. What is the architect's experience/track record with cost estimating?
16. What will the architect show us along the way to explain the project?
Models?
Drawings?
Sketches?
17. Inevitable there are changes that occur with a project.
How does the architect handle change orders?
Who pays for changes?
18. If the scope of the project changes later in the project, will there be additional fees?
How will the fees be justified?
19. What services does the architect provide during construction?
20. Do you have a list of clients the architect/architecture firm has worked with in the past?

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CAPITAL FUNDRAISING

J.1: Capital Development Process

Archdiocesan Consultors

Throughout the process of new construction or renovation in a parish, the Office of Real Estate and Construction, the Chancellor, the Finance Office (CFO), and the Office of Stewardship and Development serve as vital resources each with different responsibilities to ensure prudent use of time and resources:

- Assistance with facilitating the various stages of the project from conception to completion
- Resources for the parish community, Architects, Engineers, Construction Manager or General Contractor
- Assist with the parish's interaction with the Archbishop, Presbyteral Council and Finance Council
- Advice regarding solicitation and procurement of fund-raising counsel
- Evaluation of funding capacity

The Parish is responsible for:

- Establishing the vision
- Fundraising and Pledge Fulfillment
- Submitting design for Archdiocesan approval
- Submitting contracts for Archdiocesan approval
- Paying for the Project
- Keeping the Chancellor and Archbishop informed of progress of approved plans, and how they conform to the Pastoral Plan of the region

The Archbishop will review and approve of the planning at all critical junctures.

Once contracted, the architect/engineer will:

- Develop the design
- Prepare construction bidding documents
- Analyze bids and make recommendations for awards
- Provide construction support for the Construction Manager or General Contractors

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The Construction Manager or General Contractor will:

- Build the project
- Install, schedule and manage the work
- Provide cost estimating
- Guarantee the construction

Steps for Successful Project Completion**Step One: Feasibility and Visioning**

- Begin every meeting with Prayer: “Christ is the builder”
- Meet with the Director of Real Estate and Construction to determine what your vision includes and to ascertain estimates of total cost
- Form a building committee
- Solicit community-wide input, buy in and support through surveys, focus groups, town hall meetings and bulletin inserts and pulpit announcements
- Retain architect or engineer on an hourly basis
- Complete a project study
- Project total project costs
- Balance scope of project to budget
- Seek feedback from Archdiocesan personnel
- Request Archbishop’s permission to proceed via Chancellor

Step Two: Fundraising and Design

Upon approval from the Archbishop to conduct a Feasibility Study, establish the project scope and begin fundraising:

- Begin the design process
- Begin a formal fund-raising process
 - Send RFP to a minimum of three firms
 - Group Review of Proposals/Interviews
 - Select fundraising counsel
 - Retain fundraiser with contract
- Obtain municipal approvals
- Complete schematics and design development, update total program cost projection
- Assess parish community’s capacity to raise the necessary funds; Conduct Feasibility Study
- Confirm balance of scope of project to budget

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Step Three: Capital Campaign

- Request Archbishop's permission to proceed with capital campaign based on budget
- With approval, conduct Fundraising Campaign using professional fund-raising counsel (not necessarily the same company that assisted with the Feasibility Study), based on projected goal; Note: 50% of funds must be in cash on hand, 50% in pledges must be confirmed, totaling 100% of the projected cost before construction may begin
- Submit Capital Campaign results to the Archbishop with request to proceed with construction

Step Four: Construction

Upon approval by the Archbishop, the parish community will direct the architect or engineer to proceed with implementation of the project

- Complete construction documents for competitive bidding
- Determine project delivery method (construction manager or general contractor)
- Obtain bids, analyze them, and recommend award contracts
- Construct project
- Observe activities
- Monitor budget and change orders
- Approve materials and equipment submittals as needed

Step Five: Occupancy

Once the project is complete, the community will take possession and move in, however several tasks will need to be completed:

- Monitor completion of punch list
- Coordinate move-in and delivery of parish provided furniture, fixtures and equipment
- Receive training on building systems
- Obtain operations and maintenance manuals, rector drawings, warranty and contact information
- Obtain Certificate of Occupancy from the municipality and health department
- Close out contract, final waivers and payment with construction manager or general contractor
- Continue to collect payments on Pledges; send appropriate acknowledgments
- Celebrate with prayer and thanksgiving

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CAPITAL FUNDRAISING

J.2: Capital Campaign Process

Office of Stewardship and Development: 913-647-0325

Fund-Raising Responsibilities of the Parish

The Office of Stewardship and Development advises:

- All parishes considering major extraordinary fund-raising should secure fund-raising counsel; conduct feasibility study; then conduct capital campaign
- Some parishes may run campaign on its own under certain circumstances (size of parish/project, cash on hand, etc.)
- Identify a Development Team to function concurrently with the Building Committee

Purpose:

- Input
- Volunteer Support
- Creative Talents
- Relationships
- Communication
- Build Credibility and Trust

Time Expectation:

- 12-24 months
- 2-4 hours per month

Selection Criteria:

- Skills/Talent
- Stewardship – Gift of Time

Expectations:

- Ask Questions
- Accept responsibilities of one or more sub-committees

Co-Chairs – Leadership:

- Visible Chair, well-known and respected
- Working Chair, coordination and oversight
- General Assistant, clerical skills

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Communications:

- Case Statement
- Pledge Cards
- Brochure
- Question and Answer Flyer (FAQ)
- Newsletter
- Bulletin Announcement
- Pulpit Announcement
- Project Information
- Theme/Logo

Strategic Planning:

- Demographic data, parish roster up-to-date
- Needs assessment
- Multiphase planning approach (5 year, 10 year)
- Conduct Feasibility Study (assess parish capacity)

Office Management:

- Secure Computer – hard ware and software
- Pledge tracking system in place
- Data input of pledges
- Thank you letters and other acknowledgement
- Statements prepared for tax purposes
- Quarterly or monthly pledge statement output

Planned Giving – Legacy Gifts:

- Endowment or other receptacle for planned gifts
- Educational material about planned giving
- Information sharing
- Recognition program
- Tracking system

Commitment Sunday:

- Plan ahead
- Gather volunteer support
- Kick-off weekend organization
- First Follow-up weekend program
- Second Follow-up promotion, phone solicitation

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Statistical Information:

- Total number of families
- Total weekly collections
- Total envelope users
- School families (if school)
- SOR families
- Age of parish
- Average age of parishioners
- Year of last fund drive
- ACTS results

Duration of Activity:

Leadership Team Formation: 2-4 weeks

Campaign Readiness Assessment (Feasibility Study): 1 month

Strategic Planning if needed: 1-2 months

Fund Drive Timetable Established: 1-2 months

Leadership Gifts Solicited: 1-2 months

General Campaign Program: 1-2 months

Pledge Collection: three years to five years

	<u>Chairs</u>	<u>Communications</u>	<u>Major Gifts</u>	<u>General Assistance</u>	<u>Staff</u>	<u>Other</u>
	Formation of Leadership Team	Campaign Readiness Assessment Prepare and Mail Survey			Prepare Database	
	Establish Timetable	Prepare Survey report; Pastor submits request for permission to proceed with Capital Campaign		Analyze survey results		

	<u>Chairs</u>	<u>Communications</u>	<u>Major Gifts</u>	<u>General Assistance</u>	<u>Staff</u>	<u>Other</u>
Capital Campaign Week One	Financial Guidelines; Case Statement	Finalize Theme/Logo Brochure, Posters, Stationery and letterhead ideas; PowerPoint show	Lead Gift Dinner planning	Volunteer base request procedure	Statistical Information; Database report	
Week Two	Approve material	Finalize material (use design from Building Committee); Prepare invitations for lead gift dinner	Phone calls for major gift dinner	Mail invitations	Monitor data	
Week Three	Cost projections for fund-raising presented to Pastor	Prepare donor packets	Develop Dinner agenda			
Week Four	Kick-off Dinner		Kick-off Dinner	Follow-up dinner thank yous		
Week Five	Follow-up Major Gift solicitation	Communication for Kick-Off Sunday prepared; Bulletin Inserts		Mail pastor letter and information to all households		
Week Six	Prepare to be Lay Presenters for Masses	Press Release; submit information to local media and The Leaven; prepare content of letters				
Week Six	Commitment Sunday			Mail acknowledgements	Process gifts and pledges	
Week Seven	Follow-up Sunday			Mail acknowledgements	Process gifts and pledges	

	<u>Chairs</u>	<u>Communications</u>	<u>Major Gifts</u>	<u>General Assistance</u>	<u>Staff</u>	<u>Other</u>
Week Ten		Follow-up mailing, phone calls		Mail acknowledgements	Process gifts and pledges	
Additional Follow-up		Planned Giving mailing, event		Prepare tax letters	Manage data, prepare reports	

Meeting Action Plan:

Action Step	Committee	Action	Start/Complete	Person Responsible	Description of what is to be accomplished
1					
2					
3					
4					

General Survey (Feasibility):

- Name
- Address
- City, State, Zip
- Phone
- Email
- How many members in the household
- Do you consider yourself a member of the parish
- How would you support the (project element)
 - Strongly support, support, neutral, oppose
- How would you support the (project element)
 - Strongly support, support, neutral, oppose
- (repeat as needed)
- How do you believe (parish members) support the (case)
 - Strongly support, support, neutral, oppose
- If there is a capital campaign, how would you support donating funds to help
 - Strongly support, support, neutral, oppose
- What dollar amount would you consider annually for a three year period
- Would you be willing to be a volunteer to help raise funds

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General Committee Financial Guidelines:

- Community members may donate important materials or supplies at any time. In-Kind donations are tax deductible; acknowledgements must conform to IRS guidelines.
- Purchases should be made only with the permission of the chairpersons; prior approval is important.
- Any anticipated purchase of a significant amount should be communicated in writing to be part of the project budget (reason for the expense, estimated expense, date the expense will be incurred).
- Committee members may be reimbursed for expenses if approved in advance and upon presentation of all receipts.

Gift Pyramid Example:

<u>Goal: \$60,000 (100 Gifts)</u>	<u>Gift Amount</u>	<u>Total</u>	<u>Cumulative Total</u>
1 gift at \$6,000	6,000	6,000	6,000
3 gifts at \$3,000	3,000	9,000	15,000
5 gifts at \$1,500	1,500	17,500	22,500
10 gifts at \$1,000	1,000	10,000	32,500
20 gifts at \$750	750	15,500	48,000
15 gifts at \$500	500	7,500	55,500
10 gifts at \$250	250	2,500	58,000
10 gifts at \$100	100	1,000	59,000
26 below \$100	Below 100	1,000	60,000

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RESOURCES

K.1: Helpful Resources

“You and Your Architect: A Guide for a Successful Partnership”

Copyright 2010 The American Institute of Architects

https://www1.nyc.gov/assets/buildings/pdf/brochure_wtw_you_and_your_architect.pdf

Recommendations for Design of Worship Space:

“Built of Living Stones: Art, Architecture, and Worship”

Copyright 2000 Guidelines of the National Conference of Catholic Bishops

Directives for Worship Space:

Catechism of the Catholic Church:

Part Two, Section IV – “Where is the Liturgy Celebrated?”

Paragraph 1179-1186.

Copyright 1993 Libreria Editrice Vaticana, Citta del Vaticano

<http://www.vatican.va/archive/ENG0015/INDEX.HTM>

“The Liturgical Environment: “What the Documents Say,” Mark Boyer

Copyright 1990 Liturgical Press, Collegeville, MN; 3rd Edition

(Note that this is issued prior to the Catechism.)

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RESOURCES

K.2: Checklist/Helpful Hints

Building Committee/Parish Community

- Defining the needs of the parish and designing the buildings should be done with open communications involving as many individuals and groups as one can involve. The entire parish should be invited to participate in order that they feel some ownership and authorship in the final product.
- Display updated renderings or drawings periodically to keep the parish community informed of the current progress and/or status of the project.

Owner – Architect

- Choose your architect/consultants based on design excellence, similar project track record, technical competence, ability to communicate, and your comfort level with the individuals that you will be working with.
- A maximum fee guideline for the architectural fees for basic services for new constructions would be 7% for projects up to \$1 million, decreasing to 5% if \$8 million or greater and 8% on remodeling projects.
- Reducing costly change orders starts with the selection of competent architects. Review their history of projects, ability to provide accurate budgets and estimates and numbers of required change orders relating to plan or specification corrections or modifications.
- Request that the architect assist the building committee early on by working out at *total project schedule* (which will need to be updated from time to time). This schedule would display the anticipated time required for the planning of the project, the schematic and design development phases, the creation of the contract drawings and specification phase, the bidding and negotiation phase, and the anticipated construction time.
- Negotiate as much as possible through the selection process, as most undiscussed needs will become “additional service” if not agreed upon prior to the defining and agreement of the “basic services. Examples may include the need of renderings and/or models of the project.
- Define and agree upon a *very comfortable* time period over which the services will be provided, allowing a cushion for unanticipated delays (which may occur prior to the start, such as fund raising delays, during the project work, or before a final close-out can be completed).
- Agree upon the amount of time being included in the “basic services” for job-site inspections and meetings over the life of the job, the significance being an assurance that you are getting what you are paying for. Plus the architects responsiveness and

presence with the contractor can reduce the need of costly change orders or modifications to completed work.

Owner – Contractor

Selecting the Contractor:

- When forming the select list of contractors allowed to bid on the project, do some research. Look for contractors who are reputable, large enough to complete the work, have a track record of finishing the work on schedule, within budget and leave behind satisfied owners.

Prior to Finalization of the Contract:

- Agree on the contractors' project schedule.
- Ascertain a monthly projection of the anticipated contract earnings.
- Discuss the contractor's policy regarding the bonding of their chosen subcontractors', or their alternative procedures to protect all involved.
- Discuss coordination needs between the owner, the architect and the contractor, and their subcontractors before the start of construction. Try to begin the process of working together as a "team" for a more satisfactory relationship and project.

During Construction Period:

- Weekly meetings (with both the parish representative and the architect) should be held to confirm the satisfactory progress of the construction and to allow for contractor and subcontractor questions or clarifications regarding the specified work.

Bringing the project to conclusion can sometimes be a long and drawn out affair. Retain enough money at the end of the project to provide an incentive to have the contractor finish their work.

Owner – City of Permit Authority

- Establish and maintain an early relationship with the permit authority by advising them, and keeping them advised, as to the status of the plans and anticipated construction schedule of the building project.
- Attempt to have permit authority approve the entire master plan on the initial go-through, even though the construction may be completed in phases. This will allow for a more rapid approval of the late phases. Make sure that the master plan includes *everything* that you can conceive ever being constructed on your site.

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