

# SBBC Workshop

# Scheduling Overview





# Fundamentals of Scheduling

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Development and regular validation of project/program schedules are the foundation of successfully managing the SMART program.

- Schedules must be Milestone Based
- Milestones are Contractual and Process based
  - Contractual: PSA's and Construction contracts
  - Process: Board approvals, advertisements, NTP's, and others
- Duration represents the timeframe between each milestone
- Durations must be accurately projected based on factors impacting each project
- Once established, projects are managed to the Milestone Baseline Schedules
- Milestone Schedules should not be changed, rather they should be validated monthly





# The New Milestone Baseline Schedule

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- Team established to perform a comprehensive assessment, validation of the SMART schedule
- Collaboration with Procurement & Warehousing Services (PWS), BCPS Building Department, OF&C
- Reviewed the schedule milestones for each school and each individual project
- Required an assessment of every duration in order to identify necessary adjustments
  - ✓ **Design durations** based on historical data and experience to-date
  - ✓ **Construction procurements** were evaluated to promote manageable release of bids
  - ✓ **Construction Durations** adjusted to reflect scope of work, site conditions and school-specific dynamics
- **Other factors considered** include market conditions, availability of contractors, school enrollment, cashflow, statistical data, algorithms, long lead items, end user coordination requirements, site and building access, and others.



# Durations Adjusted

- **Design Phase**

- Based on historical data and experience to-date
- Historical durations from ATP to LOR were used to establish new durations

- **Hire Contractor Phase**

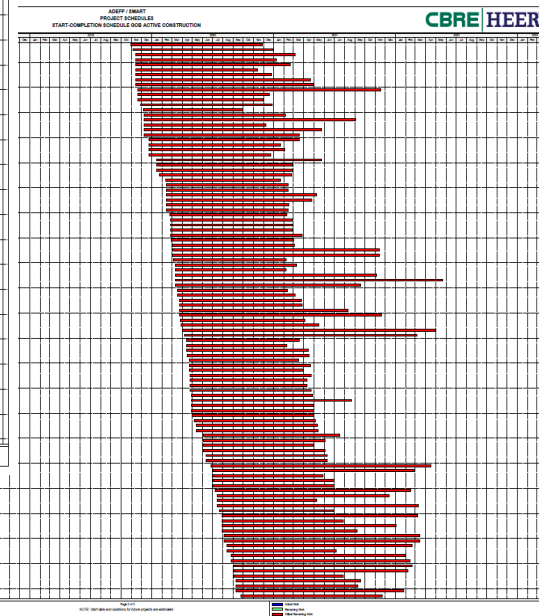
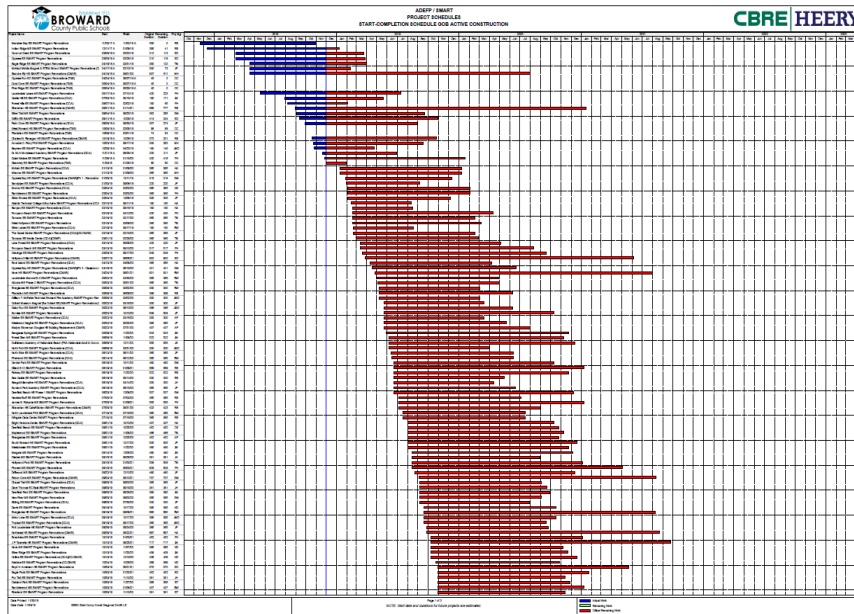
- Adjusted to mitigate vertical procurement (*i.e. Pig in the python phenomenon*)
- Reflects consideration of market capacity of available contractors.

- **Construction Phase**

- Based on scope of work and historical construction data available on a trade-by-trade basis (*i.e. roofing, HVAC*)
- Considered the unique dynamics at each school (*i.e. student enrollment, school capacity, facility availability restrictions, phasing requirements, etc.*)



# The New Milestone Baseline Schedule



DRAFT AS OF 12/7/2018





# Questions & Answers



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