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| **STRATEGIC PLAN SCHEDULE** |
|  | PHASE | DESCRIPTION | TIMELINE |
| 1 | Planning Phase | Preparing an overall schedule for the entire process, preparing the various documents, the competition rules, the jury selection, the budget, prizes, logisitics, etc.  | 1 August - 30 September 2019 |
| 2 | Competition Announcement Phase  | The competition is announced in the general media, the professional press, publications of all the design societies, and all schools of design. As soon as the competition announcement is made expect to receive inquiries. In response send out a booklet describing the competition – site, rules, schedule, jurors, prizes, and any contractual relationship with the winner. Allow three months for this second phase, ending at the registration deadline. | 1 October - 31 December 2019 |
| 3 | Design Phase | Begins by emailing the competition brief to all registered competitors and continues for three months. Allowed a month for competitors to ask questions regarding the brief. Study their questions, the same questions are often asked by several competitors, and send all competitors a question-and-answer document. | 1 January 2020 – 31 March 2020 |
| 4 | Receiving and Processing Phase  | Involves preparing the design submissions for review by the design jury. Assign each submittal a code number, each checked for compliance, each photographed for a record, and all transferred to a secured location for jury examination. This phase occupies at least three weeks. | 1 - 20 April 2020 |
| 5 | Jury Phase | Period of time during which the jury examines all the designs, makes their selection, and reports their recommendation to the board. This occurs over a one-week period. | 21 – 30 April 2020 |
| 6 | Winning Design Announcement Phase | Occupies the following week. It requires the preparation of a press information packet and press conference. At the end of the week there is a public display of all design submissions requiring event planning and suitable location. | 1 - 7 May 2020 |
| 7 | Seventh, the Post-Competition Phase | Entails three critical and simultaneous tasks. The first is to obtain preliminary official approval for the design by the approval agencies (SVMO, City of Springdale). Second is to interview and select a design team and general contractor to further develop the design. To do this an experienced and reputable local design firm and an experienced builder will need to be paired with the winning designer. Third is a major fund raising program to cover the cost of the design and eventual construction. Plan on two to three months after the conclusion of the competition, to accomplish all three tasks... perhaps longer depending on fund raising success. | 8 May - 1 August 2020 |
| 8 | Detail Design Development and Construction Drawings Phase | AE and GC will coordinate to develop site plans and more detailed drawings refined for functionality, usability, adjacencies, code compliance, security, safety and asthetics adding all details and specifications required for construction. SVMO Design Working Group will meet regularly with the AE/GC team to review progress, scrutinize efforts for possible errors and ommissions and provide design intent guidance, suggestions or changes. Critical to the end of this phase is the determination of the construction budget needed to continue with construction. When sufficient funding, materials and services inkind are secured, the GC can bid out remaining materials and skilled trades services and award construction contracts. Plan on six months to accomplish detail design and construction drawings. | 1 August 2020 – 1 April 2021 |
| 9 | Ground Breaking and Construction Phase | Entails planning of a ceremony to raise media attention and fund raising opportunity with SVMO officials and City officials turning first shovels of soil to initiate project construction. The construction phase completes the scope of the memorial project. SVMO Design Working Group, AE and GC will monitor the construction schedule of the project meeting regularly to review construction progress, review issues, changes and verify that the construction documents are being followed as specified.  | Groundbreaking could coincide with Memorial Day 27 May 2021Construction length will depend on complexity of final project. Plan on at least six months: 1 April – 1 October 2021 |
| 10 | Ribbon Cutting and Dedication Phase | Entails planning of a ceremony to raise media attention and fund raising opportunity with SVMO officials and City officials to celbrate opening the the memorial to the public.  | Ribbon Cutting and Dedication could coincide with Veterans Day 11 November 2021 |
| 11 | Post Construction Warranty and Future Mainteanance Phase | Entails close out of documentation including as-built drawings, maintenance and operation manuals, permits, warranties, establishment and completion of punchlist repair items and establishment of any caretaking contract support with City required for the future maintenance of the memorial. Procurement of insurance to cover liability and or damages due to vandalism or natural causes. | 1 October -1 December 2021 |