

**2005-0495**  
**2-15-06 STAFF REPORT**  
**ATTACHMENTS 4-6**

**KING COUNTY  
MONTHLY REPORT  
ON CONSTRUCTION**

**OCTOBER & NOVEMBER 2005**



**KING COUNTY CORRECTIONAL FACILITY  
INTEGRATED SECURITY PROJECT**

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**SECTION 1 – EXECUTIVE SUMMARY**

This monthly report covers the status of the KCCF/ISP for the months of October and November 2005. This combined report was created since many of the milestone activities that started in late October were followed quickly by related successor activities in early November. Capturing the continuity of this time period in one report is intended to provide a more consolidated summary of the project status. Returning to the “standard” monthly cycle is anticipated in the future. **The project was approximately 55% complete at the end of this period.**

**SCHEDULE**

The Notice-to-Proceed date was September 7, 2004 and the revised project Substantial Completion date is April 23, 2007 (Please note that this date was incorrectly stated in this section of the September Monthly Report. It is consistent with the Milestone Date listed in the September Report, however, as adjusted for actual day counts). The new completion date is based upon the **final outcome** of negotiations for time extension which has been ongoing for several months. This change order ultimately **added 225 Calendar days** to the contract time. This schedule extension represents the **172 days** of additional time anticipated, and reported, in prior periods as well as the results of our schedule analysis for entitlement on an additional **53 days** that resulted from a May request by the contractor. Evaluation of schedule back-up information substantiated entitlement of the requested time and the change order was finally executed in this period. The following table summarizes the revised projected milestone dates that are now approved.

**Project Milestone Events**

| Milestone Activity                     | Original Milestone Date | Revised Milestone Dates (Change Order Pending) |
|--|-------------------------|--|
| Contract NTP                           | 09.07.04                | 09.07.04                                       |
| FAT 1 Testing Acceptance               | 03.03.05                | 10.27.05                                       |
| FAT 2 Testing Acceptance               | 05.24.05                | 02.23.06                                       |
| CCR Acceptance                         | 07.05.05                | 02.09.06                                       |
| Move Inmates off 11 <sup>th</sup> Flr. |                         | 11.07.05                                       |
| 11 <sup>th</sup> Floor Acceptance      | 07.18.05                | 02.21.06                                       |
| Complete New ITR                       | 10.18.05                | 03.09.06                                       |
| Floor- by-Floor Const.                 | 07.26.06                | 03.28.07                                       |
| Project Substantial Completion         | 09.07.06                | 04.23.07                                       |

It should be noted that there as been **no new schedule growth over the past four months.**

**COST/BUDGET**

The budget summaries below delineate project costs between the current ISP project (including Jail Health Phase I, the Expanded ITR, the Accelerated MMR components, and the Shower Replacement Project) and the pending JHS Phase II improvements. **Table 1** tracks project commitments against the established budget, and adjusts/reports the impact of the previously reported “unfunded” \$1,823,323. As indicated in this table and forecast in prior periods,

**KING COUNTY CORRECTIONAL FACILITY**

**INTEGRATED SECURITY PROJECT (ISP)**

**MONTHLY REPORT – OCTOBER & NOVEMBER 2005**



project changes continued to diminish the remaining Contingency balance available to cover the project to its completion. A summary of budget “transfers” from the Contingency budget category is also included in **Section 4** of this report for further reference.

As stated in the previous Monthly Report, an additional, supplemental, budget request will be submitted in early 2006 to reestablish sufficient contingency funds to accommodate the anticipated costs to complete the project. Refinement of the revised funding demand continues, using near-term work as a benchmark to refine the range of anticipated new costs. The following milestone work has now been achieved successfully:

- ◆ The 3<sup>rd</sup> Floor ITR demolition work was complete by the end of October,
- ◆ FAT-1 was completed successfully in October,
- ◆ Work began on the first inmate floor (11) in early November, and

In addition, the initial phase of **security system installation and cutover is scheduled to begin by December 12, 2006** and continue over a period of several months. As each of these critical milestones has been achieved, the degree of uncertainty related to unforeseen conditions has become clearer. The security system installation and cutover remain as a critical element in developing reliable forecasting for the new contingency demand. The contingency replenishment request will be based on actual project cost trends (i.e. related to possible new costs associated with schedule impacts and/or any scope or design refinements and unforeseen conditions that might be discovered during the course of this new construction).

The current Budget Status for the ISP project (including Phase I of the Jail Health Services Improvements, the Expanded Scope of ITR, associated MMR Projects, and the Shower Replacement Project) is as summarized in the following table.

**Table 1**

| Budget Item        | Budget               | Current Status       | Variance Over/(Under) | Comments                                     |
|--------------------|----------------------|----------------------|-----------------------|--|
| Design & Admin.    | \$ 3,196,887         | \$ 3,194,974         | \$ (1,913)            |  |
| Construction       | \$ 20,268,326        | \$ 22,226,263        | \$ 1,957,938          |  |
| Contingency        | \$ 2,019,995         | \$ 63,057            | \$ (1,956,938)        | Includes CO reserve funds                    |
| Utilized Conting.  | \$ -                 | \$ 1,956,938         | \$ 1,956,938          |  |
| Art                | \$ 228,150           | \$ 228,150           | \$ -                  |  |
| <b>Subtotal</b>    | <b>\$ 25,713,358</b> | <b>\$ 27,669,382</b> | <b>\$ 1,956,025</b>   |  |
| Conting. Transfers | \$ -                 | \$ (1,956,938)       | \$ (1,956,938)        | Applied to other cost categories             |
| <b>Subtotal</b>    | <b>\$ 25,713,358</b> | <b>\$ 25,712,445</b> | <b>\$ (913)</b>       |  |
| JHS Phase II       | \$ (1,823,323)       |                      |                       | Funds Held for JHS Phase II                  |
| <b>Subtotal</b>    | <b>\$ 23,890,035</b> | <b>\$ 25,712,445</b> | <b>\$ 1,822,410</b>   |  |
| DAJD Ops           | \$ 4,340,816         | \$ 4,340,816         | \$ -                  |  |
| JH Ops             | \$ 511,862           | \$ 511,862           | \$ -                  |  |
| <b>Subtotal</b>    | <b>\$ 4,852,678</b>  | <b>\$ 4,852,678</b>  | <b>\$ -</b>           |  |
| <b>Total</b>       | <b>\$ 28,742,713</b> | <b>\$ 30,565,123</b> | <b>\$ 1,822,410</b>   | <b>Min. Additional Funding Req'd-To-Date</b> |



The current Budget Status for the Jail Health Services Phase II Improvements is as summarized in the following table.

The cost commitments noted below in **Table 2** for the JHS Phase II improvements consist of the design fees for programming and development of the contract bid documents for the Phase II JHS Scope and ISP change order work that will facilitate implementation of the proposed Phase II scope. The actual cost for this work is being determined through competitive contractor bids (via Turner's GC/CM role) based upon the completed design. Once the negotiation process for this work is complete, additional funding will be included in a 2006 Supplemental Budget Request for the Jail Health Phase II. This request is still anticipated in the first quarter of 2006.

**Table 2**  
**JHS Phase II Budget Status Summary**

| <b>Budget Item</b> | <b>Budget</b>       | <b>Current Commitments</b> | <b>Budget Variance Over/(Under)</b> | <b>Comments</b>   |
|--------------------|---------------------|----------------------------|-------------------------------------|---|
| Authorized Funds   | \$ 1,823,323        | \$ 561,383                 | \$ (1,261,489)                      | Includes Design Fees & Phase II related Construction in ISP |
| <b>Total</b>       | <b>\$ 1,823,323</b> | <b>\$ 561,383</b>          | <b>\$ (1,261,489)</b>               |   |

**SUBMITTALS**

There were only 3 submittal packages in this period. These submittals consisted of Fire Alarm Shop Drawings and Product Data, a Security System enclosure, and FAT Results Summary (required as a follow-up to this function). All of these submittals are consistent with the volume and timing of work currently in progress.

**REQUESTS FOR INFORMATION (RFIs)**

A total of 472 Requests for Information (RFIs) have been received on the project through the month of November. The slow pace of RFI production continued in the 2-month period, however, and the content of the questions raised are focused more upon the need for refined information than major issues. This is the result of the project moving further into construction. The only exception to this trend is a potential impact related to limited capacity on the existing fire alarm panel and its ability to accommodate the additional demand created by project revisions. The full impact of this condition was undetermined at month end but will be monitored closely in coming days. The design team response time on RFI's continues to be very good.

**PROJECT SEQUENCING**

The first significant shift of DAJD and JHS Staff operations occurred successfully on August 1, 2005 as a part of the ISP phasing and sequencing. This was a major milestone on the project and marked the first internal move with impacts on law enforcement entities and other outside users served by the facility.

The next major milestone in the sequencing was achieved successfully between November 4<sup>th</sup> and November 7<sup>th</sup> of 2005 with the first movement of inmates off of the 11<sup>th</sup> Floor to accommodate construction. This move involved several increments and included the **movement/shuffling of over 630 inmates** to accommodate appropriate classification and new placement within the DAJD system. DAJD staff managed this activity successfully and deserve the highest compliment for their support in achieving this critical milestone.



## SECTION 2 – CRITICAL ISSUES

Critical issues are defined as those that have, or may likely have, an impact on project cost, or prevent the schedule from moving forward. The continued **schedule stability experienced over the past four months** remains as a positive sign for the project.

Successful FAT 1 acceptance in late October was viewed as a critical step in maintaining project progress. The pre-planning efforts and “pre-FAT” visits to the manufacturing facility to review the “in-shop” progress by both the County and the Contractor contributed significantly to this accomplishment by expediting responses to questions and jointly refining the FAT test and acceptance protocols.

The next critical issue will be implementation of the new security system cutover in the coming months. This activity is scheduled to begin on December 12, 2005 and will involve “live” shifting of security components from the old system to the new ones and incremental migration from the existing control room to the newly constructed CCR. The same “proactive” planning used for the successful FAT-1 acceptance in late October has been in evidence on the project in November in support of this transition. Nonetheless, the success of this activity can be impacted by unforeseen conditions within the existing system.

Other potentially critical activities include reconciliation of the \$1.8M budget error and review and approval of future funding requests for the refined JHS scope and the ISP budget correction. It will be essential that both of these requests are completed in early 2006.

## SECTION 3 – SCHEDULE

During this period, the County **granted 225 days of additional time** to the Contractor, not all of which were determined to be compensable. This time extension consists of incremental time adjustments that have been identified and forecasted in the past several Monthly Reports. The Change Order granting this time marked the culmination of the extensive review and negotiation process used to settle the time extension.

**It must be noted that there have been no new schedule delay notifications since July and that the County has issued no new Field Directives.** Both of these events must be viewed positively. This pattern affirms recent efforts by both the Contractor and the County to stabilize the schedule expansion on this project. The project is only half finished, a significant amount of construction remains, and further time impacts can still result from any number of “yet to be encountered” unforeseen conditions. However, the incremental schedule growth experienced through June 2005 appears to have accommodated the vast majority of impact associated with necessary design and operational refinements to the security electronics system.

## SECTION 4 – COST REPORT

There have been nine Change Orders executed on the project to date as listed in **Table 3** below. The first of these was the Expanded Scope ITR work (\$3,910,225) that was approved as a supplemental budget request by the Council. Change Orders 2, 3, 4, 6, 7, and 9 covered general scope changes as well as the 1<sup>st</sup> Floor West Wing improvements that were funded by Council to accommodate use of the space while the Expanded ITR renovations were occurring (these funds were applied to Change Order No. 4 that incorporated the work into the project). Change Order Number 5 incorporates the Shower Replacement work into the ISP Contract and Change Order Number 8 implements the time extension and increased costs associated with this additional time for both the General Contractor and the Subcontractors.

In addition to the executed change orders, pending cost adjustments consist of outstanding Change Proposals, and Field Directives issued to the Contractor for pricing that are projected to total an additional \$277,250



(approximately). None of the causes for the pending Change Proposals are in dispute and once the costs are fully negotiated, they will be converted to Contract Change Orders.

It is important to note that while changed conditions continue to be encountered on the project, the rate of projected cost growth has again slowed on the project over the past two months (less than 1% per month over this period). None of the change orders issued to date can be viewed as “discretionary” either. In general they have either been the result of modifications needed to address unanticipated existing conditions in the facility or modifications (primarily to the security electronics components) needed to accommodate DAJD operational requirements. While Scope Changes, Design Refinements, unforeseen conditions, and regulatory revisions **combine to account for 56%** of the project changes covered out of the contingency, the cost of **time extensions associated with changes account for approximately 44% of the Contingency Funds utilized to date.**

Jail Escort hours to date remain below those budgeted for the planned activities on the project, although the tracking results for October and November were again hampered by computer system difficulties within DAJD, manual tracking of hours against the labor budgets have not shown major variations. The last system report generated in September showed the total number of escort hours used for the planned work at 14,125. This total was **425 hours less** than budgeted for the planned work activities they supported. Since that report, ITR Phase 1 work has also concluded and there is an estimated savings of approximately 1000 hours associated with that work. There has been a new demand of approximately 803 hours (through September) offsetting this savings. This new demand has resulted from the need to support code-related investigations and improvements required as a result of newly encountered conditions and additional discovery work needed to clarify existing electrical/Security Electronics conditions on the project. This trend is new and will be tracked closely in coming months as the DAJD data becomes available. The need for corrective action is not anticipated at this time.

Warren Cook (consultant hired by DAJD to evaluate escort operations during construction) completed his second site visit the last week of November. While his official report is still pending, he did provide a summary briefing of his findings to the project Advisory Committee at the completion of his observations that was highly complimentary of the escort utilization to date.





**Table 3**  
**Project Changes & Contingency Utilization Summary**

| Cost Item                                     |                     | Comments   |
|---|---------------------|--|
| <b>Executed Change Orders</b>                 |                     |  |
| Change Order No. 1                            | \$ 3,910,226        | Funded as ITR  |
| Change Order No. 2                            | \$ 41,556           | Funded out of Contingency  |
| Change Order No. 3                            | \$ 190,886          | Funded out of Contingency  |
| Change Order No. 4                            | \$ 352,874          | Partially Funded by WW Supplemental, the balance out of Contingency                          |
| Change Order No. 5                            | \$ 786,165          | Funded by Shower Replacement CIP   |
| Change Order No. 6                            | \$ 134,169          | Funded out of Contingency  |
| Change Order No. 7                            | \$ 68,190           | Funded out of Contingency  |
| Change Order No. 8                            | \$ 762,415          | Funded out of Contingency  |
| Change Order No. 9                            | \$ 175,016          | Funded out of Contingency  |
| Less JHS CO's                                 | \$ (84,406)         | Funding by JHS Phase II  |
| <b>Subtotal Executed CO's</b>                 | <b>\$ 6,337,091</b> |  |
| <b>Pending COP's Reserve</b>                  |                     |  |
| PCO's -various changes                        | \$ 227,250          | Changes pending further pricing and negotiation  |
| <b>Subtotal Changes / Impacts-To-Date</b>     | <b>\$ 6,614,341</b> | Total \$'s   |
| Tax on CO's                                   | \$ 571,942          | Funded by Contingency & ITR, MMR, WW Supplemental, and SRP (Each @ per funding Ratio)        |
| <b>Subtotal Construction Contract Changes</b> | <b>\$ 7,186,283</b> |  |
| Less Authorized funds for work executed by CO | \$ (5,230,258)      | Work executed by CO but funded by own source or offset by savings in other budget categories |
| <b>Total Contingency Demand-To-Date</b>       | <b>\$ 1,956,025</b> |  |

**SECTION 5 – CONSTRUCTION REPORT/ ACTIVITIES over CURRENT REPORTING PERIOD**

**Work In Progress:**

- Acceptance of WW 1 Construction work from Turner
- FAT-1 Testing and Acceptance
- Inmates moved off of 11<sup>th</sup> Floor



- Demolition started on 11<sup>th</sup> Floor (First Inmate Floor scheduled for construction/conversion)
- Shipping Electronics Security System Components to site
- Division 17, Electronic Security performing speaker, camera and end device installation
- Pulling wire for Security Electronics
- 3<sup>rd</sup> Floor ITR Demolition Complete
- 3<sup>rd</sup> Floor ITR M & E Rough-in
- 3<sup>rd</sup> Floor ITR New Construction underway
- Elevator upgrade work

**Disputes Resolution Board (DRB):** The DRB (John Byer; Shawna Ryan, and Jim Donaldson) continued its Monthly site tours and meetings with the Project Team. To date, they have not been asked to officially intervene on any issues, although the monthly updates serve to keep them current on project conditions and expedite their input on issues at the working project level. Ongoing monthly project review and site visit sessions have been scheduled for the balance of the project.

#### **SECTION 6 – LOOK AHEAD**

Summary of the notable activities planned for the next period (December 2005).

- Finish final construction and sign-off inspections in new CCR
- Install Electronic Security System components in New CCR
- Pull wire for Security Electronics
- Install end devices for Phase 1 System Cut-over
- Initiate first stage of “hot” cut-over on Security Electronics
- Continue new ITR Construction (walls, ceilings, floors, M&E, Casework, Security Electronics)
- Begin Fire Alarm upgrade
- Elevator upgrade work

**KING COUNTY**  
**MONTHLY REPORT**  
**ON CONSTRUCTION**

**DECEMBER 2005**



**KING COUNTY CORRECTIONAL FACILITY**  
**INTEGRATED SECURITY PROJECT**

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Rich Siddons



### SECTION 1 – EXECUTIVE SUMMARY

This monthly report covers the status of the KCCF/ISP for the month of December 2005. **The project was approximately 65% complete at the end of this period.**

### SCHEDULE

The Notice-to-Proceed date was September 7, 2004 and the revised project Substantial Completion date is April 23, 2007. The new completion date is based upon the final outcome of negotiations for time extension which was completed in November (and reported in the November Monthly Report). This change order ultimately **added 225 Calendar days** to the contract time. This schedule extension represents additional time that was anticipated and reported in prior periods. Evaluation of the contractor's schedule back-up information by the County's project team substantiated entitlement of the requested time. It should be noted that the majority of the schedule impacts are due to County initiated changes in scope and design. The following table summarizes the revised projected milestone dates that are now approved.

#### Project Milestone Events

| Milestone Activity                     | Original Milestone Date | Revised Milestone Dates |
|--|-------------------------|-------------------------|
| Contract NTP                           | 09.07.04                | 09.07.04                |
| FAT 1 Testing Acceptance               | 03.03.05                | 10.27.05                |
| FAT 2 Testing Acceptance               | 05.24.05                | 02.23.06                |
| CCR Acceptance                         | 07.05.05                | 02.09.06                |
| Move Inmates off 11 <sup>th</sup> Flr. |                         | 11.07.05                |
| 11 <sup>th</sup> Floor Acceptance      | 07.18.05                | 02.21.06                |
| Complete New ITR                       | 10.18.05                | 03.15.06                |
| Floor- by-Floor Const.                 | 07.26.06                | 03.28.07                |
| Project Substantial Completion         | 09.07.06                | 04.23.07                |

It should be noted that there as been **no new schedule growth over the past five months and the following critical milestones have been achieved successfully:**

- ◆ ITR activities were moved out of their previous locations on the 3<sup>rd</sup> Floor and into temporary West Wing Space
- ◆ The 3<sup>rd</sup> Floor demolition work for the new ITR was complete by the end of October and construction of the new and expanded ITR concept is underway,
- ◆ Factory Acceptance Testing (FAT)-1 for the electronic security system was completed successfully in October and equipment began shipping to the jobsite for installation in November,
- ◆ Inmates were transferred off of the 11<sup>th</sup> Floor into temporary space in the West Wing
- ◆ Construction work began on the first inmate floor (11) in early November, and
- ◆ Installation of electronic security system components and the initial phases of system cutover began in December.



### COST/BUDGET

The budget summaries below delineate project costs between the current ISP project (including Jail Health Phase I, the Expanded Intake Transfer and Release (ITR), the Accelerated Major Maintenance Reserve Fund (MMRF) components, and the Shower Replacement Project) and the pending JHS Phase II improvements. **Table 1** tracks project commitments against the established budget, and adjusts/reports the impact of the previously reported “unfunded” \$1,823,323. As indicated in this table (and forecast in prior periods), project changes continued to diminish the Contingency balance available to cover the project to its completion. **In fact, general project changes now included in the budget forecast will place the total cost of changes in excess of the original Contingency Budget on the project.** A summary of budget “transfers” from the Contingency budget category is also included in **Section 4** of this report for further reference.

As stated in previous Monthly Reports, an additional, supplemental, budget request is being prepared for submittal in early 2006 to reestablish sufficient contingency funds to accommodate the anticipated costs to complete the project. Refinement of the revised funding demand is currently underway. This process is using historical data on conditions encountered to-date and near-term work as a benchmark to refine the range of anticipated new costs. **While this cost refinement is still in-process the need for full Contingency replenishment is possible to account for the following:**

- ◆ **Ongoing impacts of existing conditions in the facility.** This includes such items as newly discovered wiring irregularities that must be rectified to satisfy code and sustain the long term operation of the new system and limited capacity of existing Fire Alarm Panels to accommodate current facility changes. The trend of discovery of such conditions continues to be steady.
- ◆ **Security system installation and cutover has just begun and will run for several months.** As each step in this process is achieved the degree of uncertainty related to unforeseen conditions is reduced. Nonetheless the KCCF operations will rely, at least partially, on the existing system operation until the project is finished. This system is obviously one of the “weakest links” in the current facility and any number of corrective actions could become necessary to support the interim interface between systems over the remaining course of the project.
- ◆ **Potential Schedule impacts.** While the schedule growth has been successfully contained on the project for the past several months, legitimate schedule expansion could still occur as a result of unforeseen conditions or similar events noted above. The “soft” cost impact of the current schedule expansion for ongoing design and outside management services is also being assessed at this time for inclusion in the supplemental budget request.

The current Budget Status for the ISP project (including Phase I of the Jail Health Services Improvements, the Expanded Scope of ITR, associated MMR Projects, and the Shower Replacement Project) is as summarized in the following table.

**KING COUNTY CORRECTIONAL FACILITY  
 INTEGRATED SECURITY PROJECT (ISP)  
 MONTHLY REPORT – DECEMBER 2005**



**Table 1**

| Budget Item        | Budget               | Current Status       | Variance Over/(Under) | Comments                                     |
|--------------------|----------------------|----------------------|-----------------------|--|
| Design & Admin.    | \$ 3,196,887         | \$ 3,219,974         | \$ 23,087             |  |
| Construction       | \$ 20,268,326        | \$ 22,312,631        | \$ 2,044,305          |  |
| Contingency        | \$ 2,019,995         | \$ 0                 | \$ (2,019,995)        | Includes CO reserve funds                    |
| Utilized Conting.  | \$ -                 | \$ 2,019,995         | \$ 2,019,995          |  |
| Art                | \$ 228,150           | \$ 228,150           | \$ -                  |  |
| <b>Subtotal</b>    | <b>\$ 25,713,358</b> | <b>\$ 27,780,750</b> | <b>\$ 2,067,392</b>   |  |
| Conting. Transfers | \$ -                 | \$ (2,019,995)       | \$ (2,019,995)        | Applied to other cost categories             |
| <b>Subtotal</b>    | <b>\$ 25,713,358</b> | <b>\$ 25,760,755</b> | <b>\$ 47,398</b>      |  |
| JHS Phase II       | \$ (1,823,323)       |                      |                       | Funds Held for JHS Phase II                  |
| <b>Subtotal</b>    | <b>\$ 23,890,035</b> | <b>\$ 25,760,755</b> | <b>\$ 1,870,721</b>   |  |
| DAJD Ops           | \$ 4,340,816         | \$ 4,340,816         | \$ -                  |  |
| JH Ops             | \$ 511,862           | \$ 511,862           | \$ -                  |  |
| <b>Subtotal</b>    | <b>\$ 4,852,678</b>  | <b>\$ 4,852,678</b>  | <b>\$ -</b>           |  |
| <b>Total</b>       | <b>\$ 28,742,713</b> | <b>\$ 30,613,433</b> | <b>\$ 1,870,721</b>   | <b>Min. Additional Funding Req'd-To-Date</b> |

The cost commitments noted below in **Table 2** for the JHS Phase II improvements consist of the design fees for programming and development of the contract bid documents for the Phase II JHS Scope and ISP change order work that will facilitate implementation of the proposed Phase II scope. The actual cost for this work is being determined through competitive contractor bids (via Turner's GC/CM role) based upon the completed design. Once the negotiation process for this work is complete, additional funding will be included in a 2006 Supplemental Budget Request for the Jail Health Phase II. This request is still anticipated in the first quarter of 2006.

**Table 2  
 JHS Phase II Budget Status Summary**

| Budget Item      | Budget              | Current Commitments | Budget Variance Over/(Under) | Comments  |
|------------------|---------------------|---------------------|------------------------------|---|
| Authorized Funds | \$ 1,823,323        | \$ 561,383          | \$ (1,261,489)               | Includes Design Fees & Phase II related Construction in ISP |
| <b>Total</b>     | <b>\$ 1,823,323</b> | <b>\$ 561,383</b>   | <b>\$ (1,261,489)</b>        |   |



## SUBMITTALS & REQUESTS FOR INFORMATION (RFIs)

Submittals and Requests for Information (RFI's) have slowed considerably over the past several months, reflecting a more "normal" pattern of construction communication, consistent with the stage of project completion. RFI's are now focused more upon the need for refined information and the discovery of existing conditions that impact the new work. The design team response time on RFI's continues to be very good.

## PROJECT SEQUENCING

Because the KCCF remains fully occupied, the ISP project is uniquely dependent upon a series of closely coordinated and inter-related construction "steps" that accommodate inmate movement, operational restrictions, and contractor access. Many of the project milestones reflect this sequencing and, thus far, the following stages have been achieved successfully:

- ◆ Vacant West Wing space was converted to accommodate temporary ITR activities and inmate housing. This work combined the efforts of the Contractor, County crews, DAJD staff, and JHS staff.
- ◆ ITR activities were moved out of their previous locations on the 3<sup>rd</sup> Floor and into temporary West Wing Space. This occurred on August 1, 2005 and marked the first significant shift of DAJD and JHS Staff operations as a part of the phasing and sequencing necessary to support construction of the new ITR configuration. This was a major milestone on the project and marked the first internal move with impacts on law enforcement entities and other outside users served by the facility. This move allowed the 3<sup>rd</sup> Floor demolition work to begin by the end of October and construction of the new and expanded ITR concept is underway.
- ◆ The next major milestone in internal sequencing was achieved successfully between November 4<sup>th</sup> and November 7<sup>th</sup> of 2005 with the first movement of inmates off of the 11<sup>th</sup> Floor and into temporary space in the West Wing to accommodate construction. This move involved several increments and included the **movement/shuffling of over 630 inmates** to accommodate appropriate classification and new placement within the DAJD system. This same process will be repeated sequentially, one inmate floor at a time until all floors are complete. DAJD staff managed this initial activity successfully and deserves the highest compliment for their support in achieving this critical milestone. They will face the same demands throughout the project
- ◆ After completion of the Factory Acceptance Testing (FAT)-1 for the electronic security system in late October, the electronic security equipment began shipping to the jobsite for installation in November. By mid-December, Installation of electronic security system components and the initial phases of system cutover began in December. The system cutover process requires that each individual device (door, camera, motion detector, intercom, etc.) is tested in place and physically shifted operationally to the new control panels in the new Central Control Room. The process approximately 15% complete at this time and will have a total duration of several months.

## SECTION 2 – CRITICAL ISSUES

Critical issues are defined as those that have, or may likely have, an impact on project cost, or prevent the schedule from moving forward. The continued **schedule stability experienced over the past five months** remains as a positive sign for the project.

Successful FAT 1 acceptance in late October was viewed as a critical step in maintaining project progress. The pre-planning efforts and "pre-FAT" visits to the manufacturing facility to review the "in-shop" progress by both





the County and the Contractor contributed significantly to this accomplishment by expediting responses to questions and jointly refining the FAT test and acceptance protocols.

**Implementation of the new security system cutover started in December and has been very successful thus far.** This activity involves “live” shifting of security components from the old system to the new one and incremental migration from the existing control room to the newly constructed CCR. The same “proactive” planning used for the successful FAT-1 acceptance in late October has been in evidence on the project in December in support of this transition. Nonetheless, the success of this activity can be impacted by unforeseen conditions within the existing system.

Other potentially critical activities include reconciliation of the \$1.8M budget error and review and approval of future funding requests for the refined JHS scope and the ISP budget correction. It will be essential that both of these requests are completed in early 2006.

### SECTION 3 – SCHEDULE

The County **granted 225 days of additional time** to the Contractor in November, culminating a comprehensive schedule evaluation and negotiation process. Not all of this additional time was determined to be compensable. It should be noted that the majority of the schedule impacts are due to County initiated changes in scope and design. This time extension consists of incremental time adjustments that have been identified and forecasted in the past several Monthly Reports.

**It must be noted that there have been no new schedule delay notifications since June 2005.** This must be viewed positively. This pattern affirms recent efforts by both the Contractor and the County to stabilize the schedule expansion on this project. The project is slightly more than half finished and a significant amount of construction remains. As a result, further time impacts can still result from any number of “yet to be encountered” unforeseen conditions. However, the incremental schedule growth experienced between the start of construction and June of 2005 appears to have accommodated the vast majority of impact associated with necessary design and operational refinements to the security electronics system.

### SECTION 4 – COST REPORT

There have been ten Change Orders executed on the project to date as listed in **Table 3** below. The first of these was the Expanded Scope ITR work (\$3,910,225) that was approved as a supplemental budget request by the Council. Change Orders 2, 3, 4, 6, 7, 9, and 10 covered general scope changes as well as the 1<sup>st</sup> Floor West Wing improvements that were funded by Council to accommodate use of the space while the Expanded ITR renovations were occurring (these funds were applied to Change Order No. 4 that incorporated the work into the project). Change Order Number 5 incorporates the Shower Replacement work into the ISP Contract and Change Order Number 8 implements the time extension and increased costs associated with this additional time for both the General Contractor and the Subcontractors.

In addition to the executed change orders, pending cost adjustments consist of outstanding Change Proposals, and Field Directives issued to the Contractor for pricing that are projected to total an additional \$215,000 (approximately). None of the causes for the pending Change Proposals are in dispute and once the costs are fully negotiated, they will be converted to Contract Change Orders.



**Table 3**  
**Project Changes & Contingency Utilization Summary**

| Cost Item   |                     | Comments   |
|---|---------------------|--|
| <b>Executed Change Orders</b>   |                     |  |
| CO No. 1- Implement Expanded ITR  | \$ 3,910,226        | Funded as ITR  |
| CO No. 2- Misc. Mech., Elect. & Div 17 Revisions  | \$ 41,556           | Funded out of Contingency  |
| CO No. 3 – Control Panels, Multiple Cell Monitoring & latent/existing conditions                              | \$ 190,886          | Funded out of Contingency  |
| CO No. 4- Add DAJD upgrades in West Wing, Relocate HVAC for future JHS  | \$ 352,874          | Partially Funded by WW Supplemental, the balance out of Contingency                          |
| CO No. 5 – Implement Shower Replacement Project   | \$ 786,165          | Funded by Shower Replacement CIP   |
| CO No. 6 – Existing Conditions & Code   | \$ 134,169          | Funded out of Contingency  |
| CO No. 7- Exist. Cond., Design Refinemnt.   | \$ 68,190           | Funded out of Contingency  |
| CO No. 8 – Settlement of contract time  | \$ 762,415          | Funded out of Contingency  |
| CO No. 9- Design refinements, Elevator recall corrections, New elevator opening to support phasing & schedule | \$ 175,016          | Funded out of Contingency  |
| CO No. 10-Design refinements & exist. conditions  | \$ 141,632          |  |
| Less JHS CO's   | \$ (84,406)         | Funding by JHS Phase II  |
| <b>Subtotal Executed CO's</b>   | <b>\$ 6,478,723</b> |  |
| <b>Pending COP's Reserve</b>  |                     |  |
| PCO's -various changes pending  | \$ 215,000          | Changes pending further pricing and negotiation  |
| <b>Subtotal Changes / Impacts-To-Date</b>   | <b>\$ 6,693,723</b> | Total \$'s   |
| Tax on CO's   | \$ 578,927          | Funded by Contingency & ITR, MMR, WW Supplemental, and SRP (Each @ per funding Ratio)        |
| <b>Subtotal Construction Contract Changes</b>   | <b>\$ 7,272,650</b> |  |
| Less Authorized funds for work executed by CO   | \$ (5,205,258)      | Work executed by CO but funded by own source or offset by savings in other budget categories |
| <b>Total Contingency Demand-To-Date</b>   | <b>\$ 2,067,393</b> |  |



It is important to note that changed conditions continue to be encountered on the project and the rate of projected cost growth over the past three months remains at approximately 1.5% per month (this is a much slower rate than encountered in the initial stage of construction, but it continues to be steady). None of the change orders issued to date can be viewed as “discretionary” either. In general they have either been the result of modifications needed to address unanticipated existing conditions in the facility or modifications (primarily to the security electronics components) needed to accommodate DAJD operational requirements. Scope Changes, Design Refinements, unforeseen conditions, and regulatory revisions **combine to account for approximately 62%** of the project changes covered out of the contingency (this compares favorably with the 65% stage of overall completion on the project). The cost of **time extensions associated with changes account for approximately 38% of the Contingency Funds utilized to date.**

Jail Escort hours to date remain below those budgeted for the planned activities on the project. The tracking results for October and November showed the total number of escort hours used for the planned work at 18,090. This total was **572 hours less** than budgeted for the planned work activities they supported. In addition, work supporting the closeout of ITR Phase 1 work is also nearly complete and there is an estimated savings of approximately 1,000 hours associated with that work still pending. There has been a new demand of approximately 650 hours (through November) offsetting this savings. This new demand has resulted from the need to support code-related investigations and improvements required as a result of newly encountered conditions and additional discovery work needed to clarify existing electrical/Security Electronics conditions on the project. This trend is new and will be tracked closely in coming months as the DAJD data becomes available. The need for corrective action is not anticipated at this time.

Warren Cook (consultant hired by DAJD based on Council direction to evaluate escort operations during construction) completed his second site visit the last week of November. The report of his findings to the project Advisory Committee at the completion of his observations was highly complimentary of the escort utilization to date.

## **SECTION 5 – CONSTRUCTION REPORT/ ACTIVITIES over CURRENT REPORTING PERIOD**

### **Work In Progress:**

- Completing installation of “head end” Electronic Security System components in New CCR
- Pulling wire for Security Electronics
- Install end devices for Phase 1 System Cut-over
- First stage of “hot” cut-over on Security Electronics
- 11<sup>th</sup> Floor construction (Electronic Security System – cameras, call buttons, door controls, intercom, etc; Shower Replacement)
- Pulling wire for Security Electronics
- 3<sup>rd</sup> Floor ITR New Construction underway (walls, ceilings, floors, M&E, Casework, Security Electronics
- Elevator upgrade work

**Disputes Resolution Board (DRB):** The DRB (John Byer; Shawna Ryan, and Jim Donaldson) continued its Monthly site tours and meetings with the Project Team. To date, they have not been asked to officially intervene on any issues, although the monthly updates serve to keep them current on project conditions and expedite their input on issues at the working project level. Ongoing monthly project review and site visit sessions have been scheduled for the balance of the project.



**SECTION 6 – LOOK AHEAD**

Summary of the notable activities planned for the next period (January 2006).

- Continued installation of Electronic Security System components in New CCR
- Pull wire for Security Electronics
- Install end devices
- Continue “hot” cut-over on Security Electronics
- Cutover new PLC’s
- Continue new ITR Construction (walls, ceilings, floors, M&E, Casework, Security Electronics)
- Fire Alarm upgrade
- Elevator upgrade work

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## **Introduction and Overview**

Based upon a Request For Proposal issued by the King County Department of Adult and Juvenile Detention (DAJD), the firm of Warren F. Cook and Associates – LLC (WFCA) entered into a contract with the DAJD, to provide consulting services in conjunction with the Integrated Security Project (ISP) at the King County Corrections Facility (KCCF) located in downtown Seattle, Washington.

The consultant participated in a site visit during the week of July 18<sup>th</sup>, 2005, several telephone conversations; and, spent time reviewing the following documents received from the DAJD, while preparing to assist the agency during the 2<sup>nd</sup> on-site visit at the KCCF:

- The recommendations listed in the 1<sup>st</sup> Site Visit Report;
- The Report on the ISP Plan and the DAJD Response;
- The RFP and other associated documents.

The second site visit was timed during the construction work on the 11th floor. During this site visit at the KCCF, the consultant:

1. Reviewed activity reports and logs associated with the ISP Program;
2. Reviewed progress on recommendations from the 1<sup>st</sup> site visit report;
3. Received a project update from the ISP Manager and Supervisor;

4. Observed ISP Escort Officers while supervising contractor staff;
5. Made further recommendations for project improvements; [and]
6. Provided a debriefing for DAJD, ISP, Auditor, and Council Staff.

### **Expected Outcomes of the Report**

The following were established as the expected outcomes for this 2<sup>nd</sup> site visit report:

1. Overall view of the safety, security, and project efficiencies;
2. Evaluation of the escorts ability to appropriately support contractors;
3. Validate use and adjustments for the Escort Officers Program staffing;
4. Document observations and identified cost savings measures;
5. Make recommendations for program improvements.

### **On Site Activities**

On November 27, 2005, the consultant traveled to Seattle, Washington to prepare for the associated work activities. The following is an overview of the work conducted by the consultant during this 2<sup>nd</sup> site visit:

Monday – November 28<sup>th</sup>:

- ✓ Received project update from DAJD Management Staff;
- ✓ Toured construction areas of the KCCF and observed Escort Officers.

Tuesday – November 29<sup>th</sup>:

In addition to observing Escort Officers working with contractors, the consultant toured the facility with KCCF, Council, and Auditor Staff.



Wednesday – November 30<sup>th</sup>:

The consultant shadowed various Escort Officers supervising contractors and toured the construction areas with KCCF and Auditor Staff.

Thursday – December 1<sup>st</sup>:

- ✓ Met with Project Manager Jerry Smith and Sgt. Doug Justus;
- ✓ Attended a contractor meeting conducted by Turner Construction Superintendent Scott Schurman.
- ✓ Observed both ISP Escort Officers and KCCF Jail Operations Staff, as they worked together to facilitate efficiencies for contractor staff.
- ✓ Attended a Central Control Training Plan Briefing conducted by Sgt. Justus for Command Staff.

Friday – December 2<sup>nd</sup>:

- ✓ Provided a debriefing for DAJD Management Staff;
- ✓ Provided a debriefing for Audit and Council Staff.

## Observations and Associated Recommendations

As with the first site visit, the consultant was asked to address the following questions with regards to the implementation of the ISP:

1. “Does the current system for tracking and managing escort officers ensure reasonably efficient use of the escort officers, maintain adequate safety and security, and support the timely and successful completion of the construction project?”

*The consultant found that the current system of tracking and managing the escort officers is still maintaining maximum efficiency, safety, and security; while ensuring that the project, contractors, and jail operation activities remain on schedule.*

2. “Compared to the current staffing plan, are there alternative staffing levels, approaches to providing security, or ways to deploy escort officers that would lead to material savings, maintain adequate safety and security, and support the timely and successful completion of the construction project?”

*The consultant observed that the current staffing strategy is not only fiscally prudent, but the escorts are in some cases doing double-duty to reduce the need for hiring short-term overtime to provide for partial day contractor tasks. A good example of this practice is Officer Walker's pull post, whereby his post is closed from time to time so that he can provide short-term (2-7 hour periods) contractor escorts. While they do this, they have to be careful that this modality to save precious dollars does not encumber the routine escorts required to keep the project on schedule. The consultant is confident that Sgt. Justus is utilizing the mode in a highly prudent fashion, while the escort officers are giving 'their all' to save ISP funds wherever possible.*

It is noteworthy that to date, the ISP Escort Officers have accounted for over 45,000 tools and implements, as documented through their highly accountable check-out and check-in inventory procedures. In addition, not one tool has been found unaccounted for during the entire project.

The continuing coordination between Sgt. Justus and Superintendent Schurman (Turner Construction) results in maximum efficiency, as they

work together to increase the efficiencies of contractors, subs, and jail operations staff through the innovative scheduling of the ISP Escorts.

The consultant is impressed by the monitoring activities of the Council and Auditor staff. Periodic tours of the site by their representatives allow them to view the progress of the project and the efficiencies realized by the escort officers.

*The consultant again recommends that Council and Auditor staff should take the time to shadow an ISP Escort Officer, to observe their relentless and excellent work in support of the ISP Project and its contractors.*

Sgt. Justus has implemented and now publishes an "ISP Escort Officers Program Monthly Activity Report", for distribution to DAJD Management Staff, The Council, Auditors, and others, showing the monthly figures and the cumulative totals experienced during the project.

*The consultant recommends that a section be added to the report to list noteworthy activities that will occur during the upcoming month, so that interested persons can observe them.*

The consultant was pleased to see the ongoing relationship and dialogue occurring among the DAJD Management Staff, the ISP Escort Officer Program Staff, the Council, the Auditors, County Project Staff, and Contractors. Through this ongoing dialogue, all entities keep current on project activities and milestones, while making suggestions and appropriate adjustments, where warranted.

The in-service training for the ISP Escort Officers assigned is ongoing. Sgt. Justus' meetings with staff provide not only the critical elements to tune up various aspects of the ISP, they also include valued input from the officers regarding cost-saving adjustments. The consultant found that the officers that were newly assigned to the project (11 days) had the same level of project knowledge and competency of those that had been assigned for extended periods of time; exhibiting the level of training received.

The consultant noted that several thousand photos have been taken during the project by one of the officers. It appears as though these photos have not been cataloged or placed on topical CDs. These photos are valuable, in that they have captured the progress of the ISP Project for archival purposes. In

addition, these photos if available to various stakeholders could be used for briefings and presentations surrounding the project.

*The consultant recommends that the officer be given at least 8 hours of release time during, at least each of the next 4 months (January-April), so that these photos can be assembled and available for topical viewing.*

The consultant was asked to review the effectiveness of placing 2 escorts upon floors experiencing ISP contractor activities; i.e. one officer staying on the floor and one officer serving as a shuttle escort to move materials and contractors to and from the floor.

*After reviewing the rationale and observing the use of these officers, the consultant makes the following recommendations:*

- 1. The rationale and strategy of these assignments is prudent in maintaining consistency and ensuring that the contractors are provided the committed support to alleviate contractor "wait or down time". If only one officer was assigned to monitor both the contractor activity on the floor and provide the escort requirements, one function would stop during times that the escort was involved with the other. This could slow down the progress of the project, as contractors*

*would have to wait for the escort officer to return to the floor to gain access to more supplies or required tools, secured within the contractor staging areas on the floor.*

- 2. An important portion of this strategy involves King County's liability with regards to contractor and agency staff. Due to the continuous jail operations during the project, the consultant feels that there should always be a King County employee (ISP Escort Officer) in the areas where contractors are working to ensure that the interests of King County are looked after.*
- 3. The most important part of this strategy involves fire/life-safety considerations. An ISP Escort Officer should always be present with contractor staff to ensure that should an emergency (or lockdown) occur, the officer can ensure that persons can be safely evacuated to ensure their safety.*

*Note: The life-safety incident involving the quick actions of Officer Connor is a good example of this need. Had she not been "on-site" when the contractor went down, the incident could have been deadly.*

*It should be noted that Sgt. Justus should monitor this modality to ensure that these assignments meet the operational efficiencies of the ISP.*



The consultant continues to be impressed by the attitude of the operational staff at the KCCF. He did not observe any dissenting statements or impressions from any of the jail officers contacted during both visits. The entire KCCF staff are on board to support the needs of the project and ISP Escort Officers. The significant delays in elevator use, the disruption due to 'wire pulls', and equipment moves are taken in stride, receiving highly professional responses. A good example of this was the preparation for the work on the 11<sup>th</sup> Floor, where over 630 inmates were moved within the KCCF building – without any incidents.

Noteworthy were the consultant's observations of ISP Escort Officers and Jail Operations Officers working together in a congenial fashion, as they facilitated the frequent movement of contractor staff through areas inhabited by inmates. Their diligent ongoing collective efforts are highly important to the efficiency of the project, as contractors move to and from their work areas without delays.

Working with local law enforcement agencies, the ISP has totally avoided any delays or disruption to intake and transport activities, due to the great work of the ITR Staff (working with reduced staffing) and the Escorts.

Also noteworthy are the efforts of the KCCF Medical staff, as they continue to provide a high level of quality inmate health care service throughout the operation areas of the KCCF affected by the ISP.

The excellent work exhibited by the three officers assigned to develop the training manual for the new Central Control is truly outstanding. Working for a short period of time, these officers developed an extensive manual that will allow staff to easily learn the routine and emergency functions of the new Status Control System. It should be noted that the 11 page outline for the new manual describes the true comprehensiveness of their labors.

*The consultant recommends that Sgt Justus produce a monograph for submittal to The National Institute of Corrections Jail Center, describing the ISP Escort Officers Program, focusing on the planning process, project implementation, supervision, contractor relationships, the interface with a facility containing inmates during constructions activities, coordination, and associated adjustments that have made this truly unique project work.*

## **Summary**

The consultant continues to be impressed with the ISP Escort Officers Program. This stellar program is highly accountable and currently efficient. The program therefore does not need to make overall staffing adjustments at this time. The recommendations of the 1<sup>st</sup> site visit (with the exception of the ISP Escort Officer job shadowing by Council and Auditor Staff) were implemented. The continual routine changes and escort adjustments coordinated through the efforts of Sgt. Justus, with the valuable input from the officers, continue to appropriately improve efficiencies for the program, resulting in significant cost savings for both King County and the contractors working within the KCCF. In addition, the relationship and coordination between the ISP and the KCCF Jail Operations Staff is outstanding; continuing to provide uninterrupted custodial and inmates services for the jail and local law enforcement intake and booking needs.

## **Future Activities**

The consultant will join Sgt. Justus to co-author an article describing the project and associated processes for publication in a future issue of "American Jails" (official publication of the American Jail Association).

The 3<sup>rd</sup> consultant visit will occur the week of May 8<sup>th</sup>, 2006, when the County will identify additional tasks related to construction security and the use of escort officers including, but not limited to:

1. Review activity reports and logs associated with the ISP Program;
2. Review progress on recommendations from the 2<sup>nd</sup> site visit report;
3. Assess whether suggested improvements to the management system were implemented;
4. Meet with the ISP Manager and Supervisors to discuss the project;
5. Observe ISP Escort Officers while supervising contractor staff;
6. Make further recommendations, as needed based on the daily reports and direct observation, and work with the project team to determine whether alternative ways to deploy escort officers on housing floors is worthwhile, while recommending practical approaches for testing;
7. Provide an debriefing for DAJD, ISP, Auditor, and Council Staff;
8. Prepare a report summarizing all findings and recommendations within two weeks after the site visit.

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*Principal Warren F. Cook* serves his clients, based upon more than 38 years of practical experience in criminal justice activities. He serves as an expert witness and provides advice to legal firms regarding litigation associated with enforcement and jail operations, agency liability, staff responsibilities, and client care within criminal justice agencies.

His experience includes the development, commissioning, and direct operation of several corrections facilities; having served as a police officer, corrections officer, sergeant, jail manager, facility commander, jail inspector, and executive advisor; retiring as a Sheriff's Captain. During his career, he has managed staff scheduling, internal affairs, training, planning, research, booking intake facilities, a court security and transport unit, a restitution and work release center, high security special management units, direct and indirect (podular and dormitory) units, and alternative community correctional programs.

He has served on the design and transition teams for several correctional medical/mental health units, intake processing units, and new justice center jails (adult and juvenile). He has also served as project manager, responsible for the timely constitutional upgrading, remodeling, and the expansion of several corrections and criminal justice facilities.

Working as a consultant for more than 18 years, he has worked with over 400 agencies throughout the nation in the areas of programming-development-plan reviews for new enforcement, corrections and 911/communication facilities. His services have included operational analysis, policy and procedure development, administrative and records processes, staffing analysis, construction security plans, and security assessments / upgrades. Also addressed were transition planning and staff training for new jail and justice centers. He has a national reputation; and, is well known for his ability to assist agencies focusing with a risk management approach to ensure safe, efficient, constitutional, and cost-effective operations.

Several years ago, he co-authored several professional articles and the development of a training program for The American Jail Association, dealing with the dynamics of the criminal justice intake process. Utilizing the program {"Intake – The First 72 hours"}, he has trained over 200 professionals in this high-liability activity, including proper design, human issues (medical and mental health screening), associated processes, identification, policies, procedures, and training for intake staff. Included within this important risk management program are suicide prevention processes, critical medical services, and client safety. *U.S. Supreme Court Justice Sandra Day O'Connor cited the work on this program in her opinion given in Atwater v. City of Lago Vista (Texas).*

Over the past 10 years he has been instrumental in the development of enforcement and jail facilities within Native American jurisdictions. In 1995, he was part of a team that surveyed several tribal facilities. He was again called upon in 2000 to perform more reviews to assist Native American tribal authorities with the upgrading, planning and development of new facilities and programs for both adults and juvenile clients.

In 2004, he developed the FF&E (Fixtures, Furniture and Equipment) Plans for two new Native American facilities, a staffing plan for a new facility, and is currently working as the prime consultant for the development and construction of an adult and juvenile campus facility. He enjoys his role, while assisting Native American tribes with the upgrading and modernization of their criminal justice facilities and programs.

He has served as an advisor to architectural firms during the programming and design for several correctional facilities (both adult and juvenile).

He developed and facilitated the implementation of an 'alternatives to incarceration' program for Lancaster County in Lincoln, Nebraska. This program was part of an overall plan to reduce jail overcrowding. Utilizing a calling program to remind persons charged with crimes of their court dates, it has reduced FTA (Failure To Appear) incidents, warrants, arrests, and jail time. The program also included a community service work program, so offenders could work off levied fines, rather than sitting them out unproductively, in jail.

He continues to work for the betterment of those planning to enter and those working within the criminal justice field. He remains active as an educator serving the students of Portland Community College in their Criminal Justice Program; and, as an active trainer for The National Institute of Corrections and The American Jail Association.

In October of 2004, he was honored by Sam Houston State University, when he received an invitation to address the members of The Correctional Management Institute of Texas, presenting materials that he developed.

He has been invited to present a paper at the Oxford Round Table on Criminal Law and Justice at the Harris Manchester College in the University of Oxford (England) in 2006.

He has and continues to develop and publish professional articles/programs for the betterment of staff and public agency operations. In addition, he maintains currency within the profession through his active membership with the American Correctional Association, the American Jail Association, and as a working Board Member of the Oregon Criminal Justice Association. {11.05}