

**BRIEFING NUMBER 2005-B0115**

**ATTACHMENTS 1-4  
SEPTEMBER 14, 2005 STAFF REPORT**

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

**JULY 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 month of July 2005.

**SCHEDULE**

The Notice-to-Proceed date was September 7, 2004 and the revised project Substantial Completion date is February 26, 2007. The new completion date is based upon final negotiations of the **time component** of a Change Order that will **add 173 Calendar days** to the contract time. This schedule extension is consistent with the additional time anticipated, and reported, in prior periods. Since completing the time negotiation in May, the Contractor has advised the County that they feel they are entitled to **60 additional days** due to control panel revisions and miscellaneous changes to other electronic security components. The contractor has submitted back-up information to support his request for the first 30 days and this information is under consideration (and was still being evaluated for entitlement at month end by the County). The Contractor has not submitted documentation for the remaining 30 days, however. The following table summarizes the revised projected milestone dates as approved for the project along with the potential impact of the additional 30 days currently under consideration:

**Project Milestone Events**

| Milestone Activity                       | Scheduled Milestone Date | Negotiated/Revised Milestone Date | Requested Revisions (Under Consideration) |
|--|--------------------------|-----------------------------------|---|
| Gen. Contractor Job Start                | 09.07.04                 | 09.07.04                          | 09.07.04                                  |
| FAT 1 Testing Acceptance                 | 03.03.05                 | 09.08.05                          | 10.06.04                                  |
| FAT 2 Testing Acceptance                 | 05.24.05                 | 11.07.05                          | 02.02.06                                  |
| CCR Acceptance                           | 07.05.05                 | 12.20.05                          | 01.19.06                                  |
| Move Inmates from 11 <sup>th</sup> Floor |                          | 10.17.05                          | 11.14.05                                  |
| 11 <sup>th</sup> Floor Acceptance        | 07.18.05                 | 01.04.06                          | 02.01.06                                  |
| Complete New ITR                         | 10.18.05                 | 01.26.06                          | 02.23.06                                  |
| Floor- by-Floor Construction             | 07.26.06                 | 01.11.07                          | 03.06.06                                  |
| Project Substantial Completion           | 09.07.06                 | 02.26.07                          | 03.26.07                                  |

**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 “unfunded”\$1,823,323 that will be rectified in a 4<sup>th</sup> Quarter 2005 Omnibus Budget Request. **As indicated in this table, project reserves now being held for anticipated project changes have significantly diminished the remaining Contingency balance needed 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.

**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.** Identification / refinement of the revised funding demand is currently in-process and is being performed within the context of the remaining work to be encountered in the facility. The 3<sup>rd</sup> Floor ITR demolition work will begin in earnest in August, FAT-1

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will be complete in October, work will begin on the first inmate floor (11) in October, and the security system installation and initial cutover is scheduled to be implemented by the end of 2005. The work required to achieve each of these critical milestones will provide the most reliable forecasting method for the new contingency demand as it will allow the cost to be developed on actual project cost trends (related to possible new costs associated with schedule extensions and/or any scope or design refinements and unforeseen conditions that might be discovered during the course of this construction).

The cost commitments noted to date 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. As discussed in prior legislative transmittals regarding the ISP/JHS projects, it is envisioned that the revised scope of JHS improvements will result in a construction project in excess of the currently available appropriation authority of \$1,823,323. Since the Phase II JHS work will be performed by Turner Construction as a change order to their current contract, the actual revised cost is being determined through contractor bids on the completed design. The construction documents were transmitted to the Contractor in late July for this purpose. **The timeframe needed for the bidding and negotiation process will likely prevent the funding request for this work from being included in the 2006 CIP Budget request.** As a result, the Jail Health Phase II request is anticipated to occur as a 2006 Supplemental in the first quarter of 2006.

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**  
**ISP/JHS I/TR/MMR/SRP Budget Status Summary**

| Budget Item        | Budget               | Current Status       | Budget Variance     | Comments                             |
|--------------------|----------------------|----------------------|---------------------|--------------------------------------|
| Design & Admin.    | \$ 3,096,887         | \$ 3,194,974         | \$ 98,087           |                                      |
| Construction       | \$ 20,199,143        | \$ 21,782,994        | \$ 1,583,851        |                                      |
| Contingency        | \$ 2,019,995         | \$ 339,685           | \$ (1,680,310)      | Conting. Balance is now challenged   |
| Utilized Conting.  | \$ -                 | \$ 1,680,310         | \$ 1,680,310        |                                      |
| Art                | \$ 228,150           | \$ 228,150           | \$ -                |                                      |
| <b>Subtotal</b>    | <b>\$ 25,544,175</b> | <b>\$ 27,226,113</b> | <b>\$ 1,681,938</b> |                                      |
| Conting. Transfers | \$ -                 | \$ (1,680,310)       | \$ (1,680,310)      | Applied to other cost categories     |
| <b>Subtotal</b>    | <b>\$ 25,544,175</b> | <b>\$ 25,545,803</b> | <b>\$ 1,628</b>     |                                      |
| JHS Phase II       | \$ (1,823,323)       |                      |                     | Funds Held for JHS Phase II          |
| <b>Subtotal</b>    | <b>\$ 23,720,852</b> | <b>\$ 25,545,803</b> | <b>\$ 1,824,951</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>\$ 28,573,530</b> | <b>\$ 30,398,481</b> | <b>\$ 1,824,951</b> | <b>Minimum 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.

**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**

There were only 3 product submittal packages in July. These products submittals are consistent with the phase of work on the project. The one Security Electronics submittal received in July was for the Full Screen Development and marks a significant milestone in preparation for FAT 1. The submittals are a good indicator that the necessary planning and mobilization has begun to meet the current schedule of construction for the Expanded ITR scope. Similarly, the new Security Electronics submittal indicates that refinement of the engineering functions through the submittal review process is almost complete and the focus will shift to the steps needed to secure a successful Factory Acceptance Testing (FAT) and installation process.

**REQUESTS FOR INFORMATION (RFIs)**

To date, 380 Requests for Information (RFIs) have been received on the project. The pace of RFI production continued to be relatively even this month and the content of the questions raised continue to focus on more general building questions. This is the result of the project moving further into construction and a significantly greater volume of overall preparation for construction of the Expanded ITR. 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. DAJD utilized a proactive information campaign to educate the users on the revise circulation and inmate movement patterns in advance of the move. In this move, the ITR functions were relocated from their current location on the 3<sup>rd</sup> Floor to temporary quarters on the 4<sup>th</sup> Floor and Phase I ITR components on the 3<sup>rd</sup> Floor. The temporary accommodations on the 4<sup>th</sup> Floor were coordinated and constructed primarily by County forces. The Phase I ITR work was implemented by the Contractor as an increment of the overall expanded ITR scope and will remain in its present configuration. This move allows for demolition of the remaining portions of the "old" configuration and construction of the new ITR space (anticipated completion in February 2006).

**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. On a cautionary level, achievement of FAT 1 acceptance in late September is viewed as



critical. Meeting this milestone within the current schedule is viewed as achievable, but “tight”, by both the County and the Contractor simply because there is a substantial amount of work (both software and hardware) to be accomplished in advance of the test itself. Both parties are working proactively to assure compliance with this date by expediting the balance of the system design and review process, and jointly refining the FAT test and acceptance protocols. As a part of this effort, a “pre-FAT” visit to the manufacturing facility to review the “in-shop” progress to date is scheduled for July.

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

As of this date, the County has granted 172 days of additional time to the Contractor and agreed to compensate them for approximately 109 of these days. The remaining 63 days have been granted without additional compensation. Causes for the extended project time included in this settlement were summarized in the May Report. The total time requested by the Contractor for the changes calculates to a greater number than the time extension granted by the County. Back-up schedule submittals from the contractor and analysis by the County’s project team over the past several months showed that many of the delayed activities were concurrent, however. As a result, the summary allocation of 109 compensable days was reached.

Thus far, the current schedule slippage has not resulted in any significant impacts to the DAJD budget for Security Escorts as most of the budgeted hours to support the activities in question are merely “delayed.” It is anticipated that DAJD will incur some additional cost for the staff that are permanently assigned to coordinating the project, however. DAJD will also experience an impact to their 2005 operating budget due to the new implementation date for the expanded ITR. Their budget had anticipated some staff cost savings in 2005 associated with the eliminated control position in the new plan. DAJD is currently in the process of assessing their costs associated with longer construction duration in the facility. Other incremental cost impacts associated with the longer schedule include extended consultant services and the like.

**Since completion of the negotiated time settlement, the Contractor has notified the County that they believe they are entitled to an additional 30 days of extension due to a late revision to the Control Panel functions requested by the County (and not included in their prior requests for additional time). This notification was received in June and the Contractor’s documentation intended to support the request was submitted in late July. This back-up material has yet to fully evaluated for entitlement, but there is now little doubt that the request holds some merit and a further time adjustment of some magnitude (even if it doesn’t equal the full 30 days requested) will be forthcoming.**

### SECTION 4 – COST REPORT

There have been five 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. This work was integrated into the project via Change Order because the timing of the supplemental approval lagged somewhat behind the GC/CM contract negotiation for the balance of the work. This timing was anticipated during the GC/CM contract negotiation and provisions were included in the ISP contract to allow the Change Order implementation without incurring a cost premium. Three of the remaining four change orders 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 Change Orders have a combined value of \$585,316. The last Change Order (Number 5) incorporates the Shower Replacement work into the ISP Contract.



**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           | Contingency                                  |
| Change Order No. 3                               | \$ 190,886          | Contingency                                  |
| Change Order No. 4                               | \$ 352,874          | Partially Funded by WW Supplemental          |
| Change Order No. 5                               | \$ 786,165          | Funded by Shower Replacement CIP             |
| Less JHS CO's                                    | \$ (84,406)         | Funding by JHS Phase II                      |
| <b>Subtotal Executed CO's</b>                    | <b>\$ 5,197,301</b> |  |
| <b>Pending COP's Reserve</b>                     |                     |  |
| PCO's -various changes                           | \$ 492,623          |  |
| Turner Time - Negotiated 172 Days                | \$ 280,000          |  |
| Subs Time - Pending 172 Days                     | \$ 160,000          |  |
| Turner Additional Time Request - Pending 30 Days | \$ 77,000           |  |
| <b>Subtotal Pending Impacts</b>                  | <b>\$ 1,009,623</b> |  |
| <b>Subtotal Changes / Impacts-To-Date</b>        | <b>\$ 6,206,924</b> | Total \$'s                                   |
| Tax on CO's                                      | \$ 536,089          |  |
| <b>Subtotal Construction Contract Changes</b>    | <b>\$ 6,743,013</b> |  |
| Less Authorized funds for work executed by CO    | \$ (5,062,703)      | Work executed by CO but funded by own source |
| <b>Total Conting. Demand-To-Date</b>             | <b>\$ 1,680,310</b> | ISP/ITR/MMR \$'s                             |

In addition to the executed change orders, the pending change orders include outstanding Change Proposals, and Field Directives issued to the Contractor for pricing that are projected to total an additional \$492,623 (approximately) and compensation for anticipated contract time adjustments. 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. The amounts shown above for time extensions are forecasts only.

It is important to note that none of the change orders issued to date can be viewed as "discretionary." 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 the Contractor's design process for the Security Electronics system is nearly complete, there is a significant amount of testing and field installation yet to occur, including the floor-by-floor installation on the Inmate Floors. **As a result, the project team is currently assessing the prudent level of additional contingency**





**funds needed to complete the project for inclusion in a 2006 Budget Request for the ISP.**

Jail Escort hours to date remained below those budgeted for the project. DAJD has converted to a new time recording system and the escort hours for July were not available at the time of this report. However, the total number of escort hours used in June was 1425, bringing the cumulative total for the project to approximately 10,428 hours. At the end of June, the escort hours were **275 hours less** than budgeted for the planned work activities they have supported.

## **SECTION 5 – CONSTRUCTION REPORT/CURRENT MONTH ACTIVITIES**

### **Work In Progress:**

- Division 17, Electronic Security System Engineering and Software Development continued throughout the reporting period.
- Division 17, Electronic Security performing speaker and camera installation
- West Wing Construction Wrap-up for Temp ITR Move
- ITR Phase 1 construction completion
- Electrical/Power distribution work in CCR

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

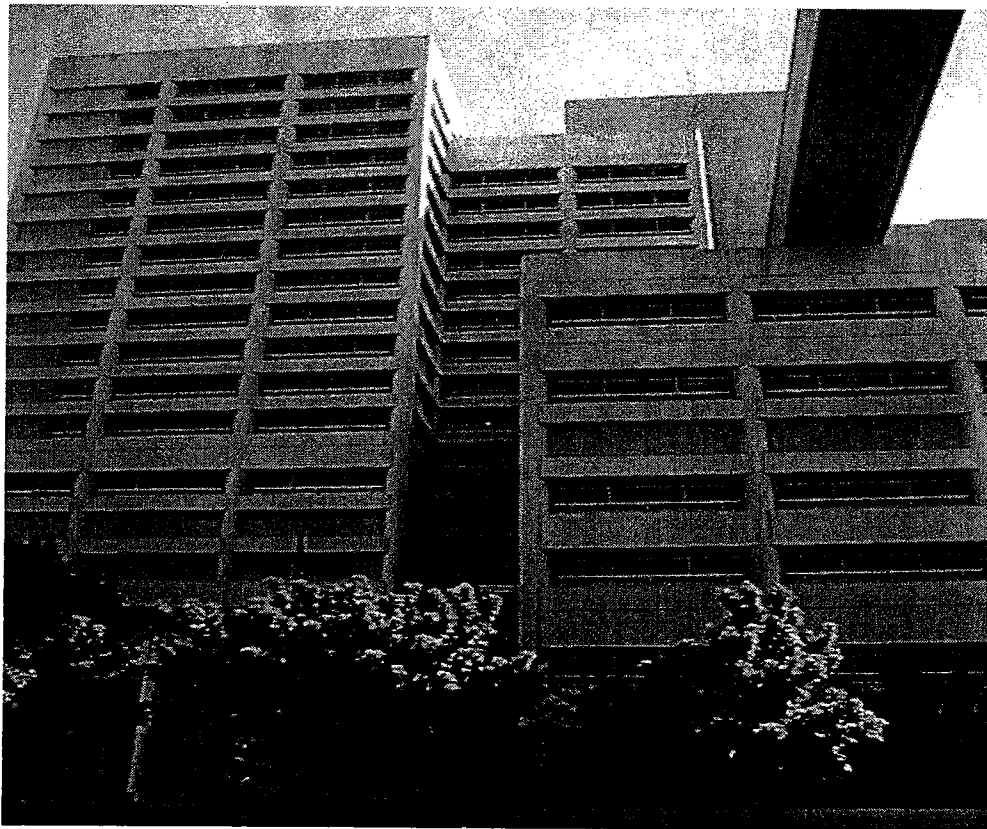
## **SECTION 6 – LOOK AHEAD**

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

- Continued, Shop Drawing and submittal review for ITR components
- Continued, Division 17 engineering and software development
- Elevator revisions
- Casework Installation
- 3<sup>rd</sup> Floor Demolition and Preparation for Expanded ITR Construction

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**SECTION 1 – EXECUTIVE SUMMARY**

This monthly report covers the status of the KCCF/ISP for the month of June 2005.

**SCHEDULE**

The Notice-to-Proceed date was September 7, 2004 and the revised project Substantial Completion date is February 26, 2007. The new completion date is based upon final negotiations of the **time component** of a Change Order that will **add 173 Calendar days** to the contract time. This schedule extension is consistent with the additional time anticipated, and reported, in prior periods. Since completing the time negotiation in May, the Contractor has advised the County that they feel they are entitled to **30 additional days** due to control panel revisions. This request for additional time has yet to be documented adequately for the County to grant additional time. The following table summarizes the revised projected milestone dates as approved for the project:

**Project Milestone Events**

| Milestone Activity                | Scheduled Milestone Date | Revised Milestone Date |
|-----------------------------------|--------------------------|------------------------|
| Gen. Contractor Job Start         | 09.07.04                 | 09.07.04               |
| FAT 1 Testing Acceptance          | 03.03.05                 | 09.08.05               |
| FAT 2 Testing Acceptance          | 05.24.05                 | 11.07.05               |
| CCR Acceptance                    | 07.05.05                 | 12.20.05               |
| 11 <sup>th</sup> Floor Acceptance | 07.18.05                 | 01.04.06               |
| Complete New ITR                  | 10.18.05                 | 01.26.06               |
| Floor- by-Floor Construction      | 07.26.06                 | 01.11.07               |
| Project Substantial Completion    | 09.07.06                 | 02.26.07               |

**COST/BUDGET**

The budget summaries below delineate project costs between the current ISP project (including Jail Health Phase I, the Expanded ITR, and the Accelerated MMR components) and the pending JHS Phase II improvements. **Table 1** tracks project commitments against the established budget, and adjusts/reports the impact of the “unfunded”\$1,823,323 that will be rectified in a 2006 Budget Request. **As indicated in this table, project reserves now being held for anticipated project changes have significantly diminished the remaining Contingency balance needed to cover the project to its completion (we are forecasting commitments of nearly 80% of the original project contingency at this time). Therefore, we expect the 2006 Budget request will require additional funding to reestablish sufficient contingency to accommodate expected costs to complete the project.** The additional funds will be needed to mitigate possible new costs associated with schedule extensions and/or any scope or design refinements and unforeseen conditions that might be discovered during the course of the remaining construction. Refinement of this revised total is in process. **This will be in addition to the request to correct the 2004, \$1,823,323 funding error**

The cost commitments noted to date 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. As discussed in prior legislative transmittals regarding the ISP/JHS projects, it is envisioned that the revised scope of JHS improvements will result in a construction project in excess of the currently available appropriation authority of \$1,823,323. The revised cost will also be identified in a 2006 Budget request.

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

**Table 1  
ISP/JHS I/TR/MMR Budget Status Summary**

| Budget Item     | Budget               | Forecast             | Budget Variance Over / (Under) | Comments   |
|-----------------|----------------------|----------------------|--------------------------------|--|
| Design & Admin. | \$ 3,096,887         | \$ 3,194,974         | \$ 98,087                      |  |
| Construction    | \$ 19,412,978        | \$ 20,996,433        | \$ 1,583,455                   | Includes reserves for CO's "in process"                          |
| Contingency     | \$ 2,019,995         | \$ 337,685           | \$ (1,682,310)                 | Contingency budget insufficient and will need to be supplemented |
| Art             | \$ 228,150           | \$ 228,150           | -                              |  |
| <b>Subtotal</b> | <b>\$ 24,758,010</b> | <b>\$ 24,757,242</b> | <b>\$ (786)</b>                |  |
| JHS Phase II    | \$ (1,823,323)       |                      |                                | Funds Held for JHS Phase II                                      |
| <b>Subtotal</b> | <b>\$ 22,934,687</b> | <b>\$ 24,757,242</b> | <b>\$ 1,822,555</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>\$ 27,787,365</b> | <b>\$ 29,609,920</b> | <b>\$ 1,822,555</b>            | <b>Min. Funding Req'd to balance budget</b>                      |

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

**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**

There were only 3 product submittal packages in June, all of which related to product data for elements of the expanded ITR design. These products submittals are consistent with the phase of work the contractor is in and the absence of any new Security Electronics submittals in June marks a significant, positive, milestone for the project.



The ITR submittals are a good indicator that the necessary planning and mobilization has begun to meet the current schedule of construction for the Expanded ITR scope. Similarly, the absence of new Security Electronics submittals indicates that refinement of the engineering functions through the submittal review process should be ending and the focus will shift to the steps needed to secure a successful Factory Acceptance Testing (FAT) and installation process.

### **REQUESTS FOR INFORMATION (RFIs)**

To date, 339 Requests for Information (RFIs) have been received on the project. The pace of RFI production continued to be relatively even this month and the content of the questions raised appears to be shifting from Security Electronics to more general building questions. This is the result of the project moving further into construction and the continued refinement of the Security Electronics engineering functions. 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 will occur on August 1, 2005 as a part of the ISP phasing and sequencing. In this move, the ITR functions will be relocated from their current location on the 3<sup>rd</sup> Floor to their temporary quarters on the 4<sup>th</sup> Floor to facilitate demolition and construction of the new ITR space (anticipated completion in January 2006). The Contractor is current proceeding with Phase 1 ITR work in the new location and temporary accommodations are being coordinated for construction by County forces on the 4<sup>th</sup> Floor in preparation for this move.

### **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. On a cautionary level, achievement of FAT 1 acceptance in late September is viewed as critical. Meeting this milestone within the current schedule is viewed as achievable, but “tight”, by both the County and the Contractor simply because there is a substantial amount of work (both software and hardware) to be accomplished in advance of the test itself. Both parties are working proactively to assure compliance with this date by expediting the balance of the system design and review process, and jointly refining the FAT test and acceptance protocols. As a part of this effort, a “pre-FAT” visit to the manufacturing facility to review the “in-shop” progress to date is scheduled for July.

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 the 2006 Budget cycle.

### **SECTION 3 – SCHEDULE**

As of this date, the County has granted 172 days of additional time to the Contractor and agreed to compensate them for approximately 109 of these days. The remaining 63 days have been granted without additional compensation. Causes for the extended project time included in this settlement were summarized in the May Report. The total time requested by the Contractor for the changes calculates to a greater number than the time extension granted by the County. Back-up schedule submittals from the contractor and analysis by the County's project team over the past several months showed that many of the delayed activities were concurrent, however. As a result, the summary allocation of 109 compensable days was reached.

Thus far, the current schedule slippage has not resulted in any significant impacts to the DAJD budget for Security Escorts as most of the budgeted hours to support the activities in question are merely “delayed.” It is anticipated that DAJD will incur some additional cost for the staff that are permanently assigned to coordinating the project, however. DAJD will also experience an impact to their 2005 operating budget due to the new implementation date for the expanded ITR. Their budget had anticipated some staff cost savings in 2005 associated with the eliminated

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control position in the new plan. DAJD is currently in the process of assessing their costs associated with longer construction duration in the facility. Other incremental cost impacts associated with the longer schedule include extended consultant services and the like.

**Since completion of the negotiated time settlement, the Contractor has notified the County that they believe they are entitled to an additional 30 days of extension due to a late revision to the Control Panel functions requested by the County (and not included in their prior requests for additional time). This notification has yet to be supported by a schedule analysis from the Contractor and no additional changes to the contract time will be made unless additional entitlement can be demonstrated for this cause.**

**SECTION 4 – COST REPORT**

There have been four 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. This work was integrated into the project via Change Order because the timing of the supplemental approval lagged somewhat behind the GC/CM contract negotiation for the balance of the work. This timing was anticipated during the GC/CM contract negotiation and provisions were included in the ISP contract to allow the Change Order implementation without incurring a cost premium. The other three change orders 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 Change Orders have a combined value of \$585,316.

**Table 3**

| <b>CO No.</b> | <b>Primary Content w/in CO</b>                              | <b>Change Order Amount</b> | <b>Funding Source</b>        |
|---------------|---|----------------------------|------------------------------|
| 1             | Expanded ITR Scope  | \$ 3,910,225               | Approved Supplemental Budget |
| 2             | Existing Conditions & Div 17 Revs.                          | \$ 41,556                  | Project Contingency          |
| 3             | Div 17 Revs., Existing Cond.                                | \$ 190,886                 | Project Contingency          |
| 4             | WW 1 <sup>st</sup> Flr, CCR Rev., Control Panels, Div. 17   | \$ 352,874                 | Project Contingency & Sup.   |
| 5             | Shower Replacement (Pending )                               | \$ 786,165                 |                              |
|               | Pending changes including \$280,000 schedule extension cost | \$ 912,000                 | Project Contingency          |
|               | Total Changes from Contingency                              | \$ 1,326,378               |                              |
|               | Total Changes from CIP funding                              | \$ 4,867,328               |                              |
|               | WSST on Changes   | \$ 545,046                 |                              |
|               | Total Cost of Changes-to-Date                               | \$ 6,738,752               |                              |

In addition to the executed change orders, the change order adding the Shower Replacement Scope of work (funded previously) to the Turner contract is nearly complete. The pending change orders include compensation for the contract time adjustment (\$280,000), outstanding Change Proposals, and Field Directives issued to the Contractor for pricing that are projected to total an additional \$632,000 (approximately). None of the causes for these changes are in dispute and once the costs are fully negotiated, they will be converted to Contract Change Orders. All of the current change orders and reserves for outstanding changes are reflected in the project contingency update included in the cost summary, **Table 2**, presented above.



It is important to note that none of the change orders issued to date can be viewed as “discretionary.” 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 the Contractor’s design process for the Security Electronics system is nearly complete, there is a significant amount of testing and field installation yet to occur, including the floor-by-floor installation on the Inmate Floors. **As a result, the project team is currently assessing the prudent level of additional contingency funds needed to complete the project for inclusion in the 2006 Budget Request for the ISP.**

Jail Escort hours to date remained below those budgeted for the project. The total number of escort hours used in June was 1425, bringing the cumulative total for the project to approximately 10,428 hours. All of the hours utilized to date have been within the budgeted allowance for each activity. Based upon categories of work which are now complete, the escort hours are **275 hours less** than budgeted for the planned work activities they have supported.

## SECTION 5 – CONSTRUCTION REPORT/CURRENT MONTH ACTIVITIES

### Work In Progress:

- Division 17, Electronic Security System Engineering and Software Development continued throughout the reporting period.
- Division 17, Electronic Security performing speaker and camera installation in the West Wing
- West Wing Construction
  - CMU reconstruction, various locations
  - New wall framing and painting
  - Conduit and wiring, new/replacement devices and lighting controls
  - Construction of new Exam Rooms
  - Installation of security door frames.
  - Installation of new flooring
  - Plumbing
- ITR Phase 1 construction continuing (wall board, ceilings, painting, floor finishes)
- Electrical/Power distribution work in CCR

**Disputes Resolution Board (DRB):** The DRB (John Byer; Shawna Ryan, and Jim Donaldson) meet monthly with the Project Team. They have not been asked to officially intervene on any issues to date, although the monthly updates serve to keep them current on project conditions and expedite their input on issues if not resolved 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 (July2005).

- Continued, Shop Drawing and submittal review for ITR components
- Continued, Division 17 engineering and software development
- Continuation of West Wing Construction work
- Complete construction of temporary ITR on the 4<sup>th</sup> Floor of the West Wing.
- New elevator door layout, saw cut
- Elevator controls revisions
- Continued West Wing Work
- Installation of security door frames.
- Installation of new flooring



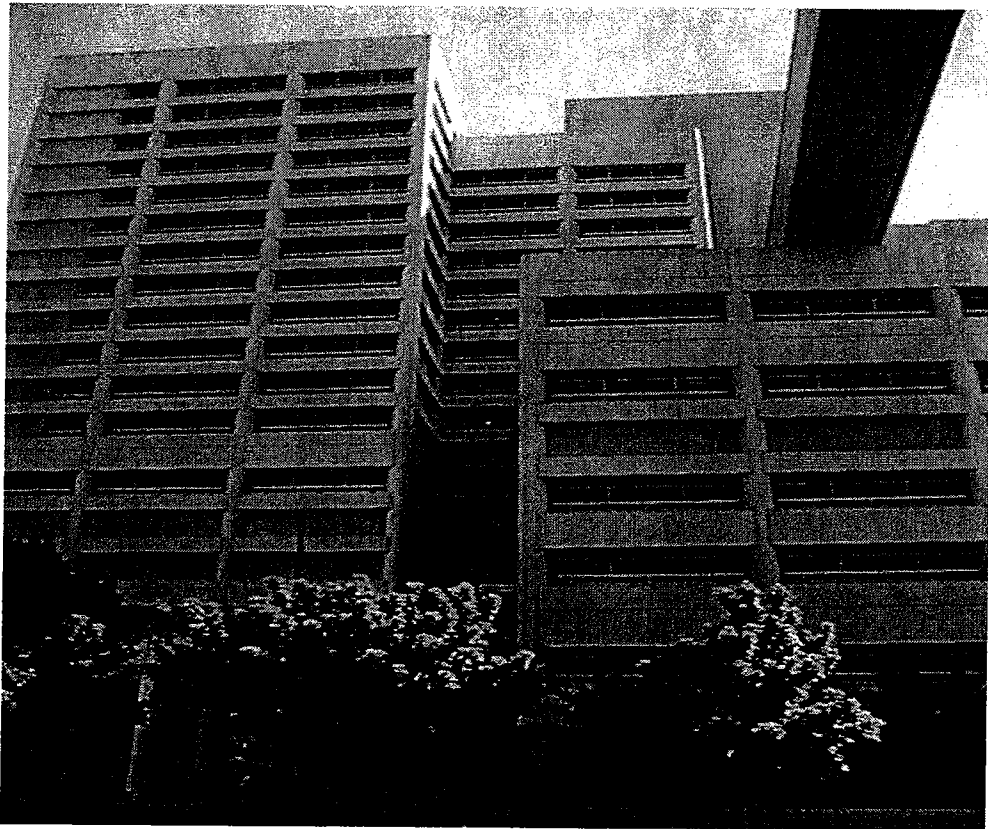


- Casework Installation
- Coordination of Temp ITR space on 4<sup>th</sup> Floor.

The Temporary ITR move is scheduled to occur on August 1, 2005. As a result, both the County workforce and the Contractor efforts will be concentrated toward achieving this milestone: DAJD staff has planned all of their internal moves and preparatory space accommodations. This work is being coordinated through FMD and includes minor construction, electrical and data modifications, and equipment and furnishings.

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

**MAY 2005**



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

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



**SECTION 1 – EXECUTIVE SUMMARY**

This monthly report covers the status of the KCCF/ISP for the month of May 2005.

**SCHEDULE**

The Notice-to-Proceed date was September 7, 2004 and the original Substantial Completion date was September 7, 2006. Final negotiations are nearly complete on a Change Order that will add 173 Calendar days to the contract time, however. This schedule extension is consistent with the additional time anticipated, and reported, in prior periods. The following table summarizes the revised projected milestone dates for the project:

**Project Milestone Events**

| Milestone Activity                | Scheduled Milestone Date | Revised Milestone Date |
|-----------------------------------|--------------------------|------------------------|
| Gen. Contractor Job Start         | 09.07.04                 | 09.07.04               |
| FAT 1 Testing Acceptance          | 03.03.05                 | 09.08.05               |
| FAT 2 Testing Acceptance          | 05.24.05                 | 11.07.05               |
| CCR Acceptance                    | 07.05.05                 | 12.20.05               |
| 11 <sup>th</sup> Floor Acceptance | 07.18.05                 | 01.04.06               |
| Complete New ITR                  | 10.18.05                 | 01.26.06               |
| Floor- by-Floor Construction      | 07.26.06                 | 01.11.07               |
| Project Substantial Completion    | 09.07.06                 | 02.26.07               |

**COST/BUDGET**

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

**Table 1**  
**ISP/JHS I Budget Status Summary**

| Budget Item     | Budget               | Forecast             | Budget Variance Over/(Under) | Comments  |
|-----------------|----------------------|----------------------|------------------------------|---|
| Design & Admin. | \$ 3,096,887         | \$ 3,240,449         | \$ 143,562                   |   |
| Construction    | \$ 19,412,978        | \$ 20,569,160        | \$ 1,156,183                 |   |
| Contingency     | \$ 2,019,995         | \$ 719,476           | \$ (1,300,519)               |   |
| Art             | \$ 228,150           | \$ 228,150           | \$ -                         |   |
| <b>Subtotal</b> | <b>\$ 24,758,010</b> | <b>\$ 24,757,235</b> | <b>\$ (774)</b>              | <b>Budget Status</b>                                |
| JHS Phase II    | \$ (1,823,323)       |                      |                              | Funds Held for JHS Phase II                         |
| <b>Subtotal</b> | <b>\$ 22,934,687</b> | <b>\$ 24,757,235</b> | <b>\$ 1,822,549</b>          | <b>Funding Status</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>\$ 27,787,365</b> | <b>\$ 29,609,913</b> | <b>\$ 1,822,549</b>          | <b>Funding Correction Req'd for ISP &amp; JHS I</b> |

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

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

**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        | \$ 636,834                 | \$ (1,186,489)                      | Includes Design Fees & Phase II related Construction in ISP |
| <b>Total</b>       | <b>\$ 1,823,323</b> | <b>\$ 636,834</b>          | <b>\$ (1,186,489)</b>               |   |

This summaries above have been reformatted (from the table presented in prior Monthly Reports) to delineate project costs between the current ISP project and the pending JHS Phase II improvements. **Table 1** tracks project commitments against the established budget, in addition to the previously identified funding error of \$1,823,323. that will be rectified in a 2006 Budget Request. This 2006 Budget request will also include any additional funds needed to mitigate possible costs associated with the negotiated settlement on the extended schedule and/or any scope or design refinements, and unforeseen conditions that might be discovered during the course of construction.

The cost commitments noted to date in **Table 2** for the JHS Phase II improvements consist of the design fees for programming and development of the contract bid documents and ISP change order work that will facilitate implementation of the proposed Phase II scope. As discussed in prior legislative transmittals regarding the ISP/JHS projects, it is envisioned that the revised scope of JHS improvements will result in a construction project in excess of the currently available appropriation authority of \$1,823,323. The revised cost will also be identified in a 2006 Budget request.

### **SUBMITTALS**

There were 10 product submittal packages in May. Seven of them related to product data for elements of the expanded ITR design and the remaining three represented continued Electronic Security System - Division 17 submittal. This pattern is consistent with the progress on the project. The ITR submittals are a good indicator that the necessary planning and mobilization has begun to meet the current schedule of construction for the Expanded ITR scope. Similarly, the Security Electronics submittals represent the anticipated refinement of the engineering functions in advance of the Factory Acceptance Testing (FAT) and installation process.

### **REQUESTS FOR INFORMATION (RFIs)**

To date, 297 Requests for Information (RFIs) have been received on the project. The pace of RFI production continued to be relatively even this month. This is the result of the project moving further into construction and the continued refinement of the Security Electronics engineering functions. 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 will occur in August 2005 as a part of the ISP phasing and sequencing. In this move, the ITR functions will be relocated from their current location on the 3<sup>rd</sup> Floor to their temporary quarters on the 4<sup>th</sup> Floor to facilitate demolition and construction of the new ITR space (anticipated completion in January 2006). The Contractor is current proceeding with Phase 1 ITR work in the new location and



temporary accommodations are being coordinated for construction by County forces on the 4<sup>th</sup> Floor in preparation for this move.

## 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. On a cautionary level, achievement of FAT 1 acceptance in late September is viewed as critical. Meeting this milestone within the current schedule is viewed as achievable, but “tight”, by both the County and the Contractor simply because there is a substantial amount of work (both software and hardware) to be accomplished in advance of the test itself. Both parties are working proactively to assure compliance with this date by expediting the balance of the system design and review process, and jointly refining the FAT test and acceptance protocols.

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 the 2006 Budget cycle.

## SECTION 3 – SCHEDULE

As of this date, the County has granted 172 days of additional time to the Contractor and agreed to compensate them for approximately 109 of these days. The remaining 63 days have been granted without additional compensation. Causes for the extended project time are summarized below:

1. Pre-engineering work for the Security Electronics system does not appear to have started early enough and the contractor’s work plan for the submittal process associated with this work contained some minor flaws. These factors resulted in an delays to the completing various critical path steps in the Security Electronics review and approval process. These events are attributable to the Contractor and, therefore, not compensable. In reality, the time is not recoverable either, and the County will be granting the additional 63 days in schedule relief as a part of the Change Order negotiation for this issue.
2. The Central Control Room was reconfigured and resized to accommodate revised equipment sizes. The design documents list a variety of component choices that are acceptable to the Owner and it was incumbent upon the Security Electronics Integrator (Subcontractor) to select the pieces that provided the best value and functionality for his system. Once this had been done, it was discovered that the latest versions of the chosen components resulted in a greater space demand than originally anticipated in the bid documents. Resolution of this issue required a series of alternative submittals, discussion among the design team and the users, and analysis of options. The resolution process impacted the Integrators ability to proceed completely with his engineering, submittals, and procurement, as the equipment still had some potential for change during this period. This delay was attributable to events beyond the control of the contractor and supported some change in the contract. As a stand-alone proposal, this work represented 84 days of delay.
3. Over the course of the submittal process, there have been a series of Control Panel changes that have been initiated by the users. It must be noted that these changes were not arbitrary or discretionary. Rather, as the control panel submittals were reviewed by the users with the design team, a number of system functional corrections were identified for implementation. This was a critical step in the process as the control panel submittals became the vehicle by which the users could “virtually” walk through the step-by-step operation of the system and verify that the controls would function in a manner consistent with their planned operation. This review yielded a variety of refinements in system that varied in degree from the original design. As critical as these revisions were to the users, they nonetheless resulted in several logic changes in the system as well as physical modifications to the panels. There were three



field directives that contained the majority of this change and they cumulatively represented 147 days of additional engineering and revision time.

4. The new intercom system was revised to accommodate “multiple cell monitoring.” This characteristic is currently present in the facility and commonly used by the staff in a variety of combinations to support their operations. This function was simply “missed” in the new design but was discovered as a part of the engineering review process. The specific time associated with this change was identified as 111 days.

As noted above, the total time associated with these changes calculates to a greater number than the current time extension. Schedule submittals from the contractor and analysis by the County’s project team over the past several months has shown that many of the delayed activities were concurrent, however. As a result, the summary allocation of 109 compensable days was reached.

Thus far, the current schedule slippage has not resulted in any significant impacts to the DAJD budget for Security Escorts as most of the budgeted hours to support the activities in question are merely “delayed.” It is anticipated that DAJD will incur some additional cost for the staff that are permanently assigned to coordinating the project, however. DAJD will also experience an impact to their 2005 operating budget due to the new implementation date for the expanded ITR. Their budget had anticipated some staff cost savings in 2005 associated with the eliminated control position in the new plan. DAJD is currently in the process of assessing their costs associated with a longer construction duration in the facility. Other incremental cost impacts associated with the longer schedule include extended consultant services and the like.

#### SECTION 4 – COST REPORT

There have been three Change Orders executed on the project to date. The first of these was the Expanded Scope ITR work (\$3,910,225) that was approved as a supplemental budget request by the Council. This work was integrated into the project via Change Order because the timing of the supplemental approval lagged somewhat behind the GC/CM contract negotiation for the balance of the work. This timing was anticipated during the GC/CM contract negotiation and provisions were included in the ISP contract to allow the Change Order implementation without incurring a cost premium. The other two change orders covered general scope changes and have a combined value of \$232,442.

In addition to the executed change orders, there are two additional Change Orders that are very near to completion. These change orders include the time adjustment (approximately \$280,000) and necessary scope revisions (approximately \$182,000). Outstanding Change Proposals and Field Directives issued to the Contractor for pricing that are projected to total an additional \$400,000 (approximately). None of the causes for these changes are in dispute and once the costs are fully negotiated in the coming weeks, they will be converted to Contract Change Orders. All of the current change orders and reserves for outstanding changes are reflected in the project contingency update included in the cost summary table presented above.

In addition, there are two major elements of new work that are anticipated to be added to the project via Change Order in the future. As listed below, Council approved these upgrades as a component of the Major Maintenance Reserve Funding (MMRF) in previous budget cycles:

- |                                  |              |
|----------------------------------|--------------|
| 1. KCCF Shower Replacement       | \$ 1,039,213 |
| 2. KCCF Hot Water Piping Upgrade | \$ 693,173   |

The Shower Replacement Project and the Hot Water Piping Upgrades will be implemented with the ISP scope to minimize repeated disruptions and/or take advantage of the opportunity of performing the demolition and



reconstruction work concurrently in vacated areas of the facility. If added, the costs for the full scope of Jail Health revisions and the shower and piping work will be tracked separately.

Jail Escort hours to date remained below those budgeted for the project. The total number of escort hours used in May was 1194, bringing the cumulative total for the project to approximately 9005 hours. All of the hours utilized to date have been within the budgeted allowance for each activity. Based upon categories of work which are now complete, the escort hours are **261 hours less** than budgeted for the planned work activities they have supported.

## SECTION 5 – CONSTRUCTION REPORT/CURRENT MONTH ACTIVITIES

### Work In Progress:

- Division 17, Electronic Security System Engineering and Software Development continued throughout the reporting period.
- Division 17, Electronic Security performing speaker and camera rough-in in the West Wing
- West Wing Construction
  - Selective Demolition
  - CMU reconstruction, various locations
  - New wall framing and painting
  - Conduit and wiring, new/replacement devices and lighting controls
  - Construction of new Exam Rooms
  - Installation of security door frames.
  - Installation of new flooring
  - Plumbing
  - ITR Phase 1 construction continuing (wall board/finishing)
- Installation of new exterior HVAC units serving new CCR complete.
- Electrical/Power distribution work in CCR

**Disputes Resolution Board (DRB):** The DRB (John Byer; Shawna Ryan, and Jim Donaldson) meet monthly with the Project Team. They have not been asked to officially intervene on any issues to date, although the monthly updates serve to keep them current on project conditions and expedite their input on issues if not resolved 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 (May 2005).

- Continued, Shop Drawing and submittal review
- Continued, Division 17 engineering and software development
- Continuation of West Wing Construction work
- Construction of temporary ITR on the 4<sup>th</sup> Floor of the West Wing.
- New elevator door layout, saw cut
- Continued West Wing Work
- Installation of security door frames.
- Installation of new flooring
- Coordination of Temp ITR space on 4<sup>th</sup> Floor.



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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 several telephone conversations; and, spent time reviewing the following documents received from the DAJD, while preparing to assist the agency during the 1<sup>st</sup> on-site visit at the KCCF:

- The ISP Construction Sequencing Calendar - TCCO;
- ISP Escort Officer's Tracking Reports;
- The Variance Report;
- Escort Officer's Logs and Daily Escort Reports;
- Tool Sign-Out → Sign-In Logs;
- The Report on the ISP Plan and the DAJD Response;
- Managing and Assessing Operational Practices During The ISP Construction Project;
- The RFP and other associated documents.

On July 17, 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 1<sup>st</sup> site visit:

Monday – July 18<sup>th</sup>:

- ✓ Received project overview from DAJD Management and ISP Staff;
- ✓ Met with the ISP Implementation Group members.

Tuesday – July 19<sup>th</sup>:

- ✓ Briefed on the Escort Officers Program scheduling mechanisms;
- ✓ Toured all areas of the KCCF;
- ✓ Observed KCCF Operations.

Wednesday – July 20<sup>th</sup>:

- ✓ Shadowed an Escort Officer supervising an electrician;
- ✓ Observed various Escort Officers supervising contractors;
- ✓ Reviewed ISP Escort Program administration and supervision;
- ✓ Met with the ISP Implementation Review Group;
- ✓ Met with DAJD management staff.

Thursday – July 21<sup>st</sup>:

- ✓ Met with Project Manager Jerry Smith and Sgt. Doug Justus;
- ✓ Met with Turner Construction Superintendent Scott Schurman.

Friday – July 22<sup>nd</sup>:

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

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

The following were established as the expected outcomes for this

1<sup>st</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.

### **Special Note of Thanks**

The consultant would like to thank the DAJD Management Staff and the manager, supervisor and officers of the ISP Escort Program for their candor, assistance, and hospitality. Their high level of professionalism assisted the consultant with the contracted duties during this part of the project.

## **Scope of Contracted Work**

The DAJD described two questions to be answered by the contracted consultant, for each and every site visit over the duration of this project:

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?”
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?”

Communicated DAJD site visit expectations for consultant activities:

- Receive a project overview during meetings with stakeholders;
- Review the historical documents of the ISP Program;
- Meet with DAJD Management Staff;
- Meet with the ISP Manager and Supervisor;
- Observe ISP Escort Officers during contractor supervision;
- Provide a site visit debriefing for DAJD, Auditors and Council.

The following were the DAJD expectations defining the contracted activities to be performed by the consultant during this 1<sup>st</sup> site visit for this project:

“The consultant will review the initial plans and observe early construction activities in arriving at recommendations related to the aforementioned questions.

a. Facility and Project Orientation:

- i. Meet with project team, tour facility, observe current construction and escort activities, and review relevant documents.

b. Recommend improvements to current system for managing use of escorts:

- i. Review report *Managing and Assessing Operational Practices During Integrated Security Project Construction*.
- ii. Review the *Report on the Integrated Security Project Plan*, August 9, 2002, with attached work papers;
- iii. Meet with staff, review tracking/progress reports, and tour areas as needed to determine if current management system

- is effective for tracking the use of escort officers and making the necessary adjustments;
- iv. Recommend improvements to the current system consistent with maintaining safety and security and supporting the timely and successful completion of the construction project;
- c. Review current staffing plan for escort officers:
- i. Review the current staffing plan and identify areas where alternative approaches should be considered to materially reduce costs and/or ensure adequate security [procedures];
  - ii. Recommend a practical approach for implementing and evaluating promising staffing alternatives. The criteria for the evaluation should include a) maintaining security of the facility; b) ensuring the safety of crews, staff, and inmates; c) generating material cost savings; d) minimizing impacts to operations, and e) no impact to the timely and successful completion of the construction project.
- d. Submit a report summarizing the findings and recommendations related to 1b and 1c within two weeks after the site visit.

## **Observations Made During The Site Visit**

The consultant was impressed with several aspects of the KCCF operations:

1. The facility is clean, orderly, and quiet. This is a product of a professional staff (officers and other staff members), working together to ensure a high level of safety and security for the facility. While ensuring positive inmate welfare and actively supervising their behavior, officers are maintaining control of the inmates within the KCCF. This is important, as inmates have stated, “that when they enter a facility that is ‘clean and quiet’, they know that the staff are in charge; and, that they should not attempt to disrupt the facility by playing their inmate games.” This compliant behavior by inmates, based on this perception of officer control, produces a safer environment within the KCCF.
2. The KCCF Operation Staff are supporting the ISP Escort Officers and their contractor activities. This is extremely important for project cost savings, as all staff work for the betterment of the project, while ensuring access to various areas of the jail and that contractor’s tasks are not delayed.



3. While the ISP Project is disrupting the routine and schedule at various locations within the KCCF, the jail operations officers are truly adaptable and are making associated adjustments in support of the ISP Project. Again, this is highly important. While these adjustments can cause major changes in the normal routine of the KCCF, they pay off exponentially, realizing increased cost savings, due to support for the timely [and most times early] completion of required contractor activities.

4. The most vulnerable area of any jail is the ITR (Intake, Transfer, and Release) Area. The ITR Officers are working closely with the ISP Officers to ensure that both ITR and construction requirements are met, while focusing directly on security and the safety of all persons within the ITR.

Note: KCCF Property Staff are doing an exemplary job in maintaining the Clothing Room of the facility, while ensuring that the normal 'jail odors' are not present.

The consultant makes the following observations with regards to the ISP Escort Officers Program:

1. The ISP Program Plan was well designed, to ensure that only the required number of officers are assigned to support contractors;
2. The ISP Program is well managed and actively supervised. The Project Manager and two Sergeants responsible for the operation should be highly commended for their day-to-day work.
3. The day-to-day operation of the program is very responsible, highly accountable, and efficient. Noteworthy are:
  - a. The level of accountability by ISP Escort Officers, as they notify their Sergeant of partial shift escort completions, announcing that they are available to escort another contractor or be reassigned to reduce overtime costs;
  - b. Their work with the Sergeant to predict contractor escort requirements, thus supporting efficient officer scheduling;

- c. Their willingness to return to fill vacant jail operation posts, on days that they are not needed to fill contractor escort duties, thus saving the County hundreds of thousands of dollars in overtime costs.
4. It is noteworthy that to date, the ISP Escort Officers accounted for over 35,000 tools and implements, as documented through their highly accountable check-out and check-in inventory procedures.
5. Superintendent Scott Schurman of Turner Construction had accolades for the ISP Escort Officers Program and the work of the Officers. He advised the consultant that the Officers actively escort his staff and subs, while maintaining their safety in a remarkable manner. In addition, he stated that the Officers have enhanced the work of construction staff, as they have identified and recommended ways to improve scheduling and supervision.
6. The security skills and knowledge of the building shown by the ISP Escort Officers have proven highly efficient during the project, saving valuable resources.

Note: While I was shadowing Escort Officer Tangen, who was supervising an electrician, I observed that her knowledge of the building was saving contractor time. The electrician was locating vertical conduit runs through the building, to prepare for installing new control cables. The building knowledge shown by the officer, was obviously saving the electrician valuable time, as she told him where various conduit runs terminated in different electrical closets throughout KCCF.

7. Noteworthy, early into the project, was Escort Officer Conner's quick thinking and actions while supervising a contractor, saving:
  - a. The life of the contractor who was overcome by carbon monoxide fumes, while working around power equipment;
  - b. Injuries of contractors, other staff, and inmates;
  - c. The possible loss of life to others within the area;
  - d. → A possible loss of millions of dollars in county funds.
8. The ongoing coordination between Sgt. Justus and Superintendent Schurman (Turner Construction) has set the stage to realize a significant amount of major cost savings, as the project realizes milestones and moves closer toward [a possible early] completion.

9. The continuing in-service training for the ISP Escort Officers is notable. Sgt. Justus is a highly accountable supervisor, working to maintain the credibility of the program, as he meets with staff to tune up the program. Of note is the input received by the officers, regarding the predictable adjustments for activities that in some cases have saved the project thousands of dollars.
  
10. The attendance by all of the ISP Escort Officers at the Turner Construction Weekly Safety Meeting ensures that the officers are receiving the same safety instructions and special interest items, as the contractors working on the project.
  
11. The Escort Officers add to the sharing of information, as they address upcoming jail events that could affect the project; and, discuss project security items that affect construction escorts.
  
12. As an extra set of eyes on the project, with an orientation to jail security requirements, the Escort Officers can identify issues that are submitted to Sgt. Justus for follow up with contractors.

## **Recommendations**

*Preface: The consultant is impressed with and notes that the ISP Escort Officers Program is highly accountable and currently efficient. The program therefore does not need to make general staffing adjustments at this time. The routine changes coordinated through the efforts of Sgt. Justus, with the valuable input from the officers, have improved the cost effectiveness of the program and saved the County (and the contractor) thousands of dollars.*

The consultant's recommendations, at this point in the project, follow:

1. The daily coordination efforts of Program Manager Smith and Sgt. Justus with Superintendent Shurman should continue, as they identify and implement adjustments needed for the contractors. Facilitating the associated schedule changes, to meet the contractor's 'ever changing' escort requirements, will be result in significant project cost savings.
2. The 'Officer Logs' should be printed on both sides, saving paper and storage space, while reducing the paperwork carried by Officers;
3. Staff should save, catalog, and archive all relevant program schedules, forms, logs, correspondence, directives, training materials, computer files, and other associated program documentation.

4. 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.
  
5. The ISP Escort Officer Program should use and maintain updated (CPM) Critical Path Charts, to graphically document upcoming tasks and milestones, showing 'from and to' information for each project activity involving escort requirements. This will assist Sgt. Justus in coordinating escorts with Turner's "Primavera" scheduling program.
  
6. Program Manager Smith and Sgt. Justus should maintain the notable outstanding relationship and coordination enjoyed between the DAJD and Turner Construction. This exemplary relationship will continue to save the County an extreme amount of money and project time.
  
7. Sgt. Justus should publish an "ISP Escort Officers Program Monthly Activity Report", for distribution to DJAD Management Staff, The Council, Auditors, and others, showing the monthly figures and the cumulative totals experienced during the project, to include:

- a. An updated overview and synopsis of program activities;
- b. The number of Officer days used and reassignment hours;
- c. The number and type of construction staff escorted;
- d. The number of tools checked in and out;
- e. Various experiences and officer recommendations made;
- f. Issues and potential problems cited, along with associated coordinated actions taken to deal with them during the month;
- g. Other pertinent project information;
- h. The ISP Officer Escort Program updated "CPM Chart".

8. That the ongoing timely dialogue between the DAJD Management Staff, the ISP Escort Officer Program Staff, the Council, the Auditors, County Project Staff, and Contractors continue. The active collective work of these entities will provide timely adjustments for the project.

→ Specifically, staffing and other observations by members of the ISP Escort Officers Program will: (1) provide a level of significant input and ideas to save valuable project / program dollars; and, (2) will also identify times to save important Jail Operational Staffing Expenses at both KCCF and the RJC, as they are reassigned (when not needed as escort officers) to fill required jail posts, reducing high overtime costs.



## Summary

- The DAJD ISP Escort Officers Program is well founded, designed, properly managed, efficiently operated, and diligently supervised.
  
- Your highly professional Escort Officers Program Staff are very accountable; performing their duties in an outstanding manner.
  
- Officers are diligently working to maintain a high level of caring, consistency, security, and safety for the public, staff, inmates, and the contractors who are working on various components of the ISP Construction Project at a number of locations within the KCCF.
  
- The Escort Officers Program Staff diligently work with Sgt. Justus to embrace scheduling plans and adjustments, for the appropriate use of contractor escort time - saving precious County funds.

The consultant is highly impressed with the professionalism of the persons contacted during the scope of the project; and, is looking forward to future opportunities to provide further assistance to the DAJD and King County.

## **Follow Up Contract Activities**

### **1. Second Site Visit (Scheduled For November 28, 2005)**

The second site visit is timed during the construction work on the 11th floor.

During this site visit, the consultant will:

1. Review activity reports and logs associated with the ISP Program;
2. Review progress on recommendations from the 1<sup>st</sup> site visit report;
3. Assess whether suggested improvements to the management system were implemented and found to improve efficiencies;
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.

## **2. Third Visit (when authorized by the County)**

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 recently developed, designed, and implemented an 'alternatives to incarceration' program. This program was instrumental in reducing 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 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. {06.05}