



KING COUNTY

1200 King County Courthouse
516 Third Avenue
Seattle, WA 98104

Signature Report

September 14, 2004

Motion 11996

Proposed No. 2004-0392.2

Sponsors Gossett

1 A MOTION approving the report for assessing operational
2 practices related to the integrated security project
3 implementation as requested in Ordinance 14962.

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 WHEREAS, the transmittal of this motion complies with provisions in
7 Ordinances 14962, and

8

 WHEREAS, the integrated security project is an emergency construction project
9 to replace the security electronics in the King County correctional facility, and

10

 WHEREAS, the King County correctional facility is a high-rise jail that will
11 remain in operation during construction of the integrated security project such that the
12 contractor will depend on corrections officers for security and escorts when moving
13 construction crews and materials in the building, and

14

 WHEREAS, over the past year, the department of adult and juvenile detention,
15 facilities management division, the construction contractor, the construction manager,
16 and the consultants for the operational master plan have reviewed and refined the staffing
17 plan for escort officers, and

18 WHEREAS, the primary focus of this staffing plan is to maintain the safety and
19 security of the public, all personnel in the facility, and the inmates during construction of
20 the integrated security project, and

21 WHEREAS, the attached report outlines a comprehensive system for ongoing
22 assessment of security needs and staffing requirements during construction and ensures
23 the accountability of this system through multilevel reviews, and

24 WHEREAS, the attached report includes retaining a new jail consultant to provide
25 independent review and recommendations for operational staffing and establishes an ISP
26 Implementation Review Group to participate by providing input on ISP operational
27 issues;

28 NOW, THEREFORE, BE IT MOVED by the Council of King County:

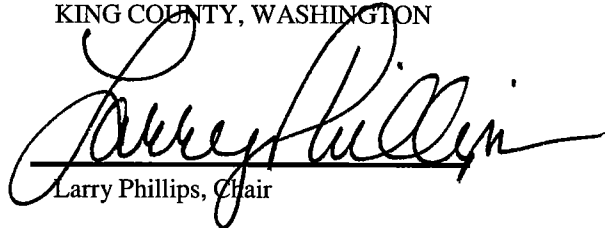
29 The report for assessing the operational practices related to the integrated security
30 project implementation, in substantially the form attached to this motion, is hereby
31 approved.

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Motion 11996 was introduced on 8/16/2004 and passed as amended by the Metropolitan King County Council on 9/13/2004, by the following vote:

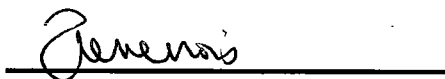
Yes: 13 - Mr. Phillips, Ms. Edmonds, Mr. von Reichbauer, Ms. Lambert, Mr. Pelz, Mr. McKenna, Mr. Ferguson, Mr. Hammond, Mr. Gossett, Ms. Hague, Mr. Irons, Ms. Patterson and Mr. Constantine
No: 0
Excused: 0

KING COUNTY COUNCIL
KING COUNTY, WASHINGTON



Larry Phillips, Chair

ATTEST:



Anne Noris, Clerk of the Council

Attachments A. Managing and Assessing Operation Practices During Integrated Security Project Construction, dated September 13, 2004

**Managing and Assessing Operational Practices During
Integrated Security Project Construction**

**Department of Adult and Juvenile Detention
Facilities Management Division, Department of Executive Services
September 13, 2004**

Managing and Assessing Operational Practices During Integrated Security Project Construction

This report outlines the comprehensive system for managing and assessing operational practices during the construction of the Integrated Security Project (ISP). This system, which includes the use of an outside jail consultant, complies with the following proviso in Ordinance 14962:

Of this appropriation, \$1,000,000 in Project 395211, ISP DAJD Operations shall not be expended or encumbered until review and approval of the council by motion of a plan for independent evaluation of operational staffing practices related to the integrated security project implementation. The executive shall prepare a detailed plan that incorporates the recommendations of the county auditor for the independent testing, evaluation, and reporting on the operational staffing practices. The plan shall be transmitted to the council by August 12, 2004.

BACKGROUND: AN UNUSUAL CONSTRUCTION PROJECT IN A UNIQUE FACILITY

Council's recent review of the ISP budget ordinance documented well the urgent need to replace the security electronics in the downtown jail, the King County Correctional Facility (KCCF). In addition to this urgency, this major construction project will occur while the jail remains in operation. This poses a rare challenge compared to most jail remodel projects where the facility is either temporarily abandoned or whole sections of the facility can be segregated and placed under the control of the contractor.

Most modern jails are built differently than KCCF. They are campus-style, low or mid-rise, and direct supervision. These facilities are better suited for managing construction personnel during major renovations. KCCF, however, is an indirect supervision, high-rise design consisting of attached multi-level sections as noted in the following description of the facility.

The "Tower" consists of 3 wings, each with inmate housing, connected to a shared central core with a Floor Control station that controls security, movement, and observation in the core area and within the wings. The South Wing has 15 stories; the North and East Wings have 18 stories. In the tower, two floors are grouped together in a mezzanine-like design and are given one floor number with upper and lower designations. Wing Control officers are in an observation station between the two grouped floors in each of the three towers. Floor Control is in the central core on each of the "lower" floors of the two-floor groupings.

West Wing is a separate 7-story section that extends out from the tower toward 5th Avenue. It holds inmate dormitories on the lower and middle floors, and Jail Health Services administrative functions, clinic, and infirmary on the upper three floors.

Central Control Room (CCR) is currently in the central core and will be moved to a new location that will provide more space. The new location is adjacent to the existing

security control racks and panels which will allow for a smooth and efficient cutover to the new system.

Inmate Transfer and Release (ITR) is on the 3rd Floor adjacent to the vehicle sally entrance off of Jefferson Street. Inmates are brought into the facility, processed, released and/or transferred out of the facility from this area. This is a high density, highly mobile area requiring constant coordination by the officers staffing it. Numerous agencies, officers and inmates occupy space and perform a myriad of functions in close proximity to each other, including classification interviews, health screenings, transfers, transports, property inventory and storage, and booking. On any given day, an average of 450 inmates are processed through ITR traveling to various Court appointments, transporting to the RJC or other detention facilities (prisons), entering the KCCF from other agencies, and transferring to Harborview Medical Center. The movement is constant, providing many opportunities for a security breach or safety incident. All inmates exiting the secure perimeter of the KCCF who are not escorted by a DAJD officer are processed through ITR.

Elevators are the only means for moving inmates, staff, visitors, and construction personnel throughout the facility. Since the ISP may affect several floors at a time, the elevators will need to be used for both construction activity and the normal functions of the jail. In addition, during the ISP, the elevators will be upgraded as part of the County's major maintenance program. Elevators will be offline two at a time, further complicating movement in the facility.

During the ISP, several additional construction projects will take advantage of the vacant housing floors and the mobilization of construction equipment and staff. At any given time during the project, there will be multiple crews working in multiple locations. This approach is cost-effective but also increases the construction activity in the facility and the difficulty of maintaining security while managing movement of crews and materials.

Undertaking an urgent construction project while operating a high-rise, multi-wing jail presents numerous challenges, the most unusual being that the contractor does not have full control of any part of the facility during construction. For the contractor, the priority in this situation is to ensure the safety of construction personnel and reasonable access to materials, tools, and construction areas. For DAJD, the priority is to maintain the safety of all personnel in the facility and to ensure that no security incidents occur with inmates.

OVERVIEW OF SECURITY ISSUES DURING CONSTRUCTION

The KCCF houses a variety of inmate classifications, from Minimum Security inmates to the highest security inmates known as Ultra Security. It also has the second largest confined mentally ill population in the state, next to Western State Hospital. During the remodel, all these classifications will remain at the KCCF. Moreover, most construction crews expected to enter the facility during the ISP are not familiar with the operations of a high-rise jail facility, or for that matter, any jail. Considering the building's unique physical structure, the wide assortment

of inmates housed there, and the number of construction personnel and materials entering the facility, DAJD will be focused on a number of security issues including the following:

- Escorting Construction Crews: As construction crews move through the facility and work in areas normally occupied by inmates, escort officers will follow established policies and procedures that ensure these crews do not interact with inmates, do not leave behind materials or tools in inappropriate areas, and do not violate other security protocols for a high-rise jail facility. For example, it is possible that one of the construction crew has a family or friend in jail and attempts to make contact. The escort officer must prevent this contact which could lead to passing of contraband or other breaches of security.
- Tracking Construction Crews and Equipment: Unlike most construction projects where the contractors have control and open access to construction areas, the ISP occurs in an operating jail. All crews and equipment entering and leaving the facility must be accounted for. Tools not accounted for are potential weapons and threats to the safety of staff and inmates. Escort Officers will keep records on all staff and tools entering and leaving the facility and ensure that equipment and tools remaining in the facility are securely stored.
- Securing Holes in the Perimeter: During the ISP, it will be necessary at times to create holes in the facility to allow construction and movement of materials. Cranes will be adjacent to the building for short periods. Officers will be assigned to these areas to maintain security.

While these unusual circumstances present many security issues, DAJD and FMD have worked closely with the contractor and construction manager to devise a cost-effective staffing plan. Moreover, these unusual circumstances suggest that actual experience will bring increased familiarity and opportunities to identify further efficiencies. All parties are committed to continually assessing and identifying potential efficiencies. Later in this report, this system is outlined.

ESCORT STAFFING ASSUMPTIONS

To address these security issues for the least cost, DAJD in conjunction with FMD, the contractor, and the development manager scrutinized and refined the staffing plan for the facility during construction. This staffing plan has also been reviewed by the OMP consultant team. While these reviews have resulted in a cost-effective plan, their primary focus was to create a staffing plan that will maintain the safety and security of the public, the personnel in the facility, and the inmates during ISP construction. The key assumptions for this plan are as follows:

House Displaced Inmates in the West Wing: DAJD recommended using the vacant West Wing – instead of double bunking more units at the Regional Justice Center (RJC) – for housing inmates displaced from floors under construction. This recommendation was based on cost and operational factors. In particular, moving 350 inmates to the RJC would complicate the medical care of the inmates and their access to attorneys and court hearings. The OMP consultant separately examined bed capacity and cost factors and reached the same conclusion. Given this

assumption, the operational implications of the ISP primarily apply to KCCF. DAJD continues to work with the OMP consultant to refine the cost estimates for housing these inmates.

Two Security Staff on Housing Floors under Construction: Extensive discussions about the number of officers needed on the housing floors occurred over the past year. DAJD was recommending one officer per floor. The OMP consultant examined the possibility of having no officers on construction floors. However, as the operational implications and the safety requirements of the contractor became known, the number of officers increased to two. In particular, the contractor has indicated that, per its Corporate Safety Policy and insurance requirements, an officer is required on construction floor at all times in large part to ensure the quick and effective response to emergencies. A second officer is needed to facilitate the movement of crews and materials to the construction areas.

Specifically, when a floor is being remodeled, there will be a Floor Escort and a Rover. The Floor Escort will remain on the floor at all times and perform the following functions:

- Control all interaction with inmates and ensure that no construction personnel are assisting in an escape attempt or passing contraband
- Control who is allowed on the floor during construction or when there is a hole in the perimeter wall
- Provide security and access/egress for the trades on the floor
- Take control of the floor when there is an emergency situation.

The Escort Rover will be utilized as the “body guard” for the crews while they are transported to and from the floors. The Rover will escort all crews through inmate areas, and up and down the custody elevators through the secure perimeter to the outer perimeter areas for:

- Removing debris, which will be placed into specialized carts and transported to the loading dock
- Transporting material, equipment and tools needed on the floor
- Insuring that during transports, no interaction between the crews and inmates takes place
- Providing for safe and efficient movement of crews as required for work flow as it moves between different areas in the facility
- Providing for safe and efficient movement from worksite to worksite of superintendent, engineers, and others providing oversight/coordination functions.

Based on this information, the OMP consultant concluded that some of housing floors would require two escort officers. For the remaining floors, all parties have agreed to start with two officers and learn from experience.

One Officer on Loading Dock, 3 Days per Week: The loading dock is the location where construction workers arrive and depart, supplies are delivered, and debris is removed from the facility. The contractor has agreed to limit the activity to three days per week. A loading dock officer will also be required whenever construction occurs on the 5th floor or when there is an opening to the facility within the loading dock area. The loading dock is directly adjacent to the

kitchen and laundry areas where inmates provide assistance. Again, with actual experience, all parties will assess whether this level of staffing is required.

One Officer for Work on Elevators Serving Inmate Occupied Floors: The upgrades to the 10 elevators in the facility will begin early and extend through most of the project. The phasing approach will allow enough functioning elevators to continue operation of the facility. DAJD has worked with the contractor to staff this work with one officer in most cases rather than the original assumption of two officers.

One to Two Officers in Other Inmate Occupied Areas: The prime example of this situation is the remodel of the Intake, Transfer, and Release area. Based on the recommendation of DAJD, Jail Health Services, and FMD to completely renovate this area during ISP, Council recently approved funding. During the initial demolition, one officer is required to monitor the movement of supplies and debris through public areas. During construction, one officer is required for security on the floor and a second as a rover for movement of workers and materials on and off the floor.

Two Officers for Vertical Riser Work: The vertical riser entails drilling through walls and floors and installing conduit on all floors including inmate occupied areas. One escort officer is needed on each side of the floor or wall where drilling is occurring and the conduit is installed.

Additional information on the escort teams is provided in Attachments A and B. Attachment A includes the project schedule for the escort teams. The task numbers on this attachment correspond to those in Attachment B, which outlines all areas where escort officers are needed. In each of these areas, escort officers are performing critical functions to maintain security and ensure the timely completion of the project.

It should be noted that the budget for escort officers is approximately \$1.1 million of the \$26 million that will be spent on the ISP over the next three years. Given the unusual security issues for this project and the extensive review of the escort staffing plan to date, it is not possible to predict whether there will be additional significant savings. For example, when the OMP consultant reviewed escort staffing on housing floors, he concluded "implementation costs will go down slightly if it is decided that fewer officers are required for construction security on inmate housing floors."¹ Nonetheless, all parties are committed to learning from actual experience whether further efficiencies are possible.

SYSTEM FOR ASSESSING AND REPORTING USE OF ESCORT OFFICERS

To learn from actual experience requires a detailed system for reviewing and assessing the use of escort officers. There are a number of key players involved in the ongoing assessment of escort use:

- **ISP Construction (Development) Manager:** The construction manager, also known by the term-of-art "development manager," is an independent consultant hired by FMD to manage

¹ *Integrated Security Project: Implementation Plan Report*, Christopher Murray and Associates, June 2004, p. 7.

the overall ISP project. The Construction Manager, Ross Pouley from URS Corporation, is responsible for monitoring the project scope, schedule, and budget, and for reporting to FMD management. The Construction Manager will be responsible for providing summary escort reports using detailed daily reports; the Construction Manager is also responsible for producing monthly and quarterly project reports.

- **ISP Contractor:** The contractor, Turner Construction, is responsible for construction of the project.
- **ISP Sergeant:** The ISP Sergeant is a DAJD Corrections Sergeant who will be responsible for the overall, and day-to-day, supervision and management of the security escort staff during the ISP.

The system for reporting and assessing the use of escort staffing works as follows:

1. Daily reports from escort officers, the Contractor, and the Construction Manager will be provided to the leads for the respective organizations. These reports together will provide a detailed record showing construction activities and use of escort officers. The ISP Sergeant in conjunction with the Contractor and Construction Manager will review this information to make daily adjustments to the use of escort staffing.
2. This daily information, with recommendations for changing escort staffing levels, will be forwarded to weekly meetings of the project team. This team will assess the use of escort officers and decide on changes to minimize costs. Its decisions will be guided by finding the most efficient way to move materials and crews without jeopardizing safety and security. As the project team gains experience with managing construction activities in the facility, it will attempt to identify areas where fewer escort officers are needed. It will also be responsible for incorporating recommendations from a new jail consultant (see below). It should be noted that there might be situations where the assessment leads to an increase in escort staffing.
3. Progress reports on the use of escort officers will be made to the bi-weekly management meeting. Top management from DAJD, FMD, and Jail Health Services meet with the Contractor and Construction Manager to monitor the progress of the ISP. A regular agenda item for this group will include the use of the escort officers.
4. DAJD has proposed convening an ISP Implementation Review Group consisting of Executive agencies, Council staff, and the Auditor. This group will receive progress reports on the use of escort staff. In addition, the information generated through this assessment system and from the new jail consultant will be made available to the review group.
5. Consistent with the recommendation for the King County Auditor's Office, DAJD will retain a new jail consultant to make recommendations on: a) this assessment and reporting system, b) additional areas, if any, where there may be improvements or the potential for material savings, and c) the process for evaluating potential savings. This new consultant will arrive early in the project and issue a report by December 2004. Around May 2005, the consultant will return to review the system and determine progress on his/her initial recommendations. The draft reports from the consultant will be distributed to the ISP Implementation Review Group for comments and suggestions.

6. DAJD will use its automated Roster Management System to track escort hours and costs. A roster has been created to support tracking of escort hours and the submittal of these hours to payroll. Escort team assignment hours will be tracked throughout the duration of the project by the daily assignment of resources to this roster. A report is available to identify the level of assignments for each team for a reporting period. Resource costs will be tracked through the reporting of payroll expenditures to a designated account.

The next section will describe some of the tools being used to track, in detail, security issues and the movement of the contractor and Escorts. The Contractor, Construction Manager and ISP Sergeant will review each other's daily reports to determine whether there are inconsistencies or conflicts in what has been stated. These issues and opportunities for efficiencies will be discussed at briefings that will be held each morning prior to the day's work. Resolution of the issues and recommendations for improvements will also be discussed at Weekly Project Team meetings.

Daily Reports from Escort Officers: Escort officers will complete the "Daily Escorting Report" before completing their shift. (See Attachment C.) This report includes specific questions on potential security concerns and opportunities for improvements and savings. It also includes a comment sheet for additional suggestions and an inventory report to track construction materials. With this information, it will be the responsibility of the ISP Sergeant to review escort movement on a daily basis and evaluate whether resources are being used effectively.

Contractor's Daily Log: The contractor's superintendent will fill out the daily log before the shift is over noting areas where work is being done and documenting the crews on site. He will also note any events or visitors to the site. See Attachment D for Turner Construction format.

Construction Manager's Daily Report: The construction manager will document the work being done in every area where construction is occurring, giving a brief overview of the tasks being completed. He will also note the status of the project tasks completed and how that compares to the schedule. The report will be completed daily and may be revised to reflect changes over the life of the project. See Attachment E for URS format.

Weekly Project Team Meetings: The contract specifications contain provisions, which at a minimum, require weekly meetings with the contractor, noting who shall participate, and agenda items to be discussed. Participants will routinely be the contractor, design team, construction management team, and Owner's representatives. Additional participants such as subcontractors and/or other consultants who may be pertinent to the agenda items will be included when necessary to address critical issues.

Bi-weekly Management Meetings: The group includes top management from DAJD, FMD, Jail Health Services, and the construction management team who will meet every other week to monitor progress, review outstanding issues and update project stakeholders on items critical to the project's budget and schedule as well as items that need Executive or Council action. The contractor's two-week look ahead schedules will be reviewed to facilitate additional communication and coordination of activities with KCCF operations.

Outside Jail Consultant: DAJD will work with the ISP Implementation Review Group to select a qualified consultant with experience in operating jails and, if possible, in operating jails that are undergoing major construction. The consultant will be responsible for producing a report by December 2004 that makes recommendations on the system for assessing the use of escort officers, on areas of staffing that have the potential for material savings, and on the process for evaluating these potential savings. This report in draft form will be presented to the review group. DAJD and FMD will work with the project team at its weekly meetings and the bi-weekly management meetings to incorporate the consultant's recommendations. The consultant will return in May 2005 to examine the progress and make further recommendations as necessary. A third visit from the consultant will be scheduled as necessary.

Given the unique circumstances of this project, the reporting and assessment of day-to-day experiences will be the most valuable tool for resolving security issues and identifying possible savings. Consequently, the role of this new consultant is targeted toward reviewing and auditing this system and making recommendations for evaluating potential savings. The estimated consultant cost of \$15,000-\$20,000 represents the appropriate investment for this role. The process for contracting with the consultant will occur immediately upon approval of this report by the county council.

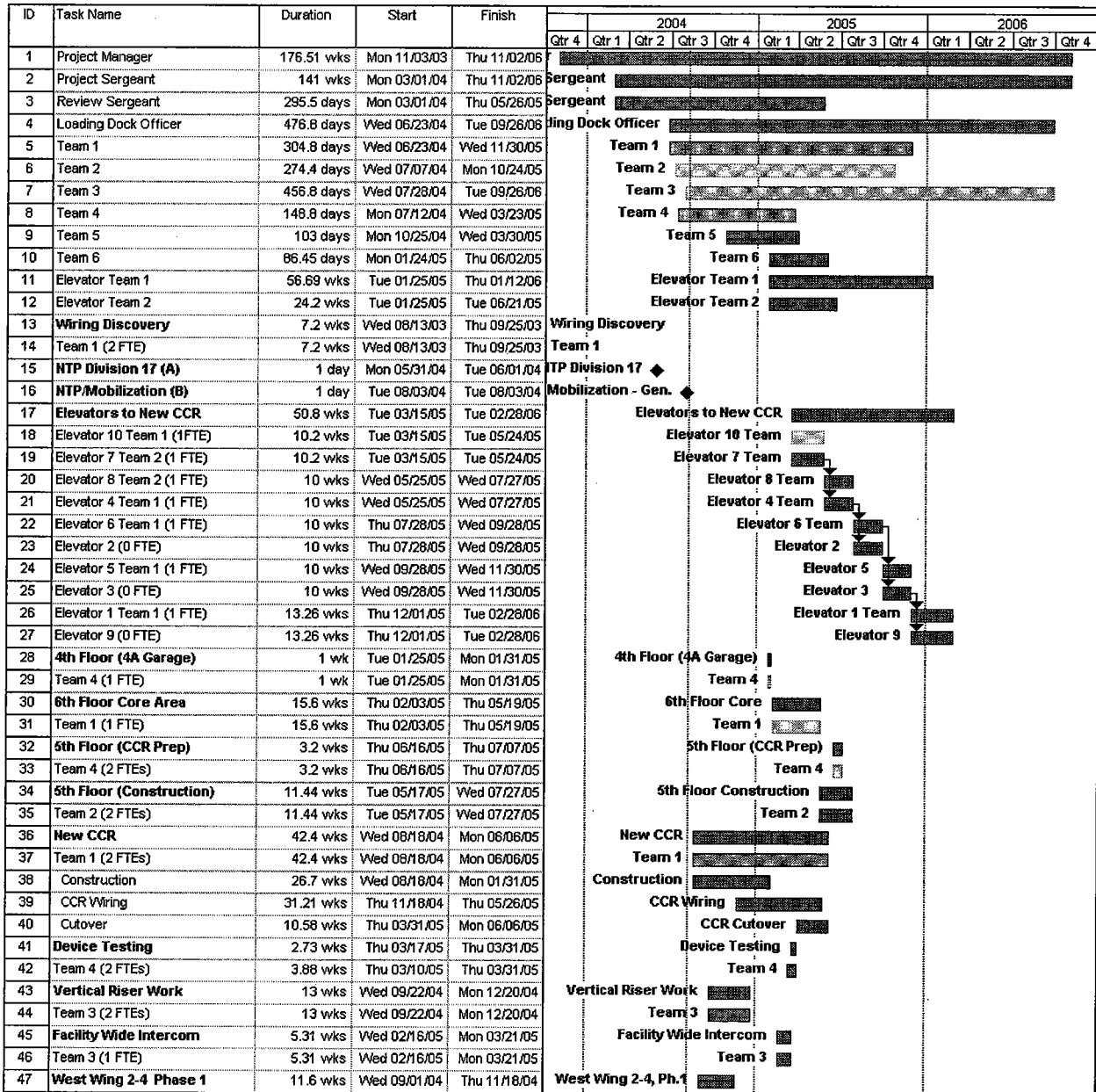
ISP Implementation Review Group: The Executive has proposed convening the ISP Implementation Review Group, which will consist of Executive agencies, Council staff, and the Auditor. This group will be involved in monitoring the implementation costs for the ISP. This involvement includes participating in the selection of the jail consultant, providing feedback on draft reports from the consultant, and receiving regular progress reports on operating issues related to the ISP.

DAJD will convene and chair the review group and will also be responsible for providing full, unfiltered and consistent information in a timely manner. DAJD and Facilities Management will staff the group. Agencies participating as part of the group will designate up to two representatives that will meet as needed to accomplish the work. It is anticipated that during the consultant selection process the group may need to meet bi-monthly. Thereafter, the group will most likely meet on a monthly basis. Any meeting cancellations will occur with the full consensus of the agency representatives.

SUMMARY

The assessment and evaluation system described in this report consists of a series of detailed measures for collecting information, identifying issues, and promptly resolving them. It is designed to provide multiple levels of review to strive for potential savings and ensure accountability. Moreover, this system has the flexibility to respond to the inevitable issues that will arise from the unique circumstances of undertaking a major construction project in an operating, high-rise jail. Overall, it achieves the goal of minimizing project costs without jeopardizing the success of the project or the safety and security of the public, the personnel in the facility, and the inmates.

Attachment A Project Schedule for Escort Teams



Attachment A (continued) Project Schedule for Escort Teams

ID	Task Name	Duration	Start	Finish	2004				2005				2006							
					Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4			
47	West Wing 2-4 Phase 1	11.6 wks	Wed 09/01/04	Thu 11/18/04	West Wing 2-4, Ph. 1															
48	Team 2 (2 FTEs)	11.6 wks	Wed 09/01/04	Thu 11/18/04	Team 2															
49	West Wing 2-4 Phase 2	2.19 wks	Mon 02/21/05	Thu 03/03/05	West Wing 2-4, Ph. 2															
50	Team 2 (2 FTEs)	2 wks	Mon 02/21/05	Thu 03/03/05	Team 2															
51	West Wing 1	137.5 days?	Wed 07/14/04	Wed 02/09/05	West Wing 1															
52	Team 2 (2 FTEs)	137.5 days?	Wed 07/14/04	Wed 02/09/05	Team 2															
53	ITR (Reception/Mail Room)	5.2 wks	Mon 11/01/04	Mon 12/06/04	ITR - PH. 1															
54	Team 3 (1 FTE)	5.4 wks	Mon 11/01/04	Mon 12/06/04	Team 3															
55	ITR (Remainder)	19.6 wks	Mon 01/31/05	Thu 05/26/05	ITR - PH 2															
56	Team 6 (2.25 FTEs)	17.2 wks	Mon 01/31/05	Thu 05/26/05	Team 6															
57	2nd Floor Steel Work	1 wk	Wed 03/09/05	Tue 03/15/05	2nd Floor Steel Work															
58	Team (1 FTE)	1 wk	Wed 03/09/05	Tue 03/15/05	Team															
59	Check-In/Court Detail	14.2 wks	Wed 08/17/05	Wed 11/23/05	Check In/Court Detail															
60	Team 1 (2 FTEs)	14.2 wks	Wed 08/17/05	Wed 11/23/05	Team 1															
61	11th Floor	15.8 wks	Tue 01/25/05	Wed 05/11/05	11th Floor															
62	Team 3 (2 FTEs)	14 wks	Tue 01/25/05	Thu 04/28/05	Team 3															
63	11 Move, Train and Finish	1.6 wks	Mon 05/02/05	Wed 05/11/05	11 Move															
64	Team 3 (2 FTEs)	1.6 wks	Mon 05/02/05	Wed 05/11/05	Team 3															
65	12 Court Detail	4 wks	Mon 08/23/04	Fri 09/17/04	12 CH Court Detail															
66	Team 4 (1 FTE)	4 wks	Mon 08/23/04	Fri 09/17/04	Team 4															
67	Skybridge (Temporary)	3.8 wks	Mon 07/19/04	Thu 08/12/04	Skybridge - Temp															
68	Team 4 (1 FTE)	3.8 wks	Mon 07/19/04	Thu 08/12/04	Team 4															
69	Skybridge (Permanent)	93 days?	Mon 11/01/04	Wed 03/23/05	Skybridge - Perm															
70	Team 5 (1 FTE)	93 days?	Mon 11/01/04	Wed 03/23/05	Team 5															
71	10 Floor	14.2 wks	Thu 05/12/05	Wed 08/17/05	10th Floor															
72	Team 3 (2 FTEs)	12.2 wks	Thu 05/12/05	Wed 08/03/05	Team 3															
73	10 Move, Train and Finish	2 wks	Thu 08/04/05	Wed 08/17/05	10 move, train & fin															
74	Team 3 (2 FTEs)	2 wks	Thu 08/04/05	Wed 08/17/05	Team 3															
75	9th Floor	14 wks	Thu 08/18/05	Wed 11/23/05	9th Floor															
76	Team 3 (2 FTEs)	12.2 wks	Thu 08/18/05	Thu 11/10/05	Team 3															
77	9 Move, Train and Finish	1.6 wks	Mon 11/14/05	Wed 11/23/05	9 move, train & fin															
78	Team 3 (2 FTEs)	1.6 wks	Mon 11/14/05	Wed 11/23/05	Team 3															
79	8th Floor	14.4 wks	Mon 11/28/05	Mon 03/06/06	8th Floor															
80	Team 3 (2 FTEs)	12 wks	Mon 11/28/05	Thu 02/16/06	Team 3															
81	8 Move, Train and Finish	2 wks	Tue 02/21/06	Mon 03/06/06	8 move, train, & fin															
82	Team 3 (2 FTEs)	2 wks	Tue 02/21/06	Mon 03/06/06	Team 3															
83	7th Floor	14 wks	Tue 03/07/06	Mon 06/12/06	7th Floor															
84	Team 3 (2 FTEs)	12.2 wks	Tue 03/07/06	Tue 05/30/06	Team 3															
85	7 Move, Train and Finish	2 wks	Wed 05/31/06	Tue 06/13/06	7th move, train, & fin															
86	Team 3 (2 FTEs)	2 wks	Wed 05/31/06	Tue 06/13/06	Team 3															
87	Infirmiry/Clinic	14 wks	Wed 06/14/06	Tue 09/19/06	Infirmiry/Clinic															
88	Team 3 (2 FTEs)	12 wks	Wed 06/14/06	Tue 09/05/06	Team 3															
89	Inf Move, Train and Finish	2 wks	Wed 09/06/06	Tue 09/19/06	Infirmiry move, train, & fin															
90	Team 3 (2 FTEs)	2 wks	Wed 09/06/06	Tue 09/19/06	Team 3															
91	FAT 1 Testing	2.46 wks	Mon 12/27/04	Fri 01/07/05	FAT 1 Testing															
92	FAT 2 Testing	1.11 wks	Mon 03/21/05	Fri 03/25/05	FAT 2															
93	Training	2.2 wks	Thu 08/31/06	Thu 09/14/06	Training															
94	Final Close Out	6.4 days	Thu 09/21/06	Mon 10/02/06	Final Close Out															

Attachment B
ISP OFFICER ESCORT STAFFING NOTES
As of: 8/09/2004

Note that the task number in the first column corresponds to the task numbers in project schedule in Attachment ?

TASK #	TASK NAME	NOTES
4	LOADING DOCK	CONSTRUCTION: Entrance/Exit for all construction workers. General Contractor and Sub-Contractor Offices. Supplies, deliveries, and debris removal, are made Monday through Wednesday. SECURITY REQUIREMENTS: One (1) armed officer for the Loading Dock and whenever construction occurs on the 5 th Floor, or an opening to the facility within the Loading Dock area.
15	ELEVATORS	CONSTRUCTION: Rebuilding of all internal cabs of the 10 elevators. New security/electronics, card readers, and cameras. All elevator lobby controls (92) will receive new panels and LEDs. SECURITY REQUIREMENTS: One (1) officer assigned to VTS for elevators and lobbies that stop on inmate floors or elevators that inmates utilize for movement.
24	4A GARAGE	CONSTRUCTION: Removal/installation of new vehicle detector loops to activate the garage door. Concrete cutting, electrical work, and new concrete pour. SECURITY REQUIREMENTS: One (1) officer to provide security and direct traffic into and out of garage.
26	6 TH FLOOR CORE	CONSTRUCTION: The new IT Complex will be constructed, after the earthquake damaged floor is rebuilt. SECURITY REQUIREMENTS: One (1) officer to provide security and one (1) officer as a rover.
28	5 TH FLOOR	CONSTRUCTION: Installation of new cameras and card readers to allow New CCR to control the floor. SECURITY REQUIREMENTS: Inmates work and move through the 5 th Floor. It requires one (1) officer to provide security and one (1) officer as a rover.

TASK #	TASK NAME	NOTES
32	NEW CCR	CONSTRUCTION: Opening on the North side of the facility to construct the new 6 th Floor CCR. SECURITY REQUIREMENTS: One (1) officer for security and one (1) officer as a rover to move supplies/debris and workers.
37	DEVICE TESTING	CONSTRUCTION: Two (2) electricians tracing and testing wiring to devices (locks, speakers, lighting, etc.) SECURITY REQUIREMENTS: One (1) officer to escort each electrician, more often than not the electricians will be in separate inmate occupied areas.
39	VERTICAL RISER	CONSTRUCTION: Core drilling and installation of multiple conduits for electrical, low voltage, CCTV, telephone and data. All floors are impacted, and many walls for the Horizontal runs. Work will occur in inmate occupied areas. SECURITY REQUIREMENTS: One (1) officer escort on each floor/wall and beneath each floor/wall that is core drilled, and conduit installed.
41	FACILITY WIDE INTERCOM	CONSTRUCTION: Installation of the new intercom/paging/communications system throughout the facility. SECURITY REQUIREMENTS: One (1) officer assigned to escort the electrician.
43-49	WEST WING	CONSTRUCTION: Demolition and construction of 4 new Jail Health Triage Rooms. Installation of new security panels, communication systems, TV, telephone, and lighting controls. New duress alarms in each inmate dormitory (30). SECURITY REQUIREMENTS: The West Wing is a contiguous high rise (4 floors) served by two elevators, and no stairwells. One (1) officer for security and one (1) officer rover, for all four floors. The majority of the construction time the floors are unoccupied by inmates. When no inmates are occupying the West Wing, it will be staffed like a tower floor. Officer escort staffing will be re-evaluated upon inmate re-occupation of floors.
51-52	NEW ITR	CONSTRUCTION: Phase 1 (one month) will demolish the existing 3 rd Floor public bathrooms, old control booth and offices. A new Reception/Mailroom/Records Office Complex will be constructed. Phase 2 (4-5 months) will demolish the existing ITR and construct the new ITR. SECURITY REQUIREMENTS: Phase 1, one (1) officer rover to move supplies and debris. This

TASK #	TASK NAME	NOTES
		demolition and construction occurs in a public area. To get to and from the Loading Dock requires moving through inmate occupied areas. Phase 2, one (1) officer for security, and one (1) officer rover, and one (1) part time armed officer (2 hours 11:00-13:00 four days a week) to provide security within the vehicle sally during deliveries of supplies and debris removal.
53-56	2 ND FLOOR	<p>CONSTRUCTION: A complete relocation and rebuild of Check-In. New security/electronics to control courtroom and perimeter doors. ADA improvements. Court Detail (2nd Floor) receives a new emergency panel and new steel framework to support the "high density shelving unit" that will be installed on the 3rd Floor.</p> <p>SECURITY REQUIREMENTS: Check-In - one (1) armed officer for security. Court Detail may require one (1) officer for security and one (1) officer rover for delivery of supplies and debris removal.</p>
57 & 67-87	TOWER FLOORS	<p>CONSTRUCTION: All floors - New security/electronics, flexibility improvements, rebuilding JHS Triage Rooms, hot water return plumbing replacement, and shower replacement. 11th Floor - New IMU complex. 9th Floor - New JHS Assessment Center, which will be built by opening the exterior east wall of the jail. 8th Floor - Skybridge will remain operational, which will necessitate temporary plywood security walls (with doors) to allow inmate movement through the construction zone. 7th Floor - Infirmary/Clinic will remain operational, which will necessitate temporary plywood security walls (with doors) to allow inmate movement through the construction zone. Infirmary/Clinic - New TB isolation Units may require extensive holes in the roof for air purification systems.</p> <p>SECURITY REQUIREMENTS: One (1) officer for security and one (1) officer rover for delivery of supplies and debris removal.</p>

Attachment C
INTEGRATED SECURITY PROJECT
DAILY ESCORTING REPORT

Escort officers will complete this report daily before the escorting shift is complete. Please utilize the "comment page," for suggestions that can be used for efficiencies or improvements on the scheduled Escorting assignment.

Name (first initial and last name) _____ Date: _____.

Team Number and Assignment: _____.

Security concerns that were created during construction/escort:

Is there a way that contracting work can be completed more efficiently?

Is the contractor creating additional security concerns? How can we solve these concerns?

During construction, what concerns/opportunities have been discovered by the contractor or you that may increase or decrease time on the particular project you are assigned on?

Attachment C (continued)
COMMENT PAGE:

Attachment C (continued)

DAILY INVENTORY REPORT:

The inventory report will list all materials and tools the contractor is bringing to the work site. The Escort officer will fill out this report at the beginning of the shift before material is taken into the Secure Perimeter of the facility. This list will be reviewed at the end of the shift to be sure that all material is accounted for before the material, contractor, and Escort leave the secure area where work is being done.

Attachment E

Contractor: Turner Project Manager: Frank Smith Superintendent: Mike McGlothlin					REPORT#
Date:	Skies:	Snow	Rain	Overcast	Clear
Day of Week:	Temperature:	<32	32-60	60-85	>85
Contract Completion Date:	Wind:	Still	Moderate	High	
Crews: 1) _____ 2) _____					
3) _____ 4) _____ 5) _____					
6) _____ 7) _____ 8) _____					
Equipment In Use or Idle:					
Materials or Equipment Delivered:					
1) Floor: Wing:					
Summary of Construction Activities:					
2) Floor: Wing:					
Summary of Construction Activities:					
3) Floor: Wing:					
Summary of Construction Activities:					

4) Floor:	Wing:
Summary of Construction Activities:	
Summary of project status	
Summary of project status (continued if needed)	

Other comments:

By Bob Carns, URS Project Manager