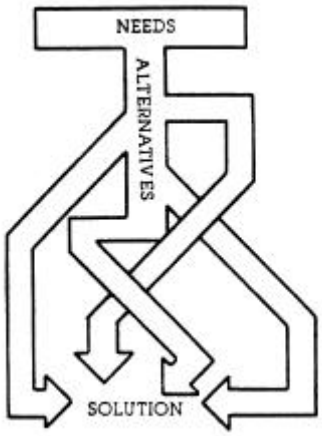
Master Planning



Through master planning, your county develops alternative methods of meeting the needs identified in the needs assessment study. After consideration of the alternatives by your Project Team and Board of Supervisors, your final Master Plan records the decisions regarding which alternatives will be included in the new project. Variables such as site selection, upgrading of existing facilities, and provision of services countywide should be considered during this phase. Attaching costs to alternatives and matching those costs to available and future dollar resources will determine which scenarios appear feasible.

Each alternative includes either a specific site, such as the block north of the old facility, or a type of site, such as 10 acres within 15 minutes of the courthouse. Site selection provides a major opportunity to control costs - both initial (e.g., site acquisition) and life-cycle (e.g., transportation between the detention facility and courthouse).

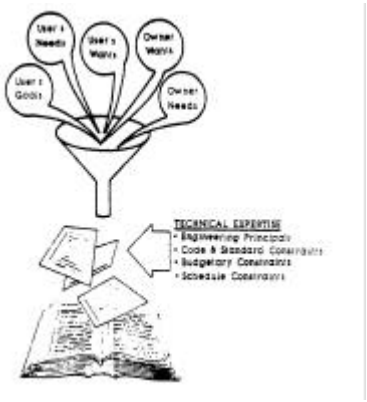
To help understand the spectrum of alternatives, most counties find it essential to observe other recently constructed detention facilities. You'll want to talk to staff (and perhaps inmates) to find out how well these new facilities are working.

Environmental Impact Report

In most cases, an Environmental Impact Report (EIR) will be required, although some counties will be able to use negative declarations. To avoid costly project delays, it is wise to involve the public early in the site selection process. By discovering community concerns about the environmental impacts of various sites, you may be able to mitigate them before going through all of the work of developing the report. Timely consideration of environmental impacts helps prevent litigation which slows down or stops site acquisition and development.

From Gary Larson's FAR SIDE, reprinted by permission of Chronicle Features.

Project Statement



This key document compiles previous planning decisions which led to this project. If your county opts to pursue more than one project, each should have its own project statement. The project statement briefly highlights what the project will include and what means will be used to accomplish the end goal of opening and operating the new facility. To produce it, your Project Team and Board of Supervisors must reach a consensus.

A thorough project statement covers all of the ownees needs and objectives for the project, defines basic assumptions about the site and building, and outlines a preliminary budget based upon these assumptions. It also may include an outline of categories of spaces which will satisfy those needs. This document provides a base for decisions to be made during the following steps in the process. This is the first step which focuses solely on this project.

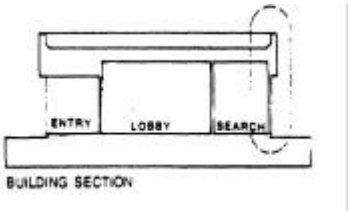
Architectural Program

Architectural programming moves the project from a general definition of needs established in the project statement to a more detailed presentation of how those needs will be met. The program describes all spaces, the activities to take place in those spaces and the users. It also defines the relationship between particular spaces.

The project statement is written for the layperson. The architectural program translates and expands the project statement into technical information necessary for the architect to design the facility you need, want and can afford. Decisions about the project design will be incorporated in the myriad data detailed in this architectural program.

Architects do not necessarily have professional programmers on their staffs. Make sure whoever writes your program has the appropriate expertise.

Schematic Design



Schematic design involves taking the information and conceptual ideas developed so far (documented in your project statement and architectural program) and finally putting them in drawing form. Site plans, floor plans, elevations and major building sections are developed.

Major decisions made at this point depict how the new or renovated facility will function in physical terms and what construction materials will be used.

Design Development

One step closer to the final product, design development is just what it sounds like - further development of schematic

design. All materials and most finishes should have been chosen by now. Any changes now most likely will increase project cost and possibly increase design fees.

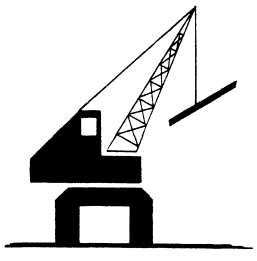
This should be the last time you make any major changes in the building. From here on, the design is simply production work for the architect and the architect's consultants. Any changes may increase fees and delay the project,

Construction Document

This is the last phase in completing drawings and specifications. Check the details. There shouldn't be any surprises during this last design effort. Details are spelled out, such as what kind of ceiling tile you want in the cells or what size rebar is needed in your concrete walls. Some small decisions remain, such as numbering cells and rooms and placement of T.V. monitors, benches, etc.

"It was only after we'd finished construction that we realized our drawings had a crease!"

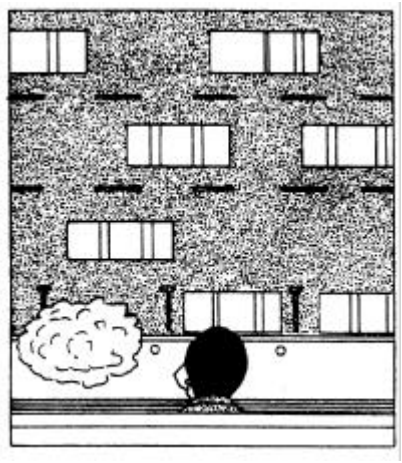
Construction



is on schedule and is avoiding excessive change orders

(extra charges by the contractor for items incorrectly designed and changed, inadvertently forgotten or unanticipated).

Transition And Activation



The big day is almost here. It's time to prepare for- the ribbon cutting ceremony during which the Board of Supervisors, the rest of the team and other folks will be present to take credit. (Hopefully the project has been a success, is under budget and on-schedule. Then everyone will want to come.)

Casually, you call the contractor to ask when he's bringing in the furniture and the rest of the kitchen and medical equipment. There is silence on his end of the phone. A lump grows in your throat. You open your office window and look at the street 10 floors below…

You can avoid this predicament by planning for both transition and activation. An on-schedule, within-budget facility is of little value unless the facility is equipped and owners and users know how to operate and use it.

Transition planning continues all during planning and construction, while activation takes place during a relatively short period before the new facility is occupied. Transition and activation require extensive forethought and planning. Even if you've made operational decisions prior to design, you still need to train staff to use the facility.

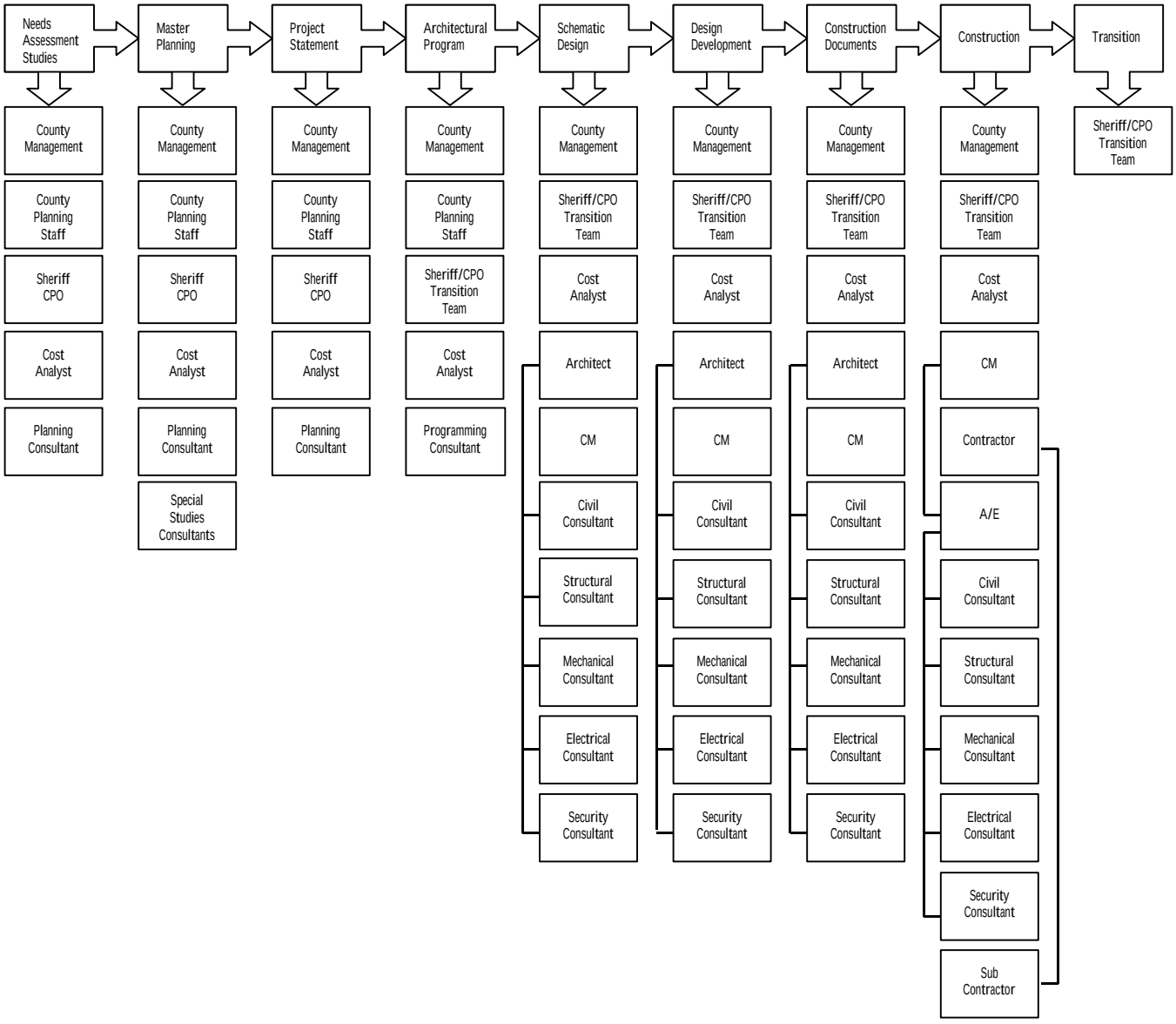
Planning for transition from one facility into another and for activation of the new facility should begin early in the design phase. **If you are to have a smooth transition and rapid occupancy, staff training must commence prior to construction completion.** Most counties desperately need the new beds the day they decide to pursue the project. It's almost inexcusable to let a newly completed facility sit idle even for a day.

Regardless of the size of your project, transition and activation activities must be worked into your master schedule. Staffing patterns, determined in the planning and programming stages, should be detailed during schematic design to allow time to orchestrate hiring and training.

Who Handles All Of This Work?

The following matrix provides a rough idea of whose participation is needed to accomplish all of the steps. Sections II.C and III detail the roles of those involved and the activities they must accomplish.

Responsibility Matrix



DIMINISHING COST IMPACT

Now that you're acquainted with the process, it's imperative that you understand that **your ability to have an impact on total cost diminishes as the project develops.** A decision such as whether the facility is a high-rise downtown or a low-rise in an outlying area will greatly impact first costs and operating costs for years. The monies saved or spent to follow up on such a decision will greatly affect what can be achieved with the dollars available. Decisions arising late in the project, such as reducing the number of coats of paint to reduce cost overruns, will have little or no impact on the project cost and may result in much higher maintenance costs in the future.