



HURRICANE CITY UTAH

Mayor

City Manager

Nanette Billings Kaden DeMille

City Council

David Hirschi
Kevin Thomas
Clark Fawcett
Drew Ellerman
Joseph Prete

Hurricane City Council Meeting Agenda

October 17, 2024

5:00 PM

City Council Chambers 147 N 870 W, Hurricane

Notice is hereby given that the City Council will hold a Regular Meeting in the City Council Chambers 147 N 870 W, Hurricane, UT. [Meeting Link on Webex](#) Meeting number: 2630 456 5376 Meeting password: HCcouncil Join from a video or application Dial 26304565376@cityofhurricane.webex.com. You can also dial 173.243.2.68 and enter your meeting number. Join by phone +1-415-655-0001 US Toll Access code:26304565376. A silent roll call will be taken, followed by the Pledge of Allegiance and prayer by invitation. **THOSE WISHING TO SPEAK DURING PUBLIC FORUM MUST SIGN IN WITH THE RECORDER BY 6:00 P.M.**

5:00 p.m. Pre-meeting

1. Agenda Summary

6:00 p.m. - Call to Order

Prayer

Thought

Pledge of Allegiance

Declaration of any conflicts of interest

Public Forum – Comments from Public

Please Note: In order to be considerate of everyone attending the meeting and to more closely follow the published agenda, public comments will be limited to 3 minutes per person per item. A spokesperson representing a group to summarize their concerns will be allowed 5 minutes to speak. Repetitious commentary will not be allowed. If you need additional time, please request agenda time with Cindy Beteag in writing before 12:00 p.m. the Tuesday one week before the Council meeting.

NEW BUSINESS

1. Consideration and possible approval of a **Proclamation designating October 23-31 as Red Ribbon Week** - Perk Matteson, The Elks National Drug Awareness Program
2. Consideration and possible approval of a **new hangar lease for 8 S 3 E** - James Rosser
3. Consideration and possible approval of a **new commercial use and SASO lease for hangar pad 2 N 3 E** - Scott Stratton

4. Discussion and clarification on the **desired zoning for parcels H-3-1-32-312, H-3-1-32-341, H 3-1-32-342, H 3-1-32-343, and H-3-1-32-344** - Skylar Stewart

OLD BUSINESS

1. Consideration and possible approval of a **bid to construct phase 1 of the City's irrigation expansion project** - Ken Richins
2. Consideration and possible approval of a **bid to construct the irrigation pond, filters, and booster station** for the irrigation expansion project - Ken Richins
3. Consideration and possible approval of the **City Civic Center Master Plan** by FFKR and Desert Edge-David, Jessica, Susie, and Scott Gilberg

NEW BUSINESS continued

1. Mayor, Council, and staff reports
2. Closed Meeting held pursuant to Utah Code section 52-4-205, upon request

Adjournment

I hereby certify that the above notice was posted to the city website, (www.cityofhurricane.com) posted to the state public notice website, and at the following locations:

1. City office – 147 North 870 West, Hurricane, UT
2. The Post Office – 1075 West 100 North, Hurricane, UT
3. The library – 36 South 300 West, Hurricane, UT

_____ for the City Recorder

Agenda Summary for Hurricane City Council October 17, 2024

5:00 p.m. Pre-Meeting

6:00 p.m. Call to Order

New Business

1. The Elks National Drug Awareness Program, the largest volunteer-led initiative of its kind in the U.S., is calling on all communities to join in recognizing October 23-31 as Red Ribbon Week. This important week raises awareness about the impact of drug abuse and encourages prevention efforts across the country. – Cindy Beteag
2. Mr. Rosser is requesting a new Private Hangar Lease Agreement for the hangar pad. The pad is currently occupied by a hangar. This request is not a request to build a new hangar. The proposed agreement conforms to the template previously approved by the City Council. The Airport Board discussed this item on October 15, 2024, and unanimously recommended approval. – Cindy Beteag
3. Mr. Stratton is requesting a new commercial use and SASO lease for hangar pad 2 N 3 E. The proposed agreements conforms to the template previously approved by the City Council. However, staff is still waiting for the following information to complete the lease. (1) the name of the tenant (your name or an LLC); (2) the specific commercial activity you are requesting for the hangar space; and (3) the square footage of your proposed hangar. The Airport Board discussed this item on October 15, 2024, and unanimously recommended approval. – Cindy Beteag
4. A few months ago we submitted a zone change application to planned commercial, from highway commercial, for parcel A and the two other parcels to the south. We attempted to get residential use on parcel A and commercial use on the two southern parcels. We were denied at City Council even though Planning Commission approved it unanimously. The feedback that we had from Council and the Mayor is that you did not want to lose commercial property that can create local jobs. We agree with the Council and Mayor and we have taken a broader look at the property we have to develop in the region. The current zoning for both parcels lends for highest and best use to be RV parks. We believe that the zone changes that we are proposing will create a better location for both commercial uses and attainable housing. - Skylar Stewart

Old Business

1. The Water Department is asking the City Council to issue notice to proceed to Interstate Rock for the phase 1 irrigation expansion pipe project for \$7,859,191.00. After issuing notice to proceed Interstate Rock has agreed to allow the city to reconfigure the project through a change order. The change will allow the city to

complete phase 1 within our budgeted funding. Also, with the reconfiguration we will have an operational system while we are waiting for the additional NRCS funding to be allocated for phase 2 of the piping project.

Another reason for the reconfiguration of the project is because we need to work around the canal system, some work needs to be completed when the canal is off during the winter. – Ken Richins

2. The Water City Council to issue notice to proceed with Interstate Rock for the irrigation ponds and booster station project for \$7,960,938.50. The Irrigation expansion project has not changed, when the irrigation ponds, phase 1 piping, and phase 2 piping, are completed all residents in this new service area will be served. In May 2021 The city council approved a water rate increase of .10 per thousands (to pay for development by the city of Hurricane of existing and new sources of water). The city has already collected over \$2,473,074 and this fund will rapidly grow every year. I personally believe we have an obligation to spend this money for its intended purpose. Attached is the projected revenue increase chart that shows if we stay on course, we will have funds to pay for this project, and many more in the future. We have a NRCS 75% grant. We have a 0% loan from the Utah State Board of Water Resources for our 25% grant match. We raised water rates 3 years ago to prepare for developing new and existing water sources, with a \$2.5 million dollar and growing savings fund that will enable us to make the payments. I don't know how we could be better prepared for this project. I personally believe if we issue notice to proceed for these projects and construction of the projects are under way, we will have a greater chance of receiving the rest of the NRCS 75% grant to totally complete this project. – Ken Richins
3. As Hurricane City continues to grow, so does the need to house staff essential in providing city services and carry out the day-to-day functions of the city. A few years ago, the city acquired approximately 15 acres to the west of the current city office with the idea in mind to expand services to that property, anticipating the property will satisfy much of the staffing needs of the city into buildout. The vision is to locate the City Office and Public Safety (Police Department) to that property. Staff recognizes the substantial costs associated with this undertaking. The idea in mind is to create a Civic Center that not only allows for the public buildings we desperately need, but also a gathering place that residents can enjoy and utilize. Hurricane City staff working closely with our consultants have created a conceptual master plan of the property to demonstrate the potential of the property. As part of the plan, we have attempted to utilize the property to its fullest. The council will see the infusion of commercial, residential and recreational components on the property that ultimately will provide a revenue source to offset the costs of the public buildings. This is in effort to minimize the financial impacts of the public buildings on the city. This Civic Center property has the potential to accomplish a number of things including:

- Providing a property for public buildings which include a City Office and Police Station, with room for future phased expansion of both facilities.
- A walkable community element to our downtown.
- A recreational and historical component providing green space, an amphitheater, and splash pad/lazy canal with the historical building on the property preserved and incorporated in the green space.
- Additional pocket retail and commercial.
- Residential components that include single family residential on 4,000 sq foot lots and workforce housing, both of which are an attempt to create a more attainable housing element in the community.

Staff recognizes that while this is a very forward-thinking project, it has components which are critical for the City including the City Office and Police Department. It is anticipated and expected that the workforce housing component of the property will require a fair amount of discussion with the council, and perhaps the neighbors and public in the future if that component moves forward.

Ultimately, the request of the City Council is approval of the conceptual master plan for the property so that staff can keep the forward momentum on the public buildings. With the current City Office at maximum capacity and the current Police Station being inadequate in design and in a location, there is a more immediate need to address these issues.

Included in the council packet for review is the following:

- Programming Document: This document provides an in-depth study of the staffing needs and space requirements, both current and future of the City Office and Police Department.
- A financial assessment of the property with possible funding options for the project.
- A conceptual master plan layout of the city's property.
- Precedent images. These images were gathered in an effort for the council to provide feedback on what they envision the future public buildings to look like. It would be beneficial if staff and council could go through the images and see which architectural design elements the council prefers.

Submitted by Kaden DeMille

New Business continued

1. Mayor, Council, and staff reports.
2. Closed Meeting if needed.



STAFF COMMENTS

Consideration and possible approval of a **Proclamation designating October 23-31 as Red Ribbon Week** - Perk Matteson, The Elks National Drug Awareness Program

Discussion:

The Elks National Drug Awareness Program, the largest volunteer-led initiative of its kind in the U.S., is calling on all communities to join in recognizing October 23-31 as Red Ribbon Week. This important week raises awareness about the impact of drug abuse and encourages prevention efforts across the country. - Cindy Beteag

Findings:

Recommendation:

Attachments:

1. Proclamation 2024 - Red Ribbon Week

PROCLAMATION DECLARING RED RIBBON WEEK

Whereas, The Benevolent and Protective Order of Elks National Drug Awareness Program is the largest all volunteer drug awareness programs in the United States; and

Whereas, The Elks National Drug Awareness Program strives to educate all children and parents about the dangers of illegal drug use and prevent the misuse and abuse of legalized and prescription drugs; and

Whereas, Drug abuse affect individuals, families, and communities across the nation; and

Whereas, It is imperative that visible, unified efforts by community members be launched to prevent drug abuse; and

Whereas, Red Ribbon Week offers citizens the opportunity to demonstrate their commitment to drug-free lifestyles; and

Whereas, Red Ribbon Week will be celebrated in communities across the nation on October 23-31; and

Whereas, Our community further commits its resources to ensure the success of Red Ribbon Week,

Now Therefore, I, Nanette Billings, Mayor of Hurricane City, Utah, do hereby proclaim October 23-31, 2024, as

RED RIBBON WEEK

During this week, we urge all citizens to join with Benevolent and Protective Order of Elks in participating in drug prevention education activities during Red Ribbon Week.

Proclaimed this 17th day of October 2024

Nanette Billings, Mayor

[Seal] Attest:

Cindy Beteag, City Recorder

The foregoing Proclamation was presented at a regular meeting of the Hurricane City Council held at the Hurricane City Office Building on the 17th day of October, 2024. Whereupon a motion to adopt and approve said Proclamation was made by _____ and seconded by _____.
A roll call vote was then taken with the following results.

	Yea	Nay	Abstain	Absent
David Hirschi	_____	_____	_____	_____
Kevin Thomas	_____	_____	_____	_____
Clark Fawcett	_____	_____	_____	_____
Drew Ellerman	_____	_____	_____	_____
Joseph Prete	_____	_____	_____	_____

Cindy Beteag, Recorder



STAFF COMMENTS

Consideration and possible approval of a **new hangar lease for 8 S 3 E** - James Rosser

Discussion:

Mr. Rosser is requesting a new Private Hangar Lease Agreement for the hangar pad. The pad is currently occupied by a hangar. This request is not a request to build a new hangar. The proposed agreement conforms to the template previously approved by the City Council. The Airport Board discussed this item on October 15, 2024, and unanimously recommended approval. – Cindy Beteag

Findings:

Recommendation:

Attachments:

1. 240924 Airport Lease Agreement-James Rosser



HURRICANE CITY
UTAH

PRIVATE HANGAR LEASE AGREEMENT

BETWEEN

HURRICANE CITY, UTAH

AND

JAMES H. ROSSER

Effective Date: October 17, 2024

PRIVATE HANGAR LEASE AGREEMENT

THIS PRIVATE HANGAR LEASE AGREEMENT (which, as amended from time to time, is defined herein as the "Agreement") is entered into as of the 17th day of October, 2024, by and between Hurricane City, Utah, a Utah municipal corporation, (the "City") and James H. Rosser, an individual, (the "Tenant").

RECITALS

WHEREAS, City owns and operates an airport located at 800 W. 2300 S., Hurricane, Utah 84737 (the "Airport"); and

WHEREAS, City and Tenant desire to accommodate, promote, and enhance general aviation at the Airport; and

WHEREAS, Tenant desires to lease certain real property at the Airport for the purpose of constructing or purchasing a private hangar for aircraft as provided in this Agreement;

NOW, THEREFORE, in consideration of the covenants and conditions stated herein, the sufficiency of which is hereby acknowledged, the parties agree as follows:

1. Agreement to Lease and Operate Concession

A. Agreement to Lease Premises. City hereby leases to Tenant and Tenant hereby leases from City that certain real property 3,300 square feet in size including five feet beyond the hangar pad on three sides excluding the front and located at the property identified as 8 S 2 E on the Airport property (the "Premises"). Tenant agrees to accept the Premises "as is" and City makes no warranty as to the condition of the Premises or its suitability for any particular purpose.

B. Disclosure of Soil Condition. City discloses to Tenant that the soil at the Airport is collapsible and otherwise unstable. Tenant is responsible to obtain appropriate soil evaluation reports, to adhere to the recommendations in the reports, and take whatever action is necessary to mitigate the soil condition on the Premises. Tenant is responsible to construct the hangar at the engineered drainage elevations so the drainage will flow properly. Tenant will maintain and keep the area around the premises clear of debris and obstructions so as not to cause disruption in the expected normal drainage flow.

C. Construction of Tenant Improvements. Tenant shall construct or purchase and maintain continuous improvements on the leased Premises, which shall include a concrete pad, an aircraft hangar, fixtures, and any utilities as may be necessary for the Tenant's aviation related activities (referred to herein as the "Tenant Improvements"). Such Tenant Improvements must meet the Airport's Building Development Standards and any applicable Federal Aviation Administration requirements in effect as of the date of this Agreement. The Tenant agrees to submit plans/drawings of the proposed Tenant Improvements to City within eight (8) months of the execution date of this Agreement. Tenant shall be responsible to obtain and pay for proper building permits for the Tenant Improvements and comply with all the applicable ordinances of the City when planning and constructing the Tenant Improvements. Tenant agrees to complete construction of the proposed Tenant Improvements within twenty-four (24) months from the date the building permit is issued.

D. Grant of Concession and Purpose of Agreement. Tenant agrees that it shall have the right, privilege, and obligation to use the Premises for the following purposes: The parking, storage, service, repair, light maintenance, operation, and modification or construction (on a noncommercial basis only) of Aircraft, plus incidental activities related to such purposes. An (“Aircraft”) shall be any aircraft that Tenant owns or controls, or that is subject to an authorized sublease, when approved in writing in advance by City. Tenant shall provide to City the make, model, and registration number of any Aircraft owned or controlled by Tenant, or that are subject to an authorized sublease, that are based at the Premises.

E. Access. City agrees that if Tenant is not in breach of this Agreement, Tenant and Tenant’s employees, officers, directors, subtenants that are approved by City pursuant to this Agreement, contractors, subcontractors, suppliers, agents, invitees, and other representatives (“Tenant’s Associates”) may ingress and egress across the Airport in the areas designated by City and as permitted by applicable Laws and Regulations, on a non-exclusive basis and to the extent reasonably necessary for Tenant’s use, occupancy, and operations at the Premises.

F. Right of Flight and Other Reserved Rights. This Agreement conveys only a leasehold interest in the Premises on the terms and for the purposes provided herein, and it conveys no other rights, titles, or interest of any kind. City reserves rights in the Premises including but not limited to, a right of aircraft movement on Airport property, a right of flight for the passage of aircraft in the air, a right to cause such noise as may at any time be inherent in the operation of aircraft, subject to the rules, regulations, and policies as may be adopted from time to time by the City, and rights in water, minerals, oil, and gas.

G. Enjoyments of Rights. Subject to Tenant’s complete performance of the payment and other obligations contained in this Agreement, Tenant shall enjoy the rights, uses, and privileges stated in this Agreement.

2. Term. The term of this Agreement shall commence on the date of execution of this Agreement and shall continue thereafter for a term of twenty (20) years until October 17, 2044, (the “Initial Term”). If the tenant desires to renew this Agreement, the tenant must notify the City in writing at least 60 days prior to the expiration of the initial term. Upon such notification, this lease shall renew for an additional five (5) year period at the lease rates stated in Section 3 of this Agreement.

3. Rent

A. Rent. For Tenant’s lease of the Premises, Tenant covenants to pay to City without off-set or deduction the annual ground rent as shown in the table below and commencing on the date of execution of this Agreement. All rent shall be due and payable to the City of Hurricane annually in advance, without notice or demand from City, on the 1st day of August. The first years rent payment will be prorated to the next August 1st payment date.

<u>Years</u>	<u>Rent amount per square foot</u>
2022 – 2027	.15
2028 – 2033	.18
2034 – 2039	.21
2040 – 2045	.24
2046 – 2051	.27
2052 – 2057	.30

C. Dishonored Checks. If any check paid on behalf of Tenant is dishonored or returned by a bank for any reason, Tenant shall pay all charges assessed to City by the bank plus a service charge of fifty dollars (\$50.00) per occurrence (or such other amount as City shall implement from time to time) in addition to other sums due under this Agreement.

D. Past Due Amounts. If tenant fails to pay when due any amount required to be paid by Tenant under this Agreement, such unpaid amount shall bear interest at the rate of eighteen percent (18%) from the due date of such amount to the date of payment in full, with interest. In addition, City may charge a sum of five percent (5%) of such unpaid amount as a service fee, which the parties agree is a reasonable amount to cover the additional costs for billing and collecting arising from Tenants failure to make payment in a timely manner. All amounts due under this Agreement are and shall be deemed to be rent, and shall be paid without abatement, deduction, off-set, prior notice, or demand (unless expressly provided by the terms of this Agreement). City's acceptance of any past due amount either full or partial (or its associated interest or service fee) shall not constitute a waiver of any default under this Agreement.

4. Tenant's Use of Premises and Airport

A. No Interference. Tenant and Tenant's Associates shall not use the Premises or the Airport in any manner that interferes with any operation at the Airport or decreases the Airport's effectiveness, as reasonably determined by the City at its sole discretion. Tenant shall promptly notify City of any use that creates such interference or decrease of effectiveness and remedy the same to City's satisfaction.

B. Comply with all Laws and Regulations. Tenant and Tenant's Associates shall comply at all times, at Tenant's sole cost, with any and all laws and regulations (as amended or otherwise modified from time to time) that are applicable to Tenant's use, occupancy, or operations at the Premises or the Airport (the "Laws and Regulations"), which include but are not limited to, the Airport Rules and Regulations, Policies and Procedures, Minimum Standards for Commercial Aeronautical Activities, Utah Code Annotated, the Code of Revised Ordinances of Hurricane City, the Protective Covenants of the Hurricane City Airport, applicable Federal Aviation Regulations, and all lawful, reasonable, and nondiscriminatory Airport policies and other requirements.

C. No Unauthorized Use. Tenant and Tenant's Associates shall use the Premises and the Airport only for purposes that are expressly authorized by this Agreement and shall not engage in any unauthorized use of the same. Unauthorized uses include, but are not limited to, any use that would damage, interfere with, or alter any improvement; restricting access on any road or other area that Tenant does not lease; placing waste materials on the Airport or disposing of such materials in violation of any Laws and Regulations; any use that would constitute a public or private nuisance or a disturbance or annoyance to other Airport users; the use of automobile parking areas in a manner not authorized by City; fueling activities on the Premises or any other area that City has not authorized; commercial activities, aircraft parking, or storage in areas not leased by Tenant, any use unrelated to the purposes of this Agreement; and any use that would be prohibited by or would impair coverage under either party's insurance policies.

D. Permits and Licenses. Tenant shall obtain and maintain in current status all permits and licenses that are required under any Laws and Regulations in connection with Tenant's use,

occupancy, or operations at the Premises or the Airport. In the event that Tenant receives notice from any governmental authority that Tenant lacks, or is in violation of, any such permit or license, Tenant shall provide City with timely written notice of the same.

E. Taxes and Liens. Tenant shall pay (before their respective due dates) all taxes, fees, assessments, and levies that relate to Tenant's use, occupancy, or operations at the Premises or the Airport and all other obligations for which a lien may be created relating thereto (including, but not limited to, utility charges and work for the Tenant Improvements). Within ten (10) days of notice of such lien, Tenant shall have the lien removed or deposit with the City cash or other security acceptable to City in an amount sufficient to cover the cost of removing such lien. When contracting for any work in connection with the Premises, Tenant shall include in such contract a provision prohibiting the contractor or any subcontractor or supplier from filing a lien or asserting a claim against City's real property or any interest therein.

F. Damage to Property and Notice of Harm. Tenant, at Tenant's sole cost, shall repair or replace to City's satisfaction any damaged property that belongs to City or City's other Tenants to the extent that such damage arises from or relates to an act or omission of Tenant or Tenant's Associates. Tenant shall promptly notify City of any such property damage. If Tenant discovers any other potential claims or losses that may affect City, Tenant shall promptly notify City of the same.

G. No Alterations or Improvements. Tenant shall not make or cause to be made any alterations or improvements to the Premises or to other areas of the Airport without City's prior written consent.

H. Security. Tenant is responsible to comply, at Tenants sole cost, with all security measures that City, Federal Aviation Administration, the United States Transportation Security Administration or any other governmental authority having jurisdiction may require in connection with the Airport. Tenant shall protect and preserve security at the Airport, including, but not limited to, protecting security information and protecting any access points to the Airport that are maintained by Tenant. Tenant will be vigilant in watching for unusual activity or persons that do not belong at the Airport, and will report such to the Airport Manager or by calling 1-866-GA-SECURE.

I. Removal of Disabled or Derelict Aircraft. Tenant shall promptly remove or cause to be removed from any portion of the Airport not leased by Tenant the Aircraft (or any other aircraft that Tenant owns or controls) if it becomes disabled or derelict. Tenant may store such aircraft within the Tenant Improvements or, with the City's prior written consent, elsewhere at the Airport on terms and conditions established by City. If Tenant fails to comply with this requirement after a written request by City to comply, City may (but is not required to) cause the removal of any such aircraft at Tenant's expense by any means that City determines to be in City's best interests.

J. Maintenance, Repair, Utilities, and Storage. Tenant's use, occupancy, and operations at the Premises shall be without cost or expense to the City. Tenant shall be solely responsible to design and construct the Tenant Improvements and to maintain, repair, reconstruct, and operate the Premises and the Tenant Improvements at Tenant's sole cost and expense, including, but not limited to, all utility services, janitorial services, waste disposal, and ramp repair. Tenant shall at all times maintain the Premises and the Tenant Improvements in a condition that is clean, safe, sanitary, and in good repair. Tenant shall perform all work in accordance with Laws and Regulations and in a good and workmanlike manner. City has sole

discretion to determine the quality of the work. Tenant shall promptly remedy any condition that fails to meet this standard. In addition to other restrictions and requirements contained in this Agreement, Tenant shall not store outside of the Tenant Improvements (aircraft hangar) any inoperable equipment, discarded or unsightly materials, materials likely to create a hazard, trailers (except trailers designed to carry gliders), inoperative motor vehicles, or any other similar items. Tenant is responsible to keep the area five feet out from all four sides of the aircraft hangar clear of weeds and any debris.

K. Operations. Tenant's operations shall comply with the following.

(i) Airport Operations. Tenant shall occupy the Premises and shall operate in a manner that promotes effective Airport operations. Among other things, Tenant shall immediately notify the Airport Manager of any condition observed at the Airport that may create a hazard or disruption; Tenant shall refrain from annoying, disturbing, or impairing Airport customers, tenants, or employees; and Tenant shall promptly respond to City's requests for information and reasonable assistance in connection with planning and other operational matters at the Airport. If City determines for any reason that emergency conditions exist at the Airport, Tenant shall participate in any emergency response as directed by City or other agency in charge and shall operate in a manner that protects safety and the interests of the public.

(ii) Safety. Tenant shall maintain appropriate safety items at the Premises as may be required by the City, Local Fire Authority, or other governmental agency

(iii) Personnel. Tenant shall control the conduct, demeanor, and appearance of its employees and Tenant's Associates so they do not annoy, disturb, or impair Airport customers, tenants, or employees. Tenant shall provide the Airport Manager with the name and contact number of a person who is responsible for and has authority to act on behalf of Tenant.

(iv) Deficiencies. Without limiting or waiving any other remedies available to City, including declaring a breach of this Agreement, City's remedies shall include the following in connection with deficiencies in Tenant's operations.

(a) Propose and Implement Cure. Tenant shall meet with the Airport Manager as he or she may request regarding the quality of Tenant's operations, whether or not in connection with a specific complaint. Tenant shall propose curative measures in response to City's determinations regarding deficiencies in Tenant's operations and shall implement as expeditiously as possible measures that are approved by City.

(b) Remove Employees and Associates. City shall have the right to require Tenant to remove from the Airport any employee or any of Tenant's Associates that City reasonably determines to be in violation of any provision of this Agreement or otherwise detrimental to City's interests at the Airport.

5. City's Rights and Obligations

A. Airport Maintenance. Subject to subparagraph C. of this section, City agrees that as long as the Airport is certified to operate as an airport by the Federal Aviation Administration (or any successor agency), City shall keep the property of the Airport in good repair and free from obstruction in accordance with applicable Federal standards.

B. Access to Premises. City for itself and its employees, officers, directors, agents, and other representatives (“City’s Associates”) reserves the right to enter the Premises and Tenant Improvements at reasonable times and with reasonable notice for any purpose relating to the Airport including, but not limited to, conducting inspections, determining compliance with this Agreement, conduct Airport work, or for emergency purposes, provided that they shall not unreasonably interfere with Tenant’s use of the Premises or Tenant’s Improvements.

C. City’s Right to Relocate Tenant’s Improvements from Premises. It is understood and agreed that as conditions may require, the City has the right to require Tenant to relocate Tenant’s Improvements from the Premises to a new location at a new airport if the City elects to relocate the Airport, which would be comparable to Tenants current leased Premises. Tenant shall bear the costs associated with relocating Tenant’s Improvements and property to the new location. City agrees to provide the Tenant with a new Private Hangar Lease Agreement for the new location upon the same terms and conditions as are contained herein for the unexpired term of this Agreement.

D. City Charges. City has the right to impose rates and charges in connection with any matter at the Airport in a manner consistent with Laws and Regulations.

E. City Directives. City is the owner and proprietor of the Airport, and City has the right to issue any lawful, reasonable, and non-discriminatory directive as a landlord and proprietor that City determines to be in City’s best interests.

F. Governmental Acts. City is a governmental entity, and City has all rights, powers, immunities, and privileges afforded to it under Laws and Regulations. Tenant agrees that Tenant is subject to any lawful governmental act of City without regard to the provisions of this Agreement.

6. Indemnification, Insurance, and Letter of Credit

A. Indemnity by Tenant. Tenant agrees to indemnify, hold harmless, and defend City and its officers and employees from and against losses of every kind and character (including but not limited to, liabilities, causes of action, losses, claims, costs, fees, attorney fees, expert fees, court of dispute resolution costs, investigation costs, environmental claims, mitigation costs, judgments, settlements, fines, demands, damages, charges, and expenses) that arise out of or relate to: (i) this Agreement; (ii) any use, occupancy, or operations at the Premises or the Airport by Tenant or Tenant’s Associates; or (iii) any wrongful, reckless, or negligent act or omission of Tenant or Tenant’s Associates. Tenant shall use attorneys, experts, and professionals that are reasonably acceptable to City in carrying out this obligation. This obligation does not require Tenant to indemnify City and its officers and employees against losses (as defined above) that arise solely from the negligent acts or omissions of City and its officers and employees. The obligation stated in this Section 6.A. shall survive the expiration or other termination of this Agreement with respect to matters arising before such expiration or other termination. These duties shall apply whether or not the allegations made are proven to be true.

B. Waiver. Tenant assumes all risk of the use of the Premises and the Airport, and Tenant hereby knowingly, voluntarily, and intentionally waives any and all losses, liabilities, claims, and causes of action, of every kind and character, that may exist now or in the future (including, but not limited to, claims for business interruption and for damage to any aircraft)

against City and its officers, employees, and volunteers arising from or related to Tenant's use, occupancy, or operations at the Premises or the Airport.

C. Insurance. At Tenant's cost, Tenant shall procure the following insurance coverage prior to entering the Premises, and Tenant shall maintain its insurance coverage in force at all times this Agreement is in effect:

i. Aircraft Liability with Additional Coverage. Aircraft liability insurance that includes premises liability, and, if applicable, mobile equipment coverage with a combined single limit for bodily injury and property damage of not less than one million dollars (\$1,000,000) per occurrence (and one hundred thousand dollars (\$100,000) per passenger seat for applicable claims), including, but not limited to, contractual liability coverage for Tenant's performance of the indemnity agreement set forth in Section 6.A. If any such coverage is not available to Tenant in the form of an aircraft liability policy, Tenant shall obtain substantially similar coverage through a commercial general liability policy.

ii. Property. Tenant is solely responsible for Tenant's Improvements and Tenant's personal property, and Tenant may purchase insurance for Tenant's Improvements and Tenant's personal property as Tenant may determine.

iii. Automobile. If Tenant drives any automobile other than in the roadways and automobile parking areas at the Airport (including, but not limited to, if Tenant parks an automobile in Tenant's hangar when permitted by this Agreement), comprehensive automobile liability coverage for claims and damage due to bodily injury or death of any person or property damage arising out of Tenant's ownership, maintenance, or use of any motor vehicles, whether owned, hired, or non-owned, of not less than five hundred thousand dollars (\$500,000) single combined limit "per accident" for bodily injury and property damage.

iv. Pollution. Tenant is responsible for environmental losses. Any pollution legal liability insurance obtained by Tenant shall comply with the requirements for insurance that are stated in this Agreement. If Tenant engages in self-fueling, Tenant shall comply with City's self-fueling requirements, including, but not limited to, pollution legal liability insurance requirements.

v. Aircraft. Tenant is solely responsible for any damage to the Aircraft. Tenant shall obtain insurance coverage for the Aircraft as Tenant may determine.

vi. Business Interruption. Tenant is solely responsible for all costs of business interruption, however incurred, and Tenant may purchase business interruption insurance as Tenant may determine.

D. Insurance Requirements. The insurance described by this section have the following requirements:

i. General Requirements. At all times when this Agreement is in effect, Tenant shall maintain in force all required insurance coverage and shall have on file with the City Certificates of Insurance evidencing the same. Such certificates shall provide that coverage will not be cancelled, suspended, voided, or reduced without at least thirty (30) days prior written notice to the City. Ratings for the financial strength of the companies providing Tenant's insurance policies shall be disclosed in such certificates and shall be "A- VII" or stronger as published in the latest Best's Key Rating Guide (or a comparable rating from a comparable rating service). If a lower rating is proposed, City may examine the financial strength of the

insurance company proposed to provide coverage and may consent to a lower rating in the City's sole and absolute discretion, and City may also require additional assurances from Tenant. All certificates shall be signed by a person authorized by the insurer and licensed by the State of Utah. All policies (except any policies required for worker's compensation or error s and omissions) and the certificates evidencing coverage shall name City and its officers, employees, and volunteers as additional insureds (or in the case of property coverage, City shall be named as a loss payee). Tenant shall provide for a renewal of all insurance coverage on a timely basis to prevent any lapse in coverage. City retains the right to approve any deductibles, and Tenant shall notify City of any material erosion of the aggregate limits of any policy. Tenant's policies shall be primary. Such policies shall extend insurance to cover Tenant's contractual obligations under this Agreement.

ii. Minimum Requirements. City's insurance requirements are minimum requirements, and Tenant is responsible to obtain adequate insurance coverage as Tenant may determine. Except as otherwise expressly set forth in this Agreement, Tenant assumes all risk under this Agreement (including, but not limited to, business interruption claims) whether or not insured.

iii. Waiver of Subrogation. Notwithstanding any other provision contained in this Agreement, each of the parties hereby waives any rights of subrogation it may have against the other party for loss or damage from any risk that is covered by insurance (including, but not limited to, claims for business interruption). Each of the parties shall obtain a clause or endorsement providing for such waiver of subrogation in any policies of insurance required under this Agreement.

iv. Terms Subject to Change. City, in its sole and absolute discretion, reserves the right to review and adjust at any time Tenant's required insurance limits, types of coverage, and any other terms applicable to insurance to reasonably insure against any risk associated with this Agreement or Tenant's use, occupancy, or operations at the Airport. Among other things, City may review any or all insurance coverage on a periodic basis and in connection with any specific activity or event associated with the Airport or proposed by Tenant.

v. Stopping Operations. Among City's remedies, if at any time Tenant's insurance coverage is not in effect as required herein, City may (but is not required to) stop all or any portion of Tenant's operations without liability to City until Tenant fully restores such coverage.

E. Performance Security. City reserves the right to require a performance security in a form and amount acceptable to City upon any material default by Tenant under this Agreement.

7. Hazardous Materials. Tenant shall not cause or permit any Hazardous Materials to be used, produced, stored, transported, brought upon, or released on , under, or about the premises or the Airport by Tenant or Tenant's Associates in violation of applicable Environmental Laws. Tenant is responsible for any such violation as provided by Section 6.A. of this Agreement. Tenant agrees that in the event of a release or threat of release of any Hazardous Material by Tenant or Tenant's Associates at the Airport, Tenant shall provide City with prompt notice of the same. Tenant shall respond to any such release or threat of release in accordance with applicable Laws and Regulations.

8. Assignment and Subleasing

A. Assignment. Tenant shall not assign any of its rights under this Agreement, including, but not limited to, rights in the Tenant Improvements, (whether such assignment is voluntary or involuntary, by merger, consolidation, dissolution, change in control, or any other manner), shall not encumber any such rights or record this Agreement (or any document or interest related thereto) and shall not delegate any performance under this Agreement, except with prior written consent of City to any of the same. City will not unreasonably withhold written consent to an assignment of this Agreement.

B. Subleasing. With prior written consent of City, Tenant shall have the right to sublease portions of the Premises and Tenant Improvements only for the purposes specified in this Agreement or to store an aircraft. City shall have the right to approve any sublease tenant and sublease agreement. Tenant shall impose on any approved sublease tenant the same terms set forth in this Agreement to provide for the rights and protections afforded to City. Tenant shall reserve the right to amend any sublease to conform to the requirements of this Agreement, and any sublease shall be consistent with and subordinate to this Agreement as it is amended from time to time. Any sublease shall include an agreement that the sublease will attorn to and pay rent to City if Tenant ceases to be a party to this Agreement. Tenant shall provide to City a copy of any sublease executed by Tenant. No sublease shall relieve Tenant of any obligations under this Agreement.

9. Damage, Destruction, and Condemnation.

A. Damage or Destruction of Premises. If any portion of the Premises or the Tenant Improvements is damaged in any manner, Tenant shall promptly remove from the Airport all debris and cause repairs to be made to restore the same to an orderly and safe condition. All work shall be performed in accordance with plans and specifications that are approved by City as being consistent or better than the original improvements, and Tenant shall follow City's policies and procedures regarding obtaining building permits as necessary. Tenant shall apply all proceeds that are made available from Tenant's insurance policies (or those of any subtenant or assignee) to performing such work. If City performs such work pursuant to Section 10.B, such insurance proceeds shall be paid to City. If the Premises or Tenant Improvements are tenable despite such damage, Tenant shall not receive any abatement of Tenant's rent obligations. To the extent that any portion is rendered untenable by such damage in light of the purposes of this Agreement (as determined by City in its sole discretion), rent shall continue if Tenant has business interruption insurance, or if Tenant does not have such insurance, City shall abate Tenant's rent proportionately until repairs have been substantially completed (as determined by City in its sole discretion).

B. Condemnation. In the event of any condemnation proceeding in which all or any part of the Premises is taken (by a condemnor other than the City), all compensation from such proceeding shall be paid to City, except that Tenant may pursue a claim against the condemnor for the value of the Tenant Improvements and Tenant's leasehold interest and any subtenants may pursue a claim against the condemnor for the value of their subtenancy interests. In the event of a partial taking, City shall reduce the ground rent payable by Tenant on a pro rata basis for portions of the premises so taken. If City determines in its sole discretion that all or a material portion of the premises will be (or has been) rendered untenable as a result of such taking, City may terminate this Agreement by giving Tenant a written notice of termination, and this Agreement shall terminate at time specified in the notice (which shall not be less than sixty (60) days after the date of such notice).

10. Default

A. Tenant's Default. Each of the following events shall constitute a default or breach of this Agreement by the Tenant. (i) Tenant fails to timely pay any installment of rent; (ii) Tenant violates any requirement under this Agreement (including, but not limited to, abandonment of the Premises) and fails to cure the same within sixty (60) days after written notice thereof by City to Tenant; (iii) Tenant assigns or encumbers any right in this Agreement, delegates any performance hereunder, or subleases any part of the Premises (except as expressly permitted in this Agreement); (iv) Tenant files a petition in bankruptcy, becomes insolvent, or has a petition filed against Tenant in bankruptcy, insolvency, or for reorganization or appointment of a receiver or trustee which is not dismissed within sixty (60) days; (v) Tenant petitions for or enters into an arrangement for the benefit of creditors, or suffers this Agreement to become subject to a writ of execution and such writ is not released within thirty (30) days; or (vi) Tenant defaults in constructing a Tenant Improvement as provided for in this Agreement.

B. Remedies. Upon default by Tenant under this Agreement, City may (at any time) pursue any or all remedies available to City, including, but not limited to, the following: (i) perform in Tenant's stead any obligation that Tenant has failed to perform, and Tenant shall promptly pay to City all costs incurred by City for such performance; (ii) terminate Tenant's rights under this Agreement upon delivering a written notice of termination; and (iii) re-enter and take possession of the Premises by any lawful means (with or without terminating this Agreement). Tenant shall pay all costs and damages arising out of Tenant's default, including, but not limited to, the cost of recovering possession of the Premises, the cost of improving and re-letting the Premises, and any attorney fees and costs. Notwithstanding any termination or re-entry, Tenant shall remain liable to pay the rent required under this Agreement for the remaining term of this Agreement, and Tenant shall pay City on demand for any deficiency in the same. No action by City or City's Associates shall be construed as an election by City to terminate this Agreement or accept any surrender of the Premises unless City provides Tenant with a written notice expressly stating that City has terminated this Agreement or accepted a surrender of the Premises. Following a default by Tenant under this Agreement, City shall exercise commercially reasonable, good faith efforts to mitigate its damages as required by applicable Utah law.

C. Default by City. City shall not be in default under this Agreement unless City fails to perform an obligation required of City under this Agreement within thirty (30) days after written notice by Tenant to City. If the nature of City's obligation is such that more than thirty (30) days are reasonably required for performance or cure, City shall not be in default if City commences performance within such thirty (30) day period and thereafter diligently prosecutes the same to completion. In no event may Tenant terminate this Agreement or withhold the payment of rent or other charges provided for in this Agreement as a result of City's default.

D. Survival. The provisions of this Section 10 and the remedies and rights provided in Section 6 shall survive any expiration or termination of this Agreement.

11. Expiration or Termination

A. Tenant's First Right of Refusal. If the City elects to re-let the Premises upon the expiration of this Agreement, and if the Tenant is in compliance with the terms of this Agreement, the Tenant shall have the first right of refusal to enter into a new lease of the Premises upon the terms and conditions as the City Council at the time may require. No sooner than 180 days and no later than 30 days before the end of the term of this Agreement, Tenant

shall notify City in writing that Tenant desires to exercise its right of first refusal under this paragraph, after which the Tenant's right of first refusal shall expire. Tenant's refusal to enter into a new lease upon the terms and conditions required by the City Council at the time shall also result in the expiration of Tenant's right of first refusal.

B. Disposition of Tenant Improvements. Upon the termination of this Agreement before or on the expiration date, Tenant shall do one of the following at the option of City: (1) enter into a new lease to relet the Premises pursuant to Tenant's right of first refusal as set out in Section 11.A.; (2) surrender the Tenant Improvements to City if City has determined to accept the Tenant Improvements, with Tenant's rights, title, and interests in the Tenants Improvements being deemed transferred to the City upon the City accepting the same; or (3) remove all Tenant Improvements from the Premises and Airport at Tenant's sole expense in a manner acceptable to City (and the obligations of section 6.A. shall apply to such removal). If Tenant fails to remove any Tenant Improvements under subsection (4), City may do so in any manner acceptable to City pursuant to Section 10.B.

C. Surrender of Premises. Unless the Premises is relet to Tenant prior to the expiration of this Agreement pursuant to Section 11.A., upon any expiration or termination of this Agreement, Tenant, at Tenant's sole cost, shall (i) promptly and peaceably surrender to City the Premises (and any Tenant Improvements accepted by the City pursuant to Section 11.B) "broom clean" and in good order and condition, excepting reasonable wear and tear; (ii) repair in a good and workmanlike manner any damage to the Premises or the Airport that arises from or relates to Tenant's use, occupancy, or operations under this Agreement (including, but not limited to, while removing any property upon expiration or termination); (iii) deliver to City all keys and access credentials relating to the Airport; (iv) perform Tenant's environmental obligations as provided in Section 7; and (v) remove all movable personal property and trade fixtures (including signage) that are not owned by City, (except that Tenant must obtain City's prior written consent to remove any such property if Tenant is in default under this Agreement or if such removal may impair the structure of any building). Upon any expiration or termination of this Agreement (which includes, but is not limited to, termination for abandonment of the Premises), all property that Tenant leaves on the Premises shall conclusively be deemed to have been abandoned and may be appropriated, sold, stored, destroyed, or otherwise disposed of by City without notice to, and without any obligation to account to, Tenant or any other person (except that Tenant Improvements shall be as provided in Section 11.B). Tenant shall pay to City all expenses incurred in connection with the disposition of such property in excess of any amount received by City from such disposition. Tenant shall not be released from Tenant's obligations under this Agreement in connection with surrender of the Premises until City has inspected the Premises and delivered to Tenant a written acceptance of such surrender.

D. Holding Over. If Tenant remains in possession of the Premises after any expiration or termination of this Agreement, such occupancy shall not waive any default under this Agreement and City may terminate such occupancy as a tenancy at will in accordance with Utah Law. During such occupancy, Tenant shall comply will all provisions of this Agreement that are applicable to an at-will-tenancy, and Tenant shall pay the following rent: ground rent at the highest rate then charged at the Airport and rent for the Tenant Improvements at fair market value based on City's survey of rent for similarly situated facilities at the Airport and at other western airports.

E. Survival. The provisions of this Section 11 shall survive any expiration or termination of this Agreement.

12. General Provisions

A. No Exclusive Rights. Nothing in this Agreement shall be construed to grant to Tenant any exclusive right or privilege for the conduct of any activity on the Airport (except to lease the Premises for Tenant's exclusive use as provided herein).

B. Agreement Preserves City's Compliance. This Agreement shall be interpreted to preserve City's rights and powers to comply with City's Federal and other governmental obligations.

C. Subordination to City's Government Commitments. This Agreement is subordinate to the provisions of any agreement between City and the United States or other governmental authority (regardless of when made) that affects the Airport, including, but not limited to, agreements governing the expenditure of Federal funds for Airport Improvements. In the event that the Federal Aviation Administration or other governmental authority requires any modification to this Agreement as a condition of City entering any agreement or participating in any program applicable to the Airport, Tenant agrees to consent to any such modification. If a governmental authority determines that any act or omission of Tenant or Tenant's Associates has caused or will cause City to be non-compliant with any of City's government commitments, Tenant shall immediately take such actions that may be necessary to preserve City's compliance with the same.

D. Subordination to Financing and Matters of Record. This Agreement is subordinate to the provisions of any agreements or indentures entered by City (regardless of when entered) in connection with any debt financing applicable to the Airport and is subordinate to any matter of record affecting the real property of the Airport.

E. Force Majeure. No act or event, whether foreseen or unforeseen, shall operate to excuse Tenant from the prompt payment of rent or any other amounts required to be paid under this Agreement. If City (or Tenant in connection with obligations other than payment obligations) is delayed or hindered in any performance under this Agreement by a force majeure event, such performance shall be excused to the extent so delayed or hindered during the time when such force majeure event is in effect, and such performance shall promptly occur or resume thereafter at the expense of the party so delayed or hindered. A "force majeure event" is an act or event, whether foreseen or unforeseen, that prevents a party in whole or in part from performing as provided in this Agreement, that is beyond the reasonable control of and not the fault of such party, and such party has been unable to avoid or overcome by exercising due diligence, and may include, but is not limited to, acts of nature, war, riots, strikes, accidents, fire, and changes in law.

F. Rights and Remedies. Except as expressly set forth in this Agreement, the rights and remedies set forth in this Agreement are not intended to be exhaustive and the exercise by either party of any right or remedy does not preclude the exercise of any other rights or remedies that may now or subsequently exist.

G. Attorney's Fees. If any action is brought to recover any rent or other amount under this Agreement because of any default under this Agreement, to enforce or interpret any of the provisions of this Agreement, or for the recovery of possession of the Premises, the party prevailing in such action shall be entitled to recovery from the other party(s) reasonable attorney's fees, court costs, the fees of experts and other professionals, and other costs arising from such action (including those arising from any appeal), the amount of which shall be fixed

by the court and made a part of any judgment rendered. Tenant shall be responsible for all expenses, including but not limited to, attorney fees incurred by the City in any case or proceeding involving the Tenant or any permitted assignee of Tenant under or related to any bankruptcy or insolvency law. The provisions of this Section 12.G. shall survive any expiration or termination of this Agreement.

H. Governing Law, Venue, and Waiver of Jury Trial. This Agreement and the respective rights and obligations of the parties shall be governed by, interpreted, and enforced in accordance with the Laws of the State of Utah. Venue for any action arising out of or related to this Agreement or actions contemplated hereby may be brought in the United States District Court for Utah or the District Court for the State of Utah sitting in Washington County, Utah so long as one of such courts shall have subject matter jurisdiction over such action or proceeding, and each of the parties hereby irrevocable consents to the jurisdiction of the same and of the appropriate appellate courts there from. Process in any such action may be served on any party anywhere in the world. CITY AND TENANT EACH KNOWINGLY, VOLUNTARILY, AND INTENTIONALLY WAIVES ITS RIGHT TO TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM BROUGHT BY EITHER OF THEM AGAINST THE OTHER FOR ALL MATTERS ARISING OUT OF OR RELATING TO THIS LEASE OR ANY USE, OCCUPANCY, OR OPERATIONS AT THE PREMISES OR THE AIRPORT. The provisions of this Section 12.H. shall survive any expiration or termination of this Agreement.

I. Amendments and Waivers. No amendment to this Agreement shall be binding on City or Tenant unless reduced to writing and signed by both parties. No provision of this Agreement may be waived, except pursuant to a writing executed by the party against whom the waiver is sought to be enforced.

J. Severability. If any provision of this Agreement is determined to be invalid, illegal, or unenforceable, the remaining provisions of this Agreement shall remain in full force and effect if both the economic and legal substance of the transactions that this Agreement contemplates are not affected in any manner materially adverse to any part. If any provision of this Agreement is held invalid, illegal, or unenforceable, the parties shall negotiate in good faith to modify this Agreement to fulfill as closely as possible the original intents and purposes of this Agreement.

K. Merger. This Agreement constitutes the final, complete, and exclusive agreement between the parties on the matters contained in this Agreement. All prior and contemporaneous negotiations and agreements between the parties on the matters contained in this Agreement are expressly merged into and superseded by this Agreement. In entering into this Agreement, neither party has relied on any statement, representation, warranty, now agreement of the other party except for those expressly contained in this Agreement. Any proposal materials or exhibits submitted by Tenant in response to a solicitation by City, to the extent accepted by City, shall also be incorporated in this Agreement.

L. Confidentiality. Tenant acknowledges that City is subject to legal requirements regarding the public disclosure of records. Tenant shall comply with such laws in connection with making any request that City maintain a record confidentially, and if Tenant complies with the same, Tenant shall have the right to defend any such request for confidentiality at Tenant's expense.

M. Relationship of Parties. This Agreement does not create any partnership, joint venture, employment, or agency relationship between the parties. Nothing in this Agreement shall confer upon any other person or entity any right, benefit, or remedy of any nature.

N. Further Assurances. Each party shall execute any document or take any action that may be necessary or desirable to consummate and make effective a performance that is required under this Agreement.

O. Miscellaneous. The headings in this Agreement are provided for convenience only and do not affect this Agreement's construction or interpretation. All references to Sections are to Sections in this Agreement. Each provision to be performed by Tenant shall be construed as both a covenant and a condition. This Agreement shall be construed without regard to any presumption or rule requiring construction or interpretation against the drafting party. If Tenant consists of more than one individual or entity, the obligations of all such individuals and entities shall be joint and several. References in this Agreement to any period of days shall mean calendar days unless specifically stated otherwise.

P. Time is of the Essence. Time is of the essence in this Agreement.

Q. Notices. Any notice, demand, written consent, or other communication required to be in writing under this Agreement shall be given in writing by personal delivery, express mail (postage prepaid), nationally recognized overnight courier with all fees prepaid (such as, by way of example, Federal Express or UPS), or certified mail (return receipt requested and postage prepaid) when addressed to the respective parties as follows.

If to City:

Hurricane City
City Attorney
147 N. 870 W.
Hurricane, UT 84737

If to Tenant:

James H. Rosser
1442 S. 2300 E.
New Harmony, UT 84757

Either City or Tenant may change its notice address by giving written notice (as provided herein) of such change to the other party. Any notice, demand, or written consent or communication shall be deemed to have been given, and shall be effective, upon compliance with this Section 12.Q. and delivery to the notice address then in effect for the party to which the notice is directed; provided, however, that such delivery shall not be defeated or delayed by any refusal to accept delivery or an inability to effect delivery because of an address change that was not properly communicated.

R. Binding Obligation. Tenant warrants and represents that it has the right, power, and legal capacity to enter into and perform its obligations under this Agreement as a legal, valid, and binding obligation of Tenant.

S. City Approval and Consent. Wherever in this Agreement it specifies the City must give approval or consent by the terms of this Agreement, such approval or consent shall not be unreasonably withheld. Unless otherwise specified, approval, consent, or action by the City refers to approval or consent by the Hurricane City Council.

T. Personal Guaranty. The undersigned Guarantor does herewith personally guarantee the due performance of this Agreement regarding all its provisions and obligations in the same way as if Guarantor were the original Tenant of this Agreement. This guaranty is continuing and unconditional. The undersigned Guarantor shall be liable as a principal debtor and not merely as surety, and the bankruptcy or any assignment in favor of creditors of Tenant

shall not affect the enforceability of this Personal Guaranty. This Personal Guaranty shall bind the respective heirs, executors, administrators, and assigns of the undersigned Guarantor, and shall inure to the benefit of the City, its successors, assigns, and subrogees. Guarantor now waives and releases all benefits and relief from all and any appraisement, exemption, or stay laws of any state currently in force or passed in the future.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement as of the date first written above.

HURRICANE CITY

TENANT

Nanette Billings, Mayor

James H. Rosser

Attest:

Cindy Beteag, City Recorder

Approved as to form:

Dayton Hall, City Attorney



STAFF COMMENTS

Consideration and possible approval of a **new commercial use and SASO lease for hangar pad 2 N 3 E** - Scott Stratton

Discussion:

Mr. Stratton is requesting a new commercial use and SASO lease for hangar pad 2 N 3 E. The proposed agreements conforms to the template previously approved by the City Council. However, staff is still waiting for the following information to complete the lease. (1) the name of the tenant (your name or an LLC); (2) the specific commercial activity you are requesting for the hangar space; and (3) the square footage of your proposed hangar. The Airport Board discussed this item on October 15, 2024, and unanimously recommended approval. – Cindy Beteag

Findings:

Recommendation:

Attachments:

None



STAFF COMMENTS

Discussion and clarification on the **desired zoning for parcels H-3-1-32-312, H-3-1-32-341, H 3-1-32-342, H 3-1-32-343, and H-3-1-32-344** - Skylar Stewart

Discussion:

A few months ago we submitted a zone change application to planned commercial, from highway commercial, for parcel A and the two other parcels to the south. We attempted to get residential use on parcel A and commercial use on the two southern parcels. We were denied at City Council even though Planning Commission approved it unanimously. The feedback that we had from Council and the Mayor is that you did not want to lose commercial property that can create local jobs. We agree with the Council and Mayor and we have taken a broader look at the property we have to develop in the region. The current zoning for both parcels lends for highest and best use to be RV parks. We believe that the zone changes that we are proposing will create a better location for both commercial uses and attainable housing. - Skylar Stewart

Findings:

Recommendation:

Attachments:

1. Hurricane Zoning Map for Zone Change 2600W

Existing Zoning Map

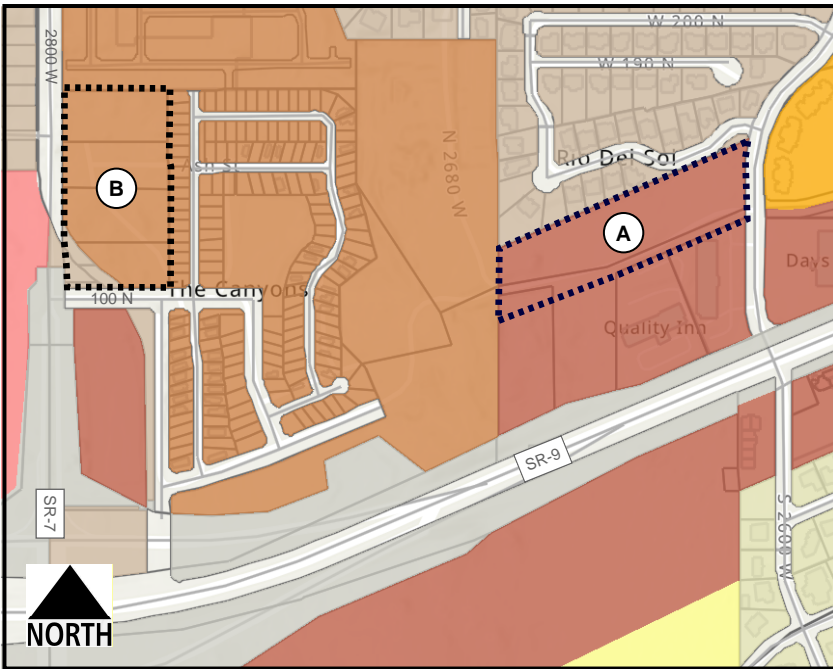


City of Hurricane

GIS Department
147 N 870 W, Hurricane, UT 84737

Subject Parcels

- (A) 4.75 ac; change from HC to RM-3
- (B) 5.16 ac; change from MH/RV to GC



City of Hurricane - Zoning

Zoning

Classification

	RA-0.5: Residential Agricultural - 2 Units Per Acre
	R1-15: Residential - 1 Unit Per 15,000 Sq. Ft.
	R1-10: Residential - 1 Unit Per 10,000 Sq. Ft.
	R1-8: Residential - 1 Unit Per 8,000 Sq. Ft.
	R1-6: Residential - 1 Unit Per 6,000 Sq. Ft.
	RM-1: Multi-Family - 6 Units Per Acre
	RM-2: Multi-Family - 10 Units Per Acre
	RM-3: Multi-Family - 15 Units Per Acre
	MH/RV: Mobile Home - RV
	GC: General Commercial
	PC: Planned Commercial
	HC: Highway Commercial
	NC: Neighborhood Commercial



Updated City Council Packet Summary for agenda items old business 1 and 2 continued from September 12th council meeting.

Agenda item #1 Consideration and possible notice to proceed to construct phase 1, of the city's irrigation expansion project.

The Water Department is asking the City Council to issue notice to proceed to Interstate Rock for the phase 1 irrigation expansion pipe project for \$7,859,191.00.

After issuing notice to proceed Interstate Rock has agreed to allow the city to reconfigure the project through a change order. The change will allow the city to complete phase 1 within our budgeted funding. Also, with the reconfiguration we will have an operational system while we are waiting for the additional NRCS funding to be allocated for phase 2 of the piping project.

Another reason for the reconfiguration of the project is because we need to work around the canal system, some work needs to be completed when the canal is off during the winter.

Agenda item #2 Consideration and possible notice to proceed approval to construct the irrigation ponds and booster station for the irrigation expansion project.

The Water City Council to issue notice to proceed with Interstate Rock for the irrigation ponds and booster station project for \$7,960,938.50.

The Irrigation expansion project has not changed, when the irrigation ponds, phase 1 piping, and phase 2 piping, are completed all residents in this new service area will be served.

In May 2021 The city council approved a water rate increase of .10 per thousands (to pay for development by the city of Hurricane of existing and new sources of water). The city has already collected over \$2,473,074 and this fund will rapidly grow every year. I personally believe we have an obligation to spend this money for its intended purpose. Attached is the projected revenue increase chart that shows if we stay on course, we will have funds to pay for this project, and many more in the future.

We have a NRCS 75% grant.

We have a 0% loan from the Utah State Board of Water Resources for our 25% grant match.

We raised water rates 3 years ago to prepare for developing new and existing water sources, with a \$2.5 million dollar and growing savings fund that will enable us to make the payments.

I don't know how we could be better prepared for this project.

I personally believe if we issue notice to proceed for these projects and construction of the projects are under way, we will have a greater chance of receiving the rest of the NRCS 75% grant to totally complete this project.



Ken Richins- Water Superintendent

Year	Water Usage 1000 Gallons	Average Cost 1000 Gallons	Projected Revenue	Projected Revenue Increase	Actual Revenue	Actual Increase
2020	2135410	\$1.55	\$3,309,885.50			
2021	2156764	\$1.65	\$3,558,660.77	\$248,775.27	\$3,855,624.00	\$545,738.50
2022	2178332	\$1.75	\$3,812,080.55	\$502,195.05	\$4,230,280.00	\$920,394.50
2023	2200115	\$1.85	\$4,070,212.86	\$760,327.36	\$4,316,827.00	\$1,006,941.50
2024	2222116	\$1.95	\$4,333,126.61	\$1,023,241.11		
2025	2244337	\$2.08	\$4,668,221.73	\$1,358,336.23		
2026	2266781	\$2.21	\$5,009,585.45	\$1,699,699.95		
2027	2289449	\$2.34	\$5,357,309.61	\$2,047,424.11		
2028	2312343	\$2.47	\$5,711,487.30	\$2,401,601.80		
2029	2335466	\$2.60	\$6,072,212.82	\$2,762,327.32		
2030	2358821	\$2.73	\$6,439,581.69	\$3,129,696.19		
2031	2382409	\$2.86	\$6,813,690.72	\$3,503,805.22		
2032	2406233	\$2.99	\$7,194,637.98	\$3,884,752.48		
2033	2430296	\$3.12	\$7,582,522.81	\$4,272,637.31		
2034	2454599	\$3.25	\$7,977,445.87	\$4,667,560.37		
2035	2479145	\$3.38	\$8,379,509.14	\$5,069,623.64		
Excess Revenues by increasing \$0.10 per year				\$37,332,003.41		

\$ 545,738.50
 \$ 920,394.50
 \$ 1,006,941.50
 \$ 2,473,075.50

Notes:

- 1) Water usage increased by 1% per year
- 2) Revenue increase from 2020 rate with \$0.10 per year increase to 2024 and \$0.13 thereafter
- 3) The WCWCD would like all cities to increase their rates by \$0.10 annually to 2024 and \$0.13 thereafter.

Cindy Beteag

From: Clark Fawcett
Sent: Wednesday, August 14, 2024 5:21 PM
To: Council
Subject: Pressurized Irrigation

+1 other

Wed 8/14/2024 5:11 PM

I have been to several meetings with Alpha Engineering and the Water department discussing pressurized irrigation expansion. I know this is coming up on tomorrow night's agenda to approve the 1st two contracts. Because I have seen all the numbers I wanted to send a note to each of you listing the challenges we still face. This is not meant to try and convince you not to vote for the project, it is simply to identify the challenges so when you cast your vote you will understand what you are voting on and the possible ramifications.

1. The project has risen significantly in cost since the funding was acquired with NRCS. The NRCS has \$11,380,985 in the bank committed and approved for this project. The project has increased to where the needed funds from NRCS is \$21,425,603. The NRCS representative has indicated that he will go back and apply for the additional amount in the next round of funding but he can't guarantee any additional though he believes he can get more.
2. The Board of Water Resources has committed \$12,655,000. If the NRCS does not come up with the additional funds Brent thinks he can go back and secure more from them. Again a possible option but no guarantee.
3. The first two phases of the project have been bid so we know the actual cost, but the third phase has not. The last bid was higher than the engineer's estimate. Without this number we are not sure if the cost will go even higher and there will be more money needed.
4. Even with full funding from the NRCS and Board of Water Resources, the City portion of the project will be \$3,456,331. This amount can be financed through another Revenue bond or some can come from Impact fees funds for the Sky Ranch Well and Tank. This is a question that Paige and Kaden are working on.
5. There is \$1,250,000 in the budget for purchase of Water shares. This is enough to cover the 700 homes currently built but additional water will be needed in the future. The existing homes will not pay an impact fee but the new ones will. This impact fee should cover a portion of the cost of the improvements and the cost of additional water. Going forward the City should be able to purchase additional shares as needed from these impact fee funds. The Gould's wash well did not hit culinary water. It is proposed that this well be hooked into the pressurized system. There is enough water to cover the 700 homes from this source without the need to purchase shares. The dilemma is that if shareholders want to sell their share once the system goes in, the city needs to be ready to purchase them whether they are needed or not so they aren't sold outside the system or to the Water Conservancy District. This money may have to come from the water

fund as well since there is no money in the pressurized budget and the purchase of water can't be paid for by NCRS or the Board of Water Resources.

6. The budget for this project has money included to replace the asphalt that is removed in laying the pipe. Many of these streets are only chip seal and it crumbles when cut and many roads are in bad shape. If more repair is needed other than the patching to cover the trench I am worried that the city may have a liability for road improvements.
7. Even though I have received answers to many of my questions, and Ken has done a great job in working with the current residents to make it feasible, my inclination right now is to postpone the vote until we are secure on the additional funding. I am told however, that the funding will be lost if we don't approve the contracts by the end of August.
8. There is a significant reduction in the cost of water purchase from the Conservancy District. Last year the city paid \$886,288.18. While this entire amount will not go away, around \$700,000 will as we use the additional water we save. This is more than enough to pay for the bond payment and still have savings.
9. The Water Conservancy District raises the water rate \$.13 per year. Because we purchase water for Dixie Springs we pass this along to our users. In order to not make a two different rate system, the increase goes on all the users. This builds in an increase each year and we will keep more of it when we don't buy as much water from them. This will help to pay for any possible short falls in the future.
10. We had a good meeting with around 150-200 people on August 7. I was pleasantly amazed. I have been to a lot of public hearings on various projects over the years. This is the first one I can remember where not one person stood and spoke against it. We had many good questions about how it will work, the cost, improvements, timing etc., but no negative. I personally was thanked by several people for continuing to work on this project. I am sure there are people who don't want it but it sure seems the citizens are looking forward to this project.

This is a big leap of faith with many unknowns. With the funding we have received I don't believe there will be another time we could get this funding so it seems now or never. I just want you to be aware of the unknowns before you cast a vote.

Clark Fawcett

June 28, 2024

Ken Richins
Superintendent
Hurricane City
147 North 870 West
Hurricane, UT 84737

Subject: Recommendation of Award of Contract to Interstate Rock Products for the Hurricane Irrigation Efficiency – Phase 1 Project

Dear Ken:

Bids for Phase 1 construction of the Hurricane Irrigation Efficiency Project were received by Hurricane City (City) on Thursday, June 27, 2024. Bowen Collins & Associates (BC&A) completed a review of the bids that were received from five general contractors. Interstate Rock Products, Inc. was the apparent low bidder with a Base Bid price of \$7,859,191. Interstate Rock has signed and submitted the appropriate bid forms, provided a 5% Bid Bond, acknowledged all contract addenda, and provided a schedule that meets the requirements specified in the contract documents.

A summary of the bids received for the project is provided below for reference and a detailed breakdown of the bids is attached for information.

Rank	Contractor	Base Bid Price	Difference from Low Bid
1	Interstate Rock	\$7,859,191.00	-
2	JP Excavation	\$8,992,510.00	\$1,133,319.00 (14%)
3	M&T Enterprises	\$9,313,434.41	\$1,454,243.41 (19%)
4	Feller Enterprises	\$9,391,071.61	\$1,531,880.61 (19%)
5	Landmark Excavating	\$10,600,795.00	\$2,741,604.00 (35%)

The bid document specifies that *“All bids shall be checked for mathematical errors by the Engineer. If errors have been made in the extension of the figures, it will be assumed that the unit prices are correct and the total amounts will be revised to reflect the corrections.”* Consequently, required adjustments to Interstate Rock Product’s overall bid price were made for a few discrepancies between the unit price and total bid price. These adjustments resulted in a small increase in the listed bid price of approximately \$3,000.

We have also reviewed the proposal documentation, including the schedule and Statement of Qualifications from Interstate Rock Products and found them responsive. A copy of the preliminary schedules submitted by the five bidders is attached for reference. We recommend that coordination take place with Interstate Rock Products and an agreement should be executed pending receipt of appropriate bonds and insurance documents following Notice of Award.

Please call with any questions or concerns regarding this recommendation. BC&A looks forward to working with the City through the successful completion of this important project.

Sincerely,

June 28, 2024
Page 2

Bowen, Collins & Associates

A handwritten signature in black ink, appearing to read "Todd Olsen". The signature is stylized with a large, looped "T" and a cursive "Olsen".

Todd Olsen, P.E.
Project Manager

Cc. Lance Smith – NRCS

Attachment

BID SCHEDULE SUMMARY

Hurricane Irrigation Efficiency Project - Phase 1
Hurricane City / NRCS

Bids Were Opened On: Thursday, June 27, 2024

Corrected Bid Total to Match Unit Prices



BASE BID				Engineer's Option		M&T Enterprises		Landmark Excavating		Feller Enterprises		Interstate Rock		JP Excavating		Unit Price Summary		
Item No.	Description	Quantity	Unit	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Average	Low	High
1	Mobilization	1	Lump Sum	\$444,210	\$444,210	\$427,127.00	\$427,127.00	\$630,000.00	\$630,000.00	\$395,000.00	\$395,000.00	\$460,000.00	\$460,000.00	\$500,000.00	\$500,000.00	\$482,425.40	\$395,000.00	\$630,000.00
1A	Survey Control and Staking	1	Lump Sum	\$50,000	\$50,000	\$83,912.11	\$83,912.11	\$100,000.00	\$100,000.00	\$60,000.00	\$60,000.00	\$105,000.00	\$105,000.00	\$60,000.00	\$60,000.00	\$81,782.42	\$60,000.00	\$105,000.00
2	Traffic Control	1	Lump Sum	\$87,470	\$87,470	\$64,362.00	\$64,362.00	\$533,000.00	\$533,000.00	\$187,000.00	\$187,000.00	\$251,906.00	\$251,906.00	\$50,000.00	\$50,000.00	\$217,253.60	\$50,000.00	\$533,000.00
3.1	Furnish and Install 4" PVC DR 25 C-900 Pipe Purple	370	Linear Feet	\$60	\$22,200	\$88.50	\$32,745.00	\$95.00	\$35,150.00	\$80.15	\$29,655.50	\$46.00	\$17,020.00	\$75.00	\$27,750.00	\$76.93	\$46.00	\$95.00
3.2	Furnish and Install 6" PVC DR 25 C-900 Pipe Purple	26,340	Linear Feet	\$66	\$1,738,440	\$90.45	\$2,382,453.00	\$61.50	\$1,619,910.00	\$81.79	\$2,154,348.60	\$56.50	\$1,488,210.00	\$79.00	\$2,080,860.00	\$73.85	\$56.50	\$90.45
3.3	Furnish and Install 8" PVC DR 25 C-900 Pipe Purple	11,510	Linear Feet	\$72	\$828,720	\$97.10	\$1,117,621.00	\$68.50	\$788,435.00	\$88.79	\$1,021,972.90	\$63.50	\$730,885.00	\$80.00	\$920,800.00	\$79.58	\$63.50	\$97.10
3.4	Furnish and Install 10" PVC DR 25 C-900 Pipe Purple	870	Linear Feet	\$79	\$68,730	\$108.50	\$94,395.00	\$85.00	\$73,950.00	\$101.79	\$88,557.30	\$74.50	\$64,815.00	\$112.00	\$97,440.00	\$96.36	\$74.50	\$112.00
3.5	Furnish and Install 12" PVC DR 25 C-900 Pipe Purple	3,290	Linear Feet	\$88	\$289,520	\$117.50	\$386,575.00	\$93.00	\$305,970.00	\$112.23	\$369,236.70	\$85.00	\$279,650.00	\$109.00	\$358,610.00	\$103.35	\$85.00	\$117.50
3.6	Furnish and Install 14" PVC DR 25 C-900 Pipe Purple	1,360	Linear Feet	\$100	\$136,000	\$122.90	\$167,144.00	\$99.00	\$134,640.00	\$117.18	\$159,364.80	\$89.00	\$121,040.00	\$120.00	\$163,200.00	\$109.62	\$89.00	\$122.90
3.7	Furnish and Install 16" PVC DR 25 C-900 Pipe Purple	2,620	Linear Feet	\$110	\$288,200	\$135.20	\$354,224.00	\$112.00	\$293,440.00	\$131.80	\$345,316.00	\$100.00	\$262,000.00	\$132.00	\$345,840.00	\$122.20	\$100.00	\$135.20
4.1	Furnish and Install 6" Ductile Iron Drain Pipe	70	Linear Feet	\$70	\$4,900	\$144.40	\$10,108.00	\$155.00	\$10,850.00	\$289.47	\$20,262.90	\$160.00	\$11,200.00	\$82.00	\$5,740.00	\$166.17	\$82.00	\$289.47
4.2	Furnish and Install 8" Ductile Iron Pipe	130	Linear Feet	\$130	\$16,900	\$123.00	\$15,990.00	\$170.00	\$22,100.00	\$307.54	\$39,980.20	\$140.00	\$18,200.00	\$103.00	\$13,390.00	\$168.71	\$103.00	\$307.54
4.3	Furnish and Install 10" Ductile Iron Pipe	80	Linear Feet	\$80	\$6,400	\$131.80	\$10,544.00	\$180.00	\$14,400.00	\$333.10	\$26,648.00	\$140.00	\$11,200.00	\$115.00	\$9,200.00	\$179.98	\$115.00	\$333.10
5.1	Furnish and Install 4" Gate Valve (WD 316), Complete	12	Each	\$2,500	\$30,000	\$1,930.00	\$23,160.00	\$3,200.00	\$38,400.00	\$3,211.32	\$38,535.84	\$1,350.00	\$16,200.00	\$1,400.00	\$16,800.00	\$2,218.26	\$1,350.00	\$3,211.32
5.2	Furnish and Install 6" Gate Valve (WD 316), Complete	57	Each	\$3,000	\$171,000	\$2,397.50	\$136,657.50	\$3,900.00	\$222,300.00	\$3,637.08	\$207,313.56	\$2,950.00	\$168,150.00	\$2,500.00	\$142,500.00	\$3,076.92	\$2,397.50	\$3,900.00
5.3	Furnish and Install 8" Gate Valve (WD 316), Complete	26	Each	\$3,300	\$85,800	\$3,585.00	\$93,210.00	\$5,100.00	\$132,600.00	\$4,932.43	\$128,243.18	\$4,350.00	\$113,100.00	\$3,500.00	\$91,000.00	\$4,293.49	\$3,500.00	\$5,100.00
5.4	Furnish and Install 10" Gate Valve (WD 316), Complete	6	Each	\$4,800	\$28,800	\$5,484.50	\$32,907.00	\$7,750.00	\$46,500.00	\$7,348.51	\$44,091.06	\$5,850.00	\$35,100.00	\$4,100.00	\$24,600.00	\$6,106.60	\$4,100.00	\$7,750.00
5.5	Furnish and Install 12" Butterfly Valve (WD 316), Complete	2	Each	\$5,110	\$10,220	\$6,050.00	\$12,100.00	\$12,225.00	\$24,450.00	\$12,181.48	\$24,362.96	\$11,000.00	\$22,000.00	\$4,500.00	\$9,000.00	\$9,191.30	\$4,500.00	\$12,225.00
5.6	Furnish and Install 14" Butterfly Valve (WD 316), Complete	3	Each	\$7,670	\$23,010	\$8,683.00	\$26,049.00	\$11,300.00	\$33,900.00	\$11,110.63	\$33,331.89	\$13,800.00	\$41,400.00	\$6,000.00	\$18,000.00	\$10,178.73	\$6,000.00	\$13,800.00
5.7	Furnish and Install 16" Butterfly Valve (WD 316), Complete	2	Each	\$10,230	\$20,460	\$12,827.00	\$25,654.00	\$20,600.00	\$41,200.00	\$21,928.79	\$43,857.58	\$7,300.00	\$14,600.00	\$9,400.00	\$18,800.00	\$14,411.16	\$7,300.00	\$21,928.79
6.1	Furnish and Install 6" 90 Degree Bends	21	Each	\$560	\$11,760	\$773.50	\$16,243.50	\$1,100.00	\$23,100.00	\$724.84	\$15,221.64	\$680.00	\$14,280.00	\$950.00	\$19,950.00	\$845.67	\$680.00	\$1,100.00
6.2	Furnish and Install 6" 45 Degree Bends	6	Each	\$450	\$2,700	\$762.20	\$4,573.20	\$1,050.00	\$6,300.00	\$689.04	\$4,134.24	\$670.00	\$4,020.00	\$950.00	\$5,700.00	\$824.25	\$670.00	\$1,050.00
6.3	Furnish and Install 6" 22.5 Degree Bends	10	Each	\$410	\$4,100	\$751.10	\$7,511.00	\$1,030.00	\$10,300.00	\$674.51	\$6,745.10	\$660.00	\$6,600.00	\$950.00	\$9,500.00	\$813.12	\$660.00	\$1,030.00
6.4	Furnish and Install 6" 11.25 Degree Bends	19	Each	\$430	\$8,170	\$756.60	\$14,375.40	\$1,035.00	\$19,665.00	\$681.78	\$12,953.82	\$670.00	\$12,730.00	\$950.00	\$18,050.00	\$818.68	\$670.00	\$1,035.00
6.5	Furnish and Install 8" 90 Degree Bends	3	Each	\$830	\$2,490	\$923.30	\$2,769.90	\$1,215.00	\$3,645.00	\$887.03	\$2,661.09	\$920.00	\$2,760.00	\$1,100.00	\$3,300.00	\$1,009.07	\$887.03	\$1,215.00
6.6	Furnish and Install 8" 45 Degree Bends	2	Each	\$830	\$1,660	\$882.50	\$1,765.00	\$1,170.00	\$2,340.00	\$835.27	\$1,670.54	\$880.00	\$1,760.00	\$1,100.00	\$2,200.00	\$973.55	\$835.27	\$1,170.00
6.7	Furnish and Install 8" 22.5 Degree Bends	3	Each	\$830	\$2,490	\$878.30	\$2,634.90	\$1,165.00	\$3,495.00	\$829.82	\$2,489.46	\$880.00	\$2,640.00	\$1,100.00	\$3,300.00	\$970.62	\$829.82	\$1,165.00
6.8	Furnish and Install 8" 11.25 Degree Bends	3	Each	\$830	\$2,490	\$862.40	\$2,587.20	\$1,150.00	\$3,450.00	\$808.94	\$2,426.82	\$860.00	\$2,580.00	\$1,100.00	\$3,300.00	\$956.27	\$808.94	\$1,150.00
6.9	Furnish and Install10" 90 Degree Bends	1	Each	\$1,120	\$1,120	\$1,066.00	\$1,066.00	\$1,540.00	\$1,540.00	\$1,263.02	\$1,263.02	\$1,050.00	\$1,050.00	\$1,200.00	\$1,200.00	\$1,223.80	\$1,050.00	\$1,540.00
6.10	Furnish and Install10" 45 Degree Bends	1	Each	\$830	\$830	\$1,085.50	\$1,085.50	\$1,440.00	\$1,440.00	\$1,148.62	\$1,148.62	\$1,050.00	\$1,050.00	\$1,200.00	\$1,200.00	\$1,184.82	\$1,050.00	\$1,440.00
6.11	Furnish and Install10" 22.5 Degree Bends	2	Each	\$830	\$1,660	\$1,085.00	\$2,170.00	\$1,440.00	\$2,880.00	\$1,147.71	\$2,295.42	\$1,050.00	\$2,100.00	\$1,200.00	\$2,400.00	\$1,184.54	\$1,050.00	\$1,440.00
6.12	Furnish and Install 14" 11.25 Degree Bends	2	Each	\$2,290	\$4,580	\$1,780.00	\$3,560.00	\$2,685.00	\$5,370.00	\$2,043.31	\$4,086.62	\$1,750.00	\$3,500.00	\$1,700.00	\$3,400.00	\$1,991.66	\$1,700.00	\$2,685.00
6.13	Furnish and Install 16" 45 Degree Bends	2	Each	\$2,680	\$5,360	\$2,029.50	\$4,059.00	\$3,000.00	\$6,000.00	\$2,366.82	\$4,733.64	\$1,950.00	\$3,900.00	\$1,800.00	\$3,600.00	\$2,229.26	\$1,800.00	\$3,000.00
6.14	Furnish and Install 6" Tee	14	Each	\$800	\$11,200	\$872.10	\$12,209.40	\$1,175.00	\$16,450.00	\$839.87	\$11,758.18	\$870.00	\$12,180.00	\$1,200.00	\$16,800.00	\$991.39	\$839.87	\$1,200.00
6.14A	Furnish and Install 6"x4" Tee	2	Each	\$770	\$1,540	\$821.10	\$1,642.20	\$1,200.00	\$2,400.00	\$875.83	\$1,751.66	\$910.00	\$1,820.00	\$1,200.00	\$2,400.00	\$1,001.39	\$821.10	\$1,200.00
6.15	Furnish and Install 8" Tee	4	Each	\$2,770	\$11,080	\$1,194.50	\$4,778.00	\$1,450.00	\$5,800.00	\$1,151.10	\$4,604.40	\$1,100.00	\$4,400.00	\$1,300.00	\$5,200.00	\$1,239.12	\$1,100.00	\$1,450.00
6.16	Furnish and Install 8" x 4" Tee	4	Each	\$860	\$3,440	\$1,028.50	\$4,114.00	\$1,350.00	\$5,400.00	\$1,042.54	\$4,170.16	\$1,550.00	\$6,200.00	\$1,300.00	\$5,200.00	\$1,254.21	\$1,028.50	\$1,550.00
6.17	Furnish and Install 8" x 6" Tee	3	Each	\$960	\$2,880	\$1,108.00	\$3,324.00	\$1,400.00	\$4,200.00	\$1,037.61	\$3,112.83	\$1,000.00	\$3,000.00	\$1,300.00	\$3,900.00	\$1,169.12	\$1,000.00	\$1,400.00
6.17A	Furnish and Install 10"x4" Tee	1	Each	\$1,280	\$1,280	\$1,070.50	\$1,070.50	\$1,650.00	\$1,650.00	\$1,362.64	\$1,362.64	\$1,250.00	\$1,250.00	\$1,400.00	\$1,400.00	\$1,346.63	\$1,070.50	\$1,650.00
6.18	Furnish and Install 10" x 6" Tee	3	Each	\$1,200	\$3,600	\$1,434.50	\$4,303.50	\$1,850.00	\$5,550.00	\$1,600.57	\$4,801.71	\$1,250.00	\$3,750.00	\$1,500.00	\$4,500.00	\$1,527.01	\$1,250.00	\$1,850.00
6.19	Furnish and Install 10" x 8" Tee	1	Each	\$2,130	\$2,130	\$1,472.50	\$1,472.50	\$1,665.00	\$1,665.00	\$1,406.24	\$1,406.24	\$1,250.00	\$1,250.00	\$1,600.00	\$1,600.00	\$1,478.75	\$1,250.00	\$1,665.00
6.20	Furnish and Install 12" x 6" Tee	1	Each	\$2,150	\$2,150	\$1,759.00	\$1,759.00	\$2,500.00	\$2,500.00	\$1,768.50	\$1,768.50	\$1,500.00	\$1,500.00	\$1,600.00	\$1,600.00	\$1,825.50	\$1,500.00	\$2,500.00
6.20A	Furnish and install 12" x 4" Tee	3	Each	\$1,510	\$4,530	\$2,933.00	\$8,799.00	\$2,200.00	\$6,600.00	\$1,492.49	\$4,477.47	\$1,350.00	\$4,050.00	\$1,500.00	\$4,500.00	\$1,895.10	\$1,350.00	\$2,933.00
6.21	Furnish and Install 16" x 6" Tee	1	Each	\$3,030	\$3,030	\$2,877.00	\$2,877.00	\$3,500.00	\$3,500.00	\$2,949.74	\$2,949.74	\$2,350.00	\$2,350.00	\$3,000.00	\$3,000.00	\$2,935.35	\$2,350.00	\$3,500.00
6.21A	Furnish and Install 16" x 4" Tee	1	Each	\$2,410	\$2,410	\$4,572.50	\$4,572.50	\$3,650.00	\$3,650.00	\$3,132.03	\$3,132.03	\$4,750.00	\$4,750.00	\$3,000.00	\$3,000.00	\$3,820.91	\$3,000.00	\$4,750.00

Corrected Bid Total to Match Unit Prices



BASE BID				Engineer's Option		M&T Enterprises		Landmark Excavating		Feller Enterprises		Interstate Rock		JP Excavating		Unit Price Summary		
Item No.	Description	Quantity	Unit	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Unit Price	Amount	Average	Low	High
6.22	Furnish and Install 6" Cross	2	Each	\$1,160	\$2,320	\$1,392.00	\$2,784.00	\$1,300.00	\$2,600.00	\$319.42	\$638.84	\$970.00	\$1,940.00	\$1,000.00	\$2,000.00	\$996.28	\$319.42	\$1,392.00
6.23	Furnish and Install 8" x 6" Cross	1	Each	\$2,390	\$2,390	\$1,641.00	\$1,641.00	\$1,600.00	\$1,600.00	\$1,327.24	\$1,327.24	\$1,200.00	\$1,200.00	\$1,600.00	\$1,600.00	\$1,473.65	\$1,200.00	\$1,641.00
6.24	Furnish and Install 14" x 8" Cross	1	Each	\$3,120	\$3,120	\$2,953.50	\$2,953.50	\$3,500.00	\$3,500.00	\$2,907.06	\$2,907.06	\$2,350.00	\$2,350.00	\$3,600.00	\$3,600.00	\$3,062.11	\$2,350.00	\$3,600.00
6.25	Furnish and Install 8" x 6" Reducer	3	Each	\$460	\$1,380	\$829.80	\$2,489.40	\$1,100.00	\$3,300.00	\$730.39	\$2,191.17	\$830.00	\$2,490.00	\$1,000.00	\$3,000.00	\$898.04	\$730.39	\$1,100.00
6.26	Furnish and Install 10" x 8" Reducer	2	Each	\$600	\$1,200	\$1,106.00	\$2,212.00	\$1,300.00	\$2,600.00	\$974.56	\$1,949.12	\$1,100.00	\$2,200.00	\$1,100.00	\$2,200.00	\$1,116.11	\$974.56	\$1,300.00
6.27	Furnish and Install 12" x 10" Reducer	1	Each	\$710	\$710	\$1,083.00	\$1,083.00	\$2,000.00	\$2,000.00	\$1,144.53	\$1,144.53	\$1,050.00	\$1,050.00	\$1,600.00	\$1,600.00	\$1,375.51	\$1,050.00	\$2,000.00
6.28	Furnish and Install 14" x 12" Reducer	1	Each	\$1,260	\$1,260	\$2,018.00	\$2,018.00	\$2,650.00	\$2,650.00	\$1,983.93	\$1,983.93	\$1,950.00	\$1,950.00	\$1,900.00	\$1,900.00	\$2,100.39	\$1,900.00	\$2,650.00
6.29	Furnish and Install 16" x 14" Reducer	1	Each	\$2,170	\$2,170	\$1,840.00	\$1,840.00	\$2,800.00	\$2,800.00	\$2,143.79	\$2,143.79	\$1,800.00	\$1,800.00	\$2,200.00	\$2,200.00	\$2,156.76	\$1,800.00	\$2,800.00
6.30	Furnish and Install 8-in. EBAA Flex-tend Flexible Expansion Joint	4	Each	\$2,500	\$10,000	\$11,045.00	\$44,180.00	\$11,100.00	\$44,400.00	\$12,038.91	\$48,155.64	\$7,100.00	\$28,400.00	\$10,000.00	\$40,000.00	\$10,256.78	\$7,100.00	\$12,038.91
6.31	Furnish and Install 10-in. EBAA Flex-tend Flexible Expansion Joint	4	Each	\$2,500	\$10,000	\$14,372.00	\$57,488.00	\$14,600.00	\$58,400.00	\$16,040.44	\$64,161.76	\$8,850.00	\$35,400.00	\$1,400.00	\$5,600.00	\$11,052.49	\$1,400.00	\$16,040.44
7.1A	3/4" Service Connections (WD 305), Complete	339	Each	\$2,800	\$949,200	\$1,898.50	\$643,591.50	\$2,175.00	\$737,325.00	\$1,023.39	\$346,929.21	\$1,900.00	\$644,100.00	\$3,500.00	\$1,186,500.00	\$2,099.38	\$1,023.39	\$3,500.00
7.1	1" Service Connections (WD 305), Complete	116	Each	\$3,000	\$348,000	\$2,079.00	\$241,164.00	\$2,400.00	\$278,400.00	\$1,275.54	\$147,962.64	\$1,900.00	\$220,400.00	\$3,600.00	\$417,600.00	\$2,250.91	\$1,275.54	\$3,600.00
7.2	1.5" Service Connections (WD 305), Complete	9	Each	\$3,500	\$31,500	\$3,306.50	\$29,758.50	\$3,900.00	\$35,100.00	\$3,009.86	\$27,088.74	\$3,150.00	\$28,350.00	\$5,200.00	\$46,800.00	\$3,713.27	\$3,009.86	\$5,200.00
7.3	2" Service Connections (WD 305), Complete	14	Each	\$4,500	\$63,000	\$3,931.50	\$55,041.00	\$5,000.00	\$70,000.00	\$4,252.06	\$59,528.84	\$3,650.00	\$51,100.00	\$5,500.00	\$77,000.00	\$4,466.71	\$3,650.00	\$5,500.00
7.4	4" Service Connections (WD 305), Complete	9	Each	\$6,500	\$58,500	\$4,768.00	\$42,912.00	\$6,300.00	\$56,700.00	\$6,334.29	\$57,008.61	\$6,350.00	\$57,150.00	\$8,000.00	\$72,000.00	\$6,350.46	\$4,768.00	\$8,000.00
8.1	1" Air Valve Vault (C/2660), Complete	11	Each	\$6,500	\$71,500	\$11,587.00	\$127,457.00	\$13,000.00	\$143,000.00	\$9,731.72	\$107,048.92	\$7,350.00	\$80,850.00	\$6,900.00	\$75,900.00	\$9,713.74	\$6,900.00	\$13,000.00
8.2	2" Air Valve Vault (C/2660), Complete	7	Each	\$10,000	\$70,000	\$12,041.00	\$84,287.00	\$13,500.00	\$94,500.00	\$10,418.42	\$72,928.94	\$7,350.00	\$51,450.00	\$10,000.00	\$70,000.00	\$10,661.88	\$7,350.00	\$13,500.00
9	Minor Blowoff Drain, See Detail C/2671, Complete (tees/bends of detail alre	8	Each	\$7,000	\$56,000	\$6,546.50	\$52,372.00	\$7,900.00	\$63,200.00	\$10,235.14	\$81,881.12	\$7,600.00	\$60,800.00	\$9,100.00	\$72,800.00	\$8,276.33	\$6,546.50	\$10,235.14
10.1	Asphalt Replacement (3" Asphalt -Thickness)	423,000	Square Feet	\$4.40	\$1,861,200	\$3.15	\$1,332,450.00	\$4.95	\$2,093,850.00	\$4.28	\$1,810,440.00	\$3.05	\$1,290,150.00	\$2.45	\$1,036,350.00	\$3.58	\$2.45	\$4.95
10.2	Asphalt Replacement (2.5" Asphalt -Thickness)	131,000	Square Feet	\$4.00	\$524,000	\$3.04	\$398,240.00	\$4.50	\$589,500.00	\$3.80	\$497,800.00	\$2.75	\$360,250.00	\$1.88	\$246,280.00	\$3.19	\$1.88	\$4.50
11.2	Pothole Repair (3" Asphalt add 2" Roadbase)	500	Square Feet	\$5.00	\$2,500	\$7.85	\$3,925.00	\$50.00	\$25,000.00	\$18.40	\$9,200.00	\$27.00	\$13,500.00	\$6.10	\$3,050.00	\$21.87	\$6.10	\$50.00
12.1	Concrete Sidewalk Replacement	7,950	Square Feet	\$16	\$127,200	\$8.71	\$69,244.50	\$17.50	\$139,125.00	\$6.93	\$55,093.50	\$11.00	\$87,450.00	\$10.00	\$79,500.00	\$10.83	\$6.93	\$17.50
12.2	Concrete Waterway Replacement	1,700	Square Feet	\$16	\$27,200	\$17.46	\$29,682.00	\$40.00	\$68,000.00	\$15.99	\$27,183.00	\$17.50	\$29,750.00	\$11.00	\$18,700.00	\$20.39	\$11.00	\$40.00
13	Curb and Gutter Replacement	1,020	Linear Feet	\$80	\$81,600	\$35.26	\$35,965.20	\$102.00	\$104,040.00	\$49.34	\$50,326.80	\$12.00	\$12,240.00	\$45.00	\$45,900.00	\$48.72	\$12.00	\$102.00
14	Replace Roadway Monuments	9	Each	\$3,000	\$27,000	\$475.00	\$4,275.00	\$1,200.00	\$10,800.00	\$1,015.51	\$9,139.59	\$620.00	\$5,580.00	\$900.00	\$8,100.00	\$842.10	\$475.00	\$1,200.00
15	Restore 650 South Retaining Wall	1	Lump Sum	\$5,000	\$5,000	\$16,173.00	\$16,173.00	\$6,000.00	\$6,000.00	\$4,086.51	\$4,086.51	\$2,900.00	\$2,900.00	\$12,000.00	\$12,000.00	\$8,231.90	\$2,900.00	\$16,173.00
16	Trench Stabilization Material	200	Cubic Yard	\$70	\$14,000	\$46.50	\$9,300.00	\$290.00	\$58,000.00	\$29.01	\$5,802.00	\$38.00	\$7,600.00	\$60.00	\$12,000.00	\$92.70	\$29.01	\$290.00
17	Flowable Fill Backfill	100	Cubic Yard	\$300	\$30,000	\$453.50	\$45,350.00	\$275.00	\$27,500.00	\$307.71	\$30,771.00	\$130.00	\$13,000.00	\$300.00	\$30,000.00	\$293.24	\$130.00	\$453.50
18	Non-woven Geotextile Fabric	700	Square Yard	\$6	\$4,200	\$3.65	\$2,555.00	\$2.00	\$1,400.00	\$7.31	\$5,117.00	\$2.25	\$1,575.00	\$5.00	\$3,500.00	\$4.04	\$2.00	\$7.31
19	30" D50 Riprap	1,290	Cubic Yard	\$94	\$121,260	\$70.70	\$91,203.00	\$98.00	\$126,420.00	\$59.73	\$77,051.70	\$48.00	\$61,920.00	\$40.00	\$51,600.00	\$63.29	\$40.00	\$98.00
20	Sewer Lateral Connection	5	Each	\$5,000	\$25,000	\$1,353.00	\$6,765.00	\$3,600.00	\$18,000.00	\$1,224.33	\$6,121.65	\$4,600.00	\$23,000.00	\$3,200.00	\$16,000.00	\$2,795.47	\$1,224.33	\$4,600.00
21	Water Service Connection	5	Each	\$3,000	\$15,000	\$1,605.00	\$8,025.00	\$1,800.00	\$9,000.00	\$5,612.84	\$28,064.20	\$3,300.00	\$16,500.00	\$4,500.00	\$22,500.00	\$3,363.57	\$1,605.00	\$5,612.84
22	Rock Excavation	1,800	Cubic Yard	\$70	\$126,000	\$25.75	\$46,350.00	\$140.00	\$252,000.00	\$10.90	\$19,620.00	\$64.50	\$116,100.00	\$20.00	\$36,000.00	\$52.23	\$10.90	\$140.00
23	Public Information Program Allowance	1	Lump Sum	\$200,000	\$200,000	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00	\$200,000.00
24	Temporary Environmental Control Fencing, detail C/2273	1,000	Linear Feet	\$15	\$15,000	\$6.40	\$6,400.00	\$20.00	\$20,000.00	\$4.07	\$4,070.00	\$7.55	\$7,550.00	\$5.00	\$5,000.00	\$8.60	\$4.07	\$20.00
TOTAL					\$9,338,070.00		\$9,313,434.41		\$10,600,795.00		\$9,391,071.61		\$7,859,191.00		\$8,992,510.00	\$9,231,400.40	\$7,859,191.00	\$10,600,795.00

DIFFERENCE FROM LOW BID:
% DIFFERENCE FROM LOW BID:

\$1,478,879
18.82%

\$1,454,243
18.50%

\$2,741,604
34.88%

\$1,531,881
19.49%

\$0
0.00%

\$1,133,319.00
14.42%

Updated: June 28, 2024

Construction Schedule Review

[illegible]

Updated City Council Packet Summary for agenda items old business 1 and 2 continued from September 12th council meeting.

Agenda item #1 Consideration and possible notice to proceed to construct phase 1, of the city's irrigation expansion project.

The Water Department is asking the City Council to issue notice to proceed to Interstate Rock for the phase 1 irrigation expansion pipe project for \$7,859,191.00.

After issuing notice to proceed Interstate Rock has agreed to allow the city to reconfigure the project through a change order. The change will allow the city to complete phase 1 within our budgeted funding. Also, with the reconfiguration we will have an operational system while we are waiting for the additional NRCS funding to be allocated for phase 2 of the piping project.

Another reason for the reconfiguration of the project is because we need to work around the canal system, some work needs to be completed when the canal is off during the winter.

Agenda item #2 Consideration and possible notice to proceed approval to construct the irrigation ponds and booster station for the irrigation expansion project.

The Water City Council to issue notice to proceed with Interstate Rock for the irrigation ponds and booster station project for \$7,960,938.50.

The Irrigation expansion project has not changed, when the irrigation ponds, phase 1 piping, and phase 2 piping, are completed all residents in this new service area will be served.

In May 2021 The city council approved a water rate increase of .10 per thousands (to pay for development by the city of Hurricane of existing and new sources of water). The city has already collected over \$2,473,074 and this fund will rapidly grow every year. I personally believe we have an obligation to spend this money for its intended purpose. Attached is the projected revenue increase chart that shows if we stay on course, we will have funds to pay for this project, and many more in the future.

We have a NRCS 75% grant.

We have a 0% loan from the Utah State Board of Water Resources for our 25% grant match.

We raised water rates 3 years ago to prepare for developing new and existing water sources, with a \$2.5 million dollar and growing savings fund that will enable us to make the payments.

I don't know how we could be better prepared for this project.

I personally believe if we issue notice to proceed for these projects and construction of the projects are under way, we will have a greater chance of receiving the rest of the NRCS 75% grant to totally complete this project.



Ken Richins- Water Superintendent

Year	Water Usage 1000 Gallons	Average Cost 1000 Gallons	Projected Revenue	Projected Revenue Increase	Actual Revenue	Actual Increase
2020	2135410	\$1.55	\$3,309,885.50			
2021	2156764	\$1.65	\$3,558,660.77	\$248,775.27	\$3,855,624.00	\$545,738.50
2022	2178332	\$1.75	\$3,812,080.55	\$502,195.05	\$4,230,280.00	\$920,394.50
2023	2200115	\$1.85	\$4,070,212.86	\$760,327.36	\$4,316,827.00	\$1,006,941.50
2024	2222116	\$1.95	\$4,333,126.61	\$1,023,241.11		
2025	2244337	\$2.08	\$4,668,221.73	\$1,358,336.23		
2026	2266781	\$2.21	\$5,009,585.45	\$1,699,699.95		
2027	2289449	\$2.34	\$5,357,309.61	\$2,047,424.11		
2028	2312343	\$2.47	\$5,711,487.30	\$2,401,601.80		
2029	2335466	\$2.60	\$6,072,212.82	\$2,762,327.32		
2030	2358821	\$2.73	\$6,439,581.69	\$3,129,696.19		
2031	2382409	\$2.86	\$6,813,690.72	\$3,503,805.22		
2032	2406233	\$2.99	\$7,194,637.98	\$3,884,752.48		
2033	2430296	\$3.12	\$7,582,522.81	\$4,272,637.31		
2034	2454599	\$3.25	\$7,977,445.87	\$4,667,560.37		
2035	2479145	\$3.38	\$8,379,509.14	\$5,069,623.64		
Excess Revenues by increasing \$0.10 per year				\$37,332,003.41		

\$ 545,738.50
 \$ 920,394.50
 \$ 1,006,941.50
 \$ 2,473,075.50

Notes:

- 1) Water usage increased by 1% per year
- 2) Revenue increase from 2020 rate with \$0.10 per year increase to 2024 and \$0.13 thereafter
- 3) The WCWCD would like all cities to increase their rates by \$0.10 annually to 2024 and \$0.13 thereafter.



43 South 100 East, Suite 100 T 435.628.6500
St George, Utah 84770 F 435.628.6553

alphaengineering.com

August 8, 2024

Hurricane City Water Department
Attention: Ken Richins
646 West 600 North
Hurricane, Utah 84737

Re: Hurricane Irrigation Efficiency Project – Pump Station & Ponds Bid Recommendation

Dear Ken:

Bids were received for the Hurricane Irrigation Efficiency Project – Pump Station & Ponds on July 16, 2024 at 2:00 p.m. at the Hurricane City offices. Four bids were received for the project. After reviewing the submitted bids and the unit costs of the low bid in comparison to other bids received, there are not any major discrepancies. Interstate Rock also provided the required Statement of Qualifications and an acceptable schedule with the bid documents.

We recommend approval of the lowest bidder, Interstate Rock Products, Inc. to be the contractor for the Hurricane Irrigation Efficiency Project – Pump Station & Ponds at the total bid price of \$7,960,938.50

The bid tabulation is attached for your reference.

Let me know if I can provide any additional information.

Sincerely,

Glen E. Carnahan, P.E.
ALPHA ENGINEERING COMPANY

Encl: Bid Tabulation Sheet
Schedule

City of Hurricane
Hurricane Irrigation Efficiency Project - Pump Station Ponds
Bid Tabulation - July 16, 2024

BID SCHEDULE												
Item	Description	Quantity	Units	IRP		Whitaker		PCI		Feller Enterprises		Average Unit Prices
				Unit Price	Total	Unit Price	Total	Unit Price	Total	Unit Price	Total	
1	Mobilization	1	L.S.	\$236,000.00	\$236,000.00	\$471,000.00	\$471,000.00	\$475,000.00	\$475,000.00	\$200,000.00	\$200,000.00	\$345,500.00
2	Removals	1	L.S.	\$1,750.00	\$1,750.00	\$42,700.00	\$42,700.00	\$23,000.00	\$23,000.00	\$36,389.32	\$36,389.32	\$25,959.83
3	Site Grading - Cut	92,565	C.Y.	\$9.75	\$899,943.75	\$9.70	\$897,880.50	\$4.40	\$407,286.00	\$12.46	\$1,133,359.58	\$8.33
4	Site Grading - Fill	981	C.Y.	\$7.25	\$7,112.25	\$7.00	\$6,869.00	\$3.50	\$3,433.50	\$7.94	\$7,789.14	\$6.65
5	Pump Station	1	L.S.	\$2,314,590.00	\$2,314,590.00	\$2,163,000.00	\$2,163,000.00	\$3,000,000.00	\$3,000,000.00	\$1,446,086.02	\$1,446,086.02	\$2,780,896.51
6	3-MG Reinforced Concrete Settling Pond	2	Each	\$983,500.00	\$1,967,000.00	\$869,000.00	\$1,738,000.00	\$1,200,000.00	\$2,400,000.00	\$966,581.50	\$1,933,163.00	\$1,004,270.31
7	Concrete Apron and headwall	1	L.S.	\$41,200.00	\$41,200.00	\$32,500.00	\$32,500.00	\$46,000.00	\$46,000.00	\$55,231.56	\$55,231.56	\$43,732.89
8	Furnish & Install Retention Basin Riprap	1,050	S.F.	\$3.40	\$3,570.00	\$4.00	\$4,200.00	\$10.44	\$10,962.00	\$1.49	\$1,514.50	\$8.08
9	Furnish & Install Electrical Service to 2' Channel Surfacing	63,200	S.F.	\$1.30	\$82,160.00	\$1.50	\$94,800.00	\$1.00	\$63,200.00	\$1.74	\$109,968.00	\$1.39
10	Furnish & Install Electrical Service to Pump Station	1	L.S.	\$333,000.00	\$333,000.00	\$249,000.00	\$249,000.00	\$253,344.00	\$253,344.00	\$262,825.33	\$262,825.33	\$274,511.08
11	Furnish & Install 30" Ductile Iron Pipe with Polyethylene Encasement	2,884	L.F.	\$510.00	\$1,470,840.00	\$335.00	\$968,540.00	\$487.00	\$1,396,828.00	\$501.71	\$1,446,931.64	\$698.43
12	Furnish & Install 30-Inch Flanged Butterfly Valve	2	Each	\$30,500.00	\$61,000.00	\$24,300.00	\$48,600.00	\$26,000.00	\$52,000.00	\$31,387.04	\$62,774.08	\$28,046.70
13	Furnish & Install 30-Inch Flanged Gate Valve	2	Each	\$66,700.00	\$133,400.00	\$70,200.00	\$140,400.00	\$60,000.00	\$120,000.00	\$69,078.74	\$138,157.48	\$65,994.69
14	Furnish & Install 30" x 30" Flanged Tee	1	Each	\$11,700.00	\$11,700.00	\$11,700.00	\$11,700.00	\$12,000.00	\$12,000.00	\$12,847.44	\$12,847.44	\$12,061.86
15	Furnish & Install 30" Flanged 45 Degree Wye	1	Each	\$18,600.00	\$18,600.00	\$19,000.00	\$19,000.00	\$19,000.00	\$19,000.00	\$19,805.41	\$19,805.41	\$19,326.35
16	Furnish & Install 30" MJ 45 Degree Elbow	6	Each	\$8,050.00	\$48,300.00	\$11,300.00	\$67,800.00	\$8,115.00	\$48,690.00	\$7,138.41	\$42,830.46	\$8,650.85
17	Furnish & Install 30" MJ 90 Degree Elbow	4	Each	\$8,650.00	\$34,600.00	\$13,300.00	\$53,200.00	\$9,725.00	\$39,000.00	\$7,541.87	\$30,167.48	\$9,629.22
18	Furnish & Install 30" FL x MJ Adaptor	8	Each	\$6,530.00	\$52,240.00	\$7,510.00	\$60,080.00	\$5,725.00	\$45,800.00	\$5,257.74	\$42,061.92	\$7,065.60
19	Furnish & Install 30" Canal Gate	2	Each	\$42,300.00	\$84,600.00	\$71,200.00	\$142,400.00	\$48,000.00	\$96,000.00	\$44,755.51	\$89,511.02	\$51,563.88
20	Furnish & Install Inlet Structure	2	Each	\$23,700.00	\$47,400.00	\$28,100.00	\$56,200.00	\$32,000.00	\$64,000.00	\$32,667.32	\$65,334.64	\$29,166.83
21	Furnish & Install Outlet Structure	2	Each	\$43,000.00	\$86,000.00	\$51,700.00	\$103,400.00	\$38,000.00	\$76,000.00	\$18,486.02	\$36,972.04	\$38,021.51
22	Furnish & Install 4" SDR-35 PVC Drumpipe	200	L.F.	\$45.50	\$9,100.00	\$85.50	\$17,100.00	\$65.00	\$13,000.00	\$38.51	\$7,702.00	\$38.82
23	Furnish & Install 6" Cleanout	2	Each	\$1,650.00	\$3,300.00	\$1,510.00	\$3,020.00	\$785.00	\$1,570.00	\$2,119.40	\$4,238.80	\$1,616.10
24	Furnish & Install 6" Galvanized Cham Link Security Fence	2,825	L.F.	\$36.50	\$103,112.50	\$35.50	\$100,287.50	\$34.00	\$96,050.00	\$39.00	\$110,350.00	\$36.00
25	Furnish & Install 16' Chain Link Security Gate	1	Each	\$2,550.00	\$2,550.00	\$2,550.00	\$2,550.00	\$2,500.00	\$2,500.00	\$3,148.32	\$3,148.32	\$2,662.08
26	Furnish & Install Tortoise Fence	1	L.F.	\$14.50	N/A	\$11.50	N/A	\$12.00	N/A	\$14.52	N/A	\$13.14
Total Bid Schedule					\$7,068,938.50		\$8,213,587.00		\$8,754,363.50		\$9,331,057.70	

Corrected Bid Total

HURRICANE CITY IRRIGATION EFFICIENCY PUMP STATION PONDS					Gantt Chart		16-Jul-24 08:57									
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish	June 2024 July 2024										
						19	26	02	09	16	23	30	07	14		
HCPUMPSTATION 1	HURRICANE CITY IRRIGATION EFFICIENCY PUMP STATION & PONDS	201	201	05-Aug-24	15-May-25											
HCPUMPSTATION 1	MILESTONES	201	201	05-Aug-24	15-May-25											
MS-100	NTP	1	1	05-Aug-24*	05-Aug-24											
MS-110	CONSTRUCTION DURATION	176	176	06-Aug-24	11-Apr-25											
MS-120	SUBSTANTIAL COMPLETION	1	1	14-Apr-25	14-Apr-25*											
MS-130	PUNCHLIST	22	22	15-Apr-25	14-May-25											
MS-140	FINAL COMPLETION	1	1	15-May-25	15-May-25											
HCPUMPSTATION 2	PRECON	154	154	05-Aug-24	11-Mar-25											
HCPUMPSTATION 2.1	SUBMITTALS	10	10	06-Aug-24	19-Aug-24											
SUB-100	PUMPS	10	10	06-Aug-24	19-Aug-24											
HCPUMPSTATION 2.2	REVIEW / APPROVE	5	5	20-Aug-24	28-Aug-24											
REV-100	PUMPS	5	5	20-Aug-24	28-Aug-24											
HCPUMPSTATION 2.3	PROCUREMENT	154	154	05-Aug-24	11-Mar-25											
PROC-100	PUMPS	154	154	05-Aug-24	11-Mar-25											
HCPUMPSTATION 3	CONSTRUCTION	182	182	06-Aug-24	21-Apr-25											
HCPUMPSTATION 3.1	SITE WORK	182	182	06-Aug-24	21-Apr-25											
CON-100	MOBILIZATION	3	3	06-Aug-24	08-Aug-24											
CON-110	SITE GRADING	54	54	09-Aug-24	24-Oct-24											
CON-120	PUMP STATION GRADING	10	10	16-Aug-24	29-Aug-24											
CON-130	30" DUCTILE IRON PIPE	40	40	30-Aug-24	25-Oct-24											
CON-140	ELECTRICAL SERVICE TO PUMP STATION	30	30	28-Oct-24	09-Dec-24											
CON-150	ELECTRICAL POWER COMMISSION	15	15	10-Dec-24	31-Dec-24											
CON-160	MAINTENANCE ROAD	6	6	14-Apr-25	21-Apr-25											
HCPUMPSTATION 3.2	PUMP STATION	158	158	30-Aug-24	11-Apr-25											
PUMP-110	UNDERGROUND PIPING & ELECTRICAL ROUGH IN	36	36	30-Aug-24	21-Oct-24											
PUMP-120	CAST-IN-PLACE CONCRETE (FOOTINGS/SLAB/WALLS/ROOF)	44	44	22-Oct-24	23-Dec-24											
PUMP-130	MECHANICAL PIPING & ELECTRICAL	36	36	24-Dec-24	12-Feb-25											
PUMP-150	INSTALL PUMPS	4	4	12-Mar-25	17-Mar-25											
PUMP-160	FINISH ELECTRICAL / HVAC / SCADA	10	10	18-Mar-25	31-Mar-25											
PUMP-170	STARTUP	5	5	01-Apr-25	07-Apr-25											
PUMP-180	PUMP STATION SITE CONCRETE FLATWORK	4	4	08-Apr-25	11-Apr-25											
HCPUMPSTATION 3.3	SETTLING PONDS	118	118	26-Oct-24	10-Apr-25											
POND-100	FINISH SUBGRADE - NORTH	7	7	25-Oct-24	04-Nov-24											
POND-110	AGGREGATE BASE - NORTH	7	7	05-Nov-24	14-Nov-24											
POND-120	FORM / IRON / POUR / STRIP - NORTH	45	45	15-Nov-24	17-Jan-25											
POND-130	FINISH SUBGRADE - SOUTH	7	7	20-Jan-25	28-Jan-25											
POND-140	AGGREGATE BASE - SOUTH	7	7	29-Jan-25	06-Feb-25											
POND-150	FORM / IRON / POUR / STRIP - SOUTH	45	45	07-Feb-25	10-Apr-25											

Remaining Level of Effort

Actual Level of Effort

Actual Work

Remaining Work

Critical Remaining Work

Milestone

Page 1 of 1

TASK filter: All Activities

© Oracle Corporation



STAFF COMMENTS

Consideration and possible approval of the **City Civic Center Master Plan** by FFKR and Desert Edge-David, Jessica, Susie, and Scott Gilberg

Discussion:

As Hurricane City continues to grow, so does the need to house staff essential in providing city services and carry out the day-to-day functions of the city. A few years ago, the city acquired approximately 15 acres to the west of the current city office with the idea in mind to expand services to that property, anticipating the property will satisfy much of the staffing needs of the city into buildout.

The vision is to locate the City Office and Public Safety (Police Department) to that property. Staff recognizes the substantial costs associated with this undertaking. The idea in mind is to create a Civic Center that not only allows for the public buildings we desperately need, but also a gathering place that residents can enjoy and utilize. Hurricane City staff working closely with our consultants have created a conceptual master plan of the property to demonstrate the potential of the property. As part of the plan, we have attempted to utilize the property to its fullest. The council will see the infusion of commercial, residential and recreational components on the property that ultimately will provide a revenue source to offset the costs of the public buildings. This is in effort to minimize the financial impacts of the public buildings on the city.

This Civic Center property has the potential to accomplish a number of things including:

1. Providing a property for public buildings which include a City Office and Police Station, with room for future phased expansion of both facilities.
2. A walkable community element to our downtown.
3. A recreational and historical component providing green space, an amphitheater, and splash pad/lazy canal with the historical building on the property preserved and incorporated in the green space.
4. Additional pocket retail and commercial.
5. Residential components that include single family residential on 4,000 sq foot lots and workforce housing, both of which are an attempt to create a more attainable housing element in the community.

Staff recognizes that while this is a very forward-thinking project, it has components which are critical for the City including the City Office and Police Department. It is anticipated and expected that the workforce housing component of the property will require a fair amount of discussion with the council, and perhaps the neighbors and public in the future if that component moves forward.

Ultimately, the request of the City Council is approval of the conceptual master plan for the property so that staff can keep the forward momentum on the public buildings. With the

current City Office at maximum capacity and the current Police Station being inadequate in design and in a location, there is a more immediate need to address these issues. Included in the council packet for review is the following:

1. Programming Document: This document provides an in-depth study of the staffing needs and space requirements, both current and future of the City Office and Police Department.
2. A financial assessment of the property with possible funding options for the project.
3. A conceptual master plan layout of the city's property.
4. Precedent images. These images were gathered in an effort for the council to provide feedback on what they envision the future public buildings to look like. It would be beneficial if staff and council could go through the images and see which architectural design elements the council prefers.

Submitted by Kaden DeMille

Findings:

Recommendation:

Attachments:

1. ZPFI Slides 100924
2. 241013_HCC Master Plan
3. 240918_Hurricane City Center_Program Document
4. 1da32c03591a9c26aede86107552667c
5. 4.20.20-the-grove-site-plan-w-street-names
6. 5dbca9f334893.image
7. 60d0a819a58050dfd0ff10be_ROCH_Photo---18-web
8. 0288©WILLETT PHOTO_LAS_GRIFFIN OLD CITY HALL_20191017
9. 6345699a75e95.image
10. ADW-Civic-Town-Hall-Garner-NC-Exterior+Day
11. Arch2O-easton-city-hall-spillman-farmer-architects
12. bannerfor gallery
13. brickhous2
14. Chubbuck-Finals-2-12-edited-1440x749
15. city-of-bellaire-police-courts-building-4445
16. city-of-bellaire-police-courts-building-4524b
17. city-of-bellaire-police-courts-building-6842b
18. Civic-Center-Render-1-e1678463848342
19. Colorado_Springs_City_Hall_by_David_Shankbone
20. Dardenne-City-Hall-600x400
21. Dardenne-Prairie-City-Hall-2-632x332
22. Document (1)
23. Document
24. Duluth-City-Hall04-1500x630
25. E_Sheboygan-City-Hall_Entrance_Dusk_BF-2_For-Web-768x512
26. EBV1594

27. Exterior-1-Main-Image-1024x576
28. FCH-1
29. FD_EG15
30. hurricane-elementary1
31. images
32. istockphoto-536777513-612x612
33. page_1
34. plymouth-town-hall
35. Plymouth-Town-Hall-Plymouth-MA
36. Richland-Washington-City-Hall-Exterior-Opsis-Architecture
37. Ridge-City-Hall-145_edit_light-scaled-e1670969929212
38. town-hall-new-milford-ct-andrea-swiedler
39. twin-falls-city-hall-1
40. wchs-04141
41. wchs-04323
42. Hurricane_Utah_Historic_District



Hurricane Financial Analysis

October 2024

ZIONS PUBLIC FINANCE, INC.

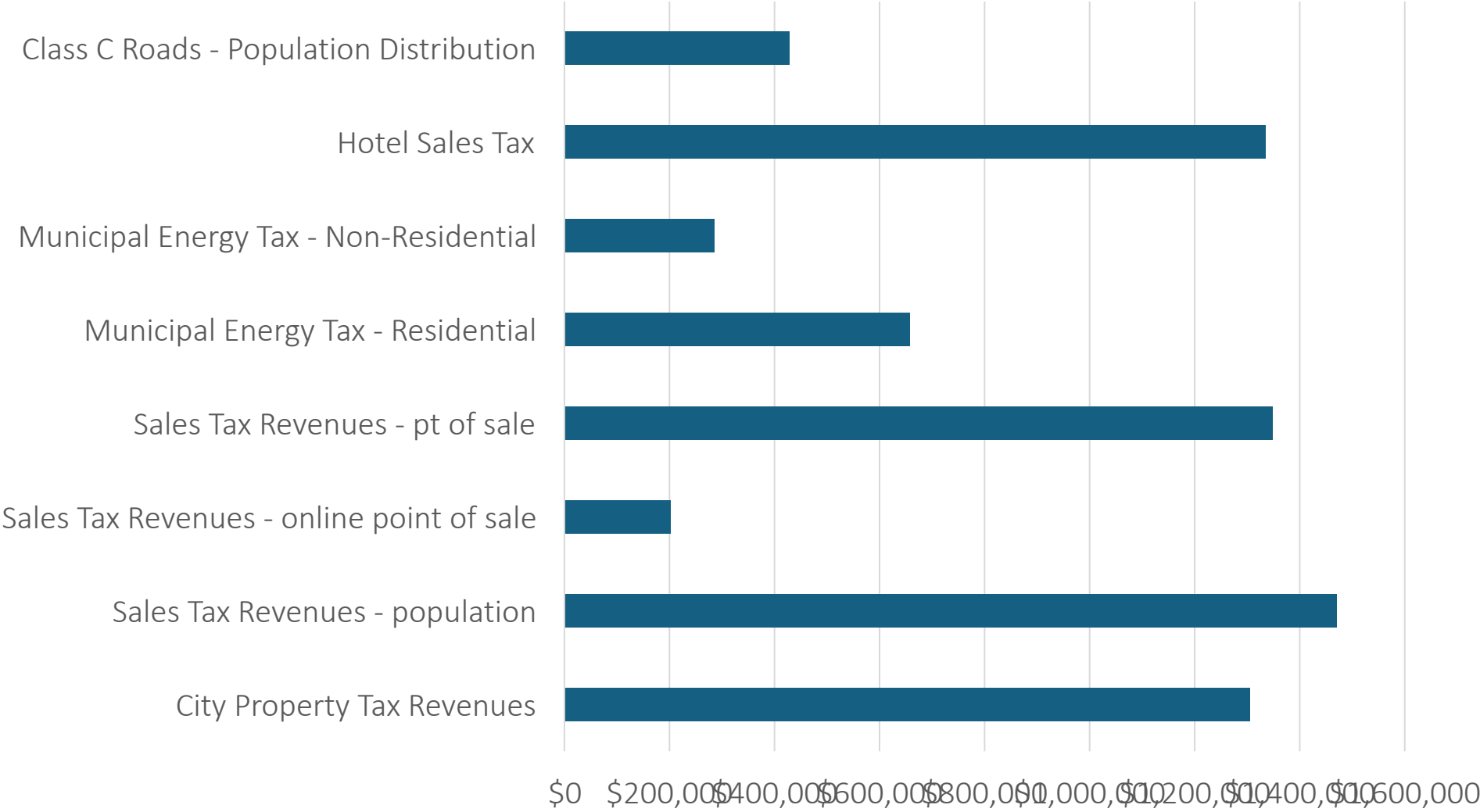
Proposed Development

	Units/SF
Single-Family	22
Townhomes (2,000 sf)	0
Hotel	60,000
Workforce and Multi-Family Housing	180
City Hall	31,200
Courts Building	10,300
Police Station	41,700
Structured Parking	24,600
Retail	34,700
Office	34,700

Assumes 9-yr absorption timeframe

Fiscal Impacts – Total 20 Years

20-Year Fiscal Impacts



**Total Impacts 20 Yrs:
\$7,030,870**

Ground Lease Analysis

Land Values	Total Units/Acres	Land Value per Unit/SF	Est. Land Value
Multi-Family - Workforce Housing	4.06	\$12	\$2,122,243
Mixed Use – Retail & Office	3.60	\$14	\$2,195,424
Hotel	2.10	\$14	\$1,280,664
TOTAL Land Value for Ground Lease (excludes SF and TH)			\$5,598,331

Total Ground Lease Revenues over 20 Years: \$6,722,179

Assumes 8% Return on Land Value per Year

Sale of Land

Sale of Land	Value
Single Family	\$2,750,000
Townhomes	\$0
Total for Sale of Land (SF and THs only)	\$2,750,000
Multi-Family - Workforce Housing	\$2,122,243
Mixed Use – Retail & Office	\$2,195,424
Hotels	\$1,280,664
TOTAL for Sale of Land (ground lease potential)	\$5,598,331
TOTAL All Developable Land (not incl. civic land)	\$8,348,331

Ground Lease/Sell Option	Value
Fiscal Impacts	\$7,030,870
Ground Lease Revenue	\$6,722,179
Sale of Land (SF and TH)	\$2,750,000
Subtotal	\$16,503,049
Still Own Remaining Property	\$5,598,331
Total	\$22,101,380

Sell Land	Value
Fiscal Impacts	\$7,030,870
Sale of Land	\$8,348,331
Total	\$15,379,201

Ground Lease/Sell Option - NPV		Value
Fiscal Impacts		\$3,947,933
Ground Lease Revenue		\$3,829,994
Sale of Land (SF and TH)		\$2,750,000
Subtotal		\$10,527,928
Still Own Remaining Property		\$5,598,331
Total		\$16,126,259
Sell Land		Value
Fiscal Impacts		\$3,947,933
Sale of Land		\$8,348,331
Total		\$12,296,265

*NPV = net present value discounted at 5%

Bonding Impacts – Total 20 Yrs

Ground Lease/Sell Option	Value
Fiscal Impacts	\$7,030,870
Ground Lease Revenue	\$6,722,179
Sale of Land (SF and TH)	\$2,750,000
Subtotal	\$16,503,049
Still Own Remaining Property	\$5,598,331
Total	\$22,101,380
Less: Interest Costs	(\$2,640,369)
TOTAL	\$19,461,011

Sell Land	Value
Fiscal Impacts	\$7,030,870
Sale of Land	\$8,348,331
TOTAL	\$15,379,201

Bonding Impacts – NPV 20 Yrs

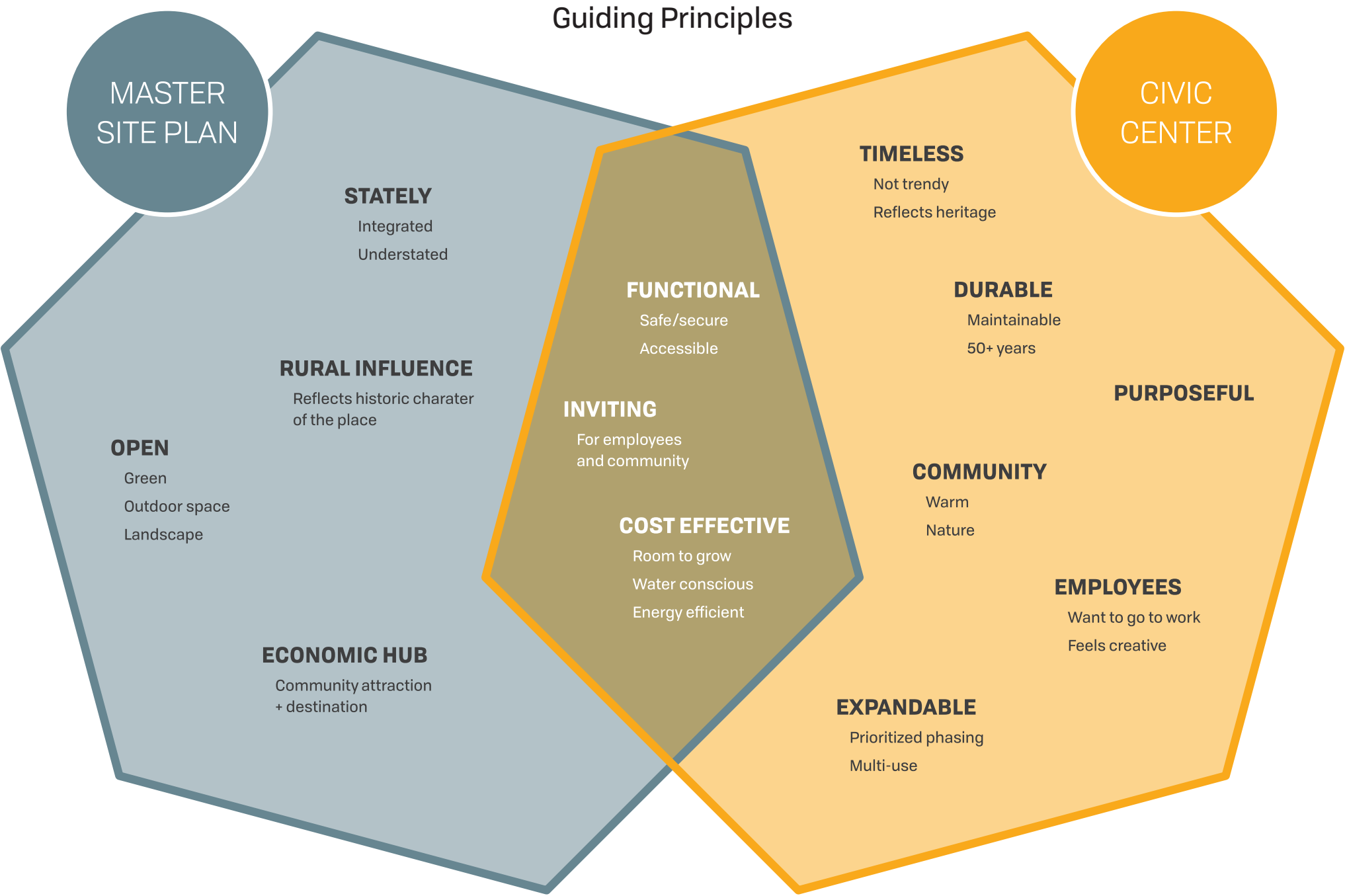
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Ground Lease Revenue	\$3,829,994
Sale of Land (SF and TH)	\$2,750,000
Subtotal	\$10,527,928
Still Own Remaining Property	\$5,598,331
Total	\$16,126,259
Less: Interest Costs	(\$1,982,913)
TOTAL	\$14,143,346

Sell Land	Value
Fiscal Impacts	\$3,947,933
Sale of Land	\$8,348,331
TOTAL	\$12,296,265

Hurricane City Center Master Plan

PROGRAM OVERVIEW

- Due to exponential population growth, all departments have outgrown existing facilities, which are aging and no longer functional for needs.
- The Administrative activities requires new positions of employment to service the community needs properly, but due to a lack of available space is unable to complete the hiring process.
- Through visioning workshops and public outreach, we established how important it is to the community to maintain a budget and building character that fits the spirit of Hurricane (reflected in the guiding principles for the project).
- Matrix of all spaces needed with requirements was developed with diagrams showing security of spaces and arrangement for efficiency of work processes.
- The new facilities can fit nicely within a future development on land owned by city, but there is a need to proceed quickly to avoid operational conflicts with existing neighboring facilities and developments for some departments.



OPTION 2 MASTER PLAN



Legend

- Single Family Housing**
 - 22 units
 - 3,000 sf
- 1 Retail Mixed-Use**
 - 9,300 sf footprint x 2 stories
 - = 18,600 sf total
- 2 Retail Mixed-Use**
 - 11,600 sf footprint x 2 stories
 - = 23,200 sf total
- Hotel**
 - 20,000 sf footprint x 3 stories
 - = 60,000 sf total
- Retail Mixed-Use (x2)**
 - 6,900 sf footprint x 2 stories
 - = 13,800 sf total
- City Hall**
 - 15,600 sf footprint x 2 stories
 - = 31,200 sf total
- Police Station & Parking Garage**
 - 15,200 sf footprint x 3 stories
 - = 45,600 sf total
- Courts Renovation**
 - 10,300 sf footprint x 1 stories
 - Existing
- Workforce Housing (x3)**
 - 12,000 sf footprint x 3 stories
 - = 60 Units total

OPTION 2 MASTER PLAN | LAND USE



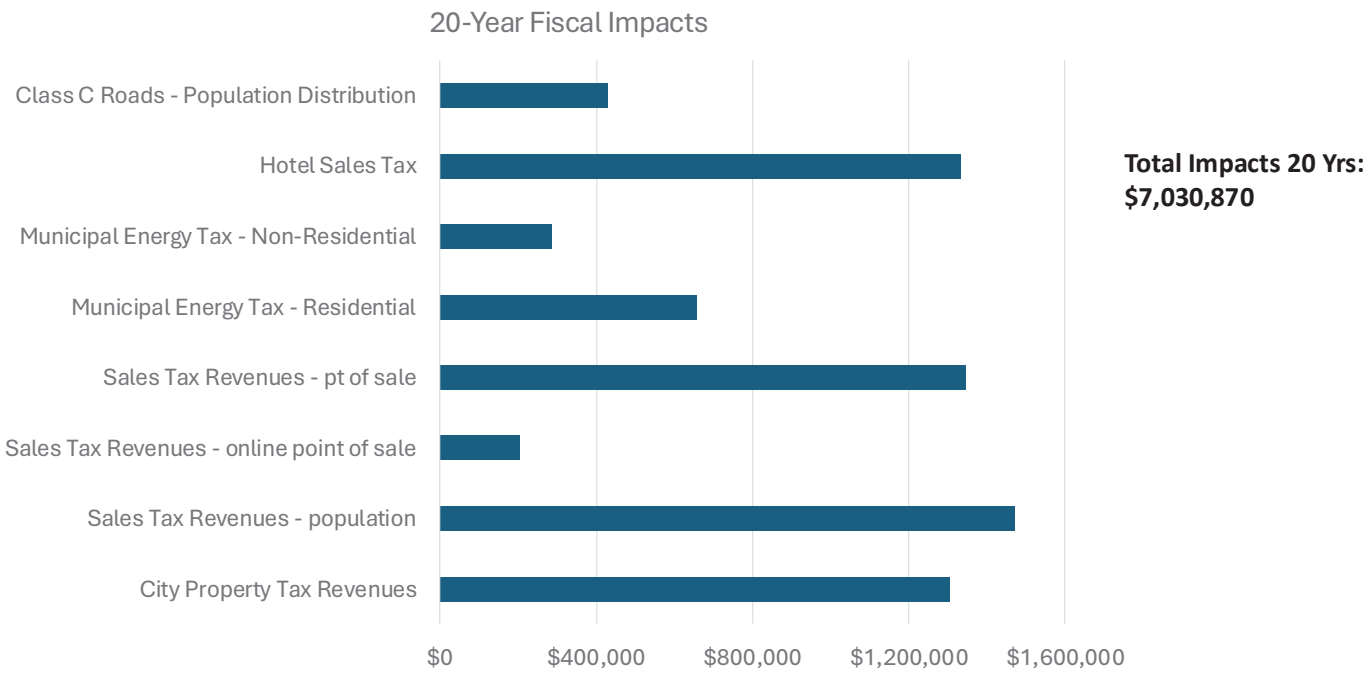
- Legend**
- **Townhomes**
• 3.30 Acres
 - **Open Space**
• 2.08 Acres
 - **Retail**
• 1.55 Acres
 - **Hotel**
• 2.10 Acres
 - **Retail**
• 2.05 Acres
 - **Civic**
• 6.07 Acres
 - **Workforce Housing**
• 4.06 Acres

Proposed Development

	Units/SF
Single-Family	22
Townhomes (2,000 sf)	0
Hotel	60,000
Workforce and Multi-Family Housing	180
City Hall	31,200
Courts Building	10,300
Police Station	41,700
Structured Parking	24,600
Retail	34,700
Office	34,700

Assumes 9-yr absorption timeframe

Fiscal Impacts – Total 20 Years



Ground Lease Analysis

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Assumes 8% Return on Land Value per Year

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Sale of Land	Value
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TOTAL for Sale of Land (ground lease potential)	\$5,598,331
TOTAL All Developable Land (not incl. civic land)	\$8,348,331

Total 20 Years

Ground Lease/Sell Option	Value
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Sale of Land (SF and TH)	\$2,750,000
Subtotal	\$16,503,049
Still Own Remaining Property	\$5,598,331
Total	\$22,101,380

Sell Land	Value
Fiscal Impacts	\$7,030,870
Sale of Land	\$8,348,331
Total	\$15,379,201

20 Yrs – NPV*

Ground Lease/Sell Option - NPV	Value
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Sell Land	Value
Fiscal Impacts	\$3,947,933
Sale of Land	\$8,348,331
Total	\$12,296,265

*NPV = net present value discounted at 5%

Bonding Impacts – Total 20 Yrs

Ground Lease/Sell Option	Value
Fiscal Impacts	\$7,030,870
Ground Lease Revenue	\$6,722,179
Sale of Land (SF and TH)	\$2,750,000
Subtotal	\$16,503,049
Still Own Remaining Property	\$5,598,331
Total	\$22,101,380
Less: Interest Costs	(\$2,640,369)
TOTAL	\$19,461,011

Sell Land	Value
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Sale of Land	\$8,348,331
TOTAL	\$15,379,201

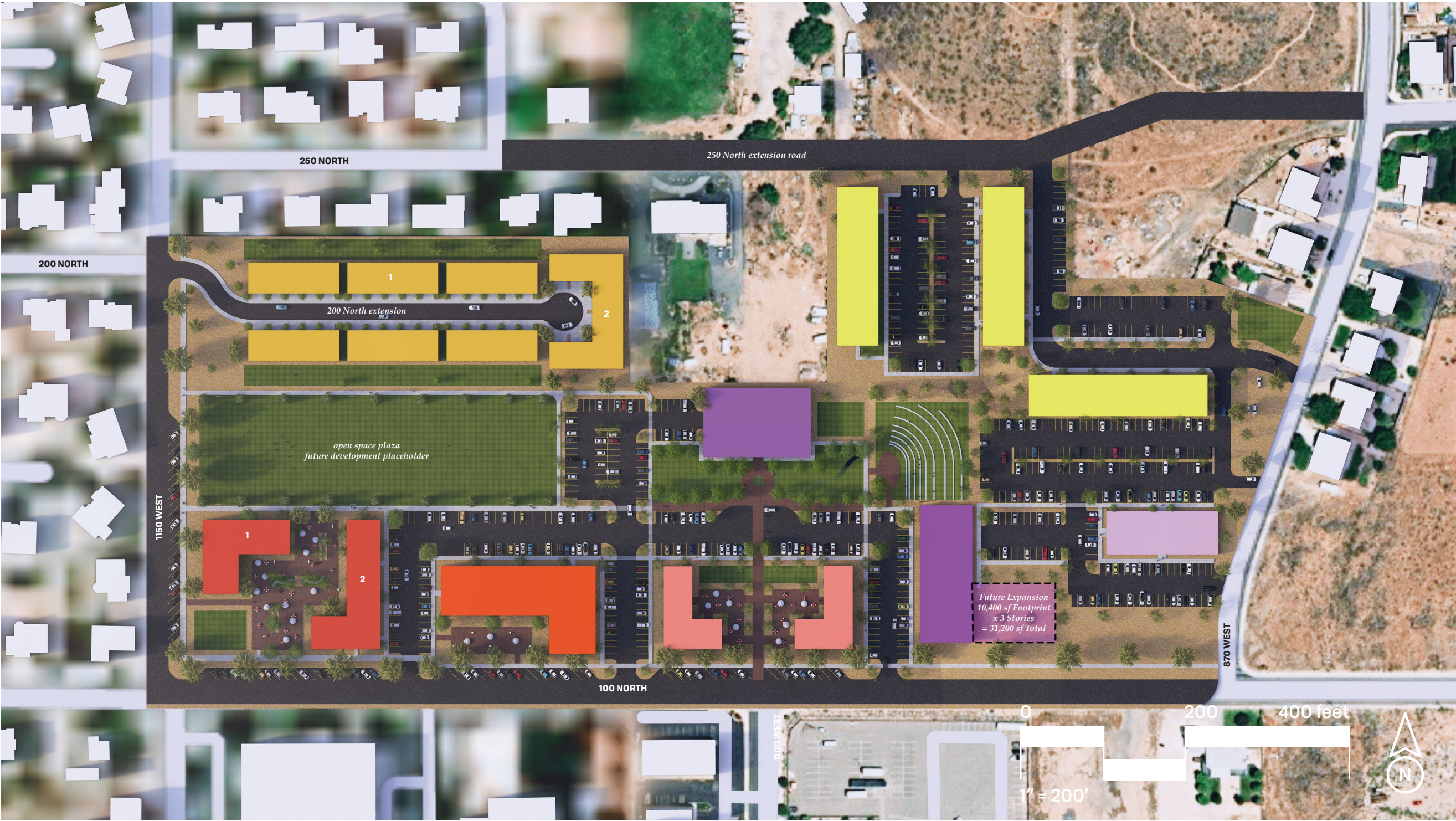
Bonding Impacts – NPV 20 Yrs

Ground Lease/Sell Option - NPV	Value
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TOTAL	\$14,143,346

Sell Land	Value
Fiscal Impacts	\$3,947,933
Sale of Land	\$8,348,331
TOTAL	\$12,296,265

Appendix

OPTION 1 MASTER PLAN



Legend

- 1** • Townhomes (x6)
 - 5 Units
 - 25'x40'
- 2** Townhomes
 - 6 Units
 - 25'x40'
- 1** Retail Mixed-Use
 - 9,300 sf footprint x 2 stories
 - = 18,600 sf total
- 2** Retail Mixed-Use
 - 11,600 sf footprint x 2 stories
 - = 23,200 sf total
- Hotel**
 - 20,000 sf footprint x 3 stories
 - = 60,000 sf total
- Retail Mixed-Use (x2)**
 - 6,900 sf footprint x 2 stories
 - = 13,800 sf total
- City Hall**
 - 15,600 sf footprint x 2 stories
 - = 31,200 sf total
- Police Station & Parking Garage**
 - 15,200 sf footprint x 3 stories
 - = 45,600 sf total
- Courts Renovation**
 - 10,300 sf footprint x 1 stories
 - Existing
- Workforce Housing (x3)**
 - 12,000 sf footprint x 3 stories
 - = 60 Units total

OPTION 3 MASTER PLAN



Legend

- 1** • **Single Family**
 - 13 Units
 - 3,000 sf
- 2** • **Townhomes**
 - 5 Units
 - 25'x40'
- 1** • **Retail Mixed-Use**
 - 9,300 sf footprint x 2 stories
 - = 18,600 sf total
- 2** • **Retail Mixed-Use**
 - 11,600 sf footprint x 2 stories
 - = 23,200 sf total
- **Hotel**
 - 20,000 sf footprint x 3 stories
 - = 60,000 sf total
- **Retail Mixed-Use (x2)**
 - 6,900 sf footprint x 2 stories
 - = 13,800 sf total
- **City Hall**
 - 15,600 sf footprint x 2 stories
 - = 31,200 sf total
- **Police Station & Parking Garage**
 - 15,200 sf footprint x 3 stories
 - = 45,600 sf total
- **Courts Renovation**
 - 10,300 sf footprint x 1 stories
 - Existing
- **Workforce Housing (x3)**
 - 12,000 sf footprint x 3 stories
 - = 60 Units total

Hurricane City Center Program Document

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 - Mood
 - Character
- Evaluate
 - Space List Summary
 - Graphic Program & Overall Space Summary
 - Individual Space Descriptions

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 - Interviews & Experience Mapping
 - Public Survey Results

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 - Code & Regulatory Compliance
 - Zoning
 - Police
 - Precedent Studies

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04. Report

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- Visualizations
- Project Budget

05. Appendix

Design Team	
Dave Giles	FFKR
Jessica Hoffman	FFKR
Nate Henrie	FFKR
Susie Petheram	FFKR
Abe Nielsen	FFKR
Meghan Bailey	FFKR
Scott Gilberg	Desert Edge

ACKNOWLEDGEMENTS

City Administration		Signature of Acknowledgement
Nanette Billings	Mayor	
Kaden DeMille	City Manager	
Arthur LeBaron	City Engineer	
Kurt Yates	Deputy Chief of Police	
Paige Chapman	Finance Manager	
Gary Cupp	Planning Director	
Mike Vercimak	Public Works Director	
Darren Barney	Parks Superintendent	
Larry Palmer	Building Official	

City Council	
Clark Fawcett	
Kevin Thomas	
Drew Ellerman	
Joseph Prete	
David Hirschi	

Gather Unique Perspectives



Listen to Perspectives



Form Consensus



Move Forward with Design Options



Define Big Picture



Test Concepts

Hurricane City is growing rapidly. Research from local organizations projects that Hurricane City will more than double in the next 35 years.

“Washington County’s population is projected to grow from 182,111 on July 1, 2020 to more than 464,000 in 2060.”

- Kem C. Gardner Policy Institute

The city staff are experiencing higher work duty demands because of the growing population, which means more people need more administrative support. This affects existing residents in addition to those new to Hurricane. Because of this continuous growing pressure, the administrative staff have begun to take proactive measures to be able to manage impending needs. Planning for the future ensures that the Hurricane City administration and City Council will be able to set a standard for very important upcoming decisions. There is a great opportunity for the City Administration to set design standards, identify regulatory requirements, and categorize concepts that take pride in their history for all of the new developments to follow. The intent for this program document is to use this to set a standard that can be clearly communicated and maintain the best interest for the staff and citizens of Hurricane City.

Supporting the local population is a paramount part of the rich history of Hurricane City. Regular council meetings actively deliberate each social issue to ensure that careful and sensible decisions are made for the future and to manage this substantial growth.

Currently the police department is working under substandard conditions and the building that is used for police services has glaring deficiencies. The department staff is overflowing out of the existing space, and this makes it a challenge to efficiently perform public duties. Phasing for future design projects should consider beginning design work for a new space for the Police

Department as soon as possible.

The City currently owns about 20 acres of land adjacent to the existing city offices that can provide opportunities for desperately needed new spaces for active city departments and supplemental staff that will be needed in the near future.

This document is intended to identify the inventory of the existing staff as well as project future staff needed to support the growing demographic and ensure that Hurricane City values are maintained in the process. Adjacency diagrams will show how departments need to be organized to capture the most relevant and efficient means of operating which will result in a more economic solution for a design for a new building.

Why Programming?

The intent behind programming is to identify goals and priorities for what is essential for Hurricane City to thrive.

Through this process we are able to capture all of the best ideas from unique perspectives from all types of user groups.

It allows for an opportunity to form consensus among larger groups of people and confirm the team is united as they move forward through the design process.

The authors of this document have taken great care to identify information that supports the need for new spaces.

This programming document was created using a straight-forward 3 step process – Discover, Conceptualize, and Report.

DISCOVER

Engage – Employee surveys, individual interviews, and discussions about employee duties and effectiveness were discussed with all staff members. A public survey was submitted to gain an understanding of the communities perspective and desires. The results for these engagements with employees are shown though text and graphics in Section 02 of this document.

Examine – Research regarding Hurricane City and its history, demographics, climate, landscape, and culture were studied, and inform all information and conclusions in this document. Regulatory information regarding zoning has been recorded as it currently stands. The IACP Police Facility Planning Guidelines have been reviewed. Both Section 2 and the Appendix contains this information.

Several precedent studies were reviewed with the Steering Committee. The city of Millcreek was toured by several staff members. It has been interesting for the team to see how different communities planned for a thriving community, and how they were able to implement new developments using investments and avoiding raising taxes for new city developments. Section 04 of this document identifies some options for this process. Hurricane City is conscious to carefully identify budgets for future growth.

CONCEPTUALIZE

Envision - the first part of the conceptualization process was engaging in a visioning meeting with the steering committee. They were able to identify the important elements of the future development that will set the underlying goals and inform all future decisions. Section 3 communicates the outcome of this visioning session.

Evaluate – After information is collected from professional resources, the design team records the information in an overall Matrix that keeps an inventory of required spaces for the most efficient and effective office areas to complete departmental duties. Workflow, furniture, and equipment is evaluated, and general square footages are identified for each space to get an overall idea of the size of the future space. This helps create adjacency diagrams, potential floor plates, and overall project possibilities for configurations.

This project was evaluated in two parts.

The Civic Center includes the Administration, Public Services Departments, Police, and Courts. These departments are of primary importance to address the urgent needs for new facilities.

The Site Mater Plan includes planning for the 20-acre property and how it may serve the community.

The Civic Center will only need to take up a small part of this development. Planning for the requirements of The Civic Center will determine building options and phasing opportunities for a thriving community center.

PROJECT VISION & GOALS

Through in-depth interviews and visioning sessions with stakeholders and the steering committee, a clear concept was revealed – a functional, cost-effective, and inviting space for government services is seriously needed for employees to be able to serve the community effectively. Leadership and staff that are employed by the citizens are committed to do their best work to maintain the infrastructure support and governance to enhance the existing character and future development of Hurricane City. They simply need the resources to move forward in an effective manner.

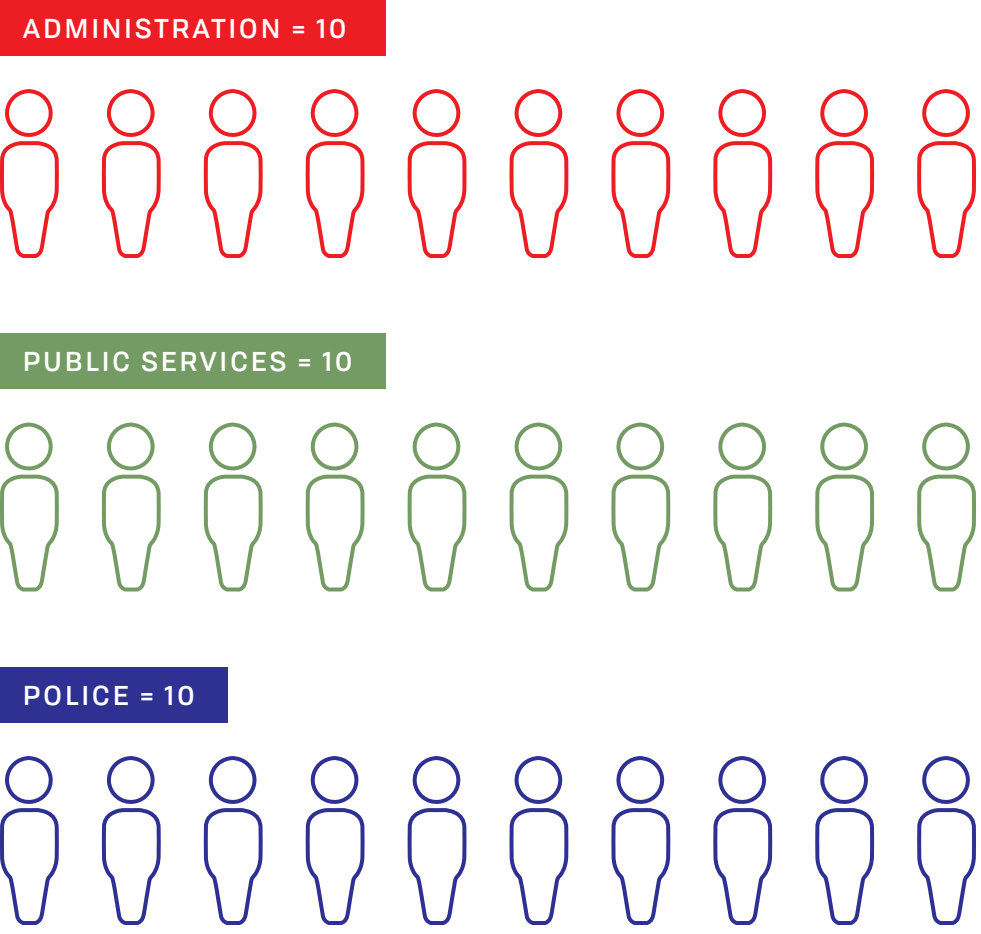
This document will highlight the specific needs to dive into the next steps to create a space for effective business and operations.

The primary direction for the following design exercise for the new Civic Center is to capture the character of Hurricane City and empower the employees and public service teams to provide the best service to the community as possible. The common theme through personal and collaborative conversations has been to focus on a value-based approach aimed at creating a functional work environment that encourages well-being, teamwork, and productivity.

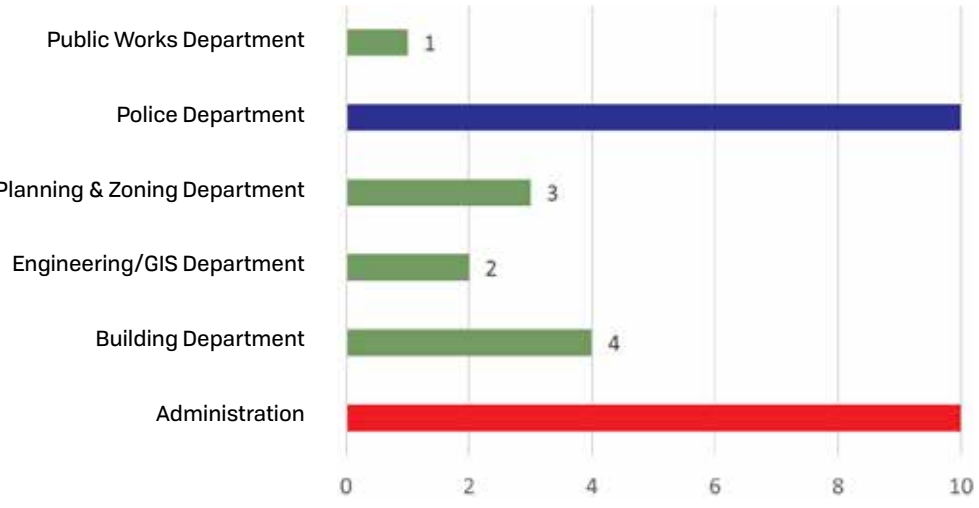
02. Discovery



Departments



Survey Response by Department

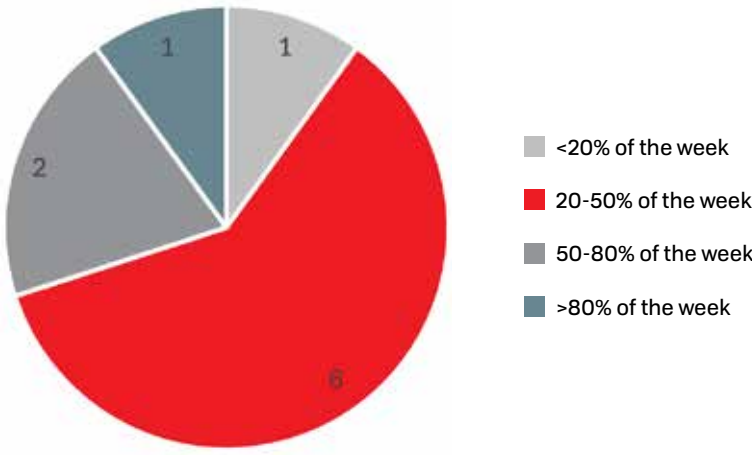


Employee Survey Results Overview

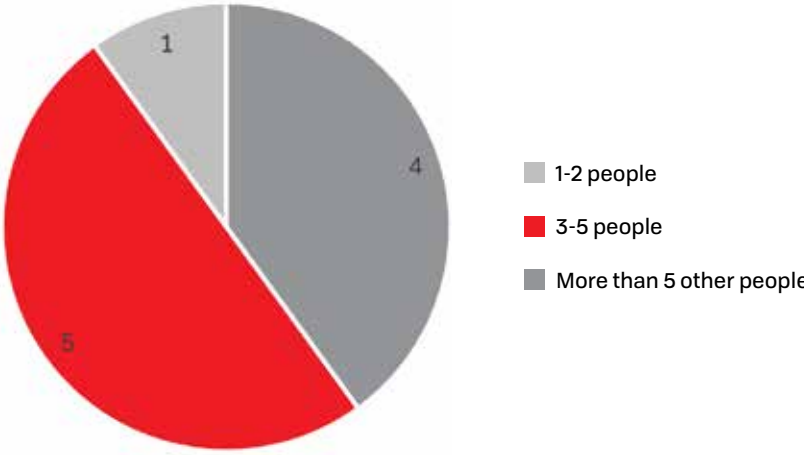
FFKR Architects and Desert Edge Architecture administered a short survey to individuals that report to City Hall and within the City’s Police Department. The survey was comprised of 34 questions. The questions had a variety of different formats that included: short answer, multiple choice, likert, and ratings. Topics ranged from general employee demographic information such as department, whether the employee is full-time or part-time, to questions about how often they are in meetings or work with others, their storage and equipment needs, what kind of visitors come to their work space and how often, and general feelings about their work environment.

The survey had thirty (30) participants from the following departments or groups: administration, police, building department, planning department, public works department, and engineering department. Upon analysis of the survey results, FFKR/DE organized responses into three general groups. The red group is the administration group that included the mayor, city manager, city attorney, human resources, the treasurer and the finance department. The blue group is comprised of all respondents from the police department. The green group relates to public services and includes the building, engineering, planning, and public works departments. Further analysis in this section of the report will be centered around the responses of these three groups; a detailed breakdown of results is provided in the final appendix report.

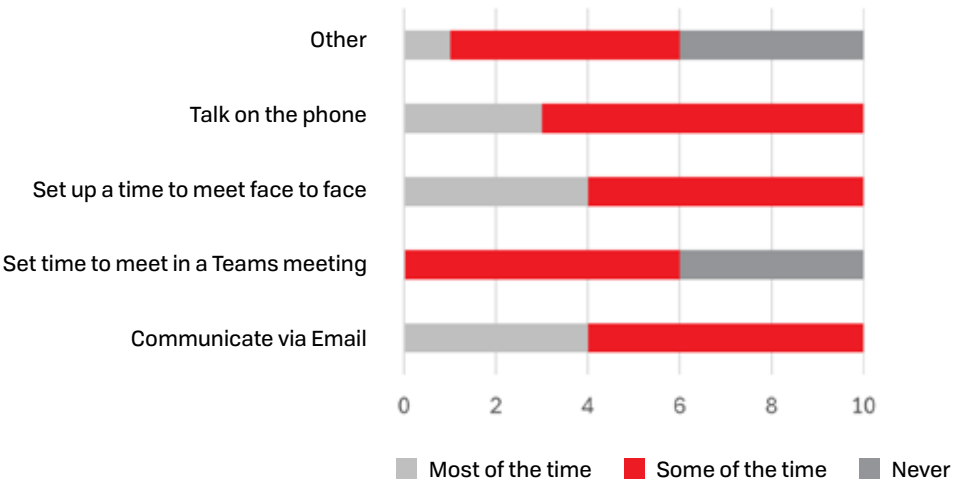
In a typical week, I work with employees in other departments



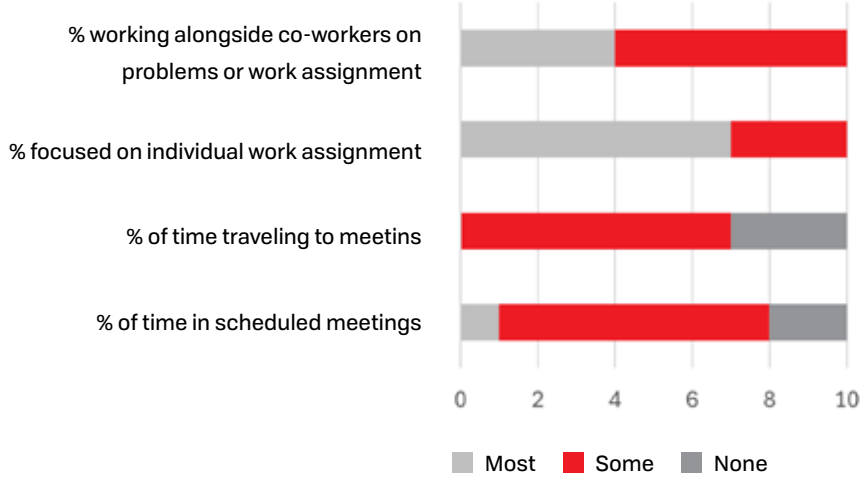
When I am in a scheduled meeting it’s usually with



When I work with people in other departments, we



During a typical week I usually spend



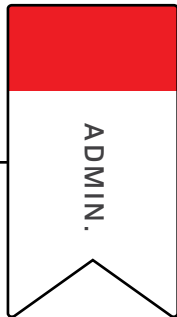
Work & Meetings with Other Departments

Employees in the administrative group are more likely to talk with individuals in other departments face to face, over email, or over a phone call; few respondents use virtual services such as Microsoft Teams, Zoom, or Google Meet.

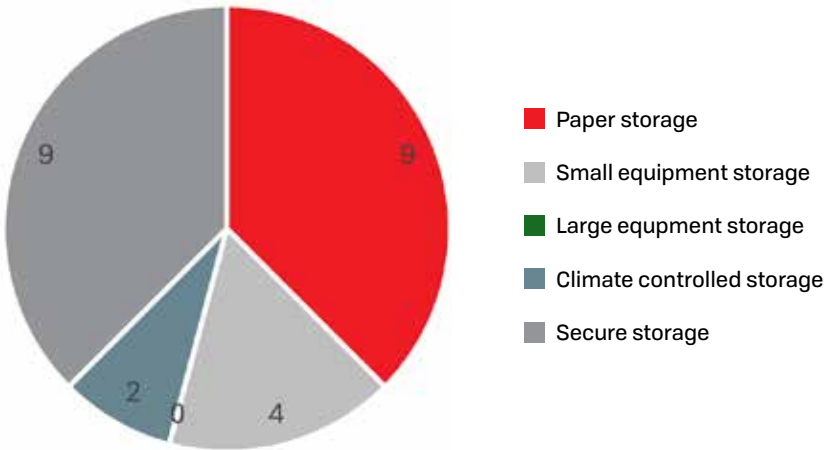
The administration team has most meetings with less than five people in attendance. An assortment of smaller conference rooms or enclosed phone booths would be adequate to fill their needs.

Individuals work on their assigned tasks for most of the work week, but will spend a large amount of time in meetings, or working/ coordinating with individuals in other areas of the city government.

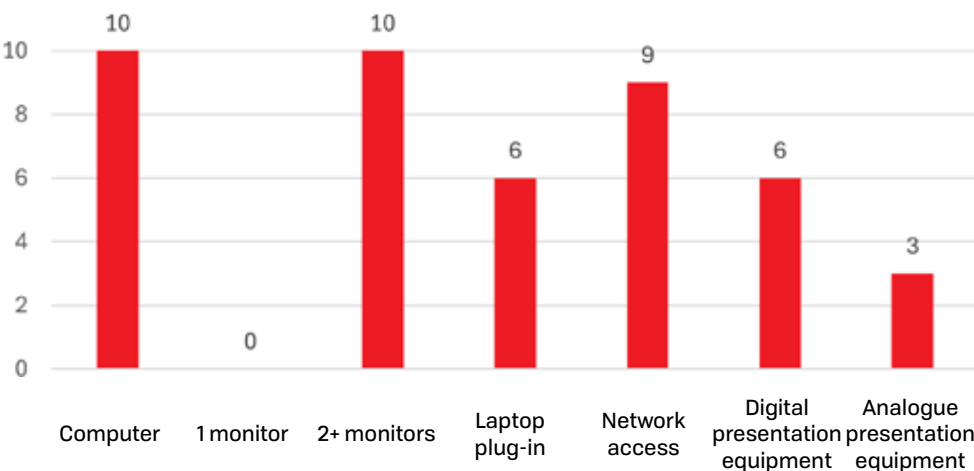
Many meetings that take place between city employees are confidential. Executive offices should be large enough to have a large desk and a separate set of table and chairs to engage in conversations and review official documentation. Large monitors are required to review detailed information, such as text and spread sheets, during meetings.



Storage needs



Equipment required to perform your work duties



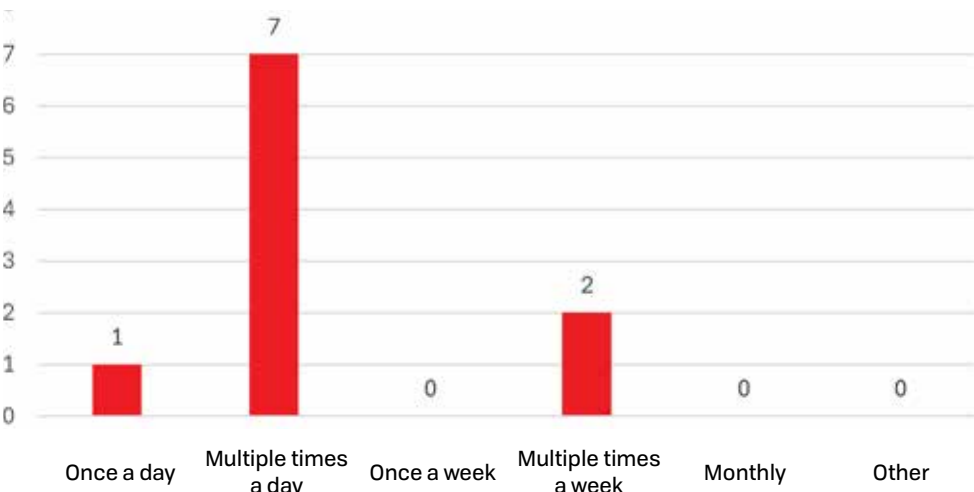
Equipment Needed to Perform Duties

In our modern, digital age it is unsurprising that all employees need a computer and prefer two monitors at their work stations. All workstations also require access to the internal city network and servers. Some individuals like having a laptop plug in or docking station to allow them to be mobile for meetings. Presentation equipment is necessary with more preference given to digital presentation materials. This would be focused in conference rooms and certain offices. Wall mounted monitors are required to review spreadsheets with text information, and detailed plans. Analogue presentation equipment such as a white board could also be incorporated into a select few conference rooms in the future.

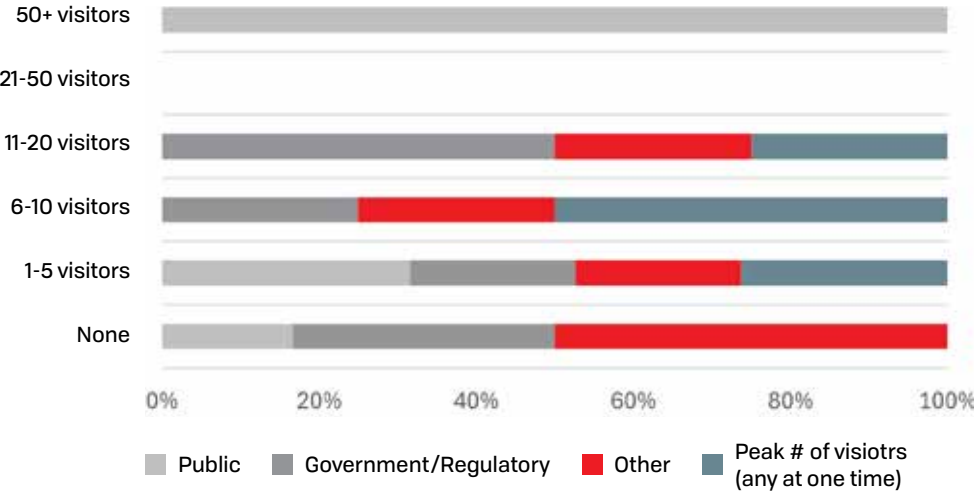
The administration group identified mainly paper storage and secure storage as a requirement for business operations. Hard copies are used for finance (including the treasurer and payroll), the city attorney, and human resources. Many storage areas were identified as critical, and the most common response for how often the storage was accessed was multiple times a day. Having a large and secure records room located directly adjacent to the administrative group is a key requirement for a future building.

Note: Consideration should be given to digitizing records that are not necessary to have on-hand. This would save space in new construction (which would in turn save cost) and allow for easier access of files as they are kept on a local server. Files located on the server can be locked to allow only certain individuals access to the files. The city recorder or a records specialist could manage the digital filing and access control, in conjunction with the city IT manager. To save space, a High Density (HD) storage system is often used in new office environments.

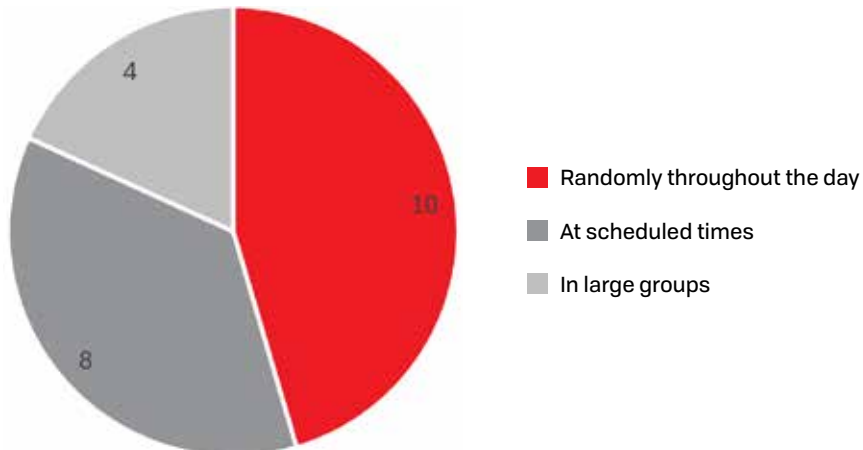
How often do you access your space?



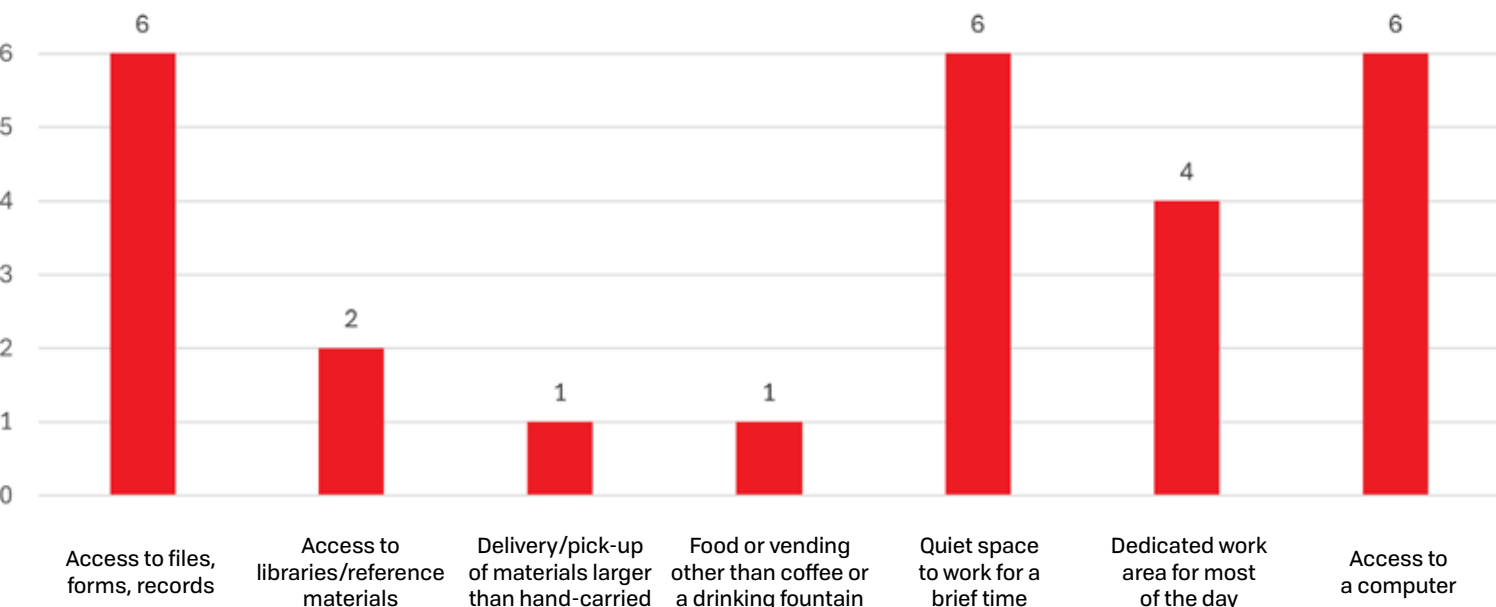
Average number of daily visitors and type of visitors



These visitors arrive



These visitors require accommodations for



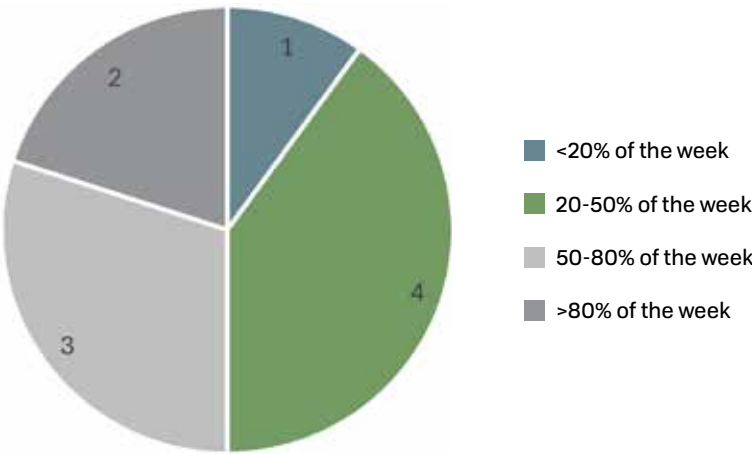
Visitor Access to City Employees

Administration employees typically have one to ten people meet with them; it is rare that there are more than ten people and never more than twenty people unless there is a council or commission meeting. Small groups of the public or individuals from other government or regulatory bodies are common. At its peak, there are 1-10 visitors at a time.

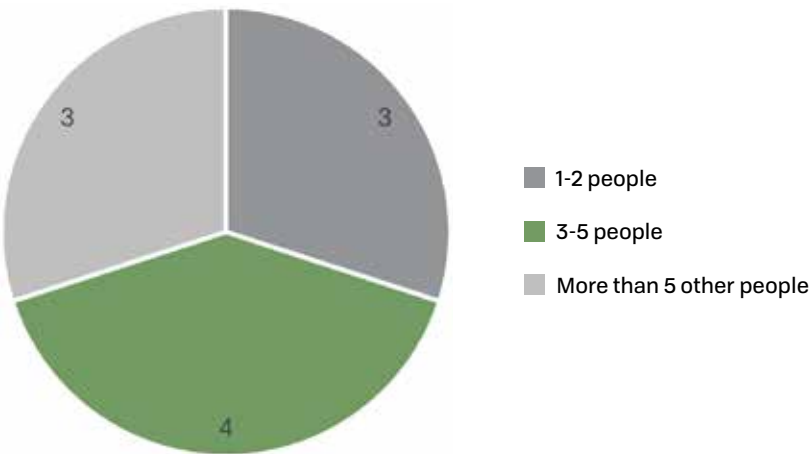
Most visitors will randomly arrive throughout the day, but others will arrive for meetings at scheduled times. Individuals will occasionally arrive for a large meeting, such as council meeting.

Occasionally, visitors will require accommodation if they are staying for multiple meetings or temporarily conducting business. When that is the case, they might require access to a computer and workstation or access to files and records. The City could consider having a “hotel” desk where these individuals can sit and work on a first-come, first-serve basis.

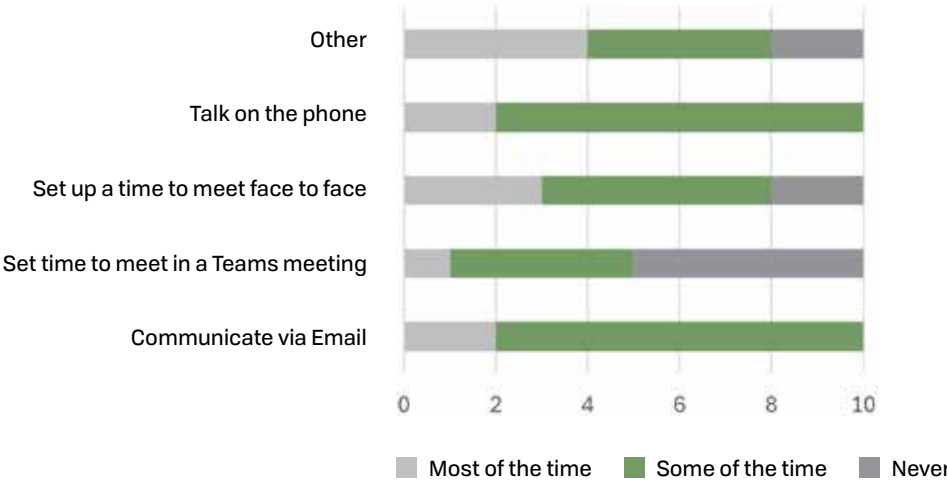
In a typical week, I work with employees in other departments



When I am in a scheduled meeting it's usually with



When I work with people in other departments, we

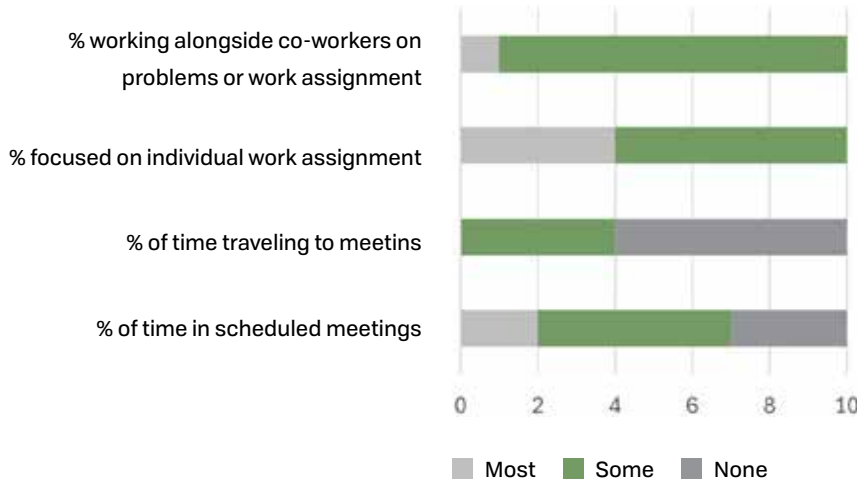


Work & Meetings with Other Departments

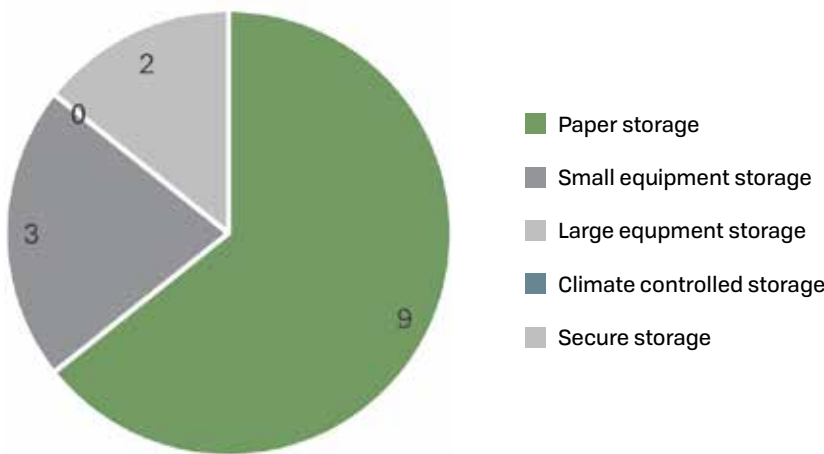
Public Services employees work in a variety of different ways and with a diverse range of individuals, causing their workflows to vary. These employees will spend a large portion of their work time every week working with individuals in other departments. When this cross-department collaboration does occur, it most often will occur in a face-to-face meeting, but phone calls and emails are also used frequently. Most individuals in this department spend time working with their coworkers to solve problems or complete work assignments. Due to the collaborative nature of these departments, having a close adjacency to one another in the future would still be desirable.

There is an even spread of meeting sizes, with most meetings being between 3-5 people. Having somewhat larger offices for department heads to meet with their small, internal teams and small groups of individuals from the public or other departments could be beneficial. Additionally, having a larger conference room available solely to the Public Services departments could allow for coordination meetings between departments or others that don't fit in offices without spilling over into the administrative areas or more public community rooms.

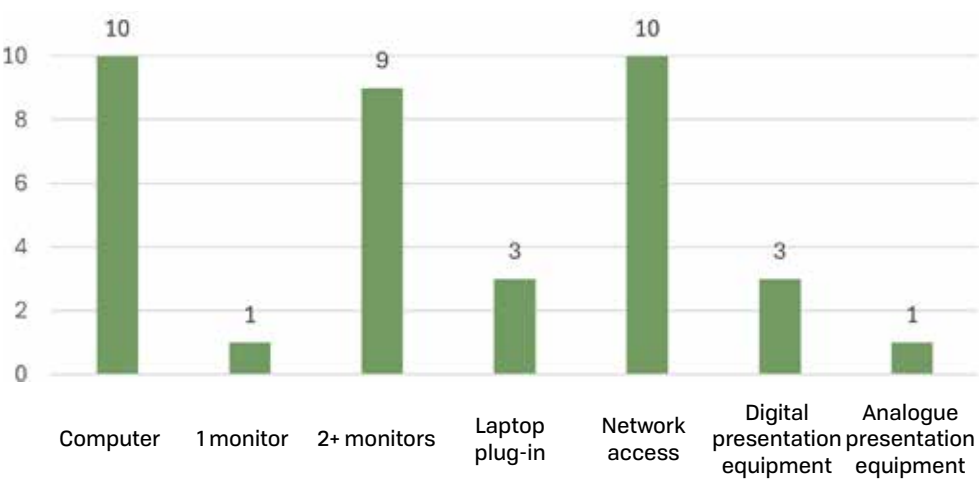
During a typical week I usually spend



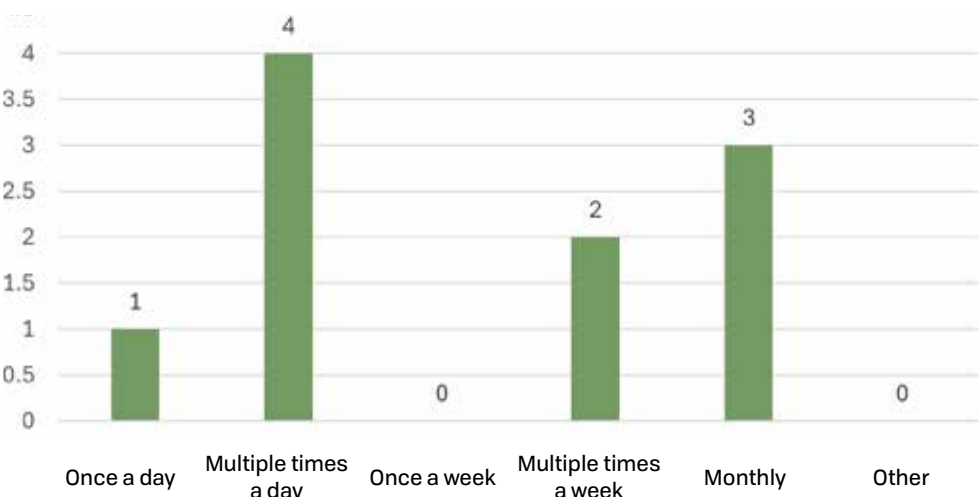
Storage needs



Equipment required to perform your work duties



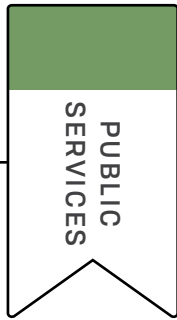
How often do you access your space?



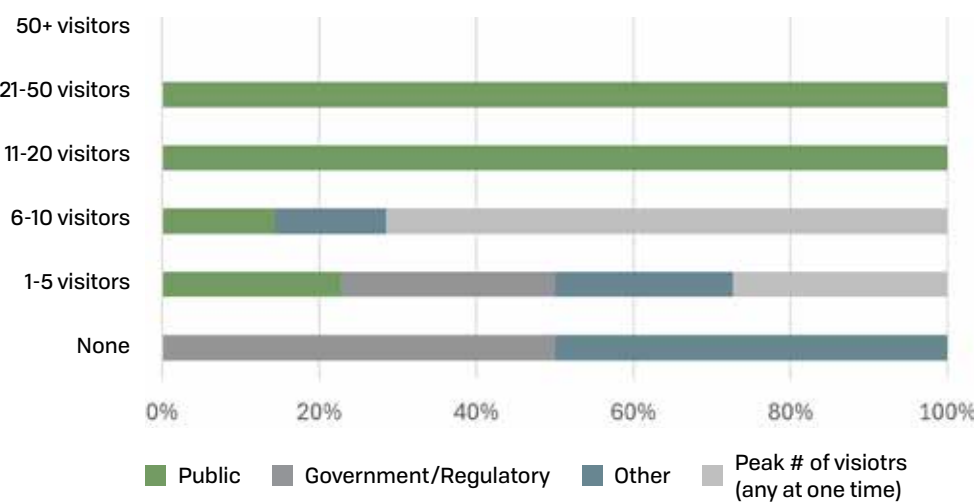
Equipment Needed to Perform Duties

The Public Services departments utilize a large amount of storage items. The biggest storage need is paper storage for the plans. These can range from adopted City plans, plans currently under review, or plans that are archived. However, if those plans that could be digitized were saved to a secure server, the amount of storage space needed could be decreased which would lead to cost savings to the City in the way of reduced square footage. Where these plans are accessed daily or monthly, having a permanent digital file could lead to improved and more efficient workflows as individuals might not have to search through a file/ storage room for the correct plan, but could "pin" or save a digital copy for quick access to their personal work computers.

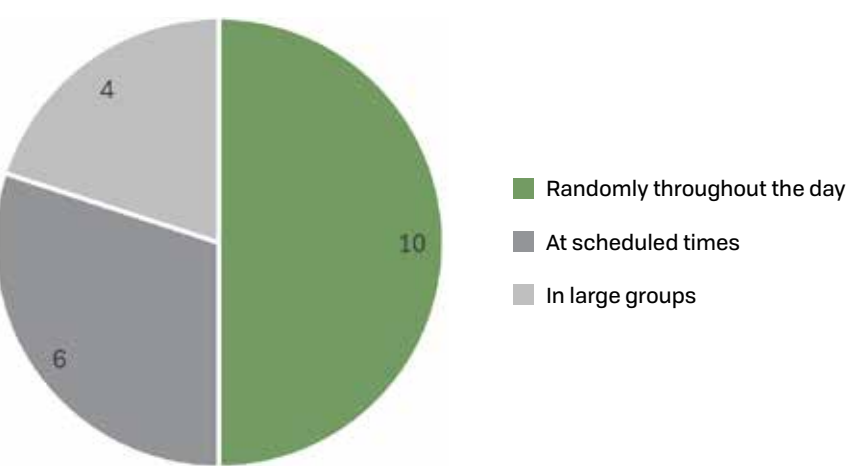
The most needed equipment was computers/laptops, dual monitor set ups, and access to the City's secure network. Some individuals desired access to digital presentation equipment which could be in a large, Public Services conference room. Additionally, department heads could have a large, mounted display in their office for use during any smaller meetings mentioned previously.



Average number of daily visitors and type of visitors



These visitors arrive

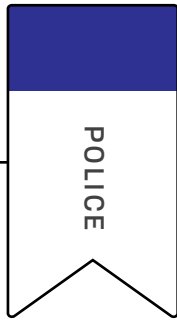
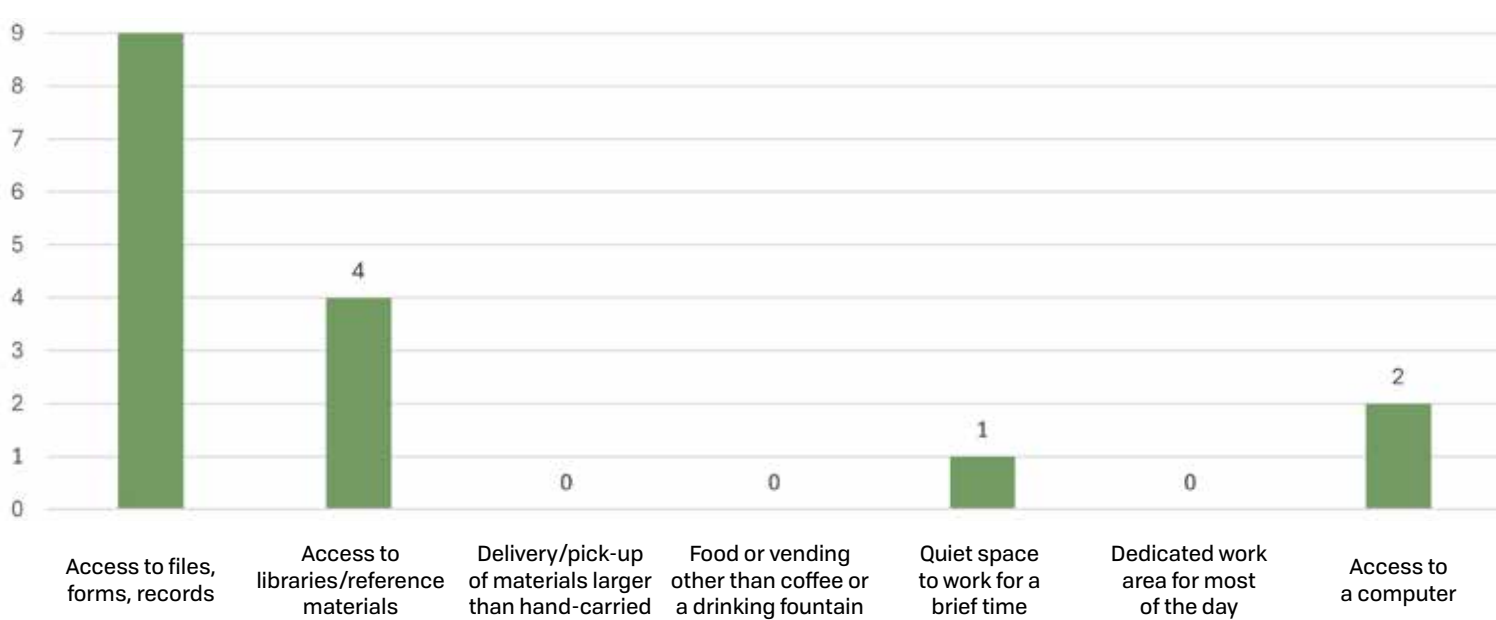


Visitor Access to City Employees

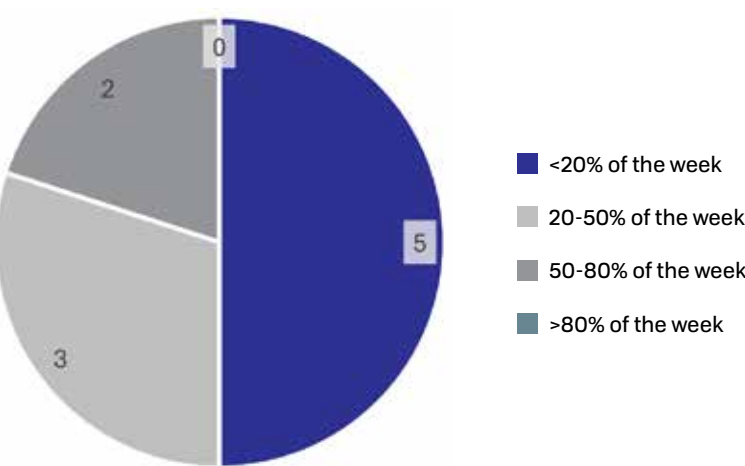
The majority of visitors to the Public Services departments are members of the public. The largest numbers shown (10+ people) likely come mostly during city council or planning commission meetings that are held biweekly. The largest number the departments would need to handle at any one time is closer to the 6-10 individual range. When individuals visit these departments, they are most likely to arrive randomly throughout the day, but in small groups or by themselves. Some individuals in these groups will have set meetings with visitors; these meetings would likely be to review comments received on permitting or have a similar objective.

When visitors are present, they rarely need a workspace or access to a computer. Most often, these visitors would need to access a file, form, or record. They might need to access reference material or archives as well.

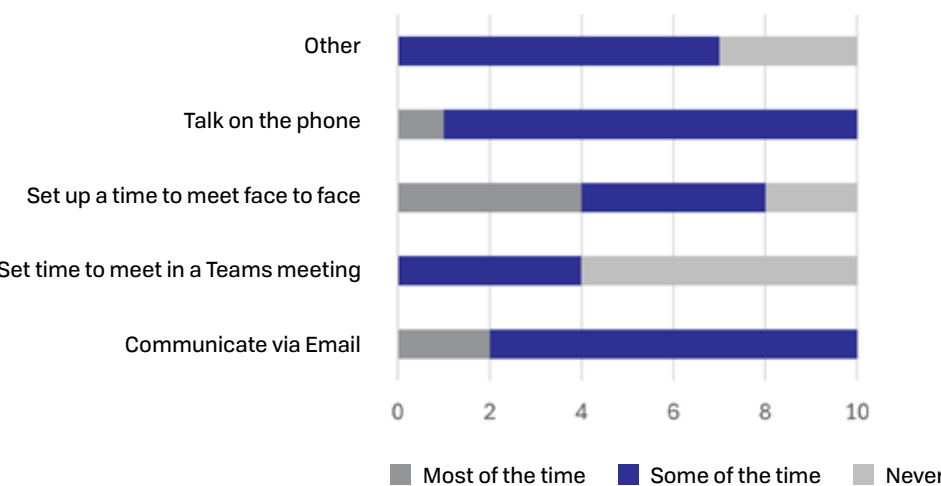
These visitors require accomodations for



In a typical week, I work with employees in other departments



When I work with people in other departments, we

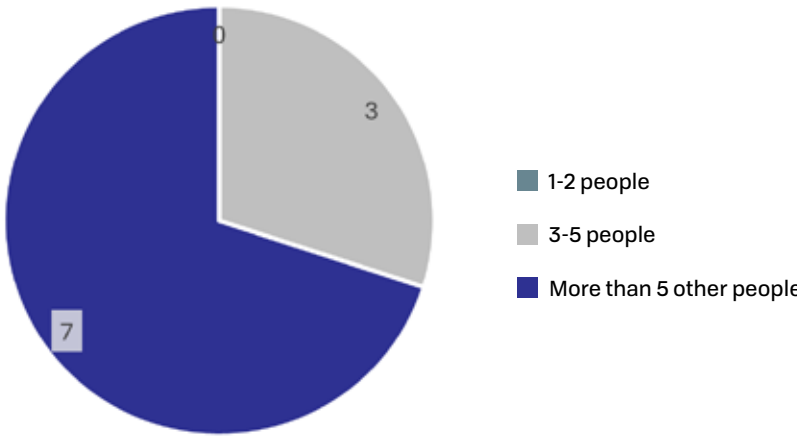


Work & Meetings with Other Departments

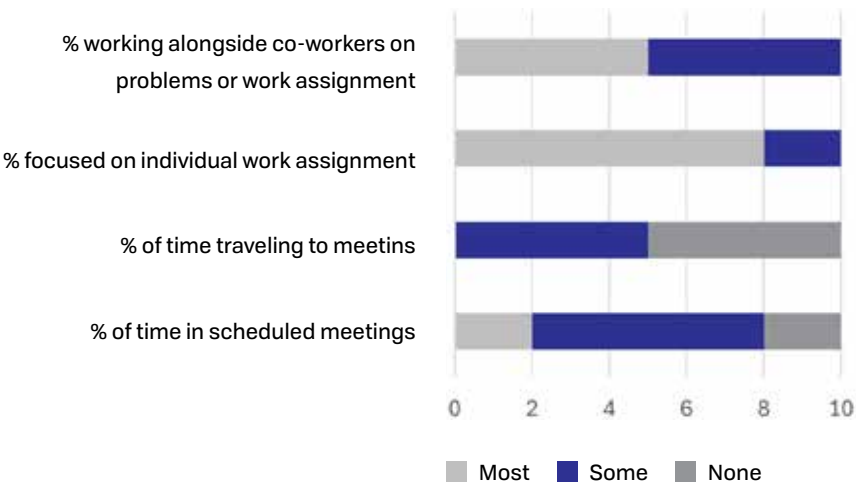
Police Officers of Hurricane City are isolated from other city employees during their shifts; half of respondents said they work with other departments less than 8 hours per week. When officers do communicate with other departments it is usually through email or a phone call. This is understandable as the majority of sworn officers are in the field during their shifts, including for most of their report writing. With this information, it is then easy to understand that most of an officer's time is focused on their individual work assignments, and only a sliver of their time is spent working with colleagues on a particular problem or assignment.

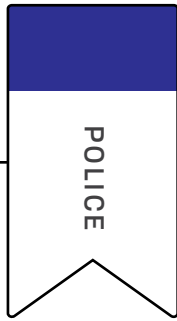
When officers participate in meetings, it is usually a large meeting with more than five people. These could be shift briefing meetings, training, or other similar activities. As the City is forecast to continue its exponential growth, the police department will grow with it. That means that more officers will be needed on shift at any one time and that there will be 24/7 coverage of officers. Both circumstances will dictate more meetings, training, et cetera.

When I am in a scheduled meeting it's usually with

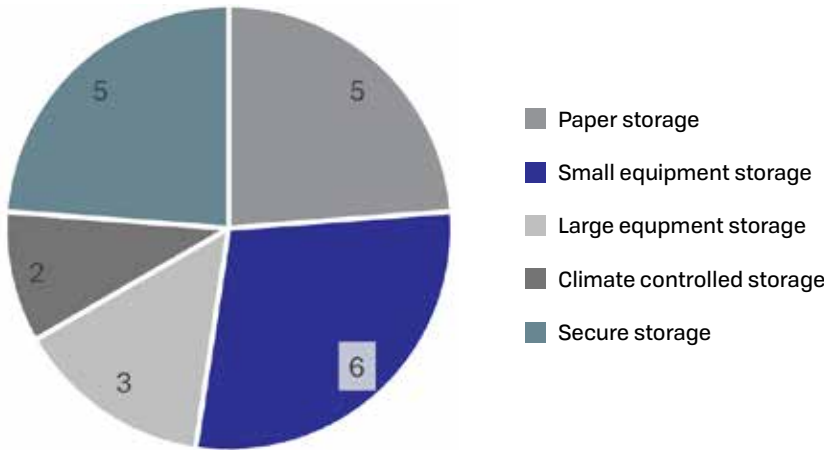


During a typical week I usually spend

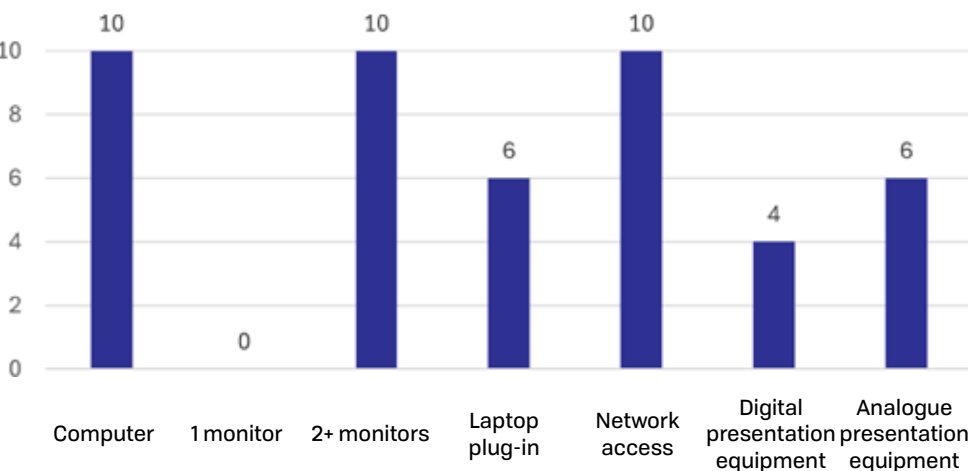




Storage needs



Equipment required to perform your work duties



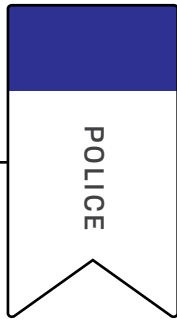
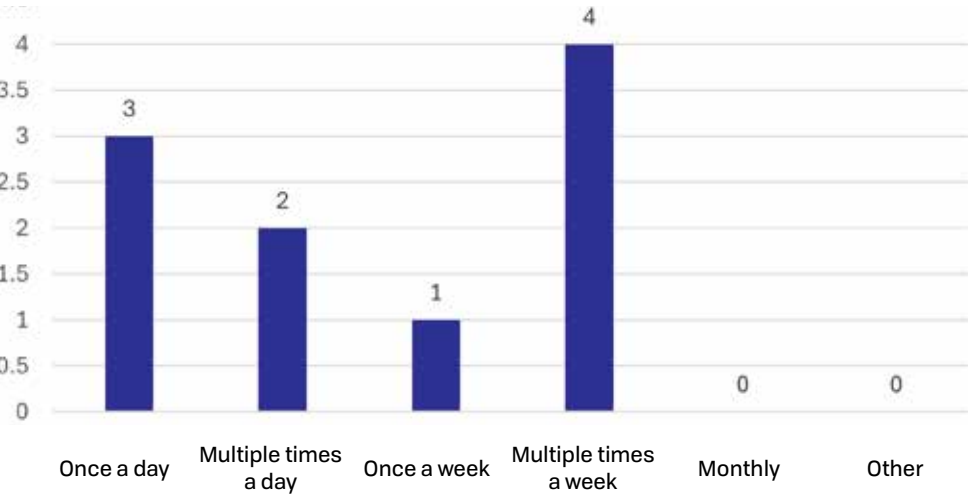
Equipment Needed to Perform Duties

Officers, both in the field and based at the station, utilize their computers often. Office staff utilize a computer tower set up, but it is likely that field staff and senior staff would benefit from laptops. Laptops would allow field officers, like patrol officers, to continue to operate predominantly from their vehicles, while senior staff would be able to travel easily to meetings.

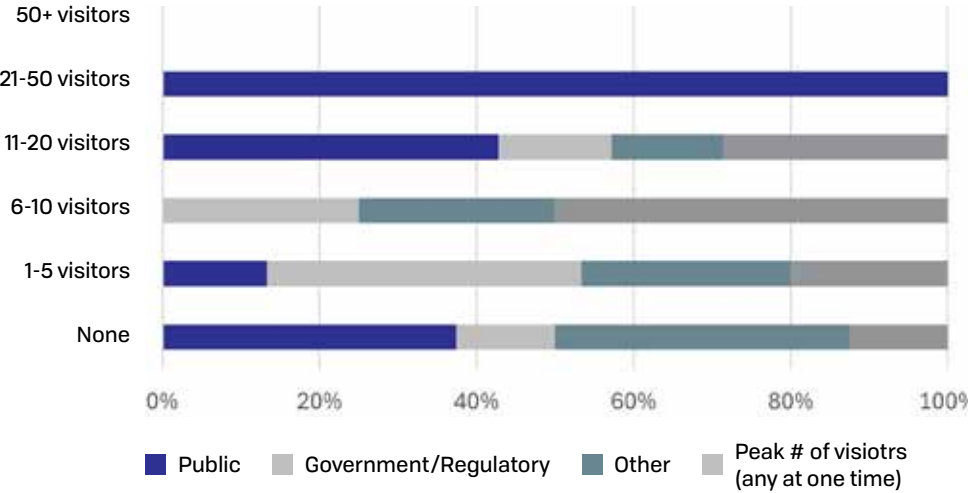
The Police Department utilizes a wide range of storage facilities. They require paper storage for records. Evidence can be both large or small items. Larger evidence items could possibly be stored in a secure, undisclosed location off-site. Regardless of final location, all evidence and records for the police department needs to be securely stored due to the sensitive nature of the items. Select evidence might also require climate controlled settings or other standards to not only maintain the item but to ensure the health of the officers working nearby.

The final storage solution in a new police station needs to be secure as mentioned above to maintain the chain of custody but very accessible as well. Officers are continually checking in evidence that is to be stored or processed at the crime lab. The individuals working in the crime lab will access the evidence storage as they process and then store the items brought in by officers. And officers will need to potentially take evidence to court proceedings.

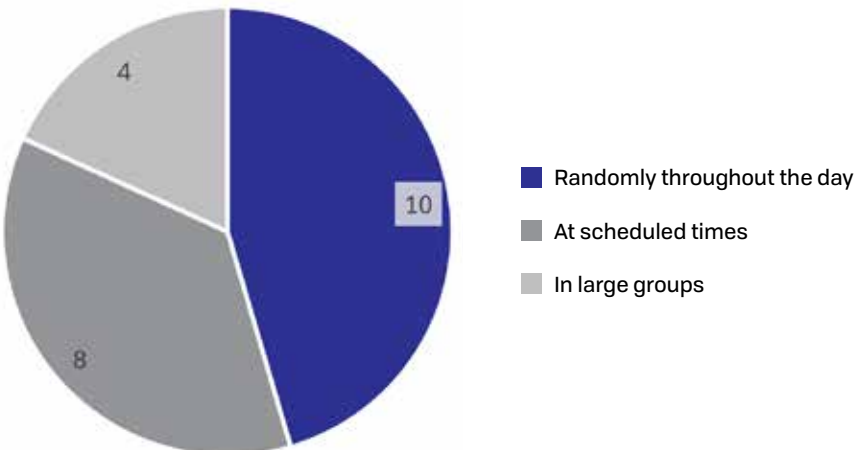
How often do you access your space?



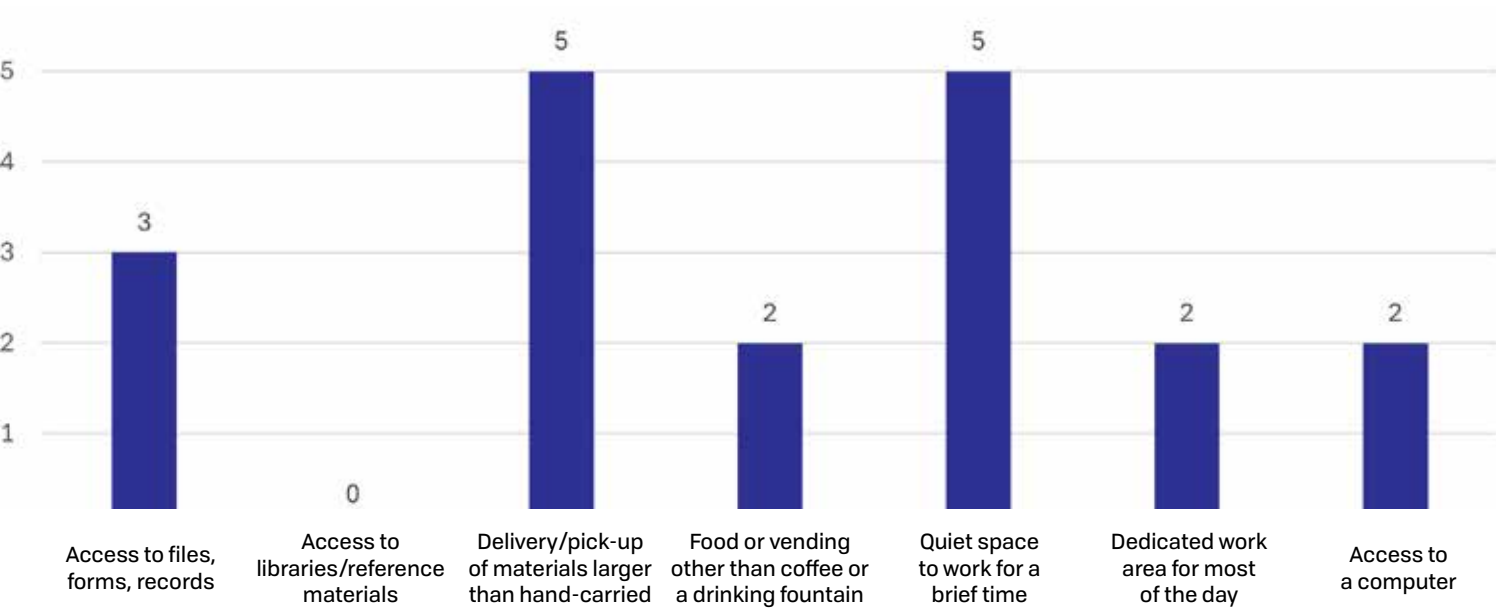
Average number of daily visitors and type of visitors



These visitors arrive



These visitors require accomodations for



Visitor Access to City Employees

The police department experiences a range of visitors to the station. All respondents to the survey said that they experienced individuals randomly coming to the station throughout the day, but 80% said that they also have individuals that come to the station for scheduled meetings. The majority of these individuals are from the public, but there is a certain amount of visitors from regulatory or other governmental agencies that will come to the police station.

Individuals who do come to the station may require a mix of accommodations. They might need to access a form or file or they might be picking up an item. Occasionally they will require a space to work a small amount of time and possibly access to a computer. Depending on the nature of the individuals requiring a workstation, hoteling desks could be established as part of the program on either the secure or non-secure side of the main lobby.



Individual Interviews

LISTEN | February 20/21 and March 08, 2024

FFKR/DE conducted interviews with select senior staff over a number of days in February and March 2024. Interviewed individuals included the mayor, city manager, city attorney, human resources manager, treasurer, finance manager, payroll manager, police chief and deputy police chief, public works director, city engineer, building official, planning director, utility staff, and permit techs. Interview notes will be provided in the appendix of the final report.

During the interviews, FFKR/DE delved into more granular details based on the survey responses that were received. We explored more about furniture and equipment needs and how storage is used currently. The in-person interviews also allowed our team to obtain first hand experience walking through the spaces used every day by city staff to see how they are used.

A common comment made in both the interviews and surveys was the lack of employee restrooms and a proper break away for employees. Both of these comments hint towards employees wanting a common area for them to gather, away from their desks and conference rooms away from the public eye. Studies show that a central employee hub boosts employee morale and therefore, productivity. A well designed employee break area is often used as a recruitment tool in current office design.



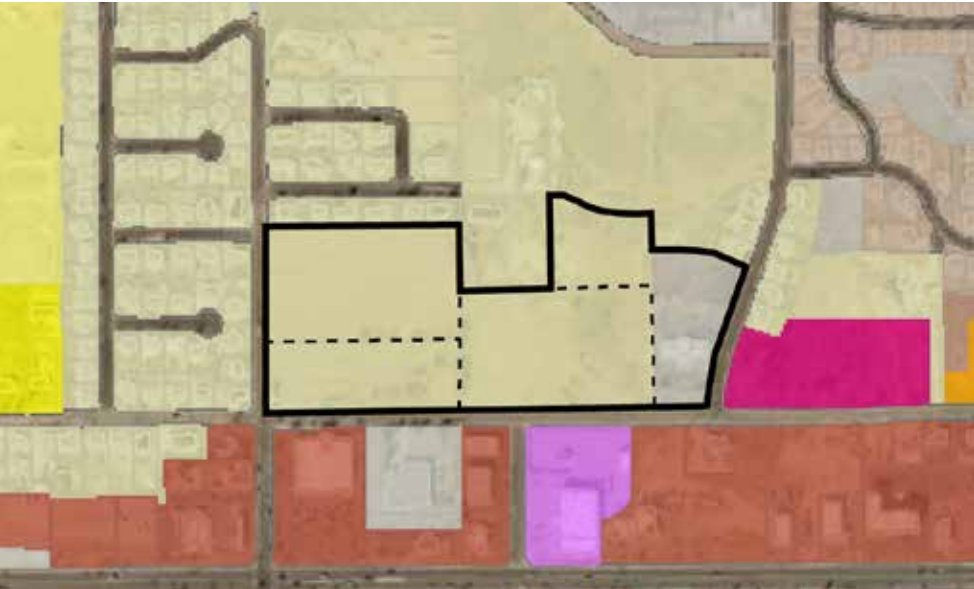
Experience Mapping

LISTEN | February 20/21 and March 08, 2024

A specific highlight of the individual interviews was the development of an experience map. These maps are efforts to see a “day in the life” of each employee so space plans are developed to reflect an employees specific work flow and identify items used in an average day to complete their work. A full sheet will be dedicated to each experience map completed in the appendix of the final report.

During these exercises, FFKR/DE would ask the individual to walk us through a typical day or regularly scheduled meetings/events they attend as part of their work. The space users provided information such as how/where do they enter the building, what type of work do they do in the morning, where they eat lunch, what work they accomplish, and when they typically leave.

Once we had completed a quick overview of a typical work day, we discussed irregular work days and activities, what would happen only monthly, quarterly, or yearly and other activities critical to their job. Events ranged from preparation, planning commission, city council meetings, and city events.



Legend:
City Owned Land Boundary —————
Individual Plat Boundary - - - - -

Zoning Classification	
A-10: Agricultural - 1 Unit Per 10 Acres	RM-2: Multi-Family - 10 Units Per Acre
A-5: Agricultural - 1 Unit Per 5 Acres	RM-3: Multi-Family - 15 Units Per Acre
RR: Recreational Resort Zone	MH/RV: Mobile Home - RV
OS: Open Space	GC: General Commercial
RA-1: Residential Agricultural - 1 Unit Per Acre	PC: Planned Commercial
RA-0.5: Residential Agricultural - 2 Units Per Acre	HC: Highway Commercial
R1-15: Residential - 1 Unit Per 15,000 Sq. Ft.	NC: Neighborhood Commercial
R1-10: Residential - 1 Unit Per 10,000 Sq. Ft.	BMP: Business/Manufacturing Park
R1-8: Residential - 1 Unit Per 8,000 Sq. Ft.	M-1: Light Industrial
R1-6: Residential - 1 Unit Per 6,000 Sq. Ft.	M-2: Heavy Industrial
RM-1: Multi-Family - 6 Units Per Acre	PF: Public Facility

Zoning Implications

The current area set for possible development by the city is made up of four parcels of land totaling 20 acres. A portion of the parcel that is furthest east (where city hall is currently located) is zoned as a public facility; it is unclear why part of the parcel is zoned differently than the other portion. The remaining portions of the city parcels are zoned as R1-10 which means that there can be one single family residential home built every 10,000 square feet or approximately every quarter acre. The maximum building height for the R1-10 is 35 feet. All buildings must be 10 feet apart. Buildings are only permitted to cover 50% of the lot.

Setbacks:
Front: 25 feet Side: 10 feet (interior side yard)
Rear: 20 feet 20 feet (street side yard)

However, government services buildings are not permitted in the R1-10 zone. Per the Hurricane City Code of Ordinances, governmental service buildings are not listed as either permittable, conditional use, or a not permitted use in the public facility zone. This will necessitate a change in zoning to at least one parcel for a new civic center and police station. If the City chooses to develop the remaining land in the future, it is likely that those parcels will also need to have their zoning changed.

A planned commercial (PC) zone does permit the use of government services buildings and a maximum building height of 55 feet. A planned development overlay zone could also be pursued for the civic center property along with any rezoning that might occur.

Adjacent lots to the civic center parcels are also R1-10, HC (highway commercial), NC (neighborhood commercial), public facility, or M-1 (light industrial).

Zone Change Requirements

(The zone-change process usually takes 1 - 2 months.)

- Prepare zone change maps.
- Review and comment by Joint Utility Committee.
- 10-Day Public Notice.
- Public Hearing before the Planning Commission (Planning Commission will take public comments and make a recommendation to the City Council to approve, approve with modifications, or deny the zone change request).
- City Council Meeting (for a final decision).

After the zone change is completed, a Site Plan will need to be approved before any actual construction can commence.

Site Plan Requirements: (This process can take several months depending on the complexity of the review of constructions drawings.)

- Preparation of a Preliminary Site Plan reflecting a realistic layout of how the property is proposed to be developed.
- Review and comment by Joint Utility Committee.
- Planning Commission Meeting and Approval.
- Submit construction drawings for review and comment by Joint Utility Committee.
- Submit Final Site Plan for Planning Commission approval.
- Notice to Proceed issued to begin construction.

(Note: If rezoning to Planned Commercial, the preliminary site plan will have to be approved concurrently with the zone-change process.)

Demographics of Hurricane City – Fast Pace of Growth General Statistics

Population projections played a significant role in the analysis of projected space needs. During interviews and analysis of spaces, a population between 70,00 to 300,000 was considered.

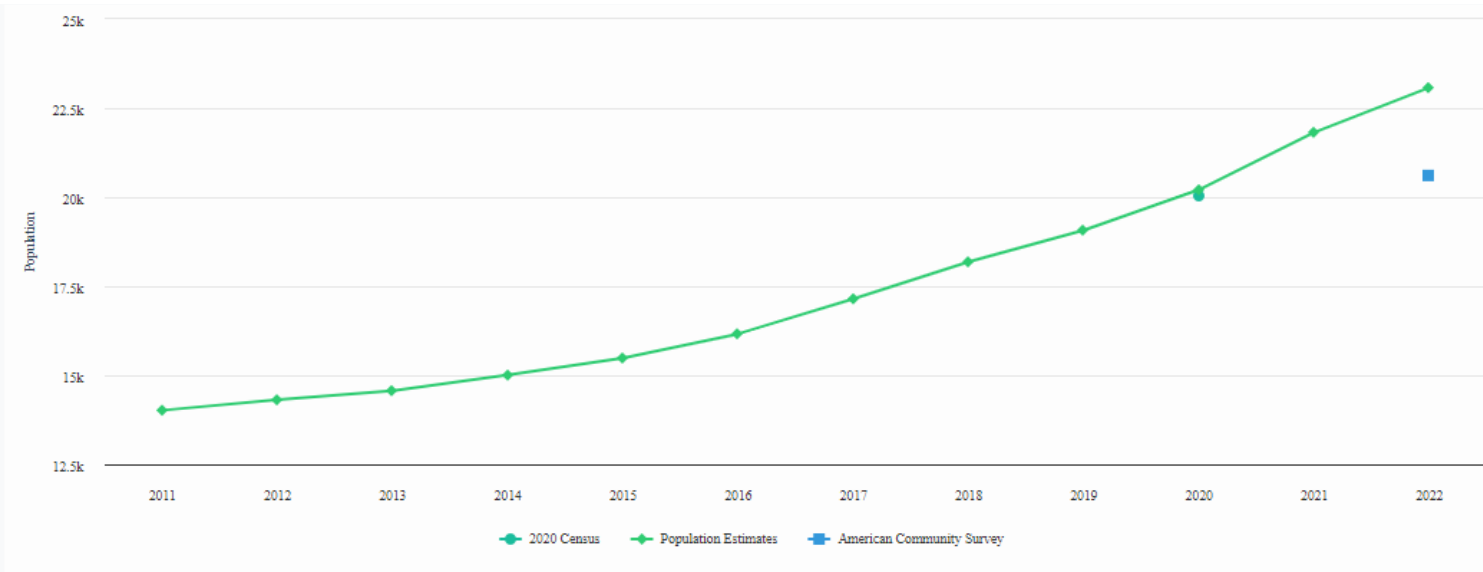
For example:

If the police department grows 2-3 (2.5 average) patrol officers per year for 20 years, then the department will grow by approximately 50 officers, for a total of 85 patrol officers.

The police departments goal is to maintain a ratio of 1 sergeant to 5 officers. The increase in patrol officers would therefore increase the number of sergeant supervision.

Population	Growth	Population Projections
2020: 20,209	5.16% Annually	20 years 2044: 69,989
2024: 25,587		50 years 2074: 316,627

Hurricane Population Growth Curve



Continuous warm weather and beautiful landscapes attract many visitors.

Area Attractions

Recreation

Parks, Monuments, Trails

Geological Features

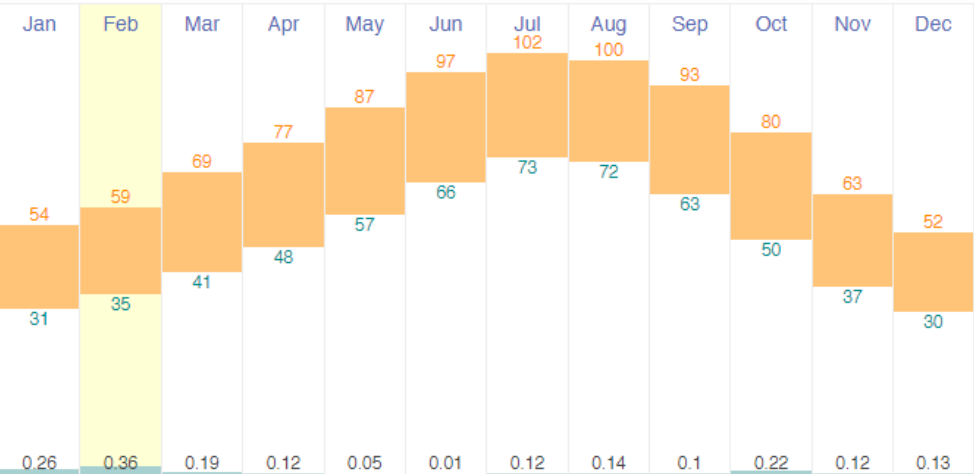
Grand Canyon Red Rock, Pine Valley Mountains

Proximity to Hot Spots

Zion, Brian Head, St George, Las Vegas

Annual Weather Averages Near Hurricane

Based on weather reports collected during 1985–2015.



February Climate & Weather Averages in Hurricane

High Temp: 59 °F	Precipitation: 0.36"	Wind: 4 mph
Low Temp: 35 °F	Humidity: 54%	Pressure: 30.08 "Hg
Mean Temp: 47 °F	Dew Point: 25 °F	Visibility: 12 mi

Quick Climate Info

Hottest Month	July (88 °F avg)
Coldest Month	December (41 °F avg)
Wettest Month	February (0.36" avg)
Windiest Month	June (8 mph avg)
Annual preclp.	1.82" (per year)

Weather by CustomWeather, © 2024

City Architectural Historic Character



PRIVATE RESIDENTIAL WOOD FRAME



COMMERCIAL STONE



COMMERCIAL STONE



MERCHANTILE & 2ND STORY HOUSING WOOD FRAME



RELIGIOUS MASONRY



EDUCATIONAL MASONRY



EDUCATIONAL MASONRY

Hurricane City’s architectural language since the time it was settled in 1896 started with wood, masonry, and stone materials for public buildings to support its agricultural community.

This tradition has continued today with mercantile, educational, and religious buildings throughout the city.

The new Hurricane City Civic Center should capture this unique character of materials to maintain a sense of historic respect and recognition.



1984



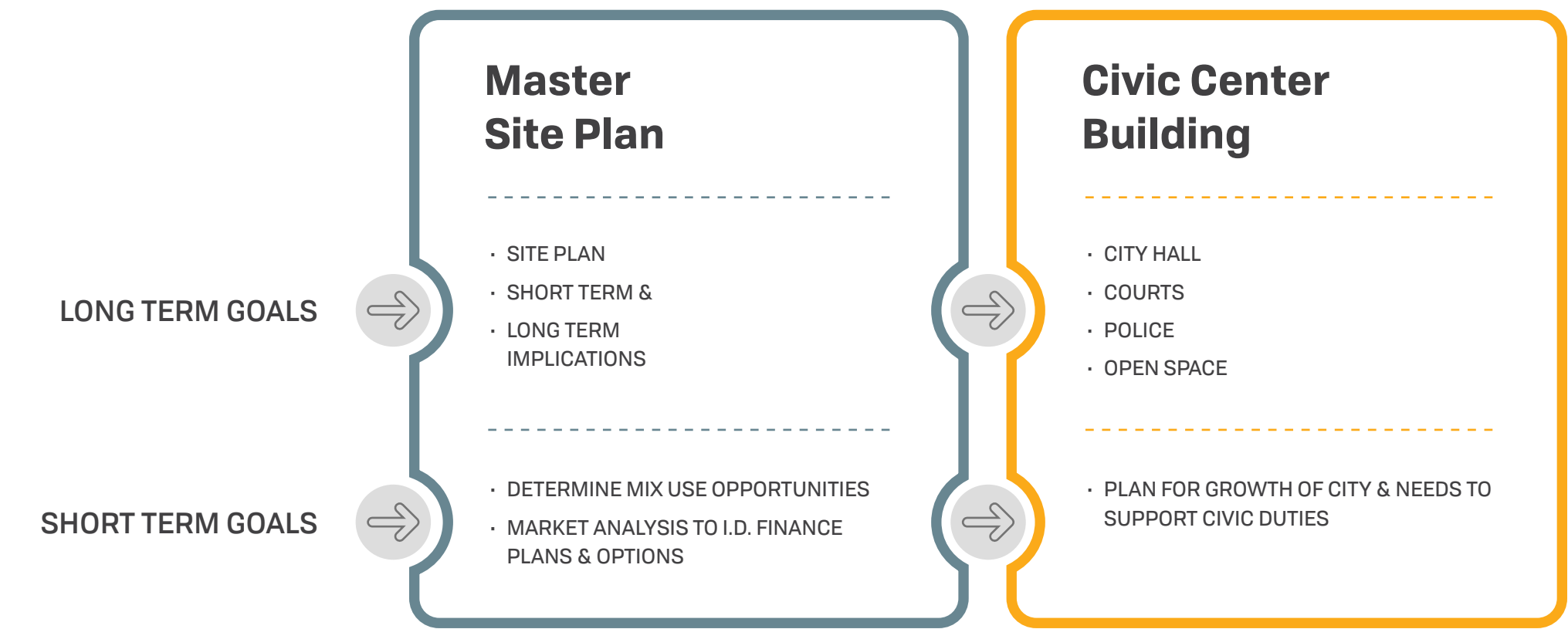
2022

HURRICANE CITY – TIME COMPARISON
Kem Gardner Institute estimates that Hurricane City will grow by 2.5 times by the year 2060 - projected to grow from 25,587 to 465,128 occupants



PROJECT VISION

Defining a vision and guiding principles to a project is important to guide future decisions and evaluate priorities. Articulating fundamental purpose as a group establishes consensus and is a measurement of progress and success during the next design phase as the project develops. The intent is to re-visit these goals at each critical milestone of the work, to ensure that the design reflects the core ideas gathered from the stakeholders of the project.



Key Wording Session

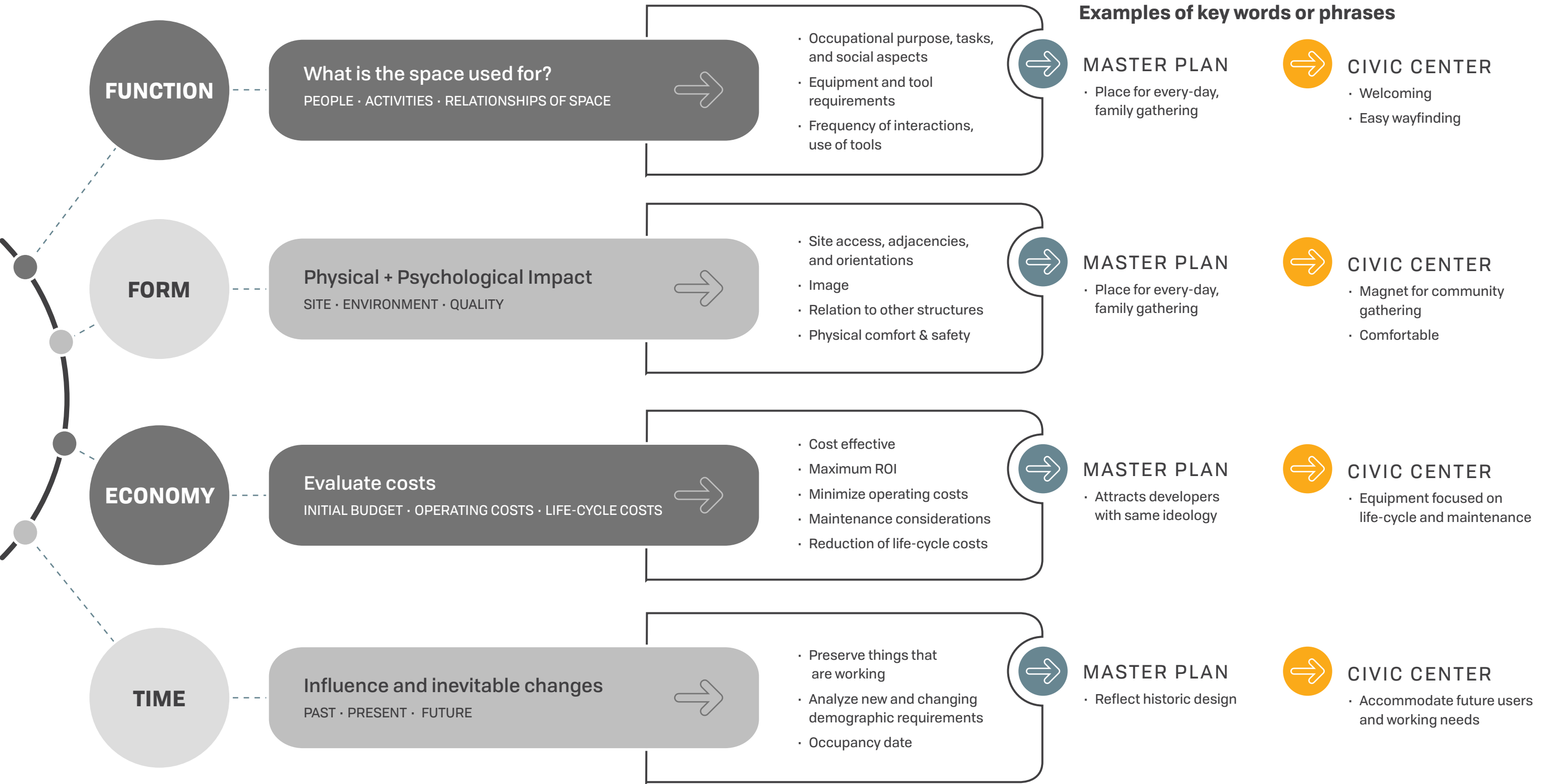
A collaborative Visioning Session took place with the Steering Committee on February 20th where with a focus to define collaborative goals. Each team member was to contribute all thoughts and dream big.

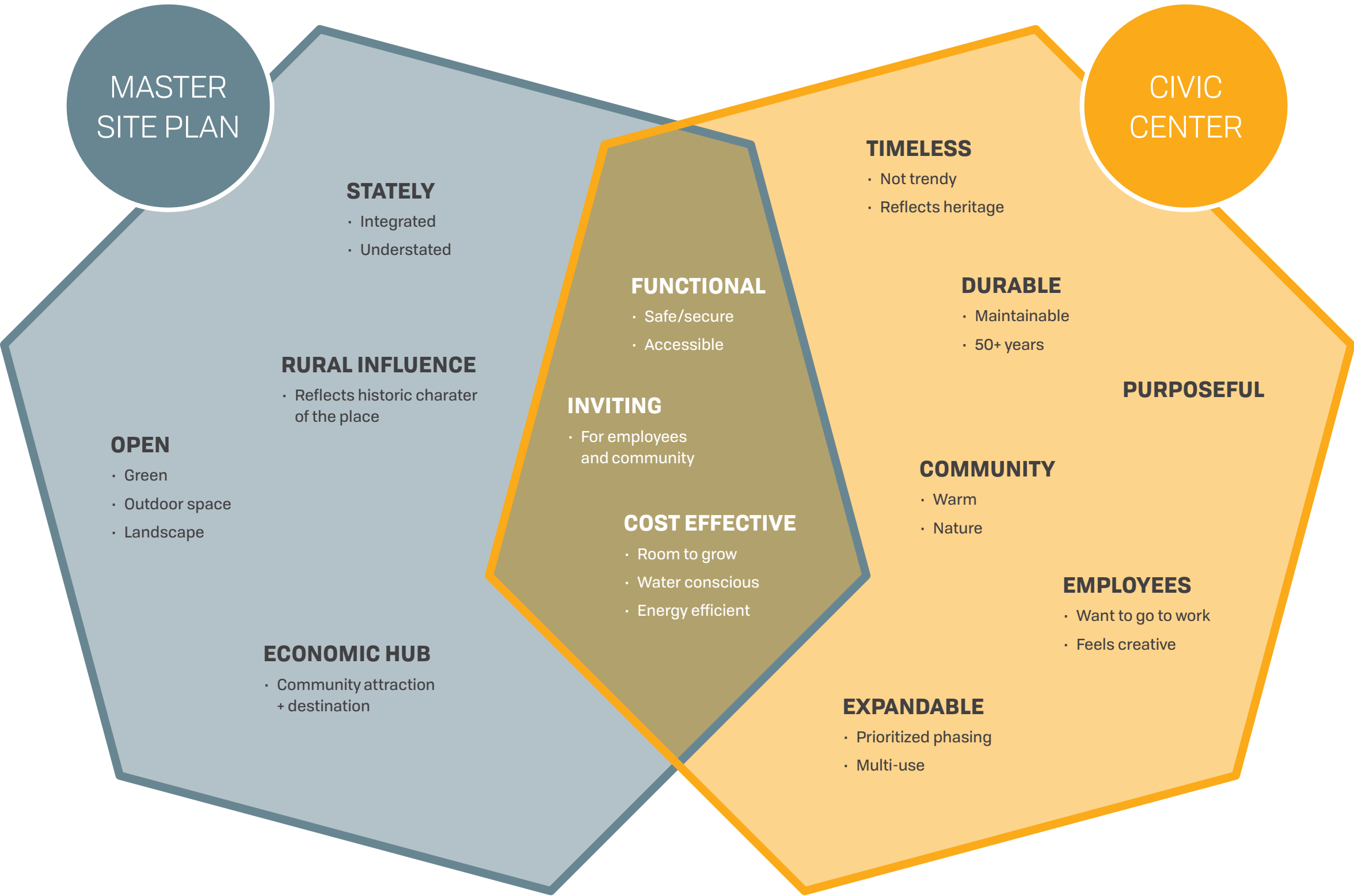
The words from this session evolved from key concepts that classify all typical projects, which include Function, Form, Economy, and Time, as outlined in the graphic on page 25. The team was encouraged to write five of their own words on sticky notes, that were then placed on a communal board and organized into common themes.

The collective and reoccurring themes for both the master site plan and the civic center include 3 key principals: **FUNCTIONAL, INVITING, COST EFFECTIVE**

These principals translate to several concepts that are fluid between several subconcepts.

- Durable, Efficient, Expandable, Room to Grow*
- Safe, Secure, Accessible for Community, Attractive to Employees*
- System Efficiencies – Energy and Water, Durable*





Connections

FUNCTIONAL

- Efficient
- Expandable
- Room to grow

INVITING

- Want to go to work
- Stately
- Timeless
- Reflects heritage
- Rural influence

COST EFFECTIVE

- Multit-use
- Room to grow
- Water conscious
- Energy efficient

GOALS

Building on the goals and guiding principles outlined in the keywording session, the next phase of design should explore solutions that incorporate these concepts spatially through the built environment. Some design strategies to follow this through are described below.

INVITING

Community Member Experience

- Clear circulation and universal accessibility
- Create a vibrant experience that celebrates nature and the community
- Areas for all types of people should be a draw to help the community come together and be active, reflecting the integral nature and history of activities in Hurricane City, like bicycling, walking, and enjoying the outside environment and places to pause
- The history and image of Hurricane City should be celebrated and displayed through art and display space located in high-traffic areas, for interior and exterior spaces

Site Circulation

- Public entrances should be clearly highlighted, and any private employee access – particularly for Police & Courts, should be screened and monitored with cameras
- Clear exterior signage and architectural entrance elements should be considered to encourage intuitive wayfinding and enhance user experience.

Employee Comfort

Research shows that improved employee amenities that focus on comfort and safety maximize productivity. Comfortable work environments also aid in employee recruitment and was a topic of discussion during departmental interviews.

- Access to natural light and views
- Where windows are not possible, skylights or borrowed light are considered
- Strategies for improved air quality through HVAC system selection
- Strategies and targets for noise control and acoustical privacy
- Safe and resilient building structural systems
- Organization of spaces to encourage employee interaction
- A variety of spaces, both interior and exterior, should be offered to employees to encourage movement and provide varied experiences during the day

Material Selections

- Connection to the natural environment (ie: connection to windows the focus on site views)
- Low VOC, non-hazardous finishes that have material transparency

FUNCTIONAL

Technology

- Recommendations for technologies that are reliable, easy to use, and flexible
- Main public entrances should be monitored, but also support a welcoming atmosphere
- Building access, interior and exterior, to be controlled by card reader access
- A separate Police entrance is essential and is required to be heavily secured

Site Specific Environment

- Building massing and form should be site responsive – taking advantage of the natural grading for access points
- Building orientation should consider views as well as solar impacts to the building and its users and systems.

Material Selections

- Kitchenette or wet areas should receive tile for wall protection
- Durable materials to be placed in high traffic areas
- Initial material selections are very important for longevity and maintenance. A durable material may increase “first costs” but will ensure a functional and maintainable building environment for a longer period and incur less replacement costs.

VISIONING | GOALS & PRIORITIES

Quiet and Active Spaces

- Space plans should be zoned to place louder more active spaces together and away from quieter work zones
- Large assembly spaces could be flexible for multiple uses to support a variety of activities and group sizes
- Programmatic adjacencies should be considered both horizontally and vertically

COST EFFECTIVE

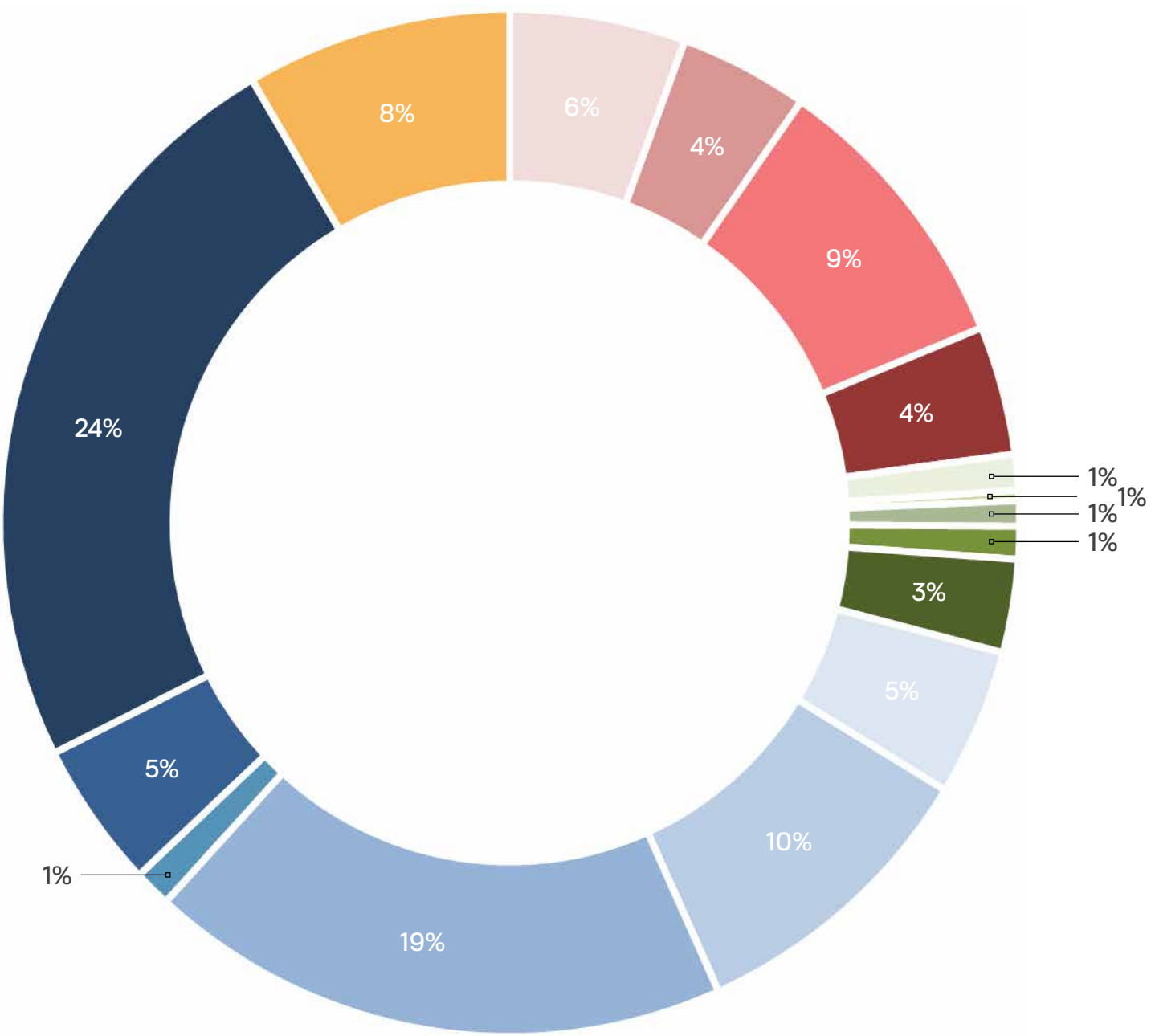
Value-based design decisions maximize value to citizens.

Building Efficiency and Reduction of Life-Cycle Costs

- Efficient structural systems and design
- Selection of energy efficient materials and building systems for a hot climate
- Window systems selections that consider insulation values, shading options, and site orientation will reduce heat gain in the hot environment
- Exterior materials and building orientations that control solar heat gain and limit glare
- Energy efficient power systems
- Energy efficient lighting systems with integrated sensors

Dynamic Building Design

- A flexible, functional work environment achieved through open floor plans and access to technology.
- Main public entrances should be monitored, but also support a welcoming atmosphere.
- A separate Police entrance is essential and is required to be heavily secured.



Legend	
<div></div>	Police - General Areas
<div></div>	Police - Office Support
<div></div>	Police - Community Services
<div></div>	Police - Investigations
<div></div>	Police - Patrol
<div></div>	Police - Admin
<div></div>	Public Services - Support Areas
<div></div>	Public Services - Building
<div></div>	Public Services - Planning
<div></div>	Public Services - Public Works
<div></div>	Public Services - Engineering
<div></div>	Admin - Finance
<div></div>	Admin - Core Admin
<div></div>	Admin - Lobby/Community Rooms
<div></div>	Admin - Council Chambers
<div></div>	Courts

Program at a Glance

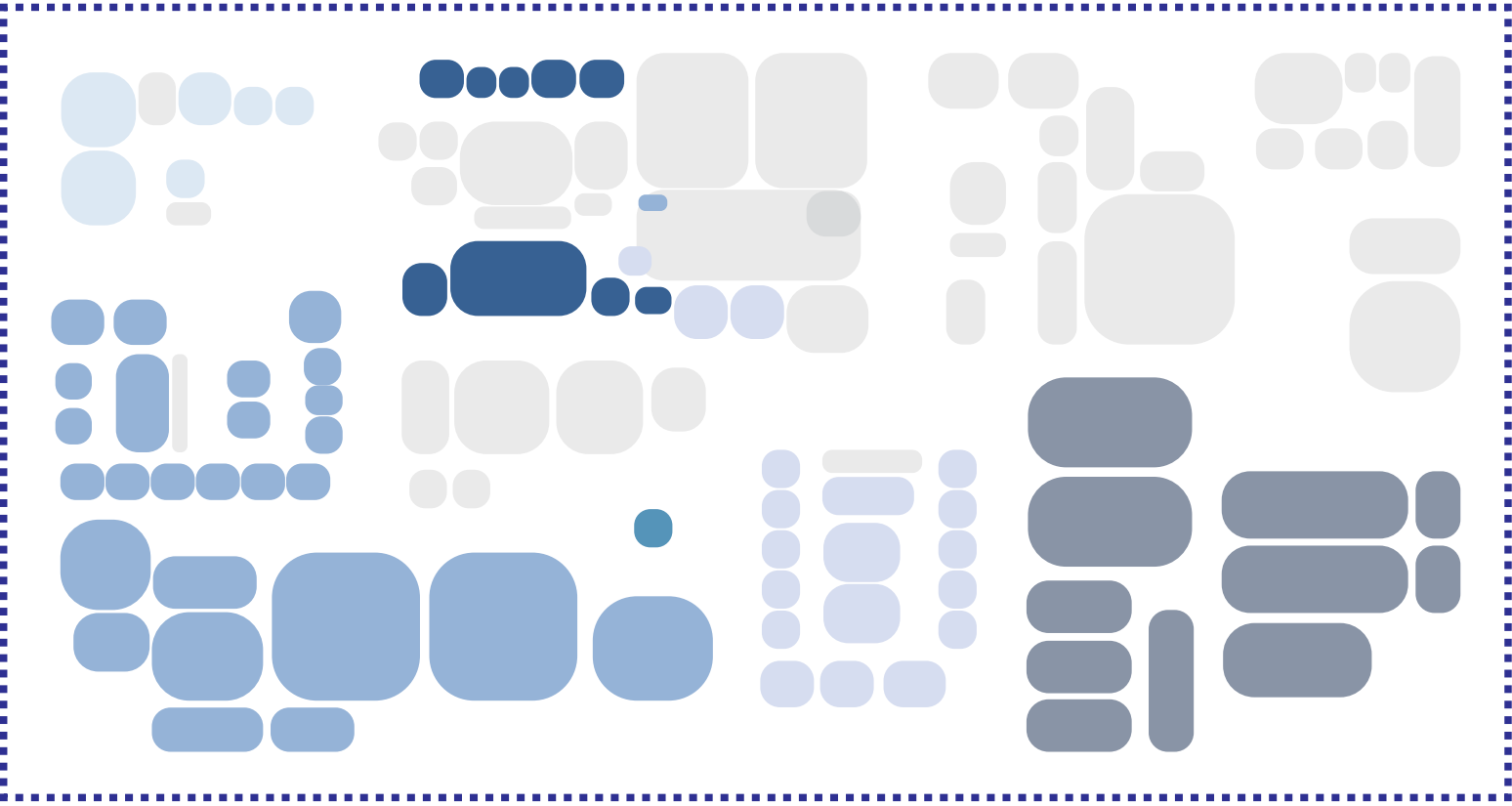
As part of the programming process, a matrix of space and staff needs was developed for all departments and groups that are currently housed in City Hall or at the shared police station and court house off of West State Street and 700 West. General groups are organized first by prime color (administration is red, police is blue, courts is yellow, and public services is green) and then divided into individual functional work groups/departments by a different shade of the prime color.

Space sizing was determined using growth projections as described in Section 2. Other means of sizing was determined based on comparison of departments in similar sized cities in the region. For example, the addition of a director of economic development and bringing IT services in-house. Other areas were included to comply with current best practices in space planning, to create a more welcoming environment for others (such as having a room set aside for nursing mothers), or to improve the work environment for employees by providing better facilities which will also help the city recruit staff.

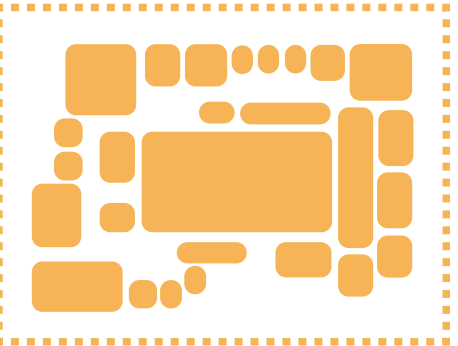
The graph to the left shows the percentage of the overall new square footage for each functional group. The estimated square footage of each general group is as follows:

- Admin - 24,000 square feet
- Public Services - 6,000 square feet
- Police - 65, 000 square feet
- Courts - 9,000 square feet

Public Safety



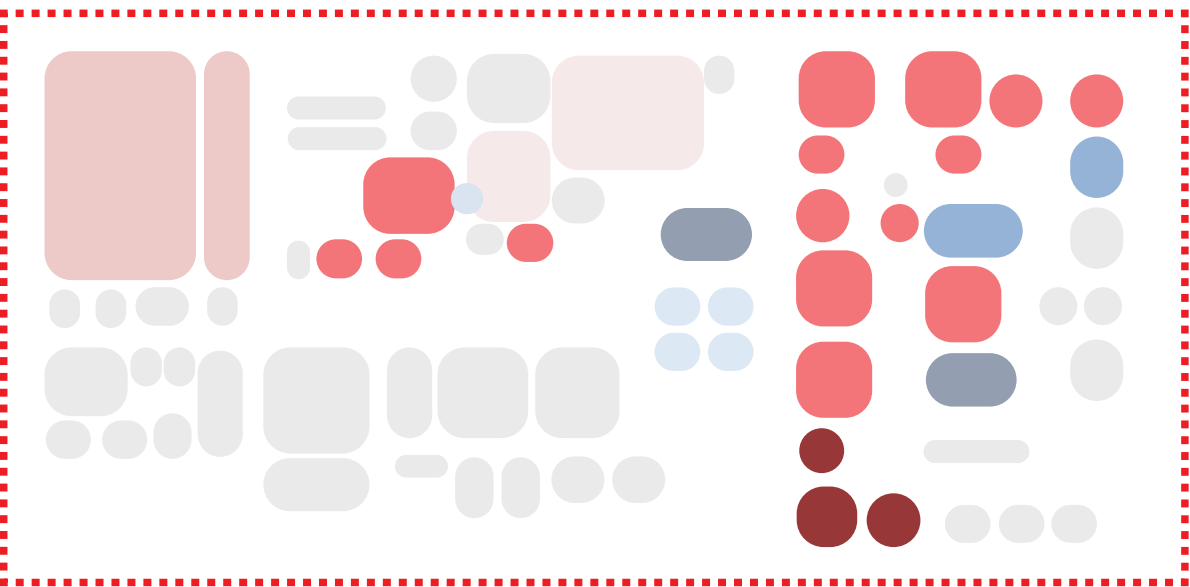
Courts



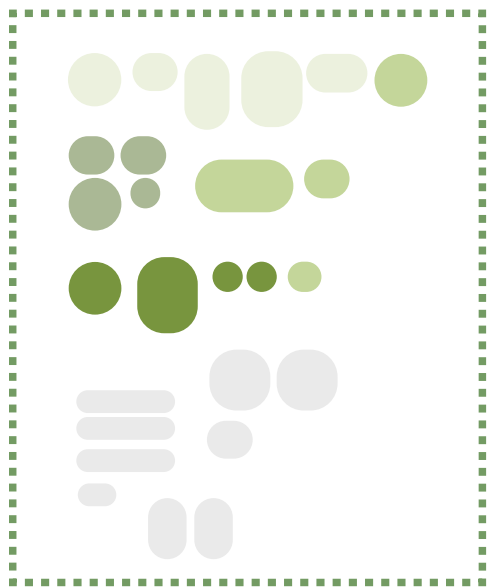
Overall Evaluation of Spaces

The images on this sheet represent all the spaces listed in the upcoming tables. Each of these spaces are drawn at the same scale, meaning that this is an accurate approximation of how much each space or room will occupy relative to other spaces. By having all spaces shown on one sheet, you can start to see how different groups compare to each other in terms of space size. You can also start to see the possibility of utilizing similar sized spaces between groups, whether of groups sharing space or in how the project might be phased in the future. For example, the city council chambers in the administration group is similar to the size of the court room in the courts group. This led us to explore the possibility of these two groups either sharing this space while new facilities were built or renovated. This is more plausible when considering that the city council chambers are mainly used for council or planning commission business at night, while courts would utilize the space during normal business hours.

Administration



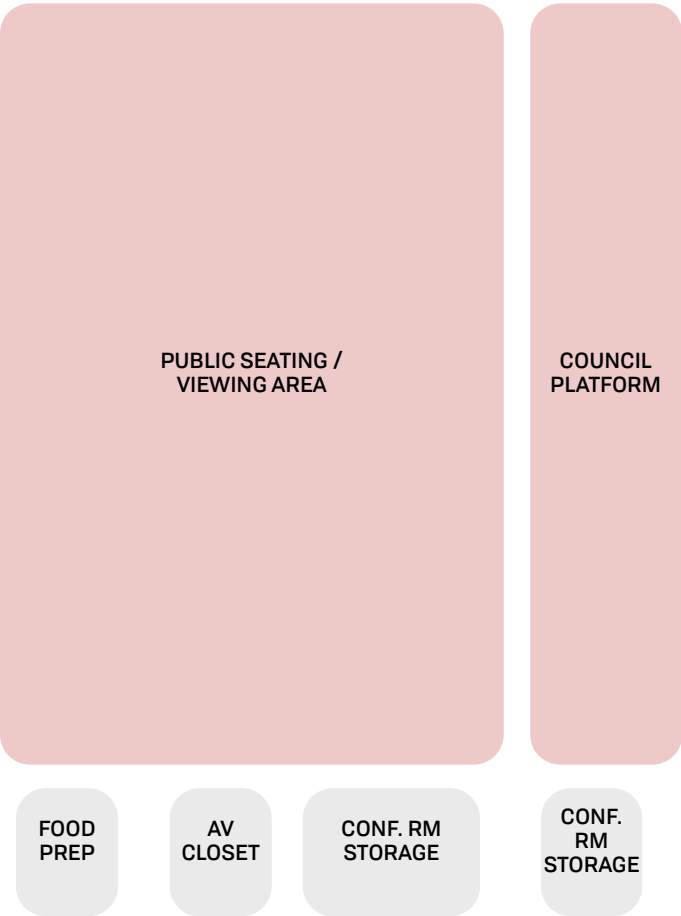
Public Utilities



Note: Larger views of spaces are shown on the following pages along with the table that represents that group/department. Spaces are labelled to help identify each unique space and it's arrangement relative to those nearby. If spaces have a red dashed outline, it is to denote that the space is to be secured in some form.

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Council Chambers								
Council Dais	60'-0" x 12'-0"	720	1	720	Connected to public viewing area	7 desks with AV capabilities (5 council members, mayor, city manager) AV system Display screen	Raised platform	
Public Viewing	60'-0" x 40'-0"	2400	1	2400	Building lobby	Seating for public Podium for public to make comments		
AV Closet	8'-0" x 10'-0"	80	1	80	Public viewing area			
Conference Room Storage	10'-0" x 14'-0"	140	1	140	Public viewing area			
Conference Room Storage	8'-0" x 10'-0"	80	1	80	Public viewing area			
Food/Counter Prep Area	8'-0" x 10'-0"	80	1	80	Public viewing area	Refridgerator, counters		Allow for food to be prepared or laid out for meetings
				3,500				

Council Chambers

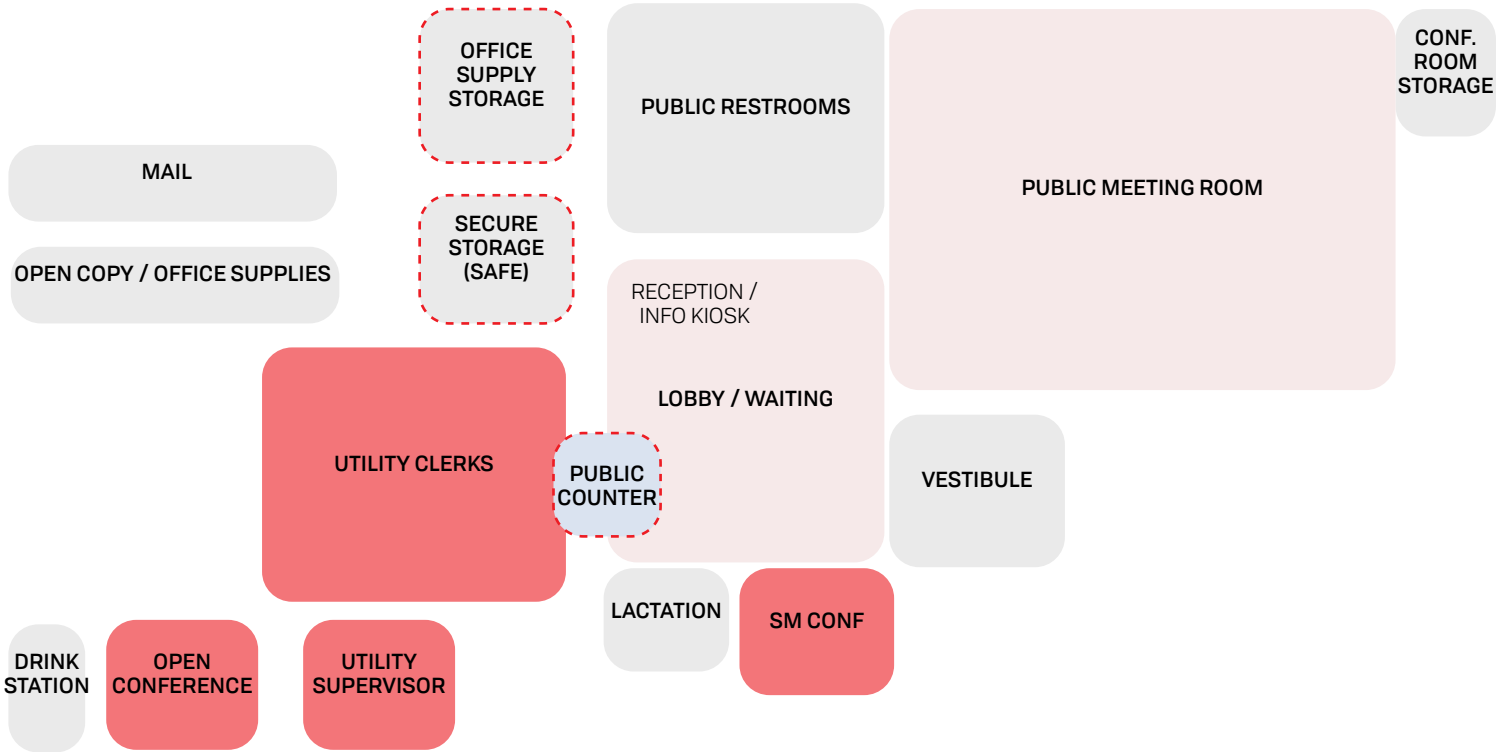


EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Lobby/Public Meeting Rooms								
Public Meeting Room A	20'-0" x 30'-0"	600	1	600	Lobby	AV sound system Display screen		Can be combined with public meeting room B
Public Meeting Room B	20'-0" x 30'-0"	600	1	600	Lobby	AV sound system Display screen		Can be combined with public meeting room A Flex space.
Storage Room	8'-0" x 10'-0"	80	1	80	Lobby Community meeting rooms Council chambers			Chair and/or table storage for public meeting rooms Could be within one of the public meeting rooms
Public Lobby	22'-0" x 24'-0"	528	1	528	Council chambers Community meeting rooms Transaction counter			Information kiosk / reception Vending machine/drinking fountain? Display to show heritage?
Vestibule	12'-0" x 14'-0"	168	1	168	Lobby			
Lactation Room	8'-0" x 10'-0"	80	1	80		Comfortable chair Small refridgerator Cabinets and countertop Sink		Not in public area
Public Restrooms	18'-0" x 22'-0"	396	1	396	Lobby			2 men and 2 women restrooms
Small Conference	10'-0" x 12'-0"	120	1	120	Lobby	Conference Table 4 chairs Display monitor		Up to 4 people
				2,572				

EVALUATE | SPACE SUMMARIES

Lobby/Public Meeting Rooms



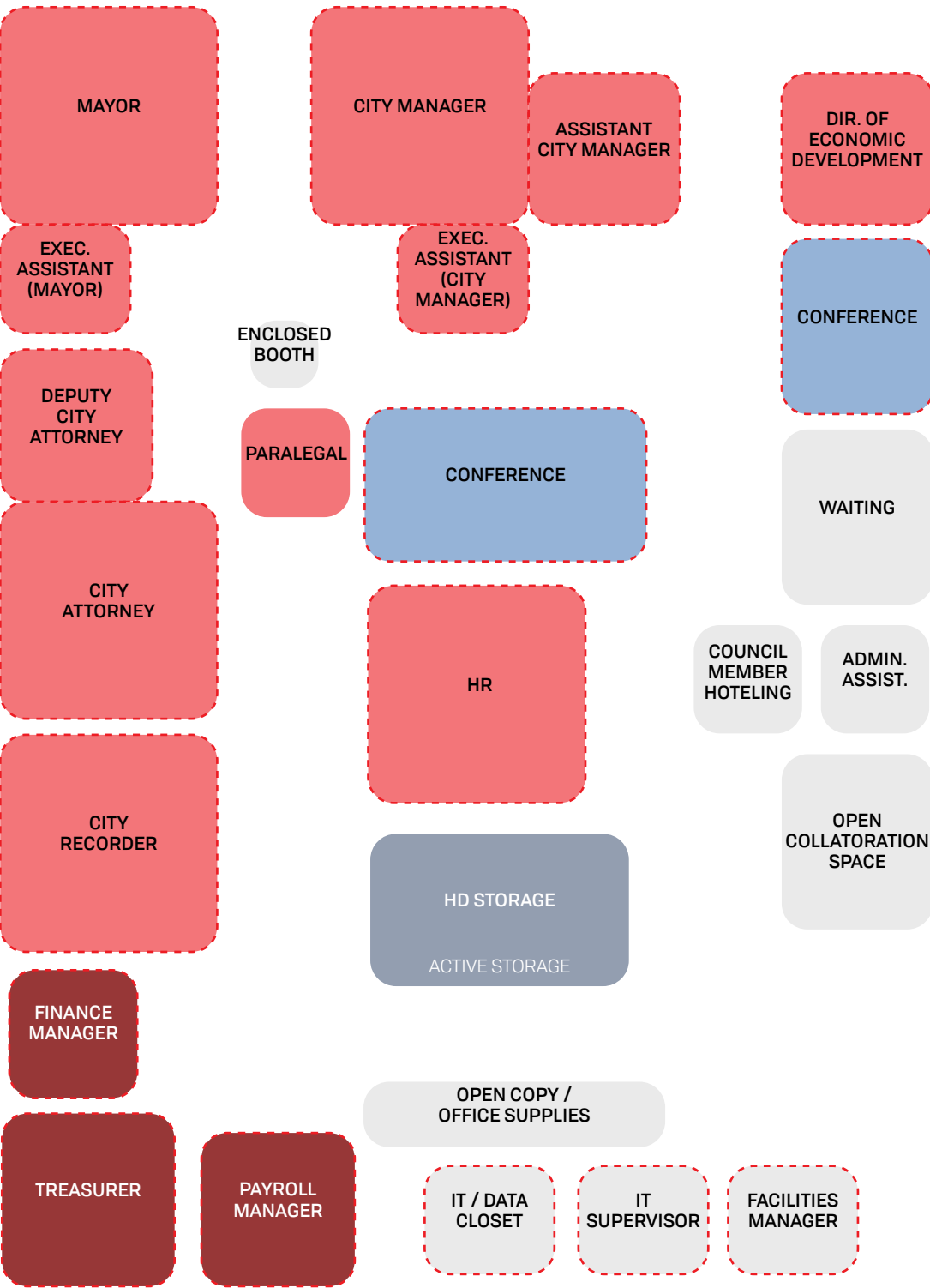
EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Core Administration								
Mayors Office	20'-0" x 20'-0"	400	1	400	City Manager Executive Assistant City Attorney Lobby	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors	Sound isolation around office Lockable door	Wants to be accessible to the public generally, but also individuals in the office (not behind a desk)
Council Member Hoteling	10'-0" x 10'-0"	100	1	100	Mayors office			
City Manager	20'-0" x 20'-0"	400	1	400	Mayor Assistant City Manager Executive Assistant	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors	Sound isolation around office Lockable door	
Assistant City Manager	14'-0" x 14'-0"	196	1	196	City Manager	Couch Chairs for small meeting Storage cabinet 2 monitors	Sound isolation around office Lockable door	
Executive Assistant	10'-0" x 12'-0"	120	2	240	Mayor City Manager			
Administrative Assistant	10'-0" x 10'-0"	100	1	100	Waiting Area			Open office
City Attorney	20'-0" x 20'-0"	400	1	400	Mayor City Manager Human Resources Legal File Storage Room	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors	Sound isolation around office Lockable door	Printer shared with Mayor, Manager(s), and HR(?)
Deputy City Attorney	14'-0" x 14'-0"	196	1	196	City Attorney Legal File Storage Room	Couch Chairs for small meeting Storage cabinet 2 monitors	Sound isolation around office Lockable door	
Paralegal	10'-0" x 10'-0"	100	1	100	City Attorney Deputy City Attorney			Open office

EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Human Resources	20'-0" x 20'-0"	400	1	400	City Manager City Attorney	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors	Door light Sound isolation around office Lockable Door	Large enough to house HR files Existing employees - paper New employees - digital
Director of Economic Development	14'-0" x 14'-0"	196	1	196	City Manager City Attorney Mayor	Couch Chairs for small meeting Storage cabinet 2 monitors		
Facilities Manager	10'-0" x 12'-0"	120	1	120		2 monitors Storage cabinet Small meeting table		
I.T. Supervisor	10'-0" x 12'-0"	120	1	120		2 monitors Storage cabinet Small meeting table		
IT/Data Closet	10'-0" x 12'-0"	120	1	120				
Open Collaboration Space	14'-0" x 16'-0"	224	1	224	Human Resources	Couches and chairs Low table White board		
Conference Room	14'-0" x 26'-0"	364	1	364		Conference table and chairs Mounted monitor display(s) AV equipment Wall-mounted white boards		Up to 12 people Enclosed
Conference Room	14'-0" x 16'-0"	224	1	224		Conference table and chairs Mounted monitor display(s) AV equipment		Up to 4 people Enclosed
Enclosed Booth	6'-0" x 6'-0"	36	1	36				
Waiting Area	14'-0" x 16'-0"	224	1	224	Executive Assistant			
Break Area	24'-0" x 24'-0"	576	1	576		Microwave Refridgerator Cabinets, countertop, and sink		
Outdoor Break Area	22'-0" x 24'-0"	528	1	528	Break Area			
Storage Room	12'-0" x 24'-0"	288	1	288				
Facilities Maintenance & Utility Room	14'-0" x 28'-0"	392	1	392				
				5,944				

Core Administration Offices



Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	“Primary Adjacencies”	FF&E	Other Features	Notes
Finance								
Treasurer	16'-0" x 16'-0"	256	1	256	Cash Handling	Couch Chairs for small meeting 2 monitors Safe	Secure	
Payroll	14'-0" x 14'-0"	196	1	196	Records Room	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors	Secure (if files stored in room)	
Finance Manager	12'-0" x 12'-0"	144	1	144		2 monitors Storage cabinet Small meeting table		
Utility Supervisor	10'-0" x 12'-0"	120	1	120		2 monitors Storage cabinet Small meeting table		
Utilities Clerk	8'-0" x 10'-0"	80	6	480		"L" shaped desk Rolling storage pedestal 2 monitors		Open office area 'Circulation included'
City Recorder	20'-0" x 20'-0"	400	1	400	Records Room	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors		
Public Counter			1	0			Glass window separating workers from public Secure access to work area	Could be combined with Public Services
Secure Storage	10'-0" x 12'-0"	120	1	120		Safe		Secure
Open Copy/ Office Supplies	6'-0" x 26'-0"	156	1	156		Copier Cabinets and countertops for office supply storage		

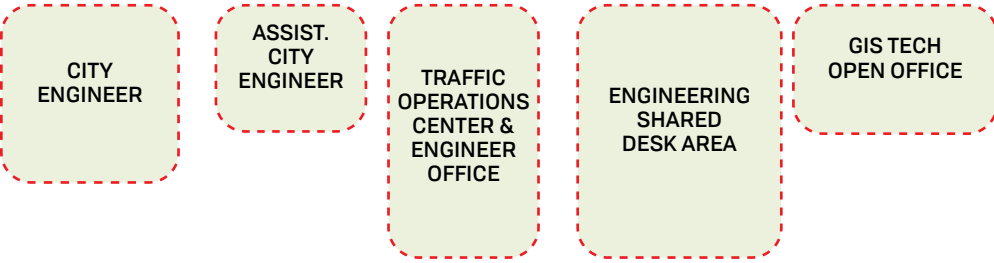
Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Records Room	24'-0" x 14'-0"	336	1	336		https://www.spacesaver.com/products/high-density-mobile-systems/standard-mobile-system		Secure High-density areas for inactive ("dead") files Subdivided areas/rows: Human Resources, Legal, Finance, Payroll, Public Access
Office Supply Storage	10'-0" x 12'-0"	120	1	120				
Mail	6'-0" x 26'-0"	156	1	156		Mail box for all employees in administration or finance plus department heads based in other locations (if needed) Cabinents and counters for sorting and preparing mail		
Drink Station	10'-0" x 6'-0"	60	1	60		Refrigerator Cabinets and countertops		
Flex Office	10'-0" x 12'-0"	120	2	240				Additional office(s)
				2,544				
	City Administration Subtotal:			14,560				

EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Engineering								
City Engineer	14'-0" x 14'-0"	196	1	196	Public Works Director Plans room BEP Conference Room	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors		
Assistant City Engineer	10'-0" x 12'-0"	120	1	120	City Engineer Plans room BEP Conference Room	2 monitors Storage cabinet Small meeting table		
Engineer Shared Desk Area	16'-0" x 20'-0"	320	1					Open office area
Water Engineer			1	0	Assistant City Engineer Public Works Director	"U" shaped desk Rolling storage pedestal 2 monitors		
Development Review Engineers			2	0	City Engineer	"U" shaped desk Rolling storage pedestal 2 monitors		
Traffic Operations Center	12'-0" x 20'-0"	240	1	240	City Engineer			Large enough for two engineers desks
Traffic Engineer	8'-0" x 8'-0"	64		0	Assistant City Engineer	"U" shaped desk Rolling storage pedestal 2 monitors		Desk in a traffic operations center
GIS Tech Open Office	10'-0" x 16'-0"	160	1	160				Open office area
GIS Lead			1	0	City Engineer	"U" shaped desk Rolling storage pedestal 2 monitors		
CADD / GIS Techs			1	0	GIS Lead	"L" shaped desk Rolling storage pedestal 2 monitors		
				716				

EVALUATE | SPACE SUMMARIES

Engineering



EVALUATE | SPACE SUMMARIES

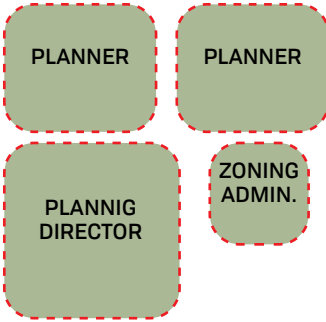
Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Public Works								
Public Works Director	14'-0" x 14'-0"	196	1	196	City Engineer	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors		
				196				
Planning								
Planning Director	14'-0" x 14'-0"	196	1	196	BEP Conference Room	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors		
Planner	10'-0" x 12'-0"	120	2	240	Planning Director	2 monitors Storage cabinet Small meeting table	Would like an enclosed office or sound mitigation in office area	
Zoning Administrator	8'-0" x 8'-0"	64	1	64	Planner Planning Director Public counter	"L" shaped desk Rolling storage pedestal 2 monitors		Open office
				500				

EVALUATE | SPACE SUMMARIES

Public Works



Planning



EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Building								
Building Official	14'-0" x 14'-0"	196	1	196		Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors	Small bookshelf (keep hardcopy of codes)	Larger office to have daily morning meeting with inspectors
Inspector Work Area	16'-0" x 20'-0"	320	1	320				
Inspector			4	0	Building Official	"L" shaped desk Rolling storage pedestal 2 monitors		General area with desks to plug in iPads to write reports
Permit Tech.	8'-0" x 8'-0"	64	1	64	Public Counter	"L" shaped desk Rolling storage pedestal 2 monitors		
Building & Licensing Clerk	8'-0" x 8'-0"	64	1	64		"L" shaped desk Rolling storage pedestal 2 monitors		
				644				

EVALUATE | SPACE SUMMARIES

Building



EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Support Areas								
Public Counter			1	0				Could be combined with finance
Conference Room	14'-0" x 26'-0"	364	1	364	Counter area	Conference table and chairs Mounted monitor display(s) AV equipment Wall-mounted white boards		Up to 12 people Enclosed Dedicated to Public Services
Drink Station	6'-0" x 10'-0"	60	1	60		Refrigerator Cabinets and countertops		
Storage Room	10'-0" x 12'-0"	120	1	120		Safe		Space to store surveying equipment
Plan and Map Storage	16'-0" x 16'-0"	256	1	256	Public Counter Conference Room (Public Services)	Counter to roll out plans		Subdivided space for archive files.
Archive Storage	16'-0" x 16'-0"	256	1	256				High-density storage
File Cabinet Storage	6'-0" x 26'-0"	156	1	156				
Mail	6'-0" x 26'-0"	156	1	156		Mail box for all employees in public services Cabinets and counters for sorting and preparing mail		
Open Office Supply	6'-0" x 26'-0"	156	1	156		Copier Cabinets and countertops for office supply storage		
Shower/Toilet Area	10'-0" x 16'-0"	160	1	160	Bicycle Storage Room			
Bicycle Storage Room	10'-0" x 16'-0"	160	1	160	Exterior Wall/Access Point		Floor drain	
				1,844				
		Public Works Subtotal:		3,900				

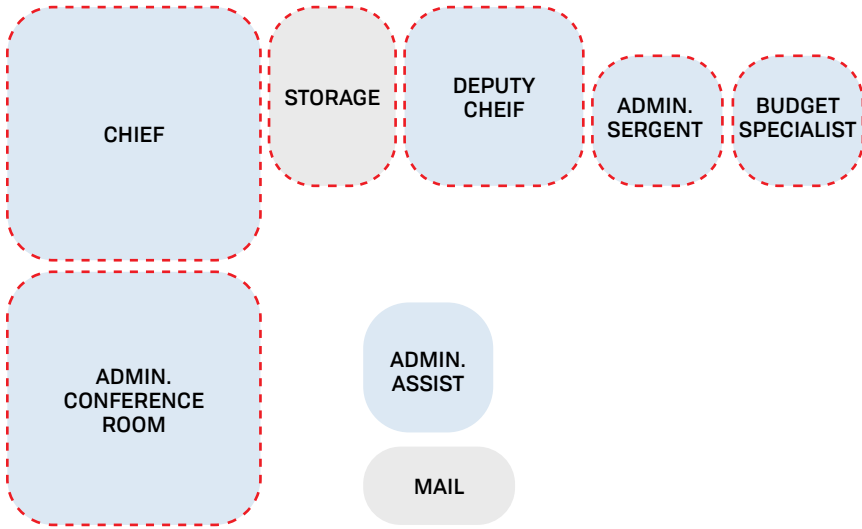
EVALUATE | SPACE SUMMARIES

Support Areas



Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Police Administration								
Police Chief	20'-0" x 20'-0"	400	1	400		"Couch Small meeting table (up to 3 people) Mounted monitor display Storage cabinets 2 monitors"		
Storage	10'-0" x 14'-0"	140	1	140	Police Chief, Deputy Chief	Shelving	Secure	
Deputy Chief	14'-0" x 14'-0"	196	1	196	Police Chief	"Couch Small meeting table (up to 3 people) Mounted monitor display Storage cabinets 2 monitors"		
Administrative Assistant	10'-0" x 10'-0"	100	1	100	"Police Chief Deputy Chief Admin Sergeant"	""""U"" shaped desk Rolling storage pedestal 2 monitors"		Open office
Admin Sergeant	10'-0" x 10'-0"	100	1	100	"Police Chief Deputy Chief"	"Mounted monitor display Storage cabinets 2 monitors"		
Budget Specialist	10'-0" x 10'-0"	100	1	100	"Police Chief Deputy Chief"	"2 monitors Storage cabinet Small meeting table"		
Admin. Conference Room	20'-0" x 20'-0"	400	1	400	"Police Chief Deputy Chief"	"Conference table and chairs Mounted monitor display(s) AV equipment Data ports and outlets in table Wall-mounted white boards"		Plan for 8 people
Mailroom/area	6'-0" x 12'-0"	72	1	72		"Mail box for all employees in police department Cabinets and counters for sorting and preparing mail"		Mail box for all employees
				1,508				

Police Administration



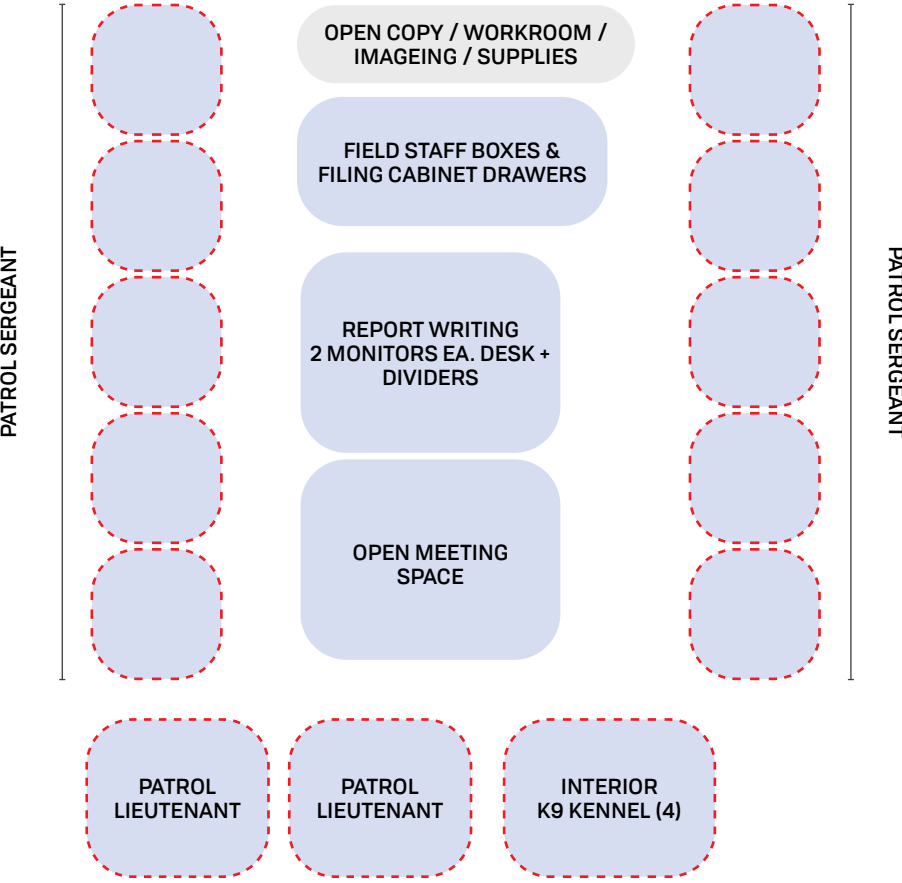
EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Patrol								
Patrol Officers								
Patrol Lieutenant	12'-0" x 14'-0"	168	2	336	"Patrol Sergeants Report Writing Area"	"Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors"		
Patrol Sergeants	10'-0" x 10'-0"	100	10	1000	Report Writing Area	"2 monitors Storage cabinet Small meeting table"		Goal of 5 patrol officers: 1 sergeant
Patrol Officer			80		Report Writing Area	All officers without a permanent desk to have a rolling, lockable file cabinet pedestal		"At current growth rate, add 2-3 patrol officers/year Add sergeants as necessary to stay within goal ratio Motorcycle and Bicycle part of Patrol group"
Traffic								
Traffic Sergeant			1		Report Writing Area	"2 monitors Storage cabinet Small meeting table"		Space could be used for a different purpose.
Traffic Enforcement			3		Report Writing Area	All officers without a permanent desk to have a rolling, lockable file cabinet pedestal		
Motors								
K-9								
Police Officer			4		"Report Writing Area "	All officers without a permanent desk to have a rolling, lockable file cabinet pedestal		
Interior K9 Kennel	12'-0" x 16'-0"	192	1	192	Report Writing Area			"1 space for (4) K9 officers/dogs Consider outdoor pet relief area nearby."
Report Writing Area					Evidence Intake Room			

EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Officer Desks	16'-0" x 20'-0"	320	1	320		"2 monitors Space for rolling storage pedestal or to lay out files"		"Hotel desks for use by all officers. Small dividers between workstations. Open office "
Open Meeting Space	16'-0" x 20'-0"	320	1	320		"Couches Meeting table White board"		"Open office area for informal meetings. Can be used for expansion of officer report writing area in the future."
Officer Files	10'-0" x 24'-0"	240	1	240				File cabinet storage (pedestal or non-mobile)
Copy / Office Supplies	6'-0" x 26'-0"	156	1	156		"Copier Cabinets and countertops for office supply storage"		
				2,564				

Patrol



Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	“Primary Adjacencies”	FF&E	Other Features	Notes
Investigations								
Lieute9,440	12'-0" x 14'-0"	168	2	336		"Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors"		
SRO Hoteling Station	10'-0" x 12'-0"	120	1	120	Detective Investigators and Community Services	""L"" shaped desk Rolling storage pedestal 2 monitors"		"4 officers 'One shared desk Will likely work with patrol during summer/school breaks"
Investigations								
Sergeant	10'-0" x 10'-0"	100	2	200	Investigations Lieutenant	"2 monitors Storage cabinet Small meeting table"		Enclosed office.
Detective Investigator	10'-0" x 12'-0"	120	6	720	"Investigations Sergeant Interview Suite"	"2 monitors Storage cabinet Small meeting table"		Enclosed office.
Hoteling Station	10'-0" x 12'-0"	120	1	120		""U"" shaped desk Rolling storage pedestal 2 monitors"		
Interview Suite								
Standard Interview Room	10'-0" x 10'-0"	100	2	200		Bolted down table	One way window	
Soft Interview (Victim Seating)	14'-0" x 14'-0"	196	1	196		"Couch Chairs"		"Fit up to (4) people. Have a computer, table and chairs. Could be used for interviewing with juveniles."
Public Interview	14'-0" x 14'-0"	196	2	392	Lobby			
Observation Room	8'-0" x 10'-0"	80	1	80	Between Standard Interview Room			
Evidence/Property					"ID Lab Patrol Officer Report Writing Area Investigations Officer Work Area"			"High ventilation rates to prevent mildew/mold growth Secure"
Evidence Storage Area's								Secure

EVALUATE | SPACE SUMMARIES

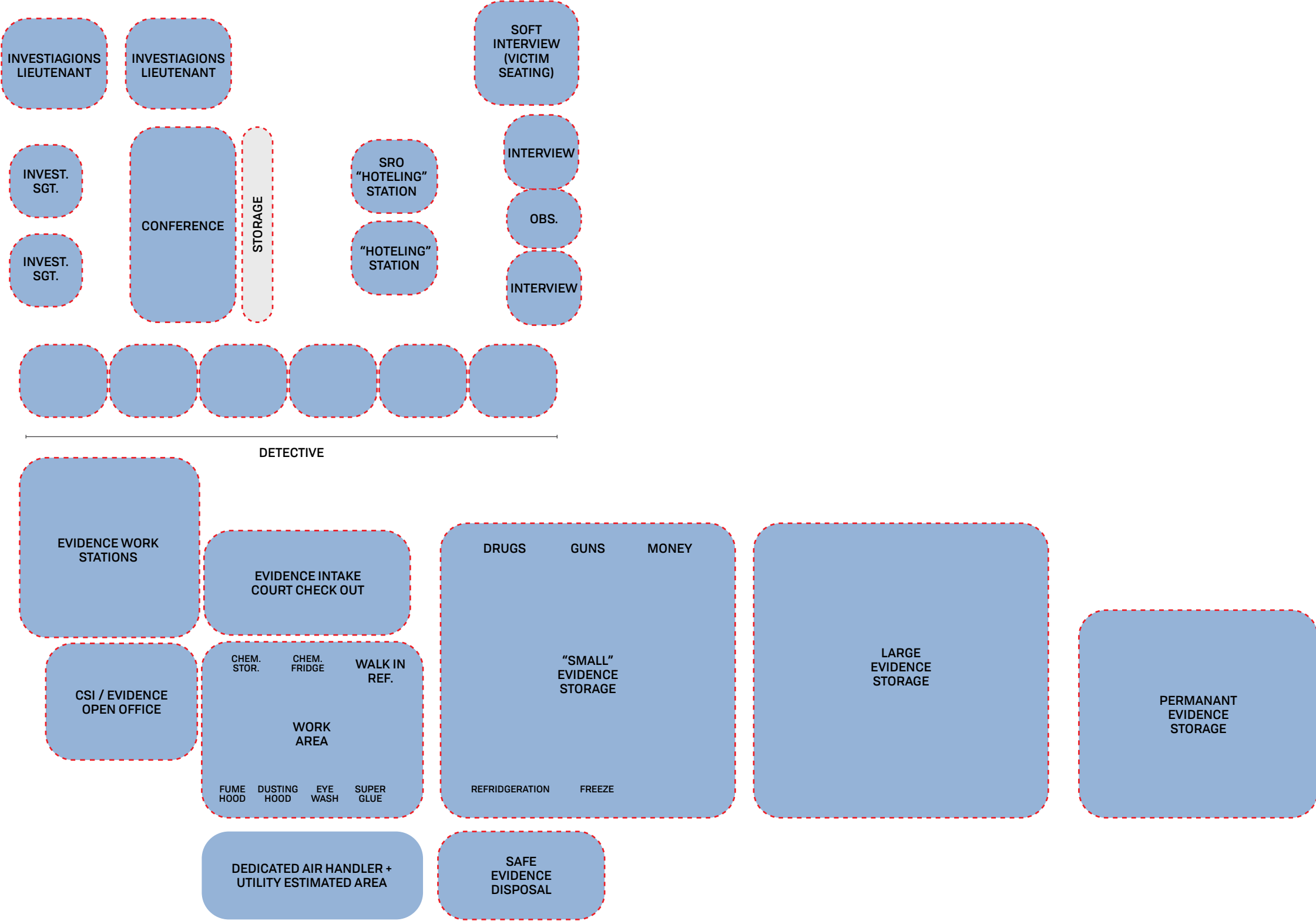
Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Small Evidence Storage	40'-0" x 40'-0"	1600	1	1600		"Freezer(s) - could be industrial walk-in Refrigerators - 3-4 minimum https://www.spacesaver.com/products/high-density-mobile-systems/standard-mobile-system "	"Separate, secure rooms for: Narcotics (high ventilation requiried) Guns Money"	High Density Storage
Safe Evidence Disposal	12'-0" x 22'-0"	264	1	264				
Large Evidence Storage	40'-0" x 40'-0"	1600	1	1600				
Permanent Evidence Storage	28'-0" x 32'-0"	896	1	896		Shelving		High-Density Shelving possible
Hold Area	10'-0" x 12'-0"	120	1	120	"Lobby Evidence Area"	"Shelving "		"Evidence storage for owner pick-up or disposal Secure"
Evidence Intake & Court Check-Out	14'-0" X 28'-0"	392	1	392	Report Writing Area (Patrol)	"Deep sink area Stainless steel counters for worktable and barcoding area Evidence drop lockers Bio-dry Unit https://www.spacesaver.com/products/lockers/evidence-locker "		Coded lockers for evidence checkout for court
Evidence Work Stations	24'-0" x 24'-0"	576	1	576	"Evidence Storage Area's Evidence Intake & Property Office Evidence Court Check-Out"	""U"" shaped desk Rolling storage pedestal 2 monitors"		2 full-time, 1 part-time
ID Lab					Evidence/Property	Stainless steel counters throughout		3x current size minimum.
CSI Open Office	16'-0" x 20'-0"	320	1	320	"Lab Evidence Storage Area's Evidence Intake & Property Office"	""U"" shaped desk Rolling storage pedestal 2 monitors"		4 employee workstations
Temporary Lab Storage	10'-0" x 12'-0"	120	1	120				

EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Lab Work Area	24'-0" x 30'-0"	720	1	720		Equipment to include: bio-vestibule, dust/superglue/ninhydrin lab, emergency eyewash and shower, dusting fume hood, fume hood with ventilator, superglue chamber, alternative light room, walk-in refrigerations, chemical refrigeration, and chemical storage cabinet		
Conference Room	14'-0" x 26'-0"	364	1	364	"Investigations Lieutenant Investigations Sergeant"	"Conference table and chairs Mounted monitor display(s) AV equipment Wall-mounted white boards"		Up to 16 people.
Storage Room	4'-0" x 26'-0"	104	1	104				
				9,440				

EVALUATE | SPACE SUMMARIES

Investigations



EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	Primary Adjacencies	FF&E	Other Features	Notes
Community Services								
Community Policing Officer	10'-0" x 10'-0"	100	1	100	"Lobby Police Chief"	"2 monitors Storage cabinet Small meeting table"		
Possibility for the community services area to be expanded in the future.								
				100				

Community Service



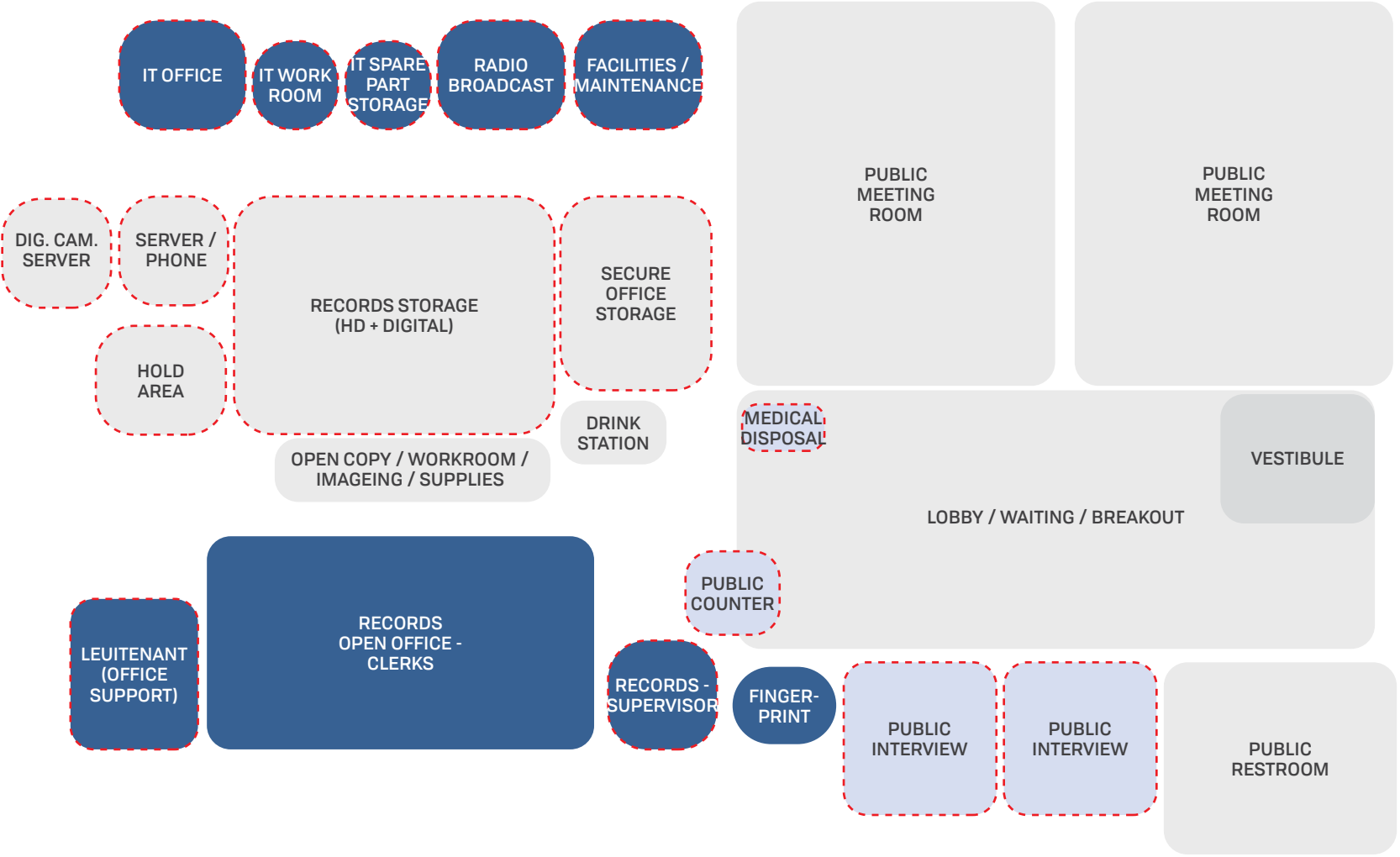
EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Office								
Lieutenant	12'-0" x 14'-0"	168	1	168		"Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors"		
Records					"Office Manager Lobby"			
Supervisor	10'-0" x 10'-0"	100	1	100	Records Storage	"2 monitors Storage cabinet Small meeting table"		Enclosed office.
Records Clerk	20'-0" x 36'-0"	720	1	720	"Records Supervisor Records Storage"	""L"" shaped desk Rolling storage pedestal 2 monitors"		"Open area. 7 full-time employees One desk is shared between two part-time employees."
Copy / Workroom / Imaging	6'-0" x 26'-0"	156	1	156				
Storage (Records Room)	22'-0" x 30'-0"	660	1	660	"Records Supervisor Records Clerk(s)"	https://www.spacesaver.com/products/high-density-mobile-systems/standard-mobile-system		Use high density file storage for permanent hardcopy files.
Drink Station	6'-0" x 10'-0"	60	1	60		"Refrigerator Cabinets and countertops"		
Facility Maintenance	10'-0" x 12'-0"	120	1	120		"2 monitors Storage cabinet Small meeting table"		Enclosed office
Office Supply Storage	14'-0" x 18'-0"	252	1	252		"Copier Cabinets and countertops for office supply storage"		
Information Technology Suite								
IT Office	10'-0" x 12'-0"	120	1	120		"2 monitors Storage cabinet Small meeting table"		
Server / Telephone Room	10'-0" x 10'-0"	100	1	100			High cooling load	
Digital Camera Server	10'-0" x 10'-0"	100	1	100			High cooling load	

EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Work Room	8'-0" x 8'-0"	64	1	64		Work bench		Secure storage (non-records)
IT Spare Parts Storage	8'-0" x 8'-0"	64	1	64		Shelving Units		
Radio Broadcast	10'-0" x 12'-0"	120	1	120	Away from officer radio storage			Can interfere with police radios; not necessary to be with police
				2,804				

Office Support



EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
General Areas								
Mud Room	10'-0" x 18'-0"	180	1	180				
Temporary Shower/Locker Area	14'-0" x 18'-0"	252	1	252	Mud Room			
Lobby								
Front Office Staff Counter			1					
Entry Vestibule	12'-0" x 14'-0"	168						Included in square footage for Lobby
Lobby w/ Seating	24'-0" x 60'-0"	1440	1	1440		Medical disposal cabinet		
Public Restrooms	18'-0" x 22'-0"	396	1	396				
Public Fingerprinting Alcove	8'-0" x 10'-0"	80	1	80		"Table 2-4 chairs"		
Training / Shared Spaces								
Public Meeting Room A	30'-0" x 36'-0"	1080	1	1080		"Chairs Tables"		"Large enough to hold 20-25 people Ability to combine with Room B Secure Ability to work as Briefing Room"
Public Meeting Room B	30'-0" x 36'-0"	1080	1	1080		"Chairs Tables"		"Large enough to hold 20-25 people Ability to combine with Room A Secure from one direction Ability to work as Briefing Room"
Staff Support Areas								
Break Area	24'-0" x 24'-0"	576	1	576				
Outdoor Break Area	22'-0" x 24'-0"	528	1	528	Break Area			Combine with outdoor break area with City Hall? Abe to examine.
Storage Room	12'-0" x 24'-0"	288	1	288				
Wellness Rooms	10'-0" x 10'-0"	80	2	160				"1 per 75 employees Can be arranged as lactation room"
Outdoor K9 Area	14'-0" x 16'-0"	224	1	224				
Lockers					Fitness Area			
Male Locker Area								
M Sworn Lockers	18'-0" x 50'-0"	900	1	900		https://www.spacesaver.com/products/lockers/personal-storage-locker		Includes 40 lockers, 3 showers, 1 toilets and 2 urinal.

EVALUATE | SPACE SUMMARIES

Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
M Single Toilet/Shower Area	12'-0" x 18'-0"	216	1	216				Single occupant shower/toilet.
Female Locker Area								
F Sworn Lockers	18'-0" x 50'-0"	900	1	900		https://www.spacesaver.com/products/lockers/personal-storage-locker		Includes 40 lockers, 3 showers, and 3 toilets.
F Single Toilet/Shower Area	12'-0" x 18'-0"	216	1	216				Single occupant shower/toilet.
Bicycle Storage Room	10'-0" x 16'-0"	160	1	160	"Exterior Wall/Access Point Report Writing Area"		Floor drain	Bike Storage for Patrol Officers
Temporary Shower/Toilet Area	10'-0" x 16'-0"	160	1	160	Bicycle Storage Room			
Shelf Storage	14'-0" x 28'-0"	392	1	392				
Equipment Storage	14'-0" x 28'-0"	392	1	392				
Uniform Storage	14'-0" x 28'-0"	392	1	392				
Vehicular Storage	38'-0" x 38'-0"	1444	1	1444	"Direct access to secure yard. Temporary Parking"		Pressure Wash Rack on exterior wall	"For two vehicles Include some space for auto parts storage"
Armory / Equipment	12'-0" x 38'-0"	456	1	456				3-4x bigger than current space
Fitness Area	20'-0" x 40'-0"	800	1	800	Lockers	"Dumbbells Benches Squat Rack Treadmills Recumbant Bikes Rowing Machine Stationary Bike Ellipcital"		Could be shared with city staff if non-secure.
Officers Open Lockers	14'-0" x 18'-0"	252	1	252				
Secure Sally Port	10'-0" x 10'-0"	100	1	100	"Secure Vestibule Secure Waiting"			
Secure Vestibule	12'-0" x 26'-0"	312	1	312	"Secure Waiting Temp Parking"			
Secure Waiting	14'-0" x 18'-0"	252	1	252	"Secure Vestibule Secure Sally Port"			
Temp Parking	16'-0" x 38'-0"	608			"Direct access to secure yard. Secure Vestibule"			"Community entrance differs from typical police entrance Part of secure, outdoor parking area"

EVALUATE | SPACE SUMMARIES

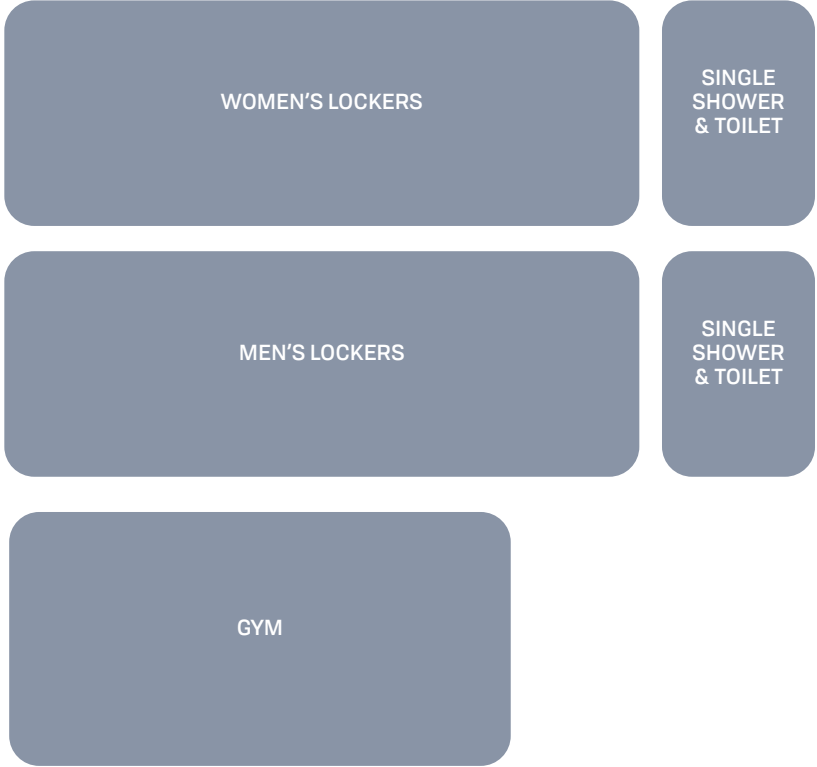
Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Equipment Storage and Safe Disposal	10'-0" x 26'-0"	260	1	260				
Equipment Cleaning	14'-0" x 16'-0"	224	1	224				
				14,112				
	Police Subtotal:			30,528				

EVALUATE | SPACE SUMMARIES

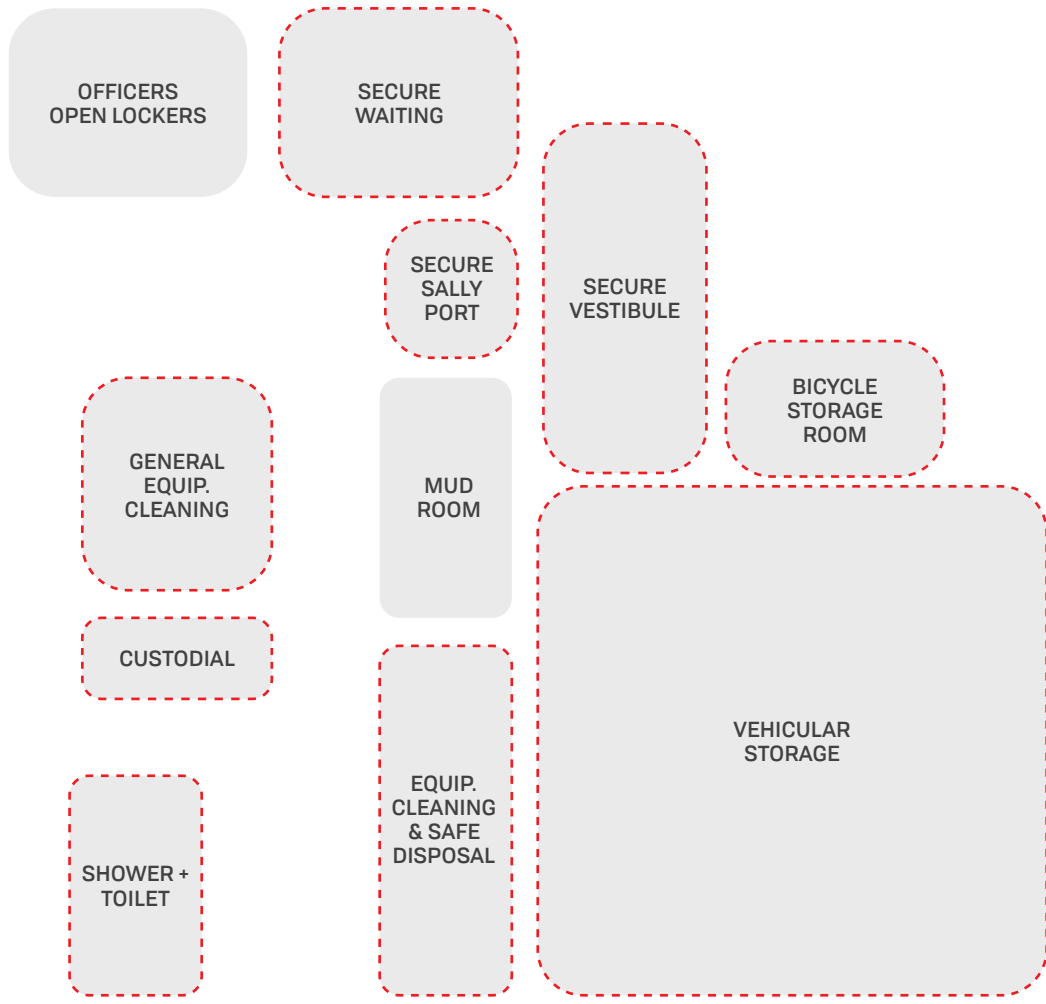
Training



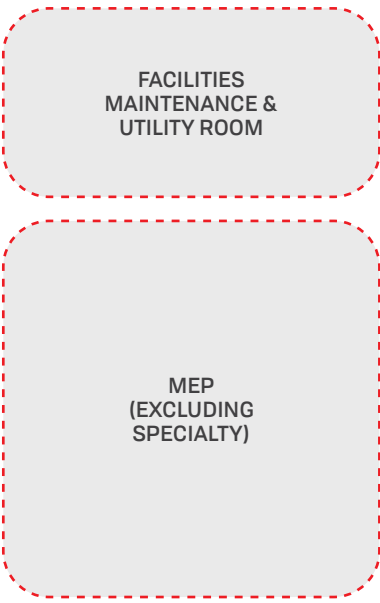
Fitness



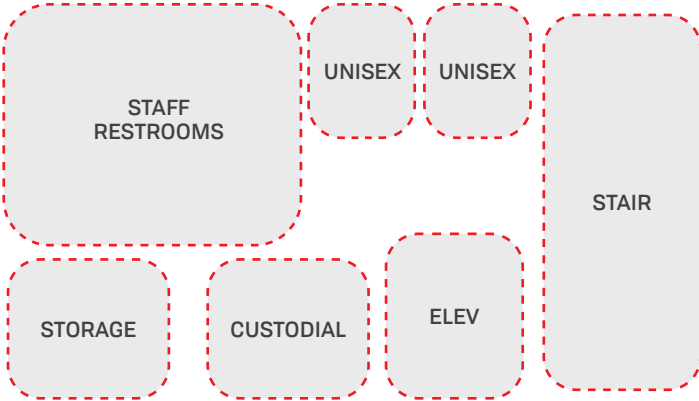
Secure Officer Entrance



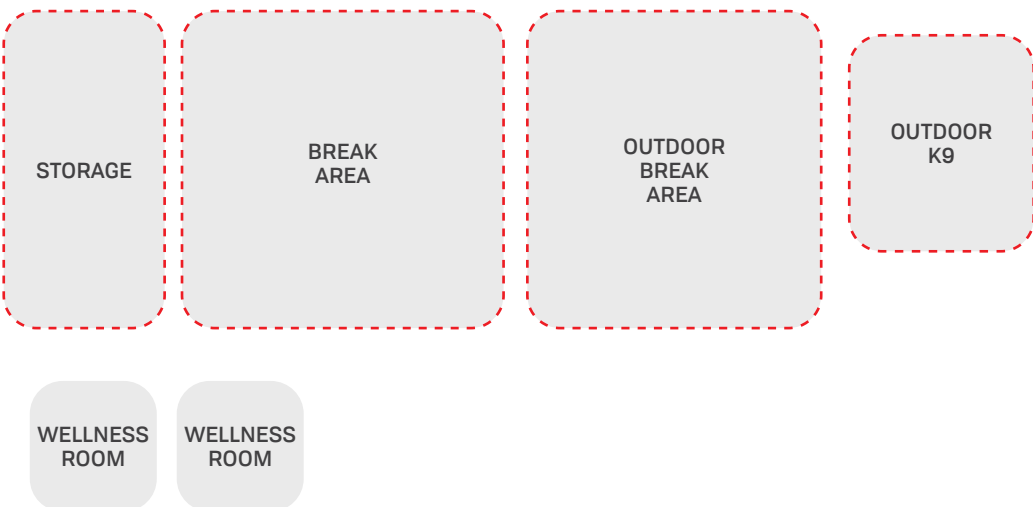
Mechanical & Utility



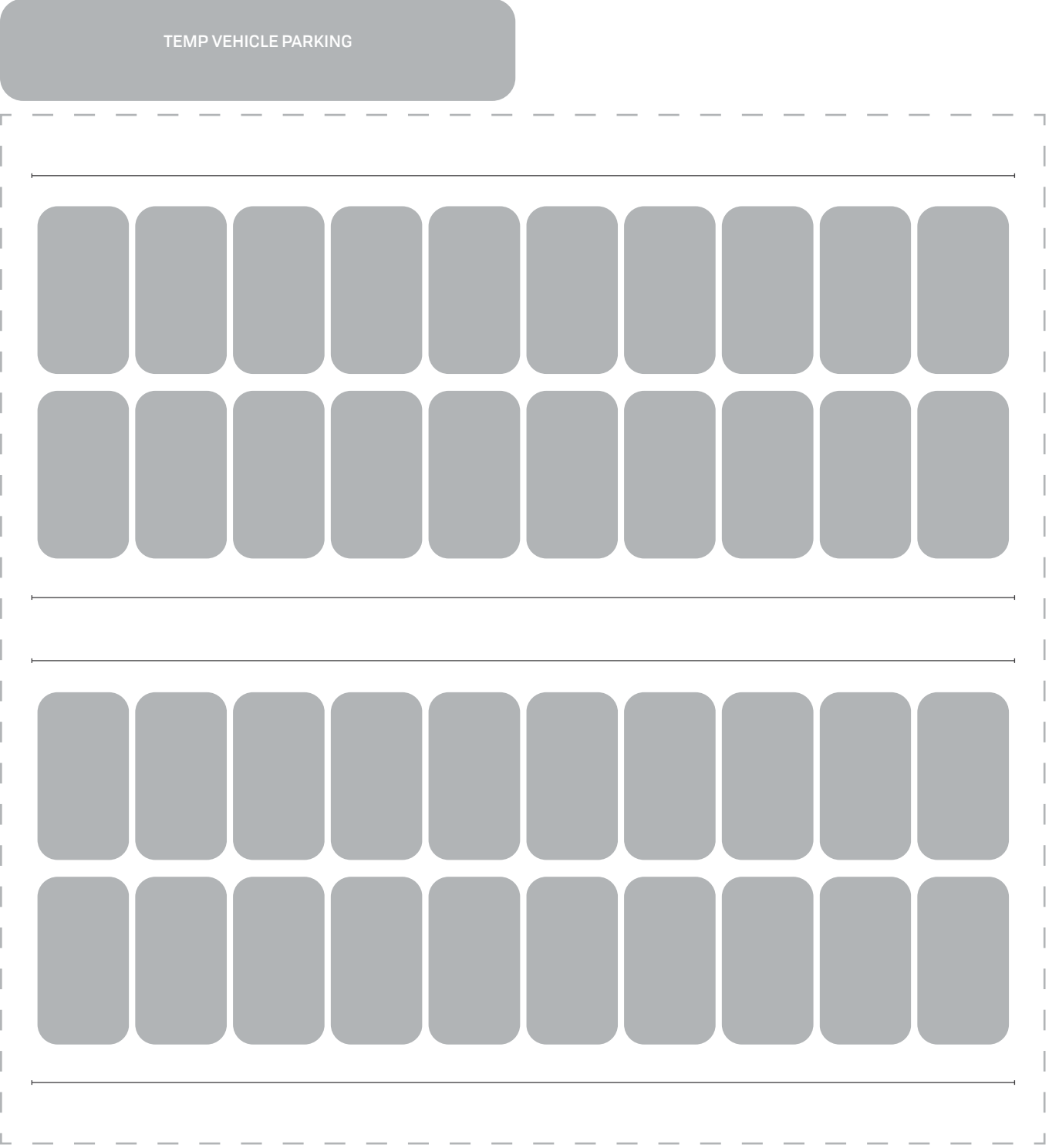
Core Spaces on all Building Floors
Code Analysis Required for Total RR Count



Break Areas



Parking



EVALUATE | SPACE SUMMARIES

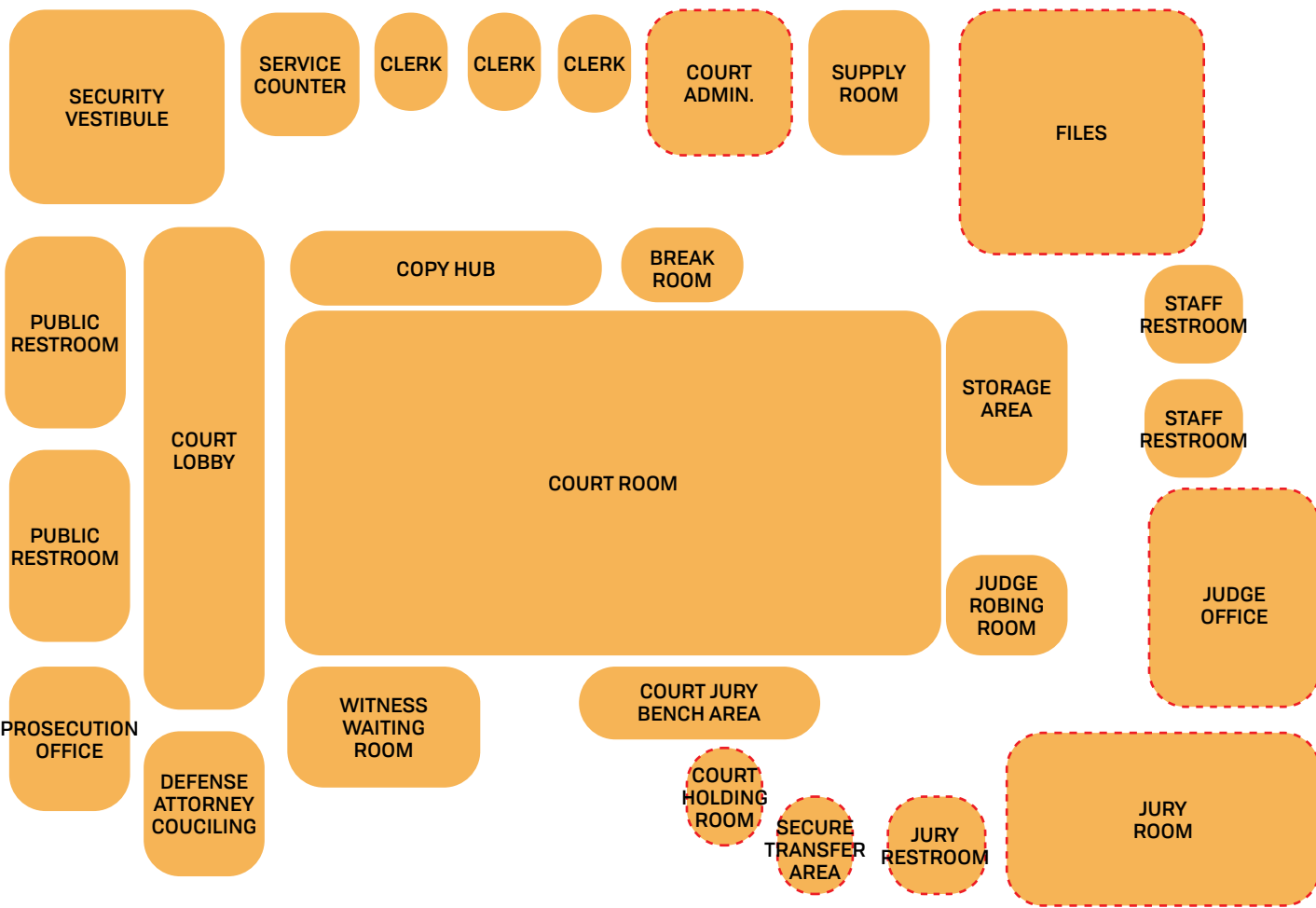
Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Courts								
Judge Office	16'-0" x 16'-0"	256	1	256	Court Room	Couch Small meeting table (up to 6 people) Mounted monitor display Storage cabinets 2 monitors		Secure
Court Administrator	12'-0" x 12'-0"	144	1	144	Deputy Circuit Clerks	2 monitors Storage cabinet Small meeting table		Secure
Deputy Circuit Clerks	6'-0" x 8'-0"	48	3	144	Service Counter	"L" shaped desk Rolling storage pedestal 2 monitors		
Public Spaces				0				
Court Lobby	10'-0" x 40'-0"	400	1	400				
Security Vestibule	16'-0" x 18'-0"	288	1	288				
Service Counter	10'-0" x 10'-0"	100	1	100	Deputy Circuit Clerks			
Defense Attorney Counseling	10'-0" x 12'-0"	120	1	120	Court Lobby Court Room			
Prosecution Office	10'-0" x 12'-0"	120	1	120	Court Lobby Court Room			
Public Restrooms	10'-0" x 16'-0"	160	2	320	Court Lobby			
Witness Waiting Room	10'-0" x 16'-0"	160	1	160	Court Seating	Chairs		
Support Spaces				0				
Staff Restrooms	8'-0" x 8'-0"	64	2	128	Between Judge Office, Court Administrator, and Circuit Clerks			
Break Room	6'-0" x 10'-0"	60	1	60	Between Judge Office, Court Administrator, and Circuit Clerks			
Copy Hub	6'-0" x 26'-0"	156	1	156	Court Administrator and Circuit Clerks			
Files	20'-0" x 20'-0"	400	1	400	Court Administrator			
Safe	8'-0" x 8'-0"	64		0				
Storage Area	10'-0" x 14'-0"	140	1	140	Court Administrator and Circuit Clerks			
Supply Room	10'-0" x 12'-0"	120	1	120	Between Judge Office, Court Administrator, and Circuit Clerks			

EVALUATE | SPACE SUMMARIES

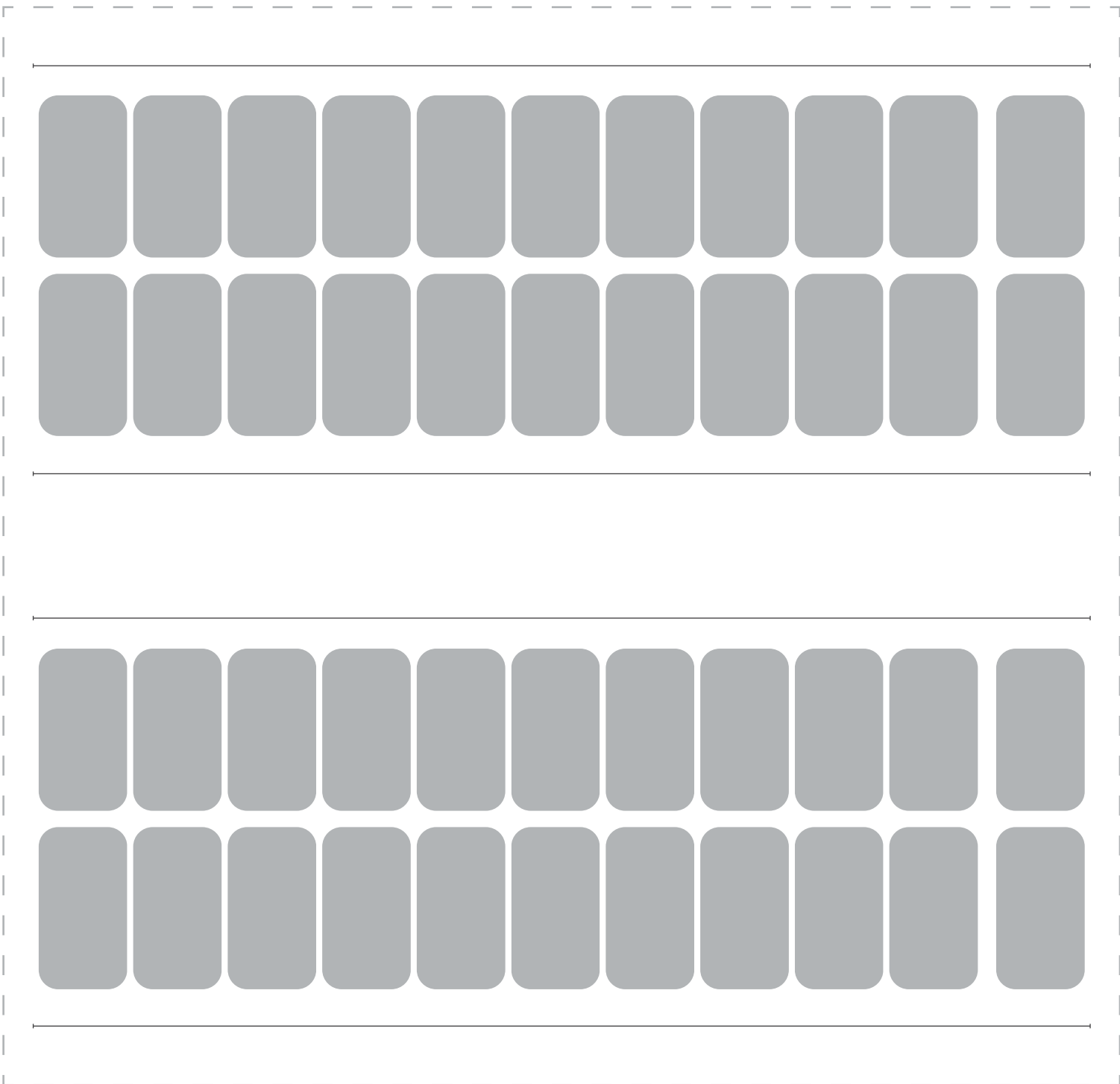
Room	Proposed Rough Dimension	Proposed Program Area (SF)	Proposed Quantity	Program SF Subtotal	"Primary Adjacencies"	FF&E	Other Features	Notes
Court Specific				0				
Court Room	28'-0" x 54'-0"	1512	1	1512	Judge Room Jury Room			
Court Seating	26'-0" x 28'-0"	728		0				
Court Bench Area	8'-0" x 14'-0"	112		0			Raised platform for Judge and Witness stand	
Court Jury Bench Area	6'-0" x 20'-0"	120	1	120	Jury Room		To the side of Court Bench Area	
Jury Room	14'-0" x 26'-0"	364	1	364	Court Room	Conference Table and chairs Cabints and mini-fridge		
Jury Restroom	8'-0" x 8'-0"	64	1	64				
Court Holding Room	6'-0" x 8'-0"	48	1	48	Court Room			
Secure Transfer Area	6'-0" x 8'-0"	48	1	48	Court Room			
Judge Robing Room	8'-0" x 10'-0"	80	1	80	Judge Office Court Room			
				5,292				

EVALUATE | SPACE SUMMARIES

Courts

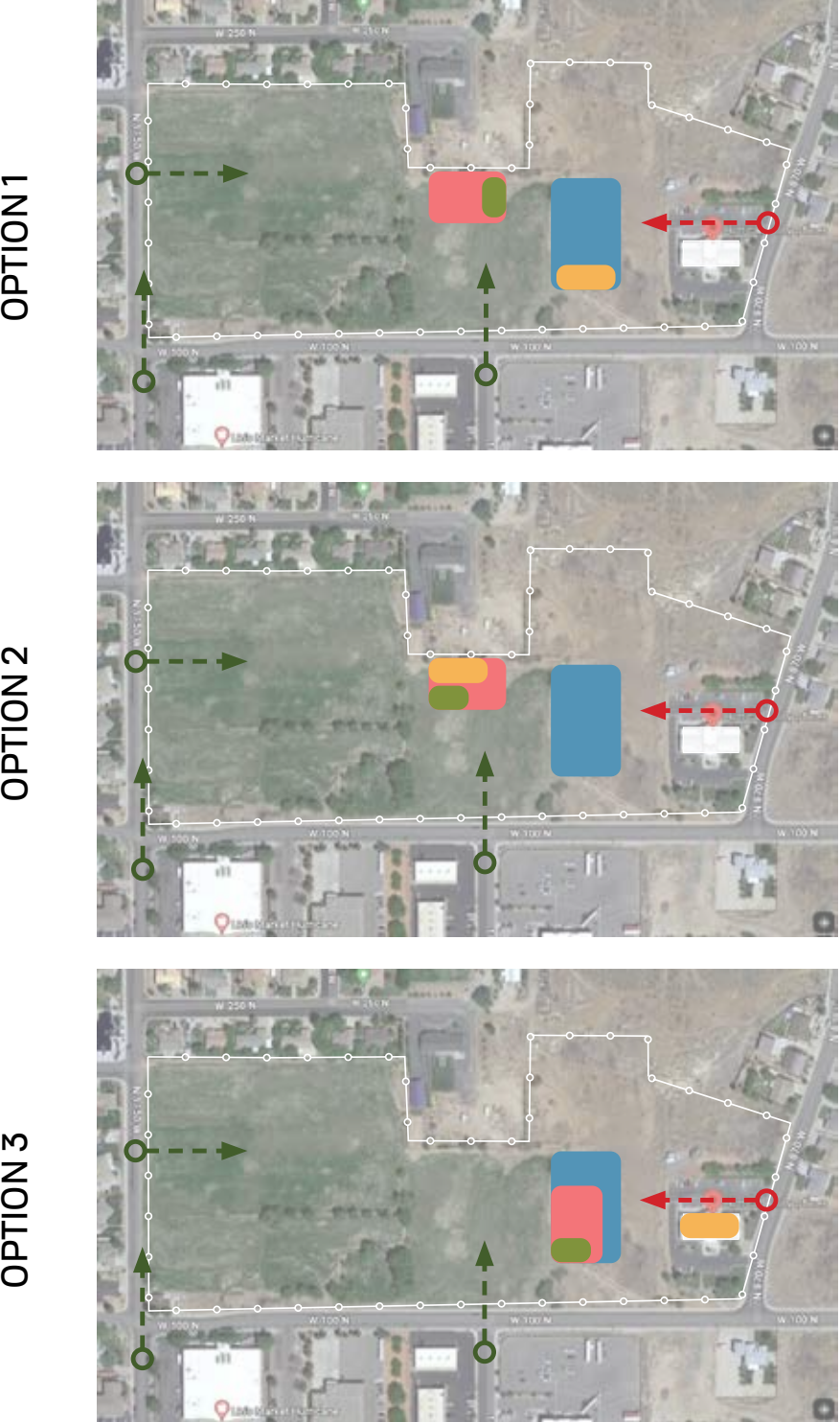


Parking

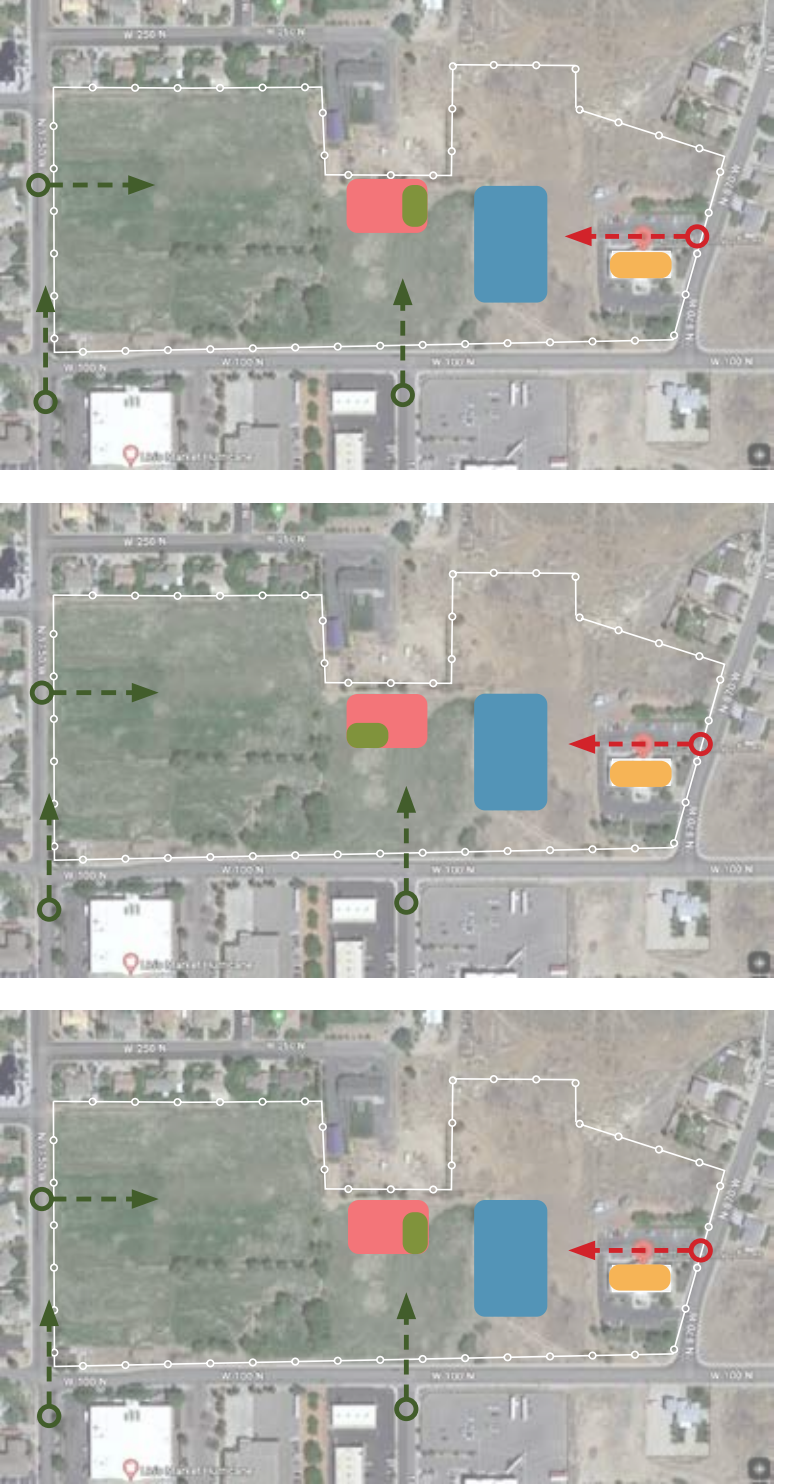


EVALUATE | POSSIBLE PHASING OPPORTUNITIES

INITIAL PHASES



FINAL PHASE



General Notes

- Assumed a Courts facility is needed for the next twenty years.
- Courts will move into a renovated city hall in every option.
- Both administration/public services and police department have urgent space needs.

Option 1

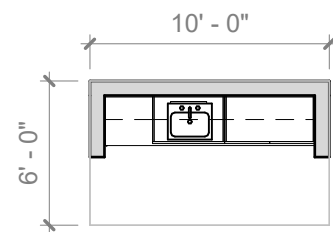
- New public safety (police department) and temporary courts building constructed.
 - » There is an urgent need for additional space for the police department to grow and the potential of the police departments parking space to be hindered due to adjacent development.
- New administration and public services building adjacent to the public safety building.
- Renovate the existing city hall into a new courts facility.

Option 2

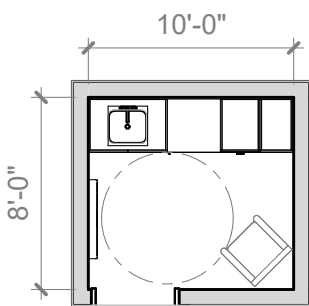
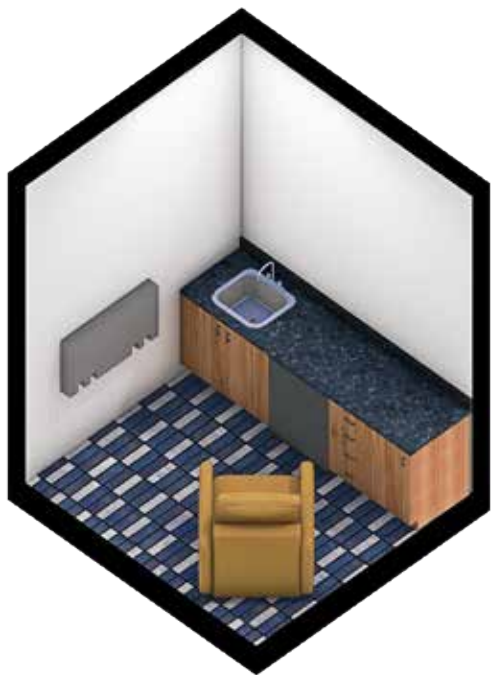
- New administration and public services building. Courts housed in here temporarily.
- New public safety (police department) building
- Renovate the existing city hall into a new courts facility.

Option 3

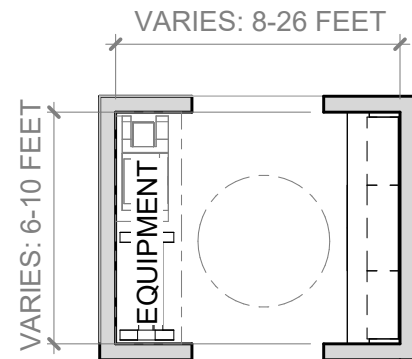
- New public safety (police department) building. Administration and public services to share space.
- Renovate the existing city hall into a new courts facility.
- New administration and public services building.



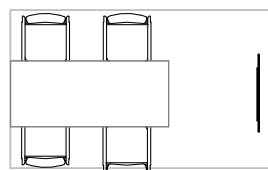
BREAK ROOM 01.2
1 OCC.
60 SF



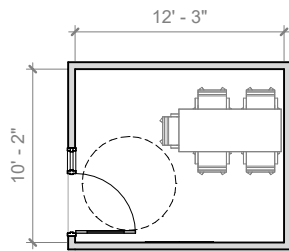
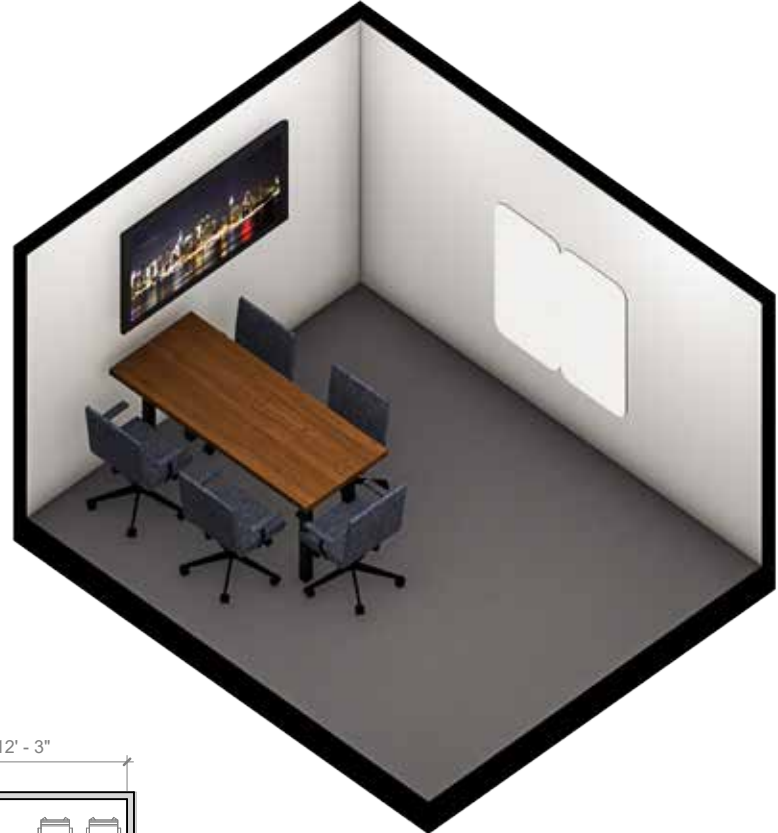
MOTHER'S ROOM 02
75 SF



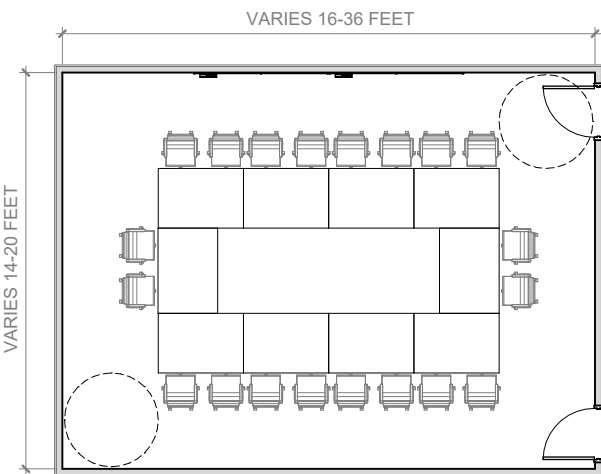
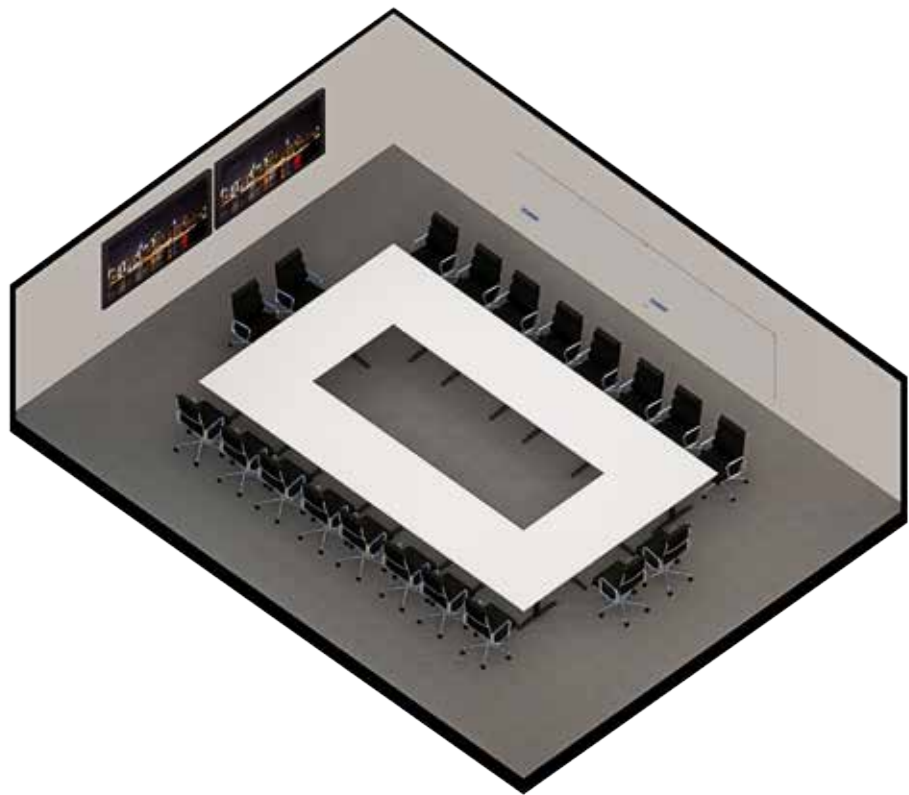
WORK ROOM 02
120 SF



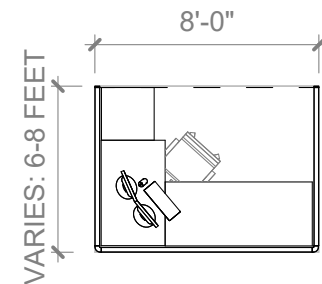
60 Sq Ft
Collaboration



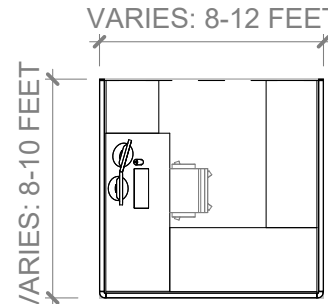
120 Sq Ft
Collaboration



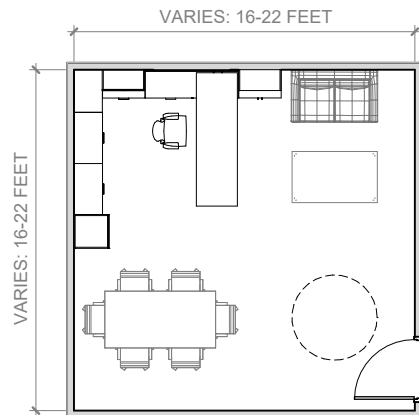
Medium Conference Room
726 SF



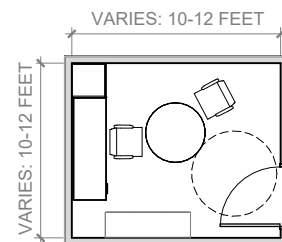
48 Sq Ft
Open Office



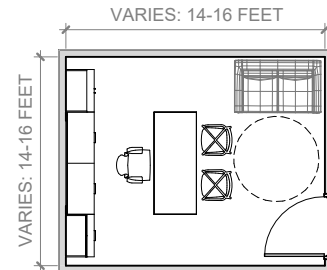
64 Sq Ft
Open Office



400 Sq Ft
Private Office



120 Sq Ft
Private Office



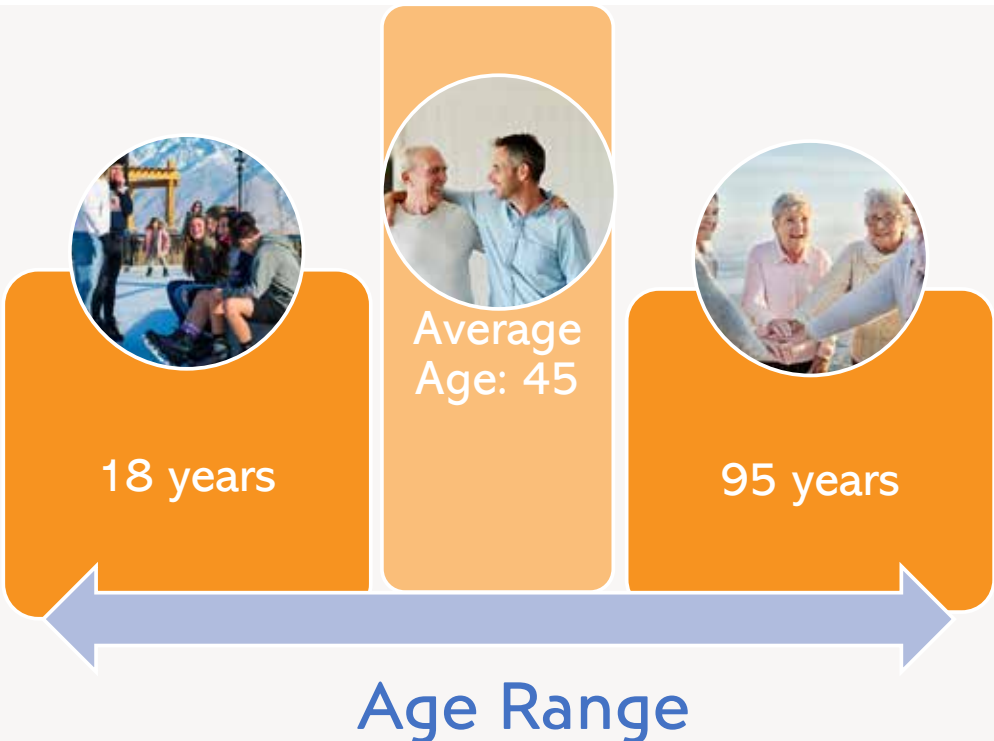
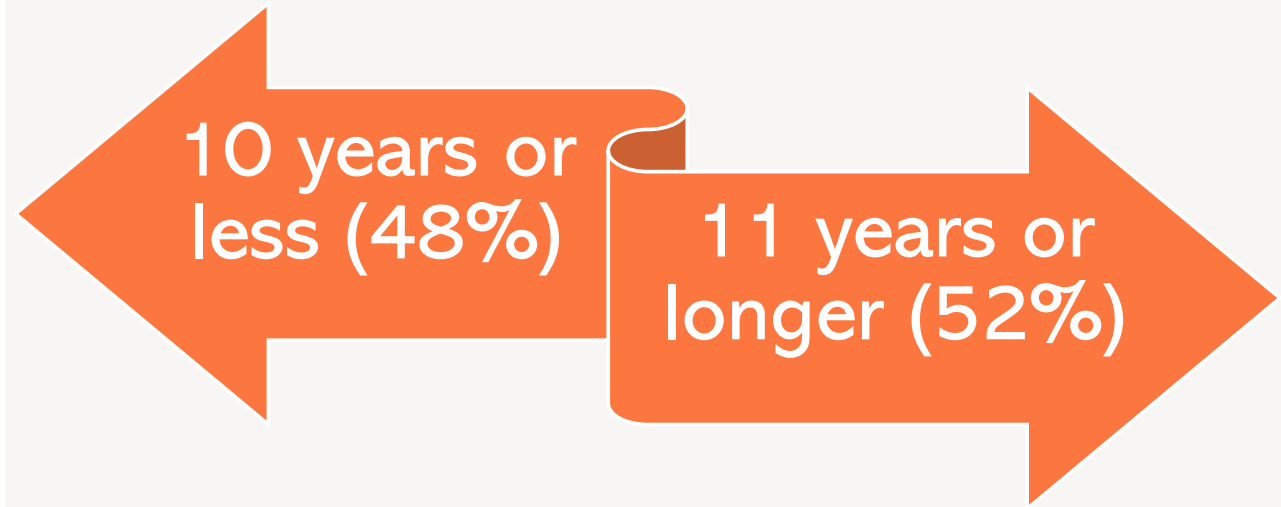
180 Sq Ft (1)
Private Office

04. Report

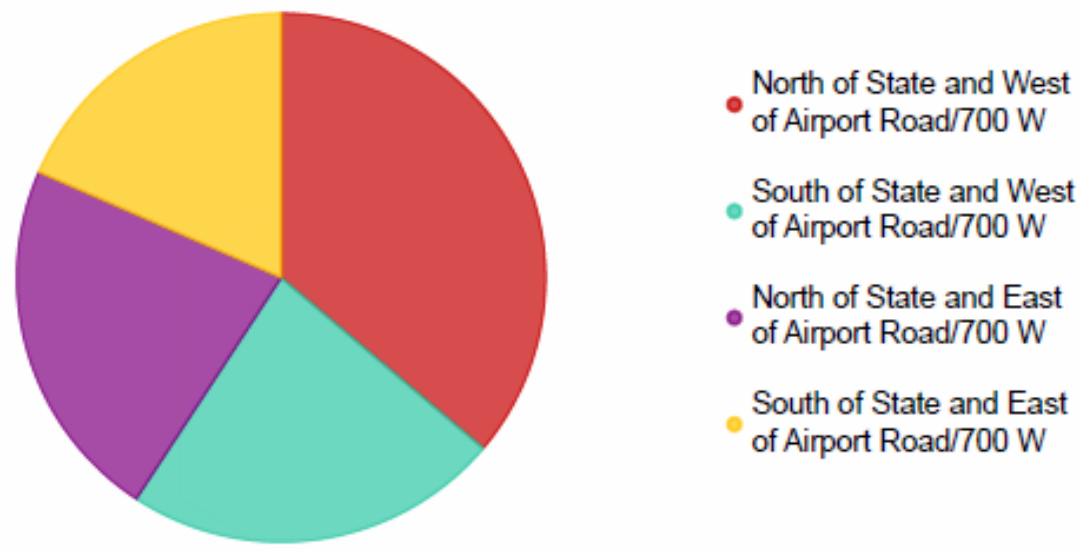
RESPONDENTS

198

respondents represent a balance between “newcomers” and “long-timers”



Neighborhood/Area



Why People Visit Hurricane’s Downtown Area



Desired Amenities to Increase Visitation



PUBLIC SURVERY RESULTS

Celebrating Hurrican'es Heritage



VISUALIZATION | SITE APPROACH



- To alleviate concerns regarding traffic, parking, and access - top three approaches
- Geared toward school kids – provide after-school activity opportunities/ destinations (e.g., ice cream)
 - Shop/convenience store; recreation activities/classes;
 - Playground/park space
 - Shared Parking (e.g., use of city parking for special events; evening hours)
 - New streets/approaches to the property

Surrounding Site Use



- | | | |
|--------------|--------------------|------------------------|
| Civic Center | Major road | Proposed public access |
| Commerical | Secondary road | Proposed local access |
| Residential | Residential access | Traffic light |

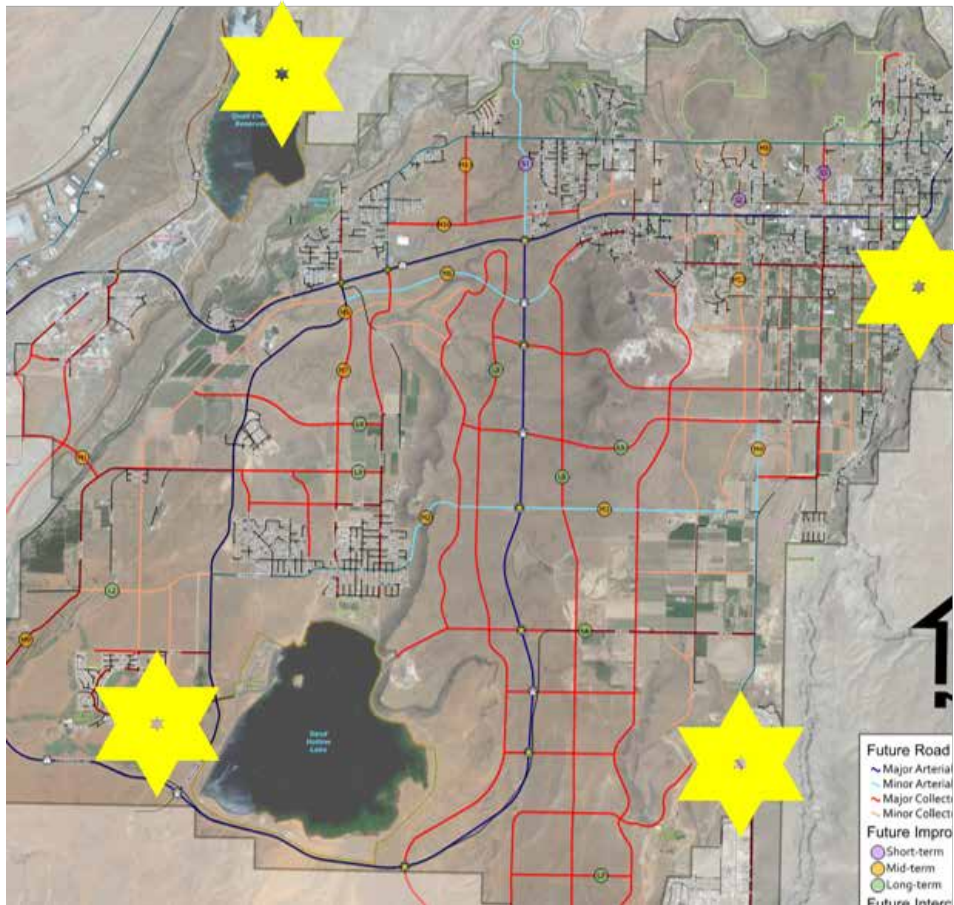
The Civic Center site has a variety of building types that surround the property.

To the north sits a quiet residential community that sits at the base of a hilltop where Hurricane Elementary and Valley Academy Schools are located.

To the south of the site is a commercial area and a major road SR-9 that connects St. George & Zion and has heavy traffic at all times of day and night.

Strategic thought should be considered on the approach for patron and staff access vs. public access. The use of the light at 1150 W would help manage traffic during any public events. There is a secondary road approach that may be more appropriate for local patrons to access the site and government offices.

Surrounding Site Use



OPTION 1



OPTION 2



OPTION 3



When examining the overall site, our team considered three options to arrange the various site elements. Our goals included utilizing the civic program elements outlined earlier in this document, retaining land for public space and potential future development, and developing the following uses:

- High-Density Work Force Housing - 200 units
- Single-Family Residential - 60-70 units at approximately 1,500 square feet
- Hotel (120 keys/rooms) - approximately 78,000 square feet
- Commercial Office - 20,000 square feet
- Commercial Retail - 10-15,000 square feet

OPTION KEY	
Existing City Hall	
Civic Buildings	
High-Density Work Force Housing	
Single Family Residential	
Hotel	
Commercial Office	
Commercial Retail	



INTERVIEW NOTES

A Day in the Life

Chief of Police

The chief is going to have a lot of meetings with members inside and outside of the department. He, in this case, will likely start early at the office, plan, prep and schedule. Some meetings will be in office. Office size varies on availability, utility, and ego. Should be large enough to accommodate impromptu meeting of 3 or 4 individuals. Might change shirt or clothes for differing events during the day. A custom side cabinet of sufficient width and height to accommodate a narrow closet. An integrated locking cabinet space for short term stowage of a duty belt and gun would be awesome. Cold water fridge for guests. Typically, close proximity access to his assigned or personal secretary. Path for entry and exit to the building to his office should avoid distractions. Typically would not walk past or through utility areas or high traffic areas that would prove rude to simply walk by without stopping or acknowledging. Likewise individuals visiting the chief, sometimes under discreet or confidential circumstances should be able to come and go with a minimum of attention or subsequent gossip. Second floor suites work well. Assigned parking space in close proximity is a plus. Chief is likely to come and go frequently.

Office proximity to the deputy chief, personal assistants, should be convenient. Chief does not necessarily need to be close to deputy chiefs of other sections or divisions. These individuals are often housed closer to their subordinates, but in small departments in may not matter, if their areas of responsibility are all under one roof. Access to a to a full-size conference room should be close, often next door to chief’s office.

Office typically has an executive desk, not a cubby style, computer side table, cubby shelving boxes, cabinets, loose

ends, sometimes a couch, definitely a separate table that allows for 2-3 chairs, as a discussion environment. A window with a view is a plus, a wall screened window with landscaping. The chief represents the department, the office environment sets part of the tone and the first impression. Room size 14x16 minimum, 14x18 with discussion table.

Chief’s secretary

Typical cubicle setup but nicely appointed. Close proximity to chief’s office, supply room and general access copier. Open area setting is fine, personal preference. Secretary stays in one place most of the day, greets guests, if an outside passthrough office then she gate keeps for chief. Unlikely in this setting. Sorts mail, runs calendar and interference, and a million other things. (some of the best people I have known)

Deputy Chiefs

Same as police chief, but more spartan accommodations, stand alone or shared office with other chiefs, unlikely to have own secretary. More of a day to day activity office. Most contacts are internal. Frequent interaction with the chief, again, close proximity to secretaries. Frequently in and out. More reports and projects. More subordinate meetings. Close proximity to formal conference room is helpful.

Main Conference Room

Used for staff meetings, presently eleven persons and a secretary. Minimum seating likely 10. Additional chairs can be set up against an opposing wall to accommodate larger numbers. The discussion and stakeholders involved determine the number of participants. Rolling highback chairs are best, An additional chair can be pushed into the fray. Room size is rectangular and should allow for at least one to two rows of stackable type chairs on one end.

A big screen and connections is helpful, full audio visual project here would be less used and perhaps better saved for the briefing or community room. White boards all around. Sliding whiteboards will maximize space and serve extended planning meetings, budget and project meetings.

When not in use for staff this room is often used for lower level committee, planning and problem solving meetings. This is typically managed through online scheduling, often overseen by chief’s secretary by default and close proximity. These meetings provide for increased foot traffic, often by individuals unfamiliar with this end of the building. Preferred access is close to elevators or entries where inside and outside city staff or workers may enter with a minimum of disruption.

It is noteworthy that civilians attending meetings here will require an escort to and from secured space.

Small Conference room

Located away from large conference room. Used mostly by lieutenant and first line supervisors. Lower level, smaller meetings are held here. Might include small project meetings or a performance evaluation and used to gain privacy in an active area, likely uniform patrol location or nearby. Ease of access is less concerning and typically employee only.

Specialty Offices

Might be grouped together based on function needs and supervisor proximity. Needs for these offices require additional information as to duties and function.

Emergency Management could be a single individual in a cubicle, or require a larger cubicle(s) and work space. A single, well placed cubicle may be all this individual requires. This function is typically in office with outside appointments and a grinding amount of paperwork and pre-planning. Duties might

INTERVIEW NOTES

be broader in this instance. Good question to ask. Does not need to be located close to patrol, exits, supervisors etc. but would be more likely located with other Staff and administrative functions.

Office, Budget and Building require additional information but are likely single individuals who could be grouped in cubicles in a single office, large enough to include a conversation table and chairs. Actual functions might require a larger work area that includes a work cubicle, tables, shelves and storage sufficient that a dedicated room or office makes sense. These room sizes might be configured to allow for a different useful function in that same location, should the original function be removed elsewhere. For example a large Emergency Management office might be sized to readily accommodate a typical office housing sergeants. Its location might also be situated to efficiently meet the requirements of both options. OBB would likely be grouped together, are themselves low traffic, do not require close proximity to any other section. These offices might be grouped by chief preference to a common location. They would likely be situated closer to the admin function than the various sworn officer functions. It would be good to know if these individuals will have security clearance access to the sworn functions and locations.

PIO Public Information Officer

This individual is typically relied upon heavily by the Chief of Police. Typically they are the face of the department under stressful circumstances. They interact regularly with the media, infrequently with major news and print media. Most contact is with local reporters. They spend a significant amount of time in office scanning for law enforcement related news events and articles, newspaper and magazine. They spend time online on topics of similar interest, local, state, and national. They craft press releases and screen outgoing “police blotter” information.

The office might accommodate a small 2-3 person conferencing table that may be separate and secure from their actual office. Preference may given to having this office secure, but readily accessible by location to the public and to reporters. (You want access to reporters with giving them access to anything else) This might be in close proximity to the main lobby. This same room might provide a convenient conversation space for a citizen meeting. If also used for this purpose , the interior door to that space should be secured.

The PIO office itself would likely have a stand alone desktop subscribed to multiple media services but available only on that system. Walls might also have multiple screens to allow for real time monitoring of local or affecting National cable media and news events. This office should have interior secured access as well, to both the conversation room and the building interior.

VIPS Volunteers in Police Service

These are civilian members of the community who volunteer their time to assist in police services. They are typically backgrounded and have select building access. They typically work outside of the police facility and meet to train, receive assignments, socialize and assist with group meetings, often in the community room if one is provided.

Generally there is a volunteer co-ordinator and this person will likely need a work station or small office. These men and women are dedicated and selfless and most departments have a full appreciation for what they do. Facility support is a big factor in running their organization and to show appreciation for their time. They typically use a briefing room for group training, work after hours, typically in twos. They may be utilized to provide relief to crime victims or assist in maintain support to major incidents. This could include water and refreshment. If so, storage of these resources are likely to be kept in or near the office. More needs to be known about their specific functions.

Animal Control- Need More Information

- Are they uniform
- Do they have/drive a department Humane truck (Utility vehicle outfitted with animal container compartments)
- How many
- Do they capture and transport only? County or city pound?
- Do they have animal capture traps? Where stored?

Animal Control Officers (ACO) typically work away from the PD all day. Need ready access to the parking lot, do not need to be near anyone for support unless supplies and vehicle keys are dealt out daily by PD?

Patrol Division- See Excel “Day in the Life” worksheet and notes

Detectives

Each need their own cubicle with overhead compartments and adequate desk space. Each requires a phone and computer and access to secure interview rooms or small conference room. They may be in cubicles in an open area or in cubicles in groupings contained inside a room and behind a door. If in a room, stay away from having more than four in a room, three might be preferable. One detective with a penetrating voice can be disruptive to all. Open groupings might work as well, voice volume dissipates but ambient noise increases. Larger groupings of detectives work in a shared open area, but ultimately when numbers increase beyond 7 or 8 then an open area grouping, inside a large, dedicated room (30’x20’ or more?) might be preferable.

It is preferable to have detectives on a quieter, less trafficked side of the building. They are typically plain clothes with button up shirts and ties. They are a good fit for the Admin end of the building. They are largely autonomous, are in and out all day

INTERVIEW NOTES

dependent on type of follow up they are engaged in, spend a significant amount of time writing up cases. They do not need proximate access to outside entrances.

They are typically assigned their own unmarked vehicle which may or may not be a take home. These vehicles will typically move to and from the secured parking lot through out the day, but may be parked anywhere.

Detectives report to a supervisor but are largely autonomous.

SROs School Resource Officers

Typically uniformed. May have an unmarked or marked vehicle. Office is usually a designated space at the assigned school. They report to a supervisor, take calls on campus and interact with students. They usually do not have an individual office at PD, but may have a shared group area. These are good questions to ask. At most they would be assigned a cubicle, probably in the same room if more than one SRO. An office, if provided, would likely be housed closer to the uniformed patrol function.

They do not handle much evidence and have little call to be at locations other than the school and an office if they have one.

Task Force Function-

Typically, the FBI, ATF or some other three letter agency will put together a task force in a particular geographical area. An “FBI Task Force” would usually have one FBI Agent, use a mix of federal, state and local PD funds and be comprised of a single member from each participating local police department up to about 10 individuals, depending on the task force purpose. These officers, while assigned, rarely come back to their originating PD during the course of the task force. This may change based on circumstances.

They do not usually require a cubicle but rather interact with their

assigned agency supervisor, usually by phone, text or email.

CSI-Crime Scene Investigator- Need More Info...

CSI officers may have some layer of additional crime scene processing over and above the average officer. They typically drive an assigned vehicle or van, suited and outfitted for the purpose of lifting crime scene prints, blood samples, extensive picture taking, and collection of crime scene evidence for “drying”, lab submission and processing.

The CSI may have a small area set aside for the processing of crime related evidence.

- Is this CSI dedicated for that purpose?
- Is there a crime scene van or car?
- Is there a drying room associated with processing evidence?
- What is the CSIs scope and function?
- What is the crime lab used for evidence processing?

The CSI may require an office or space their own and/or an evidence processing room. Perimeter positioning is the best location for either of these functions. Drying rooms are typically secured, unconditioned spaces on the perimeter or outside of buildings.

Records Section

This is a huge part of the PD function! We need to know if the report writing process is digital or paper or a combination of both. All digital solves many space and forwarding issues but is rarely done well enough to eliminate paper. Each medium brings its own set of considerations.

Records personnel do not move around much at all during the day. Most all of their functions occur in a single room or area. Nearby bathrooms are a plus. Consideration should be given to

how and where citizens and sworn pd members will interact with records

See Excel File for more.

Evidence

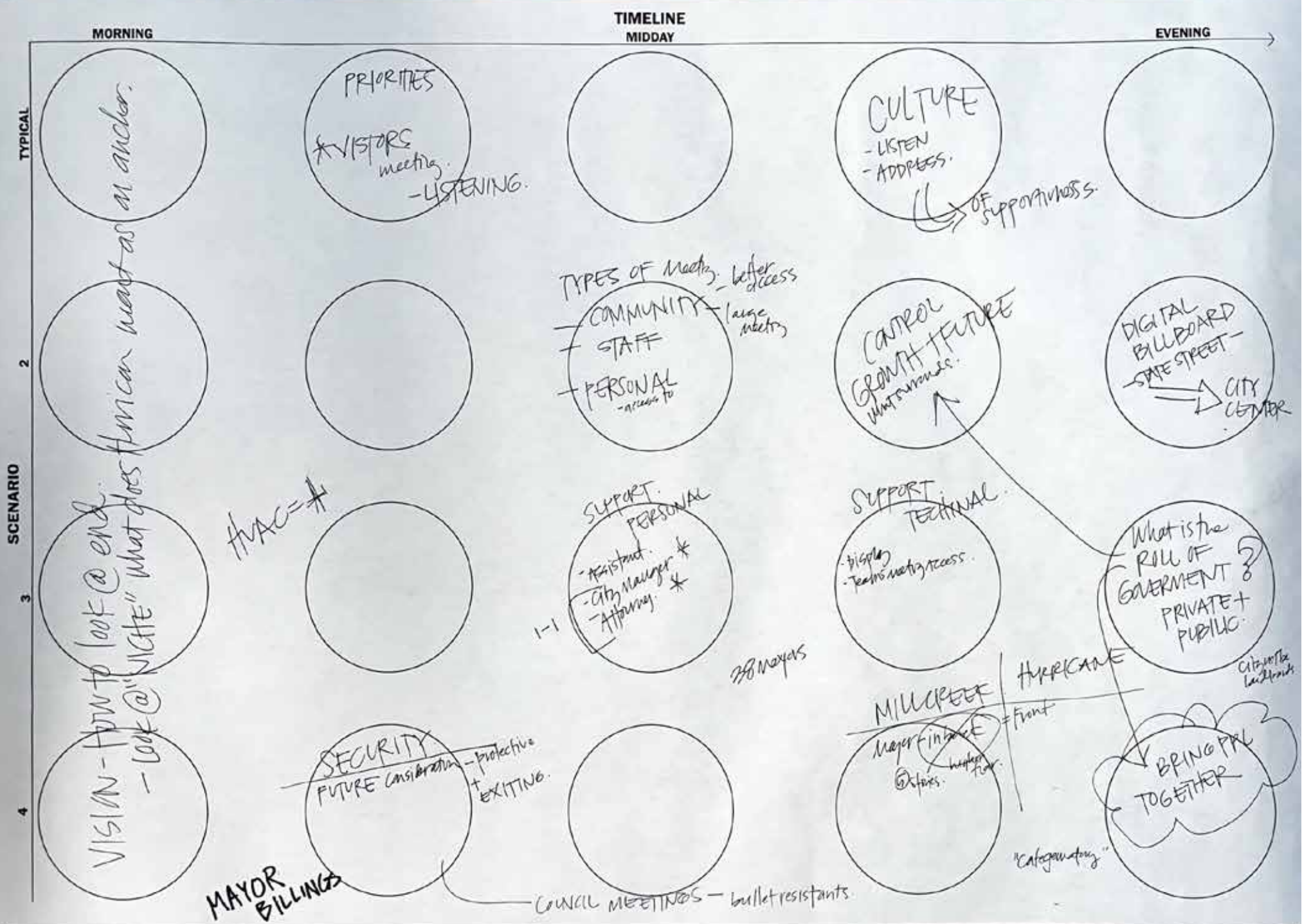
An evidence section can eat up square footage very quickly. There are numerous evidence management systems that provide for the efficient use of space for storage. Often this includes automated rolling banks of shelves that close together when not in use. Client sourced research in the design phase is important. A discussion of future evidence storage needs would inform the present discussion as well. Some cities ultimately use a two location system, readily storing active cases a shorter term on site and then warehousing adjudicated but violent cases long term in a secured facility, built or upgraded for that purpose. Long term offsite storage may be more economical.

Evidence techs are usually in the same location all day. They may make runs to patrol evidence location sites for evidence pick up. Evidence is regulated by evidence collection forms, completed by officers, and stored hard copy or digitally in records. Officers retrieving property from evidence must first review the departmental report, found in records. Locating the two in close proximity may limit travel and multiple stops by officers and detectives.

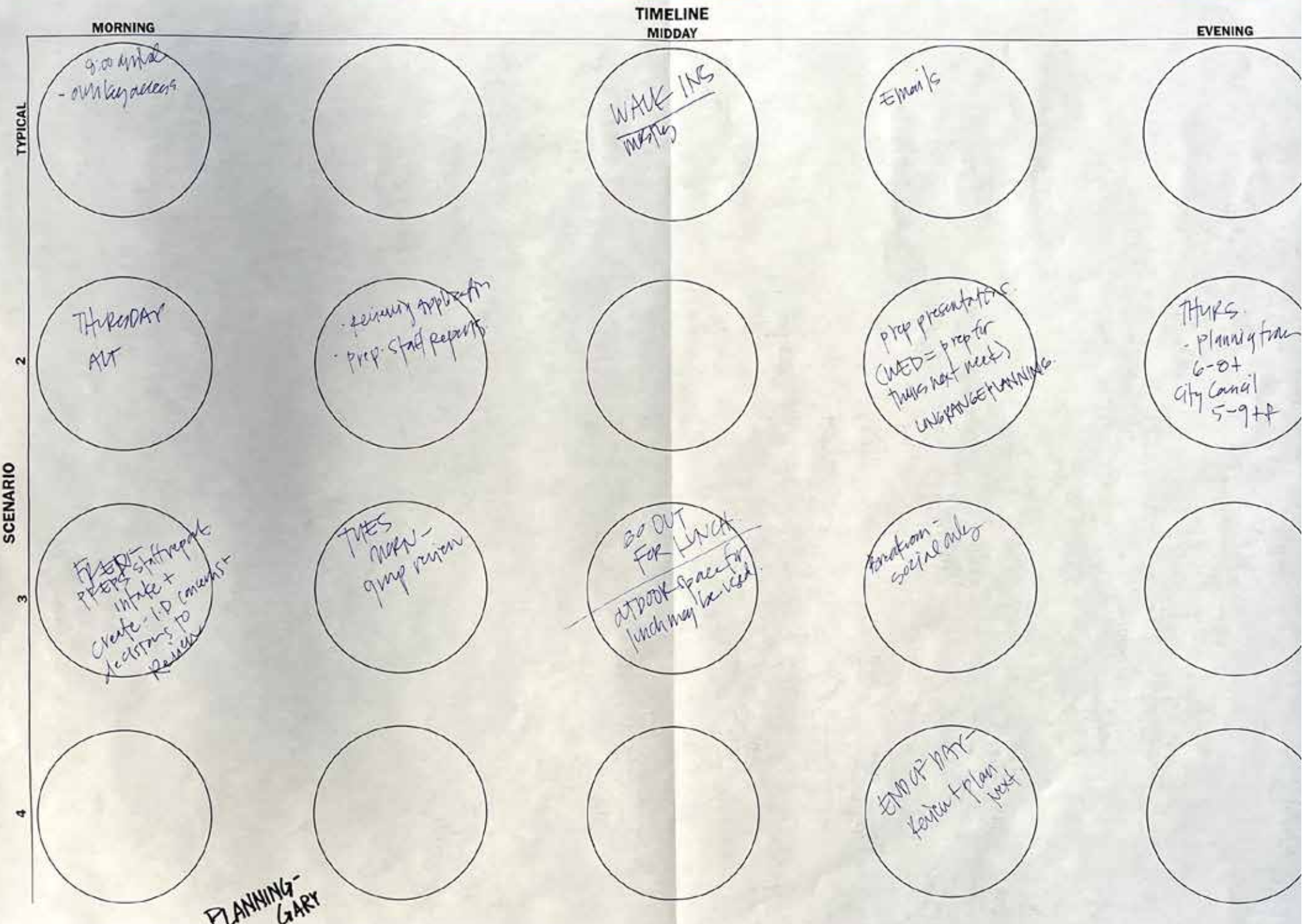
Evidence Collection Lockers

These lockers may be utilized and placed near the patrol writing area for use by patrol officers. The lockers should be secure with single key access and no rear or alternative access. Various sized and shaped lockers can be located on a single wall to accept pistols, rifles, and items of every shape and size. Larger items, not fitting a box, are stored in a larger, closet sized enclosure, single key entry, or taken directly to evidence.

EXPERIENCE MAPPING



EXPERIENCE MAPPING



SURVEY RESULTS SUMMARY

Hurricane Civic Center

29

Responses

108:41

Average time to complete

Active

Status

1. Full Name

29

Responses

Latest Responses

"Kathy Excell"

"Arthur LeBaron"

"Tami Jones"

2 respondents (7%) answered Excell for this question.

Campos Chapman

Larry Palmer

Jerem

Stacey Gubler

Kirra Dixon

Selwin Lovell

Cinc

Brienna Spencer

Lynn Excell

Excell Hall

Karri Rict

Matthew Patterson

Layla Mangum

Allison Keaton

Cheryl Doty

Kurt Yates

Darren Richmond

Jer

2. Title:

29

Responses

Latest Responses

"Treasurer"

"City Engineer"

"Permit Technician"

5 respondents (17%) answered City for this question.

Planning Technician

Building and Planning

information Officer

City Manager

Assistance City

Patrol S

sgt/investigations

Utility Clerk

City

City Engineer

Building

Permit Technician

Police

Public Technician

Payro

Utility Supervisor

City Attorney

City Planner

Evi

3. Email:

29

Responses

Latest Responses

"kathy@cityofhurricane.com"

"arthur@cityofhurricane.com"

"tami@cityofhurricane.com"

4. Phone number:

29

Responses

Latest Responses

"4356352811"

"435-632-3462"

"435-635-2811 ext. 122"

2 respondents (7%) answered ext for this question.

4352297416

4356352811x106

7209388135

EXT109

ext

43563528

4356359663

4356806467

4356688116

4

8016964269

4353758978

4357044938

4356685

5. I work in the:

Administration

8

Animal Shelter

0

Building Department

4

Engineering/GIS Department

2

Human Resources

0

Justice Courts

0

Planning & Zoning Department

2

Police Department

10

Public Works Department

1

Other

2

SURVEY RESULTS SUMMARY

6. I work

Full time

29

Part time

0

7. I am

A manager

13

A team member

13

An individual contributor

3

8. I work in a team of

0-5

16

5-10

7

10-15

2

15-20

4

9. I predominantly work in

An individual office environment

17

An open office environment

6

A common work area

4

A field environment

2

10. In a typical week, I work with employees in other departments:

<20% of the week (less than 8 h...

7

20-50% of the week (8-20 hours)

13

50-80% of the week (20-32 hours)

6

>80% of the week (almost all th...

3

11. When I work with people in other departments, we

Most of the time

Some of the time

Never

Communicate via email

Set time to meet in a Teams meeting

Set up a time to meet face to face

Talk on the phone

Other

12. When I am in a scheduled meeting, it's usually with

1-2 other people

7

3-5 other people

11

More than 5 other people

11

13. When I want to talk to co-workers socially, I usually

Stop by their desk

24

Call them

3

Email them

0

Other

2

14. Please identify the other departments that you often interact with, and describe the components of your department that must be located directly next to each other, and those that should be near each other. Please also briefly explain the reasons for these adjacency requirements.

29

Responses

Latest Responses

"I need to work close to where money is collected, I interact wit..."

"I work with the Public Works Director and my office is currentl..."

"Planning Department because when questions arise about set..."

17 respondents (59%) answered work for this question.

departments in the city

utility departments

legal departmen

Power Department

City Attorney

City Manager

Planning department

building work

department

Planning works

Public Works

work closely

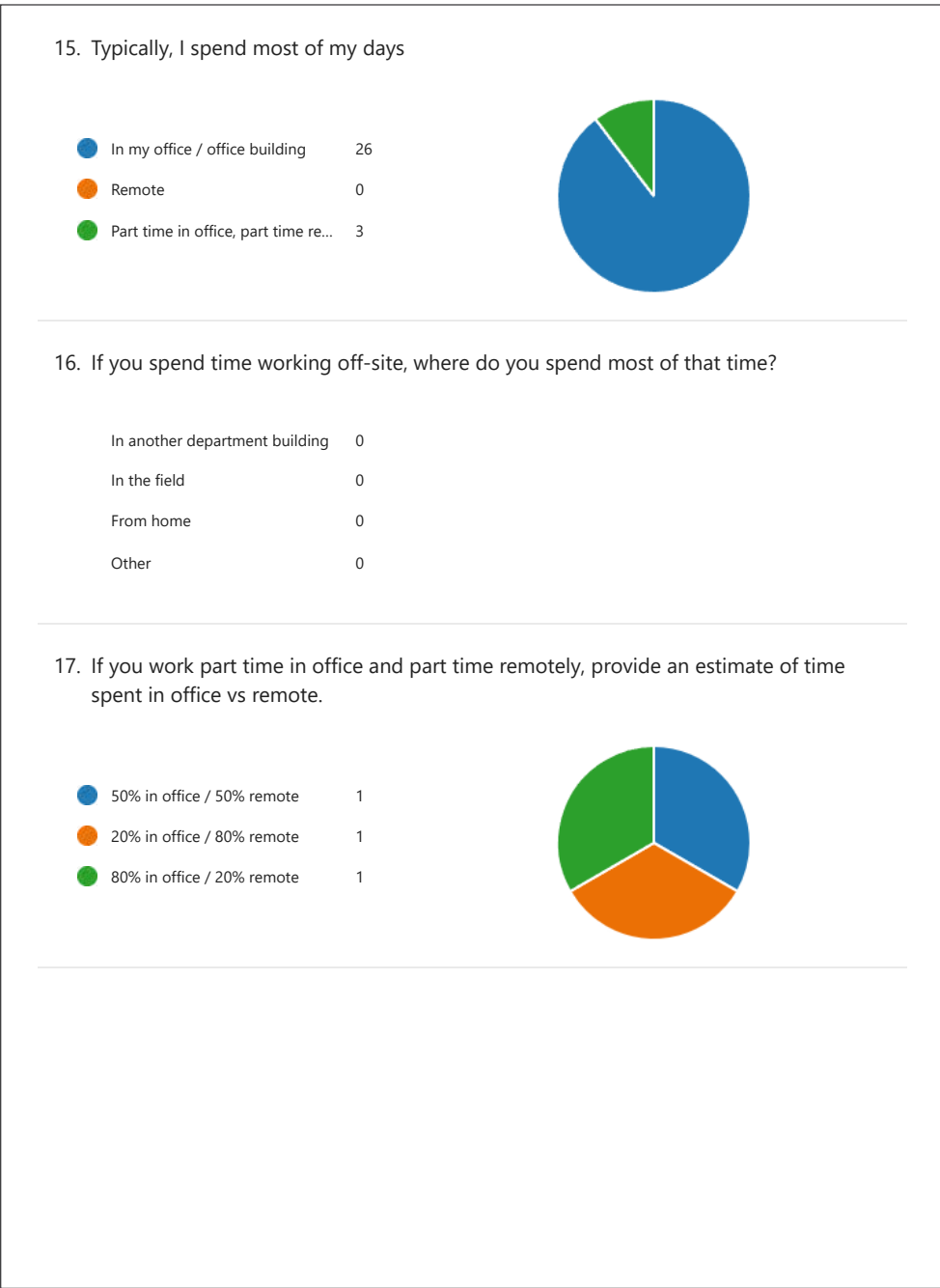
close to my office

City Recor

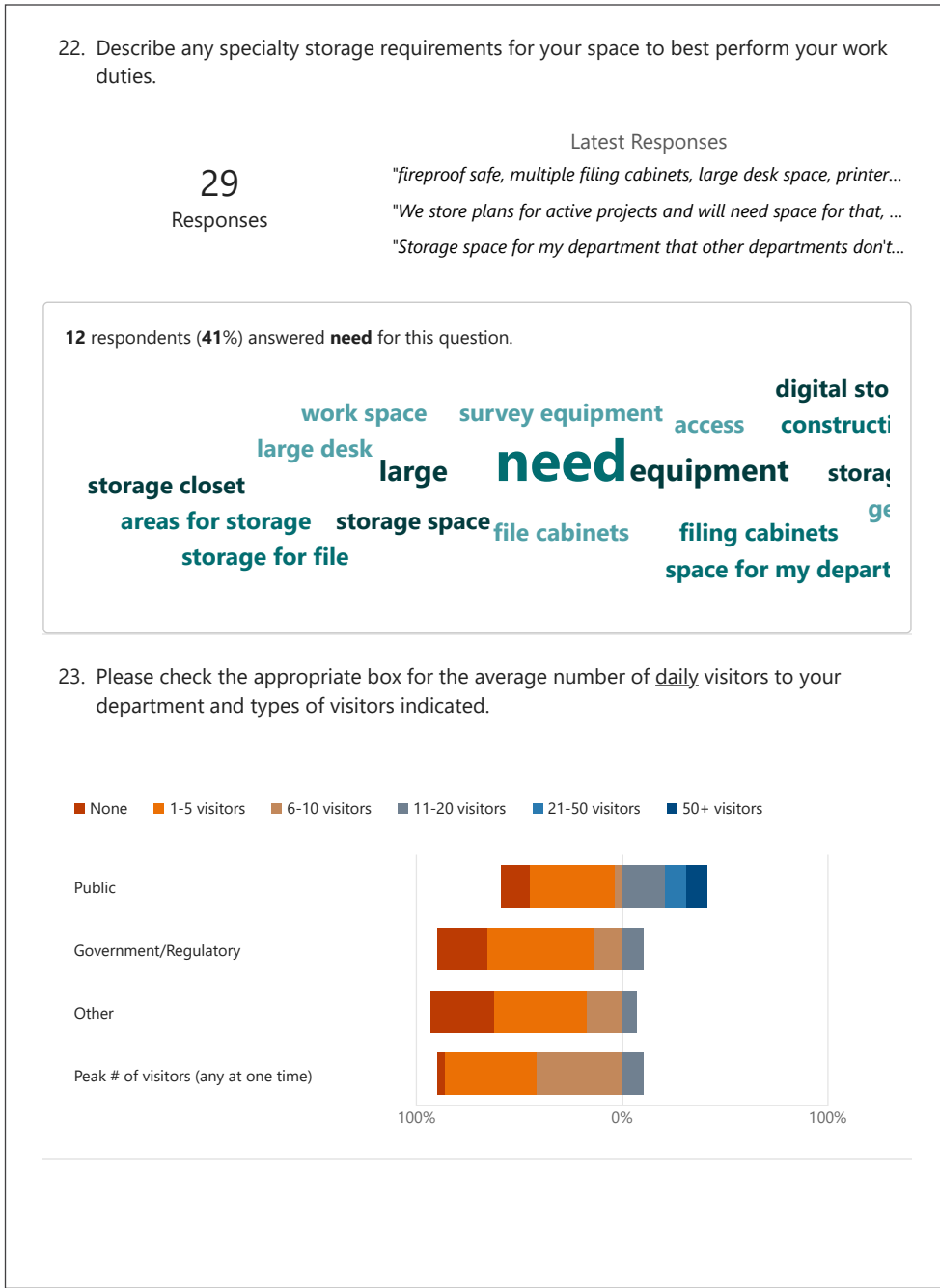
Works and Enginee

department and ad

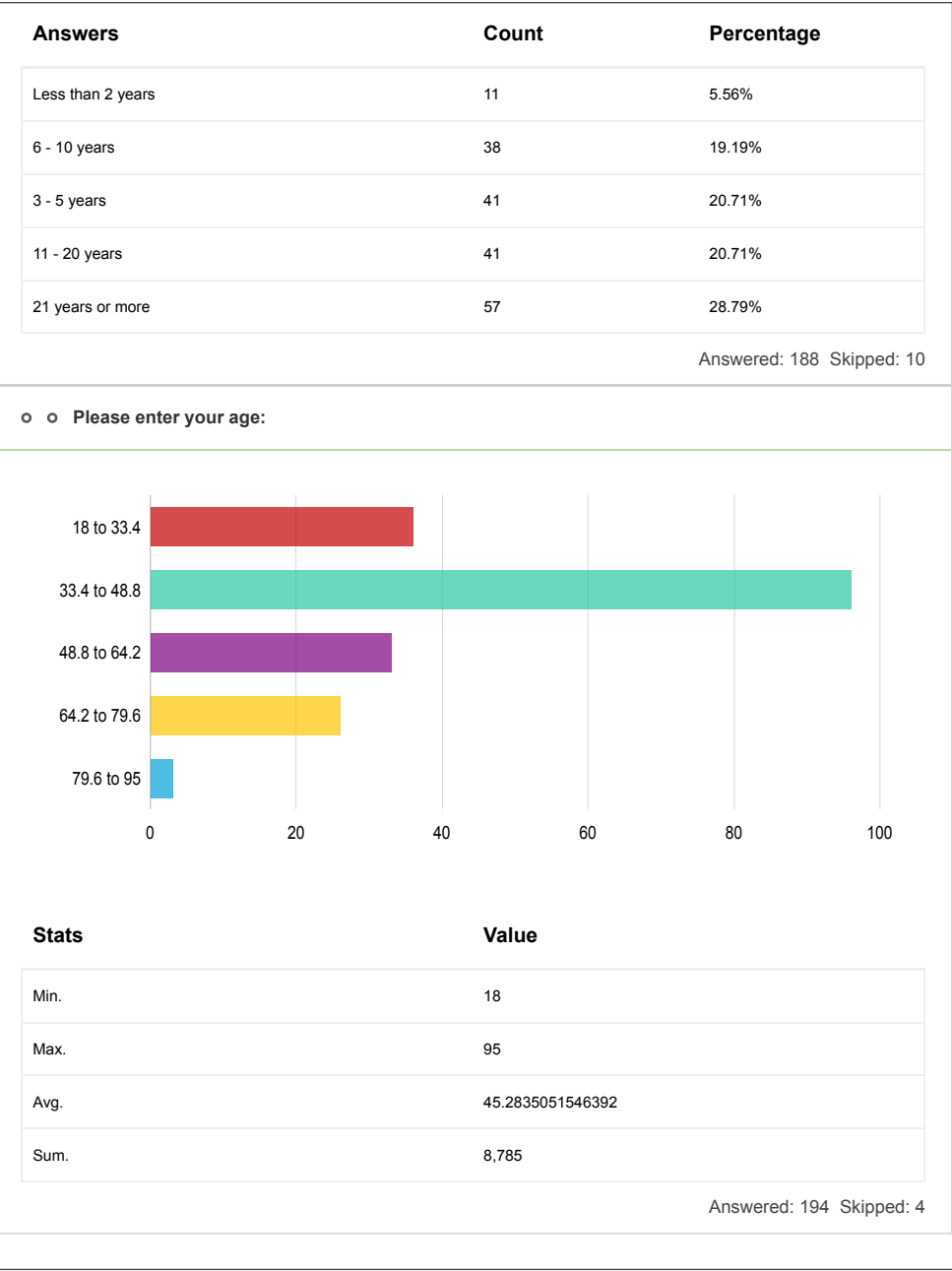
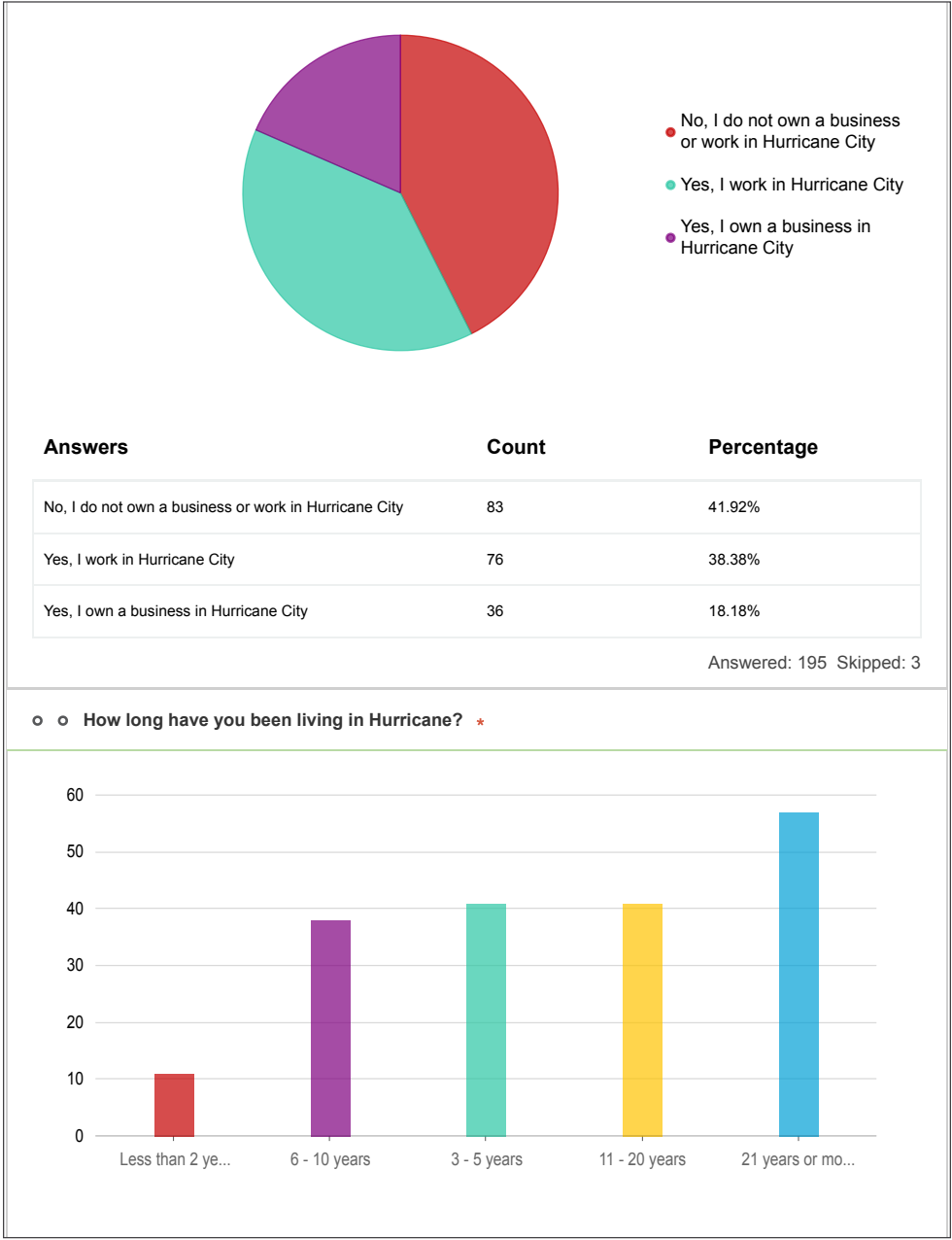
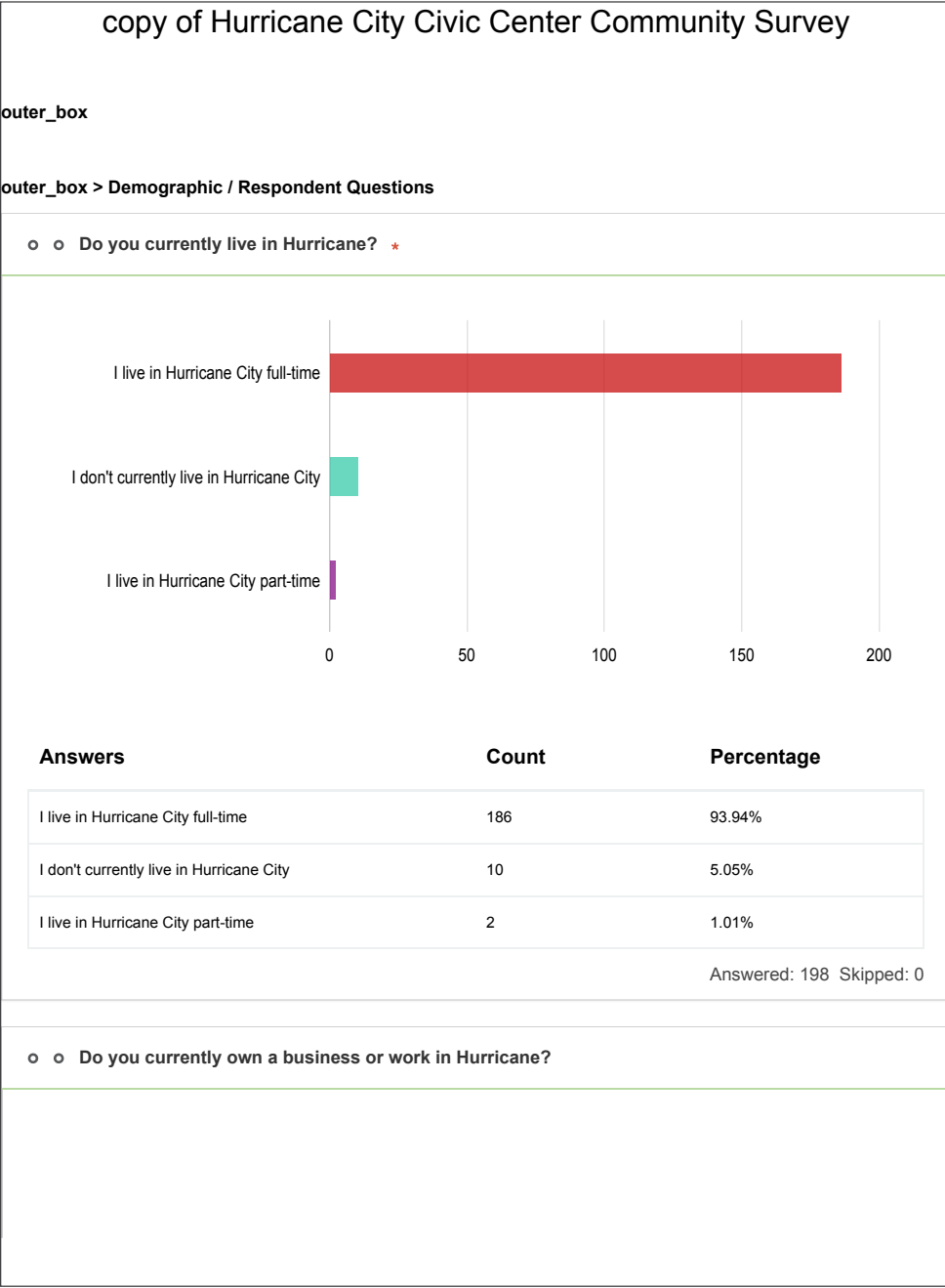
SURVEY RESULTS SUMMARY



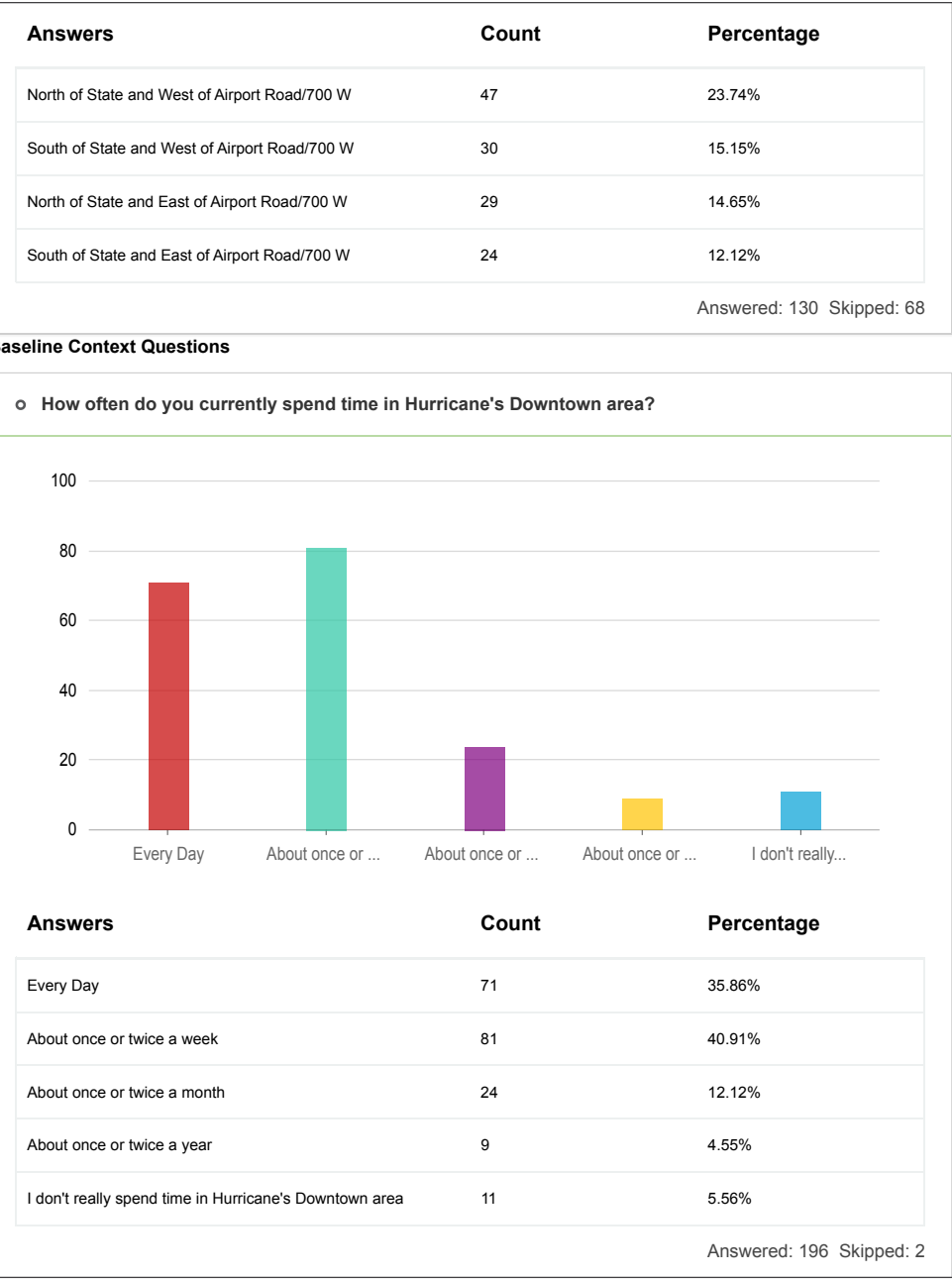
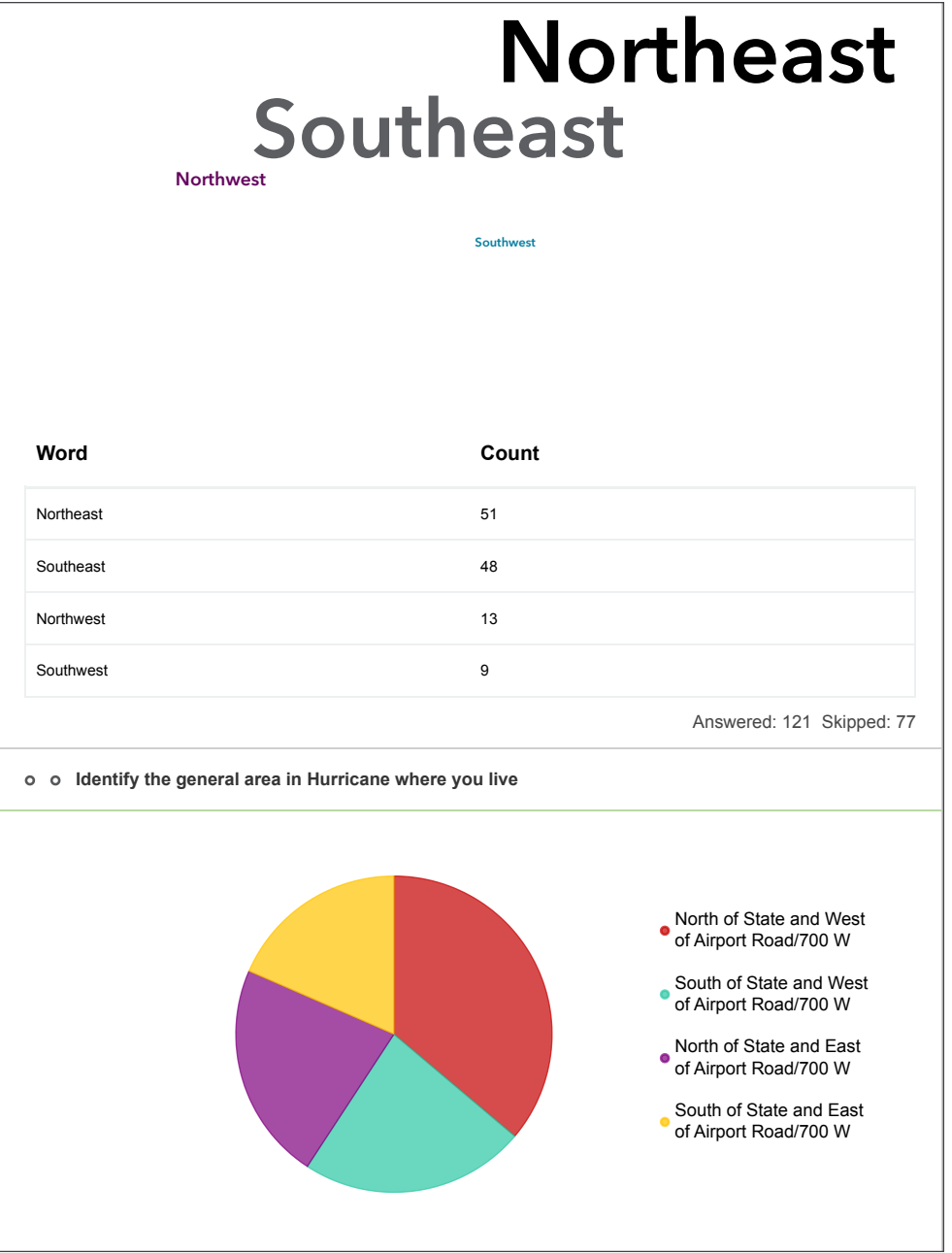
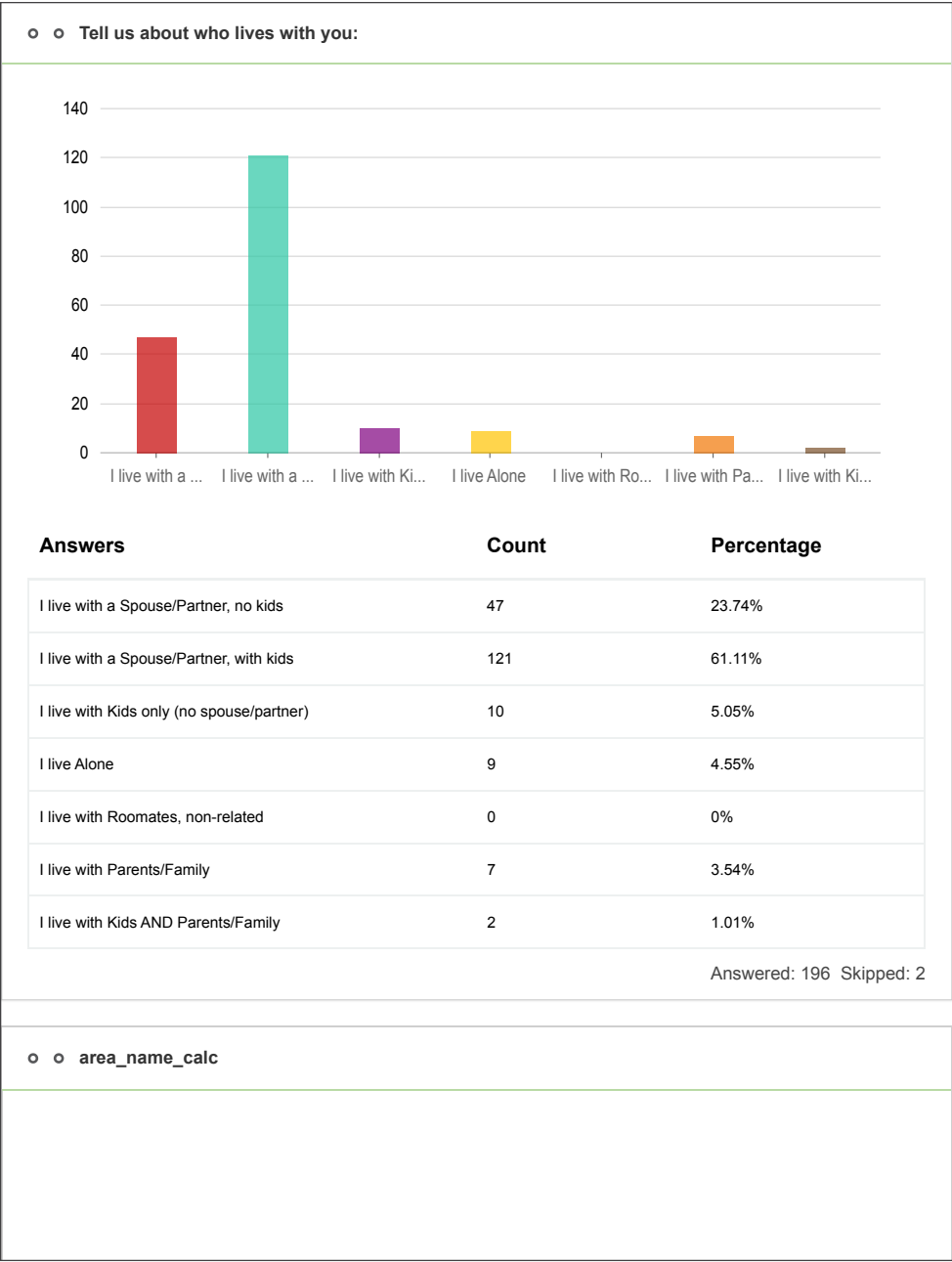
SURVEY RESULTS SUMMARY



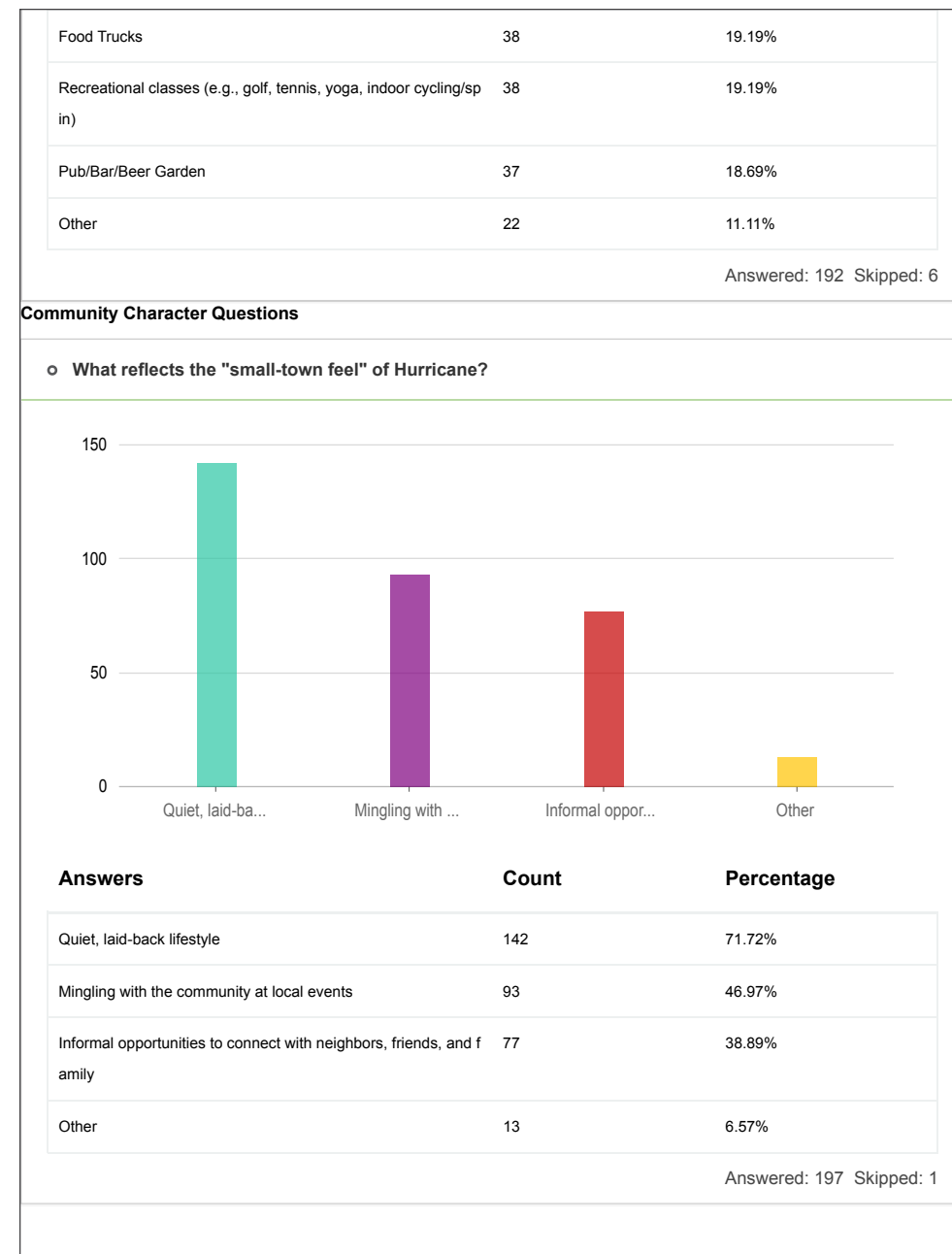
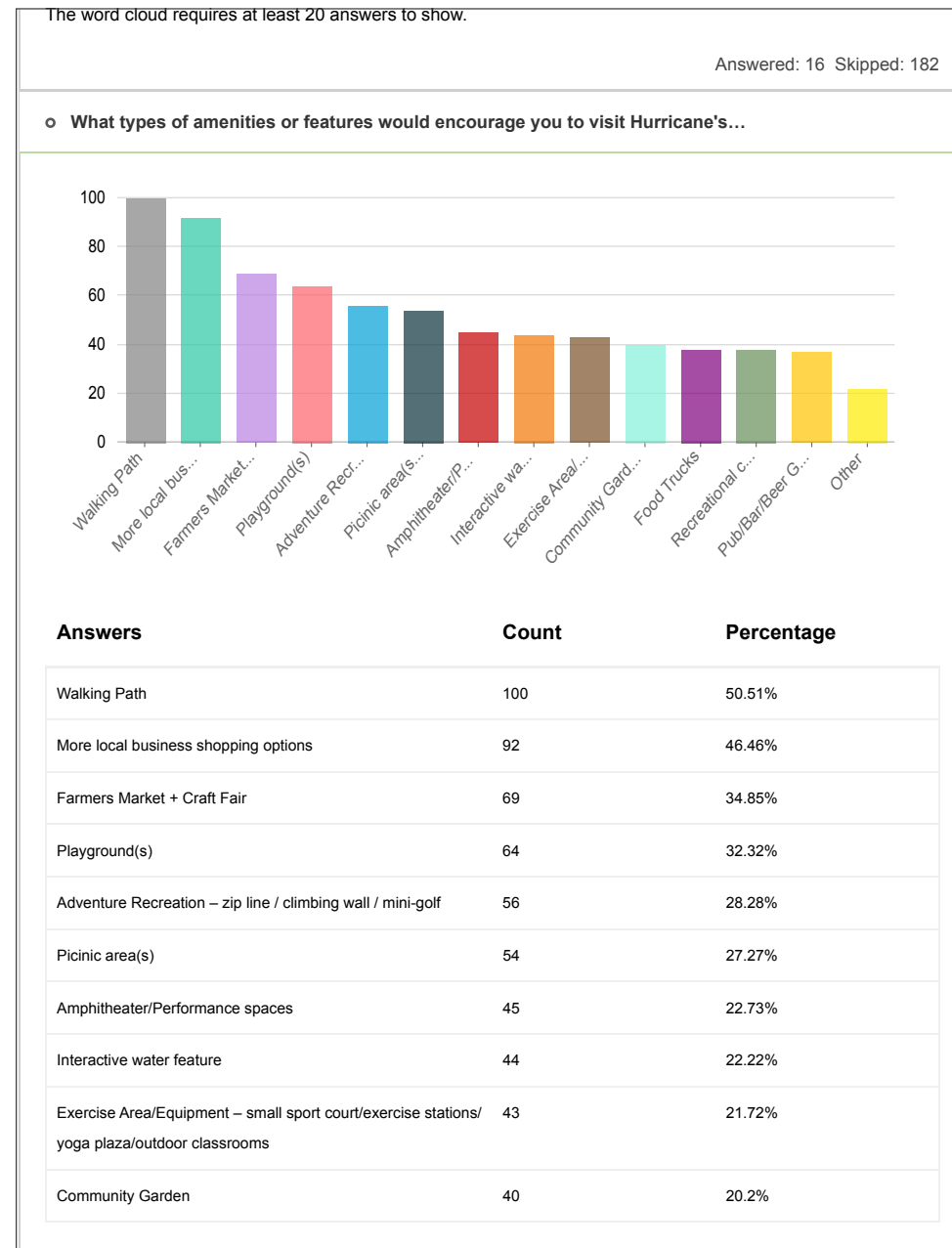
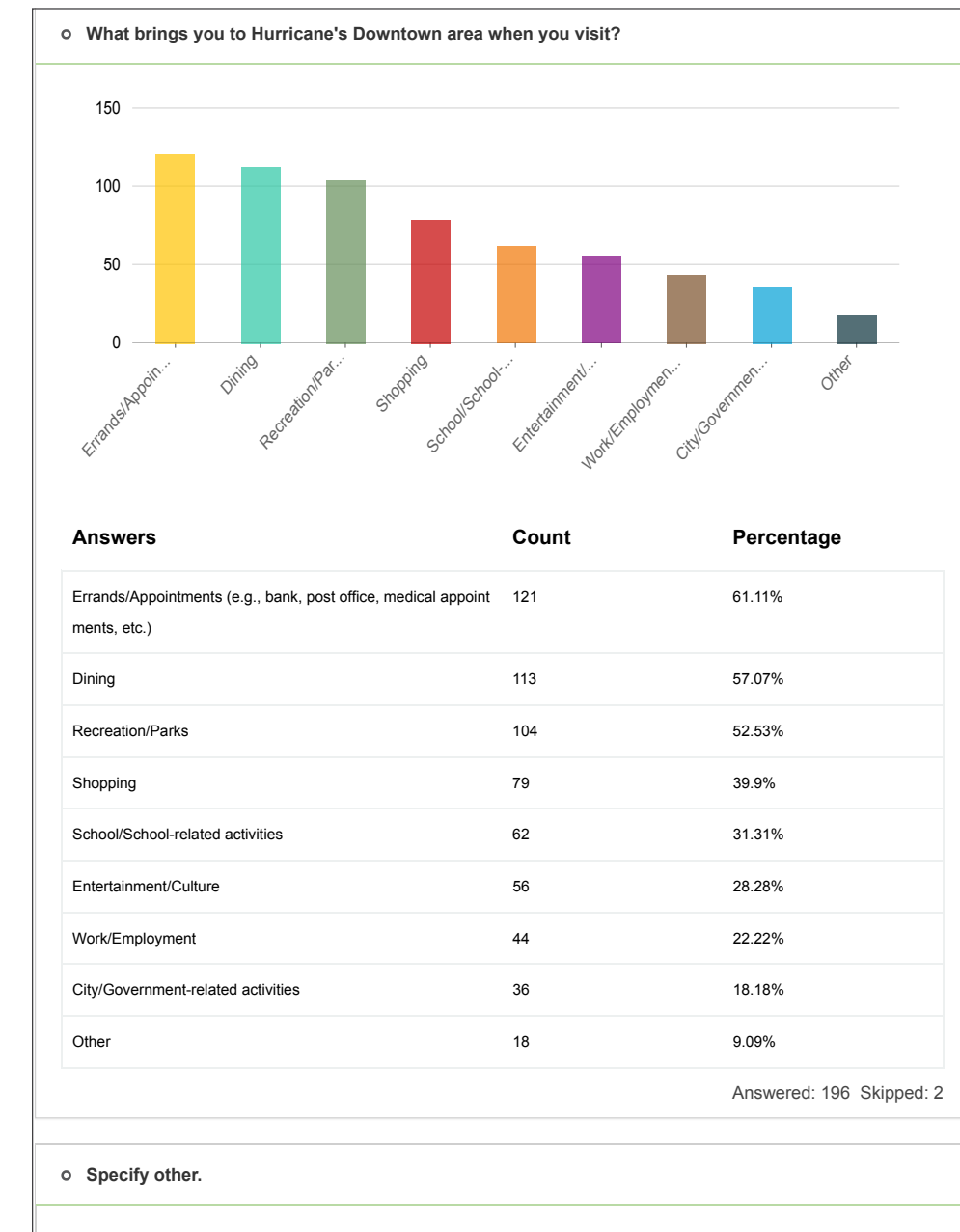
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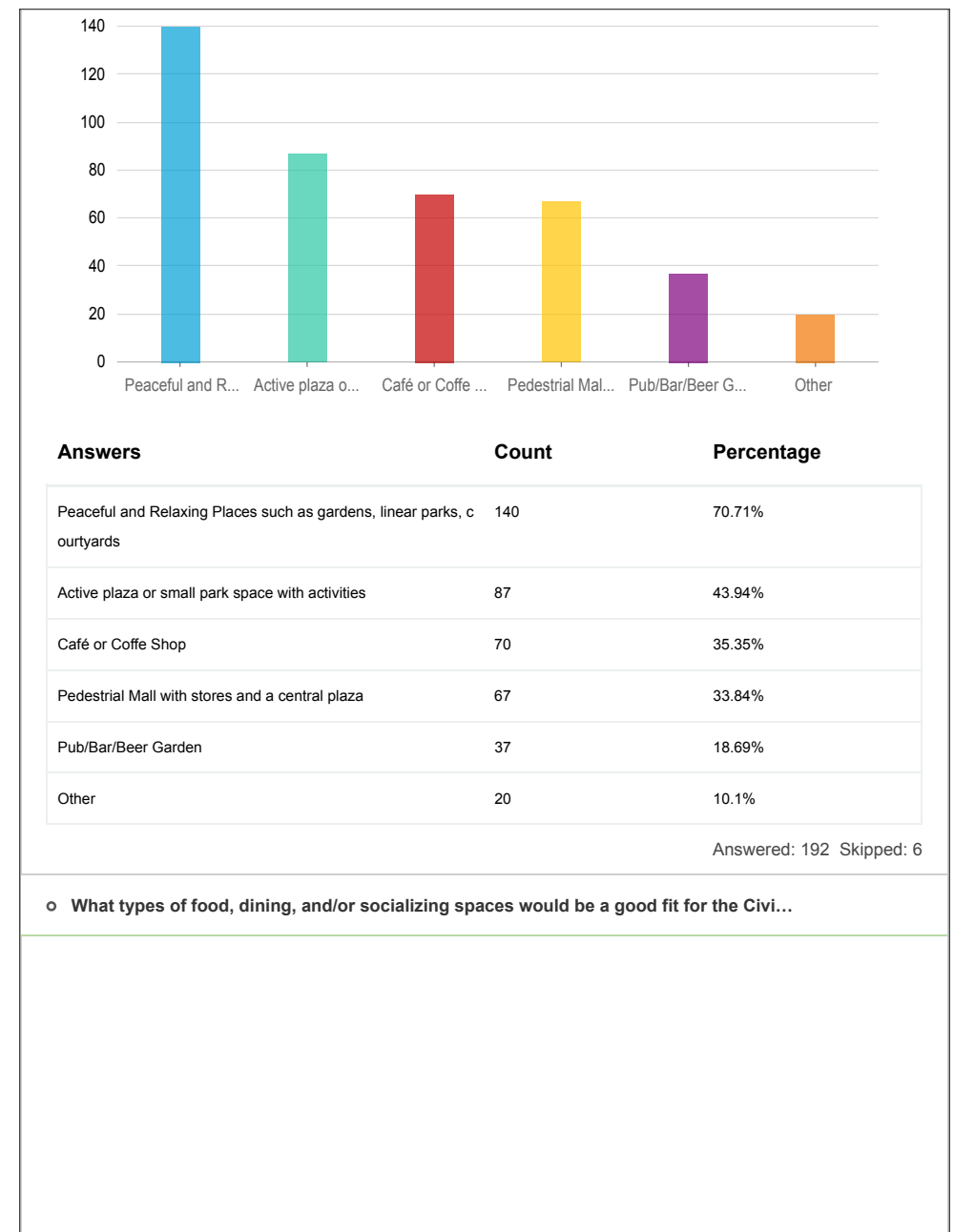
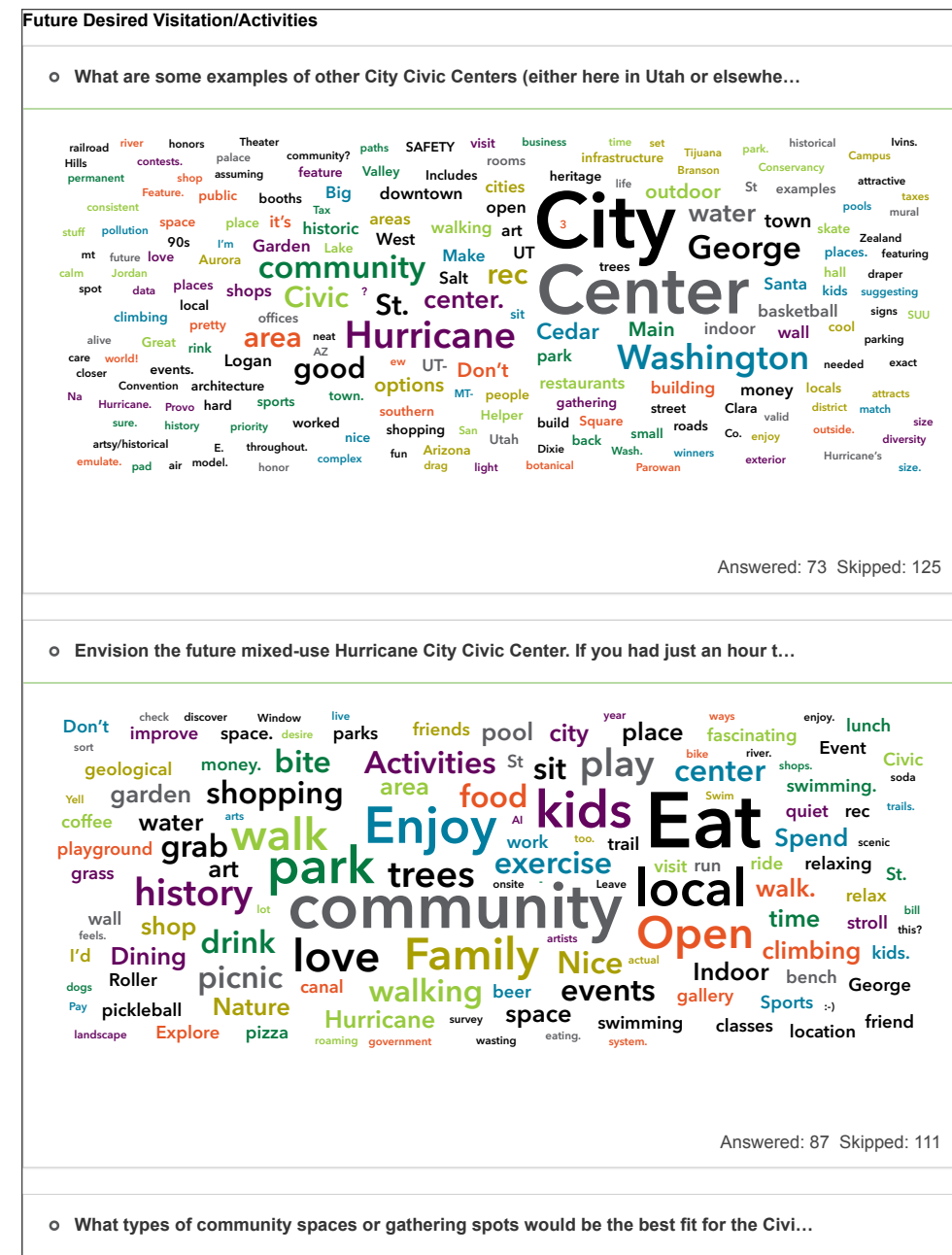
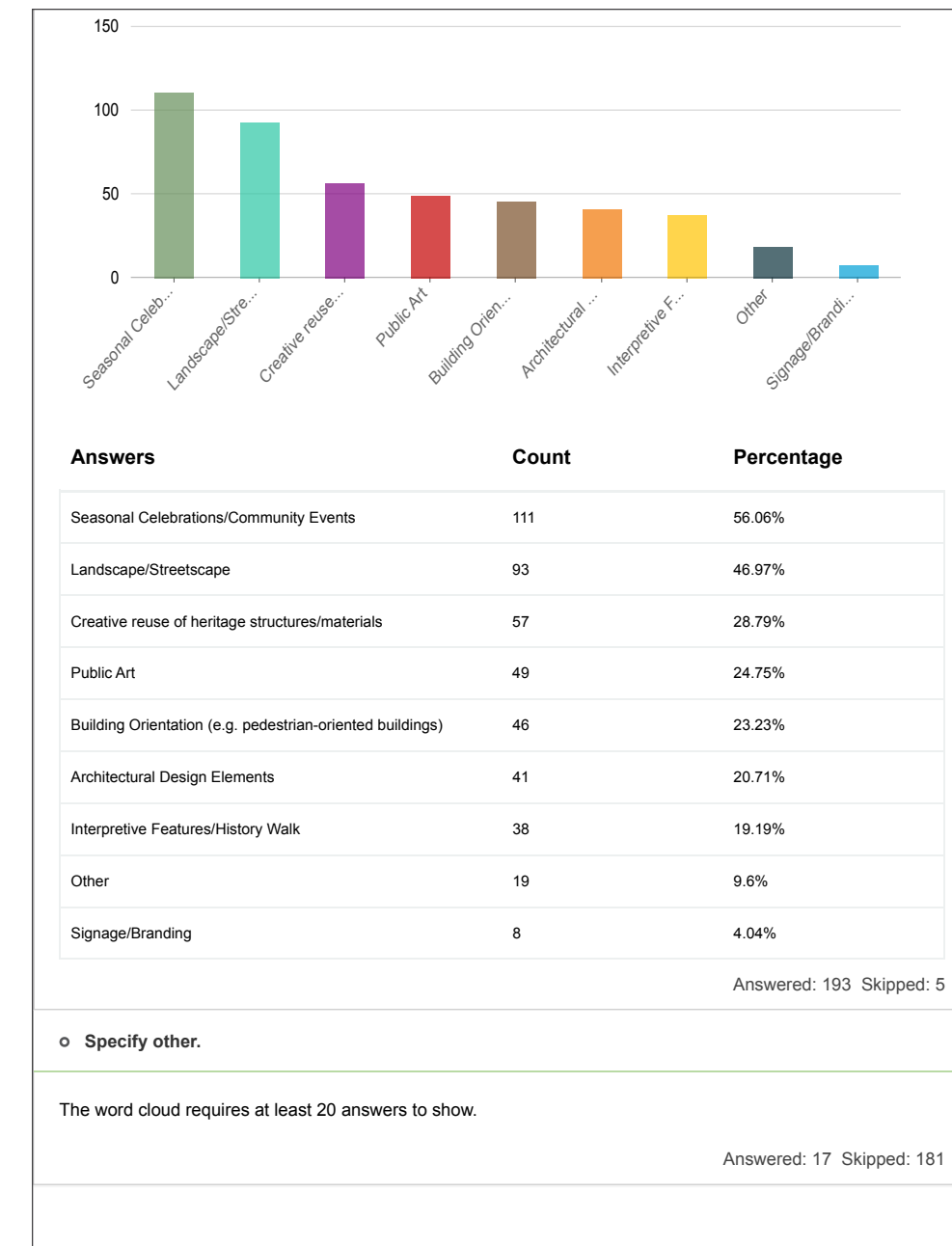
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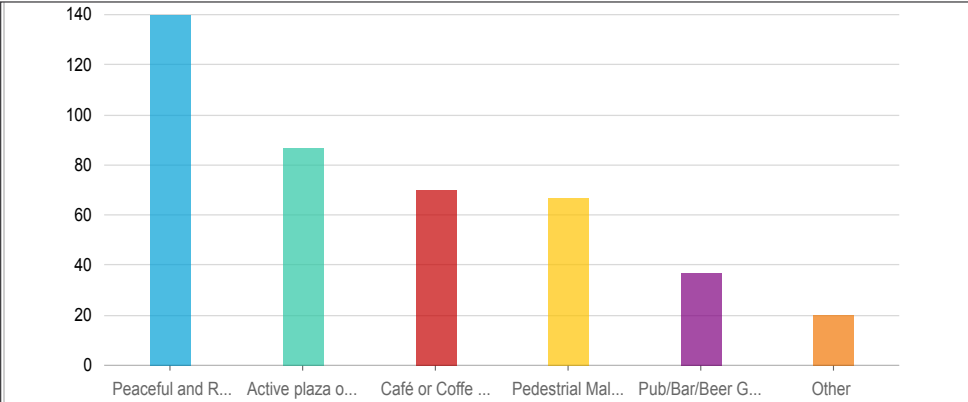
SURVEY RESULTS SUMMARY



SURVEY RESULTS SUMMARY

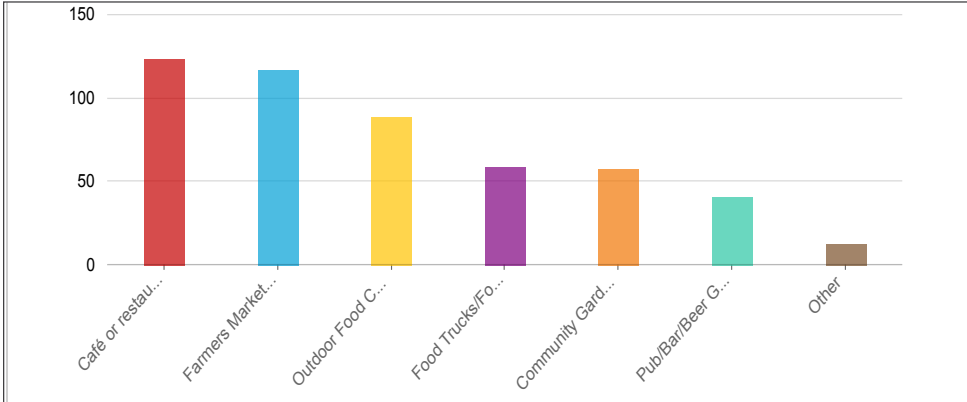


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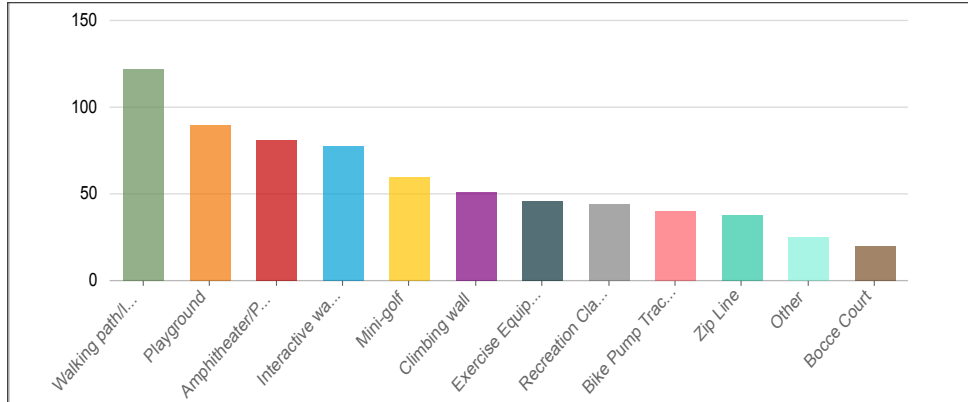
Answers	Count	Percentage
Peaceful and Relaxing Places such as gardens, linear parks, courtyards	140	70.71%
Active plaza or small park space with activities	87	43.94%
Café or Coffee Shop	70	35.35%
Pedestrian Mall with stores and a central plaza	67	33.84%
Pub/Bar/Beer Garden	37	18.69%
Other	20	10.1%
Answered: 192 Skipped: 6		

What types of food, dining, and/or socializing spaces would be a good fit for the Civic Center?



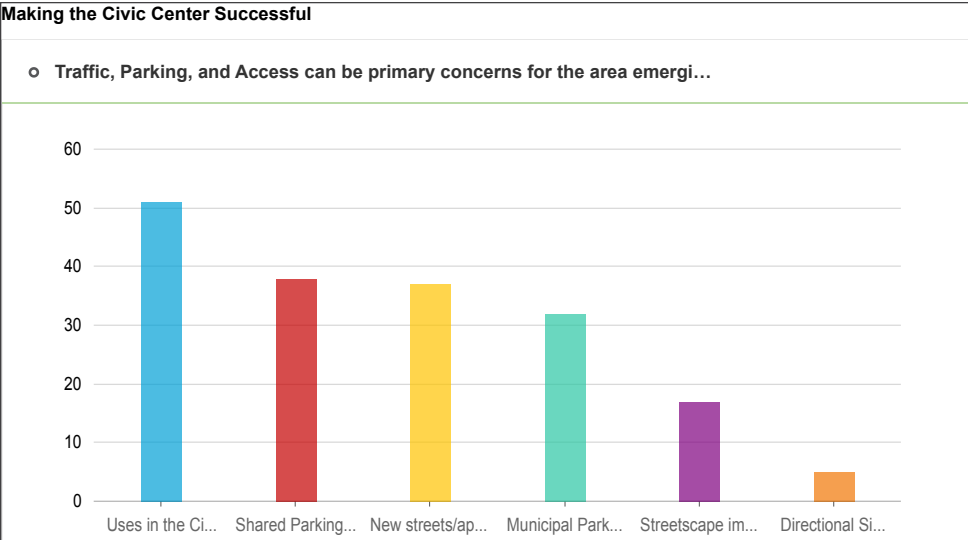
Answers	Count	Percentage
Café or restaurant (sit down/dine-in)	124	62.63%
Farmers Market/Local Food Market	117	59.09%
Outdoor Food Court (counter service; grab and go/sit in a central seating area)	89	44.95%
Food Trucks/Food Truck Plaza	59	29.8%
Community Garden	58	29.29%
Pub/Bar/Beer Garden	41	20.71%
Other	13	6.57%
Answered: 194 Skipped: 4		

What types of entertainment, recreation, and/or cultural activity spaces would you like to see in the Civic Center?



Answers	Count	Percentage
Walking path/loop	122	61.62%
Playground	90	45.45%
Amphitheater/Performance space	81	40.91%
Interactive water feature	78	39.39%
Mini-golf	60	30.3%
Climbing wall	51	25.76%
Exercise Equipment Circuit	46	23.23%
Recreation Class Space	44	22.22%
Bike Pump Track	40	20.2%
Zip Line	38	19.19%
Other	25	12.63%
Bocce Court	20	10.1%
Answered: 186 Skipped: 12		

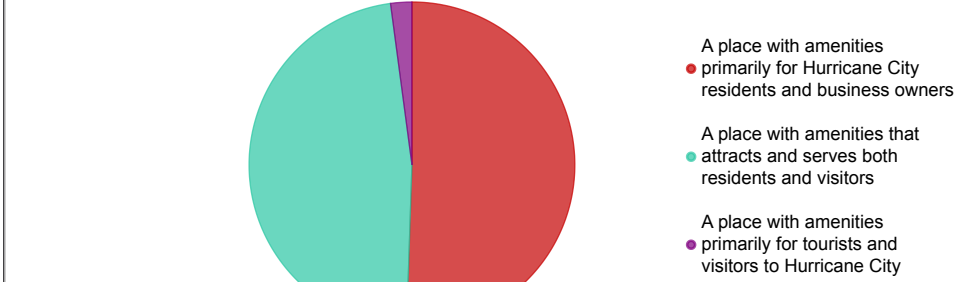
SURVEY RESULTS SUMMARY



Answers	Count	Percentage
Uses in the Civic Center geared toward school kids – provide afterschool activity opportunities/destinations (e.g., ice cream shop/convenience store; recreation activities/classes; playground/park space that differs from school equipment)	51	25.76%
Shared Parking (e.g., use of city parking for special events; evening hours)	38	19.19%
New streets/approaches to the property – disperse traffic with multiple routes	37	18.69%
Municipal Parking Lot (one larger lot vs. individual parking by development partners)	32	16.16%
Streetscape improvements to facilitate school access (drop off/pick up)	17	8.59%
Directional Signage/Clear Wayfinding Signs	5	2.53%
Answered: 180 Skipped: 18		



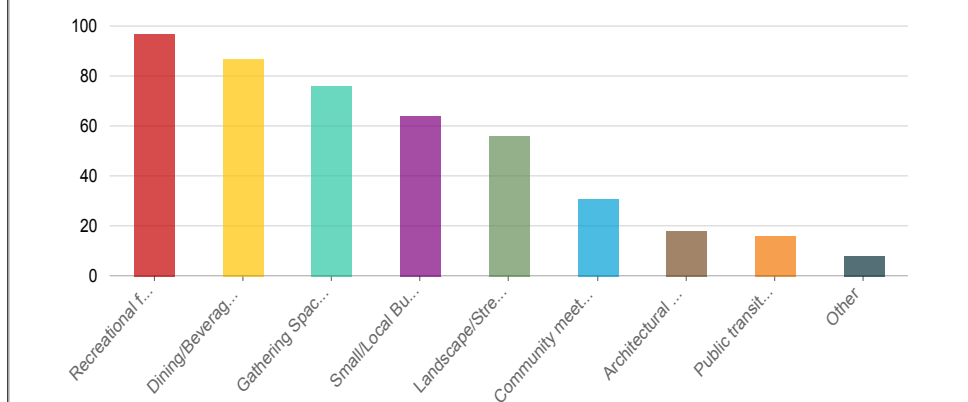
Do you envision the Hurricane Civic Center as:



Answers	Count	Percentage
A place with amenities primarily for Hurricane City residents and business owners	96	48.48%
A place with amenities that attracts and serves both residents and visitors	76	38.38%
A place with amenities primarily for tourists and visitors to Hurricane City	64	32.32%

A place with amenities that attracts and serves both residents and visitors	90	45.45%
A place with amenities primarily for tourists and visitors to Hurricane City	4	2.02%
Answered: 190 Skipped: 8		

Thinking of future improvements and possibilities for Hurricane's Civic Center, what would you like to see?



Answers	Count	Percentage
Recreational features and amenities (e.g., playground, exercise space, small sport courts, outdoor class space, etc.)	97	48.99%
Dining/Beverage Establishments	87	43.94%
Gathering Spaces/Places	76	38.38%
Small/Local Businesses and Shopping	64	32.32%
Landscape/Streetscape Design and Enhancements	56	28.28%
Community meeting space(s)	31	15.66%
Architectural Design Theme/Cohesion	18	9.09%
Public transit access	16	8.08%

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HURRICANE CITY CENTER PROGRAM DOCUMENT

*s: A Desk Reference for Law Enforcement Executives*

ards Committee

*Chair, IACP Professional Standards Committee

Committee

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Introduction

"The IACP contends that architects alone cannot design a functional police structure. They need the help and guidance of qualified police administrators."

IACP Police Facility Design Report, 1978

There are almost 19,000 state and local police agencies in the United States. Each has, or will in the future need to plan, design and build a new headquarters, precinct or substation. Since the useful life of a police facility can range from 20 to over 50 years, a new facility project is typically a "first time" experience for most law enforcement executives. They have little or no expertise in the subject area. Effective planning for a new or renovated law enforcement facility is the most cost-effective step a jurisdiction can take to ensure a successful project outcome.

A chief's role in the decision-making process has dramatic impact on the design, budget, use and life of a new facility. Decision making during the facility project is similar to a funnel – wide at the top and narrow at the bottom. At the beginning/planning stages, the project team has the greatest opportunity to change building philosophy, size, and design with the least impact on cost. At later design stages, opportunities for change and correction become more limited and more costly. Changes during the construction stage are the most expensive and can seriously delay a project.

This Desk Reference is designed to help chiefs and other law enforcement executives make sound decisions through use of a comprehensive planning approach. It will help chiefs design and construct a new facility, renovate an existing police facility, or adapt another type of facility to police purposes. The Desk Reference incorporates the expertise of police chiefs, police facility project managers, architects and consultants and identifies the critical project management steps involved in successful planning.

The Problem

Most police facilities continue to operate well past the planned life span. They often become seriously overcrowded, suffer from a lack of sufficient infrastructure (HVAC, electrical, data, telecommunication) and make due with outdated security and safety systems. These conditions often impair staff efficiency and morale, occupant safety, policing effectiveness and public perception of the department.

Focus of the Desk Reference

This Desk Reference provides police leaders with an 18-step Police Facility Planning Model applicable to all types and sizes of facility projects, regardless of complexity. The Planning Model is intended to promote a successful project outcome, whether the jurisdiction is constructing a multi-use justice complex, a police headquarters facility or any one of several smaller projects, such as a precinct facility or substation.

This document is designed principally by police chiefs and other law enforcement executives. It is designed to position the police executive and/or his or her staff in a leadership role as facility project activities ensue. The guide focuses to the greatest extent on the planning process and to a lesser extent on design or construction elements. While design and construction issues are unique to each jurisdiction, core planning steps are essential to every jurisdiction.

The Facility Planning Model

This Desk Reference is designed around the IACP's Facility Planning Model, taking the reader through the four phases of facility planning, and the steps included in each phase. Detailed discussion helps the reader understand the value of each phase and step, and gain clarity on how each step can be successfully completed.

Phase I: Project Initiation

This phase of the planning model contains seven project start up steps:

1. Identify and document facility problems
2. Build police internal planning team
3. Build political support
4. Identify and secure planning funds
5. Document policing philosophy
6. Establish project pre-design team
7. Establish community support for project

Phase II: Project Planning/Pre-Design

This phase includes three steps focusing on pre-design planning issues:

8. Conduct space needs analysis
9. Evaluate facility options
10. Conduct site evaluation

Phase III: Budgeting & Funding

This phase outlines three steps of the model that must be taken to assess and secure the necessary funds to complete the facility project:

11. Develop preliminary project design/construction costs
12. Obtain project funding
13. Secure & purchase site

Phase IV: Design & Delivery Phase

The last five steps of the model identify all necessary actions to design, construct and occupy the facility:

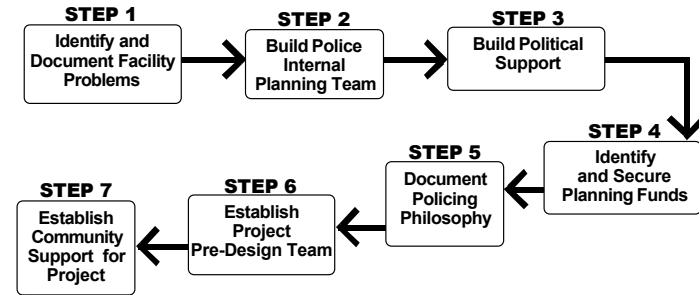
14. Deliver design & construction services
15. Select an architect
16. Design the facility
17. Build the facility
18. Develop occupancy strategy

While individual jurisdictions may have the need to re-order some of the steps based on unique local issues, the IACP believes that each of the 18 steps of the planning model must be accomplished successfully. Following the planning model will insure that the facility constructed reflects the mission of the department, meets all programmatic needs, fulfills all functional requirements, and has sufficient space to meet departmental needs for at least the next twenty years.

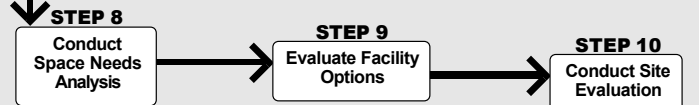
OVERVIEW

Facility Planning Model

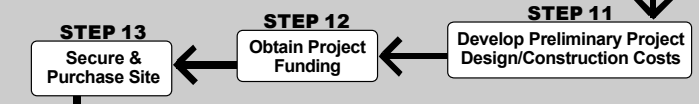
Phase I: Project Initiation



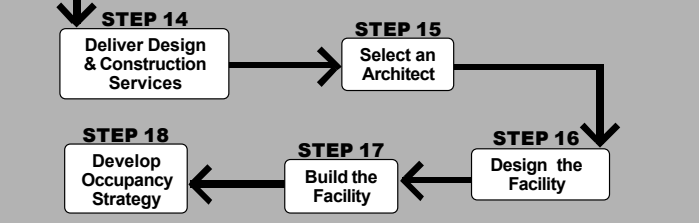
Phase II: Project Planning/Pre-Design



Phase III: Budgeting & Funding



Phase IV: Design & Delivery



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Section One

Project Initiation

The first section of the Facility Planning Model focuses on the initial actions a police chief should take to explore an existing facility's needs and deficiencies, assembling a police project team, building political support, setting goals, and examining cost implications. Also explained in this section is the process required for data collection to formulate a reliable and informative report on existing facility deficiencies. That report, along with a talented and committed project team, agency and community support, as well as a positive political climate, will hopefully be catalysts for continuing on to the next steps of a facility planning project.

Step 1: Identify and Document Problems With Current Facility

The first step of any facility project is to identify and document the deficiencies of the existing building. Step 1 explains how to approach this task. The outcome of Step 1 is a Facility Deficiencies Document that will serve as the foundation for all subsequent project steps.

Well-designed police facilities enable staff to perform their duties efficiently and effectively. As a facility ages, it may no longer meet the needs of an evolving department, thus negatively affecting morale, efficiency, safety, security, technology, and overall policing efforts. When these conditions occur, agencies search for alternatives. Typical remedies include expanding or renovating the existing facility, adaptively re-using an existing non-police facility, or building an entirely new facility.

To outline the possible scope of a project accurately, it is necessary to document existing facility deficiencies. A *broad-brush* approach should be used, examining all facility needs, including department, staff, equipment, fleet and public needs. A wide array of staff participation during this information collection phase is encouraged. Does the building support your policing philosophy? The agency mission statement regarding operational philosophy and goals is essential to clearly defining problems with the current building. Does the current facility design help achieve that mission? (*See Step 5, page 9*).

During the deficiency assessment, it is vital to:

- Collect reliable and accurate data on all facility deficiencies (a recent building or code compliance assessment audit is a good place to start).

PLANNING TIPS

Initial Steps

- Assemble a police planning team
- Write a mission statement
- Complete a facility deficiencies report

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section One

Project Initiation Phase

Step 1

- Take slides and photos, and perhaps video, of facility deficiencies. These will greatly assist in visually expressing any deficiencies during future presentations.
- Ask relevant questions such as:
 - What current facility deficiencies prevent officers from doing a good job?
 - What delivery of services is needed for the public that the old facility cannot offer?
 - How does the proposed project align with the jurisdiction's overall strategic business plan and service goals?
 - What does a department need to make Community Oriented Policing efforts work better for themselves and the community? COP efforts are strengthened when a police department and it's employees have the correct tools. A police facility is one of those tools.
 - Are operational standards or best practices of the department compromised through use of the current facility?
 - Have customer, civilian employee, and officer surveys been completed to document their needs and perceptions of facility issues?
 - Is the building itself a hazard? Does this building meet, or can it be made to conform in a cost-effective way, to state or local structural building codes?
 - Is there space currently for police archives (police museum in larger cities) to display the history of the department for staff and public image building?
- Conduct community meetings to discuss facility deficiencies, enlighten citizens and solicit feedback. When citizens become part of a planning team and are educated as to the facility's deficiencies, they will be more likely to realize the advantages of a new or expanded facility and ultimately support your cause.
- Focus on what the public needs:
 - Public parking that is clearly marked
 - Ability to easily identify and access the entrance
 - Readily accessible and identifiable ticket sign-off parking area
 - Visitor friendly design that incorporates safety as a priority
 - Waiting area
 - One-stop shopping concept for police services
 - Easy pick up of report copies and property
 - Community Center/meeting room
- Tour other police facilities:
 - Observe the overall layout (exterior and interior)
 - Observe work flow
 - Observe interesting design features that improve efficiency
 - Question why things are designed the way they are
 - Ask how evidence, reports, and arrestees are processed; how visitors are assisted
 - Ask what does and doesn't work within the facility design—or what could work better

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section One

Project Initiation Phase

Step 2

- Search for maintenance "headaches" and overlooked areas that are now causing problems and/or procedural changes that were not expected, but that are made necessary by the way work flows
- Note the lessons learned from good and bad design features. Document these issues with photography for later use
- Contact your current facility customers (City, County, State agencies, courts, jails, etc.) and gain insight into a different perspective of facility deficiencies.
- Have similar discussions with project managers and architects in your jurisdiction to gain their insight into the project.
- Elicit staff participation at all levels within the department to identify problems.
- Gain as many perspectives as possible to assist in identifying deficiencies during the preliminary deficiencies assessment phase.

All information must be formatted and eventually blended into a formal Existing Facility Deficiencies Document for broad distribution to staff, community board, citizens and others.

Existing deficiency analysis can be performed by 1) an experienced consultant or architect, or 2) in-house staff, if your department has facility planning expertise. Whomever is selected will need to work closely with the police project manager to insure good communication and oversight.

Depending on the size of the agency or project, it may be helpful to utilize a trained and experienced consultant or architect for this stage. If an architect or consultant is to be hired, a simplified Request for Proposal (RFP) can be utilized to solicit a qualified professional. It is recommended that any in-house staff selection be based upon expertise, skill and commitment.

Step 2: Build a Police Internal Planning Team

Early selection of a dedicated and qualified police project manager and project team is essential. Staffing and assignments can vary throughout a project, but commitment to common goals and teamwork is vital. A governance structure and a decision-making process is critical for clear roles and authority.

Once the facility deficiencies are documented, the next (and often parallel) step is to build an internal planning team within the department. The diagram on the next page illustrates the structure and purpose of the internal planning team.

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section One

Project Initiation Phase

Step 2

Police Internal Planning Team

Membership	Leadership	Function	Communication
<ul style="list-style-type: none">• Project Manager or Chief Administrator• First Line Supervision• Sworn Staff• Non-Sworn Staff	<ul style="list-style-type: none">• Consensus and decision-making process must be consistent	<ul style="list-style-type: none">• This group directs the project from start to finish. Consistency is imperative.	<ul style="list-style-type: none">• One spokesperson is essential. Maintain a consistent procedure with all partners.

Choose people knowledgeable in technology, construction, finance, etc. These individuals will help define the concerns of the police department and ensure the department's needs are included in planning and decision-making in the early planning stage.

Project management is the key to any project, especially one as vital, detailed, costly, and politically sensitive as planning, designing and constructing a new police facility. Careful selection of a Police Internal Planning Team can mean the difference between project success and failure. Each team member must understand and agree to the actual time commitment involved. A three-to-five-year undertaking is normal. This could easily be extended depending upon the size and scope of the project. Part time vs. full time responsibility varies with each department team member, depending upon the role assigned and the stage of the project. The size and assignments of a police project team vary with the size and scope of a project, management philosophy, staff capabilities, project scheduling and staff availability.

Selecting a Police Project Manager

A police project manager, pivotal during an entire project, may be either a police chief (usually the case with smaller agencies) or a designee, such as a commander, captain, lieutenant, civilian manager, facility manager. Occasionally the two may share the role, with a designee handling most of the tangible work and a chief managing the more sensitive, political aspects of the project, such as the concerns of citizens and council members.

If a chief elects to utilize a designee as a police project manager, selection should be based on expertise, skill and commitment. A background in facility planning and construction will be helpful. A genuine interest in learning and managing all aspects of a project, as well as being accountable for a project's success or failure, are strong selection criteria. The stronger the personal commitment, the better the project.

A successful police project manager should:

- Plan to stay with the project from pre-planning to dedication day
- Always know what is going on relative to the entire project
- Attend all group meetings
- Select and convene an Internal Police Planning Team
- Serve as police department representative on the Pre-design Project Team (*see page 12*)
- Sit in on all transition task force meetings to ensure necessary work is completed within set timelines
- Coordinate and schedule activities
- Be capable of delegating assignments
- Serve as a single point of contact and spokesperson

PLANNING TIPS

Size and complexity of police internal planning team will vary with size of law enforcement agency.

PLANNING TIPS

Key Points in Documenting Facility Deficiencies:

- Take photographs and videos
- Ask relevant questions about the building
- Conduct community meetings
- Tour other facilities
- Ask your customers about their needs
- Talk with staff

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section One

Project Initiation Phase

Step 2

- Document the results of each planning session
- Be a good listener and have a positive attitude
- Build consensus among community agencies, members of the department, partners, planning committees and others

The police project manager must remain in place throughout the project. It is very important to have consistency in terms of leadership and project commitment; project history; philosophy; police standards; established relationships; and knowledge of the project.

Tips for Police Project Managers

- The more planning you do up front, the fewer problems you have at the end.
- Don't assume architects/consultants know your department's needs. Get involved! Don't let them work in a vacuum.
- Ask questions, expect answers.
- Learn how to read blueprints & specifications. Double-check all documents to ensure they meet your department's needs.
- Take the IACP Facility Planning and Design Course (See page 6).
- You can't do all the work yourself. Form transition teams as soon as possible.
- Think proactively, not reactively.
- Don't assume you know everything about your department's needs. Ask your employees, get their feedback. Involve them in the process. They will have to work in the building.
- Don't develop tunnel vision. Focus on the big picture.
- Share and document what you've learned so others can learn from mistakes and successes.

Internal Planning Team Members

Team members may include sworn and non-sworn managers and/or employees, each representing their particular technical or operational point of view, especially during design development and the later parts of construction. Still other team members may include police line-level employees with special skills, or an interest in architectural or construction projects. The duties of these members, as well as the size of the team, can vary as the project evolves.

Part-time membership may include organization representatives, such as a buyer, who may be brought in during the acquisition process, a building maintenance representative to identify any city or agency "standards" or to offer oversight into the facility's mechanical systems and interior finishes, or public works staff who specialize in off-site work or underground utility information. Ad hoc groups may be added to the Internal Police Planning Team at various times to provide additional information. Community members with specific expertise and interest may also be on the Internal Police Planning Team at various times. Project architects and consultants, if brought on at this stage, should be considered an extension of this team.

PLANNING TIPS

Build project support within the agency by involving staff at each step.

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section One

Project Initiation Phase

Step 3

Many individuals in the department, each with his or her own particular interest, expertise, and level of participation, may be involved in a planning process at one stage or another. Some will be called upon from time to time to perform particular tasks or advise on particular issues. Others will provide broader reaction with less direct involvement. With the exception of the police project manager, the make up of the Internal Police Planning Team can be fluid, if need be. Depending upon the nature and detail of the work being performed at any given stage in a project, team members may be added or reassigned to best suit the needs of that project. Only the police project manager and a few key members of a planning team must remain a constant to ensure project stability.

Development of a governance structure and decision-making process is critical in assuring an effective Internal Police Planning Team. The police project manager and the chief should design the roles, responsibilities and chain of command for any decision-making of this team. All team members must understand the mission and goals of the project and the process by which information is gathered and reviewed. All data collected by individual members or committees should be presented to the police project manager who will compile the results of the deficiency report and present it to the chief. For the sake of simplicity and clarity, the police project manager should be the single point of contact through which all questions and information flows. The police project manager should also have final decision-making authority once issues have been fully explored.

At this step, and/or even up to Step 6 (expanded team with governing body members), the selected representatives should consider attending available training and education courses offered on police facility design. One example is the IACP sponsored *Planning, Designing and Constructing Police Facilities* training course. This four day intensive training session, designed for city administrators, police managers, police planners, engineers and architects examines the steps presented in this Desk Reference in greater detail and empowers local teams to work effectively to produce state-of-the-art facilities.

Step 3: Build Consensus for Political Support

Governing body support is critical if a project is to move beyond steps 1 and 2. The chief must fully understand governing body issues, concerns and budgetary constraints. He or she must then present any new facility planning project within that context. Tying the facility project to broad jurisdictional business plans and service goals is essential.

Internal agency and governing body support is critical for a police facility project to move beyond Steps 1 and 2.

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FFKR ARCHITECTS

DESERT EDGE architecture

HURRICANE CITY UTAH

HURRICANE CITY CENTER PROGRAM DOCUMENT

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IACP POLICE FACILITY PLANNING GUIDELINES

Section OneProject Initiation PhaseStep 3

Developing project support from heads of other departments/agencies in your jurisdiction is wise, especially from the departments that have a strong relationship with the top executive decision-maker or have members on public works project teams. Gaining the support of other department heads can occasionally be the turning point for convincing the top executive decision-maker that a project is in the best interest of the entire organization. A critical step here is to prove that the project aligns with the jurisdiction's overall strategic business plan and service goals.

Government leaders may be initially resistant to police facility projects. Public safety (police, fire, EMS) budgets and staff are usually larger than other departments. Their role in life saving, emergency response and daily protection of citizens lends itself more easily to justification of funding required for new programs, staffing levels, facilities and equipment, while other government departments have a more difficult time. This may lead to animosity or resistance from other department members.

It is important to involve other departments in planning and supporting a project, however, it takes special effort to educate them and bring them into the process in a positive way. Consider joint use within a new facility to assist in gaining internal support, such as proposing a city employee fitness center, open-use lunchroom, meeting rooms, etc. Bring other organizational representatives into the process to solicit their input and ideas. Demonstrating that you are open to their inclusion can result in their support for the project.

Consensus building is an effective tool for promoting a useful dialogue and decision-making process between agencies or individuals with divergent viewpoints. The diagram below is an example of a consensus building process aimed to promote effective discussion and planning.

Achieve Consensus

Initiate Consensus Building Process

Develop Options/Solutions

Solicit Feedback

To gain support from other city organizations and governing bodies, you must make it clear that the police department has a stake in, and impact on, quality of life in the community. The image of a police facility must be seen as synonymous with the image of the government and community it represents.

PLANNING TIPS

Build political support by stressing business plan and service goals to:

• political allies

• city department heads

• community groups

Consider joint use for the facility.

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section OneProject Initiation PhaseStep 4

Step 4: Identify and Secure Planning Funds

The chief should seek a reasonable level of initial planning funds from the governing body to initiate a more comprehensive facility needs assessment. Planning funds ensure that the groundwork for all future facility design work is reliable and data-driven.

Once facility deficiencies are documented, an Internal Police Planning Team is in place, and governing body support for the project is forthcoming, securing sufficient funds to conduct a comprehensive facility planning study becomes necessary. Planning costs will vary based on facility and departmental size and complexity. *This expenditure, which may seem large to the governing body at the time of request, is the most valuable investment that can be made in the project.* Planning funds represent the least amount of money that will be spent on the overall project while offering the most potential to ensure a successful project.

At this stage the department should obtain planning funds to, 1) confirm the commitment of the jurisdiction to a new facility project, 2) allow the department to begin to expand the project team (use of consultants), 3) travel to model sites as needed. (See *Site Visit Protocol, Appendix 2*) Requests for up-front planning funds are supported by the materials developed by actions taken in Steps 1, 2, and 3 and should be based on the cost experiences of similar departments regionally who have already planned and designed a new facility.

Some issues to consider when making the request to the governing body for planning funds:

- Examine jurisdictional funding constraints and priorities
- Clarify that front-end planning costs can save millions of dollars in 20 year life cycle facility costs and in later renovation costs, as well as expedite the project by providing project justification
- Time request to coincide with city's yearly budget cycle or long range capital improvements plan
- Base consultant fees on scope of work you want them to do
- Obtain planning expenditure approval

When seeking funds for the planning stage, police leaders should refrain from making estimates of the anticipated design/construction costs of the planned facility. "Ballpark" estimates at this stage are frequently wrong, since they are not based on documented information and analysis. Estimates at this stage also become liabilities for the chief and the department, whether they are too high or too low. *The department should take the position that facility costs are not, and cannot be known until the planning process is put in place, and specifically until Step 11 of the model is completed.*

PLANNING TIPS

Planning Funds—the most valuable investment that can be made in the project.

Front-end planning can save millions of dollars in 20-year life cycle facility costs and later renovation costs. If possible, avoid making estimates of project costs. "Ballpark" estimates are frequently wrong.

The department should take the position that actual facility costs are not and cannot be known until the planning process is put in place and specifically until Step 11 of the model is complete.

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section OneProject Initiation PhaseStep 5

Step 5: Document Policing Philosophy

The chief must clarify the mission, philosophy, and goals of the department. These principals should be the driving factor in all facility planning, design and construction decisions. Absence of attention to goals and philosophy leads to a facility that does not reflect the department's true mission.

Facility planning projects often move ahead too quickly or underestimate the time needed to undertake a comprehensive functional and/or space needs analysis. In particular, an essential step—documenting the philosophy and mission statement of the organization—is often overlooked. The mission goals, objectives and programmatic needs of an organization should dictate the design of its facility.

Most police agencies in 21st-century America have a written policing philosophy in place. The planning team must fully comprehend and document the agency's governing principles to ensure that the new facility reflects them. Mission statements regarding the operational philosophy of an agency must drive, rather than be defined, by the physical layout of the building. Balancing secure internal space and publicly accessible space, for example, requires an understanding of the mission of the department. If an agency is determined to increase contact and collaboration with the community within a community policing framework, the building must be designed to make visitors feel welcome. Fortress-like facility designs, while ensuring officer and departmental safety, are antithetical to community policing initiatives. A balance between secure internal and public spaces must be achieved in each facility project.

PLANNING TIPS

The mission, philosophy and goals of the department should drive all facility planning and design decisions.

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section OneProject Initiation PhaseStep 6

Project Pre-Design Team

Membership	Leadership	Function	Communication
• Police Project Manager • Police Staff • Representatives • Ad hoc members • Architects/Consultants • City Planners, Finance • Public Works • Community Members • Other Government Reps.	Makes all decisions or recommendations. Consensus is vital to project success.	Directs project and ensures the project's success through decision-making and consensus building.	The importance of a consistent process to communicate to parties is vital. One spokesperson for all.

Project Pre-Design Team Operational Objectives

The Project Pre-Design Team provides the avenue through which all major planning, design, and construction decisions are made. The membership requires diversity and it influences the community buy-in and overall success of the project. The task of managing consultants and making decisions on complex and often tedious issues falls to this group. Once again, it is vital to the success of the project for the police project manager to be consistent from start to finish and he/she must be a consensus-builder.

- Design a facility that addresses the agency's policing philosophy and supports current and future space, equipment and technology needs
- Represent all policing agency and community interests equally
- Examine all design documents (working drawings and specifications) in detail to decrease change orders and reduce errors and omissions
- Implement and provide oversight of transitional-specific planning teams
- Enhance communication to facilitate a mutual understanding of all issues and points of view
- Operate within budget and on schedule, whenever possible
- Utilize negotiation techniques and flexibility to meet the project's many challenges
- Work closely with other departments involved in the project (public works)

Public Works Involvement

New construction, adaptive re-use, large expansion, and extensive renovation of police facilities typically move to public works once they become formalized and recognized as capital projects. This usually occurs anytime between Step 1 and Step 11, depending upon the organization of the city government. Public works projects are usually supported by a public works agency project director. If the department of public works develops a project team and appoints a project director, the police project manager must play a major role on this team, while at the same time continuing to lead up the Internal Police Planning Team. In these cases, the earlier developed Police Internal Planning Team becomes a vital technical/user sub-committee of the public works team. If the project becomes headed by public works, then this sub-committee will relay their input through the police project manager.

Whether the Pre-Design Team is public works or police based, the formal organization of a project team needs to be set, so everyone acknowledges that a certain structure exists and is agreed upon. Public works projects and

PLANNING TIPS

All members of the Pre-Design Team need to agree on a decision-making process.

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section OneProject Initiation PhaseStep 6

their structures already exist within most municipalities. Keeping this in mind, a governance structure will need to be developed for a team to ensure effective planning and decision-making takes place. Each agency will set formal or informal governance structures for their organizations. The structure will most likely be two tiered, composed of committees or teams with defined roles and responsibilities. These transition teams address specific impact and planning issues associated with relocating and/or transitioning to a renovated, expanded, new or adaptive re-use facility.

Agreement needs to be reached regarding the Pre-Design Team's decision-making process. Major decisions effecting project approval, funding sources, architectural or construction contract award are usually reserved for the entity's top-level decision-makers and/or elected officials. Most cities, counties and states have laws pertaining to the awarding of contracts and use of public funds which establish a set process to follow. Again, each project varies, but this needs to be discussed up-front so all team members understand and agree to the process and their responsibility to make certain decisions, whether they relate to design, budget, location, furnishings, public relations, selection of architects, contractors and consultants, or acceptance of product submittals, etc.

Role of Architectural Consultants on Pre-Planning Team

Qualified architect/consultants, experienced in design and construction of police/law enforcement facilities, play a key role on the Pre-Design Team. Typically, they take the lead in, 1) conducting site feasibility study, 2) completing a formalized space needs analysis (see Step 8 for details) and 3) developing preliminary budget. References of qualified architectural firms or consultants can usually be gathered from local police departments who have recently gone through the building process.

Criteria to use in selecting architectural consultants should include:

- Experienced agency (well-structured and proven in law enforcement design)
- Flexibility
- Current, extensive similar project experience
- Positive relationships with contractors
- On time, within-budget delivery of projects (last five years of projects documented)
- Size of firm and years in business
- Listening and teamwork skills
- Creative talent/ strength of ideas
- Pending work schedule. Can they devote the time to your project?
- Personal chemistry/comfort level/ compatibility
- Plan for design process and possible alternatives - a problem-solving approach
- Skilled project team members with substantial law enforcement experience
- Samples of previous studies
- Reference checks

PLANNING TIPS

All members of the Pre-Design Team need to agree on a decision-making process.

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IACP Police Facility Planning Guidelines: A Desk Reference for Law Enforcement Executives

Section OneProject Initiation PhaseStep 6

To hire an architectural consultant for the space needs and site analysis and preliminary budget development, most government organizations utilize a Request for Proposals (RFP), Request for Qualifications (RFQ), or Qualification Based Selection (QBS) process. Each process has similarities to the others; however, each has its own particular strengths and should be considered depending upon the project being proposed.

Note: Each jurisdiction must confirm architects 'contractors' acquisition protocol with their legal counsel and purchasing departments.

RFP - Request for Proposals: Bases architect/consultant selection upon a presentation of proposed project scope of services set forth by a particular firm, using a set of evaluation criteria and scoring sheets. (In this stage, the architect/consultant is only providing a space needs analysis as in Step 8). It also outlines the firm's qualifications to handle the particular project. Fees are sealed and not opened until scoring is completed and firms are ranked. Fees are then considered as part of the final selection process weighed with ability, experience and other selection criteria.

RFQ - Request for Qualifications: Bases architect/consultant selection upon qualifications of a particular firm to perform the required services, using a set of evaluation criteria and scoring sheets. Once considered properly qualified, selection can continue or proceed directly into fee negotiation with the firm considered most qualified, (similar to the RFP process).

QBS - Qualification Based Selection: Bases architect/consultant selection upon the qualifications of a particular firm using a set of evaluation criteria and scoring sheets. The emphasis is on matching the qualifications of firms to the police agency's needs, rather than comparing one firm to another. Once the match is made, the agency/municipality negotiates a mutually agreeable scope of services with that firm. (Brooks Act of 1972 mandates the QBS system be used by the federal government for procurement of architectural/engineering services on city projects where some federal money may be included).

The RFP, RFQ, or QBS document is usually written, advertised and released by an organization's public works department, or similar agency. Obtaining copies of comparable documents from local agencies that have recently built similar facilities is encouraged. A police project manager should ask to review the document prior to its release, therefore insuring the needs and viewpoints of the agency are expressed. These documents should include minimum qualifications for proposing, such as prior size and scope of previous police projects, former police project manager references, demonstrated comprehension of the applicable policing philosophy, etc.

A police project manager should carefully read over all submitted information from architectural firms proposing on the project, contact their listed references, and visit sites designed by the firms, if possible. It is not uncommon to have the submitting firm present their proposal at your agency. This can enhance the selection process. A police project manager should be a major decision-maker in the selection process to ensure department needs are represented and the quality, philosophy and personality of the architectural firm/consultant team meet the needs of the project.

PLANNING TIPS

A project manager should review the RFP, RFQ, or QBS prior to release to ensure that agency needs are covered.

Prior to awarding the contract a police project manager should:

• Contact all references

• Visit sites designed by submitting firms

• Meet with the architect

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FFKR ARCHITECTS

DESERT EDGE architecture

HURRICANE CITY

UTAH

HURRICANE CITY CENTER PROGRAM DOCUMENT

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Section OneProject Initiation PhaseStep 7

Step 7: Establish Community Support for the Project

Gaining governing body and taxpayer support for a capital funded project is crucial. The techniques used for marketing such a project should be carefully considered. Educating the community can lead to increased project support.

The level of success of a public project can be measured by the support it receives from the governing body, other public agencies, citizens, business leaders and associations. Such support is usually engendered through education efforts and articulation of current facility deficiencies and needs analysis results, demonstrating the benefits to each audience.

External organizations can offer their support in a variety of ways. They can support a project by commenting on it in their newsletters or speaking about it at their meetings. Business improvement organizations (BIO) groups such as the Lions, Elks or Kiwanis Club, local philanthropic and civic groups, are excellent sources of support. Organizations may also wish to sponsor furnishings for a particular room within a newly proposed facility, such as a child victim interview room, police museum, or local community room. Within some municipalities, private corporations have donated their products or furnishings to offset project costs. In California, a woman placed the Santa Ana Police Department's canine section in her will so that her estate funded their new facility canine kennels. In Chandler, Arizona, etching the names of project sponsors in the entry pavers helped to fund an officer memorial.

The ultimate goal is to gain as much support as possible from all city departments, staff, taxpayers/citizens, private corporations, press, etc. The larger the support base, the higher the probability for project funding. High level strategies are usually developed by a top executive decision making team, which in most municipal government cases, would include a city manager, police chief, director of public works, planning director and director of finance. The process may also include input from elected as well as appointed officials, chambers of commerce, etc.

If public funding is to be used, taxpayer support for a project is vital. Strategies to gain such support need to be developed. If a project is large, costly, and vital, decision-makers should consider the use of a professional marketing agency to assist in presenting the project to the public. An ongoing advertising campaign may be needed to further the reach to taxpayers.

Most strategies involve educating specific public and private sector organizations, groups and selected individuals. The education of these groups may take on many forms and be assigned to the same or different individuals. Usually, executive management such as a city manager or chief of police, will handle these high-profile meetings and public relations events. To assist in this educational process, consider the following:

• Present at community-oriented policing meetings and other similar public forums

PLANNING TIPS

The ultimate goal is to gain as much support as possible from all other city departments, staff, citizens, corporations and the press.

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Section OneProject Initiation PhaseStep 7

PLANNING TIPS

A summary of the facility deficiencies report should be disseminated to the public to confirm and document facility issues.

• Plan proactive media attention, such as television coverage and/or newspaper articles addressing current facility overcrowding, lack of detention space, citizen access concerns, etc.

• Offer tours to educate participants about an overcrowded facility

• Publicize positive aspects of possible future joint-use benefits

• Focus on life cycle cost benefits of a facility with multipurpose uses

• Highlight community oriented policing benefits for citizens and employees

• Emphasize the importance of being open to new ideas

• Utilize a marketing approach to "sell" a project to constituents, department staff and taxpayers

• Acknowledge the importance of effective presentation styles

• Stress a Community Service Center Facility concept and the enhanced quality of life that such a facility will provide

• Attempt to close any gaps between perceptions of the project

• Publicize a facility as a crucial and useful tool to facilitate community-oriented policing

A summary of the previously developed existing facility deficiencies report should be published and disseminated to the public to highlight facility issues. This document is a critical tool to engage community support.

PLANNING TIPS

The ultimate goal is to gain as much support as possible from all other city departments, staff, citizens, corporations and the press.

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Section Two

Planning/Pre-Design Phase

Section Two of the Facility Planning Model focuses on the need to define and examine existing and future needs of a project. It elaborates on the selection of a qualified architect or consultant to carry out a formal space needs analysis. This section also emphasizes the site selection process and possible planning phase hazards that project teams may encounter.

Step 8: Conduct a Space Needs Analysis

Conducting a formal space needs analysis is an important step towards defining the scope of a facility project and developing accurate preliminary cost estimates. Hiring an experienced architect/consultant familiar with law enforcement needs is crucial to obtaining a detailed analysis addressing current and projected space needs.

A formal space needs analysis is required for any project to move beyond a conceptual stage and into a more defined phase. A thorough space analysis must demonstrate the inadequacies of a current situation, offer reliable estimates of current and projected space requirements based upon industry standards, policing trends and client growth.

Space Standards

One area that affects all space needs analyses is the determination of square footage allocation per occupant, or for certain rooms, offices, workstations, etc. These sizes can vary with each project, as demographics, organizational philosophies, functional needs, and other issues impact each agency's needs. While there are some minimum standards set by law, and/or accreditation agencies as to jail and holding cell sizes (state boards of corrections and state court requirements) and circulation area standards (Americans with Disabilities Act and fire codes), there are no absolute standards for offices, workstations, locker sizes, etc. Each individual agency must examine their needs while keeping in mind the standards utilized throughout other governmental offices, law enforcement facilities, etc. Harmony across government agencies is important. Consistency of space allocations across city and government offices helps with coordination of furniture purchases and simplifies the moving process between offices and agencies. When there is standardized room size and furniture across the jurisdiction departments, the overall cost to the city is lower and the effort and expense to move is dramatically reduced.

PLANNING TIPS

A formal space needs analysis is crucial for any project to move beyond a conceptual stage.

Accurate preliminary cost estimates are based on the results of the space needs analysis.

When planning office sizes, remember that consistency, or harmony across city agencies and government offices, simplifies the moving process and lowers overall expenses.

There are no absolute space standards for offices, workstations, lockers, etc.

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PLANNING TIPS

The architect/consultant hired to do the space needs analysis must possess a thorough understanding of police agency operation.

The results of the space needs analysis will determine the size of a facility.

Once established, office and workstation square footage standards will be used as a basis for space allocation during the facility assessment planning process. Other areas, such as roll call or briefing rooms, lunchrooms, conference rooms, etc., may be determined upon room occupancy needs and growth factors. The space needs analysis report, which will include an examination of all existing and needed square footage, also provides estimated cost analysis for the final determined size, based upon required square footage and local construction costs of similar sized police projects.

Preparing for the Space Needs Analysis

Agency Background

The architect/consultant hired as part of the Pre-Design Team (see Step 6) to conduct the space needs analysis must possess a thorough understanding of the client police agency. The following information is critical and must be shared with the architect/consultant to ensure an accurate analysis.

• Policing philosophy

• Organizational hierarchy and organizational chart

• Current and future department goals

• Jurisdictional strategic plan (mission, goals, objectives)

• Current and future staffing projections

• Department history

• Key personnel to be interviewed

• Arrests/calls-for-service data

• Prevalent types of crime within the jurisdiction

• Data collected from client facility needs questionnaire

• Space needs of the agency by function (sworn/civilian staff, justice agency staff and citizens/visitors)

Existing Facility

The architect/consultant also must understand the layout of the existing department's current facility as well as building codes within the jurisdiction. This information may affect a recommendation to renovate or expand the current facility. Data gathered on the current facility and relevant building codes will include:

• Review updated floor plans of current facility

• Review civic center master plan

• Review zoning, planning and building code issues

• Evaluate technological systems

• Evaluate structural systems

• Evaluate HVAC systems

• Evaluate plumbing system and fire protection

• Evaluate electrical and telecommunications systems

• Assess environmental deficiencies

• Conduct walk-through of current facility

PLANNING TIPS

The architect/consultant hired to do the space needs analysis must possess a thorough understanding of police agency operation.

The results of the space needs analysis will determine the size of a facility.

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Future Trends

Conducting a needs analysis requires an understanding of future policing trends, as well as specific department needs and preferences. The architect/consultant must:

• Examine future trends and needs such as:

1. Legal changes that mandate adult and juvenile arrestee/inmate space needs, additional evidence storage capacities, space for mandated officer training, etc.

2. Planned department growth

3. Impact of grant financed programs, task forces, regional enforcement groups

• Identify preliminary adjacency needs for each section and department

• Identify current, future and potential shared uses such as custodial exchange, public safety use, firing range, classroom training etc.

• Assess parking/vehicle storage needs for police department staff vehicles, employees, visitors, deliveries, repairs, evidence pick up, police auction space and ticket sign-off area

• Determine life span of new facility and include associated growth factors into all calculations

Technology Needs

The rapidly changing information technology environment continues to impact design, space requirements and equipment specifications for facilities. The following should be closely scrutinized:

• Size, quantity and location of communications closets and potential for Emergency Command Post

• Wiring for Emergency Command Post

• Access floors and ceiling heights

• Larger computer staff and equipment areas

• Computers for training and continuing education

• Forensic and photo labs/darkrooms

• Officer information technology equipment storage needs

• General storage needs for hi-tech gear

• Wire tap rooms and associated equipment

• Satellite uplink-downlink needs

• Hi-tech driving or firearm training areas

• Lobby space for computerized interactive citizen participation

• Teleconferencing areas

• Crime task force computer needs

• Technological needs at firing ranges (computer simulation equipment)

• Proper HVAC and ventilation for electronic/technology equipment and rooms

• Workstation quantity and sizes for additional tech items

PLANNING TIPS

The architect/consultant hired to do the space needs analysis must possess a thorough understanding of police agency operation.

The results of the space needs analysis will determine the size of a facility.

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Space Needs Analysis Checklist

The following is a checklist of areas that might be included in the space needs analysis. It is generic in nature, and will need to be adjusted (addition or deletion of areas for study) based on local needs:

Administration

Chief's office - restroom, conference room, etc.

Staff offices

Reception areas

Professional Standards and Internal Affairs

Secured file storage - personnel records

Personnel interview and testing rooms

Legal Advisor office, law library, etc.

Management Information System

Planning and research areas

Common Facilities

Locker rooms w/showers, restrooms

General storage rooms

Electrical rooms

Communications rooms

Janitorial rooms

Building maintenance storage and repair rooms

Visitor parking

Employee parking

Marked and unmarked police vehicle parking

Delivery/load dock area

Vendor repair parking

Cart and bicycle parking

Large trash storage

Pneumatic tube systems

Restrooms and lounges

Communications/Dispatch

Dispatch consoles and offices

Emergency Operations Center

Break room and restrooms

Training/briefing room

Lockers and storage

Crime or Forensic Laboratory

Staff office and file areas

Photo processing/imaging areas

Evidence processing areas

Ballistics processing areas

Special computer needs

Officer counter

Officer counter

Evidence temporary lockers

Biological drying lockers

Vehicle examination area

Equipment and photo storage areas

Specialized lab areas

Evidence

General evidence storage

Weapons storage

Narcotics storage (special ventilation)

Evidence lockers - DNA/Biological storage

Public counter

Officer counter

Bicycle storage

Freezer and refrigerator storage rooms

Video tape storage

Video/audio tape duplicating areas

Arson storage

Hold areas for auction or destruction

Office areas

Safety precaution sinks, restrooms, etc.

Automobile storage

Large item return for citizens

Citizen viewing room

Investigation

Staff offices

Reception areas

Secured file storage

Soft interview rooms

Hard interview rooms

Child abuse interview rooms

Juvenile and suspect restrooms

Gun lockers

Wiretap rooms

Narcotics or money storage areas

Undercover locker rooms

Cold or undercover phone rooms

Informant entrance

Briefing room

Equipment storage rooms

Mug/print room

Audio/visual tape equipment room

Polygraph room

Victim ID area (computer graphics)

Task force needs

Line-up and viewing room

Patrol

Briefing/roll call room

Report writing room

Clothes and equipment lockers

Employee mailboxes

Evidencenoc packaging areas

Hard suspect interview rooms

Soft interview rooms

Audio/visual tape equipment

Watch commander offices

Juvenile holding rooms

Adult holding rooms

Large item booking area

Radio and shotgun pick up area

Supply and uniform pick up area

Sleep center

Uniform dry cleaning drop-off/return

Records

Citizen counter

Officer counter

General office areas

Teletype area

Report copying area

Micrographics/optical disk area

Hard copy records storage room

Supply storage

Traffic

General office areas

Citizen counter

Motorcycle parking

Ticket storage

Accident investigations interview rooms

Ticket sign-roll parking area

Training

Driving simulator rooms

Firing range and gun cleaning rooms

Training equipment storage rooms

Ammunition and target storage

Classrooms

Video studio, duplicating rooms, etc.

Video training viewing areas

Obstacle course areas

Department weapons storage

Other General & Specialty Areas

Central supply warehousing area

Main computer & radio equipment rooms

Computer/specialties and storage

Specialized computer training rooms

Fiscal, payroll, purchasing areas

Crime prevention areas

DARE program needs

Surplus uniform and equipment storage

Trophy and award storage

Pay telephones

Vending machines

Automated teller machine

Copier, shredder, mailrooms

SWAT weapons and ammo storage

K-9 office and kennel

Animal control storage and offices

Gun lockers

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Examination of prior police facility planning efforts shows that many of the above areas, while critical to the policing function, are often overlooked during space needs analyses. It is critical that the police agency ensures that the architect/consultant is aware of all possible space needs before completing the analysis.

The project manager should continuously re-examine, refine and redirect a project, if necessary, during the space needs analysis phase. As data is collected it can change a project's size, scope, budget and direction. It is important to include all key stakeholders in the decision making process, making all necessary changes as early as possible. The emergence of technology's role in day-to-day law enforcement suggests that an IT Specialist provide service at the earliest project stages.

Since the new facility may be in use for a life span of 20 to 50 or more years, projecting future growth is an essential part of the space planning stage. Space must be allocated to anticipate changes in staffing levels, programs, and the changing demographics of the service population. While determining future needs is difficult, jurisdictions can sometimes use past history of change (typically the last 20 years) to estimate future growth. In other locations, recent and anticipated community development can directly impact the need for increased police services and required facility space.

The results of a space needs analysis should be closely examined. These results will determine the size of a facility which usually sets the budgetary limits of a project. The project team should remain flexible and open to new ideas and changes, exploring all options for workable space alternatives.

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PLANNING TIPS

Three Facility Options:

- 1) Renovate current building
- 2) Adapt an existing non-law enforcement building for police use
- 3) Build new

The preferred choice is selected as a result of the analysis of each option and its ability to meet functional space needs.

Step 9: Evaluate Facility Options

There are three basic options when considering replacing an existing police facility: **Renovation of the existing building, acquisition and adaptation of an existing non-law enforcement facility, or new construction. Comparing capital and life-cycle costs for each are essential to determine the most cost-effective use of public funds.**

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The preferred choice is selected as a result of the analysis of each available option's ability to meet identified programmatic, functional and space needs. Each option must meet the criteria established in that jurisdiction. Beyond meeting basic square footage requirements, examples of facility evaluation criteria may include:

- Ability to meet "essential services" of building and structure code requirements
- Ability to deliver the required space identified in the space needs analysis
- Ability to group components for efficient operations (needed adjacencies)
- Ability to provide needed security zoning
- Ability to separate public, staff and prisoner movements
- Ability to achieve desired civic/police facility image
- Ability for future expansion
- Ability to accept new technology systems, furnishings, equipment, etc.
- Adequacy of parking for department and public
- Adequacy of mechanical, electrical and technology support systems
- Ability of this facility option to be accomplished within capital budget constraints for renovation or new construction
- Ability of facility to support cost-effective operations and reduce long-term life-cycle costs (for example staffing, energy, maintenance)
- Time required for implementation
- Interim relocation needs and related costs
- Facility visibility and accessibility to the public
- Achieve insurance and warranty requirements

Many of the above criteria are likely to require professional input by an architectural consultant experienced in law enforcement activities and facility needs assessments. Throughout the facility option evaluation process, police input is crucial and police needs should be the primary influence for decision-making. The general characteristics of the three basic facility options are reviewed below.

Renovate and Expand the Existing Facility

This is frequently the first option considered. In many cases, however, the existing facility may be small, deteriorated, or so obsolete that there is no reasonable ability for it to be adequately improved. In these cases, attention can immediately move to the next two alternatives: acquisition of an existing building for adaptation or the option of new construction.

In those cases where it is not obvious whether the existing facility could be successfully renovated, its re-use and improvement should be explored. In many cases, government officials will not consider a new construction project, or acquisition of an alternative facility, until the inadequacy of the existing building is clearly demonstrated. If so, each of the criteria cited above needs to be considered as well as any other that may emerge. Since nearly all building codes require police facilities to conform to structural requirements for earthquakes or high winds, it is often not cost effective to expand a non-conforming building. Codes for public safety buildings are generally higher than for other buildings.

Existing facilities often fail on the criterion of adequacy of space. In most cases increases in police services and personnel have not been accompanied by in-

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PLANNING TIPS

In many cases, government officials will not consider a new construction project, or acquisition of an alternative facility, until the inadequacy of the existing building is clearly demonstrated.

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creased space to support them. It is common for police department staffing and operations to have expanded significantly along with community growth since the time the existing facility was built or acquired. In many cases an existing police facility may provide very little of the total required space that a detailed space needs analysis, including the application of standards, finds to be required.

The decision to re-use and expand an existing facility may be driven more by site considerations than the value of the existing structure. The ability to stay at the existing location eliminates the cost of site acquisition and the existing facility may offer space that has value in a renovated form.

When evaluating an existing facility for renovation, other criteria are likely to arise. Among these are the existing mechanical, electrical, plumbing and technology support systems. In a facility that is twenty or more years old, these systems may be obsolete or inadequate. This means that the cost of their replacement must be considered in the existing or new building. If extensive interior renovation is required, the cost of new partitions, doors, security systems, finishes and equipment can be as great or more in an existing building as in a new building. In the event of extensive renovation, the only retained value of the existing building may be the building structural and exterior enclosure. Foundations and substructure are in addition to this "frame." The enclosure may require new windows, roof and doors to extend the building life.

The evaluation must consider whether functionality is compromised by the configuration of the existing facility. Apparent cost savings achieved through renovation must be compared against potential reduction in staffing efficiency and quality of services delivered to the public as a result of facility conditions. The evaluation of options is completed by police and the architect/consultant to arrive at an accurate recommendation.

Acquire and Adapt Another Existing (Non-Law Enforcement) Building

Specific local circumstances will govern whether this is a feasible or attractive option. The recommendation of the space needs analysis, or space program, will indicate the amount of space needed. Caution should be taken to ensure that the "useable" space in any facility under consideration is equivalent to that which the space program has identified as needed. The distinction here is between "net" square footage and "gross" square footage. The "net" space is that which exists "between the walls, paint-to-paint" in particular functional areas or the amount of space that can actually be used for the tasks or functions. The "gross" space is the total building area after allowing for such features as corridors, stairs, elevators, mechanical, toilets, structure, wall thicknesses, etc. The total gross area offered by an existing building is not going to be entirely available for police operations. A professional feasibility analysis will be required to determine this relationship.

The configuration of existing buildings not originally designed as police facilities may compromise quality, efficiency or even security of police operations. For example, a multi-story building with its space uniformly distributed over two or more floors may force some police components to be separated from other units with which they work closely. This means that staff may spend more time traveling between units, reducing their efficiency. It can also mean that needed interaction between staff is discouraged by the building configuration. In a local law enforcement facility, the majority of the operational

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PLANNING TIPS

Apparent cost savings achieved through renovation must be compared against potential reduction in staffing efficiency and quality of services delivered to the public as a result of facility conditions.

Check net and gross square footage totals when considering adapting another existing building for police use.

The configuration of existing buildings not originally designed as police facilities, often compromises quality, efficiency or security of police operations.

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components will benefit from a main level (street level) location. For example, the movement of prisoners between floors, is generally less desirable from a security, operational efficiency and staff safety viewpoint. Similarly, patrol operations benefit from easy access to and from vehicular areas.

Another important configuration issue, even with a one-story building, will be the actual shape of the existing floor plan since the structural system also comes into play. The proportions of the existing floor plan will determine how needed space is arranged. For example, will staff work spaces have windows? The existing building configuration will determine this. Will separations between public, staff and prisoner movements be possible? The existing building configuration may pose challenges for movement flow and security construction. Another consideration will be where the existing building is located on the site. Adapting a retail store or office building, with parking in front, does not typically function well since a police station needs most of its parking in a secure area behind the building.

After the use potential of an existing building has been determined, the evaluation needs to determine whether any compromises from optimal relationships are created. The physical size of an alternative building being considered for law enforcement use, in relation to the amount of needed space, will not be the only consideration that determines its desirability or feasibility.

Construct a New Facility

In both the renovation or adaptive re-use options, the greatest concern is that making use of an existing building may force an agency into a facility configuration that requires compromises in the quality, efficiency and even security of police operations. Thus it is usually helpful and cost-effective in the planning stage to compare and prioritize the features that can be obtained with new construction against those that result under either or both of the two previous options. If for no other reason, this should be done in order to see what the difference in cost would be between the choices. This information could be instrumental in tipping the scale in one direction or another, or in making it a very clear choice.

When comparing feasibility of a new facility as renovation or adaptation, it is not necessary to develop a detailed design for a new facility. It will normally be sufficient to take the total gross square footage that has been developed in the space program at an average cost per square foot according to recent construction cost experience for similar buildings in the geographic vicinity. To this, an allowance should be added for site acquisition (if any), site work, professional fees and other project expenses. The services of an experienced professional will be essential. In those instances where the feasibility of one or more sites is a question, it will be necessary to enter into a sufficient amount of design analysis to make the site-determination. Included will be the consideration of parking and movement requirements, in addition to the building footprint.

The new construction option brings with it the ability to design a facility that can respond directly to the local law enforcement agency's policing philosophy, mission and goals. It allows projected needs to be anticipated in the original design so that they can be accommodated adequately or with minimal disruption when they arrive. This calls for an overall master planning strategy to be developed at earliest conceptual phase of architectural design work.

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PLANNING TIPS

It is helpful in the planning stage to compare and prioritize the features that can be obtained with new construction against those that result from renovation or adaptive re-use.

The new construction option allows the ability to design a facility that can respond directly to the local law enforcement agency's policing philosophy, mission and goals.

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One benefit of building a new facility is the freedom to be creative in the design phase. The architect/police team can consider any number of innovative approaches to facility design, since they are not constrained by an existing shell. Such innovative designs typically maximize facility response to police mission, citizen access and overall facility efficiency.

Important budgeting information will result from the options analysis discussed above. Depending upon the source of funds for construction or remodeling, this budget assessment may establish the basis for a bond referendum or the formulation of local capital funding allocations under recurring operating revenues.

Justice Complex/Multi-Agency Approach

While construction costs continue to increase, shared use is fast becoming a consideration to gain public and political support for new facility projects. Some agencies have discovered that incorporating other government or justice needs into the design of a facility, such as other municipal functions, court-related functions, probation offices, fire department communications, juvenile diversion centers, city council chambers, etc., can make a project more appealing and cost-effective. Using the community oriented policing philosophy as a foundation for early planning decisions allows for an inclusive perspective that considers all public safety needs, as well as other related joint uses. For instance, recreational or community centers add more community-oriented options for facility use.

The police facility planning team should take the time to brainstorm possible shared uses that meet or exceed department needs. A creative approach should be used and input from others should be solicited. Oftentimes, government approval boards allow departments to include additional areas within a facility's design if they can show an important dual use and improved community profile, revenue generating capabilities, or a feature that would add to a facility's justification. Placing another public use facility at the same site as a police facility may be considered by some as unusual; however, for some municipalities, it may be a selling point that a new facility needs in order to receive funding. Other municipalities prefer a police facility as a stand-alone for security and for a more modest project scope.

A good example of shared use options includes the co-location of police, fire, communications and EMS into one public safety facility concept. Another example is a city or county law enforcement agency, medical examiner and/or coroner located together. There are also many shared programmatic areas that several agencies in a public safety facility can potentially share, for example: vehicle storage/parking needs, training area, locker rooms, media and communications. Cost savings through common use can be substantial; however, saving should not be sought at the expense of public safety.

Many police agencies that are heavily involved in community oriented policing are now participating in multi-jurisdictional task forces to focus specifically on areas such as gangs, drugs, illegal weapons, etc. These joint task forces are usually made up of officers from different local, state and federal agencies, (such as Alcohol, Tobacco and Firearms (ATF), Drug Enforcement Administration (DEA), state parole, state probation, district attorney's office, etc). The joint use forces are becoming more and more common, and need to be considered when determining current and future space needs.

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PLANNING TIPS

While construction costs continue to increase, shared use is fast becoming a consideration to gain public and political support for new facility projects.

A good example of shared use options includes the co-location of police, fire, communications and EMS into one public safety facility concept.

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Section Two Planning Pre-Design Phase Step 10

Shared use facility concepts may also have drawbacks. In particular, the chief of police should carefully consider citizen attitudes about public facilities. In some jurisdictions, voters are very likely to pass a bond issue to build a properly sized, practical and efficient police facility. But when the bond increases to larger proportions to include what the public may perceive as excessive space for jails or courts, the bond fails, leaving the police agency project stalled. Police leaders must be able to gauge the political and public perception issues relative to shared use before moving in that direction and must also frame the recommended option within a cost-benefit analysis that is persuasive.

Each organization needs to examine their situation and search for innovative approaches to component/agency inclusion, design and funding. Visit or contact other jurisdictions that have successfully designed and constructed joint use facilities. Contact some of the organizations listed in Appendix 1 to locate projects of this type.

Step 10: Conduct Site Evaluation

Careful consideration must be given to the size, location and flexibility of any existing or potential facility site. Site selection determines the maximum footprint or size of the facility and must, therefore, meet all space needs requirements. Site location determines accessibility of police facility to other government staff, the public and police officers.

Site evaluation and selection must be carefully considered whether exploring the possibility of renovation of an existing facility, acquisition of an adaptive re-use facility or new construction. According to real estate investors, a primary rule in selecting property is location. This is also true for police facilities. There are many essential components of site evaluation:

- Cost of land
- Cost of site development
- Size and shape of site
- Potential for multiple uses
- Public access to site (vehicular and pedestrian)
- Visibility and views
- Proximity to other governmental functions
- Response to citizens needs and concerns - a neighborhood context
- Travel and mileage issues
- Positioning of new facility on site
- Security
- Noise and traffic impact
- Expansion possibilities
- Former use of identified land
- Possible ground contamination

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PLANNING TIPS

Police leaders must gauge political and public perceptions relative to shared use facilities (police, fire, EMS, for example), before moving in that direction.

Recommended options must be framed within a persuasive cost-benefit analysis.

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- Possibility of locating artifacts during site preparation & excavation
- Zoning
- Utilities/easements
- Topography/geotechnical/soils
- Waterbodies/wetlands/floodplain/stormwater control

Several acquisition issues must be kept in mind. The first is cost. Are the sites being considered priced reasonably given jurisdictional budgetary constraints? Are the site owners willing to set up a reasonable timetable to acquire the site? Have EPA and other studies (for example, geotechnical) been completed and are reports available? Given the issues, it is always advisable to consider multiple sites for comparative purposes.

Site selection is occasionally imposed upon agencies when government organizations already own a new site they want to use. The site itself will dictate the maximum footprint of a facility. Occasionally, site selection will involve multiple sites until one is finally decided upon. All sites must be examined carefully for needed characteristics, functions and detractions. The planning team should remain flexible when viewing all sites as potential selections.

Site selection can also be difficult if other jurisdictional priorities intervene. Many American cities are now "built out." Buying land on the outskirts of town is no longer feasible. One faction may want to site the police facility centrally to buttress a declining downtown. Other factions similarly concerned with adaptive reuse may want to use the old junior high as a primary site consideration. In other areas of the country, decentralization and/or regionalization are strong themes and would impact and possibly limit the range of sites a department can consider. Police facility site selection in larger cities may have to begin with the completion of an organizational strategic plan to determine whether the correct long term solution is one single building or a number of strategically placed new buildings.

Expansion or extensive renovation of a current facility can necessitate the acquisition of adjoining land. Occasionally this may be difficult. Owners of adjacent property may not want to sell. Further, the expansion of the current site may not offer the optimum setting or security, etc. All of this needs to be considered if expansion or facility renovation is being considered as a viable option.

Political and executive project commitments to the community and police department, such as site and facility size, joint use, jail inclusion, security, building positioning and location, may be unachievable due to limitations of available sites or sufficient funding for site acquisition. Continued investigation of additional sites may be necessary, which can delay a project. Site selection delays can affect in turn project momentum and costs which increase with time.

PLANNING TIPS

The site itself will dictate the maximum "footprint" of a facility.

In some areas of the country decentralization and/or regionalization are strong themes and would impact and possibly limit the range of sites a department can consider.

Expansion or extensive renovation of a current facility may necessitate the acquisition of adjoining land.

Site selection delays can affect project momentum and costs- which increase with time.

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Section Three Budgeting and Funding Phase Step 11

Section Three of the Facility Planning Model provides information on all aspects of facility project costs and necessary funding. Steps 11 through 13 guide facility teams through the development of preliminary project costs, strategies to secure necessary project funds and cost issues relative to site acquisition.

Step 11: Develop Preliminary Project Design and Construction Costs

Preliminary facility project costs can and should be estimated at this stage using information now available. Projections of cost at this juncture become reliable as a foundation for project funding initiatives (bonds or government support).

At this stage the project team is poised to create a reliable budget for the entire project, based on the data collected and developed in the previous steps. New cost information must also be obtained and included at this phase.

Square foot construction costs vary across the country, fluctuate with the economy and are different depending upon the type of facility being considered. Construction costs of expansion, renovation, or adaptive re-use projects are more difficult to estimate due to the possibility of concealed conditions discovered during demolition, code compliance, etc.

Some of the critical cost-components when developing the preliminary facility budget are:

- Site and site development costs
- Site survey
- Facility costs using space needs as basis
- Related architectural, engineering and construction estimates
- Environmental standards/guidelines
- Stormwater/drainage issues
- Geotechnical evaluation
- Environmental assessment
- Asbestos assessment/abatement (older, existing facilities)
- Landscape design
- Interior design
- Furniture

PLANNING TIPS

Preliminary budget is based on:

- Space needs analysis
- Recommended square footage needs
- Site selection

Initial planning and cost estimates usually can be expected to change over the life of the project.

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Section Three Budgeting and Funding Phase Step 12

- Contingencies
- Telecommunications systems
- Equipment
- Security systems

There are also other elements to be considered to further refine the budget. The quality of a facility's systems, such as its chillers and boilers, emergency generators, elevators, etc., are not defined at this stage in a planning process so estimates must be made. The quality levels of engineered systems, equipment, finishes and furnishings can affect the overall budget substantially. Efforts to broadly define expectations should be undertaken as early as possible. It is best to use qualified, experienced, and reliable cost estimators to assist in defining a budget at this time.

Too often, low estimate cost projections are publicized too early in a project, prior to the conclusion of a formal needs analysis or actual budget development. This can negatively affect a project, as strong justification may be necessary to increase the budget figure in a sensitive political arena. Avoid "ballpark" estimates whenever possible. The budget developed at this stage is based on substantial and accurate facility, space and site information and is a reliable figure for decision-making purposes.

Step 12: Obtain Project Funding

Once planning stages are completed, funds must be acquired to design, construct, furnish and equip the planned facility. In many cases, the jurisdiction has sufficient funds to move into this phase, in others, alternative sources of funding are required.

At this juncture of the project, the police agency and the governing body should be ready to take steps to obtain the necessary funding to complete the project identified in the preceding planning phases. For example, if a new building and new site are being proposed, project funding includes monies to purchase the site, design the facility, construct it, furnish it and equip it.

In many cases, jurisdictions may have capital improvement funds that can be used for the project. In the absence of available funds, bond issues or public referendums are required to raise funds sufficient to complete the project. If citizen support is not yet clear for the new project, a survey to determine support will yield useful information to propel a subsequent referendum or bond issue. Strong political support is required to seek and obtain the necessary funds for project completion.

There may be several alternative funding options (for governing body or community funds) that cities can explore. One is the "Lease-Buy Back" approach. In this funding structure, the jurisdiction enters into a lease agreement with a developer who has proposed to deliver the required facility either through new construction or renovation of an existing building for jurisdictional use. The lease payments can be structured to be credited against a predetermined purchase price at the end of a specified period. Under this funding model, the jurisdiction will generally meet its lease payments out of its operating budget. The adequacy of that budget to meet lease payments over time is a matter for analysis.

PLANNING TIPS

The quality levels of engineered systems, equipment, finishes and furnishings can affect the overall budget substantially. Efforts to broadly define expectations should be undertaken as early as possible.

Avoid "ballpark" estimates whenever possible. The budget developed at this stage should be based on substantial and accurate facility, space and site information and is clearly a reliable figure for decision-making purposes.

In the absence of available funds, bond issues or public referendums are required to raise funds sufficient to complete the project.

Strong political support is required to seek and obtain the necessary funds for project completion.

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Section Three Budgeting and Funding Phase Step 13

Step 13: Secure and Purchase Site

Once a site is selected, a facility project moves from planning to implementation stage. Lease and all other options must be carefully researched prior to a decision to ensure the most beneficial outcome.

If a site acquisition is required for a particular project, it must be purchased prior to action on any other design or construction step. Decisions on securing and purchasing the selected site should be based on all planning steps previously completed-in particular, the site evaluation completed in Step 10 (p.24). Before purchasing a site, the jurisdiction should cost out several options with contingencies:

- Purchasing site outright
- Gaining an option to purchase at a later date
- Leasing the site

The above options should be considered and the option that yields the best long term financial flexibility to address future concerns for the jurisdiction should be selected. Be aware that leases have many more conditions than ownership. Ownership, for example, may provide more flexibility of building options. The planning team must also be aware of possible unanticipated site purchase costs, such as poor soils requiring expensive foundations, or legal fees to secure clear title and must have sufficient funds to cover these costs.

PLANNING TIPS

If a site acquisition is required for a particular project, it must be purchased prior to action on any other design or construction step.

The site selection option that yields the best long term financial flexibility to address future concerns for the jurisdiction should be selected.

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Section Four Design and Delivery Phase Step 14

Section Four of the Facility Planning Model examines the design and delivery phase of the project by reviewing the facility design and construction approaches currently in use. At this stage of the project, a design architect is selected. It is important to emphasize that strong and continuous dialogue must be maintained between police, architect and contractor to ensure project success.

Step 14: Deliver Design and Construction Services

A number of design and construction procurement options are available to jurisdictions—Design-Bid-Build; Design-Build; Fully Partnered Approach. It is important to test which methods may serve your organization and jurisdiction most effectively. Regardless of the choice, it is essential that a strong and continuous dialogue be maintained between the police planning teams, the architectural team and the contractor.

Design and construction services are typically delivered through one of the following approaches:

Design-Bid-Build

Traditionally, the most widely used method to accomplish construction/renovation of a police facility is the design-bid-build model. The process begins with the planning and programming phase (to determine facility requirements). Followed by the design phase (developing the facility plans that respond to these requirements) and ends with the construction phase (award of contracts and actual construction). In this approach, a very close dialogue between the police agency and the architect should occur when project design proceeds in Step 16. The resulting design is then the basis for the bidding and selection of a contractor to build the facility.

In most jurisdictions, applicable laws call for a design-bid-build approach. These laws call for any public project exceeding certain budget thresholds to be advertised and competitively bid. The award of the construction then goes to the lowest responsible bidding organization. If negotiations fail with the construction contractor, the jurisdiction can move onto the next contractor. The decision-making process is based upon experience and qualifications, not price alone.

PLANNING TIPS

Regardless of the choice for design and construction procurement, it is essential that a strong, continuous dialogue be maintained between police, architect, and contractor.

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Section Four Design and Delivery Phase Step 14

Design-Build

In this alternative delivery approach, a request for proposal is issued to contractor-architect teams in which an invitation is made to respond to the jurisdiction's needs with a design proposal and guaranteed construction cost amount. Competitive proposals are received and evaluated in terms of both their costs and building features. Under this procurement method there must be strong and continuous dialogue between the user agency (police department) and the contractor-architect team during project formulation. The police agency must clearly define its needs up front and continue to maximize input with the architect/consultant and contractor. The focus here is to ensure that the needs and standards of the police department are fully articulated and understood. Variations of design-build approaches can include the preparation by the police agency/owner agency of a detailed set of building requirements. This can also include a detailed design development set issued to the design-build teams for further use.

Fully Partnered Approach

In recent years, selected jurisdictions have changed procurement laws to allow (and even encourage) further alternative building delivery methods. In the fully partnered model, the jurisdiction selects the whole project team, including the contractor, based on credentials while stating a fixed budget at the outset. In this approach, the jurisdiction hires a consultant to perform the space needs analysis, then a site feasibility study. Once the size of the project is established and the particular needs of a specific site are established, a reasonable building and project budget is developed. At this point, rather than selecting a contractor based on low bid, the jurisdiction assembles a comprehensive team that links the space needs consultant, an architect and the contractor into an interdependent team. Having the contractor at the table during design eliminates miscommunication when design is transferred to the contractor. All parties work for a pre-determined development fee.

In some areas the team may be expected to sign a contract to develop the project for a predetermined "guaranteed maximum price" with the contractor "at risk," hence, there are no change orders. In some cases this process is structured as a modified "design-build" process, while in other instances it is accomplished as a "construction management at risk" process. The selection of the alternative design/delivery/construction services approach, such as a fully partnered approach, will necessarily affect architect selection decisions discussed in the following section.

Choosing among the three design and construction delivery approaches is a difficult task with no simple answers. Jurisdictions can, however, obtain sufficient information to aid in decision-making by taking the following steps:

- Seek advice from other jurisdictions regarding recent construction by asking about the design and construction approach used and the degree of its success
- Seek local advice by asking officials about the approach predominantly used in your jurisdiction
- Review the benefits and deficits of each delivery approach to determine which approach would best fit your project

PLANNING TIPS

The selection of the alternative design delivery/construction services approach, such as a fully partnered approach, will necessarily affect architect selection decisions discussed in the following section.

Selection of the architectural team to design the facility, may or may not be connected to the selection of the architect/consultant chosen previously to produce a space needs analysis.

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Section Four Design and Delivery Phase Step 15

Step 15: Select an Architect

Selecting the architectural firm to complete the project is a complex task. Smaller local architects provide a level of familiarity and comfort, as well as a history of completed regional projects important to any client. Larger firms, particularly those based in larger cities distant from the client jurisdiction may bring unparalleled expertise in the law enforcement design arena, but are often entirely unknown to the client. Teams that blend local architectural firms with nationally experienced police facility consultant architects, are a promising option.

Selection of the architectural team to design the new facility, may or may not be connected to the selection of the architect/consultant chosen previously in Step 6 to produce a space needs analysis. Some jurisdictions make it clear in the contract for the space needs analysis that the architect chosen will not participate in the actual design, with the intent of balancing biases. Other jurisdictions find it best to contract with the planning phase architect/consultant for the purpose of project continuity. Selection will be affected by the design and construction delivery approach selected in Step 14.

For smaller projects, a single (often local) qualified architectural team may be sufficient. In cases where there may not be a local firm experienced in police facility design, an experienced consultant joining the local architect may be advisable. Occasionally, larger police projects will require the recruitment of combination teams, such as a local, architectural company developing a partnership or joint venture with a nationally experienced police facility specialist. This will allow for a local presence, while offering the experience of a larger architectural company. In any size project, it is important to hire an architectural team with experience in designing similar law enforcement facilities.

Key criteria to consider when selecting an architectural team include:

- Recent experience with law enforcement facility projects
- Experience of proposed project team members
- Good listening and teamwork skills
- Personal chemistry/comfort level
- Flexibility/creativity
- Solid, experienced organization with a good reputation
- Preliminary plan for design process and possible alternatives
- Size of firm and years in business (at least five years)
- Reference checks
- Pending work on other projects (availability)

The techniques and approaches used by architectural teams are significant. The best technical skills are only as good as the architect's ability to employ and articulate them. If an architectural team cannot establish rapport with a client, they cannot effectively use their skills to serve that client. The jurisdiction's selection team must ensure the hiring of the best-suited architect. The selected architect must ensure a successful design that meets police needs.

PLANNING TIPS

For any size project, it is important to hire an architectural team with experience in designing similar law enforcement facilities.

The jurisdiction's selection team must ensure the hiring of the best-suited architect. The selected architect must ensure a successful design which meets police needs.

One essential element is the architectural team's expertise in the planning, design and construction of police facilities.

Whichever competitive selection process is chosen, the jurisdiction should take great care to evaluate competing firms on their knowledge, skills and abilities and then develop a short list of potential firms.

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Section Four Design and Delivery Phase Step 16

Step 16: Design the Facility

Preliminary designs allow for constant adjustment. More detailed final design concepts can be displayed in block model fashion, or even through interactive computer simulations/modeling. Final design documents are then prepared and serve as the guide for actual construction.

The design phase of a police facility project typically includes three steps:

Schematic Design: In this stage the architectural team provides a preliminary design of the facility.

Design Development: After client approval of the schematic step, design development begins.

Construction Documents: The final step is the development of design documents that can be used for contractor bidding and building purposes. This step describes, in sequential order, the actions and decisions that typically occur and the issues addressed during the design phase of a project.

Schematic Design: Preliminary Design/Layout Decisions

The product that results from a formal needs analysis is utilized to guide a project's preliminary design. The design must reflect the philosophy of a department, diversity of activities and future growth needs. In the preliminary design stage, layouts are not highly detailed. During this stage the architectural team takes the following services to the client:

- Review and verify the program
- Conceptual site plan
- Conceptual building plan
- Review/Establish schedule
- Review/Establish budget
- Preliminary selection of building systems and materials

PLANNING TIPS

The design phase typically includes three steps:

- 1) Schematic Design
- 2) Design Development
- 3) Construction Documents

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The more detailed inspection performed by a police planning team, the greater the chances items will be discovered that need to be changed or addressed. Some examples of this include: the location or quantity of electrical outlets, selection or positioning of furnishings, concern over selected interior finishes, identification of which doors are solid and which need windows, etc. Attention to these details adds to the efficiency and durability of the future facility.

No individual team member—architect, contractor, or other, has the insight of the police facility user. A committed Police Internal Planning Team has an opportunity to pore over all drawings, specifications and details, to ensure that everything meets their needs. They can imagine the completed area or room in their minds and compare it to the drawings they are examining. When the two do not match up, changes may be discussed and made, if warranted. One strategy to ensure that final design documents reflect all user needs is to create a sign-off sheet for design documents that are filled out by all Unit Commanders and other key departmental staff. Once the plans are finalized they become construction documents and at that stage, all changes become costly. Avoiding design revisions during later construction stages will save time, money and problems for all concerned.

Throughout each of the above design steps, the jurisdiction and/or the police department has significant responsibilities to collaborate with and provide information to the architectural team. Some examples of these responsibilities are:

- Schematic Design:** Provide topographical and boundary survey, soil borings (geotechnical evaluation), program, budget requirements
- Design Development:** Review documents to ensure program requirements and standards are met
- Construction Documents:** Review all plans and specifications to ensure program requirements are met

The jurisdiction, in particular, the facility end-user, must fully understand, take on and complete all owner responsibilities to ensure that the project reflects all initial planning requirements and that the overall project proceeds in a timely fashion.

Step 17: Build the Facility

The police project manager should be on the construction site as often as possible to observe and attend construction meetings, approve submittals, discuss design issues and build rapport with the contractor. Continuity from pre-design to construction is essential to maintain project integrity.

Construction times vary depending upon the size and scope of a project, schedule, natural or imposed delays such as weather or labor strikes, difficulty obtaining specific materials, or other variables. It is vital to hire an experienced and recognized general contractor who has a good track record of delivering facilities on time, within budget.

Often times, contracts may include financial penalties for delays if a contractor cannot deliver a project on time per the set construction schedule, or for

PLANNING TIPS

One strategy to ensure that final design documents reflect all user needs is to create a sign-off sheet for design documents that are filled out by all Unit Commanders and other key departmental staff.

It is vital to hire an experienced and recognized general contractor who has a good track record of delivering facilities on time, within budget.

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large cost overruns. Other contracts may include monetary incentives to contractors who finish a project ahead of schedule. This is often the case with transportation contracts, as completing a major road or bridge construction early has a direct affect on commuters. While not often used as an incentive to complete a police facility ahead of schedule, all of these incentives and/or penalties are available to jurisdictions who wish to structure their contract in such a manner. This decision is usually left up to an organization's top decision-makers and/or public works director.

Most public projects are competitively bid. The law typically requires an advertisement or invitation to bid to be published in one or more newspapers. The project architect usually prepares the advertisement for bid, which includes information such as the project location, description, type of contract, date, time, location for receiving bids, how to obtain documents and any other special requirements. Local laws vary in allowing this method (RFP, RFQ) for public projects. An attorney should be consulted before using any bidding model or bid language. Once deemed qualified (generally through documented experience in constructing similar projects of scope and size, proven record of quality constructions, etc.), bids by pre-qualified contractors are accepted and a successful bidder is selected.

The fully partnered approach (see Section Four, page 30) is especially useful during a construction process, as it promotes accountability and communication between partners responsible for design and construction. Owners, designers, construction managers and builders sign a partnership charter that commit to shared goals. This allows the parties to identify and solve problems before they occur. It is important for owners to keep in mind that the most costly changes are those that take place during construction, so it is wise to keep changes to a minimum, whenever possible.

There are a number of issues relevant to the construction phase that must be attended to by the jurisdiction. Once construction begins, police departments and their governing bodies should be aware of and be responsive to the following:

- Communication protocols between owner, architectural team and contractor
- Owner's construction project controls
- Standard types of field communication and record keeping (always keep records and signoffs)
- How to handle periodic pay requests
- How to conduct site visits
- How to understand shop drawings
- How to understand and make use of scheduling tools
- How to deal with change orders
- How to deal with periodic changes to regulations and building codes
- How to deal with unforeseen construction field conditions
- What to expect for construction close-out
- Sales tax rebates - some range from 2 to 3%
- Difference between "substantial completion" and "final completion"
- How to incorporate and manage a contingency and testing allowances into the final construction contract
- Definition of "retainage"
- Definition of "warranty period"

During construction, architectural and police team members should focus on

PLANNING TIPS

During construction, architectural and police team members should focus on oversight; solving design issues confronted during construction; approving submittals and substitutions; etc.

Collaboration on ideas and solutions during construction results in an even more successful project.

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oversight, solving design issues confronted during construction, approving submittals and substitutions, etc. Successful accomplishment of early planning and design steps supports successful construction. Collaboration on ideas and solutions during construction results in an even more successful project.

Project members should strive to be good neighbors during a construction phase. This can translate into project T-shirt and hat giveaways, newsletters to community members indicating a project's progress and the time of day when certain tasks are performed, so that residents bordering a construction site will know what to expect. A construction office phone number can be made available to all bordering residents so they may call and register complaints directly to a general contractor, who in turn, can handle a complaint or fix the problem.

The following responsibilities typically fall upon a police project manager during construction:

- Establishment of a facility's new door security key plan. Care should be taken to ensure a lock sub-contractor thoroughly understands a department's master key hierarchy needs, quantities required, identification stamped on each key and timing of key inventory and cabinet delivery to owner. This process offers a department an opportunity to limit the quantity of issued keys, while improving overall facility security.
- Determine responsibility for contracting and installing phone and data cable. Ensure state-of-the-art cabling is specified and sufficient lines and conduits are installed for future needs. Attempt to work out a scenario whereby installation of main communication backbone systems will be allowed during the last phases of construction. This can be accomplished by a telecommunications consultant.
- Establish an identification system for all telephone and data jacks. Ensure that installation crews label each jack and each communication room port accordingly. Record this information on a reproducible drawing for future use. (A telecommunications consultant is helpful here).
- Set up a database listing all telephone and data jack information. Include jack ID number, jack type (data or phone and how many of each per location), type of phone (analog or digital) and phone features (single line or multi line, modem or fax). Also include whether the phone has voice mail, whether any restrictions are put on the phone for outside or long distance use, etc. This will make later phone/computer moves much easier to accomplish and provide a systematic communications roadmap for the life of a facility. (A telecommunications consultant is helpful here too).
- Work closely with the architectural team, general contractor and sub-contractors to establish an organized approach to the placement of equipment within communication rooms. Most communication rooms are a conglomeration of wires, cables, trays, electrical and equipment boxes. They are often designed too small, especially now, with the rapid increase in technological equipment used in a workplace. Often during construction, each trade (electrical, security, fire control, telephone, computer, etc.) picks a location on a communication room wall and installs their equipment without consulting each other. A proactive project manager can work out a more organized solution.
- Select Transition Team leaders and assemble transition teams. Include a variety of representatives from the department (sworn and civilian) to ensure staff buy-in and consensus. Promote detailed and continuous scenario testing by transition team members.

PLANNING TIPS

Transition teams are crucial to the project's success and should be chosen early based upon commitment and organizational skills.

Transition planning refers to a relocation of personnel, equipment, documents and furnishings from an old location to a new one.

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- Establish a photo/information board (aerial photos are effective) to keep employees involved in the project and update it every two to three months. Use this board as a tool to inform and maintain employee enthusiasm.
- Inquire as to what will be tested and documented to ensure functionality prior to move-in. This will reduce the list of items a Testing and Acceptance Transition Team will need to check. The architect specifies what information to include in the O&M Manuals.
- Avoid any late improvements, as cost escalates after design is completed and construction is underway.
- Establish an interior finishes file. Compile complete information on all interior and exterior paints, wall, panel and upholstery fabrics, window tinting, furniture paint, drawer pulls, millwork/furniture laminate, interior wood finishes, exterior façade materials, window glass and tinting, floor coverings, etc. Suggest compiling a sample of each, which will help a great deal when later trying to replace, repair or match a particular finish. Attempt to obtain samples from actual construction submissions.

Step 18: Develop Occupancy Strategy: Transitioning into the New Facility

Civilian and sworn staff satisfaction with a new facility is affected by the manner in which the transition to occupancy strategy is carried out. Confusion, loss of information and other transitional problems can negatively impact staff morale. A clear and well-designed transition to occupancy plan is required. Members of all transition teams need to be detail-oriented.

Transition planning is a crucial element during the construction phase. Transition teams are crucial to the project's success and should be chosen early based upon commitment and organizational skills.

TRANSITION PLANNING

Transition planning refers to a relocation of personnel, equipment, documents and furnishings from an old location to a new one. Transition teams are established to ensure detailed planning takes place, scenarios are tested and a smooth changeover occurs. It is highly advisable to include a variety of staff representative(s) on all transition teams to ensure staff buy-in and consensus.

The following list outlines recommended transition teams and their assignments.

Recommended Transition Teams

- **Furniture, Fixtures & Equipment** - Manage the purchase and installation of owner's new FF&E; budgeting, specification writing, phone/data cabling, data-base creation and warranty file setup.
- **Move Logistics** - Coordinate review of bids from moving companies, establish detailed inventories of what will and won't be moved, schedule employee packing seminars, details of a contract specify a particular make and model of an item, such as a specific workstation and/or ergonomic keyboard holder without allowing for any substitutions, a contractor maintains control over the selection and final quality of such items.

PLANNING TIPS

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Transition planning refers to a relocation of personnel, equipment, documents and furnishings from an old location to a new one.

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- **Orientation & Training** - Preparation for groundbreaking ceremony, official opening, monthly employee and community updates on project's progress. Coordinate and video tape employee training on new equipment and procedures. Handle requests from public, politicians, media and employees for tours and briefings.
- **Contracts & Services** - Identify and write specifications for new and renewed contracts and services, such as food service, inmate medical, building maintenance and janitorial, trash and equipment maintenance. Timelines are crucial to ensure new contracts are awarded at move-in, so services are not interrupted.
- **Policies and Procedures** - Identify and respond to possible changes to new facility rules, layout, etc. Usually encompasses department policies dealing with visitors, handling of inmates/suspects, security or maintenance issues, etc. Changes in department policies or procedures need approval and dissemination prior to or during move-in.
- **Testing & Acceptance** - Crucial pre-occupancy testing of all items, such as locks, telephones, electrical outlets, lights, toilets, showers, furniture (ergonomic features on chairs, keyboards, drawers, etc.), panic alarms, cameras, etc. Goal is to discover problems prior to move-in and assist with repairs after move-in.

Resolve All Equipment Purchase/Replacement Issues

A major concern during transition is the installation of 911 phone lines. Some areas will need to plan three to six months in advance with their local telephone company to assure on time delivery. It is important to confirm the schedule with the telephone company close to move-in date.

One approach to 911 transition is the operation of parallel systems, where the system in the old facility continues to run and take all 911 calls and the new system becomes operational simultaneously, but only to take "dummy" calls to test operability. Once operability is assured, the old system is shut down and all 911 calls are transferred to the new system.

Most facilities are designed and built for a minimum 20-year occupancy. Furnishings, fixtures and equipment (FF&E) placed in new facilities need to be durable and functional, while blending with the aesthetics of a new complex. Funding for new furnishings, fixtures and equipment can be difficult to obtain, so careful planning is important, attention to detail is vital and strong specifications are crucial to ensure high quality furnishings are obtained for the best possible price. Furniture issues can also cause delays as the transition plan begins.

It is important to determine which furnishings, fixtures and equipment are provided by a general contractor and which are provided by an owner. Most situations fall into one of the following categories:

- Contractor furnished, contractor installed (CFCI)
- Owner furnished, contractor installed (OFCI)
- Owner furnished, owner installed (OFOI)

The contractor furnished, contractor installed category limits an owner's ability to: alter colors, patterns, makes, models, or details to better fit a user, upgrade to a newer design, or address the needs of a changed department preference. Unless details of a contract specify a particular make and model of an item, such as a specific workstation and/or ergonomic keyboard holder without allowing for any substitutions, a contractor maintains control over the selection and final quality of such items.

PLANNING TIPS

Most facilities are designed and built for a minimum 20-year occupancy. Furnishings, fixtures and equipment (FF&E) placed in new facilities need to be durable and functional, while blending with the aesthetics of the facility.

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It is important to note that contractor furnished, contractor installed items are specified by an architect during a design stage. Years can pass between design and actual occupancy of a facility. Thus, a technological or ergonomic specification of an item may be out of date before an owner actually starts using it, especially for items such as security/electronics, computer hardware or software, chairs and keyboard holders.

Owner furnished items present a challenge for police project managers and members of a Furnishings, Fixtures and Equipment Transition Team. This group will have an opportunity to decide what items will be moved into a new facility and what items will be replaced by new ones. Detailed planning regarding what, when and how to purchase these items are vital components that play a part in intelligently allocating a budget and keeping to the transition timeline. For example, one police department found that replacing the file cabinet (even harmonize the color scheme) appeared to be less expensive than buying new ones, but found that the process took much longer and was more expensive than anticipated. The security and confidentiality of records is essential during the transition phase.

Many organizations have a separate purchasing department which handles the bid solicitations, bid openings and purchase order contracts. It is recommended that a single member, or perhaps two members of the purchasing department be appointed to handle all purchases related to a new facility project. This task can be overwhelming, especially if the FF&E budget is large. Assigning one or two people to work closely with and be members of, the FF&E Transition Team, is recommended. This procedure promotes understanding the needs of the police department, to the purchasing department. Equipment purchases should be negotiated with attention to infrastructure, space needs, installation plan and maintenance issues. Ensure all large suppliers and installers can meet project deadlines and have experience and references.

Transitional planning for a move is essential. The creation of a Move-In Logistics Transition Team is recommended.

Acknowledge the psychological stress of moving and change. Layout maps of the new facility should be provided to all staff.

Every detail must be considered, timed and pre-planned, if a move is to be successful. Acknowledge the psychological stress of moving and change. Layout maps of the new facility should be provided to all staff. When employees know the general layout of a new facility and the location of their workstation or office, the stress of moving is greatly reduced. Packing seminars can help streamline the moving process and greatly reduce employee concerns. Ensure that communication takes place as to what will and what will not be moved to a new facility. Inventory listings are a good way of documenting what will be moving and when. Ascertain what special current equipment requires vendor disassembly, moving and re-assembly, due to warranty concerns. Establish a "lost and found" for items misplaced during a move.

PLANNING TIPS

It is recommended that one or two members of the purchasing department be appointed to handle all purchases related to a new facility project.

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FFKR ARCHITECTS DESERT EDGE architecture HURRICANE CITY UTAH

HURRICANE CITY CENTER PROGRAM DOCUMENT

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Encourage an appearance of organization and “back to business” as soon as possible. Set dates for unpacking and ensure staff adhere to them. Establish packing box drop off points for empty cartons and have a staff member circulate daily to remove empty boxes from hallways, storage closets, workstations, etc.

Organizations that move themselves usually regret their decision. Some important considerations to include in this decision are:

- Possible employee injuries
- Down time
- Unprofessional appearance
- Employee confrontations
- Damage to the new facility
- Overall confusion

Delay to moving schedules:

- Inefficient use of elevators
- Blockage of loading/unloading staging areas
- Driveways blocked due to quantity of vehicles on scene
- Lack of moving equipment and elevator access
- Employee reluctance to move heavier items

If a decision to use a professional moving company is made, a transition team should prepare specifications to allow for competitive bidding. A complete inventory of all items being moved, a moving schedule and a mandatory job walk-through of both the current and new facilities should help to obtain fair bids.

Conduct Extensive Pre-Occupancy Testing, Training and Staff Orientation

Extensive pre-occupancy testing, commissioning, training and staff orientation should begin during the last months of construction. All transition teams should be working at full speed. The police project manager will be inundated with details and decisions. Strong organization skills, leadership, time management and stress reduction expertise will be required during this fast paced stage.

Testing and Acceptance Transition Team members should be testing everything from plumbing to electrical systems, security systems to furniture systems. It is important to clear all testing with the architectural team to avoid liability, personal injury and concerns over damage created by the owner. The more detailed the testing that takes place, the more assurances a project manager will have that a facility is ready for occupancy. Running through scenarios, such as a panic alarm activation or a loading dock delivery can ensure that all facets of these situations were considered and included in the design and furnishings. Staging other scenarios, such as an officer delivering a suspect to a holding room and conducting a taped interview or simulating the preparation and delivery of food from the holding cell kitchen to an inmate in their cell, can identify equipment that isn’t working properly and ineffective procedures. Scenarios are useful tools to test the performance of elevators, security door locks, intercoms, audio/video recording equipment, gun lockers, etc. With scenario testing, potential problems can be identified, documented and repaired prior to move-in and within product warranties.

Unlike scenario-testing, commissioning is the thorough test of a system (HVAC, security, video) from A-to-Z. Depending on the time of year that you occupy the facility, one may only be able to test the HVAC cooling aspect of the

PLANNING TIPS

A complete inventory of all items being moved, a moving schedule and a mandatory job walk-through of both the current and new facilities' should help to obtain fair moving bids.

Extensive pre-occupancy testing, commissioning, training and staff orientation should begin during the last months of construction.

The more detailed the testing that takes place, the more assurances a project manager will have that a facility is ready for occupancy.

With scenario testing, potential problems can be identified, documented and repaired prior to move-in.

Verifying that everything works well assures a smoother transition during move-in.

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system. So a contract should require that the HVAC contractor come back one month prior and during the heating months to commission the system. This process includes system setup, training, operation and maintenance schedules, spare parts and system testing during normal and adverse conditions.

Besides testing contractor installed items, this period of time allows for thorough examination of other items provided by an owner, such as combination and keyed locks, telephone systems, office equipment such as copiers, typewriters, furniture lighting and ergonomic features, etc. Verifying that everything works well assures a smoother transition during move-in.

Training needs to be conducted for personnel who will be using new pieces of equipment, such as laboratory fume hoods, automated shelving systems, loading dock levelers, vehicle lifts, etc. Building maintenance personnel will require many hours of detailed training on all new facility systems. It is recommended that training sessions of this type be video recorded and maintained in a training library.

Conduct Extensive Pre-Occupancy Public Relations Events

The completion of a new building is a significant public relations opportunity for any jurisdiction or department. Use the attention wisely but ensure an extensive facility check is made prior to any event. Consider the following public relations opportunities which can be used as a “shake down” of a facility’s access, traffic flow, adaptive use of space, lighting and equipment testing:

- Receptions
- Open houses
- Tours
- Media releases
- Media tour of the building and orientation

Employee public relations are important too. Smaller sectional tours are recommended to offer a more personal approach to future facility occupants. The tours should assist in familiarizing everyone with their new office space, overall building layout, etc.

Some jurisdictions use moving into a new or remodeled facility as an opportunity to evoke department pride by taking a departmental staff photograph in the new facility. This move-in event can be an exceptional and memorable event for the entire organization.

Another pre-occupancy public relations responsibility is to determine the quantity, design and location of any facility project recognition plaques. These decisions are not easily made because they can be politically sensitive. In any case, gain approval of identity, correct spelling/correct titles, order and placement of any names associated with the plaques. Also, ensure all plaques are ordered in a timely manner and are delivered and installed according to schedule.

Commonly Forgotten Items

Frequently, general contractors are not completely finished with a project when the occupants move-in. There are always areas or equipment that are included on a “punch list” (items noted during the final walk-through by the owner that require repair, touchup, etc.). Many times, owners will move into

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a facility with many items pending. The contractor will remain on site or return on a daily basis to fix some or all of the items. Completion could take months (or years in exceptional cases). The police project manager must maintain continued contact with the contractor to ensure the work is completed.

Since the workload of a police project team greatly increases at the later stages of a project, many areas can be overlooked or forgotten. The following list can identify potential problem areas:

- Ensure a facility’s infrastructure is prepared for occupancy. Remember to order, stock and distribute all necessary items, such as paper towels, hand soap, toilet paper, janitorial cleaning equipment and chemicals.
- Coordinate a systematic approach to the facility’s many keys. Inventory, tag, issue, duplicate and secure all keys (doors, furniture, files, restroom accessories, clothes lockers, mailbox, gun locker, cells, alarmed emergency exits, access system over-ride keys, mechanical equipment ignitions or locks, electrical panels, elevator keys, safes, etc.).
- Ensure warranty information files, sometimes called Operations and Maintenance Manuals, are set up and maintained. Decide who will keep equipment maintenance warranty information, furniture warranties, etc.
- Placing certain restrictions on telephones is often overlooked. Some phone systems allow for restrictions to be placed on phones to limit calling locations. Phone abuse by staff or contracted employees, usually within certain areas such as a locker room or conference room, usually cause restrictions to be placed on phones.
- Door locks and an associated master keying system needs to be dealt with prior to the move and should be re-assessed once occupancy takes place. Changes are usually needed after move-in. Staff’s desire and need for privacy will have to be dealt with so that attitudes remain positive and work assignment time lines can be kept. Security issues concerning individual and group access to certain areas will need to be assessed and dealt with in a timely manner.
- Establish a phone number “hot line” or circulate repair forms where employees can report furniture, phone or equipment problems that can be addressed quickly by Testing & Acceptance Transition Team members.
- Address maintenance issues such as janitorial, steam cleaning, rodent control, trash dumpster pick-up, chemical storage, maintenance contracts for items after warranty, etc.
- Facilitate signage needs for the following: deliveries, overhead clearances, after-hours phone use, lobby hours, visitor protocol, room identity, kiosks, parking, intercom use, general directories, legal rights of arrested individuals, etc.
- Coordinate general post-occupancy tours for VIP’s, project architects, other visiting public safety agencies, etc.

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IACP POLICE FACILITY PLANNING GUIDELINES

Glossary of Facility Planning Terms

Adaptive Re-use: The acquisition of a new or used non-police facility and the redesign/transformation process necessary to adapt it into a fully usable police facility that meets all necessary structural and security requirements.

Building Footprint: The outer limits and configuration of a building’s plan shape—the actual building plan features).

Change order: A change order occurs when, during the course of a project, the owner wants to change the scope of the contract documents. A proposal request usually precedes the change order. The proposal request defines to the contractor (just like the contract documents) the scope of work the contractor is to provide (or not provide, some change orders are credits). The change order is signed by the owner, architect, and contractor. The change order modifies cost and/or time of the project.

Construction submittals: A general term that includes items such as shop drawings, product data, samples, warranties and mock ups that are submitted by the general contractor to the architect for review and verification that the design intent is met.

Contingency: A recommended design practice that utilizes a cushion of 5-15% of the construction costs (depending upon the design phase) to cover unforeseen or minor construction or other work changes which incur cost.

FF&E: Furniture, Fixtures and Equipment.

Final completion: Upon receipt of written notice that the work is ready for final inspection and acceptance and upon receipt of a final Application for Payment, the architect will promptly make such inspection and when the architect finds the work acceptable under the Contract Documents and the contract fully performed, the architect will promptly issue a final Certificate for Payment stating that to the best of the architect’s knowledge, information and belief and on the basis of the architect’s on-site visits and inspections, the work has become completed in accordance with terms and conditions of the Contract Documents and that the entire balance found to be due the contractor and noted in the

final certificate is due and payable. The architect’s final Certificate for Payment will constitute a further representation that conditions as precedent to the contractor’s being entitled to final payment have been fulfilled.

Final payment shall not become due until the contractor has delivered to the owner a complete release of all liens arising out of this contract or receipts in full covering all labor, materials and equipment for which a lien could be filed, or a bond satisfactory to the owner to indemnify the owner against such lien. If such lien remains unsatisfied after payments are made the contractor shall refund to the owner all money that the owner may be compelled to pay in discharging such lien, including costs and reasonable attorneys’ fees.

FP: Fire protection

Gross square footage: The space which includes corridors, stairs, elevators, toilets, mechanical, structures, wall thickness, etc.

MEP: Mechanical, electrical and plumbing.

Net square footage: That which exists between the walls, paint-to-paint in particular functional areas or that space that can actually be used for tasks or functions.

Operations and maintenance manuals: Equipment, FF&E, warranty information files which must be maintained and catalogued for easy access.

Preliminary cost estimates: The estimated cost of a new or renovated police facility that is based on the data from the space needs analysis.

Project manual: The document that is comprised of the front-end documents such as insurance requirements, instructions for bidders, bid bond, plans and specifications; legal components of construction; etc.

Punch list: A list of items noted by the architect, contractor and owner at the time of substantial completion and at final walk through. Items can be added to the punch list for several months after the owner has moved in. The contractor requests the architect to inspect the list and sign off as completed.

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Retainage (hold back): Each time a builder/contractor submits an invoice for a progress payment it is reviewed for accuracy by the architect and the owner (if the contractor claims it is 30% complete, the architect must make a value decision whether the project is indeed that far along). When the invoice is approved for payment an amount (usually 10%) is deducted and retained. When the project is approved for “final completion” all “hold backs” are released.

Scenario testing: A step-by-step analysis of how various actions or activities can occur in the new facility.

Shop drawings: Drawings prepared by contractors, subcontractors, or suppliers showing how a particular aspect of the work is to be fabricated and installed. These documents are submitted to the architect for review during construction. Other data may be included in the submittal, such as schedules; performance charts; brochures; diagrams; or samples to illustrate materials, systems, and workmanship involved.

Specifications: A section of the Project Manual that describes the scope, products and execution of the work, e.g. concrete, carpet installation.

Substantial completion: The stage in the progress of the work when the work or designated portion thereof is sufficiently complete in accordance with the contract documents so that the owner can occupy or utilize the work for its intended use. This date signals the end of the contract time and the beginning of the time when insurance responsibility is transferred from the contractor to the owner. Warranties are effective on this date. All work signed off by the architect must conform to the definition contained in the contract documents before the certificate of substantial completion is issued.

Substitution: An alternate product, material or method from what was proposed in the contract documents. Typically submitted by a supplier, subcontractor, or contractor to the architect, who reviews for compliance with the contract documents. The burden of proving that a substitution meets the requirements of the project is typically the responsibility of the submitting contractor. Substitution may occur during the bidding or construction phase.

Value engineering: Review of FF&E materials and/or cost-cutting methods and substitutions affecting quality, size and features of a project. A formal process that offers a way to optimize project costs.

Warranty period: Most jurisdictions compel the contractor to provide a minimum warranty period of one year from the date of final completion. During that time they must coordinate repairs to correct flaws in workmanship and equipment. Just before the 1 year anniversary date a prudent building owner has the architect return to the site and perform a warranty inspection. Actually, many components in the building have warranties that vastly exceed one year (a 20 year roof warranty for example).

Working drawings: Synonymous with construction documents. Detailed plans and specifications used in bidding a project.

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PLANNING TIPS

One of the best resources is the experience and knowledge of colleagues who have recently built facilities.

Site visits to recently built police facilities are beneficial to a successful building project.

APPENDIX 1

Useful Planning/Design Resources

There are many planning and design resources available for police project managers. One of the best resources is the experience and knowledge of colleagues who have recently built facilities. They can offer insight into their planning process, documents and contracts issued, what they would do differently, what they would do over again and can offer a unique personal and professional perspective.

Site visits to recently built police facilities are not only beneficial, but are an essential tool to clarify project goals and objectives. They also help formulate a planning team’s vision and an architect’s understanding of that vision. Site visits allow for a visual experience of design features, adjacencies, interior finishes, furnishings and other details, while blending with the realities of actual facility use. Site visit photos are recommended for later design clarification. Compiling an album or computerized database of photographed design features is an excellent way to preserve these items for later reference. Categorizing each facility by name and each photograph by function or design feature is especially helpful.

Compiling a business card file of all site visit contacts is highly recommended. Networking with prior project managers, discussing common pitfalls and successes of each project and ascertaining particular details related to transition or furniture specifications and purchases, are all examples of valuable information that is available.

Each of the following resources offers a different perspective and category of assistance.

IACP - The International Association of Chiefs of Police provides a number of resources including: A training class in Planning, Designing, and Constructing Police Facilities and information on recently constructed police facilities throughout the United States.
(703) 836-6767 (800)-843-4227 www.theiacp.org

AIA - The American Institute of Architects maintain new and archived articles available that may assist you with a specific design or construction topic. They also sponsor training seminars and conferences with police related topics and speakers.
(202) 626-7300 www.aiaonline.com

NIC - The National Institute of Corrections provides assistance in subjects dealing with jails and holding facilities. This federally funded organization offers free technical assistance with planning, designing and constructing jails.
(800) 995-6429 www.nicic.org

CALEA - Commission on Accreditation of Law Enforcement Agencies provides general guidelines for standards concerning holding facilities, property areas and communication centers.
(800) 368-3757 www.calea.org

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APPENDIX 2:

Police Facility Planning Guidelines

Site Visit Protocol

Overview

There are many facets to the planning, design, and construction of a new police facility. Included here are some suggestions for agencies to follow as they contemplate model site visits- an important step in information gathering during the planning phase of a new building project.

Choose a Site to Visit

If you have not already chosen a model site to visit, contact these resources to locate a model site near you, that reflects your department size, budget and type of policing e.g. problem-solving. The closer the comparison the more valuable the information.

Develop a Travel Budget for Site Visits

Most police departments do not have a budget set aside for new facility planning. For this reason, it is recommended to consider visiting local agencies within a short travel distance for site visits. Even if a local site is larger or smaller than your department, valuable insights can be gained by discussing the planning, building and construction of new facilities with a colleague.

- If your department has chosen an architect, discuss with them the possibility of visiting local sites and suggest applying the travel costs to their planning/design budget.
- Check with the local municipality for a real estate representative. Some cities have real estate representatives to assist local departments to relocate or build. They may be able to cover the cost of or assist in a model site visit.
- If you are in the planning stages and funds are available to include a line item for site visits in your current budget.

Determine a Site Visit Team

Each agency's resources and needs will be unique in this process. The municipal or departmental restrictions relative to budget, architectural selection process, etc. may well determine whether you will be able to visit model sites and, if so, who will be on the team. The most important persons to include are

- The police chief or facility project manager
- The facility planning committee chair or member
- An architect or city planning representative
- The city manager or municipal board representative

Keep the team number small and choose the team with your goal in mind. Since you may want use this visit to instruct, plan the team and the visit around that goal.

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Schedule Site Visit Interview

Schedule interviews with the chief or project manager, building occupants, and architects. Site visit goals and outcomes are:

- To review building cost estimates and timelines
- To review building site recommendations, design options and/or restrictions
- To determine helpful strategies for dealing with planning teams or governing municipal committees
- To determine important training and/or user needs for building occupants
- To review choices of architectural firm

Ask the local chief or facility project manager who they would recommend for interviews.
Inform the interviewees of the reason for the visit and the scope of your project.

Determine Site Visit Interview Questions:

included in this document are sample questions for site visits. Determine the interview questions based on the stage of your facility planning, building process and what the goals and objectives of the visit are. Use the included questions as a template and modify them according to your needs. A user's roundtable, consisting of representatives of the occupants of the building, is strongly recommended. Design advantages or disadvantages are often uncovered at this roundtable discussion. (A group of 5-10 is recommended).

Decide the Form and Recipients of the Site Visit Report

The goals of the site visit will determine the form and recipients of the report. Of course, as a courtesy, provide the site visit host with a copy of the report. It may be useful to them also. Recommendations for report recipients include:

- Chief or facility project manager
- City manager or mayor
- City planner or member of the planning commission
- Architectural team
- Police union steward or employee (officer and/or civilian) representative

include a section within the summary for conclusions. Make sure the points you need to emphasize, which support your project, are clearly stated. Provide a reference list from the site visit for your city manager or other municipal officials to contact for further information. This may prove persuasive as the project continues.

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Site Visit Suggested Questions

BIG PICTURE QUESTIONS: Planning & Administrative Process Questions for the Chief

- 1 How is success defined?
- 2 Would you consider the building of this facility a "success?"
- 3 How was the site location determined? What criteria was used?
- 4 Did you visit any other sites? Which ones and why?
- 5 Does this building reflect the department's policing philosophy? Examples.
- 6 How did you balance community access needs with the need for security?
- 7 Were there any unexpected stumbling blocks in the planning, design, or building process?
 - What were they?
 - How were they resolved?
 - Recommendations to others?
- 8 What did you learn from the planning, design, building process that you think is essential for others to know?
- 9 Are there any unexpected problems with the current facility?
- 10 How was the communication between police officials and architect facilitated?
 - What ingredients made that relationship successful?
 - What recommendations would you make for other departments/architects?
 - How were specific police facility needs communicated to the architect?
- 11 How did you choose the architect? Would you recommend that process?
 - What criterion did you use?
 - Did you view any of their previous buildings?
- 12 How was the Planning Committee decision-making process accomplished?
 - Consensus
 - Chief (political) veto?
- 13 Was adaptive re-use of existing structures ever considered? If so, why discarded?
- 14 Was there difficulty getting financial and community support for the facility?
 - If so, how was it resolved?
 - How did you justify the need for a new building to local officials and community?
 - Tips for others?
- 15 What need/risk assessment tool was used? Was it accurate? Can it be recommended?
- 16 Did your planning process include future expansion?

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IACP POLICE FACILITY PLANNING GUIDELINES

WALK THROUGH QUESTIONS: (Look for adequate space and ventilation of officer lockers; parking & access for officers; crime lab/forensics design; evidence storage; general work flow issues; security measures).

- Does the building design effectively support work flow (e.g. arrest, booking, holding, interviewing)?
- What is missing that could be useful to the facility? What do you wish you had in this section? (individual working sections)
- Has the choice of location proven to be a good one?
- Have there been any citizen complaints or compliments about the building/location?
- Were materials used in the building inner-outer surfaces good choices? Why?
- Has either building access or usage become problematic? How?
 - *Staff Access/Use*
 - *Citizen Access/Use*
- What, if any, are the shared uses of the building? What works, what doesn't?

ROUNDTABLE QUESTIONS: (Focus here on functionality and shared uses; lighting; foot traffic flow; communication systems; heating/cooling features; staff input on design & future plans; security; staff & visitor parking.)

- What section do you work in?
- Have you done this work in another facility? Can you compare functionality?
- How is this building an improvement over the old building?(if applicable).
- In your view, what is the most positive characteristic of this building? The most negative?
- Does the building contribute to greater staff efficiency? How? Impede? How?
- Does your section have adequate space to operate effectively?
- How involved were you in the planning, design, building, or occupancy stages?
- How was (s) your involvement helpful in assisting design of the work flow or business process in your work area?
- Are there any building design or occupancy issues that you would recommend be addressed by other departments who build new facilities?
- Are you involved in agency future plans for expansion (if there are any)?
- Is heating/cooling system adequate?

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THIS PLAN IS FOR INFORMATION ONLY
AND DOES NOT REPRESENT A FINAL DESIGN
SUBJECT TO APPROVAL BY THE LOCAL DEVELOPMENT



Proposed Chubbuck City Hall



MUNICIPAL
OFFICES

ROYAL OAK CITY HALL

CIRCA
2019







GARNER



TOWN HALL





LYNDEN CITY HALL

LYNDEN CITY HALL













CARLTON CITY HALL

CARLTON
ON/ON



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CITY HALL

WALK
ON THE SIDEWALK

DARDENNE PRAIRIE
CITY HALL ★

2032

CITY
Library
FARMER
CLASS
GE

DARDENNE PRAIRIE
• CITY HALL •





FAYETTEVILLE
CITY HALL

TRIUMPH
STATION

LINE CREEK
BUS BARN



FAYETTEVILLE
CITY HALL

TRIUMPH
STATION

LINE CREEK
BUS BARN



CITY HALL



















CITY NEWS

MAY 2021

**New
City Hall
opens in
June**





TOWN HALL









TOWN HALL OF NEW MILFORD







STATE STREET

Wild Blooms
Flowers • Artisan Cakes • Weddings • Etc.
435-635-4382

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STAFF COMMENTS

Mayor, Council, and staff reports

Discussion:

Findings:

Recommendation:

Attachments:

None



STAFF COMMENTS

Closed Meeting held pursuant to Utah Code section 52-4-205, upon request

Discussion:

Findings:

Recommendation:

Attachments:

None