

Michael Herold Studio Project Development Framework

Project Development Framework

Version 1.0

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A disciplined, collaborative process for creating lasting monumental sculpture and experiences.

The Michael Herold Studio Project Development Framework represents the typical sequence used to develop permanent sculptural commissions from initial inquiry through long-term stewardship.

While Michael Herold Studio leads the creative vision and overall project development process, successful projects are achieved through collaboration with Project Partners, architects, engineers, fabrication partners, specialty consultants, contractors, and regulatory authorities, as required.

Every commission is unique. Individual phases may be expanded, combined, modified, or completed concurrently to reflect the project's specific objectives, site conditions, engineering requirements, fabrication methods, regulatory approvals, budget, schedule, and overall complexity.

Master Project Sequence

PART I — PROJECT DEVELOPMENT

Defining the project before design begins.

Phase 01 — Project Discovery

Understanding the opportunity, establishing project objectives, identifying stakeholders, and gathering the information necessary to begin.

Phase 02 — Vision & Project Alignment

Defining the intended experience, project goals, audience, design direction, priorities, constraints, and measures of success.

Phase 03 — Site Investigation

Documenting existing conditions, site opportunities, access, visibility, circulation, utilities, environmental conditions, and technical considerations.

Phase 04 — Context, Audience & Experience

Understanding how the sculpture will relate to its surroundings, reinforce identity, shape visitor experience, and strengthen the sense of place.

Phase 05 — Budget, Strategy & Project Feasibility

Evaluating project viability, anticipated investment, schedule, fabrication approach, installation strategy, transportation, maintenance, and overall project direction.

Phase 06 — Proposal Development

Preparing the project scope, deliverables, design process, responsibilities, assumptions, exclusions, schedule, and fee structure.

Phase 07 — Agreement & Project Authorization

Executing agreements, defining responsibilities, establishing project procedures, and authorizing professional design services.

Phase 08 — Concept Development

Developing concepts, sketches, narratives, maquettes, placement studies, and preliminary design solutions.

Phase 09 — Design Development & Coordination

Refining the selected concept through dimensions, materials, finishes, proportion, constructability, and coordination with the project team.

PART II — TECHNICAL DEVELOPMENT

Transforming an approved concept into a buildable project.

Phase 10 — Engineering Coordination

Coordinating structural systems, foundations, anchoring, wind loading, lifting, fabrication requirements, and engineering documentation.

Phase 11 — Permitting, Approvals & Regulatory Coordination

Coordinating approvals, permitting, code requirements, regulatory agencies, and project authorizations.

Phase 12 — Fabrication Planning

Developing fabrication strategy, shop drawings, sequencing, tolerances, assembly methods, quality planning, and production coordination.

Phase 13 — Procurement & Resource Coordination

Coordinating structural materials, specialty components, coatings, hardware, lighting, electronics, and long-lead procurement.

Phase 14 — Fabrication, Assembly & Quality Assurance

Fabricating, assembling, finishing, inspecting, testing, documenting, and preparing the sculpture for shipment.

Phase 15 — Transportation, Installation & Project Delivery

Coordinating transportation, site preparation, crane operations, rigging, field assembly, installation, commissioning, and project completion.

PART III — PROJECT DELIVERY & STEWARDSHIP

Documenting the completed work and supporting its long-term success.

Phase 16 — Final Review & Project Acceptance

Completing punch lists, final inspections, testing, client walkthroughs, and formal project acceptance.

Phase 17 — Project Documentation & Closeout

Preparing maintenance documentation, engineering records, warranties, photography, archival materials, and project closeout documentation.

Phase 18 — Long-Term Stewardship

Supporting inspection, maintenance, conservation, future modifications, lifecycle planning, and the long-term care of the completed sculpture.

Appendices & Supplemental Framework Resources

Phase 01 — Project Discovery

Overview

Every successful commission begins with a clear understanding of the opportunity.

Project Discovery establishes the foundation for the entire development process by identifying project objectives, stakeholders, opportunities, constraints, and the information needed before design begins.

A disciplined discovery process reduces uncertainty, improves communication, and supports informed decision-making throughout the life of the project.

Objective

Develop a clear understanding of the project, the people involved, and the factors that will influence design, engineering, fabrication, installation, and long-term success.

Project Development Activities

- Receive and document the initial project inquiry
- Establish a preliminary project file
- Assign a project number or internal reference
- Identify the Project Partner
- Identify the primary project representative
- Identify key decision-makers
- Identify additional stakeholders and consultants
- Determine the project type and intended use
- Identify the proposed project location
- Confirm whether the site has been selected
- Review available site photographs, drawings, renderings, or surveys
- Discuss the project's overall vision
- Identify the primary objectives of the commission
- Discuss the intended visitor or user experience
- Identify known opportunities
- Identify known project constraints
- Discuss preliminary budget expectations

- Discuss anticipated project schedule
- Determine whether architects, landscape architects, engineers, or other consultants are already involved
- Identify additional information required before design begins
- Establish preliminary communication procedures
- Schedule the Vision & Project Alignment meeting
- Establish project governance
- Identify approval authority
- Identify project communication protocol
- Identify project participants and responsibilities
- Initiate project records and supporting documentation
- Prepare for Vision & Project Alignment
- Confirm readiness to begin Phase 02 — Vision & Project Alignment

Phase 02 — Vision & Project Alignment

Overview

Before concepts are explored, the project's vision must be clearly defined.

Vision & Project Alignment establishes a shared understanding of the sculpture's purpose, intended experience, design objectives, priorities, constraints, and long-term goals.

Aligning expectations early provides a consistent foundation for evaluating future design decisions and helps keep the project focused as it moves from vision to concept development.

Objective

Establish a shared vision that aligns the project's purpose, user experience, functional requirements, and long-term goals before concept development begins.

Project Development Activities

- Conduct the Vision & Project Alignment meeting
- Review the project's overall purpose
- Confirm the primary objectives of the commission
- Define the desired visitor or user experience
- Identify the intended audience

- Discuss the emotional response the sculpture should create
- Determine how success will be evaluated
- Identify project priorities
- Identify known design constraints
- Discuss architectural context
- Discuss landscape relationships
- Review branding or placemaking objectives
- Identify opportunities for interaction or engagement
- Discuss long-term ownership expectations
- Review operational and maintenance considerations
- Refine preliminary budget expectations
- Review schedule expectations and project milestones
- Identify additional consultants or specialists that may be required
- Review available project documentation
- Identify information still required before design begins
- Confirm project direction
- Authorize progression to Site Investigation
- Document meeting decisions and action items
- Define measurable project success
- Establish long-term project objectives
- Prepare for Site Investigation
- Confirm readiness to begin Phase 03 — Site Investigation

Phase 03 — Site Investigation

Overview

Understanding the site is essential to successful project development.

Site Investigation evaluates the physical environment, opportunities, constraints, access, infrastructure, and existing conditions that may influence design, engineering, fabrication, installation, and long-term performance.

Early site evaluation reduces uncertainty and helps ensure the sculpture responds naturally to its surroundings.

Objective

Develop a comprehensive understanding of the site and its physical, environmental, and operational characteristics before design development advances.

Project Development Activities

- Schedule the site investigation
- Visit the project site
- Photograph the site from multiple viewpoints
- Record panoramic site photographs
- Document primary arrival sequences
- Identify principal viewing locations
- Verify critical site dimensions
- Review available surveys and site documentation
- Identify existing buildings and architectural features
- Evaluate surrounding landscape conditions
- Review pedestrian circulation patterns
- Review vehicular circulation and access
- Verify emergency access requirements
- Evaluate crane and installation access
- Identify overhead obstructions
- Review underground utility information
- Evaluate drainage and stormwater conditions
- Observe existing lighting conditions
- Consider seasonal environmental conditions
- Review prevailing views toward the sculpture
- Review views from the sculpture
- Identify opportunities for interaction
- Evaluate maintenance access requirements
- Consider future site development
- Identify potential safety concerns
- Document field observations and recommendations

- Prepare for Context, Audience & Experience
- Confirm readiness to begin Phase 04 — Context, Audience & Experience

Phase 04 — Context, Audience & Experience

Overview

A successful sculpture responds not only to its physical setting, but also to the people who experience it.

Context, Audience & Experience explores how the work can strengthen identity, support placemaking, encourage interaction, and create memorable experiences that become part of a destination.

By considering both place and people early in the development process, the sculpture becomes meaningfully integrated into its environment rather than simply installed within it.

Objective

Evaluate the relationship between the sculpture, its surroundings, and the people who will experience it to strengthen placemaking, identity, and long-term public engagement.

Project Development Activities

- Review the surrounding architectural character
- Review landscape design and site relationships
- Evaluate the arrival sequence
- Review primary approach and viewing angles
- Evaluate pedestrian circulation
- Evaluate vehicular visibility
- Identify important sight lines and view corridors
- Identify gathering spaces and natural stopping points
- Evaluate anticipated audience demographics
- Review intended visitor experience
- Identify opportunities for interaction
- Identify opportunities for photography and social sharing
- Evaluate accessibility and inclusive design considerations
- Review daytime viewing conditions
- Review nighttime viewing conditions

- Consider seasonal changes and long-term landscape growth
- Evaluate opportunities for placemaking
- Review branding and identity objectives
- Consider wayfinding opportunities
- Evaluate opportunities for programming or special events
- Consider lighting integration
- Evaluate opportunities for kinetic, sound, or interactive elements
- Document experiential design objectives
- Confirm alignment with overall project vision
- Evaluate opportunities for future expansion or future phases
- Prepare for Budget, Strategy & Project Feasibility
- Confirm readiness to begin Phase 05 — Budget, Strategy & Project Feasibility

Phase 05 — Budget, Strategy & Project Feasibility

Overview

With the project's vision, site, and experiential goals established, attention shifts to evaluating the project's overall feasibility. This phase aligns project scope, anticipated investment, schedule, engineering requirements, fabrication approach, transportation, installation, maintenance, and long-term ownership considerations. The objective is to establish a realistic strategy before significant design and engineering resources are committed.

Objective

Evaluate the project's overall feasibility and establish a practical strategy that aligns project goals with budget, schedule, technical requirements, and long-term success.

Project Development Activities

- Review the overall project vision and objectives
- Confirm project priorities
- Review anticipated project scope
- Evaluate overall project feasibility
- Evaluate preliminary project budget

- Confirm funding strategy
- Review anticipated project schedule
- Identify critical milestones
- Evaluate engineering considerations
- Evaluate fabrication strategy
- Evaluate transportation and installation strategy
- Review maintenance and lifecycle considerations
- Consider permitting implications
- Identify major project risks
- Review consultant requirements
- Review project assumptions
- Review project exclusions
- Discuss project ownership
- Discuss intellectual property ownership
- Review licensing requirements
- Discuss reproduction rights
- Discuss photography and promotional usage
- Discuss future editions or derivative works, where applicable
- Review insurance responsibilities
- Review warranty expectations
- Evaluate phased implementation opportunities
- Confirm overall project strategy
- Document feasibility conclusions

- Prepare for Proposal Development
- Confirm readiness to begin Phase 06 — Proposal Development

Phase 06 — Proposal Development

Overview

A successful proposal does more than define scope—it creates confidence.

Proposal Development transforms the project's vision into a clearly defined roadmap by establishing the scope of work, deliverables, responsibilities, schedule, investment, and project approach.

By aligning expectations before formal agreements are executed, the proposal reduces uncertainty, supports informed decision-making, and establishes a strong foundation for creating sculpture and monumental experiences.

Objective

Develop a clear, comprehensive proposal that defines the project scope, deliverables, assumptions, responsibilities, schedule, and investment before project authorization.

Project Development Activities

- Review information gathered during previous phases
- Confirm project objectives
- Confirm project scope
- Define project deliverables
- Define project phases
- Identify services included within the proposal
- Identify services specifically excluded from the proposal
- Document project assumptions
- Document known project constraints
- Establish preliminary project schedule
- Identify major project milestones
- Define client review and approval milestones
- Identify anticipated engineering requirements
- Identify anticipated permitting requirements
- Identify anticipated fabrication requirements
- Identify anticipated installation requirements
- Identify consultant responsibilities
- Define responsibilities of each project participant
- Establish communication expectations
- Prepare preliminary budget or investment summary
- Define payment schedule and billing milestones

- Identify proposal validity period
- Identify proposed revision process
- Define ownership of deliverables during the proposal phase
- Review proposal for completeness and consistency
- Prepare proposal package for client presentation
- Present proposal and answer project questions
- Document proposal revisions, if required
- Prepare for Agreement & Project Authorization
- Confirm readiness to begin Phase 07 — Agreement & Project Authorization

Phase 07 — Agreement & Project Authorization

Overview

Successful projects are built on clear expectations and mutual trust.

Agreement & Project Authorization establishes the foundation for collaboration by confirming project scope, responsibilities, commercial terms, and the authorization required to move confidently into design, engineering, and fabrication.

By aligning expectations before significant resources are committed, this phase reduces uncertainty, strengthens accountability, and supports the successful creation of sculpture and monumental experiences.

Objective

Execute the agreements, establish project responsibilities, and authorize the commencement of professional services under clearly defined terms.

Project Development Activities

- Review the approved proposal
- Confirm final project scope
- Confirm project deliverables
- Confirm project schedule
- Confirm project budget
- Execute project agreement
- Confirm client authorization to proceed

- Define roles and responsibilities of all project participants
- Confirm project communication procedures
- Establish document review and approval procedures
- Establish project decision-making authority
- Confirm project milestones
- Confirm payment schedule
- Confirm invoicing procedures
- Review project assumptions
- Review project exclusions
- Confirm ownership of project deliverables
- Confirm copyright ownership
- Confirm licensing rights and permitted uses
- Confirm reproduction rights
- Confirm photography and promotional usage rights
- Confirm attribution requirements
- Review confidentiality requirements (if applicable)
- Confirm insurance responsibilities
- Confirm warranty expectations
- Identify required permits, approvals, and third-party consultants
- Establish project record documentation
- Conduct project kickoff meeting
- Prepare for Concept Development
- Confirm readiness to begin Phase 08 — Concept Development

Phase 08 — Concept Development

Overview

With the project's vision clearly established, creative development begins.

Concept Development transforms ideas into meaningful design directions that respond to the site, support the project's objectives, and create memorable experiences.

Through thoughtful exploration and evaluation, concepts are refined into a preferred direction that balances artistic vision, technical feasibility, and the long-term success of the commission.

Objective

Develop and evaluate design concepts that successfully integrate artistic vision, site conditions, project objectives, technical requirements, and the intended visitor experience.

Project Development Activities

- Review all information developed during previous phases
- Confirm project objectives
- Review site documentation and field observations
- Review project vision and intended experience
- Establish preliminary design direction
- Explore multiple design concepts
- Develop preliminary sketches
- Investigate alternative design approaches
- Explore scale and proportion
- Evaluate relationship to the surrounding architecture
- Evaluate relationship to the landscape
- Study primary sight lines and viewing angles
- Consider circulation and user interaction
- Explore opportunities for placemaking
- Evaluate visual impact from multiple viewpoints
- Investigate materials appropriate to the concept
- Consider lighting opportunities
- Evaluate potential kinetic or interactive features
- Develop preliminary fabrication strategies
- Review constructability considerations
- Identify potential engineering challenges
- Prepare concept illustrations, renderings, or presentation materials
- Review concepts with the Project Partner
- Document feedback and project direction

- Refine the preferred concept
- Confirm conceptual alignment
- Prepare for Design Development & Coordination
- Confirm readiness to begin Phase 09 — Design Development & Coordination

Phase 09 — Design Development & Coordination

Overview

Great projects are refined through collaboration.

Design Development & Coordination transforms the preferred concept into a coordinated design by integrating artistic vision with engineering, fabrication, architecture, landscape, and other project disciplines.

Resolving key decisions before production begins reduces revisions, improves coordination, and protects the integrity of both the creative vision and the client's investment.

Objective

Refine the approved concept into a coordinated design that aligns artistic intent with project requirements, constructability, and technical development.

Project Development Activities

- Review the approved concept design
- Confirm overall design direction
- Refine sculpture proportions and scale
- Develop overall geometry and form
- Refine dimensions and spatial relationships
- Confirm sculpture orientation and placement
- Refine material selections
- Evaluate finishes and surface treatments
- Review color palettes and coating systems
- Coordinate with architects and design consultants
- Coordinate with landscape architects

- Coordinate with structural engineers
- Coordinate with specialty consultants, as required
- Evaluate structural integration with the project site
- Review constructability with fabrication partners
- Evaluate modular fabrication opportunities
- Review transportation limitations
- Review installation considerations
- Coordinate lighting integration
- Coordinate electrical or interactive systems, if applicable
- Refine accessibility considerations
- Review maintenance requirements
- Update project drawings and presentation materials
- Present design refinements for review
- Document review comments
- Incorporate approved revisions
- Confirm design approval
- Prepare for Engineering Coordination
- Confirm readiness to begin Phase 10 — Engineering Coordination

Phase 10 — Engineering Coordination

Overview

Engineering transforms creative vision into buildable reality.

Engineering Coordination brings together structural design, fabrication, transportation, installation, and long-term performance to ensure the sculpture can be safely constructed without compromising its artistic intent.

By integrating engineering early in the development process, potential challenges are resolved before fabrication begins, reducing risk and supporting the successful delivery of permanent sculpture and monumental experiences.

Objective

Coordinate the approved design with engineering requirements to achieve a structurally sound, buildable, durable, and safely installable sculpture.

Project Development Activities

- Review the approved design package
- Confirm overall project geometry
- Review anticipated structural systems
- Evaluate structural load paths
- Review foundation requirements
- Evaluate anchoring systems
- Coordinate with structural engineers
- Coordinate with fabrication partners
- Review constructability
- Evaluate material thickness requirements
- Review structural connections
- Evaluate welding requirements
- Review lifting and rigging strategy
- Review transportation loads and shipping limitations
- Evaluate modular fabrication and field assembly requirements
- Review crane access and installation methodology
- Evaluate wind loading requirements
- Evaluate seismic requirements, where applicable
- Review environmental exposure conditions
- Coordinate lighting, electrical, water, kinetic, or interactive systems, where applicable
- Review maintenance access requirements
- Identify required engineering calculations
- Coordinate third-party engineering review and stamped drawings, where required
- Review applicable codes and engineering standards
- Resolve engineering comments
- Confirm engineering readiness for fabrication planning
- Document engineering decisions and revisions
- Prepare for Permitting, Approvals & Regulatory Coordination
- Confirm readiness to begin Phase 11 — Permitting, Approvals & Regulatory Coordination

Phase 11 — Permitting, Approvals & Regulatory Coordination

Overview

Successful projects depend on more than great design—they require timely approvals and effective coordination.

Permitting, Approvals & Regulatory Coordination manages the documentation, technical information, and agency reviews necessary to support project execution while helping minimize delays, maintain project momentum, and keep the commission moving confidently toward fabrication and installation.

Objective

Obtain the approvals, permits, and regulatory authorizations necessary to support successful project execution and installation.

Project Development Activities

- Review project approval requirements
- Identify required permitting agencies
- Identify required regulatory authorities
- Identify owner approval requirements
- Identify architectural or design review requirements
- Identify planning and zoning requirements
- Identify building permit requirements
- Identify utility coordination requirements
- Coordinate with the Project Partner
- Coordinate with architects and consultants
- Prepare drawings and supporting documentation required for review
- Coordinate engineering documentation
- Submit required project information
- Respond to agency review comments
- Revise project documentation as required
- Obtain owner approvals
- Obtain consultant approvals

- Obtain jurisdictional approvals
- Obtain required permits
- Coordinate special approvals, where applicable (FAA, Coast Guard, Historic Preservation, Environmental, etc.)
- Document permit conditions and project requirements
- Review approval conditions with the project team
- Update project schedule to reflect approvals
- Confirm project readiness for fabrication planning
- Archive approval documentation
- Prepare for Fabrication Planning
- Confirm readiness to begin Phase 12 — Fabrication Planning

Phase 12 — Fabrication Planning

Overview

Exceptional fabrication begins long before the first piece of material is cut.

Fabrication Planning coordinates engineering, manufacturing, logistics, quality standards, transportation, and installation into a unified production strategy before fabrication begins.

By carefully planning each stage of execution, this phase reduces risk, improves efficiency, protects the integrity of the design, and supports the successful delivery of permanent sculpture and monumental experiences.

Objective

Develop a coordinated fabrication strategy that aligns engineering, manufacturing, logistics, quality control, transportation, and installation before production begins.

Project Development Activities

- Review the approved design and engineering documentation
- Confirm fabrication strategy
- Coordinate with fabrication partners
- Review shop capabilities and production requirements
- Evaluate fabrication methods
- Develop preliminary shop drawings

- Review fabrication tolerances
- Establish sectional and modular fabrication strategy
- Review material handling requirements
- Coordinate lifting points and rigging provisions
- Evaluate shop assembly procedures
- Evaluate field assembly requirements
- Confirm welding procedures
- Review coating and finishing requirements
- Coordinate specialty fabricators, where applicable
- Review quality control procedures
- Develop fabrication sequence
- Coordinate production schedule
- Review long-lead fabrication activities
- Review transportation interfaces
- Review installation sequencing
- Identify temporary supports or fixtures, where required
- Confirm required shop inspections
- Coordinate project documentation
- Review fabrication readiness with the Project Partner and project team
- Confirm fabrication readiness
- Prepare for Procurement & Resource Coordination
- Confirm readiness to begin Phase 13 — Procurement & Resource Coordination

Phase 13 — Procurement & Resource Coordination

Overview

Successful execution depends on having the right resources available at the right time.

Procurement & Resource Coordination secures the materials, specialty components, fabrication partners, and supporting services needed to maintain project momentum and support efficient production.

Careful coordination helps minimize delays, maintain quality, and keep the project moving confidently toward fabrication, installation, and successful completion.

Objective

Coordinate the acquisition of materials, specialty components, fabrication resources, and supporting services necessary to execute the project efficiently and in accordance with the approved design.

Project Development Activities

- Review approved fabrication documentation
- Confirm procurement requirements
- Prepare material procurement schedule
- Identify long-lead materials and components
- Confirm material specifications
- Verify material availability
- Coordinate material suppliers
- Coordinate specialized fabrication partners
- Coordinate specialty consultants, where applicable
- Coordinate hardware procurement
- Coordinate lighting and electrical components, where applicable
- Coordinate mechanical, water, kinetic, or interactive components, where applicable
- Coordinate specialty coatings and finishing materials
- Coordinate outsourced fabrication processes, where applicable
- Review material certifications, where required
- Review quality requirements for purchased components
- Confirm fabrication resource availability
- Confirm equipment availability
- Coordinate delivery schedules
- Verify shipping and receiving requirements
- Monitor procurement progress
- Address procurement delays or substitutions
- Update project schedule
- Document procurement decisions

- Confirm procurement readiness for fabrication
- Prepare for Fabrication, Assembly & Quality Assurance
- Confirm readiness to begin Phase 14 — Fabrication, Assembly & Quality Assurance

Phase 14 — Fabrication, Assembly & Quality Assurance

Overview

This is where vision becomes reality.

Fabrication, Assembly & Quality Assurance transforms the approved design into a permanent work through disciplined craftsmanship, precision manufacturing, and continuous quality verification.

Every stage of fabrication is carefully coordinated to protect the artistic vision, structural integrity, and long-term performance of the sculpture while supporting the successful delivery of a lasting landmark and monumental experience.

Objective

Execute the fabrication, assembly, finishing, and quality assurance processes necessary to produce a completed sculpture that is faithful to the approved design and ready for transportation and installation.

Project Development Activities

- Review approved fabrication documentation
- Verify material deliveries
- Verify material certifications, where required
- Prepare fabrication work areas
- Fabricate structural components
- Fabricate architectural and sculptural components
- Perform precision fitting and assembly
- Coordinate specialty fabrication processes, where applicable
- Perform required welding operations
- Verify dimensional accuracy throughout fabrication
- Conduct interim quality inspections
- Resolve fabrication issues and field adjustments

- Coordinate engineering review, where required
- Perform trial assembly, where appropriate
- Prepare components for finishing
- Apply coatings, finishes, or protective systems
- Verify finish quality and consistency
- Complete final assembly
- Verify lifting points and rigging provisions
- Prepare transportation supports and shipping protection
- Complete final quality review
- Document fabrication progress
- Photograph completed fabrication
- Resolve outstanding fabrication items
- Confirm fabrication completion
- Prepare for Transportation, Installation & Project Delivery
- Confirm readiness to begin Phase 15 — Transportation, Installation & Project Delivery

Phase 15 — Transportation, Installation & Project Delivery

Overview

Project Delivery is the culmination of the entire development process.

Transportation, Installation & Project Delivery coordinates the safe movement, installation, commissioning, and final integration of the sculpture into its intended environment.

Through careful planning, coordination, and execution, the project is delivered as a permanent work designed to strengthen its surroundings, create memorable experiences, and serve its community for generations to come.

Objective

Coordinate the safe transportation, installation, commissioning, and successful delivery of the completed sculpture.

Project Development Activities

- Confirm fabrication completion
- Review transportation requirements
- Verify transportation permits, where required
- Coordinate transportation logistics
- Coordinate shipping schedules
- Prepare sculpture for shipment
- Verify lifting points and rigging provisions
- Coordinate specialized transportation equipment, where required
- Coordinate crane services
- Coordinate rigging contractors
- Coordinate site access
- Verify site readiness
- Verify foundation readiness
- Review installation sequencing
- Conduct pre-installation safety meeting
- Coordinate field assembly, where required
- Install the sculpture
- Verify alignment, orientation, and final positioning
- Complete anchoring and structural connections
- Coordinate lighting, electrical, water, or interactive systems, where applicable
- Perform commissioning and functional testing, where applicable
- Complete touch-up and finish repairs, if required
- Remove temporary supports and protection
- Restore the project site
- Conduct preliminary installation review
- Document the completed installation
- Photograph the completed project
- Prepare for Final Review & Project Acceptance
- Confirm readiness to begin Phase 16 — Final Review & Project Acceptance

Phase 16 — Final Review & Project Acceptance

Overview

A successful project concludes with confidence, not assumptions.

Final Review & Project Acceptance verifies that the completed sculpture fulfills the approved design, engineering requirements, project objectives, and quality expectations before formal acceptance.

Through final inspections, owner walkthroughs, and the resolution of remaining items, the project is confirmed ready to begin its life as a permanent work of sculpture and monumental experience.

Objective

Verify project completion, resolve outstanding items, and obtain formal acceptance of the completed sculpture.

Project Development Activities

- Schedule the final project review
- Conduct a comprehensive visual inspection
- Verify compliance with the approved design
- Verify structural and installation requirements have been satisfied
- Verify finishes and protective coatings
- Verify lighting, electrical, water, kinetic, or interactive systems, where applicable
- Review completed punch-list items
- Identify any remaining corrective actions
- Complete final adjustments, where required
- Verify site restoration
- Review maintenance access
- Conduct owner walkthrough
- Review operational features with the Project Partner
- Review maintenance expectations
- Deliver owner orientation, where applicable
- Confirm project requirements have been fulfilled
- Obtain final approvals
- Obtain formal project acceptance

- Document final acceptance
- Photograph the completed project, if required
- Archive final review notes
- Prepare for Project Documentation & Closeout
- Confirm readiness to begin Phase 17 — Project Documentation & Closeout

Phase 17 — Project Documentation & Closeout

Overview

Successful projects conclude with complete documentation, not unanswered questions.

Project Documentation & Closeout provides the records, reference materials, and supporting information needed for long-term ownership, maintenance, and future stewardship.

A comprehensive closeout package preserves project knowledge, supports informed decision-making throughout the sculpture's service life, and provides a complete record of the commissioned work.

Objective

Deliver complete project documentation, formally close the project, and provide the information necessary to support long-term ownership and stewardship.

Project Development Activities

- Verify all contract deliverables have been completed
- Complete final project documentation
- Assemble project closeout package
- Deliver as-built drawings, where applicable
- Deliver engineering documentation
- Deliver structural calculations, where applicable
- Deliver material certifications, where applicable
- Deliver coating and finish information
- Deliver maintenance recommendations
- Deliver maintenance manual, where applicable
- Deliver inspection recommendations
- Deliver warranty information

- Deliver approved operating instructions for lighting, water, kinetic, or interactive systems, where applicable
- Deliver approved project photographs
- Document final project dimensions and specifications
- Archive project correspondence
- Archive design, engineering, and fabrication records
- Archive project photography and video documentation
- Document lessons learned and project observations
- Complete final financial reconciliation
- Close project records
- Confirm successful project closeout
- Prepare for Long-Term Stewardship
- Confirm readiness to begin Phase 18 — Long-Term Stewardship

Phase 18 — Long-Term Stewardship

Overview

Great sculpture is designed not only for the day it is installed, but for the decades that follow.

Long-Term Stewardship supports the continued care, preservation, and performance of the work throughout its service life, helping protect its artistic integrity, structural reliability, and long-term value.

Through thoughtful planning and ongoing collaboration, permanent sculpture can continue to strengthen the places it was created to serve and the experiences it was designed to inspire.

Objective

Support the long-term performance, preservation, and continued success of the sculpture throughout its service life.

Project Development Activities

- Establish long-term stewardship objectives
- Review recommended inspection intervals
- Review preventive maintenance recommendations
- Review cleaning procedures

- Review coating maintenance recommendations, where applicable
- Review inspection of structural components
- Review inspection of anchors and foundations, where applicable
- Review lighting, electrical, water, kinetic, or interactive systems, where applicable
- Monitor environmental exposure and weathering
- Evaluate normal aging and patina development, where appropriate
- Review vandalism prevention and repair procedures
- Review graffiti removal procedures, where applicable
- Evaluate future site modifications that may affect the sculpture
- Evaluate opportunities for conservation or restoration
- Review warranty follow-up, where applicable
- Support future inspections, where requested
- Support future maintenance planning, where requested
- Support future relocation or reinstallation, where applicable
- Support future modifications or expansions, where appropriate
- Maintain long-term project records and archival documentation
- Preserve project history and design intent
- Continue collaboration with the Project Partner, as requested
- Complete the Project Development Framework

Appendices & Supplemental Framework Resources

The Project Development Framework is supported by a series of specialized checklists, reference documents, planning tools, and project-specific workflows developed to support a wide range of sculptural commissions.

Not every project requires every resource. Depending on the scope, location, technical complexity, regulatory requirements, site conditions, and unique objectives of each commission, one or more of these supplemental resources may be incorporated to support successful project development and delivery.

Specialized Coordination Checklists

- FAA Coordination Checklist
 - Coast Guard Coordination Checklist
 - Underwater Sculpture Development Checklist
 - Waterfront & Marine Installation Checklist
 - Environmental Review Checklist
 - Historic Preservation Review Checklist
 - ADA Accessibility Review
 - Building Code & Life Safety Review
 - Seismic Design Considerations
 - Wind Load Design Considerations
 - Utility Coordination Checklist
 - Electrical & Lighting Coordination
 - Water Feature Coordination
 - Interactive Systems Checklist
 - Transportation Route Planning
 - Heavy Lift & Crane Planning
 - International Shipping Checklist
 - Customs & Import Documentation
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Project Management Resources

- Project Discovery Workbook
- Site Investigation Checklist
- Meeting Notes Template
- Project Decision Log
- Risk Register
- Drawing Register
- Consultant Directory
- Change Order Log
- Quality Assurance Checklist
- Fabrication Inspection Checklist

- Installation Checklist
 - Punch List
 - Closeout Checklist
 - Maintenance Manual Template
 - Warranty Documentation
 - Photography & Documentation Log
 - Project Archive
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Technical References

- Material Specifications
- Finish & Coating Standards
- Welding Standards
- Structural Engineering Requirements
- Foundation Guidelines
- Rigging & Lifting Procedures
- Maintenance Standards
- Conservation Guidelines
- Lifecycle Planning
- Owner Reference Materials

Framework Philosophy

The Project Development Framework represents more than a sequence of activities—it reflects a philosophy of thoughtful planning, disciplined execution, and collaborative problem-solving. Every sculptural commission presents unique opportunities and challenges, but a structured development process creates clarity, reduces uncertainty, and helps ensure that creative vision is supported by sound engineering, careful coordination, and responsible project management.

Permanent sculpture becomes part of the places where people live, work, gather, and create memories. The decisions made throughout project development influence not only successful installation, but also long-term safety, durability, maintainability, and the experiences the work creates for years to come.

The objective is not simply to complete a sculpture. It is to thoughtfully develop a permanent work that strengthens its surroundings, creates meaningful experiences, and stands as a lasting landmark—one that is visually compelling, structurally sound, responsibly executed, and built to endure.