



Justice Center Complex
Executive Steering
Committee
Programmer Selection
March 14, 2019

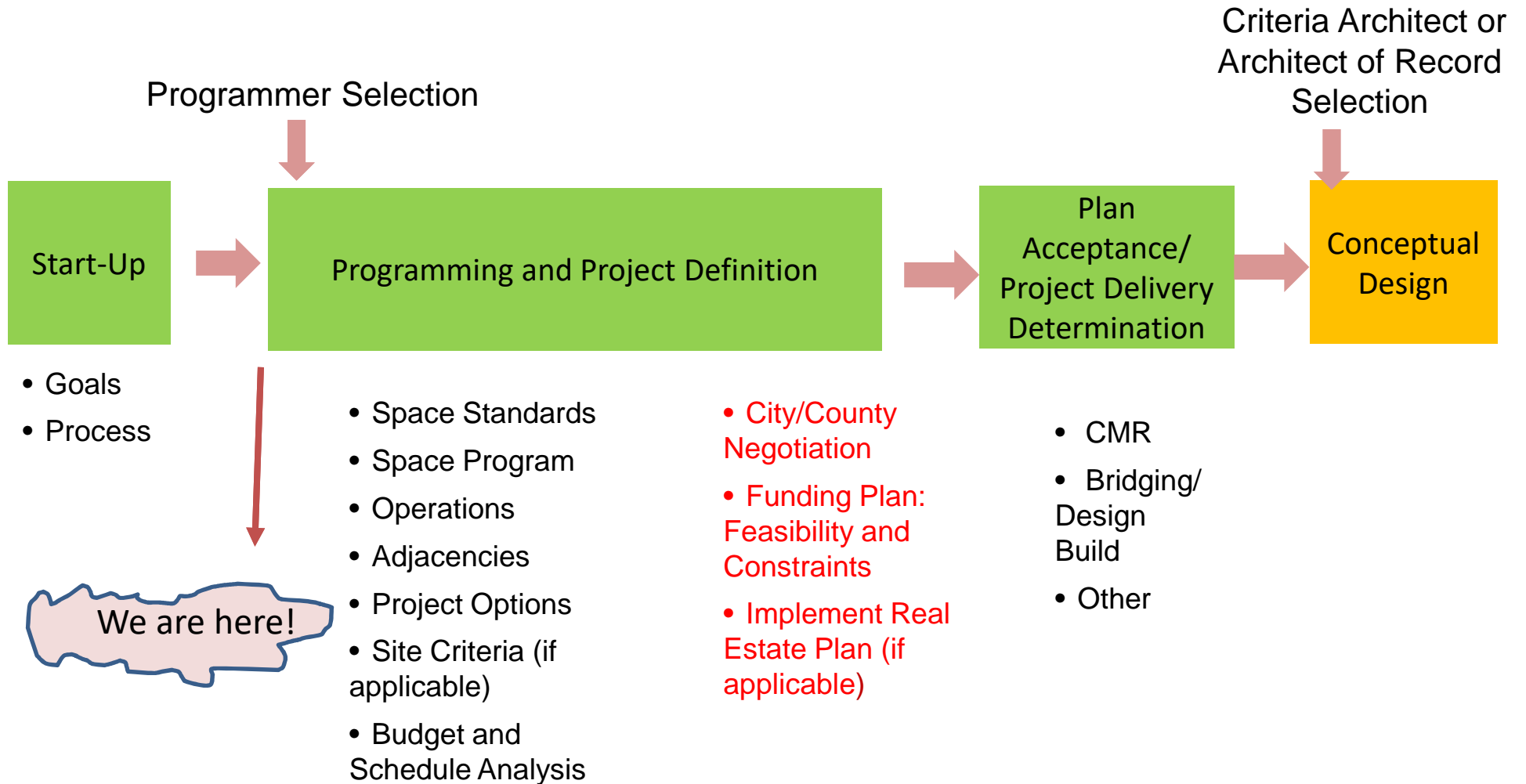


Agenda

- Role of Programmer
- Selection Process
 - Selection Committee
 - Written Materials and Shortlist
 - Interviews
- Programmer Recommendation
- Discussion
- Next Steps



BACKGROUND / PROCESS FLOWCHART | Project Overview




Programming and Planning Phase (Steps)

- Selection of Programmer(s)
- Kick-off with Programmer(s)
 - Confirm Process and Schedule
 - Establish Stakeholder Committees
- Programming Process
 - Fact Gathering
 - Informational Sessions (including tours)
 - Stakeholder Committee Meetings
 - Executive Committee Meetings
 - Develop Consensus on Prioritized Goals and Preferred Solutions
- Confirmation of Goals and Preferred Solution
 - Conformance with Budget and Financing Evaluation (By County)
 - Conformance with County/City Agreement as to Financial Participation (By County/City)
 - Integration with Real Estate Strategy, If Applicable (With County)
- Select Project Delivery System and Commence Conceptual Design Phase

Programming and Planning Phase

- Selection of Independent Programmer(s)
 - Request for Qualifications (RFQ) issued – January 11, 2019
 - Pre— Qualification Conference – January 23, 2019
 - Qualifications Submission Date – February 8, 2019
 - Internal Review and Scoring By Selection Committee (DPW/PMC/Steering Committee Representatives)— February 15,2019
 - Shortlist Issued—February 15, 2019
 - Interviews— March 5, 2019
 - Selection Committee Ranking –March 5, 2019
 - Recommended Selection for Steering Committee determination and further action by County – March 14, 2019
 - Contract Negotiation– Commence week of March 18, 2019



REQUEST FOR QUALIFICATIONS
for Professional Services

RFQ#: 44486

RFQ Title: Programming for the Cuyahoga County Justice Center Complex Project

RFQ ISSUE DATE: January 11, 2019

RFQ DUE DATE & TIME: February 8, 2019 at 11:00 AM

ISSUING DEPARTMENT: Office of Procurement and Diversity
Cuyahoga County Administrative Headquarters
2079 East 9th Street, 2nd Floor, Room 2-200
Cleveland, Ohio 44115

Qualifications **MUST** be hand delivered (includes courier/package delivery services) or delivered by mail to the **ISSUING DEPARTMENT** by the date and time listed above. Any proposal received after this date and time will be returned unopened.

REQUESTING DEPARTMENT: Department of Public Works
2079 East 9th Street
Cleveland, Ohio 44115

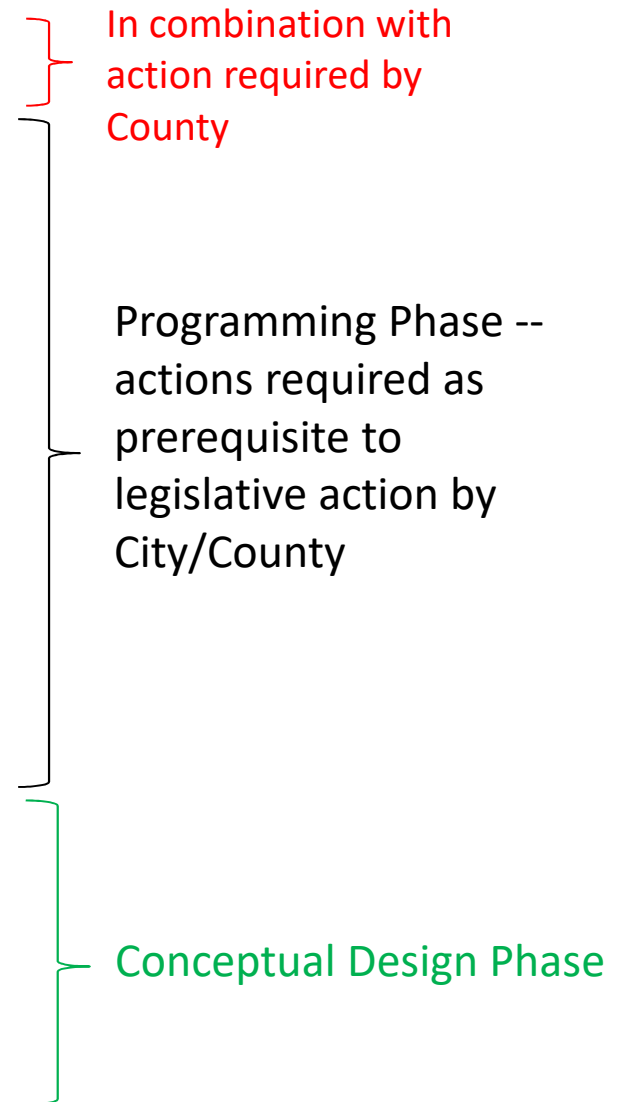
Selection Committee

- The Selection Committee consisted of a representative group of the Executive Committee members, which included the following representatives:
 - Judge John Russo, Common Pleas Administrative Judge
 - Matt Spronz, Cleveland Mayor’s Office of Capital Projects
 - Lisa Williamson, County Prosecutor
 - Alex Pellom, County Public Safety
 - Matt Carroll, County Executive’s Office
 - Matt Rymer, County Public Works
 - Michael Dever, County Public Works
- Also in attendance were:
 - Jeff Appelbaum, PMC
 - Steve Zannoni, PMC
 - Mike Wass, Kitchell
 - Mark Stanton, Public Defender
 - Mark Budzar, Public Defender
 - Ian Frank, Frantz Ward LLP - representing the Common Pleas Court
 - Nichole English, County Public Works
 - Adrienne Simons, County Public Works

The MOU

– The Determinations include:

- a) Selection of programmer(s)
- b) Approval/rejection of preliminary program and goals
- c) Approval/rejection of final program
- d) City of Cleveland decision on its tenancy/occupancy
- e) Determination of rehabilitation versus new construction or hybrid
- f) Determination of site selection criteria, and final site selection
- g) Recommendation of whether or not to co-locate facilities
- h) Determination of Project delivery system
- i) Selection criteria for the Criteria Architect, Design – Builder and/or Construction Manager at Risk
- j) Approval of Schematic Design for Project
- k) Approval of Design Development for Project
- l) Approval of Project Scope, as set forth in the GMP Documents
- m) Approval of any changes that materially impact prior design approvals



Shortlisting

- Three groups proposed
- After credential review, all highly qualified, shortlisted and invited to interview
- **The DLR Group | Westlake Reed Leskosky**
 - Core Team: DLR, Dan Wiley & Associates, Chinn Planning and Pulitzer & Associates
- **Henningson Durham & Richardson, P.C. (HDR)**
 - Core Team: HDR, Jay Farbstein Associates and National Center for State Courts
- **HOK**
 - Core Team: HOK, K2M and CGL

Selection Committee Observations

- General Observations:
 - All three groups highly qualified
 - Probably the three most prolific justice/design professional groups in the US
 - All three presentations were excellent!
 - All three groups could serve as design architect or architect of record for the ultimate project, and no judgment is offered as to who would be best in that role
 - Our focus is on **the programming stage alone**, and the group saw distinctions that led to its ultimate recommendation.

The Committee's Ranking

1. DLR Group
2. HDR
3. HOK



Proposal Evaluation Form

Project Name Programmer: Justice Center Complex
Project Type Consultant
Submission Date February 8, 2019
Selection Meeting Date March 5, 2019
Facilitator Adrienne Simons

Committee Members:
Judge John Russo
Matt Spronz- Cleveland
Lisa Williamson
Michael Dever
Matt Carroll
Alex Pellom
Matt Rymer

RFQ 44486

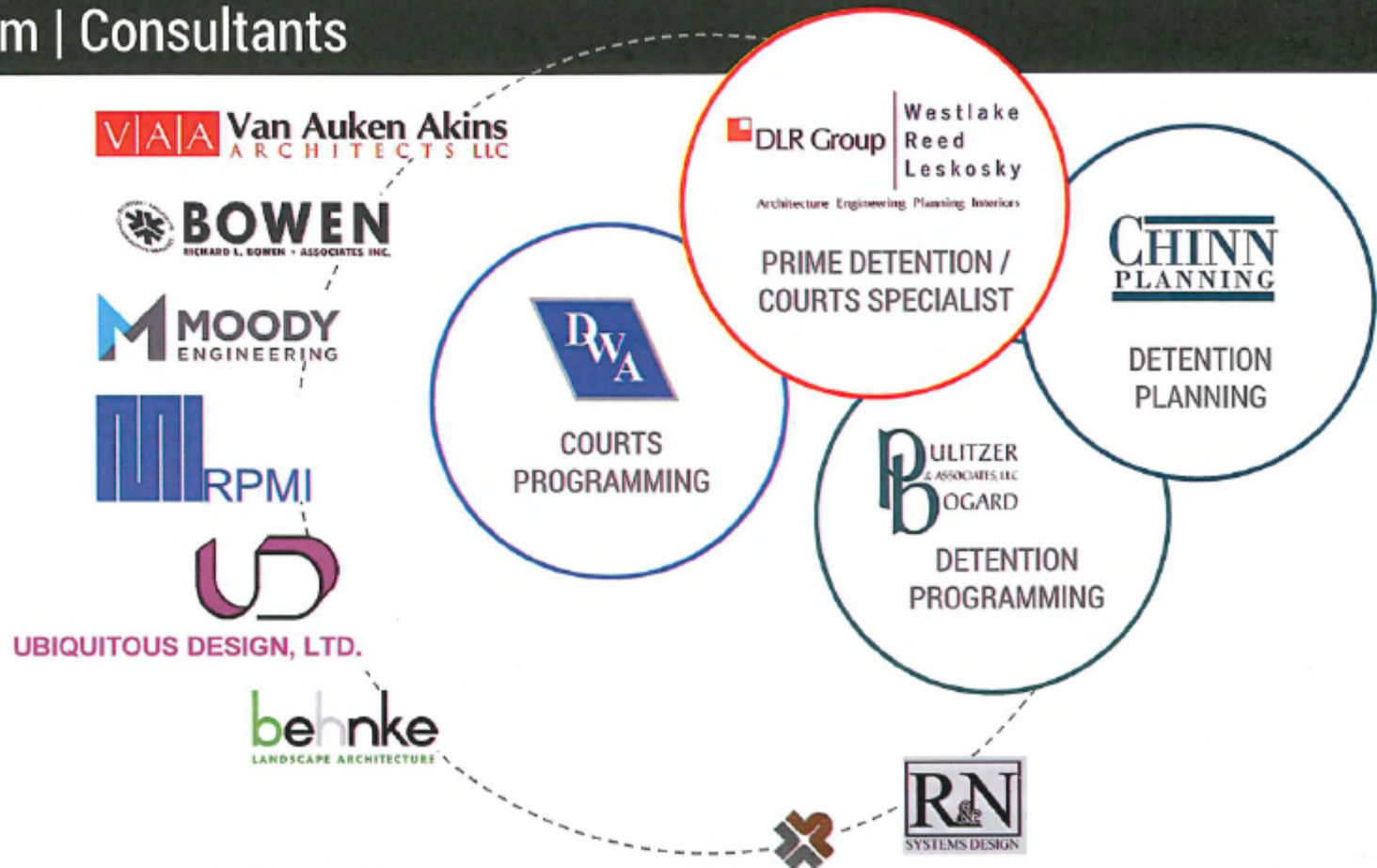
| EVALUATION CRITERIA | Max Points | DLR Group Andrew Cupples- Project Manager | | HDR John Nielsen- Project Manager | | HOK Jason Wandersee- Project Manager | | | | | | | | | |
|---|------------|--|-----|--------------------------------------|-----|---|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | | | | | | | |
| Section 1 - Minimum Qualifications | | | | | | | | | | | | | | | |
| Qualifications Met | Yes/No | Yes | Yes | Yes | Yes | | | | | | | | | | |
| SBE Goal Met | Yes/No | Yes | Yes | Yes | Yes | | | | | | | | | | |
| Section 2 - Firm's Experience | 30 | 30 | | 30 | | 30 | | | | | | | | | |
| Section 3 - Available Staff's Experience | | | | | | | | | | | | | | | |
| Project Manager & Support Staff | 25 | 24 | | 22 | | 21 | | | | | | | | | |
| Section 4 - Project Methodology | 40 | 38 | | 36 | | 34 | | | | | | | | | |
| Geographic Location | 5 | 5 | | 5 | | 5 | | | | | | | | | |
| Conflicts of Interest | Yes/No | No | | No | | No | | | | | | | | | |
| TOTAL | 100 | 97 | | 93 | | 90 | | | | | | | | | |

Key Differentiators:
Staff Experience & Project Methodology

Rankings

- Extraordinary National Group supported by Strong Local Group

Design Team | Consultants



Firm Experience

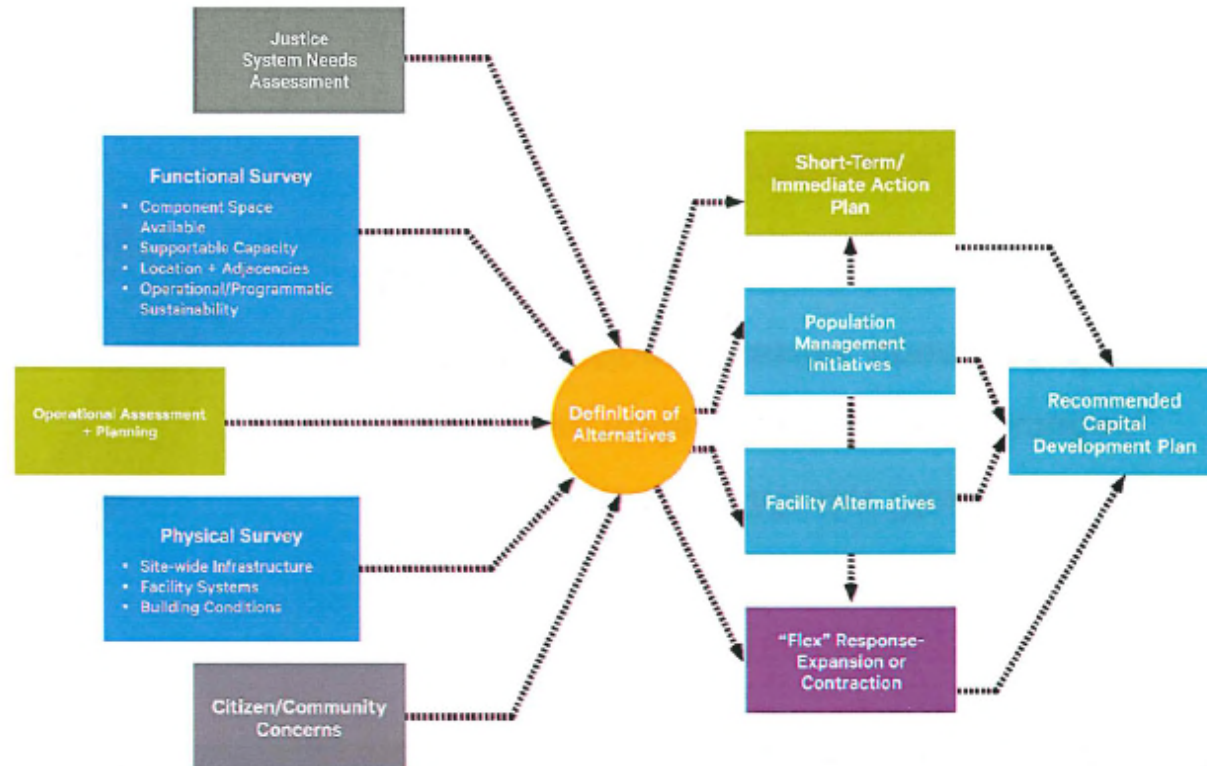
- 50+ recent justice programming studies
- 500+ justice center projects (200+ completed in last 10 years)
- 9M+ SF of Justice Center space built
- Multiple significant awards
 - Arapahoe County Justice Center Program and Master Plan
 - Kern County Jail Expansion
 - Escambia County Correctional Facility
- Recent Ohio Experience
 - Lucas Co. Detention Center, Pickaway Correctional Center

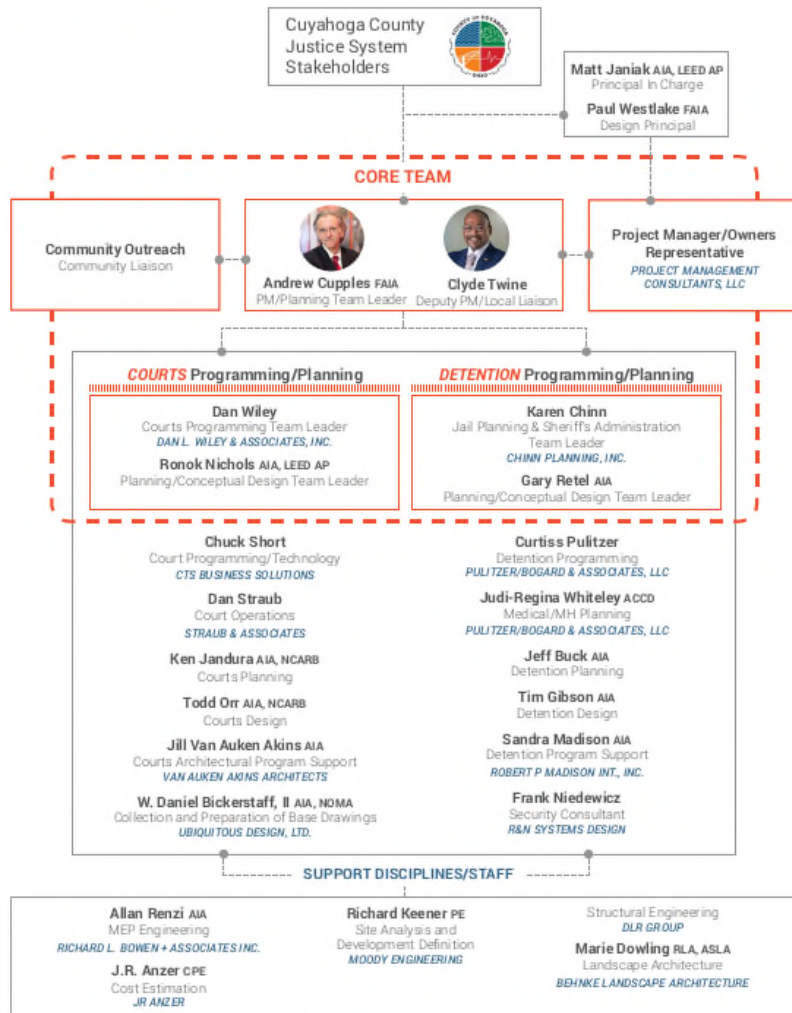
Staff Experience

- Team had excellent understanding of issues and needs in Cuyahoga County
- Presented a staff well qualified to address specific issues and concerns

Specific Staff proposed to address all of these programming needs:

Conceptual Approach





Unless otherwise indicated, all staff are DLR Group | WRL staff

ANDREW CUPPLES FAIA | Principal

PM/PLANNING TEAM LEADER
DLR Group



ABOUT ANDY

Spanning over 43 years of experience, Andy is one of the most respected justice facility architects in the United States, recognized nationally and internationally for the design and planning of court, and correctional and detention facilities. His progressive experience in the design and construction of California detention facilities includes alternative delivery methods such as design-build and design-assist environments.

Andy brings unparalleled passion for justice and correctional design with a particular focus on meeting the County's operational goals that truly deliver on the promise to "elevate the human experience through design." His ability to assist clients in communicating their vision, desires and performance/prescriptive criteria in design-build criteria/bridging documents is informed by his participation as design principal and architect-of record on numerous design-build delivery projects.

CLYDE TWINE AIA | ASSOCIATE



ABOUT CLYDE

Clyde is a senior project manager with over 30 years of architectural planning, design, and management experience. Having been trained in the Beaux-Arts style, he has worked on projects of various sizes and scopes throughout North and South America. Clyde has experience in planning for large, complex projects such as the George Bush Presidential Library Complex in College Station, Texas. He is proficient in building multi-faceted project teams and coordinating directly with each team member and consultant throughout the project to ensure a coherent and effective project result. He understands the vast range of responsibilities and nuances required to complete a complex project successfully in an elegant and efficient manner. Clyde possesses a strong knowledge of building technology and principles of design and is experienced in every phase of the design and construction process, from strategic planning through construction administration.

YEARS OF EXPERIENCE

30 years in industry
1 year with DLR Group

EDUCATION

Bachelor of Architecture - Architecture/
Design, Texas Tech University

REGISTRATION & LICENSING

Licensed Architect: TX #14804

PROFESSIONAL AFFILIATIONS

American Institute of Architects

Courts Programming Expertise

DLR Supported by DLW

Dan L. Wiley & Associates, Inc.



Dan Wiley

DWA has been responsible for projects ranging in size from a 5,000 SF remodel of a rural courthouse to 1,000,000 SF of new, urban trial courts

10 YEARS Court Administration

33 YEARS Court Facilities and Operations Planning



34 states
coast to coast



4 foreign
countries



200+
projects



Smallest
1 courtroom



Largest
54 courtrooms,
totaling 1.2M SF

Detention Programming Team

DLR by Chinn and Pulitzer/Bogard

Chinn Planning, Inc.



Karen Chinn

Woman Owned Business (WBE) with over 35 years Criminal Justice System Assessment, Master Planning and Programming Experience

- * Woman Owned Business (WBE) with over 35 years Criminal Justice System Assessment, Forecasting, and Facilities Programming Experience
- * Systemic approach to analyzing trends & population profile as a basis for informed decision-making & incorporating evidence-based best practices
- * Advocate for improved delivery of justice services – passion for best practices & improved outcomes
- * Experienced in engaging stakeholders, committee members and the community to reach consensus regarding recommendations

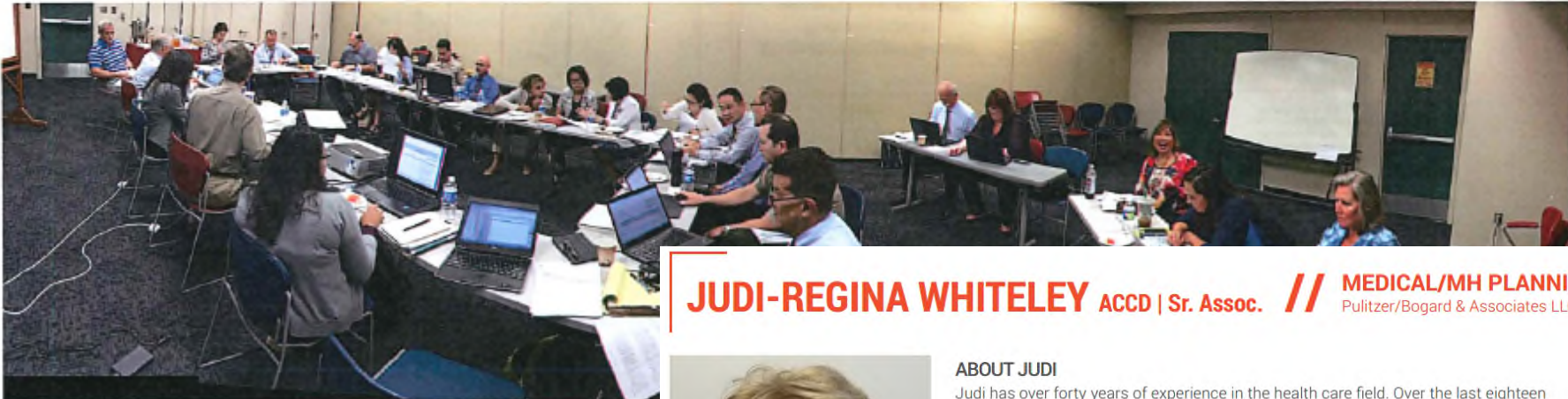


Pulitzer/Bogard & Associates

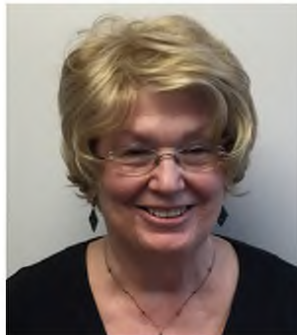


Curtiss Pulitzer
From 1986 until 1994, Curtiss Pulitzer & Associates established a reputation as one of the finest criminal justice planning firms in the country.

Detention
50 Adult Detention Facilities
\$3 billion in Adult Detention Facilities in the last 5 years
More than 30 Adult Jail System Master Plan
75,000 beds



JUDI-REGINA WHITELEY ACCD | Sr. Assoc. // **MEDICAL/MH PLANNING**
Pulitzer/Bogard & Associates LLC



ABOUT JUDI

Judi has over forty years of experience in the health care field. Over the last eighteen years, she has consulted and developed mental health program and suicide prevention management solutions for community mental health and correctional systems throughout the country. Her project experience encompasses strategic planning, cross-system (human services and criminal justice) planning and implementation, and data-driven program solutions. Judi has consultative experience working with standards of ACA, NCCHC, JCAHO, and Medicaid/Medicare requirements.

Judi has extensive healthcare operational and management background inform and shape her consulting work. She has both direct care and management experience in mental health and primary care services in community health care settings (hospitals and outpatient clinics), state hospitals, and corrections agencies. Bringing the unique perspective as a boundary spanner across health criminal justice services, she was responsible for developing cross-system, matrix-managed mental and medical health services that serve the unique healthcare needs of adolescents and adults who are involved in the criminal justice system.

Key Detention Programming Considerations

Create a Paradigm Change in Operations:

- » Medical and mental health treatment needs
- » Safety and security and operating philosophy
- » Compliance with Ohio, ACA, NCCHC, PREA and Relevant Case Law
- » Gender-specific needs
- » Sustainable justice through successful re-entry
- » Evidence based practices and Current trends



Latest Trends in Corrections

1. Direct Supervision
2. "Right-sizing Capacity" Funding Diversion, Alternatives to Incarceration, Bail Reform
3. Reduced Movement/Service Delivery at the Housing Unit
4. Trauma Informed / Gender Responsive Treatment
5. Integrated Treatment Teams
6. Improved Intake/Transfer/Release
7. Expanded Inmate Programs and Services
8. Advanced Electronic Security Systems
9. Robust Inmate Management
10. Inmate Kiosk Services
11. Improved Staff Services and Wellness
12. Integration of Sustainable Design Opportunities



Correctional Healthcare - Best Practices

Knowledgeable about best practices in correctional healthcare



MEDICAL

Inmates have a higher incidence of acute, subacute and chronic medical conditions



MENTAL HEALTH

The impact of the environment on the growing inmate population with acute, subacute and chronic symptoms of mental illness



GERIATRIC / HOSPICE

Impact of aging inmates on correctional facility design and environment.

Addressing Special Needs Populations . . . Behavioral Health Matters to correctional professionals

approximately

64% of local jail inmates

approximately

56% of state prison inmates

approximately

45% of federal prison inmates

**have symptoms of
serious mental
illnesses**

*55% of males
73% of females*















Programming is the Foundation for Design



Creating Functional Work Areas

Courts Programming: Program Summary

| | | |
|------|---|--|
| 1.0 |  | Public Facilities and Building Support |
| 2.0 |  | Court of Common Pleas |
| 3.0 |  | Municipal Courts |
| 4.0 |  | Cleveland Housing Court |
| 5.0 |  | Court Administration |
| 6.0 |  | District Attorney |
| 7.0 |  | Sheriff – Transport and Operations Main Office |
| 8.0 |  | County Clerk |
| 9.0 |  | Adult Probation |
| 10.0 |  | Information Services |
| 11.0 |  | Alternative Dispute Resolution |
| 12.0 |  | Central Scheduling |
| 13.0 |  | Criminal Records |
| 14.0 |  | Magistrates' Department |
| 15.0 |  | Judicial Staff Attorneys/ Court Reporters/ Jury Commissioner |
| 16.0 |  | Court Psychiatric Clinic |
| 17.0 |  | Corrections Planning Board |
| 18.0 |  | TASC |
| 19.0 |  | Parking |

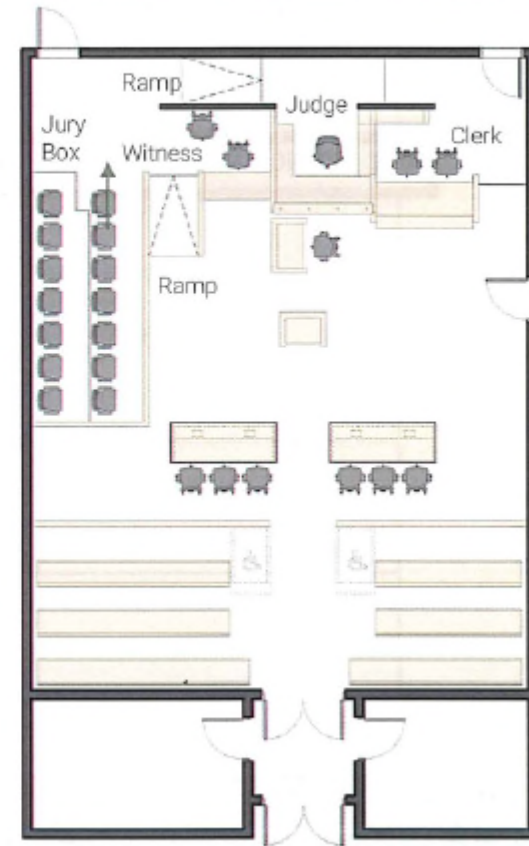
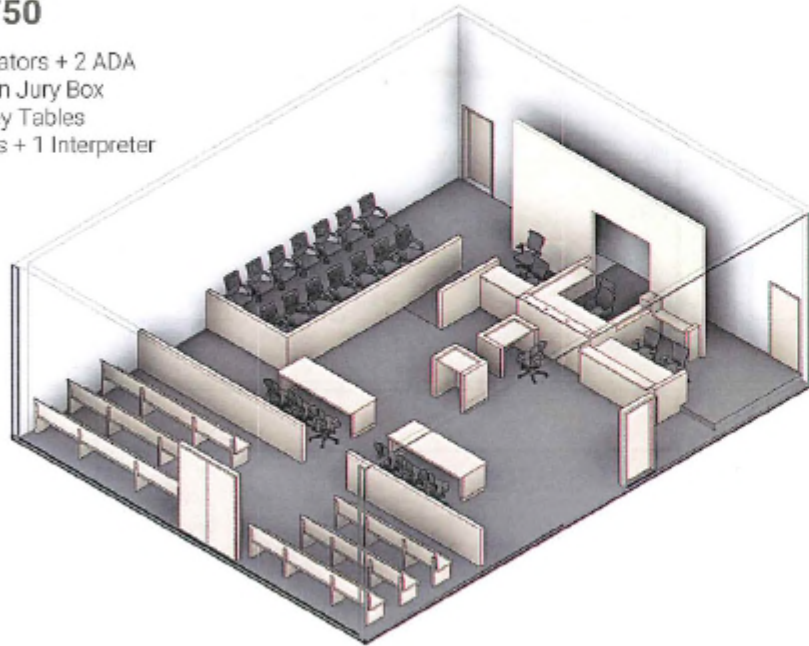
Courts Programming – Identification of All Spaces

| Program Code: 1.0 | | | | | | | | |
|--|---------------------------------|------------|----------|--------------|----------|----------|--------------|---------------------------|
| Function/Area: Judicial | | | | | | | | |
| Sub-Area Code: 1.1 | | | | | | | | |
| Sub-Area(s): Court Sets | | | | | | | | |
| | | | | Existing | | | | |
| Component Number | Staff/Component Description | Space Code | Unit NSF | Staff | Staff | Units | SubTotal NSF | Comments |
| 1.1 | Large Jury Courtroom Set | | | | | | | |
| 1.1 1.00 | | | | | | | | |
| 1.01 | Courtroom | | 1,850 | - | | 1 | 1,850 | 14 person jury box |
| 1.02 | Chambers | | 450 | 1 | | 1 | 450 | w/ restroom |
| 1.03 | Jury Deliberation Room | | 400 | - | | 1 | 400 | w/ unisex restroom |
| 1.04 | Attorney Client Conference Room | | 100 | - | | 2 | 200 | |
| 1.05 | Entry Vestibule | | 150 | - | | 1 | 150 | w/ evidence storage |
| Courtroom | | | | 1,850 | - | 1 | 1,850 | 14 person jury box |
| Subtotal - Net Square Feet | | | | | | 4 | 3,750 | |
| Departmental Gross Square Feet (DGSF) Factor | | | | | | | 938 | |
| Sub-Total DGSF | | | | | | | 4,688 | |

Courts Programming – Developing Space Standards

LR-1750

- 50 Spectators + 2 ADA
- 14 Person Jury Box
- 2 Attorney Tables
- 1 Witness + 1 Interpreter
- 2 Clerks



Sheriff's Administration Programming



PROGRAMMING PROCESS

Develop Facility Mission

Prepare Operational Program

- > Define Facility Components
- > Specify Operational Process
- > Functional Access/ Security Requirements

Develop Staffing Plan and Operational Cost Estimate

Conduct Site Assessment

Prepare Space Listings

- > Component Role
- > Functional Descriptions
- > Spatial Allocations

Develop Adjacency Diagrams

Develop Facility Concept Diagram

Estimate Capital Costs

Define and Evaluate a Range of Alternatives

- Population Management Alternatives and Facility Alternatives
- A Range of Options need to be examined
 - Maximum Reuse
 - Medium Reuse/Renovate/Reconstruct in Place
 - New Construction
 - Alternative Sites
 - Alternate Facilities
- Stakeholder & Community Input
- Assess Capital & Operational Costs for all Options – Alternative Programs & Facilities
- Rank Order Options and Alternatives
- Prioritize Actions
- Include Criteria for Evaluating Results
- Inform “Total Cost of Ownership”

“Analysis of Alternatives – The Primary Driver is Finding a Cost-Effective Response to Current & Projected Needs Consistent with Mission, Goals & Objectives - A Range of Options need to be examined – No Stone Left Unturned”

| Strategic Option | High Impact | Medium Impact | Low Impact |
|--|--|---------------|--------------|
| Strategic Option 1: Integrated Criminal Justice System as an Information Tool for Understanding System Dynamics | No Direct Impact measured, however this is the tool that will allow informed management of system capacity | | |
| Strategic Option 2: Release “Back-End” Case Processing Time | 321 | 190 | 60 |
| Strategic Option 3: Enhanced Pre-trial Sanctions for Non-Violent Misdemeanant Offenders | 500 | 369 | 237 |
| Strategic Option 4: Enhanced Pre-trial Sanctions for Non-Violent Felony Offenders | 200 | 183 | 165 |
| Strategic Option 5: Enhanced Intake/Release Processing | 150 | 125 | 75 |
| Strategic Option 6: Graduated Sanctions for Low-Risk Misdemeanant Sentenced Offenders | 280 | 190 | 100 |
| Strategic Option 7: Graduated Sanctions for Low-Risk Non-Violent Felony Offenders & Alternative Approaches for the Work Furlough Program | 158 | 154 | 150 |
| Strategic Option 8: Community based Treatment Alternatives as a Condition of Probation and as an Alternative to In-Custody Treatment for Technical Violators | 363 | 353 | 342 |
| Strategic Option 9: Expanded In-Custody Substance Abuse Treatment | 202 | 189 | 177 |
| Total Beds Avoided w/o Discount | 1343 | 1095 | 844 |
| Discount for Potential Overlap | 25% | 15% | 10% |
| Adjusted Total Potential Bed Avoidance-2007 | 1,007 | 931 | 760 |
| 2007 ADP | 9,264 | 9,264 | 9,264 |
| Percent of Total Population | 11% | 10% | 8% |
| Resulting Bed Need 2007 | 8,257 | 8,333 | 8,504 |

Range of Alternatives

New Justice Center

- Phased Reconstruction In-situ
- New Urban Site
- New Non-City Center Site

Renovated and Expanded Facility Development

- Maximum Reuse (Including Police Headquarters)
- Renovate | Expand Courts; Replace Jail
- Renovate | Expand Jail; Replace Courts | Expand County Office Functions

Split Facility Development

- Renovated or New Courts in situ + Jail on New Site
- Renovate | Replace Jail in situ + Courts on New Site
- Unbundle Courts and Jail

Municipal Courts | Circuit Courts | Detention | Sheriff's Administration

Alternate Facility Development

- Crisis Intervention Center
- Community Courts
- Non-Detention Mental Health Treatment Facility
- Re-entry Facilities

Alternative Development



* Renovation | Expansion



* Expansion in-situ

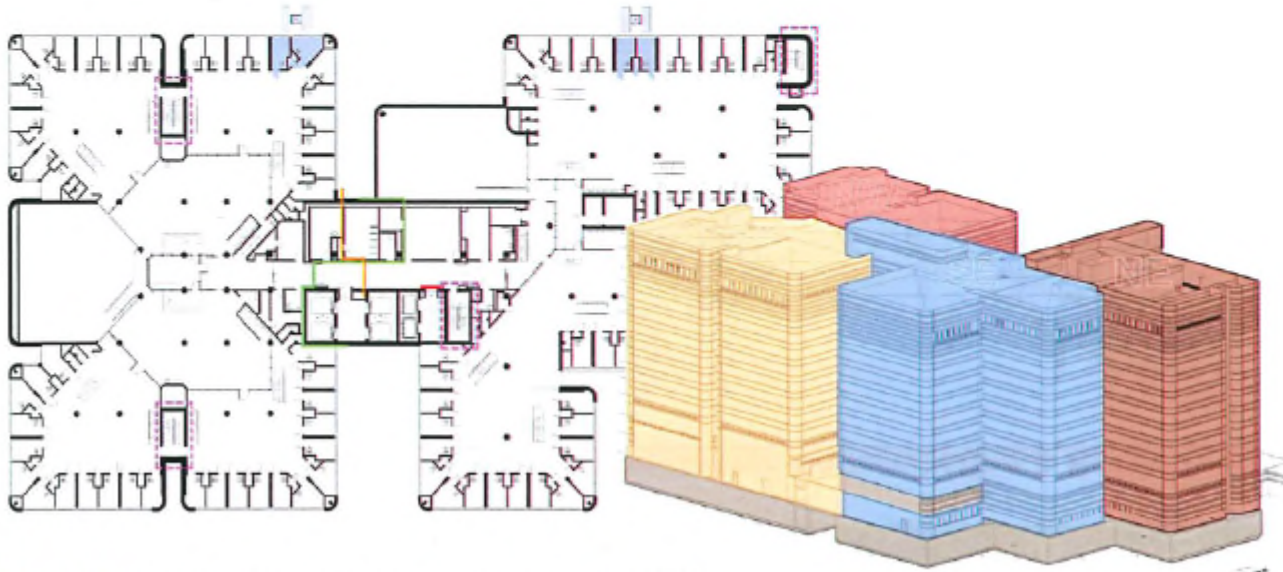


* Expansion to New Site

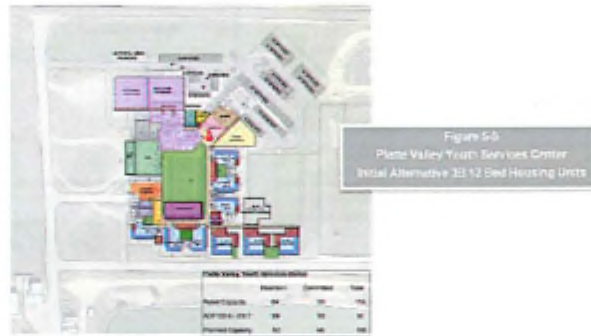
Arapahoe County CO, Justice Center Expansion

Assessing Renovation Potential

Clark County, NV - Detention Center Modernization & Reconfiguration

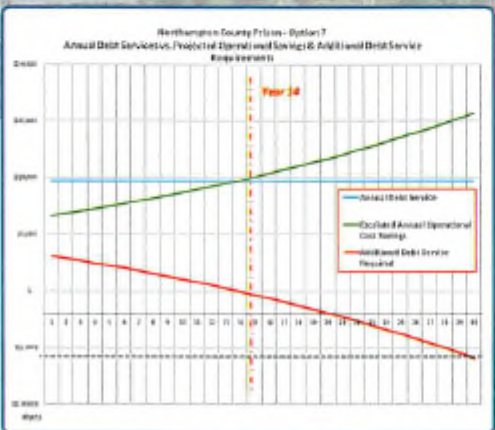


Comparative Evaluation of Alternatives



| QUALIFICATION | Options | | | | | | |
|--|--|--|--|--|--|--|--|
| | Option 1 Options 1A, 1B, 1C, 1D, 1E, 1F, 1G, 1H, 1I, 1J, 1K, 1L, 1M, 1N, 1O, 1P, 1Q, 1R, 1S, 1T, 1U, 1V, 1W, 1X, 1Y, 1Z | Option 2 Options 2A, 2B, 2C, 2D, 2E, 2F, 2G, 2H, 2I, 2J, 2K, 2L, 2M, 2N, 2O, 2P, 2Q, 2R, 2S, 2T, 2U, 2V, 2W, 2X, 2Y, 2Z | Option 3 Options 3A, 3B, 3C, 3D, 3E, 3F, 3G, 3H, 3I, 3J, 3K, 3L, 3M, 3N, 3O, 3P, 3Q, 3R, 3S, 3T, 3U, 3V, 3W, 3X, 3Y, 3Z | Option 4 Options 4A, 4B, 4C, 4D, 4E, 4F, 4G, 4H, 4I, 4J, 4K, 4L, 4M, 4N, 4O, 4P, 4Q, 4R, 4S, 4T, 4U, 4V, 4W, 4X, 4Y, 4Z | Option 5 Options 5A, 5B, 5C, 5D, 5E, 5F, 5G, 5H, 5I, 5J, 5K, 5L, 5M, 5N, 5O, 5P, 5Q, 5R, 5S, 5T, 5U, 5V, 5W, 5X, 5Y, 5Z | Option 6 Options 6A, 6B, 6C, 6D, 6E, 6F, 6G, 6H, 6I, 6J, 6K, 6L, 6M, 6N, 6O, 6P, 6Q, 6R, 6S, 6T, 6U, 6V, 6W, 6X, 6Y, 6Z | Option 7 Options 7A, 7B, 7C, 7D, 7E, 7F, 7G, 7H, 7I, 7J, 7K, 7L, 7M, 7N, 7O, 7P, 7Q, 7R, 7S, 7T, 7U, 7V, 7W, 7X, 7Y, 7Z |
| Total Bed/Bed Capacity | 944 | 944 | 944 | 912 | 980 | 912 | 912 |
| Operational Cost/Day/Bed/Bed Capacity | \$86.42 | \$89.78 | \$89.78 | \$84.99 | \$79.98 | \$85.31 | \$86.77 |
| Access/Classification (color of cell) | | | | | | | |
| Operational Efficiency (color of cell) | | | | | | | |
| Phase/Classification (color of cell) | | | | | | | |
| Phase of Implementation (color of cell) | | | | | | | |
| Operational Support (color of cell) | Yes | | | | | | |
| Financial Alignment (color of cell) | | | | | | | |
| Phase Potential (color of cell) | Yes | | | | | | |
| Future Expansion Capability (color of cell) | | | | | | | |

Evaluation Total Cost of Ownership



- **Cost/Benefit Analysis**
 - **Reuse/Expansion Downtown - Pay Back of 14 years.**
 - **Yr. 1 Savings \$6.6M; Yr. 30 savings \$15.6M**

NORTHAMPTON COUNTY RELATIVE COST DIFFERENTIALS BY OPTION

| Options Considered [30 Year Life Cycle Cost] All costs in thousands | Total Capacity (to support 4 by staffing plan) | Option Total | | | Impact on General Fund | | | |
|---|--|--------------|-----------------|-------------------|---|--|---|-----------|
| | | Capital Cost | Operating Costs | Staffing w/Rate / | Year 1 General Fund Cost (Debt Service minus savings) | Year 30 General Fund Cost (Debt Service minus savings) | Program Time Frame, Savings Exceed Debt Service | |
| Staffing/Expenditures for Current Facilities | 713 | | | 300.0 | \$30,858 | | | |
| Option 0: Baseline - Adjusted Current Facilities Continue As Is | 910 | \$82,735 | \$4,325 | 253.8 | \$33,988 | | | |
| Option 1: Interim Split Detention Operations w/ Work Release remains in Leased Space, West Easton | 944 | \$179,662 | \$9,442 | 209.8 | \$29,278 | \$5,832 | \$935 | NA |
| Option 2: Interim Split Detention Operations w/ Male Work Release relocated Downtown | 944 | \$179,662 | \$9,442 | 209.3 | \$30,588 | \$6,542 | \$2,844 | NA |
| Option 3: Permanent Split Detention Operations w/ New Construction for Downtown Facilities including Work Release | 944 | \$205,168 | \$10,734 | 209.3 | \$30,588 | \$8,074 | \$4,186 | NA |
| Option 4: Consolidated Detention Operations w/ All Work Release at West Easton | 912 | \$173,799 | \$4,123 | 154.3 | \$27,260 | \$3,003 | -\$3,308 | Year 14.5 |
| Option 5: Consolidated Detention Operations including Work Release on New Site | 960 | \$188,728 | \$4,919 | 167.5 | \$27,576 | \$4,207 | -\$3,542 | Year 20 |
| Option 6: Split Detention Operations w/ In-Custody Downtown, All Work Release at West Easton | 912 | \$165,836 | \$8,717 | 233.3 | \$31,796 | \$7,035 | \$4,800 | NA |
| Option 7: Consolidated Detention Operations Downtown/ All Work Release in West Easton | 912 | \$184,958 | \$5,730 | 146.8 | \$26,753 | \$3,083 | -\$6,916 | Year 14 |

Project Methodology

- 10 Month Process organized around 8 Project Workshops
- Corresponds to the approach and timeline originally presented to this Committee
- Embrace Open Process and Super Majority determination process (“super majority is good...unanimous is better”)

Process Organized Around Monthly Workshops

- 
- WORKSHOP 1 Orientation/Organizational Kick-off Meeting**
Schedule | Process | Goals & Objectives | Fears & Perceptions
 - WORKSHOP 2 “As-Is” System Assessment**
Court Operations & Statistics | Jail Population Profile | Operations | Facilities | Policy Alternatives
 - WORKSHOP 3 “Could-Be” System of the Future - Projected Needs & Space Standards – “Could-Be” System**
Alternative Growth Scenarios | Courtroom Types & Organizational Options | Jail Operations Models
 - WORKSHOP 4 Preliminary Operational & Architectural Program & Definition of Alternatives**
Space Requirements | Operational Adjacencies | Preliminary Definition of Alternatives
 - WORKSHOP 5 Preliminary Review of Alternatives**
Blocking & Stacking | Operational Impacts | Space Program Impacts
 - WORKSHOP 6 Refined Alternatives & Comparative Evaluation**
Objective & Subjective Criteria | Operational Considerations | Phasing - 30 Year Total Cost of Ownership
 - WORKSHOP 7 Reconcile Comments, Recommendations, Determine Course of Action**
Refined Options | Refined Comparison | Updated Costs | Consensus Decision on Path Forward
 - WORKSHOP 8 Final Program & Master Plan**
Space Requirements | Room Data Sheets | Operational Narratives | Blocking & Stacking | Implementation Approach

“Your Involvement”

Q: “Provide a high-level schedule . . . including the commitments that will be required from the County/City/Court side as well.”

- * Monthly Workshops
- * Working Sub-Committee
- * Individual Interviews (1- 1 ½ hours)
- * Facility Tours & Visits
- * Access to Historic Data
- * Participate & Be Vocal

general to the specific
top down. . . bottom-up. . .
iterative & interactive
tours & post-occupancy evaluations
analytical & intuitive

Participate ... Participate ... Participate

Additional Comments, and Discussion and Vote

- Comments from Selection Committee Members and Observers
- Discussion
- Roll Call Vote

Next Steps

- Confirmation of scope and contract negotiation with DLR
- County Approval
- Workshop #1