



CUYAHOGA COUNTY

Programming for the Cuyahoga County Justice Center Complex Project

Executive Steering Kick-off Meeting
5.7.2019



Westlake
Reed
Leskosky

In Association With:



March 2019

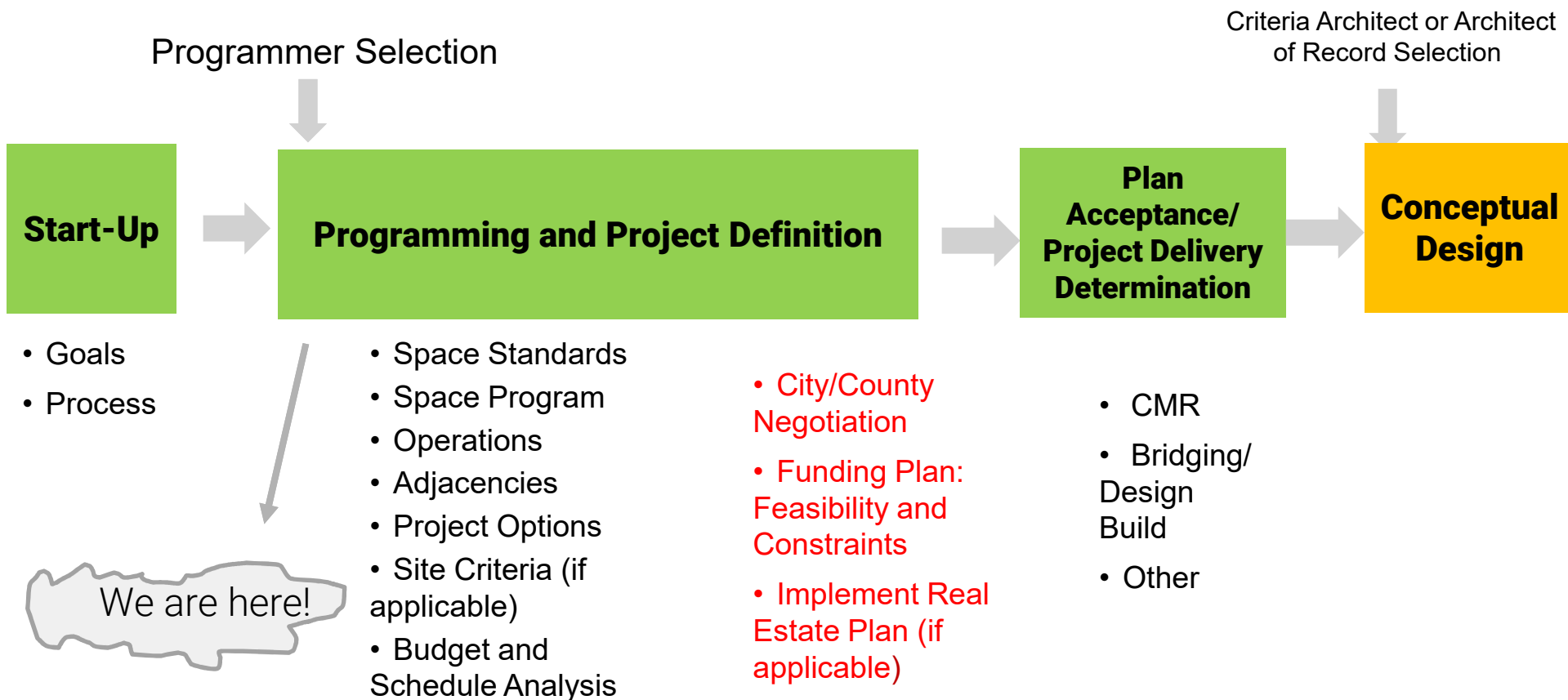
Agenda



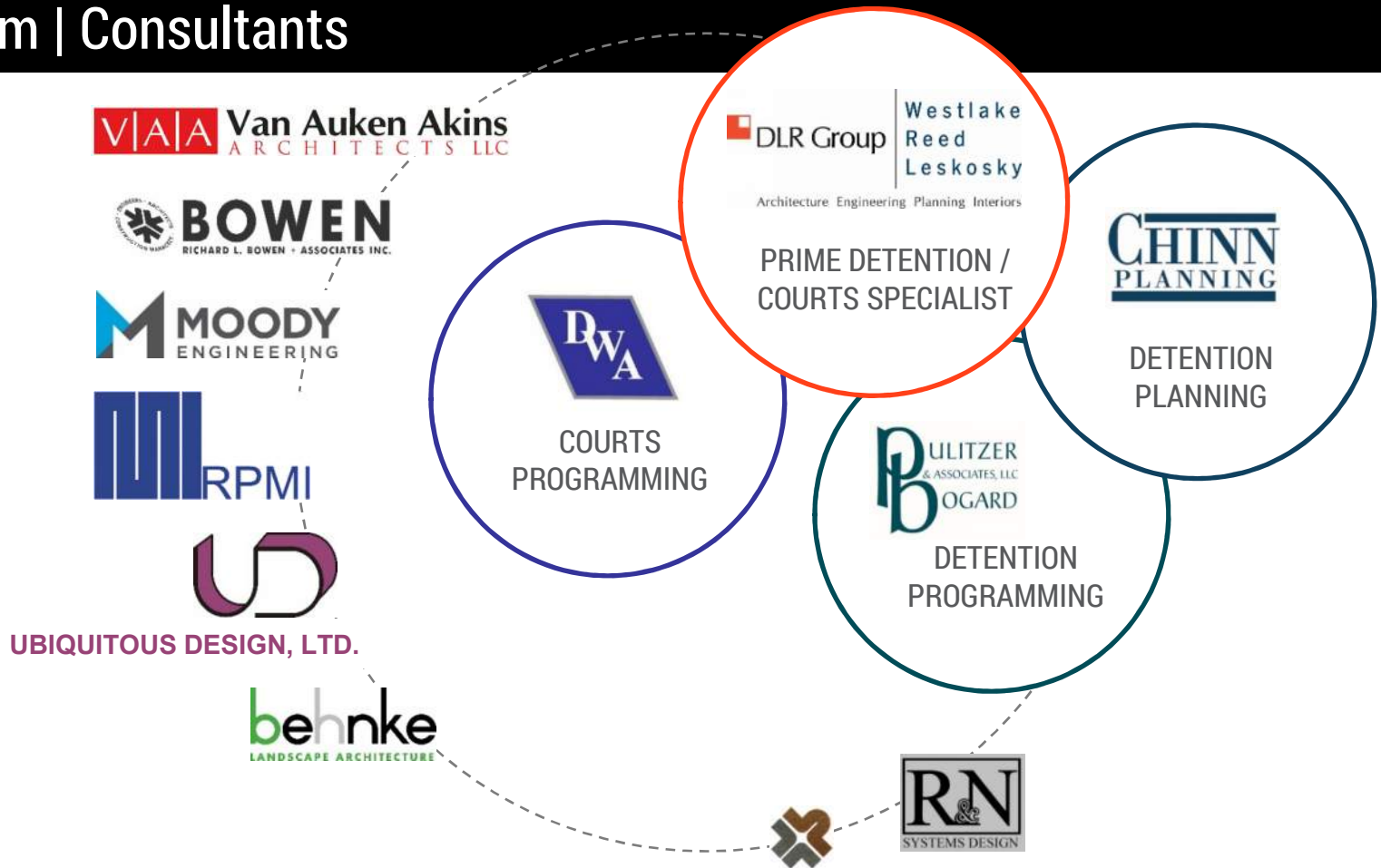
**JUSTICE CENTER PROJECT EXECUTIVE STEERING COMMITTEE MEETING
TUESDAY, MAY 7, 2019
HUNTINGTON CONVENTION CENTER, ROOM 6
1:00 PM**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. INTRODUCTION OF STEERING COMMITTEE MEMBERSHIP/REPRESENTATIVES**
- 4. INTRODUCTION OF DESIGN TEAM MEMBERS**
- 5. HOUSEKEEPING AND PROTOCOL**
- 6. OVERVIEW OF WORK PLAN, INCLUDING INPUT OF WORKING GROUPS**
- 7. OVERVIEW OF SCHEDULE/SHIFTING EMPHASIS
(System Assessment – Programming – Alternatives)**
- 8. INITIAL WORK ACTIVITIES**
- 9. DISCUSSION**
- 10. ADJOURNMENT**

BACKGROUND / PROCESS FLOWCHART | Project Overview



Design Team | Consultants



The History of Westlake Reed Leskosky (WRL)



Cleveland Soldiers' and Sailors' Monument

- * Founded by Abraham Garfield in 1905
- * More design awards than all other NE Ohio firms combined
- * NE Ohio's top ranked architectural firm: 20 years
- * Significant projects:
 - » Soldiers' and Sailors' Monument
 - » Federal Reserve Bank of Cleveland
 - » GSA Metzenbaum Federal Building
 - » Celebrezze Federal Building
 - » Wade Park Veterans Administration Building
 - » US Dept. of State Headquarters
 - » Architect of the Capitol
 - » Several regional FBI headquarters

By the Numbers

PROGRAMMING EXPERIENCE
50+ recent justice programming studies

PROJECT EXPERIENCE
500+ justice projects

MASTER PLAN EXPERIENCE
200+ Completed within the last 10 years

CUYAHOGA COMMUNITY
110+ years of service in the Community

COURTHOUSE EXPERIENCE
9M+ SF of Justice Center Space Built

DLR Group
does not just follow trends.
We test and set new benchmarks for excellence.

OUR BRAND PROMISE

**Elevate the Human Experience
through Design**

What we BELIEVE . . . *our design ethos!!!*



As stewards
of the public built environment,
DLR Group's Justice+Civic Studio
elevates behavioral, environmental,
and social betterment, resulting in
healing, equity, and transformation
for the individual and community.

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



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

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



Project Understanding

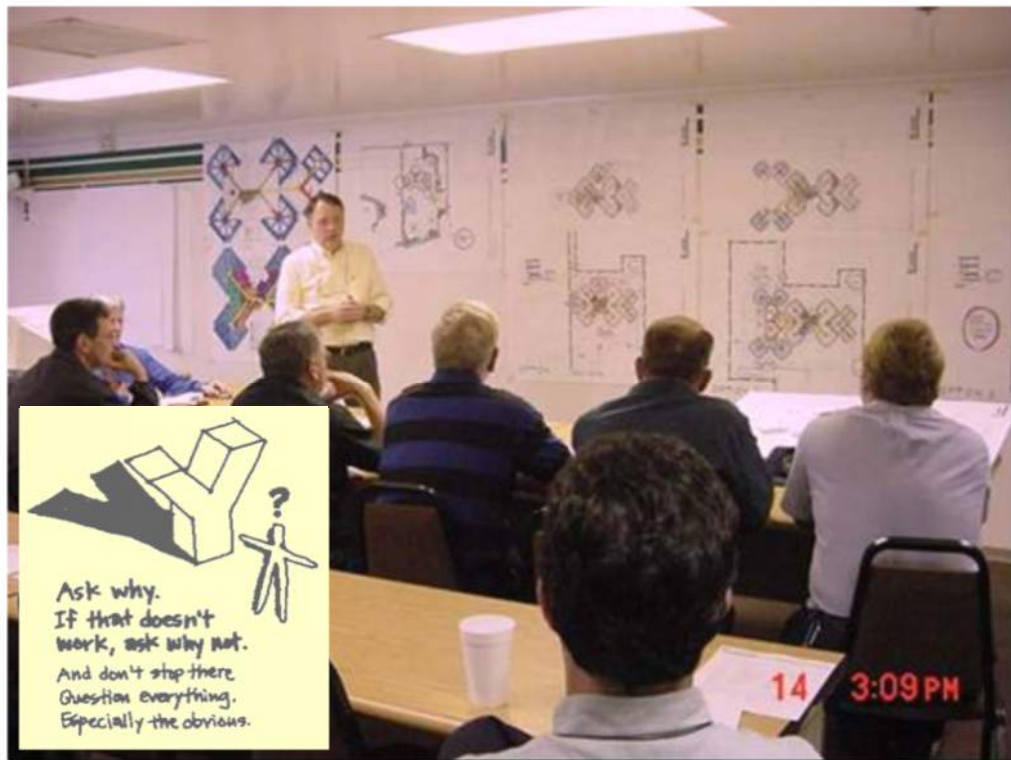
“ . . . develop facility space criteria and opportunities and provide space programming options for consideration by the County and justice system stakeholders, including options for renovation of existing space, new construction of replacement space or a hybrid of renovation and new construction – resulting in a consensus decision regarding the best approach to meeting current and future needs. . .”

The Tangible . . .

“ . . . it is about a vision for the future . . . a new paradigm focused on process improvements, increased efficiency & effectiveness, standard of care and ultimately improved outcomes for each individual, the community and society . . .”

. . . The Intangible

Operationally Based . . . Workshop Owner-Driven Process



general to the specific

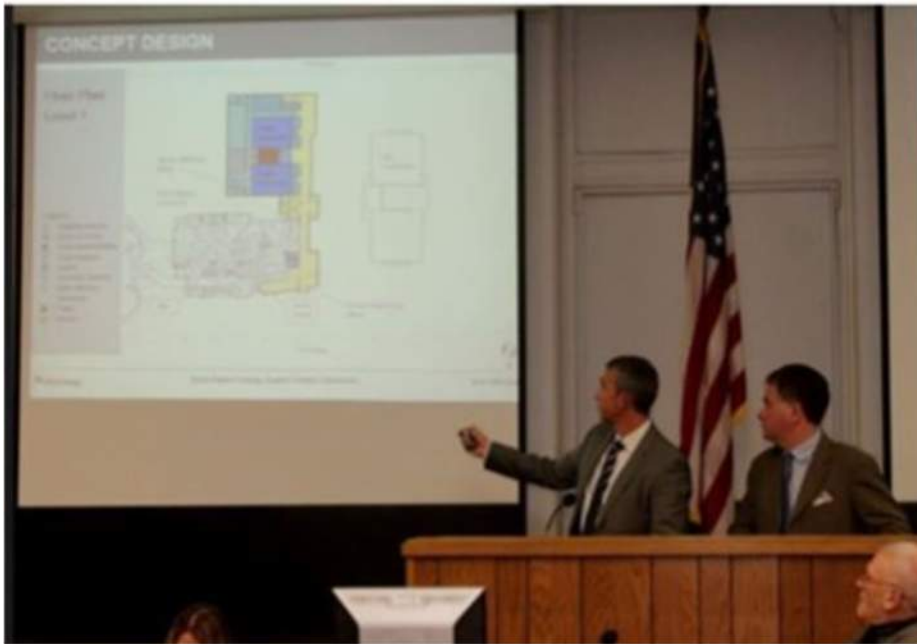
top down . . . bottom-up . . .

iterative & interactive

analytical & intuitive

*“the **how** and **why** as a basis for the **what**”*

Community Engagement



- * **Biggest Challenges: Skepticism, Distrust, Perceptions**
- * **Engage from the beginning & throughout**
 - » Community/Neighborhood
 - » Justice System Stakeholders
 - » Allied Agencies & Service Providers
 - » Inmate Advocacy Groups
- * **Listen before Responding**
- * **Evidenced Based Factual Recommendations supported by data**
- * **Concentrate in Alternatives and Improvements targeted at Treatment, Success & Improved Outcomes**
- * **Facility Planning that is Community Friendly**

Facilities in Service of Mission



More than facilities, Master Plan Strategies evolve from understanding the population, systemic actions, mission, operations & treatment modality

... not just quantitative, but qualitative

Major Workshop Milestones in our Journey . . .

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

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System Assessment Working Group

This group will work with Karen Chinn of Chinn Planning, Inc. in ***evaluating what has been driving the system in terms of demand for jail space and identifying target groups and related policy actions that could reduce the demand for jail space either through a reduction in admissions, average length of stay or both.*** Ultimately information developed as part of system assessment will provide factual data for a decision on amount and type of capacity needed now and in the future.

Representative membership/participation may include:

- **Judges and Court Representatives**
- **Prosecuting Attorney(s)**
- **Public Defender(s)**
- **Probation**
- **Jail Management**
- **Sheriff and Police Department Representation**
- **County Exec. and City Admin. Representation**
- **Alternative Programs Director(s)**
- **Mental Health Official(s)**
- **Substance Abuse Officials(s)**

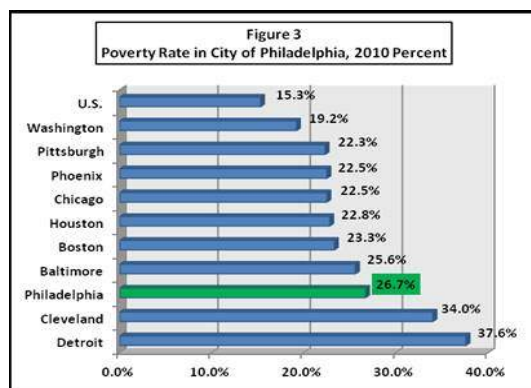
Additionally, the following organizations will be consulted as ex-officio members unless the Steering Committee determines that they should have a seat at the table:

- **Justice Reform Organization(s)/Individuals**
- **-Other Program/Treatment Providers-Homelessness, Job Corp/Training, Housing, Health Department, etc.**
- **-Crisis Intervention/Stabilization Official(s)/Programs**

Approach to Jail Planning and Determining Needs

Bail Amount	Number	% of Total
\$1,000 or Less	74	1.3%
\$1,001 - \$4,999	449	8.1%
\$5,000 - \$9,999	737	13.3%
\$10,000 - \$19,999	833	15.0%
\$20,000 - \$29,999	480	8.6%
\$30,000 - \$49,999	178	3.2%
\$50,000 - \$74,999	558	10.0%
\$75,000 - \$99,999	231	4.2%
\$100,000 - \$199,999	629	11.3%
\$200,000 - \$299,999	491	8.8%
\$300,000 - \$499,999	246	4.4%
\$500,000 - \$999,999	426	7.7%
\$1 Million or Higher	222	4.0%
Total	5,554	
Length of Stay		
7 Days or Less	285	5.1%
8 - 14 Days	331	6.0%
15 - 21 Days	335	6.0%
22 - 28 Days	281	5.1%
29 - 59 Days	911	16.4%
60 - 99 Days	832	15.0%
100 - 149 Days	711	12.8%
150 - 199 Days	461	8.3%
200 - 299 Days	539	9.7%
300 Days or More	868	15.6%
Total	5,554	100.0%
Offense		
Violence	1,985	35.7%
Drug Charges	1,781	32.1%
Homicide	497	8.9%
Other Legal Violation	478	8.6%
Property Crime	451	8.1%
Sex - Violence	253	4.6%
Child-related	55	1.0%
Sex Crime	23	0.4%
DUI	21	0.4%
Not Listed	7	0.1%
Weapons	3	0.1%
Total	5,554	100.0%

Source: Chinn Planning, Inc., September 2012.



Source: Philadelphia 2011 The State of the City, PEW Charitable Trusts - Philadelphia Research Initiative.

- » Look at All Aspects and Characteristics of the Justice System
- » Relevant and Accurate Data to Inform Decision Making and Future Requirements
- » Understand the Trends and Profile of Offenders
- » Examine the Continuum of Alternatives for Dealing with Offenders
- » Service Delivery System Consistent with Mission and Philosophy
- » Objective Assessment of Risk and Need
- » Maximize Use of Existing Resources
- » Cost Effective Use of Correctional Facilities
- » Public Awareness of System Needs
- » Build Consensus Through Participation in the Process

Factors Impacting Offender Population

* Social and Economic Factors

- » Homelessness
- » Drug and Alcohol Addiction
- » Mental Illness
- » Trauma
- » Domestic Violence
- » Poverty
- » Lack of Education
- » Unemployment

* Crime and Arrest Rates

* Bail, Probation and Parole Practices

* Population and Demographic Trends

* Law Enforcement, Prosecution, Judicial and Probation/Parole Policies and Practices

* Racial and Ethnic Disparities

* Continuum of Supervision and Alternatives to Incarceration

* Availability of Community Based Treatment and Rehabilitative Programs (Mental Health, Substance Abuse, Employment, Housing)

* Sentencing Statutes and Guidelines

* Rehabilitative Programming During Incarceration

* Transition and Re Entry Services Available in the Community After Incarceration

* Recidivism Rates



Development of Offender Population Projections

1. Research Historical Trends

[Incarceration Profile](#)

- » Admissions
- » Average Daily Population
- » Average Length of Stay
- » Offender Profiles
 - Offense/Charges
 - Bail Practice/Amounts
 - Sex
 - Custody Level
 - Pretrial vs Sentenced
 - Behavior Characteristics
 - Special Custody Populations

[Alternatives to Incarceration](#)

[Judicial System](#)

- » Case Filings
- » Time to Trial
- » Alternative Programs

[Law Enforcement](#)

- » Crime
- » Arrest

[Social and Economic Factors](#)

2. Develop Baseline Projections

- » Five Year Increments
- » Based on Historical Trends
- » High, Medium, and Low Growth Scenarios

3. Identify Policy Impacts

- » Justice System Performance
- » Expansion of Alternatives to Incarceration
- » Assumptions About Change

4. Identify Legislative Impacts

5. Develop Consensus Forecasts

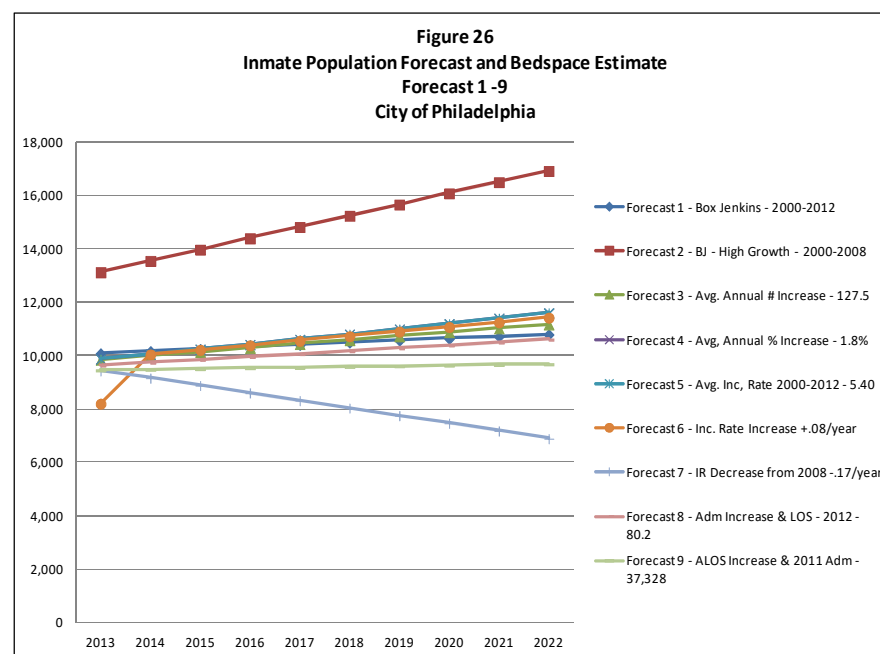
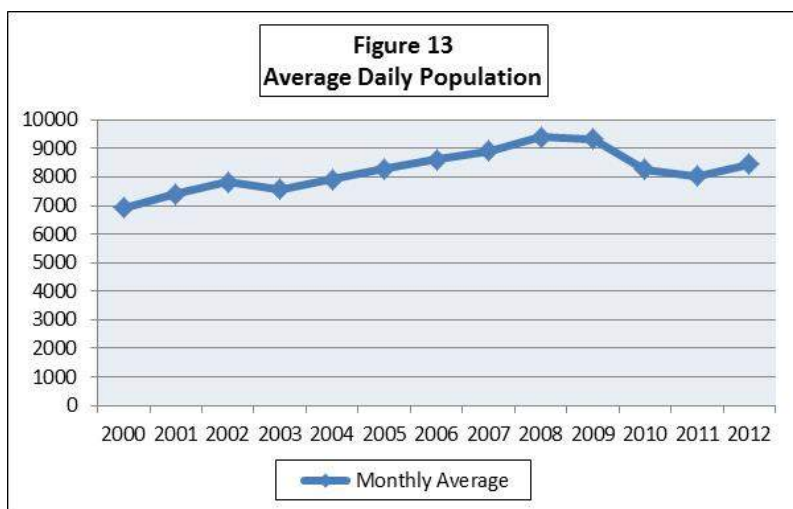
- » Account for Policy, Programmatic Impacts
 - Legislative
 - Alternatives
 - System Improvements

6. Disaggregate Forecast and Prepare Bed and Define Capacity Requirements



Project Examples

Determining Factors Driving Inmate Population Growth



Source: Chinn Planning, Inc., September 2012.

Project Examples

Determining Factors Driving Inmate Population Growth

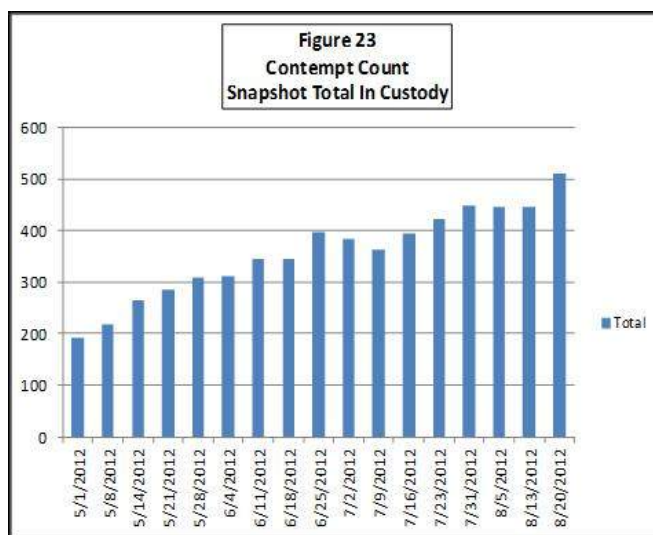


Table 19
CONTEMPT OF COURT PROFILE - August 17, 2012 (N=516)
City of Philadelphia

	Number	% of Total
Length of Stay		
7 Days or Less	61	11.8%
8 to 14 Days	73	18.2%
15 to 30 Days	94	18.2%
31 to 49 Days	72	14.4%
50 to 99 Days	136	18.2%
100 or More Days	80	8.6%
Total	516	100.0%
Offense:		
Drug Charges	191	37.0%
Other Legal Violation	140	27.1%
Violence	98	19.0%
Property Crime	40	7.8%
Sex Crime	13	2.5%
Not Listed	12	2.3%
DUI	11	2.1%
Homicide	4	0.8%
Sex - Violence	4	0.8%
Child-related	3	0.6%
Weapons	0	0.0%
Total	516	100.0%

Source: Chinn Planning, Inc., September 2012.

Planning Implications of Evidence Based Approaches to Criminal Justice Reform

- * Reduced Populations and Length of Stay in Correctional Facilities
- * Reform in Bail, Probation and Community Supervision
- * Enhanced and Expanded Rehabilitative Programming-Mental Health, Substance Abuse, Cognitive Behavioral Change
- * Specialized Housing Units
- * Personal Responsibility
- * Family Visitation
- * Reentry and Reintegration
- * Remove Barriers that Keep Inmates from Rejoining Society After They are Released from Prison:
 - » Jobs
 - » Financial
 - » Voting
 - » Assistance
 - » Housing
- * Justice Reinvestment
 - » Channel money to improved supervision and services in the community



Every year, thousands of innocent people are sent to jail only because they can't afford to post bail, putting them at risk of losing their jobs, custody of their children - even their lives.

By Nick Pinto

Los Angeles Times



L.A. NOW

L.A. County makes it easier for ex-inmates to get Section 8 housing

By Abby Sewell Apr 08, 2015 | 3:30 AM

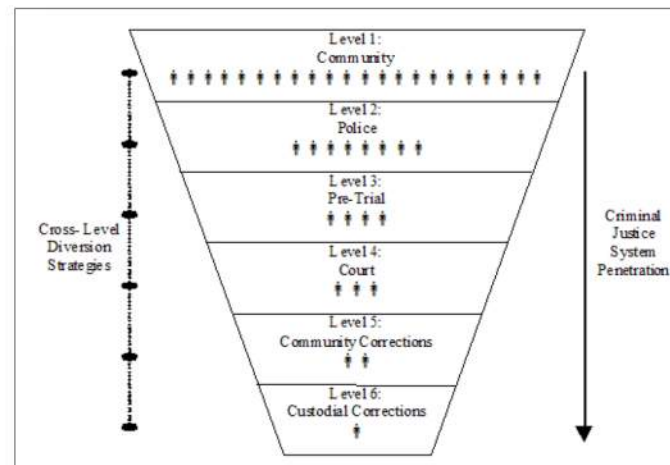
THE CRIME REPORT
YOUR CRIMINAL JUSTICE NETWORK



Want to Shrink Our Prisons? Fix Probation and Parole by Bruce Western and Vincent Schiraldi, July 20, 2017

Planning Implications of Evidence Based Approaches to Criminal Justice Reform

- * There are many points at which diversion can impact on the Justice system.
- * Many of these levels share some common goals and characteristics, but each also carries unique objectives and principles based on the population with which it comes into contact, its oversight, and its justice mandate.

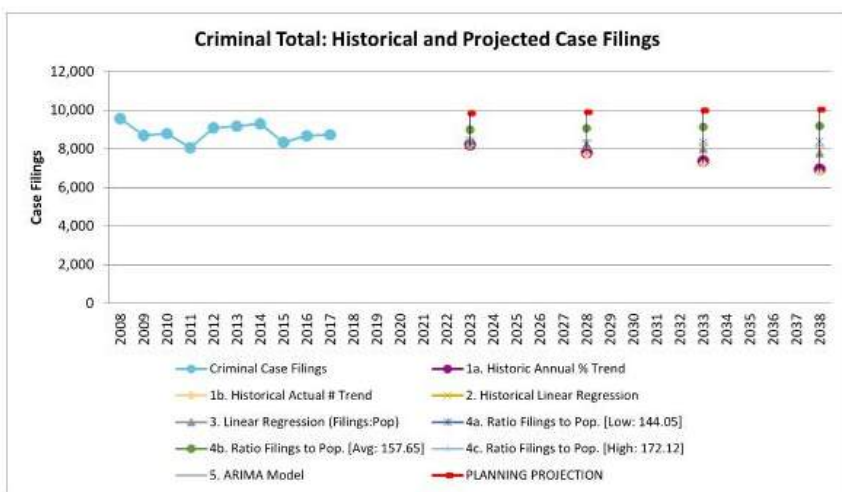


Bexar County Restoration Center; TX

***“ ... saved tax payers \$50M year ...
... 80% drop in homelessness ...
... 50% drop in ER visits ...
... deferred planned 1,000 bed expansion of county jail ”***

Court System Assessment & Trends Analysis

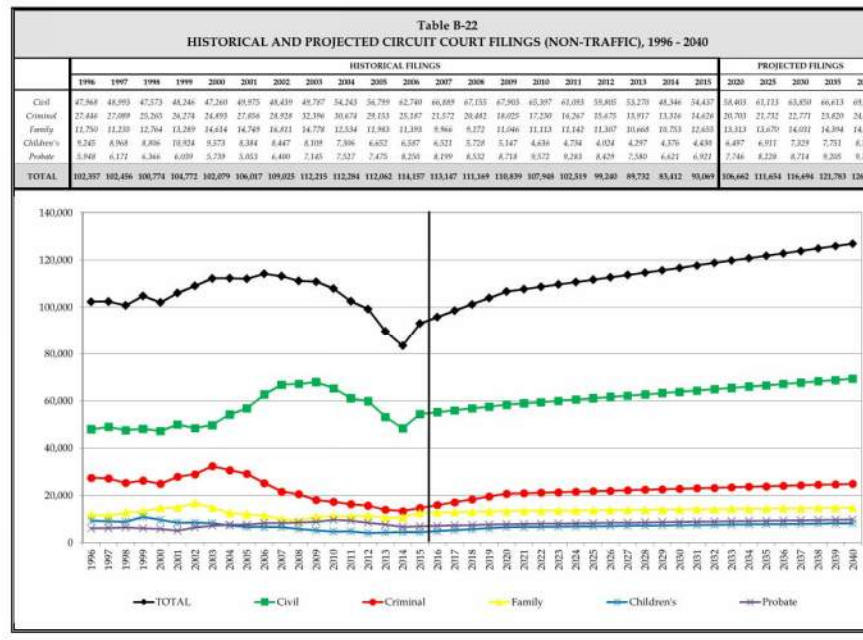
Chart: PROJECTED CASE FILINGS Criminal Case Filings



- * Demographics and Population
- * Case Filing Trends
 - » Case Types
 - » System Analysis (Ebbs and Flows)
- * Disposition Rates
- * Historical Judgeship Growth
 - » Full time
 - » Pro-tempore
- * Historical Staffing Growth
- * Court Calendaring
- * Policy/Procedure Influences
 - » Federal/State/Local
 - » Differentiated Case Management
 - » Specialty Courts
 - » Bail Reform

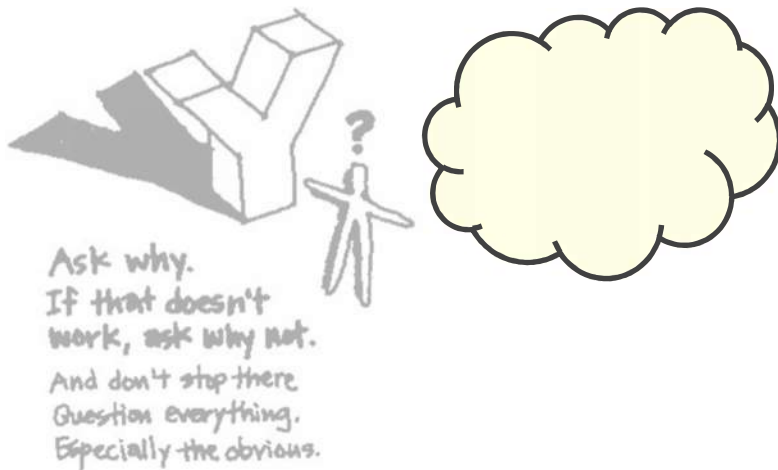
Court System Assessment & Trends Analysis

- * Programs Development
- * Specialty Dockets
 - » Mental Health
 - » Drug
 - » Human Trafficking
 - » Recovery Court
 - » Veterans Treatment
 - » Re-Entry
- * Early Disposition Courts
- * TASC
- * Electronic Case Management/Record Management
- * Self-Represented Litigants
- * Settlement/Mediation/Arbitration
- * CourTools



Court System Assessment & Trends Analysis

- * "As-Is" → "To Be"
- * Early Disposition Courts
- * Electronic Case Management/Record Management
- * Self-Represented Litigants
- * Settlement/Mediation/Arbitration



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Detention Facility Planning Working Group

This group will work with Curtiss Pulitzer of Pulitzer-Bogard Associates in the ***planning for the new detention facility. Their focus will include determination of overall operational philosophy, housing unit size and character, service delivery, gender responsive programming, programs for special populations and all aspects of detention operations.*** Representative membership/participation may include:

- **Detention Administrator/Jail Commander**
- **Assistant/Associate Administrators**
- **Shift Commanders**
- **Facility Services Manager**
- **Mental Health Services Manager**
- **Health Care Services Director**
- **Programs and Services Director/Coordinator**
- **Security Sergeant/Corporal (especially related to Intake responsibilities)**
- **Corrections Officers**
- **Pretrial Services**
- **Fiscal/HR Manager**

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



How We Program: The Iterative Feedback Process

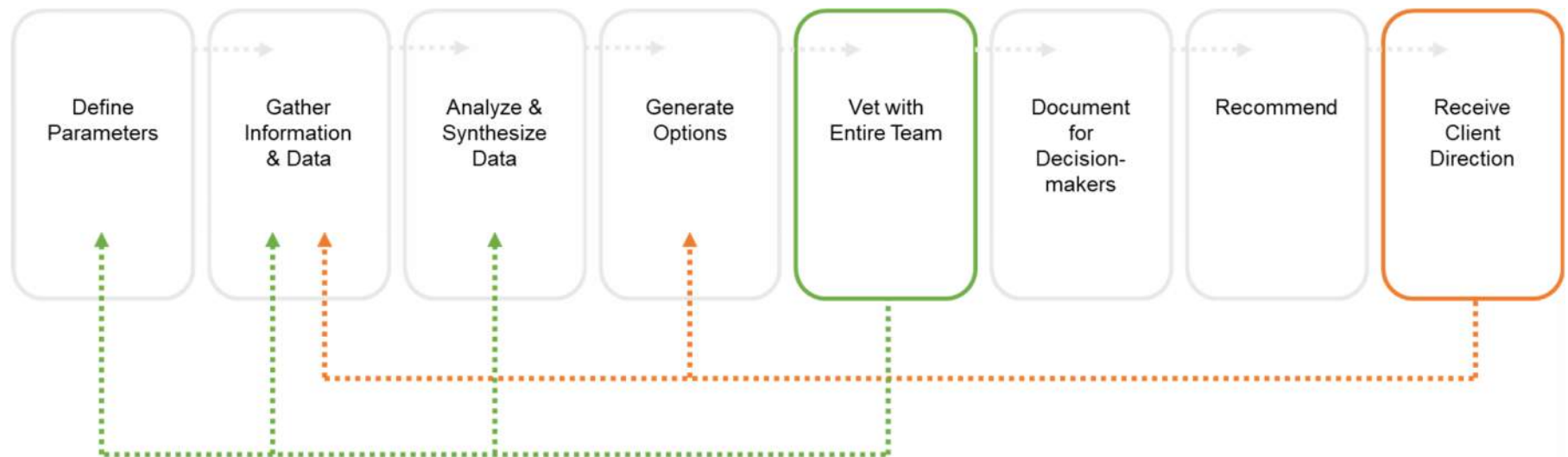
Review sessions



Thorough vetting with client of
all work products



Key decisions are always
highlighted/discussed



Jail Programming Process

Programming Workshops

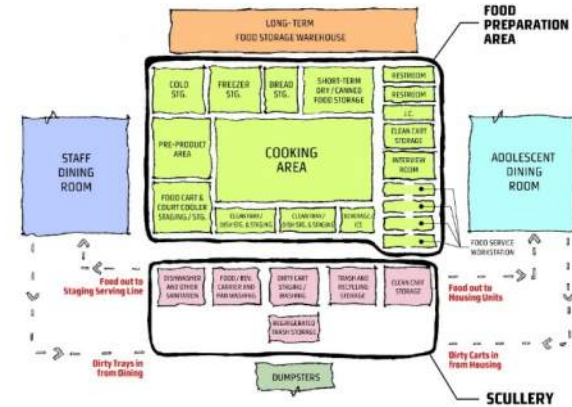
Collaborative Effort

Develop Operational Scenarios and Staffing

Development of Architectural Program

Develop Bubble Diagrams

#	Functional Area	NSF	GSF	Exterior SF	Notes
MAJOR COMPONENT					
1.000	PUBLIC LOBBY	4,231	5,923	0	
2.000	STAFF SUPPORT	3,220	4,347	0	
3.000	ADMINISTRATION	3,900	5,021	0	
4.000	VISITATION	2,775	3,885	0	
5.000	SECURITY OPERATIONS	1,245	1,679	0	
6.000	ADMISSIONS & TRANSPORTATION	5,699	8,583	1,000	
7.000	HOUSING	27,780	40,691	7,500	
8.000	EDUCATION	9,090	12,272	0	
9.000	PROGRAMS AND RECREATION	18,290	22,754	149,190	
10.000	HEALTH CARE SERVICES	10,570	14,107	500	
11.000	FOOD SERVICE	7,915	10,601	0	
12.000	LAUNDRY	1,280	1,664	0	
13.000	WAREHOUSE	4,480	4,928	2,250	
14.000	MAINTENANCE/CENTRAL PLANT	7,030	7,998	0	
15.000	SITE ISSUES	0	0	8,600	
	SUBTOTAL	107,505	144,451	169,040	
	Gross Factor (15%)		21,668		includes mechanical/electrical closets, building skin, major circulation, and building connectors
	TOTAL		166,119	169,040	



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

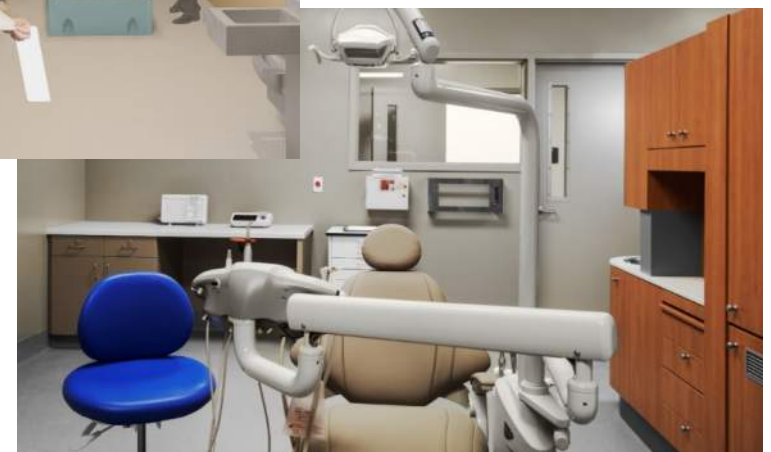
have symptoms of serious mental illnesses

55% of males
73% of females

Addressing Special Needs Populations

Balancing Security & Treatment

- » Provide Appropriate rehabilitative programs commensurate with acuity
 - » Design informed by treatment needs
-
- » Flexible deinstitutionalized environments
 - » Small housing units treatment environments
 - » Integrated treatment team
 - » Step-up/Step-Down treatment units – acute, sub-acute, chronic
 - » Safety through relationships and supervision
 - » Maximize daylight and views of nature
 - » Operations driven solutions



Providing a Gender Responsive Facility

- * Non-Punitive/Therapeutic Environment
- * Smaller Living Units/Reduced Capacities
- * Unit Cluster – “Therapeutic Communities”
- * Extensive Program Opportunities/Spaces
- * Functional Adjacencies to Support Normative Environment
- * Centralized and Decentralized Programs and Services
- * Cross Trained Staff with High Level Interaction
- * Visitation Spaces-Family and Community Reintegration
- * Access to Natural Light
- * Access to Outdoor Recreation Areas
- * Standards Compliance



Courts Facility Planning Working Group

This group will work with Dan Wiley of Dan L. Wiley Associates in the planning for the Court facility. Their focus will include ***determination of need, facility space programming, alternate organizational strategies and opportunities for enhanced services including additional therapeutic courts, early disposition courts and other potential actions that would enhance public services, increase case processing efficiency or both.***

Representative membership/participation may include:

- **The Chief Judges of the respective Courts (or their designees)**
- **The Chief Administrative Officer of each court (or their designees)**
- **The County Clerk (or designee)**
- **The Municipal Court Clerk (or designee)**
- **The County & City Prosecutors (or designees)**
- **The Public Defender (or designee)**
- **Bar Association Representatives**

These are the primary individuals, but they may well be supplemented by some specific supporting staff such as IT directors, facility managers, or the administrators of specific programs. In addition, when we get to detailed programming, there may well be ad hoc groups needing to be convened on specific issues, process or space considerations

Programming is the Foundation for Design






















Creating Functional Work Areas

Programming is the Foundation for Design



Work Environments that Support Employee Retention

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

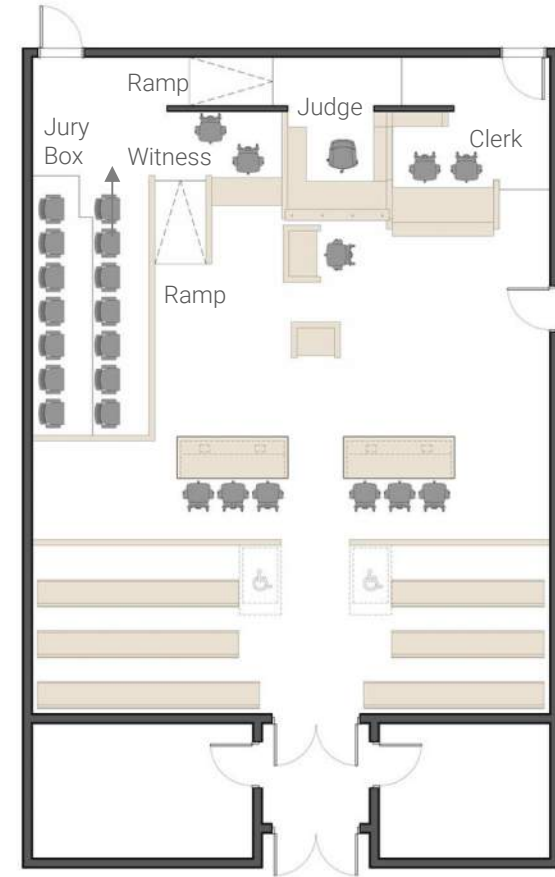
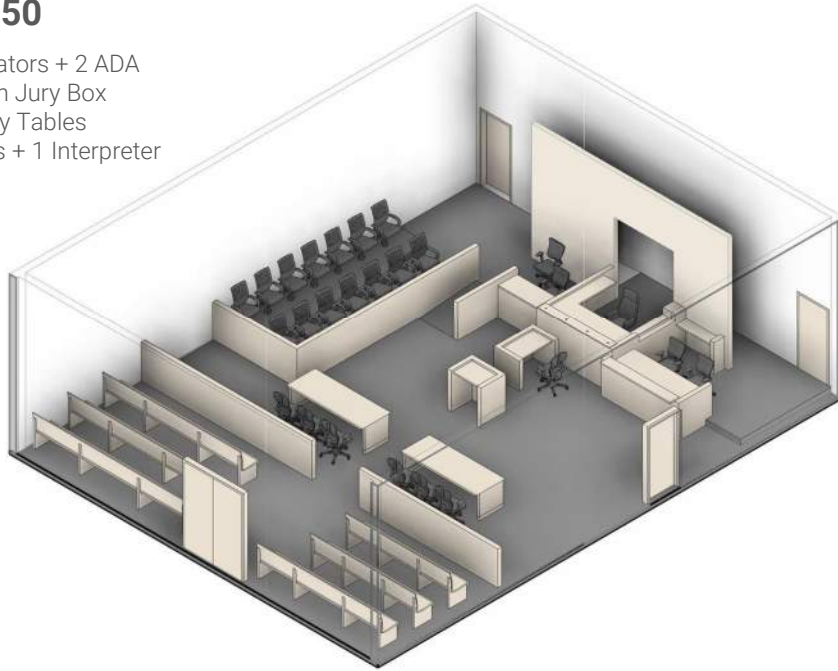
Courts Programming – Identification of All Spaces

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

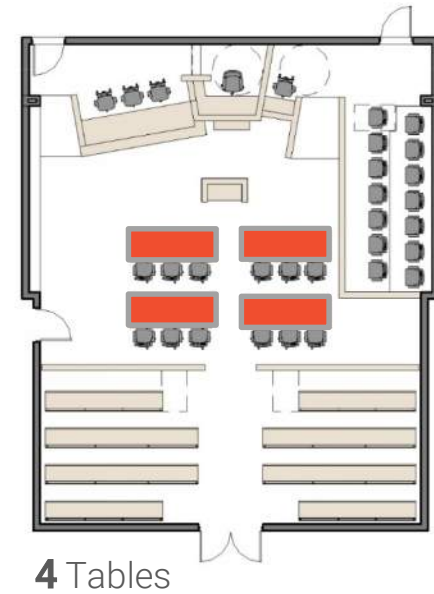
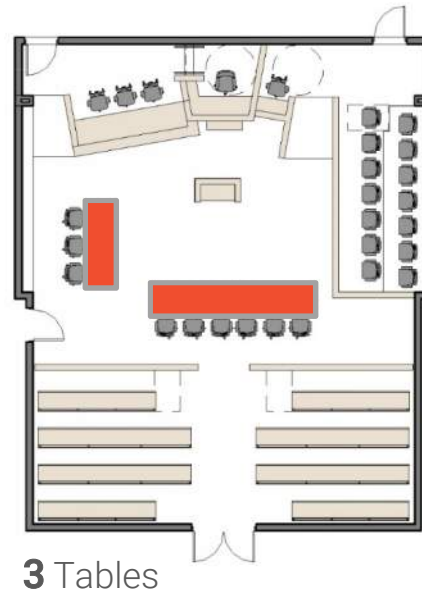
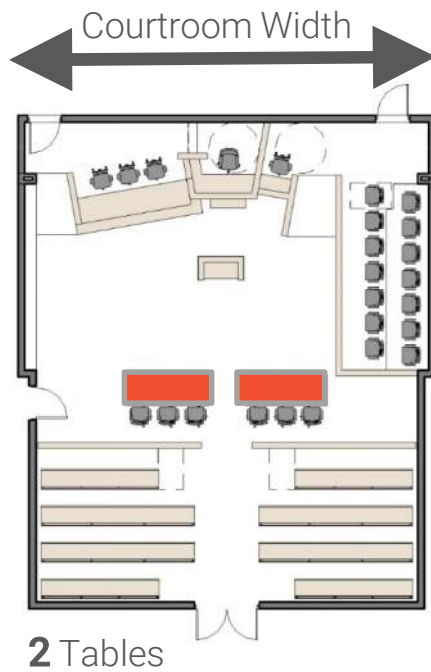
LR-1750

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



Design Trends

Courtroom Flexibility:



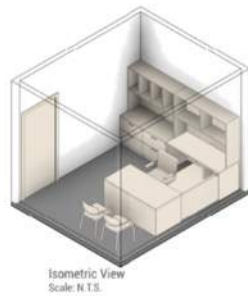
Courtroom well flexibility for multiple case types in the FUTURE

Courts Programming – Developing Space Standards

Staff and Support Spaces:

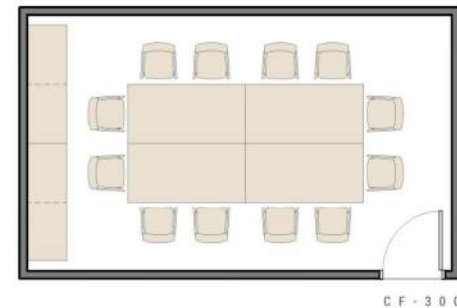
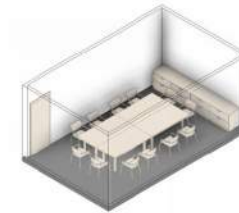
OFFICE [OF-100-120] 100 to 120 SF Nominal

- Supervisor
- Office Manager
- Accountant
- Program Manager
- PAC Specialist
- Principal
- Development Director



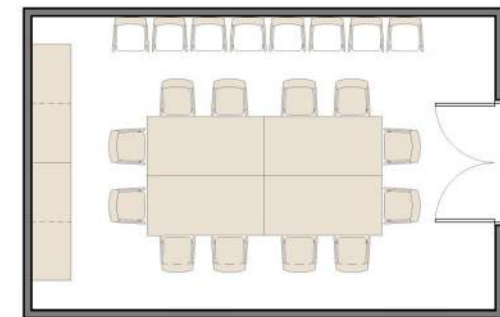
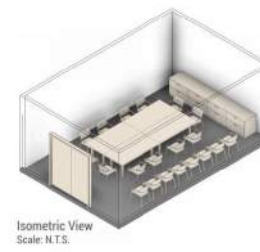
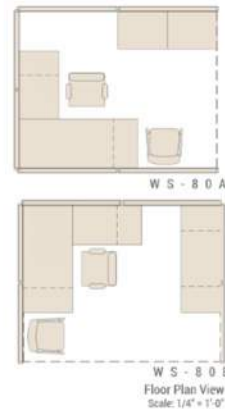
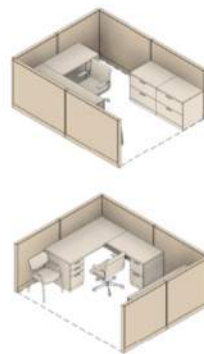
MEETING AREAS [CF]

- Conference Room (25/person)



WORKSTATION [WS-80] 80 SF Nominal

- Social Worker
- Case Manager
- Court Liaison
- Court Facilitators
- Legal Assistant
- Victim Coordinator
- Program Specialist
- Interpreter
- Assessment Specialist
- Fiscal/Support/Grants
- IT Specialist
- Advocacy Supervisor
- Probation Officer



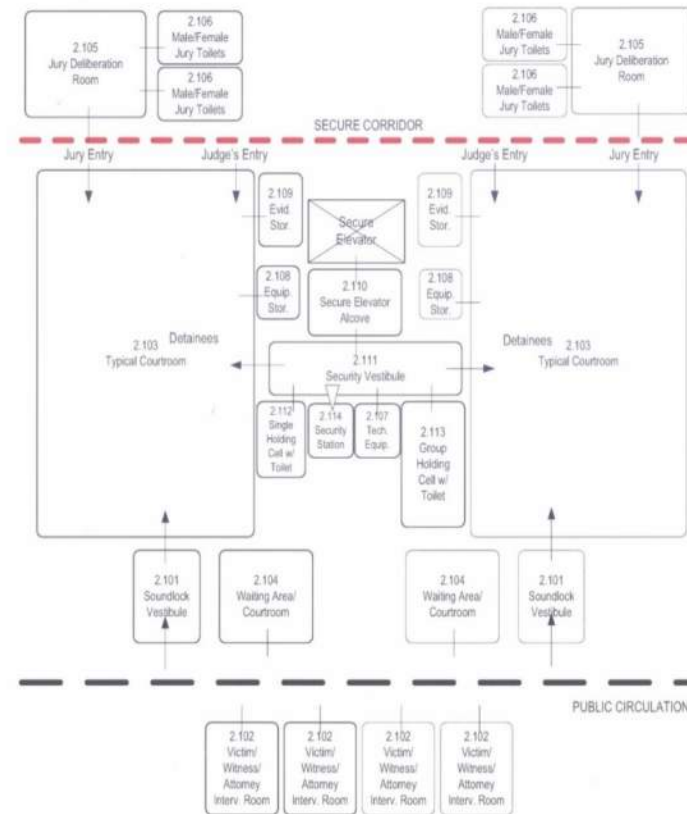
OTHER AREAS

- Community Meeting/Training (15-20 sqft /person)
- Waiting (15sqft /person)
- Breakroom (100-120 sqft)
- Toilet (50 sf)

Courts Programming – Development of Space Adjacency Diagrams



2.100 Standard Courtroom Sets – Functional Adjacencies



Design Documentation

function: Provides a private room for medical examination and treatment of inmates by doctor or nurse. One space focused on OBGYN.
basis: Area for exam table, medical supply cabinet, sink, scale, and circulation.
net area: 115 **number required:** 2 **total nsf:** 230
users: 3 inmates/staff hours of operation: 24 hours/7 days

communications:
 staff phone infrastructure [1] PA Speakers
 dataport infrastructure [2] PA Base Station
 pay phone infrastructure fire alarm annunciator
 inmate phone infrastructure cable TV outlet

Space Number: 02.08 Conference Room

function: Provides a central area for information gathering and decision-making during incidents. Also provides an area for administrative meetings, workshops, presentations and discussions for staff.

basis: Area for up to 16 persons in a conference setting.

net area: 240 **number required:** 1 **total nsf:** 240

users: 2-16 staff & visitors **hours of operation:** intermittent

ceiling height: 10'-0" minimum **critical dimension:**

security level: **door/hardware type:**

security elements: Durable, non-secure construction outside the overall security perimeter of the facility; Locked door, controlled locally.

(2) Waste Receptacle - Biohazard

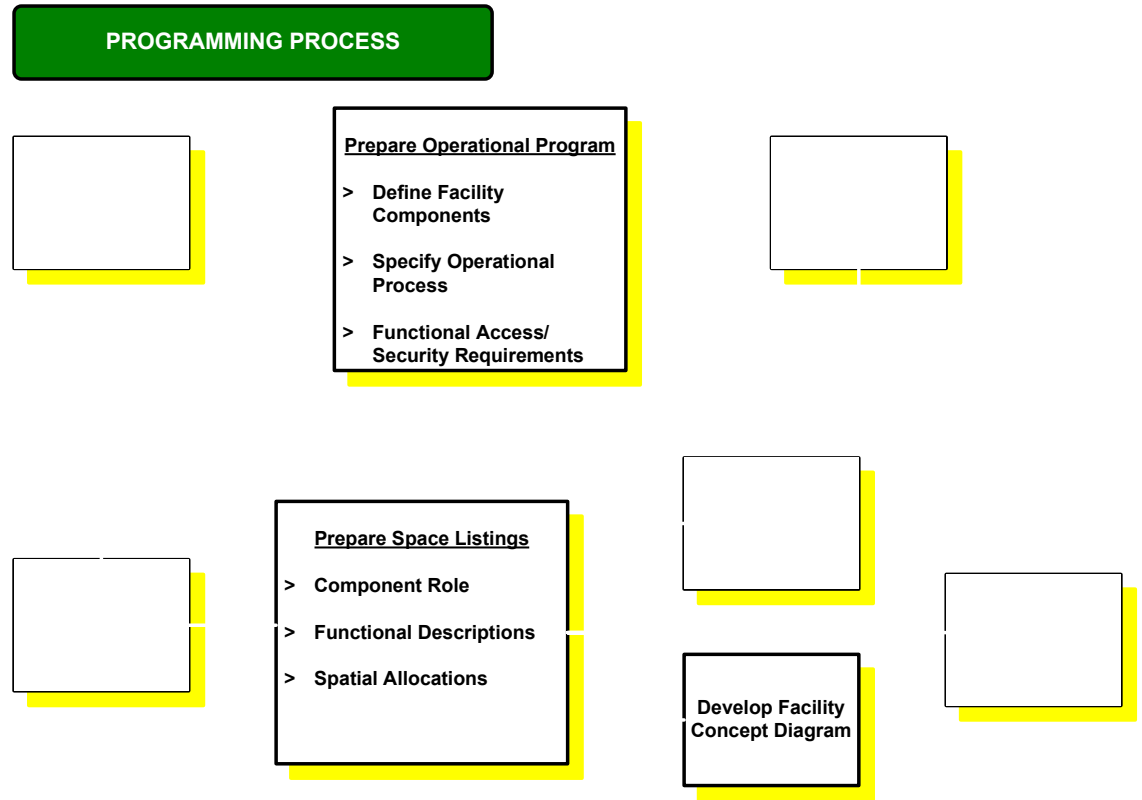
Room Data Sheets – Documenting Decisions

Sheriff's Administration Working Group

This group will work with Karen Chinn of Chinn Planning, Inc. ***in the programming for non-detention Sheriff Administration functions.*** Representative membership/participation may include:

- **Sheriff or designee**
- **Undersheriff/Assistant Sheriff or designee**
- **Division Heads or designees**

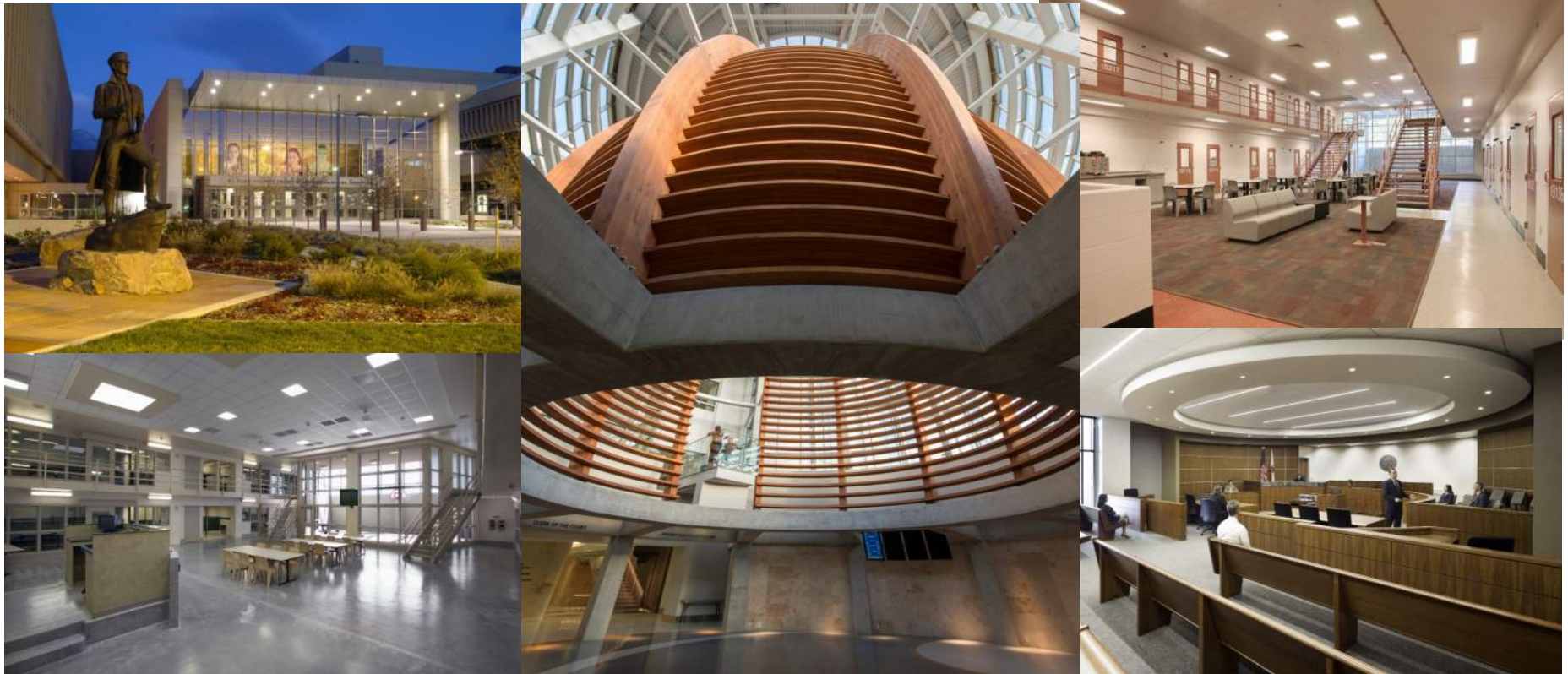
Sheriff's Administration Programming



Major Workshop Milestones in our Journey . . .

- WORKSHOP 1 Orientation/Organizational Kick-off Meeting**
Schedule | Process | Goals & Objectives | Fears & Perceptions
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Court Operations & Statistics | Jail Population Profile | Operations | Facilities | Policy Alternatives
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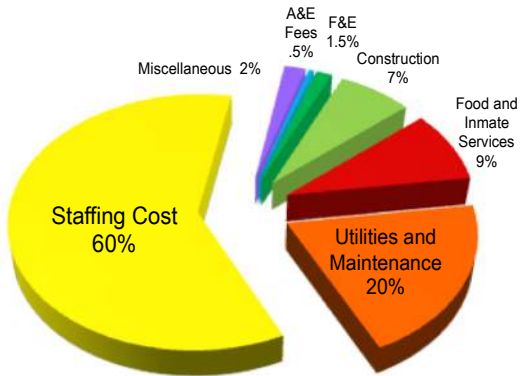
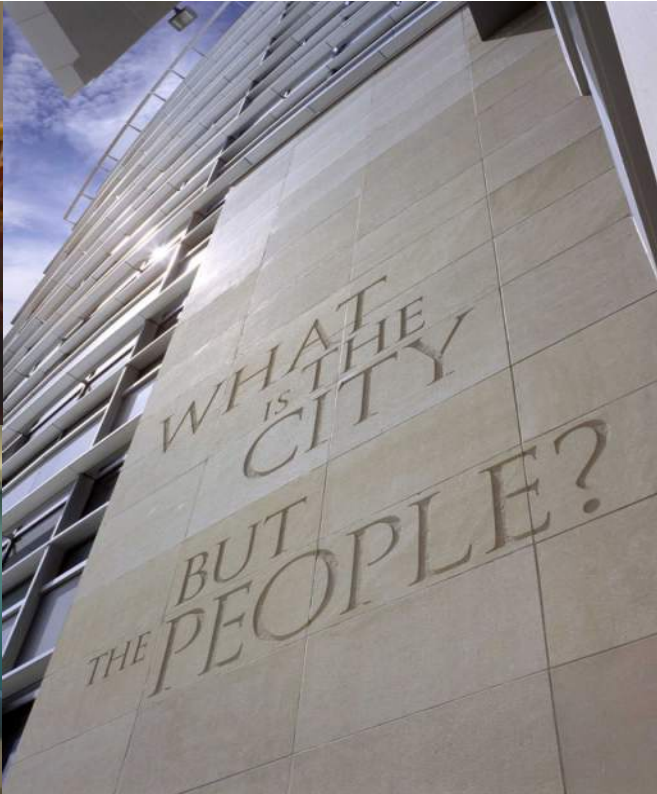
Elevate The Human Experience Through Design



DLR Group | WRL PROGRAMMING FOR THE CUYAHOGA COUNTY JUSTICE CENTER COMPLEX PROJECT

Great public buildings make great public spaces –
Great public spaces make better, healthier communities.

A Sustainable Solution – Mission, Operations, Environment



“ . . .Public buildings often accurately reflect the beliefs, priorities, and aspirations of a people. . . a local center of the law and government but as a meeting ground, cultural hub, and social gathering place. . . ”

— JAMES R. HARRIS

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: Reduce “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	1,343	1,095	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

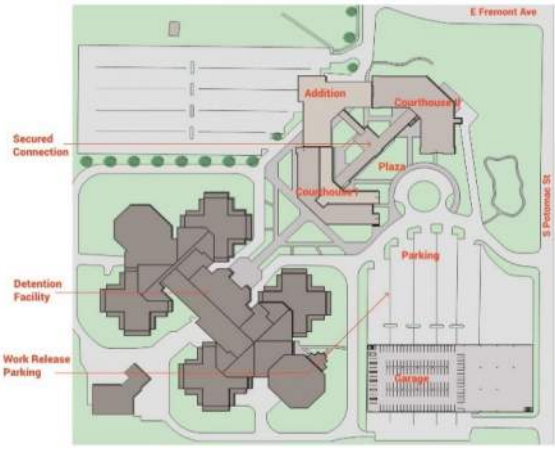
- Renovated or New Courts in situ + Jail on New Site
- Renovate | Replace Jail in situ + Courts on New Site
- Unbundle Courts and Jail

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

Building Organization and Stacking



Building Organization and Stacking Per Option

Program blocks identified by floor



- COURTROOM CRIMINAL
- COURTROOM REF
- COURTROOM FAMILY
- COURTROOM ADMIN
- PUBLIC CIRCULATION
- JUDICIAL
- JURY
- HOLDING+CIRCULATION
- COURT SUPPORT
- BUILDING SERVICE
- GENERIC PROGRAM
- GENERAL SUPPORT
- PRIVATE CIRCULATION
- JURY ASSEMBLY
- PAYMENT
- MSCO

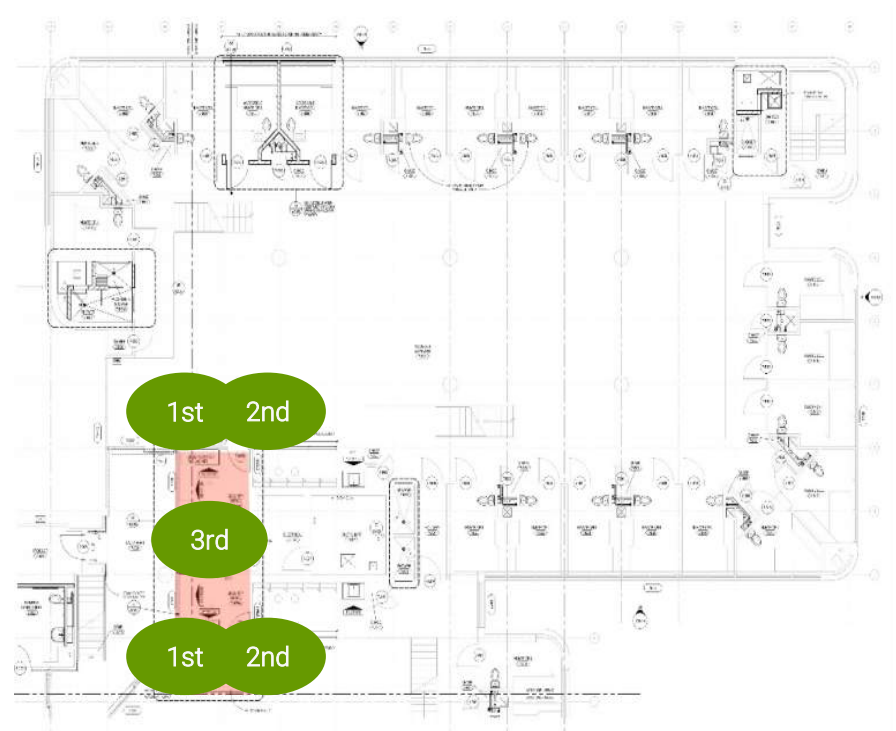
Assessing Renovation Potential

Clark County, NV - Detention Center Modernization & Reconfiguration



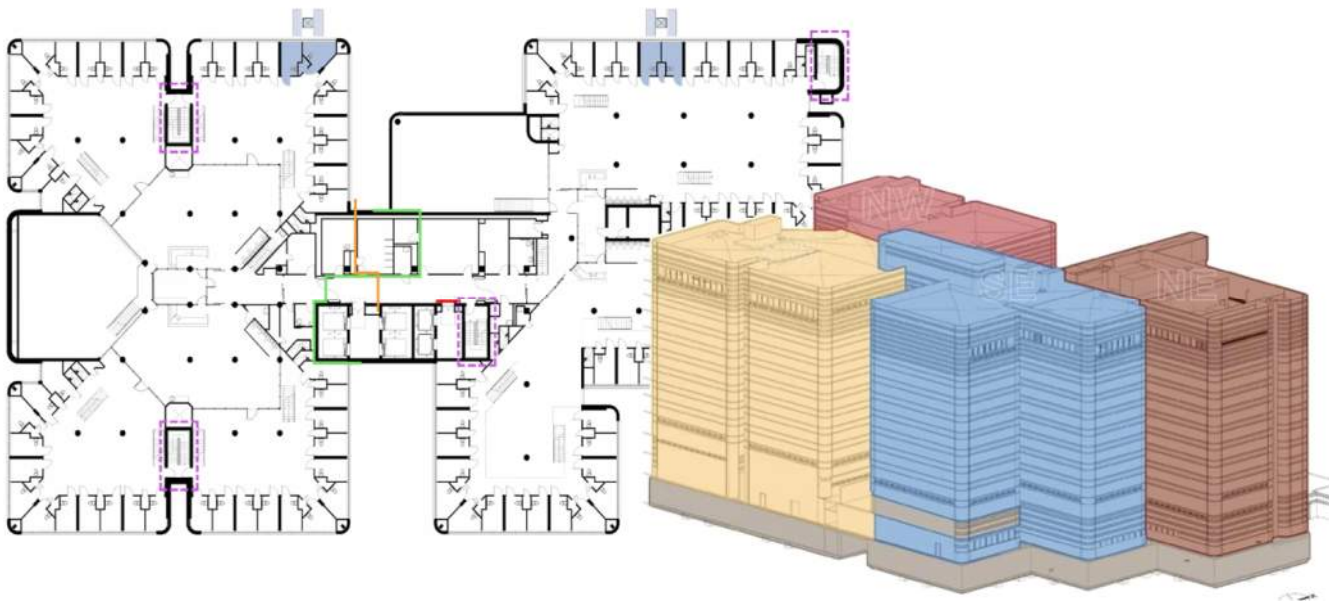
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Clark County, NV - Detention Center Modernization & Reconfiguration



Assessing Renovation Potential

Clark County, NV - Detention Center Modernization & Reconfiguration



Comparative Evaluation of Alternatives



Figure 5-2
Platte Valley Youth Services Center
Initial Alternative 1



Figure 5-5
Platte Valley Youth Services Center
Initial Alternative 3B 12 Bed Housing Units



Figure 5-3
Platte Valley Youth Services Center
Initial Alternative 2

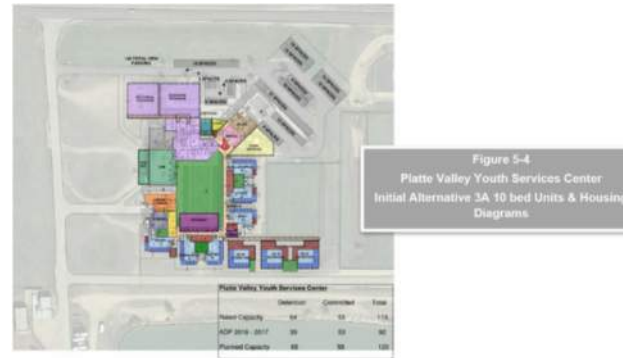
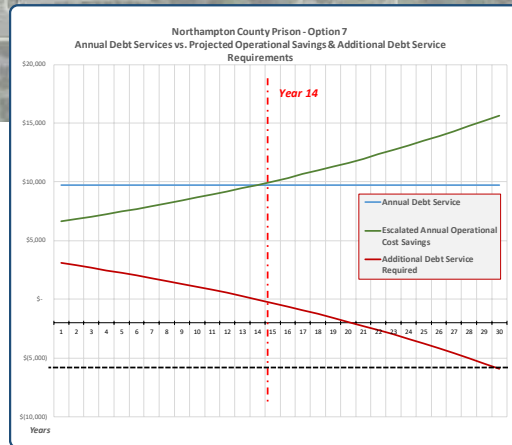


Figure 5-4
Platte Valley Youth Services Center
Initial Alternative 3A 10 bed Units & Housing
Diagrams

EVALUATION CRITERIA	Option						
	Option 1 Primary Split Detention / Acquire West Easton / 768 Bed New IRC at New Site	Option 2 Tribin Split Detention / Acquire West Easton / 768 Bed New IRC at New Site	Option 3 Permanent Split Detention / Work Release Downtown / 768 Bed New IRC at New Site	Option 4 Consolidated Detention / Acquire West Easton / 768 Bed New IRC at New Site	Option 5 Consolidated Detention including Work Release / 768 Bed New IRC at New Site	Option 6 Permanent Split Detention / ACE & Some In-Custody Program / Acquire West Easton / 768 Bed New IRC	Option 7 Consolidated Detention / Acquire West Easton / 768 Bed New IRC Downtown
Total Rated Bed Capacity	944	944	944	912	900	912	912
Operational Cost/Day/Rated Bed Capacity	\$86.42	\$88.78	\$88.78	\$81.89	\$78.98	\$95.31	\$80.37
System Configuration (optimal system management)							
Operational Efficiency (less cost amount of staff)							
Maintaining Operations (less disruption to ongoing operation)							
Ease of Implementation (less cost number of funds to overcome)							
Community Support (of community support)							
Functional Adjacencies (best physical relationships)							
Flexing Potential to accomplish tasks (assist)							
Future Expansion Capability (best intakes of long term expansion)							

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	Rated Capacity (supported by staffing plan)	Option Total				Impact on General Fund		
		Capital Cost Total Project Cost	Operating Costs Annual @ 3-3% 30 Years	Staffing w/Relief	Total Annual Operating Costs	Year 1 General Fund Cost (Debt Service minus Savings)	Year 30 General Fund Cost (Debt Service minus Savings)	Projected Time Frame, Savings Exceed Debt Service
Staffing/Expenditures for Current Facilities	712			200.0	\$29,858			
Option 0: Baseline -Adjusted Current Facilities Continue As Is	910	\$82,735	\$4,325	253.8	\$33,388			
Option 1: Interim Split Detention Operations w/ Work Release remains in Leased Space, West Easton	944	\$179,662	\$9,442	203.8	\$29,778	\$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	\$6,642	\$2,844	NA
Option 3: Permanent Split Detention Operations w/ New Construction for Downtown Facilities including Work Release	944	\$205,198	\$10,784	209.3	\$30,588	\$8,074	\$4,186	NA
Option 4: Consolidated Detention Operations w/All Work Release at West Easton	912	\$173,790	\$9,133	154.3	\$27,260	\$3,005	-\$5,308	Year 14-5
Option 5: Consolidated Detention Operations including Work Release on New Site	960	\$188,728	\$9,919	167.5	\$27,676	\$4,207	-\$3,542	Year 20
Option 6: Split Detention Operations w/ In-Custody Downtown, All Work Release at West Easton	912	\$165,856	\$8,717	233.5	\$31,726	\$7,055	\$4,800	NA
Option 7: Consolidated Detention Operations Downtown/ All Work Release in West Easton	912	\$184,958	\$9,720	145.8	\$26,753	\$3,085	-\$5,916	Year 14

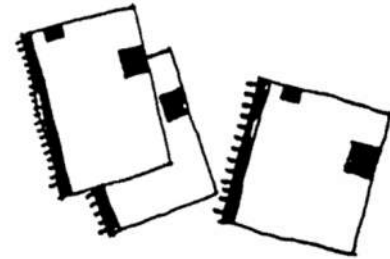
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An Implementable, Data-Driven Plan

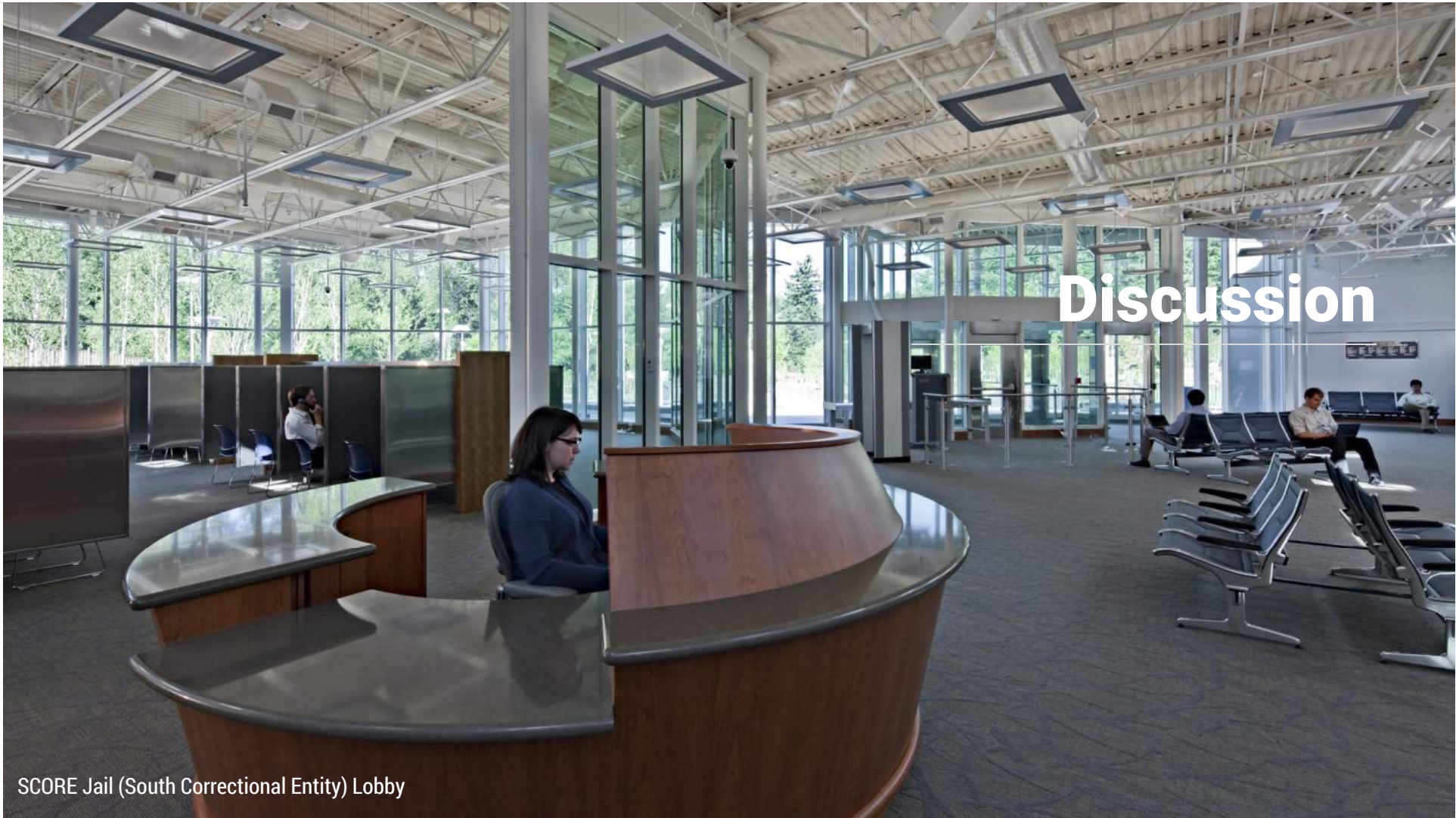
- Supportable Conclusions
- System Programmatic Intent
 - Mission and Goals
 - Factors Driving Decision-Making
- Projected Needs over Time
- Realistic Alternatives & Actions for Population Management
- Comprehensive Operational & Architectural Program
 - Operational Basis of Design, Facility Program Narratives by Component
 - Required Space/Adjacencies
 - Standards Compliant Space Design Criteria -Architectural/Engineering - Special Features - FF&E
- Phasing & Development Plan
- Defined Staffing and Operational Budget
- Capital & Operational Costs – Total Cost of Ownership
- Metrics to Continuously Measure and Management for Results
- Consensus Building with Stakeholders, Community & Advocacy Groups throughout the Process
- Management Strategy for Continued Stakeholder Involvement

“...Not a Bookshelf Master Plan . . . An Actionable Plan, Unanimously Supported, Accepted by the Community to Realize a New Vision & Facilities for the Cuyahoga County & City of Cleveland Justice System . . .”



Possible Meeting Dates – 3rd Tuesday of the Month

May 7th	Kick-OFF
June 18	Status update
July 16**	Status update - Preliminary Findings As-is System Assessment
August 20	As-is System Assessment/Preliminary projections tied to policy actions
September 17	Could be system of the future; Final projections based on accepted policy actions
October 15	Status update
November 19	Preliminary Program
December 17	Definition of Alternatives
January 21	Refined Alternatives
February 18	Comparative Evaluation
March 17	Discussion, comments
April 21	Status Update
May 19	Final Program & Master Plan



Discussion

SCORE Jail (South Correctional Entity) Lobby



CUYAHOGA COUNTY

Programming for the Cuyahoga County Justice Center Complex Project

Executive Steering Kick-off Meeting
5.7.2019



Westlake
Reed
Leskosky

In Association With:



March 2019