



Cuyahoga County Justice Center Master Plan

Executive Steering Committee
Meeting

December 18, 2019
8:30 AM

Discussion:

- Update: Diversion Initiative
- Update: Interim Central Booking
- Phase 5: Alternatives: Review & Discussion of Range of Development Alternatives



Westlake
Reed
Leskosky

In Association With:



- I. Call to Order
- II. Roll Call
- III. Housekeeping & Protocol
- IV. Purpose of Meeting; Review of Agenda
- V. Update: Status of Diversion Initiative & Proposed RFQ
- VI. Update: Status of Interim Central Booking & RFP
- VII. Summary Review & Discussion of Range of Development Alternatives & Initial Evaluative Criteria
- VIII. Other Business
- IX. Public Comment
- X. Next Steps / Next Meetings
- XI. Adjournment

Meeting Purpose

“ . . . further discussion of a range of Development Alternatives to be analyzed in determining the best course of action to provide state-of-the-art Court, agency & detention facilities to provide enhanced public service and achieve better outcomes for the citizens of Cuyahoga County . . .

. . . “further discussion of evaluative criteria to be considered by the Steering Committee in eventually determining the preferred Development Alternative for implementation . . .”

. . . “polling exercise to determine extent of consensus to date . . .”

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V. Update: Status of Diversion Initiative & Proposed RFQ

- **Meetings (Week of December 17, 2019)**
 - **Stepping Up (Common Pleas Court – MH/DD Docket)**
 - **Center for Community Solutions**
 - **Cuyahoga County Department of Human Services, Gund Foundation, & Greater Cleveland Congregations**
 - **Corrections Planning Board**
 - **Cuyahoga County Probation (TBD)**
 - **Mental Health Diversion Committee**

V. Update: Status of Diversion Initiative & Proposed RFQ

- **MH Diversion Study Report**
 - **Multiple Treatment Populations to be Served**
 - Serious Mental Illness (SMI)
 - Co-occurring SMI and Substance Abuse
 - Substance Abuse/Addiction
 - **Recommended Treatment Services Continuum (ITP)**
 - Mental health and substance abuse treatment
 - Eligibility criteria
 - Acute through long-term stabilization
 - Wraparound services
 - Residential
 - Forensic assertive community treatment teams (FACT)
 - **Immediate Recommendations for Improved Services**

V. Update: Status of Diversion Initiative & Proposed RFQ

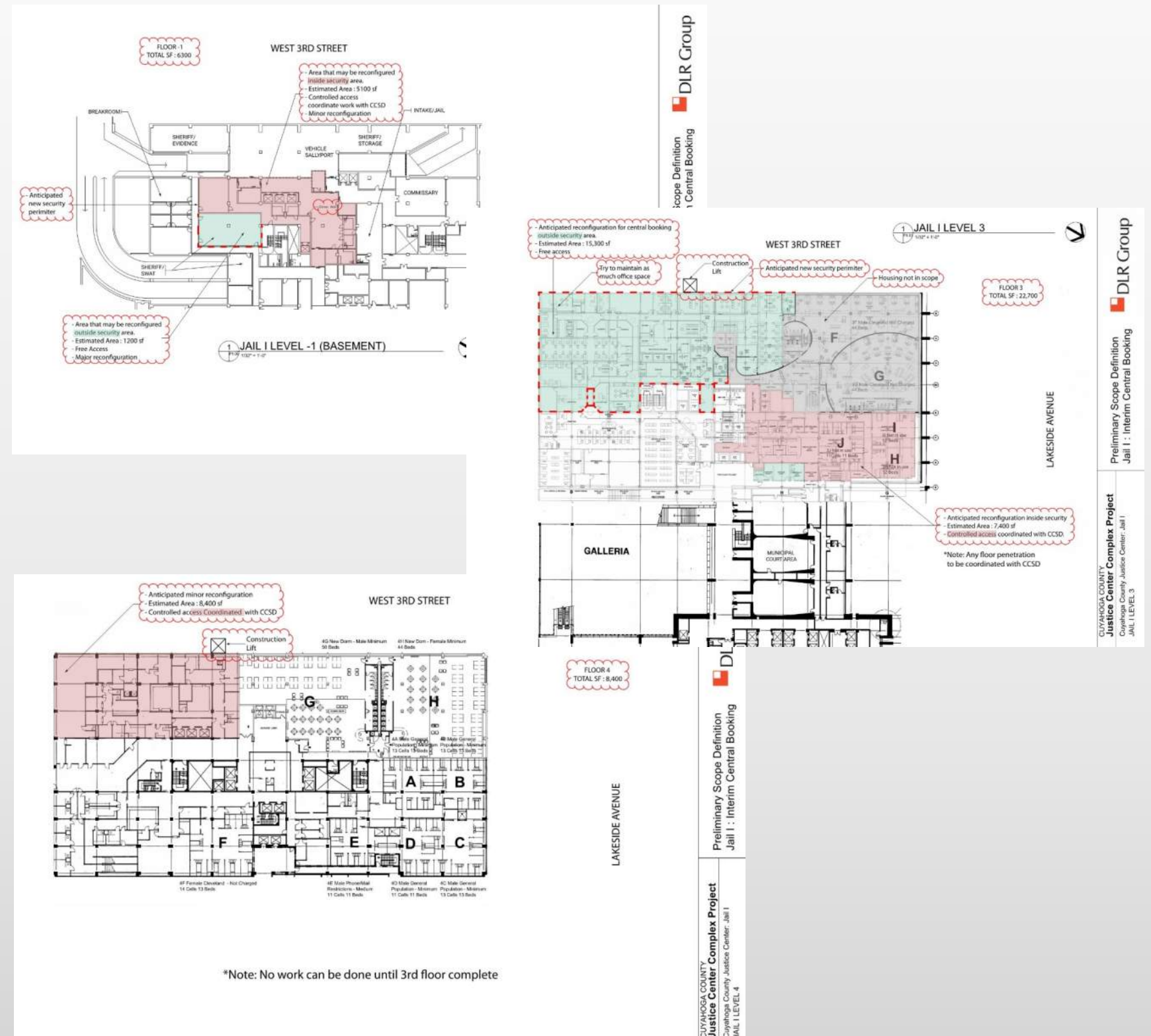
- **MH/SA Jail Diversion – RFQ Framework**
 - **Target Population(s) to be Served**
 - Serious Mental Illness (SMI) – Capacity Range 50 – 100
 - Co-occurring SMI and Substance Abuse – 50 -100
 - Substance Abuse/Addiction – 50 -100
 - Medical & Social Detox - 25 -50
 - All Capacities to be expandable in place or with additional facilities
 - **Diversion Program Plan**
 - Treatment description for target population(s) served
 - Agreement on Minimum eligibility criteria
 - Geographic diversity
 - Outcome goals
 - Staffing requirements
 - Program-specific facilities
 - Operating costs
 - Funding sources
 - **Public, Private or Public/Private Partnership**

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VI. Update: Status of Interim Central Booking & RFP

• Renovation of Jail I to accommodate Central Booking & Enhanced Pre-trial Release Alternatives

- **Basement/Sally Port** – Reconfigure for Pre-Admission Processing including
 - City of Cleveland charge review,
 - Law Department/Prosecutor Law Enforcement Interface,
 - Medical/MH Screening
 - Diversion/Referral Staff
- **3rd Floor** – Reconfigure to accommodate Central Booking
 - Open Waiting
 - Medical/MH Assessment
 - Identification/Booking
 - Pre-trial Screening
 - Access to Counsel
 - Access to Court
- **4th Floor** – Reconfigure to accommodate property & dress-in/out if required



VI. Update: Status of Interim Central Booking & RFP

- **Renovation of Jail I to accommodate Central Booking & Enhanced Pre-trial Release Alternatives**

- **Anticipated Schedule**

- Issue RFP December 19, 2019+/-
- **Stakeholder Input** December/January
- Pre-proposal Conference January 8, 2020
- Proposals Due January 24, 2020
- Interviews January 29-30, 2020
- Criteria Documents January 30, 2020
- Construction Start Spring 2020
- Occupancy Fall 2020



Medical Screening



Booking and Classification



Receiving



Booking and Classification - Medical Screening



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VII. Summary Review & Discussion of Range of Development Alternatives

A. Summary Review

1. Consolidated Justice Center: Renovate or Replace In place
2. Relocate Jail; Renovate or Replace Courthouse & Related Agencies, on Existing Site
3. New Facilities on New Separate or Consolidated Sites

B. Review of Initial Evaluative Criteria

C. Questions & Comments

D. Polling: Issues to be Considered in Arriving at Consensus on Shortlist of Alternatives for Detailed Evaluation

E. Further Discussion

VII. Summary Review & Discussion of Range of Development Alternatives

- **Working Group Meeting – Summary Report**
 - Sheriff/Jail Administration
 - County Administration
 - Court of Common Pleas General & Domestic Relations + Court of Appeals & Probate
 - Municipal Court
 - Prosecutor
 - Public Defender
 - Bar Association
 - City Administration (including Clerk)
 - County Clerk

Preliminary Projection of Needs for Alternative Development

- **Courts**
 - 53 Courtrooms
 - 25 Hearing Rooms/Other Litigation Spaces
 - 78 Total Litigation spaces for 99 Judicial Officers
 - 725,305 DGSF (*useable*) – Delta + 134,886 DGSF
 - 877,366 Building Gross Square Feet
- **Detention**
 - Rated Capacity 1,600 Beds; Operational Capacity 1,360 Beds with core to support 2,400 Beds
 - Direct Supervision w/Service Delivery at the Housing Units
 - Provision for County-Wide Central Booking
 - Enhanced Medical & Mental Health Services
 - 696,624 DGSF (*useable*) – Delta + 243,368 DGSF
 - 801,176 Building Gross Square Feet
- **Sheriff's Administration**
 - Relatively flat growth 3 -5% allowance for workstations in the future
 - 80,334 DGSF (*useable*) – Delta + 26,136 DGSF
 - 96,400 Building Gross Square Feet

Next Steps:

- **Individual User Group Reviews**
 - Courts & Related Agencies
 - Detention
 - Sheriff's Administration
- **Refine Program**
- **Freeze Program for Alternatives Analysis**
- **Final Refinement of Program to reflect preferred Alternative**

VII. Summary Review & Discussion of Range of Development Alternatives

In broad terms three major alternatives preliminarily identified ranging from Maximum Reuse to Full Replacement

1. Expand, Renovate or Replace Consolidated Justice Center in-place
2. Relocate Jail to a new site; Renovate or Replace Courts & Related Agencies in-place
3. Develop New Court & Jail facilities on New Site(s)

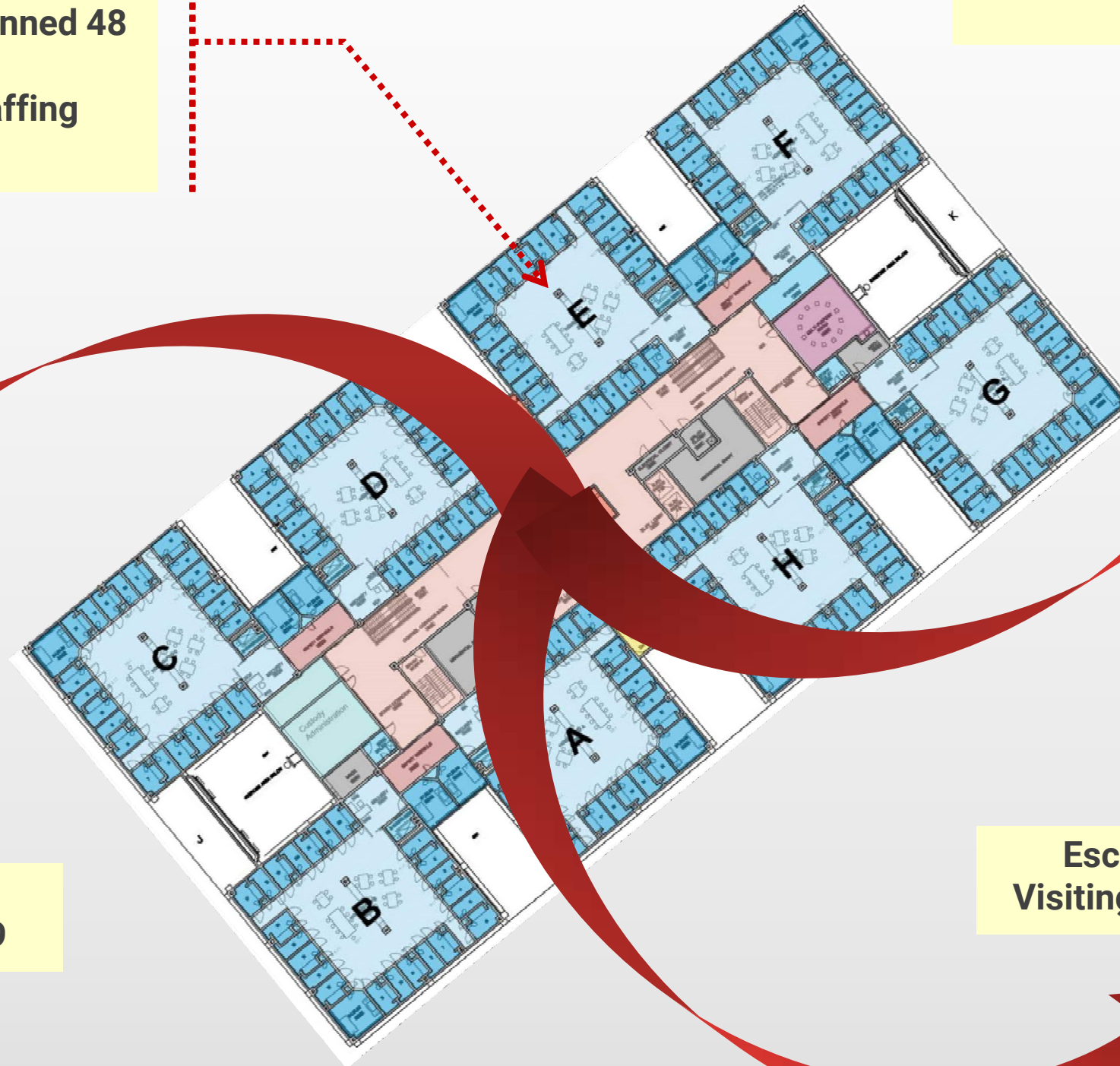
Common Elements to all Preliminary Alternatives

- Jail I must be replaced
 - Operationally inefficient – small housing units
 - Excessive inmate movement
 - Physical condition
 - Lack of program space on housing floors
 - Lack of facilities for attorney, family visiting
 - Lack of space/access for CBO programs
 - Inadequacy of support functions – Intake/Central Booking
- Jail II will require major renovations

Why Replace Jail I?

Typical General Population Unit
24 Cells/28 Beds vs. Planned 48
Bed Unit
Doubles Required Staffing
From 5.1 to 10.2

Escorted Movement to Medical
Floor 6



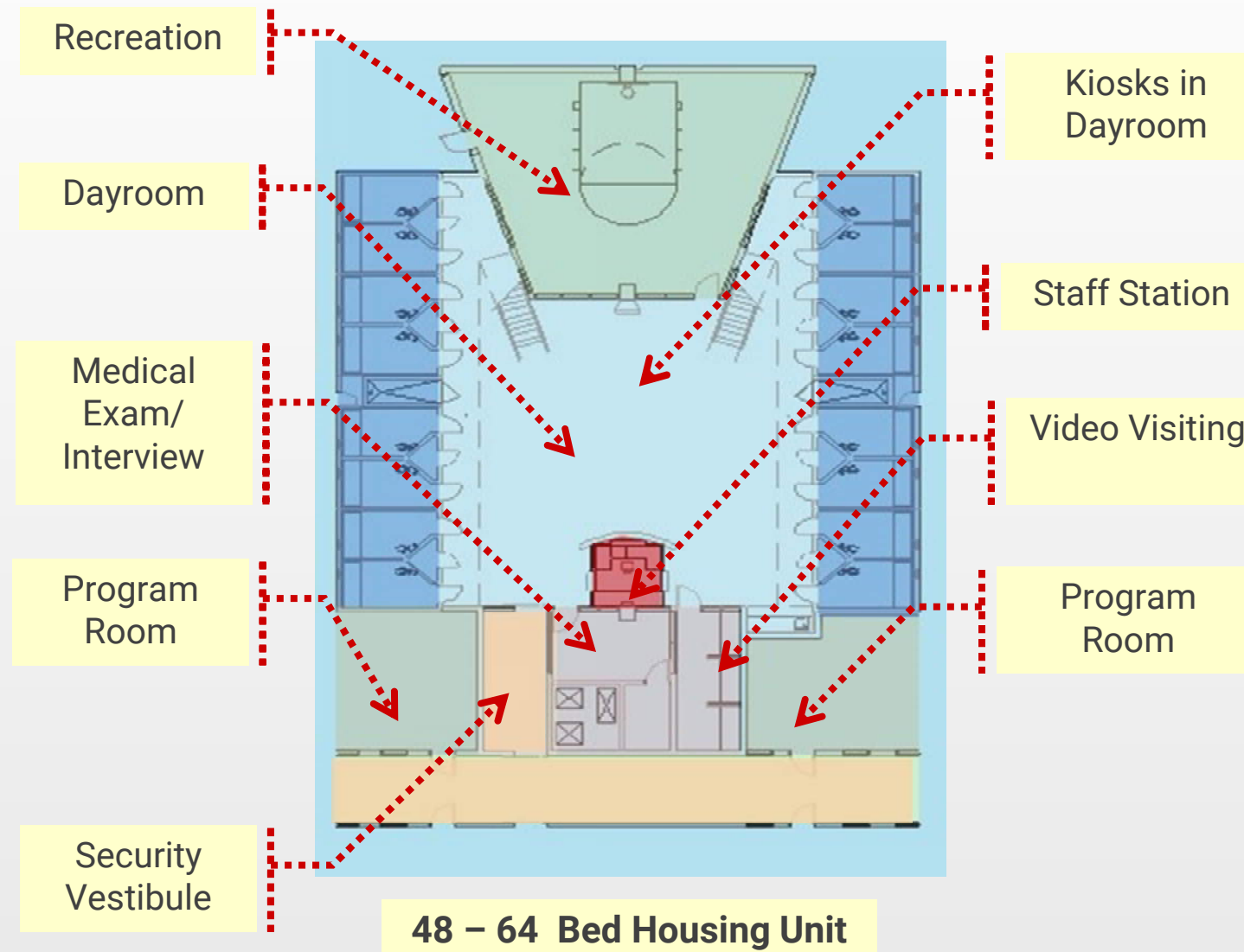
Escorted Movement to
Recreation on Floors 7 & 9

Escorted Movement to
Visiting/Court Floors 6, 7 & 9

Why Replace Jail I?

Service Delivery at the Housing Unit Results in Reduced Movement

- Commissary/ Medical Kiosks
- Decentralized Programming
- Recreation
- Medical Triage
- Dining
- Visiting



Are there Operational Savings Associated with Replacement?

Preliminary Analysis

*Based on Rated Capacity of 1,600 Beds, Operational Capacity 1,360 Beds +/-
Core Sized to Support 2,400*

- **Housing Staffing***
 - Jail I & II currently have 66 Housing Units staffed on a 24/7 basis:
 - 5.1 staff per housing unit with relief = 336.6 Correctional FTE's
 - Proposed program provides 41 Housing units staffed on a 24/7 basis:
 - 5.1 staff per housing unit with relief = 209.1 Correctional FTE's
- **Net Savings**
 - 5.1 staff per housing unit with relief = **(127.5)** Correctional FTE's
 - @ \$75,000 per position annual savings = **(\$9,562,500)**

**Estimated Savings assume that current staffing plan is adequate for operations and all positions filled;*

Are there Operational Savings Associated with Replacement?

Preliminary Analysis

*Based on Rated Capacity of 1,600 Beds, Operational Capacity 1,360 Beds +/-
Core Sized to Support 2,400*

- **Control Room Staffing***
 - Jail I has five floor control rooms staffed 24/7:
 - 5.1 staff per housing unit with relief = 25.5 Correctional FTE's
 - Jail I has one floor control rooms staffed 12/7:
 - 5.1 staff per housing unit with relief = 2.5 Correctional FTE's
 - Jail II has eight housing control rooms staffed 24/7
 - 5.1 staff per housing unit with relief = 40.8 Correctional FTE's
 - Proposed program is based on Main Control operating access at key security barriers remotely:
 - Net Savings
 - 5.1 staff per control room with relief = **(68.8) Correctional FTE's**
 - @ \$75,000 per position annual savings = **(\$5,160,000)**

**Estimated Savings assume that current staffing plan is adequate for operations and all positions filled;*

Are there Operational Savings Associated with Replacement?

Preliminary Analysis

*Based on Rated Capacity of 1,600 Beds, Operational Capacity 1,360 Beds +/-
Core Sized to Support 2,400*

- Housing Staffing Savings (\$ 9,562,500)
- Control Room Staffing Savings (\$ 5,160,000)
- Close Euclid & Bedford Jails (\$ 9,995,741)
- Out-County Placements (\$ 2,336,000)
- Initial Estimate Possible Savings* (\$27,058,500)

Estimated Debt Service

Tax Exempt Bonds	3.50%	4.00%
• \$700M Project Cost	\$ 39,455,000	\$ 41,955,000
• \$800M Project Cost	\$ 45,090,000	\$ 47,950,000

Preliminary estimate of savings equates to 56% to 68% of estimated annual debt service for total project

**Estimated Savings assume that current staffing plan is adequate for operations and all positions filled;*

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In broad terms three major alternatives preliminarily identified ranging from Maximum Reuse to Full Replacement

1. Expand, Renovate or Replace Consolidated Justice Center in-place
2. Relocate Jail to a new site; Renovate or Replace Courts & Related Agencies in-place
3. Develop New Court & Jail facilities on New Site(s)

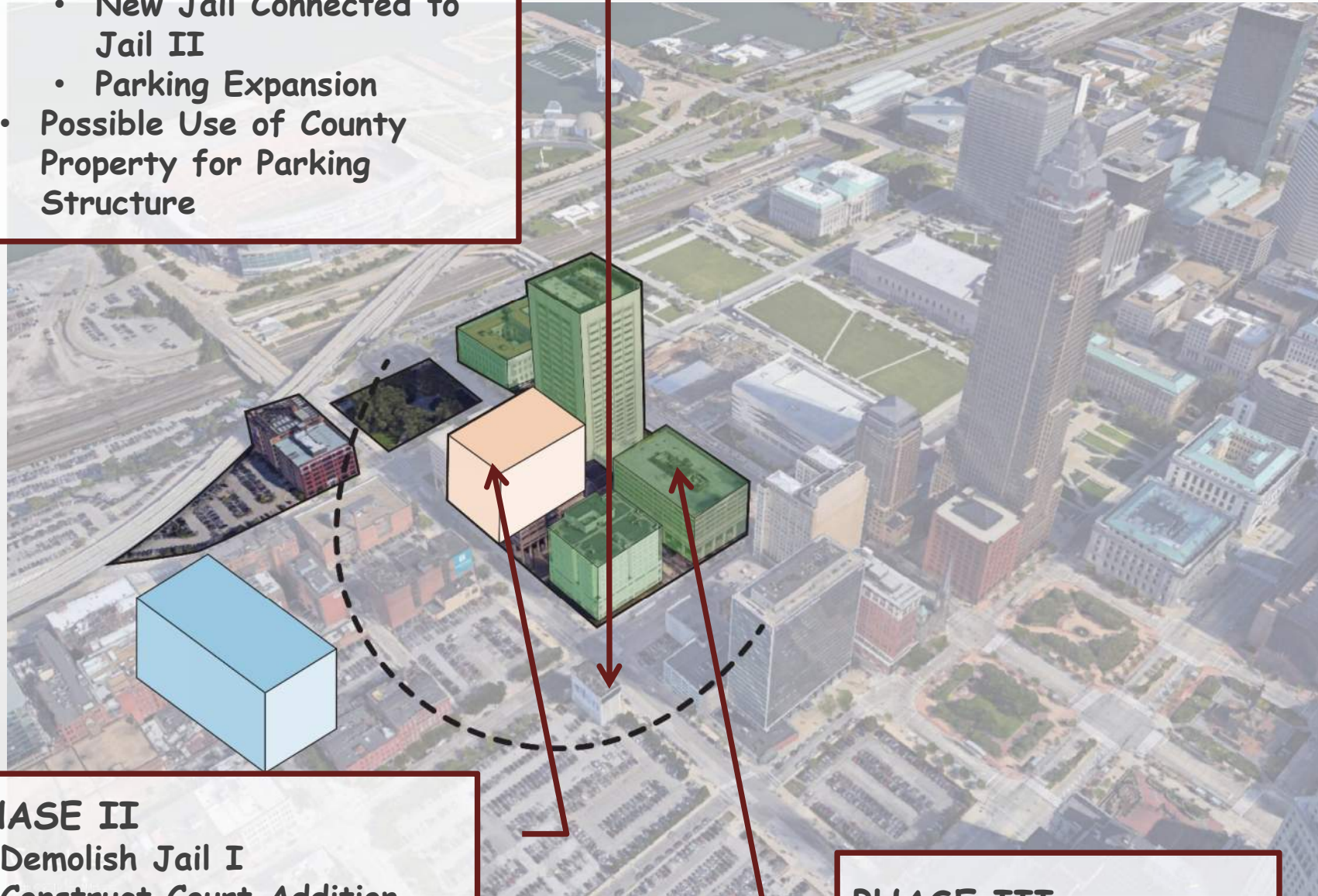
VII. Summary Review & Discussion of Range of Development Alternatives

- 1. Expand, Renovate or Replace Consolidated Justice Center in-place**
 - 1a – Maximum Reuse (*Jail II, Court Tower, PAB & Old Courthouse*) – Limited Courts Consolidation (*Domestic Relations Remains in Old Courthouse*)**
 - 1b – Maximum Reuse (*Jail II, Court Tower & PAB*) – Full Courts Consolidation**
 - 1c – Partial Reuse (*Jail II & Court Tower*)
Rebuild on Existing Site, Full Courts Consolidation**
 - 1d – Full Replacement**

1a – Maximum Reuse– Limited Courts Consolidation

PHASE I

- Acquire contiguous site
- Construct
 - New Jail Connected to Jail II
 - Parking Expansion
- Possible Use of County Property for Parking Structure



PHASE II

- Demolish Jail I
- Construct Court Addition (w/swing space for renovations)
- Phased Renovation of Jail II

PHASE III

- Phased Renovation
 - Court Tower
 - PAB
 - Old Courthouse

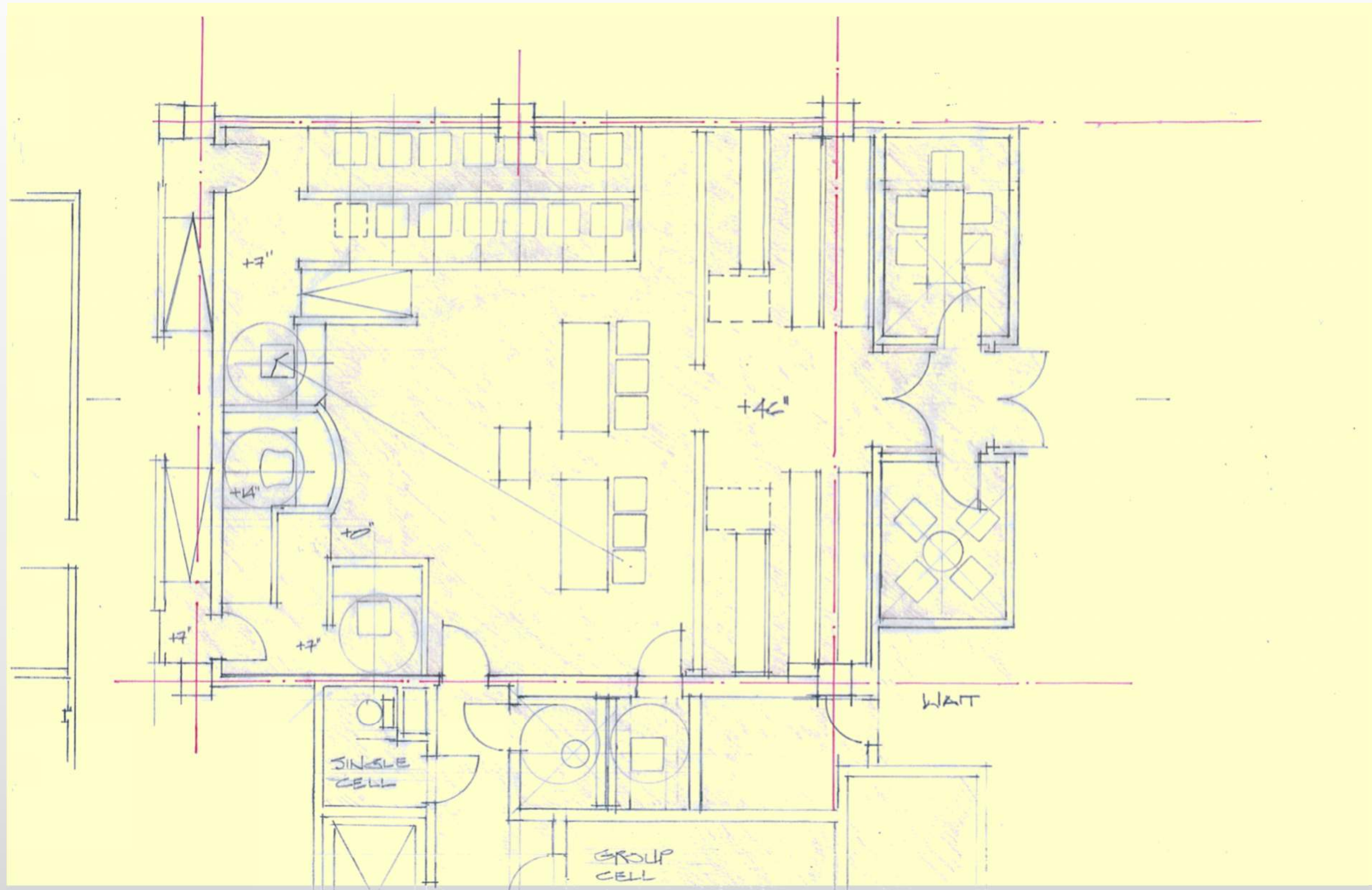
- + Jail I replacement reflects best practices & operational efficiency
- + Maintains Consolidated Justice Center /direct connection to Jail
- + Maintains courthouse on current site
- + Transit accessible

- Limited Site Options
- Site Limitations impact efficiency
- High-rise jail construction (incl. shell space)
- Disruption of Operations
- Programmatic compromises
- Domestic Relations remains in Old CH
- Courthouse cannot proceed until jail complete
- Longest Time to Occupancy

Potentially Highest Relative Cost \$\$\$\$\$

1a – Maximum Reuse– Limited Courts Consolidation

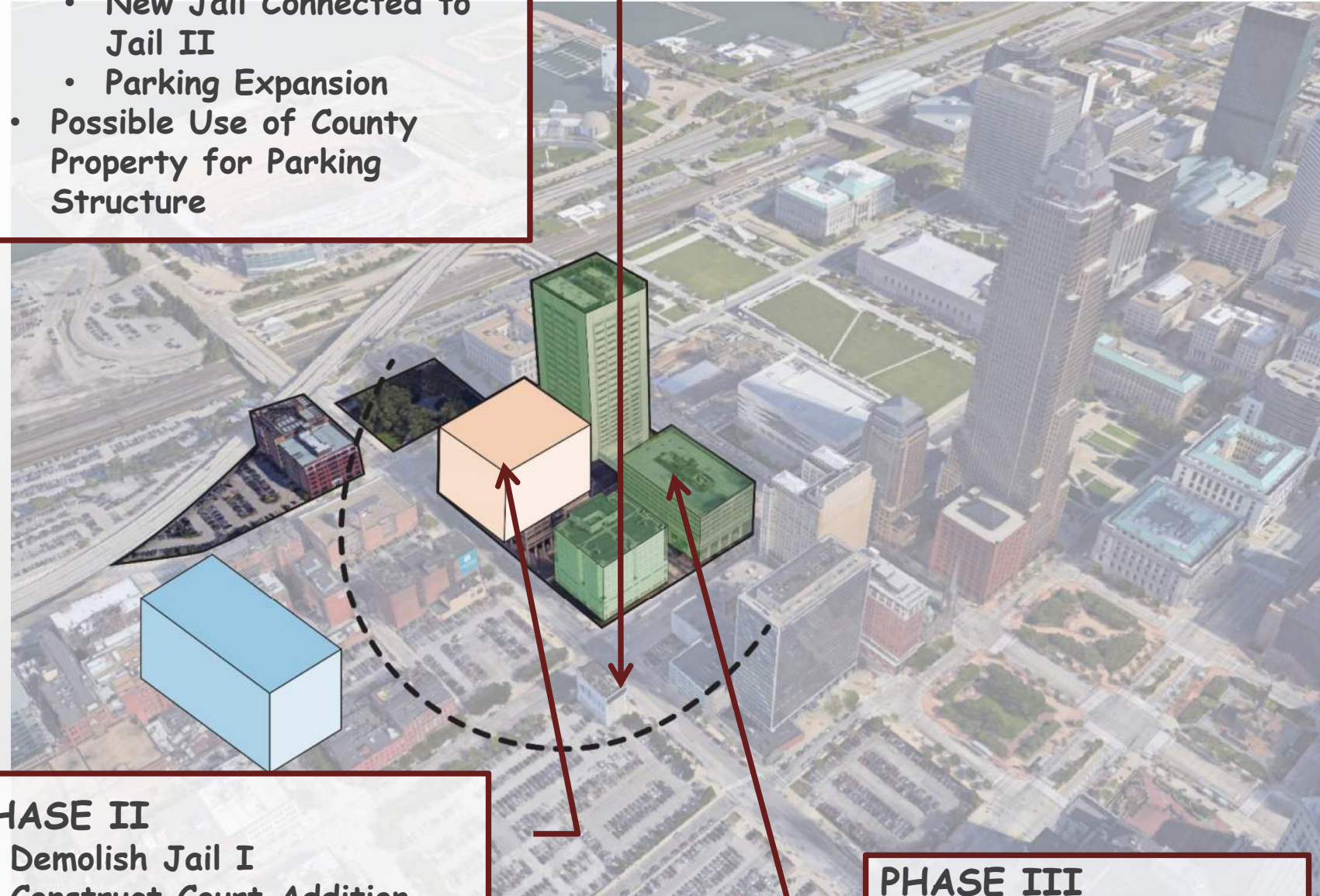
- Courtroom Study + Expanded Support



1b – Maximum Reuse – Full Courts Consolidation

PHASE I

- Acquire contiguous site
- Construct
 - New Jail Connected to Jail II
 - Parking Expansion
- Possible Use of County Property for Parking Structure



PHASE II

- Demolish Jail I
- Construct Court Addition (w/swing space for renovations)
- Phased Renovation of Jail II

PHASE III

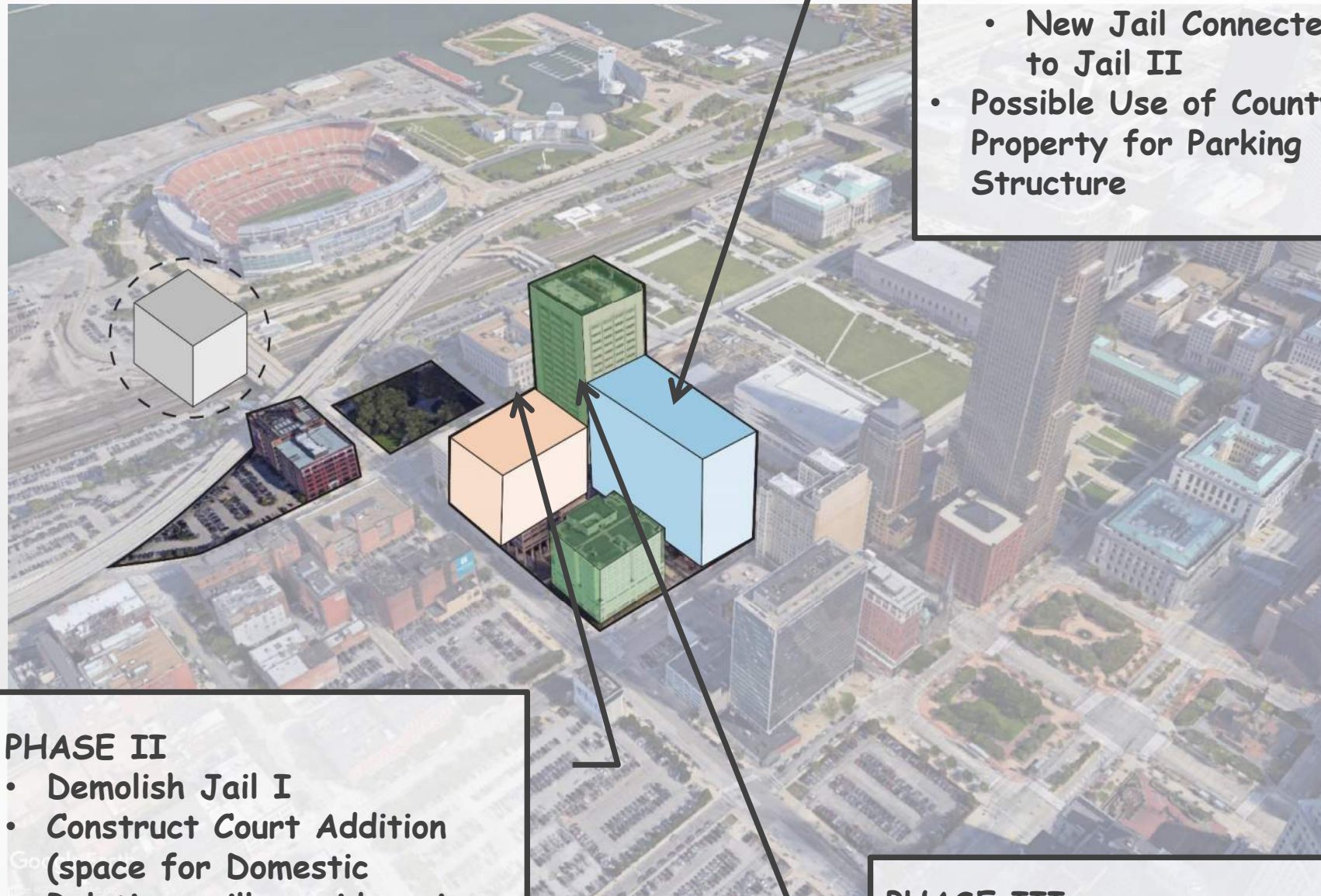
- Phased Renovation
 - Court Tower
 - PAB
- Domestic Relations vacates Old Courthouse

- + Jail I replacement reflects best practices & operational efficiency
- + Maintains Consolidated Justice Center /direct connection to Jail
- + Domestic Relations consolidated w/Justice Center
- + Maintains courthouse on current site
- + Transit accessible

- Limited Site Options
- Site Limitations impact efficiency
- High-rise jail construction (incl. shell space)
- Disruption of Operations
- Programmatic compromises
- Courthouse cannot proceed until jail complete
- Longest Time to Occupancy

Potentially Highest Relative Cost \$\$\$\$\$

1c – Partial Reuse - Rebuild on Existing Site, Full Courts Consolidation



PHASE I

- Demolish PAB
- Construct
 - New Jail Connected to Jail II
 - Possible Use of County Property for Parking Structure

PHASE II

- Demolish Jail I
- Construct Court Addition (space for Domestic Relations will provide swing space for renovations)
- Phased Renovation of Jail II

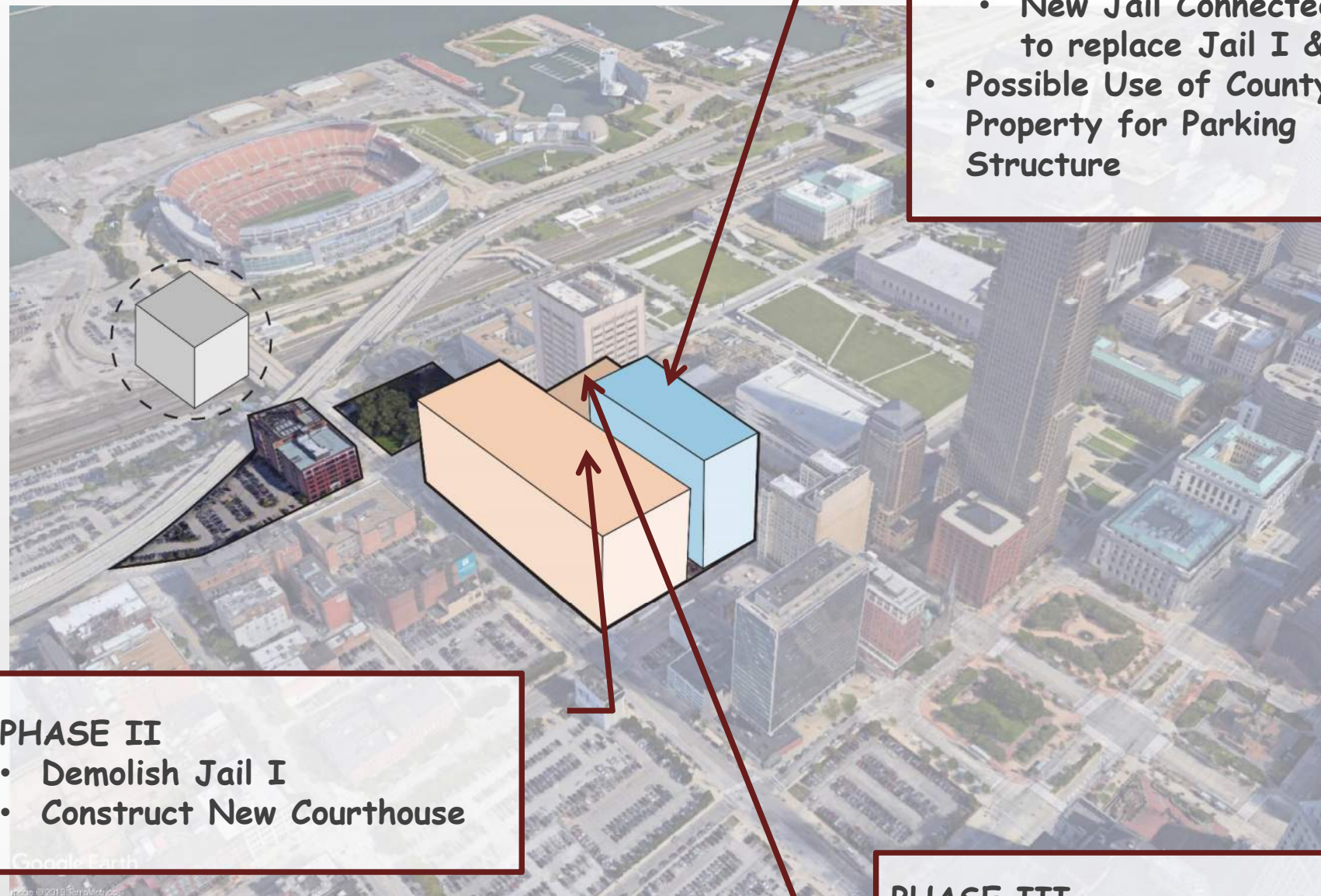
PHASE III

- Phased Renovation
 - Court Tower
 - Domestic Relations vacates Old Courthouse

- + No site acquisition required
- + Jail I replacement reflects best practices & operational efficiency
- + Maintains Consolidated Justice Center /direct connection to Jail
- + Domestic Relations consolidated w/Justice Center
- + Maintains courthouse on current site
- + Transit accessible
- Site Limitations impact efficiency
- High-rise jail construction (incl. shell space)
- Jail located on prominent urban boulevard – Ontario St & St. Clair Ave
- Disruption of Operations
- Programmatic compromises
- Courthouse cannot proceed until jail complete
- Longest Time to Occupancy

Potentially Highest Relative Cost \$\$\$\$\$

1d – Full Replacement



PHASE I

- Demolish PAB
- Construct
 - New Jail Connected to replace Jail I & II
- Possible Use of County Property for Parking Structure

PHASE II

- Demolish Jail I
- Construct New Courthouse

PHASE III

- Demolish Court Tower
- Construct Support Office space
- Construct New Lobby

- + No site acquisition required
- + Jail I & II replacement reflects best practices & operational efficiency
- + Maintains Consolidated Justice Center /direct connection to Jail
- + Domestic Relations consolidated w/Justice Center
- + Maintains courthouse on current site
- + Fully Program Compliant
- + Transit accessible

- Site Limitations impact efficiency
- High-rise jail construction (incl. shell space)
- Jail located on prominent urban boulevard – Ontario St & St. Clair Ave
- Disruption of Operations
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2. Relocate Jail to a new site; Renovate or Replace Courts & Related Agencies in-place

**2a – Relocate Jail to a new site,
Expand/Renovate Courts in-place**

**2b – Relocate Jail to a new site, Replace
Courthouse in-place**

2. Relocate Jail to a new site; Renovate or Replace Courts in-place

Philadelphia, PA – Juanita Kidd Justice Center & Curran-Fromhold Detention Center



2. Relocate Jail to a new site; Renovate or Replace Courts in-place



Existing Site
7 acres



Essex County Jail Newark, NJ
23 acres

What is the Potential Transportation Cost?

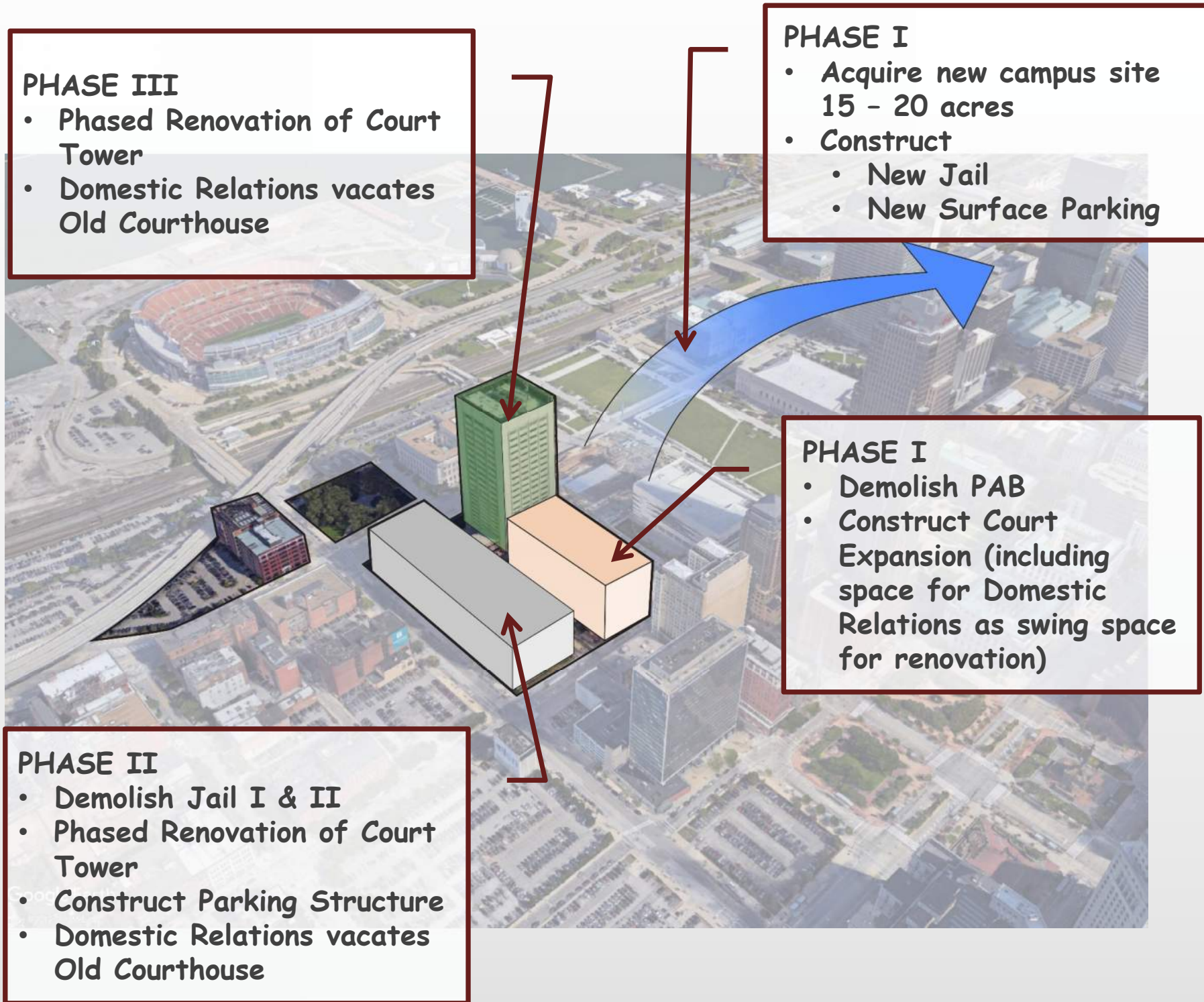
- Current Central Holding 5th Floor “Bull-pen” Staffing core staffing for Central Court Holding - **Current equivalent 8.4 FTE’s**
- At current levels 200 offenders per day would be transferred to Courthouse arriving before 8:00 am every day – *(NB: Transportation needs should be reduced with Diversion Initiatives, Central Booking & Pretrial Screening & with increased use of technology)*
- Potential Cost Impacts:
 - Jail Staging
 - Movement to Transport staging by floor rovers
 - 3 additional staff in transport loading/unloading & processing 1.5 shifts = 5.4 staff w/relief
 - Shared responsibilities in Intake/Central Booking @ 50%
 - **Net impact = 2.7 additional staff related to transportation**
 - **Annual Staffing Cost: \$202,500**
 - Bus Transport
 - Two over the road buses 60+ each w/dividers for keep separates;
 - Total of 4 staff 1.5 shifts; **6 staff relieved at 1.2 = 7.2 staff** *(also work Court Central holding and do other transports; may be some credit there depending on bullpen)*
 - **Annual Staffing Cost: \$540,000**

What is the Potential Transportation Cost?

- Potential Cost Impacts:
 - Vehicle Cost
 - Over the road bus \$600,000
 - Life say 20 year life based on age based replacement = \$30,000/year
 - 10 miles/day, 250 days/yr. @ \$2.00/mi = \$5,000
 - Annual Cost/Bus \$35,000
 - TOTAL ANNUAL COST
 - Central Holding Staff \$0
 - Intake/Transfer Staff \$ 202,500
 - Transport Staff \$ 540,000
 - Vehicle Cost \$ 70,000
 - TOTAL ANNUAL COST \$ 812,500*

- **Costs are similar whether by jail/corrections or Sheriff's Transportation Unit**
- **Final Organizational Decision by Sheriff – Consideration should be given to making Court transfer a jail/corrections responsibility – Rationale:**
 - Sole line of responsibility for getting people to court
 - Corrections staff are trained to deal with large groups of offenders
 - Corrections staff can perform other duties inside the jail & court holding;
 - Immediate availability of transport staff if transfer required;
 - Differing responsibilities – law enforcement vs. care & custody

2a. Relocate Jail to a new site; Expand & Renovate Courts in-place

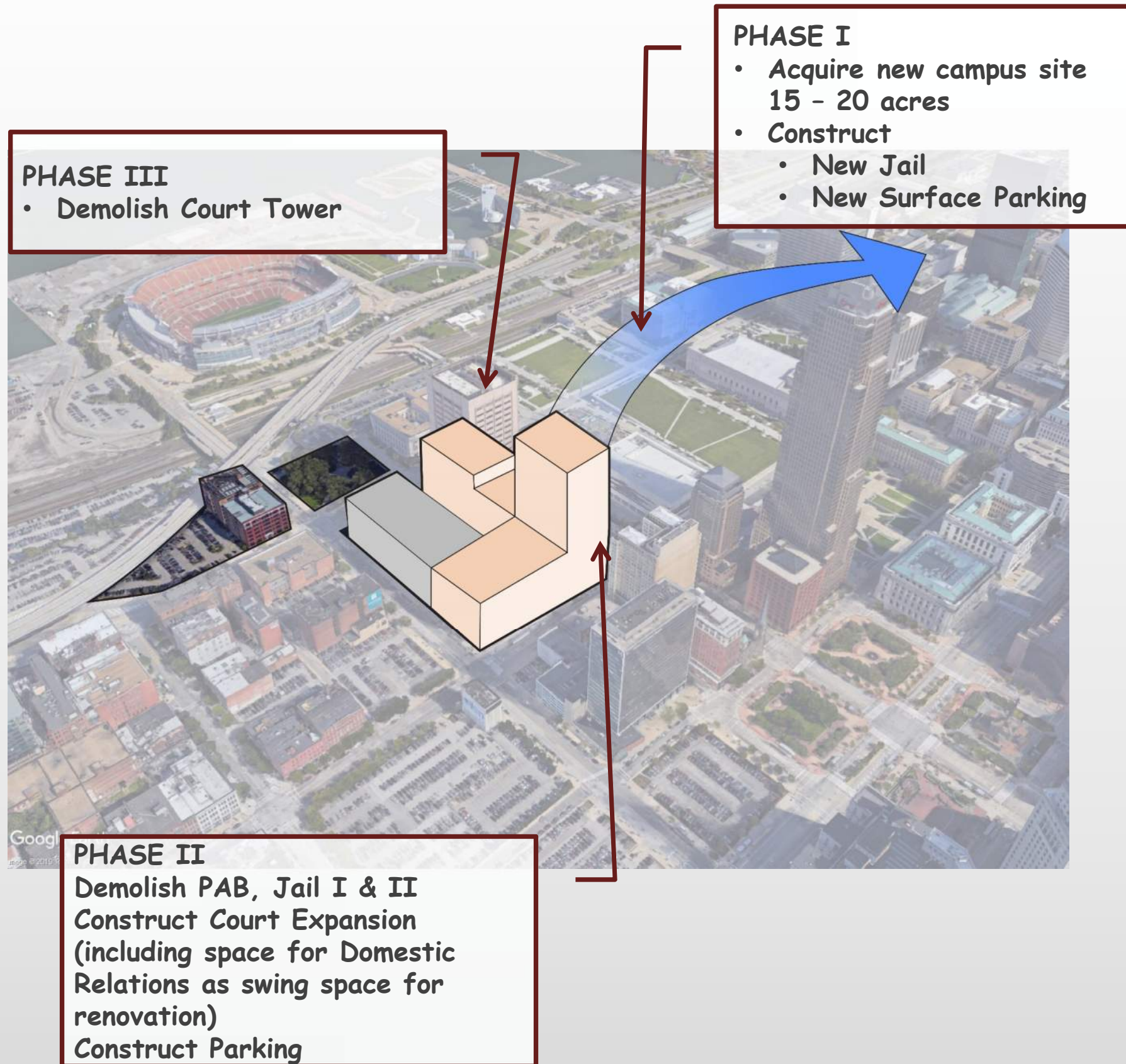


- + Jail I & II replacement reflects best practices & operational efficiency
- + Domestic Relations consolidated w/Justice Center
- + Maintains courthouse on current site
- + Allows future Jail Expansion w/o shell space
- + Courthouse can start concurrently with Jail
- + Opens site for expansion planning
- + Transit Accessibility

- Land Acquisition for new jail
- Eliminates Consolidated Justice Center
- Offender transportation costs and confidence in timely delivery
- Program compromises
- Potential disruption to operation of Courts Tower during construction
- Longer Time to Occupancy for courthouse

Potentially High Relative Cost **\$\$\$\$**

2b. Relocate Jail to a new site; Replace Courthouse in-place



- + Jail I & II replacement reflects best practices & operational efficiency
- + Domestic Relations consolidated w/Justice Center
- + Maintains courthouse on current site
- + Allows future Jail Expansion w/o shell space
- + Courthouse can start concurrently with Jail
- + Fully Program Compliant
- + Opens site for expansion planning
- + Transit Accessibility
- Land Acquisition for new jail
- Eliminates Consolidated Justice Center
- Offender transportation costs and confidence in timely delivery
- Potential disruption to operation of Courts Tower during construction
- Longer Time to Occupancy for courthouse
- Longest Time to Occupancy

Potentially High Relative Cost \$\$\$\$

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VII. Summary Review & Discussion of Range of Development Alternatives

3 - Develop New Court & Jail Facilities on New Site(s)

3a – New Courthouse & Jail on New Urban Site

3b – New Courthouse & Jail on New Campus Site

3c – New Courthouse on New Urban Site; New Jail on separate Campus Site

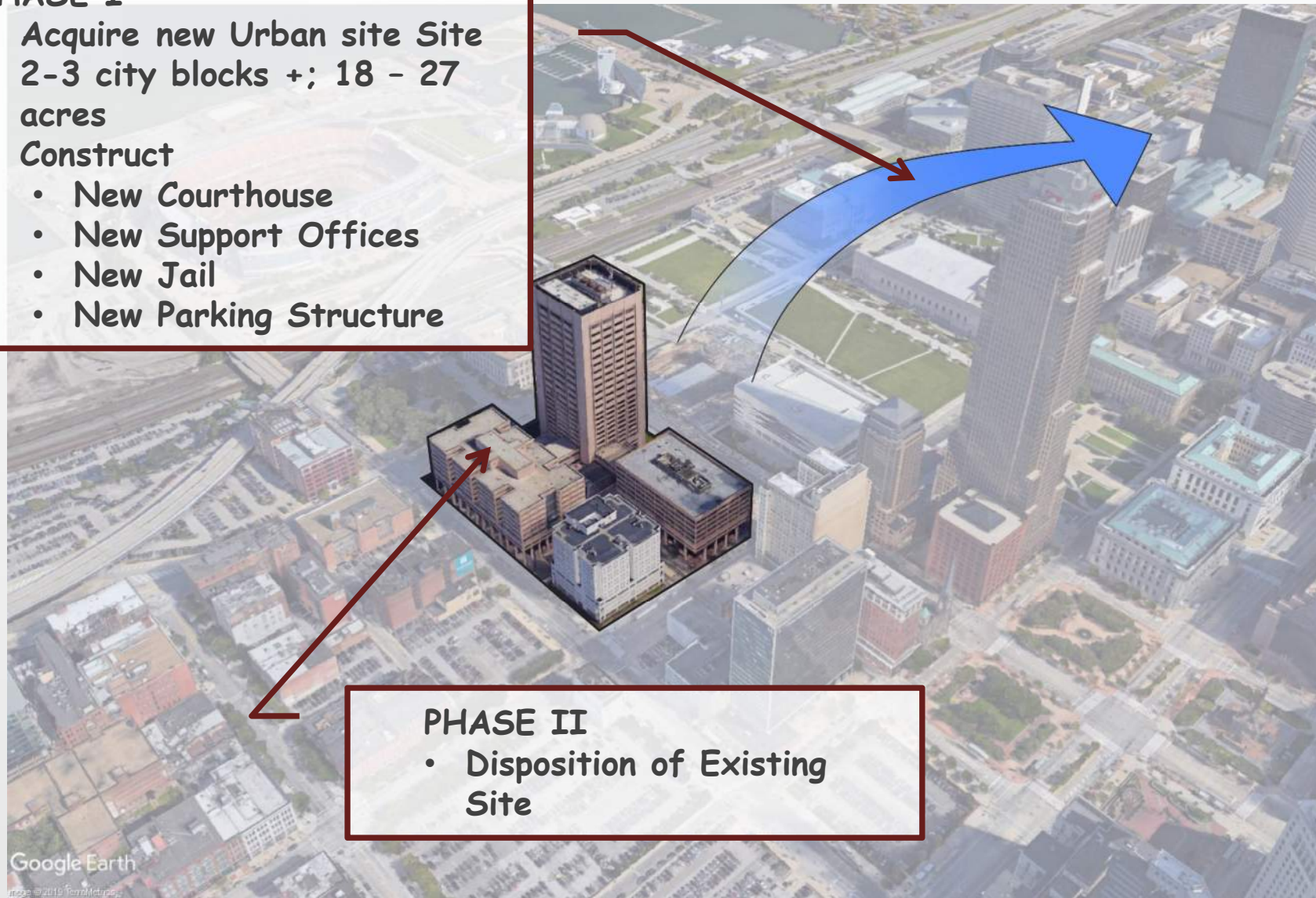
3a – New Jail & Courthouse on Urban Site (High Rise)

PHASE I

- Acquire new Urban site Site 2-3 city blocks +; 18 - 27 acres
- Construct
 - New Courthouse
 - New Support Offices
 - New Jail
 - New Parking Structure

PHASE II

- Disposition of Existing Site



- + Jail I & II replacement reflects best practices & operational efficiency
- + Domestic Relations consolidated w/Justice Center
- + Maintains Consolidated Justice Center in Downtown
- + Fully Program Compliant
- + Courthouse can start concurrently with Jail
- + Shortest time to occupancy for both courthouse and jail
- + Shortest time to Occupancy
- + Transit Accessibility

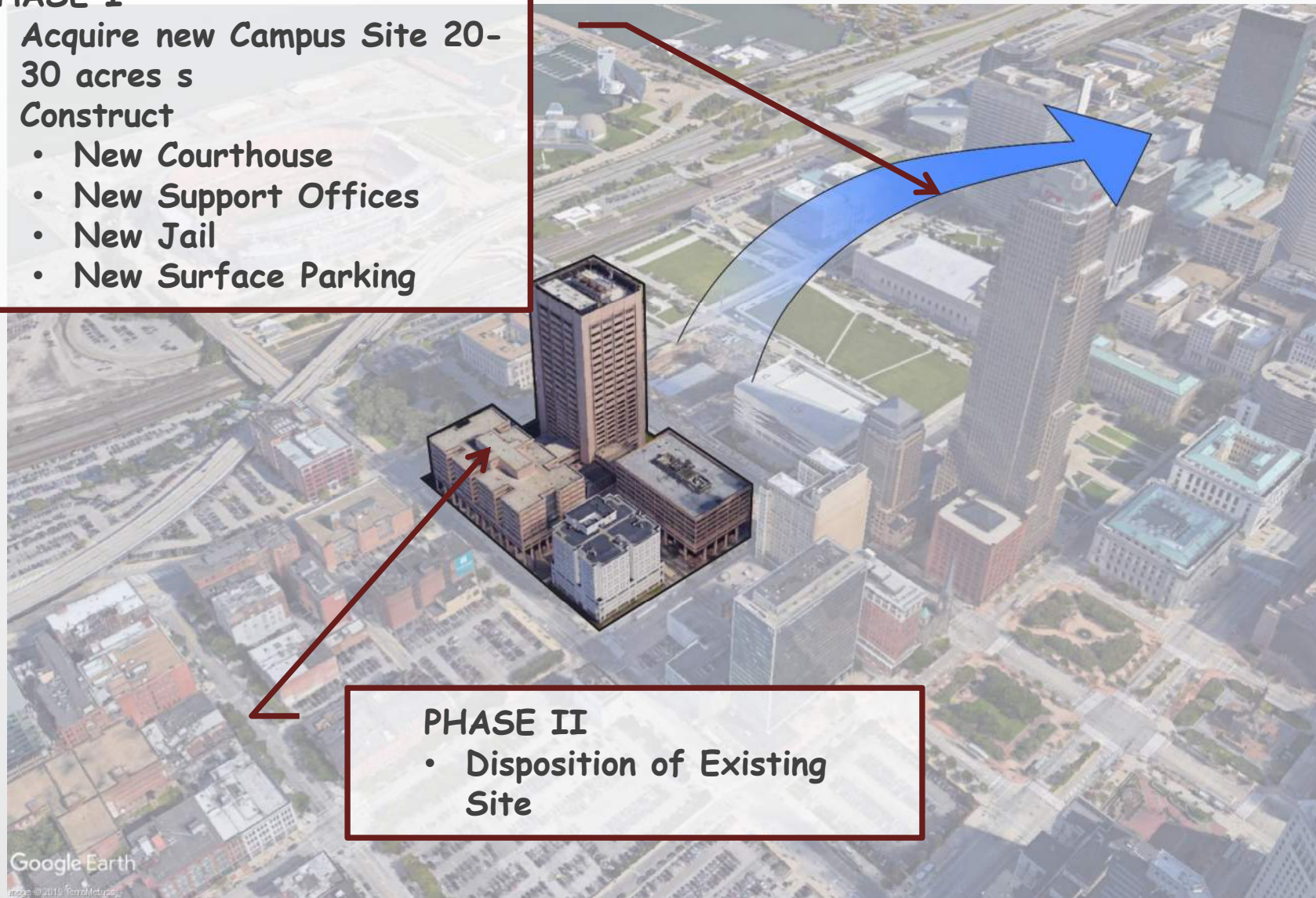
- Land Acquisition
- Relocation from existing site
- May require shell space for future expansion

Potentially Lower Range Relative Cost \$\$\$

3b – New Jail & Courthouse on Campus Site (Low Rise)

PHASE I

- Acquire new Campus Site 20-30 acres
- Construct
 - New Courthouse
 - New Support Offices
 - New Jail
 - New Surface Parking



PHASE II

- Disposition of Existing Site

- + Jail I & II replacement reflects best practices & operational efficiency
- + Domestic Relations consolidated w/Justice Center
- + Maintains Consolidated Justice Center
- + Fully Program Compliant
- + Courthouse can start concurrently with Jail
- + Shortest time to occupancy for both courthouse and jail
- + Ease of future jail expansion
- + Transit Accessibility

- Land Acquisition
- Relocation from existing site
- Increased distance from city center/current location

Potentially Lowest Range Relative Cost \$\$

3c–New Courthouse on Urban Site (Mid-Rise) ; New Jail on Campus Site (Low-Rise)



Existing Site
7 acres



Palm Beach Courthouse
West Palm Beach, FL 10.85 acres

3c–New Courthouse on Urban Site (Mid-Rise) ; New Jail on Campus Site (Low-Rise)

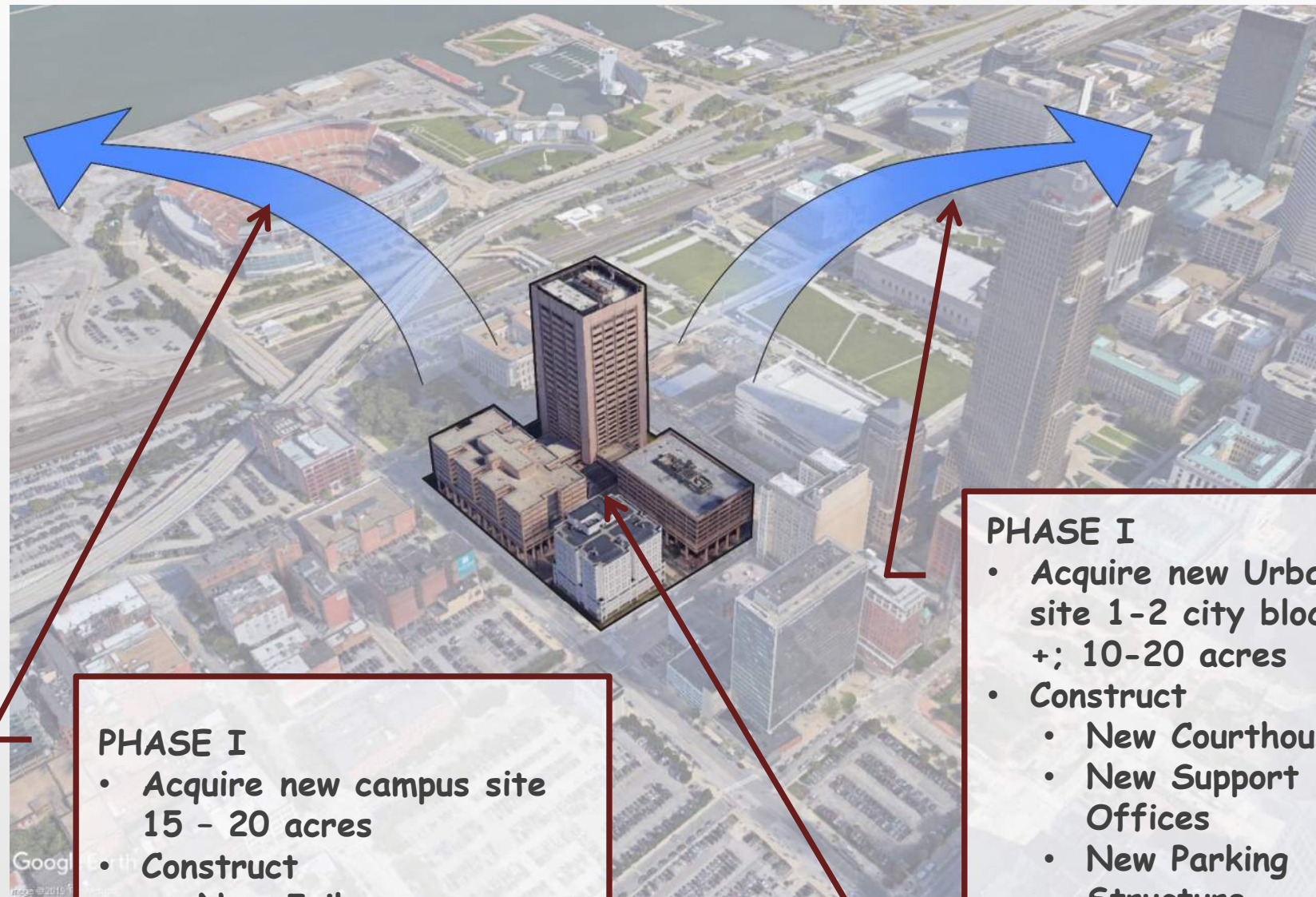


Existing Site
7 acres



Gov. George Deukmejian Courthouse
Long Beach, CA 10.5 acres

3c–New Courthouse on Urban Site (Mid-Rise) ; New Jail on Campus Site (Low-Rise)



PHASE I

- Acquire new campus site 15 - 20 acres
- Construct
 - New Jail
 - New Surface Parking

PHASE I

- Acquire new Urban site 1-2 city blocks +; 10-20 acres
- Construct
 - New Courthouse
 - New Support Offices
 - New Parking Structure

PHASE II

- Disposition of Existing Site

- + Jail I & II replacement reflects best practices & operational efficiency
- + Domestic Relations consolidated w/Justice Center
- + Fully Program Compliant
- + Courthouse can start concurrently with Jail
- + Maintains Courthouse in downtown/ proximate to current location
- + Shortest time to occupancy for both courthouse and jail
- + Ease of future jail expansion
- + Transit Accessibility
- Land Acquisition
- Eliminates Consolidated Justice Center
- Relocation from existing site?
- Offender transportation costs and confidence in timely delivery

Potentially Lowest Range Relative Cost \$\$

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Objective Criteria:

- Construction cost
- Project cost – soft costs, fees, land acquisition, off-site infrastructure, escalation, financing, contingencies, etc.
- Embodied costs for future expansion (potentially wasted dollars)
- Time to “relief” jail conditions
- Time to critical milestones, including completion
- Annual operational costs
- 30-year operational costs
- 30-year cost of ownership
- _____
- _____

Discussion – Possible Evaluative Criteria – Subjective

Locational

- Access to mass transit
- Family access
- Attorney access
- Emergency services
- Parking
- Compatibility with surrounding uses
- Equity & fairness
- Economic impact
- _____
- _____
- _____

Programmatic

- Program responsiveness
- Future expansion/adaptation
- Operational efficiency
- Flexibility
- Quality of environment
- Appropriateness of image
- Respect for citizenry
- Ease of public access to justice services
- _____
- _____
- _____

Developmental

- Site availability
- Complexity/impediments to development
- Construction impact on operations
- Potential for phased/incremental development
- Community support
- Potential for alternate delivery
- _____
- _____
- _____

- I. Call to Order
- II. Roll Call
- III. Housekeeping & Protocol
- IV. Purpose of Meeting; Review of Agenda
- V. Update: Status of Diversion Initiative & Proposed RFQ
- VI. Update: Status of Interim Central Booking & RFP
- VII. Summary Review & Discussion of Range of Development Alternatives & Initial Evaluative Criteria - *POLLING***
- VIII. Other Business
- IX. Public Comment
- X. Next Steps / Next Meetings
- XI. Adjournment

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VII. Other Business – Population Management Committee

- **Recommended Participation**

- Common Pleas General Division
- Municipal Court
- Prosecutor
- Law Department
- Public Defender
- Assigned Counsel Representatives
- Sheriff/Detention
- County Executive
- County Council
- Mayor's Office
- City Council
- City Police

- **Organizational Meeting January 22nd**

- Operating Protocol
- Workshop on Key Metrics
- Probable sources of data
- Staff Support
- Identify "Jail Expeditor"

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January 23rd	Determination – Shortlist of Alternatives for Detailed Evaluation
February 20th	Review Refined Alternatives/ Evaluative Criteria
March 19th	Further Refinement of Alternatives & Initial Comparative Evaluation
April 23rd	Discussion & Ranking of Alternatives
May 21st	Status Update
June 18th	Final Program & Master Plan

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Cuyahoga County Justice Center Master Plan

Executive Steering Committee
Meeting

December 18, 2019
8:30 AM

Discussion:

- Update: Diversion Initiative
- Update: Interim Central Booking
- Phase 5: Alternatives: Review & Discussion of Range of Development Alternatives



Westlake
Reed
Leskosky

In Association With:

