



Cuyahoga County Justice Center Master Plan

Executive Steering Committee Meeting 11.12.20

Due to the COVID-19 pandemic, this meeting is being conducted remotely, in accordance with HB 197. Interested parties may access the meeting via livestream by using the following link:

<http://council.cuyahogacounty.us/en-US/Streaming-Video-CMB.aspx>

Public Comment for this meeting may be submitted in writing via email to the following address either prior to or during the meeting:

steven.zannoni@aboutpmc.com

Comments relating to a particular Determination must be submitted no later than 7:30 a.m. on Thursday, November 12 to be read in advance of the Steering Committee's deliberation. Comments may also be submitted after that deadline or during the meeting and will be read during the Additional Public Comment segment.

Any comment must (1) be labeled to indicate the proposed Determination to which it applies (or if it is intended as an Additional Public Comment), (2) state the name of the commenter, and (3) be limited to 200 words.



Cuyahoga County Justice Center Master Plan

Executive Steering Committee Meeting

**November 12, 2020
9:00 AM**

**Determinations related to moving
forward with new Jail & Continuing
Planning for Courthouse**



Westlake
Reed
Leskosky

In Association With:



“ . . . to consider & adopt a series of determinations related to moving forward with new Jail & Continuing Planning for Courthouse to provide safe, humane & standards compliant jail capacity for Cuyahoga County including actions to limit future capacity needs . . . ”

- I. Call to Order**
- II. Roll Call**
- III. Housekeeping & Protocol**
- IV. Purpose of Meeting; Review of Agenda**

IV. Purpose of Meeting; Review of Agenda – The Determinations

Determination 1: *The Steering Committee determines that it is impractical to renovate or expand existing Jail I or Jail II, and that future jail planning should be limited to consideration of a new jail on a site outside of the Downtown Cleveland core with an initial rated capacity to be determined, but not to exceed 1600 beds, with flexibility for either reduction in initial size or future expansion to a maximum rated capacity of 2,400 beds.*

Determination 2: *The Steering Committee determines that the preferred remaining options for consideration are for a new jail on a separate site outside of the Downtown Cleveland core and new courthouse within the Downtown Cleveland core (labeled as Option 3C) or a new jail on a separate site and renovation/expansion of the courthouse on the current site (labeled as Option 2A). The Steering Committee determines that further consideration shall not be given to a new combined jail/courthouse facility. (Labeled as Options 3A and 3B).*

IV. Purpose of Meeting; Review of Agenda – The Determinations

Determination 3: *The Steering Committee determines that the proposed Siting Criteria for the new jail, as agreed to at the Steering Committee Meeting of November 12, 2020 is appropriate and that the County should proceed to identify and provide a comparative evaluation of potential sites.*

Determination 4: *The Steering Committee determines that the County should proceed with planning for the new stand-alone jail, including but not limited to the following steps:*

- 1. Initiate the Site exploration/selection process.*
- 2. Prepare and issue the RFQ for the jail Criteria Architect.*
- 3. Commence work on creation of a capital financing plan and structuring of required agreements with appropriate stakeholders.*

Concurrently, the Steering Committee shall continue and conclude initial planning for the courthouse to allow an informed decision regarding the most appropriate approach for meeting the current and future needs of the courts and related agencies.

- V. Reason for Acting Now – Cost of Further Delay**
- VI. Update on Diversion Initiative**
- VII. Update on Construction/Implementation of Interim Central Booking**
- VIII. Discussion of Population Management Initiatives & Potential Impact on Capacity for Planning**

IX. Review & Comparative Evaluation of Jail Options

Note: The Steering Committee previously adopted, for further evaluation, Options 2a (9-3), 3b (8-4) and 3c (12-0) – all based on a new low-rise jail outside of the downtown Cleveland core. Subsequently, Option 1b (1-11) was added for comparative analysis – Reuse of Jail II + expansion on adjacent site.

- a. Discussion of Potential reuse of existing facilities as a baseline for comparison:
 1. Reuse of Jails I & II
 2. Reuse of Jail II + New Remote Facility
 3. Reuse if Population is Reduced to an ADP \leq 1,000 Offenders
- b. Summary Review of Jail Program
- c. Option 2a, 3b, 3c (Jail Component Only): New campus Jail on a site outside of the Downtown Cleveland core
- d. Option 1b (Jail Component Only): New Facility to Replace Jail I Adjacent Justice Center, + reuse of Jail II
- e. Review and Comparative Evaluation of Jail Options – Subjective & Objective Criteria
- f. Review & discussion of Site Criteria related to Options 2a, 3b & 3c should the Steering Committee determine that the best course of action is a new jail on a new site.

- X. Determination 11.12.1 A New Jail on a New Site**
- XI. Determination 11.12.2 Courthouse Options Limited to New Site in Downtown Cleveland Core (3c) or Expansion & Renovation of the Existing Justice Center (2A)**
- XII. Determination 11.12.3 Approval of General Site Evaluation Criteria for New Jail Site**
- XIII. Determination 11.12.4 Initiate Planning Activities for Development of a New Jail and Complete Master Planning for Justice Center**
- XIV. Additional Public Comment**
- XV. Next Steps / Next Meeting**
- XVI. Adjournment**

- V. Reason for Acting Now – Cost of Further Delay**
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V. Reason for Acting Now – Cost of Further Delay

Analysis of Cost of Decision to Do Nothing or Retain Existing Facilities		
Required Upgrades from 2014 Study -2020 Dollars Jail I & II (Circa 1976 & 1995)		
Base Construction Cost - LIMITED UPGRADE (Excludes ADA, Full Renovation/Fixture Replacement, COVID-19 MEP, Functional Shortfalls)	\$ 105.20	M
Security Upgrade	\$ 25.00	M
COVID-19 MEP Upgrade - Added Costs	TBD	
Functional Shortfalls	N/A	
Cost Impact of Phased Renovation while Occupied 20%	\$ 26.04	M
TOTAL CONSTRUCTION COSTS - LIMITED UPGRADE	\$ 156.24	M
Project Costs (Contingencies, Fees, Added Security etc.) - 32.5%	\$ 50.78	M
TOTAL PROJECT COST LIMITED UPGRADE	\$ 207.02	M

Programmed Jail Projects 2020-2024 Capital Plan Submission				
<u>Building</u>	<u>Project</u>	<u>CIP year</u>	<u>Estimated \$</u>	<u>Status</u>
Jail 1 & 2	Jail Camera System Improvements	2019	\$ 305,900.00	In Construction/Installation phase
Jail 2	Kitchen Dishwashing Replacement	2020	\$ 779,289.00	Design Complete - Bid Preparation Phase
Jail 1	6th Floor Attorney Client Visitation Rooms	2020	\$ 235,515.31	Design Complete - Trades Scheduling
Jail 2	Code required Elevator modernization	2020	\$ 3,100,000.00	Design Complete - Bid in November
Jail 1	Housing Unit Column Repairs	2022	\$ 280,000.00	Field Investigation Complete
Unprogrammed Emerging Jail Infrastructure Needs				
<u>Building</u>	<u>Project</u>	<u>CIP year</u>	<u>Estimated \$</u>	<u>Status</u>
Jail 1	Failure of all Sanitary Sewer Waste Piping - Age	TBD	TBD	Evaluation - Deterioration of original cast iron is advanced.
Jail 1	Domestic Water Plan Replacement	TBD	TBD	Deterioration of Storage tanks is being evaluated.
Jail 1 & 2	Roof Replacement	TBD	TBD	Documented age based conditions will require roof replacement soon.
Jail 1 & 2	Housing Units/Cells Fixture Replacement	TBD	TBD	All fixtures are obsolete - will require replacement - parts are difficult.

V. Reason for Acting Now – Cost of Further Delay

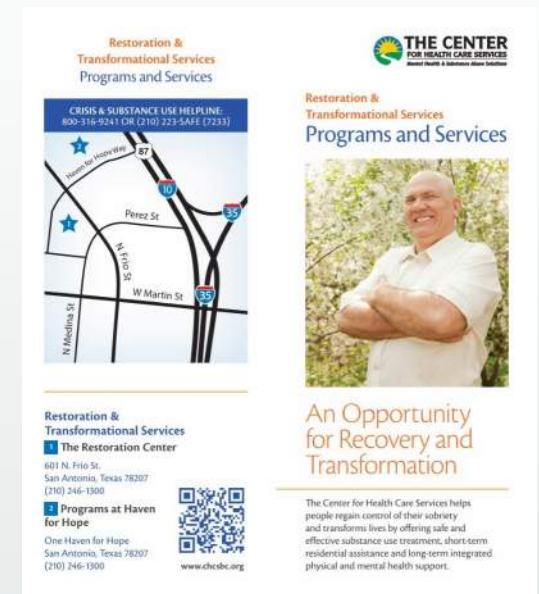
Analysis of Cost of Decision to Do Nothing or Retain Existing Facilities		
Equivalent Cost Full Upgrade Based on Recent Project - 2020 Dollars	\$ 253.28	M
Clark County, NV Full Phased renovation of circa 1984 Jail - No major programmatic space changes		
\$121.7M, 475,000 SF - Adjusted to 2020 & Cleveland = \$307/SF		
Cost Impact of Phased Renovation while Occupied 20%	Incl.	
TOTAL CONSTRUCTION COSTS	\$ 253.28	M
Project Costs (Contingencies, Fees, Added Security etc.) - 20% (D-B)	\$ 50.66	M
TOTAL PROJECT COST UPGRADE EXISTING	\$ 303.93	M
Estimated Annual Debt Service 30 Year Bond @ 3%	\$ 15.37	M
Estimated Equivalent Annual Capital Investment over 10 Year Period w/escalation	\$ 40.06	M
Estimated Time Frame for Full Upgrade at Capital Expenditure Level - \$5M/Yr	60	Yrs
Annual Escalation for Each Year Delay (New Construction 1,600 Beds)	\$ (29.98)	M
Unrealized Annual Operational Savings Each Year Delay	\$ (12.33)	M+
Cost of Continued Litigation	\$ (?????)	M+
Cost Comparison - New 1,600 Bed Jail on New Site		
Total Project Cost	\$ 499.61	M
Estimated Annual Debt Service 30 Year Bond @ 3%	\$ 25.27	M
Less Annual Debt Service Renovate/Upgrade Existing Facilities	\$ 15.37	M
Less Operational Savings	\$ 12.33	M
Net Added Cost to County	\$ (2.43)	M

**Annual
Cost of
do-nothing
>\$45M**

- V. Reason for Acting Now – Cost of Further Delay**
- VI. Update on Diversion Initiative**
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- VIII. Discussion of Population Management Initiatives & Potential Impact on Capacity for Planning**

VI. Update: Status of Diversion Initiative

- Diversion Solicitations General Framework
 - Focus on pre-arrest stage of persons in crisis
 - Crisis intervention training – all law enforcement officer within the county
 - 24-hour Call-in help line for law enforcement
 - Assessment and diversion center (CCADC) target population
 - Serious Mental Illness (SMI): up to 50 beds
 - SMI & Substance Abuse: up to 50 beds
 - Substance Abuse/Addiction: up to 50 beds
 - All capacities to be expandable
 - CCADC Diversion Operational Program
 - Treatment description for target population(s) served
 - Program-specific facility(ies)
 - Outcome goals supported by data collection & performance measures
 - Credentials & staffing plan
 - Operating costs
 - Funding sources
 - Collaborative partnerships



Virtual Tour of Bexar County, San Antonio TX "The Restoration Center" as a Model

VI. Update: Status of Diversion Initiative

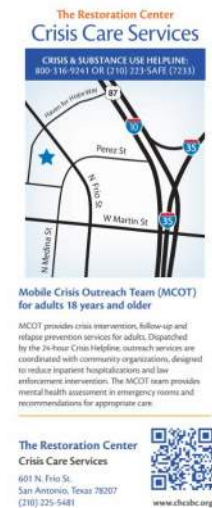
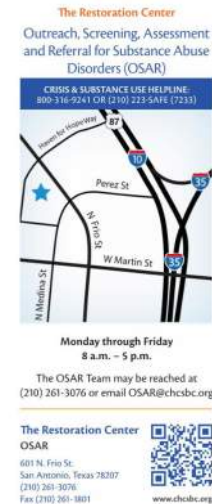
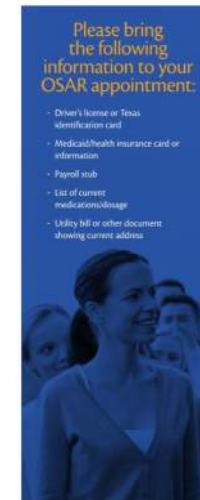
- Diversion Solicitation Goals:
 - Call-in help line for law enforcement
 - CIT training for law enforcement
 - Cuyahoga County Assessment and Diversion Center (CCADC) for SMI, SMI/SA, & SA/A (pre-arrest)
- RFI/RFP Activities & Status

	RFI	RFP-Original	RFP-Reissue
Issue Date	February 26, 2020	May 29, 2020	September 1, 2020
Submission Deadline	March 20, 2020	June 24, 2020	September 16, 2020
Respondents	<ol style="list-style-type: none"> ADAMHS Board of Cuyahoga County (aka Unified Response) <ul style="list-style-type: none"> Frontline Services Greater Cleveland Congregation MetroHealth System Ohio DMHAS Recovery Resources Stella Maris St. Vincent's Charity Medical Center United Way Cleveland Treatment Center, Inc Community Solutions National Alliance on Mental Illness Greater Cleveland Northern Ohio Recovery Association OhioGuidestone Oriana House Rockefeller Pointe St. Vincent's Charity Medical Center 	<ol style="list-style-type: none"> ADAMHS Board of Cuyahoga County <ul style="list-style-type: none"> Frontline Services MetroHealth Systems Recovery Resources Stella Maris St. Vincent's Charity Medical Center United Way of Greater Cleveland Cleveland Treatment Center Rockefeller Pointe 	<ol style="list-style-type: none"> ADAMHS Board of Cuyahoga County <ul style="list-style-type: none"> Frontline Services Orianna House LifeLong Transportation MetroHealth System <ul style="list-style-type: none"> Recovery Resources Rockefeller Pointe
Respondents Interviewed	N/A	<ol style="list-style-type: none"> ADAMHS Board Cleveland Treatment Center 	<ol style="list-style-type: none"> ADAMHS Board MetroHealth System
Status	N/A	<i>ADAMHS Board was top ranked; proposal withdrawn due to St. Vincent's Charity Medical Center's withdrawal from partnership</i>	Still in process

- County considering utilizing former Juvenile Facility for Diversion Capacity

VI. Update: Status of Diversion Initiative

- Bexar County Restoration Center Virtual Tour
 - Leadership at the highest level – pushed by the County Judge (equivalent to County Executive)
 - Initiated in 2003 – 18-year history of success
 - Initially conceived to reduce need for jail expansion projected at 1,000 beds by targeting diverting 30% of arrest from coming to jail
 - Jail population today the same as it was in 2003 – major community growth with no expansion of jail capacity
 - Police served as a foundation for LE buy-in in - emphasis was on improved services with reduced time for Law Enforcement re: Emergency Room Treatment
 - Restoration Center has multiple functions – Sobering Center, Medical Detoxification, Mental Health Crisis Stabilization, Injured Detainee Clinic, Call Center Hotline, Mobile Outreach Teams, Opioid Treatment Services



VI. Update: Status of Diversion Initiative

- Bexar County Restoration Center Virtual Tour
 - Critical aspect was county-wide Crisis Intervention Training for all Law Enforcement Officers; leading Crisis Intervention Training for every officer in the County
 - True community wide support – County, Cities, Law Enforcement, Health & Human services, Mental health providers
 - Operates as a Non-profit Agency that manages all behavioral health for Bexar County
 - Multiple funding sources – County, Medicaid, State
 - Robust integrated data base tied to all components within the Justice system
 - Linkages to longer term treatment centers and homeless shelters on adjacent site at Haven for Hope, an 1100 bed complex
 - Strong experienced Project Management team to oversee day to day operations

Restoration & Transformational Services Programs and Services

CRISIS & SUBSTANCE USE HELPLINE: 800-316-9241 OR (210) 223-SAFE (7233)

Restoration & Transformational Services
The Restoration Center
 601 N. Frio St.
 San Antonio, Texas 78207
 (210) 246-1300

Programs at Haven for Hope
 One Haven for Hope
 San Antonio, Texas 78207
 (210) 246-1300

www.chcbsc.org

THE CENTER FOR HEALTH CARE SERVICES
 Mental Health & Substance Abuse Services

Restoration & Transformational Services Programs and Services

An Opportunity for Recovery and Transformation

The Center for Health Care Services helps people regain control of their sobriety and transform lives by offering safe and effective substance use treatment, short-term residential assistance and long-term integrated physical and mental health support.

The Restoration Center Residential Detoxification (Detox)

CRISIS & SUBSTANCE USE HELPLINE: 800-316-9241 OR (210) 223-SAFE (7233)

Call our Admissions Line at: (210) 246-1300

The Restoration Center Residential Detoxification (Detox)
 601 N. Frio St.
 San Antonio, Texas 78207
 (210) 246-1300

www.chcbsc.org

THE CENTER FOR HEALTH CARE SERVICES
 Mental Health & Substance Abuse Services

The Restoration Center Residential Detoxification (Detox)

Safe Passage from Addiction to Recovery

A safe, clean detox is the second step to loosen the grip of drugs and alcohol. The first step comes from you: ask for help.

Of 2,358 people admitted to CHCS Detox in 2017, 1,906 were walk-ins (81%). The Detox facility is open for assessment 24 hours a day in the Restoration Center on 601 N. Frio.

VI. Update: Status of Diversion Initiative

- Bexar County Restoration Center Virtual Tour

Current videos may be viewed on our YouTube channel:

The Center for Health Care Services - Bexar County:

<https://www.youtube.com/channel/UCNEtcFN3gw7kyoY5FVjpEXA>.

1. Be a Hero for Children's Mental Health:
https://www.youtube.com/watch?v=nPiuo_oB3HA
2. Integrated Care Program:
<https://www.youtube.com/watch?v=do1wOhi0GM>
3. Restoration Center Virtual Tour:
https://www.youtube.com/watch?v=FD_wv49t01Q
4. 2016 Roll Call Video:
<https://www.youtube.com/watch?v=40bLg558nlq>
5. CHCS - We Are Hope!:
<https://www.youtube.com/watch?v=vglKm4pmoM8>
6. Mental Health & U:
<https://www.youtube.com/watch?v=ELvhfBWN39k>

Bexar County Sheriff's Office

<http://www.ksat.com/news/bcso-unit-dedicated-to-responding-to-calls-involving-the-mentally-ill>

Mental Health & You App
Brings Resources as Close as the Tip of Your Finger

HOPE ON YOUR PHONE
The Center for Health Care Services Foundation offers Mental Health and You (MHU), a full featured mobile resource informing people about mental illness and providing paths to wellness. MHU brings hope to smartphone users with a mental health "university" of knowledge for people affected by mental illness:

- Direct connection to crisis helplines
- Detailed information about prevalent mental health conditions
- Interactive resource directory to local, regional and national agencies that can help

The Restoration Center
Crisis Care Services

CRISIS & SUBSTANCE USE HELPLINE:
800-316-2741 / 682-7101 / 223-SAFE (7233)

Mobile Crisis Outreach Team (MCOT) for adults 18 years and older

MCOT provides crisis intervention, follow-up and relapse prevention services for adults. Dispatched by the 24-hour Crisis Helpline, outreach services are coordinated with community organizations, designed to reduce inpatient hospitalizations and law enforcement intervention. The MCOT team provides mental health assessment in emergency rooms and recommendations for appropriate care.

The Restoration Center
Crisis Care Services
601 N. Frio St.
San Antonio, Texas 78207
(210) 225-5481
www.chcbsc.org

THE CENTER FOR HEALTH CARE SERVICES
Mental Health & Substance Abuse Services

The Restoration Center
Crisis Care Services

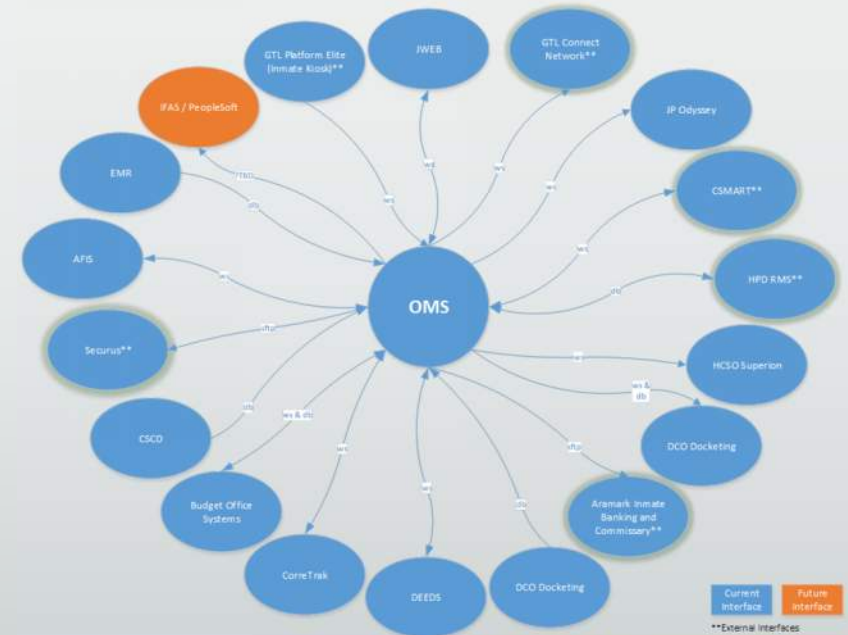
Mental Health Emergency? We can help.

If you are experiencing a psychiatric crisis, The Center for Health Care Services provides 24-hour Crisis Services at our walk-in center at 601 N. Frio, through our Crisis Helpline at (210) 223-SAFE (7233) and the Mobile Crisis Outreach Team (MCOT).

- V. Reason for Acting Now – Cost of Further Delay**
- VI. Update on Diversion Initiative**
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- VIII. Discussion of Population Management Initiatives & Potential Impact on Capacity for Planning**

VII. Update: Status of Interim Central Booking

- Discussion – Virtual Tour Harris County Joint Processing Center
 - Joint City/County and outlying municipalities processing center
 - Goals
 - Create an efficient process that is safe and fast.
 - Law Enforcement friendly
 - Ensure reentry and diversion is built into the total process and not just an added function separate from the process.
 - Reduce paper and reduce redundant data entry by staff and arresting officers.
 - Staffed by all agencies – District Attorney, Public Defender, Pre-Trial Services, Mental Health
 - 24/7 First Appearance Court
 - Computerized scheduling eliminates queuing – multiple activities can occur simultaneously
 - Jail Expeditor regularly reviews population to identify offenders for bail or release hearings
 - **Critical factor: Interface with computer systems of all agencies**



VII. Update: Status of Interim Central Booking

- Discussion – Virtual Tour Harris County Joint Processing Center

- Design Parameters:

- Meet the needs of the Criminal Court System – 3 courtrooms, 9 AFIS Machines, audio/video conferencing, temporary magistrate office for blood draw search warrants in the DWI testing area, DA & PD workrooms;
- Provide an open concept with natural light to facilitate a space that reduces stress which helps to reduce Use of Force Incidents, Suicide Attempts, and significantly reduces inmate and staff injuries;
- Provide quicker access to medical and mental health care and make the process and procedure more efficient;
- Meet the needs of the Public – video visitation, one-stop shop for both city and county bonding and fine payment windows with 24/7 access;

- Outcomes

- **Officer's return to street in under 30 minutes**
- **Reduced incidents and injuries**
- **Reduction in total capacity needs**

Intake



Diversion Desk in Intake



Booking and Classification



VII. Update: Status of Interim Central Booking

- Current Status
 - County is evaluating best approach to accommodating Central Booking on an Interim Basis in the existing Jail
 - Key Issue:

Convening a broad stakeholder group to work on operational policy and procedure is critical to the successful activation of Central Booking related to process, release mechanisms, inclusion of suburban courts etc.

Virtual Tour of Harris County, (Houston) TX, Central Booking Center as a model



Medical Screening



Booking and Classification



Booking



Booking and Classification - Medical Screening

- V. Reason for Acting Now – Cost of Further Delay**
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VIII. Discussion of Population Management Initiatives

- Population Management Workshop 10/25/20; Continued discussion at Steering Committee Meeting 10/1/20; Follow-up discussion 10/22/20
 - **Introduction and Overview**
 - **COVID-19 Impacts – A Road Map for the Future?**
 - What was done during COVID-19 to reduce the Jail population to just over 1,000, by each Stakeholder working together?
 - What of these actions are sustainable in the future?
 - What other major actions need to be undertaken? e.g.
 - What data is needed to facilitate population management on a daily basis? e.g.
 - Is the current peak in population a result of capacity in the courts & justice system due to COVID-19 and will it mediate in the future?
 - How will the development of a Diversion Programs, Central Booking & Population Management impact Jail Needs in the future?
 - **Prior Recommendations/Thoughts for the Future**
 - **Should planning continue based on the Steering Committee Determination of an initial Rated Capacity of 1,600 (equivalent Operational Capacity/Average Daily Population of 1,350) expandable to 2,400 beds (ADP of 2,040) or should the determination of capacity be reduced or increased?**

VIII. Discussion of Population Management Initiatives

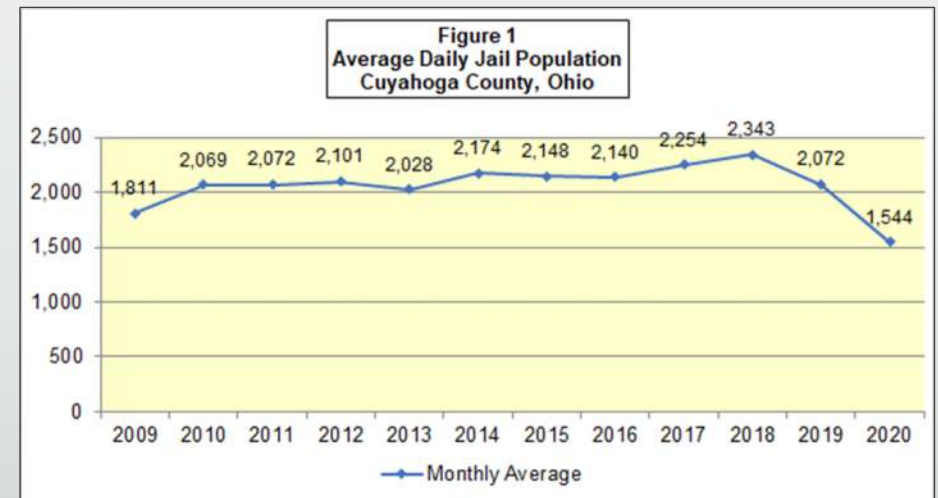
- Short-term impact of COVID-19 Jail Population Management Actions

Cuyahoga County Jail ADP

ADP Change Month-Month; High to Low

	ADP	Monthly Delta	Delta to High
October	1,976		
November	1,920	-2.92%	
December	1,928	0.41%	
January	2,055	6.18%	
February	1,999	-2.80%	-3%
March	1,604	-24.63%	-28%
April	1,014	-58.19%	-103%
May	1,049	3.34%	-96%

- Average daily population in the jail increased by 14.5% between 2009 and 2019, peaking at 2,343 average daily population in 2019.
- Since January 2020 average daily population in the jail decreased by 49%, going from 2,055 average population in January to 1,055 average daily population in May.



VIII. Discussion of Population Management Initiatives

- Short-term impact of COVID-19 Jail Population Management Actions

Action	Sustainable??
City Pre-trial Ramped up; Increased use of GPS; Bond Schedule, non-assuative offnces released immedatedly	YES
City Misdemeanents 2012-2014 ADP 200; 2015 125; 09/20 - ADP 52	YES
Charge & Release within 36 hours	YES
Bond-Out Immediately - Plea Form & Release	YES
Summons in lieu of arrest - any non-violent misdemeanor (with some exceptions)	YES
City Arrests down, but do not see drastic increase - Anticipated ADP	YES
Only Violent, Non-cooperative & Sex Offender Misdemeaners confined in detention	YES
Suspension of Grand Juries/Indictments	NO ?? Potential for Increased Direct Filing??
Refrained from Sentencing	NO ?? Sentencing Options??
Limit Prosecution of F5's (Current Backlog)	NO ?? Charge Reductions??
Suspension of Probation Habeus for Technical Violations	No ?? Options to reduce Jail Days??
Jail Video Hearings	YES
List to Bail Project for Effectuating Release	YES
Common Pleas suspension of bail cases court action	NO
Sentence Review/Early Release	YES
Continue weekly/daily Review of Potential Eligibility for Release	YES
Continue Weekly Jail Population Management Meetings	YES

Data being developed on impact of releases - % arrested for new offense while on ROR, low bond or other release mechanism;

Impact of ODRC Quarantine	Awaiting ODRC Transfer	Total ADP	% Total ADP
January	384	1,711	22.4%
February	339	1,758	19.3%
March	246	1,424	17.3%
April	178	903	19.7%
May	201	946	21.3%
June	226	1,010	22.4%
July	223	1,090	20.5%
August	203	1,262	16.1%
September	148	1,362	10.9%

VIII. Discussion of Population Management Initiatives

- What other actions can assist in Population Management & Reducing the Demand for Jail capacity in conjunction with MH Diversion & Central Booking?

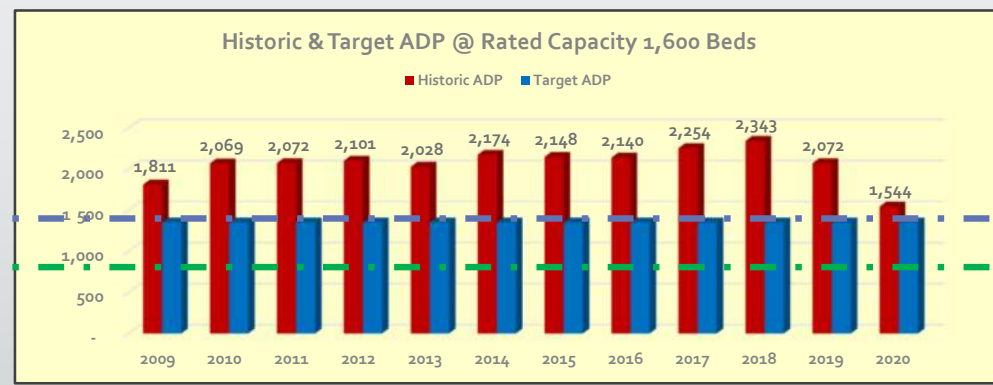
Action	Sustainable Impact??
Increased Crisis Intervention Training for Law Enforcement	YES
Implementation of Mental Health, Substance Abuse, Detox Diversion	YES
Implementation of Common Pleas Court Pretrial Diversion	YES
Extention of Common Pleas Court Pretrial Diversion to all Municipal Courts	YES
Central booking Charge/Bail Reduction; Pretrial Release 24/7 Appearance	YES
Unified Approach to Bail County-wide	Difficult to implement
Limitations on use of Cash Bail	Difficult to implement
Continue/Enhance Role of Coordinated Population Management Committee	YES
Continue/Enhance Role of Jail Expeditor	YES
Enhnce Data Collection and Reporting	YES

VIII. Discussion of Population Management Initiatives

Should planning continue based on the Steering Committee Determination of an initial Rated Capacity of 1,600 (equivalent Operational Capacity/Average Daily Population of 1,350) expandable to 2,400 beds (ADP of 2,040) or should the determination of capacity be reduced or increased?

Historic & Target ADP for Planning				@ 1,000 Beds	
	Historic ADP	Target ADP	% Reduction vs. Historic	Target ADP	% Reduction vs. Historic
2009	1,811	1,350	25.5%	1,000	44.8%
2010	2,069	1,350	34.8%	1,000	51.7%
2011	2,072	1,350	34.8%	1,000	51.7%
2012	2,101	1,350	35.7%	1,000	52.4%
2013	2,028	1,350	33.4%	1,000	50.7%
2014	2,174	1,350	37.9%	1,000	54.0%
2015	2,148	1,350	37.2%	1,000	53.4%
2016	2,140	1,350	36.9%	1,000	53.3%
2017	2,254	1,350	40.1%	1,000	55.6%
2018	2,343	1,350	42.4%	1,000	57.3%
2019	2,072	1,350	34.8%	1,000	51.7%
2020	1,544	1,350	12.6%	1,000	35.2%

1,350
1,000



IX. Review & Comparative Evaluation of Jail Options

Note: The Steering Committee previously adopted, for further evaluation, Options 2a (9-3), 3b (8-4) and 3c (12-0) – all based on a new low-rise jail outside of the downtown Cleveland core. Subsequently, Option 1b (1-11) was added for comparative analysis – Reuse of Jail II + expansion on adjacent site.

- a. Discussion of Potential reuse of existing facilities as a baseline for comparison:**
 - a. Reuse of Jails I & II**
 - b. Reuse of Jail II + New Remote Facility**
 - c. Reuse if Population is Reduced to an ADP \leq 1,000 Offenders**
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- c. Option 2a, 3b, 3c (Jail Component Only): New campus Jail on a site outside of the Downtown Cleveland Central Business District
- d. Option 1b (Jail Component Only): New Facility to Replace Jail I Adjacent Justice Center, + Reuse of Jail II
- e. Review and Comparative Evaluation of Jail Options – Subjective & Objective Criteria
- f. Review & discussion of Site Criteria related to Options 2a, 3b & 3c should the Steering Committee determine that the best course of action is a new jail on a new site.

Continued Use of Jail I & Jail II

Based on efforts to reduce the jail population in response to the COVID-19 Pandemic a question has been raised regarding the feasibility of renovating and reusing Jail I & Jail II in lieu of replacement.

Key Issues for consideration include:

- Physical Condition & Renovation/Upgrade Costs
- Functional Shortfalls
- Operational & Staffing Impacts
- Implementation Strategy

IX.a. Reuse of Jails I & II - Physical Condition & Renovation Costs

Comparison based on Renovating to meet 20 - 30 yr life cycle

▪ Detailed Facility Assessment Completed in 2014

- Jail I required investment = 47% of present value
- Jail II required investment = 23% of present value
- Total cost of renovations estimated at = \$ 74.17 M in 2014 Dollars
- **Current escalated cost at 6%/annum = \$105.2 M**

▪ Additional Cost Considerations

- Complete update of security controls, cameras & technology = \$ 25.0 M
- Functional Shortfalls = \$ 20.0 M – \$ 30.0 M+
- More extensive upgrade of Mechanical system re: COVID-19 = TBD+
- HazMAT (if present) = TBD+
- Cost impact of renovating while occupied 15% - 25% (say 20%) = \$ 30.0 M - \$ 32.0 M
- **Total Additional Cost Considerations = \$ 75.0 M - \$ 87.0 M+**

▪ Project Costs – Higher for Renovations

- Contingencies, Fees etc. 30% - 35% (say 32.5%%) = \$ 58.6M - \$ 62.5 M
- Total Cost Physical Conditions/Renovation Costs = \$238.8 M+ – \$254.7 M+
- **Full Renovation from Similar Project = \$303.93 M**

IX.a. Reuse of Jails I & II - Physical Condition & Renovation Costs

Comparison based on Renovating to meet 20 - 30 yr life cycle

- **Detailed Facility Assessment Completed in 2014**
 - Jail I required investment = 47% of present value
 - Jail II required investment = 23% of present value
 - Total cost of renovations estimated at = \$ 74.17 M in 2014 Dollars
 - **Current escalated cost at 6%/annum = \$105.2 M**
- **Additional Cost Considerations**
 - Complete update of security controls, cameras & technology = \$ 25.0 M
 - Functional Shortfalls = \$ 20.0 M – \$ 30.0 M+
 - More extensive upgrade of Mechanical system re: COVID-19 = TBD+
 - HazMAT (if present) = TBD+
 - Cost impact of renovating while occupied 15% - 25% (say 20%) = \$ 30.0 M - \$ 32.0 M
 - **Total Additional Cost Considerations = \$ 75.0 M - \$ 87.0 M+**
- **Project Costs – Higher for Renovations**
- **Contingencies, Fees etc. 30% - 35% (say 32.5%%) = \$ 58.6M - \$ 62.5 M**
- **Total Cost Physical Conditions/Renovation Costs = \$238.8 M+ – \$254.7 M+**

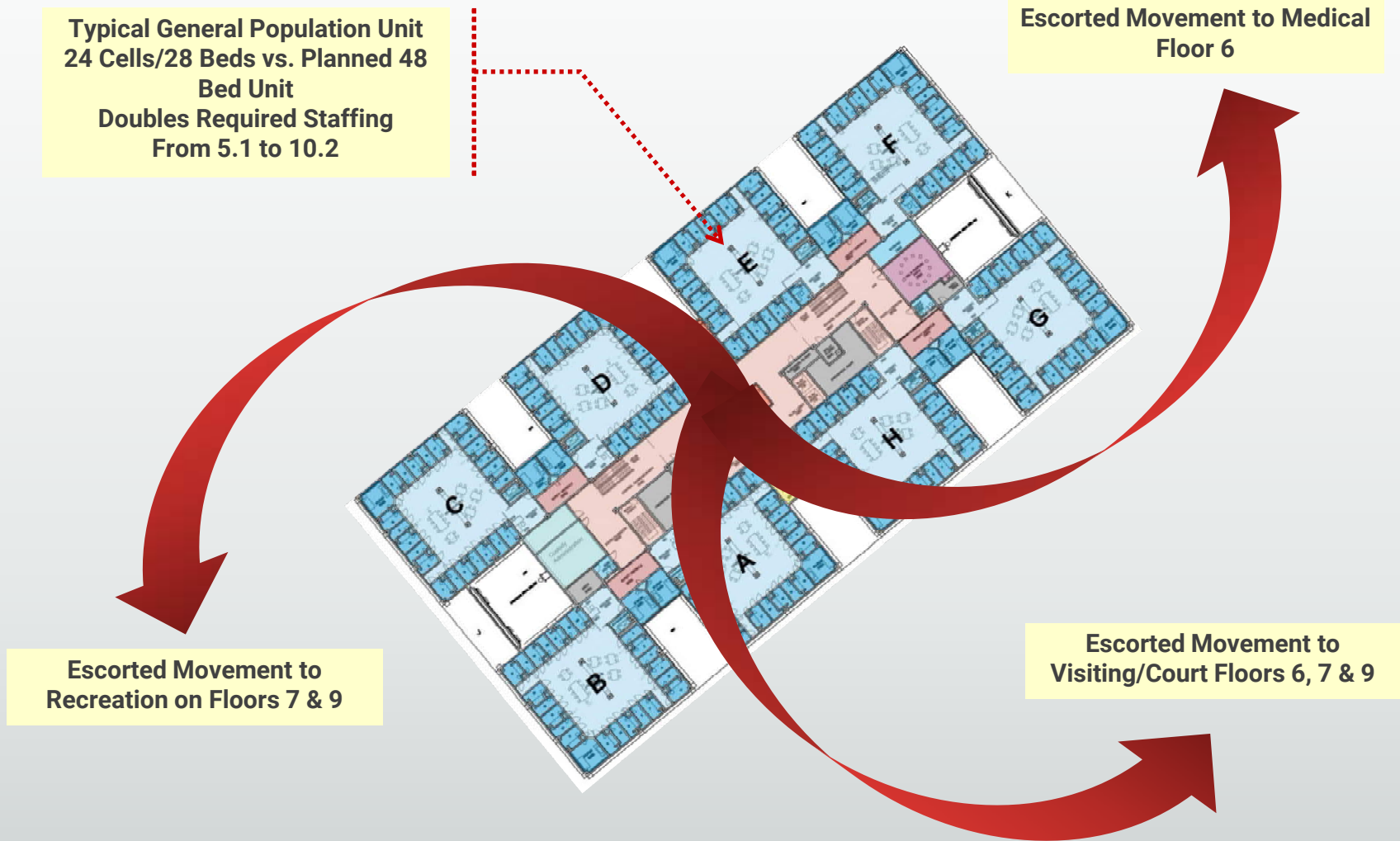
IX.a. Reuse of Jails I & II - Functional Shortfalls

Based on Comparison to Replacement Program to Standards/Best Practices

- **Central Booking**
 - Current Renovation 30,000 SF vs. Programmed Need 49,000 SF
 - ODRC approval based on Interim/Temporary Use
- **Food Service**
 - 2011 renovation adapted portion of 1st floor of Jail I; To meet needs additional storage has been added in basement; Current Area 17,300 SF vs. Programmed Need 30,000 SF
- **Medical/Mental Health**
 - 1995 Renovation of 6th & 7th floors;
 - 267 Medical/Mental Health Beds vs. Programmed need of 504 -592 Beds
 - 11,892 SF of Clinic space vs. Programmed Need 15,561 SF
- **Central Court Holding**
 - Configuration does not provide adequate capacity, supervision or separation of offenders
- **Housing Capacity**
 - **ODRC Rated Capacity of Jail I & II is 1,349** (*excl. Jail II 4th floor*); **Operational Capacity at 85% = 1,146**
 - Capacity may be reduced if renovations undertaken to incorporate additional medical/MH Beds
 - Actions taken during COVID-19 reduced population to less than 1,014 in April, 2020; however population now is 1,400 +/-
 - Adequacy of capacity is function of successful continued Population Management Initiatives – no flexibility for future expansion if needed;

IX.a. Reuse of Jails I & II - Operational & Staffing Implications

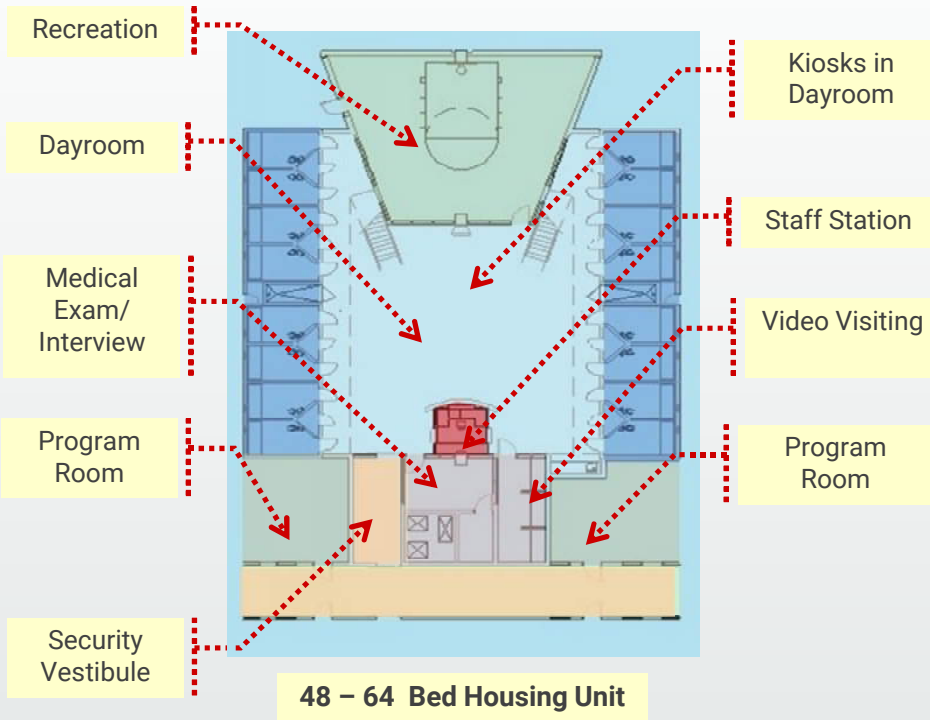
Based on Comparison of Existing to Proposed Program based on Best Practices



IX.a. Reuse of Jails I & II - Operational & Staffing Implications

Based on Comparison of Existing to Proposed Program based on Best Practices

- Service Delivery at the Housing Unit Results in Reduced Movement
- Commissary/Medical Kiosks
- Decentralized Programming
- Recreation
- Medical Triage
- Dining
- Visiting



IX.a. Reuse of Jails I & II - Operational & Staffing Implications

Based on Comparison of Existing to Proposed Program based on Best Practices

- **Housing Staffing – Best Practice/Current operations Direct Supervision - 24-hour staffing of all housing units**
 - ODRC Standards allow units of 48 – 60 offenders; Current Jail I Housing Units are 24 – 29 beds – *effectively doubling staffing requirements*
 - Currently there are 66 Housing pods requiring 336.6 correctional FTE’s
 - Proposed Program includes 41 Housing pods requiring 209.1 correctional FTE’s
 - **Net Unrealized Savings** (127.5) correctional FTE’s or (\$9.562 M/yr)
 - **@ \$75,000/yr**

- **Control Rooms**
 - Jail I & II have a total of 14 housing control rooms
 - Proposed Program would have a single master control with no additional fixed housing posts
 - Current housing control room staffing 68.8 correctional FTE’s
 - **Net Unrealized Savings** (68.8) correctional FTE’s or (\$5.16 M/yr)*
 - **@ \$75,000/yr**

** Savings could be realized if Security upgrade allows Housing Control rooms in Jail I & II to be abandoned*

- **Centralized Programs & Services**
 - Requires additional staff – and staffing shortfalls limit access to programs & services
 - **Net Unrealized Savings** **Not Estimated at this time**

- **Court Transport**
 - Reuse would eliminate need for transport to Court from remote site
 - **Net Savings** \$812,500/yr

- **Closing Euclid & Bedford Jails & Ending Out-of-County Placements**
 - Reuse would eliminate need for transport to Court from remote site
 - **Net Savings** (assuming population managed @ < 1,400 offenders) \$12.33 M/yr* ** Savings already realized*

IX.a. Reuse of Jails I & II - Implementation Considerations

Other Factors to consider in to New Construction

- Cost Impact of working in occupied facilities
- Extended Schedule/Escalation
- Unknown Existing Conditions
- Cost for increased security during construction
- Potential cost for interim housing resources & transportation

IX.a. Reuse of Jails I & II – Summary of Findings

- Full Renovation without functional improvements - **Project Costs in excess of \$304.9M**
- **Unrealized** Operational **savings of \$14.72 M/yr**
- Population currently **exceeds operational capacity** of Jails I & II
- No option for additional capacity except reopening Bedford, Euclid or using out-of-County placement – **historic cost in excess of \$12 M/yr**
- Continued movement of offenders to programs & services – safety, security, staffing & health concerns
- Significant compromises in program responsiveness and operations
- Extended construction/development schedule
- Potential costs of alternate housing to allow renovations
- **Even after significant expenditures, Jail I & Jail II will not meet contemporary and evidence-based best practices nor will the quality of environment be improved for offenders or staff**

Split Jail System

Based on efforts to reduce the jail population in response to the COVID-19 Pandemic a question has been raised regarding the feasibility of renovating and reusing Jail II for Pre-trial Holding with continued use of the Courts Tower & building a new Jail for Sentenced/Longer Term Population & Overflow.

Key Issues for consideration include:

- Physical Condition & Renovation/Upgrade Costs
- Functional Shortfalls
- Operational & Staffing Impacts
- Implementation Strategy

IX.b. Reuse of Jail II + New Remote Facility - Physical Condition & Renovation Costs

Comparison based on Renovating to meet 20 - 30 yr life cycle

▪ Detailed Facility Assessment Completed in 2014

- Jail II required investment = 23% of present value
- Total cost of renovations estimated at = \$ 15.13 M in 2014 Dollars
- **Current escalated cost at 6%/annum = \$ 21.46 M**

▪ Additional Cost Considerations

- Complete update of security controls, cameras & technology = \$ 12.10 M
- Functional Shortfalls/Duplication of Functions = TBD+
- Physical Conditions at Jail 1 if adapted to meet Functional Shortfalls or new Construction as part of Court Expansion = TBD+
- More extensive upgrade of Mechanical system re: COVID-19 = TBD+
- Cost impact of renovating while occupied 15% - 25% (say 20%) = \$ 6.7 M+
- **Total Additional Cost Considerations = \$ 18.8 M+**

▪ Project Costs – Higher for Renovations

- Contingencies, Fees etc. 30% - 35% (say 32.5%%) = \$ 13.1 M

▪ **Total Cost Physical Conditions/Renovation Costs Jail II only = \$53.36 M + + +**

▪ **Full Renovation from Similar Project = \$120.72 M**

IX.b. Reuse of Jail II + New Remote Facility - Functional Shortfalls

Based on Comparison to Replacement Program to Standards/Best Practices

▪ **Central Booking**

- Central Booking should be collocated with the primary pre-trial facility for operational efficiency
- There is no space available at Jail II to accommodate Central Booking necessitating either:
 - Construction of Central Booking Center as part of new remote Jail with transportation to Jail II for Pre-trial Holding
 - Construction of Central Booking Center as addition or as part of Courts expansion
 - Adaptive reuse of portion of Jail I

▪ **Vehicle Sallyport**

- Current Vehicle Sallyport is location in Jail I. If replaced with a remote jail will require either
 - Construction of new Vehicular Sallyport as addition or as part of Courts expansion
 - Adaptive reuse of portion of Jail I

▪ **Medical/Mental Health**

- Programmed need of 504 -592 Beds – ideally collocated with Central Booking Center
- Jail II does not have appropriate housing for medical/mental health treatment beds or adequate support space requiring either:
 - Construction of Central Booking & Medical/MH capacity as part of new remote Jail with transportation to Jail II for Pre-trial Holding
 - Construction of Central Booking Center & Medical/MH Capacity as addition or as part of Courts expansion
 - Adaptive reuse of portion of Jail I

IX.b. Reuse of Jail II + New Remote Facility - Functional Shortfalls

Based on Comparison to Replacement Program to Standards/Best Practices

▪ **Court Holding/Connection to Courts Tower**

- Current connection from Jail II to Courts Tower is via Jail I; Reuse of Jail II only will require either:
 - Interconnection via construction of an addition or as part of Courts expansion
 - Adaptive reuse of portion of Jail I

▪ **Programs & Services**

- Jail II currently has space available on each floor for Multi-purpose programs and outdoor recreation
- Relies on Jail I for support services/staffing;
- Support space would need to be expanded via displacement of existing functions (administration, food service, laundry) or via an addition

IX.b. Reuse of Jail II + New Remote Facility - Operational & Staffing Implications

Duplication of Services

▪ **Food Service**

- Duplicate Function & Operating Costs – **Staffing & Operational Cost Impact TBD**, or
- Construct Central Cook-Chill Food Service as part of remote Jail and transport food daily for re-therm at Jail II – **Staffing, Transportation & Operational Cost Impact TBD**

▪ **Medical/Mental Health Services**

- One facility with primary care area, ideally collocated with Central Booking;
- Other facility will require clinic and duplicative 24/7 staffing – **Staffing Impact TBD**

▪ **Master Control**

- Duplicate Function & Staffing – **10.2 – 15.3 Correctional FTE's**

▪ **Executive Administration/Custody Administration**

- Duplicative Executive Management and Custody Administration Staffing – **Staffing Impact TBD**

▪ **Commissary**

- Duplicate Function & Operating Costs – – **Staffing & Operational Cost Impact TBD**, or
- Centralize & Transport - **Staffing, Transportation & Operational Cost Impact TBD**

▪ **Public Lobby/Reception**

- Duplicate Function & Staffing– **10.2 – 15.3 Correctional or Civilian FTE's**

▪ **Visiting/Volunteer Services**

- Duplicate Function & Staffing – **10.2 – 15.3 Correctional or Civilian FTE's**
- System required so that Public Defender/Defense Attorney's have access to clients

IX.b. Reuse of Jail II + New Remote Facility - Operational & Staffing Implications

Duplication of Services

- **Inmate Programs**
 - Duplicate Function & Staffing – **Staffing Impact TBD**
- **Restricted Housing**
 - Duplicate Function & Staffing – **10.2 – 15.3 Correctional FTE's**
- **Central Plant**
 - Duplicate Function & Operating Costs – **Staffing & Operational Cost Impact TBD**

Transportation

- **Court Transport**
 - Anticipated daily transport due to split capacity and location of Central Booking & Medical/MH Housing – **Staffing & Operational Cost Impact TBD**
- **Medical/MH Transport**
 - Anticipated daily transport as program will be centralized at one facility or the – **Staffing & Operational Cost Impact TBD**
- **Central Booking/Arrestment**
 - Anticipated daily transport as program will be centralized at one facility or the – **Staffing & Operational Cost Impact TBD**
- **Food Service/Laundry**
 - Anticipated daily transport as program will be centralized at one facility or the – **Staffing & Operational Cost Impact TBD**

IX.b. Reuse of Jail II + New Remote Facility - Operational & Staffing Implications

Staffing

- **Closing Euclid & Bedford Jails & Ending Out-of-County Placements**
 - Reuse would eliminate need for transport to Court from remote site
 - **Net Savings** (assuming population managed @ < 1,400 offenders) **\$12.33 M/yr*** * Savings already realized
- **Jail I Housing Savings**
 - Elimination of ½ of Housing Positions + Control Rooms 60 correctional FTE's
 - **Net Savings @ \$75,000/yr** **\$4.5 M/yr**
- **Jail II Savings**
 - Elimination of Housing Control Rooms 25.2 correctional FTE's
 - **Net Savings @ \$75,000/yr** **\$1.289 M/yr**

- **Any savings realized will be exceeded by increased annual operating costs for two separate facilities.**

IX.b. Reuse of Jail II + New Remote Facility

Other Factors to consider in to New Construction

- Cost Impact of working in occupied facility
- Extended Schedule/Escalation
- Unknown Existing Conditions
- Cost for increased security during construction
- Potential cost for interim housing resources & transportation

IX.b. Reuse of Jail II + New Remote Facility – Summary of Findings

- Capacity of Jail II will only accommodate 43% of the Pre-trial population – 57% will be housed remotely – Need for 1,120 beds, Jail II = 472 Beds; **648 Pre-trial Offenders Housed Remotely and Transported**
- Jail II has limited program & support area available
- **Potential bifurcation of complimentary programs & services – Central Booking & Medical/Mental Health vs. Pre-trial Housing impacts operations and service delivery**
- Full Renovation + Remote Facility - **Project Costs in excess of \$527.8M**
- **Duplication** of services, programs & staffing **will increase operational costs**
- **Increased transportation & costs** – Intake, Court, Food, & Medical
- **Operating Jail II** with single cells for higher security Pre-trial offenders **will result in increased operational costs** (24 cell existing vs. 48 cell new Housing Units)
- **Cost of operating two facilities will increase current operating costs and exceed the cost of a new facility even with daily court transportation**

IX.c. Feasibility of Reuse of Jail II if Population Reduced ≤ 1,000 ADP

Base Program at 1,600 Beds Rated Capacity, 1,350 Beds Operational Capacity/ADP				Reduced Size 1,176 Rated Capacity - 1,000 Beds Operational Capacity/ADP			Reduced Size 1,176 Rated Capacity - 1,000 Beds Operational Capacity/ADP						
	No. of Pods	No. of Beds	w/ Expansion Beds	New Jail/New Site			Reuse Jail II				New Construction		
				No. of Pods	No. of Beds	w/ Expansion Beds	No. of Pods	No. of Beds	w/ Expansion Beds	Block & Stack	No. of Pods	No. of Beds	w/ Expansion Beds
Cluster 0 - Medical - Male/Female	4	116	116	4	116	116					4	116	116
10.300 Medical Detox	2	72	72	2	72	72					2	72	72
10.300 Medical Skilled Nursing	2	44	44	2	44	44					2	44	44
Cluster 1 - Reception/Restricted Male & Female	5	192	236	5	192	236					5	192	236
8.100 Reception/Short-term Sent	2	96	96	2	96	96					2	96	96
8.500 Restricted Housing	2	64	96	2	64	96					2	64	96
8.600 Reception/Short-term/Female	1	32	44	1	32	44					1	32	44
Cluster 2 - Mental Health - Male/Female	6	172	204	6	172	204					6	172	204
10.400 Mental Health - Acute	2	44	44	2	44	44					2	44	44
10.400 Mental Health - Subacute	4	128	160	4	128	160					4	128	160
Cluster 3 - GP Minimum - Male	5	300	300	0	0	0	0	0	0	N/A	0	0	0
8.200 GP Minimum	5	300	300	0	0	0	0	0	0	N/A	0	0	0
Cluster 4 - GP Medium/Medical - Male	6	272	272	6	272	272	6	272	272				
8.300 GP Medium	5	240	240	5	240	240	5	240	240	4-9th flr; 1-7th flr			
10.300 GP Medical	1	32	32	1	32	32	1	32	32	1-7th flr			
Cluster 5 - Mixed Female	4	164	172	3	104	112	6	108	120	(B&C) combined			
8.200 GP Minimum	1	60	60	0	0	0	0	0	0	N/A			
8.800 GP Medium/Maximum	1	48	48	1	48	48	2	48	48	A & D 3rd flr			
8.900 GP Special Needs	1	32	40	1	32	40	4	32	40	B&C 3rd flr			
10.300 GP Medical	1	24	24	1	24	24	2	28	32	A&D 2nd flr			
Cluster 6 - GP Maximum - Male	5	240	240	4	192	192	6	144	144	4-5th flr; 2-7th flr	1	48	48
8.400 GP Maximum	5	240	240	4	192	192	6	144	144	4-5th flr; 2-7th flr	1	48	48
Cluster 7 GP Special Needs - Male	6	192	240	4	128	160	4	128	128				
8.900 GP Special Needs	6	192	240	4	128	160	4	128	128	4 - 11th flr			
Total Adult Male/Female	41	1,648	1,780	32	1,176	1,292	22	652	664		16	528	604
Juveniles Charged as Adults	2	16	16	2	16	16	4	20	20	A&B 2nd flr			
TOTAL RATED CAPACITY		1,664	1,796		1,192	1,308		672	684		38	528	604
							TOTAL Jail II + New					1,200	1,288

Reuse assumes ODRC approval for double Celling Jail II

IX.c. Feasibility of Reuse of Jail II if Population Reduced \leq 1,000 ADP

Comparative Costs

New Jail on New Site			
Construction Costs			
New Construction Cost		\$ 314,171,828	\$ 478.12
Renovation Construction Cost		\$ -	
Site Development Costs		\$ 7,556,695	\$ 11.50
CONSTRUCTION COSTS		\$ 321,728,523	\$ 489.62
Project Costs			
Fees & Administration	15%	\$ 48,259,278	\$ 73.44
Site Acquisition		TBD	
FFE	2.50%	\$ 8,043,213	\$ 12.24
Contingency - New Construction	5%	\$ 18,901,551	\$ 28.76
Contingency - Renovations	10%	\$ -	\$ -
PROJECT COSTS		\$ 75,204,042	\$ 114.45
TOTAL PROBABLE PROJECT COST		\$ 396,932,565	\$ 604.06
Shell 400 Beds		\$ -	
TOTAL PROBABLE COST w/SHELL SPACE		\$ 396,932,565	\$ 604.06

New Annex + Jail II Renovation/Reuse			
Construction Costs			
New Construction Cost		\$ 175,034,746	\$ 476.61
Site Development Costs			
Deep Pile Foundations		\$ 8,849,016	\$ 24.10
Tunnel/Bridge Connector		\$ 4,375,000	\$ 11.91
Subtotal New Construction		\$ 188,258,762	\$ 512.62
Renovation Construction Cost		\$ 111,952,500	\$ 311.23
Shell & Core Upgrades		\$ 44,122,142	\$ 122.66
Escalation (Phasing)		\$ 24,551,790	\$ 68.25
Site Development Costs			
CONSTRUCTION COSTS		\$ 368,885,195	\$ 507.44
Project Costs			
Fees & Administration	15%	\$ 55,332,779	\$ 76.12
Site Acquisition		TBD	
FFE (Based on New)	2.50%	\$ 8,043,213	\$ 11.06
Contingency - New Construction	5%	\$ 11,920,537	\$ 16.40
Contingency - Renovations	10%	\$ 11,195,250	\$ 15.40
PROJECT COSTS		\$ 86,491,779	\$ 118.98
TOTAL PROBABLE PROJECT COST		\$ 455,376,974	\$ 626.41
Shell 400 Beds (Project Costs)		\$ 35,293,432	\$ 297.60
TOTAL PROBABLE COST w/SHELL SPACE		\$ 490,670,405	\$ 580.30

Project Cost Delta: New Construction \$58.4M Less than Reuse + Expansion, assuming equivalent Site Costs (without shell space for Expansion)

IX.c. Feasibility of Reuse of Jail II if Population Reduced \leq 1,000 ADP

Subjective Criteria Comparison

Comparative Evaluation: Detention Center Development Options		1,176 Beds Renovate Jail II + New Annex	1,176 Beds New Jail on New Remote Site;
Key:			
	Highly Responsive/Positive		
	Partially Responsive/Positive		
	Partially Non-Responsive/Negative		
	Not Responsive/Negative		
Subjective Criteria			
Programmatic Suitability			
	Program Responsiveness	Yellow	Green
	Future Expansion/Adaptation	Yellow	Green
	Operational Efficiency	Red	Green
	Flexibility (Building Footprint)	Red	Green
	Quality of Environment	Yellow	Green
	Appropriateness of Image	Yellow	Green
	Court Transport	Green	Yellow
	Ease of Public Access	Green	Green
Locational Considerations			
	Availability of Staff/Visitor Parking	Yellow	Green
	Access to Mass Transit	Green	Green
	Family Access	Green	Green
	Attorney Access	Green	Yellow
	Emergency Services	Green	Green
	Neighborhood Compatibility	Yellow	Yellow
	Economic Impact	Yellow	Green
Developmental Impacts			
	Site Availability	Yellow	Green
	Impediments to Development	Yellow	Green
	Construction Logistics	Yellow	Green
	Construction Impact on Operations	Yellow	Green
	Potential for Phased Development/Expansion	Yellow	Green
	Community Support	Yellow	Green
	Urban Design/Impact Opportunities	Yellow	Green
	Potential for D-B Delivery	Yellow	Green

IX.c. Feasibility of Reuse of Jail II if Population Reduced ≤ 1,000 ADP

Base Program at 1,600 Beds Rated Capacity, 1,350 Beds Operational Capacity/ADP				Reduced Size 1,176 Rated Capacity - 1,000 Beds Operational Capacity/ADP			Reduced Size 1,176 Rated Capacity - 1,000 Beds Operational Capacity/ADP						
	No. of Pods	No. of Beds	w/ Expansion Beds	New Jail/New Site			Reuse Jail II			New Construction			
				No. of Pods	No. of Beds	w/ Expansion Beds	No. of Pods	No. of Beds	w/ Expansion Beds	Block & Stack	No. of Pods	No. of Beds	w/ Expansion Beds
Cluster 0 - Medical - Male/Female	4	116	116	4	116	116				4	116	116	
10.300 Medical Detox	2	72	72	2	72	72				2	72	72	
10.300 Medical Skilled Nursing	2	44	44	2	44	44				2	44	44	
Cluster 1 - Reception/Restricted Male & Female	5	192	236	5	192	236				5	192	236	
8.100 Reception/Short-term Sent	2	96	96	2	96	96				2	96	96	
8.500 Restricted Housing	2	64	96	2	64	96				2	64	96	
8.600 Reception/Short-term/Female	1	32	44	1	32	44				1	32	44	
Cluster 2 - Mental Health - Male/Female	6	172	204	6	172	204				6	172	204	
10.400 Mental Health - Acute	2	44	44	2	44	44				2	44	44	
10.400 Mental Health - Subacute	4	128	160	4	128	160				4	128	160	
Cluster 3 - GP Minimum - Male	5	300	300	0	0	0	0	0	0	N/A	0	0	0
8.200 GP Minimum	5	300	300	0	0	0	0	0	0	N/A	0	0	0
Cluster 4 - GP Medium/Medical - Male	6	272	272	6	272	272	6	272	272				
8.300 GP Medium	5	240	240	5	240	240	5	240	240	4-9th flr; 1-7th flr			
10.300 GP Medical	1	32	32	1	32	32	1	32	32	1-7th flr			
Cluster 5 - Mixed Female	4	164	172	3	104	112	6	108	120	(B&C) combined			
8.200 GP Minimum	1	60	60	0	0	0	0	0	0	N/A			
Total Adult Male/Female	41	1,648	1,780	32	1,176	1,292	22	652	664		16	528	604
Juveniles Charged as Adults	2	16	16	2	16	16	4	20	20	A&B 2nd flr			
TOTAL RATED CAPACITY		1,664	1,796		1,192	1,308		672	684		38	528	604
TOTAL Jail II + New												1,200	1,288
Total Adult Male/Female	41	1,648	1,780	32	1,176	1,292	16	528	604		16	528	604
Juveniles Charged as Adults	2	16	16	2	16	16	38	528	604		38	528	604
TOTAL RATED CAPACITY		1,664	1,796		1,192	1,308		1,200	1,288			1,200	1,288

6 Fewer Housing Units = 30.6 FTE's

Reuse assumes ODRC approval for double Celling Jail II

IX.c. Feasibility of Reuse of Jail II if Population Reduced \leq 1,000 ADP

Objective Criteria Comparison

Project Cost Delta: New Construction \$58.4M Less than Reuse + Expansion, assuming equivalent Site Costs (without shell space for Expansion)

Operational Cost Delta: New Construction generates \$10M greater annual savings

Comparative Evaluation: Detention Center Development Options		1,176 Beds Renovate Jail II + New Annex	1,176 Beds New Jail on New Remote Site;
Key:			
	Highly Responsive/Positive		
	Partially Responsive/Positive		
	Partially Non-Responsive/Negative		
	Not Responsive/Negative		
Objective Criteria			
Projected Costs - Jail			
	Construction Cost (Today's Dollars \$M)	\$368.89	\$321.73
	Project Costs (Today's Dollars \$M)	\$86.49	\$75.20
	Total Project Costs (Today's Dollars \$M)	\$455.38	\$396.93
	Potential Site Acquisition Cost	TBD	TBD
	Total Potential Cost Jails (Today's Dollars)		
	Potential Initial Cost for Future Expansion	\$35.29	\$0.00
Time To Occupancy/Completion			
	Time to Occupancy - Jail Phase I (yrs.)	3 yrs	3 yrs
	Total Time to Occupancy - Jail (yrs.)	6 yrs	3 yrs
Operational Cost Impact (M)			
	Annual Operational Cost +/- - Jail \$M	-\$12.81	-\$18.17
	Additional Costs Rovers/Movement Staff +/-	\$1.28	TBD --
	Annual Transport Costs	\$1.63	\$0.81
	Duplication of Services/Two Buildings	\$2.55	\$0.00
	Net Operational Savings	-\$7.36	-\$17.35

IX. Review & Comparative Evaluation of Jail Options

Note: The Steering Committee previously adopted, for further evaluation, Options 2a (9-3), 3b (8-4) and 3c (12-0) – all based on a new low-rise jail outside of the downtown Cleveland core. Subsequently, Option 1b (1-11) was added for comparative analysis – Reuse of Jail II + expansion on adjacent site.

- a. Discussion of Potential reuse of existing facilities as a baseline for comparison:
 - a. Reuse of Jails I & II
 - b. Reuse of Jail II + New Remote Facility
 - c. Reuse if Population is Reduced to an ADP \leq 1,000 Offenders
- b. Summary Review of Jail Program**
- c. Option 2a, 3b, 3c (Jail Component Only): New campus Jail on a site outside of the Downtown Cleveland Central Business District
- d. Option 1b (Jail Component Only): New Facility to Replace Jail I Adjacent Justice Center, + Reuse of Jail II
- e. Review and Comparative Evaluation of Jail Options – Subjective & Objective Criteria
- f. Review & discussion of Site Criteria related to Options 2a, 3b & 3c should the Steering Committee determine that the best course of action is a new jail on a new site.

IX.b. Summary Review of Jail Program

Key Objectives

- Initial Capacity 1,600 Bed Rated Capacity, 1,350 Bed Operational Capacity
- Core Services planned to expand to 2,400 Bed Rated Capacity, 2,040 Operational Capacity
- Service Delivery at the Housing Unit – Reduce Inmate Movement; Enhance Access to Programs & Services - Video Visiting, Video Appearance, Multi-purpose Program Rooms, Medical Triage, Outdoor Recreation, Kiosk Ordering
- Creation of Decentralized Management Clusters
- Collocate Medical Services with Medical Housing
- Collocate Mental Health Services with Mental Health Housing
- Incorporation of Enhanced Intake/Transfer/Release & Central Booking
- Provide Staff, Visitor and Official Visitor/Attorney Parking



- **Video Rooms at housing to have privacy for confidential attorney Client Visits & Extended Hours**
- **Provide Video access for defense attorneys from Courthouse**



IX.b. Summary Review of Jail Program

Comments from Visioning Workshop 02.26.20

- Separation of inmates
- Low Rise Preferred – High Rise increased staffing, less flexibility
- Decentralized delivery of programs & services
- Clustered approach advantages for service delivery, unit management & staff supervision
- Cluster Supervisor should be highly visible
- Medical Triage at the housing unit or cluster
- Provide for private video visiting at housing for counseling and professional visits to reduce traffic into the jail including professionals;
- Decentralize in-person visiting to housing units or cluster to reduce movement and increase access
- Quality of environment important – provide windows in cells rather than borrowed light from dayroom
- Centralized location of kitchen with ease of access to all housing units (eliminate multiple vertical transfers as occurs between Jail II & Jail I)
- Potential for deliveries/warehouse/maintenance to be outside secure perimeter
- Emergency Evacuation

IX.b. Summary Review of Jail Program

Comments from Visioning Workshop 02.26.20

- Adjustments to clusters/preliminary adjacency diagrams
 - Move Reception from the Male Female cluster as indicated in diagram and collocate with Restricted (Diagram revised at meeting)
 - Detox & GP Medical need to be near the clinic (Diagram revised at meeting)
 - Group Special Needs Together (Diagram revised at meeting)
 - Juvenile Housing – Discussion of locating near Medical or Intake – preference is immediate access from Intake;
- Central Booking
 - Rather have arrestees classified earlier
 - Need agreed timeline for getting arrest reports done
 - Delay full actions – dress-out, full medical etc. until committed
 - Eliminate sequential and repetitive steps in intake process
 - Provide 1st appearance courtroom adjacent intake with support space for all agencies
 - Provide for video appearance and video conferencing

IX.b. Summary Review of Jail Program

Bed Distribution

	No. of Pods	Sum of No. of Beds	Sum of Exp. Bed
Cluster 0	4	116	116
10.300 Medical Detox	2	72	72
10.300 Medical Skilled Nursing	2	44	44
Cluster 1 Reception/Restricted Male	5	192	236
8.100 Reception/Short-term Sent	2	96	96
8.500 Restricted Housing	2	64	96
8.600 Reception/Short-term/RH	1	32	44
Cluster 2	7	172	204
10.400 Mental Health - Acute	2	44	52
10.400 Mental Health - Subacute	4	128	152
Cluster 3 GP Minimum	5	300	300
8.200 GP Minimum	5	300	300

	No. of Pods	Sum of No. of Beds	Sum of Exp. Bed
Cluster 4 Medium Male	6	272	272
8.300 GP Medium	5	240	240
10.300 GP Medical	1	32	32
Cluster 5 Mixed Female	4	164	172
8.200 GP Minimum	1	60	60
8.800 GP Medium/Maximum	1	48	48
10.300 GP Medical	1	24	24
8.900 GP Special Needs	1	32	40
Cluster 6	5	240	240
8.400 GP Maximum	5	240	240
Cluster 7	6	192	240
8.900 GP Special Needs	6	192	240
Total Adult Male/Female	41	1,648	1,780
Juveniles Charged as Adults	2	16	16
Total Rated Capacity		1,664	1,796

IX.b. Summary Review of Jail Program

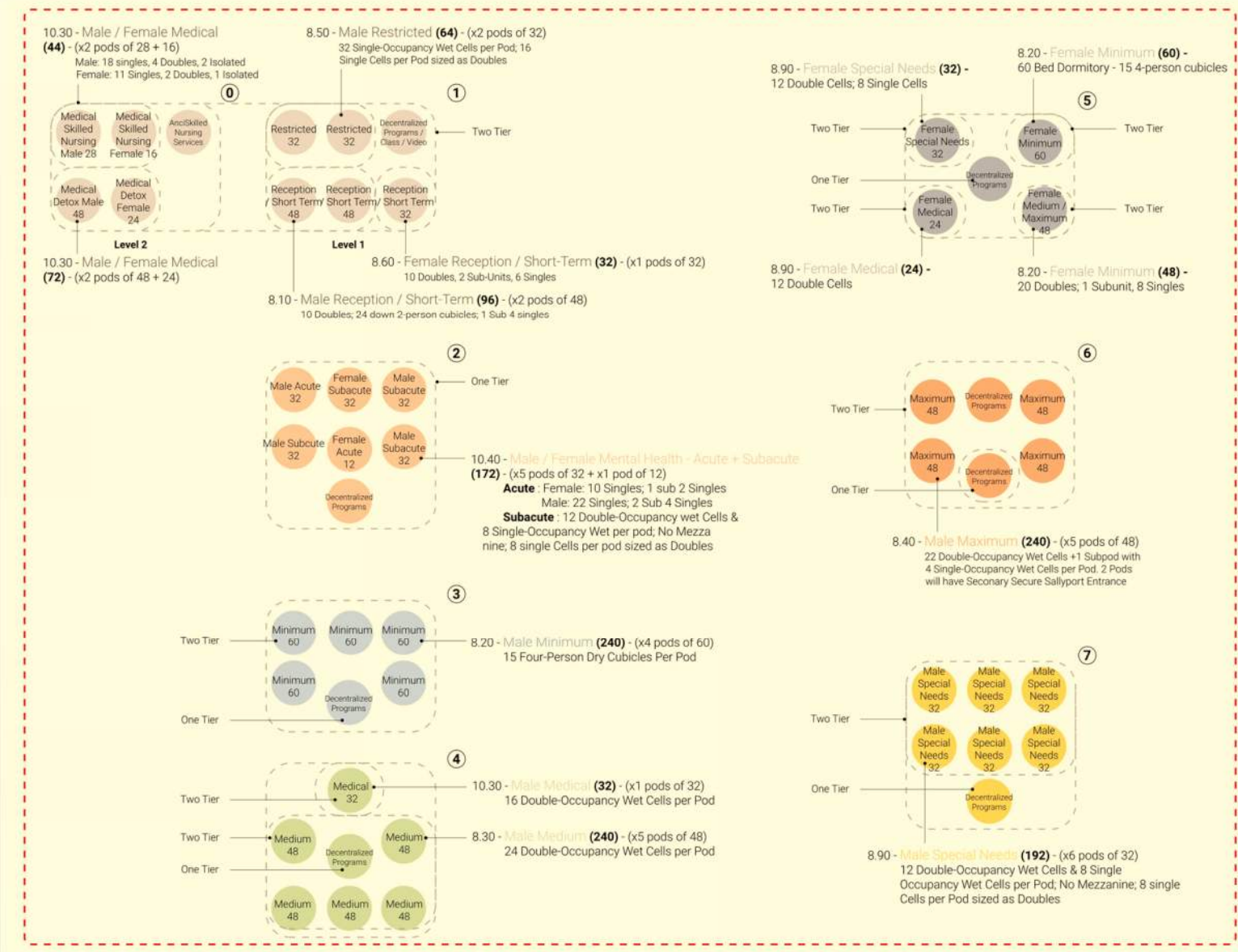
Bed Distribution

Classification Category	1,600 Bed Target	No. of Beds per Pod	No. of Pods	Bed Total	Potential Expansion Beds	Total Beds w/ Exp.	Notes/Assumptions
Male Beds							
8.100 Reception (8-72 Hr) 8.100 Short-term Sentence (≤7 days)	71	48	2	96	0	96	Dorm - 12 two-person dry cubicles, and 10 double-occupancy wet cells plus 1 subpod with 4 single-occupancy wet cells per pod
8.200 General Population (GP) Minimum	341	60	5	300	0	300	Dorm - 15 four-person dry cubicles per pod
8.300 GP Medium	210	48	5	240	0	240	24 double-occupancy wet cells per pod
8.400 GP Maximum	234	48	5	240	0	240	44 single-occupancy wet cells plus 1 subpod with 4 single-occupancy wet cells per pod; 2 pods will have secondary security vestibule from circulation corridor directly into subpod
8.500 Restricted Housing	77	32	2	64	32	96	32 single-occupancy wet cells per pod; 16 single cells per pod sized as doubles
10.300 GP Medical	32	32	1	32	0	32	16 double-occupancy wet cells per pod; no stacked bunks; lower level cells all ADA accessible
10.300 Medical Skilled Nursing	28	28	1	28	0	28	4 double-occupancy wet rooms, 18 single-occupancy rooms, & 2 single-occupancy wet respiratory isolation rooms
10.300 Medical Detox	48	48	1	48	0	48	24 bunks (no stacked bunks, low-to-floor, no mezzanine) per zone; two zones per pod
8.800 GP Special Needs	192	32	6	192	48	240	12 double-occupancy wet cells & 8 single-occupancy wet cells per pod; no mezzanine; 8 single cells per pod sized as doubles
10.400 Mental Health - Subacute	96	32	3	96	24	120	12 double-occupancy wet cells & 8 single-occupancy wet cells per pod; no mezzanine; 8 single cells per pod sized as doubles
10.400 Mental Health - Acute	32	32	1	32	0	32	24 single-occupancy wet cells plus 2 subpods - each subpod has 4 single-occupancy wet cells; no mezzanine
Male Beds Total	1,360			1,368	104	1,472	

Classification Category	1,600 Bed Target	No. of Beds per Pod	No. of Pods	Bed Total	Potential Expansion Beds	Total Beds w/ Exp.	Notes/Assumptions
Female Beds							
8.600 Reception (8-72 Hr) (12) 8.600 Restrictive Housing (19) 8.600 Short-term Sentence (≤7 days)	31	32	1	32	12	44	10 double-occupancy wet cells plus 2 subpods with 6 single-occupancy wet cells per subpod; 12 single cells sized as doubles
8.200 GP Minimum	27	60	1	60	0	60	Dorm - 15 four-person dry cubicles
8.700 GP Medium (15)/Maximum (27)	42	48	1	48	0	48	20 double-occupancy wet cells plus 1 subpod with 8 single-occupancy wet cells per pod; pod will have secondary security vestibule from circulation corridor directly into subpod
10.300 GP Medical	24	-	-	24	0	24	12 double-occupancy wet cells per pod; no stacked bunks; lower level cells all ADA accessible
10.300 Medical Skilled Nursing	16	-	-	16	0	16	2 double-occupancy wet rooms, 11 single-occupancy rooms, & 1 single-occupancy wet respiratory isolation room
10.300 Medical Detox	24	24	1	24	0	24	12 bunks (no stacked bunks, low-to-floor, no mezzanine)
8.800 GP Special Needs	32	32	1	32	8	40	12 double-occupancy wet cells & 8 single-occupancy wet cells per pod; no mezzanine; 8 single cells sized as doubles
10.400 Mental Health - Subacute	32	32	1	32	8	40	12 double-occupancy wet cells & 8 single-occupancy wet cells per pod; no mezzanine; 8 single cells sized as doubles
10.400 Mental Health - Acute	12	-	-	12	0	12	10 single-occupancy wet cells plus 1 subpod with 2 single-occupancy wet cells; no mezzanine
Female Beds Total	240			288	28	308	
Total Adult Jail Beds	1,600			1,664	132	1,780	
9.100 Juveniles Charged as Adults	0	8	2	16	0	16	8 single-occupancy wet rooms per unit;
TOTAL RATED CAPACITY				1,680	0	1,796	

IX.b. Summary Review of Jail Program

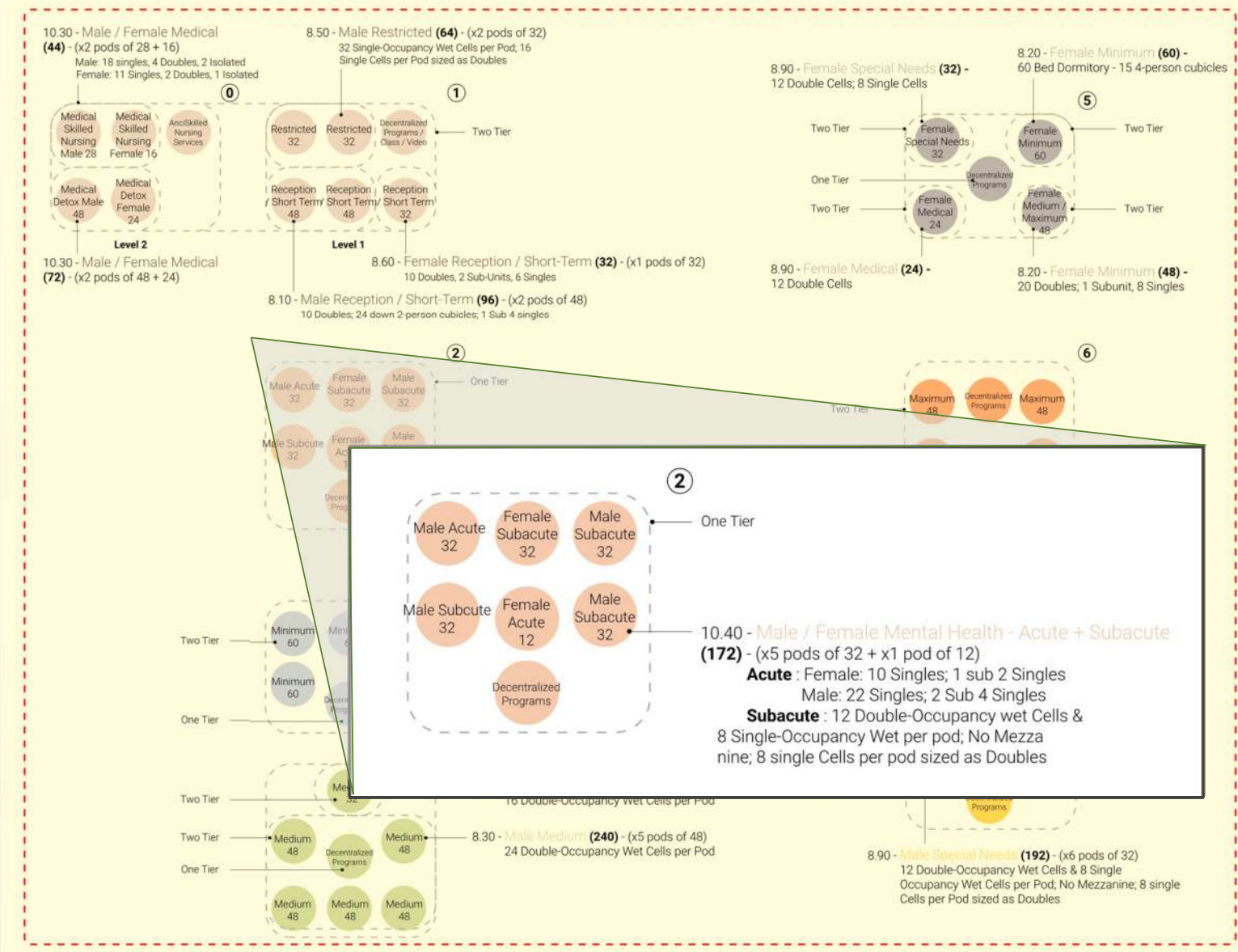
Clusters



IX.b. Summary Review of Jail Program

Clusters

- **Varied Housing Unit Sizes & Configurations**
 - **24 Cell – Double Celled**
 - **32 Cell – Single Celled**
 - **48 Cell – Single Celled**
 - **60 Bed Dormitory**
 - **Mixed variations**
 - **Single Tier – Medical & Acute Mental Health**



IX.b. Summary Review of Jail Program

Programmed Area Summary

#	Major Component	NSF	GSF	Exterior SF	
1.000	Public Lobby	5,000	6,969	0	
2.000	Facility Administration	5,512	6,890	0	
3.000	Staff Support	16,989	23,461	700	
4.000	Security Operations	7,871	10,329	0	
5.000	Central Intake/Assessment, Release, & Transportation	35,417	48,887	0	
6.000	Courts	4,515	6,095	0	
7.000	Video Arraignment	0	0	0	See 8.900 Decentralized Programs and Services - Video Arraignment
8.000	Housing - Adults Inmates	213,025	344,691	22,230	
9.000	Housing - Youthful Inmates	8,285	12,976	1,000	2 pods; 8 beds/pod
10.000	Health Care	70,227	112,408	7,600	
11.000	Visitation	2,360	3,304	0	See 1.400 Public Lobby - Video
12.000	Programs and Services	9,302	12,496	0	
13.000	Foodservice	21,545	30,000	0	Estimate only; space program TBD
14.000	Laundry	5,700	8,600	0	Estimate only; space program TBD
15.000	Warehouse/Commissary	6,784	8,028	1,810	Service yard and loading dock
16.000	Maintenance/Central Plant	31,846	33,031	0	
	SUBTOTAL	444,378	668,164	33,340	
	Building Grossing Factor (15%)		100,225		Includes mechanical/electrical closets, building skin, major circulation, and building connectors
	TOTAL	444,378	768,389	33,340	

IX.b. Summary Review of Jail Program

Key Elements of Program re: Response to Pandemic

- Variety of Housing Units allow for separation
- Significant Increased Medical Beds
- Service delivery at the housing unit and cluster allows programs and services without movement throughout facility & mixing populations
 - Video Visiting, Video Appearance, Multi-purpose Program Rooms, Medical Triage, Outdoor Recreation, Kiosk Ordering
- Enlarged Intake/Central Booking area allows for greater social distancing
- Improved ventilation and air filtration
- Other issues or concerns to be addressed:
 - WiFi throughout is required – medical records, video appearance, programs
 - Video Visitation systems tie into court system
 - Evaluate Number of Single Cells



- **Video Rooms at housing to have privacy for confidential attorney Client Visits & Extended Hours**
- **Provide Video access for defense attorneys from Courthouse**



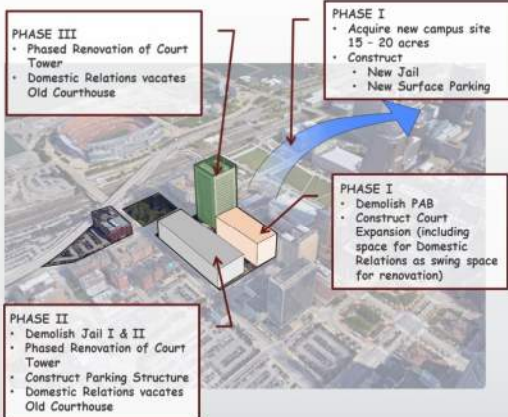
IX. Review & Comparative Evaluation of Jail Options

Note: The Steering Committee previously adopted, for further evaluation, Options 2a (9-3), 3b (8-4) and 3c (12-0) – all based on a new low-rise jail outside of the downtown Cleveland core. Subsequently, Option 1b (1-11) was added for comparative analysis – Reuse of Jail II + expansion on adjacent site.

- a. Discussion of Potential reuse of existing facilities as a baseline for comparison:
 - a. Reuse of Jails I & II
 - b. Reuse of Jail II + New Remote Facility
 - c. Reuse if Population is Reduced to an ADP \leq 1,000 Offenders
- b. Summary Review of Jail Program
- c. **Option 2a, 3b, 3c (Jail Component Only): New campus Jail on a site outside of the Downtown Cleveland Central Business District**
- d. Option 1b (Jail Component Only): New Facility to Replace Jail I Adjacent Justice Center, + Reuse of Jail II
- e. Review and Comparative Evaluation of Jail Options – Subjective & Objective Criteria
- f. Review & discussion of Site Criteria related to Options 2a, 3b & 3c should the Steering Committee determine that the best course of action is a new jail on a new site.

IX.c. Options 2a, 3b, & 3c New Campus Jail on New Site

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 \$\$\$\$

Steering Committee Vote 9 yes – 3 no

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

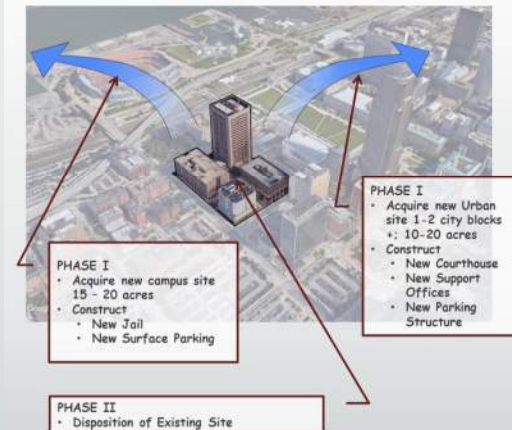


- + Jail I & II replacement reflects best practices & operational efficiency
- + Domestic Relations consolidated w/Justice Center
- + Maintains Consolidated Justice Center
- + Fully Program Compliant
- + Courthouse can start concurrently with Jail
- + Shortest time to occupancy for both courthouse and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

Steering Committee Vote 8 yes – 4 no

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



- + 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 \$\$

Steering Committee Vote 12 yes – 0 no

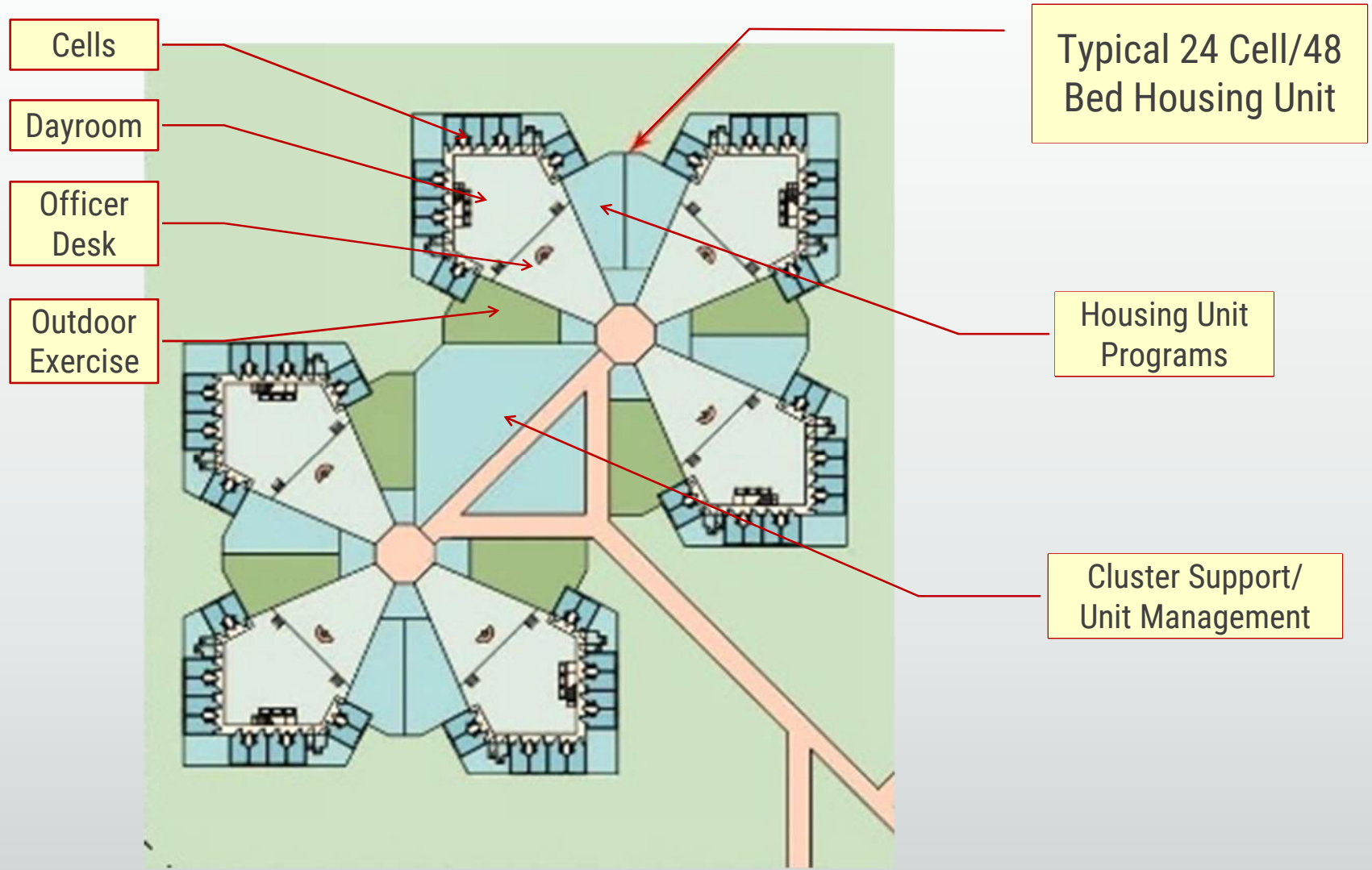
IX.c. Options 2a, 3b, & 3c new Campus Jail on New Site

General Approach

- Develop general diagram of adjacencies and organization
- Standardize housing footprint/organization for adaptability
 - 48 cell single cell
 - 32 cell single cell – adaptable for mixed occupancies – single/double/min-dorm
 - 24 cell/48 bed double cell – adaptable for mixed occupancies – single/double/min-dorm
- Co-locate Reception/Short-term & Maximum-Security Housing near Intake/Central Booking/Transportation/Release
- Locate Minimum Security near probable work assignments – Food-Service, Laundry, Warehouse
- Provide separate cluster for Females
- Allow for incremental as well as phased expansion
- Provide for non-contact visiting access by attorney's and others at housing cluster
- Separate staff & visitor parking and service and Intake access
- Flexible approach to planning – one level or two over two housing based on site availability
- Allow for Alternate Housing configurations

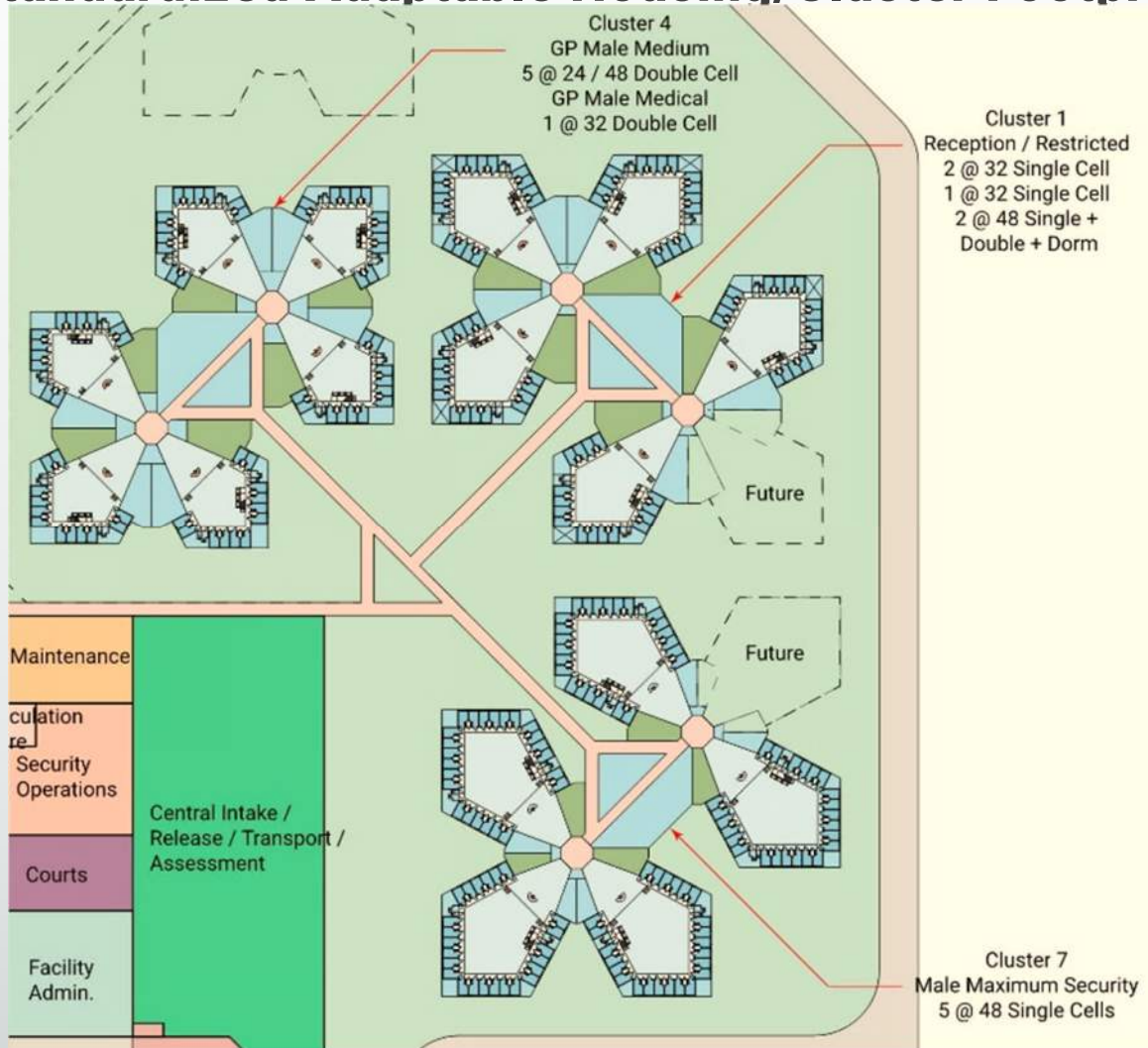
IX.c. Options 2a, 3b, & 3c new Campus Jail on New Site

New Jail – Standardized Adaptable Housing/Cluster Footprint



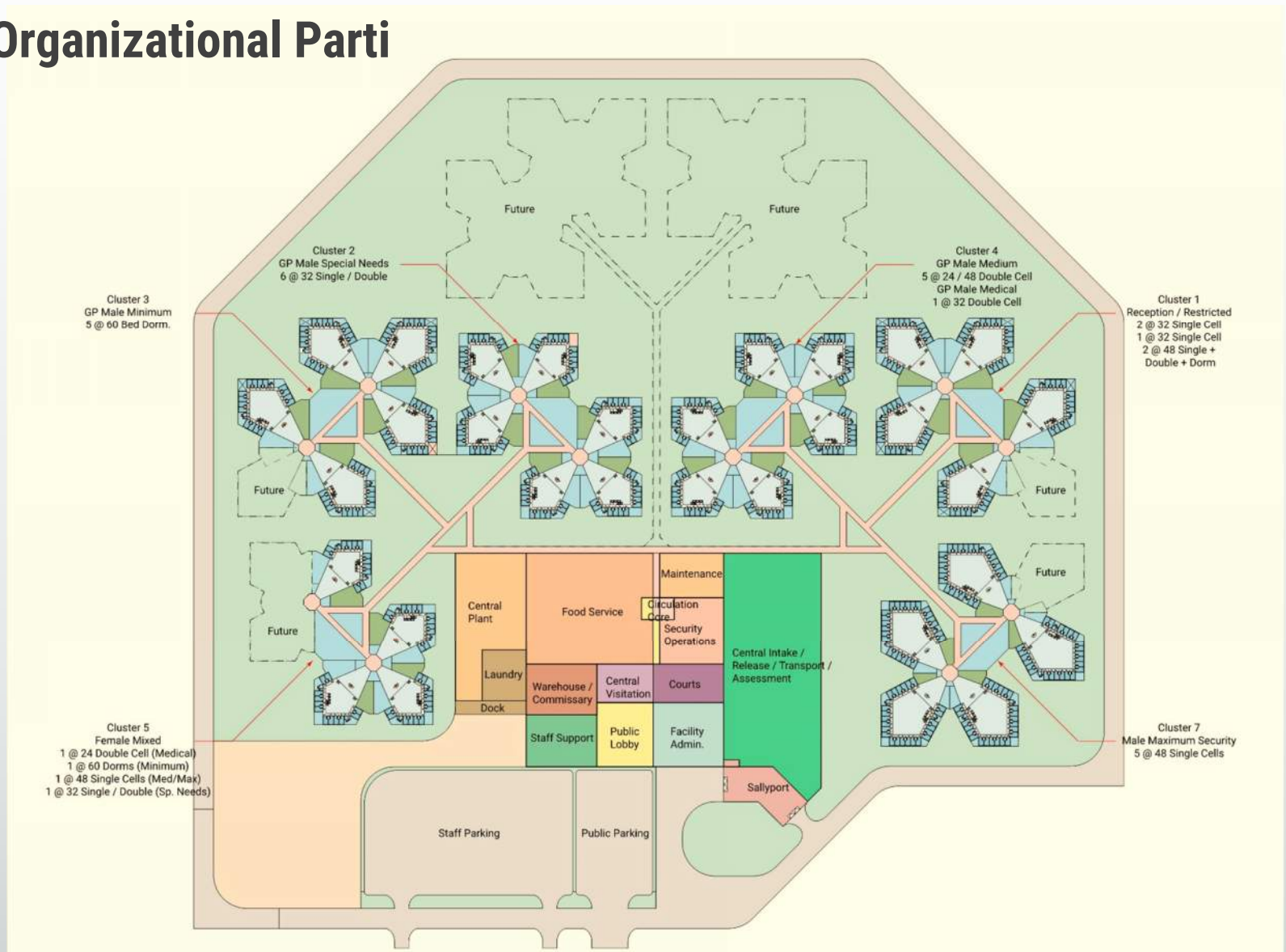
IX.c. Options 2a, 3b, & 3c new Campus Jail on New Site

New Jail – Standardized Adaptable Housing/Cluster Footprint



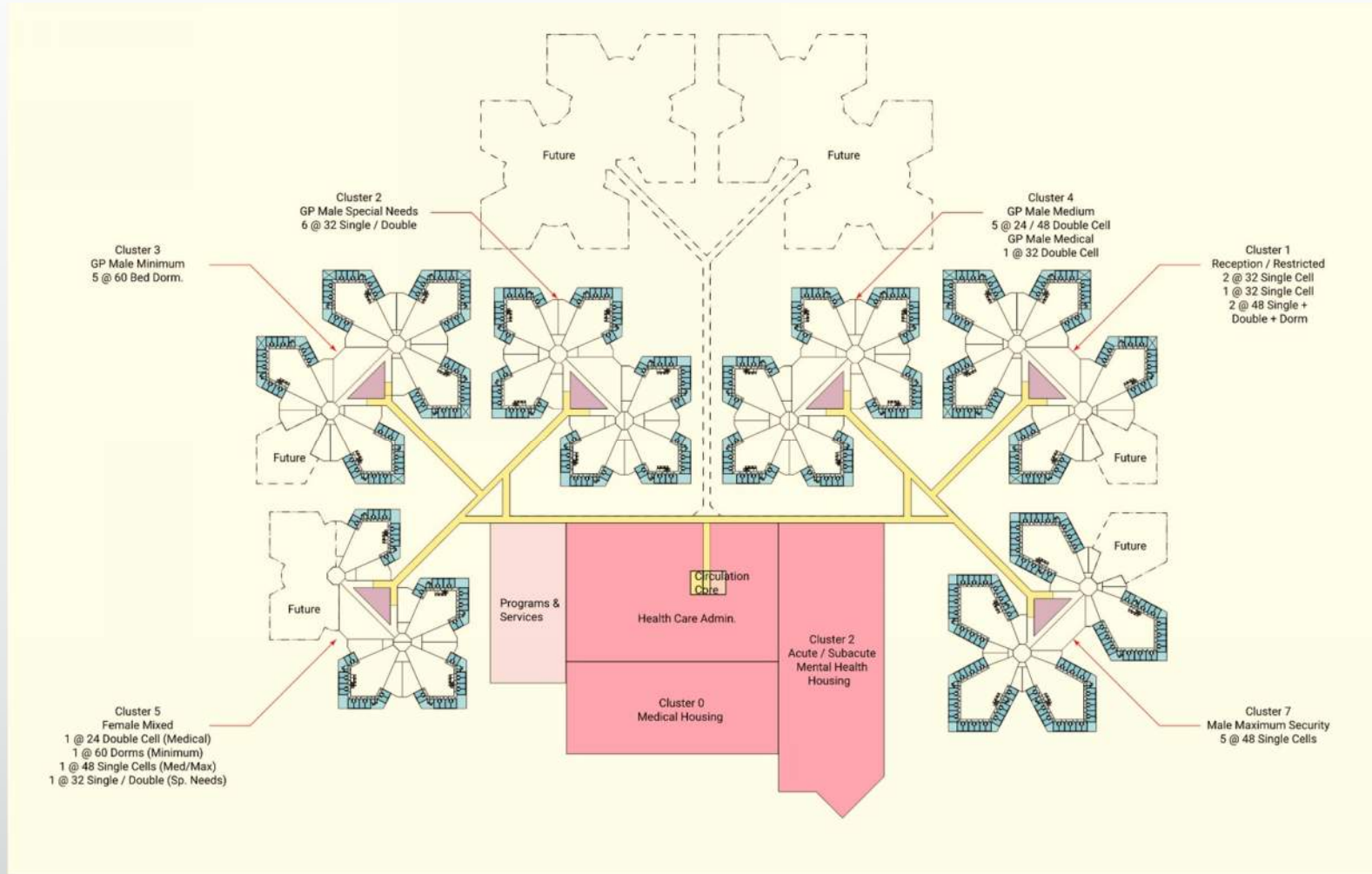
IX.c. Options 2a, 3b, & 3c new Campus Jail on New Site

New Jail – Organizational Parti



IX.c. Options 2a, 3b, & 3c new Campus Jail on New Site

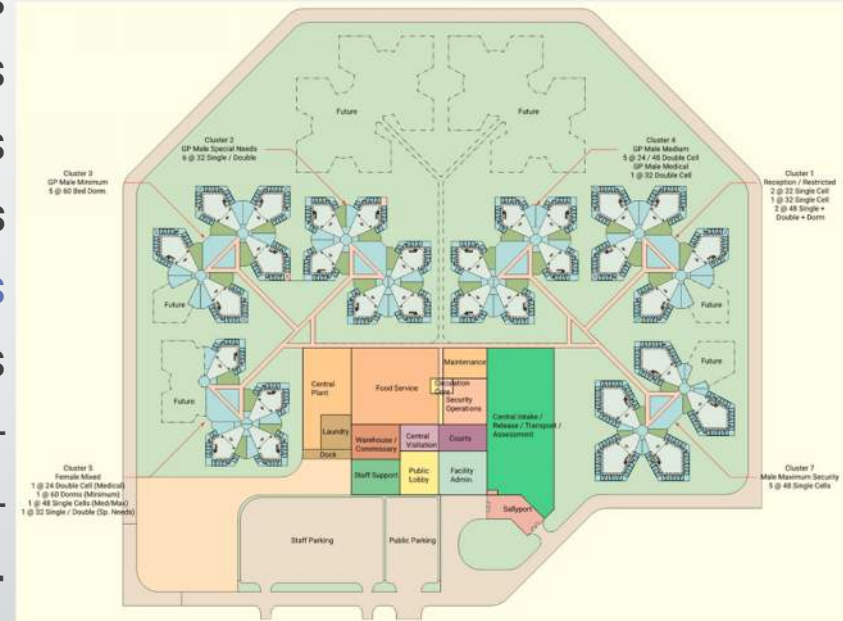
New Jail – Organizational Parti



IX.c. Options 2a, 3b , & 3c new Campus Jail on New Site

New Jail on a New Site

- Cluster 1 Reception/Restricted/Short Term * - 192 Beds
- Cluster 3 GP Male Minimum* – 300 Beds
- Cluster 4 GP Male Medium – 272 Beds
- Cluster 5 Female GP Med/Max/Min/Med/Spl* – 164 Beds
- Cluster 6 GP Male Maximum * – 240 Beds
- Cluster 7 GP Male Special Needs – 192 Beds
- Cluster 0 Medical Treatment – 116 Beds
- Cluster 2 Mental Health Acute/Sub-Acute – 172 Beds
- **TOTAL RATED CAPACITY Adult 1,648 Beds**
- **Juveniles Charged as Adults 16 Beds**
- Planned Internal Expansion (MH/Spcl.) 132 Beds
- * Incremental Expansion 208 Beds +/-
- Future Expansion 576 Beds +/-
- **TOTAL EXPANDED CAPACITY Adult 2,571 Beds +/-**



Inmate Transport Examples



Inmate Transport Example

Lexington-Fayette, KY Courthouse & Detention Center

The map displays a route from the Lexington-Fayette Courthouse (Lexington Circuit Court Clerk) to a detention center. The route is highlighted in blue and red, with a car icon indicating a travel time of 13 minutes and a distance of 4.4 miles. The map includes labels for various neighborhoods and landmarks, such as Melrose Oak Park, Speigle Heights, and the Lexington Cemetery. The Google logo is visible at the bottom center of the map.

Three inset images are included:

- Top left: A large, multi-story barn with a white fence in the foreground.
- Middle right: A large, modern building with a fountain in front, identified as the Lexington Circuit Court Clerk building.
- Bottom left: An aerial view of a large, circular industrial or detention facility.

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
• <u>Vehicle Cost</u>	<u>\$ 70,000</u>
• TOTAL ANNUAL COST	\$ 812,500*

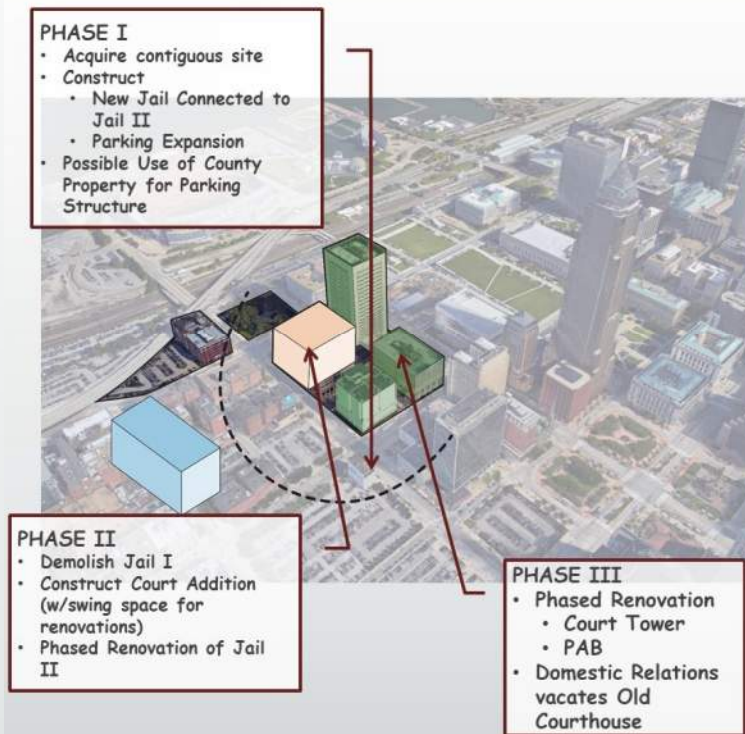
IX. Review & Comparative Evaluation of Jail Options

Note: The Steering Committee previously adopted, for further evaluation, Options 2a (9-3), 3b (8-4) and 3c (12-0) – all based on a new low-rise jail outside of the downtown Cleveland core. Subsequently, Option 1b (1-11) was added for comparative analysis – Reuse of Jail II + expansion on adjacent site.

- a. Discussion of Potential reuse of existing facilities as a baseline for comparison:
 - a. Reuse of Jails I & II
 - b. Reuse of Jail II + New Remote Facility
 - c. Reuse if Population is Reduced to an ADP \leq 1,000 Offenders
- b. Summary Review of Jail Program
- c. Option 2a, 3b, 3c (Jail Component Only): New campus Jail on a site outside of the Downtown Cleveland Central Business District
- d. Option 1b (Jail Component Only): New Facility to Replace Jail I Adjacent Justice Center, + Reuse of Jail II**
- e. Review and Comparative Evaluation of Jail Options – Subjective & Objective Criteria
- f. Review & discussion of Site Criteria related to Options 2a, 3b & 3c should the Steering Committee determine that the best course of action is a new jail on a new site.

IX.c. Options 1b New Facility to Replace Jail I + Reuse Jail II

1b – Maximum Reuse – Full Courts Consolidation



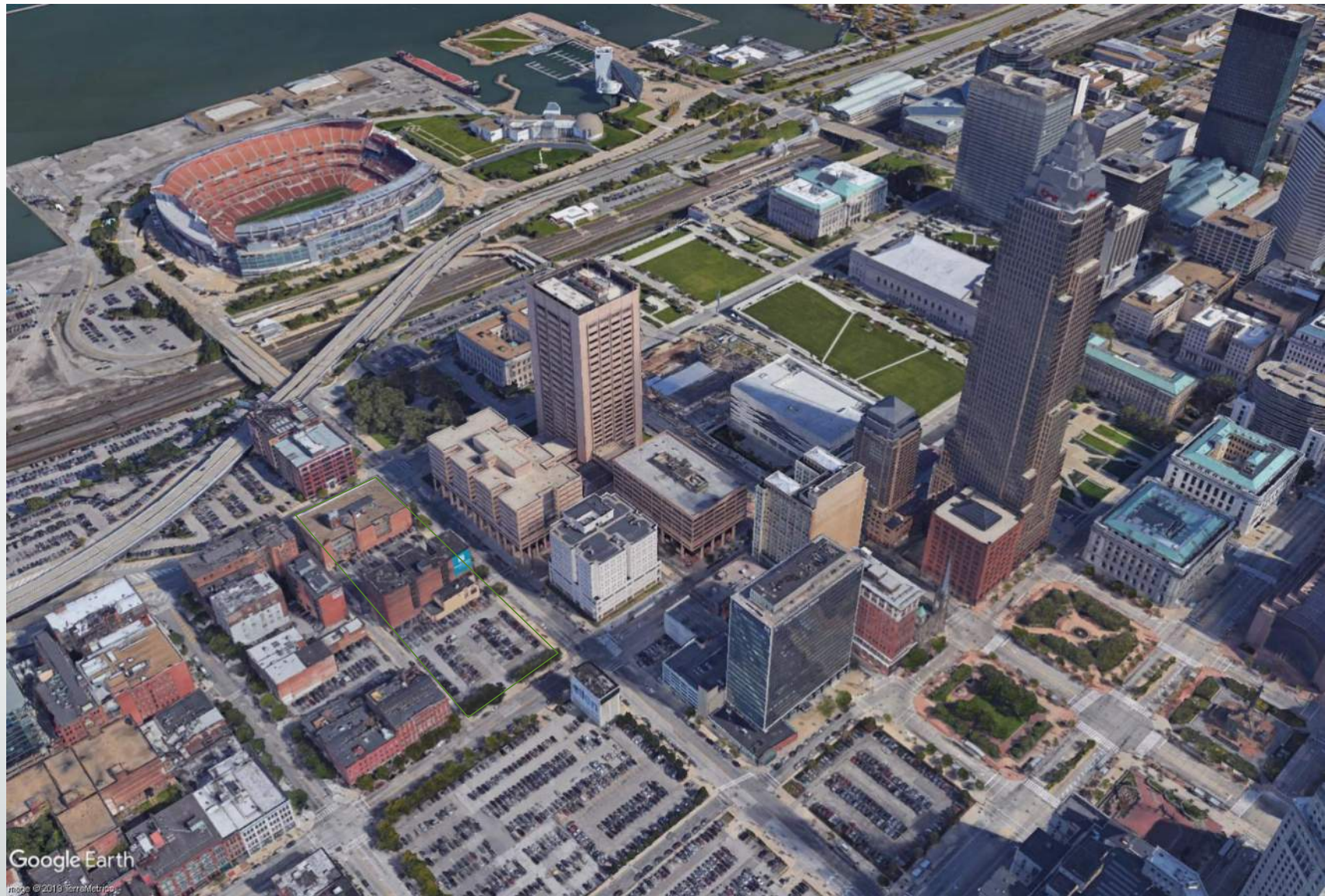
- + Jail I replacement reflects best practices & operational efficiency
- + Maintains Consolidated Justice Center /direct connection to Jail
- + Domestic Relations consolidated w/Justice Center
- + Maintains courthouse on current site
- + Transit accessible

- 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 \$\$\$\$\$

Steering Committee Vote 1 yes – 11 no

IX.d. Options 1b New Facility to Replace Jail I + Reuse Jail II

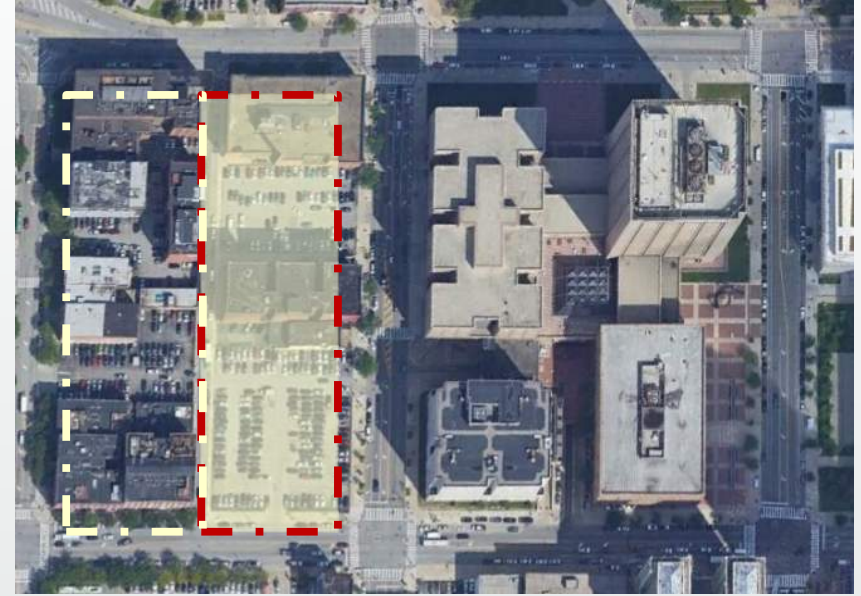


IX.d. Options 1b New Facility to Replace Jail I + Reuse Jail II

Site Development Options



- **Partial Site**
 - + Room for Future Expansion
 - **2-4 Housing Units/Floor**
 - **11 floors tall (14 stories with mezzanines)**
 - **Increased staffing costs (More Clusters)**
 - **Increased vertical movement**
 - \$ **Deep foundations required**
 - \$ **Connecting tunnel or bridge Required**



- **Full Site**
 - + **4-8 Housing Units/Floor**
 - + **6 floor tall (9 stories w/ mezzanines)**
 - + **Reduced operational costs (fewer clusters)**
 - + **Better adjacencies Medical/MH**
 - **Vertical expansion, shell space or additional site acquisition required for expansion**
 - \$ **Deep foundations required**
 - \$ **Connecting tunnel or bridge Required**

IX.d. Options 1b New Facility to Replace Jail I + Reuse Jail II

General Approach

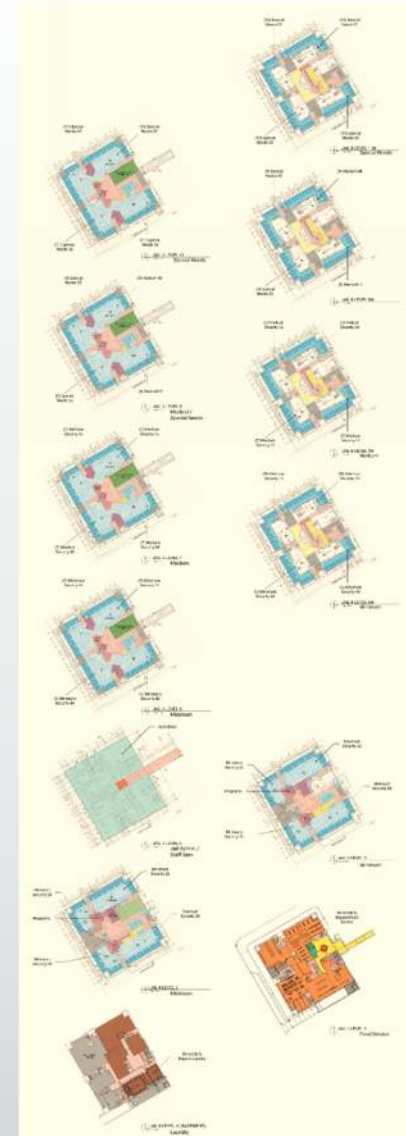
- Develop general diagram of adjacencies and organization
- Maximize reuse of Jail II
- Standardize housing footprint/organization for adaptability
 - 48 cell single cell
 - 48 cell single cell sub-dividable into 2 24 cell/48 bed units
 - 48 cell single cell plan– adaptable for 32 single cells & mixed occupancies – single/double/min-dorm
- Co-locate Reception/Short-term & Maximum-Security Housing near Intake/Central Booking/Transportation/Release
- Co-locate Medical/Mental Health Clinics & Housing proximate to Intake/Central Booking/Transportation/Release
- Provide separate cluster for Females
- Allow for Alternate Housing configurations
- Build Annex; Vacate & Renovate Jail II using Jail I as interim Housing; Demolish Jail I

IX.d. Options 1b New Facility to Replace Jail I + Reuse Jail II

Jail II Reuse

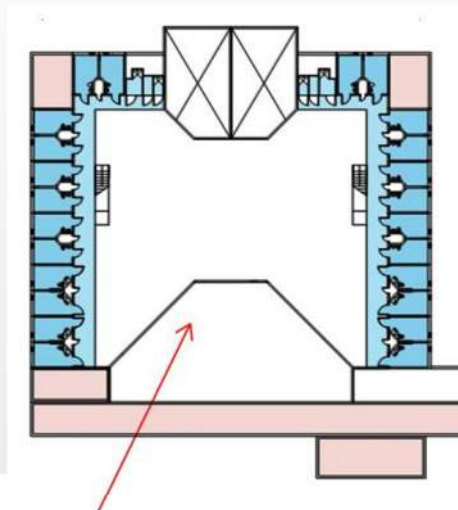
- Basement Laundry/Stores
- First Floor Renovated & Expanded Food Service
- Second Floor GP Male Minimum Security Housing
- Third Floor GP Male Minimum Security Housing
- Fourth Floor Administration & Staff Services
- Fifth Floor/6M GP Male Minimum Security Housing
- Seventh Floor/7M GP Male Medium Security Housing
- Ninth Floor/10M GP Male Medium Medical/Special Needs
- Eleventh Floor/11M GP Male Medium Special Needs
- **TOTAL BED CAPACITY JAIL II 864 Beds***

**assumes approval of increased capacity for double-celling these populations*

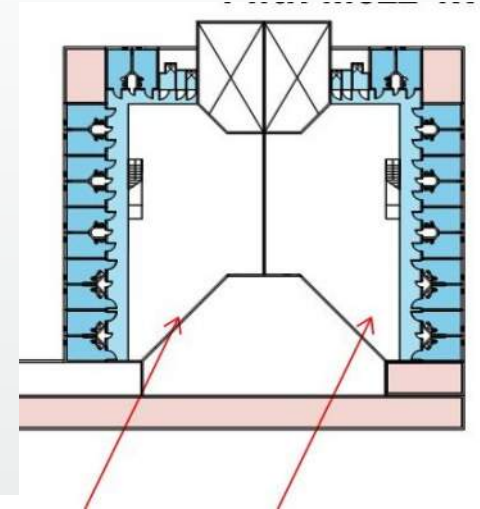


IX.d. Options 1b New Facility to Replace Jail I + Reuse Jail II

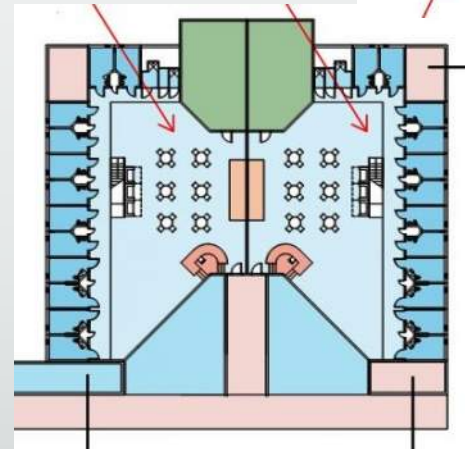
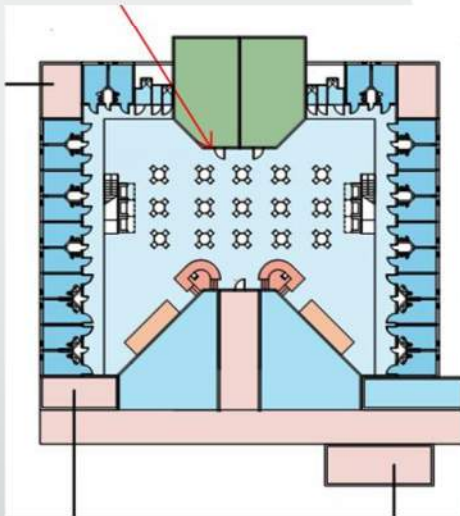
New Annex – Standardized Adaptable Housing/Cluster Footprint



48 Bed Single Cell Unit Footprint



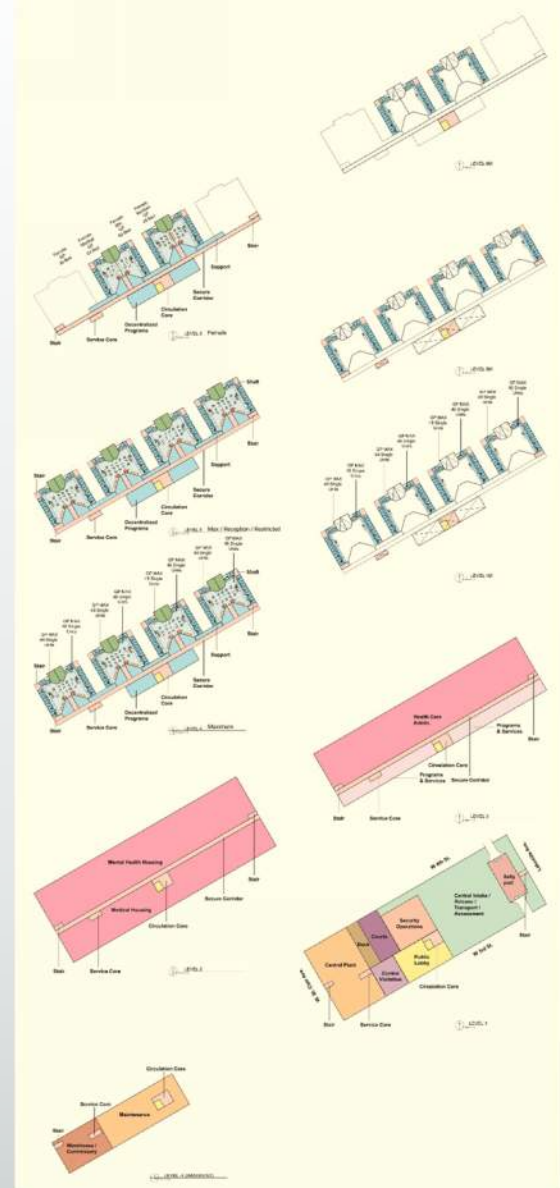
48 Bed Single Cell Footprint Adapted as 2 – 24 Cell/48 Bed Double Cell Units



IX.d. Options 1b New Facility to Replace Jail I + Reuse Jail II

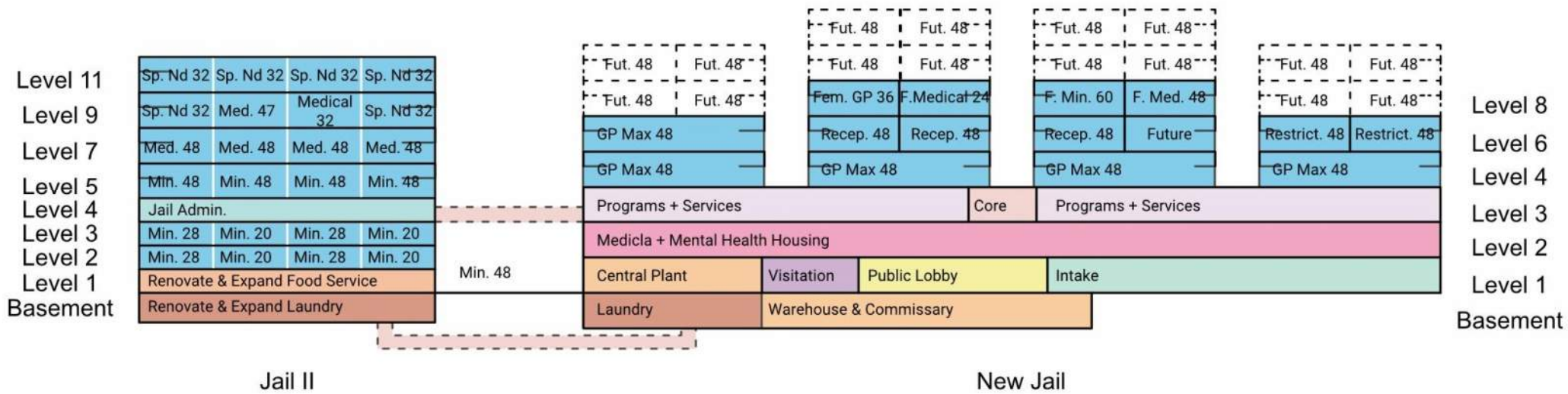
New Annex

- Basement Warehouse/Maintenance
- First Floor Intake/Central Booking/Lobby/Security Operations
- Second Floor Medical/Mental Health Clinic
- Third Floor Medical/Mental Health Housing
- Fourth Floor/4M Maximum Security Housing
- Fifth Floor/5M Maximum Security/Reception/Restricted
- Sixth Floor/6M Female Housing/Future Expansion
- Seventh Floor/7M Future Expansion
- Eighth Floor/8M Future Expansion
- **TOTAL BED CAPACITY NEW Annex 900 Beds**



IX.d. Options 1b New Facility to Replace Jail I + Reuse Jail II

New Annex



VIII. Review & Comparative Evaluation of Jail Options

- Steering Committee adopted Options 2a (9-3); 3b (8-4) & 3c (12-0) – all based on new low-rise jail on non-downtown CBD Site;
- Subsequently Option 1b (1-11) was added for comparative analysis – Reuse of Jail II + Expansion on adjacent site
 - a. Discussion of Potential reuse of existing facilities as a baseline for comparison:
 - a. Reuse of Jails I & II
 - b. Reuse of Jail II + New Remote Facility
 - b. Summary Review of Jail Program
 - c. Option 2a, 3b, 3c (Jail Component Only): New campus Jail on a site outside of the Downtown Cleveland Central Business District
 - d. Option 1b (Jail Component Only): New Facility to Replace Jail I Adjacent Justice Center, + Reuse of Jail II
 - e. Review and Comparative Evaluation of Jail Options – Subjective & Objective Criteria**
 - f. Review & discussion of Site Criteria related to Options 2a, 3b & 3c should the Steering Committee determine that the best course of action is a new jail on a new site.

IX.e. Comparative Evaluation – Subjective Criteria

Comparative Evaluation: Detention Center Development Options		Option 1b: Maximum Reuse Expand/Renovate Justice Center & Jail In-Place; Retain Jail II	Options 2a, 3b & 3c: Relocate Jail to New Remote Site;
Key:			
	Highly Responsive/Positive		
	Partially Responsive/Positive		
	Partially Non-Responsive/Negative		
	Not Responsive/Negative		
Subjective Criteria			
Programmatic Suitability			
	Program Responsiveness	Yellow	Green
	Future Expansion/Adaptation	Yellow	Green
	Operational Efficiency	Red	Green
	Flexibility (Building Footprint)	Red	Green
	Quality of Environment	Yellow	Green
	Appropriateness of Image	Yellow	Green
	Court Transport	Green	Yellow
	Ease of Public Access	Green	Green
Locational Considerations			
	Availability of Staff/Visitor Parking	Yellow	Green
	Access to Mass Transit	Green	Green
	Family Access	Green	Green
	Attorney Access	Green	Yellow
	Emergency Services	Green	Green
	Neighborhood Compatibility	Yellow	Yellow
	Economic Impact	Yellow	Green
Developmental Impacts			
	Site Availability	Yellow	Green
	Impediments to Development	Yellow	Green
	Construction Logistics	Yellow	Green
	Construction Impact on Operations	Yellow	Green
	Potential for Phased Development/Expansion	Yellow	Green
	Community Support	Yellow	Green
	Urban Design/Impact Opportunities	Yellow	Green
	Potential for D-B Delivery	Yellow	Green

IX.e. Comparative Evaluation – Objective Criteria

Cost Estimating

- Detailed on a component basis
- Multiple Independent Estimates Completed
- All Estimates in today's dollars
- Unit costs adjusted to Cuyahoga County/Cleveland Market
- Reconciled to remove anomalies
- Comparable to recent projects

DLR GROUP RECONCILED					
Unit Identification	Building Gross Area	Exterior Recreation	TOTAL BGSF	Cost/SF	Extended Cost
HOUSING					
Cluster 1: Reception/Restricted Male					
8.100 Reception/Short-term Sent	12,459	750	13,209	\$ 473.00	\$ 6,247,850
8.100 Reception/Short-term Sent	12,459	750	13,209	\$ 473.00	\$ 6,247,850
8.600 Reception/Short-term/RH	10,713	930	11,643	\$ 473.00	\$ 5,507,274
8.500 Restricted Housing	12,554	900	13,454	\$ 498.00	\$ 6,700,022
8.500 Restricted Housing	12,554	900	13,454	\$ 498.00	\$ 6,700,022
8.900 Decentralized Serv- Reception	6,116	-	6,116	\$ 398.00	\$ 2,434,323
8.900 Classification	1,751	-	1,751	\$ 398.00	\$ 696,848
8.900 Video Arraignment	3,784	-	3,784	\$ 398.00	\$ 1,505,833
Subtotal Cluster 1	72,390	4,230	76,620		\$ 36,040,023
Cluster 3: GP Minimum Male					
8.200 GP Minimum	14,072	750	14,822	\$ 448.00	\$ 6,640,193
8.200 GP Minimum	14,072	750	14,822	\$ 448.00	\$ 6,640,193
8.200 GP Minimum	14,072	750	14,822	\$ 448.00	\$ 6,640,193
8.200 GP Minimum	14,072	750	14,822	\$ 448.00	\$ 6,640,193
8.200 GP Minimum	14,072	750	14,822	\$ 448.00	\$ 6,640,193
Add Washer dryer - 2 male pods	569	-	569	\$ 448.00	\$ 255,024
8.900 Decentralized Services	5,126	-	5,126	\$ 398.00	\$ 2,040,244
Subtotal Cluster 3	76,055	3,750	79,805		\$ 35,496,234
Cluster 6: GP Maximum Male					
8.400 GP Maximum	14,394	750	15,144	\$ 548.00	\$ 8,299,150
8.400 GP Maximum	14,394	750	15,144	\$ 548.00	\$ 8,299,150
8.400 GP Maximum	14,394	750	15,144	\$ 548.00	\$ 8,299,150
8.400 GP Maximum	14,394	750	15,144	\$ 548.00	\$ 8,299,150
8.400 GP Maximum	14,394	750	15,144	\$ 548.00	\$ 8,299,150
2 subpods w/security vestibule	304	-	304	\$ 648.00	\$ 196,733
8.900 Decentralized Services	5,126	-	5,126	\$ 398.00	\$ 2,040,244
Subtotal Cluster 6	77,402	3,750	81,152		\$ 43,732,728
Cluster 7: GP Special Needs					
8.800 GP Special Needs	9,727	750	10,477	\$ 498.00	\$ 5,217,339
8.900 GP Special Needs	9,727	750	10,477	\$ 498.00	\$ 5,217,339
8.900 GP Special Needs	9,727	750	10,477	\$ 498.00	\$ 5,217,339
8.900 GP Special Needs	9,727	750	10,477	\$ 498.00	\$ 5,217,339
8.900 GP Special Needs	9,727	750	10,477	\$ 498.00	\$ 5,217,339
8.900 GP Special Needs	9,727	750	10,477	\$ 498.00	\$ 5,217,339
8.900 Decentralized Services	5,126	-	5,126	\$ 398.00	\$ 2,040,244
Subtotal Cluster 7	63,486	4,500	67,986		\$ 33,344,280
SUBTOTAL ALL HOUSING	522,691		553,521	\$ 490.10	\$ 271,280,529
Programs & Support					
1.000 Public Lobby	8,014	-	8,014	\$ 373.00	\$ 2,989,353
2.000 Facility Administration	7,924	-	7,924	\$ 338.00	\$ 2,678,143
3.000 Staff Support	11,878	-	11,878	\$ 338.00	\$ 4,014,882
Sheriff's Administration	-	-	-	\$ -	\$ -
Subtotal - Admin/Entry/Staff	27,816		27,816		\$ 9,682,378
4.000 Security Operations	11,878	-	11,878	\$ 598.00	\$ 7,103,253
5.000 Central Intake/ Assessment/Release/Transport	57,370	-	57,370	\$ 398.00	\$ 22,833,280
6.000 Courts	7,009	-	7,009	\$ 523.00	\$ 3,665,838
11.000 Central Visitation	3,800	-	3,800	\$ 498.00	\$ 1,892,201
Subtotal - Main floor	80,057		80,057		\$ 35,494,572
12.000 Programs & Services	14,370	-	14,370	\$ 398.00	\$ 5,719,419
10.000 Health Care Clinic/Admin	53,621	-	53,621	\$ 448.00	\$ 24,022,208
Subtotal - Programs & Services/Clinic	67,991		67,991		\$ 29,741,627
SUBTOTAL Programs/Support	254,350		254,350	\$ 460.52	\$ 117,133,452
TOTAL HOUSING + PROGRAMS/SUPPORT	777,041		807,871	\$ 480.79	\$ 388,413,981
DLR GROUP RECONCILED					

IX.e. Comparative Evaluation – Objective Criteria

Cost Estimating – Summary

New Jail on New Site			
			Reconciled
Construction Costs			
New Construction Cost			\$ 395,269,585
Renovation Construction Cost			\$ -
Site Development Costs			\$ 9,680,000
CONSTRUCTION COSTS			\$ 404,949,585
Project Costs			
Fees & Administration	15%		\$ 60,742,438
Site Acquisition			TBD
FFE	2.50%		\$ 10,123,740
Contingency - New Construction	5%		\$ 23,790,788
Contingency - Renovations	10%		
PROJECT COSTS			\$ 94,656,965
TOTAL PROBABLE PROJECT COST			\$ 499,606,550
Shell 800 Beds			\$ -
TOTAL PROBABLE COST w/SHELL SPACE			\$ 499,606,550

Project Cost Delta: New Construction Project Cost \$55.2M to \$125.8M Less than Reuse + Expansion, assuming equivalent Site Costs

New Annex + Jail II Renovation/Reuse			
			Reconciled
Construction Costs			
New Construction Cost			\$ 258,552,915
Site Development Costs			
Deep Pile Foundations			\$ 19,467,800
Tunnel/Bridge Connector			\$ 4,375,000
Subtotal New Construction			\$ 282,395,715
Renovation Construction Cost			\$ 100,930,220
Shell & Core Upgrades			\$ 44,122,142
Escalation (Phasing)			\$ 22,817,897
Site Development Costs			
CONSTRUCTION COSTS			\$ 450,265,975
Project Costs			
Fees & Administration	15%		\$ 67,539,896
Site Acquisition			TBD
FFE (Based on New)	2.50%		\$ 10,123,740
Contingency - New Construction	5%		\$ 16,810,828
Contingency - Renovations	10%		\$ 10,093,022
PROJECT COSTS			\$ 104,567,485
TOTAL PROBABLE PROJECT COST			\$ 554,833,460
Shell 800 Beds (Project Costs)			\$ 70,586,863
TOTAL PROBABLE COST w/SHELL SPACE			\$ 625,420,323

IX.e. Comparative Evaluation – Objective Criteria

Operational Cost Savings – New Jail on a New Site

- **Housing Staffing – Best Practice/Current operations Direct Supervision - 24-hour staffing of all housing units**
 - ODRC Standards allow units of 48 – 60 offenders; Current Jail I Housing Units are 24 – 29 beds – *effectively doubling staffing requirements*
 - Currently there are 66 Housing pods requiring 336.6 correctional FTE's
 - Proposed Program includes 41 Housing pods requiring 209.1 correctional FTE's
 - **Net Savings (127.5) correctional FTE's or**
 - **@ \$75,000/yr (\$9.562 M/yr)**

- **Control Rooms**
 - Jail I & II have a total of 14 housing control rooms
 - Proposed Program would have a single master control with no additional fixed housing posts
 - Current housing control room staffing 68.8 correctional FTE's
 - **Net Savings (68.8) correctional FTE's or**
 - **@ \$75,000/yr (\$5.16 M/yr)***

- **Centralized Programs & Services**
 - Requires additional staff – and staffing shortfalls limit access to programs & services
 - **Net Savings Not Estimated at this time**

- **Court Transport**
 - Reuse would eliminate need for transport to Court from remote site
 - **Additional Cost \$812,500/yr**

IX.e. Comparative Evaluation – Objective Criteria

Operational Cost Savings – New Annex + Reuse of Jail II

- **Housing Staffing – Best Practice/Current operations Direct Supervision - 24-hour staffing of all housing units**
 - ODRC Standards allow units of 48 – 60 offenders; Current Jail I Housing Units are 24 – 29 beds – *effectively doubling staffing requirements*
 - Currently there are 66 Housing pods requiring 336.6 correctional FTE's
 - Reuse Plan results in 51 Housing pods requiring 260.1 correctional FTE's
- | | |
|------------------------|-------------------------------------|
| ▪ Net Savings | (76.5) correctional FTE's or |
| ▪ @ \$75,000/yr | (\$5.735 M/yr) |
- **Control Rooms**
 - Jail I & II have a total of 14 housing control rooms requiring 68.8 correctional FTE's
 - Reuse Plan results in duplicate control rooms & additional floor clusters 40.8 correctional FTE's
- | | |
|---------------------------------|-----------------------------------|
| ▪ Net Unrealized Savings | (28) correctional FTE's or |
| ▪ @ \$75,000/yr | (\$2.16 M/yr)* |
- **Additional Costs**
 - More floors = more clusters/rovers/back-up per floor
 - Increased Management two Buildings
 - Duplication of services – Medical Emergency, Visiting, Volunteer & Attorney Access
- | | |
|---------------------------|-----------------------------------|
| ▪ Additional Costs | Not Estimated at this time |
|---------------------------|-----------------------------------|

IX.e. Comparative Evaluation – Objective Criteria

Project Cost Delta: New Construction Project Cost \$55.2M to \$125.8M Less than Reuse + Expansion, assuming equivalent Site Costs

Operational Cost Delta: New Construction generates \$9.1M greater annual savings

Comparative Evaluation: Detention Center Development Options			
Key:			
Highly Responsive/Positive			
Partially Responsive/Positive			
Partially Non-Responsive/Negative			
Not Responsive/Negative			
		Option 1b: Maximum Reuse Expand/Renovate Justice Center & Jail In-Place; Retain Jail II	Options 2a, 3b & 3c: Relocate Jail to New Remote Site;
Objective Criteria			
Projected Costs - Jail			
	Construction Cost (Today's Dollars \$M)	\$450.27	\$404.95
	Project Costs (Today's Dollars \$M)	\$104.57	\$94.66
	Total Project Costs (Today's Dollars \$M)	\$554.83	\$499.61
	Potential Site Acquisition Cost	TBD	TBD
Total Potential Cost Jails (Today's Dollars)			
	Potential Initial Cost for Future Expansion	\$70.59	\$0.00
Time To Occupancy/Completion			
	Time to Occupancy - Jail Phase I (yrs.)	3 yrs	3 yrs
	Total Time to Occupancy - Jail (yrs.)	6 yrs	3 yrs
Operational Cost Impact			
	Annual Operational Cost +/- - Jail \$M	-\$7.89	-\$14.72
	Additional Costs Rovers/Movement Staff +/-	\$1.79	\$0.00
	Annual Court Transport Costs	\$0.00	\$0.81
	Duplication of Services/Two Buildings	\$1.28	\$0.00
	Net Operational Savings	-\$4.83	-\$13.91

IX.e. Comparative Evaluation – Objective Criteria

Operational Debt Service Cost Delta: New Construction generates \$9.1M greater amount toward debt service

Comparative Evaluation: Detention Center Development Options			
Key:			
Highly Responsive/Positive			
Partially Responsive/Positive			
Partially Non-Responsive/Negative			
Not Responsive/Negative			
		Option 1b: Maximum Reuse Expand/Renovate Justice Center & Jail In-Place; Retain Jail II	Options 2a, 3b & 3c: Relocate Jail to New Remote Site;
Potential Savings Available for Debt Service			
	Annual Operating Costs Housing & Control	-\$7.89	-\$14.72
	Annual Operational Cost Rovers/Movement	\$1.79	TBD --
	Annual Court Transport Costs	\$0.00	\$0.81
	Duplication of Services/Two Buildings	\$1.28	\$0.00
	Other Savings (Euclid, Bedford Out Placement)	-\$12.33	-\$12.33
	TOTAL POTENTIAL AVAILABLE For ANNUAL DEBT SERVICE	<17.66M	>26.24M

VIII. Review & Comparative Evaluation of Jail Options

Note: The Steering Committee previously adopted, for further evaluation, Options 2a (9-3), 3b (8-4) and 3c (12-0) – all based on a new low-rise jail outside of the downtown Cleveland core. Subsequently, Option 1b (1-11) was added for comparative analysis – Reuse of Jail II + expansion on adjacent site.

- a. Discussion of Potential reuse of existing facilities as a baseline for comparison:
 - a. Reuse of Jails I & II
 - b. Reuse of Jail II + New Remote Facility
- b. Summary Review of Jail Program
- c. Option 2a, 3b, 3c (Jail Component Only): New campus Jail on a site outside of the Downtown Cleveland Central Business District
- d. Option 1b (Jail Component Only): New Facility to Replace Jail I Adjacent Justice Center, + Reuse of Jail II
- e. Review and Comparative Evaluation of Jail Options – Subjective & Objective Criteria
- f. Review & discussion of Site Criteria related to Options 2a, 3b & 3c should the Steering Committee determine that the best course of action is a new jail on a new site.**

IX.f. Review & Discussion of Site Selection Criteria

Locational

- Access to Public Transit
- Parking/Access Attorneys & Visitors
- Highway Access – Law Enforcement, Attorneys, Volunteers, Families & Visitors
- Proximity to the Courts
- Proximity to Emergency Services
- _____
- _____
- _____
- _____
- _____
- _____

Site Acquisition/Development

- Acquisition Cost
- Ease of Acquisition
- Size & Configuration
- Community Context/Buffers
- Utilities
- Soil, Drainage, HazMAT & Terrain
- Environmental & Historic Preservation
- Impediments to Development
- Developmental Impact
- _____
- _____
- _____
- _____

IX.f. Review & Discussion of Site Selection Criteria

CUYAHOGA COUNTY JAIL SITING SELECTION SCORESHEET

Selection Criteria	Site A	Site B	Site C
<i>Locational Impacts:</i>			
Access to Public Transit <ul style="list-style-type: none"> Green – Public transit currently available within 2 blocks of the site, 7 days a week Yellow – Public transit available in vicinity of site and RTA commits to extending to site, 7 days a week Red – Public Transit not readily available or no commitment to provide 			
Parking/Access Attorneys & Visitors <ul style="list-style-type: none"> Green – Site will accommodate on-site parking for attorneys, volunteers, visitors & families Yellow – Parking is not available on site but readily available at reasonable rates adjacent to the site Red – Limited public parking available 			
Highway Access – Law Enforcement, Attorneys, Volunteers, Families & Visitors <ul style="list-style-type: none"> Green - The site is located within 2 miles of an expressway exit with good arterial street access Yellow – The site is located within 4 miles of an expressway exit with good arterial Street access Red – The site is located more than 4 miles of an expressway exit, or has poor arterial street access 			
Proximity to the Courts <ul style="list-style-type: none"> Green - The site is located within an 8-mile or a 15-minute drive to the Cuyahoga Justice Center or CBD Yellow – The site is located within a 12-mile or a 30-minute drive to the Cuyahoga Justice Center or CBD Red – The site is located more than a 12-mile or a 30-minute drive to the Cuyahoga Justice Center or CBD 			
Proximity to Emergency Services <ul style="list-style-type: none"> Green – Fire & ambulance services available within 10 minutes of site; driving time to nearest hospital is 15 minutes or less Yellow – Fire & ambulance services available within 15 minutes of site; driving time to nearest hospital is 20 minutes or less Red – Fire & ambulance services are not available within 15 minutes of site; driving time to nearest hospital is greater than 20 minutes 			

IX.f. Review & Discussion of Site Selection Criteria

Selection Criteria	Site A	Site B	Site C
Site Acquisition/Development:			
Acquisition Cost (Low, Medium, High) <ul style="list-style-type: none"> Estimated cost of site acquisition based on assessed values & availability Relocation costs for current site occupants if applicable or required Additional Site Development costs, e.g. parking garage for staff etc. 			
Ease of Acquisition <ul style="list-style-type: none"> Green - Publicly owned, limited private acquisition required Yellow - Primarily privately owned, owners willing to negotiate, limited potential for eminent domain Red - Primarily privately owned, owners unwilling to sell, potentially difficult to manage acquisition process with significant potential eminent domain will be required 			
Size & Configuration <ul style="list-style-type: none"> Green - Site is large enough to accommodate initial capacity of 1,600 beds with future horizontal expansion to 2,400 beds on a single level + staff, attorney & visitor parking on-grade with adequate buffers to community; site configuration allows for efficient operational planning of facility Yellow - Site is large enough to accommodate initial capacity of 1,600 beds with future horizontal expansion to 2,400 beds with no more than two levels of housing; + staff, attorney & visitor parking on-grade with adequate buffers to community; site configuration allows for efficient operational planning of facility Red - Site requires multi-level construction and/or shell space for expansion; staff, attorney & visitor parking remote from site within 1 block or requires parking garage or site does not allow adequate buffers, or configuration impacts ability for efficient facility operational planning/adjacencies 			
Community Context Buffers <ul style="list-style-type: none"> Green - The site has buffer areas on all sides which support sight and sound separation from adjacent residential land uses or requires limited buffers due to adjacent land uses Yellow - The site has buffer areas on at least two sides which support sight and sound separation from adjacent land uses or requires limited buffers due to adjacent land uses Red - The site does not have sufficient buffer areas especially related to adjacent residential land uses 			

IX.f. Review & Discussion of Site Selection Criteria

Selection Criteria	Site A	Site B	Site C
<p>Utilities</p> <ul style="list-style-type: none"> Green - The site has existing industrial grade level availability of all utility services (water, power, sewer, natural gas) or the potential for connecting to central hot/chilled water distribution Yellow - The site has existing availability of all utility services (water, power, sewer, natural gas), but some off-site upgrading required (less than ½ mile of utility lines) Red - Site utility availability is limited, requiring extensive off-site development 			
<p>Soil, Drainage, Hazardous Materials & Terrain Conditions</p> <ul style="list-style-type: none"> Green - The site has adequate load bearing capacity, drainage, run-off, and topography for development and no known Hazardous Materials requiring mitigation Yellow - The site will require special techniques, foundation work, or additional drainage systems to support development or mitigation Red - The site requires deep pile foundations and/or extensive work for drainage, run-off, and topography to support development or requires significant mitigation 			
<p>Environmental & Historic Preservation</p> <ul style="list-style-type: none"> Green - No portion of the site is impacted by floodplains, wetlands, fragile landscapes, or historical/archeological sites Yellow - A portion of the site which may require remediation or must remain undeveloped and buffered due to presence of floodplains, wetlands, fragile landscapes, or historical/archeological sites; mitigation measures if required are deemed reasonable including required approvals Red - Development of the site directly impacts floodplains, wetlands, fragile landscapes, or historical/ archeological sites and significantly restricts development; mitigation if required is extensive and may require significant time for approvals 			
<p>Impediments to Development</p> <ul style="list-style-type: none"> Green - There are no known impediments to development – zoning, community opposition, environmental concerns Yellow - Some actions will be required to support development – rezoning ameliorating community concerns Red - Significant impediments exist to development related to zoning, historical preservation, environmental issues or community concerns 			

IX.f. Review & Discussion of Site Selection Criteria

Selection Criteria	Site A	Site B	Site C
<p>Developmental Impact</p> <ul style="list-style-type: none"> • Green – Siting is compatible with adjacent uses, develops underutilized parcels and would have positive impact on surrounding community supporting small business development, residential development and employment • Yellow – Siting is generally compatible and would have some positive and some negative impacts on the surrounding community • Red – Siting would have negative impact on community and property values 			

- X. Determination 11.12.1 New Jail on a New Site**
- XI. Determination 11.12.2 Courthouse Options Limited to New Site in Downtown Cleveland Core (3c) or Expansion & Renovation of the Existing Justice Center (2A)**
- XII. Determination 11.12.3 Approval of General Site Evaluation Criteria for New Jail Site**
- XIII. Determination 11.12.4 Initiate Planning Activities for Development of a New Jail and Complete Master Planning for Justice Center**
- XIV. Additional Public Comment**
- XV. Next Steps / Next Meeting**
- XVI. Adjournment**

X. Determination 11.12.1 New Jail on a New Site

Determination 11.12.1: *The Steering Committee determines that it is impractical to renovate or expand existing Jail I or Jail II, and that future jail planning should be limited to consideration of a new jail on a site outside of the Downtown Cleveland core with an initial rated capacity to be determined, but not to exceed 1600 beds, with flexibility for either reduction in initial size or future expansion to a maximum rated capacity of 2,400 beds.*

1. Public Comment
2. Discussion
3. Motion by Steering Committee
4. Further Discussion (if required)
5. Vote

Passed by Steering Committee 12-0

XI. Determination 11.12.2 Courthouse Options Limited to New Site in Downtown Cleveland Core (3c) or Expansion & Renovation of the Existing Justice Center (2A)

Determination 11.12.2: *The Steering Committee determines that the preferred remaining options for consideration are for a new jail on a separate site outside of the Downtown Cleveland core and new courthouse within the Downtown Cleveland core (labeled as Option 3C) or a new jail on a separate site and renovation/expansion of the courthouse on the current site (labeled as Option 2A). The Steering Committee determines that further consideration shall not be given to a new combined jail/courthouse facility. (Labeled as Options 3A and 3B).*

- 1. Public Comment**
- 2. Discussion**
- 3. Motion by Steering Committee**
- 4. Further Discussion (if required)**
- 5. Vote**

Passed by Steering Committee 12-0

XII. Determination 11.12.3 Approval of General Site Evaluation Criteria for New Jail Site

Determination 11.12.3: *The Steering Committee determines that the proposed Siting Criteria for the new jail, as agreed to at the Steering Committee Meeting of ~~October 29, 2020~~ November 12, 2020 is appropriate and that the County should proceed to identify and provide a comparative evaluation of potential sites.*

- 1. Public Comment**
- 2. Discussion**
- 3. Motion by Steering Committee**
- 4. Further Discussion (if required)**
- 5. Vote**

Passed by Steering Committee 12-0

XIII. Determination 11.12.4 Initiate Planning Activities for Development of a New Jail and Complete Master Planning for Justice Center

Determination 11.12.4: *The Steering Committee determines that the County should proceed with planning for the new stand-alone jail, including but not limited to the following steps:*

- 1. Initiate the Site exploration/selection process.*
- 2. Prepare and issue the RFQ for the jail Criteria Architect.*
- 3. Commence work on creation of a capital financing plan and structuring of required agreements with appropriate stakeholders.*

Concurrently, the Steering Committee shall continue and conclude initial planning for the courthouse to allow an informed decision regarding the most appropriate approach for meeting the current and future needs of the courts and related agencies.

- 1. Public Comment**
- 2. Discussion**
- 3. Motion by Steering Committee**
- 4. Further Discussion (if required)**
- 5. Vote**

Passed by Steering Committee 12-0

- X. Determination 11.12.1 New Jail on a New Site**
- XI. Determination 11.12.2 Courthouse Options Limited to New Site in Downtown Cleveland Core (3c) or Expansion & Renovation of the Existing Justice Center (2A)**
- XII. Determination 11.12.3 Approval of General Site Evaluation Criteria for New Jail Site**
- XIII. Determination 11.12.4 Initiate Planning Activities for Development of a New Jail and Complete Master Planning for Justice Center**
- XIV. Additional Public Comment**
- XV. Next Steps / Next Meeting**
- XVI. Adjournment**

- X. Determination 11.12.1 New Jail on a New Site**
- XI. Determination 11.12.2 Courthouse Options Limited to New Site in Downtown Cleveland Core (3c) or Expansion & Renovation of the Existing Justice Center (2A)**
- XII. Determination 11.12.3 Approval of General Site Evaluation Criteria for New Jail Site**
- XIII. Determination 11.12.4 Initiate Planning Activities for Development of a New Jail and Complete Master Planning for Justice Center**
- XIV. Additional Public Comment**
- XV. Next Steps / Next Meeting**
- XVI. Adjournment**

- X. Determination 11.12.1 New Jail on a New Site**
- XI. Determination 11.12.2 Courthouse Options Limited to New Site in Downtown Cleveland Core (3c) or Expansion & Renovation of the Existing Justice Center (2A)**
- XII. Determination 11.12.3 Approval of General Site Evaluation Criteria for New Jail Site**
- XIII. Determination 11.12.4 Initiate Planning Activities for Development of a New Jail and Complete Master Planning for Justice Center**
- XIV. Additional Public Comment**
- XV. Next Steps / Next Meeting**
- XVI. Adjournment**



Cuyahoga County Justice Center Master Plan

Executive Steering Committee Meeting

November 12, 2020
9:00 AM

Discussion:

***Focus on Update on Jail Options & Related
Actions as a Basis for Determination of the
Path Forward Relative to Providing Safe &
Humane Jail Facilities for Cuyahoga County . .***



Westlake
Reed
Leskosky

In Association With:

