



Cuyahoga County Justice Center

Executive Steering Committee Meeting

**Cuyahoga County Council Chambers
September 23, 2021
9:00 A.M.**



Meeting Purpose

"To update the Committee on the status of the Cuyahoga County Corrections Center Project; to introduce the Criteria Architect Team; and to address the implication of jail population trends for the jail planning process and the status of jail population management efforts."



**This Meeting maybe be viewed by livestream
using the following link:**

<https://www.youtube.com/cuyahogacounty>

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. HOUSEKEEPING & PROTOCOL**
- IV. PURPOSE OF MEETING; REVIEW OF AGENDA**
- V. CUYAHOGA COUNTY CORRECTIONS CENTER PROJECT – PROJECT STATUS REPORT**
 - A. Introduction of the Criteria Architect team**
 - B. Review of Project Schedule**
 - C. Selection of Design-Builder**
- VI. STATUS OF PROGRAM CONFIRMATION**
 - A. The Confirmation Process**
 - B. Critical Issues Under Discussion**

VII. JAIL POPULATION AND POPULATION MANAGEMENT

A. Criteria Design and Jail Population

1. The Steering Committee's Direction
2. Current Population Trend
3. The Decision to Proceed with "Add-Alternates"

B. Status of Population Management Initiatives

1. Initiatives Outlined in Previous Steering Committee Determinations and Discussions
2. Diversion
3. Interim Central Booking
4. New Jail Management Positions
 - a. Jail Population Management
 - b. Senior Business Intelligence Analyst
5. Weekly Jail Population Meeting Among Stakeholders
6. Discussion

VIII. PLAN FOR RETURN TO COURT PROGRAMMING

IX. PUBLIC COMMENT

X. ADJOURN

V. Corrections Center Project Status Report

V. A. Introduction of Criteria Architect Team

YOUR CUYAHOGA TEAM

HOK
 ROLE: Master Planning, Architecture, Mental health, Program Verification and Planning, Low Voltage/Security, Landscaping, *Sustainable Design*

K2M
K2M Design, Inc. (SBE)
 ROLE: REgional Lead, Architecture, Engineering Support, Quality Control

Osborn Engineering Company, Inc. (SBE)
 ROLE: Executive Engineer (Civil, Structural, MEP, Fire/Life Safety, AV/IT)

Robert P Madison International, Inc. (MBE)
 ROLE: Sheriff Office Interior Architect

AGM (MBE)
 ROLE: Mechanical Engineer (support)

ME
METCO (MBE)
 ROLE: Electrical Engineer (support)

TriMark
TRIMARK/SS KEMP
 ROLE: Food Service + Laundry

KS
KS Associates (WBE)
 ROLE: Civil Engineer

CSS
CSS (WBE)
 ROLE: Cost Estimating, Scheduling + QC

CT Consultants
 ROLE: Code Specialist

TITUS
TITUS Consulting
 ROLE: Operations/Security

CUYAHOGA BASED TEAM

ALL
 TEAM MEMBERS HAVE
 CORRECTIONAL EXPERIENCE

120+
 PROJECTS TOGETHER

1,000+
 PROJECTS IN OHIO

300+
 BRIDGING DESIGN BUILD PROJECTS

**PARTNERS FOR A
 REASON -
 EXPERIENCED TEAM
 FOR CUYAHOGA**

CUYAHOGA PARTICIPATION

- OSBORN ENGINEERING (22.29% SBE)
- RPMI (5.12% MBE)
- CSS (1.99% WBE)
- AGM (2.47% MBE)
- METCO (2.47% MBE)
- KS ASSOCIATES (1.84% WBE)
- K2M DESIGN (25.30% SBE)

TOTAL 61.48%
 Cuyahoga based company participation

V. A. Introduction of Criteria Architect Team



San Mateo Maple Street Correctional Facility, Redwood City, CA



Wayne County Consolidated Justice Center, Detroit, MI



Davidson County Criminal Justice Complex and SPMI Unit, Nashville, TN



Gwinnett County Adult Detention Center, Lawrenceville, GA



Marion County Community Justice Campus, Indianapolis, IN



Wake County Justice Center, Raleigh, NC

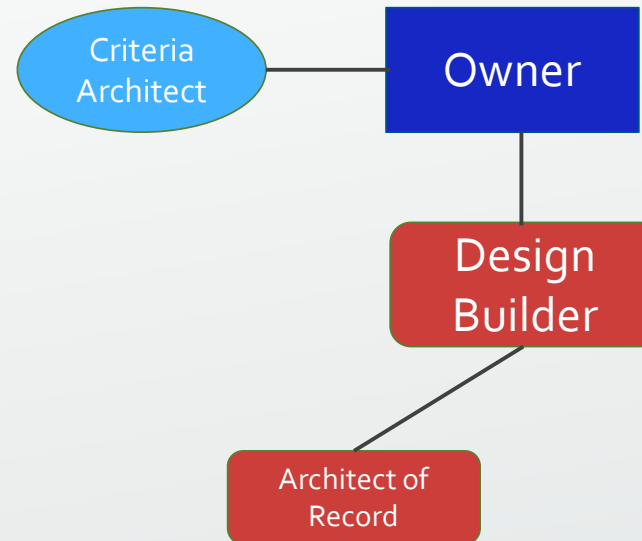
V.B. Review of the Project Schedule



V.C. Selection of Design-Builder

▪ Bridging Design-Build Approach

- As soon as Criteria Architect is confirmed, selection process for Design-Builder begins
- Design-Builder competitively selected using two-phase "Best Value" Process
 - **Phase 1: RFQ Response**
 - **Proposers submit Statement of Qualifications in response to RFQ. Evaluation factors may include:**
 - (i) experience and competence to perform the required design build services, including the capability of the proposed architect of record;
 - (ii) ability of the firm in terms of its workload and the availability of qualified personnel, etc.;
 - (iii) past performance of the firm as reflected by the evaluations of previous clients with respect to such factors as control of costs, quality of work and meeting of deadlines; and
 - (iv) other relevant factors as determined by the County, including success in implementing diversity and inclusion goals
 - **Phase 2: RFP Response**
 - **Technical Component**
 - Project approach, project team, supplemental references, project management plan, inclusion plan, etc.
 - **Sealed Price Component**
 - Preconstruction Services Fee
 - Fee for AOR Services
 - Design-Build Fee
 - General Conditions/Staff Costs
 - Contingency Requirements Within GMP




Selection Based on "Best Value" Scoring

V.C. Selection of Design Builder

- **Design Builder Selection Process**

- **RFQ Issued** 9/21/21
- **Prequalification Conference** 9/30/21
- **RFQ Response Date** 10/21/21
- **Short listing**
- **RFP Issued to Shortlist** 10/25/21
- **RFP Proposals Due** 11/09/21
- **Interviews** Week of 11/15/21
- **Selection/Notification** 11/22/21



REQUEST FOR QUALIFICATIONS
for Public Works

RFQ#: 7297

RFQ Title: Design-Build Services for the Cuyahoga County Corrections Center Project

RFQ ISSUE DATE: September 21, 2021

RFQ DUE DATE & TIME: October 21, 2021, at 11:00 AM

ISSUING DEPARTMENT: Department of Purchasing
Cuyahoga County Administrative Headquarters
2079 East 9th Street, 2nd Floor, Room 2-200
Cleveland, Ohio 44115

Proposals MUST be delivered to the ISSUING DEPARTMENT by the date and time listed. Any proposal received after this date and time will be returned and/or unopened.

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

VI. Status of Program Confirmation

VI. A. The Confirmation Process

- Reconfirm Current Needs
- Tours
- Programming Workshops
- Integrate Concepts with Verification Process
- Review Cost Model
- Review Staffing & Operating Costs



VI. B. Critical Issues Under Discussion

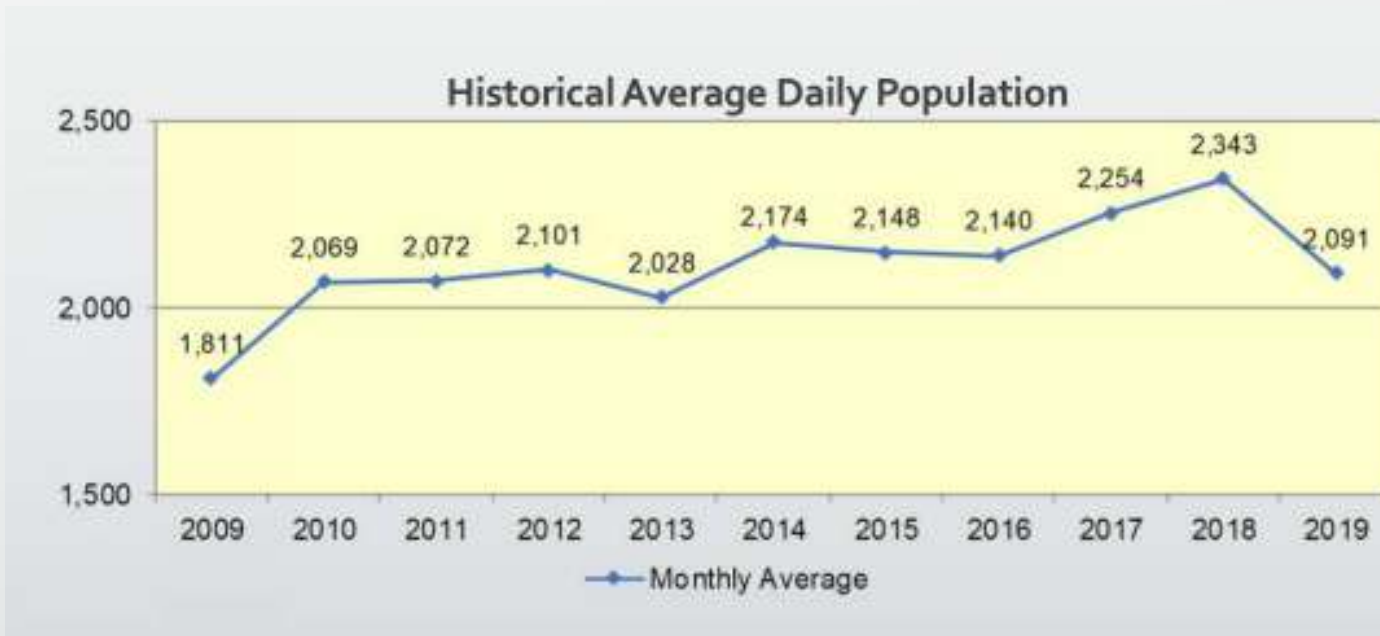
- Contiguous Sheriff Administration and Jail Facility
 - Shared space opportunities
 - Movement efficiency
 - Reduction in staffing positions
- Secured parking areas
- Customized bed types aligned to inmate population
- Specialized intake / assessment
- Modified Sheriff Program
- Benchmarking against similar projects
- First Appearance Court replaced by video



VII. Jail Population and Population Management

VII. A. Jail Population– Historic Background

- 2014 Planning Report– Assumed a Jail Population of 2600 by 2030
- From 2009 to 2019 there was a 15.5% increase in jail population peaking in 2018 (not all housed in the Downtown jails)
 - At same time, general population, crime, arrests and criminal case load were all decreasing!



Forecast of Future Capacity Requirements and Basis For Planning

High, Medium, Low Growth Scenario Forecast Models

- **High Growth Forecast Models:**

These models use **2009 to 2018 growth patterns, high incarceration rate (2018), and high 2018 average daily population of 2,343 inmates** as the base for the forecast.

- **Moderate Growth Forecast Models:**

These models use **2009 to 2019 moderate growth patterns, moderate incarceration rate (2019), and 2019 average daily population of 2,091 inmates** as the base for forecast.

- **Low Growth Forecast Models**

These models use **2010 to 2016 low growth patterns, 2010 to 2016 average incarceration rate of 1.67, and the 2010 to 2016 ADP of 2,105 inmates** as the base for forecast.



- **System Change Forecast Models:**

These models use **the low growth patterns of 2010 to 2016 and the 2010 to 2016 ADP of 2,105 as the base for forecasting**, but assume **10%, 15% or 20% reductions in ADP in the jail due to implementation of criminal justice system changes and alternatives to incarceration.**

Forecast of Future Capacity Requirements and Basis For Planning

Range of Projections:

INMATE POPULATION FORECAST MODELS					
	2025	2030	2035	2040	2045
High Growth Forecast Models					
Composite - Average of Forecast 1 & 2	2,752	3,093	3,434	3,775	4,116
+ 10% Peaking/Classification	275	309	343	378	412
Bedspace Estimate	3,028	3,403	3,778	4,153	4,529
Moderate Growth Forecast Models					
Composite - Average of Forecast 1 & 2	2,269	2,418	2,566	2,714	2,863
+ 10% Peaking/Classification	227	242	257	271	286
Bedspace Estimate	2,497	2,660	2,823	2,986	3,150
Low Growth Forecast Models					
Composite - Average of Forecast 1 & 2	2,109	2,135	2,163	2,194	2,235
+ 10% Peaking/Classification	211	214	216	219	223
Bedspace Estimate	2,320	2,349	2,380	2,414	2,458
System Change Forecast Models					
Composite - Average of Forecast 1 & 2	1,850	1,873	1,898	1,925	1,960
+ 10% Peaking/Classification	185	187	190	193	196
Bedspace Estimate	2,035	2,061	2,088	2,118	2,156



Jail Population– Historic Background

- In 2019, there was acknowledgement that these numbers could be brought down through “system change” which had not been employed or maximized, including.
 - Diversion
 - Central Booking
 - Bail Reform
 - Jail Expeditor/Coordinator
 - Jail Population Committee
- The questions were by how much, and when would these changes be fully activated and show results?
- Efforts commenced on a number of fronts.....the thought was that much could be accomplished in two years.

Jail Population– Historic Background

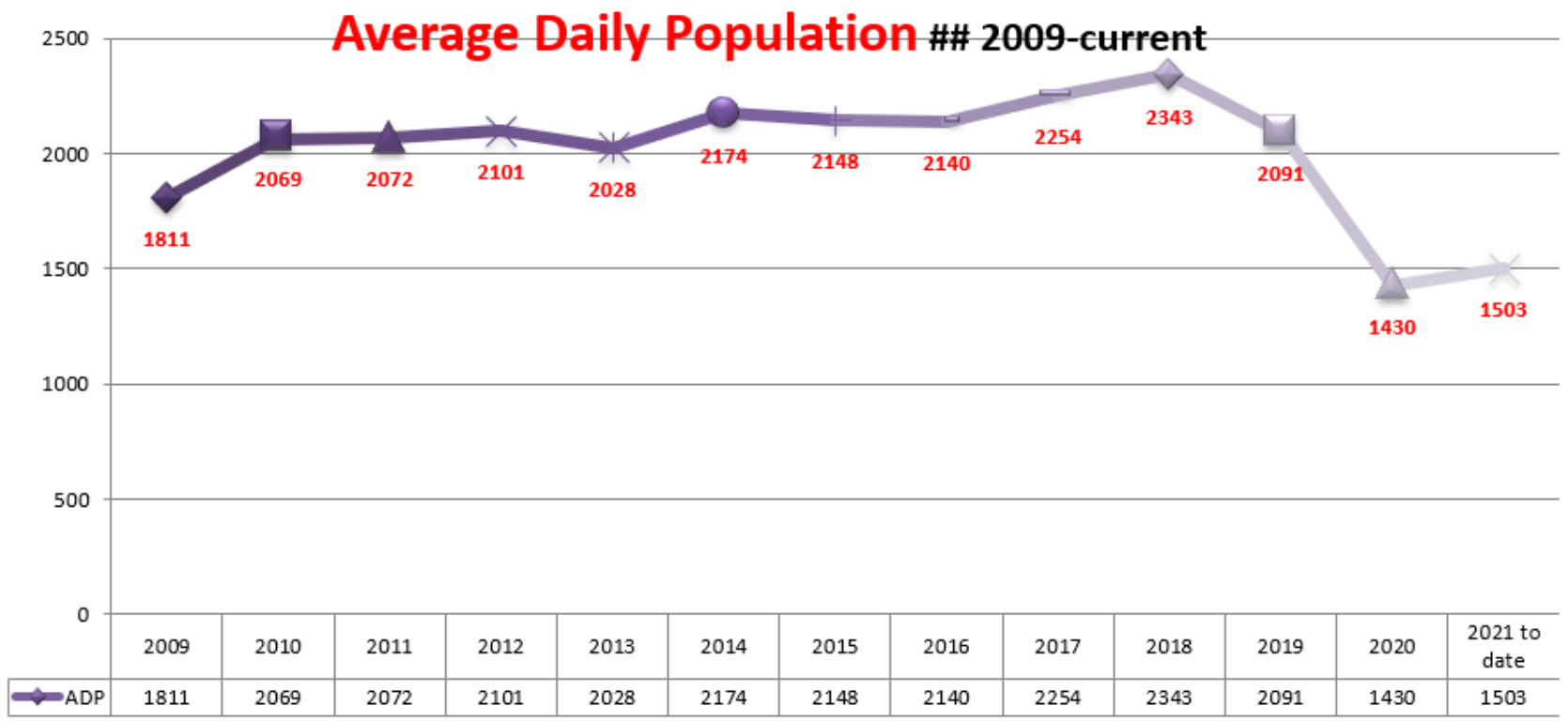
- The Result was this Determination unanimously passed by the Committee on September 17, 2019:

Determination #4:

*The Steering Committee determines that there are significant opportunities to reduce the population of the jail through a systemic approach to jail population management and reforms consistent with our commitment to public safety. We therefore determine that planning should proceed based on an assumption of a rated capacity for the jail of no less than 1,600 beds with a support core planned for no more than 2,400 beds, **planned to allow adjustment upward or downward.***

We recognize that these are bold initiatives but believe that this reflects current national trends and with a concerted effort of all parts of our justice system is achievable. However, should circumstances change, we further determine that the planning for the jail should allow for an incremental adjustment upward or downward within this range to a maximum capacity up to the 2,400 beds based on projections thru the year 2045.

- Six months later— COVID hits!

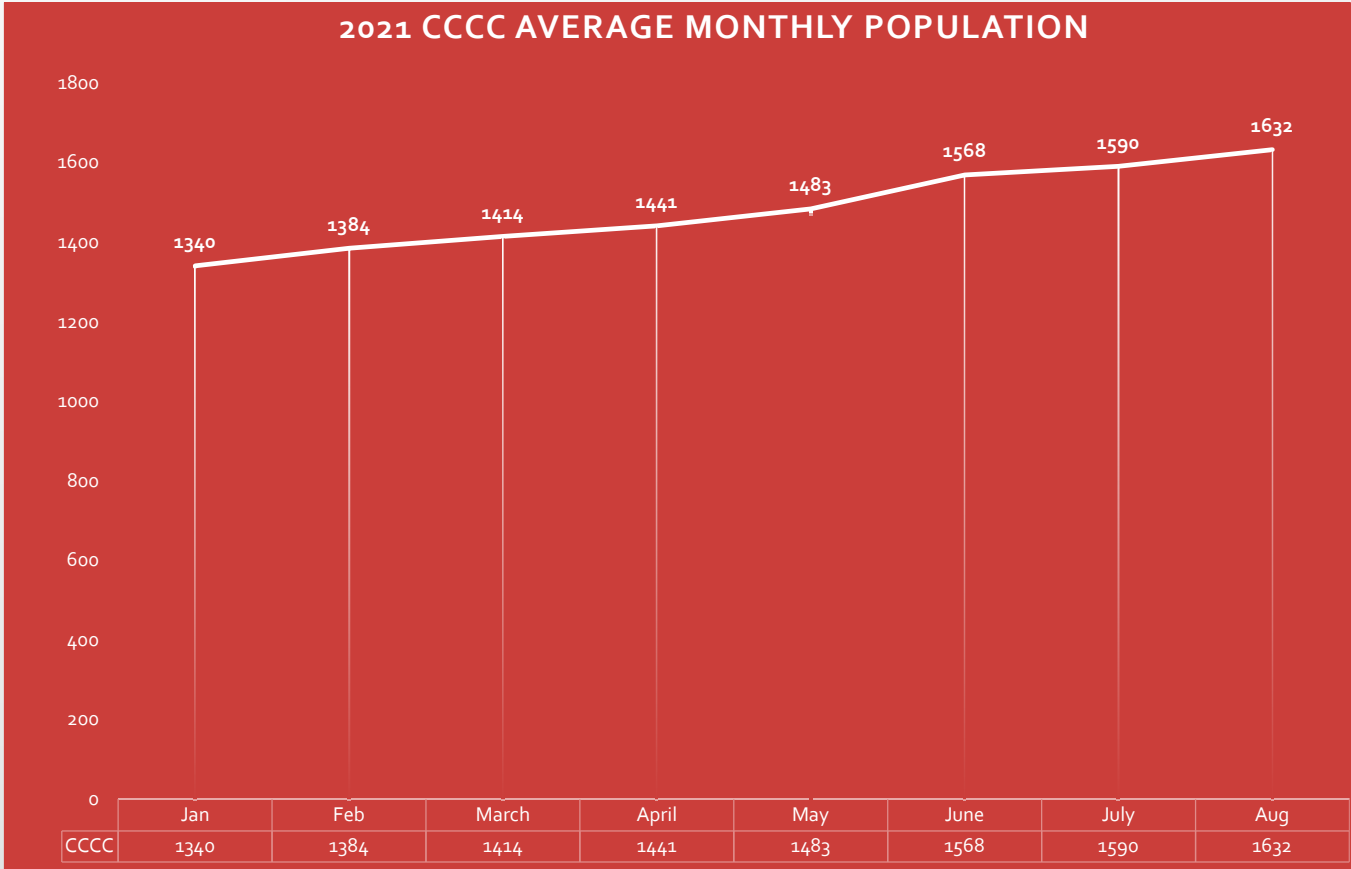


Historical Notes:

- March 2018: CCCC assumes Cleveland/House of Corrections inmates/operations
- December 2018: US Marshal Report is issued
- March, 2020: COVID Pandemic begins

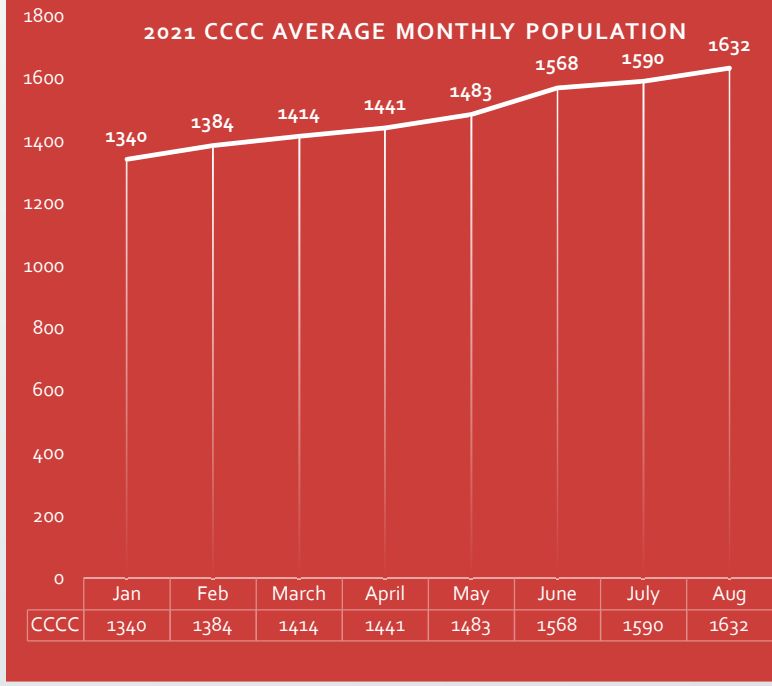
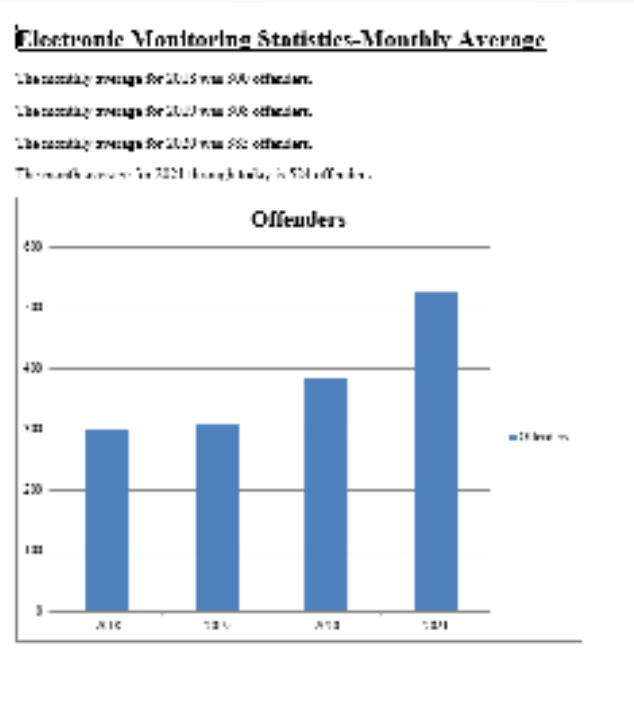
VII.A.2 Jail Population Trend

- So where are we now?
 - Although the 2021 average to date is 1503, the monthly trend is up.



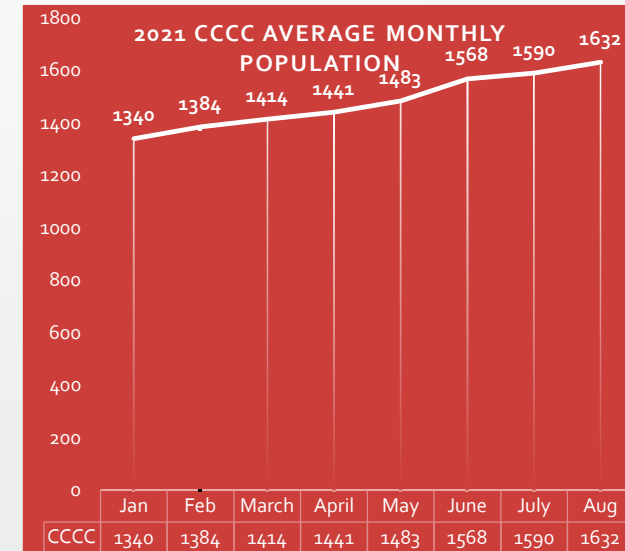
VII.A.2 Jail Population Trend

- Where are we having success?
- Has the nature of the jail population changed?
- Where have our efforts not yet yielded success?
- Where will this number be in 6-10 months?
- What implications does this have for planning?



Jail Population– Alternate Scenarios Under Consideration

- If decision was based on today’s numbers and nothing else:
 - Current Population 1650 = 1941 RC
 - Doesn’t account for negative impact of elimination of COVID Restrictions
 - Doesn’t account for diversion and other positive factors kicking in
- At this point, we are designing with flexibility to expand and include more than the Minimum 1600 Beds in Base Design.
- We will proceed with flexible scenarios:
 - Minimum Base Case: 1600 RC/ 1360 OC: 2400 Core
 - Check Point #1: 1904 RC/ 1618 OC
 - Check Point #2: 2120 RC/ 1802 OC
- We will need to make a decision at the end of the year about an adjusted Minimum Base Case and continue to build maximum flexibility into the model.
- Bottom line: While we must plan for the “reasonable worst case”the benefits of continuing to press for immediate and continuous jail population reduction can’t be overstated!



VIII. Status of Jail Population Management Initiatives

VII. B. 1 The Jail Population Management Initiatives

Initiatives Outlined in Previous Steering Committee Determinations and Discussions

- 1. Comprehensive and Integrated Criminal Justice Information System and Jail Population Management**
 - a. Jail Population Management Committee**
 - b. Jail Coordinator/Jail Expeditor**
- 2. Diversion at all points in the Criminal Justice System / Development of Mental Health Diversion Capacity**
- 3. Central Booking**
- 4. Pretrial Screening and Services for all Courts**
- 5. Comprehensive Bail Reform**
- 6. Jail Expeditor/Coordinator**

VII.B.2 Diversion Update

- County Awards 2-Year Contract: ADAMHS Board w/ Oriana House & FrontLine Services (December 2020)
 - Call-in Help Line for Law Enforcement – FrontLine Services
 - Crisis Intervention Team (CIT) Training – ADAMHS Board
 - Cuyahoga County Diversion Center (CCDC) – Oriana House
- Temporary CCDC Opened May 3, 2021
 - 1804 E. 55th St. Cleveland
 - Individuals with Mental Illness and/or Substance Use Disorder
 - Currently only for Law Enforcement/Pre-Arrest
 - 50-Bed Facility
 - Acute Treatment On-site (Max 9 days)
 - Transfer to other providers after acute issue addressed

V.B.2 Diversion Update

- Diversion Center Board Established – 9 Members
 - Appointments from County Executive, County Council, County Prosecutor, Public Defender and Common Pleas Court
- Current County Diversion Program Priorities:
 - Promote Use from all County Law Enforcement Agencies
 - Design Architect Prospectus hired (July 2021) to provide site recommendations and building design for New County Diversion Center
 - Review of current Admissions Requirements (Only LE drop-off for Pre-Arrest), possible expansion

VII.B.3 Interim Central Booking Update

- Project was approved for construction by the State of Ohio ODRC on August 24; Phase 1 construction has commenced.
- Transition to new booking area will begin during Q4-21 and full construction completion in Q1-22.
- Progress photos of the beginning of construction in the sally port level new booking area.



Update: Interim Central Booking - Process

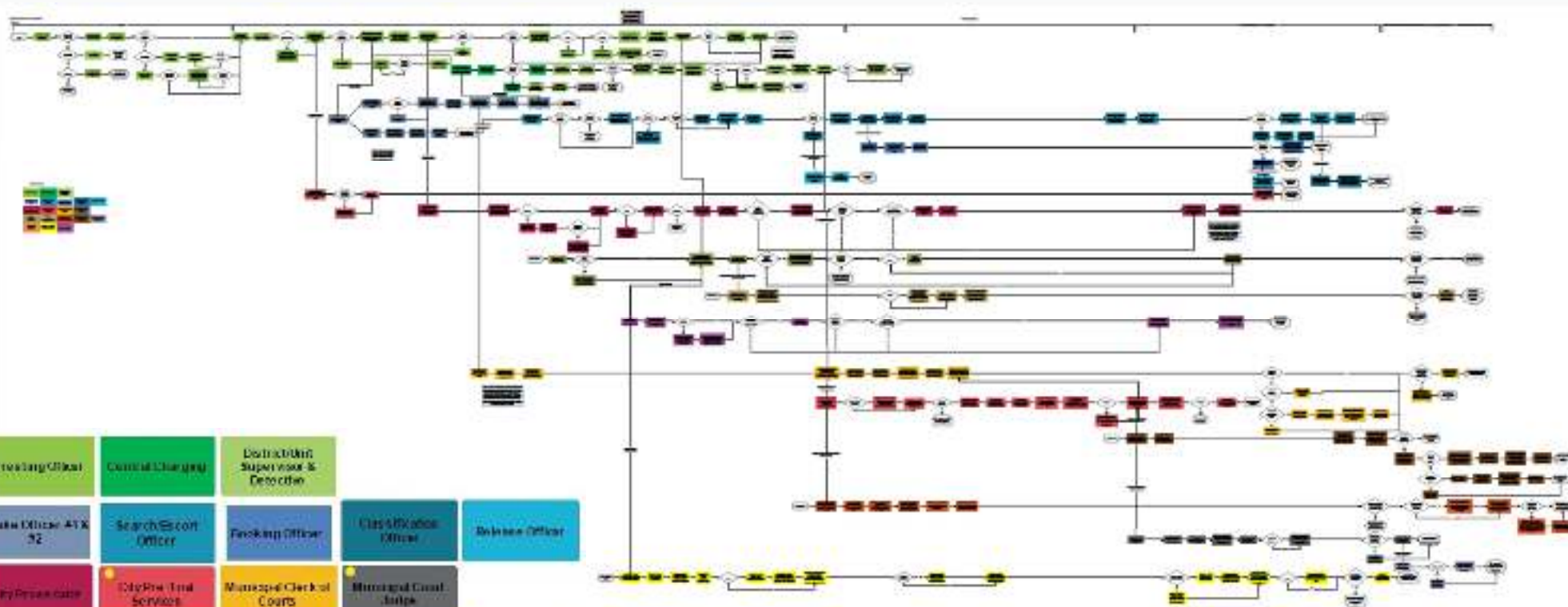
• Stakeholder Working Group - Near Completion

- Mission of Central Booking Determined
- Identified Process/Operations
- Identified Resource Requirements
- Defined and agreed on opportunities to increase Pre-Trial Release, e.g., Electronic Monitoring, Charge Reduction, etc.
- Defined and agreed on opportunities to streamline the process, e.g., Law Enforcement incident reports, Pre-trial interviews conducted pre-bindover, etc.
- Completed process map from arrest to release or commitment
 - Next Step: Agencies complete internal processes
- Determined data sharing and technology requirements among stakeholders to support the operational plan
 - Next Step: Complete technical solution, interfaces

Central Booking Stakeholders

Cleveland Municipal Court
Cleveland Municipal Clerk of Court
Cleveland Public Safety
Cleveland Prosecutor's Office
Cleveland Police Department
Common Pleas Court
County Clerk of Court
County Prosecutor
County Sheriff
County Sheriff - Corrections
Public Defender
Victim Witness
County Administration

Update: Interim Central Booking - Process



Arresting Officer	Central Booking	District Unit Supervisor & Detective
State Police ATX 32	Search/Escort Officer	Booking Officer
City Police case	City Police Trial Services	Municipal Clerk of Courts
County Prosecutor	County Prosecutor Victim Witness	Common Pleas Pre-Trial Services
Nurse/MH Clinician	Cuyahoga County Witness Victim	Public Defender
		Municipal Court Judge
		County Clerk of Courts
		Common Pleas Court Judge

Central Booking partner agency process map process from Arrest to Release/Commitment.

- Next Step: Complete Arrestee Flow to show movement of Arrestee through the Central Booking space

VII.B.4 New Jail Population Management Positions

- a. Jail Population Manager
- b. Senior Business Intelligence Analyst

Job Description

JOB TITLE:	Jail Population Manager
Reports to:	Chief of Staff
Direct Reports:	None
Department:	Sheriff's Department
USA Status:	Exempt
County Status:	Unclassified
Date written:	06/12/2021
Date Approved by Com:	06/03/2021

Job Summary

The Jail Population Manager is a senior position that develops and executes an integrated, long-term strategy and policy development focused on the composition of the jail inmate population. This position is responsible for monitoring, coordinating, and funding the most efficient processing and placement of the inmate population. The jail population manager obtains, analyzes, and reports on quantitative data analysis to identify trends and potential systemic causes of processing delays as well as opportunities to expedite releases and transfers.

The position provides facilitation and is a resource to criminal justice stakeholders to establish priorities and develop and implement policies and practices for the most effective population management. This position serves as a liaison with the sheriff's department including corrections, courts, prosecution, defendant, community corrections programs, diversion, sheriff, state and federal safety organizations, and other criminal justice decision makers as it relates to jail population management.

Essential Job Functions

Major functions are listed in order of importance. Defines other duties of a greater nature within the position's scope of responsibility as may be required.

1. Advise and inform the county executive, chief of staff, public safety chief, and other key members of senior leadership on critical jail population issues and best practices.
2. Develop strategic objectives and policies based on collaboration and learn from all criminal justice stakeholders focused on the composition of the jail inmate population and the most efficient processing and placement of the inmate population.
3. Monitor, coordinate, and facilitate the most efficient processing of inmates including, but not limited to, bookings, alternative program screening and placement, case processing, and transfers and releases.
4. Maintain records and reports in relation to the population, bookings, releases, state prison transfers, custody status, inmate demographics, and physical and mental health outcomes.
5. Develop, implement, and coordinate processes to classify and monitor inmates selected from all stages of the criminal justice system to identify opportunities to expedite releases, transfers, and placement in diversion and specialized court dockets.

1 | Page
[County Seal Placeholder]

analyzes in order to identify potential systemic causes of delays or case processing.

Identify justice stakeholders including the sheriff, court, attorney, corrections programs, and other connections to jail as it relates to population management.

Identify inmate's status, provide resources, information or coordination and coordination, produce reports, and make recommendations and take action on possible priorities, such as policy and practices for appropriate inmates from alternatives to enter but while maintaining County safety to population management as assigned.

Minimum Requirements:
Research Methods, Public Policy, Public Administration, or a Master's degree is preferred.
Criminal justice environment is required, experience in another database reporting tool is preferred, a certification in SQL is preferred.

Skills and Abilities (SWA):
Includes and practices of administration, organization and project.
Public system including criminal processing, case intake and release through incarceration, and case disposition, operation of the criminal justice system with a focus on efficiency of alternatives to incarceration and efficient case processing.
Tools and techniques used in collecting, analyzing and data with the court, prosecutor, defense bar, community correctional decision makers.
Identify alternatives to what activities should be undertaken, both daily and in writing presentations.

Key employer: in compliance with the new laws with reasonable accommodations to qualify individuals with visible disabilities and individuals to document disabilities.

2 | Page
[County Seal Placeholder]

PERSONNEL REQUISITION FORM

County: **STANBACH COUNTY** Contract: **GENERALIST**
 Hiring Manager: **Chief of Staff** Phone: **209-443-4000**

POSITION INFORMATION

Position: **Senior Business Intelligence Analyst** # of Positions: **1**

Reopening Existing New Position
 Infill Full Time Equivalent Part Time Non-Standard Hours
 Temporary or Interim Position

REASON FOR CHANGE

Replacement New Position Other Reason
 Notified in process: Ongoing Expedient No Change

Justification: **To fill the requirements of the County following completion of an incumbent's 12 month probationary period.**
 Motivation: **Specialty position with a focus on data analysis and reporting for the legal system. The incumbent position is a 12 month probationary period in this role.**

FINANCIALS: Current POST Department Business Services Manager or OASB to confirm availability of funds.

Maximum Budgeted Annual Compensation: **\$14,000** per hour per week
 Salary Code: **140300** Type: General Fund Other Fund Direct Costs
 ADJUSTED Rate: **\$14,000** No Pay Training Yes No

Additional Information: _____

PROVIDE ATTACHMENTS

Use cover sheet when providing attachments to avoid clutter from unneeded printing
 Submit attachments

APPROVALS

Signature: _____ Date: **6-17-21**
 Check: **Robert Coory** Date: **August 17, 2021**

FINANCIAL OFFICER

Signature: _____ Date: _____
 Title: _____ Title: _____

VII.B.5 Weekly Jail Population Meeting

- a. Who is involved
- b. What is discussed?
- c. Does it Serve the Function of the Jail Population Management Committee?

*A Jail Population Management Committee, representative of all stakeholders, should be appointed by **representatives of the Steering Committee** to begin the process of developing a comprehensive and integrated approach to jail population management including the development of a criminal justice information system that will provide data on key management indicators for informed decision-making and allow monitoring over the multi-year planning period of jail renovation and/or construction and beyond.*

The Steering Committee determines and supports implementation of jail population reduction strategies and overall justice system reform initiatives to assure that jail resources are used appropriately to serve our community.

[Excerpt from Determination #5 passed at 9/17/19 Steering Committee Meeting]

VII.B. 6 Jail Population Discussion

- a. Can these efforts be enhanced and or accelerated with corresponding benefit?**
- b. Can we realistically and sustainably reduce our jail population in the short term through these or other means?**
- c. Can we reasonably predict future jail population at this time?**
- d. Given our current institutional obstacles, can we achieve jail population reduction to the same degree of success as many other jurisdictions that have enacted jail population reduction measures?**
- e. Are there other steps that Steering Committee members would like to have considered?**

**VIII. PLAN FOR RETURN TO COURT
PROGRAMMING**

IX. PUBLIC COMMENT

X. ADJOURN