Executive Steering Committee Meeting
December 18, 2019
8:30 AM

Discussion:
• Update: Diversion Initiative
• Update: Interim Central Booking
• Phase 5: Alternatives: Review & Discussion of Range of Development Alternatives
I. Call to Order
II. Roll Call
III. Housekeeping & Protocol
IV. Purpose of Meeting; Review of Agenda
V. Update: Status of Diversion Initiative & Proposed RFQ
VI. Update: Status of Interim Central Booking & RFP
VII. Summary Review & Discussion of Range of Development Alternatives & Initial Evaluative Criteria
VIII. Other Business
IX. Public Comment
X. Next Steps / Next Meetings
XI. Adjournment
Meeting Purpose

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

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

... “polling exercise to determine extent of consensus to date . . .”
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• Meetings (Week of December 17, 2019)
  • Stepping Up (Common Pleas Court – MH/DD Docket)
  • Center for Community Solutions
  • Cuyahoga County Department of Human Services, Gund Foundation, & Greater Cleveland Congregations
  • Corrections Planning Board
  • Cuyahoga County Probation (TBD)
  • Mental Health Diversion Committee
V. Update: Status of Diversion Initiative & Proposed RFQ

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

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

• Public, Private or Public/Private Partnership
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VI. Update: Status of Interim Central Booking & RFP

• Renovation of Jail I to accommodate Central Booking & Enhanced Pre-trial Release Alternatives
  • Basement/Sally Port – Reconfigure for Pre-Admission Processing including
    • City of Cleveland charge review,
    • Law Department/Prosecutor Law Enforcement Interface,
    • Medical/MH Screening
    • Diversion/Referral Staff
  • 3rd Floor – Reconfigure to accommodate Central Booking
    • Open Waiting
    • Medical/MH Assessment
    • Identification/Booking
    • Pre-trial Screening
    • Access to Counsel
    • Access to Court
  • 4th Floor – Reconfigure to accommodate property & dress-in/out if required
VI. Update: Status of Interim Central Booking & RFP

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

- Anticipated Schedule
  - Issue RFP December 19, 2019+/-
  - Stakeholder Input December/January
  - Pre-proposal Conference January 8, 2020
  - Proposals Due January 24, 2020
  - Interviews January 29-30, 2020
  - Criteria Documents January 30, 2020
  - Construction Start Spring 2020
  - Occupancy Fall 2020
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VII. Summary Review & Discussion of Range of Development Alternatives

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

B. Review of Initial Evaluative Criteria

C. Questions & Comments

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

E. Further Discussion
VII. Summary Review & Discussion of Range of Development Alternatives

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

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

**Courts**
- 53 Courtrooms
- 25 Hearing Rooms/Other Litigation Spaces
- 78 Total Litigation spaces for 99 Judicial Officers
- 725,305 DGSF (useable) – Delta + 134,886 DGSF
- 877,366 Building Gross Square Feet

**Detention**
- Rated Capacity 1,600 Beds; Operational Capacity 1,360 Beds with core to support 2,400 Beds
- Direct Supervision w/Service Delivery at the Housing Units
- Provision for County-Wide Central Booking
- Enhanced Medical & Mental Health Services
- 696,624 DGSF (useable) – Delta + 243,368 DGSF
- 801,176 Building Gross Square Feet

**Sheriff’s Administration**
- Relatively flat growth 3 -5% allowance for workstations in the future
- 80,334 DGSF (useable) – Delta + 26,136 DGSF
- 96,400 Building Gross Square Feet
In broad terms three major alternatives preliminarily identified ranging from Maximum Reuse to Full Replacement

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

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

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

- Escorted Movement to Medical Floor 6

- Escorted Movement to Recreation on Floors 7 & 9

- Escorted Movement to Visiting/Court Floors 6, 7 & 9
Why Replace Jail I?

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

48 – 64 Bed Housing Unit
Are there Operational Savings Associated with Replacement?

Preliminary Analysis

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

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

- **Housing Staffing***
  - Jail I & II currently have 66 Housing Units staffed on a 24/7 basis:
    - 5.1 staff per housing unit with relief = 336.6 Correctional FTE’s
  - Proposed program provides 41 Housing units staffed on a 24/7 basis:
    - 5.1 staff per housing unit with relief = 209.1 Correctional FTE’s

- **Net Savings**
  - 5.1 staff per housing unit with relief = (127.5) Correctional FTE’s
  - @ $75,000 per position annual savings = ($9,562,500)
Are there Operational Savings Associated with Replacement?

Preliminary Analysis

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

• Control Room Staffing*
  • Jail I has five floor control rooms staffed 24/7:
    • 5.1 staff per housing unit with relief = 25.5 Correctional FTE’s
  • Jail I has one floor control rooms staffed 12/7:
    • 5.1 staff per housing unit with relief = 2.5 Correctional FTE’s
  • Jail II has eight housing control rooms staffed 24/7
    • 5.1 staff per housing unit with relief = 40.8 Correctional FTE’s

• Proposed program is based on Main Control operating access at key security barriers remotely:

• Net Savings
  • 5.1 staff per control room with relief = (68.8) Correctional FTE’s
  • @ $75,000 per position annual savings = ($5,160,000)

*Estimated Savings assume that current staffing plan is adequate for operations and all positions filled;
Are there Operational Savings Associated with Replacement?

### Preliminary Analysis

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

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

### Estimated Debt Service

<table>
<thead>
<tr>
<th>Tax Exempt Bonds</th>
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<th>4.00%</th>
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<tbody>
<tr>
<td>$700M Project Cost</td>
<td>$39,455,000</td>
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<td>$800M Project Cost</td>
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*Preliminary estimate of savings equates to 56% to 68% of estimated annual debt service for total project

*Estimated Savings assume that current staffing plan is adequate for operations and all positions filled;
In broad terms three major alternatives preliminarily identified ranging from Maximum Reuse to Full Replacement

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

3. Develop New Court & Jail facilities on New Site(s)
VII. Summary Review & Discussion of Range of Development Alternatives

1. Expand, Renovate or Replace Consolidated Justice Center in-place

1a – Maximum Reuse (Jail II, Court Tower, PAB & Old Courthouse) – Limited Courts Consolidation (Domestic Relations Remains in Old Courthouse)

1b – Maximum Reuse (Jail II, Court Tower & PAB) – Full Courts Consolidation

1c – Partial Reuse (Jail II & Court Tower) Rebuild on Existing Site, Full Courts Consolidation

1d – Full Replacement
1a – Maximum Reuse– Limited Courts Consolidation

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

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

PHASE III
- Phased Renovation
  - Court Tower
  - PAB
  - Old Courthouse

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

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

Potentially Highest Relative Cost $$$$$$
1a – Maximum Reuse – Limited Courts Consolidation

- Courtroom Study + Expanded Support
**PHASE I**
- Acquire contiguous site
- Construct
  - New Jail Connected to Jail II
  - Parking Expansion
  - Possible Use of County Property for Parking Structure

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

**PHASE III**
- Phased Renovation
  - Court Tower
  - PAB
  - Domestic Relations vacates Old Courthouse

**Pros:**
+ 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

**Cons:**
- 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 $$$$$
**Partial Reuse - Rebuild on Existing Site, Full Courts Consolidation**

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

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

**PHASE III**
- Phased Renovation
  - Court Tower
  - Domestic Relations vacates Old Courthouse

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

- Site Limitations impact efficiency
- High-rise jail construction (incl. shell space
- Jail located on prominent urban boulevard – Ontario St & St. Clair Ave
- Disruption of Operations
- Programmatic compromises
- Courthouse cannot proceed until jail complete
- Longest Time to Occupancy

Potentially Highest Relative Cost $$$$$
**PHASE I**
- Demolish PAB
- Construct
  - New Jail Connected to replace Jail I & II
- Possible Use of County Property for Parking Structure

**PHASE II**
- Demolish Jail I
- Construct New Courthouse

**PHASE III**
- Demolish Court Tower
- Construct Support Office space
- Construct New Lobby

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

- Site Limitations impact efficiency
- High-rise jail construction (incl. shell space
- Jail located on prominent urban boulevard – Ontario St & St. Clair Ave
- Disruption of Operations
- Programmatic compromises
- Courthouse cannot proceed until jail complete
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Potentially Highest Relative Cost $$$$$
In broad terms three major alternatives preliminarily identified ranging from Maximum Reuse to Full Replacement

1. Expand, Renovate or Replace Consolidated Justice Center in-place

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

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

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

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

Philadelphia, PA – Juanita Kidd Justice Center & Curran-Fromhold Detention Center
2. Relocate Jail to a new site; Renovate or Replace Courts in-place

Existing Site
7 acres

Essex County Jail Newark, NJ
23 acres
What is the Potential Transportation Cost?

• Current Central Holding 5th Floor “Bull-pen” Staffing core staffing for Central Court Holding - *Current equivalent 8.4 FTE’s*

• At current levels 200 offenders per day would be transferred to Courthouse arriving before 8:00 am every day – *(NB: Transportation needs should be reduced with Diversion Initiatives, Central Booking & Pretrial Screening & with increased use of technology)*

• Potential Cost Impacts:
  • Jail Staging
    • Movement to Transport staging by floor rovers
    • 3 additional staff in transport loading/unloading & processing 1.5 shifts = 5.4 staff w/relief
    • Shared responsibilities in Intake/Central Booking @ 50%
    • **Net impact = 2.7 additional staff related to transportation**
    • **Annual Staffing Cost: $202,500**
  • Bus Transport
    • Two over the road buses 60+ each w/dividers for keep separates;
    • Total of 4 staff 1.5 shifts; **6 staff relieved at 1.2 = 7.2 staff** *(also work Court Central holding and do other transports; may be some credit there depending on bullpen)*
    • **Annual Staffing Cost: $540,000**
Potential Cost Impacts:

- **Vehicle Cost**
  - Over the road bus $600,000
  - Life say 20 year life based on age based replacement = $30,000/year
  - 10 miles/day, 250 days/yr. @ $2.00/mi = $5,000
  - Annual Cost/Bus $35,000

**TOTAL ANNUAL COST**

- Central Holding Staff $0
- Intake/Transfer Staff $202,500
- Transport Staff $540,000
- Vehicle Cost $70,000
- **TOTAL ANNUAL COST** $812,500*
Costs are similar whether by jail/corrections or Sheriff’s Transportation Unit

Final Organizational Decision by Sheriff – Consideration should be given to making Court transfer a jail/corrections responsibility – Rationale:

- Sole line of responsibility for getting people to court
- Corrections staff are trained to deal with large groups of offenders
- Corrections staff can perform other duties inside the jail & court holding;
- Immediate availability of transport staff if transfer required;
- Differing responsibilities – law enforcement vs. care & custody
2a. Relocate Jail to a new site; Expand & Renovate Courts in-place

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

PHASE II
- Demolish Jail I & II
- Phased Renovation of Court Tower
- Construct Parking Structure
- Domestic Relations vacates Old Courthouse

PHASE III
- Phased Renovation of Court Tower
- Domestic Relations vacates Old Courthouse

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

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

Potentially High Relative Cost $$$$$
2b. Relocate Jail to a new site; Replace Courthouse in-place

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

PHASE II
Demolish PAB, Jail I & II
Construct Court Expansion
(including space for Domestic Relations as swing space for renovation)
Construct Parking

PHASE III
• Demolish Court Tower

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

- Land Acquisition for new jail
- Eliminates Consolidated Justice Center
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- Longer Time to Occupancy for courthouse
- Longest Time to Occupancy

Potentially High Relative Cost $$$$
In broad terms three major alternatives preliminarily identified ranging from Maximum Reuse to Full Replacement

1. Expand, Renovate or Replace Consolidated Justice Center in-place

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3. Develop New Court & Jail facilities on New Site(s)
VII. Summary Review & Discussion of Range of Development Alternatives

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

3a – New Courthouse & Jail on New Urban Site

3b – New Courthouse & Jail on New Campus Site

3c – New Courthouse on New Urban Site; New Jail on separate Campus Site
PHASE I
• Acquire new Urban site Site
  2-3 city blocks +; 18 - 27 acres
• Construct
  • New Courthouse
  • New Support Offices
  • New Jail
  • New Parking Structure

PHASE II
• Disposition of Existing Site

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

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

Potentially Lower Range Relative Cost $$$$
3b – New Jail & Courthouse on Campus Site (Low Rise)

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

PHASE II
- Disposition of Existing Site

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

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

Potentially Lowest Range Relative Cost $$
3c–New Courthouse on Urban Site (Mid-Rise) ; New Jail on Campus Site (Low-Rise)

Existing Site
7 acres

Palm Beach Courthouse
West Palm Beach, FL 10.85 acres
Gov. George Deukmejian Courthouse
Long Beach, CA 10.5 acres
**3c–New Courthouse on Urban Site (Mid-Rise); New Jail on Campus Site (Low-Rise)**

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

**PHASE II**
- Disposition of Existing Site

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

- Land Acquisition
- Eliminates Consolidated Justice Center
- Relocation from existing site?
- Offender transportation costs and confidence in timely delivery

Potentially Lowest Range Relative Cost $$
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Objective Criteria:

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

Locational
• Access to mass transit
• Family access
• Attorney access
• Emergency services
• Parking
• Compatibility with surrounding uses
• Equity & fairness
• Economic impact
  • _______________
  • _______________
  • _______________

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

Developmental
• Site availability
• Complexity/impediments to development
• Construction impact on operations
• Potential for phased/incremental development
• Community support
• Potential for alternate delivery
  • _______________
  • _______________
  • _______________
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VII. Other Business – Population Management Committee

- **Recommended Participation**
  - Common Pleas General Division
  - Municipal Court
  - Prosecutor
  - Law Department
  - Public Defender
  - Assigned Counsel Representatives

- **Organizational Meeting January 22\textsuperscript{nd}**
  - Operating Protocol
  - Workshop on Key Metrics
  - Probable sources of data
  - Staff Support
  - Identify “Jail Expeditor”

- **Sheriff/Detention**
  - County Executive
  - County Council
  - Mayor’s Office
  - City Council
  - City Police
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<table>
<thead>
<tr>
<th>Date</th>
<th>Next Steps</th>
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</thead>
<tbody>
<tr>
<td>January 23rd</td>
<td>Determination – Shortlist of Alternatives for Detailed Evaluation</td>
</tr>
<tr>
<td>February 20th</td>
<td>Review Refined Alternatives/ Evaluative Criteria</td>
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<tr>
<td>March 19th</td>
<td>Further Refinement of Alternatives &amp; Initial Comparative Evaluation</td>
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<tr>
<td>April 23rd</td>
<td>Discussion &amp; Ranking of Alternatives</td>
</tr>
<tr>
<td>May 21st</td>
<td>Status Update</td>
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<tr>
<td>June 18th</td>
<td>Final Program &amp; Master Plan</td>
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I. Call to Order
II. Roll Call
III. Housekeeping & Protocol
IV. Purpose of Meeting; Review of Agenda
V. Update: Status of Diversion Initiative & Proposed RFQ
VI. Update: Status of Interim Central Booking & RFP
VII. Summary Review & Discussion of Range of Development Alternatives & Initial Evaluative Criteria
VIII. Other Business
IX. Public Comment
X. Next Steps / Next Meetings
XI. Adjournment
Discussion:
• Update: Diversion Initiative
• Update: Interim Central Booking
• Phase 5: Alternatives: Review & Discussion of Range of Development Alternatives