

REQUEST FOR LEGISLATIVE ACTION

Completed by County Counselor's Office:

Res/Ord No.: 19799

Sponsor(s): Scott Burnett

Date: March 26, 2018

<p>SUBJECT</p>	<p>Action Requested <input checked="" type="checkbox"/> Resolution <input type="checkbox"/> Ordinance</p> <p>Project/Title: <u>Transferring \$285,000 from the Reserve Accounts of the General, Health and Anti-Drug Funds and authorizing the Award of a Contract for Consulting Services for the Feasibility and Master Plan Effort for the Jackson County, Missouri Criminal Justice System to HDR/Shive-Hattery of Omaha, Nebraska and Des Moines, Iowa under the terms and conditions of Request for Qualifications No. 94-17.</u></p>																										
<p>BUDGET INFORMATION <i>To be completed By Requesting Department and Finance</i></p>	<table border="1"> <tr> <td>Amount authorized by this legislation this fiscal year:</td> <td>\$285,000</td> </tr> <tr> <td>Amount previously authorized this fiscal year:</td> <td></td> </tr> <tr> <td>Total amount authorized after this legislative action:</td> <td>\$285,000</td> </tr> <tr> <td>Amount budgeted for this item * (including transfers):</td> <td>\$285,000</td> </tr> <tr> <td>Source of funding (name of fund) and account code number:</td> <td></td> </tr> <tr> <td colspan="2">TRANSFER FROM:</td> </tr> <tr> <td>001-8006-56835 General Fund, Reserve, Reserve Operating</td> <td>\$210,900</td> </tr> <tr> <td>002-8006-56835 Health Fund, Reserve, Reserve Operating</td> <td>\$37,050</td> </tr> <tr> <td>008-8006-56835 Anti-Drug Sales Tax Fund, Reserve, Reserve Operating</td> <td>\$37,050</td> </tr> <tr> <td colspan="2">TRANSFER TO:</td> </tr> <tr> <td>001-5101-56790 General Fund, Non-Departmental, Other Contractual Services</td> <td>\$210,900</td> </tr> <tr> <td>002-5102-56790 Health Fund, Non-Departmental, Other Contractual Services</td> <td>\$37,050</td> </tr> <tr> <td>008-5108-56790 Anti-Drug Sales Tax Fund, Non-Departmental, Other Contractual Services</td> <td>\$37,050</td> </tr> </table> <p>If account includes additional funds for other expenses, total budgeted in the account is: \$</p> <p>OTHER FINANCIAL INFORMATION:</p> <p><input type="checkbox"/> No budget impact (no fiscal note required) <input type="checkbox"/> Term and Supply Contract (funds approved in the annual budget); estimated value and use of contract: Department: Estimated Use:</p> <p>Prior Year Budget (if applicable): Prior Year Actual Amount Spent (if applicable):</p>	Amount authorized by this legislation this fiscal year:	\$285,000	Amount previously authorized this fiscal year:		Total amount authorized after this legislative action:	\$285,000	Amount budgeted for this item * (including transfers):	\$285,000	Source of funding (name of fund) and account code number:		TRANSFER FROM:		001-8006-56835 General Fund, Reserve, Reserve Operating	\$210,900	002-8006-56835 Health Fund, Reserve, Reserve Operating	\$37,050	008-8006-56835 Anti-Drug Sales Tax Fund, Reserve, Reserve Operating	\$37,050	TRANSFER TO:		001-5101-56790 General Fund, Non-Departmental, Other Contractual Services	\$210,900	002-5102-56790 Health Fund, Non-Departmental, Other Contractual Services	\$37,050	008-5108-56790 Anti-Drug Sales Tax Fund, Non-Departmental, Other Contractual Services	\$37,050
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<p>PRIOR LEGISLATION</p>	<p>Prior ordinances and (date): 5062, 12/6/2017; Prior resolutions and (date):</p>																										
<p>CONTACT INFORMATION</p>	<p>RLA drafted by (name, title, & phone): Barbara Casamento, Purchasing Administrator, 881-3253</p>																										
<p>REQUEST SUMMARY</p>	<p>Jackson County, Missouri requires Consulting Services for the Feasibility and Master Plan efforts for the Jackson County, Missouri Criminal Justice System. The Consulting Services include: Data Collection, Systemic Analysis, Applying data to indicate a long term solution, and the implementation of a Master Plan. In response to those requirements, the Purchasing Department issued Request for Qualifications No. 94-17.</p> <p>A total of forty notifications were distributed and four responses were received and evaluated. The top three Respondents were interviewed and following are the scores and ranking:</p> <table border="1"> <thead> <tr> <th>Respondent and Respondent Location</th> <th>Average Score</th> <th>Ranking</th> </tr> </thead> <tbody> <tr> <td>HDR/Shive-Hattery, Omaha, NE and Des Moines, IA</td> <td>36</td> <td>1</td> </tr> <tr> <td>HOK, Kansas City, Missouri</td> <td>33</td> <td>2</td> </tr> <tr> <td>CGL, Fayetteville, GA</td> <td>32</td> <td>3</td> </tr> </tbody> </table> <p>Pursuant to Section 1054.6 of the Jackson County Code, the Department of Finance and Purchasing recommends the award of a contract for Consulting Services for the Feasibility and Master Plan Effort for the Jackson County, Missouri Criminal Justice System to HDR/Shive-Hattery of Omaha, NE and Des Moines, IA under the terms and</p>	Respondent and Respondent Location	Average Score	Ranking	HDR/Shive-Hattery, Omaha, NE and Des Moines, IA	36	1	HOK, Kansas City, Missouri	33	2	CGL, Fayetteville, GA	32	3														
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	<p>conditions of Request for Qualifications No. 94-17 as the best proposal received. After the selection of the best proposal, pricing was negotiated and is included in the Award Recommendation.</p> <p>The Department of Finance and Purchasing also requests the transfer of \$285,000 from Reserve Accounts within the General Fund, Health Fund and the Anti-Drug Sales Tax Fund as follows:</p> <table border="0" style="width: 100%;"> <tr> <td></td> <td style="text-align: right;">FROM:</td> <td style="text-align: right;">TO:</td> </tr> <tr> <td>001-8006-56835 General Fund, Reserve, Reserve Operating</td> <td style="text-align: right;">\$210,900</td> <td></td> </tr> <tr> <td>001-5101-56790 General Fund, Non-Departmental, Other Contractual Svc</td> <td></td> <td style="text-align: right;">\$210,900</td> </tr> <tr> <td>002-8006-56835 Health Fund, Reserve, Reserve Operating</td> <td style="text-align: right;">\$37,050</td> <td></td> </tr> <tr> <td>002-5102-56790 Health Fund, Non-Departmental, Other Contractual Svc</td> <td></td> <td style="text-align: right;">\$37,050</td> </tr> <tr> <td>008-8006-56835 Anti-Drug Sales Tax Fund, Reserve, Reserve Operating</td> <td style="text-align: right;">\$37,050</td> <td></td> </tr> <tr> <td>008-5108-56790 Anti-Drug Sales Tax Fund, Non-Departmental, Other Contractual Svc</td> <td></td> <td style="text-align: right;">\$37,050</td> </tr> </table>			FROM:	TO:	001-8006-56835 General Fund, Reserve, Reserve Operating	\$210,900		001-5101-56790 General Fund, Non-Departmental, Other Contractual Svc		\$210,900	002-8006-56835 Health Fund, Reserve, Reserve Operating	\$37,050		002-5102-56790 Health Fund, Non-Departmental, Other Contractual Svc		\$37,050	008-8006-56835 Anti-Drug Sales Tax Fund, Reserve, Reserve Operating	\$37,050		008-5108-56790 Anti-Drug Sales Tax Fund, Non-Departmental, Other Contractual Svc		\$37,050
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CLEARANCE	<input type="checkbox"/> Tax Clearance Completed (Purchasing & Department) N/A <input type="checkbox"/> Business License Verified (Purchasing & Department) N/A <input checked="" type="checkbox"/> Chapter 6 Compliance - Affirmative Action/Prevailing Wage (County Auditor's Office)																						
COMPLIANCE	<input checked="" type="checkbox"/> MBE Goals - 5% <input checked="" type="checkbox"/> WBE Goals - 5% <input checked="" type="checkbox"/> VBE Goals - 5%																						
ATTACHMENTS	The Abstract of Bids, Recommendation of Award and the pertinent pages of HDR/Shive-Hattery's proposal.																						
REVIEW	Department Director: _____ Date: _____ Finance (Budget Approval): <i>Mary Rasmussen</i> Date: <i>3/22/18</i> <i>If applicable</i> Division Manager: _____ Date: _____ County Counselor's Office: _____ Date: _____																						

Fiscal Information (to be verified by Budget Office in Finance Department)

- This expenditure was included in the annual budget.
- Funds for this were encumbered from the _____ Fund in _____.
- There is a balance otherwise unencumbered to the credit of the appropriation to which the expenditure is chargeable and there is a cash balance otherwise unencumbered in the treasury to the credit of the fund from which payment is to be made each sufficient to provide for the obligation herein authorized.
- Funds sufficient for this expenditure will be/were appropriated by Ordinance # _____
- Funds sufficient for this appropriation are available from the source indicated below.

Account Number:	Account Title:	Amount Not to Exceed:

- This award is made on a need basis and does not obligate Jackson County to pay any specific amount. The availability of funds for specific purchases will, of necessity, be determined as each using agency places its order.

This legislative action does not impact the County financially and does not require Finance/Budget approval.

Fiscal Note:

Funds sufficient for this transfer are available from the sources indicated below.

PC# _____

Date: March 22, 2018

RES # 19799

<u>Department / Division</u>		<u>Character/Description</u>		<u>From</u>	<u>To</u>
<u>001 General Fund</u>					
8006	Reserve	56835	Reserve - Operating	\$ 210,900	\$ -
5101	Non-Departmental - General	56790	Other Contractual Services		210,900
<u>002 Health Fund</u>					
8006	Reserve	56835	Reserve - Operating	37,050	
5102	Non-Departmental - Health	56790	Other Contractual Services		37,050
<u>008 Anti-Drug Sales Tax Fund</u>					
8006	Reserve	56835	Reserve - Operating	37,050	
5108	Non-Departmental - Anti-Drug	56790	Other Contractual Services		37,050
				<u>\$ 285,000</u>	<u>\$ 285,000</u>

Mary Rasmussen

 County Auditor / Budget Officer

Request for Qualifications No. 94-17 Criminal Justice Consultant 90pens: 2:00 PM, CDT on 1/9/18		Matrix		HOK		CGL		Shive Hattery	
NO	DESCRIPTION	UNIT	QTY	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
1	See Proposal			See Bid	See Bid	See Bid	See Bid	See Bid	See Bid

CERTIFICATION OF BID OPENING
BIDS WERE PUBLICLY
OPENED AND RECORDED
ON: 1-9-2018 BY
[Signature]
CLERK OF THE LEGISLATURE
[Signature]

Request for Proposal No. 96-17 Polygraph Examinations Opens: 2:00 PM, CST on 1/9/18				Forensic Truth Analysis	AMOUNT	AMOUNT	AMOUNT	AMOUNT	AMOUNT
NO	DESCRIPTION	UNIT	QTY	AMOUNT					
1	Proposal Received			See Bid					

Venits

CERTIFICATION OF BID OPENING
BIDS WERE PUBLICLY
OPENED AND RECORDED
ON: 1-9-2018 BY
J. Sciala
CLERK OF THE LEGISLATURE
Kathleen Bantle
PURCHASING

MEMORANDUM

To: Barbara Casamento, Purchasing Administrator

From: Mark Trosen, Deputy Chief Operating Officer

Date: February 28, 2018

Re: RFQ 94-17 Committee Evaluation and Recommendation

On January 9, 2018, Jackson County Finance and Purchasing Department received four qualified responses to the Request for Qualifications No. 94-17 for the Feasibility and Master Plan for the Jackson County, Missouri Criminal Justice System. The four responses were led by the following firms: CGL Companies, HDR/ShiveHattery, HOK and Matrix Consulting Group.

An Evaluation Committee was composed with representatives from: County Auditor Office, Corrections Department, County Executive Office and Public Works/Facilities Department.

CGL Companies, HDR/ShiveHattery and HOK were identified for interviews by the Committee. The Committee's evaluation scores based on Proposed Method of Performance, Experience and Qualifications, Project Management Team and References after the interview process ranked the firms as follows:

- 1) HDR/ShiveHattery
- 2) HOK
- 3) CGL Companies

The HDR/ShiveHattery Team includes Urban Institute, Further the Work, Falcon Inc. and MJ Martin, Inc.

The Evaluation Committee and HDR/ShiveHattery have agreed on a Scope of Services, terms and pricing. I have attached ShiveHattery's letter dated February 27, 2018 which outlines the Scope of Services, schedule and pricing.

The RFQ specified three phases with two notice to proceeds:

Phase I and Phase II under Notice to Proceed 1

Phase III under Notice to Proceed 2

Based on the qualifications/experience of the consultant team, the necessity of the scope of work and the reasonableness of the fee proposal, the Evaluation Committee unanimously recommends that the HDR/ShiveHattery team be awarded the contract for RFQ 94-17 at a total fee not to exceed \$400,000 with a split for Phases I and II services at \$285,000 and Phase III services at \$115,000.

27 February 2018

Office of Jackson County Purchasing Department
Jackson County Courthouse
415 East 12th Street
Kansas City, MO 64106

Re: Fee Proposal - RFQ No. 94-17 – Feasibility and Master Plan effort for the Jackson County, Missouri
Criminal Justice System

Dear Legislatures,

First, let us say how excited our team was to hear we were the unanimous selection of the interview committee to provide the next step of services in your project. Our team members have committed careers focused on assisting counties, just like yourselves, to improve their criminal justice systems to better serve their communities, and we don't take lightly the trust you've placed in us to help you move this project forward successfully.

We have had very positive and productive conversations with Mark Trosen and Brian Gaddie, regarding scope of services and corresponding fee. As we visited, it was apparent our team was considering a 'highly involved approach with fully implementation considerations' for which Jackson County was either prepared for or had budgeted for, at this time. As a result Mark and Brian were able to help us understand, from the county's perspective, the important team services we offered and the critical elements the County needed moving forward and asked that we visit with our team to discuss what an "appropriate level of services and recommendations" might look like for Phase I, II, and III scope at this time over the course of the next six months. Of course we are committed to maintaining the key outcome expectations associated within each phase of service. The services our team is intending to provide will define short term considerations, and intentionally will create long-term outcomes and opportunities for systemic change. Our team believes that there are real opportunities to provide staff and inmates with better outcomes that will emerge. Further we anticipate that 'more involved follow-up actions' will be needed in several key areas. When appropriate, we welcome the opportunity to address and implement the results that emerge from Phase I, II, and III efforts. Along the way, we will look for ways to support the community and those connected to the justice system with the services needed to implement the systemic changes you ultimately support.

As we shared this with our team they completely understood, and have worked hard to align the critical services Jackson County needs with a fee more in-line with what the county has budgeted, for this phase of work. Some of the items we discussed included; the desire to provide short term deliverables in the first 3 months based on some of the CRA Audit recommendations, the value of understanding staffing and operations, looking at a more compressed time-frame, monthly meetings vs. more frequent meetings and definite need to address mental health in the jail.

As we look at the "appropriate level of services and recommendations" that aligns our discussions, we offer the following, to give clearer definition of services our team is proposing. This outline aligns with, '4.0 Preliminary Anticipated Schedule and 5.0 Scope of Services.' in the RFQ. In this outline we have identified team members who would lead providing services: *Shive-Hattery (S-H)*, *HDR*, *Urban Institute (Urban)*, *Falcon Inc. (Falcon)*, *Further the Work (FTW)* and *Mark Martin (MM)* in the left hand margin. Other team member will collaborate and participate as required. Additionally, comments clarifying expectations to the scope of work have been include in *italics*. Additionally Appendix A is an internal written narrative the team created, that we overlaid with the RFQ, to clearly identify the services being included. Some may find this helpful.



4.0 PRELIMINARY ANTICIPATED SCHEDULE – Revised

Contract Negotiations	Mid-January 2018	Mid-February 2018
Award Process	Late January 2018	Targeted: February 28, 2018
Notice to Proceed 1	Early February 2018	Estimated: March 15, 2018
Phase I/II Results	March 2018	Estimated: July 12, 2018
Notice to Proceed 2	April, 2018	Estimated: July 26, 2018
Phase III Results	May, 2018	Estimated: Sept 13, 2018
Final Documentation	June 2018	Estimated: Sept 27, 2018

5.0 SCOPE OF SERVICES

5.1 Phased Three-Part Scope with Two Notice to Proceeds:

- 5.1.1 Phase I and Phase II under Notice to Proceed 1.
- 5.1.2 Phase III under Notice to Proceed 2.

5.2 Phase I: Data Collection and Systemic Analysis of the Criminal Justice System

- Urban** 5.2.1 Phase I will result in the shared understanding of the current state of the Criminal Justice System of Jackson County. This analysis, while at a high level, will assist with progressive phases within the various focus areas and answer the questions related to functional relationships and needed improvements.
- Urban / S-H** 5.2.2 Analyze the collected data concerning the state, function and need of the current system by way of, but not limited to, performing interviews (*when appropriate to arrive at a common understanding of the data and conditions*), collection and analyzing data and holding policy discussions and prepare for data application in the Feasibility Phase.
Comment: Utilizing owner collected data with interviews held as needed on a monthly basis, as requested, over a three month period.

5.3 Phase I Scope:

- MM (Staffing Assessment)** 5.3.1. Understanding the Operational Procedures of the Criminal Justice System related to:
 - MM** 5.3.1.1 Inmate Management, *assessment will look at management groups:*
 - 5.3.1.1.1 Work Release
 - 5.3.1.1.2 Weekenders
 - 5.3.1.1.3 Inmate Trustees
 - 5.3.1.1.4 *General and Administrative populations*
 - FTW** 5.3.1.5 (Overview) of possible alternatives to incarceration
 - Falcon** 5.3.1.6 Infirmary, medical and mental health in the jail
 - FTW** 5.3.1.7 Jail programs to reduce recidivism – with focus on reentry Opportunities
 - HDR (Assisted by S-H)** 5.3.1.8 Interaction with County Court Facilities
 - S-H (Assisted by HDR)** 5.3.1.9 Interaction with State prisons

S-H (Assisted by Team)

5.3.1.10 Hold Interviews:

- 5.3.1.10.1 DOC Staff
- 5.3.1.10.2 Prosecutors
- 5.3.1.10.3 Judges
- 5.3.1.10.4 Key Stakeholders
- 5.3.1.10.5 Community Engagement
- 5.3.1.10.6 Public Defender
- 5.3.1.10.7 Probate and Parole
- 5.3.1.10.8 Sheriff
- 5.3.1.10.9 Law Enforcement Agencies
- 5.3.1.10.10 Crisis Intervention Center
- 5.3.1.10.11 Mental Health Foundation

**S-H (Assisted by MM & HDR)
HDR / S-H**

5.3.1.11 Collect and analyze offender profile information

5.3.1.11.1 Formulate projections from data (*utilizing JMS data, and consultant team member expertise to formulate the profile direction.*)

- 5.3.1.11.1.1 Historical patterns in crime rates
- 5.3.1.11.1.2 Local jurisdictions' arrest records and arrest rates, admissions, bookings, and releases
- 5.3.1.11.1.3 Length of stay
- 5.3.1.11.1.4 Use of alternative placement, diversion, and recidivism rates
- 5.3.1.11.1.5 Any additional information which affects the jail population and can assist in profiling it to establish its criminal, adjudication, behavioral, social and demographic characteristics

HDR/FTW:

5.3.1.12 Review of data of characteristics of the offender population, considering; list of currently available system detention and program resources, overview of the impact of correctional policies and practices on the offender population, the workload involved in this process, system capacity needs, and recidivism.

Urban/FTW:

5.3.1.13 Assess the local justice system process, from arrest to sentencing, placements, and aftercare. Identify system inefficiencies, redundancies, and gaps to indicate streamlining opportunities.

Urban/FTW/S-H:

5.3.1.15 The Justice System Analysis *shall provide recommendations, where possible, for the following outcomes:*

- 5.3.1.15.1 Ensure transparency and continuum are in place such that implementation of recommendations and systems responses of this nature are based on the needs of protecting the public, the appropriate care of inmates and those incarcerated in the system, and reduce recidivism not merely based on what is currently available.
- 5.3.1.15.2 Develop offender management and strategy that expedites adjudication.
- 5.3.1.15.3 Reduce system delays, redundancies, and inefficiencies which impact court calendars, system

workload, bed needs, probation supervision, and community placement resources.

- 5.3.1.15.4 Develop an ongoing data collection process to inform and guide future policy and funding decisions.

5.4 Phase II: Feasibility: Applying Criminal Justice System data Analysis to indicate long-term solution.

S-H/HDR 5.4.1 The intent of Phase II is to result in a recommendation strategy, utilizing collected data and industry standards, by which to program long term solutions.

S-H/HDR 5.4.2 Apply the data analysis and answer questions of feasibility to satisfy indicated need. Discover and deduce how the current system can improve to inform either the reprogramming of the existing facility or programming a new facility.

S-H/HDR 5.4.3 These answers should indicate one of the following:

5.4.3.1 The clear and present need to build a new system of rehabilitate the existing. *Comment: Comparative cost analysis based on industry standards for the specific market will be provided for existing conditions and new considerations. Industry Cost-Benefit (reasoning) will be done at a high level to support feasibility recommendations. Detailed Cost-Benefit may not be possible without a detailed supportive data analysis.*

5.4.3.2 A range of findings indicative of pros and cons to either building a new or extending existing, thus requiring benefit-cost reasoning (on a cost per day basis) in order to reach a decision on how to proceed in Phase III.

5.4.3.3 *To the extent possible*, evidence that internal restructuring endeavors can allow for the revised function and preservation of the existing facility.

5.5 Phase II Scope:

All 5.5.1 Formulate a system mission statement to clarify purpose, goals, and objectives of the jurisdiction.

MM/HDR 5.5.2 Outline the first cost estimate checkpoints (*industry benchmarks*) for optimization of operations and staffing needs and formulate an implementation strategy and timeline, accounting for the prospect of this occurring in either the existing facility or in a new facility.

S-H 5.5.3 *Utilizing previous Facility Assessment Report*, perform an analysis of the ability of existing facilities.

S-H /HDR 5.5.4 Consider cost per day to run existing facility vs new facility. *Including,*

5.5.5 Transportation Cost Analysis (if applicable to options being considered).

S-H /HDR 5.5.6 Concerning the Offender Population, *provide recommendations for the implementation of adjustments to policies and resources necessary to reduce recidivism and optimize system effectiveness. At a high level we will provide optimization recommendations in order to translate a more effective use and function of the existing facility or inform programming of a new facility. Update projections for facilities needs in and out of custody programming, community placement and aftercare, and other system needs.*

FTW 5.5.7 Evaluate alternatives to current housing options *excluding* costs of alternatives.

Falcon 5.5.8 Consider implementing a "Treatment Center" on existing of new site in order to reduce incarceration. *(Involvement is limited to recommendations on best practice*

outcomes for a Treatment Center).

- 5.5.8.1 Understand what needs are for Mental and Medical Healthcare Services.
 - 5.5.8.3 - *This has been moved to Phase III, assessment outlining basic concepts.*
 - 5.5.8.4 Placing people in less costly program.
- FTW / Falcon**
- 5.5.9 Identify various system inefficiencies, redundancies, and gaps to indicate streamlining opportunities that would be affected positively through consideration of spatial changes as opposed to strictly operational changes.
- S-H / HDR**
- 5.5.10 It is anticipated that this Team will use their expertise to investigate all aspects of the jurisdiction's criminal justice system based on data received input provided throughout the course of this assessment to provide a comprehensive recommendation:
 - 5.5.10.1 Evaluating the system
 - 5.5.10.2 Recommending improvements and changes to the system to better manage the jail population and court system both through incarceration services and alternative programs to better care for inmates and protect County personnel and interests.
- S-H/HDR**
- 5.5.11 **Make recommendations regarding facilities (Part of Phase III)**
 - 5.5.11.1 Need of new facilities
 - 5.5.11.2 Need of modified facilities
 - 5.5.11.3 *Based on Industry standards: New or existing locations, square footage needs, proximities, logistics, etc. for both the jail and the court, etc., in order to provide appropriately for the needs of offenders such that recommendations made by this assessment can be properly administered, and were developed based on the findings therein.*
- S-H/HDR**
- 5.5.12 **General Analysis of the following and how optimization of these items will impact the existing facility and the consideration of a new facility:**
 - 5.5.12.1 **Offender population management (primary focus)**
 - 5.5.12.2 **Alternatives to incarceration (primary focus)**
 - 5.5.12.3 Jail facilities needs and services
 - 5.5.12.4 Mental health court (*part of courts*)
 - 5.5.12.5 Drug court (*part of courts*)
 - 5.5.12.6 **Medical care (primary focus)**
 - 5.5.12.7 **Mental health care (in facility and aftercare) (primary focus)**
 - 5.5.12.8 Housing out vs building new
 - 5.5.12.9 Parole and probation
 - 5.5.12.10 Tether and work release
 - 5.5.12.11 Appropriateness of support facilities
 - 5.5.12.12 Sentencing practices
 - 5.5.12.13 Community relations
 - 5.5.12.14 Prosecuting Attorney staffing
 - 5.5.12.15 **Health staffing (primary focus)**
 - 5.5.12.16 **Mental Health staffing (primary focus)**

- 5.5.12.16.1 **Staffing of other relevant departments and divisions (*primary focus*)**
- 5.5.12.17 **Police agency interaction (*primary focus*)**
- 5.5.12.18 Best practices relocation of programs
- 5.5.12.19 Adequacy of current facilities: jail, courts, services provided in the jail
- 5.5.12.20 Jail forecast
- 5.5.12.21 Population management plan
- 5.5.12.22 **Interaction between the court and the jail (*primary focus*)**
- 5.5.12.23 Services and needs of female inmates

Per request, our team's primary focus/recommendations will be in 5.5.12.1, 5.5.12.2, 5.5.12.6, 5.5.12.7, 5.5.12.15, 5.5.12.16, 5.5.12.17 and 5.5.12.22 areas. Secondary recommendations, of the other items 5.5.12.3 through 5.5.12.23 will be provided, based on inmate profile group assessment wherever possible.

Fundamentally, our Team will work to identify, assess, and document existing facility conditions and constraints that may negatively impact effective operations and proper management and care of inmates in the JCDC. We will work with DOC staff to explore opportunities for facility and operational improvements that will, in the short term, begin to address issues raised in the CRA Assessment. This analysis will also be the basis for evaluation of the JCDC for reuse to meet future inmate needs.

5.6 Phase III: Master Plan Initiative: Selecting a Decision for Long Term

- S-H/HDR** **5.6.1** Phase II will initiate implementation of the selection of one of two master plan solutions.
 - 5.6.1.1 A plan to institute the restoration, fortification, enhancement, and/or a partial demolition and reconstruction at the existing facility complex at its current location to meet evident needs, achieve long term accreditation and extend its lifetime through an additional 30-50 year period.
 - 5.6.1.2 Usher in the plan to pursue locating, designing, and construction a new facility complex.

5.6 Phase III Scope:

- S-H/HDR** **5.7.1** Provide assistance communications and implementing recommendations based on the feasibility study findings. Conduct assessments in a transparent manner with the appropriate considerations of such entities not to be limited to the members of the Jail Task Force and the public, providing clarity and understanding of the issues. Our strategic communication component for this project will be straight-forward and consistent to support the county communication objectives. By assisting with strategic communications we will establish the need and breath of the communications program, as well as provide tactical recommendations that will support the overall work of the team.

We will seek public input during the assessment process, if and when appropriate, by utilizing a method or methods to encourage community involvement and input. Seek public, task force and subject matter input in developing potential solutions for inmate management, service delivery and the facility needs of the jail, law enforcement and the courts.

- S-H/HDR** **5.7.2** For either option in the Master Plan Initiative, the following scope information will be necessary in order to promote accurate spatial sizing and address spatial function needs projections (*Using Industry Standard programming for final "right-sized" solution*):
- S-H/HDR** **5.7.2.1** Inmate capacity projections
- Mark Martin**
S-H/HDR
HDR / FTW **5.7.2.2** Inmate capacity Housing, Kitchen, Laundry and Infirmary Needs
- 5.7.2.3** Staffing Projections
- 5.7.2.4** County Jail and co-joined Criminal Court space needs
- 5.7.2.5** Choice to implement a Treatment Center (*Benchmark programming detailed program would be future work when implemented.*)
- 5.7.2.5.1** (Added from 5.5.8.3) Initial understanding of whether this can occur at current complex or if a new facility must be possible in order to achieve this: consider projected necessary number of beds and space needed for programming these services and housing equipment.
- 5.7.2.5.1.1** Mental health support
- 5.7.2.5.1.2** Detox space
- 5.7.2.5.1.3** Drug treatment space
- S-H** **5.7.2.6** Hold stakeholder interviews to understand spatial needs:
- 5.7.2.6.1** Jail Administration
- 5.7.2.6.2** Inmate Programs
- 5.7.2.6.3** Commissary
- 5.7.2.6.4** Intake/Booking
- 5.7.2.6.5** Transfer/Transport
- 5.7.2.6.6** Public Visitation
- 5.7.2.6.7** **Attorney Visitation**
- 5.7.2.6.8** Kitchen/Laundry
- 5.7.2.6.9** Warehousing
- 5.7.2.6.10** Maintenance
- 5.7.2.6.11** Information Technology
- 5.7.2.6.12** Safety and Security
- 5.7.2.6.13** **Prosecutor**
- 5.7.2.6.14** **Courts/Judges**
- 5.7.2.6.15** **Sheriff**
- 5.7.2.6.16** Kansas City, Missouri Police Department
- S-H/HDR** **5.7.3** **For the New Build Alternative:**
- S-H** **5.7.3.1** Evaluate potential jail site options:
- 5.7.3.1** Site Access
- 5.7.3.2** Utilities/Infrastructure
- 5.7.3.3** *Adequate Area/Location/Adjacencies*
- S-H / HDR** **5.7.3.2** Creation of space programming and planning for the square footage needs of facility inhabitants and stakeholder factions: (*Industry Standard programming for final "right-sized" solution*).

5.7.3.2.2 Conceptual Design Images (to represent flow and function visuals) **Block diagrams**

5.7.3.2.3 Site Plans **Block diagrams**

5.7.3.2.4 Concept Plans – **Illustrating Housing Unit configuration options**

5.7.3.2.5 Exterior Elevations or Imaging **using Industry Standards**

- | | | |
|-----------|-------|---|
| S-H / HDR | 5.7.4 | Create cost summary overview with cost estimations |
| S-H / HDR | 5.7.5 | Facilitate discussion/consideration of construction delivery method |
| S-H / HDR | 5.7.6 | As a part of our communications assistance in Public Education and Information program to provide transparency, we will provide collateral material, and participate with town-hall presentations for the public. |
| S-H / HDR | 5.7.7 | Presentation Materials and Deliverables: We will provide hardbound copies and electronic formats summarizing narratives, concepts, and diagrams indicative of the master plan phases. |

Overview of, projection of capacity and square foot needs - Jail & Treatment Center

Based on recommendations from the consultant team, we will prepare capacity projections and facility square foot needs for treatment center and jail needs. The square foot projections will be based on industry standards and will consider key operational concepts including:

- Housing Density - Inmate to staff ratios
- Preferred & Appropriate Supervision Modes - Supervision modes may include intermittent supervision, indirect (pod-remote) supervision, and/or direct supervision
- Housing Types - Dormitories, multiple-occupancy cells, and single-occupancy cells
- Visitation - Review advantages of video visitation to reduce staffing requirements
- Movement to Court - Review advantages of video arraignment and video court hearing appearances
- Location of Program Spaces - Review location of programming and exercise spaces to locate them at housing areas to minimize inmate movement and improve staff efficiency

Overview of Master Planning Option Development and Evaluation

Working with the County leadership and key stakeholders, we will develop a series of options with the pros and cons of each identified. Each option or concept will be assessed relative to capital cost/benefit analysis, staffing cost/benefit analysis, phasing, schedule, and mission statement. Reuse of the existing jail will be analyzed.

Site test fits for each option will be prepared for each option by HDR to understand how the site and building can be developed. Key considerations to be evaluated include site access, stacking (if necessary), adjacencies, and future growth/expansion.

For each option, the consultant will develop the following for the County's review:

- Test fits and preliminary design concepts
- Phasing approaches (if necessary)
- Capital cost estimates
- Preliminary staffing estimates
- A review of the option's ability to meet project goals
- A review of the option's ability to improve efficiencies
- A review of the option's ability to meet long-term needs

Our team is prepared to provide the above limited or “appropriate level of services and recommendations” that aligns our discussions of services, for the budgeted amount of **Four Hundred Thousand Dollars (\$400,000.00)**. As stated above we believe engaging us in this effort will systemically move Jackson County in the directions to right size your jail and treatment center needs. As requested, our estimated fee split for Phase I and II services is \$285,000 of the \$400,000 fee. Subsequently, the Phase III fee is estimated at \$115,000.

Related to this scope proposal is the elevation of a Supplemental Communications Plan for Stephanie White with HDR we discussed at our interview. While the RFQ outlines PR/communication services in Phase III, 5.7.1, 5.7.6 and 5.7.7 which we have incorporated communication services into this response; we feel strongly that a more detailed strategic communications approach maybe needed, that there is great value with providing these services to enhance the Phase I, II and III services we have included. While we will be providing communications services throughout all three phases, we believe the supplemental services will further enhance transparency and community engagement. We would therefore offer the extension of Stephanie White’s services, and her staff, to provide these services for an additional amount if the need arises. Appendix B, further identifies the scope of this service.

We trust the fee presented here better aligns with Jackson County’s expectations, and budget, without sacrificing essential components we feel are critical to Jackson County’s understanding of your current Criminal Justice System and how to improve it. This next phase of work will provide you defensible recommendations for a right-sized jail and opportunities to provide services for those who don’t belong in jail.

We are all excited to get to work for you.

Thank you,

SHIVE-HATTERY, INC.



Michael S. Lewis, AIA, NCARB
Institutional Team Leader – Project Manager



Steven W. Davis, AIA, ACA
Senior Justice Architect – Project Leader

Attachments:

1. Other Supporting Correspondence,
 - a. Appendix A: Consultants – Summary Scope of Work Description, pages 10 - 12;
 - b. Appendix B: Consultants – Detailed Communications Scope of Work, page 13.

Appendix A
Jackson County, Missouri Criminal Justice System Feasibility and Master Plan
Consultants – Summary Scope of Work Description

Introduction

Jackson County seeks technical assistance from qualified experts to support the development of a Feasibility and Master Plan for the Jackson County Criminal Justice System. Shive-Hattery submits this proposed scope of work to assist Jackson County in its effort to evaluate the local criminal justice system, determine the best practice programmatic outcomes, and support long-term operational and infrastructure needs.

Jackson County recognizes that “right-sized solutions” to the County’s detention system are best built on a whole-system analysis of the local criminal justice system, in order to understand the “drivers” of the jurisdiction’s incarcerated populations – which usually include questions of community-based prevention and intervention resources (including mental health and substance use treatment), formal diversion programs and resources, police policies and procedures, prosecutorial policies and operations, pre-release and post-release reentry services and plans, pretrial release policies and practices, and custodial treatment and services, among others.

For this stage of Jackson County’s work, and with the resources currently available, the team assembled by Shive-Hattery proposes a robust, intensive scope of work to support Jackson County in achieving two foundational and distinct goals:

- A. **Stabilize and improve the current jail system:** Conduct a data-driven assessment of the current jail system (overall population and specialized subpopulations, mental health, medical, and rehabilitative needs, custodial programs and services, operations, and staffing) in order to identify opportunities to improve safety for staff and inmates, improve staff retention, remove operational inefficiencies, and improve outcomes for incarcerated people
- B. **Support the identification of appropriate scale, need, and purpose of detention facilities:** Apply this data analysis to begin to indicate longer-term solutions – specifically, to develop recommendations to help reduce unnecessary incarceration, determine whether to repurpose or replace existing detention facilities, and enhance non-custodial approaches such as diversion, community-based prevention and intervention, pretrial release, and post-conviction community-based sentences.

The proposed scope of work is detailed below.

Jail Staffing and Operations

A. **Staffing Analysis of the Existing Jackson County Detention Center**

The goal of this analysis is to optimize staffing resources through such means as efficient roster management, maximized staff availability, clearly defined post duties and coverage requirements, effective scheduling of functions and activities, and distribution of the inmate population in accordance with a housing plan based upon objective classification processes. Offering a range of options, the study will yield offer realistic recommendations for optimal use of staffing resources.

This component of the project will include the following: Review selected documents; on-site visit to the detention center; develop preliminary findings and a second on-site visit to review the findings with the DOC leadership; develop and submit both a draft and final report. The DOC will have an opportunity to review and provide input into the draft staffing report before it is finalized.

B. **Functional Assessment of Existing Facilities**

The team will identify, assess, and document existing facility conditions and constraints that negatively impact effective operations and proper management and care of the incarcerated population. The intention of this inquiry is to explore opportunities for facility and operational improvements that will, in the short term, begin to address issues raised in the CRA Assessment.

C. Recruitment and Training Plan

The team will develop a recruitment and training plan to address priority staffing needs identified in the staffing analysis study and through the facility functional assessment. This will include the use of an on-line survey to solicit staff input on conditions, training, operations, and work environment that may be contributing to turnover as well as factors present in the work setting that may improve retention. The survey will form the basis for development of recruiting strategies to target individuals who are a good "fit" to work in a correctional setting and for development of a plan to address conditions that may contribute to turnover.

Current Jail Population Analysis and "System Drivers"

To improve understanding of current jail populations, identify the primary "drivers" of current incarceration, assess the current capacity and use of non-custodial options (both pretrial and post-conviction), and develop recommendations to improve the utility of the current jail information management system(s), the team's scope will analyze four critical areas of inquiry. Taken together, these analyses will support Jackson County in identifying primary opportunities to improve system operations, reduce unnecessary incarceration, and advance the County's capacity for data-driven decision-making.

To accomplish this element of the scope, a three-person team will conduct two, four-day on-site trips.

A. Jail population analysis

Using data drawn from the current jail management information system, this analysis will produce a profile of the jail population (snap shot and one-year trend) to answer key questions: who is in the jail, where they come from (i.e., what areas of the county and which law enforcement entities), why, for how long, and how they exit the jail. For example, we know the jail's pretrial population comprises a significant share of the overall jail population – much higher than national jail trends; this analysis will identify factors driving that phenomenon and other drivers of the population that could be addressed via implementation of new system-level strategies.

B. Front-end mapping of extant jail diversion

The project team will engage key "front end" stakeholders – law enforcement entities responsible for the largest share of jail bookings, and city and county prosecutors and defenders – on-site (as possible) and via phone interviews to document the use of extant jail diversion options (decision-making processes, eligibility criteria, capacity, etc.) and explore the feasibility of expanding current diversion and/or new strategies to safely and effectively divert people who are currently but needlessly detained in the jail pretrial.

C. Data-system review and recommendations

The project team will examine the current capacity, utilization, and practices related to the extant jail information management system, make recommendations to support Jackson County in improving the extant system's utility for ongoing local analysis and monitoring.

D. Review of pre-release and post-conviction non-custodial options and current use

To support the effort to identify options for reducing incarceration wherever appropriate, the project team will review the current presence and use of non-custodial post-conviction options, such as work alternative programs and post-conviction home detention.

Assessment of Current Detention Mental Health System

Drawing from data provided by Jackson County, the detention **mental health** scope will include the following:

1. Analyze existing custodial mental health system and services
 - a) Intake, triage/ classification/ housing, referral system, mental health services: Evaluations (MHP, Psychiatric), medication services, treatment services (i.e. individual, 1:1 support or therapy, group therapy), clinics and follow-up care, treatment planning, crisis intervention or management, suicide prevention, close observation, segregation or restrictive housing, discharge planning, mental-health-related staff training, and policies and procedures
2. Analyze existing population practices:
 - a) Total mental health population by gender
 - b) Specialized segments (severely mentally-ill or acute, moderate to mild mental illness of non-acute, substance use or addictions, behavior management for behavioral individuals, segregated individuals, suicide population (average daily flagged upon intake, average weekly attempts/ average yearly completion), and special needs inmates (developmentally or cognitively disabled);
 - c) Mental health housing/ operational flow related to these populations, including transition/ step-down housing for individuals released from suicide watch; transition/ step-down from acute to non-acute to general population. It will assess the current triaging/ classification/ housing process for suicidal, acute, non-acute, behavior management, and detox, along with assessment of need for program spaces (individual, groups, and recreational) related to mental health for the incarcerated population.
3. Analyze current mental health staffing

From these analyses, the mental health scope will include recommendations for immediate improvement for each of these elements.

Drawing from data provided by Jackson County, the detention **medical** scope will include the following:

1. Evaluate existing custodial medical systems and programs, focusing on: receiving screening, health appraisals, medical services infrastructure (eg. chronic-care clinics, nurse sick-calls, locations for offices and on-site services, medical/special housing including negative air pressure rooms), medications and medical pass, daily medical operations, policies and procedures, and health-related staff training.
2. Analyze existing detention medical management practices, including:
 - a) Medical population (by gender)
 - b) Chronic populations (HIV+, diabetes, hepatitis C, pregnancy, asthma)
 - c) Medical housing areas/ operational flow, such as special housing/bunk restrictions for pregnant women or symptomatic diabetics; special housing for HIV+, active tuberculosis, hepatitis C, and wound infections; geriatric housing; orthopedic and other ADA conditions; congestive heart failure, cancer, and kidney failure.
3. Analyze current medical staffing
4. Recommendations for immediate improvement related to each of these elements.

Appendix B
Jackson County, Missouri Criminal Justice System Feasibility and Master Plan
Supplemental Communications Scope of Work

We have identified a supplemental strategic communication component of this project will be straightforward and consistent throughout the duration of the contract. The first deliverable will be a Strategic Communications Plan that will establish the need and breath of the communications program, as well as tactical elements that will support the overall work of the team. This supplemental effort, fully engages Stephanie White's team in the inner workings of the tactical delivery of the communications plan.

The second major work area will be around the development of specific outreach tactics that will support message consistency, community education, public input, and the building of social and political will to create lasting change.

Tasks

1. On-site (client meetings & team workshops)
2. Strategic Communications Plan
 - Social and Political Analysis
 - Stakeholder Identification
 - Message Development
 - Tools & Tactics
 - Schedule
 - Monitoring & Reporting
3. Outreach
 - Social Media
 - Direct Mail Letters
 - Project Web Site
 - Direct Phone Calls
 - Newsletters
 - Kitchen Table Meetings
 - Neighborhood Meetings
 - Online Meeting
 - Workshops
 - Electronic Survey
4. Contact List Development & Management