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No. 2017-0258

February 1, 2017

DEPT. COMM. NO. 298

The Honorable Ronald D. Kouchi,
President and Members of the Senate
Twenty-Ninth State Legislature
State Capitol, Room 409
Honolulu, HI 96813

The Honorable Joseph M. Souki, Speaker
and Members of the House of
Representatives
Twenty-Ninth State Legislature
State Capitol, Room 431
Honolulu, HI 96813

Dear President Kouchi, Speaker Souki, and Members of the Legislature:

For your information and consideration, I am transmitting a copy of the Progress Report on the Oahu Community Correctional (OCCC) Facility Replacement in response to Act 124, Section 52, Sessions Laws of Hawaii 2016.

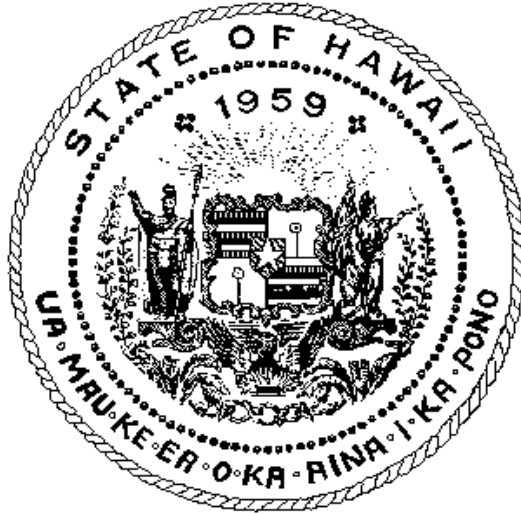
In accordance with Section 93-16, Hawaii Revised Statutes, I am also informing you that the report may be viewed electronically at <http://dps.hawaii.gov/OCCC-Future-Plans>.

Sincerely,

A handwritten signature in black ink, reading "Nolan P. Espinda".

Nolan P. Espinda
Director of Public Safety

Enclosures



DEPARTMENT OF PUBLIC SAFETY
REPORT TO THE 2017 LEGISLATURE

ACT 124, SESSION LAWS OF HAWAII 2016

REGULAR SESSION OF 2016 SECTION 52
PROGRESS REPORT ON THE OAHU COMMUNITY
CORRECTIONAL CENTER REPLACEMENT

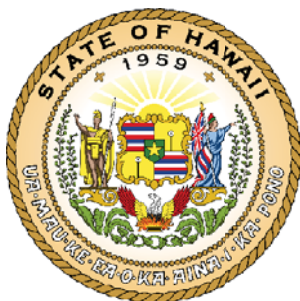
February 1, 2017

The Department of Public Safety (PSD) continues to work with the Department of Accounting and General Services (DAGS) – Public Works Division on DAGS Job No. 12-27-5670, Oahu Community Correctional Center (OCCC), Planning for Relocation and Expansion. The scope of work of DAGS Job No. 12-27-5670 includes, but is not limited to, evaluation of the existing OCCC site, site identification and selection, and development of an implementation schedule.

PSD submits the attached progress report on the OCCC replacement in compliance with Act 124 (2016), Section 52.

Progress Report

Planning for the Future of the
Oahu Community Correctional Center



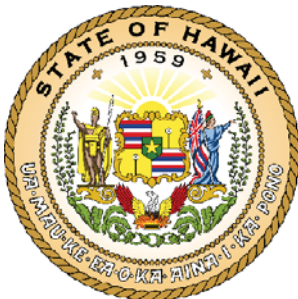
Report to the Hawaii
State Legislature

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Planning for the Future of the Oahu Community Correctional Center

Progress Report



Report to the Hawaii
State Legislature
February 1, 2017

Prepared for:
Department of Public Safety
Department of Accounting
and General Services



Prepared by:
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ACKNOWLEDGEMENTS

This report was prepared under the direction of the Department of Public Safety (PSD) and the Department of Accounting and General Services (DAGS) and is the product of contributions from many individuals and organizations. These contributors include:

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ACRONYMS & ABBREVIATIONS

A

ACA	American Correctional Association
ACSM	American Congress on Surveying and Mapping
ADP	Average Daily Population
AG	Department of the Attorney General
AHL	Architects Hawaii Ltd.

B

BFE	Base Flood Elevation
BGSF	Building Gross Square Feet

C

CAD	Computer-Aided Design
CCC	Community Correctional Center
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CF	Correctional Facility
CJPS	Criminal Justice Planning Services

D

DAGS	Department of Accounting and General Services
DBEDT	Department of Business, Economic Development, and Tourism
DHHL	Department of Hawaiian Home Lands
DLNR	Department of Land and Natural Resources
DPP	Department of Planning and Permitting

E

EA	Environmental Assessment
EIS	Environmental Impact Statement
EISPN	Environmental Impact Statement Preparation Notice

F

FAQ	Frequently Asked Questions
FEMA	Federal Emergency Management Agency
FF&E	Furniture, Fixtures, and Equipment
FIRM	Flood Insurance Rate Map
FTE	Full-Time Equivalent
FY	Fiscal Year

H

HAR	Hawaii Administrative Rules
HCDA	Hawaii Community Development Authority

HCF	Halawa Correctional Facility
HEPA	Hawaiian Environmental Policy Act
HRS	Hawaii Revised Statutes

I

IA	Integrus Architecture
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K

KCF	Kulani Correctional Facility
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L

LUO	Land Use Ordinance
LWFC	Laumaka Work Furlough Center

N

NFIP	National Flood Insurance Program
NPDES	National Pollutant Discharge Elimination System
NSF	Net Square Feet

O

OCCC	Oahu Community Correctional Center
OEQC	Office of Environmental Quality Control
OHA	Office of Hawaiian Affairs

P

PDR	Project Development Report
PRU	Plan Review Use
PSD	Department of Public Safety

S

SMA	Special Management Area
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T

TIAR	Traffic Impact Analysis Report
TMK	Tax Map Key

V

VIST	Visitation
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W

WCCC	Women's Community Correctional Center
WCF	Waiawa Correctional Facility
WFC	Work Furlough Center
WOTC	Work Opportunity Tax Credit

PREFACE

The following Progress Report discusses the planning for the future of the Oahu Community Correctional Center (OCCC). As requested by the Hawaii State Legislature as part of Act 124, Sections 52 and 52.1, it focuses on progress to date toward the completion of five distinct subject areas:

1. Preliminary design of the replacement OCCC;
2. Projected cost of the replacement OCCC;
3. Financing plan for the development of the facility;
4. Issuance of a request for proposals for the development of the facility; and
5. Findings from a study of possible OCCC development sites.

This report has been prepared by the Consultant Team on the behalf of the Department of Public Safety (PSD) and the Department of Accounting and General Services (DAGS). For the purposes of this report, the “Consultant Team” refers to the team contracted by the state; it is led by Architects Hawaii Ltd. (AHL), and includes all the firms sub-contracted by AHL (Louis Berger U.S., Integrus Architecture (IA), Cumming, etc.). The “Project Team” refers to the Consultant Team with the addition of PSD and DAGS. As a progress report, the material presented here is subject to change in the future; it will be reviewed and revised as required throughout the course of the project.

The Oahu Community Correctional Center is the largest jail facility in the State of Hawaii, responsible for housing pre-trial detainees and short-term sentenced inmates. In addition to its detention functions, OCCC provides reintegration programming for male sentenced felons. PSD oversees operation of OCCC as well as the nearby Laumaka Work Furlough Center (LWFC); inmates assigned to LWFC are either actively seeking employment or working in the community. OCCC is located in Kalihi on an approximately 16-acre parcel at the southwest corner of Kamehameha Highway/Dillingham Boulevard and Puuhale Road. The facility serves the Island of Oahu and acts as the local detention center for the First Circuit Court. It currently houses both male and female inmates on pretrial, sentenced and community release status, including transition and re-entry housing and programs for inmates returning from in-state or mainland correctional facilities.

The current OCCC facility is out of date, inefficient and no longer meeting the needs of PSD. Outmoded design and site layout make day-to-day operations of the facility more difficult and costly than necessary. LWFC also lacks additional capacity to support a growing demand for re-entry facilities. PSD is proposing to replace OCCC with a new modern facility which will include additional pre-release beds to lessen the burden on the existing LWFC. To assist with the planning for a new OCCC facility, the State of Hawaii has assembled a team with representatives of PSD, DAGS, and specialized consultants led by AHL.

OCCC initially came under state control in 1975, when the facility was transferred from the City and County of Honolulu as part of the State assuming statewide responsibility for all aspects of incarceration. Annex 1 to the old jail was completed at the time of the transfer. The main jail building opened in 1980 and was fully completed and occupied in 1982. At that time, it was constructed as a 312-cell facility and was viewed as a state-of-the-art facility and a positive step in the development

of facility design and operations as detention and corrections evolved from the historic telephone/intermittent surveillance custody and control model to a more modern podular direct supervision approach to care and custody. From 1978 to 1987, OCCC served as both a local jail and a prison for the State, since the largest percentage of the inmate population was geographically centered on Oahu. Since the Halawa Correctional Facility (HCF) was constructed in 1987 and assumed responsibility for housing the prison population, OCCC has primarily functioned as a facility for pre-trial detention and short-term sentenced inmates (less than one year).

While a model facility at the time of construction, overcrowding and a patchwork of additions make the operation of the facility challenging in terms of safety, security, support services and access to programs. Additionally, overcrowding and the adaptive use of capacity available has resulted in relatively high staffing patterns and associated operating costs. Devising the best option for developing new state correctional facilities will ensure that Hawaii's criminal justice system and the Department of Public Safety can function in a high quality manner while addressing the need for modern, efficient and cost effective institutions. Development of a new facility to replace OCCC will allow PSD to accomplish its mission to uphold justice and public safety, meet the needs of current and future inmate populations, and provide for the continued security of inmates, staff and island communities.

PSD, with the support of and in collaboration with DAGS and the Consultant Team, also undertook a robust public outreach and engagement effort to provide information about the proposed OCCC facility, frame the planning and decision-making process, offer citizens a variety of means to participate in the planning process, and explain how public input will be considered in the decision-making process.

EXECUTIVE SUMMARY

Introduction

This report summarizes the progress to date on planning for the future of the Oahu Community Correctional Center (OCCC). It has been divided into five primary subject areas, as requested by the Hawaii State Legislature in accordance with Act 124 of SLH 2016, Sections 52 and 52.1, which are as follows:

1. Preliminary Design
2. Projected Costs
3. Financing Plan Options
4. Issuance of a Request for Proposals
5. Site Study Findings

This report has been prepared by the Consultant Team on the behalf of the Department of Public Safety (PSD) and the Department of Accounting and General Services (DAGS).

Chapter 1: Preliminary Design

The Consultant Team has worked with PSD and DAGS to determine the basic plan and program to aid in siting the proposed future OCCC facility. Preferences in facility sizing and layout were determined through questionnaires, interviews, and Project Workshops with representatives of PSD, DAGS, and the Consultant Team. This helped determine the PSD vision for the future of OCCC, the nature, scale, capacity and key features of the proposed facility, and the topics of importance and issues of concern regarding the future of OCCC.

From there, an architectural space program was developed which detailed planning concepts

for all functions and spaces to be included in the new facilities. This program was issued to PSD and DAGS in the form of two documents: the 10-Year Inmate Forecast (presented in Appendix A) and the Interim Architectural Space Program (presented in Appendix B). This effort helped to ensure that the sites under consideration for possible OCCC development will be sufficiently large and configured to accommodate the proposed OCCC building, along with support and ancillary facilities. The information will also be used to convey to decision-makers and the public the rationale for considering sites for the future OCCC facility, how the sites will allow for development of the new facility, and how PSD will continue to ensure the safety and well-being of offenders, staff and the public.

Interim Architectural Space Program

The preliminary Interim Architectural Space Program described in Chapter 1 outlines 11 areas of proposed functional requirements for OCCC, the sizes of which are driven by ACA standards and the 10-Year Inmate Forecast. Programming for the OCCC facility is anticipated to require a total of 226,808 net square feet (NSF). Departmental and building grossing factors are then applied to these numbers to account for additional area not yet factored in, such as circulation spaces and wall thicknesses. A total of 380,868 building gross square feet (BGSF) is anticipated at this time. The additional pre-release portion of the facility (which may stand independently, or may be integrated into one facility), male beds requires an anticipated total of 71,350 NSF. Applying departmental and building grossing factors yields an anticipated

total area of 135,785 BGSF for the pre-release portion of the facility.

Program elements for the new facilities include the following:

1. Administration
2. Visitation
3. Intake/Transfer/Release
4. Intake Services Center
5. Security Operations
6. Inmate Program Services
7. Medical/Mental Health Services
8. Food and Laundry Services
9. Physical Plant Operations
10. Inmate Housing (Male)
11. Male Pre-Release Facility

Population Forecast

A population forecast for OCCC was prepared to assist planners in estimating the size of the replacement facility. This forecast uses historical trends to anticipate growth or decline of the inmate population over the next ten years, culminating in estimates for Fiscal Year (FY) 2026. The forecast is organized according to gender, custody classification and legal status. It offers opportunity and flexibility for deciding how to use the planned new housing modules.

The forecasted number of detention males at OCCC in Fiscal Year 2026 is 959 (from the current 1,057.) Approximately one-third are sentenced. This number is based on the declining trend over the past few years, slight anticipated growth in the City and County of Honolulu population and a peaking factor to account for fluctuations in the number of inmates.

Contrary to the detention population for males, the male pre-release population has not been declining. In fact, pre-release (also known as re-entry) is recognized throughout the country as a best practice in corrections that is cost beneficial and has the potential to reduce recidivism. As

a result, many correctional systems are investing in expanding pre-release programs; likewise, PSD is also planning an increase in this area. PSD reported about 300 males on the Island of Oahu are eligible for pre-release at any given time, so this number was used as the basis for the forecast with a two percent growth rate. The forecast predicts 392 pre-release males by FY 2026. At this time, it is assumed that the 96-bed Laumaka Work Furlough Center is not being relocated and will remain operational. This brings the net need to 296 pre-release beds. In summary, the total number of new rated beds required for detention and pre-release males is 1,255 ($959 + 296 = 1,255$). Because housing is built in modules, the actual number of rated beds planned is larger than the number required. Planned male detention housing provides for 1,044 new rated beds; planned pre-release housing provides for 336 new rated beds.

Although it is planned for female inmates to only receive intake services at OCCC, females were included in the forecast in order to understand the system-wide impacts. The number of females in detention is expected to increase to 243 (from the current 190). Approximately one-quarter are sentenced. The methodology used to forecast pre-release beds for females follows the same as the general forecast for females. The growth rate is two percent plus 0.47 percent for growth in the City and County of Honolulu population. PSD has the option to not add inmates to pre-release once the housing modules have reached capacity, so it is not necessary to add a peaking factor to the estimate. PSD reports about 60 females are qualified at any given time, so this number was used as the base of the forecast. The forecast predicts an increase from 60 to 78 for females by FY 2026.

Female inmates participate in pre-release at WCCC. Currently, there are 40 beds for females (25 at the YWCA program and 15 at the Bridge program). Since there are 40 existing beds, the number of additional beds needed is 38. The

total number of rated beds needed for females in FY 2026 is 281 (243 detention +38 pre-release=281 beds).

Preliminary Site Diagrams

Preliminary facility diagrams have been produced for each of the three potential building concepts: single story low-rise (or “campus” arrangement), mid-rise (3-5 stories), and high-rise (6-8 stories). These will be used to evaluate how the building might be shaped to work with each of the highly rated sites, as well as to determine the operational and design model most favored by PSD. The preliminary Site Diagrams in Chapter 1 represent the current state of building plans for the low-rise (campus layout), mid-rise, and high-rise programming for OCCC.

Building Design: Next Steps

Once the preferred site is selected the design process will proceed to the schematic design phase. In this step the basic arrangements of spaces will be given physical shape. Major circulation paths, lines of separation/security, and respective volumes will be established. If the facility is to be Mid-Rise or High Rise, vertical circulation systems will be defined. The initial architectural expression of the facility will be developed in this phase. Once schematic design is approved, the process will progress to the exploration and selection of building systems and establishment of materials. More and more detail is developed in the design until the design drawings and specifications are ready for a construction contractor to construct the facility.

Modern Jail Design

With technical evaluations currently underway of prospective sites upon which the new OCCC might be constructed, PSD has begun exploring how a new facility might look and function. Recently, the OCCC project team

visited four modern jails and detention centers to understand how far the state-of-the-art in jail design and construction has progressed since OCCC was built in 1975.

Among the facilities observed were:

- Van Cise-Simonet Detention Center, Denver, Colorado
- San Mateo County Jail, Redwood City, California
- Snohomish County Corrections, Everett, Washington
- Toronto South Detention Centre, Canada

Findings from this study are presented in Appendix G: Mainland Facility Tour Report.

Chapter 2: Projected Costs

The Consultant Team has provided preliminary cost estimates for a new OCCC facility, including both anticipated construction costs and staffing and operating costs. Without a selected site, a physical design solution, or a project delivery method, only a broad range of cost numbers can be provided at this time; as such, the provided construction cost numbers should be considered preliminary. Staffing and operating costs are also greatly influenced by the physical layout of facility, and should also be considered preliminary.

Construction Cost Estimates

Provided is a preliminary construction cost range for each of the three known options at this time:

1. Existing OCCC site in Kalihi (mid-rise layout assumed)
2. Existing Halawa CF site in Aiea (high-rise layout assumed)
3. Generic site, yet to be selected (low-rise or mid-rise layouts expected)

These estimates are based off of the inmate population estimated in the 10-Year Inmate Forecast, as well as the square footages established in the Interim Architectural Space Program. Factored in each cost range is the following:

- Preliminary market analysis for construction cost escalation factors to the mid-point of construction;
- Allowances for on-site utilities, drainage and grading;
- Caveats and assumptions explaining undetermined items, including off-site utility improvements, costs associated with construction phasing, land acquisition costs, etc.

These estimates are based on the assumption of a three-year construction schedule, with a mid-point of construction estimated to be June, 2021. Estimated total project cost (with exclusions, including cost of land, as noted in Appendix C):

Option 1

Existing OCCC Site (Mid-Rise Layout):
\$526 million - \$605 million

Option 2

Halawa CF Site (High-Rise Layout):
\$585 million - \$673 million

Option 3-A

Generic Site (Low-Rise Layout):
\$433 million - \$498 million

Option 3-B

Generic Site (Mid-Rise Layout):
\$443 million - \$510 million

As previously noted, these cost numbers are extremely preliminary. Site, program, and project delivery method are all still works in progress, and these will have a major impact on project costs. These estimates should be reexamined as the siting process progresses. Refer to Chapter 2

for a more detailed explanation and breakdown of the construction costs.

Staffing and Operating Costs

A draft document detailing estimated staffing and operating costs for the proposed new facility has been included. This report projects staffing efficiencies and operational savings to be achieved through modern jail design, supervision method, use of technology, and best practices in staffing.

Annual operating cost for OCCC in FY 2016 was \$67.3 million with staffing costs estimated to be approximately 87.5% of that total. Because staffing represents such a large percentage of the total cost, a large amount of savings can be realized with a better planned and more efficient staffing layout. A proposed low-rise facility is estimated to save approximately \$4.8 million per year through staffing efficiencies, or \$143 million over a 30-year life cycle of the facility (as compared to the FY 2016 operating cost for OCCC). A multilevel facility is estimated to save \$3.8 million annually or \$115 million over 30 years comparatively.

Chapter 3: Financing Plan Options

The Consultant Team has identified and described the range of financing plan options available to finance construction of the new OCCC facility. Addressed in Chapter 3 of this document are the following topic areas:

- Financing Plan Options for developing a new OCCC;
- Conventional public financing options;
- Alternative bond and revenue generation instruments;
- Public Private Partnerships;
- Advantages and disadvantages of alternative financing plan options; and

- Examples of innovative and conventional financing of public facilities.

The process for determining the optimal project delivery and financing approach is on-going, and no approach has been recommended at this time. Recommendations and selection of a preferred project delivery and financing approach will occur during later stages of the overall study effort, once the preferred site is selected, the EIS study process has been completed, and more precise construction and operating cost and schedule information is known. The decisions concerning project delivery and financing will likely be made by the Governor and Legislature with input from the Departments of Budget and Financing, DAGS, PSD, AG, State Procurement Office, and others.

Chapter 4: Issuance of a Request for Proposals

The Consultant Team will prepare and provide draft two-step design build documents, upon which a future final design Request for Proposal (RFP) can be based. This future RFP will be issued by the client to gather competitive design build proposals after a design contract is executed. The draft RFP as prepared by the Consultant Team will describe in general what the facility may look like, and outline a strategy for financing the construction project.

At this point, it is premature for the Consultant Team to have begun any work in producing the RFP. Work assembling the Draft RFP will begin once:

1. A final site has been selected;
2. A preliminary layout and design for that site has begun; and
3. A construction project financing strategy has been selected by the State.

Chapter 5: Site Study Findings

The results of the Consultant Team's efforts to date in recommending a project site have been incorporated into Chapter 5 of this progress report. The following topic areas have been addressed:

- Background and basis for undertaking a search for sites capable of being developed with a new OCCC facility;
- Understanding the siting process including descriptions of the three phases of study: site identification, site screening and detailed site evaluation;
- Rationale for establishing the preferred site search area;
- Planning process for the new OCCC facility;
- Siting criteria used to identify and screen prospective sites including recommended weightings;
- Process of identifying OCCC development sites including the 11 prospective sites currently under consideration; and
- Summary matrix templates for each site that will provide information about how the sites will be screened, scored and ranked.

The Consultant Team engaged the Oahu real estate community, government agencies, public and private land owners, and the public to identify and offer potential OCCC development sites; through this, an inventory of 11 prospective OCCC sites was compiled. Over the past months all 11 prospective sites were assessed, scored, and ranked for PSD to eliminate sites least suitable for OCCC development while advancing sites judged most suitable for detailed evaluation as part of the Draft Environmental Impact Statement (EIS) preparation phase. The ranking and scoring of each site is as follows:

Site Location	Site Name	Score	Rank
Aiea	Animal Quarantine Facility	79	1
Kalihi	Oahu Community Correctional Center	76	2
Aiea	Halawa Correctional Facility	58.5	3
Mililani	Mililani Technology Park Lot 17	57	4
Kalaeloa	Kalaeloa Parcels 18A/18B	51.5	5
Waiawa	Waiawa Property 1	50.5	6
Waiawa	Waiawa Property 2	46.5	7
Kalaeloa	Kalaeloa Area Parcel B	41.5	8
Kalaeloa	Kalaeloa Parcels 6A/7	37	9
Kalaeloa	Kalaeloa Barbers Point Riding Club	36	10
Kalaeloa	Kalaeloa Area Parcel C	31.5	11

PSD will determine which sites should be removed from further consideration and those that shall continue to advance further through the in-depth study process. At that time, sites eliminated and those continuing forward will be disclosed and publicized to focus attention on the sites to be included within the subsequent EIS study phase.

Informing and Involving the Public

Accurate, timely, and effective communications are essential elements of any large-scale and complex undertaking such as the development of a new Oahu Community Correctional Center (OCCC). Such an undertaking has the potential to affect local and statewide interests and therefore, communicating with elected officials and civic leaders, business and community groups, regulatory agencies, stakeholders, and the public throughout the process is essential to effective decision-making and to achieving a satisfactory outcome for all.

PSD recognized the challenges it faced as the state moves forward with planning, siting, and eventually the design, construction, and activation of a new OCCC to replace the current OCCC in Kalihi. PSD also acknowledged the value and importance of effective communications between its OCCC Project Team and elected and appointed officials, interest groups, the media, and the public during the planning and decision-making process. From the outset, PSD was committed to ensuring that the process of planning and developing a new OCCC is transparent, defensible, and included the input and involvement of all interested parties. PSD, with the support of and in collaboration with DAGS and the Consultant Team, undertook a robust public outreach and engagement effort to provide information about the proposed OCCC facility, frame the planning and decision-making process, offer citizens a variety of means to participate in the planning process, and explain how public input will be considered in the decision-making process.

01 PRELIMINARY DESIGN

Contents

Introduction

Interim Architectural Space Program

10-Year Inmate Population Forecast

Preliminary Facility Diagrams

Building Design: Next Steps

Modern Jail Design

Appendices for Reference

Appendix A: 10-Year Inmate Forecast

Appendix B: Interim Architectural Space Program

Appendix G: Mainland Facility Tour Report

Introduction

The Consultant Team has worked with PSD and DAGS to determine the basic plan and program to aid in siting the proposed OCCC facility. PSD preferences in facility sizing and layout were determined through questionnaires and interviews, as well as a series of Project Workshops with representatives of PSD, DAGS and the Consultant Team. This helped determine the PSD vision for the future of OCCC, the nature, scale, capacity and key features of the proposed facility, and the topics of importance and issues of concern regarding the future of OCCC.

Understanding a facility's complete mission also helps architects develop design concepts. While it is true that correctional facilities are used to separate criminals from society, the mission is not strictly punitive. The other key part of the facility's mission is rehabilitation, which contains its own set of programmatic issues: providing vocational training and technical education to give offenders the tools that will enable them to come out of a facility as productive members of society. Beyond education is reentry, finding ways to remove inmates from the institutional way of life and re-acclimate them to the kind of life and environment they will find outside of jail.

With the research compiled from the questionnaires and workshops, an architectural space program was developed which detailed planning concepts for all functions and spaces to be included in the new facilities. This program was issued to PSD and DAGS in the form of two documents (Interim Architectural Space Program and 10-Year Inmate Forecast). This effort helps to ensure that the sites under consideration for possible OCCC development will be sufficiently large and configured to accommodate the proposed OCCC building,

along with support and ancillary facilities. The information will also be used to convey to decision-makers and the public the rationale for considering sites for the relocated and expanded OCCC, how the sites will allow for development of the new facility, and how PSD will continue to ensure the safety and well-being of offenders, staff and the public.

Interim Architectural Space Program

Architectural programming is the process of exploring a project's goals, facts, concepts, and needs; this exploration leads to a project definition that addresses function, form, economy, and, in some ways, time. Programming is the process of seeking and defining a problem, a necessary first step before the problem can be solved through design. The architectural program is based on a combination of interviews with stake holders, analysis, and work sessions for decision making. The process includes distinguishing the differences between wants and needs.

The Preliminary Interim Architectural Space Program authored by Integrus Architecture (see Appendix B) outlines 11 areas of proposed functional requirements for OCCC, as illustrated in Figure 1-1. This program was developed in concert with the 10-Year Inmate Forecast (see Appendix A), as the population numbers contained within were necessary to help define the space requirements.

New Facility Program Requirements



Administration

- Screening lobby and receptionist desk



Inmate Program Services

- Education, library, treatment, religion
- Staff offices
- Culinary Arts training



Visitation

- Video visitation facilities and limited court functions



Medical/Mental Health Services

- 24/7 infirmary
- Mental Health Housing



Intake/Transfer/Release

- Secure area for inmate processing
- Holding cells



Food & Laundry Services

- Kitchen
- Laundry facility



Intake Services Center

- Assessment and classification services
- Record keeping



Physical Plant Operations

- Facility maintenance
- Warehousing
- Central plant



Security Operations

- 24/7 operation
- Briefing room
- Watch Commander Office
- High security Control Room



Inmate Housing (Male)

- Sentenced
- Pre-Trial



Male Pre-Release Facility

- Work furlough program
- Education and treatment services

Figure 1-1: New Facility Program Requirements

Proposed OCCC Space Summary

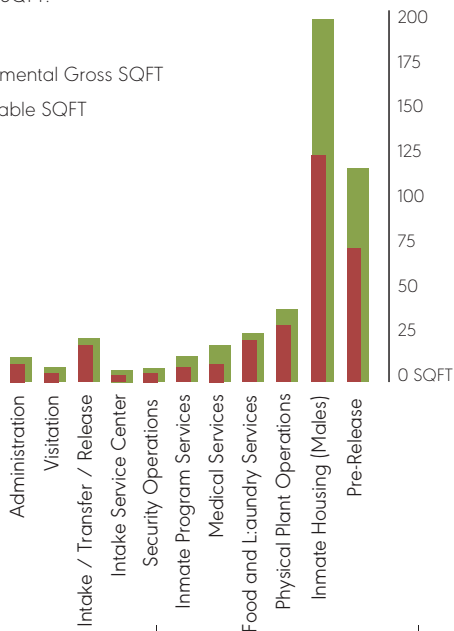
Summary of OCCC Space Requirements

Thousand SQFT.

LEGEND

■ Departmental Gross SQFT

■ Net Usable SQFT



Department	Net Usable	Departmental Gross
Administration	10,590	14,826
Visitation	4,875	6,825
Intake / Transfer / Release	15,015	23,273
Intake Service Center	3,245	4,543
Security Operations	3,420	4,788
Inmate Program Services	6,875	9,281
Medical Services	11,275	15,785
Food and Laundry Services	18,590	26,238
Physical Plant Operations	27,360	31,349
Inmate Housing - Male	124,935	197,349
Pre-Release Center	71,350	118,074

Table 1-1: Detention and Pre-Release Facility Space Summary Table

As detailed in Table 1-1, programming for the OCCC detention facility is anticipated to require a total of 226,808 net square feet (NSF), leading to an anticipated total of 380,868 building gross square feet (BGSF). The additional pre-release portion of the facility requires an anticipated total of 71,350 NSF, with an anticipated total area of 135,785 BGSF after application of grossing factors.

The preliminary architectural program is based on projected needs of PSD for the OCCC facility, and is periodically being reviewed and refined to ensure that all needed features and functions are provided without overbuilding. Once a final site and building concept are selected, the preliminary program will be updated, reviewed and refined.

10-Year Inmate Population Forecast

Key to designing an adequately sized detention facility is determining the type and number of detained persons to be housed and served within; to reach this goal, a population forecast for OCCC was prepared. This forecast uses historical trends to anticipate growth or decline of the inmate population over the next ten years, culminating in numbers for Fiscal Year (FY) 2026. The forecast is organized according to gender, custody classification and legal status. It offers opportunity and flexibility for deciding how to use the planned new housing modules.

The forecasted number of detention males at OCCC in Fiscal Year 2026 is 959 (from the current 1,057). Approximately one-third are sentenced. This number is based on the declining trend over the past few years, slight anticipated growth in the City and County of Honolulu population and a peaking factor to account for fluctuations in the number of inmates.

Contrary to the detention population for males, the male pre-release population has not been declining. In fact, pre-release (also known as re-entry) is recognized throughout the country as a best practice in corrections that is cost beneficial and has the potential to reduce recidivism. As a result, many correctional systems are investing in expanding pre-release programs; likewise, PSD is also planning an increase in this area. PSD reported about 300 males on Oahu Island are eligible for pre-release at any given time, so this number was used as the basis for the forecast with a two percent growth rate. The forecast predicts 392 pre-release males by FY 2026. At this time, it is assumed that the 96-bed Laumaka Work Furlough Center is not being relocated and will remain operational. This brings the net

need to 296 pre-release beds. In summary, the total number of new rated beds required for detention and pre-release males is 1,255 ($959 + 296 = 1,255$). Because housing is built in modules, the actual number of rated beds planned is larger than the number required. Planned male detention housing provides for 1,044 new rated beds; planned pre-release housing provides for 336 new rated beds.

Although it is planned for female inmates to only receive intake services at OCCC, females were included in the forecast in order to understand the system-wide impacts. The number of females in detention is expected to increase to 243 (from the current 190). Approximately one-quarter are sentenced. The methodology used to forecast pre-release beds for females follows the same as the general forecast for females. The growth rate is two percent plus 0.47 percent for growth in the City and County of Honolulu population. PSD has the option to not add inmates to pre-release once the housing modules have reached capacity, so it is not necessary to add a peaking factor to the estimate. PSD reports about 60 females are qualified at any given time, so this number was used as the base of the forecast. The forecast predicts an increase from 60 to 78 by FY 2026.

Female inmates participate in pre-release at WCCC. Currently, there are 40 beds for females (25 at the YWCA program and 15 at the Bridge program). Since there are 40 existing beds, the number of additional beds needed is 38. The total number of rated beds needed for females in FY 2026 is 281 (243 detention + 38 pre-release = 281 beds).

With the determination of the number and type of inmates/detainees, the housing requirements and sizes are developed based

on module sizes (72 bed, 36 bed, 48 bed). Most inmate services such as food service, medical, and programs will be delivered at the housing units. The facility population influences support facilities such as kitchen, laundry, program support/education, administration, security warehouse/shop, and central plant facilities. These quantities and sizes are recorded on space lists in the program, the functional intent is graphically represented in the form of relationship diagrams. The program, functional and quantity, is documented in the form of relationships and square footage.

Current trends indicate that the male inmate population is decreasing at a rate of 0.7%. Projected over a planning time frame of 10 years, this yields an estimated male detention inmate population of 959 inmates for Fiscal Year (FY) 2026, which is 98 inmates fewer than

the current FY 2016. Refer to Table 1-2 for the projected decrease, Table 1-3 for the same decrease broken down by classification levels.












2016		= 1,056
2017		= 1,045
2018		= 1,035
2019		= 1,025
2020		= 1,016
2021		= 1,006
2022		= 996
2023		= 986
2024		= 977
2025		= 967
2026		= 958

Table 1-2: 10-Year Detention Forecast for Males

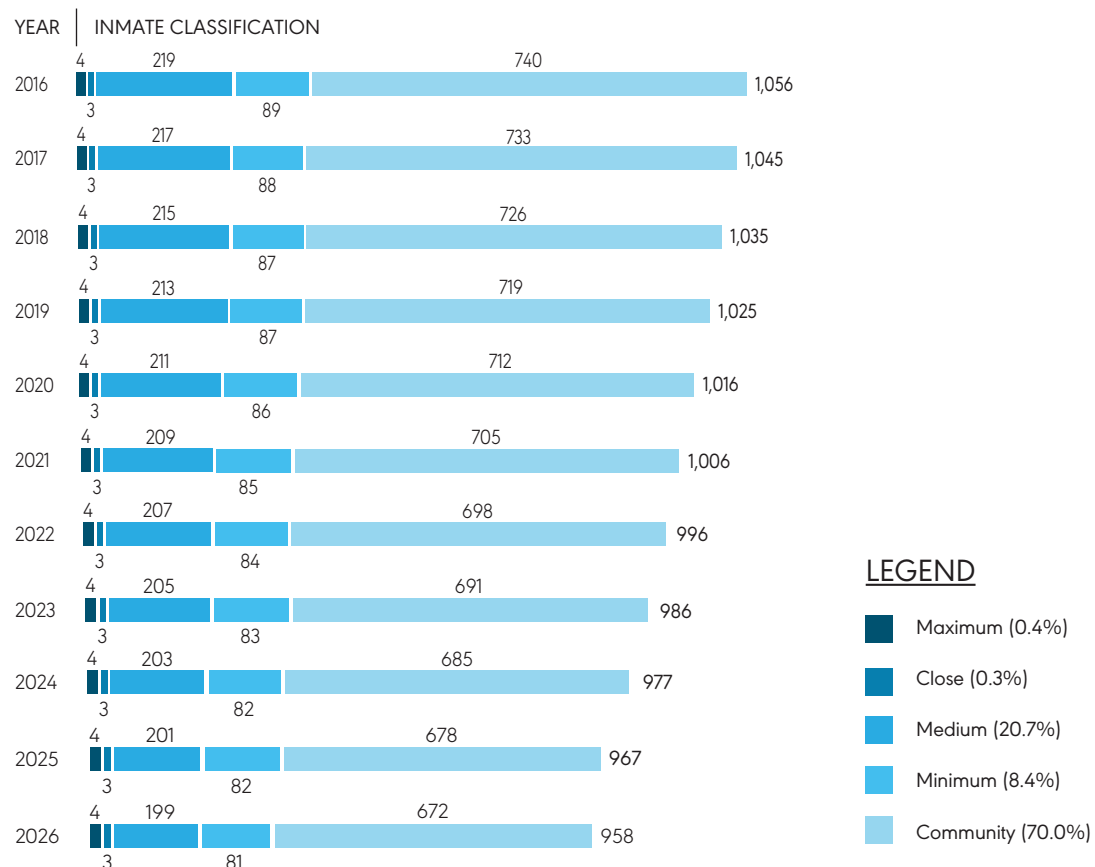


Table 1-3: OCCC 10-Year Detention Forecast for Males by Classification

The in-residence portion of PSD's pre-release program for males takes place at Module 20 of OCCC (120 beds) and at the Laumaka facility one block from OCCC (96 beds).

Current trends indicate that the male pre-release inmate population is increasing at a

rate of 2% per year; the projected increase from FY 2016 to to FY 2026 is shown in Table 1-4. Pre-release is widely accepted as a cost effective and crime reducing best practice in corrections.

























YEAR	BEDS	+	GROWTH	=	TOTAL FORECAST (BEDS)
2016		+		=	307
2017		+		=	315
2018		+		=	323
2019		+		=	331
2020		+		=	339
2021		+		=	347
2022		+		=	356
2023		+		=	365
2024		+		=	374
2025		+		=	383
2026		+		=	392
 = 100 BEDS		 = 1 BED			

Table 1-4: Pre-Release Bed Forecast for Males

Preliminary Facility Diagrams

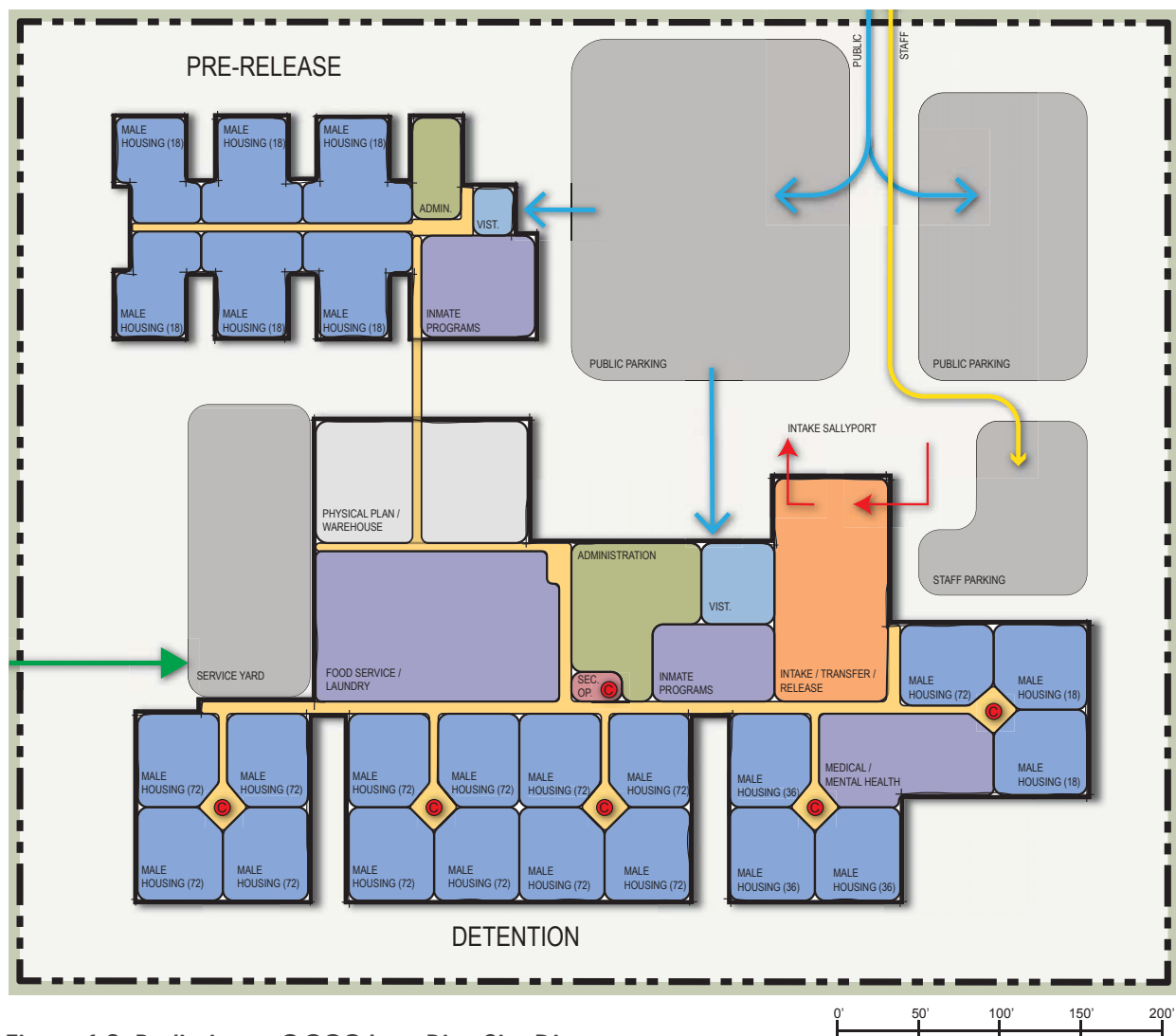
There are three primary potential building concepts that are being considered for the replacement OCCC facility: single story low-rise (or "campus" arrangement), mid-rise (3-5 stories), and high-rise (6-8 stories). These will be used to evaluate how the building might be shaped to work with each of the highly rated sites, as well as to determine the operational and design model most favored by PSD. Each option has its own advantages and disadvantage from a design, cost, and operational aspect. These issues are to be considered when examining the different sites.

The following diagrams represent the current state of building plans in the programming and design process for the OCCC replacement facility. The diagrams are informed by the Interim Architectural Space Program and the OCCC 10-Year Male Population Forecast and are configured to provide adequate housing for inmates based on FY 2026 projections and programmatic requirements. Preliminary functional relationship diagrams will need to be evaluated and applied to the shortlist of sites before further design work progresses.

Low-Rise Option

A Low-Rise Option places all building components on a single level, with the exception of the mezzanine configuration of the housing units. The Pre-Release element can be physically separate from the Detention component or connected. See Figure 1-2 for site diagram, Figures 1-3 + 1-4 for enlarged floor plans.

- a. Having a larger footprint, this option requires a larger site when compared to the other options.
- b. There is no requirement for elevators.
- c. Emergency exiting is fairly straight forward.
- d. Horizontal circulation may require longer travel distances.
- e. The construction cost and time of a Low-Rise facility is relatively lower.
- f. The Low-Rise configuration may lend itself to modular construction more easily when compared to others.
- g. Compliance with ADA requirements is easier.
- h. Surface parking is included.



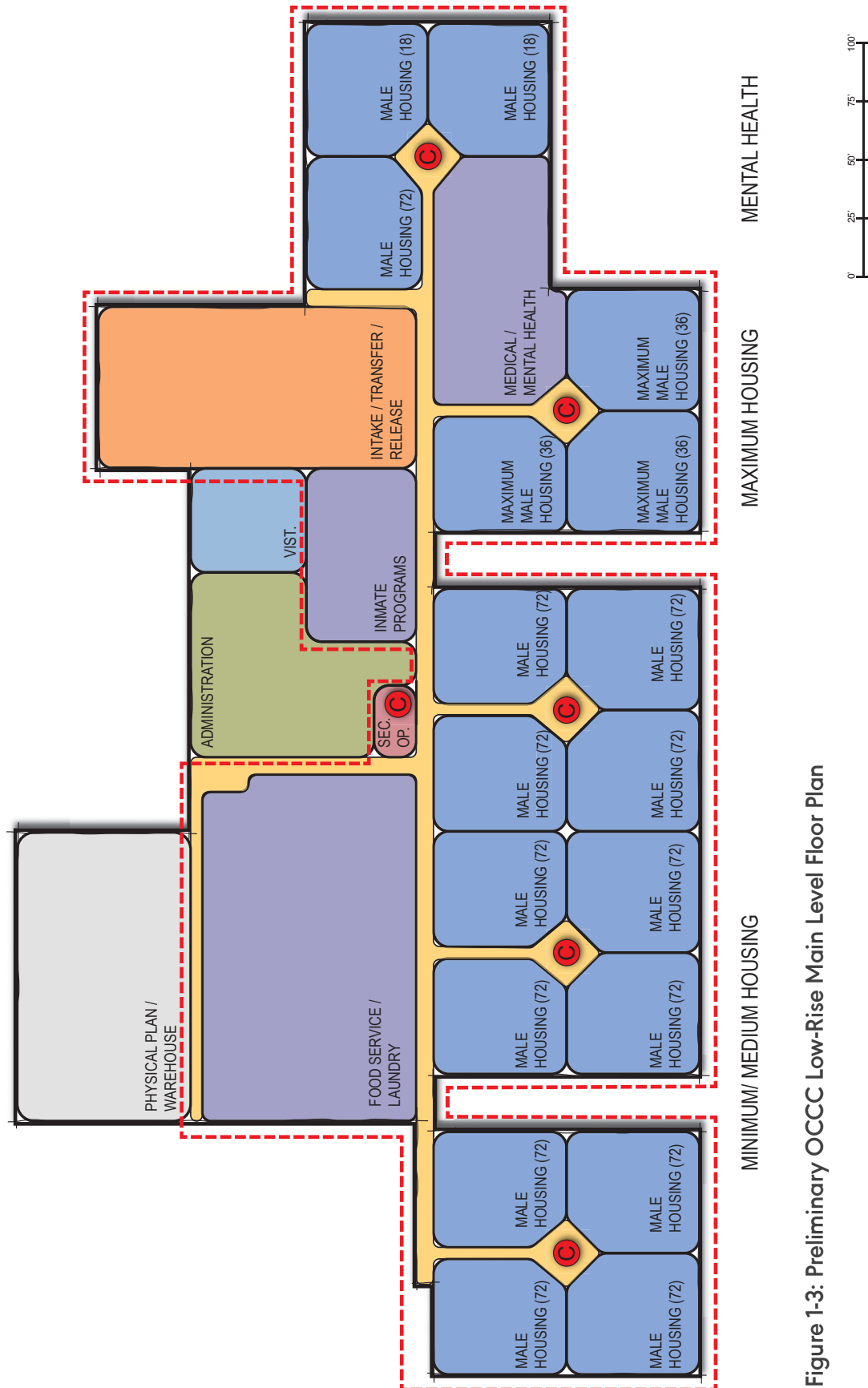


Figure 1-3: Preliminary OCCC Low-Rise Main Level Floor Plan

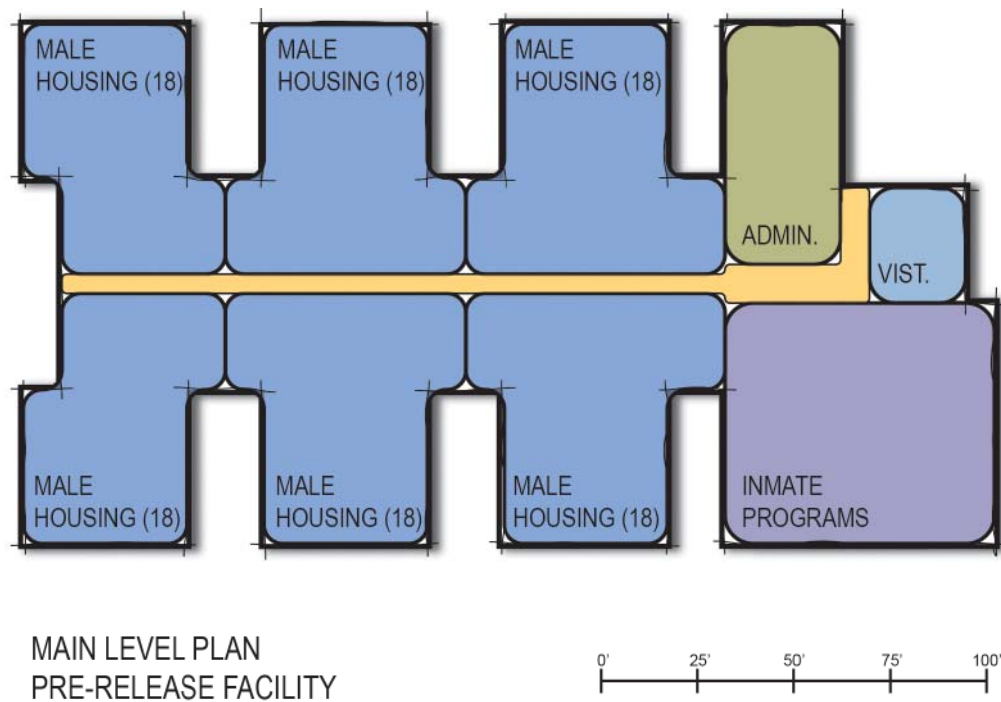


Figure 1-4: Preliminary OCCC Low-Rise Pre-Release Floor Plan

Mid-Rise Option

A Mid-Rise Option involves stacking housing units on top of various other support elements of the program. As in Low-Rise, the Pre-Release element can be physically separate from the Detention component or connected. See Figure 1-5 for site diagram, Figures 1-6 through 1-8 for enlarged floor plans.

- This option will work on a smaller site than the Low-Rise.
- Elevators will be required for both the Pre-Release and the Detention components of the facility; this requires additional staff to manage movement.
- Horizontal travel distances would not be as great as the Low-Rise.
- Emergency exiting is more complex, relying on enclosed stairwells.
- The construction cost and construction time may be greater than Low-Rise.
- The use of modular construction is possible but may not be as appropriate as with the Low-Rise option.
- Compliance with ADA requirements is achievable but not as easy as Low-Rise.
- This option assumes surface parking; if the site is smaller, structured parking is required.

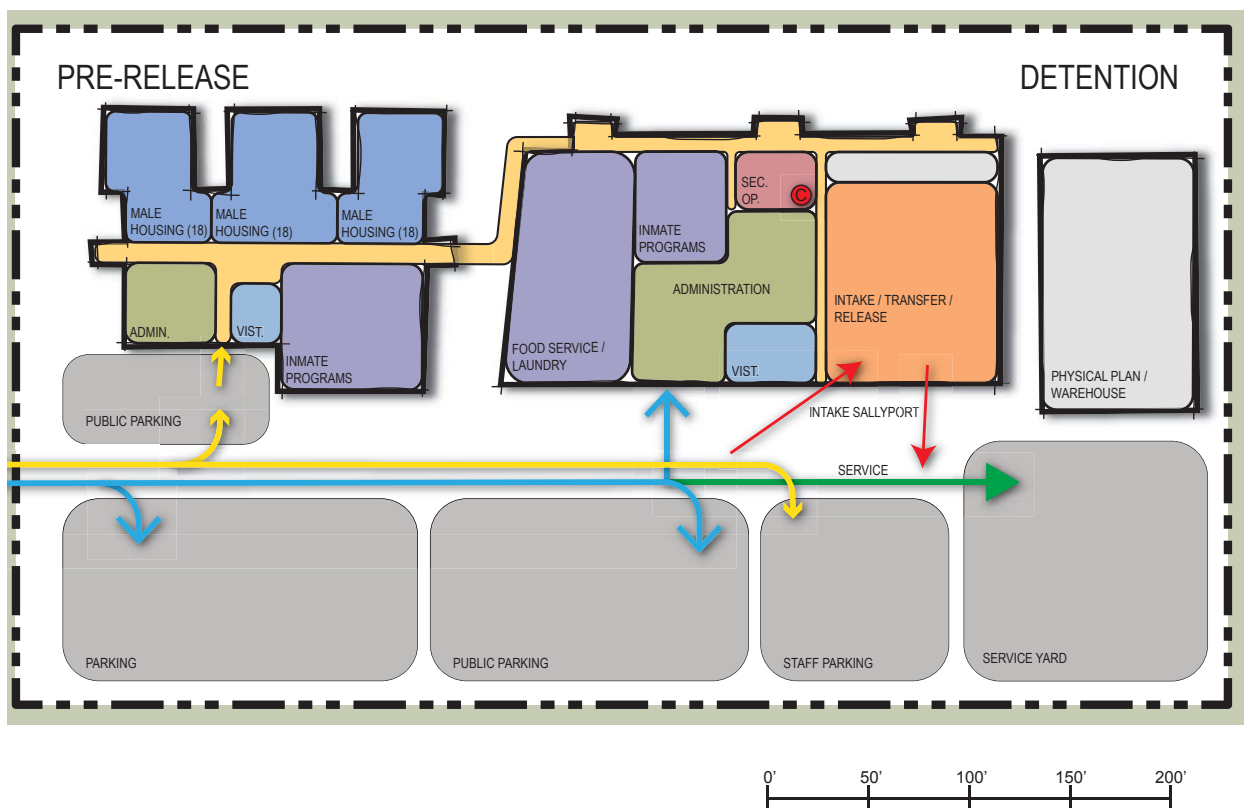
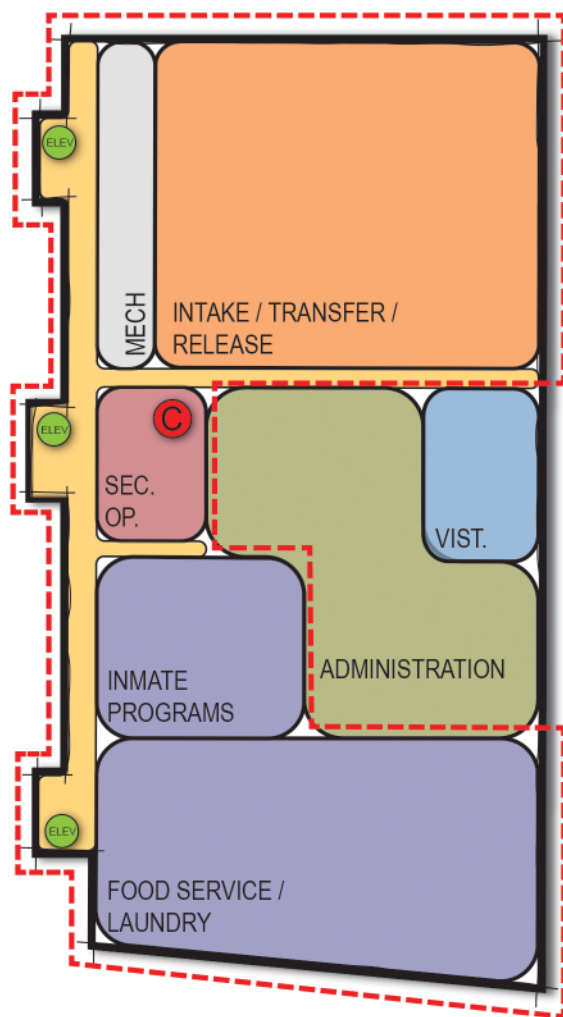
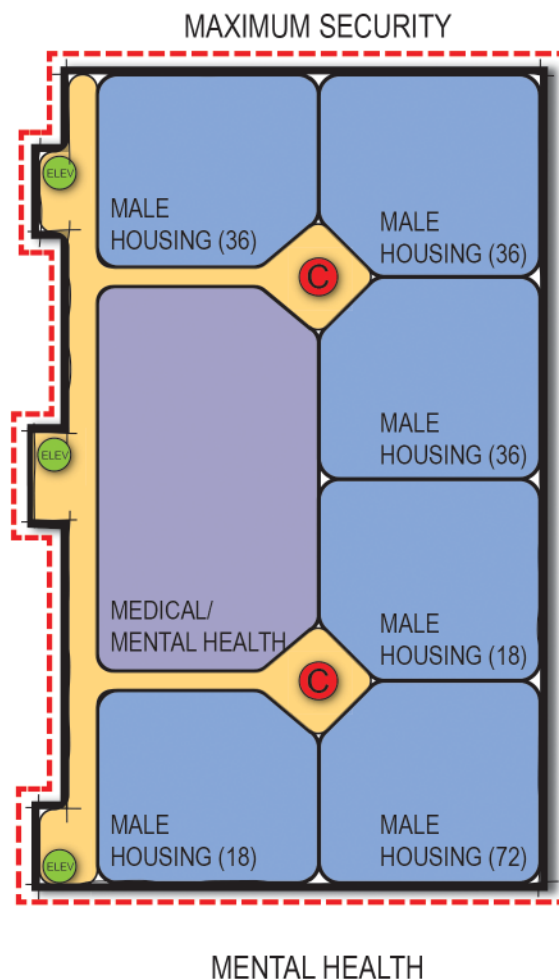


Figure 1-5: Preliminary OCCC Mid-Rise Site Diagram

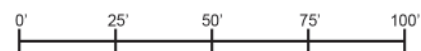


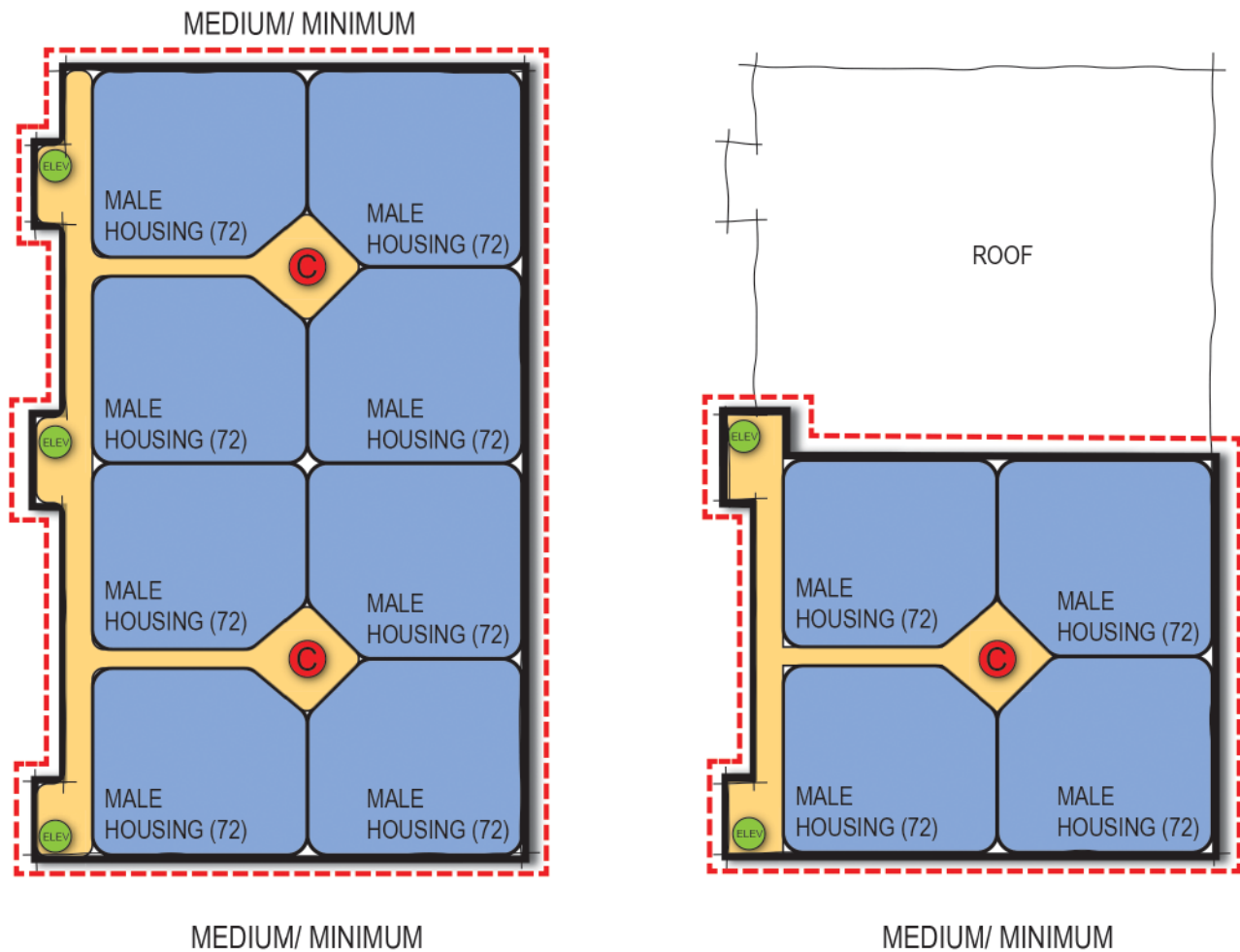
MAIN LEVEL PLAN - 18' FLOOR TO FLOOR
MAIN BUILDING



SECOND LEVEL PLAN - 22' FLOOR TO FLOOR
MAIN BUILDING

Figure 1-6: Preliminary OCCC Mid-Rise Floor Plans



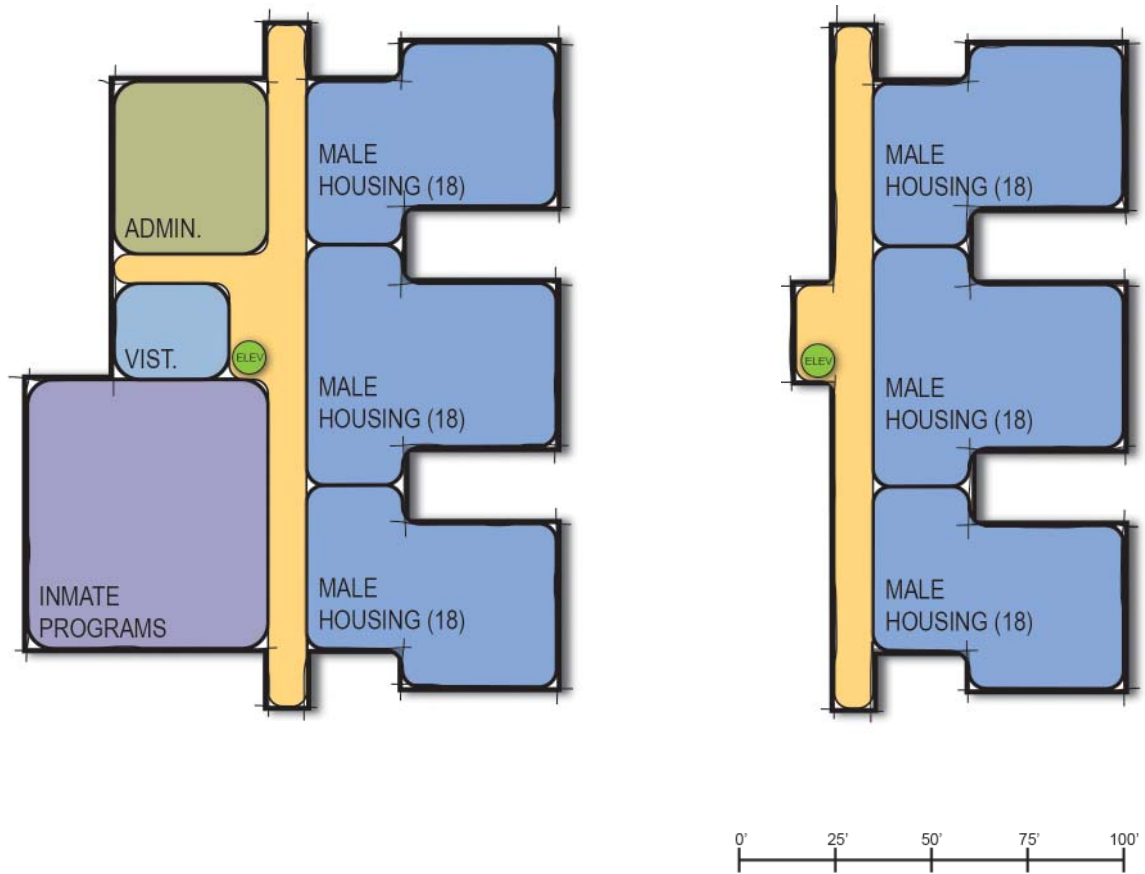


THIRD LEVEL PLAN - 22' FLOOR TO FLOOR
MAIN BUILDING

FOURTH LEVEL PLAN
MAIN BUILDING

Figure 1-7: Preliminary OCCC Mid-Rise Floor Plans





MAIN LEVEL PLAN - 18' FLOOR TO FLOOR
PRE-RELEASE FACILITY

SECOND LEVEL PLAN
PRE-RELEASE FACILITY

Figure 1-8: Preliminary OCCC Mid-Rise Pre-Release Floor Plans

High-Rise Option

A High-Rise Option requires the stacking of the entire facility, including Pre-Release, into a single structure. See Figure 1-9 for site diagram, Figures 1-10 through 1-13 for enlarged floor plans.

- This option requires the smallest site.
- There is a reliance on an extensive elevator system for movement of personnel and services; this leads to additional staff to manage movement.
- Emergency exiting is more complex, relying on stairwells.
- The construction cost and construction time may be greater than the other two options.
- The use of modular construction is possible but may not be as appropriate as with the Low-Rise option.
- Compliance with ADA requirements is achievable but not as easy as Low-Rise.
- This option assumes structured parking.

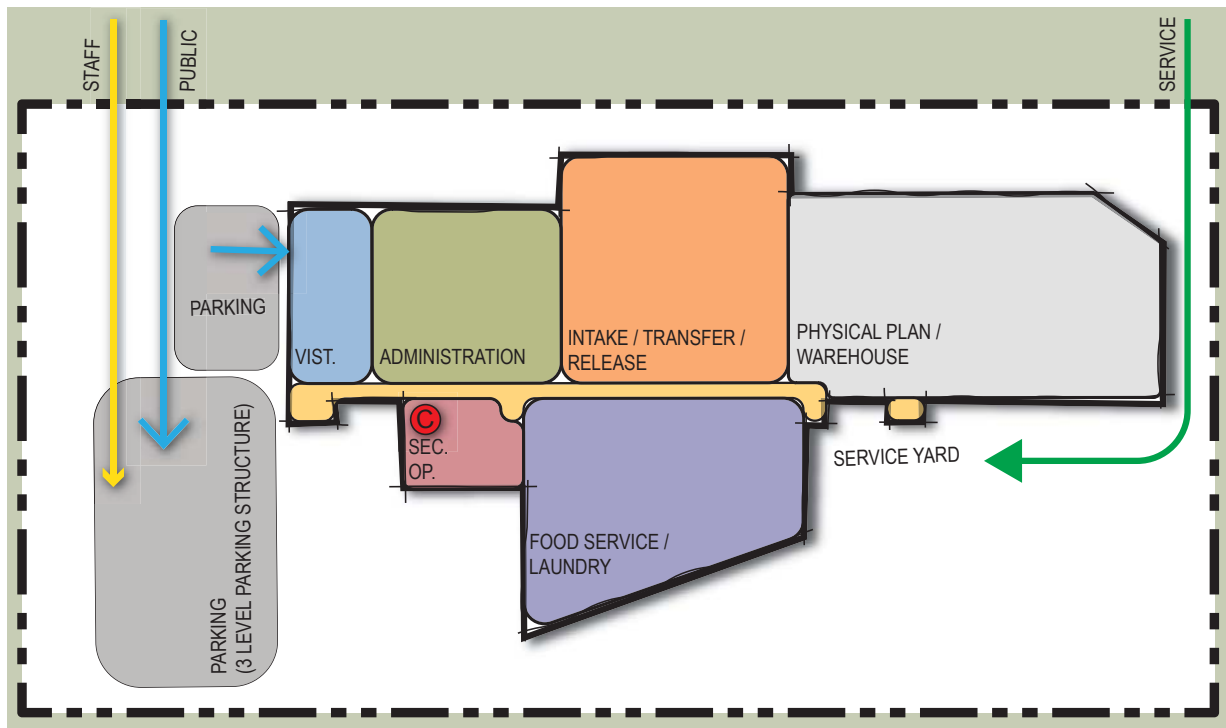


Figure 1-9: Preliminary OCCC High-Rise Site Diagram



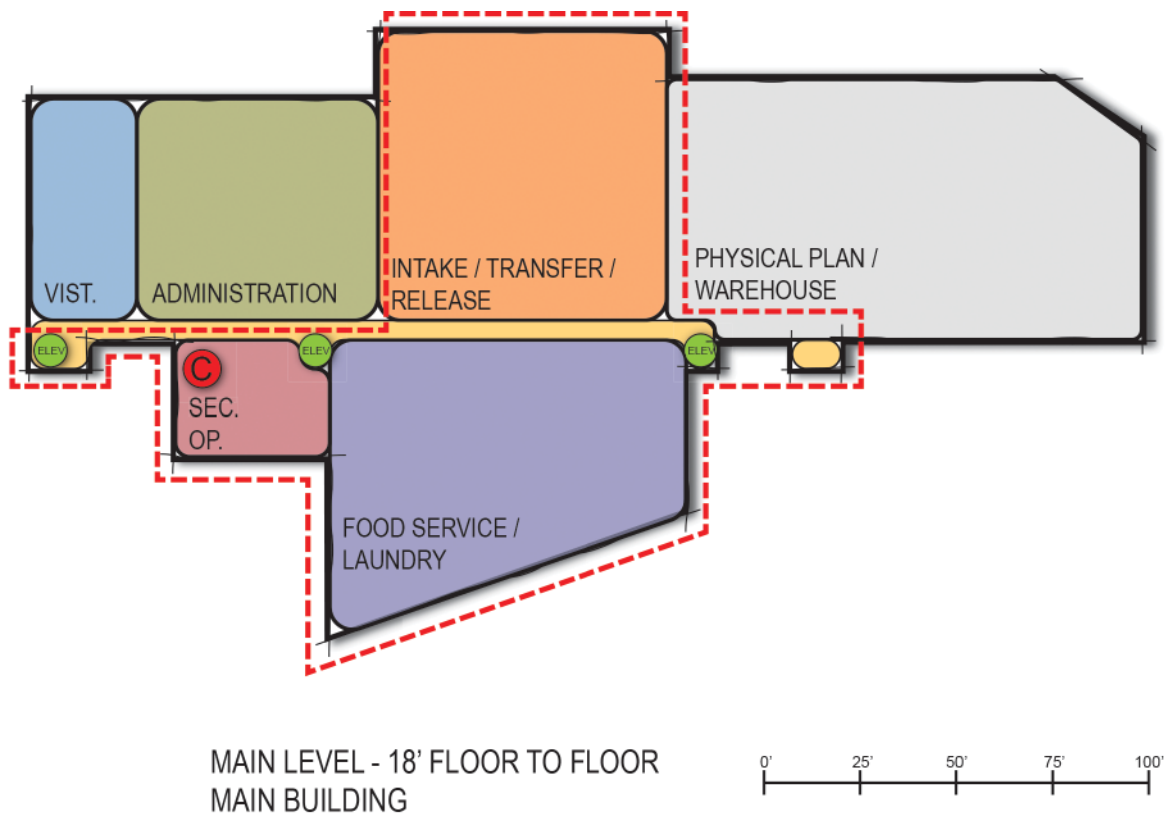


Figure 1-10: Preliminary OCCC High Rise Floor Plan

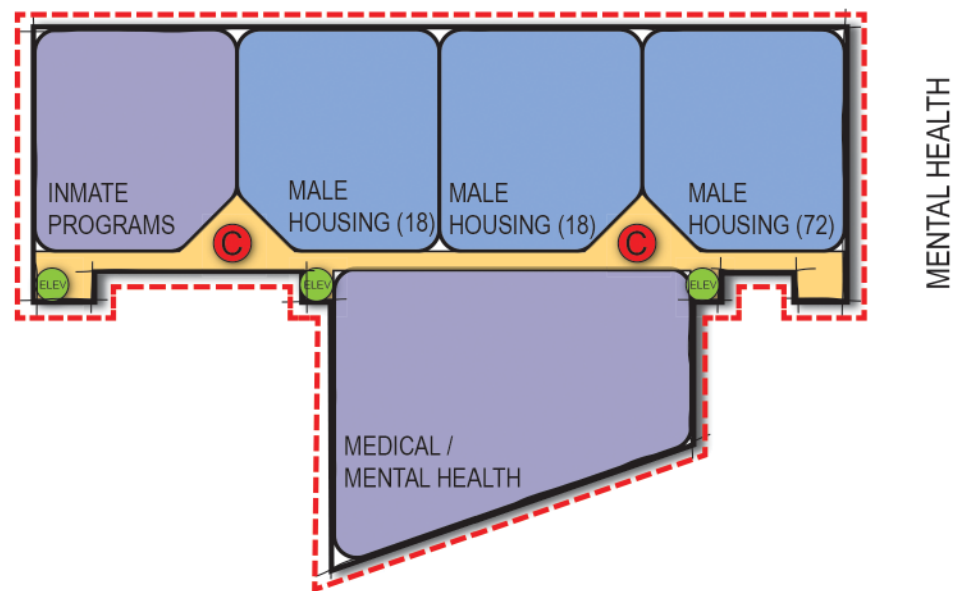
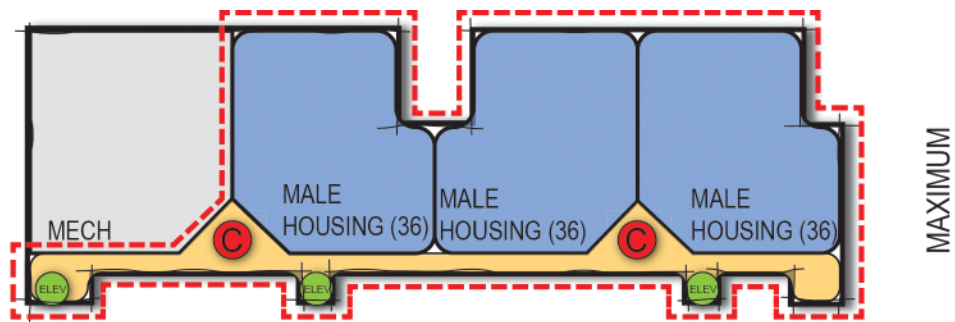


Figure 1-11: Preliminary OCCC High Rise Floor Plan



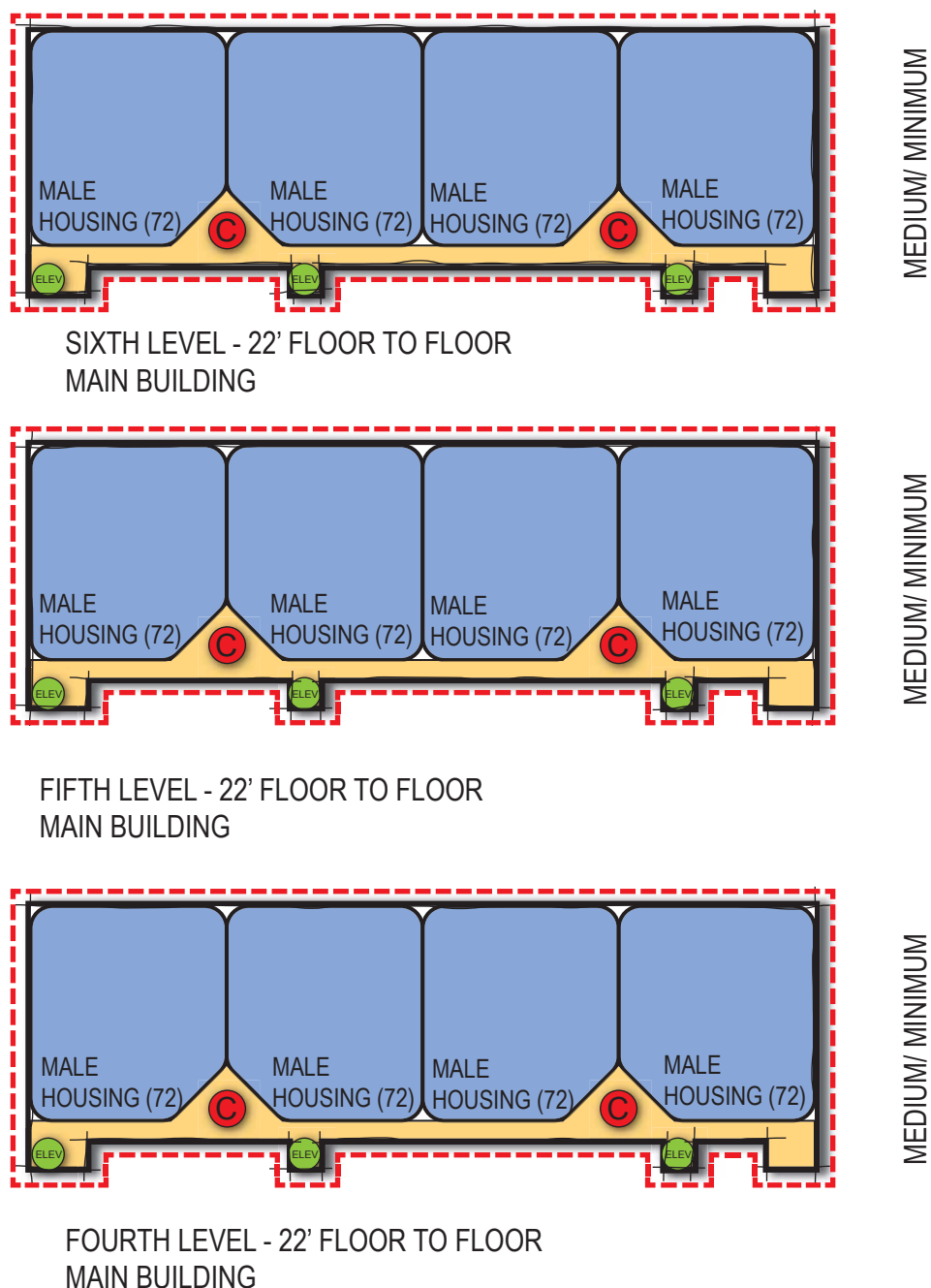
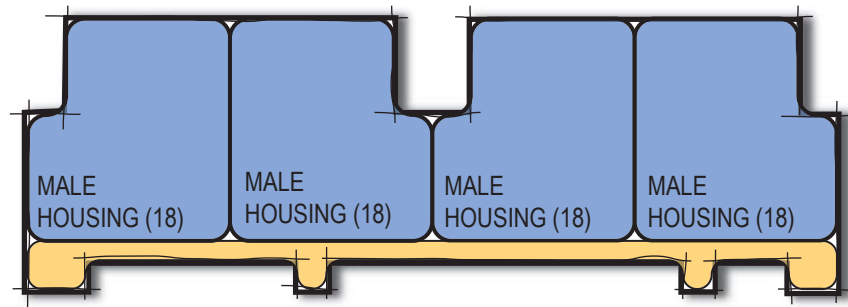
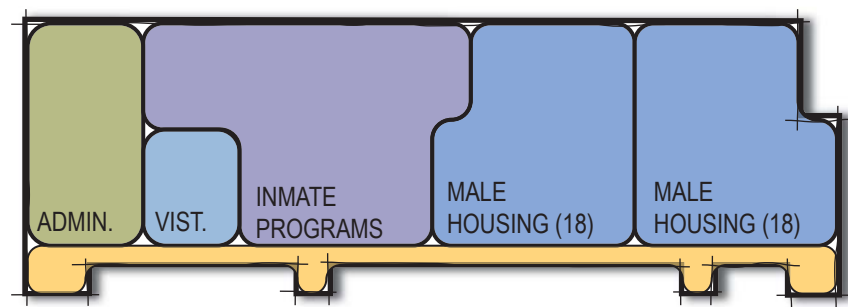


Figure 1-12: Preliminary OCCC High Rise Floor Plan





EIGHTH LEVEL - 18' FLOOR TO FLOOR
MAIN BUILDING - PRE-RELEASE FACILITY



SEVENTH - 18' FLOOR TO FLOOR
MAIN BUILDING - PRE-RELEASE FACILITY

Figure 1-13: Preliminary OCCC High-Rise Floor Plan



Building Design: Next Steps

Once the preferred site is selected the process will proceed to the schematic design phase. In this step the basic arrangements of spaces will be given physical shape. Major circulation paths, lines of separation/security, and respective volumes will be established. If the facility is to be Mid-Rise or High Rise, vertical circulation systems will be defined. The initial architectural expression of the facility will be developed in this phase. Once schematic design is approved, the process will progress to the exploration and selection of building systems and establishment of materials. More and more detail is developed in the design until the design drawings and specifications are ready for a construction contractor to construct the facility.

Although the building's design is still in the very early stages, it can be stated that the new OCCC will look nothing like the existing OCCC in Kalihi. In fact, it will bear little resemblance to most of the images typically thought of when contemplating a jail or detention facility. The design of jails and detention facilities has changed dramatically since OCCC in Kalihi was originally constructed in 1975, a result of several factors including the advent of new technologies and building materials. However, most important is the fact that the mission and philosophy of jail operations have changed substantially since the OCCC was constructed; this change in function has altered jail design significantly over the decades.

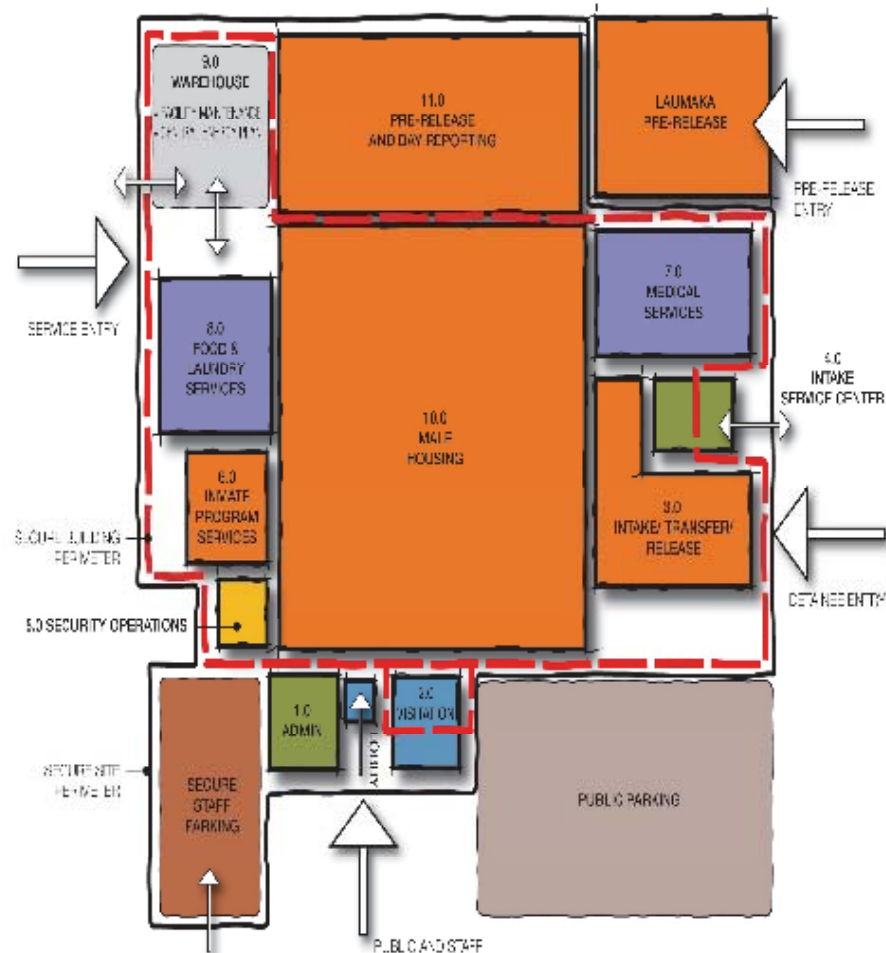


Figure 1-14: Preliminary Functional Relationship Diagram

Modern Jail Design

With technical evaluations currently underway of prospective sites upon which the new OCCC might be constructed, PSD has begun exploring how a new facility might look and function. Recently, members of the Project Team visited four modern jails and detention centers to understand how far the state-of-the-art in jail design and construction has progressed over past decades. Among the facilities inspected were:

- Van Cise-Simonet Detention Center, Denver, Colorado
- San Mateo County Jail, Redwood City, California
- Snohomish County Corrections, Everett, Washington
- Toronto South Detention Centre, Canada

See Figure 1-15 for images of each jail listed above. These examples of modern correctional facilities are components of the broader urban context, geographically located within the

downtown centers of major cities. They benefit from close proximity to services, amenities and civic functions such as courts. Their locations within urban centers have spurred economic development through urban infill. Moreover, rather than detracting from the surrounding aesthetic, these modern facilities can enhance the urban experience. Building architecture and landscape elements inherent in modern facility design contribute to the surrounding urban landscape and a quality pedestrian experience. As illustrated, these facilities represent high-quality public buildings that fit visually amid downtown office parks, convention centers and other civic uses. Indeed, modern detention facilities possess a much more appealing façade compared to facilities of the past, with exterior design features akin to schools, community college campuses, government complexes and office buildings.

Findings from this study are presented in Appendix G: Mainland Facility Tour Report.



Figure 1-15: Modern Mainland Jail Facilities

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02 COST ESTIMATES

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Preliminary Construction Cost Estimates

Staffing and Operating Costs

Conclusion

Appendices for Reference

Appendix D: Construction Cost Estimates

Appendix E: Estimated Staffing and Operating Costs

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Introduction

The Consultant Team has provided preliminary cost estimates for a new OCCC facility, including both anticipated construction costs and staffing and operating costs. Without a selected site, a physical design solution, or a project delivery method, only a broad range of cost numbers can be provided at this time; as such, the provided construction cost numbers should be considered preliminary. Staffing and operating costs are also greatly influenced by the physical layout of facility, and should also be considered preliminary.

Preliminary Construction Cost Estimates

Preliminary cost estimates have been prepared for the purpose of establishing a probable cost of construction at the programmatic budgeting design state. The cost estimates prepared are a general order of construction cost magnitude level of detail; this will provide decision makers a rough estimate for construction to better assess the status of the planning process.

The cost estimates examine expected construction cost range for Low-Rise, Mid-Rise, and High-Rise design solutions. They have been prepared using conceptual block diagrams of the buildings with blocks describing functional areas within the buildings, with areas derived from the Interim Architectural Space Program, as well as conceptual site plans. These preliminary estimates will serve as a guide as the various design solutions are applied to the site layouts, and the pros and cons for each site option are weighed. The estimates look at current market trends and analyze cost escalation factors that will affect future construction bids for the project. An estimated

project schedule of 3 years (35 months) for design and engineering and 3 years (36 months) for construction has been assumed; mid-point of construction is estimated to be June of 2021. Further planning will be required as the project progresses to determine if this tentative schedule is realistic, as selected site and proposed building layout may have a significant impact on design and construction timelines. Required permits, approvals, and land entitlements will also require a closer look to determine expected schedule.

Three primary estimates are provided in Appendix D, and are as follows:

1. **Option 1** assumes that a new facility will be built on the existing OCCC site in Kalihi. Land area is at a premium in Kalihi (suggesting high-rise), but there are also zoning height restrictions, so a mid-rise layout (3-5 stories) is assumed for this estimate. This option also requires the facility to be built in phases so the existing facility can remain operational during the entire construction process.
2. **Option 2** assumes that a new facility will be built on the open area on the site of the existing Halawa Correctional Facility. Because of the minimal amount of land available at this site, a high-rise layout (6-8 stories) is assumed for this estimate.
3. **Option 3** assumes that a new facility will be built on any property listed in the site inventory other than the sites described in Option 1 and Option 2. All site alternatives appear to have sufficient area to allow for a low-rise design solution; as low-rise (or “campus”) is typically the most affordable layout it is used as the base estimate (**Option 3-A**). An additional estimate is provided for a mid-rise (3-5 stories) layout

on the same generic site (**Option 3-B**). Because no site is named in this option, the allowances provided for site development and off-site improvements should be considered extremely preliminary. The generic site does not necessarily apply to all sites; for this estimate it assumes only minor topographic work and infrastructure improvements are required. Actual costs may vary greatly, and will be examined more closely once the shortlist of sites has been vetted.

A range of numbers has been provided for each option described above; this is the **Estimated Total Project Cost** (see Chart 2-1). This number includes the cost of the building itself, cost of site work, and additional expenses involved with the construction process. Assumptions have been made for construction type and scope, including building structure and exterior finish, interior finishes, mechanical and electrical systems, and fire protection. These assumptions can be found in the appendix entitled "Scope Assumptions" provided with each estimate (within Appendices D1, D2, and D3). Varying from these assumptions during design and construction will have impacts on the construction cost.

A great deal of project costs are involved in site development, demolition, on- and off-site utilities, drainage and grading, and roadway improvements; each site will require close examination to get a more accurate estimate, so at this time allowances have been provided for these items. The appendix entitled "Allowances Included" provided with each estimate (within Appendices D1, D2, and D3) shows each item for which an allowance was included, and notes the amount. Because each site offers different challenges, these allowances may not be applicable to all site options.

There are additional factors required to successfully complete construction, but are not part of the physical building or site work. This includes construction phasing, exterior signage, the building's telephone system, design and project management costs, and contingency costs. An allowance has also been provided for costs related to furniture, fixtures, and equipment (FF & E).

Additional expenses will be incurred during the course of the project, but have been excluded from these estimates. These expenses include site acquisition, relocation and moving costs, project financing and working capital,

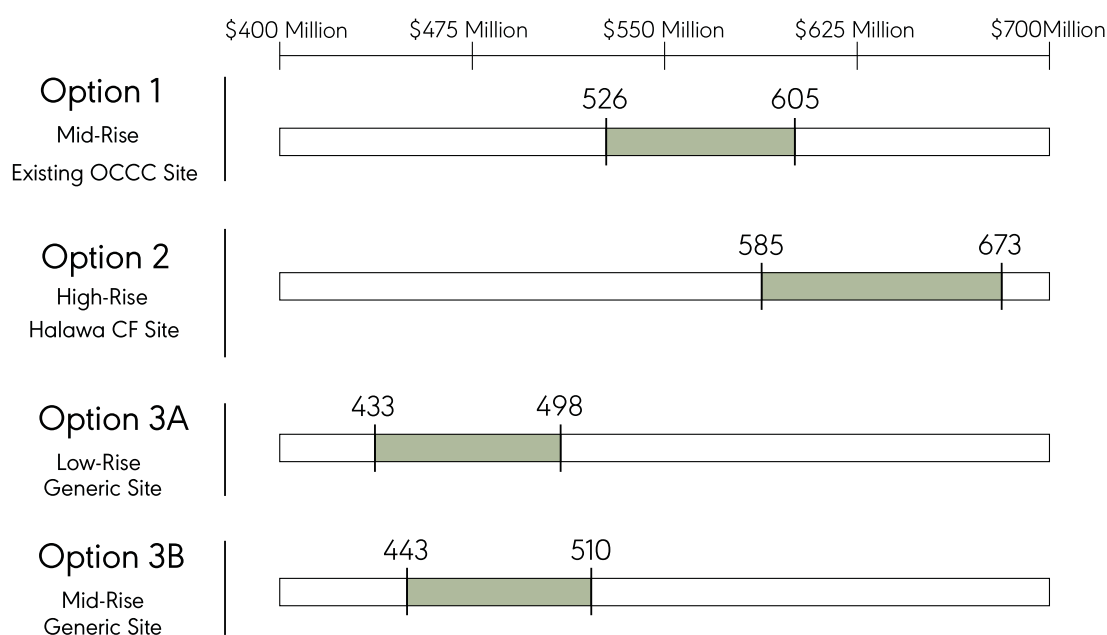


Chart 2-1: Total Project Cost Estimates

permitting and connection charges, and some soft costs such as equipment, computer systems and software, and administrative costs. Legal fees, property taxes, and interest are also excluded from the Estimated Total Project Cost. Further explanation of what is included and excluded, the expected risks, and how the estimates were made can be found in the appendices entitled “Risk Considerations” and “Approach & Methodology” provided with each estimate (within Appendices D1, D2, and D3).

As previously noted, these cost numbers are extremely preliminary. Site, program, and project delivery method are all still works in progress, and these will have a major impact

on project costs. These estimates should be reexamined as the siting process progresses.

Along with the cost estimates for each option, the project team has provided a Benchmark Study to establish historical probable cost of construction at the budgeting design stage. The budgets for more than 30 prison, jail, and mental health facility construction projects in the United States and Canada have been examined, adjusted to account for 2017 Hawaii construction numbers, and compared to each other. Chart 2-2 below shows how the proposed options for OCCC compare on a cost per square foot and cost per bed basis to similar facilities.

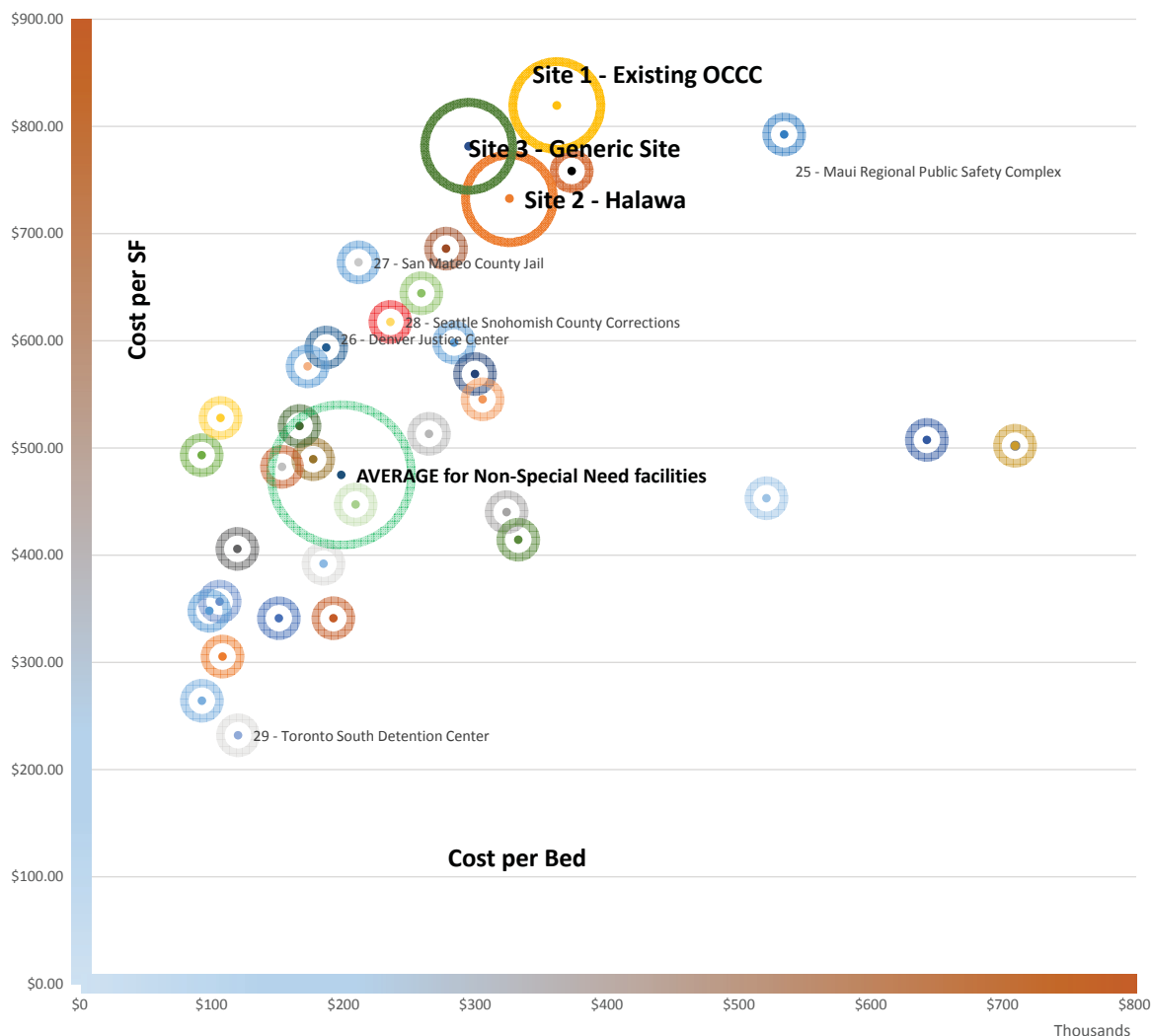


Chart 2-2: Correctional Facility Benchmarks

Staffing & Operating Costs

A great deal of importance is placed on the expected construction costs of the facility, but it is essential to remember that construction costs are only a fraction of the lifetime cost of a building. In a 30-year jail life cycle, maintenance, salaries, and expenses related to inmate care greatly overshadow construction expenses. Because of this, opportunities for efficiencies in staffing and operating the future OCCC facility have been carefully looked at to begin to estimate long-term cost savings.

Projected costs for staffing and operating a future OCCC facility are elaborated in the Estimated Staffing and Operating Costs report created by Criminal Justice Planning Services (Appendix E). This report predicts staffing efficiencies and operational savings will be achieved through modern jail design, technology, and best practices in staffing. It uses the Interim Architectural Space Program (Appendix B) as a basis for housing unit requirements for the replacement facility.

FY16 OCCC OPERATING COSTS	
Institutions- OCCC	\$46,216,391
Corrections Prog Svcs	\$3,460,359
Food Service	\$3,894,037
Health Care	\$8,933,553
Administration	\$4,751,150
TOTAL	\$67,255,489

Table 2-1: FY16 OCCC Operating Costs

The total Operating cost for OCCC in Fiscal Year 2016 was \$67.3 million. Table 2-1 (Appendix E, p. 6) shows OCCC's operating costs for FY 2016. The first item is the direct expenditure from the Institutions Division. The remaining four items are proportioned from statewide allocations that can be attributed to OCCC based on average daily population.

OCCC's current staffing represents 87.5 percent of its operating cost. Chart 2-3 (Appendix E, p. 6) shows the breakdown of OCCC staffing and non-staffing costs. Security staffing represents 72.2 percent of all staffing and within security staffing, correctional sergeants and officers represent 94.2 percent. Chart 2-4 (Appendix E, p. 7) shows the distribution of each staffing section. Since the Program defines the housing units, the heart of the analysis focuses on

FY16 STAFFING AND NON-STAFFING COSTS

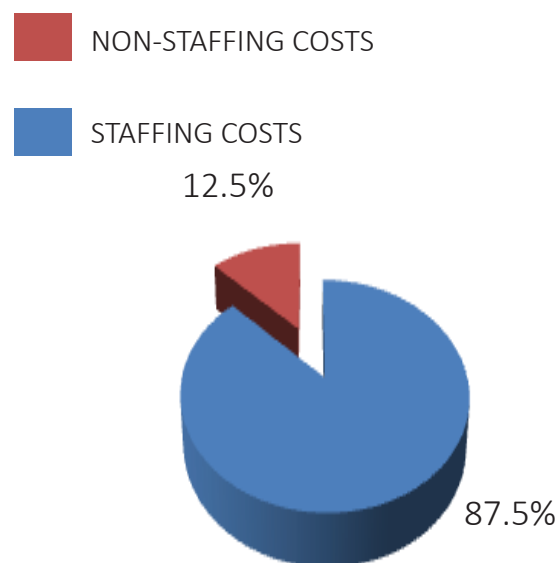


Chart 2-3: FY16 OCCC Staffing and Non-Staffing Costs

estimating housing unit and rover staffing for the replacement facility and then comparing it to OCCC's current staffing. A comparison of OCCC's current security staffing to those estimated for the program conservatively estimates an annual savings of up to 51.2 full-time equivalents (FTEs) for a single level facility and 39.6 FTEs for a multilevel facility (see Table 2-4). For a low-rise replacement facility, this translates to savings of \$4.8 million annually or \$143 million over a 30-year life cycle of the facility (compared to the FY 2016 operating costs of the existing OCCC). Table 2-3 (Appendix E, p. 15) shows current expenses and expected savings per year and over a 30-year facility life span. A multilevel facility reduces the staff savings to \$3.8 million annually or \$115 million over 30 years comparatively.

FY16 OCCC STAFFING	
SECTION	POSITION
Admin & Records	9
Security	415
Office Services	15
Residency	18
Community Base Section	23
Facility Operations	23
TOTAL	503

Table 2-2: FY16 OCCC Staffing Distribution Count

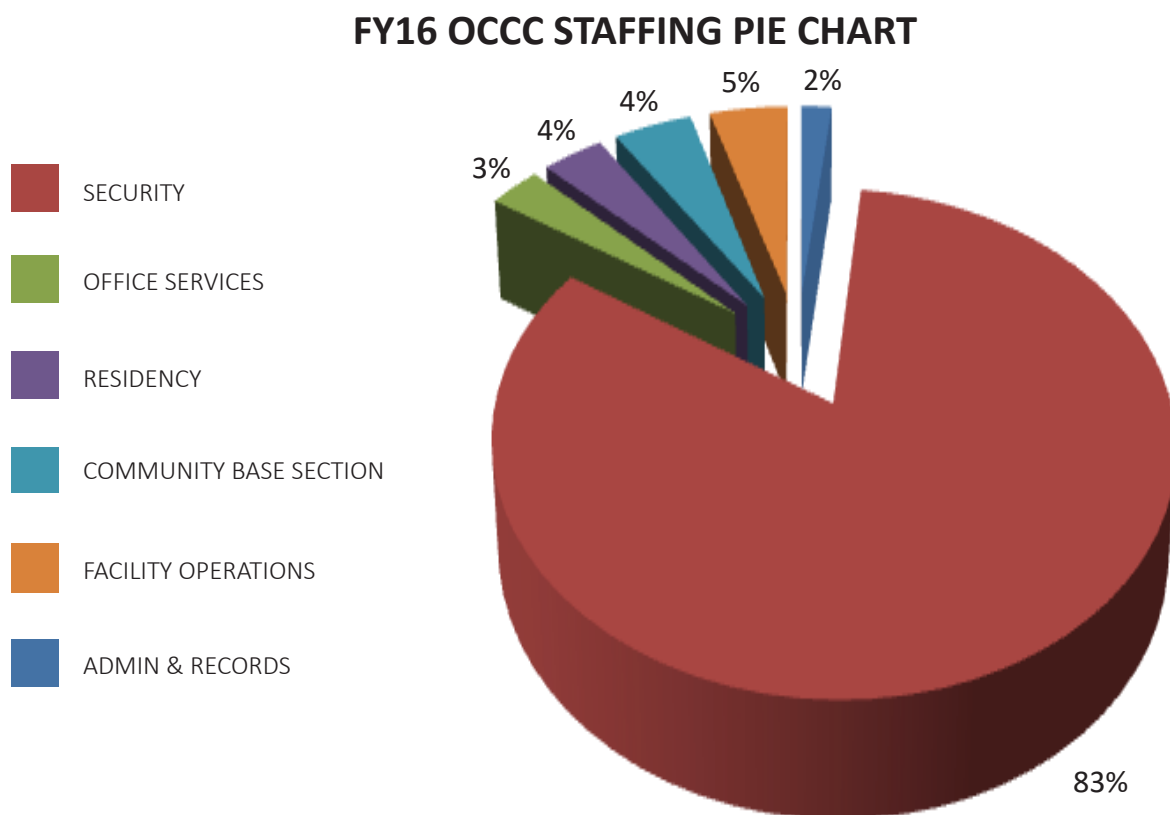


Chart 2-4: FY16 OCCC Staffing Distribution

In addition to saving FTEs and dollars, the replacement facility serves more people. In FY16, OCCC had 1,004 beds. The number of beds provided in the IA Space Program is 1,522. This provides 518 additional beds, most of which are low cost pre-release beds. The reason why pre-release beds cost less to operate is because the inmates are in minimum security which requires less staffing. This changes the operating cost per bed from \$65,626 to \$40,153 (-39 percent) for a low-rise facility and from \$65,626 to \$40,770 (-38 percent) for a multilevel facility. The current ratio

of inmates to housing unit security staffing will change from 4.6 to 8.6. There are likely to be other efficiencies once the layout of the facility and buildings are fully designed; for example, it is assumed there will be no guard towers at the replacement facility which currently represents ten positions at OCCC. However, at least some of these efficiencies will be off-set by non-staffing costs of the additional population. Further study is required after a site is selected and after the buildings are designed for that site.

COMPARISON OF CURRENT AND LOW-RISE HOUSING UNIT AND ROVER SECURITY STAFFING		
FACILITY	PER YEAR	30 YEARS
Current OCCC	\$20,447,127	\$613,413,824
Low-Rise	\$15,671,762	\$470,152,866
Difference	-\$4,775,365	-\$143,260,958

Table 2-3: Comparison of Current and Low-Rise Housing Unit and Rover Security Staffing

The expected savings in security staffing as explained above can translate to a lower operating cost for the new OCCC facility. The budget office reports an end of month average of 1,199 inmates for FY 16 which equates to a daily cost per inmate of \$153.68. When adjustments are made to the population and expenses of the current OCCC to remove the additional costs accrued by crowding, it costs

OCCC \$179.80 per day to house a male inmate (see Table 2-5). A conservative estimate on savings resulting from a new facility with adequate space and logical staffing layouts brings the cost per day to \$110.01, or \$69.79 less than the existing facility. This is an expected reduction of 39% in operating costs, as shown in Table 2-6.

COMPARISON OF SECURITY STAFFING FTEs	
Current OCCC (FY16)	415
Low-Rise Replacement	363.8
Difference	51.2

Table 2-4: Comparison of Security Staffing FTEs

Conclusion

OCCC is Hawaii's largest and oldest community correctional center. Replacing the facility will be an expensive endeavor, but failing to replace it will mean a lost opportunity to increase safety as well as take advantage of efficiencies gained through modern jail design, electronic technology improvements, and

advances in energy saving technology, all of which produces operational savings. It will also mean the continued maintenance of a facility that appears to be past its useful life cycle. The estimates provided in this chapter should all be considered extremely preliminary, and must be reexamined as the project progresses.

FY16 OCCC COST PER BED WITHOUT CROWDING	
FY16 per Capita Cost	\$56,077
Non-Staffing Percentage	12.5%
Non-Staffing Cost per Inmate	\$7,010
Inmates Over Capacity	195
FY16 Cost of Crowding	\$1,366,887
FY16 OCCC Operating Cost	\$67,255,489
Cost without Crowding	\$65,888,603
Capacity	1004
Annual per Bed Cost	\$65,626
Daily per Bed Cost	\$179.80

Table 2-5: OCCC Cost Per Bed w/o Crowding

DIFFERENCE BETWEEN CURRENT OCCC AND LOW-RISE FACILITY	
Annual Cost per Bed	Dollars
Adjusted FY16 Annual per Bed at OCCC	\$65,626
Estimated Low-Rise Annual Cost per Bed	\$40,153
Change in Annual Cost per Bed	-\$25,473
Daily Cost per Bed	Dollars
Adjusted FY16 Daily Cost per Bed at OCCC	\$179.80
Estimated Low-Rise Daily Cost per Bed	\$110.01
Change in Daily Cost per Bed	-\$69.79

Table 2-6: Difference Between Current OCCC and Low-Rise Facility

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03 FINANCING PLAN OPTIONS

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Financing Plan Options

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Appendix F: Project Financing Options

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Introduction

The Consultant Team has provided a report to inform PSD and DAGS of the alternative financing options that could be used to finance the new facility. These options were presented to legislative representatives and state officials during a workshop held at the Architects Hawaii Ltd. office on November 28, 2016. For PowerPoint slides presented, see Appendix F-2.

The State of Hawaii will require substantial investments to bring OCCC up to State and national standards. In addition to conventional public financing options, alternative options are available to the State to help meet OCCC financing goals. Financing Plan Options are outlined in the Financing Plan Options Report created by Louis Berger (Appendix F-1).

Conventional public financing options include:

1. "Pay as you go"
2. Bonds

Alternative bond and revenue generation options include:

1. General Obligation Bonds
2. Revenue Bonds
 - Certificates of Participation
3. Sales Tax Revenues
4. Sale of State Assets
5. Lease Revenue Bonds
6. Public-Private Partnerships
 - Private-Finance-Build-Transfer
 - Design-Build-Finance
 - Performance Based Infrastructure
 - Developer Finance
 - Lease/Purchase

Financing Plan Options

"Pay As You Go"

The "pay as you go" form of financing involves the appropriation of public funds necessary to complete the proposed project within a single fiscal year. If the project's construction spans multiple years, then additional funds must be appropriated for each year construction continues (see Appendix F-1, p. 6)

Bonds

A bond is a security instrument which acknowledges that the issuer has borrowed money and must repay it to the bondholder at a specified rate of interest at periodic intervals. A bondholder also receives the amount lent (the principal) when the bond reaches its maturity. Bonds are known as debt securities and are different from loans because as a security they can be publicly traded and have values that can fluctuate. Debt securities with a maturity of 13 months or less are known as notes. However, bond maturity can last up to 30 years (see Appendix F-1, p. 6).

General Obligation Bonds

Until the 1980s, General Obligation Bonds (GOs) were the most frequently used form of public financing for correctional facility construction. However, the use of obligation bonds has declined as states and counties faced higher budget deficits and fiscal challenges, including limits on accrued debt as well as competing priorities for the use of bond financing (see Appendix F-1, p. 8).

Revenue Bonds

Revenue bonds are commonly characterized as “limited obligations” or “special obligations” and as such the debt does not count towards a state’s debt limit. Revenue bonds typically finance public projects such as toll roads, bridges, airports, water and sewage treatment facilities, hospitals and subsidized housing (see Appendix F-1, p. 8).

Lease Revenue Bonds

To issue a revenue bond, the government creates a separate non-profit organization to issue lease revenue bonds. This non-profit organization, usually a state or county development authority, uses the bond revenue to build the facility and then leases it to the government at a rate that will allow full repayment to the investors (principal and interest) by the end of the lease period. The title of the facility reverts to the government agency when the bond or the lease has been paid in full (see Appendix F-1, p. 9).

Sales Tax Revenues

One mechanism for generating a regular revenue stream would be the imposition of a special sales tax that could be directed exclusively for OCCC construction. Under this approach an additional levy would be added to the current tax rate that is collected at the point of sales by retail establishments operating within the state (see Appendix F-1, p. 9).

Sale of State Assets

Another approach for potentially generating significant funds, although on a one-time basis, would be to designate selected state property and assets as surplus and put them up for sale. Before such property or an asset can be sold, however, the state must declare it to be surplus (see Appendix F-1, p. 10).

Certificates of Participation

In recent years, governments have begun using a specialized type of revenue bonds to finance capital projects, referred to as Certificates of Participation (CoPs). CoPs are lease financing agreements in the form of securities that can be issued and marketed to investors in a manner similar to tax-exempt debt (see Appendix F-1, p. 10).

Public-Private Partnerships

Public Private Partnerships (PPPs) are collaborations between governments and private entities to provide public infrastructures, facilities, or services for long-term periods through the sharing of risks, responsibilities and rewards. These partnerships are formed to optimize the advantages that the private sector can offer in building and/or operating public facilities and infrastructure (see Appendix F-1, p. 13).

Private-Finance-Build-Transfer

In this form of financing a private partner finances and provides for design and construction of the facility and transfers it to the public entity (see Appendix F-1, p. 17).

Design-Build-Finance

In this case the private partner provides the financing, design and construction (see Appendix F-1, p. 20).

Performance Based Infrastructure

The responsibilities for designing, building, financing, and maintaining are bundled together and transferred to private sector partners. Lease payments to private entity are contingent on performance (see Appendix F-1, p. 20).

Developer Finance

The private partner finances the construction of the facility in exchange for the right to build residential housing, commercial or industrial developments (see Appendix F-1, p. 21).

Lease/Purchase

In this type of financing, the private partner finances and builds the facility which it then leases to a public entity (see Appendix F-1, p. 21).

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04 REQUEST FOR PROPOSALS

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Introduction

The Consultant Team will prepare and provide draft two-step design build documents, upon which a future final design Request for Proposal (RFP) can be based. This future RFP will be issued by the client to gather competitive design build proposals after a design contract is executed. The draft RFP as prepared by the Consultant Team will describe in general what the facility may look like, and outline a strategy for financing the construction project.

Conclusion

At this point, it is premature to the RFP development process for the Consultant Team to have begun any work in producing the RFP. Work assembling the Draft RFP will begin once:

1. A final site has been selected;
2. A preliminary layout and design for that site has begun; and
3. A construction project financing strategy has been selected by the State.

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05 SITE STUDY FINDINGS

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Appendix C: Siting Study

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Introduction

The Consultant Team has undergone an effort to identify, screen, and evaluate potential sites for the relocated OCCC facility. In Appendix C – Siting Study, the details of this effort, and the progress to date, are discussed via the following topic areas:

- Background and basis for undertaking a search for sites capable of being developed with a new OCCC facility;
- Understanding the siting process including descriptions of the three phases of study: site identification, site screening and detailed site evaluation;
- Rationale for establishing the preferred site search area;
- Planning process for the new OCCC facility;
- Siting criteria used to identify and screen prospective sites including recommended weightings;
- Process of identifying OCCC development sites including the prospective sites currently under consideration; and
- Summary matrix templates for each site that will provide information about how the sites will be screened, scored and ranked.

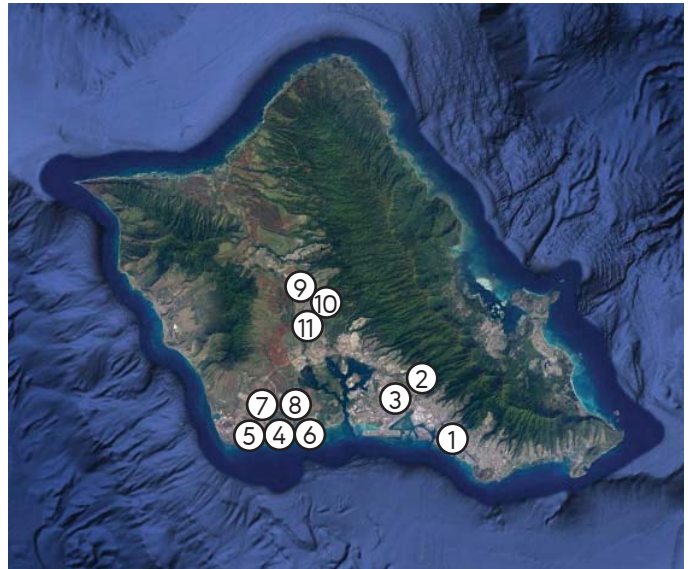
The OCCC siting process consists of three principal phases: site identification, site screening, and detailed site evaluation

With each step, a set of requirements and criteria are applied to guide its analysis and decision-making. By applying these requirements and criteria, PSD can identify and eliminate less suitable sites from further consideration while allowing more suitable sites to move forward to the next phase. As each phase of the process advances, increasing amounts of information are gathered about prospective sites, while considering the advice and input received from community leaders and the public. The review and analysis process continues until PSD determines that suitable sites for building and operating a modern, new OCCC have been identified.

Identifying, evaluating, and ultimately selecting the best site option for developing a new OCCC will ensure that Hawaii's criminal justice system functions in a high-quality manner while addressing the need for modern, efficient and cost effective institutions for current and future offender populations. Development of a new OCCC facility will allow PSD to accomplish its mission, meet the needs of the offender population, and provide for the continued security of offenders, staff and the public at large.

Site Inventory

Concurrent with establishing the initial facility and siting requirements, PSD and its project team conducted outreach to identify prospective sites for development of a new OCCC. Over these months, the OCCC team engaged the Oahu real estate community, government agencies, public and private land owners, and the public to identify and offer potential OCCC development sites. The entire island was considered as possible locations for the proposed OCCC. This outreach effort allowed the team to assemble an inventory of 11 sites for consideration, including the existing OCCC site in Kalihi. The inventory of prospective OCCC sites at this time includes the following (in no particular order):



1. Current OCCC site (Kalihi)
 - Proximity to workforce, visitors, volunteers, vendors, medical facilities, and courts
 - Access via roads, public transit
 - Available utility services
 - Compatible surrounding land uses
 - State of Hawaii ownership; PSD control
2. Halawa Correctional Facility site (Aiea)
 - Opportunities to share services between OCCC and Halawa CF
 - Compatible surrounding land uses
 - State of Hawaii ownership; PSD control
 - Precludes development of additional prison beds
3. Animal Quarantine Facility site (Aiea)
 - Proximity to Halawa CF, opportunities to share services
 - Proximity to downtown, convenient access
 - Compatible surrounding land uses
 - State of Hawaii ownership



4. Kalaeloa Parcel B site (Kalaeloa)

- Exceeds minimum requirements for land area; opportunity for additional (future) PSD development
- Little to no surrounding land uses
- DHHL ownership allows for streamlining of development permits



5. Kalaeloa Parcel C site (Kalaeloa)

- Exceeds minimum requirements for land area; opportunity for additional (future) PSD development
- No surrounding land use conflicts
- DHHL ownership allows for streamlining of development permits



6. Kalaeloa Parcels 6A/7 site (Kalaeloa)

- Exceeds minimum requirements for land area; opportunity for additional (future) PSD development
- Proximity to emerging Kapolei Community



7. Kalaeloa Parcels 18A/18B site (Kalaeloa)

- Exceeds minimum requirements for land area; opportunity for additional future PSD development
- Compatible surrounding land uses
- Access to utilities



8. Barbers Point Riding Club site (Kalaeloa)

- Meets minimum requirements for land area
- Compatible surrounding land uses
- Outside Historic Ewa Battlefield zone
- Federal Government ownership (U.S. Navy)



9. Mililani Technology Park Lot 17 site (Mililani)

- Meets minimum requirements for land area
- Accessible via H-2
- Available infrastructure; minimal required investment likely
- Adjoins planned First Responders Technology Park (Mililani Tech Park, Phase II)
- Compatible surrounding land uses



10. Waiawa Property 1 site (Waiawa)

- Exceeds minimum requirements for land area; opportunity for additional (future) PSD development
- Accessible via H-2
- Proximity to Waiawa Correctional Facility; potential to share services



11. Waiawa Property 2 site (Waiawa)

- Meets minimum requirements for land area
- Accessible via H-2
- Proximity to Waiawa Correctional Facility; potential to share services



Siting Criteria

To determine initial viability of the 11 sites in the OCCC inventory, it is necessary to screen each against the established siting criteria. To avoid the time and effort of conducting in-depth evaluations of 11 potential sites, a site screening tool has been used to compare and assess site conditions and characteristics against the siting criteria. Information concerning the 11 sites was gathered and analyzed for:

1. Proximity
 - Proximity to Staff, Visitors, Others
 - Proximity to Medical and Treatment Providers
 - Proximity to Legal Services
2. Land and Environment
 - Land Area
 - Topography
 - Wetlands
 - Critical Environmental Resources
 - Cultural, Archaeological and Native Hawaiian
 - Wildlife
 - Natural Disasters / Hazards Avoidance
3. Infrastructure
 - Roadway Access
 - Water Supply Service
 - Wastewater Treatment Service
 - Electric Power Service
 - Natural Gas Service
 - Telecommunications Service
4. Community Services/Other
 - Medical/Fire Emergency
 - Adjoining and Nearby Land Uses
 - Ownership
 - Ability to Share Services
5. Development Costs
 - Land
 - Building
 - Risk Management
 - Infrastructure Operations
6. Community Acceptance
 - Community Response

The purpose of the screening process was to quickly and efficiently screen sites with the goal of identifying sites that most closely adhere to PSD's siting criteria. Over the past months all 11 prospective sites were assessed, scored, and ranked for PSD to eliminate sites least suitable for OCCC development while advancing sites judged most suitable for detailed evaluation as part of the Draft Environmental Impact Statement (EIS) preparation phase.



Figure 5-12: Siting Criteria

Site Rankings

The results of the analysis for each site has been summarized and presented on a Site Screening Scoring Matrix. The matrices include the screening criteria, indicators used to assess sites conditions against the criteria, notes that provide the basis for the analysis and point scores for each criteria. Scores have been totaled for each site and used to compare against other sites. Once all screening criteria were assessed for each prospective site, the 11 sites were rated and ranked as shown below.

Site Location	Site Name	Score	Rank
Aiea	Animal Quarantine Facility	79	1
Kalihi	Oahu Community Correctional Center	76	2
Aiea	Halawa Correctional Facility	58.5	3
Mililani	Mililani Technology Park Lot 17	57	4
Kalaeloa	Kalaeloa Parcels 18A/18B	51.5	5
Waiawa	Waiawa Property 1	50.5	6
Waiawa	Waiawa Property 2	46.5	7
Kalaeloa	Kalaeloa Area Parcel B	41.5	8
Kalaeloa	Kalaeloa Parcels 6A/7	37	9
Kalaeloa	Kalaeloa Barbers Point Riding Club	36	10
Kalaeloa	Kalaeloa Area Parcel C	31.5	11

Table 5-1: Site Rankings

With completion of the site screening process, PSD will determine which sites should be removed from further consideration and those that shall continue to advance further through the in-depth study process. At that time, sites eliminated and those continuing forward will be disclosed and publicized to focus attention on the sites to be included within the subsequent EIS study phase.

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APPENDIX A

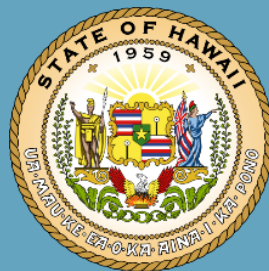
10-Year Inmate Forecast

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10-Year Inmate Forecast: Planning for Relocation and Expansion

**Oahu Community
Correctional Center**

December 7, 2016



**State of Hawaii
Hawaii Public Safety Department**

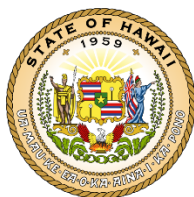
10-Year Inmate Forecast: Planning for Relocation and Expansion

Oahu Community Correctional Center

DAGS JOB NO. 12-27-5670

December 7, 2016

Confidential Draft



**State of Hawaii
Hawaii Public Safety Department**

Prepared by
Criminal Justice Planning Services
Olympia, Washington

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SUMMARY

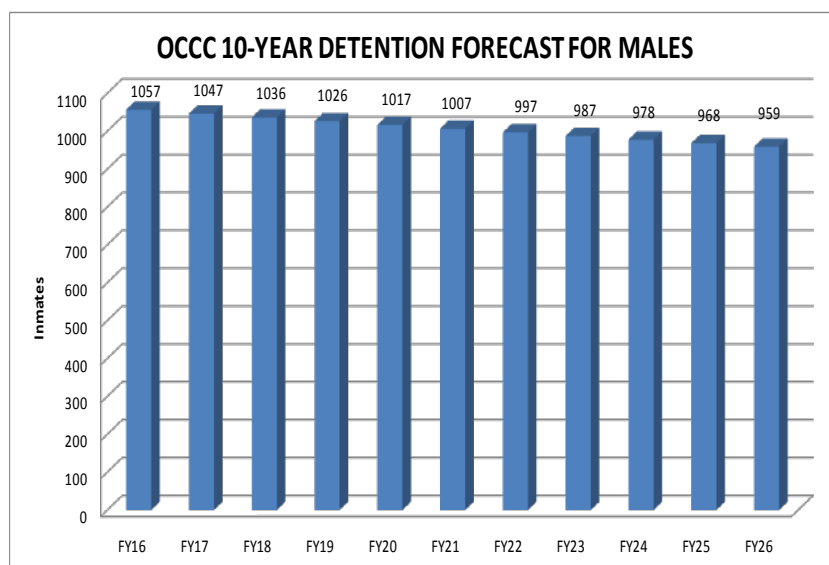
A population forecast for OCCC was prepared in order to assist planners in estimating the size of the replacement facility. OCCC inmates are a combination of two groups of people who have quite different housing and programming needs. Detention inmates are people who have been charged with a crime(s) and are still going through the court process. The detention group also includes people who have been found guilty of a crime(s) and received a sentence of up to one year. Pre-release inmates are near the end of a lengthier sentence and are transitioning from prison back to the community.

Initially, a 30-year forecast was considered, but this proved to be unfeasible for a number of reasons. The number of males has been declining slightly and it is unlikely this will continue for the long-term absent major policy changes. Furthermore, building a replacement facility on a 30 year decline would mean not having enough beds by the time the facility opens in about ten years. For example, if a 700 bed facility is forecast in 30 years and there will still be 1,000 inmates remaining in ten years, the facility will be short 300 beds when it opens. Conversely, the number of females has been increasing and continuing this increase over thirty years would drive the forecast three or four fold over today's population. This also seemed quite unlikely. The Project Team advised a 10-year forecast as well as a conservative growth rate in the number of females in order to estimate an adequate number of beds by the time the replacement facility opens.

The forecast is provided according to gender, custody classification and legal status. It offers opportunity and flexibility for deciding how to use the new housing modules.

Males

The forecasted number of detention males at OCCC in Fiscal Year 26 is 959 (from the current 1,057). Approximately one-third are sentenced. This number is based on the declining trend over the past few years, slight anticipated growth in the City and County of Honolulu population and a peaking factor to account for fluctuations in the number of inmates.



Contrary to the detention population for males, the pre-release population has not been declining. In fact, pre-release (also known as re-entry) is recognized throughout the country as a best practice in corrections that reduces crime and is cost beneficial.¹ As a result, many correctional systems are investing in expanding pre-release programs; likewise, PSD is also planning an increase in this area. PSD reported about 300 males on Oahu Island are ready for pre-release at any given time, so this number was used as the base for the forecast with a 2 percent growth rate.² The forecast predicts 392 pre-release males.

PRE-RELEASE BED FORECAST FOR MALES			
FORECAST YEAR	PREVIOUS YEAR	INMATE + HONOLULU GROWTH	TOTAL FORECAST
FY16	300	7	307
FY17	307	8	315
FY18	315	8	323
FY19	323	8	331
FY20	331	8	339
FY21	339	8	347
FY22	347	9	356
FY23	356	9	365
FY24	365	9	374
FY25	374	9	383
FY26	383	9	392

It is assumed the 96-bed Laumaka Work Furlough Center is not being relocated and will remain operational. This brings the net need to 296 pre-release beds ($392 - 96 = 296$). In summary, the total number of new rated beds required for detention and pre-release males is 1,255 ($959 + 296 = 1,255$).³

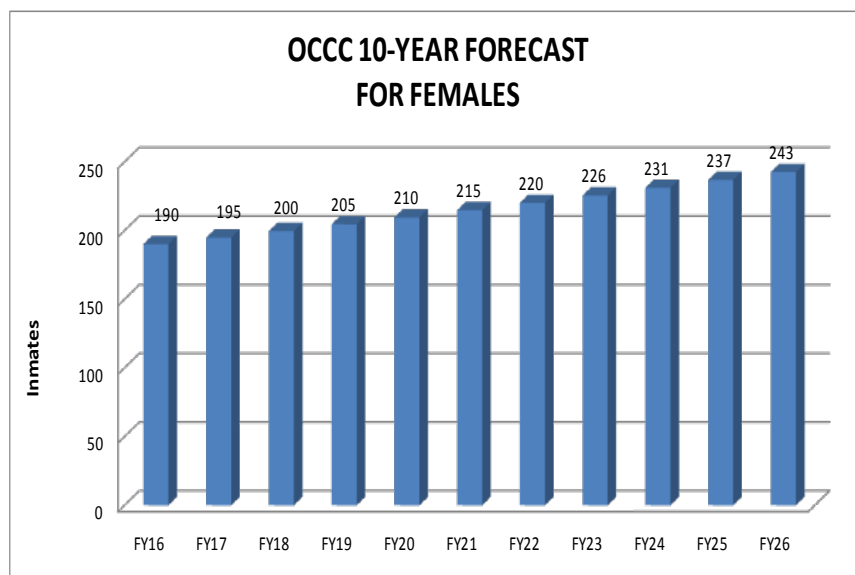
Females

Although it is planned for female inmates to only receive intake services at OCCC, females were included in the forecast in order to understand the system-wide impacts. The number of females in detention is expected to increase to 243 (from the current 190). Approximately one-quarter are sentenced.

¹ Aos, S. & Drake, E. (2013). Prison, Police and Programs: Evidence-based options that reduce crime and save money. (DOC. No. 13-11 -1901) Washington State Institute for Public Policy, Olympia, Washington.

² Per advice by the Project Team. A peaking factor is not included because when pre-release centers are full no inmates are added.

³ Rated beds do not include temporary housing such as segregation, infirmary and specials needs such as mental health. These numbers are discussed in the Interim Architectural Space Program.



The methodology used to forecast pre-release beds for females follows the same as the general forecast for females. The growth rate is two percent plus .47 percent for growth in the City and County of Honolulu population. A peaking factor is not added because when pre-release centers become full, no inmates are added. PSD reports about 60 females are qualified at any given time, so this number was used as the base of the forecast.

PRE-RELEASE BED FORECAST FOR FEMALES				
FORECAST YEAR	PREVIOUS YEAR	INMATE + HONOLULU GROWTH	TOTAL FORECAST	FORECAST YEAR
FY16	60	1	61	FY16
FY17	61	2	63	FY17
FY18	63	2	65	FY18
FY19	65	2	66	FY19
FY20	66	2	68	FY20
FY21	68	2	69	FY21
FY22	69	2	71	FY22
FY23	71	2	73	FY23
FY24	73	2	75	FY24
FY25	75	2	77	FY25
FY26	77	2	78	FY26

Female inmates participate in pre-release at WCCC. Currently, there are 40 beds for females (25 at the YWCA program and 15 at the Bridge program). Since there are 40 existing beds, the number of additional beds needed is 38 ($78 - 40 = 38$). Fortunately, the Ho'okipa Unit adjacent to WCCC is slated for renovation and is adequate to address the forecast once it is refurbished.

The total number of rated beds needed for females in FY26 is 281 ($243 \text{ detention} + 38 \text{ pre-release} = 281 \text{ beds}$).

Overall Comments

Two other forecasts were completed over the past decade. In 2008, the DLR Group used a forecast provided by PSD to plan an OCCC replacement facility. The forecast was for 2,371 male inmates and 537 female inmates for a total of 2,908 inmates by 2013.⁴ In contrast, a March 2014 forecast by the Criminal Justice Institute predicted OCCC would have 1,304 males and 188 females in 2025.⁵ Given the two previous forecasts, the numbers contained in this forecast for OCCC are the most conservative.

The 2016 forecast has been through a rigorous review process. It has been reviewed by PSD, the Consultant Team, and an independent consultant that specializes in quality control of evaluations of governmental operations. Additionally, the forecast was presented to the Corrections Population Management Commission in October 2016. All corrections forecasts tend to spur conversations about whether there are too many or too few beds. Regardless of opinion, forecasts are most accurate in the near years versus the far years because they are highly subject to changes in arrest policies, laws, agency policies, urban population growth or decline, and the overall capacity of the courts.⁶ As a result, even the best forecasts are quickly outdated.

A regular update of the forecast will assist PSD in capital and operational planning. For example, the ideal site for the replacement facility will allow for an additional housing unit or two if the forecast proves to be too conservative and not enough beds are available. Conversely, if policies are implemented that produce excess capacity through the further reduction of the inmate population, either the construction of a housing unit can be delayed or the excess capacity can be used to relieve crowding elsewhere. Therefore, it is recommended the forecast be updated at least annually so that trends are monitored and planning can be adjusted accordingly.

⁴ OCCC Project Development Report and Site Identification Selection Study, DLR Group, 2008.

⁵ Holmes, Lynette, Projections of PSD Inmate Populations by Custody Level, Gender, Legal Status and Island. Criminal Justice Institute, Hagerstown, Maryland, March 11, 2014.

⁶ Examples of 2016 changes in law include the potential early release of certain misdemeanants and a change in the felony threshold for Theft 2.

INTRODUCTION

The consultant was asked to project future OCCC population levels using previous studies as a starting point. The 2014 PSD inmate forecast estimates an 8.6 percent decline in population spread over thirty years (.3 percent annually). As noted several times in the 2014 forecast document, long-term forecasts are generally considered less reliable than short-term forecasts because of changes in laws, policies and operational practices that impact the correctional population. The report recommends updating the forecast at least twice annually to capture these trends.⁷ Washington State updates their forecast three times per year.⁸

The 2016 forecast picks up where the 2014 forecast leaves off. The 2016 forecast uses data from FY13–15.⁹ The recent 3-year trend at OCCC demonstrates just how dynamic the corrections population is and the need to update the forecast frequently. The overall OCCC inmate population has recently been declining by .7 percent annually, not by .3 percent as forecasted in 2014. Some of the reasons may pertain to turnover in the parole board (discretionary decisions) and the increased use of pre-release which is known to be a cost-beneficial use of correctional capacity.¹⁰ Additionally, continuing the decrease for thirty years runs the risk of under-sizing the replacement facility. Even if the population was to continue declining for thirty years, the facility will be opened prior to that time and will not have enough capacity. Thus, a 30-year forecast is not defensible.

A practical forecast will provide a best estimate to facility planners about the proper mix of beds needed by the time the OCCC replacement facility opens. The optimal site will allow for growth in the event the inmate population grows faster than predicted. The 2016 OCCC forecast has been revised for a ten-year period by gender, classification and legal status. The forecast includes pre-trial and sentenced inmates, and general population versus higher risk inmates that require additional security.

It is recommended the forecast be revised at least every year because more changes are already on the horizon. For example, early release legislation that went into effect on July 1, 2016 allows the PSD director to release certain misdemeanants.¹¹ An additional law that also went into effect on July 1, 2016 changes the felony threshold of Theft in the Second Degree.¹² Since 1986, second degree theft was when the value against property or services was \$300 or more. Under the new legislation the threshold is \$750 or more. Although the full impact is not yet known, the first month of implementation showed an impact of about 35 inmates. This changes the blend of pretrial misdemeanants and felons. It could also change the number of sentenced inmates in jail versus prison. Further information is required prior to being able to account for the effects of this new legislation in the forecast, but it speaks to the need for periodic updates.

⁷ Holmes, Lynette, Projections of PSD Inmate Populations by Custody Level, Gender, Legal Status and Island. Criminal Justice Institute, Hagerstown, Maryland, March 11, 2014. Note: Data used in the report goes through the first six months of Fiscal Year 12.

⁸ Washington State Caseload Forecast Council, <http://www.cfc.wa.gov/>

⁹ Not all datasets for FY16 were available when this forecast study began.

¹⁰ Aos, S. & Drake, E. (2013). Prison, Police and Programs: Evidence-based options that reduce crime and save money. (DOC. No. 13-11 -1901) Washington State Institute for Public Policy, Olympia, Washington.

¹¹ House Bill 2391 of the 2016 legislative session

¹² Senate Bill 2964 of the 2016 legislative session, Section 37, 1a and 1b.

It is important to note that the average daily population for each gender is strikingly different. The number of males is declining by 1.2 percent annually while the number of females is increasing by 7.1 percent annually.¹³ The decline for males is close to the reported overall decline throughout PSD of between 1.5 and 2.0 percent annually. Men represent 88 percent of the inmate population and women represent 12 percent. Although PSD's planning for the replacement of OCCC calls for women to be assigned to other facilities once they receive intake services at OCCC, they are still included in this forecast. This is intended to inform decision-makers about the system-wide impact of women being placed at other facilities, particularly the Women's Community Corrections Center (WCCC).

The major steps used to develop the updated forecast include:

1. Calculate the 3-year inmate trend of the assigned count at OCCC.¹⁴ The assigned count versus the in-residence head count includes OCCC inmates at the federal detention center who would be at OCCC when there is adequate capacity. The assigned count also includes pre-release beds at Laumaka and inmates who are assigned to OCCC, but are temporarily not at the facility (such as a court order or escape).
2. Separate the detention population from the pre-release population because it is assumed the Laumaka facility will remain open after OCCC is replaced.
3. Calculate the forecasted population growth in the City and County of Honolulu.
4. Add a peaking factor (2.5 percent) to account for fluctuations in population. This reduces the likelihood of inmates sleeping on the floor and allows for fluctuations between the various security levels.¹⁵
5. Calculate the potential effect of the new early release legislation as of July 1, 2016 for information purposes only because the extent and duration of implementation are unknown. (-92 average daily population per year: 81 males and 11 females.) The year-by-year potential impact of the legislation has been included in the electronic Excel file submitted with this report.

¹³ Although the cause was not specifically analyzed, the previous forecast noted a decrease in the average length of stay (ALOS) of male parole violators and an increase in the ALOS of female parole violators.

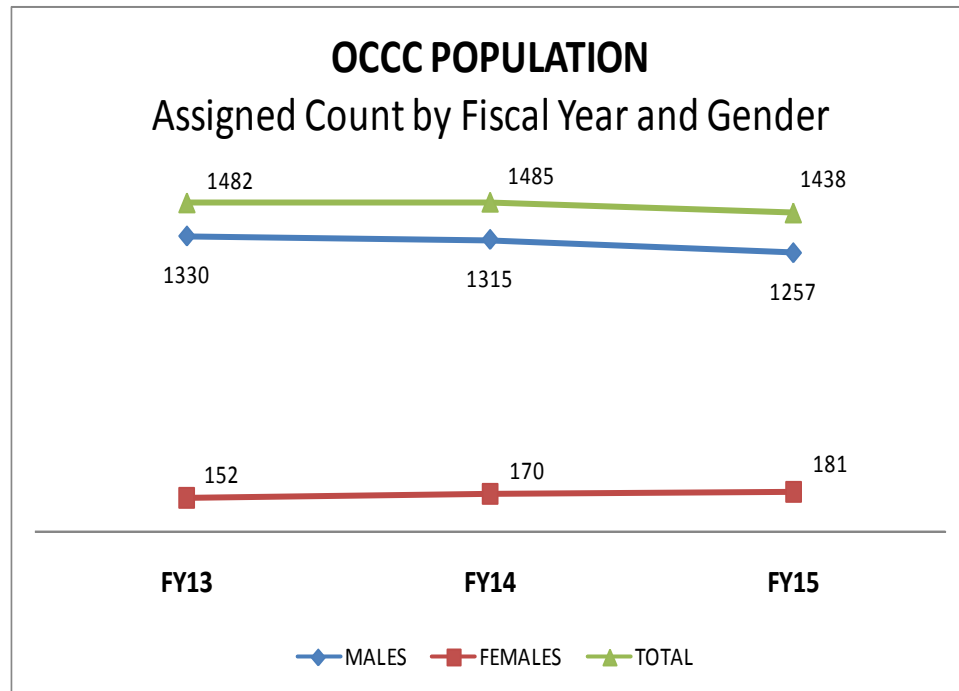
¹⁴ A five year trend was considered, but the number of males in the early years was quite a bit higher and the average would have driven a steeper decline than in recent years.

¹⁵ Peaking factors of between 2.5 and 5 percent are fairly standard throughout the industry. Since most OCCC inmates are classified between medium and community custody, the more conservative number was chosen because there is likely to be minimal fluctuation.

CURRENT TRENDS

1. Number of Inmates

The following graph shows the total OCCC inmate population by gender for the past three fiscal years.



The average change in OCCC's population over the past 3 years was -0.7 percent.

OCCC AVERAGE CHANGE-ALL INMATES			
FISCAL YEAR	INMATES	CHANGE	PERCENT
FY13	1482	22	1.5%
FY14	1485	-3	-0.2%
FY15	1438	-47	-3.3%
3-year average			-0.7%

The number of males decreased by 1.2 percent annually.

OCCC AVERAGE CHANGE IN NUMBER OF MALES			
FISCAL YEAR	INMATES	CHANGE	PERCENT
FY13	1330	29	2.2%
FY14	1315	-15	-1.1%
FY15	1257	-58	-4.6%
3-year average			-1.2%

The number of females increased by 7.1 percent annually.

OCCC AVERAGE CHANGE IN NUMBER OF FEMALES			
FISCAL YEAR	INMATES	CHANGE	PERCENT
FY13	152	7	4.6%
FY14	170	18	10.6%
FY15	181	11	6.1%
3-year average			7.1%

Detention Population

As mentioned, it was necessary to establish separate detention and pre-release forecasts for males due to the split location of the existing 216 pre-release beds. The table below indicates the decline in the detention population is slightly larger than for the total male population. This is because there was no decline in the pre-release population, so all of the change is absorbed by the detention population.

Males

YEAR	ASSIGNED COUNT	PRE-RELEASE ADP	DETENTION ADP	CHANGE FROM PREVIOUS YEAR	PERCENT
FY12	1301	216	1085		
FY13	1330	216	1114	29	2.6%
FY14	1315	216	1099	-15	-1.4%
FY15	1257	216	1041	-58	-5.6%
FY13-15 AVG	1301	216	1085	-15	-1.4%

2. Custody Classification and Legal Status

Knowing the custody classification and legal status of inmates helps planners determine the required security mix of beds.¹⁶ PSD has five categories of classification which are defined as follows:

- **Maximum** for inmates who are chronically disruptive, violent, predatory or are a threat to the safe operation of a facility.
- **Close** for inmates with minimum sentences of 21 years or more, are serious escape risks or have chronic behavioral/management problems;
- **Medium** for inmates who have more than 48 months to their parole eligibility date; their institutional conduct and adjustment require frequent supervision;

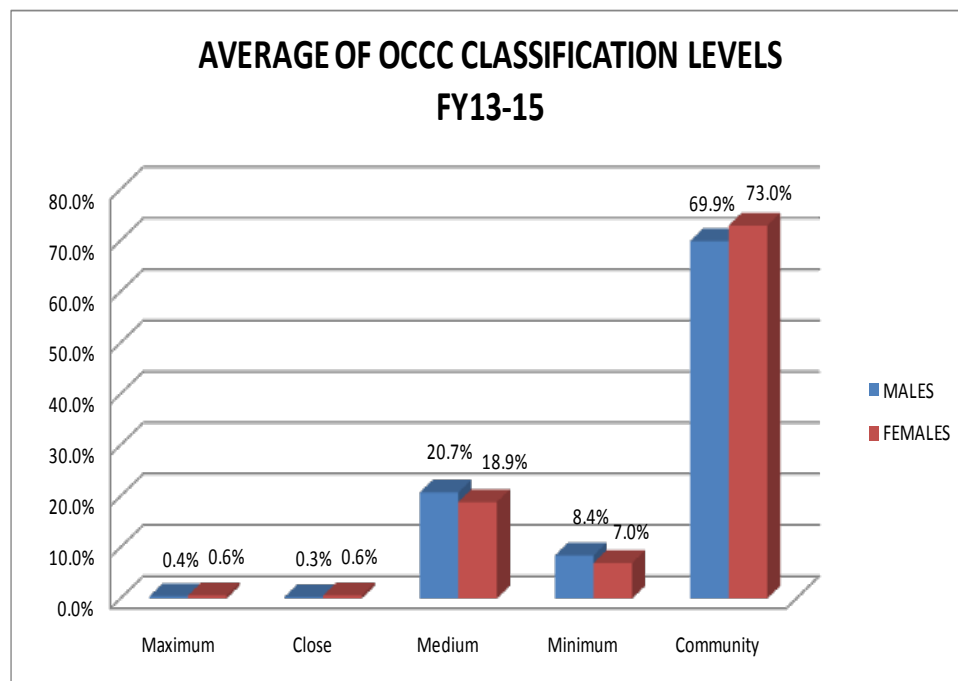
¹⁶ Custody is a designated classification for inmates. It is not the security level of the building. Some inmates may be housed at a higher security level of housing than their custody classification. This may be due to mental health issues requiring more secure housing or other temporary behavior issues. Inmates may not be housed in a security level that is lower than their assigned custody. For example, a medium custody inmate cannot reside in minimum security.

- **Minimum** for inmates with less than 48 months until their parole eligibility date; they must have demonstrated through institutional conduct that they can function with minimal supervision in a correctional setting, or in the community under direct supervision.
- **Community** for inmates who have 24 months or less to serve on their sentence and are eligible to participate in community release programs such as work furlough, extended furlough, or residential transitional living centers.

As shown in the table and graph below, the overwhelming majority of inmates are classified as community. This is merely the lowest custody level indicating the inmate is eligible to participate in community release programs. It does not mean the inmates are living in the community.

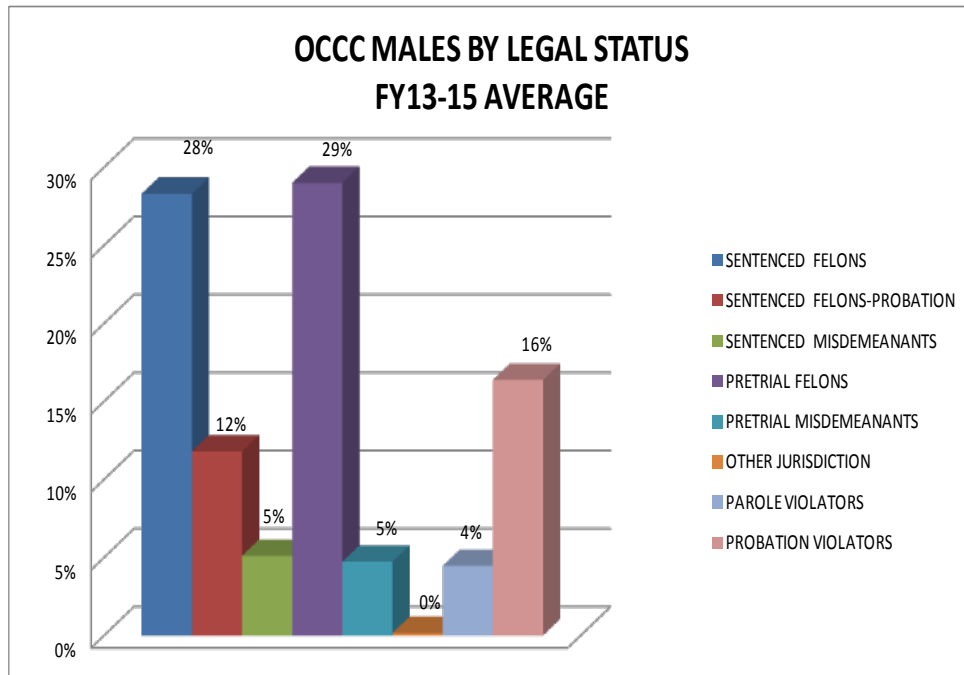
SUMMARY OF OCCC INMATE CLASSIFICATION LEVELS		
FY13-15 AVERAGE		
CLASSIFICATION	MALES	FEMALES
Maximum	0.4%	0.6%
Close	0.3%	0.6%
Medium	20.7%	18.9%
Minimum	8.4%	7.0%
Community	69.9%	73.0%
TOTAL	99.7%	100.0%

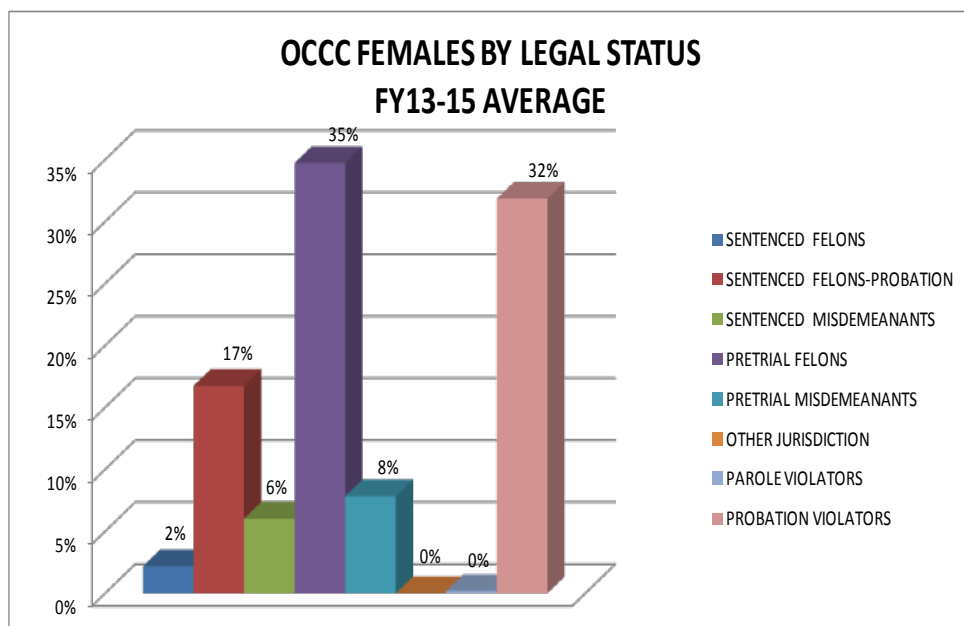
Numbers may not total 100 percent due to rounding.



The following table and graph show males and females by legal status.

OCCC INMATES BY LEGAL STATUS FY13-15 AVERAGE		
LEGAL STATUS	MALES	FEMALES
SENTENCED FELONS	28%	2%
SENTENCED FELONS-PROBATION	12%	17%
SENTENCED MISDEMEANANTS	5%	6%
PRETRIAL FELONS	29%	35%
PRETRIAL MISDEMEANANTS	5%	8%
OTHER JURISDICTION	0%	0%
PAROLE VIOLATORS	4%	0%
PROBATION VIOLATORS	16%	32%
TOTAL	100%	100%





Pre-Release

The functions at LWFC and Module 20 are partial confinement pre-release programs for males including community corrections, day reporting and work furlough.¹⁷ Laumaka has 96 beds approximately one block from OCCC. Module 20 has 120 beds and is located on the grounds of OCCC. Female offenders participate in these programs at WCCC where there are 44 pre-release beds. PSD reports these beds stay full.

THE OCCC FORECAST

The 10-year forecast uses the trends above as the basis for the population projection. As previously mentioned, the projection also includes an annual growth rate for the City and County of Honolulu at .47 percent annually and a peaking factor of 2.5 percent.¹⁸ The forecast for males is split between detention beds and pre-release beds.

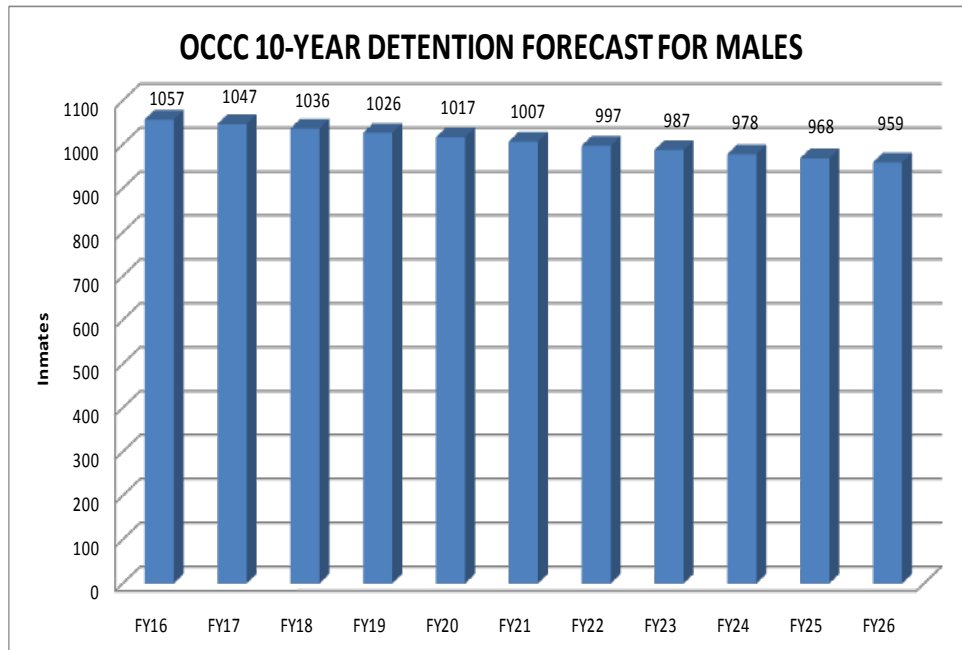
¹⁷ The scope of this forecast does not extend to community corrections.

¹⁸ Numbers by classification and legal status may vary slightly from the total forecast due to rounding.

FORECAST FOR MALES

1. Detention beds

The detention forecast for males in FY26 is 959 inmates or 98 fewer than in FY16.¹⁹

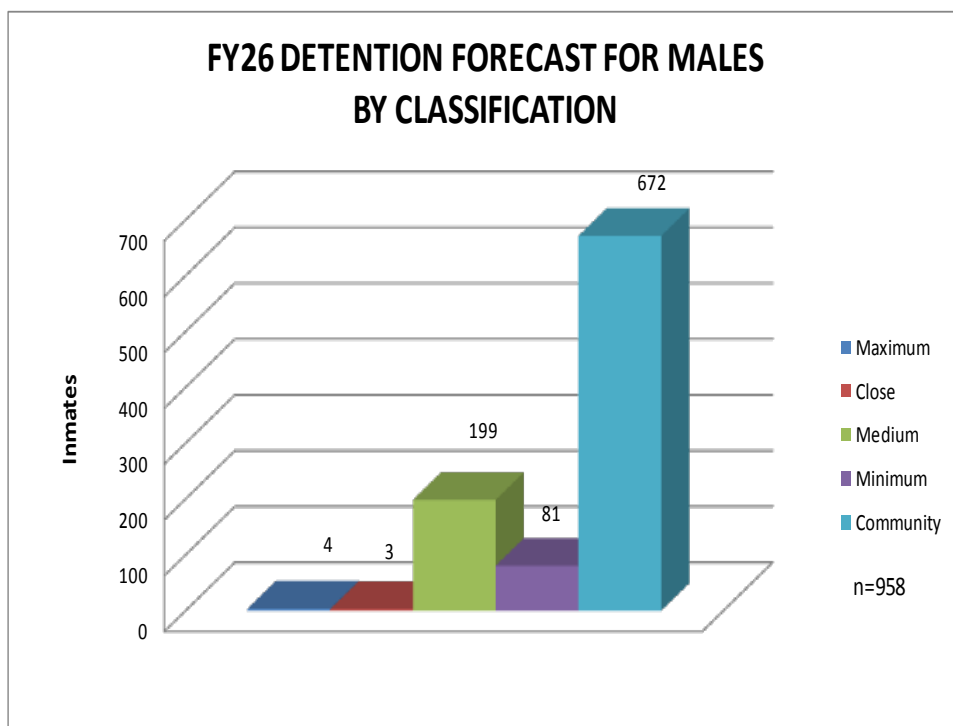


2. The following information shows detention males by classification by year.

OCCC DETENTION FORECAST FOR MALES BY CLASSIFICATION						
Year	MAXIMUM	CLOSE	MEDIUM	MINIMUM	COMMUNITY	TOTAL
	0.4%	0.3%	20.7%	8.4%	70.0%	100%
2016	4	3	219	89	740	1056
2017	4	3	217	88	733	1045
2018	4	3	215	87	726	1035
2019	4	3	213	87	719	1025
2020	4	3	211	86	712	1016
2021	4	3	209	85	705	1006
2022	4	3	207	84	698	996
2023	4	3	205	83	691	986
2024	4	3	203	82	685	977
2025	4	3	201	82	678	967
2026	4	3	199	81	672	958

The total may not match the overall forecast due to rounding.

¹⁹ The forecast for FY16 is slightly higher than the FY15 actual of 1257 due to anticipated population growth and the peaking factor.



3. The table below estimates the detention forecast for males by legal status and custody classification. It provides opportunity and flexibility for deciding how to use the new housing modules at the replacement facility. For example, it may be desirable to house pretrial felons separate from misdemeanants and to divide the sentenced population. It also may be desirable to house segments of the community custody population together.²⁰

OCCC FY26 DETENTION FORECAST FOR MALES BY LEGAL STATUS AND CUSTODY CLASSIFICATION							
	MAXIMUM	CLOSE	MEDIUM	MINIMUM	COMMUNITY	TOTAL	PERCENT
Sentenced Felons	0.0	1.7	11.1	4.2	75.1	92.1	9.6%
Sentenced Felons-Probationers	0.2	0.7	26.7	16.6	107.9	152.2	15.9%
Sentenced Misdemeanants	0.2	0.0	6.9	2.2	62.1	71.4	7.5%
Parole Violators	0.0	0.5	4.4	1.2	0.0	6.1	0.6%
Probation Violators	0.5	0.0	45.8	20.7	141.2	208.1	21.7%
Pretrial Felons	3.0	0.0	100.3	34.0	221.0	358.2	37.4%
Pretrial Misdemeanants	0.0	0.0	3.9	1.7	62.2	67.8	7.1%
Other Jurisdiction	0.0	0.0	0.0	0.3	2.0	2.2	0.2%
TOTAL	4	3	199	81	671	958	100.0%
PERCENT	0.4%	0.3%	20.8%	8.4%	70.1%	100.0%	

4. Pre-Release for Males

PSD reports about 300 males are ready for pre-release at any given time, but only 216 beds are available. The forecast assumes the pre-release population will follow similar trends around the country of expanding re-entry services. Rather than applying the declining detention trend to pre-release, a

²⁰ Legal statuses for the detention pop are different than the total assigned count because some of the community custody inmates are at pre-release. Legal status percentages in this table will not match the total assigned count because adjustments were made when the pre-release population was subtracted from the total. Details are provided in the electronic file submitted with the report.

2 percent annual growth rate has been applied. Growth for the City and County of Honolulu has also been added. A peaking factor has not been applied because when pre-release is full, no more inmates are added.

The in-residence portion of PSD's pre-release program for males takes place at Module 20 of OCCC (120 beds) and at LWFC located one block from OCCC (96 beds). Planning for pre-release capacity is complicated by the fact that Module 20 needs to be replaced and LWFC does not.

The following table shows the pre-release forecast for males.

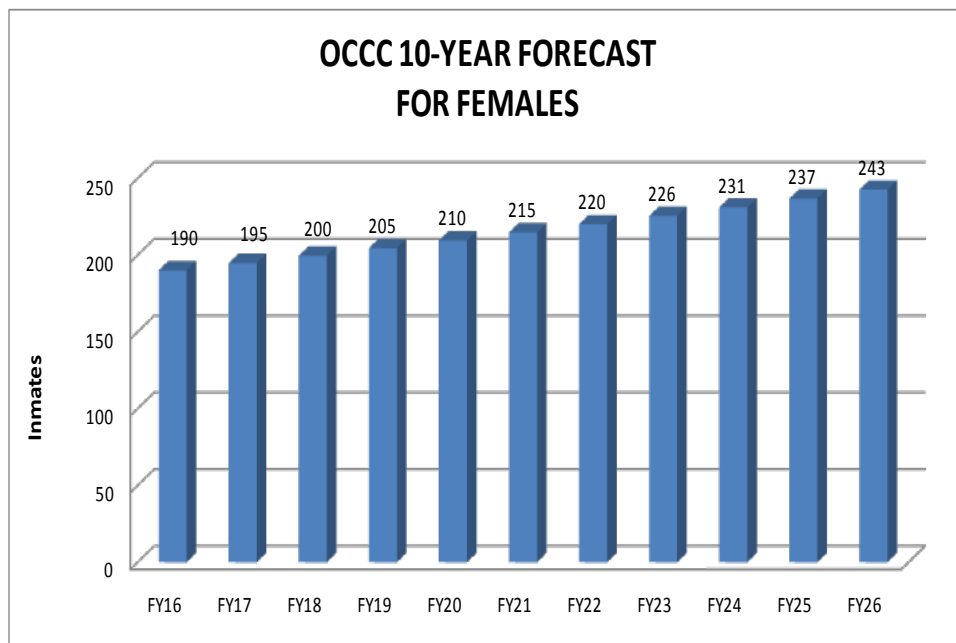
PRE-RELEASE BED FORECAST FOR MALES			
FORECAST YEAR	PREVIOUS YEAR	INMATE + HONOLULU GROWTH	TOTAL FORECAST
FY16	300	7	307
FY17	307	8	315
FY18	315	8	323
FY19	323	8	331
FY20	331	8	339
FY21	339	8	347
FY22	347	9	356
FY23	356	9	365
FY24	365	9	374
FY25	374	9	383
FY26	383	9	392

When subtracting the 96 beds that will remain online at LWFC, there is a need for 296 additional beds ($392 - 96 = 296$).

FORECAST FOR FEMALES

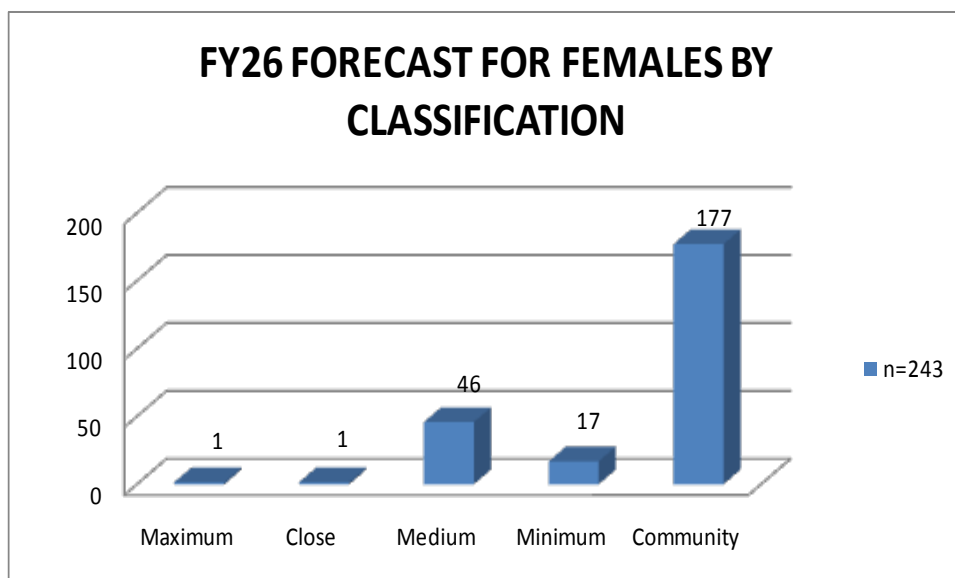
When the forecast for females is calculated at an annual *increase* of 7.1 percent for thirty years, the number of beds far exceeds what is plausible (well over 1,000). In discussion with PSD's statistician and the Project Team, it was agreed the number of females cannot be rationally projected based on the current trend. Therefore, a number of scenarios for women were calculated at annual increases of between one and three percent. The scenario used for the forecast uses a two percent growth factor which represents the average of the three scenarios.

- Like the forecast for males, the annual City and County of Honolulu growth rate of .47 percent and a peaking factor of 2.5 percent are added to the inmate growth rate. The forecast predicts 53 additional inmates on average by FY26.



- Female Population Forecast by Classification

OCCC YEARLY FORECAST FOR FEMALES BY CLASSIFICATION						
YEAR	MAXIMUM	CLOSE	MEDIUM	MINIMUM	COMMUNITY	TOTAL
	0.6%	0.6%	18.9%	7.0%	73.0%	100%
2016	1	1	36	13	139	190
2017	1	1	37	14	142	195
2018	1	1	38	14	146	200
2019	1	1	39	14	149	205
2020	1	1	40	15	153	210
2021	1	1	41	15	157	215
2022	1	1	42	15	161	220
2023	1	1	43	16	165	226
2024	1	1	44	16	169	231
2025	1	1	45	16	173	237
2026	1	1	46	17	177	243



3. The following table shows females by classification and legal status. Similar to the forecast for males, it provides opportunity and flexibility for deciding how to use the new housing modules at the replacement facility. For example, it may be desirable to house pretrial felons separate from misdemeanants and to divide the sentenced population. It also may be desirable to house segments of the community custody population together.

OCCC FY26 FORECAST FOR FEMALES BY LEGAL STATUS AND CUSTODY CLASSIFICATION							
LEGAL STATUS	MAXIMUM	CLOSE	MEDIUM	MINIMUM	COMMUNITY	TOTAL	PERCENT
Sentenced Felons	0	0	1	4	0	5	2%
Sentenced Felons-Probationers	0	1	9	1	29	41	17%
Sentenced Misdemeanants	0	0	1	0	13	15	6%
Parole Violators	0	0	0	0	0	0	0%
Probation Violators	0	0	16	8	53	77	32%
Pretrial Felons	1	0	19	4	61	84	35%
Pretrial Misdemeanants	0	0	0	0	19	19	8%
Other Jurisdiction	0	0	0	0	0	0	0%
TOTAL	1	1	46	17	176	242	100%
PERCENT	0.6%	0.6%	18.9%	7.0%	72.9%	100.0%	

Numbers may vary slightly from the overall forecast due to rounding.

4. Pre-Release for Females

Female inmates participate in pre-release via WCCC. Currently, there are 40 beds for females (25 at the YWCA program and 15 at the Bridge program). PSD reports about 60 females are qualified for work furlough. This means there is an immediate need for 20 additional beds.

The methodology used to forecast pre-release beds for females follows the same as the general forecast for females.²¹ The growth rate is two percent plus 0.47 percent for growth in the City and County of

²¹ It is not necessary to remove existing pre-release females from OCCC's assigned count because they are part of WCCC's count, not OCCC.

Honolulu population. A peaking factor is not added because when pre-release centers become full, no inmates are added.

PRE-RELEASE BED FORECAST FOR FEMALES				
FORECAST YEAR	PREVIOUS YEAR	INMATE + HONOLULU GROWTH	TOTAL FORECAST	FORECAST YEAR
FY16	60	1	61	FY16
FY17	61	2	63	FY17
FY18	63	2	65	FY18
FY19	65	2	66	FY19
FY20	66	2	68	FY20
FY21	68	2	69	FY21
FY22	69	2	71	FY22
FY23	71	2	73	FY23
FY24	73	2	75	FY24
FY25	75	2	77	FY25
FY26	77	2	78	FY26

Since there are 40 existing beds, the number of additional beds needed is 38 ($78 - 40 = 38$).

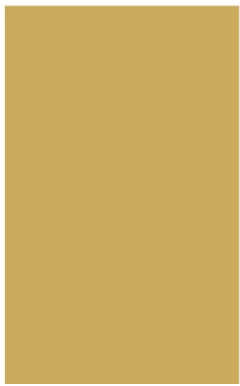
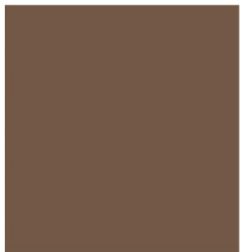
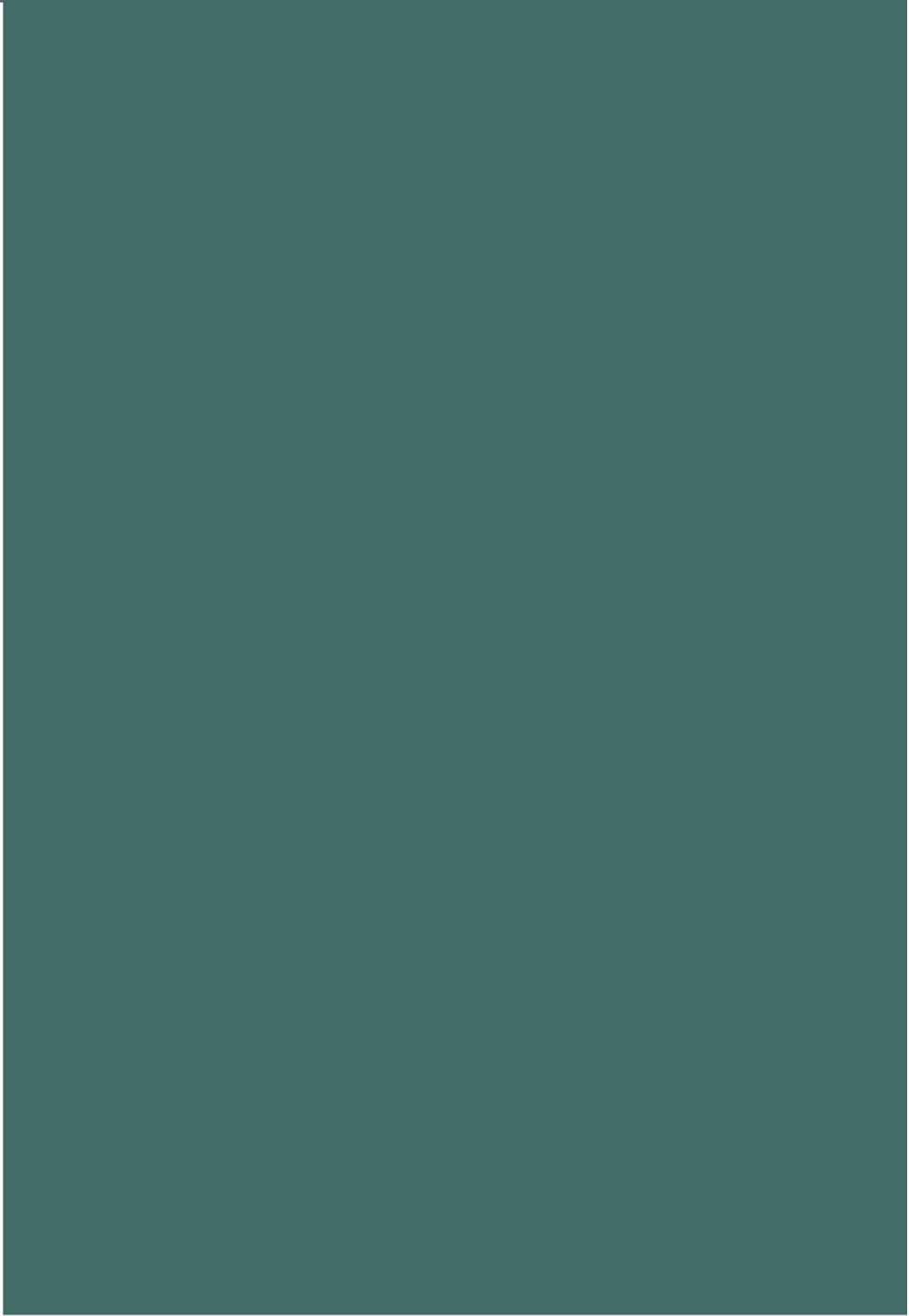
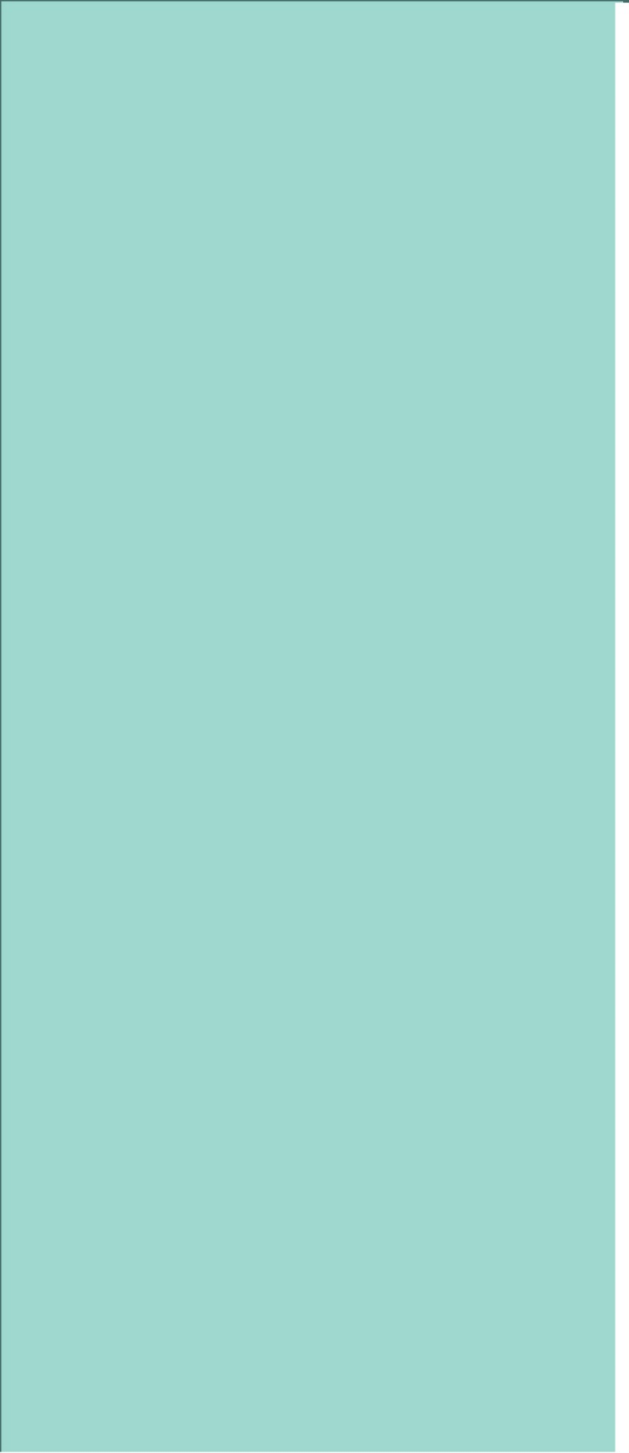
Fortunately, the previously mentioned Ho'okipa Unit adjacent to WCCC is adequate to address the forecast once it is refurbished.

CLOSING STATEMENTS

PSD does not decide how many people are admitted to OCCC or how long they stay. This forecast is intended to help planners determine the quantity and security levels of beds needed for the OCCC relocation and replacement. The forecast has been through a rigorous review process. It has been reviewed by PSD, the Consultant Team, and an independent consultant that specializes in quality control of evaluations of governmental operations. Additionally, the forecast was presented to the Corrections Population Management Commission in October 2016. All corrections forecasts tend to spur conversations about whether there are too many or too few beds. Regardless of opinion, forecasts are most accurate in the near years versus the far years because they are highly subject to changes in arrest policies, laws, agency policies, urban population growth or decline, and the overall capacity of the courts. As a result, even the best forecasts are quickly outdated.

A regular update of the forecast will assist PSD in capital and operational planning. For example, the ideal site for the replacement facility will allow for an additional housing unit or two if the forecast proves to be too conservative and not enough beds are available. Conversely, if policies are implemented that produce excess capacity through the further reduction of the inmate population, either the construction of a housing unit can be delayed or the excess capacity can be used to relieve crowding elsewhere. Therefore, it is recommended the forecast be updated at least annually so that trends are monitored and planning can be adjusted accordingly.

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APPENDIX B

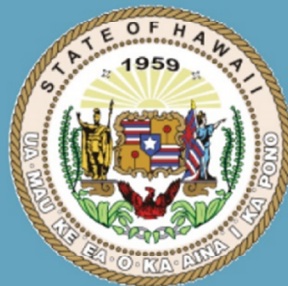
Interim Architectural Space Program

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Interim Architectural Space Program

Oahu Community
Correctional Center

January 17, 2017



State of Hawaii
Department of Public Safety



Interim Architectural Space Program

Oahu Community Correctional Center

Date: January 17, 2017



State of Hawai
i
Hawaii Public Safety Department

Prepared by:
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ARCHITECTURE



PROGRAM SPACE REQUIREMENTS

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OCCC Current Satellite View



Introduction

What is Programming?

Programming is a process of exploring project goals, facts, concepts, and needs, leading to a project definition that addresses function, form, economy, and in some ways, time. Programming is problem seeking (defining); design is problem solving. The architectural program is based on a combination of interviews with stake holders, analysis, and work sessions for decision making. The process includes distinguishing the differences between wants and needs.

The OCCC Replacement and Expansion Program

Key to the OCCC Replacement Program is determining the type and number of detained persons to be housed and served in the facility. To this end, a 10-year Inmate Population Forecast was prepared estimating that there will be 959 Males and 281 Females that are jail detainees and 392 rated corrections Pre-Release inmates. The OCCC Planning for Relocation and Expansion program address only the male population. The architectural program is based on 1,044 rated detention beds and 392 corrections Pre-Release beds, of which 96 will continue to be housed at the existing Laumaka Work Furlough Center. A physical separation between corrections Pre-Release inmates and Detention inmates is planned. The current program of 1,044 rated detention beds is higher than the estimated population projections but is less than the recommended design contingency which is 10% over capacity. These additional beds provide the means for the facility to address spikes in the daily population and affords the administration the ability to separate varying inmate classifications.

With the determination of the number and type of inmates/detainees, the housing requirements and sizes are developed based on module sizes; 72 bed, 36 bed, and 48 bed. Most inmate services such as food service, medical, and programs will be delivered at the housing units. The facility population influences support facilities such as: kitchen, laundry, program support/education, administration, security warehouse/shop, and central plant facilities. These quantities and sizes are recorded on space lists in the program, with the functional intent graphically represented in the form of relationship diagrams. The program, functionality and quantity, is documented in the form of relationships and square footage.

What is Design?

Design is the process of developing solutions for the project goals, requirements, and needs. In the case of the OCCC Replacement and Expansion project, an acceptable site must be located. The site selection process is addressed separately. As design commences, there is a verification of the planning assumptions and the program requirements. The planning team has prepared three diagrammatic options to be used as templates to test various sites for acceptability. (See Appendix i.) The three are: Low-Rise (single story), Mid-Rise (3-5 stories), and High-Rise (6-8 stories). The respective "foot prints" will be applied to the different sites.

Once the preferred site is selected the design process proceeds to the schematic design phase. In this step the basic arrangements of spaces are given physical shape. Major circulation paths, lines of separation/security, and respective volumes are established. If the facility is to be Mid-Rise or High-Rise, vertical circulation systems are defined. The initial architectural expression of the facility is developed in this phase.

When schematic design is approved, the process progresses with the exploration and selection of building systems and establishment of materials. More and more detail is developed in the design until the design drawings and specifications are ready for a construction contractor to construct the facility.

Summary

Architectural Space Programming

The architectural program is closely married to the intended operational program for the facility. The operational intent was established by the PSD leadership and conveyed to the planning team through several interactive planning workshops. An architectural program is a thorough and systematic investigation of the functional requirements of a facility. The results are a tabulation of spaces that support the functions, space sizes, and space relationships which support the goals of the owner.

OCCC housing groups are broken down into several categories, both by classification and by status, Pre-Trial or Sentenced. Sentenced inmates at OCCC are those that are serving one year less one day. These populations can be broken down by legal status including sentenced felons, sentenced felons-probation, sentenced misdemeanants, pre-trial felons, pre-trial misdemeanants, parole violators, and probation violators.

It should be noted that this generation of the Interim Architectural Space Program is based on OCCC Sentenced and Pre-Trial as well as the Pre-Release facility being co-located. This program does not include the existing Pre-Release facility known as Laumaka, which houses 96 male inmates. If the site selection process proceeds and components are not co-located, the program will change. For example, some program elements such as kitchen are centralized; if sites are spread out it may be necessary to consider multiple kitchens.

The intended operational (rated) capacity for the facility was developed in a similar manner to the program through workshops with PSD. The 10-Year Inmate Forecast is the basis for sizing the facility. In this section, the near-term planning horizon is for 10 years; projections beyond 10 years become undependable for planning since the influences can change substantially. The site selection process should include the ability of the facility to expand.

The facility size will be based on a Rated Capacity. This is the capacity of the facility as it meets ACA standards for housing. Rated capacity does not include short-term beds that may be in segregation, medical unit, or mental health units. It is intended that those inmates will return to their assigned housing units. The design capacity may differ from the intended rated capacity. Good management practices always provides for a percentage of unoccupied beds so that individuals can be moved around the facility as may be appropriate. This program provides 85 additional Pre-Trial/Sentenced beds and 40 Pre-Release additional beds.

The 10-Year Inmate Forecast dated December 7, 2016, reports that current trends indicate that the number of inmates will decrease over the planning time frame.

Physical space provisions comply with the most current American Corrections Association Standards (ACA Performance Based Standards for Adult Detention Facilities 4th Edition and 2012 Supplement Manual). The Prison Rape Elimination Act (PREA) is a major operational and design consideration.

In addition to Housing, spaces are provided for essential elements such as Administration, Intake, Security, Medical/Mental Health Services, Food/Laundry Services, and Physical Plant. The housing components are subdivided based on status and classification of the occupants. Females will be processed through Intake/Transfer/Release then moved to WCCC. With this exception, OCCC will be a Male only facility.

OCCC housing groups are broken down into several categories, both by classification and by status, Pre-Trial or Sentenced. Sentenced inmates at OCCC are those that are serving one year less one day. These populations can be broken down by legal status including sentenced felons, sentenced felons-probation, sentenced misdemeanants, pre-trial felons, pre-trial misdemeanants, parole violators, and probation violators. Classification chart follows:

This space program defines the basic organization of the physical plant of the facility in terms of functionality and size. The facility is organized into distinct functional units; each assigned net and gross square footage represented in table form. The net area is that space which is usable. The Departmental Grossing Factor (DGSF) adds wall thickness, structure, circulation, mechanical and electrical space requirements which are over and above the net area (in square feet). This will vary depending from section to section. Space tables are accompanied by narrative and functional relationship diagrams starting on page 6. Different sections of the facility are individually assigned a Departmental Grossing Factor; an additional Building Grossing Factor is added when all spaces are summarized.

OCCC FY26 DETENTION FORECAST FOR MALES BY LEGAL STATUS AND CUSTODY CLASSIFICATION							
	MAXIMUM	CLOSE	MEDIUM	MINIMUM	COMMUNITY	TOTAL	PERCENT
Sentenced Felons	0.0	1.7	11.1	4.2	75.1	92.1	9.6%
Sentenced Felons-Probationers	0.2	0.7	26.7	16.6	107.9	152.2	15.9%
Sentenced Misdemeanants	0.2	0.0	6.9	2.2	62.1	71.4	7.5%
Parole Violators	0.0	0.5	4.4	1.2	0.0	6.1	0.6%
Probation Violators	0.5	0.0	45.8	20.7	141.2	208.1	21.7%
Pretrial Felons	3.0	0.0	100.3	34.0	221.0	358.2	37.4%
Pretrial Misdemeanants	0.0	0.0	3.9	1.7	62.2	67.8	7.1%
Other Jurisdiction	0.0	0.0	0.0	0.3	2.0	2.2	0.2%
TOTAL	4	3	199	81	671	958	100.0%
PERCENT	0.4%	0.3%	20.8%	8.4%	70.1%	100.0%	

Good planning practices suggest that housing configurations be standardized in order to flex as the population and classification of the facility changes over time, which can be expected with future changes in policy or enforcement. In later sections, housing will be discussed in terms of modules that are standardized where possible.

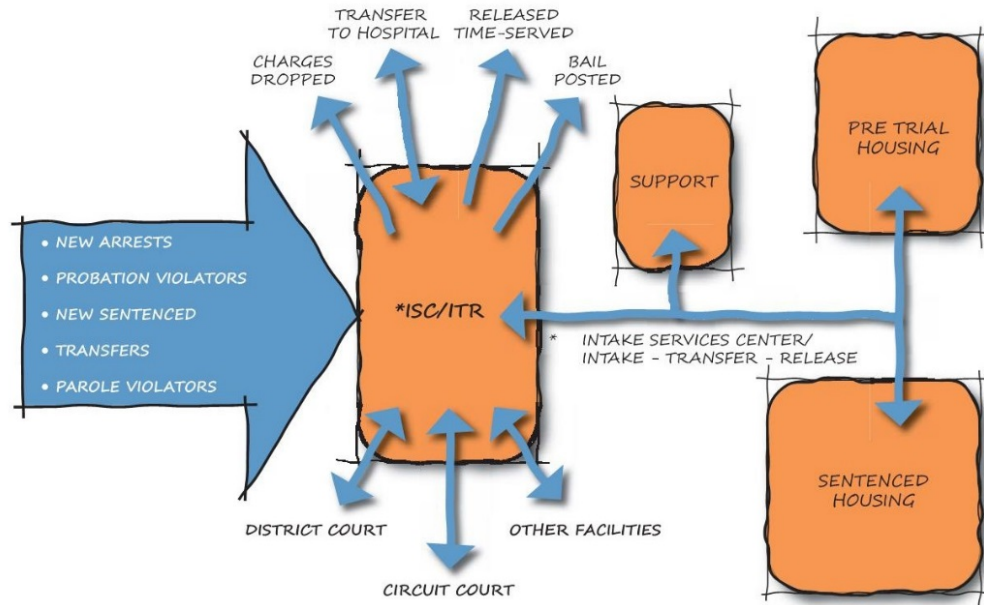
The plan addresses the OCCC Sentenced and Pre-Trial male populations. Additionally, the plan provides for male Pre-Release or Reentry inmates (Including such programs as Work Furlough and Day Reporting). This male population is separated from the Sentenced/Pre-Trial male population. They all may be located on the same site or on two sites that are relatively close to each other. This program provides adequate facilities for both options. Placing the two facilities in close relationship will allow for efficiency in some program areas such as food service and medical services. If they are at a distance from one another, travel distance could lead to two kitchens or two clinics.

Facilities for the female population are not addressed in this document. Should the Sentenced, Pre-Trial, and Pre-Release facilities be located on multiple sites, or become a high rise configuration, this program should be revisited.

The facility will include a secure perimeter. The configuration will be a function of the site that is ultimately selected. Some functions will be located outside of the perimeter while most will be inside of the secure perimeter.

OCCC is planned as a facility which places staff in positions which optimize their ability to manage of those inmates that they supervise. Under this management model, services are distributed to the housing units as much as possible, thus limiting the amount of inmate movement. This approach gives staff greater control and enhances secure operations.

Due to the nature of the facility, access to and movement within OCCC is limited and controlled. Public access is limited to administrative and visitation areas. Staff enter the facility through the main entry and pass through screening and a secure entry, to the inside portions of the facility. Inmate access is only through the Intake/Transfer/Release area. The facility is segmented into functional zones, each of which may have different operation schedules. When each is not in use, it is locked down for security reasons. Inmate movement around the facility is limited and escorted. Movement patterns will differ depending on the facility site size and organization. The movement patterns of a vertical facility will be much different from a horizontal facility.



ISC/ITR FLOW DIAGRAM

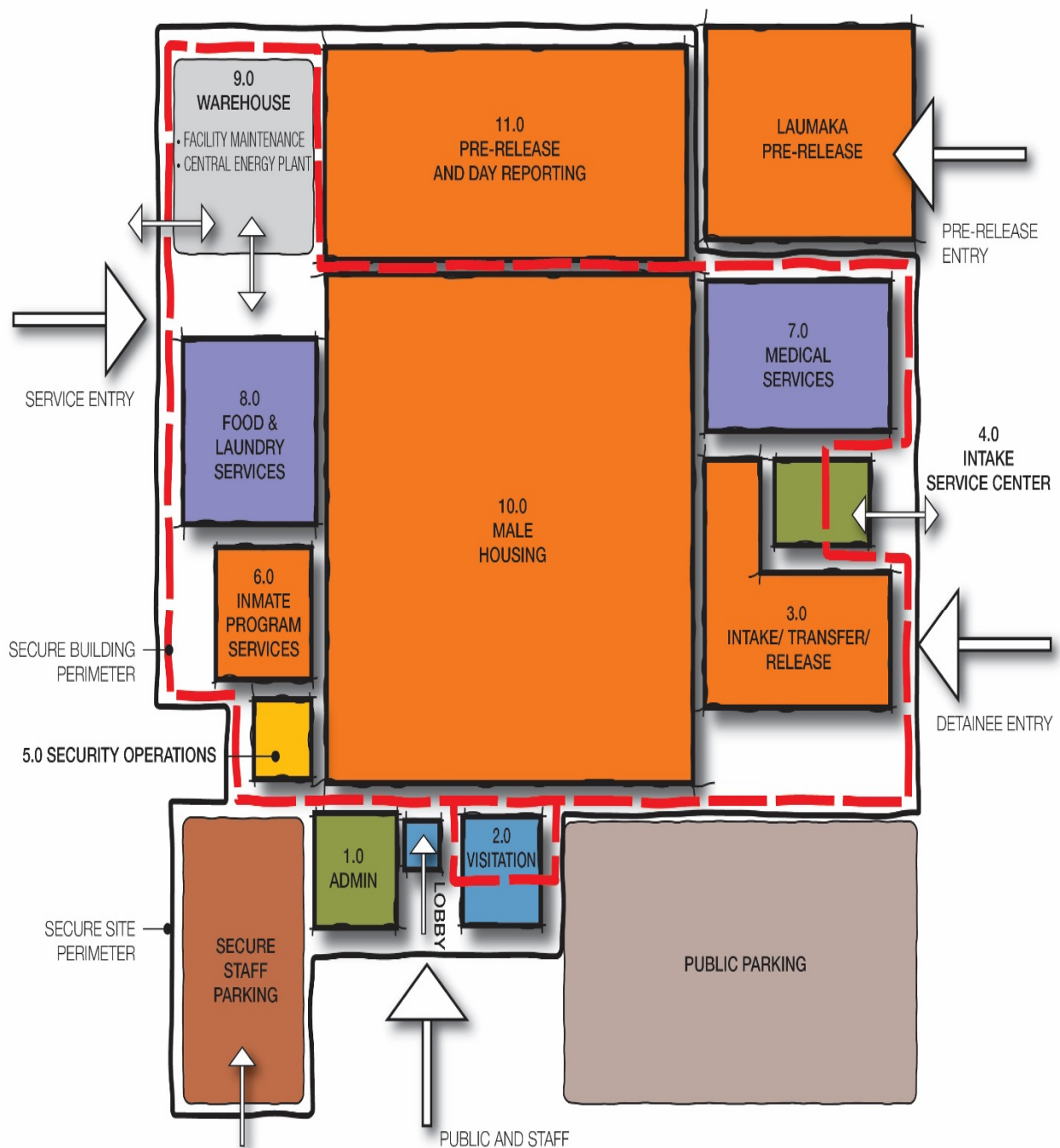
All inmates entering or departing the facility will pass through this area. New arrivals will be transported to the facility from the courts; HPD will transport arrested persons to court from the respective regional police stations. OCCC is responsible for transporting inmates to and from court after a first appearance. Some inmates that are being released will pass through this area as well. This section is in operation 24/7.

The custody flow for the Hawaii, Department of Public Safety at the Oahu Community Corrections Center is influenced by numerous aspects of the Justice System, primarily on Oahu. Arrivals could be New Arrests, Probation Violators, New Sentenced, Transfers from other facilities/agencies, or Parole Violators. Departures may include Release for Time Served, Transfers to the Hospital, Charges Dropped, or Transfers to other facilities. Additionally, there is frequent movement back and forth to District and Circuit Court. These people all move through the Intake/Transfer/Release component of OCCC. Much of the critical record keeping and processing is managed by the Intake Services Center Assessment and Classification Unit, and as a result, the efficient organization of this component will be critical to the successful operation of the new facility.

This diagram is intended to demonstrate basic flow and relationships from the OCCC ITR/ISC perspective. The illustration is a general overview of the flow from the facility perspective. Much greater detail will be provided when looking at internal functional relationship diagrams and space lists, which will ultimately be translated into a design that fully respects and supports the ITR/ISC operations.

A space summary table and OCCC Facility diagram follow:

	Component	Net Useable Square Feet	Departmental Gross Square Feet
SPACE LIST SUMMARY FOR OCCC DETENTION MALE BEDS			
1.000	Administration	10,590	14,826
2.000	Visitation	4,875	6,825
3.000	Intake/Transfer/Release	15,015	23,273
4.000	Intake Service Center	3,245	4,543
5.000	Security Operations	3,420	4,788
6.000	Inmate Program Services	6,515	8,795
7.000	Medical Services	11,575	16,205
8.000	Food and Laundry Services	18,590	23,238
9.000	Physical Plant Operations	27,260	31,349
10.000	Inmate Housing - Male	124,935	197,282
	Subtotal NSF	226,020	
	TOTAL DGSF		331,124
	Building Gross @ 15%		49,669
	GRAND TOTAL BGSF		380,792
	Site Influences		
	Staff Parking and Shift change allocation	300 @ 300 Sq. Ft.	90,000
	Public Parking Allocation	70 @ 300 Sq. Ft.	21,000
	Service Yard Allocation	LS 10,000	10,000
	TOTAL SITE ALLOCATIONS		121,000
SPACE LIST SUMMARY FOR PRE-RELEASE MALE BEDS			
11.000	Pre-Release Center	71,670	118,538
	Subtotal NSF	71,670	
	TOTAL DGSF		118,538
	Building Gross @ 15%		17,781
	GRAND TOTAL BGSF		136,318
	Site Influences		
	Staff Parking and Shift change allocation	130 @ 300 Sq. Ft.	39,000
	Public Parking Allocation	20 @ 300 Sq. Ft.	6,000
	Service Yard Allocation	See OCCC Allocation	-
	TOTAL SITE ALLOCATIONS		45,000



OCCC FACILITY FUNCTIONAL RELATIONSHIP DIAGRAM

1.0 Administration

The public and staff will enter the facility through Administration; everyone will pass through screening in the lobby. The public may have business with the facility administration, visiting an inmate, or attending court proceedings, which will be in the visitation area. A receptionist will direct the public; way finding will be provided to assist. The administrative section is located 'outside' of the facility secure perimeter and convenient for public and staff access through the lobby.

Top OCCC administration functions include the Warden, Deputy Warden, Chief of Security as well as the facility Business Office; all of which have frequent interaction with visitors. Administrative staff support is located in this area. Staff support functions include locker, shower, and lavatory facilities. A physical training area, along with offices, are located here as well.

The Armory, Security Equipment Storage, Emergency Operations Center, and Lock Smith, which is located close to the Chief of Security, are essential services functions.

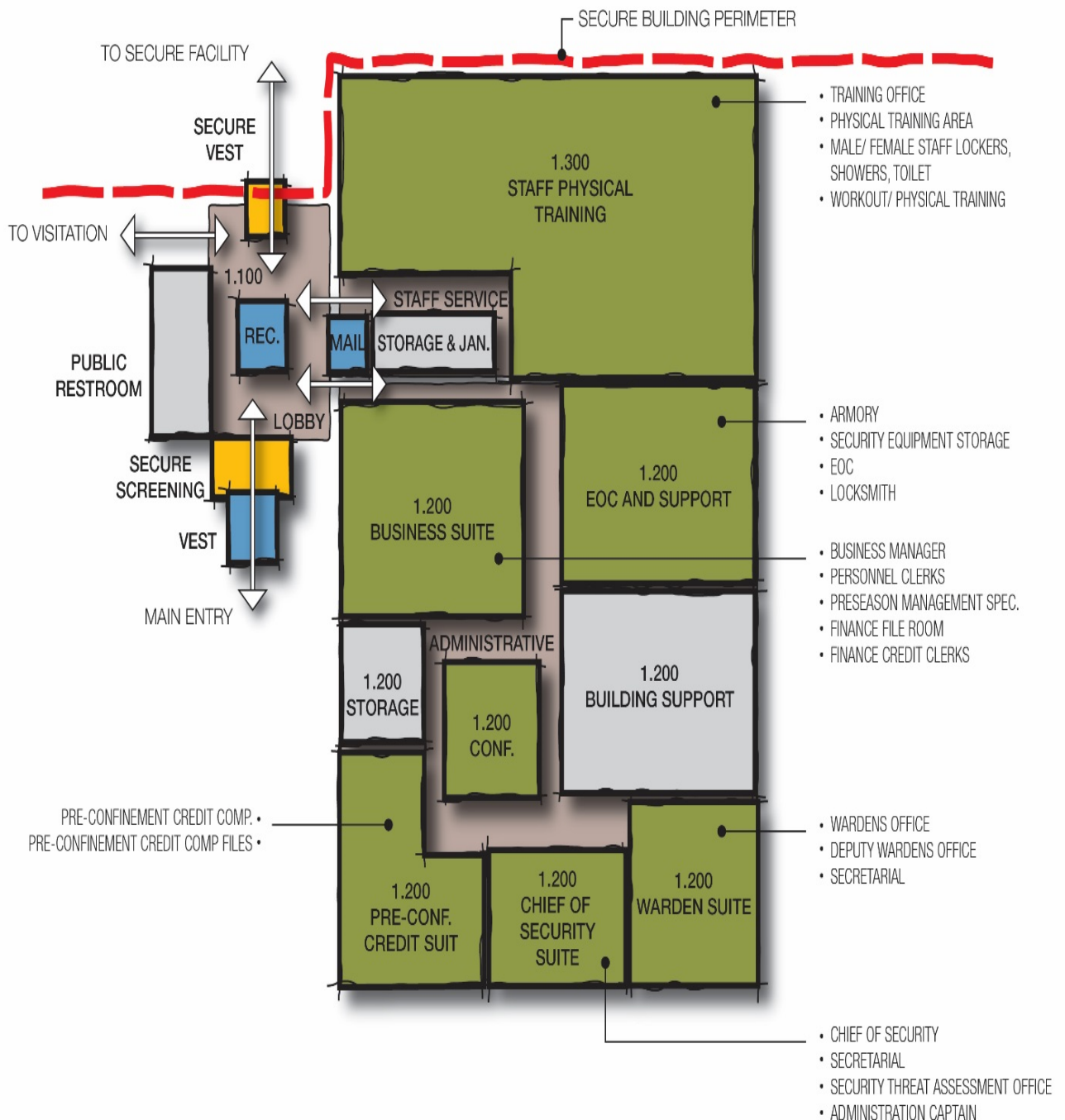
While much of the facility is a 24-hour operation broken into three shifts per day, the Administrative area is normally in use only during traditional business hours, (8 a.m. to 5 p.m., Monday through Friday).

The program space lists and functional diagram follow:

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
1.0 ADMINISTRATION						
1.100	Entry Lobby					
1.101	Vestibule	1	1	80	80	Double door pairs / airlock with locking control
1.102	Receptionist	1	1	80	80	Window and transaction to Lobby
1.103	Public Restrooms	4	2	30	240	ADA accessible
1.104	Lobby	40	1	20	800	Seating for 10, Alt use as Media Event
1.105	Mail/Package/Receiving Room	2	1	50	100	Secured, adjacent to Lobby w/ separate entry, pass window
1.106	Security Screening Station	4	1	35	140	Metal detector, package X-ray scanner, work table - Everyone to go through security
1.107	Display Case	1	1	60	60	
1.108	Vending	1	1	60	60	3 vending machines - Located in the Lobby
1.109	Public Lockers	20	1	3	60	15"x15"x12" Coin operated
	Subtotal (NSF)				1,500	

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
1.0 ADMINISTRATION						
1.200	Administrative Offices					
1.201	Waiting	4	1	15	60	
1.202	Warden	1	1	180	180	Private office; conference seating for 6; CCTV and inmate telephone monitors
1.203	Warden's Secretary 3	1	1	60	60	Workstation
1.204	Deputy Warden	1	1	120	120	Private office
1.205	Deputy Warden's Secretary/ Reception	1	1	60	60	Workstation
1.206	Conference Room	20	1	20	400	A/V capable, voice and data connections, CATV - Close proximity to Lobby
1.207	Chief of Security (COS)	1	1	180	180	Private office; conference seating for 6; CCTV and inmate telephone monitors
1.208	Chief of Security Secretary I/ Ofc Asst III	2	1	60	120	Secure workstation
1.209	Security Threat Assessment Office	1	2	60	120	Workstation
1.210	Pre-Confinement Credit Computation Office	1	4	60	240	Workstation
1.211	Pre-Confinement Credit Computation File Room	1	1	200	200	File Room with Work Station
1.212	Administration Captain	1	1	100	100	Private Office
1.213	Armory	1	1	200	200	Lethal equipment, ammunition; vault construction dispense of weapons
1.214	Security Equipment Storage	1	1	250	250	Emergency response equipment, radio storage/issue, tactical equipment
1.215	Storage Room	1	1	100	100	Near EOC
1.216	EOC	20	1	30	600	Near Chief of security
1.217	Business Manager	1	1	100	100	Private office
1.218	Personnel Unit Clerks	1	4	60	240	Workstations
1.219	Personnel Management Specialist Office/Files	1	2	150	300	
1.220	Finance File Room	1	1	200	200	
1.221	Finance Unit Clerks	1	8	60	480	Workstations
1.222	Locksmith	1	1	200	200	Work bench and equipment, key control
1.223	Storage/Supplies/Copy Room	1	1	225	225	Work table/counter, copier, fax machine, supplies, lockable files
1.224	IT Equipment Room and Storage	1	1	200	200	Lockable storage area @ 60 SF, work area @ 120 SF; may be combined with IT Office
1.225	Staff Toilet	1	2	60	120	ADA-compliant
1.226	Janitor's Closet	1	1	35	35	Service sink, mop rack, shelving
1.227	Staff Break Room	15	1	15	225	Sink, coffee maker, under-counter refrigerator, storage cabinets
1.228	Storage Closet	1	1	100	100	
1.229	Computer Server Room	1	1	300	300	UPS
1.230	Smoking Area	1	1	200	200	Outdoor patio - Covered
	Subtotal (NSF)				5,715	

1.300	Staff Services					
1.301	Male Staff Locker Room, Showers, Toilet, Lav.	60	1	18	1,080	Mix of locker sizes
1.302	Fem. Staff Locker Room, Showers, Toilet, Lav.	25	1	20	500	Mix of locker sizes
1.303	Staff Training Classroom	40	1	20	800	
1.304	Staff Workout and Physical Training	12	1	40	480	Training equipment, mats
1.305	Janitor's Closet	1	1	35	35	
1.306	Storage	1	2	150	300	
1.307	Training Office	1	3	60	180	Workstation
	Subtotal (NSF)				3,375	
	Total Area (NSF)				10,590	
	Dept. Gross @ 40%				4,236	
	TOTAL AREA (DGSF)				14,826	



1.0 ADMINISTRATION

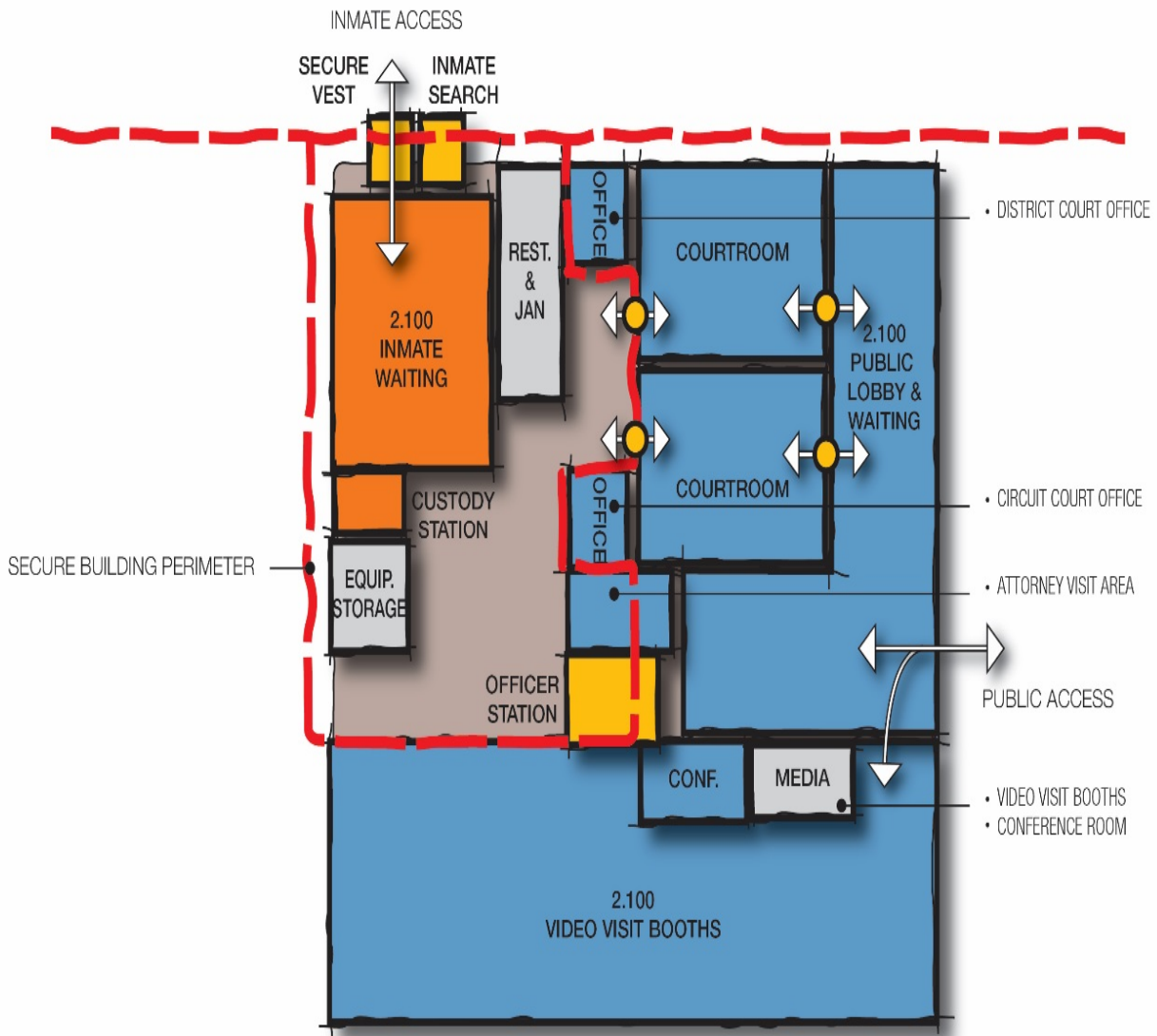
2.0 Visitation

Located partially outside of security, this area will include facilities for video visitation as well as limited court functions. Various technologies will be considered for this function. Persons visiting an inmate will enter this area from the lobby and use designated video visitation booths. Video visitation will be the standard; video booths will be provided; inmates will be using the video visitation booths in their respective housing units. The only contact visits allowed will be with attorneys. Visits will be scheduled; the hours of operation for visitation may be adjusted from time to time as needed.

A separate section in this area will be dedicated for District Court and Circuit Court proceedings, many of which will be by video. A limited amount of space is provided for judicial staff adjacent the courtrooms. Inmates will be escorted to this area from 'inside' the secure area for their court appearance. Inmate waiting and processing spaces will be provided; they will be searched before they are returned to their housing units. Attorneys and limited public access to this area is from the public lobby. The hours of operation of this area will be determined by the courts calendar. When not in use, it will be locked down.

The program space list and functional diagram follow:

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
2.0 VISITATION						
2.100	Visitation					
2.101	Lobby and Waiting	30	1	20	600	Foyer, open seating Adjacent to entry lobby
2.102	Custody Station	1	1	50	50	
2.103	Video Visit Booths	60	1	20	1,200	Individual open booths w/ sound isolation
2.104	District Court Arraignment/Parole	10	1	40	400	
2.105	Circuit Court Motions	20	1	40	800	
2.106	Attorney Visit Area	4	2	20	160	(2) Non-Contact w/paper pass
2.106	Waiting - Inmate	8	2	15	240	
2.107	Conference Room	6	1	20	120	
2.108	Media	5	1	20	100	
2.109	Officer Station	1	1	100	100	
2.110	Equipment Storage	1	2	100	200	
2.111	Staff Toilet	1	2	60	120	ADA Compliant
2.112	Inmate Search/Restroom	2	2	60	240	(1) ADA Compliant
2.113	Security Vestibule	1	2	80	160	For Court Access
2.114	Janitor's Closet	1	1	35	35	Service sink, mop holder, storage shelving
2.115	Judge's office and support	5	2	35	350	Office, clerical, toilet
				Subtotal (NSF)	4,875	
				Dept. Gross @ 40%	1,950	
				TOTAL AREA (DGSF)	6,825	



2.0 VISITATION

3.0 Intake/Transfer/Release (ITR)

The ITR function will be a secure bubble on the perimeter of the facility. It will be located close to the Medical Section and convenient to the Intake Services Center. Both of those sections interact with inmates as they arrive at the facility.

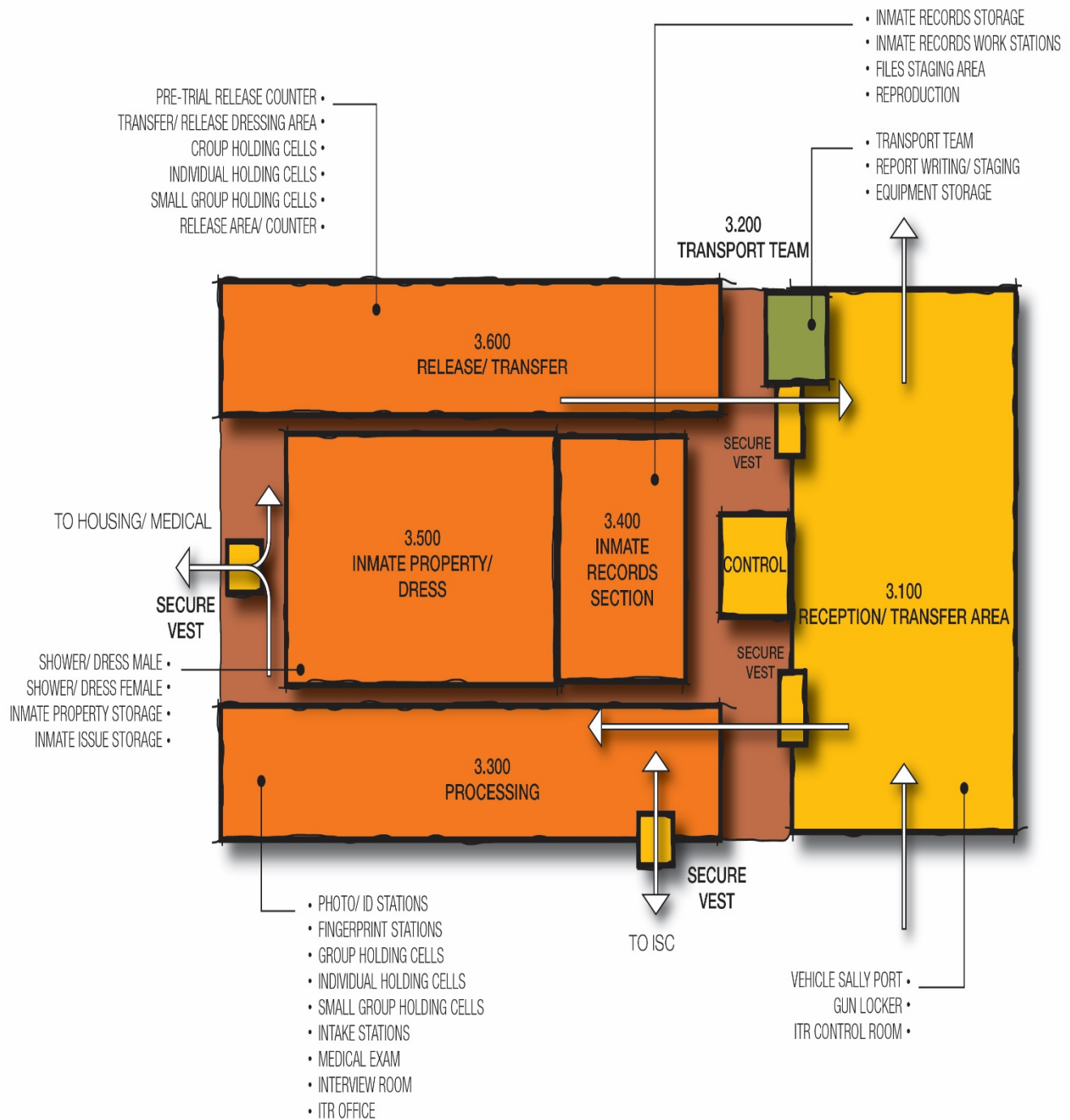
Transport vehicles will enter and leave through a vehicle sally port that is sized to hold one bus and as many as 8 vans at one time. Entry to the ITR will be through a pedestrian sally port controlled from a central location. The ITR will be organized to have separate 'in' and 'out' flows and processes. The 'in' path will include a transfer of paperwork, identification processes, medical screening (including x-ray), interviews (ISC), transfer and storage of personal property, and clothing exchange for institutional uniforms. Persons returning from court will have an abbreviated entry process. Persons being released will receive their property, change clothing and process paperwork upon release. The property storage area will be designed for 1,200 inmates.

A number of holding cells are provided for different sizes of groups. The ITR will be the only location in the facility where there will be female inmates. Current planning indicates that the females will be transported to WCCC for housing. The design will not allow mixing of males and females. Males and females should never be in the same cell. All cells will be arranged so that there is good supervision by custody staff; the cells should be controlled from a central location. The program space lists and functional diagram follow:

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
3.0 INTAKE / TRANSFER / RELEASE						
3.100	Reception / Transport Area					
3.101	Vehicle Sally Port	NA	1	6,000	6,000	2 drive through lanes for buses in-line, diagonal parking for 6 transport vehicles
3.102	Gun Locker	1	1	20	20	On outside wall of Vehicle Sally Port
3.103	Intake / Release Control Room	1	1	80	80	
				Subtotal (NSF)	6,100	
3.200	Transport Team					
3.201	Equipment Storage	1	1	60	60	Restraints in cabinets
3.202	Report Writing / Staging	6	1	20	120	Open counter
				Subtotal (NSF)	180	
3.300	Intake Processing					
3.301	Secure Vestibule / Sally Port	8	1	20	160	
3.302	Photo ID Station	2	3	30	180	Open counter with 3 stations
3.303	Finger Print Station	2	3	25	150	
3.304	Group Holding Cell	10	4	15	600	Fixed wall bench, cuffing rings; separate males and females
3.305	Individual Holding Cell	1	6	50	300	Fixed wall bench, cuffing rings
3.306	Inmate Toilet	1	2	60	120	ADA-compliant, 1-male, 1-female
3.307	Small Group Holding Room	5	2	15	150	
3.308	Intake Station	1	4	60	240	Interview counter w/ privacy partitions; back up to records section w/ document pass
3.309	Medical/Mental Health Screening and Exam	3	2	35	210	Desk/workstation, exam table, sink, shelving
3.310	Exam / X-ray	3	1	40	120	
3.311	Interview	1	5	60	300	Interview counter w/ privacy partitions
3.312	Intake/Transfer/Release Officer	1	2	100	200	Private office, view of booking area
3.313	Storage Closet	1	2	35	70	1-restraint equipment storage, 1-forms storage
3.314	Staff Toilet	1	2	60	120	ADA-compliant, 1-male, 1-female
3.315	Janitor's Closet	1	1	35	35	Service sink, mop holder, shelving
				Subtotal (NSF)	2,955	
3.400	Inmate Records					
3.401	Inmate Records Storage	1	1	1000	1,000	
3.402	Inmate Records Work Stations	1	5	60	300	Cubicle workstations, may combine w/ Reproduction
3.403	Files Staging Area	1	1	150	150	May combine w/ Records Workstations
3.404	Reproduction	1	1	100	100	
				Subtotal (NSF)	1,550	

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
3.0 INTAKE / TRANSFER / RELEASE						
3.500	Inmate Property / Dress					
3.501	Showers / Dress - Male	1	4	35	140	Separated drying area, one ADA-compliant. Pass window to Property Storage
3.502	Showers / Dress - Female	1	2	35	70	Separated drying area, ADA-compliant; adequate separation from male area. Pass window to Property Storage
3.503	Inmate Property Storage	1200	1	1.0	1,200	Stacked rail and shelf storage system. Contains inmate valuables storage, bulk items storage, collection / distribution passes to dressing/shower areas.
3.504	Inmate Issue Storage	500	1	2	1,000	Shelving, work counter, adjacent to property storage areas
	Subtotal (NSF)					2,410

3.600	Release / Transfer Area					
3.601	Pre-Trial Release Counter	1	4	60	240	Interview counter w/ privacy partitions (1) ADA
3.602	Transfer / Release Dressing Area-Male	1	4	25	100	Access from transfer / release area. Pass window to Property Storage
3.603	Group Holding Cell	10	2	15	300	Fixed wall bench, cuffing rings; separate males and females
3.604	Individual Holding Cell	1	6	50	300	Fixed wall bench, cuffing rings
3.605	Inmate Toilet	1	1	60	60	ADA-compliant, 1-male
3.606	Small Group Holding Room	5	2	15	150	
3.607	Secure Vestibule to Housing	4	1	25	100	
3.608	Inmate Toilet	2	1	35	70	
3.609	Release Area / Corridor	1	1	500	500	NSF provisional allowance only, determined by design layout
Subtotal (NSF)					1,820	
Total Dept. (NSF)					15,015	
Grossing Factor @ 55%					8,258	
TOTAL DEPT. GSF					23,273	



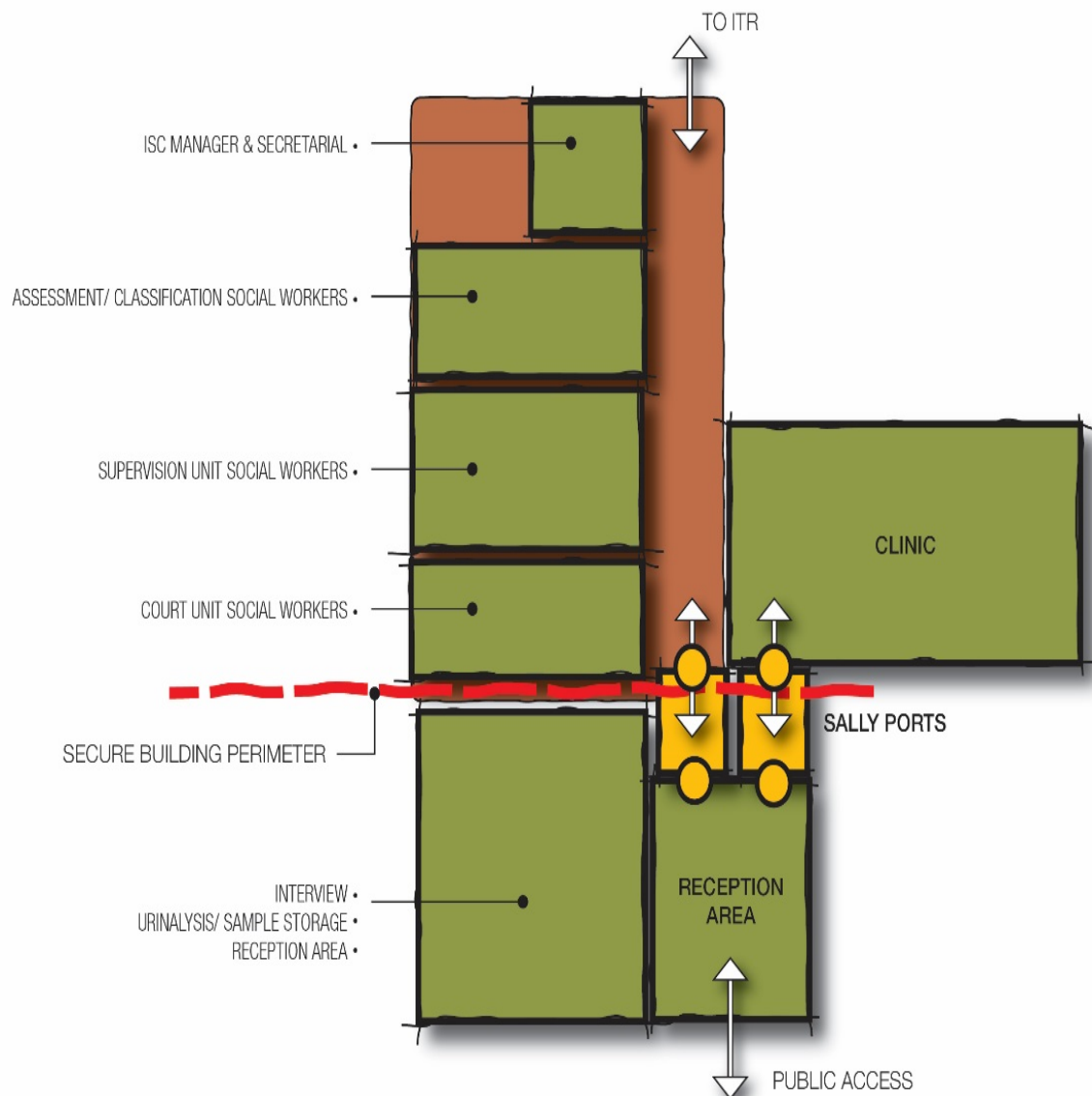
3.0 INTAKE/ TRANSFER/ RELEASE (ITR)

4.0 Intake Services Center

Some of the State of Hawaii Intake Service Center functions will be located at OCCC; primarily to provide assessment and classification services. The ISC staff works with inmates who are in the facility as well as those that may be in a community release status. The ISC staff interacts with new arrivals as well as some of those that are being released. There is a significant record keeping function; it should be located near the ITR.

A small portion of this space will be located outside of security; most is on the inside of security. Since some inmates could be released through this area, it will be on the perimeter with a lobby, screening area and sally port controlled from a central location. This area must be close to the clinic so that Pre-Release Inmates can enter to receive medical services. The program space list and functional diagram follow:

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
4.0 INTAKE SERVICE CENTER (ISC)						
4.100	ISC					
4.101	ISC Manager II	1	1	120	120	Located at Admin close to main entry
4.102	ISC Admin Sec II and Assistant III	1	3	60	180	Located at admin close to main entry
	Assessment and Classification Unit					
4.103	Social Worker V	1	1	120	120	Adjacent Intake
4.104	Social Worker IV and III	1	10	60	600	Adjacent Intake
	Court Unit					
4.105	Social Worker V - Court Unit	1	1	120	120	
4.106	Social Worker IV - Court Unit	1	3	60	180	
	Supervision Unit					
4.107	Social Worker V - OCCC	1	1	120	120	
4.108	Social Worker IV, III, and SS Assistant V	1	8	80	640	
4.109	Reception Area	10	1	15	150	Provide means to receive and deliver property - Bulk pass
4.110	Small Conference Room	12	1	15	180	
4.111	Sally Port	4	1	25	100	
4.112	Security Screening	3	1	25	75	
4.113	Interview	3	3	20	180	
4.114	Restroom	1	2	60	120	ADA Compliant
4.115	Urinalysis	1	1	60	60	Pass to sample storage
4.116	Sample storage	1	1	50	50	
4.117	Copy/Work	2	1	50	100	
4.118	Break	10	1	15	150	
	Subtotal (NSF)				3,245	
	Dept. Gross @ 40%				1,298	
	TOTAL AREA (DGSF)				4,543	



4.0 INTAKE SERVICE CENTER (ISC)

5.0 Security Operations

Security Operations will house the component of day-to-day custody operations that will be inside of security; a 24/7 operation. Offices are provided for the Watch Commander (Captain) and Operations Lieutenant. A large briefing room is provided for custody staff to meet at shift change.

The facility Central Control room which will be placed as a high security bubble on the facility secure perimeter is part of this section. The design of this area will be highly sensitive, and the determination of the span of control will be discussed in security narratives to be developed later in the design process. Associated with the central control will be a security electronics room which contains sensitive equipment essential to the secure functioning of the facility.

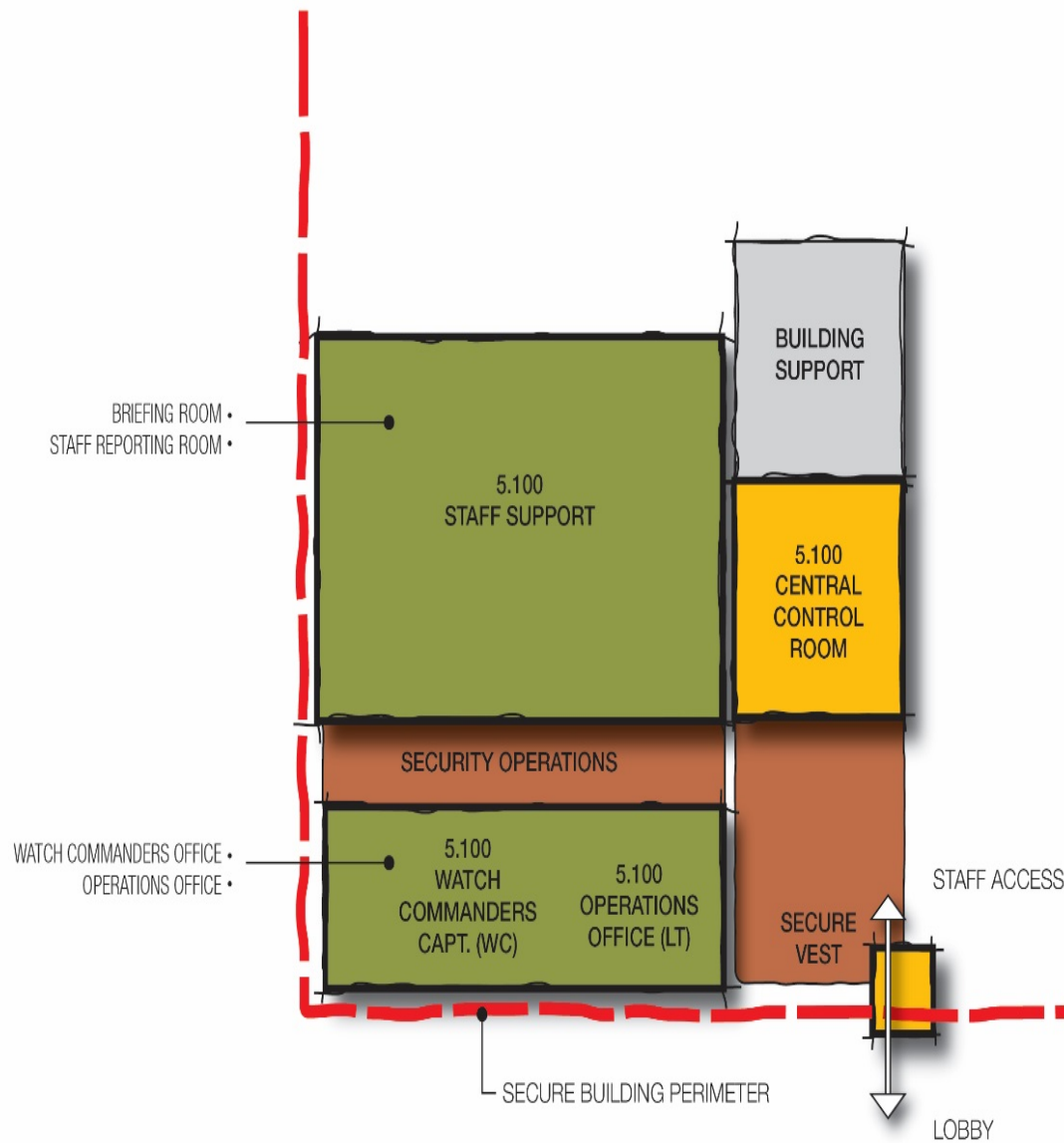


CONTROL ROOM - EXAMPLE OF A CENTRAL CONTROL ROOM WITH CURRENT TECHNOLOGY

The program space list and functional diagram follow:

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
5.0 SECURITY OPERATIONS						
5.100	Security Operations Command					
5.101	Operations Office (LT)	1	4	80	320	Located in the area of focus IE intake, housing, central
5.102	Watch Commanders - Capt. (WC)	1	6	60	360	Shared office, 6 workstations
5.103	Watch Command Work Room	1	1	100	100	Copy and support
5.104	Storage Room	1	1	100	100	
5.105	Briefing	75	1	20	1,500	
5.106	Staff Report Writing Station	1	6	25	150	Computer Stations
	Subtotal (NSF)				2,530	

5.200	Control Center					
5.201	Central Control Room	1	1	400	400	Complex exterior control; building interior control; raised area, transaction drawer to corridor, view of adjacent circulation; CCTV monitors; may have up to 4 staff
5.202	Security Vestibule	1	1	80	80	Interlocked doors
5.203	Security Equipment Room	1	1	200	200	Security electronics; adjacent to/accessed from Control Room
5.204	Mechanical Equipment Room	1	1	150	150	Separate system for Control Room; adjacent to/accessed from Control Room; positive air pressure
5.205	Toilet	1	1	60	60	Accessed from Control Room; ADA-compliant
				Subtotal (NSF)	890	
				Total Dept. (NSF)	3,420	
				Dept. Gross @ 45%	1,368	
				TOTAL AREA (DGSF)	4,788	

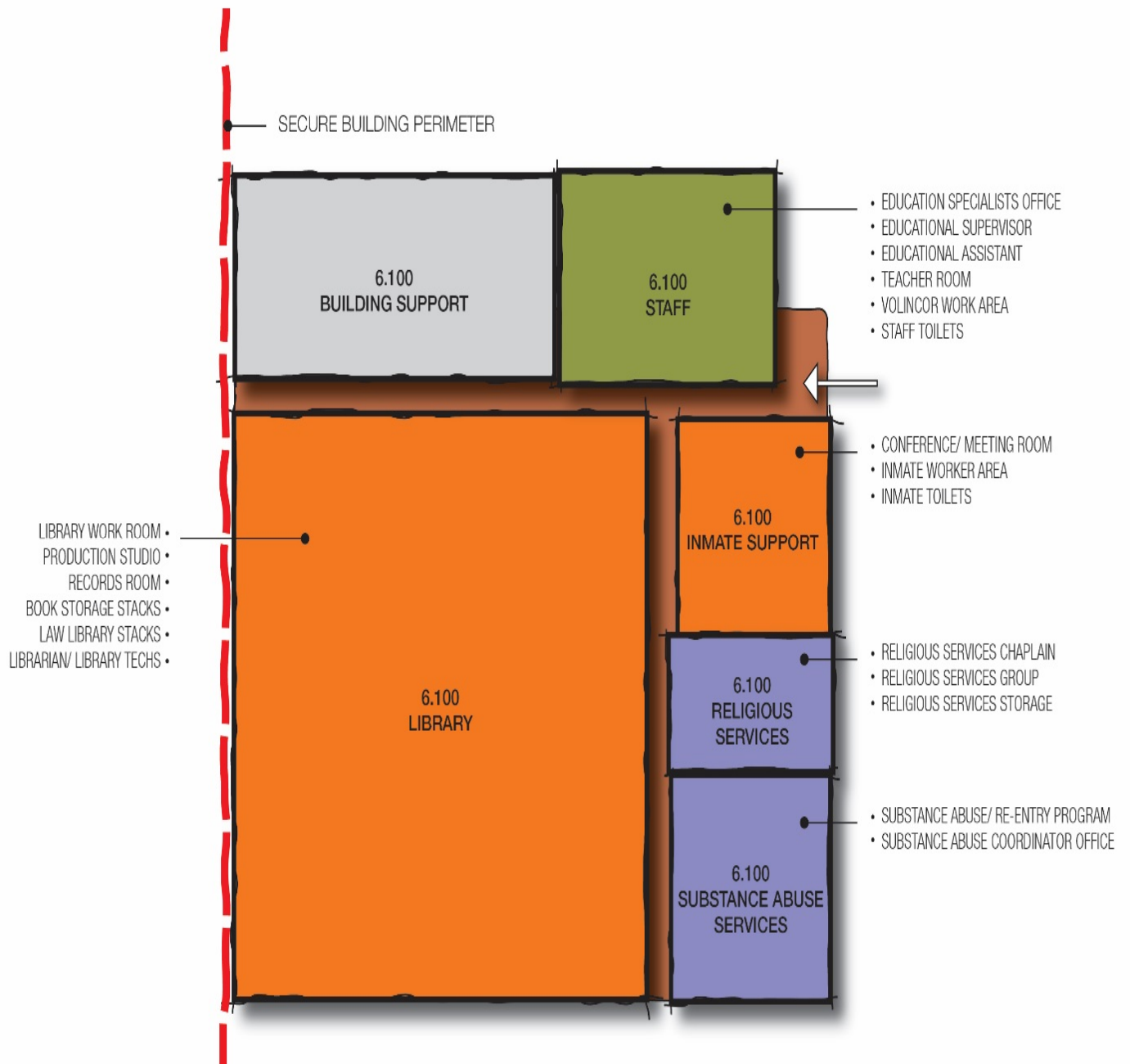


5.0 SECURITY OPERATIONS

6.0 Inmate Program Services

As previously indicated, services will be delivered in the individual housing units to the greatest extent practical. Program services include education, library, treatment, and religious services/programs; all located 'inside' the facility. The hours of operation may vary depending on the program. Office space, as well as supporting materials spaces, will be provided for educators, chaplains, and library staff. Educational programs will be transmitted to the housing units via video as well as delivered in person. A central library collection, including the law library, will be available. Recreational collections will rotate through the housing units. While all programs will be distributed to the housing units, a limited amount of space is provided at this central location for Re-Entry programs. Some volunteers and inmates will work in this area. The program space list and functional diagram follow:

Space Planning Matrix						
Space		Spaces Requirements				
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	Comments
6.0 INMATE PROGRAM SERVICES						
6.100	Program Services - Central					
6.101	Education Specialist Office	1	2	80	160	Private office, guest seating for 3
6.102	Education Supervisor I	1	1	120	120	Private office
6.103	Office Assistant	1	1	60	60	
6.104	Copy / Work Room	4	1	25	100	
6.105	Storage Room	1	1	100	100	
6.106	Teacher Room	6	1	60	360	6 workstations; locate adjacent to specialist office
6.107	Work Room - Library	1	1	500	500	Copy, fax, work table, storage shelving, lockable storage cabinets, counter w/ sink
6.108	Production Studio	1	1	400	400	A/V production area, A/V links to housing areas
6.109	Records Room	1	1	400	400	
6.110	Book Storage Stacks	1	1	1,500	1,500	Book shelving (Note: Does not include law library)
6.111	Law Library Stacks	1	1	500	500	Book shelving
6.112	Librarian/Library Technician	1	2	60	120	Secure workstations.
6.113	<i>Substance Abuse/ Re-Entry Program</i>	12	1	20	240	(6) Total Staff (1-Clerk, 4 counselors, 1-Supervisor)
6.114	<i>Substance Coordinator Office</i>	3	1	80	240	Shared
6.115	<i>Substance Abuse/ Re-Entry Program Groups</i>	0	0	20	0	Program to occur on the housing unit
6.116	<i>Substance Abuse/ Re-Entry Program Storage</i>	1	1	100	100	Storage Spaces required for supplies, equipment, etc.
6.117	Religious Services Chaplain	2	1	60	120	
6.118	Religious Services Group	0	1	20	0	Services to be provided on the Housing unit
6.119	Religious Services Storage	1	4	100	400	
6.120	Equipment Room	1	1	200	200	A/V center; lockable and secure; adjacent to Production Studio
6.121	Storage Room	1	1	100	100	Correctional Program Services Division Storage Areas
6.122	Staff Toilet	1	2	60	120	ADA-compliant; 1-male, 1-female
6.123	Inmate Toilet	1	1	60	60	ADA-compliant; 1-male
6.124	Janitor's Closet	1	1	35	35	Service sink, mop holder, shelving
6.125	Conference/Meeting Room/Staff Break	12	1	20	240	Conference seating for 12, beverage alcove w/ counter, sink and storage cabinets, under counter refrigerator
6.126	Volunteer Cor Work Areas	2	2	60	240	Workstations
6.127	Inmate Workers	2	1	50	100	Workstations
				Subtotal (NSF)	6,515	
				Dept. Gross @ 35%	2,280	
				TOTAL DEPT. GSF	8,795	



6.0 INMATE PROGRAM SERVICES

7.0 Medical/Mental Health Services

Medical and mental health services will be provided at OCCC to the degree practical. These functions will be located on the inside near the ITR and the Mental Health Housing. Clinic hours will be limited to one shift each day; the infirmary will be a 24/7 operation. Initial medical screening and medication distribution will happen at the housing units. Inmates will move to the clinic to receive medical, dental, optometry, and mental health services.

The administrative support area will be central to the Medical/Mental Health area. This area will include offices for physicians, psychologists/social workers, and administrators. Medical records and the pharmacy will be located in this area; inmates will not be allowed to enter this section.

Inmates will visit the clinic on a scheduled basis; sick call and initial screening will occur at the housing unit. They will enter a waiting area that will be supervised by a custody officer. The first clinic interaction will be at a nurse's station located so that it can monitor the waiting area and provide continual services to the clinic. The clinic will include interview rooms, exam rooms, optometry exam, dental operatory, and a laboratory.



TYPICAL CLINIC EXAM ROOM

An infirmary will be provided for inmates and will require 24-hour nursing care. Significant medical procedures will occur at The Queens Medical Center. Inmates may be placed in the Infirmary while they recover. A total of eight hospital type rooms plus two medical isolation rooms will be provided along with the appropriate support facilities. A custody station in this area will provide the appropriate level of security coverage. The nurses station in this area will be staffed 24/7 while there are patients in the infirmary.

A separate 36-bed Acute Mental Health housing unit, subdivided into two sections, will be included to provide services to those inmates that must be removed from the general population. A 72-bed Step Down Mental Health housing unit will be provided as well.

These units will be located near the Medical/Mental Health Unit and configured similar to the other housing units of this size. The Acute Mental Health patients will return to their original housing units once they are stabilized. Fifteen Suicide Watch cells are included in the Acute Unit. The program space lists and functional diagram follow:

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
7.0 MEDICAL/MENTAL HEALTH SERVICES						
7.100	Staff and Support Areas					
7.101	Physician's Office	1	4	120	480	Private office; desk/workstation, 2 guest chairs, files
7.102	Psychiatrist	1	3	100	300	
7.103	General Practitioners	1	2	100	200	
7.104	Nurse Administrator's Office	1	1	120	120	Private office; desk/workstation, 2 guest chairs, files
7.105	Assistant Administrator	1	1	120	120	Office, 2 guest chairs, files
7.106	Advanced Medical Nurse	1	1	100	100	
7.107	Clerical	1	4	60	240	Workstations - Located in Support Area
7.108	Nurse's Station	3	3	60	540	Locate to maximize view of clinic areas and Infirmary Central Location
7.109	M.H. Section Administrator's Office	1	1	120	120	Private office; desk/workstation, 2 guest chairs, files
7.110	M.H. Assistant Administrator	1	1	80	80	Office, 2 guest chairs, files
7.111	M.H. Clerical	4	1	60	240	Workstations
7.112	Medical Records Room	5	1	70	350	Adjacent to Nurse's Station w/ desk; lockable; door to 7.110 Copy
7.113	Staff Toilet	1	2	60	120	ADA-compliant; locate one in Infirmary
7.114	Secure Storage	1	1	50	50	Lockable
7.115	General Storage	1	1	100	100	Lockable
7.116	Copy Room	1	1	50	50	Lockable; door to 7.106 Records
7.117	Pharmacy	1	1	500	500	Secure area w/ dispensing window, pharmaceuticals storage, refrigerator, carts staging, sink, work table
7.118	Janitor's Closet	1	1	35	35	Service sink, mop holder, storage shelf
7.119	Staff Break and Locker Room	10	1	30	300	
7.120	Conference/Meeting/Staff Training	30	1	20	600	Conference / meeting / training / break; storage w/ sink, refrigerator, storage cabinets
	Subtotal (NSF)				4,645	

7.200	Clinic					
7.201	Inmate Waiting	15	1	15	225	Control and view from security officer station
7.202	Interview Room	1	4	80	320	Good acoustic separation
7.203	Security Officer Station	1	2	50	100	Locate for inmate check-in and to view Inmate Waiting area; maximize other key sight lines; one in Infirmary
7.204	Inmate Toilet	1	2	60	120	ADA compliant
7.205	Exam/Treatment Room	1	5	100	500	Exam table, sink, desk/ small workstation, cabinets
7.206	Optometry/Special Procedures Room	1	2	200	400	Optometry equipment, sink, desk/ small workstation
7.207	Laboratory	1	1	120	120	Phlebotomy chair, beam scale, counter w/ sink, storage cabinets, lab equipment, locked refrigerator
7.208	Advanced Medical Nurse	1	1	100	100	
7.209	Nurses' Work Area	5	1	40	200	Work and clerical area; may be co-located w/ laboratory
7.210	Telemedicine Station	1	2	60	120	Telemedicine equipment
7.211	Medical Waste Room	1	1	50	50	
7.212	Dental Operator	2	2	100	400	2 dental chairs and stations, counter w/ sink, cabinets, workstation
7.213	Dental Storage	1	2	100	200	Dental supplies and equipment; lockable; compressor
7.214	Janitor Closet	1	1	35	35	
7.215	Nurse Station	4	1	100	400	
7.216	General Storage	1	1	50	50	
Subtotal (NSF)					3,340	

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
7.0 MEDICAL/MENTAL HEALTH SERVICES						
7.300	Infirmary					
7.301	Inmate Room - Single	1	2	180	360	3 sided access to bed
7.302	Inmate Rooms - Double	2	6	100	1,200	
7.303	Isolation Room	1	2	180	360	Negative air pressure, toilet and lavatory; shower
7.304	Isolation Vestibule	1	1	180	180	Sink, Shower
7.305	Day Room	9	2	35	630	Separate male and female rooms; lounge seating, table, television
7.306	Shower	1	1	35	35	3 male, 2 female; ADA-compliant
7.307	Video Visit Units	3	1	50	150	Alcove for 3 portable video visit units
7.308	Officer's Station	1	1	50	50	
7.309	Nursing Station	1	1	100	100	
7.310	Clean Linen Room	1	1	80	80	Shelving, small table
7.311	Soiled Linen Room	1	1	50	50	Linen carts, small table
7.312	General Storage	1	3	50	150	
7.313	Medical Waste Room	1	1	50	50	Sink, medical waste containers
7.314	Beverage/Food Pantry	1	2	80	160	Work table, sink
7.315	Janitor's Closet	1	1	35	35	Service sink, mop holder, shelving
				Subtotal (NSF)	3,590	
				Total Area (NSF)	11,575	
				Dept. Gross @ 40%	4,630	
				TOTAL AREA (DGSF)	16,205	



Example Dental Suite



7.0 MEDICAL/ MENTAL HEALTH SERVICES

8.0 Food and Laundry Services

Food and Laundry Services will be located inside of the secure perimeter, but close to the edge since they require access to a loading dock. The kitchen may be in operation over two shifts, seven days each week. Meals will be prepared in the central kitchen, placed on trays, placed in carts, and then taken to the housing units for serving to the inmates. Sanitation and temperature control are very important to the proper preparation and delivery of the food. With meals delivered to housing in carts, kitchen space will be required for assembly, cleaning and storage of carts. Secure supervision of the kitchen will be essential since it can be a significant source of contraband and weapons. Inmate workers will be screened coming and going. The proper storage of sharps such as knives and cooking utensils, chemicals, and volatiles will be included. Inmates will be searched prior to leaving this work zone. Culinary Arts programs will be offered to inmates as a part of a training program. Food storage will be included in the kitchen for a week. Bulk storage will be included in the warehouse.



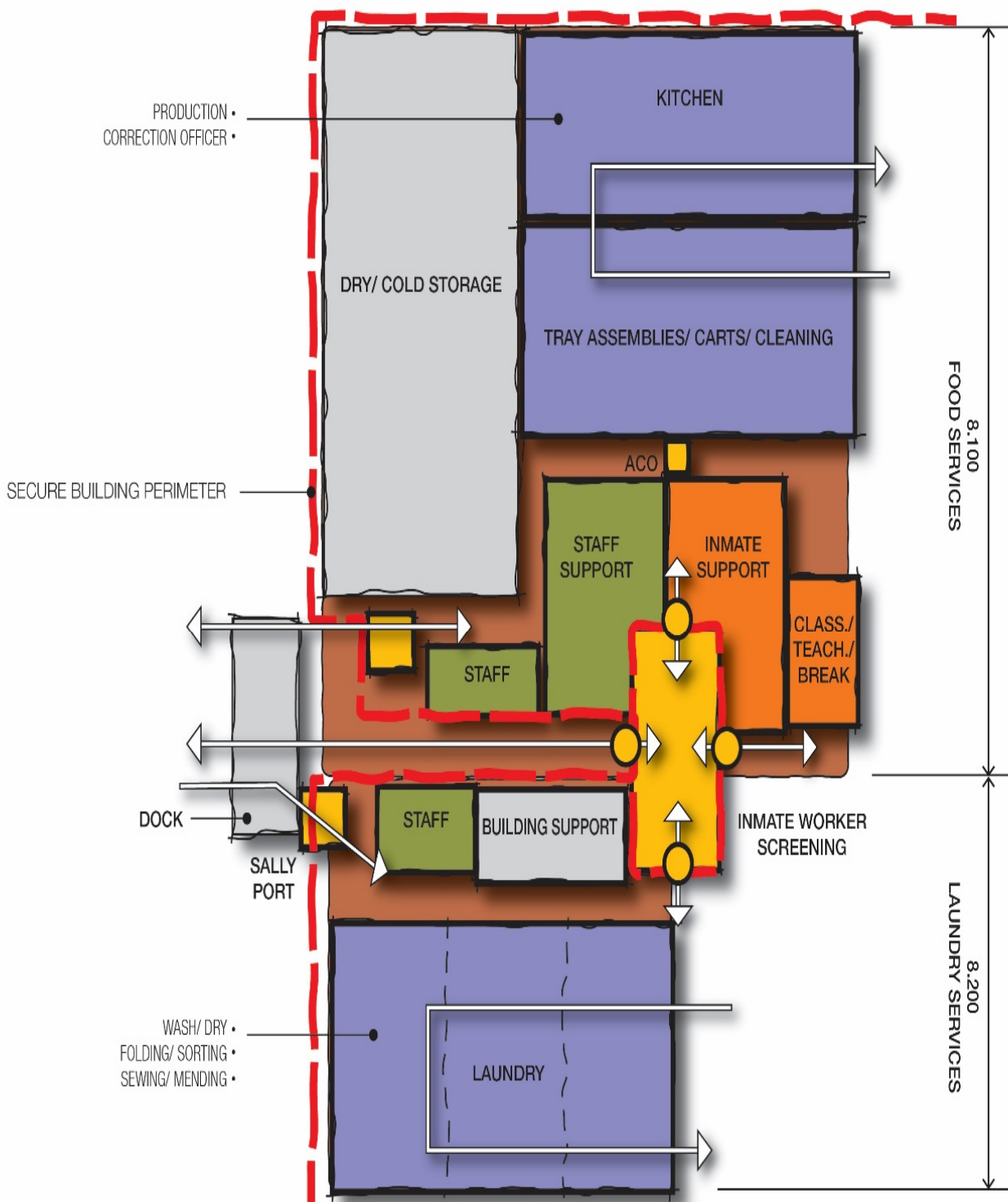
KITCHEN - EXAMPLE

Laundry Services will be centralized in one area. Inmate clothing and bedding will be collected at the housing units, laundered, and returned to the units. Included in the laundry area is storage for a stock of inmate clothing. The equipment in this area will be commercial grade capable of doing large volume loads. Laundry services are a significant energy consumer; the design will take advantage of energy recovery and recycling water. The laundry will typically operate one shift each day, five days per week. If the volume increases, it could operate two shifts per day. The laundry is another potential source of contraband and weapons. Provisions are included for the proper storage of tools and chemicals. Inmates will be searched prior to leaving this area. The program space lists and functional diagram follow:



LAUNDRY-EXAMPLE

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
8.0 FOOD SERVICE / LAUNDRY						
8.100	Food Services					
8.101	Food Service Manager	1	1	150	150	Raised floor to observe kitchen, private office; fax, copier; inmate clerk workstation @ 50 SF
8.102	Assistant Food Service Manager	1	1	80	80	Locate in raised area
8.103	Secure Storage Room	1	1	200	200	Knife storage w/ shadow board; "hot" items; staff access only
8.104	ACO Station	2	1	50	100	Locate in raised area for observation
8.105	Loading Dock	1	1	300	300	Open, covered; area calculated at 50%
8.106	Secure Sally Port	2	1	75	150	Supports secure movement
8.107	Receiving Area	1	1	300	300	Dock supervision, supplies check-in, scale; access to internal circulation corridor
8.108	Dry Storage	1	1	1,500	1,500	Min. 7 day supply
8.109	Cold Storage	1	12	200	2,400	Refrigerators and freezers
8.110	Production Area	1	1	2,000	2,000	Assembly, modified cook-chill, slicing, bakery, blast freezer
8.111	Tray Assembly	1	1	600	600	Refrigerator, ambient storage, tray line
8.112	Cart Holding		1	120	120	
8.113	Tray / Dishwash	1	1	1,000	1,000	
8.114	Cart Wash	1	1	250	250	
8.115	Can Wash	1	1	200	200	Locate adjacent to Loading Dock and staging
8.116	Waste Holding	1	1	200	200	Refrigerated, locate adjacent to Loading Dock and staging
8.117	Chemical Storage	1	1	150	150	
8.118	Scullery	1	1	200	200	3-compartment sink; clean pot rack
8.119	Clean Cart Depot	1	1	700	700	
8.120	Dish / Tray Storage	1	1	200	200	
8.121	Inmate Toilet	1	2	60	120	Near Classroom/Teaching Kitchen/Break
8.122	Staff Toilet	1	2	60	120	ADA-compliant, one to serve staff dining, one in kitchen area
8.123	Classroom / Teaching Kitchen / Break	1	1	600	600	15 students, observable, Kitchen Equip required
8.124	Inmate Worker Dining	30	1	20	600	Dining for Inmate Workers
8.125	Staff Dining	60	1	20	1,200	Serving line
8.126	Janitor's Closet	1	1	35	35	Service sink, mop holder, shelving
				Subtotal (NSF)	13,475	
8.200	Laundry Services					
8.201	Supervisor's Work Station	1	1	100	100	Raised area, view of laundry area; workstation, files
8.202	Laundry Workers	2	1	120	240	
8.203	Wash Machine	1	1	800	800	10 machines, 2 spaces for expansion
8.204	Grey Water Recycling		1	200	0	
8.205	Dryer	1	1	600	600	10 machines, 2 spaces for expansion
8.206	Soiled Cart Staging	1	1	250	250	Cart staging, work tables
8.207	Folding Area	1	1	750	750	Folding tables
8.208	Sorting Area	1	1	500	500	Sorting tables
8.209	Sewing/Mending Room	1	1	250	250	Lockable
8.210	Clean Linen Storage	1	1	750	750	Shelving - Window for work line
8.211	Clean Cart Staging	1	1	200	200	
8.212	Equipment Room	1	1	100	100	Booster heater
8.213	Chemical/Cleaning Supply Storage	1	1	150	150	Safety cabinets, vented
8.214	Toilets	1	2	60	120	1 staff, 1 inmate - ADA Compliant
8.215	Inmate Worker Break Area	6	1	20	120	Bench, small table for breaks/ meals
8.216	Secure Sally Port	2	1	75	150	
8.217	Janitor's Closet	1	1	35	35	Service sink, mop holder, shelving
				Subtotal (NSF)	5,115	
				Total Dept. (NSF)	18,590	
				Dept. Gross @ 25%	4,648	
				TOTAL AREA (DGSF)	23,238	



8.0 FOOD AND LAUNDRY SERVICES

9.0 Physical Plant Operations

This section has three main components: Facility Maintenance, Warehousing, and Central Plant. Facility Maintenance and the Warehouse will be located inside of the secure perimeter. The Central Plant functions will be located on the outside of the secure perimeter. Some inmate workers will be employed in the warehouse and maintenance shops as well as the kitchen and laundry. Both of these areas will be a source of contraband and weapons. Inmates coming and going in these areas will be screened before they return to their housing units.

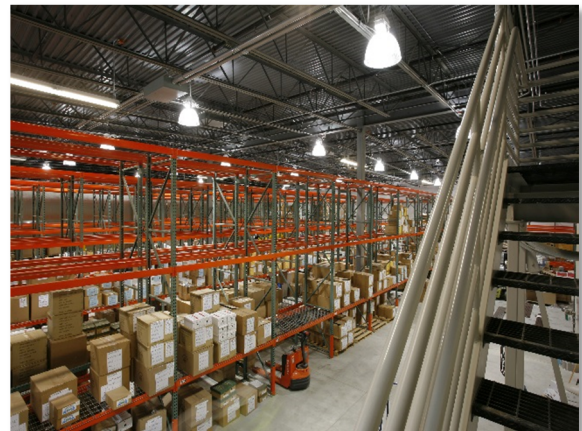
Facility Maintenance will include offices for management staff and facilities materials storage. Shops for carpentry, plumbing, HVAC, and electrical trades will be included. Secure storage for tools will also be included. Vehicle maintenance will not be included in this area.

The central Warehouse will include bulk storage for consumables. High bay storage will be considered; especially if the selected site has limited area. Office space will be provided for Warehouse management staff; the Warehouse will be in use during normal business hours. Refrigerated and frozen food storage will be included. A large loading dock with an apron sized for large delivery trucks is required. A recycling program will be located outside of the Warehouse, adjacent to the loading dock. The Warehouse yard will be accessed through a vehicle sally port large enough for two trucks, one coming and one leaving. All trucks will be searched when arriving and when leaving.

Central Plant facilities will include emergency generators, main electrical service entry gear, central cooling as appropriate, water treatment, and other facilities as required. The types and sizes of equipment will be determined during the design process. Some components may be centralized and some may be distributed throughout the facility. This area will be conveniently accessible for repair and utility company access.



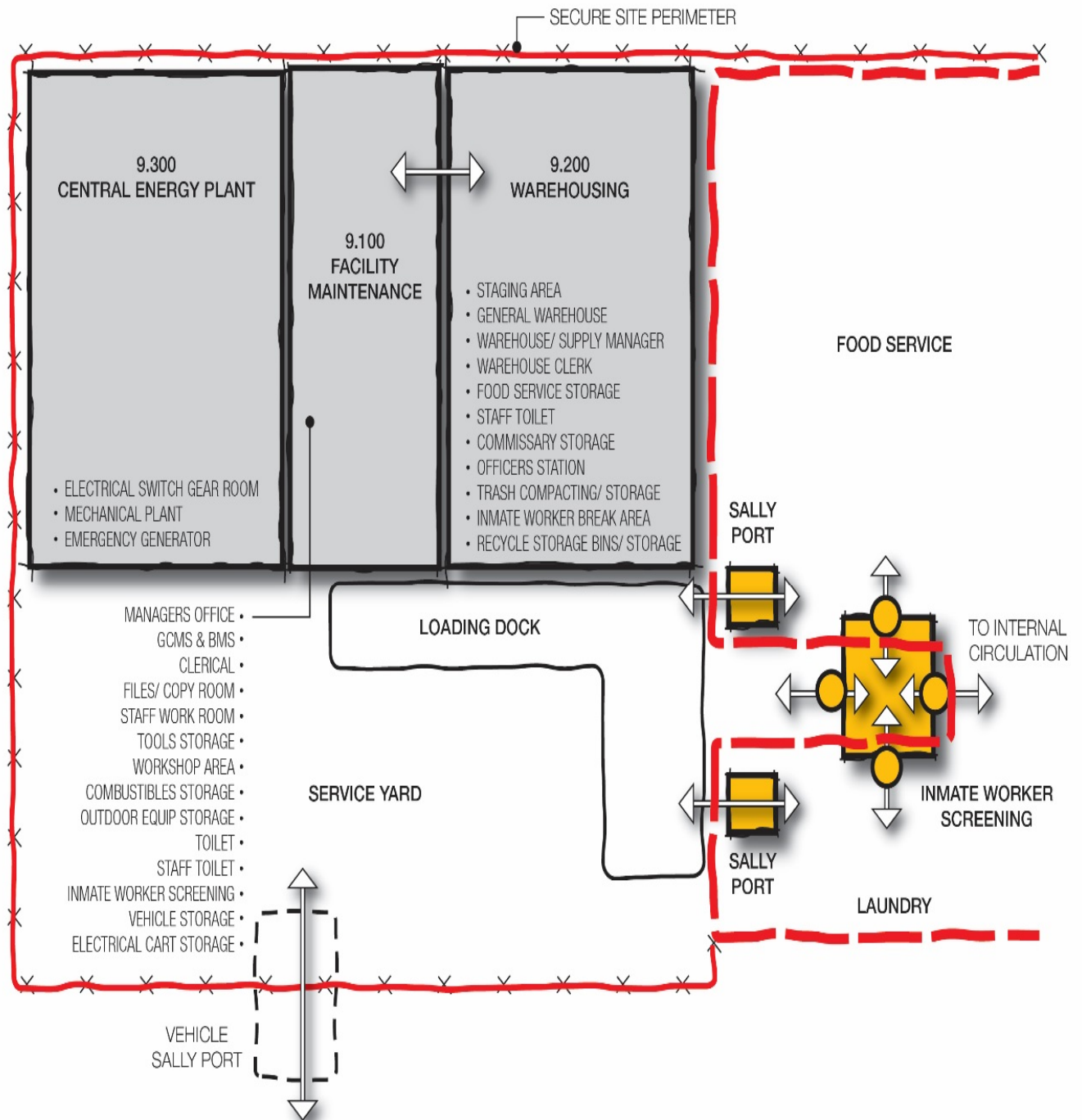
***Emergency Generator -
Example***



Warehouse Example

The program space lists and functional diagram follow:

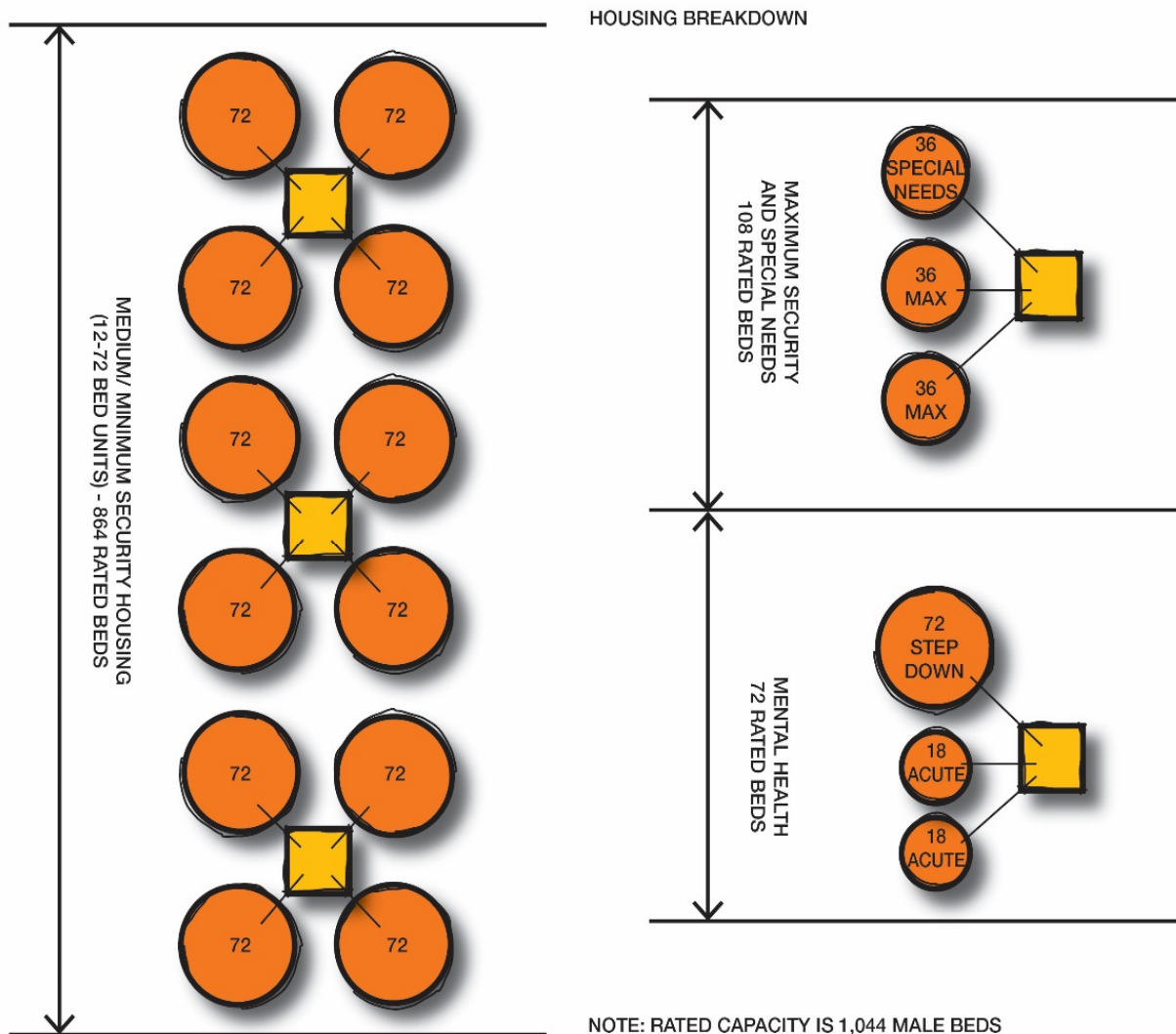
Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
9.0 PHYSICAL PLANT OPERATIONS						
9.100	Facility Maintenance					
9.101	Manager's Office	1	1	100	100	Private office; files, 2 guest chairs, workstation
9.102	GCMS and BMS	2	1	150	300	
9.103	Clerical	1	1	100	100	
9.104	Files/Copy Room	1	1	100	100	Drawing files, working documents, manuals, copier, fax
9.105	Staff Work Room	2	1	60	120	Workstations
9.106	Tools Storage	1	1	200	200	Secure, controlled issue/return
9.107	Workshop Area	1	1	1,600	1,600	Subdivided if necessary by wire partitions; work benches, sink, power tools, parts storage
9.108	Combustibles Storage	1	1	120	120	Paint storage, comply w/ code and safety standards
9.109	Outdoor Equipment Storage	1	1	750	750	Grounds maintenance equipment
9.110	Inmate Toilet	1	1	60	60	ADA - Compliant
9.111	Staff Toilet	1	2	60	120	ADA - Compliant
9.112	Inmate worker screening	10	1	40	400	Change, metal detector, search
9.113	Vehicle Storage	2	1	200	400	Two vehicles
9.114	Electrical Cart Storage	4	1	60	240	Battery charging station; open, covered shed. Dependent on facility configuration
Subtotal (NSF)					4,610	
9.200	Warehousing					
9.201	Vehicle Sally Port	1			0	Gated enclosure w/ interlocking gates, sized for tractor-trailer truck; area not included in space totals
9.202	Loading Dock	1	1	300	300	Area calculated at 50%
9.203	Staging Area	1	1	300	300	
9.204	General Warehouse	1	1	4,000	4,000	Separate area for parts
9.205	Warehouse / Supply Manager	1	1	100	100	Office, view of loading/staging area
9.206	Warehouse Clerk	1	1	80	80	
9.207	Food Service Storage	1	1	2,000	2,000	30-day cold storage
9.208	Staff Toilet	1	2	60	120	ADA - Compliant
9.209	Commissary Storage	1	1	1,000	1,000	Bulk storage and holding for delivery to housing units
9.210	Officer's Station	1	1	50	50	
9.211	Trash Compacting/Staging	1	1	80	80	Locate adjacent to loading dock
9.212	Inmate Worker Break Area	6	1	20	120	Bench, small table for breaks/ meals
9.213	Recycle Storage Bins / Sorting	1	1	300	300	Locate near dock and trash compactor; not included in space totals
Subtotal (NSF)					8,450	
9.300	Central Energy Plant					Preliminary Estimate - To be sized by Engineer
9.301	Electrical and Switchgear Room	1	1	2,000	2,000	
9.302	Mechanical Plant	1	1	11,000	11,000	Estimate to be confirmed by engineering design
9.303	Emergency Generator Room	1	1	1,200	1,200	Fresh air intake & exhaust on outside wall
Subtotal (NSF)					14,200	
Total Dept. (NSF)					27,260	
Dept. Gross @ 15%					4,089	
TOTAL AREA (DGSF)					31,349	



9.0 PHYSICAL PLANT OPERATIONS (WAREHOUSE)

10.0 Inmate Housing-Male

OCCC Housing is planned to accommodate both Sentenced and Pre-Trial male populations. Not included are facilities for Pre-Release, which is addressed in a separate section. The 10-Year Inmate Forecast indicates that 959 beds will be needed, (the number may vary due to rounding differences). This program provides for 1,044 rated beds. Programming for housing takes into consideration the differing classifications and status of the target populations. The targeted capacity does not include medical, acute mental health, and segregation beds which are not included as 'rated bed count'. These inmates are expected to return to their assigned housing units when cleared by medical/mental health staff. The Housing Breakdown chart follows:



10.0 HOUSING - MALE DETENTION

In most cases housing units are planned for a capacity of 36 or 72 beds. Higher security populations will be placed in units which have single-occupant cells; lower security populations are placed in double-occupant cells. Single- occupant cells will include space for a bunk, writing surface, grooming area, plumbing fixture (combination unit), and 35 square feet of unencumbered space. Double-occupant cells include space for bunks, writing surface, grooming area, plumbing fixture (combination unit), and 50 square feet of unencumbered space.



**TYPICAL TWO PERSON CELL WITH BUNKS, WRITING SURFACE,
PLUMBING FIXTURE, GROOMING AND UNENCUMBERED SPACE**

Each housing unit will include the facilities required to provide programs, deliver services, and meet ACA Standards. The Maximum Security housing units will include Acute Mental Health Unit, Special Needs (mental) Unit, and Maximum/Close Custody Unit, each with 36 single-occupant cells. One cell in each unit will be handicap accessible including: accessible plumbing fixture, bunk, writing surface and adequate wheelchair turning space. The Mental Health Step Down Unit, Medium and Minimum Security Units, will each be sized for 72 inmates housed in 36 cells. One cell in each unit will be handicap accessible.

The Acute Mental Health Unit is subdivided, half for Suicide Watch and half for Acute Mental Health inmates. Each of these have some special features such as: Acute Time Out cells with four-point restraint capability, or small individual inmate Outdoor Activity areas.

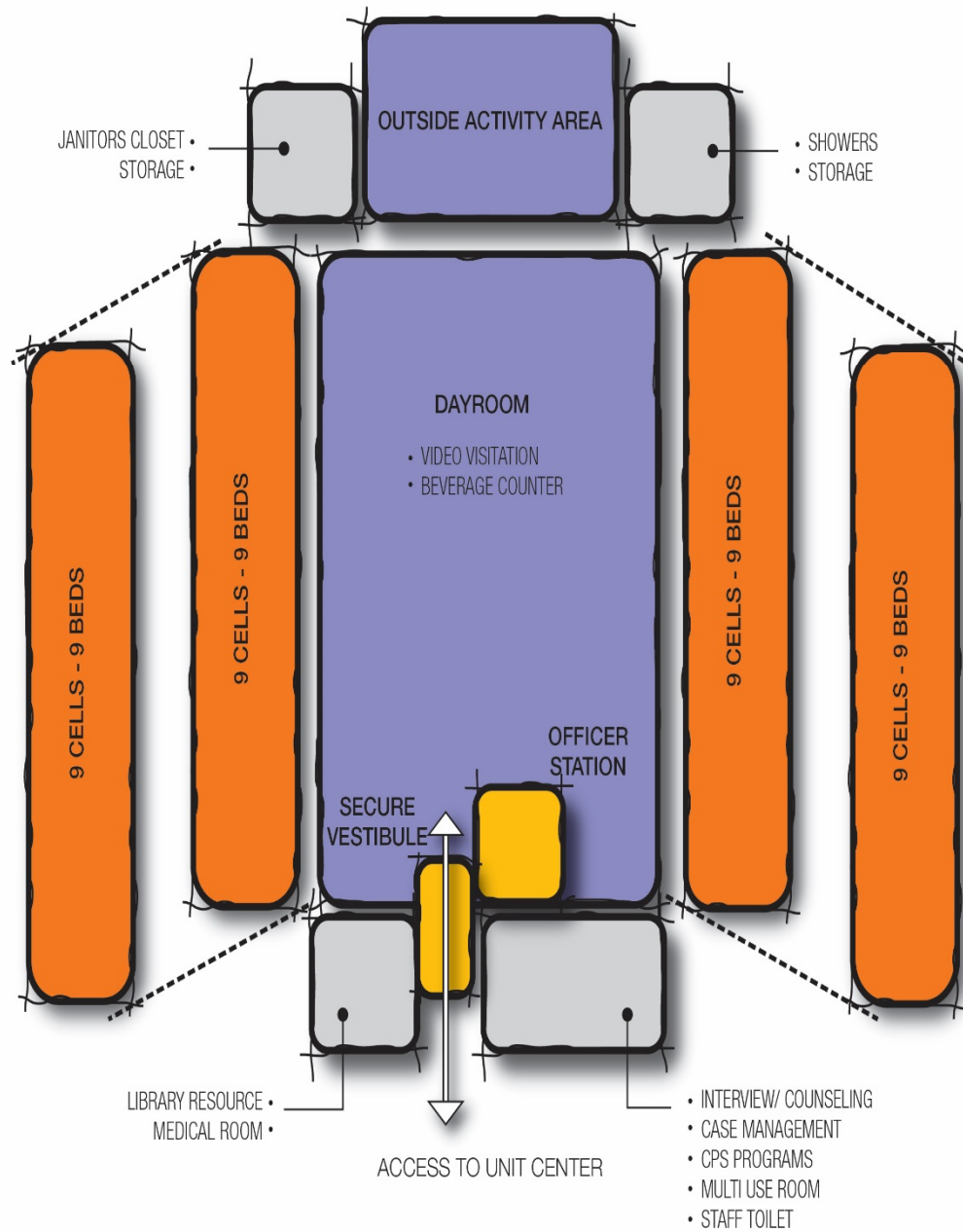
Common spaces will include a dayroom, outdoor recreation, and program spaces. In most cases meals will be prepared in the kitchen, transported to the unit in carts, and served in dayrooms. The option of eating in the cell will be possible, if necessary. Other spaces will include showers, staff toilet, an officer's station, unit team offices, and storage. Medical screening and medication distribution will occur in a dedicated room adjacent to the dayroom. If more detailed medical services are required, the inmate will be moved to the Clinic. Library and video visitation will occur in the dayroom; video visitation will be the primary means of visiting.



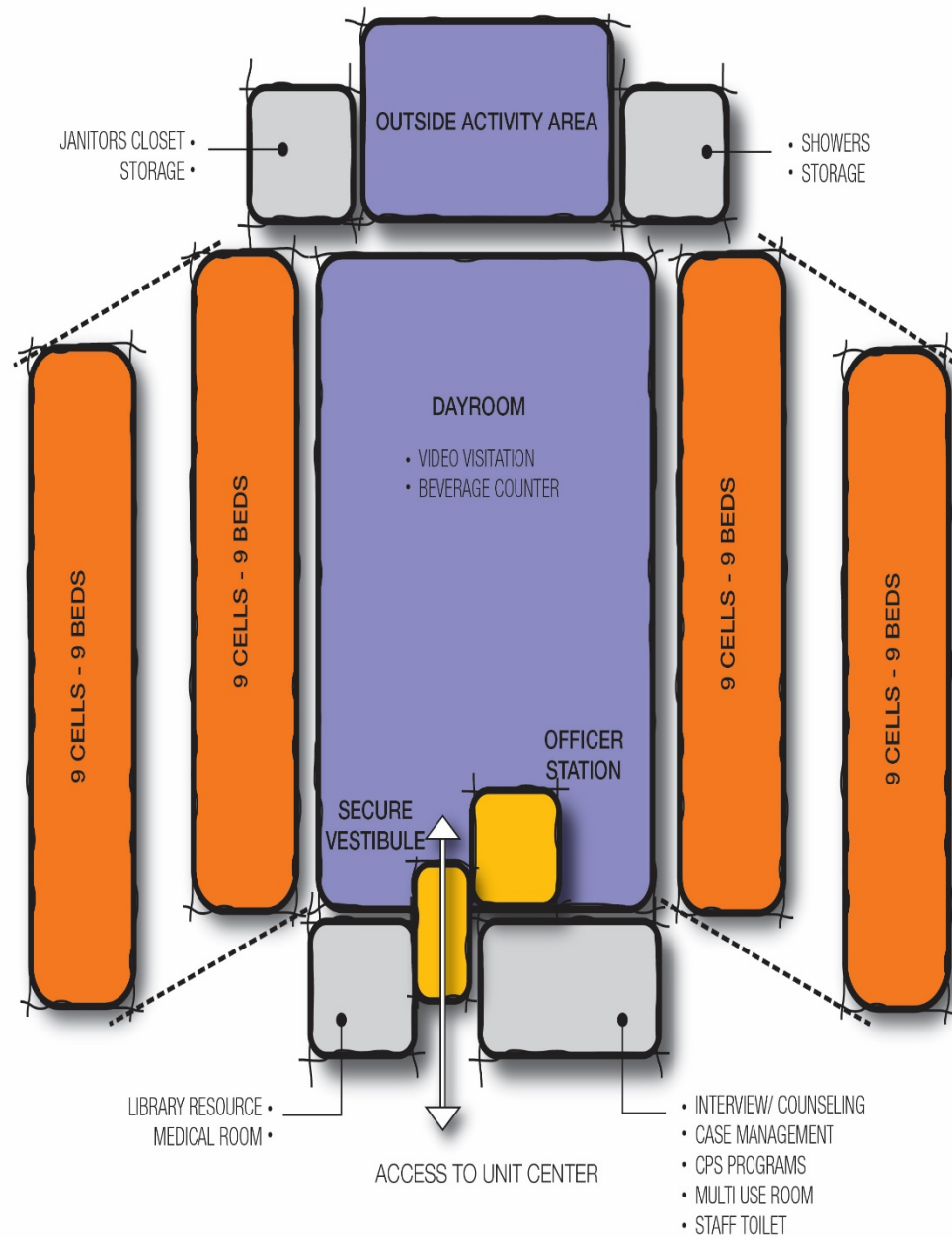
TYPICAL HOUSING UNIT DAYROOM

Limited shared functions such as a control room, security electronics, staff toilet, and storage are separate from each housing grouping. Each housing unit will have its own secure enclosure which will be defined as a six-sided box; all sides meeting the same security requirements. Penetrations of the secure enclosure are limited and controlled. The program space lists and functional diagrams follow - several optional housing diagrams are illustrated:

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
10.0 HOUSING						
	Special Management Housing					
10.100	Male Maximum Security Inmates - 2 Modules of 36 Cell (72 rated beds)					
10.101	Inmate Cells	1	34	80	2,720	Wet cell, writing desk and stool, storage locker
10.102	Inmate Cells - H/C Accessible	1	2	80	160	ADA-compliant, wet cell, writing desk and stool, storage locker
10.103	Security Vestibule	5	1	20	100	Interlocking doors
10.104	Day Room	36	1	35	1,260	Fixed tables w/ attached stools
10.105	Multi-Use Room	10	1	15	150	
10.106	Interview / Counseling Room	1	2	80	160	Individual counseling
10.107	Showers	1	5	30	150	One H/C accessible, observable from Officer's Station, lockable door w/ view window; dressing alcove
10.108	Officer's Station	1	1	80	80	Included in Day Room
10.109	Case Management	1	1	80	80	Secure workstation
10.110	CPS Programs Multi-Use	8	2	25	400	8 inmates and staff computer terminals
10.111	CPS Storage	1	2	50	100	Associated with Multi-Use Programs
10.112	Library Resource	1	6	20	120	Book stacks, casual seating
10.113	Video Visitation	1	2	25	50	2 Video Visitation Booths (1) ADA Compliant
10.114	Medical Room	4	1	30	120	Sick call and med distribution
10.115	Storage Room	1	2	60	120	Inmate property and general storage
10.116	Staff Toilet	1	1	60	60	Located off the dayroom - ADA Compliant
10.117	Janitor's Closet	1	2	35	70	Service sink, mop holder, shelving; oversize for supplies. One located on each level
10.118	Beverage Counter	1	1	20	20	Area included in Day Room
10.119	Outside Activity Area	1	5	150	750	Individual separated exercise modules
	Subtotal (NSF)				5,920	
	Subtotal (NSF) 2 Modules				11,840	
	Dept. Gross @ 55%				6,512	
	Total				18,352	

**36 BED/ 36 CELL MAXIMUM SECURITY HOUSING POD**

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
10.0 HOUSING						
10.200	Special Needs Inmates - 1 Modules of 36 Cell (36 rated beds)					
10.201	Inmate Cells	1	34	80	2,720	Wet cell, writing desk and stool, storage locker
10.202	Inmate Cells - H/C Accessible	1	2	80	160	ADA-compliant, wet cell, writing desk and stool, storage locker
10.203	Security Vestibule	5	1	20	100	Interlocking doors
10.204	Day Room	36	1	35	1,260	Fixed tables w/ attached stools
10.205	Multi-Use Room	10	1	15	150	
10.206	Interview/Counseling Room	1	2	80	160	Individual counseling
10.207	Showers	1	5	30	150	One H/C accessible, observable from Officer's Station, lockable door w/ view window; dressing alcove
10.208	Officer's Station	1	1	80	80	Included in Day Room
10.209	Case Management	1	1	80	80	Secure workstation
10.210	CPS Programs Multi-Use	8	2	25	400	8 inmates and staff computer terminals
10.211	CPS Storage	1	2	50	100	Associated with Multi-Use Programs
10.212	Library Resource	1	6	20	120	Book stacks, casual seating
10.213	Video Visitation	1	2	25	50	2 Video Visitation Booths (1) ADA Compliant
10.214	Medical Room	4	1	30	120	Sick call and med distribution
10.215	Storage Room	1	2	60	120	Inmate property and general storage
10.216	Staff Toilet	1	1	60	60	Located off the dayroom
10.217	Janitor's Closet	1	2	35	70	Service sink, mop holder, shelving; oversize for supplies. One located on each level
10.218	Beverage Counter	1	1	20	20	Area included in Day Room
10.219	Outside Activity Area	1	1	750	750	Individual separated exercise modules
	Subtotal (NSF)				5,920	
	Subtotal (NSF) 1 Pods				5,920	
	Dept. Gross @ 55%				3,256	
	Total				9,176	

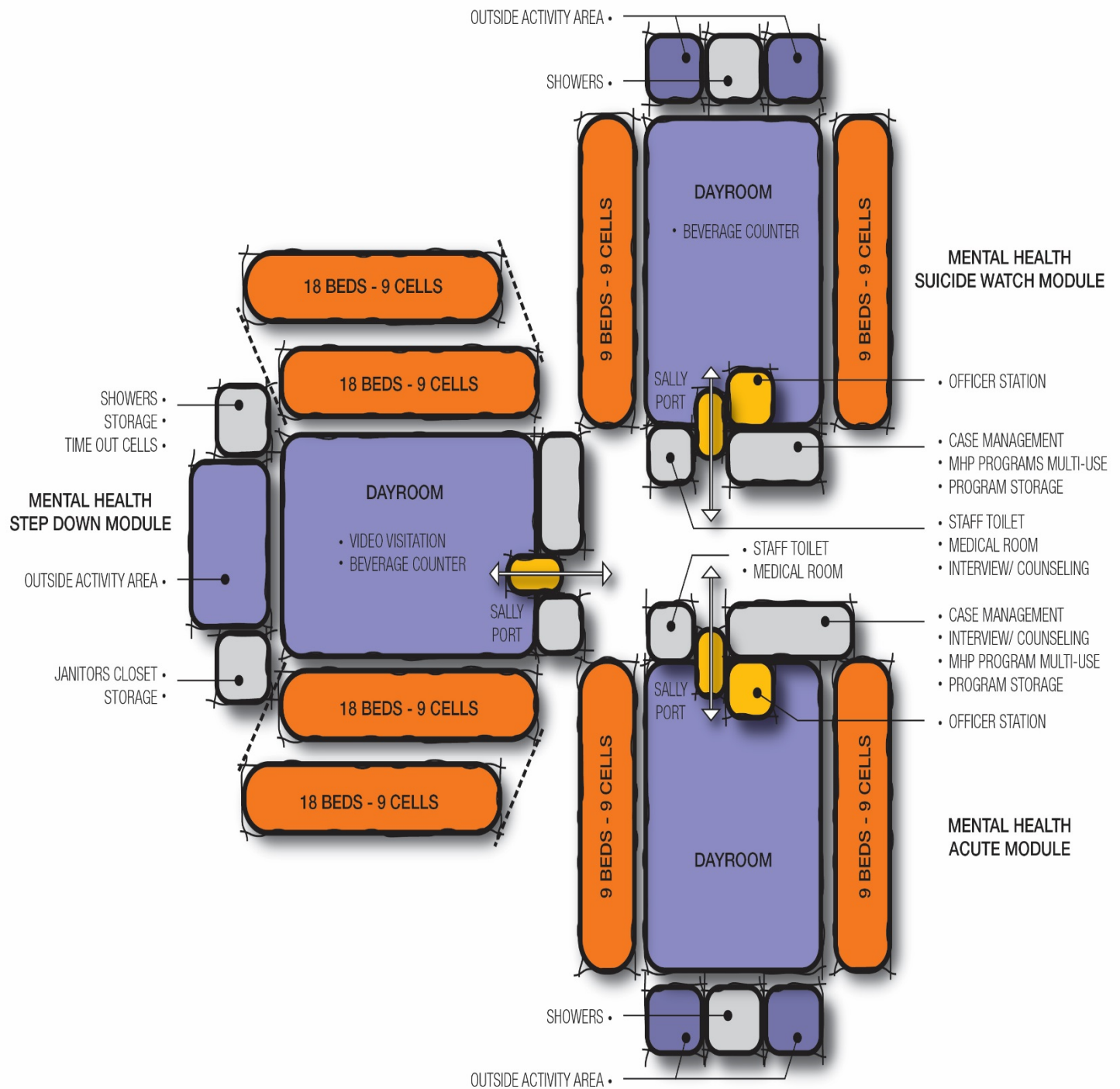
**36 BED/ 36 CELL MENTAL HEALTH SPECIAL NEEDS**

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
10.0 HOUSING						
10.300	Acute Mental Health 18 Single bunks (Single level)					
10.301	Acute Mental Health Cells	1	18	80	1,440	Wet cell, writing desk and stool
10.302	Security Vestibule	5	2	20	200	Interlocking doors
10.303	Day Room - Acute	18	1	35	630	Fixed tables w/ attached stools
10.304	Interview/Counseling Room	1	2	80	160	Individual counseling
10.305	Showers - Acute	1	3	30	90	One H/C accessible, observable from Officer's Station, lockable door w/ view window; dressing alcove
10.306	Officer's Station	1	1	80	80	Included in Day Room
10.307	Case Management	1	1	80	80	Secure workstation
10.308	MH Programs Multi-Use	6	1	25	150	6 inmates and staff computer terminals
10.309	Program Storage	1	2	50	100	Associated with Multi-Use Programs
10.310	Medical Room	4	1	30	120	Sick call and med distribution
10.311	Storage Room	1	1	60	60	Inmate property and general storage
10.312	Staff Toilet	1	1	60	60	Located off the dayroom - ADA Compliant
10.313	Janitor's Closet	1	1	35	35	Service sink, mop holder, shelving; oversize for supplies. One located on each level
10.314	Beverage Counter	1	2	20	40	Area included in Day Room
	Subtotal (NSF)				3,205	

10.320	Mental Health Suicide Watch 18 Single bunks (Single Level)					
10.321	Acute Suicide Watch Cells	1	16	80	1,280	Floor Toilets
10.322	Acute Time out Cells	1	2	80	160	4 Point Restraints - Sensory Deprivation
10.323	Security Vestibule	5	2	20	200	Interlocking doors
10.324	Day Room	18	1	35	630	Fixed tables w/ attached stools
10.325	Interview/Counseling Room	1	2	80	160	Individual counseling
10.326	Showers - Acute	1	3	30	90	One H/C accessible, observable from Officer's Station, lockable door w/ view window; dressing alcove
10.327	Officer's Station	1	2	80	160	Included in Day Room
10.328	Case Management	1	1	80	80	Secure workstation
10.329	MH Programs Multi-Use	6	1	25	150	6 inmates and staff computer terminals
10.330	Program Storage	1	2	50	100	Associated with Multi-Use Programs
10.331	Medical Room	4	1	30	120	Sick call and med distribution
10.332	Storage Room	1	1	60	60	Inmate property and general storage
10.333	Staff Toilet	1	1	60	60	Located off the dayroom - ADA Compliant
10.334	Janitor's Closet	1	1	35	35	Service sink, mop holder, shelving; oversize for supplies. One located on each level
10.335	Beverage Counter	1	2	20	40	Area included in Day Room
Subtotal (NSF)					3,325	

Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
10.0 HOUSING						
10.340	Mental Health Stepdown Inmates - 1 Modules of 36 Cell (Double Bunk)					
10.341	M.H. Stepdown Cells	2	32	40	2,560	Wet cell, writing desk and stool
10.342	M.H. Stepdown Time Out Cells	1	2	80	160	4 Point Restraints - Sensory Deprivation
10.343	M.H. Stepdown ADA Cells	2	2	40	160	
10.344	Security Vestibule	5	2	20	200	Interlocking doors
10.345	Day Room - Stepdown	72	1	35	2,520	
10.346	Interview/Counseling Room	1	4	80	320	Individual counseling
10.347	Showers - Stepdown	1	10	30	300	One H/C accessible, observable from Officer's Station, lockable door w/ view window; dressing alcove
10.348	Officer's Station	1	1	80	80	Included in Day Room
10.349	Case Management	1	2	80	160	Secure workstation
10.350	MH Programs Multi-Use	8	2	25	400	8 inmates and staff computer terminals
10.351	Program Storage	1	2	50	100	Associated with Multi-Use Programs
10.352	Library Resource - Stepdown	6	1	20	120	Book stacks, casual seating
10.353	Video Visitation - Stepdown	1	3	20	60	3 video Visitation Booths
10.354	Medical Room	4	2	30	240	Sick call and med distribution
10.355	Storage Room	1	2	60	120	Inmate property and general storage
10.356	Staff Toilet	1	2	60	120	Located off the dayroom - ADA Compliant
10.357	Janitor's Closet	1	2	35	70	Service sink, mop holder, shelving; oversize for supplies. One located on each level
10.358	Beverage Counter	1	2	20	40	Area included in Day Room
10.359	Mental Health Core					
10.360	Psych Social Worker IV - Acute	13	1	40	520	Work Stations
10.361	Clinical Phycologist(1) / Rec Specialist (3)	4	1	60	240	Cubicles
10.362	Copy / Work Room	4	1	30	120	
10.363	Staff Toilets	1	2	60	120	ADA Compliant
10.364	Outside Activity Area - Acute/Suicide Watch	1	4	150	600	Individual separated exercise modules
10.365	Outside Activity Area - Stepdown	1	1	750	750	Individual separated exercise modules
	Stepdown / Core Subtotal (NSF)				10,080	
	Mental Health Housing Subtotal (NSF)				16,610	Includes Suicide Watch, Acute and Stepdown
	Dept. Gross @ 55%				9,136	
	Total				19,216	

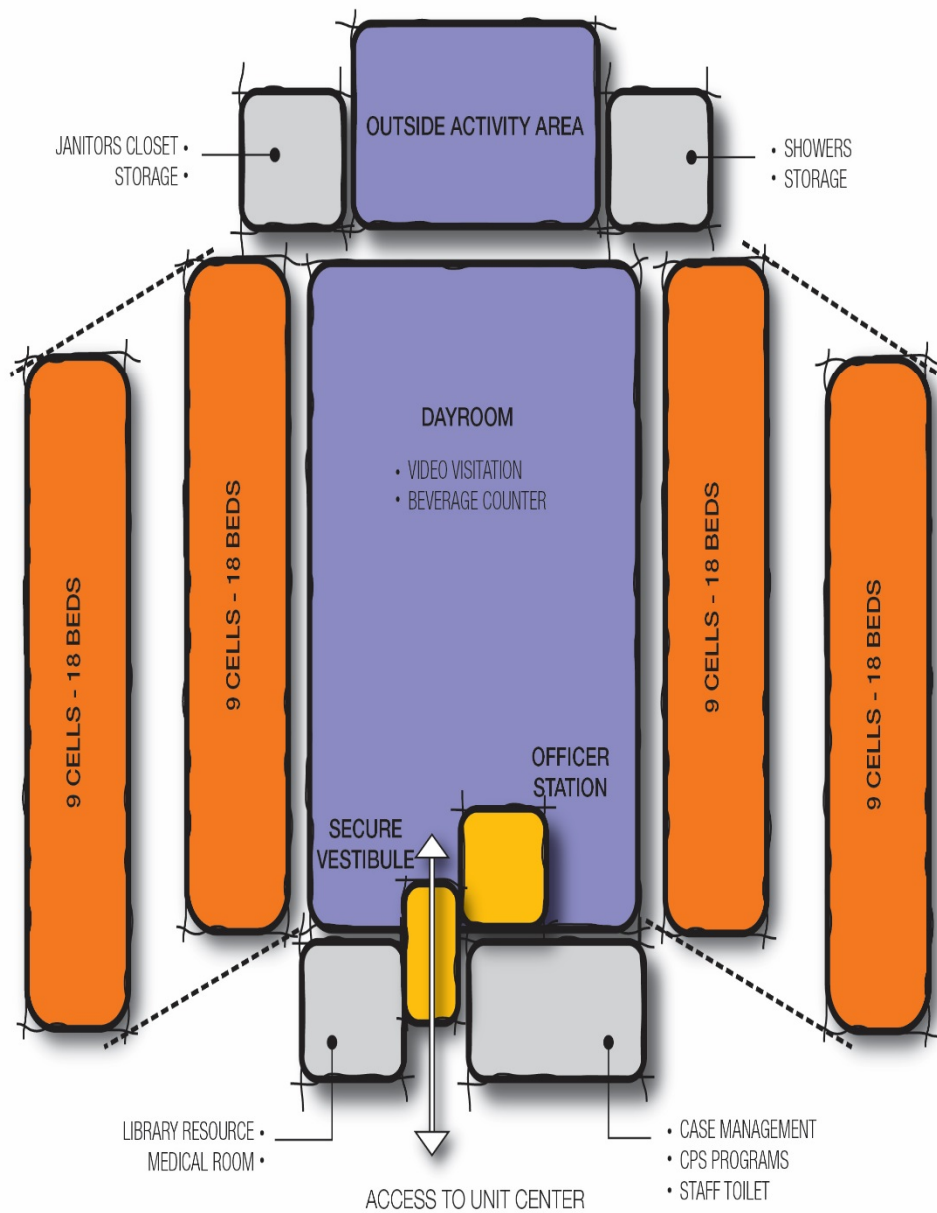
10.400	Special Managements / Mental health Unit Center					
10.401	Staff Toilet	1	2	60	120	ADA Compliant
10.402	Janitor's Closet	1	1	35	35	
10.403	Unit Control	2	1	80	160	Secure room
10.404	Security Electronics	1	1	50	50	
10.405	General Storage	1	1	50	50	
	Subtotal (NSF)				415	
	Subtotal (NSF) 2-centers				830	1 M.H., 1 Maximum
	Dept. Gross @ 30%				249	
	Total				1,079	



10.3 MENTAL HEALTH HOUSING COMPLEX

Space Planning Matrix							
Space		Spaces Requirements				Comments	
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet		
10.0 HOUSING							
	Male Medium / Minimum Security Inmates						
10.500	Male Medium / Minimum Security Inmates - 12 modules of 36 Double Occupied Cells (864 Rated Beds)						
10.501	Inmate Cells	2	34	40	2,720	Wet cell, writing desk and stool, storage locker	
10.502	Inmate Cells - H/C Accessible	2	2	40	160	ADA-compliant, wet cell, writing desk and stool, storage locker	
10.503	Security Vestibule	5	2	20	200	Interlocking doors - entry and exit	
10.504	Day Room	72	1	35	2,520	Fixed tables w/ attached stools	
10.505	Multi-Use Room	15	1	15	225	Room Can be Subdivided	
10.506	Interview/Counseling Room	1	2	80	160	Individual counseling	
10.507	Showers	1	10	30	300	One H/C accessible, observable from Officer's Station, lockable door w/ view window; dressing alcove	
10.508	Officer's Station	1	1	80	80	Included in Day Room	
10.509	Case Management	1	1	80	80	Secure workstation	
10.510	CPS Programs Multi-Use	15	2	25	750	computer terminals - One room can be subdivided	
10.511	CPS Storage	1	2	50	100	Associated with Multi-Use Programs	
10.512	Library Resource	1	8	20	160	Book stacks, casual seating	
10.513	Video Visitation	1	4	20	80	4 video Visitation Booths (6) ADA Compliant	
10.514	Medical Room	4	1	30	120	Sick call and med distribution	
10.515	Storage Room	1	2	60	120	Inmate property and general storage	
10.516	Staff Toilet	1	1	60	60	Located off the dayroom - ADA Compliant	
10.517	Janitor's Closet	1	2	35	70	Service sink, mop holder, shelving; oversize for supplies. One located on each level	
10.518	Beverage Counter	1	1	20	20	Area included in Day Room	
10.519	Outside Activity Area	1	1	750	750	Individual separated exercise modules	
	Subtotal (NSF)				7,925		
	Subtotal (NSF) 12 Pods				95,100		
	Dept. Gross @ 55%				52,305		
	Total				147,405		

10.600	Medium Custody Unit Center - Typical for 4 Living Modules					
10.601	Staff Toilet	1	2	50	100	
10.602	Janitor's Closet	1	1	35	35	
10.603	Unit Control	2	1	80	160	Secure room
10.604	Security Electronics	1	1	50	50	
10.605	General Storage	1	1	50	50	
	Subtotal (NSF)				395	
	Subtotal (NSF) 3 Centers				1,580	
	Dept. Gross @ 30%				474	
	Total				2,054	
	TOTAL AREA (NSF) HOUSING				124,935	
	TOTAL AREA (DGSF) HOUSING				197,282	



72 BED MEDIUM/ MINIMUM HOUSING MODULE

11.0 Male Pre-Release Facility

This program includes a Male Pre-Release Facility which will provide numerous opportunities for inmates who have a short time remaining in their confinement program before they are released back into the community. A high percentage of these individuals come from Halawa where they have served the majority of their sentence. These programs are currently offered at Laumaka and Module 20, which are considerably undersized. Laumaka will remain in place, providing for 96 of the projected 392 beds needed in 10 years. This program provides for 296 rated beds over and above the existing 96 at Laumaka. Programs that will be provided include education, treatment, and work training. A Work Furlough program in which inmates work off site and return at night and weekends will be included.



**TYPICAL 4-PERSON SLEEPING
ROOM WITH BUNKS, WRITING
SURFACE, PERSONAL STORAGE AND
UNEMCUMBERED SPACE**

This program assumes that OCCC and the Pre-Release Facility are either located on the same site or relatively close. This is a relatively low security facility that will be located outside of the OCCC perimeter. While it is separate, it will rely on OCCC for services such as food service and medical care. When needed, Pre-Release inmates will visit the Clinic at OCCC. If this facility is located at a distance from OCCC, additional accommodations will be required. Primary program elements will include Public Lobby/Visitation, Administrative Area, Program Services, and Housing.

Inmate visiting by video - public booths will be located adjacent to the public lobby; inmate booths will be located in the housing units. Visitors will enter the lobby, interact with staff, and will be assigned to a visiting booth.

The Pre-Release facility will include most functions of a normal 24/7 correctional facility. The Administration area will house offices for the administrator and support staff as well as the Custody Chief. This area will be accessed from the public lobby and provide staff support facilities.

The services provided for the Pre-Release inmates will be fairly intensive, preparing them for re-entry to the community. Program services will include educational, vocational, and treatment spaces. Academic and computer literacy classrooms will be provided at this central location. Offices for PSD staff and workstations for visiting 'outside' service providers are included. Substance Abuse treatment/group programs will be provided as well.

Some or all of the inmates located at the Pre-Release facility may be on Work Furlough programs. As they return to the facility, they will go through screening prior to reentering their respective housing units. The 'entry' area will include lockers, search rooms, property storage, and the Community Release office.

The Pre-Release housing will be arranged into 48-bed units with small four-person sleeping rooms that are 'dry'. Inmates will leave their rooms to use the toilet, groom and shower. Handicapped accessibility will be provided. Each sleeping room will include bunks, writing/seating areas, and personal storage areas. Sizing of the rooms will take into consideration ACA Standards for 25 square feet of unencumbered space for each inmate that sleeps in the room. Showers, lavatories, and toilets/urinals will be centralized and accessible from the unit dayroom.

Inmates will do their own personal laundry; laundry rooms will be accessed from the dayrooms. Meals will be served in dayrooms. Video Visitation booths will be provided in the dayrooms for inmate use. The program space lists and functional diagram follows:

Space Planning Matrix						
Space		Spaces Requirements				
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
11.0 PRE-RELEASE CENTER						
11.100	Public Lobby / Visitation					
11.101	Lobby Alcove	5	1	10	50	Covered exterior space
11.102	Secure Vestibule	NA	1	50	50	Lockable doors
11.103	Inmate Visitation Lobby	75	1	15	1,125	Seating in alcove area for visitor waiting
11.104	Check-In Counter	2	1	25	50	
11.105	Control / Monitor Room	1	1	120	120	Control Room with monitors to include equipment. Enclosed secure room, with vision panel to Lobby
11.106	Public Male Toilet (ADA)	3	1	40	120	
11.107	Public Female Toilet (ADA)	3	1	40	120	
11.108	Public Video Visitation	48	1	20	960	Video booths
11.109	Janitor's Closet	1	1	35	35	
	Subtotal (NSF)				2,630	
	Grossing Factor @ 45%				1,184	
	Total				3,814	

11.200	Admin. Area					
11.201	Reception	5	1	20	100	Seating area for five individuals
11.202	Correction Supervisor 2	1	1	200	200	Private office
11.203	Administrative Assistant	1	2	80	160	Large workstation
11.204	Conference Room	15	1	25	375	Conference Table and chairs for 10 individuals
11.205	Bridge Staff	1	5	80	400	Private office
11.206	Custody Chief	1	1	120	120	
11.207	Security Equipment Storage	1	1	100	100	
11.208	Accounting Manager	1	2	120	240	
11.209	Records Manager	1	2	120	240	Large workstation with room for files
11.210	Clerical	1	6	60	360	
11.211	Community Corrections Supervision Staff	2	10	80	1,600	Offices accessible from Lobby
11.212	Coffee/Break Room	12	1	15	180	Small lunch table and vending
11.213	Staff Lockers	60	1	20	1,200	40 male, 20 female (toilet and showers)
11.214	Social Worker	1	1	120	120	
11.215	Day Reporting	1	1	200	200	
11.216	Reporting Interview	3	3	100	300	
11.217	Urinalysis	1	2	50	100	
11.218	UA Samples	1	1	50	50	
11.219	Storage	1	1	100	100	
11.220	Copy Work	1	1	60	60	
11.221	Temp holding	1	4	80	320	24hr hold for return CF
11.222	Staff Toilets	4	2	40	320	One female, one male each to contain one shower
11.223	Janitor's Closet	1	2	35	70	
Subtotal (NSF)					6,915	
Grossing Factor @ 45%					3,112	
Total					10,027	

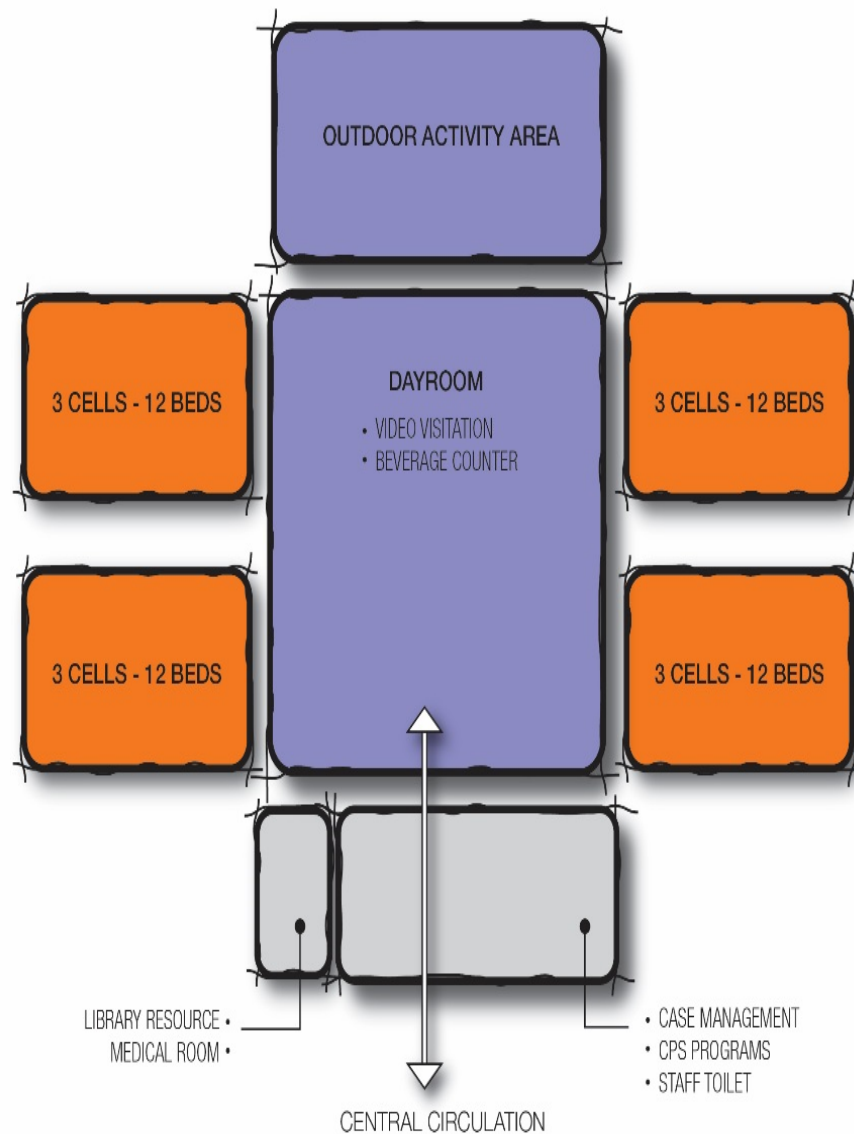
Space Planning Matrix						
Space		Spaces Requirements				Comments
Space #	Space Name	Persons or Items Per Area	Number of Areas	Space Standard	Square Feet	
11.0 PRE-RELEASE CENTER						
11.300	Program Services					Accessible from Housing and Lobby
11.301	Staff Offices	1	20	80	1,600	Office with lockable files and supply storage
11.302	Outside Agencies Workstations	1	20	60	1,200	Workstation/work area for agencies providing services to the population
11.303	Copy and Storage Room	NA	1	80	80	
11.304	Staff Restroom	1	2	60	120	
11.305	Multi-Purpose Treatment Rooms	15	7	20	2,100	Can be contiguous space that is dividable
11.306	Academic Classroom	15	7	25	2,625	
11.307	Computer Literacy Classroom	20	7	25	3,500	
	Library	40	1	25	1,000	
	Central Outdoor Activity Space	15	1	15	225	Outdoor space out side security
11.308	Hair Care	4	3	40	480	To include two chairs and two sinks
	Services					Food service, medical, laundry, General supplies (Dependent on co-Location with OCCC)
11.309	Toilets	1	6	60	360	Two staff, four inmate
11.310	Janitor Closet	1	2	40	80	
		Subtotal (NSF)			13,370	
		Grossing Factor @ 45%			6,017	
		Total			19,387	

11.400	Male Pre-Release					
11.401	Entry Vestibule	25	1	10	250	Entry vestibule to be used as a staging area for entry into receiving area; can be accessed from Lobby.
11.402	Receiving/Locker area	30	1	30	900	Accessed off of Unit Vestibule, to include 1/2 lockers stacked against walls; area also to contain a shower and janitor closet; location is prior to entry into the housing unit
11.403	Search Room	NA	4	80	320	To be located within receiving area and should contain toilet
11.404	Property Storage	NA	1	350	350	
11.405	Community Release Office	3	1	60	180	Accessed off of Unit Vestibule with access to housing corridor
				Subtotal (NSF)	2,000	
				Subtotal (NSF) 7 Units	14,000	
				Dept. Gross @ 50%	7,000	
				Total	23,000	

11.500	Male Housing (336 Beds)					7- 48 BED UNITS
11.501	Dormitory	4	12	40	1,920	Seven 48-bed dormitories
11.502	Toilet/Showers	1	6	140	840	Contained within each dormitory to include 6 toilets, 6 sinks, 6 showers
11.503	Leisure Time Room (Day Room)	48	1	25	1,200	Leisure Activity Rooms
11.504	Video Visitation Booths	1	8	20	160	Two video visitation booths contained within each Leisure Time Room (1) ADA Compliant
11.505	Security Station/Office	1	1	80	80	Security Supervision Staff Station; adjacent to each Leisure Time Room; each station responsible for 48-bed area
11.506	Medical Triage Room	1	1	100	100	Exam and desk spaces; located in close proximity to Leisure Activity Room
11.507	Storage	1	1	50	50	One small storage to maintain institutional supplies
11.508	Unit Laundry	1	1	80	80	Each to contain 2 washer / 2 dryers
11.509	Janitor Closet	1	1	35	35	Placed strategically in common corridor connecting dormitories
11.510	Outdoor Recreation	1	1	500	500	
				Subtotal (NSF)	4,965	
				Subtotal (NSF) 7 Units	34,755	
				Grossing Factor @ 65%	22,591	
				Total	62,311	
				TOTAL AREA (NSF)	71,670	
				TOTAL AREA (DGSF)	118,538	



11.0 PRE-RELEASE AND DAY REPORTING (PRC)



(7) 12-4 PERSON SLEEPING ROOMS @160 EACH

11.500 PRE-RELEASE SECURE HOUSING - 48 INMATE UNITS

In Conclusion

As previously indicated, this interim program serves as a base line for the planning for both the OCCC Detention and Pre-Release components of the project. As sites are evaluated, the programs will be overlaid on the ground to determine how the facility will fit. Where a smaller site might require a tighter footprint and a taller building arrangement, vertical circulation will be a programmatic and design influence. Conversely, a larger site would allow for a single floor layout providing a different type of organization. If PSD determines that Pre-trial and Sentenced are located on different sites, it will be necessary to revisit how services and programs are delivered to the different facility components. This program is a living document to be used as a guide as the planning process moves forward.

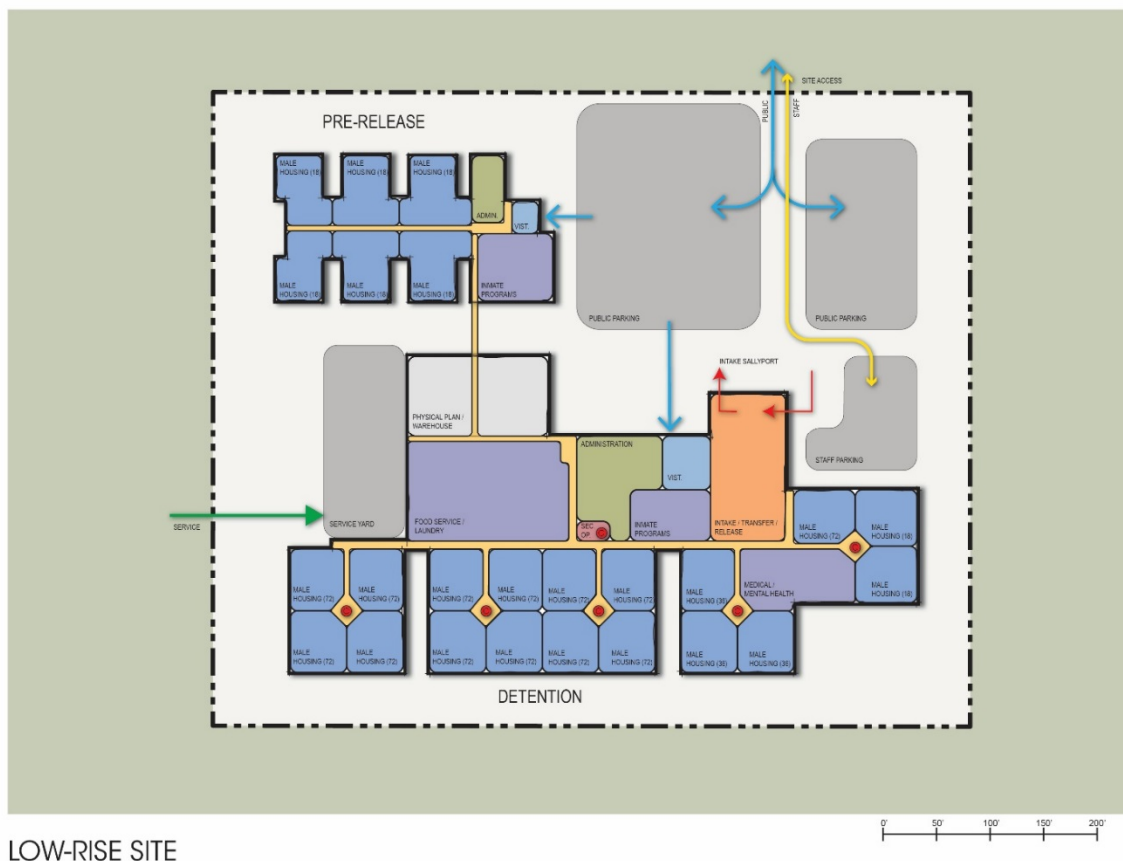
It should be noted that since the female growth requirements identified in the Population Forecast are not addressed in this document, PSD is encouraged to address them in the near future to assure that parity issues are addressed.

Appendix i

Facility Configuration Options

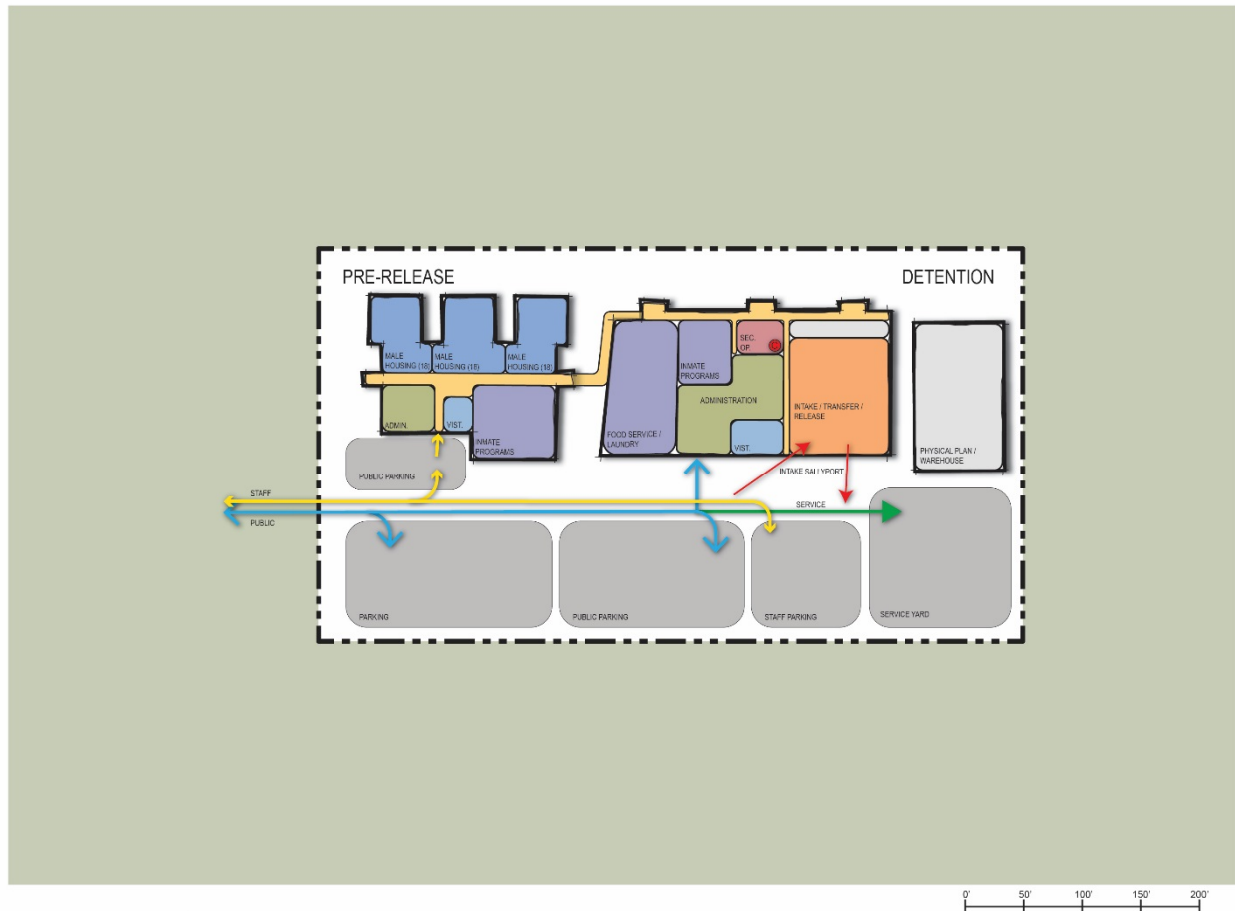
At this point in the planning process there are three potential facility configurations for the OCCC Relocation and Expansion project. With each option there is a minimum site size. These three footprints are to be used in order to evaluate the various sites. Each option has its own advantages and disadvantages from a design, cost, and operational aspect. These issues are to be considered when examining the different sites.

1. **Low-Rise** – This option placed all building components on a single level with the exception of the mezzanine configuration of the housing units. The Pre-Release element is separate from the Detention component.
 - a. With the larger footprint, this option requires a larger site when compared to the other options.
 - b. There is no requirement for elevators.
 - c. Emergency exiting is fairly straight forward.
 - d. Horizontal circulation may require longer travel distances.
 - e. The construction cost and time of a Low-Rise facility is relatively lower.
 - f. The Low-Rise configuration may lend itself to modular construction more easily when compared to others.
 - g. Compliance with ADA requirements is easier.
 - h. Surface parking is included.

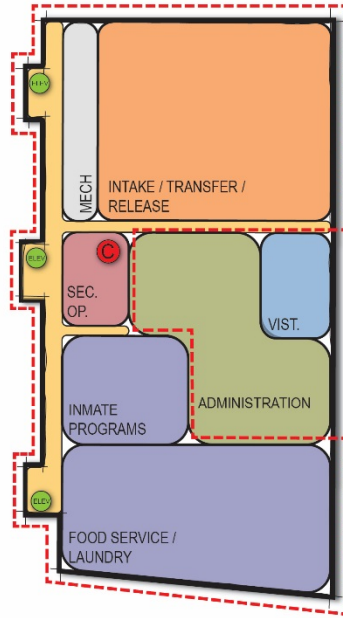




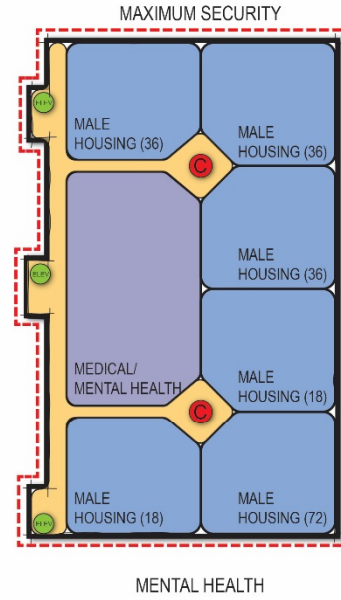
2. **Mid-Rise** – This option would include stacking housing units on top of various other support elements of the program. The Pre-Release element is separate from the Detention component.
- This option will work on a smaller site than the Low-Rise.
 - Elevators will be required for both the Pre-Release and the Detention components of the facility. This leads to additional staff to manage movement.
 - Horizontal travel distances would not be as great as the Low-Rise.
 - Emergency exiting is more complex, relying on enclosed stair wells.
 - The construction cost and construction time may be greater than Low-Rise.
 - The use of modular construction is possible but may not be as appropriate as with the Low-Rise option.
 - Compliance with ADA requirements is achievable but not as easy as Low-Rise.
 - This option assumes surface parking; if the site is smaller, structured parking is required.



MID-RISE SITE



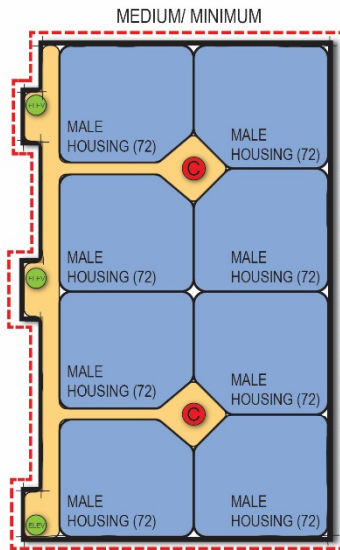
MAIN LEVEL PLAN - 18' FLOOR TO FLOOR
MAIN BUILDING



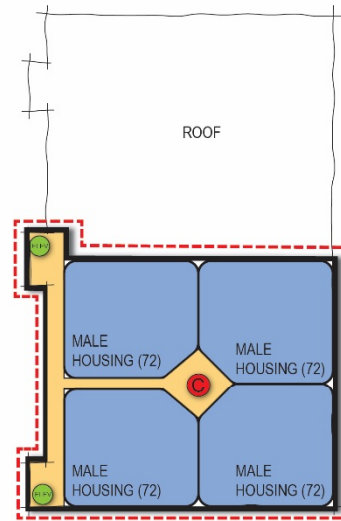
SECOND LEVEL PLAN - 22' FLOOR TO FLOOR
MAIN BUILDING



MID-RISE FLOOR PLANS



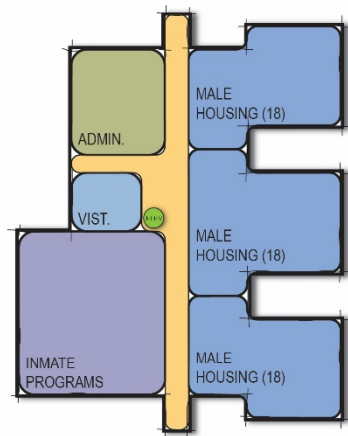
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MAIN BUILDING



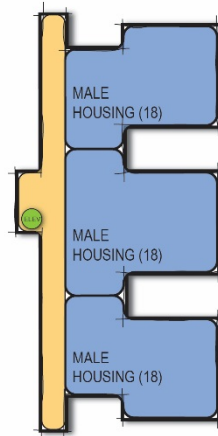
FOURTH LEVEL PLAN
MAIN BUILDING



MID-RISE FLOOR PLANS



MAIN LEVEL PLAN - 18' FLOOR TO FLOOR
PRE-RELEASE FACILITY

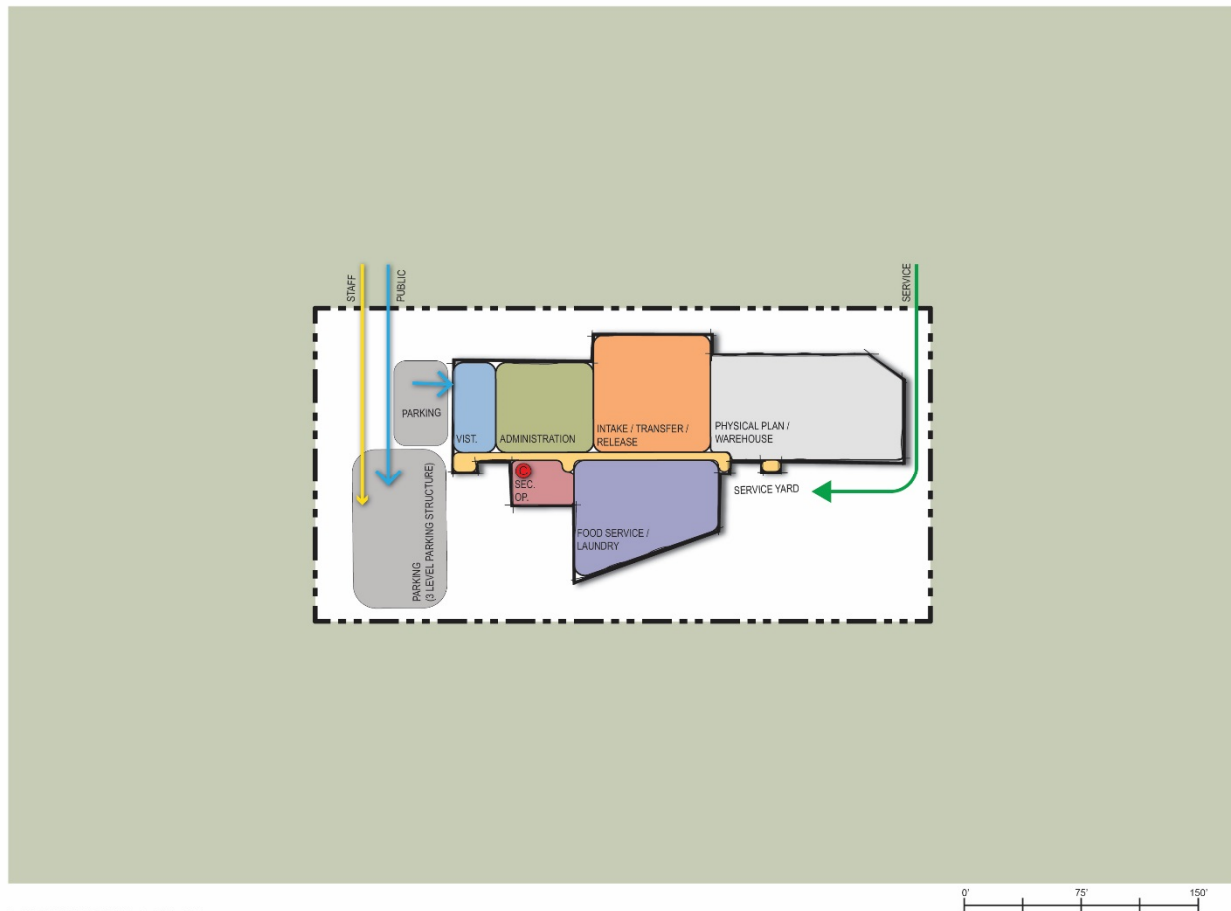


SECOND LEVEL PLAN
PRE-RELEASE FACILITY

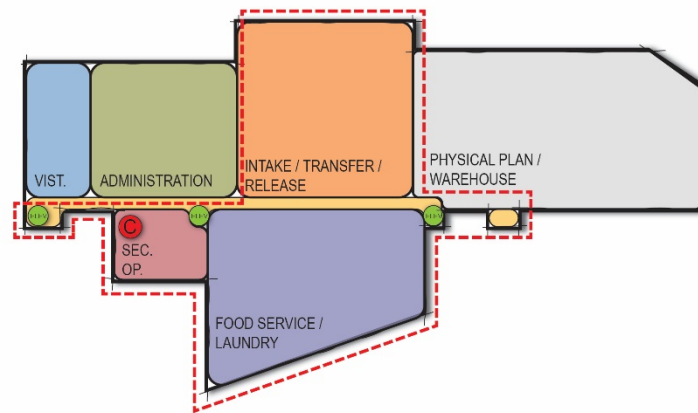
MID-RISE PRE-RELEASE FACILITY FLOOR PLANS



3. **High Rise** – This option would include stacking the entire facility, including Pre-Release, into a single structure.
- a. This option requires the smallest site.
 - b. There is a reliance on an extensive elevator system for movement of personnel and services. This leads to additional staff to manage movement.
 - c. Emergency exiting is more complex, relying on stair wells.
 - d. The construction cost and construction time may be greater than the other two options.
 - e. The use of modular construction is possible but may not be as appropriate as with the Low-Rise option.
 - f. Compliance with ADA requirements is achievable but not as easy as Low-Rise.
 - g. This option assumes structured parking.

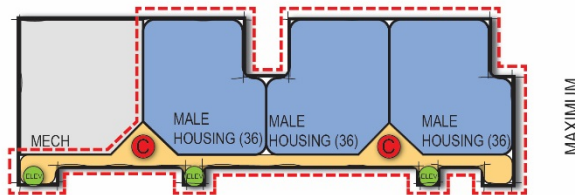
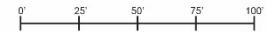


HIGH-RISE SITE

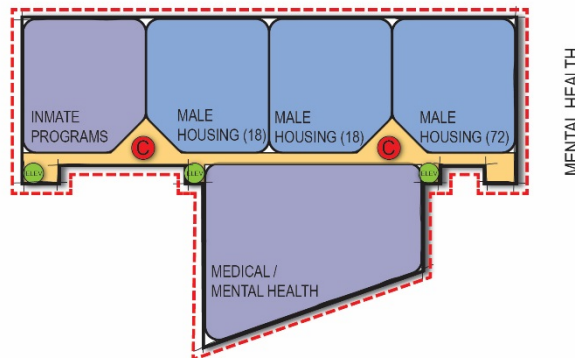


MAIN LEVEL - 18' FLOOR TO FLOOR
MAIN BUILDING

HIGH-RISE SITE FLOOR PLANS



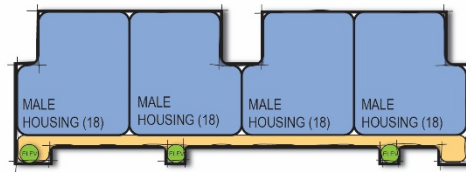
THIRD LEVEL - 22' FLOOR TO FLOOR
MAIN BUILDING



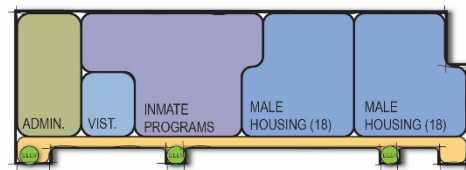
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MAIN BUILDING

HIGH-RISE SITE FLOOR PLANS



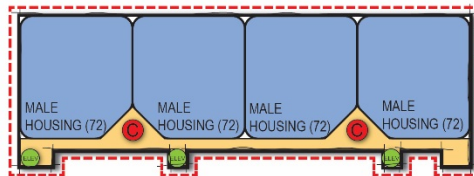


EIGHTH LEVEL
MAIN BUILDING - PRE-RELEASE FACILITY



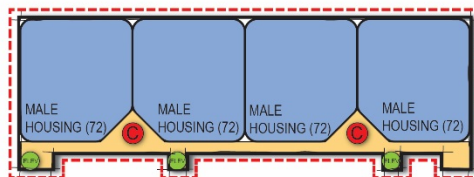
SEVENTH - 18' FLOOR TO FLOOR
MAIN BUILDING - PRE-RELEASE FACILITY

HIGH-RISE SITE FLOOR PLANS



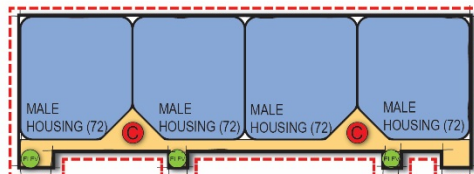
SIXTH LEVEL - 22' FLOOR TO FLOOR
MAIN BUILDING

MEDIUM / MINIMUM



FIFTH LEVEL - 22' FLOOR TO FLOOR
MAIN BUILDING

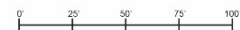
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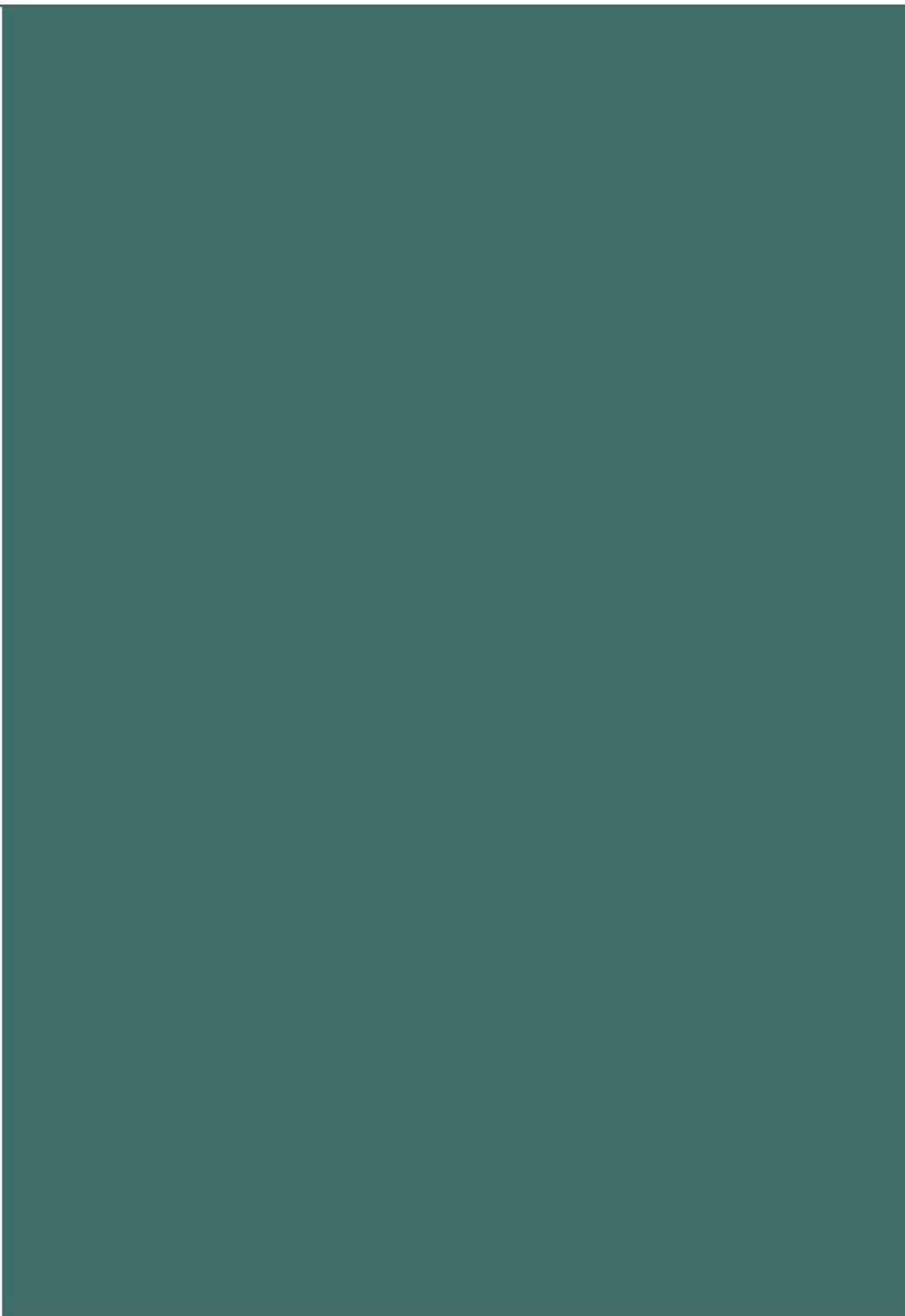
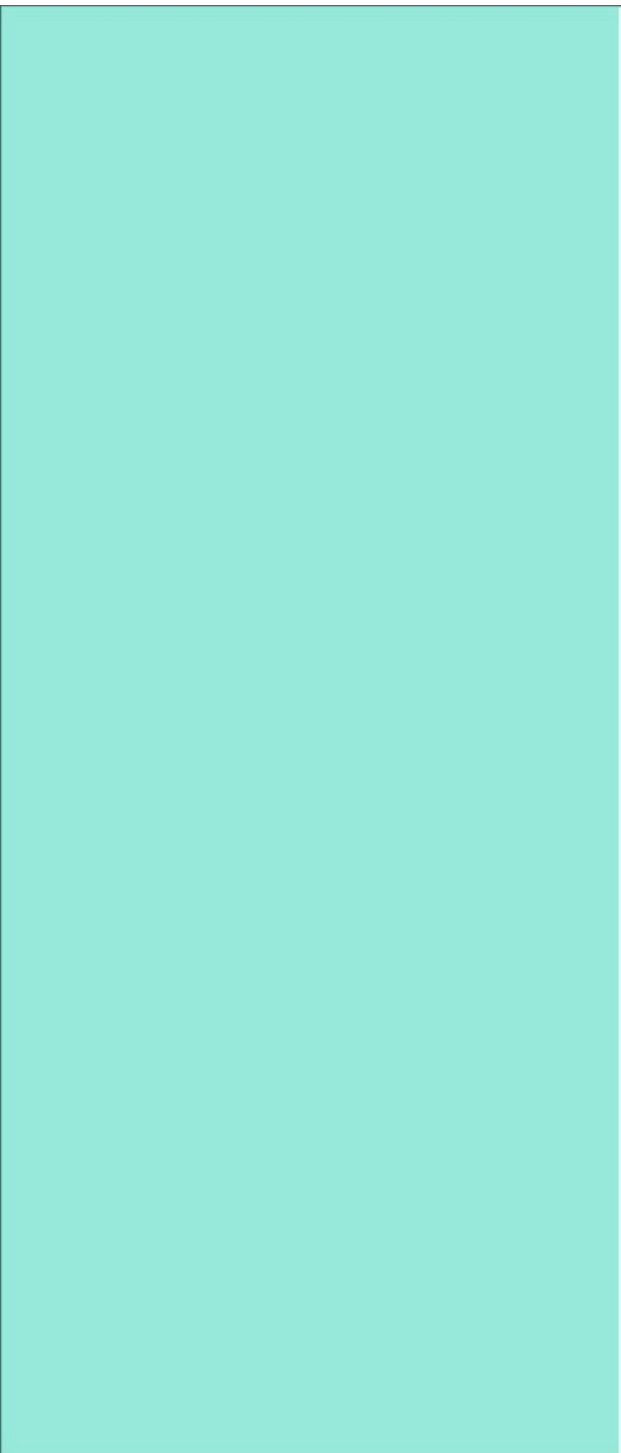
FOURTH LEVEL - 22' FLOOR TO FLOOR
MAIN BUILDING

MEDIUM / MINIMUM

HIGH-RISE SITE FLOOR PLANS



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APPENDIX C

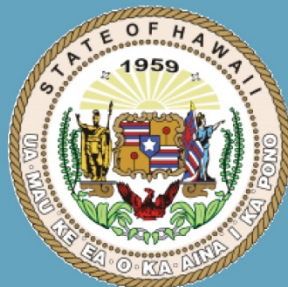
Siting Study

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Siting Study

Oahu Community Correctional Center

January 27, 2017

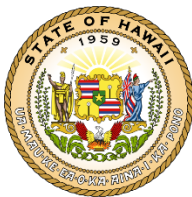


State of Hawaii
Hawaii Public Safety Department

Siting Study

Oahu Community Correctional Center

January 27, 2017



Prepared for:

**Hawaii Department of Public Safety
Hawaii Department of Accounting
and General Services**

Prepared by:



Louis Berger

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EXECUTIVE SUMMARY

The Hawaii Department of Public Safety (PSD) is responsible for carrying out judgments of the state courts whenever a period of confinement is ordered. Its mission is to uphold justice and public safety by providing correctional and law enforcement services to Hawaii's communities with professionalism, integrity and fairness. PSD operates the Oahu Community Correctional Center (OCCC) which houses sentenced (felons, probation, and misdemeanor), pretrial (felons and misdemeanor), other jurisdiction, and probation/parole violators. OCCC provides the customary county jail function of managing both pre-trial detainees and locally-sentenced misdemeanor offenders and others with a sentence of one year or less. OCCC also provides an important pre-release preparation/transition function for prison system inmates when they reach less than a year until their scheduled release.

With increasingly aged and obsolete correctional facilities, PSD is proposing to improve its corrections infrastructure through modernization of existing facilities where feasible and construction of new institutions to replace others where necessary. Among its priority projects is the complete replacement of Oahu CCC (OCCC). Outmoded design and site layout make day-to-day operations more costly than necessary and PSD is proposing to replace the OCCC with a modern facility. To assist with the planning for replacement of the OCCC, the State of Hawaii has assembled a team consisting of representatives of the Department of Accounting and General Services (DAGS), PSD, and a group of specialized consultants led by Architects Hawaii Ltd. (together the "Project Team").

The OCCC siting process consists of three principal phases: site identification, site screening, and detailed site evaluation. With each step, a set of requirements and criteria are applied to guide its analysis and decision-making. By applying these requirements and criteria, PSD can identify and eliminate less suitable sites from further consideration while allowing more suitable sites to move forward to the next phase. As each phase of the process advances, increasing amounts of information are gathered about prospective sites, while considering the advice and input received from community leaders and the public. The review and analysis process continues until PSD determines that suitable sites for building and operating a modern, new OCCC have been identified.

Identifying, evaluating, and ultimately selecting the best site option for developing a new OCCC will ensure that Hawaii's criminal justice system functions in a high-quality manner while addressing the need for modern, efficient and cost effective institutions for current and future offender populations. Development of a new OCCC facility will allow PSD to accomplish its mission, meet the needs of the offender population, and provide for the continued security of offenders, staff and the public at large.

To determine initial viability of the 11 sites in the OCCC inventory, it is necessary to screen each against the established siting criteria. To avoid the time and effort of conducting in-depth evaluations of 11 potential sites, a site screening tool has been used to compare and assess site conditions and characteristics against the siting criteria. Information concerning the 11 sites was gathered and analyzed for:

- Proximity to OCCC workforce, visitors, medical facilities, and legal services and court facilities
- Land area and topography
- Environmental and historic resources including wetlands, cultural, historic and Native Hawaiian resources, threatened and endangered species habitats

- Hazard avoidance including floodplains and tsunami evacuation zones
- Highway access and public transit services
- Utilities including water supply, wastewater treatment, electric power, natural gas and telecommunications services
- Community services including fire protection and EMS, adjoining and nearby land uses

The purpose of the screening process was to quickly and efficiently screen sites with the goal of identifying sites that most closely adhere to PSD's siting criteria. Over the past months all 11 prospective sites were assessed, scored, and ranked for PSD to eliminate sites least suitable for OCCC development while advancing sites judged most suitable for detailed evaluation as part of the Draft Environmental Impact Statement (EIS) preparation phase.

The results of the analysis for each site has been summarized and presented on a Site Screening Scoring Matrix. The matrices include the screening criteria, indicators used to assess sites conditions against the criteria, notes that provide the basis for the analysis and point scores for each criteria. Scores have been totaled for each site and used to compare against other sites. Once all screening criteria were assessed for each prospective site, the 11 sites were scored and ranked as shown below.

Table ES-1: Ranking of Prospective OCCC Sites

Site Location	Site Name	Score	Rank
Aiea	Animal Quarantine Facility	79	1
Kalihi	Oahu Community Correctional Center	76	2
Aiea	Halawa Correctional Facility	58.5	3
Mililani	Mililani Technology Park Lot 17	57	4
Kalaeloa	Kalaeloa Parcels 18A/18B	51.5	5
Waiawa	Waiawa Property 1	50.5	6
Waiawa	Waiawa Property 2	46.5	7
Kalaeloa	Kalaeloa Area Parcel B	41.5	8
Kalaeloa	Kalaeloa Parcels 6A/7	37	9
Kalaeloa	Kalaeloa Barbers Point Riding Club	36	10
Kalaeloa	Kalaeloa Area Parcel C	31.5	11

With completion of the site screening process, PSD determines which sites should continue to advance further through the in-depth study process. At that time, sites eliminated and those continuing forward will be disclosed and publicized to focus attention on the sites to be included within the subsequent EIS study phase.

1.0 INTRODUCTION

1.1 Background

The Hawaii Department of Public Safety (PSD) is responsible for carrying out judgments of the state courts whenever a period of confinement is ordered. Its mission is to uphold justice and public safety by providing correctional and law enforcement services to Hawaii's communities with professionalism, integrity and fairness. PSD operates the Oahu Community Correctional Center (OCCC) which houses sentenced (felons, probation, and misdemeanor), pretrial (felons and misdemeanor), other jurisdiction, and probation/parole violators. OCCC provides the customary county jail function of managing both pre-trial detainees and locally-sentenced misdemeanor offenders and others with a sentence of one year or less. OCCC also provides an important pre-release preparation/transition function for prison system inmates when they reach less than a year until their scheduled release.

With increasingly aged and obsolete correctional facilities, PSD is proposing to improve its corrections infrastructure through modernization of existing facilities and construction of new institutions to replace others. Among its priority projects is the complete replacement of Oahu CCC (OCCC). Located within an approximately 16-acre property at 2109 Kamehameha Highway in Honolulu, OCCC is currently the largest county jail facility in the Hawaii system and can be expected to remain so as it serves the entire Honolulu/Oahu population. From its beginning in 1975 as a part of the county-based community corrections system concept with 456 beds, the facility has been expanded beyond its boundaries to include the nearby Laumaka Work Furlough Center. The OCCC has a design capacity of 628 beds and an operational capacity of 954 beds and consistently operates above these capacities.

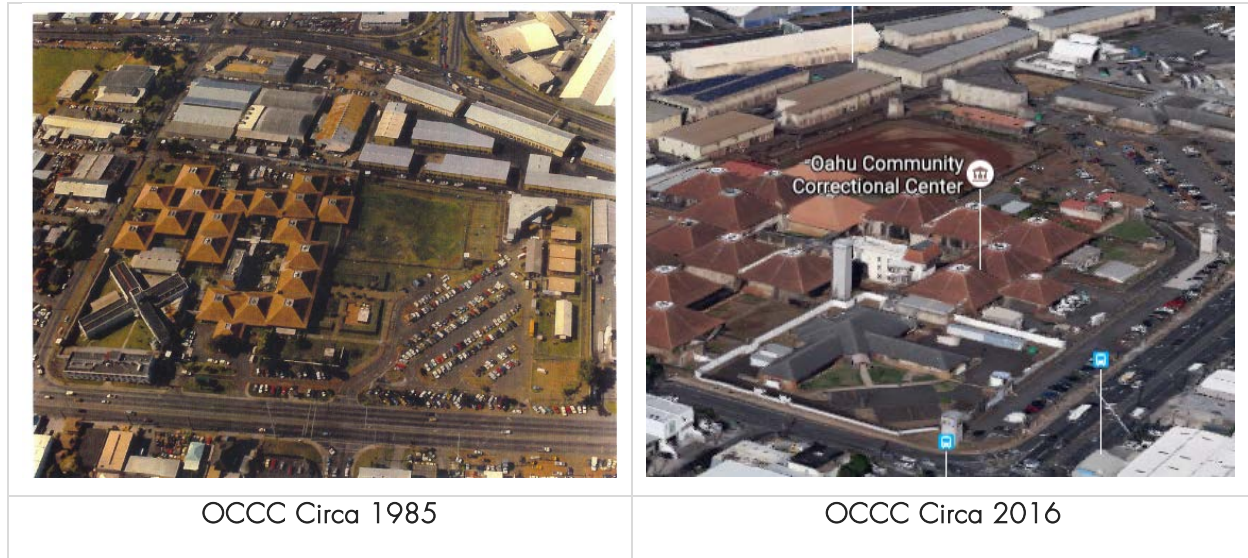


Oahu Community Correctional Center

The current OCCC is out of date, inefficient and no longer meeting PSD needs. Outmoded design and site layout make day-to-day operations more costly than necessary and PSD is proposing to replace the OCCC with a modern facility. To assist with the planning for replacement of the OCCC, the State of Hawaii has assembled a team consisting of representatives of the Department of Accounting and General Services (DAGS), PSD, and a group of specialized consultants led by Architects Hawaii Ltd. (together the "Project Team").

1.2 History of Oahu Community Correctional Center

The facility initially came under state control in 1975, when it was transferred from City and County control as part of the State assuming state-wide responsibility for all aspects of incarceration. Annex 1 to the old jail was completed at the time of transfer. The main jail building, constructed as a 312-cell facility, opened in 1980 and was fully completed and occupied in 1982. At the time it was constructed, it was viewed as a state-of-the-art facility and a positive step in the development of facility design and operations as detention and corrections evolved from the historic “telephone/intermittent surveillance custody and control model” to a more modern podular direct supervision approach to care and custody. From 1978 to 1987, OCCC was both the local jail and primary prison for Hawaii, since the largest portion of the inmate population originated from Oahu.

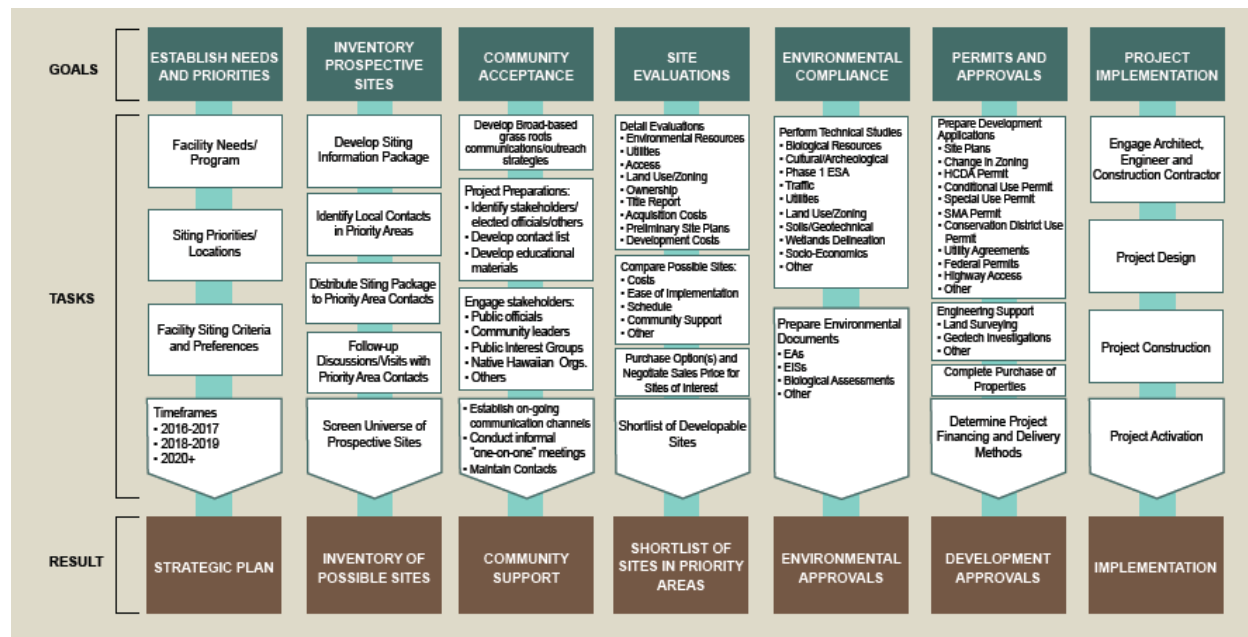


Since 1987, OCCC has functioned primarily as a pre-trial detention facility. While a model at the time of construction, overcrowding and a patchwork of additions makes operation of the facility challenging in terms of security, safety, support services and access to programs. It's important to note that the inmates housed at OCCC are under the jurisdiction of the Judiciary (courts) and not PSD. Detainees in jail can only be released, placed in outside programs or assigned to other alternatives to incarceration by the Judiciary (courts).

2.0 PLANNING FOR NEW OCCC FACILITY

PSD is proposing to replace OCCC with a modern facility that broadens its custody and treatment scope and capability with county/community-based correctional services. While various studies have been performed over the past decade in an effort to determine the feasibility and costs associated with developing a new OCCC, it took this current planning and siting effort to provide a sound basis for the decision to replace the existing OCCC and for moving forward with planning for development of a replacement facility.

Development of a new OCCC is being advanced using a process summarized in Exhibit 1. At its most basic level, the process of planning for a new OCCC facility is similar to developing a business park, medical complex, or other public institution. However, the unique issues and challenges surrounding OCCC development make the process more complex, time-consuming and costly than other projects of a similar scale.



Source: Louis Berger, 2016.

Exhibit 1: OCCC Siting and Development Process

OCCC is currently housing approximately 1,057 individuals. Forecasts show the number of detention beds needed for males at OCCC in 2026 is 959 representing a 9 percent decline from the current population. Approximately one-third of the male population are sentenced inmates. This number is based on the declining trend over the past few years, slight anticipated growth in the City and County of Honolulu population and a peaking factor to account for fluctuations in the inmate population. The forecast also predicts approximately 392 pre-release males with the existing Laumaka Work Furlough Center accommodating 96 (unless expanded or replaced) with a net increase of 296 pre-release beds. Therefore, the total number of new detention and pre-release beds needed to accommodate the OCCC male population is approximately 1,255.

While female inmates are planned to only receive intake services at OCCC, females were included in the forecast in order to understand the system-wide impacts. The number beds needed for female inmates is expected to increase to 243 (from the current 190) with approximately 25 percent representing a sentenced population. Expanding pre-release to the Ho'okipa Unit at the Women's Community Corrections Center will address the need for 38 additional pre-release beds bringing the total of beds needed for females to 281.

It is these forecasted populations that PSD will be responsible for housing and supervising by 2026 and form the basis for planning and programming a new OCCC.

3.0 OCCC SITING PROCESS

The OCCC siting process consists of three principal phases: site identification, site screening, and detailed site evaluation. With each step, PSD applies a set of requirements and criteria to guide its analysis and decision-making. By applying these requirements and criteria, PSD can identify and eliminate less suitable sites from further consideration while allowing more suitable sites to move forward to the next phase.

As each phase of the process advances, increasing amounts of information are gathered about prospective sites, while considering the advice and input received from community leaders and the public. The review and analysis process continues until PSD determines that suitable sites for building and operating a modern, new OCCC have been identified. Throughout the process, the team has sought to strike a balance between the time and effort needed to gather and assess information about particular sites while providing the decision-makers, stakeholders and the public with accurate and timely updates about progress in the siting process.

Identifying, evaluating, and ultimately selecting the best site option for developing a new OCCC will ensure that Hawaii's criminal justice system functions in a high-quality manner while addressing the need for modern, efficient and cost effective institutions for current and future offender populations. Development of a new OCCC facility will allow PSD to accomplish its mission, meet the needs of the offender population, and provide for the continued security of offenders, staff and the public at large.

3.1 Search Area

Replacement of the aging OCCC may occur at its current location in the Makai portion of Kalihi; it may also occur at another location on the Island of Oahu. To provide an equal and unbiased opportunity to all areas of Oahu, the entire island has been considered for possible alternative locations for the proposed OCCC. Therefore, prospective sites that can meet some or most of the key OCCC facility siting criteria anywhere on Oahu have been screened for possible use.

There are, however, areas of Oahu that are more preferable than others for locating a new OCCC facility. When considering alternative sites, it is necessary to determine a preferred search area within which such sites would be favored and, conversely, sites beyond the preferred search area would be less favored although still subject to consideration.

Currently, 585 staff make up the permanent workforce at the existing OCCC. In the event of a relocation away from Kalihi, the ability of PSD to retain existing skilled staff and to recruit staff to operate a new OCCC could be adversely affected. Therefore, in determining the preferred search area, a factor to be considered is the potential impacts on OCCC employees involving their daily commute to and from any potential new facility location. In addressing this aspect of the proposed project, an analysis was performed to help determine the preferred search area for the potential facility location.

The analysis to determine the preferred search area considered the place of residence for the current OCCC workforce at the zip code level. While analysis of employee residences throughout Oahu was the primary method of evaluating the geographic suitability of a new facility location, consideration was also given to the influence of public transit services and major roadways, which provide access for staff to the current OCCC location as well as prospective site locations. Access considerations included major highway routes such as H-1, H-2 and H-3, as well as bus transit services operated by the City and County of Honolulu. Plans for an elevated train line from East Kapolei to the edge of Waikiki along the southern coast of Oahu, currently under construction by the Honolulu Authority for Rapid Transportation (HART), were also considered.

In addition to the OCCC workforce, consideration has been given to the potential for impacts to friends, family members, and volunteers as well as to the judiciary and medical community within which the OCCC operates. Since the OCCC acts as the local detention center for the First Circuit Court, proximity to the courthouse and the associated legal infrastructure is an important factor. This is also the case for proximity to medical facilities which

provide treatment and care not available within the OCCC itself. So, although sites identified anywhere on Oahu have been considered, it is important to recognize the importance for locating a new OCCC in reasonable proximity to where the First Circuit Court and major medical facilities are located. To provide a basis for determining the preferred search area, Oahu was divided into six geographic areas:

- Central Oahu
- Greater Honolulu
- West Oahu
- Windward Oahu
- East Oahu
- North Shore

Table 1 presents the 39 zip codes included in the analysis and the number of current OCCC employees residing within those zip codes. All 39 zip codes are shown in Exhibit 2 and each zip code associated with the six geographic areas is shown in Exhibit 3.

Table 1: OCCC Staff Place of Residence by Zip Code and Geographic Area

Zip Code	OCCC Staff Population by Geographic Area					
	Central Oahu	Greater Honolulu	West Oahu	Windward Oahu	East Oahu	North Shore
96701		26				
96706			59			
96707			39			
96712						0
96717						6
96730						0
96731						5
96734				17		
96744				47		
96762						12
96782		25				
96786	17					
96789	33					
96791						3
96792			50			
96795				15		
96797			39			
96813		8				
96814		10				

Zip Code	OCCC Staff Population by Geographic Area					
	Central Oahu	Greater Honolulu	West Oahu	Windward Oahu	East Oahu	North Shore
96815		8				
96816		22				
96817		30				
96818		35				
96819		36				
96821					6	
96822		15				
96823		2				
96825					7	
96826		12				
96837		1				
96858		0				
96861		0				
96863				0		
96857			0			
96797			0			
96820		0				
96853		0				
96860		0				
96844		0				
Total OCCC Staff Population	50	230	187	79	13	26
Percent of Total OCCC Staff	8.5%	39.3%	31.9%	13.5%	2.2%	4.4%

Note: Zip codes shaded in gray do not fall within that study area.

Source: Hawaii Department of Public Safety, May 2016.

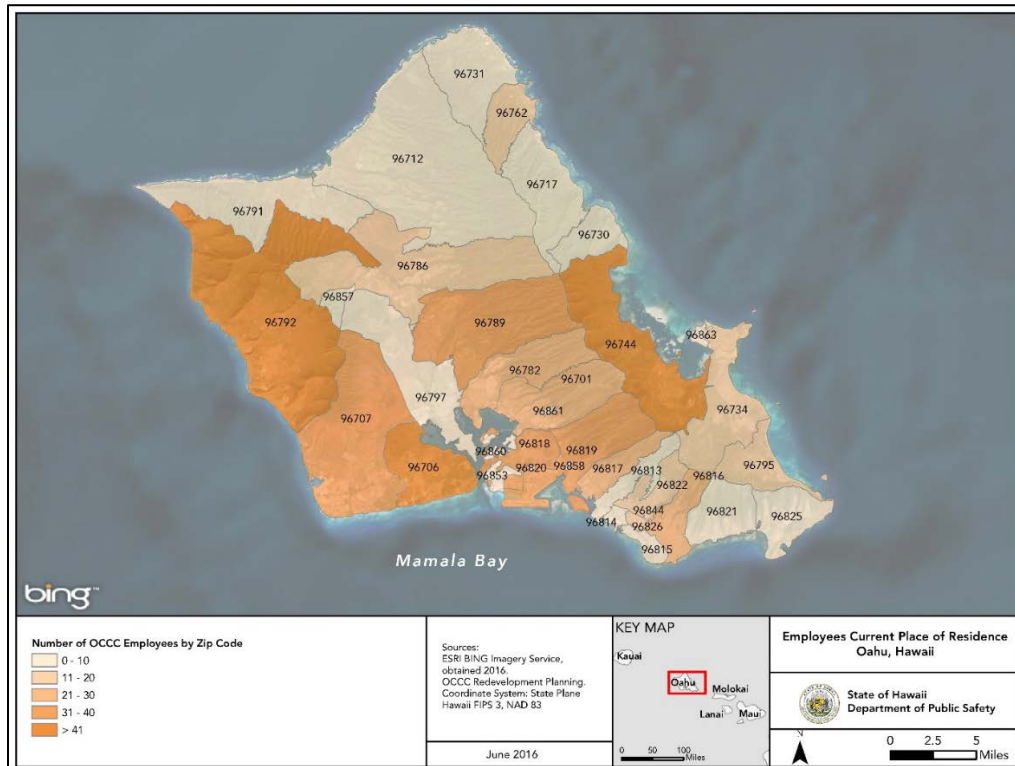


Exhibit 2: OCCC Staff Density by Zip Code of Residence

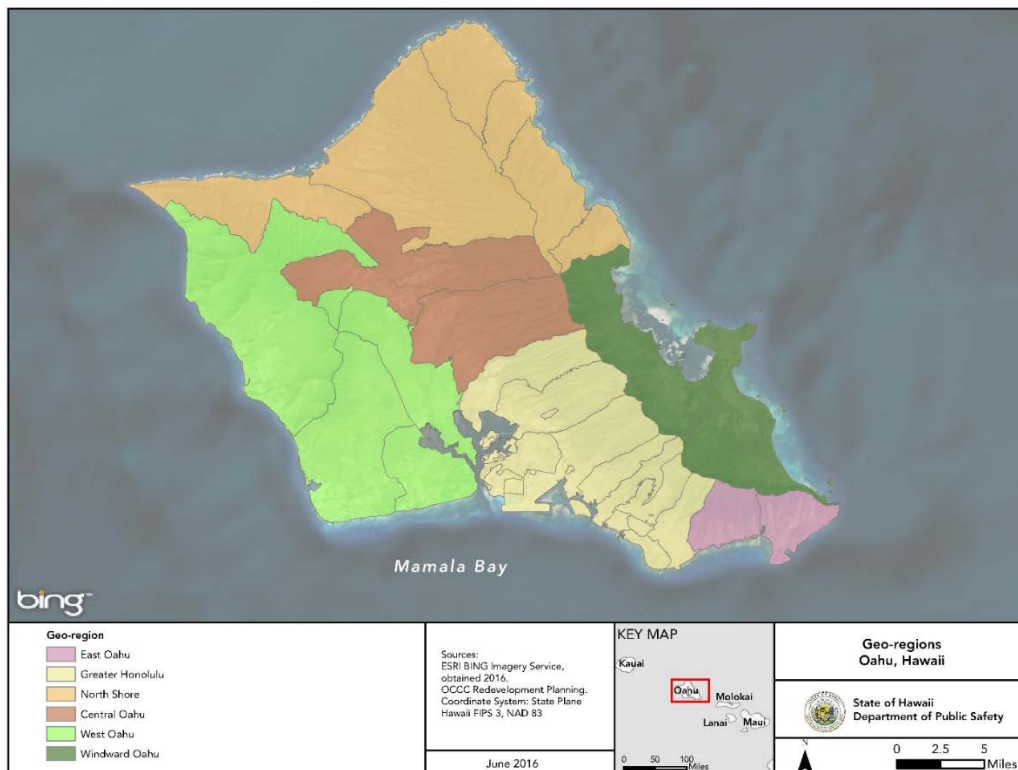


Exhibit 3: Zip Code-Based Geographic Areas

3.2 Search Area Findings

Upon review of OCCC staff residence data, several salient characteristics of staff distribution are evident, as described below.

- As would be expected, 40 percent of the total 585 OCCC staff (239) reside within the 19 zip codes that compose the Greater Honolulu area. A large percentage of island residents live within the Greater Honolulu area and, not surprisingly, a majority of the OCCC staff have chosen to reside within a relatively short distance to their place of work. Enhancing the appeal of this area is the easy access to the regional highway network and as well as public transit services (The Bus). Also located within this geographic area is the Halawa Correctional Facility.
- Approximately 32 percent of the OCCC staff (187) reside within the six zip codes comprising the West Oahu area. H-1 serves as the major freeway providing access between West Oahu and the Greater Honolulu area (and the OCCC and Halawa Correctional Facility). With the rapid pace of development and a more affordable cost of living in the West Oahu area, island residents in large numbers are moving to this area. When completed, the light rail system currently under construction would enhance access between West Oahu and the Greater Honolulu metropolitan area.
- Approximately 28 percent of the OCCC staff (168) reside in the 14 zip codes comprising the remainder of Oahu. Of that total, 50 staff (approximately 9 percent) live in the two zip codes in Central Oahu; 79 staff (approximately 14 percent) live in the four zip codes comprising the Windward Oahu; 13 staff (approximately 2 percent) live in the two zip codes comprising the East Oahu area; and 26 staff (approximately 4 percent) live in the six zip codes comprising the North Shore area of the island.

From the more remote and distant areas of the island, access to metropolitan Honolulu and the current OCCC involves a greater level of difficulty (drive distance and drive time) for employees compared to employees already residing in the Central Oahu and Greater Honolulu areas. The distance involved in a daily commute could increase if the OCCC were relocated to West Oahu area, however, travel would be a reverse commute (away from the peak hour congestion) and is not be expected to result in a significant adverse impact on OCCC staff.

With approximately 40 percent of staff residing in the Greater Honolulu area, replacing the OCCC at its current location or relocating the OCCC within the Greater Honolulu area (including at the Halawa Correctional Facility) would have little or no adverse impact upon the commuting patterns or travel time by current OCCC employees. By contrast, staff residing in northern Oahu, who account for only 4 percent of the total workforce, would continue to experience relatively long travel times regardless of where the replacement facility is eventually sited.

Based on these findings, a preferred search area has been identified that encompasses the Greater Honolulu and the East Oahu and West Oahu areas. The area generally extends westward to encompass Kapolei, southeast to Ward Avenue to encompass the First Circuit Court, and north of H-1 to include the Halawa Correctional Facility. The preferred search area is illustrated in Exhibit 4.

The preferred search area encompasses an area of Oahu which would provide reasonable access for nearly 80 percent of current OCCC staff. This area also encompasses large population centers on Oahu and would be expected to be accessible to any facility location. Most potential replacement facility locations within this area would also be generally accessible to public transit, court facilities and other institutional facilities providing for administrative support to the OCCC.

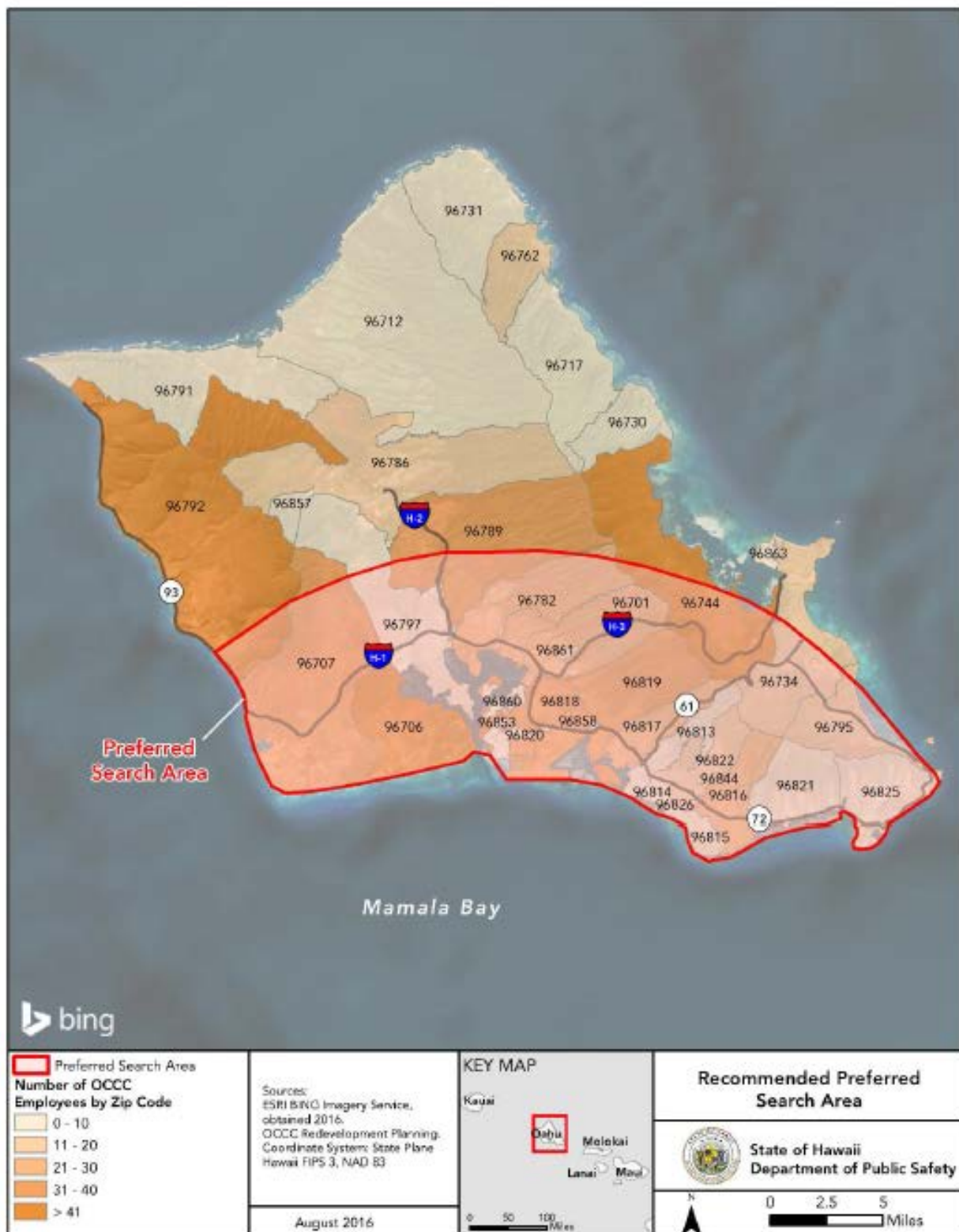


Exhibit 4: Preferred Search Area for OCCC Replacement Facility

4.0 SITING CRITERIA

4.1 Introduction

Identifying prospective sites with criteria in mind is the next step in determining whether development is feasible at a particular site and if the site and its surroundings are well-suited to host the facility. At the same time, it is recognized that identifying sites that strictly adhere to all siting requirements is unlikely to be successful and will result in elimination of viable sites from consideration. Therefore, flexibility is necessary to achieve the desired result; sites that can be developed for OCCC use within a preferred search area, at reasonable cost, and with minimal adverse environmental impacts. The criteria to be considered when evaluating prospective sites encompass six principal categories:

- Proximity
- Land and environment
- Infrastructure
- Community services/other
- Development costs
- Community acceptance

Each is described below along with the recommended relative importance (weighting) to be considered, adjusted as necessary, and utilized during the site identification and evaluation process.

4.2 Criteria: Proximity

4.2.1 Proximity to PSD Staff, Visitors, and Others

Successful OCCC operation depends on convenient access by those responsible for operating the facility as well as family members, friends, volunteers, vendors and others visiting the facility on a regular basis. Therefore, where possible, prospective OCCC sites should be located in areas readily accessible to current and future PSD employees, visitors, and others. Sites requiring long drive times from major population centers will reduce the likelihood that PSD staff, visitors, volunteers, and others who interface with the OCCC will continue to support the facility.

4.2.2 Proximity to Medical and Treatment Providers

Efficient and effective operation depends on ready access to medical facilities and specialists not available within the OCCC itself. Therefore, sites should be located in areas with reasonable access to medical facilities and services used by the current OCCC. Sites requiring long drive times to reach such facilities and specialists are less appealing than those with shorter drive times.



4.2.3 Proximity to Legal Services

OCCC operation also depends on ready access to the First Circuit Court and various legal services and infrastructure. Therefore, sites should be located in areas with reasonable access to the courts and other legal system facilities. Sites requiring long drive times to reach such facilities are less appealing than those with shorter drive times (although greater use of communications technology in the future may reduce this dependence).



Recommended Proximity Criteria Weighting: 20 of 100.

4.3 Criteria: Land and Environment

4.3.1 Land Area

Development of a new OCCC facility requires sufficient land area for placement of structures, employee and visitor parking areas, as well as a buffer zone between the facility and neighboring developments. A minimum land area has been determined to be approximately 20 acres using a mid-rise or high-rise design solution; a low-rise campus design would require a minimum of approximately 25+ acres. Larger sites are more appealing than smaller sites.

4.3.2 Site Topography

Site topography influences facility placement, layout and design, as well as construction costs associated with site preparation. Sites as near to level (0–2 percent slope) as possible with average slope across the site limited to less than 5 percent are preferable to sites with pronounced changes in topography.



4.3.3 Soil Characteristics

Construction costs can increase significantly where soils having unusual or challenging characteristics (i.e., shallow bedrock, collapsible soils, high water table, liquefaction potential, etc.) are found. Sites with a preponderance of soils exhibiting challenging building conditions and characteristics or require costly removal or mitigation measures are less appealing than those without such characteristics or requirements.

4.3.4 Critical Environmental Resources

Wetlands are lands inundated by surface or ground waters with “a frequency to support under normal circumstances a prevalence of vegetative or aquatic life that requires saturated or seasonally saturated soil conditions for growth and reproduction” (U.S. Army Corps of Engineers). The alteration or loss of wetlands can result in habitat loss, increased flooding, and decreased ground water recharge. Development of lands designated as wetlands can also involve significant additional time and resources to satisfy the regulatory review and approval processes. Sites containing areas of wetlands that cannot



be avoided or require costly or time-consuming permitting and mitigation are less appealing than those without such characteristics or requirements.

Similarly, lands containing habitats for rare, threatened or endangered flora and fauna should be avoided. Development of sites designated as critical habitats can involve considerable time and resources to satisfy the regulatory review and approval processes and are less appealing than those without such characteristics or requirements.



4.3.5 Cultural, Archaeological and Native Hawaiian Sites and Resources

State and federal cultural, archaeological or Native Hawaiian sites and resources are important to Hawaii and should be preserved and protected. Development of lands designated as important state or federal cultural, archaeological or Native Hawaiian sites and resources can damage such resources and involve significant additional time and costs to satisfy the regulatory review and approval processes.

Construction costs and challenges to development increase significantly where cultural, archaeological, and Native Hawaiian sites, are found.

Prospective sites containing cultural, archaeological or Native Hawaiian resources that cannot be avoided or require costly or time-consuming permitting and mitigation measures are less appealing than those absent such features or requirements.



4.3.6 Hazards Avoidance

Flooding and Tsunami Inundation Areas

The volume and momentum of rushing water at flood stage or resulting from a tsunami has the potential for creating a wide path of destruction. Such flooding and inundation could significantly disrupt OCCC facility operations, adversely affect facility security, risk the safety of inmates and staff, and cause severe structural damage. Therefore, prospective OCCC sites that may be adversely affected by flooding or lie within tsunami inundation areas are less appealing than those with no flood or inundation potential.



Geologic Faults and Seismic Zones

The nature of geological fault zones and active seismic areas presents a potential threat to the integrity of structures, institution security, and the welfare and safety of inmates and staff. As a result, prospective OCCC sites should avoid such areas when possible.



Landfills and Related Disposal Sites

Lands previously used for the disposal of solid or liquid wastes have the potential for methane gas releases, leachate formation, and settlement that can damage structures, parking areas, access roadways, and utilities. Sites exhibiting contamination or containing areas previously landfilled with solid and other wastes should be avoided.



Emergency Evacuation

Prospective OCCC sites located in proximity to hazardous waste treatment/disposal facilities, petrochemical plants, fuel storage tanks and similar uses and activities should be avoided. Such uses represent potential health and safety risks and during emergencies, may require evacuation, which is not an option for the proposed facility.



Recommended Land and Environment Criteria Weighting: 15 of 100.

4.4 Criteria: Infrastructure

4.4.1 Roadway Access

OCCC facility operation depends on a workforce, service providers, and others having access to the network of regional highways and connections to local roadways. Therefore, prospective OCCC facility sites should be located within areas readily accessible to the regional highway network. Access should be via well-constructed and well-maintained roadways with no obstructions, height limitations or weight restrictions. Access to public transit service is considered beneficial.



4.4.2 Water Supply Service

Potable water supply service is a basic requirement to the functioning of the OCCC. New OCCC facility sites, therefore, should be within areas serviced by a public/private potable water utility capable of providing an uninterrupted supply of approximately 150,000 gallons of water daily. Locations which minimize the cost for extending, upgrading or otherwise improving water supply service are preferred over sites requiring costly improvements. In areas where public/private water supply systems are unavailable or incapable of meeting facility requirements, development of an on-site or independent water supply system would need to be considered. However, connection to the public water supply system is preferred.



4.4.3 Wastewater Treatment Service

Wastewater treatment service is a basic requirement to the functioning of the OCCC. Therefore, prospective OCCC sites should be located within areas serviced by public wastewater collection and treatment systems with the capability to collect and treat approximately 135,000 gallons daily. Locations which minimize the costs associated with extending, upgrading or otherwise improving wastewater systems are preferred over sites requiring costly improvements. In areas where public wastewater systems are unavailable or incapable of meeting facility needs, an on-site or independent wastewater treatment and disposal system would need to be considered; however, connection to the public wastewater treatment system is preferred.



4.4.4 Electric Power Service

Electric power service is a basic requirement to the functioning of any large public institution including the proposed OCCC facility and all prospective sites should have access to electric power transmission systems. Sites which minimize costs associated with extending, upgrading or otherwise improving power supply equipment necessary to service the facility are preferred over sites requiring costly improvements.



4.4.5 Natural Gas Service

Natural gas supply is typically a basic requirement to the functioning of large public institutions including the proposed OCCC facility and therefore sites should be located within areas serviced by natural gas suppliers. An underground synthetic natural gas (SNG) distribution system reportedly supplies the majority of the businesses and residents on Oahu from Kapolei to Hawaii Kai. Other areas of Oahu not served by the SNG infrastructure are provided with propane gas, which is distributed underground from a central storage facility. Other customers outside of the service areas for these two distribution systems are serviced through delivery of propane. Access to the SNG distribution system is considered beneficial.

4.4.6 Telecommunication Services

Telecommunications service is a basic requirement to the functioning of a detention facility. Sites should be located within areas served by telecommunications operators providing local, long distance, and mobile services. Locations which minimize the cost for extending, upgrading or otherwise improving telecommunications service are preferred over sites requiring costly improvements.



Recommended Infrastructure Criteria Weighting: 20 of 100.

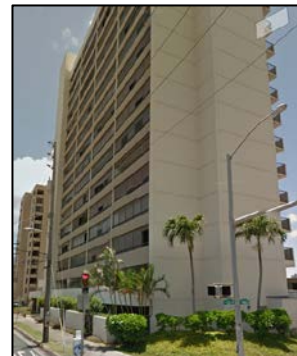
4.5 Criteria: Community Services/Other

4.5.1 Emergency Response Services

Sites should be located in or near areas served by municipal/county police and fire departments employing full-time police officers, trained firefighters, dispatchers and support personnel and equipment. Although PSD relies upon its staff and resources to ensure overall facility security, support from additional law enforcement resources is desirable in the event of an emergency. While new facilities are fire resistive and have fire and smoke detectors, sensors, and sprinkler systems, it is advantageous to have back-up support from nearby fire protection resources in the event of an emergency. Sites should also be located in proximity to public/private hospitals providing 24-hour emergency services. Although new facilities include fully equipped and staffed medical units, it is advantageous to have emergency medical services available if a serious accident, illness or similar emergency occurs.

4.5.2 Adjoining and Nearby Land Uses

Sites containing homes or commercial uses should be avoided to eliminate the need to relocate residents or businesses. Sites bordering upon residential neighborhoods, local parks and playgrounds, schools, religious and cultural sites, and similar land uses should also be avoided. Provision of a buffer from such developments reduces land use compatibility conflicts.



4.5.3 Ownership

Property acquisition should be able to be accomplished with relative ease. Sites consisting of only one parcel or relatively few individual parcels requiring acquisition are favored over sites involving numerous parcels. The same is true of ownership; sites to be acquired comprising a single owner are favored over sites involving multiple owners. In addition, sites should be free of deed restrictions and covenants and include surface and subsurface water and mineral rights as applicable. Use of public lands shall be considered when available, practical, and equal to or better suited than private lands.

4.5.4 Ability to Share Services

Co-locating institutions of a similar nature offers potential cost savings during operation of both facilities. Locating the proposed OCCC facility on or near PSD-operated correctional facilities on Oahu could allow for the sharing of services, equipment, and under certain circumstances, manpower.

Recommended Community Services/Other Criteria Weighting: 10 of 100.

4.6 Criteria: Development Costs

Each prospective site has unique features, conditions and characteristics that result in higher or lower construction costs. Sites that result in high costs to develop (i.e., land acquisition, site preparation, infrastructure improvements, environmental mitigation, etc.) relative to other sites should be avoided. The total cost to develop, considering land acquisition, site preparation, infrastructure improvements, and building construction, shall be the basis for comparison between prospective sites.

Recommended Development Costs Criteria Weighting: 25 of 100.

4.7 Criteria: Community Acceptance

Sites located in or near communities that have expressed the willingness to accept community correctional facility development are preferred. Communities willing to accept such facilities are more likely to assist with provision of local services while avoiding costly and time-consuming legal and other challenges.

Recommended Community Acceptance Criteria Weighting: 10 of 100.

4.8 Summary

The above discussion describes the rationale for criteria against which prospective sites will be objectively and consistently screened. Screening is the first step in determining whether development is feasible at a particular site and if the site and its surroundings are well-suited to host the facility. The criteria to be considered encompass six principal categories (Proximity, Land and Environment, Infrastructure, Community Services/Other, Development Costs, and Community Acceptance) and 19 subcategories. Each is listed in Table 2 along with their relative importance (weighting) to be utilized during the site identification and screening process.

Table 2: OCCC Facility Siting Criteria and Weightings

Category	Recommended Weighting
Proximity	20
Proximity to Staff, Visitors, Others	
Proximity to Medical and Treatment Providers	
Proximity to Legal Services	
Land and Environment	15
Land Area	
Topography	
Soil Characteristics	
Critical Environmental Resources	
Cultural, Archaeological and Native Hawaiian Sites and Resources	
Hazards Avoidance	
Infrastructure	20

Category	Recommended Weighting
Roadway Access	
Water Supply Service	
Wastewater Treatment Service	
Electric Power Service	
Natural Gas Service	
Telecommunications Service	
Community Services/Other	10
Emergency Response Services	
Adjoining and Nearby Land Uses	
Ownership	
Ability to Share Services	
Development Costs	25
Community Acceptance	10
Total	100

5.0 IDENTIFYING ALTERNATIVE OCCC SITES

Since mid-2016, the OCCC team focused its efforts on identifying properties capable of accommodating development of the new OCCC using the following set of initial facility and siting requirements to guide the search process:

- Land area of approximately 20+ acres
- Few development/environmental constraints (topography, wetlands, floodplains, cultural and historic sites, etc.)
- Absent current or past land uses that could pose a risk of contamination
- Compatibility with surrounding/nearby land uses (light industrial, commercial, agricultural, vacant)
- Ability to access to water supply and wastewater treatment systems
- Ability to access to electric power supply service
- Ability to access telecommunications networks
- Access to the regional highway network

Concurrent with establishing the initial facility and siting requirements, PSD and its project team conducted outreach to identify prospective sites for development of a new OCCC. Over these months, the OCCC team engaged the Oahu real estate community, government agencies, public and private land owners, and the public to identify and offer potential OCCC development sites. As noted earlier, the entire island was considered as possible locations for the proposed OCCC.

At the onset of the site identification effort, previously studies which identified potential OCCC sites were reexamined along with opportunities to colocate the new OCCC at an existing PSD facility location. In addition, communication with the Oahu real estate community, with an emphasis on commercial and industrial properties, was undertaken with similar communication and outreach to property owners with large land holdings and their representatives to seek out potential properties for consideration. Lastly, state- and federal-owned properties that could meet OCCC siting requirements were also sought out for consideration.

Relying upon these sources, 11 sites, clustered within the Kalihi, Aiea, Kalaheo, Waiawa and Miliani areas, have been identified for initial assessment and consideration (Table 3). The locations of the 11 prospective sites comprising the OCCC inventory are shown on Exhibit 5, and the maps at the end of this Siting Study depict the individual sites and provide a summary of each site's attributes.



Exhibit 5: Regional Location of Prospective OCCC Sites

Table 3: Inventory of Prospective OCCC Sites

Site No. and Location	Site Name
1. Kalihi	Current OCCC
2. Aiea	Halawa Correctional Facility
3. Aiea	Animal Quarantine Facility
4. Kalaeloa	Parcel B
5. Kalaeloa	Parcel C
6. Kalaeloa	Parcels 6A/7
7. Kalaeloa	Parcels 18A/18B
8. Kalaeloa	Barbers Point Riding Club
9. Mililani	Mililani Technology Park Lot 17
10. Waiawa	Waiawa Property 1
11. Waiawa	Waiawa Property 2

6.0 SCREENING ALTERNATIVE OCCC SITES

To determine initial viability of the 11 sites in the OCCC inventory, it is necessary to screen each against the established siting criteria. To avoid the time and effort of conducting in-depth evaluations of 11 potential sites, a site screening tool has been used to compare and assess site conditions and characteristics against the siting criteria. Information concerning the 11 sites was gathered and analyzed for:

- Proximity to OCCC workforce, visitors, medical facilities, and legal services and court facilities
- Land area and topography
- Environmental and historic resources including wetlands, cultural, historic and Native Hawaiian resources, threatened and endangered species habitats
- Hazard avoidance including floodplains and tsunami evacuation zones
- Highway access and public transit services
- Utilities including water supply, wastewater treatment, electric power, natural gas and telecommunications services
- Community services including fire protection and EMS, adjoining and nearby land uses

Each site has been inspected, and, in lieu of time-consuming field investigations, the OCCC team gathered information from property owners and reliable published sources such as:

- USGS topographic maps
- USDA soil surveys
- FEMA flood hazard maps
- State and local GIS databases
- Other data sources
- Cultural resource studies, National Register nominations, etc.
- USFWS National Wetland Inventory maps
- Aerial photographs
- Property-owner provided maps, studies, surveys, etc.

The purpose of the screening process was to quickly and efficiently screen sites with the goal of identifying sites that most closely adhere to PSD's siting criteria. Over the past several weeks all 11 prospective sites were assessed, scored, rated, and ranked for PSD to eliminate sites least suitable for OCCC development while advancing sites judged most suitable for detailed evaluation as part of Draft Environmental Impact Statement (EIS) preparation phase.

Properly assess and score the "Community Acceptance" criteria, PSD has arranged and held meetings with elected officials, stakeholder groups, community organizations as well attending meetings with the various Neighborhood Boards within which 1 or more of the 11 prospective sites are located. During each such meeting, the OCCC team presented information and answered questions about the proposed OCCC project including the need for a new facility, the siting process, the prospective sites, and upcoming phases in the planning process. In certain cases, PSD also hosted open house/information sessions to allow for one-on-one discussions with OCCC team representatives about the proposed facility and each of the 11 prospective sites. Discussions with elected officials representing jurisdictions containing one or more prospective sites, along with community groups and organizations, were used to gauge public interest and willingness to support or oppose to the proposed OCCC facility at a given location. The results of these community outreach efforts were used to score the "Community Acceptance" criteria.

7.0 RESULTS OF THE SCREENING PROCESS

The results of the analysis for each site has been summarized and presented on a Site Screening Scoring Matrix. The matrices include the screening criteria, indicators used to assess sites conditions against the criteria, notes that provide the basis for the analysis and point scores for each criteria. Scores have been totaled for each site and used to compare against other sites. Copies of the Site Screening Scoring Matrices are provided in Attachment 2. Once all screening criteria were assessed for each prospective site, the 11 sites were rated and ranked as shown in Table 4. The results of the scoring for all 11 prospective sites are shown in an overall Site Scoring Matrix Summary, included as Table 5.

With completion of the site screening process, PSD will determine which sites should be removed from further consideration and those that shall continue to advance further through the in-depth study process. At that time, sites eliminated and those continuing forward will be disclosed and publicized to focus attention on the sites to be included within the subsequent EIS study phase.

Table 4: Ranking of Prospective OCCC Sites

Site Location	Site Name	Score	Rank
Aiea	Animal Quarantine Facility	79	1
Kalihi	Oahu Community Correctional Center	76	2
Aiea	Halawa Correctional Facility	58.5	3
Mililani	Mililani Technology Park Lot 17	57	4
Kalaeloa	Kalaeloa Parcels 18A/18B	51.5	5
Waiawa	Waiawa Property 1	50.5	6
Waiawa	Waiawa Property 2	46.5	7
Kalaeloa	Kalaeloa Area Parcel B	41.5	8
Kalaeloa	Kalaeloa Parcels 6A/7	37	9
Kalaeloa	Kalaeloa Barbers Point Riding Club	36	10
Kalaeloa	Kalaeloa Area Parcel C	31.5	11

Table 5: Site Scoring Matrix Summary

Category	Criteria	Indicators	Thresholds	Points	OCCC	Halawa CF	Animal Quarantine	Kalaeloa Parcel(s)				Barbers Point Riding Club	Mililani Tech Park Lot 17	Waiawa Property	
								B	C	6A/7	18A/B			1	2
Proximity (20 Points)	Proximity to Court (20 points)	Average Drive Time to Arrive at First Circuit Court at 8:00 am	0–19 minutes	20	20										
			20–39 minutes	15		15	15								
			40–59 minutes	10									10	10	10
			60+ minutes	5				5	5	5	5	5			
			Score		20	15	15	5	5	5	5	5	10	10	10
Land & Environment (15 Points)	Land Area (3 points)	Buildable Land Area	50+ acres	3				3	3	3	3			3	3
			10–49 acres	2			2					2	2		
			9 or less acres	1	1	1									
			Score		1	1	2	3	3	3	3	2	2	3	3
	Topography (2 points)	Site Topography	Level (0–5%)	2	2	2	2	2	2	2	2	2	2	2	
			Moderately sloping (6–9%)	1											1
			Steeply sloping (10+%)	0											
			Score		2	2	2	2	2	2	2	2	2	2	1
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, Historic, Native Hawaiian Resources	Low Likelihood of Cultural, Historic, Native Hawaiian Resources	2	2	2									
			Undetermined Cultural, Historic, Native Hawaiian Resources	1			1			1			1	1	1
			Known Cultural, Historic, Native Hawaiian Resources	0				0	0		0	0			
			Score		2	2	1	0	0	1	0	0	1	1	1
	Wetlands (2 points)	Percent of Site Covered by Wetlands	Less than 5% of total site (or ability to avoid)	2	2	2	2	2	2	2	2	2	2	2	2
			More than 5% of total site (or inability to avoid)	0											
			Score		2	2	2	2	2	2	2	2	2	2	2
	Special Status Species (2 Points)	Threatened/ Endangered Wildlife Species	Low likelihood for threatened/ endangered species or habitats	2	2	2	2				2	2	2	2	2
			Potential for threatened/ endangered species or habitats	1											
			Known threatened/	0				0	0	0					
Land & Environment (15 Points) (cont.)															

Category	Criteria	Indicators	Thresholds	Points	OCCC	Halawa CF	Animal Quarantine	Kalaeloa Parcel(s)				Barbers Point Riding Club	Mililani Tech Park Lot 17	Waiawa Property	
								B	C	6A/7	18A/B			1	2
			endangered species or habitats												
				Score	2	2	2	0	0	0	2	2	2	2	2
		Hazard Avoidance (4 points)	Less than 25% of total site (or ability to avoid)	2			2								
			Largely "possible but undetermined flood hazards"	1		1		1	1	1	1	1	1	1	1
			More than 25% of total site (or inability to avoid)	0	0										
				Score	0	1	2	1	1	1	1	1	1	1	1
		Tsunami Zone (2 points)	Outside evacuation zone	2		2	2	2		2	2		2	2	2
			Within evacuation zone	0	0				0			0			
				Score	0	2	2	2	0	2	2	0	2	2	2
Infrastructure (20 Points)	Access (10 points)	Access to Road Network (2 points)	0–1.99 miles to regional road	2	2	2	2	2	2	2	2	2	2	2	
			2.0–2.99 miles to regional road	1											1
			3.0+ miles to regional road	0											
				Score	2	2	2	2	2	2	2	2	2	2	1
		Access to The Bus Network (4 points)	0–0.49 mile to nearest bus stop	4	4		4				4				
			0.5–0.99 mile to nearest bus stop	3						3		3	3		
			1.0–1.99 miles to nearest bus stop	2		2		2	2			2			
			2.0–2.99 miles to nearest bus stop	1											1
			3.0+ miles to nearest bus stop	0											
				Score	4	2	4	2	2	3	4	2	3	3	1
		Access to HART System (4 points)	0–0.99 mile to nearest rail station	4	4										
			1.0–1.99 miles to nearest rail station	3			3				3				
			2.0–3.99 miles to nearest rail station	2		2		2	2	2		2			
			4.0–7.99 miles to nearest rail station	1										1	1

Category	Criteria	Indicators	Thresholds	Points	OCCC	Halawa CF	Animal Quarantine	Kalaeloa Parcel(s)				Barbers Point Riding Club	Mililani Tech Park Lot 17	Waiawa Property	
								B	C	6A/7	18A/B			1	2
Infrastructure (20 Points) (cont.)			8.0+ miles to nearest rail station	0									0		
			Score		4	2	3	2	2	2	3	2	0	1	1
	Water Supply (3 points)	Proximity to Service Connection	Water service: likely adequate	3	3	3									
			Water service: to be determined	1.5			1.5	1.5	1.5	1.5	1.5	1.5	1.5		
			Water service: likely inadequate/unavailable	0										0	0
			Score		3	3	1.5	1.5	1.5	1.5	1.5	1.5	1.5	0	0
	Wastewater Treatment (3 points)	Proximity to Service Connection	Wastewater service: likely adequate	3	3										
			Wastewater service: to be determined	1.5			1.5				1.5		1.5		
			Wastewater service: likely inadequate/unavailable	0		0		0	0	0		0		0	0
			Score		3	0	1.5	0	0	0	1.5	0	1.5	0	0
	Electric Power (3 points)	Proximity to Service Connection	Electric service: likely adequate	3	3										
			Electric service: to be determined	1.5			1.5						1.5		
			Electric service: likely inadequate/unavailable	0		0		0	0	0	0	0		0	0
			Score		3	0	1.5	0	0	0	0	0	1.5	0	0
	Natural Gas / Telecom (1 point)	Proximity to Service Connection	Access to underground natural gas system	0.5	0.5										
			Access to underground natural gas system unlikely/to be determined	0		0	0	0	0	0	0	0	0	0	0
			Telecom service likely available	0.5	0.5	0.5	0.5			0.5	0.5	0.5	0.5	0.5	0.5
			Telecom service likely inadequate/unavailable	0				0	0						
			Score		1	0.5	0.5	0	0	0.5	0.5	0.5	0.5	0.5	0.5
Community Services / Other (10 Points)	Emergency Response Services (3 points)	Distance to Fire Company/Station	0–0.99 mile to nearest station	3	3										
			1.0–1.99 miles to nearest station	2			2			2	2				

Category	Criteria	Indicators	Thresholds	Points	OCCC	Halawa CF	Animal Quarantine	Kalaeloa Parcel(s)				Barbers Point Riding Club	Mililani Tech Park Lot 17	Waiawa Property	
								B	C	6A/7	18A/B			1	2
Community Services / Other (10 Points) (cont.)			2.0–2.99 miles to nearest station	1		1									
			3.0+ miles to nearest station	0				0	0			0	0	0	0
			Score		3	1	2	0	0	2	2	0	0	0	0
	Ability to Share Services (3 points)	Ability to Share Services with Other PSD Facilities	On-site	3		3									
			High potential to share services	2			2								
			Low potential to share services	1										1	1
			Unlikely to share services	0	0			0	0	0	0	0	0		
			Score		0	3	2	0	0	0	0	0	0	1	1
	Land Use Considerations (4 Points)	Land Use Compatibility	Likely compatible with surrounding land uses (current and future)	4			4					4	4		4
			Potential conflicts with surrounding land uses (current and future)	2	2	2		2	2		2			2	
			Likely incompatible with surrounding land uses (current and future)	0						0					
			Score		2	2	4	2	2	0	2	4	4	2	4
Development Costs (25 Points)	Development Costs (25 points)	Land Acquisition Process relative to other sites (5 points)	State of HI Govt. Owned (Currently in use by PSD)	5	5	5									
			State of HI Govt. Owned (Currently in use by DoA)	4			4								
			Federal Govt. ownership	3								3			
			Department of Hawaiian Home Lands Ownership	2				2	2						
			Private Ownership	1						1	1		1	1	1
			Score		5	5	4	2	2	1	1	3	1	1	1
		Building Costs relative to other sites (5 points)	Low-rise w/ at-grade parking	5			5	5	5	5	5	5		5	5
			Mid-rise w/ at-grade parking	4									4		
			Mid-rise w/ structured parking	3	3										
			High-rise w/ at-	2											

Category	Criteria	Indicators	Thresholds	Points	OCCC	Halawa CF	Animal Quarantine	Kalaeloa Parcel(s)				Barbers Point Riding Club	Mililani Tech Park Lot 17	Waiawa Property	
								B	C	6A/7	18A/B			1	2
Development Costs (25 Points) (cont.)			grade parking												
			High-rise w/ structured parking	1		1									
			Score		3	1	5	5	5	5	5	5	4	5	5
		Infrastructure and Operational Costs relative to other sites (5 points)	Major access improvements likely unnecessary	2	2	2	2			2	2		2	2	
			Major access improvements likely necessary	0				0	0			0			0
			Other major infrastructure improvements likely unnecessary	1	1								1		
			Other major infrastructure improvements likely necessary	0		0	0	0	0	0	0	0		0	0
			Low-rise solution possible: lower staffing expense	2			2	2	2	2	2	2		2	2
			Vertical solution required: higher staffing expense	0	0	0							0		
			Score		3	2	4	2	2	4	4	2	3	4	2
		Complexity/ Risk Relative to Other Sites (10 points)	Implementation: straight-forward with low risk of failure	10											
			Implementation: somewhat complex with low risk of failure	8	8		8						8		
			Implementation: somewhat complex with moderate risk of failure	5				5			5				
			Implementation: highly complex with moderate risk of failure	3		3									
			Implementation: highly complex with high risk of failure	0					0	0		0		0	0
			Score		8	3	8	5	0	0	5	0	8	0	0
Community Acceptance (10 Points)	Community Acceptance (10 points)	Community Acceptance	Strongly positive	10											
			Mostly positive	8			8							8	8
			Neutral (neither	5		5							5		

Category	Criteria	Indicators	Thresholds	Points	OCCC	Halawa CF	Animal Quarantine	Kalaeloa Parcel(s)				Barbers Point Riding Club	Mililani Tech Park Lot 17	Waiawa Property	
								B	C	6A/7	18A/B			1	2
			positive nor negative)												
			Mostly negative	3	3			3			3				
			Strongly negative	0					0	0		0			
				Score	3	5	8	3	0	0	3	0	5	8	8
Score					76	58.5	79	41.5	31.5	37	51.5	36	57	50.5	46.5
Rank					2	3	1	8	11	9	5	10	4	6	7

Attachment 1: Prospective OCCC Site Maps



Legend



OCCC Facility

0 200 400 FT



1" = 400 FT



Attributes:

- Proximity to workforce, visitors, volunteers, vendors, medical facilities, and courts
- Access via roads, public transit
- Available utility services
- Compatible surrounding land uses
- State of Hawaii ownership; PSD control





Legend  Halawa Correctional Facility

0 400 800 FT



1" = 800 FT



Attributes:

- Opportunities to share services between OCCC and Halawa CF
- Compatible surrounding land uses
- State of Hawaii ownership; PSD control
- Precludes development of additional prison beds

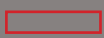




Animal Quarantine Facility



Legend



Animal Quarantine Facility

0 250 500 FT



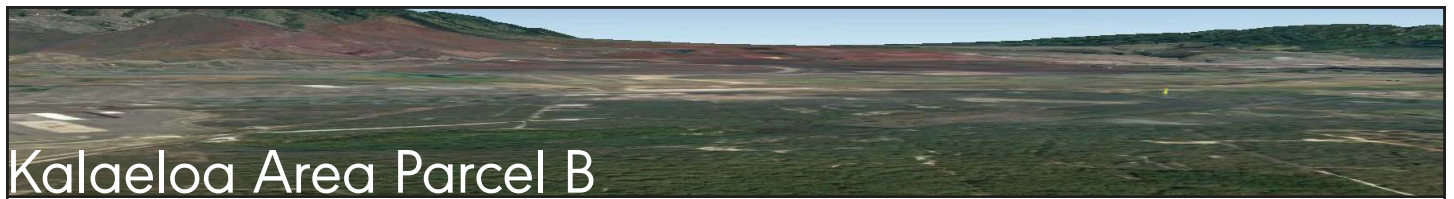
1" = 500 FT



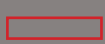
Attributes:

- Proximity to Halawa CF, opportunities to share services
- Proximity to downtown, convenient access
- Compatible surrounding land uses
- State of Hawaii ownership





Legend



Kalaeloa Area Parcel B

0 400 800 FT



1" = 800 FT



Attributes:

- Exceeds minimum requirements for land area; opportunity for additional (future) PSD development
- Little to no surrounding land uses
- DHHL ownership allows for streamlining of development permits





Legend



Kalaeloa Area Parcel C

0 400 800 FT



1" = 800 FT



Attributes:

- Exceeds minimum requirements for land area; opportunity for additional (future) PSD development
- No surrounding land use conflicts
- DHHL ownership allows for streamlining of development permits





Legend



Kalaeloa Area Parcels 6A/7

0 500 1,000 FT



1" = 1,000 FT



Attributes:

- Exceeds minimum requirements for land area; opportunity for additional (future) PSD development
- Proximity to emerging Kapolei Community



Kalaeloa Area Parcels 18A/18B



Legend Kalaeloa Area Parcels 18A/18B

0 400 800 FT
1" = 800 FT



Attributes:

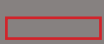
- Exceeds minimum requirements for land area; opportunity for additional future PSD development
- Compatible surrounding land uses
- Access to utilities



Kalaeloā Area Barbers Point Riding Club



Legend



Kalaeloā Area Barbers
Point Riding Club

0 300 600 FT



1" = 600 FT



Attributes:


- Meets minimum requirements for land area
- Compatible surrounding land uses
- Outside Historic Ewa Battlefield zone
- Federal Government ownership (U.S. Navy)



Mililani Technology Park Lot 17



Legend  Mililani Technology Park Lot 17

0 400 800 FT

1" = 800 FT



Attributes:

- Meets minimum requirements for land area
- Accessible via H-2
- Available infrastructure; minimal required investment likely
- Adjoins planned First Responders Technology Park (Mililani Tech Park, Phase II)
- Compatible surrounding land uses



Waiawa Property 1



Legend  Waiawa Property 1

0 800 1,600 FT



1" = 1,600 FT



Attributes:

- Exceeds minimum requirements for land area; opportunity for additional (future) PSD development
- Accessible via H-2
- Proximity to Waiawa Correctional Facility; Potential to share services



Waiawa Property 2



Legend



Waiawa Property 2

0 800 1,600 FT



1" = 1,600 FT



Attributes:

- Meets minimum requirements for land area
- Accessible via H-2
- Proximity to Waiawa Correctional Facility; potential to share services



Attachment 2: Site Screening Scoring Matrices

Site Screening Scoring Matrix: Oahu Community Correctional Center Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Closest among all site alternatives to First Circuit Courthouse; approximately 18 minutes average travel time	20
	<i>Proximity Total Score:</i>			20
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable land area totals approximately 8 acres (50% of site)	1
	Topography (2 points)	Site topography	Elevation range: 9–25 feet amsl (average slope: 1.2%); virtually level topography across site	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site largely developed and heavily disturbed; low likelihood of encountering intact cultural, historic, Native Hawaiian resources	2
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site largely developed and heavily disturbed; low likelihood for encountering threatened/endangered species and/or habitats	2
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site partially located within flood hazard zone	0
		Tsunami evacuation zones (2 points)	Site partially located within evacuation area for extreme tsunami events only	0
	<i>Land & Environment Total Score:</i>			9
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Excellent access to regional roads: Nimitz Highway, Kamehameha Highway, H-1 located less than 1 mile from site	2
		Access to The Bus Network (4 points)	Closest bus stop less than 200 feet from site	4
		Access to HART (4 points)	Planned Middle Street Transit Center approximately 0.2 mile from site	4
	Water Supply (3 points)	Proximity to service connection	Connected to existing system; likely adequate	3
	Wastewater Treatment (3 points)	Proximity to service connection	Connected to existing system; likely adequate	3
	Electric Power (3 points)	Proximity to service connection	Connected to existing system; likely adequate	3
	Natural Gas/Telecom (1 point)	Proximity to service connection	Connected to existing systems; likely adequate	1
	<i>Infrastructure Total Score:</i>			20
Community Services/Other	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 0.8 mile to Kalihi Kai Fire Station	3

Category	Criteria	Indicators	Notes	Score
(10 points)	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	Approximately 6.5 miles to Halawa CF; no opportunities to share services	0
	Land Use Considerations (4 points)	Land use compatibility	Potential conflicts with surrounding land uses (current and future): Puuale Elementary School	2
	<i>Community Services / Other Total Score:</i>			5
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	State of Hawaii Government-owned (currently in use by PSD; location of OCCC)	5
		Building costs relative to other sites (5 points)	Mid-rise development with structured parking	3
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely unnecessary; other major infrastructure improvements likely unnecessary; mid-rise development likely necessary with higher staffing costs	3
		Complexity/risk relative to other sites (10 points)	Implementation somewhat complex with low risk of failure	8
	<i>Development Costs Total Score:</i>			19
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Mostly negative	3
<i>Community Acceptance Total Score:</i>				3
<i>Total Score (out of 100 points)</i>				76

Site Screening Scoring Matrix: Halawa Correctional Facility Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Among the closest site alternatives to First Circuit Courthouse; approximately 37 minutes average travel time	15
			<i>Proximity Total Score:</i>	15
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable land area totals approximately 5 acres (16% of site)	1
	Topography (2 points)	Site topography	Elevation range: 165–252 feet amsl (average slope 5.1%); virtually level topography in building zone	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site largely developed and heavily disturbed; low likelihood of encountering intact cultural, historic, Native Hawaiian resources	2
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site largely developed and heavily disturbed; low likelihood for encountering threatened/endangered species and/or habitats	2
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located within FEMA Flood Zones X and D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Site located outside tsunami evacuation zone and extreme tsunami evacuation zone	2
			<i>Land & Environment Total Score:</i>	12
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Excellent access to regional roads; H201 located approximately 1.6 miles from site	2
		Access to The Bus Network (4 points)	Closest bus stop located approximately 1.5 miles from site	2
		Access to HART (4 points)	Planned Aloha Stadium Transit Station located approximately 3 miles from site	2
	Water Supply (3 points)	Proximity to service connection	Connected to existing system; likely adequate	3
	Wastewater Treatment (3 points)	Proximity to service connection	Connected to existing system; likely inadequate with significant off-site improvements anticipated	0
Infrastructure (20 points)	Electric Power (3 points)	Proximity to service connection	Connected to existing system; likely inadequate with major distribution/substation improvements anticipated	0

Category	Criteria	Indicators	Notes	Score
Category (cont.)	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system. Connected to existing telecom system; likely adequate	0.5
	Infrastructure Total Score:			9.5
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 2.8 miles to Aiea Fire Station	1
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	Opportunities to share services with Halawa CF (on-site)	3
	Land Use Considerations (4 points)	Land use compatibility	Potential conflicts with surrounding land uses (mining operation debris, vibration, etc.)	2
	Community Services / Other Total Score:			6
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	State of Hawaii Government-owned (currently in use by PSD; location of Halawa CF)	5
		Building costs relative to other sites (5 points)	High-rise development with structured parking	1
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely unnecessary; other major infrastructure improvements likely necessary (wastewater, electric power); high-rise development likely necessary with higher staffing costs	2
		Complexity/Risk relative to other sites (10 points)	Implementation highly complex with moderate risk of failure	3
	Development Costs Total Score:			11
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Neutral (neither positive nor negative)	5
Community Acceptance Total Score:				5
Total Score (out of 100 points)				58.5

Site Screening Scoring Matrix: Hawaii Department of Agriculture—Animal Quarantine Facility Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Among the closest site alternatives to First Circuit Courthouse; approximately 36 minutes average travel time	15
	<i>Proximity Total Score:</i>			15
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable area totals approximate 25 acres (65% of site)	2
	Topography (2 points)	Site topography	Elevation range: 87–184 feet amsl (average slope: 6.1%); virtually level topography in building zone	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site partially developed and disturbed; likelihood of encountering intact cultural, historic, Native Hawaiian resources undetermined	1
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site largely developed and disturbed; low likelihood for encountering threatened/endangered species and/or habitats	2
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located outside flood hazard zone (FEMA Flood Zone X)	2
		Tsunami evacuation zones (2 points)	Site located outside tsunami evacuation zone and extreme tsunami evacuation zone	2
	<i>Land & Environment Total Score:</i>			13
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Excellent access to regional roads; elevated H-3 runs through parcel and H201 located less than 1 mile from site	2
		Access to The Bus Network (4 points)	Closest bus stop located less than 0.5 mile from site	4
		Access to HART (4 points)	Planned Aloha Stadium Transit Station located less than 2 miles from site	3
	Water Supply (3 points)	Proximity to service connection	Water system serves property; condition to be determined	1.5
Infrastructure (20 points)	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater system serves property; condition to be determined	1.5

Category	Criteria	Indicators	Notes	Score
(cont.)	Electric Power (3 points)	Proximity to service connection	Electric system serves property; condition to be determined	1.5
	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system/ to be determined. Connected to existing telecom system; likely adequate	0.5
	<i>Infrastructure Total Score:</i>			14
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 1.8 miles to Aiea Fire Station	2
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	High potential to share services with Halawa CF (approximately 1 mile to Halawa CF).	2
	Land Use Considerations (4 points)	Land use compatibility	Likely compatible with surrounding land uses (industrial, vacant, research)	4
	<i>Community Services / Other Total Score:</i>			8
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	State of Hawaii Government-owned (currently in use by DOA; location of Animal Quarantine Facility)	4
		Building costs relative to other sites (5 points)	Low-rise development with at-grade parking	5
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely unnecessary; other major infrastructure improvements likely necessary (utilities serve property; conditions unknown); low-rise solution possible with lower staffing costs	4
		Complexity/risk relative to other sites (10 points)	Implementation somewhat complex with low risk of failure	8
	<i>Development Costs Total Score:</i>			21
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Mostly positive	8
<i>Community Acceptance Total Score:</i>				8
<i>Total Score (out of 100 points)</i>				79

Site Screening Scoring Matrix: Department of Hawaiian Home Lands—Parcel B Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Among the most distant site alternatives to First Circuit Courthouse; approximately 77.5 minutes average travel time	5
	<i>Proximity Total Score:</i>			5
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable area totals approximately 98 acres (100% of site)	3
	Topography (2 points)	Site topography	Elevation range: 20–39 feet amsl (average slope: 0.5%); virtually level topography across site	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site largely undeveloped; known location of cultural, historic, and/or Native Hawaiian resources	0
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site largely undeveloped; located adjacent to critical habitat for threatened/endangered species	0
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located within FEMA Flood Zone D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Approximately 40% of site (40 acres) located outside evacuation area for extreme tsunami events; remainder within extreme tsunami evacuation area	2
	<i>Land & Environment Total Score:</i>			10
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Good access to regional roads; Roosevelt Avenue located approximately 1.5 miles from site	2
		Access to The Bus Network (4 points)	Closest bus stop located approximately 1.1 miles from site	2
		Access to HART (4 points)	Planned East Kapolei Transit Station located approximately 3.6 miles from site	2
	Water Supply (3 points)	Proximity to service connection	Water system serves property; condition to be determined	1.5
Infrastructure (20 points)	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater system serves property; likely to be inadequate/unavailable	0

Category	Criteria	Indicators	Notes	Score
Category (cont.)	Electric Power (3 points)	Proximity to service connection	Electric system serves property; likely to be inadequate/unavailable	0
	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system; telecom system to be determined	0
	Infrastructure Total Score:			7.5
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 3.6 miles to East Kapolei Fire Station	0
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	No potential to share services with Halawa CF or Waiawa CF	0
	Land Use Considerations (4 points)	Land use compatibility	Potential conflicts with surrounding land uses (current and future): future park	2
	Community Services / Other Total Score:			2
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	Ownership: Department of Hawaiian Home Lands	2
		Building costs relative to other sites (5 points)	Low-rise development with at-grade parking	5
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely necessary; other major infrastructure improvements likely necessary; low-rise solution with possible lower staffing costs	2
		Complexity/risk relative to other sites (10 points)	Implementation somewhat complex with moderate risk of failure	5
	Development Costs Total Score:			14
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Mostly negative	3
Community Acceptance Total Score:				3
Total Score (out of 100 points)				41.5

Site Screening Scoring Matrix: Department of Hawaiian Home Lands—Parcel C Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Among the most distant site alternatives to First Circuit Courthouse; approximately 80 minutes average travel time	5
	<i>Proximity Total Score:</i>			5
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable area totals approximately 49 acres (100% of site)	3
	Topography (2 points)	Site topography	Elevation range: 10–20 feet amsl (average slope: 0.5%); virtually level topography across site	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site partially developed/disturbed; known location of cultural, historic, and/or Native Hawaiian resources	0
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 points)	Threatened/endangered wildlife species	Site partially undeveloped; located adjacent to critical habitat for threatened/endangered species	0
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located within FEMA Flood Zone D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Approximately 100% of site (49 acres) located within evacuation area for extreme tsunami events only	0
	<i>Land & Environment Total Score:</i>			8
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Good regional road access; Roosevelt Avenue located approximately 1.3 miles from site	2
		Access to The Bus Network (4 points)	Closest bus stop located approximately 1.4 miles from site	2
		Access to HART (4 points)	Planned East Kapolei Transit Station located approximately 4 miles from site	2
	Water Supply (3 points)	Proximity to service connection	Water system serves property; condition to be determined	1.5
Infrastructure (20 points) (cont.)	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater system serves property; likely to be inadequate/unavailable	0
	Electric Power (3 points)	Proximity to service connection	Electric system serves property; likely to be	0

Category	Criteria	Indicators	Notes	Score
			inadequate/unavailable	
	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system; telecom system to be determined	0
	<i>Infrastructure Total Score:</i>			7.5
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 4 miles to East Kapolei Fire Station	0
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	No potential to share services with Halawa CF or Waiawa CF	0
	Land Use Considerations (4 points)	Land use compatibility	Potential conflicts with surrounding land uses (current and future): future park	2
	<i>Community Services / Other Total Score:</i>			2
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	Ownership: Department of Hawaiian Home Lands	2
		Building costs relative to other sites (5 points)	Low-rise development with at-grade parking	5
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely necessary; other major infrastructure improvements likely necessary; low-rise solution with possible lower staffing costs	2
		Complexity/risk relative to other sites (10 points)	Implementation highly complex with high risk of failure	0
	<i>Development Costs Total Score:</i>			9
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Strongly negative	0
<i>Community Acceptance Total Score:</i>				0
<i>Total Score (out of 100 points)</i>				31.5

Site Screening Scoring Matrix: Hunt Company - Parcels 6A/7 Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Among the most distant site alternatives to First Circuit Courthouse; approximately 80 minutes average travel time	5
	<i>Proximity Total Score:</i>			5
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable area totals approximately 59 acres (100% of site)	3
	Topography (2 points)	Site topography	Elevation range: 37–62 feet amsl (average slope: 1.4%); virtually level topography across site	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site previously developed; likelihood of encountering intact cultural, historic, Native Hawaiian resources undetermined	1
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site previously developed; located adjacent to critical habitat for threatened/endangered species	0
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located within FEMA Flood Zone D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Site located outside tsunami evacuation zone and extreme tsunami evacuation zone	2
	<i>Land & Environment Total Score:</i>			11
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Roosevelt Avenue located less than 1 mile from site	2
		Access to The Bus Network (4 points)	Closest bus stop located approximately 0.6 mile from site	3
		Access to HART (4 points)	Planned East Kapolei Transit Station located approximately 3.5 miles from site	2
	Water Supply (3 points)	Proximity to service connection	Water system serves property; condition to be determined	1.5
	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater system serves property; likely to be inadequate/unavailable	0
Infrastructure	Electric Power (3 points)	Proximity to service connection	Electric system serves property; likely to be inadequate/unavailable	0

Category	Criteria	Indicators	Notes	Score
(20 points) (cont.)	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system; telecom system likely available	0.5
	<i>Infrastructure Total Score:</i>			9
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 1.9 miles to Kapolei Fire Station	2
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	No potential to share services with Halawa CF or Waiawa CF	0
	Land Use Considerations (4 points)	Land use compatibility	Likely incompatible with surrounding land uses (Barbers Point Elementary School)	0
	<i>Community Services / Other Total Score:</i>			2
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	Private ownership (Hunt)	1
		Building costs relative to other sites (5 points)	Low-rise development with at-grade parking	5
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely unnecessary; other major infrastructure improvements likely necessary; low-rise solution with possible lower staffing costs	4
		Complexity/risk relative to other sites (10 points)	Implementation highly complex with high risk of failure	0
	<i>Development Costs Total Score:</i>			10
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Strongly negative	0
<i>Community Acceptance Total Score:</i>				0
<i>Total Score (out of 100 points)</i>				37

Site Screening Scoring Matrix: Hunt Company - Parcels 18A/18B Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Among the most distant site alternatives to First Circuit Courthouse; approximately 77.5 minutes average travel time	5
	<i>Proximity Total Score:</i>			5
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable area totals approximately 71 acres (100% of site)	3
	Topography (2 points)	Site topography	Elevation range: 40–65 feet amsl (average slope: 1.4%); virtually level topography across site	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site undeveloped; located within National Register Ewa Battlefield historic area	0
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site undeveloped; low likelihood for threatened/endangered species and/or habitats	2
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located within FEMA Flood Zone D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Site located outside tsunami evacuation zone and extreme tsunami evacuation zone	2
	<i>Land & Environment Total Score:</i>			12
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Adjoins Roosevelt Avenue; Kapolei Parkway less than 0.5 mile from site	2
		Access to The Bus Network (4 points)	Closest bus stop less than 100 feet from site	4
		Access to HART (4 points)	Planned East Kapolei Transit Station located less than 2 miles from site	3
	Water Supply (3 points)	Proximity to service connection	Water system serves property; condition to be determined	1.5
	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater system serves property; likely to be inadequate/unavailable	1.5
	Electric Power (3 points)	Proximity to service connection	Electric system serves property; likely to be inadequate/unavailable	0
Infrastructure (20 points) (cont.)	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system; telecom system likely available	0.5

Category	Criteria	Indicators	Notes	Score
			<i>Infrastructure Total Score:</i>	12.5
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 1.6 miles to East Kapolei Fire Station	2
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	No potential to share services with Halawa CF or Waiawa CF	0
	Land Use Considerations (4 points)	Land use compatibility	Potential conflicts with surrounding land uses (park)	2
			<i>Community Services / Other Total Score:</i>	4
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	Private ownership (Hunt)	1
		Building costs relative to other sites (5 points)	Low-rise development with at-grade parking	5
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely unnecessary; other major infrastructure improvements likely necessary; low-rise solution with possible lower staffing costs	4
		Complexity/risk relative to other sites (10 points)	Implementation somewhat complex with moderate risk of failure	5
			<i>Development Costs Total Score:</i>	15
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Mostly negative	3
			<i>Community Acceptance Total Score:</i>	3
			<i>Total Score (out of 100 points)</i>	51.5

Site Screening Scoring Matrix: U.S. Navy - Barbers Point Riding Club Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Among the most distant site alternatives to First Circuit Courthouse; approximately 85 minutes average travel time	5
	Proximity Total Score:			5
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable area totals approximately 23.2 acres (100% of total site)	2
	Topography (2 points)	Site topography	Elevation range 28–38 feet amsl (average slope: 1.2%); virtually level topography across site	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Known location of cultural, historic, and/or Native Hawaiian resources	0
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site largely developed and heavily disturbed; low likelihood for threatened/endangered species or habitats	2
	Hazard Avoidance (4 points)	Floodplains (2 points)	Located within FEMA Flood Zone D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Approximately 100% of total site (23 acres) located within evacuation area for extreme tsunami events only	0
	Land & Environment Total Score:			9
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Roosevelt Avenue located approximately 1.2 miles from site	2
		Access to The Bus Network (4 points)	Closest bus stop located approximately 1.2 miles from site	2
		Access to HART (4 points)	Planned East Kapolei Transit Station located approximately 3.9 miles from site	2
	Water Supply (3 points)	Proximity to service connection	Water supply service: to be determined	1.5
	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater service likely to be inadequate/unavailable	0
Infrastructure (20 points)	Electric Power (3 points)	Proximity to service connection	Electric system serves property; likely to be inadequate/unavailable	0
	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system or telecom system	0.5

Category	Criteria	Indicators	Notes	Score
			<i>Infrastructure Total Score:</i>	8
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 3.2 miles to East Kapolei Fire Station	0
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	No potential to share services with Halawa CF or Waiawa CF	0
	Land Use Considerations (4 points)	Land use compatibility	Likely compatible with surrounding land uses (current and future): vacant, golf course	4
			<i>Community Services / Other Total Score:</i>	4
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	Federal Government ownership (U.S. Navy, slated for disposal)	3
		Building costs relative to other sites (5 points)	Low-rise development with at-grade parking	5
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely necessary; other major infrastructure improvements likely necessary; low-rise solution required with lower staffing costs	2
		Complexity/risk relative to other sites (10 points)	Implementation highly complex with high risk of failure	0
			<i>Development Costs Total Score:</i>	10
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Strongly negative	0
			<i>Community Acceptance Total Score:</i>	0
			Total Score (out of 100 points)	36

Site Screening Scoring Matrix: Castle & Cooke - Mililani Technology Park, Lot 17 Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Site located in reasonable proximity to First Circuit Courthouse relative to other sites; approximately 55 minutes average travel time	10
	<i>Proximity Total Score:</i>			10
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable area totals approximately 19 acres (100% of site)	2
	Topography (2 points)	Site topography	Elevation range: 796–862 feet amsl (average slope: 4.6%); virtually level topography in building zone	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site undeveloped; likelihood of uncovering intact cultural, historic, Native Hawaiian resources undetermined	1
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site undeveloped; low likelihood for threatened/endangered species and/or habitats	2
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located within FEMA Flood Zone D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Site located outside tsunami evacuation zone and extreme tsunami evacuation zone	2
	<i>Land & Environment Total Score:</i>			12
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Excellent regional road access; H-2 located approximately 1 mile from site	2
		Access to The Bus Network (4 points)	Closest bus stop approximately 0.7 mile from site	3
		Access to HART (4 points)	Planned Pearl Highlands Transit Station located approximately 9.5 miles from site	0
	Water Supply (3 points)	Proximity to service connection	Water system serves business park; condition to be determined	1.5
	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater system serves business park; condition to be determined	1.5
Infrastructure	Electric Power (3 points)	Proximity to service connection	Electric system serves business park; condition to be determined	1.5

Category	Criteria	Indicators	Notes	Score
(20 points) (cont.)	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system/ to be determined. Connection to existing telecom system likely available	0.5
	<i>Infrastructure Total Score:</i>			10
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 3 miles to Mililani Mauka Fire Station	0
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	No potential to share services with Halawa CF or Waiawa CF	0
	Land Use Considerations (4 points)	Land use compatibility	Likely compatible with surrounding land uses (current and future): light industrial, business park, future first responder's technology park.	4
	<i>Community Services / Other Total Score:</i>			4
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	Private ownership (Castle & Cooke)	1
		Building costs relative to other sites (5 points)	Mid-rise development with at-grade parking	4
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely unnecessary; other major infrastructure improvements likely unnecessary; mid-rise development likely necessary with higher staffing costs	3
		Complexity/risk relative to other sites (10 points)	Implementation somewhat complex with low risk of failure	8
	<i>Development Costs Total Score:</i>			16
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Neutral (neither positive nor negative)	5
<i>Community Acceptance Total Score:</i>				5
<i>Total Score (out of 100 points)</i>				57

Site Screening Scoring Matrix: Castle & Cooke - Waiawa Property 1 Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Site located in reasonable proximity to First Circuit Courthouse relative to other sites; approximately 50 minutes average travel time	10
	<i>Proximity Total Score:</i>			10
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable land area totals approximately 191 acres (100% of site)	3
	Topography (2 points)	Site topography	Elevation range: 487–585 feet amsl (average slope: less than 5%); virtually level topography within building zone	2
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site undeveloped; likelihood of uncovering intact cultural, historic, Native Hawaiian resources undetermined	1
	Wetlands (2 points)	Percent of site covered by wetlands	0% of site covered by wetlands	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site undeveloped; low likelihood for threatened/ endangered species and/or habitats	2
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located within FEMA Flood Zone D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Site located outside tsunami evacuation zone and extreme tsunami evacuation zone	2
	<i>Land & Environment Total Score:</i>			13
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Site accessed by Mililani Cemetery Road from H-2 located less than 1 mile from site	2
		Access to The Bus Network (4 points)	Closest bus stop approximately 0.6 mile from site	3
		Access to HART (4 points)	Planned Pearl Highlands Transit Station located approximately 5 miles from site	1
	Water Supply (3 points)	Proximity to service connection	Water system likely inadequate/unavailable	0
	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater system likely inadequate/unavailable	0
Infrastructure (20 points) (cont.)	Electric Power (3 points)	Proximity to service connection	Electric system likely inadequate/unavailable	0
	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system; telecom system to be determined	0.5

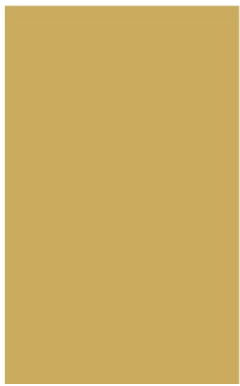
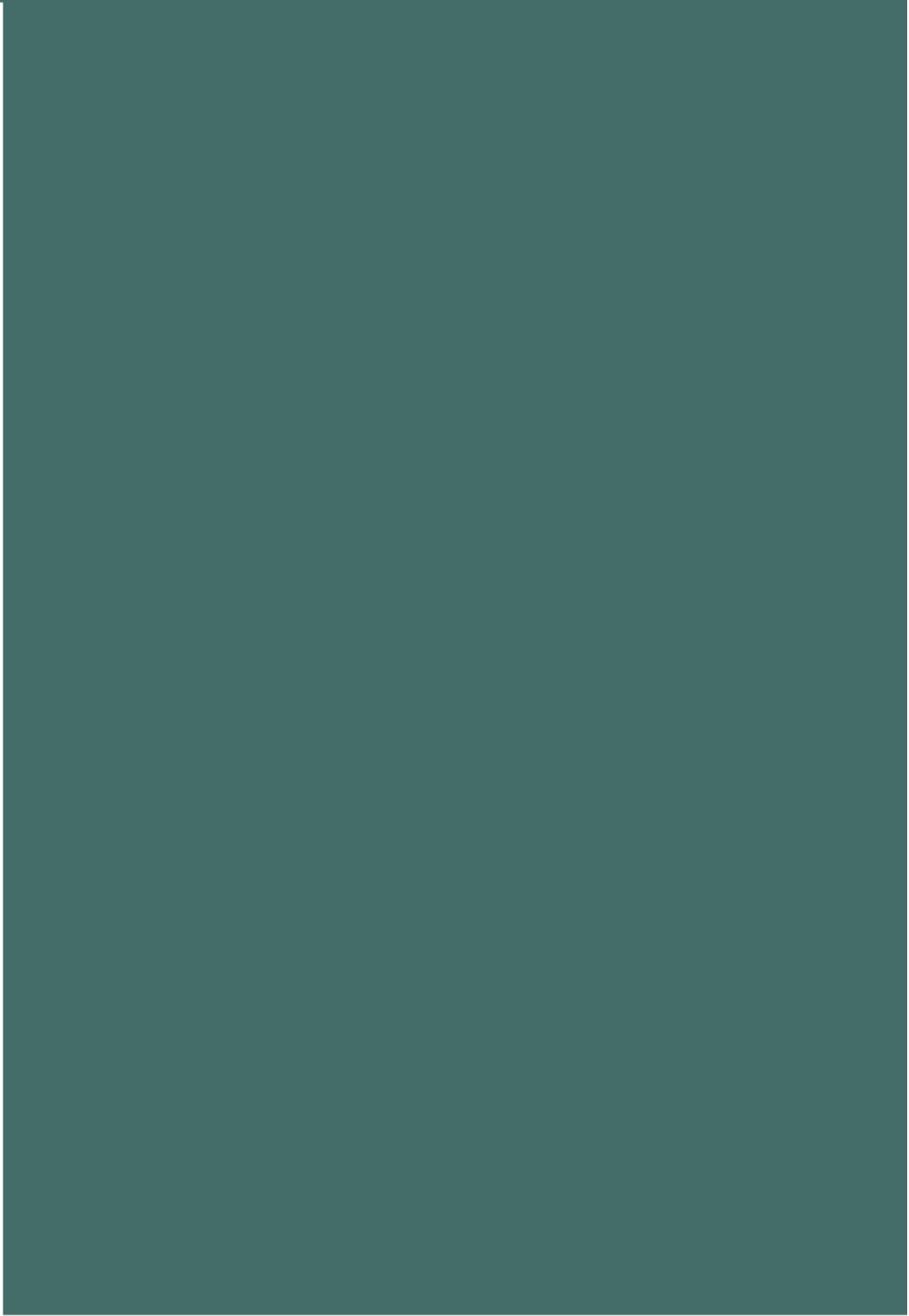
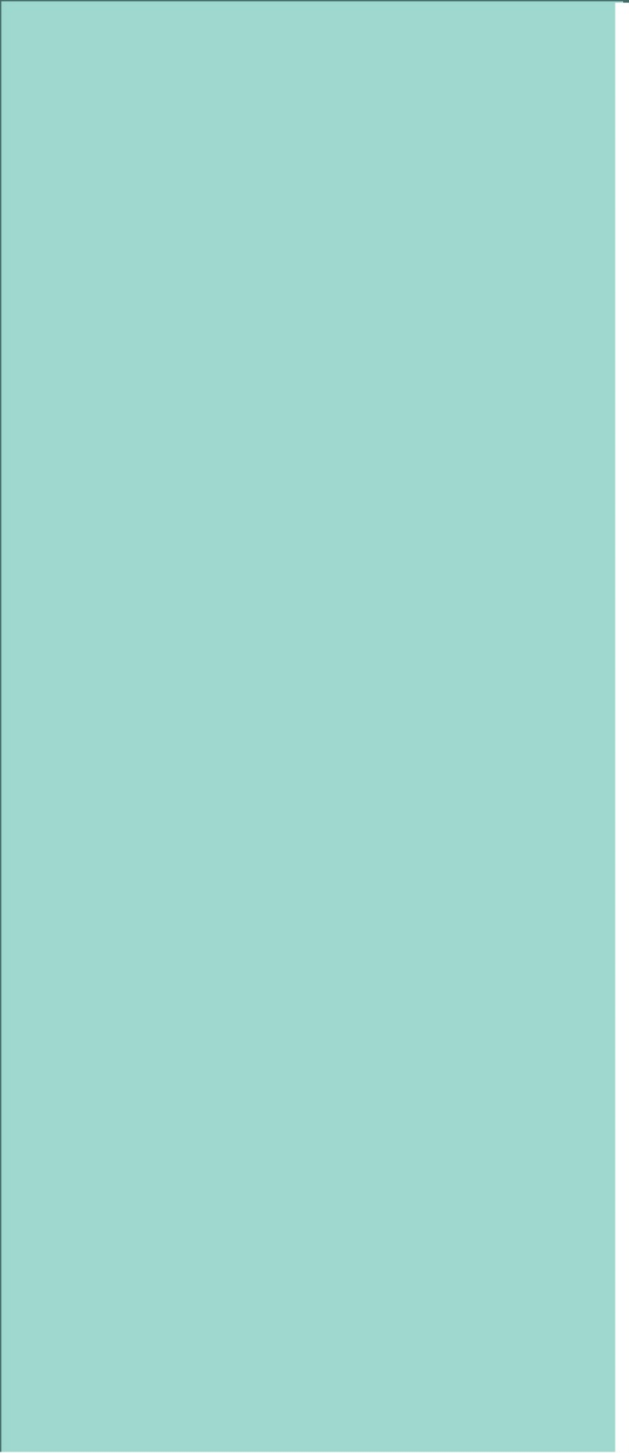
Category	Criteria	Indicators	Notes	Score
	<i>Infrastructure Total Score:</i>			6.5
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 4.6 miles to Mililani Mauka Fire Station	0
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	Low potential to share services with Halawa CF or Waiawa CF	1
	Land Use Considerations (4 points)	Land use compatibility	Potential conflicts with surrounding land uses (current and future): Mililani Memorial Cemetery and Mortuary	2
	<i>Community Services / Other Total Score:</i>			3
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	Private ownership (Castle & Cooke)	1
		Building costs relative to other sites (5 points)	Low-rise development with at-grade parking	5
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely unnecessary; other major infrastructure improvements likely necessary; low-rise solution with possible lower staffing costs	4
		Complexity/risk relative to other sites (10 points)	Implementation highly complex with high risk of failure	0
	<i>Development Costs Total Score:</i>			10
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Mostly positive	8
<i>Community Acceptance Total Score:</i>				8
<i>Total Score (out of 100 points)</i>				50.5

Site Screening Scoring Matrix: Kamehameha Schools - Waiawa Property 2 Site

Category	Criteria	Indicators	Notes	Score
Proximity (20 points)	Proximity to Court (20 points)	Average drive time (minutes) to arrive at First Circuit Court at 8:00 a.m.	Site located in reasonable proximity to First Circuit Courthouse relative to other sites; approximately 55 minutes average travel time	10
	<i>Proximity Total Score:</i>			10
Land & Environment (15 points)	Land Area (3 points)	Buildable land area	Buildable area totals approximately 265 acres	3
	Topography (2 points)	Site topography	Elevation range: 568-798 feet amsl (average slope: 6.4%); moderately sloping topography	1
	Cultural, Historic, Native Hawaiian Resources (2 points)	Cultural, historic, Native Hawaiian resources	Site undeveloped; likelihood of uncovering intact cultural, historic, Native Hawaiian resources undetermined	1
	Wetlands (2 points)	Percent of site covered by wetlands	Less than 1% of site covered by wetlands (0.9 acre total)	2
	Special Status Species (2 Points)	Threatened/endangered wildlife species	Site undeveloped; low likelihood for threatened/ endangered species and/or habitats	2
	Hazard Avoidance (4 points)	Floodplains (2 points)	Site located within FEMA Flood Zone D (possible but undetermined flood hazards)	1
		Tsunami evacuation zones (2 points)	Site located outside tsunami evacuation zone and extreme tsunami evacuation zone	2
	<i>Land & Environment Total Score:</i>			12
Infrastructure (20 points)	Access (10 points)	Access to regional road network (2 points)	Site accessed by Waiawa Prison Road from H-2 located approximately 2.2 miles from site	1
		Access to The Bus Network (4 points)	Closest bus stop approximately 2.2 miles from site	1
		Access to HART (4 points)	Planned Pearl Highlands Transit Station located approximately 6 miles from site	1
	Water Supply (3 points)	Proximity to service connection	Water system likely inadequate/unavailable	0
Infrastructure (20 points) (cont.)	Wastewater Treatment (3 points)	Proximity to service connection	Wastewater system likely inadequate/unavailable	0
	Electric Power (3 points)	Proximity to service connection	Electric system likely inadequate/unavailable	0

Category	Criteria	Indicators	Notes	Score
	Natural Gas/Telecom (1 point)	Proximity to service connection	No access to underground gas distribution system; telecom system to be determined	0.5
	<i>Infrastructure Total Score:</i>			3.5
Community Services/Other (10 points)	Emergency Response Services (3 points)	Distance to nearest fire company/station	Approximately 6.1 miles to Mililani Mauka Fire Station	0
	Ability to Share Services (3 points)	Ability to share services with other PSD facilities	Low potential to share services with Halawa CF or Waiawa CF	1
	Land Use Considerations (4 points)	Land use compatibility	Likely compatible with surrounding land uses (current and future): Waiawa Correctional Facility	4
	<i>Community Services / Other Total Score:</i>			5
Development Costs (25 points)	Development Costs (25 points)	Land acquisition process relative to other sites (5 points)	Private ownership (Kamehameha Schools)	1
		Building costs relative to other sites (5 points)	Low-rise development with at-grade parking	5
		Infrastructure and operational costs relative to other sites (5 points)	Major access improvements likely necessary; other major infrastructure improvements likely necessary; low-rise solution with possible lower staffing costs	2
		Complexity/risk relative to other sites (10 points)	Implementation highly complex with high risk of failure	0
	<i>Development Costs Total Score:</i>			8
Community Acceptance (10 points)	Community Acceptance (10 points)	Strongly positive (10 points); mostly positive (7 points); neutral (neither positive nor negative; 5 points); mostly negative (3 points); strongly negative (0 points)	Mostly positive	8
<i>Community Acceptance Total Score:</i>				8
<i>Total Score (out of 100 points)</i>				46.5

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APPENDIX D

Construction Cost Estimates

- D-1 Site 1 - Existing OCCC Site Cost Estimate
- D-2 Site 2 - Halawa Site Cost Estimate
- D-3 Site 3 - Generic Site Cost Estimate
- D-4 Correctional Facility Benchmark Study

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OCCE - Site 1 - Existing OCCE Site
Oahu, HI

Probable Cost Estimate for the
Programatic Mid-Rise Layout
January 9, 2017
Cumming Project No. 16-00339.00

Prepared for AHL

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EXECUTIVE SUMMARY

1.1 Introduction

This estimate has been prepared, pursuant to an agreement between AHL and Cumming Corporation, for the purpose of establishing a probable cost of construction at the Programatic Budgeting design stage.

The project scope encompasses construction of a new jail facility to replace the Oahu Community Correctional Center in Kalihi, Honolulu. This estimate was prepared using programatic block diagrams of the buildings with blocks describing functional areas within the buildings, as well as a conceptual site plan from AHL received on 12/13/16, On-site and Off-site Improvement Allowances from a State of Hawaii Project Development Report and Site Identification Selection Study for the Oahu Community Correctional Center dated 6/29/2009 (cost have been adjusted to reflect current pricing).

1.2 Project Schedule

	Start	Finish	Duration
Design & Engineering	Jan-17	Dec-19	35 months
Construction	Dec-19	Dec-22	36 months

1.3 Key Assumptions & Exclusions

This document should be read in association with Appendices 1 - 4 which outline assumptions, project understanding, approach, and cost management methodology.

TOTAL PROJECT COST DETAIL

ITEM DESCRIPTION	Main Building	Pre-Release Facility	Sitework	Off-Site Improvements	Sub Total	GROUP TOTAL
<u>BUILDING PERMITS</u>						
Building Department Fees/Permits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
	\$ -	\$ -	\$ -	\$ -		
<u>CONSTRUCTION COST</u>						
Main Building	\$ 245,592,477				\$ 245,592,477	
Pre-Release Facility		\$ 65,308,725			\$ 65,308,725	
Sitework			\$ 74,088,828		\$ 74,088,828	
Off-Site Improvements				\$ 36,953,247	\$ 36,953,247	
	\$ 245,592,477	\$ 65,308,725	\$ 74,088,828	\$ 36,953,247		\$ 421,943,278
<u>CONSTRUCTION PHASING</u>						
Allowance for phasing and interim swing space cost	\$ 5,000,000	w/main bldg	\$ -		\$ 5,000,000	
	\$ 5,000,000	\$ -	\$ -	\$ -		\$ 5,000,000
<u>FF&E COSTS</u>						
Allowance	\$ 5,000,000		\$ -		\$ 5,000,000	
	\$ 5,000,000	\$ -	\$ -	\$ -		\$ 5,000,000
<u>EXTERIOR SIGNAGE</u>						
Entry sign	\$ 20,000				\$ 20,000	
Misc. exterior signage	\$ 15,000				\$ 15,000	
	\$ 35,000	\$ -	\$ -	\$ -		\$ 35,000
<u>SUPPORT EQUIPMENT</u>						
Food & Beverage Equipment						
Kitchen equipment		\$ -	\$ -	\$ -	Included	
Laundry equipment		\$ -	\$ -	\$ -	Included	
Departmental Equipment					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>SYSTEMS</u>						
Computer system	excluded	excluded	\$ -		\$ -	
Security system software	excluded	excluded	\$ -		\$ -	
Telephone system	\$ 150,000	included	\$ -		\$ 150,000	
Security System	included	included	\$ -		\$ -	
	\$ 150,000	\$ -	\$ -	\$ -		\$ 150,000
<u>INVENTORY (CONSUMABLES)</u>						
Administrative supplies					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>DESIGN & PM COSTS</u>						
Design Costs						
Allow 7% of construction, FF&E & equipment costs	\$ 17,541,473	\$ 4,571,611			\$ 22,113,084	
Allow 4% of construction costs	\$ -	\$ -	\$ 2,963,553	\$ 1,478,130	\$ 4,441,683	
Reimbursable expenses	\$ 1,754,147	\$ 457,161	\$ 296,355	\$ 147,813	\$ 2,655,477	
Sub Total Design Costs	\$ 19,295,621	\$ 5,028,772	\$ 3,259,908	\$ 1,625,943	\$ 29,210,244	
Project Management						
Allow 4% of construction, FF&E & equipment costs	\$ 10,023,699	\$ 2,612,349	\$ 2,963,553	\$ 1,478,130	\$ 17,077,731	
Reimbursable expenses	\$ 1,002,370	\$ 261,235	\$ 296,355	\$ 147,813	\$ 1,707,773	
Sub Total PM Costs	\$ 11,026,069	\$ 2,873,584	\$ 3,259,908	\$ 1,625,943	\$ 18,785,504	
Total Design and PM Costs	\$ 30,321,690	\$ 7,902,356	\$ 6,519,817	\$ 3,251,886		\$ 47,995,748
<u>WORKING CAPITAL/FINANCING</u>						
Working capital					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>FINANCIAL, TAXES & LEGAL</u>						
Legal					Excluded	
Property taxes					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>CAPITALIZED INTEREST</u>						
Capitalized Interest					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>CONTINGENCY</u>						
Contingency on construction @10%	\$ 24,559,248	\$ 6,530,872	\$ 7,408,883	\$ 3,695,325	\$ 42,194,328	
Contingency on soft costs @5%	\$ 1,775,334	\$ 395,118	\$ 325,991	\$ 162,594	\$ 2,659,037	
	\$ 26,334,582	\$ 6,925,990	\$ 7,734,874	\$ 3,857,919		\$ 44,853,365
<u>LAND COSTS</u>						
Cost of land					Excluded	
Allowance for temporary lease of adjacent land for parking during construction				\$ 150,000	\$ 150,000	
	\$ -	\$ -	\$ -			\$ 150,000
TOTAL PROJECT COSTS	\$ 307,433,749	\$ 80,137,071	\$ 88,343,519	\$ 44,063,052		\$ 525,127,391

* See Probable Project Cost Range Sheet

Probable Project Cost Range

Element	Probable Project Range
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Programatic Mid-Rise Layout

Range for Building, Site, and Escalation to Midpoint of
Construction includes Soft Cost

\$526,000,000 to \$605,000,000

SUMMARY MATRIX

			Main Building 396,016 SF		Pre-Release Facility 118,938 SF		Sitework 716,998 SF		Off-Site Improvements 1 LS		Overall Totals 514,954 SF			
Element			Total	Cost/SF	Total	Cost/SF	Total	Cost/SF	Total	Cost/SF	Total	Cost/SF		
A) Shell (1-5)			\$80,034,240	\$202.10	\$19,696,197	\$165.60					\$99,730,436	\$193.67		
1 Foundations			\$9,996,434	\$25.24	\$2,741,224	\$23.05					\$12,737,657			
2 Vertical Structure			\$16,553,469	\$41.80	\$4,745,626	\$39.90					\$21,299,095			
3 Floor & Roof Structures			\$21,780,880	\$55.00	\$6,541,590	\$55.00					\$28,322,470			
4 Exterior Cladding			\$27,743,297	\$70.06	\$4,757,520	\$40.00					\$32,500,817			
5 Roofing and Waterproofing			\$3,960,160	\$10.00	\$910,237	\$7.65					\$4,870,397			
B) Interiors (6-7)			\$45,541,840	\$115.00	\$13,677,870	\$115.00					\$59,219,710	\$115.00		
6 Interior Partitions, Doors and Glazing			\$31,681,280	\$80.00	\$9,515,040	\$80.00					\$41,196,320			
7 Floor, Wall and Ceiling Finishes			\$13,860,560	\$35.00	\$4,162,830	\$35.00					\$18,023,390			
C) Equipment and Vertical Transportation (8-9)			\$14,447,652	\$36.48	\$3,503,359	\$29.46					\$17,951,011	\$34.86		
8 Function Equipment and Specialties			\$12,672,512	\$32.00	\$2,973,450	\$25.00					\$15,645,962			
9 Stairs and Vertical Transportation			\$1,775,140	\$4.48	\$529,909	\$4.46					\$2,305,049			
D) Mechanical and Electrical (10-13)			\$67,087,896	\$169.41	\$18,198,351	\$153.01					\$85,286,246	\$165.62		
10 Plumbing Systems			\$13,721,954	\$34.65	\$3,330,264	\$28.00					\$17,052,218			
11 Heating, Ventilation and Air Conditioning			\$22,869,924	\$57.75	\$5,709,024	\$48.00					\$28,578,948			
12 Electrical Lighting, Power and Communications			\$27,721,120	\$70.00	\$8,325,660	\$70.00					\$36,046,780			
13 Fire Protection Systems			\$2,774,897	\$7.01	\$833,403	\$7.01					\$3,608,300			
E) Site Construction (14-16)							\$45,875,147	\$63.98	\$24,292,500	\$24,292,500.00	\$70,167,647	\$97.86		
14 Site Preparation and Demolition							\$14,551,047	\$5.76	incl. below		\$14,551,047	\$28.26		
15 Site Paving, Structures & Landscaping							\$6,355,100	\$9.15	\$4,809,300	\$1,230,000	\$11,164,400	\$21.68		
16 Utilities on Site							\$24,969,000	\$34.82	\$19,483,200	\$36,780,000	\$44,452,200	\$86.32		
Subtotal Cost			\$207,111,628	\$522.99	\$55,075,776	\$463.06	\$45,875,147	\$63.98	\$24,292,500	\$24,292,500.00	\$332,355,050	\$645.41		
Off-Site														
General Conditions/Requirements			10.0%	5%	\$20,711,163	\$52.30	\$5,507,578	\$46.31	\$4,587,515	\$6.40	\$1,214,625	\$1,214,625.00	\$32,020,880	\$62.18
General Liability, Subguard, and GC Bonds			3.0%	3%	\$6,213,349	\$15.69	\$1,652,273	\$13.89	\$1,376,254	\$1.92	\$728,775	\$728,775.00	\$9,970,652	\$19.36
Contractor's Fee			3.5%	2%	\$942,358	\$2.38	\$250,595	\$2.11	\$1,814,362	\$2.53	\$524,718	\$524,718.00	\$3,532,033	\$6.86
Design Contingency			10.0%	10%	\$2,786,687	\$7.04	\$741,045	\$6.23	\$5,365,328	\$7.48	\$2,676,062	\$2,676,061.80	\$11,569,121	\$22.47
Escalation to MOC, 06/24/21			22.5%	22.5%	\$6,888,736	\$17.40	\$1,831,874	\$15.40	\$13,263,178	\$18.50	\$6,615,269	\$6,615,268.76	\$28,599,057	\$55.54
GET			2.5%	2.5%	\$938,557	\$2.37	\$249,584	\$2.10	\$1,807,045	\$2.52	\$901,299	\$901,298.71	\$3,896,485	\$7.57
Total Estimated Construction Cost					\$245,592,477	\$620.16	\$65,308,725	\$549.10	\$74,088,828	\$103.33	\$36,953,247	\$36,953,247.27	\$421,943,278	\$819.38

SCHEDULE OF AREAS AND CONTROL QUANTITIES

Schedule of Areas	Building	TOTAL
1. Enclosed Areas (x 100%)		
Main Building (1,062 beds)		
Ground Floor	120,000	120,000
Floor 2	108,550	108,550
Floor 3	108,550	108,550
Floor 4	58,916	58,916
Sub-total	396,016	396,016
Pre-Release Building (108 beds)		
Ground Floor	73,565	73,565
Mezzanine	45,373	45,373
Sub-total	118,938	118,938
Total Enclosed	514,954	514,954

Sitework

OCCC - Site 1 - Existing OCCC Site

Oahu, HI

Programatic Mid-Rise Layout

Project # 16-00339.00

01/09/17

SUMMARY - SITEWORK

Element	Subtotal	Total	Cost / SF	Cost / SF
E) Site Construction (14-16)		\$45,875,147		\$63.98
14 Site Preparation and Demolition	\$14,551,047		\$20.29	
15 Site Paving, Structures & Landscaping	\$6,355,100		\$8.86	
16 Utilities on Site	\$24,969,000		\$34.82	
Subtotal		\$45,875,147		\$63.98
General Conditions/Requirements	10.00%	\$4,587,515		\$6.40
Subtotal		\$50,462,661		\$70.38
General Liability, Subguard, and GC Bonds	3.00%	\$1,376,254		\$1.92
Subtotal		\$51,838,916		\$72.30
Contractor's Fee	3.50%	\$1,814,362		\$2.53
Subtotal		\$53,653,278		\$74.83
Design Contingency	10.00%	\$5,365,328		\$7.48
Subtotal		\$59,018,605		\$82.31
Escalation to MOC, 06/24/21	22.47%	\$13,263,178		\$18.50
Subtotal		\$72,281,784		\$100.81
GET	2.50%	\$1,807,045		

TOTAL ESTIMATED CONSTRUCTION COST**\$74,088,828****\$103.33**

Total Area: 716,998 SF

OCCC - Site 1 - Existing OCCC Site

Oahu, HI

Programatic Mid-Rise Layout

Project # 16-00339.00

01/09/17

DETAIL ELEMENTS - SITEWORK

Element	Quantity	Unit	Unit Cost	Total
14 Site Preparation and Demolition				
Site Clearance / Demolition				
HazMat Investigation - allowance	1	ls	\$295,200	\$295,200
Site preparation/stabilization - allowance	1	ls	\$1,008,600	\$1,008,600
Demolition with off-site disposal - allowance	1	ls	\$11,992,500	\$11,992,500
Earthwork				
Fine grading	716,998	sf	\$1.00	\$716,998
Erosion control	716,998	sf	\$0.75	\$537,749
Total - Site Preparation and Demolition				\$14,551,047
15 Site Paving, Structures & Landscaping				
Site Development, Finished Site Area				
AC paving at parking, yard, and service roads	300,000	sf	\$5.00	\$1,500,000
Hardscape				
Concrete paving/sidewalks - allowance	20,000	sf	\$20.00	\$400,000
Landscape				
Landscape area - allowance	1	ls	\$455,100.00	\$455,100
Site Structures				
Physical Plant/Warehouse - allowance	40,000	sf	\$100.00	\$4,000,000
Total - Site Paving, Structures & Landscaping				\$6,355,100
16 Utilities on Site				
On Site Utilities				
Water system improvements - allowance	1	ls	\$3,813,000.00	\$3,813,000
Wastewater system improvements/rehabilitations - allowance	1	ls	\$10,688,700.00	\$10,688,700
Storm water conveyance - allowance	1	ls	\$4,710,900.00	\$4,710,900
Electrical system improvements - allowance	1	ls	\$3,972,900.00	\$3,972,900
Gas distribution improvements - allowance	1	ls	\$455,100.00	\$455,100
Site lighting - allowance	1	ls	\$1,328,400.00	\$1,328,400
Total - Utilities on Site				\$24,969,000

Off-Site Improvements

OCCC - Site 1 - Existing OCCC Site

Oahu, HI

Programatic Mid-Rise Layout

Project # 16-00339.00

01/09/17

SUMMARY - OFF-SITE IMPROVEMENTS

Element	Subtotal	Total	Cost / SF	Cost / SF
E) Site Construction (14-16)		\$24,292,500		\$24,292,500.00
14 Site Preparation and Demolition				
15 Site Paving, Structures & Landscaping	\$4,809,300		\$4,809,300.00	
16 Utilities on Site	\$19,483,200		\$19,483,200.00	
Subtotal		\$24,292,500		\$24,292,500.00
General Conditions/Requirements	5.00%	\$1,214,625		\$1,214,625.00
Subtotal		\$25,507,125		\$25,507,125.00
General Liability, Subguard, and GC Bonds	3.00%	\$728,775		\$728,775.00
Subtotal		\$26,235,900		\$26,235,900.00
Contractor's Fee	2.00%	\$524,718		\$524,718.00
Subtotal		\$26,760,618		\$26,760,618.00
Design Contingency	10.00%	\$2,676,062		\$2,676,061.80
Subtotal		\$29,436,680		\$29,436,679.80
Escalation to MOC, 06/24/21	22.47%	\$6,615,269		\$6,615,268.76
Subtotal		\$36,051,949		\$36,051,948.56
GET	2.50%	\$901,299		
TOTAL ESTIMATED CONSTRUCTION COST		\$36,953,247		\$36,953,247.27

OCCC - Site 1 - Existing OCCC Site

Oahu, HI

Programatic Mid-Rise Layout

Project # 16-00339.00

01/09/17

DETAIL ELEMENTS - OFF-SITE IMPROVEMENTS

Element	Quantity	Unit	Unit Cost	Total
14 Site Preparation and Demolition				
Included below				
Total - Site Preparation and Demolition				
15 Site Paving, Structures & Landscaping				
Roadway improvements - allowance	1	ls	\$4,809,300.00	\$4,809,300
Total - Site Paving, Structures & Landscaping				\$4,809,300
16 Utilities on Site				
Water system evaluation - allowance	1	ls	\$307,500.00	\$307,500
Water system improvements - allowance	1	ls	\$959,400.00	\$959,400
Water facility charge - allowance	1	ls	\$3,124,200.00	\$3,124,200
Wastewater system investigation - allowance	1	ls	\$307,500.00	\$307,500
Wastewater system improvements/rehabilitation - allowance	1	ls	\$11,365,200.00	\$11,365,200
Wastewater facility charge - allowance	1	ls	\$565,800.00	\$565,800
Electrical system improvements - allowance	1	ls	\$2,792,100.00	\$2,792,100
Gas distribution improvements - allowance	1	ls	\$61,500.00	\$61,500
Total - Utilities on Site				\$19,483,200

APPENDIX 1 - SCOPE ASSUMPTIONS

Description	Assumed Scope
General Project Info	<ul style="list-style-type: none"> - Escalation included through Q2 / 2021. - All sub trades to be competitively bid. - Labor pool from the State of Hawaii.
Detailed Assumptions	
1. Substructure / Foundations	<ul style="list-style-type: none"> - No basement - Premiums included for deep footings. - Elevator pits.
2. Structure	<ul style="list-style-type: none"> - Concrete slab on grade. - Structural steel framing including buckling restrained braced frames. - Cementitious fireproofing. - Cellular metal deck with lightweight concrete fill. - Miscellaneous concrete and metals. - Tube steel support framing for detention metal mesh.
3. Envelope / Roofing	<ul style="list-style-type: none"> - Metal stud framing, sheathing, waterproofing, and drywall to interior face of exterior wall at, parapets, and precast concrete panels. - 80% of exterior wall as precast concrete panels. - Allowance for exterior doors, canopies, and soffits. - Security metal mesh, concrete masonry units, and detention hollow metal curtain wall at exterior recreation yards. - Single ply or built up roof, typical.. - Concrete topping slabs at exterior recreation yards.
4. Interiors	<ul style="list-style-type: none"> - Concrete masonry unit walls to 60% of interior partitions. - A mix detention steel wall panels and metal stud framed partitions to remaining areas. - Miscellaneous security and aluminum-framed glazing. - Security hollow metal doors and standard commercial doors. - Walls: paint, epoxy paint, epoxy, ceramic tile. - Floors: urethane, epoxy, sealed concrete, polished concrete, ceramic tile, carpet tile, and vapor membrane barrier. - Ceilings: detention hollow metal, acoustic ceiling tile, gypsum board, security plaster. - Restroom and building specialties, and casework. - Detention equipment and sealants. - Kitchen and Laundry equipment (AV, video visitation, medical, and surgery equipment are excluded).

APPENDIX 1 - SCOPE ASSUMPTIONS

Description	Assumed Scope
5. Vert. Transportation	<ul style="list-style-type: none">- Metal pan / concrete filled stair units.- Mezzanine stairs.- Elevators.
6. Plumbing	<ul style="list-style-type: none">- General plumbing equipment, fixtures, and waste / vent piping.- Domestic water piping.- Roof Drainage.
7. HVAC	<ul style="list-style-type: none">- Chillers, boilers, cooling towers, pumps, etc.- Chilled and heating water piping.- Air handling units.- Air distribution ductwork and specialties.- Automatic Temperature Controls.- Test / balance / firestopping / seismic.
8. Electrical	<ul style="list-style-type: none">- Emergency and Normal Service and Distribution- LED light fixtures.- Fire Alarm Systems.- Telephone Data Systems.- A/V Systems.- Security Systems ACS, CCTV, IC, wireless, duress, master controls.- Master Clock System.
9. Fire Protection	<ul style="list-style-type: none">- Wet pipe sprinklers throughout.

APPENDIX 2 - ALLOWANCES INCLUDED

Section	Description	Allowance
Soft Cost	FF&E	\$5,000,000
	Construction Phasing and interim space cost	\$5,000,000
	Allowance for temporary lease of adjacent land for parking during construction	\$150,000
Sitework	HazMat Investigation	\$295,200
	Demolition with off-site disposal	\$11,992,500
	Site preparation/stabilization	\$1,008,600
	Water system improvements	\$3,813,000
	Wastewater system improvements/rehabilitations	\$10,688,700
	Storm water conveyance	\$4,710,900
	Electrical system improvements	\$3,972,900
	Gas distribution improvements	\$455,100
	Site lighting	\$1,328,400
	Landscaping	\$455,100
	Physical Plant/warehouse	\$4,000,000
Off-Sitework	Water system evaluation	\$307,500
	Water system improvements	\$959,400
	Water facility charge	\$3,124,200
	Wastewater system investigation	\$307,500
	Wastewater system improvements/rehabilitaion	\$11,365,200
	Wastewater facility charge	\$565,800
	Electrical system improvemnets	\$2,792,100
	Gas distribution improvements	\$61,500
	Roadway improvements	\$4,809,300

APPENDIX 3 - RISK CONSIDERATIONS

Section	Description
Labor Availability	Hawaii unemployment rate remains low at 3.0%, the lowest rate since October of 2007. High demand and tight supply of skilled workers are still expected in the following trades: carpenters, iron workers, plumbers, pipefitters, glaziers, sheet metal workers, welders, and electricians.
Material Costs	For domestic construction material costs we continue to see surges in pricing in cold-formed metal stud framing. Concrete, reinforcing steel, lumber, and particle board continue to see price increases.
Productivity	Productivity impacts of construction trade workers is not anticipated.
Sub-Contractor Mark Up	CCMI cost managers continue to track subcontractor markups in the range of 20% - 30%.
Project Access	The project site is easily accessed from local roads. Delivery of materials poses a constraint as sufficient laydown area is not available on site.
Bidding Market	Honolulu construction spending is expected to show a contraction in 2018 which will be favorable for the projects construction schedule.
Escalation	Escalation has been included in this estimate at a rate of 22.5% taken through the midpoint of construction.

APPENDIX 4 - APPROACH & METHODOLOGY

Basis of Estimate	This estimate was prepared using conceptual block diagrams of the buildings with blocks describing functional areas within the buildings, as well as a conceptual site plan from Architects Hawaii received on 12/13/16, On-site and Off-site Improvement Allowances from a State of Hawaii Project Development Report and Site Identification Selection Study for the Oahu Community Correctional Center dated 6/29/2009 (cost have been adjusted to reflect current pricing).
Estimate Format	A component cost classification format has been used for the preparation of this estimate. Cost are classified by building system / element.
Cost Mark Ups	<p>The following % mark ups have been included in each design option:</p> <ul style="list-style-type: none">- General Conditions / Requirements (10.00% on direct costs)- GC Fee (3.50% compound)- Insurance and Subguard (3.00% compound)- Design Contingency (10.00% compound)- Escalation (22.8% compound)
Escalation	All subcontract prices herein are reflective of current bid prices. Escalation has been included on the summary level to the stated mid point of construction.
Design Contingency	An allowance of 10.00% for undeveloped design details has been included in this estimate. As the design of each system is further developed, details which historically increase cost become apparent and must be incorporated into the estimate while decreasing the % burden.
Construction Contingency	It is prudent for all program budgets to include an allowance for change orders which occur during the construction phase. These change orders normally increase the cost of the project. It is recommended that a 5% construction contingency is carried in this respect. A 10% construction contingency is currently included in the soft cost.
Construction Schedule	Costs included herein have been based upon a construction period of 36 months. Any costs for excessive overtime to meet accelerated schedule milestone dates are not included in this estimate.
Method of Procurement	The estimate is based on a design-bid-build delivery method for the building and associated site work.
Bid Conditions	This estimate has been based upon competitive bid situations (minimum of 3 bidders) for all items of subcontracted work.
Basis For Quantities	Wherever possible, this estimate has been based upon the actual measurement of different items of work. For the remaining items, parametric measurements were used in conjunction with other projects of a similar nature. We relied on prior estimates developed for the off-site and utility costs, these cost need to be validated especially for site number 3 which was not part of the prior study.
Sources for Pricing	This estimate was prepared by a team of qualified cost consultants experienced in estimating construction costs at all stages of design. These consultants have used pricing data from Cumming's database for Honolulu County construction.

APPENDIX 4 - APPROACH & METHODOLOGY

Key Exclusions

The following items have been excluded from our estimate:

- Site acquisition.
- Relocation cost.
- Permitting and connection charges.
- Medical and surgical equipment.
- Security / detention glazing to exterior curtain walls.
- Blast design / upgrades to curtain wall.
- Skylights.
- Reclaimed water system.
- Medical gases.

Items Affecting Cost Estimate

Items which may change the estimated construction cost include, but are not limited to:

- Modifications to the scope of work included in this estimate.
- Unforeseen sub-surface conditions.
- Restrictive technical specifications or excessive contract conditions.
- Any specified item of material or product that cannot be obtained from 3 sources.
- Any other non-competitive bid situations.
- Bids delayed beyond the projected schedule.

Statement of Probable Cost

Cumming has no control over the cost of labor and materials, the general contractor's or any subcontractor's method of determining prices, or competitive bidding and market conditions. This estimate is made on the basis of the experience, qualifications, and best judgement of a professional consultant familiar with the construction industry. Cumming, however, cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from this or subsequent cost estimates.

Cumming's staff of professional cost consultants has prepared this estimate in accordance with generally accepted principles and practices. This staff is available to discuss its contents with any interested party.

Pricing reflects probable construction costs obtainable in the project locality on the target dates specified and is a determination of fair market value for the construction of this project. The estimate is not a prediction of low bid. Pricing assumes competitive bidding for every portion of the construction work for all sub and general contractors with a range of 3 - 4 bidders for all items of work. Experience and research indicates that a fewer number of bidders may result in higher bids. Conversely, an increased number of bidders may result in more competitive bid day responses.

Recommendations

Cumming recommends that the Owner and the Architect carefully review this entire document to ensure it reflects their design intent. Requests for modifications of any apparent errors or omissions to this document must be made to Cumming within ten days of receipt of this estimate. Otherwise, it will be assumed that its contents have been reviewed and accepted. If the project is over budget or there are unresolved budget issues, alternate systems / schemes should be evaluated before proceeding into further design phases.

It is recommended that there are preparations of further cost estimates throughout design by Cumming to determine overall cost changes since the preparation of this preliminary estimate. These future estimates will have detailed breakdowns indicating materials by type, kind, and size, priced by their respective units of measure.

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OCCC - Site 2 - Halawa Site
Oahu, HI

Probable Cost Estimate for the
Programatic High-Rise Layout
January 9, 2017
Cumming Project No. 16-00339.00

Prepared for AHL

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EXECUTIVE SUMMARY

1.1 Introduction

This estimate has been prepared, pursuant to an agreement between AHL and Cumming Corporation, for the purpose of establishing a probable cost of construction at the Programatic Budgeting design stage.

The project scope encompasses construction of a new jail facility to replace the Oahu Community Correctional Center in Kalihi, Honolulu. This estimate was prepared using programatic block diagrams of the buildings with blocks describing functional areas within the buildings, as well as a conceptual site plan from AHL received on 12/13/16, On-site and Off-site Improvement Allowances from a State of Hawaii Project Development Report and Site Identification Selection Study for the Oahu Community Correctional Center dated 6/29/2009 (cost have been adjusted to reflect current pricing).

1.2 Project Schedule

	Start	Finish	Duration
Design & Engineering	Jan-17	Dec-19	35 months
Construction	Dec-19	Dec-22	36 months

1.3 Key Assumptions & Exclusions

This document should be read in association with Appendices 1 - 4 which outline assumptions, project understanding, approach, and cost management methodology.

TOTAL PROJECT COST DETAIL

ITEM DESCRIPTION	Main Building	Pre-Release Facility	Sitework	Off-Site Improvements	Sub Total	GROUP TOTAL
<u>BUILDING PERMITS</u>						
Building Department Fees/Permits	\$ -	\$ -	\$ -	\$ -	N/A	\$ -
	\$ -	\$ -	\$ -	\$ -		
<u>CONSTRUCTION COST</u>						
Main Building	\$ 328,931,392				\$ 328,931,392	
Pre-Release Facility		\$ -			\$ -	
Sitework			\$ 74,000,808		\$ 74,000,808	
Off-Site Improvements				\$ 70,519,893	\$ 70,519,893	
	\$ 328,931,392	\$ -	\$ 74,000,808	\$ 70,519,893		\$ 473,452,093
<u>CONSTRUCTION PHASING</u>						
Allowance for phasing and interim swing space cost	\$ 2,000,000	w/main bldg.	\$ -		\$ 2,000,000	
	\$ 2,000,000	\$ -	\$ -	\$ -		\$ 2,000,000
<u>FF&E COSTS</u>						
Allowance	\$ 5,000,000		\$ -		\$ 5,000,000	
	\$ 5,000,000	\$ -	\$ -	\$ -		\$ 5,000,000
<u>EXTERIOR SIGNAGE</u>						
Entry sign	\$ 20,000				\$ 20,000	
Misc. exterior signage	\$ 15,000				\$ 15,000	
	\$ 35,000	\$ -	\$ -	\$ -		\$ 35,000
<u>SUPPORT EQUIPMENT</u>						
Food & Beverage Equipment						
Kitchen equipment		\$ -	\$ -	\$ -	Included	
Laundry equipment		\$ -	\$ -	\$ -	Included	
Departmental Equipment					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>SYSTEMS</u>						
Computer system	excluded	excluded	\$ -		\$ -	
Security system software	excluded	excluded	\$ -		\$ -	
Telephone system	\$ 150,000	\$ 75,000	\$ -		\$ 225,000	
Security System	included	included	\$ -		\$ -	
	\$ 150,000	\$ 75,000	\$ -	\$ -		\$ 225,000
<u>INVENTORY (CONSUMABLES)</u>						
Administrative supplies					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>DESIGN & PM COSTS</u>						
Design Costs						
Allow 7% of construction, FF&E & equipment costs	\$ 23,375,197	\$ -			\$ 23,375,197	
Allow 4% of construction costs	\$ -	\$ -	\$ 2,960,032	\$ 2,820,796	\$ 5,780,828	
Reimbursable expenses	\$ 2,337,520	\$ -	\$ 296,003	\$ 282,080	\$ 2,915,603	
Sub Total Design Costs	\$ 25,712,717	\$ -	\$ 3,256,036	\$ 3,102,875	\$ 32,071,628	
Project Management						
Allow 4% of construction, FF&E & equipment costs	\$ 13,357,256	\$ -	\$ 2,960,032	\$ 2,820,796	\$ 19,138,084	
Reimbursable expenses	\$ 1,335,726	\$ -	\$ 296,003	\$ 282,080	\$ 1,913,808	
Sub Total PM Costs	\$ 14,692,981	\$ -	\$ 3,256,036	\$ 3,102,875	\$ 21,051,892	
Total Design and PM Costs	\$ 40,405,698	\$ -	\$ 6,512,071	\$ 6,205,751		\$ 53,123,520
<u>WORKING CAPITAL/FINANCING</u>						
Working capital					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>FINANCIAL, TAXES & LEGAL</u>						
Legal					Excluded	
Property taxes					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>CAPITALIZED INTEREST</u>						
Capitalized Interest					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>CONTINGENCY</u>						
Contingency on construction @10%	\$ 32,893,139	\$ -	\$ 7,400,081	\$ 7,051,989	\$ 47,345,209	
Contingency on soft costs @5%	\$ 2,279,535	\$ 3,750	\$ 325,604	\$ 310,288	\$ 2,919,176	
	\$ 35,172,674	\$ 3,750	\$ 7,725,684	\$ 7,362,277		\$ 50,264,385
<u>LAND COSTS</u>						
Cost of land					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
TOTAL PROJECT COSTS	\$ 409,694,765	\$ 78,750	\$ 88,238,563	\$ 84,087,921		

* \$ 584,099,998

* See Probable Project
Cost Range Sheet

EXECUTIVE SUMMARY

Element	Probable Project Range
Programatic High-Rise Layout Range for Building, Site, and Escalation to Midpoint of Construction, includes Soft Cost	\$585,000,000 to \$673,000,000

OCCC - Site 2 - Halawa Site
Oahu, HI
Programatic High-Rise Layout

Project # 16-00339.00
01/09/17

SUMMARY MATRIX

				Main Building/Pre-Release		Sitework		Off-Site Improvements		Overall Totals			
				524,585 SF		248,140 SF		1 LS		524,585 SF			
Element				Total	Cost/SF	Total	Cost/SF	Total	Cost/SF	Total	Cost/SF		
A) Shell (1-5)				\$105,966,695	\$202.00					\$105,966,695	\$202.00		
1 Foundations				\$13,587,276	\$25.90					\$13,587,276			
2 Vertical Structure				\$21,927,653	\$41.80					\$21,927,653			
3 Floor & Roof Structures				\$28,852,175	\$55.00					\$28,852,175			
4 Exterior Cladding				\$36,353,741	\$69.30					\$36,353,741			
5 Roofing and Waterproofing				\$5,245,850	\$10.00					\$5,245,850			
B) Interiors (6-7)				\$60,327,275	\$115.00					\$60,327,275	\$115.00		
6 Interior Partitions, Doors and Glazing				\$41,966,800	\$80.00					\$41,966,800			
7 Floor, Wall and Ceiling Finishes				\$18,360,475	\$35.00					\$18,360,475			
C) Equipment and Vertical Transportation (8-9)				\$19,921,987	\$37.98					\$19,921,987	\$37.98		
8 Function Equipment and Specialties				\$16,786,720	\$32.00					\$16,786,720			
9 Stairs and Vertical Transportation				\$3,135,267	\$5.98					\$3,135,267			
D) Mechanical and Electrical (10-13)				\$91,176,563	\$173.81					\$91,176,563	\$173.81		
10 Plumbing Systems				\$19,042,436	\$36.30					\$19,042,436			
11 Heating, Ventilation and Air Conditioning				\$31,737,393	\$60.50					\$31,737,393			
12 Electrical Lighting, Power and Communications				\$36,720,950	\$70.00					\$36,720,950			
13 Fire Protection Systems				\$3,675,785	\$7.01					\$3,675,785			
E) Site Construction (14-16)						\$45,820,645	\$184.66	\$46,358,700	\$46,358,700.00	\$92,179,345	\$371.48		
14 Site Preparation and Demolition						\$14,837,545	\$5.76	incl. below		\$14,837,545	\$28.28		
15 Site Paving, Structures & Landscaping						\$14,255,100	\$9.15	\$1,512,900	\$1,230,000	\$15,768,000	\$30.06		
16 Utilities on Site						\$16,728,000	\$34.82	\$44,845,800	\$36,780,000	\$61,573,800	\$117.38		
Subtotal Cost				\$277,392,519	\$528.78	\$45,820,645	\$184.66	\$46,358,700	\$46,358,700.00	\$369,571,864	\$704.50		
Off-Site													
General Conditions/Requirements				10.0%	5%	\$27,739,252	\$52.88	\$4,582,065	\$18.47	\$2,317,935	\$2,317,935.00	\$34,639,251	\$66.03
General Liability, Subguard, and GC Bonds				3.0%	3%	\$8,321,776	\$15.86	\$1,374,619	\$5.54	\$1,390,761	\$1,390,761.00	\$11,087,156	\$21.14
Contractor's Fee				3.5%	2%	\$1,262,136	\$2.41	\$1,812,207	\$7.30	\$1,001,348	\$1,001,347.92	\$4,075,690	\$7.77
Design Contingency				10.0%	10%	\$3,732,316	\$7.11	\$5,358,954	\$21.60	\$5,106,874	\$5,106,874.39	\$14,198,144	\$27.07
Escalation to MOC, 06/24/21				22.5%	22.5%	\$9,226,347	\$17.59	\$13,247,421	\$53.39	\$12,624,277	\$12,624,277.45	\$35,098,046	\$66.91
GET				2.5%	2.5%	\$1,257,046	\$2.40	\$1,804,898	\$7.27	\$1,719,997	\$1,719,997.39	\$4,781,941	\$9.12
Total Estimated Construction Cost						\$328,931,392	\$627.03	\$74,000,808	\$298.22	\$70,519,893	\$70,519,893.15	\$473,452,093	\$902.53

SCHEDULE OF AREAS AND CONTROL QUANTITIES

Schedule of Areas	Building	TOTAL
1. Enclosed Areas (x 100%)		
Main Building (1,026 beds for Main and 324 beds for Pre-release)		
Ground Floor	110,513	110,513
Floor 2	79,006	79,006
Floor 3	54,393	54,393
Floor 4	57,516	57,516
Floor 5	57,516	57,516
Floor 6	57,516	57,516
Floor 7	56,189	56,189
Floor 8	51,936	51,936
Sub-total	524,585	524,585
Parking Structure		
Ground Floor	24,610	24,610
Floor 2	24,610	24,610
Floor 3	24,610	24,610
Sub-total	73,830	73,830
Total Enclosed	598,415	598,415

Sitework

SUMMARY - SITEWORK

Element	Subtotal	Total	Cost / SF	Cost / SF
E) Site Construction (14-16)		\$45,820,645		\$184.66
14 Site Preparation and Demolition	\$14,837,545		\$59.80	
15 Site Paving, Structures & Landscaping	\$14,255,100		\$57.45	
16 Utilities on Site	\$16,728,000		\$67.41	
Subtotal		\$45,820,645		\$184.66
General Conditions/Requirements	10.00%	\$4,582,065		\$18.47
Subtotal		\$50,402,710		\$203.12
General Liability, Subguard, and GC Bonds	3.00%	\$1,374,619		\$5.54
Subtotal		\$51,777,329		\$208.66
Contractor's Fee	3.50%	\$1,812,207		\$7.30
Subtotal		\$53,589,535		\$215.96
Design Contingency	10.00%	\$5,358,954		\$21.60
Subtotal		\$58,948,489		\$237.56
Escalation to MOC, 06/24/21	22.47%	\$13,247,421		\$53.39
Subtotal		\$72,195,910		\$290.95
GET	2.50%	\$1,804,898		

TOTAL ESTIMATED CONSTRUCTION COST**\$74,000,808****\$298.22**

Total Area: 248,140 SF

DETAIL ELEMENTS - SITEWORK

Element	Quantity	Unit	Unit Cost	Total
14 Site Preparation and Demolition				
Site Clearance / Demolition				
HazMat Investigation - allowance	1	ls	\$172,200	\$172,200
Site preparation/stabilization - allowance	1	ls	\$14,169,600	\$14,169,600
Demolition of existing special needs building with off-site disposal - allowance	1	ls	\$61,500	\$61,500
Earthwork				
Fine grading	248,140	sf	\$1.00	\$248,140
Erosion control	248,140	sf	\$0.75	\$186,105
Total - Site Preparation and Demolition				\$14,837,545

15 Site Paving, Structures & Landscaping

Site Development, Finished Site Area				
Parking structure (3 levels - 300 stalls) - allowance	1	ls	\$9,000,000.00	\$9,000,000
Access drives/Service areas - allowance	1	ls	\$500,000.00	\$500,000
Hardscape				
Concrete paving/sidewalks - allowance	15,000	sf	\$20.00	\$300,000
Landscape				
Landscape area - allowance	1	ls	\$455,100.00	\$455,100
Site Structures				
Physical Plant/Warehouse - allowance	40,000	sf	\$100.00	\$4,000,000

Total - Site Paving, Structures & Landscaping**\$14,255,100****16 Utilities on Site**

On Site Utilities				
Water system improvements - allowance	1	ls	\$2,829,000.00	\$2,829,000
Wastewater system improvements/rehabilitations - allowance	1	ls	\$7,613,700.00	\$7,613,700
Storm water conveyance - allowance	1	ls	\$2,115,600.00	\$2,115,600
Electrical system improvements - allowance	1	ls	\$2,595,300.00	\$2,595,300
Gas distribution improvements - allowance	1	ls	\$246,000.00	\$246,000
Site lighting - allowance	1	ls	\$1,328,400.00	\$1,328,400

Total - Utilities on Site**\$16,728,000**

Off-Site Improvements

SUMMARY - OFF-SITE IMPROVEMENTS

Element	Subtotal	Total	Cost / SF	Cost / SF
E) Site Construction (14-16)		\$46,358,700		\$46,358,700.00
14 Site Preparation and Demolition				
15 Site Paving, Structures & Landscaping	\$1,512,900		\$1,512,900.00	
16 Utilities on Site	\$44,845,800		\$44,845,800.00	
Subtotal		<u>\$46,358,700</u>		<u>\$46,358,700.00</u>
General Conditions/Requirements	5.00%	\$2,317,935		\$2,317,935.00
Subtotal		<u>\$48,676,635</u>		<u>\$48,676,635.00</u>
General Liability, Subguard, and GC Bonds	3.00%	\$1,390,761		\$1,390,761.00
Subtotal		<u>\$50,067,396</u>		<u>\$50,067,396.00</u>
Contractor's Fee	2.00%	\$1,001,348		\$1,001,347.92
Subtotal		<u>\$51,068,744</u>		<u>\$51,068,743.92</u>
Design Contingency	10.00%	\$5,106,874		\$5,106,874.39
Subtotal		<u>\$56,175,618</u>		<u>\$56,175,618.31</u>
Escalation to MOC, 06/24/21	22.47%	\$12,624,277		\$12,624,277.45
Subtotal		<u>\$68,799,896</u>		<u>\$68,799,895.76</u>
GET	2.50%	\$1,719,997		
TOTAL ESTIMATED CONSTRUCTION COST		\$70,519,893		\$70,519,893.15

DETAIL ELEMENTS - OFF-SITE IMPROVEMENTS

Element	Quantity	Unit	Unit Cost	Total
14 Site Preparation and Demolition				
Included below				
Total - Site Preparation and Demolition				
15 Site Paving, Structures & Landscaping				
Roadway improvements - allowance	1	ls	\$1,512,900.00	\$1,512,900
Total - Site Paving, Structures & Landscaping				\$1,512,900
16 Utilities on Site				
Water system evaluation - allowance	1	ls	\$307,500.00	\$307,500
Water system improvements - allowance	1	ls	\$233,700.00	\$233,700
Water facility charge - allowance	1	ls	\$3,124,200.00	\$3,124,200
Wastewater system investigation - allowance	1	ls	\$307,500.00	\$307,500
Wastewater system improvements/rehabilitation - allowance	1	ls	\$36,936,900.00	\$36,936,900
Wastewater facility charge - allowance	1	ls	\$565,800.00	\$565,800
Electrical system improvements - allowance	1	ls	\$3,370,200.00	\$3,370,200
Gas distribution improvements - allowance	1	ls		
Total - Utilities on Site				\$44,845,800

APPENDIX 1 - SCOPE ASSUMPTIONS

Description	Assumed Scope
General Project Info	<ul style="list-style-type: none"> - Escalation included through Q2 / 2021. - All sub trades to be competitively bid. - Labor pool from the State of Hawaii.
Detailed Assumptions	
1. Substructure / Foundations	<ul style="list-style-type: none"> - No basement - Premiums included for deep footings. - Elevator pits and tower crane foundations.
2. Structure	<ul style="list-style-type: none"> - Concrete slab on grade. - Structural steel framing including buckling restrained braced frames. - Cementitious fireproofing. - Cellular metal deck with lightweight concrete fill. - Miscellaneous concrete and metals. - Tube steel support framing for detention metal mesh.
3. Envelope / Roofing	<ul style="list-style-type: none"> - Metal stud framing, sheathing, waterproofing, and drywall to interior face of exterior wall at, parapets, and precast concrete panels. - 80% of exterior wall as poured in place concrete. - Allowance for exterior doors, canopies, and soffits. - Security metal mesh, concrete masonry units, and detention hollow metal curtain wall at exterior recreation yards. - Single ply or built up roof, typical.. - Concrete topping slabs at exterior recreation yards.
4. Interiors	<ul style="list-style-type: none"> - Concrete masonry unit walls to 60% of interior partitions. - A mix detention steel wall panels and metal stud framed partitions to remaining areas. - Miscellaneous security and aluminum-framed glazing. - Security hollow metal doors and standard commercial doors. - Walls: paint, epoxy paint, epoxy, ceramic tile. - Floors: urethane, epoxy, sealed concrete, polished concrete, ceramic tile, carpet tile, and vapor membrane barrier. - Ceilings: detention hollow metal, acoustic ceiling tile, gypsum board, security plaster. - Restroom and building specialties, and casework. - Detention equipment and sealants. - Kitchen and Laundry equipment (AV, video visitation, medical, and surgery equipment are excluded).

APPENDIX 1 - SCOPE ASSUMPTIONS

Description	Assumed Scope
5. Vert. Transportation	<ul style="list-style-type: none">- Metal pan / concrete filled stair units.- Mezzanine stairs.- Elevators.
6. Plumbing	<ul style="list-style-type: none">- General plumbing equipment, fixtures, and waste / vent piping.- Domestic water piping.- Roof Drainage.
7. HVAC	<ul style="list-style-type: none">- Chillers, boilers, cooling towers, pumps, etc.- Chilled and heating water piping.- Air handling units.- Air distribution ductwork and specialties.- Automatic Temperature Controls.- Test / balance / firestopping / seismic.
8. Electrical	<ul style="list-style-type: none">- Emergency and Normal Service and Distribution- LED light fixtures.- Fire Alarm Systems.- Telephone Data Systems.- A/V Systems.- Security Systems ACS, CCTV, IC, wireless, duress, master controls.- Master Clock System.
9. Fire Protection	<ul style="list-style-type: none">- Wet pipe sprinklers throughout.

APPENDIX 2 - ALLOWANCES INCLUDED

Section	Description	Allowance
Soft Cost	FF&E	\$5,000,000
	Construction Phasing and interim space cost	\$2,000,000
Sitework	HazMat Investigation	\$172,200
	Demolition with off-site disposal	\$61,500
	Site preparation/stabilization	\$14,169,600
	Water system improvements	\$2,829,000
	Wastewater system improvements/rehabilitations	\$7,613,700
	Storm water conveyance	\$2,115,600
	Electrical system improvements	\$2,595,300
	Gas distribution improvements	\$246,000
	Site lighting	\$1,328,400
	Landscaping	\$455,100
	Access drives/Service areas	\$500,000
	Parking	\$9,000,000
	Physical Plant/warehouse	\$4,000,000
Off-Sitework	Water system evaluation	\$307,500
	Water system improvements	\$233,700
	Water facility charge	\$3,124,200
	Wastewater system investigation	\$307,500
	Wastewater system improvements/rehabilitaion	\$36,936,900
	Wastewater facility charge	\$565,800
	Electrical system improvemnets	\$3,370,200
	Gas distribution improvements	\$0
	Roadway improvements	\$1,512,900

APPENDIX 3 - RISK CONSIDERATIONS

Section	Description
Labor Availability	Hawaii unemployment rate remains low at 3.0%, the lowest rate since October of 2007. High demand and tight supply of skilled workers are still expected in the following trades: carpenters, iron workers, plumbers, pipefitters, glaziers, sheet metal workers, welders, and electricians.
Material Costs	For domestic construction material costs we continue to see surges in pricing in cold-formed metal stud framing. Concrete, reinforcing steel, lumber, and particle board continue to see price increases.
Productivity	Productivity impacts of construction trade workers is not anticipated.
Sub-Contractor Mark Up	CCMI cost managers continue to track subcontractor markups in the range of 20% - 30%.
Project Access	The project site is easily accessed from local roads. Delivery of materials poses a constraint as sufficient laydown area is not available on site.
Bidding Market	Honolulu construction spending is expected to show a contraction in 2018 which will be favorable for the projects construction schedule.
Escalation	Escalation has been included in this estimate at a rate of 22.5% taken through the midpoint of construction.

APPENDIX 4 - APPROACH & METHODOLOGY

Basis of Estimate	This estimate was prepared using conceptual block diagrams of the buildings with blocks describing functional areas within the buildings, as well as a conceptual site plan from Architects Hawaii received on 12/13/16, On-site and Off-site Improvement Allowances from a State of Hawaii Project Development Report and Site Identification Selection Study for the Oahu Community Correctional Center dated 6/29/2009 (cost have been adjusted to reflect current pricing).
Estimate Format	A component cost classification format has been used for the preparation of this estimate. Cost are classified by building system / element.
Cost Mark Ups	<p>The following % mark ups have been included in each design option:</p> <ul style="list-style-type: none">- General Conditions / Requirements (10.00% on direct costs)- GC Fee (3.50% compound)- Insurance and Subguard (3.00% compound)- Design Contingency (10.00% compound)- Escalation (22.8% compound)
Escalation	All subcontract prices herein are reflective of current bid prices. Escalation has been included on the summary level to the stated mid point of construction.
Design Contingency	An allowance of 10.00% for undeveloped design details has been included in this estimate. As the design of each system is further developed, details which historically increase cost become apparent and must be incorporated into the estimate while decreasing the % burden.
Construction Contingency	It is prudent for all program budgets to include an allowance for change orders which occur during the construction phase. These change orders normally increase the cost of the project. It is recommended that a 5% construction contingency is carried in this respect. A 10% construction contingency is currently included in the soft cost.
Construction Schedule	Costs included herein have been based upon a construction period of 36 months. Any costs for excessive overtime to meet accelerated schedule milestone dates are not included in this estimate.
Method of Procurement	The estimate is based on a design-bid-build delivery method for the building and associated site work.
Bid Conditions	This estimate has been based upon competitive bid situations (minimum of 3 bidders) for all items of subcontracted work.
Basis For Quantities	Wherever possible, this estimate has been based upon the actual measurement of different items of work. For the remaining items, parametric measurements were used in conjunction with other projects of a similar nature. We relied on prior estimates developed for the off-site and utility costs, these cost need to be validated especially for site number 3 which was not part of the prior study.
Sources for Pricing	This estimate was prepared by a team of qualified cost consultants experienced in estimating construction costs at all stages of design. These consultants have used pricing data from Cumming's database for Honolulu County construction.

APPENDIX 4 - APPROACH & METHODOLOGY

Key Exclusions

The following items have been excluded from our estimate:

- Site acquisition.
- Relocation cost.
- Permitting and connection charges.
- Medical and surgical equipment.
- Security / detention glazing to exterior curtain walls.
- Blast design / upgrades to curtain wall.
- Skylights.
- Reclaimed water system.
- Medical gases.

Items Affecting Cost Estimate

Items which may change the estimated construction cost include, but are not limited to:

- Modifications to the scope of work included in this estimate.
- Unforeseen sub-surface conditions.
- Restrictive technical specifications or excessive contract conditions.
- Any specified item of material or product that cannot be obtained from 3 sources.
- Any other non-competitive bid situations.
- Bids delayed beyond the projected schedule.

Statement of Probable Cost

Cumming has no control over the cost of labor and materials, the general contractor's or any subcontractor's method of determining prices, or competitive bidding and market conditions. This estimate is made on the basis of the experience, qualifications, and best judgement of a professional consultant familiar with the construction industry. Cumming, however, cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from this or subsequent cost estimates.

Cumming's staff of professional cost consultants has prepared this estimate in accordance with generally accepted principles and practices. This staff is available to discuss its contents with any interested party.

Pricing reflects probable construction costs obtainable in the project locality on the target dates specified and is a determination of fair market value for the construction of this project. The estimate is not a prediction of low bid. Pricing assumes competitive bidding for every portion of the construction work for all sub and general contractors with a range of 3 - 4 bidders for all items of work. Experience and research indicates that a fewer number of bidders may result in higher bids. Conversely, an increased number of bidders may result in more competitive bid day responses.

Recommendations

Cumming recommends that the Owner and the Architect carefully review this entire document to ensure it reflects their design intent. Requests for modifications of any apparent errors or omissions to this document must be made to Cumming within ten days of receipt of this estimate. Otherwise, it will be assumed that its contents have been reviewed and accepted. If the project is over budget or there are unresolved budget issues, alternate systems / schemes should be evaluated before proceeding into further design phases.

It is recommended that there are preparations of further cost estimates throughout design by Cumming to determine overall cost changes since the preparation of this preliminary estimate. These future estimates will have detailed breakdowns indicating materials by type, kind, and size, priced by their respective units of measure.

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OCCC - Site 3 - Generic Site
Oahu, HI

Probable Cost Estimate for the
Programatic Low-Rise Layout
January 9, 2017
Cumming Project No. 16-00339.00

Prepared for AHL

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EXECUTIVE SUMMARY

1.1 Introduction

This estimate has been prepared, pursuant to an agreement between AHL and Cumming Corporation, for the purpose of establishing a probable cost of construction at the Programatic Budgeting design stage.

The project scope encompasses construction of a new jail facility to replace the Oahu Community Correctional Center in Kalihi, Honolulu. This estimate was prepared using programatic block diagrams of the buildings with blocks describing functional areas within the buildings, as well as a conceptual site plan from AHL received on 12/13/16, On-site and Off-site Improvement Allowances from a State of Hawaii Project Development Report and Site Identification Selection Study for the Oahu Community Correctional Center dated 6/29/2009 (cost have been adjusted to reflect current pricing).

1.2 Project Schedule

	Start	Finish	Duration
Design & Engineering	Jan-17	Dec-19	35 months
Construction	Dec-19	Dec-22	36 months

1.3 Key Assumptions & Exclusions

This document should be read in association with Appendices 1 - 4 which outline assumptions, project understanding, approach, and cost management methodology.

TOTAL PROJECT COST DETAIL

ITEM DESCRIPTION	Main Building	Pre-Release Facility	Sitework	Off-Site Improvements	Sub Total	GROUP TOTAL
<u>BUILDING PERMITS</u>						
Building Department Fees/Permits	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>CONSTRUCTION COST</u>						
Main Building	\$ 198,446,936				\$ 198,446,936	
Pre-Release Facility		\$ 60,690,119			\$ 60,690,119	
Sitework			\$ 57,683,387		\$ 57,683,387	
Off-Site Improvements				\$ 31,938,832	\$ 31,938,832	
	\$ 198,446,936	\$ 60,690,119	\$ 57,683,387	\$ 31,938,832		\$ 348,759,273
<u>CONSTRUCTION PHASING</u>						
Allowance for phasing and interim swing space cost	\$ 1,000,000	w/main bldg.	\$ -		\$ 1,000,000	
	\$ 1,000,000	\$ -	\$ -	\$ -		\$ 1,000,000
<u>FF&E COSTS</u>						
Allowance	\$ 5,000,000		\$ -		\$ 5,000,000	
	\$ 5,000,000	\$ -	\$ -	\$ -		\$ 5,000,000
<u>EXTERIOR SIGNAGE</u>						
Entry sign	\$ 20,000				\$ 20,000	
Misc. exterior signage	\$ 15,000				\$ 15,000	
	\$ 35,000	\$ -	\$ -	\$ -		\$ 35,000
<u>SUPPORT EQUIPMENT</u>						
Food & Beverage Equipment						
Kitchen equipment		\$ -	\$ -	\$ -	Included	
Laundry equipment		\$ -	\$ -	\$ -	Included	
Departmental Equipment					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>SYSTEMS</u>						
Computer system	excluded	excluded	\$ -		\$ -	
Security system software	excluded	excluded	\$ -		\$ -	
Telephone system	\$ 150,000	\$ 75,000	\$ -		\$ 225,000	
Security System	included	included	\$ -		\$ -	
	\$ 150,000	\$ 75,000	\$ -	\$ -		\$ 225,000
<u>INVENTORY (CONSUMABLES)</u>						
Administrative supplies					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>DESIGN & PM COSTS</u>						
Design Costs						
Allow 7% of construction, FF&E & equipment costs	\$ 14,241,285	\$ 4,248,308			\$ 18,489,594	
Allow 4% of construction costs	\$ -	\$ -	\$ 2,307,335	\$ 1,277,553	\$ 3,584,889	
Reimbursable expenses	\$ 1,424,129	\$ 424,831	\$ 230,734	\$ 127,755	\$ 2,207,448	
Sub Total Design Costs	\$ 15,665,414	\$ 4,673,139	\$ 2,538,069	\$ 1,405,309	\$ 24,281,931	
Project Management						
Allow 4% of construction, FF&E & equipment costs	\$ 8,137,877	\$ 2,427,605	\$ 2,307,335	\$ 1,277,553	\$ 14,150,371	
Reimbursable expenses	\$ 813,788	\$ 242,760	\$ 230,734	\$ 127,755	\$ 1,415,037	
Sub Total PM Costs	\$ 8,951,665	\$ 2,670,365	\$ 2,538,069	\$ 1,405,309	\$ 15,565,408	
Total Design and PM Costs	\$ 24,617,079	\$ 7,343,504	\$ 5,076,138	\$ 2,810,617		\$ 39,847,339
<u>WORKING CAPITAL/FINANCING</u>						
Working capital					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>FINANCIAL, TAXES & LEGAL</u>						
Legal					Excluded	
Property taxes					Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>CAPITALIZED INTEREST</u>						
Capitalized Interest	\$ -	\$ -	\$ -	\$ -	Excluded	
	\$ -	\$ -	\$ -	\$ -		\$ -
<u>CONTINGENCY</u>						
Contingency on construction @10%	\$ 19,844,694	\$ 6,069,012	\$ 5,768,339	\$ 3,193,883	\$ 34,875,927	
Contingency on soft costs @5%	1,490,104	370,925	253,807	140,531	2,255,367	
	\$ 21,334,798	\$ 6,439,937	\$ 6,022,146	\$ 3,334,414		\$ 37,131,294
<u>LAND COSTS</u>						
Cost of land					Excluded	
	\$ -	\$ -	\$ -			\$ -
TOTAL PROJECT COSTS	\$ 249,583,812	\$ 74,548,561	\$ 68,781,670	\$ 38,083,863		

* \$ 431,997,906

* See Probable Project Cost Range Sheet

Probable Project Cost Range

Element	Probable Project Range
Programatic Low-Rise Layout Range for Building, Site, and Escalation to Midpoint of Construction, includes Soft Cost	\$433,000,000 to \$498,000,000

Probable Project Cost Range

Element	Probable Project Range
Programatic Mid-rise Layout Range for Building, Site, and Escalation to Midpoint of Construction, includes Soft Cost	\$443,000,000 to \$510,000,000

SUMMARY MATRIX

			Main Building 334,635 SF		Pre-Release Facility 112,225 SF		Sitework 935,967 SF		Off-Site Improvements 1 LS		Overall Totals 446,860 SF			
Element			Total	Cost/SF	Total	Cost/SF	Total	Cost/SF	Total	Cost/SF	Total	Cost/SF		
A) Shell (1-5)			\$62,894,648	\$187.95	\$18,248,126	\$162.60					\$81,142,774	\$181.58		
	1	Foundations	\$7,345,238	\$21.95	\$2,463,339	\$21.95					\$9,808,577			
	2	Vertical Structure	\$12,716,130	\$38.00	\$4,264,550	\$38.00					\$16,980,680			
	3	Floor & Roof Structures	\$18,404,925	\$55.00	\$6,172,375	\$55.00					\$24,577,300			
	4	Exterior Cladding	\$21,082,005	\$63.00	\$4,489,000	\$40.00					\$25,571,005			
	5	Roofing and Waterproofing	\$3,346,350	\$10.00	\$858,862	\$7.65					\$4,205,212			
B) Interiors (6-7)			\$38,483,025	\$115.00	\$12,905,875	\$115.00					\$51,388,900	\$115.00		
	6	Interior Partitions, Doors and Glazing	\$26,770,800	\$80.00	\$8,978,000	\$80.00					\$35,748,800			
	7	Floor, Wall and Ceiling Finishes	\$11,712,225	\$35.00	\$3,927,875	\$35.00					\$15,640,100			
C) Equipment and Vertical Transportation (8-9)			\$10,758,320	\$32.15	\$2,855,625	\$25.45					\$13,613,945	\$30.47		
	8	Function Equipment and Specialties	\$10,708,320	\$32.00	\$2,805,625	\$25.00					\$13,513,945			
	9	Stairs and Vertical Transportation	\$50,000	\$0.15	\$50,000	\$0.45					\$100,000			
D) Mechanical and Electrical (10-13)			\$55,217,129	\$165.01	\$17,171,214	\$153.01					\$72,388,343	\$161.99		
	10	Plumbing Systems	\$11,042,955	\$33.00	\$3,142,300	\$28.00					\$14,185,255			
	11	Heating, Ventilation and Air Conditioning	\$18,404,925	\$55.00	\$5,386,800	\$48.00					\$23,791,725			
	12	Electrical Lighting, Power and Communications	\$23,424,450	\$70.00	\$7,855,750	\$70.00					\$31,280,200			
	13	Fire Protection Systems	\$2,344,799	\$7.01	\$786,364	\$7.01					\$3,131,163			
E) Site Construction (14-16)							\$35,717,042	\$38.16	\$20,996,100	\$20,996,100.00	\$56,713,142	\$60.59		
	14	Site Preparation and Demolition					\$3,932,942	\$4.20	incl. below		\$3,932,942	\$8.80		
	15	Site Paving, Structures & Landscaping					\$6,815,100	\$7.28	\$1,512,900	\$1,512,900	\$8,328,000	\$18.64		
	16	Utilities on Site					\$24,969,000	\$26.68	\$19,483,200	\$19,483,200	\$44,452,200	\$99.48		
Subtotal Cost			\$167,353,122	\$500.11	\$51,180,840	\$456.06	\$35,717,042	\$38.16	\$20,996,100	\$20,996,100.00	\$275,247,105	\$615.96		
			Off-Site											
		General Conditions/Requirements	10.0%	5%	\$16,735,312	\$50.01	\$5,118,084	\$45.61	\$3,571,704	\$3.82	\$1,049,805	\$1,049,805.00	\$26,474,905	\$59.25
		General Liability, Subguard, and GC Bonds	3.0%	3%	\$5,020,594	\$15.00	\$1,535,425	\$13.68	\$1,071,511	\$1.14	\$629,883	\$629,883.00	\$8,257,413	\$18.48
		Contractor's Fee	3.5%	2%	\$761,457	\$2.28	\$232,873	\$2.08	\$1,412,609	\$1.51	\$453,516	\$453,515.76	\$2,860,454	\$6.40
		Design Contingency	10.0%	10%	\$2,251,736	\$6.73	\$688,638	\$6.14	\$4,177,287	\$4.46	\$2,312,930	\$2,312,930.38	\$9,430,592	\$21.10
		Escalation to MOC, 06/24/21	22.5%	22.5%	\$5,566,329	\$16.63	\$1,702,325	\$15.17	\$10,326,321	\$11.03	\$5,717,602	\$5,717,601.91	\$23,312,577	\$52.17
		GET	2.5%	2.5%	\$758,386	\$2.27	\$231,934	\$2.07	\$1,406,912	\$1.50	\$778,996	\$778,995.90	\$3,176,227	\$7.11
Total Estimated Construction Cost			\$198,446,936	\$593.03	\$60,690,119	\$540.79	\$57,683,387	\$61.63	\$31,938,832	\$31,938,831.95	\$348,759,273	\$780.47		

SCHEDULE OF AREAS AND CONTROL QUANTITIES

Schedule of Areas	Building	TOTAL
1. Enclosed Areas (x 100%)		
Main Buildng (1,080 beds)		
Ground Floor	334,635	334,635
Pre-Release Building (108 beds)		
Ground Floor	112,225	112,225
Total Enclosed	446,860	446,860

Sitework

OCCC - Site 3 - Generic Site

Oahu, HI

Programatic Low-Rise Layout

Project # 16-00339.00

01/09/17

SUMMARY - SITEWORK

Element	Subtotal	Total	Cost / SF	Cost / SF
E) Site Construction (14-16)		\$35,717,042		\$38.16
14 Site Preparation and Demolition	\$3,932,942		\$4.20	
15 Site Paving, Structures & Landscaping	\$6,815,100		\$7.28	
16 Utilities on Site	\$24,969,000		\$26.68	
Subtotal		\$35,717,042		\$38.16
General Conditions/Requirements	10.00%	\$3,571,704		\$3.82
Subtotal		\$39,288,746		\$41.98
General Liability, Subguard, and GC Bonds	3.00%	\$1,071,511		\$1.14
Subtotal		\$40,360,258		\$43.12
Contractor's Fee	3.50%	\$1,412,609		\$1.51
Subtotal		\$41,772,867		\$44.63
Design Contingency	10.00%	\$4,177,287		\$4.46
Subtotal		\$45,950,153		\$49.09
Escalation to MOC, 06/24/21	22.47%	\$10,326,321		\$11.03
Subtotal		\$56,276,475		\$60.13
GET	2.50%	\$1,406,912		

TOTAL ESTIMATED CONSTRUCTION COST**\$57,683,387****\$61.63**

Total Area: 935,967 SF

OCCC - Site 3 - Generic Site

Oahu, HI

Programatic Low-Rise Layout

Project # 16-00339.00

01/09/17

DETAIL ELEMENTS - SITEWORK

Element	Quantity	Unit	Unit Cost	Total
14 Site Preparation and Demolition				
Site Clearance / Demolition				
HazMat Investigation - Allowance	1	ls	\$295,000.00	\$295,000
Site preparation/stabilization - Allowance	1	ls	\$1,000,000.00	\$1,000,000
Demolition with off-site disposal	1	ls	\$1,000,000.00	\$1,000,000
Earthwork				
Fine grading	935,967	sf	\$1.00	\$935,967
Erosion control	935,967	sf	\$0.75	\$701,975

Total - Site Preparation and Demolition**\$3,932,942****15 Site Paving, Structures & Landscaping**

Site Development, Finished Site Area				
AC paving				
AC paving at parking, yard, and service roads	300,000	sf	\$5.00	\$1,500,000
Misc curbs, parking striping, signage allow	1	ls	\$200,000.00	\$200,000
Hardscape				
Concrete paving/sidewalks allow	33,000	sf	\$20.00	\$660,000
Landscape				
Planting area, allow	1	ls	\$455,100.00	\$455,100
Site Structures				
Physical Plant/Warehouse - allow	40,000	sf	\$100.00	\$4,000,000

Total - Site Paving, Structures & Landscaping**\$6,815,100****16 Utilities on Site**

On Site Utilities (used current OCCC site allowances)				
Water system improvements - allowance	1	ls	\$3,813,000.00	\$3,813,000
Wastewater system improvements/rehabilitations - allowance	1	ls	\$10,688,700.00	\$10,688,700
Storm water conveyance - allowance	1	ls	\$4,710,900.00	\$4,710,900
Electrical system improvements - allowance	1	ls	\$3,972,900.00	\$3,972,900
Gas distribution improvements - allowance	1	ls	\$455,100.00	\$455,100
Site lighting - allowance	1	ls	\$1,328,400.00	\$1,328,400

Total - Utilities on Site**\$24,969,000**

Off-Site Improvements

OCCC - Site 3 - Generic Site

Oahu, HI

Programatic Low-Rise Layout

Project # 16-00339.00

01/09/17

SUMMARY - OFF-SITE IMPROVEMENTS

Element	Subtotal	Total	Cost / SF	Cost / SF
E) Site Construction (14-16)		\$20,996,100		\$20,996,100.00
14 Site Preparation and Demolition				
15 Site Paving, Structures & Landscaping	\$1,512,900		\$1,512,900.00	
16 Utilities on Site	\$19,483,200		\$19,483,200.00	
Subtotal		\$20,996,100		\$20,996,100.00
General Conditions/Requirements	5.00%	\$1,049,805		\$1,049,805.00
Subtotal		\$22,045,905		\$22,045,905.00
General Liability, Subguard, and GC Bonds	3.00%	\$629,883		\$629,883.00
Subtotal		\$22,675,788		\$22,675,788.00
Contractor's Fee	2.00%	\$453,516		\$453,515.76
Subtotal		\$23,129,304		\$23,129,303.76
Design Contingency	10.00%	\$2,312,930		\$2,312,930.38
Subtotal		\$25,442,234		\$25,442,234.14
Escalation to MOC, 06/24/21	22.47%	\$5,717,602		\$5,717,601.91
Subtotal		\$31,159,836		\$31,159,836.05
GET	2.50%	\$778,996		
TOTAL ESTIMATED CONSTRUCTION COST		\$31,938,832		\$31,938,831.95

OCCC - Site 3 - Generic Site

Oahu, HI

Programatic Low-Rise Layout

Project # 16-00339.00

01/09/17

DETAIL ELEMENTS - OFF-SITE IMPROVEMENTS

Element	Quantity	Unit	Unit Cost	Total
14 Site Preparation and Demolition				
Included below				
Total - Site Preparation and Demolition				
15 Site Paving, Structures & Landscaping				
Roadway improvements	1	ls	\$1,512,900.00	\$1,512,900
Total - Site Paving, Structures & Landscaping				\$1,512,900
16 Utilities on Site				
Water system evaluation allowance	1	ls	\$307,500.00	\$307,500
Water system improvements allowance	1	ls	\$959,400.00	\$959,400
Water facility charge allowance	1	ls	\$3,124,200.00	\$3,124,200
Wastewater system investigation allowance	1	ls	\$307,500.00	\$307,500
Wastewater system improvements/rehabilitation allowance	1	ls	\$11,365,200.00	\$11,365,200
Wastewater facility charge allowance	1	ls	\$565,800.00	\$565,800
Electrical system improvements allowance	1	ls	\$2,792,100.00	\$2,792,100
Gas distribution improvements allowance	1	ls	\$61,500.00	\$61,500
Total - Utilities on Site				\$19,483,200

APPENDIX 1 - SCOPE ASSUMPTIONS

Description	Assumed Scope
General Project Info	<ul style="list-style-type: none"> - Escalation included through Q2 / 2021. - All sub trades to be competitively bid. - Labor pool from the State of Hawaii.
Detailed Assumptions	
1. Substructure / Foundations	<ul style="list-style-type: none"> - No basement - Conventional continuous footings / spread footings.
2. Structure	<ul style="list-style-type: none"> - Concrete slab on grade. - Structural steel framing including buckling restrained braced frames. - Cementitious fireproofing. - Cellular metal deck with lightweight concrete fill. - Miscellaneous concrete and metals. - Tube steel support framing for detention metal mesh.
3. Envelope / Roofing	<ul style="list-style-type: none"> - Metal stud framing, sheathing, waterproofing, and drywall to interior face of exterior wall at, parapets, and precast concrete panels. - 80% of exterior wall as precast concrete panels. - Allowance for exterior doors, canopies, and soffits. - Security metal mesh, concrete masonry units, and detention hollow metal curtain wall at exterior recreation yards. - Single ply or built up roof, typical.. - Concrete topping slabs at exterior recreation yards.
4. Interiors	<ul style="list-style-type: none"> - Concrete masonry unit walls to 60% of interior partitions. - A mix detention steel wall panels and metal stud framed partitions to remaining areas. - Miscellaneous security and aluminum-framed glazing. - Security hollow metal doors and standard commercial doors. - Walls: paint, epoxy paint, epoxy, ceramic tile. - Floors: urethane, epoxy, sealed concrete, polished concrete, ceramic tile, carpet tile, and vapor membrane barrier. - Ceilings: detention hollow metal, acoustic ceiling tile, gypsum board, security plaster. - Restroom and building specialties, and casework. - Detention equipment and sealants. - Kitchen and Laundry equipment (AV, video visitation, medical, and surgery equipment are excluded).

APPENDIX 1 - SCOPE ASSUMPTIONS

Description	Assumed Scope
5. Vert. Transportation	<ul style="list-style-type: none">- Metal pan / concrete filled stair units.
6. Plumbing	<ul style="list-style-type: none">- General plumbing equipment, fixtures, and waste / vent piping.- Domestic water piping.- Roof Drainage.
7. HVAC	<ul style="list-style-type: none">- Chillers, boilers, cooling towers, pumps, etc.- Chilled and heating water piping.- Air handling units.- Air distribution ductwork and specialties.- Automatic Temperature Controls.- Test / balance / firestopping / seismic.
8. Electrical	<ul style="list-style-type: none">- Emergency and Normal Service and Distribution- LED light fixtures.- Fire Alarm Systems.- Telephone Data Systems.- A/V Systems.- Security Systems ACS, CCTV, IC, wireless, duress, master controls.- Master Clock System.
9. Fire Protection	<ul style="list-style-type: none">- Wet pipe sprinklers throughout.

APPENDIX 2 - ALLOWANCES INCLUDED

Section	Description	Allowance
Soft Cost	FF&E	\$5,000,000
	Construction Phasing and interim space cost	\$1,000,000
Sitework	Water system improvements	\$3,813,000
	Site preparation/stabilization	\$1,000,000
	Wastewater system improvements/rehabilitations	\$10,688,700
	Storm water conveyance	\$4,710,900
	electrical system improvements	\$3,972,900
	Gas distribution improvements	\$455,100
	Site lighting	\$1,328,400
	HazMat Investigation	\$295,000
	Physical Plant/warehouse	\$4,000,000
Off-Sitework	Water system evaluation	\$307,500
	Water system improvements	\$959,400
	Water facility charge	\$3,124,200
	Wastewater system investigation	\$307,500
	Wastewater system improvements/rehabilitaion	\$11,365,200
	Wastewater facility charge	\$565,800
	Electrical system improvemnets	\$2,792,100
	Gas distribution improvements	\$61,500
	Roadway improvements	\$1,512,900

APPENDIX 3 - RISK CONSIDERATIONS

Section	Description
Labor Availability	Hawaii unemployment rate remains low at 3.0%, the lowest rate since October of 2007. High demand and tight supply of skilled workers are still expected in the following trades: carpenters, iron workers, plumbers, pipefitters, glaziers, sheet metal workers, welders, and electricians.
Material Costs	For domestic construction material costs we continue to see surges in pricing in cold-formed metal stud framing. Concrete, reinforcing steel, lumber, and particle board continue to see price increases.
Productivity	Productivity impacts of construction trade workers is not anticipated.
Sub-Contractor Mark Up	CCMI cost managers continue to track subcontractor markups in the range of 20% - 30%.
Project Access	The project site is easily accessed from local roads. Delivery of materials poses a constraint as sufficient laydown area is not available on site.
Bidding Market	Honolulu construction spending is expected to show a contraction in 2018 which will be favorable for the projects construction schedule.
Escalation	Escalation has been included in this estimate at a rate of 22.5% taken through the midpoint of construction.

APPENDIX 4 - APPROACH & METHODOLOGY

Basis of Estimate	This estimate was prepared using conceptual block diagrams of the buildings with blocks describing functional areas within the buildings, as well as a conceptual site plan from Architects Hawaii received on 12/13/16, On-site and Off-site Improvement Allowances from a State of Hawaii Project Development Report and Site Identification Selection Study for the Oahu Community Correctional Center dated 6/29/2009 (cost have been adjusted to reflect current pricing).
Estimate Format	A component cost classification format has been used for the preparation of this estimate. Cost are classified by building system / element.
Cost Mark Ups	<p>The following % mark ups have been included in each design option:</p> <ul style="list-style-type: none">- General Conditions / Requirements (10.00% on direct costs)- GC Fee (3.50% compound)- Insurance and Subguard (3.00% compound)- Design Contingency (10.00% compound)- Escalation (22.8% compound)
Escalation	All subcontract prices herein are reflective of current bid prices. Escalation has been included on the summary level to the stated mid point of construction.
Design Contingency	An allowance of 10.00% for undeveloped design details has been included in this estimate. As the design of each system is further developed, details which historically increase cost become apparent and must be incorporated into the estimate while decreasing the % burden.
Construction Contingency	It is prudent for all program budgets to include an allowance for change orders which occur during the construction phase. These change orders normally increase the cost of the project. It is recommended that a 5% construction contingency is carried in this respect. A 10% construction contingency is currently included in the soft cost.
Construction Schedule	Costs included herein have been based upon a construction period of 36 months. Any costs for excessive overtime to meet accelerated schedule milestone dates are not included in this estimate.
Method of Procurement	The estimate is based on a design-bid-build delivery method for the building and associated site work.
Bid Conditions	This estimate has been based upon competitive bid situations (minimum of 3 bidders) for all items of subcontracted work.
Basis For Quantities	Wherever possible, this estimate has been based upon the actual measurement of different items of work. For the remaining items, parametric measurements were used in conjunction with other projects of a similar nature. We relied on prior estimates developed for the off-site and utility costs, these cost need to be validated especially for site number 3 which was not part of the prior study.
Sources for Pricing	This estimate was prepared by a team of qualified cost consultants experienced in estimating construction costs at all stages of design. These consultants have used pricing data from Cumming's database for Honolulu County construction.

APPENDIX 4 - APPROACH & METHODOLOGY

Key Exclusions

The following items have been excluded from our estimate:

- Site acquisition.
- Animal Quarantine and Current OCCE Relocation cost.
- Permitting and connection charges.
- Medical and surgical equipment.
- Security / detention glazing to exterior curtain walls.
- Blast design / upgrades to curtain wall.
- Skylights.
- Reclaimed water system.
- Medical gases.

Items Affecting Cost Estimate

Items which may change the estimated construction cost include, but are not limited to:

- Modifications to the scope of work included in this estimate.
- Unforeseen sub-surface conditions.
- Restrictive technical specifications or excessive contract conditions.
- Any specified item of material or product that cannot be obtained from 3 sources.
- Any other non-competitive bid situations.
- Bids delayed beyond the projected schedule.

Statement of Probable Cost

Cumming has no control over the cost of labor and materials, the general contractor's or any subcontractor's method of determining prices, or competitive bidding and market conditions. This estimate is made on the basis of the experience, qualifications, and best judgement of a professional consultant familiar with the construction industry. Cumming, however, cannot and does not guarantee that proposals, bids, or actual construction costs will not vary from this or subsequent cost estimates.

Cumming's staff of professional cost consultants has prepared this estimate in accordance with generally accepted principles and practices. This staff is available to discuss its contents with any interested party.

Pricing reflects probable construction costs obtainable in the project locality on the target dates specified and is a determination of fair market value for the construction of this project. The estimate is not a prediction of low bid. Pricing assumes competitive bidding for every portion of the construction work for all sub and general contractors with a range of 3 - 4 bidders for all items of work. Experience and research indicates that a fewer number of bidders may result in higher bids. Conversely, an increased number of bidders may result in more competitive bid day responses.

Recommendations

Cumming recommends that the Owner and the Architect carefully review this entire document to ensure it reflects their design intent. Requests for modifications of any apparent errors or omissions to this document must be made to Cumming within ten days of receipt of this estimate. Otherwise, it will be assumed that its contents have been reviewed and accepted. If the project is over budget or there are unresolved budget issues, alternate systems / schemes should be evaluated before proceeding into further design phases.

It is recommended that there are preparations of further cost estimates throughout design by Cumming to determine overall cost changes since the preparation of this preliminary estimate. These future estimates will have detailed breakdowns indicating materials by type, kind, and size, priced by their respective units of measure.



OCCC - Correctional Facility Benchmark Study
Oahu, HI

January 9, 2017
Cumming Project No. 16-00339

Prepared for AHL

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EXECUTIVE SUMMARY

1.1 Introduction

This Benchmark Study has been prepared, pursuant to an agreement between AHL and Cumming, for the purpose of establishing historical probable cost of construction at the Budgeting design stage.

1.2 Qualifications

There are many factors that influence the cost of Correctional facilities including the Location, the Construction Market at the time of the build, the procurement method, the complexities of the site and availability of adequate utilities, and the Functional use and Security requirements of the facility. We have adjusted the facilities costs used in this study to account for 2017 Construction \$ in the Honolulu, HI market. Furthermore we have identified the specific security requirements and any special attributes so that these facilities can appropriately be compared.

Refer to separate Programmatic Estimates for the Site options 1 through 3 which are under consideration. The On-site Utility costs and Off-Site costs carried in the estimates make up a significant part of the total cost and we suggest that the next steps should include further study in this area.

The costs represented in this benchmark study (and the projected costs for the 3 sites under consideration) are the Construction Costs only. Refer to the individual programmatic estimates for the escalated Project Costs

State of Hawaii
Correctional Facility Benchmarking Study
Honolulu, HI

Correctional Facility Benchmarks - Adjusted for Honolulu, HI Location, 2017\$

	Maximum Security									Medium Security
Agency	Colorado Dept of Corrections	Illinois Capital Dev. Bd.	Federal Bureau of Prisons	Federal Bureau of Prisons	Nebraska Dept of Corrections	Georgia Department of Corrections (under GEO Group)	Riverside County	New York City	Wayne County	San Mateo County
Location	Canon City, CO	Sheridan, IL	Inez, KY	Sumterville, FL	Lincoln, NB	Milledgeville, GA	Riverside, CA	Queens, NY	Detroit, MI	San Mateo, CA
Facility	1 - Colorado State Penitentiary II	2 - Sheridan Correctional Center	3 - Big Sandy USP	4 - Coleman USP	5 - Tecumseh State Correctional Institution	6 - Riverbend Correctional Facility	7 - East County Detention Center	8 - Rikers Island Admission Facility	9 - Wayne County Consolidated Jail	10 - Maple Street Correctional Center (1/3 of beds shelled)
Year Completed	2010	2003	2002	2004	2001	2011	2017(proposed)	2019(proposed)	2014	2017(proposed)
Security Level	Maximum	Maximum	Maximum/Work	Maximum/Work	Maximum/Medium	Medium	Medium	Medium	Medium	Medium
No of Beds	948	1710	896	960	960	1500	1626	1537	2400	768
No of Floors	6	2	2	1-2	2	1	8	4	4	2
Building Area	448,222 SF	600,000 SF	657,000 SF	538,190 SF	364,563 SF	277,635 SF	509,000 SF	620,000 SF	700,000 SF	276,000 SF
Area/Bed	473 SF	351 SF	733 SF	561 SF	380 SF	185 SF	313 SF	403 SF	292 SF	359 SF
Original Const Cost	\$167,000,000	\$111,355,000	\$146,000,000	\$89,488,000	\$64,400,000	\$80,000,000	\$262,000,000	\$480,000,000	\$219,320,000	\$127,000,000
Original Cost/Bed	\$176,160	\$65,120	\$162,946	\$93,217	\$67,083	\$53,333	\$161,132	\$312,297	\$91,383	\$165,365
Original Cost/SF	\$372.58	\$185.59	\$222.22	\$166.28	\$176.65	\$288.15	\$514.73	\$774.19	\$313.31	\$460.14
Escalation Factor to June 2017	19.46%	58.0%	61.0%	46.4%	63.2%	15.3%	0.0%	-6.6%	8.3%	0.0%
Location Factor to Honolulu, HI	1.34	1.04	1.23	1.40	1.37	1.48	1.15	0.95	1.20	1.06
Adjusted Const Cost - Honolulu, HI (2017\$)	\$268,111,000	\$183,207,000	\$289,008,000	\$183,526,000	\$143,779,000	\$136,887,000	\$302,137,000	\$425,213,000	\$284,014,000	\$135,034,000
Adjusted Cost/Bed	\$282,817.51	\$107,138.60	\$322,553.57	\$191,172.92	\$149,769.79	\$91,258.00	\$185,816.11	\$276,651.27	\$118,339.17	\$175,825.52
Adjusted Cost/SF	\$598.17	\$305.35	\$439.89	\$341.01	\$394.39	\$493.05	\$593.59	\$685.83	\$405.73	\$489.25

State of Hawaii
Correctional Facility Benchmarking Study
Honolulu, HI

Correctional Facility Benchmarks - Adjusted for Honolulu, HI Location, 2017\$

	Medium Security			Min Security	Corrections - Special Needs/Medical/Treatment					
Agency	Middle Atlantic NAVFAC	Tennessee Department of Corrections	Federal Bureau of Prisons	Federal Bureau of Prisons	Washington State Department of Corrections	State of Florida (under GEO Group)	Pennsylvania Department of General Services	California Department of Corrections and Rehabilitation	California Department of Corrections and Rehabilitation	California Department of Corrections and Rehabilitation
Location	Chesapeake, VA	Pikeville, TN	Victorville, CA	Berlin, NH	Gig Harbor, WA	Milton, Florida	Montgomery County, PA	San Diego, CA	Stockton, CA	San Quentin, CA
Facility	11 - Naval Consolidated Brig	12 - Bledsoe County Correctional Complex	13 - Federal Correctional Institution - Victorville - Medium 1	14 - Federal Correctional Institution - Berlin	15 - Washington Corrections Center for Women - Special Needs Unit	16 - Blackwater River Correctional Facility	17 - Phoenix State Correctional Institution	18 - Richard Donovan Correctional Health Care Facility	19 - California Health Care Facility - Stockton	20 - California Health Care Facility - San Quentin
Year Completed	2010	2011	2000	2010	2002	2010	2015	2016	2013	2009
Security Level	Medium Male & Female	Medium Male	FCI Medium Male	FCI Minimum Male	Special Needs / Mental Health	Special Needs, Mental, Medical	Special Needs, Mental, Medical	Special Needs, Mental, Medical	Special Needs, Mental, Medical	Special Needs, Mental, Medical
No of Beds	400	1444	1864	1230	108	2000	3396	792	1722	50
No of Floors	Unknown	1-2	1-2	1-2	2	1	1-2	Unkown	1-2	5
Building Area	210,000 SF	459,117 SF	645,714 SF	686,766 SF	55,500 SF	400,000 SF	1,000,000 SF	317,000 SF	1,159,000 SF	116,000 SF
Area/Bed	525 SF	318 SF	346 SF	558 SF	514 SF	200 SF	294 SF	400 SF	673 SF	2,320 SF
Original Const Cost	\$70,000,000	\$143,810,000	\$87,188,000	\$246,000,000	\$14,600,000	\$121,000,000	\$316,000,000	\$169,000,000	\$738,000,000	\$136,000,000
Original Cost/Bed	\$175,000	\$99,591	\$46,775	\$200,000	\$135,185	\$60,500	\$93,051	\$213,384	\$428,571	\$2,720,000
Original Cost/SF	\$333.33	\$313.23	\$135.03	\$358.20	\$263.06	\$302.50	\$316.00	\$533.12	\$636.76	\$1,172.41
Escalation Factor to June 2017	19.5%	15.3%	64.8%	19.5%	61.0%	19.5%	5.7%	3.5%	10.5%	22.3%
Location Factor to Honolulu, HI	1.43	1.44	1.19	1.27	1.21	1.46	1.07	1.17	1.13	1.05
Adjusted Const Cost - Honolulu, HI (2017\$)	\$119,447,000	\$238,851,000	\$170,534,000	\$374,436,000	\$28,473,000	\$211,142,000	\$356,421,000	\$204,206,000	\$918,156,000	\$175,354,000
Adjusted Cost/Bed	\$298,617.50	\$165,409.28	\$91,488.20	\$304,419.51	\$263,638.89	\$105,571.00	\$104,953.18	\$257,835.86	\$533,191.64	\$3,507,080.00
Adjusted Cost/SF	\$568.80	\$520.24	\$264.10	\$545.22	\$513.03	\$527.86	\$356.42	\$644.18	\$792.20	\$1,511.67

State of Hawaii
Correctional Facility Benchmarking Study
Honolulu, HI

Correctional Facility Benchmarks - Adjusted for Honolulu, HI Location, 2017\$

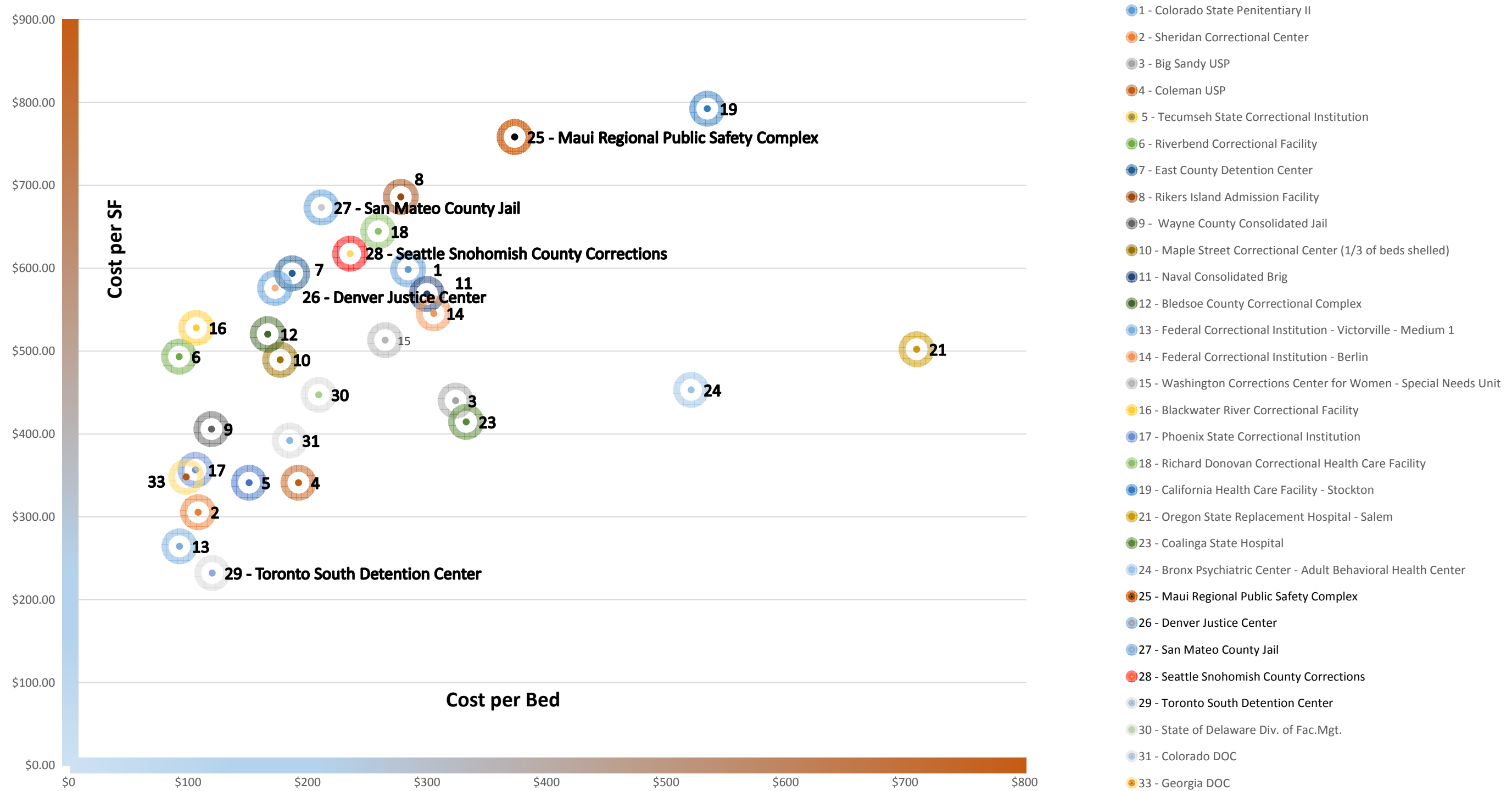
			<i>Psychiatric</i>		<i>Hawaii</i>	<i>2016 Facility Tour</i>				<i>Max</i>
Agency	Oregon Health Administration & Oregon DOC	Oregon Health Administration & Oregon DOC	State of California Dept of Mental Health	Dormitory Authority State of New York	State of Hawaii	Denver Sheriffs Department	San Mateo County		Ministry of Community Safety and Correctional Services	State of Delaware Div. of Fac.Mgt.
Location	Salem, OR	Junction City, OR	Coalinga, CA	Bronx, NY	Maui	Denver, CO	San Mateo, CA	Seattle, WA	Toronto, CD	Delaware
Facility	21 - Oregon State Replacement Hospital - Salem	22 - Oregon State Replacement Hospital - Junction City	23 - Coalinga State Hospital	24 - Bronx Psychiatric Center - Adult Behavioral Health Center	25 - Maui Regional Public Safety Complex	26 - Denver Justice Center	27 - San Mateo County Jail	28 - Seattle Snohomish County Corrections	29 - Toronto South Detention Center	30 - State of Delaware Div. of Fac.Mgt.
Year Completed	2011	2014	2005	2015	2011	2010	2016	2004	2013	2001
Security Level	Special Needs, Mental, Medical	Special Needs, Mental, Medical	Psychiatric Facility	Psychiatric Facility	Max / Medium		Minimum to Medium		Maximum	Max./Close
No of Beds	620	174	1500	156	608	1472	832	640	1650	900
No of Floors	3	2	2	1	TBD	5	3	8		
Building Area	875,000 SF	220,000 SF	1,200,000 SF	179,000 SF	298,354 SF	438,400 SF	260,000 SF	243,000 SF	846,000 SF	418,686 SF
Area/Bed	1,411 SF	1,264 SF	800 SF	1,147 SF	491 SF	298 SF	313 SF	380 SF	513 SF	465 SF
Original Const Cost	\$311,000,000	\$84,000,000	\$314,000,000	\$79,000,000	\$196,135,123	\$159,000,000	\$159,000,000	\$86,000,000	\$159,000,000	\$96,647,000
Original Cost/Bed	\$501,613	\$482,759	\$209,333	\$506,410	\$322,591	\$108,016	\$191,106	\$134,375	\$96,364	\$107,386
Original Cost/SF	\$355.43	\$381.82	\$261.67	\$441.34	\$657.39	\$362.68	\$611.54	\$353.91	\$187.94	\$230.83
Escalation Factor to June 2017	15.3%	8.3%	38.7%	5.7%	15.3%	19.5%	3.5%	46.4%	10.5%	63.2%
Location Factor to Honolulu, HI	1.22	1.23	1.14	0.97	1.00	1.33	1.06	1.19	1.12	1.19
Adjusted Const Cost - Honolulu, HI (2017\$)	\$439,207,000	\$111,606,000	\$497,177,000	\$81,069,000	\$226,198,000	\$252,502,000	\$174,975,000	\$150,002,000	\$196,194,000	\$187,184,000
Adjusted Cost/Bed	\$708,398.39	\$641,413.79	\$331,451.33	\$519,673.08	\$372,036.18	\$171,536.68	\$210,306.49	\$234,378.13	\$118,905.45	\$207,982.22
Adjusted Cost/SF	\$501.95	\$507.30	\$414.31	\$452.90	\$758.15	\$575.96	\$672.98	\$617.29	\$231.91	\$447.07

State of Hawaii
Correctional Facility Benchmarking Study
Honolulu, HI

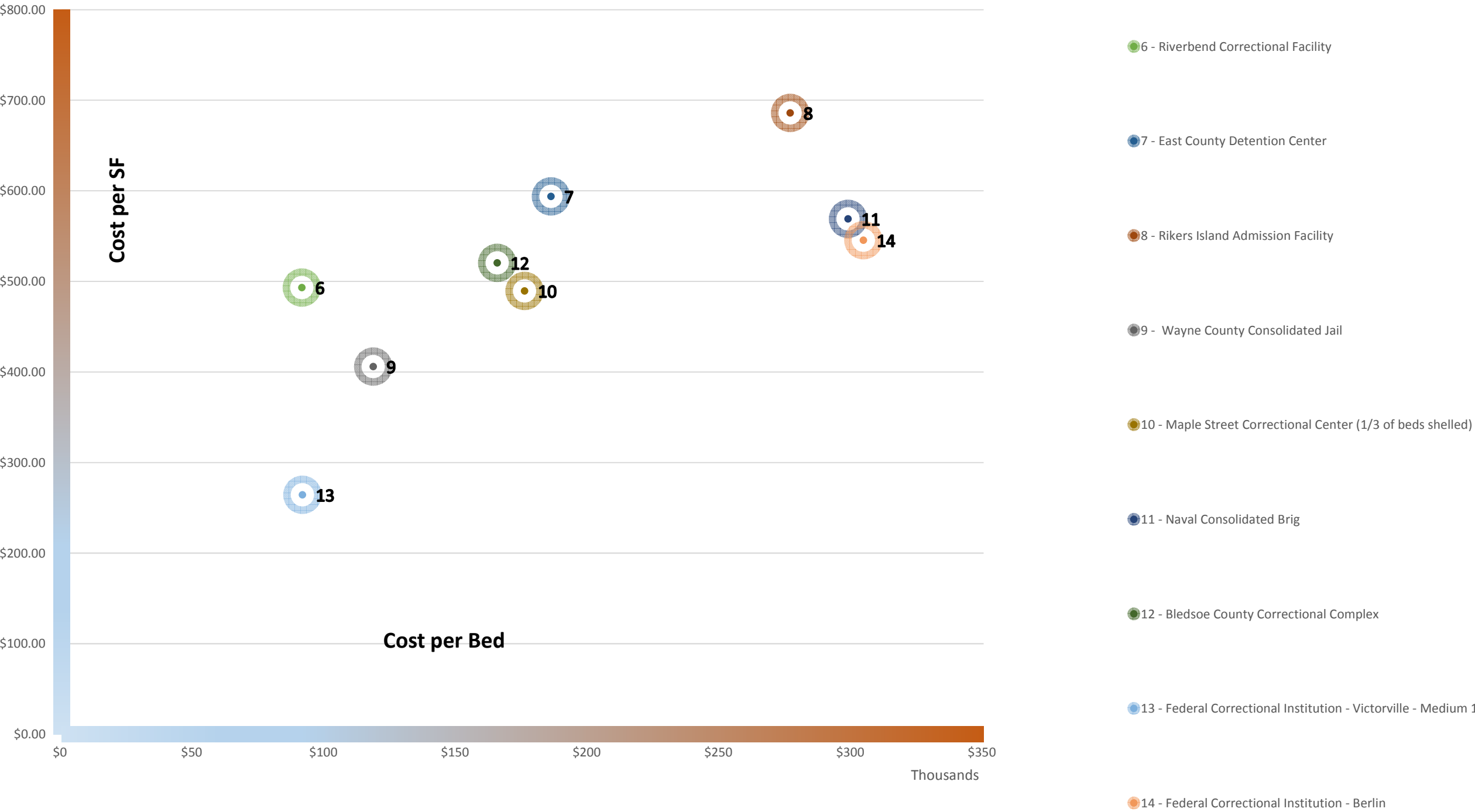
Correctional Facility Benchmarks - Adjusted for Honolulu, HI Location, 2017

		Med				
Agency	Colorado DOC	Oregon DOC	Georgia DOC	Site 1 - Existing OCCC	Site 2 - Halawa	Site 3 - Generic Site
Location	Colorado (Central)	Oregon	Georgia	Existing OCCC Site	Halawa Site	Generic
Facility	31 - Colorado DOC	32 - Oregon DOC	33 - Georgia DOC			
Year Completed	2003	2008	2003	2017(proposed)	2017(proposed)	2017(proposed)
Security Level	Special Needs	Special Needs & Med.	Min/Med/Close/M ax (Prototype)	Minimum to Medium	Minimum to Medium	Minimum to Medium
No of Beds	250	1900	1024	1,170	1,350	1188
No of Floors				4	8	1
Building Area	117,200 SF	600,000 SF	285,836 SF	514,954 SF	598,415 SF	446,860 SF
Area/Bed	469 SF	316 SF	279 SF	440 SF	443 SF	376 SF
Original Const Cost	\$21,870,800	\$190,000,000	\$43,614,436	\$421,943,278	\$438,365,369	\$349,067,601
Original Cost/Bed	\$87,483	\$100,000	\$42,592	\$360,635	\$324,715	\$293,828
Original Cost/SF	\$186.61	\$316.67	\$152.59	\$819.38	\$732.54	\$781.16
Escalation Factor to June 2017	58.0%	24.4%	58.0%	0.0%	0.0%	0.0%
Location Factor to Honolulu, HI	1.33	1.22	1.44	1.00	1.00	1.00
Adjusted Const Cost - Honolulu, HI (2017\$)	\$45,924,000	\$289,319,000	\$99,446,000	\$421,943,000	\$438,365,000	\$349,068,000
Adjusted Cost/Bed	\$183,696.00	\$152,273.16	\$97,115.23	\$360,635.04	\$324,714.81	\$293,828.28
Adjusted Cost/SF	\$391.84	\$482.20	\$347.91	\$819.38	\$732.54	\$781.16

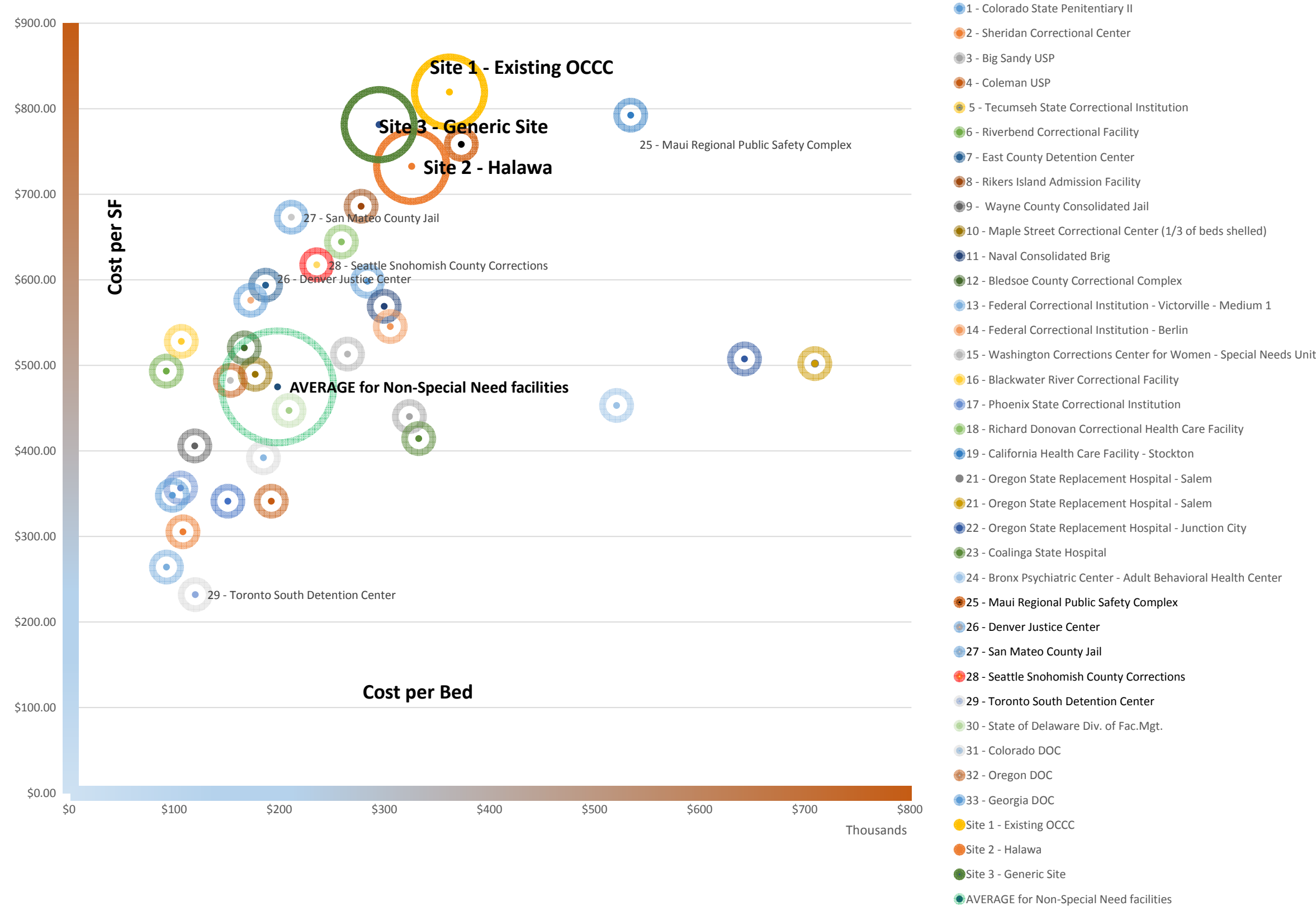
Correctional Facility Benchmarks - All Data



Correctional Facility Benchmarks - Medium and Low



Correctional Facility Benchmarks - Site Options



APPENDIX E

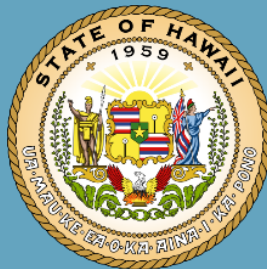
Estimated Staffing & Operating Costs

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Estimated Staffing and Operating Costs Report

**Oahu Community
Correctional Center**

January 9, 2017

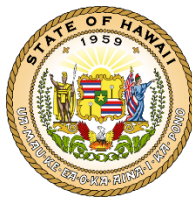


Estimated Staffing and Operating Costs Report

Oahu Community Correctional Center

DAGS JOB NO. 12-27-5670

January 9, 2017



State of Hawaii
Hawaii Public Safety Department

Prepared by
Criminal Justice Planning Services
Olympia, Washington

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SUMMARY

The report predicts staffing efficiencies and operational savings will be achieved through modern jail design, technology and best practices in staffing. It begins by providing a national perspective on modern jail design and approaches to staffing for low-rise and multilevel facilities. As explained, modern jails include the use of contemporary technology to augment staffing while increasing public safety. Examples include video visiting, video surveillance, electronic records and limited video court. Today's housing units are generally larger than at OCCC and supervisory sergeants are assigned to broad areas of the facility versus each housing unit. Single officers work in general population housing units with an open work station. The officers are supported with the aforementioned technology as well as a cadre of roving officers that respond when needed. In contrast to modern jails, the layout of OCCC forces the facility to operate like a state prison. Walking from building to building via sidewalks lined with recreation yards not connected to the housing units creates the need for additional staffing, as do separate program and visiting buildings. Additionally, it is highly unusual to see guard towers at today's jails.

In a separate report, the Interim Architectural (IA) Space Program estimates the spaces needed to meet the 10-year OCCC population forecast for males.¹ It serves as the source document of the housing unit requirements for the replacement facility. The detention forecast is almost flat while the pre-release forecast applies a two percent growth rate to the eligible pool of candidates.² Thus, the growth is entirely pre-release which is known throughout the corrections industry to be cost beneficial and reduce crime via reduced recidivism. The IA Space Program assumes the facility will be in a single location including pre-trial, sentenced and pre-release inmates. Changing that dynamic such as separating the pre-trial population by any significant amount of geography will likely require a duplication of services in areas such as administration, food service and health care.

OCCC's current staffing represents 87.5 percent of its operating cost. Therefore staffing immediately becomes the focus of the operating cost analysis. Security staffing represents 82.2 percent of all staffing and within security staffing, correctional sergeants and officers represent 94.2 percent. Since the IA Space Program defines the housing units, the heart of the analysis focuses on estimating security staffing for housing units as well as rover staffing and then comparing it to OCCC's current staffing. Other factors such as the location and floor plans of the replacement facility are unknown at this time, so it is not possible to adjust all of the remaining staffing. In order to develop a general staffing scenario for the replacement facility, the revised security staffing is added to OCCC's current non-security staffing.

A comparison of OCCC's current security staffing to those estimated for the IA Space Program conservatively estimates an annual savings of up to 51.2 full-time equivalencies (FTEs) for a single level facility and 39.6 FTEs for a multilevel facility. For a low-rise replacement facility, this translates to savings of \$4.8 million annually or \$143 million over a 30-year life cycle of the facility compared to the existing OCCC facility. A multilevel facility reduces the staff savings to \$3.8 million annually or \$115 million over 30 years comparatively.

In addition to saving FTEs and dollars, the replacement facility serves more people. In FY16, OCCC had 1,004 beds. The number of beds provided in the IA Space Program is 1,522.³ This provides 518 additional beds,

¹ Females will receive intake services at the new OCCC, but will not reside there.

² PSD reports there are currently 216 pre-release beds with about 300 inmates eligible at any given time.

³ See the Interim Architectural Space Program Housing Configuration section on page 12 for details.

most of which are low cost pre-release beds. The reason why pre-release beds cost less to operate is because the inmates are in minimum security which requires less staffing. This changes the adjusted operating cost per bed from \$65,626 to \$ 40,153 (-39 percent) for a low-rise facility and from \$65,626 to about \$40,770 (-38 percent) for a multilevel facility.⁴ The current ratio of inmates to housing unit security staffing will change from 4.6 to 8.6. These results are similar to those in the 2009 DLR Group study referenced in the full report. There are likely to be other efficiencies once the layout of the facility and buildings are fully designed. For example, it is assumed there will be no guard towers at the replacement facility which currently represents ten positions at OCCC. However, at least some of these efficiencies will be off-set by non-staffing costs of the additional population.⁵ Further study is required after a site is selected and after the buildings are designed for that site.

OCCC is Hawaii's largest and oldest community correction center. Failing to replace it will mean a lost opportunity to increase safety as well as take advantage of efficiencies gained through modern jail design and electronics that produce operational savings. It will also mean the continued maintenance of a facility that appears to be past its useful life cycle.

⁴ Parking and elevator maintenance costs are additional and may be significant. They cannot be estimated at this time.

⁵ Non-staffing costs represent 12.5 percent of the per capita cost.

1.0 INTRODUCTION

1.1 Scope

The consultant was asked to estimate future OCCC staffing and operating costs based on the space designs contained within the draft Interim Architectural (IA) Space Program.⁶ The program addresses all spaces required for detention and pre-release beds. Examples include housing units, administration, health care, intake services, food service and maintenance.

It should be noted that females will receive intake services, but will not reside at the new OCCC. Furthermore, the program provides space proximities, but does not include the actual building design. This report is intended to inform decision-makers about various staffing and operating cost options of a replacement facility as compared to current OCCC operations. It is not intended to be a final staffing plan for future budget allocations.

1.2 Project Approach

Applying OCCC's current staffing patterns to the IA Space Program would not reflect the advantages of modern jail design and advances in technology. Therefore, the consultant worked with materials and professionals from the National Institute of Corrections to document best practices and apply them to the IA Space Program. Two individual jail managers were also contacted to provide examples of best practices.

Next data were gathered from PSD representatives regarding current staffing and operating costs of OCCC. The data were analyzed for determining the order of magnitude in terms of which items represent the greatest expenses. This served as a baseline for comparing two staffing and operating cost scenarios. The first option is a low-rise replacement facility and the second option is a multilevel replacement facility.

2.0 NATIONAL PERSPECTIVE ON JAIL STAFFING

2.1 National Institute of Corrections

The National Institute of Corrections (NIC) library provides many resources about types of jails, how to plan jails and how to staff them. The following information summarizes some of the information that is pertinent to the replacement of OCCC.

2.1.1 Three Primary Types of Jails

In a video available for downloading, NIC explains the three primary designs of jail housing units in the United States as:

1. Linear Intermittent Surveillance- Cells are lined up in rows at right angles to a staff corridor (similar to the segregation unit at OCCC.) Staff cannot see into the cell fronts without walking by. Staff observe inmates only at intervals, usually every 30 minutes, or so.
2. Podular Remote Supervision- Cells are arranged in a semi-circle so that officers can see into them, but the officers are in a locked control booth. The primary form of contact is via an intercom system. If there is a fight or other form of distress, officers usually find out about it after the fact.

⁶ Draft Interim Architectural Program, Integrus Architecture, and August 31, 2016.

3. Podular Direct Supervision- Staff continuously interacts with inmates who are usually in a common day room versus locked cells. The officer can see into the cells from the day room and there is no physical barrier between the officer and the day room.⁷ (This is similar to the general population modules at OCCC.)

Podular direct supervision works well for general population housing units because the officer can often intervene in behavior problems prior to their escalation. Exclusive podular direct supervision does not work well in maximum security housing units where inmates need more physical control.

2.1.2 Jail Design Guide

The Jail Design Guide provides extensive information on needs assessments, site selection, staffing considerations and more.⁸ Key discussions on staffing include:

- **Facility Location**—When the jail is located some distance from the courts, full-time positions are often required to transport inmates to and from court. If the new OCCC is not collocated with the courts, use of video appearances and/or on-site courtrooms will mitigate the need for transport officers. Similarly, a facility located away from community medical services will require transport officers.⁹
- **Single Level versus Multilevel Design**—Moving people and services (food service and laundry, for example) becomes more time consuming and complicated in a multilevel facility. Required stairways and elevators present additional surveillance problems and security risks during the course of normal operations and during emergencies. Maintenance of elevators also drives staffing and costs. Finally, multilevel facilities reduce the ability to create direct sightlines between posts unless there is some sort of vertical connection such as a caged stairway. Direct sightlines allow staff from one unit to observe and at times support staff from another unit.
- **Inmate Separation**—The extent to which inmates are separated in the facility (gender, classification, legal status and special needs, for example) and the manner in which separation is achieved can translate into staffing requirements. Generally, the greater the number of distinct housing units a facility has driven up the number of staff positions needed to supervise the units.
- **Surveillance/Supervision Methods**—Remote observation and direct supervision methods require constant staffing and clear sightlines from established staff positions. It is not necessarily true that remote observation requires fewer staff positions than direct supervision because the officer in an enclosed booth cannot leave the booth. If the goal is to manage the behavior of inmates, there is still a need to provide sufficient staff to make continuous and frequent contact with the inmates. Remote observation adds a layer of surveillance, but it does not take the place of managing inmate behavior. On the other hand, video surveillance can allow for low risk inmates to move between designated areas without staff escort.

⁷ Jails in America: A Report on Podular Direct Supervision, National Institute of Corrections, 2015.<http://nicic.gov/library/030135>

⁸ Jail Design Guide, Third Edition, NIC, Kimme, Bowker and Deichman, March 2011.

⁹ It may also be possible to use tele-medicine to reduce outside transports.

- **Circulation and Movement**—The design of the facility can either enhance or inhibit effective movement control and will influence the number of staff positions needed. Given the number of modules and the campus style layout of the current OCCC, staffing efficiencies can be gained through modern jail design that is more compact. Circulation patterns will be simple, corridors will be at least eight feet wide, adjacencies will be well planned to minimize travel distances within the jail, and routine services will be provided in housing units to minimize inmates having to travel to other buildings. Examples include food service, some health care, recreation, video visiting and offender change programs.
- **Emergency Response**—A constant minimal level of staffing is required to accomplish three key activities during an emergency:
 - Respond to the scene and implement intervention and/or suppression procedures (e.g. break up a disturbance or put out fire).
 - Possibly evacuate the housing area or the entire facility promptly and safely.
 - Provide containment and inmate supervision after suppression/evacuation.

2.1.3 Staffing Analysis Workbook for Jails

The Staffing Analysis Workbook for jails is in its third edition and provides a methodology for jail planners to achieve staffing that is based on the design of the facility and supervision requirements of inmates at various security levels. It provides a method for developing relief factors to fill-in for staff during their absences.¹⁰

Some elements of the workbook are used in this study including listing required housing and rover posts by shift and translating posts to full-time equivalencies based on PSD's relief factors. It is not possible to conduct a full staffing analysis until the facility is designed and its operating procedures for that design are known. A staffing analysis will require a team of people who document the various inmate supervision requirements throughout the facility.

The consultant contacted the author of the Staffing Analysis Workbook who agreed that best practices for staffing of new jails requires one officer per podular housing unit of approximately 72 general population inmates. This officer is supported by rovers who assist with inmate movement within the facility and respond to the units when needed. Sergeants are posted in zones throughout the facility, not in individual housing units.

The Staffing Analysis Workbook also addresses why staffing by ratio is generally considered poor practice among jail planners. Reasons include differences in facility mission, local practices, housing unit size and overall design. For example, a single story jail with ten general population housing units of 72 inmates each will require fewer officers than a multi-story jail with the same population. A more detailed discussion of the problems with staffing by ratio is included in this report as Appendix A.¹¹

¹⁰ Staffing Analysis Workbook for Jails. First two editions published by the National Institute for Corrections. Third edition published by Community Resource Services in June, 2016. Rod Miller is an author of all three editions.

¹¹ Ratios can be useful when comparing the efficiency of current staffing to future staffing, but should not be the basis of determining how many positions are required.

2.2 The Role of Staffing in Operating Costs

It is well known throughout the corrections industry that roughly three-fourths of the total operating budget can be attributed to staffing. As explained by the National Institute of Corrections, "Staff are the most costly and important resource in operating a jail. In many jails, staffing costs make up 70 to 80 percent of the annual budget. Without adequate staffing, jail security and the safety of staff, inmates, and the community are directly threatened and the possibility of costly litigation against the jail increases significantly."¹² Therefore, the efficiency of operating costs is highly dependent on staffing. Since the largest component of jail staffing is custody staffing, the focus of staffing efficiency centers on housing units and rovers that support the units and internal movement.

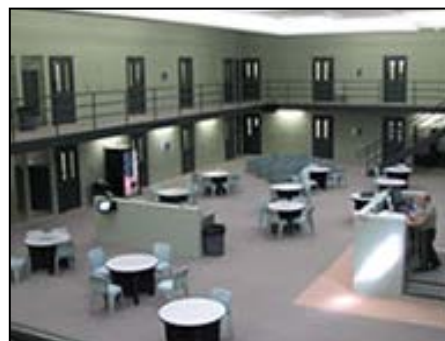
2.3 Specific Examples

The consultant contacted the following two jails in order to provide a couple of examples of security staffing of modern jails.

2.3.1 Scott County Jail in Davenport, Iowa

The Scott County Jail is featured in the aforementioned NIC video and in a number of other NIC publications. This mid-sized direct supervision jail (about 350 beds) opened in 2007 and is known for its efficiency with podular direct supervision housing units that range from 64 to 76 beds each.

The units are staffed with one officer on each shift. There are no sergeants assigned to housing units. This facility is an example of how the cost per inmate is less in the larger housing unit because the staffing patterns are the same for each. For example, if the officer costs per year for one unit are roughly \$500,000 the housing security cost per inmate in the 64-bed unit is \$7,813 annually ($\$500,000 \div 64 = \$7,813$). Adding 12 inmates brings the housing unit security cost per inmate down to \$6,579 annually ($\$500,000 \div 76 = \$6,579$) which is a 19 percent less. The rule of thumb for any staffing scenario is: The larger the housing unit with one officer, the lower the cost per inmate.



¹² <http://nicic.gov/training/nicwbt26>, e-Training Module-Staffing Analysis for Jails, June 9, 2016.

2.3.2 Regional Justice Center, Kent, Washington



Although the Regional Justice Center (RJC) opened almost 20 years ago, it achieved many of the goals still considered to be best practices of modern jails. This includes 64-bed general population podular housing units with direct supervision by one officer.¹³ The RJC does not publish interior photos. The photo below is of a similar housing unit.



There are no sergeants assigned to the units. Additionally, the 896-bed capacity jail has an open booking station, video visiting and sophisticated electronics that show the exact location of every officer in the facility at all times. The open booking station is similar to the photos below.



¹³ The Federal Detention Center in Honolulu also has this housing unit staffing pattern.

The RJC is low-rise, so there is no need for elevators. It is commanded by a captain with two sergeants on day and swing shifts, and one sergeant on graveyard. Including relief officers to fill in when absences occur, sergeants assigned to the housing unit zone totals 10 FTEs. There are also four day shift sergeants assigned to booking, administration, maintenance/supply and court transportation detail. The total number of sergeants for the facility is 14. There are 152 officers for housing and booking with 16 more for court transportation detail.

3.0 CURRENT OCCC OPERATING COSTS AND STAFFING

It is the consultant's opinion that the layout of OCCC forces the facility to operate more like a state prison than a modern jail. Walking from building to building via sidewalks lined with recreation yards not connected to the housing units creates the need for additional staffing. Additionally, it is highly unusual to see guard towers at a jail. The following section starts with the big picture of OCCC and goes through several steps to determine where the focus should be in terms of efficient staffing and operating costs of the replacement facility.

3.1 Total Facility

The estimated operating cost for OCCC in FY16 was \$67.3 million.¹⁴ The following table shows the amounts by division.

The first item is the direct expenditure from the Institutions Division. The remaining four items are proportioned from statewide allocations that can be attributed to OCCC based on average daily population.

FY16 OCCC OPERATING COSTS	
Institutions- OCCC	\$46,216,391
Corrections Prog Svcs	\$3,460,359
Food Service	\$3,894,037
Health Care	\$8,933,553
Administration	\$4,751,150
TOTAL	\$67,255,489

The PSD budget office reports an end of month average of 1,199 inmates for FY16. The daily per capita cost is \$153.68 ($\$67,255,489 \div 1,199 \text{ inmates} \div 365 \text{ days} = \153.68 per day).

Staffing represents 87.5 percent of the cost with 12.5 percent being non-staffing costs.¹⁵



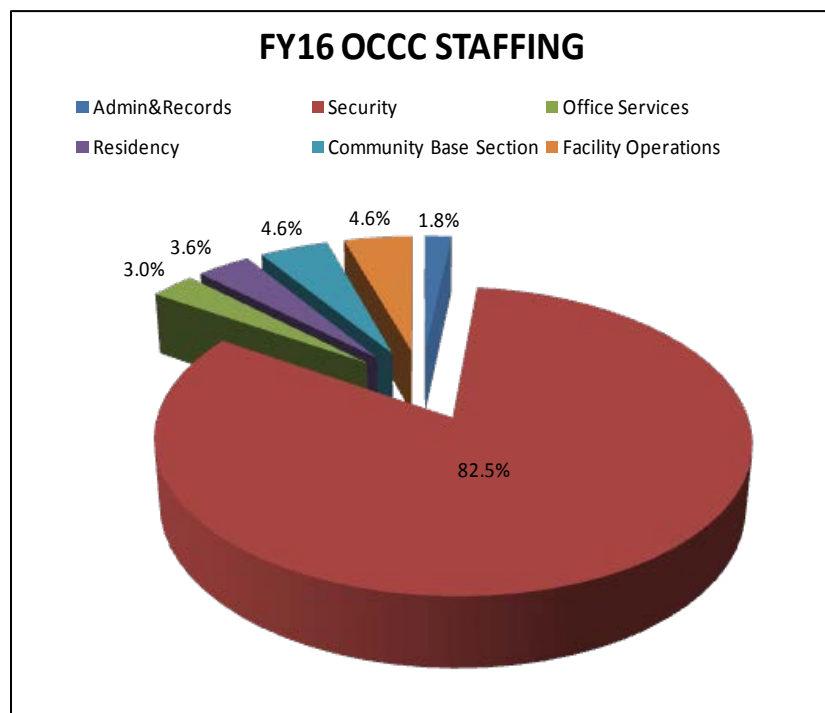
¹⁴ The estimate is based on OCCC direct expenditures from the Institutions Division and per capita rates for CPS, Food Service, Health Care and Administration. Total per capita cost is \$56,077.

¹⁵ PSD Budget Office

This reinforces the notion that if efficiencies are to be gained, the focus should be on staffing. As shown in the table below, OCCC currently has 503 approved positions spread over six sections.

FY16 OCCC STAFFING	
SECTION	POSITIONS
Admin&Records	9
Security	415
Office Services	15
Residency	18
Community Base Section	23
Facility Operations	23
TOTAL	503

The pie chart shows the percentage each section represents.



A list of all positions is shown in Appendix B. By far, the majority of the staffing is security staffing, representing 82.5 percent of all staffing ($415 \div 503 = 82.5$ percent).

3.2 Security Staffing

The following table summarizes all security staffing positions. Of the 415 security positions, 391 or 94.2 percent of the total are sergeants and officers.

FY16 OCCC SECURITY STAFFING		
JOB CLASS	POSITIONS	PERCENTAGE
Adult Corrections Officer (ACO)VII (Chief of Security)	1	0.2%
Secretary 1	1	0.2%
OA III	2	0.5%
ACO VI-Captain	6	1.4%
ACO V- Lieutenant	14	3.4%
ACO IV- Sergeant	68	16.4%
ACO III- Officer	323	77.8%
Subtotal	415	100%

3.3 Housing Units and Rovers

To refine it further, a total of 59.4 sergeants (87 percent of all sergeants) and 163.4 officers (51 percent of all officers) are posted in housing units and rovers that support internal movement of inmates. These equals 222.8 positions. The specific assignments are shown below.

DETENTION BEDS			SERGEANTS (ACO IV)				OFFICERS (ACO III)				TOTAL FTEs
			POSTS			FTEs	POSTS			FTEs	
Module	Type	Capacity*	Shift 1	Shift 2	Shift 3		Shift 1	Shift 2	Shift 3		
1	Ment Hlth	42	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	9.9
2	Ment Hlth/Me	48	0.0	1.0	1.0	3.3	1.0	1.0	1.0	5.0	8.3
3	General	59	0.0	1.0	1.0	3.3	1.0	2.0	2.0	8.3	11.6
4	General	60	0.0	1.0	1.0	3.3	1.0	2.0	2.0	8.3	11.6
7	General	24	0.0	0.0	0.0	0.0	1.0	2.0	2.0	8.3	8.3
8	Ment Hlth	24	0.0	1.0	1.0	3.3	1.0	1.0	1.0	5.0	8.3
11	General	48	0.0	1.0	1.0	3.3	1.0	1.0	1.0	5.0	8.3
13	General	48	0.0	1.0	1.0	3.3	1.0	1.0	1.0	5.0	8.3
17	General	48	0.0	1.0	1.0	3.3	1.0	1.0	1.0	5.0	8.3
18	General	72	0.0	1.0	1.0	3.3	2.0	2.0	2.0	9.9	13.2
19	General	72	0.0	1.0	1.0	3.3	2.0	2.0	2.0	9.9	13.2
Annex-1	General	84	1.0	1.0	1.0	5.0	1.0	2.0	2.0	8.3	13.2
Mauka	General	36	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
Makai	General	36	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
Annex-2	General	84	1.0	1.0	1.0	5.0	2.0	3.0	3.0	13.2	18.2
Max/Holding	Short-term	36	1.0	1.0	1.0	5.0	2.0	3.0	3.0	13.2	18.2
Infirmary	Short-term	3	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
Rovers	Multi-purpos	0	0.0	0.0	0.0	0.0	3.0	4.0	3.0	16.5	16.5
Subtotal		824	4.0	13.0	13.0	49.5	24.0	31.0	30.0	140.3	189.8
PRE-RELEASE BEDS											
Laumaka	Pre-Release	96	1.0	1.0	1.0	5.0	1.0	2.0	2.0	8.3	13.2
20	Pre-Release	84	1.0	1.0	1.0	5.0	3.0	3.0	3.0	14.9	19.8
Subtotal		180	2.0	2.0	2.0	9.9	4.0	5.0	5.0	23.1	33.0
GRAND TOTAL		1004	6.0	15.0	15.0	59.4	28.0	36.0	35.0	163.4	222.8

* The total design capacity is 964 beds as stated by the Corrections Population Management Commission. The above total includes 40 temporary assignment beds for the infirmity and maximum security segregation cells.

3.4 Cost of Housing Unit and Rover Security Staffing

As shown in the table below, the cost of these positions is \$18.9 million. This translates to a per bed cost of \$18,863 annually for this portion of staffing ($\$18.9 \text{ million} \div 1,004 \text{ beds} = \$18,863$).¹⁶ Also, a total of 222.8 uniformed positions with a capacity of 1,004 beds yields a ratio of 4.5 beds per custody officer ($1,004 \div 222.8 = 4.5$). These numbers become important when comparing the staffing efficiency of OCCC replacement facility options.¹⁷

ESTIMATED COST OF CURRENT OCCC HOUSING UNIT AND ROVER STAFFING			
TITLE	PER FTE	FTEs	COST
Sergeants	\$95,154	59.4	\$ 5,652,153
Officers	\$81,336	163.4	\$ 13,286,201
TOTAL		222.8	\$ 18,938,354

Lieutenants typically serve in the role of assisting a captain and supervising sergeants. Although they are not attached to specific housing units, the number of lieutenants required is related to the number of sergeants being supervised. This also becomes important when comparing current OCCC costs to those of the replacement facility options. When adding the cost of the lieutenants, the above costs change to the following:

ESTIMATED SECURITY STAFFING COST OF CURRENT OCCC HOUSING UNITS, ROVERS AND LIEUTENANTS			
TITLE	PER FTE	FTEs	COST
Lieutenants	\$107,770	14	\$ 1,508,773
Sergeants	\$95,154	59.4	\$ 5,652,153
Officers	\$81,336	163.4	\$ 13,286,201
TOTAL	N/A	236.8	\$ 20,447,127

¹⁶ Per bed costs are shown rather than per capita costs because all beds must be staffed and represent a cost. Per capita costs are shown later in the analysis.

¹⁷ FTE costs are estimates based on salary plus a fringe benefit rate of 49.54 percent as approved by the Department of Budget and Finance (B&F).

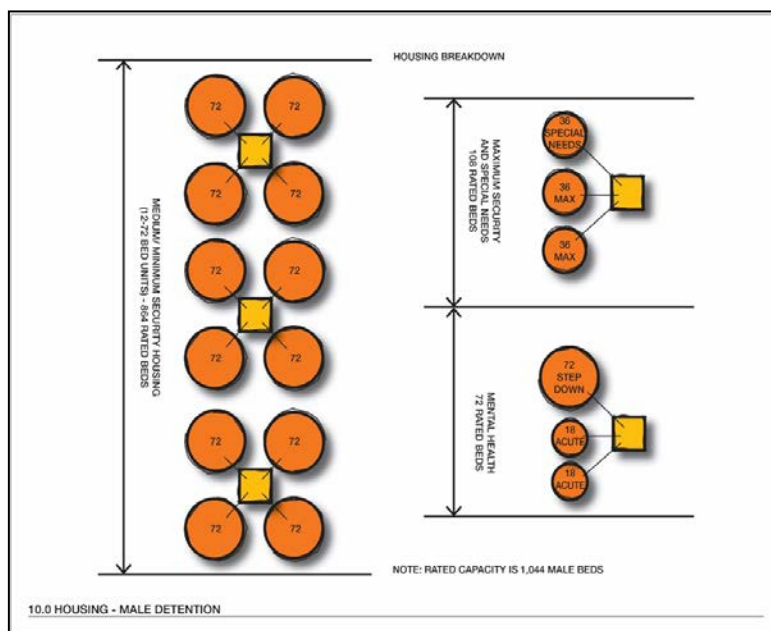
4.0 INTERIM ARCHITECTURAL SPACE PROGRAM HOUSING CONFIGURATION

The replacement facility is slated to have 1,044 rated detention beds. In addition to this, there are 46 non-capacity beds for temporary housing assignments that include infirmary, acute mental health, and segregation; although not rated beds, these require supervision therefore they are factored into the staffing estimate.¹⁸ There are also 432 pre-release beds (96 existing pre-release beds at LWFC plus 336 new beds); this brings the total number of beds to be staffed to 1,522 (1,044 + 46 + 432).

4.1 Detention Housing

As shown in the diagram below, there will be three clusters of general population housing pods. Each cluster will have four 72-bed pods. Each pod will include a dayroom, outdoor recreation yard, and program spaces. In most cases meals will be prepared in the kitchen, transported to the units in carts, and served in dayrooms. The option of eating in the cell will be possible, if necessary. Other spaces will include showers, staff toilet, an officer's station, unit team offices, and storage. Medical screening and medication distribution will occur in a dedicated room adjacent to the dayroom. If more detailed medical services are required, the inmate will be moved to the Clinic. Library and video visitation will occur in the dayroom; video visitation will be the primary means of visiting. The squares shown below that adjoin the four pods will share a common control room, security electronics, staff toilet, and storage area.

Specialized housing will include two clusters of units. The first will have a 36-bed Special Needs Unit and two 36-bed maximum security units. The second will have two 18-bed acute mental health care units and one mental health step-down unit. Each of the two clusters will have a shared common control room, security electronics, staff toilet and storage area.



¹⁸ Non-capacity beds are temporary housing assignments for inmates needing specialized treatment and/or increased security.

The space program calls for seven 48-bed pre-release units for a total 336 new pre-release beds. There is also a placeholder for an additional unit, as shown in the following diagram.



As the planning progresses for the replacement of OCCC, there are a number of alternatives to be considered for the site or sites. The three basic populations of OCCC include pre-trial, short-term sentenced and pre-release inmates. If all three are collocated on the same site, they would share basic support functions. Conversely, if the three are separated, each will require support functions which could lead to internal operational inefficiencies and duplication such as administration, food service and health care. The IA Space Program assumes collocation.¹⁹

¹⁹ The Laumaka pre-release facility may be the exception.

A major difference between OCCC's current staffing and the best practices of staffing a modern jail pertains to the use of sergeants. OCCC currently posts sergeants alongside of a single officer for two shifts in general population housing units. It is reasonable to have two staff positions in an old facility where the housing units are physically separated and do not have the benefits of increased surveillance and control through the use of modern electronics. However, a modern jail with clustered housing units and programming space within those housing units is typically staffed with one officer and a sergeant that supports multiple units or in some cases, all units. The Scott County Jail and RJC facilities described above are two examples of the many throughout the country.

5.1 Comparative Analysis

Placing facilities in close relationship allows for efficiency in some program areas such as food service and health care. If they are distant from one another, travel distance could lead to two kitchens or two clinics. Construction and staffing are likely to cost more. The following options assume all services are in close enough proximity to function as a single facility. In this case, it can be assumed there will be one administration and shared services throughout.

The following analysis compares current OCCC staffing and operating costs to a low-rise replacement facility and a multilevel replacement facility according to the housing unit configuration contained in the IA Space Program. It should be noted that without a specific site and detailed building designs, the numbers below are estimates that are likely to change as buildings become further defined.

5.1.1 Option 1 —Low-Rise Replacement Facility

A low-rise jail functions on a single level and the secure perimeter is typically the building exterior. The most efficient low-rise jails are a single building which limits travel time between housing units and the number of times staff and visitors pass through a secure perimeter. The use of fencing is limited to enclosing vehicle sally ports and exterior recreation areas. There is no fence surrounding the entire building and there are no guard towers.

The following table estimates required security staffing for housing and rovers according to the IA Space Program and best practices described above.

DETENTION BEDS			SERGEANT POSTS (ACO IV)				OFFICERS (ACO III)				TOTAL FTEs
			POSTS			FTEs	POSTS			FTEs	
Module	Type	Capacity	Shift 1	Shift 2	Shift 3			Shift 1	Shift 2		Shift 3
1	Special Needs	36	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	9.9
2	Max	36	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
3	Max	36	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
4	Step-Down	72	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	9.9
5	Acute	18	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
6	Acute	18	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
7	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
8	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
9	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
10	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
11	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
12	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
13	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
14	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
15	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
16	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
17	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
18	General	72	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
	Infirmary	10	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
	Rovers		0.0	0.0	0.0	0.0	6.0	8.0	6.0	33.0	33.0
	Shift Sgt		1.0	1.0	1.0	5.0					5.0
	Subtotal	1090	3.0	3.0	3.0	14.9	25.0	27.0	25.0	127.1	141.9
PRE-RELEASE BEDS											
19	Laumaka	96	1.0	1.0	1.0	5.0	1.0	2.0	2.0	8.3	13.2
20	P R	48	1.0	1.0	1.0	5.0	1.0	1.0	1.0	5.0	9.9
21	P R	48	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
22	P R	48	0.0	0.0	0.0	0.0	0.0	1.0	1.0	3.3	3.3
23	P R	48	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
24	P R	48	0.0	0.0	0.0	0.0	1.0	1.0	1.0	5.0	5.0
25	P R	48	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
26	P R	48	0.0	0.0	0.0	0.0	0.0	1.0	1.0	3.3	3.3
	Subtotal	432	2.0	2.0	2.0	9.9	3.0	6.0	6.0	24.8	34.7
GRAND TOTAL		1,522	5.0	5.0	5.0	24.8	28.0	33.0	31.0	151.8	176.6

For the detention population, sergeants are assigned to three zones: each of the two high security unit clusters and the general population units. The number of sergeants for detention would be 14.9 as opposed to the current 49.5. Rovers have been doubled from existing staffing to provide additional support to housing units and account for the increase in population. The number of rovers changes from 16.5 FTEs to 33 FTEs.²⁰

Since the location of the replacement facility may be at a separate location from the existing Laumaka facility, shift sergeants are provided at Laumaka and the new pre-release compound at the replacement facility. In this case the number of sergeants is the same as the current number for OCCC pre-release at 9.9 FTEs. However, if all pre-release beds are at a single location, the required number of sergeant FTEs would be 5.0.

²⁰ Video surveillance will also provide additional support to housing units.

Translating the above positions into costs, shows the following:²¹

ESTIMATED COST OF LOW-RISE HOUSING UNIT AND ROVER SECURITY STAFFING			
TITLE	COST PER FTE	FTEs	COST
Sergeants	\$95,154	24.8	\$2,355,064
Officers	\$81,336	151.8	\$12,346,773
TOTAL		176.6	\$14,701,836

Staffing Efficiency

The 176.6 uniformed staff working as housing unit and rover officers with a total of 1,522 beds produces a ratio of 8.6 beds per custody officer ($1522/176.6=8.6$), almost double the current housing unit efficiency of 4.5 noted earlier.²² Finding a comparison on a national level is difficult due to differences in design, population mix, crowding, operating procedures and reporting of numbers. The Federal Bureau of Prisons reports its detention facility ratio of 6.5 to one correctional officer.²³ It does not account for the above factors, and it should be assumed that a new facility will be more efficient than the combination of existing facilities.

Cost Efficiency

The current cost for these positions at OCCC was previously noted as \$18,863 annually per bed. The cost for these positions at a low-rise replacement facility of 1,522 beds is \$9,660 per bed annually (\$14.7 million $\div 1,522 = \$9,660$), which is roughly 50 percent more efficient.

Potential Savings

There is also the likelihood of needing fewer lieutenants since there will be fewer sergeants for them to supervise. At an annual cost of roughly \$108,000 per lieutenant and the need for five positions to cover one post on a 24/7 basis, potential savings are close to a million dollars annually when lieutenants are reduced by one 24/7 post. The following table includes the cost of lieutenants when one 24/7 post has been eliminated. The lieutenant FTEs change from the current 14 to 9.

ESTIMATED SECURITY STAFFING COST OF LOW-RISE REPLACEMENT FOR HOUSING UNITS, ROVERS AND LIEUTENANTS			
TITLE	COST PER FTE	FTEs	COST
Lieutenants	\$107,770	9	\$969,926
Sergeants	\$95,154	24.8	\$2,355,064
Officers	\$81,336	151.8	\$12,346,773
TOTAL	N/A	185.6	\$15,671,762

²¹ Sergeant costs would be about \$500,000 less annually if pre-release units were at a single location.

²² The Project Development Report and Site Selection Study for OCCC, AHL and DLR Group, June 2009 also showed a doubling of the inmate to officer ratio.

²³ Census of Jails: Population Changes, 1999-2013, Todd Minton and colleagues, U.S. Department of Justice, December 2015, NCJ 248627.

When comparing this sub-set of staffing to OCCC's current staffing, the low-rise replacement facility shows significant potential savings while staffing an additional 518 beds most of which are pre-release beds. The following table shows annual savings of \$4.8 million or \$143.3 million over a 30-year life cycle.²⁴

COMPARISON OF CURRENT AND LOW-RISE HOUSING UNIT AND ROVER SECURITY STAFFING		
FACILITY	PER YEAR	30 YEARS
Current OCCC	\$20,447,127	\$613,413,824
Low-Rise	\$15,671,762	\$470,152,866
Difference	-\$4,775,365	-\$143,260,958

Total Staffing of a Low-rise Replacement Facility

Security Staffing: The revised security staffing changes the FY16 security FTEs from 415 to 363.8.

LOW-RISE SECURITY STAFFING	
JOB CLASS	POSITIONS
Adult Corrections Officer (ACO)VII (Chief of Security)	1
Secretary 1	1
OA III	2
ACO VI-Captain	6
ACO V- Lieutenant	9
ACO IV- Sergeant	33.4
ACO III- Officer	311.5
Total	363.8

The net savings are 51.2 FTEs ($415 - 363.8 = 51.2$).

COMPARISON OF SECURITY STAFFING FTEs	
Current OCCC (FY16)	415
Low-Rise Replacement	363.8
Difference	51.2

Total Staffing: When applying the staffing above to the total facility staffing, the FTEs change from 503 to 452. ($503 - 51 = 452$) A list of all positions is shown in Appendix C.

There are likely to be additional staffing efficiencies in a modern jail simply because it will have electronics that off-set staffing through enhanced surveillance, electronic records systems throughout the facility, video visiting and to some extent video court hearings. Additionally, services brought to the inmates will not only save on internal movement of inmates, it will save on officer posts that are currently needed in separate buildings at OCCC. However, quantifying those savings is not possible without a specific facility design. A specific facility design

²⁴ Life cycle costs/savings are expressed in 2016 dollars and do not account for inflation and other financial considerations. A 30-year life cycle is referenced in the NIC Jail Design Guide.

cannot be developed without a specific site. A conservative approach is to under-estimate savings rather than over-estimate them. It can be assumed that the increased population may off-set further staffing efficiencies.

5.1.2 Option 2—Multilevel Replacement Facility

The primary difference between a single level and multilevel jail is the need for elevators. Once elevators are added, additional staff are needed operate and observe them.²⁵ Elevators need to be operational 24/7. It is estimated there would be an additional officer in central control on shifts 2 and 3. (Day and swing shifts) Similarly, there would also need to be one additional officer on shift 1 (graveyard) and two additional officers on shifts 2 and 3 to accommodate vertical inmate movement. This is a total of seven posts. Using a shift relief factor of 1.65 (for covering weekends and personal time off), the addition of seven posts requires 11.6 FTEs ($1.65 \times 7 = 11.6$)

STAFFING IMPACT OF ELEVATORS					
Officers (AO III)	Shift 1	Shift 2	Shift 3	Total Posts	FTE's
Central Control	0	1	1	2	3.3
Escort	1	2	2	5	8.3
				7	11.6

At a cost of \$81,336 per officer the total annual cost in 2016 dollars is an additional \$939,438 ($11.6 \times \$81,336 = \$939,438$). The annual amount multiplied over a 30-year life cycle of the building equals \$28.2 million without accounting for inflation and other financial factors.

Total Staffing of a Multilevel Replacement Facility

Security Staffing: The addition of 11.6 FTEs shown above changes the security staffing to the following configuration.

MULTILEVEL SECURITY STAFFING	
JOB CLASS	POSITIONS
Adult Corrections Officer (ACO)VII	1
Secretary 1	1
OA III	2
ACO VI-Captain	6
ACO V- Lieutenant	9
ACO IV- Sergeant	33.4
ACO III- Officer	323.0
Total	375.4

Total Staffing: When applying this to the total facility staffing of the low-rise replacement facility, the FTEs change from 452 to 463.4. A list of all positions is shown in Appendix D.

²⁵ City of Seattle, Comparative Study of the Cost of Low and High-Rise Jails, Carter Goble Lee, August 2008.

6.0 TOTAL OPERATING COST COMPARISON

It is important to develop apples to apples comparisons when comparing current costs to future costs. In order to do so, per bed cost comparisons must be made rather than by average daily population. There are several reasons.

1. The average daily population within any facility varies from year to year and it is unknown for the replacement facility.
2. Over the life cycle of the building, the jail may be crowded some years and under-filled other years. Unless the jail has enough empty beds to close one or more housing units, there is a cost to operating the beds. Because of this, a lower ADP does not necessarily equal fewer staff.
3. Crowding creates a built-in economy of scale particularly if no staff positions are added to a housing unit. Comparing a crowded facility to an un-crowded facility would not be an even comparison.

Therefore, the comparison of current costs to replacement facility costs is based on beds in operation, not ADP.

6.1 Cost per Bed at OCCC

As mentioned in Section 3.1, the budget office reports an end of month average of 1,199 inmates for FY16 which equates to a daily cost per inmate of \$153.68 (\$67,255,489 total OCCC cost ÷ 1,199 inmates ÷ 365 days = \$153.68).

In order to achieve apples to apples comparisons to the new facility, the current operating cost must be adjusted to account for crowding. OCCC's capacity is 1,004 beds. This means it was crowded by 195 inmates (1,199 – 1,004 = 195). As noted earlier, the non-staffing costs at OCCC represent 12.5 percent of the total cost. The following table removes the cost of crowding from the FY16 cost which provides an estimated per bed cost when the facility is at capacity.

FY16 OCCC COST PER BED WITHOUT CROWDING	
FY16 per Capita Cost	\$56,077
Non-Staffing Percentage	12.5%
Non-Staffing Cost per Inmate	\$7,010
Inmates Over Capacity	195
FY16 Cost of Crowding	\$1,366,887
FY16 OCCC Operating Cost	\$67,255,489
Cost without Crowding	\$65,888,603
Capacity	1004
Annual per Bed Cost	\$65,626
Daily per Bed Cost	\$179.80

6.2 Future Operating costs

This section applies the potential savings in security staffing calculated previously to the adjusted operating cost at OCCC. As mentioned, there are likely to be additional savings once a site is selected and the specific facility floor plan is designed. To avoid over-stating savings, it is best to be conservative at this point in time.

6.2.1 Low-Rise Facility

ESTIMATED LOW-RISE OPERATING COSTS	
Adjusted FY16 OCCC Operating Cost	\$65,888,603
Estimated Staff Savings of Replacement Facility	-\$4,775,365
Estimated Low-Rise Operating Cost	\$61,113,238
Beds at Replacement Facility	1522
Annual Cost per Bed	\$40,153
Daily per Bed	\$110.01

6.2.2 Comparison of Current to Future costs

The following table compares OCCC's current costs to the annual and daily costs shown in the table for low-rise facility operating costs. This is a 39 percent reduction.²⁶

DIFFERENCE BETWEEN CURRENT OCCC AND LOW-RISE FACILITY	
Annual Cost per Bed	Dollars
Adjusted FY16 Annual per Bed at OCCC	\$65,626
Estimated Low-Rise Annual Cost per Bed	\$40,153
Change in Annual Cost per Bed	-\$25,473
Daily Cost per Bed	Dollars
Adjusted FY16 Daily Cost per Bed at OCCC	\$179.80
Estimated Low-Rise Daily Cost per Bed	\$110.01
Change in Daily Cost per Bed	-\$69.79

²⁶ The Project Development Report and Site Selection Study for OCCC, AHL and DLR Group, June 2009 showed similar results at a 35 percent reduction.

6.2.3 Multilevel Facility

The following table shows the staffing cost impact of adding elevators to the replacement facility. In addition to staffing, there would be some additional inspection and maintenance costs that cannot be quantified at this time.

ESTIMATED MULTILEVEL OPERATING COSTS	
Operating Cost of Low-Rise	\$61,113,238
Staffing Impact of Multilevel	\$939,428
Operating Cost of Multilevel	\$62,052,666
Beds at Replacement Facility	1,522
Annual Cost per Bed	\$40,770
Daily per Bed	\$111.70

When comparing the cost of the current OCCC to a multilevel replacement facility, savings are \$3.8 million annually or \$115 million over 30 years.

COST DIFFERENCE BETWEEN CURRENT OCCC AND MULTILEVEL REPLACEMENT FACILITY	
Adjusted FY16 OCCC Operating Cost	\$65,888,603
Operating Cost of Multilevel	\$62,052,666
Annual Cost Difference	-\$3,835,937
30-Year Life Cycle	-\$115,078,107

As shown in the following table, the multilevel replacement facility has a small impact on the overall percentage of cost. However, depending on the selected site, there are likely to be additional financial impacts such as increased land, site development and parking costs.

DIFFERENCE BETWEEN LOW-RISE AND MULTILEVEL REPLACEMENT FACILITY		
Annual Cost per Bed	Dollars	% Change
Low-Rise	\$40,153	N/A
Multilevel	\$40,770	N/A
Change in Annual Cost per Bed	\$617	1.5%
Daily Cost per Bed		
Low-Rise	\$110.01	N/A
Multilevel	\$111.70	N/A
Change in Daily Cost per Bed	\$1.69	1.5%

7.0 CONCLUSION

OCCC is Hawaii's largest and oldest community correction center. It is staffing and cost inefficient compared to today's newly designed jails. A replacement facility, as described above, will increase safety of staff, inmates and the public while producing significant savings in operating costs. It is not possible to calculate the full savings until the location is determined and the building design is complete. However, since most of the operating costs are in security staffing, and most of the security staffing is related to the housing module configuration, savings of at least between \$3.8 million and \$4.8 million annually are very likely. This translates to between \$115 million and \$143 million over a 30-year facility life cycle.

Failing to replace OCCC will mean a lost opportunity to increase safety as well as take advantage of modern jail design and electronics that produce operational savings. It will also mean the continued maintenance of a facility that appears to be past its useful life cycle.

Appendix A: The Myth of Staff to Inmate Ratios²⁷

²⁷ Staffing Analysis Workbook for Jails, National Institute of Corrections, 2nd Edition, Liebert and Miller, March 2003.

Using a staffing ratio to compare one facility with another or to determine a staffing level for a facility produces inaccurate results. Many factors differ and cannot be accurately compared:

- Is the number of inmates used for the calculation the actual number, or the rated capacity of the facility?
- Which positions go into the calculation—security only, or all positions?
- Are contractual employees considered?
- Are hours worked by part-time employees considered?
- Are hours worked by full-time staff as overtime considered?
- Are some staff (such as maintenance or nursing) supplied by other county agencies (such as public works or public health)?

In addition to these factors, the characteristics of each jail need to be considered before applying figures from one facility to another:

- Type of inmates housed (level of security, gender, age, etc.).
- Design capacity versus actual population.
- Activities and programs, such as work release, work programs, education.
- Facility design.
- Facility condition.
- Staff qualifications and experience.

Staffing is based on operational philosophy and facility design. The most efficient staffing is possible when a facility is designed based on an operational philosophy. A facility with a program-oriented philosophy will have counselors, program, and recreation staff, in addition to custody and security staff. A facility with a philosophy of “warehousing” inmates may have only custody and security staff. If a facility’s design is inadequate for its philosophy, staff may be used to compensate for facility shortcomings. Many design and operational factors will affect staffing, including:

- Whether the facility is designed for direct supervision, indirect supervision, or intermittent supervision.
- The types and size of housing units (cells versus dormitories).
- Facility sightlines.
- The types of security control systems and security perimeter.
- Whether inmates are escorted through the corridors.
- Whether programs and services are centralized or decentralized.
- Whether the facility is single-story or high-rise.
- Whether acceptable backup is available.

If people say they can build a 250-bed facility and already know how many staff it will take to operate it, do not believe them. Until a facility is adapted to the unique population and practices of a locality, staffing cannot be accurately determined. Forget the words “staff-to-inmate ratios”; they only confuse the issues.

Appendix B: FY16 OCCC Staffing

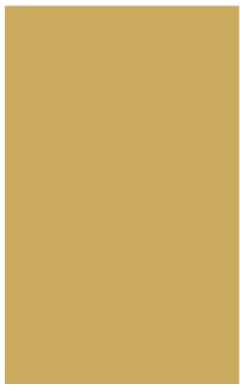
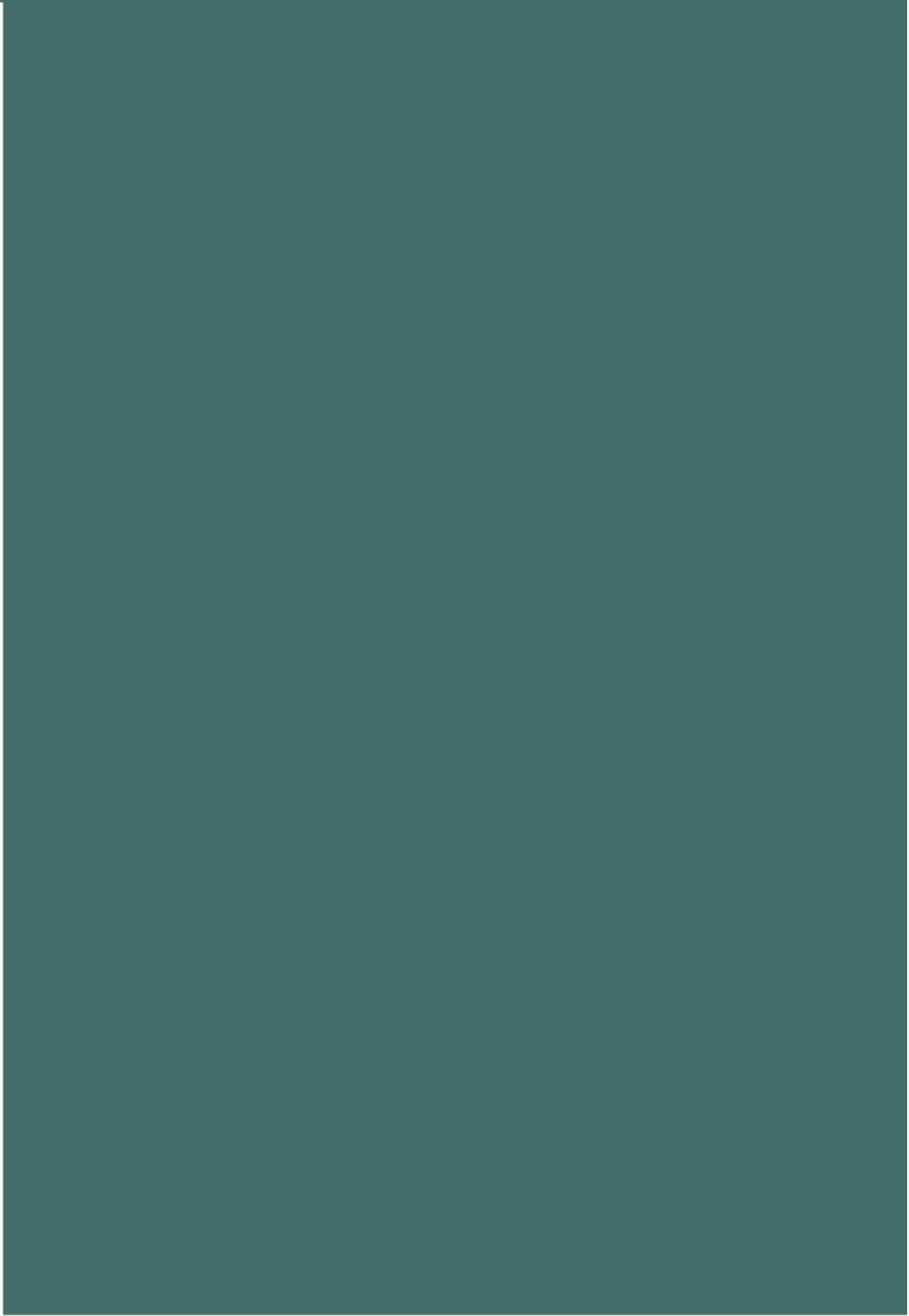
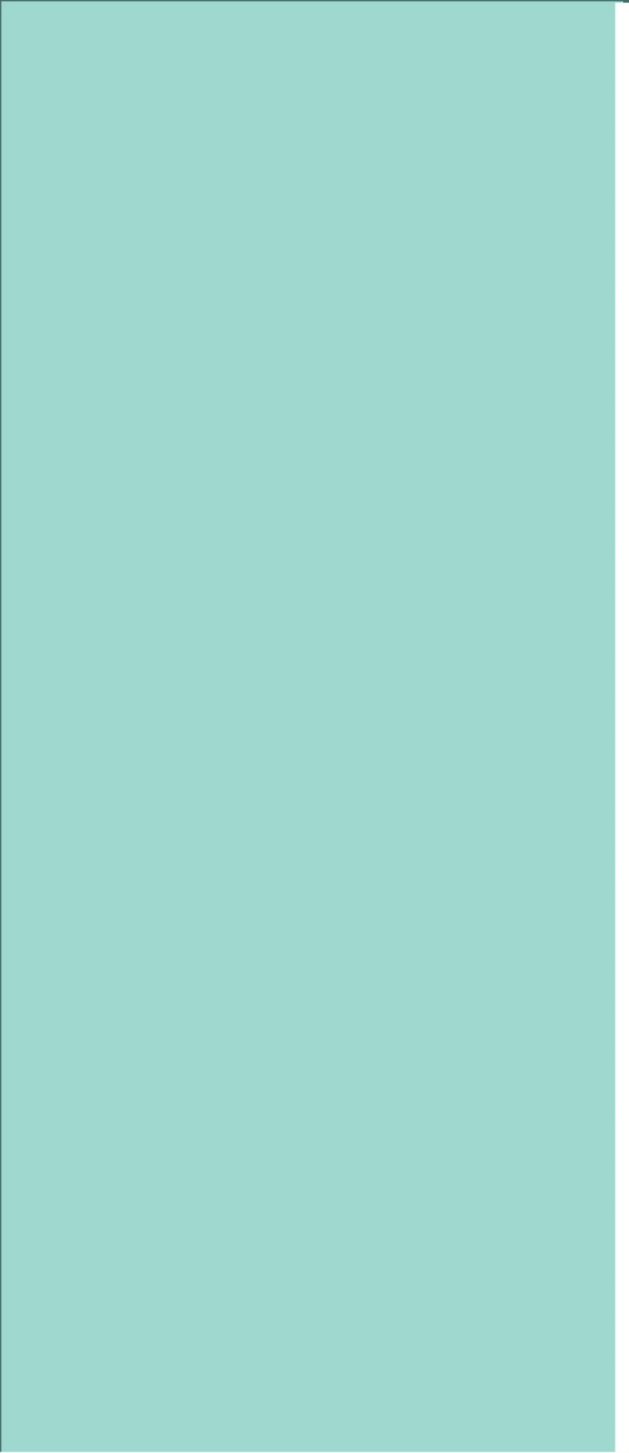
APPROVED STAFFING FOR OCCC-2016			
	SECTION	POSITION TITLE	POSITION
1	N/A	Corrections Manager(CM) IV (Warden)	1
		Secretary III	1
		Subtotal	2
2	N/A	CM II (Deputy Warden)	1
		Secretary III	1
		Office Assistant (OA) IIII	1
	Inmate Records	Clerical Supv II	1
		OA IV	3
		Subtotal	7
3	Security	Adult Corrections Officer (ACO)VII (Chief of Security-Major)	1
		Secretary 1	1
		OA III	2
		ACO VI-Captain	6
		ACO V- Lieutenant	14
		ACO IV- Sergeant	68
		ACO III- Officer	323
		Subtotal	415
4	Office Services	Business Manager V	1
		Receptionist	1
		Accountant III	1
		Account Clerk IV	2
		Account Clerk III	3
		Purchasing Technician I	1
		Human Resources(HR) Specialist IV	1
		HR Assistant IV	1
		OA V	1
		OA IV	3
		Subtotal	15
5	Residency	Corrections Supervisor (CS) II	1
		Secretary 1	1
		OA III	2
		CS I	2
		Human Services Professional (HSP)/Social Services Assistant (SSA) V	9
		Social Services Assistant (SSA) V	1
		Corrections Recreation (CR) Specialist IV	1
		CR Specialist III	1
		Subtotal	18
6	Community Base Section	CS II	1
		Secretary II	1
		OA III	3
		CS II	2
		HSP/SW IV	9
		SSA V	6
		Substance Abuse Specialist III	1
		Subtotal	23
7	Facility Operations	Institution Facilities Supt II	1
		OA III	1
		General Constr & Maint Supv II	1
		Bldg Maint (BM) Supv I	1
		BM Worker II	3
		BM Helper	2
		A/C Mechanic II	1
		Automotive Mechanic II	1
		Maint Mechanic II	1
		Groundskeeper II	1
		Janitor Supervisor (JS) II	1
		JS I	4
		Laundry Manager	1
		Laundry Worker II	2
		Property & Services Supv	1
		Storekeeper I	1
		Subtotal	23
		GRAND TOTAL	503

Appendix C: Low-rise Replacement Facility Staffing

LOW-RISE REPLACEMENT FACILITY STAFFING			
	SECTION	POSITION TITLE	POSITIONS
1	N/A	Corrections Manager(CM) IV (Warden)	1
		Secretary III	1
		Subtotal	2
2	N/A	CM II (Deputy Warden)	1
		Secretary III	1
		Office Assistant (OA) IIII	1
	Inmate Records	Clerical Supv II	1
		OA IV	3
		Subtotal	7
	3	Security	Adult Corrections Officer (ACO)VII
Secretary 1			1
OA III			2
ACO VI-Captain			6
ACO V- Lieutenant			9
ACO IV- Sergeant			33
ACO III- Officer			311
Subtotal			364
4	Office Services	Business Manager V	1
		Receptionist	1
		Accountant III	1
		Account Clerk IV	2
		Account Clerk III	3
		Purchasing Technician I	1
		Human Resources(HR) Specialist IV	1
		HR Assistant IV	1
		OA V	1
		OA IV	3
		Subtotal	15
5	Residency	Corrections Supervisor (CS) II	1
		Secretary 1	1
		OA III	2
		CS I	2
		Human Services Professional (HSP)	9
		Social Services Assistant (SSA) V	1
		Corrections Recreation (CR) Specialist	1
		CR Specialist III	1
Subtotal	18		
6	Community Base Section	CS II	1
		Secretary II	1
		OA III	3
		CS II	2
		HSP/SW IV	9
		SSA V	6
		Substance Abuse Specialist III	1
		Subtotal	23
7	Facility Operations	Institution Facilities Supt II	1
		OA III	1
		General Constr & Maint Supv II	1
		Bldg Maint (BM) Supv I	1
		BM Worker II	3
		BM Helper	2
		A/C Mechanic II	1
		Automotive Mechanic II	1
		Maint Mechanic II	1
		Groundskeeper II	1
		Janitor Supervisor (JS) II	1
		JS I	4
		Laundry Manager	1
		Laundry Worker II	2
		Property & Services Supv	1
		Storekeeper I	1
		Subtotal	23
		GRAND TOTAL	452

Appendix D: Multilevel Replacement Facility Staffing

MULTILEVEL REPLACEMENT FACILITY STAFFING			
	SECTION	POSITION TITLE	POSITIONS
1	N/A	Corrections Manager(CM) IV (Warden)	1
		Secretary III	1
		Subtotal	2
2	N/A	CM II (Deputy Warden)	1
		Secretary III	1
		Office Assistant (OA) IIII	1
	Inmate Records	Clerical Supv II	1
		OA IV	3
		Subtotal	7
3	Security	Adult Corrections Officer (ACO)VII	1
		Secretary 1	1
		OA III	2
		ACO VI-Captain	6
		ACO V- Lieutenant	9
		ACO IV- Sergeant	33.4
		ACO III- Officer	323.0
		Subtotal	375.4
4	Office Services	Business Manager V	1
		Receptionist	1
		Accountant III	1
		Account Clerk IV	2
		Account Clerk III	3
		Purchasing Technician I	1
		Human Resources(HR) Specialist IV	1
		HR Assistant IV	1
		OA V	1
		OA IV	3
		Subtotal	15
5	Residency	Corrections Supervisor (CS) II	1
		Secretary 1	1
		OA III	2
		CS I	2
		Human Services Professional (HSP)	9
		Social Services Assistant (SSA) V	1
		Corrections Recreation (CR) Specialist	1
		CR Specialist III	1
		Subtotal	18
6	Community Base Section	CS II	1
		Secretary II	1
		OA III	3
		CS II	2
		HSP/SW IV	9
		SSA V	6
		Substance Abuse Specialist III	1
		Subtotal	23
7	Facility Operations	Institution Facilities Supt II	1
		OA III	1
		General Constr & Maint Supv II	1
		Bldg Maint (BM) Supv I	1
		BM Worker II	3
		BM Helper	2
		A/C Mechanic II	1
		Automotive Mechanic II	1
		Maint Mechanic II	1
		Groundskeeper II	1
		Janitor Supervisor (JS) II	1
		JS I	4
		Laundry Manager	1
		Laundry Worker II	2
		Property & Services Supv	1
		Storekeeper I	1
		Subtotal	23
		GRAND TOTAL	463.4



APPENDIX F

Project Financing Options

F-1 Financing Plan Options Report

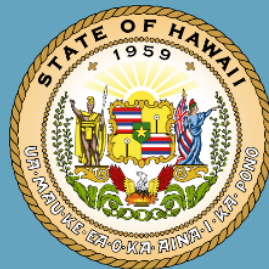
F-2 Alternative Project Financing Presentation

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Financing Plan Options

**Oahu Community
Correctional Center**

January 5, 2017

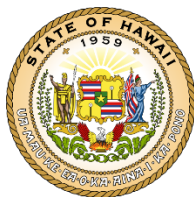


**State of Hawaii
Hawaii Public Safety Department**

Financing Plan Options

Oahu Community Correctional Center

January 5, 2017



Hawaii Public Safety Department

Prepared by



Louis Berger

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1.0 INTRODUCTION

The Hawaii Department of Public Safety (PSD) operates community correctional centers (CCCs) on the islands of Oahu, Maui, Hawaii, and Kauai. Each CCC houses short-term sentenced (felons, probation, and misdemeanor), pretrial (felon and misdemeanor), other jurisdiction, and probation/parole violators. CCCs provide the customary county jail function of managing both pre-trial detainees and locally-sentenced misdemeanant offenders and others with a sentence of one year or less. CCCs also provide an important pre-release preparation/transition function for prison system inmates who are transferred back to their county of origin when they reach less than a year until their scheduled release. Most of these former prison inmates are transferred to a dedicated work furlough unit where they are able to begin working in the community on supervised work crews or in individual placements as determined by needs and classification assessments and individualized pre-release plans.

With increasingly aged and obsolete correctional facilities, PSD has proposed improving its corrections infrastructure through modernization of its existing facilities and construction of new institutions to replace others. Among its priority projects is the replacement of the Oahu CCC (OCCC).

Developing new correctional facilities are time-consuming, complex, and expensive undertakings. For purposes of this analysis it has been recognized that the State of Hawaii will require substantial investments to its correctional facilities to accommodate future inmate populations and meet state and national standards. Therefore, it is appropriate that the state evaluate financing plan options available for financing construction of a new OCCC, recognizing that the investments needed now and in the future could have a major impact on future budgeting cycles.

The purpose of this document is to identify and describe the range of financing plan options available to finance new OCCC construction. Under each of these options, it is assumed that PSD continues to operate all current and future jail and prison facilities in Hawaii.

2.0 FINANCING PLAN OPTIONS FOR DEVELOPING A NEW OAHU COMMUNITY CORRECTIONAL CENTER

The decision on whether to obtain public or private financing for a public works project such as a new correctional facility is driven by various legal, financial, and political factors including the nature and scale of the project and the fiscal health of the public entity sponsoring its construction and operation. Public financing of a large capital project could be constrained by legal limits on the degree to which municipal, county or state governments can incur debt and/or if development of the project will adversely affect its ability to fund additional public facilities and infrastructure improvements, on-going operations and other obligations. Government jurisdictions incurring too much debt or are having difficulty meeting current obligations can be subjected to a credit rating downgrade which increases the cost of borrowing and can limit its capacity to finance future public works and infrastructure investments.

Public financing can also be constrained by political factors. Correctional facilities are often viewed by the public as low priorities for public financing and convincing an electorate to approve a bond to fund such projects can be far from guaranteed in light of pressing needs for financing of new schools, health care facilities,

transportation systems, and other public facilities. With the advent of public private partnerships (PPPs or P3), along with a slow-growth national economy, city, county and state governments across the U.S. have become increasingly amenable to leveraging private sector capital and expertise in designing, building, and financing new public facilities and infrastructure. Although private sector partnering has been most frequently used to finance transportation projects, where the developer can recoup its investment through tolls and user fees, PPPs for other types of public infrastructure has become possible using innovative partnership arrangements.

Under PPPs, when the upfront investment is associated with social infrastructures, such as schools, health care, libraries or government buildings, the public agency typically repays the private investor directly through leasing fees, or “availability payments” (with payment made on the basis of continued availability of the services). It should be noted that private sector partnering, including the use of private financing, can be useful not just when a public agency faces debt limits, but also when it creates the potential for spreading project risks and for structuring incentives to expedite the construction timeframe.

Government policies and preferences for providing public services can also influence decisions as to which financing plan option to employ. These policies can guide the government in establishing the most appropriate criteria. This means that the community objectives and priorities, the economic development plans and long-term strategies can serve as tools in the decision-making process. Applicable policies include:

- Long-term objectives
- Taxation framework
- Legislative framework
- Financial resources and status

Other economic development, land use, and employment objectives are also relevant because they could determine when private financing should be considered. Usually governments establish the conditions under which private or public financing would be used. A jurisdiction’s residents and employees will also influence policies affecting the attractiveness of private financing with resistance to private participation arising from concerns over loss of control, higher financing costs and other considerations.

The taxing framework could also be an important factor in attracting private sector investment. If for example, private firms are exempt from local taxes because of the public use of the facility or if the revenue associated with maintaining or operating the facility is tax deductible, private investors might well be attracted to forming a PPP. Finally, the existing legal framework will also influence the potential for using PPPs. Some jurisdictions have restrictions or outright prohibitions on the use of such arrangements, rendering private sector participation infeasible until and unless the government entity alters its legal framework regarding private sector participation in public sector projects.

A review of various Hawaii State government documents and annual financial reports did not identify any legal or financial impediments to pursuing public or private sector financing for jail improvements or expansions. During the third quarter of 2015,¹ Hawaii’s economic indicators for the tourism industry, tax revenues, the

¹ Fiscal Year 15 ended June 30, 2015, and the Comprehensive Annual Financial Report (CAFR) of the State of Hawaii was submitted on December 30, 2015. Therefore, the FY2016 report should be available in December 2016.

construction industry, and unemployment were mostly positive.² Hawaii's economy depends on conditions in the U.S. economy and key international economies, especially Japan. According to the latest Department of Business, Economic Development and Tourism (DBEDT) forecast, Hawaii's economy will continue positive growth in the near future. DBEDT projects Hawaii's inflation, as measured in terms of changes in the Honolulu CPI, to increase 2.3 percent in 2016. The State GDP deflator is forecast to grow by 1.6 percent in 2016.

The following sections describe the primary financial instruments and approaches currently being used by state, county, and city governments for construction of various forms of public facilities and infrastructure.

3.0 CONVENTIONAL PUBLIC FINANCING OPTIONS

Jails, courthouses and similar public safety facilities, like other public infrastructure, have historically been funded by either "pay as you go" or by issuing a bond. "Pay as you go" involves the appropriation of public monies necessary to complete the proposed project within a single fiscal year. If project construction spans more than a year, then additional funds must be appropriated for each year of construction activity. Under the "pay as you go" approach a project is explicitly funded as a line item in a government's annual budget. This funding method is commonly used for small capital projects that can be accommodated within the jurisdiction's typical annual budget. This approach is not effective when the investment required for a large capital project is of such magnitude that to fund it as a line item would likely force cutbacks in other projects or require additional means for raising tax revenues. Both options are particularly challenging for projects which have few constituents.

"Pay as you go" is the least costly financing plan option over the life cycle of a project because it would involve incurring no debt and the associated accrued interest payment. An additional benefit is that future revenues are not encumbered and actual expenditures can be handled more efficiently when the revenues are appropriated from the current budget. However, given the finite resources available to any entity, whether private or public, the "pay as you go" option requires less spending on other projects or services or increasing taxes and fees to accommodate the increase in spending. These are also opportunity costs that must be considered.

For larger capital projects, including those which require large investments and multiple years to construct, governments typically finance construction costs by issuing bonds. Schools, parks and recreational facilities, cultural institutions, and health care facilities are among the most common public improvement projects funded through the issuance of bonds.

A bond is a security instrument which acknowledges that the issuer has borrowed money and must repay it to the bondholder at a specified rate of interest at periodic intervals. A bondholder also receives the amount lent (the principal) when the bond reaches its maturity. Bonds are known as debt securities and are different from loans because as a security they can be publicly traded and have values that can fluctuate. Debt securities with a maturity of 13 months or less are known as *notes*; however, bond maturity can last up to 30 years.

Different types of bonds can be issued by a government and each type has ramifications for the level of interest rates paid by the issuer, a jurisdiction's credit rating, and impact on debt ceilings. For example, most, but not all,

² State of Hawaii Comprehensive Annual Financial Report (CAFR). Fiscal year ended June 30, 2015. Accessed at: <http://ags.hawaii.gov/accounting/annual-financial-reports/>.

government-issued bonds are tax-exempt. For these types of bonds, buyers are willing to accept a lower return than for a taxable bond because they will not have to give up some of their return paying taxes.

3.1 State of Hawaii Financial and Regulatory Environment

The ability of governments to use bonds to finance public facilities and infrastructure projects is often limited by legal restrictions on the uses of public debt and the total amount that can be issued. As of June 30, 2015, the State of Hawaii had total bonded debt outstanding of \$8.4 billion. Of this amount, \$6.5 billion comprises debt backed by the full faith and credit of the State and \$1.9 billion (i.e. revenue bonds) is revenue bonded debt that is payable from and secured solely by the specified revenue sources. Hawaii's legal debt limit percentage is 18.5 percent of the total assessed valuation. The State's average general fund revenues of the three preceding fiscal years amounted to \$6.3 billion. The state's total long-term debt increased by \$911.6 million, or 12.1 percent, to \$7.2 billion compared to FY14. The State Constitution limits the amount of general obligation bonds that may be issued. The legal debt margin at June 30, 2015, was \$470.6 million, which the Director of Finance confirmed by law was within its legal debt limit.

The state's capacity to repay its bonds is based on the overall health of its economy. By most measures Hawaii's economy has recovered from the 2008 recession and is considered to be on solid financial ground with housing prices increasing in recent years. The statewide seasonally adjusted unemployment rate as of November 2015 was 3.2 percent, compared to 5 percent nationally. This is an increase in employment from the previous year when the State's seasonally adjusted unemployment rate stood at 4 percent (compared to 5.8 percent nationally). The Council of Revenues (Department of Taxation) in September 2015 revised the State's General Fund tax revenue growth rate for FY16 from 2.7 percent to 6 percent and also adjusted the revenue growth rate for FY17 to 5.5 percent. Cumulative general fund tax revenues for the first five months of FY15 were \$2.5 billion, an increase of \$213.7 million from the same period last fiscal year. General excise and use tax collections, which are the largest source of state revenue and a good measure of economic growth, increased 4.9 percent. While optimistic about Hawaii's economic recovery the State imposed a 10 percent spending restriction on discretionary operating expenses of general funds for all departments and agencies for the Executive Branch for FY16.

As of June 30, 2015, the State of Hawaii's underlying general obligation bond ratings were Moody's Investors Service (Aa2), Standard and Poor's Corporation (AA) and Fitch Ratings (AA) based on the credit of the state. Bonded debt activity for FY15 included issuance of \$6.5 billion of general obligation bonds and \$666.2 million in revenue bonds.³

³ CAFR, 2015.

4.0 ALTERNATIVE BOND AND REVENUE GENERATION INSTRUMENTS

4.1 General Obligation Bonds

Until the 1980s, General Obligation Bonds (GOs) were the most frequently used form of public financing for correctional facility construction. However, the use of obligation bonds has declined as states and counties faced higher budget deficits and fiscal challenges, including limits on accrued debt as well as competing priorities for the use of bond financing. Other forms of public financing for correctional facility construction includes a mixture of GOs and revenue bonds or certificates of participation (CoPs). Revenue bonds are commonly characterized as “limited obligations” or “special obligations” and as such the debt does not count towards a state’s debt limit. Revenue bonds typically finance public projects such as toll roads, bridges, airports, water and sewage treatment facilities, hospitals and subsidized housing.⁴

By 1997, revenue bonds accounted for at least 50 percent of all publicly-issued debt. While the national market for CoPs is less developed than the markets for GOs and revenue bonds, in states such as California, where the restrictions on GO debt are quite severed, a strong market has developed for CoPs. However, the sale of CoPs backed by a pledge of appropriates generally requires higher interest coupons than general obligation bonds or revenue bonds.⁵

Build America Bonds are a taxable municipal bond created under the American Recovery and Reinvestment Act of 2009 that carry special tax credits and federal subsidies for either the bond holder or the bond issuer. Many issuers have taken advantage of the Build America Bond provision to secure financing at a lower cost than issuing traditional tax-exempt bonds. The Build America Bond provision, which expired on January 1, 2011, was open to governmental agencies issuing bonds to fund capital expenditures.⁶

GOs are secured either by a pledge of the full faith and credit of the issuer or by a promise to levy taxes in an amount as necessary to pay debt service, or both. With very few exceptions, local agencies are not authorized to issue “full faith and credit” bonds. The GOs of such agencies are typically payable only from ad valorem (in proportion to the value) property taxes, which are required to be levied in an amount sufficient to pay interest and principal on the bonds coming due in each year. To secure a GO, the jurisdiction must seek voter approval.

GOs are still a relatively low cost method for obtaining capital for large public infrastructure projects. This is because GOs are fully backed by a pledge of the issuer to collect sufficient revenue (e.g., tax revenue) to repay the principal and interest. Because they are backed by the “full faith and credit” of the local government, financial markets consider GOs among the most secure investments. Accordingly, the low risk of GOs translates into reduced interest rates paid to investors and a lower overall project cost.

⁴ Municipal Bond Wikipedia website. Available at: https://en.wikipedia.org/wiki/Municipal_bond#cite_note-9; accessed December 5, 2016.

⁵ Association of State Correctional Administrators. Alternatives for Financing Prison Facilities. Prepared by Brown & Wood LLP, 1999. Available at: http://www.asca.net/system/assets/attachments/2085/Alternatives_for_Financing_Prison_Facilities-3.pdf?1296161869, accessed December 5, 2016.

⁶ Municipal Bond Wikipedia website.

By the end of the 1990s, approximately one-third of all publicly-issued debt was GO debt. These bonds were used for a broad variety of public works projects including roads, airports, parks and correctional facilities. The monies obtained from the sale of the bonds are restricted to financing infrastructure construction only. Operating costs for any infrastructure financed using GOs must be recovered through other means including but not limited to user fees and taxes.

All bonds of the State other than special purpose revenue bonds must be authorized by a majority vote of the members to which each house of the Legislature is entitled. Special purpose revenue bonds of the State must be authorized by two-thirds vote of the members to which each house of the Legislature is entitled.⁷

4.2 Revenue Generation Alternatives

Other revenue generating options are available to finance important public works and infrastructure projects.

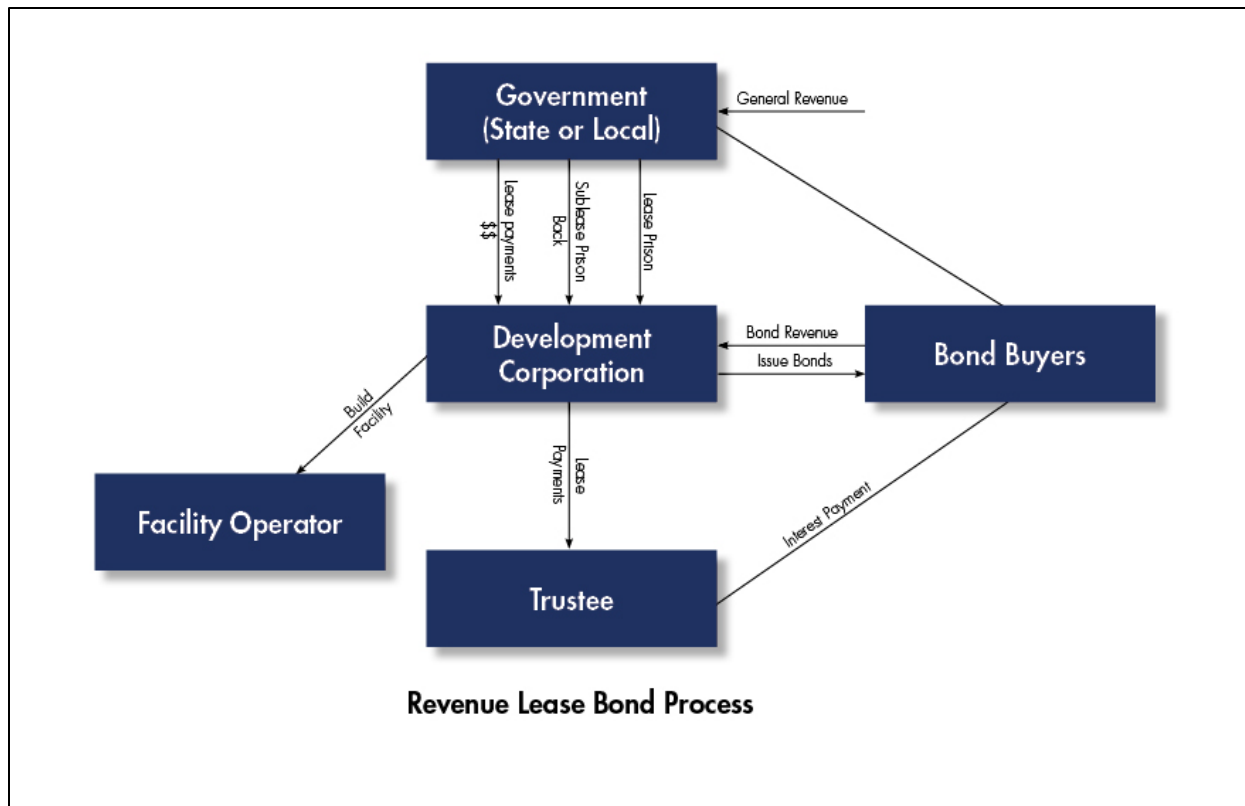
4.2.1 Revenue Bonds

Revenue bonds differ from GOs in that repayment is not directly secured through the taxing power of the government jurisdiction but rather through a pledge of a specific stream of revenues. Because of this difference, revenue bonds are referred to as “limited obligation” or “special obligation” bonds. The ultimate source of the funds to repay the debt could derive from a variety of sources, including fees, tolls, special district taxes, or general tax revenue that must be re-appropriated on an annual basis.

To issue a revenue bond, the government creates a separate non-profit organization to issue lease revenue bonds. This non-profit organization, usually a state or county development authority, uses the bond revenue to build the facility and then leases it to the government at a rate that will allow full repayment to the investors (principle and interest) by the end of the lease period. The title of the facility reverts to the government agency when the bond or the lease has been paid in full.

These bonds are not counted towards the jurisdiction’s debt limit, and therefore, do not require voter approval. However, the fact that the pledged revenue stream is not directly supported by state or county funds, but by lease payments subject to appropriation, translates into a higher interest rate paid to the bond investors. County and state governments tend to use revenue bonds when the debt ceiling has been reached or when it is very difficult to obtain voter approval for obligation bonds. Exhibit 1 depicts how a revenue bond is issued and used to finance capital projects, while Exhibit 2 depicts the process and checklist for this financing plan option.

⁷ State of Hawaii, Department of Budget and Finance website. Available at: <http://budget.hawaii.gov/budget/about-budget/state-debt/>.

**Exhibit 1: Revenue Bond Financing**

Lease Revenue Bonds

Revenue Bond is the issuance of debt which is secured by a revenue stream coming from leasing the facility to an independent operator .

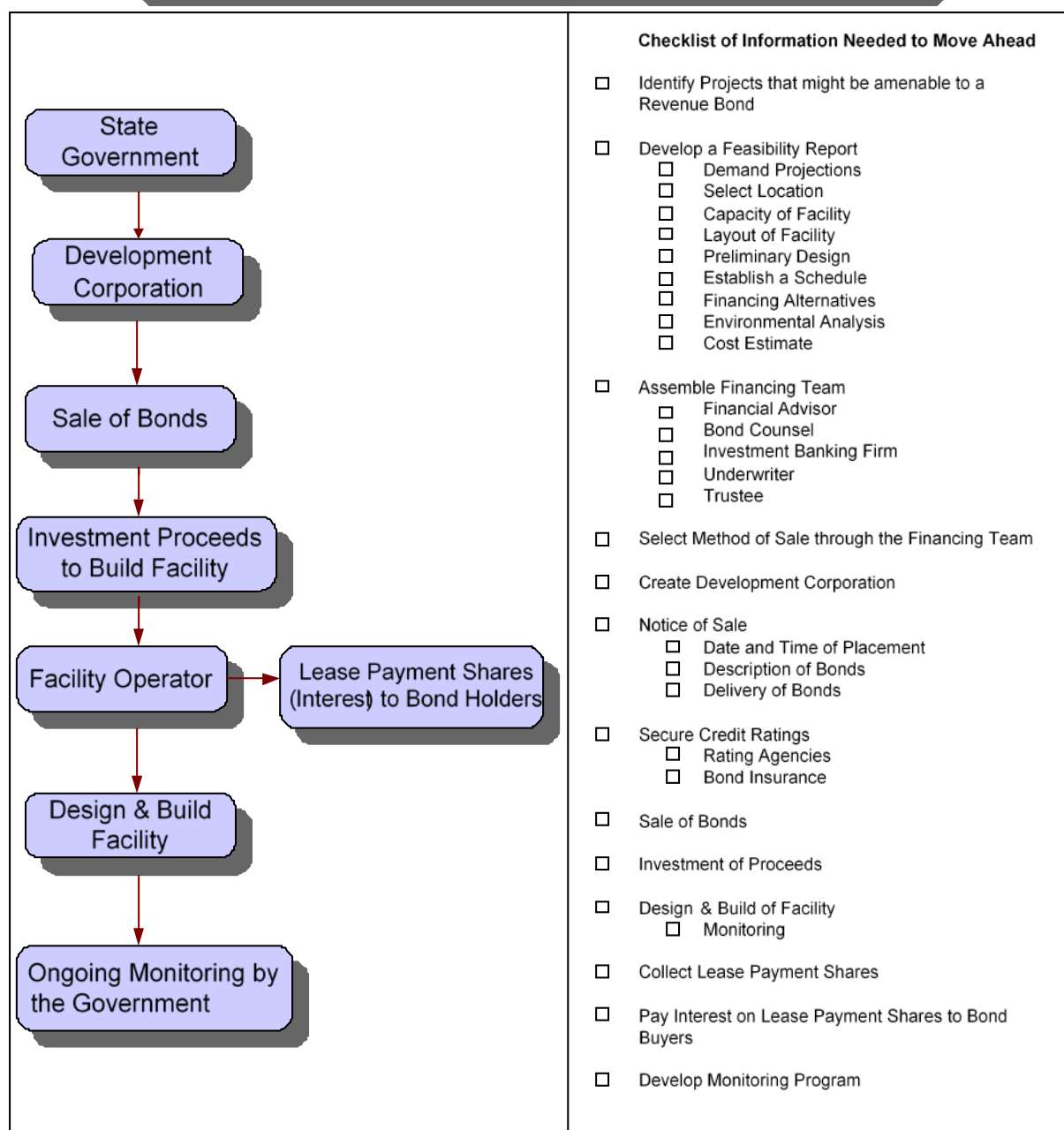


Exhibit 2: Revenue Bond Financing Checklist

4.2.2 Sales Tax Revenues

One mechanism for generating a regular revenue stream would be the imposition of a special sales tax that could be directed exclusively for OCCC construction. Under this approach, an additional levy would be added to the current tax rate that is collected at the point of sales by retail establishments operating in the state.

Hawaii does not impose a sales tax, but it does have a gross receipts tax called the General Excise Tax (GET). The GET applies to nearly every conceivable type of transaction and is technically charged to the business rather than the consumer. Hawaii allows businesses and vendors to pass the gross receipts tax on to the consumer, similar to a sales tax, but unlike a sales tax they cannot list it as a separate charge on the receipt. The gross receipts tax is applicable to almost every type of transaction, including goods and services, and transactions for goods and services such as groceries, medical services, and rent are subject to the tax (while they are exempt from the sales tax completely in many other states). Tax-exempt non-profits, which are exempt from sales tax in many states, are not exempt from the Hawaii gross receipts tax.

The GET is 4 percent throughout most of Hawaii, and 4.5 percent on Oahu, but the state allows a business to charge their customers a maximum of 4.712 percent to help recoup some of the total GET.⁸ The State General Fund tax revenues increased by 10.8 percent, during the first nine months of 2015 compared to the same period in 2014. Among its components, net individual income tax collections increased by 17.8 percent, general excise and use tax (GET) collections increased by 6.5 percent, transient accommodations tax (TAT) collections were up by 6.7 percent, and net corporate income tax revenues increased by 45.1 percent.⁹

4.2.3 Sale of State Assets

Another approach for potentially generating significant funds, although on a one-time basis, would be to designate selected state property and assets as surplus and put them up for sale. Before such property or an asset can be sold, however, the state must declare it to be surplus. In addition, prior to taking any such action, it would be prudent to conduct a comprehensive review of its current and future needs for the property and the financial impact of selling assets to finance a large capital project of this nature as once state assets are sold to private investors those assets are forever lost for public purposes.

4.3 Certificates of Participation

In recent years, governments have begun using a specialized type of revenue bonds to finance capital projects, referred to as Certificates of Participation (CoPs). CoPs are lease financing agreements in the form of securities that can be issued and marketed to investors in a manner similar to tax-exempt debt. By entering into a tax-exempt lease financing agreement, a public agency is using its authority to acquire or dispose of property, rather than its authority to incur debt. Public agencies may enter into a leasing agreement with a non-profit organization to directly lease the asset they wish to acquire, construct, or improve. CoPs are sold through an underwriter and the proceeds of the sale of the CoPs are used to pay the cost of acquiring or constructing improvements.

⁸ Sales taxes in the United States Wikipedia website. Available at:
https://en.wikipedia.org/wiki/Sales_taxes_in_the_United_States#Hawaii.

⁹ CAFR, 2015.

The concept behind a CoP is that instead of receiving interest payments, the owner of the bond receives a share of the lease payments on a specified periodic basis until the bond reaches maturity. The bond maturity is reached when the lease period ends. Under this approach the lessor assigns the payments to a trustee, who then distributes the payments to the CoPs holders. CoPs, like other types of bonds, can be resold to another entity prior to its maturation date.

CoPs, like revenue bonds, are more costly to issue than obligation bonds because they require a higher interest rate to attract buyers. Also, like revenue bonds, repayment is not directly supported by tax revenue but by lease payments subject to annual appropriations. Some of these bonds require insurance, which in turn, increases their cost. It should also be noted that revenue bonds and CoPs can be directly negotiated with private entities or individuals which can reduce the competitive bidding for their purchase. Exhibit 3 depicts the procedure for the accessing the Revenue Bonds/CoP option. The process and checklist for this financing plan option is presented in Exhibit 4.

5.0 PUBLIC PRIVATE PARTNERSHIPS

Public Private Partnerships (PPPs) are collaborations between governments and private entities to provide public infrastructures, facilities, or services for long-term periods through the sharing of risks, responsibilities and rewards. These partnerships are formed to optimize the advantages that the private sector can offer in building and/or operating public facilities and infrastructure. As noted earlier, this document focuses on the potential to use private entities for financing and constructing a new OCCC facility, with jail operation remaining the sole responsibility of PSD.

The roles of the private sector can vary depending on a project, but it is ultimately the government's responsibility to ensure the integrity of the facility. Private corrections firms, for example, operate under various types of contractual arrangements with federal, state and local governments. Such arrangements and partnerships clearly delineate the physical ownership of the facility, what role a private firm is going to fill in the development and operation of the facility as well as the contractual obligations of the private corrections firm. This analysis, while not excluding the participation of private corrections firms, does preclude the role of such firms in providing services devoted to inmate supervision.

In contracting with private firms, governments must balance their obligations to protect the public and provide for the social welfare with the private firms' need to run its operations in an efficient and effective manner. If a government imposes too few regulations or oversight, the firm may have an incentive to act contrary to the government's interest; if it imposes too many regulations, it may be too costly for the firm to operate. There are several different types of PPP contracts depending on the extent of the private sector's involvement (Table 1).

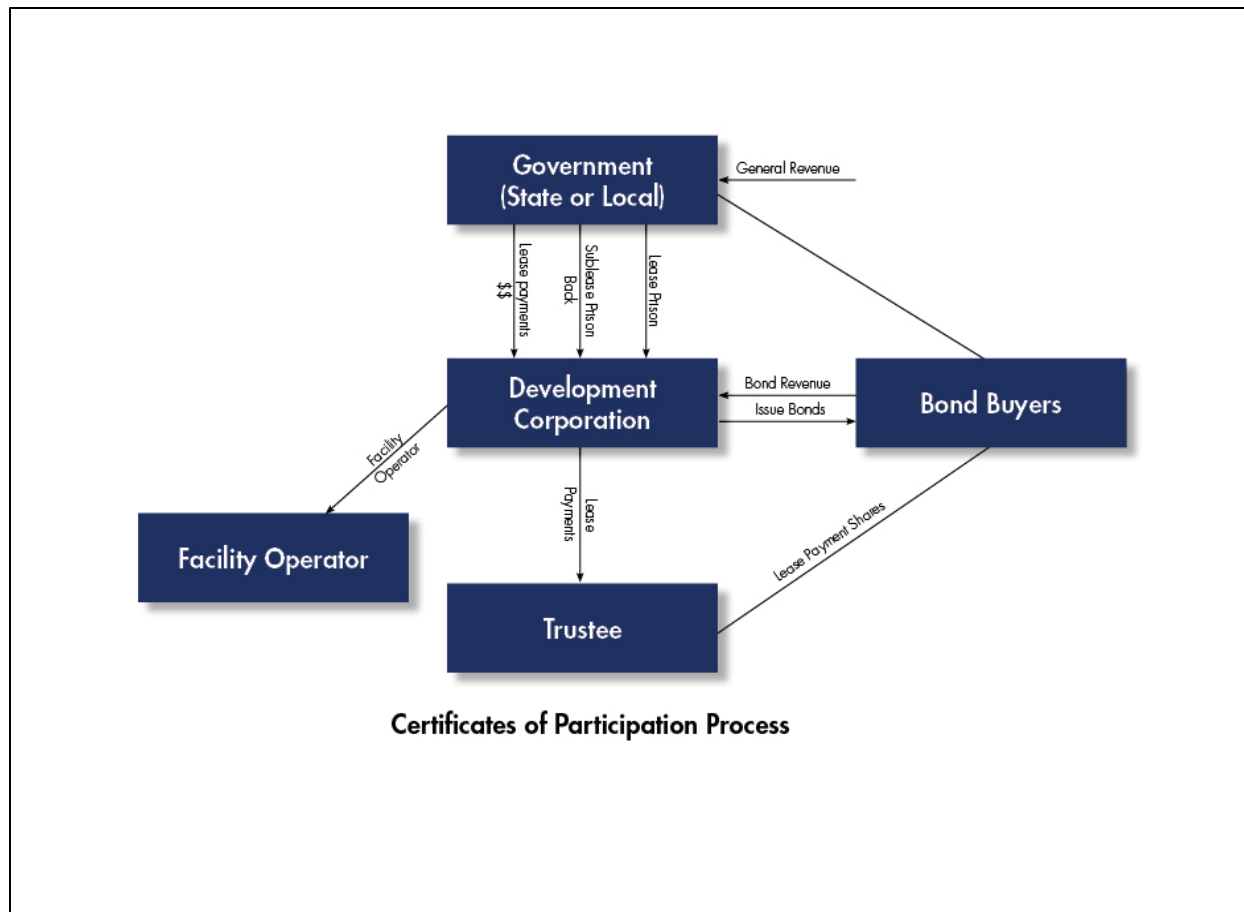


Exhibit 3: Certificates of Participation Financing

Certificates of Participation

CoP is a form of revenue bond in which the government agrees to pay a fixed amount to the lessor in exchange for use of the facility

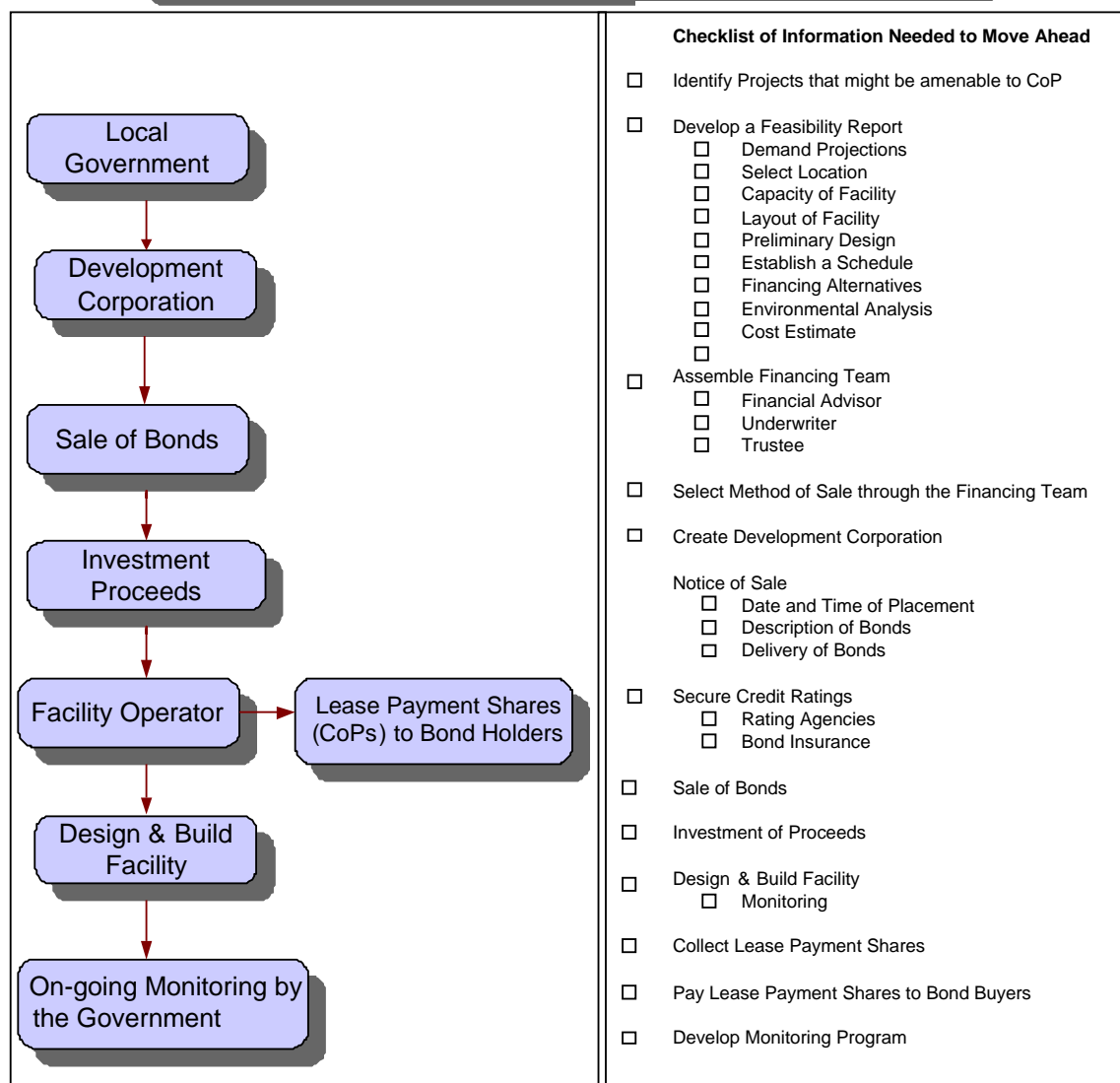


Exhibit 4: Certificates of Participation Financing Checklist

Table 1: Public Private Partnership Types

Type of Public Private Partnerships	Description
Private-finance-build-transfer	Private partner finances and provides for design and construction of the facility and transfers it to the public entity
Design-build-finance	Private partner provides the financing, design and construction
Performance-based infrastructure	Responsibilities for designing, building, financing, and maintaining are bundled together and transferred to private sector partners. Lease payments to private entity contingent on performance.
Developer finance	Private partner finances the construction of the facility in exchange for the right to build residential housing, commercial or industrial developments
Lease/purchase	Private partner finances and builds the facility which it then leases to a public entity

5.1 Private-Finance-Build-Transfer

The Private-Finance-Build-Transfer (PFBT) plan option is a type of PPP organized to build a new facility. Under a PFBT arrangement for example, the State of Hawaii would contract a private firm to finance and build the facility and would pay the private firm lease payments for a pre-determined period. These lease payments would cover the capital costs incurred by the private firm and provide them with a negotiated rate of return on that investment. At the end of the lease period, the private firm would transfer ownership of the facility to the state.

While the private firm would build and retain ownership of the facility throughout the lease term, the state would provide the manpower to perform all of the activities associated with housing and supervising the inmates. Regardless of whether those staff would be employees of PSD or by subcontractors, those functions would not be performed by the PPP firm and therefore would not be accountable for the quality of those operations. Under this arrangement, the private firm bears the financing and construction risk while the state would retain the operational risk. The following example shows that PFBTs can be arranged in various ways.

In 2008, Mohave County, Arizona used the PFBT method when it sought financing for its jail facility project where under Arizona law, the County must lease its land by a competitive bidding process. The debt financing also required voter approval and approval to debt finance the jail project was unlikely. The County dealt with the lease impediment by issuing a carefully crafted Request for Proposal ("RFP") which solicited competitive bids to lease County land, with the successful proposer having to agree to many conditions, such as:

- Execute a ground lease for a period of time not to exceed the term of the financial instrument—in this case, CoPs
- Design, construct, and furnish the jail facility to meet County standards and specifications set forth in the RFP
- Make the entire jail facility and the leased land available to the County at a rental rate meeting the requirements of the RFP

- Execute a lease with the County for the jail facility that gives the County the option to purchase the facility at the redemption cost of any outstanding financing
- Release any leasehold interest to the County with respect to the facility and the leased land at the termination of the lease for no further consideration

The County dealt with the debt financing and voter approval impediments by partnering with Faulkner USA, Inc., a nationwide design-builder. Faulkner formed the Mohave Jail Facility Finance Corporation ("Corporation"), a non-profit corporation under the laws of the State of Arizona, which issued \$46 million in CoPs ("2008 CoPs") to finance the construction of the new jail facility. The Corporation then contracted with Faulkner to build the 688-bed facility for Mojave County.

To avoid a conflict of interest between Faulkner and the Corporation (e.g., Falkner contracting with itself), County officials assumed positions on the Corporation's Board. According to the County's Finance Director, a significant advantage to this type of structure was the level of County control it provides over the project. In discussions with the authors, he also said that this was the second time the County has used this type of financing, and it has worked so well that the County is planning to use it on another upcoming project.

The 2008 CoPs were not considered debt in the County budget. The County made the lease payments from monies in its capital improvement fund, appropriated for such purpose by the Board of Supervisors in the County's annual budget. The following outlines the specific ownership and responsibilities of a facility financed and constructed by a private builder:

- Financing: Private firm finances the facility
- Construction: Private firm builds the facility
- Ownership: Private firm owns the facility and transfers it back to the public agency after a pre-determined period; the public agency may need to transfer the land to the private entity before the start of construction
- Maintenance: Public agency performs any required routine maintenance and the private firm performs the major maintenance
- Operations: Public agency operates the facility
- Payments: Public agency pays the private firm lease payments for the construction of the facility

Private-Finance-Build-Transfer is the main variant of the PPP model that is limited to construction of a public facility. However, it can be extended and encompass activities that continue into the operational phase of the facility although the private entity would not actually operate the facility. The following PPP options describe facility maintenance and support activities that can outsourced while the core operations of the new OCCC is retained by the public entity; in this case PSD. The process and checklist for this financing plan option is presented in Exhibit 5.

Private Build Transfer

Private Firms finance build and then transfer the detention facility back to State who then operates it.

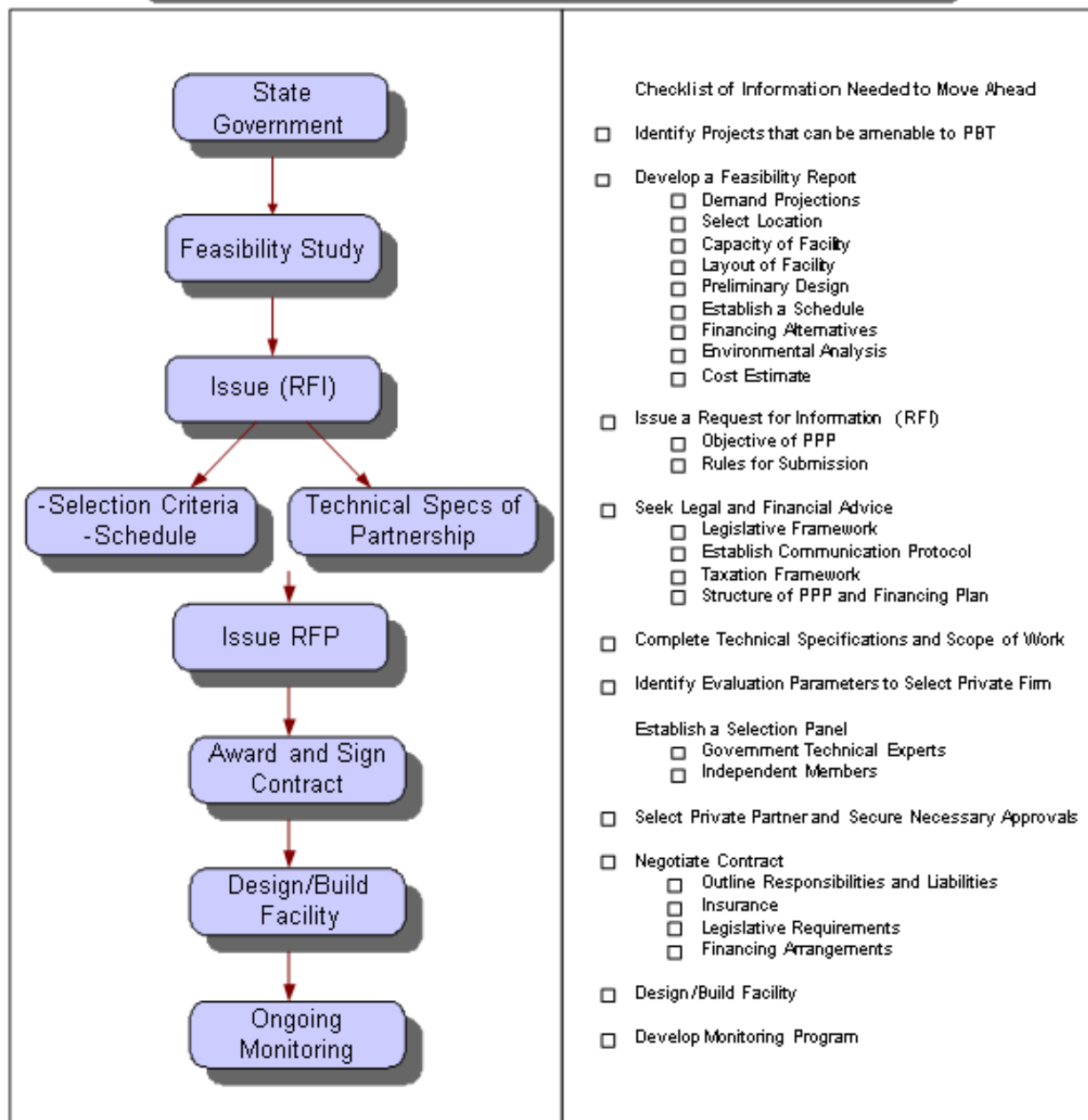


Exhibit 5: Private-Finance-Build-Transfer Financing Checklist

5.2 Design-Build-Finance

Under a Design Build Finance (DBF) arrangement, the private partner provides both design and construction of a project to the public agency in addition to the financing. This type of partnership can reduce time, save money, provide stronger guarantees and allocate additional project risk to the private sector. It also reduces conflict by having a single entity responsible to the public owner for the design and construction. The public sector partner owns the assets and has the responsibility for the operation and maintenance. The structure of DBF has some variations that are developed according to the needs of each project sponsor. Presented below are several that may be applicable to Santa Clara County.

A Design-Build-Finance-Maintain (DBFM) model is similar to a DBF except the maintenance of the facility for a set period of time becomes the responsibility of the private sector partner. The benefits are similar to the DBF with maintenance risk being allocated to the private sector partner and the guarantee expanded to include maintenance. The public sector partner owns and operates the assets.

While the potential exists to reap substantial rewards by utilizing this integrated approach, states and counties that are not accustomed to or experienced in this approach must take great care to specify all standards to which they want their facilities designed, constructed, and maintained. With DBF procurement, owners relinquish much of the control they typically possess with more traditional project financing and delivery.

This type of financing is also known as Performance Based Infrastructure (PBI). PBI is a partnership between the public sector owner and a private project company that finances, designs, and builds the facility (and then is responsible for maintenance). The PBI approach was first used in the United States to build the Long Beach Courthouse (completed in 2013).

Performance-based financing can be defined as a mechanism by which private entities are, at least partially, repaid on the basis on their performance. PBI partnerships capitalize on the development expertise of the private entity while ensuring that projects meet their objective of providing high-quality infrastructure for the public.

There is a great deal of variety in PBI arrangements in the United States, and especially the degree to which financial responsibilities are actually transferred to the private sector. One commonality that cuts across all PBI projects is that they are either partly or wholly financed by debt leveraging revenue streams dedicated to the project. Future revenues are leveraged to issue bonds or other debt that provide funds for capital and project development costs. They are also often supplemented by public sector grants in the form of money or contributions in kind. In certain cases, private partners may be required to make equity investments as well. Value for money can be attained through life-cycle costing.

A public agency may use PBI procurements for two primary reasons: cash flow constraints and a desire to defer payments. In cases where a public agency has cash flow constraints, it will identify the level of funding that it has available for the project at the time the procurement is released and require the design-build entity to finance any development costs in excess of that amount over a specified period of time. In other cases, the public agency may specify the maximum amount that it can pay a design-builder each year for a project. That specified amount and the overall cost of the project would, in turn, drive the length of the repayment period.

Other PBI procurements may be motivated by the public agency's desire to defer payment for the project. This motivation could be due to lack of current funding or the desire to use the deferred payment to incentivize the design-builder to accelerate construction of the project.

Under the PBI approach, the public agency would issue a procurement request asking bidders to provide the cost for developing the project today, with the payment of that amount promised at a later time. By accepting a deferred payment, a PBI partner assumes additional risks beyond those of a traditional DBF contract, including the risk associated with future appropriations expected to make project funding available.

5.3 Developer Finance

Under this approach, the private party contributes capital and finances the construction or expansion of a public facility in exchange for the right to develop residential, commercial and/or industrial facilities at or near the site. This financing plan option is unlikely unless a new facility was built on a site sufficiently large to accommodate a jail development and other commercial or residential land uses.

5.4 Lease/Purchase

A lease/purchase is an installment-purchase contract. Under this approach, the private sector finances and builds a new facility, which it then leases to a public agency. The public agency makes scheduled lease payments to the private party. The public agency accrues equity in the facility with each payment. At the end of the lease term, the public agency owns the facility or purchases it at the cost of any remaining unpaid balance in the lease. Lease/purchase arrangements have been used by the U.S. General Services Administration for developing federal office buildings and by a number of states (e.g. California, Arizona, and Ohio)¹⁰ to construct new correctional facilities.

6.0 ADVANTAGES AND DISADVANTAGES OF ALTERNATIVE FINANCING PLAN OPTIONS

The advantages and disadvantages to alternative financing methods for jail construction are summarized in Table 2. It should be noted that some of the disadvantages to the general obligation bond alternative are of less relevance to entities such as the State of Hawaii as a result of its high credit rating and where the debt capacity is limited by law or a majority vote of the members of the legislature is needed for bonding authority. Hawaii's is currently within the 18.5 percent legal limit; the primary issue would be the legislature's approval of a bond for new OCCC construction.

¹⁰ See California: http://www.dca.ca.gov/publications/legal_guides/s-10.shtml; Ohio: <http://codes.ohio.gov/orc/1351>; Arizona: <https://www.aaronline.com/2012/03/leasepurchase-and-leaseoption-agreements-2/>.

Table 2: Advantages and Disadvantages of Financing Plan Options

Financing Plan Option	Advantages	Disadvantages
General obligation bonds	<ul style="list-style-type: none"> • Low interest rate on the bond; public agency maintains ownership throughout the life of the facility • Bond and interest payments backed by property tax revenues instead of appropriations or other funding sources • Public agency maintains full control of jail operations • Public agency may implement the project using any delivery method 	<ul style="list-style-type: none"> • Voter or legislature approval may be required to issue bonds for jail construction. • Interest rate and available bondholders subject to conditions in the financial markets • Public agency's debt ceiling may have been reached • Advice should be sought from public sector market-makers to assess the financial viability of new bond issuance
Revenue bonds	<ul style="list-style-type: none"> • Bondholder assumes financial risk of the investment • Voter approval of bond issuance not required • Public agency maintains full control of jail operations • Public agency may implement the project using any delivery method 	<ul style="list-style-type: none"> • Higher risk due to the lack of guaranteed availability of funding sources throughout the life of the project • Government regulations may apply as to the limits of specific types of funding sources
Special sales taxes	<ul style="list-style-type: none"> • Project can be funded without incurring additional debt while retaining full ownership 	<ul style="list-style-type: none"> • In place of sales tax, Hawaii has a gross receipts tax levied on businesses which is, in many ways, stricter than a standard sales tax
Sale of state land and other assets	<ul style="list-style-type: none"> • If sold parcels and assets are sufficiently large, project could be funded in part through one time sale while incurring a lesser amount of debt 	<ul style="list-style-type: none"> • Sale to private sector removes valuable asset(s) from the state's resource inventory
Private public partnerships	<ul style="list-style-type: none"> • Privatization of the construction will not impact the government's capital budget • Public agency will not have to acquire capital from the financial markets nor work with public sector market-makers • Public agency does not bear the financing or construction risk of the new facility 	<ul style="list-style-type: none"> • Public agency may not have control of project delivery method • Operational responsibility is retained by the public agency

Private sector participation in construction, maintenance, and operation of public facilities and infrastructure increased significantly over the last decade, but its appropriateness in terms of benefitting the public sector varies depending on the specific project under consideration. A PPP could be appropriate if one of more of the following criteria is met:

- Budget and/or debt limitations constrain public sector financing.
- Project is complex and public sector seeks to spread some risk to private sector.
- Quality of the project or the service (operator) would benefit.
- Private partner can be incentivized to complete the project on a faster timeframe.
- Legal framework is in place that is conducive to private sector involvement (in particular no prohibitions of private involvement).
- Completed project is able to generate lease payments and/or user fees to provide investor with sufficient return on investment.
- Electorate is amenable to private sector involvement.
- Taxation framework confers advantages for private sector partners.

A project would have to meet multiple criteria for the conditions to be conducive for a successful PPP. As seen from the criteria, the factors favoring or disfavoring private participation are legal, economic, financial, and political. In some localities there is strong constituency for retaining public sector control over all aspects of traditional public facilities and operations. States such as Hawaii are resistant to public sector unions who may be skeptical to any role by the private sector in building and owning a jail facility. From the onset of a proposed PPP project, the state would need to make it unambiguously clear that jail operations would remain within the domain of PSD and at most the PPP would be charged only with the maintenance of the physical facility under a performance-based infrastructure delivery model.

If the State of Hawaii was to consider a PPP plan option, a thorough analysis would be necessary to compare the life cycle costs of a PPP plan option to a conventional public financed and owned option. The analysis would need to take into account how project construction and operation risks would be apportioned under the different scenarios. The lowest cost alternative might not be the optimal choice if the risks are higher compared to other alternatives. Risk allocations will also have an impact on how any PPP is configured. The higher the risk allocated to the private sector partner, the higher the return on investment that will be expected by the partner to make the investment attractive.

7.0 EXAMPLES OF INNOVATIVE AND CONVENTIONAL FINANCING OF PUBLIC FACILITIES

Example 1: Performance-Based Infrastructure: Long Beach Courthouse, California

The Long Beach Courthouse, located in downtown Long Beach, California, is the Court's main facility for its South District. The courthouse was originally built in 1959 and handles a variety of civil litigation and all criminal matters for the cities of Long Beach, Signal Hill, San Pedro, Wilmington, Harbor City, and a portion of the City of Los Angeles. The courthouse averages 385 felony and 3,327 misdemeanor filings per month. On average, the courthouse moves 225 in-custody defendants through its corridors each day and 109,000 people enter the building per month. The courthouse was deemed inadequate to continue to be used as it suffered from fundamental flaws, overcrowding, and a failure to meet accessibility requirements, making it incapable of meeting the growing demand for court services in the Long Beach area.

In 2007, the California Administrative Office of the Courts (AOC) evaluated the feasibility of a courthouse replacement project during which the Council reviewed the option of renovating and expanding the existing facility. This option was not considered viable, due to age, physical condition, and functional issues and a new building would be needed.

Funds were appropriated for a new courthouse with construction to occur from January 2011 to September 2013. The finished 545,000 square foot, five-story building, houses 31 courtrooms as well as administrative offices, Los Angeles County lease space, and retail space. The total contract value was \$364 million of which approximately \$339 million was for construction.

Delivered through a public-private partnership (PPP) agreement between Long Beach Judicial Partners LLC (LBJP) and the Judicial Council of California, the Governor Deukmejian Courthouse was the first social infrastructure project in the U.S. procured under the principles of Performance-Based Infrastructure contracting. Under a turnkey PPP, the cost and risk of the courthouse, including development, design, construction, operations, and maintenance were transferred from the public sector to the private-sector team.

The developer, Meridiam Infrastructure, paid \$49 million in equity at financial close. The rest of the money was arranged in loans with a seven-year floating rate to cover a three-year construction period. The lenders include several large international banks including BNP Paribas, Credit Agricole and Deutsche Bank. The payment for the first year of occupancy was set at \$53 million assuming no deductions for poor performance.

The decision to use PBI financing was supported by analysis on the financing and project delivery method that would provide best value to the state. The Judicial Council retained Ernst & Young Advisory, Inc. and David Langdon & Seah International consultants who determined that PBI delivery for the courthouse project was the best approach to address the public's need for a safe and accessible courthouse and the best value financing method for the residents of California.

Compared to the traditional state project delivery, PBI enables a project to proceed without state financing and can produce a more innovative and better-performing facility with significantly speedier project delivery by

leveraging the private development by allowing the state to transfer certain risks to the private sector. It also provides for the on-going maintenance and performance of the facility.

Under the PBI agreement, AOC owns the building and is leasing a six-acre parcel of land to the private sector for 50 years. The Superior Court of Los Angeles County occupies the building space with the AOC paying an annual availability payment for 35 years. Under the terms of the agreement, the AOC can deduct a specific amount from the availability payment if components of the building do not function properly (e.g. a \$5,000 deduction for every two hours that certain elevators are inoperable).

The service fee of \$53 million encompasses a fixed capital charge component and an operating charge component (increased by inflation). There is also a revenue stream for the County from the parking structure, guaranteed at 1.5 percent of total revenue and a retail fee of 0.5 percent of total revenue.

If the project agreement expires as scheduled in 35 years, and everyone has performed satisfactorily, the lease will terminate and control of the property will revert to the State. If the State fails to abide by the agreement, the private partner has the right to evict it, convert the property to a profitable use, and operate it for the final 15 years of the agreement.

Execution of the project required a commitment to scheduling while maintaining the price-certain contract with stakeholder input. Under this delivery method, the project met the goals of the client and the expertise of the private-sector team was integrated into the development and design-build process. Additionally, the courthouse was delivered 11 days ahead of schedule.

Example 2: Public Private Partnership: Green Rock and Pocahontas Correctional Centers, Virginia¹¹

Green Rock and Pocahontas Correctional Centers were the first two correctional facilities to be built under the 2002 Public-Private Education Facility and Infrastructure Act (PPEA) standards. Balfour Beatty Construction, the project's private-sector partner, delivered two facilities in a short period of time while minimizing costs to and time commitment from the Virginia Department of Corrections (VDOC).

During state procurement processes, VDOC took on considerable risk spending time and resources acquiring land, hiring a design team and procuring construction services. Due to funding limitations, the correctional facilities had to be built quickly and at the lowest cost possible. VDOC decided that the design-build process would effectively meet its service goals and a PPP financing structure, partnered with Balfour Beatty Construction, would transfer risk and provide the additional funding needed.

The Green Rock Correctional Center (\$66.2 million) and the Pocahontas Correction Center (\$61.4 million) were both opened in 2007. By constructing the two facilities simultaneously, Balfour Beatty Construction established economies of scale and project efficiencies. The two facilities are now valued at \$140 million.

Originally, both Green Rock and Pocahontas were contracted for \$125 million and were about \$2.6 million over budget. Though the facilities are not operating at full capacity, they were built to supplement the increased prison population in Virginia. The increased need for additional prison bed space influenced Balfour Beatty to

¹¹ See <http://www.ncppp.org/resources/case-studies/real-estate-and-economic-development/green-rock-and-pocahontas-correctional-centers/>.

design a facility that had a greater capacity for expansion. Each new facility includes 1,024 beds, though the average daily population at the Pocahontas facility is about 910 and at the Green Rock facility it is about 987. At present, the facilities can accommodate between 30 and 110 additional inmates, based on daily averages.

The general contract scope for the two projects included site design and development, design-build and construction services while not exceeding the negotiated price of the facilities. Both were completed in 943 days from the issuance of the Notice to Proceed to the VDOC's final acceptance.

Example 3: Public-Private Partnership: Calgary Courts Center, Alberta, Canada¹²

The Calgary Courts Center, located in downtown Calgary, houses the Calgary Court of Appeals, the Court of Queen's Bench and four divisions of the Provincial Court. For over 20 years, the City of Calgary and the Province of Alberta had planned to consolidate three court systems and five court buildings to create an accessible and efficient justice system on one large campus.

The Court Center includes two towers of 20 and 24 floors; walking connector bridges; office space for 600 staff, including 75 justices/judges, 180 security staff and 360 agency personnel; and underground parking accommodating 200 vehicles. The subsequent demolition of the Court of Queen's Bench facility provided an additional underground parking garage with 450 spaces below 1.46 acres of public park space.

Alberta's goals included financing a facility with a long life cycle that could be delivered quickly and innovatively. Therefore, a PPP offered a solution as an integrated approach for competition and the transfer of risk. The private sector partner for this project was HDR, Inc.; an architectural, engineering and consulting firm.

The Province of Alberta contributed \$320 million for the project (\$300 million for construction and \$20 for furnishings), while a consortium of development and architectural firms participated in the design-build delivery process including GWL Realty Architecture, Inc. (development manager); CANA Management Ltd. (builder); Kasian Architecture Interior Design and Planning (architect); SNC-Lavalin ProFac Inc. (building operator).

The Province of Alberta contracted with HDR, Inc. for consulting and project management services for a consolidated and sustainable large-scale design-build project. HDR acted as a consultant and advisor throughout the process, providing project management, planning and programming for the facility. The role of HDR was to provide oversight and PPP advisory services to provincial government throughout the planning and implementation process. A four-phase approach was employed that allowed the government to develop four bridging documents providing conceptual conditions for the facility, performance requirements, agreement terms and evaluation criteria. These provisions created a 73 percent building efficiency rate and the design build approach allowed the Court Center to be completed within five years.

¹² See <http://www.ncppp.org/resources/case-studies/real-estate-and-economic-development/calgary-courts-centre/>.

Example 4: Public-Private Partnership: UCSF Sandler Neurosciences Center, California¹³

The Sandler Neurosciences Center is one of the largest neuroscience complexes in the world. The development company Clark, Inc. provided design-build services for the facility located on UCSF's Mission Bay Campus. The 237,000 square-foot, five-story center houses approximately 100 principal investigators and more than 500 additional researchers and staff. The building follows an efficient and flexible design that allows for cutting-edge research.

The project financing mechanism was contracted under a PPP arrangement between Edgemoor/McCarthy Cook Partners, L.P., and UCSF. Edgemoor/McCarthy Cook Partners, L.P. were responsible to coordinate all the development undertakings, including permits, design and asset management and supervision. The design team simulated the construction schedule and logistics to visually communicate and analyze project activities, thereby helping to reduce potential delays and sequencing problems.

Edgemoor arranged pre-development financing with a commercial bank based in California to cover initial costs of architecture and engineering. Permanent funding was provided through a lease-leaseback structure involving UCSF, Edgemoor/McCarthy Cook, and a newly formed corporation. Edgemoor/McCarthy Cook will own the building for the 38-year term of the lease.

The project costs were funded by Build America Bonds issued by the non-profit. The credit for the bond repayment is a lease between UCSF and Edgemoor/McCarthy Cook. The lease payments cover capital (building delivery costs) repayment along with guaranteed operations and routine maintenance throughout the lease term.

The building was built under a fast-track method with a 24-month design and construction period. The center building was delivered for a fixed price, schedule, and lease rate, and the PPP arrangement will operate and maintain the facility for 30 years. The contract value was \$166,291,000 and at the end of the lease term, the building's ownership will transfer to UCSF. The project was completed in 2012.

Example 5: Lease Purchase: Natomas Unified School District, California¹⁴

The Natomas Unified School district employed a PPP to address overcrowding in its high school facilities. Using a lease-leaseback model, the district leased part of its land to a private developer that financed and built a new school on the land. The school district will make lease payments to the developer until the end of the lease period, at which time ownership of the school will be transferred to the school district.

A lease purchase is an installment-purchase contract, under which the private partner finances and builds a new facility, which is then leased to a public agency. The public agency accrues ownership to the facility over time. At the end of the lease term, the public agency owns the facility or purchases it at the cost of any remaining unpaid balance in the lease. Under this arrangement, the facility may be operated by either the public agency or

¹³ See <http://www.clarkconstruction.com/our-work/projects/ucsf-sandler-neurosciences-center>.

¹⁴ California Debt & Investment Advisory Commission. Issue Brief: Privatization vs. Public-private Partnerships: A comparative analysis. Issue Brief, CDIAC #07-05. August 2007.

the private developer during the term of the lease. Lease/purchase arrangements have been used by the General Services Administration for building federal office buildings and by a number of states to build prisons and other correctional facilities.

When the Natomas area recently experienced unprecedented growth, it led to overcrowding in the only high school in the District. A newly renovated high school would relieve the area of overcrowding and provide the community with a regional center for education and community activities. However, the District was challenged by inadequate funding while trying to complete necessary capital programs for existing schools renovation and expansion. Thus, the district structured a non-profit leasing and development arrangement with Turner Construction Company. This arrangement allowed the developer to fund, construct and own the school facilities to be built upon land leased to the developer by the District.

This partnership led to construction of the state-of-the-art 2,000-student Inderkum High School located in a 200-acre community, which was completed one month ahead of schedule and \$2 million under budget, at a total construction cost of \$80 million. The new school has 72 classrooms, sports stadium, regulation football field and track, 2 baseball fields, gymnasium, theaters and much more. It is an energy efficient building with a 465 kW solar system and underground geothermal system, which helped the school district cut its energy consumption and earn rebates from the local utility.

Natomas Unified School District structured a non-profit leasing and development arrangement whereby underwriters, bond counsel and District count were directed to accomplish the benefits while allowing the issuance of tax exempt certificates of participation (a form of lease revenue bonds) to fund the project's construction. Given that the District had credit concerns, it was a challenge to sell the bonds at triple-A rate. Overall, the arrangement was successful in getting a large financial institution to guarantee the bonds and on May 8, 2003, \$66 million in bonds were successfully sold bearing an interest rate of 1.6 percent. The project was completed under budget and ahead of schedule.¹⁵

Example 6: Ontario Ministry of Community Safety and Correctional Services, Canada

The project involved the construction of 18 new Ontario Provincial Police detachments, regional headquarters and forensic identification services in 16 communities across Ontario. The new facilities, which in many cases are replacing buildings that have exceeded their useful life, feature up-to-date amenities to better support the demands of modern police operations and meet the needs of the community. It developed into a Performance Based Infrastructure project assigned to Shield Infrastructure Partnership, comprising various firms. The contract was valued at \$293 million and under the terms of the project agreement, Shield Infrastructure Partnership performed the following functions:

- Design and build the facilities
- Finance the construction and capital costs over the term of the project
- Obtain a third-party independent certification
- Provide facility management and life-cycle maintenance for the 30-year service period under pre-established maintenance performance standards

¹⁵ See <http://www.brookhurstcorp.com/projects.html>.

- Ensure that, at the end of the contract term, the facilities meet the conditions specified in the project agreement

The private entity receives incremental payments from the local government and a final lump sum substantial completion payment when the final site was delivered. This payment is followed by monthly service payments over a 30-year period for construction of the facility, building maintenance, life-cycle repair and renewal and project financing.

Example 7: Goose Creek Correctional Center, Alaska¹⁶

In 2008, the Matanuska-Susitna Borough, a municipal corporation of the State of Alaska, issued approximately \$244 million in lease revenue bonds (the "2008 Bonds") to finance the construction of the Goose Creek Correctional Center.¹⁷

The issue of the 24-year, 2008 Bonds sold for an average interest rate of 5.4 percent. The Borough used the proceeds to develop, design, construct and equip the correctional center. Initially, under a lease purchase agreement, the Borough will lease the correctional center to the Alaska State Department of Administration. The Goose Creek Correctional Center is a 1,536-bed, medium-security prison for male felony offenders, located on a 150-acre site owned by the Borough, and contains approximately 450,000 square feet of floor space.

The State operates the correctional center, and will eventually own it when the 2008 Bonds are repaid. The 2008 Bonds are limited obligations of the Borough payable solely from lease payments received from the State under the lease purchase agreement. The obligation of the State to make lease payments is subject to legislative appropriation in its regular fiscal budgets. The State has never failed to appropriate funds for any outstanding lease obligation.

The Bonds are not general obligations of the Borough or the State or any departments, agencies, or instruments of the State. And neither the full faith and credit nor the taxing power of the Borough, the State or any political subdivision of the State is pledged to the payment of the principal and interest on the Bonds.

Example 8: University of California, Merced 2020 Project¹⁸

The goal of the UC Merced 2020 Project is to expand the physical capacity of the campus to support projected enrollment growth from 6,700 current students to 10,000 students within 5 to 7 years. The scope of construction is 790,000 assigned square feet to be developed on the 219-acre university-owned site. In July 2016, the UC Regents approved a budget of \$1.3 billion for the Merced 2020 Project. Of that total, \$600 million will come from UC external financing; the developer, Plenary Properties Merced, will contribute \$590.35 million; and campus funds will account for \$148.13 million.

The expanded UC Merced will deliver the following facilities: academic and research space; 1,700 student residential beds; 1,500 parking spaces; NCAA-II competition pool; conference center; wellness center; competition recreation field; early childhood education center expansion; dining facility; and student life facilities.

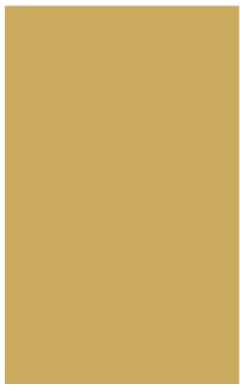
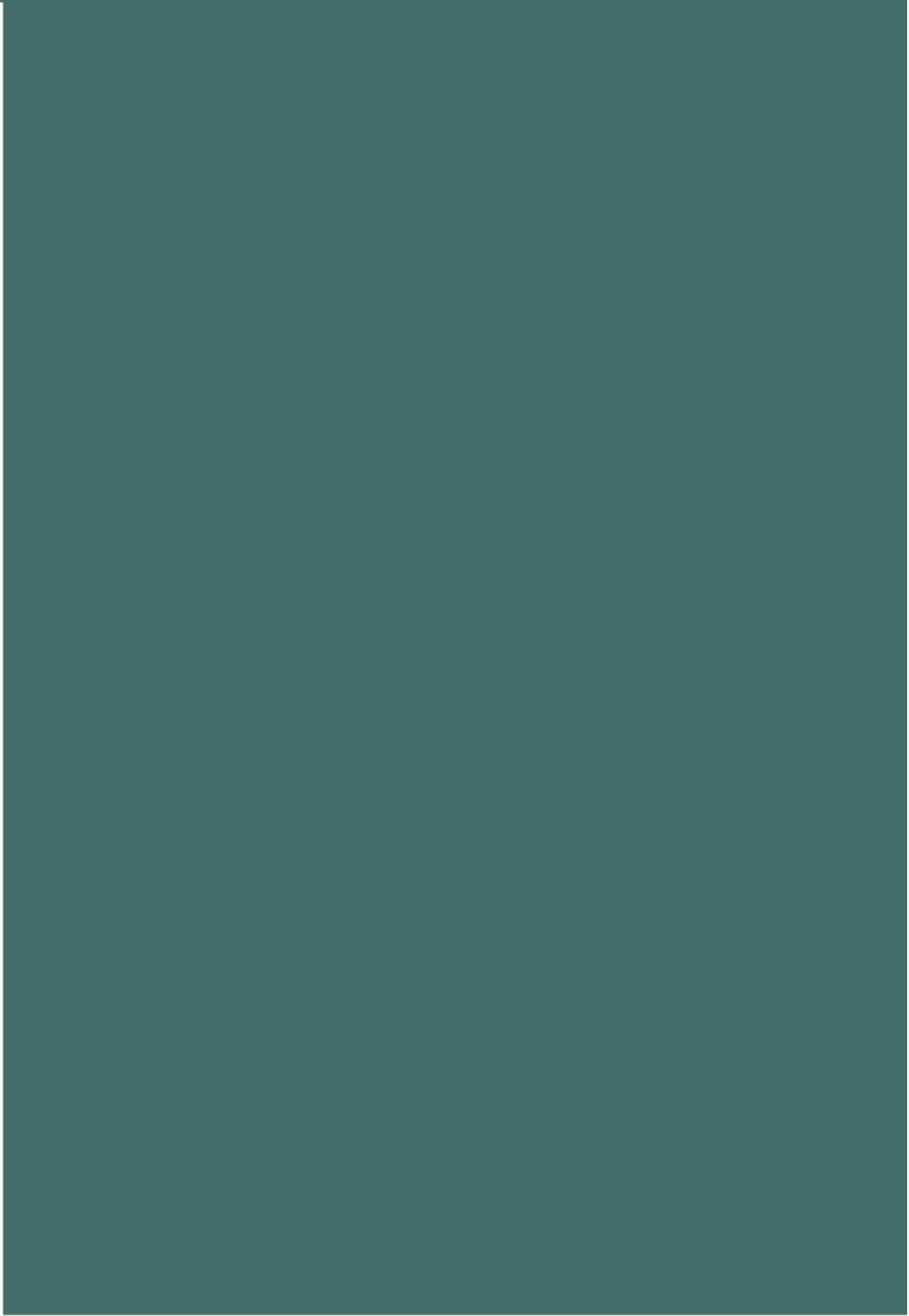
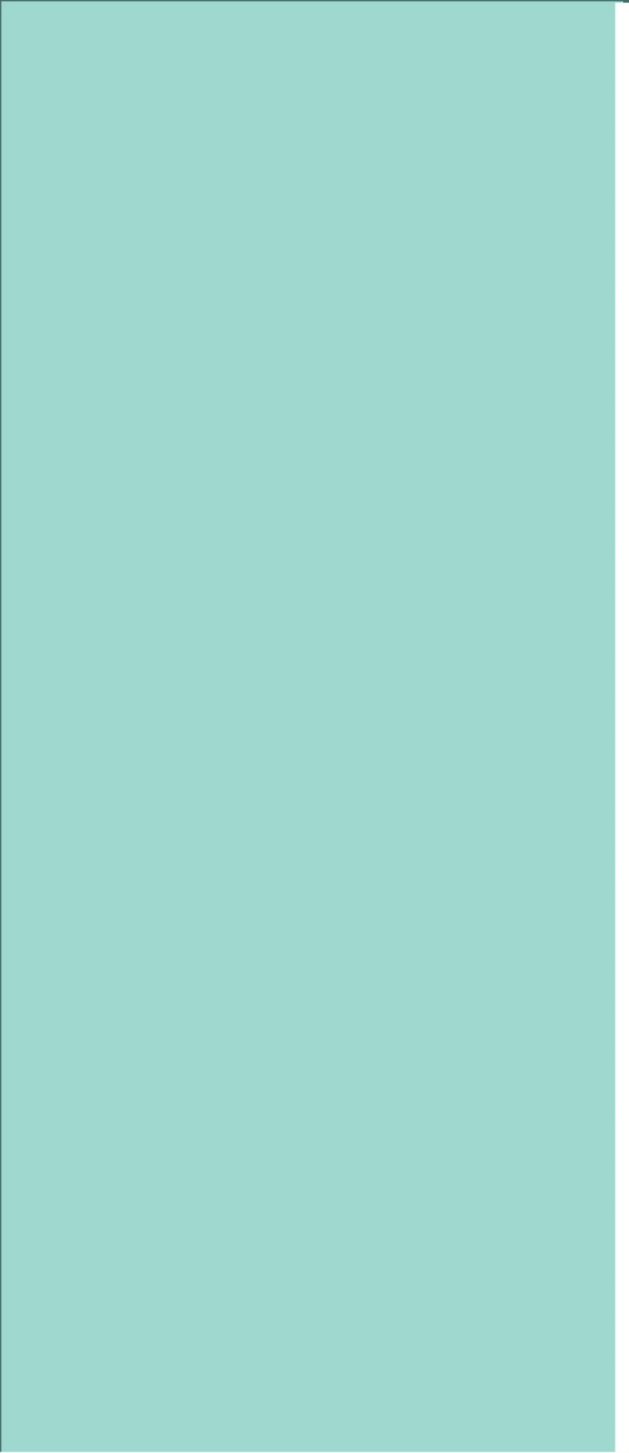
¹⁶ See <http://emma.msrb.org/MS275692-1.pdf>

¹⁷ The 2008 Bonds are authorized to be issued under Bond Ordinance Serial No. 08-139, adopted by the Borough Assembly.

¹⁸ See <http://merced2020.ucmerced.edu/>. Accessed on December 2, 2016.

The project agreement is for a 39-year term, commencing on the date of contract execution (four-year construction period and 35-year operating period).

The Merced 2020 Project funding is a public-private partnership known as an "availability-payment concession," in which a single private development team designs, builds, operates and maintains major building systems and partially finances the entire project under a single contract known as the project agreement. During construction, the university will make predetermined progress payments to the developer. Once the buildings become available for use, the university will make performance-based "availability payments" that cover remaining capital costs, as well as the operations and maintenance of major building systems. This hybrid model has the same time and cost advantages of a "design-build" approach and adds a preventative capital-maintenance program and capital-renewal program. It does not transfer the university's property rights, nor does it assign revenue streams and is not a lease.





Alternative Project Financing and Delivery Methods

Oahu Community Correctional Center

**Barney Allison and Evan Caplicki
Nossaman LLP
November 28, 2016**

Workshop Overview

- 9:00 – 9:05 AM: Welcome
- 9:05 - 9:10 AM: Purpose of Workshop
- 9:10 –10:30 AM: Conventional Project Delivery and Why to Consider Alternative Financing and Delivery Method
- Types of P3s
- 10:30–10:45 AM: Break
- 10:45 – Noon: Delivery Method Selection Process/Value for Money Analysis
Alternative Financing Arrangements
- Noon – 1:00 PM: Lunch
- 1:00 – 2:00 PM: Overview of Interactive P3 Procurement Process
- Breakdown of Resource Requirements
- 2:00 – 2:10 PM: Break
- 2:10 – 3:00 PM: Legislative Issues and Options
- 3:00 – 3:15 PM: Closing/Wrap-up

Purpose of Workshop

- Substantial investments needed for Hawaii's infrastructure, including correctional facilities
- Among state's priorities: Oahu Community Correctional Center
- Limited availability of funds for capital improvements via traditional financing methods
- Growing pressure on operating budgets
- Purpose of Workshop:
 - Learning opportunity about options available to finance future capital improvement project
 - Broaden knowledge base on alternative methods to deliver and finance construction and long-term operation and maintenance of large-scale public works projects
 - See how other public agencies are using public and private capital to deliver large projects
 - Opportunity to ask questions of leading industry experts and discuss the pros and cons of different approaches

Conventional Project Delivery and Why Consider Alternative Financing and Delivery Methods

Conventional Project Delivery & When to Look For Alternatives

- In the United States, public construction projects historically rely upon the traditional Design-Bid-Build (“DBB”) model

Owner Responsibilities	Private Party Responsibilities
<ul style="list-style-type: none">– Designs project to 100% PS&E, directly or through engineering consultants– Breaks project up into biddable scopes– Bidder submitting the lowest responsive bid is awarded the contract– Pays invoices out of available revenues, grants and/or bond proceeds– Operates and maintains project itself or through separate developer(s)– Keeps integration, traditional construction, long term performance and revenue risks– Allocates risks between parties conventionally	<ul style="list-style-type: none">– Perform construction under standard design and construction contracts / specifications– Have conventional rights to claims and change orders

Other conventional tools, such as CM-at-Risk and CMGC, are not dissimilar

For Certain Projects, P3s Can Better Achieve Public Owner's Goals

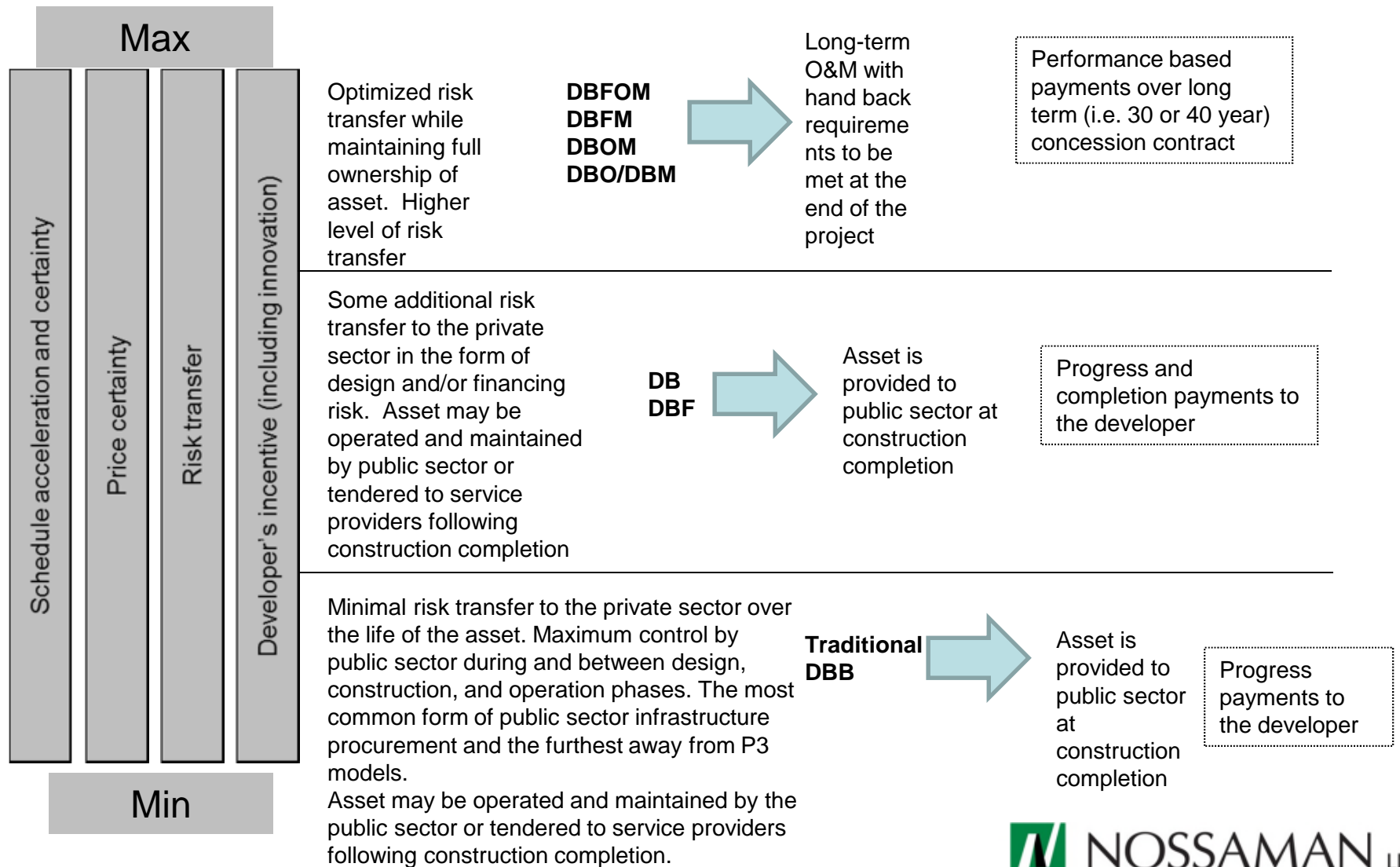
- Conventional delivery works well for many projects, but there are projects for which P3s can offer better outcomes, such as when one or more of the following are priorities:
 - Cost and/or schedule certainty at the preliminary design stage, with significantly reduced risks for claims and change orders
 - Accelerated completion
 - Lifecycle / whole life cost efficiencies
 - Incentives for quality facility performance
 - Private sector innovation to reach technical / financial feasibility and/or to lower capital and operating costs
 - While not creating new funding, achieving government financing flexibility not possible within traditional municipal markets
 - For certain kinds of P3 structures, reducing government exposure to lower-than- projected future project revenues

How Properly Structured P3 Can Better Achieve Public Owner Goals

- P3 delivery models can help realize such goals by:
 - Focusing technical specifications less on means and methods regulation and more on performance and outcomes
 - Allowing developers more control over how they deliver the project
 - Capturing economies of scale and lowered integration risk through aggregating contract scopes into single points of responsibility
 - Paying a higher cost of capital to secure financing flexibility, but more importantly to ensure lenders have a direct stake in achieving quality infrastructure outcomes
 - Creating a unique, highly demanding competitive environmental that successfully attracts the biggest and most capable infrastructure developers in the world to invest

TYPES OF P3s

Types of P3s: Range of P3 Structures



Types of P3s

- There is a spectrum of P3 delivery models, many hybrids and variations, but the following are the major types of P3 contracts:

- Design-Build-Maintain
- Design-Build-Finance
- Availability Payment
- Revenue Risk
- Pre-Development Agreement

Types of P3s: Design-Build-Maintain

- Design-build contract with a mandatory or optional maintenance scope
 - Routine and/or capital maintenance
- When appropriate:
 - Similar to design-build
 - Where some life cycle cost and maintenance risk shifting creates value
 - Where term/compensation structure work within IRS management contract rules
 - Where public funds are available for both construction as well as O&M term

Types of P3s: Design-Build-Maintain

- Attributes:
 - Same as design-build through construction
 - Continued maintenance acts like an extended warranty
 - Transfers some life-cycle costing risk to private sector
 - Typical term is 5-15 years after substantial completion
 - May allow for use of tax-exempt debt
 - Can be used for revenue producing and non-revenue producing projects (if non-revenue producing, may be able to extend the O&M term)

Types of P3s: Design-Build-Maintain

- Potential Drawbacks and Issues:
 - Same as design-build through construction
 - Less control over project maintenance by public agency
 - If revenue-producing facility, public sector retains revenue risk
 - Generally must comply with IRS management contract rules which constrain term and compensation structure
 - Marriage of design-build contractor and maintenance provider isn't always an easy one
 - Performance security and parent guaranties

Types of P3s: Design-Build-Finance

- When Appropriate
 - Sufficiently designed for developer to guarantee price/completion date
 - Not 100% designed, to permit developer innovation
 - A gap exists between total project capital costs and identified public funding sources
 - The timing of available funding is spread over time and does not allow for levels of upfront capital needed to do the project
 - Savings from accelerated project delivery outweigh cost of private sector financing
- Can combine with maintenance

Types of P3s: Design-Build-Finance

- Public Owner Responsibilities:
 - Performs conceptual / preliminary design
 - Achieves environmental clearance
 - May provide some, but not all, capital funding
 - Oversees design and construction
 - Operates and maintains the project
 - Keeps long term revenue risks

Types of P3s: Design-Build-Finance

- Developer Responsibilities:
 - Designs and builds the project
 - Assumes integration of design and construction and other development risks conventionally retained by public agencies
 - Finances the owner's shortfalls in cash flow
 - Provides debt financing via one or more mechanisms (i.e., deferred payment schedule, contractor loan, subordinated debt, private finance, tax exempt finance)
 - Assumes interest rate risk on its financing
 - Guarantees price / completion

Types of P3s: Design-Build-Finance

- Results in:
 - Greater price certainty with a lump sum price / guaranteed delivery date
 - Cost and time efficiencies
 - Owner cash flow financing, as needed

Types of P3s: Availability Payment

- Milestone and Final Acceptance Payments
- Unitary payment for capital expenditures, O&M expenditures and financing costs made periodically after substantial completion (e.g., monthly, quarterly)
- Fixed amount that may:
 - Be adjusted downward based on developer's performance with respect to quality, safety, performance, environmental provisions, etc.
 - Be adjusted by changes in an index (e.g., CPI)
- Structure encourages early completion of the construction phase and quality facility performance

Types of P3s: Availability Payment

- Suitable when:
 - Owner wishes to transfer life-cycle cost risk but retain certain operational functions
 - Project revenues are difficult to predict
 - Project is generally larger and/or more complex than standard capital improvement projects
 - Owner wants to incentive high quality operation and maintenance
- Generally procured using:
 - Best value selection process
 - Proposals include and are evaluated on a proposed “maximum availability payment”
 - “Hard bid,” fully committed financial proposals

Types of P3s: Availability Payment

Owner Responsibilities

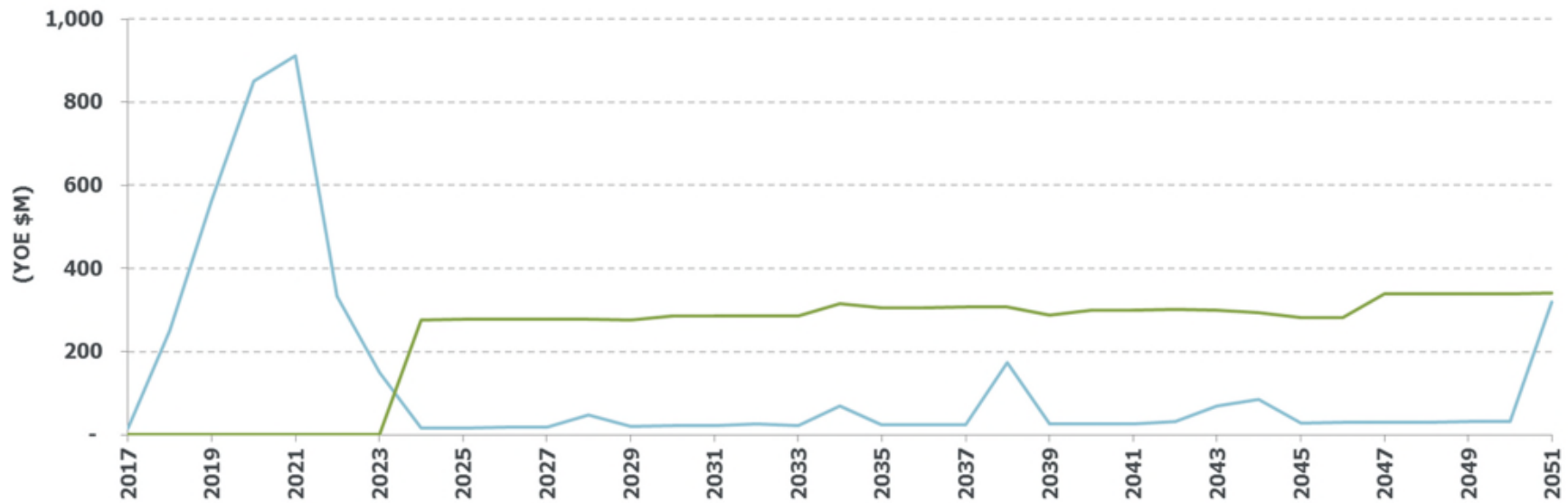
- Performs conceptual / preliminary design
- Achieves environmental clearance
- Determines performance specifications to which developer is to be held
- Oversees design, construction, operations and maintenance
- Keeps long-term revenue risk
- Pays private party based upon project availability and performance over extended period
- Liable for fewer claims and change orders than design-build and design-build-finance
- Depending on project economics, owner may “buy down” private investment required with up-front or structured payment

Developer Responsibilities

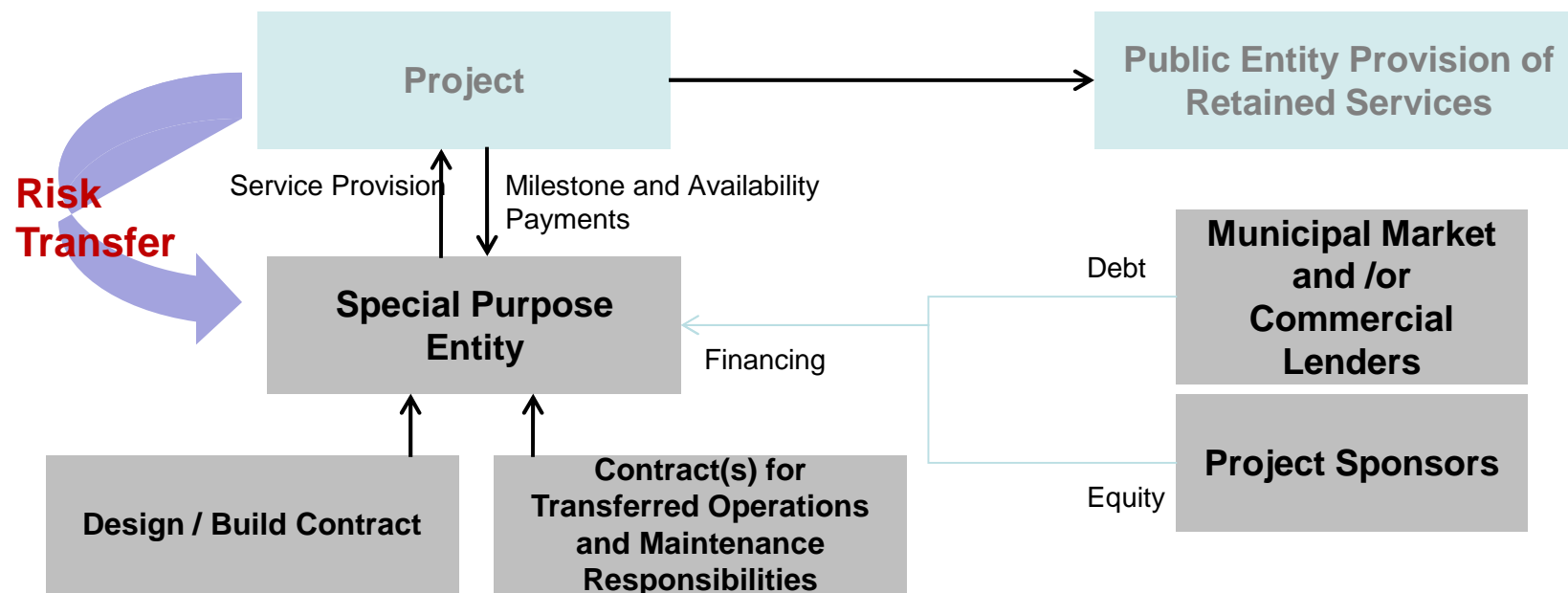
- Designs, builds, operates and maintains the project in accordance with owner’s technical specifications
- Assumes integration of design and construction and other development risks conventionally retained by owners
- Delivers private debt and equity sufficient to finance project completion, early operations and long-term performance, backed by owner’s availability payments (and milestone payments if used)
- Provides agreed O&M scope for services for contract term (typically 30-40 years) and assumes lifecycle performance risk
- Assumes responsibility for leaving project in specified “handback condition” at end of term

Types of P3s: Availability Payment

Availability Payment vs Conventional Delivery Cashflows



Types of P3s: Availability Payment



Types of P3s: Pre-Development Agreements

Contract contemplates two phases of activity:

- Pre-Feasibility Phase
 - Public and private partners “co-invest” in pre-development activities
 - Owner retains complete control over environmental clearance process, with developer performance of technical studies
 - Developer participates in project planning and design
 - Developer prepares master financial plan and master development plan
 - Developer may absorb some or all of its initial phase work – “sweat equity”

Types of P3s: Pre-Development Agreements

- Pre-Feasibility Phase (cont'd)
 - If project proves feasible, developer has limited right of first negotiation for the agreement(s) covering the implementation phase
 - If parties are unable to reach agreement, owner retains right to separately procure
- Implementation Phase:
 - Implementation phase agreements can take many forms, including:
 - Availability Payment
 - Revenue Risk

Types of P3s: Pre-Development Agreements

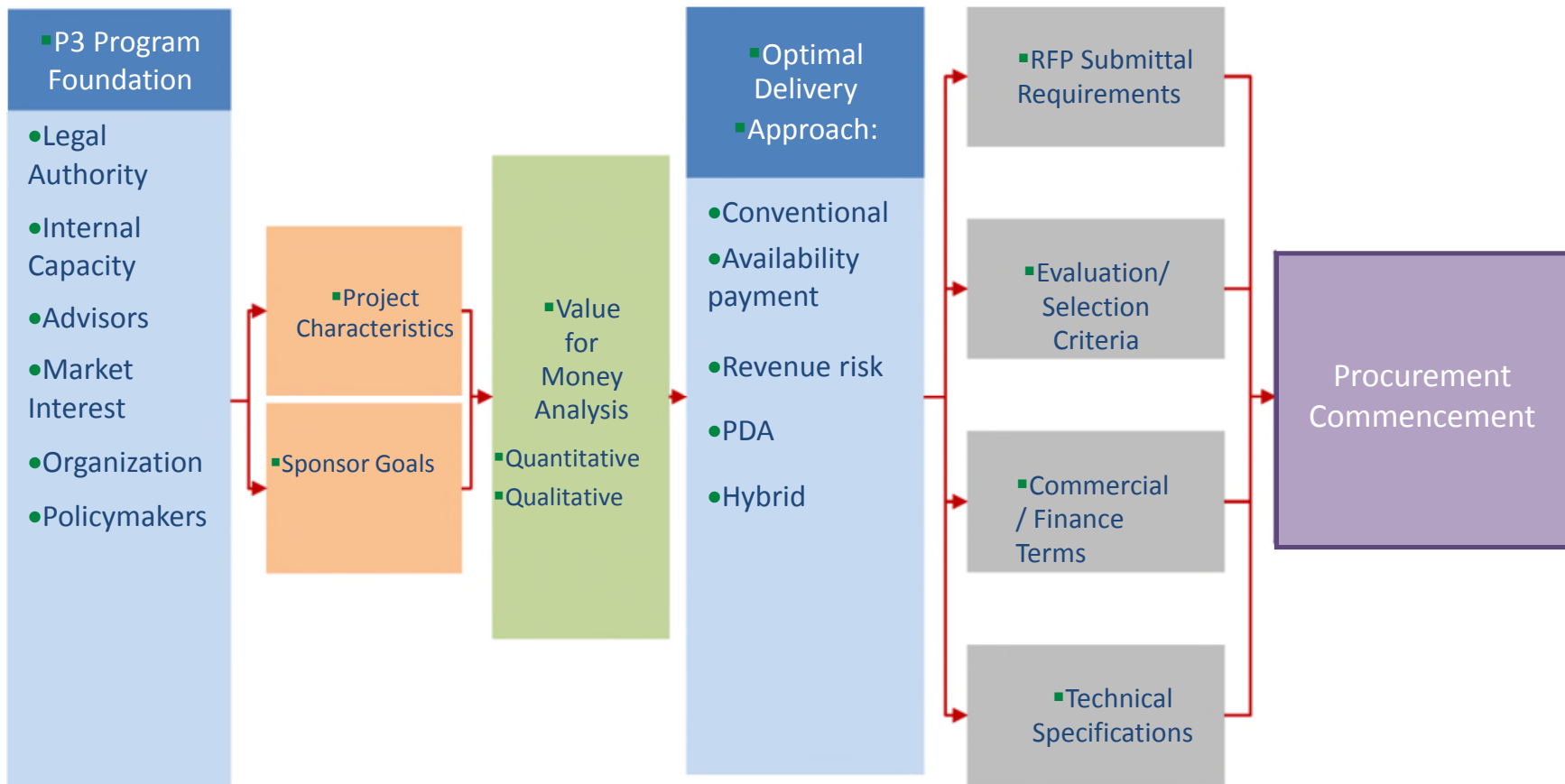
- Suitable when
 - Project not yet completely defined
 - Financial feasibility not yet determined, but preliminarily has good potential
 - Owner seeks private sector innovation in defining and accelerating an optimally feasible project
 - Environmental analysis is in the early stages
- Generally procured using:
 - Best value selection process
 - Selection mainly based on “best development and financial plans”
 - Rates (initial phase) and price (implementation phase) generally play little role in selection



Delivery Method Selection Process / Value for Money Analysis

Delivery Method Selection Process / Value for Money Analysis

Moving from Program Foundation to Procurement Commencement



Delivery Method Selection Process / Value for Money Analysis

Properly carried out, a process to select the optimal delivery method for a project should:

- Reflect a comparison among legal available options
- Document results in a manner that is objectively persuasive to public officials and stakeholders

Elements of Value for Money analysis include:

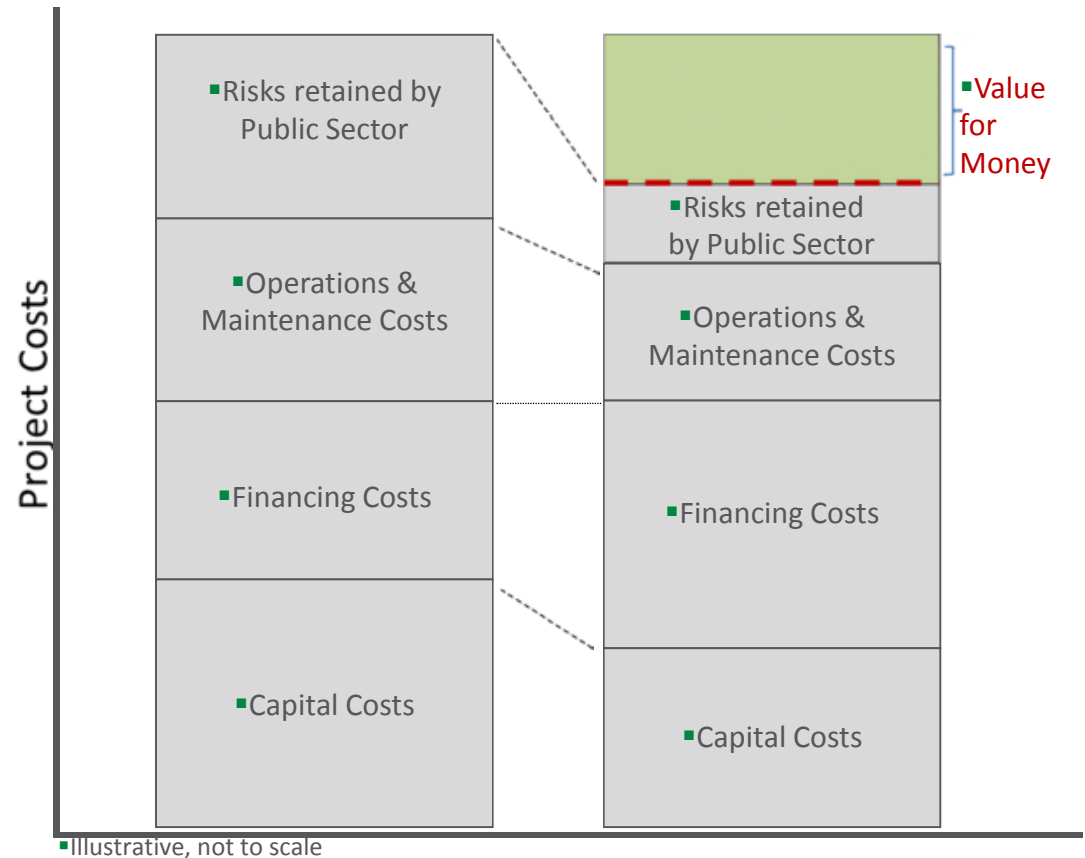
- Qualitative and/or quantitative analysis
- Establish goals / determine model's ability to meet goals
- Develop inputs (capex, opex, funding, discount rate, etc.)
- Initial risk identification / assessment
- Assess basic business / operational case for transaction

Delivery Method Selection Process / Value for Money Analysis

The financial model is a tool used to quantitatively evaluate various financing and delivery approaches over the project lifecycle

Two financial models are used in the Value for Money analysis:

- Public Sector Comparator
- Shadow Bid



VfM analysis compares the total risk-adjusted present value cost of delivery under and DBFOM versus a traditionally financed and delivered method

Alternative Financing Arrangements



Funding (“Equity”) vs. Financing (“Debt”)

- “Pay-Go” – A form of public equity funding
 - Grants
 - Annual Appropriations
 - Capital Improvement Fund
 - Budget and Finance Planning – Balancing expected construction and O&M costs and estimated revenue over the life of the project
- Traditional Financing – Public agency obligated to repay
 - G.O. Bonds – Voter Approval? Backed by the full faith and credit of the state
- Revenue Financing
 - Sales Taxes
 - Enterprise/User Fees
- Lease Financing – May be subject to appropriation or availability of project for its intended use
 - Requires granting a real estate interest in the project
 - The role of the “63-20” non-profit corporation

The Private Project Finance Structure – A Combination of Private Debt and Private Equity with Limited Recourse for Repayment of Private Debt

- The Special Purpose Vehicle (SPV)
- Equity Investors and the internal rate of return
 - Position in the revenue “waterfall”
 - Managed funds vs contractor sourced investment
 - Public Pension Fund Investors
- Private Debt Holders
 - Private Placements
 - Private Activity Bonds—Taxable vs Tax Exempt
 - Exempt Facilities
 - New management contract “safe harbor” rules (Rev Proc 2016-44)

The Role of the Financial Model

Preparation of the Financial Model

- Developing the key inputs and outputs
 - Capital and O&M cost assumptions
 - Revenue forecast
 - Project Risks
 - Project funding/financing sources and uses
 - Debt repayment
 - Funding O&M and Major Maintenance Reserves

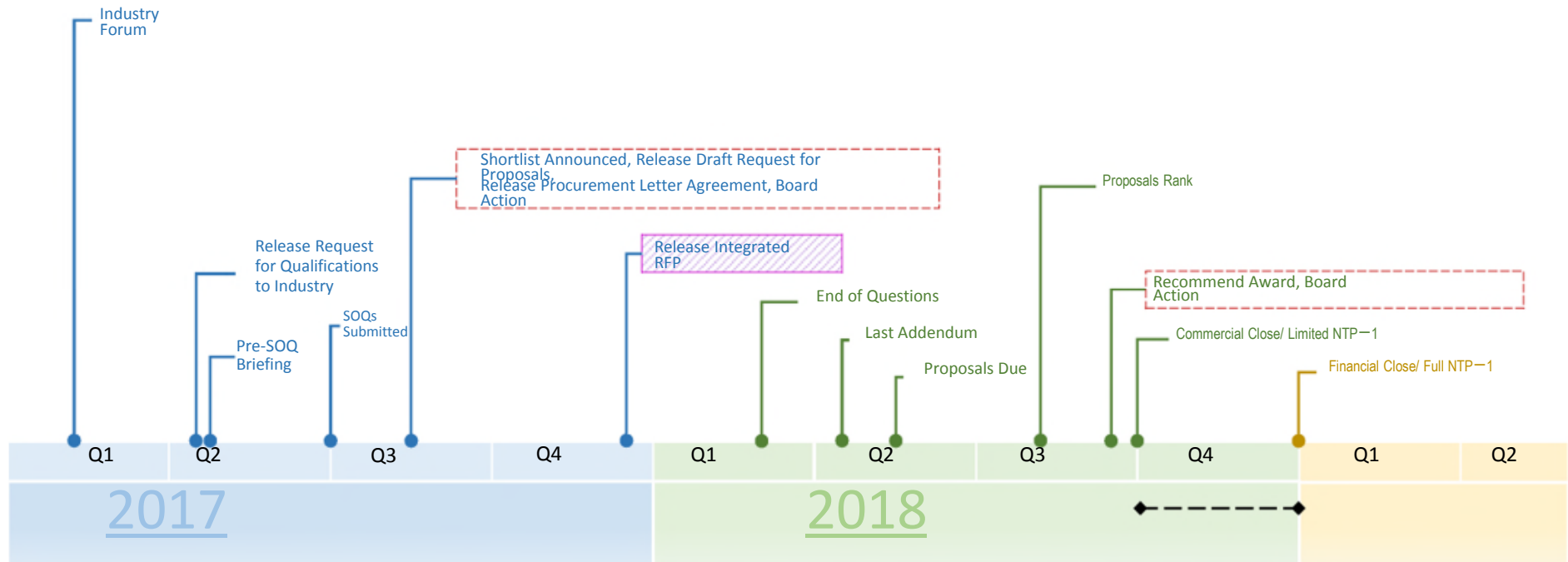
The Role of the Financial Model

- Developing the sensitivity analyses—“Stress Testing” the Model
 - Must be Flexible and Easy to Use
 - Able to accommodate multiple input and output assumptions regarding project costs and schedule
 - Capable of optimizing various capital and debt structuring approaches—Debt amortization, taxable vs tax exempt, debt to equity ratio
 - Used in developing commercial terms of the P3 contract
 - interest rate sharing, refinancing gain sharing, relief events, insurance requirements and contingency
- Due Diligence and Credit Input – the Role of the Rating Agencies
 - Coverage Ratios
 - Contractor financial capacity
 - The Investment Grade Rating



Overview of Interactive P3 Procurement Process

Overview of Interactive P3 Procurement Process



Process Overview

- Pre-Procurement
 - Request for Information
 - Industry Forum
- Two-Step Procurement Process (RFQ/RFP)
- Short Listing
- Vetting Draft RFP Documents with Shortlisted Proposers
- One-on-One Meetings
- Alternative Technical Concepts
- Payment for Work Product

Breakdown of Resource Requirements

Breakdown of Resource Requirements

- How responsibilities are optimally allocated among owner/staff and advisors/consultants depends on the project
- P3 projects generally involve more procurement costs, lower direct design costs and lower oversight costs than conventional projects
- Procurement documents require the owner to ensure technical specifications include O&M at the outset
- Types of services:
 - Program Management
 - Financial
 - Legal
 - Technical Support

Breakdown of Resource Requirements Program Management

- Advise owner in development of appropriate owner/consultant management team and resource requirements for P3 procurement
- Oversee and support the evaluation and determination of best project delivery method
- Assist in development of consensus by staff, board members, public and private stakeholders in support of selected delivery method
- Facilitate industry awareness and interest in the selected delivery method
- Oversee and manage the development of procurement documents

Breakdown of Resource Requirements Program Management

- Oversee and manage the procurement process
 - Industry Forum
 - Request for information and one-on-one meetings process
 - RFQ process
 - RFP process
 - Final negotiations and commercial close
 - Financial close and NTP

Breakdown of Resource Requirements Program Management Post-Award

- Manage owner and developer interface through final design and construction process
 - Design reviews and approvals
 - Maintenance of traffic and logistics requirements
 - Construction interface oversight
 - QA and design conformance oversight
 - Oversight of facility performance validation and final acceptance

Breakdown of Resource Requirements Program Management Post-Award

- Oversee and manage project control functions associated with the P3 development.
 - Contract administration
 - Change order process
 - Document control
 - Schedule and cost validation
 - Milestone payments verification (if any)
- Oversee development and implementation of facility management system for operational performance validation and payment administration

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APPENDIX G

Mainland Facility Tour Report

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Planning for the Future of the Oahu Community Correctional Center

Mainland Facility Tour Report

January 18, 2017

Prepared for:

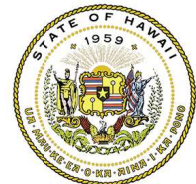
The Department of Public Safety
The Department of Accounting and General Services
DAGS Project No.: 12-27-5670

Prepared by:

Architects Hawaii Ltd.
Louis Berger Group

Provided by:

Architects Hawaii Limited (AHL)
AHL Project No.: 6586.001



ahl.

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Toronto South/Intermittent Detention Centre



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Snohomish County Corrections Facility

5-1 Chapter 5
Findings & Recommendations

6-1 Chapter 6
Conclusion & Acknowledgements

TEAM MEMBERS

Facility Tour Team Members

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Architects Hawaii, Ltd.

Brian Takahashi	Principal
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Louis Berger Group

Robert Nardi	Senior Vice President
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ITINERARY

			Day 1 Sunday 13-Nov	Day 2 Monday 14-Nov	Day 3 Tuesday 15-Nov	Day 4 Wednesday 16-Nov	Day 5 Thursday 17-Nov	Day 6 Friday 18-Nov
AM	8:	00 15 30 45					Flight: UA #722 Toronto to Chicago	
	9:	00 15 30 45			Facility Tour: Van Cise-Simonet Detention Center	Facility Tour: Toronto South Detention Centre	Layover in Chicago	Facility Tour: Snohomish County Correctional Facility
	10:	00 15 30 45		Facility Tour: San Mateo County Maple Street Correctional Center				
	11:	00 15 30 45						
	12:	00 15 30 45						
PM	1:	00 15 30 45				Facility Tour: Toronto Intermittent Centre	Flight: UA #241 Chicago to Seattle	
	2:	00 15 30 45	Flight: UA #724 Honolulu to San Francisco					
	3:	00 15 30 45						Flight: UA #1823 Seattle to San Francisco
	4:	00 15 30 45						Layover in San Francisco
	5:	00 15 30 45		Flight: UA #1893 San Francisco to Denver	Flight: UA #4537 Denver to Toronto			Flight: UA #1670 San Francisco to Honolulu
	6:	00 15 30 45						
	7:	00 15 30 45						
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	9:	00 15 30 45						
	10:	00 15 30 45						

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INTRODUCTION

The Oahu Community Correctional Center (OCCC) has been operating since 1975 and given its age, condition, and outmoded design, it is in immediate need of replacement. The Department of Public Safety (PSD) and the Department of Accounting and General Services (DAGS) have begun the process of planning a new facility by contracting Architects Hawaii Ltd. (AHL) and a team of consultants to assess OCCC's current and future needs and to recommend the best options to meet those needs. However, great advances have been made in jail design in the 40 years since OCCC was built. A research visit to recently built facilities in the United States and Canada was proposed by the consultant team to help inform PSD leaders on innovative aspects of modern jails, including facility design and construction, inmate programs, security methods, and the planning process.

In November of 2016, the consultant team arranged and oversaw an organized tour of recently constructed mainland jail facilities. The facilities selected for examination represented a broad range of possible designs, including examples of low-rise, mid-rise, and high-rise jails, as well as a pre-release center similar to the Laumaka Work Furlough Center. The selected facilities are all examples of modern jail design, with preference given to those built within the last decade. Facilities visited included:

Low-Rise Pre-Release Facility

- Toronto Intermittent Centre (Toronto, Ontario, Canada)

Mid-Rise Facilities

- San Mateo County Maple Street Correctional Center (Redwood City, California)
- Van Cise-Simonet Detention Center (Denver, Colorado)
- Snohomish County Correctional Facility (Everett, Washington)

High-Rise Facility

- Toronto South Detention Centre (Toronto, Canada)

The goal of this research trip was to return to Hawaii with a better understanding of:

- What others faced in getting a new jail facility approved and built in today's challenging political environment
- Lessons learned in the planning process by those who have recently succeeded
- Successful methods of project delivery for constructing new jails (ie. design-build vs. design-bid-build vs. public-private-partnership)
- How to best address the needs of the public, the staff, and the inmates
- Programs and techniques that help inmates succeed during and following incarceration
- More efficient and effective staffing and facility organization
- How operation of a mid-rise or high-rise facility differs from a low-rise or campus layout like the existing OCCC; and
- Characteristics of modern jail design, and how they may differ from historical trends

Lessons learned from this trip were shared with representatives from PSD and DAGS upon return from the mainland through a presentation and question-and-answer discussion session. In an effort to reach a wider audience, and to provide a learning tool for PSD and DAGS, the consultant team has prepared the following report compiling observations, photos, and lessons that can be applied to Hawaii from the facilities visited.

This report is divided into four main sections, one for each facility visited, with a conclusion compiling lessons learned and a comparison matrix to help evaluate the facilities on an apples-to-apples basis. Because the two facilities were co-located and all services shared, the Toronto Intermittent Centre and the Toronto South Detention Centre were evaluated as one facility. Each facility report provides:

1. An overview of the facility visited;
2. A checklist providing an “at a glance” summary of building contents which will be used to inform the comparison matrix;
3. How inmates were housed in the county or province visited prior to the new facility being built;
4. The planning, design, and building process successfully navigated by the project teams;
5. The building contents and functions, including staffing, policies, and procedures;
6. Reflections from the consultant team following the visit reviewing the pros and cons of the new facility; and
7. Lessons learned from the visit that can be applied to the planning process for OCCC.

The building contents section is divided into functional groups (1.0 Administration, 2.0 Visitation, etc.) that correspond to the groups proposed for the new OCCC in the Interim Architectural Space Program prepared by Integrus Architecture. The contents described are not meant to be an exhaustive study of the facility visited, instead focusing on topics that seemed most applicable to the research process.



Chapter 1: San Mateo County Maple Street Correctional Center



Exterior View



Lobby



Main Entrance

Facility Information

Year Opened: 2016
Project Cost: Not Available
Construction Cost: \$165 million
Architect: HOK
Lot Size: 4.8 acres
Area: 260,000 SF
Height: 3 stories (jail), 2 stories (admin)
Layout: Mid-rise
LEED Certification: Gold

Inmate Statistics

Gender	Male & Female
Design Capacity (beds)	832
Current Capacity	88%
Living Unit Size	64-bed
Living Unit Configuration	2 or 8-bed cells
Supervision	Direct

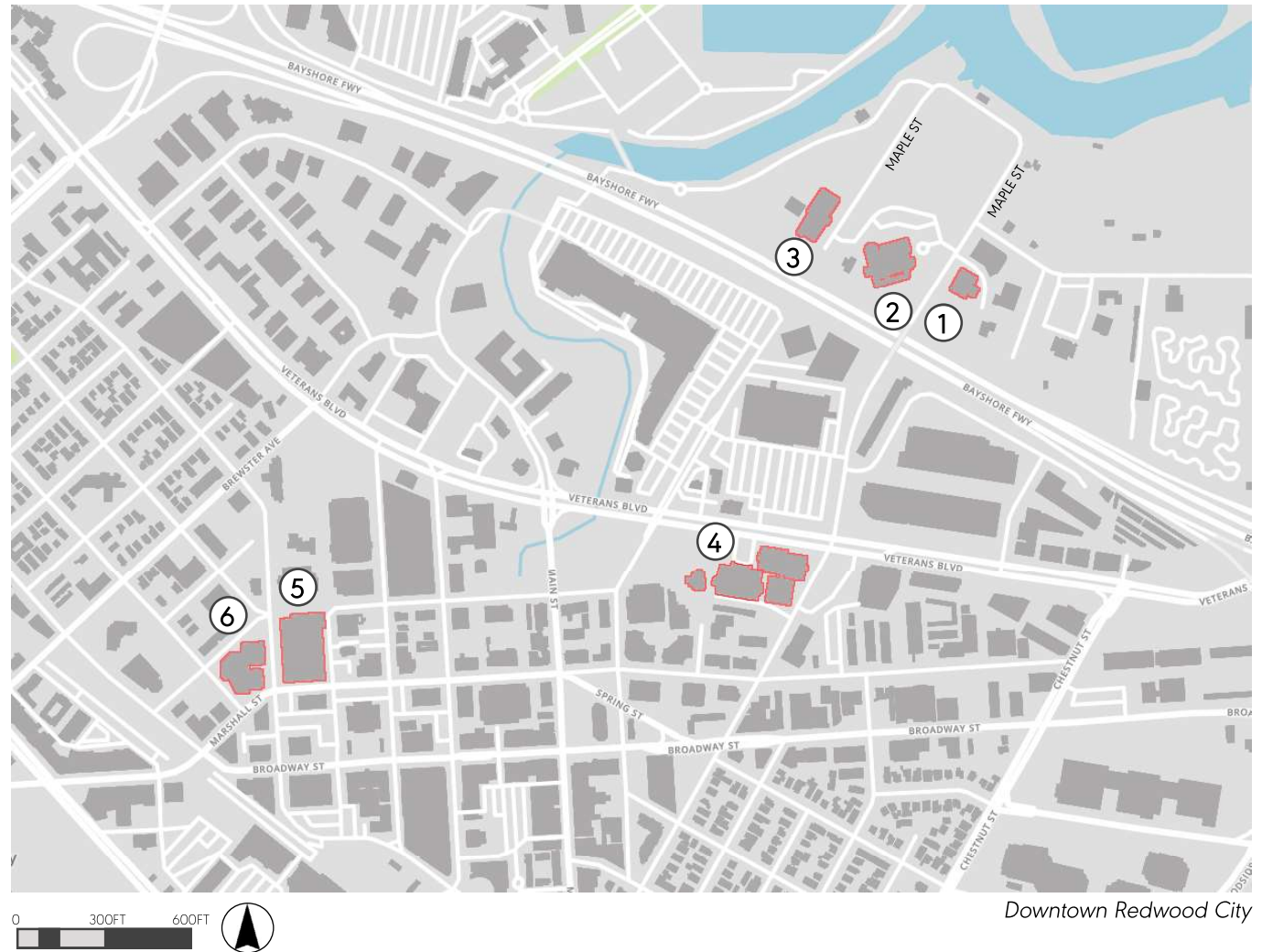
Inmate Legal Status

Pre-Trial	Yes
Short-Term Sentenced	Yes
Long-Term Sentenced	3-5 Years
Intermittent	Yes
Pre-Release	No
Work Furlough	Yes, 88 beds
Extended Furlough	No
Transitional Housing	Yes

Legend

Key Buildings

1. Maple Street Correctional Center
2. Redwood City Police Department
3. San Mateo County Women's Jail
4. Kaiser Permanente Hospital
5. Courthouse
6. Maguire Correctional Facility



FACILITY CHECKLIST

Classification Levels Served by This Facility

Categories	Y	/	N	Notes
Maximum	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Max. security for females only
Medium	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Minimum	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Community	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Transitional housing
Other:	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Work release

Visitation

Public: Video	<input checked="" type="checkbox"/>		<input type="checkbox"/>	4 stations per housing unit for inmates, 46 stations for visitor:
Public: Non-Contact	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Public: Contact	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Attorney: Video	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Considering remote attorney access in future
Attorney: Non-Contact	<input checked="" type="checkbox"/>		<input type="checkbox"/>	2 rooms, only for attorney visits or court ordered contact
Attorney: Contact	<input checked="" type="checkbox"/>		<input type="checkbox"/>	1 room, only for attorney visits or court ordered contact
Public Lockers	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Located at entry lobby
Child Care	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Off of lobby, volunteer-run
Staffing requirements at public visitation				Video room observed by 2 reception staff, 1 rover, + CCTV
Schedule of operation:				8 am - 9:45 pm every day; 45-min twice /week allowed

Court Functions

On-Site Courtroom	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Video Court	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Court transport:	<input checked="" type="checkbox"/>		<input type="checkbox"/>	12-passenger vans
Public Access	<input type="checkbox"/>		<input checked="" type="checkbox"/>	n/a
Distance to court:				Approximately 1 mile away

Intake / Transfer / Release

Categories	Y	/	N	Notes
Fingerprinting	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Done at downtown facility
Paperwork	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Digital ID	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Medical Screening	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
X-Ray	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Central Property	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Clothing Exchange	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Holding Cells	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Dry Cells	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Called "safety cells"
Diagnostic Housing	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Female diagnostic only; male diagnostic at downtown facility
How property is stored				
Records transfer method:				All bookings done downtown, hard copies brought here

Transportation

Type of vehicle:	12-passenger vans
Number of vehicles	
Mode of transport to court	Sheriff's office is responsible
Mode of transport to hospital	Via vans
Mode of transport to prison:	Sheriff's office is responsible
Other transport:	n/a

Inmate Movement

Escorted	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Passes	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
IDs	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Only escorted movement
Barcode	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Moved via elevators:	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Moved via stairs:	<input type="checkbox"/>		<input checked="" type="checkbox"/>	

Program Overview				
Categories	Y	/	N	Notes
Centralized				Exception: one main central multi-purpose room
Distributed				4-modules grouped around program spaces
Shared Spaces				Multi-purpose room, classroom, CPU room
Paid Staff				
Volunteers				
Separate housing for program inmates?				
Frequency/duration of programs:				All day, except during meals and court sessions
% of inmates in programs:				Available to all

Medical Services			
Infirmery			All done at downtown facility
Pharmacy			
Laboratory			
Telemedicine			
Acute Mental Health			Female only, men downtown
Suicide Watch			"Safety cell", not full suicide watch; one on each floor
Disease Isolation Room			
Dental			2 chairs w/x-ray, not yet operational
Other:			5 holding cells (waiting rooms)
How are records kept:			Paper

Food Service			
Meal Service: Centralized			
Meal Service: Distributed			Eat within housing unit
Eat in Shifts?			
Kitchen On-site			Cook-chill kitchen; also serves old facility
Inmate Workers			
Staff Dining			View, outdoor area, civilian staff cooks
Meals Served:			1100 inmates served per meal, 3500 meals per day (serves both facilities)

Physical Plant				
Categories	Y	/	N	Notes
Central Plant	<div></div>		<div></div>	
Distributed	<div></div>		<div></div>	
Maintenance	<div></div>		<div></div>	
Inmate Work Line:	<div></div>		<div></div>	Kitchen, laundry
Vocational Training	<div></div>		<div></div>	Job training and life skills
Laundry	<div></div>		<div></div>	Inmate service
Warehousing / Storage	<div></div>		<div></div>	
Plumbing Chase	<div></div>		<div></div>	Runs continuously behind back to back cells
Maintenance staff size:				

Supervision			
Direct			
Indirect			
Video			
Audio			
Digital ID (staff)			Coded for entry into certain areas
Other:			Panic button at all stations
ACO: Inmate ratio (cells):			1 to 64 ratio (2-man cells typical)
ACO: Inmate ratio (dorms):			1 to 64 ratio (8-man dorm cells typical)

Design Features			
Operable Windows			Yes, in non-secure areas; smoke-vent in secure areas
Natural Light			
Radiant Heat			
Art Work			
Bright Colors			Colors used, but mostly muted pastels
Sustainability			LEED Gold

BUILDING / PLANNING PROCESS

Introduction

The San Mateo County Maple Street Correctional Center is a 3-story county jail located in Redwood City, California. Opened in 2016, it is a mid-rise facility with a design capacity of 832 beds, male and female inmates, and is currently utilizing 7 of its 8 housing units. Should it be required, there is a plan to expand the facility that would complete the ground floor, adding about 360 beds at the expense of some parking stalls.

The jail is run under direct supervision and holds both pre-trial and sentenced inmates (up to five years). It is responsible for all levels of security for female inmates, and medium and below for male inmates. The facility is approximately 260,000 square feet in size, with a construction cost of \$165 million. The building is LEED Gold certified, and makes use of recycled materials, has a bio-filtration system and digital signage. It has been awarded for being the greenest jail in California.

Background

The initial impetus for building a new facility was a need to address overcrowding at San Mateo County's women's facility. This triggered a needs assessment for the entire system, which revealed that all facilities required replacement. Although only 20 years old at the time, San Mateo County's main jail – the Maguire Correctional Facility – was no longer meeting the needs of the community. The Maguire facility was overcrowded as soon as it opened; this overcrowding, coupled with a lack of resources for preventative maintenance, greatly accelerated the aging process. The facility also had insufficient staff to handle administrative and operational tasks in the correctional field. Therefore, leaders in the San Mateo County Sheriff's Office, Corrections Division were spurred to correct the deficiencies in the system and make it more effective by acting as a supplement to the Maguire facility (rather than as a replacement).



Entrance Signage



Exterior Glazing

Planning Process

The planning process for the new San Mateo County facility began without a specific site in mind. The planners had hoped to place the jail downtown, near the Maguire Correctional Facility and the courthouse. However, there was opposition to placing it in such close proximity to housing developments. Some 22 alternative sites were identified and evaluated to determine suitability. The chosen site needed a significant amount of preparation before construction could begin, including demolishing existing vacant buildings, and performing HAZMAT mitigation for the soil. However, the site had a number of advantageous features; it was close to public transit (1/2 mile walk), close to highways, and only a mile from the county courthouse.

Significant community opposition was received during this process. To address community concerns, the planning team held town hall meetings in the north, central and south sides of the community. The goal of the meetings was to educate the public, answer any questions they may have, and explain the role a modern, well-designed jail holds in the community. Run by an independent moderator, and attended by State leaders, judges, district attorneys, and the end users, the team was able to show that the project had the full support and buy-in from government officials. The meetings proved successful, to the point that some members of the community went from being opponents of the jail to proponents.

The philosophy behind the new facility was to hold inmates accountable for their actions but then provide them with opportunities to be successful when re-entering the community. The goal was to reduce recidivism, change the cycle, and use tax dollars more effectively for the good of the inmates and community. The cost for the new facility was better understood by the public when shown relative to similar institutions, and spending money was supported as long as it was used wisely and added value to the project.



Interior Courtyard

Community Involvement

The San Mateo County Sheriff's Office, Corrections Division was heavily involved in the planning of the new facility, and with their design team, performed focused public outreach through the design and construction phases. A forum for individuals with differing opinions was created: guards, lawyers, public groups and former inmates all had input and a Jail Planning Advisory Committee was established. Additionally, program providers such as maintenance personnel and doctors were contacted to help determine the needs of inmate services.

Design & Construction

The initial program began in 2009 and site selection followed thereafter. By late 2011, the program had been completed, the budget was set, and a Request for Quotations was issued. The facility architect (HOK) was brought on board in 2012; demolition on the buildings occupying the site followed soon after, and by 2016 construction had been completed and the building was ready to open.

Construction Manager at Risk (CMAR) was selected for the project delivery method, with a combination of design-build (for MEP, the fire alarm system, fire protection, security electric, and detention equipment) and design-assist (the remainder of the facility, with HOK and Layton JV). The project succeeded primarily due to a clear end goal: the team set what they wanted to do, and working together found a way to get there. Significant end-user involvement throughout the process was a major contributing factor in this.

The San Mateo Maple Street Correctional Facility opened on schedule and \$1 million under budget, which was used for acoustical treatments after construction was completed. Approximately \$10 million was also allocated for furniture, fixtures, and equipment (FFE), \$4 million of which has been used so far. Twenty sworn staff members were assigned to the project to ease the transition; however, under-staffing is still an ongoing issue. The inmates have reportedly transitioned well to the new facility.



Exterior View

FEATURED BUILDING ELEMENTS



Fitness Room

1. Administration

Staffing Numbers

- Day shift: 21 officers
- Night shift: 19 officers
- 27 sworn staff (about 30 at full capacity)
- 45-50 total staff during day
- Full staff occupancy is 174, including civilians

Staff Notes

- Staff are not screened prior to entering the secure area
- Personal bags are not allowed in secure area
- Staff are allowed to use cell phones
- 90% staff are male, 10% are female
- Female pods are not always staffed by female ACOs
- Front desk monitored by civilians, not correctional officers

Staff Amenities

- Provided to improve worker wellbeing, make staff feel appreciated
- Workout room – staff allowed one hour of workout time during work hours
- Staff parking area – no reserved stalls, by request of staff
- Lockers rooms – male and female staff at a 3:2 ratio
- Staff kitchen – provided to each department
- Staff dining area – includes outdoor courtyard

Additional Administration Contents

- Quartermaster room – walkie-talkies, key master, additional bag lockers for staff.
- Emergency response training room
- Additional armory
- Staff briefing room – expandable and multi-purpose (briefings, trainings, etc.)
- Mail room
- Gun lockers
- Executive meeting rooms – available for use by other agencies



Staff Kitchen

2. Visitation

Public Visits

- All done via video visitation
- 45 minute visits, allowed twice per week
- 8 AM to 9:45 PM, 7 days per week
- Exceeds state requirements for inmate visitation
- Monitored by the reception personnel, one rover, and CCTV
- Four video stations are provided at each housing unit for inmates
- 46 stations provided for visitors, in room off of lobby
- Visitors go through metal detector before entering visitation room

Attorney Visits

- 1 contact room provided
- 2 non-contact rooms provided
- Rooms are also used for court-ordered family contact visits

Additional Visitation Contents

- Volunteer-run child care near lobby provided for visitors

3. Intake/Transfer/Release (ITR) and

4. Intake Services Center

ITR Contents

- Holding Cells
- Sobering Cells
- Safety Cells
- Search

- Interview
- Processing
- Property
- Office
- Break
- Staff Toilet
- Janitor
- Storage
- Dress-In

Notes

- Only female intake here (males at downtown facility)
- Cells designed to not face each other
- No discharge specific cells
- No video feed for intake information such as PREA and property procedures
- Intake services are chiefly provided at the Maguire facility; inmates arrive at San Mateo facility already classified, fingerprinted, and medically screened.



Video Visitation Stations



Holding Cells

5. Security Operations

Screening/Security

- Secure perimeter within building
- Key card access is required in some places outside the secure perimeter
- Facility has one drug sniffing K9

Emergency Response

- In case of any security issue: no specific response team (6-7 rovers available)
- Additional staff support from the Maguire facility can be on-site within 10 minutes
- Facility evacuation: inmates brought to either the police station parking lot or on-site into a large secured outdoor area, restrained as much as possible.
- Beanbag guns located in the armory

Master Control Room

- Monitors and control center with 200 cameras and 700 doors
- Cameras can be zoomed and moved
- Sit/stand desks provided
- 2 ACOs run control room



Control Room



Signage

6. Inmate Program Services

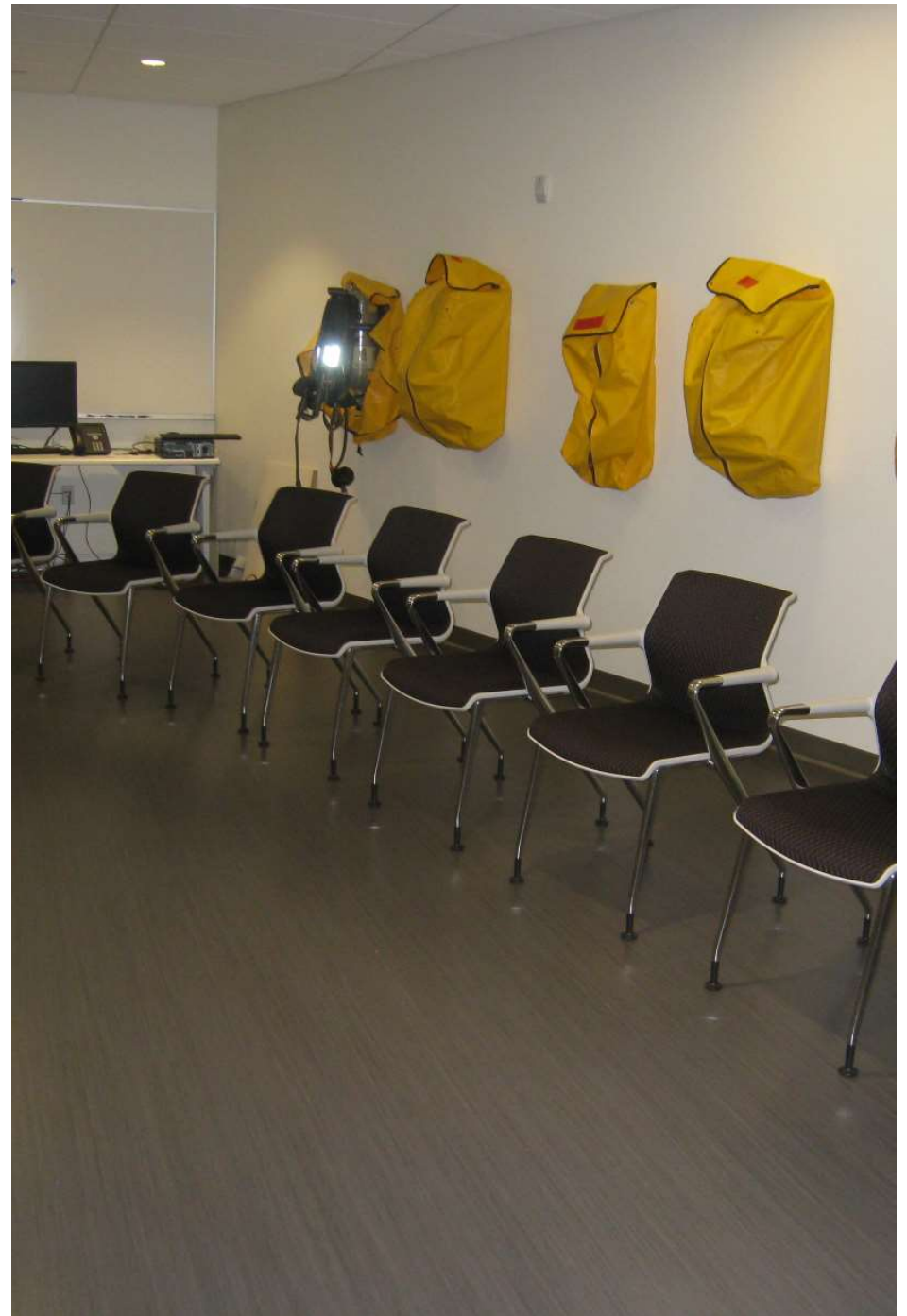
- Tails program: unadoptable dogs paired with inmates for training
- Program providers are given space and break room within secure perimeter
- Culinary arts vocational training – 10-12 people enrolled at once and the facility's most successful program
- Multi-purpose space within each housing unit
- Classrooms and recreational space are shared by the 4 units



Recreation Area



Kitchen



Classroom

7. Medical/Mental Health

Medical Center

- Medical personnel on staff 24/7
- 5 smaller holding cells
- Hospital remained at the Maguire facility (mobile unit can be dispatched as needed)
- Telemedicine utilized
- Offices, a small conference room, bathrooms, and a kitchenette are all provided for staff.
- Inmates are sent to this facility only after receiving pre-trial counseling and initial medical exams, which is usually after 7-10 days
- Exam waiting areas include TVs
- Each floor has a safety cell (suicide units)
- 2 dentist chairs with x-ray equipment, not yet operational

Mental Health

- Addressed in the behavioral health ward
- Intense mental health therapy provided for female inmates
- Males served at Maguire facility, will expand services to Maple Street in future



Laundry Room

8. Food and Laundry Services

Kitchen

- "Cook chill" kitchen
- Provides meals for Maguire facility as well
- Sheriff's office responsible oversees kitchen
- 12 civilian workers
- 30 inmate workers
- 1,000-1,100 inmates are served 3 meals a day (approx. 3,500 meals)
- Meals delivered directly to the housing units Monday through Friday

Laundry

- Inmate workers

9. Physical Plant Operations

Building Systems

- Radiant sub-flooring in housing units

Maintenance








- Plumbing chases are provided behind back-to-back cells
- Allows repair work to be done without workers having to enter inmate spaces

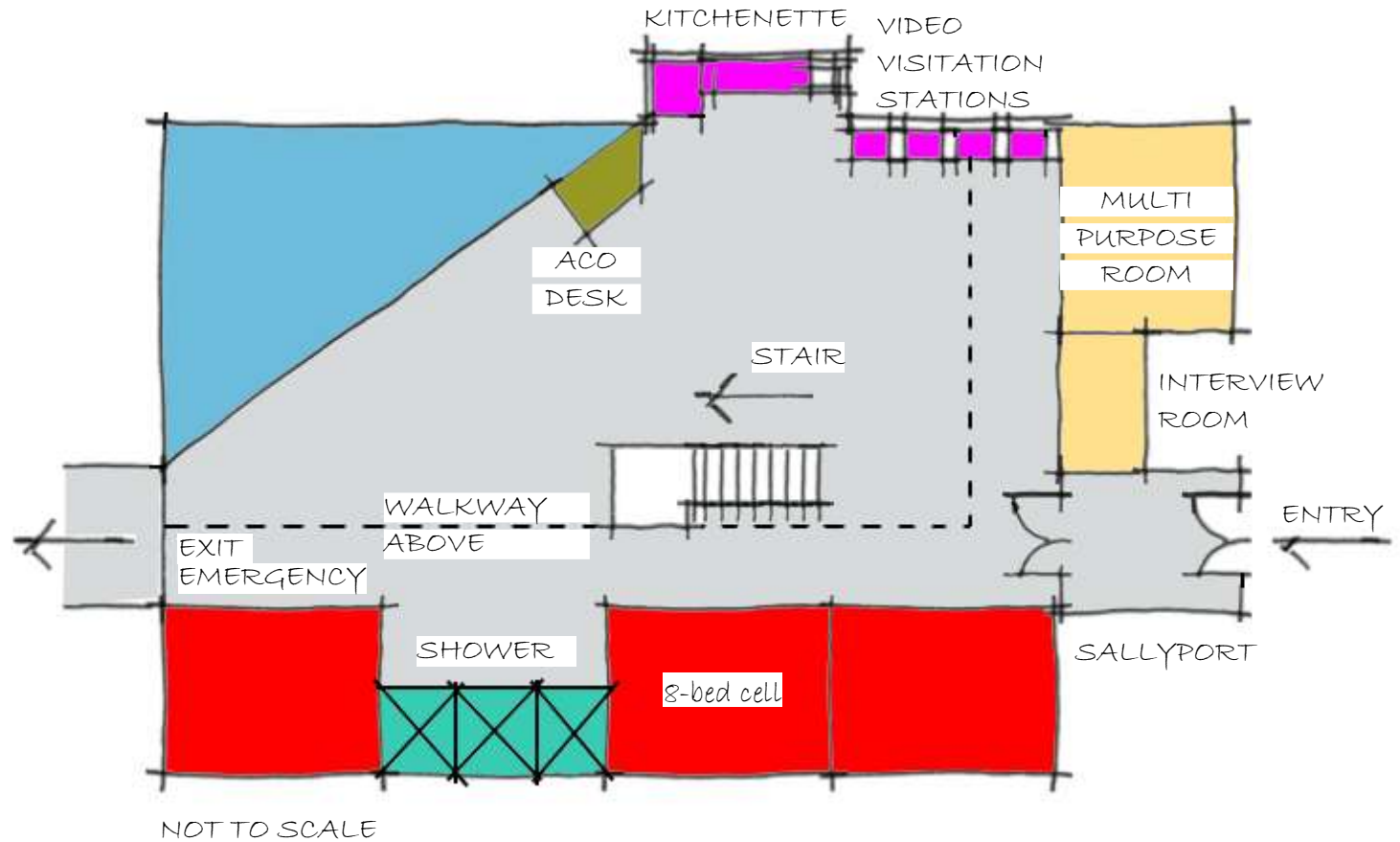


Plumbing Chase

INMATE HOUSING UNIT - 1ST FLOOR








LEGEND

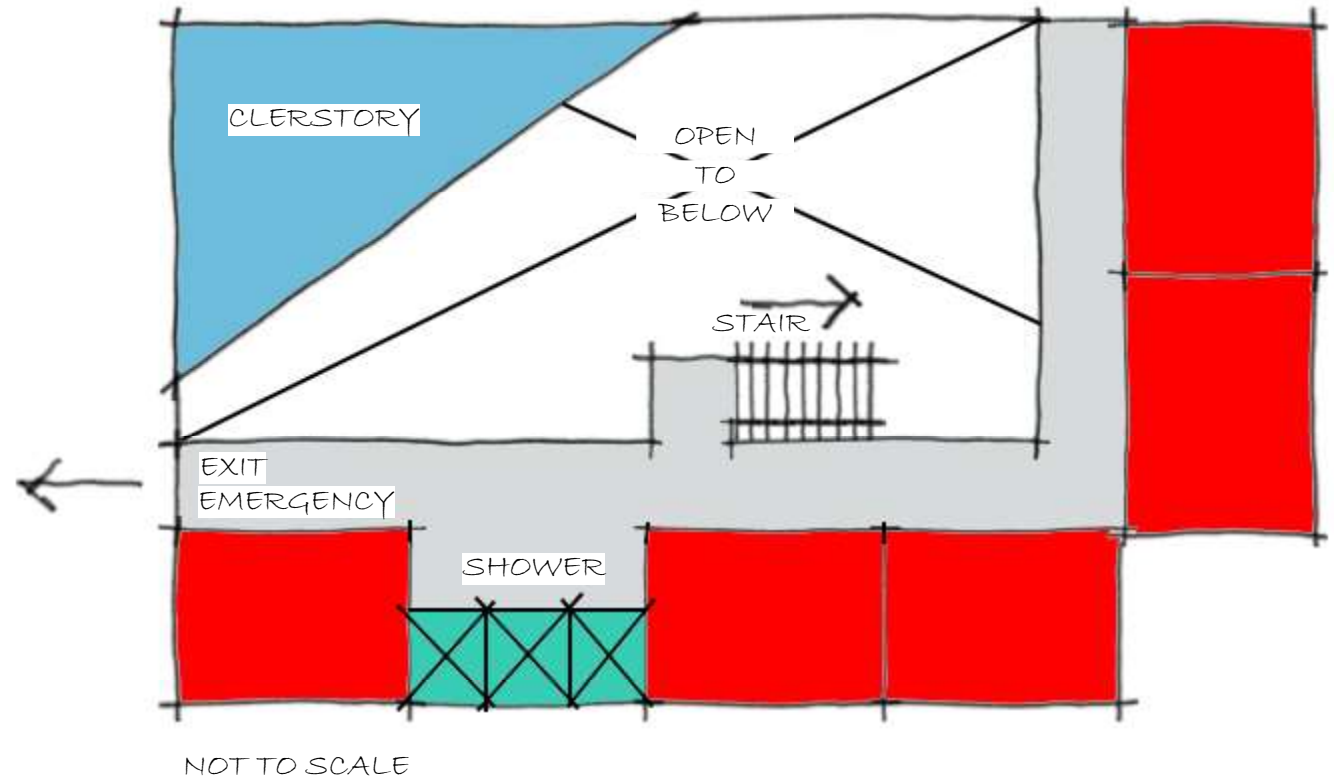
-  CELL
-  PROGRAMS
-  RECREATION
-  ACO STATION
-  SHOWERS
-  INMATE AMENITIES
-  CIRCULATION



INMATE HOUSING UNIT - 2ND FLOOR

LEGEND

-  CELL
-  PROGRAMS
-  RECREATION
-  ACO STATION
-  SHOWERS
-  INMATE AMENITIES
-  CIRCULATION



10. Inmate Housing

Housing Floors

- 3 elevators
- 1 main stair case
- Centralized recreation yard and rec room on each floor, used by 1 housing unit at a time
 - Ping-pong, projected TV, game tables
 - Open air courtyard
- Main hallway: holding rooms, visitation rooms and report writing rooms
- Central lobby
 - Feeds into 4 housing units
 - Lobby contains the CPU lab, a class room and a multi-purpose room
 - Central pod spaces can be used by inmates without additional staff
 - Central officer station continuously staffed
 - 1 additional rover for the 4 module pod

Typical Housing Unit

- 64 inmates maximum capacity
 - Either (32) 2-bed cells or (8) 8-bed dorms
 - Facility has more dorms than cells at a 3:1 ratio
- Each housing unit has a multi-purpose room, 4 video visitation stations, an enclosed outdoor area, and game tables
- Showers are located centrally
- Interview room
- Back exit to access the emergency egress stair
- Officer station with good sight-lines
- Small kitchen and refrigerator are provided
- Issuing room at entrance of each housing unit – distributes store orders, medication and laundry. An intercom speaker is needed to improve communication.
- Step-down transitional housing component in women's facility



Typical Housing Unit



Typical 4-Inmate Cell



Officer Station

11. Pre-Release

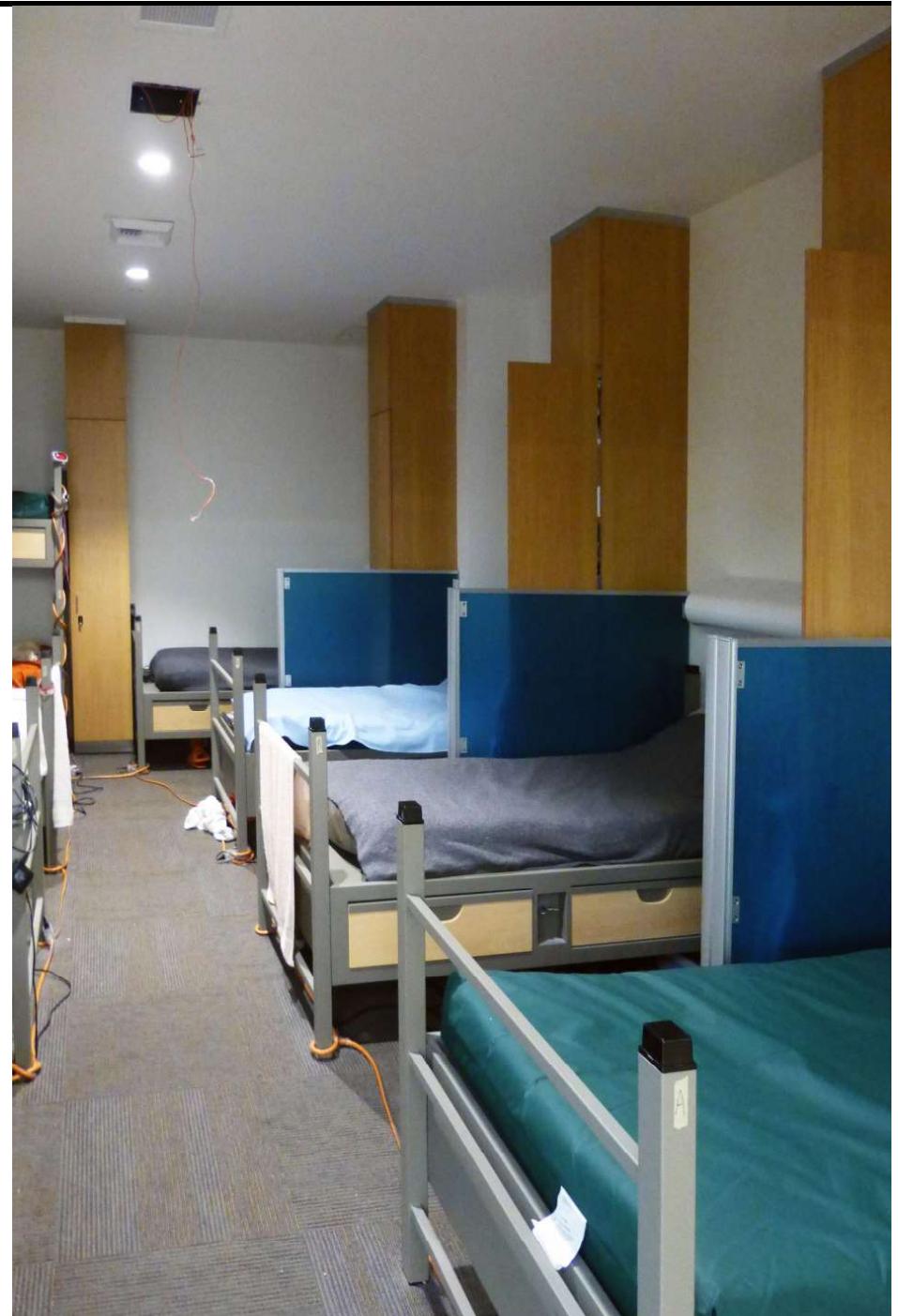
Transitional housing

- For sentenced inmates to be prepared for re-entry
- Inmates receive job training, work furlough, and life skills training
- Minimum security
- Tools for job searching, a multi-purpose room, and a classroom
- Staff assist inmates in getting driver's licenses, setting up bank personal accounts
- Separate entrance from the main jail
- Inmates are provided with external lockers for cell phones, car keys and other items.
- Work release program has an Electronic Monitoring System (EMS)

12. Other

Artwork

- 14 pieces of art on display with a coastal California theme
- Conference rooms are named according to this theme
- Incorporation of San Mateo County landscape and Native American culture into the building's interior design, creating a warm and inviting ambiance.



Pre-Release Dorm

OBSERVATIONS

Overall, the new San Mateo County Correctional Facility evoked a positive atmosphere, brought about through thoughtful planning and effective execution. It is an excellent example of modern jail design. The building was bright, colorful, had an open feel and was inviting – more like a modern office building than a jail. Sustainability and environmental consciousness was fully embraced and made the building feel like it promoted well-being, especially through effective use of natural lighting. The spaces felt calming and even rooms further away from the perimeter of the building had operable windows. The external windows were thermally broken with integrated security mesh. The high ceilings in many of the common, public spaces worked well and felt welcoming, particularly in the entry area. The excellent staff amenities made workers feel valued and appreciated.

Within the housing units, the elevated officer workstation allowed for broader sight lines, giving officers full view to effectively monitor inmate activities. The fully glazed cell fronts helped to contribute to the light and open feel while still providing security to the cells. Carpeting and drop acoustical tile ceilings in the housing units helped to counteract the acoustical issues so common in jail facilities. The rear plumbing chase configuration allowed workers to address plumbing issues without requiring lockdown of the unit. Innovative steel truss wall panels were used to create a secure interior perimeter, while reducing typical wall thickness by six inches. The units have recreation areas to give inmates an opportunity for physical exercise and other activities.

The shared rooftop recreation area can also be used as an incentive for good behavior. The shared classrooms and multi-purpose spaces allow inmates to have free time outside of their housing units without requiring a large number of additional staff for movement and security. A focus on distributed services for food and medicine allow for minimal inmate movement. Staff ID badges are coded for secure access to areas of the

facility based on their level of security clearance. The facility has a strong emphasis on programs and volunteers.

Although there was a lot of careful planning that went into the facility's design, it still faces challenges. The facility is new but there are already signs of wear that perhaps could be avoided with careful material specification – for example, the shoe marks at the visitation booths, and at high-traffic area doors. Despite the attempts to dampen sound, the building was still very noisy. The circulation space did not always seem intuitive, and some back of house spaces were inefficient, especially the administrative areas. Child care in the lobby seemed like a great idea, but could potentially be a liability for the facility since the children are on the property and away from parental supervision.

This facility also suffers from staffing issues, most prominently severe staff shortages. This means that there are not enough resources to screen all staff before entering the facility, or to scan bags of visitors before entering. Civilian staff is used in situations where an officer (if available) might make more sense, such as at reception and monitoring the visitation.

The San Mateo Maple Street Correctional Facility had many socially-minded programs and initiatives that seem difficult to implement in the State of Hawaii. Having a mix of inmates in dorms of 8 is not advisable in Hawaii due to the large number of gangs. The facility could also benefit from a dry cell on each floor, not only in the intake area. Finally, there is a problem with algae forming in the reclaimed water tank if water is not used at a high enough rate but this is a functional issue, not systemic.

LESSONS LEARNED

Planning

- Use of artwork, light, color, and programs can positively impact the behavior and culture of the facility.
- Without overcrowding issues, a facility can function as intended.
- Hire and train staff as early as possible for the new facility to ensure all positions are filled in time, especially in a strong economy.
- Keep acoustics in mind throughout the design process – balancing noise mitigation with secure materials is a challenge.

Administration

- There are advantages to cross-training staff.

Visitation

- Video visitation has proven successful; consider possibility of allowing remote access in future
- People using the visitation stations tend to put their feet up so more durable materials or better supervision is advised.
- Potential law changes requiring both video and non-contact visitation were expected during construction and may be enacted by California state law. It is recommended that planners prepare for both just in case.

Security

- The building itself serves as the secure perimeter, rather than using fences, towers, and corrections officers. Eliminating staff for full-time perimeter security purposes can free up staff to be used in other departments.

Inmate Program Services

- State law may require larger outdoor recreation area if longer-term sentenced inmates are brought in. Prepare for this if longer-term inmate population is anticipated.

Physical Plant Operations

- Facility managers need to ensure that providers meet set requirements so that there is follow-through for service and maintenance.

Inmate Housing

- Having an issuing room in each housing unit to distribute clothes, medications and other inmate services can help manage inmates more effectively

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Chapter 2: Van Cise-Simonet Detention Center



Van Cise-Simonet Detention Center



Van Cise-Simonet Detention Center

Facility Information

Year Opened: 2010
Project Cost: Not Available
Construction Cost: \$158 million
Architect: Hartman-Cox Architects/Oz Arch.
Lot Size: 3 Acres
Area: 438,400 SF
Height: 5 stories, 75 ft.
Layout: Mid-rise
LEED Certification: N/A

Inmate Statistics

Gender	Male & Female
Design Capacity (beds)	1,504
Current Capacity	95%
Living Unit Size	64-bed
Living Unit Configuration	1, 2, 8-bed or dorms
Supervision	Direct & Indirect

Inmate Legal Status

Pre-Trial	Yes
Short-Term Sentenced	Yes
Long-Term Sentenced	No
Intermittent	No
Pre-Release	No
Work Furlough	No
Extended Furlough	No
Transitional Housing	No

Legend

Key Buildings

1. Van Cise-Simonet Detention Center
2. Lindsey-Flanigan Courthouse
3. United States Mint
4. Denver City & County Building
5. Colorado State Capitol
6. Colorado Convention Center



Downtown Denver

FACILITY CHECKLIST

Classification Levels Served by This Facility

Categories	Y	/	N	Notes
Maximum	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Medium	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Minimum	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Community	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Other: Assessment (L1)	<input checked="" type="checkbox"/>		<input type="checkbox"/>	

Visitation

Public: Video	<input checked="" type="checkbox"/>		<input type="checkbox"/>	No problems or complaints so far
Public: Non-Contact	<input checked="" type="checkbox"/>		<input type="checkbox"/>	So far completely unused, wasted space
Public: Contact	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Attorney: Video	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Attorney: Non-Contact	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Attorney: Contact	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Located on housing floors
Public Lockers	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Child Care	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Staff requirements for visitation:				Rover, no dedicated officer
Schedule of operation				

Court Functions

On-Site Courtroom	<input checked="" type="checkbox"/>		<input type="checkbox"/>	For pre-trial services
Video Court	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Court transport provided:	<input type="checkbox"/>		<input checked="" type="checkbox"/>	Not required
Public Access	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Distance to Court:				Jail linked to court via underground tunnel, inmates can walk unescorted

Intake / Transfer / Release

Categories	Y	/	N	Notes
Fingerprinting	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Trying to do in field
Paperwork	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Digital ID	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Digital ID via fingerprint
Medical Screening	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
X-Ray	<input type="checkbox"/>		<input checked="" type="checkbox"/>	X-ray located in medical if needed
Central Property	<input checked="" type="checkbox"/>		<input type="checkbox"/>	High density storage
Clothing Exchange	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Holding Cells	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Some cells, but primarily held in open area
Dry Cells	<input checked="" type="checkbox"/>		<input type="checkbox"/>	
Diagnostic Housing	<input checked="" type="checkbox"/>		<input type="checkbox"/>	2nd floor pre-arraignment
Records transfer method:				99% of records transferred via paper
Inmate property storage:				Bins with compact shelving; closet for large items

Transportation

Type of vehicle:	Bus / Vans
Number of vehicles	16
Mode of transport to court:	Walking
Mode of transport to hospital:	Vans
Mode of transport to prison:	Vans
Other transport?	N/A

Inmate Movement

Escorted	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Unescorted to court; minimum security has free movement
Passes	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
IDs	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Barcode	<input type="checkbox"/>		<input checked="" type="checkbox"/>	
Moved via elevators:	<input checked="" type="checkbox"/>		<input type="checkbox"/>	Escorted
Moved via stairs:			<input checked="" type="checkbox"/>	
Other:				Only to go to medical or court

Program Overview				
Categories	Y	/	N	Notes
Centralized				
Distributed				Multi-purpose in each pod, rarely used
Shared Spaces				Multi-purpose on each floor, also rarely used
Paid Staff				4 paid staff members (would prefer 1 per pod)
Volunteers				
Separate housing for program inmates?				Do not mix inmate classifications
Frequency/duration of programs:				1 hour per week per pod provided for drug rehab program
% of inmates in programs:				15 inmates/class, 10 classes (waiting list)

Medical Services			
Infirmery	<div></div>	<div></div>	All on-site medical is via Denver Medical
Pharmacy	<div></div>	<div></div>	
Laboratory	<div></div>	<div></div>	
Telemedicine	<div></div>	<div></div>	
Acute Mental Health	<div></div>	<div></div>	Not in medical, in separate housing unit
Suicide Watch	<div></div>	<div></div>	Watched by camera
Disease Isolation Room	<div></div>	<div></div>	Negative pressure room
Dental	<div></div>	<div></div>	
Other:			Sent off-site to Denver Medical for surgeries, dialysis, etc
How are records kept?			All done on paper

Food Service			
Meal Service: Centralized	<div></div>	<div></div>	
Meal Service: Distributed	<div></div>	<div></div>	Eat within housing unit
Eat in Shifts?	<div></div>	<div></div>	
Kitchen On-site	<div></div>	<div></div>	Cook-chill at county (provides 80% of food)
Inmate Workers	<div></div>	<div></div>	
Staff Dining	<div></div>	<div></div>	Cook on-site
Meals Served:			Hot breakfast and dinner, cold sandwich for lunch

Physical Plant				
Categories	Y	/	N	Notes
Central Plant				City provides steam and chilled water
Distributed				
Maintenance				
Inmate Work Lines				Kitchen, laundry, warehouse, garage painting
Vocational Training				Culinary arts training
Laundry				Only serves this facility
Warehousing / Storage				Need more storage space
Plumbing Chase				
Maintenance staff size:				5 maintenance staff (including locksmith), 2 vacant positions

Supervision			
Direct	<div><div></div></div>	<div><div></div></div>	Standard housing is direct supervision
Indirect	<div><div></div></div>	<div><div></div></div>	Indirect for high-security inmates
Video	<div><div></div></div>	<div><div></div></div>	
Audio	<div><div></div></div>	<div><div></div></div>	
Digital ID (staff)	<div><div></div></div>	<div><div></div></div>	Passcards for staff movement
ACO: Inmate ratio (cells):			1 to 64 ratio typical, 2:64 for special needs
ACO: Inmate ratio (dorms):			1 to 64 ratio typical

Design Features			
Operable Windows	<div></div>	<div></div>	
Natural Light	<div></div>	<div></div>	Very little
Radiant Heat	<div></div>	<div></div>	
Art Work	<div></div>	<div></div>	Small amount in staff dining only
Bright Colors	<div></div>	<div></div>	Very grey
Sustainability	<div></div>	<div></div>	

BUILDING / PLANNING PROCESS

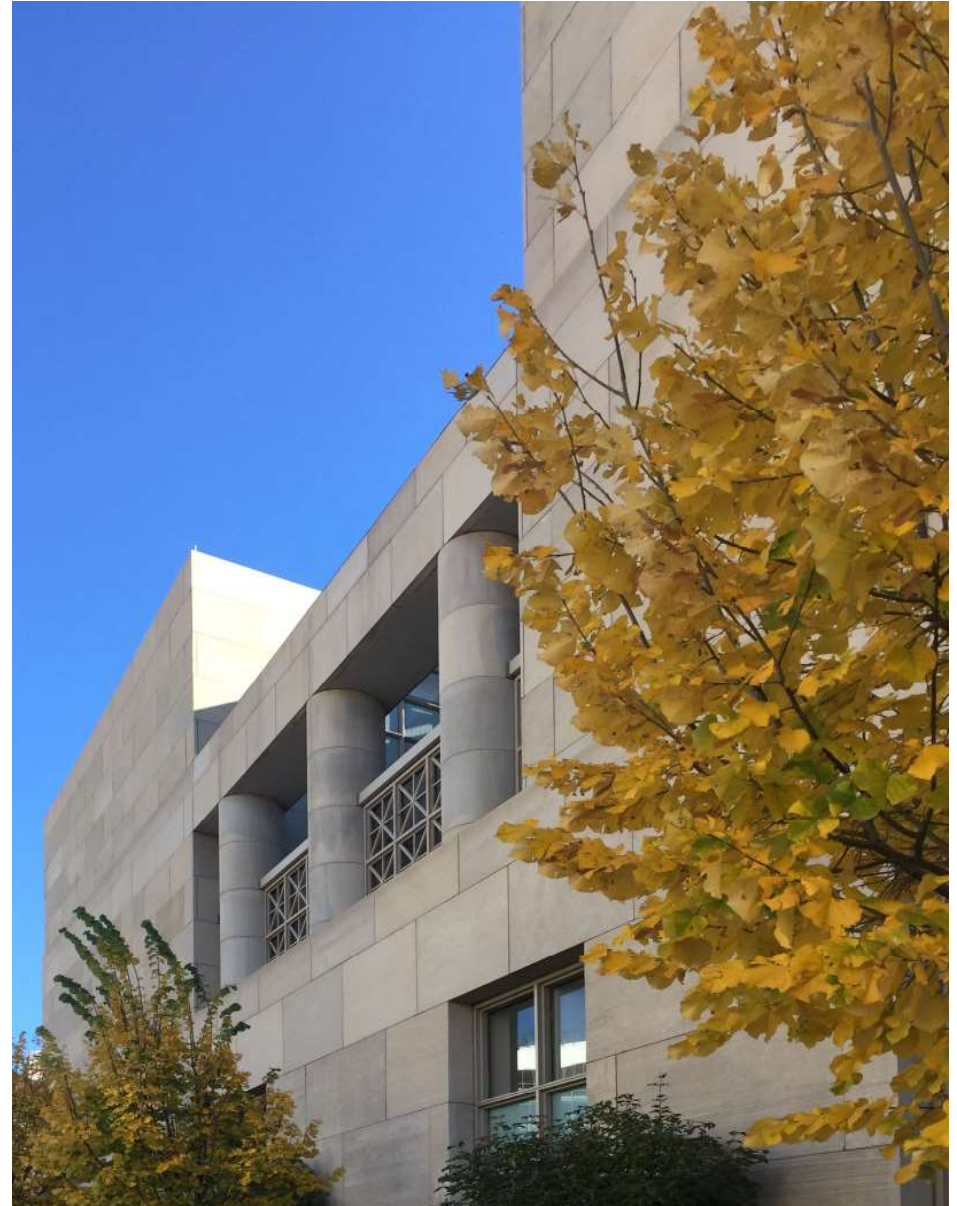
Introduction

The Van-Cise Simonet Detention Center is a 5-story jail located in Denver, Colorado that opened in 2010. It is a mid-rise facility with a design capacity of 1,504 beds, male and female inmates, and operates at approximately 95% capacity at any given time. Although already facing overcrowding issues because of site restrictions, there is no ability to expand the facility.

The jail is run primarily under direct supervision, and holds mainly pre-trial inmates along with some short-term sentenced. It is responsible for all levels of security for both male and female inmates. The facility is approximately 438,400 square feet in size, with a construction cost of \$158 million.

Background

Prior to the construction of the Van Cise-Simonet Detention Center, the Denver correctional system was extremely outdated. The previous main jail was built in the early 1950s, and employed a linear design with indirect supervision and bars between guards and inmates. The correctional philosophy was antiquated and the building was very overcrowded. The inability of the detention system to manage the number of inmates became problematic; for example, at one point, tents with heaters needed to be erected during winter months to house inmates. The new jail allowed Denver to combine the operations of several facilities into one modern new facility.



Van Cise-Simonet Detention Center

Planning Process

The new facility took decades to construct, as multiple bond initiatives to finance the new facility failed to pass. A 30-year master plan was created, outlining the purpose of the Sheriff's Department, its transition over the years, and ways to address the facility's challenges. Once the bond initiative was finally passed, the site selection process began. Three sites were considered as options for the new facility; site location became the primary driver, leading the team to select the downtown site where the jail now resides. The selected site is in the heart of the business hub, in proximity to the light rail system, and adjacent to the Denver civic district.

A major factor in the success of this project was the Denver Sheriff Department's partnership with the State Judiciary. The two organizations were able to combine their needs into one new justice complex, where the courthouse and jail sit next to each other, separated by a pedestrian courtyard and connected via an underground tunnel. The judges expressed their support of the new facility both publicly and privately, advocating for improvements such as keeping inmates out of the public spaces, the consolidation of services, and modernizing the justice system.

Community Involvement

There was a significant amount of community opposition to the new facility – planners were confronted with daily protests. Denver addressed this by involving the community in each decision as much as possible, making community members primary stakeholders in the planning process. Once the public became aware of actual costs, efficiency gains, and safety enhancements that a new jail would bring, the planning team was able to successfully pass the bond measure.

Design & Construction

A transition team worked with several internal staff committees to determine programming for the new facility. The goal was that the end user would be the prime driver for the building contents, to place the trust in the people

who occupy the building on a daily basis. This required a close partnership between designer and client to be successful.

The new facility is located in the “golden triangle”, an affluent area in the heart of downtown Denver. It took many negotiations for the community to agree with this location and they only agreed under certain conditions and restrictions. There were some existing buildings on site requiring demolition prior to construction beginning. The final building is the largest size allowable on the site – the building's footprint fills the site, and the height is the maximum allowed (75 feet) due to its proximity to the State Capitol – so no future expansion is possible.



Artwork Outside Courthouse

FEATURED BUILDING ELEMENTS



Landscaping

1. Administration

Staffing Numbers

- Severely short staffed; 331 uniformed staff
- Approximately 130 non-uniformed staff (maintenance, security, kitchen, programming, etc.), not including medical staff
- 7-11% annual staff turnover rate – target is below 7%
- 48 new cadets are currently being added
- Beginning to see increase in number of female staff

Staff Notes

- Saved costs by switching from uniformed personnel to civilian where feasible (some staff resistance to this)
- Facility has deputy who serves as wellness coordinator – assists with diets, physical therapy

Staff Amenities

- Locker room
- Weight room – open 24/7
- Staff dining room – includes outdoor tables
- Staff lounge – converted from offices, needed to help officers manage correctional fatigue

Additional Administration Contents

- Briefing room – expandable
- Mail intake / sorting room
- Administrative offices

2. Visitation

Public Visits

- All done via video visitation – well received by public and inmates
- Non-contact provided, has never been used – would prefer to have used the space for additional housing

Attorney Visits

- Dedicated contact rooms provided on each floor

3. Intake/Transfer/Release (ITR) and

4. Intake Services Center

ITR Contents

- Bathrooms (locked and monitored)
- Interview areas
- Classification desk
- Inmate property room
- Records Department
- Shower / dress area
- Large open area (male and female divided)
- Holding cells (for trouble inmates)
- Dry cells (located upstairs)
- Nurse station / medical exam room
- Release area – includes holding cells
- Secured vehicle sally port

Notes

- Between 90-100 inmates go through intake each day; a similar number for release
- Intake process
 - Vehicle sally port leads to intake sally port
 - Inmate searched in secure sally port prior to entry
 - Pre-booked, taken through intake control
 - Temporary photo taken for registration process
 - “Follow the line” to appropriate area
 - Inmates receive mesh bag with bed roll, clothes, cup, bedding, etc. to be returned at release
 - Inmates must be seen within 30 minutes of arrival from hospital



Sallyport Entrance

5. Security Operations

Screening/Security

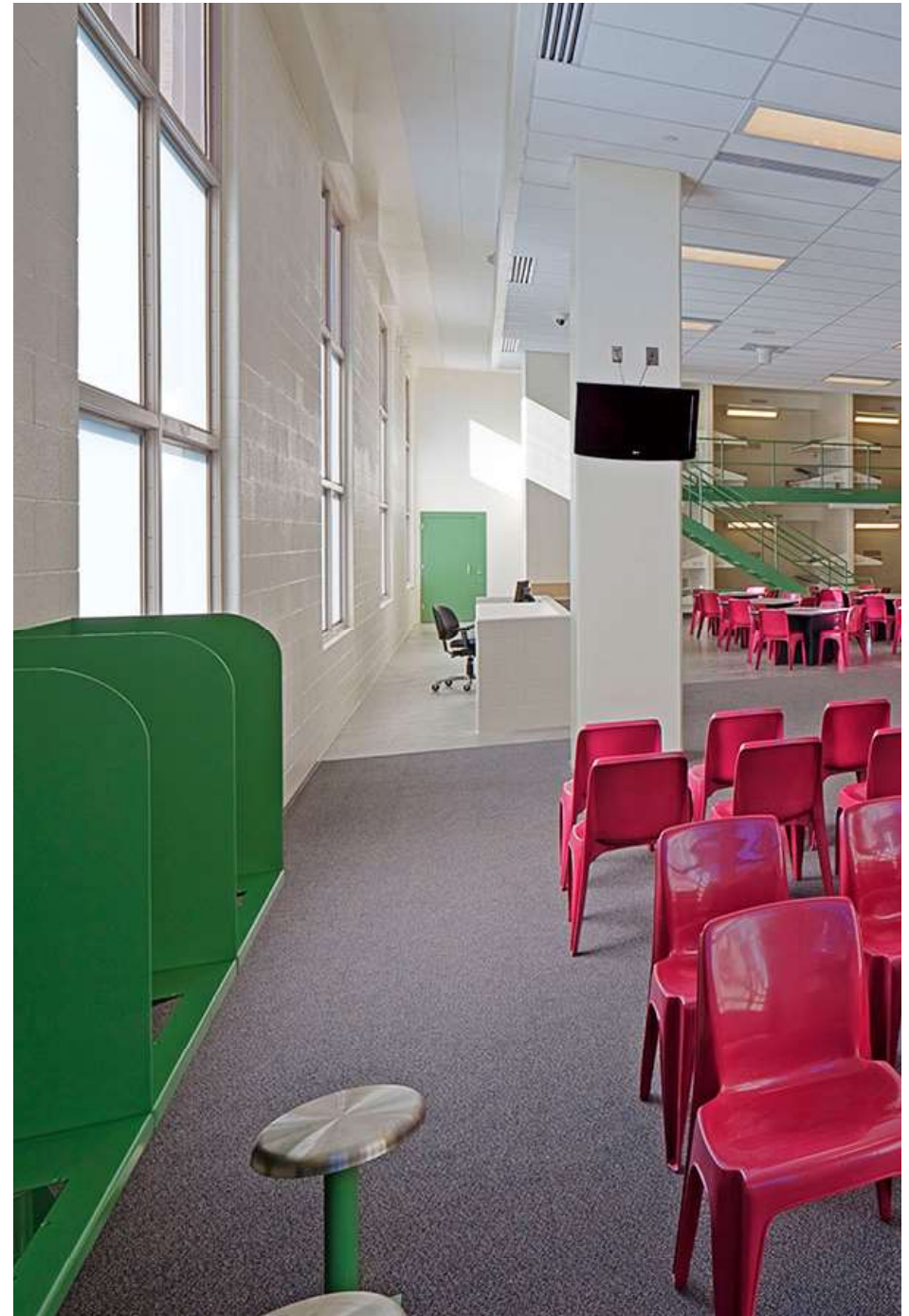
- Staff entrance has biometric reader
- Staff fingerprint reader for key watcher system
- Locker storage for weapons
- Staff movement monitored by rounds tracker

Emergency Response

- Sergeant on each floor, plus 3 quarter officers on each floor (rovers)
= four staff not in housing, prepared for emergency response
- Evacuation emergency: police and other special forces can be called in; inmates would be loaded on buses through sally ports

Master Control Room

- Monitors video and audio, controls traffic and triggers alarms
- Control center on each floor staffed 24/7
- Staffed by 3 security specialists
- Controls doors through facility, can stop movement needed
- Modern desks: sit/stand stations, foot pedals provided for exercise



Housing Unit Security Desk

6. Inmate Program Services

- Severely understaffed – programs are struggling as a result
- Multi-purpose space provided on each floor, but lack of staff precludes use
- Focus on drug rehabilitation: 10 one-hour classes per week, 15 inmates per class

7. Medical/Mental Health

Medical Center

- Denver Medical Center contracted to provide 24-hour support (120 staff)
- Fully functioning medical unit in facility; some needs must be met off-site – surgery, dialysis, PT clinics
- Health exam room on each floor
- 99% paper records

Contents of medical unit:

- Holding cells / separation rooms
- Special procedures room
- Acute and chronic needs assessment area
- X-ray digitally transmitted to hospital (Denver Health) for review
- Video-monitored suicide watch room with 15-minute controls
- Negative airflow rooms
- Showers
- Exercise / game room
- Pharmacy – provides all medications
- Dental – provides temporary fillings and conducts tooth extractions
- Exam rooms
- Storage for medical supplies

Mental Health

- Mental health is a challenge
- Not dealt with in medical, separate housing unit provided



Housing Unit Common Area

8. Food and Laundry Services

Kitchen

- Cook-chill kitchen located at county facility, provides 80% of food (breakfast and produce) - 3 deliveries per week
- Separate staff fridge provided
- Hot breakfast and dinner, cold lunch
- Can prepare for special diets, such as medical, no salt and religious
- Can storage – fills quickly, need large capacity
- Inmate workers

Laundry

- Provides laundry services for every facility in Denver
- Operated by inmate workers and two officers
- 2 overlapping shifts between the hours of 5 AM and 5 PM

Warehouse

- Stores large equipment, chemicals and janitorial supplies
- Lack of space – need vendors to store some facility supplies
- Responsible for receiving for county jail as well

9. Physical Plant Operations

Building Systems

- 3 mechanical rooms with air handler units inside
- Forced air heating
- No boiler, no cooling tower, no hot water heater
 - All chilled water and steam provided by city
 - Heat exchanger provides hot water

Maintenance

- Understaffed – only 5 maintenance staff (all civilian) for entire building
- City has a facility management service to supplement maintenance
- Plumbing is biggest maintenance challenge – access/chases to plumbing is adequate but not ideal (located within housing unit)
- Tool storage, electrical / plumbing / HVAC shop, fabrication shop, paint storage, locksmith, bathrooms



Lindsey Flanigan Courthouse

10. Inmate Housing

Housing Floors

- Access to housing units via sally ports off main hallway
- 2 housing units used for intake housing, 2 for female housing, remainder for male correctional housing
- Each floor has interview room and health exam room
- All services are distributed to inmates
- Inmates only leave housing unit for medical or court (escorted)
- About 500 inmates per floor (up to 8 units with 64 inmates each)

Typical Housing Unit

- 64 inmates maximum capacity
- Single, 2-person, 8-person, open dorms
- Organized according to inmate classifications
- Single officer (typical), would prefer two officers

Special Management Unit

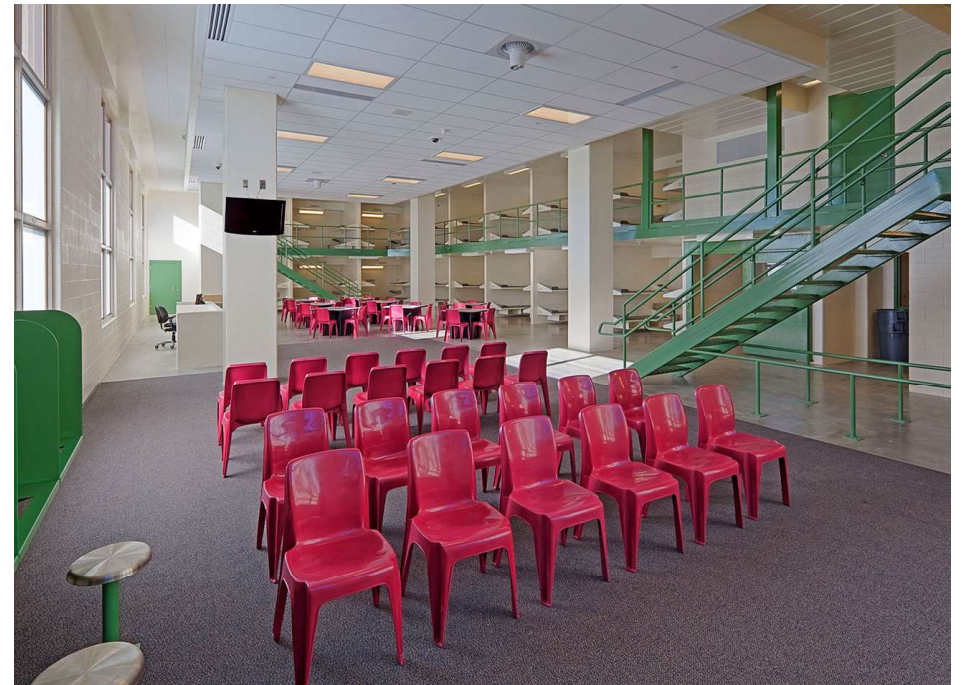
- Locked down 23 hours / day
- Mostly single inmates in double cells
- 2 floors of 15 cells each
- Indirect supervision

Highest Security

- Inmates in single cells
- 24 cells on each side
- Cuff slots located throughout
- Indirect supervision
- Double height recreation areas, have fresh air from the outside

11. Pre-Release

Not applicable; no pre-release function




Inmate Housing Classroom



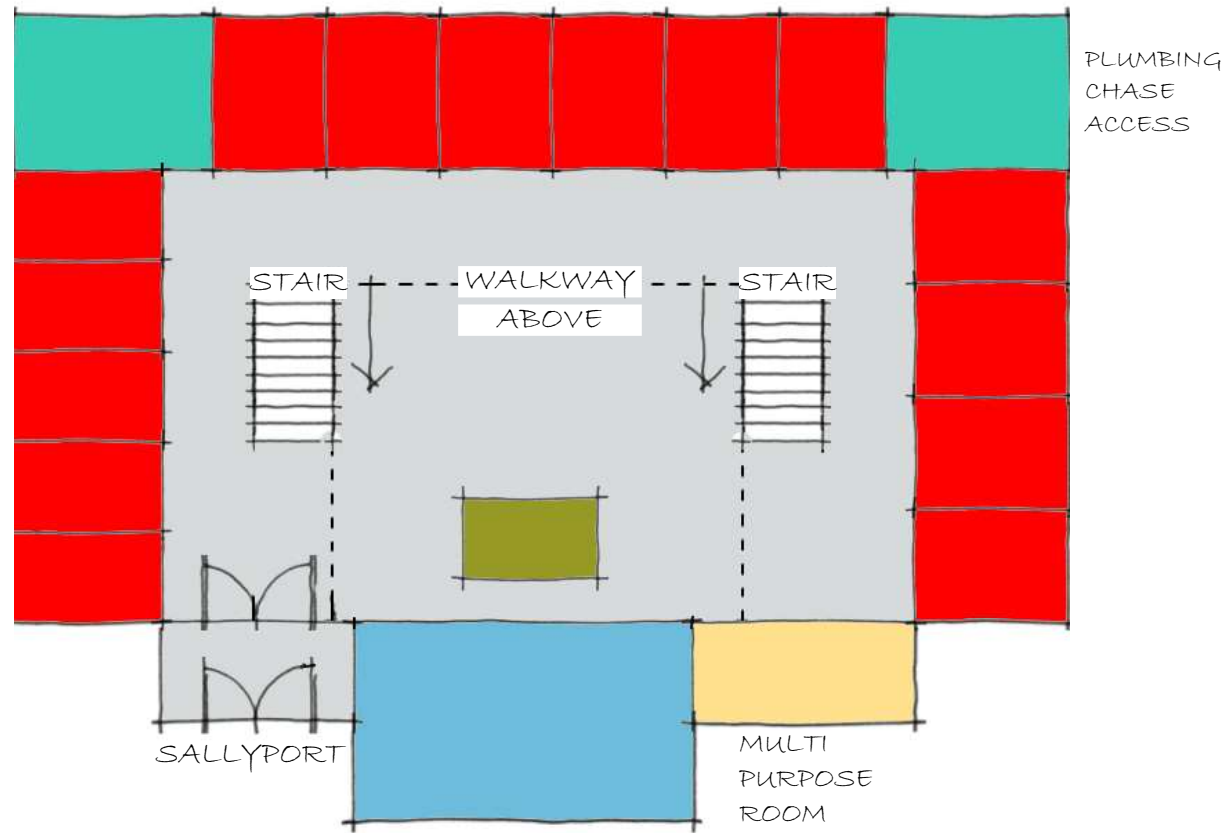
Typical Cell

TYPICAL HOUSING UNIT

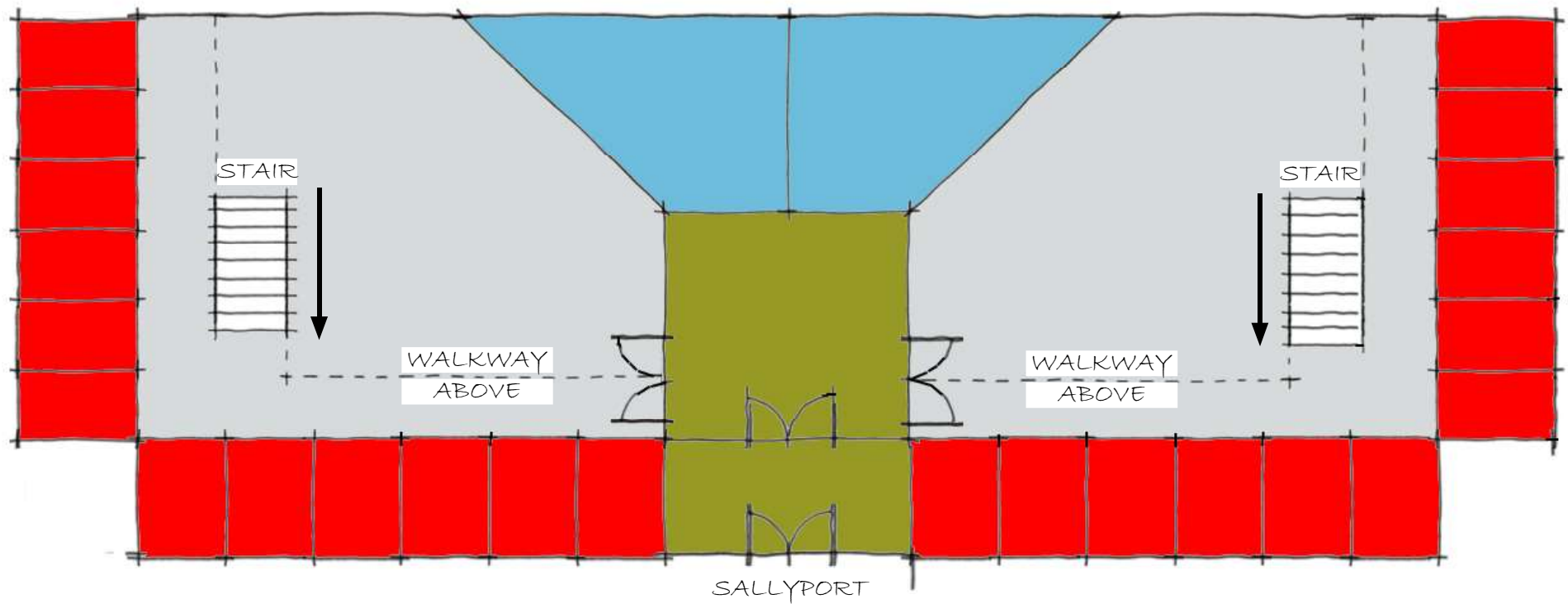
LEGEND

-  CELL
-  PROGRAM
-  RECREATION
-  ACO STATION
-  SHOWER
-  AMENITIES
-  CIRCULATION

NOT TO SCALE



HIGH SECURITY HOUSING UNIT



LEGEND

- CELL
- PROGRAM
- RECREATION
- ACO STATION
- SHOWER
- AMENITIES
- CIRCULATION

NOT TO SCALE

OBSERVATIONS

From the exterior, the Van-Cise Simonet Detention Center is a beautiful and impressive facility, an excellent example of urban jail design. Its solid and imposing monumental appearance and careful detailing suggests a museum or a bank rather than a jail. The location selected is ideal – excellent connection to the rest of downtown Denver, and the tunnel linking the new courthouse with the new jail greatly reduces transportation costs and security risks in moving prisoners to and from their court appearances.

This facility represents a move toward modernity for the Denver system, including switching to direct supervision and distributed services. This has reduced behavioral incidents in the jail, both in number and in severity. It has also reduced the distribution of contraband, and made the facility more cost effective and efficient, a dramatic improvement over their previous facility. The building is also ACA and NCA accredited.

A number of amenities were provided for the staff, including lockers, a weight room, a staff cafeteria and a staff lounge. These were all placed outside the secure envelope, which the staff seemed to appreciate. There is also good use of civilian staff as an alternative to more expensive trained correctional officers.

Unfortunately, the same quality of design seen on the outside was not as apparent on the inside. Spaces were not always laid out in the most logical way – it had the feeling of trying to fit as many components as possible within a preset building envelope. This may be because the planners tried to provide a little bit of everything, rather than provide services with a more specific focus. Extensive renovations were required after substantial construction was completed, including work necessary to bring the building into ADA compliance.

The building has a feeling of already being dated, and very full. This has a tangible effect on inmates, staff, and visitors. The housing units themselves have blind spots, trouble bunks, and partially blocked walls, making them more difficult to monitor and maintain. Little to no daylight was brought into the interior; with the drab and muted yellow colors, and the long masonry-block hallways, an extremely institutional feel of the facility was reinforced, emphasizing the feeling of confinement. There were also a great number of design items overlooked, including: lack of drains; too few janitor's closets; no plumbing shut-offs; undersized sally ports (for vehicles and people); lack of provisions for desks and water coolers; lack of restrooms (staff and inmates); too few cameras; cuff slots not provided at enough doors; and the wrong glass used for interior windows (too weak). These deficiencies result in discontented staff and inmates.

LESSONS LEARNED

Planning

- Success in planning is more likely when the entire system is taken into account
- Planning for a new facility should take into account future growth / expansion
- Include space for additional electrical, telecom and other systems
- Plan for redundancy. The Van Cise-Simonet Detention Center did not have redundancy built in, which makes those funding the project feel like being “nickel and dimed” each time additional work needs to be done
- Consistently educate the community about the role the new facility plays in the city
- Pay close attention to the suggestions of the staff during design
- Building systems / technology should be obtained through single vendors, as much as possible – helps clarify responsibility if service is required

Administration

- Balance desire for open lobby with adequate security for staff
- Do not reduce staffing costs by eliminating staff at the expense of the officers’ safety
- Alternative strategy: switch from using correction officers to civilians for some functions
- It is important that the facility provides amenities for staff to reduce stress and facilitate optimal performance

Intake/Transfer/Release & Intake Services Center

- Consider fingerprinting in the field to limit John Does at booking
- Voice enrollment system was attempted, but malfunctioned and has since been abandoned
- Install drains everywhere, especially in cells
- Provide drinking fountains for inmates
- Provide vehicle sally port at intake; make sure it’s sized large enough for inmate transport vehicles

Security

- Provide generation gap training for staff as they will be interfacing with inmates from a range of ages and backgrounds
- Provide a central control room; not planned for so was retrofitted and is being run unfunded

Inmate Program Services

- Provide adequate staffing to ensure that programs can be run effectively

Medical/Mental Health

- Install drains everywhere
- 2 holding cells provided – more needed

Food and Laundry Services

- It is strongly recommended that the jail facility have 2 ice machines and 2 dishwashing machines
- Expect to replace a dishwasher about every 6 years
- Ensure that kitchen flooring is made of non-slip materials such as concrete and epoxy
- Ensure that warehouse is large enough for facility needs
- Bathrooms and drains should be provided in the warehouse

Physical Plant Operations

- Expect issues with sprinkler heads, especially in cells; install local shut-off valves to isolate cells

Inmate Housing

- 8-person cells and open dorms created a challenge for corrections officers. The jail needed to add cameras to the 8-person cells to reduce the incidence of assault
- 2-person cells are recommended; if open dorms are desired, cells can just be left open
- Open dorms should only be used for work-furlough classified inmates
- Do not mix multiple inmate classifications in housing pods



Chapter 3: Toronto South Detention & Intermittent Centre



Main Entry



Exterior View

Facility Information

Year Opened: 2014
Project Cost: Not Available
Construction Cost: \$593.9 million (CAN)
Architect: Zeidler Partnership Architects
Lot Size: Not Available
Area: 846,000 SF
Height: 7 stories, 3 towers
Layout: High-rise
LEED Certification: LEED Silver

Inmate Statistics

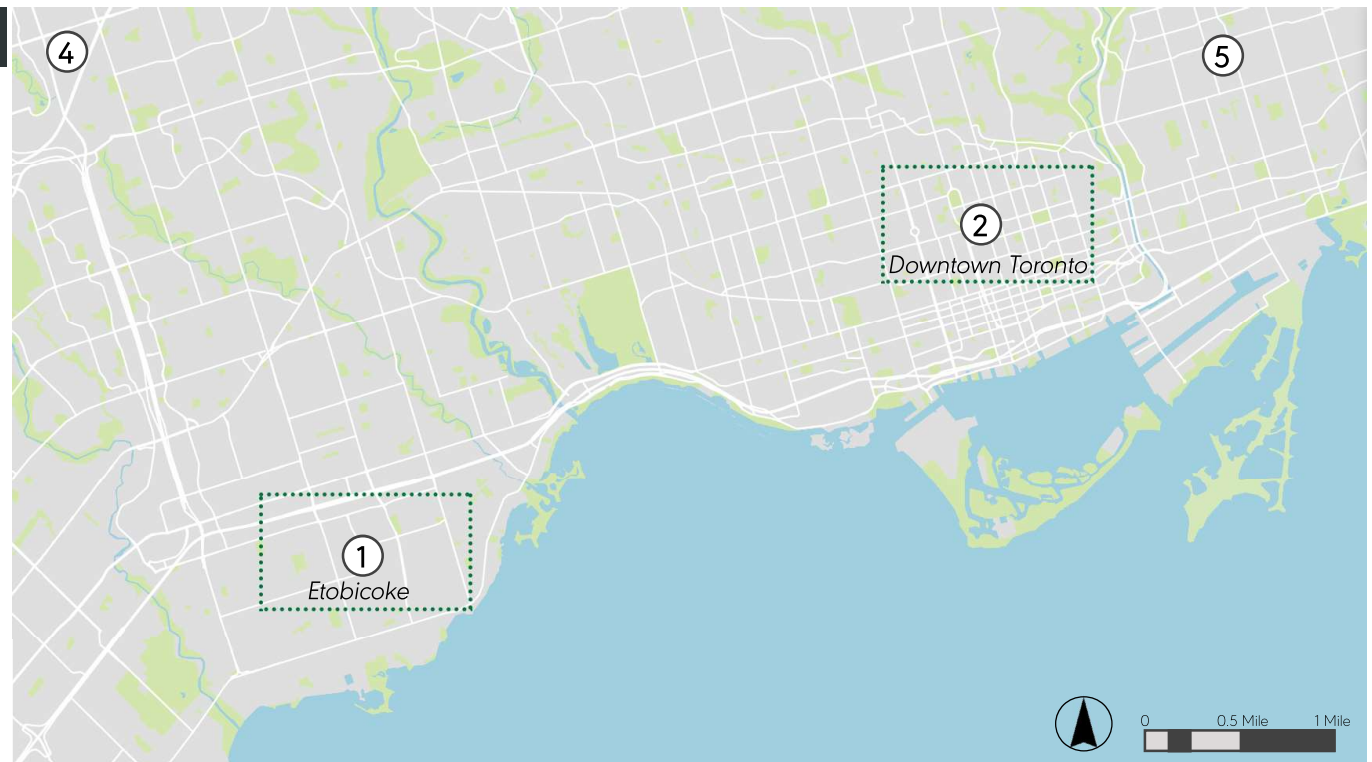
Gender	Male
Capacity	1,650
Current Capacity	1,100
Living Unit Size	40
Supervision	Direct

Inmate Legal Status

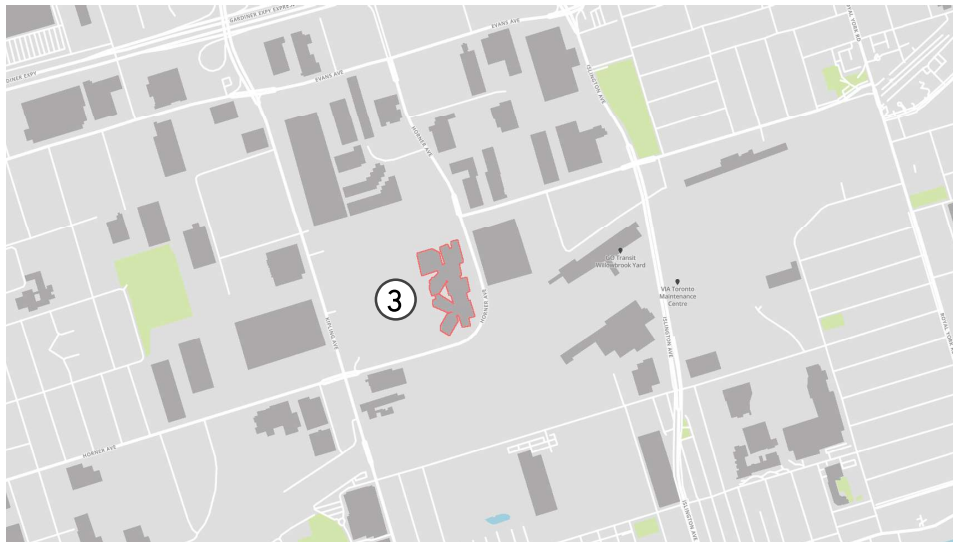
Pre-Trial	Yes
Short-Term Sentenced	Yes (90 days maximum)
Long-Term Sentenced	No
Intermittent	Yes
Pre-Release	No
Work Furlough	No
Extended Furlough	No
Transitional Housing	No

Map Key

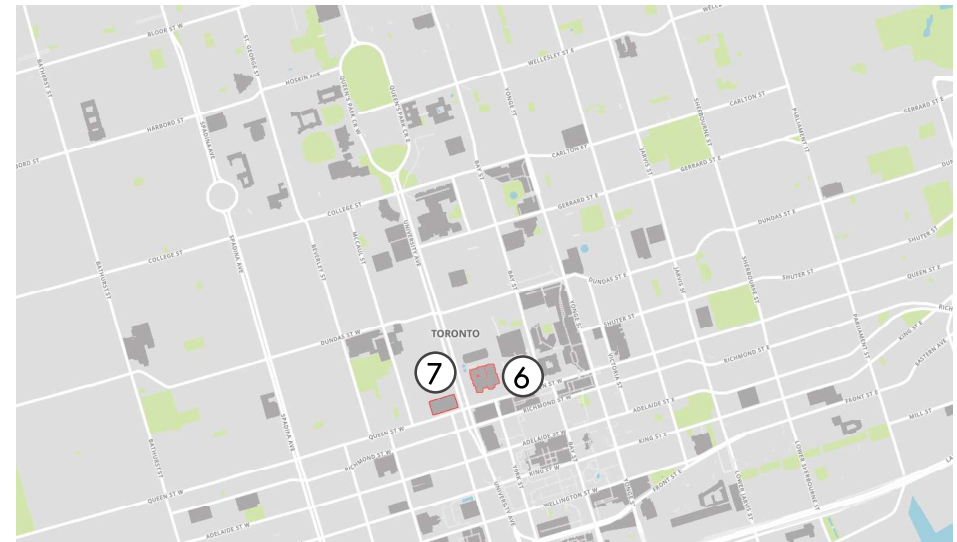
1. Etobicoke
2. Downtown Toronto
3. Toronto South Detention Centre
4. Toronto West Detention Centre
5. Old Don Prison
6. Toronto Courthouse
7. Federal Court of Canada



Overall Map of Toronto



Map of Etobicoke



Map of Downtown Toronto

FACILITY CHECKLIST

Classification Levels Served by This Facility			
Categories	Y	/	N
Maximum	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Medium	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Minimum	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Community	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Other: Assessment (L1)	<input checked="" type="checkbox"/>		<input type="checkbox"/>

Visitation			
Categories	Y	/	N
Public: Video	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Public: Non-Contact	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Public: Contact	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Attorney: Video	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Attorney: Non-Contact	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Attorney: Contact	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Public Lockers	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Child Care	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Staff requirements for visitation:			
Schedule of operation			

Court Functions			
Categories	Y	/	N
On-Site Courtroom	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Video Court	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Court transport provided:	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Public Access	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Distance to Court:			

Intake / Transfer / Release			
Categories	Y	/	N
Fingerprinting	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Paperwork	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Digital ID	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Medical Screening	<input checked="" type="checkbox"/>		<input type="checkbox"/>
X-Ray	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Central Property	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Clothing Exchange	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Holding Cells	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Dry Cells	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Diagnostic Housing	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Records transfer method:			
Inmate property storage:			

Transportation	
Type of vehicle	Bus / Vans
Number of vehicles:	16
Mode of transport to court:	Walking
Mode of transport to hospital:	Vans
Mode of transport to prison:	Vans
Other transport:	N/A











Inmate Movement			
Categories	Y	/	N
Escorted	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Passes	<input type="checkbox"/>		<input checked="" type="checkbox"/>
IDs	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Barcode	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Moved via elevators?	<input checked="" type="checkbox"/>		<input type="checkbox"/>
Moved via stairs?	<input type="checkbox"/>		<input checked="" type="checkbox"/>
Other:			

Program Overview				
Categories	Y	/	N	Notes
Centralized				
Distributed				Multi-purpose in each pod, rarely used
Shared Spaces				Multi-purpose on each floor, also rarely used
Paid Staff				4 paid staff members (would prefer 1 per pod)
Volunteers				
Separate housing for program inmates?				Do not mix inmate classifications
Frequency/duration of programs:				1 hour per week per pod provided for drug rehab program
% of inmates in programs:				15 inmates/class, 10 classes (waiting list)

Medical Services			
Infirmery	<div></div>	<div></div>	All on-site medical is via Denver Medical
Pharmacy	<div></div>	<div></div>	
Laboratory	<div></div>	<div></div>	
Telemedicine	<div></div>	<div></div>	
Acute Mental Health	<div></div>	<div></div>	Not in medical, in separate housing unit
Suicide Watch	<div></div>	<div></div>	Watched by camera
Disease Isolation Room	<div></div>	<div></div>	Negative pressure room
Dental	<div></div>	<div></div>	
Other:			Sent off-site to Denver Medical for surgeries, dialysis, etc
How are records kept?			All done on paper

Food Service			
Meal Service: Centralized	<div></div>	<div></div>	
Meal Service: Distributed	<div></div>	<div></div>	Eat within housing unit
Eat in Shifts?	<div></div>	<div></div>	
Kitchen On-site	<div></div>	<div></div>	Cook-chill at county (provides 80% of food)
Inmate Workers	<div></div>	<div></div>	
Staff Dining	<div></div>	<div></div>	Cook on-site
Meals Served:			Hot breakfast and dinner, cold sandwich for lunch

Physical Plant				
Categories	Y	/	N	Notes
Central Plant				City provides steam and chilled water
Distributed				
Maintenance				
Inmate Work Lines				Kitchen, laundry, warehouse, garage painting
Vocational Training				Culinary arts training
Laundry				Only serves this facility
Warehousing / Storage				Need more storage space
Plumbing Chase				
Maintenance staff size:				5 maintenance staff (including locksmith), 2 vacant positions

Supervision			
Direct			Standard housing is direct supervision
Indirect			Indirect for high-security inmates
Video			
Audio			
Digital ID (staff)			Passcards for staff movement
ACO: Inmate ratio (cells):			1 to 64 ratio typical, 2:64 for special needs
ACO: Inmate ratio (dorms):			1 to 64 ratio typical

Design Features			
Operable Windows	<div></div>	<div></div>	
Natural Light	<div></div>	<div></div>	Very little
Radiant Heat	<div></div>	<div></div>	
Art Work	<div></div>	<div></div>	Small amount in staff dining only
Bright Colors	<div></div>	<div></div>	Very grey
Sustainability	<div></div>	<div></div>	

BUILDING / PLANNING PROCESS

Introduction

The Toronto South Detention Centre is a jail complex consisting of three 7-story towers on an expansive 1-story base in Toronto, Ontario, Canada which opened in 2014. It is a high-rise facility with a design capacity of 1,650 beds, male inmates only, and aims to have no more than 80% of its beds full at any time. The Detention Centre also includes the Toronto Intermittent Centre, which has 315 beds for inmates serving their sentences on weekends.

The jail is a maximum security facility, run with both direct and indirect supervision (simultaneously), and holds only pre-trial inmates and those with sentences of less than 90-days. The facility is approximately 846,000 square feet, with a construction cost of \$593 million (Canadian). The building is 100% handicap accessible, and is LEED Silver certified, making use of natural daylight, recycled water, and indoor air monitoring.

Background

The Toronto South Detention Centre was planned to replace three previous facilities (Don Jail, Toronto West Detention Centre, and Mimico Correctional Centre) as one step in a total system overhaul. The system previously used indirect supervision, a technique they referred to as “podular remote.” Previous facilities had no frills, no amenities, and ultimately they proved ineffective. Because of this, the Toronto planning team was instructed to develop a facility distinctly different from the outdated approach to corrections used elsewhere: traditional super-jails with quads that were entirely without social interactions. The existing Ontario jail system is comprised of 26 facilities. Ontario’s goal is the construction of 4 new facilities, and the conversion of all the existing podular remote facilities from indirect to direct supervision. The Ontario jail system is composed of the following:

- Jail: Pre-trial and 90-day maximum sentences
- Super-jail: 90-day through two years less a day sentences
- Federal system: Two years or longer sentences



Exterior View

Planning Process

The primary goal of the new facilities was to incorporate innovative, modern trends while providing a “normalized” environment for the inmates. For example, wooden doors would be installed instead of steel doors. As long as the exterior was secure, the interior could be focused more on comfort and less on security. The hope was, and still is, that a more common-sense approach could both save money and give the inmates a greater chance to succeed.

The planning process began with extensive research. Ontario officials recognized the difficulty in transitioning to direct supervision, so they began the long process of educating staff and facility managers on the benefits of this system early, and came up with a plan to implement it. The planning team toured a number of existing facilities in the United States and Canada for research, including Snohomish County, Washington; Orient, Florida; Kent County, Michigan; and North Fraser Remand Center in British Columbia, Canada. The American Jail Association (AJA) also played an important role in informing the planning team on new approaches and research for the new facility.

The planning team used a 20-25 year prisoner population forecast. One challenge the team faced was strong union activity. Workers previously had the right to go on strike; there were two previous strikes lasting 30 and 56 days. However, after contract negotiations prior to the construction of the new facility, the union no longer has the right to strike. Unions were brought into planning discussions for the new facility early on in the process. The union continued to make suggestions once the facility opened such as the retrofitting of grille/bars over 2nd floor mezzanines in the housing units.

Community Involvement

Recognizing that a new jail is often viewed as an unpopular project, the planning team began holding town hall meetings early in the process to help the public view the project favorably. Ontario found educating and reaching out to the community an essential part of the process.

Design & Construction

The new facility is located to the west of downtown Toronto, where the courthouses are located. Although downtown is only a few miles away, the drive can take up to an hour in heavy traffic. The use of video court was one solution to this issue. The co-location of the courts, jail and police station on the same site would have been the most efficient plan, but the judiciary preferred to be in a more visible downtown location. The judiciary was consulted to ensure that video court would be acceptable, but they were not heavily involved with the design and construction process.

The jail was originally planned to use Design-Build as the project delivery method; however, a 30-year (life-cycle) maintenance arrangement was reached with a private contractor which switched the project over to a Public-Private Partnership (a “P3” project). While there are challenges associated with this method, including the need for all maintenance to be clearly contracted ahead of time, it helps to ensure that the facility will not suffer from deferred maintenance issues.

Planning for the new facility began in 2006. Construction was completed in phases: the Intermittent Centre portion of the project was completed and operational by 2011, with the remaining Detention Centre completed by 2014. Inmates were transferred to the new facility in stages and began by bringing small groups of inmates to tour the new facility. These inmates became enthusiastic about the new facility and spread the news to other inmates who also became excited for the move.



Wayfinding Signage

FEATURED BUILDING ELEMENTS

1. Administration

Staffing Numbers

- 675 full-time correction officer positions, all cross-trained
- Additional positions: 70 sergeants, 10 staff sergeants, 13 deputies, two 2nd in charge, 1 head
- 400 non-uniformed staff members

Staff Notes

- Currently understaffed by about 340 officers
- Forced to hire police for medical transports, etc. (expensive alternative)
- A reduction in staffing was not a goal of developing the new facility

Staff Amenities

- Large staff locker room for officers and civilians (70-30 male to female staff ratio)
- Large 24/7 staff fitness room
- Staff washrooms everywhere
- Staff lounge with outside courtyard, 2 BBQs
- Secure staff parking, out of sight lines from facility

Additional Administration Contents

- Training room and equipment area
- Series of offices for program planners (paid positions)
- Cubicles for general administrators
- Filing / dead file area with expandable storage



Fitness Room



Typical Training Room

2. Visitation

Video visitation

- Primary visitation method
- 70 public seats in room off of lobby
- 5 private video rooms for lawyers
- Seating for 2 at each screen, with 2 phones

Non-contact visitation

- Can be used as reward for good behavior
- Holding cell provided on inmate side
- Secure side + non-secure side
- Private booths for lawyers

Contact visitation

- Not provided for public
- Contact rooms in visitation area (2) provided for lawyer visits

Attorney Visits

- Video visitation: 5 private video rooms provided

- Non-contact visitation: private booths provided
- Contact visitation: two contact rooms in visitation area provided
- Court Functions
- Video remand area
 - Seven video court booths provided: small room with monitor and phone
 - Attorney in actual courtroom, can converse with inmate
 - Used for 50-60 court proceedings per day
- Non-contact hearing rooms
 - Large, non-secure area for judge, lawyer, public, etc.
 - Small area off of secure facility for inmate
 - Rooms separated by glass wall
- Contact hearing room
 - Sally-ports from secure area and non-secure area lead to meeting room
- On-site courtroom
 - Used only for parole hearings

Additional Visitation Contents

- Small, unstaffed area for visiting children



Video Visitation Station



Contact Visitation Station

3. Intake/Transfer/Release (ITR) and

4. Intake Services Center

ITR Contents

- All cells (no open waiting)
- Diagnostic housing (48-72 hour stay)
- Vehicle access
- SecureScan body scanner
- Property (with washer/dryer)
- Contaminated clothing room
- Medical
- Showers
- Clothing exchange

Moving inmates out of facility

- 100 inmates are transported to court each day
- Inmates are transported by van and buses
- Van transport to courts, taken care of by local police
- Correction staff does transport between facilities
- Up to 200 inmates go through intake each day; a similar number for release

Admission procedure

- Brought into group cells
- Go through secure scan
 - If pass, transferred to single cells for processing
 - If fail, go to level 2 search



Clothing Exchange Room



SecureScan Body Scanner

5. Security Operations

Screening/Security

- Secure staff entry (key card, punch-in clock)
- Key control box with pin pad access
- Card access to rooms outside secure area
- Cuff pass provided at all cell doors
- Gang task force at facility ("Institutional Search Team")
- 100% camera and audio coverage

Emergency Response

- Code blue called for wide emergency
- Panic buttons located everywhere throughout facility
- All free officers respond on a call (40 roving officers available)

Movement

- Distributed service, attempt to limit movement to same floor
- Vertical movement through elevators
- Escorted, a maximum of 6 inmates per officer



Screening Area

6. Inmate Program Services

- Trying to make up for lack of programs at previous facility
- Rehab, education, health care, spiritual, volunteer
- Aboriginal room
- Education handled in partnership with board of education
- Rehab programs
- Gym and outside play fields, free for public use



Gymnasium

7. Medical/Mental Health

Medical Center

- Full infirmary, offers 24/7 care
- Includes intensive care, not dialysis
- Doctors contracted out, but have nurse practitioners on staff
- X-ray on site, but need to bring in tech to use it
- 2 dental chairs
- No dedicated suicide watch room, but there is a padded used for this purpose
- 28 beds on each side of medical wing
- Skylights
- Program space
- Outdoor recreation

Mental Health

- Large population of mental health inmates
- Partnered with Canadian Mental Health Association



Inmate Food Trays

8. Food and Laundry Services

Kitchen

- Cook-chill food supplied from facility in Milton, Ontario; meals reheated or assembled on-site
- Small emergency kitchen if needed
- Staff brings in their own food
- Inmate workers
- Three day on-site food supply storage

Laundry

- Inmate workers
- 4 washers/4 dryers

9. Physical Plant Operations

Maintenance

- P3 facility with maintenance contracted out
- Private companies responsible for all major maintenance
- Small number of maintenance staff for minor work



Laundry Staging Area

10. Inmate Housing

5 Housing Unit Types

- Direct supervision housing units (standard living unit)
- Behavior management units (indirect, functions as stepping stone from segregation)
- Special needs (medical or disability)
- Mental health unit
- Special handling (restrictive, in smaller units, includes protective custody; addresses exclusively behavioral issues)

Typical Housing Unit

- 40 beds
- 2 staff members, sitting together on floor (direct supervision)
- 1 staff member located in booth above (indirect supervision); responsible for two housing units
- Soft, moveable seating
- Fixed tables and stools
- 2 TVs in general area
- Yard attached to living area with outside air allowed in
- Hot water taps provided at drinking fountains
- 2nd floor housing mezzanine – security grille added as retrofit
- Cuff holes provided at every door



Standard Housing Cell

Segregated Housing Unit

- Temporary housing to address problem people
- 4 units per building
- 28 cells – 22 standard, 6 additional sectioned off for noisy inmates
- Mix of single and double bunked
- Direct supervision
- Lockers for inmate property (held until release date)
- Exam room, interview room, exercise yard, program room, showers

Special Handling Unit (SHU)

- 4 or 8 bed units, each with own yard, phone, shower
- Single occupancy (double occupancy rooms, but 2nd bed never used)
- Indirect supervision



Typical Segregated Housing Unit



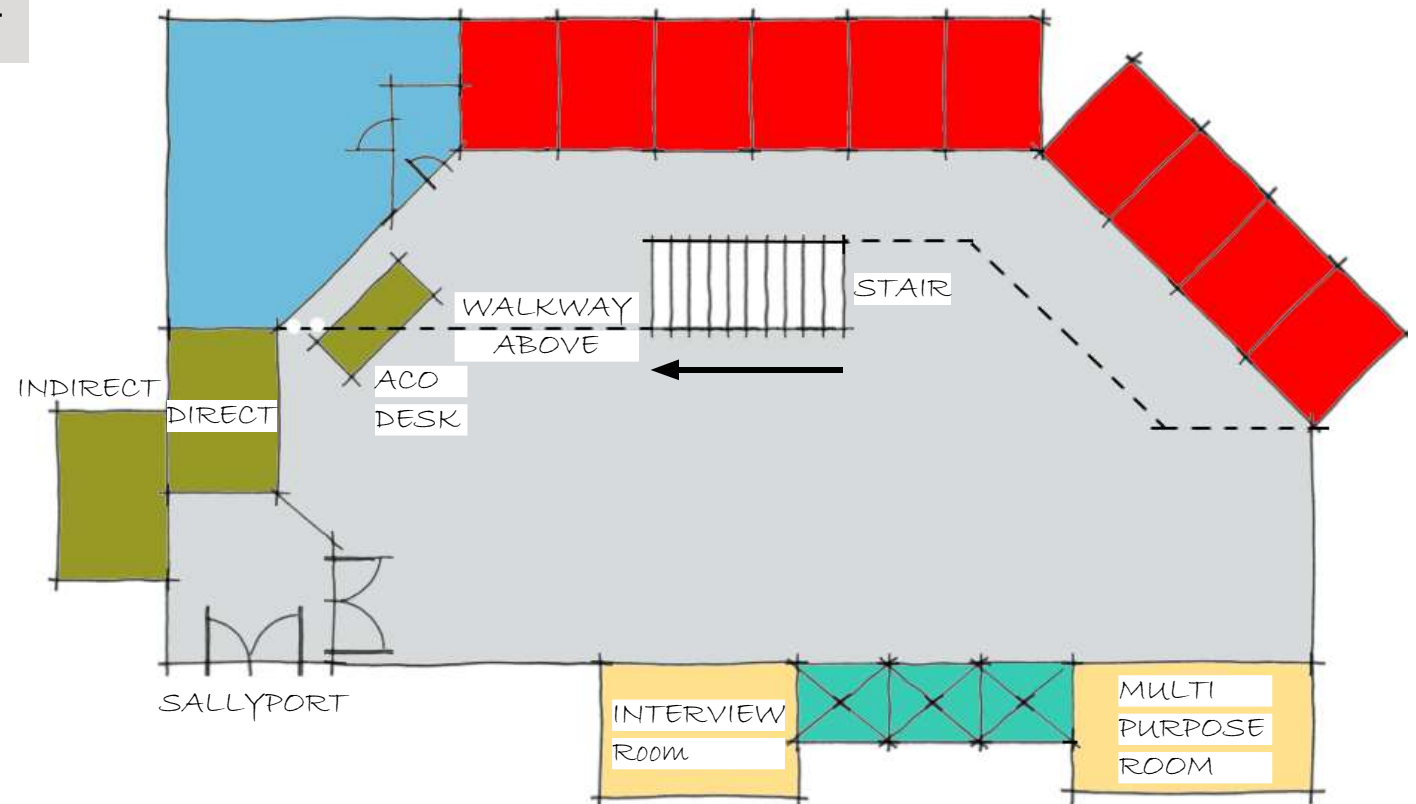
Direct Supervision Station

TYPICAL HOUSING UNIT

LEGEND

- CELL
- PROGRAM
- RECREATION
- SECURITY
- SHOWER
- AMENITIES
- CIRCULATION

NOT TO SCALE



Typical Housing Unit

11. Pre-Release

Intermittent Facility

- Opened in 2011 (3 years before South facility), but part of overall project
- Primarily serves weekend-only inmates
- 6 dorm units, 40 beds each (20 bunk beds)
- Lots of issues with contraband
- Rotating staff
- Male only
- Check-in buttons throughout room to ensure guards make their rounds



Pre-Release Washroom



Pre-Release Dorm



Officer Check-In Button

OBSERVATIONS

Approaching the Toronto facility by car or foot, a visitor is given little indication of how large this facility is. A broad, expansive single floor administrative area looking similar to an office or shopping center is most apparent, hiding the three seven-story towers that house inmates. The lobby that greets visitors is bright, clean, and inviting, a recurring theme throughout the jail. The circulation spaces are wide and comfortable, making movement through the building easy, especially in the intake, discharge, and support services area. The area provided for inmate screening area was very generous, and office spaces were comfortable and well-sized. Strong colors communicated a sense of belonging, and bright lighting was cheerful, invoking a feeling of safety. Sustainability was embraced by the designers, leading to a building that feels healthier.

Much of the building's success seems like it stemmed from a well-executed planning process. Union representatives were engaged early in the design; their input helped make staff comfortable and effective in the new layout. It was clearly built with staff in mind, including the many amenities provided for them, including a central gym, staff parking, dining room, and outdoor courtyard. The officers seemed very at ease and unstressed in their positions, which has a positive influence on the attitude of the inmates. It is important to remember that environment dictates behavior, the polite relationship between staff and inmates appeared to support that. Staff members were also cross-trained to a variety of positions, giving them the ability to easily adapt to whatever job is asked of them.

The new Toronto facility required a large shift in incarceration philosophy, which appeared to be embraced by the staff and management. The principles of direct supervision are constantly referenced – there are even signs on the wall emphasizing them. The layout of the housing units is varied to allow them to address specific needs of the population, such as behavior management, special needs, and mental health. A lack of

connection to the courts was addressed by a good use of video courts.

Although the planning process seemed to be well-executed, there were some notable breakdowns somewhere along the line. There were a number of flaws, perhaps caused by political pressures or an overly-aggressive schedule, which caused the building to be opened with major deficiencies. These included: glass not being the right thickness, requiring it to be replaced through the entire facility; showers leaking into dry areas, causing slip and falls leading to lawsuits; and sprinkler heads installed in easily accessible locations, making them targets for damage or vandalism. The glass was specified correctly but the requested material was not provided. It appears that these issues were the result of a mix of factors, including design flaws and incorrectly supplied materials; either way, one entire tower is currently shut down to address these deficiencies.

Light and color were two important positives for the facility, but when missing their absence is strongly felt. Despite large windows in each cell, there seemed to be a poor use of natural light in the housing and administrative areas. The layouts of the dayrooms and housing units did not seem as effective as other facilities, especially San Mateo, partly because the officer station was not placed in a place with clear sightlines to the whole unit. The goal of the facility to provide more normalized materials is commendable, but there are concerns about some of the materials provided; for example, the wooden doors used throughout do not seem to be adequate in terms of durability or security. Movement through the facility also did not feel intuitive.

The quality and visibility of staff is a big positive of the facility, but the staffing requirements set in place by Toronto seemed excessive. This may have been a reaction to issues from the previous facility, or part of the transition to direct supervision, but previous facilities toured seemed to function well with a ratio of 1 officer to 64 inmates; Toronto had 2.5 officers per 64 inmates. There are limited civilian staff members, apparent only at reception – the remainder of positions being staffed by correction officers. This, along with the high ratio of officers to inmates, seems to indicate a staffing expense that would not be sustainable in Hawaii.

LESSONS LEARNED

Planning

- Consistency in a project team is invaluable; it is important for the same people who begin the project to see it through until completion.
- Build a core team including senior management of all entities involved (technology, security, etc.)
- Build facility for staff, not just for inmates
- Extensive research – use facilities that have been through this as a resource
- Important to have a strong understanding of intended operations and design intent
- Establish a relationship with the builder from the beginning of design
- Give corrections staff sign-off ability on construction decisions
- Consider a field trip to new facility with some of the inmates before the actual move. Great way to show how much better the new facility is.

Administration

- Opening day is too late to figure out how to run a facility
- Engage union right away – make them part of the planning process
- Get sign-off on staffing model during design
- Ensure facility is adequately staffed to be successful
- Provide enough large refrigerators, microwaves in staff kitchen
- At training rooms: put plugs and data into floor as well as wall to avoid cords stretched everywhere
- Put effort into selecting quality gym equipment.
- Build extra offices – “make sure your building can handle your staff”

Visitation

- Perforated metal panel backing – prevents markings from feet
- Consider potential glare issues on screens because of sun angle
- Provide pass through at private booths for lawyers
- Make sure speakers are provided between rooms separated by glass walls

Intake/Transfer/Release & Intake Services Center

- Do not like providing only cells at intake; trying to move away from this to open area allowing jail to start “trust philosophy” right away

Inmate Program Services

- Gym and outside play fields are great public relations move – make available for blood drives, tournaments, etc.
- If you build gymnasium, make sure it can function as auditorium as well
- Having only one gym means staff and inmates cannot use it simultaneously
- Make sure there is enough program space. Programs should not be an after-thought.

Physical Plant Operations

- Be specific when working through maintenance contracts – spell out requirements exactly
- Cameras as an example: contract should specify that you need 100% coverage and adequate level of detail, and define adequate level of detail

Inmate Housing

- Prepare a mock-up of housing area before construction begins; essential for understanding space
- Multiple TVs in general housing area cause problems with competing noise. Relocate TV into a program room which has acoustical separation from the main unit.

Pre-Release

- Challenges with contraband – difficult to adequately search every inmate
- Plan to bring K-9 drug unit in more often
- Staff bathroom off of unit would be huge benefit; perhaps small kitchen as well
- Check-in buttons: formerly against perimeter wall; too close to inmates heads/bodies while sleeping – put officer at risk of being in personal space of inmate and getting attacked. Solution: run conduit through bunk bed, locate button at end of bed

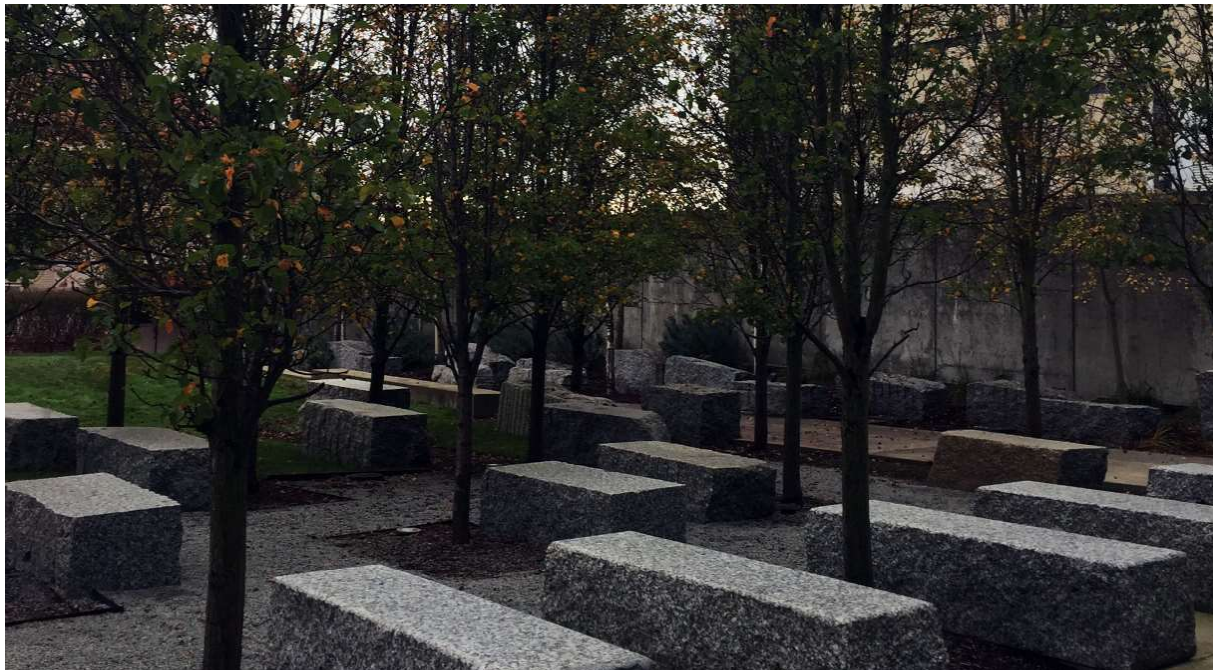
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Chapter 4: Snohomish County Corrections Facility



Exterior View



Courtyard

Facility Information

Year Opened: 2005 (addition)
Project Cost: \$167 million
Construction Cost: \$150 million
Architect: NBBJ
Lot Size: 2.5 Acres
Area: 243,000 SF
Height: Not Available
Layout: Mid-rise
LEED Certification: Not Available

Inmate Statistics

Gender	Male & Female
Design Capacity (beds)	1,314
Current Capacity	65%
Living Unit Size	64-bed
Living Unit Configuration	2-bed cells
Supervision	Direct

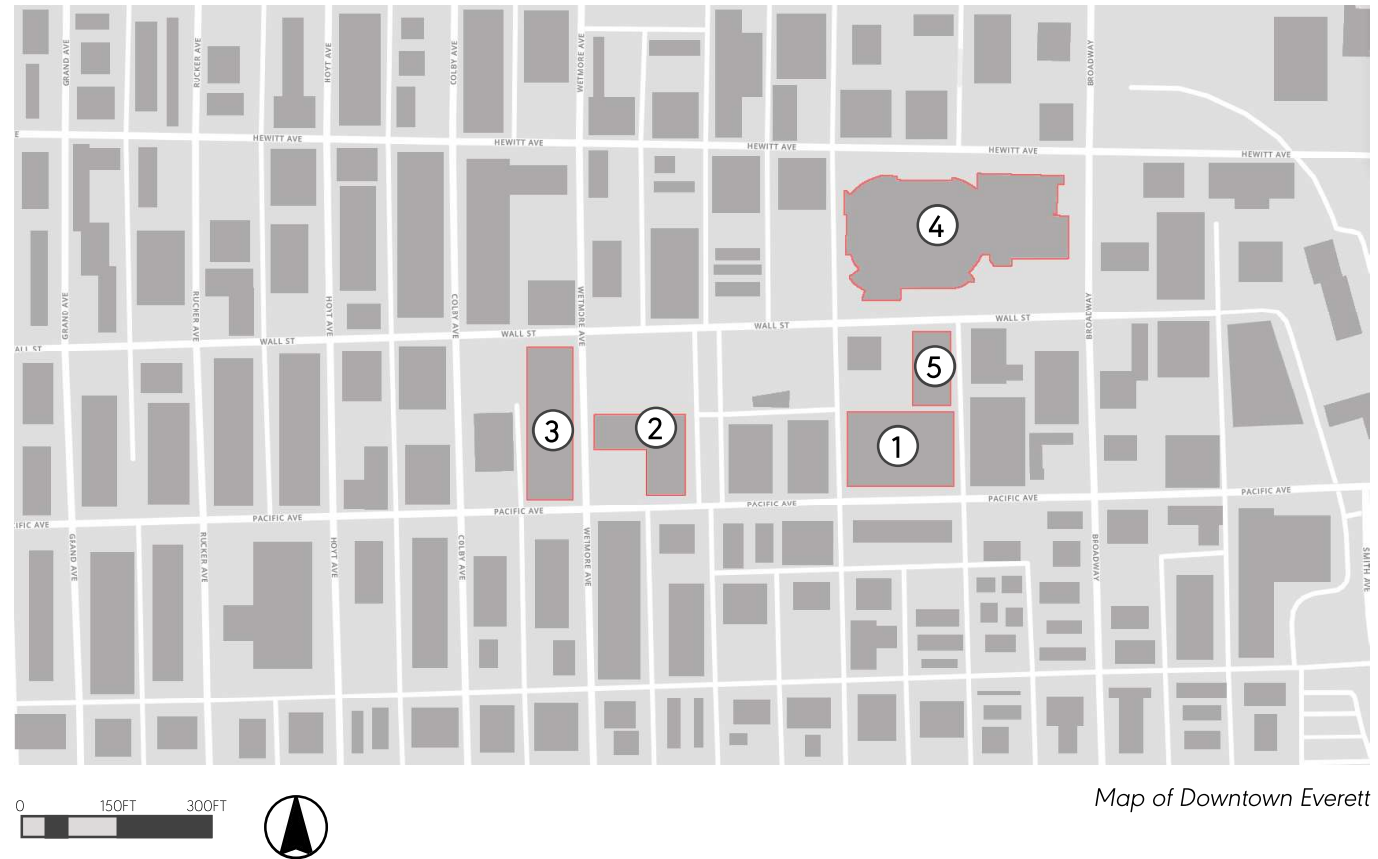
Inmate Legal Status

Pre-Trial	Yes
Short-Term Sentenced	Yes
Long-Term Sentenced	No
Intermittent	Yes
Pre-Release	No
Work Furlough	No
Extended Furlough	No
Transitional Housing	Yes

Legend

Key Buildings

1. Snohomish County Corrections Facility
2. Snohomish County Courthouse
3. Police Station
4. XFinity Arena
5. Previous Jail (Wall Street Facility)



Map of Downtown Everett

FACILITY CHECKLIST

Classification Levels Served by This Facility				
Categories	Y	/	N	Notes
Maximum	<div></div>		<div></div>	
Medium	<div></div>		<div></div>	
Minimum	<div></div>		<div></div>	
Community	<div></div>		<div></div>	Planning to get rid of furlough program
Other:	<div></div>		<div></div>	

Visitation			
Public: Videc	<div></div>	<div></div>	Video only for all personal visits
Public: Non-Contac	<div></div>	<div></div>	
Public: Contac	<div></div>	<div></div>	
Attorney: Videc	<div></div>	<div></div>	
Attorney: Non-Contac	<div></div>	<div></div>	
Attorney: Contact	<div></div>	<div></div>	Need 4-hours advance notice for visits
Public Lockers	<div></div>	<div></div>	
Child Care	<div></div>	<div></div>	
Staff requirements for visitation:			Would like officer station in middle of visitation room
Schedule of operation			

Court Functions			
On-Site Courtroom	<div></div>	<div></div>	Not used anymore
Video Court	<div></div>	<div></div>	Runs all day
Court transport provided	<div></div>	<div></div>	Connected to court via tunnel
Public Access	<div></div>	<div></div>	
Distance to Court:			Court across street, can be reached by walking

Intake / Transfer / Release				
Categories	Y	/	N	Notes
Fingerprinting	<div></div>		<div></div>	Livescan digital prints
Paperwork	<div></div>		<div></div>	
Digital ID (inmates)	<div></div>		<div></div>	
Medical Screening	<div></div>		<div></div>	2 medical rooms
X-Ray	<div></div>		<div></div>	Rapidscan/Bosch system
Central Property	<div></div>		<div></div>	Vacuum seal bags
Clothing Exchange	<div></div>		<div></div>	
Holding Cells	<div></div>		<div></div>	14 cells, includes 2 safety cells
Dry Cells	<div></div>		<div></div>	2 dry cells
Diagnostic Housing	<div></div>		<div></div>	Intake units
Records transfer method:				Direct pick-up by court, pneumatic tube system internally
How property is stored:				Only personal effects, anything larger stays with police

Transportation	
Type of vehicle:	Vans
Number of vehicles:	8
Mode of transport to court:	Tunnel, vans if necessary
Mode of transport to hospital:	Vans
Mode of transport to prison:	Vans
Other transport:	Doctor trips / court / hospital

Inmate Movement			
Escorted	<div></div>	<div></div>	Workers move freely (wear red)
Passes	<div></div>	<div></div>	
IDs	<div></div>	<div></div>	Wristbands
Barcode	<div></div>	<div></div>	
Moved via elevators:	<div></div>	<div></div>	
Moved via stairs:	<div></div>	<div></div>	
Other:			Tracked via video CCTV

Program Overview				
Categories	Y	/	N	Notes
Centralized	<div></div>		<div></div>	Classroom, church
Distributed	<div></div>		<div></div>	Minimal distribution
Shared Spaces	<div></div>		<div></div>	Multi-purpose on each unit
Paid Staff	<div></div>		<div></div>	
Volunteers	<div></div>		<div></div>	GED program is volunteer run
Separate housing for program inmates	<div></div>		<div></div>	
Frequency/duration of programs:				2 program shifts
% of inmates in programs:				

Medical Services			
Infirmery	<div></div>	<div></div>	3 to a cell in clinic, also used for withdrawals
Pharmacy	<div></div>	<div></div>	Distributes medication
Laboratory	<div></div>	<div></div>	
Telemedicine	<div></div>	<div></div>	Would like to add
Acute Mental Health	<div></div>	<div></div>	Dedicated housing uni
Suicide Watch	<div></div>	<div></div>	10 minute check-ins
Disease Isolation Room	<div></div>	<div></div>	2 cells, negative or positive pressure
Dental	<div></div>	<div></div>	Once a week
Other:			On-unit medical cal
How are records kept			EMR

Food Service			
Meal Service: Centralized	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Meal Service: Distributed	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Eat in Shifts?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Kitchen On-site	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Full service kitchen, all meals prepared here
Inmate Workers	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Staff Dining	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Free meals (same food as inmates)
Meals Served:			Breakfast, lunch, + dinner

Physical Plant				
Categories	Y	/	N	Notes
Central Plant				
Distributed				
Maintenance				
Inmate Work Lines				
Vocational Training				Hygiene / sanitation / food prep
Laundry				
Warehousing / Storage				
Plumbing Chase				
Maintenance staff size:				8 maintenance staff (county, not corrections)

Supervision			
Direct	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
Indirect	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
Video	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
Audio	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
Digital ID (staff)	<div><div></div></div>	<div><div></div></div>	<div><div></div></div>
ACO: Inmate ratio (cells):			1:64 ratio max, some units 1:32
ACO: Inmate ratio (dorms):			No dorms

Design Features			
Operable Windows	<div></div>	<div></div>	Glass shell allows free window distribution
Natural Light	<div></div>	<div></div>	
Radiant Heat	<div></div>	<div></div>	
Art Work	<div></div>	<div></div>	
Bright Colors	<div></div>	<div></div>	
Sustainability	<div></div>	<div></div>	

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BUILDING / PLANNING PROCESS

Introduction

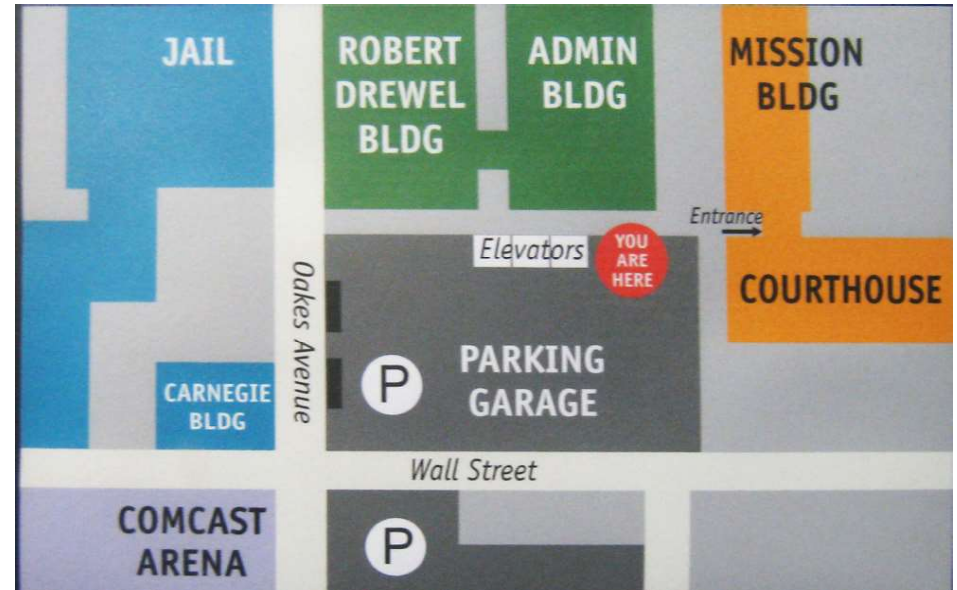
The Snohomish County Correctional Facility is a 5-story county jail located in Everett, Washington that opened in 2005. It is a mid-rise facility with a design capacity of 1,314 beds, male and female inmates, and is currently operating at about 65% capacity. The jail is run under direct supervision, holds both pre-trial and sentenced inmates (less than one year), and can be run as a maximum security facility if desired. The building is approximately 243,000 square feet in size, with a construction cost of \$150 million.

Background

The previous facility was built in 1985 on Wall Street. This facility no longer served the community's needs because it was in disrepair, overcrowded, noncompliant with security requirements, and posed a legal liability for the government. Additionally, the housing units were arranged in a horseshoe configuration, which obstructed sightlines. That building has since been renovated and now serves the minimum security population. The previous facility used direct supervision so it was a smooth transition to the new design philosophy.

Planning Process

Planning for the new Snohomish County Correctional Facility was part of the broader master plan for Snohomish County facilities. The new facility's design was based off of a single case study, the jail in Santa Ana, California. There was very little public resistance to developing the new facility; even so, the attempt to pass a bond measure failed twice, finally succeeding on the third try. The only real opposition mentioned was from city officials advocating for a smaller facility, containing fewer beds within city limits.



Wayfinding Signage



Wayfinding Signage

Surprisingly, negative media coverage worked in favor of building the new facility due to the fact that the previous facility was approaching the need for federal oversight as a result of staff misconduct, inmate deaths, and public safety and health issues.

Design & Construction

The new Oakes facility is built next to the previous Wall Street facility, with a sky bridge connecting the two. It is located across the street from the county courthouse and is connected to the courthouse via an underground tunnel. The new facility was built first and then the existing Wall Street facility was renovated and retrofitted in stages. To meet project budgetary constraints while still retaining the essential functions of the building, the majority of the value engineering was applied to the finishes. For example, the minimum security floor was downgraded to lower cost, less secure fixtures. The design does not look like a typical jail, most notably due to the all glass shell that covers the building. The designers were able to lessen the apparent mass of the facility by placing two stories underground, with 5 stories above ground.

The building was designed by NBBJ, and built by Mortenson Construction. After a year of groundwork and two years of construction, the new Oakes facility was ready to open in 2005. Sightlines and accessibility issues in the old facility were addressed and improved in the new facility. The facility received a \$2 million security upgrade in 2013 as new technology became available. The new building has experienced minor settling issues post-construction, which is most noticeable at the doors.

1. Administration

Staffing Numbers

- Staff required: 70 for day shift, 45 for other two shifts
- Relief factor: 7 for week days, 5 for weekend
- 80:20 male/female staff ratio
- 220 uniformed staff (line deputies)
- 375 total staff
 - Includes line deputies, supervision, and support
 - Includes 18 sergeants, 7 lieutenants, 2 captains, 1 major, 1 commander
 - Biggest staff issue - having enough for a full shift

Staff Notes

- Non-custody staff is separate bargaining unit than deputies
- As staff age, they can transfer to different, less strenuous positions; benefit from existing staff already familiar with the system and their facility



Mail Room

FEATURED BUILDING ELEMENTS



Fitness Room



Video Visitation Stations

Staff Amenities

- Amenity spaces located in former holding/booking area of Wall Street facility, renovated after 2005 opening of Oakes facility
- Staff dining
 - On roof of large new central plant
 - External courtyard with excellent view
 - Coffee/ snack bar
 - Cafeteria (inmate food) available for free, if desired
- Locker room:
 - Mix of full and half lockers
 - Lockers provided for all employees (uniform + non-uniform use same area)
 - 2:1 ratio men to women locker availability
 - Many vacant lockers in female area
- Weight room
- Training room

2. Visitation

Public Visits

- Video visitation
 - Public visitation room off of lobby
 - Looking into the use of tablets for inmates – 4 or 5 per unit
 - Intent is to keep people connected; the level of accessibility can be set and content can be controlled
- No contact visiting provided

Attorney Visits

- Video visitation provided; considering conversion to remote visitation (similar to Skype) so that attorney can meet remotely
- Professional visitation area with contact rooms provided

Court Functions

- 2 video court rooms - video court runs all day long; plan to add third
- 3 secure holding cells for overflow

3. Intake/Transfer/Release (ITR) and

4. Intake Services Center

ITR Contents

- Rapiscan (older system, but still works as deterrent)
- Boss unit (picks up small metal objects missed by Rapiscan)
- Pinup/bulletin board space (stainless steel panels)
- 2 holding cells for immediate intake, before interview
- Fingerprinting (via LiveScan)
- 2 safety cells (suicide watch) - 10-minute interval checks
- Open booking area
- 12 more temporary holding cells
- Diagnostic unit
- Classification rooms
- Interview rooms
- Two medical rooms

Notes

- Original plan didn't "change out" inmates (provide uniforms, claim original clothing for property) until they transferred upstairs
 - Inefficient because 99% of inmates transferred upstairs, so it did not make sense to hold off on changing them right away.
- Paperwork transferred from here to courts
- Drainage issues - drains are set too high

Property Area

- No ceiling provided (not necessary, removed from design to save money)

- Vacuum sealed clothing/property, placed into trays
- Dumbwaiter brings property up to release (immediately upstairs)
- Contaminated clothing washed (washer and dryer located inside property room)
- Only personal effects allowed, facility doesn't accept anything larger than the provided bin; police department has learned not to try to drop anything more on them

Transfer

- 14 holding cells
- Transport staff (22 people plus supervisor and transport coordinator)
- Staff offices located adjacent to transfer area; co-locating these works well

Release Area

- Located on floor above intake
- Pneumatic tube throughout building to each floor - never used
- Change out rooms are provided but are much too large; multiple small rooms are preferable.
- Inmates are released out to street corner, near reception
- Inmates are released 60-70 per day



Inmate Transfer & Release Area

5. Security Operations

Emergency Response

- Tactical response locker/storage located on program floor
 - Infrequently used (once per month)
- Very difficult to evacuate in case of worst case scenario emergency. Where to move inmates?
- Safe guards in place to avoid necessity of evacuation: emergency shut-offs, testing, etc.
- Inmates can be evacuated to neighboring building, or out into secure vehicle sallyport

Master Control Room

- One in new facility, one in old facility; either can take over other facility, run remotely
- Staffed by 2-3 officers at any given time
- Monitors wide range of cameras distributed through facility
- Jail is considering upgrading the camera system
 - Staff has embraced that the system is for their own protection.
- No central intercom – communication within facility is all via radio

Inmate Movement

- All inmates are escorted except for inmate workers who wear red outfits
- Cuff ports at all doors with exception of minimum security floor
- Inmates wear wristbands for identification
- 5 elevators, all essential: 2 service elevators, 3 for inmates/staff movement
- Central convenience stair
- Emergency stairs near recreation areas – access to these are controlled from Master Control Room
- Stairs exit at secure vehicle sallyport on ground level



Screening Area



Gun Display

6. Inmate Program Services

Program Area

- Library
 - Books donated by the community
 - Distribution is handled by inmate workers
- Classrooms, law library, religious services
- Inmate bathrooms provided
- GED program
 - All programs volunteer run since 2008 due to budgetary limits
 - Trying to bring more providers over, partner with local school districts to provide volunteers
- No work release for inmates; currently operating in Wall Street, but shutting down due to budget concerns
- Minimum security resident program – run work crews, etc.
- Food industry certification programs
- Program rooms are also present in each individual housing unit



Typical Medical Bed

7. Medical/Mental Health

Medical

- Medical and special needs are adjacent units
- 2 doctors on staff, 2 nurse practitioners, 4 psychiatrists, dentist
 - Doctor is on-site Monday - Friday, 8 AM - 4 PM
- Medical staff report to Sheriff's Department
- Infirmary
- Inmates with medical complications (withdrawal, severe medical issues) are sent to the hospital
- 3 inmates per cell
- Medical units are no more comfortable than the jail cells which helps reduce recidivism and false claims
- Isolation rooms (for TB observation), both positive and negative diagnoses
- Outdoor recreation area outside of medical department
- Laboratory
- Would like telemedicine, but do not currently have this capability
- Electronic records



Medical Ward

Mental Health Observation Unit

- 10 cells designated for inmates with violent/aggressive psychological issues
- Cells branch out from 3 separate vestibules to help group inmates, allowing staff to separate conflicting issues, men and women, etc.
- Shower located in vestibule lobby area

8. Food and Laundry Services

Kitchen

- Size: 10,000 sf
- Full service kitchen, all meals prepared here
- Inmate workers, must apply for job

Laundry

- Operates 16 hours per day, based on demand
- Inmate workers, must apply for job
- Stained concrete floors
- 6 deputies per 24 hour period to run
- Cost effective compared to sending out laundry every day
- 3.5 washer, 3.5 dryers
- Dayshift has 9 staff



Exterior Glazing

9. Physical Plant Operations

Large central plant outside

- Has tripled in size from its original design

Loading dock

- Secure outdoor courtyard
- One armed position overseeing inmate workers
- Have great maintenance staff of 8

10. Inmate Housing

Female psych ward- maximum security, kept separate

- 32 cells; all cells single-occupancy
- Indirect supervision
- Retrofitted with cage at mezzanine to keep separate
- No sheets – just 3 blankets provided (typical for all inmates, not just psych)
- Recreation room provided

Typical Housing Unit

- 32 cells, double occupancy typical
- 1:64 guard to inmate ratio, direct supervision
- Cuff ports at each cell
- Bunks at back wall of cell
- 2 ADA cells per unit
- Multipurpose room
- Interview room
- Outdoor recreation room
- Utility closet
- Video visitation
- Plumbing chase between every two cells
- Connected to adjacent unit via back to back roll up doors
 - Opened in case of emergency
 - Open during lunch lock down to relieve a staff member for break, etc.
 - Only left open for an hour



Telecom Lines



Typical Housing Unit

- Acoustic wall panels applied at higher unreachable walls
- ACT ceiling over common area
- Polished concrete floor
- Light colored walls
- Movable chairs and tables (everywhere but maximum security) – allows for more flexibility
- Face of cell: CMU with door set in, small view window in door
- Housing units have a structural column in front of the officer's station
 - o Not ideal design, but only a minor inconvenience
 - o Alternative was unrealistically long structural span, with a huge cost increase

Transitional housing (run as maximum security)

- Same layout as typical housing. Can add vestibules in front of cell groups for flexibility
- Houses inmates with behavioral issues
- Units are 64 beds but typically limited to 30-40 inmates

11. Pre-Release

Not applicable; no pre-release function



Street View

4-16 Mainland Facility Tour Report

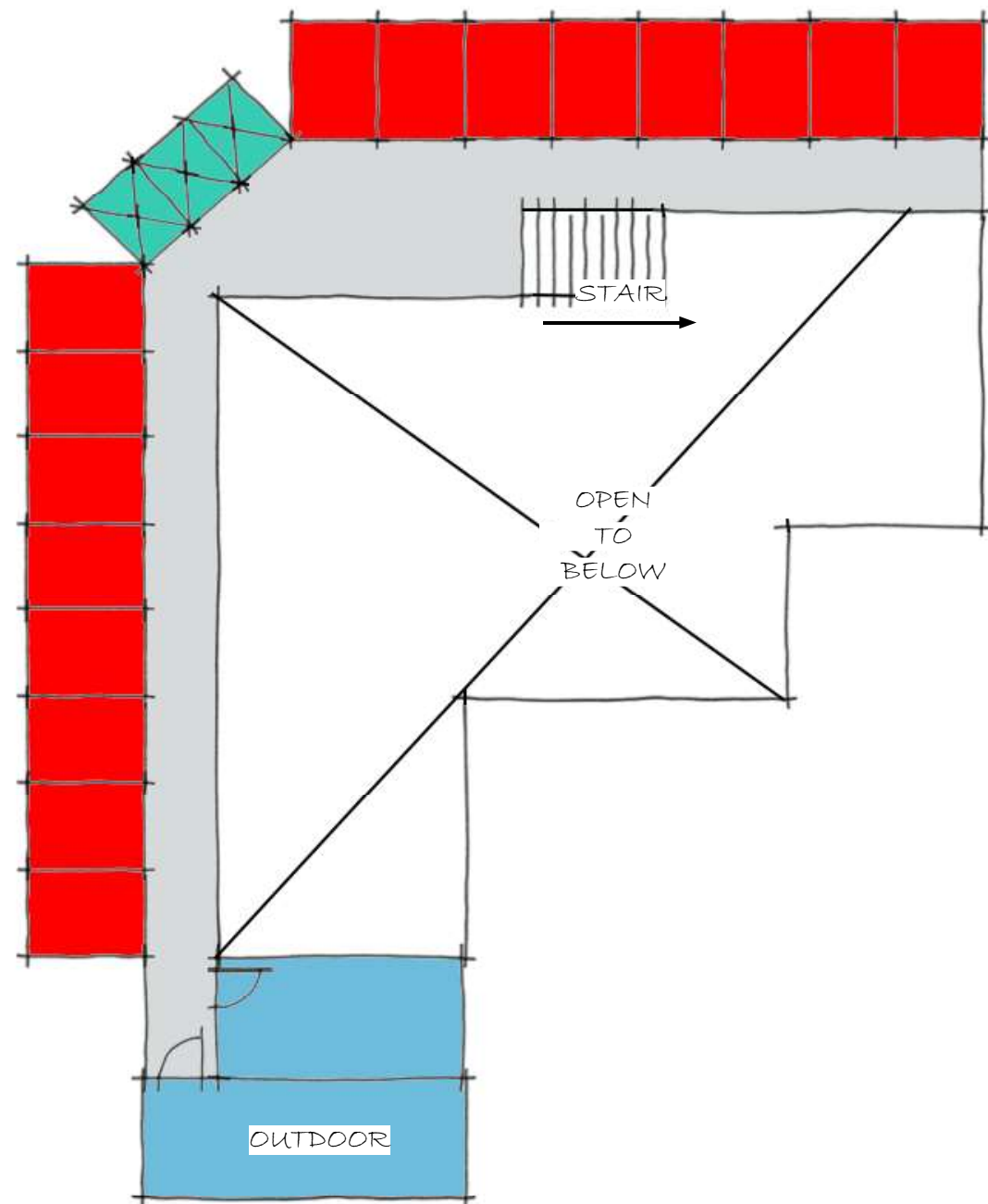


2ND FLOOR HOUSING UNIT

LEGEND

- CELL
- PROGRAM
- RECREATION
- ACO STATION
- SHOWER
- AMENITIES
- CIRCULATION

NOT TO SCALE



OBSERVATIONS

Snohomish County Correctional Facility appears to be a very solid example of jail design and philosophy working together to form a well-run, well laid out jail. A community atmosphere was apparent throughout the facility, from content staff and management to inmates that were friendly and seemed comfortable. This is a result of a commitment to running a high-class facility with a full buy-in from staff at all levels. Because they interact regularly with the inmates – there is no separation between staff offices and inmate circulation – the positive attitude is spread. Inmate workers also move freely through the facility, identifiable by their red uniforms. There is also no separation between the uniformed and non-uniformed staff – they share the same lockers, bathrooms, and amenities. This includes doctors and mental health staff, who are a part of the jail (rather than contracted out).

The team was strategic in their expenditures during construction, value engineering items that were unnecessary to save money in the budget for that which they needed. Examples of this include removing ceilings in back of house areas and replacing unnecessary floor finishes with concrete to save maintenance. They realized later that all floor finishes should have been removed – polished concrete holds up better than carpet or tile, and is easier to maintain. The facility also realized they could have done a better job of protecting some of the more vulnerable building elements. For example, walls in high traffic areas took a significant amount of damage; this could have been prevented with wainscoting or a chair rail at strategic locations. Doors that experience heavy use are showing significant wear, which could have been avoided with a heavier gauge stainless steel door.

One unique design element in Snohomish was the roll-up gate linking housing units, allowing more flexible staffing and security measures. Sally ports at each entry to housing and intake areas proved to be an effective addition. Staff also expressed the need to have a mock cell

in their training area, which gives officers an opportunity to teach and practice cell extraction and cell search techniques. All cells at this facility are 2-man; dormitory style housing is not used. Other notable features include the separate attorney / professional visitation area located near intake, the washer/dryer at property storage and changing rooms located at intake. The campus-like layout of the site is also ideal – Snohomish County co-located their old jail, new jail, courthouse, and police functions, with interior connections (sky bridge or tunnel) wherever possible making communication between agencies much easier.

Although the layout and operation of the Snohomish County facility was largely positive, there were a handful of things that could have been done better. In the housing units, control stations were inconveniently situated so that corrections officers' backs are to the door. Second floor mezzanines within the housing units only had a guardrail applied; full height grille fencing had to be retrofitted to prevent falling over the edge, or items being thrown off – an unforeseen post-construction expense. There were also problems with the floor drains, a recurring issue in every facility toured. Like elsewhere, there were too few installed here, but the ones that were installed were also set too high. This required retrofitting to make the drain function properly. The staffing seemed appropriate, although the layout of the intake area seemed to require too much staff to function properly.

The tour team was informed that only one facility – the Santa Ana Jail in Santa Ana, California – was studied as a precedent during the planning process. As a result, some of the mistakes made in the Santa Ana jail were repeated in the new Oakes facility. The hope is that a more broad research effort can help minimize any future missteps.

LESSONS LEARNED

Design/Planning

- Flooring
 - Refrain from using carpet as it is too difficult to maintain; it was removed from the Snohomish County facility after 1 year
 - Tile is also too difficult to maintain
 - Stained concrete works well for all flooring applications
- Provide stainless steel entry doors at high traffic areas (sally ports to secure area, cell blocks, etc.)
 - No painting maintenance, no risk of covering security screws
 - Most painted doors are peeling off paint, with red primer exposed underneath – unappealing
 - Although stainless steel is double the cost upfront, it pays for itself in the long run
 - Provide adequate door hardware; Snohomish County had to install a pull tab on the pull side of the door so that it could shut correctly
 - Provide slam locks instead of deadbolts, where applicable
- Ceiling
 - Acoustical ceiling tiles should be used in areas requiring finish or acoustic control
 - Remove ceiling in back of house and non-acoustic areas as VE option
 - Provide small acoustical panels in key locations to mitigate noise
- Aesthetic finishes should also be durable
- Provide wall protection
 - Applied rail or wainscoting
 - Trek-like material retro-fitted in Oakes facility
 - High quality paint is more long-lasting
- Run conduit throughout building to allow for flexibility
- If hallways are concrete, sound-dampening features are needed

- Flexibility is key
 - Making housing units larger to help address overcrowding is not a cure-all
 - Logical classification separation must be maintained
- Everything you build should reference an updated master plan

Administration

- Create positive staff environment – helps staff support of project
- There needs to be flexibility in staffing and it is important to have a feasible relief factor
- Staff amenities are considered a huge benefit and allow people with very long working hours to be more productive

Visitation

- Prepare for high volume of inmate traffic for professional visitation area; provide holding cells with fixed (poured concrete) seating for waiting inmates
- Video courts should be single cells with video screens and a holding area/waiting room outside; need separation between waiting and video to mitigate noise distractions

Intake

- High usage of dumbwaiter makes it prone to wear and tear; specify a high quality machine or it will cease to function; alternatively, locate release, intake, and property adjacent on same level
- Consider using the Laundry-mate system (dry cleaner style equipment) to sort inmate property; however, it is large and difficult to maintain (Snohomish County eventually stopoed using theirs)

Inmate Program Services

- Include space for libraries
- Easier to move small groups of inmates to one or two classrooms than to ask a volunteer to jump between housing units to teach 8 different housing units

FINDINGS & RECOMMENDATIONS

Introduction

The mainland facility tour proved highly successful, providing a great deal of insight on modern jail design and construction and how to successfully complete a project of this size and scope in today's political environment. The facilities were chosen to give a broad range of possible designs; however, common practices and themes were shared between all facilities that can be applied to the design of the new OCCC. Also evident were various best practices that should be applied to the new facility, as well as some pitfalls that can be avoided with enough foresight and careful planning.

Planning Process

The initial challenge faced is how big a facility needs to be. All jails observed went through population forecasting, and attempted to predict the minimum size required without overbuilding. This was most successful when the full incarceration or justice system is taken into account, such as through a 30-year master plan. Unexpected changes in laws or policy, however, can cause changes in the jail population that are difficult to accommodate; because of this, a facility should plan for future expansion to the extent possible.

Extensive research is necessary prior to designing the new facility, especially when a county has not attempted a project like this before. Begin with a thorough assessment of the existing facility, and identify the needs that are not being met. Follow this by visiting a number of facilities similar in size and function to the proposed facility to provide a strong understanding of intended operations and design intent. This will also help inform the site selection process. So far, the planning for OCCC has followed these recommendations. Going forward, the facilities visited emphasized the importance of consistency in the client team. If a core team stays involved from start to finish, the chances of success improve.

Community Involvement

The project has the greatest chance of succeeding if the public is involved in the process early, and is consistently updated throughout the design and construction process. They should be educated on the role a modern, well-designed jail holds in the community through public meetings, and shown that public money will be spent wisely. Corrections officers, lawyers, public groups, former inmates, and the judiciary are all stakeholders with valuable opinions who should become stakeholders in the process.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
DESIGN FEATURES					
OPERABLE WINDOWS		✓			
NATURAL LIGHT	✓	✓	✓	✓	✓
RADIANT HEAT		✓			
ART WORK		✓	✓		
BRIGHT COLORS		✓		✓	✓
SUSTAINABILITY		✓		✓	✓

Design & Construction

The work done during the research and planning phase should now be applied to the design of the new facility; recurring design issues found in the facilities visited can be traced back to staff input not being adequately applied to the design. Maintain flexibility in the design so the building can adapt to the needs of the user. Consider materials carefully, as the balance between aesthetics, durability, security, maintenance, acoustics, and cost will be an ongoing challenge. Use of artwork, light, color, and programs can positively impact the behavior and culture of the facility. Make sure the building can handle the amount of staff being brought in – any office provided will find a use.

No project delivery method used by the four facilities appeared significantly better or worse than the others; all have pros and cons associated with them. Traditional methods such as design-build or design-bid-build were still embraced; however, some success was found in Toronto using a public-private-partnership with a maintenance contract. The major benefit with this method is that it can help avoid problems from deferred maintenance over the lifespan of the facility. Regardless of the method chosen, the client should establish a relationship with the builder from the beginning of the design. Corrections staff should maintain sign-off ability on construction decisions, especially in the value engineering process, to ensure that obvious mistakes are avoided. Wherever possible, building systems should be obtained through single vendors; this helps clarify responsibility if service is required. Contracts, especially maintenance contracts, must be carefully written to ensure that providers meet set requirements so there is follow-through for service and maintenance.

BUILDING CONTENTS

1. Administration

Content staff, created by a positive staff environment, appears to be one of the most crucial factors in running a successful jail. The attitudes of staff members, especially the corrections officers, are felt throughout the facility, from civilian staff to visitors to the inmates themselves. This can be achieved by building the facility for the staff, not just for the inmates. This can be accomplished by engaging the union early on. Make them part of the planning process to ensure that their input is considered during design, both in facility programming and layout, and in reviewing and approving the proposed staffing model of the new facility.

To be successful, the new facility must be adequately staffed. The recurring theme at all facilities visited was the inability to hire and train enough staff, especially in a strong economy. Begin the hiring process as soon as possible – hiring staff too soon is better problem to deal with than not having enough to cover a shift. It is also important to have a feasible staffing relief factor. Staff should be cross trained as much as possible so that they are able to fill a variety of positions at any given time. To save costs, some consideration could be given to switching from corrections officers to civilians for some functions.

Staff spoken to, from top of the management structure to the bottom, all stressed the importance of providing adequate amenities to the employees. This includes workout rooms, clean locker rooms, outdoor courtyards, and private staff kitchen and dining areas (with enough microwaves and refrigerators to handle the employees served). These are easy to provide, and are considered by staff to be a huge benefit, allowing people with long working hours to be productive.

Other administrative areas that appeared successful included large, expandable staff briefing rooms with multimedia capabilities; executive meeting rooms that can be used by staff and other agencies; offices for non-permanent staff, such as program providers; adequate training space; and a large amount of storage. It is a good idea for the majority of these items to be held outside of the secure perimeter to allow easier access and greater flexibility.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
VISITATION					
PUBLIC: VIDEO		✓	✓	✓	✓
PUBLIC: NON-CONTACT	✓		✓	✓	
PUBLIC: CONTACT					
ATTORNEY: VIDEO	✓			✓	✓
ATTORNEY: NON-CONTACT	✓	✓		✓	✓
ATTORNEY: CONTACT	✓	✓	✓	✓	✓
PUBLIC LOCKERS	✓	✓	✓		✓
CHILD CARE		✓			

2. Visitation

Video visitation is clearly the preferred form of visitation in modern jail design. All facilities visited only allow on-site visitation, but they are considering expanding to use a Skype-type method of remote access. Video rooms for the public were typically located off the main lobby (not within the secure perimeter), and monitoring of the public room was typically done by reception staff, video cameras, and occasionally a roving correction officer. Design issues to consider: the room is noisy, so provide proper acoustics; people tend to put their feet up, so use durable materials (perforated metal panels were successful in Toronto); and consider potential glare issues from the sun on the video screens.

Most facilities also included a non-contact option for the public, should it be necessary. In San Mateo County, for example, potential law changes requiring both video and non-contact visitation were expected during construction, so it was considered prudent to provide both. Denver, however, provided a large non-contact visitation area that has never been used; they regret providing it, as the space could have been better used for housing or additional office space. No contact visitation was provided for the public at any facility.

A wide range of attorney visiting options were provided at these facilities, but all provided contact visitation at a minimum. For non-contact, be sure to provide private booths with a document pass-through. Some private video visitation booths were also provided so that the attorneys do not have to go through security every visit. The facilities are considering expanding this so attorneys can meet with their clients via video from their offices. Contact visitation room availability can be limited, so prepare for a high volume of inmate traffic by providing holding cells with fixed concrete seating for waiting inmates.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
COURT FUNCTIONS					
ON-SITE COURTROOM			✓		✓
VIDEO COURT	✓			✓	✓
COURT TRANSPORTATION PROVIDED	✓	✓		✓	
PUBLIC ACCESS			✓		✓

Court Functions

The ideal relationship between a courthouse and a jail is immediately adjacent, so inmates can travel back and forth via tunnel, as seen in Denver and Snohomish. As this is almost certainly not a possibility in Hawaii, and a great deal of manpower is required to move inmates to court by van or bus, alternatives must be considered. Toronto has had success using remote hearings rather than transport inmates for up to 60 video remand court proceedings per day. In addition to this, they also hold immigration, legal aid, and bail hearings via video. No jury trials are done this way yet, but the judiciary and correctional services are looking at expanding their use of video court procedures.

Video courtrooms can be single occupant room with a camera, screen, and phone; secure non-contact hearing rooms divided by a secure glass wall; or contact hearing rooms, with sallyports provided on both the secure side and non-secure side. Speakers must be installed in the glass walls. Large courtrooms are not a good idea, as noise becomes a concern. It is preferable to have a series of small rooms with holding areas for waiting inmates.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
INTAKE / TRANSFER / RELEASE					
FINGERPRINTING	✓		✓		✓
PAPERWORK	✓	✓	✓	✓	✓
DIGITAL ID			✓		
MEDICAL SCREENING	✓		✓	✓	✓
X-RAY	✓			✓	✓
CENTRAL PROPERTY	✓	✓	✓	✓	✓
CLOTHING EXCHANGE	✓	✓	✓	✓	✓
HOLDING CELLS	✓	✓	✓	✓	✓
DRY CELLS		✓	✓	✓	✓
DIAGNOSTIC HOUSING		✓	✓	✓	✓

3. Intake/Transfer/Release (ITR) and 4. Intake Services Center

Facilities still primarily use paperwork when process inmates, or transferring them from one facility to another. Some records are shifting to digital storage, but paper is the primary form of data. All facilities provide cells at intake, though at some (Denver and Snohomish) they are just for problem inmates; the remaining inmates are held in an open waiting area during processing. There seems to be mixed opinions on this: some appreciate the order and security offered by cells, while some would prefer open to start a philosophy of trust immediately. Be sure to provide a drinking fountain in this area. Also, a vehicle sallyport helps make the intake process significantly more secure – make sure that it's large enough to maneuver inmate transport vehicles, especially if a bus is used.

A large, organized central property room at intake helped to keep clothing sorted and stored without overwhelming the staff. Bins, hangers, or even a full dry-cleaner style conveyor system were all used. Storing larger pieces of inmate property was a problem every facility faced. Snohomish solved it by refusing to accept it when dropped off, while others created large overflow storage rooms. A dedicated washer and dryer at property helps deal with contaminated clothing.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
SUPERVISION					
DIRECT	✓	✓	✓	✓	✓
INDIRECT	✓		✓	✓	
VIDEO	✓	✓	✓	✓	✓
AUDIO	✓	✓	✓	✓	✓
DIGITAL ID (STAFF)		✓	✓	✓	✓

5. Security Operations

All facilities visited use direct supervision as their primary form of security. For Toronto and Denver, this was a shift from the indirect supervision philosophy used in their previous facilities. San Mateo County and Snohomish County, however, had already been operating under direct supervision, so they adapted to their new buildings with little difficulty – this is a good sign for OCCC. Staff will need to be trained on the new facility, included a recommended “generation gap” training that will allow staff to interact with inmates from a range of ages and backgrounds.

A major difference between the jails visited and OCCC is that in modern facilities, the building itself serves as the secure perimeter. This removes the fences, barbed wire, and guard towers that make a facility look so unappealing. It also removes the need to devote staff to full-time perimeter security, freeing them up for more needed positions.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
PROGRAM OVERVIEW					
CENTRALIZED	✓			✓	✓
DISTRIBUTED		✓	✓	✓	
SHARED SPACES		✓	✓	✓	✓
PAID STAFF	✓	✓	✓	✓	
VOLUTEERS	✓	✓		✓	✓
SEPARATE HOUSING FOR PROGRAM INMATES				✓	

6. Inmate Program Services

Inmate programs should not be an afterthought, although they are the easiest thing to cut, especially when staff is limited. Placing computer labs and multi-purpose rooms in each housing unit, rather than at a centralized location, helps maximize their use while minimizing the burden on staff. San Mateo found a good compromise between centralized and distributed programs by placing program rooms in a common lobby shared by four housing units. A single unit at a time can be opened up to the lobby, allowing the inmates to use the program spaces without requiring additional officers. Volunteers and partnerships with public organizations also help increase a jail's ability to run programs.

Another feature seen in Toronto are recreation spaces – a gymnasium and outdoor play fields – that can be used by staff, inmates, and the public (though not simultaneously). This is a great public relations move, as it can be used for tournaments, blood drives, and other public events making the jail a better member of the community. San Mateo County incorporated outdoor recreation space in their facility design, as state law may require this if longer-term sentenced inmates become part of the program.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
MEDICAL SERVICES					
INFIRMARY	✓		✓	✓	✓
PHARMACY	✓	✓	✓	✓	✓
LABORATORY		✓	✓		✓
TELEMEDICINE		✓		✓	
ACUTE MENTAL HEALTH	✓	✓	✓	✓	✓
SUICIDE WATCH	✓		✓	✓	✓
DISEASE ISOLATION ROOM			✓		✓
DENTAL	✓	✓	✓	✓	✓

7. Medical/Mental Health

The facilities looked at all offered on-site medical services, either with their full-time on staff doctors and registered nurses, or with services contracted out to local medical providers. Like intake, records are often kept on paper, but many are moving to all electronic records. All facilities included a pharmacy; the more complete medical units also had on-site laboratories, telemedicine, and offered dental work. Fully monitored suicide watch cells were recommended, as were negative pressure disease isolation rooms. Some exercise and game room amenities were offered, as well as outdoor recreation, but the tour guides cautioned not to make the infirmary too comfortable to lessen the occurrence of inmates faking illness.

Mental health services were offered by each jail visited, but all pointed out how difficult dealing with mental health is. Two facilities offered a mental health unit as part of their medical unit, the other two dealt with mental health issues in a special management housing unit. Successful practices included vestibules around cell groups to help separate conflicting issues, and partnering with an external agency (such as the Canadian Mental Health Association) to lend more expertise to health management.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
FOOD SERVICE					
MEAL SERVICE: CENTRALIZED					
MEAL SERVICE: DISTRIBUTED	✓	✓	✓	✓	✓
EAT IN SHIFTS					
KITCHEN ON-SITE	✓	✓	✓	✓	✓
INMATE WORKERS	✓	✓	✓	✓	✓
STAFF DINING	✓	✓	✓	✓	✓

8. Food and Laundry Services

While distribution of program services varied from jail to jail, they all shared the same idea of taking meals directly to housing units to minimize inmate movement. Typically, this consisted of wheeling a cart full of prepared trays to each unit. Meals were either fully prepared on site, or prepared elsewhere in a cook-chill kitchen then heated and served. All used inmate workers in their kitchens; at some facilities work was mandatory, some considered it a privilege that had to be applied for. It is strongly recommended that the facilities have multiple ice machines and dishwashers; these will be used regularly, and also break down regularly – redundancy is a must. Also make sure the kitchen flooring is made of non-slip materials, as it is constantly wet. Poured concrete with a coarse epoxy coating is recommended.

All facilities have in-house laundry service; some even provide laundry services to other local facilities. All are run primarily by inmate workers, overseen by deputies. In-house laundry has proven a cost-effective alternative to sending their laundry out. All facilities also have an attached warehouse or storage area, and all wished that this area could be significantly larger, as it must be sized to meet the facility's needs. Providing bathrooms and drains in the warehouse area was strongly recommended.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
PHYSICAL PLANT					
CENTRAL PLANT		✓		✓	✓
DISTRIBUTED	✓		✓		
MAINTENANCE	✓	✓	✓		✓
INMATE WORK LINES	✓	✓	✓	✓	✓
VOCATIONAL TRAINING	✓	✓	✓		✓
LAUNDRY	✓	✓	✓	✓	✓
WAREHOUSING / STORAGE	✓	✓	✓	✓	✓
PLUMBING CHASE		✓	✓	✓	✓

9. Physical Plant Operations

Most facilities operate off of a large central plant. Denver, alternatively, uses distributed mechanical rooms, similar to the existing OCCC. All facilities have full maintenance staffs, with the exception of Toronto; because Toronto is a public-private-partnership with a maintenance contract, the bulk of their maintenance work is contracted out.

Issues with plumbing are a recurring theme that was pointed out by the tour guides. In all facilities there were issues with a lack of floor drains, making maintenance and cleanliness a huge challenge. Drains should be installed everywhere: cells, hallways, kitchen and laundry, and back of house areas such as storage closets and the warehouse. Do not value engineer these out, as it will be regretted later. The other plumbing issue pointed out was water service to the cells. It is very important to have a

large, easily accessible plumbing chase behind the cells, including easily operated shut-off valves. This is best shown in San Mateo County, where it is not even necessary to enter the housing units to access the plumbing chase. The shut-off valves are especially important because the sprinkler heads always get damaged or vandalized, requiring a quick response to prevent flooding. Putting the sprinkler heads in spots that are more difficult to access by the inmates (for example, not over bunks or sinks) helps to minimize vandalism.

During design, it is a good idea to put in more chases or conduit than is immediately needed. This will allow the building to more easily adapt to future changes in technology, security systems, or telecom requirements. When laying out rooms, remember to put plugs and data outlets into the floor as well as the walls to minimize hazards from stretched out cords.

	EXISTING OCCC	SAN MATEO	DENVER	TORONTO	SNOHOMISH
CLASSIFICATION LEVELS					
MAXIMUM	✓	✓	✓	✓	✓
MEDIUM	✓	✓	✓	✓	✓
MINIMUM	✓	✓	✓	✓	✓
COMMUNITY	✓	✓			✓
OTHER	✓	✓	✓	✓	

10. Inmate Housing

All facilities were designed to handle maximum security inmates, regardless of the intended security level of the building – it is easier to run a maximum security facility at a medium security level than to try to retrofit a medium security facility to deal with maximum security inmates. Classification levels should not be mixed within housing units. Cell sizes no larger than double bunks are recommended: dormitories have proven to be a large source of problems, and 2-man bunks can have the doors left open to run a unit more like a dormitory, if desired. Open dormitories have been used with some success with work-furlough inmates, but there is still the opportunity for problems in this environment.

Typical housing units at every facility visited follow a similar design theory: two story cell layout (main floor plus second floor mezzanine) around a central common area, operated under direct supervision, with an attached double story outdoor recreation area. One or more multi-purpose rooms within the housing unit are essential to make programs available to inmates. An additional TV can also be setup in the multi-purpose room, giving inmates an additional TV while avoiding having noise from two TVs competing with each other. Facilities also benefited from having an issuing room at each housing unit, adjacent to the entry sallyport. A recommendation was made to mock-up housing area before construction

begins, as this is essential for understanding the space, including sight lines and other security issues. A mock-up of the cell itself is also beneficial, especially if it can become permanent – this will allow staff to train on search procedures outside of an operational housing unit.

11. Pre-Release

Whether they are called pre-release, work furlough, or transitional housing, the facilities toured employ a variety of programs to help acclimatize inmates to the outside world prior to their release. These tend to be minimum security operations where inmates receive job training and life skills classes, and are given the opportunity to leave the jail to go work during the day. Sometimes electronic monitoring systems are used to keep track of the inmates while they are away from the jail.

Toronto is unique in that they offer an intermittent inmate program which allows inmates to serve out their sentence over weekends, and return to their homes and jobs during the week. This is reportedly a mixed success; the constant in and out of the inmates makes contraband an issue, as it can be difficult to adequately search all inmates.

CONCLUSION

Conclusion

There is no single correct way to design and construct a modern, efficient jail facility. The right solution will be different for every city, county, and province. However, a common theme observed is that new facilities have increased success probability when they study existing jails, adopt the design strategies and practices that work well, and avoid the pitfalls that others could not. It is the planning team's hope that the research gathered on the mainland facility tour, memorialized in this document, will serve as a valuable piece of instruction throughout the planning and design process.

The OCCC team is indebted to all of the officers, administrators, and other staff members who provided their time, knowledge, and invaluable experience. This trip would not have been a success without these individuals. This includes, but is not limited to:

San Mateo County Maple Street Correctional Center

Lieutenant David Titus

Van Cise-Simonet Detention Center

Captain Phazaria Koonce

Major Kelly Bruning

Toronto South and Intermittent Detention Centre

Patricia Giamarresi

Jeff Hergel

Superintendent Mike Wasylyk

Snohomish County Corrections Facility

Malia Philips

Captain Daniel Stites

PHOTO CREDITS

The majority of photographs included in this document were taken by the facility tour team members, with the permission of the facilities toured. In some situations, however, it was not possible to take the necessary photos; in these instances, alternative images were found via the internet and incorporated into the report. These photographs are as follows:



1-1

Exterior facility photo, San Mateo. Layton Construction, 18 Jan. 2017.
<laytonconstruction.com/news/features/Maple%20Street%20LEED%20Gold.htm>



1-2

Exterior facility photo, San Mateo. Google Street View, 18 Jan. 2017.
<www.google.com/maps/@37.4932218,-122.218514,3a,90y,210.43h,90t/data=!3m6!1e1!3m4!1sklbJzYGU87Ke-WAZpFwiP1Q!2e0!7i13312!8i6656!6m1!1e1>



1-8

Exterior facility photo, San Mateo. Layton Construction, 18 Jan. 2017.
<laytonconstruction.com/news/features/Maple%20Street%20LEED%20Gold.htm>



2-1

Exterior facility photo, Van Cise-Simonet. Hartman-Cox Architects. 18 Jan. 2017.
<static1.squarespace.com/static/54734291e4b0a7be411f6b8/549326de4b018401d7bd3a1/549351b1e4b0a0c573b5b6e8/1418940850525/DET-CTR_HI_FO_EXT_01.jpg?format=1500w>



2-9

Interior photo of sally port 400, Van Cise-Simonet. Denver Sheriff Department. 18 Jan. 2017
<www.denvergov.org/content/dam/denvergov/Portals/776/images/sentencing.jpg>



2-11

Housing unit common area, Van Cise-Simonet. Hartman-Cox Architects. 18 Jan. 2017.
<static1.squarespace.com/static/54734291e4b0a7be411f6b8/549326de4b018401d7bd3a1/549351b0e4b0a0c573b5b6ce/1418940860019/DENVER-DETENTION-CENTER_LO_28.jpg?format=1500w>



2-13

Housing unit common area, Van Cise-Simonet. Hartman-Cox Architects. 18 Jan. 2017. <static1.squarespace.com/static/54734291e4b0a7be411f6b8/549326dde4b018401d7bd3a1/549351b1e4b0b351305f9bc7/1418940850372/DENVER-DETENTION-CENTER_LO_32.jpg?format=1500w>



2-13

Interior photo of dorm housing, Van Cise-Simonet. Denver Sheriff Department. 18 Jan. 2017. <www.denvergov.org/content/denvergov/en/sheriff-department/facilities/_jcr_content/content/columncontrol_1/col-1/denver_gallery_gallery.940.381.high.7.jpg>



3-1

Exterior view of entry, Toronto South. EllisDon. 18 Jan. 2017. <www.ellisdon.com/wp-content/uploads/2016/03/single_column_figure1@2x-30.jpg>



APPENDIX H

Informing and Involving the Public

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INFORMING AND INVOLVING THE PUBLIC

Accurate, timely, and effective communications are essential elements of any large-scale and complex undertaking such as the development of a new Oahu Community Correctional Center (OCCC). Such an undertaking has the potential to affect local and statewide interests and therefore, communicating with elected officials and civic leaders, business and community groups, regulatory agencies, stakeholders, and the public throughout the process is essential to effective decision-making and to achieving a satisfactory outcome for all.

PSD recognized the challenges it faced as the state moves forward with planning, siting, and eventually the design, construction, and activation of a new OCCC to replace the current OCCC in Kalihi. PSD also acknowledged the value and importance of effective communications between its OCCC Project Team and elected and appointed officials, interest groups, the media, and the public during the planning and decision-making process. From the outset, PSD was committed to ensuring that the process of planning and developing a new OCCC is transparent, defensible, and included the input and involvement of all interested parties.

PSD, with the support of and in collaboration with DAGS and the Consultant Team, undertook a robust public outreach and engagement effort to provide information about the proposed OCCC facility, frame the planning and decision-making process, offer citizens a variety of means to participate in the planning process, and explain how public input will be considered in the decision-making process. PSD's public outreach and information effort has the following goals and objectives:

- Provide an understanding and rationale of the need for a new OCCC and its possible relocation from Kalihi.
- Demonstrate how PSD is exercising careful consideration and evaluation of potential sites for a new OCCC facility.
- Provide project information that is readily available and understandable to the general public.
- Continuously inform the public regarding the site identification, screening and selection process and opportunities for input and participation.
- Encourage public interest and constructive input, eliciting the full spectrum of viewpoints.
- Eliminate misunderstanding by providing accurate and timely information through a variety of methods and sources.
- Provide the means and opportunity for the public to provide input and comment.
- Ensure the public feel their input matters and that they are being heard and respected.

Outreach activities to date have been varied in their approach in order to encourage participation across different audiences, recognizing that individuals and groups receive and process information in different ways.

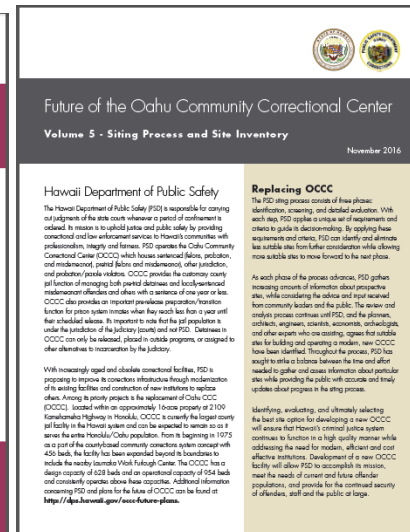
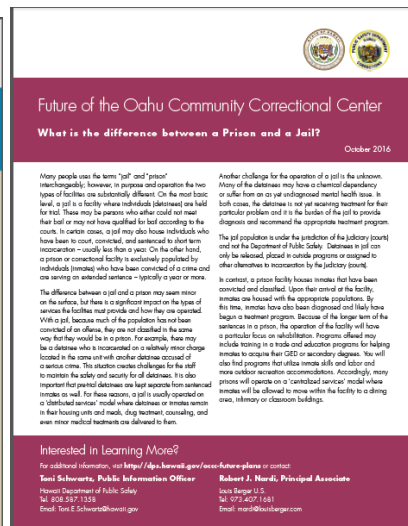
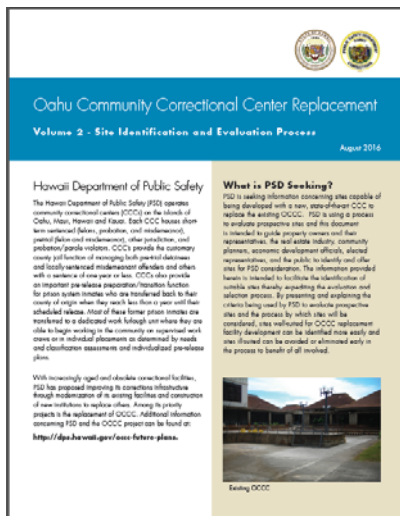
Neighborhood Board Meetings and Similar Forums

PSD representatives attended nine well-attended neighborhood board meetings during 2016 – 2017 that coincided with milestones in the planning and siting process to discuss on-going efforts, accomplishments, and upcoming activities. Presentations to neighborhood boards addressed such topics as: the need for a new OCCC facility, the overall OCCC planning and development process; the siting process including the criteria used to identify prospective sites; the site screening process; the process for eliminating sites from consideration and continuing to evaluated others; and the changing nature of jail design and construction. Neighborhood board meetings provided an additional opportunity to gauge public interest and interact with local officials, stakeholders, and the public.



Newsletters and Fact Sheets

PSD widely disseminated *Newsletters* concerning various aspects of the OCCC planning and siting process. In addition, fact sheets were prepared in response to the need for accurate information about differences between the purpose and function of OCCC versus Hawaii state correctional facilities (i.e., prisons) as well as typical design features and characteristics of modern jails. In addition to being made available via the OCCC website, these publications were used as meeting handouts and shared via PSD's email distribution system to interested individuals, organizations, stakeholders and elected and appointed officials on the extensive OCCC Project database.

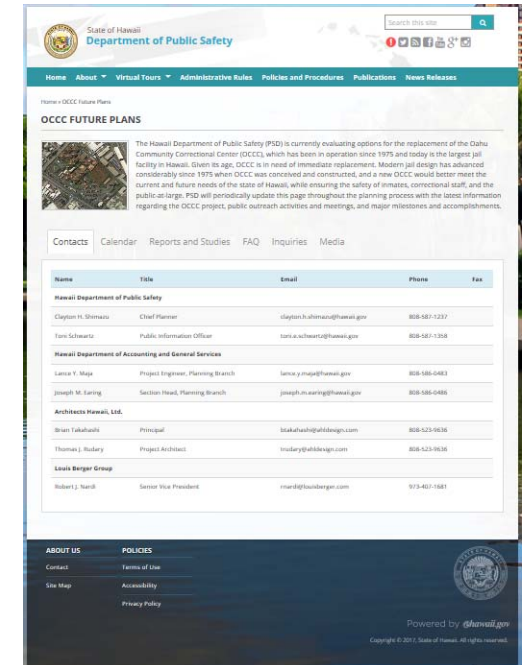


OCCC Website

Information was made available through the OCCC website: <http://dps.hawaii.gov/occc-future-plans> or by contacting officials representing PSD or the Consultant Team. The website was host to meeting announcements and a calendar of events, presentation materials, newsletters produced on topics of importance and interest; various technical reports, and other informative materials. Interested persons and organizations were also added to the PSD's mailing/distribution list to receive information about the project and the progress in the planning process.

Public Information Open Houses

Public Information Open Houses are considered an effective means to foster an exchange of information between PSD and the public and so informational events were held in select neighborhoods within which a prospective OCCC site is located. At each informational open house the public was able to browse informational displays and talk one-on-one with PSD and DAGS staff and members of the Consultant Team.



The information open houses served as informal gatherings that allowed the public to obtain up-to-date information about the need for a new OCCC, the planning and development process, and the sites under consideration for development of a new OCCC facility. Experts were available to answer questions about the necessity to replace the existing OCCC with a new facility, proposed project sites, on-going studies of those sites, and upcoming milestones in the study process. Efforts made to solicit feedback on project-related issues. The open houses were invaluable at helping the public to understand more fully and accurately the process being followed by PSD and the progress to date.

EIS Preparation Notice Public Meeting

At the onset of the planning and siting process, PSD committed itself to holding a public meeting prior to undertaking in earnest the OCCC siting process and formulating any findings and recommendations to the Legislature and Governor concerning possible OCCC sites. In addition to the open house informational meetings and the numerous neighborhood board meetings, PSD hosted a public meeting on September 28, 2016 that focused on the Environmental Impact Statement (EIS) process and Preparation Notice (PN) that precedes preparation of the EIS. The EISPN meeting provided the public with an additional forum to address PSD members directly with questions and comments which may not have been available through other means, providing additional input and information to the PSD prior to it initiating the site assessment process and formulating recommendations.

Throughout the seven month-long effort, PSD has demonstrated its commitment to ensuring that the process of planning, siting and eventually developing a new OCCC has been open and transparent and benefitted from the input and involvement of all interested and concerned parties. To demonstrate that commitment, included on the pages that follow is a listing of virtually all individual and group outreach efforts and meetings held among PSD, DAGS and Consultant Team staff since the studies were initiated in mid-2016. It is anticipated that such outreach will continue throughout 2017 and beyond as necessary.

PUBLIC OUTREACH SUMMARY - FUTURE OF OAHU COMMUNITY CORRECTIONAL CENTER

Name	Title/Position	Affiliation	Meeting Held / Date	Follow-Up
FEDERAL AGENCIES				
Carrie-Anne Chee	Realty Specialist	U.S. Navy, NAVFAC	Meeting held 11/3/16	Sent follow up letter acknowledging meeting
Tom Doszkocs	Senior Realty Specialist	U.S. General Services Administration, Real Property • Utilization • Disposal	Via phone only.	
STATE OF HAWAII - ELECTED OFFICIALS				
Suzanne Chun Oakland	State Senator (FORMER)	Senate District 13/Chair-Human Services Committee	Meeting held: 9/15/2016	Sent follow up letter acknowledging meeting
Donovan M. Dela Cruz	State Senator	Senate District 22/Vice Chair-Ways and Means Committee	Meeting held: 9/20/2016	Sent follow up letter acknowledging meeting
Will Espero	State Senator	Senate District 19/Vice President	Meeting held: 9/21/2016	Sent follow up letter acknowledging meeting
Breene Harimoto	State Senator	Senate District 16/Chair-Housing Committee	Meeting held: 8/12/2016	Sent follow up letter acknowledging meeting
Clarence Nishihara	State Senator	Senate District 17/Chair-Public Safety, Intergovernmental and Military Affairs Committee	Meeting held: 10/14/2016	Sent follow up letter acknowledging meeting
Jill N. Tokuda	State Senator	Senate District 24/Chair-Ways and Means Committee	Meeting held: 10/4/2016	Sent follow up letter acknowledging meeting
Glenn Wakai	State Senator	Senate District 15/ Chair-Economic Development, Environment Committee	Meeting held: 8/8/2016	Sent follow up letter acknowledging meeting
Karl H. Rhoads	State Senator (Former State Representative)	House District 29/Chair-Judiciary Committee	Meeting held: 9/7/2016	Sent follow up letter acknowledging meeting
Michael Gabbard	State Senator	Senate District 20	Meeting held: 12/7/2016	Sent follow up letter acknowledging meeting
Ronald D. Kouchi	State Senator	Senate District 8/Senate President	Attempting to arrange meeting	
Donna Mercado Kim	State Senator	Senate District 14/Chair-Government Operations Committee	Meeting scheduled and cancelled by Senator (9-7-16)	
Joseph M. Souki	State Representative	House District 8/Speaker	Meeting held: 9/8/2016	Sent follow up letter acknowledging meeting
John M. Mizuno	State Representative	House District 28/Vice Speaker	Meeting held: 9/21/2016	Sent follow up letter acknowledging meeting
Scott Saiki	State Representative	House District 26/Majority Leader	Meeting held: 8/26/2016	Sent follow up letter acknowledging meeting
Sylvia Luke	State Representative	House District 25/Chair-Finance Committee	Meeting held: 9/22/2016	Sent follow up letter acknowledging meeting
Gregg Takayama	State Representative	House District 34	Meeting held: 8/5/2016	Sent follow up letter acknowledging meeting
Romy Cachola	State Representative	House District 30	Meeting held: 9/14/2016	Sent follow up letter acknowledging meeting
Kyle T. Yamashita	State Representative	House District 12	Meeting held: 10/18/16	Sent follow up letter acknowledging meeting
Sharon Har	State Representative	House District 42 (Kapolei)	Met with staff members only (Rep. Har unavailable); 1/10/17	Sent follow up letter acknowledging meeting
STATE OF HAWAII - DEPARTMENTS AND AGENCIES				
Russell Tsuji	Administrator	Department of Land and Natural Resources - Land Division	Meeting held: 8/8/2016	Sent follow up letter acknowledging meeting
William Aila, Jr.	Deputy to the Director, Office of the Chair	Department of Hawaiian Home Lands	Meeting held: 9/12/2016	
Peter Kahana Albinio, Jr.	Acting Administrator, Land Management Division	Department of Hawaiian Home Lands	Meeting held: 9/12/2016	Sent follow up letter acknowledging meeting and allowing initial studies of 4 parcels by PSD team.
Francis Apollona	Enforcement Administrator, Office of the Chair	Department of Hawaiian Home Lands	Meeting held: 9/12/2016	
Bob Freitas	Planner	Department of Hawaiian Home Lands	Meeting held: 11/9/2016	Sent follow up email acknowledging meeting.
Rodney A. Maile	Administrative Director of the Courts	The Judiciary, State of Hawaii, Office of the Administrative Director	Meet held: Jan 23, 2017	Sent follow up email thanking for meeting (Jan 23, 2017)
Joanne M. Krippaehne	CIP Architect	CIP Branch, Policy and Planning, the Judiciary, Office of the Administrative Director	Meetings held: Nov. 29, 2016 and Jan. 23, 2017	Sent follow up email summarizing discussion
Dee Dee Letts	Coordinator, Office of Project Management	Office of the Chief Court Administrator, First Circuit Court	Meetings held: Nov. 29, 2016 and Jan. 23, 2017	Sent follow up email summarizing discussion

Dennis Y. Chen	Judiciary CIP Coordinator	CIP Branch, Policy and Planning, the Judiciary, Office of the Administrative Director	Meetings held: Nov. 29, 2016 and Jan. 23, 2017	Sent follow up email summarizing discussion
Bob Merce	Chair, Design Subcommittee	Member, 2016 House Concurrent Resolution 85 Taskforce	Meeting held: 9/7/2016	Sent follow up letter to acknowledge meeting
(Shayne) Kukunaokala Yoshimoto	Blue Print for Change	Member, 2016 House Concurrent Resolution 85 Taskforce representing: Holomua Pu'uhoonua	Meeting held: 9/7/2016	Sent follow up letter to acknowledge meeting
Scott E. Enright	Chairperson	Department of Agriculture	Meetings held: 9/9/2016; 11-10-16; 1-19-17	Sent follow up letter to acknowledge initial meeting
Phyllis Shimabukuro-Geiser	Deputy to Chairperson	Department of Agriculture	Meetings held: 9/9/2016; 11-10-16; 1-19-17	SEE ABOVE
Leo Asuncion	Director	Hawaii DBEDT, Office of Planning (Governor's TOD Task Force).	Meeting held: 9/7/2016	Sent follow up letter acknowledging meeting
Debra Mendes	Planner	Hawaii DBEDT, Office of Planning (Governor's TOD Task Force).	Initial meeting held: 9/7/2016	Sent follow up letter acknowledging meeting
Katie Mineo	Planner	Hawaii DBEDT, Office of Planning, Land Use Division (Governor's TOD Task Force).	Meeting held: 9/7/2016	Sent follow up letter acknowledging meeting
Rodney Y. Funakoshi		Hawaii DBEDT, Office of Planning, Land Use Division (Governor's TOD Task Force).	Meeting held: 9/7/2016 (Did NOT Attend)	
Wesley K. Machida	Director of Finance	Department of Budget and Finance	Attended OCCC Project Financing Workshop (November 28, 2016)	
Leo Asuncion and Debra Mendes	Director and Planner	Hawaii DBEDT, Office of Planning (Governor's TOD Task Force).	Second meeting held on 11 AM, January 25, 2017	Sent follow up email thanking for meeting.
Alan Downer	Administrator, Archaeology Branch	State Historic Preservation Division	Request to meet sent; response pending	
Robert Lindsey	FORMER Chairperson	Office of Hawaiian Affairs	Request to meet sent; response pending	
Kamana'opono Crabbe	CEO	Office of Hawaiian Affairs	Request to meet sent; response pending	
Jeremy Kama Hopkins	Trustee Aide (to Chairperson)	Office of Hawaiian Affairs	Request to meet sent; response pending	

JUDICIARY TASK FORCE (HOUSE CONCURRENT RESOLUTION 85 TASK FORCE)

Michael Wilson	Associate Justice	Hawaii State Judiciary - Supreme Court	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
James M. Hirano	Warden, Maui CCC	Department of Public Safety	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Jeremy Kama Hopkins	Trustee Aide (to Chairperson)	Office of Hawaiian Affairs	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Keith Kaneshiro	Prosecuting Attorney	Department of the Prosecuting Attorney	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Dr. Medha Chesney-Lind	Chair and Professor of Women's Studies	University of Hawaii at Manoa	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Bert Matsuoka	Chairman	Hawaii Paroling Authority, Public Safety Dept.	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Bob Merce	Vice President	Native Hawaiian Legal Corp.	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Sidney Nakamoto	Administrator	Adult Probation (Adult Client Services Branch, Judiciary)	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Elizabeth (Liesje) Cattaneo	Program Specialist	Adult Client Services Branch, Judiciary	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Clarence K. Nishihara	State Senator	Senate District 17, Senate Committee on Public Safety	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Gregg Takayama	State Representative	House District 34, Chair, House Committee on Public Safety	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Margaret Watson	Student	University of Hawaii, School of Social Work (former female inmate)	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Matthew Taufatele	(Former male inmate)	Lap First (Clean and Sober Program)	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	

Shayne "Kukuna" Yoshimoto	Program Specialist (with Blueprint for Change)	Holomua Pu'uhoonua	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Kamaile Maldonado		Office of Hawaiian Affairs	Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
Sophie Gralapp			Attended/testified at Task Force Meeting held: 9/13/2016 (State Capitol)	
CITY/COUNTY OF HONOLULU - ELECTED AND APPOINTED OFFICIALS				
Kymerly Marcos Pine	Council	City of Honolulu - District 1	Meeting held: 1/9/2017	Sent follow up letter to acknowledge meeting
Joey Manahan	Council	City of Honolulu - District 7	Meeting held: 1/9/2017	Sent follow up letter to acknowledge meeting
Brandon Elefante	Council	City of Honolulu - District 8	Meeting held: 1/9/2017	Sent follow up letter to acknowledge meeting
Ron Menor	Council Chair & Presiding Officer	City of Honolulu	Meeting scheduled; 2:30 PM, Jan. 26, Honolulu Hale, Chair's office	
Carol Fukunaga	Council	City of Honolulu - District 6	Meeting held; 1:00 PM, Jan. 24, Honolulu Hale	Sent follow up letter to acknowledge meeting
Kirk Caldwell	Mayor	City of Honolulu	Awaiting response to request to meet.	
CITY OF HONOLULU - DEPARTMENTS AND AGENCIES				
Tesha H. Malama	Kalaeloa Director of Planning and Development	Hawaii Community Development Authority	Meeting held 11/9/16	Sent follow up email acknowledging Nov. meeting.
Pearlyn Fukuba	Program Specialist	Hawaii Community Development Authority	Meeting held 11/9/16	Sent follow up email acknowledging meeting.
George Atta	Director	Department of Planning & Permitting	Meeting held: 8/11/2016	Sent follow up letter to acknowledge meeting
Harrison B. Rue	Community Building and TOD Administrator	Transit-Oriented Development Division	Meeting held: 8/11/2016	See above
Bonnie Arakawa	Branch Chief	Community Planning Branch	Meeting held: 8/11/2016	See above
Franz Krainitz	Planner	Community Planning Branch	Meeting held: 8/11/2016	See above
Renee Espiau	Senior Planner	Honolulu Dept. of Planning & Permitting	Meeting held: 8/11/2016	See above
Kathy Sokugawa		Honolulu Dept. of Planning & Permitting	Meeting held: 8/11/2016	See above
William J. Brennan	Director of Communications	Honolulu Authority for Rapid Transit (HART)	Meeting held: 9/12/16	Sent follow up email to acknowledge meeting
Martha C. King	Civil Engineer / Interface	Honolulu Authority for Rapid Transit (HART)	Meeting held: 9/12/16	See above
Amalia Hilliard	CH2MHill	Honolulu Authority for Rapid Transit (HART)	Meeting held: 9/12/16	See above
Alvina L. Luth		Honolulu Authority for Rapid Transit (HART)	Meeting held: 9/12/16	See above
Morris M. Atta	Deputy Director - ROW	Honolulu Authority for Rapid Transit (HART)	Meeting held: 9/12/16	See above
Shere'e Quiteris	Public Involvement	Honolulu Authority for Rapid Transit (HART)	Meeting held: 9/12/16	See above
Matt Derby	Public Involvement Coordinator	Honolulu Authority for Rapid Transit (HART)	Meeting held: 9/12/16	See above
Jesse Souki	Planning, Permitting & Right of Way	Honolulu Authority for Rapid Transit (HART)	Meeting held: 9/12/16	
Hawaii Community Development Authority		Kalaeloa Community Network group	Kalaeloa Community Network group; meeting scheduled: Feb 9, 2017, 9:30 - 11:00 AM	
Hawaii Community Development Authority		Kalaeloa Community Network group	Kalaeloa Community Network group; meeting scheduled: Feb 15, 2017, 5:30 - 7:00 pm	
Mark Yonamine, P.E.	Deputy Director/POC	Department of Design and Construction	Sent email (8-19-16) requesting to meet; awaiting reply.	
NEIGHBORHOOD BOARDS				
Ryan Mandado	Chair	Kalihi-Palama Neighborhood Board 15	Meeting held: 1/18/2017	Sent follow up letter to acknowledge meeting
Christopher Wong	Chair	Kalihi Valley Neighborhood Board 16	R. Nardi and T. Rudary attended meeting with brief message and Q&A.	Sent follow up letter acknowledging attendance at meeting.
Larry Baird	Chair	Aliamanu/Salt Lake/Foster Village Neighborhood Board 18	R. Nardi and T. Rudary attended meeting with brief message and Q&A.	Sent follow up letter acknowledging attendance at meeting.

William Clark	Chair	Aiea Neighborhood Board 20	R. Nardi / C. Kersten attended meeting on Sept. 12 with message and Q&A. Open house and NB 20 meeting also held January 9, 2017	Sent follow up letters acknowledging attendance at meetings in Sept and Jan 9.
Chuck Prentiss	Chair	Kailua Neighborhood Board 31	NB 31 meeting attended by Nolan Espinda (Director, PSD), December 1, 2016	
Wilson Kekoa Ho	Chair	Waimanalo Neighborhood Board 32	NB meeting attended by Nolan Espinda (Director, PSD), November 14, 2016	
Evelyn Souza	Chair	Makakilo/Kapolei/Honokai Hale Neighborhood Board 34	Initial NB meeting held 12/7/16	Follow up phone call and email to NB members thanking for allowing 12-7 meeting attendance.
Jeanne Ishikawa	Chair	Wahiawa Neighborhood Board 26	NB #26, January 23, 6:30-7:00 pm open house; 7:00 PM NB meeting (11-39-A Kilani Ave., Wahiawa)	Follow up letter from PSD and email to NB chair thanking for allowing 1-23-17 meeting.
Larry Veray	Chair	Pearl City Neighborhood Board 21	Meeting held with NB #21: 7:00 PM, January 24, Wai'ale'ale District Park, 98-1650 Kaahumanu Street	
Evelyn Souza	Chair	Makakilo/Kapolei/Honokai Hale Neighborhood Board 34	Second NB meeting scheduled: January 25, 2017	Follow up phone call and email to NB members thanking for allowing 12-7 meeting attendance. Attend future NB #34 meeting(s) with updates.

PUBLIC INTEREST GROUPS/OTHERS

Walter F. Thoemmes III	Managing Director, Commercial Real Estate Division	Kamehameha Schools	Meeting held: 9/12/2016	Sent follow up email to acknowledge meeting
Giorgio Caldarone	Senior Director Planning and Development, Commercial Real Estate Division	Kamehameha Schools	Meeting held: 9/12/2016	Sent follow up email to acknowledge meeting
Ryan Ng	Senior Asset Manager	Kamehameha Schools	Meeting held: 10/28/16	Sent follow up email to acknowledge meeting
Vanessa Y. Chong	Executive Director	ACLU of Hawaii	Meeting held: 9/15/2016	Sent follow up letter to acknowledge meeting
Kit Grant	Director of Outreach and Development	ACLU of Hawaii	Meeting held: 9/15/2016	See above
Mateo Caballero	Staffer	ACLU of Hawaii	Meeting held: 9/15/2016	See above
Martha Townsend	Director	Sierra Club of Hawaii	Meeting held: 10/11/2016	See below
Anthony Aalto	Chair	Sierra Club Oahu Group	Meeting held: 10/11/2016	See below
Jodie Malinoski	Oahu Group Coordinator	Sierra Club Oahu Group	Meeting held: 10/11/2016	Send follow up letter to acknowledge meeting
Ryan Kusumoto	President and CEO	Parents and Children Together	Meeting held: 1/11/2017	Send follow up letter to acknowledge meeting
Kat Brady	Coordinator	Community Alliance on Prisons	Meeting requested; response pending	
Henry Curtis	Executive Director	Life of the Land	Meeting requested; response pending	
Lorenn Walker	Director	Hawaii Friends Restorative Justice	Meeting requested; response pending	
Carrie Ann Shiota, JD		Attorney at Law	Meeting requested; response pending	

OCCC VOLUNTEERS/VOLUNTEER ORGANIZATIONS

Efrain Andrews		Roman Catholic Church	Group meeting held at OCCC: 12/8/2016	
Wilhelmina Rash		Roman Catholic Church	Group meeting held at OCCC: 12/8/2016	
Peter Ah Hee		Keeper of the Faith	Group meeting held at OCCC: 12/8/2016	
Dennis Yokota		New Life	Group meeting held at OCCC: 12/8/2016	
Barbara Gatewood		New Life (Transforming Lives)	Group meeting held at OCCC: 12/8/2016	
Lance Carreira		Jehovah's Witness	Group meeting held at OCCC: 12/8/2016	
Ron Miyamoto		Jehovah's Witness	Group meeting held at OCCC: 12/8/2016	
Peter Watts		Jehovah's Witness	Group meeting held at OCCC: 12/8/2016	
James Mahelona		Fishers of Men Ministries	Group meeting held at OCCC: 12/8/2016	
Lucy (Bird) Mahelona		Fishers of Men Ministries	Group meeting held at OCCC: 12/8/2016	
George Lumpkin		City of Refuge Christian Church	Group meeting held at OCCC: 12/8/2016	

Vernon Johnson, Sr.		City of Refuge Christian Church	Group meeting held at OCCC: 12/8/2016	
Bulla Eastman		Life Church Hawaii/PHC	Group meeting held at OCCC: 12/8/2016	
Lynette Eastman		Life Church Hawaii/PHC	Group meeting held at OCCC: 12/8/2016	
Supt Lenyee		The Rock	Group meeting held at OCCC: 12/8/2016	
Alfred Balocan		Koolau Baptist Church	Group meeting held at OCCC: 12/8/2016	
Art Lunt		Koolau Baptist Church	Group meeting held at OCCC: 12/8/2016	
Norman Sadoyama		Koolau Baptist Church	Group meeting held at OCCC: 12/8/2016	
Bob Weissman		Narcotics Anonymous	Group meeting held at OCCC: 12/8/2016	
Carlos Munguia		New Hope Christian Fellowship	Group meeting held at OCCC: 12/8/2016	
Kathy Reed		New Hope Christian Fellowship	Group meeting held at OCCC: 12/8/2016	
Johnette Pascua		New Hope Christian Fellowship	Group meeting held at OCCC: 12/8/2016	
Richey Richard		Leeward Community Church	Group meeting held at OCCC: 12/8/2016	
Pearson Liddell Jr.		Leeward Community Church	Group meeting held at OCCC: 12/8/2016	
Jeannie Montgomery		Alcoholics Anonymous	Group meeting held at OCCC: 12/8/2016	
Jesse Stephens		Alcoholics Anonymous	Group meeting held at OCCC: 12/8/2016	
David Fukuzawa		Alcoholics Anonymous	Group meeting held at OCCC: 12/8/2016	
Flaviano Laorosa		Calvary Chapel West Oahu	Group meeting held at OCCC: 12/8/2016	
James Arrowood		Calvary Chapel West Oahu	Group meeting held at OCCC: 12/8/2016	
Scott Sonoda		First Assembly of God	Group meeting held at OCCC: 12/8/2016	
Kaleo Patterson		Native Hawaiian Church	Group meeting held at OCCC: 12/8/2016	
Lou Ann (Ha'aHeo) Guanson		Native Hawaiian Church	Group meeting held at OCCC: 12/8/2016	
Lucy Mahelona			Group meeting held at OCCC: 12/8/2016	
Talia Cardine		YWCA of Oahu	Group meeting held at OCCC: 12/8/2016	
Noriko Namiki	Chief Operating Officer	YWCA of Oahu	Group meeting held at OCCC: 12/8/2016	
Noriko Namiki	Chief Operating Officer	YWCA of Oahu	Meeting held with Clayton Shimazu (PSD) on January 4, 2017	
CORRECTIONS POPULATION MANAGEMENT COMMISSION				
Rom Trader		Representing Hawaii Supreme Court	Did not attend	
Gregg Takayama	State Representative	House District 34	Attended Commission meeting on: 9/19/16	
Clarence Nishihara	State Senator	Senate District 17/Chair-Public Safety, Intergovernmental and Military Affairs Committee	Attended Commission meeting on: 9/19/16	
Lisa Itomura	Deputy Attorney General	Department of the Attorney General	Did not attend	
Kamaille Maldonado	Administrator	Office of Hawaiian Affairs	Attended Commission meeting on: 9/19/16	
Rich Stacey	Deputy Attorney General	Department of the Attorney General	Did not attend	

Edmund (Fred) Hyun	Chairman	Hawaii Paroling Authority, Public Safety Dept.	Did not attend	
Sidney Nakamoto	Administrator	Adult Probation	Did not attend	
Timothy Ho	Public Defender	Office of the Hawaii Public Defender	Attended Commission meeting on: 9/19/16	
Keith Kaneshiro	Prosecuting Attorney	Department of Prosecuting Attorney	Did not attend	
Armina Ching	1st Deputy Prosecuting Attorney	Department of Prosecuting Attorney	Did not attend	
Anderson Hee			Attended Commission meeting on: 9/19/16	
Sam Kanugusuku		Golden Castle Foundation	Attended Commission meeting on: 9/19/16	
EIS PREPARATION NOTICE SCOPING MEETING ATTENDEES				
Kat Brady		Community Alliance on Prisons	Scoping meeting held at Farrington HS: 9/28/2016	
Carolyn Eaton		Community Alliance on Prisons	Scoping meeting held at Farrington HS: 9/28/2016	
Henry Curtis		Life of the Land (Executive Director)	Scoping meeting held at Farrington HS: 9/28/2016	
Ryan Tam		Ala Moana-Kakaako Neighborhood Board #11	Scoping meeting held at Farrington HS: 9/28/2016	
Demont Conner		Ho'Omana Pono, LLC	Scoping meeting held at Farrington HS: 9/28/2016	
Rachel L. Kailliamu		Ho'Omana Pono, LLC	Scoping meeting held at Farrington HS: 9/28/2016	
Rui Kaneya (Reporter)		Honolulu Civil Beat	Scoping meeting held at Farrington HS: 9/28/2016	
Barbara Polk			Scoping meeting held at Farrington HS: 9/28/2016	
Jesse Souki		HART (Planning & Permitting)	Scoping meeting held at Farrington HS: 9/28/2016	
Chris Williams		Worknet, Inc.	Scoping meeting held at Farrington HS: 9/28/2016	
Layne Wada		Star of Honolulu (Vice President)	Scoping meeting held at Farrington HS: 9/28/2016	
Marc Rubenstein		Royal Star Hawaii	Scoping meeting held at Farrington HS: 9/28/2016	
Sherry Campagna		Kalihi Palama Civic Club	Scoping meeting held at Farrington HS: 9/28/2016	
Sherry Campagna		Hawaii State Commission on the Status of Women	Scoping meeting held at Farrington HS: 9/28/2016	
Trisha Kajimura		Mental Health America of Hawaii	Scoping meeting held at Farrington HS: 9/28/2016	
Vina Cruz		Neighborhood Board #21	Scoping meeting held at Farrington HS: 9/28/2016	
Michael Swanson		DLR Group, Inc.	Scoping meeting held at Farrington HS: 9/28/2016	
Kukunakala Yoshimoto		Blueprint for Change	Scoping meeting held at Farrington HS: 9/28/2016	
Al Lardizabai		UPW	Scoping meeting held at Farrington HS: 9/28/2016	
Lindsey Nordquist			Scoping meeting held at Farrington HS: 9/28/2016	
Will Espero		State Senator (District 19)	Scoping meeting held at Farrington HS: 9/28/2016	
Jim Shannon Wood			Scoping meeting held at Farrington HS: 9/28/2016	
Kapono Apao		HGEA (Hawaii Government Employees Association)	Scoping meeting held at Farrington HS: 9/28/2016	
Dee Sugihara		HGEA (Hawaii Government Employees Association)	Scoping meeting held at Farrington HS: 9/28/2016	
Erika Liashenko		HGEA (Union Agent, Hawaii Government Employees Association)	Scoping meeting held at Farrington HS: 9/28/2016	

Clifford Murakami		Pacific Architects	Scoping meeting held at Farrington HS: 9/28/2016	
Alan B. Burdick		Progressive Democrats of Hawaii	Scoping meeting held at Farrington HS: 9/28/2016	
Ron Mitchell		Hensel Phelps	Scoping meeting held at Farrington HS: 9/28/2016	
Kyle Spraberry		Hensel Phelps	Scoping meeting held at Farrington HS: 9/28/2016	
M. Venezia		Hensel Phelps	Scoping meeting held at Farrington HS: 9/28/2016	
Kamalle Maldonado		Office of Hawaiian Affairs	Scoping meeting held at Farrington HS: 9/28/2016	
Joey Manahan		Honolulu City Council (District 7)	Scoping meeting held at Farrington HS: 9/28/2016	
Radiant Cordero		Office of Councilman Manahan (District 7)	Scoping meeting held at Farrington HS: 9/28/2016	
Shayne "Kukuna" Yoshimoto		Program Specialist (with Blueprint for Change) Holomua Pu'uhoonua	Scoping meeting held at Farrington HS: 9/28/2016	
Malia Bernard-Reantaso		Citizen	Scoping meeting held at Farrington HS: 9/28/2016	
Jane Marshall		Citizen	Scoping meeting held at Farrington HS: 9/28/2016	
Taylor-Ann Kurosawa		Student	Scoping meeting held at Farrington HS: 9/28/2016	
Calli Hisaiah		Student	Scoping meeting held at Farrington HS: 9/28/2016	
Courtney Mrowczynski		Student	Scoping meeting held at Farrington HS: 9/28/2016	
Savannah Galiuano-Tom		Student	Scoping meeting held at Farrington HS: 9/28/2016	
Michael McDonald		Kalihi-Valley Neighborhood Board #16	Scoping meeting held at Farrington HS: 9/28/2016	
Frena Jibas			Scoping meeting held at Farrington HS: 9/28/2016	
Peter Gellatly			Scoping meeting held at Farrington HS: 9/28/2016	
Connie Mitchell		I.H.S.	Scoping meeting held at Farrington HS: 9/28/2016	
Eric Wilson		Coalition	Scoping meeting held at Farrington HS: 9/28/2016	
Sharla Manley		Native Hawaiian Legal Corp.	Scoping meeting held at Farrington HS: 9/28/2016	
Franz Krainitz		CCHNL-Dept. of Planning & Permitting (Planner)	Scoping meeting held at Farrington HS: 9/28/2016	
Ann Brewer			Scoping meeting held at Farrington HS: 9/28/2016	
Connie Mitchell		Institute for Human Services (IHS)	Scoping meeting held at Farrington HS: 9/28/2016	

OCCC FINANCING WORKSHOP ATTENDEES

Nolan P. Espinda	Director	Hawaii Department of Public Safety	OCCC Financing Workshop held: November 28, 2016	
Clayton Shimazu	Chief Planner	Hawaii Department of Public Safety	OCCC Financing Workshop held: November 28, 2016	
Tessie Fernandez	Business Management Officer	Hawaii Department of Public Safety	OCCC Financing Workshop held: November 28, 2016	
Lester Lau	Program Specialist	Hawaii Department of Public Safety	OCCC Financing Workshop held: November 28, 2016	
Cassidy Tanimoto	Management Analyst	Hawaii Department of Public Safety	OCCC Financing Workshop held: November 28, 2016	
Cathy Ross	Deputy Director, Administration	Hawaii Department of Public Safety	OCCC Financing Workshop held: November 28, 2016	

Wayne J. Takara	Program Specialist	Hawaii Department of Public Safety	OCCC Financing Workshop held: November 28, 2016	
Roderick K. Becker	Comptroller	Department of Accounting and General Services	OCCC Financing Workshop held: November 28, 2016	
Christine L. Kinimaka, PE	Public Works Manager, Planning Branch	Department of Accounting and General Services	OCCC Financing Workshop held: November 28, 2016	
Lance Y. Maja, PE	Project Engineer, Planning Branch	Department of Accounting and General Services	OCCC Financing Workshop held: November 28, 2016	
Joseph M. Earing, PE	Section Head, Planning Branch	Department of Accounting and General Services	OCCC Financing Workshop held: November 28, 2016	
Audrey Hildano	Deputy Comptroller	Department of Accounting and General Services	OCCC Financing Workshop held: November 28, 2016	
Eric Nishimoto	Branch Chief	Department of Accounting and General Services	OCCC Financing Workshop held: November 28, 2016	
Scott A. Kami	Budget and Finance FAD Office Administrator	Department of Budget and Finance	OCCC Financing Workshop held: November 28, 2016	
Diane K. Taira	Supervising Deputy Attorney General	Department of the Attorney General	OCCC Financing Workshop held: November 28, 2016	
Patricia Ohara	Deputy Attorney General	Department of the Attorney General	OCCC Financing Workshop held: November 28, 2016	
Linda L.W. Chow	Deputy Attorney General	Department of the Attorney General	OCCC Financing Workshop held: November 28, 2016	
Stella M.L. Kam	Deputy Attorney General	Department of the Attorney General	OCCC Financing Workshop held: November 28, 2016	
Craig Iha	Deputy Attorney General	Department of the Attorney General	OCCC Financing Workshop held: November 28, 2016	
Calvin Azama	Clerk	Senate Ways and Means Committee	OCCC Financing Workshop held: November 28, 2016	
Current as of: January 27, 2017				
Initial contact made				
Meeting scheduled				
Outreach meeting held				