

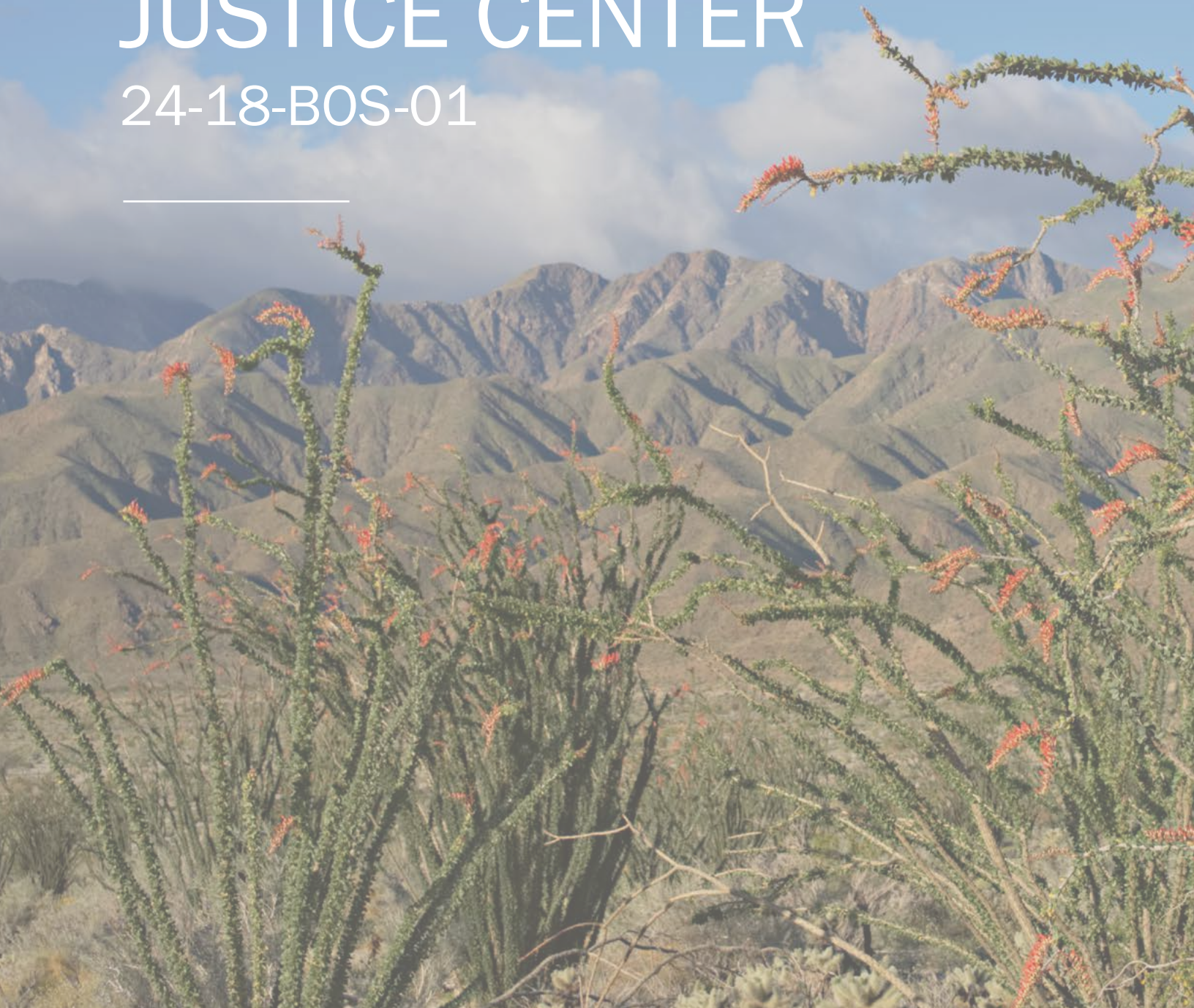


JAIL PLANNING SERVICES

for the

COCHISE COUNTY JUSTICE CENTER

24-18-BOS-01





388 East Ocean Boulevard P12
Long Beach, CA 90802
803/261-5682

March 28, 2024

Cochise County Procurement Department
Attn: Anne Coppola, Contracts Administrator
1415 Melody Lane, Building C
Bisbee, AZ 85603

Re: Jail Planning Services for the Cochise County Justice Center | 24-18-BOS-01

Dear Members of the Selection Committee:

Chinn Planning, Inc., in association with DLR Group, appreciate the opportunity to submit our team's experience, qualifications and approach to providing Jail Planning Services to Cochise County. We understand that the goal of this project is to deliver a comprehensive plan for a New Justice Center, with the key component being a new jail facility. We believe our team is uniquely qualified to work with Cochise County to achieve this goal.

Our team understands that Cochise County wants to take a comprehensive approach to jail planning, which is reflected in our experience and scope of services including: a detailed criminal justice system assessment with emphasis on factors impacting the jail population; identification of jail standards and operational alternatives; development of facility operational and staffing plans; preparation of a facility space program for all components to locate in a New Justice Center; conceptual site planning and design; and detailed estimates of total project costs.

We believe that these tasks can only be completed based on combined experience in the field of criminal justice operational and facility planning and design, as well as interactive relationships with the owners and users of all types of criminal justice facilities. Our team has a proven history of working together to meet the needs of clients on similar assignments as the one proposed by Cochise County. As a team we have collaborated on numerous similar projects throughout the United States. These projects are included in the experience section of our proposal.

We understand some of the unique issues in planning for jail and other criminal justice services in Cochise County due to locational configurations/challenges of the justice system. In fact, our team worked on a similar project in Yavapai County, AZ to assess locational align of criminal justice service locations with the Jail, and developed plans for future jail capacity to align with other criminal justice services in the County.

We look forward to your review of our proposal. We hope to have the opportunity to present our project approach and team experience and qualifications in an interview. Please let me know if you need any additional information.

Sincerely,

A handwritten signature in blue ink that reads "Karen Chinn".

Karen Chinn, President
Chinn Planning, Inc.

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Experience and Qualifications of the Firm,
Project Team, *and* Team Members



A. Experience and Qualifications of the Firm, Project Team, and Team Members



*ANALYSIS
PLANNING
PROGRAMMING*

Contact Information

Chinn Planning, Inc.
388 E. Ocean Blvd, P-12
Long Beach, CA 90802

Karen L. Chinn:
Cell: (803) 261-5682
Email: karenchinn@gmail.com

Kim Brown:
Cell: (404) 314-0694
Email: chinnplanning@chinnplanning.com

Services Provided

Needs Assessment and System Forecasting
Comprehensive Service Delivery and System Design
Policy and Performance Evaluations
Operational Assessments and Staffing Analysis
Master Planning for Government Services and Facilities
Operational and Site Evaluations
Facility Planning and Architectural Programming
Design Review and Assistance
Capital Improvement Plan Development

Chinn Planning, Inc. was established in March 1993. Ms. Chinn is the sole owner of the business, which is a certified Woman Business Enterprise (WBE). The firm provides a range of innovative public sector consulting services in the areas of law enforcement, corrections, courts, juvenile justice, general administrative services, social services, behavioral health, alcohol and drug abuse programs and health care.

Collaboration with an outside consultant can provide answers. A working partnership between consultant and client can bridge the gap between theory and results by suggesting innovative options tailored to meet budget constraints and societal goals. Implementing these options and achieving success permits effective use of resources applied to existing problem areas with measurable results.

Under the magnifying glass of public scrutiny, the pressure brought to bear within agencies can often cloud the issues--a case of not being able to see the forest for the trees. Chinn Planning Inc. works in partnership with government agencies and officials throughout the United States to clarify system improvements and expansion needs for government operations and facilities. Recommendations and plans developed by Chinn Planning Inc. are based on a thorough system analysis, and vast experience in government sector planning and programming.

The senior staff of the firm represents over four decades of experience in government service and public sector consulting. Chinn Planning Inc. understands the vital importance of building a working partnership between the client and the consultant. Through this collaboration, Chinn Planning Inc., and its clients are able to explore the innovative options, which enable government to fulfill its commitment of service to its citizens.

Vast experience in program evaluation, operational analyses and facility programming for government agencies, with a strong focus on criminal justice, law enforcement, juvenile justice, administrative, and human services provide valuable insight for workable solutions to improve service delivery through effective use of limited resources.

When combined with a strong background in computer-based analysis and survey research techniques, the highly-skilled personnel resources found within Chinn Planning, Inc. span the entire spectrum of operations and facility planning, with hands-on knowledge of budget-driven and results-oriented solutions.

Principal: Karen L. Chinn, President
Staff: Kimberly M. Brown, Executive Assistant
Memberships: American Correctional Association
American Jail Association
National Association of Counties
National Partnership for Juvenile Justice
International Association of Chiefs of Police



Core Strengths



PROVEN PARTNERSHIP

on dozens of projects with Chinn Planning + DLR Group Team



100+

Justice Studies and Assessment by the combined team



#1

DLR Group Justice & Public Safety A/E Firm in the U. S.



500+

Detention/Corrections Projects



290+

LEED Certified Projects

DLRGROUP DLR Group is nationally recognized as experts in Justice+Civic facility planning and design.

As one of the few large design firms in the nation that specializes in correctional and detention facility design, we have documented expertise in detention and correctional facilities related to operations, sustainable design, resilience planning, space planning, building assessment, cost of ownership analysis, and project management.

| DLR Group is leading a paradigm change in secure treatment design.

We focus on rehabilitative solutions that educate people in custody while socializing them back into society. The key to doing this is creating a **normative environment**; and our designs for these environments are unsurpassed in the realm of justice architecture, helping clients and society to reduce recidivism and improve the workplace experience for staff.

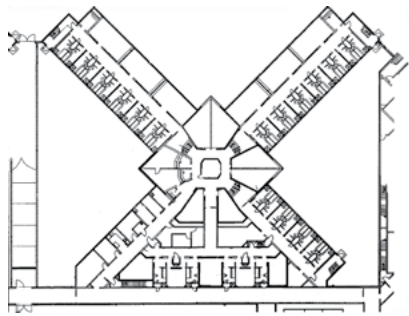
In working with our clients in justice system planning, our team lives by our design ethos – we have a responsibility to our clients and the people they serve to not only elevate behavioral, environmental, and social betterment in our work, but more importantly, to assure that our work promotes **healing**, reflects **equity** for all and ultimately results in **transformation** for individuals, families, communities, and society.



Our Planning and Design Experts set new benchmarks for excellence.

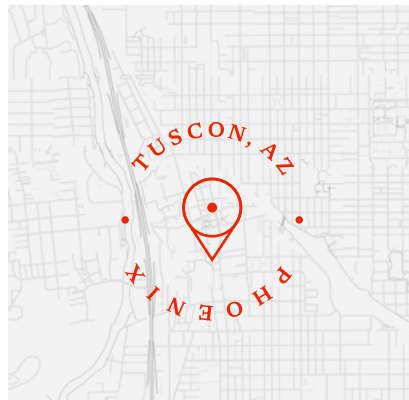
Our total team experience includes master plans and completed detention facility projects, as well as numerous awards for developing state-of-the-art solutions to our clients' justice needs. Our work is targeted toward influencing systems and creating facilities that result in better outcomes. Our team's experience includes:

- Assessing population/systemic concerns and identifying options to reduce demand for facility capacity at the front end of the system through reduced intake and case processing time and the back end of the system through re-entry and release mechanisms, consistent with public safety goals
- Experience in assessing alternatives and facilities based on both their functional and programmatic suitability and their cost of operations as a basis for charting future actions related to population and capacity
- Experience in working with diverse governmental agencies both in developing a plan and in moving it forward to implementation



Facilities Planning Services

Capacity and utilization analytics	Needs Assessments	Cost estimating
Staffing projections	Site evaluation and feasibility studies	Function/user need
Space programming	Growth projections	Scheduling/phasing
Facility inventory and analysis	Space analysis and planning	Draft and final programs
Utility inventory and analysis	Traffic and circulation planning	ADA/code compliance

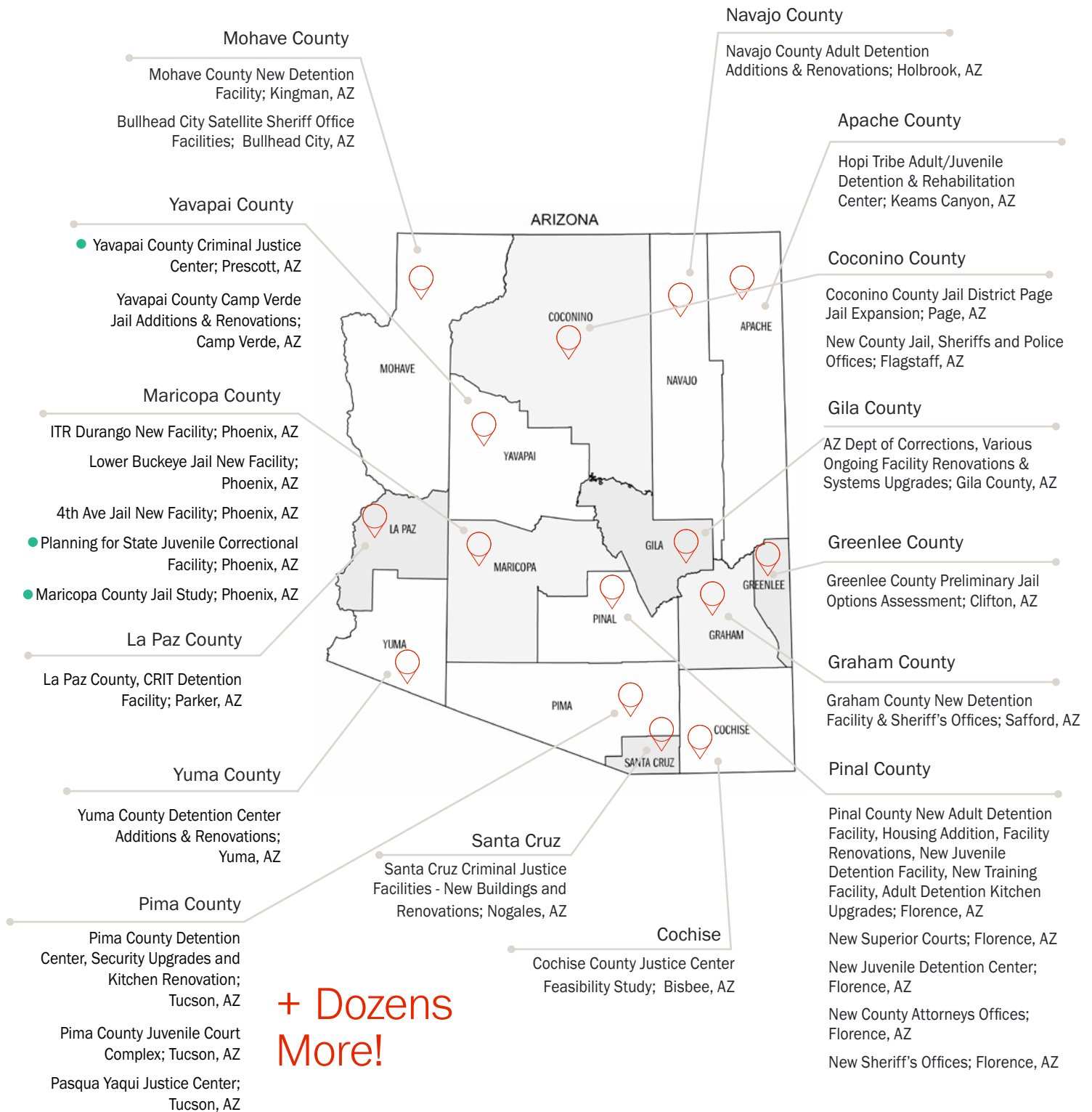


DLR Group Office Locations

Austin	Des Moines	Minneapolis	Sacramento
Charlotte	Durham	Nashville	San Diego
Chicago	Honolulu	New York	San Francisco
Cleveland	Houston	Omaha	Seattle
Colorado Springs	Kansas City	Orlando	Sonoma
Columbus	Las Vegas	Phoenix	Tucson
Dallas	Lincoln	Portland	Washington, D.C.
Denver	Los Angeles	Riverside	

DLR Group Experience in Arizona County Justice Facilities

● with Chinn Planning



+ Dozens More!



our team

Karen Chinn

Principal, Chinn Planning | Project Leader / Needs Assessment and Forecast / Facility Programming / Staffing Analysis



Karen L. Chinn is the Founding Principal of Chinn Planning Inc., a Women’s Business Enterprise (WBE) certified consulting firm. Ms. Chinn has wide experience in needs assessment, program evaluation, operational analyses, system master planning and forecasting, and facility programming for criminal justice, juvenile justice, law enforcement, human service, behavioral health, health care, and general government agencies.

Over forty years of experience in government and public sector consulting are reflected in Ms. Chinn’s approach to meeting her client’s needs. By working in partnership with clients, Ms. Chinn seeks to build consensus on workable solutions for improving service delivery through effective use of limited resources.

She has served as a member of the Federal Advisory Committee on Juvenile Justice, Office of Juvenile Justice and Delinquency Prevention, the American Correctional Association, American Jail Association, Council of Juvenile Justice Administrators, National Partnership for Juvenile Services, American Planning Association, National Association of Counties and the International Association of Chiefs of Police. Ms. Chinn has served on committees, made presentations, and participated in workshops with these organizations.

Ms. Chinn holds a Bachelor of Arts degree (1978) and a Master of Urban and Regional Planning degree (1982) from the University of Illinois. She also attended the George Washington University, School of Government and Business Administration, Department of Urban and Regional Planning in Washington, DC, with a concentration in policy analysis and program evaluation. In addition, she has instructed graduate students on computer-based analysis, survey research techniques, public policy analysis and evaluation research.

Select Experience

Cuyahoga County (OH), Jail Population Management Study

Cuyahoga County (OH), Criminal Justice System Assessment and Jail Forecast

Cleveland County (NC), Criminal Justice System and Operational Assessment and Detention Center Forecast

Grays Harbor and Mason County (WA), Criminal Justice System Assessment and Jail Forecast

Mecklenburg County (NC), Jail North Facility Repurpose Planning

Rockwall County (TX), Criminal Justice System Assessment and Jail Forecast

Yavapai County (AZ), Jail Planning and Programming Services

Los Angeles County (CA), Mira Loma Detention Center Campus Planning Services for Women’s Detention Facility

Lucas County (OH), New Jail Feasibility Study

Sarpy County (NE), Adult and Juvenile Corrections Master Plan Update

Saskatchewan (Canada) Adult and Young Offender Correctional Facilities Master Plan

Pinellas County (FL), Jail Campus Infrastructure Planning and Program Verification

Philadelphia (PA), Prison System Master Plan Inmate Population Projections

Calaveras County (CA), Adult Detention Facility, Sheriff’s Administration and EOC Program

Lancaster County (NE), Adult Detention Facility Design Review Services

Sarpy County (NE), Criminal Justice System and Jail Master Plan Update

Mecklenburg County (NC), Crisis Stabilization Facility Program

State of California Department of Corrections and Rehabilitation, Secure Reentry Facility Conceptual Program

State of California Department of Corrections and Rehabilitation, Women's Facility Program Plan

State of California Department of Corrections and Rehabilitation, Health Services Component Plan for Reentry

Lancaster County (NE), Planning and Programming Services for Lancaster County Adult Detention

Mecklenburg County (NC), Jail North Facility Housing Expansion Program

Mohave County (AZ), Criminal Justice System Master Plan and Jail Facility Program

Sarpy County (NE), Jail Housing and Service Area Expansion Facility Program

Sarpy County (NE), Jail Needs Assessment and Master Plan (County and Regional Services)

State of Illinois Sexually Violent Persons Treatment and Detention Facility Program

State of Indiana DOC New Castle Special Needs Correctional Facility Program

State of Nebraska Parole Revocation Facility Plan

Dallas County (TX), Jail Master Plan and Suzanne Kays Jail Replacement Study and Program

Bexar County (TX), Jail Needs Assessment and Master Planning Study

Maricopa County (AZ), Adult Criminal Justice System Master Plan

City/County of Denver (CO), Jail Master Plan

Spartanburg County (SC), Regional Adult Boot Camp Feasibility Study

State of New Jersey Adult and Juvenile Correctional System Master Plan

Richland County (SC), Detention Center Management and Operations Assessment

State of Colorado Department of Corrections Minimum Security Facility Assessment

King County (WA), Regional Justice Center Facility Program

Salt Lake County (UT), Jail Location and Site Analysis

Conferences, Seminars, Presentations, and Workshops

"Building a New Justice Center or System?",

Professional Conduct CLE Seminar, Cleveland, Ohio. Presenters: Jeffrey R. Appelbaum, Partner, Thompson Hine LLP; Karen L. Chinn, Principal, Chinn Planning, Inc.; Andrew M. Cupples, FAIA, Principal, DLR Group. November 22, 2019.

"Comprehensive Government Facility Master Planning", California General Services Association (CGSA) 15th Annual 2018 General Services Academy Conference, April 11th-13th, 2018, Flamingo Conference Resort and Spa, Santa Rosa, California

"Taking Aim at the Revolving Door: Successful Prisoner Reentry", AIA 2009 AAJ Fall Conference, Beyond the Horizon: The Next Generation of Justice, Chicago, Illinois, San Diego California, October 7, 2009.

"Taking Conceptual Planning to Design for CDCR Reentry Facilities - What Will They Look Like?" The 15th Annual International Community Corrections Association Research Conference, San Diego California, October 30, 2007.

"Bells and Whistles: Designing Facilities for Female Offenders. Trends and Needs of the Juvenile Female Offender Population", American Corrections Association, 2003 Summer Conference, Nashville, Tennessee.

"Designing Facilities and Programs for Special Needs Offender: Lessons Learned from New Castle, Indiana", American Corrections Association, 2000 Winter Conference, Phoenix, Arizona.

Publications

"Toolkit: Reducing the Use of Isolation", Council of Juvenile Correctional Administrators (CJCA) and Chinn Planning, Inc., March 2015.

"Justice Facilities Review 2010, AIA, Lancaster County Detention Award and Citation" - Lancaster County Adult Detention Facility, Programming Consultant, Chinn Planning, Inc.

"In Search of Security: National Trends in Juvenile Violence," Corrections Today, American Correctional Association, Vol. 58, No. 4, July 1996.

Chinn Planning in the News

"Local Leaders Deciding Fate of Aging Cuyahoga County Justice Center Agree They Must Adopt Criminal Justice Reforms",

The Cleveland Plain Dealer, Gus Chan, August 8, 2019.

"Experts Endorse New Juvenile Justice Center for Douglas County, Estimate \$87 Million Price Tag", Omaha World-Herald, Christopher Burbach, January 21, 2018.

"Juvenile Hall Rebuild Scaled Back". The Salinas Monterey California, Allison Catlin, April 24, 2014.

"Report: State Juvenile Rehab Facilities Need Work Totaling \$100M", DJC Oregon Building Construction, Inka Bajandas, September 24, 2014.

"Group Considers Design for a New Lucas County Jail: Current 1977 Facility Called 1 of 10 Worst". The Toledo Blade (Ohio), Mark Reiter, January 30, 2014.

"Backing Out of Juvenile Justice Adult Jail Crisis Translates to Watered-Down Youth Detention Program". The Bend Bulletin (Oregon), Erin Foote Marlow, January 10, 2013.

"Philadelphia Juvenile Justice Services Center Ribbon Cutting Ceremony", Mayor Michael A. Nutter, December 17, 2012.

"Budget Cuts Eroding Progress in Juvenile Justice", New York Times, July 11, 2009.

"Staffing New Jail Puts Another Crimp in Calaveras' Budget", Calaveras Record (California), June 17, 2009.

"Report: Juvenile Justice Cuts Threaten Court Fight", The State Newspaper (Columbia, SC), February 12, 2009.

"New Jail Won't Meet County Population Projections", Lincoln Journal Star, Nebraska, June 24, 2008.

"Report: Close Youth Lockup Legislators Urged to Rebuild Alexander, Mansfield Center", Arkansas News Gazette, December 19, 2006.

"Giving Youth a Second Chance: Polk County Juvenile Detention.", Profiles (Shive Hattery Publication), Des Moines, Iowa, September 2002.

"Nebraska Builds First Secure Juvenile Correctional Facility," Correctional Building News Facility of the Month, November/December 1998.

"Detention Facilities - Locking Them Up: Is Getting Tough the Best Way to Approach Prison Design? Or Should Facilities Respond to the Needs of the Populations Detained?," Architectural Record December 1998.

Larry Smith, AIA

Principal, DLR Group | Justice Facilities Planner & Costing



Larry is a detention design expert with more than 40 years of experience designing and planning detention facilities. His experience includes design for County Jails of 100 to 5,000 beds for many counties across the country. He has also provided many needs assessments, existing facility analysis and detailed as well as high level planning reports. Larry has been instrumental in the design and development of over 80% of the detention facilities in Arizona.

Larry is a recognized expert in the design of security electronics as well as detention hardware. That expertise was recently use in completing a statewide security assessment for all of New Mexico's State prisons.

Cochise County Master Plan Study; Bisbee, AZ

Adams County County-Wide Assessment and Study; Adams County, CO

Santa Cruz County Jail Study and Design; Nogales, AZ

Maricopa County 4th Ave Jail, Planning and Design; Maricopa County, AZ*

Mohave County Detention Facility, Planning and Design; Mohave County, AZ*

Navajo County Jail expansion Planning and Design; Navajo County, AZ*

Yuma County Detention Master Plan and Design; Yuma County, AZ*

Yavapai County Jail Needs Assessment; Prescott, AZ

Pinal County Master Plan and Phased Design; Florence, AZ*

Kern County Jail Master Plan; Bakersfield, CA

Tulare County Jail Master Plan; Visalia, CA

South Placer County Detention Center; Porterville, CA

Bernalillo County Detention Facility Master Plan; Albuquerque, NM*

Adams County Justice Center Build Out; Brighton, CO

Adams County Mental Health Unit Detention Center; Brighton, CO

Robert W. Depke Juvenile Complex Expansion; Lake County, IL

Graham County Jail; Safford, AZ

Glenn County Detention Facility Assessment; Willows, CA

Madera County Detention Planning and Design; Madera County, CA*

Clark County Metro Detention Facility; Las Vegas, NV*

Dane County Public Safety Building; Madison, WI*

El Paso County Sheriff Annex; El Paso, TX*

**Completed in prior association*

Education

Bachelor of Architecture
Phoenix College

Registration, Accreditations & Affiliations

Registered Architect: AZ -18959 + California
American Institute of Architects (AIA)
American Society for Testing & Materials (ASTM)

Gary Retel, AIA, LEED AP BD+C
Principal, DLR Group | Justice Facilities Designer



Gary is nationally recognized as an influential Detention Architect. He has contributed to more than 200 public facilities for county, state, and federal government clients. He is committed to evidence based and best practice design.

A long-time member of Academy of Architecture for Justice, Gary has been recognized and awarded for excellence in his work. As a lead architect with DLR Group’s Justice+Civic Studio, he collaborates across the firm on solutions that contribute to behavioral, environmental, and social betterment.

Select Experience

- San Diego Youth Transition Center Phase I & II; San Diego, CA**
140,000 SF
- Yavapai County Jail Master Plan; Prescott, AZ**
- Thunder Bay Correctional Centre; Thunder Bay, Ontario**
345 Beds; 39,500 SM
- Jackson County Missouri Detention Center; Kansas City, MO**
1,200 Beds; 400,000 DGSF
- Larimer County Jail; Fort Collins, CO**
480 Beds; 180,000 SF
- State of California Prison; Recievership, CA***
5,000 beds; Prototype; \$600M
- Curran Fromhold Correctional Facility; Philadelphia, PA***
2,000 beds; 750,000 GSF; \$102M
- Cobb County Jail Expansion; Marietta, GA***
1,536 beds; 450,000 GSF; \$90M

- Chatham County Adult Detention Center Master Plan; Savannah, GA***
1,500 bed strategic plan
- Clayton County Justice Complex; Jonesboro, GA***
1,500 beds; 775,000 GSF; \$100M
- Douglas County Detention and Law Enforcement Center; Douglassville, GA***
1,500 beds; 500,000 GSF; \$100M
- Iowa Maximum Security Prison; Fort Madison, IA***
800 Beds; 500,000 GSF; \$80M
- Bibb County Adult Detention Center and Law Enforcement Center; Macon, GA***
456 beds; \$30M
- Pickens County Law Enforcement and Adult Detention Center; Jasper, GA***
140 beds; 45,000 GSF; \$8M
- Webster Detention Center Phase II; Augusta, GA***
42,000 GSF; \$12M

**Completed in prior association*

Education

Bachelor of Architecture
Rhode Island School of Design

Registration, Accreditations, Affiliations

Registered Architect: GA
American Planning Association
US Green Building Council

Tom Roth, AIA, LEED AP

Senior Associate, DLR Group | Jail Designer/Site Evaluations



With 30 years of experience working with clients at the federal, state, and municipal level, Tom is nationally recognized for the design and planning of correctional and detention facilities. He is accomplished in managing the architectural design and production process from conception through completion. Tom has an exceptional talent with regards to sustainable solutions that are outstanding and innovative in design yet responsive to program and cost requirements. He is a key member of DLR Group's Justice team.

Select Experience

Select Experience

Madison Street Jail Adaptive Reuse;
Phoenix, AZ

Graham County Jail; Safford, AZ

Maricopa County Jail Durango
Replacement; Phoenix, AZ*
1280 Beds

Navajo Nation Public Safety Regional
Training Facility and Master Plan; Chinle,
AZ*

Maricopa County Jail System Master Plan ;
Phoenix, AZ*

Maricopa County ITR Planning and Design*

Cottonwood Emergency Communication
Center; Cottonwood, AZ*

Loudoun County Adult Detention Facility;
Leesburg, VA*

Arizona Department of Corrections
Expansion; Perryville, Yuma, and Tucson,
AZ*
4000 Beds

Arizona Department of Corrections
Expansion; Tucson, Douglas, and Perryville,
AZ*
1000 Beds

City of Goodyear 911 Call Center;
Goodyear, AZ*

City of Goodyear Public Safety and
Facilities Master Plan; Goodyear, AZ*

Salt River Pima. Maricopa Indian
Community Public Safety Master Plan*

City of Maricopa Regional Public Safety
Training Center Master Plan; Maricopa, AZ*

**Completed in prior association*

Education

Master of Architecture
Bachelor of Science, Architecture
Arizona State University

Registration, Accreditations & Affiliations

Registered Architect: AZ -57895
LEED Accredited Professional
American Institute of Architects
American Correctional Association
U.S. Green Building Council

Hans Papke, AIA, NCARB

Senior Associate, DLR Group | Environmental (LEED) Designer



Hans strives to create vernacular architecture that embodies the human scale while achieving true functionality. He exhibits great flexibility to ensure all stakeholders needs and opinions are incorporated into projects. He continues to explore new programs and techniques to produce greater than expected results.

Perhaps more importantly, Hans has the manner and personality to engage clients and team members alike. Hans has proven his ability to navigate challenges, while maintaining quality and design integrity throughout. Clients have come to trust his ability to successfully facilitate projects with maturity and skill.

Select Experience

City of El Mirage Facility Assessment and Master Plan; El Mirage, AZ

Coconino County Service Center Phase 1 Master Plan; Flagstaff, AZ

Master Plan and renovation of 41,000 SF of existing county space and an addition of 33,000 SF to house County human and land-based services that are moving out of downtown Flagstaff.

Pinal County On-Call; Florence, AZ

Attorney's Office Addition
Attorney's Office Master Plan
Admin Building Feasibility Study
Development Services Office Building
Elections Building

Yavapai County Criminal Justice Center; Prescott, AZ

120,000 SF justice complex with Jail, Court, Medical, and Behavioral Health Treatment; Creation of an efficient intake center.

Coconino County Attorney's Office Tenant Improvements; Flagstaff; AZ

Needs assessment, space programming, and concept design planning services.

Valleywise Behavioral Health Center Phoenix, AZ

192-bed, secure behavioral health inpatient facility for court-ordered admissions. Enhanced monitoring and anti-ligature fixtures features.

Maricopa County Attorney's Office (Jail Adaptive Reuse); Phoenix, AZ

Transformation of decommissioned county jail into 280,000 SF of Class A office space for county attorneys.

Salt River Pima-Maricopa Indian Community Journey to Recovery Residential Treatment Facility; Scottsdale, AZ

Architecture/engineering design for community substance abuse residential treatment program. fixtures features.

Education

Bachelor of Architecture
University of Arizona

Registration, Accreditations & Affiliations

Registered Architect: AZ - 54347 + CO
NCARB

American Institute of Architects

Shane Chism, AIA, LEED AP
Associate, DLR Group | Site Evaluations & Support



Shane has over 20 years of experience as a construction administrator, project manager, project architect, and designer, working on many diverse and complex building types in the public sector. His project management experience includes scope and fee development and contract negotiation, schedule and program management, and communicating with and coordinating between staff, owner, consultants, contractor or CMAR, and the local authority having jurisdiction. Shane has extensive previous experience working on projects in the Tucson area conducting site evaluations.

Select Experience

Pima County Courts Tenant Improvements;
Tucson, AZ

**University of Arizona McClelland Park
Renovation and Retail Learning
Laboratory;** Tucson, AZ

**University of Arizona College of Medicine
Surgical Skills and Cadaver Laboratory;**
Tucson, AZ

**Pima Community College Center of
Excellence in Applied Technology;**
Tucson, AZ

**Pima Community College Center of
Excellence in Health Professions;**
Tucson, AZ

Flowing Wells Unified District; AZ
Roof Assessments
Site Improvements
Building Addition

Tucson Unified School District; AZ
Roof Assessments
Weatherization Assessment

**Santa Cruz Valley Unified School District;
AZ**
Roof Replacement
Weatherization Assessment

Amphitheater Unified School District; AZ
Roof Replacement
Weatherization Assessment

Education

Bachelor of Architecture
University of Arizona

**Registration, Accreditations
& Affiliations**

Architect: AZ
American Institute of Architects
LEED Accredited Professional
National Council of Architectural
Registration Boards



TRAINING CENTER

PARKING

DOC HEADQUARTERS

DETENTION SERVICE

PARKING

FLEET MAINTENANCE

FLEET IMPOUND

our projects

Cochise County Justice Center Master Plan

Bisbee, AZ
Cochise County

DLR Group’s master plan developed a basic space program with approximate project construction development cost, mock floor plans, and elevations.

This included a space program for facilities operations to relocate to a new building where it would coexist with adult secure treatment, juvenile secure treatment, Sheriff’s offices, and courts, with concept level floor plans to delineate the overall size and general layout of the facilities. Concept exterior facility elevations were developed to delineate the general appearance and magnitude of the proposed facility.

Deliverables for the study were a general site master plan, 3D sketches to delineate the size and scope of the development, blocking and stacking concept plans to indicate the general location and configuration of the various uses of the buildings, and an order of magnitude cost estimate for construction development of the project.

New Facility: Projected \$75m to \$100m
Study Phase Services: \$50,000
Size: 416 Beds
Reference: Kenny Bradshaw, Detention Commander, Cochise County Sheriff’s Office
 | 203 North Judd Drive
 Bisbee, Arizona 85603 | KBradshaw@cochise.az.gov | (520) 432-7543

Services: Architecture, Engineering, Master Planning

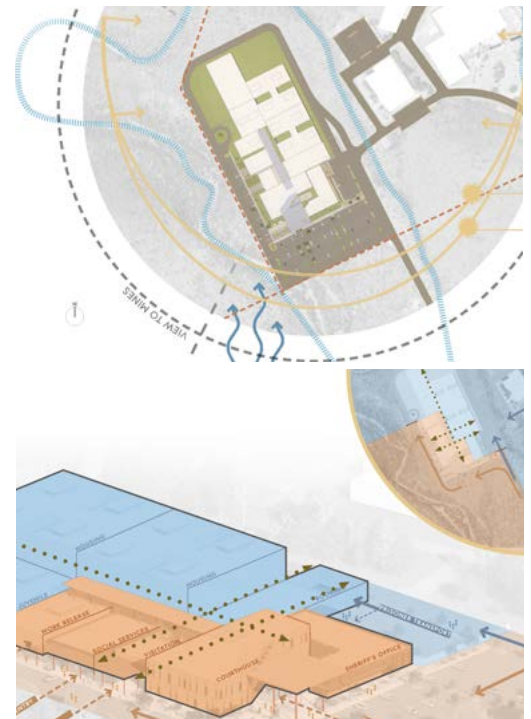
Project Challenges/Solutions

Building a new facility adjacent to the existing posed some challenges for topography and access. Several options were developed to find the most appropriate for access for Sheriffs and Public as well security.

Solutions were developed to re-purpose the abandoned facilities for other county uses. The site is designed for long-term growth that includes relocation of all superior courts functions as well as Sheriff’s offices to this justice complex.

The project includes comprehensive mental health and drug treatment programs, re-entry programming, and extended social services.

Officer wellness was a priority. The design incorporates staff amenities such as secure outdoor spaces to support a healthy workplace experience for officers.



Yavapai County Criminal Justice Center

Prescott, AZ
Yavapai County

In March 2015 Yavapai County, AZ issued a Request for Qualifications (RFQ) for Jail Planning Services. Chinn Planning was awarded the needs assessment work with DLR Group for assessments and planning.

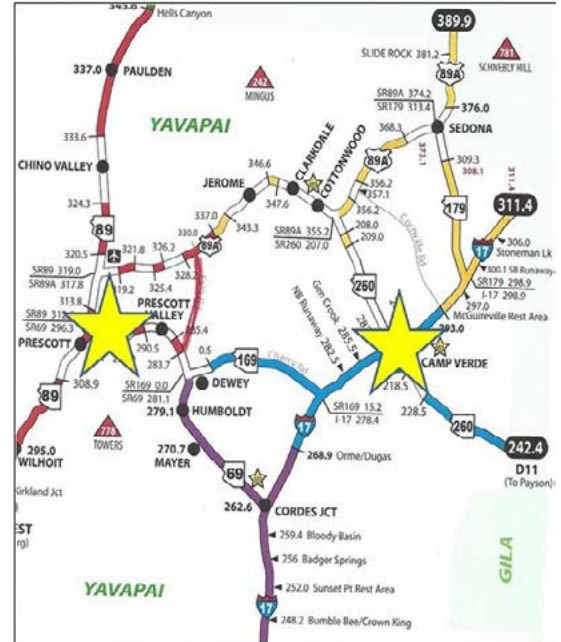
The project description issued by the County in the RFQ stated: “The project involves the potential of constructing a new adult jail facility at the Yavapai County Prescott Lakes Parkway property in Prescott, Arizona. As part of the process an evaluation of two existing jail facilities located in Camp Verde and Prescott will also be provided.”

The locational challenge for the jail and jail related functions of the County is that the 644 bed Camp Verde jail is located 45 miles from the Prescott area law enforcement (booking and holding) and court activity centers (superior court, justice courts), which generate 60-65% of arrests and court filings.

Since the jail has primarily a pretrial population, the required level of court transport (and associated costs) is high. The older of the two jails located in Prescott is antiquated, difficult to supervise, does not meet current jail standards, and was the subject of several conditions of confinement law suits in the late 1990’s. The intake and holding area of the Prescott jail is being used for booking, court holding and staging for transports to and from the Prescott Courthouse, which has no intake holding, sally port, or inmate holding rooms at the courtroom locations.

Several options for future jail capacity were developed during the course of the project, with a focus on planning for jail capacity in the Prescott area. The project started with a detailed analysis of the criminal justice system and forecast, and a preliminary space program and staffing plan.

DLR Group was selected as architect/engineer for a new Yavapai County Criminal Justice Center in Prescott, Arizona, that not only provides a needed facility but also reflects the values of Yavapai County’s Judicial System and the County’s commitment to evidence-based design for restorative justice, diversion, treatment, and re-entry.



Construction Completion Dates: Needs Assessment: 2016, Construction: 6/2022
 Construction Cost: \$68M estimate
 Size: 120,000 SF
 Reference: David Rhodes, Sheriff | (928) 771-3260 | David.Rhodes@yavapai.us

Cuyahoga County Criminal Justice Center Master Plan

Cleveland, Ohio
Cuyahoga County (OH)

In April 2019 Chinn Planning, Inc., along with DLR Group, were selected as part of a large team to develop a long-range master plan for the Cuyahoga County Criminal Justice Center. The Cuyahoga County Criminal Justice Center houses the Court of Common Pleas (34 courtrooms and judicial staff); the Cleveland Municipal Court; the Common Pleas and Municipal Clerk of Court; County Prosecutor; Probation; County Jail, and Sheriff's Administration. Planning for the county jail was particularly urgent due to severe overcrowding, several studies that detailed inhumane conditions in the facility, a high percentage of the jail population that were not receiving needed medical and mental health services, and nine suicides that occurred in the jail between 2018 and early 2019.

Project Initiation: April 2019
Project Completion: May 2020
Reference: Mr. Jeffery Appelbaum,
Managing Director, Project Management
Consultants LLC | 3900 Key Center, 127
Public Square, Cleveland, OH 44114 |
(216) 566-5548 x1313 | Email: jeff.
appelbaum@aboutpmc.com

A Steering Committee was appointed to oversee the study process. The Steering Committee was comprised of Common Pleas and Municipal Court Judges, County Executive, Public Defender, Prosecuting Attorney and other members in leadership roles within County and the criminal justice system. In addition to the Steering Committee several Work Groups were formed to provide input during the study process. The System Assessment Work Group was comprised of leaders within the justice system, but also had several members representing community treatment services and programs including mental health, substance abuse, developmental disabilities, homeless and housing services, job development services, and leading advocates for reducing jail population and disproportionate representation of minorities in the justice system. Meetings were held one on one with over 60 community providers, as well as attendance at community forums such as the Addiction Recovery Advocacy Group.

A thorough understanding of the drivers of the criminal justice system were researched and identified and numerous presentations were given to the Steering Committee, Work Groups, and the public. This included trend and profile data analysis, national trends and best practices, and emerging research in the field of criminal justice and promising approaches to reducing jail population. Steering Committee and Work Groups members, as well as the public, participated in polling exercises to respond to visions for the future and justice system alternatives.

Based on the comprehensive justice system assessment, a series of options for the future were developed. Forecasts of future jail capacity focused on expansion of jail alternatives and community-based services as well as enhancements to system processing. Recommendations focused on reducing jail population through bail reform initiatives, creation of centralized booking, and greatly enhanced programming for individuals with mental health and other behavioral health treatment needs, both in the community and in the jail.

Cuyahoga County Sheriff's Administration Space Program

Cleveland, Ohio
Cuyahoga County (OH)

In May 2019 Chinn Planning, Inc., along with DLR Group, were hired as part of a team of consultants to assess options and develop a master plan for the replacement of the Cuyahoga County Justice Center. In addition to the tasks of preparing a criminal justice system assessment and forecast for future jail capacity requirements, Chinn Planning, Inc., was responsible for the development of the space allocation program for the Sheriff's Administration component of the Justice Center. The Sheriff's Administration space in the existing Justice Center had many problematic space and operational issues including inadequacies in office space, training space, roll call and meeting space, staff support space and departments and divisions that are located on multiple floors in the building. In addition, evidence storage was located in eight areas of the building, and the evidence processing area was not adequate to meet the increasing challenges and safety concerns related to processing of evidence. Based on personal forecasts and development of uniform space standards, a space program was developed for all Sheriff's administration components totaling 80,700 gross square feet.

Project Completion: March 2020
Reference 1: Mr. Jeffery Appelbaum, Managing Director, Project Management Consultants LLC | 3900 Key Center, 127 Public Square, Cleveland, OH 44114 | (216) 566-5548 x1313 | Email: jeff.appelbaum@aboutpmc.com
Reference 2: Sergeant J. Greiner, Cuyahoga County Sheriff's Department | 1215 West 3rd Street, Cleveland, OH 44113 | (216) 443-4989 office | (216) 894-8805 cell | jgreiner@cuyahogacounty.gov

300 - Sheriff Administration Space Forecast Summary		
#		Total DGFSF
301.01	Sheriff's Administration	5,387
301.02	Human Resources	5,139
301.03	Fiscal	5,279
301.04	Information Technology	5,983
301.05	Training Division	5,069
301.06	Field Operations/Patrol/Monitoring/Transport/Communications	3,483
301.07	Civil Division	6,078
301.08	Detective Bureau	6,399
301.09	Narcotics Unit	4,572
301.10	Impact Unit/Criminal Interdiction	2,140
301.11	Criminal Records - See Detention Center Space Program	-
301.12	Warrant Unit	2,421
301.13	Evidence	7,206
301.14	SWAT Unit	3,120
301.15	Sex Offender/Arson/Violent Offender/Animal Abuse Registration Unit	3,551
301.16	Protective Service	4,340
301.17	Carry Concealed Weapon (CCW) Permit	883
	Subtotal - Sheriff's Administration	71,049
301.18	Public Lobby/Shared Use/Building Services	9,678
	TOTAL - SHERIFF'S ADMINISTRATION	80,727
Notes:		
(1) Court Security and Protective Services staff assigned to courthouse included in courthouse program.		
Source: Chinn Planning, Inc.		2-27-20

Cleveland County Jail System Assessment and Forecast (2017/2021)

Shelby, North Carolina
Cleveland County (NC)

Cleveland County, NC provides facilities and building space for its various operational departments of government. The County is also statutorily responsible for providing appropriate facilities for several constitutional offices and functions, including the Superior and District Courts; Sheriff; Jail; Clerk of Court; Register of Deeds; and District Attorney.

Project Completion: June 2017 and 2021
Reference: Brian Epley, Burke County, NC Administrator (Past: Cleveland County Manager) | (828) 305-8388 | Brian.epley@burkenc.org

Due to aging infrastructure and overcrowding in most of its facilities Cleveland County issued a Request for Proposal to provide Master Facility Planning Services for existing and future capital projects. A main focus of the original Master Plan was the overcrowding in the main jail facility operated by the Sheriff, and the jail annex which is located on the top floor of the Courthouse and does not meet any national or state standards. It is also costly to operate jail facilities in two locations. The 2017 master plan recommendations were updated in 2021, with a focus on jail population management to reduce jail capacity in the planned new jail facility, including a detailed criminal justice system assessment and forecast of future capacity requirements.

Table 3-10 DETENTION CENTER PROFILE Cleveland County, NC October 26, 2020		
	Number	Percent
SEX		
> Male	229	85%
> Female	39	15%
TOTAL	268	100%
RACE		
> White	172	64%
> African American	92	34%
> Other	4	2%
TOTAL	268	100%
LENGTH OF STAY		
> 5 Days or Less	33	12%
> 6 to 15 Days	49	18%
> 16 to 25 Days	27	10%
> 26 to 99 Days	82	31%
> 100 to 199 Days	26	10%
> 200 or More Days	51	19%
TOTAL	268	100%
BOND AMOUNT		
\$1,000 OR Less	13	5%
\$1,001 - \$4,999	10	4%
\$5,000 - \$9,999	19	7%
\$10,000 - \$49,999	81	30%
\$50,000 - \$99,999	30	11%
\$100,000 - \$499,999	46	17%
\$500,000 or Higher	16	6%
No Bond/Serving Sentence	53	20%
TOTAL	268	100%
OFFENSE		
> Assault-Deadly Weapon/Aggravated Assault/Weapon	21	8%
> Breaking & Entering/Theft/MV Theft	57	21%
> Drug Possession	27	10%
> Drug Sales - Possession with Intent/Trafficking	33	12%
> DWI	10	4%
> Murder or Attempted Murder	11	4%
> Probation or Parole Violation with New Charges	24	9%
> Probation or Parole Violation	8	3%
> Rape/Sex Offense	23	9%
> Other	54	20%
TOTAL	268	100%

Source: Cleveland County Sheriff's Office

Cleveland County Space Needs Assessment Study and Facilities Master Plan (2017) and Facilities Master Plan Update (2021)

Shelby, North Carolina
Cleveland County (NC)

Cleveland County, NC provides facilities and building space for its various operational departments of government. The County is also statutorily responsible for providing appropriate facilities for several constitutional offices and functions, including the Superior and District Courts; Sheriff; Jail; Clerk of Court; Register of Deeds; District Attorney; as well as several qualified non-profit organizations that provide services to citizens on a regular basis. The County owns most of the buildings that its departments and employees occupy; however; the County also leases space for County departments as well as some of the other functions listed above.

Project Completion: June 2017 and 2021
Reference 1: Brian Epley, Burke County, NC Administrator (Past: Cleveland County Manager) | (828) 305-8388 | Brian.epley@burkenc.org
Reference 2: Ms. Kerri Melton, Asst. Cleveland County Administrator | Shelby, NC | (704) 484-4816 | Kerri.melton@clevelandcounty.com

Due to aging infrastructure and overcrowding in some of its facilities the Cleveland County Board of Commissioners issued a Request for Proposal to provide Master Facility Planning Services for existing and future capital facility projects. The County wanted a vision for space allocation that would address facility needs for the future in the most efficient and functional arrangement to provide citizens of the county with the highest level of service. The final product of the Master Plan would be a comprehensive vision of the development alternatives, the probable cost and time line of each alternative, and objective information on each alternative so the Board of Commissioners could choose the best course of action for the comprehensive vision.

After issuing a space needs survey instrument, interviews were held with all Department Heads. Personnel and space forecasts were developed, building and sites were assessed, and options were developed to meet the future space needs of the County. The Courthouse and associated components of the court were of primary concern due to the age and overcrowding of the existing courthouse. Over 300,000 DGSF was forecasted through 2035 for Departments included in the study.

Summary of Recommended Space Forecast - Departmental Gross Square Feet (DGSF) Cleveland County, North Carolina Space Needs Assessment					
	Recommended Space Projections				
	2017	2020	2025	2030	2035
I. County Administration					
Subtotal - County Administration	43,510	44,403	44,640	44,846	45,203
II. Board of Elections					
Subtotal - Board of Elections	5,873	6,047	6,047	6,047	6,047
III. Courts					
Subtotal - Courts	74,049	74,652	75,332	75,755	76,435
IV. Sheriff's Office					
Subtotal - Sheriff's Office	24,831	25,073	25,194	25,557	25,921
V. Emergency Services					
Subtotal - Emergency Services	14,820	15,200	15,200	15,579	15,579
VI. Department of Social Services					
Subtotal - Department of Social Services	51,137	51,385	51,385	51,468	51,468
VII. Health Department					
Subtotal - Health Department	60,620	60,620	60,620	60,710	60,710
VIII. Other/State Agency					
Subtotal - Other Departments	19,014	19,014	19,288	19,555	19,829
TOTAL - SPACE FORECAST - DEPARTMENTAL GROSS SQUARE FEET (DGSF)	293,855	296,393	297,706	299,517	301,191

Rockwall County Criminal Justice System Assessment and Forecast

Rockwall, Texas
Rockwall County (TX)

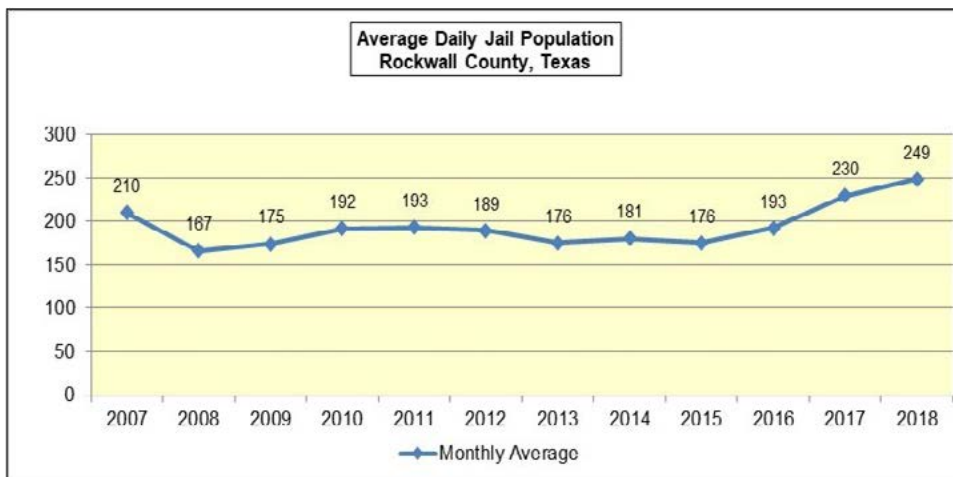
In May 2018 Chinn Planning, Inc., along with DLR Group, were selected as part of a team to conduct a Jail Space Needs Assessment for Rockwall County, Texas. Rockwall County is one of the fastest growing counties in the United States. The original jail was constructed in 1987 and additions were made in 1997. The rated capacity of the jail is 243, but this includes a variance of double bunking four eight-person cells and also results in more than 40% dormitory beds in the jail. The County selected a team to develop a Criminal Justice System Assessment and forecast of future capacity requirements in order to come up with options to meet the long-term jail needs in the County. The goal of the study was to provide the County with a system, operational and facility analysis, and based on forecast requirements, provide recommendations to the County for redesigning and/or expanding the County Jail on the existing site or build a new jail. Several forecast scenarios were presented, based on the trends and profile characteristics of the jail population. Options for alternatives to jail were also presented. The County passed a bond referendum to fund a new jail facility after the Jail Space Needs Assessment was completed.

Project Completion: September 2018
Reference 1: Mr. Lee Gilbert, County Commissioner, Rockwall County | 101 E. Rusk Street, Rockwall, TX 75087 | (214) 669-9900 | lgilbert@rockwallcountytexas.com
Reference 2: Mr. Scot Sanders, P.E., Vice President, Broaddus and Associates, Broaddus USA | (512) 947-8802 | ssanders@broaddususa.com

- Detainees with lengths of stay of 100 or more days represented 24.4% of the population; 12 of the 61 had been detained over 200 days.
- Based on a July 31, 2018 snapshot of the jail population, only 52 of 235 detainees (22%) were Rockwall County residents, with 180 (77%) non-Rockwall county residents and 3 (1%) listed as homeless.
- Based on the same snapshot, the percentage breakdown for employment for the 235 detainees was:
 - Employed – 48.9%
 - Unemployed – 46.4%
- Thirty-four percent (34%) of inmates were detained on drug possession related charges.

INMATE PROFILE SEX, RACE, AND LENGTH OF STAY (June 22, 2018) Rockwall County, Texas		
	Number	% of Total
Sex:		
Male	192	76.8%
Female	58	23.2%
Total	250	100.0%
Race:		
White	193	77.2%
Black	56	22.4%
Hispanic	1	0.4%
Total	250	100.0%
Length of Stay:		
7 Days or Less	39	15.6%
8 to 14 Days	34	13.6%
15 to 28 Days	35	14.0%
29 to 59 Days	42	16.8%
60 to 99 Days	39	15.6%
100 Days or More	61	24.4%
Total	250	100.0%

Source: Chinn Planning, Inc.



- Between 2008 and 2016 the average daily jail population remained constant at 170 to 190 inmates.

Grays Harbor and Mason Counties Criminal Justice System Assessments and Jail Population Forecasts

Montesano and Shelton, WA
Grays Harbor and Mason
Counties (WA)

In September 2019 Chinn Planning, Inc. was hired as part of a team by both the Grays Harbor and Mason County, WA Board of County Commissioners to assist the Counties in assessing their individual justice systems and projecting future jail capacity requirements, and then present the assessments and forecasts in consideration of a regional jail facility. The study provided an analysis of existing conditions at each jail facility and options for individual county development plans or the construction of a regional jail facility located on the border of the two counties. Recommendations for system improvements, alternative programs, enhanced treatment services and enhanced facilities were presented to both counties individually, and in a joint presentation related to consideration of a joint use regional jail facility. The system assessment included a detailed analysis of the jail population profile in each county.

Project Completion: February 2020
Reference 1: Sheriff Casey Salisbury,
Mason County Sheriff's Office | 322 N. 3rd
Street, Shelton, WA 98564 | (360) 427-
9670 | sheriff@co.mason.wa.us
Reference 2: Undersheriff Brad Johansson,
Grays Harbor County Sheriff's Office | 100
West Broadway; Suite 3, Montesano, WA
98563 | (360) 964-1723 | baj@co.grays-
harbor.wa.us

Grays Harbor County Jail Bond Profile

BOND AMOUNT PROFILE - November 15, 2019 Grays Harbor, Washington		
	Number	% of Total
Bond Amount:		
\$4,999 or Less	0	0.0%
\$5,000 - \$9,999	1	0.7%
\$10,000 - \$24,999	24	17.9%
\$25,000 - \$49,999	38	28.4%
\$50,000 - \$99,999	32	23.9%
\$100,000 - \$499,999	24	17.9%
\$500,000 or Higher	9	6.7%
No Bond	6	4.5%
Total	134	100.0%

Source: Grays Harbor Sheriff's Office.

Mason County Jail Classification and Judicial Status Profile

JUDICIAL STATUS & OFFENSE PROFILE December 4, 2019 Mason County Washington		
	Number	% of Total
Classification:		
Class A Felony	9	10.2%
Class B Felony	18	20.5%
Class C Felony	30	34.1%
Gross Misdemeanor	30	34.1%
Misdemeanor	1	1.1%
Total	88	100.0%
Judicial Status:		
Hold - No Bail	4	4.5%
48 Hour Hold	14	15.9%
72 Hour Hold	3	3.4%
Awaiting Arraignment	31	35.2%
Pending Submission Presecutor	11	12.5%
Sentenced Inmate	17	19.3%
Other	8	9.1%
Total	88	100.0%

Source: Mason County Sheriff's Office.

Mecklenburg County Jail North Facility Repurpose Planning

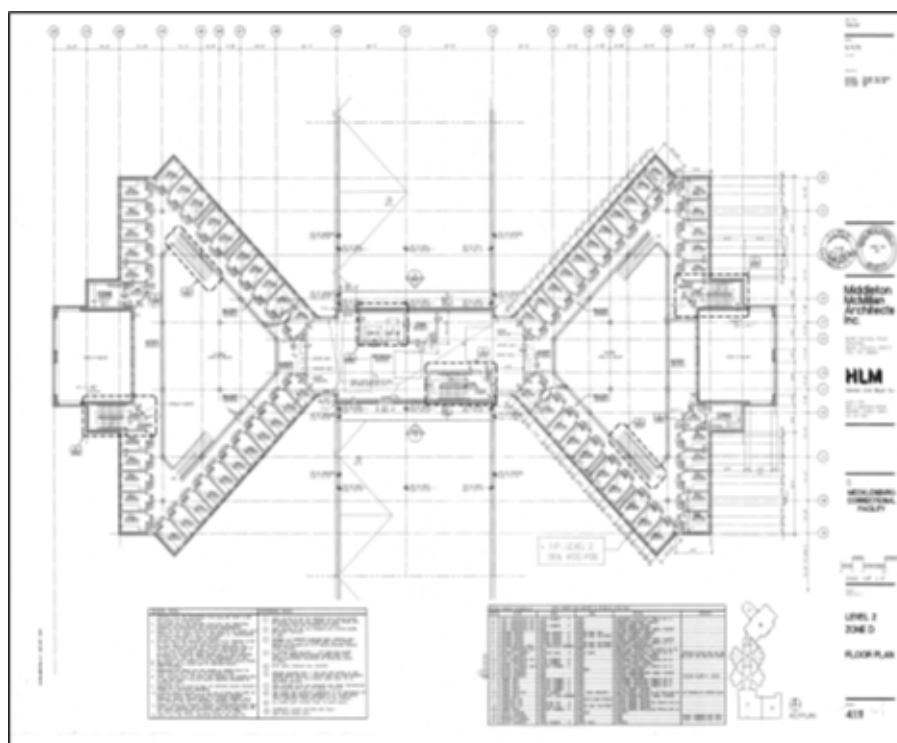
Charlotte, North Carolina
Mecklenburg County (NC)

Mecklenburg County houses “youthful offenders” (age 16 and 17 and waived to the adult court) in a youthful offender housing wing at the Mecklenburg County Jail North facility, averaging around 40-45 youthful offenders per day in small (12 bed) housing units. Due to excess capacity in the youthful offender housing wing and in the adult jail wings of the facility, Mecklenburg County contracted with Chinn Planning, Inc. to determine how the existing jail facility could be repurposed for maximum utilization.

Project Completion: September 2019
Reference: Mark Hahn, AIA, Director, Asset and Facility Management, Mecklenburg County Government | (704) 619-4863 | Mark.Hahn@mecklenburgcountync.gov

Figure 17 shows the configuration of special management housing units. These vacant units are also configured with the same mezzanine two tier style housing, but subdivided into smaller living areas with “sub-dayrooms”. The special management housing units are located in close proximity to the other inmate housing units shown on the campus aerial. One 55-capacity special management housing unit is broken into (4) smaller living units with dayrooms serving populations of 9, 24, 6, and 16 inmates. The other 56-capacity special management housing unit is subdivided into (3) smaller mezzanine units of 24, 16, and 16 inmates. The vacant special management housing units are not appropriate for juvenile detention housing due to the configuration (two-tiered) and proximate location to adult housing at Detention Center North.

Figure 17
Inmate 56 Cell Capacity Housing Unit – Level 2





**Availability of Project Team to
Service the Project**



B. Availability of Project Team to Service the Project

Names of Key Personnel	Current Major Assignments	Anticipated End Date	Commitment %
Karen Chinn Project Leader / Needs Assessment and Forecast / Facility Programming / Staffing Analysis	<ul style="list-style-type: none"> • San Francisco Program for Juvenile Correctional Facility • Burke County, NC Facilities Master Plan • Ohio Division of Youth Services Facility Program • Nashville Juvenile Justice Campus Program 	<ul style="list-style-type: none"> • April 2024 • May 2024 • June 2024 • May 2024 	<ul style="list-style-type: none"> • 25% • 30% • 25% • 10%
Larry Smith Justice Facilities Planner & Costing	<ul style="list-style-type: none"> • Pima County Courts TI • Coconino County ITR Expansion • Pinal County Re-Entry & Admin Building Addition 	<ul style="list-style-type: none"> • Aug 2024 • July 2024 • July 2024 	<ul style="list-style-type: none"> • 5% • 5% • 10%
Gary Retel Justice Facilities Designer	<ul style="list-style-type: none"> • Jackson County Detention Center • CDCR San Quentin Vocational Center 	<ul style="list-style-type: none"> • Late 2025 • Late 2025 	<ul style="list-style-type: none"> • 10% • 15%
Tom Roth Jail Designer / Site Evaluations	<ul style="list-style-type: none"> • ADC Renovations, Safford Tucson • Coconino County ITR Expansion 	<ul style="list-style-type: none"> • Sept 2024 • July 2024 	<ul style="list-style-type: none"> • 15% • 15%
Hans Papke Environmental (LEED) Designer	<ul style="list-style-type: none"> • SRP-MIC Journey to Recovery Residential • Maricopa County Elections Facility 	<ul style="list-style-type: none"> • Dec 2024 • Feb 2025 	<ul style="list-style-type: none"> • 15% • 15%
Shane Chism Site Evaluations & Support	<ul style="list-style-type: none"> • Pima County Courts TI • Pima CC West Campus Allied Health 	<ul style="list-style-type: none"> • Aug 2024 • June 2024 	<ul style="list-style-type: none"> • 20% • 25%

Commitment to Your Project

The Chinn Planning and DLR Group team commits to satisfying the County’s requirements for the Jail Planning Services for the Cochise County Justice Center.

All staff assigned to your project are committed to providing full support to meet the schedules and scope and are ready to begin on June 1, 2024.

DLR Group operates with a business structure and a culture of inter-office workload sharing. Our office location in Tucson, AZ allows us to service your needs locally. Our local team of experts seamlessly works with subject matter experts and colleagues across the country, which allows us to immediately and effectively scale our teams to meet your needs with the necessary resources. As thought leaders in justice design, we thrive on sharing ideas nationally and bringing the best of the best to each local client. This keeps our clients on the forefront of current justice trends.



Karen Chinn
Project Leader /
Jail Needs Assessment



Larry Smith
Justice Facilities Planner
& Costing



Gary Retel
Justice Facilities
Designer



Tom Roth
Jail Designer /
Site Evaluations



Hans Papke
Environmental (LEED)
Designer



Shane Chism
Site Evaluations &
Support



Additional Planner



Production
Assistant



Licensed to Perform Work in the State of Arizona



Larry Smith
 Justice Facilities Planner
 & Costing

18959

First Name	LARRY
Last Name	SMITH
License Status	Active
Discipline	ARCHITECT
Initial Registration Date	11 Oct 1985
Expiration Date	30 Jun 2025

Tom Roth
 Jail Designer / Site
 Evaluations

57895

First Name	Thomas
Last Name	Roth
License Status	Active
Discipline	ARCHITECT
Initial Registration Date	22 Apr 2014
Expiration Date	30 Jun 2026

Hans Papke
 Environmental (LEED)
 Designer

54347

First Name	HANS
Last Name	PAPKE
License Status	Active
Discipline	ARCHITECT
Initial Registration Date	19 Dec 2012
Expiration Date	31 Mar 2025

Shane Chism
 Site Evaluations &
 Support

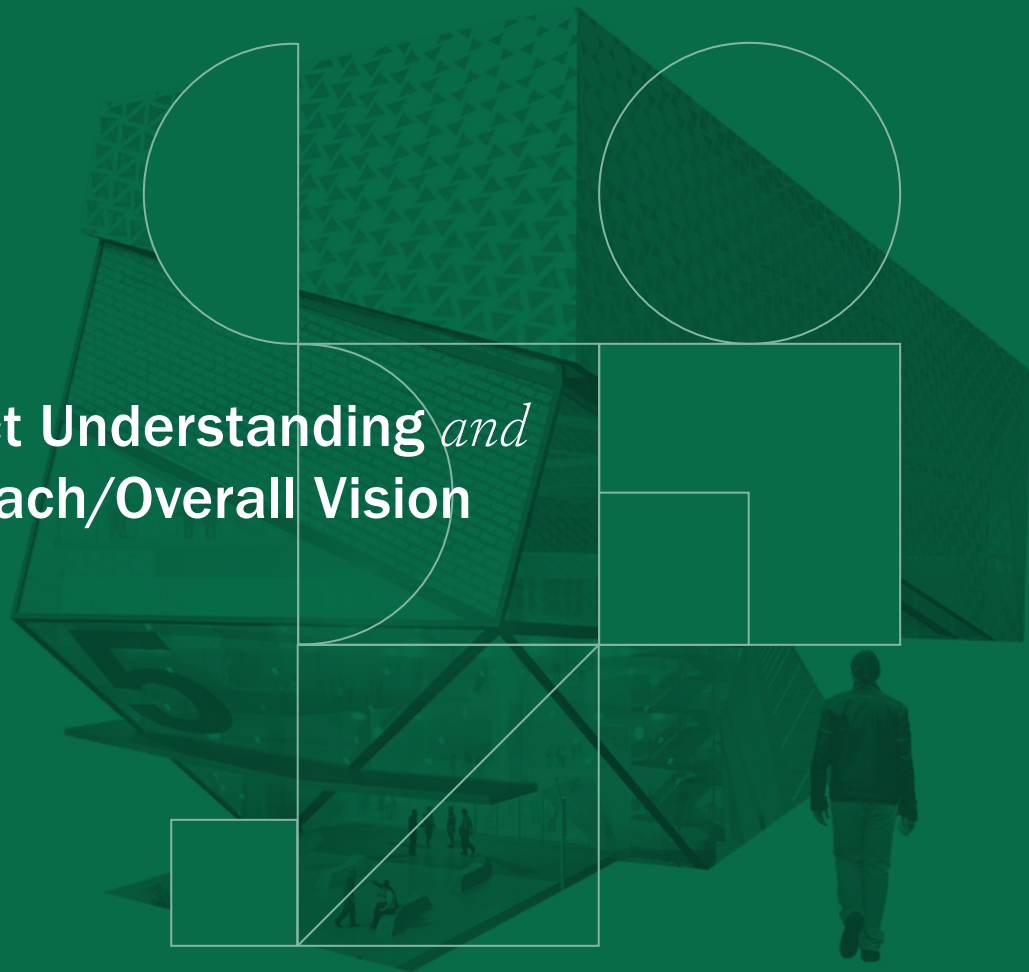
47864

First Name	Shane
Last Name	CHISM
License Status	Active
Discipline	ARCHITECT
Initial Registration Date	7 Apr 2008
Expiration Date	30 Jun 2026

Verify at the Arizona Board of Technical Registration by scanning the QR Codes below:



**Project Understanding *and*
Approach/Overall Vision**



C. Project Understanding and Approach/Overall Vision

The Chinn Planning, Inc. and DLR Group approach to conducting the jail planning study involves a comprehensive needs analysis of the criminal justice system in Cochise County.

Our comprehensive needs analysis includes collecting and analyzing data in the following areas:

- Trends and impacts related to jail admissions, length of stay, daily population
- Court filings and dispositions
- Law enforcement trends
- Court transports
- Sentencing guidelines (and proposed changes)
- Demographic trends

- Alternatives to incarceration
- Interviewing system officials
- Comparative analysis
- Operational and facilities assessment
- Inmate population forecasts

Developing options for system improvements and capacity requirements for the jail as well as other components of the criminal justice system that impact on the jail population.

The plan developed for a new jail facility will be based on realistic inmate capacity requirements, national and state standards, efficient operations, and best practice in jail operations and facility design.

A few unique critical issues to analyze and discuss include:

- An analysis of moving prisoners from jail to court and back, based on the locational options that are developed. The most cost effective means of booking inmates, including the location of the booking facility, will also be analyzed.
- An analysis of Arizona sentencing guidelines will be required to determine impacts on the future jail population, and any proposed future changes to the guidelines will be modeled to determine impact on jail capacity requirements.

We will address each of these issues using the following 12-Step Task Outline as outlined as follows:

Task 1: Meet with Project Advisory Committee

The Consultant Team proposed that the project begin with a meeting of the Project Advisory Committee. The Project Advisory Committee should be composed of representatives from County Administration, Jail, Courts, Finance/Capital Projects, County Commissioners, and others deemed appropriate by the County to review jail options and recommendations made by the Consultant Team. This will include the review of the criminal justice system and operational assessment; projections of future capacity requirements; locational analysis; staffing plan and estimated operating costs; space program to meet future capacity requirements; building options and site analysis; and estimates of total project

Important Issues *and* Critical Success Factors

01.

Issue: Address overcrowding, inmate forecast and longterm operations costs for Cochise County Detention.
Success Factor: The result of this Jail Planning effort will present viable options and understanding of how existing facilities can most efficiently serve the County.

02.

Issue: Unify detention and courts.
Success Factor: Our planning services will consider not only inmate population forecasts, but cost of operations including transporting inmates between facilities.

03.

Issue: Communicate Budget Strategy and Solutions to the community.
Success Factor: Provide documentation and resources for the County to fully communicate the next steps in addressing the Jail issues.

04.

Issue: Needs assessment and planning must meet established industry standards.
Success Factor: Follow existing American Correctional Association Jail Standards along with State and County standards for operations and sustainability



A series of meetings with your Project Advisory Committee will result in fully understanding your needs in detail, elicit participation in the proposed solutions, and demonstrate results within the project scope limitations.

costs. The Consultant Team understands that the result of their work will be a detailed building plan that will enable the County to select a Design Architect for the new County Justice Center.

The Consultant Team would review the Scope of Work, Project Schedule, and Team Organization at the initial Project Advisory Committee meeting to make sure it meets all the requirements for the project. The Project Advisory Committee would meet at several points in the planning process to review and consider information and issues coming forth as project tasks are completed.

Task 2: Develop Comprehensive Criminal Justice System Assessment

In order to determine the various factors contributing to the growth of the jail population in Cochise County all aspects of the criminal justice system have to be analyzed. Each step in the criminal justice process can impact on the demand for jail space, from the point of initial contact with law enforcement and intake processing, to the court process and final case disposition. If diversion and alternative programs are not adequate or underutilized, the demand for jail capacity can increase. If case processing time is delayed, initial appearance and bail reviews are not timely, or mandatory sentencing policies are in place jail population can increase as length of stay

grows. As recent national trends and evidence-based research have shown, jail populations can be reduced by implementing successful programs and strategies to divert, process, treat, and supervise detainees, and they can also increase chances for successful return to the community.

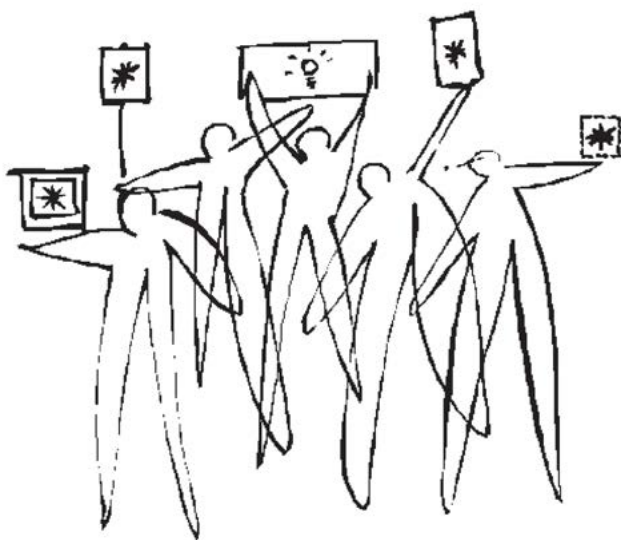
In addition to analyzing criminal justice data and information, Cochise County population and demographic trends have to be analyzed because they can also impact on the criminal justice system and the demand for jail beds. The demand for jail beds can increase if programs and services (particularly those dealing with alcohol and drug addiction, homelessness, mental illness, job skill development, and housing assistance) are lacking in local communities. These human service needs and available options to address the needs must be examined as part of a comprehensive strategy to develop a criminal justice system master plan. Over representation of populations within the criminal justice system can also lead to increased use of jail capacity, and the factors that result in over representation must be assessed in order to determine if future policies can result in reduced levels of incarceration.

Research to determine the factors driving the demand for jail beds will be comprised of quantitative data analysis; documentary review of materials provided by the County; interviews conducted with all key

stakeholders in the criminal justice system and other professionals that may provide input into the community factors associated with crime, arrest and incarceration; national literature search and review to support evidenced based processes, programs and services; national and local comparative analysis of trends, systems and detainee profile data; and the Consultants' vast experience in conducting criminal justice system assessments throughout the United States and Canada.

The various means of research described above will be utilized to examine trends related to population and demographic trends; human service trends and available programs; crime and arrest trends and law enforcement practices; court caseloads and processing and diversion programs utilized by the courts; jail population trends and profile characteristics and alternatives to incarceration programs; regulations, standards and guidelines impacting facility operations, programs, services and funding; and laws or proposed changes in laws impacting on the criminal justice system and jail capacity requirements.

The objective of this review and analysis will be to identify the impact that changes in admissions and average length of stay have had on changes in the size the jail population over time. Recent patterns in crime and arrest rates and judicial and system practices will be examined to determine their impact on admissions and average length of stay. Analysis related to the critical "front end/admissions" function of the criminal justice system will involve an assessment of intake criteria, processing procedures and classification and the resulting use of jail capacity. Detainee



profile and classification data will be analyzed in order to disaggregate the projected jail population into categories including: male/female, pre-trial vs. sentenced, nature of charge (felony/misdemeanor, VOP, immigration and other holds), special custody including mental health and medical, disciplinary segregation, administrative segregation, trustees, work release, etc.

The result of this Task will be an assessment and reporting of all of the factors that drive the demand for jail capacity in Cochise County. In addition, the assessment will include the impact of programmatic, operational, and procedural changes that can impact the need for jail capacity in the future, with a particular emphasis on quantifying the impact of expanded or new alternatives to incarceration.

Task 3: Forecast Jail Population and Determine Capacity Requirements

Appropriate methodologies and models including linear regression models, demographic trend and ratio models, and computerized forecasting models requiring ten years of monthly historic data will be used to develop projections of the jail population in five-year increments from 2024 through the year 2055. All of the forecast models will use the historical factors and patterns driving the jail population changes over time, and then project those trends out to the planning horizon. Data used for the projections will include average daily population, admissions, and average length of stay (ALOS). Monthly data for a minimum of ten years will be utilized to develop projections of average daily population, with several sub-sets of data including male/female, felon/misdemeanor, remand/sentenced, and special needs populations being used for component projections. Factors will be added to the forecast of average daily jail population to account for peaks in populations, as well as additional capacity required for appropriate classification and separation of jail populations.

The baseline projections will model a range of low, mid-, and high-case growth scenarios based on various assumptions about changes in the rate of jail admissions and the average length of stay (ALOS) for the jail population. These assumptions will be derived from the historical analysis of the various system factors affecting admissions and ALOS.

The baseline estimates will then be converted into various projection models, based on assumptions about

change in policy, practice, and overall trends within the criminal justice and detention system in the County. This conversion process involves modifying the baseline projections to account for policy and programmatic impacts on the jail component of the criminal justice system. A crucial element in the conversion process will be the modification of the baseline estimates to account for the impact that expansion and/ or implementation of new alternatives to incarceration can have on the jail population. The data analysis will include an analysis of alternatives to incarceration programs and their potential impacts on the projected jail population.

Using detainee profile and classification data, the forecast of future jail population will then be disaggregated by gender, custody level, special needs populations (mental health, medical), and other functional requirements of the jail population. This preliminary classification will be used to estimate the various types of bed spaces and housing configurations required for the projected jail population.

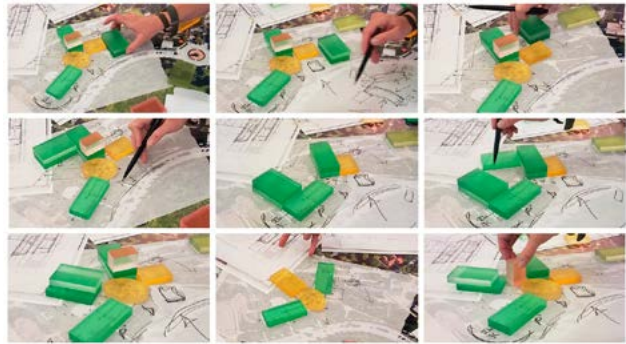
Other adjustments to the baseline forecasts will be made to reflect the impact of system improvements, particularly as they might affect ALOS. Potential changes in laws will be evaluated, and the impact of the changes will be incorporated into the forecast. The degree of uncertainty regarding the estimates for the second half of the planning horizon (2040-2055) will be examined to achieve a balance between near-term capacity requirements and long-term expansion potential.

Throughout this process, the Consultant will seek detailed and ongoing input from the Project Advisory Committee, Jail Administration, and key stakeholders and make presentations as needed to stakeholder groups and other criminal justice system officials in order to reach consensus of future capacity requirements.

Task 4: Define Bedspace Needs by Custody Categories

Based on the consensus forecast of future jail population capacity requirements developed in Task 3, projections of the number and type of bedspaces will be derived in Task 4. Using the jail population profile information developed in Task 2, a preliminary classification of the future jail population will be developed to reflect appropriate custody levels and the functional requirements of the detention system. This preliminary classification will be used to estimate the various types of bedspaces and housing configurations

required for the projected population, and will serve as input to the development of the operational and architectural program.



Task 5: Define Appropriate Conditions of Confinement

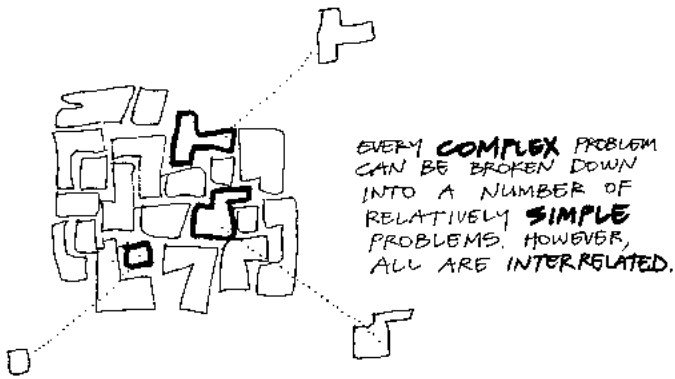
The American Correctional Association (ACA) Jail Standards, State of Arizona requirements and the Consultant Team's experience will be used to review various conditions of confinement standards relative to the planning for a new jail facility in Cochise County. In addition to reviewing and defining appropriate conditions of confinement, the Consultant Team will work with the Project Advisory Committee to determine the County's desire to achieve ACA accreditation. The requirements for accreditation will be identified and, to the extent possible, the cost implications of achieving accreditation will be defined.

At the conclusion of this task, consensus will be reached with all appropriate parties as to the conditions of confinement that Cochise County intends to achieve in the operation, design, and management of the new jail facility.

Task 6: Define Alternative Jail Management Concepts and the Design and Construction Implications

The Consultant Team will review alternative management concepts of the inmate population. Particular emphasis will be placed on the concepts of direct supervision and unit management. The Consultant Team will discuss the approach to security and inmate service delivery with the Project Advisory Committee.

Once a consensus has been reached on the most cost-effective management approach for the County's detention resources, the design and construction implications will be documented. This documentation will focus upon the types of construction, materials,



security systems, fixtures, and furnishings that are appropriate for the selected management style. To the extent possible, the cost implications of the design and construction for alternative management approaches will be quantified.

Task 7: Develop Operational Program Statement

A series of working meetings with the Jail Administration and staff will be held. Through these meetings, a consensus will be developed as to the preferred management approach for each functional service and component of the facility. The relationship between security requirements and desired inmate services and programs will be carefully documented. The following identifies some of the major issues around which operational concepts will be developed.

- **Classification Disaggregation.** Through the discussions of the preferred management approach, the Consultant Team will determine the disaggregation of bedspaces by custody level and functional mission. Through this effort, design guidelines can be prepared that discuss the appropriate design and construction response for varying custody levels and functional components.
- **Centralized versus Decentralized Services.** The Consultant Team will define with input from Jail Administration the extent to which services and programs will be centralized within the facility or decentralized to the individual housing units. All components of inmate services and activities will be analyzed to determine the most appropriate location, given management concepts and spatial implications.
- **Daily Routine.** Working with Jail Administration and staff, the Consultant Team will define daily routines for various custody levels of inmates. This will provide information concerning the extent of inmate movement, and ultimately impact the functional groupings and define the security and operational staffing required to meet the desired daily routines.
- **Housing Unit Supervision.** The Consultant Team will present a series of options for managing inmates in the

housing environment. A part of this discussion will be the determination of the desired number of inmates to be grouped within a single dayroom environment. During this discussion, the capital and operational implications of double occupying cells will be quantified. At the completion of this aspect of the operational program, a recommendation will be made as to the most appropriate housing unit size for varying custody inmates; the implications of direct or indirect supervision of inmates; and the basic security and support staff requirements per housing unit type.

- **Security Concept.** During the development of the operational and management program, a basic concept for securing the facility will be outlined. Included in the basic security concept will be an appropriate perimeter and roof top security concept; the appropriate construction level for exterior walls by facility component; the role of technology, such as CCTV and electronic detection; the role and responsibility of control rooms; varying requirements for locking controls; and the security implications of life safety codes. During this step of the operational programming task, a conceptual program statement will be prepared regarding the security concept for the facility and facility components.
- **Staffing Plan.** Criteria for staffing the housing units and support spaces will be outlined. Particular emphasis will be given to the security, management, program, and support staff that might be decentralized to the housing unit. An overall staffing pattern including relief calculations will be prepared for the entire facility and individual functional components.

The operational program statement will serve as the guideline in the development of the detailed architectural program.

Task 8: Develop Architectural Program

Upon completion of the operational program statement, the Consultant Team will develop a detailed spatial program for the new facility. Space guidelines developed by the American Corrections Association, the National Institute of Corrections, State and County guidelines, and the Consultant's experience will be utilized to define space requirements for each functional area within the various facility components (i.e., Facility Administration, Security, Program, Support Services, Housing, etc). Both departmental and building gross factors will be applied to the net square footage to determine the total square footage requirements for the facility.

- **Component Role.** Each component of the jail facility will be defined according to its mission and relationship with other facility components.

development of web site materials and other written documents.

Task 11: Develop Project Budget

Utilizing the information developed in the architectural and operational programs, a construction cost budget will be prepared for the new facility. The Consultant Team will use national and local material and labor information to develop the estimated construction costs, using a square footage basis.

In addition to identifying the estimated construction costs, the Consultant Team will define anticipated site development, equipment, fixtures and furnishings, communications and security, fees, and contingency costs, based upon the architectural program. This information will be presented to the Project Advisory Committee and County Elected Officials as the proposed project budget for inclusion in any future financing plan.

The Consultant Team will define in 2024 dollars the financial implications of operating the County jail facility for the next 15 years. Salary and non-salary costs will be presented based on existing costs and a clear understanding of the cost of operating the new facility, as these costs far exceed the capital investment over the life of a new facility.

Task 12: Develop Design and Construction Project Schedule

Upon completion of the previous Tasks a comprehensive project schedule will be prepared for the design and occupation of the new jail. The Consultant Team will identify and provide a time line for relevant items including the following:

- Project Information & Funding Phase
- Design Phases (SD, DD & CD)
- Bidding & Negotiation
- Project Award
- Construction Phase
- Project Closeout
- Owner Transition & Start-up
- 1 year warranty review

The above Tasks will be presented on a Gantt chart computer generated schedule. Time duration, overlapping items and key project milestones will be illustrated.

At the completion of all of these Tasks, Cochise County can select an Architectural Team to initiate the design

and construction of the new Cochise County Justice Center.

Technology / Innovation

More and more, new systems of technology and innovation in communication are re-defining how we work. Prior to beginning the project, we will determine in the Project Advisory Committee which tools will best fit the needs of the Team and the ultimate success of this project.

DLR Group uses “Newforma Project Center” for project information management. Successful projects are all about teamwork and communications. Our project information management system ensures the most is done to support both.

NewForma Project Management

This file server in DLR Group’s offices stores all project information with a process that allows access by all team members, through secure pre-established access privileges.

Email Management: Stores emails with project files, easy searches by key word in body of email or attachments (not just by subject title). Project team features facilitate communications between internal and external team members with reminders and search capabilities.

Comprehensive Search: All project files, emails and attachments are indexed to locate items by search terms within all documents and any file type attached document.

External Communications: Information exchange for large electronic files includes logging, tracking and document expiration management. The information exchanges also manages file transfers with transmittals, document sets and record copies with info exchange folders, browser interfaces and administrative functions to maintain, secure and provide easy access to large information files.

BIM/CAD Design Review: Integrated practice means more collaboration from all team members sooner in the design process. By capturing mark-up sessions for easy tracking, reviewing and sharing while allowing document versions to be automatically compared and checked for unintended design changes. Markups users

can do physical redline mark ups of CAD or BIM model documents and link to action items and attached to emails. Batch compare features allow a comparing of large sets of documents with color coded displays of differences.

Project Monitoring: By monitoring everything about the project from individual action items to overall activities against the timeline. The managers can readily identify when a task or process threatens to diverge from the plan. With project timeline, calendar views, journal views and event logs action items can be identified to manage critical issues.

Virtual Reality: Sometimes visual devices like renderings, floor plans and models are not the most effective way to convey spaces. Virtual Reality (VR), is the newest technology that offers clients and stakeholders the experience of actually stepping into a 3-D environment.

DLR Group uses virtual reality as an architectural presentation tool as well as a tool to gain feedback and integrate that into the design process early on to assist with the development of the project design. The benefit of VR is that it makes it easier to collaborate and make decisions about projects. This tool creates an inclusive process that hits the mark between clients and stakeholders knowing what they're getting and being true participants in the design.

Smartphone technology has become so advanced that it can already support VR-quality graphics, and since they are typically already outfitted with accelerometers to detect motion, users don't really need separate controllers to navigate through a 3-D space. Plus, VR viewers like Google Cardboard are inexpensive and easy to use. With just a phone, an app, and a viewer, anyone could easily view a virtual environment from

anywhere in the world. DLR Group uses a combination of technologies to present and engage our decision makers and stakeholders throughout design development.

Given DLR Group is already designing in 3-D with renderings and fly-through of spaces, it's been a natural transition to VR-based presentations for our clients.

Final Report for Public View

The Chinn Planning, Inc. and DLR Group team is fully capable of creating a final report for public view and a self-guided, web-based presentation of the final report for posting on the Cochise County website.

Microsites: Microsites serve as an accessible, online living document that tracks the project process and decision-making and provides a single location for project communication. It is a tool for digital engagement to reach any number of stakeholders, community members, and staff who are unable to attend in-person or virtual events. Once the planning process is completed, the site provides a singular home for planning documents and progress updates. Our microsites are created custom for your project, integrating your branding, your web-style, and your planning process into a digital home base.

Communication is two-fold, with public pages containing project updates, videos, links meant for public consumption and review, as well as password protected pages for project working and leadership committees that hold items for internal review, meeting recordings, and working documents.

