



**REQUEST FOR EXECUTIVE ACTION**  
**EA Title:8549 - Rethinking The ACJ Facility - Award**  
**Originating Department:Administrative Services**

Run Date:06/13/2022

Page 1 of 1

**SEE DEPARTMENT AUTHORIZATION PAGE**

**Contact:** Jason Sterner                      **Ext:**3576  
**Date Submitted By Agency:** 06/09/2022  
**Date Approved:**                      06/09/2022  
**Future Impact:**  
**Included In Budget:**    Yes                      **For:** Capital

**Est Cost:**                      \$700,000.00**Est Revenue:****County Match:**

Account coding provided on JDE Contract Form

**Summary:**

Award contract in response to Specification Number 8549, Request for Proposal for Rethinking The Allegheny County Jail Facility (Consulting Services).

**Explanation:**

It is requested by Frank Alessio III, Chief Purchasing Officer, Division of Purchasing and Supplies, upon recommendation of Erin Dalton, Director, Human Services, that approval be granted to award a contract to the most advantageous proposal received in response to Specification Number 8549, Rethinking The Allegheny County Jail Facility (Consulting Services).

Said proposal was received from CDI Architects dba L.R. Kimball A Division of TranSystems.

Through an initial scoring of the 7 proposals received and upon the recommendation of the evaluation committee the supplier list was short listed to include the best 5 proposals. Upon a series of in-person interviews with the remaining proposers, it was decided that CDI Architects dba L.R. Kimball best understood the intent and scope of the project and had the most experience with the Jail building.

The validity of the contract shall be December 1, 2021 through November 30, 2024.

# No.	Vendor	Project #	Contract Start date	Contract End Date	Ag #	Previous \$	Change \$	Amount \$	Fee
1	CDI Architects dba L.R. Kimball A Division of TranSystems		12/01/2021	11/30/2024		0.00	700,000.00	700,000.00	NO

Department	Department Director	Backup	Authorized	Department Authorized Date
Administrative Services	Ellen Allen		Yes - Approved by Department Director	Jun 9, 2022 2:51:25 PM

CC: Controller  
 Law Department  
 Budget & Finance

☒ Approved as Submitted  
☐ Denied

Certified and Sealed :**Electronically Approved**

William McKain  
 County Manager

06/09/2022  
 Date

## CONTRACT FORM

### COUNTY OF ALLEGHENY

Erin Nelson \_\_\_\_\_

OU # \_\_\_\_\_

**Prepared by**

OS # \_\_\_\_\_

(412) 350-1477 \_\_\_\_\_

OF # \_\_\_\_\_

**Phone Number****Department** Div. of Purchasing and Supplies \_\_\_\_\_**Vendor** CDI Architects Group LLC dba LR Kimball \_\_\_\_\_**Vendor #** 1982088 \_\_\_\_\_**Funder #**  
(if revenue) \_\_\_\_\_**Year** 2022 \_\_\_\_\_**Executive Action No.** 6022-22 \_\_\_\_\_

	COST CENTER/JOB NUMBER	OBJECT/ACCOUNT #	SUBSIDIARY/COST CODE	AMOUNT
1	25020072	63010.0101		\$400,000.00
2	30041901	63010.210601.3001		\$300,000.00
3				
4				
5				
6				
7				
8				
9				
10				
Contract Total				\$700,000.00

**CONTROLLER'S OFFICE USE ONLY****CONTRACTS SECTION**

AGREEMENT NO.

BOX NUMBER

**CONTROLLER'S OFFICE USE ONLY****CONTRACTS SECTION**

RECEIVED

APPROVED

POSTED

**AGREEMENT NUMBER:** 270020

**IN WITNESS WHEREOF**, the parties hereto have signed this **AGREEMENT** on the date below indicated.

**FOR THE COUNTY OF ALLEGHENY:**

DocuSigned by:  
By: William McKinn  
07CED7125D6E474...

Date 7/14/2022

County Manager

DocuSigned by:  
By: Frank Alessio III  
7428EB9E8EB2459...

Date 7/14/2022

Chief Purchasing Officer

*Approved as to Form:*

DocuSigned by:  
By: Andrew Szefi  
385E25DD3DF643B...

Date 7/14/2022

County Solicitor

DocuSigned by:  
By: Allan J Opsitnick  
DC9A16281A39440...

Date 7/14/2022

Assistant County Solicitor

**FOR THE SUPPLIER:**

DocuSigned by:  
By: Richard E. Genday  
8B4624A2C40C40B...

Date 7/12/2022

Name: Richard E. Genday

Title: Senior Vice President

SPECIFICATION# 8549  
SUPPLIER: CDI Architects Group LLC  
dba LR Kimball  
VENDOR NUMBER: 1982088  
EXECUTIVE ACTION: 6022-22



*This Agreement is:*

- ☐ Paid by Voucher (OU)
- ☒ Paid by Voucher (OS)
- ☐ Revenue-Generating (OJ)
- ☐ Paid via Purchase Order (Item Master/PI)
  - ☐ 99999 Line
  - ☐ Item Numbers Assigned (See Contract Document)





# CERTIFICATE OF LIABILITY INSURANCE

10/1/2022

DATE (MM/DD/YYYY)

9/30/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext):</b> <b>FAX (A/C, No):</b> <b>E-MAIL:</b> <b>ADDRESS:</b>														
<b>INSURED</b> 1496202 CDI ARCHITECT GROUP LLC DBA LR KIMBALL-ARCHITECTURE AND ENGINEERING 615 W. HIGHLAND AVENUE EBENSBURG PA 15931	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <th style="text-align: left;">INSURER(S) AFFORDING COVERAGE</th> <th style="text-align: left;">NAIC #</th> </tr> <tr> <td>INSURER A : Zurich American Insurance Company</td> <td>16535</td> </tr> <tr> <td>INSURER B : The Cincinnati Insurance Company</td> <td>10677</td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Zurich American Insurance Company	16535	INSURER B : The Cincinnati Insurance Company	10677	INSURER C :		INSURER D :		INSURER E :		INSURER F :	
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INSURER E :															
INSURER F :															

**COVERAGES**      **CERTIFICATE NUMBER:** 17754845      **REVISION NUMBER:** XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> SEVERABILITY <input checked="" type="checkbox"/> CLAUSE GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	Y	Y	GLO3707153	10/1/2021	10/1/2022	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 25,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	BAP3707150	10/1/2021	10/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 2,000,000 BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
B	<input type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$	Y	Y	EXS0591497	10/1/2021	10/1/2022	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$ XXXXXXXX
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	NOT APPLICABLE			PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ XXXXXXXX E.L. DISEASE - EA EMPLOYEE \$ XXXXXXXX E.L. DISEASE - POLICY LIMIT \$ XXXXXXXX

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

\*\*\* SEE ATTACHMENT \*\*\*

## CERTIFICATE HOLDER

**17754845**  
 COUNTY OF ALLEGHENY  
 STEVEN W. JOHNSON  
 501 COUNTY OFFICE BUILDING, 524 FORBES AVENUE  
 PITTSBURGH PA 15219

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Joseph M. Agnello*

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CONTINUATION DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES/EXCLUSIONS ADDED BY ENDORSEMENT/SPECIAL PROVISIONS (Use only if more space is required)

RE: CMO # 7976-1012KM.....CERTIFICATE HOLDER, THE CHIEF EXECUTIVE, THE COUNTY MANAGER, THE COUNTY COUNCIL, AND THE COUNTY EMPLOYEES ARE INCLUDED AS ADDITIONAL INSURED AS RESPECTS GENERAL LIABILITY, AUTO LIABILITY, AND UMBRELLA/EXCESS LIABILITY AND ARE PRIMARY AND NON-CONTRIBUTORY, IF REQUIRED BY WRITTEN CONTRACT. WAIVER OF SUBROGATION APPLIES IN FAVOR OF CERTIFICATE HOLDER AS RESPECTS GENERAL LIABILITY, AUTO LIABILITY, AND UMBRELLA/EXCESS LIABILITY IF REQUIRED BY WRITTEN CONTRACT AND ALLOWED BY STATE LAW. THE GENERAL LIABILITY INCLUDES INDEPENDENT CONTRACTORS LIABILITY COVERAGE SUBJECT TO THE POLICY TERMS, CONDITIONS, AND EXCLUSIONS.



# CERTIFICATE OF LIABILITY INSURANCE

10/1/2022

DATE (MM/DD/YYYY)

9/30/2021

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<b>PRODUCER</b> Lockton Companies 444 W. 47th Street, Suite 900 Kansas City MO 64112-1906 (816) 960-9000	<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext):</b> <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b>  <table style="width: 100%;"> <tr> <td style="text-align: center;"><b>INSURER(S) AFFORDING COVERAGE</b></td> <td style="text-align: center;"><b>NAIC #</b></td> </tr> <tr> <td><b>INSURER A:</b> Continental Casualty Company</td> <td>20443</td> </tr> <tr> <td><b>INSURER B:</b></td> <td></td> </tr> <tr> <td><b>INSURER C:</b></td> <td></td> </tr> <tr> <td><b>INSURER D:</b></td> <td></td> </tr> <tr> <td><b>INSURER E:</b></td> <td></td> </tr> <tr> <td><b>INSURER F:</b></td> <td></td> </tr> </table>	<b>INSURER(S) AFFORDING COVERAGE</b>	<b>NAIC #</b>	<b>INSURER A:</b> Continental Casualty Company	20443	<b>INSURER B:</b>		<b>INSURER C:</b>		<b>INSURER D:</b>		<b>INSURER E:</b>		<b>INSURER F:</b>	
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<b>INSURER D:</b>															
<b>INSURER E:</b>															
<b>INSURER F:</b>															
<b>INSURED</b> 1496208 CDI ARCHITECT GROUP LLC DBA LR KIMBALL-ARCHITECTURE AND ENGINEERING 615 W. HIGHLAND AVENUE EBENSBURG PA 15931															

**COVERAGES** **CERTIFICATE NUMBER:** 17754795 **REVISION NUMBER:** XXXXXXXX

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX DAMAGE TO RENTED PREMISES (Ea occurrence) \$ XXXXXXXX MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ XXXXXXXX GENERAL AGGREGATE \$ XXXXXXXX PRODUCTS - COMP/OP AGG \$ XXXXXXXX \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY			NOT APPLICABLE			COMBINED SINGLE LIMIT (Ea accident) \$ XXXXXXXX BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	NOT APPLICABLE			PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ XXXXXXXX E.L. DISEASE - EA EMPLOYEE \$ XXXXXXXX E.L. DISEASE - POLICY LIMIT \$ XXXXXXXX
A	PROFESSIONAL LIABILITY	N	N	AEH591904307	10/1/2021	10/1/2022	\$500,000 EACH CLAIM & IN ANNUAL AGGREGATE FOR ALL PROJECTS

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 RE: CMO # 7976 - 1012KM PROFESSIONAL SERVICES

## CERTIFICATE HOLDER

## CANCELLATION

17754795

COUNTY OF ALLEGHENY  
 STEVEN W. JOHNSON  
 501 COUNTY OFFICE BUILDING, 524 FORBES AVENUE  
 PITTSBURGH PA 15219

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/28/2022

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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**PRODUCER**  
USI Insurance Services, LLC  
8000 Norman Center Drive, Suite 400  
Bloomington MN 55437

CONTACT NAME: Patti Wingen

PHONE (A/C, No, Ext): 612-509-1989

FAX (A/C, No):

E-MAIL ADDRESS: patti.wingen@usi.com

## INSURER(S) AFFORDING COVERAGE

NAIC #

INSURER A: Zurich American Insurance Company

16535

INSURER B:

INSURER C:

INSURER D:

INSURER E:

INSURER F:

**INSURED**  
CDI-Infrastructure, LLC dba L.R. Kimball  
Architecture and Engineering  
TranSystems Corporation  
615 W. Highland Avenue  
Ebensburg PA 15931

TRANSYS-01

## COVERAGES

CERTIFICATE NUMBER: 827879303

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
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	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED <input type="checkbox"/> NON-OWNED <input type="checkbox"/> AUTOS ONLY <input type="checkbox"/> AUTOS ONLY					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	WC790204601	10/1/2021	10/1/2022	X PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

FOLLOWING ENDORSEMENTS APPLY TO THE NAMES/PROJECTS/EVENTS LISTED BELOW ONLY IF REQUIRED BY WRITTEN CONTRACT OR AGREEMENT: Workers Compensation: UWC3083-A Broad Form Named Insured Endorsement; WC0003-13 Blanket Waiver of Rights to Recover from Others, except for TX & CA; WC040306-CA-Waiver of Rights to Recover from Others; WC420304B-TX-Waiver of our Right to Recover from Others Coverage; UWC198-C Foreign Voluntary Comp & Employers Liability Coverage Endorsement; WC0003 01A Alternate Employer Endorsement. The additional insured and waiver of subrogation coverages indicated by the box(es) checked above are provided by the forms listed that only extend coverage if required of the insured by a written contract or agreement.

All States coverage except in ND, OH, WA and WY

See Attached...

## CERTIFICATE HOLDER

## CANCELLATION

County of Allegheny  
Attn: Steven W. Johnson  
Department of Public Works  
501 County Office Building  
524 Forbes Avenue  
Pittsburgh PA 15219

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.

## **SERVICES AGREEMENT**

This Services Agreement dated as of July 8, 2022, in accordance with Allegheny County Executive Action Number 6022-22 as approved on June 9, 2022, is by and between the County of Allegheny (hereinafter "the County"), a political subdivision of the Commonwealth of Pennsylvania, and CDI Architects Group, LLC dba L.R. Kimball – Architecture and Engineering (hereinafter "the Supplier"), a limited liability company incorporated under the laws of Pennsylvania.

### **RECITALS**

WHEREAS, the Supplier is in the business of providing certain services as further described herein; and

WHEREAS, the Supplier desires to provide and the County desires and deems it necessary in the public interest to use certain services all upon and subject to the terms and conditions set forth herein; and

WHEREAS, County is desirous of contracting with Supplier, as County has selected Supplier as the most advantageous supplier after a request for proposal and proposal review process; and

NOW, THEREFORE, in consideration of the mutual covenants and promises set forth herein, and intending to be legally bound, the parties hereto agree as follows:

### **ARTICLE 1      CERTAIN DEFINITIONS**

- 1.1 "Agreement" shall mean this Services Agreement, including the main body of this Agreement and Attachment A.
- 1.2 "Applicable Law(s)" shall mean all applicable federal, state and local laws, statutes, ordinances, codes, rules, regulations, standards, orders and other governmental requirements of any kind, including, but not limited to, those relating to (i) affirmative action and equal employment opportunity, (ii) nondiscrimination based on race, color, creed, religion, sex, age, ethnic origin or existence of a disability, (iii) wages and hours, (iv) workers' compensation and unemployment insurance, (v) labor and employment conditions, (vi) occupational safety and health and (vii) the environment and the use and handling and disposal of toxic and/or hazardous substances and materials.
- 1.3 "Employee Taxes" shall mean all taxes, assessments, charges and other amounts whatsoever payable in respect of, and measured by the wages of, the Supplier's employees (or subcontractors), as required by the Federal Social Security Act and all amendments thereto and/or any other applicable federal, state or local law.

- 1.4 "Services" shall mean any services or other duties to be performed by Supplier hereunder including, without limitation, all services and duties described in Section 2 and Attachment A.
- 1.5 "Unemployment Insurance" shall mean the contribution required of Supplier, as an employer, in respect of, and measured by, the wages of its employees (or Subcontractors) as required by any applicable federal, state or local unemployment insurance law or regulation.
- 1.6 "The RFP" shall refer to County's Request for Proposal for Rethinking the Allegheny County Jail, Specification Number 8549, and all subsequent Bulletins pertaining to and referenced by same Specification Number.
- 1.7 "Proposal" shall refer to Supplier's proposal submitted in response to the RFP, dated August 31, 2021.

## **ARTICLE 2 AGREEMENT TO PROVIDE SERVICES**

- 2.1 Supplier hereby agrees to provide the County as the County may from time to time designate, such Services as the County may require, all in accordance with and subject to the terms, covenants and conditions of this Agreement. The County agrees to use these Services in accordance with and subject to the terms, covenants and conditions of this Agreement.
- 2.2 Notwithstanding any other provision of this Agreement to the contrary, the County shall have no obligation to request, order, or purchase any Services hereunder. Without limiting the generality of the foregoing, the actual quantity of Services to be used hereunder shall be determined by the County in its sole discretion. This Agreement is not exclusive. Supplier expressly acknowledges and agrees that the County may use or procure, at its sole discretion, services which are identical or similar to the Services described in this Agreement from any third party.
- 2.3 During the Term of this Agreement, Supplier shall provide the County services as described in Attachment A.

## **ARTICLE 3 TERM AND TERMINATION**

- 3.1 The term of this Agreement shall commence on December 1, 2021 and shall expire on November 30, 2024, subject to any earlier termination as provided herein.
- 3.2 Notwithstanding the foregoing, the County may extend the term of this Agreement for an additional period of up to three (3) months by giving Supplier written notice specifying the length of such extension no less than thirty (30) days prior to the expiration of the original term.

- 3.3 Notwithstanding anything to the contrary contained in this Agreement, the County may terminate this Agreement at any time with or without cause by providing to Supplier no less than thirty (30) days prior written notice of termination.
- 3.4 Either party may terminate this Agreement by written notice to the other party if the other party breaches any of its obligations hereunder and fails to remedy the breach within fifteen (15) days after receiving written notice of such breach from the non-breaching party.

#### **ARTICLE 4      PAYMENT**

- 4.1 Prices are as stated on Attachment A. Unless Attachment A expressly provides otherwise, the prices for Services shall remain fixed during the entire Term of this Agreement and shall not be increased as a result of the quantity for Services provided, or for any other reason.
- 4.2 The total amounts due under this Agreement shall not exceed seven hundred thousand dollars (\$700,000.00). County shall have no right to require and Supplier shall have no obligation to provide any product or perform any services after the amount paid by County to Supplier pursuant to this Agreement equals the aforesaid total sum, unless and until by Amendment to this Agreement the parties agree on an increased sum.
- 4.3 Except as specifically set forth on Attachment A hereto, County shall not be responsible for any additional costs or expenses of any nature incurred by Supplier in connection with the provision of the Products or Services, including without limitation travel expenses, clerical or administrative personnel, long distance telephone charges, etc. ("Incidental Expenses"). To the extent that Attachment A expressly requires County to reimburse Supplier for Incidental Expenses, and notwithstanding anything else set forth in this Agreement, including Attachment A hereto, County shall not be responsible for any such reimbursement unless the expenses to be reimbursed are (i) approved, in each instance, in advance by County; and (ii) substantiated by appropriate receipts and related documentation. It is acknowledged and agreed that County may, as a condition of its approval of any such Incidental Expense reimbursement, require in each instance Supplier to utilize suppliers or service providers prescribed by County, which may include suppliers or service providers which are affiliated with County.
- 4.4 Supplier represents, warrants and covenants that the prices, charges and/or fees for Services set forth in this Agreement are at least as favorable as the prices, charges and/or fees Supplier charges to other of its customers or clients for services similar to the Services and under similar circumstances and conditions. If Supplier agrees or contracts with other clients or customers similarly situated during the Term of this Agreement, and offers or agrees to financial terms more favorable than those set forth herein, Supplier hereby

agrees that it will reduce the prices, charges and/or fees charged to County in respect of the Services hereunder to the most favorable rates received by those other clients or customers.

## **ARTICLE 5      INDEMNIFICATION**

5.1 Supplier agrees that it shall indemnify and hold harmless County and its respective officials, directors, employees and agents (collectively, the "Indemnities"), from and against any and all damages, claims, losses, expenses, costs, obligations and liabilities (including without limitation reasonable attorney's fees), suffered directly or indirectly by any of the Indemnities by reason of, or arising out of, (i) any breach of any covenant, representation or warranty made by Supplier in or pursuant to this Agreement, (ii) any failure by Supplier to perform or fulfill any of its obligations, covenants or agreements set forth in this Agreement, (iii) the negligence or intentional misconduct of Supplier, any subcontractor of Supplier, or any of their respective employees, agents or contractors, (iv) any failure of Supplier, its subcontractors, or their respective employees to comply with any Applicable Law, (v) any litigation, proceeding or claim by any third party relating in any way to the obligations of Supplier under this Agreement or Supplier's performance under this Agreement, (vi) any Employee Taxes or Unemployment Insurance; or (vii) any claim alleging that the Products, the Services or any part thereof infringe any patent, copyright, trademark, trade secret or other intellectual property interest in any country. Such obligation to indemnify shall not apply where the damage, claim, loss, expense, cost, obligation or liability is due to the negligence or willful misconduct of County or its officials, directors, employees, agents or contractors. The provisions of this Article shall survive the expiration or termination of this Agreement.

## **ARTICLE 6      COMPLIANCE WITH LAWS**

6.1 Supplier agrees to comply with all Applicable Laws. Without limitation of the foregoing sentence, Supplier shall comply with all applicable equal employment opportunity, affirmative action, and all other contract clauses required by Applicable Law and shall, at Supplier's expense, secure and maintain in full force during the Term of this Agreement, any and all licenses, permits, approvals, authorizations, registrations and certificates, if any, required by Applicable Law in connection with the performance of the Services. At the County's request, Supplier shall provide to the County copies of any or all such licenses, permits, approvals, authorizations, registration and certificates.

## **ARTICLE 7      PUBLICITY / CONFIDENTIALITY**

7.1 No news releases, public announcements, advertising materials, or confirmation of same, concerning any part of this Agreement or any Purchase Order issued hereunder shall be issued or made without the prior written



approval of County. Supplier shall not in any advertising, sales materials or in any other way use any of the names or logos of County without the prior written approval of County.

- 7.2 Any knowledge or information which Supplier or any of its affiliates shall have disclosed or may hereafter disclose to County, and which in any way relates to the Products or Services covered by this Agreement shall not, unless otherwise specifically agreed to in writing by County, be deemed to be confidential or proprietary information, and shall be acquired by County, free from any restrictions, as part of the consideration for this Agreement.

## **ARTICLE 8 EXAMINATION OF FINANCIAL RECORDS**

- 8.1 Supplier shall maintain books, program and financial records, documents and other evidence pertaining to costs and expenses related to this Agreement in such detail as will properly reflect all costs of labor, materials, equipment, supplies, services and other costs and expenses of whatever nature for which County funding has been provided under the provisions of this Agreement. The Supplier shall maintain such books, records, documents and other materials in accordance with Generally Accepted Accounting Principles, (GAAP) where applicable. The Supplier shall provide access, during normal business hours, to such books, program and financial records, documents and other evidence upon request of the County Manager, the County Controller or their designees upon receipt of reasonable advance notice, either oral or written. Supplier's books, records, program and financial records, documents and other evidence pertaining to services provided under this Agreement shall be preserved and made available for a period of three (3) years following the termination of this Agreement. The County Manager, the County Controller or their designees may audit, examine, review, photocopy, and/or make excerpts or transcripts of any of Supplier's books, records, program and financial records, documents and other evidence. Any deficiencies noted in any audit reports or otherwise must be satisfactorily responded to or fully resolved by the Supplier, to the County's satisfaction based on GAAP or applicable standards, within thirty (30) days after the Supplier's receipt of written notice of such deficiencies, or such longer period reasonably necessary if an extension is requested by Supplier. Failure of the Supplier to comply with the provisions set forth in this paragraph may constitute a violation of this Agreement and, at the County's sole discretion, may result in the County withholding future payments.

## **ARTICLE 9 REQUIREMENTS OF TIME**

- 9.1 TIME IS OF THE ESSENCE WITH RESPECT TO THE SERVICES PROVIDED. If Supplier for any reason anticipates difficulty in complying with the required services, or in meeting any of the other requirements hereunder, Supplier shall promptly notify the County in writing.

**ARTICLE 10     RELATIONSHIP OF PARTIES.**

- 10.1            Supplier is an independent contractor and is not an agent, servant, employee, legal representative, partner or joint venturer of County. Nothing herein shall be deemed or construed as creating a joint venture or partnership between Supplier and County. Neither party has the power or authority to bind or commit the other.

**ARTICLE 11     NOTICES**

- 11.1            All notices, required or permitted to be given or made in this Agreement shall be in writing. Such notice(s) shall be deemed to be duly given or made if delivered by hand, by certified or registered mail or by nationally recognized overnight courier to the address specified below:

If to the County:

Chief Purchasing Officer  
County of Allegheny, Division of Purchasing and Supplies  
542 Forbes Avenue, Room 201  
Pittsburgh, PA 15219

If to Supplier:

CDI Architects Group LLC dba L.R. Kimball – Architecture and Engineering  
Attn: Contract Manager  
615 W Highland Avenue  
Ebensburg, PA 15931

- 11.2            Either party may change its notice address by giving the other party written notice of such change in the manner specified above.

**ARTICLE 12     FORCE MAJEURE**

- 12.1            Delay in performance or non-performance of any obligation contained herein shall be excused to the extent such failure or non-performance is caused by events beyond Supplier's control or any force majeure event. For purposes of this Agreement, "force majeure" shall mean any cause or agency preventing performance of an obligation which is beyond the reasonable control of either party hereto, including without limitation, fire, flood, sabotage, shipwreck, embargo, strike, explosion, labor trouble, accident, riot, acts of governmental authority (including, without limitation, acts based on laws or regulations now in existence as well as those enacted in the future), acts of God, and delays or failure in obtaining raw materials or transportation. A party affected by force majeure shall promptly provide notice to the other, explaining the nature and expected duration thereof, and shall act diligently to remedy the interruption or delay if it is reasonably capable of being remedied. In the event of a force majeure situation, deliveries or acceptance of deliveries, which have been

suspended, shall not be required to be made up on the resumption of performance.

**ARTICLE 13     WAIVER**

- 13.1            No delay or failure by either party to exercise any right, remedy or power herein shall impair such party's right to exercise such right, remedy or power or be construed to be a waiver of any default or an acquiescence therein; and any single or partial exercise of any such right, remedy or power shall not preclude any other or further exercise thereof or the exercise of any other right, remedy or power. No waiver hereunder shall be valid unless set forth in writing executed by the waiving party and then only to the extent expressly set forth in such writing.

**ARTICLE 14     PIGGYBACKING**

- 14.1            Subject to Supplier's ability to provide the specified services, the Supplier agrees to make the products and services of this contract available to the Councils of Government, Municipalities and School Districts within Allegheny County at the prices, terms, and conditions set forth herein, but shall not oblige Supplier to provide any services if Supplier is already engaged in or is subject to other agreements or procurement systems with the referenced entities in Allegheny County.
- 14.2            Subject to the Supplier's ability to provide the specified services, the Supplier agrees to make the products and services of this contract available to all political subdivisions and authorities of the Commonwealth of Pennsylvania at the prices, terms, and conditions set forth herein, but shall not oblige Supplier to provide any services if Supplier is already engaged in or is subject to other agreements or procurement systems with the referenced entities in Allegheny County.

**ARTICLE 15     PARTIES BOUND; ASSIGNMENT**

- 15.1            This Agreement shall inure to the benefit of and shall be binding upon the respective successors and assigns of the parties hereto, but it may not be assigned in whole or in part by Supplier without the prior written consent of the County. Supplier shall not delegate its duties under this Agreement nor assign monies due or to become due to it hereunder without prior written consent of the County.

**ARTICLE 16     SEVERABILITY**

- 16.1            To the extent possible, each provision of this Agreement shall be interpreted in such a manner as to be effective and valid under applicable law. If any provision of this Agreement is declared invalid or unenforceable, by judicial determination or otherwise, such provision shall not invalidate or render

unenforceable the entire Agreement, but rather the entire Agreement shall be construed as if not containing the particular invalid or unenforceable provision or provisions and the rights and obligations of the parties shall be construed and enforced accordingly.

**ARTICLE 17      INCORPORATION; ENTIRE AGREEMENT**

17.1                All the provisions of Attachment A are hereby incorporated herein and made a part of this Agreement. In the event of any apparent conflict between any provision set forth in the main body of this Agreement and any provision set forth in Attachment A, the provisions shall be interpreted, to the extent possible, as if they do not conflict. In the event that such an interpretation is not possible, the provisions set forth in the main body of this Agreement shall control.

17.2                The RFP and the Proposal are hereby incorporated herein and made a part of this Agreement. In the event of any apparent conflict or inconsistency between the RFP, the Proposal, or the Agreement, the provisions shall be interpreted, to the extent possible, as if they do not conflict. In the event that such an interpretation is not possible, the documents shall prevail and apply in the following order of priority:

- (a)      The Agreement; then
- (b)      The RFP; then
- (c)      The Proposal.

17.3                This Agreement (including all incorporated documents) constitutes the entire agreement of the parties relating to the subject matter hereof and supersedes any and all prior written and oral agreements or understandings relating to such subject matter.

**ARTICLE 18      HEADINGS**

18.1                Headings used in this Agreement are for convenience of reference only and shall in no way be used to construe or limit the provisions set forth in this Agreement.

**ARTICLE 19      MODIFICATIONS**

19.1                Except as may be expressly provided otherwise herein, this Agreement may be modified or amended only by a writing executed by both parties hereto.

**ARTICLE 20      REMEDIES**

20.1                Any right or remedy of Supplier or the County set forth in this Agreement shall not be exclusive, and, in addition thereto, Supplier and the County shall have all rights and remedies under applicable law, including without

limitation, equitable relief. The provisions of this Article shall survive the expiration or termination of this Agreement.

**ARTICLE 21     GOVERNING LAW**

21.1            This Agreement shall be governed by and interpreted in accordance with the laws of Pennsylvania without regard to its choice of law provisions. Any disputes arising that cannot be settled in the normal course of business shall be litigated in a court of competent jurisdiction located in Allegheny County, Pennsylvania.

**Attachment A****Pricing and Description of Services****SCOPE OF CONTRACT**

<b>Task</b>	<b>Total Hours</b>	<b>Professional Fee</b>
Phase 0: <b>Project Initiation</b>	320	\$79,780.00
Phase 1: <b>System Assessment</b>	664	\$153,100.00
Phase 2: <b>Rethinking the System</b>	790	\$184,680.00
Phase 3: <b>Realizing the Vision</b>	319	\$79,520.00
<b>Draft &amp; Final Report</b>	201	\$52,220.00
<b>Final Presentation</b>	160	\$39,961.00
<b>TOTAL</b>	<b>2454</b>	<b>\$589,261.00</b>
Reimbursable Expenses (NTE)*		\$50,000.00
<b>Total Proposed</b>		<b>\$639,261.00</b>

**Scope of Services and Work Plan**

The jail re-design project includes two main phases: a planning and a design phase. The Planning Phase seeks to obtain stakeholder and public feedback on how the jail might be re-designed or re-used to promote today's goal of a smaller facility that optimizes officer and resident safety, health, and wellbeing, and better prepares its residents for a successful re-entry back to the community. Based on the feedback obtained during the early stages of public engagement and consulting process, the Design Phase will provide the actual architectural approaches and design responses that best provide an environment supportive of achieving the desired outcomes of this project.

The success of this project rests in large part on the on-going collaboration and active cooperation of the major players in the SJC initiative: police, members of the judiciary and other public officials, lawyers, correctional officers, jail health care and social service providers, former residents of the jail and their family members etc.

Our approach to re-thinking the future for the ACJ and alternative housing facilities will focus on several key elements that reflect the team's experience in criminal justice system reform, facility master planning and design melded to the unique conditions and needs of Allegheny County. These include:

1. Using a Project Review Committee of key stakeholders to provide direction in a highly interactive process to develop consensus on issues and potential solutions.
2. Eliciting the goals and objectives of the ACJ redesign strategy in terms of operational intent, then folding in national best practices to reinforce that direction.
3. Identifying the right level of information and data required to document existing gaps vs. needs, then providing the client the depth of analysis needed to make informed decisions inclusive of the impacts of those decisions; and
4. Analyzing a range of options from re-purpose, additions, and alterations to the existing jail and alternative housing facilities, partial replacement in-situ or development of a new replacement facility as a basis for determining the best solution that balances treatment and rehabilitative goals for a smaller jail population with capital and operational cost realities.

### **Preliminary Work Plan**

Nationally, counties share many common problems; however, each county has its own set of issues that makes its situation unique. The aggregate correctional experience of our team provides both understanding and alternative solutions to not only common problems but, more importantly, issues which will be unique to Allegheny County. The development of a vision for the future-responsive to the needs of the County will be a direct result of careful and detailed planning which recognizes the dynamic forces and influences which shape the system – and the role of each Stakeholder and the Community.

Our project approach for other jurisdictions in the past has always been built on two-way communication, the interplay of given criteria, specific needs and even aspirations. While a fully detailed project work plan cannot be crafted without careful communication with you, based on a review of the detailed services requested by the County (RFP - Scope of Services), our understanding of your project to date, and our previous experience completing projects of similar size and scope we have developed a generalized approach which will serve as the basis for further discussions with the County and your Stakeholders. Our team is well positioned to successfully perform the services required and deliver them on time and on budget.

The proposed work plan has been organized around the major phases and services identified for this planning and design project. A summary description of the tasks needed to address the needs of this project is provided below and illustrated on the graphic work plan overleaf, as a way of demonstrating with some degree of specificity the processes and sequence of tasks associated with the requirements of this solicitation.

As described below, this study will entail a variety of tasks and activities organized around the four major phases. Some tasks can occur simultaneously, while others will require input and validation from the client before moving forward.

### **Phase 0 Project Organization (Kick-off Meeting)**

Starting a project can be as important as finishing one. Refining our understanding of the County's objectives and expectations for the project will ensure that our team's final product speaks to the Allegheny County Bureau of Corrections' needs for the ACJ and alternative housing facility sites.

Therefore, our project approach begins with an introductory session with representatives from the County, SJC key criminal justice system stakeholders, partner agencies and any other groups/committees as identified by the Owner, to align our understanding of the project with that of the County.

The meeting will serve to:

- Introduce and mobilize the project team.
- Review the scope of services and confirm the work plan tasks, activities, deliverables, and milestones.
- Review task durations and overall project schedule and finalize work plan.
- Establish the proper lines of communication between the Owner, working groups, and the project team.
- Establish project monitoring and periodic reporting procedures.
- Identify the Project Review/Steering Committee that will be responsible for working with the consultant to review information and make decisions on alternatives, actions and choices as part of rethinking the role of the jail and how it is influenced by the overall justice system for the future. Meetings will be held with the Project Review/Steering Committee on a six-week interval throughout the course of the study.



The kick-off meeting should occur within the first week of the project and will be followed by an interactive visioning session to facilitate a discussion among participants on sharing ideas and insights on issues related to:

- Current challenges presented by the existing facility design, physical plant layout and available spaces as it relates to the space users, occupants, and residents of the facility.
- Future opportunities regarding facility design and programmatic improvements, enhancements and “hoped for outcomes” from this study.
- Existing programming/service gaps (have versus need).
- Prioritized operational, programmatic and design goals.
- Identifying objective & subjective considerations which will be used to rank design concept alternatives.

### **Phase 0 Community Engagement**

Our Team will provide a format for presenting the scope and key issues and eliciting a response on goals, objectives, and expectations through an interactive process that support group discussion. Our Team is experienced in providing a mixture of virtual, and as permitted by the Owner, on-site meeting formats to achieve these goals. As stated by the County, in addition to the necessary facility design modifications, the successful completion of this jail redesign strategy requires full cooperation of justice partners and the input and buy-in of the community. A key element of Project Organization will be developing our plan for Community Outreach and Engagement. We believe that it is necessary to start this process early. We will work with Project Review/Steering Committee to identify the groups that should be included in Community Outreach.

To help the County continue to make measurable progress on criminal justice reform we are committed to establishing a community-informed process that ensures inclusiveness and participation of all key partners and maintains an engaging, transparent, and on-going cooperation at all phases of the Study to incorporate the community’s feedback on key issues and achieve consensus on priorities and solutions of your project. Our goal is the development of recommendations that are collectively agreed upon, incorporate a diversity of voices, are supported by a firm rationale and feasible to implement.

To promote this interaction, through our community-engagement consulting firm, The People Group, our team will facilitate and conduct community meetings and workshops (either in person or virtually) as needed, preparing meeting agendas, presentation material and meeting minute notes.

We believe that it is important to engage them early in terms of their concerns, aspirations and hopes for the future. These will be interactive meetings with white-boards, survey questions for discussion and group breakouts where appropriate. The intent is to make this an interactive participatory process and not one of presentations or lectures only. This will help us gain an insight into the community's preconceptions of the system and help guide both our research into the "As-Is" model, allow us to respond to concerns in future meetings and actively engage the community in finding answers that are supportable by the citizenry.

**Deliverable:** Report documenting the vision, goals, aspirations and expected outcomes for the Master Plan Study.

**Schedule:** We project a 45 to 60 day effort for Phase 0 in order to allow enough time to schedule and hold community workshops, interview key stakeholders and modify our workplan based on input received and report back to the Project Review/Steering Committee

### **Phase 1 System Assessment "As-Is" Model This phase will focus on several tasks:**

**Population and Program Needs Analysis** – The team will take a "deep-dive" in understanding the population profile. This effort will focus on understanding who is in the facility and why, with an emphasis on identifying a pool of candidates that could benefit from alternative residential placements in the community to intercept and divert them from the criminal justice system and, for those that need to be booked at the jail, the type and quality of accommodations and program options needed to meet the goals you have set.

Falcon and NCCHC experts will contribute to these

conversations. A focus of these conversations will be a deep exploration of the frequent users of the mental health and justice systems and the population residing in the ACJ or accessing it for services. By recognizing front-end efforts to deflect or divert from the justice system altogether, and by studying who will ultimately be placed at the ACJ, our experts will disaggregate the population by needs and levels of acuity, supplementing the desegregation of the targeted bed space needs (500 to 1000 beds) based on security and classification categories.

Understanding the profile of the justice-involved and jail population and getting to know who your clients are (their housing status, gender identity, educational level, criminogenic risk and needs, mental health, substance abuse or co-occurring disorders, etc.) allows us to identify any potential gaps in the continuum of care; treatment programs and interventions; placement options and bedspace needs in residential housing/alternative programs, and number, type and support spaces needed within the secure jail facility.

Data collection can be a complex and time-consuming process often driven by the availability of existing data and by the resources that are dedicated to the project. To simplify the process as much as possible, the consultant will prepare a data request memo after discussion with staff on

the availability of existing data, focusing on the relevant information needed to accomplish the following key purposes: identifying your population; establishing their housing needs and determining the ideal physical space requirements to support your mission and goals.

Functional Survey – This task will include a functional survey of existing facilities relative to program space available, idealized unit sizes, potential for creating therapeutic communities and delivering enhanced services on housing units. Additionally, alternatives programs – Renewal and The Program will be included in the functional survey.

Operational Assessment & Planning – This task will look to model typical offender flow from arrest through release with an emphasis on identifying points for pre-admission diversion or actions that could be taken to speed up case processing and reduce the average length-of-stay. Our team will interview representatives of each major stakeholder to understand the current process and to identify potential options as part of defining the “Could Be of the future.

In order to assess the operational changes that might be needed as part of the jail redesign strategy, the consultant team will conduct individual and/or user interviews and focus group consultations with members of the County’s Bureau of Corrections team. These discussions usually start with an overview of the function to understand how the facility is currently run and what issues they think are most impactful on day-to-day operations. This is followed by a tour of the functional space to see the area in operation. Then the discussion continues (perhaps on another day) to understand what operational issues might be alleviated by a well-designed space that successfully supports the function.

The purpose of these consultations is to discuss current operations and operational constraints and develop short- and long-term operational goals for the ACJ and alternative housing facilities. The County has already started understanding what other successful systems have done, this team will bring other examples of best practices to help inform decision making. Operational changes could happen through a combination of changes on current staffing plans, functional and programmatic enhancements, changes in current practices and processes, new public health model and diverse service approaches to operational programming.

Falcon and NCCHC experts will lead conversations regarding the operations of the current healthcare system. A focus of these conversations will be a deep exploration of current screening, assessments, processes and practices to identify challenges and gaps and provide recommendations on how to best run programs and enhance services to really affect change.

In concert with the BOC team, the consultant will develop an Operational Plan, which will become the core document that forms the basis of and guides the further development and re-design of the ACJ facility.

Community Resources Inventory – Working with Community Based and Faith Based Organizations and prisoner advocates we will inventory available community resources that could aid in providing alternatives to admission into the jail or supportive services upon release. We have found in several jurisdictions that the lack of community resources leads to the jail becoming the place of first resort for placement. Several jurisdictions – Bexar County, TX, Miami, FL, Houston, TX and now Cuyahoga County, OH have created Crisis Intervention Centers for short term housing and treatment of those picked up for a minor offense who would alternatively be taken to the county jail. An investment in expanded community resources could provide an alternative where law enforcement can expeditiously place an individual that has been found to be a significant benefit both in reducing the jail population and to the individual for treatment.

Physical Assessment – Our team will review the ACJ and alternative housing facilities from two perspectives. First, what physical improvements are required based on age and conditions and second, what can be done to improve the quality of environment for people in custody and staff alike. Color, acoustics, murals of nature – all have been found to contribute positively to the well-being of all.

Deliverable: The deliverable of this phase will be a comprehensive model of the “As-Is” Allegheny Justice System as it relates to the ACJ, private providers and community resources. A key element will be an understanding of who is in jail now and why, and the potential for pre- and post- admission diversion and reducing the length of stay. A critical review of the model will focus on “gaps” in the continuum of care that could lead to reduced admissions, reduced length-of-stay, increased treatment and better outcomes upon release. The analysis will also include a preliminary shopping list of actions to be considered as part of developing the “Could Be” model for the future as part of rethinking the role of incarceration in the justice system and how the Allegheny County Jail responds to that role.

## **Phase 1 Community Engagement**

After review of the model, findings and key issues, with the Project Review/Steering Committee, our team will re-engage the community organizations defined for Phase 0. We will share our findings in a transparent manner, responding to issues raised in the initial meeting and again use an interactive approach to explore the community's response to our findings and begin to better identify alternatives for the “Could Be” system of the future.

Schedule: We project a 90 to 120 day effort for Phase 1 in order to allow enough time to collect and analyze data, engage stakeholders, prepare our summary system assessment and schedule and hold community workshops. Periodic meetings will be held with the Project Review/Steering Committee throughout this process. The overall schedule will partially overlap Phase 0 related to initial data collection. Final time frame will be dependent on the quality of data available.

## **Phase 2 Rethinking the System – the “Could-Be” for the Future**

This phase will focus on developing a wide range of alternatives related to reduced admissions, reduced length of stay, alternative placements, streamlined processing and improved facilities. While the primary focus is on facility alternatives and associated capital and operational costs for facilities, there is also a cost for alternatives – both to initiate them and for ongoing operational costs. For each alternative identified our team will provide estimates of the cost and the resulting benefits – some measurable in dollars and others measurable in social equity and impact on individuals and communities.

Key areas of focus include:

**Population Management Initiatives** – The long-term success of this effort will be reflected in the ability of the County and Stakeholders to continue to focus on the “Could Be” well into the future. As part of this effort, we will incorporate the work of SJC related to reducing the jail population, especially related to providing alternative capacity and streamlining the process to promote diversion at intake or via pretrial release. Whatever recommendations are adopted out of this study – be they diversion, alternative placement or improved facilities, it is important that there is a systemic effort to maintain the momentum of the study in the future.

**Community Placement Alternatives** – Based on the system assessment, population analysis and input of Community Based and Faith Based organizations in the community we will determine if expansion of existing or additional community placement alternatives are necessary, especially related to Crisis Intervention.

**System Re-Engineering** – Based on our analysis of the “As-Is” system model we will identify actions or resources required to enhance case processing and reduce the length-of-stay such as expanded pretrial release/monitoring, increased staff resources, expedited hearings, reduced reliance on cash bail, ability to clear prior detainers for people in custody with relatively low bail etc.

**Facility Alternatives** – The determination of the future of the ACJ – adaptive reuse or replacement is one of the key tasks of this planning effort as defined in the RFP. All of the other work outlined will determine what the ACJ needs to be now and in the future in terms of size, programs, care and treatment. These tasks will include at least two (if not more) alternatives for consideration.

### **In-Custody Component (Infirmary and Healthcare Housing)**

Although deflecting and diverting populations from those in the jail will make a substantial difference to operations, there will be people with serious mental health and medical needs who are entitled to constitutionally adequate care while housed in the jail. Our approach to facility alternatives will be founded on the notion of improved care and treatment in a secure

environment – changing the paradigm from one of custody and control, to one of care and custody.

The spaces necessary for effective and efficient provision of care for serious medical and mental health needs are directly dependent upon the operational model for the delivery of care to the population. Effective screening, assessment, triage, referral, housing, care coordination, and discharge planning require spaces that are designed with those operations in mind. The design of the in-custody component must reflect the segmentation of the population by clinical needs, in addition to security level. Housing spaces should include an Infirmary, which would house and treat those with serious medical and mental health needs that cannot be appropriately treated in the general population. In a system of this size, the Infirmary should be prepared to treat chronic medical conditions that require intensive medical treatments; select Infectious Diseases through the use of negative pressure and medical isolation; those inmate-patients who are actively suicidal; those inmate-patients who are pre- or post-surgical at an outside hospital; a select group of Moderate-to-Severe patients receiving detoxification (i.e., Withdrawal Management Services); and those inmate-patients living with Serious Mental Illness (SMI) who are unstable and requiring intensive acute interventions (i.e., restraint or continuous observation).

Additionally, consideration should be given to Transition Units, which afford a soft landing for those with behavioral health conditions who are stabilizing. This can be done through the use of units specifically designed to meet the needs of varying acuity levels. Models include spaces for inmate-patients considered Acute (i.e., SMI and unstable), Sub-Acute (i.e., SMI and stabilizing), and Non-Acute or Transitional (i.e., those stepping down from Suicide Watch, transitioning from special housing into general population, or those in general population who warrant additional assessment, observation, or treatment planning. Depending on the needs of the population, sheltered medical housing and other options may be appropriate.

For this reason, our approach begins with gaining a deep understanding of the clinical and criminogenic needs of the population accessing services across systems of public health and public safety. As previously discussed, by studying the existing jail population and trends observed in recent years, Falcon experts apply statistical disaggregation methods to identify the population that should be deflected or diverted and works with clients to develop the necessary clinical and legal processes to do so as efficiently as possible. The result is a reduced population of people with serious medical and mental health needs who are entering the jail, along with significant reduction in the inappropriate use of Emergency Departments for this population. Only those who require detention as the least restrictive means of addressing criminogenic needs or preventing imminent violence are then admitted to the County jail. Once the in-custody population is identified and segmented by level of clinical acuity and need, the numbers of spaces needed (i.e., beds) can be identified and programmed accordingly. This requires a deep understanding of clinical and custodial operations, along with an appreciation for the philosophy and mission of the Allegheny County Sheriff's Office and constituents of the County. Falcon

then works hand-in-glove with the Architect to create a space program that reflects true purpose-built design, meeting the needs of those who will work and live within the facility.

Building upon the information gathered throughout the planning process and community-engagement, and the deficiencies and needs identified in our own functional/physical plant assessment, the goal of this task is to develop concept design options to meet long-term needs of the ACJ and alternative housing facilities. As anticipated, the operational/functional recommendations that evolve from this assessment might be a mixture of service delivery methods, changes in current operations, and expansion of community-based residential options. Relative to modifications to the physical space, options could include housing plan modifications, renovation of existing areas, and expansion or/and new construction occurring over a period of time.

This task will necessitate the collection and review of existing building/program documentation such as facility drawings, previous condition assessments and surveys, environmental testing reports, etc., supplemented by an on-site tour of the facility by the design team with an eye toward a) identifying less suitable / less desirably sections of the facility that could be re-purposed or disposed of; b) identifying facility modifications/additions or in-fill opportunities to support long-term operational goals and space needs adjustments; and c) creating future flexibility and adaptability in space use, might things change.

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Preliminary Concept Design Options – the consultant team will develop up to three (3) concept design options for exploration with the larger County team, that in a comprehensive and holistic manner incorporate the findings from the operational and facility analysis. These options will be

discussed in a workshop setting in terms of pros and cons. During this workshop, open dialogue among all key stakeholders and community representatives about the implications of each concept design option will be paramount.

**Preferred Concept Design Options** - Based on the input received, a final “preferred” concept design option will be developed. The resulting Preferred Concept Design Option will devise a strategic and cohesive (re)design strategy that is responsive to the County’s vision and operational objectives.

**Short-Term Immediate Action Plan** – Recognizing that the implementation time frame for many actions may require additional planning, design and funding, the team will review all of the ideas included in the “Could-Be” alternatives to identify those that can be implemented in the short-term. Recently, for example in our work with Cuyahoga County recognizing that the new jail will not be occupied for 36 – 42 months, the County adopted a series of interim actions targeted at reducing the population and improving conditions including development of a new Crisis Intervention Center, county-wide law enforcement Crisis Intervention Training, 24 hour help line for law enforcement related to alternate placement, renovations to the existing jail to create a Central Booking Center to expedite processing and where appropriate release, enhanced pretrial services and reduced reliance on cash bond for misdemeanors and lower level felonies. As a result, the jail population has been reduced from a historic 2,500+ per day to less than 1,600.

## **Phase 2 Community Engagement**

After review of the “Could-Be” alternatives with the Project Review/Steering Committee, our team will re-engage the community organizations defined for Phase 0. We will share our findings in a transparent manner, responding to issues raised in the initial meetings and again use an interactive approach to explore the community’s response to our findings and prioritize or adjust “Could Be” alternatives as appropriate.

**Schedule:** We project a 120 to 150 day effort for Phase 2 in order to allow enough time to develop alternatives, engage stakeholders, prepare our summary recommendations and schedule and hold community workshops. Periodic meetings will be held with the Project Review/Steering Committee throughout this process.

## **Phase 3 Recommended Initiatives – Realizing the Vision**

Prior to the preparation of the Final Report, the consultant team will meet with key stakeholders and community representatives to present our findings. The findings will capture the analysis, data, and assumptions used to support the final concept and present preliminary costs estimates shaping the team’s recommendations. Presentations will be clear and user-friendly, and discussion will be encouraged to ensure that all opinions will be heard and considered. The goal



of this task is to reach consensus on our conclusions, the recommended concept option that is worth pursuing, and pave the way to preparing our final report.

Based on comments received from the Project Review/Steering Committee, Stakeholders and Community Groups recommended alternatives for the future will be revised as appropriate and prioritized as part of an action plan to realize the role and vision for the future for the ACJ. Actions will be ranked and ordered with a specific implementation plan and responsibilities for each initiative identified. A timeline will be developed for implementation along with estimates of both capital or start-up costs and ongoing operational costs. The action plan will be presented to the Project Review/Steering Committee for review and comment.

### **Phase 3 Community Engagement**

After review of the recommended implementation plan with the Project Review/Steering Committee, our team will re-engage the community organizations defined for Phase 0. We will share the recommendations in a transparent manner, responding to issues raised and again use an interactive approach to explore the communities' response to the recommended plan and gauge the level of support for funding and implementation.

Schedule: We project a 60 to 90 day effort for Phase 3 dependent upon the level of commentary received regarding our Phase 2 alternatives. This will allow enough time to refine the alternatives, engage stakeholders, develop an implementation plan with cost information and schedule and hold community workshops. Periodic meetings will be held with the Project Review/Steering Committee throughout this process.

**Final Report & ACJ Redesign Strategy** - In close consultation with the County team and all its project key partners, the consultant will prepare a Final Report at the conclusion of this Study. This report will include a description of the work performed under the contract to include the analysis, findings, and recommendations, compiled according to the major tasks of the study, with the recommended Concept Design Option clearly defined and described.

Deliverable: PDF version of the presentation and Final ACJ Redesign Study Report.

### **Implementation Assistance**

Our entire team stands ready to assist Allegheny County, your Stakeholders and your community in implementing the recommendations included in the final plan. Our justice planners and subject matter experts including Falcon Inc, NCCHC, Dave McRoberts and others will be available to assist in implementing programmatic changes. The architects and engineers of L.R. Kimball and DLR Group are available to assist in implementing the re-visioning of the ACJ, be it renovations or replacement by producing actual designs, architectural and engineering plans and specifications, developing cost options, preparing documents for bidding and assisting the County in bidding and construction administration.

The foundation for Rethinking the role of the Allegheny County Jail in the care and treatment of people in custody and its role in the overall Justice system will be the study. The realization of this future will be the implementation – and we stand ready to assist you in realizing your vision.

The graphic overleaf illustrates our approach to project development and is further described below. This is a generalized approach to realizing your vision for improved facilities, but both the scope of services and timeframes will vary based upon the final adopted approach to providing improved facilities – expanded community resources, renovation/adaptive use, or new construction.

A flexible work plan suited for the project complexity: The L Robert Kimball/DLR Group team will use all the work completed to date as a departure point in our quest for excellence in design, operations, and project delivery. The following pages include graphics for both our integrated design strategy which relates directly to a detailed work plan graphic for the multiple phases of design and construction. This will be a roadmap which will be adjusted to reflect the preferred facility alternative(s). The next step will be to take this work plan graphic and load all the requirements into the overall project schedule. From the overall schedule these tasks will further be broken down into items needed for specific meeting schedules and agendas for these schedules as they relate to the requirements for the project. This road map will be one of the most important tools to help drive the success of the process.



**MEMORANDUM**

**TO:** Frank Alessio III, Chief Purchasing Officer  
Allegheny County Purchasing Division

**FROM:** Lisa L. Edmonds, MCA, Chief Equity and Inclusion Officer *LLE*  
Department of Equity and Inclusion

**DATE:** February 24, 2022

**RE:** RETHINKING THE ALLEGHENY COUNTY JAIL (IFB – 8549)

The Department of Equity and Inclusion has reviewed the MWDBE Participation Statement submitted by CDI Architects dba LR Kimball with regard to the above-referenced specification. We have contacted said company regarding MWDBE participation and additional documentation was submitted.

CDI Architects dba LR Kimball plans to meet the County's MWDBE goals. As such, please be advised that the Department of Equity and Inclusion recommends said company for award.

If you have any questions regarding this matter, please contact the Department of Equity and Inclusion at 412-350-4309.

LLE/dyl

**CC:** Jason Sterner, Purchasing Agent



**DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PURCHASING AND SUPPLIES**

**REQUEST FOR PROPOSAL**

**FOR**

**RETHINKING THE ALLEGHENY COUNTY JAIL FACILITY  
(CONSULTING SERVICES)**

**SPECIFICATION NO. 8549**

**This Request for Proposal contains requirements for proposers to assist the County in meeting M/W/DBE goals and our Veteran owned small business goals. Therefore, proposers must document their plan or good faith efforts to meet those goals. Please see the Requirements and fill out the Participation Statement.**

**RFP DUE DATE: Wednesday, August 18, 2021, 11:30 A.M., E.T.**

**PROPOSAL SUBMITTAL: All proposals must be submitted electronically. No proposals shall be accepted in person, by U.S. Mail, by private courier service, via oral or email communication, telephone or fax transmission.**

**PERIOD OF CONTRACT: December 1, 2021 through November 30, 2024.**

**Jason Sterner  
Purchasing Agent  
412-350-3576  
[Jason.Sterner@AlleghenyCounty.us](mailto:Jason.Sterner@AlleghenyCounty.us)**

## **I. PURPOSE AND GENERAL INFORMATION**

Allegheny County is seeking Proposals from qualified consultants to lead a planning, design, and budget process that generates design and budget options for changes to the Allegheny County Jail facility at 950 Second Avenue. Allegheny County is committed to reducing reliance on incarceration and is seeking options to redesign or reuse the existing jail facility or site in a way that reflects a significantly smaller jail population, better meets the needs of people who are incarcerated, and improves the working conditions for the correctional officers, attorneys, and social and health services providers who work in the jail.

The consultant will:

- lead a planning process that includes local government and criminal justice stakeholders, jail personnel, and community members to generate at least two design options for the jail facility;
- produce designs and/or high-level architectural plans and specifications for options that emanated from the planning process;
- work with County staff to develop cost options for the plans developed.
- prepare the selected option bid documentation for bidding by qualified Contractors
- assist the County in evaluating bids and selecting a Contractor
- value engineer the selected design option to align with available funding

The consultant will have experience engaging diverse stakeholders in planning processes for large-scale public design projects. Two or more organizations may submit one comprehensive Proposal in which they collaborate with one of the Firms being the Lead and any other Firm(s) being listed as Subconsultant(s) to the Lead.

Allegheny County is issuing this RFP on behalf of its partners in the Safety and Justice Challenge project. The Safety and Justice Challenge is a project funded by the John D. and Catherine T. MacArthur Foundation to reduce the jail population and racial and ethnic disparities. The project partners include:

- Fifth Judicial District of Pennsylvania Court Administration
  - Criminal Division
    - Pretrial
    - Adult Probation
- Allegheny County government – Executive branch, including:
  - Department of Human Services
  - Jail
  - Office of the Public Defender
- District Attorney's Office

## **II. PROJECT BACKGROUND**

In 2015, Allegheny County Executive Rich Fitzgerald asked the University of Pittsburgh's Institute of Politics to assemble a Task Force to examine how the criminal justice system could become "fairer and less costly, without compromising public safety." The ensuing Task Force

put together a [report](#) outlining recommendations ranging from providing public defender representation at first appearance to improving case disposition times. Since the report, Allegheny County has closely partnered with criminal justice system leaders to carry out many of the identified reforms. In 2018, Allegheny County was awarded a [Safety and Justice Challenge grant](#) from the John D. and Catherine T. MacArthur Foundation that supports strategies to reduce the Allegheny County Jail population. In 2020, DHS and Allegheny County Emergency Services co-convened a [Crisis Response Stakeholder Group](#) to improve Allegheny County's response to behavioral health crises. Strategies that are anticipated to continue reducing the jail population include implementing court processing efficiencies and closely monitoring the population that is detained for probation violations and utilizing alternatives to incarceration wherever possible. These efforts are a part of the commitment that Allegheny County has made to preventing criminal justice involvement and safely reducing reliance on incarceration.

Another component of Allegheny County's effort to reduce incarceration, ensure public safety, and improve fairness is to review the use of the current Allegheny County Jail facility. In 2019, the University of Pittsburgh's Institute of Politics held a forum entitled "[Repurposing Jails to Meet 21<sup>st</sup> Century Community Needs](#)." The forum featured many speakers who were closely involved in New York City's work to approve the closure of facilities on Riker's Island and the construction of borough-based jails that have a smaller bed capacity. During the forum it was noted that if Allegheny County had the same incarceration rate as New York City, that its jail population would be closer to 600, rather than frequently over 2,000. The forum provided inspiration for the idea of rethinking the current Allegheny County Jail facility and considering how it might accommodate a smaller number of jail beds and be redesigned to better meet the needs of people who are incarcerated.

As a follow up to the forum, Allegheny County looked at ways that it could reach an ambitious jail population reduction goal that would bring its incarceration rate closer in line with jurisdictions like New York City. The current Allegheny County Jail facility opened in 1995 with a capacity of 1,850 and to allow for expansion to up to 2,400. Despite a steep decline in crime since the opening of the facility, the jail population largely grew over time. While the average daily population of the jail was 1,507 in 1995, this figure was over 2,300 each year from 2003-2015. Thanks to the concerted efforts of county and criminal justice stakeholders and the rapid response to the COVID-19 pandemic, the average daily population during the last year is down to 1,711 in the jail and 97 in alternative housing facilities, without a resulting impact on public safety. An examination of reforms that have been implemented across the country to reduce jail bookings and length of stay for people in jail has been used to generate projections about the impact that similar reforms would have in Allegheny County. Those projections suggest that Allegheny County could further reduce its jail population to under 1,100.

Knowing that Allegheny County does not require the full capacity of the current jail facility, Allegheny County is seeking to rethink what kind of physical environment is necessary to best meet the needs of a smaller population. The Allegheny County Jail space could be redesigned to better support programming, reentry planning, and health service delivery that serves individuals while they are incarcerated and helps them prepare for release. Allegheny County has invested in evidence-based services in the jail to serve medium to high-risk people who are sentenced to the jail, yet the physical layout of the jail is limiting for service delivery for all. There has also been

growing attention to the way that the physical environment of correctional facilities impacts the health and well-being of people who are incarcerated and correctional staff. A redesign of the jail should consider how physical and operational changes to the facility could best serve a significantly smaller jail population. This work will be guided by the following principles:

- Incarceration is among the most serious actions that government can take since it deprives an individual of personal liberty; it is not the only way that people can be held accountable for causing harm. It should be utilized only as necessary for public safety and with consideration of its social and economic impacts.
- Individuals who are held in jail to preserve public safety should have access to services and supports in the jail that address the underlying causes of their criminal offenses. Meeting the needs of people who are incarcerated will help to make all our communities safer.
- Any jail facility should ensure the safety and wellbeing of people who are incarcerated, people who work in the facility, and people who visit the facility.

### *Current Facilities*

Allegheny County incarcerates individuals at the Allegheny County Jail facility at 950 Second Avenue and alternative housing sites run by two contracted providers. The current Allegheny County Jail facility opened in 1995 to replace a jail that had been in operation since 1886. The old jail held up to 900 individuals in 610 cells, and utilized the rotunda for recreational activities ([Source](#)).



*Old Allegheny County Jail ([Source](#)).*

Following a series of court orders to address overcrowding and unconstitutional conditions in the jail, Allegheny County was ordered to build a new jail facility ([Source](#)). The facility at 950 Second Avenue opened in 1995 and is located next to the Pittsburgh Municipal Court. It contains



35 living units on 8 dual-level floors. On average, each housing unit or “pod” has 56 cells on two levels and is constructed with cells along the perimeter of the pods surrounding an interior common space for eating and recreational purposes. The housing units are designed for direct supervision.



Allegheny County Jail ([Source](#))



Allegheny County Jail ([Source](#))

Cells within the housing units contain bunk beds with thin non-flammable mattresses, a sink, a toilet, and a small window on the door. Typically, two persons will occupy one cell. Common spaces within the housing units provide televisions. Pods were designed according to minimum correctional standards for unconvicted incarcerated individuals ([Source](#)).



Allegheny County Jail ([Source](#))



Allegheny County Jail Veteran's Pod ([Source](#))



Allegheny County Jail Veteran's Pod ([Source](#))



In addition to the jail facility, Allegheny County contracts with two providers who run alternative housing facilities that provide an option for housing incarcerated individuals outside of the jail. A key difference between the jail facility and alternative housing is that some individuals in alternative housing are permitted to leave the facility during specific timeframes for work. The two providers of alternative housing run facilities that can house up to 286 individuals ([Source](#)).

- [Renewal](#) can house up to 150 men and 30 women. Renewal offers work release programs, workforce development programs, drug and alcohol treatment, mental health outpatient services, family support services, and community service opportunities to residents. Additionally, Renewal partners with Lydia's Place and GetPaid.
- [The Program](#) operates two facilities, Allegheny County Treatment Alternative (ACTA), which can house up to 50 men and the West Homestead Center, which can house up to 56 women. The Program offers inpatient drug and alcohol treatment, outpatient drug and alcohol treatment, case management, and employment services to residents.

### *Jail Facilities for Staff*

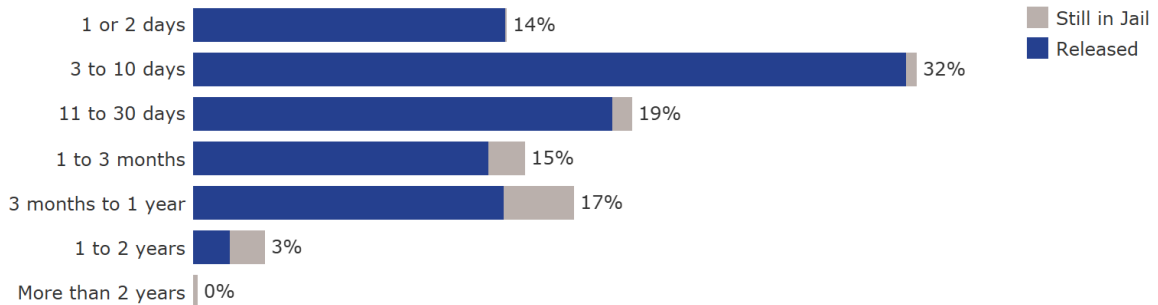
It is the [Allegheny County Bureau of Correction's policy](#) that all administrative, security, professional, clerical, and other staff/personnel have access to the following: an area to change clothes and shower, a private area/room/lounge for eating and breaks, access to physical training facilities and equipment, space for training, space for shift change briefings, and private toilets and showers.

### *Jail and Alternative Housing Populations*

There are multiple reasons why an individual can be held in the Allegheny County Jail or alternative housing facilities, including serving a county sentence, awaiting trial, awaiting resolution of a local or state supervised probation violation, being held for transfer to other correctional institutions, being held for violations of child support orders or protection of abuse orders, and awaiting release to treatment facilities. Individuals may be sentenced to up to 23 months in the Allegheny County Jail, but most individuals are held for shorter periods of time while awaiting trial or resolution of a probation violation.

## Length of Stay

For individuals booked during the selected date range, the median length of stay is **13 days**, and the average length of stay is **62 days**.



*Length of Stay in Allegheny County Jail (All individuals, 1/1/2019-3/25/2021)*

<b>Length of Stay in Allegheny County Jail by Demographic Group</b> <a href="#">Allegheny County Jail Population Management: Interactive Dashboards</a>			
		Median Length	Average Length
<b>Legal Sex</b>	<i>All</i>	13 days	62 days
	<i>Female</i>	8 days	36 days
	<i>Male</i>	15 days	68 days
	<i>Other</i>	1 day	1 day
<b>Race</b>	<i>All</i>	13 days	62 days
	<i>Black</i>	15 days	72 days
	<i>White</i>	11 days	49 days
	<i>Other</i>	12 days	69 days
<b>Age</b>	<i>All</i>	13 days	62 days
	<i>Under 18</i>	22 days	87 days
	<i>18-24</i>	13 days	76 days
	<i>25-34</i>	14 days	66 days
	<i>35-44</i>	13 days	55 days
	<i>45-54</i>	12 days	53 days
	<i>55-64</i>	13 days	58 days
	<i>65 and above</i>	11 days	47 days

Data about the holding status of individuals in the jail can be found in this [dashboard](#). The jail and alternative housing tend to hold different populations of people. Roughly 23% of individuals in alternative housing are serving sentences, compared with only 5% of people in the jail.

Black individuals are highly overrepresented in the jail and alternative housing. Despite only 13% of Allegheny County's population being Black, Black individuals make up 68% of the jail population. The jail also holds a significant number of individuals with mental health and substance use issues. Roughly 75% of people in jail have at some point accessed services related to substance use or mental health. .

### *Improving Facilities*

In the years since the Allegheny County Jail facility was built, there have been more examples of correctional facilities designed to support the rehabilitation and reintegration of the people held there. These facilities can serve as models for the types of environmental changes that could be a part of a redesign of the Allegheny County Jail.

Recognizing the connection between physical surroundings, mental wellbeing, and post-incarceration outcomes, several European countries have placed an increased importance on the physical environment of correctional facilities. It is important to note that the European examples below are prison facilities, which hold individuals who have been convicted of crimes and are serving sentences. As a result, most of these examples are holding individuals for longer periods of time than the typical length of stay in the Allegheny County Jail.

- Halden Prison, Norway:* In 2007, Norway began a process of reforming its prison system, with the hopes of improving housing, workforce, and financial reintegration for individuals leaving prison. [Halden](#) was the first facility to be redesigned with this purpose in mind. With the hopes of maximizing the use of the site, designers intended for individuals to walk between residential and program areas as much as possible. As a result, the living quarters are located in a ring around a central recreational space. In total, the facility houses 251 individuals, who live in rooms that resemble college dormitories with full bathrooms, a fridge, and access to cooking and recreational facilities. While most correctional facilities use “static security”, which creates a reactive environment that prevents negative behavior, Halden utilizes “dynamic security,” which focuses on maintaining safety through strong interpersonal relationships between correctional staff and people who are incarcerated. There is a focus on skill development through workforce development, exercise, and cooking classes. Designers also paid special attention to building aesthetics, using natural color palettes and mixed materials. Norwegian recidivism is currently between [20 and 25%](#), a marked decrease from its [60-70% recidivism rate in the 1990s](#). Further [studies](#) have found that Norway’s jail redesign has led to formerly incarcerated individuals being larger contributors to Norway’s economy, a 34% increase in job training programs, and a 40% increase in employment rates.
- Neustrelitz Prison, Germany:* In [Neustrelitz Prison](#), 150 incarcerated individuals between the ages of 18 and 25 are housed together and receive focused programming. The facility is comprised of a set of low-rise buildings connected by large outdoor spaces for recreational activities and farming. Everyone has their own room (which can be decorated) with a toilet, and a large window. Upon exiting the facility, they receive assistance looking for an apartment. Everyone has a minimum-wage job across a variety of focuses (painting, cooking, woodworking) and for recreational activities, individuals can make wine at a vineyard and care for animals. In [2007, the German recidivism rate was 33%](#).
- Storstrom Prison – Denmark:* [Built in 2017 with a focus on improving re-entry](#), the high-security facility can house 250 incarcerated individuals, each of whom has a 40 square foot cell with a private bathroom and shower, as well as a large window for natural light. Communal kitchens where individuals can make their own food are located between rooms. [Recreational facilities](#) include soccer, track, basketball, paddling, meditation, art

exhibits, and worship areas. The facility is in a remote farmland island and is surrounded by a 20-foot wall. In 2012, Denmark had a [recidivism rate of 27%](#).

In the United States, there are a handful of facilities that have pursued jail renovations and operational changes in an effort to reduce recidivism and improve post-incarceration outcomes. Although these examples are in their infancy, on-the-ground stories are encouraging that the initiatives have successful impacts on incarcerated individuals.

- *Missouri River Correctional Center, North Dakota:* In the last 30 years, North Dakota's population has increased by 20% whereas the incarcerated population has increased by 250%, primarily driven by the war on drugs. In response to this dramatic increase in the incarcerated population, the [Missouri River Correctional Center](#) remodeled their prison facility and programming to follow Norwegian models. In terms of design, the MRCC is a 241-acre development with outdoor recreational fields and several low-rise buildings that are used for a range of purposes (kitchens, welding classes, laundry centers, classrooms, and dorms). There are 13 dorms with 191 beds in total. Two individuals share a room that is carpeted and has a private bathroom. Social norms play a large role at the MRCC: incarcerated individuals are referred to as residents and called by their first names, all residents and staff wear casual dress, reasons for sentencings are not discussed, and the facility is referred to as "The Farm".
- *Las Colinas Women's Detention and Reentry Facility, California:* Noting that most incarcerated individuals suffer from abuse, trauma, and/or mental illness, the County of San Diego and the Sheriff's department proposed [redesigning the LCDF with wellbeing in mind in 2014](#). Inspired by college campuses, the LCDF was developed on a 45-acre site with different zones for administrative, communal, program, and housing focuses. Each zone is connected by a green space that can be used for recreation. Administrative buildings are at the entrance of the campus, the cafeteria opens into a walkway and recreational space, and residential units are clustered around outdoor courtyards. Housing and program facilities can be used in a variety of purposes and has accommodations for individuals with developmental needs. Outdoor recreational spaces are shared between residents with the same security level. In total, the facility can accommodate 1,280 individuals. [Special attention was also paid to the aesthetic design](#) of the facility: a light color palette, natural light, and a mixture of soft materials were used to create a welcoming environment.
- *Cheshire Correctional Facility, Connecticut:* In 2017, the CCF created a [pilot program](#) for young, incarcerated individuals modeled after Germany's program. 54 young individuals are housed together, work with staff, and are mentored by older men serving longer sentences. [Four housing units are located on the 25 acre site](#), inside of which there are spaces for counseling, workforce development, yoga, and recreational activities. Internally, CCF has a [lower incidence rate than general population facilities](#).

In addition to prison facilities that have been renovated or rebuilt to improve wellbeing and promote successful reentry, some jurisdictions are planning new jail facilities that incorporate rehabilitative elements and are also intended to reduce the number of people who are incarcerated.

- *New York City:* In 2019, [New York City Council approved a plan](#) to close Rikers and rebuild four borough-based jails. The plan includes efforts to support prevention and

alternatives to incarceration to further reduce the jail population from its current level of 7,000 to 3,300.

- *Dane County, Wisconsin:* Dane County plans to [construct a new jail to replace an outdated facility and reduce the total bed count](#). The planned reduction in jail beds is the result of ongoing work to reduce their jail population.

Having successfully reduced its jail population and with plans for further reductions, Allegheny County seeks to use the examples of these and other correctional facilities to rethink the use of the Allegheny County Jail and its alternative housing facilities.

### **III. SCOPE OF SERVICES AND GENERAL REQUIREMENTS**

Allegheny County is seeking firms with experience with large-scale, public or government projects to develop community- and stakeholder- informed design options, plans and cost estimates for a redesign of the Allegheny County Jail. The consultant will provide the following professional services:

1. Lead a participatory planning process that gathers local government and community member input on how to transform our holding facilities to achieve public safety, rehabilitation, and workforce goals. This planning process could include jail redesign, changed/increased use of alternative housing facilities, selling the existing facility and using a different facility, and more. (Described in more detail below).
2. Utilize the input from the planning process to develop at least two design and architectural options in conjunction with key stakeholders that will be presented to the County Leadership. (Described in more detail below).
3. Work with County staff to develop cost options for the plan(s) developed.
4. Prepare the selected option bid documentation for bidding by qualified Contractors.
5. Assist the County in evaluating bids and selecting a Contractor.
6. Value engineer the selected design option to align with available funding (if necessary).

#### *Participatory Planning Process*

The consultant will develop and facilitate a series of planning sessions that solicit input on a redesign of the jail facility. The project plan should include the following details about the participatory planning process:

- *A plan to engage local government and community stakeholders.* The planning process must include diverse perspectives, including people who have been incarcerated in the Allegheny County Jail, family members of incarcerated people, correctional officers, organizations that deliver services in the jail, criminal justice system stakeholders, advocates, and other community members. The Successful Proposer will work with the project leadership to ensure that the necessary local government stakeholders are engaged in the process, but the Successful Proposer will demonstrate an ability to engage a wide range of community members. Black people and other people of color have been disproportionately impacted by incarceration and must be well represented within any planning processes about the jail facility.

- *The methods that will be used to solicit input.* The Proposer will propose creative ways to obtain the perspectives of the local government stakeholders and community members on the following topics:
  - The purpose of the jail
  - Elements that should be present in the Allegheny County Jail facility to improve the capacity for diversion, service delivery, and preparation for successful release
  - How the jail facility and alternative housing facilities should be utilized for a smaller incarcerated population
  - Whether any space should be utilized for non-carceral functions.
- *The activities that will be facilitated to generate design ideas.* The Proposer will propose participatory design activities that will be facilitated with the local government stakeholders and community members to transform the input of the participants into design concepts. The activities proposed should be interactive and engage the participants in planning around how their ideas will be translated into a physical design for the Allegheny County Jail as well as limitations of design that cannot accommodate proposed ideas. Proposed activities should be able to be completed virtually, in case in person activities are not possible due to COVID-19 safety concerns.

The Successful Proposer will continue working with key stakeholders in an ongoing way as the feedback from the planning process is transformed into design concepts. It is important that there is stakeholder collaboration throughout the entire process to understand possible design impacts on factors such as transportation completed by the Sheriff's Department, privacy for attorney visits and behavioral health professionals, the visitation experience for family members of incarcerated individuals, and other considerations.

### *Design Options*

The Successful Proposer will utilize the results of the participatory planning process to generate at least two design concepts that will be presented to the County Executive. The two options should include the following.

- Design concepts for the Allegheny County Jail and any other locations that are proposed as a part of the restructuring plan, such as alternative housing locations. The designs should include cost estimates for the construction and any operational procedures, such as transportation, that would change as a result of the proposed design.
- Models for jail housing and programming
- If applicable, any proposed non-carceral uses of the facility

## **IV. PROJECT PARAMETERS**

The Proposal must consider the following parameters for the project.

- Any designs that are developed for the project should include a reduction in the number of people that can be housed in the Allegheny County Jail. Projections based on incarceration rates in other jurisdictions as well as possible reforms that could be

achieved locally, suggest that 500-1,100 beds would be more appropriate for Allegheny County's population and crime rate, although proposals could vary. Proposed plans may not fully eliminate all jail beds.

- The design options that are created could include any of the following:
  - A redesign of the current jail facility at 950 Second Avenue to lower the number of jail beds and improve the ability to meet the needs of people incarcerated in the jail and staff.
  - A redesign of the current jail facility at 950 Second Avenue that includes a repurposing of some space for non-carceral functions.
  - A plan to house individuals in a facility outside of 950 Second Avenue and demolish or repurpose that building.
- Allegheny County will continue to manage the jail facility, regardless of which design is selected.
- Design plans for correctional functions will need to account for security concerns of jail administration. The Successful Proposer will work with jail administration and other correctional staff throughout the process.
- Design plans should propose a physical environment that promotes the well-being of people who are incarcerated and staff in the jail.
- Proposed plans should be fiscally feasible and sustainable.

## V. **PROPOSAL COMPONENTS**

1. **Design Team** - Name of firm(s), type of ownership (e.g., partnership, corporation, etc.), length of time in business, officers and principals with resumes, and a list of key personnel that will be assigned to this project with their resumes. Provide an organizational chart showing design team leadership and consultant roles.
2. **History and Experience** – Provide the following data for each design team member.
  - a. History – State the date the firm was organized as well as pertinent information on key transitional events from the date of organization to the present time.
  - b. Volume – State dollar volume of your contracts for similar projects over the past ten years. Identify dollar volume by type of practice and type of work (e.g., governmental facilities, educational, medical, industrial, commercial, recreational, correctional, other).
  - c. Backlog – State the dollar value of your present backlog of work by type and practice of work.
  - d. Staff – Describe your in-house staff numerically by discipline, as well as support staff. Indicate with respect to each category listed below: the total number of in-house staff, the percentage of work performed by in-house staff and the percentage of work performed by outside consultants (Categories-accounting, architecture, civil engineering, construction supervision, legal, electrical engineering, estimating, construction inspection, mechanical engineering, planning, safety, environmental engineering, structural engineering, value

engineering, management, computer technology, scheduling, secretarial, clerical and other).

- e. References – List former clients, along with names, addresses and telephone numbers.
- f. Experience – Describe unique experience you bring to this project. Provide examples of past projects which are similar in scope, particularly large-scale, public projects. Describe your experience with correctional projects and your knowledge of design concepts that enhance the health and wellbeing of incarcerated individuals and staff. Describe previous experience working with community-based organizations and public agencies to incorporate diverse perspectives into designs and architectural plans.
- g. Proximity – Describe physical proximity to location of project and type and level of home office support.

### **3. Project Plan**

- a. Description of Services to be Provided and Project Approach– Describe your understanding of the scope of services to be provided, the role of your project team, and how you intend to manage the varied work assignments, including depth and variety of staff disciplines available and familiarity with federal, state and local codes laws and regulation governing the work and pertaining to this project. Provide a proposed schedule showing key milestones, meetings, and owner review periods. Indicate proposed start and final submission dates.
- b. Identity of Service Providers – Consultant must submit complete proposals outlining exactly what services they will perform to complete the project, including the identity of all who are proposed to provide services in all disciplines (e.g., architect/engineer, construction manager, etc.).

## **PROPOSAL SCHEDULE**

Issue RFP: **July 1, 2021**

Mandatory Pre-Proposal Meeting: **Tuesday July 20, 2021 9:00am prevailing time**

Consultant Site Visit to Allegheny County Jail: **Tuesday July 20, 2021 – Immediately following pre-proposal meeting**

**RFP Due to County: Wednesday August 18, 2021 – 11:30am prevailing time**

Consultant Oral Presentations: **Thursday August 26, 2021 TBD\***

Final Consultant Selection by County: **September 17, 2021**

Submit Price Proposal & Negotiate: **September 27, 2021**

Contract Signed by Both Parties: **November 17, 2021**

*\*The County shall contact Consultants to arrange time and place.*

## **VI. GENERAL CONDITIONS**



## Definitions

Agreement: “Agreement” means the negotiated contract between the Department of Public Works and the Consultant for performing services set forth in the Request for Proposal (RFP).

Change: “Change” is an addition to, or reduction of, or other revision to the scope of work in the Consultant’s Proposal and in the Agreement.

County: “County” means Allegheny County, a municipal corporation of the Commonwealth of Pennsylvania, acting by and through its qualified officials and employees.

Consultant: “Consultant” means the prime contractor to the Department for these professional services.

Department: “Department” means the Department of Public Works, Allegheny County.

Director: Unless otherwise indicated, the term “Director” refers to the Director of the Department of Public Works, Allegheny County.

Extra Work: “Extra Work” is any service or action required of the Consultant above and beyond the obligations of the project specific fee proposal.

MBE/WBE: “MBE” means Minority Business Enterprise.

“WBE” means Women Business Enterprise.

Owner: The “Owner” is Allegheny County. The Department of Public Works is responsible for administration of design and construction.

Request for Proposal: Letter written by the Director to one or more Consultants to advise them of their selection for consideration as a Consultant to the County. This letter is to request their proposal to the Department in response to a Scope of Services and other requirements.

Scope of Services: The “Scope of Service” is the detailing of all services and actions required of the Consultant which will become the obligations of the Consultant in the Agreement.

## **VII. MINORITY AND WOMEN BUSINESS PARTICIPATION**

The Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) participation goals for this project will be 13% of the total price for MBE participation and 2% of the total price for WBE participation. The Consultant shall include in the proposal a plan on how and to what extent the MBE/WBE participation will be utilized. In order for the proposed MBE/WBE participation to be considered, a copy of a current

Allegheny County MBE/WBE certification letter for the Consultant or the subconsultants must be submitted with the proposal. Certification of MBE's and WBE's by Allegheny County is mandatory on or before proposal due date.

## **VIII. INSURANCE REQUIREMENTS**

Prior to the beginning of work on this project, and until such time as the Consultant shall fully complete all work hereunder, Consultant shall at his own cost and expense, maintain in effect the following insurance coverages from an insurance company or companies authorized to do business in Pennsylvania.

The following are contract minimum requirements; although, higher limits may be requested:

1. Comprehensive General Liability Policy which shall include, but not be limited to the following coverages:
  - a. Contractual Liability covering this contract between the County and the Consultant
  - b. Independent Contractor
  - c. Broad form Property Damage
  - d. Completed operations

Consultant shall satisfy the limits of liability for Comprehensive General Liability with a combined single limit of one million (\$1,000,000) dollars per occurrence for injury to persons and damage to property.

Consultant shall name the County of Allegheny, the Chief Executive, the County Manager, the County Council, and the County employees as additional insured in the Comprehensive General Liability Policy with the right of notice.

2. Comprehensive Liability Insurance covering all owned and non-owned automobiles. Consultant shall satisfy the Automobile Liability Insurance with a combined single limit of one million (\$1,000,000) dollars per occurrence for injury to persons and damage to property.
3. Worker's Compensation Insurance - As required by law.
4. Architect/Engineer Professional Liability Insurance covering claims resulting from error, omission or negligent acts with a limit of not less than one million (\$1,000,000) dollars per occurrence.

The insurance company shall notify the County thirty days prior to the termination of the policy or to any change in the policy that would reduce or restrict the required coverages.

All premiums shall be at the expense of the Consultant.

## **IX. PROPOSAL SUBMISSION PROCEDURE**

Proposers are required to submit their Proposals electronically via <https://alleghenycounty.bonfirehub.com/portal/?tab=openOpportunities>. No Proposals shall be accepted in person, by U.S. Mail, by private courier service, via oral or e-mail communication, telephone or fax transmission.

Proposals must be submitted in the format described in this RFP. To be considered, the proposal must respond to all requirements in the RFP. The contents of this RFP and your proposal shall become part of any contract(s) entered into as a result of this RFP.

1. All proposals must show the following:
  - (a) RETHINKING ALLEGHENY COUNTY JAIL
  - (b) Consultant's name
  - (c) Consultant's address
2. All proposals are to be uploaded onto Bonfire no later than **August 18, 2021 11:30am prevailing time**
3. All proposals should contain a cover letter signed by the individual authorized to contractually represent the Consultant, summarizing the key points in the proposal. Submit your firm's proposal in accordance with the Allegheny County Department of Public Works' current Guidelines for Consultant Services. The proposal should contain a table of contents and listing the title, sections and major subsections of the proposal. All pages in the proposal are to be sequentially numbered by section, including appendices.

## **X. EVALUATION AND SELECTION**

Based upon the Evaluation Criteria specified below, a Qualifications Evaluation Committee (QEC) shall submit a recommendation to the Executive Selection Committee (ESC) who will select a Consultant for negotiations.

Proposals will be evaluated based upon the criteria listed below:

1. Appropriate response to situation in terms of the problem scope, Department requirements and constraints; demonstrated interest in the project; clarity, cohesiveness, quality, completeness, accuracy and organization of presentation and proposal.
2. Consultant's management and production methods, project scope, schedule and cost control methods.

3. Recognition of Department Guidelines for Consultant Services objectives, comprehension of inspection/design/construction management requirements, team adequacy/competency.
4. Presentation of relevant projects and facts; familiarity with applicable design standards and Public Works requirements; experience with value analysis, specifications, Building Information Modeling, scheduling methods, inspection methods, construction methods.
5. Sensitivity to DBE requirements, public participation, schedule and other sensitive areas.

The QEC shall review and evaluate each Consultant's Proposal. The Proposal evaluation shall focus on determining conformance to this request for proposal. The QEC shall rate the Proposals in order of rating from first to last and make a recommendation to the County ESC which shall select the Consultant to perform the work.

The Department shall negotiate design fees with the selected Consultant. In the event that the negotiations fail, the Department will approach the next rated Consultant and will repeat the process until a selection is made.

## **XI. PAYMENTS TO CONSULTANT**

The method of payment for services covered under the agreement shall be based on a Specific Rate of Pay Method of compensation in the Consultant's Proposal for the architectural/engineering services. Payments shall be made no more than once a month.

This tabulation shall specify each item of work, and the allocation of the amounts thereof, to each stage or phase of the total project, cumulative to the date of the cut-off for the partial payment, to include the following:

- The man-hours for each employee for a specified payroll period.
- The direct payroll cost for each work item.
- The man-hours used for each work item.
- The estimated percentage of completion of the work item.
- Computation of miscellaneous reimbursable expenses supported by copies of receipts and invoices.
- Certification by the Consultant as to the statement's accuracy.

It should be understood that the total cost of the agreement will not exceed the price quoted for each phase of work without prior approval of the Department, in the form of a Change Order.

## **XII. REJECTION OF SUBMISSIONS**

The County reserves the right to reject and not to review any proposals which are delivered after 3:00 p.m. EST on May 21, 2014 or any proposals that do not strictly comply with the requirements of this RFP. The County further reserves the right to reject

any and all submissions received for any other reason, or to negotiate separately with any source whatsoever, in the manner necessary to serve the County's best interest. The County will evaluate all submissions based upon the capabilities and experience of each Consultant. Consultants are cautioned that the described project may not go forward. The County is not required to pursue any project with the Consultant. Final agreements and terms and conditions between the County and the Consultant will have to be negotiated. Each Consultant is responsible for all of its own costs associated with this RFP and the selection process.

**XIII. SUBMISSION CONFIDENTIALITY**

Unless required to do so by the Pennsylvania Right-to-Know Law, submission information will not be duplicated, used or disclosed in whole or in part for any reason other than to evaluate the submission. If, however, a contract is awarded to a Consultant as a result of or in connection with the submission of such information, the County will not be limited in its right to duplicate, use in any way, or disclose the information. This restriction does not limit the County's right to use information contained in a submission if it is obtained from another source without restriction.

END OF REQUEST FOR PROPOSAL





# Rethinking the Allegheny County Jail

Consulting Services  
Specification No. 8549

SUBMITTED BY:

**L.R. Kimball**  
A Division of TranSystems

in association with



**DLR Group**

Architecture Engineering Planning Interiors



## Contacts:

### **L.R. Kimball** A Division of TranSystems

**DAVID RISPOLI, PE, PMP**

Director of Architecture and Engineering  
L.R. Kimball  
Mobile: 814.935.7165  
Email: david.rispoli@lrkimball.com

### **DLR Group**

Architecture Engineering Planning Interiors

**ANDREW CUPPLES, FAIA, DBIA**

Global Design Leader, Justice + Civic & Senior Principal  
DLR Group  
Mobile: 714.618.0057  
Email: acupples@dlrgroup.com

#### Front Cover Images:

(Top Image) Allegheny County Jail designed by L.R. Kimball in association with Tasso Architects.

(Bottom Image) Todd Road Jail designed by DLR Group



# L.R. Kimball

A Division of TranSystems

CDI Architects Group LLC  
dba L.R. Kimball – Architecture and Engineering

Frick Building | 437 Grant Street | Suite 812 | Pittsburgh, PA 15219 | 412.201.4900

August 31, 2021

Mr. Jason Sterner, Purchasing Agent  
Allegheny County Department of Administrative Services  
Division of Purchasing and Supplies  
Jason.Sterner@AlleghenyCounty.us

RE: Rethinking the Allegheny County Jail (Consulting Services)

Dear Mr. Sterner:

On behalf of our entire team, [L.R. Kimball, in association with DLR Group](#), we are delighted to present our credentials for this important project. We understand that Allegheny County is interested in creating a criminal justice system that is fairer, less costly and doesn't compromise public safety. Our team will take an in-depth look at the existing Allegheny County Jail with the goal to reduce the jail population and reduce recidivism. This might mean creating physical changes for a more normative environment or additional programming spaces. We will take a deeper dive into programming and reentry planning and the way health services are delivered. Whether it's physical or operational, our team has been hand crafted to help you work through all the necessary planning to involve all stakeholders from county officials to jail staff to community engagement. Our engineering and cost estimating will be supplemented by the professional services of Sci-Tek, A&A, and Trophy Point. We have assembled a team of experts to include Falcon, Inc. and the National Commission on Correctional Health Care. Both of these firms and organizations are leaders in rethinking our criminal justice system and how to effectively deliver treatment-focused services that will benefit individuals in custody and in re-entering their communities.

We believe our team possesses the following differentiators, making us the perfect team to re-think the Allegheny County Jail:

- When our team designed the original Allegheny County Jail, which was built in 1995, it was a state-of-the-art facility at the time, setting itself apart from facilities all across the country for the following reasons:
  - Urban high-rise jail due to a severely constricted site
  - Large, medical and mental health component
  - Indoor/outdoor recreation on each housing unit
  - The facility incorporated the latest principles of direct supervision and the related support areas
- David McRoberts, our Corrections Security and Operations Specialist brings 30 years of law enforcement and corrections experience including 15 years as Administrator of the large jail facility in Kenosha County, WI. Within that facility, which L.R. Kimball designed, David partnered with local clergy and other advocate groups to develop a program called Living Free which focuses on the education and treatment of offenders with Alcohol & Other Drug Abuse (AODA) addictions.
  - This rehabilitation model of education and treatment in a therapeutic model is tailored specifically to address inmates trapped in the cycle of recidivism. This program remains active and viable today and has expanded its reach to those offenders suffering the debilitating effects of the co-occurring "Dual Diagnosis" of mental health challenges and AODA issues.
  - Additionally, a program is in development now to provide transitional living for offenders who have successfully completed the Living Free Program and/or deemed eligible through Drug Treatment Court and are released from custody back into the community.
  - David is former member of his local Drug Treatment Court and remains an active advisor to that program. David is a board member for the Journey to Living Free House and he will share that exposure and experience with Allegheny County and the totality of this effort.


Principals: Diane C. Glarrow, AIA Ruchik G. Vyas, AIA Richard E. Genday, PE David A. Rispoli, PE



- L.R. Kimball has had its roots in Pittsburgh since 1998. We remain located within the Frick building with a team of 30, just 8 minutes from the Jail.
- Our team also includes several specialists with very specific roles, who have worked on projects very similar to your project.
- We are currently working within the Jail on several projects under our Open-End Agreement with Allegheny County.
- We've assembled a unique team of long tenured experts in the Planning and Design of cutting-edge and progressive Justice facilities. L.R. Kimball's Csaba Balazs and DLR Group's Andy Cupples collaborated for 5 years while Andy worked at L.R. Kimball and their experience working together included Master Plans for the original Allegheny County Jail, the Western State Penitentiary, and others. DLR Group recently completed a Master Plan for Cuyahoga County in Cleveland with a scope very similar to this project in Allegheny County and many of our proposed team members also played a part in that successful justice system master plan.

We understand the critical importance of this project to Allegheny County and the City of Pittsburgh. We fully understand that the existence and operation of any jail facility is a system of comprehensive connectivity and support for offenders in the community. It is and always has been so much more than the "warehousing" of people. We have hand selected some of the very best thought leaders collectively from the local, regional and national ranks within the corrections industry to help Allegheny County Rethink the Jail and create a successful solution to reduce the exhausting and debilitating cycles of recidivism. We will consider it a privilege to work with you to not only meet but also exceed your goals and objectives in this regard. Thank you for your interest, time and consideration of collaborating with our team.

Sincerely,



Richard Genday, PE  
Senior Vice President  
L.R. Kimball



Andrew Cupples, FAIA, DBIA  
Global Design Leader, Justice + Civil and Senior Principal  
DLR Group

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L.R. Kimball Architects Ruchik Vyas & Diane Glarrow have worked successfully together for 25 years. Ruchik brings 37 years of experience including 35+ justice and public safety projects as well as various projects across Allegheny County. Diane has over 40 years of experience in the industry, including 25 justice and public safety projects.

# DESIGN TEAM 1.0





## a. TEAM INTRODUCTION & SUMMARY OF RELEVANT EXPERIENCE

We have gathered a strong, local and national team of experts with experience working together on similar projects to handle all aspects of your project to rethink the Allegheny County Jail. Each team member was hand selected as they contribute the following: strong, local Allegheny County experience and knowledge, past and current knowledge of the Allegheny County Jail to aid in future conversations, and experience with similar projects involving cutting-edge, progressive justice master planning and design.

TEAM MEMBER	SERVICES	EXPERIENCE WORKING TOGETHER	SPECIALIZED + RELEVANT EXPERIENCE
L.R. Kimball	Justice Architects & Engineers	L.R. Kimball has experience teaming with DLR Group team members, A&A, and Sci-Tek	68 years in business and located in Pittsburgh's historic Frick Building, L.R. Kimball has designed over 150 corrections & detention projects across 17 states. We work with our clients to design spaces that enable rehabilitation, detoxification, and treatment of inmates to prepare them for their entrance back into society. Our team has intimate knowledge of the Allegheny County Jail, having designed the original in the 90s. At the time of its design, it was the one of the most cutting-edge and rehabilitative facilities in the country.
DLR Group	Justice Master Planners & Architects	DLR Group's Andy Cupples worked with L.R. Kimball's Csaba Balazs for 5 years while Andy was with L.R. Kimball ----- DLR Group, Falcon, NCCHC, and The People Group have teamed on similar projects including the Cuyahoga County Justice System Master Plan in Cleveland, Ohio.	DLR Group elevates behavioral, environmental, and social betterment, with emphasis on healing, equity, and transformation for the individual and community. DLR Group is leading a paradigm change in corrections and detention design to return the focus on rehabilitative solutions that educate and socialize people back into society. Their designs treat each individual with dignity to help clients, and society, achieve the goal of reducing recidivism while improving the workplace experience for correctional staff.
Falcon	Mental Health Specialists		Falcon Inc. experts are highly experienced and progressive correctional mental health specialists using evidence-based programs to help solve the biggest challenges in correctional behavioral healthcare. Whether it's establishing sustainable care, increasing inmate and staff safety, reducing liability, refining your systems or reintegration strategies, Falcon creates custom plans to meet your most complex needs.
NCCHC	Correctional Medical Care Specialists		The very mission of the NCCHC is to improve the quality and healthcare in jails, prisons, and juvenile confinement facilities.
The People Group / Mongalo-Winston Consulting, LLC	Community Engagement		People Group specializes in complex, multi-faceted projects that entail a diversity of issues and require extensive community interface and a broad range of stakeholders. Ivette is focused on helping clients achieve success through the interface of urban design and authentic community engagement.
Sci-Tek Consultants	Civil & Geotechnical Engineering, Surveying	Sci-Tek and L.R. Kimball have worked together for over 13 years including projects in Allegheny Co.	Sci-Tek has completed more than 1000 projects throughout the Eastern United States from Pittsburgh, Washington and Philadelphia PA offices./ These include federal, state, and local government agencies; private corporations; and engineering and architectural firms.
A&A Consulting	Structural Engineering	L.R. Kimball and A&A have teamed on 13 projects including projects in Allegheny County	A&A provides comprehensive engineering services to private firms, governmental agencies and large corporations.
Trophy Point	Cost Estimators	L.R. Kimball and Trophy Point have teamed on several pursuits including an open end contract for Allegheny County.	Trophy Point's understanding of the variables that impact costs and their associated magnitude on a project is unrivaled and serves as the bedrock upon which their team differentiates itself from other cost consultants.



## b. PLANNING TEAM

# COMPANY ORGANIZATION CHART

The successful development of a significant planning project such as the re-imaging of the Allegheny County Justice System and its approach to dealing with those detained in pretrial or sentenced status requires the integration of a wide range of client and consultant resources. The L.R. Kimball / DLR Group Team has been assembled to provide Allegheny County with the best available talent in order to meet the goals of the project. The firms associated with this project have a history of successfully completing projects of similar type, scope, complexity and magnitude, within the required time constraints and designated budgets. Additionally, both L. R. Kimball and DLR Group bring to the project day-to-day working knowledge of the justice system, alternatives available to reduce the incarcerated population and best practices related to trauma informed treatment for those who must be held in secure custody to assure appearance at trial or due to public safety concerns. Moreover, our Core Planning Team in addition to L. R. Kimball and DLR Group includes Subject Matter Experts in the area of community outreach, correctional mental health and correctional medical care – all important elements to the success of developing a future vision for the Allegheny County criminal justice system which results in better outcomes for individuals, families, communities and society. Each member of our team shares this as a common vision with complementary strengths, expertise, and experience to achieve your desired results.

Our planning team and key roles are summarized in the following graphic:



## c. DESIGN TEAM INFORMATION BY FIRM

# L.R. Kimball

A Division of TranSystems

### Role on this Project:

L.R. Kimball will be responsible for the day-to-day management of the planning effort, client liaison, coordinating community involvement, evaluation of existing facilities and participate in the development of alternatives and final recommendations.

L.R. Kimball, will act as the prime firm providing overall project management and client liaison from our Pittsburgh office established in 1998.

#### Full Name of Firm:

CDI Architects Group, LLC dba L.R. Kimball - Architecture and Engineering

Ownership: Corporation

Length of Time in Business: 68 Years

#### Officers & Principals (Resumes follow):

- Richard Genday, PE
- Diane Glarrow, AIA
- Ruchik Vyas, AIA, PMP, LEED AP BD+C
- David Rispoli, PE, PMP

#### Key Personnel Assigned (Resumes follow)

- David Rispoli, PE, PMP, Principal-in-Charge
- Diane Glarrow, AIA, Project Manager
- Csaba Balazs, AIA, Director of Corrections Design
- David McRoberts, CPP, Security & Operations Specialist
- Brian Endler, AIA, Sr. Justice Architect
- Ruchik Vyas, AIA, PMP, LEED AP BD+C, Architect
- Brad Blickenderfer, PE, MEP Engineering Manager
- Ryan Meitzler, PE, LEED AP ID+C, Mechanical Engineer
- John Blickenderfer, PE, Electrical Engineer
- Michael Stiles, CPD, Plumbing & Fire Protection Designer

### Client Testimonial

#### FRANKLIN COUNTY JAIL CHAMBERSBURG, PA

“In my over 33 years of corrections, I have had the opportunity to visit hundreds of jails and prisons across the country and internationally. Very few impressed me more than the jail in Franklin County, PA. The facility which was designed by L.R. Kimball impressed me in every way. The facility impressed me so much that I accepted the position of Warden there after retiring from the Federal Bureau of Prisons.

Since my arrival I have had the opportunity to meet with several staff from L.R. Kimball. Their staff are true professionals who care about the quality of their work. The jail is now 11 years old and is still meeting the needs of our county. The built in features of running utilities to the edge of the building will be a great asset to the county if expansion is needed. The secure visiting which feeds directly off the units is a brilliant idea that cuts down on escorting inmates out of the units for visits.”

- Warden William Bechtold  
Franklin County Jail, Chambersburg, PA



# L.R. KIMBALL JUSTICE ARCHITECTURE

In business for 68 years, L.R. Kimball, a division of TranSystems, provides full-service architecture and engineering design services across a wide variety of public and private sectors.

For nearly 50 years, L.R. Kimball's Justice team has been providing design solutions for Correctional, Public Safety, and Judicial clients across 17 states, including Pennsylvania, New York, Ohio, Maryland, Delaware, New Hampshire, Michigan, New Jersey, West Virginia, Virginia, North Carolina, Georgia, Louisiana, Missouri, Florida, Minnesota and Wisconsin. Our team works closely with local, county, state and federal governments, contractors and community stakeholders to assure the design of a facility is responsive to the vision of the facility.

## Detention & Corrections

We understand how to design detention and correction facilities that are secure while providing an uplifting environment that contributes to the rehabilitation process. Our work has earned national recognition for Design Excellence from the American Correctional Association and the American Institute of Architects.

- **150+** Corrections Projects (Studies & Designs)
- **\$1.6 Billion+** in Construction
- **7 Million+ SF** of Correctional Facility Space Designed
- Designs Across **17 States**
- **Variety of Facility Types:** Low-, Mid-, and High- Rise
- **25** Facility Designs Honored by ACA and/or AIA for Design Excellence
- **County, State, and Federal** Facilities
  - Prisons, Jails, Juvenile, Detoxification, Healthcare, Treatment, & Detention Centers



## Judicial, Municipal, and Public Safety

From military facilities to emergency operations centers, municipal buildings, and courthouses, our team has designed the gamut of Judicial, Municipal, and Public Safety buildings. Our experience includes assessments and studies, new buildings, renovations, and additions.

- **65+** Public Safety Projects
- **\$185 Million+** in Construction Value of Public Safety Projects
- **800,000 SF+** of Public Safety Facility Space Designed

### Multi-Agency and Multi-Use Public Safety Project Types:

- Criminal Justice Facilities
- Sheriff's & Police Headquarters
- Forensic Centers, Crime Laboratories & Secure Vehicle Maintenance Garages
- Fire Arms Training Ranges
- Municipal Buildings
- Emergency Operations & 911 Dispatch Centers
- Fire Service Training Facilities
- Military Installations & Support Buildings
- Government Offices & Services Centers
- Intelligence & Fusion Centers
- Law Enforcement Complexes
- Courthouses
- Social Services Facility







# DLR Group

Architecture Engineering Planning Interiors

## Role on this Project:

DLR Group will act as overall planning team leader, and participate in all phases of the project from initial Orientation/ Organization, Community Participation, Population Analysis, Alternative approaches to responding to needs, facility evaluation, development of alternatives and final recommendations, working closely with our key team members – Falcon, Inc, The People Group and the National Commission on Correctional Health Care. Working with our partners, DLR Group will facilitate Project Review/Steering Committee meetings and provide factual information for informed decision-making as part of a consensus building approach to determining the ultimate course of action for the future.

### Full Name of Firm:

DLR Group inc., an Ohio Corporation  
1422 Euclid Ave., Suite 300  
Cleveland, OH 44115

### Ownership:

ESOP, 100% Employee-Owned  
55 years in business

### Length of Time in Business:

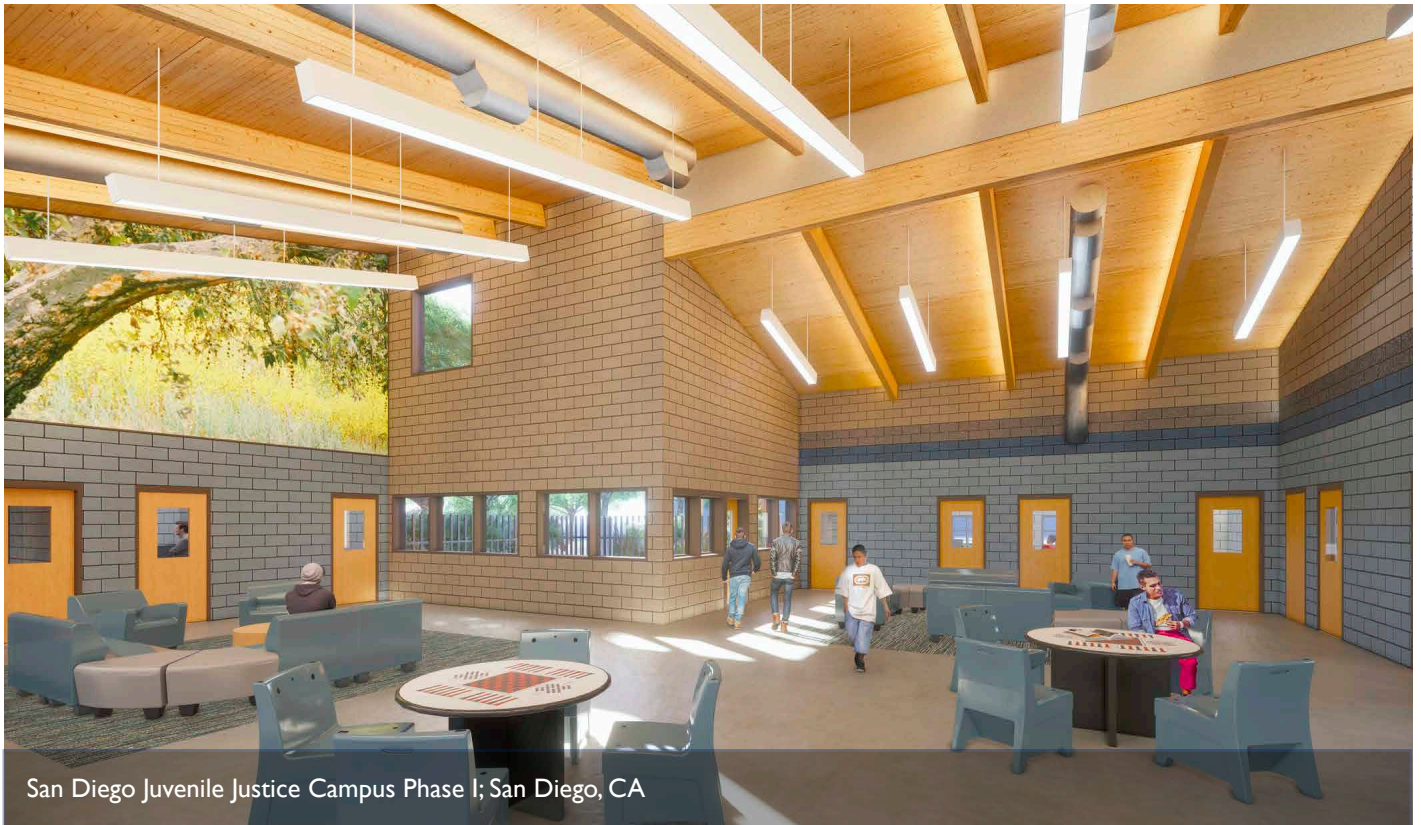
55 years in business

### Officers & Principals (Resumes follow):

- Andrew Cupples, FAIA, DBIA, Senior Principal
- Lori Coppenrath, LEED AP, Principal
- Ken Jandura, FAIA, NCARB, Principal

### Key Personnel Assigned (Resumes follow)

- Andrew Cupples, FAIA, DBIA, Senior Principal
- Ken Jandura, FAIA, NCARB, Principal
- Lori Coppenrath, LEED AP, Principal
- Marayca Lopez, PhD, LLB, Associate



San Diego Juvenile Justice Campus Phase I; San Diego, CA



Architecture Engineering Planning Interiors

Founded in Omaha in 1966, DLR Group has been built on successful entrepreneurial leadership and client-focused design excellence. We now have in excess of 1,200 architecture and engineering professionals located in 30 offices coast to coast and internationally. Our promise is to **elevate the human experience through design**. This inspires a culture of design and fuels the work we do around the world. We are 100 percent employee-owned: every employee is literally invested in our clients' success. At the core of our firm are interdisciplinary employee-owner teams, engaged with all project life-cycle stakeholders. These teams champion true collaboration, open information sharing, shared risk and reward, value-based decision making, and proficient use of technology to elevate design. Our clients experience this through our service model: **listen.DESIGN.deliver.**

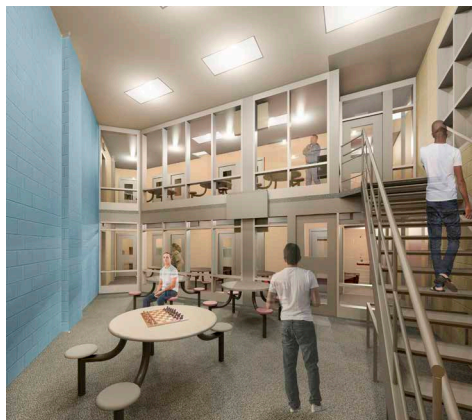
DLR Group is leading a paradigm change in corrections and detention design to return the focus on rehabilitative solutions that educate and socialize people back into society. Our designs treat each individual with dignity to help clients, and society, achieve the goal of reducing recidivism while improving the workplace experience for staff.

As a nationally recognized expert in justice and civic facility planning and design, our team has documented expertise and experience in detention facilities and operations, sustainable design, resilience planning, space planning, building assessment, cost of ownership analysis, and construction estimating. We have completed over **500 detention center projects** and over **100 detention expansion projects**, including the following in the past ten years.

We are adept at working with critical agencies and communities of all types and distilling needs into numbers, creating criteria, and providing realistic budgets for moving projects forward.



Bledsoe County Correctional Complex, Pikeville, TN



County of Fresno West Annex Jail, Fresno, CA





Falcon is pursuing WBE Status in  
Allegheny County

## Role on this Project:

Falcon, Inc. will be responsible for assisting in planning related to the Special Needs population, including assessment of the current population, review of community resources available to determine “gaps” in care, identification of key treatment needs and evaluation of existing facilities and treatment programs for people in custody. Additionally, Falcon will participate with The People Group in community outreach efforts related both to community providers and advocacy groups and others as appropriate. Finally, Falcon will assist in the identification of additional alternatives or resources required along with the potential capital and operational investment required to implement available alternatives.

Launched in January 2017, Falcon, Inc. is a nationwide consulting and management firm that brings together the most distinguished and credentialed leaders in Behavioral Health for Justice-Involved individuals.

With dozens of specialized mental health experts and hundreds of years of collective experience, Falcon Inc. exists to ensure justice-involved programs are successful and effectively address the unique challenges of mental health in the justice system.

Full Name of Firm: [Falcon, Inc.](#)

Ownership: [Falcon Correctional and Community Services, Inc.](#) is an S-Corporation that was formed in 2017. The company is certified nationally as a [Women’s Business Enterprise \(WBE\)](#) and [Minority Business Enterprise \(MBE\)](#).

Length of Time in Business: [5 Years](#)

Officers & Principals:

- [Dr. Elizabeth Falcon](#)
- [Dr. Robin Timme](#)
- [Dr. David Stephens.](#)

Key Personnel Assigned:

- [Dr. Robin Timme](#)







## National Commission on Correctional Healthcare

### Role on this Project:

The provision of quality medical care in accordance with accepted standards is a critical element in system planning – both for people-in-custody and people placed on alternative programs. We have found that in many urban jurisdictions, people admitted to the system have not had access to adequate medical care and moreover will not have it upon release. NCCHC will assist our team in assessing the medical needs of the population and determining to what extent the access to medical care is affecting the population both prior to admission, during their stay and options for providing aftercare for the population.

The mission of the National Commission on Correctional Health Care is to improve the quality of health care in jails, prisons and juvenile confinement facilities. NCCHC establishes standards for health services in correctional facilities, operates a voluntary accreditation program for institutions that meet those standards, produces resource publications, conducts educational conferences and offers certification for correctional health professionals. NCCHC is supported by the major national organizations representing the fields of health, mental health, law and corrections. Each supporting organization has named a liaison to the NCCHC board of directors to create a robust, multidisciplinary governing structure that reflects the complexities of correctional health care.

Today, NCCHC's leadership in setting standards for health services in correctional facilities is widely recognized. Established by the health, mental health, legal and corrections professions, NCCHC's Standards present recommendations for the management of a correctional health services system. Written in separate volumes for prisons, jails and juvenile confinement facilities, plus a manual for mental health services and another for opioid treatment programs, the Standards cover the areas of care and treatment, health records, administration, personnel and medical-legal issues. These essential resources have helped correctional and detention facilities improve the health of their inmates and the communities to which they return, increase the efficiency of health services delivery, strengthen organizational effectiveness and reduce the risk of adverse legal judgments.

Full Name of Firm: [NCCHC Resources, Inc.](#)

Ownership: [501\(c\)\(3\) nonprofit corporation](#)

Length of Time in Business: [7 Years](#)

#### Officers & Principals:

- [Nancy White – Board Chair and Treasurer](#) (816) 678-7717, [nwhite220@kc.rr.com](mailto:nwhite220@kc.rr.com)
- [Deborah Ross – President](#) (773) 880-1460, [deborahross@ncchc.org](mailto:deborahross@ncchc.org)
- [Brent Gibson – Managing Director](#) (773) 880-1460, [brentgibson@ncchcresources.org](mailto:brentgibson@ncchcresources.org)

#### Key Personnel Assigned:

- [Becky Pinney, MSN, RN, CCHP-RN, CCHP-A – Nursing, Clinical Services, and Operations](#)
- [Greg Cook, AIA, LEED AP BD+C, CCHP – Correctional Health Facility Design](#)
- [Lt. James Martin, MPSA, CCHP \(ret.\) – Jail Health Care Operations](#)



Mongalo-Winston Consulting, LLC  
a member of The People Group is  
Certified MBE/WBE/DBE (PA)

## Role on this Project:

The People Group represented by Seth Hufford and Ivette Mongalo-Winston will facilitate our community outreach effort. They will work with our team and your Stakeholders to identify groups that should be included in the community outreach effort including law enforcement, municipal officials, advocacy groups, community providers and others as appropriate. They will facilitate initial meetings to provide an overview of the process and collect information on key concerns early in the project. As our analysis of the system is developed they will facilitate meetings to provide factual based information and elicit responses as part of the definition of alternatives and as we move toward a recommended course of action they will facilitate meetings to gauge acceptability or concerns regarding proposed implementation actions.

The People Group, a confederation of community outreach individuals is Pittsburgh based and involved in the community and organizations. They bring a cross-sector and multi-disciplinary approach to leadership development and change. Our work is rooted in the adaptive leadership model which views leadership as a process of managing change. This model allows for anyone in an organization - regardless of title or position - to initiate and guide change.

Many of the challenges we face impact various levels of system from the intrapersonal to the societal. If we are to make progress on these challenges, it requires a set of processes, competencies, and skills that build the capacity of people and organizations. The People Group's focus is guiding you for success in today's complex world.

Full Name of Firm: [Mongalo-Winston Consulting, LLC, member of The People Group](#)

Ownership: [Single member LLC](#)

Length of Time in Business: [20 Years](#)

Officers & Principals:

- [Ivette Mongalo-Winston, AICP, LEED AP](#)

Key Personnel Assigned:

- [Ivette Mongalo-Winston, AICP, LEED AP](#)
- [Seth Hufford](#)



Ivette Mongalo-Winston is the founder of a multi-disciplinary woman-owned consulting practice in Pittsburgh, PA called MonWin Consulting which is focused at the intersection of urban design, planning and policy. She seeks to improve the communities she works in by supporting collaborations, designing transparent planning processes, and facilitating honest conversations.

MonWin Consulting specializes in consensus driven community engagement, public outreach and facilitation, and urban design. We work with team members and clients to develop a process relevant to the unique context of each project. The intent of this transparent effort is to achieve consensus through open communication and community dialogue. We specialize in complex, multi-faceted projects that require extensive community interface and a broad range of stakeholders.

While decision making can be difficult, we believe it can be facilitated and expedited by clearly outlining a public process, engaging participants early in the process, and maintaining transparent communication throughout the life of the project.

In all of the engagements we run, our emphasis is on communicating respectfully and clearly to translate between clients and stakeholders, so that organizations are informed by people's experiences and perspectives, and stakeholders feel heard and respected.



Sci-Tek is a  
Minority Business Enterprise

## Role on this Project:

Supporting our core planning team, Sci-Tek will provide Civil Engineering, Surveying, and Geotechnical Engineering as needed.

Sci-Tek Consultants, Inc., a certified minority business enterprise, is an engineering, surveying, and consulting firm. Since its founding in 1996, Sci-Tek has completed more than 1000 projects that have encompassed a broad range of challenges. Clients are serviced throughout the Eastern United States from our Pittsburgh, Washington, PA, and Philadelphia offices and include federal, state, and local government agencies; private corporations; and engineering and architectural firms.

Among our 46 employees are engineers, geologists, and surveyors with professional registrations and certified environmental scientists, planners, technicians, and specialists in various industries such as water and wastewater treatment and collection, aviation, transportation, education, housing, commercial development, healthcare, and energy.

Sci-Tek's four fundamental practice areas —civil, environmental, geotechnical engineering and surveying —combine to offer clients a single source for answers that create a better world for all.

Full Name of Firm: [Sci-Tek Consultants, Inc. \(Sci-Tek\)](#)

Ownership: [Corporation](#)

Length of Time in Business: [25 Years](#)

Officers & Principals:

- [Charles R. Toran, Jr. – President](#)
- [Veronica B. Toran – VP of Finance and Administration](#)

Key Personnel Assigned:

- [Jack Harding, PE \(Sr. Civil Engineer\),](#)
- [Edward Vesely, PE \(Sr. Geotechnical Engineer\)](#)
- [Jeremy Gatten, PLS \(Survey Manager\)](#)





A&A is a  
Disadvantaged Business Enterprise

## Role on this Project:

Supporting our core planning team, A&A will provide Structural Engineering services as needed.

A&A Consultants, Inc. (A&A) is a dynamic engineering firm located in McKees Rocks, Pennsylvania. A&A provides comprehensive engineering services to private firms, governmental agencies and large corporations. We provide our clients with quality engineering services on schedule and within budget. A&A was founded in 1996 by Dr. Al M. Ahmed, P.E. A&A is D.B.E. certified through the PA Unified Certification Program which covers several authorities including Allegheny County, the Pennsylvania Department of Transportation and the Port Authority of Allegheny County.

The engineering disciplines we specialize in are structural, geotechnical, environmental and civil. The specific services we provide include, but are not limited to the following: structural design of bridges and buildings, geotechnical investigations and foundation design, land development design including all utilities, traffic control and detour planning, Pennsylvania Department of Environmental Protection (DEP) permitting, construction management, transportation construction inspection, laboratory testing and inspection, environmental assessment and control, and sanitary facilities design. We employ highly qualified engineers, geologists, CADD technicians with solid academic foundations and outstanding professional experience.

Our commitment to quality and meticulous attention to detail results in safe and cost-effective design. Through our dedication, innovation and professionalism, our client base has grown at a rapid pace. A&A provides services for both domestic and international projects, several of which are considered among the largest projects in their regions.

A&A continues to grow and expand while still offering the teamwork and professionalism our clients desire for the successful completion of each project. Through our unrelenting pursuit of innovation and our ability to overcome challenges, we are able to bring about the desired results for each client. Our efficient management and control practices give A&A a clear edge in providing outstanding services at a reasonable cost. The quality of our services and the professionalism of our employees have allowed us to gain the trust and confidence of our clients. Because of this, 60% of our workload is from repeat clients, a statistic of which we are extremely proud.

Full Name of Firm: [A&A Consultants, Inc.](#)

Ownership: [Corporation](#)

Length of Time in Business: [25 Years](#)

Officers & Principals (Resumes follow)

- [Al Ahmed, Ph.D., P.E. Principal-in-Charge, Senior Structural Engineer, oversee all projects, provide QA/QC and constructability reviews](#)
- [David J. Whitlatch, P.E., Vice President of Geotechnical Services](#)

Key Personnel Assigned (Resumes follow)

- [Al Ahmed, Ph.D., P.E. Principal-in-Charge, Senior Structural Engineer](#)
- [Jack Roseman, Structural Engineer](#)



Trophy Point is a  
Service-Disabled Veteran Owned  
Small Business

## Role on this Project:

Supporting our core planning team, Trophy Point will provide Cost Estimating services as needed.

For decades, Trophy Point has been a purpose-driven firm known for providing Construction and Consulting Services. A Service-Disabled, Veteran-Owned Business (SDVOB), Trophy Point's mission is oriented on enabling our clients to achieve their vision.

In 2018, Trophy Point merged with Baer & Associates, a nationally-recognized cost consulting firm known for its estimating accuracy and thoroughness. The combination of Trophy Point's mission first approach with Baer & Associates' experienced staff and history enabled the new organization to integrate the best practices of both teams in a manner that resulted in tremendous synergistic benefits to the industry.

Full Name of Firm: **Trophy Point, LLC**

Ownership: **Partnership**

Length of Time in Business: **4 Years**

Officers & Principals (Resumes follow):

- **Richard Chudzik**
- **Joseph Dommer**
- **Joshua Telenko – Pittsburgh Office**

Key Personnel Assigned (Resumes follow)

- **Joseph Dommer**
- **Joshua Telenko**



Blasdell, NY | Pittsburgh, PA | New York, NY | 716-823-0006 | [www.trophypoint.com](http://www.trophypoint.com)



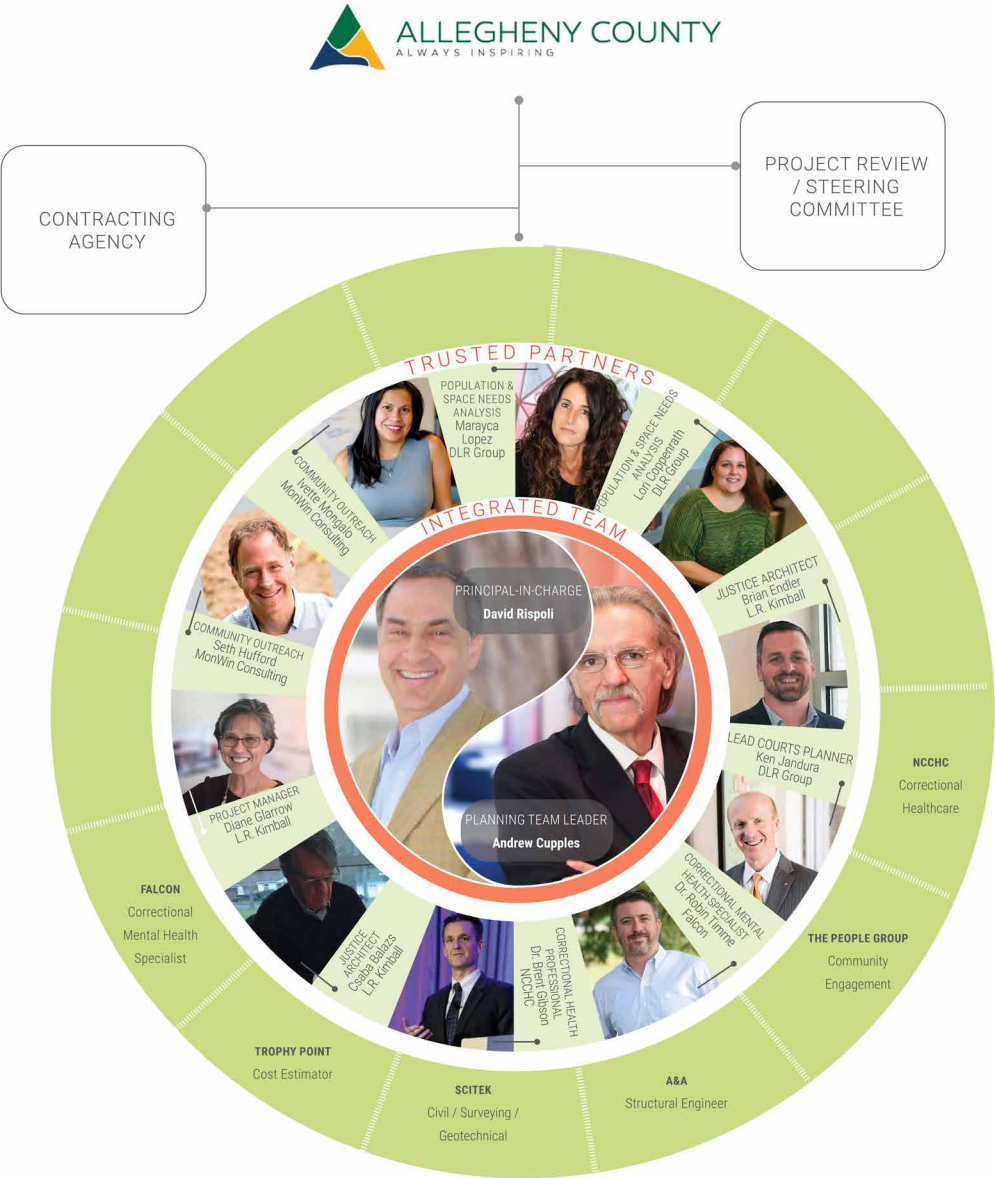
# d. PROJECT TEAM ORGANIZATION CHART

Our approach to project organization is non-hierarchical, rather, it is based on working as an integrated team with complimentary strengths and expertise and sharing ideas on an equal basis – just as we will with your Stakeholders as our Project Review / Steering Committee and with members of the community as part of our outreach program.

As illustrated in the following graphic, at the center of our organization of our overall project leadership is David Rispoli, PE, PMP as Principal-in-Charge and Andrew Cupples, FAIA, DBIA as Planning Team leader representing the partnership of our two firms. It's also important to note that Andrew and L.R. Kimball's Csaba Balazs share a long history together as Andy started his career at L.R. Kimball working with Csaba as a Justice Designer.

Our second circle represents our key team leaders for Community Outreach, Population Analysis, Alternatives to Incarceration, Mental Health Assessment, Medical Needs Assessment and Operations planning.

Our third circle is our supporting cast – both from our core firms and our consultants. This is the team that can deliver our promise to define a better future for those involved with the Allegheny County Criminal Justice system.



## e. RESUMES



### Richard Genday, PE

Senior Vice President & Managing Director

**L.R. Kimball**  
A Division of TranSystems

#### Years of Experience

- 40 Years

#### Education

- B.S. Environmental Engineering, The Pennsylvania State University, 1980

#### Registration

- PA, Registered Engineer, 1988
- Registered Engineer in 16 additional states

#### Affiliations

- National Society of Professional Engineers
- Design Structure Quality Institute
- American Association of Airport Executives (AAAE)
- Aviation Council of Pennsylvania (ACP)
- American Society of Highway Engineers (ASHE)

Richard is Senior Vice President and Managing Director of our five Pennsylvania offices and our Morristown, New Jersey office. He brings over 40 years of experience in the A&E industry including involvement in projects across all of our company's market sectors. Richard's primary responsibilities include staff management, development of business and marketing plans, ensuring compliance with corporate QA/QC standards, and corporate leadership of large, multi-disciplined projects involving all company service divisions.

Prior to his role as Senior Vice President, Rick spent 30+ years dedicated to our Transportation Department. From Engineering and Project Management to Principal-in-Charge, Rick successfully led our transportation efforts with primary clients including various State Departments of Transportation and Turnpike Commissions, Airport Authorities and various Federal, State and Municipal Governments. Richard managed past projects that exceeded \$200,000,000 in construction costs.

Rick's project experience includes:

Allegheny County Airport and Pittsburgh International Airport, Various Aviation Projects, Pittsburgh, PA

US Airways, Operations Control Center at the Pittsburgh International Airport, Pittsburgh, PA

Toms River Regional Schools, Facilities Conditions Assessment and Subsequent Renovations/Additions/Repairs, Toms River, NJ (Consultant to Colliers Engineering and Design)

California University Multi-Modal Transportation Improvement Study, California, PA

PA Turnpike Commission, Open Road Tolling / Cashless Tolling, Various Locations Across PA (Consultant to Jacobs)

PA Turnpike Allegheny Tunnel Transportation Improvement Study, PA

MonFayette Expressway, Washington County, Monongahela, PA

SR 0022, Section 495, Indiana County, PA

SR 0022, Section B03, Delmont, PA

SR 6220, Sections C11 and C12, Centre County, PA

Yeager Airport, Runway 5-23 Rehabilitation, Charleston, WV

John Murtha Johnstown-Cambria County Airport, Master Plan, Johnstown, PA

SR 0219, Section 023, Somerset, PA

Pennsylvania Statewide Airport System Plan for the 147 public-use airports located in PA



## David Rispoli, PE, PMP

Principal-in-Charge

**L.R. Kimball**

A Division of TranSystems

David brings 35 years of experience and expertise in all phases of architecture, engineering, and construction management. Specific responsibilities have included operations; staff supervision; business development; coordination among the architectural, structural, civil, mechanical, and electrical disciplines; project management; budget control; direct client contact; and coordination between field and office during construction. David has managed and supervised a variety of project types including educational, public safety, municipal, judicial, correctional, healthcare, conference/office, commercial, manufacturing, and transportation facilities.

### Years of Experience

- 35 Years

### Education

- Associate, Architectural Engineering, The Pennsylvania State University, 1983
- BS, Const. Mgmt. and Struc. Eng., The Pennsylvania State University, 1985

### Registrations / Certifications

- PA, Professional Engineer, 1997
- Registered Professional Engineer in 8 Additional States
- Project Management Professional
- NCEES Certified

### Affiliations

- American Institute of Architects, Associate Member
- American Society of Civil Engineers
- National Society of Professional Engineers
- Project Management Institute

A partial listing of David's relevant project experience includes:

Berks County Jail System Conditions Assessment, Reading, PA

Blair County Prison, Housing Unit Addition, Hollidaysburg, PA

Centre County, Bellefonte, PA

- New Correctional Facility
- Security Camera Upgrade

Chatham County Detention Center Expansion/Renovation, Savannah, GA

Dauphin County, Harrisburg, PA

- Space Needs Study
- Night Court and Central Booking Center
- Juvenile Court Facility
- Central Court/Booking Center/Female Work Release/EMA Study

Delaware State Police, New Troop 6 Complex, Architectural Program and Conceptual Design, Wilmington, DE

Pinellas County Jail Expansion, Phase II – Health Care Facility, Clearwater, FL

Plaquemines Parish Detention Facility, Davant, LA

PA Department of General Services

- SCI Camp Hill, Camp Hill, PA
  - Renovation/Expansion of Kitchen and Staff Dining Area
  - Main Gatehouse
  - Boiler House
- SCI Fayette, LaBelle, PA
- SCI Albion, Albion, PA
- SCI Coal Township, Coal Township, PA
- SCI Smithfield, New Housing Unit & Infrastructure/Security Upgrades, Huntingdon, PA
- PA New PA State Police Headquarters, Crime Lab, and Shooting Range, Erie, PA
- New Armed Forces Reserve Center & Field Maintenance Shop, Williamsport, PA
- New PennDOT Maintenance Facility, Kittanning, PA



## Diane Glarrow, AIA

### Project Manager

**L.R. Kimball**  
A Division of TranSystems

Diane brings sure and certain knowledge and 40 years of experience to every project she is involved with. And, as knowledge + experience = wisdom, Diane's "big-picture" vision keeps complex projects on track, on time and on-budget. Diane has extensive expertise in the design of new and renovated facilities, including aviation buildings.

Diane's relevant project experience includes:

Delaware Department of Corrections, Correctional Centers Master Plan, Various Cities, DE

Howard County Detention Center, Master Plan and Design of New Detention Center and Work Release Building, Jessup, MD

Chatham County, Detention Center Expansion/Renovation, Savannah, GA

Erie County Prison, Pre-Release/Work Release Center Addition, Erie, PA

Fayette County, New Prison, Uniontown, PA

Kenosha County Pre-Trial Facility, Kenosha, WI

Livingston County Jail Expansion/Renovation, Geneseo, NY

Lycoming County, Needs Assessment, Programming, and Concept Design for the Lycoming County Forensic/DUI Center, Williamsport, PA

Jefferson County Correctional Facility, Needs Assessment, Watertown, NY

Rensselaer County Correctional Facility, Troy, NY

Armstrong County Jail, Kittanning, PA

Calvert County Treatment Facility, Renovations to House Work Release Inmates (SD-CA), Barstow, MD

Chatham County Detention Center, Expansion and Renovation, Savannah, GA

Eastern Shore Regional Jail, Eastville, VA

Indiana County Jail, Indiana, PA

Lycoming County, Prison Replacement Needs Assessment (Phase I), Williamsport, PA

Mercer County Jail, Mercer, PA

Plaquemines Parish Detention Facility, Davant, LA

SCI Fayette, LaBelle, PA

South Woods State Prison, Bridgeton, NJ

Tioga County Prison Renovations/Additions, Wellsboro, PA

Westmoreland County, Juvenile Detention Center Feasibility Study, Greensburg, PA

### Years of Experience

- 40 Years

### Education

- B.S. Architecture, The Pennsylvania State University, 1980

### Registration

- PA, Registered Architect, 1988
- Registered Architect in DE, MD, NC, NY, TX, VA, WV

### Affiliation

- American Institute of Architects



## Csaba Balazs, AIA

Director of Justice Architecture

**L.R. Kimball**  
A Division of TranSystems

Csaba has been involved in a wide range of architectural projects including additions, renovations, restorations, and new building designs for both private and public clients. His design experience includes correctional, public safety, judicial, educational, health care, commercial, and sports facilities.

While Csaba has a wide range of project type experience, his niche for nearly 50 years has been the design of public safety and correctional facilities. He has designed more than 150 correctional and public safety projects across 17 states including over 30 master plans, studies, and/or needs assessments. While correctional design theories have evolved over time, these key concepts remain at the core of every design:

- A safe, healthy environment for staff and inmates
- Maintain safe, efficient, and effective operations
- Initial and long-term cost savings
- Flexibility for future expansion

Twenty-five of these correctional facilities have been honored by inclusion in the annual Architecture for Justice Exhibition sponsored by the American Correctional Association (ACA) and the American Institute of Architects (AIA). Several designs have been cited for "Design Excellence". A partial listing of Csaba's relevant experience includes:

### Allegheny County, Pittsburgh, PA

- Master Plan
- New Jail
- Auxiliary Jail
- Minimum Security Facility
- Women's Program Center

### State of Delaware, Department of Correction, Master Plans for Four State Facilities (Consultant to R G Architects, LLC)

### Adams County, Gettysburg, PA

- Feasibility Study for Community Corrections Center and Replacement of Existing Adult Correctional Center

### Allencrest Juvenile Detention Center, Evaluation and Comparison to ACA Standards, Beaver, PA

### St. Mary's County, Expansion & Renovation of the Detention & Rehabilitation Center, Leonardtown, MD

### Pinellas County Jail Expansion, Phase II – Health Care Facility, Clearwater, FL

### Howard County Detention Center, Master Plan and Design of New Detention Center and Work Release Building, Jessup, MD

### Chatham County, Detention Center Expansion/Renovation, Savannah, GA

### Fayette County, Uniontown, PA

- Prison, Needs Assessment Study, Uniontown, PA
- New Prison

### Franklin County, Chambersburg, PA

- 2003 Jail Facilities Assessment
- New Jail

## Years of Experience

- 45+ Years

## Education

- M.S., Architecture, The Pennsylvania State University, 1974
- B.S., Architecture, The Pennsylvania State University, 1972
- B.S., Physical Education, The Pennsylvania State University, 1967

## Registration

- PA, Registered Architect, 1975

## Affiliation

- American Institute of Architects

## Csaba Balazs, AIA (continued)

Lancaster County, Lancaster, PA

- Master Plan
- Prison Renovations/Additions
- Prison Needs Assessment & Design Services for a New Facility

Armstrong County, Kittanning, PA

- Feasibility Study
- New Jail

Beaver County Jail, Aliquippa, PA

Berks County, PA

- Design Services for a New Prison, Leesport, PA
- Design Services for Prison Renovations/Additions, Leesport, PA
- Design Services for Renovation of a Nursing Home into a Community Corrections Center, Reading, PA

Blair County, Hollidaysburg, PA

- New Prison
- Prison Work Release
- Housing Unit Addition
- Courthouse Renovations/Additions

Butler County Prison, Butler, PA

Centre County, New Correctional Facility, Bellefonte, PA

Chester County, West Chester, PA

- Prison Feasibility Study for Additions/Alterations
- Prison, Renovations/Additions for an Intake Center
- Government Services Center, West Chester, PA

Erie County, Erie, PA

- New Prison
- Prison, Pre-Release/Work Release Center Addition

Warren County Warren, PA

- New Prison
- Work Release Unit, Warren, PA

Westmoreland County Prison, Greensburg, PA

Wyoming County Correctional Facility, Tunkhannock, PA

York County, York, PA

- Prison Renovations/Additions
- Prison Expansion





## Brian Endler, AIA

Sr. Justice Architect

**L.R. Kimball**

A Division of TranSystems

Brian brings 20 years of experience and expertise in all phases of architecture, engineering, and construction management. Specific responsibilities have included business development; coordination among the architectural, structural, civil, mechanical, and electrical disciplines; project management; budget control; direct client contact; and coordination between field and office during construction. Brian's experience includes the design of correctional, municipal, public safety, office, commercial, educational, and healthcare facilities. These project types encompass both new construction and renovations. Brian has been involved in the design of 27 correctional facility projects and 7 public safety/judicial facility projects. A partial listing of Brian's relevant project experience includes:

### Years of Experience

- 20 Years

### Education

- B.A. Architecture, Lehigh University, 2001

### Registrations / Certifications

- PA, Professional Architect, 2012
- Registered Architect in three additional states

### Affiliations

- American Institute of Architects – Central PA Chapter
  - Director of Programs (2013-2014)
  - Vice President (2015-2016)
  - President (2017-2018)
- Laurel Municipal Inspection Agency, Board of Appeals

### Honors

- PA Business Central - Foremost Under 40

Allegany County Jail and Public Safety Facility, Amity, NY

Berks County, Design Services for Prison Renovations/Additions, Leesport, PA

Blair County Prison, Housing Unit Addition, Hollidaysburg, PA

Blair County Prison Study, Hollidaysburg, PA

Butler County Prison, Butler, PA

Centre County Correctional Facility, Bellefonte, PA

Cortland County Jail, Replacement Study, Cortland, NY

Curran-Fromhold Correctional Facility Renovations/Additions, Philadelphia, PA

Eastern Shore Regional Jail, Eastville, VA

Fayette County, New Prison, Uniontown, PA

Franklin County Jail, Chambersburg, PA

Garrett County Detention Center Study, Oakland, MD

Geauga County Safety Center, Chardon, OH

Indiana County Jail Feasibility Study & New Jail Design, Indiana, PA

Jefferson County Correctional Facility, Needs Assessment, Watertown, NY

Livingston County Jail Expansion/Renovation, Geneseo, NY

Luzerne County, Design Services for Correctional Facility, Wilkes-Barre, PA

Mercer County Jail, Mercer, PA

Monroe County Correctional Facility Study, Stroudsburg, PA

St. Mary's County, Expansion & Renovation of the Detention & Rehabilitation Center, Leonardtown, MD

Tioga County Prison Renovations/Additions, Wellsboro, PA

York County Prison Renovations/Additions, York, PA

PA Department of General Services

- SCI Camp Hill, New Diagnostic and Classification Building, Camp Hill, PA
- SCI Fayette, LaBelle, PA



## Ruchik Vyas, AIA, PMP, LEED AP

Architectural Support

**L.R. Kimball**  
A Division of TranSystems

Ruchik brings 37 years of experience including the evaluation of facilities, design, preparation of construction documents, building material estimating, shop drawing approval, coordination among all trades and consultants, and construction administration activities. He has extensive experience in the design and management of a wide range of projects including correctional, educational, judicial, public safety, and commercial facilities. Of special note, Ruchik has been involved in the management of over 35 justice and public safety projects including new construction, additions, renovations of existing facilities.

### Years of Experience

- 37 Years

### Education

- Bachelor of Architecture, The Baroda University (India), 1983

### Registration

- PA, Registered Architect, 1998
- Registered Architect in 6 Additional States

### Affiliations

- LEED Accredited Professional
- Project Management Professional
- NCARB Certified

A partial listing of Ruchik's project experience includes:

St. Mary's County, Expansion & Renovation of the Detention & Rehabilitation Center, Leonardtown, MD

Chatham County, Expansion and Renovation, Savannah, GA

Erie County Prison and Pre-Release / Work Release Center, Erie, PA

Lycoming County, Williamsport, PA

- Pre-Release, Magistrate's Office, Central Processing, Women's Detention, and Juvenile Detention Site Assessment Study
- Prison Replacement Needs Assessment (Phase I)

Butler County Prison, Butler, PA

Cambria County Prison, Ebensburg, PA

Geauga County Safety Center, Chardon, OH

Cape May County, New Correctional Facility, Cape May Court House, NJ

Franklin County Jail, Chambersburg, PA

York County Prison Expansion, York, PA

PA Department of General Services

- SCI Albion, Albion, PA
- SCI Camp Hill, Camp Hill, PA
  - New Diagnostic and Classification Building
  - Main Gatehouse
  - Renovation/Expansion of Kitchen and Staff Dining Area
  - Housing Units (Phase IV)





## David McRoberts, CPP

### Security & Operations Specialist

## L.R. Kimball

A Division of TranSystems

With a career in law enforcement and public safety, and past experience as a Jail Transition Team Leader and Jail Administrator, David's depth of experience is invaluable to our Corrections Team.

For 24 years, David served the Kenosha County Sheriff's Department as a Deputy Sheriff, advancing through the ranks to Sergeant, Lieutenant, and finally Captain. The scope of his responsibilities included: Patrol Supervisor, Patrol Shift Commander, Jail Administrator, and Detentions Division Commander together with Unit Commander of the Kenosha Sheriff's Department Tactical Response Team (SWAT). David also served for two years as a Police Officer for the Village of Twin Lakes, WI.

Since 1985, David has been a Wisconsin State Certified Law Enforcement Instructor for the Department of Justice/Division of Training and Standards. He is a national trainer and has delivered a variety of training topics to thousands of law enforcement officers and protective service personnel as well as private citizens. He is also the author of many written contributions to various publications, periodicals, and professional journals nationwide.

For over 19 years, David has worked with the L.R. Kimball Corrections Team as a Security and Operations Management expert. In this role, he serves as a liaison between our designers and our clients, ensuring that the design of the facility supports the client's operations in a safe, effective, and efficient manner.

Special career highlights include:

- Department Liaison/Project Manager and Transition Team Lead for a 600-bed detention facility design, development, construction, and operation
- Improved Public Safety developing best practice procedures and post orders in support of comprehensive detention system involving two facilities housing 1,000+ incarcerated persons in secure physical custody and specialty programs
- Directly handled all identification, qualification and liaison functions nationally for justice and public safety business opportunities ranging from \$3 Million to more than \$200 Million
- Improved profit developing and servicing complex projects in multiple regions across the nation
- Earned multiple awards and accolades, including: Distinguished Service Award – Veterans of Foreign Wars and Certificate of Merit – Kenosha County Sheriff's Department

David's Relevant Experience includes:

Allegany County, Jail and Public Safety Facility, Amity, NY

Butler County, Butler, PA

- New Prison
- Conceptual Designs for Renovations to Intake and Medical, and design of a new mental health space within the existing facility

Cabell County Emergency Services Center, Huntingdon, WV

Cambria County Prison, Conceptual Design for a New Booking Center, Ebensburg, PA

### Years of Experience

- 19 Years with L.R. Kimball
- 30 Years in Law Enforcement & Public Safety – Captain, Lieutenant, Sergeant, Deputy & Tactical Team Commander, Jail Transition Team Leader, Programs Manager

### Education

- Gateway Technical College
- U.W. Wisconsin Parkside
- Wisconsin State Law Enforcement Training Academy
- Lakeland College
- Wisconsin State Patrol Academy

### Certifications

- Certified Protection Professional – International Board Certification by American Society of Industrial Security (ASIS)
- Adjunct Staff Instructor, Criminal Justice Program - Gateway Technical College
- Wisconsin State Certified Criminal Justice Instructor - Wisconsin Technical College System Board
- Practitioner for NIMS - Incident Command System
- CARVER – Federal Threat and Vulnerability Assessments
- Multiple Interview Assessments - Professional Judge and Review Examiner for professional consultants in delivering; background investigations, testing and screening of personnel

## David McRoberts, CPP (continued)

Centre County, New Correctional Facility, Bellefonte, PA

Chatham County Detention Center, Campus Expansion & Renovation, Savannah, GA

State of Delaware, Department of Correction (Consultant to R G Architects, LLC)

- Master Plans for 4 State Facilities
- James T. Vaughn, Design Services for a New Intake / Sallyport Facility
- Howard R. Young Correctional Institution - New Kitchen

Eastern Shore Regional Jail, Eastville, VA

Fayette County, New Prison, Uniontown, PA

Franklin County, New Jail, Chambersburg, PA

Lancaster County, Prison Needs Assessment & Design Services for a New Facility, Lancaster, PA

Livingston County Jail Expansion/Renovation, Geneseo, NY

Howard County Detention Center, Master Plan and Design of New Detention Center and Work Release Building, Jessup, MD

Monroe County Correctional Facility, Feasibility Study and Conceptual Design for Renovations and Additions, Stroudsburg, PA

Ontario County Jail, Canandaigua, NY

Pennsylvania State Police, Feasibility Study for Renovation of Philadelphia Troop K Headquarters, Philadelphia, PA

Plaquemines Parish, New Detention Facility, Davant, LA

Rensselaer County, Correctional Facility Renovation/Expansion, Troy, NY

St. Mary's County, Expansion & Renovation of the Detention & Rehabilitation Center, Leonardtown, MD

Sussex County Emergency Operations Center, Georgetown, DE

Yates County Jail Expansion Study, Penn Yan, NY

### AFFILIATIONS

- International Association of Chiefs of Police (IACP)
- American Correctional Association (ACA)
- Society for Human Resource Management
- American Jail Association (AJA)
- American Society of Industrial Security (ASIS)
- National Sheriff's Association (NSA)
- International Law Enforcement Educators and Trainers Association (ILEETA) – Board Member / article contributions
- Correctional News – Advisory Board Member / article contributions

### PUBLICATIONS

- If I Knew Then 2, Warrior Reflections, Edited by Brian R. Willis, Excerpt called "Learning Not to be Selfish"
- American Blue, Real Stories by Real Cops, Edited by Ed Nowicki, Excerpt called "An Express Elevator Ride into Hell"



## Brad Blickenderfer, PE

MEP Engineering Leader and Electrical Engineer

**L.R. Kimball**  
A Division of TranSystems

Brad has 23 years of experience in the design of electrical, lighting, telecommunications, and security systems for various types of projects including a variety of local, county, state, and federal government facilities.

As MEP Discipline Manager, Brad is responsible for managing the overall MEP design and documentation to ensure that the design conforms with your project needs and that standards are met within the framework of established quality control/quality assurance guidelines.

### Years of Experience

- 23 Years

### Education

- Bachelor of Science, Electrical Engineering, University of Pittsburgh at Johnstown, 1999

### Registrations / Certifications

- PA, Professional Engineer, 2006
- Professional Engineer in Seven Additional States

### Affiliations

- Institute of Electrical and Electronics Engineers

Brad's electrical engineering experience includes site inspections and field surveys, cost estimating, coordination of various building systems with electrical and lighting requirements, preparation of reports and specifications, ensuring compliance with all applicable codes and equipment specifications, shop drawing/submittal processing, review of value engineering and change order requests, and punchlists.

Brad's relevant project experience includes:

Allegheny County Department of Public Works, A&E Services under an Open-End Contract, Allegheny County, PA

Fayette County, New Prison, Uniontown, PA

St. Mary's County, Expansion & Renovation of the Detention & Rehabilitation Center, Leonardtown, MD

Centre County Correctional Facility, Security Camera Upgrade, Bellefonte, PA

Chatham County, Detention Center Expansion/Renovation, Savannah, GA

PA Department of General Services

- SCI Muncy, Perimeter Intrusion Detection System Replacement, Muncy, PA (L.R. Kimball is a consultant to PSE)
- SCI Laurel Highlands, Perimeter Intrusion Detection System Replacement, Somerset, PA (L.R. Kimball is a consultant to PSE)
- SCI Cambridge Springs, Perimeter Intrusion Detection System Replacement, Cambridge Springs PA (L.R. Kimball is a consultant to PSE)
- Complete Electrical Design of PA New Army National Guard Readiness Center, Hermitage, PA\*
- Complete Renovation to Stryker Brigade Building – Punxsutawney, Punxsutawney, PA\*
- Complete Renovation to Existing Stryker Brigade Building – Bradford, Bradford, PA\*
- PA Department of Corrections, Complete Electrical Design of a New Headquarters Building, Mechanicsburg, PA\*
- New PennDOT Maintenance Facility, Kittanning, PA
- New PA State Police Headquarters, Crime Lab, and Shooting Range, Erie, PA

Delaware State Police, New Troop 6 Complex, Architectural Program and Conceptual Design, Wilmington, DE

\*Indicates project experience prior to joining L.R. Kimball



## Ryan Meitzler, PE, LEED AP ID+C

Mechanical Engineer

**L.R. Kimball**  
A Division of TranSystems

### Years of Experience

- 15 Years

### Education

- B.S., Mechanical Engineering, The Pennsylvania State University, 2004

### Registrations/Certifications

- PA, Professional Engineer, 2017
- Registered Engineer in 9 Additional States
- LEED Accredited Professional Interior Design + Construction (LEED AP ID+C), 2013

### Affiliations

- American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)

Ryan has over 15 years of experience in the design of complex mechanical and plumbing systems for various types of projects including maintenance, correctional, and industrial facilities, involving both new construction and renovations. Ryan's responsibilities and experience have included serving as the primary point of contact for clients; survey and documentation of existing building systems and conditions; development of construction documents and coordination with architectural and structural elements; and ensuring compliance with ICC codes, ASHRAE standards, and other applicable requirements. Ryan's experience also includes the management and documentation of LEED credits as well as the maintenance and improvement of CAD, Revit, and mechanical department standards. He is proficient in AutoCAD MEP, Revit, MasterSpec, HAP, Trane Trace 700, and the Microsoft Office Suite.

Ryan's relevant project experience includes:

Fayette County, New Prison, Uniontown, PA

St. Mary's County, Expansion & Renovation of the Detention & Rehabilitation Center, Leonardtown, MD

Allegheny County Department of Public Works, South Park District 5 Warehouse Site Analysis, Pittsburgh, PA

PA Department of General Services

- New PA State Police Headquarters and Shooting Range, Erie, PA
- New PennDOT Maintenance Facility, Kittanning, PA

PA Turnpike Commission, Open-End Contract for A&E Services, Various, PA

- Bowmansville Maintenance Feasibility Study and Design Services, Bowmansville, PA
- Central Archive Facility Work, Middletown, PA
- Harrisburg West Interchange, Back Up Traffic Operations Facility, Interior renovations to existing 1,000 square feet garage building, Harrisburg, PA
- New Jefferson Hills Warehouse, Canonsburg, PA

Federal Aviation Administration (FAA), Atlantic City International Airport, Atlantic City, NJ (Consulting Engineering Services Under an Indefinite Delivery/Indefinite Quantity Contract, as a consultant to Colliers Engineering and Design)

Sheetz, Inc.

- Architectural/Engineering Services for Prototype Stores, New Stores, and Renovations to Existing Stores in PA, MD, NC, OH, VA, and WV

Confidential Client, Feasibility Conditions Assessment & Master Plan Study, PA

State College Water Authority, New Treatment Facility, State College, PA, Gwin Dobson & Foreman

Toms River Regional Schools, Facilities Conditions Assessment and Subsequent Renovations/Additions/Repairs, Toms River, NJ (Consultant to Colliers Engineering and Design)



## John Blickenderfer, PE

Electrical Engineer

**L.R. Kimball**

A Division of TranSystems

John has 15 years of experience as an Electrical Engineer on a wide variety of project types, including facilities conditions assessments and government projects. John is responsible for the design of various electrical systems including power distribution, fire alarm, CATV, telecommunications, lighting, A/V, and security systems; site surveys and evaluations of existing electrical systems; preparation of cost estimates and electrical specifications; coordination of design documents with utility companies and the architectural and other engineering disciplines; ensuring compliance with the NEC, IBC, NFPA, and all other applicable building codes; and construction administration activities.

### Years of Experience

- 15 Years

### Education

- Bachelor of Science, Electrical Engineering Technology (Minor in Mathematics), University of Pittsburgh at Johnstown, 2009

### Registration

- PA, Registered Engineer, 2015

John's relevant project experience includes:

St. Mary's County, Detention & Rehabilitation Center Expansion & Renovation, Leonardtown, MD

Chatham County, Detention Center Expansion/Renovation, Savannah, GA

Fayette County Prison, Uniontown, PA

Franklin County Prison, Security System Upgrade, Chambersburg, PA

Blair County Prison, Security System Upgrade, Hollidaysburg, PA

Centre County Correctional Facility, Security System Upgrade, Bellefonte, PA

Howard County Detention Center Design Services, Jessup, MD

Allegheny County Department of Public Works, A&E Services under an Open-End Contract, Allegheny County, PA

PA Department of General Services

- SCI Muncy, Perimeter Intrusion Detection System Replacement, Muncy, PA (L.R. Kimball is a consultant to PSE)
- SCI Laurel Highlands, Perimeter Intrusion Detection System Replacement, Somerset, PA (L.R. Kimball is a consultant to PSE)
- SCI Cambridge Springs, Perimeter Intrusion Detection System Replacement, Cambridge Springs PA (L.R. Kimball is a consultant to PSE)
- New PA State Police Headquarters and Shooting Range, Erie, PA
- New PennDOT Maintenance Facility, Kittanning, PA

Sheetz, Inc.

- New Corporate Operations and Training Center, Claysburg, PA
- New Warehouse Facility, Pittsburgh, PA
- Renovations to Existing Corporate Offices (Four Buildings), Altoona, PA and Claysburg, PA
- Architectural/Engineering Services for Prototype Stores, New Stores, and Renovations to Existing Stores in PA, MD, NC, OH, VA, and WV





## Michael Stiles, CPD

Plumbing and Fire Protection Designer

**L.R. Kimball**  
A Division of TranSystems

Michael currently serves as a Senior Plumbing & Fire Protection Designer. He has over 21 years of experience in the design and preparation of working drawings for all types of plumbing/fire protection systems.

Michael has extensive experience using AutoCAD and REVIT for plumbing and fire protection system layouts. His experience also includes natural gas systems, stormwater piping and medical gas/vacuum piping.

His project experience includes commercial, office, public safety, industrial, manufacturing, transportation, judicial, municipal, correctional, educational, and healthcare. Michael has also gained valuable experience in HVAC and electrical design, which has given him good coordination skills, not only with architects, but also with other engineering disciplines within L.R. Kimball.

Michael's project experience includes

Fayette County, New Prison, Uniontown, PA

St. Mary's County, Adult Detention and Rehabilitation Center Addition and Renovations, Leonardtown, MD

Cambria County Prison, Plumbing and Fire Protection Upgrades, Ebensburg, PA\*

Allegheny County Department of Public Works, New Warehouse, Pittsburgh, PA

PA Department of General Services

- New PA State Police Headquarters, Crime Lab, and Shooting Range, Erie, PA
- New PennDOT Maintenance Facility, Kittanning, PA

Pennsylvania Turnpike Commission, Feasibility Study and Design Services for a New Warehouse, Jefferson Hills, Canonsburg, PA

Bedford County Airport, New Hangar, Bedford, PA

Sheetz, Inc., Altoona, PA

- Distribution Center Renovations
- Finance Building Renovations
- Main Building Renovations
- Architectural/Engineering Services for Prototype Stores, New Stores, and Renovations to Existing Stores in PA, MD, NC, OH, VA, and WV

Confidential Client, Office Fit-Out, State College, PA

State College Water Authority, Nixon-Kocher New Treatment Plant (Consultant to Gwin Dobson & Foreman), State College, PA

Colliers Design and Engineering (Formerly Maser Consulting P.A.)

- Toms River Regional Schools, Renovations/Upgrades to 25+ Buildings, Toms River, NJ
- Federal Aviation Administration, Design Services for Facility Upgrades at the FAA William J. Hughes Technical Center, Atlantic City International Airport, NJ (18 Task Orders under a 5-Year Contract), Consultant to Maser Engineering

\*Indicates project experience prior to joining L.R. Kimball

### Years of Experience

- 21 Years

### Education

- A.A., Specialized Technology (Drafting and Design, York Technical Institute, 2000)

### Certifications

- Certified Plumbing Designer (CPD)
- Currently pursuing FPE license

Andrew Cupples  
FAIA, DBIA - Senior Principal, DLR Group

Project Role  
Planning Team Leader

 **DLR Group**  
Architecture Engineering Planning Interiors



About Andy

Spanning over 45 years of experience, Andy is one of the most respected justice facility architects in the United States, recognized nationally and internationally for the design and planning of correctional and detention facilities. His progressive experience in the design and construction of detention facilities includes alternative delivery methods such as design-build and design-assist environments.

Andy brings unparalleled passion for justice and correctional design with a particular focus on meeting the County’s operational goals that truly deliver on the promise to “elevate the human experience through design.” His ability to assist clients in communicating their vision, desires and performance/prescriptive criteria is informed by his participation as design principal and architect-of record on numerous master planning projects.

Over 45 years  
of experience.

Expert in alternative  
delivery methods.

His design projects established **best-practice** models in the field of  
correctional rehabilitation.



- Select Relevant Experience
- Cuyahoga County Justice Center Complex Master Planning; Cleveland, OH
  - Hawaii Public Safety Department Statewide Correctional Facilities Planning; Honolulu, HI
  - Puerto Rico DOC Facilities Optimization Assessment and Master Plan; San Juan, PR
  - Northampton County New Detention Center Master Plan Study; Easton, PA
  - St. Charles County MO DOC Assessment; St. Charles, MO
  - City of Philadelphia Prison System Master Plan Development; Philadelphia, PA
  - Rockwall County Justice Center Needs Assessment and Masterplan; Rockwall, TX
  - Ventura County Todd Road Jail Health & Programming Unit; Santa Paula, CA
  - Adult and Young Offender Correctional Facilities Master Plan, Saskatchewan Ministry of Central Services; Regina SK
  - Texas Department of Criminal Justice Comprehensive Criminal Justice System Plan; TX\*
  - Dallas County Jail Master Plan; Dallas, TX\*

\*Projects completed in prior association.

Professional Highlights

Education  
Bachelor of Architecture,  
Pennsylvania State University

Registration & Licensing  
Licensed Architect: PA + 14 additional  
states  
NCARB #30826/25864

Professional Affiliations  
American Correctional Association  
American Institute of Architects  
American Jail Association  
International Corrections and Prisons  
Association



About Ken

Ken has 42 years of experience as an architect and for the past 30 years, has specialized in the design, planning and programming of justice facilities. He has dealt with multi-faceted clients, extensive consultant coordination and the complex planning and construction process required for both large and small justice projects across the United States, Canada and the United Kingdom. Ken’s extensive courthouse design and planning experience includes 430+ courtrooms in 7.5 million SF of court facilities with a total construction value of over \$2.3 billion.

He has fulfilled the roles of program and concept development, feasibility studies, existing conditions analysis as well as detailed design and construction documents. Ken’s experience has afforded him a complete understanding of the functioning and the complex interplay of technology, security and participants in modern justice facilities.

**40+** years of experience in Justice+Civic design.

Extensive Courts Design & Planning experience with a total construction value of over **\$2.3 billion.**

**more than 80** Justice+Civic projects.



- Select Relevant Experience
- Cuyahoga County Justice Center Complex; Cleveland, OH
  - Qatar International Court and Dispute Resolution Centre; Doha, Qatar
  - Red Deer Justice Centre; Red Deer, Alberta
  - Rock Island County Justice Center; Rock Island, IL
  - Litchfield Judicial District Courthouse; Torrington, CT
  - Pinal County Court Expansion, Florence, AZ
  - Middlesex County Adult Detention Master Plan; New Brunswick, NJ
  - Lake County Civil/Family Courts Study; Waukegan, IL
  - Charlotte County Courthouse Addition; Port Charlotte, FL
  - Mercer County Vicinage Courts Master Plan; Trenton, NJ
  - Maricopa County Criminal Courts Tower; Phoenix, AZ\*
  - Calgary Courts Centre; Calgary, Alberta\*
  - Waterloo Region Consolidated Courthouse; Kitchener, Ontario\*
  - Cayman Islands Summary Courthouse; Georgetown, KY\*
  - Long Beach Courthouse; Long Beach, CA\*
  - Lake County Criminal Courts Tower; Waukegan, IL\*
  - Quentin Burdick U.S. Courthouse; Fargo, ND\*
  - Hennepin County Courts Tower Renovation; Minneapolis, MN\*
  - Prince George’s County Courthouse Expansion; Upper Marlboro, MD\*
  - Tucson/Pima County Justice Center; Tucson, AZ\*
  - Maryland District Courthouse of Rockville; Rockville, MD\*
  - Justice A.A. Birch Courthouse & Renovation; Nashville, TN\*

\*Projects completed in prior association.

Professional Highlights

**Education**  
M.Architecture, Urban Design,  
Harvard University  
B.Architecture, Syracuse University

**Registration & Licensing**  
Registered Architect: DC, MA, MD,  
NC, NJ, OH, PA, SC, VA, WV  
NCARB #C-51296

**Professional Affiliations**  
AIA Academy of Architecture for Justice  
American Institute of Architects  
National Association of Courts Managers  
National Center for State Courts  
Design-Build Institute of America  
Institute for Court Management, Adjunct Faculty  
Member for Institute for Court Management  
National Council of Juvenile and Family Court Judges



Lori Coppenrath  
LEED AP - Principal, DLR Group

Project Role  
Lead Programmer / Planner

 **DLR Group**  
Architecture Engineering Planning Interiors



About Lori

Lori is a Civic planning expert responsible for planning and programming public safety centers, youth facilities, transitional housing, courts, police and sheriff stations, dispatch centers, prisons, jails and facilities support spaces. Lori works with stakeholders early in the design process to define needs and specific operational functions. Her process explores these individually, first to make sure that all user needs are being met, and then holistically to understand working relationships, interdependencies and opportunities to increase operational and staff effectiveness.

24 years of total  
experience.

23 years with  
DLR Group.

Over \$4B of programming  
experience with DLR Group.



- Select Relevant Experience
- Hawaii Public Safety Department Statewide Correctional Facilities Planning; Honolulu, HI
  - Oregon Department of Corrections 10-year Strategic Plan; Salem, OR
  - Puerto Rico DOC Facilities Optimization Assessment and Master Plan; San Juan, PR
  - South Dakota DOC Statewide Master Plan; Statewide, SD
  - Benton County Jail Needs Assessment; Corvallis, OR
  - Arapahoe County Justice Facilities Master Plan, Centennial, CO
  - El Paso County Facilities Master Plan; El Paso County, CO
  - King County Facilities Master Plan (CASP/H3), Seattle, WA
  - Hood River County Services Master Plan, Hood River, OR
  - Marysville City Services Master Plan, Marysville, WA
  - Yakima County Services Master Plan, Yakima, WA
  - King County Master Plan Development Process, Seattle, WA
  - Tillamook County Services Planning, Tillamook, OR
- State of Hawaii Public Safety Department projects:
- Security Improvements for Women’s Community Correctional Center; Kailua, HI
  - WCCC Ho’okipa Makai Cottage Renovation; Kailua, HI
  - New Medium-Security Housing Plan for HCCC, KCCC, MCCC; Hilo, HI

Professional Highlights

Education  
M.A. Criminal Justice, University of Memphis  
Three years PhD coursework in Developmental Psychology, University of Memphis  
B.A. Psychology, B.A. Philosophy of Religion, Ithaca College

Registration & Licensing  
LEED Accredited Professional

Civic Engagement  
Former Board President - Nexus Youth and Families  
Board Member - YMCA of Greater Seattle  
Board Member - Social Impact Center (YGS)

Professional Affiliations  
American Correctional Association  
Academy of Criminal Justice Sciences  
National Institute of Corrections  
International CPTED (Crime Prevention Through Environmental Design) Association  
United States Green Building Council

# Marayca Lopez

PhD, LLB - Associate, DLR Group

## Project Role

Alternative Solutions Programmer



# DLR Group

Architecture Engineering Planning Interiors



## About Marayca

Marayca is a Justice+Civic planning leader responsible for programming and planning detention and correctional facilities, support spaces, public safety centers, and civic facilities. She works with stakeholders early in the design process to define needs and specific operational functions. Her process explores these individually, first to make sure that all user needs are being met, and then holistically to understand working relationships, interdependencies and opportunities to increase operational and staff effectiveness.

Ms. Lopez areas of expertise include the development of system-wide needs assessments; policy and statistics and data analysis; population forecasting; design of alternatives; organization/ cultural assessments; existing buildings functional and operational assessments; evidence-based design principles; and strategic planning and programming of Justice+Civic facilities, transition and activation services.

15 years of experience

An expert in alternative solutions for detention and correction.



### Select Relevant Experience

Puerto Rico DOC Facilities Optimization Assessment and Master Plan; San Juan, PR

South Dakota DOC Statewide Master Plan; Statewide, SD

Lubbock County Adult and Juvenile Master Plan; Lubbock, TX

US Virgin Islands - BOC Swan; St. Thomas, Virgin Islands

Auburn Jail Needs Assessment and Facility Program; Auburn, WA\*

Baltimore Therapeutic Center; Baltimore, MD\*

City of Philadelphia Prison System Needs Assessment and Master Plan; Philadelphia, PA\*

Colorado Northeast Region Youth Center, Prototype Facility Programming and Pre-design Services; Colorado, CO\*

Costa Rica Programming and Design of 7 Units of Comprehensive Care (Unidades de Atencion Integral); Republic of Costa Rica\*

Lucas County New 650-bed Jail Facility Programming and Pre-design Services; Toledo, OH\*

Muscogee County Pre-trial Release Program Design and Implementation; Columbus, GA\*

Montgomery County New Jail and Restoration Center Programming and Pre-design Services; Rockville, MD\*

Pickaway New 3,000-bed Prison Facility Needs Assessment, Programming and Master Plan Services; Columbus, OH\*

Programming and Pre-design of 3 New 48-bed State Prototype / Model Secure Facilities; New Jersey Juvenile Justice State Commission, NJ\*

\*Projects completed in prior association.

## Professional Highlights

### Education

PhD in Penal Law/Criminal Justice, University of Barcelona, School of Law  
M. in Criminal Justice, Rutgers University School of Criminal Justice

### Professional Affiliations

International Corrections and Prison Association (ICPA)  
European and American Societies of Criminology (ESC, ASC)  
American Correctional and Jail Associations (ACA, AJA)  
International Observatory of Juvenile Justice (IOJJ)



Senior Expert and Principal | Falcon, Inc  
rtimme@falconinc.com

**Dr. Robin Timme**  
Psy.D., ABPP (Forensic), CCHP-MH

Dr. Timme's experience delivering and overseeing behavioral health services across the spectrum of behavioral health settings, including more than 50 facilities.

Dr. Timme facilitates stakeholder involvement, including those with lived experience, their families, and those who will facilitate recovery in environments of care. Deeply passionate about alternatives to incarceration and emergency departments for behavioral health services, Dr. Timme works to develop models that deflect from those systems and create meaningful community connectivity to help restore communities and build resilience.

## EDUCATION

Doctor of Clinical Psychology | Widener University  
Pennsylvania | 2011

Master of Arts in Criminal Justice | Widener University Pennsylvania |  
2011

Master of Arts in Clinical Psychology | Widener University Pennsylvania |  
2009

Master of Arts in Education | City College of New York  
New York | 2005

Bachelor of Arts | New York University  
New York | 2003

## LICENSURE AND CERTIFICATIONS

Licensed Psychologist: Pennsylvania, Maryland, Delaware, Ohio  
(temp permit), Massachusetts (temp permit)

Certified Correctional Health Professional with Mental Health specialty  
(CCHP-MH)

Certified Clinical Trauma Professional (CCTP)

Board Certified in Forensic Psychology by the American Board of  
Professional Psychology

Fellow of the American Academy of Forensic Psychology

## RELEVANT CLINICAL EXPERIENCE

### Forensic Psychologist | 2012 to Present

Conduct forensic evaluations of pretrial defendants and those awaiting sentencing. Areas of specialty include Serious Mental Illness, Co-Occurring Disorders, and the impact of Social Determinants of Health and Positive and Adverse Childhood Experiences (PACES) on criminogenic risk. Frequently provide services as consulting and expert witness.

### Chief Psychologist | 2012 to 2020

Oversaw all clinical operations for a community-based non-profit provider of behavioral health services with more than 1600 employees. Clinical services spanned outpatient, intensive outpatient, withdrawal management, residential, and deep-end services (i.e., Assertive Community Treatment [ACT]). Additionally, oversaw all operations within 16 jails and prisons, focusing on connectivity between systems of public health and public safety.

## KEY PROJECT EXPERIENCE

### Yavapai County, AZ Collocated Facility & Healthcare Housing

Studied population accessing justice system Emergency Department services in behavioral health crises. Validated architectural program for deflection, diversion and re-entry facility collocated on site with new detention center, consulting through programming and design.

### Baltimore, MD Therapeutic Treatment Center (TTC)

Completed planning and programming of the new Therapeutic Treatment Center, aimed at deflecting those in behavioral health crises from the justice system and Emergency Departments, connecting people with community-based services and developing linkages.

### Sacramento, CA Health and Mental Health Services Facility

Conducted population study of those entering the County jail but better served by community-based behavioral health services, focusing on deflection, diversion, and re-entry, and developing an architectural program for a healthcare annex to the Main Jail.







Senior Expert | Falcon, Inc  
scoleman@falconinc.com

**Dr. Sharon Coleman**  
Psy.D.

## Dr. Sharon Coleman brings 20 years of experience in forensic and mental health services.

Prior to joining the Illinois Department of Human Services, she worked as a forensic evaluator and expert witness for the Cook County Criminal courts, and has testified in Probate, Immigration, Domestic Relations and Federal courts. She has collaborated with many national, statewide and community stakeholders on issues related to adults and juveniles with mental illness who are justice involved, developed programs centered on re-entry, reintegration and diversion and participated in legislative and policy activities including prescribing Psychologists, streamlining forensic statutes, and expanding tele-court opportunities.

### EDUCATION

Doctor of Clinical Psychology | Illinois School of Professional Psychology | 2001

Master of Arts in Agency Counseling | University of Alabama at Birmingham | 1997

Bachelor of Science in Psychology | University of Alabama at Birmingham | 1995

### LICENSURE AND CERTIFICATIONS

Licensed Clinical Psychologist, IL #071-006437

DUI Risk Evaluator

### CURRENT ROLE

Deputy Director of Forensic & Justice Services | Illinois Department of Human Services/Division of Mental Health (IDHS/DMH) | 2011-Present  
Senior Executive for the Division of Mental Health responsible for day-to-day operations of the Forensic Division's evaluation, placement and treatment services for adults and juveniles adjudicated Unfit to Stand Trial (UST) & Not Guilty by Reason of Insanity (NGRI) and remanded to the Illinois Department of Human Services Hospitals. Provide administrative direction to the Treatment & Detention Facility (SVP Program). Other responsibilities include supervising the mental health and juvenile justice initiative and leadership through the supervision of staff reports, developing collaborative partnerships with Department of Corrections, legislators and community stakeholders on mental health policy and relevant legislative initiatives. Associate Deputy Director of Forensic & Justice Services, 2011-2016.

### PROFESSIONAL EXPERIENCE

2005 - Present Private Practice Clinician & Evaluator, DRC, Inc.  
2003 - 2011 Clinical/Forensic Psychologist, Forensic Clinical Services of Cook County  
2002 - 2011 Clinical Director, PsyCynergy Psychological Services, PC  
2002 - 2007 Corporate Psychologist Consultant, Health Professionals, LTD  
2005 - 2007 Private Practice Therapist, The Anxiety & Stress Center  
2003 - 2003 Senior Psychologist, Health Professionals, LTD/(Dixon Correctional Center)  
2000 - 2001 Biofeedback Therapist/Diamond Headache Clinic  
2000 - 2000 Program Manager, Adolescent Substance Abuse Treatment Program  
1997 - 1999 State Substance Abuse Counselor, Family Guidance Centers, Inc  
1996 - 1997 Rape Education Specialist, Crisis Center/Rape Response





Technical Expert and Senior Project Manager  
Falcon, Inc  
hgoorley@falconinc.com

**Harmony Goorley**  
MA, CCHP, CCTP

Harmony's experience in the delivery of behavioral health care across community and correctional settings, while serving diverse jail populations.

Harmony brings a keen focus to trauma-informed, patient-centered care for high-needs, high-risk, highly vulnerable populations. She is also dedicated to the promotion of wellness and resiliency for professionals working within the criminal justice system.

## EDUCATION

Master of Arts in Forensic Psychology, concentration in corrections  
The Chicago School of Professional Psychology | 2010

Bachelor of Arts in Psychology and Spanish | Bradley University | 2007

## LICENSURE AND CERTIFICATIONS

Licensed Clinical Professional Counselor (LCPC)

IL #80009948

Certified Correctional Health Professional (CCHP)

Certified Clinical Trauma Professional (CCTP)

## RELEVANT CLINICAL EXPERIENCE

### Therapist | 2005 - Present

Provision and supervision of behavioral health services to highly specialized populations including incarcerated persons, civilly committed sexually violent persons, persons struggling with drug and alcohol use, persons struggling with severe and persistent mental illness, and persons on the Autism spectrum residing in correctional, inpatient, and community settings.

### Community Health Worker | 2019 - Present

Pro bono provision of overdose prevention supplies & education and housing stabilization services to clients experiencing substance use disorders, severe mental illness, homelessness, and/or engaged in commercial sex work. Curriculum developer, master trainer, and lead mentor of a workforce sustainability program. Bridging partnerships with law enforcement for successful deflection, diversion, and re-entry coordination.

## KEY PROJECT EXPERIENCE

**Yavapai County, AZ Collocated Facility & Healthcare Housing** Studied population accessing justice system emergency department services in behavioral health crises. Validated architectural program for deflection, diversion and re-entry facility collocated on site with new detention center, consulting through programming and design.

### Franklin County, OH Sheriff's Office Mental Health Services and Suicide Prevention Study

Comprehensive needs assessment of the jail's existing mental health and suicide prevention programs to create intermediary plan (as county awaits occupancy of a new, innovative criminal justice center) to meet the current needs of its population.

### Montgomery County Sheriff's Office | System-wide Mental Health System Analysis

Comprehensive analysis of existing mental health system and population management practices. Review and evaluation of custodial mental health services, including Intake, Classification, Housing, Mental Health Evaluations, Treatment Services, Suicide Prevention, Crisis Management, Restrictive Housing, Discharge Planning, and Staff Training. Compared current facility conditions, mental health operations, and dedicated treatment spaces to best practices.



## **Brent R. Gibson, MD, MPH, CAE, FACPM, CCHP-P**

Dr. Brent Gibson is a broadly experienced, board-certified physician with over a decade of senior leadership experience in both not-for-profit and for-profit business, 13 years of public health leadership experience, and 17 years of service as a licensed physician.

### **RECENT PROFESSIONAL EXPERIENCE**

#### **National Commission on Correctional Health Care & NCCHC Resources, Inc.**

**October 2012-present**

##### **Managing Director – NCCHC Resources, Inc.**

**April 2019 - present**

Leads day-to-day operations of NCCHC Resources, the nonprofit consulting affiliate of NCCHC. Working closely with NCCHC's CEO, Dr. Gibson and his team work diligently to provide the nation's most qualified consulting services for correctional facilities across the country. As proven leaders in public health and correctional health care, experts at NCCHC Resources are dedicated to identifying and supporting critical opportunities to improve quality in correctional health care.

His leadership philosophy is based on the view that the correctional environment is a clinical practice setting just like any other, one where the health and welfare of patients is a top priority. After years of work in technically complex medical support operations for the U.S. military (earning two Meritorious Service Medals), he developed a guiding principle that providing high quality health services (including mental health and substance abuse services) is essential to maintaining a safe and secure operational environment. His experience in correctional health care has confirmed that the same principle holds true in jails and prisons.

In leading NCCHC Resources, Dr. Gibson leverages and builds on the unique and deep experience and institutional knowledge of NCCHC, the premier and most tenured correctional health care organization.

##### Specific Duties

- Leads a growing management consultancy that provides technical consulting services
- Identifies, analyses, and develops solutions for both opportunities and challenges in this field
- Develops and executes the company's business strategy
- Provides strategic advice to the Board of Directors
- Communicates and maintains strong relationships with customers, government stakeholders, and other key constituencies
- Oversees the company's financial performance and health
  - Serves as public speaker and public relations representative to build and strengthen the company's reputation and standing as the gold standard organization for correctional health care consulting
- Oversees a Project Management Office
  - Manages and coordinates work for a nationwide network of subject matter experts
  - Works closely with the NCCHC marketing team to develop and refine messaging and develop communications strategies
  - Develops complex project proposals, statements of work, and administratively manages revenues and expenses

##### **Chief Health Officer – National Commission on Correctional Health Care**

**Jan. 2016 - present**

The Chief Health Officer is a key member of the Executive Team. The CHO works in both a leadership and technical capacity and is engaged in defining the overall business strategy and direction of the organization while also providing clinical perspective to business challenges and opportunities. The CHO advises the CEO, various NCCHC committees, and the Board of Directors on a variety of matters with a special emphasis on issues with clinical and public health implications. The CHO actively promotes the work of the Commission by serving in numerous outreach, facilitation, and technical support capacities.

Specific Duties

- Provides both technical knowledge and active support for sustainment and growth in the core areas of accreditation, certification, education, and publications
- Provides executive oversight to numerous and diverse critical activities such as committee operations
  - Liaison to the Policy & Research Committee
  - Member of the CCHP-P Subcommittee
  - Advisor to the Accreditation & Standards Committee
- Provides technical support and QA/QI services for accreditation surveys
- Represents NCCHC at meetings of major national organizations
  - National Sheriffs' Association: Appointed member of Education and Awards Committee; Jail, Detention, and Corrections Committee; Youth Programs and Juvenile Justice Committee
  - American Medical Association: Representative to Section Council on Preventive Medicine; Official NCCHC Observer to House of Delegates; Alternate Delegate for American College of Preventive Medicine
  - National Institute of Corrections: Large Jail Network; Mental Health Network
  - Centers for Disease Control and Prevention: Advisory Council on the Elimination of Tuberculosis; Public Health and Primary Care: Partners in Prevention
  - Substance Abuse and Mental Health Services Administration: Expert Panel on Medication-Assisted Treatment
- Serves as expert facilitator at NCCHC national meetings and at other educational programs

**Vice President, Operations – National Commission on Correctional Health Care      Oct. 2012 – Jan. 2016**

Accomplishments include direct support for revisions of NCCHC's signature Standards for Health Services in Jails, Prisons, Juvenile Detention Facilities, Mental Health Programs, and Opioid Treatment Programs. Provided key leadership in bringing the premier correctional health care leadership conference to all time high levels in terms of attendance and education content, successfully managed a large federal grant, and provided field-based assistance to several large and complex correctional health care programs. Executive staff implementer for the association management system upgrade process.

**Federal Bureau of Prisons, United States Medical Center for Federal Prisoners, Springfield, Missouri**

Clinical Director

June 2011 - Oct. 2012

Medical Officer

Feb. 2011 - June 2011

**Atlas Research, LLC, Washington, DC**

Vice President of Medical Affairs

Oct. 2008 – Feb. 2011

A medical executive in a start-up management-consulting firm with emphasis on health services research, policy, and planning. Provided strategic insight into health care delivery challenges facing the public and private sectors and, as a physician leader, gave a balanced clinical and executive perspective to clients. Subject matter expertise and management support to major initiatives such as the Veterans Health Education and Outreach program and the Policy and Planning Group for the Department of Veterans Affairs Office of Rural Health. Supported policies, programs, and studies focused on preventive medicine and population health for the \$26 million program.

**EDUCATION**

- 2005 – MPH, Uniformed Services University of the Health Sciences – Bethesda, MD  
*Health Services Administration Track* – Health systems, health care law, health care financial management, qualitative assessment/improvement, and decision making in health services
- 2001 – MD, Medical College of Georgia, School of Medicine – Augusta, GA





## Ivette Mongalo-Winston, AICP, LEED AP

Owner, Mongalo-Winston Consulting, LLC

Certified MBE/WBE/DBE (PA)

Ivette is a member of  
The People Group



Ivette Mongalo-Winston  
ivette@mongalo-winston.com  
412.848.9027

Ivette Mongalo-Winston is the founder of a multi-disciplinary woman-owned consulting practice in Pittsburgh, PA focused at the intersection of urban design, planning and policy. She seeks to improve the communities she works in by supporting collaborations, designing transparent planning processes, and facilitating honest conversations.

Trained as an architect and urban designer, with over 20 years of experience on projects across the country, her practice is rooted in the belief of the integrity of public process, and the desire to make the communities she works in a better place to live for all. She uses her experience in urban design, facilitation and planning to help people understand each other, and move forward together towards progress. Her focus is on working with public and private clients to actively engage the communities they serve through an inclusive, transparent planning process that is respectful of all the parties involved. MonWin Consulting specializes in complex, multi-faceted projects that entail a diverse set of issues and require extensive community interface and a broad range of stakeholders.

### Experience

#### **MonWin Consulting: Pittsburgh, PA**

» Owner (2013 to present)

#### **Urban Design Associates: Pittsburgh, PA**

» Project Manager (2004- 2013)

» Urban Designer (2002- 2004)

#### **Design Collective Inc.: Baltimore, MD**

» Intern Architect (1999- 2001)

### Education

» University of Miami, Miami, FL  
Masters of Suburb and Town Design, August 2002  
Knight Scholar- Knight Program in Community Building

» University of Maryland, College Park, MD  
Bachelor of Science in Architecture, June 1999

### Professional Affiliations

American Planning Association (APA), American Institute of Certified Planners, US Green Building Council- LEED AP, Congress of New Urbanism

### Speaking Engagements

Build PGH, Pittsburgh, PA, April 2019: Working Across Differences- Building Toward Diversity, Equity and Inclusion

Railvolution, Pittsburgh, PA, October 2018: Engagement, Equity and TOD Performance

PCRG Summit, Pittsburgh, PA, May 2018: Creating a More Equitable Pittsburgh

National APA Seattle, WA, April 2015: Culturally Competent Engagement



**MonWin Consulting, LLC**  
 Planning + Community Engagement  
 \*Certified MBE/WBE/DBE (PA)



### Mission

We seek to improve communities by bridging the gap between design, planning and public engagement.

### Firm Overview

MonWin Consulting specializes in consensus driven community engagement, public outreach and facilitation, and urban design. We work with team members and clients to develop a process relevant to the unique context of each project. The intent of this transparent effort is to achieve consensus through open communication and community dialogue. We specialize in complex, multi-faceted projects that require extensive community interface and a broad range of stakeholders.



While decision making can be difficult, we believe it can be facilitated and expedited by clearly outlining a public process, engaging participants early in the process, and maintaining transparent communication throughout the life of the project.



### Background

Ivette Mongalo-Winston has nearly 20 years of experience managing urban design projects and community engagement for public and private clients in a broad range of contexts, including urban infill, waterfronts, transit-oriented development, mixed-income housing, new towns and many scales in between. Her focus as a planner evolved from an education in architecture and urban design, evolved through her 12 years with Urban Design Associates in Pittsburgh, PA, and is now focused on helping clients manage the interface between design and community engagement.

### Services and Approach

We offer services ranging from physical design (urban design and planning), to decision making through collaboration and thoughtful public engagement, and assistance on Implementation and Approvals. Our services include:

- » Community Engagement
- » Urban Design & Master Planning
- » Project Management
- » Facilitation & Strategic Planning (services available in Spanish)
- » Coordination of Public Approvals

**SETH T. HUFFORD**  
**Partner**



Seth is founding partner of The People Group - a consultancy focused on equity and inclusion through leadership and organizational development. Seth brings to bear his varied life experiences to create individual, institutional, and systems change. By building people's capacity to strategically address issues, he facilitates the creation of better-functioning relationships, workplaces, and communities.

Working across sectors and boundaries, Seth has engaged diverse groups of people from community activists to business executives. He has facilitated teams both large and small to tackle complex challenges through relationships and co-creation. He has a passion for listening to a client's needs, designing customized learning and interventions, and facilitating people and groups to achieve their desired goals.

Seth's approach is informed by Adaptive Leadership Theory in which he has received direct training. He incorporates the work of Rockwood's Art of Leadership and the Social Transformation Project - having experienced intensive professional development through their programs. He is committed to ensuring diversity, equity, and inclusion in his approach and work. Seth also incorporates Constructive Development Theory and applies it to adult learning. These theories and frameworks allow for a holistic approach to work starting with the inner work of the individual and moving to the change required at the systems level.

The People Group's clients have included Allegheny Health Network, the American Institute of Architects, Expedient Data Centers, Jefferson Regional Foundation, La Roche University, NeighborWorks, NextGenPGH, and the Service Employees International Union. Seth's work for clients from both the business and civic sectors involves designing and facilitating team and organizational development, cohort leadership programs, and cross-sector collaborations.

**The People Group | [www.thepeople.group](http://www.thepeople.group)**

## **SETH T. HUFFORD**

### **Partner**

Prior to founding The People Group, Seth managed global executive education programs at Carnegie Mellon University's Business School, directed Coro's Leadership New York program, and facilitated Leadership Pittsburgh's Leadership Development Initiative. In addition, he gained valuable experience serving as chief of staff to an elected official, directing economic development at a Chamber of Commerce, and operating as a consultant with Booz Allen Hamilton.

Seth holds a Master of Public Policy and Management from the University of Pittsburgh and a Bachelor of Arts from Dickinson College. Other than his professional pursuits, Seth enjoys spending time with his wife, two sons, and good friends, talking public policy and politics, listening to music and seeing live shows, watching and playing international football, and exploring the urban fabric of cities.

**The People Group | [www.thepeople.group](http://www.thepeople.group)**



## Jack D. Harding, P.E., P.L.S.

Senior Civil Engineer



*Started at Sci-Tek: 2012*  
*Started in the industry: 1974*

Jack has over 46 years of experience in various markets. His major areas of emphasis include site design, ADA accessibility compliance, stormwater management, utilities coordination, pavement design and analysis, preparation of construction plans and technical specifications, construction cost estimates, and permitting.

### Education and Professional Registrations

B.S. Civil Engineering and Public Affairs, Carnegie Mellon University, 1974  
Registered Professional Engineer (PA)  
Registered Professional Land Surveyor (PA)

### Certifications, Training, and Professional Affiliations

PA DEP Erosion and Sediment Control General Permit Certification (ESCGP-2)  
Engineers Society of Western Pennsylvania

### Relevant Project Experience

#### Allegheny County Emergency Services (ACES) | Moon Township, PA

Project Manager for site design services and support during construction administration phases for installation of a radio tower and site improvements and upgrades for the ACES building. The renovation design project includes a 9-1-1 emergency response telecommunications network (radio tower), emergency operation center, and fire investigation units.

#### Community College of Allegheny County, Allegheny Campus | Pittsburgh, PA

Provided site civil design services in connection with construction of a 50,000 Sf, five-3 story new Workforce Development & Training Center. Provided engineering oversight for site civil design which included layout of hardscape items; grading, stormwater management design (including incorporation of green stormwater infrastructure specifically, underground detention with managed release and tree trenches), utility coordination and relocation, erosion and sediment control plans; design development documents; permitting; construction documents; and technical specifications and construction administration services. Jack also coordinated additional services inclusive of geotechnical, subsurface utility engineering, surveying, and a wetland determination.

#### Community College of Allegheny County (CCAC), Donora | Washington County, PA

Project Manager for a site civil engineering review associated with a Feasibility Study for the adaptation/reuse potential of the former Donora Elementary Center for a proposed CCAC Donora Campus/Center. Performed an evaluation of existing hardscape items such as sidewalks, curbs, and parking lots; provided recommendations regarding new sidewalks or parking area; provided input regarding the possible addition to the building; performed a construction cost estimate of the site work; and provided a final drawing identifying the proposed site work.

#### Allegheny County Airport Authority (ACAA) | Moon Township, PA

Project Manager associated with design services for Replacement of a Perimeter Fence and Security Camera Upgrades at the Allegheny County Airport. The scope of work included a topographic survey for fence location, a field inspection, identification of utility interferences, preparation of an E&S Plan and FAA Form 7460 (Notice of Proposed Construction), preparation of construction plans, technical specifications, design for the addition of eight security cameras, and bidding and construction phase services.

#### Pennsylvania Department of General Services (DGS 251-68) | Smithfield Township, PA

Provided site civil design for renovations and expansion of various building and site components at the PennDOT, Monroe County Welcome Center, Site F. The scope of work included a visual reconnaissance and documentation of existing conditions, construction



drawings, and technical specifications for sidewalks and curbing for buildings 6 and 12, inclusive of schematic design, design development, construction document, bidding, and contract administration phases of the project.

#### Community College of Allegheny County | Pittsburgh, PA

Project Manager for site civil engineering associated with space planning and design services for the Ridge Avenue Revitalization (Backfill) Project at the Allegheny Campus. Scope of work included utilities assessment and coordination; review of ADA accessibility for select buildings; a Phase I Environmental Site Assessment; a topographic survey; site plans for submission to the City of Pittsburgh Planning Commission; site design for renovations to West Hall and the Physical Education Building; and construction administration services including review of contractor submittals.

#### Indiana University of Pennsylvania (DGS 407-71) | Indiana, PA

Project Manager for site civil design services for the Replacement of Keith and Leonard Halls to provide space for a new 5 story 120,000 SF Humanities classroom building inclusive of an environmental assessment, an existing conditions plan, PA One Call coordination, permitting, site civil design which incorporated green stormwater infrastructure (GSI), and construction management and inspection services. The GSI included two underground stormwater detention systems.

#### Propel Schools Northside | Pittsburgh, PA

Project Engineer for site civil design for renovations to a 91,000 SF Propel school located on the Northside of Pittsburgh to expand the parking lot and reconfigure the entrances. The scope of work included site grading, utility coordination, an E&S control plan, and stormwater management design. Obtained a NPDES stormwater permit and E&S plan submission from the Allegheny County Conservation District and stormwater and sanitary connections to the Pittsburgh Water and Sewer Authority sewer.

#### Baldwin Borough Library | Baldwin, PA

Project Manager for site civil engineering for design of exterior accessibility parking improvements for the Baldwin Library. The scope of work included a topographic survey; site civil design services inclusive of off-street parking, ADA accessible path and parking spaces, demolition, site layout, grading, pavement markings, signage plans, stormwater design, construction cost estimates, and technical specifications; and construction administration services. This project received a 2019 AIA, Pittsburgh Chapter Medium: Certificate of Merit award for the simple design decisions that opened up the space and added warmth to the exterior and created a massive transformation to the library.

#### Urban Academy of Greater Pittsburgh | Pittsburgh, PA

Project Manager associated with the construction of a new STREAM House facility on an outparcel piece of property near the main campus. The facility is to function as an auxiliary classroom structure with a focus upon educating young minds about science, technology, robotics, engineering, art, and math. The scope of work included civil design services inclusive of drawing, site plan to identify zoning requirements, ASTM Level C subsurface utility investigation, a hydrant flow test, fire water and sewer tap-in drawing for approval, and technical specifications, and surveying services.

#### City of Philadelphia, Department of Public Property | Philadelphia, PA

Provided civil engineering services for exterior renovations for Philadelphia Districts 5 and 7 Police Stations. Provided a conditions assessment of the exterior site features, construction cost estimates, and condition assessment reports at 90%, 100%, and final submissions.



**Jeremy R. Gatten, P.L.S.**

Survey Manager



*Started at Sci-Tek: 2016  
Started in the industry: 1999*

Jeremy, Sci-Tek's Survey Manager, is a multifaceted land surveyor and technical professional with 22 years of experience in conventional and GPS surveying, mapping, and project management.

He is experienced in high-density 3D scan data collection and point cloud mapping, boundary, topographic, wetland, land title, aerial photogrammetric control, route and volumetric, and as-built surveys; construction stakeout; pipeline routing; and deed research and property descriptions.

### **Education and Professional Registrations**

Geological Sciences, Indiana University of PA (3 Years)  
Geology, Arizona State University (1 Year)  
Professional Land Surveyor (PA, NC)

### **Certifications, Training, and Professional Affiliations**

Pennsylvania Society of Land Surveyors (PSLS), Board of Directors of SW Chapter  
National Society of Professional Surveyors (NSPS)

### **Relevant Project Experience**

Allegheny County Emergency Services (ACES) | Moon Township, PA  
Performed surveying services associated with renovations to an existing structure for Allegheny County Emergency Services. The scope of work included a topographic survey for field verification of site features including existing conditions and the planned locations of a prefabricated building and a radio tower.

Delaware Valley Veterans' Home | Philadelphia, PA  
Survey Manager for surveying services associated with a Feasibility Study on approximately 21 acres of land to expand and construct a 48-bed addition to the Delaware Valley Veterans' Home. Conducted a survey to establish primary horizontal and vertical control points utilizing real-time kinematic (RTK) global positioning system (GPS) methodology and a field survey within the project limits for boundary and existing conditions including buildings, drives, fences, hydrants, poles, parking lots, sidewalks, signs, catch basins, manholes, valves, subsurface utilities, etc.

Community College of Allegheny County (CCAC) | Pittsburgh, PA  
Survey Manager in connection with design and construction of a 50,000 Sf, 3 story new Workforce Development & Training Center located on the CCAC Allegheny Campus. Provided surveying services for lot consolidation including identification of the lots involved with the project based on existing deeds and a drawing with legal description of a new consolidated lot.

U.S. Airforce | Coraopolis, PA  
Survey Manager for topographic surveying services at the 911th Airlift Wing for the Renovate/Add for AGE Shop/Offices, B129 Project—a design and construction project for renovations and additions to building 129. Provided management and coordination for the surveying services which included a field survey to establish horizontal & vertical control points, a topographic survey of existing conditions, ground penetrating radar (GPR) services, and a drawing showing the results of the survey.

Carnegie Mellon University | Pittsburgh, PA  
Survey Manager for the New Scaife Hall Project. The project includes construction of a new multistory building to replace the existing structure. The new building will occupy a larger footprint than the existing structure and include below grade parking. Performed a topographic survey, coordinated with the underground utility locating services consultant, staked geotechnical test boring locations, and prepared a topographic survey drawing detailing the features surveyed.

Urban Redevelopment Authority of Pittsburgh | Pittsburgh, PA



Survey Manager associated with Design Services for a New (above ground) Parking Structure in the Pittsburgh Technology Center. The scope of services consisted of a field survey to establish horizontal & vertical control points; a final design request via the PA One Call System to request information on the existing, known underground utilities; an existing conditions survey; and a topographic survey drawing to show the details of the features surveyed.

Allegheny County Airport Authority | West Mifflin, PA

Provided land surveying services for design of an upgrade to an existing perimeter fence with a wildlife control fence at the Allegheny County Airport during the fence construction. Located utilities and provided as-built surveying to ensure the constructed fence was not in violation of the height restrictions near the end of the runway.

Pennsylvania Department of General Services | Loysville, PA

Survey Manager for the Loysville Youth Development Center (YDC) – Commissioning of Well No.4 Project, DGS C-588-09. The Loysville YDC is a facility designed for the care and treatment of delinquent youth. The project includes permitting and commissioning of the existing newly drilled Well No.4. and connecting to the existing network of water supply main to service the Loysville YDC. Provided surveying management and coordination for an existing conditions and topographic survey.

Keith B. Key Enterprises, LLC | Philadelphia, PA

Performed land surveying services of the former historic Germantown YWCA building property located on Germantown Avenue. The scope of work included a field survey to establish horizontal & vertical control points, a survey to verify the boundary of the subject tract, a survey of the existing site conditions, and a topographic survey drawing detailing the features surveyed and results of the boundary verification. The developer of the site intends to revitalize the property to be rehabilitated into 47 residential workforce rental units and mixed-use commercial space.

U.S. Army Corps of Engineers | Tobyhanna, Monroe County, PA

Survey Manager associated with a Tobyhanna Army Depot (TYAD) Building 230 Barracks project— a building renovation and site feature improvement project to furnish the TYAD with a bid ready set of Construction Documents. To support this project, Sci-Tek is performing a survey of existing conditions and topography on the portion of the TYAD in the vicinity of Building 220. The scope of work includes a field survey to establish horizontal & vertical control points; a PA One Call; a topographic survey of existing conditions; and an existing conditions survey drawing showing the features surveyed.

City of Philadelphia, Rebuild | Philadelphia, PA

Survey Manager associated with a topographic survey for Shepard Recreation Center. This site includes a playground, spray pool, an in-ground pool, baseball field, basketball courts, a roller-skating rink, and three buildings including the recreation building, a pool building, and an open-air pavilion. The preliminary assignment for this project is to perform a comparative cost-benefit analysis of the options to renovate the existing structures or to demolish and replace with new construction. Jeremy provided project management and coordination for a topographic survey which consisted of a field survey to establish horizontal & vertical control points; a PA One Call System; a survey of existing site conditions; coordination with the District Surveyor to perform surveying and mapping for a boundary retracement survey; and a drawing to show the details of the features surveyed.



## Edward P. Vesely, P.E.

Senior Geotechnical Engineer



*Started at Sci-Tek: 2017*  
*Started in the industry: 1984*

Mr. Vesely has 36 years of engineering experience and has been responsible for multiple aspects of projects including project management; quality assurance; and interaction with clients, public officials, and local citizens.

His experience and expertise include geotechnical engineering; civil site design; permitting; hydrologic, hydraulic and groundwater design; water management and erosion and sediment control plans; sewer improvements; flood control; stormwater discharges to streams; municipal separate and combined sewer systems; and design of wastewater treatment plants.

### Education and Professional Registrations

B.S. Civil Engineering, University of Pittsburgh, 1983  
Registered Professional Engineer (PA, CO)

### Certifications, Training, and Professional Affiliations

PA DEP Erosion and Sediment Control General Permit Certification (ESCGP-2)  
Hazardous Waste Operations and Emergency Response (HAZWOPER)  
OSHA Confined Space Entry Attendant /Supervisor  
OSHA Emergency Action Plan, Fire Prevention, and Fire Extinguishers  
Engineers Society of Western Pennsylvania

### Relevant Project Experience

#### City of Pittsburgh | Pittsburgh, PA

Geotechnical Engineer for the Thaddeus Stevens School Project – a renovation of the former school, a Pittsburgh History and Landmarks Foundation Historic Landmark. The space will be renovated to accommodate public safety departments and a parking garage will be built to accommodate these departments. To support the design of the proposed garage, Sci-Tek is providing a geotechnical subsurface exploration. Providing engineering analysis, project planning, coordination, scheduling for the geotechnical subsurface exploration including test drilling and the selection of soil and rock samples for laboratory testing, and a geotechnical report to present conclusions, recommendations, and opinions on the geotechnical impacts based on the data obtained.

#### Carnegie Mellon University | Pittsburgh, PA

Project Manager providing geotechnical engineering for the New Scaife Hall Project. The project includes construction of a new multistory building to replace the existing structure. The new building will occupy a larger footprint than the existing structure and include below grade parking. Performed and managed the subsurface exploration including the drilling of six test borings around the perimeter of the existing structure which will be used to plan, design, and prepare a construction cost estimate for the new building.

#### Community College of Allegheny County, Allegheny Campus | Pittsburgh, PA

Project Manager for a geotechnical subsurface exploration to support the design of a 50,000 Sf, 3 story new Workforce Development & Training Center. Performed a geotechnical subsurface exploration of foundations, below-grade walls, retaining walls, and earth work for the building, pavements, and sidewalks. Also performed borings within the proposed building footprint as well as two additional borings for infiltration testing in the faculty and staff parking lot to support the design of subsurface detention facilities.

#### Allegheny County Sanitary Authority (ALCOSAN) | Pittsburgh, PA

Project Manager associated with geotechnical engineering services for the New Laboratory/Industrial Waste (Lab/IW) Facility and Parking Garage. The new buildings are to be located on ALCOSAN's current Union Parking Lot. The site occupies an area of approximately 24,000 square feet. The Parking Garage is scheduled to be a six-story above grade structure and the Lab/IW Facility is anticipated to be a three-story above grade structure of mixed-use office and laboratory space. Providing engineering analysis, planning, coordination for the geotechnical subsurface exploration including test drilling and the laboratory testing of soil and rock samples, and a geotechnical report that presents conclusions and recommendations.

City of Philadelphia, Department of Public Property | Philadelphia, PA  
 Provided civil engineering services for Exterior Renovations for Philadelphia Districts 5 and 7 Police Stations. Prepared a site assessment report the documented existing condition of exterior sidewalks, paved parking areas and retaining walls.

Allegheny County Airport Authority | Pittsburgh, PA  
 Performed a subsurface exploration associated with a Gateway Landscaping Project at the Pittsburgh International Airport for a new greeting sign. Provided recommendations for shallow foundations with provisions to remove and re-compact fill soil footprint of the proposed structure and prepared a geotechnical report.

PA Department of General Services (251-93) | Delaware County, Conchelor, PA  
 Project Manager for the geotechnical task for the design of a New Stockpile Facility. Due to a highway construction project to widen SR 322, the current maintenance stockpile will be demolished, and an entirely new facility will be built. Provided project management and coordination for a geotechnical exploration and provided recommendations for design of site work, including embankments, slopes, retaining structures, foundations and all underground structures, site and subsurface drainage, roads, and pavements. Prepared a final report to present opinions, conclusions, and recommendations based on the data obtained.

City of Philadelphia Department of Public Property | Philadelphia, PA  
 Providing permitting for the proposed repair of up to 1,350 feet of the existing river wall for the east bank of the Schuylkill River located in Fairmount Park. The repairs include placing rock in the river below the water level to stabilize the existing wall as well as grouting the existing stone face of the wall above the river level where deterioration has occurred. Attended a pre-application meeting with the PADEP and US Army Corps of Engineers to determine the permitting requirements. The outcome of the meeting was that the PADEP/USCOE determined that a General Permit 11 could be used.

Pennsylvania Department of Transportation (E0382) | Greensburg, PA  
 Project Manager for a geotechnical exploration for the construction of a new 40 feet by 30 feet timber framed storage building with concrete walls at District 12 Stockpile #01 facility located at Route 30 and 144 Donahue Road. Performed a geotechnical exploration consisting of two standard test borings for the proposed storage building and prepared a final report, inclusive of conclusions and recommendations for the design of foundations, subgrade preparation, subsurface drainage, and structural backfill and compaction requirements.

Pittsburgh Water and Sewer Authority (PWSA) | Pittsburgh, PA  
 Provided engineering support for the Maryland Avenue Green Infrastructure Project in which Sci-Tek provided a geotechnical exploration to support the design of proposed PWSA green stormwater infrastructure facilities in the Shadyside neighborhood. Labeled and oven dried samples for laboratory testing. Assisted with a written report which contained conclusions and recommendations based on the data obtained to support the design.

Pittsburgh Parking Authority | Pittsburgh, PA  
 Project Engineer for the subsurface exploration and foundation design for the Pittsburgh Public Parking Authority's First Avenue Parking Garage. A subsurface exploration was performed, the foundation type was selected, and specifications were provided for auger cast piles. Performed coordination with the owner, architect, and contractor during the design and construction.



**Al Ahmed, Ph.D., P.E.**

**Principal in Charge, A&A Consultants, Inc.**

**ROLE for this Project:** **Principal-in-Charge, Senior Structural Engineer, oversee all projects, provide QA/QC and constructability reviews**

**BIO:** **Al Ahmed, Ph.D., PE** Dr. Ahmed has extensive experience in managing and supervising design and construction of buildings and bridges. In Dr. Ahmed's practice he promotes creativity in design. This has led to winning several design awards such as the Sports and Exhibition Authority's Lot 1 Parking Facility by International Parking & Mobility Institute (IPMI). Other awards include Tarrtown Bridge, "Best Design" from the American Society of Highway Engineers (ASHE), Pine Creek Bridge No 11 (Outstanding Bridge Award by Association for Bridge Construction and Design, I-279/SR28 Connector Ramp, "Outstanding Highway Engineering Award" from the American Society of Highway Engineers (ASHE). And the "Best Rehabilitated project" by Association for Bridge Construction and Design (ABCD) for the design of Moraine State Park Bridge.

**EDUCATION:** Ph.D. Structural Engineering, Carnegie Mellon University  
M.S.C.E., Civil Engineering, Howard University of Pittsburgh  
B.S.C.E., Civil Engineering, University of Khartoum

**REGISTRATION:** Professional Engineer, Pennsylvania

#### **REPRESENTATIVE EXPERIENCE**

- **I-579 SEA CAP Project, Sports & Exhibition Authority, Pittsburgh, PA:** Principal in Charge for structural design of the overhang above I-579 for the SEA Cap Project, design of overhang sign structures.
- **Urban Open Space CAP Project, Pittsburgh, PA:** The Urban Open Space Cap structure will be constructed between and adjacent to the existing structures carrying Centre Avenue and Webster Avenue over I-579 in the City of Pittsburgh in order to link downtown to the nearby inaccessible neighborhoods by means of an urban park and greenspace over the current interstate roadway.
- **Lot 1 Parking Facility, Sports and Exhibition Authority (SEA), Pittsburgh, PA:** Principal in Charge of the design team for the Lot 1 Surface Parking facility, located on the North Shore in Pittsburgh. A&A Consultants is the Engineer of record for this six-level parking garage. The Structural design included modeling precast concrete members, designing the auger-cast pile foundation and grade beams, designing cast in place slabs, walls and ramps, and design and detail of all structural steel framing members including the PV array and elevator support beams.
- **Pittsburgh Parking Authority, Pittsburgh, PA:** Dr. Al Ahmed assumed the position of Chief Engineer for the operations, maintenance and construction of all parking garages owned and operated by the Parking Authority after the sudden and unexpected loss of their Chief Engineer. Parking garages included steel frame, cast-in-place concrete and pre-cast concrete. Duties included: reviewing of all design work; addressing issues during construction; reviewing mason repair work; reviewing and processing change orders; negotiating with contractors and design engineers and negotiating cost of services from design professionals. Recent new construction projects include the new Shiloh Street and First Avenue pre-cast concrete structures.
- **Sports and Exhibition Authority (SEA), David Lawrence Convention Center, Pittsburgh, PA:** Performed structural design of portion of the building including detailing structural members, connections, and foundations.
- **Sports and Exhibition Authority (SEA), David L. Lawrence Convention Center, Pittsburgh, PA:** A&A employed an on-site structural engineer who provided structural construction management services during construction of the convention center. Also provided construction inspection services for the advanced drainage and 12-inch water line associated with this building and oversaw the technical work of the contractor, enforced the specifications and insured that the work was completed in accordance with contract documents. Provided geotechnical engineering services including drilling test borings, CBR testing and a pavement design report prior to construction. Provided routine inspection of the X-15 curtain wall and the roof cable system. Performed structural design of a portion of the building including detailing structural members, connections, and foundations.
- **Port Authority of Allegheny County, Allegheny Station, Pittsburgh, PA:** Structural design of steel frame of the Allegheny Station utilizing STAAD III 3-D Finite Elements capabilities. Design of moments connections and foundations.
- **Pittsburgh International Airport, Short Term Parking Garage, Allegheny County Airport Authority, Pittsburgh, PA:** Principal in Charge for subsurface exploration, engineering analysis and geotechnical reports for a new exit road from the short term parking garage.
- **Allegheny County Community College (CCAC) Workforce Development Center, Pittsburgh, PA:** Principal in Charge of the design team for a 90,000-square foot, 5-story Workforce Development Training Center at the CCAC Allegheny Campus. This project involves steel structural design and extensive retaining wall design.
- **Monaca Municipal Building, Monaca, PA:** Three floors with pre-stressed concrete, CMU, steel columns, and a mat foundation.



## JACK ROSEMAN, PE

Senior Engineer, A&A Consultants, Inc.

ROLE for this Project: **Senior Engineer, Structural Engineering Services**

**BIO:** Jack Roseman, PE has more than 50 years of experience in geotechnical, structural, and foundation design, as well as construction management and inspection. His project experience includes housing developments, educational structures, parking garages, subway stations. He has done slope stability analyses for landslides and the appropriate recommendations for corrective measures, preparation of design plans and specifications, subgrade evaluations and pavement design, foundation engineering, and soil and rock mechanics.

**EDUCATION:** M.S.C.E., Civil/Geotechnical Engineering, University of Pittsburgh  
B.S.C.E., Civil Engineering, University of Pittsburgh

**REGISTRATION:** Professional Engineer, Pennsylvania, Ohio, West Virginia

### REPRESENTATIVE EXPERIENCE

- **Community College of Allegheny County, Pittsburgh, PA** - Mr. Roseman provided structural design and retaining wall design for a 90,000 square foot, 5-story building for the new Allegheny Campus building, the Workforce Development Training Center. The project included structural design of the building's steel frame using 3-D finite element analysis by coupling the Revit model to Robot, 3-D structural engineering software.
- **Allegheny County Airport, West Mifflin, PA** - Mr. Roseman provided structural engineering support for proposed building renovations to the existing terminal. The terminal is an art deco design and was constructed with terra-cotta tile (Speed) and a structural steel frame. The terra-cotta tile is brittle and acts as a compression element in the construction. It also has no tensile strength. Because of this, great care had to be taken with sequencing of the construction procedures and not disturbing the "Speed" tile.
- **Forward Township Municipal Building Allegheny County, PA** – Mr. Roseman provided structural engineering services for the Forward Township Municipal Building. Structural design for a single-story pole barn with roof trusses, floor slab-on-grade, 50'x80', 4,000 sf with offices with restrooms and an employee lunchroom. The building has 11 roof frames with cupolas and full-length lean-to on one side.
- **Allegheny County Department of Public Works, Pittsburgh, PA** - Open End Engineering Contract – Provided Geotechnical and Structural Engineering Services.
- **Sports and Exhibition Authority, David L. Lawrence Convention Center, Pittsburgh, PA** - Analyzed the Fourth Floor Beams of the David L. Lawrence Convention Center for Mascaro Construction in preparation for additional floor loads in order to replace existing roof panels. Four specific zones were analyzed for additional loads by reverse engineering. A total of 31 roof beams and girders were analyzed.
- **Sports and Exhibition Authority, David L. Lawrence Convention Center, Pittsburgh, PA** - A&A employed an on-site structural engineer who provided structural construction management services during construction of the convention center. Also provided construction inspection services for the advanced drainage and 12-inch water line associated with this building and oversaw the technical work of the contractor, enforced the specifications and insured that the work was completed in accordance with contract documents. Provided geotechnical engineering services including drilling test borings, CBR testing and a pavement design report prior to construction. Provided routine inspection of the X-15 curtain wall and the roof cable system. Supervised all geotechnical work, including geotechnical analysis and foundation investigation reports.
- **Sports & Exhibition Authority, Lot 1 Parking Facility, Pittsburgh, PA** - Structural engineering design services of a six-level parking garage including structural steel frame, prestressed concrete flooring and foundation design.
- **North Shore Connector, Allegheny Station, Port Authority of Allegheny County, Pittsburgh, PA** – Mr. Roseman performed structural engineering services in the design of the Allegheny Station for the North Shore Connector. Tasks included interacting with the architect and incorporating their ideas into the design, preparing contract drawings and specifications and supervising CAD operators in the preparation of the structural drawings for the station. Provided structural engineering services in the design.
- **New Heinz Warehouse, Pittsburgh, PA, Heinz International** – Mr. Roseman acted as Project Manager for geotechnical engineering services associated with foundation designs and installation, parking lot design, E&S and Stormwater Plans and construction inspection for the installation of auger-cast-piles and cast-in-place concrete foundation.
- **Allegheny County Department of Public Works, Pittsburgh, PA** - Open End Engineering Contract – Mr. Roseman Provided Geotechnical and Structural Engineering Services.





## Joseph Dommer

### *Executive Vice President – Senior Estimator*

#### Background

Joe brings 30 years of industry experience to the firm. With a degree in Construction Management Technology, Mr. Dommer's experience includes many public, university, K-12, healthcare, and complex industrial projects where he has served as the Chief Cost Estimator and/or Project Manager.

Joe has supported hundreds of projects that have ranged from \$100,000 to \$500M in construction value. He is also a graduate of the University at Buffalo Center for Entrepreneurial Leadership. Joe's experience is rooted in his time at Baer & Associates where he started in June 1991 as a Summer intern and became a full-time employee in May 1992. Joe's career path took him through several different roles at Baer & Associates, including Quantity Estimator, Project Manager, Vice President, and President in 2004.

In 2017, he co-founded Trophy Point with Rich Chudzik and has been applying his lessons learned from the industry over the past 29 years towards growing the company. Mr. Dommer is a member of the Erie Community College Civil Engineering / Construction Management Advisory Council, the Hilbert Board of Trustees, and an affiliate member of the Buffalo-Western New York Chapter of the American Institute of Architects.

#### Education

- *Erie Community College, Buffalo, NY*  
Associates – Construction Management
- *University at Buffalo, Buffalo, NY*  
Core program graduate – Center for Entrepreneurial Leadership

#### Project Experience

- Mohawk Correctional Facility – Buildings 50 & 55 Renovations & Additions; \$9.9M; Rome, NY
- Orleans Correctional Facility – Kitchen Renovations; \$1.2M; Albion, NY
- Edgecombe Correctional Facility – Repair / Replace Security Fencing; \$2.4M; New York, NY
- Greene Correctional Facility – Building 45 Classroom Addition & Renovation; \$11.3M; Cossackie, NY
- Sullivan Correctional Facility – Closed Circuit Television (CCTV) System; \$7.8M; Fallsburg, NY
- Cossackie Correctional Facility, Cossackie, NY
  - Expand Visitor Room; \$8.2M
  - Cell Block & Quartermaster Records Storage Addition; \$25M
- Capital District Psychiatric Center – Living Unit, Entry and Safety Office Renovations; \$9.9M; Albany, NY
- Hutchings Psychiatric Center – Building 2 Renovations; \$16.6M; Syracuse, NY
- Mid-Hudson Psychiatric Center – Relocate Alternate Care Unit; \$1.5M New Hampton, NY



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## Joshua Telenko

*Principal, Senior Estimator*

### Background

With 20 years of experience in the construction industry, Josh brings a great deal of depth and breadth to the team. Through his career, Josh has managed to maintain a unique balance of field and office roles that have enabled him to gain a unique perspective across all phases of construction and the relative impacts of decisions on each stakeholder of a project.

Josh began his career as a Laborer where he worked on several projects across Pennsylvania and West Virginia. Upon being accepted to Indiana University of Pennsylvania, he pursued his Bachelor's and Master's Degree. Upon completion, Josh spent time at FedEx, but quickly transitioned back to the construction industry where he learned the art of construction cost estimating from one of the nation's most reputable firms, Baer & Associates.

Josh's role has evolved since that time and he has taken on several Owner's Representative, Construction Management, and Construction Consulting projects for clients who have enjoyed the methods he is able to apply on a project due to his personal, professional, and academic background.

Josh has worked in several different capacities on complex phasing projects across the Northeast.

### Education

- *Indiana University of Pennsylvania*  
B.S. – Business Management  
M.B.A.

### Project Experience

- Sing Sing Correctional Facility, Ossining, NY
  - Building 11 Renovation; \$40M
  - Buildings 32 & 34 Renovations; \$71.3M
- Restricted Housing Classroom Project
  - Cayuga Correctional Facility; \$4.2M  
Moravia, NY
  - Collins Correctional Facility; \$5M  
Collins, NY
  - Fishkill Correctional Facility; \$5.4M  
Beacon, NY
  - Orleans Correctional Facility; \$5M  
Albion, NY
- Southport Correctional Facility – Provide Classrooms & Recreation Pens Bldgs. 5 & 6; \$15.2M; Pine City, NY
- Great Meadow Correctional Facility – Study to Rehabilitate Courthouse, Building 18; \$1.5M; Comstock, NY
- PA DGS SCI Somerset – Upgrades to Mechanical Systems; \$1.3M  
Somerset, PA
- Baltimore VAMC – Perry Point New Community Living Center; \$81M  
Perry Point, MD (with AE Works)
- ALCOSAN Laboratory Industrial Waste Facility and Parking Garage; \$23.5M  
Pittsburgh, PA (with AE Works)



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# 2.0

## HISTORY AND EXPERIENCE



New Fayette County Prison, Uniontown, PA

L.R. Kimball provided architectural and engineering services for this new 330-bed facility with features that improve the environment for inmates including programming & treatment space for rehabilitation & education and an abundance of daylight.

# History & Experience

The following pages describe the history and experience if our team.

**History**  
State the date the firm was organized as well as pertinent information on key transitional events from the date of organization to the present time.

L.R. Kimball, a 68-year-old architecture and engineering firm headquartered in Ebensburg, Pennsylvania, is a division of TranSystems Corporation, a national engineering, architecture, planning, and construction consulting firm. For more than 55 years, TranSystems has provided engineering and architectural planning, design and construction solutions to enhance the movement of goods and people across today's integrated transportation infrastructure. Its professionals in more than 35 offices throughout the U.S. perform a broad range of services to all sectors of the transportation and federal marketplaces.

Our joining of forces strengthens our capabilities throughout the full project life cycle – from planning and programming to design and construction services.


L.R. Kimball and TranSystems have bolstered our depth of resources with 900 combined professionals, including 30 team members in Pittsburgh.

Together, we offer clients the full range of engineering, architecture, planning, environmental/geoscience and construction services.

The same professionals Allegheny County knows and trusts trust will continue providing high-level quality services for all of our projects with the added advantage of providing additional in-house services and subject matter expertise.


## L.R. Kimball Company History

68 Years in Business!




**1953**

**Company is Founded**  
After college graduation, L. Robert Kimball received a commission in the Army Air Corps. During World War II he served as a Lead Navigator in a B-17 Aircraft with the Bloody 100th Bomb Group stationed in Thorpes-Abbotts, England. Upon returning, L. Robert Kimball, a Water/Wastewater Engineer, started the firm's roots on April 1, 1953 as a two-person consulting engineering firm specializing in civil engineering and surveying.




**1962 - 1990**

**Established Headquarters Building and Expanded Service Offerings**  
The Kimball family purchased a historic Inn in Ebensburg, Pennsylvania for its headquarters and it remains there to this day. Transportation Services for Highways and Airports were among the first services provided by the firm, followed by Environmental Services in 1990.




**1970**

**Geotechnical Services**  
During the 1970s, the Geotechnical services building opened in Ebensburg, Pennsylvania to provide drilling and geotechnical services where it remains today.




**1963**

**Expanded into Architecture & MEP/Structural Engineering Services.**  
The Architecture Department was formed in 1963 and over the next 10 years, the company expanded its building systems design services with Mechanical, Electrical, Plumbing, Fire Protection, and Structural Engineering.



**1994**


**Construction Inspection**  
In 1994, the company expanded even further to add Construction Inspection service offerings



**L.R. Kimball**

**2010**

**Acquired by CDI Corporation**  
On June 20, 2010, L.R. Kimball was acquired by CDI Corporation, making it part of a global company with expertise in power and energy, oil and gas, chemical, defense, aerospace, and life sciences industries and government services. Since 2017, CDI operated via AE Industrial Partners, a privately held company.



**2021**

**L.R. Kimball is Acquired by TranSystems**  
On May 19, 2021, L.R. Kimball, a division of CDI, was acquired by TranSystems, which provides engineering and architectural planning, design, and construction solutions to enhance the movement of goods and people across today's integrated transportation infrastructure. L.R. Kimball, a division of Transystems is now part of a national, 900+ person company with 39 offices across the United States, including 30 staff members in Pittsburgh.

**L.R. Kimball**  
A Division of TranSystems



Architecture Engineering Planning Interiors

DLR Group was founded in 1966 in Omaha, Nebraska. Our Cleveland studio's date back more than 100 years, originating in the legacy firm Westlake Reed Leskosky (WRL), which has been in continuous practice and headquartered in Cleveland since the firm's establishment in 1905. In September 2016, WRL joined DLR Group. This merger brought together 1,200+ design professionals in 29 offices around the world in a unified, collaborative design culture.

The Cleveland practice focuses on partnerships with high quality, innovative clients in cultural arts, healthcare, education, workplace, and preservation/adaptive re-use markets. Corporate interior / workplace design is a key specialization, encompassing work for clients including Parker Hannifin, Invacare, BF Goodrich, Fox Sports, the Cleveland Browns, and Nestle Corporation as well the U.S. General Services Administration. Other well-known work and clients in Northeast Ohio include: the Rock & Roll Hall of Fame, The Cleveland Clinic, Playhouse Square, and Blossom Music Center/ The Cleveland Orchestra.

Among the firm leadership that offices in Cleveland are our Global Leader for both Culture & Performing Arts and Healthcare. Over the past three decades, we have been honored by more than 400 significant design awards, including an Ohio AIA Gold Medal Firm Award, and have consistently ranked among Cleveland's top architectural firms by Crain's Cleveland Business. The Cleveland studio's work has featured in nationally and internationally in professional and popular publications, including: Architect, Architectural Record, Building Design & Construction, Contract, Interiors, and Wallpaper.

The cornerstone of our service approach is our brand promise: **listen.DESIGN.deliver.** We truly listen to your vision, your goals, and your objectives. Only once we've listened do we design to meet your needs with effective creativity. And we deliver on the promise of utmost quality.



Launched in January 2017, Falcon, Inc. is a nationwide consulting and management firm that brings together the most distinguished and credentialed leaders in Behavioral Health for Justice-Involved individuals. With dozens of specialized mental health experts and hundreds of years of collective experience, Falcon Inc. exists to ensure justice-involved programs are successful and effectively address the unique challenges of mental health in the justice system.

Falcon Inc. experts work in partnership with government and community leaders to advance programs in secure facilities and justice systems, focusing on specific challenges and partnering with decision makers willing to seek



100+ YEARS IN CLEVELAND





change. Whether establishing sustainable care, jail planning, expansions, increasing resident and staff safety, reducing liability, refining systems or reintegration strategies, Falcon Inc. creates custom plans to meet the industry's most complex needs.

Falcon experts are current and former operators, steeped in evidence-based practices for healthcare, jail operations, and seeking upstream solutions that address the intersection of public health and public safety. Each has been handpicked from across the nation to work collaboratively as agents of change.

Since inception in 2017, Falcon has provided medical and behavioral health expertise in the operation of justice and healthcare systems across the country. Projects include the planning of New York City's Borough-Based Jails, the Baltimore Therapeutic Treatment Center, and Yavapai County's Collocated Screening & Evaluation and Re-Entry Facility, all examples of innovative projects based on national and international best practices.

Examples of experience working with community-based organizations are commonplace for Falcon, as we invite these challenging conversations and facilitate them on behalf of the consultant team.

Recently, Falcon worked with the Massachusetts Department of Correction (MADOC) to assess their disciplinary practices throughout the state, and to provide best practice guidance on how to reduce the use of restrictive housing. As a component of that study, the team met with people who had experienced incarceration in the past, organized by Prisoner's Legal Services, as well as conducting more than 100 clinical interviews with those currently experiencing incarceration in restrictive housing settings. The result was a report and recommendations that were made public, along with a commitment by MADOC to eliminate restrictive housing with the help of Falcon (for more information and a link to Falcon's report: <https://www.mass.gov/news/doc-announces-initial-steps-toward-elimination-of-restrictive-housing>).

In other jurisdictions, Falcon frequently conducts clinical examinations of those experiencing incarceration, and holds listening sessions for families and constituents most impacted by the justice system.

Falcon has been recognized internationally as an organization of experts with unmatched experience and knowledge, and the company has and is growing quickly.



## National Commission on Correctional Healthcare

NCCHC Resources' parent company, the National Commission on Correctional Health Care, was incorporated as a 501(c)(3) in 1983 after evolving out of a 1970s American Hospital Association program to study the state of health services in jails and work to improve care. Key transitional events include the production of the nationally recognized Standards for Health Services and related accreditation program in 1976. Standards for prisons and juvenile facilities followed in 1979.

The year 1977 marked the first national conference in this field; now known as the National Conference on Correctional Health Care, the event is attended by approximately 1,600 professionals each year. Spring and summer (mental health) conferences later followed. In the late 1980s, NCCHC began publication of the premier publications in this field: *CorrectCare*, a quarterly magazine, and the peer-reviewed *Journal of Correctional Health Care*.

To support the growing professionalism in this field, NCCHC launched the Certified Correctional Health Care program in 1990; CCHP is now the most recognized credential in this field. Additional certifications were later established: the prestigious Advanced CCHP and specialty certifications for nurses, physicians, and mental health professionals.

NCCHC Resources, Inc., was established in late 2014 as a subsidiary, a 501(c)(3) management consulting corporation with a focus on technical assistance. In 2019, the NCCHC Foundation was established to promote education and related programs in the field of correctional health care.



The People Group, established in 2013, is a national network of consultants committed to building the capacity of people, organizations, and our society. Seth Hufford, our founding partner, assembles a team based on client needs so that you get the best expertise for your unique situation. For this project, Ivette Mongalo Winston will lead the People Group's team with support from Seth Hufford.

## CLIENT TESTIMONIALS

"NeighborWorks Western Pennsylvania retained The People Group to provide leadership development to the communities that we serve. Through this engagement, we successfully launched a series of neighborhood-based cohort programs that were informed by, connected to, and strengthening of participants' individual efforts to impact their community. Upon completion, not only did participants state that they built their leadership capacity, but also that the program opened new areas of learning and possibilities for collaboration. If you are looking for innovative ways to build capacity of people, I would highly recommend the systemic approach used by The People Group."

— Colin Kelley, CEO, NeighborWorks Western Pennsylvania

"Seth is an excellent partner to work with - he helped us identify critical items that advanced our capacity, was very well organized, and produced products that exceeded expectations. Additionally, Seth's collaborative style made working together easy and fun. I truly enjoyed working with Seth, he added tremendous value to our work."

— Stephanie Ueberall Shaw, Director of Violence Prevention,  
Citizens Crime Commission of New York City

## CLIENT SUCCESS STORIES

Allegheny Partners for Out of School Time (APOST)

Citizens Crime Commission of New York City (CCCNYS)

Neighborhood Allies

Pittsburgh Association for the Education of Young Children  
(PAEYC)

Reimagining Career Readiness

Western Pennsylvania Conservancy





## SCI-TEK HISTORY & TIMELINE

1996:

- Charles R. Toran, Jr. founded the firm in January of 1996
- Location 1401 Forbes Avenue, Pittsburgh PA 15219
- Offering Environmental Services

1997: Hired first employee on contract basis

1998: MBE certified since 1998

1999: Added Civil Engineering Services

2002-2009: 8(a) Program

2007: Added Geotechnical Engineering Services

2011: Opened Philadelphia office

2015: Added Survey Services

2018: Opened Washington, PA office



**TROPHY POINT**

Construction Services & Consulting

In 2018, Trophy Point merged with Baer & Associates, a nationally-recognized cost consulting firm established in 1976, known for its estimating accuracy and thoroughness. The combination of Trophy Point's mission first approach with Baer & Associates' experienced staff and history enabled the new organization to integrate the best practices of both teams in a manner that resulted in tremendous synergistic benefits to the industry. Since 1976, the Trophy Point team has developed an ability to provide accurate estimates prior to the execution of formal design efforts in an unrivaled manner that enables clients to align their scope with their budgets quickly and effectively.



A&A Consultants, Inc. (A&A) is a dynamic engineering firm located in McKees Rocks, Pennsylvania. A&A provides comprehensive engineering services to private firms, governmental agencies and large corporations. We provide our clients with quality engineering services on schedule and within budget. A&A was founded in 1996 by Dr. Al M. Ahmed, P.E. A&A is D.B.E. certified through the PA Unified Certification Program which covers several authorities including Allegheny County, the Pennsylvania Department of Transportation and the Port Authority of Allegheny County.

The engineering disciplines we specialize in are structural, geotechnical, environmental and civil. The specific services we provide include, but are not limited to the following: structural design of bridges and buildings, geotechnical investigations and foundation design, land development design including all utilities, traffic control and detour planning, Pennsylvania Department of Environmental Protection (DEP) permitting, construction management, transportation construction inspection, laboratory testing and inspection, environmental assessment and control, and sanitary facilities design. We employ highly qualified engineers, geologists, CADD technicians with solid academic foundations and outstanding professional experience.

Our commitment to quality and meticulous attention to detail results in safe and cost-effective design. Through our dedication, innovation and professionalism, our client base has grown at a rapid pace. A&A provides services for both domestic and international projects, several of which are considered among the largest projects in their regions.

A&A continues to grow and expand while still offering the teamwork and professionalism our clients desire for the successful completion of each project. Through our unrelenting pursuit of innovation and our ability to overcome challenges, we are able to bring about the desired results for each client. Our efficient management and control practices give A&A a clear edge in providing outstanding services at a reasonable cost. The quality of our services and the professionalism of our employees have allowed us to gain the trust and confidence of our clients. Because of this, 60% of our workload is from repeat clients, a statistic of which we are extremely proud.



## b Volume

State dollar volume of your contracts for similar projects over the past ten years. Identify dollar volume by type of practice and type of work (e.g., governmental facilities, educational, medical, industrial, commercial, recreational, correctional, other).

### **L.R. Kimball** A Division of TranSystems

Educational: \$10,141,692  
 Medical/Healthcare: \$ 421,147  
 Industrial / Commercial: \$15,875,227  
 Aviation: \$31,464,282  
 Transportation: \$71,446,247  
 Correctional: \$ 18,273,211

### **DLR Group**

Educational: \$517,992,204  
 Medical/Healthcare: \$39,055,344  
 Industrial: \$6,592,599  
 Commercial: \$83,549,274  
 Recreation: \$3,617,410  
 Correctional: \$76,262,880



Volume of contracts for The People Group is unavailable.



Healthcare consulting in the planning and design of justice facilities since our inception in 2017: \$1.2 Million total, with \$1M in corrections and \$200,000 in community health.



Active projects with executed contracts include the following:

- Baltimore Therapeutic Treatment Center, Programming, \$15,000
- California Department of Corrections and Rehabilitation, Expert Witness - Staffing, \$2.2 million
- Massachusetts Department of Correction, Expert Witness - Restrictive Housing, \$600,000
- Sacramento County Correctional Health and Mental Health Services Facility, System Study, \$85,000
- Alabama Department of Corrections, Expert Witness - Monitors, \$500,000



- Transportation: \$2,904,099.03
- Government Facilities: \$2,249,093.79
- Industrial: \$1,312,659.34
- Other: \$8,625.00



- Airports, Terminals, and Hangers - \$250,000 to less than \$500,000
- Bridges - Less than \$100,000
- Commercial Buildings, Shopping Center - \$100,000 to less than \$250,000
- Educational Facilities - \$100,000 to less than \$250,000
- Garages; Vehicle Main. Fac., Parking - Less than \$100,000
- Hospital & Medical Facilities - Less than \$100,000
- Housing - \$100,000 to less than \$250,000
- Industrial Buildings; Manufacturing Pl. - Less than \$100,000
- Office Buildings - \$100,000 to less than \$250,000
- Recreational Facilities - Less than \$100,000
- Sewage Collection; Treatment; Disp. - \$1 million to less than \$2 million
- Storm Water Handling Facilities - \$1 million to less than \$2 million
- Traffic & Transportation Engineering - Less than \$100,000
- Water Supply; Treatment and Dist. - \$1 million to less than \$2 million



As a private company, Trophy Point does not reveal financial information of this sort. That said, Trophy Point provides 60 to 70 estimates per month on projects that range in size and scale. The overwhelming majority of these projects are for public agencies at institutional facilities, such as higher education, healthcare, K-12, correctional, and municipal facilities.

# C Backlog

State the dollar value of your present backlog of work by type and practice of work.

## L.R. Kimball A Division of TranSystems

L.R. Kimball's financial standing is strong with about \$20 million in backlog overall and about \$2.5 million for our Architecture and Building Systems Engineering Group. Our project types include Corrections, Detention, Public Safety, Education, Commercial, and Industrial Facilities.

## DLR Group

DLR Group is a financially strong, highly capitalized company with no debt. In Fiscal 2020, we generated one of the highest gross revenue in our 54-year history - \$208 million, the sixth consecutive year of growth. The new fees earned increased our backlog to \$236.4 million, also a record, and the firm remains in a strong financial position for Fiscal 2022.

## THE PEOPLE GROUP LLC

Backlog for The People Group is unavailable.



NCCHC Resources has no project backlog.



All projects are under budget and on-time at this juncture. Falcon does not consider having a backlog of work.



- Transportation: \$4,679,860.36
- Government Facilities: \$1,000,980.11
- Educational: \$215,000.00
- Industrial: \$105,816.25
- Recreational: \$257,342.23
- Other: \$2,004,144.31



- Civil: \$712,122
- Environmental: \$143,151
- Geotechnical: \$1,040,229
- Surveying: \$62,267



Trophy Point does not share this type of information. That said, Trophy Point is a team of just under 30 professionals. Their team plans to have an 80% utilization rate of available capacity and is more than capable of addressing the requirements of this project.

**d Staff** - Describe your in-house staff numerically by discipline, as well as support staff. Indicate with respect to each category listed below: the total number of in-house staff, the percentage of work performed by in-house staff and the percentage of work performed by outside consultants (Categories-accounting, architecture, civil engineering, construction supervision, legal, electrical engineering, estimating, construction inspection, mechanical engineering, planning, safety, environmental engineering, structural engineering, value engineering, management, computer technology, scheduling, secretarial, clerical and other).

**L.R. KIMBALL**

L.R. Kimball employs approximately 150 architects, engineers, designers, technical and support staff across five Pennsylvania offices: Pittsburgh, Ebensburg, Philadelphia, Harrisburg, and State College. L.R. Kimball is qualified to perform architectural and engineering services in accordance with the laws of the County of Allegheny and the Commonwealth of Pennsylvania. With our company's recent acquisition by TranSystems, our company is strengthened by 800 additional engineers, architects, and support staff.

Work Performed In-house: 100%  
Work Performed Outside: 0%

Architect	10
Architectural Designers	4
Construction Administrators	1
CADD Technicians	3
Civil Engineering	5
Construction Inspection	26
Construction Supervision	1
Electrical Engineer	3
Driller	8
Engineer in Training	6
Environmental Scientist	3
Geotechnician	5
Geologist	2
Landscape Architect	1
Mechanical Designer	3
Mechanical Engineer	1
Photogrammetrist	1
Plumbing/Fire Protection	1
Surveyors	4
Transportation Designer	9
Transportation Engineer	23
Secretarial/Clerical/Marketing	8
Computer Technology	1
Management	7
Accounting	4
Structural Engineering	1
Safety	1

**DLR GROUP**

Our promise is to elevate the human experience through design. This inspires a culture of design and fuels the work we do around the world. We are 100 percent employee-owned: every employee is literally invested in our clients' success. With over 1,200 employee-owners in 29 offices around the globe, we have the specialized design expertise to meet your needs. This enables DLR Group to scale teams to meet your challenge and deliver specialized expertise to any location whenever, and wherever, it may be needed. At the core of our firm are interdisciplinary employee-owner teams, engaged with all project life-cycle stakeholders. These teams champion true collaboration, open information sharing, shared risk and reward, value-based decision making, and proficient use of technology to elevate design.

Work Performed In-House: 100%  
Work Performed Outside: 0%

Administrative (includes Accounting)	97
Architecture	388
Civil Engineering	7
Legal	2
Electrical Engineering	33
Construction Inspection	7
Mechanical Engineering	44
Structural Engineering	29
IT	47

**FALCON**

- Falcon's staff includes the following:
- Dr. Robin Timme, Psy.D., ABPP, CCHP-MH, Senior Expert & Principal
  - Dr. Sharon Coleman, Psy.D., Senior Expert
  - Harmony Goorley, MA, LCPC, CCHP, Technical Expert
  - Kandace Simpson, Executive Assistant

NCCHC

NCCHC Resources employs seven individuals and relies on NCCHC personnel on an ad hoc basis. As a health care consultancy, the categories listed above do not apply.

- Job titles/descriptions are as follows:
- Managing Director: leads day-to-day operations
  - Director, Project Management Office: manages project staff, tasks, milestones, deliverables, and budgets
  - Vice President, Development: serves as jail operations consultant to health services
  - Vice President, Communications: develops project proposals, oversees quality of client reports
  - Vice President, Professional Services: oversees marketing
  - Vice President, Office Operations: handles billing, insurance, and any necessary registrations
  - Chief Financial Officer: handles budgets, accounting, reporting

Outside consultants: The majority of hands-on client work is done by consultants.

THE PEOPLE GROUP

The People Group is a national network of consultants committed to building the capacity of people, organizations, and our society. Seth Hufford, founding partner, assembles a team based on client needs so that you get the best expertise for your unique situation. For this project, The People Group is represented by architect, urban designer and planner turned business owner, Ivette Mongalo-Winston. She will be supported by Seth Hufford.

SCI-TEK CONSULTING

Work Performed In-house: 100%  
Work Performed Outside: 0%

Administrative	5
CADD Technician	3
Civil Engineer	10
Computer Programmer	1
Environmental Engineer	3
Environmental Scientist	6
Foundation / Geotechnical Engineer	5
Geologist	2
Land Surveyor	5
Technician/Analyst	2
Construction Inspector	2
Planner: Urban/Regional	2

A&A CONSULTING

Work Performed In-house: 100%  
Work Performed Outside: 0%

Accounting	2
Civil Engineering	2
Construction Supervision	1
Construction Inspection	23
Geotechnical Engineering	7
Safety	5
Structural Engineering	4
Management	3
Laboratory Staff	2

TROPHY POINT

Trophy Point is a certified Service-Disabled, Veteran-Owned Small Business (SDVOSB) that provides Construction Cost Estimating, Construction Management Support, Owner's Representative Services and Construction Consulting services. Within each of these areas, Trophy Point provides ancillary services, such as those shown below. The most common services offered by Trophy Point are cost estimating, scheduling, integrated design and constructability review services, staff augmentation, and owner's representation. Trophy Point's services enable the company to provide full pre-construction controls.

The Trophy Point team strives to assist their clients in understanding construction costs during the concept phase of a project and provides them with detailed and accurate estimates as a project design matures. Since 1976, the Trophy Point team has developed an ability to provide accurate estimates prior to the execution of formal design efforts in an unrivaled manner that enables clients to align their scope with their budgets quickly and effectively. The Trophy Point team is capable of supporting their clients as a project transitions into Construction in several different capacities, such as Change Order Management / Review, Pay App Reviews and Construction Consulting. Trophy Point's understanding of the variables that impact costs and their associated magnitude on a project is unrivaled and serves as the bedrock upon which their team differentiates itself from other cost consultants.

Trophy Point also provides unparalleled Owner's Representative, Construction Management Support, and Construction Consulting services. Their understanding of how a project's costs are derived has enabled them to expand their professional services into many areas, such as Scheduling, Construction Administration, Staff Augmentation, Integrated Design and Constructability Reviews, and general Owner's Representation.

Their team provides a “one-stop shop” for professional services required during all phases of a project. Trophy Point is flexible and able to accommodate the needs of their clients by providing any of these services in an independent capacity as well.

Work Performed In-house: 100%  
Work Performed Outside: 0%

Accounting	1
Construction Supervision	1
Estimating	15
Construction Inspection	5
Management	2
Scheduling	1
Marketing	1





## References

List former clients, along with names, addresses and telephone numbers.

### L.R. Kimball

A Division of TranSystems

#### Franklin County Jail & Day Reporting Center

Contact 1:

John Wetzel, Secretary of Corrections  
(Warden at the time of the project)

PA Dept. of Corrections / Contact via his Special Assistant:

Deb Sahd, Agency Staff Wellness/VC Coordinator/  
Grievance Office

PA Department of Corrections

1920 Technology Parkway, Mechanicsburg, PA 17050

P 717.728.4109 F 717.728.4178

Contact 2:

Bill Bechtold, Current Franklin County Jail Warden

1804 Opportunity Ave, Chambersburg, PA 17201

Phone: (717) 264-9513 x22714

#### Chatham County Detention Center

Parveez Yousuf

Senior Construction Project Manager

Chatham County Dept of Engineering

124 Bull Street, Room 430, Savannah, Georgia 31401

Phone: 912-652-7808;

Email: pyousuf@chathamcounty.org

#### Delaware Department of Corrections, Master Plans

Jerry Platt

State of Delaware

Chief of Engineering and Operations

302-744-1168

Jerry.Platt@delaware.gov

#### St. Mary's County, Maryland - Detention and Rehabilitation Center Expansion & Renovation

Mary Ann Thompson

Deputy Warden

St. Mary's County Sheriff's Office dba

St. Mary's County Detention and Rehabilitation Center

41880 Baldrige Street, Leonardtown, MD 20650

(301) 475-4200 ext. 72276

Cell: (240) 577-4556

Fax: (301) 475-4195

#### Fayette County Prison

Vince Vicites

Commissioner

Fayette County, PA

61 East Main Street, Uniontown, PA 15401

Phone: 724-430-1231

Email: vvicitess@fayettepa.org



## DLR Group

Some 80% of DLR Group's work comes from repeat clients, attesting to our commitment to client service.

#### NDOC Multiple Projects

Scott Frakes, Director,

Nebraska Department of Correctional Services

402/471-2654 | scott.frakes@nebraska.gov

#### Benton County

Nick Kurth, Manager

541/766-6800 | nick.kurth@co.benton.or.us

#### Puerto Rico Facilities Assessment and Master Plan

Ulrich Jimenez Lopez, Secretario Auxiliar,

Puerto Rico Department of Corrections and Rehabilitation

787/273-6464 | ujlopez@dcr.pr.gov

#### St. Charles County MO DOC Assessment & Northampton County New Detention Center Master Plan Study

Daniel Keen, Director

St. Charles Department of Corrections

636/949-7344 | dkeen@sccmo.org



**Beya Thayer, MSW**

Executive Director  
Yavapai Justice & Mental Health Coalition  
Yavapai County Sheriff's Office  
Phone: (928) 554-8820  
Email: beya.thayer@yavapai.us

**Geoff Stobart**

Chief Deputy  
Franklin County Sheriff's Office  
Phone: (614) 525-5785  
Email: gastobar@franklincountyohio.gov



**Cherry Hill Transportation Plan (2019-2020)**

Michael Middleton, Executive Director, Cherry Hill  
Development Corporation  
806 Cherry Hill Rd, Baltimore, MD 21225  
mmiddleton@chdcmd.org | (410) 355-1145

Malik Bankston, former Executive Director of the Kingsley  
Association  
malikbankston@verizon.net | 412-559-8356



**Hudson County, NJ**

Oscar Aviles  
Assistant County Administrator  
(201) 795-6100  
oaviles@hcnj.us

**Milwaukee County, WI**

Aaron Dobson, Jail Commander  
414-226-7062  
Aaron.Dobson@milwaukeecountywi.gov

**Katherine Z. Dixon, AIA, NCARB, LEED AP**

Former Director, Division of Capital Construction and Facility  
Maintenance for the State of Maryland Department of Public  
Safety and Correctional Services

Current Role: Assistant VP for Facilities at Baltimore City  
Community College  
Phone: 443-224-0023  
Email: kdixon@bcc.edu

Monica Ruiz, MSW, Executive Director  
Casa San Jose  
2116 Broadway Ave  
Pittsburgh, PA 15216  
Tel. (412) 343-3111 | Fax. (412) 343-3210

**Department of Homeland Security, Office of Inspector  
General**

John D. Shiffer, Chief Inspector  
Office of Special Reviews and Evaluations  
202-981-6093; John.shiffer@oig.dhs.gov



**Steve Shanley**

Chief Bridge Engineer  
Allegheny County DPW  
501 County Office Building  
Pittsburgh, PA 15219-2904  
412-350-5877

**Rich Conners, PE**

Allegheny County Department of Public Works  
County Office Building, Room 501  
542 Forbes Avenue  
Pittsburgh, PA 15219  
Phone: 412-350-6671



**Travis L. Kreidler**

Principal  
Desmone Architects  
3400 Butler Street  
Pittsburgh, PA 15237  
412-683-3230 x213  
TKreidler@Desmone.com

**Anne Chen AIA, LEED AP**

Principal  
GBBN Architects, Inc.  
5411 Penn Avenue, Pittsburgh, PA  
412-345-5005; achen@gbbn.com



**Joseph Alfieri**

Director of Campus Planning, Design & Construction  
Syracuse University  
1320 Jamesville Avenue  
Syracuse, NY 13244  
315-243-2153  
jsalfier@syr.edu

**Scott Downing**

Director – Design & Construction Cost Management  
NYS Office of General Services  
33rd Floor, Corning Tower  
Albany, NY 12242  
518-474-6604  
scott.downing@ogs.ny.gov

**Mr. Thomas Ryser**

SEA Pittsburgh  
171 10th St Fl 2, Pittsburgh, PA 15222  
412-393-0200

**Russel Cook**

WSP  
11 Stanwix St #950  
Pittsburgh, PA 15220  
412-281-9900

**Ronald W. Kretz, AIA**

Senior Program/Project Manager  
Michael Baker International  
100 Airside Drive, Airside Business Park  
Moon Township, PA 15108  
412-375-3143  
ronald.kretz@mbakerintl.com

**Steve Perrigo**

Vice President | Operations Manager  
Turner Construction Company  
50 Lakefront Blvd., Suite 200  
Buffalo, NY 14202  
716-853-1900  
sperrigo@tcco.com

**Peter Muench**

Director of Preconstruction  
LeChase Construction Services, LLC  
205 Indigo Creek Drive  
Rochester, NY 14626  
585-254-3510  
peter.muench@lechase.com

## f Experience

Describe unique experience you bring to this project. Provide examples of past projects which are similar in scope, particularly large-scale, public projects. Describe your experience with correctional projects and your knowledge of design concepts that enhance the health and wellbeing of incarcerated individuals and staff. Describe previous experience working with community-based organizations and public agencies to incorporate diverse perspectives into designs and architectural plans.

We have selected project experience that illustrates our ability to provide similar services and capabilities to those required for working with Stakeholders and Community representatives, to revision the Justice System in Allegheny County with a focus on reducing the use of incarceration for both pre-trial and convicted citizens of the County. **We are more than architects – we are planners and visionaries that work with our clients to imagine and realize a new future for their Justice system.** In undertaking planning efforts, we are guided by DLR Group's brand promise to "Elevate the Human Experience Through Design". 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 and better outcomes for individuals, families, communities, and our society.



As stewards  
of the public built environment,  
DLR Group's Justice+Civic Studio  
elevates behavioral, environmental,  
and social betterment, resulting in  
healing, equity, and transformation  
for the individual and community.

 DLR Group

In addition to firm experience, we have identified key individual experience for professional staff selected for your project. Our team is uniquely qualified to assist the County, Stakeholders, and the community in this planning effort from system and population needs assessment, through community outreach and definition of alternatives and finally developing a realistic implementation plan reflecting the best approach to meeting your needs now and in the future.

The matrix overlay provides a basic summary of firm and individual experience related to the specific requirements for your project. This consists of client and stakeholders' leadership and consensus building, system assessment and determination of current and future need, program planning, and alternatives analysis. As the matrix indicates, our work results in realistic buildable solutions – not just bookshelf master plans.

Our total team experience includes over 100 completed projects for courts and detention facilities and 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.

### Specific highlights of our team's experience include:

- Experience in assessing the population and systemic concerns and identifying options to reduce the demand for facility capacity both at the front end of the system through reduced intake and reduced 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 stakeholders to build consensus through a data driven process that provides detailed comparative information for informed decision-making.
- A commitment to not only considering the short-term economics of facility planning and operational decisions, but more importantly assessing the potential impact of decisions on improving outcomes related to reduced recidivism and the future demand for beds.
- Experience in planning for special needs populations – both in secure facilities and perhaps more importantly in bringing to the forefront options for diversion via the creation of crisis intervention centers and working with law enforcement to promote diversion through Crisis Intervention Team training; as noted in our discussion of Team Organization we have included as resources to Allegheny County, Subject Matter Experts in the areas of Mental Health & Medical Treatment for detained populations from Falcon Inc., and the National Commission on Correctional Health Care
- Experience in working with diverse governmental agencies both in developing a realistic plan and in moving it forward to implementation.
- Experience with “best practices” in judicial systems that utilizes problem-solving and therapeutic courts, customer support services for self-represented litigants and evolving needs for and uses of technology in the courts and in the courtrooms.
- Our team is passionate about developing facilities that incorporate best practices and that provide a physical environment that supports both operations and treatment leading to better outcomes for all.
- While all of our firms are experienced in justice system planning, more importantly is the experience of individual team members which totals well more than a hundred years working in the justice field. Perhaps even more important is our experience working on projects together as firms and as individuals. Our team members are not only professional associates, we have long standing personal relationships that allow us to work as one and truly make the whole greater than the sum of the parts!

Following the experience matrix summary on page 74-75, are individual project summaries that illustrate our capabilities to assist Allegheny County in re-imagining the Justice System of the future and achieving better outcomes for all.





# Representative Firm & Individual Principal Specific Related Experience

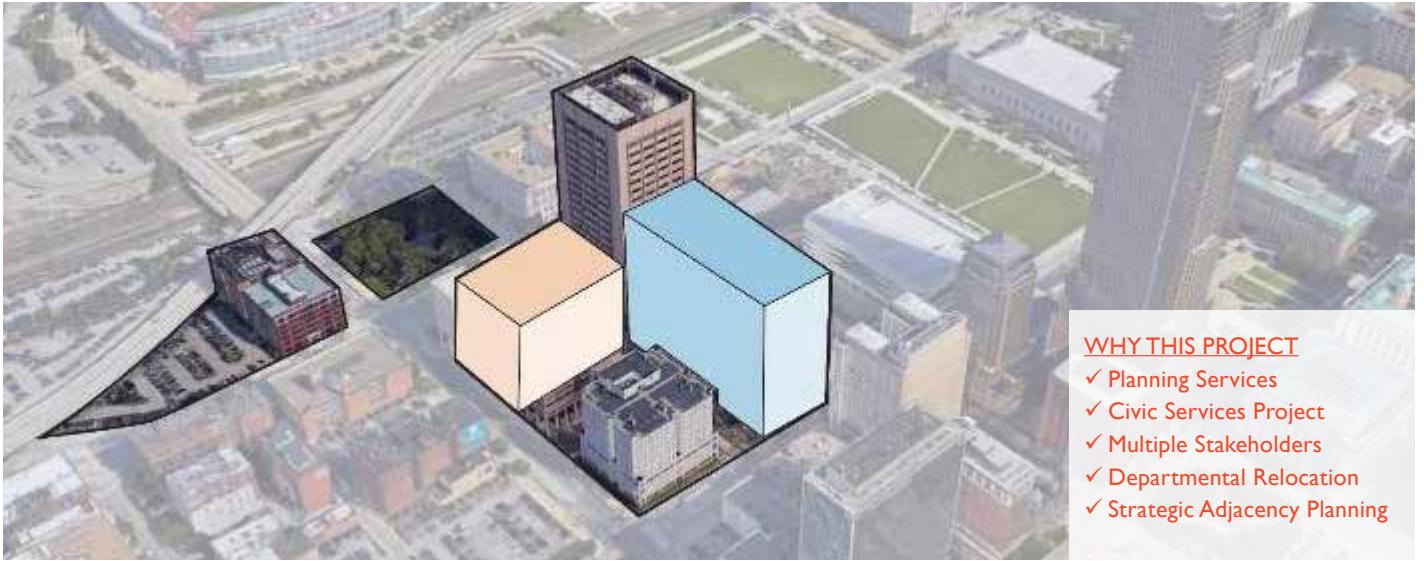
This chart demonstrates a list of our team's extensive experience in the master planning and design of large scale, public projects involving community-based organizations with diverse perspectives.

Project Name	Prime Firm(s) (PA-Principal / Team Members under Prior Affiliation)	Type	Analysis of Existing Facilities, Mission Statement, New Direction Facility Programs and Conceptual design, Phased Master Plan.																										Notes
			Detention Facilities	Correctional Facilities	No. of Facilities	No. of Beds	Population Analysis	Equity for Diverse or Native Populations	Review of Existing Plans & Programs	Operational Analysis	Diversions/Alternative Programs	Least Restrictive Sanctions	Continuum of Care	Trends/Evidence Based Programs	Systemic Solution	Physical/Functional Assessment	Geographic Distribution / Site Evaluation	Analysis of Alternative Strategies	Expansion/Repurposing of Existing Facilities	Consolidation of Existing Facilities	New Construction/ Prototype Development	Cost/Benefit Analysis	Implementation Plan	Systemic Facilities Development	Community Involvement	Multiple Stakeholders	Consensus Building	Presentations to Governing Bodies	
Allegheny County, (PA) Criminal Justice Facilities Master Plan (1981)	Balazs/ Cupples	System Wide Justice System & Facilities Master Plan	●		1	1,200	✓	✓				✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Population analysis, facilities assessment, system analysis, review of potential impact od diversion alternatives and improved case flow and development of master plan to meet the project twenty year detention and court needs for the county, resulting in the construction of contemporary state-of-the-art direct supervision detention center.	
Cuyahoga Justice System & Facilities Master Plan	Balazs/ Cupples	System Wide Justice System & Facilities Master Plan	●		3	2,700	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	While initiated primarily as a facilities Master Plan for the Courts and Detention Facility, the study expanded to be an assessment of what was driving the population; Working with a 12 member group of Stakeholders that required super-majority for consensus developed plan for the future for a 55% reduction in the detention population through bail reform, CIT MH diversion & Integrated Central Booking; County has opened a Crisis Intervention Diversion Center, engaged law enforcement in CIT, initiated Central Booking and implemented bail reform/expanded pre-trial diversion resulting in a 30% reduction in the jail population	
Puerto Rico Department of Corrections & Rehabilitation Consolidation Plan	DLR Group; Cupples, Coppenrath, Lopez, van Allen	System-Wide Plan to Reduce Capacity	●	●	32	12,643	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Overall evaluation of system and development of a plan for continued reduction in the detention and corrections population via alternative programs resulting in the consolidation of the system from over 12,000 beds to 8,680 beds and from 32 facilities to 16 facilities with an estimated annual operating cost savings of over \$52M.	
Montana Department of Corrections, Facilities Master Plan	DLR Group; Cupples, Coppenrath	Sustem-Wide Facilities Master Plan		●	8	2,937	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Master Plan for overall system including analysis of population and factors influencing the need for capacity; final recommendations included alternative diversion programs for technical violators of parole to reduce re-incarceration and phased renovation and reconstruction of existing facilities including expanded mental health treatment capacity.	
Hawaii Department of Public Safety Correctional Facilities Master Plan	DLR Group Coppenrath/Cupples	Adult Detention & Correctional Facilities Master Plan	●	●	8	3,470	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Strategic Development Plan for renovation, replacement and new construction to meet current and future needs, including repatriation of offenders currently housed in private facilities on the Mainland; Project resulted in phased expansion/reconstruction of the Maui, Kauai, & Hawaii Community Corrections Center currently in final design phase by DLR Group and Facility Program/Planning for development of a new CCC on Oahu;	
Colorado Division of Youth Services Facilities Master Plan	DLR Group Cupples	Master Plan for Expansion & Renovation of Youth Detention & Correctional Facilities	●	●	11	826	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Master Plan for the repositioning of facilities to respond to the tenets of the Colorado model of care and custody and therapeutic, trauma responsive care; Included repurposing existing facilities, planning for smaller housing units and expansion of program space, focused on a prioritized menu of improvements across all facilities to meet capacity and program needs; Multiple projects - new construction, renovation, additions currently underway.	
Saskatchewan Adult and Youthful Offender Facilities Master Plan	DLR Group Cupples	Adult & Juvenile Facilities Master Plan	●	●	19	2,475	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Master Plan focused in defining highest and best use for existing facilities as the youthful offender population declined and the adult population increased; Primary recommendations were related to repurposing youth facilities for adults and renovation and infill construction.	
Oregon Youth Correctional Facilities Master Plan	DLR Group Coppenrath	Master Plan for Expansion & Renovation of Youth Correctional Facilities	●	●	10	657	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Master Plan to implement new vision for youth correctional services in the State of Oregon with an emphasis on smaller housing units to supprso small group treatment. Resulted in significant funding for facility improvements including the construction of new housing at the McClaren Campus designed by DLR Group.	
Ohio Department of Youth Services Comprehensive Facilities Master Plan	DLR Group Cupples	System & Facilities Master Plan		●	3	457	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Overall evaluation of system and population resulting in a recommendation to reduce system capacity from 457 beds to 336 beds, replace the Cuyahoga Hills facility with a more normalized 72 bed residential campus, replacement of institutional housing at Indian Hills with more residential housing and expansion of CTE programs at all facilities.	
District of Columbia Public Safety and Detention Facilities Master Plan/ Conceptual Design New Detention Facility	DLR Group Cupples	Master Plan for Detention & Correctional Facilities and Public Safety Offices	●	●	6	3,414	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Facilities Evaluation, Projections of future needs and comparative analysis of developing new Public Safety Complex vs. distributed facilities; Adaptive reuse/renovation currently underway for new Police Administration Building; Planning initiated for new replacement facility for Central Detention Facility via P3; All actions per Master Recommendations	
Philadelphia Prison System Master Plan	DLR Group Cupples	Adult Detention & Correctional Facilities Master Plan	●	●	6	6,845	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Department of Corrections & City moving forward with interim actions related to population management, contract beds and initial planning for new 2,000 bedreplacement facility wuth limited expansion of capacity;	
California Department of Corrections Juvenile Facilities Master Plan & Northern California Core Treatment Facility Youth Correctional Center Program	DLR Group	Juvenile Justice System Master Plan & Prototype Program & Facility Master Plan		●	10	1800	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Master Plan addressed the benefits of strategically replacing DJJ's existing facilities with modern Core Treatment and Specialized Program Facilities as part of a realignment plan to reduce the use of secure confinement. Multiple facilities have been closed and repurposed based on study recommendations	
State of Washington Department of Corrections Highest & Best Use Analysis/Facility Expansion Master Plan	DLR Group Coppenrath	Adult Correctional System Master Plan		●	6	7,400			✓	✓					✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Study was used to determine most cost effective approach to providing additional capacity and addressing current shortfalls for close custody beds. DLR Group was retained for programming, design and preparation of bridging documents for 1,486 bed expansion of Washington State Penitentiary. Completed 2008	
Nebraska DCS Strategic Capital Facilities Master Plan Update	DLR Group	Statewide Correctional Facilities Master Plan		●	8	6,400	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Master Plan resulted in infill expansion at existing facilities and development of additional community based capacity	
Tennessee DOC Facilities Master Plan, & Phase I Implementation Expansion of Bledsoe Correctional Facility	DLR Group Cupples	Statewide Facilities Master Plan; Phase I Implementation		●	14	18,635	✓		✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Master Plan recommended the expansion of existing facilities in lieu of new stand alone construction as cost effective means of adding capacity and addressing current facility shortfalls; DLR Group was selected as design architect for the recommended 1,444 bed expansion of the Southeast State Regional Correctional Facility (SSRCF) in Bledsoe County, Tennessee	
Federal Bureau of Prisons Maximum/Close Custody Complex Florence, CO	DLR Group	Multi-Facility Campus Master Plan		●	3	2.35									✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Facility Completed and Occupied, 1994; System upgrades in 2009 to accommodate changing technology	
Chillicothe Correctional Center, Chillicothe, MO	DLR Group	New Female Correctional Facility		●	1	1636										✓				✓	✓	✓	✓	✓	✓	✓	✓	Completed and occupied 2008	
NJ Department of Corrections Infrastructure & Facilities Master Plan	Cupples PA	Statewide Master Plan		●	18	14,500	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Comprehensive Existing Facilities Conditions, System Strategic Plan, Phased Expansion/Replacement Recommendations	
PA DOC Violent Juvenile Offender Facility	Cupples/Buck (PA)	Correctional Facility Expansion		●	1	432	✓	✓	✓			✓	✓	✓	✓	✓	✓		✓		✓		✓		✓	✓	✓	312 cell/432 Bed High Security Facility for Juveniles convicted as Adults; Planning emphasis on creating smaller houses and treatment programming in small group setting	
Maricopa County Justice Systems Master Plan (Adult & Juvenile); Lower Buckeye Detention Center	Cupples/Buck (PA) DLR Group	County Justice System Master Plan; Planning & Design New Detention Center	●	●	17	4,775	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Comprehensive Adult/Juvenile Justice System Master Plan, Analysis to Determine Recommendations to Reduce System Growth, Consolidate & Replace Aging Facilities; Original Study included Chimm Planning; Cupples & Buck responsible for Update; DLR Group provided professional services for Phase I implementation of the 1,808 Bed Lower Buckeye Jail completed in 2004	
Cuyahoga County Juvenile Justice System Master Plan & Youth Intervention Center, Cleveland OH	Cupples (PA)	County Juvenile Master Plan & New Detention Center	●	●	1	140	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Development of overall system Master Plan to reduce secure population thru use of community alternatives; Programming and design new combined Detention & Sheltered Care Facility	
Massachusetts DOC County Jail Facilities Master Plan	Cupples (PA)	Needs Assessment, Statewide Detention System Master Plan	●		19	9,200	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	State bond program funded expansion and renovation of 17 of 19 county based facilities per recommendations of Master Plan	
Eloy Correctional Complex, Eloy, AZ	DLR Group	Site/Facility Evaluation & Expansion master Plan		●	6	8,192									✓	✓	✓	✓	✓	✓	✓	✓						Expansion completed at four of six facilities analyzed, including multi-facility complex of 2,400 beds	
State of Delaware Correctional Facilities Master Plan	Cupples (PA)	Comprehensive Justice System Master Plan	●	●	8	5,250			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	Recommended 600 Bed Expansion at the Delaware Correctional Center and 240 bed expansion at Sussex Correctional Center completed per Master Plan Recommendations; Several population management initiatives related to alternative programs also established	
Georgia State-wide Juvenile Justice Master Plan	Cupples (PA)	Statewide Juvenile Offender Master Plan	●	●	16	1350	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Evaluation of Existing Facilities, Cost-Benefit Analysis Consolidation of Detention & Sentenced Facilities, Phased Recommendations	
Illinois Juvenile Justice Facilities Master Plan	Cupples (PA)	Statewide Juvenile Offender Master Plan	●	●	8	1200	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Evaluation of Existing Facilities, Mission Statement, New Direction Facility Programs and Conceptual design, Phased Master Plan.	
District of Columbia, New Beginnings Youth Development Center	Cupples (PA)	New "Missouri Model" Sentenced Facility	●	●	1	60	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	New "Missouri Model" Sentenced Facility; Achieved LEED Gold Certification	
Texas Department of Criminal Justice Comprehensive Justice System Master Plan	Cupples (PA)	Statewide Corrections & Criminal Justice Master Plan		●	26	54,860	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Key Factor in Reaching Final Consent Decree in Ruiz v. Procunier et. al; Established Agreed to Capacity; Multiple Projects Completed as Recommended; Resulted in Creation of Integrated Department of Criminal Justice Comprehensive Plan including Population Reduction & Facility Options; Multiple Projects Completed as Recommended	
Dallas County (TX) Jail Master Plan	Cupples(PA)	County Adult Jail System Master Plan	●	●	5	3,330	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Multiple Projects implemented per Master Plan Recommendation, Including 2,048 bed expansion of Main Jail	
Wayne County Criminal Justice System Master Plan	Cupples (PA)	Comprehensive Justice System Master Plan	●	●	3	2200	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Justice System Master Plan for all Courts, Adult and Juvenile Detention, and all Related Agencies, focusing on consolidation, integration of national best practices.	
State of Utah DOC Comprehensive General Plan	Cupples (PA)	Consolidation of Facilities including Young Adult Offenders	●	●	4	4200	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	Comprehensive Plan including Population Reduction & Facility Options; Multiple Projects Completed as Recommended	



# Cuyahoga County Justice System Master Plan

Project Location: Cleveland, OH | Owner: Cuyahoga County



## WHY THIS PROJECT

- ✓ Planning Services
- ✓ Civic Services Project
- ✓ Multiple Stakeholders
- ✓ Departmental Relocation
- ✓ Strategic Adjacency Planning

DLR Group as planning team leader was retained to prepare a comprehensive Justice System Master Plan for Cuyahoga County's Detention Center, Courts, and Sheriff's Administration Center. This planning effort was initiated as a follow-up to several efforts that did not result in a consensus among various Stakeholders as to the best path forward to address current and projected facility needs. The project was guided by a Steering Committee that included representation of Cuyahoga County, the City of Cleveland, the Sheriff, Public Defender and County Prosecutor. A unique aspect of the planning is that all decisions required a consensus as reflected by a vote of a "super-majority", requiring assent by nine of the 12 committee members. Additionally, all Steering Committee meetings were public meeting with ample opportunity for community participation.

While the focus of the master plan was establishing the framework for new Court and Detention facilities, the effort itself has gone beyond simply defining facility needs and, more importantly, developing a framework for the future vision of the delivery of the justice services to the citizens of Cuyahoga County. Through a consensus-building process focused on factual information the DLR Group team was able to facilitate several monumental decisions affecting the justice system and thereby planning for new facilities:

- Based on a detailed analysis of the population, the Steering Committee adopted a significant reduction in the projected population for the new replacement detention center of 1,600 beds or an average daily population of 1,350 people in custody – a 50% reduction in previous projections and historic use of detention bed space;
- The Steering Committee recommended, and the County and the Courts and other Stakeholders participated in:
  - The development of a new Crisis Intervention Center for diversion placement in lieu of admission to the detention center
  - Bail reform including reduced utilization for misdemeanors and lower-level felonies consistent with public safety concerns
  - Enhanced pre-trial release and supervision
  - County-wide Crisis Intervention Training for Law Enforcement
  - Immediate implementation of integrated Central Booking to allow better decision-making earlier in the process related to community release options
  - Development of additional longer-term mental health treatment beds both as pretrial and sentencing treatment options
- The Steering Committee agreed to develop a new remote low-rise state-of-the-art contemporary detention center at the recommended reduced capacity focused on treatment and restorative justice in a humanistic environment for staff and people-in-custody alike;
- Funding for the new facility and expanded community programs will be a combination of anticipated operational savings of over \$12M per year and an extension of an existing sales

While the new detention center is currently in the design stages, the County has already benefited from the findings and recommendations of the study, reducing the jail population from a historic average daily population of over 2,500 to a current average of 1,400 – 1,500 people in custody.

"When I started this project, I thought it was about buildings – I now understand that it is first about re-imagining a justice system for the future with equity for all."

Jeffrey Appelbaum, PMC Consultants,  
Cuyahoga County Program Manager

Budget: \$550,000,000

Project Size: Courthouse: (Common Pleas Court, Domestic Relations and Municipal Court): 1,240,346 SF and 78 Litigation Spaces  
Detention: 768,389 SF and not to exceed 1,600 beds

Reference:

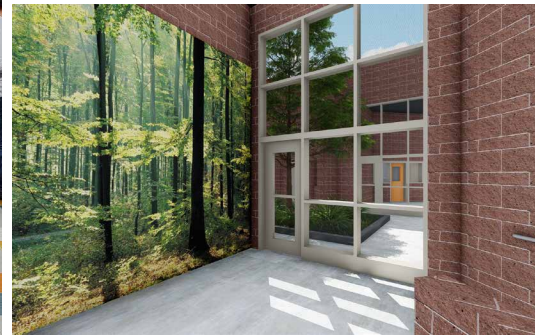
Jeffrey Appelbaum, Program Manager  
PMC Consultants

3900 Key Center, 127, Public Square, Cleveland OH 44414  
216/470.3330 | Jeff.Appelbaum@aboutpmc.com

DLR Group provided Architecture, Master Plan,  
Planning, Programming services.

# Sonoma County Behavioral Health Housing and Treatment Facility

Santa Rosa, CA | Owner: Sonoma County



Sonoma County is addressing changing inmate population needs as newly-convicted, low-level offenders are redirected from state facilities. DLR Group's vision for the proposed Sonoma Treatment Facility is an environment that supports staff and inmates alike. The focus is treatment in a therapeutic healthcare environment with a custody overlay. The facility is organized around a secure landscaped courtyard, creating an inward-focused, nature-based community environment. The smaller scale of the housing units creates a residential campus feeling with increased daylight and improved acoustics. The expansion of programming space will allow the County to provide more evidence-based programs, and cognitive behavioral therapy to the medical/mental health population in a physical layout that is secure and safe for both staff and inmates. The goal is to reduce recidivism by providing the best possible evidence-based programs and treatment that allow inmate-patients to flourish once they re-enter the community.

Partnered with a program manager, DLR Group developed criteria documents and oversaw the implementation for the new 32,800-SF, 72-bed specialized housing unit. The design is a combination of single- and double-occupancy rooms that will afford flexibility depending on capacity and treatment needs.

A key component of the program is a county administered Return to Competency program, designed to assist defendants in attaining cognitive skills sufficient to allow proceedings to begin thereby reducing inordinate pretrial detention length-of-stays resulting from a lack of capacity in state facilities.

## WHY THIS PROJECT

- ✓ Specialized Facility for Behavioral/Mental Health Treatment
- ✓ Incorporates 'Free World' Best Practices in a Secure Environment
- ✓ Emphasis on Incorporating Biophilic & Wellness Design Principles
- ✓ Detailed Programming & Planning Including Room Data Sheets
- ✓ Integration Existing Facility
- ✓ Urban Site
- ✓ Planning for Special Needs Populations
- ✓ Analysis of Population
- ✓ Incorporation of Best Practices
- ✓ Integration with Existing Facilities
- ✓ Budget and Implementation Plan Development
- ✓ Interface with Community Advocates and Mental Health Providers
- ✓ Presentations to Governing Bodies
- ✓ Treatment Staff Co-located with Housing Units

Budget: \$45 million

Project Size: 32,800 SF

Owner Reference:

Bruce Oveson, Sr. Capital Projects Mgr, Sonoma County  
707/565-2550 | [bruce.oveson@sonoma-county.org](mailto:bruce.oveson@sonoma-county.org)

DLR Group provided planning and design services for design-build bridging documents.



# County of Ventura - Todd Road Jail Health and Programming Unit

Santa Paula, CA | Owner: Ventura County



The County of Ventura is addressing the ever continued challenges as a result of inmate population with increasing chronic medical/mental health needs with the current housing capacity of 12-beds serving BSCC rated capacity of 823.

DLR Group is working with the County to provide improved facilities to address the acute and chronic medical and mental health needs of the inmate population of the County Jail system. The advent of policy changes at the state level related to population management has placed additional demands on local detention and corrections systems for medical and mental health services. The planned 62,000 SF expansion of the Todd Road Jail will provide 64 specialized treatment beds in small, single level housing units and replace the limited 12 bed inpatient care facility located at the main Jail in Ventura, CA.

The facility is planned around best practices, and consists of six 10 bed units and a four bed special housing unit for acute medical needs. In keeping with the Ventura County Sheriff's Department operational philosophy of direct/indirect supervision, units are arranged around a housing control room. Two units are separated from the balance of the facility to allow for housing female as well as male inmates to assure equal access to programs and services while maintain operational efficiency.

Key to the planning of the facility was focusing on developing a physical environment that is directly supportive of the therapeutic programs currently in place for both staff and inmates alike. The scale of the housing units is smaller than the most institutional facilities and allows for the impression of a more residential campus with increased daylight and improved acoustics.

## WHY THIS PROJECT

- ✓ Specialized Facility for Behavioral/Mental Health Treatment
- ✓ Incorporates 'Free World' Best Practices in a Secure Environment
- ✓ Emphasis on Incorporating Biophilic & Wellness Design Principles
- ✓ Detailed Programming & Planning Including Room Data Sheets
- ✓ Integration Existing Facility
- ✓ Planning for Special Needs Populations
- ✓ Analysis of Population
- ✓ Incorporation of Best Practices
- ✓ Integration with Existing Facilities
- ✓ Budget and Implementation Plan Development
- ✓ Interface with Community Advocates and Mental Health Providers
- ✓ Presentations to Governing Bodies

Budget: \$65M

Project Size: 62,000 SF | 64 Special-Needs Beds

Reference:

Brian D'Anna, Deputy Director  
Ventura County Department of Public Works  
805/654.2025 | brian.d'anna@ventura.org

DLR Group provided architecture, planning, and engineering services.

# Green Hill School Recreation Building + Birch Cottage Renovation

Chehalis, WA | Owner: Juvenile Rehabilitation Administration



The Green Hill School's Birch Cottage Renovation, is a 16-bed juvenile housing facility, provides sleeping rooms, program spaces, and a significant connection to the outdoors for youth with long-term behavioral health needs. The cottage provides classroom and group treatment spaces for those youth not able or ready to participate in campus-wide activities while remaining integrated with the rest of the campus to allow those youth who are able to join general population activities to do so. Through discussions with the users, we were able to forgo the need for a control room and instead, we have provided an open staff station for a more normative environment for youth and staff.

The new Green Hill School Recreation and Wellness Center will provide incarcerated male youth the opportunity to choose from a broad range of daily physical recreational activities and provide exposure to wellness activities and lifelong healthy habits of mindfulness, emotional regulation, moral reasoning, distress tolerance, and social skills.

The new facility design also serves Green Hill School staff by providing opportunities for wellness, health, and decompression to mitigate stress caused by the corrections environment. DLR Group's design for the new facility and site improvements realizes these goals through a normative, elevated civic design expression that leverages the building as an educational tool with intuitive design that enables youth to make choices and teach themselves, while also showcasing marks of achievement through physical displays, scoreboards, team pride signage and elements. Wood is used strategically in places where users can walk by and touch the material.

## WHY THIS PROJECT

### Birch Cottage:

- ✓ Specialized Facility for Behavioral/Mental Health Treatment
- ✓ Planning for Special Needs Populations
- ✓ Campus planning
- ✓ Budget and Implementation Plan Development
- ✓ Small, Residential Scaled Housing Unit
- ✓ Outdoor Recreation Space Accessible from the Living Area
- ✓ Redefined an existing hardened cottage to a normative best practice youth living facility
- ✓ Incorporation of Best Practices

### Recreation and Wellness:

- ✓ Net Zero Energy
- ✓ Campus planning
- ✓ Incorporates 'Free World' (High School/Community College)
- ✓ Best Practices in a Secure Environment
- ✓ Detailed Programming & Planning
- ✓ Emphasis on Incorporating Biophilic & Wellness Design Principles

### Birch Cottage:

Budget: \$3.7 M  
Project Size: 10,000 SF  
Owner Reference:  
Penny Koal, Project Manager,  
Department of Enterprise Services  
360/407-8709 |  
penny.koal@des.wa.gov

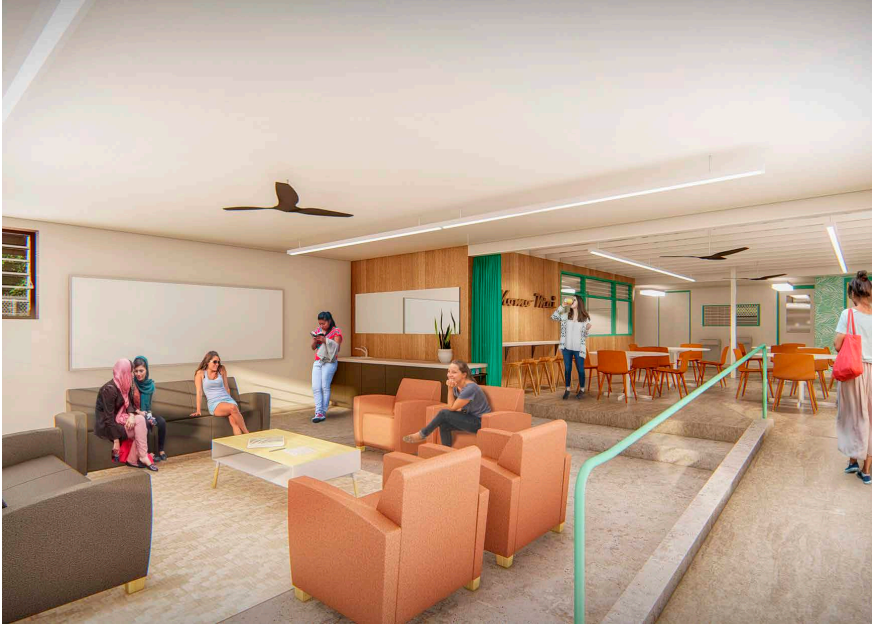
### Recreation and Wellness:

Budget: \$22 M  
Project Size: 33,000 SF  
Owner Reference:  
Trent Phillips, DCYF, Capital Budget/  
Facilities Manager  
360/951-0717 |  
trent.phillips@dcyf.wa.gov



# Ho'okipa Cottage at the Women's Community Correctional Center

Kailua, HI | Owner: State of Hawaii Department of Public Works



Ho'okipa Makai cottage is part of the Women's Community Correctional Center (WCCC). WCCC is the only all-female detention facility in Hawaii. It serves the needs of sentenced female offenders.

**The desire and directive from the State of Hawaii is to create an environment that focuses on rehabilitation, normalizing, and providing life skills to allow for successful transition out of prison, leading to low rates of recidivism.**

DLR Group is contracted to design such an environment for the renovation of WCCC Ho'okipa Makai Cottage. The scope of this project includes renovation of the main Ho'okipa Makai Cottage and a new Programs/Support building.

The Ho'okipa Makai cottage will house 64 furlough and work line inmates. Furlough inmates have the ability to leave the facility to pursue work outside of prison, while work line inmates are escorted to perform external community service, as well as in-facility work such as painting, laundry and food service. Programs that will be provided at the cottage for inmates include resume and interview preparation, as well as courses to work towards secondary and tertiary degrees. Many of the inmates form strong family ('ohana) groups and hold each other accountable to follow rules and exhibit good behavior. Graduating through the work line and eventually, the furlough programs are considered a privilege that separates these inmates from the general population at WCCC and provides them with a positive step back into normal life.

## WHY THIS PROJECT

- ✓ Renovation of a youth facility to a female furlough/reentry facility
- ✓ Campus planning
- ✓ Budget and Implementation Plan Development
- ✓ Emphasis on Incorporating Biophilic & Wellness Design Principles
- ✓ Integration with Existing Facilities
- ✓ Culturally sensitive design
- ✓ Gender responsive design
- ✓ Normative shared living areas
- ✓ Integrated design

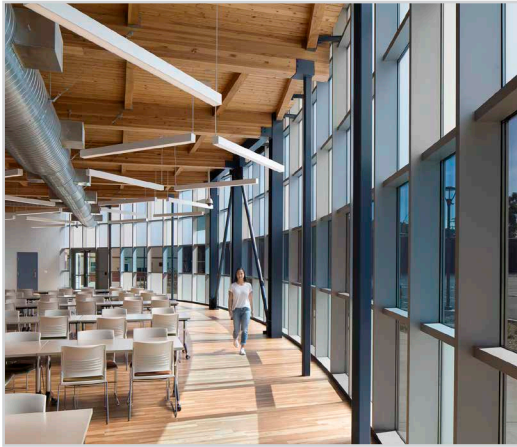
Budget: \$3.6M  
Project Size: 7,900 SF | 64 beds

Reference:  
Wayne Takara, Program Specialist,  
State of Hawaii Department of Public Safety  
808/587-3463 | wayne.j.takara@hawaii.gov

DLR Group is providing architecture, interior design, structural, mechanical, and electrical engineering services.

# Campus Kilpatrick Juvenile Facility

Malibu, CA | Owner: Los Angeles County



## WHY THIS PROJECT

- ✓ Create a normalized environment that provides a therapeutic and rehabilitative environment supportive of rehabilitation goals
- ✓ Reflective of Future Vision for the system
- ✓ Small, Residential Scaled Housing Units
- ✓ Open Campus Organization within a non-obtrusive secure perimeter
- ✓ Normative Model
- ✓ Incorporates Principles of Wellness & Healthy Living for Youth & Staff Alike

## A new paradigm for Juvenile Justice that focuses on care and treatment in a safe and secure environment.

Los Angeles County is taking a giant step forward as a leader in juvenile corrections and treatment, which will be a model for future facilities in the County, the State, and the nation. All stakeholders in the process – Probation, Education, Mental Health, and the Department of Public Works – have actively participated in developing a vision for a new paradigm for Juvenile Justice that focuses on care and treatment in a safe and secure environment, and moves away from a model based on custody and control as the primary objective.

DLR Group's design focuses on treating youth offenders based on the essence of the "Missouri Model," which is "Small, Safe, Youth Oriented, and Community Focused." The new rehabilitation center focuses on individual and small group treatment in a holistic manner to address the mental, physical, emotional, and educational needs of youth in residence, as well as continuing after care upon return to the community. This 65,000 SF, 120-bed replacement juvenile facility provides housing and program space for moderate to high-risk juvenile offenders. The 25,000 SF housing space consists of five living units with open dorm-style housing.

Budget: \$35.7 M

Project Size: 65,000 SF

Owner Reference: Vincent Yu, Capital Projects Program Manager

Los Angeles County Department of Public Works

626/614-7217 | vvu@dpw.lacounty.gov

# San Diego County Juvenile Justic Campus - Phase I

San Diego, CA | Owner: San Diego County



## WHY THIS PROJECT

- ✓ Create a normalized environment that provides a therapeutic and rehabilitative environment supportive of rehabilitation goals
- ✓ Reflective of Future Vision for the system
- ✓ Small, Residential Scaled Housing Units
- ✓ Open Campus Organization within a non-obtrusive secure perimeter
- ✓ Normative Model
- ✓ Incorporates Principles of Wellness & Healthy Living for Youth & Staff Alike

Balfour Beatty and DLR Group were selected as the design-build team for the San Diego Youth Services Center Urban Camp via a best value competition which placed an emphasis on design, construction, and delivery excellence. The program reflects the implementation of a new therapeutic treatment model founded on a culture of care and custody as envisioned in the Youth in Custody Model developed by Georgetown University in association with the Council on Juvenile Correctional Administrators. This model is based on creating an environment that not only provides for basic physical needs, safety and security, but more importantly emphasizes staff and youth interaction, family connections, positive program participation, and a sense of wellness for staff and youth alike.

The planning and design of the project to meet the County's goals was complicated by the need to maintain operation of the existing facility during construction, selective demolition of existing structures required to prepare the site, pre-determined EIR mandates and extensive community outreach related to both the anticipated character of the facility and the impact of construction on traffic and adjacent residential communities.

Budget: \$110 M (estimated on-going)

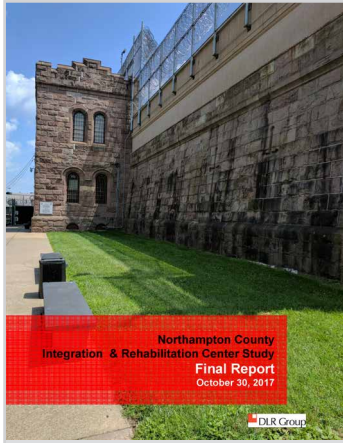
Project Size: 130,000 SF

Owner Reference: N/A (on-going)



# Northampton County New Detention Center Master Plan Study

Easton, PA | Owner: County of Northampton Department of Corrections



The Northampton County Prison opened in 1871 adjacent the Courthouse, and has served as the main pre-trial detention and locally sentenced facility for the County ever since. In more recent years, there have been additions to expand its capacity, notably the addition of Housing Units E and F on the north side and Towers A/B/C at the east end of the site. In the last 146 years there has been tremendous change in corrections – including change in the characteristics of detained individuals and a legal mandate in terms of appropriate conditions of confinement. What is apparent – even to the casual observer – is that the old jail has long outlived its viability as a secure detention facility.

The project was an assessment of existing conditions, masterplan and programming exercise to review options for Northampton Jail. The study would compare both an existing reuse multiple-phased facility, a new block and stack on an existing downtown site as well as a new facility on a “greenfield” site. DLR Group reviewed six downtown options from utilizing most of the existing space to an all-new building. Our team ultimately proposed a new building on a downtown site with complete space programming and cost analysis. DLR Group delivered various presentations to the client such as a best-practices presentation that shows the best design and options, utilization plans of the existing facilities, cost analysis, executive committee meeting(s), and committee review presentations of report findings.

## WHY THIS PROJECT

- ✓ Master Planning Study
- ✓ Cost Analysis
- ✓ Multiple Site Adaption Options
- ✓ Multiple Stakeholders

Budget: \$178,000,000

Project Size: 268,000 SF

Owner Reference: Daniel Keen, Director,  
County of Northampton Department of Corrections  
610/923-4430 | dkeen@northamptoncounty.org

# State of South Dakota DOC Master Plan

Pierre, SD | Owner: State of South Dakota



South Dakota’s master planning effort is focused on insuring facilities are in locations that support the prison as well as support re-entry programs for inmates. Through workshops with stakeholder and tours of the existing campuses, the DLR Group team strategized the best way to realize a 20 year vision for the system. The first component we analyzed was how to provide more vocational and industry opportunities for the female population as well as locating the right types of female beds in the best communities for re-entry and family/support network connection.

The result was to increase the female minimum and re-entry inmates to where there were higher population centers and to distribute program space or it’s highest and best use. For the male population, we determined it was the best course of action to replace a large portion of the State Penitentiary with a new 1,300 bed multi-custody facility that would also serve a significant population of geriatric, mobility challenged, chemical dependency, mental health, and behavioral health inmates. Cost estimates per campus include capital costs as well as deferred maintenance items that directly affect the changes to the campus.

Budget: \$145,000 (master plan fee)

Project Size: Varies (statewide master plan)

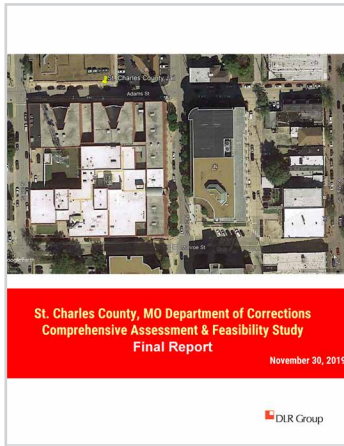
Owner Reference: Jennifer Walz, PE, Senior Engineer  
State of South Dakota Office of the State Engineer, 605/773-3466

## WHY THIS PROJECT

- ✓ Master Planning
- ✓ Population Analysis
- ✓ Departmental Consolidation
- ✓ Cost Estimates

# St. Charles County DOC Assessment

St. Charles, MO | Owner: St. Charles County



St. Charles County is one of the fastest growing counties in Missouri, and the initial assumption was that additional capacity would be needed over time. Initial projected in-custody needs generated a target planning capacity of 620 to 640 beds. During the project, implementation of Bail Reform in Missouri in July 2019 led to a 10% reduction in needs to 560 beds in 2038. A series of Options were developed ranging from simply addressing urgent needs to a new replacement facility.

DLR Group conducted a comprehensive assessment of existing physical and operational conditions; along with a 20-year projection of county responsible needs in the areas of in-custody population; to include in-house sorely needed rehabilitation/treatment programs, as well as potential future staffing and structure/space requirements for all correctional operations.

Budget: \$200,000 (master plan fee)

Project Size: 200,000 SF

Owner Reference: Kurt Mandernach, Purchasing Manager, St. Charles County,  
636/949-7900 ext. 3876 | kmandernach@sccmo.org

## WHY THIS PROJECT

- ✓ Assessment
- ✓ COVID-19 Improvements
- ✓ Population Analysis

# Benton County Justice Systems Improvement Project

Corvallis, OR | Owner: Benton County



The Benton County Justice Systems Improvement Project is how Benton County is reevaluating the way the criminal justice systems is approached in the County. Through a series of efforts, the County has analyzed how the system works, how it should work, and now, with DLR Group, how to implement the system from the ground up. Prior studies determined that an "Accountable and Rehabilitative" approach is what is best for them. The County hired DLR Group to develop architectural program for the justice facilities. In addition, we are providing services to support: site selection, community engagement, bond passage, and historic courthouse options.

Currently, the County has engaged both a Technical Advisory Committee (TAC) and a Citizens Advisory Committee (CAC). DLR Group and the County's Project Manager meet regularly with each group to educate, encourage discussion, and to garner valuable input. Since we are unable to meet in person, the team is using Zoom and Mural to create a virtual workshop interaction.

## WHY THIS PROJECT

- ✓ Master Planning
- ✓ Multiple Stakeholders
- ✓ Recruiting/Retention Focus

The next steps are to create master plan options from what we've heard from the committees for each of the available sites. These options will be refined with the TAC and CAC so that they are ready for the county-wide engagement that will occur this summer.

Budget: \$18,500,000

Project Size: 40,000 SF

Owner Reference: Nick Kurth, Manager, Benton County  
541/766-6800 | nick.kurth@co.benton.or.us

# State of Hawaii Public Safety Department Correctional Facilities Assessment & Master Plan

Various Sites | Owner: State of Hawaii



## WHY THIS PROJECT

- ✓ Planning Services
- ✓ Multiple Stakeholders
- ✓ Departmental Consolidation
- ✓ Strategic Adjacency Planning
- ✓ Recruiting/Retention Focus
- ✓ Detention Facility



Development of a 20-Facility Master Plan for the State of Hawaii Public Safety Department for Detention and Correctional Facilities. The Hawaii system is responsible for both pre-trial and sentenced inmates. Currently, the average daily population is in excess of 6,000 inmates. The rated capacity of the system is 3,470 beds, with 1,606 beds in four local detention facilities (Community Correctional Centers) and 1,864 beds in four prison facilities. Beginning in 1995, Hawaii contracted for capacity in mainland privately operated facilities. The population housed off-Island has grown from an initial contract of 300 beds to now a population in excess of 1,700 beds.

Based on DLR Group's proven capabilities in developing replacement plans for facilities on Oahu and Maui, DLR Group was retained as lead firm to develop a long-term master plan to improve facilities and expand on-island capacity, including analyzing the feasibility of housing all inmates currently in contracted beds on the mainland.

1. Capacity projections
2. Physical, function and operational assessment
3. Population analysis
4. Recommendations for reuse, renovation, expansion and/or replacement of existing facilities System analysis

Assessment of each state correctional facility includes physical, operational, and functional components, culminating in a Highest and Best Use Master Plan. Services include the analysis of the factors driving the population, projection of future capacity requirements, physical, functional and operational assessment of existing facilities and development of short, intermediate and long-term recommendations for the reuse, renovation, expansion or replacement of existing facilities. Project resulted in phased expansion currently in final design phase by DLR Group.

Budget: \$1.8B (est. const. cost)  
Project Size: 20 Facilities Statewide | 3,500 Beds

Reference:  
Wayne Takara, Project Manager,  
State of Hawaii Department of Public Safety,  
808/295-0231 | [wayne.j.takara@hawaii.gov](mailto:wayne.j.takara@hawaii.gov)

DLR Group provided Architecture Design, Planning, Programming



# Oregon Youth Authority: 10-year Strategic Plan + MacLaren Youth Correctional Facility

Woodburn, OR | Owner: Oregon Youth Authority



The Oregon Youth Authority (OYA) is transforming the lives of youth each day. DLR Group assisted OYA to envision new criteria for how youth should live, learn and heal. The resulting Master Plan and Phase I concept plan provides improved facilities across nine OYA campus locations, resulting in physical environments that support OYA's ongoing implementation of the Youth Reformation System and Positive Human Development (PHD) initiatives for youth and staff. Critical to this effort is the new East Campus Housing for the MacLaren Youth Correctional Facility. DLR Group's designers are exploring and implementing PHD design elements at all scales including a community sub-campus with landscape zones for gathering, recreation and quiet reflection, building orientation for views and daylighting, small group interactions, natural and native materials and environmental graphics to break the repetitive nature of the prototypical floor plans.

The scope of this project includes six housing buildings for a combined total of approximately 35,000 SF. These will be the most durable and secure housing facilities within the OYA system but must also lead the way for PHD implementation above and beyond the key tenant of safety and security.

Phase 2 includes recreation facilities, community centers, and upgrades to existing cottages.

DLR Group's 10-year Strategic Plan includes detailed recommendations for all 10 of OYA's close-custody facilities — not just MacLaren. However, the Woodburn location is one of the key linchpins in the overall strategy.

## WHY THIS PROJECT

- ✓ Specialized Facility for Behavioral/Mental Health Treatment
- ✓ Planning for Special Needs Populations
- ✓ Campus planning
- ✓ Budget and Implementation Plan Development
- ✓ Small, Residential Scaled Housing Unit
- ✓ Outdoor Recreation Space Accessible from the Living Area
- ✓ Incorporation of Best Practices

Budget: \$22.7 million

Project Size: 35,000 SF

Owner Reference:

Rex Emery, Assistant Director for Business Services,

Oregon Youth Authority

503/378-8789 | rex.emery@state.or.us

DLR Group provided planning, mechanical, electrical, structural and interior services.

# Puerto Rico Facilities Optimization Assessment and Master Plan

San Juan, Puerto Rico | Owner: Puerto Rico Department of Corrections and Rehabilitation



This assessment and planning for the Puerto Rico Department of Corrections and Rehabilitation involved assessing the present, mid-term and long-term demand for prison and detention infrastructure to meet demand, while utilizing best practices for identifying sub categories such as mental health, drug and alcohol, and other special populations. DLR Group designed a long-term master plan to optimize costs, achieve fiscal and operational efficiencies, and assure compliance with best practices and quality of services standards.

The Master Plan identified three approaches to restructuring the island's correctional facilities. The first was to maximize reuse of the existing campuses while still consolidating based on a decreasing inmate population. The second was to balance the reuse of existing facilities and building new for special populations. And finally, we provided a proposal to replace most facilities through consolidation and new campuses to provide the most modern, efficient, and rehabilitative environment for inmates and staff. Included with each option were anticipated staffing impacts as well as capital cost estimates. Alignment between these three option and the deferred maintenance backlog was critical to understanding which option would provide the best value for Puerto Rico.

## WHY THIS PROJECT

- ✓ Reflective of Future Vision for the system
- ✓ Normative Model
- ✓ Incorporates Principles of Wellness & Healthy Living
- ✓ Multiple Stakeholders
- ✓ Departmental Restructure
- ✓ Recruiting and Retention Focus

Project size: N/A

Budget: N/A

Owner Reference:

Ulrich Jimenez Lopez, Secretario Auxiliar,  
Puerto Rico Department of Corrections and Rehabilitation  
787/273-6464 | ujlopez@dcpr.gov

DLR Group provided master planning services.



# DELAWARE DEPARTMENT OF CORRECTIONS

## MASTER PLAN, EXPANSION, AND RENOVATIONS,

### VARIOUS DOC LOCATIONS

As a consultant to R G Architects, L.R. Kimball provided planning, architecture, and engineering design services across four Delaware State Correctional Facilities.

Projects included:

- Correctional Centers Master Plan for 4 Facilities:
  1. Plummer Community Corrections Center, Wilmington, DE
  2. Sussex Correctional Institution (SCI), Georgetown, DE
  3. Delores J. Baylor Women's Correctional Institution (BWCI), New Castle, DE
  4. Howard R. Young Correctional Institution (HRYCI), Wilmington, DE
- James T. Vaughn Correctional Facility, Smyrna, DE: Design Services for a new Intake / Sallyport facility
- Howard R. Young Correctional Institution, Kitchen Expansion: The Howard R. Young Correctional Institution is one of three, Level 5 Correctional facilities within the State of Delaware. It houses over 1800 inmates and provides over 1,380,000 meals each year to the inmate population. The former kitchen had deteriorated due to heavy use, was inefficient in design and storage facilities were unable to support the ongoing food service program.

The team of Fayda Engineering & Energy Solutions and L.R. Kimball was selected as the Engineer of Record with L.R. Kimball also providing architectural programming and design services, RG Architects, LLC as the Managing Architect and McFarland, Kistler & Associates as the Food Service Consultant.

This 25,000 SF, \$15 million kitchen/food service expansion provides enhanced food service preparation, storage, delivery and cooking facilities to support the program.

Challenges faced, included construction of the new facility within the facility's secure perimeter, maintaining ongoing food service operations during construction of the new facility along with the extension of existing building infrastructure to the new addition.

- Howard R. Young Correctional Institution, Front Lobby Renovation: As a consultant to R G Architects, L.R. Kimball also completed design services for renovation of the front lobby. This project was never constructed. The former kitchen/food service area was decommissioned and serve as general storage for the facility.

#### KEY FEATURES

- Master Planning
- Renovation & Expansion Experience

#### PROJECT COMPLETION 2016

#### REFERENCE

Jerry Platt, Chief of Engineering and Operations  
302-744-1168; [Jerry.Platt@delaware.gov](mailto:Jerry.Platt@delaware.gov)

## LANCASTER COUNTY PRISON MASTER PLAN & ARCHITECTURE AND ENGINEERING DESIGN SERVICES, LANCASTER, PA

L.R. Kimball provided a feasibility study / master plan and architectural and engineering design and construction phase services for additions and alterations to the existing facility.

The major problem at the former Lancaster County Prison was overcrowding and the domino effect that it had on housing units as well as services and components of the physical plant. The master plan addressed these deficiencies through the addition of three levels of housing units and total renovation and reorganization of existing areas. Construction was phased to minimize interruption of services.

The completed facility has a capacity approaching 700 beds. All housing contains single occupancy cells or cubicles. A direct supervision management model was implemented in all housing units with administrative segregation being the only exception.

**PROJECT COMPLETION** 1992

**NUMBER OF BEDS** 658

**TOTAL SQUARE FOOTAGE** 237,900

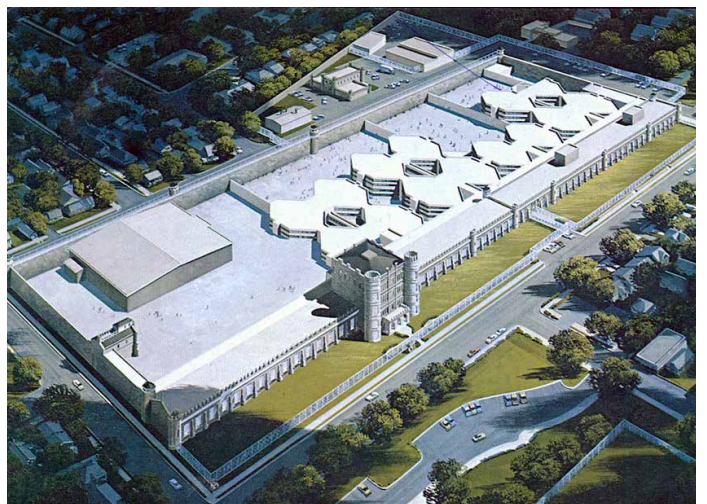


## WEST VIRGINIA PENITENTIARY MASTER PLAN FOR UPGRADES, MOUNDSVILLE, WV

L.R. Kimball was selected from a field of six experts in Criminal Justice Planning to prepare a Master Plan for upgrading the West Virginia Penitentiary in Moundsville, WV.

The contract was awarded by the Subcommittee on Penal Construction of the West Virginia Legislature.

L.R. Kimball's architectural department analyzed the existing 114 year old maximum security prison and explored alternatives for providing a modern, constitutionally appropriate facility and significantly increase the housing capacity.



# ALLEGHENY COUNTY

## NEW JAIL, PITTSBURGH, PA

L.R. Kimball was the Lead Architect in association with Tasso Katselas Architects.

The team provided architectural and engineering design and construction administration services for the new 2,403-bed Allegheny County Jail. This high-rise urban facility, which had unique local cultural requirements and a severely constricted construction site, includes a juvenile component, a large medical and mental health component, recreational facilities (gymnasiums, indoor and outdoor recreational areas), visiting areas, food service, and administrative space. Dormitory housing is provided for work release inmates. The facility has been organized in housing clusters according to functions that reflect various service delivery and program components. An objective inmate classification system is utilized to house inmates in units appropriate to the classification. Programs and activities offered within the individual housing unit depend on the custody classification of the unit. Security services and systems reflect a concept of housing and managing inmates in the least restrictive conditions necessary and moving inmates into less restrictive and less costly environments as their behavior and progress warrant. Inmates requiring maximum security conditions of confinement are housed accordingly in highly restricted and supervised units. This facility makes it possible for the direct supervision operation to function well despite its large size and high-rise construction. Incorporated in the structure of each housing pod are an outdoor recreation area, a food servery, and visitation space. The latter area is supported by a separate visitors' circulation corridor for every level of housing. All of these features reduce the need for inmate movement and enhance staff efficiency. Intake, food service, central stores, laundry facilities, and primary mechanical spaces are situated on the ground level, allowing easy access for booking, transfer, delivery, and maintenance purposes. The commitment to practicality of operation is readily apparent in the design of this facility.

The first phase of construction supported a capacity of 1,283 cells and 1,647 beds. Completion of the shell spaces added another 504 cells and 756 beds for ultimate capacities of 1,787 cells and 2,403 beds. At the time of construction, this 896,050 square foot vertical correctional facility was reportedly the largest self-sufficient, freestanding county jail facility in the United States and it incorporated the latest principles of direct supervision and the related support areas.

### KEY FEATURES

- Large, urban high-rise due to a severely constricted site
- Large, medical and mental health component
- Indoor/Outdoor recreation on each housing unit including max security
- Tunnel form construction method for the cells
- At the time of construction, this 896,050 square foot vertical correctional facility was reportedly the largest self-sufficient, freestanding county jail facility in the United States and it incorporated the latest principles of direct supervision and the related support areas.

**PROJECT COMPLETION** March, 1995

**NUMBER OF BEDS** 2,403

**TOTAL SQUARE FOOTAGE** 896,050 SF



One of the unique features of this projects is that this is one of a few County facilities that used tunnel form construction for the cells. Tunnel formed construction of the cells was recommended by a separate structural engineer to expedite construction. Unlike using pre-cast cells that would be inserted at each floor level, this, in effect, becomes a monolithic structure which may be challenging to modify by removing the floors, walls, or ceiling.



# KENOSHA COUNTY, WI

## LIVING FREE PROGRAM

The following program was initiated by David McRoberts (now L.R. Kimball's Security and Operations Specialist) and the Kenosha County Jail Chaplain in the Fall of 1992 to create an inmate program within the jail to address the needs of inmates with drug and alcohol addictions. This program still exists today and is currently expanding to include transitional living after an inmate is released.

### Living Free Program (within the Jail) Summary/Description

The Living Free Program is a twelve (12) week educational program for male and female inmates housed in the Kenosha County Detention System. The Living Free Program offers a voluntary participation component to all inmates as well as additional dedicated program slots to the Department of Corrections as an Alternative to Revocation (ATR). The program provides educational modules and group counseling in the following areas: Drug and Alcohol Abuse Education; Domestic Abuse Education; Sexual Abuse Education; Effective Parenting; Cognitive Restructuring; Maleness to Manhood; Coaching Dad's Clinic; Life Skills and Vocational/Career Preparation.

The following public and private community agencies facilitate the Living Free Program: Women and Children's Horizons; Moore and Associates; Alcohol and Other Drugs Council of Kenosha; Kenosha County Job Center; Kenosha County Health Department and the H.O.P.E. Council.

The primary goal is to reduce the recidivism rate among program participants by helping them address substance abuse issues, criminal thinking patterns, vocational/career planning and inappropriate uses of anger. A combination of eight (8) treatment cycles, each cycle consisting of twelve weeks will be offered each year for male and female inmates. The overall coordination of the program is provided by the Programs Manager from the Kenosha County Sheriff's Department. The Programs/Discharge Manager is responsible for the development, implementation and quality assurance for all department programs. The Manager meets regularly, (quarterly) and as needed with facilitators from the community agencies that provide direct program services to the inmates. The Programs Manager maintains a program database, screens inmates for program appropriateness and prepares written documentation regarding the program activities and future program direction for Sheriff's Department Administration.

### Target Population

The Living Free program has capacity to serve approximately 200 inmates annually. Both male and female inmates can apply voluntarily for the program by applying for education/treatment. The regional Probation and Parole office has contracted for program slots with the Sheriff's Department to be used as an Alternative to Revocation.

1. Probation and Parole agents forward a referral form to the Programs Manager for each individual client.
2. The Programs Manager conducts a screening of each inmate to ensure the inmates appropriateness for participation.
3. The Programs Manager conducts an intake interview with inmates that are approved for program participation.
4. The Programs Manager conducts a program orientation for each inmate approved for program participation.
5. The Programs Manager faxes a copy of the referral back to the Probation and Parole officer that made the referral. The inmate's acceptance/rejection for participation; program start date and the projected program completion date is included.
6. When an inmate successfully enters the tenth (10) week of his/her twelve (12) weeks of education/treatment, the Programs/Discharge Manager will refer the inmate to the contracted firm which conducts the Living Free Aftercare Program.
7. Upon completion of the program the inmate is released from custody by his Probation and Parole agent and directed to complete phase two of his/her Alternative to Revocation by completing the twelve (12) week Community Aftercare component at the contracted firm agency.

### Living Free Program Intake Criteria

- Demonstrates motivation to change.
- Must be incarcerated for a minimum of twelve weeks to complete the in-custody component.
- Is the inmate a substance abuser and do they possess the ability to benefit from treatment?
- The inmate is not a "high security risk" inmate as determined by the Northpointe Objective Inmate Classification System.
- The inmate is not immediately aggressive or in custody for a current assaultive felony.

## LIVING FREE PROGRAM (continued)

### Outcome Indicators (projected only)

Behavioral outcomes: 80% of participants should successfully complete all program requirements which include;

- » A minimum of 10 weeks of program attendance
  - » Completion of a relapse prevention plan
  - » An aftercare plan that includes program sponsored support groups
  - » Development of a sober living schedule
  - » Completion of a criminal thinking workbook
  - » Completion of core program curriculum assignments.
- 95% of participants should be able to report that they benefited from program involvement by helping them identify harmful patterns of thinking and providing motivation to remain drug and crime free.
  - Ninety percent (90%) of program graduates will not be re-incarcerated after one year after completing the program. (This can only be measured locally as no national database of real time reporting exists.)
  - Ninety percent (90%) of participants should report and increase of their knowledge of alcohol and drug abuse and their own criminal thinking patterns as measured by pre and post-tests.

### Living Free Program - ATR & Aftercare

#### Program Summary

Outsourced independent contractors in partnership with the Kenosha County Sheriff's Department has developed a twelve (12) week Living Free Community Aftercare Program that includes Relapse Prevention, Community Reintegration and treatment programs for the Department of Corrections clients that are completing an Alternative to Revocation, both males and females released from the Kenosha County Detention Center into the community.

Upon completion of the Living Free in custody Program within the Kenosha County Detentions System it is anticipated that participants will begin community Aftercare services with a local agency which provides AODA/Mental Health Services. These will be structured groups of Alcohol and Other Drug Abuse education and treatment services within a gender-specific format. The program content includes; AODA, pharmacology, addiction process, processes of recovery, 12-step education, relapse prevention skills development, social skills training, domestic abuse education, coaching Dads clinic, and cognitive skills development.

Each of these treatment components is designed to address offender's criminal thinking, chemical dependency, anger management issues, poor social/life skills and their vocational/career deficiencies.

The program has a capacity of 15 inmate participants in open-ended groups. Each inmate participates in a minimum of two, 2-hour sessions per week for 12 weeks.

The clients are given the opportunity to maximize the use of their resources during group while addressing the aftercare issues directly related to the conduct that brought them into the criminal justice system.

#### Program Goal

The primary goal of the Living Free Aftercare Program is to reduce the recidivism rate among program participants by helping them address substance abuse issues, criminal thinking patterns, and relapse prevention.

When implemented, the Living Free Aftercare Program will be comprised of four 12-week sessions for both male and female inmates. The contract provider will provide the overall coordination of this program and is responsible for the development, implementation and quality assurance of the program. The contract provider Director will meet regularly with the Sheriff's Department Programs/Discharge Manager to conduct quarterly program review meetings. Historical program data will be maintained, and documentation provided on a quarterly basis to the Sheriff's Department Administration and State Department of Corrections - Probation and Parole.



## LEHIGH COUNTY DETOXIFICATION FACILITY, SALISBURY, PA

L.R. Kimball provided architectural and engineering design services for the \$3.6M, vendor-operated, county-owned Residential Detoxification Facility located in Salisbury Township. This new, one-story 12,190 square foot facility provides a home-like environment and supports residents through their drug and alcohol detoxification and mental health rehabilitation journey, providing 24-hour treatment care and supervision. This building is organized into three attached wings for administrative support, resident support, and resident sleeping rooms. Specifically, the facility includes sleeping rooms for 31 residents, offices, dining and food prep areas, pharmacy, laundry, common areas, support spaces, and outdoor recreation.

The exterior façade has a stone base and piers with fiber cement siding and trim above. The building also incorporates green building concepts for sustainable design and energy efficiency.



## BERKS COUNTY COMMUNITY CORRECTIONS STUDY & SUBSEQUENT RENOVATIONS, LEESPORT, PA

Following the completion of the study in 2005, L.R. Kimball provided architectural and engineering services to convert the existing Berks Heim Nursing Home Annex building into a 125,605 SF Community Corrections Center. All required program spaces were planned within the existing building.

Renovations included a male capacity of 168 beds, female capacity of 24 beds, new ADA male/female toilet-shower facilities, laundry facilities, five new dayrooms, new secure main entry and exit doors, computer lab, three classrooms, new visitation room with 95 visitation stations, an administrative suite with a supervisor's office, drug and alcohol counselor offices, and doctor's offices, as well as community resource/day reporting offices. A life skills learning kitchen was also provided to accommodate cooking for 50 inmates. Plumbing, mechanical, and electrical systems were also upgraded throughout the existing building.



## PINELLAS COUNTY

# PINELLAS COUNTY HEALTH & MENTAL HEALTH JAIL EXPANSION, CLEARWATER, FL

L.R. Kimball provided complete architectural and engineering design services for the new Pinellas County Jail Expansion Phase II Healthcare Facility that features centralized, specialized housing for male and female inmates requiring medical, mental health, and special needs services and/or observation.

This 432-bed facility is 165,200 square feet with four building levels:

- The first floor contains the Medical Clinic which consists of a mental health clinic, patient exam rooms, trauma and suture room, dialysis room, lab for blood draws, X-ray room, dental facility, pharmacy, healthcare administration section, records storage room, attorney visitation booths, video visitation booths, and clinic waiting and transport staging area.
- The second floor consists of five housing units including 84 single cells, 16 mental health housing cells, and video visitation booths.
- The third floor consists of four housing units including 216 beds, medical and mental health step-down housing, special needs and general housing, and video visitation booths.
- The fourth floor consists of three housing units including 116 medical beds with 20 negative-pressure isolation cells, video visitation booths, and video advisory courtroom.

The building opened in two phases. The first phase encompassed the opening of the first, second, and fourth floors. The second phase encompassed the opening of the third floor which occurred at a later date.

### KEY FEATURES

- Cells dedicated to suicide watch
- Housing: Special Needs, Medical and Mental Health, Mental Health Step Down, General Housing,
- Medical clinic with Mental Health Clinic, exam rooms, trauma & Suture room, dialysis room, lab, x-ray room, dental facility, pharmacy
- Phased Construction: Ph 1: First, Second, and 4th Floors; Ph 2: Third Floor

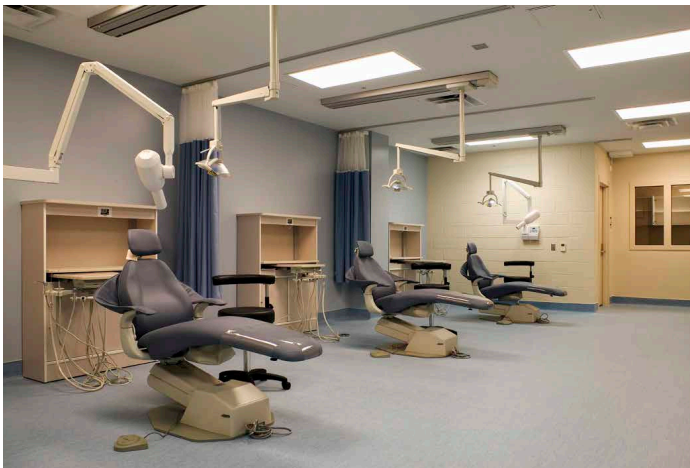
**PROJECT COMPLETION** 2007

**NUMBER OF BEDS** 432

**TOTAL SQUARE FOOTAGE** 165,200 SF

### REFERENCE

Retired - Major Lora Smith, Bureau Commander for Support & Health Services





# FAYETTE COUNTY

## NEW PRISON, UNIONTOWN, PA

The existing Fayette County Prison is currently located at 61 East Main Street, Uniontown, PA. The existing jail opened in 1892 with additions in 1999. It has a capacity of 262 inmates, but has battled with overcrowding issues in excess of 300 inmates, forcing Fayette County to regularly lease additional bed space from other counties.

The former Army Reserve Training Center property was acquired by the County as the location for the new County Prison. The existing buildings on this site will be demolished and site work is needed for this new, 114,500 square foot, 170-cell, 330-bed prison.

This facility is designed to be four stories and constructed using pre-cast concrete cells. Throughout the design of this building, the team is providing cost estimating and value engineering to ensure that this facility is safe and operationally efficient, while keeping the project within budget.

**TOTAL SQUARE FOOTAGE** 114,500 SF

**PROJECT COMPLETION** March 2023 (Estimated)

**NUMBER OF BEDS** 330

### REFERENCE

Vincent Vicites, Commissioner  
Fayette County, PA  
61 East Main Street, Uniontown, PA 15401  
Phone: 724-430-1231 Email: [vvicites@fayettepa.org](mailto:vvicites@fayettepa.org)

### KEY FEATURES

- All housing is celled for flexibility (as opposed to dormitories)
  - Maximizing the ability to classify inmates and segregate
  - This ability to segregate can also help to minimize the spread of infectious diseases, i.e. COVID-19, Tuberculosis, etc.
- 170 cells / 330 beds / 4-story (2 stories with two mezzanines)
- Designed for future addition with 68 cells / 132 beds
- Pre-cast concrete cells
- Direct Supervision Management Model
- Replica training cell incorporated near Roll Call / Muster Room for officer training
- Sustainable features incorporated into the design
- Programming and treatment space for inmate rehabilitation and education
- Safety and security features:
  - Separate staff entrance
  - Infrastructure for body scanners to eliminate contraband
  - Electromechanical sliding doors (as opposed to swing doors)
  - Exterior wall acts as the secure perimeter while also being aesthetically pleasing; no razor wire fencing



# ST. MARY'S COUNTY DETENTION & REHABILITATION CENTER EXPANSION & RENOVATION, LEONARDTOWN, MD

As part of a design/build team with Scheibel Construction, L.R. Kimball is providing full-service architecture and engineering design services for the renovation and expansion of the St. Mary's County Adult Detention and Rehabilitation Center.

This project is being phased to keep the facility running 24/7 with minimal disruptions to jail operations.

Renovations throughout the existing facility include:

- Electrical service upgrade
- A new Pre-Trial Services office suite
- New fire alarm system, sprinkler system upgrade, new electronic security systems, and HVAC system upgrades throughout the existing jail
- Renovation of the existing boiler plant that serves the existing building and the new addition
- Expansion of the existing Laundry area upgrades throughout the existing jail

The addition includes:

- A Housing Unit to support the growing female inmate population
- New Central Control Room, and a new Medical Clinic and Infirmary.

The project team partners consist of the Owner, Construction Manager, the Design/Build contractor and the L.R. Kimball design team including PSE for security and telecommunications expertise and MKA for food service and laundry expertise. Early stakeholder involvement and many collaborative meetings have resulted in timely decisions and a project which meets the budget. This project is currently under construction.

## KEY FEATURES

- Correctional Facility Expansion
- Components similar to SCI Muncy - laundry, processing (medical), storage, holding areas

**PROJECT COMPLETION** 2022

**TOTAL SQUARE FOOTAGE** 135,295 SF

## REFERENCE

Mary Ann Thompson, Deputy Warden  
St. Mary's County Sheriff's Office dba St. Mary's County  
Detention and Rehabilitation Center  
Phone: (301) 475-4200 ext. 72276  
Cell: (240) 577-4556



OVERALL FIRST FLOOR PLAN

SECOND FLOOR MEZZANINE PLAN

SECOND FLOOR PLAN

# FRANKLIN COUNTY NEW JAIL & DAY REPORTING CENTER, CHAMBERSBURG, PA

L.R. Kimball provided architectural and engineering design and construction administration services for the new 135,295 square foot Franklin County Jail, which houses up to 428 inmates with core facilities designed to support future expansion of up to 750 beds.

All housing units are designed for delivery of services to each unit, minimizing inmate movement and staffing.

- Visitation is on the mezzanine level of each unit as well as any attorney/client consultation.
- The exercise areas on each unit are covered with secure openings to the side to facilitate cross ventilation of the space.
- Services requiring inmate movement include medical services, group education/counseling, and religious services.
- Dayroom windows provide an abundance of natural light into the housing unit.
- Fixtures are at the rear of each cell with a service corridor for maintenance.
- A magistrate hearing room is also provided to minimize inmate movement to the courts.

## KEY FEATURES

- In an effort to reduce the inmate population at the jail, the County developed a Day Reporting program for eligible inmates. The Day Reporting component at the northeast end of the facility functions in the processing of inmates assigned to Work Release as well as those in the Day Reporting program.

**PROJECT COMPLETION** 2007

**NUMBER OF BEDS** 428 with future expansion of 750

**TOTAL SQUARE FOOTAGE** 135,295 SF

## REFERENCE

Contact 1:  
John Wetzel, Secretary of Corrections  
(Warden at the time of the project)  
PA Dept. of Corrections / Contact via his Special Assistant:  
Deb Sahd | Special Assistant to Secretary Wetzel  
Agency Staff Wellness/VC Coordinator/Grievance  
Office, PA Department of Corrections  
1920 Technology Parkway, Mechanicsburg, PA 17050  
P 717.728.4109 F 717.728.4178

Contact 2:  
Bill Bechtold, Current Franklin County Jail Warden  
Phone: (717) 264-9513 x22714





# CHATHAM COUNTY DETENTION CENTER EXPANSION / RENOVATIONS, SAVANNAH, GA

Before its expansion in 2013, the Chatham County Detention Center had a capacity of 1,224 beds and was dealing with conditions of severe overcrowding. To help resolve these issues, L.R. Kimball was appointed the role of Architect of Record in association with local architectural and engineering firms to develop a two phase plan for the expansion and renovation of the Detention Center and the Sheriff's Office.

Working with staff representing the various operating components of the Detention Center and the Sheriff's Office, a two-phase plan evolved. Phase I included inmate housing for an additional 1,136 beds bringing the total capacity of the Detention Center to 2,360 beds. This campus has a build out capacity to 3,896. It became necessary to expand the service components to support the build out capacity. Support components included intake, kitchen, laundry, warehouse, maintenance, programs, medical services, facility administration, and sheriff's office. This phase also included upgrades to the site infrastructure and the redesign of the perimeter fence.

Among the innovations in the design, the concept of video visitation was utilized. An integral part of this approach was the design and construction of a separate building on the campus but outside the security perimeter. With visitors coming to a separate building, the introduction of contraband to this detention center was reduced as was the need for additional staff.

Phase I of this project has achieved LEED® certification. Phase II of the process in planning and design involved schematic design phase documentation of plans for additional housing units for the Detention Center's build-out capacity of 3,896 beds.

L.R. Kimball team was retained in 2014 by Chatham County to design interior renovations of the existing Unit-5 Building, existing multi-purpose room, existing K-9 building as well as the construction of a new K-9 building.

## KEY FEATURES

- Complex, phased, expansion & renovation of the campus over 10+ years
- Design allows for safe & secure movement of inmates
- Perimeter fence redesign
- Expansion of support functions & site infrastructure
- Video Visitation in Separate Facility
- Main Expansion/Renovation - LEED Certified
- K-9 Unit - LEED Silver Certified

## REFERENCE

Parveez Yousuf, Senior Construction Project Manager  
Chatham County Department of Engineering  
Phone: 912-652-7808  
Email: [pyousuf@chathamcounty.org](mailto:pyousuf@chathamcounty.org)

## PROJECT COMPLETION 2019

## TOTAL SQUARE FOOTAGE

- 293,000 SF (New Construction of the Main Project)
- 70,700 SF (Renovation of the Main Project)
- 55,000 SF (Unit 5 Renovation)
- 7,057 SF (New K-9 Building)

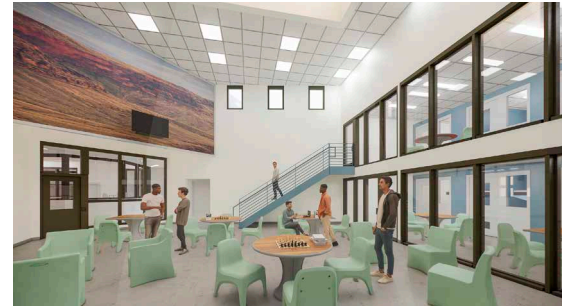


# Yavapai County Justice Center

Prescott, AZ | Owner: Yavapai County



- ✓ Planning Services
- ✓ Multiple Stakeholders
- ✓ Validation and Analytical Study
- ✓ Recruiting/Retention Focus
- ✓ Detention Facility



Diversion and Re-Entry represent a significant commitment on the part of the county to provide evidence based best practice designed medical treatment to an ever-expanding population of medical and behavioral health needs. Yavapai County is not unlike many jurisdictions throughout the Country that struggle with behavioral health, medical and special needs populations. Beyond diversion and re-entry, the facility is meant to provide treatment for both those in general population housing and clinic while also having ability to have beds for short term treatment and infirmary housing for acute mental health, suicide watch, detoxification, violent and any other special needs that require close observation, monitoring and separation.

Falcon conducted and completed a Validation and Analytical Study to ensure that Phase I Programming for its new Collocated Social Services, Screening and Evaluation Facility will be properly sized and planned to provide state-of-the art services that 1) deflect many of those in behavioral health crises from the justice system altogether; 2) divert those booked and released directly into on-site non-custodial re-entry support services, and 3) employ evidence-based connectivity between correctional and community services that result in reduced recidivism and improved cost-savings for the County. Falcon's report was released publicly a few days after, and the results were reviewed by Arizona's Governor and State Legislature.

Falcon then continued to work with Yavapai County as they subsequently designed a new Criminal Justice Center, which included the non-custodial Collocated Facility, courts, and detention that incorporated evidence-based healthcare and behavioral healthcare services.

Budget: \$63M  
Project Size: 100,000 GSF

Reference:  
Phil Bourdon, County Administrator  
Yavapai County,  
520/771-3200 | phil.bourdon@yavapai.us

# Baltimore Therapeutic Treatment Center



In the Summer of 2019, Falcon began working with the Maryland Department of Public Safety and Correctional Services' (DPSCS) Division of Capital Construction and Facilities Maintenance in planning the Baltimore Therapeutic Treatment Center (TTC) in Baltimore, MD. Like jurisdictions across the country and around the world, Baltimore has been overwhelmed in recent decades by the demand placed upon the justice system to provide medical and mental health care to those who experience incarceration in the local city jail. Falcon was retained to provide planning and guidance for the medical, mental health, addiction, and ancillary healthcare services required to meet the clinical and criminogenic needs of the population. Also like many jurisdictions, the Baltimore City Detention Center (its former name before demolition) has been under a well-known Settlement Agreement filed more than 40 years ago on behalf of those detainees with medical and mental health conditions. Falcon's charge from Secretary Robert Green was to create an innovative, treatment-centric model that redirects people from the justice system who do not belong there; that diverts people with treatment needs into public health services; that provides evidence-based medical and behavioral healthcare for those in custody; and that effectively links the in-custody population with community-based services to reduce recidivism and restore the community.

Falcon was retained to provide a two-part service with a partner Architect/Engineer firm, with both holding independent contracts. Part I required Falcon to conduct a project justification based on a needs assessment of the population being served. Falcon and the AE team worked hand-in-hand to conduct an in-depth investigation of the population and their clinical needs. Critical tasks included the following:

A. Population forecasting – The AE partner used more than a decade of data to provide statistical forecasting of the gross number of male and female inmates who will experience incarceration in Baltimore through the year 2035. With that data, Falcon experts were able to apply local, national, and international trends surrounding clinical utilization of services to disaggregate the gross bedspace by clinical levels of acuity. This arrived at populations as follow, with specific estimates applied to each:

1. Regional Infirmery (i.e., negative pressure, sub-acute medical care, pre- and post-operative staging and recovery, etc.)
2. Acute Mental Health
3. Sub-Acute Mental Health
4. Transitional and Non-Acute Mental Health
5. Withdrawal Management Services (i.e., detoxification)

B. Defining the operational implication of a therapeutic environment – before exploring any issues around the built environment, Falcon mapped the operational requirements for each of these populations, articulating the policy, treatment, and correctional practices that are required for this type of paradigm shift. These operational implications were based on the best-practices and evidence-based treatment strategies for provision of healthcare in community and correctional settings, and built the custody operational approach around the treatment approach.

C. Staffing analysis – Falcon conducted a full staffing analysis and recommended staffing plan for all components of the proposed facility. This included all healthcare and security personnel, using a direct supervision philosophy built around the provision of evidence-based treatment for those with medical and behavioral health conditions.

D. Preliminary budget – working with a local cost estimator, Falcon and our AE partner facilitated the determination of capital construction costs presented in the State of Maryland's Cost Estimating Worksheet. Falcon took the lead on creating an Operating Impact Statement that captured the rotating costs of operating this new facility year-over-year for a five-year time period.

## Selected General Recommendations to Client

1. Recognize that the city jail is part of a larger continuum of care that intersects with the public health system and highlight opportunities to shift people into the most appropriate system for meeting clinical needs that underlie criminogenic risk.
2. Accepting that the continuum of care flows through today's jails, create a stratified housing plan that meets the clinical needs of all applicable levels of care, just as would be available in the community – Acute, Sub-Acute, etc. This reflects the community standard of care and follows the least restrictive means doctrine for providing evidence-based treatment that allows for people to step-down in service intensity.
3. Create a three-door model that spans systems of public health and public safety, provides for a maximum security environment that is focused on treatment, but which provides a function to reduce risk for recidivism by providing treatment for clinical and criminogenic needs in the following three components:
  - Deflection Center: this component is non-custodial but falls under the purview of DPSCS, affording local public safety and first responders an alternative to detention and incarceration for those better served by the public health system. Recommendation included a 16-bed psychiatric inpatient unit, a withdrawal management center, and a sobering center.



## Baltimore Therapeutic Treatment Center (continued)

- In-Custody Treatment: this component was developed to begin with rapid screening and assessment by healthcare professionals to identify those who need medical and behavioral health services while in custody, incorporating the clinical issues into the classification process, and housing people based on clinical need.
- Day Reporting Center and Clinic: once released from custody, many people will remain under supervision by probation or parole officers. The Day Reporting Center and Clinic component allows for those individuals to meet with their assigned officer, while also able to access programming (i.e., DUI, parenting, domestic violence, education) and healthcare (i.e., in Maryland the Department of Public Safety and Correctional Services must continue to provide medical and mental health care). The Deflection Center and Day Reporting Center and Clinic are operated by the same medical department, with all services reimbursable by third-party payors because they are provided out of custody and voluntarily.



### Hudson County, New Jersey

Contact Name	Oscar Aviles, Assistant County Administrator
Contact Information	(201) 795-6100; oaviles@hcnj.us
Project Dates	September 2017 - Ongoing
<p>In 2017, Hudson County Correctional Center, a jail that houses local and federal detainees, experienced the death of several inmates under its care. County leadership engaged NCCHC Resources to send an expert team (a physician and a nurse) to perform a comprehensive evaluation of health care services. The team reviewed policies and procedures; conducted medical chart reviews; observed all key processes including intake and medicine pass; interviewed key health care personnel, patients, and security staff; and analyzed critical monthly key indicators. They prepared a report that evaluated the health care operations against NCCHC standards for jails, identifying weaknesses and preparing recommendations for bringing operations into compliance. After the report was submitted, the County retained NCCHC Resources to provide monitoring with an emphasis on assessing the corrective action plan. As the corrective action plan was implemented, the County wanted to ensure that the jail remained in compliance and retained NCCHC Resources to provide ongoing monthly monitoring of the health care operations. The consulting team has been augmented to include a nurse and a mental health professional in addition to the physician and health services administrator. This assistance has allowed the County to ascertain which issues are most pressing, make more effective use of the CQI process, and have impartial assessment to show that progress is being made.</p>	

### Milwaukee County, Wisconsin

Contact Name	Aaron Dobson, Jail Commander
Contact Information	414-226-7062; Aaron.Dobson@milwaukeecountywi.gov
Project Dates	April 2018 - Ongoing
<p>In 2018, Milwaukee County needed to prepare an RFP for health care services at their jail and house of correction. They contracted with NCCHC Resources to develop the requirements for the RFP. After the new health care provider contract was selected, Milwaukee County sought proposals to ensure the vendor was performing as required and that issues with health care were being addressed. NCCHC Resources was awarded this business and has been monitoring health care operations since January 2019. When we began this project, we had two physicians and a health care consultant conduct a comprehensive evaluation of the health care services. The resulting report identified items that were not in compliance with NCCHC standards and made recommendations for resolving the deficiencies.</p> <p>Monthly, a health care consultant visits for two days and conducts remote monitoring activities including discussions with key personnel about quality and performance, review of key indicators, assessment of critical processes, and attendance at CQI meetings. A physician and mental health clinician visit quarterly to interview health staff and patients and remotely review medical records. Monthly, they remotely interview staff and review medical records. The team issues a quarterly report that details findings, progress on improvement initiatives, trend analysis regarding service delivery and health outcomes, and recommendations for addressing shortcomings.</p>	



Department of Homeland Security, Office of Inspector General	
Contact Name	John D. Shiffer, Chief Inspector Office of Special Reviews and Evaluations
Contact Information	202-981-6093; John.shiffer@oig.dhs.gov
Project Dates	August 2020 - Ongoing
<p>In July 2020, NCCHC Resource was awarded a contract with the DHS OIG to review the quality of medical care provided to ICE detainees held in detention centers. Activities include:</p> <ul style="list-style-type: none"> <li>• Develop a protocol or methodology to evaluate detainee health in detention facilities</li> <li>• Travel with DHS OIG inspection teams to ICE detention centers</li> <li>• Implement protocol during inspections of detention facilities</li> <li>• Prepare detailed reports regarding observations and findings</li> <li>• Provide recommendations based on observations and findings</li> <li>• As required provide: <ul style="list-style-type: none"> <li>– Specific medical case review</li> <li>– Research</li> <li>– Analysis</li> <li>– Review of systemwide standards, policies, procedures, training</li> <li>– Provide training related to areas of expertise</li> <li>– Participate in work groups</li> <li>– Develop and/or present briefings</li> </ul> </li> </ul>	

## NCCHC Client List

Virtually all NCCHC Resources work is for correctional clients or projects. This list reflects current/ongoing and past clients from 2019 to present day (alphabetical order). Contact information for any of them will be provided upon request.

- Allegheny County Bureau of Corrections, PA
- Bay County Jail, FL
- Centene Corporation (parent of Centurion Managed Care)
- Chesterfield County Sheriff's Department, VA
- Connecticut Department of Correction (subcontractor)
- Dane County Sheriff's Office, WI
- Davidson County Sheriff's Office, Tennessee
- Department of Homeland Security, Office of Inspector General
- Grand Traverse County Correctional Facility, MI
- Hudson County, NJ
- MetroHealth System, OH (Cuyahoga County Jail Services)
- Middlesex County Jail and House of Correction, MA
- Milwaukee County, WI
- New Hampshire Department of Corrections
- New York State Department of Corrections
- Ocean County Jail, NJ
- Orange County Health Care Agency, CA
- Orleans Parish, LA
- Pinellas County Sheriff's Office, FL
- Plumas County, CA
- San Diego County, CA
- San Joaquin County Sheriff's Facility, CA
- San Luis Obispo County Health Agency, CA
- Ventura County Sheriff's Office, CA
- University Medical Center of El Paso, TX (El Paso County Sheriff's Office)
- Utah Division of Juvenile Justice Services
- Virginia Department of Corrections: Fluvanna Correctional Center for Women

Although NCCHC Resources has not worked with a jail system as it intentionally sought to reduce its average daily population, we have assisted jails in transforming their health care delivery systems and spaces. Examples include reimagining the “image of justice” in a county detention center, redesigning housing areas for suicide prevention purposes, helping a large jail system evaluate health care provision models (e.g., via contractor, self-operation) and then move to a self-operation system, and aiding a university health system as it takes over county jail health care operations. We’ve also developed requests for proposals for many complex correctional systems. The adaptability, flexibility, professional diversity, and national perspective are unique to NCCHC Resources. A few relevant examples follow:

#### Pinellas County, Florida

Following an in-custody death, the Sheriff's Office wanted to take a hard look at its correctional health care services, especially the leadership, staffing, and accountability. This required a number of in-depth interviews with staff, reviews of performance evaluations, and difficult conversations about team building, morale, and professional communication. As a result, the Sheriff needed to restructure the focus of the health care leadership team and implement new performance criteria for the positions. We identified areas for improvements in the operations and provided a roadmap for the County to move forward. The County has retained NCCHC Resources to return this summer and reassess operations and the progress that has been made.

#### Davidson County Sheriff's Office, Tennessee

The Downtown Detention Center in Nashville opened in 2020 and includes the main intake and booking center for the County. The facility was designed to present a very different image of justice to the community than its predecessor. Most importantly, the new jail design includes a behavioral health center, a 60-bed diversion unit connected to the booking area that allows diversion of low-level arrestees from the jail to a residential treatment unit. The jail itself includes an expanded clinic and medical and mental health housing.

#### Hudson County, New Jersey

As part of the project described above, we were enlisted to review and monitor changes to the physical plant, including clinical treatment areas, patient housing and hygiene areas, health staff work areas, and equipment and supply storage to ensure that the changes meet functional needs and align with correctional health care standards. A dedicated medical unit was completely redesigned with attention to suicide prevention. The County's full-time architect has extensive experiences in civil architecture and our work includes liaising and coordinating between that office, third-party designer and architects, the county administration, and the jail commander. We provide technical input on planning and design changes and our design lead works continuously with our medical and mental health experts to provide consistent and continuous guidance.

#### Dane County Sheriff's Office, WI

The Sheriff's Office is moving from limited provision of health services to a program that is much more comprehensive. The Dane County Jail Consolidation Project co-locates all Sheriff's Office operations at a single facility in downtown Madison. The consolidation project is a response to a desire in the Sheriff's Office and in the community to provide much needed medical, mental health, and programming resources to those housed at the jail. The project required extensive communication between the design team and user groups. Because health services at the jail are contracted to an outside private provider who was often deferential to security staff, it was critical that the design team advocate from the position of treatment. While the total bed count for the jail will decrease when the new jail opens, the number of beds allocated to medical and mental health care increases significantly and creates appropriate space for both males and females. The design solution allows access to abundant daylight in all patient and staff areas.

# Ivette Mongalo-Winston, AICP LEED AP

Listen. Engage. Create.

## PROJECT EXPERIENCE

### Public Engagement & Facilitation

- » Forging PGH- Pittsburgh's Comprehensive Plan
- » Public Engagement Guide, Pittsburgh, PA
- » Cherry Hill Transformation Plan, Baltimore, MD
- » Pittsburgh Riverfront Zoning
- » Pittsburgh Land Bank-Policies & Procedures
- » The Pittsburgh Glass Center
- » Homewood-Brushton YMCA Community Visioning Process

### Urban Neighborhoods & Mixed-Use Infill

- » The Lower Hill Redevelopment, Pittsburgh, PA
- » Norfolk, VA
- » Oldtown, Baltimore, MD
- » Alexander Street, Yonkers, NY
- » Gilroy Cannery, Gilroy, CA
- » epot Square, Bristol, CT
- » The Millyard, Nashua, NH
- » Boca Raton, FL
- » Petersburg Strategic Plan, Petersburg, VA

### Downtown Plans

- » Norfolk, VA
- » Yonkers, NY
- » Pittsburgh, PA
- » Salinas, CA
- » Alameda, CA
- » Herndon, VA
- » Bristol, CT
- » Birmingham, AL
- » Petersburg, VA
- » Hampton, VA

### Mixed-Income Neighborhoods

- » Larimer, Pittsburgh, PA
- » Kendall-Whittier, Tulsa, OK
- » Eugene Field, Tulsa, OK
- » Galveston, Texas

- » Cottage Gardens, Yonkers, NY
- » West of Broad, Philadelphia, PA
- » Felton, CA

### Military Experience

- » NAVSTA 2030 Plan, Norfolk, VA
- » Great Lakes Region Privatization
- » Navy Housing Southeast Privatization
- » Fort Sam Houston, San Antonio, TX

### New Towns and Villages

- » Gibson's Grant, MD
- » Castle Meadow, Scotland
- » Park Place, Cranberry, PA
- » Gran Pacifica, Nicaragua

### Transit Related Planning

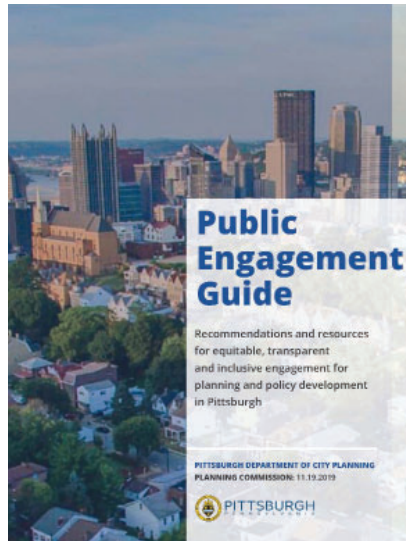
- » Norfolk LRT, VA
- » Herndon Metro Guidelines, VA

### International Competitions

- » Moscow Agglomeration Competition
- » Funing Lake, China
- » Al-Noor, Yemen and Djibouti

### UDA Pattern Books® and Codes

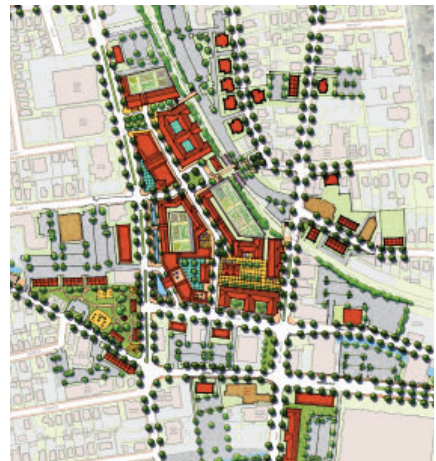
- » A Pattern Book for Gulf Coast Neighborhoods, Mississippi Region
- » A Pattern Book for Neighborly Houses, Habitat for Humanity International
- » Prairie Trail, Ankeny, IA
- » Gibson's Grant, Eastern Shore, MD
- » Downtown Norfolk Pattern Book, Norfolk, VA
- » Gran Pacifica, Nicaragua
- » Ellon Pattern Book, Aberdeenshire, Scotland
- » Wakefield Pattern Book, Yorkshire, England



Public Engagement Guidelines, Pittsburgh, PA



Larimer/East Liberty Choice Neighborhood Initiative Plan



Bristol, CT Downtown Master Plan

## Allegheny County Airport Authority Allegheny County Emergency Services Building

**LOCATION:** Moon Township, PA

**SERVICES:** Surveying, Civil and Geotechnical Engineering

Sci-Tek Consultants, Inc. (Sci-Tek), in coordination with Michael Baker International, provided surveying and civil and geotechnical engineering services for site improvements and upgrades and installation of a radio tower for the Allegheny County Emergency Services (ACES) Department near Pittsburgh Airport. Sci-Tek provided the following the services:



- ✓ Geotechnical engineering services including a subsurface exploration of the proposed self-supporting radio tower located on the property.
- ✓ Surveying services including a site investigation and limited topographic survey for field verification of existing conditions of the building, site development locations and radio tower.
- ✓ Site civil design services including:
  - Site design and grading for the radio tower, garage door apron site and security upgrades, including stand-off safety area, fence and gates, revisions to circulation and parking, development of designated new parking area and ADA parking relocation.
  - Coordination with the mechanical/electrical/plumbing disciplines to obtain the sizing of each utility required for site trenching as well as placing a PA One Call design ticket.
  - Video inspection and report of the sanitary sewer main to the existing building.
  - Erosion and sedimentation control drawings and details.
  - Design drawings for the proposed site improvements and radio tower, including indication of the limits of disturbance, the extent of the bituminous pavement, details of the pavement, and utility routing.
  - Technical specifications for the work associated with the project.
  - A plan drawing for submission to Moon Township for a subdivision and land development application and a grading permit.
  - Bid phase services including contractor requests, addenda to manual or drawings, and attend pre-bid conference.
  - Construction phase services including contractor requests, review and approval of submittals, shop drawings and substitutions, and four site visits during construction.

### Completion Date

2018

### Project Fee

\$69,669

### Client Contact

Ronald W. Kretz, AIA  
Senior Program/Project Manager  
Michael Baker International  
100 Airside Drive  
Airside Business Park  
Moon Township, PA 15108  
412-375-3143  
ronald.kretz@mbakerintl.com





# Community College of Allegheny County

## Workforce Development and Training Center

**LOCATION:** Pittsburgh, PA

**SERVICES:** Site Civil, Geotechnical, Environmental, Surveying

The Community College of Allegheny County (CCAC) is planning the construction of a 50,000 square foot, 3-story workforce training center to deliver instruction for a range of high-demand jobs, including those in the additive manufacturing (3D printing), IT, and culinary fields. Other features will include smart classrooms, laboratories, and multi-use spaces. **CCAC's intent for this building project is to achieve a LEED Silver rating.** As a subconsultant to the architect, Sci-Tek provided the following services:



Photo credit: DESMONE ARCHITECTS

### ✓ Geotechnical Services

- Geotechnical subsurface exploration of foundations, below-grade walls, retaining walls, and earth work for the building, pavements, and sidewalks. This includes borings within the proposed building footprint as well as two additional borings for infiltration testing in the faculty and staff parking lot to support the design of subsurface detention facilities.
- Subsurface Utility Engineering Services - to help mitigate subsurface utility risk to project stakeholders.

### ✓ Surveying Services

- Existing site conditions survey including details on existing improvements, such as curbs, shoulders, ramps, sidewalks, islands, pavement, curb inlets, signs, traffic signals and other above ground utility appurtenances, trees or tree lines, shrubs or shrub lines, parking lot and road striping.
- A survey for lot consolidation including identification of the lots involved with proposed project based on existing deeds and a drawing with legal description of the new consolidated lot.

### ✓ Environmental Services

- A Phase I Environmental Site Assessment to determine past use history and recognized environmental conditions associated with the project site.

### ✓ Civil Design Services

- Site layout of hardscape items
- Stormwater management, including incorporation of green stormwater infrastructure specifically, underground detention with managed release and tree trenches
- Grading, utilities, and erosion and sediment control plans
- Design development documents
- Permitting
- Construction documents
- Technical specifications and construction administration services

#### Completion Date

2020 (Professional Services)

2021-2023 (Estimated)

#### Project Fee

\$276,685

#### Construction Cost

\$40M (estimated)

#### Client Contact

Travis L. Kreidler

Principal

Desmone Architects

3400 Butler Street

Pittsburgh, PA 15237

412-683-3230 x213

TKreidler@Desmone.com





# Propel Schools

## Propel Northside Site Improvements

**LOCATION:** *Pittsburgh, PA*

**SERVICES:** *Site Civil Design*



Sci-Tek provided geotechnical and civil engineering services for renovations to a 91,000 SF elementary school on the Northside of Pittsburgh. The project included expanding the parking lot, demolishing an unused and deteriorated playground area, and reconfiguring the entrances to improve parking and traffic flow on the site.

The site civil work involved the replacement of the existing parking lot located behind the school as well as the removal of an existing ball field and the design of a new vehicular entrance and a new parking lot with capacity for approximately 89 parking spaces, a bus staging area for 12 buses, and a new access roadway between the parking lot and Irwin Avenue. Stormwater for the site is to be collected through a series of inlets that are routed to two underground stormwater detention systems that connect to existing PWSA combination sewers. Sci-Tek's scope of services for this project included:

- ✓ Site topographic survey
- ✓ Site civil design services, which included:
  - Site grading of the site and associated details and drawings
  - Parking area planning and installation details
  - Utility coordination and connection support, including waterline and sewer tie-in applications
- ✓ Erosion and sedimentation control plan and NPDES permit to the Allegheny County Conservation District (ACCD).
- ✓ Stormwater management plan to ACCD for addressing stormwater on the site
- ✓ Electrical design services
- ✓ Plan drawings and specifications for the geotechnical, site-civil, and electrical design portions of the work for review and comment
- ✓ Submissions to the City of Pittsburgh Planning Commission and other regulatory agencies for project approval
- ✓ Bidding and construction phase services
- ✓ Construction materials testing services for:
  - Grading and earthwork for the upper playground and parking lot areas
  - Subsurface stormwater detention, and sanitary and stormwater sewer installations
  - Curb, sidewalk and miscellaneous outdoor concrete construction
  - Asphalt pavement installation in the new parking lot



### Completion Date

2016 (Design/Construction)

### Project Fee

\$108,195

### Client Contact

Anne Chen AIA, LEED AP  
Principal  
GBBN Architects, Inc.  
5411 Penn Avenue  
Pittsburgh, PA  
412-345-5005  
achen@gbbn.com

## A&A CONSULTING

The following summarizes our unique experience and differentiators from the other teams:

- Most past and current engineering design work for A&A is for state and municipal clients. The company has multiple previous and ongoing bridge design projects with the following clients:
  - Urban Redevelopment Authority of Pittsburgh
  - Allegheny County
  - Washington County
  - City of Pittsburgh
  - PennDOT
  - PA Turnpike
- A&A has won a design award for the Sports and Exhibition Authority's Lot 1 Parking Facility by International Parking & Mobility Institute (IPMI).
- A&A won an award for the Tarrtown Bridge. A&A provided highway design, structural design, and geotechnical analysis for the Tarrtown Road Bridge, utilizing tire shreds as an innovative highway fill material. The Tarrtown Bridge Structure was unique because it was high fill founded on soft foundation materials, and this required detailed slope stability analysis and foundation settlement analysis for the approach embankment. A&A personnel also analyzed a tire shred material for embankment fill. This was the first project in Pennsylvania to utilize tire shreds for embankment fill.
- A&A recently completed foundation/retaining wall design for The Community College of Allegheny County (CCAC) constructed a 3-story building to house the Workforce Development Training Center at CCAC's Allegheny Campus. This building will deliver instruction for a range of high-demand evolving careers in the growing and changing workforce demands of the Pittsburgh region. The building's south wall was built into a hillside and retains earth up to 30 feet high. Traditional design would have resulted in a cantilevered concrete wall and a temporary beam and lagging wall with multiple rows of rock anchors. A&A's innovative wall design consisted of a 30 feet high retaining wall with two rows of rock anchors that served as both temporary excavation support and as the permanent foundation wall. A&A performed extensive retaining wall design and steel structural design. A&A also performed landscaping wall design and caisson foundation design. This project required extensive engineer and architect interaction and coordination.
- A&A was awarded the ASHE Outstanding Highway Engineer Award for the I-279/SR 28 Connector Ramp. The project included a simple span structure over Madison Avenue Connector and a two-span curved girder structure over I-279 and the I-279 HOV (under I-579) to the tie-in ramp.
- A&A recently completed a Design Build (D110380) for the Hulton Road Emergency Slide Repair, Penn Hills Township, PA, Pennsylvania Department of Transportation, District 11-0. A&A was contracted to provide an Alternate Wall design for emergency slide repairs. A&A's designed a 561-foot long cantilevered soldier beam and lagging wall along with a 100-foot long rock slope. The price for the original wall design was greater than the amount programmed for the project. Therefore, the bids were rejected, and the project was rebid permitting an alternate design of the retaining wall. The alternate design saved approximately \$1.2 million. A&A acquired drilling services, provided geotechnical and structural design, roadway design, drainage, materials testing, and provided construction drawings. Completed 2019 Charles J. Merlo, Inc.
- A&A won the "Best Rehabilitated project" by Association for Bridge Construction and Design (ABCD) for the design of Moraine State Park Bridge.
- Pine Creek Bridge No. 11 is a two-lane, single span prestressed concrete adjacent box beam superstructure that presented several challenges during design and construction pertaining to railroad coordination, utility considerations, maintenance of traffic, alignment improvements, and an environmental site assessment. The new bridge widened the curb-to-curb width from 14 feet to 34 feet, allowing a smoother, safer turn for drivers and giving pedestrians a buffer zone. A&A provided geotechnical engineering services to Buchart Horn for this project and was honored to receive the 2018 ASHE Pittsburgh Outstanding Highway Engineering Award.

## TROPHY POINT

Trophy Point works both directly and indirectly for many public and private agencies as well as community-based organizations throughout the Northeast in a cost estimating and cost modeling capacity. Furthermore, many of the most well-known and largest correctional facility and healthcare-related projects currently underway in the northeast are / have been estimated by Trophy Point.

Trophy Point supports projects of all sizes, types, and complexities including additions, renovations, classrooms, healthcare, recreation, security and more.

Below is a list of correctional facilities we have supported in a cost estimating capacity:

- |                |                |
|----------------|----------------|
| • Albion       | • Greene Haven |
| • Auburn       | • Groveland    |
| • Cape Vincent | • Lakeview     |
| • Cayuga       | • Lincoln      |
| • Clinton      | • Mid-State    |
| • Collins      | • Mohawk       |
| • Coxsackie    | • Orleans      |
| • Downstate    | • Riverview    |
| • Eastern      | • Sing Sing    |
| • Edgecombe    | • Southport    |
| • Elmira       | • Sullivan     |
| • Fishkill     | • Upstate      |
| • Gouverneur   | • Washington   |
| • Great Meadow | • Watertown    |
| • Greene       | • Wende        |



The following are a list of similar projects and anticipated construction values:

- Southport Correctional Facility – Provide Classrooms & Recreation Pens Buildings 5 & 6, Cost: \$15.2M
- Greene Correctional Facility – Building 45 Classroom Addition and Renovation, Cost: \$11.3M
- Cayuga Correctional Facility – Restricted Housing Project, Provide Classrooms, Building 38, Cost: \$4.25M



## Proximity

Describe physical proximity to location of project and type and level of home office support.

### L.R. Kimball

A Division of TranSystems

L.R. Kimball has had a strong presence in Pittsburgh since 1998. Our office, located in the Frick Building, is just 8 minutes from the Allegheny County Jail.

Our Pittsburgh office is supported by four additional offices across Pennsylvania in Ebensburg, Harrisburg, State College, and Philadelphia. L.R. Kimball has worked successfully throughout Allegheny County for many years. We are currently working under an open-end contract for Architectural Services which involves projects in the current jail. L.R. Kimball has also successfully completed work for the Airport Authority, Housing Authority, Redevelopment Authority and Sanitary Authority, as well as agencies within the City of Pittsburgh.

Due to our team's close proximity, our office will serve as the primary meeting location for our entire team. We can respond quickly to meet your needs and easily provide and maintain dialogue and communication throughout this project.

L.R. Kimball Office Locations



L.R. Kimball's Pittsburgh Address:  
Frick Building  
437 Grant Street  
Suite 812  
Pittsburgh, PA 15219



### DLR Group

We are able to draw upon additional resources from our Columbus office, and 28 more worldwide, all of which have successfully delivered a multitude of public works projects.

**89**  
Design  
professionals in  
Ohio



#### LOCAL OFFICE:

Cleveland: 1422 Euclid Avenue, Suite 300  
Cleveland, OH 44115

Columbus: 629 North High Street, 4th Floor  
Cleveland, OH 44115



## FALCON

Falcon is located in Chicago, IL. at 155 North Wacker Dr. Ste. 4250 Chicago, IL. 60606. Falcon Inc. is a nationwide consulting and management firm that exists to elevate mental health services in jails and prisons. Grounded on proven methodology and driven by some of the best and brightest minds in the industry, we provide expertise to government and community leaders for the advancement of stronger, safer, and more innovative programs that produce real, sustainable results.

## NCCHC

NCCHC Resources is headquartered in Chicago, Illinois, but it operates nationally and its consultants are located across the country. NCCHC Resources and its consultant partners understand the importance of immersion into a client work setting and face-to-face communication to best observe and analyze current operations and to guide implementation and improvement projects. Our respective teams have all undertaken extensive travel in the service of client projects and are well equipped to manage the demands of such work. In mid-2020, during the pandemic, NCCHC Resources deployed two teams of consultants to make a series of site visits to 13 juvenile detention facilities spread across the state. Our Chicago-based project management office handled logistics and tactical aspects of the deployment, which was very successful.

The COVID-19 pandemic, with its restrictions on “business as usual,” has yielded important innovations in managing work across the spectrum and demonstrated that it is possible to find a productive balance between on-site and remote work without loss of quality. However, we stand ready to engage in on-site work to the fullest extent necessary.

## THE PEOPLE GROUP

The People Group and Mongalo Winston Consulting are located in Pittsburgh. Mongalo Winston is located at 907 East End Avenue, Pittsburgh, PA 15221. Both Ivette Mongalo Winston and Seth Hufford will be supporting this project.

## SCI-TEK CONSULTING

- Headquarters – Penn Hills, PA – 10 miles to Allegheny County Jail – full support for all services
- Washington, PA – 40 miles to Allegheny County Jail – surveying services
- Philadelphia, PA – 300 miles to Allegheny County Jail – project support services

## A&A CONSULTING

A&A Consultants, Inc. will manage this project from our Kennedy Township, Allegheny County Office, located approximately 8 miles from the Allegheny County Department of Public Works office building located at 542 Forbes Avenue, Pittsburgh, PA. This location allows for quick response and for impromptu meetings with the ACDPW staff. We approach each project as a partner of our client, acting as an extension of their staff. Our team's staff has recently completed engineering work on several design projects for the ACDPW. The successful completion of these projects has made our most experienced team members available for work assignments beginning immediately. By committing these people to this contract, the ACDPW can be confident that they are receiving the most technically competent personnel who can and will complete these assignments in a responsive manner. We sincerely look forward to the opportunity to work with the ACDPW on this Agreement. Be assured that the A&A team will be responsive and can provide the experienced staff to perform the services you require, cost-effectively and within your desired schedule.

## TROPHY POINT

The Allegheny County Jail is located 32 miles from our Pittsburgh office, and 210 miles from our Buffalo office. Support for this project will be provided from both office locations.



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# 3.0 PROJECT PLAN



Skagit County Community Justice  
Center designed by DLR Group



County of Ventura, Todd Road Jail, Santa Paula, CA

## Project Background & Understanding

### Allegheny County Roadmap to Criminal Justice Reform

Allegheny County, Pennsylvania's second-largest county, has a long history of working to improve the operation of the criminal justice system. Throughout the years, collaborative efforts amongst several criminal justice stakeholders to closely monitor key points in the criminal justice system have helped the county to manage a population that was on the rise until recently.

The County is to be commended for its commitment to reducing incarceration and by relying on evidence-based examples of those systems and facilities that most align with the future of Allegheny County's incarceration strategy. While the County had been lowering its jail population through programs and initiative, one of the largest drops in population has come about due to COVID-19. The pandemic has given us all motivation on how to reimagine our processes including how rapid evaluation and processing of arrestees can significantly decrease the jail population. We have found this to be true across the country. The leg up that Allegheny County has is that there was already a concerted effort to rethink and reduce the population so mechanisms for data collection and analysis were already in place to measure the effectiveness of the pandemic changes. This leads to the question the county probably already has an answer to, "What processes, programs and policies implemented in the past 1.5 years are successful and which should be retooled or retired once the pandemic is resolved?"

As county leadership has recognized, we can do better as a society. Allegheny County is continuing to ask the difficult question, what is justice here? Clearly, the County is interested in reimagining how the justice system functions, the role of the jail in that system, and how to improve how the system works for its constituents. These questions are being asked across the country today, and while national and international models exist, every jurisdiction has unique needs that must be taken into consideration. The only way to understand and appreciate the needs is to listen to those who are most directly influenced. Stakeholders who have experienced incarceration, their families, and those who live in communities most impacted by crime and social determinants of health must be at the core of any conversation. With that in mind, the following concepts represent an approach that maximizes the effectiveness and the efficiency of Allegheny's intersection of public health and public safety.



## Continuum of Care and Custody

Before discussing any built solutions, the County should focus on systemic interventions that deflect<sup>1</sup> and divert<sup>2</sup> those in behavioral health crises away from the criminal justice system and into the public health system. This front-end solution eliminates or minimizes the justice footprint for those whose criminal behavior is the product of a behavioral health crisis, Serious Mental Illness (SMI), intoxication, or Substance Use Disorders (SUD). For this population, clinical needs contribute to criminogenic risk, and the jail is not the appropriate setting to address those needs.

Additionally, by providing solutions that are both non-custodial and voluntary, the operating costs to the County can be neutralized, and massive financial savings realized. This is a nuanced and relatively complicated medico-legal process, and the team proposed in this response has unmatched experience with the planning and implementation of such a system.

## State of Affairs: Identified Issues and Current Challenges

The Allegheny County Jail was built in 1995 with a capacity to house 1,850 men and women. The facility can be expanded to up to 2,400 beds. In 2008, the jail became the first jail in the state to earn ACA accreditation. The safety and operations of the jail and alternative housing facilities are overseen by the Allegheny County Jail Oversight Board, a nine-member group. In addition to the jail facility, Allegheny County contracts with two providers who run alternative housing facilities which provide an alternative option for housing incarcerated individuals outside of the jail. The jail and alternative housing facilities tend to hold different populations of people.

- Minorities, and particularly people of color, are highly overrepresented in the jail population.
- Roughly 23% of individuals in alternative housing are serving sentences, compared with only 5% of people in the jail.
- The alternative housing facilities (Renewal, Allegheny County treatment Alternative and the West Homestead Center) can house up to 286 individuals. However, at an average daily population of 97 individuals, these alternative housing program sites are severely underutilized.
- Jail shortfalls:
  - Although the jail was an example of design excellence at the time it was built, there seems to be a **misalignment between the physical layout of the jail and the service delivery model** that the County seeks to implement. This is limiting the County's agenda of better meeting the needs of the incarcerated.
    - » Each housing floor has six to eight housing zones that can accommodate up to 84 individuals in 56 (double-bunked) cells on two levels. This unit size is not aligned with contemporary best practices of housing individuals in smaller housing units of no more than 48 beds.
    - » None of the units is currently organized and operated as therapeutic community for individuals suffering from co-occurring disorders or for people in need of specialized alternative housing within the jail based on age (e.g., emerging adults), type of offense (e.g., sex offenders, domestic violence) or criminogenic needs (e.g., aggressiveness and violent behavior).
  - Mental health services: The jail holds a significant number of individuals with mental health disorders and substance use issues. Roughly, 75% of people in jail have at some point accessed services related to substance use or mental health.
    - » The jail's physical environment does not support the type of healing and supportive environment needed to overcome past trauma histories and recover from mental illness. In the current environment, it is very difficult to manage these individuals in a Restrictive Housing Unit (RHU). The facility lacks diversionary treatment units (DTUs) or secure residential treatment units (RTUs) that can provide a much safer environment for the officers that work in the RTUs as well as the inmates placed in those units.

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<sup>1</sup>Deflection. The term deflection was coined in 2014 to describe a range of alternatives to justice-involvement that may occur as part of community-oriented law enforcement practices. These alternatives are made available to Law Enforcement Agencies (LEA), whose officers have long lamented the lack of meaningful intervention provided by traditional options of arrest and detention, seeing the same individual back in the community, with apparently little in the way of treatment or stabilization, and requiring police intervention once again. Deflection programs allow LEA to assist citizens in accessing treatment for behavioral health conditions, including mental health and substance use disorder programming. Sometimes called pre-arrest diversion, pre-bookings diversion, or police-assisted diversion, deflection acknowledges that an overwhelming majority of those who are justice-involved have behavioral health disorders, which place them at elevated risk for crime and recidivism. Deflection allows LEA to help citizens access treatment that can provide meaningful reduction in criminogenic risk and avoid use of the justice system for behavioral health crises, altogether.

<sup>2</sup>Diversion. While efforts at deflection aim to eliminate any justice footprint for the service user in the community, diversion programming aims to minimize that footprint. If arrest and booking are necessary, diversionary programs offer alternatives to traditional punitive models of incarceration by identifying the criminogenic risks of an individual, assessing the specific needs of the individual, and assigning the person to a program that is tailored to meet those needs and thus ultimately reduce the likelihood of recidivism by reducing criminogenic risk.

- » The facility lacks a comprehensive system for mental health care. As a result, there is a reported **excessive use of solitary confinement** and restraining chairs for mentally ill individuals, which has led to multiple lawsuits, the most recent one filed in 2020.
- Medical services: The jail medical facilities have **inadequate resources and are severely understaffed** leading to irregular supervision of suicide watch and to overnight treatment in infirmary.

To focus on the very important subject of providing adequate healthcare services and address the needs of justice-involved people affected by mental health, substance-abuse, and co-occurring disorders, through association with Falcon and the National Commission on Correctional Health Care (NCCHC) our team includes nationally recognized leaders in correctional medical and behavioral health services. With dozens of specialized healthcare experts and hundreds of years of collective experience, these two firms exist to ensure that programs for justice-involved people are successful and effectively address the unique challenges that these individuals face upon entering into contact with the justice system.

## Rethinking the County Jail and its alternative housing facilities use and bed space needs

With an increased public focus on alternatives to arrest and incarceration and the lessons learned by internal stakeholders over the past two years, now is the time to rethink what the future use of the County Jail should be, as well as to determine the appropriate level of beds for safely reducing the jail population.

Understanding how the physical environment affects an individual's sense of identity, worth, dignity and wellbeing is essential to plan and design supportive, healing, and therapeutic environments for incarcerated people, most of which suffer from severe trauma. Meeting the most basic needs of safety, privacy, and comfort – an approach not typically seen as front and center in serving people deprived of liberty – can provide a strongest base upon which to beat addiction, recover from a mental illness, overcome destructive patterns, and increase the chances to desist from justice-involvement permanently.

Based on principles of evidence-based design, there are several opportunities to mitigate the physical and environmental challenges present at the facility. For the ACJ's redesign, the County is looking at the importance of rehabilitation and the physical environment of correctional facilities placed in European countries, more specifically in Norway and, as a frame of reference, has the type of facility improvements pursued by North Dakota, California and Connecticut. It is worth mentioning that at the State level, the Pennsylvania Department of Corrections has also explored the Norwegian model and adopted some of its elements through a pilot project launched in 2019. On September 10, 2019, one of the members of this team, Marayca Lopez, was invited to a working session with officers at Chester State Correctional Institution, the selected site, to discuss strategies for retrofitting the pilot housing unit and adapting its physical environment using ideas from the Scandinavian model (pictures provided right)<sup>3</sup>.

Subject matter experts of Falcon Inc helped to create the Young Men Emerging pilot program modeled after Germany's program at the Cheshire Correctional Facility in CT referenced in the RFP. Through involvement and collaboration with the Planning and Design Committee of the International Corrections and Prison Association (ICPA), the team of core experts assigned to work on your project is very familiar with international trends and best practices. At the national level, the team has been involved in several state-wide prison reform projects for North Dakota, South Dakota, Nebraska, Oregon, and Montana and the planning, programming, and renovation of correctional facilities for local jurisdictions that, like yours, are pursuing jail renovations and operational changes to reduce recidivism.



SCI Chester: Pilot Unit BEFORE cosmetic upgrades



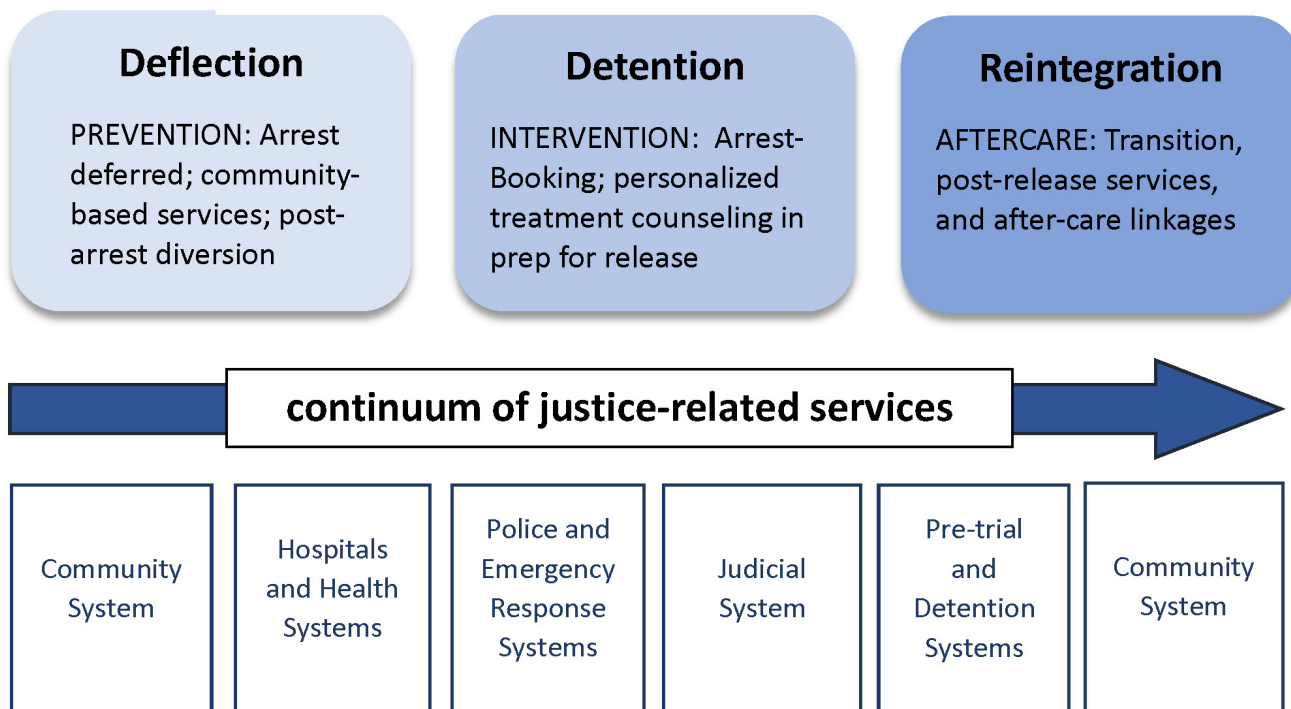
SCI Chester: Pilot Unit AFTER cosmetic upgrades

<sup>3</sup>[Video: Bringing Scandinavian Practices to U.S. Prisons | Arnold Ventures](#)



# Team's Approach to Improving the County Jail in Support of Justice Reform

## Cross-system Collaboration and Partnerships



Building on and supplementing existing justice-related programs, this team will utilize the Sequential Intercept Model (SIM) adopted in 2006 by the County as our guide to strengthening the continuum of justice-related services and supports for justice-involved people. As we see it, within the larger context of reducing reliance on incarceration, reducing racial disparities for a more just and equitable criminal justice system, and preventing the disintegration of communities and families impacted by crime and incarceration, this project presents an opportunity to rethink the front (Intercepts 1 and 2) and back doors (Intercepts 4 and 5) of your justice system through cross-system collaboration and partnerships.

**Re-Thinking the Entrance (Front Door)** - In addition to the original project partners<sup>4</sup>, law enforcement agencies 911, and local crisis response providers will join the SJC program as a part of a newly formed Crisis Response Stakeholder Group that is implementing strategies to prevent jail bookings by providing alternatives to arrest in the form of police-based crisis response services and human services supports. Part of this project will be to explore the appropriation of space within the jail (or an alternative location) to expand housing options for individuals with justice involvement and mental health issues (and often co-occurring substance use disorder) through the creation of a Deflection/Diversion center to provide first respondents and police agents with an alternative and safe space for dropping-off individuals that do not belong in jail.

Additionally, in coordination with SJC we will be investigating community-based capacity for diversion as well as how individuals are assessed in the intake and evaluation process related to the potential for direct diversion to a community resource or pre-trial release to a community program – all in support of the deflection/diversion initiatives currently underway as lead by the Safety and Justice Challenge initiative.

<sup>4</sup> Leaders from the county government, including the jail; DHS; the Office of the Public Defender; the courts, including Pretrial Services and Adult Probation; and the District Attorney's Office.

**Re-Thinking the Exit (Back Door)** – mindful of the many barriers people face when transitioning back to society after a period of incarceration, this project will explore enhancing current reentry planning efforts and the existing Discharge Center through the creation of transition housing and a community day reporting/transition resource center located near the jail exit with office space, classrooms, and meeting rooms for people being released from custody. Envisioned as one-stop-shop, this center could offer releases assistance with emergency housing, family reunification, transportation, reinstatement of benefits, disability, medical and pharmacy services, and referrals to community service agencies. Those are resources that people could access on release and return to in the future post-release.

Each member of our proposed project team has been involved in the planning and design of these new typology of community-based centers for several jurisdictions such as Baltimore City, Cuyahoga, Dane County, Yavapai County, Benton County, and several others. The inclusion of Falcon and NCCHC to guide the type of resources, treatment beds and services needed at each intercept point will be crucial during the planning process in establishing a data collection plan and developing programs with all involved key stakeholders and partners.



## Scope of Services and Work Plan

The jail re-design project includes two main phases: a planning and a design phase. The **Planning Phase** seeks to obtain stakeholder and public feedback on how the jail might be re-designed or re-used to promote today's goal of a smaller facility that optimizes officer and resident safety, health, and wellbeing, and better prepares its residents for a successful re-entry back to the community. Based on the feedback obtained during the early stages of public engagement and consulting process, the **Design Phase** will provide the actual architectural approaches and design responses that best provide an environment supportive of achieving the desired outcomes of this project.

The success of this project rests in large part on the on-going collaboration and active cooperation of the major players in the SJC initiative: police, members of the judiciary and other public officials, lawyers, correctional officers, jail health care and social service providers, former residents of the jail and their family members etc.

Our approach to re-thinking the future for the ACJ and alternative housing facilities will focus on several key elements that reflect the team's experience in criminal justice system reform, facility master planning and design melded to the unique conditions and needs of Allegheny County. These include:

1. Using a Project Review Committee of key stakeholders to provide direction in a highly interactive process to develop consensus on issues and potential solutions.
2. Eliciting the goals and objectives of the ACJ redesign strategy in terms of operational intent, then folding in national best practices to reinforce that direction.
3. Identifying the right level of information and data required to document existing gaps vs. needs, then providing the client the depth of analysis needed to make informed decisions inclusive of the impacts of those decisions; and
4. Analyzing a range of options from re-purpose, additions, and alterations to the existing jail and alternative housing facilities, partial replacement in-situ or development of a new replacement facility as a basis for determining the best solution that balances treatment and rehabilitative goals for a smaller jail population with capital and operational cost realities.

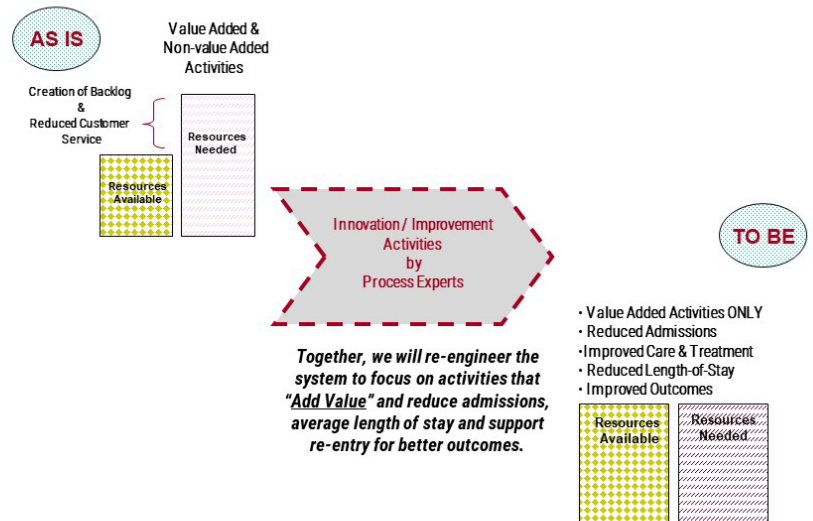
Our approach is characterized by extensive interaction between consultants and client staff, executive management, policy makers, and stakeholders. We maximize the amount of time that we spend at the clients' site, devoting a large portion of our projects to obtaining client input through interviews and observations of current operations.

Our proposed team is comprised of subject matter experts who have dedicated their entire careers to the study and practice of correctional systems reform and improvement, with an emphasis on staffing and operations, case management, policies and practices, treatment programs and services, and the effects of the physical plant and built environment on safety and the wellbeing of all facility users.

We have found that while the primary focus of the AJC's re-design project is to support the several initiatives recommended as part of the Safety and Justice Challenge (SJC) to reduce admissions, increase care and treatment – both in the community and for people in custody, reduce the length-of-stay and ultimately result in better outcomes for the individual, their family, the community, and our society. Our approach is based on understanding the “As-Is” model of how the system works at every stage – from arrest to release and re-entry and then defining alternatives for the “Could-Be” model. We focus on process re-engineering

- looking at every stage of the process to determine options that can reduce the reliance on secure custody.

## Process Innovation - Objective



### WHY IS THIS IMPORTANT?

By understanding the as-is we will have a greater understanding of the needs of the population, available resources (or shortfalls) in community services, potential for expedited processing and what is driving the demand for in-custody treatment. This is not only an important facility planning parameter – it is an important element of providing factual, data based information to the county, stakeholders and the community as part of outreach efforts in discussing the why for both expanded community resources (if needed) and clearly identifying the need for treatment for people-in-custody.



Crook County Public Safety Facility, Prineville, OR

## Preliminary Work Plan

Nationally, counties share many common problems; however, each county has its own set of issues that makes its situation unique. The aggregate correctional experience of our team provides both understanding and alternative solutions to not only common problems but, more importantly, issues which will be unique to Allegheny County. The development of a vision for the future-responsive to the needs of the County will be a direct result of careful and detailed planning which recognizes the dynamic forces and influences which shape the system – and the role of each Stakeholder and the Community.

Our project approach for other jurisdictions in the past has always been built on two-way communication, the interplay of given criteria, specific needs and even aspirations. While a fully detailed project work plan cannot be crafted without careful communication with you, based on a review of the detailed services requested by the County (RFP - Scope of Services), our understanding of your project to date, and our previous experience completing projects of similar size and scope we have developed a generalized approach which will serve as the basis for further discussions with the County and your Stakeholders. Our team is well positioned to successfully perform the services required and deliver them on time and on budget.

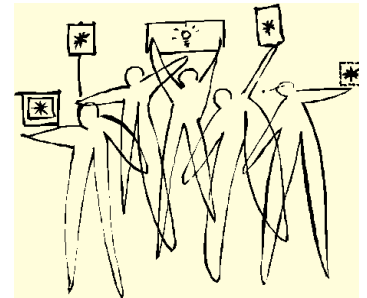
The proposed work plan has been organized around the major phases and services identified for this planning and design project. A summary description of the tasks needed to address the needs of this project is provided below and illustrated on the graphic work plan overleaf, as a way of demonstrating with some degree of specificity the processes and sequence of tasks associated with the requirements of this solicitation.

As described below, this study will entail a variety of tasks and activities organized around the four major phases. Some tasks can occur simultaneously, while others will require input and validation from the client before moving forward.

### Phase 0 Project Organization (Kick-off Meeting)

Starting a project can be as important as finishing one. Refining our understanding of the County's objectives and expectations for the project will ensure that our team's final product speaks to the Allegheny County Bureau of Corrections' needs for the ACJ and alternative housing facility sites.

Therefore, our project approach begins with an introductory session with representatives from the County, SJC key criminal justice system stakeholders, partner agencies and any other groups/committees as identified by the Owner, to align our understanding of the project with that of the County.



The meeting will serve to:

- Introduce and mobilize the project team.
- Review the scope of services and confirm the work plan tasks, activities, deliverables, and milestones.
- Review task durations and overall project schedule and finalize work plan.
- Establish the proper lines of communication between the Owner, working groups, and the project team.
- Establish project monitoring and periodic reporting procedures.
- Identify the Project Review/Steering Committee that will be responsible for working with the consultant to review information and make decisions on alternatives, actions and choices as part of rethinking the role of the jail and how it is influenced by the overall justice system for the future. Meetings will be held with the Project Review/Steering Committee on a six-week interval throughout the course of the study.

The kick-off meeting should occur within the first week of the project and will be followed by an interactive visioning session to facilitate a discussion among participants on sharing ideas and insights on issues related to:

- Current challenges presented by the existing facility design, physical plant layout and available spaces as it relates to the space users, occupants, and residents of the facility.
- Future opportunities regarding facility design and programmatic improvements, enhancements and “hoped for outcomes” from this study.
- Existing programming/service gaps (have versus need).
- Prioritized operational, programmatic and design goals.
- Identifying objective & subjective considerations which will be used to rank design concept alternatives.



**Phase 0 Community Engagement** – Our Team will provide a format for presenting the scope and key issues and eliciting a response on goals, objectives, and expectations through an interactive process that support group discussion. Our Team is experienced in providing a mixture of virtual, and as permitted by the Owner, on-site meeting formats to achieve these goals. As stated by the County, in addition to the necessary facility design modifications, the successful completion of this jail redesign strategy requires full cooperation of justice partners and the input and buy-in of the community. A key element of Project Organization will be developing our plan for Community Outreach and Engagement. We believe that it is necessary to start this process early. We will work with Project Review/Steering Committee to identify the groups that should be included in Community Outreach.

To help the County continue to make measurable progress on criminal justice reform we are committed to establishing a community-informed process that ensures inclusiveness and participation of all key partners and maintains an engaging, transparent, and on-going cooperation at all phases of the Study to incorporate the community's feedback on key issues and achieve consensus on priorities and solutions of your project. Our goal is the development of recommendations that are collectively agreed upon, incorporate a diversity of voices, are supported by a firm rationale and feasible to implement. To promote this interaction, through our community-engagement consulting firm, The People Group, our team will facilitate and conduct community meetings and workshops (either in person or virtually) as needed, preparing meeting agendas, presentation material and meeting minute notes.

We believe that it is important to engage them early in terms of their concerns, aspirations and hopes for the future. These will be interactive meetings with white-boards, survey questions for discussion and group breakouts where appropriate. The intent is to make this an interactive participatory process and not one of presentations or lectures only. This will help us gain an insight into the community's preconceptions of the system and help guide both our research into the "As-Is" model, allow us to respond to concerns in future meetings and actively engage the community in finding answers that are supportable by the citizenry.

**Deliverable:** Report documenting the vision, goals, aspirations and expected outcomes for the Master Plan Study.

**Schedule:** We project a 45 to 60 day effort for Phase 0 in order to allow enough time to schedule and hold community workshops, interview key stakeholders and modify our workplan based on input received and report back to the Project Review/Steering Committee

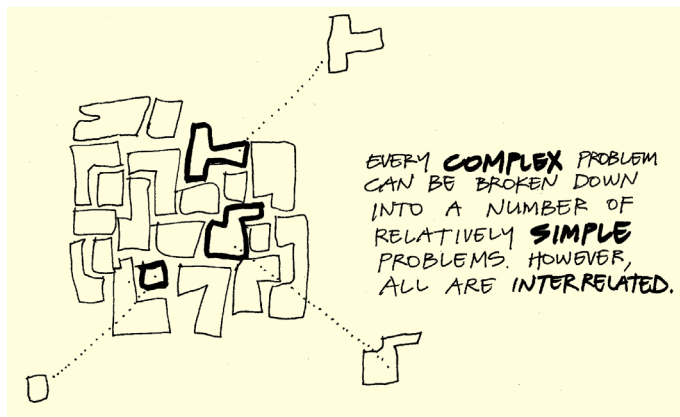
## **Phase I System Assessment "As-Is" Model**

This phase will focus on several tasks:

**Population and Program Needs Analysis** – The team will take a "deep-dive" in understanding the population profile. This effort will focus on understanding who is in the facility and why, with an emphasis on identifying a pool of candidates that could benefit from alternative residential placements in the community to intercept and divert them from the criminal justice system and, for those that need to be booked at the jail, the type and quality of accommodations and program options needed to meet the goals you have set.

Falcon and NCCHC experts will contribute to these conversations. A focus of these conversations will be a deep exploration of the frequent users of the mental health and justice systems and the population residing in the ACJ or accessing it for services. By recognizing front-end efforts to deflect or divert from the justice system altogether, and by studying who will ultimately be placed at the ACJ, our experts will disaggregate the population by needs and levels of acuity, supplementing the desegregation of the targeted bed space needs (500 to 1000 beds) based on security and classification categories.

Understanding the profile of the justice-involved and jail population and getting to know who your clients are (their housing status, gender identity, educational level, criminogenic risk and needs, mental health, substance abuse or co-occurring disorders, etc.) allows us to identify any potential gaps in the continuum of care; treatment programs and interventions; placement options and bedspace needs in residential housing/alternative programs, and number, type and support spaces needed within the secure jail facility.





Data collection can be a complex and time-consuming process often driven by the availability of existing data and by the resources that are dedicated to the project. To simplify the process as much as possible, the consultant will prepare a data request memo after discussion with staff on the availability of existing data, focusing on the relevant information needed to accomplish the following key purposes: identifying your population; establishing their housing needs and determining the ideal physical space requirements to support your mission and goals.

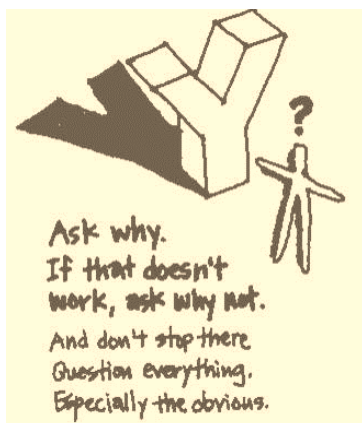
**Functional Survey** – This task will include a functional survey of existing facilities relative to program space available, idealized unit sizes, potential for creating therapeutic communities and delivering enhanced services on housing units. Additionally, alternatives programs – Renewal and The Program will be included in the functional survey.

**Operational Assessment & Planning** – This task will look to model typical offender flow from arrest through release with an emphasis on identifying points for pre-admission diversion or actions that could be taken to speed up case processing and reduce the average length-of-stay. Our team will interview representatives of each major stakeholder to understand the current process and to identify potential options as part of defining the “Could Be of the future.

In order to assess the operational changes that might be needed as part of the jail redesign strategy, the consultant team will conduct individual and/or user interviews and focus group consultations with members of the County’s Bureau of Corrections team. These discussions usually start with an overview of the function to understand how the facility is currently run and what issues they think are most impactful on day-to-day operations. This is followed by a tour of the functional space to see the area in operation. Then the discussion continues (perhaps on another day) to understand what operational issues might be alleviated by a well-designed space that successfully supports the function.

The purpose of these consultations is to discuss current operations and operational constraints and develop short- and long-term operational goals for the ACJ and alternative housing facilities. The County has already started understanding what other successful systems have done, this team will bring other examples of best practices to help inform decision making. Operational changes could happen through a combination of changes on current staffing plans, functional and programmatic enhancements, changes in current practices and processes, new public health model and diverse service approaches to operational programming.

Falcon and NCCHC experts will lead conversations regarding the operations of the current healthcare system. A focus of these conversations will be a deep exploration of current screening, assessments, processes and practices to identify challenges and gaps and provide recommendations on how to best run programs and enhance services to really affect change.



In concert with the BOC team, the consultant will develop an Operational Plan, which will become the core document that forms the basis of and guides the further development and re-design of the ACJ facility.

**Community Resources Inventory** – Working with Community Based and Faith Based Organizations and prisoner advocates we will inventory available community resources that could aid in providing alternatives to admission into the jail or supportive services upon release. We have found in several jurisdictions that the lack of community resources leads to the jail becoming the place of first resort for placement. Several jurisdictions – Bexar County, TX, Miami, FL, Houston, TX and now Cuyahoga County, OH have created Crisis Intervention Centers for short term housing and treatment of those picked up for a minor offenses who would alternatively be taken to the county jail. An investment in expanded community resources could provide an alternative where law enforcement can expeditiously place an individual that has been found to be a significant benefit both in reducing the jail population and to the individual for treatment.

**Physical Assessment** – Our team will review the ACJ and alternative housing facilities from two perspectives. First, what physical improvements are required based on age and conditions and second, what can be done to improve the quality of environment for people in custody and staff alike. Color, acoustics, murals of nature – all have been found to contribute positively to the well-being of all.

**Deliverable:** The deliverable of this phase will be a comprehensive model of the “As-Is” Allegheny Justice System as it relates to the ACJ, private providers and community resources. A key element will be an understanding of who is in jail now and why, and the potential for pre- and post- admission diversion and reducing the length of stay. A critical review of the model will focus on “gaps” in the continuum of care that could lead to reduced admissions, reduced length-of-stay, increased treatment and better outcomes upon release. The analysis will also include a preliminary shopping list of actions to be considered as part of developing the “Could Be” model for the future as part of rethinking the role of incarceration in the justice system and how the Allegheny County Jail responds to that role.

## Phase I Community Engagement

After review of the model, findings and key issues, with the Project Review/Steering Committee, our team will re-engage the community organizations defined for Phase 0. We will share our findings in a transparent manner, responding to issues raised in the initial meeting and again use an interactive approach to explore the community's response to our findings and begin to better identify alternatives for the “Could Be” system of the future.

**Schedule:** We project a 90 to 120 day effort for Phase I in order to allow enough time to collect and analyze data, engage stakeholders, prepare our summary system assessment and schedule and hold community workshops. Periodic meetings will be held with the Project Review/Steering Committee throughout this process. The overall schedule will partially overlap Phase 0 related to initial data collection. Final time frame will be dependent on the quality of data available



## Phase 2 Rethinking the System – the “Could-Be” for the Future

This phase will focus on developing a wide range of alternatives related to reduced admissions, reduced length of stay, alternative placements, streamlined processing and improved facilities. While the primary focus is on facility alternatives and associated capital and operational costs for facilities, there is also a cost for alternatives – both to initiate them and for ongoing operational costs. For each alternative identified our team will provide estimates of the cost and the resulting benefits – some measurable in dollars and others measurable in social equity and impact on individuals and communities. Key areas of focus include:

**Population Management Initiatives** – The long-term success of this effort will be reflected in the ability of the County and Stakeholders to continue to focus on the “Could Be” well into the future. As part of this effort, we will incorporate the work of SJC related to reducing the jail population, especially related to providing alternative capacity and streamlining the process to promote diversion at intake or via pretrial release. Whatever recommendations are adopted out of this study – be they diversion, alternative placement or improved facilities, it is important that there is a systemic effort to maintain the momentum of the study in the future.



**Community Placement Alternatives** – Based on the system assessment, population analysis and input of Community Based and Faith Based organizations in the community we will determine if expansion of existing or additional community placement alternatives are necessary, especially related to Crisis Intervention.

**System Re-Engineering** – Based on our analysis of the “As-Is” system model we will identify actions or resources required to enhance case processing and reduce the length-of-stay such as expanded pretrial release/monitoring, increased staff resources, expedited hearings, reduced reliance on cash bail, ability to clear prior detainers for people in custody with relatively low bail etc.

**Facility Alternatives** – The determination of the future of the ACJ – adaptive reuse or replacement is one of the key tasks of this planning effort as defined in the RFP. All of the other work outlined will determine what the ACJ needs to be now and in the future in terms of size, programs, care and treatment. These tasks will include at least two (if not more) alternatives for consideration.



## **In-Custody Component (Infirmary and Healthcare Housing)**

Although deflecting and diverting populations from those in the jail will make a substantial difference to operations, there will be people with serious mental health and medical needs who are entitled to constitutionally adequate care while housed in the jail. Our approach to facility alternatives will be founded on the notion of improved care and treatment in a secure environment – changing the paradigm from one of custody and control, to one of care and custody.

The spaces necessary for effective and efficient provision of care for serious medical and mental health needs are directly dependent upon the operational model for the delivery of care to the population. Effective screening, assessment, triage, referral, housing, care coordination, and discharge planning require spaces that are designed with those operations in mind. The design of the in-custody component must reflect the segmentation of the population by clinical needs, in addition to security level. Housing spaces should include an Infirmary, which would house and treat those with serious medical and mental health needs that cannot be appropriately treated in the general population. In a system of this size, the Infirmary should be prepared to treat chronic medical conditions that require intensive medical treatments; select Infectious Diseases through the use of negative pressure and medical isolation; those inmate-patients who are actively suicidal; those inmate-patients who are pre- or post-surgical at an outside hospital; a select group of Moderate-to-Severe patients receiving detoxification (i.e., Withdrawal Management Services); and those inmate-patients living with Serious Mental Illness (SMI) who are unstable and requiring intensive acute interventions (i.e., restraint or continuous observation).

Additionally, consideration should be given to Transition Units, which afford a soft landing for those with behavioral health conditions who are stabilizing. This can be done through the use of units specifically designed to meet the needs of varying acuity levels. Models include spaces for inmate-patients considered Acute (i.e., SMI and unstable), Sub-Acute (i.e., SMI and stabilizing), and Non-Acute or Transitional (i.e., those stepping down from Suicide Watch, transitioning from special housing into general population, or those in general population who warrant additional assessment, observation, or treatment planning. Depending on the needs of the population, sheltered medical housing and other options may be appropriate.

For this reason, our approach begins with gaining a deep understanding of the clinical and criminogenic needs of the population accessing services across systems of public health and public safety. As previously discussed, by studying the existing jail population and trends observed in recent years, Falcon experts apply statistical disaggregation methods to identify the population that should be deflected or diverted and works with clients to develop the necessary clinical and legal processes to do so as efficiently as possible. The result is a reduced population of people with serious medical and mental health needs who are entering the jail, along with significant reduction in the inappropriate use of Emergency Departments for this population. Only those who require detention as the least restrictive means of addressing criminogenic needs or preventing imminent violence are then admitted to the County jail. Once the in-custody population is identified and segmented by level of clinical acuity and need, the numbers of spaces needed (i.e., beds) can be identified and programmed accordingly. This requires a deep understanding of clinical and custodial operations, along with an appreciation for the philosophy and mission of the Allegheny County Sheriff's Office and constituents of the County. Falcon then works hand-in-glove with the Architect to create a space program that reflects true purpose-built design, meeting the needs of those who will work and live within the facility.

Building upon the information gathered throughout the planning process and community-engagement, and the deficiencies and needs identified in our own functional/physical plant assessment, the goal of this task is to develop concept design options to meet long-term needs of the ACJ and alternative housing facilities. As anticipated, the operational/functional recommendations that evolve from this assessment might be a mixture of service delivery methods, changes in current operations, and expansion of community-based residential options. Relative to modifications to the physical space, options could include housing plan modifications, renovation of existing areas, and expansion or/and new construction occurring over a period of time.

This task will necessitate the collection and review of existing building/program documentation such as facility drawings, previous condition assessments and surveys, environmental testing reports, etc., supplemented by an on-site tour of the facility by the design team with an eye toward a) identifying less suitable / less desirably sections of the facility that could be re-purposed or disposed of; b) identifying facility modifications/additions or in-fill opportunities to support long-term operational goals and space needs adjustments; and c) creating future flexibility and adaptability in space use, might things change.

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**Preliminary Concept Design Options** – the consultant team will develop up to three (3) concept design options for exploration with the larger County team, that in a comprehensive and holistic manner incorporate the findings from the operational and facility analysis. These options will be discussed in a workshop setting in terms of pros and cons. During this workshop, open dialogue among all key stakeholders and community representatives about the implications of each concept design option will be paramount.

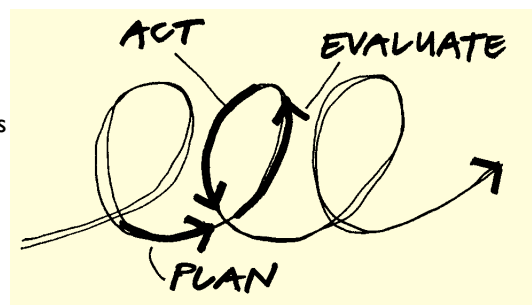
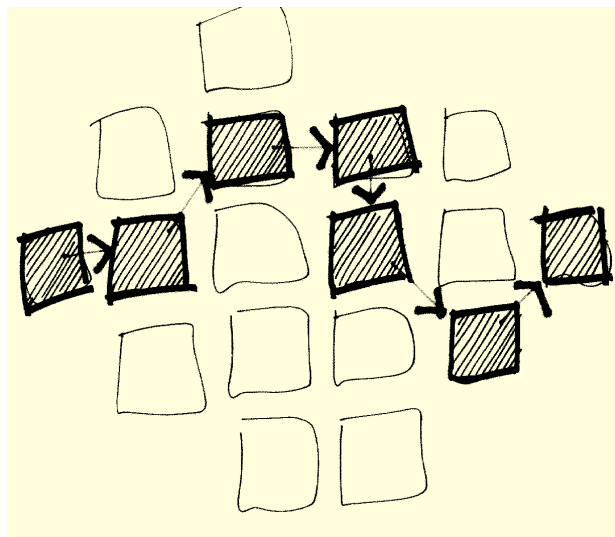
**Preferred Concept Design Options** - Based on the input received, a final “preferred” concept design option will be developed. The resulting Preferred Concept Design Option will devise a strategic and cohesive (re)design strategy that is responsive to the County’s vision and operational objectives.

**Short-Term Immediate Action Plan** – Recognizing that the implementation time frame for many actions may require additional planning, design and funding, the team will review all of the ideas included in the “Could-Be” alternatives to identify those that can be implemented in the short-term. Recently, for example in our work with Cuyahoga County recognizing that the new jail will not be occupied for 36 – 42 months, the County adopted a series of interim actions targeted at reducing the population and improving conditions including development of a new Crisis Intervention Center, county-wide law enforcement Crisis Intervention Training, 24 hour help line for law enforcement related to alternate placement, renovations to the existing jail to create a Central Booking Center to expedite processing and where appropriate release, enhanced pretrial services and reduced reliance on cash bond for misdemeanors and lower level felonies. As a result, the jail population has been reduced from a historic 2,500 + per day to less than 1,600.

## Phase 2 Community Engagement

After review of the “Could-Be” alternatives with the Project Review/Steering Committee, our team will re-engage the community organizations defined for Phase 0. We will share our findings in a transparent manner, responding to issues raised in the initial meetings and again use an interactive approach to explore the community’s response to our findings and prioritize or adjust “Could Be” alternatives as appropriate.

**Schedule:** We project a 120 to 150 day effort for Phase 2 in order to allow enough time to develop alternatives, engage stakeholders, prepare our summary recommendations and schedule and hold community workshops. Periodic meetings will be held with the Project Review/Steering Committee throughout this process.



Phase 3 Recommended Initiatives – Realizing the Vision

Prior to the preparation of the Final Report, the consultant team will meet with key stakeholders and community representatives to present our findings. The findings will capture the analysis, data, and assumptions used to support the final concept and present preliminary costs estimates shaping the team’s recommendations. Presentations will be clear and user-friendly, and discussion will be encouraged to ensure that all opinions will be heard and considered. The goal of this task is to reach consensus on our conclusions, the recommended concept option that is worth pursuing, and pave the way to preparing our final report.

Based on comments received from the Project Review/Steering Committee, Stakeholders and Community Groups recommended alternatives for the future will be revised as appropriate and prioritized as part of an action plan to realize the role and vision for the future for the ACJ. Actions will be ranked and ordered with a specific implementation plan and responsibilities for each initiative identified. A timeline will be developed for implementation along with estimates of both capital or start-up costs and ongoing operational costs. The action plan will be presented to the Project Review/Steering Committee for review and comment.

**Phase 3 Community Engagement** – After review of the recommended implementation plan with the Project Review/Steering Committee, our team will re-engage the community organizations defined for Phase 0. We will share the recommendations in a transparent manner, responding to issues raised and again use an interactive approach to explore the communities response to the recommended plan and gauge the level of support for funding and implementation.

**Schedule:** We project a 60 to 90 day effort for Phase 3 dependent upon the level of commentary received regarding our Phase 2 alternatives. This will allow enough time to refine the alternatives, engage stakeholders, develop an implementation plan with cost information and schedule and hold community workshops. Periodic meetings will be held with the Project Review/Steering Committee throughout this process.

**Final Report & ACJ Redesign Strategy** - In close consultation with the County team and all its project key partners, the consultant will prepare a Final Report at the conclusion of this Study. This report will include a description of the work performed under the contract to include the analysis, findings, and recommendations, compiled according to the major tasks of the study, with the recommended Concept Design Option clearly defined and described.

Deliverable: PDF version of the presentation and Final ACJ Redesign Study Report.





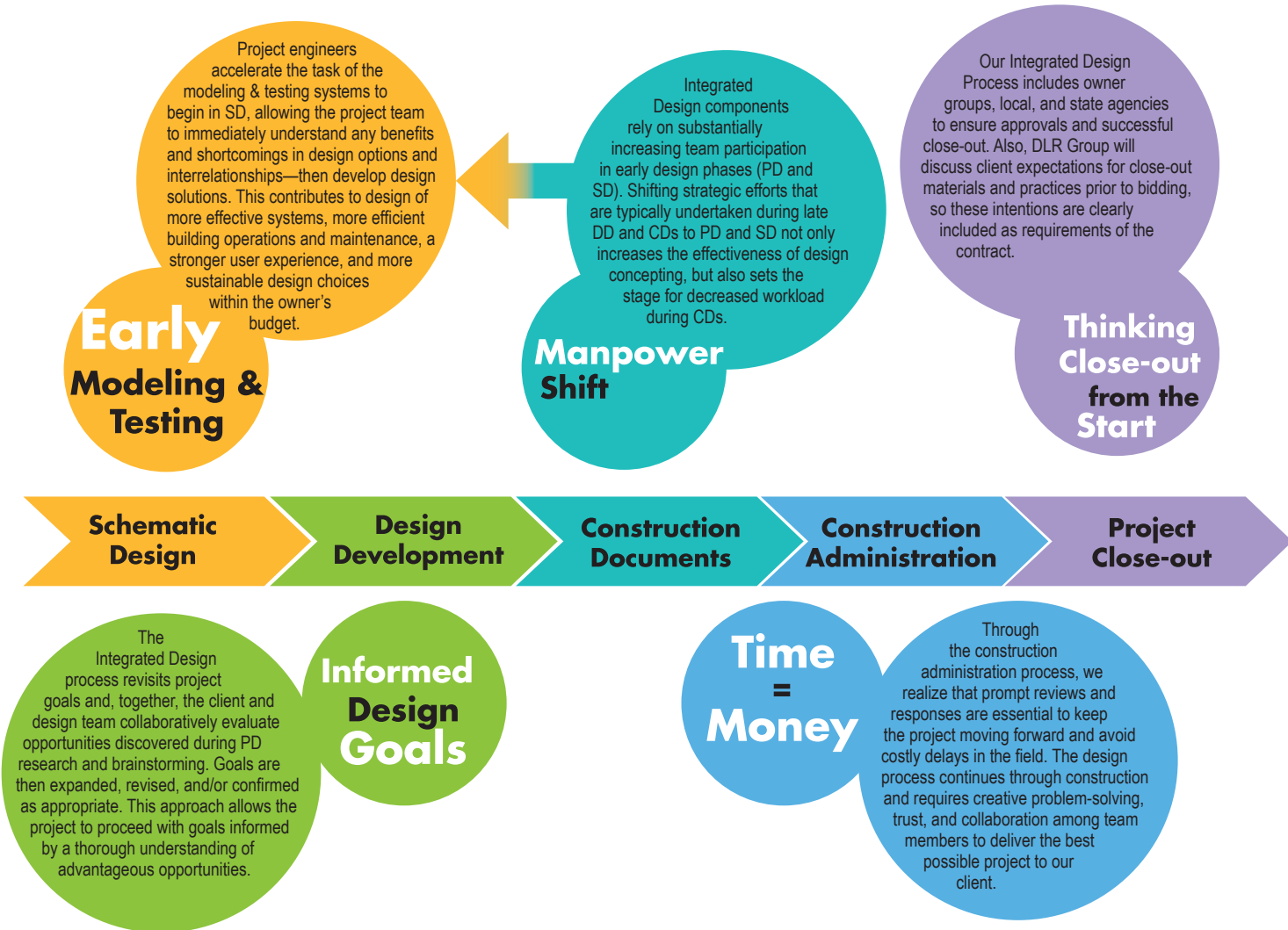
Implementation Assistance

Our entire team stands ready to assist Allegheny County, your Stakeholders and your community in implementing the recommendations included in the final plan. Our justice planners and subject matter experts including Falcon Inc, NCCHC, Dave McRoberts and others will be available to assist in implementing programmatic changes. The architects and engineers of L.R. Kimball and DLR Group are available to assist in implementing the re-visioning of the ACJ, be it renovations or replacement by producing actual designs, architectural and engineering plans and specifications, developing cost options, preparing documents for bidding and assisting the County in bidding and construction administration.

The foundation for Rethinking the role of the Allegheny County Jail in the care and treatment of people in custody and its role in the overall Justice system will be the study. The realization of this future will be the implementation – and we stand ready to assist you in realizing your vision.

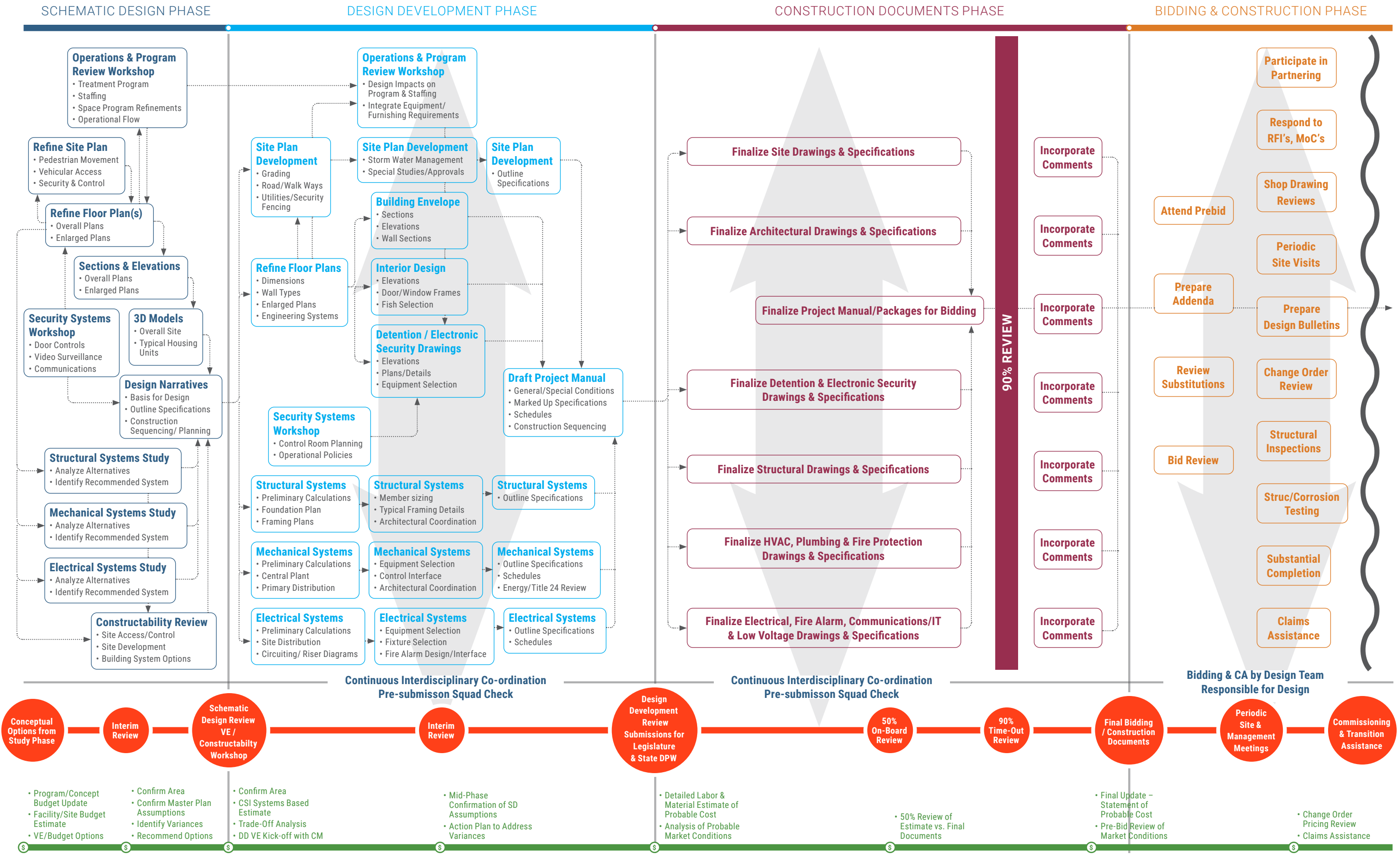
The graphic overleaf illustrates our approach to project development and is further described below. This is a generalized approach to realizing your vision for improved facilities, but both the scope of services and time-frames will vary based upon the final adopted approach to providing improved facilities – expanded community resources, renovation/adaptive use, or new construction.

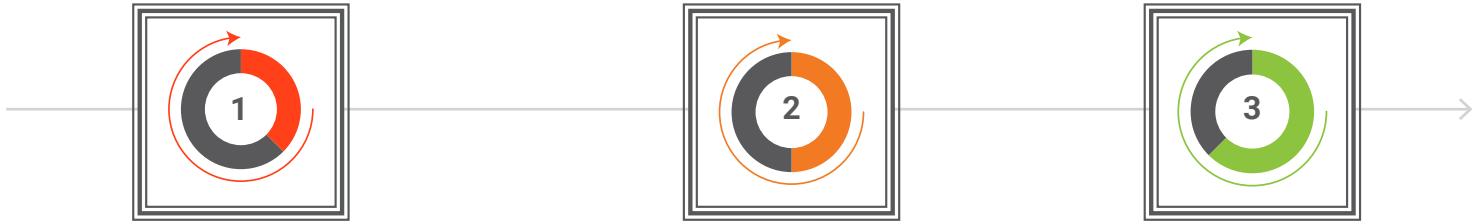
**A flexible work plan suited for the project complexity:** The L Robert Kimball/DLR Group team will use all the work completed to date as a departure point in our quest for excellence in design, operations and project delivery. The following pages include graphics for both our integrated design strategy which relates directly to a detailed work plan graphic for the multiple phases of design and construction. This will be a roadmap which will be adjusted to reflect the preferred facility alternative(s). The next step will be to take this work plan graphic and load all the requirements into the overall project schedule. From the overall schedule these tasks will further be broken down into items needed for specific meeting schedules and agendas for these schedules as they relate to the requirements for the project. This road map will be one of the most important tools to help drive the success of the process.





# Allegheny County Re-envisioning ACJ—Illustrative Work Plan





**PHASE 1: SCHEMATIC DESIGN**  
**TRANSLATING THE VISION TO**  
**THREE+DIMENSIONS**

Schematic Design will include the exploration of various design alternatives based on the approved concept. Proposed operational procedures for the facility will be analyzed and documented as part of the design/review efforts. These operational procedures will be developed as scenarios which directly impact design. Operational concepts for areas such as intake, visiting, recreation and security will be explored as a basis for design. Operational decisions will be documented for future reference in terms of procedures and training new staff.

Structural, HVAC, plumbing and electrical systems will be analyzed, and a final recommendation of the design will be made. The probable energy consumption of the complex will be studied. Opportunities for conservation will be identified, including the analysis of alternate sources for energy and incorporating LEED compliant principals into basic design decisions. Finally, as part of this effort we will test design ideas against the potential program needs of other facilities as a basis for determining their applicability or adaptability as part of a “kit-of-parts” prototype solution.

Decisions made during this Task are critical to meeting the goals and objectives of the project. Again the Project Team will include extensive participation of Facilities Management and facility staff in the design process. In addition to periodic design review meetings, two major design workshops will be held during the development of the schematic package.

The schematic package will be developed to meet the construction budget. All design proposals will be checked as developed to measure compliance with the programmed and budgeted area. As part of the schematic effort, a systems estimate of probable construction cost will be developed. This estimate will be initiated at the 50 percent milestone and updated prior to submission. During the schematic design phase the construction schedule will be updated including the definition of potential early packages and long lead items. Additionally, the division of work among the various contractors will be analyzed during the schematic phase, with attention to possible early bid packages for site work, foundations and long lead equipment items and optimal bid packages to reflect local market conditions.

Prior to submittal, a formal coordination workshop will be conducted by the Project Manager including all key project staff and consultants. All coordination issues will be recorded on a full-size coordination record set (plans), and the disposition of each item will be recorded on the same set of plans.

**PHASE 2: DESIGN DEVELOPMENT**  
**DETAILING THE VISION**

During the Design Development Phase, 95% of all required design decisions relative to materials, systems and equipment will be finalized. These decisions are made within the overall framework established in the schematic design package. The primary objective of this phase is to develop a set of documents which define the character and construction of the project. These documents will be the basis for the development of bidding and construction documents.

During this phase the extent of on and off-site work is defined. All construction and finish materials are determined. The structural, HVAC, plumbing, electrical and security systems are defined and incorporated into the overall project. Of particular importance in the Design Development Task is the preparation of a package which establishes the basis for security construction and security systems. This package includes floor plans indicating security walls and construction types, control consoles, control console panels, panel layout, door types, and windows, lock types by symbol (remote, key one side, key both sides, etc.), intercoms, sound monitoring, CCTV, security equipment and furniture layouts, emergency release cabinets, emergency release doors, frame elevations, sallyports and perimeter detection systems. A separate report will be prepared illustrating proposed equipment and explaining reasons for selection and the operational methods anticipated.

Again, a high degree of client and user involvement is anticipated as part of the development of the Design Development Package. Review meetings will be held on a periodic basis to allow opportunities for input by all parties. Additionally, other stakeholders and state and local approving agencies will be involved during the process.

The responsiveness of the Design Development Package to budget constraints will be further evaluated based on a quantity type estimate. A detailed estimate will be initiated during the development of the DD documentation, and will be updated prior to submission.

As stated previously, all submittal documents will undergo a rigorous review and check to ensure their completeness, coordination, and accuracy.

**PHASE 3: CONSTRUCTION**  
**DOCUMENTS**  
**COMMUNICATION THE VISION**

During the Construction Document Phase, the design decisions made during the previous phases will be incorporated into a final set of documents in sufficient detail to bid and construct the project. These documents will be the basis for securing bids and constructing the facility. The documents will fix and describe all parts of the project. The construction documents will be developed in accordance with the requirements of Allegheny County and accepted standards of professional practice.

The quality of the documents will be constantly monitored throughout the development of the CD package. Additionally, a formal in-house quality review will be held at 60% and 90% completion. This review will be completed by senior design and technical staff of our Team. The purpose of this review is twofold: first, to check the coordination of the drawings and specifications and second, to review the overall quality of the package relative to clarity and constructability. Additionally, the quantity estimate will be updated at these points in order to maintain the established budget.

Similar to Phase 2, all submittal documents will undergo a rigorous review and check to ensure their completeness, coordination, and accuracy.



**PHASE 4: BIDDING**

During bidding, members of the Design Team will assist the County in obtaining responsive bids. Activities include attending the pre-bid conference and clarifying questions from bidders via addenda. A major focus of our Team during bidding is reviewing pre-bid substitutions to assure that “or equals” are in fact equal. Upon receipt of responsible and responsive bids, our Team will assist Allegheny County in evaluating the bids and make recommendations regarding contract award.

**This conceptual approach will be the basis for working with you to develop a full task based workplan with clarity of expectations for services, schedules and deliverables for each project identified in the planning study as a basis of realizing your vision for the ACJ of the future.**

**PHASE 5: CONSTRUCTION**  
**ADMINISTRATION**  
**TURNING THE VISION INTO REALITY**

Construction Administration is one of the most critical phases of the project. It is during this phase that the project ultimately becomes a success. Key to our approach is responsiveness. The Project Manager and key architectural and engineering staff responsible for the design maintain their responsibility through construction. This continuity coupled with weekly and when required bi-weekly site visits by the project architect allow us to rapidly and accurately respond to the needs of the project during construction.

An important aspect of our approach to construction administration will be partnering with the County, facility staff and the contractor(s) in a collaborative environment of decision- making in the best interest of the project. While our fiduciary duty remains to Allegheny County, construction does not have to be an adversarial or “blame” based process, if we are all working to a common goal and understand the complexity of the overall process and the need for timely direction and decision-making.

**Our approach to Construction Administration consists of four phases:**

- The **Start-up Phase** begins with the pre-construction conference where associated document requirements such as documentation of the contract set, notice to proceed, reporting formats, and administrative procedures are established.
- The **Construction Phase** encompasses activities and procedures critical to document control and project coordination. The detailed administrative requirements established for this particular project are maintained through time-proven logging, review, and documentation procedures. Critical items such as shop drawings, proposed changes, change orders and action item lists are monitored through computer generated reports.
- The **Close-out Phase** begins with substantial completion and ends only after all work is in place and the required record drawings and documents have been received and accepted. A detailed document checklist is issued well in advance of completion to ensure that all requirements for completion are met.
- The **Transition Phase** will focus on activities related to opening and operating the new facility. Our staff will assist the Correction’s Department transition team in understanding the operational and design parameters of the facility as well as the equipment as installed.

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# 4.0 FORMS



Sonoma County Behavioral Health Housing Unit, Santa Rosa, CA



DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PURCHASING AND SUPPLIES



# County of Allegheny

**RICH FITZGERALD**  
COUNTY EXECUTIVE

201 COUNTY OFFICE BUILDING ♦ 542 FORBES AVENUE  
PITTSBURGH, PA 15219  
PHONE (412) 350-4495 ♦ FAX (412) 350-5883

**JERRY TYSKIEWICZ**  
DIRECTOR

**FRANK ALESSIO III, CPPB**  
CHIEF PURCHASING OFFICER

## **ATTENTION ALLEGHENY COUNTY SUPPLIERS**

**ALL OF THE FOLLOWING DOCUMENTS/FORMS MUST**  
***BE COMPLETED, SIGNED WITH LIVE SIGNATURES, AND***  
***SUBMITTED WITH YOUR ELECTRONIC BID.***

**ALLEGHENY COUNTY  
DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PURCHASING AND SUPPLIES**

**ANTI-SWEATSHOP PROVISIONS**

*In response to Allegheny County Invitation For Bid or Request For Quotation # 8549,  
\_\_\_\_\_ certifies that nothing has come to ~~my~~ / our attention that would lead ~~+~~ / us to  
believe that any of the goods or products proposed in our Bid or Quotation were made under sweatshop  
conditions, as defined by Part 9, § 5-903.02 as amended, of Article 903 of the County's Administrative Code  
(Ordinance Number 08-07-OR). I / we certify that I / we have read and understand the above mentioned  
Administrative Code provisions.*

If the County is presented with information that would lead the County to reasonably believe that the Supplier or its  
suppliers may be obtaining goods or products for sale, re-sale, lease or rental to the County that where made under  
sweatshop condition, upon request of the County, the Supplier shall disclose information, data and materials reflecting  
Supplier's practices as they pertain to the procurement and manufacturing of goods/products in compliance with the Anti-  
Sweatshop provisions of the County's Administrative Code.

COMPANY NAME: CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering

ADDRESS: 437 Grant Street, Suite 812, Pittsburgh, PA 15219

PHONE NO: 412-201-4900 FAX NO: N/A

CONTACT PERSON: Richard E. Genday, PE E-MAIL: rick.genday@lrkimball.com

AUTHORIZED SIGNATURE 

TITLE OF AUTHORIZED SIGNER Sr. Vice President

**NOTE: This document MUST be completed and submitted with your electronic Bid or Quotation.**

**Do you agree to make available to the Councils of Government, Municipalities, Authorities and School Districts within Allegheny County, all items contained in this bid at the bid price quoted for the entire Contract Period?**  
(Please be advised as this is a co-operative Invitation for Bid, this optional contract availability is not applicable to the City of Pittsburgh as your act of submitting a bid enables **both** the County and City to utilize the resultant contract.

  X   YES                             NO

**Do you agree to make available to all political sub-division and authorities of the Commonwealth of Pennsylvania all items contained in this bid at the bid price quoted for the entire Contract Period?**  
(Please be advised as this is a co-operative Invitation for Bid, this optional contract availability is not applicable to the City of Pittsburgh as your act of submitting a bid enables **both** the County and City to utilize the resultant contract.

  X   YES                             NO

#### **BUY AMERICAN CERTIFICATE**

The bidder or offeror hereby certifies that each end product, except the end products listed below, is a domestic source end product (as defined in the clause entitled "Buy American Policy"); and that components of unknown origin have been considered to have been mined, produced, or manufactured outside the United States.

List the sum of the declared values of all the imported components installed or included on such products.

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#### **COMPANY INFORMATION**

(This information is for tracking purposes only and has no role in the determination of the lowest, responsive, responsible bidder.)

[    ] check here if your firm is registered with the Allegheny County Department of Minority, Women and Disadvantaged Business Enterprises

[    ] check here if your firm is a "Minority Business Enterprise" or "MBE" as defined in the Small Business Act, 15 USC

[    ] check here if your firm is a "Women Business Enterprise" or "WBE" as defined in the Small Business Act, 15 USC

[    ] check here if your firm is a "Small Business" as defined by the Small Business Administration (13 C.F.R. 121.201, in most cases, this means a business with 500 or fewer employees)

CDI Architects Group LLC dba L.R.  
Kimball - Architecture and Engineering

Print Name of Business

437 Grant Street, Suite 812

Business Address

Pittsburgh PA 15219

City State Zip Code

Richard E. Genday, PE 412-201-4900

Contact Person Telephone  
(Print Name) Number

N/A

800 number if one is applicable

N/A

FAX number if one is applicable

rick.genday@lrkimball.com

Email

IN THE PRESENCE OF -

**INDIVIDUAL**

Witness

(Individual Principal)

**PARTNERSHIP**

Witness

(Partner)

Witness

(Partner)

Witness

(Partner)

**CORPORATION**

attest

Secretary

President

Pennsylvania

(State where Incorporated)

\*\*\* **FOR PAYMENT PURPOSES** \*\*\*

L.R. Kimball a division of TranSystems

PO Box 71368

Remit to Address

Chicago IL 60694-1386

City State Zip Code

Lockbox N/A

Contact Person Telephone  
(Print Name) Number

N/A

Email

**NOTE: THIS PAGE MUST BE SUBMITTED WITH YOUR BID, WITH A LIVE SIGNATURE  
SIGNED IN BLUE INK.**

DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PURCHASING AND SUPPLIES  
ROOM 201 COUNTY OFFICE BUILDING  
542 FORBES AVENUE

BULLETIN - NO. 1

FOR

**RETHINKING THE ALLEGHENY COUNTY JAIL FACILITY  
(CONSULTING SERVICES)**

**RFP: #8549**

**Date: July 19, 2021**

The purpose of this Bulletin is to correct the **SOLICITATION DOCUMENTATION** as follows:

Mandatory Pre-Proposal Meeting: **Tuesday July 20, 2021 9:00am prevailing time**

Consultant Site Visit to Allegheny County Jail: **Tuesday July 20, 2021 – Immediately following pre-proposal meeting**

1. The facility remains in COVID-19 mitigation plans for operations which requires all visitors to comply with the following:
  - a. If recently ill or not following recommended guidelines (in relation to COVID-19), please do not attempt to enter our facility.
  - b. **All individuals must wear an appropriate face covering and wear these throughout the entirety of the visit.**  
The face covering should be one solid color (no patterns, logos, or writing). An individual's vaccination status does not impact the mandation of masks.
  - c. All individuals must be prepared to submit to a symptom and temperature screening. Please note that our threshold (due to being a congregate setting) indicates that a temperature reading of 99.0 or higher will be subjected to waiting for another temperature screen. A second reading of 99.0 or higher (and/or positive response to any of the symptom screening) will not be permitted entry to the facility.
2. Prohibited Items or Clothing are not authorized in the facility (please review the PDF attachment).
3. All visitors are expected to comply with routine security procedures (to include passing through a scanner).
4. There is on-street parking available (this is short term parking and there are pay stations available). There is also parking on 1<sup>st</sup> avenue in the parking garage.
5. All visitors will enter through the 2<sup>nd</sup> Avenue Main Visiting Entrance. We will be able to begin to receive individuals at 8:30am for the 9:00am meeting to begin.
6. The pre-bid meeting will take place in our Contact Visiting room to ensure appropriate spacing and social distancing.

Because of our mitigation factors, we will not be able to accommodate a large volume of individuals for a physical tour of the facility. If vendors remain interested and vested in this process, we will be able to schedule additional tours. We will be able to accommodate a virtual tour where we can show elements of the facility through the utilization of our CCTV system.

This bulletin shall be signed and submitted to Allegheny County's Division of Purchasing and Supplies with the original solicitation response. By signing below, the Supplier acknowledges receipt of **Bulletin #1** and is aware that the terms and conditions of **Bulletin #1** become part of the official solicitation documentation.

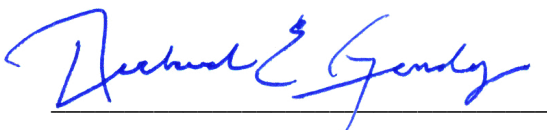
August 17, 2021

Date

CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering

Company (Print Name)

MUST BE SIGNED HERE:





DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PURCHASING AND SUPPLIES  
ROOM 201 COUNTY OFFICE BUILDING  
542 FORBES AVENUE

B U L L E T I N - NO. 2

FOR

**RETHINKING THE ALLEGHENY COUNTY JAIL FACILITY (CONSULTING SERVICES)**

**RFP: #8549**  
**Date: July 26, 2021**

The purpose of this Bulletin is to correct the **SOLICITATION DOCUMENTATION** as follows:

**Questions asked during Mandatory Pre-Proposal Meeting:**

1. Will the bidder be producing design options at the level of construction documents?
  - They will initially be producing higher level designs and later producing construction documents.
2. Can you explain more about the behavioral health services that were mentioned?
  - DHS manages behavioral health services in the community. Within the jail facility there are physical and behavioral health services.
3. Is there a budget for the project?
  - A budget number cannot be provided at this time.
4. Will there be a steering committee to help advise the vendor around decisions about the project (e.g., populations in the jail, diversion programs, etc.)?
  - The project partners will be available to advise the vendor on these decisions and can help to make recommendations around community engagement.
5. What information is available about the existing ACJ facility?
  - There are some limitations about building drawings that can be shared due to security issues. More general information, such as the square footage and the number of rooms per floor can be shared. More detailed documents will be shared with the contracted vendor.
6. Will there be a standard AE build with a contractor, or will the design go out for a design build?
  - Construction documents will be produced and then it will go out for design build.
7. Who runs the alternative housing sites?
  - The jail and county run the contracts.
8. Can the names of stakeholders who will advise the vendor be made available?
  - The participating entities can be made available.
9. Are alternative housing sites owned by the county?
  - The facilities are owned by the alternative housing providers but could be considered as facilities that could be used differently as a part of the redesign.

This bulletin shall be signed and submitted to Allegheny County's Division of Purchasing and Supplies with the original solicitation response. By signing below, the Supplier acknowledges receipt of **Bulletin #2** and is aware that the terms and conditions of **Bulletin #2** become part of the official solicitation documentation.

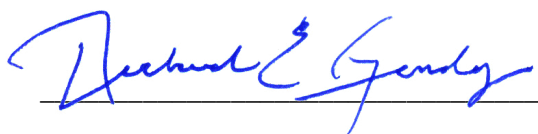
August 17, 2021

Date

CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering

Company (Print Name)

MUST BE SIGNED HERE:

A handwritten signature in blue ink, reading "Richard E. Gandy", is written over a horizontal line.

DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PURCHASING AND SUPPLIES  
ROOM 201 COUNTY OFFICE BUILDING  
542 FORBES AVENUE

B U L L E T I N - NO. 3

FOR

**RETHINKING THE ALLEGHENY COUNTY JAIL FACILITY (CONSULTING SERVICES)**

**RFP: #8549**

**Date: August 3, 2021**

The purpose of this Bulletin is to correct the **SOLICITATION DOCUMENTATION** as follows:

Change Section VII to:

**Section VII. MINORITY AND WOMEN BUSINESS PARTICIPATION**

Allegheny County is one of five certifying participants for the Pennsylvania Unified Certification Program (PA UCP). In addition to the PA UCP (<https://paucp.dbesystem.com/>), Allegheny County may accept Minority, Women and Disadvantaged Business Enterprise (MWDBE) certifications issued by other entities such as:

- PA DGS – Small Diverse Businesses with MBE or WBE designations only  
(<http://www.dgs.internet.state.pa.us/suppliersearch>)
- Eastern Minority Supplier Development Council (EMSDC), National Minority Supplier Development Council (NMSDC)
- Women Business Enterprise National Council (WBENC)
- Others on a case-by-case basis

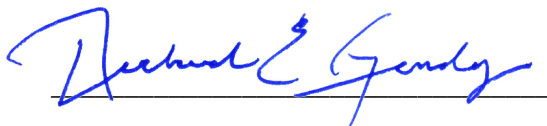
**Please Note: self-certifications are not accepted**

This bulletin shall be signed and submitted to Allegheny County's Division of Purchasing and Supplies with the original solicitation response. By signing below, the Supplier acknowledges receipt of **Bulletin #3** and is aware that the terms and conditions of **Bulletin #3** become part of the official solicitation documentation.

August 17, 2021  
Date

CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering  
Company (Print Name)

MUST BE SIGNED HERE:

  
\_\_\_\_\_

DEPARTMENT OF ADMINISTRATIVE SERVICES  
DIVISION OF PURCHASING AND SUPPLIES  
ROOM 201 COUNTY OFFICE BUILDING  
542 FORBES AVENUE

B U L L E T I N - NO. 4

FOR

**RETHINKING THE ALLEGHENY COUNTY JAIL FACILITY (CONSULTING SERVICES)**

**RFP: #8549**

**Date: August 19, 2021**

The purpose of this Bulletin is to correct the **SOLICITATION DOCUMENTATION** as follows:

Answers the following questions:

1. Is there a budget or budget cap for the project? If so, can it be shared with the prospective bidders?

There is no budget cap for this project

2. The scope of work includes the following statement, "This planning process could include jail redesign, changed/increased use of alternative housing facilities, selling the existing facility and using a different facility, and more." Given the emphasis on aiming to reduce the jail population to 1,100 or less (RFP p3), does the planning process include proposing reforms or procedural changes that will result in the goal of a reduced jail population?

No, while the planning and engagement process may elicit some suggestions about how to reduce the jail population, it is not in scope for this project to solicit these ideas.

3. Referencing question 2 above, a foundational goal of the Safety and Justice Challenge has been to reduce the overuse and misuse of jails. Do the associated SJC initiatives to reduce the jail population reach these goals?

Yes, the local SJC partners have a number of strategies to reduce the overuse and misuse of the Allegheny County Jail.

4. Will the SJC initiatives and their expected impact on the jail population be used as a foundational guide to the jail planning process, given that the programmatic functions in the jail(s) will be impacted by these initiatives?

The planning and engagement process should take it as a given that the jail population can be reduced to the required levels.

5. The RFP "suggest[s] that 500-1,100 beds would be more appropriate for Allegheny County's population and crime rate." Will the design of the jail(s) be for a population of 1,100 or fewer persons?

Yes.

6. Will the planning process include jail bed or program needs projections for the future, given the standard practice of planning new facilities for at least a 20-30 year window? If so, what time window for projections is anticipated?

The planning and engagement process should focus on how the space will be used to support safe care, treatment, and rehabilitation for the current period of time. Some consideration should be given to possible adaptations to design if there are modest increases or decreases in population, but exact planning for alternative target populations is not required.

7. Are the current sites/buildings used for alternative housing owned by the County? Will they be considered as part of the design and planning evaluation?

These sites/buildings are not owned by the county but the county controls what services we purchase from these (or other) providers of alternative housing. The county could purchase fewer or additional community-based services.

8. The scope of work includes the following statement, "produce designs and/or high-level architectural plans and specifications for options that emanated from the planning process." Due to the possible emphasis on decentralization of the jail, does this include site evaluation, site selection, and/or site design, either for the jail site or for other locations?

The county is seeking designs and plans at a level of detail for the jail or other locations that allow it to envision the recommendations that arose from the planning process. This does not include site evaluation, site selection or site design. It would, however, include the general capacity needed to address the proposed activities successfully (e.g., client capacity, proposed overall space, and possible overall design specifications for proposed optional or additional space).

9. The design options will include, "Models for jail housing and programming?" Will these models include staffing?

No they will not include staffing. The County is particularly interested in ideas how to use the facility(ies) for programming. While ideas may come up in the process about the staffing deployment that would be beneficial, the contractor need not solicit ideas about what staffing is needed in the Jail(s) or alternative facilities.

10. Will the models include other jail and administrative services such as food services and maintenance?

Yes. The designs should account for the major functions of a jail, including where food will be prepared and served as well as where administrative staff will be seated.

11. Will the cost models include operational costs, or will costs be focused entirely on design, engineering, construction, and other facility costs?

(Not Answered)

12. With reference to question 8 above, does the county have existing conditions documentation of the jail and alternative housing facilities? If so, at what level of detail is the documentation?

(Not Answered)

13. With reference to the same statement as in question 8 above, is Allegheny County seeking interior and/or exterior 3D renderings or modeling?

The proposer should use the types of renderings they believe will provide the county with an understanding of the proposed use of the facility(ies).

14. The scope of work includes the following statement, "prepare the selected option bid documentation for bidding by qualified Contractors." Does the term, Contractors, refer to an architect/engineer team?

No, it's referring to Contractors which will eventually be bidding on the construction of this design.

15. By what date are the design proposals and cost estimates expected to be completed?



The proposer should provide a task list and timeline for deliverables.

16. How long will the review period be to select a design proposal and put together a bid package and receive bids from prospective Contractors?

*This is unknown at this time*

17. Will a design/build or turnkey approach be considered for prospective Contractors?

*No*

Questions in response to Bulletin No. 2, dated July 26, 2021:.

1. The response states that the bidder will initially be producing higher level designs and later producing construction documents." This is not what we heard at the pre-Bid conference. Please clarify. Is the County seeking an architecture firm to provide construction documents and specifications?
2. If so, is the County also seeking an engineering firm or an architecture/engineering firm to provide construction documents and specifications?
3. A question at the pre-bid was, "Will there be a standard AE build with a contractor, or will the design go out for a design build?" The response is "Construction documents will be produced and then it will go out for design build." We understood from the pre-Bid conference that this will be a traditional design/bid/build, which is quite different from a design/build. Please clarify.

*This is a Design-Bid-Build Delivery*

1. Please clarify the scope of services for this project. Is the intent to provide population forecast and programming, evaluate the existing facilities for re-use, conduct real estate analysis to determine best use of existing facilities and identify new sites, provide test fits for new sites, provide concepts for a maximum of two design options that may include new construction and/ or renovation of existing assets, provide construction documents for selected concept design, assist the County with review of bids and selection of GC, and provide for construction administration services?

*The scope of the project is listed on pages 9-10 of the solicitation. The scope does NOT include population forecasting and programming. The scope does include evaluating the existing facilities for transformation to meet new needs as specified in the solicitation.*

2. Bulletin 2, question 6
  - a. Please clarify if the intended project delivery model is design-bid-build or design-build.
    - i. If the project is design-build, is the intent to provide criteria documents for a design-build procurement and continue to support the County through project development as an owner's representative?

*The project delivery would be Design-Bid-Build.*

1. While we meet the \$1M requirement, this type of insurance is provided on a "per claim" basis not on a "per occurrence" basis as written. Most (if not all) engineering/architecture firms carry professional liability insurance coverage on a per claim basis, which is different from a per occurrence basis. Is the "per claim" wording in our policy acceptable? –

*Yes, per claim basis is acceptable.*

This bulletin shall be signed and submitted to Allegheny County's Division of Purchasing and Supplies with the original solicitation response. By signing below, the Supplier acknowledges receipt of **Bulletin #4** and is aware that the terms and conditions of **Bulletin #4** become part of the official solicitation documentation.

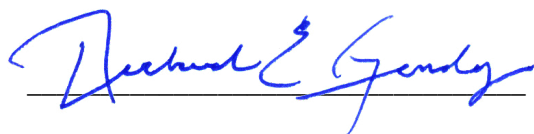
August 30, 2021

Date

CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering

Company (Print Name)

MUST BE SIGNED HERE:

A handwritten signature in blue ink, reading "Richard E. Gandy", is written over a horizontal line.

**2.3 ALLEGHENY COUNTY MWDBE PARTICIPATION STATEMENT****This form must be completed and submitted with your bid or proposal.**

IFB or RFP Number: 8549	Name of Prime Bidder or Proposer: CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering	Contact Person: David A. Rispoli, PE
Address: 437 Grant Street, Suite 812, Pittsburgh, PA 15219	Phone Number: 412-201-4900	Email: david.rispoli@lrkimball.com
Tax ID #: 23-3048819	Is Your Firm MWDBE Certified? <input type="checkbox"/> Yes <input type="checkbox"/> No Certification Type: <input type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> DBE Certifying Entity:	

**Attach a copy of your certification if you are counting your company's participation towards the MWDBE goals for this contract.**

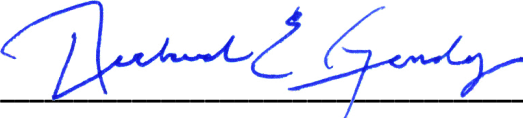
**List below all MWDBEs that were solicited whether or not commitment was obtained.**

MWDBE Sub Vendor Firm Name: A&A Consultants, Inc.		Tax ID #: 25-1782981		Contact Person: Al M. Ahmed, PE
Address: 1800 Pine Hollow Road, Suite 4A McKees Rocks, PA 15136		Phone Number: 412-323-2200	Email: admin@aaconsultinc.com	
Certification Type: <input checked="" type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> DBE Certifying Entity: PA UCP		Types of Subcontract Work or Materials: Structural Engineering		
Date Solicited: 7/30/21	Solicitation Method: <input type="checkbox"/> Phone <input checked="" type="checkbox"/> Email	Quote Received: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Commitment Made: <input checked="" type="checkbox"/> Yes – Date: 8/4/21 <input type="checkbox"/> No	Amount Committed: \$ Amount: \$ <u>TBD</u> % Of Total Bid: <u>TBD</u>
Give Reason(s) If No Commitment Made:				

MWDBE Sub Vendor Firm Name: Sci-Tek Consultants, Inc.		Tax ID #: 25-1779028		Contact Person: Maria Atkinson
Address: 655 Rodi Road, Suite 303 Pittsburgh, PA 15235		Phone Number: 412-371-4460	Email: matkinson@scitekanswers.com	
Certification Type: <input checked="" type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> DBE Certifying Entity: PA UCP		Types of Subcontract Work or Materials: Civil Engineering, Surveying, Geotechnical Engineering		
Date Solicited: 7/30/21	Solicitation Method: <input type="checkbox"/> Phone <input checked="" type="checkbox"/> Email	Quote Received: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Commitment Made: <input checked="" type="checkbox"/> Yes – Date: 8/2/21 <input type="checkbox"/> No	Amount Committed: \$ Amount: \$ <u>TBD</u> % Of Total Bid: <u>TBD</u>
Give Reason(s) If No Commitment Made:				

**Attach a copy of the certification of each MWDBE with whom a commitment has been made.**

Prepared by: Richard E. Genday, PE Title: Sr. Vice President

Signature:  Date: 8/17/21

**Copy this form as necessary.**

**2.3 ALLEGHENY COUNTY MWDBE PARTICIPATION STATEMENT****This form must be completed and submitted with your bid or proposal.**

IFB or RFP Number: 8549	Name of Prime Bidder or Proposer: CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering	Contact Person: David A. Rispoli, PE
Address: 437 Grant Street, Suite 812, Pittsburgh, PA 15219	Phone Number: 412-201-4900	Email: david.rispoli@lrkimball.com
Tax ID #: 23-3048819	Is Your Firm MWDBE Certified? <input type="checkbox"/> Yes <input type="checkbox"/> No Certification Type: <input type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> DBE Certifying Entity:	

**Attach a copy of your certification if you are counting your company's participation towards the MWDBE goals for this contract.**

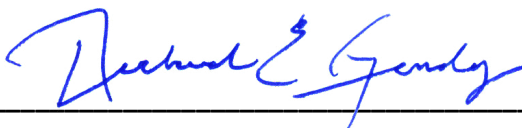
**List below all MWDBEs that were solicited whether or not commitment was obtained.**

MWDBE Sub Vendor Firm Name: Falcon Correctional and Community Services Inc		Tax ID #:		Contact Person: Robin Timme
Address: 155 N. Wacker Drive, Suite 4250 Chicago, IL 60606		Phone Number: 312-803-5666	Email: rtimme@falconinc.com	
Certification Type: <input checked="" type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> DBE Certifying Entity: NMSDC & WBENC		Types of Subcontract Work or Materials: Mental Health Consultant		
Date Solicited: 7/29/21	Solicitation Method: <input type="checkbox"/> Phone <input checked="" type="checkbox"/> Email	Quote Received: <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Commitment Made: <input checked="" type="checkbox"/> Yes – Date: 7/29/21 <input type="checkbox"/> No	Amount Committed: \$ Amount: \$ <u>TBD</u> % Of Total Bid: <u>TBD</u>
Give Reason(s) If No Commitment Made:				

MWDBE Sub Vendor Firm Name:		Tax ID #:		Contact Person:
Address:		Phone Number:	Email:	
Certification Type: <input type="checkbox"/> MBE <input type="checkbox"/> WBE <input type="checkbox"/> DBE Certifying Entity:		Types of Subcontract Work or Materials:		
Date Solicited:	Solicitation Method: <input type="checkbox"/> Phone <input type="checkbox"/> Email	Quote Received: <input type="checkbox"/> Yes <input type="checkbox"/> No	Commitment Made: <input type="checkbox"/> Yes – Date: _____ <input type="checkbox"/> No	Amount Committed: \$ Amount: \$ _____ % Of Total Bid: _____
Give Reason(s) If No Commitment Made:				

**Attach a copy of the certification of each MWDBE with whom a commitment has been made.**

Prepared by: Richard E. Genday, PE Title: Sr. Vice President

Signature:  Date: 8/17/21

**Copy this form as necessary.**

## 2.4 BIDDER/PROPOSER CONTACT INFORMATION

This form must be completed and submitted with your bid or proposal.

SPEC NUMBER: 8549

SPEC TITLE: Rethinking the Allegheny County Jail Facility  
(Consulting Services)

NAME OF BIDDER CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering

OR PROPOSER: 437 Grant Street, Suite 812, Pittsburgh, PA 15219

MAILING ADDRESS:

WEBSITE: www.lrkimball.com

\*CONTACT PERSON: David A. Rispoli

CONTACT PHONE: 412-201-4900

CONTACT FAX: N/A

CONTACT EMAIL: david.rispoli@lrkimball.com

\* Please list the individual at your company who deals with MWDBE concerns.



## ALLEGHENY COUNTY

## VETERAN OWNED SMALL BUSINESS (VOSB) PARTICIPATION STATEMENT

Failure to complete this form and submit it with the bid may be sufficient cause for rejection of bid or proposal.

## SOLICITATION AND COMMITMENT

<b>BID or RFP NUMBER</b> 8549	<b>NAME OF BIDDER or PROPOSER</b> CDI Architects Group LLC, dba L.R. Kimball - Architecture and Engineering	<b>ADDRESS</b> 437 Grant Street, Suite 812, Pittsburgh, PA 15219		<b>PHONE NUMBER</b> 412-201-4900
List below ALL VOSB's that were solicited - whether or not commitment was obtained -- <b>Copy this form as necessary</b>				
<b>CERTIFIED BY:</b>	<b>TYPES OF SUBCONTRACT WORK OR MATERIALS</b>  Cost Estimating	<b>DATE SOLICITED</b> 8/6/2021	<b>COMMITMENT MADE</b> <input checked="" type="checkbox"/> YES (IF YES GIVE DATE) MONTH <u>8</u> DAY <u>10</u> YR <u>2021</u>	<b>GIVE REASON(S) IF NO COMMITMENT MADE</b>
<b>COMPANY NAME</b> Trophy Point		<b>SOLICITATION METHOD</b> E-mail	<input type="checkbox"/> NO	
<b>ADDRESS</b> 4588 South Park Avenue Blasdell, NY 14219		<b>AMOUNT COMMITTED</b>		
<b>CONTACT PERSON / PHONE #</b> Rich Chudzik 716-823-0006		<b>QUOTE RECEIVED</b> YES NO <input type="checkbox"/> <input checked="" type="checkbox"/>		
<b>EMAIL</b> rchudzik@trohypoint.com		\$ AMOUNT <u>TBD</u> % OF TOTAL BID <u>TBD</u>		
<b>CERTIFIED BY:</b>	<b>TYPES OF SUBCONTRACT WORK OR MATERIALS</b>	<b>DATE SOLICITED</b>	<b>COMMITMENT MADE</b> <input type="checkbox"/> YES (IF YES GIVE DATE) MONTH ___ DAY ___ YR ___	<b>GIVE REASON(S) IF NO COMMITMENT MADE</b>
<b>COMPANY NAME</b>		<b>SOLICITATION METHOD</b>	<input type="checkbox"/> NO	
<b>ADDRESS</b>		<b>AMOUNT COMMITTED</b>		
<b>CONTACT PERSON / PHONE #</b>		<b>QUOTE RECEIVED</b> YES NO <input type="checkbox"/> <input type="checkbox"/>		
<b>EMAIL</b>		\$ AMOUNT _____ % OF TOTAL BID _____		
<b>CERTIFIED BY:</b>	<b>TYPES OF SUBCONTRACT WORK OR MATERIALS</b>	<b>DATE SOLICITED</b>	<b>COMMITMENT MADE</b> <input type="checkbox"/> YES (IF YES GIVE DATE) MONTH ___ DAY ___ YR ___	<b>GIVE REASON(S) IF NO COMMITMENT MADE</b>
<b>COMPANY NAME</b>		<b>SOLICITATION METHOD</b>	<input type="checkbox"/> NO	
<b>ADDRESS</b>		<b>AMOUNT COMMITTED</b>		
<b>CONTACT PERSON / PHONE #</b>		<b>QUOTE RECEIVED</b> YES NO <input type="checkbox"/> <input type="checkbox"/>		
<b>EMAIL</b>		\$ AMOUNT _____ % OF TOTAL BID _____		

\*Please refer to the Veteran Owned Small Business section in the specifications for qualification requirements.

Note: A copy of the vendor(s) DD 214 discharge form MUST accompany this document.

**ALLEGHENY COUNTY**  
**VETERAN OWNED SMALL BUSINESS (VOSB) PARTICIPATION STATEMENT (Waiver Request)**

NAME of BIDDER or PROPOSER : CDI Architects Group LLC, dba L.R. Kimball - Architecture and Engineering

ADDRESS: 437 Grant Street, Suite 812  
Pittsburgh, PA 15219

CONTACT PERSON: David A. Rispoli, PE

TELEPHONE NUMBER: 412-201-4900

E-MAIL ADDRESS: david.rispoli@lrkimball.com

SPEC or RFP NUMBER & TITLE: SPECIFICATION NO. 8549  
Rethinking The Allegheny County Jail Facility  
(Consulting Services)

IN ALL INSTANCES A GOOD FAITH EFFORT MUST BE MADE TO MEET THE 5% VETERAN OWNED SMALL BUSINESS CONTRACT GOAL AS OUTLINED IN THE SOLICITATION.

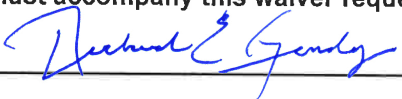
If you plan to perform the entire contract without using VOSB subcontractors and/or suppliers or have not completely met the 5% VOSB goal a **detailed explanation of why you are unable to meet this goal must be accompany your bid or proposal.**

We plan to meet the 5% VOSB goal.

NOTE: The fully completed VOSB Participation Statement must accompany this waiver request that shows your "Good Faith Effort".

Prepared by: Richard E. Genday, PE

Signature: \_\_\_\_\_



Title: Sr. Vice President

Date: 8/17/21

CDI Architects Group LLC, dba L.R. Kimball - Architecture and Engineering has uploaded the required “insurance documentation” to Bonfire. That documentation relates to a current contract that is held with the County of Allegheny. Upon award, L.R. Kimball will provide updated documentation that meets the requirements of a new mutually-agreeable contract.



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

2/26/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

**PRODUCER**  
HAUSER, INC.  
5905 E. Galbraith Rd, Ste 9000  
Cincinnati OH 45236

CONTACT NAME: Hilda Shields

PHONE (A/C, No, Ext): 513-745-9200

FAX (A/C, No): 513-745-9219

E-MAIL ADDRESS: hshields@thehausergroup.com

## INSURER(S) AFFORDING COVERAGE

NAIC #

INSURER A: Continental Insurance Co.

35289

INSURER B: Transportation Insurance Company

20494

INSURER C:

INSURER D:

INSURER E:

INSURER F:

**INSURED**  
CDI Holding Company, LLC  
CDI Architects Group LLC dba L.R. Kimball Architecture and Engineering  
500 Corporate Landing, Suite 200  
Charleston WV 25311

CDI0000-01

## COVERAGES

CERTIFICATE NUMBER: 1332513704

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> Contractual <input type="checkbox"/> Liability GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input type="checkbox"/> OTHER:	Y	Y	6079467716	3/1/2021	3/1/2022	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 15,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000 \$
B	<input checked="" type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY	Y	Y	6079467697	3/1/2021	3/1/2022	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
A	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$	Y	Y	6079467733	3/1/2021	3/1/2022	EACH OCCURRENCE \$ 2,000,000 AGGREGATE \$ 2,000,000 \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: CMO # 7976-1012KM; If required by written confirming letter, contract, purchase order or agreement and as allowed by law: 1) Certificate Holder, the Chief Executive, the County Manager, The County Council, and the County employees are included as additional insured on all coverages 2) Waiver of Subrogation is provided in favor of Certificate Holder on all coverages and 3) All coverages are primary and non-contributory with those coverages carried by Certificate Holder. 4) Independent Contractors Liability coverage is provided under the General Liability Policy.

## CERTIFICATE HOLDER

County of Allegheny  
Steven W. Johnson  
501 County Office Building, 524 Forbes Avenue  
Pittsburgh PA 15219

## CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

© 1988-2015 ACORD CORPORATION. All rights reserved.



# CERTIFICATE OF LIABILITY INSURANCE

Acct#: 2831480

DATE (MM/DD/YYYY)  
12/23/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>Lockton Companies, LLC</b> <b>3657 Briarpark Dr., Suite 700</b> <b>Houston, TX 77042</b>	<b>CONTACT NAME:</b> <b>PHONE (A/C, No. Ext): 888-828-8365</b> <b>E-MAIL ADDRESS:</b> <b>FAX (A/C, No):</b>														
<b>INSURED</b> <b>CDI - INFRASTRUCTURE, LLC</b> <b>615 W HIGHLAND AVE</b> <b>EBENSBURG, PA 15931-1048</b>	<table border="1"> <thead> <tr> <th data-bbox="829 443 1446 474">INSURER(S) AFFORDING COVERAGE</th> <th data-bbox="1451 443 1588 474">NAIC #</th> </tr> </thead> <tbody> <tr> <td data-bbox="829 480 1446 512">INSURER A : Indemnity Insurance Co. of North America</td> <td data-bbox="1451 480 1588 512">22667</td> </tr> <tr> <td data-bbox="829 518 1446 550">INSURER B :</td> <td data-bbox="1451 518 1588 550"></td> </tr> <tr> <td data-bbox="829 556 1446 588">INSURER C :</td> <td data-bbox="1451 556 1588 588"></td> </tr> <tr> <td data-bbox="829 594 1446 625">INSURER D :</td> <td data-bbox="1451 594 1588 625"></td> </tr> <tr> <td data-bbox="829 632 1446 663">INSURER E :</td> <td data-bbox="1451 632 1588 663"></td> </tr> <tr> <td data-bbox="829 669 1446 701">INSURER F :</td> <td data-bbox="1451 669 1588 701"></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : Indemnity Insurance Co. of North America	22667	INSURER B :		INSURER C :		INSURER D :		INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A : Indemnity Insurance Co. of North America	22667														
INSURER B :															
INSURER C :															
INSURER D :															
INSURER E :															
INSURER F :															

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**


THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS- <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-IFCT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	C6873390A	12/21/2020	10/01/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: RE: CMO # 7976-1012KM for CDI Architects Group LLC dba L.R. Kimball - Architecture and Engineering  
 ALL STATES EXCEPT OH, ND, WY AND WA  
 30 Day Notice of Cancellation in favor of the Certificate Holder

**CERTIFICATE HOLDER****CANCELLATION**

2831480  <b>County of Allegheny</b> <b>Attn: Steven W. Johnson</b> <b>Department of Public Works</b> <b>501 County Office Building</b> <b>524 Forbes Avenue</b> <b>Pittsburgh, PA 15219</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  <b>AUTHORIZED REPRESENTATIVE</b> 
--	--

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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

3/1/2021

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION** IS **WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

**PRODUCER**  
HAUSER  
5905 E. Galbraith Rd, Ste 9000  
Cincinnati OH 45236

**CONTACT**

NAME:

PHONE  
(A/C, No, Ext): 513-745-9200

FAX

(A/C, No): 513-745-9219

E-MAIL

ADDRESS: mdavis@thehausergroup.com

**INSURER(S) AFFORDING COVERAGE**

NAIC #

INSURER A : Berkley Assurance Company

39462

**INSURED**  
CDI Holding Company, LLC  
CDI Architects Group LLC dba L.R. Kimball Architecture and Engineering  
500 Corporate Landing, Suite 200  
Charleston WV 25311

CDI0000-01

INSURER B :

INSURER C :

INSURER D :

INSURER E :

INSURER F :

**COVERAGES****CERTIFICATE NUMBER:** 2079390562**REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b>						
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						EACH OCCURRENCE \$
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$
							MED EXP (Any one person) \$
							PERSONAL & ADV INJURY \$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE \$
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG \$
	OTHER:						\$
	<b>AUTOMOBILE LIABILITY</b>						
	<input type="checkbox"/> ANY AUTO						COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS						BODILY INJURY (Per person) \$
	<input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							\$
	<b>UMBRELLA LIAB</b>						EACH OCCURRENCE \$
	<b>EXCESS LIAB</b>						AGGREGATE \$
	DED <input type="checkbox"/> RETENTION \$ <input type="checkbox"/>						\$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>						
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	Y/N <input type="checkbox"/>	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
A	Errors & Omissions	N	N	PCAB-5013897-0321	3/1/2021	3/1/2022	Limit Aggregate SIR Per Claim \$500,000 \$500,000 \$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: CMO # 7976-1012KM for Professional Services. The Errors and Omissions insurance includes Professional Liability Insurance.

**CERTIFICATE HOLDER**

County of Allegheny  
Attn: Steven W. Johnson  
Department of Public Works  
501 County Office Building  
524 Forbes Avenue  
Pittsburgh PA 15219

**CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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# Environment Dictates Behavior.

**L.R. Kimball**  
A Division of TranSystems

[www.lrkimball.com](http://www.lrkimball.com)  
[www.transystems.com](http://www.transystems.com)

**PITTSBURGH**  
Frick Building - Suite 812  
437 Grant Street  
Pittsburgh, PA 15219  
T 412.201.4900



Certificate Of Completion

Envelope Id: E931FF42A66249D385E99F149138B07E	Status: Sent
Subject: ADM CDI ARCHITECTS RFP8549 6022-22 C	
Source Envelope:	
Document Pages: 199	Signatures: 5
Certificate Pages: 6	Initials: 0
AutoNav: Enabled	Envelope Originator:
Envelopeld Stamping: Enabled	Erin Nelson
Time Zone: (UTC-08:00) Pacific Time (US & Canada)	542 Forbes Ave
	Room 621
	Pittsburgh, PA 15219
	Erin.Nelson@AlleghenyCounty.US
	IP Address: 199.224.24.11

Record Tracking

Status: Original	Holder: Erin Nelson	Location: DocuSign
7/12/2022 8:59:01 AM	Erin.Nelson@AlleghenyCounty.US	

Signer Events

Signer Events	Signature	Timestamp
Richard E. Genday rick.genday@lrkimball.com Vice President CDI-Infrastructure, LLC dba L.R.KIMBALL Security Level: Email, Account Authentication (None)	<div>DocuSigned by:  8B4624A2C40C40B...</div> <div>Signature Adoption: Pre-selected Style Using IP Address: 67.163.159.44</div>	Sent: 7/12/2022 9:01:52 AM Viewed: 7/12/2022 9:37:15 AM Signed: 7/12/2022 11:39:09 AM

Electronic Record and Signature Disclosure:  
Accepted: 7/12/2022 9:37:15 AM  
ID: 26985001-3ee9-42fa-ab3c-43b2b2fc01f

Allan J Opsitnick aopsitnick@opsitnickslaw.com Carahsoft obo County of Allegheny* Signing Group: ADM ASST Solicitors Security Level: Email, Account Authentication (None)	<div>DocuSigned by:  DC9A16281A39440...</div> <div>Signature Adoption: Pre-selected Style Using IP Address: 71.61.248.38</div>	Sent: 7/12/2022 11:39:13 AM Viewed: 7/14/2022 6:45:14 AM Signed: 7/14/2022 6:46:13 AM
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Electronic Record and Signature Disclosure:  
Not Offered via DocuSign

Frank Alessio III Frank.Alessio@AlleghenyCounty.US Carahsoft obo County of Allegheny* Signing Group: Chief Purchasing Officer Security Level: Email, Account Authentication (None)	<div>DocuSigned by:  7428EB9E8EB2459...</div> <div>Signature Adoption: Pre-selected Style Using IP Address: 24.3.157.98 Signed using mobile</div>	Sent: 7/14/2022 6:46:18 AM Viewed: 7/14/2022 8:24:01 AM Signed: 7/14/2022 8:24:11 AM
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Electronic Record and Signature Disclosure:  
Not Offered via DocuSign

Erin Nelson Erin.Nelson@AlleghenyCounty.US Signing Group: ADM Reviewer Security Level: Email, Account Authentication (None)	<div>Completed</div> <div>Using IP Address: 199.224.24.11</div>	Sent: 7/14/2022 8:24:16 AM Viewed: 7/14/2022 9:04:38 AM Signed: 7/14/2022 9:04:41 AM
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Electronic Record and Signature Disclosure:  
Not Offered via DocuSign

Signer Events	Signature	Timestamp
<p>Jamie Mandrier  Jamie.Mandrier@AlleghenyCounty.US  Signing Group: Law Admin Review  Security Level: Email, Account Authentication (None)</p> <p><b>Electronic Record and Signature Disclosure:</b>  Accepted: 7/14/2022 9:08:24 AM  ID: f7bd6cf8-304f-4dd9-8cab-a05ec2800eca</p>	<p><b>Completed</b></p> <p>Using IP Address: 199.224.24.10</p>	<p>Sent: 7/14/2022 9:04:45 AM  Viewed: 7/14/2022 9:08:24 AM  Signed: 7/14/2022 9:08:27 AM</p>
<p>Andrew Szeft  andrew.szeft@alleghenycounty.us  Allegheny County  Signing Group: Law Solicitor  Security Level: Email, Account Authentication (None)</p> <p><b>Electronic Record and Signature Disclosure:</b>  Not Offered via DocuSign</p>	<p>DocuSigned by:    385E25DD3DF643B...</p> <p>Signature Adoption: Pre-selected Style  Using IP Address: 199.224.24.12</p>	<p>Sent: 7/14/2022 9:08:33 AM  Viewed: 7/14/2022 10:48:14 AM  Signed: 7/14/2022 10:48:22 AM</p>
<p>Theresa White  theresa.white@alleghenycounty.us  Allegheny County  Signing Group: County Manager Admin Review  Security Level: Email, Account Authentication (None)</p> <p><b>Electronic Record and Signature Disclosure:</b>  Not Offered via DocuSign</p>	<p><b>Completed</b></p> <p>Using IP Address: 199.224.24.13</p>	<p>Sent: 7/14/2022 10:48:27 AM  Viewed: 7/14/2022 11:00:04 AM  Signed: 7/14/2022 11:00:09 AM</p>
<p>William McKain  william.mckain@alleghenycounty.us  County Manager  Allegheny County  Signing Group: County Manager  Security Level: Email, Account Authentication (None)</p> <p><b>Electronic Record and Signature Disclosure:</b>  Not Offered via DocuSign</p>	<p>DocuSigned by:    07CED7125D6E474...</p> <p>Signature Adoption: Drawn on Device  Using IP Address: 199.224.24.10</p>	<p>Sent: 7/14/2022 11:00:14 AM  Viewed: 7/14/2022 7:57:34 PM  Signed: 7/14/2022 7:57:36 PM</p>
<p>ADM Hold</p> <p>Signing Group: ADM Hold  Security Level: Email, Account Authentication (None)</p> <p><b>Electronic Record and Signature Disclosure:</b>  Not Offered via DocuSign</p>		<p>Sent: 7/14/2022 7:57:43 PM</p>
In Person Signer Events	Signature	Timestamp
Editor Delivery Events	Status	Timestamp
Agent Delivery Events	Status	Timestamp
Intermediary Delivery Events	Status	Timestamp
Certified Delivery Events	Status	Timestamp
Carbon Copy Events	Status	Timestamp
Witness Events	Signature	Timestamp

Notary Events	Signature	Timestamp
Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	7/12/2022 9:01:52 AM
Payment Events	Status	Timestamps
Electronic Record and Signature Disclosure		



## **ELECTRONIC RECORD AND SIGNATURE DISCLOSURE**

From time to time, Allegheny County (we, us or Company) may be required by law to provide to you certain written notices or disclosures. Described below are the terms and conditions for providing to you such notices and disclosures electronically through the DocuSign system. Please read the information below carefully and thoroughly, and if you can access this information electronically to your satisfaction and agree to this Electronic Record and Signature Disclosure (ERSD), please confirm your agreement by selecting the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

### **Getting paper copies**

At any time, you may request from us a paper copy of any record provided or made available electronically to you by us. You will have the ability to download and print documents we send to you through the DocuSign system during and immediately after the signing session and, if you elect to create a DocuSign account, you may access the documents for a limited period of time (usually 30 days) after such documents are first sent to you. After such time, if you wish for us to send you paper copies of any such documents from our office to you, you will be charged a \$0.00 per-page fee. You may request delivery of such paper copies from us by following the procedure described below.

### **Withdrawing your consent**

If you decide to receive notices and disclosures from us electronically, you may at any time change your mind and tell us that thereafter you want to receive required notices and disclosures only in paper format. How you must inform us of your decision to receive future notices and disclosure in paper format and withdraw your consent to receive notices and disclosures electronically is described below.

### **Consequences of changing your mind**

If you elect to receive required notices and disclosures only in paper format, it will slow the speed at which we can complete certain steps in transactions with you and delivering services to you because we will need first to send the required notices or disclosures to you in paper format, and then wait until we receive back from you your acknowledgment of your receipt of such paper notices or disclosures. Further, you will no longer be able to use the DocuSign system to receive required notices and consents electronically from us or to sign electronically documents from us.

### **All notices and disclosures will be sent to you electronically**

Unless you tell us otherwise in accordance with the procedures described herein, we will provide electronically to you through the DocuSign system all required notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you during the course of our relationship with you. To reduce the chance of you inadvertently not receiving any notice or disclosure, we prefer to provide all of the required notices and disclosures to you by the same method and to the same address that you have given us. Thus, you can receive all the disclosures and notices electronically or in paper format through the paper mail delivery system. If you do not agree with this process, please let us know as described below. Please also see the paragraph immediately above that describes the consequences of your electing not to receive delivery of the notices and disclosures electronically from us.

### **How to contact Allegheny County:**

You may contact us to let us know of your changes as to how we may contact you electronically, to request paper copies of certain information from us, and to withdraw your prior consent to receive notices and disclosures electronically as follows:

To contact us by email send messages to: [EarlEd.Rice@AlleghenyCounty.US](mailto:EarlEd.Rice@AlleghenyCounty.US)

### **To advise Allegheny County of your new email address**

To let us know of a change in your email address where we should send notices and disclosures electronically to you, you must send an email message to us at [servicedesk@alleghenycounty.us](mailto:servicedesk@alleghenycounty.us) and in the body of such request you must state: your previous email address, your new email address. We do not require any other information from you to change your email address.

If you created a DocuSign account, you may update it with your new email address through your account preferences.

### **To request paper copies from Allegheny County**

To request delivery from us of paper copies of the notices and disclosures previously provided by us to you electronically, you must send us an email to [Scott.McCloskey@AlleghenyCounty.US](mailto:Scott.McCloskey@AlleghenyCounty.US) and in the body of such request you must state your email address, full name, mailing address, and telephone number. We will bill you for any fees at that time, if any.

### **To withdraw your consent with Allegheny County**

To inform us that you no longer wish to receive future notices and disclosures in electronic format you may:

- i. decline to sign a document from within your signing session, and on the subsequent page, select the check-box indicating you wish to withdraw your consent, or you may;
- ii. send us an email to [EarlEd.Rice@AlleghenyCounty.US](mailto:EarlEd.Rice@AlleghenyCounty.US) and in the body of such request you must state your email, full name, mailing address, and telephone number. We do not need any other information from you to withdraw consent.. The consequences of your withdrawing consent for online documents will be that transactions may take a longer time to process..

### **Required hardware and software**

The minimum system requirements for using the DocuSign system may change over time. The current system requirements are found here: <https://support.docusign.com/guides/signer-guide-signing-system-requirements>.

### **Acknowledging your access and consent to receive and sign documents electronically**

To confirm to us that you can access this information electronically, which will be similar to other electronic notices and disclosures that we will provide to you, please confirm that you have read this ERSD, and (i) that you are able to print on paper or electronically save this ERSD for your future reference and access; or (ii) that you are able to email this ERSD to an email address where you will be able to print on paper or save it for your future reference and access. Further, if you consent to receiving notices and disclosures exclusively in electronic format as described herein, then select the check-box next to 'I agree to use electronic records and signatures' before clicking 'CONTINUE' within the DocuSign system.

By selecting the check-box next to 'I agree to use electronic records and signatures', you confirm that:

- You can access and read this Electronic Record and Signature Disclosure; and
- You can print on paper this Electronic Record and Signature Disclosure, or save or send this Electronic Record and Disclosure to a location where you can print it, for future reference and access; and
- Until or unless you notify Allegheny County as described above, you consent to receive exclusively through electronic means all notices, disclosures, authorizations, acknowledgements, and other documents that are required to be provided or made available to you by Allegheny County during the course of your relationship with Allegheny County.

**Certificate Of Completion**

Envelope Id: CE58BBA9BEE94D3BB14199049F9FC883

Status: Completed

Subject: ADM\_CDI\_ARCHITECTS\_RFP8549\_6022-22\_C

Source Envelope:

Document Pages: 205

Signatures: 0

Envelope Originator:

Supplemental Document Pages: 2

Initials: 0

Erin Nelson

Certificate Pages: 2

AutoNav: Enabled

542 Forbes Ave

Enveloped Stamping: Enabled

Room 621

Time Zone: (UTC-08:00) Pacific Time (US &amp; Canada)

Pittsburgh, PA 15219

Erin.Nelson@AlleghenyCounty.US

IP Address: 199.224.24.11

**Record Tracking**

Status: Original

Holder: Erin Nelson

Location: DocuSign

7/15/2022 12:51:47 PM

Erin.Nelson@AlleghenyCounty.US

**Signer Events****Signature****Timestamp**

Kimberly Ragano

**Completed**

Sent: 7/15/2022 12:52:10 PM

kimberly.ragano@alleghenycounty.us

Viewed: 7/18/2022 3:55:11 AM

Carahsoft obo County of Allegheny\*

Signed: 7/18/2022 4:02:01 AM

Signing Group: Controller Signing Group

Using IP Address: 199.224.24.12

Security Level: Email, Account Authentication  
(None)**Electronic Record and Signature Disclosure:**

Not Offered via DocuSign

Supplemental Documents:

Contract (JDE) Form - CDI Architects.pdf

Viewed: 7/18/2022 3:57:03 AM

Read: Not Required

Accepted: Not Required

Ryan Herbinko

**Completed**

Sent: 7/18/2022 4:02:05 AM

Ryan.Herbinko@AlleghenyCounty.US

Viewed: 7/20/2022 7:16:34 AM

Signing Group: Controller Legal

Signed: 7/20/2022 7:30:46 AM

Security Level: Email, Account Authentication  
(None)

Using IP Address: 199.224.24.13

**Electronic Record and Signature Disclosure:**

Not Offered via DocuSign

Supplemental Documents:

EA 6022-22.pdf

Viewed: 7/20/2022 7:16:36 AM

Read: Not Required

Accepted: Not Required

**In Person Signer Events****Signature****Timestamp****Editor Delivery Events****Status****Timestamp****Agent Delivery Events****Status****Timestamp****Intermediary Delivery Events****Status****Timestamp****Certified Delivery Events****Status****Timestamp****Carbon Copy Events****Status****Timestamp****Witness Events****Signature****Timestamp****Notary Events****Signature****Timestamp**

Envelope Summary Events	Status	Timestamps
Envelope Sent	Hashed/Encrypted	7/15/2022 12:52:13 PM
Certified Delivered	Security Checked	7/20/2022 7:16:34 AM
Signing Complete	Security Checked	7/20/2022 7:30:46 AM
Completed	Security Checked	7/20/2022 7:30:46 AM
Payment Events	Status	Timestamps