

**AGREEMENT TO PROVIDE
PROFESSIONAL CONSULTING SERVICES TO
THE COUNTY OF CHAMPAIGN, ILLINOIS**

THIS AGREEMENT, entered into this 19 day of October, 2012, and effective immediately by and between Institute for Law and Policy Planning (ILPP), (hereinafter called the "Consultant") and the County of Champaign, Illinois (hereinafter called the "County"), **WITNESSETH THAT:**

WHEREAS, the County is interested in having a comprehensive jail needs assessment study conducted, with the purpose of the study to develop a plan that will establish current and future adult capacity requirements and costs associated with either the remodeling of the County's current Downtown correctional facility, or the construction of an addition to the County's Satellite Jail, and to identify ways of reducing the demand for bed space, while maintaining public safety, and

WHEREAS, the Consultant has staff knowledgeable and experienced in the requirements of developing such a jail needs assessment study, and

WHEREAS, the County desires to engage the Consultant to prepare and complete such a study.

NOW THEREFORE, the parties hereto mutually agree as follows:

1. Employment of Consultant. The County agrees to engage the Consultant and the Consultant hereby agrees to perform the following services.

2. Scope of Services. The scope of services is set forth in Champaign County RFP 2012-003 – Needs Assessment Study for Champaign County Corrections, which is incorporated herein as Attachment A to this Agreement, and as described in the Consultant's Response to Champaign County RFP 2012-003, which is incorporated herein as Attachment B to this Agreement.

3. Time of Performance. The services to be performed hereunder by the Consultant shall be undertaken and completed expeditiously, within 25 weeks after onsite commencement. The County must make staff available for interviews and provide comments on drafts promptly to keep the project on schedule and if County is unable to adhere to the schedule, the final report may be delayed. One draft report and one final written report shall be submitted to the County. In the event that more than three weeks pass after delivery of the draft report without changes noted by County, Consultant shall reissue the report as final.

4. Compensation. Compensation shall be a fixed fee of \$119,865, inclusive of all professional services and expenses to complete the scope of work.

5. Method of Payment. The Consultant shall be entitled to payment in accordance with the provisions of this paragraph. Consultant shall invoice \$3,000 upon signing of the Agreement; 20% of the Agreement fee on December 1, 2012; 20% on January 1, 2012; 20% on February 1, 2012; and the balance remaining upon delivery of the final report. Should the County not provide comments on the draft report within three weeks of receiving it, Consultant shall reissue the report as final.

6. Changes. The County or the Consultant may, from time to time, require or recommend changes in the scope of the services of the Consultant to be performed hereunder. Such changes, which are mutually agreed upon by and between the County and the Consultant, shall be incorporated in written amendment to this agreement.

7. Services and Materials to be furnished by County. The County shall make reasonable effort to furnish the Consultant with all available necessary information pertinent to the execution of this agreement. In no event shall the County be obligated to provide information to the extent providing such information would compromise a claim of privilege, or would otherwise violate any applicable law. Confidential information shall only be provided with the specific prior approval of the Sheriff, Presiding Judge, or State's Attorney, as appropriate. Confidential information shall include information regarding the contents of: personnel files; files relating to criminal investigations; files relating to pending or reasonably anticipated litigation; and any other files designated as confidential in advance by the Sheriff, Presiding Judge or State's Attorney. The County shall cooperate with the Consultant in carrying out the work herein, and shall provide adequate liaison between the Consultant and other agencies of the County. Consultant shall be entitled to rely upon the accuracy of information provided to it by County. All materials and other reimbursable expenses to be used in the execution of this agreement shall be provided by the Consultant. Compensation for such materials and reimbursable expenses is included in the fixed fee and hourly rates stated in Paragraph 4.

8. Rights to Terminate Agreement. If, through any cause, the Consultant shall fail to fulfill in timely and proper manner his obligation under this agreement, the County shall thereupon have the right to terminate this agreement with or without cause, by giving written notice to the Consultant of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination.

9. Information and Reports. The Consultant shall, at such time and in such form as the County may require, furnish such periodic reports concerning the status of the project and other information relative to the project as may be requested by the County. The Consultant shall furnish the County, upon request, subject to reasonable prior notice, with copies of all documents and other materials prepared or developed in relation with or as part of the project. Consultant shall not be obligated to deliver copies in person. The Consultant's Work Plan is documented on page 29 of Attachment B.

10. Records and Inspections. The Consultant shall maintain full and accurate records with respect to all matters covered under this agreement. The County shall

have free access at all reasonable and proper times to such records and the right to examine and audit the same and to make transcripts therefrom, and to inspect all program data, documents, proceedings and activities. Consultant shall maintain interview notes, working papers and other documentation of findings for a period of five years after delivery of the final report.

11. Accomplishment of Project. The Consultant shall commence, carry on, and complete the project with all practicable dispatch, in a sound economical and efficient manner, in accordance with the provisions thereof and all applicable laws. In accomplishing the project, the Consultant shall take such steps as are appropriate to ensure that the work involved is properly coordinated with related work being carried on within the County.

12. Provisions Concerning Certain Waivers. Subject to applicable law, any right or remedy which the County may have under this Agreement may be waived in writing by the County by a formal waiver, if, in the judgment of the County, this Agreement, as so modified, will still conform to the terms and requirements of pertinent laws. The County may only waive its rights and remedies under this Agreement in writing. Waiver, or failure to strictly enforce this Agreement on one or more occasions, or as to some terms, does not constitute a waiver of the right to strictly enforce this Agreement on other occasions, or as to other terms.

13. Matters to be Disregarded. The titles of the several sections, subsections, and paragraphs set forth in this Agreement are inserted for convenience of reference only and shall be disregarded in construing or interpreting any of the provisions of this Agreement.

14. Completeness of Agreement. This Agreement and any additional or supplementary document or documents incorporated herein by specific reference contain all the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this Agreement or any part thereof shall have any validity or bind any of the parties hereto.

15. County not Obligated to Third Parties. The County shall not be obligated or liable hereunder to any party other than Consultant.

16. When Rights and Remedies Not Waived. In no event shall the making by the County of any payment to the Consultant constitute or be construed as a waiver by the County of any breach of covenant, or any default which may then exist, on the part of the Consultant, and the making of any such payment by the County while any such breach or default exists shall in no way impair or prejudice any right or remedy available to the County in respect to such breach or default.

17. Personnel. The Consultant represents that he has, or will secure at his own expense, all personnel required in performing the services under this agreement. Such personnel shall not be employees of or have any Agreemental relationship with the

County. All of the services required hereunder will be performed by the Consultant or under his supervision and all personnel engaged in the work shall be fully qualified to perform such services.

18. Consultant Certification. The Consultant certifies that the Consultant has not been convicted of bribery or attempting to bribe an officer or employee of the County, nor has the Consultant made an admission of guilt of such conduct, which is a matter of record.

19. Indemnification. Each party shall be responsible for its own acts and will be responsible for all damages, costs, fees and expenses that arise out of that party's own negligence, tortious acts and other unlawful conduct and the negligence, tortious acts and other unlawful conduct of its respective agents, officers and employees.

20. Notices. Any notices, bills, invoices, or reports required by this agreement shall be sufficient if sent by the parties hereto in the United States mail, postage paid, to the addresses noted below.

Ms. Deb Busey
County Administrator
Champaign County
1776 East Washington
Urbana, IL 61802

Dr. Alan Kalmanoff
Executive Director
Institute for Law & Policy
Planning
2613 Hillegrass Avenue
Berkeley, CA 94704

IN WITNESS WHEREOF, the County and the Consultant have executed this agreement as of the date first written above.

County Of Champaign, Illinois



By: C. Pius Weibel, Chair
Champaign County Board

Institute for Law & Policy Planning



By: Dr. Alan Kalmanoff,
Executive Director

ILPP AGREEMENT

ATTACHMENT A



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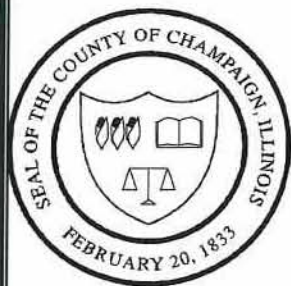
CHAMPAIGN COUNTY SHERIFF'S OFFICE



REQUEST FOR PROPOSALS (RFP): 2012 – 003

**NEEDS ASSESSMENT STUDY FOR
CHAMPAIGN COUNTY CORRECTIONS**

Sealed Proposal Due Date: 4:00 pm May 25, 2012



REQUEST FOR PROPOSALS: 2012 - 003

NEEDS ASSESSMENT STUDY FOR CHAMPAIGN COUNTY CORRECTIONS

March 9, 2012

On behalf of the County Board, I invite you to furnish a proposal in accordance with the General Requirements and Proposal Format requirements as documented herein. Carefully read the attached documents and follow the procedures as outlined in order to be considered for selection for this project.

Sealed Proposals: All proposals are to be submitted as outlined. To be considered for the award of contract, vendors will deliver one (1) original and eight (8) hard copies, and one electronic copy (Microsoft Office or PDF format) on CD, to the following address:

Attn.: Sheriff Dan Walsh

Champaign County Sheriff's Office

204 E Main Street

Urbana, Illinois 61801

By 4:00 pm May 25, 2012

**All proposals shall be delivered in a sealed envelope clearly marked "SEALED PROPOSAL –
"RFP – 2012-003 – Needs Assessment Study for Champaign County Jail".**

**The proposal shall include the entire response to this Request for Proposal document and
any amendments which may subsequently be issued.**

Proposals received after the above stated time will be considered a late quote and will not be accepted.

Please direct questions regarding the proposal package to Sheriff Dan Walsh, 217-384-1205 or email dwalsh@co.champaign.il.us

Cordially yours,

Sheriff Dan Walsh

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Needs Assessment Study for Champaign County Corrections

I. INTRODUCTION

The County of Champaign is seeking proposals from qualified criminal justice consulting firms who possess knowledge, skills, and experience in pre-architectural jail planning to conduct a comprehensive jail needs assessment study. The purpose of this study is to develop a plan that will establish current and future adult capacity requirements and costs associated with either the remodeling of our current Downtown facility or the construction of an addition to our Satellite Jail, identify ways of reducing the demand for bed space, while maintaining public safety, and provide an initial estimate of the cost of construction.

While not intended to limit the scope of this project, the County has identified three possible solutions believed to be worth review in this project: Remodel and update the current Downtown Jail, close the Downtown Jail and build an addition onto the Satellite Jail relocating the bed space lost downtown, or do maintenance only.

The County will evaluate firms from material submitted in response to this RFP. All interested firms must complete a full proposal based on the scope of services specified in Section VII. Based on a review of submitted proposals, the County may interview selected firms prior to making a final decision. The County reserves the right to modify the selection process based on information provided in the RFP submittals.

II. RFP PROCESS TIMELINE

RFP Issued	Friday, March 9, 2012
Responses DUE:	Wednesday, May 25, 2012 at 4:00pm
Jail Planning Project Team Notification of Selection of Short-Listed Firms:	Friday, June 20, 2012
Short-Listed Firm Interviews with County Board	Tuesday, June 26, 2012 – 6:00pm
Top-Ranked Firm Selection	Wednesday, June 27, 2012
Contract Negotiation	Wednesday, June 27 – Tuesday, July 10, 2012
County Board Award of Contract	Thursday, July 26, 2012 – 7:00pm

III. INSTRUCTIONS TO PROPOSERS

All proposals must be submitted to:

**Sheriff Dan Walsh
Champaign County Sheriff's Office
204 E Main Street
Urbana, IL 61801**

All questions regarding the proposal shall be directed in writing to (FAX or e-mail accepted):

**Sheriff Dan Walsh
Champaign County Sheriff's Office
204 E Main Street
Urbana, IL 61801
FAX: 217-384-1219
e-mail: dwalsh@co.champaign.il.us**

1. Nine bound copies of the main proposal and one unbound, one-sided, copy suitable for duplication, along with one electronic copy should be submitted. The cover should include the title "Jail Planning Proposal," date of submission, name of the firm, and the firm's contact person with phone number and address. The contact person should be an authorized representative of the firm.
2. Nine copies of the budget proposal should be placed in a sealed envelope and marked with the firm's name and the notation: "SEALED BUDGET PROPOSAL."
3. A transmittal letter, signed by the contact person, should accompany the proposal.
4. Both parts of the proposal and transmittal letter should be sealed in an envelope or carton and marked on the outside with the words "JAIL PLANNING PROPOSAL." The envelope or carton should be mailed to:

**Sheriff Dan Walsh
Champaign County Sheriff's Office
204 E Main Street
Urbana, IL 61801**

5. Proposals are due by **4:00 p.m. on May 25, 2012**. Any proposal received after that time will be marked "Received Late" and returned unopened to the offerer.
6. Any questions concerning this RFP should be directed to Sheriff Dan Walsh, 217-384-1205.
7. Proposals should be prepared simply and economically, providing a straight forward, concise description of provider capabilities to satisfy the requirements of the RFP. Emphasis should be on completeness and clarity of content.

Needs Assessment Study for Champaign County Corrections

8. An authorized representative of the firm must complete and sign the proposal.
9. The Sheriff or his representative will notify appropriate Agents if the County wishes to interview them and will establish the timeline for those interviews.
10. Failure to comply with any part of the RFP may result in rejection of the proposal as non-responsive.
11. In submitting qualifications, it is understood by the undersigned that the right is reserved by the County of Champaign to accept any qualifications, to reject any and all qualifications, and to waive any irregularities or informalities which are in the best interest of the County of Champaign.

IV. TERMS and CONDITIONS

1. The County reserves the right, at its sole discretion, to terminate this process at any time, or reject any and all proposals without penalty, prior to the execution of a contract acceptable to the County. Final selection will be based on the proposal which best meets the requirements set forth in the RFP and are in the best interest of Champaign County.
2. The County reserves the right to request clarification of information submitted and to request additional information of one or more applicants.
3. Any proposal may be withdrawn up until the date and time set above for the opening of proposals. Any proposal not so withdrawn shall constitute an irrevocable offer, for a period of 90 days, to provide the County the services set forth in the attached specifications, or until one or more of the proposals have been approved by the County, whichever occurs first.
4. Any agreement or contract resulting from the acceptance of a proposal shall be on forms either supplied or approved by the County and shall contain, as a minimum, all applicable provisions of the RFP. The County reserves the right to reject any agreement that does not conform to the RFP and any County requirements for agreements and contracts.
5. The County shall not be responsible for any costs incurred by the firm in preparing, submitting, or presenting its response to the request for qualifications.
6. The successful Proposer may further be required to provide certification of compliance with applicable statutory employment mandates, including but not limited to Illinois and US labor and non-discrimination laws.

Needs Assessment Study for Champaign County Corrections

V. SELECTION PROCESS

The members of the Jail Project Planning Team will review the proposals and submit recommendations to the County Board. Depending on the response to the RFP, the Jail Project Planning Team shall short-list the firms that best meet the selection criteria and schedule those firms for interviews with the County Board on Tuesday, June 26, 2012 beginning at 6:00pm.

Notification of the selection of short-listed firms shall be provided to all offerers by Monday, June 18, 2012.

Firms scheduled for interviews will be able to discuss their credentials, special skills, and particular approaches to various elements of the study. The selection criteria will be weighted with 45 percent for methodology, 40 percent for qualifications, and 15 percent for costs.

VI. BACKGROUND INFORMATION

COUNTY BACKGROUND

Champaign County, Illinois is located in the heart of East Central Illinois. US Interstates 57, 72 & 74 intersect in the county which puts Champaign County approximately 2 hours south of Chicago, Illinois, 3 hours north-northeast of St. Louis, Missouri and 2 hours west of Indianapolis, Indiana.

Champaign County was incorporated on February 20, 1833. Township form of government was adopted in 1859. The County Board currently has 9 Districts, with three members representing each District for a total of 27 Board members. The County Board Chair is elected from the Board members. The County currently has an Administrator hired by the County Board to oversee the day-to-day operations of the County.

Home to the University of Illinois, Parkland College, and two major regional hospitals (Carle Foundation Hospital and Provena Covenant Hospital), Champaign County is a leader in education, health care, government, high technology, light industry and agriculture. Champaign County comprises 1008 square miles, the majority of which are involved in agriculture.

The 2010 US Census estimate lists Champaign County as the 10th largest County in the State of Illinois with a population of 201,081. The largest urban areas in the County are the City of Champaign (81,055), the City of Urbana (41,250), and the Village of Rantoul (13,674).

Needs Assessment Study for Champaign County Corrections

THE COUNTY JAIL

The Corrections Division of the Champaign County Sheriff's Office operates two separate facilities, the Downtown Jail & the Satellite Jail, with a combined bed capacity of 313 divided between the two. The average daily population of our facilities combined for calendar year 2011 was 223, which was the lowest yearly ADP in a decade.

The Downtown Jail occupies the lower half of the Sheriff's Office building located in downtown Urbana, directly across the street from the courthouse and the capacity of the Downtown Jail, built in 1980 is 131. The Downtown Jail is linear in design and limits the ability of staff to effectively manage the inmate population. Many serious physical plant deficiencies have been identified in the Downtown Jail, such as "the deplorable conditions within the facility", "the limited artificial and natural light and dingy colors found within the jail..." and "the amount of problems with debilitated plumbing, electrical, HVAC, and security systems." Since our Satellite Jail cannot provide sight and sound separation for the housing of males and females, the Downtown Jail houses all general population female inmates.

The Satellite Jail began housing inmates in 1996 with a bedded capacity of 182 inmates and serves as the primary intake unit for all arrests in Champaign County. All inmate meals and commissary items are produced out of the kitchen located at the Satellite Jail. The administrative offices of Jail Command, Mental Health, Medical and Programs staff are housed at the Satellite Jail, while the offices of the Sheriff, Chief Deputy and Law Enforcement Command are located in the downtown facility. The Satellite Jail was originally designed and built with the expectation of expanding the facility by adding housing "pods" when appropriate.

The Champaign County Corrections Division, operating both facilities, was found in full compliance of Illinois County Jail Standards in August 2011 by the State of Illinois Department of Corrections Office of Jail and Detention Standards.

The Sheriff's Office has attended the Planning of New Institutions program conducted by the National Institute of Corrections.

On May 1, 2011 the County received Technical Assistance, via Technical Assistance No. 11J1054, from the National Institute of Corrections (NIC). The purpose of the Report was to provide short-term technical assistance services for the Champaign County Sheriff's Office in conjunction with the review of the utilization of the jail in supporting the criminal justice system within Champaign County. A copy of the technical assistance report is available upon request by contacting Teresa Schlein, secretary to the Sheriff, at 217-384-1205.

THE CRIMINAL JUSTICE SYSTEM

The Illinois Crime Index Offense Rate, expressed in total number of index crimes per 100,000 inhabitants, has steadily declined since 1994 and Champaign County is no different. Based upon the 2009 Illinois UCR the decreases realized in Champaign County in regards to Total Crime Index (-16.9%), Total Crime Index Arrests (-9.9%) and Drug Crime Arrests (-15.7%) were at least twice as much as the rate that was realized in the State of Illinois (Crime Index -7.5%, Crime Index Arrests -4%, and Drug Crime Arrests -3.5%).

The Champaign County Circuit Court has eleven judges and is part of the Sixth Judicial Circuit which consists of the Counties of Champaign, DeWitt, Douglas, Macon, Moultrie and Piatt. The Sixth Judicial Circuit is part of the Fourth

Needs Assessment Study for Champaign County Corrections

Appellate District. Although all of the judges have been assigned to hear criminal matters during their time on the bench, currently six judges handle criminal matters. In cooperation with the Sheriff, the State's Attorney, the Public Defender and the Director of Court Services, the Presiding Judge has developed protocols and issued administrative orders to reduce a significant backlog of pending criminal cases. Despite the efforts of all justice-related departments, the volume of criminal matters, the mandates of the General Assembly and the condition of the jail facilities necessitate steps be taken to insure that sufficient space is available for those incarcerated.

The Office of the States Attorney's Office is staffed with 17 full-time attorneys in the Criminal and Traffic Divisions. The office commences and prosecutes all criminal and traffic cases in the Circuit Court. During 2011, the Office of the States Attorney had 2,131 felony filings, 1,392 misdemeanor filings, 718 DUI's and 23,726 traffic citations. The Office of the States Attorney reviewed approximately 8,400 police reports submitted by area police agencies. The average annual felony caseload per attorney was approximately 350 cases.

The Champaign County Public Defender's Office has a staff of 14 full-time attorneys and three support staff (2 secretaries and one office manager). The Office is appointed to represent individuals who are indigent; that is, they cannot afford an attorney of their own. Most of these cases involve criminal matters in which people are charged with felony, misdemeanor, traffic and juvenile delinquency matters. Public Defender Attorneys are regularly appointed to represent parents in abuse and neglect matters and are occasionally appointed in mental health commitment, contempt and other matters.

The Champaign County Probation and Court Services Department Adult Division/Standard Probation Services Unit consist of 9 line officers. Each officer supervises a caseload of approximately 160 adult offenders. Officers refer offenders for alcohol/substance abuse treatment, or to the various other social service programs that may assist the offender in meeting the conditions of probation. The officer assigned to supervise sex offenders currently monitors 60 offenders convicted of sex offenses. Drug Court started in March of 1999 and each defendant sentenced to Drug Court is required to appear in court each week to assess progress in meeting goals. All Drug Court clients are randomly tested for illicit drugs and alcohol.

The Public Service Work (PSW) Coordinator, assigned to the Specialized Services Unit, serves the entire department. The PSW coordinator works with community leaders to provide labor for special events, on-going projects and general clean up details. At any one time, our coordinator supervises approximately 1200 adults and juveniles ordered to complete community service work.

Community agencies capable of providing services to adult offenders sentenced to probation consist primarily of the mental health unit outpatient service of the local hospital, the County Mental Health Center, Alcoholics Anonymous, and Narcotics Anonymous.

The Sheriff's Office consists of three Divisions, Law Enforcement, Corrections and Court Security. The Corrections Division has 60 sworn officers assigned and had 7,719 intakes in 2011.

In 2003 the jail population grew to above 300, nearing actual capacity, and numerous meetings were held by the various principals in the local Criminal Justice System to reduce the jail population. Presiding Judge Tom Difanis, States Attorney Julia Rietz, Public Defender Randy Rosenbaum, Court Services Director Joe Gordon, and Sheriff Dan Walsh all worked together to reduce the jail population. Case backlog has been substantially reduced through orders to move cases more

Needs Assessment Study for Champaign County Corrections

expeditiously through the system. Judges have been encouraged to consider jail resources when setting bonds and sentences. Assistant Public Defenders and Assistant States Attorneys have been directed by their bosses to move cases quickly, working with both the judges and the Sheriff's Office to do so. The Sheriff also used Electronic Home Detention (E.H.D.) on a regular basis to reduce housed inmate populations. These sustained and combined efforts have led to a perceived reduction in jail population that has averaged 31 inmates (ADP) over the past seven years.

Champaign County also is home to one of the courthouses (in Urbana) for the U.S. District Court for the Central District of Illinois. Since the Courthouse was built, Federal prisoners have been housed in the Champaign County Jail only on an occasional basis. Over the last 11 years (2000-1011), the Federal inmate population for the Urbana Court averages 59.5 inmates/year (range is 32 to 88). Currently these inmates are celled in the Ford County Jail in Paxton, DeWitt County Jail in Clinton, Macon County Jail in Decatur, and the Moultrie County Jail in Sullivan. In addition to paying for the housing of the inmates, the Court is paying substantial costs of transporting the inmates, about \$15-18/hour plus mileage. There is a desire to alleviate/reduce the burden (financial and inefficiency) of housing inmates in cells that are up to 64 miles away from the Federal Courthouse.

PROJECT PLANNING GROUPS

Two resource groups have been established to work on issues related to this RFP. The first is the Jail Project Planning Team consisting of the Sheriff, Jail Superintendent, Presiding Judge, States Attorney, County Administrator, Facilities Director, County Board Facilities Committee Deputy Chair, Facilities Committee Assistant Deputy Chair and a County Board member representing a minority influenced district. In addition, a nine member Champaign County Community Justice Task Force is being developed. The purpose of the Task Force is to gather information on current programs and costs to prevent incarceration, recidivism, and promote rehabilitation of prisoners; to look for additional programs (and potential costs) that the County does not utilize that may bolster current programs; to provide a report including suggestions and information to the County Board in October 2012.

VII. SCOPE of SERVICES DESIRED

The scope of work for the Needs Assessment Study will include but not be limited to, the following items:

1. The consultant should examine the various factors contributing to the current correctional center population. This study should examine county population growth trends, crime trends, changes in laws, practices within the criminal justice system, including any that could contribute to racial disparity in the jail population and other factors that have or will affect the number of pretrial defendants and sentenced offenders who are detained in the correctional center and the lengths of their stays.
2. The consultant should perform a study of the inmate population, including demographics by race, ethnicity and gender, in order to describe the correctional center population and provide information useful for the planning of programs in our correctional center, for identifying the proportion of the inmate population that might be eligible for various alternatives to incarceration, and for developing design specifications about the types and number of spaces that will be needed to accommodate inmates in the County Correctional Facility.

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3. The consultant should include detailed analysis, consideration and discussion of special need inmates---mostly medical and mental health (or both). Specify design and adjacency needs to allow appropriate monitoring and care of these types of inmates, while at the same time considering the appropriate staffing needs of such units to make these as staff efficient as possible.
4. The consultant should include detailed analysis, consideration and discussion of the booking environment. Specify design and adjacency needs to allow for appropriate monitoring and care of the newly received inmates while at the same time considering the appropriate safety and security of these individuals. Consideration must be given to appropriate staffing needs of such area to make booking/intake as efficient as possible.
5. The consultant will examine the availability of alternatives to incarceration for both pretrial defendants and sentenced offenders. Gaps in services and enhancements and/or expansion of existing services should be considered. Also, criminal justice system operations should be reviewed to determine if efficiencies can be obtained that will reduce the length of stay of pretrial defendants. This study will require interviewing staff in various criminal justice agencies, as well as community based treatment, education and prevention programs and examination of appropriate data on supervision and treatment programs and case processing of offenders. Based on this information, the consultant will identify ways to expand the existing alternatives to incarceration and to identify appropriate, new alternatives. Also, the consultant should identify if refinements in case processing might be possible that would reduce the length of stay of pretrial defendants. Each of the recommendations should contain a description of the problem or issue addressed by the recommendation, estimate of the impact on the jail population, estimated cost of implementing the recommendation, steps required to implement the change, and timetable for implementation. This is to include consideration and discussion of housing units other than maximum security, such as dormitory and single/double cells with non-security fixtures and doors.
6. The consultant will forecast facility capacity requirements in five-year increments. The forecast will be broken out to show the space allocation requirements for each type of area that accommodates inmates, such as intake, infirmary, housing areas (maximum, medium, and minimum housing for males and females). Options for reducing and/or managing growth of the jail population should also be considered in the forecast. If major changes are imminent, such as new laws or addition of new industries, they should be acknowledged for their potential impact on the forecast. The description of the forecast should be written so that members of the public can understand its relation to historical trends, growth of the county, changes in crime, options for controlling jail growth, and the recommended strategy for designing the facility to accommodate future expansion needs.
7. The consultant should evaluate the existing Downtown Jail structure as to its suitability for other uses, including the possible remodeling of the facility to update it for continued use as a correctional center and sheriff's office. This evaluation will consider the structural integrity of the facility, maintenance requirements, adaptability for other uses, and general cost estimates for each option.

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8. The consultant will provide an estimate of construction costs and include fixtures and equipment for each option suggested. This estimate does need to acknowledge other considerations, such as site development, professional fees, and contingency expenses. This cost estimate should be coordinated with the forecast to show costs at various periods of time, if phased construction of space is recommended. In that instance, an adjustment for inflation should be included in phased construction. This cost estimate should include the identification of all operational costs (including temporarily relocating inmates, and/or the costs associated with operating two facilities versus a single facility).
9. The consultant should develop a forecast of sheriff's office space needs including specific secure areas designed for various types of evidence storage operations. This forecast should identify the space needs in the same incremental time frames as that used in the jail forecast. Also, the rationale underlying the forecast should be described. (Cost estimates for sheriff's offices should be included in the estimate of jail development costs.)

Needs Assessment Study for Champaign County Corrections

VIII. COMMUNICATION, REPORTS AND PRESENTATIONS

The consultant should describe in the proposal how he or she will communicate with the County and/or the public about the jail planning study. This description should indicate the approximate times of the meetings and their purpose. The consultant should also seek the preferences of the County, during an initial meeting, about how to structure public communication and obtain input of the stakeholders to help develop the specifics about contents of the communication.

The consultant should describe in the proposal the sections of the final report that might be anticipated at this time. Also, the proposal should indicate how the recommendations will be structured and what will be included. The final report should include an executive summary that is suitable for public distribution.

A rough draft of the final report should be submitted for review by the Jail Project Planning Team. After the comments have been returned by the County, the report should be finalized and one bound copy and one camera-ready copy suitable for photocopying along with one electronic copy should be submitted.

After submission of the final report, the County Board will contact the consultant to establish a time when a summary presentation will be made to the board in open session. The final report and supporting documentation shall be made available in electronic format to be placed on the county web site.

IX. PROJECT SCHEDULE AND STARTING DATE

The jail planner should provide a timetable for the study, which will show the approximate times when key activities will occur and their general sequence. The timetable should encompass the project activities up to the time of the submission of the rough draft of the final report to the County for review and critique.

A Gantt chart or other appropriate schedule chart should be used to display the information. Explanations should be provided when the reasons for various time lines are not immediately apparent.

X. QUALIFICATIONS OF THE FIRM, PROJECT STAFFING AND REFERENCES

The response should emphasize project experience that will be relevant to the County of Champaign. The consulting firm shall provide a clear, concise Response that will address the firm's ability and experience in complying with the scope of services requirements set forth in this RFP.

1. Give a brief description of the firm, including a description of the firm's experience in performing jail planning studies.
2. List by name and title the consulting firm team members to be assigned to the project for Champaign County. Identify the contact person who will have primary account responsibility. Provide qualifications, experience, and office location and phone number for each of the identified team members.

Needs Assessment Study for Champaign County Corrections

3. Describe your firm's particular expertise for conducting jail planning and comprehensive jail needs assessment studies. Give examples of how this expertise has been utilized to the advantage of clients and how it may relate to the County.
4. Briefly describe any attributes that distinguish your firm from others offering similar services that would prove helpful to the County in our selection process.
5. Describe any pending litigation of the firm.
6. Provide references from your last five local government projects, including name, address, telephone number, and type of consulting services/planning completed for these clients.
7. Provide a copy of the last Jail Needs Assessment Study your firm completed.

Needs Assessment Study for Champaign County Corrections

XI. PROJECT WORK PLAN

The project work plan should be constructed to show the estimated number of hours each person will work per task. This should include the hours team members will perform on-site work and project time by support staff. The decision about the names of the various tasks in the table will be left to the discretion of the proposal writer, with the exception of the task of making presentations on the final report.

Sample Table 1. Allocated Number of Hours for Project Staff on Various Tasks

TASKS	Smith (Team Leader)	Jones	Research Assistant	Clerical	Total Hours
1. Meeting with Jail Committee					
2. Interviewing					
3. Collecting jail data					
4. Collecting other data					
5. Analyzing data					
6. Developing forecast					
7. Evaluating jail sites					
8. Writing review-draft of final report					
9. Revising final report					
10. Making presentations on final report					
11. Total number of hours					

As shown in the sample table above, the project team leader should be listed first. The narrative in this subsection should briefly explain any new items (those not discussed in a previous section) if they are not immediately obvious in meaning.

Needs Assessment Study for Champaign County Corrections

XII. PROJECT BUDGET

The budget proposal should be submitted in a separate, sealed envelope, which will be opened after the top ranked firms have been identified. The budget should be presented in a breakout table according to the following format. Extra lines should be added to the table as needed, such as to list the various consultants.

CATEGORY	Hourly Rate	No. of Hours	Subtotal	Total
PERSONNEL				
Consultants (listed separately)	\$	##	\$xxxx	
Support staff (listed by position)	\$	##	\$xxxx	
Subtotal personnel				\$xxxx
TRAVEL	Rate	Number	Subtotal	
Airfare, auto, etc.	\$xxx	##	\$xxxx	
Lodging	\$xx	##	\$xxxx	
Meals	\$xx	##	\$xxx	
Other (list the major items)	\$x	##	\$xxx	
Subtotal travel				\$xxxx
SUPPLIES AND OTHER				
Office supplies (per month)	\$xx	x	\$xxx	
Telephone (per month)	\$xx	x	\$xxx	
Reproduction (collectively)	\$xxx	NA	\$xxx	
Postage and express (collectively)	\$xxx	NA	\$xxx	
Subtotal supplies and other				\$xxxx
TOTAL BUDGET				\$xxx

Relevant narrative should provide explanation for those items which are not immediately apparent in the budget table. If the consultant has suggestions or options for obtaining cost-savings in conducting this project, the information can be presented in a separate subsection of the budget either in the narrative or as a separate table.

XIII. PROPOSAL FORMAT

The main proposal may contain a brief introduction of no more than one page. Following the introduction, the proposal should specifically address the consultants approach as defined by Sections 7 through 12 of the RFP and in the order in which they appear in the RFP.

Part A. Main Proposal

- Introduction
- Scope of Services Desired (each item addressed independently)
- Communication, Reports, and Presentations
- Project Schedule and Starting Date
- Qualifications of the Firm, Project Staffing, and References
- Appendix A: Literature on the Firm
- Appendix B: Other Information

Part B. Sealed Budget Proposal

A Sealed Budget Proposal is also required.

ILPP AGREEMENT

ATTACHMENT B

I L P P

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May 25, 2012

Attn: Sheriff Dan Walsh
Champaign County Sheriff's Office
204 E. Main Street
Urbana, Illinois 81801

Re: Jail Planning Proposal, RFP – 2012-003

Dear Jail Planning Committee:

Champaign County is experiencing some mismatch between available jail space and the needs arising from the arrested population. The County has coped with this pressure through the strong work of the justice system stakeholders. The County now seeks to address a dilapidated facility and lack of appropriate spaces for lower-security inmates, female inmates, programming, and other needs to be identified in this study.

Your RFP calls for a rigorous analysis of existing conditions and forecasted needs, to determine which of various viable alternatives can best meet them. ILPP is staffed with nationally-based, well-regarded justice system practitioners who provide a sound product that will garner the support of government, taxpayers, and the community of stakeholders. Our 400+ clients over 30 years have provided excellent written references that document our expertise and fair, objective approach to improving systems. Our work generated nearly a billion dollars in cost savings over the last decade. The Appendix showcases a very successful recent project in Wisconsin that led to a sustainable corrections plan.

To generate full public support for a jail plan in this political and economic climate, the solutions must be objective, credible, and clearly cost-effective. Life-cycle costs, long-term impacts, current needs, public safety philosophies, and many other factors must be balanced.

As Director of the proposed team, I am well-equipped through extensive training in law and graduate programs, decades of teaching and the role of senior consultant for the National Institute of Corrections, and leading system studies for over 400 county clients. I have served as lead presenter and facilitator for all of our many projects.

The Team is strengthened by:

- The lead trainer and consultant for NIC's PONI program over several decades
- An expert in correctional facilities, who won awards with ILPP for programming the prototype for the direct supervision jail
- Career and academic law enforcement and corrections experts to address the critical front end of the system
- A correctional health care expert and medical school professor who has studied and planned many jail health systems
- An independent jail architecture firm subcontractor that operates at the highest standards of professional practice.

Architectural firms alone lack systems and correctional practice expertise to determine needs, alternatives and sustainable framework. We can provide the credibility to support facility and other recommendations without any of the conflicts of interest that so often undermine jail needs assessments and planning. Fee-based commissions often compromise objectivity. Engaging an architecture firm to lead this stage would likely compromise the full range of facility and programming options.

The key to realizing the value of ILPP'S work is in our references. If you contact them directly, you will find our team far superior in skills, knowledge, and experience you are seeking; we have proven ourselves to be adept at problem solving and cost control in the jail arena and system wide.

As a non-profit with very little marketing or overhead costs, we offer the best value for the County to accomplish the desired work. Our product will meet your needs and thoroughly explain the most cost-effective facility and policy options to meet jail demand over the coming decades.

We look forward to the opportunity of working with you.

Sincerely,



Alan Kalmanoff,
Executive Director

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INTRODUCTION

The Institute for Law and Policy Planning (ILPP) is pleased to submit this proposal for Champaign County Corrections Needs Assessment, the components of which are ideally suited to our extensive experience and strengths. Our staff has spent many decades serving as chief training consultants with the National Institute of Correction (NIC) as well as the Planning of New Institutions (PONI) Program. From this experience and our county clients, we have the national best-practice expertise and resources to optimize the systems assessment, gap analysis, projections, and cost estimates for the existing framework and proposed expansions recommended by your requested study.

Champaign County has committed officials interested in guiding change by professional planning before budget and developmental pressures require rushed, unplanned changes with significant new recurring expenses. The County has already expended significant efforts to reduce the ADP at the jail, but operating multiple and one notably antiquated correctional facility may not be optimal. Controlling costs of maintaining an effective and coordinated criminal justice system are timely local government challenges, requiring innovative approaches in each of the justice agencies and the justice system as a whole. Stakeholders are commended for already reducing ADP through collaborative efforts; ILPP notes that these efforts are the right approach and must continue.

ILPP has conducted 452 facility studies over forty-three years, including development of plans for award winning jails (Caddo Parish, LA) and prisons (Los Lunas, NM) and highly regarded feasibility studies for multi-county regional detention. ILPP has also programmed jails, courts, juvenile, and other criminal justice complexes, including the nation's first direct supervision jail in Martinez, CA. We are highly experienced in the jail needs assessment, feasibility analysis, and jail planning arenas. This experience extends more broadly to corrections operations and policy, as well as innovative rehabilitative programs such as work-release and minimally staffed detoxification centers.

Of utmost import, our experience has led us to not seek facility contracts where our assessments have resulted in building plans. Thus, we have no conflict of interest, a rare but necessary condition to avoid potential public criticism of local officials and the community.

While State and local funds, national standards, and the documented evaluations of others will be instrumental in planning, the aim to make this justice system fit the County's vision and goals will predominate. The County seeks to analyze the existing framework and population, and generate a needs assessment and cost estimates that guide future planning decisions. We help jurisdictions determine the purpose of their jail and how those who don't "fit" should be diverted. Public safety and sustainability are the primary objectives, based on local values.

Champaign County's Downtown Jail has numerous deficiencies; as a possible remedy, construction has often been discussed and more recently, debated with vigor. While jail expansion is clearly an option to be explored, no county should build additional jail beds without a detailed study of needs and efforts to manage growth in both population and budget. System re-engineering through a total system assessment is considered "best practice" by the US Department of Justice, and has worked well for other counties, especially right before decisions to build or expand a jail. With a commission and justice officials open

to such analysis, in hopes of major immediate savings and perhaps some population and facility solutions, the time seems ripe to involve the gatekeepers and community in an objective and well-regarded planning project.

Our purpose supports Champaign County's objective in obtaining a more efficient and effective justice system where resources meet future demand, in addition to enlisting the support of its citizens for proactive and positive corrections change.

IDENTIFICATION OF THE MAJOR FACTORS DRIVING CRIME AND INMATE POPULATION

Future jail demand often depends more on case processing, efficiency, and information management than population and crime trends. The trends in Champaign County mimic those across the nation, and Champaign's stakeholders have done an admirable job reducing the jail population from its high in 2003. However, an objective outside lens is often helpful in supporting continued progress. We will conduct interviews and collect data to determine what factors throughout the system drive incarceration. We will additionally review legislative policies, practices, and Champaign's information technology and system management infrastructure.

CASE – PROCESSING EFFICIENCY AND SAVINGS

Case-processing is directly related to the size of jail population, specifically to inmate length of stay. The case-processing analysis will begin with interviews of court personnel and attorneys to define the nature of the case processing system in Champaign. ILPP will then assess areas in which changes may speed the process. One important factor will be an analysis of case-processing practices in conjunction with a review of management information systems. We will look carefully at how data is transmitted between agencies and whether any delays are the cause of case processing bottlenecks,

A second area of review involves both departmental practices and relationships between agencies: the courts with jail management, public defender with prosecution, etc. The performance of the system must be evaluated collectively because a department's policies and practices impact the volume and type of cases that continue downstream.

INMATE TRACKING ANALYSIS

An inmate tracking analysis will follow a sample of inmates from booking through release to evaluate the efficiency of the flow of offenders through the system. Tracking inmates shows the number of persons entering the jail, the length of time they remain, and mode by which they are released. This type of analysis can demonstrate points in the flow which can be made more efficient, saving jail beds and leading to better jail management. Bottlenecks identified in this analysis will be assessed for possible remedies. Recommendations on options to solve identified problems will be provided to Champaign County in a detailed action plan.

ILPP chooses a two-week sample of bookings in two representative periods over a year to follow offenders through the county's system. Generally, booking rosters and jail population data provide the baseline information needed to complete the analysis. The tracking analysis begins with a cross-tabulation of booking charges and release modes. The number of cases and average length of stay for each charge-release pair can highlight areas where processing could be accelerated.

The tracking analysis complements the profile analysis by adding such factors as the average length of stay, the impact of out-of-custody bookings (e.g., an arrestee who is cite-

released in the field by an arresting officer and then brought in for photos and fingerprinting), and the release mode, broken down by charge.

In addition to serving as a powerful tool in evaluating overall system flow, the results of the tracking analysis will be employed to study the contributions of delay from individual areas of the system such as custody facilities and alternative programs.

TRACKING SPECIAL POPULATIONS

We will identify specific subcategories that are of special interest to Champaign County, such as racial minorities and the pretrial population. These subcategories will be highlighted in data collection and interview efforts, to ascertain whether any policies or practices disproportionately or adversely affect case processing for these specific populations.

ASSESSMENT OF INMATE POPULATION

Understanding the nature and dynamic of the offender population and its propensity to grow and change in the future will be a major focus of the study. These profile and tracking analyses will satisfy the primary objective of determining the composition of inmates within the jail.

INMATE PROFILE

A profile of the inmate population describes the characteristics of the group at a specific point in time. A representative sample of inmates from Champaign County's corrections facilities will be sampled, with data collected on each individual.

During the data analysis phase, several subsets of the population will be evaluated separately to identify distinguishing characteristics relative to the overall jail population. Inmates with a prior history of mental illness, alcohol or drug related charges, and homelessness will comprise these sub-studies, which may lead to recommendations of appropriate screening and jail alternatives. The use of health services and substance abuse programs will also be evaluated. This data will feed into the site and operational analyses, facility options, and financial forecasts.

Representative data characteristics that ILPP will collect for analysis include:

- General Demographics
- Offense Level
- Prior Arrests and Convictions
- Residence
- Release Modes and Mechanisms
- Employment Status
- Arresting Agency
- Adjudication Status
- Custody Security Level
- Use of Bail/Bond

We will also focus on inmates designated to be of lower risk and others that county values indicate should not be incarcerated and would not present a risk of public safety. Ultimately, we will determine which existing, new, or expanded sentencing alternatives would be appropriate to manage the offender.

Impact of Population Findings

The findings of the inmate population forecast, profile and tracking studies will be used to determine the following:

- The type of inmate population that the county will need housing for over the next 20 years, in five year increments
- The effect of programs on reducing this future population
- The level of housing security that will be needed, including the design specifications for types and number of spaces
- Changes that could be made in current classification practices to optimize use of existing or expanded facilities

EVALUATION OF MEDICAL AND MENTAL HEALTH SERVICES

ILPP will examine the delivery of health care from the perspective of cost-effectiveness and compliance. A tracking analysis for selected inmates and respective review of medical records will focus on the provision, appropriateness and timeliness of health care services within the jail, as well as continuity of medical and psychiatric care. Further, integration with community medical and social services will be considered. This type of tracking analysis recognizes that Champaign County, as the single payer, incurs significant costs outside the confines of correctional settings. Subject to discussions of scope, selected inmates may also be interviewed.

In addition to adjacency needs related to community aftercare, we will analyze how medical and mental health care operations are affected by the current facility setup. Requirement for constitutional care in both the Downtown and Satellite Jails may require some duplication in staffing, equipment, and supplies. The advantages of consolidation in a single facility will be explored, along with optimal staffing levels in the optimal building configuration.

On an as needed basis, considering the County's needs and priorities, the following service delivery components will be analyzed to develop findings and recommendations that account for potential areas of cost containment, increased efficiency, correctional and public health needs:

- Inmate population profiles
- Compliance of established policy and procedures with NCCHC, ACA and Illinois State Jail Statutes
- Booking and Screening for Health and Psychiatric Care Services
- Infirmary admissions, sick call, and triage
- Emergency room visits, hospitalization, infirmary care, and isolation wards
- Pharmaceutical needs, average use, and continuity of care
- Screening to manage infectious diseases, e.g., Tuberculosis, Hepatitis
- Outcomes of intake and periodic screenings
- Evaluation of costly, diagnostic tests
- Use of non-routine services, e.g., dialysis, prenatal care etc.
- Psychiatric consults and treatments
- Resources and treatment options for substance abuse
- Discharge planning and communication
- Medical liability cases, including mental health

BOOKING ENVIRONMENT ANALYSIS

The bulk of work that occurs in the jail complex lies at the "front end." Identification and booking procedures need to be evaluated due to their impact on the entire justice system. The front end of the justice system is analogous to the carburetor of a car. If the carburetor is not working properly, then the vehicle sputters. Similarly, if the initial intake causes delay and impedes orderly releases, then the whole justice system will be adversely affected by crowding and excessive costs. However, a well-engineered "front end" of the justice system can result in lower crowding and create truly remarkable savings.

The analysis of the booking process will evaluate arrestees as they move through a series of steps that begin with intake and proceed through identification, pre-arraignment, and arraignment. The need to transfer some inmates to the Downtown Jail Facility and the impacts on staffing and downstream processing will be assessed. We will additionally look at how an arrestee is returned to jail for additional processing, along with their access to phones and resources for pretrial release.

ILPP will identify any areas in which the timing or effort required to book an arrestee can be improved or made more efficient. The interaction between the jail and law enforcement, as well as the process of retrieving identification information from databases, will be analyzed for their impacts at the front end. The extent to which booking is automated or paper-based will be observed. Timely transfer of information between separate facilities is of special import in Champaign County.

These findings will lead to recommendations for improvements toward best-practice with the objective of reducing unnecessary workload and possibility for errors, while ensuring proper monitoring and the safety and security of inmates and personnel. We will determine what advantages and disadvantages exist for potential consolidation of booking functions at the Satellite Jail. Adjacencies and optimal staff deployment will be recommended in what the County determines to be the preferred building configuration. Some delays may be caused by incompatibilities or unnecessary duplication between different networks and databases; the Team will suggest feasible alternatives that would benefit the County.

The average amount of processing leading up to arraignment will be compared to similar jurisdictions in Illinois, particularly those with multiple facilities. Any unusual deviations will be addressed in findings and recommendations.

SYSTEM-WIDE ASSESSMENT AND EVALUATION

Champaign County justice system leaders have taken significant steps to reduce jail population since its high in 2003. The measures continue to be successful as the jails benefit from their lowest population levels of the decade. ILPP would like to assist Champaign in continuing its efforts to adopt the policies and practices that will help reduce average length of stay, particularly for the pretrial population. This requires interviewing and data collection from all elements of the justice system. A gaps analysis for jail alternatives and discussions of lower security facilities that meet the needs of the incarcerated population are also imperative to planning before facility design and construction occurs.

ASSESS CRIMINAL JUSTICE AGENCY ROLES

All criminal justice agencies will be contacted at the project's outset, and meetings with department heads and staff will occur as the project develops. Prior to interview scheduling, ILPP will request current data available from each agency or office relating to its budget, staffing, and workload. This data will enable the ILPP staff to prepare for interviews by introducing the team to the nature of each agency's work and Champaign County's current distribution of resources. We will also look at disparities if relevant and within the scope of the study.

Law Enforcement/Sheriff

Areas of review will include budget, staffing, and workload, in light of:

- The number and location of arrests
- Number of agencies with limited short-term lock-up spaces
- Transportation practices
- Relationship with the District Attorney
- Witness management

Corrections Administration and Operations

Areas of review will include budget, staffing, and workload, in light of:

- Release authority (e.g., emergency release powers, stationhouse citation in lieu of custody)
- Sentencing authority (e.g., good time/work time and county parole)
- Patterns and policies in accepting or rejecting additional persons/defendants into facility (e.g., weekenders, state inmates)
- Internal operating procedures such as the use of a formal management information system and a classification system to allocate jail beds

Paroles and Court Services

Areas of review will include budget, staffing, and workload, in light of:

- Policies regarding eligibility criteria
- Pretrial adjudication time
- Time to release for each release mode and for certain key charge types
- Comparison of case types by time to pretrial and post-sentence release
- Definitions and rates for failure-to-appear (FTA), warrant and re-arrest
- Length of stay
- Relationships with the jail and the court
- Present investigation use and turnaround from adjudication to submission
- Use of intensive supervision, electronic monitoring, home arrest

Office of the State Attorney's Office

Areas of review will include budget, staffing, and workload, in light of:

- The time period between arrest and the formal review (screening) and filing or dropping of charges
- Screening and charging practices
- Policies and practices relating to bail
- Practices relating to sentencing recommendations, including sentencing patterns and use of alternatives
- Incarceration priority and case scheduling

Champaign County Public Defender's Office

Areas of review will include budget, staffing, and workload, in light of:

- Eligibility screening and timing after booking
- Policy and use of continuances, bond reviews and sentence modifications
- Available diversion and sentencing options, and usage by public and nonpublic defense advocates
- Conflict case management

Champaign County Courts

Areas of review will include budget, staffing, and workload, in light of:

- The courts' role within the criminal justice system and potential for leadership will be sensitively addressed. ILPP has a long and successful history of experience in working with judges and courts in similar studies.
- Use of summons in lieu of arrest warrants

- The effect of bail schedules, bail amounts and availability of bail-setting capacity
- Pretrial release and bail setting
- Practices on arrests as a result of warrants
- Practices on continuances
- Sentencing practice and the effect of state mandates (jail population caps) on sentencing
- Practices on the use of probation and other alternatives to incarceration
- Probation revocation actions
- Organization of the Clerk/Court Administrator's Office in regard to information storage and retrieval
- Impact of the Clerk's Office procedures on speedy trial procedures for "in custody" defendants and assignments of judges

Role of External Factors

Although county administration does not have an impact on the jail population to the immediate degree that other system elements do, the indirect impact of its role is significant. Control over the budget and organization of certain departments play a role in criminal justice administration. The impact of state legislation, data and reporting requirements, statewide planning initiatives and mandates will all be reviewed.

ILPP will interview all executive members of county administration. ILPP will work with their staff to obtain data on planning and facility development. Similar interviews and data gathering will occur with relevant state officials.

ROLE OF ALTERNATIVES TO INCARCERATION

The types of pretrial and post-sentence programs available will be inventoried. Over the course of countless previous studies, ILPP has gathered a base of information on program availability and cost in comparable jurisdictions which will be used to offer some perspective on the programs in Champaign County.

We will first collect data on alternative programs to guide subsequent interviews. The number of participants in each program will be determined along with length of participation, staff ratios, and eligibility criteria. Variables similar to those noted in the inmate profile section will be used to characterize the participants.

Following data collection, we will interview the Public Services Work Coordinator, stakeholders in Probation and Court Services Department (Adult Division), Standard Probation Services Unit, manager of the Electronic Home Detention program, and Drug Court. We will additionally interview leaders of community-based programs, education, drug and alcohol prevention programs, and any other county or community resources available to the jail population.

Operational effectiveness and the impact of incarceration alternatives will be examined, including resources allocated, failure rates, and bed-days saved. These will be reviewed in light of classification of incoming participants.

ILPP will review the performance goals of existing alternative programs, and determine what gaps exist in meeting the needs of the inmates as identified in previous steps. Expansions or additions to programming will be recommended for provision by the county or community-based organizations. As in the Action Plan, recommendations will be comprehensive in describing the need being fulfilled, recommended priority and timelines, estimates of costs and benefits, the most appropriate stakeholder to lead the initiative, examples of similar successful programs, and other relevant information. These recommendations will also be summarized in table format for abbreviated reference.

FACILITY DESIGN RECOMMENDATIONS

These alternatives will also feed into recommendations of the types, placement and design of spaces recommended for corrections. Many alternative programs address the needs of lower-risk populations who can avoid recidivism if given appropriate re-entry tools. This population also often exhibits lower risk of flight or danger to the community. ILPP and DP will work with Champaign County to determine realistic alternative housing potentials, possibly at the Downtown Jail or as an expansion of the Satellite facility. These dorms and other facilities for minor offenders usually require fewer staff, result in better outcomes for offenders, and represent a smaller investment of future resources.

FORECAST OF CAPACITY & SPACE REQUIREMENTS

JAIL POPULATION FORECAST

Forecasting space need requires understanding of growth patterns, spaces to accommodate needs and the security classification of inmates, and staffing to support the anticipated jail population. ILPP will gather and review demographic data and trends on the county to identify growth patterns for the general population and for crime prone age-cohorts. ILPP will review inmate classification and conduct risk assessments to gauge the potential for more efficient functions and types of jail alternatives.

A 20-year projection model will be developed to update and supplement any recent county projection efforts, broken down into 5-year increments. Examination of demographic data (criminal record, age, residence, income, etc.) will be compared with national crime and arrest trends to identify groups who are most likely to comprise the future inmate population.

We then collect local data on arrests, crime rates, booking rates, and county and state population growth using census and local planning department data, as well as any prior studies. In developing the model, strong consideration is also given to policy factors that have an impact on jail population including any court-ordered jail population caps, various alternative programs, and state sentencing laws.

Studying broad trends and comparisons with similar local jurisdictions also help to validate the projections of jail bed and program demand. Multiple projection curves are provided in the study, to account for future populations to reflect multiple scenarios: minor improvements in policy and practice, some improvements, and significant reform.

FORECAST OF SPACE REQUIREMENTS

We will forecast space needs based on the predicted security-level populations over the next 20 years, in five-year increments. This forecast will take into account for the current facility layout and include some flexibility for scenarios, such as meeting seasonal high demand and housing special populations. The spaces will be designated by functional area (e.g., intake and infirmary), security designation (e.g., maximum or minimum), and other relevant labels (e.g., male, female).

Space requirements will focus on drug, alcohol, mental health treatment and other programming spaces, with an eye on necessary or beneficial adjacencies and economies of scale. These spaces typically require a larger investment with higher anticipated returns. Reducing recidivism will provide long-term jail population management and cost savings potentials. We will also focus on lower security facilities that would meet long-term jail population needs and public safety goals; these will be less expensive to construct with few, if any, anticipated adverse safety outcomes.

ILPP will also collect data and interview corrections division stakeholders regarding staffing. Again, consolidation potentials will be explored for long-term effectiveness, efficiency, and cost impacts. Space requirements for staff will be forecasted based on anticipated jail population levels, national and state standards, as well as identified local practices and needs.

We will draft this section, as well as the remainder of the report, to facilitate understanding by the criminal justice leaders as well as the community.

SPACE USE EVALUATION FOR DOWNTOWN JAIL

Evaluating the capabilities of the existing Downtown Jail for meeting Champaign County's operational and service needs will be done by trained architects and planners who bring significant experience in evaluating conditions of buildings, jail design, and site capabilities. These will be architects and planners with no conflict of interest in the County's plan.

Work elements will include:

- Reviewing site plans and floor plans of the jail, tents and pods
- Reviewing identified needed repairs and schedules for above, including evaluation of structural integrity
- Reviewing studies on any special topics (such as ADA and energy efficiency).

This study will develop a framework that addresses this facility's suitability for other uses or redevelopment. This will include an analysis the costs and benefits of having separate versus consolidated corrections facilities, as well as other considerations regarding whether the space should continue to be used for incarceration or for Sheriff's Office staff. General cost estimates will be provided in the following task as part of the larger financial discussion.

DOWNTOWN JAIL FACILITY INVENTORY

The space use assessment logically flows from the previous project tasks. In order to determine the most effective way to use the existing facility and plan for renovating or altering the function of the space, it is essential to identify the nature of facility demand and the goals of the county as precisely as possible. Given the dilapidated and antiquated state of the current building, space use review will occur within the context of government mandates and standards, constitutionality, and risk of legal challenge.

This inventory will cover the existing housing, operational, and support spaces, as well as those that are used to provide programs and services. It will also include a review of any structural and engineering studies of the condition of primary mechanical, plumbing, and electrical systems.

CURRENT SPACE USE EVALUATION

Architects working with our policy and program consultants can assess how well the mix of programs that are run at the Downtown Jail takes advantage of or underutilizes jail space. ILPP will also evaluate how program changes may affect space need as well as any potential liability issues, and whether consolidation with programming at the Satellite Jail would be beneficial.

Recommendations for alternative uses for the Downtown Jail space will be developed based on the evaluations of existing structures and land, the needs and values of the County as determined through interviews, and the resources available in the area.

ESTIMATION OF FACILITY CONSTRUCTION COSTS

ILPP understands that the financial aspects of the plan are of paramount importance and that no policy planning and forecasting study is of any real worth unless its recommendations can be implemented in a cost effective manner. The plan we develop will reflect our expertise in maximizing cost effectiveness and facility strategies based on life-cycle costs, rather than a short-term perspective. These cost estimates will cover the renovation or re-use of the Downtown Jail Facility, as well as Sheriff's Office space needs. Further discussion of considerations for the latter are included in the next section.

Because funding for specific projects may not be economically feasible until state or federal cooperative funding programs become available, the plan will be designed for flexibility in meeting current and future opportunities.

ILPP will send our cost estimator the facility project listing associated with the "best" plan, as well as land use and demographic and facility cost data to evaluate the feasibility of funding the building(s) identified in the plan for Champaign County. This cost analysis will fully address satisfying current and future space needs, including design, programming, and possible needs for modification and renovation.

Conceptual cost estimates will address site acquisition, site improvements, design and fees, construction costs, and operational costs. This information will be included in each option description and in the overall evaluation and recommendations process. If a preferred facility plan is not evident based on county feedback, operational costs will offer comparisons with running one or multiple correctional facilities. We will also address cost of relocating and transferring inmates, should the Satellite Facility become the main incarceration unit. A financial feasibility perspective will be developed based on the anticipated costs outlined above.

DETAILED APPROACH

To ensure accuracy and quality in our cost estimates and to provide cost reports that can be used as a valuable management tool, we adhere to the following strict steps in our process. We believe our approach noted below syncs seamlessly with proposed project outline.

Market Survey / Forecast

Identifying key market conditions in the project location as well as local, regional, and global economic drivers is a crucial first step in providing an accurate cost estimate. We will study the impacts on the budget from local market's construction forces, labor pool, contractor availability, forecasted construction volume, as well as external market forces such as US exchange rates, energy costs, and global supply and demand for materials.

Preliminary Cost Analysis

To prepare accurate preliminary construction cost budgets, our team must first undertake a project and scope definition task. Through Q&A, we shall thoroughly review and understand program, scope, site and building options, schedule, delivery methods, phasing, constraints and parameters to identify all standard and non standard cost issues up front.

Our preliminary cost estimate will include detailed breakdowns of all direct and indirect construction costs, and incorporate the population and space needs forecasts to show costs over time if phased construction is recommended. Fixtures and equipment will be a component of this estimate. Our concept cost report will summarize all findings in a user friendly format that allows transparency of scope understanding.

This initial target cost model will form a road map to establish "Design-To" costs and a standard to be continually reconciled back to as the design / project evolves.

Comparative Analysis

At this stage, we shall also contrast proposed costs on a \$ / SF basis by building component against other comparable projects from our data-base. As well as provided further analysis of proposed costs, this extra layer of analysis will identify cost drivers against a selection of similar project.

Continuous Cost Management

In addition to milestone estimating, the Cumming teams' role also encompasses a process of continuous cost management. Staying continually involved between scheduled milestones, we shall assist the design team in providing cost input on design and schedule decisions. Through our in house economics team, we shall also be tracking the market behind the scenes and providing real-time feedback on changing external market forces.

Schedule / Phasing Review

Understanding the process and impacts of construction is as important as quantifying the scope elements themselves. Looking at each project from the owner's perspective is crucial. Understanding the project phasing enables us to identify cost impacts resulting from variables such as temporary space, surge requirements, noise and vibration mitigation, remote lay-down and parking, temporary access and re-routes, and service shut-down avoidance. Our cost estimates are prepared to allow quick analysis of alternate phasing and project packaging scenarios.

FORECAST OF CAPACITY & SPACE REQUIREMENTS OF THE SHERIFF'S OFFICE

The space needs forecasting for the Sheriff's Office needs will be based on information gathered in previous tasks. Administration and security needs will depend on the dynamics of jail population levels. We will use prior population analyses and recommended spaces, programming, and alternatives to determine the ideal location and space required to operations.

The forecasting of both short-term and long-term space requirements is dependent upon detailed consideration of Sheriff's Office needs, such as evidence storage, break rooms, office, etc. The evaluation will explore consolidation options, efficient layout of work areas, correctly-sized work stations, attention to relative need for privacy and security, and appropriateness of furnishings.

An important part of this task will be addressing the policy issues that have a significant impact on space requirements and consequently, on eventual cost considerations. Policy issues may include savings through consolidation of services, sharing of common spaces, and increasing security and privacy.

Staff space projections must take into consideration the need for different types of work areas: space required for a patrol officer, for example, has different assumptions than for forensics staff. Staff space will be projected directly from the staffing projections developed earlier. These staff will be categorized by type of position and a space requirement assigned. The appropriate amount of space will be projected based on total future staff.

Special space needs include conference rooms, training rooms, library space and record centers. The need for these will be assessed on a departmental basis; along with any potential for sharing such spaces. The need for public reception, access and work areas will also be identified and projected. Technical areas, such as for storage and equipment needs, will be evaluated for size and effectiveness, and the potential for changing requirements because of technological improvements will be incorporated into the projections.

Based on the data derived from current space usage and identification of staff and special space needs, ILPP will forecast possible space needs for the Sheriff's Office. During the site visits, our senior staff will interview the Sheriff with regard to logistical considerations, staff growth, and the potential for use of new technologies.

COMMUNICATIONS, REPORTS, AND PRESENTATIONS

OUR COMMUNICATION PHILOSOPHY

We prioritize regular, clear communication with our clients from the moment we are selected as a consultant for the project. Even before initial meetings, we introduce ourselves and establish a pattern of communication with our key county contact and justice system stakeholders. We communicate through meetings, by phone, and electronically throughout the course of the project, particularly during initial meetings and interviews to establish the scope and expectations of the job. During and often even after project completion, our Team makes every effort to be reachable and accountable to our clients.

After meeting with the Sheriff and/or County representative overseeing the project, we expect a meeting with the stakeholder group as a whole as well as individually at the outset to clarify expectations, goals, and products. The project representative would be contacted at least weekly for project update, and more frequently around key milestones, such as the publication of the draft or final report and the presentation to clarify county goals. These predictions are amendable to the level of communication desired by Champaign project staff and stakeholders. We would expect lots of input and feedback from Champaign regarding the structure and frequency of internal and public communications.

Following the final report, our Team typically conducts a final presentation and distributes the public-friendly Executive Summary of our report. Depending on the political situation, we have also served as advisors on public relations, to garner support for key recommendations. Given the opportunity, we would welcome the chance to discuss the best strategy to solicit public support for the study, its facility recommendations, and associated funding needs.

PRODUCTS

The county will receive a preliminary draft for comments and a final report. Refer to the project schedule for timing of reports.

DRAFT CHAMPAIGN COUNTY CORRECTIONS NEEDS ASSESSMENT

System assessment, forecasts, space use and service/program evaluation findings are presented in this report. This report reflects on the effective integration of all the functions studied in the preliminary stages. Areas of major need and initial recommendations are identified. All findings in the report will be reviewed with the Jail Project Planning Team in advance of the draft.

FINAL CHAMPAIGN COUNTY CORRECTIONS NEEDS ASSESSMENT

The final report will be the product of the draft report and the integration of county input. This input will help us understand and refine options to target cost estimates to preferred options. Recommendations will be finalized and explored for cost and space impact to optimize population management, programming, and staffing. Options will be narrowed and described in more depth to prepare the county for the next step.

TIMELINE

Proposed Schedule for Needs Assessment Study for Champaign County Corrections																				
Task Description	Week																			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Orientation Meeting and Preliminary Work	█																			
Identification of Major Factors Driving Crime and Inmate Population																				
Case Processing Efficiency and Savings																				
Inmate Tracking Analysis																				
Tracking Special Populations																				
Assessment of Inmate Population																				
Inmate Profile																				
Identify subpopulations appropriate for alternatives																				
Generate design specifications for population																				
Evaluation of Medical and Mental Health Services																				
Evaluate medical and mental health delivery																				
Study integration with community medical and social services																				
Recommend optimal design, staffing, and adjacencies																				
Identify potentials for increased effectiveness and cost savings																				
Booking Environment Analysis																				
Evaluate current booking practices																				
Recommend optimal design, staffing and adjacencies																				
System-Wide Assessment and Evaluation																				
Assess Criminal Justice Agency Roles																				
Role of Alternatives to Incarceration																				
Facility Design Recommendations																				
Forecast Capacity and Space Requirements																				
Jail Population Forecast																				
Forecast of Space Requirements																				
Space Use Evaluation for Downtown Jail																				
Downtown Jail Facility Inventory																				
Current Space Use Evaluation/Future Space Demand																				
Estimation of Facility Construction Costs																				
Market Survey/Forecast																				
Preliminary and Comparative Cost Analysis																				
Schedule/Phasing Review																				
Forecast of Capacity and Space Requirements of Sheriff's Office																				
Submission of Draft Report for Comments																				

QUALIFICATIONS AND EXPERIENCE

THE INSTITUTE FOR LAW AND POLICY PLANNING

The Institute for Law and Policy Planning (ILPP) is a nonprofit planning agency that has worked with county jail systems for over forty years, and is well known to the National Institute for Corrections as a leader in best practice jail planning. ILPP's mission is to provide feasible and cost-effective research and planning services, primarily in the area of criminal justice and corrections, which are responsive to the needs, resources, and values of the client's jurisdiction. ILPP is operated by a team of directors, led by Executive Director, Dr. Alan Kalmanoff. Dr. Kalmanoff has directed hundreds of challenging county system assessments of the kind requested by Champaign County. A national Advisory Board, representing experts in the fields of law, criminal justice, sociology, and health and welfare oversee ILPP's broad direction, and provide special resources and expertise as needed. ILPP's work has emphasized a multidisciplinary systems approach to studying county jail population and needs.

While ILPP's project experience spans jurisdictions of all sizes with diverse problems, certain common threads run through all of its correctional, program evaluation, research and planning work:

- Accurate and thorough characterization of the problem(s); many of our projects have solved long-standing planning debates, and helped counties move forward with real solutions to jail crowding.
- Comprehensive assessment of possible solutions which are feasible and attainable
- Consideration of any fiscal impact on or needs of current and recommended courses of action
- Inclusion of all system decision makers in the planning and implementation process

SUBCONTRACTOR ARCHITECTURE/COST CONSULTING EXPERTS

The Design Partnership

The Design Partnership LLP (DP), established in 1979, is an expert in corrections, programming, treatment and medical facilities for adult and juvenile justice systems. DP is known for creative remodeling and consolidation potentials, and well-acquainted developing comparative architectural and programming cost estimates. DP bases solid planning on operating cost reductions in light of priorities and needs of the client jurisdiction. Their planning has resulted in award-winning detention spaces. They are the rare large firm, comprised of architects, planners, and administrative staffs, that shuns conflicts of interest and does not seek a resulting building project. While DP might work with a local architect later, they do not seek a design contract.

DP specializes in complex public projects where **staffing and operational costs tune planning decisions**. Justice facility planning and design represent over 40% of their practice. Projects range in size from small research, feasibility and planning studies to the master planning and design of a \$90 million corrections facility and a \$120 million law enforcement operations center.

Cumming Cost Estimators

Established in 1996, Cumming is a leader in providing project control services, including cost and project management, planning and scheduling, and litigation support. In fact, Cumming's 200 expert professionals — located in 19 offices across the United States, as well as in Abu Dhabi — have provided these and other related services to clients in more than 25 countries around the world.

Throughout its history, the company has remained focused on one goal: to assist its clients in managing the critical issues of time and cost from conception through closeout. The ability to proactively resolve complex issues is and always has been central to the success of our clients. Foremost, Cumming provides unsurpassed services that enable you to achieve extraordinary results. With an understanding of your goals and expectations, a suite of solution-oriented services are provided to meet your unique needs.

PROJECT STAFFING

ILPP's strength lies in system research and best-practice. We hold expertise in completing studies throughout the nation, often with counties that have significant justice system budget allocations and intentions to build or expand detention facilities to alleviate crowding. ILPP's prior facility work includes the nation's first direct supervision county jail in Martinez, California in 1976, award-winning facilities in Louisiana and New Mexico, and nearly eight years of a retainer to plan all northern California state facilities. The team has extensive career experience in jails, law enforcement, related justice departments, social science research, and policy planning for county jails.

The team assembled for this study has worked in various combinations together on most of the relevant projects discussed in this section of the proposal. This ensures that Champaign County has a team with a proven track record of working together to produce successful results. Full resumes for all personnel are included in the Appendix.

Please note that all team members can be reached at ILPP's central office:

Address: 2613 Hillegass Ave, Berkeley, CA 94704

Phone: (510) 486-8352

Alan Kalmanoff, JD, PhD, MSW (Project Director and Contact)

Dr. Kalmanoff, a national policy consultant on criminal justice, directed the US Congress's cost-benefit evaluation of the PONI program, as well as numerous criminal justice system assessments. The most recent example of this work resulted in documented annual savings of millions, high praise from stakeholders, and very favorable media coverage.

Previously, he taught at UC Berkeley's School of Law and directed over 450 criminal justice studies for counties, state, and federal jurisdictions nationwide, and internationally. For the most part, this work resulted in system action plans resulting in documented annual savings and cost avoidance of many millions.

Dr. Kalmanoff has been engaged as a consultant for corrections, courts, and all elements of the justice system, often dealing with disagreement over facility and policy issues. In addition, he has overseen reviews of policy agencies and detention systems, served as court monitor over a prison mental health care overhaul, and conducted numerous reviews and investigations. Dr. Kalmanoff's expertise is also facilitation and identifying common ground of diverse groups.

Dr. Kalmanoff will manage the overall project and direct the work of the other members of the project team, described below.

David Voorhis, MPA (Corrections and Law Enforcement Administration Expert)

Mr. Voorhis was the key consultant in the development and implementation of the U.S. Department of Justice's National Institute of Corrections' "Planning the Opening of New Institutions" (PONI) program. In this capacity, he provided training to over 5,000 representatives of city, county and state agencies, and provided on-site technical assistance, facilities planning and training to over 200 counties nationwide over the last 19 years, under contract to the NIC. Two major evaluations by independent firms concluded that this was the most successful and cost-effective program ever offered by the National Institute of Corrections.

He has been involved in law enforcement since 1959 as Undersheriff and Police Chief in Boulder, Colorado; he has been a private consultant to government agencies since 1971. He was the former first director of a direct supervision county jail in the United States, which attracted the attention of the National Institute of Corrections' National Jail Center, (which co-located with "his" jail in Boulder). Since 1977, he has served in the capacity of Senior Consultant to the Department of Justice and National Institute of Corrections (NIC).

Thomas Eberly (Justice Systems, Data, and Projections Expert)

Mr. Eberly is a well-established criminal justice researcher, highly experienced in multi-agency and system-wide projects. He has headed the criminal justice coordinating function in several counties, which included major grant-funded research projects, functioning as an intermediary between often disputing agencies. He has led various initiatives aimed at managing jail crowding. Mr. Eberly has a background in corrections and research methodology, is proficient in statistical analysis, and has excellent national experience in best practices in justice system policy and procedures. He has worked extensively with courts and within a Sheriff's Office in conducting large-scale research efforts. He is currently engaged as a jail crowding expert in Mecklenberg County, North Carolina.

Brian Taugher, JD (Courts and Information Technology Expert)

Mr. Taugher is a retired California career prosecutor with over 35 years of justice system information technology experience and leadership in state and local government. He has accomplished extensive prosecution, prison, and jail development work, including a position as Director of the California Blue Ribbon Commission on Jail Crowding. He is a Law Professor at McGeorge Law School in Sacramento and has worked on dozens of ILPP's

studies over the past thirty years. Having participated in the National Institute of Justice (NIJ) Industry Work Group, Mr. Taugher has significant nationally-based experience and expertise with integrating criminal justice databases with middleware and directed an NIJ grant in this area. Mr. Taugher's analytical expertise has been vital to ILPP's criminal justice work, largely in Florida.

Vicki Markey (Jail Alternatives and Probation Expert)

Ms. Markey specializes in evaluating and planning alternatives to incarceration, including staffing, workload, and costs. Ms. Markey is a retired Chief Deputy Probation Officer from San Diego County, California, where she managed an adult minimum security jail as well as juvenile hall and probation and program services for all county adult and juvenile offenders. She has over two decades of experience designing, implementing and evaluating programs in offender management, particularly in the areas of substance and alcohol abuse treatment and domestic violence. Her experience spans program development and evaluation as a consultant to counties nationwide. She has a specific expertise in evidence-based practices, treatment and programs, and risk assessment instruments. Ms. Markey has worked with the Institute to conduct many studies over several decades, offering an in-depth outlook at alternatives and offender monitoring. Recently, she was involved in a major reorganization of the probation agency and pretrial release function in Allegheny County (Pittsburgh), Pennsylvania.

Candice Wong, MD, PhD, MPH (Jail Health Care Expert)

Dr. Wong, an Associate Professor of Medicine and Nursing at the world class University of California, at San Francisco, is a practicing physician, health services researcher and a Board Member for ILPP as well as a member of numerous advisory committees on health care delivery. She has extensive expertise in health care evaluation and service delivery planning overall, and in particular on disparity, cultural obstacles to care, disability and in corrections health care. She understands obstacles to the delivery of cost-effective medical and mental health services and has experience with a broad array of medical practice and techniques in dealing with underserved populations. She is also a public health expert on the implications of the spread of communicable diseases in an incarceration setting, and is knowledgeable regarding the appropriate data exchanges that occur to accurately screen, evaluate, and deliver necessary medical care.

Dr. Wong was Principal Investigator in the Tampa and Orlando studies, and credited with saving \$2.5 of the \$6.5 million dollar Hillsborough County jail medical budget. Dr. Wong was Principal Investigator on ILPP study for the Robert Wood Johnson Foundation (RWJF) of jail medical and public health system integration. She is internationally known for health service delivery and systems research, and the recipient of many National Institute of Health research awards.

Chief Calvin Handy (Law Enforcement Expert)

Chief Calvin E. Handy, an expert in the area of training and personnel, was Chief of Police at the University of California, Davis, and Coordinator of Public Services at the UC system-wide level. In the latter post, he is proposing and implementing new legislation for the police departments, reporting to the Regents, and updating and coordinating the system-wide policies and procedures manual, meeting with police chiefs from the nine campuses and acting as a liaison to the system administration.

He began at UC Berkeley as a Crime Prevention Officer in 1978 and remained in the UC Berkeley police department until 1993. He started the Southside Community Project, creating a variety of community based programs to address crime, homelessness, drug education, planning and zoning, health and sanitation, and youth alternatives, developing cooperation among a community including the university, students, city government, merchants, residents, and the religious community. In 1986-87 he also co-chaired a task force on Black Student Persistence. After this he worked as the Director of the same project, then as Police Lieutenant in charge of the Patrol Division, then as the Special Operations Division, and then as Assistant Chief of Police (1990-93), before moving to UC Davis as Chief of Police.

Alice Lin, JD (Project Coordinator)

Ms. Lin has worked as a Coordinator and Research Associate for Institute for Law and Policy Planning since 2004. She has actively participated in ILPP's jail studies and facilitation work, coordinating projects among all justice system agencies in Allegheny County, PA, Butte County, CA, St. Lucie County, FL, and Somerset County, PA, Dane County, WI, and Knox County, TN. She has been instrumental in data analysis, cross-county comparisons, and report production, and will provide these services, as well as administrative coordination for the Manatee County project. Through work on prior projects, she has been involved in a research capacity on critical justice system issues such as custody classification, chronic offenders, citation in lieu of arrest, and diversion for substance abuse offenders. She has reviewed the policies and procedures of numerous justice agencies.

DESIGN PARTNERSHIP TEAM

Walter Lehle (Facility Planner)

Mr. Lehle will lead the architectural planning and site selection portions of the Champaign County Facility Needs Assessment project. Much of Mr. Lehle's career has been focused on master planning, programming, and designing adult correctional facilities, as outlined in the attached resume. Mr. Lehle has planned and designed over 100 projects during his career. Those most relevant to the Champaign Needs Assessment project include numerous feasibility studies and master and space planning projects for counties throughout California and nationally.

Lisa Bruce (Facility Planner)

Ms. Lisa Bruce will assist with the architectural planning portion of the Champaign County Local Adult Detention Facility Needs Assessment project. Ms. Bruce has over 19 years of architectural design and management experience, spanning master planning and programming through construction administration. She served as Project Manager and Construction Administrator for The Design Partnership's \$41 million Sonoma County Juvenile Justice Center, which included a 140-bed facility designed to account for future growth. Her prior experience also spans correctional facilities and health care delivery centers nationally.

CUMMING COST ESTIMATION SERVICES

David Baird (Cost Estimator)

Mr. Baird has been working in the construction and A/E industries since 1995. He is able to develop conceptual estimates for public and private sector projects from preliminary design through to completion, while meeting tight deadlines. As the Managing Director for cost services, Mr. Baird is knowledgeable in budgeting, scheduling, detailing quantity take-offs, obtaining price quotes, coordinating and incorporating estimates, and complex change orders.

Mr. Baird leads cost management teams through conceptual cost modeling, design charrettes, milestone estimating, assembling crew based cost models, value engineering, and economic forecasting. In addition, Mr. Baird is responsible for continuous cost management services between design milestones, working collaboratively with the design team in making informed design decisions, evaluating cost options, and life cycle cost studies.

PARTICULAR EXPERTISE

ILPP has conducted similar jail studies in the Midwest and throughout the country, improving system effectiveness and efficiency, producing needs assessments for new and renovated facilities, and generating nearly a billion in cost savings over the last decade. Our references in the Appendix best speak to the impact that we have had on similar projects in recent years.

PRIMARY REFERENCES

1. Jim Barbee, Recently Retired Director of Technical Assistance
National Institute of Corrections, Jail Center
Planning of New Institutions (PONI) Program
230 North St., B-33, Buffalo, New York 14201
(303) 818-0672
jtbarbee@gmail.com

Type of project: NIC and PONI training around jail facilities and management

2. Scott McDonell, Chair
Dane County Board of Supervisors, Wisconsin
210 Martin Luther King, Jr. Boulevard, Madison, Wisconsin 53703
(608) 266-5758

Type of Project: Jail Planning Study and Criminal Justice Needs Assessment

3. Administrative Office of the PONI Program
National Institute of Corrections, Jail Center
320 First St. N.W.
Washington, D.C. 20543
(800) 995-6423
(202) 307-3106

Type of Project: Dave Voorhis designed the PONI Program for NIC's founding Director, Allen Breed, who recently passed away. Most of the leadership of the NIC has retired while the PONI program has prospered. Mr. Voorhis directed the program for nearly 10 years. Dr. Kalmanoff, ILPP's Director and proposed Project Director for the Champaign County Corrections Needs Assessment, evaluated the program for U.S. Congress. It was found to have the highest value in Federal Government history, saving \$400,000 in local county funds for each Federal dollar invested. The current leadership at NIC can speak to the program and its origin, and confirm that Dr. Kalmanoff later led PONI1 and PONI 2 programs in local county settings over many years.

4. Ramon Rustin, Chief
Bernalillo County Jail, Albuquerque, New Mexico
Member of the NIC's large jail management network
100 Deputy Dean Miera Dr. SW, Albuquerque, NM 87151
(505) 839-8701
rcrustin@bernco.gov

Type of Project: Eight year consulting engagement assist in managing jail crowding and alternatives in Allegheny County, PA. Developed concept and plans for alternative facilities to house and manage low-risk arrestees (DUI, mental health, substance abuse, etc.).

5. Joseph James, Retired President Judge
Allegheny County Court of Common Pleas
436 Grant St., Pittsburgh, PA 15219
(412) 818-0496
joseph.james@court.allegheny.pa.us

Type of Project: Facilitated a Criminal Justice Advisory Board on ways to manage the jail and special chronic offender populations. Brought extremely politically divided stakeholders together to find solutions to long-standing criminal justice issues. Conducted projects assessing every element of the justice system, from intake and booking to probation and parole.

Letters from criminal justice leaders and ILPP's Capabilities Statement with additional references are available in the Appendices.

WORK SAMPLE

One copy of our recent work is included in hardcopy. We have included both our Dane County Justice System Assessment and a sample of jail cost estimating that we completed for Douglas County, NE with the electronic version of our proposal as separate files.

WORK PLAN

Jail Planning Study Project Work Plan for Champaign County																								
Task Description	Alan Kamenowitz	Project Director	Dave Voorhis	Corrections	Tom Ebearty	System/Projections	Brian Taugher	Courts and IT	Vicki Marley	Jon Alternatives	Carolee Wong	Jail Health Care	Colvin Hooley	Law Enforcement	Wahner Leible	Facilities Planner	Lisa Bruce	Facilities Planner	David Baird	Cost Estimator	Alice Lin	Project Coordinator	Support Staff	Total Hours
	Hours																							
Orientation Meeting and Preliminary Work	12	8	4	4	4	4	2	2	2	2	2	4	4											50
Identification of Major Factors Driving Crime and Inmate Population																								
Case Processing Efficiency and Savings	24	16	12	8	12	4	8					12	4											100
Inmate Tracking Analysis	12	4	16	2																8	4			46
Tracking Special Populations	8	4	4		4	2														4	2			28
Assessment of Inmate Population																								
Inmate Profile	12	8	16	4																	4			44
Identify subpopulations appropriate for alternatives	12	8	8		16	2	2														4	4		56
Generate design specifications for population	12	4	2		8							2	2								8	4		42
Evaluation of Medical and Mental Health Services																								
Evaluate medical and mental health delivery	4						20														4	8		36
Study integration with community medical and social services	8	4					12														4	4		32
Recommend optimal design, staffing, and adjacencies	8	4					12					8	8								4	4		48
Identify potentials for increased effectiveness and cost savings	8	4					16														8			36
Booking Environment Analysis																								
Evaluate current booking practices	8	16	4	4	4			8													4	8		56
Recommend optimal design, staffing and adjacencies	4	12	4										4	4								8		36
System-Wide Assessment and Evaluation																								
Assess Criminal Justice Agency Roles	24	8	8	8	8	4	4														12	12		88
Role of Alternatives to Incarceration	20	16	12		24																4	8		84
Facility Design Recommendations	16	16			8	4						8	8								4	8		72
Forecast Capacity and Space Requirements																								
Jail Population Forecast	12	12	12																		4	8		48
Forecast of Space Requirements	12	12	4		8							4	4								4	8		56
Space Use Evaluation for Downtown Jail																								
Downtown Jail Facility Inventory	8	12	8									12	12								2	12		66
Current Space Use Evaluation/Future Space Demand	8	12	4																		2	8		34
Estimation of Facility Construction Costs																								
Market Survey/Forecast	4												4	4			20	4	12					48
Preliminary and Comparative Cost Analysis	4																16	8						28
Schedule/Phasing Review																	14	8						22
Forecast of Capacity and Space Requirements of Sheriff's Office	12	20		2									4	4								8		50
Subtotal	252	200	118	32	96	78	24	48	48	52	104	154												1156
Deliverables																								
Draft Report	20	16	8	4	8	8	8	4	7	4	24	30												141
Final Reprt: Champaign County Corrections Needs Assessment	8	8	4	4	4	4	4	4	4	4	16	24												88
Final Report Summary Presentation	8	2	2	2	2	2	2	2			4	4												28
Total Hours	288	226	132	42	110	92	38	56	59	60	148	212												

Part B: Proposed Budget for the Needs Assessment Study for Champaign County Corrections

Category				
PERSONNEL	Hourly Rate	Number of Hours	Subtotal	Total
Alan Kalmanoff Project Director	\$100	288	\$28,800	
David Voorhis Corrections Expert	\$80	226	\$18,080	
Thomas Eberly Justice System/Projections	\$80	132	\$10,560	
Brian Taugher Courts & IT	\$90	42	\$3,780	
Vicki Markey Jail Alternatives/Programming	\$90	110	\$9,900	
Candice Wong Jail Health Care	\$100	92	\$9,200	
Calvin Handy Law Enforcement	\$80	38	\$3,040	
Walter Lehle Facility Planner	\$100	56	\$5,600	
Lisa Bruce Facility Planner	\$100	59	\$5,900	
David Baird Cost Estimator	\$95	60	\$5,700	
Alice Lin Project Coordinator	\$50	148	\$7,400	
Administrative Support	\$30	212	\$6,360	
Subtotal Personnel				\$114,320
TRAVEL	Cost	Number		
Airfare	\$525	5 flights	\$2,625	
Car Rental	\$25	8 days	\$200	
Lodgings	\$100	18 nights	\$1,800	
Per Diem	\$40	18 days	\$720	
Subtotal Travel				\$5,345
SUPPLIES AND OTHER				
Office Supplies (per month)	\$16	5 months	\$80	
Communications (total)	\$100		\$100	
Reproduction (total)	\$20		\$20	
Subtotal Supplies and Other				\$200
Total Budget				\$119,865

All Inclusive Flat Fee: \$119,865

**AMENDMENT TO THE OCTOBER 2012 AGREEMENT BETWEEN THE INSTITUTE
FOR LAW & POLICY PLANNING (ILPP) and THE COUNTY OF CHAMPAIGN,
ILLINOIS**

The Institute for Law & Policy Planning (ILPP) and the County of Champaign, Illinois, agree to amendment to the terms and conditions of the contract executed in October 2012 for a Comprehensive Jail Needs Assessment, as follows:

Article 2 – Scope of Services. The scope of services for the contract have been expanded to include additional work including review and integration of the Community Justice Task Force Report; additional integration and planning based on input received from the public, County Board and elected officials in response to the DRAFT ILPP Report; and additional public engagement related to the final report.

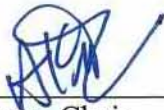
Article 3 – Time of Performance. The final report by ILPP will be provided in September 2013 (rather than within 25 weeks after onsite commencement.)

Article 4 – Compensation. Additional compensation in the amount of \$25,000 will be paid for the additional scope of services provided.

Article 5 – Method of Payment. A 20% payment of the original contract fee will be released to ILPP on June 21, 2013. The final 20% (less initial \$3,000 signing payment), and additional \$25,000 (as documented in this Amendment to the Contract) in compensation shall be paid upon delivery of the final report.

IN WITNESS WHEREOF, the County and the Consultant have executed this Agreement as of the 21st day of June, A.D. 2013.

County of Champaign, Illinois



By: Alan Kurtz, Chair
Champaign County Board

Institute for Law & Policy Planning



By: Dr. Alan Kalmanoff
Executive Director