

## **REQUEST FOR BOARD ACTION**

### **HENDERSON COUNTY BOARD OF COMMISSIONERS**

**MEETING DATE:** March 2, 2020

**SUBJECT:** Detention Center Needs Assessment - Firm Selection

**PRESENTER:** Amy Brantley, Assistant County Manager

**ATTACHMENTS:** Yes  
1. Letter of Agreement

#### **SUMMARY OF REQUEST:**

At the Board's January 15, 2020 meeting, the Board directed Staff to request proposals from qualified firms to conduct assessments of the 95 Courthouse and the Detention Center, focusing on capacity issues. Staff subsequently developed and released separate Request for Qualifications for the facilities. The Request for Qualifications for the Detention Center Needs Assessment was posted on Wednesday, February 5, 2020. Proposals were due on Wednesday, February 19, 2020 by 5:00pm.

Two proposals were submitted for consideration. Those proposals were reviewed by representatives from the Sheriff's Department, Detention Facility, Project Management, and the County Manager's Office on Monday, February 24th. Following that review, the firm of Solutions for Local Government was unanimously selected as the most qualified firm to conduct the assessment.

#### **BOARD ACTION REQUESTED:**

The Board is requested to select Solutions for Local Government to conduct the Detention Needs Assessment, and approve the Letter of Agreement and Work Plan Outline.

#### **Suggested Motion(s):**

*I move the Board select Solutions for Local Government to conduct the Detention Needs Assessment, and approve the Letter of Agreement and Work Plan Outline.*



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February 25, 2020

**LETTER OF AGREEMENT**

Ms. Amy Brantley, Assistant County Manager  
1 Historic Courthouse Square, Suite #2  
Hendersonville, NC 28792

**Re: Detention Center Space Needs Assessment**

Dear Amy:

The enclosed Work Plan Outline summarizes the format and major tasks and activities that we propose and will undertake to identify and adequately document the information necessary to complete the referenced *Detention Center Space Needs Assessment*.

I have attempted to organize the activities in the approximate sequence that they will occur. Of course, some activities may occur simultaneous with others. It is intended that the tasks and activities described provide the performance criteria for this agreement. In so doing, I acknowledge that I will comply with all relevant portions of Uniform Guidance and E-Verify provisions as required by the County.

At this time, I anticipate completion of the tasks identified in the enclosed outline, through Task 13, to take approximately 16 weeks. And, as noted, we will be available for a formal presentation of the report's findings to the Board of County Commissioners at such time as requested by the County.

Our proposed fee to produce this study and provide the County with the required and necessary documentation, including all identified tasks and on-site meetings, related project expenses for travel, communications, and document production is, *and will not exceed*, \$28,520.00. Services will be billed monthly based on the percent of work complete.

If the foregoing terms meet with the County's approval, please return one signed copy of this letter, at your convenience, to the address listed below.

I am very much looking forward to working with you and with Henderson County once again.

Sincerely,  
SOLUTIONS FOR LOCAL GOVERNMENT, INC.

OWNER:  
Henderson County  
Hendersonville, North Carolina

CONSULTANT:  
Solutions for Local Government, Inc.  
Charlotte, North Carolina

\_\_\_\_\_  
(Signature)  
Title: \_\_\_\_\_  
Date: \_\_\_\_\_

Stephen J. Allan  
President  
Date: 25 FEBRUARY 2020

Enclosure

**Work Plan**

The Work Plan Outline that follows identifies the major tasks and activities proposed to be undertaken by the consultant. It is formatted to address both the topical concerns of the County, as iterated in the RFQ, as well as how the consultant intends to conduct the study.

The tasks and activities described have been organized in the *approximate* sequence that they may occur. However, various activities are likely to occur simultaneous with others, or continuously throughout the study period.

Ultimately, the County can be assured that the Work Plan that follows will address and result in the specific assessments and objective, detailed analyses and options it is seeking.

**Work Plan Outline**

Major Tasks	Included Activities
<p><b>PHASE I FACILITY ASSESSMENT</b></p>	
<p><b>1. Facility Orientation</b></p>	<p><b>1.1 Collect &amp; review available data</b></p> <ul style="list-style-type: none"> <li>▪ Annual Jail &amp; Detention Division Inspection reports</li> <li>▪ Current number &amp; deployment of 24/7 post positions</li> <li>▪ Building floor plans</li> <li>▪ Past years annual admissions</li> <li>▪ Past years annual ADP</li> </ul> <p><b>1.2 Review building floor plans w/Detention Center Management</b></p> <ul style="list-style-type: none"> <li>▪ Organization of spaces</li> <li>▪ Issues of immediate concern</li> </ul>
<p><b>2. Facility Assessment</b></p>	<p><b>2.1 Tour facility to observe general building conditions</b></p> <ul style="list-style-type: none"> <li>▪ Physical layout</li> <li>▪ General appearance</li> <li>▪ Mechanical systems</li> <li>▪ Architectural features</li> <li>▪ Accessibility &amp; circulation</li> <li>▪ Maintenance</li> <li>▪ Building modifications since original construction</li> </ul> <p><b>2.2 Assess availability, size, and function of space(s) by type</b></p> <ul style="list-style-type: none"> <li>▪ Public</li> <li>▪ Staff</li> <li>▪ Inmate</li> <li>▪ Support</li> </ul> <p><b>2.3 Observe accessibility, movement, and control</b></p> <ul style="list-style-type: none"> <li>▪ Access &amp; egress to/from the building</li> <li>▪ Location of control points</li> <li>▪ Public circulation</li> </ul>

<p><b>3. Existing Conditions</b></p> <p><b>PHASE II - PROJECTIONS</b></p> <p><b>4. County &amp; Inmate Populations</b></p> <p><b>5. Calculations</b></p>	<ul style="list-style-type: none"><li>▪ Staff circulation</li><li>▪ Inmate circulation</li><li>▪ Access to/from the secure perimeter within the building</li><li>▪ Circulation within the secure perimeter</li><li>▪ Inmate housing areas</li><li>▪ Corridors &amp; common spaces</li><li>▪ Inmate activities, i.e. visiting, exercise, etc.</li><li>▪ Sightlines &amp; visibility</li></ul> <p><b>2.4 Assess mechanical &amp; electronic security capabilities</b></p> <ul style="list-style-type: none"><li>▪ Locking systems</li><li>▪ Communications systems</li><li>▪ Modifications to building since construction</li></ul> <p><b>3.1 Meet w/Detention Center management to discuss initial findings</b></p> <ul style="list-style-type: none"><li>▪ Staff concerns</li><li>▪ Building issues</li><li>▪ Circulation &amp; movement issues</li><li>▪ Security issues</li><li>▪ Inmate average length of stay (ALOS)</li><li>▪ Maintenance issues</li><li>▪ Space needs</li><li>▪ Receive &amp; respond to staff comments</li></ul> <p><b>3.2 Organize &amp; document findings re: current space needs</b></p> <p><b>4.1 Collect &amp; review available data</b></p> <ul style="list-style-type: none"><li>▪ County Populations<ul style="list-style-type: none"><li>▫ Experienced County growth; 2010-2019</li><li>▫ Available projections per NCOBM; 2020-2039</li></ul></li><li>▪ Arrest Data</li><li>▪ Jail Admissions</li><li>▪ Inmate Populations</li><li>▪ Monthly Local Confinement Reports; 2010-2019</li><li>▪ Security classification &amp; demographics</li></ul> <p><b>4.2 Format data for analysis</b></p> <ul style="list-style-type: none"><li>▪ Historical county population</li><li>▪ Historical inmate population</li><li>▪ Historical admissions data</li></ul> <p><b>5.1 Determine “primary factor” ratios</b></p> <ul style="list-style-type: none"><li>▪ Population/admissions ratios</li><li>▪ Admissions/Jail ADP ratios</li></ul> <p><b>5.2 Apply ratios to projected County population(s)</b></p> <ul style="list-style-type: none"><li>▪ Identify projected Jail admissions; 2020-2050</li></ul>
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<p>6. Inmate Bed Requirements</p>          <p><b>Phase III SPACE NEEDS</b></p> <p>7. Space Needs</p>	<ul style="list-style-type: none"> <li>▪ Identify projected Jail ADP; 2020-2050</li> </ul> <p><b>5.3 Identify inmate profile characteristics of <i>current</i> population</b></p> <ul style="list-style-type: none"> <li>▪ Population sub-groups</li> <li>▪ Gender</li> <li>▪ Age</li> <li>▪ Offense category</li> <li>▪ Legal status</li> <li>▪ Etc.</li> </ul> <p><b>5.4 Overlay 5.3 findings onto <i>projected</i> inmate populations</b></p> <ul style="list-style-type: none"> <li>▪ Population sub-groups</li> <li>▪ Gender</li> <li>▪ Age, etc.</li> </ul> <p><b>5.5 Discuss w/Detention Center Management potential impact of demographics on the future inmate population(s) projected</b></p> <p><b>6.1 Convert projected Jail ADP to bed requirements</b></p> <ul style="list-style-type: none"> <li>▪ Admissions &amp; Release data</li> <li>▪ Peak population numbers/trends</li> <li>▪ “Inmate Management Factor”</li> </ul> <p><b>6.2 Identify projected bed requirements</b></p> <ul style="list-style-type: none"> <li>▪ Total, 2020-2050</li> <li>▪ By type; male/female, felon/misdemeanant, etc.</li> </ul> <p><b>6.3 Document findings</b></p> <ul style="list-style-type: none"> <li>▪ Projected Jail ADP; 2020-2050</li> <li>▪ Corresponding Bed Requirements</li> <li>▪ Inmate demographics</li> <li>▪ Security classification/separation requirements</li> </ul> <p><b>7.2 Calculate future space needs</b></p> <ul style="list-style-type: none"> <li>▪ In 5-year increments for years 2020-2050</li> <li>▪ Number, type &amp; classification of beds</li> <li>▪ Support space <ul style="list-style-type: none"> <li>▫ Food &amp; medical services, program space, etc.</li> <li>▫ Public access; attorneys, lobby, visiting, etc.</li> <li>▫ Facility security requirements</li> <li>▫ Other, as identified</li> </ul> </li> </ul> <p><b>7.3 Meet w/Detention Center Management to provide:</b></p> <ul style="list-style-type: none"> <li>▪ Data re: Jail ADP &amp; growth projections</li> <li>▪ Inmate bed requirements; 2020-2050</li> <li>▪ Recommended growth scenario for planning purposes</li> <li>▪ Receive input/respond to questions</li> </ul>
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<p><b>8. Facility Requirements</b> [Current 2020-2025]</p>	<p><b>8.1 Identify options to address <i>existing</i> facility needs</b></p> <ul style="list-style-type: none"><li>▪ Booking &amp; Sallyport Area</li><li>▪ Female Housing</li><li>▪ Male Housing; classification &amp; distribution</li><li>▪ Medical Housing</li><li>▪ Other, as identified</li></ul> <p><b>8.2 Identify method(s) for development of existing space needs</b></p> <ul style="list-style-type: none"><li>▪ Existing building renovations</li><li>▪ Building addition(s)</li><li>▪ New space-on site</li><li>▪ New space-offsite, location TBD</li><li>▪ Combination and/or other</li></ul> <p><b>8.3 Quantify estimated space requirements for options identified</b></p> <ul style="list-style-type: none"><li>▪ Inmate housing</li><li>▪ Housing support spaces</li><li>▪ Staff &amp; staff support spaces</li><li>▪ Other, as identified</li><li>▪ Spreadsheet of NSF/space &amp; number of each type</li></ul> <p><b>8.4 Illustrate graphically the spaces identified for development</b></p> <ul style="list-style-type: none"><li>▪ Adjacency relationships between spaces</li><li>▪ Circulation requirements among &amp; between spaces</li><li>▪ Sightlines &amp; access/egress control points</li></ul>
<p><b>9. Facility Requirements</b> [Future 2025-2050]</p>	<p><b>9.1 Identify options to address <i>future</i> facility needs</b></p> <ul style="list-style-type: none"><li>▪ Inmate beds</li><li>▪ Support space</li><li>▪ Staff space</li><li>▪ Public space</li><li>▪ Other, as identified</li></ul> <p><b>9.2 Identify method(s) for development of <i>future</i> space needs</b></p> <ul style="list-style-type: none"><li>▪ Existing building renovations</li><li>▪ Building addition(s)</li><li>▪ New space-on site</li><li>▪ New space-offsite, location TBD</li><li>▪ Combination and/or other</li></ul> <p><b>9.3 Quantify estimated space requirements for options identified</b></p> <ul style="list-style-type: none"><li>▪ Inmate housing</li><li>▪ Housing support spaces</li><li>▪ Staff &amp; staff support spaces</li><li>▪ Other, as identified</li><li>▪ Spreadsheet of NSF/space &amp; number of each type</li></ul>

<p><b>PHASE IV - RECOMMENDATIONS</b></p> <p><b>10. Existing &amp; Future Space Needs</b></p>	<p><b>9.4 Illustrate graphically the spaces identified for development</b></p> <ul style="list-style-type: none"><li>▪ Adjacency relationships between spaces</li><li>▪ Circulation requirements among &amp; between spaces</li><li>▪ Sightlines &amp; access/egress control points</li></ul>
<p><b>11. Probable Costs</b></p>	<p><b>10.1 based upon the information developed in the foregoing included tasks; specific recommendations will include:</b></p> <ul style="list-style-type: none"><li>▪ Descriptions of and basis for space(s) needed to address <i>existing</i> facility deficits</li><li>▪ Additional Detention Center personnel necessary to supervise &amp; manage spaces added</li><li>▪ Description of and basis for space(s) to provide <i>future</i> facility needs</li><li>▪ Additional Detention Center personnel necessary to supervise &amp; manage spaces added</li><li>▪ A suggested timeline for the incremental phasing of the development of future facilities/spaces (2025-2050)</li><li>▪ Discussion with accompanying recommendations of how existing facility space needs, when developed, will integrate with the development of future space(s)</li></ul> <p><b>11.1 Research and prepare initial estimates of the probable costs of each facility project recommended</b></p> <p><b>11.2 Where appropriate (typically dependent on project size), breakout and provide estimated component (planning, design, construction) costs for each project</b></p> <p><b>11.3 Overlay costs identified for each project with its corresponding location on the time line schedule, (10.1)</b></p> <p><b>11.4 Document probable cost information for distribution and presentation at the Management Review Meeting</b></p>
<p><b>12. Management Review</b></p>	<p><b>12.1 Gather and organize research data, assessment findings, growth projections, and data developed during Tasks 1-11 and prepare <i>initial</i> summary of content to be included in the final study for review:</b></p> <ul style="list-style-type: none"><li>▪ Existing space</li><li>▪ Major facility issues noted</li><li>▪ Space needs identified</li><li>▪ Growth projections</li><li>▪ Graphic illustrations</li><li>▪ Relative site maps, building, and space diagrams</li><li>▪ Recommendations; facility projects &amp; timeline</li><li>▪ Probable costs</li><li>▪ Other, as identified</li></ul>



<b>PHASE V-DOCUMENTATION</b>	<b>12.2 Prepare materials for the presentation of findings and recommendations to the County Manager, Sheriff and Detention Center Management, and any others they may designate.</b>
<b>13. Report Production</b>	<b>12.3 Receive comments and questions from Meeting participants</b> <ul style="list-style-type: none"><li>▪ Respond if/as required</li><li>▪ Solicit recommendations</li><li>▪ Follow-up with additional assessment, research, etc. to address issues raised if/as necessary</li><li>▪ Respond to participants via format requested regarding any supplemental/follow-up findings</li></ul> <b>13.1 Prepare <i>Draft</i> document for review by management</b> <ul style="list-style-type: none"><li>▪ Narrative</li><li>▪ Graphic illustrations</li><li>▪ Spreadsheet formatted data</li><li>▪ Probable costs</li></ul> <b>13.2 Meet with and receive comments from those reviewing the document</b> <ul style="list-style-type: none"><li>▪ Re-examine data to respond to questions raised</li><li>▪ Discuss questions for clarification if/as required</li><li>▪ Edit document and provide changes requested</li></ul> <b>13.3 Print, bind, and deliver to Henderson County the designated number of copies of final report</b>
<b>14. Formal BCC Presentation</b>	<b>14.1 At such time as designated by the County, provide formal presentation of findings &amp; recommendations to Board of County Commissioners</b>  <b>6.4 Print, bind, and deliver to Henderson County the designated number of copies of final report</b>

**Deliverables**

1. Time on site *as required* to participate in necessary meetings and conduct and/or participate in each of the major tasks and activities described in the Work Plan Outline; estimate 14-16 days.
2. Preparation and presentation of findings and issues identified during initial review of existing conditions with Detention Center Management (Task 3), and formal Management Review (Task 12) with County, Sheriff and Detention Center Management.
3. Formal presentation of findings and recommendations to the Board of County Commissioners, at such time as designated by the County.



4. Collate, print, bind, and deliver to the County eight (8) copies of the final report document.
5. A copy of the final report document, together with the Board of County Commissioners presentation materials will be provided the County in electronic format.

#### **Fees**

The costs that make up the proposed fee are based on:

- Man-hours; both on-site and “in-office”, and
- Project related expenses for travel, per diem, communications, materials preparation, and document production.

At this time, it is estimated that the tasks and activities necessary to complete this project will require between 250-260 man-hours.

Therefore, based on the stated project requirements and the major tasks and project deliverables identified in the Work Plan Outline provided, our fee, *including* all related project expenses for travel, per diem, document production and printing, are estimated at, and *will not exceed*; \$28,520.00.

Our practice is to bill monthly (typically on or about the 1<sup>st</sup>) based on the percentage of the work completed during the previous month. Once the fee is agreed upon, we *do not* add service or administrative fees, or any form of miscellaneous overhead charges to our billing at any time during the project.

In addition, we will withhold billing the final 10 percent of our fee until you have received the agreed upon copies of the report document and are satisfied with the work that has been done.

#### **Schedule**

Based upon the Work Plan Outline presented here, a schedule of 16 weeks is suggested to accomplish Tasks 1-13. The formal presentation to the Board of County Commissioners would of course occur at such time as requested by the County.

#### **Additional Firm Information**

Solutions for Local Government, Inc. is a legal, *Sub-Chapter ‘S’* Corporation, authorized and registered with the North Carolina Secretary of State; SOSID: 0624915.

Federal IRS Employer Identification Number: 81-0546253

Our business location is;

2301 Valencia Terrace  
Charlotte, NC 28226

Telephone: 704.366.9719  
Toll free: 1.866.300.3545  
Mobile: 704.578.0705