



## EXHIBIT A

July 24, 2024

Linda Whitaker  
Project Manager | Facilities  
Union County

### FEE PROPOSAL FOR ARCHITECTURAL PROGRAMMING FOR THE UNION COUNTY JAIL

Dear Linda:

Little is excited about this opportunity to present a proposal for design consulting services to Union County. Our understanding is that the county has funds set aside for **Programming** and needs this work to be completed by the end of 2024, It is anticipated the County will want our team to continue into schematic design in 2025 based on the comprehensive program and site analysis that is executed.

We do acknowledge that some preliminary work has been done on programming by others, but our team will provide a new, objective program based on both industry standards and specific needs of Union County.

The proposal consists of a Description of Services, Basis of Compensation, Deliverables list, and Schedule of Services proposed to perform the work.

## PROJECT UNDERSTANDING AND APPROACH

The purpose of this Jail Needs Assessment and Feasibility Study for Union County is to ascertain the need for improvements to maximize the efficiency and effectiveness of the criminal justice system, and in turn, to guide a sensible plan regarding the future of the jail facility. Our philosophical approach is that the use of costly bedspace in the jail should be used only when necessary. The risks and needs for each encounter with law enforcement should be assessed to determine the best possible outcome for the individual and the community. The goal of this comprehensive assessment will be to enable the County to make informed decisions on the policies and procedures in all phases of the criminal justice system.

Our approach will be tailored to address your challenges and identify solutions effectively and efficiently. We will involve all agreed upon local criminal justice stakeholders in a policy group-oriented planning process which collaborates to create effective, realistic options.

The best approach to analyzing the Union County Criminal Justice System is to leverage a 'big data' strategy within the framework of a systems analysis. Sophisticated, customized statistical models will be built to explain and predict the county's justice system.

Our team members have extensive experience in conducting assessments for courts, law enforcement, jails, and criminal justice systems both large and small. We pride ourselves on working with agencies to provide practical data-driven recommendations that are actionable, and not just a report that looks good on your shelf. We also recognize that just because a program or idea works well in one jurisdiction, does not mean it is the right direction for Union County to take. We will work with you to identify the right solutions for your criminal justice system.



### **PHASE 1: PRE-KICKOFF PLANNING & LITERATURE REVIEW**

Prior to the official kickoff, our team members will review all previous reports, documents, and studies we are able to obtain that are related to the work of the Union County criminal justice system. During this phase, our team will submit preliminary data requests to various agencies to maximize the efficiency of the activities during Phase 2. In general, we have found that individual-level data are needed to estimate the impact on the projected population, assuming certain alternatives to incarceration and intermediate sanctions are adopted by the courts or corrections. Overall, we anticipate the need to analyze comprehensive data extracts from law enforcement agencies (such as arrest, citation, and manpower data), the Union County jail (ideally a complete extract of the last 5 years from the jail's information management system), the judiciary (case processing data such as hearing dates and outcomes for every case filed during the past 5 years), and other relevant data.

### **PHASE 2: KICKOFF & STAKEHOLDER INTERVIEWS**

Our team will hold initial discussions with designated Union County staff and stakeholders who will be involved throughout the study to confirm the County's goals, priorities, and the task schedule. Meetings will also be held with key data collection people. A schedule for the agencies, staff and officials that will need to be interviewed and list of necessary data will also be agreed upon. These interviews will ideally occur in person, but some may need to be conducted remotely due to availability and scheduling conflict. At a minimum, interviews should be conducted with:

- County Sheriff
- Jail Administrator
- County Commissioners
- County Administration
- Local Law Enforcement Agencies
- Judiciary/Court Administration
- County Attorney
- Public Defender
- Union County Health & Human Services

A crucial task will be to engage with key criminal justice system stakeholders to gain a clear understanding of processes throughout the criminal justice system. Our approach invites all perspectives to help us develop a knowledge base of how the system should ideally function as well as how the system actually functions. At the same time, we will be collecting publicly available data to inform the project, such as crime rate and arrest statistics, county population data, court data, etc.

### **PHASE 3: CRIMINAL JUSTICE SYSTEM DATA ANALYSIS**

Concurrent with Phase 2, the data analysis work includes follow-up conversations with appropriate contacts within a variety of agencies. Upon receipt and verification of the requested data, we will begin to identify and track the criminal justice system's workflows and prepare a statistically informed narrative of the flow of defendants through the judicial system. If appropriate, we will prepare brief operational descriptions of major judicial events to document current judicial practices. The data analysis will include population, demographics, crime rates, arrest rates, remand rates, lengths of incarceration, case processing timelines, and historic data. The final product of the data analysis will hopefully be a 'start to finish' assessment of all relevant workflows and processes of the criminal justice system. As part of this analysis, we will forensically reconstruct the facility's historical population for each day within the data in order to assess the internal shifts within the overall population. Such shifts may be symptomatic of long-term processes or potential areas for stakeholder attention.

Special attention will be paid to the following factors:

1. Possible system alterations to improve efficiency and effectiveness,
2. Alternatives to incarceration,
3. The impact of information technology practices on the criminal justice system,

4. Potential changes to public policy at the state and federal levels which may affect the Union County criminal justice system,
5. Mental health issues, and
6. Demographic disparities in all phases.

Phase 3 is also the period in which the stakeholder interview information will be aggregated and synthesized. Initial narratives will be constructed which combine quantitative data and interview data. Where possible, we will leverage the information gained from the personal interviews with each of the major system organizations or agencies, including the Sheriff's Office, Courts, Clerk's offices, the Public Defender's Office (as well as appropriate members of the private bar), the County Attorney's Office, local law enforcement agencies and community service providers. Surveys may be developed as necessary to collect information from individuals who cannot be interviewed.

#### ***PHASE 4: EVALUATION OF INCARCERATION ALTERNATIVES***

Any evaluation of Union County's criminal justice system must include an examination of the current utilization of alternatives to incarceration programs. It is essential that issues of crowding not be seen simply as the jail's problem, as virtually every decision-maker in the justice system exercises discretion that can affect the correctional facility's population.

The historical patterns in alternative forms of incarceration, including the use of any specialty courts, will be analyzed in conjunction with the jail assessment. Caseloads will be analyzed for each criminal justice agency or department and of the community-based correctional programs operating in the County, such as pre-trial release, supervised release, probation, specialty court, etc. The objective of this analysis will be to identify the impact these programs have on the need for bedspace in the County Jail.

The assessment of long-term space needs depends upon a number of factors, including changes in operational and judicial philosophies (specifically, what changed in the past to create bed space and will those types of changes continue into the future), judicial organization, case processing needs, administrative practices and policies, changing technological applications, and changes in client population/demographics and the demand for services as well as changes in other local government operations, such as law enforcement activities.

Our team will review recent or anticipated legislative changes and trends, previous studies and reports, and other materials related to the operation of each system component, such as annual and statistical reports.

Where applicable, we will review existing performance standards that may exist for the processing of court cases. At each point in the criminal justice system from arrest through sentencing and incarceration there are many decision points (bail hearings, preliminary hearings, arraignments, trial, or plea) where policies and procedures, organizational resources, and information intersect to influence events that in turn impact resource requirements.

#### ***PHASE 5: PROJECTION MODEL SCENARIOS***

With the qualitative and quantitative analyses largely in place, the research team will next turn to developing a host of time series statistical forecasts of the jail's population as well as the factors that contribute to that population. The forecasts will cover time horizons of 10, 15, and 20-year periods and will be stratified to include key variables of interest (such as classification level, gender, special needs populations, etc.). In addition, our time series modeling allows us to develop a host of scenarios. Our base forecasts are always constructed to show what is likely to occur if the status quo is maintained into the future. Additional scenarios will include the impacts of changes to booking numbers and increased/decreased lengths of stay on the time horizon projections.

#### ***PHASE 6: PROGRAM DEVELOPMENT***

Using the information gathered and, incorporating the projection model scenarios, a set of spatial program guidelines for the needed facility components will be prepared. The latest 5th Edition space guidelines and standards developed by the American Correctional Association for Adult Local Detention Facilities, the 14J-North Carolina minimum

standards and the consultant's experience will be utilized to define space requirements for each functional area within the various facility components (i.e., facility administration, security operations, housing, inmate programs, food and medical service, etc.). Space tables will be prepared that specify the net usable square footage needed for each space to be provided in a future jail. Both departmental and building gross factors will be applied to the net square footage to determine the total square footage requirements for each component and the entire facility. In addition to guiding the design architect the space tables will also enable the consultant to determine the approximate size building footprint that will be required at build-out, thus allowing consideration of the minimum site area needed for the expansion.

#### 6.1. Operational Philosophy and Scenario Development

Workshops will be conducted with facility administration and various component directors to develop a mission, vision, and guiding principles for the jail. These will be used to guide the development of all component areas in their function, operation, and staffing.

Additional workshops will be conducted with the directors and various users of each component area to determine the desired usage and flow of operations. High-level scenarios will be developed to capture the operations and movement of all users and materials to guide the development of a narrative description and spatial requirements of each component.

6.2. Component Descriptions – Each functional component of the new facility will be defined in narrative according to its role and relationship within the entire facility. The general management conditions, location and linkage relationships (critical adjacencies) to other components, general security conditions, staffing support, and any special conditions needed will be described in the narratives for each.

6.3. Space Allocation Tables – A spreadsheet application will be used to estimate the total amount of square footage likely to be needed by the County's selected architect in designing the future facility. The space table will be organized by functional component.

### **PHASE 7: STAFFING ESTIMATES**

Future staffing levels will be estimated based upon the operational philosophy, housing sizes and options, and staff deployment. Different staffing options will be formulated based upon direct supervision, indirect supervision and a hybrid operation to determine the required numbers of full time equivalent (FTE) positions.

The process that will be followed comes from the *Staffing Analysis Workbook for Jails, second edition* developed by the National Institute of Corrections and is considered the "industry standard" process for determining appropriate staffing for local detention facilities. This process will be used to determine the minimum staffing recommendations to safely staff all custody posts on each shift and will define the "basic coverage plan." In addition, a relief factor will be calculated to determine the additional full time equivalent (FTE) positions that will be needed to provide coverage for the times when staff are away from their posts due to vacation, illness, FMLA, etc. in lieu of relying solely on overtime usage.

A benchmark will be provided for the total recommended staffing numbers against nearby facilities. A discussion of those surrounding counties and variables to be benchmarked will be reviewed with the owner.

A comparative operational model will be developed with the assistance of the County based upon the Building Reserve Model template provided by the County. This will be used to estimate annual operating costs for the new facility that includes not only staffing costs, but benefits, utilities, and contracts as well.

## PHASE 8: REPORTS AND PRESENTATIONS

While interim deliverables will be provided throughout the study, a draft report for the needs assessment and feasibility study will be delivered in a single document suitable for review and acceptance. Our team and Union County will conduct a meeting with involved leaders and staff to review the entire document. Upon completion of the review, we will make any agreed upon changes and prepare a final report document. Any formal final presentations that the County may request will also be coordinated as necessary.

## PRELIMINARY SCHEDULE & TIMELINE

Through our experience in the public sector, we have developed a firm understanding of the sequencing of the investigation and the required time for building occupant input and ownership and believe that successful schedule planning and management is achieved only through whole-hearted partnering of the entire project team. Below is a work plan which identifies the critical path needed to achieve the targeted deadline. The flow chart demonstrates that it is critical to develop the space projections while considering current trends; evaluate existing buildings' capacities while establishing a strategic plan; and develop options while constantly monitoring impacts.

Union County Detention Center Needs Assessment		Month				
Phase		1	2	3	4	5
1	Pre-Kickoff Planning & Literature Review	■				
2	Kickoff & Stakeholder Interviews		■			
3	Criminal Justice System Data Analysis		■	■		
4	Evaluation Of Incarceration Alternatives			■		
5	Projection Model Scenarios			■		
6	Program Development				■	■
7	Staffing Estimates				■	
8	Reports and Presentations			★	■	★

## **FEE SCHEDULE for Justice Planners**

**The table below shows the total proposed fee by task along with reimbursable expenses.**

Union County Detention Center Needs Assessment		
Task		Total
1	Pre-Kickoff Planning & Literature Review	\$6,400
2	Kickoff & Stakeholder Interviews	\$9,600
3	Criminal Justice System Data Analysis	\$14,400
4	Evaluation Of Incarceration Alternatives	\$7,200
5	Projection Model Scenarios	\$10,400
6	Program Development	\$20,800
	- Workshops 24 hrs	
	- Space Program 24 hrs	
	- Interim Meetings 16 hrs	
	- Functional Narrative 40 hrs	
7	Staffing Estimates	\$8,000
8	Reports and Presentations	\$12,000
Total Fee:		\$88,800
Total Reimbursables:		\$ 7,193
Total Project Cost:		\$ 95,993

## **PROJECT MANAGEMENT**

Little will be the primary point of contact and will provide general project management activities for this phase of the project. Since Little will be the Architect of Record translating the programming into design it is critical that Little is an integral player throughout this process.

1. Little will have a representative at all in-person sessions with Justice Planners and the Owner
2. Little will attend all virtual sessions with Justice Planners and the owner.
3. Little will schedule meetings, help produce and distribute all meeting minutes
4. Little will be responsible for communication with the Owner, and Justice Planners.
5. Little will review, cross-check, and ensure accuracy of the final report and that the final report meets the County's expectations.

## **DELIVERABLES**

1. Comprehensive Final Program Report, including supporting data informing decisions.
2. An appendix of meeting minutes will be required.



## BASIS OF COMPENSATION

- |                                      |          |
|--------------------------------------|----------|
| 1. Program Report - Justice Planners | \$96,000 |
| 2. Project Management - Little       | \$30,000 |

**Grand Total** **\$126,000\***

\*Reimbursable Expenses are included.

An initial payment of zero (\$ 0.00) dollars shall be made upon execution of the Owner /Architect Agreement.

## SCHEDULE OF SERVICES

Work shall commence on approval of this proposal and to be completed by the end of 2024. Diagram below provided by Justice Planners:

Union County Detention Center Needs Assessment		Month				
Phase		1	2	3	4	5
1	Pre-Kickoff Planning & Literature Review	■				
2	Kickoff & Stakeholder Interviews		■			
3	Criminal Justice System Data Analysis		■	■		
4	Evaluation Of Incarceration Alternatives			■		
5	Projection Model Scenarios			■		
6	Program Development				■	■
7	Staffing Estimates				■	
8	Reports and Presentations			★	■	★

If you agree with the scope of services and fees as outlined, please execute this proposal, and return one copy to our office. Thank you again for this opportunity to serve you.

Sincerely,



**Thomas Carlson-Reddig, AIA, LEED AP**  
Global Practice Leader | Community  
Little

Accepted By: (or authorized by way of Exhibit A in the AIA B133-2019 agreement)

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

Union County

