

Shive-Hattery, HDR and our team of specialized consultants have tailored a highly focused response to deliver Jackson County, MO (County Executive, Legislature, Jail Task Force, User Groups, Committees, Stakeholders and the Public) a systemic analysis of the current Jackson County Criminal Justice System. This foundational engagement effort in Phase I & II will establish the action steps needed to move from the current situation, to best practices based on operational and capital recommendation(s) of how to move forward. The four month effort associated with Phase I & II of the total six months targeted for all three phases, is outlined as follows:

Phase I: Data Collection and Systemic Analysis of the Criminal Justice System

Phase I will result in the shared understanding of the current state of the Criminal Justice System of Jackson County. This analysis, based on data provided through the client JMS database will be evaluated to establish profiles influencing or impacting operations outcomes. This essential analysis is intended to establish 'baseline' conditions that will greatly influence the progressive next step discussion with the various focus areas and answer the questions related to functional relationships and needed improvements.

Further, analyze the collected data concerning the state, function and needs of the current system by way of, but not limited to, performing interviews, when appropriate to arrive at a common understanding of the data and conditions, collection and analyzing data, holding policy discussions, and prepare for data application in Phase II Feasibility. Overview Approach: Utilizing owner collected data with interviews held as needed on a monthly basis, as requested, over a three month period. Data collection will include, but not limited to: Operational/Staffing; Incarceration history to help determine who's currently in jail, who would be more appropriate elsewhere and classification of those who remain; Current use of alternatives to incarceration and what might be considered; Understanding of how the Mental and Behavioral Health population is currently provided for and future opportunities, i.e. Treatment Center.

The Phase I, Justice System Analysis shall provide recommendations, where possible, for the following outcomes:

- Protecting the public, appropriate care of those incarcerated and reduce recidivism.
- Develop offender management and strategy that expedites adjudication.
- Reduce system delays, redundancies, and inefficiencies.
- Develop an ongoing data collection process to inform and guide future policy and funding decisions.
- Establish the goals and expectations associated with systemic change for implementation in on-going phases of the Work.

Phase II: Feasibility: Applying Criminal Justice System data Analysis to indicate long-term solution.

Phase II will result in a recommendation strategy, utilizing collected data and industry standards, program long term solutions. This recommendation strategy will indicate one or a combination of the following:

1. Renovate Existing
2. Build New
3. Combination of Renovation and Build New
4. Additional Operational Improvements.

Our Team will provide a comparative cost analysis, based on industry standards, for the options being considered, to support feasibility recommendations, in order to reach a decision on how to proceed in Phase III. To the extent possible, evidence that internal restructuring endeavors can allow for the revised function and preservation of the existing facility will be considered.

Fundamentally, our Team will work to identify, assess, and document existing facility conditions and constraints that may negatively impact effective operations and proper management and care of inmates in the JCDC. We will work with DOC staff to explore opportunities for facility and operational improvements that will, in the short term, continue the actions the County has already taken to address recommendations in the CRA Audit. This analysis will also be the basis for evaluation of the JCDC for reuse to meet future inmate needs.

