



Response to RFP No. DGS 2020-SFP-DOC-1

STRATEGIC FACILITY PLANNING CONSULTING SERVICES FOR THE PENNSYLVANIA DEPARTMENT OF CORRECTIONS - TECHNICAL SUBMITTAL

Submitted by CGL Companies | November 13, 2020



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RE: RFP No. DGS 2020-SFP-DOC-1 Strategic Facility Planning Consulting Services

Dear Selection Committee Members,

CGL has provided the highest quality strategic facility planning analyses for state and local systems for more than 45 years and has developed more than 30 statewide correctional system strategic facility plans/master plans and over 100 government facilities strategic plans. We will combine our unique experience with the exceptional qualifications of our project team to ensure the Pennsylvania Department of Corrections Strategic Facility Planning Consulting Services is a multi-generational strategy that helps the state achieve its long-term criminal justice goals.

CGL's distinct service advantage comes from the experience and quality of our staff. Our team members have led major correctional system strategic planning and feasibility studies in many states including recent projects in Alabama, Illinois, Colorado, North Dakota, Ohio, Nevada, Rhode Island and Utah.

CGL will approach this study and analysis from an operational perspective. While this project will ultimately define the DOC's facility needs and provide strategies for sustainability, it must be informed by the demand placed on correctional system operations and its staff.

To ensure the correct approach, CGL's project manager will be Mr. Brad Sassatelli who has more than 30 years of experience with all levels of a correctional system. Mr. Sassatelli's correctional experience as a system planner and former senior administrator in several correctional centers provides him valuable insight, and his experience leading strategic facility planning/master planning efforts for state correctional systems will help ensure the project's success. His contact details are:

Company Name: CGL Companies

Mailing Address: 1903 Phoenix Boulevard, Suite 250, Atlanta, GA 30349

Contact Person: Brad Sassatelli

Contact Person's Phone Number and E-mail Address: (217) 823-3526, bsassatelli@cglcompanies.com

We greatly appreciate your consideration of our submission and look forward to the opportunity to work further with you.

Sincerely,

A handwritten signature in blue ink, appearing to read "W. Robert Glass".

W. ROBERT GLASS, AIA

Executive Vice President, Director of Justice Services

The background image shows a modern interior space, likely a cafeteria or meeting area. It features several round white tables with green plastic chairs. The ceiling has a grid pattern with large, white, cylindrical pendant lights. The walls are light-colored, and there are some decorative elements like a green wall with a pattern of vertical lines. The floor is polished and reflects the lights.

CONSULTANT TEAM OVERVIEW

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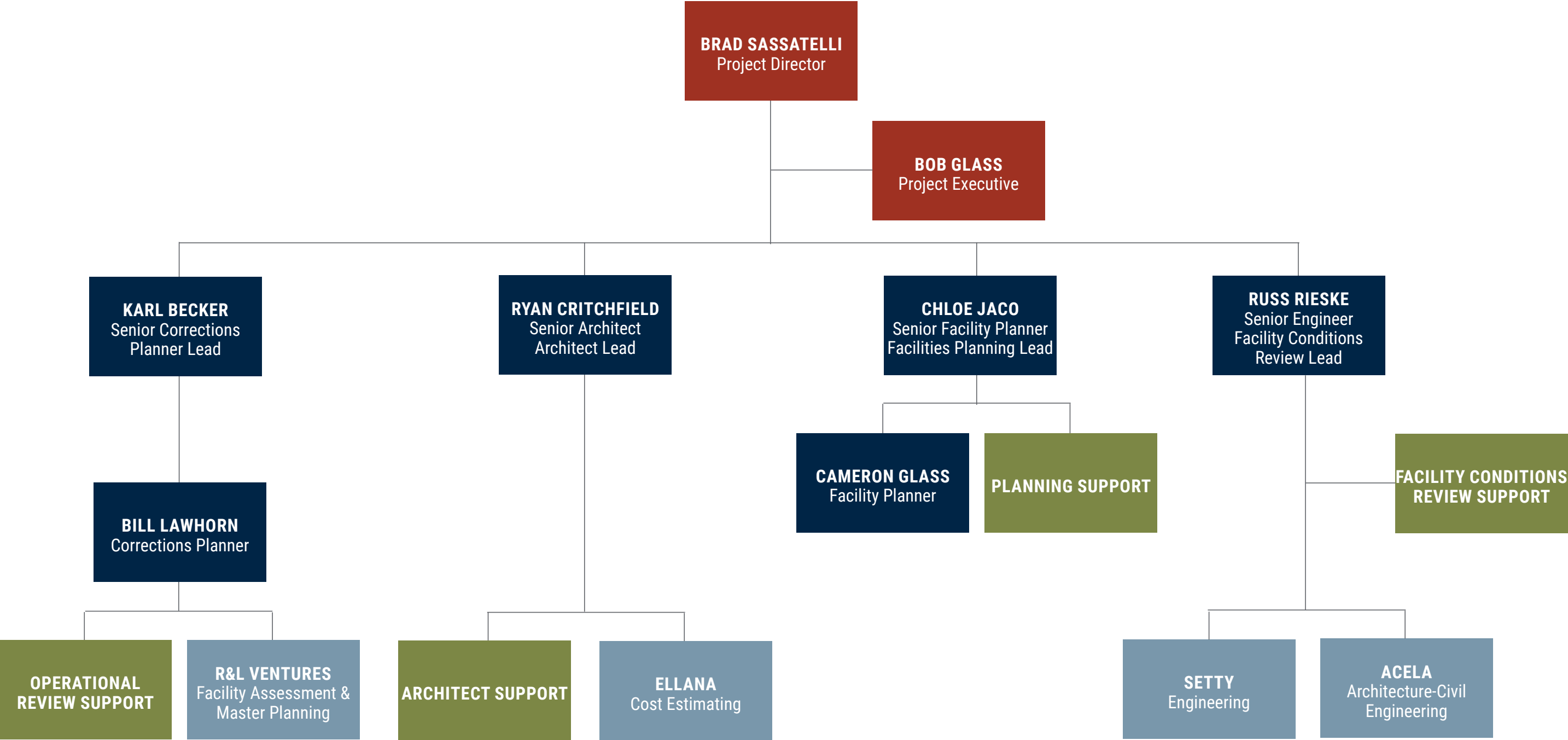


CONSULTANT TEAM OVERVIEW

This section provides the CGL Team's organization chart that graphically depicts the hierarchy and reporting structure of the team members.

Additionally, we have provided qualifications for each of our proposed team members and narrative regarding the management structure for this project.

ORGANIZATIONAL CHART





MANAGEMENT STRUCTURE

CGL provides an experienced team that is fully able to meet the needs of the project.

PROJECT LEADERSHIP:

- **Brad Sassatelli, Project Director:** Leading the project will be Brad Sassatelli. Mr. Sassatelli has recently led high profile correctional facility planning projects in the states of Utah, Rhode Island, New Hampshire as well as in Oregon. His background includes over 20 years working in a state correctional system and he is actively involved in national correctional activities and is abreast of the latest trends and issues facing the industry. He will be responsible for the entire project, including being the primary point of contact with the State. Because of his correctional background he will also participate in the on-site operational reviews of the facilities.
- **Bob Glass, Project Executive:** Bob Glass will provide oversight and quality assurance throughout the project. He brings more than 30 years of national experience in leading correctional and detention projects from a planning and design perspective.

There will be four functional areas under CGL's organization for this project:

- **Facility Planning Group:** Facility planning will be led by long-time CGL strategic facility planner Chloe Jaco.
- **Operational Planning Group:** A correctional operations group under the leadership of Karl Becker will review agency mission and goals, provide input on national correctional trends and their implications, conduct on-site operational assessments of individual facilities, and assess future agency needs.
- **Facility Conditions Group:** Russ Reiske, of CGL's Facility Management Division will lead a team of engineers and other staff in the review of existing facility conditions of the more than 15 million square feet of PDOC space. Participating in this group's work will be our partners, Setty Engineering and Acela Architecture-Civil Engineering. This group's work will include an evaluation of conditions, recommended corrective action, future upgrade needs and life cycle cost estimates. Our Facility Conditions Group will also be responsible for working with the IBM TRIRIGA system.
- **Architecture Group:** The architecture group will be under the direction of CGL's Ryan Critchfield, who recently

has been instrumental in supporting and leading our master planning efforts in Rhode Island's correctional system and Massachusetts's court system. This group will assist with any conceptual planning that can result as part of the scenario development process. Included in this function will be construction cost estimation, supported by our long-time teaming partner Ellana, Inc.

HISTORY WORKING WITH SUBCONSULTANTS:

The fact is that CGL requires little support on this type of project. This is the exact type of work we have successfully completed over our 45-year history. Our combination of planning, operational and facility's management capabilities is ideally suited to this project. But it is always beneficial to bring in past local and regional partners who we know can provide valuable assistance. The members of the CGL team know each other well and have worked together on multiple different projects. Most recently, PSE and Setty were a vital part of our Philadelphia Department of Prisons facility plan, while Ellana, Inc. has worked as a cost estimator on a number of CGL projects including the master plan for the Rhode Island Department of Corrections as well as the Massachusetts Courts Strategic Facility Plan. We also have close experience working with the principals of R&L Ventures over the years in many of our correctional projects.



Established in 1974, CGL has since grown into the largest, most comprehensive criminal justice consulting firm in the world. Our vertically-integrated 360Justice service platform provides justice owners with:

- **Total understanding of the facility and operations**
- **Increased facility life**
- **Significant facility cost savings**
- **Speed to market with a single-source solution**
- **Reduced risk and comprehensive plans that work**

We are the leading provider of justice facility planning, design, program management and maintenance solutions.

To date, CGL has worked in more than 900 counties and municipalities, all 50 states, and 20 countries. Owners have turned to us to deliver solutions on more than 1,900 projects and we currently manage maintenance for nearly 13 million square feet of justice facilities.

**WE ARE INTERNATIONALLY
RECOGNIZED EXPERTS
IN JUSTICE FACILITIES,
SPECIALIZING IN FACILITY
PLANNING, DESIGN,
MAINTENANCE, AND
OPERATIONS.**

CGL brings together the top minds in justice planning, design, maintenance, and management. Our team has worked in and alongside criminal justice agencies, dedicating our careers to understanding the complexities and unique nature of the justice system. From operations experts with firsthand experience as wardens, administrators, and directors of justice facilities and systems, to internationally-recognized experts in sustainable justice practices and criminology, we deliver a 360 approach to justice.



SETTY

Established in 1984, SETTY is a full-service multi-disciplinary Engineering firm with over 36 years of professional design engineering experience and 20+ years in formal Commissioning (Cx) services.

SETTY's mission is to deliver high performing buildings by creating sustainable, energy-efficient designs. Our experienced staff of Registered Professional Engineers, Certified Commissioning Agents, Certified Energy Managers, LEED Accredited Professionals, Certified Peer Reviewers, and Certified Construction Managers driven by a fundamental concern for our clients.

SETTY has experience with many types of facilities and systems, including new construction, renovations, rehabilitation, and adaptive reuse. Specifically, we have extensive experience in MEP/FP engineering systems design, critical climate, and planning including feasibility studies, facility master plans, and preparation of construction documents and commissioning for new construction and renovations for labs, forensic science labs, clinics, hospitals, educational facilities, and associated office space for private and government facilities.



ELLANA INC.

Incorporated in 1998, Ellana Construction Consultants is a certified Woman-owned Business Enterprise (WBE) and Disadvantaged Business Enterprise (DBE) construction consulting firm providing four core services consisting of cost management, project controls, owner representation and professional training services to a wide range of A/E/C industry clients. We are also certified WBE through the Woman's Business Enterprise National Council (WBENC) and SBA's Women Owned Small Business (WOSB).

Cost certainty and control are essential for any construction project. Our approach to cost management involves safeguarding your interests at every stage of design, procurement and construction process by focusing our efforts on achieving the best project results. We ensure the design fully matches your needs and budget, as well as manage the cost and risk performance against targets and identify opportunities for improvement.



R&L VENTURES, LLC:

R&L Solutions, LLC is a service-disabled veteran small business enterprise providing management consulting services for correctional institutions throughout the United States, at state, county, and municipal levels. Formed in October 2013, R&L Solutions, LLC does business in the Commonwealth of Pennsylvania as R&L Ventures, LLC. R&L Ventures, LLC is currently applying for Veterans Business Enterprise certification with the Commonwealth through its Bureau of Diversity, Inclusion and Small Business Opportunities.

R&L Ventures, LLC is majority owned and solely managed by Ron Angelone, a correctional institution industry executive with multiple decades of experience in operating and consulting facilities in multiple states.

ACELA ARCHITECTS + ENGINEERS, PC

Acela Architects + Engineers, PC (ACELA), formerly Acela Engineering Co, is a full-service SDVOSB Architectural and Engineering Firm focused on utilizing the most advanced technology and organizational leadership skills to reduce costs throughout the design, construction phase and long-term operation/maintenance of projects. ACELA serves a wide variety of industries including Municipal Governments, Private Developments, Oil & Gas Sector, Airports, Federal Government, and the alternative fuel industries. ACELA's staff members are licensed in many states. ACELA has offices in Pennsylvania, New York, New Jersey, and Ohio, with our corporate office in Allentown, PA.



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UNDERSTANDING THE OBJECTIVES

2



UNDERSTANDING THE OBJECTIVES

CGL's Unmatched Strategic Facility Planning/Master Planning Experience

120

Correctional System
Strategic Facility Plans/
Master Plans (state and
local)

100

Strategic Facility Plans/
Master Plans for other
Government

32

State Correctional System
Strategic Facility Plans/
Master Plans

1. CGL TEAM'S UNDERSTANDING OF THE STRATEGIC FACILITY PLANNING PROCESS:

CGL has unmatched experience developing strategic facility plans (SFPs) and master plans for correctional systems and other government agencies.

Strategic facility planning is what we do. Over the course of our history we have completed 120 correctional system SFPs/master plans for state and local jurisdictions and over 100 for other government agencies. In fact, state correctional systems have turned to CGL on 32 occasions for their facility strategic plan/master plan.

Strategic Facility Plans vs. Master Plans: Because of this extensive experience we fully understand what distinguishes SFPs from master plans. At its most basic, SFPs represent a higher level assessment that identifies the property assets an organization needs to accomplish its key objectives. As a result, a successful SFP identifies the portfolio of facilities needed, their location, the timeline for bringing facility changes online and, the projected costs. A master plan can build upon the results of the SFP and further define site specific options.

Recently we have successfully completed state correctional system SFPs for Ohio and Oregon and are in the process of completing a master plan for the Rhode Island correctional system. We also recently developed a master plan for the Philadelphia Department of Prisons. Our strategic facility planning experience spans far beyond the corrections field and includes other government entities. For example, we developed a master plan for Seminole County Florida (Orlando) as well as an SFP



for the State of Illinois Capital Complex and State of Virginia Capital Complex. This ongoing experience has allowed us to develop a standardized process that guides our work, but that also has the flexibility to account for the unique characteristics of our diverse clients.

Because of our experience, we know that the goals of SFPs at their most simplified level are:

- **Alignment:** To develop a flexible and implementable options for aligning the facility mission and portfolio with agency mission, vision, goals and operational requirements.
- **Efficiency:** To ensure the efficient use of state assets while improving overall agency operations.

The SFP process will establish the spatial, capital and operational basis for PDOC facilities, programs and/or services to meet their strategic needs. Emerging from the strategic plan will be a strategic direction, complete with capital and operational implications.

The Pennsylvania DOC Strategic Plan has an additional goal for this project:

- **Standardization:** To ensure the plan development process and protocols are standardized and can be transferred to the Pennsylvania Department of General Services (DGS) for use with other Pennsylvania agencies.

As a result of this additional requirement, CGL will collaborate with DGS to transfer our knowledge and standardized processes/forms to their identified staff.

The State of Pennsylvania will also benefit from having a CGL Project Director who has led several correctional system planning projects, and who also is a former state correctional practitioner, having worked in a correctional system for much of his career. This provides Pennsylvania with a project leader who both clearly understands the facility planning process and also implicitly grasps the complicated current and future demands placed on correctional system operations.

2. HOW WILL CGL EDUCATE AND GAIN BUY-IN FROM ALL PROJECT STAKEHOLDERS:

While CGL has developed the reputation as the “expert” on strategic facility planning across the country, it is Pennsylvania government employees, who work every day in the system, who are the “experts” in regard to their local facility goals and operations. Any effort to develop an SFP without their input and collaboration would fail. To that end, CGL actively solicits involvement and participation of a wide range of stakeholders to ensure the final report is “Pennsylvania’s Plan” and not the “vendor’s plan”. To do this we develop an open process using some of the following tested practices:

- **Educate:** The initial workshop will inform the client teams of the strategic facility planning process and identify tasks and milestones. Each subsequent workshop will reinforce the steps of the SFP process and note our current status and how each step brings value to the overall plan. Additionally, as we proceed we will work with the client to present and described the standardized processes and forms we employ. Finally, if available, we would encourage DGS staff involvement in every aspect of the project including stakeholder interviews and on-site assessments.
- **Buy-In:** Our experience in conducting SFPs helps us establish credibility to lead this process. Additionally, because our team’s project manager is a former correctional practitioner, we will be able to interact with corrections staff in a common language and have immediate understanding of the goals, needs, constraints and issues they identify. At the same time, our national knowledge and experience of correctional operations and trends will bring proven options to the planning process.

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3. CGL'S PROJECT UNDERSTANDING/IMPLEMENTATION PLAN:

The following represents CGL's proposed work plan for this project. The plan generally follows the 4 phases identified in the RFP (Understand, Define, Analyze, and Plan) with some modifications.

PHASE 1: UNDERSTAND AGENCY GOALS, OPERATIONS, AND PHYSICAL PLANT

This phase is a substantial information gathering effort and will allow CGL to develop a clear foundational understanding of the existing correctional system.

Task 1.1: Project Kickoff: Starting a project can be as important as finishing one. The kickoff meeting will have several goals including:

- Ensure project workplan aligns with State needs
- Introduce CGL and client teams
- Present planning process and procedures
- Assist State in planning team formulation discussion
- Submit initial data/document request
- Submit initial stakeholder interview list
- Initiate discussion of on-site assessment schedule

Task 1.2: Review Documents and Data: A review of agency-specific documentation will help CGL gain a deeper knowledge of the Pennsylvania Department of Corrections (PDOC). Documents and data requested and reviewed will include a variety of past planning, facilities, fiscal, operational and statistical reports.

Some of the facility information needed can likely be extracted from the IBM TRIRIGA system. CGL has extensive experience working with different Computerized Maintenance Management Systems (CMMS). In fact, our CGL Facility Maintenance division has installed CMMS software solutions for a number of clients and we are very familiar with IBM TRIRIGA having recently completed a large project in California using this system to collect facility information.

Task 1.3 Visioning Workshop: A visioning workshop will be held with stakeholders to develop the guiding principles for the SFP and to assess the current national and local issues, trends, challenges and opportunities that make up the context of the PDOC system.

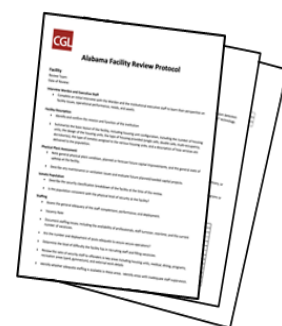
- **Guiding Principles:** These guiding principles will be high-level aspirational goals for the PDOC. They will serve as the underlying direction for any future recommendations.

- **SWOT Exercises:** CGL will employ multiple exercises in this workshop to assess the current status and challenges of PDOC. For example, a SWOT exercise documents the current issues, trends, challenges and opportunities that make up the context of the PDOC system. These include demographic and social trends, justice trends, building and infrastructure challenges, geography, and other challenges and opportunities.

Task 1.4 Initiate Interviews: CGL begins interviewing key State stakeholders across the client agency. These interviews drill down further into the goals, operational challenges, and physical plant needs of each functional areas of the agency (security, programs, medical/mental health, reintegration, community services, etc.) This step expands upon the visioning meeting and ensures we gain a complete understanding of the entire existing environment, goals and needs for the future. Additionally, these interviews aid in determining the current commitment of resources across the corrections continuum, and explore facility capacity and utilization. We note these interviews will follow a pre-developed protocol and focus primarily on high-level agency goals, planned initiatives, and identifying any impediments to improving operations.

Task 1.5: Conduct Operational Assessments: On-site assessments are critical to understanding both current operational practices and existing facilities conditions. This task has 2 components:

- **Assess Current Operational Practices:** CGL has found that each correctional system and each facility within the system can have unique operational practices that may have been guided by their design, operational history, location, or other factors. Using a pre-developed protocol, a multidisciplinary team tours each facility and interviews facility leadership and line staff to develop a clear understanding of each facility mission and how that mission fits into PDOC's overall goals. As part of this review CGL completes an overview of each facility, documents its population and capacity details, and assesses how it provides



UNDERSTAND

services in areas including medical/mental health, food service, program, and recreation.

- Conduct Facility Conditions Reviews: A certain level of facility conditions reviews are needed for SFP development. If completed appropriately they can support an overall understanding of infrastructure needs, deferred maintenance, and whether it is beneficial to replace or repair buildings. They also can provide a high-level insight into remaining building lifecycles. In combination with our on-site operational review, CGL's highly experience Facilities Management Division (CGL FM) will be on-site to document the general conditions of each facility. We note CGL's FM division offers three different levels of facilities condition assessments. Our "Basic Level" review evaluates the current conditions in the following areas:

- > Overall facility condition
- > General conditions of confinement
- > Number of beds in each facility as defined by rated capacity established through consideration of ACA and other standards, legislation, operational programmatic and human resources. CGL will verify department provided facility rated capacities. This consultant-verified capacity will become the baseline of available bedspace resources by region and facility type compared to the projected future need.
- > Expansion capability of each facility through: (a) internal renovation of change of component use, and (b) the ability to add housing units/and or support space at the existing sites;
- > The spatial and capital implications for changing a portion, or all ,of a facility to a different mission and/or custody designation;
- > Locational implications for future expansion;
- > Staffing/operational considerations
- > General status of any deferred maintenance conditions; and
- > The useful life of each facility.

Example of how SFP process can dictate the level of facility conditions assessments performed: An understanding of the current facility conditions is necessary in order to compare agency needs to those conditions. However, CGL clearly recognizes there is not one level of facility condition assessments (FAC) needed for all projects. In fact, our Facilities

Management Division offers three different levels of FACs, (Basic, Modified, and Full). In most SFP's the "Basic" level suffices as it provides the key general conditions information concerning each facility, current and future costs relative to correctives actions needed. However, some jurisdictions have requested more intensive FAC's so that they can enhance their knowledge of existing conditions and systems, develop annual replacement/upgrade schedules and budgets for infrastructure and systems. In Rhode Island, for example, a full FAC was independently completed prior to the master plan as the State was also wanting a complete accounting of conditions, deferred maintenance and future costs so that they could inform their capital budget process.

Task 1.6: Issue Facility Classification/Rating

Summary: Based on our operational and general condition assessments CGL develops and issues a classification rating for each facility and/or building (as needed). This rating document will evaluate the buildings and its programmatic components in the following areas:

- **Functional Adequacy:** The ability of the facility to meet its intended use and support agency mission and goals.
- **Physical Plant:** The condition of its current physical plant.
- **Space Adequacy:** The appropriateness of existing spaces and adjacencies to meet intended operational practices.

Phase 1 Milestones and Deliverables:

- Milestones:
 - > Project kickoff
 - > Visioning workshop
- Deliverables:
 - > Visioning workshop minutes issued
 - > Initial data request
 - > Initial interview list
 - > On-site assessment schedule
 - > Narrative summary of on-site operational reviews
 - > Facility general conditions assessment report
 - > Facility rating summaries

PHASE II: DEFINE SYSTEM FACILITY NEEDS

Upon developing a comprehensive understanding of the current state of PDOC facilities and their agency goals, CGL turns to defining facility needs.

Task 2.1: Population/Capacity Needs Assessment:

Correctional systems must have adequate capacities for a variety of different population types. Beds are needed for each gender, different custody levels, and a number of subgroups (medical, mental health, geriatric, residential substance abuse, etc.). A thorough evaluation of current and future capacity needs for the system is undertaken through a review of existing PDOC offender population projections. Bed needs are disaggregated by functional and custody groupings including special risk/needs offenders, maximum, medium, minimum, and community offenders. CGL reviews and analyzes the characteristics and demographics of the current and projected population to obtain a profile of relevant information for bedspace planning.

Task 2.2: Analyze Factors Impacting Bedspace

Demands: Offender population levels and program/treatment needs typically are the primary drivers of space needs in a contemporary correctional system. The policies, practices and factors that influence secure bedspace demand and placement, and the identification of system initiatives to manage future population growth is understood through a review of written documents and trend data, coupled with our interviews with key representatives in the agency. We further explore facility capacity utilization and programming and identify existing intervention strategies and gaps based on current and projected inmate characteristics and physical plant resources.

Each facility is thoroughly reviewed and documented to include an overall description of the current mission, components and activities supported by trend and/or utilization data as it relates to bedspace demand. Findings from this task are documented through text, graphic and matrices that clearly illustrate existing facility restraints, operations, programs and resources.

Task 2.3: Benchmark PDOC System and Facilities:

CGL's assembled wealth of space program data for contemporary correctional facilities affords it the ability to quickly benchmark each PDOC facility against similar contemporary facility space programs. A benchmark comparison is completed for each functional department (housing, administration, programs, healthcare, etc.) and issued to the client.

Example: Facility Benchmark Comparison

MAXIMUM SECURITY FACILITY					
STREET ADDRESS			CGL ASSESSMENT #		
1375 Pontiac Ave, Cranston, RI 02909			MXSF1		
MXSF1			GSP		250,100
			Opp/CAF		411
PROGRAM ANALYSIS					
DEPARTMENTS	EXISTING FACILITY		BENCHMARK		
	BSF	% of BSF	BSF/Bed	% of BSF	BSF/Bed
1.0 Housing	83,500	44%	154.50	66%	224
2.0 Administration	16,400	11%	30.90	5%	17
3.0 Programs/Rec	45,800	31%	111.44	7%	24
4.0 Inmate Services	15,500	7%	25.55	5%	17
5.0 Intake Transfer Release	500	0%	1.22	3%	10
6.0 Health Care	5,800	4%	13.63	4%	14
Total DGSF Actual/Benchmark	143,500	100%	354.99		306
BGSF Actual	299,186				
Support Services*				10%	34
Grossing Factor					442
				BGSF/BED	
BGSF Recommended					181,882
* Included in BGSF	BGSF	actual/recommended			138%
	DGSF	actual/recommended			116%

Facility is 138% of the recommended BGSF and 116% of recommended DGSF

1. Less Inclusion of DGSF

Facility is 138% of the recommended BGSF and 116% of recommended DGSF

Large Industries Program and Monthly unmet basement area and all single bunk show comparison

Task 2.4: Phase 2 Workshop: This workshop serves multiple functions including:

- Review/update of information found through Phase 1 and 2 including capacity needs, benchmark comparison as well as a summary of current operational and facility conditions assessments.
- Development of strategic facilities mission statement. A mission statement is developed for PDOC facilities that aligns with the agency's overall mission and vision and takes into account the factors driving space needs. Measurable goals to meet this mission statement will also be identified and prioritized.

Phase 2 Milestones and Deliverables:

- Milestones:
 - > Strategic facility mission and goal developed
- Deliverables:
 - > Existing environment workshop minutes issued
 - > Capacity needs assessment documented and submitted
 - > Benchmark comparison completed and submitted
 - > Development of strategic facilities mission statement and goals

PHASE 3: ANALYZE OPTIONS

CGL uses information gathered in Phases 1 and 2 to inform the development of collaborative facility solutions.

Task 3.1: Gap Analysis: CGL documents the gaps that exist between facilities and their ability to meet current needs and future operational goals.

Examples of common gaps CGL has found in state correctional systems are in the housing and treatment spaces needed for increasing elderly and seriously mentally ill populations. Our SFP for the Ohio Department of Rehabilitation and Corrections defined these gaps and resulted in the State significantly expanding its capacity for residential treatment and housing for these specific populations.

Task 3.2: Gap Analysis Workshop: A workshop is conducted with the client to present, discuss, assess and preliminarily prioritize the gaps noted in Task 3.1 and to begin considering options to bridge these gaps. For each gap that exists, multiple options can be considered and developed. It is assumed gaps could be remedied through various methods including: repurposing space at an existing facility, building new space at an existing facility, or constructing an entirely new facility. Throughout this project the goal is to maximize existing facility space and develop achievable solutions that align with agency goals.

Task 3.3: Evaluate Alternatives: As options are considered, CGL begins estimating the level of utilization, resource requirements and perceived effectiveness in terms of meeting the agency's mission and managing of bedspace requirements. Facility scenario options are established to begin spanning existing gaps. As this evaluation progresses through multiple workshops, the following is developed:

- Revised inventory of facility needs.
- Capital cost estimates. Capital budget estimates are generated for each major recommendation that include building construction, site preparation and other fees/ costs.
- Operating cost estimates. Estimates of staffing support needed, utilities, maintenance and other fees will support development of a "total cost of ownership."
- Potential phasing options.

Some scenario options may be prioritized to address an unmet need while others could be to address operational efficiency. For example, our plan for the Rhode Island Department of Corrections found the design of one of its correctional facilities was very inefficient and led to high operational costs. The lifecycle cost analysis identified a new, more efficient facility could pay for its construction in a short period of time.

Task 3.4: Scenario Workshops: Our SFP experience underscores the need for multiple workshops with the client to develop and refine scenarios. A minimum of 3 scenario workshops are required, but more may be needed based on the complexity of the plan. There are two components to these workshops:

1. Individual Option Development: Developing and refining options to meet each individual identified gap.
2. Overall System Scenario(s): Combining these individual scenario options into an overall system scenario(s) for a system facilities plan. Multiple overall system plan options may be developed and evaluated.

Task 3.5: Finalize Scenario Options: Program statements for final scenario options are developed and include the following:

- target population to be served;
- bedspace capacity and rationale;
- location and site considerations;
- space program;
- construction and project costs;
- operational assumptions and related staffing;
- other operating costs; and
- project timeline.

Phase 3 Milestones and Deliverables:

- Milestones:
 - > Gap Analysis Completed
 - > Scenarios Finalized
- Deliverables:
 - > Gap Analysis Narrative
 - > Multiple Scenario Workshops
 - > Evaluation of Scenarios
 - > Presentation/Issuance of Final Scenario(s)

PHASE 4: DEVELOP THE STRATEGIC FACILITIES PLAN FOR THE PENNSYLVANIA DEPARTMENT OF CORRECTIONS

Task 4.1: Develop Draft Report: The draft report consolidates all of the findings, scenarios and recommendations into a logical format that flows according to each major section of the work plan (Understand, Define, Analyze, Plan). The components of the draft plan include:

- Project Methodology
- Existing Conditions
- Agency Needs and Goals
- Gap Analysis
- Scenario(s)
- Program statements for priority projects that identify:
 - > target population to be served;
 - > bedspace capacity and rationale;
 - > location and site considerations;
 - > space program;
 - > construction and project costs;
 - > operational assumptions and related staffing;
 - > other operating costs; and
 - > project timeline
- Implementation plan including phasing and capital budget request needs

Task 4.2: Refine Draft and Submit Final Report: After review and input by the client, CGL updates the draft report, refines site maps, drawings and any other visualizations to be include in a final report.

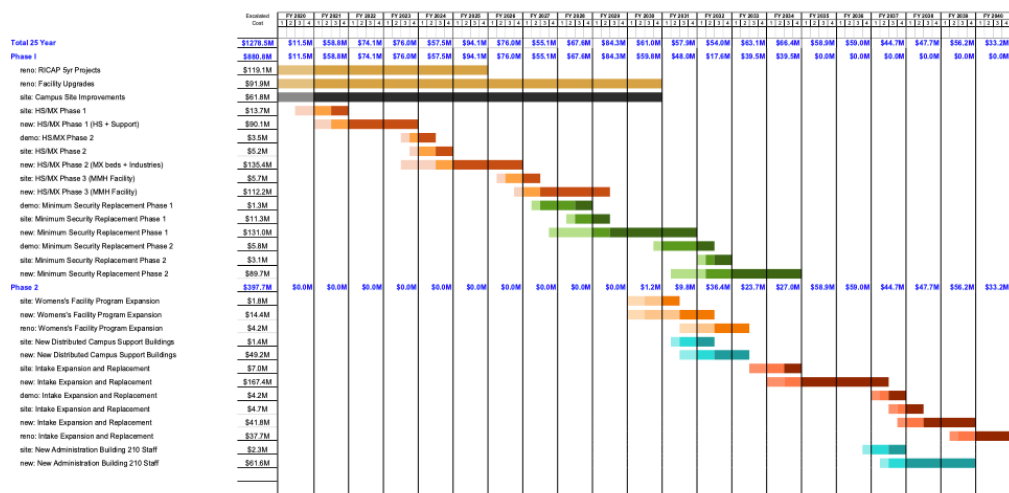
Task 4.3: Present Plan to Pennsylvania DGS and PDOC: CGL will present the plan to the State at a time and location of their choosing.

Task 4.4: Final Workshop: Transfer all standardized processes and forms to DGS. CGL believes it would be beneficial to conduct a final workshop with DGS to review standardized SFP processes and practices and ensure vital information and knowledge is transferred.

Phase 4 Milestones and Deliverables:

- Milestones:
 - > Project Completion
- Deliverables:
 - > Draft Report
 - > Final Report
 - > Presentation
 - > Final Workshop

Example: SFP Correctional System Phasing/Capital Budget Plan





4. CGL EXPERIENCE USING DIFFERENT ANALYSIS TOOLS SUCH AS:

- **Scenario Planning:** Scenario planning is a key part of CGL's strategic planning process. As we begin to develop facility options for meeting the needs of PDOC, we will collaboratively identify different scenario's that both prioritize needs and identifies costs. Through multiple client workshops these scenarios are refined and evaluated.
- **SWOT Analysis:** A SWOT analysis is a standard part of our strategic facility planning. Typically, we conduct this very early in the project so as to gain a full understanding of the context of the environment in which the client must operate.
- **Benchmarking:** CGL conducts comparative benchmarking in every SFP project. Because we have been involved both in master planning and new correctional facility programming/design, we have assembled a database of space programs for modern correctional facilities. This allows us to easily benchmark and compare existing PDOC facility space programs in key functional areas (housing, health care, administration, programs,

etc.) against what is found in contemporary facilities. This comparison provides the client with a clearer understanding of where space deficiencies may exist.

- **Systematic Layout Planning:** CGL has conducted Systematic Layout Planning at both the micro level and macro level for state agencies. At the micro level we focus on understanding space adjacencies at individual facilities that improve operations and efficiencies. At a macro level for a statewide correctional system we plan facility assets that cluster like types of offender populations to improve access to services and system efficiency. For example, it often is important to ensure the adjacencies of mental health, medical and geriatric services in a correctional system. One state correctional system has a long history of decentralized mental health services for its seriously mentally ill offenders and for those with acute medical needs. CGL recommended services for these specific population be consolidated at a single facility to meet agency goals of improving quality and access to care, while enhancing the consistency of services provided. CGL evaluated multiple options

for the location and adjacencies needed including designing and constructing an entirely new facility and remodeling existing facilities.

5. PRELIMINARY PROJECT SCHEDULE.

Our preliminary project schedule with milestones, tasks, deliverables and meetings is provided in a subsequent section of this proposal.

6. COMMUNICATION STRATEGY:

A successful project must be completed collaboratively with the State of Pennsylvania, so it is imperative that we regularly meet/interact with the project leader and planning/steering committees to ensure our results and recommendations fully meet the State's needs.

- **Bi-weekly project meetings:** Throughout the duration of the project the CGL Team will conduct meetings (virtually or in person) with the State's planning manager and other individuals designated to participate. Our experience finds this regularly scheduled meeting refocuses all participants back on the project and improves overall progress.

- **Workshops:** Workshops throughout the project will assemble key team members and stakeholders to elicit participation and involvement. They also serve as a means for State and CGL team leaders to communicate progress and needs to stakeholders.
- **Bi-weekly status reports:** Status reports are an effective means to document progress, decisions and issue resolution. CGL will issue bi-weekly progress reports that documents tasks completed, those in progress and next steps. Additionally, our project scheduling software is interactive and allows us to track project progress, task completion and milestones met. As part of our bi-weekly status report we will provide a schedule update that clearly communicates this information along with any project issues and outcomes.
- **CGL Pre-Meeting Planning:** The best way to guarantee any client meeting is concise and effective is to pre-plan the meeting. Prior to any significant client meeting CGL's team meets internally, to focus the goal of the meeting, develop an agenda, and discuss the most effective means of succinctly presenting project status and outcomes. In the end this simple pre-planning step saves significant client time while focusing the process and achieving results

7. EXAMPLES OF CHALLENGES ENCOUNTERED AND HOW CGL ADDRESSED THEM:

- **Example: Mid-Project Change:** The best laid plans of any government entity can quickly change. CGL prides itself on being able to adapt quickly and efficiently to any project changes. In a recent state correctional system master plan project the Governor's Office interceded near the end of the scenario refinement phase. They requested CGL conduct a full evaluation of a vacant building, not previously under consideration, for use as a future correctional facility. In order to meet this request and not delay the process, CGL quickly worked with the client to identify the key decision criteria that would be needed to determine the viable use of this vacant building. By focusing on these key criteria we were able to quickly address the feasibility of using this building without delaying the project timeline.
- **Example: COVID Impact:** The pandemic has changed how we all do business and CGL has taken the lead in developing virtual processes to complete much of our work in a manner that elicits participation and interaction. In fact, CGL recently completed a first, by successfully developing a space program for a

large county jail, entirely through over 20 virtual workshops and case study presentations. We do note that some of the work in Pennsylvania (operational reviews, facility assessments) will necessitate on-site visits, but much can be completed remotely, saving client's time, expediting the timeline, and increasing convenience.

8. HOW WILL CGL WORK WITH SFP CONSULTANT TEAM TO MANAGE VARIOUS PROJECT STAKEHOLDERS AND ENCOURAGE INPUT AND PARTICIPATION?

We elicit participation through several means:

- **Interviews:** Interviews conducted throughout the process will seek to gain the involvement of individuals throughout the State. Our on-site facility visits will be designed to elicit input from local facility leaders as well as line staff as we tour the facilities.
- **Focus Groups:** In some jurisdiction, we have benefitted from conducting "Focus Groups" with line staff during our on-site assessments. This allows us to both explain the purpose of the SFP and gain open, unvarnished input from front-line facility users.



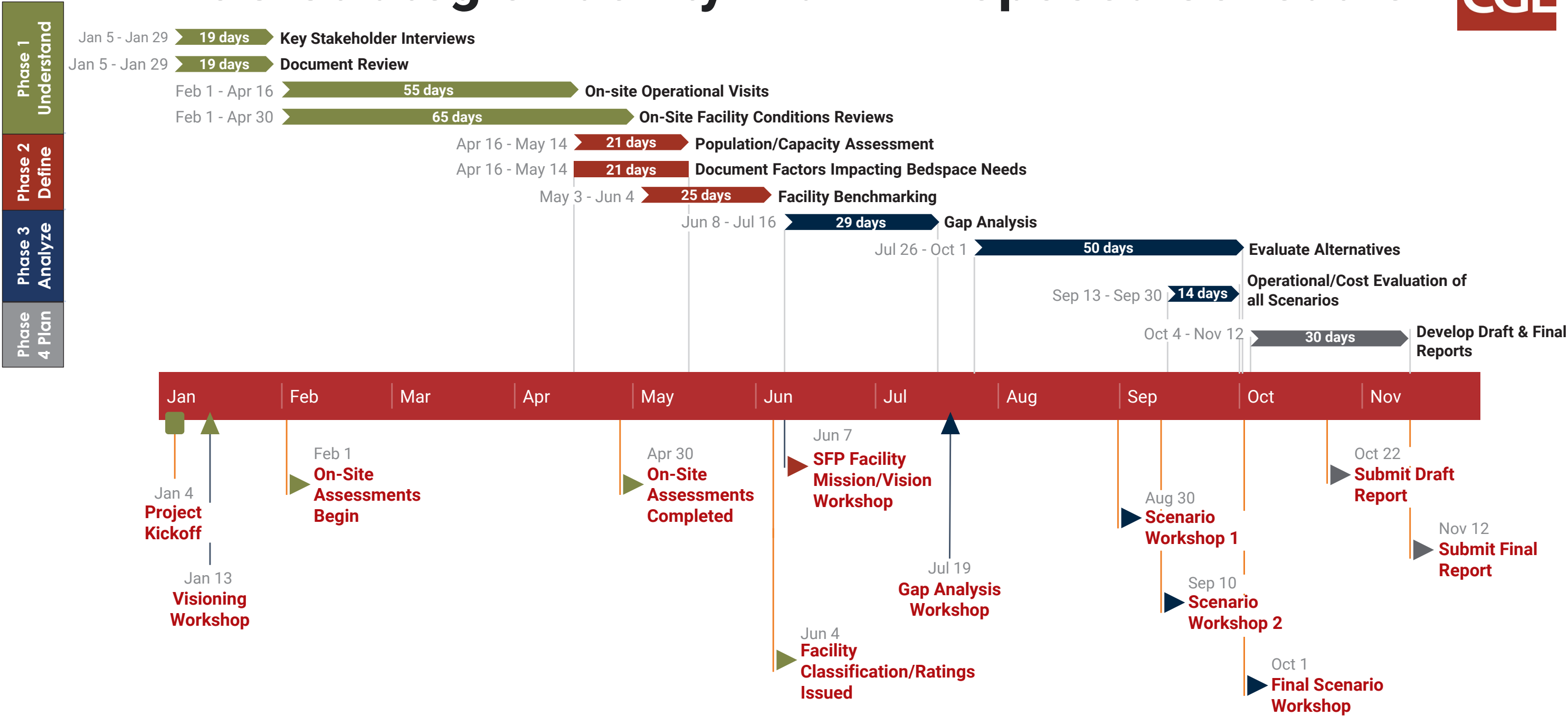


- **Workshops:** Our workshops are designed to be entirely collaborative and we will engage in several planning exercises to encourage engagement and interaction. Additionally, we find that information is a two way street. If clients and stakeholders are not informed of the project progress and status, they often become disinterested and uninvolved as their “normal work duties” take their attention away. Therefore we find it beneficial that nearly every workshop/meeting include a briefing of the project status that details what we have accomplished, what we are working on and what lies ahead. This helps bring participants back up to speed and remind them that their involvement is leading to project results.
- **Surveys:** Coupled with our stakeholder interviews we will survey key representatives of the agency to identify mission, goals and challenges of the facilities.

9. HOW WILL CGL'S TEAM WORK WITH DGS TO DEVELOP STANDARDIZED PROCESSES AND PROCEDURES.

The regularity with which we complete SFPs have led to standardization of much of the process. We will work with DGS to fully describe that process, and engage them in its application. Additionally, we will ensure the protocols we have in place for facility conditions reviews, status updates, needs assessments and on-site facility visits are defined and shared with DGS. Immersion in the process also helps develop a clearer understanding and as a result we fully encourage DGS staff to participate in our interviews, on-site assessments. Finally, we also know that DGS will have its own process requirements, some that may fall outside of CGL's normal SFP practices. We are flexible enough to incorporate those needs into the standardized process. To leave DGS with all standardized documentation/forms and process understanding needed, we will schedule a final workshop/meeting to ensure the successful transmittal of this information.

PDOC Strategic Facility Plan - Proposed Schedule



Assumes 01/01/2021 contract start date

DELIVERABLES BY PHASE

PHASE 1: UNDERSTAND

- Visioning workshop minutes
- Initial data request
- Initial interview list
- On-site assessment schedule
- Summary of on-site operational reviews
- Facility general conditions assessment report
- Facility rating summaries

PHASE 2: DEFINE

- Existing environment (Phase 1) workshop minutes
- Capacity needs assessment documented and submitted
- Benchmark comparison completed and submitted
- Development of strategic facilities mission statement and goals

PHASE 3: ANALYZE

- Gap analysis narrative
- Multiple scenario workshop minutes
- Scenario evaluations
- Presentation/Issuance of final scenario(s)

PHASE 4: PLAN

- Draft Report
- Final Report
- Presentation
- Final Workshop

The background of the slide is a photograph of a modern interior space, likely a school cafeteria or a community center. It features several round white tables with green plastic chairs. The ceiling has a grid of recessed lights and several large, white, cylindrical pendant lights hanging from it. The walls are light-colored, and there are some decorative elements like a green wall with a grass pattern in the background. The overall atmosphere is clean and bright.

QUALIFICATIONS

3



COLORADO CAPITAL COMPLEX MASTER PLAN

LOCATION

Denver, Colorado

SIZE

700,000 SF

COMPLETION DATE

November 2014

CLIENT CONTACT

Josh Gould
Stantec
1050 17th Street, A200
Denver, CO 80265
(303) 575-8589
josh.gould@stantec.com

PROJECT DESCRIPTION

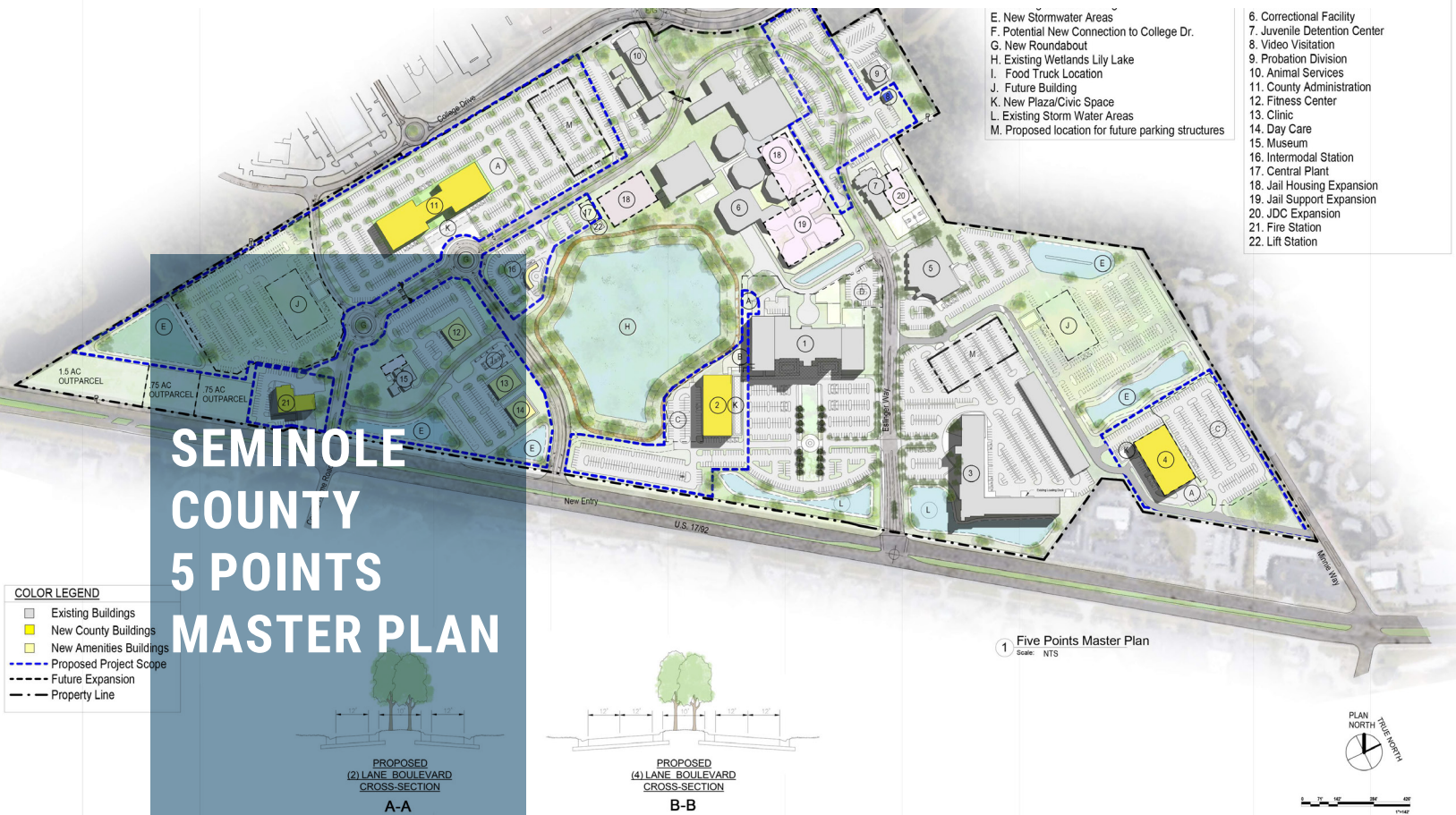
From the State Capitol to the Legislative Services Building, the state of Colorado has a rich inventory of buildings located in the heart of downtown Denver. The State Capitol has received a significant investment in recent years to maintain and restore its grandeur. Adjacent state buildings have received much less attention over the past decades. Strategic investment in those facilities is required to address code deficiencies, and will result in a substantial reduction of operating costs. Upgrades and reorganization will increase the efficiency of the buildings, reduce energy use and also improve the effectiveness of the state workforce.

The year-long study analyzed the optimum organization of agency personnel within the Capitol Complex in order to provide the most cost-effective facilities possible. Staffing

projections reflect modest adjustments over the coming years to respond to projected service needs, and space standards have been proposed that are comparable to those found in highly efficient public and private entities.

The master plan provides a road map to ensure State facilities in the Capitol Complex are upgraded, agency personnel relocated, and leases consolidated in such a manner that State services will be provided in a more efficient and cost effective manner. The master plan also lays out a visionary and achievable strategy to transform the Capitol Complex District into a vibrant, mixed-use neighborhood that has a cohesive civic identity and offers a memorable pedestrian experience.

EXPERIENCE DEVELOPING STRATEGIS FACILITY PLANS FOR GOVERNMENT AGENCIES



LOCATION

Sanford, Florida

SIZE

1.2 million SF

COMPLETION DATE

April 2020

CLIENT CONTACT

Matt Hassan, P.E.
Assistant County Engineer
Seminole County Public Works
Department
Engineering Division
100 E. 1st Street
Sanford, Florida 32771
Phone: 407-665-5714
Fax: 407-665-5772

PROJECT DESCRIPTION

The CGL/Dewberry Team was retained by Seminole County in April 2019 to develop a centralized and consolidated government campus master plan for the 5 Points Complex. With the large inventory of buildings and properties, Seminole County is continually faced with making critical decisions about fiscally responsible and service effective allocation of funds. The goal of this master planning process is to identify short and long-term facility needs and to create a framework to address these needs in the most effective and efficient manner.

Our Team's four-phase process creates solution to achieve the major project goals identified by the Board of County Commissioners and will guide Seminole County over the next 20 years. The four phase process included: facility vision, goals, and demands, business case development, program development and final plan and report.

In addition to the 5 Points Complex Master Plan, the Team was retained to prepare a Basis of Design for the Design/Build project to: (1) address the need to relocate functions at/near the Civil Courthouse to/ near the Criminal Justice Courthouse, and (2) address overcrowding and non-Sheriff functions in the Public Safety Building.

The summary business case by project included a capital improvement program of \$555 million and includes 17 projects across a variety of government functions.

The CGL Team was retained to prepare Design Criteria Packages for three projects on the Five Points Campus in Sanford: the expansion of the Criminal Justice Center, the Sheriff's new Emergency Operations Center and a new parking garage. The DCP's included complete space programs and project narratives, detailed specifications, conceptual site plans and building plans.



VIRGINIA STATE CAPITOL MASTER PLAN

LOCATION

Richmond, Virginia

SIZE

2 million SF | 14 facilities

COMPLETION DATE

November 2018

CLIENT CONTACT

Yogesh Saoji
Former Project Manager
929.229.2018
ysaoji@dlrgroup.com

PROJECT DESCRIPTION

The Virginia State Capitol Master Plan focused on developing a long-range (10-year) program for the growth of state agencies within the Capitol Square complex, the space allocation of the program, and an urban design framework to guide future construction.

CGL provided the space program options for the master plan. The space program options exercise addressed the maximum space utilization objective from the standpoint of agency functions and requirements. High, medium, and low space-utilization scenarios were developed for the next 5 and 10 years. High Capitol Square space utilization was selected as the preferred option with a proposed total new space 1.02 million NASF. Selection was based on factors such as comparison of life-cycle costs of owning

versus leasing, consolidation of multiple agency locations to realize greater operational efficiencies, and co-location of agency functions to increase effective performance of their duties.

After completion of the original master plan in 2005, CGL was retained by the Commonwealth in 2010 and 2018 to develop updates based on current space allocations.

OHIO CORRECTIONAL STRATEGIC CAPITAL MASTER PLAN

LOCATION

State of Ohio

SIZE

14,000,000 SF
8,000 beds

COMPLETION DATE

December 2018

CLIENT CONTACT

Jenny Hildebrand
Energy Conservation and
sustainability Administrator
Ohio Department of Rehabilitation
and Corrections
770 West Broad Street
Columbus, OH 43222
(614) 752-1072
Jenny.Hildebrand@odrc.state.oh.us

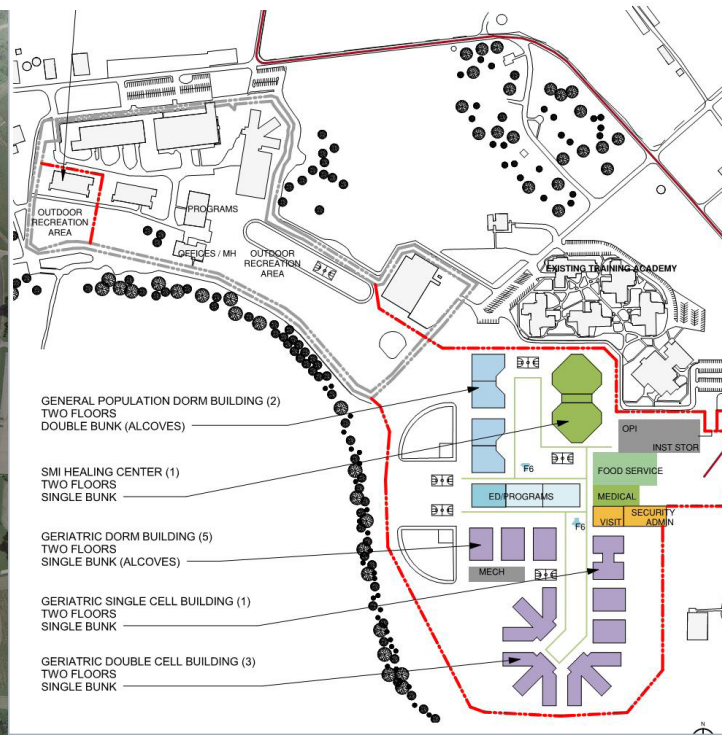
PROJECT DESCRIPTION

During the 1980-90 timeframe when many states were addressing the challenges of a rapidly expanding prison population, Ohio invested in new facilities that were largely designed for single occupancy cells and with program and support spaces to meet the needs of the population. As the prison population continued to increase due to sentencing guidelines and the "war on drugs", Ohio continued to expand with predominantly dormitory-based prisons. In late 2014, the State was operating at 137% of capacity and did not have adequate space to meet the rehabilitation goals of the system.

The comprehensive, strategic capital master plan was undertaken to provide a basis for meeting eight "vision goals" articulated by the Ohio Department of Rehabilitation and Corrections. The key recommendations of the study included:

- Reassignment of over 8,000 inmates with sentences of 12 months or less to community corrections.
- Development of seven 100-160-bed "healing centers" for the mentally ill population.

- Expansion of program and housing facilities and programs for women's, including a new mothers and babies village.
- Expansion of 180 acute and sub-acute hospital beds at the central prison medical complex.
- Sub-division of dormitory housing units into smaller living clusters with cubicles.
- Creation of 2,200 new geriatric and general custody prison on the site of an de-commissioned facility with special emphasis on the needs of elderly inmates.
- Expansion of program space in all restrictive housing units.



PHILADELPHIA INMATE SPACE AND PLANNING STUDY

LOCATION

Philadelphia, Pennsylvania

SIZE

632,000 SF
5,000 beds

COMPLETION DATE

August 2019

CLIENT CONTACT

Greg Vrato Esq.
Chief of Staff
Philadelphia Department of Prisons
(215) 685 7840
Greg.Vrato@prisons.phila.gov
7901 State Rd
Philadelphia, PA 19136

PROJECT DESCRIPTION

In 2016, the City of Philadelphia was the recipient of a grant from the John D. and Catherine T. MacArthur Foundation under the Safety and Justice Challenge. The purpose of this grant was to implement innovative strategies and evidence-based programs aimed at reducing the jail population. Ultimately, these strategies led to a significant population decrease.

The decline in jail population presents an opportunity to re-imagine the City's prison system to align resources with the behavioral and programmatic needs of the current inmate population in a safe and secure manner. This included vacating aging and deficient buildings, consolidating existing facilities to achieve greater staff and operational efficiencies and proposing new purpose-built facilities.

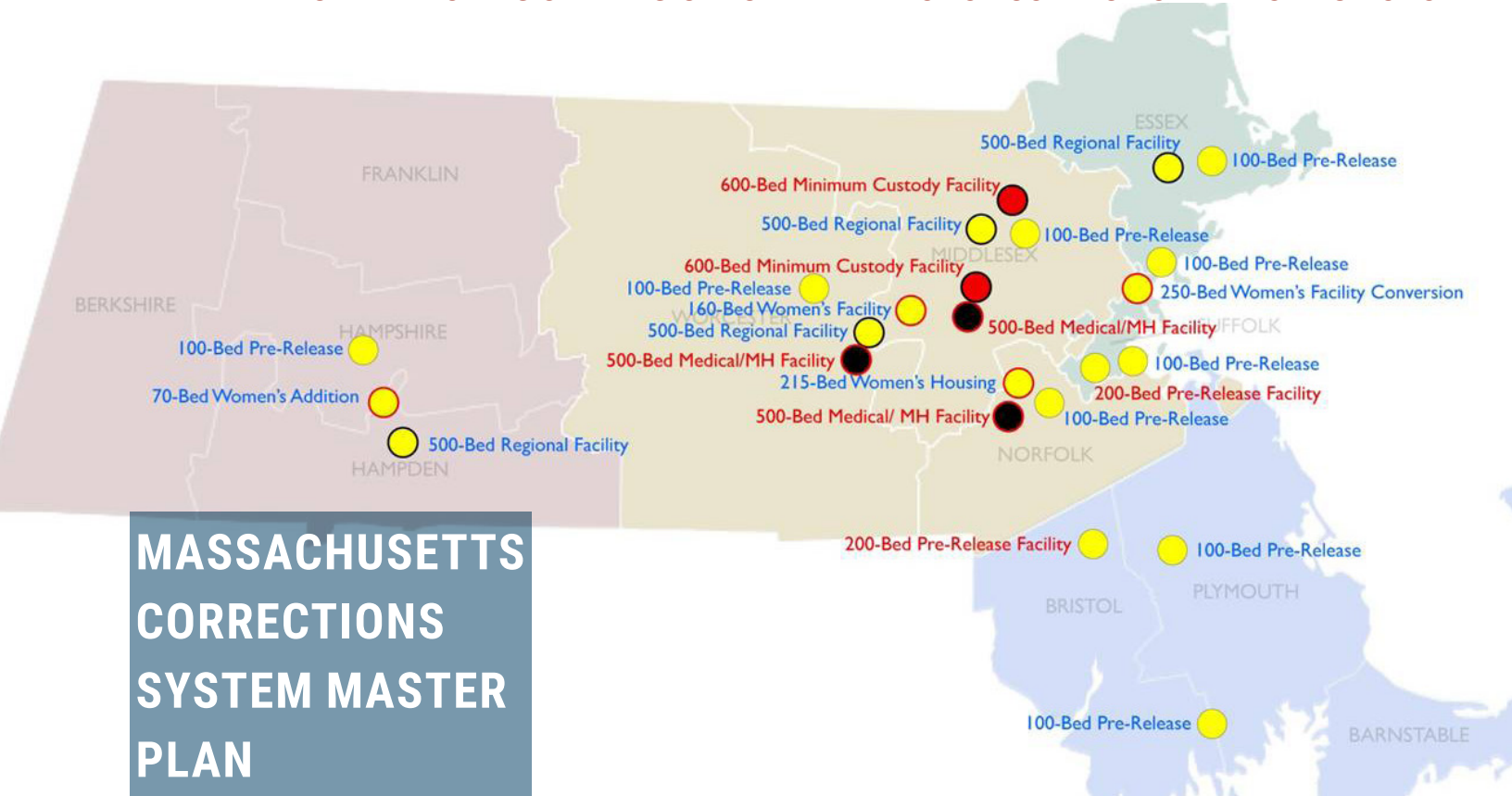
In 2017, the City of Philadelphia retained RicciGreene, supported by a team of consultants, to undertake this Inmate Space and Master Planning Study. In concert with representatives from the Philadelphia Core Planning Group the focus of the project was to develop a plan to modernize the

Philadelphia Prison campuses and jail facilities to meet modern correctional best practices while reflecting the significant drop in the jail population.

This Inmate Space and Master Planning Report documented the condition of the current PDP facilities, defined the projected population needs, and prepared conceptual options to address the future needs of the PDP campus including the initial construction phase that strategically aligns an initial capital investment with the needs of the campus within the next five years.

The preferred master plan option was derived based on feedback and consensus from the Philadelphia core planning group. The recommended master plan option satisfies the guiding principles, offered a single secure perimeter with limited points of access, and proposed a new Integrated Treatment Center (ITC) with both general and specialized housing, a centralized medical and mental health clinic, visitation center check-in, re-entry services for inmates returning to the community and outdoor program spaces for all inmates.





MASSACHUSETTS CORRECTIONS SYSTEM MASTER PLAN

LOCATION

Boston, Massachusetts

SIZE

10,100 bedspaces (estimated)

COMPLETION DATE

March 2011

CLIENT CONTACT

Liz Minnis
Co-Director of Programming
Massachusetts DCAM
One Ashburton Place
15th Floor
Boston, MA 02108
(617) 727-4015 x566
liz.minnis@state.ma.us

PROJECT DESCRIPTION


As a strategic capital plan, this Corrections Master Plan (CMP) focused on the system as a whole in order to identify the most cost-effective approach to investing capital dollars in the Massachusetts Correctional System. This comprehensive approach provides a framework to meet the projected bedspace needs into 2020, address current overcrowding, meet agency goals and mission, and create a better coordinated system that is both efficient and cost-effective.

Application of a new Standards-based capacity (CMP Baseline Capacity) indicates that the system housing 2009 populations has a current shortfall of approximately 7,300 bedspaces, before considering growth in populations.

Without any capital improvements or modifications to operating procedures and policies, this shortfall is expected to climb to approximately 10,100 bedspaces by 2020, requiring an estimated capital investment of \$1.3 to \$2.3 billion in today's dollars and an increase of estimated annual operating costs totaling as much as \$120 million.

As state budgets continue to be challenged, it is clear that the needs of the current system are outpacing available funding. In short, the existing system is not sustainable and requires, in addition to planned capital investment, the investigation of every type of initiative - executive, legislative, judicial, and operational - to reduce recidivism, reduce the population incarcerated in correctional facilities, and create a more proficient, and sustainable system in a climate of ever shrinking resources.

To this end, the Corrections Master Plan includes projections of bedspace needs; considers upgrades to increase capacity within existing facilities in order to reduce the need for new bedspaces; identifies barriers to a more efficient system; proposes regional and multi-jurisdictional facilities to add flexibility and address needs more cost-effectively; recommends shared resources and centralization of some support services; estimates the capital implications of the plan; and prioritizes components to be funded in the initial capital plan. Moving forward, urgency is required to consider new directions that emphasize a more cost effective correctional system.



CITY OF BALTIMORE JAIL CONDITIONS ASSESSMENT

BALTIMORE REGION FACILITIES

LOCATION

Baltimore, Maryland

SIZE

1.7 million SF

PROJECT PERIOD

2016 - Current

CLIENT CONTACT

John Gauthier
Assistant Director, Facilities
Maintenance
Division of Capital Construction
and Facilities Maintenance
Department of Public Safety and
Correctional Services
6776 Reisterstown Road, Suite 201
Baltimore, Maryland 21215
Office - 410-585-3278
Cell - 410-777-0042
Fax 410-764-4434
john.gauthier@maryland.gov

PROJECT DESCRIPTION

CGL conducted equipment and facility condition assessments of the site, site improvements, and related features at the Maryland Department of Public Safety & Correctional Services Baltimore City Jail. The facility is 1.7 million square feet spread out over 23 buildings.

CGL personnel visited the site to observe the buildings and site systems, interview building management and maintenance personnel, and review available maintenance systems. They performed visual assessments of the interior, exterior, and site components, developed a detailed description of existing equipment and conditions, and identified visually apparent deficiencies in the buildings.

After the review of security, M/E/P, structural, operational systems, a detailed listing of the overall condition of each facility was developed to estimate the total cost of repairs. These costs are estimated budgets based on industry experience and best practices and were utilized in determining an index. Based on this index and the accompanying deferred maintenance expenses each building received a Facility Condition Index score as to the conditions found during our assessment.



EXPERIENCE WORKING WITH FACILITY MANAGEMENT SOFTWARE

At CGL, we are accustomed to setting up and managing CMMS systems for public entities. As a company, we manage 19 clients across six different CMMS platforms. We employ full-time CMMS specialists to set up CMMS systems that properly support the specific needs of each client's agency. Over the past five years, CGL has successfully used CMMS systems to issue and complete more than 1 million work orders for our clients. All of the 19.4 million square feet of space we manage is controlled through computerized maintenance management systems that we have installed, implemented, and/or managed. We currently have more than 300 authorized CMMS users across our client implementations. This includes more than 10 million square feet of correctional facilities. CGL has successfully set-up CMMS systems to manage more than 40,000 individual pieces of equipment, inputting facility infrastructure equipment

data to track work order history, warranty information, model numbers, serial numbers, and asset description and size. All equipment is bar coded for scanning so maintenance logs can be downloaded to technicians' mobile handheld devices. This process provides continuity of care and builds a deep history of building maintenance.

Systems with which we have experience:

- IBM Tririga
- Maintenance Connection
- Three Rivers TMS
- Facility Dude
- Buzz
- School Dude
- Archibus
- MAXIMO
- MaintiMizer

STATEMENT OF READINESS AND COMMITMENT OF RESOURCES

The CGL team stands ready to begin working on this project from the contract initiation through project completion. We confirm the team members identified in our technical submission will be the persons who are actually assigned to the project for its duration.



Brad Sassatelli

SENIOR VICE PRESIDENT, CGL PROJECT MANAGER

Mr. Brad Sassatelli has over 30 years of experience working in the detention field. He has been involved in nearly every facet of detention management including serving as a senior administrator in several correctional centers and as the chief executive officer of a state correctional industries division. He has extensive experience analyzing the performance of detention systems and providing practical recommendations for their improvement. He has outstanding knowledge of detention system standards and "best practices" and has experience assisting jurisdictions in implementing these standards. He has also developed short-term and long-term plans for state and local detention systems, and has strong knowledge of the interconnected processes within local criminal justice systems that can contribute to jail population growth.

LENGTH OF SERVICE

CGL since 2017
32 Years Other Firms/Agencies

EDUCATION

Bachelor of Science in Economics,
University of Illinois at Urbana
Champaign

RELEVANT PROJECTS

Rhode Island Department of
Corrections Correctional Master Plan
Various Locations, Rhode Island

Alabama Department of Corrections
Master Plan, Alabama

Massachusetts Department
of Corrections Administration
and Operations Comprehensive
Assessment
Various Locations, Massachusetts

Philadelphia Prison System Space
Needs Analysis
Philadelphia, Pennsylvania

Utah Department of Corrections
Draper Prison Relocation Master Plan
Draper, Utah

Florida Department of Corrections
Operational Analysis
Various Locations, Florida

Newport News Jail Staffing and
Operations Analysis
Newport News, Virginia

Santa Clara County Jail Needs and
Operational Assessment
San Jose, California

Pinal County Jail Staffing and
Population Assessment
Florence, Arizona

Maricopa County Four Public Safety
Staffing Projects
Phoenix, Arizona

Miami-Dade County Department of
Corrections and Rehabilitation Staffing
and Operational Review Study
Miami, Florida

Sangamon County Jail Needs
Assessment to address Overcrowding
Issues
Springfield, Illinois

Oklahoma Department of Corrections
Comprehensive Performance Review
Various Locations, Oklahoma

Washington Department of
Corrections Correctional Industry
Program Master Plan
Various Locations, Oklahoma

Fulton County Detention System
Operational Assessment
Atlanta, Georgia

Lake County Jail Staffing Needs and
Space Program
Waukegan, Illinois

New Hampshire Prison Privatization
Proposal Assessment and Evaluation
Concord, New Hampshire

Illinois Department of Corrections
New Classification Instrument
Implementation Evaluation
Springfield, Illinois



W. Robert Glass, AIA

DIRECTOR OF JUSTICE SERVICES

Mr. Glass is a nationally recognized architect and planning consultant for the planning, conceptualization, and functional analysis of all sectors of the criminal justice system, and is personally involved in technical studies in the area of needs assessment, operational studies, architectural programming and concept design.

In 1986, he formed Robert Glass and Associates, Inc. (RGA) which provided specialized consulting services to the criminal justice community. In 2012, RGA became part of CGL Companies. He now holds the position of executive vice president and director of justice services.

Mr. Glass has managed more than 500 technical studies for clients in 38 states and four foreign countries. Project sizes range from a 10-bed addition in rural Alaska to the development of a 10,000-bed medical, mental health, and special needs program. This program assists the Federal Court Receivership and the California Department of Corrections and Rehabilitation in the development of "minimum constitutional space standards" for the delivery of court ordered health care to inmate-patients. This planning work led to the development of the California Health Care Facility in Stockton, a 1.2 million gross-square-foot, \$1 billion design-build project.

LENGTH OF SERVICE

CGL since 2012
33 Years Other Firms

EDUCATION

Bachelor's Architecture, University of Idaho, Moscow, Idaho

CERTIFICATIONS AND MEMBERSHIPS

California State Sheriff's Association
Corporate 100 Member
American Correctional Association (ACA)
American Institute of Architects (AIA)
American Jail Association (AJA)
International Corrections and Prison Association (ICPA)
American Planning Association (APA)

REGISTERED ARCHITECT

Alabama, Arizona, Colorado, Connecticut, Delaware, District of Columbia, Guam, Hawaii, Idaho, Illinois, Indiana, Kansas, Louisiana, Maryland, Massachusetts, Michigan, Nebraska, New Jersey, New Mexico, New York, North Carolina, North Dakota, Ohio, Oklahoma, Pennsylvania, Rhode Island, South Carolina, Tennessee, Texas, Virginia, Washington, Certificate NCARB

RELEVANT PROJECTS

Jackson County Jail Owner's
Representation Kansas City, Missouri

Maricopa County Intake Transfer
Release and Jail Replacement
Phoenix, Arizona

Merced County Comprehensive Needs
Assessment Study John Latorraca
Correctional Center Expansion
Merced, California

Lincoln County, Sheriff's Office and
Jail Expansion Needs Assessment
Davenport, Washington

Riverside County, County-wide
Correctional Master Plan Riverside,
California

San Mateo County, Maple Street
Correctional Facility Redwood City,
California

Maricopa County, Jail System Master
Plan Phoenix, Arizona

Riverside County, East County
Detention Center Indio, California

San Bernardino County, Glen Helen
Rehabilitation Center Master Plan San
Bernardino, California

Santa Cruz County, Rountree Medium
Security Facility Expansion and
Renovation Watsonville, California

Santa Cruz County, Rountree Medium
Security Facility, Needs Assessment
Watsonville, California

Cook County, Real Estate Analysis
Adult Correctional Facilities Chicago,
Illinois

Montana Department of Corrections,
Park County Detention Center

Livingston, Montana
Washoe County, Jail Expansion Phase
II Reno, Nevada

Clallam County, Correctional Facility
Renovations Phase I Port Angeles,
Washington

Santa Clara County, Elmwood
Correctional Facility Milpitas,
California

Clark County, Detention Center
Expansion Las Vegas, Nevada

Stevens County, Detention/
Corrections Facility Colville, Colorado



Karl Becker

SENIOR VICE PRESIDENT, CGL CORRECTIONS PLANNER

Mr. Becker has more than 30 years of experience in criminal justice system planning for federal, state, and local criminal justice agencies. He has played a leading role in conducting needs assessments and evaluation of alternatives to incarceration for local justice systems including DuPage County, Illinois, Wake County, North Carolina, Santa Clara County, California, and Thurston County, Washington. His analyses have helped to frame key policy choices for decision makers faced with growing detention populations and limited resources. Particular areas of expertise include program and operational performance assessment, cost-benefit analysis, and system master planning.

RELEVANT PROJECTS

Alabama Statewide Prison
Infrastructure Revitalization Effort,
Various Location, Alabama

Virginia Department of Corrections
Performance Review, Various
Locations, Virginia

Colorado Prison System Capacity
Plan Update, Colorado Springs,
Colorado

Massachusetts Department of
Correction Performance Review,
Various Locations

Colorado Prison Utilization Study,
Various Locations, Colorado

Oklahoma Department of
Corrections Performance Review,
Various Locations

Washington Department of
Corrections Correctional Industries
Master Plan, Various Locations,
Washington

New Mexico Department of
Corrections Performance Review,
Various Locations, New Mexico

Mississippi Department of
Corrections Capacity Management
Strategy Review, Various Locations,
Mississippi

Florida Department of Corrections
Performance Review, Various
Locations, Florida

Colorado Department of Corrections
Facility Master Plan, Ft. Lyons,
Colorado

Puerto Rico Administration of
Corrections Operational Compliance
Review, Various Locations, Puerto
Rico

Maryland Department of Corrections
Facility Master Planning, Various
Locations, Maryland

North Dakota Department of
Corrections & Rehabilitation
Performance Review, Various
Locations, North Dakota

Arizona Department of Corrections
Facility Master Planning, Phoenix,
Arizona

Colorado Department of Corrections
Operational Review, Sterling,
Colorado

Riverside County, Countywide
Correctional Master Plan, Riverside,
California

Florida Department of Corrections
Operations Study, Tallahassee,
Florida

District of Columbia Facility Master
Planning, Washington, DC

Kentucky Department of Corrections
Administrative Segregation Review,
Various Locations, Kentucky

Florida Department of Corrections
System Management Review,
Various Locations, Florida

LENGTH OF SERVICE

CGL since 2013
36 Years Other Firms

EDUCATION

MA, Public Administration, University of
Illinois, Urbana, Illinois, 1981, Charles B.
Merriam Fellow

BA, Political Science, Knox College,
Galesburg, Illinois, 1979, Magna Cum
Laude, Phi Beta Kappa



William Charles Lawhorn, cJM

VICE PRESIDENT JUSTICE SERVICES, CGL CORRECTIONS PLANNER

William Lawhorn is a highly experienced corrections executive with a proven ability of leading corrections professionals in three separate organizations among two states through an ever changing industry. William has strong technical and operational qualifications with an impressive track record of 30 years of hands-on experience in correctional administration and management, security operations, policy development, long-term planning and implementation, design and construction, project management, emergency planning and management, and investigation techniques. William has a successful and strong ability in analyzing the operational requirements of facilities and systems, identifying deficiencies and potential opportunities, and developing proven strategies that enhance the efficiencies of resources, capitalize on revenues, and increase the safety and security for staff and residents.

EDUCATION

Corrections Administration - John Jay City College

Criminal Justice - Broward Community College

Public Administration - FBI National Academy Session 262, University of Virginia

CERTIFICATIONS

Certified Jail Manager

MEMBERSHIPS

American Jail Association

American Correctional Association

National Sheriff's Association

Florida Corrections Accreditation Commission

FBI National Academy Associates

RELEVANT PROJECTS

Buncombe County Detention Center
Needs Assessment
Asheville, North Carolina

Jackson County Detention Center
Needs Assessment and Program
Kansas City, Missouri

Wayne County Justice Center
Activation Management
Wayne County, Michigan

City of Hamilton Intake, Release,
Transport and Magistrate Processes
Butler County, Ohio

Fulton County Detention Center
Staffing Analysis,
Atlanta, Georgia

Metro Regional Youth Detention
Center (RYDC) Staffing Analysis
Atlanta, Georgia

Dekalb Regional Youth Detention
Center (RYDC) Staffing Analysis
Atlanta, Georgia

Cadwell (Eastman) Regional Youth
Detention Center (RYDC) Staffing
Analysis
Cadwell, Georgia

Millidgeville Youth Detention Center
(YDC) Staffing Analysis
Millidgeville, Georgia

St Croix County Detention Center
Population Study and Staffing
Analysis, Hudson, Wisconsin

Tuscola County Detention Center
Facility Needs Analysis
Caro, Michigan

Clay County Space Needs Analysis,
Facility Assessment & Population
Study
Vermillion, South Dakota

Minnesota Department of
Corrections Prairie Correctional
Facility Needs Assessment,
Conditional Assessment and Staffing
Analysis
Appleton, Minnesota

Broward County Security Threat
Assessment of Physical Plants of
Five Facilities
Fort Lauderdale, Florida

Washoe County Facility Needs
Assessment and Operational Review
Reno, Nevada

Broward County Transition and
Activation for Two New 1,000-bed
Facilities
Pompano Beach, Florida

State of Vermont Transition and
Activation for Four State Facilities
Burlington, Vermont

Florida Department of Corrections
Pompano Beach, Florida

Vermont Department of Corrections
Montpelier, Vermont



Ryan Critchfield, AIA

VICE PRESIDENT, CGL ARCHITECT LEAD

Involved in all phases of the planning and design process, Mr. Critchfield serves a crucial role at CGL. He is a key contributor as designer and project lead for planning, design, and construction of courthouses, Adult & Juvenile Detention Facilities.

Sensitive to the complexities of justice design, he is experienced in understanding operational issues and principles that guide the design, selection of systems and materials, and detailing. In addition to his keen awareness of the role of operational philosophy in design solutions, he is versed in code and regulatory parameters that govern life safety and security in justice facilities.

Mr. Critchfield earned a Bachelor of Architecture from the University of Cincinnati, College of Design, Art, Architecture, and Planning.

RELEVANT PROJECTS

Rhode Island Department of
Corrections Master Plan
Cranston, Rhode Island

Tuscaloosa Federal Courthouse and
Office Building
Tuscaloosa, Alabama

Massachusetts Dept. of Youth
Services Statewide Facilities Master
Plan, Massachusetts

Nashville Federal Courthouse and
Office Building, Nashville, Tennessee

Massachusetts Courts Master Plan,
Massachusetts

Richard B. Russell U.S. Courthouse
Atlanta, Georgia

Travis County Courts Master Plan,
Austin, Texas

Bridgeport Juvenile Court and
Detention Facility, Bridgeport,
Connecticut

Lehigh County Courts Master Plan,
Renovation & Expansion, Allentown,
Pennsylvania

Cheltenham Youth Detention Facility
Cheltenham Maryland

Quincy Norfolk County Regional
Justice Center, Quincy, Massachusetts

Van Cise-Simonet Detention Center
Denver, Colorado

Lucas County Detention Center
Housing Unit Studies, Toledo, Ohio

Union County Juvenile Detention
Center, Linden, New Jersey

Travis County Civil and Family Court
Design, Austin, Texas

Merrimack County Jail
Boscawen, New Hampshire

Pinnellas County Jail Design Build
Clearwater, Florida

Montgomery County Criminal Justice
Complex, Rockville, Maryland

Bennington District Courthouse
Bennington, Vermont

Rhode Island Youth Assessment
Facility, Cranston, Rhode Island

Franklin County Court of Common
Pleas, Columbus, Ohio

LENGTH OF SERVICE

CGL since 2002
2 Years Other Firms

EDUCATION

Bachelor of Architecture, University of
Cincinnati,
College of Design Arts Architecture and
Planning, Cincinnati, OH, 2000

REGISTRATIONS/ CERTIFICATIONS

FL, GA, KY, MA, MO, RI, NCARB Certified

PROFESSIONAL AFFILIATIONS

Jury Chair, AIA Academy of Architecture
for Justice, Justice Facilities Review,
2011
Chair, AIA Rhode Island Emerging
Professional Committee, 2007
Steering Committee, Kentucky Organizing
Group – US Green Building Council

PRESENTATIONS

Researcher/Co-Moderator/Panelist,
“Transforming Juvenile Corrections:
Dignity, Community, Sustainability” AIA.
Academy of Architecture for Justice
Annual Conference, Boston, MA, 2010



Chloe S. Jaco, AICP, LEED AP BD+C

SENIOR VICE PRESIDENT, CGL SENIOR FACILITIES PLANNER

Chloe Jaco is a Senior Vice President with CGL. Ms. Jaco specializes in criminal justice system and government facilities master planning. Ms. Jaco's experience with complex government planning projects highlight her capability to organize existing information across numerous departments, prioritize future direction and build consensus amongst decision-makers gain implementation.

Ms. Jaco manages all resources on each project assignment to ensure that the deliverables meet expectations. She provides consistent clear communication with the client and project team members to ensure the final product reflects obtainable and realistic solutions. Her involvement with these projects is from initiation to final acceptance.

RELEVANT PROJECTS

Virginia State Capitol Master Plan and Master Plan Updates, Richmond, Virginia

Colorado State Capitol Complex Master Plan, Denver, Colorado

Illinois State Capitol Complex Master Plan, Springfield, Illinois

North Carolina Statewide Government Facilities Master Plan, Raleigh, North Carolina

South Carolina State Facilities Master Plan, Columbia, South Carolina

Wyoming State Capitol Complex Master Plan, Cheyenne, Wyoming

Berkeley County Court Master Plan Moncks Corner, South Carolina

Berkeley County Government and Justice Facility Master Plan, Moncks Corner, South Carolina

Berks County Criminal Justice Master Planning, Reading, Pennsylvania

Durham County Government Facilities Master Plan, Durham, North Carolina

Forsyth County Government Facilities Master Plan, Cumming, Georgia

Lake County Government and Justice Facilities Master Plan, Tavares, Florida

Monroe County Government and Justice Facilities Master Plan, Key West, Florida

Newberry County Government and Justice Facilities Master Plan, Newberry, South Carolina

Ocean County Justice Facilities Master Plan, Toms River, New Jersey

Osceola County Government and Justice Facilities Master Plan, Kissimmee, Florida

Palm Beach County Courts Master Plan, West Palm Beach, Florida

Pasco County Government and Criminal Justice Facilities Master Plan, Dade City, Florida

St. Lucie County Downtown Court Campus Master Plan, Fort Pierce, Florida

Smith County Justice Facilities Master Plan, Tyler, Texas

Wake County Justice System Master Plan, Raleigh, North Carolina

Will County Government and Justice Facilities Master Space Plan, Joliet, Illinois

Gallatin County Criminal Justice Master Plan, Bozeman, Montana

LENGTH OF SERVICE

CGL since 1988
5 Years Other Firms

EDUCATION

Bachelor of Science in Finance and Insurance (Magna Cum Laude)
University of South Carolina

PROFESSIONAL AFFILIATIONS

American Planning Association
American Correctional Association
U.S. Green Building Council



LENGTH OF SERVICE

CGL since 2019
7 Years Other Firms

EDUCATION

Bachelor of Science Aerospace
Engineering (Mechanical Engineering
and Mathematics, Georgia Institute of
Technology
Associates of Science, Biological
Science and Biology, Gordon College

CERTIFICATIONS

IBM TRIRIGA software
HAXWHOPER - 40 hours of training
OSHA 30 Training

Russel Rieske

REGIONAL OPERATIONS MANAGER, CGL FACILITY MAINTENANCE

Russ is an achievement-oriented professional with extensive background in infrastructure engineering, facility management, building systems, safety, procurement and customer relations. He has a demonstrated history of success working in multiple government/private facilities across the US, managing complex projects and leading multiple cross-functional teams to successful outcomes.

Russ continually identifies opportunities and implements strategies to improve operational efficiency and increase performance and profit. He is a highly effective communicator and confident leader who thrives in fast-paced environments delivering forward thinking, innovation, and professionalism at all times.

RELEVANT PROJECTS

Georgia DBHDD 6 campuses
(Department of Behavioral Health and
Developmental Disabilities)

DeKalb County Sheriff's Office and Jail

DeKalb County Courthouses
Bobby Burges Building
Main Courthouse

North Dakota DCR

Alabama DOC

Seminole County FL

Clayton County, GA Harold R. Banke
Justice Center
Courthouse: 220,000 SF
Jail and Admin: 506,500 SF, 1536 Beds
Juvenile Court: 73,344 SF

Georgia Department of Juvenile
Justice
1,727,299 SF in 29 Juvenile Facilities

Georgia Statewide Facility
Maintenance Contract
7,211,598 SF of Public Facilities
across Georgia

Virginia Department of Corrections
Green Rock Prison
State Prison, 261,397 SF

Forsyth County (GA) Jail and
Courthouse
330,000 SF Local Facilities

Franklin County, PA
130,000 SF Jail
417,290 SF Other Public Buildings

Placer County, CA Jails
353,000 SF



Cameron Glass, ASSOCIATE AIA

SENIOR VICE PRESIDENT, CGL FACILITY PLANNER

Mr. Glass has provided numerous successful projects to his clients with a hands-on approach to getting the work done. He combines this approach with the philosophy that partnering and collaborating with the client throughout the process develops the best solution for the project. Mr. Glass specializes in providing planning, pre-design, and design consulting services for all types of justice projects. His understanding of operations and design combined with mindfulness toward the balance between function, security, safety, cost, and aesthetics has been instrumental in developing master plans, needs assessments, operational plans, and facility designs for many successful justice system projects.

Among Mr. Glass's strengths are the development and implementation of the integrated security plan, which takes the elements of security criteria, security policy, function narratives, workstations, staffing, hardware, keying systems, security system specifications, control panel functions, and staffing, and combines them into a highly descriptive document comprehensively defining a facility's security design. This important document allows the design team to understand operational and security parameters as the design is finalized.

Mr. Glass's other areas of expertise include information systems technology, strategic planning, systems analysis, systems troubleshooting, and quality control. Combined with his knowledge of current technological advances in devices and equipment used in justice facilities and how they interact with each other, he is a great addition to any project team.

RELEVANT PROJECTS

Rhode Island Department of
Corrections Master Plan, West
Warwick, Rhode Island

Riverside County, Countywide
Correctional Master Plan, Riverside,
California

Maricopa County, Jail System Master
Plan, Phoenix, Arizona

Riverside County Juvenile System
Master Plan, Riverside, California

City of Pullman, Pullman-Moscow
Regional Airport Security Master Plan,
Pullman, Washington

Colorado Department of Corrections,
Colorado State Penitentiary Expansion
Close Custody Complex,
Canon City, Colorado

New Plumas County Jail and Day
Reporting Center Programming and
Criteria Design, Quincy, California

Tuolumne County New Jail Facility,
Sonora, California

County of Merced, Comprehensive
Needs Assessment Study John
Latorraca Correctional Center
Expansion, Merced, California

San Mateo County, Maple Street
Correctional Facility, Redwood City,
California

Montana Department of Corrections,
Montana Women's Prison Renovation/
Expansion,
Billings, Montana

Colorado Department of Corrections,
Territorial Correctional Facility,
Canon City, Colorado

San Joaquin County Jail Planning,
Stockton, California

Santa Cruz County, Rountree Medium
Security Facility Expansion and
Renovation, Watsonville, California

LENGTH OF SERVICE

CGL since 2012
13 Years Other Firms

EDUCATION

B.A., Marketing, Eastern Washington
University, Cheney, Washington, 2003
B.A., Business Administration, Eastern
Washington University, Cheney,
Washington, 2003

REGISTRATION/CERTIFICATION

Associate AIA

PROFESSIONAL AFFILIATIONS

American Institute of Architects (AIA)
American Planning Association (APA)
California State Sheriff's Association
Corporate 100 Member



CGL AVAILABLE RESOURCES

CGL staff levels total over 250 with approximately 50 being part of the Justice Services division. We have the ability to add extra staff to the project as needed to meet an increased demands. Staff that could be used in the project are from five of CGL's regional offices.

REGIONAL OFFICES

NEW YORK OFFICE:

Location: 1330 Avenue of the Americas, 28th Floor, New York, NY. 10012

Office Manager Name and Contact:
Rob Fisch, Senior Vice President; 212-563-9178, rfisch@cglcompanies.com

Total # of Employees: 9

Personnel by Discipline:

- > Planners: 2
- > Architects: 5
- > Construction Manager: 1
- > Administrative: 1

LEXINGTON, KENTUCKY OFFICE:

Location: 431 Old Vine Street, Suite 110, Lexington, KY 40507

Office Manager Name and Contact:
Stacey Wiseman, Vice President; 859-254-5050, swiseman@cglcompanies.com

Total # of Employees: 5

Personnel by Discipline:

- > Planners: 0
- > Architects: 4
- > Administrative: 1

SACRAMENTO, CALIFORNIA OFFICE:

Location: 2260 Del Paso Road, Suite 100, Sacramento, CA. 95834

Office Manager Name and Contact:
Cameron Glass: Senior Vice President; 916-678-7890, cglass@cglcompanies.com

Total # of Employees: 14

Personnel by Discipline:

- > Planners: 6
- > Architects: 3
- > Construction Manager: 1
- > Administrative: 4

ATLANTA, GEORGIA OFFICE:

Location: 1903 Phoenix Boulevard Suite 250
Atlanta, GA 30349

Office Manager Name and Contact:

Total # of Employees: 212

Personnel by Discipline:

- > Planners: 0
- > Architects: 1
- > Construction Manager: 4
- > Facility Management: 200
- > Administrative: 7

MIAMI, FLORIDA OFFICE:

Location: 5200 Blue Lagoon Drive, Suite 430, Miami, FL 33126

Office Manager Name and Contact:
Enrique Macia, Senior Vice President, 786-409-7004, emacia@cglcompanies.com

Total # of Employees: 8

Personnel by Discipline:

- > Planners: 2
- > Architects: 1
- > Administrative: 5

TASK BREAKDOWN

The following represents an estimate of the anticipated hours needed to complete the project. We note that the majority of the hours are in Task 1.5 which includes on-site facility conditions assessments (approximately 6,400 hours of labor). This level of hours assumes a basic facility conditions assessment is conducted. However, CGL is flexible in this area and if a broader general conditions assessment of each facility is all that is needed, then the number of hours needed would be significantly reduced.

ANTICIPATED PROJECT HOURS

		LABOR CATEGORY						
UNDERSTAND		SUPERVISORY	PROFESSIONAL LEVEL 1	PROFESSIONAL LEVEL 2	TECHNICAL LEVEL 1	TECHNICAL LEVEL 2	TECHNICAL LEVEL 3	TOTAL
	1.1 PROJECT KICKOFF	32	40	40	6			118
	1.2 REVIEW DOCUMENT/DATA	40	40	80	80	8	16	264
	1.3 VISIONING WORKSHOP	16	16	16	16		4	68
	1.4 INITIATE INTERVIEWS	60	40	3,400				100
	*1.5 OPERATIONS/FACILITY ASSESSMENTS	1,350	500	100	160	1,190	715	7,315
	1.6 FACILITY RATINGS	60	80	60	24		16	280
DEFINE	2.1 POPULATION/CAPACITY ASSESSMENT	80	80	120		6		226
	2.2 FACTORS IMPACTING BEDSPACE	40	80	80			8	248
	2.3 BENCHMARKING	16	80	16		8	8	192
	2.4 PHASE 2 WORKSHOP	16	32	40			4	68
ANALYZE	3.1 GAP ANALYSIS	40	40	16			8	128
	3.2 GAP ANALYSIS WORKSHOP	16	32	60			8	72
	3.3 EVALUATE ALTERNATIVES	24	80	80				164
	3.4 SCENARIO WORKSHOPS	64	64	500	64		12	284
	3.5 FINALIZE SCENARIO OPTIONS	80	80	150			24	684
PLAN	4.1 DEVELOP DRAFT REPORT	80	80	32		20	24	354
	4.2 SUBMIT FINAL REPORT	40	32			20	12	136
	4.3 PRESENT PLAN	24	24	16			24	72
	4.4 FINAL WORKSHOP	8	8				16	48
	TOTAL ESTIMATED HOURS	2,086	1,428	4,806	350	1,252	899	10,821



CGL