

**GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF GENERAL SERVICES**



**REQUEST FOR QUALIFICATION STATEMENT
ARCHITECT/ENGINEERING SERVICES**

**Department of Corrections Architectural Program for New Correctional Facility
Solicitation No. DCAM-16-AE-0106**

Issue Date:	May 4, 2016
Submission Due Date:	May 11, 2016 by 2:00 pm
Delivery of Submissions:	Electronically to Ulrich Kossekpa at ulrich.kossekpa2@dc.gov
Contact:	Ulrich Kossekpa Contract Specialist Contracts & Procurement Division 1250 U Street, NW 4th Floor Washington, DC 20009 (202) 671-0560

SECTION A EXECUTIVE SUMMARY

A.1 The District of Columbia Department of General Services (“DGS” or “Department”) on behalf of the Department of Corrections (DOC) is issuing this Request for Qualification (RFQ) Statements to qualify an Architect/Engineering (A/E) firm to provide an Architectural Program for the DOC’s new correctional facility including Operational and Management Guidelines, Architectural Space Guidelines, and Preliminary Staffing Plan, Cost Estimates and Final Program Documentation.

A.2 The Department is requesting that interested Firms submit an AIA Standard Form 330, **Attachment A** to include supplemental information as described in Sections E.3.1.

A.3 The most qualified firm will be determined in accordance with the Section 604 of the District’s Procurement Practices Reform Act. The most qualified firm will be determined based on the information provided in the AIA standard Form 330 and supplemental information regarding then firm’s past performance, the technical experience and key personnel and the firm’s technical approach to completing the required services.

A.4 FORM OF CONTRACT

The Form of Contract will be issued upon selection of the firm.

A.5 PROCUREMENT SCHEDULE:

Please note the Procurement Schedule below.

Issue RFQ	May 4, 2016
Submission Due Date	May 11, 2016 by 2:00 pm
Review and Selection	May 12, 2016 – May 13, 2016
Notice of Award	May 16, 2016 – May 20, 2016
Project Completion	

A.6 ATTACHMENTS:

Attachment A	AIA Standard Form 330
Attachment B	Bidder/Offeror Certification Form
Attachment C	Government of the District of Columbia Public Safety Master Plan dated March 31, 2015
C1	Excerpt pages 1 - 44
C2	Excerpt pages 47 – 49
Attachment D	Tax Affidavit

SECTION B SCOPE OF WORK

B.1 INTRODUCTION

The following scope of services provides the sequence of phases and requirements that shall be used in developing an “Architectural Program” for a new correctional facility. The development of the program is divided into three overall phases of work: 1 – Operational and Management Guidelines; 2 – Architectural Space Guidelines; and 3 – Preliminary Staffing Plan, Cost Estimates and Final Program Documentation. Phase 1 work defines the various management and operational systems and conditions desired in the new correctional facility and Phase 2 defines the spatial sizes and conditions that shall be needed to accommodate the desired management and operation. Phase 3 concludes the programming with a detailed preliminary staffing plan, operating and capital project cost estimates, final documentation, review meetings and presentations.

B.1.1 Program Goals. The program is intended to provide a level of pre-design guidance to the District’s architect that shall help facilitate the preparation of a new correctional facility design, which accurately reflects the District’s goals, objectives and general conditions for new buildings. For the design phase work on the new correctional facility the program guidelines shall also be highly focused on achieving effective and staff-efficient security, inmate management, and operational characteristics due to the substantial security concerns and cost of operating a secure correctional facility. When finalized and adopted by the District the Architectural Program should serve as a guide and benchmark throughout the design phase against which the architect’s progress can be evaluated.

B.2 REQUIREMENTS

B.2.1 Phase 1 - Operational and Management Guidelines

The Firm shall hold working meetings with involved District officials and staff to review and assess the application of various management and operational concepts, security conditions and functional requirements for a new correctional facility. Through these meetings, a consensus shall be developed with staff as to the preferred methods of inmate management and operating conditions to be implemented in a new correctional facility.

The organization of the numerous functions and services needed in a 24-hour correctional facility and the means of service delivery shall need to be agreed upon. The most appropriate organization and location for managing and providing certain support services and inmate programs shall need to be discussed and approved. The application of different inmate supervision methods and the most appropriate conditions of confinement for specific custody groups and related security conditions shall be defined. The means of staffing, staff functions, organization, and command structure shall be planned in relation to both the duties and functions to be provided and the optimum types of spaces needed for all functions and activities.

B.2.1.1 Establish Classification Groups and Housing Plan – Through discussions of the preferred management approach and application of the total number of beds to be planned for as decided on in a previously completed Correctional Facility Needs Assessment, the number of bed spaces by each different custody group shall be determined. Sample inmate profile data shall be used to estimate the number of inmates likely to fall into various custody groups and thereby the most appropriate size ranges to plan for each group.

Design guideline narratives shall be written that describe the appropriate design and conditions that need to be achieved for each custody group (i.e. male, female, youthful offenders, mentally disordered, pre-trial/pre-disposition versus sentenced offenders, minimum, medium and maximum custody supervision, etc.). The result shall be a specification of the number of *operational capacity beds* and a description of the types of sleeping areas needed for each custody group. The total number of single-bunked cells, double-bunked cells, and multi-occupancy dormitories and the level of security construction needed for minimum, medium, or maximum security conditions shall be defined. The number of temporary management beds (not counted as operational capacity) such as for administrative or disciplinary segregation and medical observation or infirmary shall also be determined.

B.2.1.2 Inmate Supervision Guidelines – The Firm shall propose the most appropriate type and level of inmate management for each custody group and thereby the staffing needed for different groups, both in the housing areas and elsewhere in the facility. Determination of the maximum number of inmates to be grouped within a single housing pod and in the dayrooms for each different custody level shall be defined while attempting to achieve as much uniformity as possible for the majority of inmates - the medium custody general population.

Direct and/or continuous supervision housing management shall be discussed for the vast majority of the general population who may be in minimum or medium security housing. A limited use of indirect or intermittent supervision may be needed for the small portion of inmates requiring maximum custody who may be confined to their cells for much of the daytime in addition to sleeping hours. Continuous supervision may be required for a special needs housing unit, which could serve mentally disordered, self-destructive, and protective custody inmates.

B.2.1.3 Support Services and Inmate Programs – The Firm shall define with District staff the various support services and inmate treatment-related programs and activities that the District shall need to provide in the correctional facility (e.g. counseling, substance abuse education and/or treatment, recreation, religion, education, work assignments, correctional facility industries, health and dental care, food service, laundry, etc.).

The organization and delivery of the various services, programs and activities shall be planned for internal staff operation, interagency contracting, and/or private sector contracting as preferred by the District. The best location and the extent to which services and programs shall be managed centrally or decentralized to staff teams or individual housing units shall also be determined. Written summary descriptions of all proposed services and programs shall be prepared to indicate their most appropriate locations, management and service delivery arrangements and the general spatial conditions needed.

B.2.2 Phase 2 - Architectural Space Guidelines

Upon completion of the Phase 1 Management and Operating Guidelines a set of spatial program guidelines for the new facility components shall be prepared. The latest 4th Edition space guidelines and standards developed by the American Correctional Association, other applicable correctional facility standards and the Firm's experience shall be utilized to define space requirements for each functional area within the various facility components (i.e., facility administration, security operations, housing, inmate programs, food and medical service, etc.).

Space tables shall be prepared that specify the net usable square footage needed for each space to be provided in the new correctional facility. Both departmental and building gross factors shall be applied to the net square footage to determine the total square footage requirements for each component and the entire facility. In addition to guiding the design architect the space tables shall also enable the Firm to determine the approximate size building footprint that shall be required at built-out, thus allowing consideration of the minimum site size needed for the new facility.

B.2.2.1 Component Descriptions – Each functional component of the new facility shall be defined in narrative according to its role and relationship within the entire facility. The general management conditions, location and linkage relationships to other components, general security conditions, staffing needed and any special conditions needed shall be described in the narratives for each component.

B.2.2.2 Space Allocation Tables – A spreadsheet application shall be used to estimate the total amount of square footage likely to be needed by the District's selected architect in designing the new facility. The space table shall be organized by the same functional components developed in the Phase 1 and as described in Section 2.1 above. For each functional area of the facility the individual spaces needed to accommodate the functional operation called for shall be assigned a net useable square footage.

Once the total net useable space is calculated for a group, office or department of spaces that function together a departmental gross factor shall be applied to estimate the additional space needed for interior wall thickness, circulation space and the assembly of each group of use spaces into a logical cluster or departmental grouping. Finally, a building gross square footage factor shall be added to the total departmental square footage to account for horizontal and vertical interior linkages between clusters or departmental areas, outer wall thickness, mechanical and electrical closets and chases.

B.2.2.3 Space Relationship Diagrams – With the development of total space size requirements, functional relationship diagrams shall be prepared that illustrate the desired general plan layout and linkages or desired adjacencies of the major spaces within the new facility. Collectively, these diagrams shall provide a general organizational structure for the entire facility's general layout and thus help establish an estimate of the general size of the "building footprint."

Using this information, at least two site options shall be tested using conceptual diagrams of the support spaces and the housing footprint. The first would be assuming a site that would accommodate a low-level option and the second set of conceptual footprints shall assume a multi-level option.

In addition to guiding the future design in the desired functional and operational space relationship requirements of the District, these studies of “conceptual blocking and stacking options” shall also be useful to determine the general fit of the probable building footprint size on the selected site (or alternative sites to be considered) before the design phase work begins.

B.2.2.4 Security Concept – Guidelines for secure construction conditions needed in various parts of the facility shall be outlined to help guide the future design decisions. Included in the security concept narrative guidelines shall be recommendations for:

- (a) perimeter security and status monitoring;
- (b) secure wall construction levels by facility component and location;
- (c) internal communications systems;
- (d) applications for technology, such as CCTV, motion detection, alarm reporting, card or biometric access, metal detection, drug detection;
- (e) control room functions and location;
- (f) secure doors, vestibules and sally ports;
- (g) applications for locking controls;
- (h) secure glazing
- (i) security lighting
- (j) information consoles/control stations

Both a security systems applications matrix and a secure construction conditions application matrix shall be used to summarize the recommended applications for these elements by each functional area of the facility (e.g. administration, public entry, kitchen, dayroom, recreation courtyards, cells, etc.).

B.2.3 Phase 3 - Preliminary Staffing Plan, Cost estimates, and Final Program Document

Phase 3 completes the architectural program by developing a preliminary staffing plan, an annual operating cost estimate and a preliminary project capital cost estimate. If at this time the District is still considering alternative sites for the new or expanded correctional facility an additional work task could be added to the scope at this point to develop comparisons of the pros and cons of each optional site. Otherwise the final requirement in Phase 3 would be used to prepare a final draft of the program as a single bound document and for the Firm team to make any public presentations that the District may desire after review and refinement of the final draft document.

B.2.3.1 Preliminary Staffing Plan – Working closely with District staff a preliminary plan shall be developed for staffing all components of the new correctional facility. A 24-hour 7-day coverage plan shall be developed to define all administrative, custody and non-custody staff needed to operate the facility.

A staffing table showing the appropriate number of shifts plus required relief staff to cover all break times plus all normal off-times (vacations, holidays, sick leave, training, etc.) shall be prepared. The table shall be organized by the various functional components of the facility, by shift, relief staff and total staff. This plan shall also allow a preliminary annual personnel operating cost estimate to be prepared by applying District salary and fringe benefit rates.

B.2.3.2 Preliminary Project Capital and Annual Operating Cost Estimates – The Firm shall develop a preliminary project cost estimate for the new correctional facility in present value dollars. This estimate shall be based on present value construction cost per square foot estimators for the major components of the facility (i.e. administration, security operations, housing, support services and programs, etc.). Most recent published comparable construction costs and recent actual project bid experience shall be used along with the applicable construction cost index applicable to develop the estimate.

In addition to building construction, the added costs for other project items shall also be estimated such as site acquisition; site preparation; fees for design, construction management, project management, legal, and testing; environmental impact studies and mitigation if applicable; furnishings, fixtures and equipment (FF&E); design and construction contingencies. *Since many unknowns cannot be answered until schematic design and site subsurface borings and analyses are completed, it must be cautioned that these estimates are preliminary only and should be publicized and used as such.* The District Financial Officer or Department could also use these present value estimates to consider whatever financing approach and costs it would be likely to use in addition to an assumed inflation rate to a targeted construction mid-point.

The facility's present value annual operating cost preliminary estimate shall be developed by using the preliminary staffing plan from 2.3.1 to derive the new correctional facility's total annual labor expense. The District's salary scale and fringe benefits ratio shall be used to calculate estimated salary and fringe benefits for all staff by position. Typically the labor cost should account for about 70% to 80% of the facility's first year operating cost. Some variation shall depend on if and to what extent the District was to plan on contracting for certain support services (i.e. food service, medical, maintenance). Non-labor expense items shall be estimated based on local and District cost experience for such items as utilities, inmate healthcare, food supplies, institutional supplies, inmate clothing, staff uniforms, maintenance/repairs, etc.

B.2.3.3 Prepare Final Program Document, Review Meetings and Presentations

The entire architectural program shall be consolidated into a single bound document suitable for review and public presentation. The Firm shall transmit and present a draft final report document to the District (including any committees or other public bodies) for review and consideration. Upon completion of the review meetings the Firm shall make any agreed upon changes that may be needed and submit an unbound final reproducible master copy plus 10 bound copies of the final program document. Any formal final presentations that the District may request after the completion of the final program document shall also be made.

SECTION C ECONOMIC INCLUSION

C.1 PREFERENCE FOR SMALL, LOCAL AND DISADVANTAGED BUSINESS ENTERPRISES:

Under the provisions of the “Small and Certified Business Enterprise Development and Assistance Act of 2014”, D.C. Official Code § 2-218.01 et seq., as amended (“Act”, as used in this section), the District shall apply preferences in evaluating bids from businesses that are certified by the Department of Small and Local Business Development (DSLBD) pursuant to Part D of the Act.

C.1.1 Application of Preferences:

Under the provisions of the Small, Local, and Disadvantaged Business Enterprise Development and Assistance Act of 2005, D.C. Law 16-33 (codified at D.C. Code § 2-218.01 et seq.), preferences shall be given to Bidders that are certified by the Department of Small and Local Business Development as being a small business enterprise, having resident business ownership, having a longtime resident business, being a local business enterprise, being a disadvantaged business enterprise, or being a local business enterprise with its principal office located in an enterprise zone. (A copy of the certification acknowledgment letter must be submitted with the Bidder’s Bid.) A percentage reduction in price shall be granted to prime contractors as follows:

- (a) Three (3) percent reduction for a small business enterprise (SBE);
- (b) Five (5) percent for a resident-owned business (RBO);
- (c) Ten (10) percent for a longtime resident business (LRB);
- (d) Two (2) percent for a local business enterprise (LBE);
- (e) Two (2) percent for a local business enterprise with its principal office located in an enterprise zone (DZE);
- (f) Two (2) percent for a disadvantaged business enterprise (DBE);
- (g) Two (2) percent for veteran-owned business (VOB);
- (h) Two (2) percent for local manufacturing business enterprise (LMBE)

C.1.2 Maximum Preference Points Awarded:

Notwithstanding the availability of the preceding preferences, the maximum total preference to which a certified business enterprise (CBE) is entitled under the Act is twelve per cent (12%) for bids submitted in response to this IFB. There will be no preference awarded for subcontracting by the prime contractor with CBEs.

C.1.3 Preferences for Certified Joint Ventures:

A certified joint venture will receive preferences as determined by DSLBD in accordance with D.C. Official Code § 2-218.39a (h).

C.1.4 Verification of Bidder's Certification as a Certified Business Enterprise:

- (a) Any Bidder seeking to receive preferences on this solicitation must be certified at the time of submission of its bid. The CO will verify the bidder's certification with DSLBD, and the bidder should not submit with its bid any additional documentation regarding its certification as a certified business enterprise.
- (b) Any vendor seeking certification in order to receive preferences under this solicitation should contact the:

Department of Small and Local Business Development
ATTN: CBE Certification Program
441 Fourth Street, NW, Suite 850N
Washington DC 20001

- (c) All vendors are encouraged to contact DSLBD at (202) 727-3900 if additional information is required on certification procedures and requirements.

C.2 LSDBE UTILIZATION:

C.2.1 Mandatory Subcontracting Requirement:

C.2.1.1 The subcontracting requirement may be satisfied by subcontracting 50% of the dollar volume to any Certified Business Enterprises (CBEs) provided however, that the costs of materials, goods, and supplies shall not be counted towards the subcontracting requirement unless such materials, goods, and supplies are purchased from certified small business enterprises.

C.2.1.2 A prime contractor which is certified as a Small Business Enterprise shall not be required to comply with the provisions of section C.2.1.1.

C.2.1.3 Neither the Contractor or a Subcontractor may remove a Subcontractor or tier-Subcontractor if such Subcontractor or tier-Subcontractor is certified as a Local, Small or Disadvantaged Business Enterprise (LSDBE) unless the Department approves of such removal. The Department may condition its approval upon the Contractor developing a plan that is, in the Department's sole and absolute judgment, adequate to maintain the level of LSDBE participation required under this Contract.

C.2.1.4 A list of Certified Business Enterprises can be found on the District of Columbia, Department of Small and Local Business Development website at <http://dslbd.dc.gov/DC/DSLBD>, click on "Doing Business in the District", click on "Find CBE Certified Contractors."

C.3 RESIDENCY HIRING REQUIREMENTS FOR CONTRACTORS & SUBCONTRACTORS:

C.3.1 At least fifty-one percent (51%) of the Bidder's team and every sub-consultant's employees hired after the Bidder enters into a contract with the Department, or after such sub-consultant enters into a contract with the Bidder, to provide the required goods or services, shall be residents of the District of Columbia.

C.3.2 Upon execution of the contract, the Bidder and all of its member firms, if any, and each of its subcontractors and sub-consultants shall submit to the Department a list of current employees that will be assigned to work under the contract, the date that they were hired and whether or not they live in the District of Columbia.

C.3.3 The Bidder shall comply with subchapter X of Chapter II of Title 2, and all successor acts thereto, including by not limited to the Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011, and the rules and regulations promulgated thereunder. The Bidder and all member firms, subcontractors, tier subcontractors, sub-consultants, and suppliers with contracts in the amount of \$300,000 or more shall be required to comply with the following: (i) enter into a First Source Employment Agreement with the D.C. Department of Employment Services ("DOES") upon execution of the contract; (ii) submit an executed First Source Agreement to DOES prior to beginning work; (iii) make best efforts to hire at least 51% District residents for all new jobs created under the contract; (iv) list all employment vacancies with DOES; (v) submit monthly compliance reports to DOES by the 10th of each month; (vi) at least 51% apprentices and trainees employed must be residents of the District registered in a program approved by the D.C. Apprenticeship Council; and (vii) trade contractors and subcontractors with contracts in the amount of \$500,000 or more must register an apprenticeship program with the D.C. Apprenticeship Council.

SECTION D EVALUATION AND AWARD CRITERIA

D.1 SELECTION CRITERIA:

The most qualified firm will be determined based on the information provided in the AIA standard Form 330 and supplemental information regarding the firm's past performance, the technical experience and key personnel and the firm's technical approach to completing the required services.

D.2 EVALUATION PROCESS:

The Firm's submission will be evaluated based on the information provided in the Firm's AIA Standard Form 330, **Attachment A**, along with the supplemental information provided.

D.2.1 Architect Engineer Selection Committee

Each submission will be evaluated in accordance with this **Section D** by an A/E selection committee consisting of DGS staff. The selection committee will prepare a written report summarizing its findings and submit the same to the source selection official.

D.3 NEGOTIATIONS AND CONTRACT AWARD

The Contracting Officer will conduct negotiations with the highest qualified firm as described in the PPRA.

SECTION E PROPOSAL ORGANIZATION AND SUBMISSION

This section outlines specific information necessary for the proper organization and manner in which Firm's submission shall be proffered. References are made to other sections in this RFQ for further explanation.

E.1 SUBMISSION IDENTIFICATION AND DELIVERY:

Submissions shall be sent **ELECTRONICALLY** to Ulrich Kossekpa at ulrich.kossekpa2@dc.gov Please insert **“RESPONSE TO REQUEST FOR QUALIFICATION STATEMENT SOLICITATION NO. DCAM-16-AE-0106 – ARCHITECTURAL PROGRAM NEW CORRECTIONAL FACILITY”** in the subject line of the transmission.

E.2 DATE AND TIME FOR RECEIVING SUBMISSIONS:

Submissions shall be received no later than 2:00 pm local time on May 11, 2016.

E.3 SUBMISSION

The firm shall provide the following in two clearly marked separate section:

E.3.1 Technical Submission

- (a) The Firm shall submit a completed Technical and Fee Proposal Standard Form 330, **Attachment A**,
 - 1. Ensure Part 1, Section C, #19 includes the following information regarding the Firm Technical Experience and Past Performance
 - i. Provide a list of projects such as general government buildings, fire stations, park facilities, and private facilities completed within the last five (5) years. Include the name, email address, and telephone number of a contact for each client who can verify the information provided. It is the Firm's responsibility to ensure that current and accurate contact information is provided.
 - ii. Provide a list of contracts and subcontracts that the A/E Firm has performed and completed within the last five (5) years, including the details of any working relationship with District agencies.
 - iii. Provide a list of contracts/subcontracts that the A/E Firm did not complete or was terminated from in the last five (5) years and include an explanation for each.
 - 2. Ensure Part 1, Section G, #26 – 25 includes the following information regarding the firm's Key Personnel
 - i. Provide an organization chart reflective of the Firm's staffing and role of each member.

3. Ensure Part 1, Section H includes the following information regarding the firm's technical approach to completing the requirements
 - i. Describe an understanding of the working relationship with the client and goals and services to be provided to include the method of engaging the client to ensure by-in and acceptance of final deliverables.
 - ii. Describe the technical approach and methodology to be used to fulfill the required services including quality assurance for the timely production and accuracy of deliverables.
 - iii. Describe innovative concepts, ideas, or methods utilized by the Firm in providing client services.

(b) Bidder/Offeror Certification as shown in **Attachment B**.

E.3.2 Fee Proposal

The firm shall provide its total lump sum fee to provide the required services. In addition, the Firm's response shall list all proposed personnel by title, the hourly rate for each person, and the estimated number of hours that each person is expected to work on the project. The U.S Department of Labor Service Contract Act Wage Determination in effect at the time of contract award will apply to the resulting contract.

SECTION F BIDDING PROCEDURES & PROTESTS

F.1 CONTACT PERSON:

For information regarding this RFQ please contact:

Ulrich Kossekpa
Contract Specialist
Department of General Services
1250 U Street NW, 4th Floor
Washington, DC 20009
Phone: (202) 671-0560
E-mail: ulrich.kossekpa2@dc.gov

F.2 EXPLANATIONS TO PROSPECTIVE FIRMS:

F.2.1 Each Firm shall carefully examine this Request for Qualification Statements and any and all amendments, addenda or other revisions and thoroughly familiarize itself with all requirements prior to proffering a submission. Should a Firm find discrepancies or ambiguities in, or omissions from, the RFQ and amendments, addenda or revisions, or otherwise desire an explanation or interpretation of the RFQ, any amendments, addenda, or revisions, it must submit a request for interpretation or correction in writing. Any information given to an Firm concerning the solicitation will be furnished promptly to all other Firms as an amendment or addendum to this RFQ if in the sole discretion of the Department that information is necessary in proffering submissions or if the lack of it would be prejudicial to any other prospective Firms. Oral explanations or instructions given before the award of the contract will not be binding.

F.2.2 Questions shall be directed to Ulrich Kossekpa at the e-mail address listed in Section F.1 no later than 5:00 pm local time May 6, 2016. The person making the request shall be responsible for prompt submittal.

F.3 PROTESTS:

Protests shall be governed by §4734 of the Department's Procurement Regulations (27 DCMR, Chapter 47). The District of Columbia Contract Appeals Board shall be the exclusive hearing tribunal for bid protests and disputes in connection with decisions by the Chief Contracting Officer (CCO) under §4732 and §4733. Claims shall be made in accordance with Title X of the 2010 Procurement Practices Reform Act.

F.4 CONTRACT AWARD:

This procurement is being conducted in accordance with the Section 604 of the Procurement Practices Reform Act.

F.5 RETENTION OF SUBMISSIONS:

All submissions will be retained by the Department and therefore will not be returned to the Firms. With the exception of proprietary financial information the submissions will become the property of the Department, and the Department has the right to distribute or use such information as it determines appropriate.

F.6 EXAMINATION OF SUBMISSIONS:

Firms are expected to examine the requirements of all instructions (including all amendments, addenda, attachments and exhibits) in this RFQ. Failure to do so shall be at the sole risk of the Firm and may result in disqualification.

F.7 LATE SUBMISSIONS/MODIFICATIONS:

- a. Any submission or best and final offer received at the Department designated in this RFQ after the exact time specified for receipt will not be considered.
- b. Any modification of a submission, including a modification resulting from the CCO's requests for best and final offers is subject to the same conditions as stated above.
- c. The only acceptable evidence to establish the time of receipt at the Department's office is the time-date stamp of such installation on the submission wrapper or other documentary evidence of receipt maintained by the installation.
- d. Notwithstanding any other provisions of this RFQ to the contrary, a late modification of an otherwise successful submission which makes its terms more favorable to the Department may be considered at any time it is received and may be accepted.
- e. Submissions shall remain valid for a period not less than one year after pre-qualification, unless the Department receives notice of changes.

F.8 NO COMPENSATION FOR PREPARATION OF SUBMISSIONS:

The Department will not bear or assume any financial obligations or liabilities regarding the preparation of any submissions submitted in response to this RFQ, or prepared in connection therewith, including, but without limitation, any submissions, statements, reports, data, information, materials or other documents or items.

F.9 REJECTION OF SUBMISSIONS:

The Department reserves the right, in its sole discretion:

- a. To cancel this solicitation or reject all submissions;
- b. To reject submissions that fail to prove the Firm's responsibility;
- c. To reject submissions that contain conditions and/or contingencies that in the Department's sole judgment, make the submission indefinite, incomplete, otherwise non-responsive, or otherwise unacceptable for award;

- d. To waive minor irregularities in any submission provided such waiver does not result in an unfair advantage to any Firm;
- e. To take any other action within the applicable procurement regulations or law; and
- f. To reject the submission of any Firm that has submitted a false or misleading statement, affidavit or certification in connection with such submission or this Request for Qualification Statement.

F.10 LIMITATION OF AUTHORITY:

Only a person with prior written authority from the CCO shall have the express, implied, or apparent authority to alter, amend, modify, or waive any clauses or conditions of the contract. Furthermore, any alteration, amendment, modification, or waiver of any clause or condition of this RFQ is not effective or binding unless made in writing and signed by the CCO or its authorized representative.

SECTION G INSURANCE REQUIREMENTS

G.1 REQUIRED INSURANCE:

The A/E Firm will be required to maintain the following types of insurance throughout the life of the contract. Any and all premiums or deductibles associated with such coverage shall be paid by the Architect.

G.1.1 Commercial General Public Liability Insurance (“Liability Insurance”) against liability for bodily injury and death and property damage, such Liability Insurance to be in an amount not less than One Million Dollars (\$1,000,000) for liability for bodily injury, death and property damage arising from any one occurrence and One Million Dollars (\$1,000,000) from the aggregate of all occurrences within each policy year. The policy should include completed operations coverage.

G.1.2 Workers’ compensation and Employers Liability coverage providing statutory benefits for all persons employed by the A/E Firm, or its contractors and subcontractors at or in connection with the Work.

G.1.3 Errors and Omissions coverage written on a claim made basis and having an aggregate policy limit of at least One Million Dollars (\$1,000,000).

G.1.4 The A/E Firm shall submit certificates of insurance giving evidence of the required coverage as specified in this Insurance Section prior to commencing work any work under a contract.

ARCHITECT - ENGINEER QUALIFICATIONS

PART I - CONTRACT-SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION *(City and State)*

2. PUBLIC NOTICE DATE

3. SOLICITATION OR PROJECT NUMBER

B. ARCHITECT-ENGINEER POINT OF CONTACT

4. NAME AND TITLE

5. NAME OF FIRM

6. TELEPHONE NUMBER

7. FAX NUMBER

8. E-MAIL ADDRESS

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

<i>(Check)</i>				9. FIRM NAME	10. ADDRESS	11. ROLE IN THIS CONTRACT
PRIME	J-V	PARTNER	SUBCON-TRACTOR			
a.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
b.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
c.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
d.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
e.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
f.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		

D. ORGANIZATIONAL CHART OF PROPOSED TEAM

☐ *(Attached)*

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT*(Complete one Section E for each key person.)*

12. NAME	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL	b. WITH CURRENT FIRM
15. FIRM NAME AND LOCATION <i>(City and State)</i>			
16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i>		17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i>	
18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i>			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	
(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER		
21. TITLE AND LOCATION <i>(City and State)</i>	22. YEAR COMPLETED <table style="width: 100%; border: none;"> <tr> <td style="width: 50%; border: none;">PROFESSIONAL SERVICES</td> <td style="width: 50%; border: none;">CONSTRUCTION <i>(If applicable)</i></td> </tr> </table>		PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>			

23. PROJECT OWNER'S INFORMATION		
a. PROJECT OWNER	b. POINT OF CONTACT NAME	c. POINT OF CONTACT TELEPHONE NUMBER

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT <i>(Include scope, size, and cost)</i>

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT			
a.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

[illegible]

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1		6	
2		7	
3		8	
4		9	
5		10	

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

I. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

31. SIGNATURE

32. DATE

33. NAME AND TITLE

1. SOLICITATION NUMBER (If any)

(If a firm has branch offices, complete for each specific branch office seeking work.)

[illegible]

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(Insert revenue index number shown at right)</i>		PROFESSIONAL SERVICES REVENUE INDEX NUMBER	
a. Federal Work		1. Less than \$100,000	6. \$2 million to less than \$5 million
b. Non-Federal Work		2. \$100,00 to less than \$250,000	7. \$5 million to less than \$10 million
c. Total Work		3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million
		4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million
		5. \$1 million to less than \$2 million	10. \$50 million or greater

The foregoing is a statement of facts.

AUTHORIZED FOR LOCAL REPRODUCTION

BIDDER/OFFEROR CERTIFICATION FORM

COMPLETION

The person(s) completing this form must be knowledgeable about the bidder's/offeree's business and operations.

RESPONSES

Every question must be answered. Each response must provide all relevant information that can be obtained within the limits of the law. Individuals and sole proprietors may use a Social Security number but are encouraged to obtain and use a federal Employer Identification Number (EIN). Provide any explanation at the end of the section or attach additional sheets with numbered responses. Include the bidder's/offeree's name at the top of each attached page.

GENERAL INSTRUCTIONS

This form contains four (4) sections. Section I concerns the bidder's/offeree's responsibility; Section II includes additional required certifications; Section III relates to the Buy American Act (if applicable); and Section IV requires the bidder's/offeree's signature. Please note, a determination that a prospective contract is found to be "not responsible is final and not appealable.

SECTION I. BIDDER/OFFEROR RESPONSIBILITY CERTIFICATION

Instructions for Section I: Section I contains eight (8) parts. Part 1 requests information concerning the bidder's/offeree's business entity. Part 2 inquires about current or former owners, partners, directors, officers or principals. Part 3 relates to the responsibility of the bidder's/offeree's business. Part 4 concerns the bidder's/offeree's business certificates and licenses. Part 5 inquires about legal proceedings. Part 6 relates to the bidder's/offeree's financial and organizational status. Part 7 requires the bidder/offeree to agree to update the information provided. Part 8 relates to disclosures under the District of Columbia Freedom of Information Act (FOIA).

PART 1: BIDDER/OFFEROR INFORMATION

Legal Business Entity Name:	Solicitation #:	
Address of the Principal Place of Business (street, city, state, zip code)	Telephone # and ext.:	Fax #:
Email Address:	Website:	

Additional Legal Business Entity Identities: If applicable, list any other DBA, Trade Name, Former Name, Other Identity and EIN used in the last five (5) years and the status (active or inactive).

Type:	Name:	EIN:	Status:

1.1 Business Type (Please check the appropriate box and provide additional information if necessary.):

<input type="checkbox"/> Corporation (including PC)	Date of Incorporation:
<input type="checkbox"/> Joint Venture	Date of Organization:
<input type="checkbox"/> Limited Liability Company (LLC or PLLC)	Date of Organization:
<input type="checkbox"/> Nonprofit Organization	Date of Organization:
<input type="checkbox"/> Partnership (including LLP, LP or General)	Date of Registration or Establishment:
<input type="checkbox"/> Sole Proprietor	How many years in business?:
<input type="checkbox"/> Other	Date established?:

If "Other," please explain:

1.2 Was the bidder's/offeree's business formed or incorporated in the District of Columbia?	<input type="checkbox"/> Yes <input type="checkbox"/> No
---------------------------------------------------------------------------------------------	----------------------------------------------------------

If "No" to Subpart 1.2, provide the jurisdiction where the bidder's/offeree's business was formed or incorporated. Attach a Certificate or Letter of Good Standing from the applicable jurisdiction and a certified Application for Authority from the District, or provide an explanation if the documents are not available.

State _____ Country _____

1.3 Please provide a copy of each District of Columbia license, registration or certification that the bidder/offeree is required by law to obtain (other than those provided in Subpart 1.2). If the bidder/offeree is not providing a copy of its license, registration or certification to transact business in the District of Columbia, it shall either:

- (a) Certify its intent to obtain the necessary license, registration or certification prior to contract award; or
- (b) Explain its exemption from the requirement.

1.4 If your company, its principals, shareholders, directors, or employees own an interest or have a position in another entity in the same or similar line of business as the Bidder/Offeror, please describe the affiliation in detail.	
1.5 If any officer, director, shareholder or anyone holding a financial interest in the Bidder/Offeror has a relationship with an employee of the Department or any District agency for whom the Department is procuring goods or services, please describe the nature of the relationship in detail.	
PART 2: INDIVIDUAL RESPONSIBILITY	
<i>Additional Instructions for Section I, Parts 2 through 8: Provide an explanation of the issue(s), relevant dates, the government entity involved, any remedial or corrective action(s) taken and the current status of the issue(s).</i>	
Within the past five (5) years, has any current or former owner, partner, director, officer, principal or any person in a position involved in the administration of funds, or currently or formerly having the authority to sign, execute or approve bids, proposals, contracts or supporting documentation on behalf of the bidder/offeror with any government entity:	
2.1 Been sanctioned or proposed for sanction relative to any business or professional permit or license?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.2 Been under suspension, debarment, voluntary exclusion or determined ineligible under any federal, District or state statutes?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.3 Been proposed for suspension or debarment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.4 Been the subject of an investigation, whether open or closed, by any government entity for a civil or criminal violation for any business-related conduct?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.5 Been charged with a misdemeanor or felony, indicted, granted immunity, convicted of a crime, or subject to a judgment or a plea bargain for: (a) Any business-related activity; or (b) Any crime the underlying conduct of which was related to truthfulness?	<input type="checkbox"/> Yes <input type="checkbox"/> No
2.6 Been suspended, cancelled, terminated or found non-responsible on any government contract, or had a surety called upon to complete an awarded contract?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please provide an explanation for each "Yes" in Part 2.	
2.7 In the past ten (10) years has the Bidder/Offeror had a contract terminated, in whole or in part, for any reason? If so, describe each such determination in detail.	
2.8 In the past ten (10) years has the Bidder/Offeror ever been assessed liquidated damages, costs to re-procure, costs to complete, or any other monetary damages under a contract? If so, describe each such assessment in detail.	
PART 3: BUSINESS RESPONSIBILITY	
Within the past five (5) years, has the bidder/offeror:	
3.1 Been under suspension, debarment, voluntary exclusion or determined ineligible under any federal, District or state statutes?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.2 Been proposed for suspension or debarment?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.3 Been the subject of an investigation, whether open or closed, by any government entity for a civil or criminal violation for any	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.4 Been charged with a misdemeanor or felony, indicted, granted immunity, convicted of a crime, or subject to a judgment or plea bargain for: (a) Any business-related activity; or (b) Any crime the underlying conduct of which was related to truthfulness?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.5 Been disqualified or proposed for disqualification on any government permit or license?	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.6 Been denied a contract award (in whole or in part, for any reason) or had a bid or proposal rejected based upon a non-responsibility finding by a government entity? If so, describe each such occurrence in detail.	<input type="checkbox"/> Yes <input type="checkbox"/> No
3.7 Had a low bid or proposal rejected on a government contract for failing to make good faith efforts on any Certified Business Enterprise goal or statutory affirmative action requirements on a previously held contract?	<input type="checkbox"/> Yes <input type="checkbox"/> No

3.8 Been suspended, cancelled, terminated or found non-responsible on any government contract, or had a surety called upon to complete an awarded contract?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please provide an explanation for each "Yes" in Part 3.	
PART 4: CERTIFICATES AND LICENSES	
Has the bidder/offeror:	
4.1 Had a denial, decertification, revocation or forfeiture of District of Columbia certification of any Certified Business	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please provide an explanation for "Yes" in Subpart 4.1.	
4.2 Please provide a copy of the bidder's/offeror's District of Columbia Office of Tax and Revenue Tax Certification Affidavit.	
PART 5: LEGAL PROCEEDINGS	
Within the past five (5) years, has the bidder/offeror:	
5.1 Had any liens or judgments (not including UCC filings) filed against it which remain undischarged?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If "Yes" to Subpart 5.1, provide an explanation of the issue(s), relevant dates, the Lien Holder or Claimant's name, the amount of the lien(s) and the current status of the issue(s).	
5.2 Had a government entity find a willful violation of District of Columbia compensation or prevailing wage laws, the Service Contract Act or the Davis-Bacon Act?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.3 Received any OSHA citation and Notification of Penalty containing a violation classified as serious or willful?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Please provide an explanation for each "Yes" in Part 5.	
5.4 Engaged in litigation with any governmental entity. If so, please identify and/or describe all threatened and pending litigation and/or claims, including but not limited to matters pending before any Boards of Contracts Appeals:	
PART 6: FINANCIAL AND ORGANIZATIONAL INFORMATION	
6.1 Within the past five (5) years, has the Bidder/Offeror received any formal unsatisfactory performance assessment(s) from any government entity on any contract?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If "Yes" to Subpart 6.1, provide an explanation of the issue(s), relevant dates, the government entity involved, any remedial or corrective action(s) taken and the current status of the issue(s).	
6.2 Has the Bidder/Offeror ever been assessed liquidated damages, costs to re-procure, costs to complete, or any other monetary damages under a contract? If so, describe each such assessment in detail.	<input type="checkbox"/> Yes <input type="checkbox"/> No
If "Yes" to Subpart 6.2, provide an explanation of the issue(s), relevant dates, the government entity involved, the amount assessed and the current status of the issue(s).	
6.3 Within the last seven (7) years, has the bidder/offeror initiated or been the subject of any bankruptcy proceedings, whether or not closed, or is any bankruptcy proceeding pending?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If "Yes" to Subpart 6.3, provide the bankruptcy chapter number, the court name and the docket number. Indicate the current status of the proceedings as "initiated," "pending" or "closed".	
6.4 During the past three (3) years, has the bidder/offeror failed to file a tax return or pay taxes required by federal, state, District of Columbia or local laws?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If "Yes" to Subpart 6.4, provide the taxing jurisdiction, the type of tax, the liability year(s), the tax liability amount the bidder/offeror failed to file/pay and the current status of the tax liability.	
6.5 During the past three (3) years, has the bidder/offeror failed to file a District of Columbia unemployment insurance return or failed to pay District of Columbia unemployment insurance?	<input type="checkbox"/> Yes <input type="checkbox"/> No
If "Yes" to Subpart 6.5, provide the years the bidder/offeror failed to file the return or pay the insurance, explain the situation and any remedial or corrective action(s) taken and the current status of the issue(s).	

6.6 During the past three (3) years, has the bidder/offeror failed to comply with any payment agreement with the Internal Revenue Service, the District of Columbia Office of Tax and Revenue and the Department of Employment Services?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
If "Yes" to Subpart 6.6, provide the years the bidder/offeror failed to comply with the payment agreement, explain the situation and any remedial or corrective action(s) taken and the current status of the issue(s).			
6.7 Indicate whether the bidder/offeror owes any outstanding debt to any state, federal or District of Columbia government.	<input type="checkbox"/> Yes <input type="checkbox"/> No		
If "Yes" to Subpart 6.7, provide an explanation of the issue(s), relevant dates, the government entity involved, any remedial or corrective action(s) taken and the current status of the issue(s).			
6.8 During the past three (3) years, Has the bidder/offeror been audited by any government entity?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
(a) If "Yes" to Subpart 6.8, did any audit of the bidder/offeror identify any significant deficiencies in internal controls, fraud or illegal acts; significant violations of provisions of contract or grant agreements; significant abuse; or any material disallowance?	<input type="checkbox"/> Yes <input type="checkbox"/> No		
(b) If "Yes" to Subpart 6.8(a), provide an explanation of the issue(s), relevant dates, the government entity involved, any remedial or corrective action(s) taken and the current status of the issue(s).			
PART 7: CONTRACTOR PROCUREMENT ACTIVITY WITH THE DEPARTMENT			
7.1 What is your organization's Design Capacity (total labor hours) to conduct or pursue business with the Department of General Services (DGS) in the current fiscal year? Design capacity is calculated by multiplying the total number of company employees dedicated to a particular line of business by no more than 12 hours per day. Person's completing this form may be required to provide supporting documentation to substantiate allocable labor hours presented.			
(a) Construction: _____ labor hours			
(b) Non-Construction: _____ labor hours			
7.2 In the table below, please list:			
(1) The active contracts your organization currently holds with the Department of General Services, please include the contract number(s) as a part of your response; and			
(2) The number of labor hours your organization has allocated to each active contract within the current fiscal year. (Note, if more entries are required, please list an attached addendum to this document).			
	Contract Number	Labor Hours Allocated	
PART 8: RESPONSE UPDATE REQUIREMENT			
8.1 In accordance with the requirement of Section 302(c) of the Procurement Practices Reform Act of 2010 (D.C. Official Code § 2-353.02), the bidder/offeror shall update any response provided in Section I of this form during the term of this contract:			
(a) Within sixty (60) days of a material change to a response; and			
(b) Prior to the exercise of an option year contract.			
PART 9: FREEDOM OF INFORMATION ACT (FOIA)			
9.1 Indicate whether the bidder/offeror asserts that any information provided in response to a question in Section I is exempt from disclosure under the District of Columbia Freedom of Information Act (FOIA), effective March 25, 1977 (D.C. Law 1-96; D.C. Official Code §§ 2-531, et seq.). Include the question number(s) and explain the basis for the claim. (The District will determine whether such information is, in fact, exempt from FOIA at the time of request for disclosure under FOIA.)			<input type="checkbox"/> Yes <input type="checkbox"/> No
SECTION II. ADDITIONAL REQUIRED BIDDER/OFFEROR CERTIFICATIONS			
<i>Instructions for Section II: Section II contains four (4) parts. Part 1 requests information concerning District of Columbia employees. Part 2 applies to the bidder/offeror's pricing. Part 3 relates to equal employment opportunity requirements. Part 4 relates to First Source requirements.</i>			
PART 1. DISTRICT EMPLOYEES NOT TO BENEFIT			
The bidder/offeror certifies that:			
1.2 No person listed in clause 13 of the Standard Contract Provisions, "District Employees Not To Benefit", will benefit from this contract.			
1.3 The following person(s) listed in clause 13 of the Standard Contract Provisions may benefit from this contract. (For each person listed, attach the affidavit required by clause 13.)			
(a) _____			
(b) _____			
PART 2: INDEPENDENT PRICE DETERMINATION REQUIREMENTS			

The bidder/offeror certifies that:

2.1 The signature of the bidder/offeror is considered to be a certification by the signatory that:

- (a) The contract prices have been arrived at independently without, for the purpose of restricting competition, any consultation, communication or agreement
 - (i) Those prices;
 - (ii) The intention to submit a bid/proposal; or
 - (iii) The methods or factors used to calculate the prices in the contract.

(b) The prices in this contract have not been and will not be knowingly disclosed by the bidder/offeror, directly or indirectly, to any other bidder/offeror or competitor before bid/proposal opening unless otherwise required by law; and

(c) No attempt has been made or will be made by the bidder/offeror to induce any other concern to submit or not to submit a contract for the purpose of restricting competition.

2.2 The signature on the bid/proposal is considered to be a certification by the signatory that the signatory:

(a) Is the person in the bidder's/offeror's organization responsible for determining the prices being offered in this contract, and that the signatory has not participated and will not participate in any action contrary to subparagraphs 2.1(a)(i) through (a)(iii) above; or

(b) Has been authorized, in writing, to act as an agent for the following principal in certifying that the principal has not participated, and will not participate, in any action contrary to subparagraphs 2.1(a)(i) through (a)(iii) above:

*[Insert full name of person(s) in the organization responsible for determining the prices offered
in this contract and the title of his or her position in the bidder's/offeror's organization]*

(i) As an authorized agent, certifies that the principals named in subparagraph 2.2(b) above have not participated, and will not participate, in any action contrary to subparagraphs 2.1(a)(i) through (a)(iii) above; and

(ii) As an agent, has not participated and will not participate in any action contrary to subparagraphs 2.1(a)(i) through (a)(iii) above.

2.3 If the bidder/offeror deletes or modifies subparagraph 2.1(b) above, the bidder/offeror must furnish with its bid a signed statement setting forth in detail the circumstances of the disclosure.

2.4 The Bidder/Offeror certifies that:

(a) There are no other entities related to it that are responding to or bidding on the subject solicitation or invitation to bid. Related entities include, but are not limited to, any entity that shares management positions, board positions, shareholders, or persons with a financial interest in the Bidder/Offeror.

(b) There are no current or former owners, partners, officers, directors, principals, managers, employees or any persons with a financial interest in the Bidder/Offeror who have a financial interest in the request for proposal or invitation for bid or any asset, tangible or intangible, arising out of any contract or scope of work related to the request for proposal or invitation for bid.

With regards to 2.4 (b), if the Bidder/Offeror has knowledge of such a financial interest, please provide a detailed explanation.

PART 3: EQUAL OPPORTUNITY OBLIGATIONS

3.1 I hereby certify that I am fully aware of the contents of Mayor's Order 85-85 and the Office of Human Rights' regulations in Chapter 11 of the DCMR, and agree to comply with them while performing this contract.

PART 4: FIRST SOURCE OBLIGATIONS

4.1 I hereby certify that I am fully aware of the requirements of the Workforce Intermediary Establishment and Reform of the First Source Amendment Act of 2011 (D.C. Law 19-84), and agree to enter into a First Source Employment Agreement with the Department of Employment Services if awarded any contract valued at \$300,000 or more which receives funds or resources from the District, or funds or resources which, in accordance with a federal grant or otherwise, is administered by the District government.

4.2 I certify that the Initial Employment Plan submitted with my bid or proposal is true and accurate.

SECTION III. BUY AMERICAN ACT CERTIFICATION

Instructions for Section III: Section III contains one (1) part which should only be completed if goods are being provided that are subject to the requirements of the Buy American Act.

PART 1: BUY AMERICAN ACT COMPLIANCE

1.1 The bidder/offeror certifies that each end product listed below, is a domestic end product (as defined in Paragraph 23 of the Standard Contract Provisions, "Buy American Act"), and that components of unknown origin are considered to have been mined, produced or manufactured outside the United States.



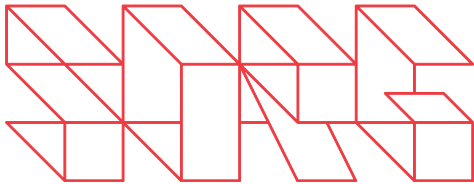
GOVERNMENT OF THE DISTRICT OF COLUMBIA PUBLIC SAFETY MASTER PLAN



Sorg Architects
918 U Street NW
Washington, DC 20001

31 March 2015

PREPARED BY:



SORG ARCHITECTS

918 U Street NW
Washington, DC 20001

P 202.393.6445
F 202.393.6497
sorgarchitects.com



CGL MANAGEMENT GROUP, LLC

1619 Sumter Street
Columbia, SC 29201

P 803.765.2833
F 803.779.8518
cglcompanies.com



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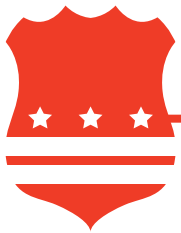
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APPENDIX A

Inventory of all Public Safety Facilities Condition Assessment

APPENDIX B

Sample of Facility Condition Assessment (Daly Building)



I. EXECUTIVE SUMMARY

FRAMEWORK

Since the late 1990s, District of Columbia policy has emphasized the importance of delivering public safety services in a more efficient manner by considering the co-location of as many public safety agencies as feasible. This challenging effort was initiated by the creation of the Unified Communications Center (UCC), a first-of-its kind combination of these services, and would continue by considering the creation of an innovative and iconic campus to co-locate the headquarters of the city's major public safety agencies with attendant uses and by re-evaluating the entire public safety portfolio of over 66 geographically separate facilities, controlled by 6 different agencies.

An examination of the potential for co-locating public safety agencies at a single site should be driven by evidence of quantifiable, as well as intangible, efficiencies that would accrue to public safety agencies and the community sharing a single site and even a single building. While this Public Safety Master Plan addresses the feasibility of this co-location, the study also considered the anticipated changes in the means and methods of providing a safe community by benchmarking the actions of other similar sized cities. In doing so, the plan of action is a result of strategic initiatives that were articulated by the agency directors that helped determine the feasibility of a consolidated public safety campus.

STUDY PURPOSE

The study stems from the need for improved and or additional space for the public safety agencies within the District; namely the Metropolitan Police Department (MPD), Fire and Emergency Medical Services (FEMS), and the Department of Corrections (DOC). Similar programmatic and training needs between these three agencies were also evaluated to identify opportunities for space and resource sharing. The concept for improved and co-located facilities were also investigated in relation to maximizing economic potential for the District, including creation of jobs, affordable housing, retail, community improvement and collaboration with educational institutions.

The Masterplan that resulted from this strategic intent includes three distinct, but integrated elements. The first is the updated Facility Conditions Assessments (FCAs) of all existing public safety facilities within the District, which determines useful life and any major deficiencies. The second component of the study is a feasibility study that examines the ability of the public safety co-location concept to work on one site within the District of Columbia. The third component—this Master Plan—is intended to consolidate previously developed data, validate the relevance of a co-location concept and assemble the information into a comprehensive document with scope, costs, and implementation steps.

METHODOLOGY

The methodology to determine the feasibility of a co-located Public Safety Justice Center combined the use of information gained from previous studies for the District; interviews with staff of the selected agencies; the research of appropriate spatial benchmarks; and the application of spatial standards against the projection of future staff, inmate, and/or parking estimates. The final site selection criteria used to evaluate potential locations for co-location of public safety facilities can be seen in Table 2-8. During the course of the study, the requirement to analyze three prospective sites, that would allow for the consolidation of office, training, and detention functions, that is—a new Justice Center—was modified to focus on a single site in greater depth at the direction of the then Deputy Mayor for Public Safety. This single site would accommodate the headquarters functions of the three primary public agencies, indoor and outdoor training needs, and detention space for more than 3,000 inmates.

The Conditions Assessment Reports built upon the assessment efforts conducted in 2008-2009 of the District of Columbia's Public Safety Facilities. Teams of architects and engineers visited each public safety facility, updated information, documented conditions, met with occupants, and researched the facilities' histories, and combined this information



into individual facility reports. The physical conditions of each facility are the primary focus of these, including deferred maintenance, major deficiencies, needed capital improvements, age, square footage, zoning regulations, historical importance, and methods of construction.

SYNTHESIS OF KEY RESULTS

From a strategic perspective, the public expects that public safety agencies coordinate information, personnel, and equipment towards the over-arching aim of making our communities safer. This implies maximizing multiple forms of communication and interaction. In a physical context of sharing personnel, training, buildings, and equipment, proximity is critical. From a site development perspective, many valid strategies suggest that the opportunity for sharing capital resources and equipment will be greater if the headquarters for the Metropolitan Police Department (MPD) and Fire and Emergency Medical Services (FEMS), in particular, share a site. The reasons are even greater when classroom and tactical training share a common site. It is apparent that the foundation of site and building sharing for the public safety headquarters is sound.

However, the District is obligated to look beyond the concept of a single public safety campus and address other critical policy, economic and community issues:

1. **Improving the Status Quo versus Consolidating Functions** Regarding the issue of improving existing agency headquarters, three considerations are immediately apparent: 1) the condition of the infrastructure at the Daly Building (MPD Headquarters) will require substantial upgrades, cost, and disruption of operations over the next five years to remain viable; 2) the current amount of space allocated to the three major candidate agencies exceeds their needs; and 3) recent discussions surrounding maximizing the value and development potential of the Reeves building which houses the FEMS and DOC headquarters.
2. **Splitting Detention Requirement from Consolidation of Other Agencies** The key policy issue in this decision is keeping the functions associated with the Central Detention Facility (CDF) and the Correctional Treatment Facility (CTF) co-located and consolidated, if possible. At the present time, a substantial amount of space is duplicated even with the structures adjacent to each other. If one of these functions is a candidate for co-location at a new site, then the other should also be included. A significant operational cost savings could result from consolidating these two operations.
3. **Separating the Headquarters and Training Functions** While this plan initially began with a desire to co-locate as many common functions of the primary public safety agencies as possible, the analysis quickly determined that the space requirements for office-based needs of the agencies were vastly different from the space associated with classroom and field training. Simply stated; the outdoor training needs are far too large and inappropriate for an urban site. The existing Blue Plains site, which currently houses MPD and FEMS training, is ideal for continued expansion, to include residential quarters for cadets, if desired. These needs have little to do with the kinds of spaces associated with the headquarters functions and should be considered separately when making a decision regarding the most efficient headquarters site.
4. **Creating an Economic Benefit** The consolidation of some or all of the public safety functions at a single site will bring both short and long-term benefits to the community. The short-term benefits will be the creation of more than 500 jobs during construction of approximately 500,000 square feet of headquarter buildings and parking structures. Once completed, this facility will accommodate more than 800 permanent employees as well as 7,500 to 10,000 visitors each year.
5. **Increasing the Value of the Daly and Reeves Center Sites** Maximizing the value of either or both the Daly Building and the Reeves Center for private development could help to defray the costs involved in co-locating various public safety agencies.
6. **Creating Potential for Public-Private Partnerships** The discussion of funding options is beyond the scope of this endeavor. However, at this stage of strategic planning, no option should be eliminated from consideration. This potential partnership could range from simply serving in a consultative status to actually developing all buildings

and structures through a form of P3 or even P4 public private partnership arrangement. Many variations of these two extremes are possible and should be explored as a part of subsequent phases of investigation.

7. **Generating Community Involvement** The level and extent of community engagement in the creation of a consolidated public safety campus has not been addressed in this study. However, community engagement will be an important element in the evolution of a plan related to this development. Community involvement could include, and be organized through, the local Advisory Neighborhood Commissions (ANCs) proximate to the site as well as through citizens associations and the formation of a neighborhood task force that would be involved as the community voice in the further planning at any location.

ACTION STEPS

Based on a strategic goal of creating and sustaining a safer city for residents, workers, and visitors alike through an expanded use of technology, more coordinated cross-training, and better communication between public safety staff at all levels, the close proximity of headquarters and satellite functions becomes crucial to meeting this goal. Several steps are essential to move from a basic statement of feasibility to the implementation of an innovative approach to improving public safety through the co-location of agency headquarters and training facilities.

The following activities are suggested as the most important next steps:

1. Confirm Consensus on the Components of Public Safety Services that will be Shared
2. Adopt the Basic Feasibility for Headquarters, Training, and Detention Co-Locations
3. Decide on Preferred Sites for Headquarters, Training, and Detention Functions
4. Clarify the Advantages of the Concept for Public Safety Headquarters
5. Prepare More Detailed Space Plan
6. Refine Preferred Concept for Public Safety Headquarters
7. Begin Entitlement Process on Preferred Site and Co-located Public Safety Campus Concept
8. Begin Site Investigation for Headquarters and Detention Sites
9. Expand the Economic Analysis of Preferred Site
10. Develop More Detailed Cost Estimates
11. Develop Criteria for Scheduling Project Activities
12. Develop Community Public Relations Plan

CONCLUSION

The public safety challenges in the nation's capital are constantly evolving and becoming far more complex, requiring increased coordination between the agencies providing these services. The Master Plan demonstrates that the development of combined public safety facilities offer the City the opportunity to address critical needs of vital public safety functions, in combination with realizing economic development potential in the creation of an innovative campus that would also accommodate partnerships with private business and educational institutions, and catalyze residential housing and office space development for private companies.

The results contemplate and focus on one potential public safety site (the Justice Center) for headquarters, training, and detention that together total 250,000 SF for headquarters, 1.8 Million SF devoted to corrections facilities, and 370,000 SF for consolidated training and cadet housing. The total cost exceeds one billion dollars. In addition, the proposed consolidated projects could foster future private development consisting of more than \$900 Million through public-private partnership. General overviews of alternate sites were conducted for portions of public safety functions as appropriate.



District Government and Community Benefits:

Investment in public safety, through the consolidation and co-location of strategic public safety facilities, has symbolic value as a clear indication of the City's long-term commitment to providing for the safety of the cities communities. Co-locating these facilities at strategic sites also has tremendous economic development potential and could act as a catalyst for the revitalization of surrounding communities. The co-location of public safety headquarters functions offers greater efficiency in sharing one geographic location in a number of ways. The ability to share common spaces will enhance interaction and lead to better operational outcomes. Having a purpose built complex rather than a renovated environment in disparate facilities will provide a sense of pride and purpose to the public safety community.

The public's demand for more responsive, less duplicative, and increasingly greater value for taxpayer money will dictate greater resource sharing and the elimination of traditional role boundaries. Co-location will allow systematic advances and expansion in the application of technology and will propel innovation in the manner in which public safety services are delivered.

The opportunity for highly visible and engaging public architecture, coupled with improvements in the ability of public safety agencies to serve the public, will increase visibility and the brand of these agencies and help in the attraction and retention of world class public safety personnel. The new co-located public safety campus will serve as a significant landmark in the District that emphasizes the priority given to governmental efficiency and promotion of public safety through coordinated services and structures.



II. STUDY PURPOSE AND CONTEXT

This study began with a broad view of the means and methods that the District's public safety agencies intend to use to assure a safe community in the midst of ongoing practical, political, and economic challenges. Through interviews with agency directors, individual and collective priorities for improved service were noted, especially those aims that rely upon greater interaction and integration with mission critical agencies.

Given this common desire to improve coordination of various services, the explicit intent of this study is to determine the feasibility of a consolidated site for the headquarters of public safety agencies, resulting in world class delivery of public safety services. At the outset of the Master Plan analysis, site consolidation was broadly enough defined to assume the form of a campus where each agency is represented by an individual structure, or a monolithic structure that houses all the administrative functions of the District's public safety agencies.

STRATEGIC PURPOSE

Prior to undertaking this investigation of headquarters and training needs for the three primary public service agencies in the District - the Metropolitan Police Department (MPD), Fire and Emergency Medical Services (FEMS), and the Department of Corrections (DOC) - planning to promote resource sharing between the agencies has been ongoing using various operational methods. Lacking, however, is the physical infrastructure to actually accomplish many of the strategic initiatives that would sustain greater integrated service delivery. The study also considered the needs of the Homeland Security and Emergency Management Agency (HSEMA) and found their current location at the Unified Communications Center (UCC) to be effective and appropriate.

In most large cities, strategic attempts are made to coordinate and integrate public safety services, but with differing missions and most often, separate physical locations. Thus the ability to realize practical and measurable outcomes is limited. The core driver of this study is the desire of District Government to eliminate barriers to more effective public safety services through the examination of the feasibility of co-locating as many similar functions of these three primary agencies as appropriate. Through interviews and analysis, a determination was made that two significant and similar functions were optimum candidates for physical co-location: 1) the headquarters functions, and 2) classroom and field training.

The study that resulted from this strategic intent includes three distinct, but integrated efforts.

- The first is the updated conditions assessment of 66 existing public safety facilities to determine useful life and any major deficiencies.
- The second component is a feasibility study that examines the ability of the co-location concept to work on one or more sites within the District of Columbia.
- Finally, the master plan assembles the information into a comprehensive document with scope, costs, and implementation steps.

The Master Plan evaluated the need for improved, and/or additional space for the Metropolitan Police Department (MPD), Fire and Emergency Medical Services (FEMS), and the Department of Corrections (DOC). Other agencies were evaluated for training needs that might be able to be co-located or consolidated with these three major public safety agencies. Other economic development opportunities for the District were also investigated in relation to the co-location exploration, such as housing, retail, and collaboration with educational institutions for educational/training programs geared towards Public Safety.

The need for this evaluation was grounded in a strategic goal of providing more efficient public safety services at all levels, and not exclusively headquarters and training functions. With the passage of time between this and the previous Public Safety Master Plan, new approaches for providing policing, fire, emergency medical, incarceration, and emergency response services evolved largely based on changing community needs and the extensive use of technology.



This Master Plan is intended to consolidate and update previously developed data; validate the relevance for determining the feasibility; and move rapidly to testing the concept on a particular site.

PUBLIC SAFETY DRIVERS

The methodology to determine the feasibility of a co-located Public Safety Campus combined the use of information gained from previous public safety studies completed for the District, interviews with staff of the selected agencies, the research of appropriate spatial benchmarks, and the application of spatial standards against the projection of future staff, inmate, and/or parking estimates.

DISTRICT POPULATION

An important variable for any forecasting of future need is the anticipated growth in the District population which declined from 1996 until 2005, bottoming out at 567,136 in 2005. However, since 2009 the District has seen over 2.0% annual growth every year, with the current population of 658,893 being the highest in 16 years, see Table 2-1.

Table 2-1
Historical and Projected District Population

Year	Population	# Change	% Change
1996	572,377	-	-
1997	567,736	-4,641	-0.8%
1998	565,230	-2,506	-0.4%
1999	570,213	4,983	0.9%
2000	572,046	1,833	0.3%
2001	574,504	2,458	0.4%
2002	567,754	-6,750	-1.2%
2003	567,136	-618	-0.1%
2004	567,754	618	0.1%
2005	567,136	-618	-0.1%
2006	570,681	3,545	0.6%
2007	574,404	3,723	0.7%
2008	580,236	5,832	1.0%
2009	592,228	11,992	2.1%
2010	604,453	12,225	2.1%
2011	617,996	13,543	2.2%
2012	632,232	14,236	2.3%
# Change	59,855	% Change	0.6%

Source: US Census, August 2013

Year	Population	# Change	% Change
2013	638,843	6,611	1.0%
2014	645,455	6,611	1.0%
2015	652,066	3,869	1.0%
2016	655,935	3,869	0.6%
2017	659,804	3,869	0.6%
2018	663,672	3,869	0.6%
2019	667,541	3,869	0.6%
2020	671,410	4,515	0.6%
2021	675,925	4,515	0.7%
2022	680,439	4,515	0.7%
2023	684,954	4,515	0.7%
2024	689,468	4,515	0.7%
2025	693,983	4,515	0.7%
# Change	61,751	% Change	0.7%

Source: US Census & DC Office of Planning, 2013

This basic population growth data was used to consider potential changes in personnel in the various public safety agencies and was particularly important in analyzing future inmate bed space needs.

The result of the review of the historical and projected growth in the District, previous reports, interviews with agencies, and the application of the benchmarks and spatial standards will be demonstrated in the sections that follow. Below is a summary of the basic approach used to establish the feasibility of a co-located public safety facility.

CRIME STATISTICS COMPARATORS

One of the very basic elements of public safety is the perception of criminal activity, which is often based more on opinion than research. The response to criminal activity begins with reported crimes and then flows through the entire criminal justice system from law enforcement to aftercare alternatives. In each step, staff, and space implications occur.

For more than a decade, major American cities have experienced a decline in the crime rate. The reasons for this year-on-year decline vary between regions of the country. Most organizations that track these serious public safety issues attribute the drop in the crime rate to better reporting of data; technology and surveillance procedures; staff training; safe neighborhood programs; improvements in auto and home security programs; and public awareness. The drop in the rate of crime ultimately impacts all public safety agencies, but does not always equate to a corresponding decrease in staff and space requirements.

The starting point for defining criminal activity in the District is a review of the historical and criminal justice trends from 2003 to 2012. Along with the examination of these criminal justice statistics in the District, criminal justice trends in similar sized US cities were evaluated.

From the FBI's published "Uniform Crime Reports (UCR) Offenses Known to Law Enforcement," the reported numbers of violent crime and property crime have declined in the District of Columbia. Violent crime in the District of Columbia has decreased by 15.7% from 2003 to 2012, while the number of property crimes decreased by 7.3% in the same time period, as shown in Table 2-2.

Table 2-2
Historical Crime Statistics

Year	DC Population	DC Violent Crime	DC Violent Crime /1000 Pop.	DC Property Crime	DC Property Crime /1000 Pop.
2003	563,384	8,839	15.7	31,581	56.1
2004	553,523	7,336	13.3	25,835	46.7
2005	550,521	7,716	14.0	25,200	45.8
2006	581,530	8,408	14.5	26,015	44.7
2007	588,292	7,924	13.5	27,719	47.1
2008	591,833	8,135	13.7	28,759	48.6
2009	599,657	7,586	12.7	27,007	45.0
2010	601,723	7,468	12.4	27,138	45.1
2011	617,996	6,985	11.3	28,312	45.8
2012	632,323	7,448	11.8	29,264	46.3
# Change	68,939	-1,391	-3.9	-2,317	-9.8
% Change	12.2%	-15.7%	-24.9%	-7.3%	-17.4%
Annual % Change	1.3%	-1.9%	-3.1%	-0.8%	-2.1%

Source: FBI, UCR, Table 8 Offenses Known to Law Enforcement

The decreasing number of reported violent crimes and property crimes occurred while the District's population increased steadily. A combination of declining numbers of crimes and increasing District population has driven violent crime down from 15.7/1,000 residents in 2003 to 11.8/1000 residents in 2012.

Property crime per 1,000 residents has experienced a substantial decrease from 2003 to 2012 as well, decreasing 17.4% over that period. The property crime rate per 1,000 residents has dropped from 56.1 in 2003 to 46.3 in 2012.



Table 2-3
EMS Call for Service Statistics

	FY10	FY11	FY12	FY13
% of critical medical calls with EMT arriving within 6.5 mins of dispatch	86.45%	86.51%	84.18%	87.91%
% of critical medical calls with paramedic arriving within 8 mins of dispatch	85.55%	82.18%	79.89%	81.51%
% of critical medical calls with transport unit arriving within 12 mins of dispatch	89.97%	90.25%	88.13%	89.92%
% of structure fire, with fire truck arriving within 6.5 mins of dispatch			98.15%	97.48%
Avg. response time of first EMT to critical medical calls			4.68	4.43
Avg. response time of first ambulance to critical medical calls			7.46	7.05
Avg. response time of first fire truck to structural calls			2.39	2.6

Source: District of Columbia Fire and EMS website, Feb 27, 2014

Table 2-4
311 and 911 Call Volumes

Year	Population	Total Calls	Call /1000 Pop.	% 911 Calls	% 311 Calls
2012	632,323	3,831,965	6,060.1	37%	63%
1999	606,900	1,700,000	2,801.1	47%	53%
# Change	25,423	2,131,965	3,259.0	-10%	10%

Source: Office of Unified Communications, Government of the District of Columbia, US Census Bureau
1999 Data from Carter Goble Lee, "Feasibility Study for a Public Safety Campus" report

Notes: 311 and 911 Calls are incoming calls

Many factors require analysis in determining the size of a headquarters staff necessary to serve emergency medical and fire-fighting needs in a community. Calls for service and response times are but two variables that should be considered. Similar to crime statistics for policing needs, calls for service are important indicators of activities that ultimately impact the needs of the headquarters function.

DOC INMATE PROJECTION COMPARATORS

Defining the space needs for a headquarters function for the Department of Corrections is based on variables that relate to the number of inmates that are the responsibility of the DOC. Therefore, forecasting the future inmate population was detailed and subject to many variables. Two factors are at play. The first is how much bed space should be provided to meet the District's incarceration needs. The second is the implication of the number of bed spaces on headquarters staff requirements. The basic approach is summarized as follows with additional analytical information following the summary steps.

1. Historical data was used to calculate annual changes in the average daily inmate population (ADP) from 2000 through 2012.
2. Using data provided by the DC Department of Corrections (DOC), admissions (ADM) and average length of stay (ALOS) was calculated.
3. Eight statistical models were used to estimate a range of possible projections for inmate population in 2025. An average of the most statistically reliable models was calculated.
4. These models were presented to the DOC and modified to reflect an in-house approach of averaging a rolling average of the previous 10 years annual ADP which produced a higher estimate.
5. A peaking and classification factor was added to the DOC estimate to yield an estimate of the number of bed spaces required by 2025.

The number of bed spaces occupied on a particular day is influenced by two major factors: how many inmates are admitted into a system annually and how long they remain confined. Utilizing these two factors, the average daily population can be calculated.



Historical data for the last 10 years was not available, but changes nationally and in the District in the past five years are more revealing as to the potential changes in the system needs. In Table 2-5, a snapshot of the most recent years' intake of inmates into the system is shown.

Table 2-5
Recent Annual Admissions into the Central Detention Facility

	2009	2010	2011	2012	Total Chg	% Chg	Ann % Chg
DC Population	592,228	604,453	617,996	632,232	40,004	6.8%	1.6%
DC ADP (CY)	2,973	2,927	2,897	2,375	-598	-20.1%	-5.5%
ADP per 1,000 DC Population	5.02	4.84	4.69	3.76	-1.26	-25.2%	-7.0%
Intakes	17,925	17,395	17,398	14,699	-3,226	-18.0%	-4.8%
Intakes per 1,000 DC Population	30.3	28.8	28.2	23.2	-7.02	-23.2%	-6.4%
Average Length of Stay	60.54	61.42	60.78	58.98	-1.56	-2.6%	-0.7%

Source: US Census Bureau, DC DOC, CGL August 2013.

Note: Intake Data is in Fiscal Year

Several factors are critical. First, while the DC overall population has been rising since 2009 (over 40,000), the number of annual admissions (ADM) to the Central Detention Facility has declined by more than 3,200. Another very important indicator is that the average length of stay (ALOS) decreased by approximately two days. While this seems like an insignificant number, if the ALOS remained at the 2009 level of 60.5 days and the admissions declined to the reported 14,699, the average daily population would have been 60 more inmates than the reported 2,375 in 2012.

With a decline in admissions and length of stay jointly, the average daily population (ADP) will decline, and that is the noticeable result in the District. In 2009, the ADP was almost 3,000 and by 2012, this had declined to 2,375 or more than 600 per day.

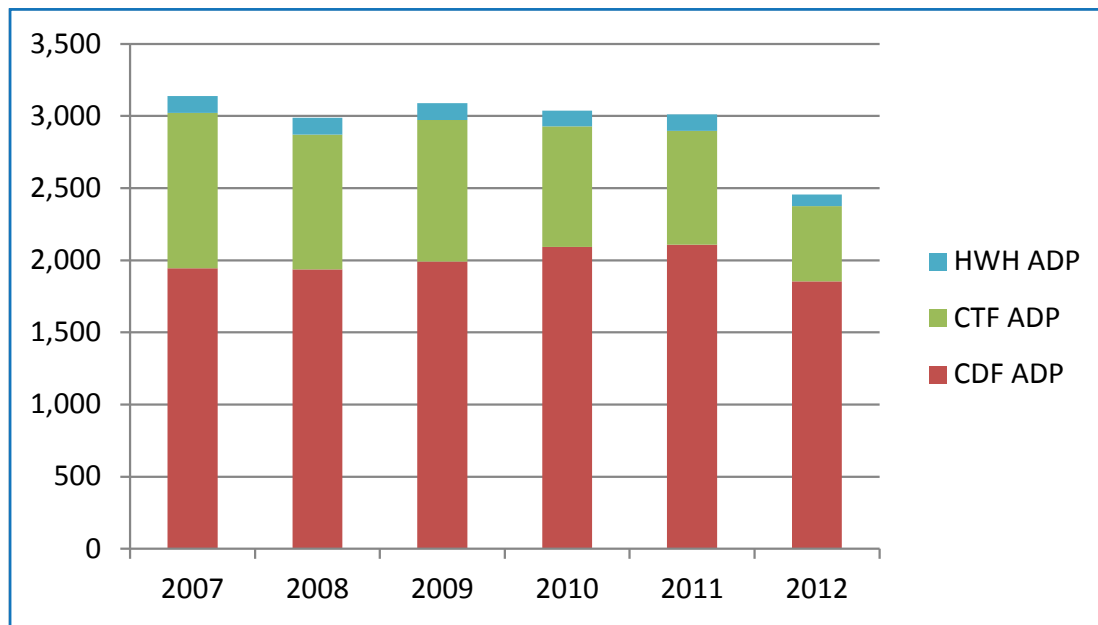
Perhaps the most important variable to be considered in defining the future bed-space need is the annual incarceration rate which is simply a formula that divides the annually calculated ADP by the number of overall residents. This incarceration rate is expressed as inmates per thousand, ten thousand, or hundred thousand. In Table 2-5 above, the incarceration rate is expressed as inmates incarcerated per 1,000 residents. The rate declined dramatically from 5.02/1000 to 3.76/1000 while the annual District population was increasing by 40,000 residents.

An argument could be made that not only does the number of people who reside in the District contribute to the detention population, but also the over two million people who work each day in the city. Certainly this is an important factor, but the influence of daily workers is already reflected in the incarceration rate. The formula simply uses residents as the numerator. Daily worker population could have been used, but the overall result would be the same. The rate of incarceration has been declining for many reasons beyond the scope of this analysis, which reflects a national trend.

The District has two large correctional facilities and a smaller halfway house. The primary pre-trial facility is the Central Detention Facility (CDF) that is operated by the District of Columbia DOC. Since 2007, the ADP in the CDF has ranged between approximately 1,700 to 2,100 inmates. The Central Treatment Facility (CTF) was originally designed as a treatment facility but after the first five years it was leased to a private company that operates the CTF as a sentenced facility for DC and other Federal inmates. Since 2007, the ADP at CTF has ranged from 500-1,200. Therefore, the combined ADP for these two major District facilities has ranged from 2,200 to 3,300 over the past five years. A demonstration of the changes in ADP for the two facilities and the halfway house is shown in Figure 2-6.

Apparent from the illustration in Figure 2-6 is that the average daily population of the CDF has remained relatively flat over the past six years, recognizing that the graph reflects an average ADP for the entire year. On any given day, the ADP range as reported earlier can be more dramatic.

Figure 2-6

District of Columbia DOC Facility Average Daily Populations

The changes in the CTF population are far more dramatic and influenced by external variables. Since the facility is privately operated, the number of inmates confined on a daily basis is subject to contract language and policies beyond the District's direct control. However, the CTF primarily houses federal inmates, including those who were adjudicated in the District of Columbia. The substantial decrease could be a reflection of a fairly dramatic decrease in the federal inmate population. This situation is predicted to continue under new initiatives determining incarceration of drug offenders and the potential elimination of determinant sentencing guidelines.

At this stage of planning, a more precise definition of future inmate population is inappropriate as the purpose of this analysis is to define in broad strokes the approximate size of a future detention facility that combines the populations of the CDF and the CTF. Using the data available, several projection models were used to establish a range of bed space need for future planning. As scientific as forecasts should be, so many policy variables (war on drugs, influx of mentally ill, etc.) can drive a forecast up or downwards. However, as a basis for planning, various statistical models were used and the results are shown in Table 2-6.

Table 2-6

ADP Forecast Models 2015-2025

Projection Models	2012	2015	2020	2025
DC Population Projection	632,232	652,066	671,410	693,983
DC Projected Admissions	20,491	19,932	22,828	25,992
Historical Trend % Increase = -4.27% / year from base: 2,375	2,375	2,083	1,675	1,346
IR to DC Population % Increase = 5.71% / year from base: 3.76	2,375 3.76	2,053 3.15	1,576 2.35	1,214 1.75
IR to DC Population c. Average = 4.75	2,375	3,099	3,191	3,298
PROJECTED ADP				
PROJECTED ADP (Avg of Models 1, 4, 6c)	2,375	2,412	2,147	1,953
ADP per 1,000 DC Population	3.76	3.70	3.20	2.81

Source: DCDoc Data with Projections by CGL; August 2013

The ADP range in Table 2-6 is considerable, from a low of less than 700, to a high greater than 3,600, all based on universally accepted statistical models. However, historical experience regarding the behavior of the justice system must be considered and that, plus the elimination of statistical models that did not yield a standard confidence level, reduced to three, of a possible 15, approaches to forecasting.

As is seen in Table 2-6, averaging these three models yields a declining ADP to approximately 2,000 by 2025. Currently (FY2013), the combined CDF/CTF population is approximately 2,500. The numbers in the table above reflect average daily population and not bed spaces. In any system, every bed cannot be occupied every day; therefore, prudent planning using guidelines suggested by the National Institute of Corrections, recommends the application of one factor for peak days (actually calculated from DC DOC data) and one for classification. The latter factor takes into account that while a women's or mental health housing unit is designed for 32, 48, or 64, on any given day, the demand may be for more inmates, thus a factor is applied. Another aspect of the factor is that cells must be repaired and maintained on a periodic basis; therefore additional beds must be available.

Using the results of Table 2-6 and the peaking/classification factors discussed above, an estimate of the projected bed space needs is shown in Table 2-7.

Table 2-7
Projection of Bed space Needs: 2015-2025

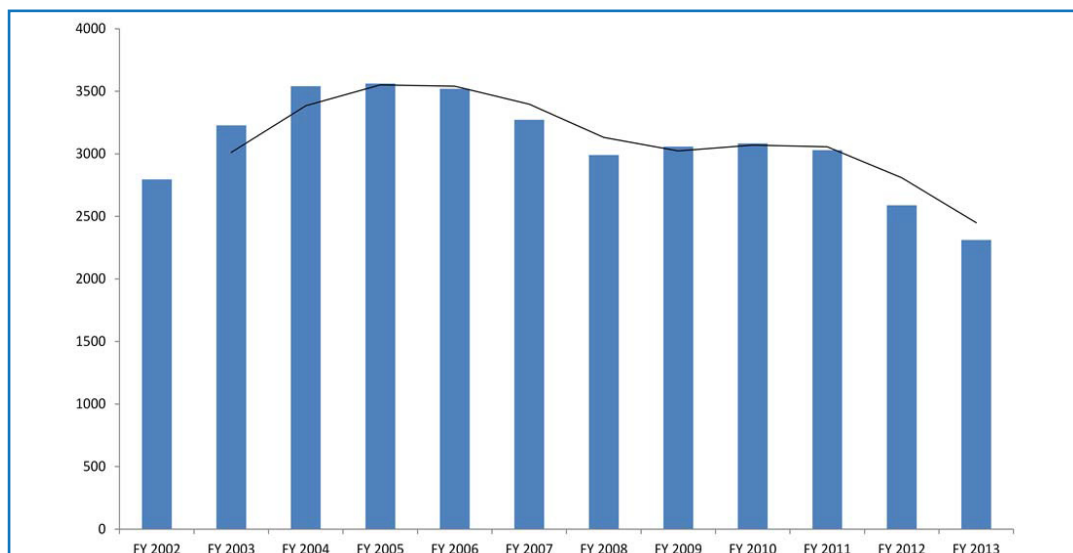
CDF AND CTF Bed space PROJECTIONS	2012	2015	2020	2025	#Change	%Change	Annual % Change
CDF and CTF ADP Subtotal (Calendar Year)	2,375	2,412	2,147	1,953	-422	-17.8%	-1.5%
Peaking (7%)	166	169	150	137	-30	-17.8%	-1.5%
Classification (5%)	119	121	107	98	-21	-17.8%	-1.5%
Bed space Need CDF and CTF	2,660	2,701	2,405	2,187	-473	-17.8%	-1.5%

Source: DC DOC, CGL August 2013.

Note: Peaking and Classification are industry standards

The data above was discussed with DOC and while there was agreement that the ADP had significantly declined over the last five years, considerable concern remains within the organization that the downward trend will continue when the economy begins to improve. Although DOC also uses a variety of models to examine future population scenarios, the one most favored is simply an average of the annual ADP over the past 10 years as shown in Figure 2-7 provided by DOC.

Figure 2-7
DOC Population FY2002 through FY2013



Source: D.C. Department of Corrections, September 2013.

Using the average ADP over the past 10 years, the projected need would be approximately 3,000 and with a 15% peaking and classification factor, the total bed space requirement based on the DOC approach would be approximately 3,500.

Each of these public safety variables serves as indicators of how the District should respond through policies, procedures, personnel, programs, and assets. Each also has a spatial implication that will be influenced by the type of response chosen.

SPACE PLANNING BENCHMARKS

In a master planning effort where detailed architectural programs are premature but general space allocations are necessary, the effort relies upon “block space guidelines” that yield an order-of-magnitude estimate of the space by major categories of personnel. This approach was used to estimate the space needs by each of the candidate agencies for a consolidated public safety complex. Since the space needs will be driven by the number and types of personnel located in headquarters, as will be explained in Section 4, the first step in predicting space needs was the estimate of staff.

STAFF PROJECTIONS

Using a combination of approaches and discussions with each agency director, future headquarters staff estimates were prepared. The following is a summary of the approach to benchmarking the staff estimates that will serve as the basis for estimating space allocations.

1. Determine the current number of staff disaggregated by bureau, section, or division of each selected agency.
2. Due to historical staff reductions during the past five years resulting from budget reductions, traditional methods of statistical modeling were deemed inappropriate as a method of identifying future staff requirements.
3. In lieu of reliable trend information, an annually compounded two percent increase in staff levels to 2025 were used for headquarters functions of each agency. This represents a 24% increase from 2013 headquarters staffing levels.
4. These projections were shared with designated agency personnel for review and comment.
5. The results of this approach to estimating headquarters staff can be seen for each candidate agency in Section 4.

GENERAL SPACE STANDARDS

The District has developed guidelines for space allocation based on uniform personnel classification criteria. These guidelines are offered as “net square footage” which means the actual space that is allocated to staff based on their personnel classification. For master planning purposes, these net assignments must be increased to reflect non-assigned spaces that are critical to support the staff such as filing areas, conference or meeting rooms, break areas, corridors, wall thicknesses, and other non-assignable spaces. The following summarizes the approach to converting net space standards to allocations that can be used for master planning purposes.

1. The required outcome for master planning is a general estimate of the space required for each agency considered as a candidate for co-location, therefore, a detailed spatial program was not developed at this stage.
2. Space standards provided by the Department of General Services (DGS) were used to develop an estimate of total space requirements for various categories of personnel. The “grossing factor” includes a space allocation for departmental circulation, meeting and filing, internal wall thickness, and other functions that could be not attributed to a category of personnel (e.g., chief, general counsel, human resources, etc.).
3. The estimated number of staff by bureau, section, or division was multiplied times the proposed “block” space standard to estimate the total area for each staffing category.
4. A 25% “building” gross factor was applied to the total to account for fire stairs, mechanical rooms, exterior wall thickness, etc.



5. By multiplying the estimated staff (see above for general methodology) by the departmental gross square footage (DGSF) for the projected number of personnel, a total space requirement for each of the agencies was identified.

These two steps in combination represent the use of benchmarking staff and space to produce an estimate of the proposed space needs for the headquarters complex. Both the estimated staff and the proposed space allocation are discussed as each agency is presented in the following section.

DETENTION SPACE STANDARDS

Block space planning for a detention center is vastly different than for a basic office configuration. Since the proposed consolidated public safety campus could include a relocation of the Central Detention Facility (CDF) and the Central Treatment Facility (CTF), a set of benchmark standards was developed to estimate the approximate size of a consolidated correctional complex. The following is a summary of the approach to ultimately define space needs for detention.

1. Space requirements for detention were defined by the projected number of inmates.
2. Correctional facilities are defined by the various components (e.g., medical, food services, administration, housing, etc.) that are required to support their safe operation.
3. The future facility was divided into eight (8) major components and 28 sub-components based on interviews with the DCDOC staff.
4. A space allocation, including departmental and building gross-up factors, per inmate was developed for each component based on an analysis of space assignments in many existing correctional facilities.
5. This space allocation per inmate by building sub-component was multiplied by the estimated number of inmates discussed earlier in this section.

Section 3 defines the total estimated space needs for the detention facility. The headquarters needs for DOC follow the same methodology that has been explained for other public safety agencies. Should the District decide to locate the headquarters functions of DOC in the detention facility, the previous space estimating methodology applies.

SITE CONSUMPTION

Following the determination of the space needs for the various agencies scheduled for co-location, another benchmarking approach was applied for estimating the site consumption requirements. The following summarizes the basic approach.

1. Given various site sizes, differing building heights were considered based on a mostly single level campus, mid-rise, and high rise campus approach.
2. Using the estimate of total area requirement per agency, the total area was divided by the anticipated number of floors/levels for low, mid, and high-rise options.
3. The detention complex is a special case in defining a building footprint since a typical housing unit has approximately 75% of the total space located at a day-room level and 25% at a mezzanine level.
4. In addition to building area requirements developed through the benchmarking addressed above, the total site area requirements were identified by applying a factor times the building footprint requirements for dedicated open space, tactical training area, and parking.
5. Dedicated open area includes landscaping, hardscaping, site circulation, security zones (especially for the Detention Component), and other non-building space. Depending upon the low, mid, or high-rise option, a dedicated factor of one or three times building footprint was used.
6. Tactical training area includes space for outdoor exercises such as fire towers, urban “villages”, driving courses, physical exercise, close-order drill practice, and graduations. A factor of five times the training building footprint was applied to determine site space needs.
7. Parking requirements were determined as an allocation per staff position. For the headquarters functions, a parking requirement of 0.67 spaces per staff was applied. For the detention component, factors ranging between



IV. NEEDS ASSESSMENT

Staffing Basis for Space Needs at Headquarters

The space requirements for the Department of Corrections headquarters functions are driven by the number of inmates housed in its correctional facilities as well as by the total number of staff. Currently, the DOC headquarters is located in the Reeves Center on U Street NW. The DOC currently occupies approximately 20,000 rentable square feet which was unoccupied space that was moderately modified for DOC's needs. Prior to the current location, DOC had been at the Grimke School at 1923 Vermont Avenue NW for over twenty years. The space at Grimke School allocated to DOC was approximately 20,000 net square feet.

The DOC is organized into four functional components under the Director. Each component is further disaggregated into subcomponents. Most of the headquarters staff consists of non-operational personnel located in one of the two correctional facilities. The four major function components include:

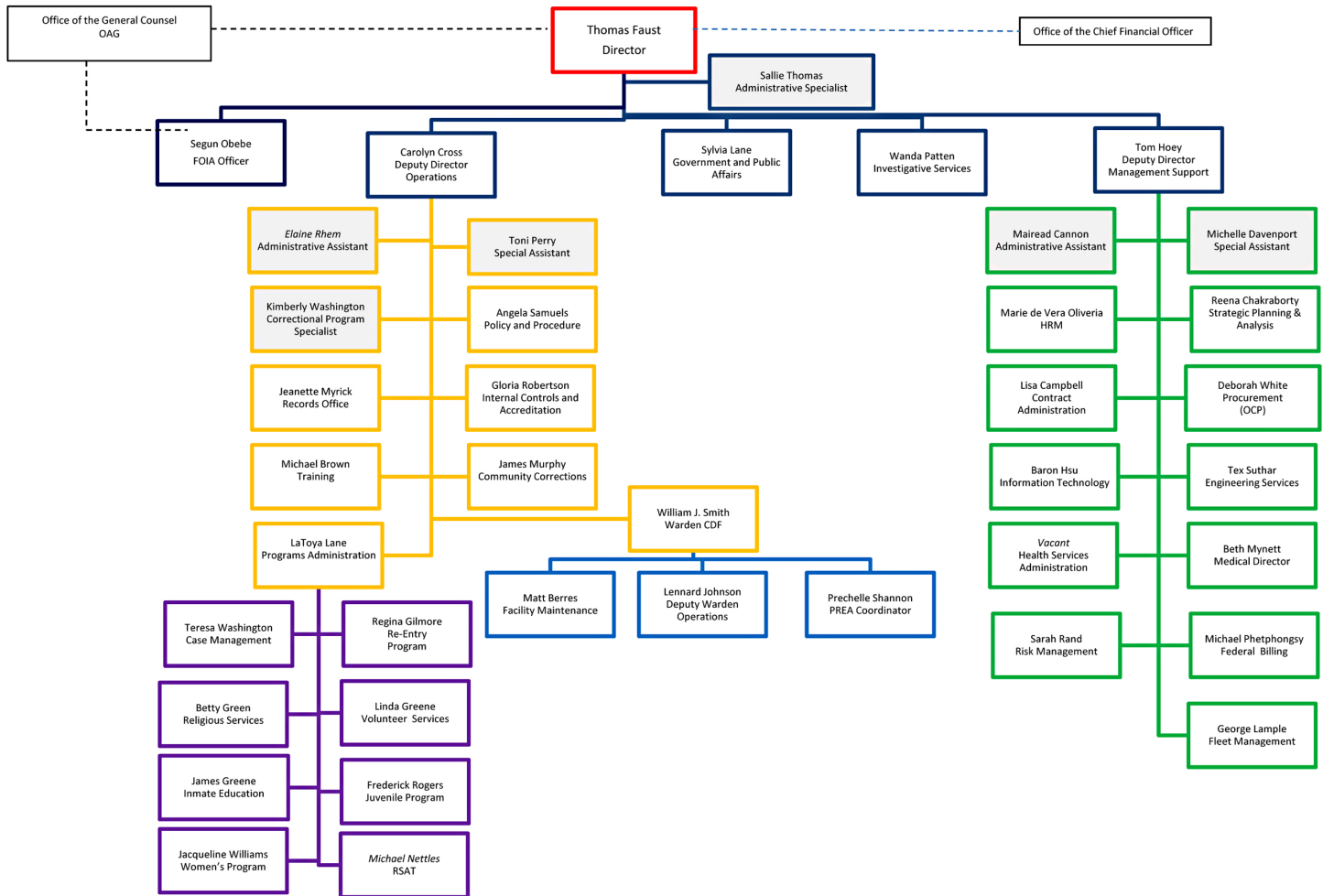
1. Operations
2. Government and Public Affairs
3. Investigative Services
4. Management Support

At DOC headquarters, the bulk of staff members are assigned to either the Operations or Management Support sections. Through the surveys and interviews, a determination was made as to how many staff are located within the headquarter operations currently and potential staffing levels in 2025.

In Figure 4-4 that follows, the current organizational structure for the DOC is shown.

Figure 4-4

Organizational Structure for the District of Columbia Department of Corrections



Through interviews with staff, the subcomponents of DOC that would be assigned to a potential headquarters co-located with other public safety agencies were identified and current staff numbers noted. The headquarters function of DOC, similar to MPD and FEMS, is largely in support of “field operations” and in the instance of DOC, these operations occur at the Central Detention Facility (CDF) or the Central Treatment Facility (CTF).

Unlike MPD and FEMS, the administrative space for the headquarters function could be incorporated into a new detention complex since the daily operations are so connected to the headquarters functions. Such a co-location is not essential, but also not an inappropriate functional relationship. While all public safety agencies benefit from information sharing and co-location, DOC has less administrative interaction with the other public safety agencies than MPD, FEMS, and HSEMA.

Therefore, the staff estimates shown in Table 4-3 should be considered as being able to be located as a part of a public safety campus or incorporated within the space provided for a new detention complex.

Table 4-3

Current and Estimated Staffing Levels for DOC Headquarters

Dept., Div., Section	Existing Staff	Projected 2025 Staff
Office of the Director		
Director/Support Staff	2	2
Fiscal Officer	2	2
General Counsel	4	5
Government and Public Affairs	2	2
FOIA/Privacy Officer	1	1
Investigative Services	8	10
Subtotal Director's Office	19	24
Operations Division		
Operations Division Admin	3	4
Community Corrections	6	7
Correctional Program Specialist	1	1
Policy and Procedure	1	1
Subtotal Operations	11	14
Management and Support Division		
Management Division Admin	3	4
Human Resources Management	9	11
Strategic Planning & Analysis	4	5
Acquisitions Management	7	9
Federal Billing Unit	6	7
Engineering Services	4	5
Risk Management	1	1
Subtotal Management	34	42
Totals for DOC Headquarters Functions	64	79

Source: Interviews w/DOC Staff; Projections by CGL; October 2013; Numbers are rounded based on using staff multiplier.

The table above serves as the basis for estimating the number of future staff for the headquarters function of the DOC. Applying a 2.5% annual compounded growth factor to all existing headquarters staff, the total staff that was used to determine future space needs is approximately 80 staff for 2025 that would be placed in a headquarters function.

HOMELAND SECURITY AND EMERGENCY MANAGEMENT AGENCY

The mission of the District of Columbia Homeland Security and Emergency Management Agency (HSEMA) is to support and coordinate homeland security and emergency management efforts, ensuring that the District of Columbia's all-hazards emergency operations are prepared to protect against, plan for, respond to, and recover from natural and man-made hazards.

The agency has the following Offices/Divisions: Office of the Director, Homeland Security Grants, Operations, Training & Emergency Exercises, Plans & Preparedness, Emergency Management Services, and Information Technology. HSEMA staff were interviewed and the current office space at the Unified Commutations Center (UCC) at 2720 Martin Luther King Jr. Avenue SE was toured. The following offices of HSEMA were interviewed. Each subcomponent is currently housed at the Unified Communications Center (UCC).

1. Office of the Director
2. Operations

HEADQUARTERS NEEDS

Using the same methodology as with MPD and FEMS, the space requirements identified in Table 4-8 will be the same for either option.

Table 4-8
Estimated Block Space Requirements for DOC Headquarters

Dept., Div., Section	Existing Staff/Units	Recom. DGSF/Staff	Projected 2025 Staff	Projected DGSF	Projected BGSF
Office of the Director					
Director/Support Staff	2	400	2	992	1,240
<i>Fiscal Officer</i>	2	225	2	558	698
General Counsel	4	300	5	1,488	1,860
Government and Public Affairs	2	225	2	558	698
FOIA/Privacy Officer	1	225	1	279	349
Investigative Services	8	225	10	2,232	2,790
Subtotal Director's Office	19		24	6,107	7,634
Operations Division					
Operations Division Admin	3	300	4	1,116	1,395
Community Corrections	6	225	7	1,674	2,093
Correctional Program Specialist	1	225	1	279	349
Policy and Procedure	1	225	1	279	349
Subtotal Operations	11		14	3,348	4,185
Management and Support Division					
Management Division Admin	3	300	4	1,116	1,395
Human Resources Management	9	225	11	2,511	3,139
Strategic Planning & Analysis	4	225	5	1,116	1,395
Acquisitions Management	7	225	9	1,953	2,441
Federal Billing Unit	6	225	7	1,674	2,093
Engineering Services	4	250	5	1,240	1,550
Risk Management	1	225	1	279	349
Subtotal Management	34		42	9,889	12,361
Totals for DOC Headquarters Functions	64		79	19,344	24,180

Source: CGL through interviews w/staff; October 2013

The headquarters needs for DOC by 2025 will be approximately 24,200 square feet. As noted, this area could be co-located with the MPD/FEMS headquarters needs or included with the detention component. A total of approximately 46,700 square feet will be required in 2025 to meet the headquarters and training building requirements for DOC.

DETENTION NEEDS

By a factor of five, the largest amount of building space at a co-located public safety facility will be the relocation of the CDF and CTF facilities to the same site as other agency headquarters. Typically, a detention facility has two distinct components: 1) the support areas and 2) inmate housing.

Properly sized, the support component can accommodate a phased development of inmate housing that is driven by changes in incarceration policies that inevitably occur over time. While inmate housing typically is represented by a prototype design that is repeated many times, the “support core” is typically a “one-off” design and best constructed



entirely at one time. Depending upon the site area, housing units may be added based more on a phased rather than ultimate need.

The recommended approach at this stage of pre-programming is to identify total space needs based on the 2025 projected inmate population and to construct all of the support core initially regardless of a site development approach (low, mid, or high-rise). In Table 4-9, the spatial elements that typically comprise the support core are shown with a space allocation per inmate based on a composite of constructed experience. Based on the methodology previously described, the estimate of space is based on a 3,100 inmate population in 2025.

Table 4-9
Estimated Block Space Requirements for Detention Support Core Functions

Space Design	Component	BGSF/ Inmate	Total Square Feet
Number of New Beds 3,072			
1.000	FACILITY ADMINISTRATION & COURTROOM	11.5	35,328
1.100	Public Lobby, Visitor Processing	3.0	9,216
1.200	Courts Area (Arraignment courtroom)	3.5	10,752
1.300	Facility Administration	5.0	15,360
2.000	SECURITY SERVICES	9.5	47,616
2.100	Police Booking and Initial Holding	3.0	9,216
2.200	Intake and Release Processing	3.5	10,752
2.300	Security Administration	5.0	15,360
3.000	PROGRAM SERVICES	27.0	82,944
3.100	Counseling and Multi-Purpose Rooms	2.5	7,680
3.200	Academic Education	5.0	15,360
3.300	Vocational Training	4.5	13,824
3.400	Industries	13.0	39,936
3.500	Religious Services	2.0	6,144
4.000	INMATE SERVICES	6.0	18,432
4.100	Inmate Visitation	4.5	13,824
4.200	Laundry	1.5	4,608
5.000	MEDICAL SERVICES	9.0	32,256
5.100	Clinical Area	5.0	15,360
5.200	Infirmary	5.5	16,896
6.000	FOOD SERVICES	16.5	50,688
6.100	Food Preparation Area	10.0	30,720
6.200	Staff Dining Area	3.5	10,752
6.300	Receiving and Processing Area	3.0	9,216
7.000	FACILITY MAINTENANCE, MECHANICAL, & WAREHOUSE	12.5	38,400
7.100	Maintenance Shops	2.5	7,680
7.200	Mechanical Room	7.5	23,040
7.300	Institutional Storage	2.5	7,680
TOTAL SUPPORT CORE		92.0	305,664

Source: CGL; May 26, 2014

The projected support core requirements is approximately 306,000 square feet which should allow the DOC to meet the 2025 needs as well as incrementally grow by another 15-20% without adding space to the core.

For planning purposes, the projected inmate population was disaggregated into custody levels which in the next stage should be confirmed by a more in depth analysis of the classification system and the proposed management approach. For the purpose of this analysis, housing types were disaggregated into single cells, double cells, and dormitories. The number of single occupancy and double occupancy beds is approximately the same at 42% each with beds in dormitory units at 16%.

Table 4-10 provides an estimate of the space requirements for housing by 2025.

Table 4-10
Estimated Block Space Requirements for Detention Housing

Space Design	Component			BGSF/ Inmate	Total Square Feet
Number of New Beds 3,072					
8.000	INMATE HOUSING		%	235.0	712,960
8.100	Special Management-Segregation	96	3.1%	250.0	24,000
8.200	Special Management-Mental Health	192	6.3%	250.0	48,000
8.300	Special Management-Medically Needful	128	4.2%	250.0	32,000
8.400	Double Occupied Cells (640 cells)	1,408	45.8%	230.0	323,840
8.500	Single Cells	768	25.0%	240.0	184,320
8.600	Step-down/Re-entry Beds	480	15.6%	210.0	100,800
TOTAL ESTIMATED BGSF		3,072	100%	327.0	1,018,624

Source: CGL; May 26, 2014

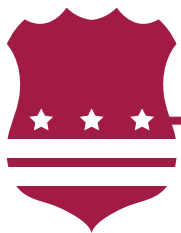
Housing for 3,072 inmates is projected to require approximately 1,019,000 square feet which is approximately 120,000 square feet larger than the combined CDF and CTF. This size detention facility is projected to meet the current functions reflected in the CDF and the CTF.

If the headquarters needs of DOC are combined with the detention facility, the combined space requirements would be 24,200 plus 1,018,624 square feet, or approximately 1.04 million square feet.

SUMMARY OF SPACE NEEDS

The combined building space requirements of the candidate agencies for headquarters, training, cadet housing, and detention is approximately 1.7 Million square feet, of which the consolidated detention facility represents 61%. For general planning purposes, an estimate of the number of parking spaces has been shown in Table 4-11 which follows. As noted earlier, depending on the final site location, this number could increase or decrease. Also, depending on the site location, most or all of the parking requirements could be in structured or surface parking.

Table 4-11 also provides the estimated space requirements by those three public safety agencies that are the best candidates for co-location at a new complex.



V. OPTIONS ANALYSIS

METHODOLOGY

The previous sections have presented the space needs for each of the public safety agencies that could potentially share a common site in order to yield greater efficiency in terms of public convenience and inter-agency information sharing. As noted in section four, opportunities also exist for sharing common spaces. Based on the assumption that the benefits accruing to site sharing are significant, this section addresses the total space needs and presents these needs for a low, mid, and high-rise approach to development.

BUILDING FOOTPRINT ASSUMPTIONS

Before examining approaches to the development of possible sites, several assumptions were made regarding the translation of the space estimates to a format that could be used to develop site options. These assumptions include:

1. To the extent possible, functional adjacencies that were identified through agency interviews should form the basis of testing site development approaches. This is especially true for the detention facility where functional adjacencies are critical to the efficient and secure operation of the facility.
2. Building footprints represent the actual area of a structure that touches the ground. Depending on a variety of factors, all space can be at a single level or stacked as high as is functional, efficient and allowable. For detention facilities, multi-level facilities require special operational considerations.
3. As a foundation for initiating site development concepts, the space estimates defined in the previous section were used to test development options from low to high rise structures.
4. Parking requirements were based on 400 square feet of space times the ratio of spaces per staff.
5. Open space calculation was a multiplier times the footprint of the buildings and based on low, mid, and high-rise options.
6. The detention facility is a separate structure from the Public Safety Headquarters and Training Facility.

Previously, Table 4-11 suggested that a total of 1.7 Million square feet would be required by 2025 to meet the public safety consolidation needs. Of that amount, 16% is actually devoted to the headquarters functions, with an additional 24% required to meet the building needs for training and trainee accommodations. By far (60%) of the building needs will be devoted to meeting the detention needs. Some space savings may be possible through consolidation of functions in headquarters and training, but these will be minor compared to the detention needs.

SITE DEVELOPMENT ASSUMPTIONS

Three basic approaches were considered, which, in conjunction with the site evaluation criteria, should inform the site selection process. These approaches include:

- A low-rise alternative where all buildings are three stories or less, including detention facilities.
- A mid-rise option which maintains a building height of five stories or less for all structures.
- A high-rise option based on buildings of eight stories and a detention facility of 11 levels.

Each option also includes the “ground consumption” requirements for training buildings, outdoor tactical training area, dedicated open space, and parking structures.





VI. FEASIBILITY STUDY

JUSTICE CENTER CONCEPTS

A new Justice Center at Blue Plains is expected, at completion, to be comprised of four distinct programmatic elements. Listed in order of required square footages, these are Training, Detention, MPD/ FEMS Fleet and a new Headquarters. The sub-programs and required parking spaces for each component of the program are expanded on in Table 6-1 below.

Table 6-1
New Justice Center Program

JUSTICE CENTER PROGRAM	
HEADQUARTERS	
MPD/FEMS/DOC Headquarters	246,675 SF
Headquarters Parking (645 Spaces)	258,059 SF
Sub Total	504,734 SF
TRAINING	
Classrooms/Tactical Training	306,000 SF
Outdoor Tactical Area	810,000 SF
Training Parking (451 Spaces)	287,758 SF
Sub Total	1,403,758 SF
DETENTION	
Inmate Housing & Support Services	979,968 SF
Training Parking (938 Spaces)	375,244 SF
Sub Total	1,355,212 SF
MPD / FEMS FLEET	
MPD / FEMS Fleet Maintenance	118,938 SF
MPD Parking & Impound (700 Spaces)	280,000 SF
Sub Total	398,938 SF
TOTAL JUSTICE CENTER	3,662,642 SF

A new headquarters would consolidate administrative operations of MPD and FEMS, moving them out of the Daly Building and the Reeves Building respectively into a new state of the art facility. The DOC Headquarters would relate more to the Detention program in both its size and adjacency on the site. These headquarters together are expected to have a parking demand of around 645 spaces. To maximize site utilization and minimize the environmental impact of large surface parking it is anticipated that the parking requirements of each programmatic element will be accommodated in combined structured parking garages. The Training component of the consolidated Justice Center would mean combined classroom and tactical training space for all public safety departments as well as shared outdoor tactical training areas. These facilities are currently located at the southern portion of the site. This Training Center is expected to be the location where all future MPD and FEMS staff receive practical and job training skills for their careers in public safety. Parking for the new training facility is estimated at 451 spaces. The Detention component of the program is expected to consolidate required inmate housing District-wide and support its associated functions. This programmatic component would require 938 parking spaces. Finally the MPD/FEMS Fleet program would contain the maintenance facility catering to the entire vehicle fleet of DC public service facilities. It would including parking as well as an impound lot totaling 700 spaces.





VII. IMPLEMENTATION

Responding to the public safety needs in any metropolitan city is complicated by a variety of factors. Providing this essential service in the Nation's capital requires a clearly articulated vision and a strategic plan across all public safety agencies. Improving communication, interaction, and community involvement is often a function of location and space. As emphasized in the previous sections of this study, the co-location of headquarter public safety functions at a single campus would significantly improve communications and efficiencies between agencies that have similar missions and be more convenient for the general public. Perhaps the most important consideration in favor of co-location is that this consolidation demonstrates in an organizational and visual manner, the priority that the District of Columbia assigns to the protection of its citizens.

CRITICAL POLICY ISSUES

The decision to move each of the headquarters of the major public safety agencies to a single site is not simply a question of whether such a co-location is feasible. This update to a concept that was introduced 15 years ago reaches the same conclusion: the delivery of public safety services is improved when the agencies responsible are able to share sites, space, equipment, and potentially personnel. From a site development perspective, many valid reasons exist that the opportunity for sharing capital resources and equipment will be greater if the headquarters for MPD and FEMS, in particular, are co-located. The reasons are even greater when classroom and tactical training facilities share a common site, but not necessarily the same site as the headquarters. Therefore, this Master Plan suggests the foundation of site and building sharing for the public safety headquarters remains sound.

Similar to all major cities, the District is obligated to look beyond the concept of a co-located campus of headquarters buildings and address other critical economic and community issues. The focus of this plan was not finding answers for all the issues impacting a decision to co-locate the public safety agencies, but to identify the space requirements and possible efficiencies that arise from a co-location. Other issues will require more in depth study, and several are noted in the following paragraphs for continued discussion.

1. Improving the Status Quo versus Consolidating Functions

No aspect of this plan suggests that some or all of the District's public safety agencies should or could be organizationally consolidated. This effort was focused exclusively on the feasibility of functional sharing of a common site and perhaps some spaces that are common to all public service agencies.

The first issue begs the question: why not simply improve the existing space of the candidate agencies? Three responses are immediately apparent: 1) the condition of the infrastructure at the Daly Building (MPD) will require substantial upgrades, cost, and disruption of operations over the next five years to remain viable; 2) the current amount of space allocated to the three major candidate agencies exceeds their needs; and 3) the buildings that house MPD, FEMS, and DOC could be sold to maximize economic value to the District.

The question as to whether the current spaces could be retrofitted for re-use was rendered moot when a policy decision was made to explore the disposal of the Daly Building and the Reeves Center. The Daly Building could undergo a massive re-modeling and actually meet the needs for a consolidated public safety headquarters. Renovation however, may be cost prohibitive, and would require the temporary relocation of existing functions. The loss of revenue from the sale of the building also diminishes the merits of this option.

2. Splitting Detention from the Consolidation of Other Agencies

The measurable benefits of headquarters consolidation accrue primarily to MPD and FEMS. Neither the efficiency of the DOC headquarters function nor the detention component will be measurably improved by being co-located with MPD and FEMS. This is not to say that some aspects of strategic planning and inter-agency communications would not be improved if a site or building was shared, but the functions associated with incarcerating inmates are not directly related to the headquarters activities of MPD or FEMS.



The key policy issue in this decision is keeping the functions associated with the CDF and the CTF co-located and consolidated if possible. At the present time, a substantial amount of space is duplicated even with the structures adjacent to each other. If one of these functions is a candidate for co-location, then the other should also be included. A significant operational cost savings could result from consolidating these two operations.

An efficient operation of the detention component will not depend on being a part of the proposed Justice Center. The increased efficiency will be derived from the consolidation of the CDF/CTF operations. Therefore, locating the detention component, to include the headquarters functions of the DOC, separate from the other candidate agencies for co-location does not diminish the benefits of a shared site/structure for MPD and FEMS. DOC and all public safety agencies, including HSEMA, will benefit from a shared training function.

3. Separating the Headquarters and Training Functions

While this plan initially began with a desire to co-locate as many common functions of the primary public safety agencies as possible, the analysis quickly determined that the space requirements for office based needs of the agencies were vastly different from the space associated with classroom and field training. Simply stated, the outdoor training needs are far too large and inappropriate for an urban site. The existing Blue Plains site, housing MPD and FEMS training, is ideal for continued expansion, to include residential quarters for cadets if desired. These needs have little to do with the kinds of spaces associated with the headquarters functions and should be considered separately when making a decision regarding the most efficient headquarters site.

4. Economic Benefit of Co-location

This plan has not included a cost comparison between the construction of a new co-located public safety facility versus improving existing headquarters of the candidate agencies. The consolidation of some or all of the public safety functions at a single site will bring both short and long-term benefits to the community. The short-term benefits will be the creation of more than 500 jobs during construction of approximately 500,000 square feet of a headquarters building(s) and parking structures. Once completed, such a facility would accommodate more than 800 permanent headquarters employees as well as 7,500 to 10,000 visitors each year.

The second order benefits of generating additional development in the area surrounding a co-located public safety facility will depend upon the site, but, as an example in a consolidated and expanded training component at the Blue Plains site is under-developed at this time, the expectation that additional employment and development opportunities would accrue to this area of the District is a reasonable assumption.

5. New Value of the Daly and Reeves Center Sites

As previously mentioned, both the Daly Building and the Reeves Center have been considered for sale for private development. Revenue will be generated from the sale that could be used to defray the costs to develop a co-located public safety campus. While the sale of these buildings is not a certainty, there is some likelihood that a transaction of this nature could occur and will affect the necessity and feasibility of the creation of a co-located public safety campus, regardless of the selected location.

6. Potential for Public-Private Partnerships

The discussion of funding options is beyond the scope of this endeavor. However, at this stage of strategic planning, no option should be eliminated from consideration. The District is well recognized as having a number of qualified, civic-minded development companies that could bring considerable expertise to the process of maximizing the potential of a co-location of public safety facilities. This potential public-private partnership could range from simply serving in a consultative role to actually developing all buildings and structures through a form of lease-purchase. Many variations of these two extremes are possible and should be explored as a part of subsequent phases of investigation.

7. Community Involvement

The level and extent of community involvement in the creation of a consolidated public safety campus has not been addressed in this study. However, community involvement will be an important element in the development of a plan related to this development. Community involvement could include and be organized through the local Advisory Neighborhood Commissions (ANC) proximate to the site as well as through citizens associations as well

as the formation of a community task force that would be involved as the community voice in the further planning of a potential public safety campus at any location.

Any bold new concept for the delivery of government services will involve a multitude of community, financial, and political issues. A center for public safety services involves many variables, but from the perspective of more efficient use of human and capital assets, should not generate enormous amounts of public resistance. The inclusion of the detention component could be expected to be more controversial, but this is a universal issue that must be carefully quantified on a benefit-cost, and not emotional, basis.

Perhaps the single most pressing issue is time. If the District is going to meet pre-defined schedules for the sale of the two properties currently housing the major candidate agencies for co-location, decisions regarding scope and site must be made within the next fiscal year, if not sooner. In excess of 500,000 square feet of space will be required in relocating personnel and operations if the Daly Building and the Reeves Center are sold.

A SEARCH FOR PRECEDENTS

While the concept is almost indisputably beneficial, examples of the consolidation of public safety functions at one site are rare. However, in a number of instances, the co-location of law enforcement, courts, and detention at a single site are available for assessment. These examples, unlike the Justice Center concept, are mostly buildings with different missions co-located at a single site.

LESSONS FOR PUBLIC SAFETY SITE CO-LOCATIONS

An example of a campus that included some of the proposed Justice Center functions that is in fairly close geographical proximity to the District is the Henrico County, Virginia Government Center Complex, south of the City of Richmond. This bucolic campus setting combines law enforcement, courts, corrections, structured parking, and a number of other administrative functions of Henrico County government at a single campus of more than 150 acres. The community has extensively developed around this site which has existed for several decades.

Another example is the Brevard County Government Complex in Vieira, Florida, which was created on a “green-field” site as a new center for government and justice services. The Brevard County government made a strategic decision that rather than continue to bifurcate services, all government headquarters functions, with the exception of detention, would be consolidated at one new site.

In both of these examples, a “green field” site was chosen for the consolidation. Neither of these examples are truly metropolitan jurisdictions and while lessons can be learned from the residual development that occurred, the scale is vastly different from the District.

A search was conducted of similar sized jurisdictions to ascertain where, if any, public safety agencies were co-located on a consolidated public safety campus. Table 7-1 demonstrates metropolitan cities of similar size to Washington, DC and examines where their public safety agencies are located in relation to each other.

Table 7-1

An Examination of Public Safety Locations in Comparable Jurisdictions

City	Pop. (2011)	Pop. (1999)	Pop. Change (99-11)	Consolidated Public Safety Campus	Training Combined	Police HQ	Fire HQ	EMS HQ	Comments
San Francisco, CA	812,826	760,000	52,826	No	No				
Denver, CO	619,968	500,000	119,968	No	No				
Jacksonville, FL	827,908	754,048	73,860	No	No				
New Orleans, LA	360,740	500,000	(139,260)	No	No				
Boston, MA	625,087	560,000	65,087	No	No				
Baltimore, MD	619,493	700,000	(80,507)	No	No				Located approximately 2 blocks apart
Charlotte, NC	751,087	522,000	229,087	No	Yes				Shared Police and Fire Training Academy - 1770 Shopton Rd.
Cleveland, OH	393,806	510,000	(116,194)	No	No				PD is collocated with County Sheriff's Office
Columbus, OH	797,434	684,928	112,506	No	No				
Portland, OR	593,820	509,856	83,964	No	No				
Memphis, TN	652,050	610,400	41,650	No	No				PD located adjacent to County Jail
Austin, TX	820,611	587,594	233,017	No	No				PD adjacent to municipal courts
Seattle, WA	620,778	539,700	81,078	No	No				PD adjacent to municipal courts
Milwaukee, WI	597,867	617,044	(19,177)	No		749 W. State St.	711 West Wells St.	200 E. Wells St.	
Nashville, TN	602,537	545,524	57,013	No	No				PD collocated with Davidson County, S.O. and courts
Atlanta, GA	483,801	401,726	82,075	Yes	No				PD with FD/EMS and Detention Center
Oklahoma City, OK	532,006	475,322	56,684	No	Yes				
El Paso, TX	587,403	612,770	(25,367)	No	No				
Tallahassee, FL	182,965	135,938	47,027	City of Tallahassee and Leon County multi-purpose facility. Houses Regional Transportation Center, Emergency Operations, joint Dispatch, EMS, Emergency Operations Center. Future Site of City Fire Station.					
Providence, RI	178,053	149,887	28,166	Department of Public Safety includes Communications, EMS, Fire and Police.					
Hartford, CT	124,867	128,367	(3,500)	Home of Hartford's police, fire, emergency communications divisions.					

Sources: US Census Bureau

The only jurisdiction of similar size in which public safety agencies are co-located was Atlanta, Georgia. The Atlanta Police Department is co-located with their Fire Department, Emergency Medical Services and Detention Center. Two jurisdictions, Oklahoma City, Oklahoma and Charlotte, North Carolina, share public safety training facilities with Fire and Police. Three smaller jurisdictions had their public safety agencies co-located; Tallahassee, Florida, Providence, Rhode Island and Hartford, Connecticut.

All public safety agencies are concerned with the public's safety and all serve the community on a daily basis. Public interaction is required during emergencies as well as non-emergencies. All public safety employees must undergo background clearances, require classroom and physical fitness training, and require similar support services for fleet management and human resources, to name a few.

Police District sub-stations and FEMS stations will always continue to be geographically and strategically placed within the community in order to respond as quickly as possible to emergencies. However, central functions of each agency could benefit from adjacency. At the present time headquarters and support functions of each public safety agency are each independently located and do not benefit from co-location.

Having a central co-location for the central functions of each agency could benefit the public from a “one stop, one shop” location perspective. Potential employees could have background checks and clearances conducted at one location. Human Services functions might also benefit from co-locating public safety HQ functions.

Similar central services could be co-located for efficiencies such as emergency fleet management, public safety human services, training classrooms, and physical fitness training areas. Public safety employees would also benefit from the “one stop” process and there are also potential operations and financial implications when considering consolidating some core services.

The District has already benefitted from consolidating one public safety operation in the Unified Communication Center (UCC). The UCC has been in operation for several years and has benefitted from consolidation of emergency communication. At the time of the initial study to consolidate emergency communication operations, the opportunity was unique for the District. Very few examples of a unified communication operation could be found. The benefits arrived from this consolidated operation have been plentiful and measurable.

The basic lesson learned from the search for precedents is that very few comparable projects are available to study. However, elements of co-locating public safety agencies are to be found in many jurisdictions. The overriding criterion for success appears to be the availability of land that can grow to include a variety of public safety organizations as the need for expansion arises. In other words, the needs of one organization tend to launch the initiative and as the needs of other public safety organizations increase, the co-location effort becomes more feasible.

IMPLICATIONS FOR MORE EFFICIENT PUBLIC SAFETY

This plan for a Justice Center Campus calls recommends the consolidation of headquarters functions of the Metropolitan Police Department, Fire and Emergency Medical Services, and the Department of Corrections. Presently, each public safety agency and their many sub-components operate independently. However, due to the nature of their work, each has similar functional requirements. Entry requirements for new employees require similar background investigations. While each public safety agency has their own uniqueness, many areas exist where consolidation and co-location can have economic and operational efficiencies. Examples of possible efficiencies were previously mentioned in Human Resources, background investigations, internal affairs, training spaces, community relations, and public media staff.

Each agency will continue to require unique operations but headquarters co-location offer a variety of potential operational efficiencies, as well as spatial efficiencies. Public spaces such as lobby, public information, media relations, and classrooms are a few areas where the staff and public could benefit from a central public safety location. The opportunity exists to eliminate duplication of meeting rooms, law libraries, public security and screening, computer equipment rooms, staff cafeterias, mechanical and equipment spaces. Operational efficiencies could be examined in order to create programmatic synergies and shared services.

This plan also urges the continued expansion and integration of a Public Safety Training Complex to jump-start an internship program developed in conjunction with the University of the District of Columbia. The concept will be a visible and functioning opportunity for education, development, coordination, and enhancement of Public Safety services.

Each agency also has a public safety training academy. While training content is different for each agency, they all require classroom and physical fitness training components. Police and corrections also require weapons training and ongoing continuing qualification requirements. Spatial efficiencies could also be realized in shared training facilities and classrooms, records retention, and physical fitness areas.



LESSONS FROM MANAGING OBSTACLES

The District of Columbia has rarely shied away from obstacles that improve the lives of its citizenry and has strived to provide enhanced services. Several difficult public safety issues have been addressed over the years. All issues have been studied and analyzed prior to becoming a full-fledged project. Every public safety project carries various obstacles. The District has overcome numerous obstacles in making these public safety projects come to fruition and these have resulted in world class public safety initiatives. Three such examples are; The Correctional Treatment Facility, The Unified Communication Center, The Evidence Warehouse and the Consolidated Forensic Laboratory.

The Correctional Treatment Center (CTF) was built in the early 1990s as DC was one of the early jurisdictions that addressed the causal effects of incarceration. After much study and consideration, a specific purpose built facility was designed to accommodate a variety of treatment initiatives for inmates as the most efficient way to address inmate needs to positively impact recidivism. In the long run the facility could provide a cost effective solution to overcrowding and continued incarceration. The CTF was the first in the nation that was purposely built to address specific inmate treatment needs to impact on future incarceration.

In studying, designing, and opening the Unified Communication Center, the District emphasized the desire to achieve a “world class” communications center that not only improves the responsiveness of emergency services, but expands the access that an inquiring public has to non-emergency services. The previous delivery of emergency and non-emergency services was more “agency” than system oriented. Unifying the operations at a single location has offered an opportunity to achieve a higher level of efficiency and minimize duplication of space, staff, and equipment. Through the co-location of call receipt and dispatch functions, the UCC is able to accomplish several key functions:

- Quickly and efficiently respond to emergency calls;
- Provide a single point through which service requests flow;
- Receive and track non-emergency service requests and dispatch city services;
- Establish meaningful service delivery accountability for agencies of government;
- Integrate service delivery of city agencies through interconnected information and communication technology;
- Provide information and “help desk” assistance; and
- Eliminate duplication of support functions at different centers through consolidations of such functions in one location.

The UCC also serves as an operational control center for the coordination of integrated government responses to emergency situations. The co-location of this emergency management component (EMA) with emergency and public service communications elements enhances the operational efficiencies of all agencies in the facility and results in lower life-cycle costs than would separate call centers at scattered locations in the District.

The Consolidated Laboratory Facility co-locates the Department of Forensic Services and the Office of the Chief Medical Examiner, which comprises functions and services that are crucial to the modern investigation of crimes and deaths, as well as to the assessment of threats to public health and safety. These functions vary from the ability to identify blood stains at a crime scene as originating from a particular assailant, to detecting a new disease outbreak while it is still emerging, to protecting children from life-long brain damage from lead exposure. In order to conduct such testing and individualize the approach needed for any particular scenario, a coordinated collection of multiple laboratory sections co-exists under one roof, with unique scientific direction.

A number of significant benefits that are both tangible and intangible accrue to the citizens of the District from the implementation of the Consolidated Forensic Laboratory Facility. These are summarized as follows:

- Improves public safety and autopsy service delivery to DC residents.
- Eliminates reliance upon outside agencies or vendors to perform work (e.g. furnish results/reports), resulting in the District being able to prioritize cases, reduce response time and improve predictability.

-
- Establishes new long-term (e.g. 30 years) life cycle cost for building and associated infrastructure by taking advantage of operational and building life cycle efficiencies.

These examples are intended to support the fact that over the last two decades, the District has invested hundreds of millions of dollars in the development of facilities that improve the efficiency and effectiveness of public safety agencies through co-location and consolidation of functions. Applying this same motivation to the co-location of the headquarters and training functions of the MPD, FEMS, and DOC should also yield measurable benefits.





VIII. CONCLUSION

The development of a co-located campus for public safety headquarters functions offers many attractive operational possibilities, as well as creating new economic development potential in the areas surrounding a new headquarters. The same potential exists with the consolidation and expansion of public agency training needs, potentially at the existing Blue Plains site. During the course of this study, an examination of a similar project was initiated. Although many examples of a police headquarters facility exist and some examples of portions of this type project also exist, no project could be cited as an example that contained all the elements of this project located within the US. This project has the potential to be a prototype model for others to emulate.

One of the measures of feasibility has been a preliminary comparison of the cost to renovate and remain in current locations, as opposed to the consolidation of the administrative and potentially the indoor training activities of the agencies' components at one location. The MPD building on Indiana Avenue is in need of extensive renovation and upgrade. Due to its location, the value of the building could have significant off-setting cost implications for the public safety campus.

Economic development benefits for the surrounding neighborhoods are a key motivation in the development of a new public safety campus. With the location of this major new public facility in a distressed neighborhood, the District's investment could act as a catalyst for revitalization of a part of the city, which has been bypassed by private investment in recent years. The key economic benefits of locating the Justice Center Campus in a distressed neighborhood include:

- New retail sales for private restaurants and retailers and spurring new commercial investment in the surrounding area;
- Assurance for businesses, property owners and real estate developers as to the City's long-term commitment to area revitalization;
- Enhancing security, particularly through strong presence of law enforcement personnel;
- Improving accessibility to municipal jobs for neighborhood residents;
- Removing blighted buildings
- Providing community amenities
- Spurring residential reinvestment; and/or
- Providing additional public parking.

The decision regarding the creation of a consolidated public safety headquarters, that would meet the needs of the three primary public safety agencies should also be guided by a comprehensive system-wide strategy for delivering modern public safety services. Historically, communities felt safe by having visible law enforcement and response times which were as short as possible. Today the public's perception, along with its role and responsibility, is evolving. The community is not simply a recipient of public safety services, but instead is at the forefront of enhancing public safety services. Where previously community policing meant the physical presence of uniformed officers, now communities enact neighborhood watch programs, have automatic alarms, and use remote surveillance and monitoring. Where previously fire-fighters response times were paramount during building fires, now new mandates in building codes and fire-suppressing technology, can prevent fires altogether, signal early detection and alarm, and contain and suppress fires until engine companies arrive. Medical diagnosis is also being enhanced through modern technologies. Where in the past, the public assumed an ambulance was needed for most 911 calls, the public is now being asked to vet and transmit their medical needs with remote triage before an ambulance is dispatched, if at all. This is a result, guided by cost containment needs, of the expanded capabilities of our wired and continuously connected world.

All of these emerging changes in the means and methods of delivering public safety argue for a comprehensive strategy on the future of public safety and security delivery, prior to investing in "bricks and mortar" for a justice center campus, stand-alone headquarters, and centralized or satellite operations. While the need for a human response, be it a law enforcement officer, a medical technician, or a fire-fighter, can never be supplanted by technology it can certainly be supplemented by it.



OFFERS OPERATIONAL AND ECONOMIC ADVANTAGES

The co-location of public safety agencies in one campus offers greater efficiency in sharing one location. Sharing common spaces and enhanced interaction will bring about a better operational understanding. Having a purpose built complex rather than a renovated environment will provide a sense of pride and purpose to the public safety community.

The public's demand for more responsive, less duplicative and increasingly greater value for money will dictate greater resource sharing and the elimination of traditional role boundaries.

Systematic advances and expansion in the application of electronic technology will alter the manner in which public safety services are delivered, in tracking events, processing information, interacting with other government units and the public, archiving data and increasing the effectiveness of protecting the public.

The Justice Center Campus' symbolic value as a clear indication of the City's long-term commitment to economic development and public safety in a selected neighborhood is important to businesspeople, investors, and developers considering investments in the neighborhood. Real estate and business development responds to market demand in an environment of risks and rewards. When retailers consider a location for a store, they are most concerned about market support, parking, an amenable environment and security for their customers and employees - both now and in the future. They need to feel confident that their businesses will still be viable and their investments will still have value 10 years from now. Public commitment to the area is an important consideration.

Commitment of a massive public investment such as the Justice Center Campus indicates a substantial long-term commitment that District employees will be located there, that the City will be focused on issues of the neighborhood and that public safety resources will continue to be available there. The Police Chief's presence in and travel through the neighborhood every day will be strong evidence of that commitment and an important symbol for investors considering the neighborhood.

INCREASES PROVISION OF PUBLIC SAFETY

The current headquarters location for the MPD, FEMS, and DOC are in buildings that were not intended for their specific needs. As a result, each agency has modified their operations to their current environment.

The MPD headquarters located at Indiana Avenue has locational advantages, however, the building has undergone numerous renovations in order to accommodate the needs of the functions contained in the headquarter operations. There have been numerous security concerns, technology modifications, public access issues and overcrowding in some of the office areas. Having a purpose built building providing for all the needs of a contemporary Police headquarters would allow for growth, modernization in technology and enhanced capabilities.

The current location of FEMS and DOC headquarters is in the Reeves Center. This location is an improvement from the Grimke School where they were both housed for number of years. Although much improved space, the Reeves Center was not constructed to house either of these two departments. Easy access in and out the building is problematic in the case of response by high level officials.

The Reeves Building is also a substantial distance (and time) from the CDF and the CTF, which is problematic for headquarters personnel who are required to regularly visit these two correctional facilities. Conversely, employees from these facilities have difficulty accessing the Reeves Center especially with very little available parking. Ideally the DOC headquarters would be located adjacent to the correctional facilities for which they are responsible.

Having purpose built facilities that accommodate the specialty needs of each agency is a major benefit to everyday operations and enhances the public safety mission of each agency while creating a standard of excellence. Additionally, co-location and sharing common spaces creates an atmosphere of public safety excellence where public safety employees interact with peers from other agencies.

Creating a Justice Center campus that houses multiple public safety agencies makes a statement that the District of Columbia is committed to being a leader in public safety and sets a high standard for other jurisdictions to follow.

This Plan has focused mostly on the space needs for co-locating the headquarters of the primary public safety agencies and, secondly, at the implications for creating a new training academy, supporting field training and potentially cadet housing at a separate consolidated location. The two largest structures serving public safety needs are represented in the CDF and the CTF. These functions are not candidates for inclusion in a co-located headquarters building. However, the consideration for consolidation of the functions of the CDF and CTF should be given a high priority. Even though the daily population in both facilities is down from the past peaks, both buildings, and especially the CDF, are in serious need for capital investment.

Of the sites considered for the headquarters co-location, only the Blue Plains and Hill East/Reservation 13 sites are candidates for including a consolidated (CDF/CTF) detention structure. The Blue Plains site has the required acreage and Hill East is the current location for the two detention facilities. While a few of the other candidate sites may have had adequate acreage for a mid-to high-rise facility, the anticipated neighborhood objection would likely slow or eliminate the development possibility.

Therefore, the two sites thought to have the greatest potential for a new consolidated detention complex are the Blue Plains or Hill East sites. The broader issue for additional analysis is the feasibility of consolidating the functions represented by the CDF and CTF. From the summary analysis completed as part of this Plan, there appears to be no compelling reason not to consider a new facility that would combine the two existing functions. As noted earlier, the total square footage for a combined 3,072-bed facility would exceed one million square feet.

MINIMAL INTERRUPTION TO DAILY OPERATIONS

An important consideration of developing a Justice Center Campus will be to assure that virtually no interruption to daily operations would result to any of the three major agencies involved. Headquarters operations for MPD, FEMS, and DOC would continue to operate in their existing facilities until construction is finished on a new headquarters site, resulting in minimal interruption to existing operation during construction.

Site development for the new training academy/community college (UDC partnership) with new cadet housing could commence immediately at Blue Plains. After completion of a new consolidated academy, the classrooms in the existing academies could relocate to the new Community College facilities on a temporary basis and their vacated site would be developed for headquarters and new training academy. After the training site is developed, the training component would then relocate back to its new location.

Public safety consumes the largest percentage of the District's annual operating budget. Along with this expenditure is an expectation that the services will be responsive, efficient, and effective in making the District safe for its 658,893 residents; the more than 2 Million workers who commute into the District each work day; and the millions of national and international visitors that flock to the city each year.

This study has demonstrated that the co-location of many headquarters and training functions at one site can improve the efficiency of daily operations for MPD, FEMS, and DOC. Replacing the CDF could save millions in annual maintenance and operating costs and combining the CDF with the CTF will yield even further economies of scale.

The next steps should take this analysis further by defining the more detailed space requirements, finalizing the selection of a headquarters site, determining the capacity of the Blue Plains site for expanded training-related use, documenting community impact, refining total costs, and optimizing methods of funding this landmark effort of consolidating headquarters functions, detention needs, and training functions at potentially three separate sites.



RECOMMENDED ACTION PLAN

Many steps are essential to move from the basic statement of feasibility contained within this study to the implementation of an innovative approach to improving public safety through the co-location of agency headquarters and training facilities. The following activities are suggested as the most important next steps:

1. **Decide on Preferred Site.** While several sites were considered, the Blue Plains site offers the fewest obstacles to development. However, a thorough environmental assessment must be undertaken to confirm the site's capacity and any constraints to the proposed development.
2. **Clarify the Advantages of the Justice Center Concept.** In general, the idea of co-locating the public safety agencies at Blue Plains has few apparent economic, community, or functional disadvantages. Further study of the organizational impact upon each candidate agency and the implications for leaving current locations should be undertaken, especially from a perspective of communications technology.
3. **Expand the Economic Analysis of Preferred Site.** While initial thoughts on potential economic benefits may accrue from the creation of the Justice Center campus, significant economic analysis should be undertaken to understand the financial costs and benefits to the multiple stake-holders in the development of the Justice Center.
4. **Prepare More Detailed Space Plan.** This masterplan was based on assigning block space allocations to various categories of personnel using current allocations per staff and experiences drawn from other planning studies. The next step would be the development of a space program for the all components of the Justice Center. With this information, more detailed cost estimates can be prepared.
5. **Develop More Detailed Cost Estimates.** While initial ranges for potential development and construction costs have been included in this study, significant investigation into developing detailed costs estimates should be undertaken to understand the financial commitment necessary from the City and to better understand how public-private partnership might defray some direct costs to the District.
6. **Develop Criteria for Scheduling Project Activities.** Conceptual planning and construction milestones have been included in the narrative descriptions of the development of the Justice Center options, but significant additional study should be undertaken to develop criteria for the elements that will impact the scheduling of activities related to the effort. These may include policy considerations, entitlements, community engagement, planning/design, and construction schedules will be impacted by the method through which the District brings the project to fruition.
7. **Develop Community Public Relations Plan.** The District will need to develop a viable public relations plan to inform the public of the benefits of a Justice Center Complex. Different plans will be required for the target populations to be impacted. Target audiences include; the surrounding community, District employees in the public safety agencies and the media among others.
8. **Develop a Comprehensive System Wide Plan.** The value proposition is that comprehensive planning of the delivery of public safety services that fully embraces preventive, rather than exclusively responsive measures, will yield safer communities and result in lower costs to provide and maintain these services. A decision regarding the feasibility of a consolidated justice center for public safety headquarters should also be guided by how these services will be best delivered system-wide in the future.



Sorg Architects

918 U Street NW

Washington, DC 20001

HEADQUARTERS NEEDS

Using the same methodology as with MPD and FEMS, the space requirements identified in Table 4-8 will be the same for either option.

Table 4-8
Estimated Block Space Requirements for DOC Headquarters

Dept., Div., Section	Existing Staff/Units	Recom. DGSF/Staff	Projected 2025 Staff	Projected DGSF	Projected BGSF
Office of the Director					
Director/Support Staff	2	400	2	992	1,240
<i>Fiscal Officer</i>	2	225	2	558	698
General Counsel	4	300	5	1,488	1,860
Government and Public Affairs	2	225	2	558	698
FOIA/Privacy Officer	1	225	1	279	349
Investigative Services	8	225	10	2,232	2,790
Subtotal Director's Office	19		24	6,107	7,634
Operations Division					
Operations Division Admin	3	300	4	1,116	1,395
Community Corrections	6	225	7	1,674	2,093
Correctional Program Specialist	1	225	1	279	349
Policy and Procedure	1	225	1	279	349
Subtotal Operations	11		14	3,348	4,185
Management and Support Division					
Management Division Admin	3	300	4	1,116	1,395
Human Resources Management	9	225	11	2,511	3,139
Strategic Planning & Analysis	4	225	5	1,116	1,395
Acquisitions Management	7	225	9	1,953	2,441
Federal Billing Unit	6	225	7	1,674	2,093
Engineering Services	4	250	5	1,240	1,550
Risk Management	1	225	1	279	349
Subtotal Management	34		42	9,889	12,361
Totals for DOC Headquarters Functions	64		79	19,344	24,180

Source: CGL through interviews w/staff; October 2013

The headquarters needs for DOC by 2025 will be approximately 24,200 square feet. As noted, this area could be co-located with the MPD/FEMS headquarters needs or included with the detention component. A total of approximately 46,700 square feet will be required in 2025 to meet the headquarters and training building requirements for DOC.

DETENTION NEEDS

By a factor of five, the largest amount of building space at a co-located public safety facility will be the relocation of the CDF and CTF facilities to the same site as other agency headquarters. Typically, a detention facility has two distinct components: 1) the support areas and 2) inmate housing.

Properly sized, the support component can accommodate a phased development of inmate housing that is driven by changes in incarceration policies that inevitably occur over time. While inmate housing typically is represented by a prototype design that is repeated many times, the “support core” is typically a “one-off” design and best constructed



entirely at one time. Depending upon the site area, housing units may be added based more on a phased rather than ultimate need.

The recommended approach at this stage of pre-programming is to identify total space needs based on the 2025 projected inmate population and to construct all of the support core initially regardless of a site development approach (low, mid, or high-rise). In Table 4-9, the spatial elements that typically comprise the support core are shown with a space allocation per inmate based on a composite of constructed experience. Based on the methodology previously described, the estimate of space is based on a 3,100 inmate population in 2025.

Table 4-9
Estimated Block Space Requirements for Detention Support Core Functions

Space Design	Component	BGSF/ Inmate	Total Square Feet
Number of New Beds 3,072			
1.000	FACILITY ADMINISTRATION & COURTROOM	11.5	35,328
1.100	Public Lobby, Visitor Processing	3.0	9,216
1.200	Courts Area (Arraignment courtroom)	3.5	10,752
1.300	Facility Administration	5.0	15,360
2.000	SECURITY SERVICES	9.5	47,616
2.100	Police Booking and Initial Holding	3.0	9,216
2.200	Intake and Release Processing	3.5	10,752
2.300	Security Administration	5.0	15,360
3.000	PROGRAM SERVICES	27.0	82,944
3.100	Counseling and Multi-Purpose Rooms	2.5	7,680
3.200	Academic Education	5.0	15,360
3.300	Vocational Training	4.5	13,824
3.400	Industries	13.0	39,936
3.500	Religious Services	2.0	6,144
4.000	INMATE SERVICES	6.0	18,432
4.100	Inmate Visitation	4.5	13,824
4.200	Laundry	1.5	4,608
5.000	MEDICAL SERVICES	9.0	32,256
5.100	Clinical Area	5.0	15,360
5.200	Infirmary	5.5	16,896
6.000	FOOD SERVICES	16.5	50,688
6.100	Food Preparation Area	10.0	30,720
6.200	Staff Dining Area	3.5	10,752
6.300	Receiving and Processing Area	3.0	9,216
7.000	FACILITY MAINTENANCE, MECHANICAL, & WAREHOUSE	12.5	38,400
7.100	Maintenance Shops	2.5	7,680
7.200	Mechanical Room	7.5	23,040
7.300	Institutional Storage	2.5	7,680
TOTAL SUPPORT CORE		92.0	305,664

Source: CGL; May 26, 2014

The projected support core requirements is approximately 306,000 square feet which should allow the DOC to meet the 2025 needs as well as incrementally grow by another 15-20% without adding space to the core.

For planning purposes, the projected inmate population was disaggregated into custody levels which in the next stage should be confirmed by a more in depth analysis of the classification system and the proposed management approach. For the purpose of this analysis, housing types were disaggregated into single cells, double cells, and dormitories. The number of single occupancy and double occupancy beds is approximately the same at 42% each with beds in dormitory units at 16%.

Table 4-10 provides an estimate of the space requirements for housing by 2025.

Table 4-10
Estimated Block Space Requirements for Detention Housing

Space Design	Component			BGSF/ Inmate	Total Square Feet
Number of New Beds 3,072					
8.000	INMATE HOUSING		%	235.0	712,960
8.100	Special Management-Segregation	96	3.1%	250.0	24,000
8.200	Special Management-Mental Health	192	6.3%	250.0	48,000
8.300	Special Management-Medically Needful	128	4.2%	250.0	32,000
8.400	Double Occupied Cells (640 cells)	1,408	45.8%	230.0	323,840
8.500	Single Cells	768	25.0%	240.0	184,320
8.600	Step-down/Re-entry Beds	480	15.6%	210.0	100,800
TOTAL ESTIMATED BGSF		3,072	100%	327.0	1,018,624

Source: CGL; May 26, 2014

Housing for 3,072 inmates is projected to require approximately 1,019,000 square feet which is approximately 120,000 square feet larger than the combined CDF and CTF. This size detention facility is projected to meet the current functions reflected in the CDF and the CTF.

If the headquarters needs of DOC are combined with the detention facility, the combined space requirements would be 24,200 plus 1,018,624 square feet, or approximately 1.04 million square feet.

SUMMARY OF SPACE NEEDS

The combined building space requirements of the candidate agencies for headquarters, training, cadet housing, and detention is approximately 1.7 Million square feet, of which the consolidated detention facility represents 61%. For general planning purposes, an estimate of the number of parking spaces has been shown in Table 4-11 which follows. As noted earlier, depending on the final site location, this number could increase or decrease. Also, depending on the site location, most or all of the parking requirements could be in structured or surface parking.

Table 4-11 also provides the estimated space requirements by those three public safety agencies that are the best candidates for co-location at a new complex.