

June 04, 2024

Jail and Community Safety Infrastructure Governance Committee ***Commissioner's Court June Update***

Introduction

Governance Committee Charge

The Governance Committee shall make recommendations to Commissioners Court on investments in jail and community-based facilities needed to effectively protect the health and safety of people living and working in Harris County jail facilities while advancing public safety across Harris County. All recommendations coming from the Governance Committee will align with and/or advance the following goals, regardless of which entity(ies) may have direct responsibility for attainment of the goals:

1. Maximize public safety and prioritize solutions that keep individuals and communities safe from harm;
2. Detain individuals only when and for as long as necessary to protect public safety interests;
3. Ensure the health and safety of all those working at the facility and in custody including the adequate provision of care and a rehabilitative environment; and
4. Use Harris County resources efficiently to advance Harris County's justice and safety vision.

The Governance Advisory Committee will work closely with the CJCC to ensure that improvements to the criminal justice system as a whole will also be addressed. The primary focus of the Governance Advisory Committee is to make recommendations that improve jail facilities for the safety and security of people incarcerated in and staff working in the jail facilities. It is also critically important that the County and partner agencies and organizations improve the law enforcement and prosecutorial systems through which people enter the jail and the judicial and defense systems that govern how long those people remain in jail pre-adjudication.

Deliverables and Timelines

The Governance Advisory Committee will deliver the following:

- a project plan including scope and immediate needs in priority order by June 4, 2024
- phase one of a jail population profile by June 25, 2024
- a prioritized list of mid-term and long-term needs and proposed recommendations by the end of calendar year 2024

Composition

The Governance Advisory Committee is comprised of the following members:

Sheriff's Office	The Honorable Ed Gonzalez
Judge's Office	Kaylee Stephenson
Precinct 1	Brandon Dudley
Precinct 2	Matt Garry
Precinct 3	Roger Bridgwater
Precinct 4	Saumya Rana
OCA	Diana Ramirez

Immediate Priority Needs

The list of priority needs was compiled by Harris County Sheriff’s Office and Harris County Engineering Department, outlined in Table 1 below. This list represents the most immediate needs of the jail, including safety and security measures and deferred maintenance. Failure to address these items could result in continued maintenance and operational issues and/or system failures at the existing facilities.

The JGAC reviewed these items and agrees with the need to move forward as soon as reasonably possible to begin this work. While outsourcing, the jail has been able to consolidate supervised populations to completely empty the 7th floor of 701 North San Jacinto. This allows renovations to occur with crews being able to freely navigate the floor and will not require Detention Officers as escorts. Additionally, it minimizes security issues associated with tools, materials, and movement in populated housing areas.

Most of these items are deferred maintenance items that have been unaddressed for several years. Regardless of any future planned new facilities, it is imperative that these items are addressed.

These items have been submitted to Commissioners Court via an Investment Memorandum, with support from the JGAC and impacted stakeholders. Additionally, the RAC voted in support of completing the deferred maintenance and priority items listed in the table below. The vote was 9 in favor, 3 not in favor and 3 individuals not present. The dissenting votes were cast due to several issues. One member expressed that they didn’t have enough information to assess the risk of imminent failure. Two members felt that monies would be better spent on operational improvements rather than infrastructure.

Table 1 - Priority Deferred Maintenance Items

#	Facility – Project Description	Estimated Cost
1	*701 NSJ – Complete floor renovation / refurbishment / upgrade [7th Floor Only]	\$13,179,658.48
2	1200 Baker Generator / switch gear upgrades – 2 Generators [2 Ea. 1,750 kW]	\$4,245,894.00
2	1307 Baker Generator / switch gear upgrades – 1 Generator [1 Ea. - 175 kW]	\$952,692.84
2	1201 Commerce (IPC) Generator/Switchgear - 1 Generator [1 Ea. - 400 kW]	\$1,216,082.16
3	1201 Commerce (IPC) – New elevators package	\$1,258,740.00
4	1200 Baker - Harding Intercom System – Detention Officer Communication system upgrade + Duress Alarm	\$1,045,172.81
5	1307 Baker - Harding Intercom System – Detention Officer Communication system upgrade + Duress Alarm	\$197,677.34
6	1201 Commerce (IPC) - Fire Alarm Replacement and Upgrades	\$424,452.96
7	1307 Baker - Fire Alarm Replacement and Upgrades	\$1,031,360.04
8	701 NSJ Domestic Water tanks at 701 Jail	\$256,473.22
9	1200 Baker -Fire Sprinkler System at 1200 Jail	\$5,748,270.65
9	1307 Baker -Infrastructure upgrades at 1307 Jail [IT + Communications]	\$688,098.24
10	HCSO Digital Twin (asset tracking) initial planning/use case development/conceptual technology architecture	\$300,000.00
10	HCSO Digital Twin (asset tracking) pilot implementation	\$700,000.00
11	*Additional Floors at 701 NSJ - Complete floor renovation/refurbishment/upgrade	\$79,077,950.88
12	~10% escalation anticipated over next 3 years,	\$11,677,476.38
	Total funding:	\$ 122,000,000.00

*Additional detain about systems and components included in the 701 NSJ renovations/refurbishment is found in the appendix at the end of this document.

While reviewing the priority items outlined in the table above, the JGAC wanted to consider any other items that would be prudent to address while renovation work was being done on each of the floors, creating an economy of scale and again capitalizing on having free movement of the unoccupied floor(s).

Members from the JGAC met with the HCSO, Engineering and Universal Services to determine what, if any, technology needs, or other items could/should be addressed. The team determined that it is necessary to address the IDF (Intermediate Distribution Frame) and MDF (Main Distribution Frame) closets to ensure that network capabilities were sufficient to address all the technology demands in a modern facility. The addition of tablets, body worn cameras, static networked cameras, have stretched the bandwidth of the network switches. This not only impacts the ability of direct network access, but significantly limits the ability to add additional wireless access points. This type of work can and should be done in unoccupied spaces and would be best addressed when other renovations are being done on the floors. The team is evaluating the facilities to estimate the costs for this work and will be providing the budgetary estimates for technology infrastructure in July.

Immediate Next steps

1. Complete technology estimates and provide to Commissioner's Court in July 2024.
2. Contract with facilitator for the Resident Advisory Committee
3. Contract with a jail consultant

Training and Education

The JGAC will take advantage of free training provided by the National Institute of Corrections (NIC). The NIC Technical Assistance Program responds directly to the needs, problems, and individual requirements of state and local correctional agencies. NIC's technical assistance includes onsite guidance, support, consultation, or training provided by an experienced technical resource provider or NIC staff member who serves in an advisory capacity and works with agency staff.

The first TA training is expected to occur late July or early August which is the Planning of a New Institution (PONI). The Sheriff's Office and JGAC project team are working to submit the request for technical assistance, which must be accompanied by a letter from the Sheriff. The first training requires a three-day commitment from all participants and must include the Sheriff, the jail administrator, the County Administrator and at least one member of the Commissioner's Court.

The Committee may look at other types of technical assistance throughout the project.

Site Visits

The NIC has several model sites they recommend for site visits: Davidson County, Tennessee, Hampden County, Massachusetts, and Fairfax County, Virginia. These site visits would offer committee members a view of different design/supervision models. Each of these sites offer programs designed to reduce recidivism and/or support specialty populations through a behavioral health and medical facility, multidisciplinary facilities/community centers with resources for individuals in crisis to avoid interaction with the CJ system and strong diversion programs. Providing the opportunity for both the JGAC and RAC members to view facilities with modern supervision design philosophies and programs designed to reduce the population will strengthen recommendations for the Commissioners Court.

The NIC will pay for four individuals to attend the site visits in addition to the five budgeted by the JGAC. OCA recommends that some of the five individuals budgeted come from the Resident Advisory Committee.

Scheduling for the site visits is ongoing, but the visits are expected to be complete by mid-August.

Procurement for Expert Jail Consultants

Work has begun on identifying expert jail consultants to assist with the redesign and potential development of a new jail facility. During the planning and concept phases, we will be using a great deal of free technical assistance and training from leading experts, but it will be imperative that we engage jail consultants early to ensure that jail concepts are reasonable, meet the stated supervision/design models, consider technology necessary in modern jail designs and are engaging community partners in any specialty housing like medical and behavioral health. The consultant will also work with the Office of the County Engineer to ensure all baseline data OCE has developed forms the basis for recommendations going forward. OCA has identified potential consultants and is working with Purchasing on the procurement process.

Data Analysis

Phase one of the data work will be provided to the JGAC and Commissioner's Court by the end of June 2024. This portion of the analysis is intended to provide the JGAC with priority population(s) within the jail for consideration during planning. Additional analysis will continue, and the full Jail Population Profile will be completed in August 2024.

Recommendations

The JGAC will evaluate and consider options to improve the safety and security of people incarcerated, as well as staff working in the facilities. The committee will make recommendations to improve current facilities and/or for the design of new facilities. Additionally, the JGAC will consider opportunities to reduce the jail population through improved processes and/or diversion opportunities.

Community input and recommendations will be taken from the 15 member RAC and vetted by the JGAC and other stakeholders.

All recommendations will be submitted to the Commissioners Court for consideration in December 2024. Recommendations will include/identify:

- Name and brief description of the project/objective,
- Type of need addressed,
- Anticipated Timeline,
- Anticipated Fiscal impact,
- Estimated people impacted,
- Estimated impact on jail population,
- Lead agency, and
- Partner agencies, organizations, and other entities.

Beyond 2024

Design Consultant -- engage a design consultant based on recommendations for priority outcomes and goals (including rehabilitative environment), types of facilities, services we want to offer in carceral and non-carceral settings, etc.

Infrastructure Delivery Team

The Governance Committee will be advised by an Infrastructure Working Group that will provide detailed, subject matter expertise and input on any infrastructure projects proposed by the Governance Committee. The Working Group shall be comprised of appropriate staff from: Harris County Sheriff's Office, Office of the County Engineer, Universal Services, Harris Health, the Harris Center, the Office of Management and Budget,

OCA, and any other relevant departments that may provide services or otherwise work in the jail facility. The Governance Committee will also consider different delivery methods for any infrastructure recommended to ensure that project delivery risks are minimized.

The Working Group will work with any consultants, contractors, developers, or other entities hired to plan, develop, design, or construct any jail-related infrastructure to ensure all County requirements for the facility are met. Other County offices such as the Purchasing Office or the County Attorney's Office will be invited to participate as needed. Appropriate departments, offices, and community partners will be engaged to ensure physical spaces meet the programmatic needs of those offices throughout any proposed facilities. This team will provide cost estimates, timelines, and any plans for execution.

Appendix

The list below includes major system components and work included in the two rows marked in Table 1.

- **Plumbing**
 - Replace domestic water boilers,
 - Replace domestic water distribution pumps,
 - Replace corroded sanitary waste piping throughout the building,
 - Replace drinking fountains throughout secure areas,
 - Replace shower fixtures throughout building,
 - Replace water closets throughout building,
 - Replace commercial sinks,
 - Replace detention plumbing fixtures,
 - Replace the mop sink basins, where possible and install new faucets and controls,
 - Replace the restroom lavatories throughout the building,
 - Replace service sink,
 - Replace kitchen and hand sinks throughout the building,
 - Replace urinals throughout the building,
 - Replace water coolers throughout the building.
- **HVAC**
 - Replace the heating hot water pumps,
 - Replace the chilled water pumps,
 - Replace the Variable Frequency Drives (VFDs),
 - VFDs modulate the electrical power supplied to HVAC motors, controlling the speed of fans, pumps and compressors. They save energy by reducing the amount needed to complete a load or task.
 - Replace the unit heaters,
 - Install mini-split systems in the IT rooms,
 - Replace the air curtain,
 - Replace the fans throughout the building,
 - Replace the air handlers throughout the building,
 - Replace the fan coil units.
- **Fire Protection**
 - Replace the full fire alarm system including fire alarm panel, supporting hardware and software, and devices.
 - Clean and paint the riser and standpipe to prevent corrosion,
 - Replace the sprinkler heads and refinish the metal closure panels,
 - Replace the dry-pipe air compressor,
 - Repair the leak in the valve.
- **Electrical**
 - Replace the aged panelboards throughout the building,
 - Replace the motor control centers throughout the building,
 - Replace the aged transformers,
 - Replace the exterior HID light fixtures,
 - Replace the interior fluorescent lighting with LED equivalents,
 - Replace the fluorescent lighting in the loading dock with LED equivalents,
 - Replace the HID fixtures in the recreation rooms with LED equivalents.
- **Security – security related items will not be itemized.**
- **Communications**
 - Replace the Public Address (PA) system.