

SENATE BILL 844, ADULT LOCAL CRIMINAL JUSTICE FACILITIES CONSTRUCTION FINANCING PROGRAM PROPOSAL FORM

This document is not to be reformatted.

SECTION 1: PROJECT INFORMATION

A. APPLICANT INFORMATION AND PROPOSAL TYPE								
COUNTY NAME			STATEFINANCING REQU		EQUESTE)		
Plumas County				\$ 25	,000,000			
	ALL COUNTY	NUMEN	MEDIUM			(7		RGE COUNTY
	00 GENERAL CO ULATION)⊠	JUNIT	(200,000 - 700,000 (POPULAT		COUNTY	(7		+ GENERAL COUNTY PULATION)
		E OF PROPO	DSAL – INDIVIDUAL CO		ACILITY /REG	IONAL FAC		, Ш
			PLEASE CHEC	K ONE (ONLY):			
II	IDIVIDUALCOUI	NTY FACILIT	YX	REGIO	NAL FACILITY			
B: BRIEF PROJE	CT DESCRIPT	ION						
FACILITY NAME								
Plumas Cour	nty Public S	afety and	d Rehabilitation (Cente	r			
PROJECT DESCR	іртіом A nev	v 60 rated	d bed jail and 2 r	non-ra	ted medica	al treatr	nent	rooms, program and
treatment roo	oms, medic	al clinic, a	and associated s	suppo	rt services	space	need	ed to operate the jail
		Reportir	ng Center will be	collo	cated and	constru	cted a	adjacent to the jail.
STREET ADDRES	-							
50 Abernathy	/ Lane							
CITY				STATE			ZIP C	
Quincy				CA			959	/1
C. SCOPE OF W	ORK – INDICAT	E FACILITY	TYPE <u>AND</u> CHECK A	LL BOX	ES THAT APP	LY.		
FACILITY TYPE TYPE	-	NEV	W STAND-ALONE REMODELING					
			mber of BSCC-rated b				beds th	nat will be subject to
	A. MINIMUM B. MEDIUM SEC SECURITY BEDS BEDS			URITY	C. MAXIN	MUM SECU BEDS	RITY	D. SPECIAL USE BEDS
Number of beds constructed, remodeled	30)	24	24		6		2 Non-Rated Beds
				S REMO' MMISSIO	-	F.	NET B	EDS AFTER COMPLETED PROJECT
TOTAL BEDS (A+B+C+D)	62		ϵ	67				- 7

E. APPLICANT'S AGREEMENT			
By signing this application, the authorized per procedures governing this financing program; narrative, and attachments is true and correct	and, b) certifies	that the information contains	he laws, regulations, policies, and d in this proposal form, budget,
PERSON AUTHORIZED TO SIGN AGREEMENT			
NAME Greg Hagwood		TITLE Sheriff	
AUTHORIZED PERSON'S SIGNATURE		F	DATE 6314, 2017
F. DESIGNATED COUNTY CONSTRUCTION A	DMINISTRATOR		
This person shall be responsible to oversee contractor, and must be id	onstruction and a entified in the Bo	administer the state/county agard of Supervisors' resolutio	greements. (Must be county staff, n.)
COUNTY CONSTRUCTION ADMINISTRATOR			
NAME Bob Perrault		TITLE Director	
DEPARTMENT			TELEPHONE NUMBER 530-283-6268
Public Works			530-263-0206
STREET ADDRESS			
1834 East Main Street	OTATE	ZIP CODE	E-MAIL ADDRESS
CITY	STATE CA	95971	REDACTED
Quincy			
G. DESIGNATED PROJECT FINANCIAL OFFICE This person is responsible for all financial and contractor, and must be identified in the Boar	d accounting pro	ject related activities. (Must I resolution.)	pe county staff, not a consultant or
PROJECT FINANCIAL OFFICER			
NAME Roberta Allen		TITLE Auditor-Control	ler
DEPARTMENT			TELEPHONE NUMBER
Auditor-Controller			530-283-6246
STREET ADDRESS			
520 Main Street Room 205			E MAIL ADDDESS
CITY	STATE	ZIP CODE 95971	E-MAIL ADDRESS REDACTED
Quincy	CA	95971	REDITOTED
H. DESIGNATED PROJECT CONTACT PERSO	ON		
This person is responsible for project coording consultant or contractor, and must be identified.	nation and day-to ed in the Board o	-day liaison work with the BS of Supervisors' resolution.)	CC. (Must be county staff, not a
PROJECT CONTACT PERSON			
NAME Dean Canalia		TITLE Undersheriff	
DEPARTMENT			TELEPHONE NUMBER
Plumas County Sheriff Office			530-283-6390
STREET ADDRESS			
1400 East Main Street			E MAIL ADDRESS
CITY	STATE	ZIP CODE	E-MAIL ADDRESS
Quincy	CA	95971	REDACTED

SECTION 2: BUDGET SUMMARY

Budget Summary Instructions

(This must be part of the 35 page narrative) Definitions of total project costs for purposes of this program (state reimbursed, county cash contribution, and county in-kind contribution) can be found in the "Budget Considerations" page 22 of the Senate Bill (SB) 844, Construction of Adult Local Criminal Justice Facilities (ALCJF's) Request for Proposals (RFP). The county cash and in-kind contributions are collectively the county contribution. Those defined costs in the RFP shall be the guide for accurately completing this budget summary section.

In the Budget Summary Table that follows in part D of this section, indicate the amount of state financing requested and the amount of cash and/or in-kind contributions allotted to each budget line-item, in total defining the total project costs. It is necessary to fully include <u>each</u> eligible project cost for state-reimbursed, county cash, <u>and</u> county in-kind contribution amounts.

The in-kind contribution line items represent <u>only</u> county staff salaries and benefits, needs assessment costs, transition planning costs and/or current fair market value of land. An appraisal of land value will only be required after conditional award and only if land value is included as part of the county's contribution.

The total amount of state financing requested cannot exceed 90 percent of the total project costs. The county contribution must be a minimum of 10 percent of the total project costs (unless the applicant is a small county petitioning for a reduction in the county contribution amount). County contributions can be any combination of cash or in-kind project costs. Small counties requesting a reduction in county contribution must state so in part A of this section. The County contribution must include all costs directly related to the project necessary to complete the design and construction of the proposed project, except for those eligible costs for which state reimbursement is being requested.

State financing limits (maximums) for all county proposals are as follows. For proposed regional ALCJF's, the size of the lead county determines the maximum amount of funds to be requested for the entire project. In the small county category the lead county may request up to an additional 10% of the maximum amount as an incentive to build a regional facility:

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- \$70,000,000 for large counties;
- \$30,000,000 for medium counties; and,
- \$25,000,000 for small counties.

A. <u>Under 200,000 Population County Petition for Reduction in Contribution</u>

Counties with a population below 200,000 may petition the Board of State and Community Corrections (BSCC) for a reduction in its county contribution. This proposal document will serve as the petition and the BSCC Board's acceptance of the county's contribution reduction, provided the county abides by all terms and conditions of this SB 844 RFP and Proposal process and receives a conditional award. The county (below 200,000 population) may request to reduce the required match to an amount not less than the total non-state reimbursable projects cost as defined in Title 15, Division 1, Chapter 1, Subchapter 6, Construction Financing Program section 1712.3. If requesting a reduction in match contribution, check the box below to indicate the county's petition.

By checking this box the county hereby petitions for a contribution reduction request as reflected in the proposal budget.

B. Readiness to Proceed Preference

In order to attest that the county is seeking the readiness to proceed with the proposed project, the county included a Board of Supervisors' resolution doing the following:

1) identifying and authorizing an adequate amount of available matching funds to satisfy the counties' contribution, 2) approving the forms of the project documents deemed necessary, as identified by the board to the BSCC, to effectuate the financing authorized in SB 844 3) and authorizing the appropriate signatory or signatories to execute those documents at the appropriate times. The identified matching funds in the resolution shall be compatible with the state's lease revenue bond financing. Additionally see Section 6 "Board of Supervisors' Resolution" for further instructions.

☐ This proposal includes a Board of Supervisors' Resolution that is attached and includes language that assures funding is available and compatible with state's lease revenue bond financing. See below for the description of compatible funds.

County Cash Contribution Funds Are Legal and Authorized. The payment of the county cash contribution funds for the proposed adult local criminal justice facility project (i) is within the power, legal right, and authority of the County; (ii) is legal and will not conflict with or constitute on the part of the County a material violation of, a material breach of, a material default under, or result in the creation or imposition of any lien, charge, restriction, or encumbrance upon any property of the County under the provisions of any charter instrument, bylaw, indenture, mortgage, deed of trust, pledge, note, lease, loan, installment sale agreement, contract, or other material agreement or instrument to which the County is a party or by which the County or its properties or funds are otherwise subject or bound, decree, or demand of any court or governmental agency or body having jurisdiction over the County or any of its activities, properties or funds; and (iii) have been duly authorized by all necessary and appropriate action on the part of the governing body of the County.

No Prior Pledge. The county cash contribution funds and the Project are not and will not be mortgaged, pledged, or hypothecated by the County in any manner or for any purpose and have not been and will not be the subject of a grant of a security interest by the County. In addition, the county cash contribution funds and the

Project are not and will not be mortgaged, pledged, or hypothecated for the benefit of the County or its creditors in any manner or for any purpose and have not been and will not be the subject of a grant of a security interest in favor of the County or its creditors. The County shall not in any manner impair, impede or challenge the security, rights and benefits of the owners of any lease-revenue bonds sold by the State Public Works Board for the Project (the "Bonds") or the trustee for the Bonds.

<u>Authorization to Proceed with the Project</u>. The Project proposed in the County's SB 844 Financing Program proposal is authorized to proceed in its entirety when and if state financing is awarded for the Project within the SB 844 Financing Program.

C.	California Environmental Quality Act (CEQA) compliance
	Has the county completed the CEQA compliance for the project site?
	Yes. If so, include documentation evidencing the completion (preference points).
	☐ No. If no, describe the status of the CEQA certification.
D.	Agreement Not to Lease Beds if Increasing County Capacity
	If the proposed project results in a net increase in rated beds in the county, will the county certify and covenant in writing that the county will not lease housing capacity from the proposed SB 844 project to any other public or private entities for a period of 10 years beyond the completion date of the adult local criminal justice facility?
	Yes. The County agrees that if the project results in a net increase in rated beds, the County will not lease capacity in the SB 844 financed adult local criminal justice facility to any other public or private entity for a period of 10 years beyond the completion date of the adult local criminal justice facility. The County further agrees to certify and covenant in writing to this requirement in future agreements as provided by the BSCC and/or SPWB.

No. (Project not eligible for SB844 funding)

E. <u>Budget Summary Table (Report to Nearest \$1,000)</u>

LINE ITEM	STATE REIMBURSED	CASH CONTRIBUTION	IN-KIND CONTRIBUTION	TOTAL
1. Construction	\$ 22,379,000	\$ 0.00		\$ 22,379,000
2. Additional Eligible Costs*	\$ 185,000	\$ 233,000		\$ 418,000
3. Architectural	\$ 1,150,000	\$ 0.00		\$ 1,150,000
4. Project/Construction Management	\$ 1,256,000	\$ 0.00		\$ 1,256,000
5. CEQA	\$ 10,000	\$ 0.00		\$ 10,000
6. State Agency Fees**	\$ 20,000	\$ 125,000		\$ 145,000
7. Audit		\$ 0.00	\$ 20,000	\$ 20,000
8. Needs Assessment		\$ 35,000	\$ 0.00	\$ 35,000
9. Transition Planning		\$ 0.00	\$ 50,000	\$ 50,000
10. County Administration			\$ 50,000	\$ 50,000
11. Land Value			\$ 0.00	\$ 0.00
TOTAL PROJECT COSTS	\$ 25,000,000	\$ 393,000	\$ 120,000	\$ 25,513,000
PERCENT OF TOTAL	98%	1.5%	0.5%	100.00 %

^{*} Additional Eligible Costs: This line item is limited to specified fees and moveable equipment and moveable furnishings (eligible for state reimbursement or cash contribution), and public art (eligible for cash contribution only)

Provide an explanation below of how the dollar figures were determined for <u>each</u> of the budget categories above that contain dollar amounts. Every cash contribution (match) line item shall be included with a reporting of the full amount budgeted unless a line item is not an actual cash contribution project cost for the county. (In that case, indicate so below.) For each budget category explanation below, include how state financing and the county contribution dollar amounts have been determined and calculated (be specific).

- Construction (includes fixed equipment and furnishings) (state reimbursement/cash match): The County construction costs are budgeted at \$22,379,000. Construction includes all materials, escalation to mid-point of construction, and labor for building the entire project; additionally and contractor's contingency.
- 2. Additional Eligible Costs (specified allowable fees, moveable equipment and furnishings, and public art)
 - a) Define each allowable fee types and the cost of each: This line item is budgeted at \$418,000. This includes \$185,000 in state reimbursement and

^{**} For State Agency Fees: State reimbursable costs include Real Estate Due Diligence only. State Fire Marshal fees may only be claimed as cash match.

\$233,000 in cash match. Costs include Building Permits, Survey's, Geotechnical Reports, and Material Testing.

- b) Moveable equipment and moveable furnishings total amount: Furniture Fixture, and Equipment (FFE) costs are included within the construction cost. FFE total cost is \$250,000
- c) Public art total amount: \$0.00

3. Architectural(state reimbursement/cash match):

- a) Describe the county's current stage in the architectural process: Plumas County has completed a conceptual plan for the proposed facility; this document includes proposed layouts and estimated costs. Upon award, the County will select and contract for the Criteria/Bridging Architect directly. The selected Design-Build Construction Team will hire its own architect (AE), the architect of record. Information on the design-build Team architect is included here in an effort to fully report the architectural cost information requested in the BSCC RFP.
- b) Given the approval requirements of the State Public Works Board (SPWB) and associated state reimbursement parameters (see "State Lease Revenue Bond Financing" section in the RFP), define which portions/phases of the architectural services the county intends to seek state dollar reimbursement: This line item has accounted for architectural services cost and the county intends to seek reimbursement for all design costs incurred after the project is established, after the design-build construction contract is awarded. The County intends to use the state award for the services provided before project establishment and plans to use state reimbursements for that occurring after project establishment.
- c) Define the budgeted amount for what is described in b) above: The architectural fee includes the full scope of services from the Criteria Architect for developing and completing criteria documents required to meet the state requirements and to gain approval from the SPWB.
- d) Define which portion/phases of the architectural services the county intends to cover with county contribution dollars: This line item is budgeted for all funds to be covered under state reimbursement for the architectural services; this cost includes design and engineering fees and production of the required documents to gain approval from the required agencies for this designbuild project.

Define the budgeted amount for what is described in d) above: Plumas County has accounted for \$1,150,000 to be reimbursed by the state for architectural services; this cost includes design and engineering fees for this design-build project.

- 4. Project/Construction Management Describe which portions/phases of the construction management services the county intends to claim as:
 - **a) Cash:** The County intends for all \$1,256,000 to be included under state reimbursement.

- b) In-Kind: N/A
- 5. CEQA may be state reimbursement (consultant or contractor) or cash match: Cost for CEQA (Notice of Exemption) \$10,000 is being requested under state reimbursement.
- 6. State Agency Fees Counties should consider approximate costs for the SFM review which may be county cash contribution (match). \$16,000 for the due diligence costs which may be county cash contribution (match) or state reimbursement. This line item is budgeted for \$125,000 for state fire marshal fees as cash match and Real Estate Due Diligence is estimated at \$20,000 state reimbursed.
- 7. Audit of Grant Define whether the county is intending to use independent county auditor (in-kind) or services of contracted auditor (cash) and amount budgeted: Plumas County has elected to use an independent county auditor and therefore can only be claimed as in-kind-match with a budgeted amount of \$20,000.
- 8. Needs Assessment Define work performed by county staff (in-kind), define hired contracted staff services specifically for the development of the needs assessment (cash match): Plumas hired a consultant to provide a Needs Assessment in accordance with State of California Title 24 requirements; consultant cost was \$35,000 and is going towards the county cash match.
- 9. Transition Planning Define work performed by county staff (in-kind), define the staff hired specifically for the proposed project (cash match): Plumas County is claiming \$50,000 towards the in-kind match as Sheriff's staff will be spending time on this project and this cost will be tracked separately for accounting purposes.
- 10. County Administration Define the county staff salaries/benefits directly associated with the proposed project. The county is claiming \$50,000 towards inkind of county administration costs. County administration will provide high level project management and project oversight on this design-build job.
- 11. Site Acquisition Describe the cost or current fair market value (in-kind):
 The County owns the land on which this project will be built. The land adjacent to the existing Plumas County Correctional Facility and Plumas County Public Works has always been considered a site to construct a new county jail facility.

SECTION 3: PROJECT TIMETABLE

Prior to completing this timetable, the county must consult with all appropriate county staff (e.g., county counsel, general services, public works, county administrator) to ensure that dates are achievable. Please consult the "State Public Works Board (State Capital Outlay Process)/Board of State and Community Corrections Processes and Requirements" section, page 30 of the RFP for further information. Complete the table below indicating start and completion dates for each key event, including comments if desired. Note the required time frames for specific milestone activities in this process. The BSCC Board intends to make conditional awards at its June 2017 board meeting.

KEY EVENTS	START DATES	COMPLETION DATES	COMMENTS
Site assurance/comparable long-term possession within 90 days of award	06/2017	09/2017	Conditional Award – From RFP Timetable
Real estate due diligence package submitted within 120 days of award	06/2017	10/2017	Site Assurance / Comparable long-term possession w/in 90 days of award
SPWB meeting – Project established within 18 months of award	06/2017	10/2017	Task 1: SPWB meeting – Project established w/in 18 months of award
Schematic Design with Operational Program Statement within 24 months of award (design-bid-build projects)	N/A	N/A	N/A
Performance criteria with Operational Program Statement within 30 months of award (design- build projects)	10/2017	12/2018	Performance criteria w/operational program statement w/in 30 months of award
Design Development (preliminary drawings) with Staffing Plan	8/2017	12/2018	DD preliminary drawings w/staffing plan / staffing / operating cost analysis approved by the Board of Supervisors Staffing / Operating Cost Analysis
Staffing/Operating Cost Analysis approved by the Board of Supervisors	02/2017	08/2017	
Construction Documents (working drawings)	06/2019	11/2019	Construction Documents Working Drawings
Construction Bids or Design-Build Solicitation	12/2018	03/2019	Construction Bids or Design-Build Solicitation
Notice to Proceed within 42 months of award	03/2019	06/2019	Notice to Proceed within 42 months of award

Construction (maximum three years to complete)	06/2019	10/2020	Construction (maximum three years to complete)
Staffing/Occupancy within 90 days of completion	10/2020	01/2021	Staffing/Occupancy w/in 90 days of completion

SECTION 4: FACT SHEET

To capture key information from Section 5: Narrative, applicants must complete this Fact Sheet. Minimal information is requested. Narrative information or explanations are not to be included on this Fact Sheet nor as part of the tables in this section. Explanations of what is provided in these tables may be included in the Narrative section of the Proposal Form. Proposal narratives may include reference back to one or more of these specific tables (e.g., refer to Table 3 in Section 4 Fact Sheet).

Tab	le 1: Provide the following information	
1.	County general population	18,606
2.	Number of detention facilities	1
3.	BSCC-rated capacity of jail system (multiple facilities)	67
4.	ADP (Secure Detention) of system	51
5.	ADP (Alternatives to Detention) of system	2.5
6.	Percentage felony inmates of system	66%
7.	Percentage non-sentenced inmates of system (this is not for the pretrial information that is requested in the rating criteria Section 5)	66.5%
8.	Arrests per month	61.9
9.	Bookings per month of system	97.6 (avg.)
10.	"Lack of Space" releases per month	REDA

	Table 2: Provide the name, BSCC-rated capacity (RC) and ADP of the adult detention facilities (type II, III, and IV) in your jurisdiction (county)					
	Facility Name RC ADP					
1.	Plumas County Correctional Facility	67	51			
2.						
3.						
4.						
5.						
6.						
7.						
8.						

Tak	Table 3: List of the offender assessments used for determining programming				
	Assessment tools Assessments per Month				
1.	O.R.A.S (Pretrial Program)	27.2			
2.	S.T.R.O.N.G.	8.1			
3.	Risk and Needs Triage (R.A.N.T)	26.16			
4.	Mental Health Screening Form – III (MHSF-III)	26.16			
5.	Mental Health Mini – Screening Tool	26.16			
6.					

1. Statement of Need: What are the safety, efficiency, and offender programming and/or treatment needs addressed by this construction proposal?

The Plumas County Sheriff's Office (Sheriff's Office) is seeking funding as outlined in Senate Bill 844 (SB 844) legislative intent, which gives consideration to "Counties seeking to replace compacted, outdated, or unsafe housing capacity that will also add treatment space, or counties that are seeking to renovate existing or build new facilities that provide adequate space for the provision of treatment and rehabilitation services, including mental health treatment." The Sheriff's Office follows the SB 844 outline, fully describing the need, scope of work, programming and services, administrative work plan, project/operational budget, and readiness to proceed for this proposed project.

The Sheriff's Office plans to construct the new Plumas County Day Reporting and Re-Entry Center (DRC) collocated with the new Plumas County Public Safety and Rehabilitation Center (PSRC). The Sheriff's Office has put an immense amount of time and resources towards planning for this project with the anticipation of being awarded SB 844 funding. Plumas County (County) is requesting scoring consideration, as they have never been awarded funds from Assembly Bill 900, Senate Bill 1022, or Senate Bill 863.

The County currently operates one Type II jail with a 67-bed rated capacity, the Plumas County Correctional Facility (PCCF). The findings of the PCCF Needs Assessment (which addresses all elements and requirements defined by Title 24) and the PCCF Facility Conditions Assessment show that the PCCF, built in1976, is beyond repair. The fact that the County needs a new correctional facility is no surprise, as it has

been well-documented in numerous grand jury reports filed since 1999¹. California law mandates that the grand jury visit correctional facilities each year. The grand jury also concluded the design of the PCCF is not suited to modern operational paradigms, and the condition of the facility is well beyond repair and in need of immediate replacement².

Beyond the issues in the grand jury report, a 1992 consent decree ruled that capacity of the PCCF would be lowered to 37 beds because of inadequate jail staffing, medical services, exercise space, and overcrowded conditions. In 2011 and 2012, Assembly Bill 109 (AB 109) and Senate Bill 678 grant funding programs assisted in the hiring of three additional correctional staff to assist with the increase in duties. In April 2013, the Sheriff's Office negotiated with lawyers from the other side of the consent decree, allowing the Sheriff's Office to return to the State of California Board of State and Community Corrections (BSCC) rated capacity of 67 offenders. As required by the consent decree, in 2016, the County Board of Supervisors allocated an additional four correctional officer positions to keep a minimum staffing level for each shift.

As cited in the PCCF Needs Assessment, the poorly designed linear layout does not provide adequate sight lines for correctional staff to visually monitor offenders, visitors, volunteers, and other County agency staff throughout the facility, causing delays in responding to emergencies and making it difficult for correctional staff to keep offenders and staff safe. The current design requires correctional officers to constantly roam the corridor, making proper visual observation and supervision (as would be possible from a traditional, centralized officer's station) difficult to provide³.

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¹ Plumas County Grand Jury: 2014-2015 Final Grand Jury Report, p. 47.

² Plumas County Grand Jury: 2015-2016 Final Report, p. 28

³ Plumas County: Plumas County Correctional Facility Needs Assessment, April 30, 2015, p. 45.

Even though PCCF has not exceeded the BSCC 67 rated bed capacity, many times the lack of space to separate classifications causes overcrowding. The PCCF layout is such that it is extremely difficult for correctional staff to find adequate space for the various classifications of offenders (particularly female) housed at PCCF. The maximum number of females PCCF is able to hold is five, which accounts for 7.4 percent of the total jail beds. Once the female offender threshold of five has been met, the Sheriff's Office has no alternative but to mix male classification populations that are not normally housed together in order to accommodate any additional females. To vacate a male unit for female overflow results in unused beds, exacerbating the overall capacity shortfall.

From January 1, 2015 through December 31, 2015, the female population was consistently double the designated maximum capacity, and for more than half of 2015 the female population was 27 percent of the jail beds, putting a continuous strain on the separation of classifications.

The current PCCF Needs Assessment statistical data does not project a need for additional jail beds beyond the current capacity of 67 beds by 2019, in fact, it shows a slight decrease⁴. The County desperately needs proper configuration and types of beds for classification, living, treatment, programming, and care for the incarcerated.

The County is committed to reducing the current number of rated beds from 67 to a total of 60 rated beds upon being awarded funding for this project. The County's commitment to reduce the number of net beds by 7 (or nearly 9 percent) from the PCCF Needs Assessment projections is a direct correlation of the County's ability to successfully provide robust alternative custody programs, including pretrial release,

Page 3

⁴ Plumas County: *Plumas County Correctional Facility Needs Assessment, April 30, 2015, p. 39.*

work furlough, work release, and electronic monitoring. The commitment to reduce the rated bed capacity is in alignment with the Sheriff's Office philosophy to reduce the offender population rather than just warehousing offenders.

Findings of the PCCF Needs Assessment

Based on the BSCC biennial inspection report dated December 30, 2014, the PCCF continues to be non-compliant in specific sections of Title 24 and Title 15 of the California Code of Regulations. Similar issues have been documented throughout previous inspection reports by the BSCC.

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Furthermore, as stated in the PCCF Needs Assessment and the grand jury report, the Sheriff's Office is in desperate need of a new facility with multiple spaces for programming and treatment⁷. Currently, the library being used for treatment and programming shares the same deficient qualities of the facility: constructed in the 1970s, outdated, inefficient, and not designed for treatment and programming as needed in today's jail climate.

The Sheriff's Office has long realized that the existing program space in the PCCF is neither effective nor conducive to a proper learning environment. However, the ability to provide treatment and programs in a proper classroom setting has not been possible, since the one program room, the library, doubles as a room to place offenders during a lockdown, if necessary.

Another concerning issue regarding the library is the inability to provide separate program and treatment spaces for male and female populations and for certain security classifications that cannot program together. The library is located off a high-traffic area on the corridor, which is located adjacent to the male dormitory and the laundry/kitchen, causing distractions and the inability to take full advantage of the programs and treatment being provided.

The only medical exam space (originally designed as a closet) lacks privacy due to the adjacent corridor.

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Central control is not a secured area and is not currently staffed full-time, as staff move from other posts to central control as needed to meet the demands of the facility. Not having central control staffed full-time is not as much a staffing issue as it is due to the physical plant constraints staff deals with in operating the PCCF on a day-to-day basis.

Further, the PCCF physical plant has an impact on the efficiencies of staff as related to movement in/around the facility. For example, many times there is a wait for correctional staff to get to central control to answer an intercom or open a controlled door.

The existing old and poorly designed infrastructure and support space at PCCF prevents the County from making repairs or additions properly, and many times wires are run on the outside of walls in conduit because there is not

REDACTED

proper access to do this in ceilings or proper wiring runs.

REDACTED

The Need

As cited in the PCCF Needs Assessment, with the passage of the Public Safety Realignment Act, AB 109, the Sheriff's Office has seen a noticeable increase in the average length-of-stay, only exacerbating the need for a new facility. In 2014, the average daily population (ADP) at PCCF was 50, which is an increase from all previous years back to 2007. The number of bookings has decreased since 2007, but the average length-of-stay has increased by as much as 14.9 percent. As a result of AB 109, the County must house, treat, and provide a higher level of care to long-term offenders for which the facility was not originally designed.

The Sheriff's Office understands that the only way to effectively reduce recidivism is by providing real-life skills, a continuum of care, and a plan for each offender upon reentry back into the community.

The Sheriff's Office goals for the new facilities are as follows:

- Provide a safe environment for both offenders and staff.
- Provide a productive and incentivized in-custody treatment/programming plan.
- Provide adequate space for the provision of treatment and rehabilitation, including mental health treatment.
- Provide expanded space for all offenders to participate in evidence-based programming options, which may result in changes to attitudes and behaviors.
- Provide direct access to a continuum of care through programs, treatment, and services at the DRC.

The County's vision of the PSRC explained above aligns directly with SB 844 legislation and justifies the need for the County to request state funding, easing the process to having the 1992 consent decree lifted.

As stated, the County plans to build the *new Plumas County Day Reporting and Re-Entry Center (DRC) collocated with a new Plumas County Public Safety and Rehabilitation Center (PSRC).* The collocation of the two facilities (allowing access to a continuum of care) will undoubtedly play a crucial role for offenders transitioning back into the community, leading to more successful outcomes. Upon release, individuals will have direct access to the DRC support services and programs provided by the Alternative Sentencing Program (ASP) and Plumas County Behavioral Health Services (BHS), as well as treatment to reduce recidivism. Evidence-based programs, treatment, and services to be provided are as follows: mental health treatment, treatment for alcohol and other drug disorders, housing assistance, Veteran's Affairs, health, dental care, employment services, and education opportunities.

The Sheriff's Office is currently collaborating with BHS and the ASP to deliver evidence-based programs and services, as well as using the "Whole Person" approach, which focuses on recovery for offenders that are battling mental illness. The Whole Person approach is a modern vision for recovery based on a set of core values that lead to a better quality of life for people with mental illness. BHS and ASP are challenged in providing the Whole Person approach and other evidence-based programs and treatments due to the poor design and limitation of the only space available, the library, which is used as a multi-purpose/classroom. PCCF also lacks confidential space to conduct medical and mental health interviews and treatment.

The ability to incorporate treatment space for BHS and ASP into the PSRC will meet the County's need to finally provide in-custody programs and treatment to all offender populations, creating a seamless transition for re-entry into the community. Currently, upon release, the individual does not have direct access to the ASP staff due to lack of space and the antiquated design of the PCCF. The current DRC is located miles away from PCCF in a small, two-bedroom home, which is not an environment properly suited to conduct confidential interviews and offer services in relation to treatment and programming.

The Sheriff's Office anticipates that the majority of the programming, treatment, and housing needs that exist at PCCF will be resolved upon construction of the new PSRC and DRC.

REDACTED

In addition to providing "better beds," the goal is to provide a better learning environment with the ability to offer more evidence-based programs and treatment space, which will reduce the rate of recidivism.

The new PSRC will provide a pod-style housing design, bringing centralized programs, medical treatment, interview rooms, and other services to the offender. **Safety** and **efficiency** will be maximized, as offenders will access programs and treatment directly from housing, requiring less movement for both offenders and staff. The new facility will have multiple programming and treatment rooms with flexibility for group or individual treatment sessions. With the incorporation of the additional program space, it will be possible to administer multiple programs and treatment for longer

durations of time to all classifications.

Centralized spaces will save correctional officers' time usually spent on offender movement and allow more time for providing a higher and more-effective level of **programming** and **treatment** of offenders.

Efforts to Address Sexual Abuse

At booking, the County provides all offenders a classification screening to identify any propensity of being a sexual predator or anyone who may be vulnerable to being a potential victim of sexual abuse. In addition, proper classification, housing, and appropriate treatment prevent potential exposure of "at-risk" offenders who are not criminally sophisticated. The County is committed to providing in-custody offenders with a safe housing environment, free from sexual violence.

While incarcerated, all offenders have access to a sexual assault hotline, kiosk, and to the Sexual Assault Response Team (SART), which is a community-based, non-profit agency through the Plumas County Crisis Center. SART includes a doctor, therapist, district attorney investigator, and nurse staffed and ready to respond to any reports of sexual abuse.⁸

Combined with County policies in place, efforts to address sexual abuse will be strengthened further by the construction of the new PSRC. The modern, pod-style design minimizes blind or hiding spots and will provide staff with vision into all housing units from centralized, staffed posts.

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⁸ Gov. Code§15820.946 subd. (g)

2. Scope of Work: Describe the areas, if any, of the current facility to be replaced or renovated, and the nature of the renovation, including the number of cells, offices, classrooms or other programming/treatment spaces to be replaced or added and the basic design of the new or renovated units.

As stated in the response to Question 1, the need is to replace the existing PCCF and construct a new state-of-the-art facility to meet the obligation of care at the County level. The Sheriff's Office needs to construct a new facility that will be safe, efficient, and will allow for expanded programming and treatment of the incarcerated. The following pages will: 1) describe the scope of work for the new PSRC, and 2) describe the scope of work for the new DRC.

Scope of Work: Plumas County Safety and Rehabilitation Center

The proposed PSRC will have a total of 60 BSCC rated beds on first and second-floor tiers (19 cells and 4 dormitories), 4 large classrooms for programming/treatment, 3 small multi-purpose rooms (counseling, exams, etc.), a medical clinic with two non-rated medical recovery beds, four recreation yards, support services, intake/transfer release, and minimal administrative space. A locked central control (staffed 24/7) will allow access to and from different portions of the secured facility. Along with the spaces mentioned above, there will also be adequate on-site, non-contact visitation space, and a family reunification room to *meet the minimum weekly number of visits required* by the state for a facility of this size. Each housing unit will be equipped with video visitation, allowing offenders an additional method of meeting with family/friends that

⁹ Gov. Code § 15820.946 subd. (f)

may not be able to physically visit the PSRC.

Medical/Mental Healthcare Services

It is envisioned that there will be a central medical/mental healthcare services area near the booking/intake area to manage patients' records and to store and prepare medicines for delivery, as well as an exam room. In addition, there will be a private interview room with separate access for the clinician and the offenders. This is where the offenders' health records are initiated. There will be centralized, multi-purpose/exam rooms near every housing unit where the offenders' health inventories will be maintained and that can also be utilized for triage when required.

The new PSRC will also have a medical unit that will include two non-rated medical treatment beds in which offenders can be separated from the general population if they become ill and require segregation. The atmosphere and culture of the new PSRC is described below:

1. Appropriate Housing Environment

- Requirements for security, safety, and control will be matched to the population
 to be served and to their security levels. There will be separate housing for
 maximum, medium, and minimum levels. Each will have a pod-style, direct
 supervision-type layout with sleeping areas surrounding a dayroom.
- Maximum-security sleeping areas will be single cells with a stainless steel toilet/sink combination unit, built-in bed and desk, and storage shelves with steel swinging doors.
- Medium-security sleeping areas will have double-occupancy cells with a stainless steel toilet/sink combination unit, built-in bed and desk, and storage shelves with

- steel swinging doors.
- Minimum-security sleeping areas will be a dormitory environment. The new PSRC will be a welcoming, friendly face to the visitors and the surrounding community, i.e., a "good neighbor."
- Adequate lighting, enhanced natural light in the housing units, views to the outside, and direct supervision will be provided from the point of admission.
- Residential-like construction, including individual unlocked rooms and movable furniture will be provided.

2. Safe and Secure Environment

- Compliant with the requirements of Title 24 and Title 15 of the California Code of Regulations, best practices, and modern standards of operations (e.g., American Correctional Association, Americans with Disabilities Act)
- Pod-style housing units that afford clear lines-of-sight for optimal visual supervision (helping to prevent sexual violence) around a central staff post
- Well-defined secure perimeter, easy-to-supervise spaces, distinct public and staff entrances and circulation paths, and secure spaces for contact, non-contact, and video visitation
- Maximized operational efficiencies through the use of the best security electronics and technology available and consolidated central control functions

3. Rehabilitative Environment

- Individualized case treatment plans through evaluation, medical/mental health treatment, monitoring, and assignment to appropriate programs and services
- Provision of a wide variety of programs and services designed to reduce

idleness, increase productivity, and reduce recidivism

- Adequacy and variety of dedicated programming and support spaces for program staff, community providers, other professionals providing services, and volunteers
- Appropriate, varied spaces for family visitation to support successful reintegration
 and reunification

4. Professional Work Environment

- Normative and user-friendly environment for the facility staff
- Ongoing training and education
- Adequate support spaces for administrative, custody, and service providers

5. Sustainable Environment

- Cost-efficient to build (through maximization of existing resources and infrastructure) and to operate by providing all necessary support (laundry, kitchen, adequate storage) and health care services (dental, medical, and mental health spaces) to reduce the need for deliveries and transportation outside the facility
- Staff-efficient layout with no additional staff expected as a result of the planned housing and programming additions
- Energy efficient and environmentally friendly to reduce operating costs

Scope of Work: New Day Reporting Center

The new DRC will offer a comprehensive re-entry program for offenders involved in the criminal justice system within the County. The DRC will be collocated with the new PSRC, designed to be a one-stop shop for a variety of programs and services with approximately 3,000 square feet of space. Staff will work with the offenders to identify and address underlying needs (such as substance abuse, unemployment, homelessness, and/or mental illness) that may have contributed to their criminal behavior by conducting numerous evidence-based screening and assessments tools (as described in Section 3) that will allow for appropriate and timely referrals to the needed service providers.

The DRC will provide space to accommodate small and large group counseling treatment sessions, a computer lab to access education courses, employment searches, access to public video visitation with incarcerated offenders, dental care, and a private area for interviews for medical and mental health evaluations. The DRC will be a partnership between the Sheriff's Office, ASP, Plumas County Community Corrections Partners, and local community providers to help remove barriers between offenders being released and the community. The objective is to provide post-release offenders the support they need to restructure their lives, become self-sufficient, achieve success, and avoid recidivating.

The DRC will assist to reintegrate offenders into the community following convictions and/or release from the PSRC by creating a comprehensive re-entry plan while the offender is in-custody and prior to their release. The DRC will provide offenders with support mechanisms needed to transition successfully back into the community, while at the same time monitoring their activity to prevent recidivism.

The County is seeking funding consideration under Special Factors 2A and 2B with the plan to build the new PSRC and DRC. As shown on the conceptual floor plans in Attachment A and as described in Question 2, the County has created a

feasible plan to construct a facility that meets the needs of replacing the compacted, outdated, and unsafe housing and providing adequate space for the provision of treatment and rehabilitation services, including mental health treatment.¹⁰

3. Programming and Services. Describe the programming and/or treatment services currently provided in your facility. Provide the requested data on pretrial inmates and risk-based pretrial release services. Describe the facilities or services to be added as a result of the proposed construction; the objectives of the facilities and services; and the staffing and changes in staffing required to provide the services.

Programmatic Mission: "It is the mission of the Plumas County Correctional Facility to provide the highest standards of professional ethics and personal integrity, and we are committed to the proper treatment of those in custody. Fundamental to the success of our mission is to operate the facility for the safety and security of the community while providing a safe, humane, and secure environment for both the staff and offenders."

The Sheriff's Office is proud to offer programming that starts immediately upon the completion of multiple assessments and even before arraignment has taken place. A detailed description of the assessment tools used is included later in this section.

Programs offered at the PCCF are tailored to meet the needs of offenders. Current in-custody programs include evidence-based, religious, drug and alcohol treatment, mental health counseling, education, and vocational programs.

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¹⁰ Gov. Code, §15820.946, subd. (c)

Current Program Successes

Due to the length of most programs, offenders begin programming immediately and are allowed to continue and successfully graduate post-release through the DRC. The overall in-custody graduation rate is 23 percent. Offenders receive a post-release continuum of care and evidence-based programs at the DRC in addition to GED classes, Alcoholics Anonymous, and Narcotics Anonymous programs. Graduation rates are included with the descriptions of DRC programs below:

Moral Reconation Therapy (MRT) - Anger Management: 75 percent graduation rate. Programming used with violent offenders, argumentative or oppositional clients, and as a supplemental program with domestic violence perpetrators, those with road rage or substance abuse, and with drug courts.

MRT Thinking for Good: 87 percent graduation rate. Used with the most resistant offender populations in groups, preparing them for more treatment. The 37-page workbook focuses especially on typical criminal thinking issues.

MRT Staying Quit: 82 percent graduation rate. Clients follow a 40-page workbook based on the principles of cognitive-behavioral relapse prevention. Staying Quit is an eight-session program that helps clients avoid a relapse by recognizing risky situations, coping with urges and cravings, being around users, understanding support issues, and taking charge.

Interactive Journaling – Courage to Change: 84 percent graduation rate. The Courage to Change Interactive Journaling® System is an evidence-based supervision/case management model. Through the use of this cognitive-behavioral Interactive Journaling® System and interaction with their support team, participants

address their individual problem areas based on a criminogenic risk and needs assessment. Implementation is flexible and can be customized based on risk, responsivity, and programming needs.

Interactive Journaling – Life Skills: 76 percent graduation rate. This behavioral health series offers practical life skills that will assist participants in making healthy choices. Through guided, self-reflective journaling and facilitated discussions, participants develop a personalized toolkit for positive living. The series incorporates motivational interviewing principles and the application of the Transtheoretical Model of Behavior Change (Stages of Change).

Additional Programs

Vocational: Due to the current space limitations, PCCF is only able to offer one vocational program. "Bridges to Mise en Place" is a culinary vocational program that allows students to make connections with chefs and culinary professionals weekly, learn basic culinary terminology and baking math, as well as practice the newest culinary techniques while getting hands-on experience preparing meals for the offenders housed at PCCF. Bridges to Mise en Place makes it possible for offenders exiting PCCF to step right into employment because of the relationships made with the training staff. The local community college, Feather River College, currently partners with the California Department of Corrections and Rehabilitation and county jails to educate offenders. The Sheriff's Office is enthusiastic to add this very important education program to the list of successful programs being offered.

In addition to the programs/classes listed above, offender-workers are sent out to provide maintenance and upkeep to any nonprofit organization, local animal rescue, County fairgrounds, the Veteran's memorial, Elks Club, and the City of Portola (to do maintenance projects).

Since January 2015, the Sheriff's Office has been collaborating with County Social Services and the California Department of Health Services in instituting the Medical Offender Program to improve the delivery of services to offenders. The Sheriff's Office has had success in providing services such as Medi-Cal, Covered California, and Cal Fresh to offenders upon release back into the community. The Sheriff's Office, ASP, BHS, and Plumas County Community Corrections Partners believe that education, personal and mental health, as well as much-needed job skills and the Whole Person approach are the best ways to reduce recidivism.

Mental Health: Currently, one dedicated BHS staff member is assigned to the PCCF to provide mental health services to offenders five days a week, for a minimum of four hours a day, on an as-needed basis. The offender also has access to a mental health provider via tele-psych. Mental health services are available to any offender who requests to be seen by the service provider.

Drug Court: 65 percent completion rate. Drug Court offers individuals facing criminal charges for drug use and possession an opportunity to enter a substance abuse recovery program in lieu of straight jail time. The requirements of Drug Court are strict because the road to recovery is not easy. A candidate is tested frequently and must attend substance abuse recovery meetings and make regular court appearances in order to abide by the requirements of Drug Court. Not only do offenders benefit, but public safety is also strengthened through the monitoring and accountability that occurs within Drug Court.

The Sheriff's Office and criminal justice partners are continually working in a collaborative effort in providing the needed evidence-based programs if they demonstrate successful outcomes. With lack of space for programming and treatment at PCCF and the existing DRC, it is difficult to expand upon treatment already provided. In the new PSRC and DRC, the focus will be on expanding programs, to include a new moral reconation therapy Parenting and Family Values program, as well as expansion of the culinary program (with a farmer's market and gardening program) and providing meals to those in need in the community.

The Sheriff's Office has long recognized that incarceration, in and of itself, does not change an offender's ability to succeed on the outside and has acted on that fact. The new PSRC will provide the adequate space for programs, treatment, and services to continue lowering the recidivism rate (already significantly lower than California's overall recidivism rate). The County aspires, and is already well on the way, to achieve the goal of being a statewide leader in creating alternatives to incarceration.

Alternatives to Incarceration

Alternatives to incarceration can provide a beneficial outcome and lead to a reduction in needed beds. The following are the programs that highlight the Sheriff's Office successes:

Electronic Monitoring Program for Sentenced Offenders: Pursuant to the provisions of Penal Code Section 1203.016, the electronic confinement program is offered as a component of the Alternative Custody Program. The program allows offenders to complete their court-ordered sentence at home while being monitored electronically.

Added Weekend Commitment: Provides offenders the ability to serve their sentence

on weekends, allowing them to keep employment, connection with family, and access treatment and programming at the facility.

Work Furlough: The Work Furlough Program allows sentenced offenders to continue working their jobs outside the jail in public or private employment for a regular wage. The Sheriff's Office considers past work history, duration of job, regularity of attendance at work, and any criminal record when determining eligibility for the program.

Expected Improvements to Programming/Treatment

PCCF provides a comprehensive offering of programs; however, the layout of PCCF does not permit offenders to fully take advantage of these programs. The PCCF has only one practical space to utilize for programs, treatment, and services, the library. Though all programs, treatment, and services are provided in the library, the space cannot accommodate a capacity larger than 10 offenders. Many times there are more than 10 offenders attending due to lack of multi-purpose rooms.

REDACTED

There are large windows between the library, the corridor, and the male dormitory, and the male offender workers are in direct view from the laundry/kitchen.

REDACTED

The new PSRC will have four large classrooms and three small multi-purpose rooms, which will provide the ability to separate classifications, thereby allowing programs to be offered concurrently. Programming and treatment will be tailored to all classifications, offered in both large and small group settings and/or individual. Providing adequate program spaces at the new PSRC will enhance the learning

environment for offenders and will help improve the recidivism rate.

REDACTED

REDACTED

The lack of flexibility in PCCF housing creates capacity shortfalls for both male and female offenders. All too often, elevated female populations necessitate the use of a male unit for female overflow,

Different classifications of offenders must also utilize the only corridor to the library for access to programs and services.

The new PSRC will be designed to correct deficiencies found in the existing jail, such as providing a workstation for correctional staff where monitoring can occur both visually and with cameras, and workstations designated for Mental Health Department staff, County Probation staff, and community-based partners.

The new pod-style PSRC will allow offenders direct access to multiple, centralized programs, services, and exercise areas directly from their housing units. Running and supervising multiple programs simultaneously will further increase operational efficiencies of staff.

The new PSRC will be run as a collaborative effort among the Sheriff's Office, ASP, BHS, the County Probation Department, and community-based partners. *The objective will be the integration of pre- and post-release programs to improve public safety, reduce recidivism, and provide the continuum of resources for a successful*

re-entry into the community, as well as the tools to complete a successful period of community supervision.

Guiding principles: The Sheriff's Office has adopted the following objectives for the ASP and DRC to strengthen and enhance the programmatic mission of the new PSRC:

- The use of risk/need assessment instruments to identify criminogenic needs and to reduce the risk of re-offending
- Development of individualized program plans as soon as possible upon admission into the facility
- Evidence-based programs, such as cognitive behavioral therapy, education, and employment, to increase the successful transition into the community
- Maintenance of a multifaceted approach to effectively address offenders' unique and varied needs
- Release readiness and preparing offenders for transition to the local community, while developing links with needed community resources, pro-social supports, and/or family
- Development of performance measures and continued outcomes evaluation

Day Reporting Center

The current DRC, operated by the ASP, offers any post-release offender access to the DRC programs, treatment, and services. Most offenders with drug charges are mandated to go to the DRC.

The ASP program began operation and implementation of services in March 2013, and since that time has received 397 referrals for service from County Probation, Parole, and the courts, as well as County Child Protective Services and the PCCF. 257

of those referrals were non-duplicated individuals. Of those 397 referrals, 59 (15 percent) refused services, 16 (4 percent) did not need services based on criminality and assessments, and 153 (39 percent) active participants have engaged in treatment, programs, or services. In that time, there were 98 (25 percent) participants who graduated from programs. *Recidivism data available shows a 28 percent recidivism rate in 2016.*^{11,12} This is significantly lower than the state's overall recidivism rate as reported by the State of California Department of Corrections and Rehabilitation three-year recidivism rate of 44.6 percent for fiscal years 2009-2011.¹³

The Sheriff's Office works together with community outreach partners and is always exploring new programs to reduce recidivism. The Sheriff's Office would like to expand and offer many of the programs available at the DRC inside the existing PCCF, but the antiquated design does not allow for additional program and treatment space. Additional new programming and treatment space would allow the incarcerated to begin vital programs sooner and would allow better connectivity to the DRC if located at the proposed PSRC site.

Plumas County Pretrial Release Program

The implementation of evidence-based practices begins immediately at intake, utilizing a pretrial assessment tool to identify those that are eligible for release through the Plumas County Pretrial Release Program. The Pretrial Assessment Tool (PAT), one of the tools in the Ohio Risk Assessment System (ORAS), was designed to be quick to

¹¹ Alternative Sentencing Program: based on figures from November 8, 2016.

¹² The definition for recidivism used in this calculation reflects the BSCC standard of recidivism, which measures if an individual has reoffended by either receiving a new case or by obtaining a new offense/prior conviction.

¹³ State of California Department of Corrections and Rehabilitation: *2015 Outcome Evaluation Report*, Office of Research, August 2016.

administer, but at the same time be predictive of both a defendant's failure to appear and risk of violating pretrial probation with a new offense. The PAT can be used on a standalone basis or as part of the suite of assessments provided in the ORAS.

In keeping with the idea of brevity, the PAT consists of seven risk variables in three dimensions (criminal history, employment and residential stability, and drug use). The implementation of this fourth-generation risk assessment system shifts the role and some of the responsibilities of the correctional staff from that of merely housing offenders to that of an "agent of change," who models pro-social behavior and works with the offender and ASP to refer them to appropriate programming that will help to reduce the risk to re-offend.

The County utilizes the ORAS that was designed to predict recidivism at different points in the criminal justice system. In all, five instruments were constructed: The Pretrial Assessment Tool (PAT), the Community Supervision Tool (CST), the Community Supervision Screening Tool (CSST), the Prison Intake Tool (PIT), and the Re-Entry Tool (RT).

The use of a standardized assessment tool allows consistency in the assessment of risk. The purpose of ORAS is to promote consistent and objective assessment of the risk of recidivism for offenders. Another advantage of using a risk assessment system that follows offenders through the criminal justice system is that it improves communication and avoids duplication of information. In fact, many of the items in the individual assessments carry over into assessments at later dates. The total number of risk items that are collected from all assessment instruments is 63. Of these, 24 items are used on at least two, if not more, assessment instruments. Further, since ORAS will

be automated, items that are assessed at earlier stages have the potential to autopopulate into assessments at future dates. ORAS has long supported supervision and
programming practices rooted in the ever-growing body of the "what works" literature.
The ORAS tools can be used at pretrial, prior to or while on community supervision, at
intake and in preparation for re-entry just prior to release from custody.

The benefits of ORAS include:

- Provides reliable assessment instruments with consistent meaning
- Reduces duplication and enhances communication and sharing of information
- Gathers information regarding potential barriers to treatment
- Creates a system that expands as the offender moves through different processing stages
- Provides fully automated tools with potential for auto-population to other IT systems
- Provides thorough and useful information to aid in informed decision-making
- Allows for professional discretion and overrides
- Relies on instruments able to significantly distinguish between risk levels
- Assists in more efficient allocation of supervision and treatment resources
- Generates case plans that identify and prioritize individual offender needs and specific treatment domains
- Predicts likelihood of re-arrest and recidivism at different points in the criminal justice system

SPECIAL FACTOR 3 A:

percent of its offenders on pretrial status. The Sheriff's Office has been proactive in providing alternative means of custody to keep offenders out of custody, employed, and with their families.

SPECIAL FACTOR 3 B:

The County's Pretrial Release Program employs ORAS, which is designed to assess and determine the suitability for release into the Pretrial Release Program. The program assesses and recommends to the court the release of those who qualify for pretrial release prior to their first appearance in court on terms and conditions of release.

In conjunction with the ORAS, the ASP staff utilizes the following assessments and screenings when considering program eligibility and recommendations to the court.

STRONG (Static Risk and Offender Need Guide) is a new, state-of-the-art, evidence-based risk and needs assessment/automated supervision planning system for adult offenders. Its most salient benefit to corrections agencies is its ability to help personnel predict recidivism by type of crime (violence, property, or drug offenses, etc.).

The Risk and Needs Triage (RANT) is a client risk/needs assessment that can be administered by program personnel in 15 minutes or less. The software immediately generates easily understandable reports sorting offenders into one of four risk/needs quadrants with direct implications for suitable programming needs and supervision requirements in line with evidence-based practices.

Mental Health Screening Form-III (MHSF-III)

The *Mental Health Screening Form-III* (MHSF-III; Carroll & McGinley, 2000) was designed to address the need in the chemical dependency field for an easy-to-use instrument that would identify clients with co-occurring psychiatric difficulties.

A referral is made to Plumas County BHS and a qualified mental health specialist when a participant responds "yes" to questions 3 through 17. The mental health specialist determines if a follow-up face-to-face interview is needed for a diagnosis and/or treatment recommendation. This feature permits programs to do research and program evaluation on the mental health-chemical dependence interface for their clients.

Mental Health Mini-Screening Tool

The purpose of a screening instrument, such as the Modified Mini Screen, in chemical dependency treatment settings is to identify patients with a high likelihood of having a mental illness that could compromise successful treatment outcomes. A high screen score will prompt a referral for a more thorough psychiatric assessment.

Implementing the DRC offender programs and services component will promote a seamless transition from in-custody to out-of-custody, accomplishing this through evidence-based guidance and effective practices. The goal is to provide offenders with the opportunity to participate in a variety of programs and services intended for self-improvement, group interaction, educational/employment skills development, and release readiness.

Staffing Plan

Current correctional staffing from PCCF will be adequate to meet operational objectives, provide supervision, run programs, and provide treatment and other services at the new PSRC. The 30-year cost for operating the new PSRC was approved by the Board of Supervisors Resolution that is required in Section 5, Question 6 of the SB 844 RFP response. The County is prepared for and committed to meeting operational

objectives at the new PSRC.

Providing adequate program spaces at the new PSRC will enhance the learning environment for offenders and will help improve the recidivism rate. The County is prepared to offer resources from interagency partners, which will be allocated designated workspace at the new PSRC to assist in offering program and treatment management. The County has a highly motivated staff that clearly understands that SB 844 is the best opportunity to obtain funding to replace PCCF.

4. Administrative Work Plan: Describe the steps required to accomplish this project. Include a project schedule, and list the division/offices including personnel that will be responsible for each phase of the project, and how it will be coordinated among responsible officials both internally and externally.

The County has completed one of its most vital steps: the PCCF Needs Assessment. An important component of this assessment has been the development of recommendations to address the major problems the Sheriff Office faces in providing adequate programming and treatment to offenders in a facility that does not provide a proper environment or space for services.

The project has gone through a substantial planning and pre-design phase, and criteria documents are anticipated to begin shortly after a funding award is made. The project schedule is anticipated to last a maximum of three years and seven months from beginning to occupancy. The criteria design is anticipated to be completed within 14 months, with release for design-build teams to respond expected to occur in December of 2018. Construction duration is expected to be approximately 16 months, with construction completion expected by October of 2020.

The project is currently in the pre-design stage. Team members, along with architectural and programming consultants, have developed an initial program for the facility that includes an early schematic design and preliminary architectural program. Space programming, operational planning, a staff analysis, and draft program schedule have been developed. The project will be developed using a design-build approach to construction.

Additional tasks are planned consistent with the preliminary project schedule. Pending the provision of a "Notice of Conditional Award" from BSCC, and once BSCC contract documents are negotiated and executed, site assurance and real estate due diligence will commence. Schematic design will also commence in earnest as soon as practical. The County anticipates the project can be occupied and fully staffed no later than January 2021.

The SB 844 planning team consists of the following personnel from various departments within Plumas County. Each individual team member provides expertise in critical subject areas related to the project.

The project director and primary contact is Undersheriff Dean Canalia. The Auditor Controller is Roberta Allen, who advises on financial matters. Sheriff's representatives include Sheriff Greg Hagwood, Jail Commander Chad Hermann, and Alternative Sentencing Program Manager Stephanie Tanaka. The County Construction Administrator is Bob Perrault, who is supported by Plumas County Public Works Department. The criteria architect has already been selected and is ready to proceed upon Notice of Conditional Award. The relationship of each individual and department to see the project through completion is explained below.

Sheriff's Office: The Sheriff's Office works with the criteria team through many steps of the planning and design process, as well as with the design-build team to develop the final documents for state approval. The Sheriff's Office provides project oversight during all phases of the project and ensures the design meets their requirements.

County Services: County officials provide project oversight during all phases of the project and ensure the design meets the requirements of the Sheriff's Office as well as the project budget.

Project Manager: This team, hired by the County, is the hub of all construction and project management. They must monitor the project budget and schedule throughout all phases of the project.

Criteria Architect: This group, hired by the County, is tasked with developing the facility and providing the required documents and specifications needed to hire a design-build team. This group is made up of, but not limited to, architects, specialty design, and energy consultants.

Design-Build Team: The design-build team is in charge of constructing the building and developing the required construction documents, specifications, and drawings needed to finish the project. The design-build team must work closely with the Sheriff's Office and project manager, as well as any additional on-site team members, to ensure the project is completed as planned.

5. Budget Narrative. Describe the amounts and types of funding proposed and why each element is required to carry out the proposed project. Describe how the county will meet its funding contribution (match) requirements for all project costs in excess of the amount of state financing requested and how operational costs (including programming costs) for the facility will be sustained.

During the pre-design phase of the project, several factors played a role in managing project cost. The County reviewed multiple design options in which project cost was a major deciding factor. For a realistic figure, multiple opinions of probable cost were completed for each option. Additionally, site selection took a high priority, as it can have a significant impact on the cost of the project. The current site was selected as the most cost-effective because the County already owns the land and can make a physical connection not only to the new building, but also to the utilities needed to support the new facility.

Describe Funding

Plumas County is a small county and has the ability to apply for \$25,000,000 in funding through the SB 844 RFP. The cost to build a facility is very minimal when compared to the yearly costs to operate a facility. The Sheriff's Office and justice partners will be able to sustain operational costs, as no new correctional or program staff will be required to operate the new PSRC or DRC. Along with the PCCF Needs Assessment and careful fiscal evaluation of what size facility the County could maintain and operate on a yearly basis, the County decided on the new 60-bed PSRC. The new facility will fully meet the needs as identified in the PCCF Needs Assessment. This will allow the Sheriff's Office to make major headway by replacing unsafe housing and

providing adequate programming and treatment space to the in-custody population. The County is seeking \$25,000,000 in state-reimbursed funding to build the new PSRC and is contributing \$513,000 in cash and in-kind to the project, for a total project cost of \$25,513,000. Being a small county and having limited financial resources, the County is petitioning for a reduction of 8 percent from the required 10 percent match.

The attached Budget Summary Table, documented in Section 2, identifies construction costs, other eligible costs, architectural costs, costs related to environmental requirements, and fees. Grant auditing and management fees have also been identified. Significant in-kind match of existing County personnel dedicated to the design and construction of this project has also been identified.

6. Readiness to Proceed

Board of Resolution

The County Board of Supervisors voted unanimously to provide a board resolution matching all the requirements of SB 844, which authorized an adequate amount of available matching funds to satisfy the County's contribution. Furthermore, the resolution approved the project documents deemed necessary, as identified by the State Public Works Board to the BSCC, to effectuate the financing authorized by the legislation and was authorized by the appropriate signatory to execute those documents at the appropriate times.

The Sheriff's Office and other County agencies have been working in concert for the past four years on site selection and design of the facility, and have set aside cash match funds in anticipation of being awarded SB 844 funding. Upon conditional award, the County is prepared to proceed immediately to deliver a successful project per the

detailed schedule in Section 3.

CEQA

Plumas County has provided within this proposal documentation evidencing CEQA compliance as completed, along with a letter from County counsel certifying the associated statute of limitations has expired, and no challenges were filed.

RESOLUTION NO. 17-8226

RESOLUTION OF THE BOARD OF SUPERVISORS OF THE COUNTY OF PLUMAS TO AUTHORIZE SUBMISSION OF AN APPLICATION FOR SB 844 ADULT LOCAL CRIMINAL JUSTICE FACILITIES CONSTRUCTION FINANCING PROGRAM

WHEREAS, the State of California has made a lease revenue bond financing program available to construct and renovate adult local criminal justice facilities through the SB 844 Adult Local Criminal Justice Facilities Construction Financing Program ("the SB 844 Financing Program"); and

WHEREAS, eligible projects may include (1) improved housing with an emphasis on expanding program and treatment space as necessary to manage the adult offender population or (2) custodial housing, reentry, program, mental health, or treatment space necessary to manage the adult offender population under the jurisdiction of the sheriff or county department of corrections; and

WHEREAS, the County of Plumas, (the "County") has selected the parcels located at 50 Abernathy Lane and 125 South Redberg Avenue, in Quincy, California, as an appropriate site for a correctional facility;

NOW THEREFORE, the Board of Supervisors of the County of Plumas resolves and orders that:

A. <u>Authorization of Application.</u> The Plumas County Sheriff is authorized to submit an application for state bond financing under the SB 844 Financing Program.

BE IT FURTHER RESOLVED AND ORDERED that:

- B. <u>Authorization of County Cash Contribution Funds</u>. The county cash contribution funds, as described in the documentation accompanying the County's SB 844 Financing Program Proposal Form, are hereby authorized to be used to satisfy the County's contribution as identified on the financing program proposal form submitted to the Board of State and Community Corrections. The County hereby assures that the identified matching funds are compatible with the state's lease revenue bond financing, and that the cash match contribution does not supplant (replace) funds otherwise dedicated or appropriated for construction activities.
- C. <u>Lawfully Available Funds</u>. The County cash contribution funds, as described in the documentation accompanying the County's SB 844 Financing Program Proposal Form, have been derived exclusively from lawfully available funds of the County.
- D. County Cash Contribution Funds Are Legal and Authorized. The payment of the County cash contribution funds for the proposed adult local criminal justice facility project (the "Project") (i) is within the power, legal right, and authority of the County; (ii) is legal and will not conflict with or constitute on the part of the County a material violation of, a material breach of, a material default under, or result in the creation or imposition of any lien, charge, restriction, or encumbrance upon any property of the mortgage, deed of trust, pledge, note, lease, loan, installment sale agreement, contract, or other material agreement or instrument to which the County is a party or by which the County or its properties or funds are otherwise subject or bound, decree, or demand of any court or governmental agency or body having jurisdiction over the County or any of its activities, properties or funds; and

- (iii) have been duly authorized by all necessary and appropriate action on the part of the governing body of the County.
- E. No Prior Pledge. The county cash contribution funds and the Project are not and will not be mortgaged, pledged, or hypothecated by the County in any manner or for any purpose and have not been and will not be the subject of a grant of a security interest by the County; the county cash contribution funds and the Project are not and will not be mortgaged, pledged, or hypothecated for the benefit of the County or its creditors in any manner or for any purpose and have not been and will not be the subject of a grant of a security interest in favor of the County or its creditors. The County shall not in any manner impair, impede or challenge the security, rights and benefits of the owners of any lease-revenue bonds sold by the State Public Works Board for the Project (the "Bonds") or the trustees for the Bonds.
- F. <u>Authorization to Proceed with the Project</u>. The Project proposed in the County's SB 844 Financing Program proposal is authorized to proceed in its entirety when and if state financing is awarded for the Project within the SB 844 Financing Program.

BE IT FURTHER RESOLVED AND ORDERED that the Board of Supervisors of the County of Plumas does hereby represent, warrant and covenant as follows:

- G. Names, Titles, and Positions. For the purposes of the SB 844 financing application and any resulting design and construction, or other project phase, the following County staff will serve as key personnel for this project: Robert Perreault, Public Works Director, shall be designated the County Construction Administrator; Roberta Allen, Auditor-Controller, shall be designated the County's Project Financial Officer; and Dean Canalia, Undersheriff, shall be designated as the Project Contact Person.
- H. Authorization of Project Documents. The County is seeking funding preference associated with review of and authorization to execute the project documents required within the SB 844 Financing Program. As such, the Board of Supervisors of the County of Plumas does hereby approve the form of the Project Delivery and Construction Agreement (PDCA), the Board of State and Community Corrections (BSCC) Jail Construction Agreement, the Ground Lease, the Right of Entry for Construction and Operation, and the Facility Sublease, which are attached herto. The Chairman of the Board of Supervisors, the County Administrative Officer (if such position is filled), and the Public Works Director, or their designees (collectively, the "Authorized Officers"), acting alone, are hereby authorized on behalf of the name of the County to execute, and the Clerk of the Board of Supervisors is authorized to attest, the Project Delivery and Construction Agreement, the BSCC Jail Construction Agreement, the Ground Lease, the Right of Entry for Construction and Operation, and the Facility Sublease, in substantially the form hereby approved, with such additions thereto and changes therein as are required by the BSCC or the State Public Works Board to effectuate the SB 844 Financing Program and as condition to the issuance of the Bonds. Approval of such changes shall be conclusively evidenced by the execution and delivery thereof by any one of the Authorized Officers each of whom, acting alone, is authorized to approve such changes. Each of the Authorized Officers is authorized to execute these respective agreements at such time and in such manner as is necessary within the SB 844 Financing Program. Each of the Authorized Officers is further authorized to execute, acknowledge and deliver any and all documents required to consummate the transactions contemplated by the Project Delivery and Construction Agreement, the BSCC Jail Construction

Agreement, the Ground Lease, the Right of Entry for Construction and Operation, and the Facility Sublease. The SB 844 application procedures established by the BSCC require that the Resolution by the Board of Supervisors contain the Project Documents authorized above, and, therefore, these documents are attached as exhibits and incorporated herein, as:

- Project Delivery and Construction Agreement (PDCA)
- BSCC Jail Construction Agreement
- BSCC Ground Lease
- BSCC Right of Entry for Construction and Operation
- BSCC Facility Sublease
- I. <u>Authorization To Sign</u>. Greg Hagwood, Plumas County Sheriff, is authorized to sign the SB 844 Adult Local Criminal Justice Facilities Construction Financing Program "Applicant's Agreement," and to submit the proposal for funding.
- J. Adherence To State Requirements. The County hereby assures that it will adhere to state requirements and terms of the agreements between the County, the Board of State and Community Corrections and the State Public Works Board in the expenditure of any state financing allocation and County contribution funds.
- K. Funding Assurance. The County hereby assures that (1) it has authorized an adequate amount of available matching funds to satisfy the County's contribution as identified on the financing program proposal form submitted to the Board of State and Community Corrections; (2) the identified matching funds are compatible with the state's lease revenue bond financing; and (3) the cash match contribution does not supplant (replace) funds otherwise dedicated or appropriated for construction activities.
- L. <u>Staffing Assurance</u>. The County certifies that it will safely staff and operate the facility being constructed (consistent with Title 15, Chapter 1, Subchapter 6, section 1756 (j) 5) of the California Code of Regulations) within ninety (90) days after project completion. The County further agrees to operate, maintain and repair the facility until the State bonds are fully repaid.
- M. <u>Site Assurance</u>. The County certifies that the following site assurance for the County facility will be provided at the time of proposal or no later than 90 days following the Board of State and Community Corrections' Notice of Intent to Award: (1) The County has project site control through either fee simple ownership of the site or comparable long-term possession of the site and right of access to the project sufficient to assure undisturbed use; and (2) will not dispose of, modify the use of, or change the terms of the real property title, or other interest in the site of the facility subject to construction, or lease the facility for operation to other entities, without permission and instructions from the Board of State and Community for so long as the SPWB lease-revenue bonds secured by the financed project remain outstanding.
- N. <u>Appraised Value</u>. The County attests that the current fair market land value of the County-owned property for the proposed correctional facility is One Hundred Ninety Thousand Five Hundred Dollars and No/100 (\$190,500.00).

BE IT FURTHER RESOLVED AND ORDERED that the County is seeking funding preference for its proposed project within the SB 844 Financing Program, and, therefore, makes the certifications and assurances that the funding preference criteria are satisfied as follows:

- O. Funding Preference. The state will give preference to those counties that are most prepared to proceed successfully with this financing in a timely manner. The two preferences that have been met by the County are as follows: (A.) The County has provided a board resolution (1) authorizing an adequate amount of available matching funds to satisfy the county's contribution, and the matching funds mentioned in the resolution shall be compatible with the state's lease revenue bond financing (2) approving the forms of the project documents deemed necessary, as identified by the board (SPWB) to the BSCC, to effectuate the financing authorized by the legislation, and (3) authorizing the appropriate signatory or signatories to execute those documents at the appropriate times; and (B.) the County has provided documentation evidencing that CEQA compliance has been completed.
- P. <u>CEQA Compliance</u>. The County is seeking funding preference for submittal of documentation evidencing that compliance with CEQA has been fully completed for the proposed project, and further is certifying that all related statutes of limitation have expired without challenge.

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CALIFORNIA ON

BOARD OF SUPERVISORS

ATTEST

RESOLUTION NO. 17-8226

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CALIFORNIA ON

BOARD OF SUPERVISORS

ATTEST

NOTICE OF EXEMPTION

TO: [] Office of Planning & Research Sacramento, CA 95814

FROM: Plumas County Zoning Administrator

555 Main Street

Quincy, CA (530) 283-6213

[X] County Clerk County of Plumas

Project Title: Plumas County Jail Replacement (Public Service Facility) Special Use Permit - U 5-14/15-04

Project Location: 50 Abernethy Land and 125 South Redberg Avenue, Quincy, Plumas County, CA; APNs 116-320-002 and 116-320-050; T24N/R10E/Sec.19, MDM

Description of Project: Special Use Permit for the Plumas County Jail Replacement (Public Service Facility) and Requests for Proposals under Senate Bill 863 (Construction of Adult Criminal Justice Facilities).

Name of Public Agency Approving Project: Plumas County

Name of Person or Agency Carrying Out Project: Plumas County Sheriff's Office

Exempt Status (Check one)

- [x] No possible significant environmental effect (Sec. 21082.2; 15061(b)(3));
- [] Ministerial (Sec. 21080(b)(1); 15268);
- [] Categorical Exemption. Section Number:
- [] Statutory Exemptions. State Code Number:

Reason why project is exempt: This project is exempt because it can be seen with certainty that there is no possibility that the project may have a significant effect on the environment as the Initial Study did not reveal any potentially significant impacts and the special use permit, as enacted by the conditions of approval, serves to prevent material damages to adjacent properties and to provide suitable safeguards to ensure environmental compatibility with the surrounding area.

Lead Agency Contact Person: Rebecca Herrin, (530) 283-6213

Zoning Administrator

JUL 1 0 2015 Date Filed

Certificate of Posting

I hereby certify that from

2015 (30 days), I posted a copy of this Notice of

Exemption in the Office of the Plumas County Clerk

JUL 1 0 2015

Rec #32-2015-018 Doc#2015-018

CALIFORNIA S C 2

State of California—Natural Resources Agency CALIFORNIA DEPARTMENT OF FISH AND WILDLIFE

2015 ENVIRONMENTAL FILING FEE CASH RECEIPT

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LEADAGENCY			DATE		
Plumas County Zoning Administrator			07/10/2015		
COUNTY/STATE AGENCY OF FILING			DOCUMENT NUMBER		
Plumas		2015-018			
PROJECT TITLE					
Plumas County Jail Replacement - Special Use Permit					
PROJECTAPPLICANT NAME			PHONE NUMBER		
Plumas County Sheriff's Office			(530) 283-6375		
PROJECT APPLICANT ADDRESS	СПҮ	STATE	ZIP CODE		
1400 E. Main Street	Quincy	CA	95971		
PROJECT APPLICANT (Check appropriate box):	•				
■ Local Public Agency School District Oth	ner Special District	State Agency	Private Entity		
CHECK APPLICABLE FEES: Environmental Impact Report (EIR) Mitigated/Negative Declaration (MND)(ND) Application Fee Water Diversion (State Water Resources Control B) Projects Subject to Certified Regulatory Programs (CRP) County Administrative Fee Project that is exempt from fees Notice of Exemption (attach) CDFW No Effect Determination (attach) Other PAYMENT METHOD:	\$2 Poard only) \$1	6,069.75 \$,210.00 \$,8850.00 \$,043.75 \$ \$50.00 \$	0.00 0.00 0.00 0.00 50.00		
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OFFICE OF THE

COUNTY COUNSEL

COUNTY OF PLUMAS

Plumas County Courthouse 520 Main Street, Room 301 Quincy, California 95971-9115 R. CRAIG SETTLEMIRE
COUNTY COUNSEL
STEPHEN L. MANSELL
DEPUTY COUNTY COUNSEL
MARI SNYDER
PARALEGAL/SMALL CLAIMS ADVISOR

Phone:(530) 283-6240 Fax: (530) 283-6116

January 3, 2017

Board of Supervisors County of Plumas Courthouse 520 Main Street Quincy, CA 95971

Re:

County of Plumas

Notice of Determination for the New Main Jail at 50 Abernethy Land and 125 South Redberg

Avenue, Quincy, California

Honorable Board of Supervisors:

As indicated in my letter dated July 29, 2015, on July 9, 2015, the Zoning Administrator for the County of Plumas approved an application for a special use permit and making related findings in accordance with the California Environmental Quality Act ("CEQA") for the New Main Jail at 50 Abernethy Land and 125 South Redberg Avenue, Quincy, California ("Project"). Pursuant to Public Resources Code §21152, the County filed a Notice of Determination (also known as a "Notice of Exemption") with the Clerk-Recorder's Office for the Project on July 10, 2015; the Notice of Determination was posted on that same day. Section 9-2.1001 of the Plumas County Code provides that an appeal of the Zoning Administrator's decision must be filed within 10 days after the decision. The statute of limitations for challenging the County's action by appeal to the Board of Supervisors expired on July 20, 2015, and no challenges were filed. Although CEQA provides for a 35-day statute of limitations to file a legal action challenging a posted notice of exemption, the "doctrine of exhaustion of administrative remedies" requires, as a prerequisite to such a legal action, the challenging party to have filed an administrative appeal if such an appeal process was available (Public Resources Code section 2117; see also, Park Area Neighbors v. Town of Fairfax (1994) 29 Cal. App. 4th 1442. In any event, since it has now been more than 35-days since the posting of the CEQA notice of exemption, the time for challenging the County's action by a CEQA lawsuit has also expired on August 13, 2015, without a lawsuit having been filed.

Please contact me at (530) 283-6240 if you have any questions or if our office can be of further assistance.

R. CRAIG SETTLEMIRE

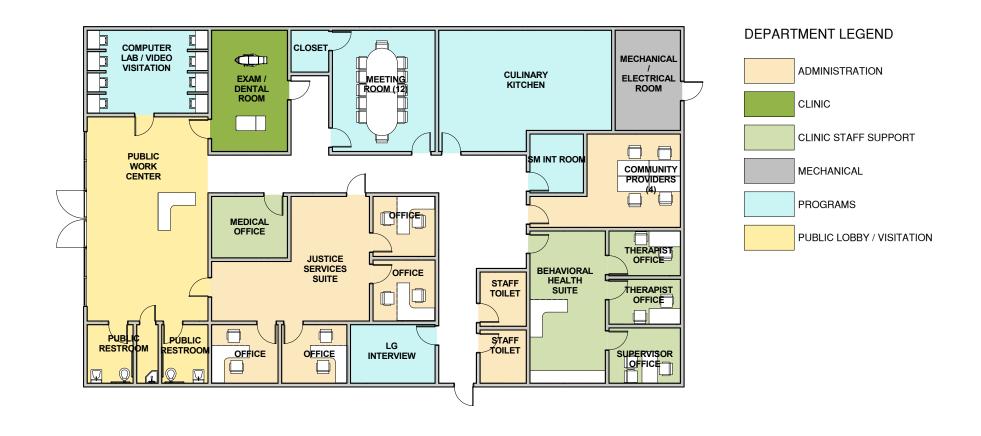
Plumas County Counsel

RCS:ms

cc: Gregory Hagwood, Plumas County Sheriff Randy Wilson, Plumas County Zoning Administrator

[\HMXL012041S\1 coco shared\Correspondence\Jail Project -CEQA Determination Ltr v2.doc]





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