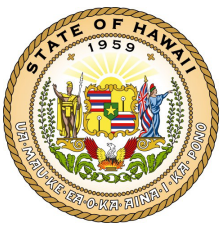


REQUEST FOR INTEREST NEW OAHU COMMUNITY CORRECTIONAL CENTER



State of Hawaii

Department of Accounting and General Services

DAGS JOB # 12-27-5713

January 29, 2021

REQUEST FOR INTEREST

NEW OAHU COMMUNITY CORRECTIONAL CENTER

1. Introduction

The need to upgrade and/or replace Hawaii's correctional facilities has been well documented by various master plans and studies conducted since the 1970s. The common element in each is the need to improve facilities housing the State's offender population in ways that are reflective of correctional best practices. However, with other priorities and resource limitations, investments in the State's correctional infrastructure during this time have been limited.

As a result of the COVID-19 pandemic, many state and local governments are facing severe budgetary constraints that will affect the ability to finance infrastructure projects and programs in the years ahead. This includes the State of Hawaii which is planning or has underway important investments in its education, health care, justice, and transportation systems. Given the circumstances, State officials are seeking ways to allow priority projects to proceed while avoiding traditional financing solutions that could result in long-term negative effects to the State's debt ceiling and credit rating.

With the passage of time, correctional facilities have grown aged and obsolete with the State proposing to improve its corrections infrastructure through modernization of existing facilities when possible and construction of new institutions to replace others when necessary. Among the State's priority projects is development of a new Oahu Community Correctional Center (OCCC) to replace the current OCCC located at 2199 Kamehameha Highway, in the Kalihi neighborhood of Honolulu. Leading the effort is the Hawaii Department of Accounting and General Services (DAGS) which has issued a Request for Interest (RFI) to ascertain interest in development of the new OCCC.

The information, input, and advice received from Respondents to the RFI will inform and/or refine assumptions and expectations regarding the planning, procurement, and eventual delivery of the new OCCC.



Location of existing OCCC in Kalihi

WHO SHOULD RESPOND?

Interested firms (Respondents) are encouraged to respond to the RFI including, but not limited to:

- Construction contractors and designers with experience in alternative project delivery of public infrastructure, such as correctional facilities of similar characteristics, size and/or complexity, particularly projects utilizing private financing and/or maintenance responsibilities;
- Financiers and/or equity investors with a successful development and investment track record in Social Infrastructure of similar characteristics, size, and/or complexity;
- Investors with resources to commit to delivery of a new OCCC with a shared vision with the State as described in the RFI;
- Firms experienced in the maintenance of correctional facilities or similar secure institutions;
- Industry organizations representing any of the above or related firms; and
- Industry organizations of local, small and/or disadvantaged businesses whose member firms may wish to participate on a team or consortium of project proposers.

2. Hawaii Department of Public Safety

The Hawaii Department of Public Safety (PSD) is responsible for the approximately 4,100 offenders currently housed within State facilities, the Federal Detention Center in Honolulu, and in a privately-operated prison located on the mainland. PSD deals with criminal offenders at various stages within the criminal justice process. People who are arrested are initially held in custody at county police cellblocks, where they are assessed to determine if they are eligible to be diverted from the correctional system. Those who are not eligible for pre-trial diversion programs are transferred to one of the State's jails until trial. Upon conviction, those who are sentenced to serve less than one year remain at the jails while those who are sentenced to serve more than one year are transferred to a state prison.

3. Oahu Community Correctional Center

OCCC, operated by PSD, is currently the largest jail facility in the State of Hawaii and acts as the local detention center for the First Circuit Court. Originally developed in Kalihi in 1916 as the Oahu Prison, the facility was redeveloped in 1975 as part of a county-based community correctional system concept with 456 beds. OCCC was subsequently expanded and currently has a design capacity of 628 beds and an operational capacity of 954 beds. Recent studies conducted of OCCC have documented its declining physical plant, its inefficient operation, and the lack of space for inmate programs and treatment services. In fact, one of the original 1916 structures is still in use at OCCC today.



Guard tower at existing Oahu Community Correctional Center

At the time it was redeveloped in 1975, the intended use was to house long-term inmates, not a short-term, high turnover population. OCCC is also not designed to separate detainees with mental health issues from the general detainee population, which creates risks for both groups of detainees as well as corrections staff.

The design of OCCC is not comparable to the contemporary secure jail designs that are common today with the configuration of housing units requiring a detainee/security officer ratio well above industry standards. Combined with its age and condition and a history of overcrowding, a new OCCC is needed to meet current and future requirements and is considered one of Hawaii's priority projects.

DAGS is leading the effort to develop the new OCCC which would take advantage of the newest technologies, optimize the cost of facility operations, and broaden programs and treatment services and has issued the RFI to:

- Ascertain the level of Respondent interest in participating in a future procurement process;
- Identify ways to complete the new OCCC without adversely affecting the State's debt ceiling and credit rating; and
- Obtain industry input to questions outlined in Section 6 of the RFI.

Specific objectives for the new OCCC are described below.

Technical Scope Objectives

- Create a facility design that meets PSD's current needs while allowing for future flexibility and growth;
- Establish robust infrastructure and utilities with necessary security and safety for today's and tomorrow's operational needs;
- Provide a financially sustainable development plan that balances capital expenditures and operating expenses over time to maximize the impact and capacity of the new OCCC; and
- Deliver a new OCCC that is technically robust, morally and ethically just, environmentally conscious and integrates burgeoning sustainable initiatives that consider the built environment and building occupants' mental and physical health.

Procurement Objectives

- Prioritize transparency and consistency of the decision-making process during procurement;
- Enable access to information to support engagement of the developer and contractor community;
- Promote innovation in procurement, the supply chain, and in delivery of the new OCCC;
- Develop institutional knowledge with respect to alternative procurement and delivery methodologies;
- Proactively engage, through a targeted approach to various stakeholder groups and audiences in an intentional way, to recruit champions/sponsors of the eventual delivery pathway for the new OCCC;
- Undertake a robust external communication approach that engages, informs, consults, and listens to PSD, the community, and the market throughout the life of the new OCCC; and
- Demonstrate a deliberate approach to governance, decision-making, project controls and change management.

Delivery Objectives

- Create a resilient approach to supporting both current and future male detainee populations;
- Create robust systems and processes for the delivery of the new OCCC on time and on budget that can endure beyond delivery of the new OCCC;
- Maximize opportunities for local industry participation;
- Promote goodwill in construction and service delivery industries in Hawaii;
- Consider a comprehensive plan for community, noise, nuisance, traffic management efforts and their impacts to project neighbors; and
- Promote and prioritize health and safety during the construction phase.

Operational Objectives

- Leverage new physical infrastructure to offer greater opportunity to reduce recidivism and improve reintegration of detainees into the community;
- Use the new OCCC as an opportunity to develop a template for operational effectiveness;
- Reduce operating expenses to enable greater support for health, rehabilitation, and educational programs;
- Cultivate institutional readiness for a seamless transition from design and construction to operations and maintenance; and
- Enhance and create innovative distance learning and visitation opportunities.

New Oahu Community Correctional Center

Starting in 2016, studies have been conducted that identified candidate sites for the new OCCC and following a rigorous evaluation of each, Hawaii's Animal Quarantine Station (AQS) in Halawa was selected as the location for development. The AQS was chosen based on its many favorable attributes and the relatively few negative factors that would affect development and operation. The 25-acre site represents a portion of an underutilized 40-acre State-owned property. Detailed information concerning the AQS is available on the OCCC Future Plans website:

<http://dps.hawaii.gov/occc-future-plans/>

Preliminary plans for the new OCCC include accommodations for approximately 1,044 male detainees and approximately 288 pre-release inmates, although such plans are subject to change. In addition to inmate housing, the new OCCC would include areas for building administration and security, food preparation, medical services, program services, visitation, and spaces for building systems and maintenance functions as shown on the figure on page 5. Approximate gross square footage of the detention facility would be 376,000 SF while the pre-release facility would be 98,000 SF. All spaces would be sized and organized to meet applicable American Correctional Association standards.



1. Administration

- Screening lobby and reception desk



2. Visitation

- Visitation facilities and limited court functions



3. Intake/Transfer/Release

- Secure area for inmate processing
- Holding cells



4. Intake Services Center

- Assessment and classification services
- Record keeping



5. Security Operations

- 24/7 operation
- Watch Commander Office
- High security Control Room



6. Inmate Program Services

- Education, library, treatment, religious programs
- Staff offices



7. Medical/Mental Health Services

- 24/7 infirmary
- Mental Health Housing



8. Food & Laundry Services

- Kitchen
- Laundry Facility



9. Physical Plant Operations

- Facility maintenance
- Warehousing
- Central plant



10. Inmate Housing (Male)

- Sentenced
- Pre-Trial



11. Male Pre-Release Facility

- Work furlough program
- Education and treatment services

4. Animal Quarantine Station Facility

With development of the new OCCC planned within the eastern portion of the approximately 40-acre AQS property, it is essential that a new AQS facility be developed in advance of construction of the new OCCC.

The AQS is operated by the Hawaii Department of Agriculture (HDOA) which is responsible for protecting the State's agricultural resources by preventing the introduction of plants, animals, and diseases that would be harmful to Hawaii's unique ecosystem. As part of its responsibilities, all animals traveling to Hawaii are required to be vaccinated against rabies and other diseases and are subject to quarantine if they fail to meet certain requirements. Integral to Hawaii's success at protecting public health and the environment is the AQS located at 99-951 Halawa Valley Street on land owned by the State. With advances in rabies science and changes in policies, the need to confine animals in quarantine has drastically declined. The existing AQS facility, with its 1,600 dog and cat kennels, has now become oversized and an operational burden. A new AQS is envisioned as a more compact and efficient facility.

As with the work toward a new OCCC, much has been accomplished towards development of a new AQS facility that will support Hawaii's current and future animal quarantine policies and practices. This includes a detailed Project Development Report (PDR) representing the planning and programming work necessary for later stages of design and construction of a modern facility. The PDR includes an operational assessment of the current AQS, new programmed spaces, a site analysis, conceptual design, and a cost estimate for a new facility to be located on the western portion of the property where operations of the Animal Industry Division can be consolidated into a single campus.



Proposed OCCC at AQS (conceptual)

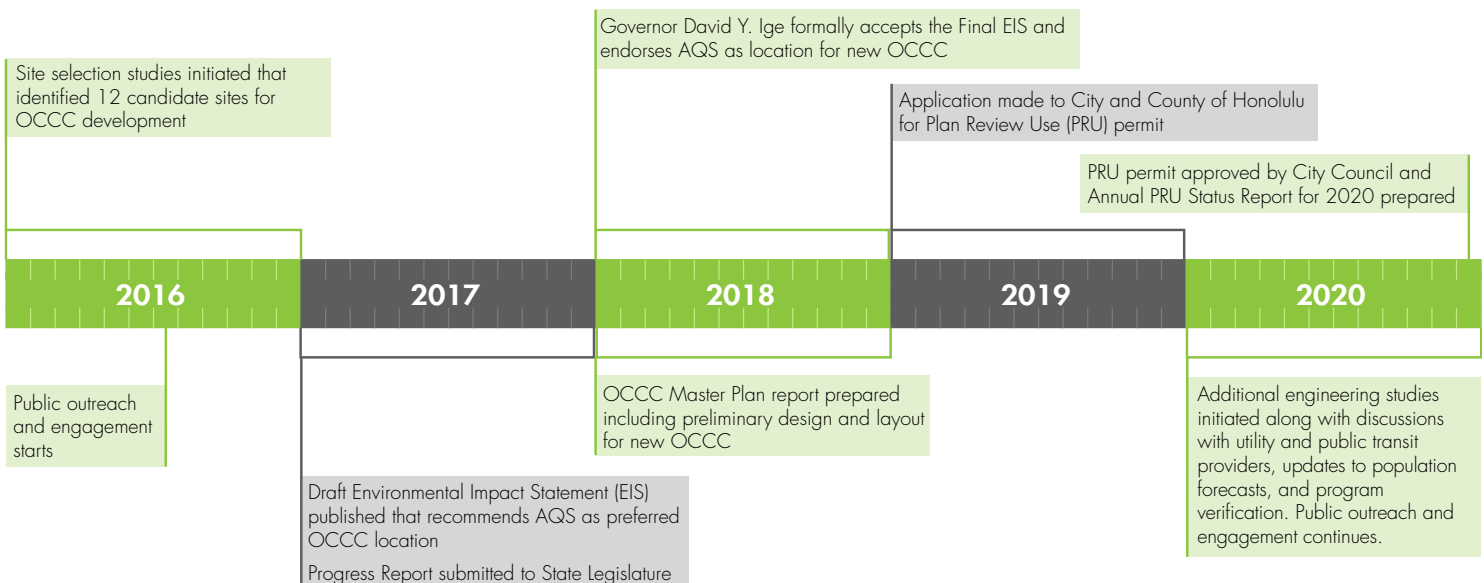


Proposed AQS (Conceptual) Source: Fung Associates, Inc.

5. Status of the New OCCC

The State has undertaken these activities towards the development of a new OCCC:

- Beginning in 2016, site selection studies identified 12 candidate sites for OCCC development. Extensive public outreach and engagement program was launched and continue today.
- In 2017, Draft Environmental Impact Statement (EIS) published that recommends AQS as preferred OCCC location.
- In 2018, Governor David Y. Ige formally accepts the Final EIS and endorses AQS as the location for the new OCCC.
- Also, in 2018, an OCCC Master Plan Report was developed which included a conceptual design and layout for the new OCCC at the AQS site, along with an evaluation of alternative financing options.
- In 2019, application was made to the City and County of Honolulu for a Plan Review Use (PRU) permit and following a lengthy and thorough review, the PRU permit was approved by the City Council and issued on February 19, 2020 (Resolution No. 19-136).
- Beginning in 2020, additional engineering and related technical studies were initiated including geotechnical investigations and hazardous materials surveys at the AQS site, along with discussions with utility providers, updating population forecasts, continued public engagement activities, among others.
- The State is finalizing OCCC's Business Case Analysis (BCA) which includes a value for money (VfM) model. The analysis supports a Design-Build-Finance-Maintain (Availability Payment) (DBFM (AP)) model as it is best aligned with the State's objectives and goals for the new OCCC. This is further supported by the VfM analysis as the DBFM (AP) results in better value for money for the State and taxpayers of Hawaii over the asset life.
- The spread of the novel COVID-19 virus in the existing OCCC facility has highlighted the overcrowding issue. As a result, lower-risk inmates were released in order to reduce the spread of infection. However, this is not a long-term solution and amplifies the need for a new OCCC facility.





6. Information Sought

The State is seeking input and expressions of interest from a variety of sources with respect to the new OCCC. Each Respondent is encouraged to provide DAGS with responses that are relevant and applicable to its particular potential role in developing and delivering the new OCCC.

Each Respondent is also encouraged to discuss its assessment of the commercial viability of the new OCCC and the interdependencies with the new AQS facilities. Respondents are to base the response on its experience on similar projects, and its understanding of the technical preparation that the proposed new OCCC will require.

In responding to the RFI, Respondents must provide responses as described below:

- *Respondents in the following roles must respond to Part A and Part B: AE Designers, Engineering firms, Operators, General Contractors.*
- *Respondents in the following roles must respond to Part A and Part C: Equity Investors, Lenders, Financiers.*
- *Respondents in the following roles must respond to Part A, Part B, and Part C: Developers or formed teams.*

Part A – Respondent Profile

Provide a narrative of the organization including:

- Firm name and the title, mailing address, telephone number, and e-mail address of Respondent's point of contact.
- Indicate the nature of Respondent's interest in the new OCCC (i.e., its potential capacity/role).
- Include an affirmative indication that the Respondent would be interested in participating in delivering the new OCCC.

Part B – Experience and Project Delivery Considerations

i. **Respondent experience:** *Include relevant narrative as to Respondent's organization, with emphasis on the following:*

- Respondent's general capabilities and relevant design, construction, maintenance, finance or other relevant public infrastructure experience.
- Respondent's experience delivering vertical and social infrastructure including correctional and justice facilities.
- Respondent's specific experience delivering correctional facilities exceeding 250 beds, describing its performance in design, construction, finance and/or opening to service.
- Respondent's ability and experience providing performance security consistent with similar size design-build and/or P3 projects, including payment bonds, performance bonds, parent company guarantees, letters of credit, or other form of performance security.

ii. **Project Risks:** *What are the more significant risks that you anticipate for the new OCCC and AQS? How can these risks be mitigated or minimized?*

iii. **AQS Site:** *Offer comments or input concerning development at the AQS site. Identify any unusual challenges or requirements.*

iv. **Project Scope:** *What adjustments to the scope would make delivery of the new OCCC more feasible, other than the reduction of major scope items? Are there suggested adjustments to the scope that may result in innovative approaches, reduced capital expenditures and/or expedited completion of the new OCCC?*



- v. **Project Schedule:** What are the possible project and procurement schedule constraints, indicating what would be a reasonable timeline to assume for procurement, construction, and contract terms?
- vi. **Technical Preparation:** Provide recommendations as to the nature, scope, and depth of information needed so that Respondents may be responsive in later procurement phases.
- vii. **Technology:** Responses should also address technological solutions that improve service delivery, security, and/or manage operational costs, including procedures or solutions that have been successful in other similar circumstances over the past 5 to 10 years. What other alternatives should be explored?

Part C - Financing Methods

- For investors interested in participating in funding or financing, include Respondent’s investment profile: results of previous or current infrastructure investments with summarized balance sheets for the previous three years. In addition, provide narrative on the understanding that any alternative financing methods will be evaluated against the base case DBFM (AP) for a total cost of ownership comparator.
- The State is interested in understanding if there are any innovative ways to participate in funding or financing the new OCCC and AQS that the State should consider. Are there methods other than a P3 DBFM (AP) structure that would provide better value for money to the State? What would be the key terms of such arrangement? Include loan period, interest rates, etc.
- Would a requirement for (or absence of) private financing influence your decision to participate in the delivery of the new OCCC and AQS project?

7. RFI Process Schedule

The RFI process is being conducted according to the schedule below.

Action / Activity	Date / Time
Request for Interest issued	January 29, 2021
RFI Information Webinar	9:00 AM (HST), February 9, 2021
Deadline for submitting written questions about the RFI	5:00 PM (HST), February 12, 2021
Responses to questions regarding RFI issued	No later than February 23, 2021
Deadline for submitting responses to this RFI	5:00 PM (HST), March 12, 2021

Any changes to the Schedule or RFI process will be emailed to Respondents who have preregistered (as outlined in Section 11) and posted as an addendum at the OCCC Future Plans website: <http://dps.hawaii.gov/occc-future-plans/>

8. Sources of information

A considerable volume of information has been developed concerning the existing OCCC and plans for the new OCCC (Collectively, “Project Information”). Project Information includes the Final Environmental Impact Statement along with its 29 appendices, the approved PRU application, OCCC Master Plan and its 11 appendices, the AQS Project Development Report, over 25 OCCC project newsletters, among other publications. This information is available on the OCCC Future Plans website: <http://dps.hawaii.gov/occc-future-plans/>

9. Questions Concerning the RFI

Questions or similar inquiry regarding any provision of the RFI or Project Information should be submitted electronically in writing to the point of contact indicated below and clearly marked “RFI – Oahu Community Correctional Center Questions”. It is recommended that Respondents submit questions sequentially numbered, include the RFI reference or reference in the Project Information document using the following format:

Question No.	Respondent’s Name	RFI Section Reference	Project Information Reference	Question

10. Point of Contact

Questions and inquiries or other communications regarding the RFI shall be submitted only to the designated Point of Contact below:

Joseph M. Earing, Planning Branch Chief
on behalf of Hawaii Department of Accounting and General Services
Email: occcrfi@wsp.com

11. RFI Response Format

In order to be considered responsive to the RFI, Respondents must submit the information requested in the manner described below:

- Respondents must register at <https://wtpartnership.co/occc/> to obtain further information pertaining to the RFI including receiving addendums and an invitation to a RFI information webinar.
- Responses should be single spaced in Arial 11-point (or larger) font and displayed in portrait format.
- Oversized documentation may be displayed in landscaped format.

Responses shall be received in electronic, readable PDF format through the project email address provided in Section 10.

There is no page limit to responses, but responses should be succinct. Respondents are encouraged to refrain from the presentation of materials intended to establish their qualifications to respond to any future solicitation. General information may be included, but should be relevant to the services being sought, and may include examples of prior work, brochures, photographs, maps, drawings, etc. Such general information materials shall be included at the end of the submittal as an appendix.

12. Assessment of Responses and Follow-On Meetings

DAGS will review the RFI responses in terms of their alignment with the themes, objectives, and preliminary plans for the new OCCC as stated in the RFI, as well as whether the responses demonstrate quality and feasibility, and the extent to which they are well thought out and measured. The responses received may be used by DAGS to inform a future formal procurement process, although responding to the RFI is not a prerequisite to participating in future solicitations.

DAGS may hold follow-on informational meetings with those Respondents most closely aligned with its goals and objectives. Such meetings would provide invited Respondents with the opportunity to present their understanding and conceptualization in more detail as well as allow DAGS to ask questions or seek clarifications regarding the information provided by the Respondents. Other than these possible meetings, Respondents will not otherwise receive feedback from this process.

13. Reservation of Rights

The RFI is not intended to initiate a solicitation for the OCCC nor does it represent a commitment from the State to proceed with such a solicitation in the future.

Responses to the RFI are not a prerequisite to participating in future solicitations and do not constitute a commitment to include Respondent firms in latter stages of the process. **Responses to the RFI are the sole method by which DAGS will consider expressions of interest with respect to the subject matter herein.**

The State also reserves the right (in its sole discretion) to incorporate into a future solicitation, if and when issued, any recommendations or comments presented in response to the RFI. The State assumes no obligations, responsibilities, or liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred or alleged to have been incurred by parties for the cost of developing, presenting, submitting, or reviewing any information in response to the RFI with all such costs borne by each Respondent. Information contained in a response hereto and all documentation provided therein, as well as subsequent submissions of information or questions will become property of the State and are subject to disclosure under the State's Uniform Information Practices Act and/or the "Sunshine Law". The State shall have no liability for the release of such information.