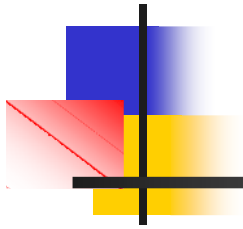




ULI – the Urban Land Institute



**Denver, Colorado
Advisory Services Panel
April 12 - 16, 2004**



About ULI

Mission: to provide responsible leadership in the use of the land in order to enhance the total environment.

23,000 members worldwide including real estate-related professionals such as developers, financiers, urban designers, architects, public officials and the like.



The Process

Briefing materials prepared by sponsor for review before arrival on-site.

Panelists considering various aspects of the problem according to neighborhood impact and market potential, planning and design, development strategies and implementation.

Sponsor conducted on-site briefing and tour.

Roundtable discussions and stakeholder interviews.

Preparation of panel recommendations.



The ULI Panel

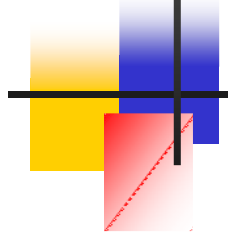
Richard Dishnica, Chair
Point Richmond, CA

Diana Gonzalez
Miami, FL

Don Hardenbergh
Williamsburg, VA

Paula Konikoff
New York City, NY

Todd Phillips
Middleburg, VA



Acknowledgements

Mayor John Hickenlooper

Denver City Council Members

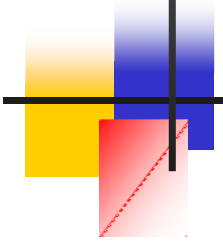
Beth Conover, Project Manager

Peter Park, Manager, Community Planning and
Development

Chief Justice Mary Mularkey

Judges Ray Satter and Jeffrey Bayless

Matt McConville, Court Administrator

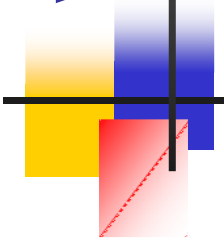


Sheriff Fred Oliva and Chief Bill Lovingier
Civic Association representatives
Public Private Partnerships
Reilly Johnson Architecture Team
Adrian Brown Citizens for a Better Denver
Golden Triangle Association
Golden Triangle Arts District representatives
Stapleton Development Corporation
Other business and neighborhood interests



Vision and Recommendation

Rick Dishnica, Chair



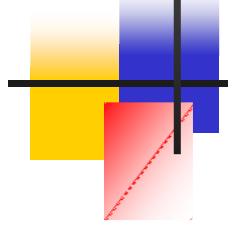
Vision

- The public interest
- The ability to provide a safe place where people want to live, work and play
- Where people can take pride in their city
- What's at stake here is the quality of life



ULI Panel's Recommendation

CIVIC CENTER ASSESSMENT RECOMMENDATIONS	ULI RECOMMENDATION
Whether to proceed with plans for a new Justice Center	Proceed with plan for a new Justice Center
The preferred site for a new facility	Use and add to RMN site
The timing of a potential bond issue that would fund the design	May 2005 ballot question
Assignment of key City staff to the project and the associated improvements	Encourage Mayor to establish a civic leadership team with technical staff resources
The priority of the project relative to the costs of funding, staffing, and time and potential impacts on the initiation and completion of other projects and;	This project should be the City's top priority
Next steps for the process	Implement assessment recommendations



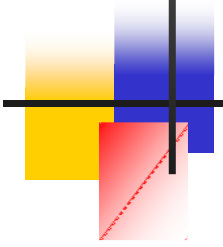
ULI Panel's Alternative

- Incorporate RMN Site
- Acquire adjacent site to west
- Consolidate criminal courts and short term detention facility, including juvenile, into new buildings on these two sites per the program
 - Convert Gene Amole Way from street to pedestrian plaza
- Convert City and County Building to Civil Courts only
- Build parking structure
- Convert PADF per proposed program
- Implement Phase I modifications to Smith Road Jail and convert to long term detention only



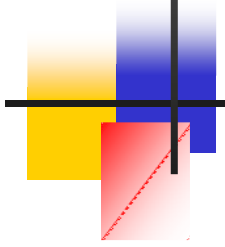
Scope of the Problem

Paula Konikoff



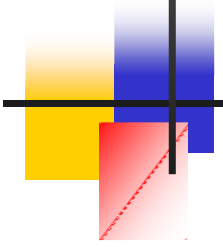
Understanding the Problem

- Criminal Justice System has deteriorated to appalling level
- New facilities to promote public safety
- New facilities to substantially reduce detainee transport
- Justice Center to encourage economic growth



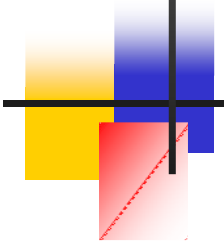
Project Champions

- Leadership is essential
- Excessive reliance on justice system employees is inappropriate
- Mayor to appoint a small task force of high profile, community champions



Honoring Commitments

- The government must honor its commitment to the community
- The government must clearly define and fully implement the project
- The community must support the decision once its made



Planning and Design

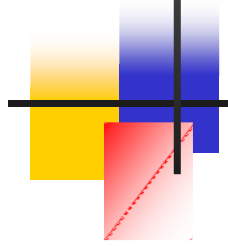
Don Hardenbergh

Todd Phillips



Need for “significant improvement of jail and courts”

- Two elements of a complex system
- At present, a dysfunctional system
- How to create a functional system
- One that meets the needs of the justice system
- One that engenders/sustains public trust and confidence in the system



Physical Context

- Beaux Arts civic core
- The Capitol: the “High Ground”
- Downtown Core to the North
- Cultural and Golden Triangle to South and East



Temporal Context

Past, Present, Future

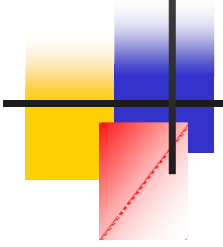
- Visions from the past
- The “Here and Now”
- The interests and needs of tomorrow
- Legacy Project



What's at Stake: The Public Trust and The Future of Denver

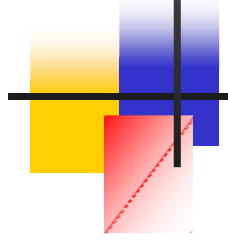
Create a Place

- Where people want to live and work
- Where people take pride in their environment
- Where the dangers of an ad hoc, fragmented and divisive quick fix are avoided
- Where the opportunity to implement solutions that benefit everyone can be realized



The Opportunity-Develop a Solution

- That provides state-of-the-art facilities for detention and court operations
- That contributes to the overall community interest
- That fosters development in the community



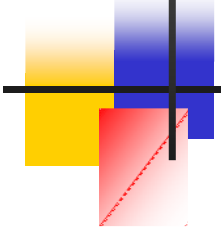
History and Prior Studies

- City Beautiful Plan, 1904
- Greening Plan, 1924
- CBD/B-5 Design Guidelines, 1995
- Central Denver Transportation Study, 1998
- Golden Triangle Neighborhood Plan, 1998
- Silver Triangle Urban Design Study, 1999
- Denver Comp Plan, 2000
- B-8-G Design Guidelines, 2002
- Blueprint Denver, 2002
- Game Plan, 2003

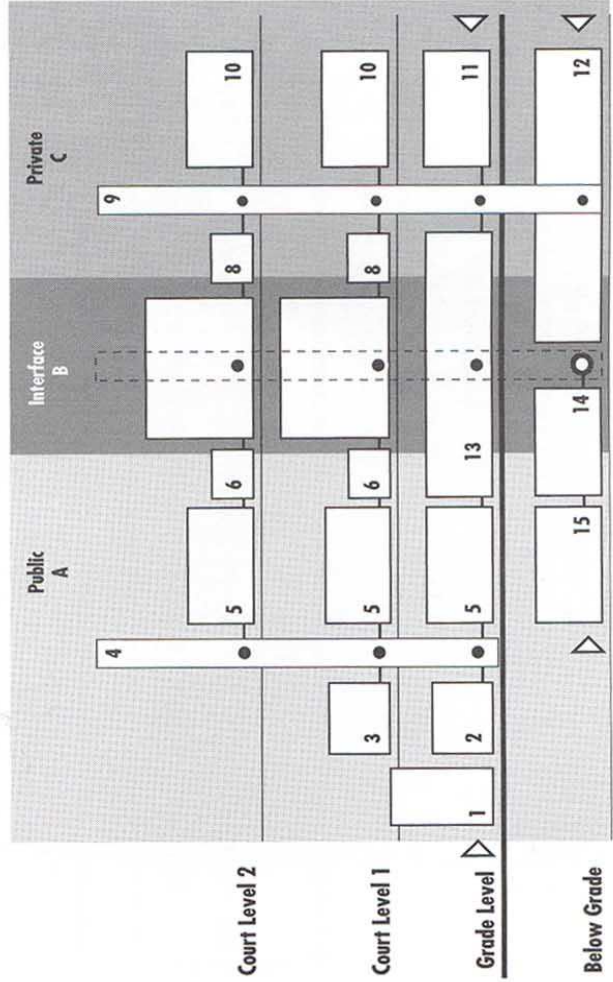


Hallmarks of Justice Facility Design

- Appropriate Image of Justice
- Unique Characteristics
- Adequacy of the Site
- Adjacency / Relation with Allied Agencies
- Public Accessibility
- Contextual Compatibility
- Ability to Accommodate Growth and Expansion
- Safety and Security



Typical Court Cross Section

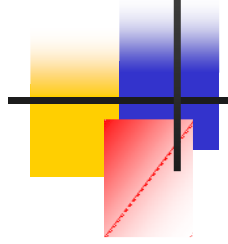


- LEGEND**
1. Public
 2. Security Screening/Checkpoint
 3. Jury Assembly
 4. Public Elevator/Stairs
 5. Public Corridor
 6. Sound Lock Vestibule
 7. Courtroom
 8. Private/Judicial Corridor
 9. Private Elevator/Stairs
 10. Judicial Chambers
Jury Deliberation Facilities
Senior Court Staff Offices
 11. Staff and Services Entry
 12. Secure Parking
 13. Central Court Office Area
(Clerk, Court-related Offices)
 14. Prisoner Holding



Hallmarks of Justice Facility Design

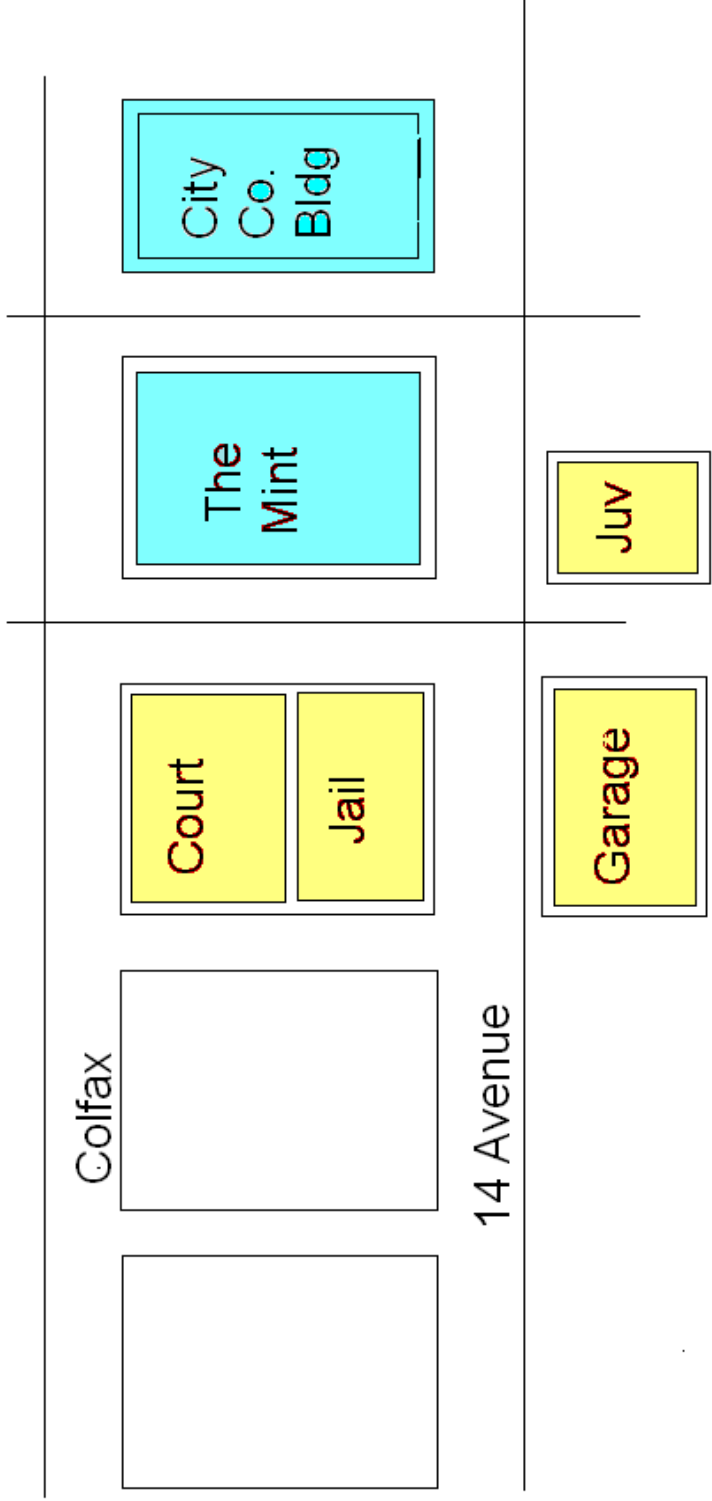
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- Safety and Security



Proposed Justice Center Plan

- Civic Center Location
- Combined Courts and Detention in Single Building
 - 1,500 beds
 - 30 + Criminal Courtrooms
- Free Standing Juvenile Courthouse
- Parking Facility

Proposed Alternative 1 Plan

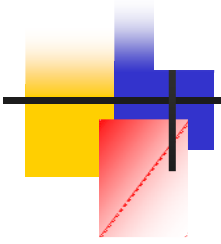




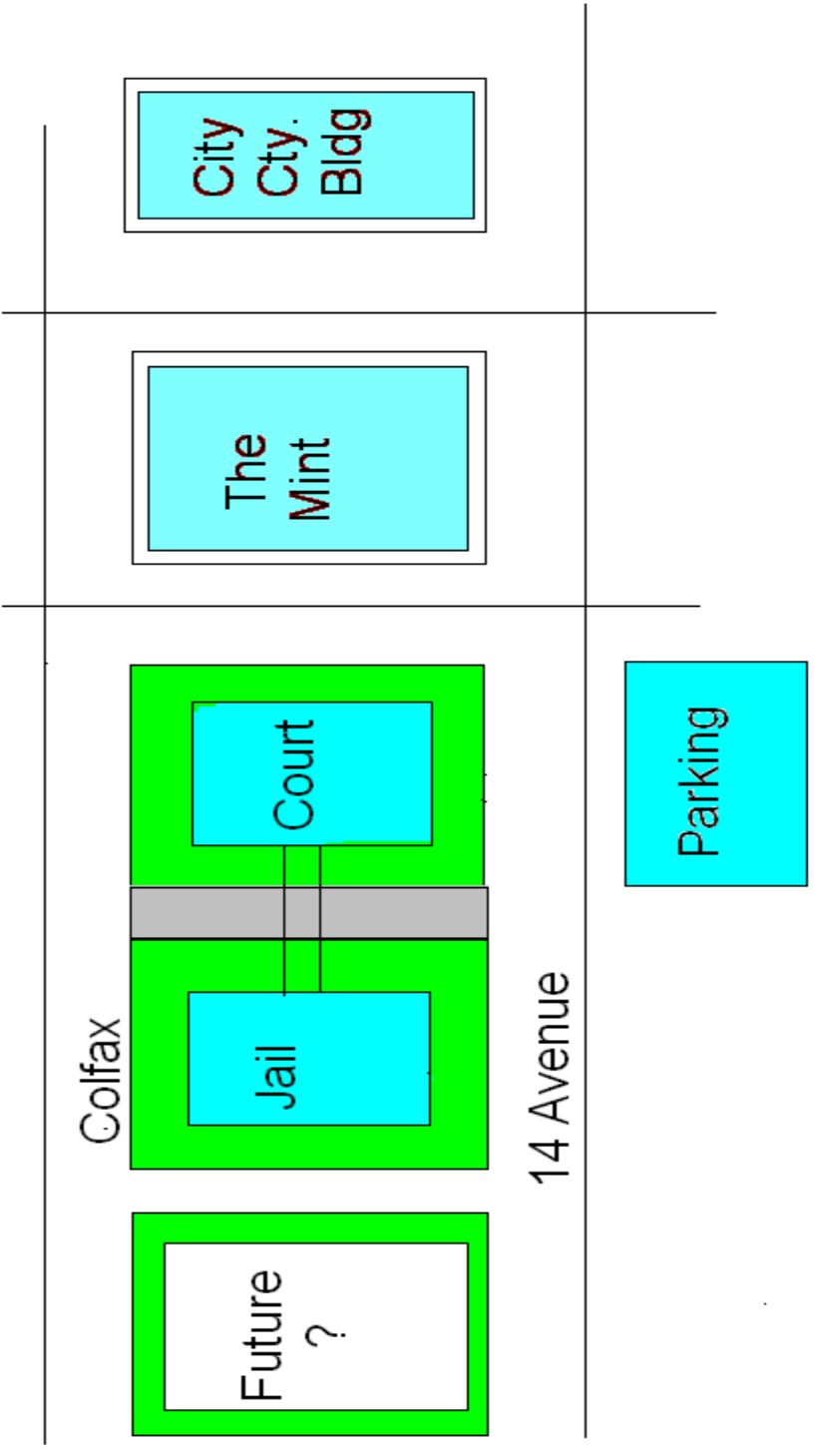
ULI Panel Recommendation

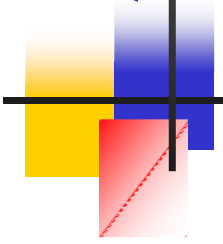
Modified Alternative #1

- Civic Center Location
- **Separate** Courts and Detention
 - 1,500 beds
 - 30 + Criminal Courtrooms
 - 12 Juvenile Courtrooms
- **Underground** Prisoner Circulation
- Consolidate Civil and Domestic Courts
- Parking Facility
- Smith Road Jail Improvements
- Renovation of PADF



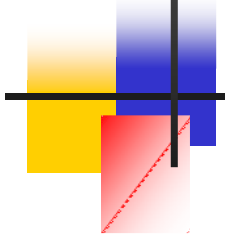
ULI Panel's Proposed Plan





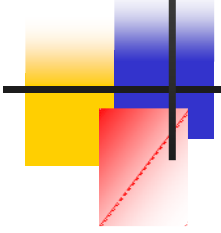
Application of Hallmarks of Justice Design

- Optimal functionality
- Accommodates Growth and Expansion
- Provides Accessibility
- Provides Security and Safety
- Proper Siting within the Urban Context
- Maintains association with allied agencies / offices
- Appropriate Scale and Massing
- Compatible with Historic Visions

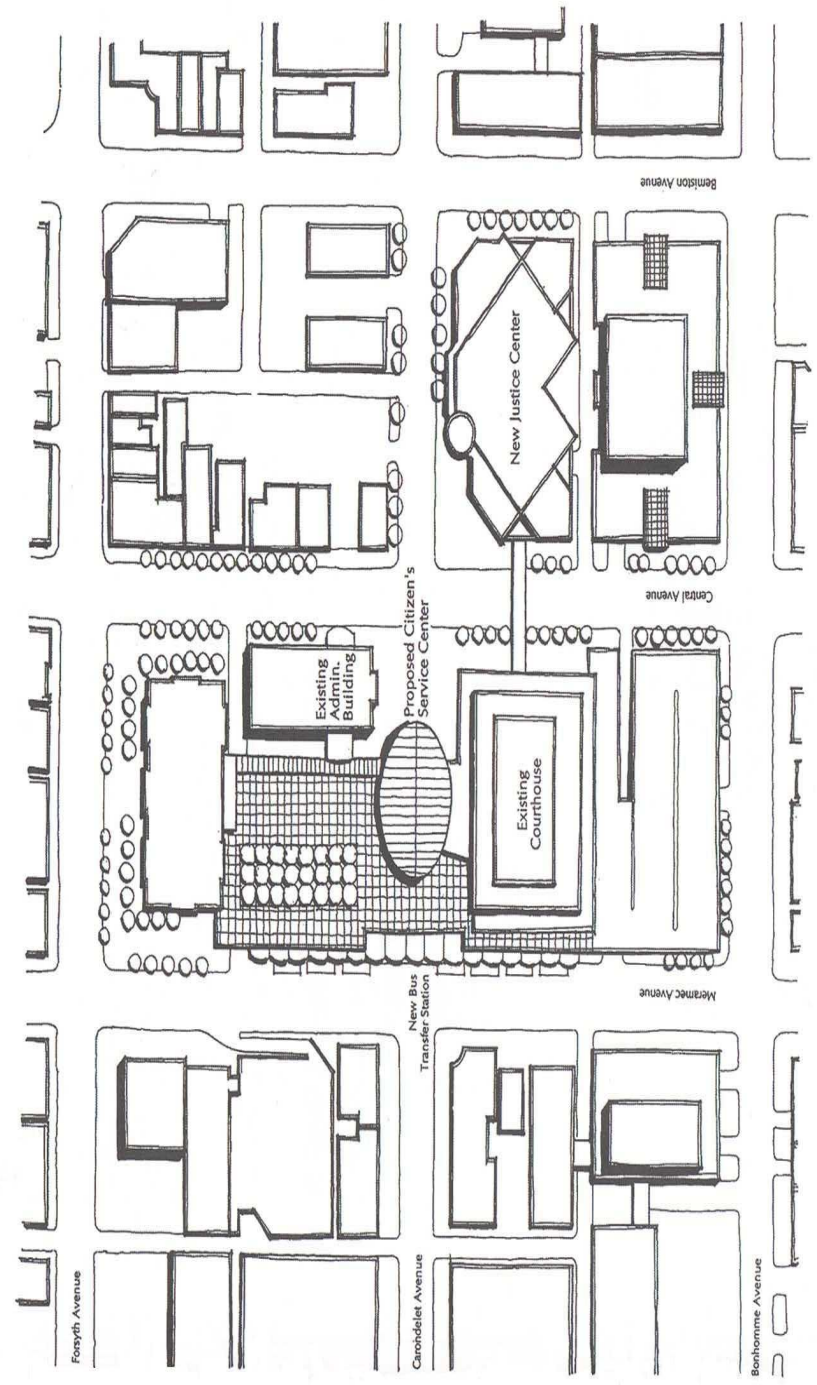


Best Practices

- Maintain Denver's excellence in civic design
 - Library
 - City County Building
 - Convention Center
 - Art Museum
- Consider national examples of excellence in Justice Centers

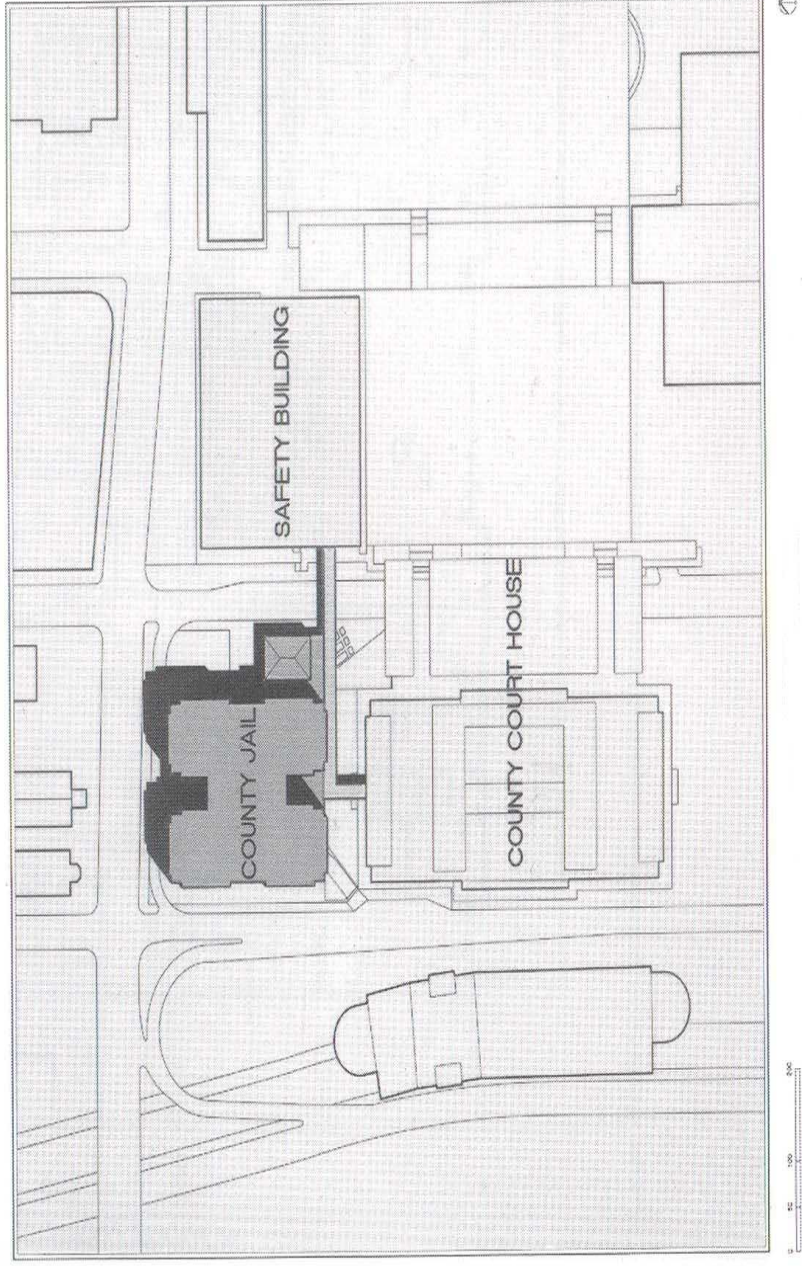


St. Louis County Justice Center



ULI Advisory Services Panel

Milwaukee County Jail and Criminal Justice Facility





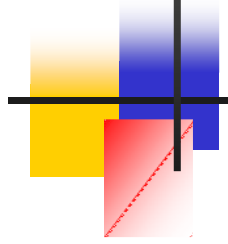
Neighborhood Impact and Market Potential

Diana Gonzalez



Economic Consequences of Doing Nothing

- Reinforces negative perception of the area
- Inhibits private investment
- Burdens the taxpayer



Impact of Failed System

- Inadequate public safety
- Quality of life is a factor for economic development
- Low crime rate attracts investment



Potential for positive impact on the community

- Enable other infrastructure improvements
- Enhancing open space
- Stimulating urban design



Conceptual Compilation of Costs

Order of Magnitude based on Previous Estimates:
\$335,400,000

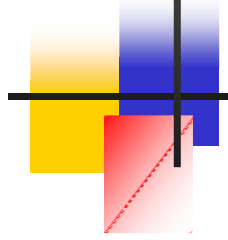
▪ Justice Facility	\$261,400,000
▪ Additional Site	10,000,000
▪ Smith Road-Phase I	57,500,000
▪ Retrofit of City County Bldg	500,000
▪ Rehab. of PADF	6,000,000

- These figures should be used as a general guide and not as a cost estimate.



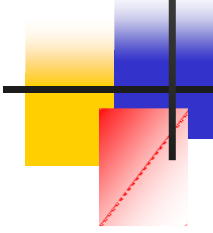
Benefits of Panel's Recommendation

- Address Criminal Justice system needs in a comprehensive, efficient manner and allows for future growth
- More beds; more courts; law enforcement improvements at comparable price to prior bond issue
- Return Civil Division to City County Building—eliminate leased space
- Free up space in the City County Building for other governmental use
- Addresses neighborhood needs
- Move economic development goals forward

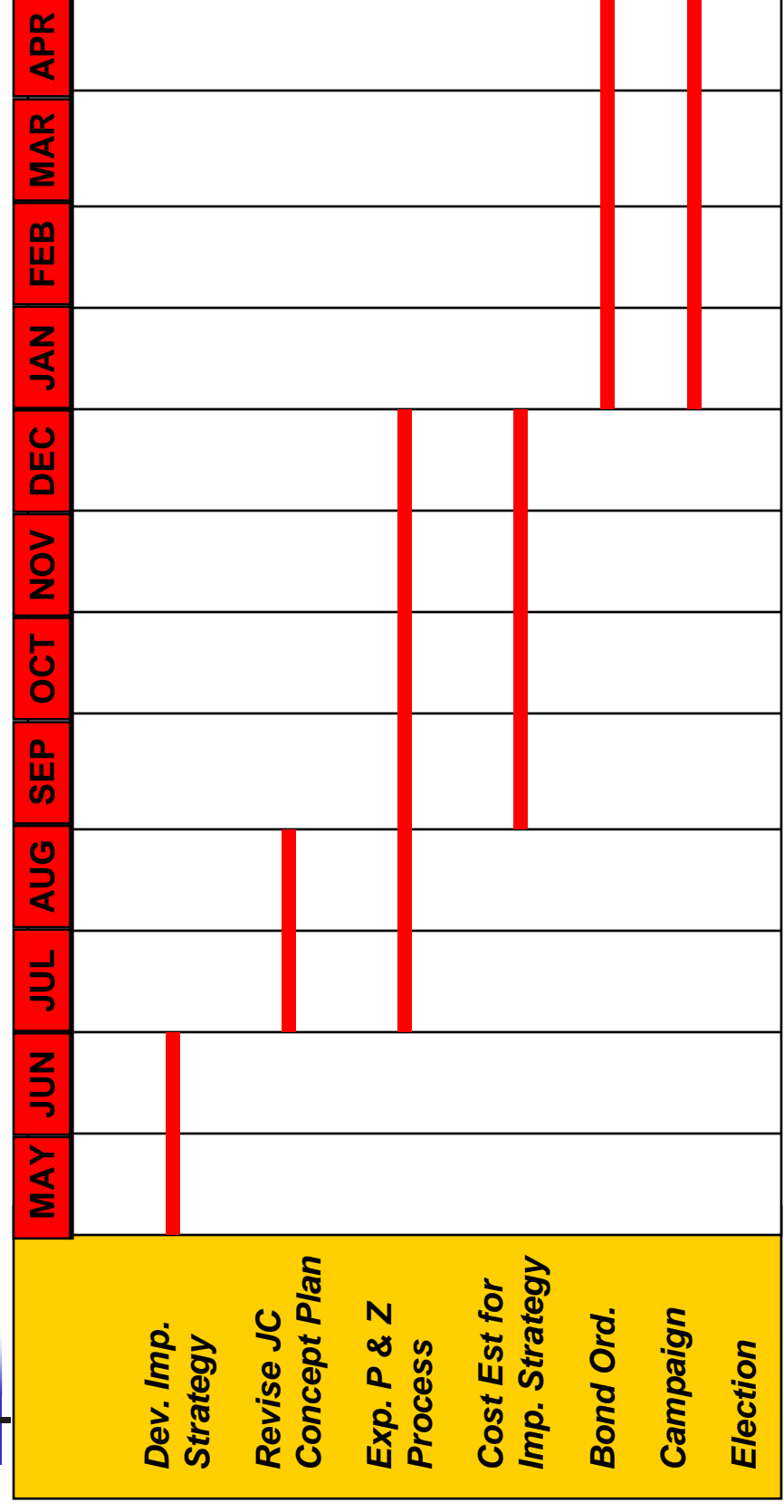


Steps to Implementation

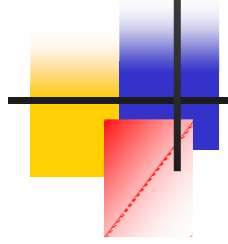
- Engaging and educating political leadership, business and the community
- Leadership must be committed
- Make the case
- Effectively communicate the case
- Transparency and inclusiveness of process
- Civic leaders need to sell the message with professional assistance
- Campaign starts now



Timeline for Implementation



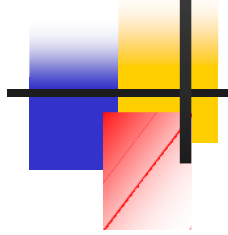
May
05



Conclusions

- Provide significant criminal justice improvements downtown
- Implement long-term detention improvements to Smith Road facility
- Mayor to establish leadership task force
- Make commitments and honor them

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Advisory Services Program