



Timeline Photography

TOWER OF CHANGE

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News from the Cuyahoga County Juvenile Justice Center Project

Encouraging and Assisting Economic Development

The Juvenile Justice Center Project (JJC) provided many with opportunities to work and contribute to their communities, families and Greater Cleveland. From the beginning, Cuyahoga County initiated three economic development programs. These programs are designed to assist workers and businesses with

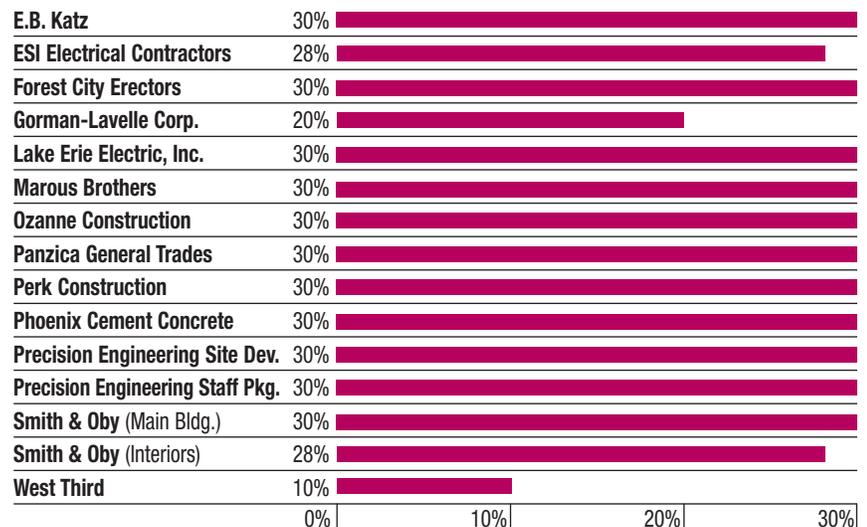
opportunities that might not otherwise be available. The JJC Project is the largest County construction project in over 20 years.

For this reason, the County initiated and encouraged Small Business Enterprise (SBE) Participation, Small Bid Packages and Workforce Diversity Participation.

Small Business Enterprise

Each Prime (primary) Contractor had to employ a certain percentage of smaller companies to work on the project. These Small Business Enterprise (SBE) percentage goals were based on a survey of the pool of firms available to work on the Project. The percentages ranged from 10 to 30 percent. The program brought in 59 SBE firms for a value of approximately \$34 million.

The County's SBE program is highly successful, as evidenced by the Prime Contractor's projections to meet their SBE goals. Without it, many of these firms might not have the opportunity to work on the JJC Project.



Workforce Diversity

The Workforce Diversity Program ensured that the individuals working on the JJC Project were indicative of the Greater Cleveland community. Therefore, the voluntary guidelines were: Minority participation- 25 percent; Female participation- 6.9 percent; County residents- 25 percent and City residents- 20 percent.

Since the workforce guidelines are strictly voluntary, everyone associated with the Project is proud that the goals were either met or came very close - making the Workforce Diversity Program very beneficial for all involved.

PRIME CONTRACTOR	MINORITY	FEMALE	COUNTY RESIDENT	CLEVELAND RESIDENT
EB Katz (Plumbing)	21.9%	7.1%	66.8%	23.3%
ESI Electric (Electrical)	17.5%	4.1%	66.6%	21.1%
Forest City Erectors (Steel)	19.1%	6.4%	46.3%	28.6%
Fox Fire (Sprinklers)	27.2%	0.0%	70.6%	43.5%
Gorman Lavelle (Plumbing)	9.7%	0.7%	63.1%	9.7%
Lake Erie Electric (Electrical)	26.3%	5.7%	64.7%	26.2%
Marous Brothers (General)	22.4%	7.9%	38.5%	17.5%
Panzica (General)	25.5%	4.5%	47.4%	19.7%
Perk (Sidewalks)	9.7%	1.1%	43.6%	9.7%
Phoenix Cement (Concrete)	22.2%	6.4%	51.7%	23.7%
Platten (Parking Lot)	40.1%	0.0%	48.6%	20.1%
Precision Engineering. (Site)	16.8%	1.3%	40.6%	11.2%
Smith & Oby (HVAC)	26.8%	8.6%	52.0%	18.3%
Foti (Masonry)	25.1%	4.6%	40.7%	19.1%
Independence Excavating (Site)	30.5%	3.4%	52.1%	25.0%
McKinney Drilling (Caissons)	40.8%	0.6%	34.6%	24.7%
TOTALS	24.0%/	5.5%/	51.1%/	21.6%/
	GOAL 25%	GOAL 6.9%	GOAL 25%	GOAL 20%

Quick Fact

During construction, the Juvenile Justice Center removed and recycled more than 16,000 cubic yards of waste material, avoiding landfill. If trucks containing this waste material lined up end to end, they would stretch 4.5 miles.

If you lose your copy, you can always find it online at CuyahogaCounty.us

"To do today's work well and not be bothered about tomorrow is the secret of accomplishment." – William Osler

Small Bid Packages

Although the County instituted both the SBE and the Workforce Diversity Programs, there remained an aspect of the local community, small local businesses, which needed consideration and an opportunity to participate in the Project.

To this end, 24 limited-sized bid packages (opportunities) were set aside for small firms. These Bid Packages, which were under \$25,000, further insured that the money spent on constructing the JJC was shared among smaller companies. Gerald Jones of Jones Disposal thought it "a good idea" to have the small bid opportunities. "It gave me confidence," said Jones. "It was the first time I ever completed a bid. It was the first time I got a bid on my own without teaming up with a bigger company."

The following are small companies that won small bid opportunities:

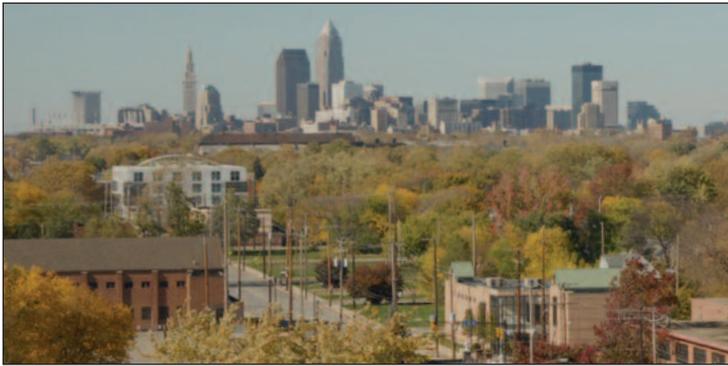
Main Building

Caver Brothers Inc.	Street Cleaning & Site Cleaning
Global Signs & Graphics Inc.	Signage
Jones Disposal Services LLC	Dumpster
Minority Trucking Co.	Trailer Maintenance Parking Lot Security
RAR Contracting	Snow Removal
Superior Fence & Builders	Fence Maintenance
Timeline Photography	Construction Photos

Court Interiors

A.1.Z. Enterprises Inc.	Parking Lot Striping & Security Street Cleaning
Petitti Landscaping	Lawn Service and Site Cleaning
Petty Group LLC	Fence Maintenance
RAR Contracting	Snow Removal Trailer Lot Demo
S.E. Blueprint	Temporary Signage
Timeline Photography	Final Photos

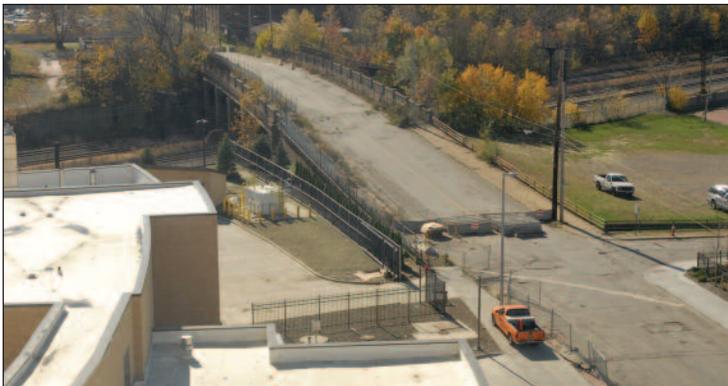
Views from the Top



Eric Benson

Downtown Cleveland

The view from the top is sometimes breathtaking. Looking west, downtown cannot be missed.



Eric Benson

East 93rd Street Bridge

Also from this view is the East 93rd Street Bridge. For safety reasons, the crumbling bridge, built in 1931, closed in October 2008. Beginning by February 2011, demolition of the six-span bridge will begin. The new bridge's anticipated completion date is July, 2012.

LEEDing the Way to Quality Design and Construction

The bar for quality design and construction is set higher when LEED certification is sought for a new building. LEED stands for Leader in Energy and Environmental Design. LEED certification was established by the U.S. Green Building Council in 1993 to improve construction in five areas: energy savings, water efficiency, CO2 emissions reduction, better indoor environmental quality, and stewardship of natural resources.

Recognizing the importance of being environmentally responsible and energy efficient, the County decided at the outset that the new Juvenile Justice Center (JJC) should seek LEED certification. This certification ensure that the building is energy efficient in design and function. This means the JJC saves money on heating, cooling and gas and water consumption.

The certification process occurs in two phases – the design phase and the construction phase. Mike Hogan, with the design team and LEED administrator for the JJC, points to a few things they did in the design phase. "We included bicycle racks, showers and changing facilities to encourage people who will work there to ride their bikes or walk to work," he explains. "We also designed the roof to reflect



Debbie Stadler, construction phase LEED administrator and Mike Hogan, JJC LEED design phase administrator

Eric Benson

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LEEDing the Way to Quality Design and Construction, Continued from page 2
sunlight and made the landscaping irrigation system water efficient."

Debbie Stadler, with the Constuction Management Team is the LEED administrator for the construction phase. "We made all the rooms light metered," she explains. That means the lights turn off after a certain period of time when no movement is detected – which saves on energy consumption and money on electricity. "We also specified that many of the building materials used, such as the steel, wall board, and carpeting, have a certain level of recycled contents. Of course, we were concerned about indoor air quality," she adds, "so we specified that all the paint, adhesives and sealants in the building have low levels of VOC (volatile organic compound)."

To ensure that all energy-saving mechanical systems in the JJC work properly, the Brewer-Garrett Company, an energy services company, will inspect everything once the building is completed. "We will examine all the systems, including heating, air conditioning, lighting, plumbing, telecommunications and security, and make sure they all operate properly before the County assumes ownership," explains Matt Nelson, an engineer with Brewer-Garrett. These systems are designed to save energy and money.

Hogan and Stadler anticipate that LEED certification will be awarded by the end of summer 2011. "We definitely think the Juvenile Justice Center can serve as a model for similar buildings in other cities," Stadler says.

Focused on Community Service

Throughout the construction phase, the men and women working diligently on the Juvenile Justice Center Project paused during the holidays. They selflessly showed their appreciation and gave back to their Fairfax neighbors.

In 2008, the construction teams raised nearly \$2,700, donated over 1,700 non-perishable food items and presented \$25 gift cards to Fairfax's treasured seniors. Fairfax residents had their wish lists fulfilled in 2009 with gifts purchased from the \$1,700 raised. More than 1,000 non-perishable food items filled the Fairfax Senior Housing pantries.



Eric Benson

Completing Soon...

After almost three years, the Juvenile Justice Center (JJC) will soon open. From the beginning, it has been a journey. Since 2009, *Tower of Change* has given you an inside view of the construction project. You were able to see the foundation drilling, the steel rising, the concrete pouring, and the pre-cast hanging. As involved readers, you were able to "participate" in the Topping Out ceremony, the brick laying, wiring, plumbing, wall hanging and painting. As Fairfax residents, business owners, community members and friends, we wanted you to participate in the largest Cuyahoga County construction project in over 20 years.

This is *Tower of Change's* last issue.

We hope you enjoyed and were able to learn from this monthly publication. When the JJC's doors open, please watch for notice of public tours. The JJC will be a part of your community for many, many years, and we want you to embrace not only its external presence, but its internal culture. A culture of change.

The residents that enter will not be the same residents who exit. Within the doors of the JJC are caring people and strategic processes that will help them move from where they are to where they should be - productive citizens.

Opening in late March... a community that cares for its youth. We look forward to your encouragement as we help prepare our youth for their future.

Keeping It Under Control

The Juvenile Justice Center (JJC) will have a new state-of-the-art system installed for heating, ventilation and air conditioning (HVAC), according to Steve Anderson, the building engineer on the Project.

"What's going in right now is the Metasys System, installed by Johnson Controls, which has the HVAC contract. This will control all the HVAC equipment in the entire complex. The main function of the system is not only for building comfort, but also for the efficiency of the building. We want to keep the cost of utilities down while managing the comfort of all the people in it," Anderson says. "Compared to the old system, everything that's being put in now is absolutely state-of-the-art."

The most obvious difference is the size of the complex, he points out. "The old complex is about 140,000 square feet, and the new one is somewhere in the 600,000 square feet range."

The number of client beds has increased greatly. The old complex hosted only 78, while the new one will have more than 180 beds.

Anderson, who has been the Building Engineer in Cuyahoga County for 17 years, notes that the HVAC system is "probably one of the nicest HVAC systems in the entire County."

From Start to Finish – A Pictorial View

From the groundbreaking to landscaping, the Juvenile Justice Center Project has a pictorial story to tell.



Breaking ground



Drilling Caissons



Raising the steel frame



Piping for plumbing



Masonry work and brick laying



Installing the HVAC



Finishing the concrete



Wiring for lights



Hanging the drywall



Painting the walls



Laying the landscape

"Every new beginning comes from some other beginning's end." – Seneca