

RFI Response – Denver AOR

I. Executive Summary

A. Overview

The GEO Group, Inc. (GEO) is pleased to present our response to the Request for Information (RFI) issued by the United States Immigration and Customs Enforcement (ICE) for Detention Facility Support within the Denver Area of Responsibility (AOR). GEO currently provides similar services at the Aurora ICE Processing Center for up to 1,360 beds. An additional 128 general population beds are also available for use at Aurora.

The current Aurora Contract includes an unfunded CLIN for the use of the 700-bed GEO-owned Cheyenne Mountain Center. GEO proposes the activation of the facility to serve the Denver Enforcement and Removal Operations (ERO) field office requirements.



GEO is the world's leading provider of detention, corrections, and reentry services with 100 facilities, approximately 81,000 beds, and approximately 18,000 employees. Our corporate office is based in Boca Raton, FL and we have three (3) regional offices, located in Los Angeles, CA; San Antonio, TX; and Charlotte, NC. GEO also operates internationally in the countries of Australia, the United Kingdom, and South Africa and has offices in Sydney, London, and Johannesburg.

B. Point of Contact Information

The point of contact for this project is:

(b)(6),(b)(7)(C) Executive Vice President, Client Relations
 4955 Technology Way
 Boca Raton, FL 33431

Telephone: (561) 999 (b)(6),(b)(7)(C)
 Email: (b)(6),(b)(7)(C)@geogroup.com

II. Facility Overview and Capabilities

A. Facility Address & Information

The GEO-owned and operated Cheyenne Mountain Center is located in Colorado Springs, CO and strategically situated close to all necessary facility and detainee support services. This facility is an appropriately zoned, existing structure capable of providing secure residential, medical, and transportation services, as well as all support services necessary to meet the needs of adult ICE detainees (male and female) at multiple security levels, in compliance with ICE National Detention Standards (NDS) 2019.

Name	Beds	Availability	Facility Address	% for ICE Use	% for Other Use
Cheyenne Mountain Center	Up to 700 beds	30 days after contract funding approval	2925 E. Las Vegas St. Colorado Springs, CO 80906	100%	0%

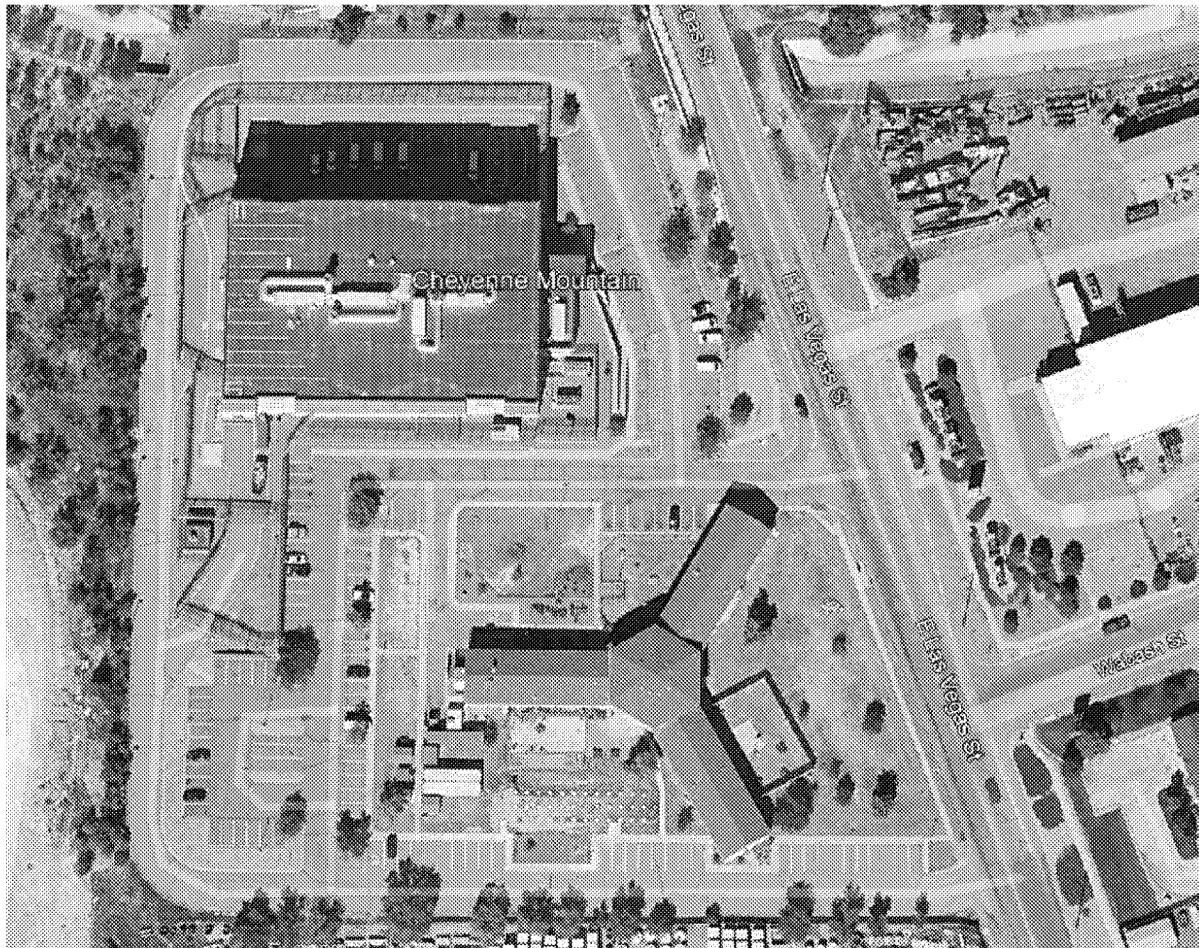
B. Facility Background

Originally opened in 2005, the Cheyenne Mountain Center is a 700-bed facility located in Colorado Springs, CO. Originally designed as a reentry center, the facility is well-equipped to be repurposed as an immigration processing center to support U.S. Immigration and Customs Enforcement (ICE) operations. The center's infrastructure already includes secure housing, administrative offices, and program spaces that can be adapted to accommodate individuals detained by ICE. The facility most recently served as a residential reentry facility for the State of Colorado until March 2020 and is well-suited to operate as an Annex to the Aurora ICE Processing Center.

C. Facility Description

The existing facility can accommodate up to 700 ICE detainees, including the provision of security, health care services, food service, laundry, utilities, administrative support services, and transportation consistent with ICE's requirements.

Cheyenne Mountain Center Layout



Center Design: The facility is made up of two buildings and sits on 2.83 acres. The main physical structure has three floors plus a basement and has 125,000 square feet of operational space. A smaller building serves as a facility armory and lock shop.

The basement level consists of the Medical Department, Food Service, Multipurpose Hall, Commissary, Barber Shop, Gymnasium, Laundry, Mailroom, Maintenance, Intake, Restricted Housing Unit (RHU), Shift Supervisor Office, Chaplain, and Programs Areas.

The first floor consists of Administration, Lobby, Master Control, Roll Call, Visitation, Library / Law library, and a Programs Room.

Housing Units: The facility has a design capacity of 700 general population and 48 Restricted Housing beds.

General Population Housing includes the following:

- Level 1 consists of 6- and 8-person rooms
- Levels 2 and 3 consist of 8- and 12-person rooms

The second and third floor have 14 rooms per side with two sides on each level for a total of 28 rooms on each floor. As there are no intake beds, staging can be performed in unused portions of the segregation unit and the indoor gym.

Medical Area: The Center's medical unit is equipped to provide on-site, primary care, mental health and emergency health care including lab, portable X-ray, and medication delivery. GEO will maintain active contracts with laboratories and other ancillary services required to provide comprehensive and medically necessary care. Medical equipment will include telemedicine and radiology capabilities to enhance care provided to the patient population.

The Center's medical unit includes the following:

- Patient waiting area (capacity of 15)
- Two medical beds
- Secured nurses station with two separate, controlled points of entry into the medical areas
- Four medical examination and treatment rooms, including a comprehensive medical triage/vitals room, and procedural/urgent care room
- Laboratory
- Corridor contains a patient bathroom, dental suite, medical records office, ample office space for medical /mental health personnel, staff restrooms, conference room, and staff break room
- Nurses station is adjoined to the secured pharmacy room with a pill line window attached
- Suicide watch room

Visitation: Visitation includes an open room located on the first floor with a capacity of 100. GEO proposes adding video teleconferencing booths to satisfy this requirement.

Recreation: The Center has one secure 16,600-square-foot outdoor recreation area equipped with 3 basketball courts and an exercise area. The Center also has a 2,109-square-foot indoor recreation area that includes a basketball court and separate 336-square-foot weight room.

Administrative Space and Parking: Administrative office space within the existing facility is limited. Specific ICE Administrative Office Space needs have not been identified. As such, GEO will negotiate with ICE on its office needs following contract award. The site has 79 parking spaces, 20 of which GEO can allocate for ICE use.

D. Schedule of Availability

The Center can be available for intake of ICE detainees within 30 days of funding approval and dependent on the ICE background clearance process.

E. ICE National Detention Standards (NDS)

As currently configured, the facility can provide all services in compliance with ICE's National Detention Standards – 2019 (NDS). The facility could be modified to meet ICE's Performance-based National Detention Standards 2011. We note, however, as this is an existing facility, there may be some standards that would require an exception.

F. Quality Control Plan

GEO's Quality Control Plan dictates that all major functional areas of the Center be audited quarterly by the corporate Contract Compliance (CC) Division and by facility staff. These audits will be dedicated to ensuring all GEO internal policies and the client required standards are met. Following an initial pre-operational audit, an annual corporate audit reviewing the full scope of services will be conducted by a team of auditors chaired by CC. A second-tier review, the GEO facility internal audits, is conducted by the facility's subject matter experts using pre-identified GEO and client audit tools, with monthly audits targeting all functional areas on a rotating basis throughout the calendar year.

III. Facility Services

A. Management and Operations

GEO will provide a full staff of highly qualified, trained, and experienced personnel to perform the requirements of any subsequent RFP and contract. Our management team is committed and accountable to the achievement of high performance and customer satisfaction during daily operations. Our processes, procedures, post orders, and systems are mature, in place, in use, and well documented.

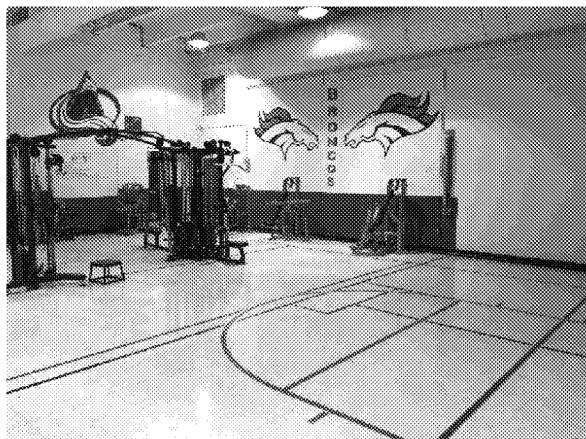
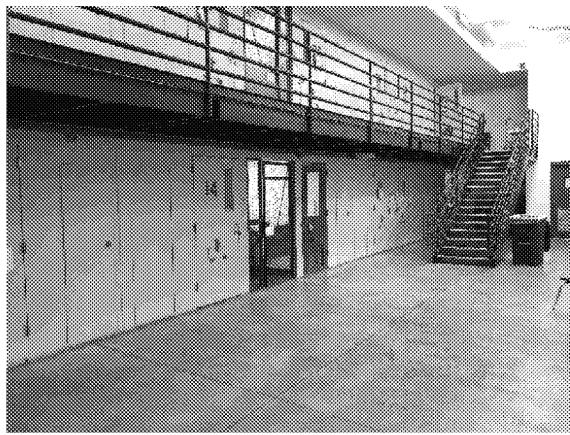
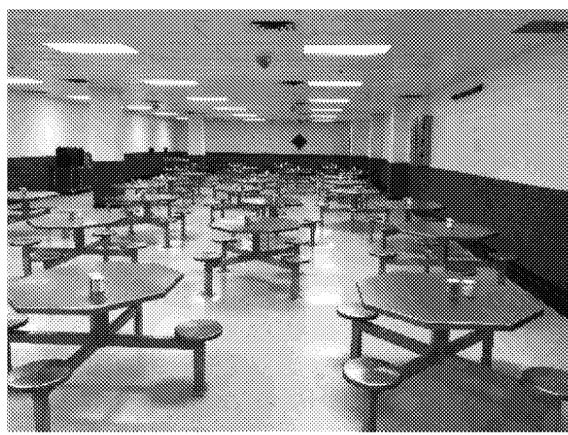
We strive to make continuous improvements and have received excellent performance reviews for our facility operations, to include security and control, guard services, transportation, maintenance, programs, recreation, food service, quality control, and compliance. The Facility Administrator will be responsible and accountable for the management of the facility and the direction of its workforce. They will be supported by GEO's Western Regional Office located in Culver City, California, led by Regional Vice President (b)(6),(b)(7)(C). In addition, Corporate Headquarters support staff ensure that all necessary resources are available for successful performance.

Key management staff will assist the Facility Administrator in his or her endeavors to successfully manage and operate the facility on a daily basis and throughout the contract period of performance. A cadre of highly competent supervisors and professional practitioners will support the key management staff and provide day-to-day guidance and instruction to the facility's workforce.

B. Transportation

GEO is fully capable of providing transportation and guard services. Through our wholly owned subsidiary, GEO Transport, Inc. (GTI). Operating under Department of Transportation (DOT) license #1 (b)(4), GTI operates within the strict regulatory compliance established by federal and state agencies to include the U.S. Department of Transportation and the Federal Motor Carrier Safety Administration, and customer performance-based detention standards of approved secure transportation.



IV. Exterior and Interior Photographs**Gymnasium****Medical Exam Room****Segregation****Cafeteria****Library****Outdoor Recreation**

V. Operational and Logistical Information

A. Availability and Timeframe

The Center can be available for use within 30 days of a funding approval and dependent on the ICE background clearance process. Please note that GEO can perform and certify similar background clearances (with the exception of the field investigation) to assist ICE in expediting the clearance process. GEO's current background screening process is very similar to the federal candidate screening process. Further, GEO's contracts provide ICE with 100% legal indemnification for all contract services provided by GEO employees.

B. Transportation and Accessibility

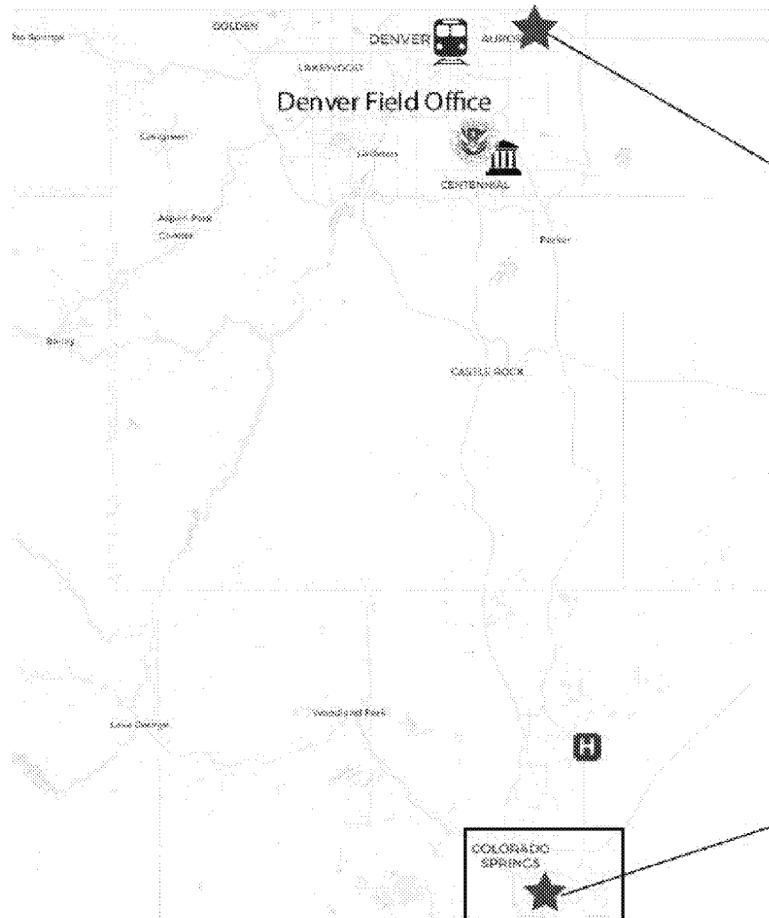
The Cheyenne Mountain Center is strategically located in proximity to all necessary facility and detainee support services. A table and map illustrating the proximity of the Center to ICE's Denver Field Office, acute care hospitals, airports, bus/train stations, emergency services, and immigration court, are provided below.

	Facility Name and Address	Distance	Travel Time
ICE	Denver Field Office 12445 E Caley Ave. Centennial, CO 80111	63.8 miles	61 minutes
Hospital	UCHealth Memorial Hospital Central 1400 E Boulder St. Colorado Springs, CO 80909	7.3 miles	12 minutes
Hospital	CommonSpirit – Penrose Hospital 2222 N Nevada Ave. Colorado Springs, CO 80907	9.4 miles	18 minutes
Hospital	CommonSpirit – St. Francis Hospital 6001 E Woodmen Road Colorado Springs, CO 80923	19.4 miles	26 minutes
Airport	Colorado Springs Airport 7770 Milton E Proby Parkway Colorado Springs, CO 80916	6.4 miles	11 minutes
Bus Station	Greyhound Bus Stop 1251 S. Tejon St. Colorado Springs, CO 80903	4.1 miles	9 minutes
Train Station	Denver Union Station 1701 Wynkoop St. Denver, CO 80202	77.1 miles	79 minutes
Fire Station	Colorado Springs Fire Station 11 3810 Jet Wing Drive Colorado Springs, CO 80916	3 miles	7 minutes
Immigration Court	Aurora ICE Processing Center 3130 North Oakland St. Aurora, CO 80010	77.3 miles	73 minutes

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Proximity Map

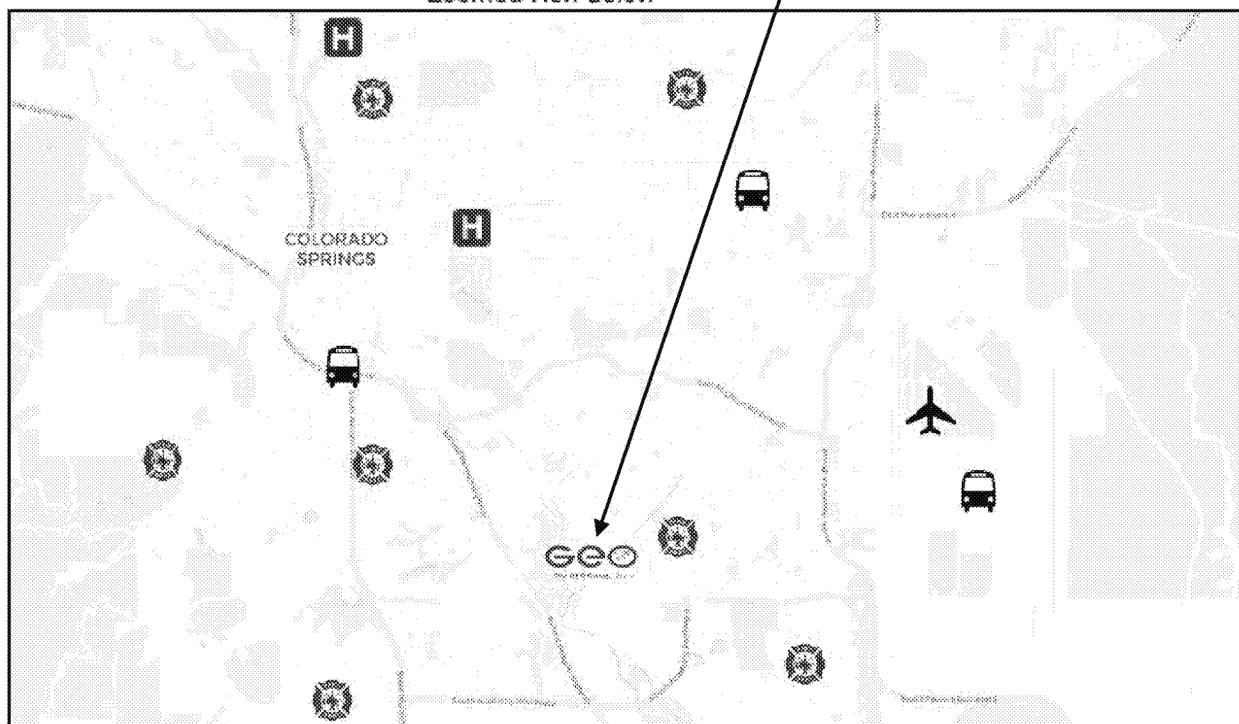


Aurora ICE Processing Center



Cheyenne Mountain Center

Zoomed View Below



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C. Local Services and Support

If requested by ICE, GEO will provide access to consulates and pro bono legal services. Additionally, video teleconferencing (VTC) capabilities can be available. In addition, several Virtual Attorney Visitation (VAV) booths can be provided in the housing unit entries and existing office spaces.

VI. Additional Information and Recommendations

A. Current Services Provided to Federal Agencies

GEO is the largest secure support services provider to the U.S. Federal Government and the largest detention services operator for ICE. GEO also provides detention, transportation, and support services for the U.S. Marshals Service (USMS) and for Customs and Border Protection (CBP). GEO has a 38-year relationship with ICE dating back to December 2, 1986, with a contract award from the U.S. Immigration and Naturalization Service (INS) to provide a facility for secure residential care of undocumented aliens in Aurora, CO.

We presently have 18 facilities under contract to provide services to ICE.

GEO-Operated Detention Facilities	Client	Gender*	Years in Operation
1. Adelanto ICE Processing Center	ICE	M	12
2. Alexandria Staging Facility	ICE	M	11
3. Aurora ICE Processing Center	ICE	M/F	37
4. Broward Transitional Center	ICE	M/F	22
5. Central Louisiana ICE Processing Center	ICE	M	16
6. Desert View Annex	ICE	M	4
7. Folkston ICE Processing Center	ICE	M	7
8. Golden State Annex	ICE	M	4
9. Joe Corley Processing Center	ICE/USMS	M/F	16
10. Karnes County Immigration Processing Center	ICE	M/F	14
11. Mesa Verde ICE Processing Center	ICE	M	9
12. Montgomery Processing Center	ICE	M/F	6
13. Moshannon Valley Processing Center	ICE	M/F	3
14. Northwest ICE Processing Center	ICE	M/F	20
15. Pine Prairie ICE Processing Center	ICE	M	24
16. Rio Grande Processing Center	ICE/USMS	M/F	16
17. South Louisiana ICE Processing Center	ICE	F	4
18. South Texas ICE Processing Center	ICE	M/F	19

B. Proposed Pricing Structures

GEO recommends a two-part pricing structure, which is fair and equitable to both the Government and to the contractor. Our model includes a fixed monthly Facility Operations Charge (FOC) that covers all the direct, fixed expenses such as building depreciation, cost of capital, staffing, maintenance, utilities, etc. GEO also has developed an incremental per diem based on the level of occupancy at the facility which includes detainee food, medical, hygiene, clothing, etc. In this methodology, the Government does not pay variable costs for “empty beds.” The contractor’s direct expenses are totally covered at all levels of occupancy. This model is in use at locations in Florida, California, Colorado, and Pennsylvania.

C. Recommended Changes to ICE Requirements

GEO believes the ability to better leverage technology can improve staff efficiency in our detention facilities. We recommend enhanced use of Telemedicine and Teleradiology in providing direct access for medical and psychological services to the detainee population, improving the quality of services and controlling certain costs. This modality for providing direct patient care can often decrease travel time and distances and increase timely access to sub-specialists in areas that are underserved.

D. Potential Hiring/Staffing Challenges

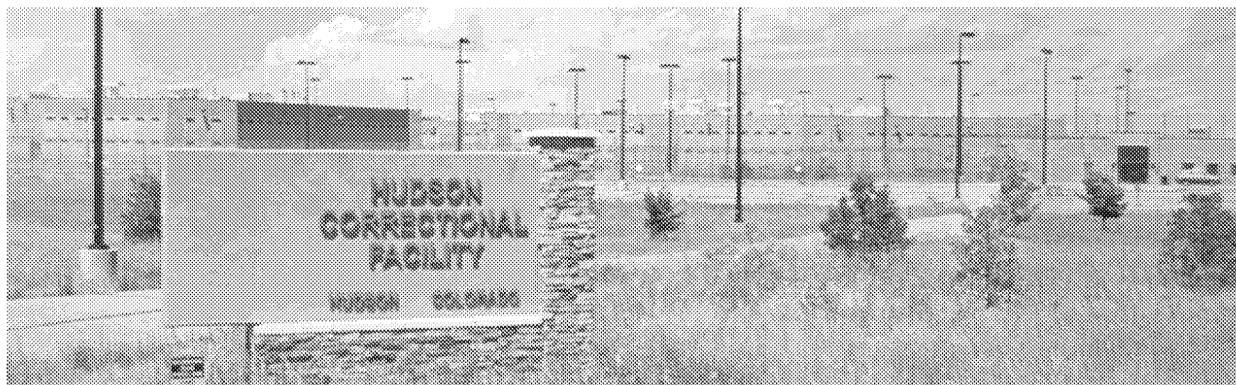
While GEO recognizes that ICE works diligently on all background investigations, we are concerned with the length of time fitness determinations may take. As the current owner and previous operator of the facility, GEO understands the local job market and has the experience, resources, and capabilities to find and hire the appropriate staff. Hiring qualified staff and keeping them engaged during the lengthy background clearance process presents a challenge.

GEO can perform and certify the same background clearances (with the exception of the field investigation) to assist ICE in expediting the clearance process. GEO’s current background screening process is very similar to the federal candidate screening process. Further, GEO’s contracts provide ICE with 100% legal indemnification for all contract services provided by GEO employees.

E. Potential Impediments to Facility Operation

The GEO-owned and operated Cheyenne Mountain Center is fully equipped, maintained, and appropriately zoned. We are not aware of any specific legal issues, discrepancies with statutes, or current political concerns.

HUDSON CORRECTIONAL FACILITY



February 21, 2025

VIA EMAIL

(b)(6),(b)(7)(C)

Contracting Officer

Email: (b)(6),(b)(7)(C) @ice.dhs.gov

(b)(6),(b)(7)(C)

Contract Officer

Email: (b)(6),(b)(7)(C) @ice.dhs.gov

(b)(6),(b)(7)(C)

Contract Specialist

Email: (b)(6),(b)(7)(C) @ice.dhs.gov

Contracting Office Address:

500 12th Street SW
Washington, DC 20024

**RESPONSE TO REQUEST FOR INFORMATION
--DENVER FIELD OFFICE--
U.S. IMMIGRATION AND CUSTOMS ENFORCEMENT
IMMIGRATION DETENTION SERVICES**

To Whom It May Concern:

In response to the above-referenced Request for Information (“RFI”), we respectfully submit **Hudson Correctional Facility**, a (b)(4) bed (b)(6),(b)(7)(C) (b)(4) medium security facility located at 3001 Juniper Street, Hudson, CO 80642 (“**Hudson**”). Hudson is located just northeast of Denver on I-76, approximately 25 miles north of Denver International Airport and within a 2-hour drive of the following ICE offices:

ICE Field Office	Appx Distance to Hudson	Appx Drive Time
Centennial	54 miles	56 minutes
Frederick	22 miles	32 minutes
Aurora	35 miles	41 minutes
Cheyenne	88 miles	1 hour 37 minutes

HUDSON CORRECTIONAL FACILITY

Facility Background

Hudson was built in 2009 and it has been without prisoners since 2014. It has been very well maintained, and its current condition reflects its low mileage. Hudson is available to be 100% dedicated as an ICE facility. Hudson has the flexibility to manage a wide range of offenders of different classification levels. With four distinct housing units, Hudson's design plan can simultaneously accommodate different detainee groups, including both male and female detainees, after some minor modifications to the fencing. Hudson is also expansion-ready: oversized dayrooms could easily accommodate additional bunking and in the longer term, Hudson owns 37 acres adjacent to the facility and already received a conditional use permit for a 1,000-bed expansion on that site.

Hudson has a 124-bed segregated housing unit (with 62 cells) for high-level offenders but there are many non-punitive areas suitable for lower-level detention. Hudson has massive dayrooms with washer/dryer hookups, wiring for televisions and phones, and coaxial cables in each cell. For recreation, each housing unit has a private recreation yard and Hudson also boasts a soccer field, a baseball diamond, a volleyball court, outdoor handball courts, an indoor handball court and a full indoor basketball court. Hudson also has a running track, a large garden space and nearly 12,000 square feet of classroom and education space.

Ownership and Private Operators

Hudson has the infrastructure to house ICE non-citizens in a safe and secure environment. Hudson is owned by Highlands REIT, Inc. (“**Highlands**”), a public reporting real estate investment trust. Highlands is not an operator of correctional or detention facilities. Highlands was formed to work out non-core assets from our former parent company, which is how Highlands acquired Hudson.

Highlands has held advanced discussions with numerous potential operators for Hudson. Presently, such operators are conducting extensive due diligence on Hudson, including numerous site visits by contractors and specialists in the last month. Certain operators have already started working on facility activation plans for Hudson. Private operators want to be certain of ICE's selection of Hudson prior to committing to operation. Should ICE choose to utilize Hudson as a detention facility, an operator could take over Hudson practically immediately. Hudson's close proximity to Denver would make for a speedy facility activation. We estimate that depending on urgency and the specifics of the detainee population, Hudson could accept detainees in a matter of months. In short order, ICE's private operators could implement detention standards at Hudson that are acceptable to ICE.

Specific RFI Responses

Point of Contact:	(b)(6),(b)(7)(C) EVP COO, Highlands REIT, Inc. (952)-239 (b)(6),(b)(7)(C) 1 South Dearborn Street, (b)(6),(b)(7)(C) Chicago, IL 60603 Email: (b)(6),(b)(7)(C)@Highlandsreit.com
Facility Address:	3001 Juniper Street, Hudson, CO 80642
Facility Utilization for ICE:	100%
Facility Ownership:	Hudson is 100% owned by an indirect, wholly owned subsidiary of Highlands REIT, Inc., a public reporting real estate investment trust. Highlands acquired Hudson via a spin-off of non-core assets from its predecessor in 2016.

HUDSON CORRECTIONAL FACILITY

Proposed Facility Operator:	Highlands is in advanced discussions with well-known potential operators and should ICE choose to utilize Hudson, an operator could take over Hudson practically immediately.
Proposed Detention Standards:	Hudson's operator would implement detention standards acceptable to ICE.
Date of Last Use, Population and Operator:	Hudson was previously leased to GEO Group, which lease ended in January 2020. GEO Group housed male inmates from Alaska at Hudson until 2014 and then the facility was idled. Hudson has been well maintained while idled.
Dedicated or Shared Facility:	Dedicated
Year Built:	2009
Capacity:	<ul style="list-style-type: none"> - 1,256 beds - Four Housing Units with 1,132 beds (three units with 288 beds; one with 268 beds) - Segregated Housing Unit with 124 beds - Seven medical unit cells including three hospital cells, two negative pressure cells, one suicide observation cell and one large waiting room cell. - Intake processing center of 4,300 square feet with four holding cells of varying size, medical screening, clothing exchange, showers and offices.
Information on medical, dental and mental health space:	<ul style="list-style-type: none"> - Seven medical unit cells including three hospital cells, two negative pressure cells, one suicide observation cell and one large waiting room cell. - Medical unit of 6,500 square feet with multiple evaluation rooms, x-ray space, lab space, dental room, pharmacy and offices.
Capacity and information on visitation areas to include video teleconferencing space and capabilities:	Visitation area of 3,200 square feet, with children's play area, private visiting space and lavatories. Teleconferencing space is available, and equipment can be readily installed.
Capacity and information on administrative space and parking availability:	<ul style="list-style-type: none"> - Administration office space of 7,300 square feet, including over a dozen private offices and a 1,200 square foot conference room/training space. - The main parking lot has room for approximately 290 spaces, with ample additional parking in the maintenance yard lot and service yard lots.
Size of, and information on, outdoor recreation area:	Multiple recreation yards and sporting facilities, including a soccer field and baseball diamond, outdoor and indoor handball courts, an indoor basketball court, a running track and large vocational gardens.
Photographs of exterior and interior:	Please see below
Timeframe for availability of ICE use:	Hudson is available immediately and could accept detainees in a matter of months. Depending on urgency, the detainee population and detention standards, modifications to fencing and upgrades to computer systems will be necessary.
Transportation distances and names of local hospitals, transportation hubs, fire stations and immigration court:	<ul style="list-style-type: none"> - Intermountain Platte Valley Hospital, with 24/7 Level III trauma center, is 15 miles south on I-76 (<20 mins drive). - Denver International Airport is 25 miles south on I-76 (<30 mins drive)

HUDSON CORRECTIONAL FACILITY

	<p>Four different Fire Stations within a 15-minute drive:</p> <ol style="list-style-type: none">1. Hudson Fire Station at 702 Cedar St (<5 miles away)2. Hudson Fire Station at 625 Cherry St. (5 miles away)3. Southeast Weld Fire District #1 at 65 E. Gandy Avenue, Keenesburg, CO (12 miles)4. Fort Lupton Fire Department (11 miles)
Availability of and access to local consulates and pro-bono legal services:	<p>Hudson is only about 30 minutes from Denver, where numerous legal aid and pro-bono services are offered.</p> <p>Hudson is located within an hour of many consulates, including:</p> <ul style="list-style-type: none">- Mexican Consulate: 36 miles (45 mins) 5350 Leetsdale Dr #100, Glendale CO, 80246- Honduras Consulate: 38 miles (45 mins) 14707 E. 2nd Ave., Aurora CO 80011- El Salvador Consulate: 41 miles (50 mins) 1450 S Havana St #100, Aurora CO 80012- Guatemala Consulate: 45 miles (50 mins) 1001 S. Monaco St Pkwy #101, Denver CO 80224

Lead Time to Operation

Private operators want to be certain of ICE's selection of Hudson prior to committing to operate Hudson. Should ICE choose to utilize Hudson as a detention facility, a private operator could accept detainees in a matter of months. Hudson's location within the greater Denver metro would make staffing far less challenging than more remote locations, especially with respect to medical positions and other specialties. Local governments (both Weld County Colorado and the town of Hudson) have been very supportive of Hudson and ICE's mission.

Additional Responses

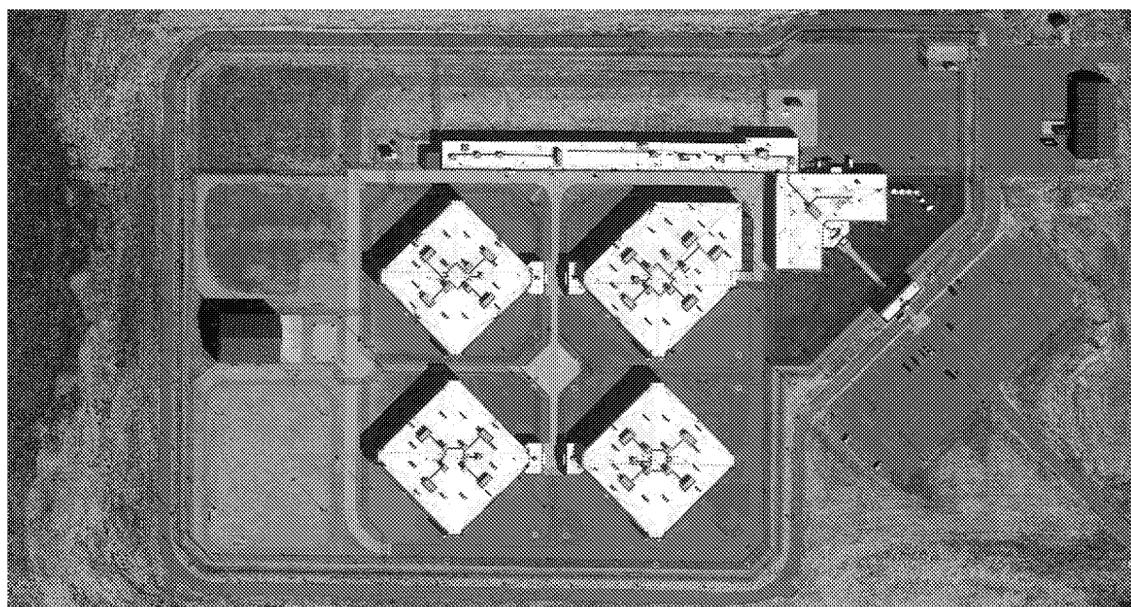
As to detention contract structure, our understanding from private operators is that longer-term ICE contracts are needed to justify significant up-front investments in procuring detention infrastructure, like Hudson. Longer-term contracts would also provide stable and reliable long-term capacity for ICE.

Highlands does not provide services to ICE or any other federal or state agency.

HUDSON CORRECTIONAL FACILITY



PhotoScan by Google Photos



HUDSON CORRECTIONAL FACILITY

Expansive dayrooms suitable for bunking, recreation or amenity area:



HUDSON CORRECTIONAL FACILITY

Segregated housing unit for high-level offenders:



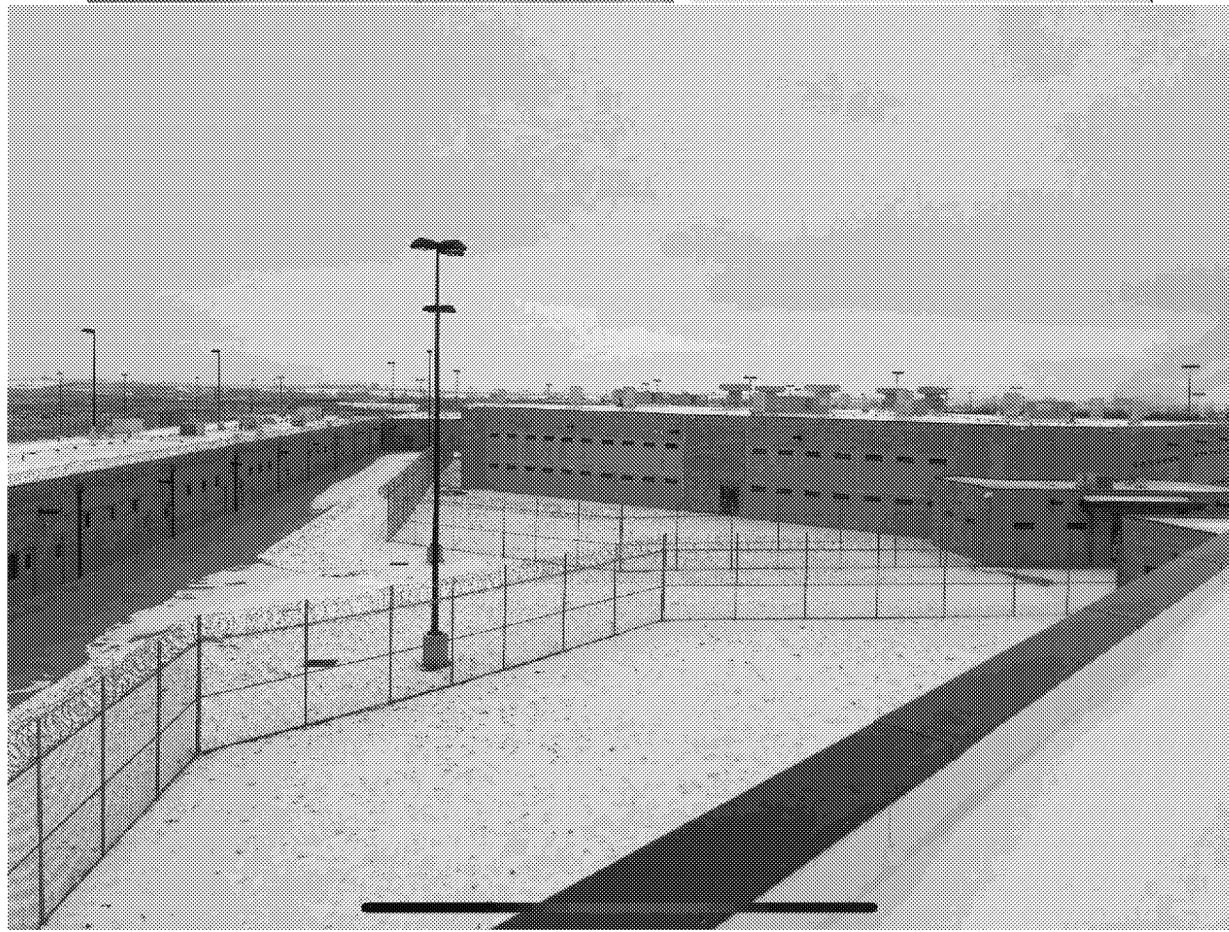
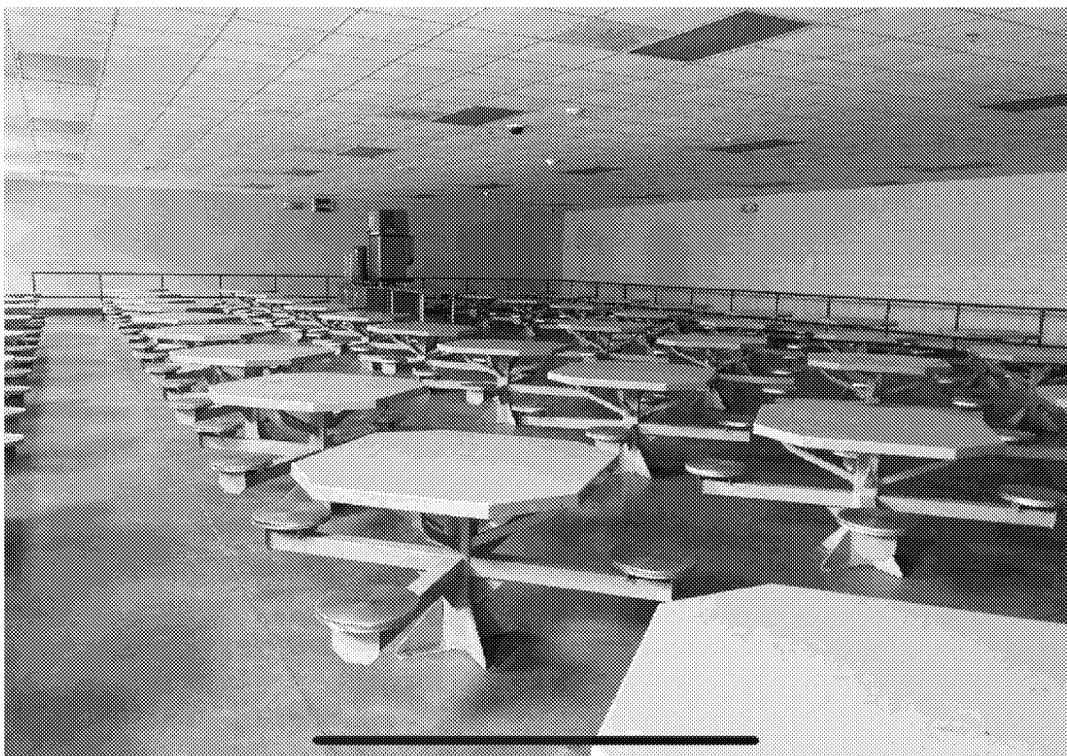
Expansive recreation yards, including this soccer field:



HUDSON CORRECTIONAL FACILITY

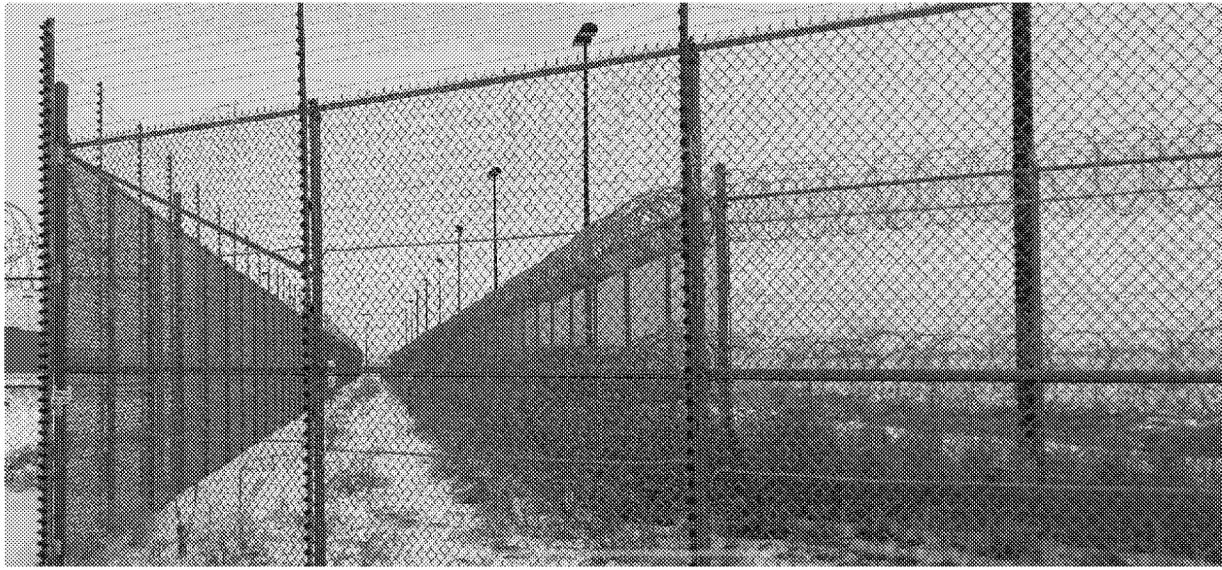
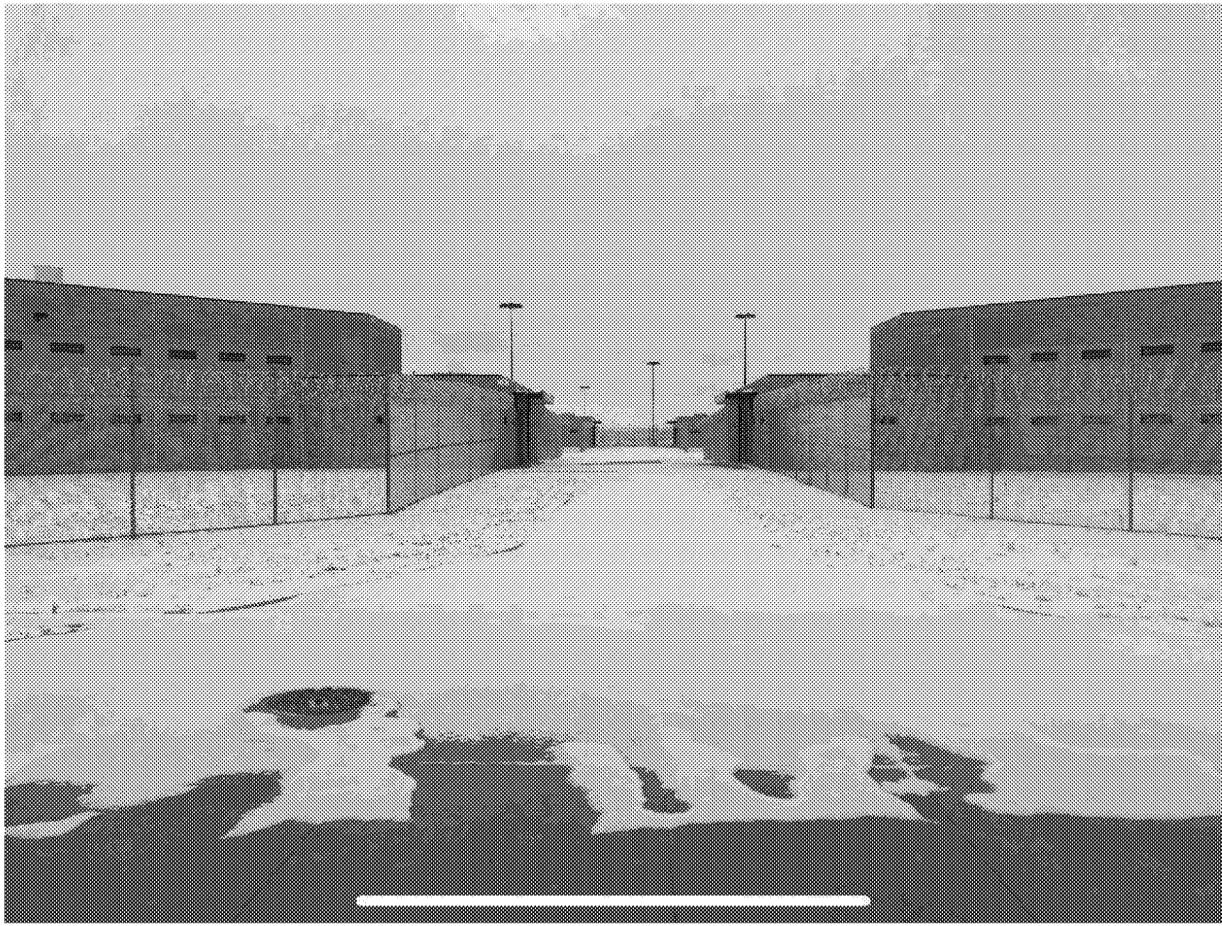


HUDSON CORRECTIONAL FACILITY



HUDSON CORRECTIONAL FACILITY

Each housing unit has fencing for a private recreation yard:



*Double perimeter fencing: 10' rolled razor wire fence and stun fence.

HUDSON CORRECTIONAL FACILITY

Functional Areas	
Administration	
1.0 Public Entrance/Lobby	2,326
2.0 Administration	6,153
3.0 Central Control	474
4.0 Intake/Processing	4,307
5.0 Visitation	3,203
6.0 Staff Services & Training	1,213
Subtotal GSF	17,875
Living	
7.0 Housing Living Units	See Below
8.0 SEG	See Below
Subtotal GSF	0
Services	
9.0 Medical Services	6,471
10.0 Inmate Services	3,781
11.0 Educational Programs	5,889
12.0 Vocational Programs	5,268
13.0 Recreational Programs (Covered/Ext.)	See Below
14.0 Dining	7,030
Subtotal GSF	28,440
Support	
15.0 Food Preparation	4,105
16.0 Laundry	1,760
17.0 Warehouse/Maint. (Outside Perimeter)	7,526
18.0 Warehouse/Maint. (Inside Perimeter)	743
19.0 Central Utility Plant	749
20.0 Outdoor Recreation (no structure; not included below)	
21.0 Common Spaces	1,129
Subtotal GSF	16,011
TOTAL GSF Support Facility	82,126
Housing Unit #1 (62-SHU Beds, 276-2 Person Cells)	54,848
Housing Unit #2 (304 Beds, 2-Person Cells)	54,848
Housing Unit #3 (304 Beds, 2-Person Cells)	54,848
Housing Unit #4 (304 Beds, 2-Person Cells)	66,559
TOTAL GSF Housing Units	231,103
Recreational Programs (Covered Ext.)	7,800
GRAND TOTAL GSF - PHASE 1	301,029

(b)(4)

Note: This is the original Hudson Space Plan and the as-built space plan can vary (e.g., the generator is located within the perimeter fence).

HUDSON CORRECTIONAL FACILITY AND NEARBY POINTS OF INTEREST

Hudson Correctional Facility



3001 Juniper St

DENVER INTERNATIONAL AIRPORT



8500 Peña Blvd, Denver, CO 80249

Intermountain Health Platte Valley Hospital



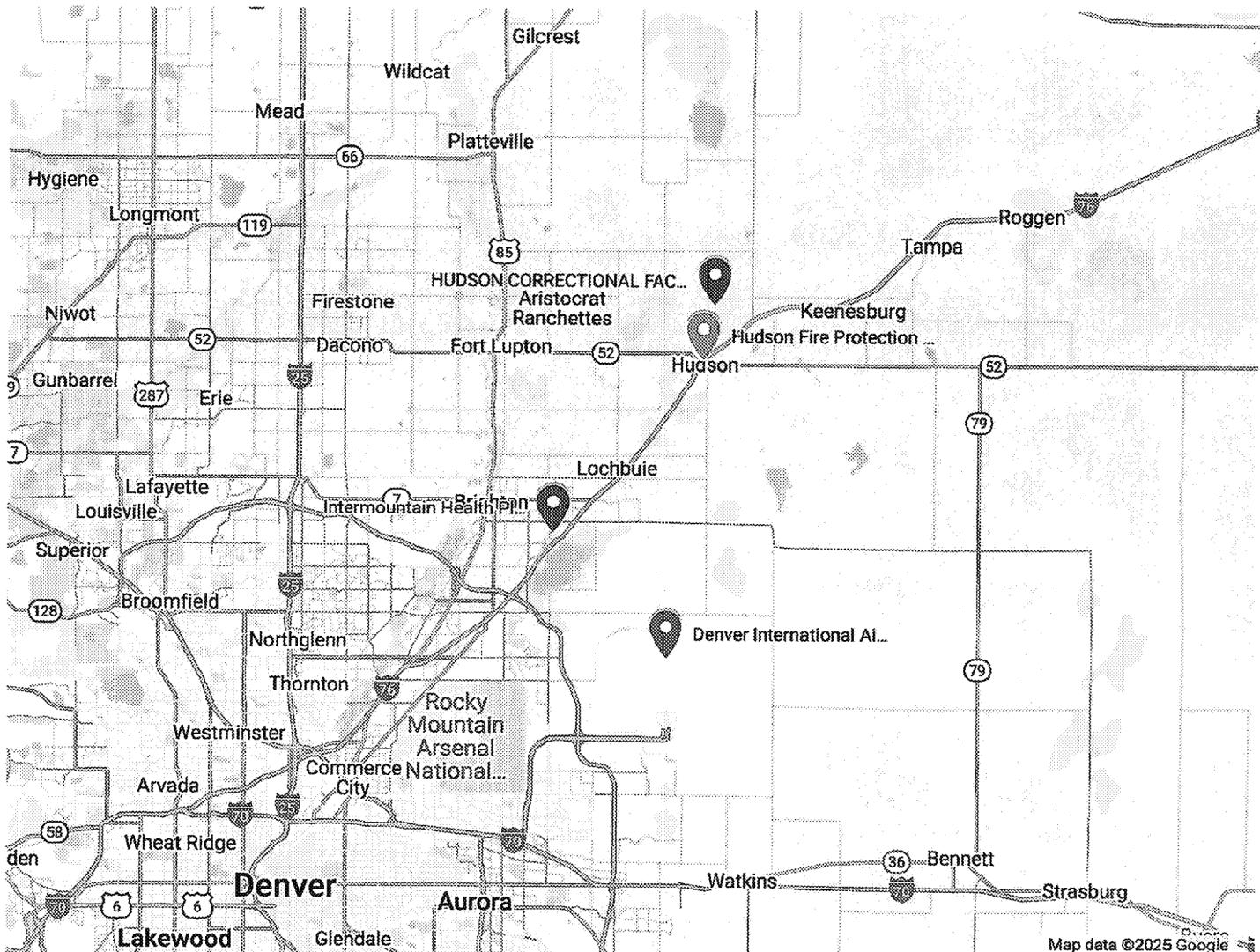
1600 Prairie Center Pkwy, Brighton, CO 80601

Hudson Fire Protection District Station 1



702 Cedar St, Hudson, CO 80642

HOSPITAL, AIRPORT, FIRE STATION, DENVER METRO



Request for Information --Denver Field Office--
U.S. Immigration and Customs Enforcement
Immigration Detention Services



The Department of Homeland Security (DHS), U.S. Immigration and Customs Enforcement (ICE), and U.S. Customs and Border Protection (CBP) are responsible for the care, processing, and deportation of illegal immigrants. To support this mission, J&J Worldwide Services (J&J) offers a **comprehensive turn-key solution for secure, safe, and cost-effective Processing Centers**.

J&J has created a team of more than (b)(4) committed partners to support the Trump Administration and DHS deportation efforts. Our team has decades of experience providing ICE detention, shelter, and facility solutions. Our experts have designed ICE detention facility infrastructure and housing solutions with a broad spectrum of amenities that fully comply with ICE's National Detention Standards (NDS) including intake, case management, medical, hygiene, food service, sanitation, recreation, deportation hearings, and administrative requirements. We offer a solution, both designed and engineered to support between 850 to 950 detention beds, of which we can accommodate between 127 to 190 female detention beds.

Our design and engineering concept leverages U.S. Department of Justice Federal Bureau of Prisons standards for the design and construction of new institutions. Our solution is based on the ICE Performance Work Statement (PWS) for Immigration Detention Services at Krome Processing Center. We provide project management, facility maintenance, staff and security personnel, equipment, materials, and logistics supply chain operations needed to stand up compliant and secured sites on the required timelines. We are prepared to deliver services rapidly and simultaneously in metropolitan areas across the United States (**Figure 0-1**). Our approach remains flexible and adaptable to DHS requirements, OPTEMPO, and occupant throughput.

Border Initiative – Mission Surety

JJWWS/CBRE offers turn-key solutions to support all Processing Center requirements with a comprehensive CONOP and extensive corporate resources.

- Largest facility management company in the world, with 7.3B ft² under management in 100+ countries
- 500 offices worldwide, including in all 50 U.S. states
- 133,000 employees and \$34B in annual revenue
- Global supply chain with nearly 140,000 preferred suppliers—reduces inventory levels by 18% to save on waste and cost
- Team of (b)(4) partners with deep, broad base operations capabilities to mitigate performance risk, provide timely response across multiple locations, and rapidly adapt to emerging requirements

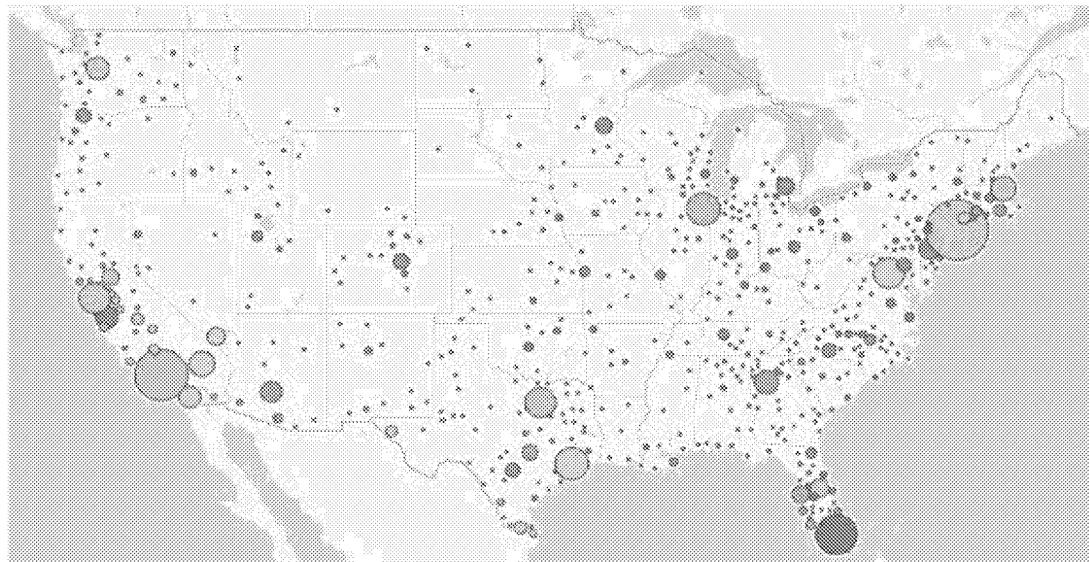


Figure 0-1. Heat map of U.S. migrant populations (Source: Migration Policy Institute). *We propose to locate Processing Centers in or near the 20 cities with the highest population of people who are in the country illegally.*

Cost-Effective Operations. J&J leverages global scale and buying power to bring the Government the best pricing with our proprietary supply chain sourcing program. Offering best-in-market savings is just one way we reduce costs. Using a total-cost-of-ownership approach, we add significant value beyond cost savings by value-engineering designs and specifications; offering alternative processes to reduce and adhere to lead times; recommending improvements to reduce operating costs; enhancing design and support, including offering favorable pay-term savings; delivering high-quality results through ongoing performance management and continuous supplier innovation; and integrating technology to provide efficiency and a transparent, seamless procurement process. These capabilities reduce cost by (b)(4)

(b)(4)

Relevant and Successful Experience. J&J has demonstrated the ability to manage the facilities of major Government agencies, healthcare institutions, and corporations. For example, we have effectively integrated services and teammates on Base Operations Support (BOS) contracts at some of the largest U.S. military installations and our nation's prestigious military service academies. We also provide routine and on-demand mission-critical facility maintenance and repair to Defense Commissary sites, allocated into Maintenance Groups that reach across the Continental United States (CONUS) as well as Alaska and Guam. Additionally, we provide medical and base engineering services focused on the latest technologies in design, construction, outfitting, and renovation throughout the United States, Europe, and Asia-Pacific region. We deliver engineering solutions on complex efforts overseas, including Multiple Award Construction Contracts (MACCs) in Germany, Spain, and Diego Garcia. As the integrator, we engage experienced subcontractors to provide the capability and reach to fulfill most federal Design-Build/Design-Bid-Build requirements anywhere the mission leads.

In February 2024, J&J Maintenance, Inc. (DBA J&J Worldwide Services) was acquired by CBRE Group, Inc. CBRE is the world's largest commercial real estate services and investment firm and a Fortune 500 and S&P 500 company. CBRE has been named *Fortune* magazine's Most Admired Real Estate Company for five of the past six years and an Ethisphere World's Most Ethical Company for 10 consecutive years. CBRE is ranked #4 on Barron's Most Sustainable Companies list and consistently included in the Dow Jones Sustainability World Index and North America Index. As part of CBRE's Global Workplace Solutions segment, J&J understands the nuances of complicated, extensive portfolios and offers robust, site-specific Processing Center management solutions that best meet DHS operational needs.

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U.S. Immigration and Customs Enforcement
Immigration Detention Services



J&J WORLDWIDE SERVICES
 FROM CBRE

1. RFI RESPONSE

POINT OF CONTACT			
Name/Title	(b)(6),(b)(7)(C) Contracts Manager	Phone #	Office 512.956 (b)(6),(b)(7)(C)
Address	8350 Broad Street, Suite (b)(6),(b)(7)(C) McLean, Virginia 22102	Email	(b)(6),(b)(7)(C) @jjwbs.com
Facility Address(es)	25000 56 TH Ave. Aurora, CO		
FACILITY INFORMATION			
% of Proposed Facility	100%	Facility Ownership	100%
Facility Operator	J&J	ICE Detention Standard	NDS
Date of Last Use	NA	Population 0	Year Built 2024
Operator	J&J/CBRE	Dedicated or Shared	Dedicated
CAPACITY			
# of Housing Units/Beds	1,000 beds, 16 Pods	# Beds available for ICE	1,000 beds
# General Population beds	760 beds	# Segregation beds	190 beds
# Medical Beds	50 beds		
Information on Medical, Dental, and Mental Health Clinical Space			
Dedicated medical area providing ALS-level medical services. Administrative areas, office/records areas, medical intake screening area, ambulatory care area, medical housing unit.			
Capacity and Information on Visitation Area to Include Video Teleconferencing Space and Capabilities			
VTC courtroom, lobby/holding areas, Judge/Clerk administrative areas, soundproof client/council interview rooms, conference rooms, office equipment (copier, phones, fax, etc.), interpreter area.			
Capacity and information on administrative space and parking availability for ICE and various stakeholders.			
240 car parking spots, available bus parking – 58 spaces.			
Size of, and information on, outdoor recreation area			
15 SF per detainee. Minimum of three recreation areas (1,000 SF each) an element of housing and includes common areas, indoor recreation, vocational recreation, and library. Outdoor recreation includes basketball court, soccer area, and outdoor benches (mini grandstands)			
Timeframe for availability for ICE use	30-45 days from NTP	Photos	See Figures 2-1, 3.2, 3.3, and 3.4
TRANSPORTATION DISTANCES			
Local Hospital	UCHealth at University of Colorado Anschutz Medical Campus	Distance	11.9 miles - *there are more than 14 hospitals in Aurora
Airport	Denver International Airport Buckley AFB	Distance	8.1 miles 11.7 miles
Bus	RTD Bus Stop Union Station	Distance	11.3 miles 20.4 miles
Train	Peoria Station Aurora Metro Center Station	Distance	10.9 miles 13 miles
Fire Stations	Aurora FD Station 16 Aurora FD Station 12	Distance	3.5 miles 6.2 miles
Immigration Court	Aurora Immigration Court	Distance	10.8 miles
Availability of, and access to, local consulates and pro-bono legal services			
Local consulates/Embassies in Aurora CO: El Salvador, Guatemala, Mexico, Peru, Sweden, Japan, Hungary, Austria, Slovakia, London, France, Norway, Irish, Canada, and Denmark.			
Local pro-bono legal services: Colorado Legal Services (~19 miles).			
Immigration Legal Services Aurora: More than 17 agencies.			

2. SITE SUITABILITY – AURORA, CO

The Atlanta metropolitan area has the 24th largest immigrant population in the country—approximately 0.78 million individuals as of November 2024. We selected a location located in Aurora, Colorado, which is a short 22 miles to downtown Denver, and is a one and half hour drive to Cheyenne, WY (**Figure 2-1**).



- **Location:** Aurora, CO
- **Property Description:** Warehouse, 204,915 ft², located on 16.4 acres
- **Distance to Denver CO:** 22.7 miles
- **Distance to Cheyenne WY:** 106 miles
- **Distance to U.S. Military Airfield:** 11.7 miles (Buckley AFB) and **Distance to Denver International Airport:** 8.1 miles

Figure 2-1. Proposed Detention Facility for ICE Denver Field Office.

J&J worked closely with key teammates to design a fully compliant offering for an illegal immigrant Processing Center in the Atlanta metropolitan area. These teammates include Humanitarian Solutions Group (HSG) and Suffolk Group—both design and engineering firms supported by retired ICE and CBP officers—and our engineering quality control partner CML Security. These companies have the requisite experience providing ICE detention and facility solutions.

3. FACILITIES

Our proposed Processing Center Facility meets or exceeds all ICE-NDS requirements. The facility layout is compartmentalized into five components. Our design and engineering concept consists of a mix of both modular and panel construction. **Figure 3-1** provides a list of these components and general details. **Figures 3.2-3.4** show the schematics and photos. **Figure xx** (at the end of this document) provides a representation of our proposed Processing Facility.

COMPONENT	DESCRIPTION	DETAILS
1	Housing	Housing Administration area, (32) 64-bed housing pods w/ bathrooms, sinks, showers, common area, indoor recreation, vocational recreation, library, and hair salon. Additional segregation or female housing unit.
2	In and Out-processing	2-bus capacity sallyport, segregated processing areas (male & female), interview rooms, processing stations, male and female holding areas, male/female bathrooms, special case segregated holding areas.
3	Health Services	Administrative areas, office/records areas, medical intake screening area, ambulatory care area, medical housing unit
4	Court	VTC courtroom, lobby/holding areas, Judge/Clerk administrative areas, soundproof client/council interview rooms, conference rooms, office equipment (copier, phones, fax, etc.), interpreter area.
5	Security	Armed and unarmed security officers, Security command center, ballistic vehicle entry/exit areas, visitor entry area, CCTV, catwalks, RFI wristbands, AI security technology, HUMINT, armored/secure transportation.

Figure 3-1. Facility Layout Components.

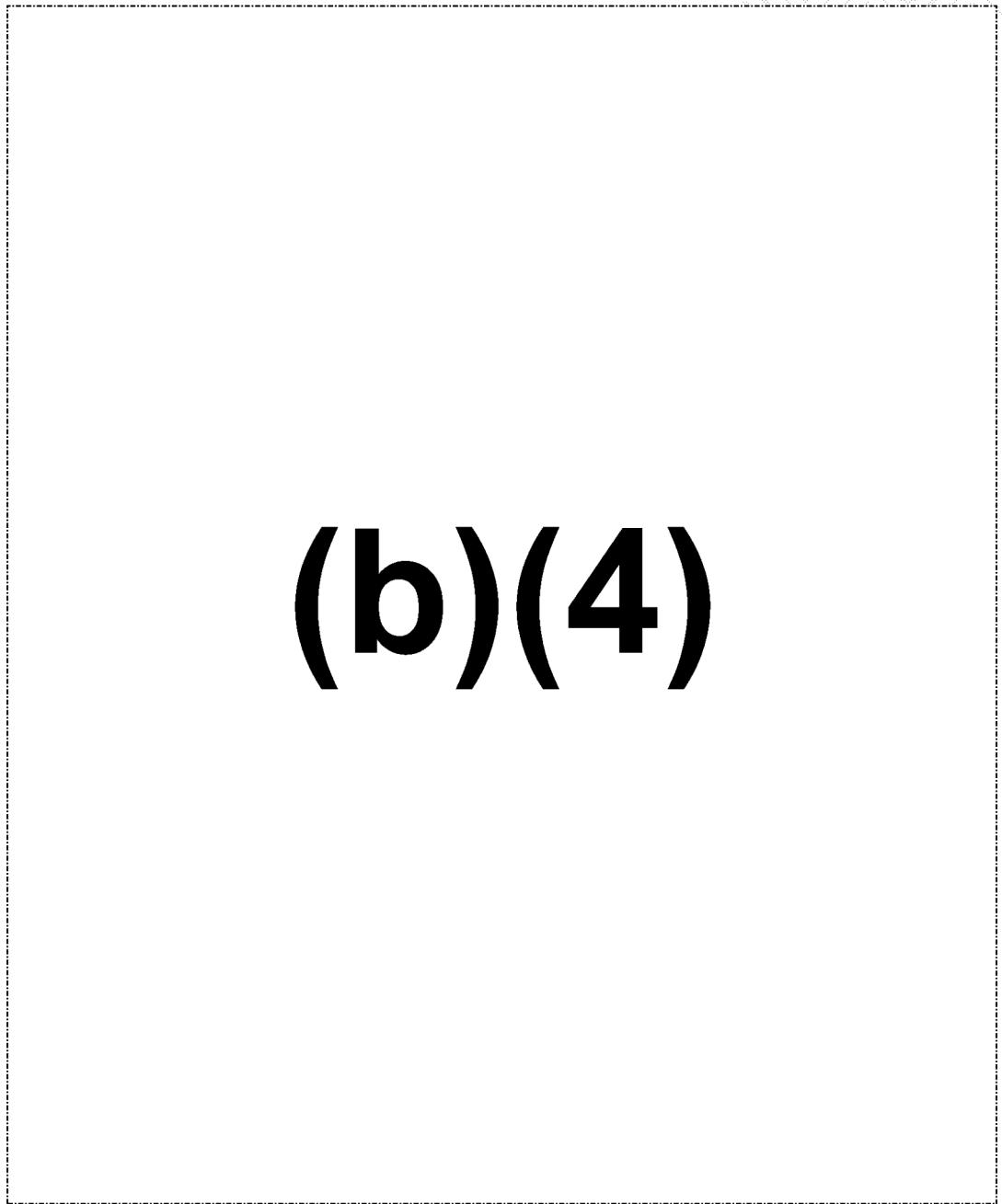


Figure 3-2 Overview of building and interior office space

(b)(4)

Figure 3.3 Overview of surrounding area

(b)(4)

Figure 3-4. Modular Detention Design.

4. MANAGEMENT APPROACH

The J&J Team promotes effective communication and transparency throughout all levels of our organization by incorporating customer feedback, identifying risks early (proactive rather than reactive), and implementing streamlined processes based on lessons learned. Our management approach optimizes communication and integration with DHS, key stakeholders, and J&J from the Corporate to the Site-Level. They facilitate project success via engagement of key stakeholders throughout the life cycle of the project and providing consistent management strategies.

J&J establishes a Program Management staff (PMO) to provide oversight and management that consists of a Program Manager, Operations Manager, and administrative staff. On-site we staff a Project Manager and administrative staff. The Program Manager and PMO staff provide centralized control across the program, establish policy and procedures, and validate program delivery excellence, whereas the on-site Project Manager and staff deliver decentralized execution at the site-level. The on-site staff is responsible for managing the day-to-day operations and is the on-site J&J representative for all government and stakeholder engagements. Our Project Manager is responsible for managing our on-site subcontractors, J&J staff, and program deliverables. Our Project Manager has the full support of our Program Manager and PMO staff, as well as access to both J&J and CBRE corporate resources.

4.1 Site Safety Offering

A differentiating approach in our offering is enhanced technology that enables advanced site safety posture. J&J is dedicated to operating the safest and most technology-driven Processing Facility. We have partnered with industry leaders from our concept design through developing a multi-layered security posture, supported by innovative security technologies and a proven and trusted security guard force. Section 5.2 identifies our critical partners, to include our site safety partners. Our site security enhancements include:

- Design concept that adheres to ICE correctional facility best practices and incorporates “quality of life” services such as outdoor recreation, library, crafts, etc. to mitigate population tensions and reduce closed confinement periods.
- Exterior facility security, including two ballistics armed gate guards, facility dual fencing with concertina wire and privacy screening, armed roving patrol, exterior lighting, and Quick Reaction Force (QRF) office and armory.
- Facility visitor entrance, consisting of guards, gun lockers, walkthrough metal detector, and baggage/luggage x-ray machine.
- We have partnered with world-class security firms to manage security and transportation operations.
- Comprehensive CCTV system (excluding bathrooms, showers, and courtrooms and client meetings)
- AI technology as an added element of our CCTV system to identify a myriad of risk and threat indicators
- Industry experts on threat assessments and the ability to gather and access human intelligence for daily risk/threat assessments for our guard force and to provide situational awareness across the facility.
- Occupant RFI and dual monitored wrist bracelets that track every occupant throughout the facility, enabling risk monitoring (alerts incorrect mix by risk-level, country of origin), as well as contact tracing to limit spread of communicable diseases.

4.2 Initial Mobilization

We opted to partner with HSG and Suffolk Group due to their low-risk solution to meet ICE-NDS housing requirements. The advantage of our modular construction approach is that all housing units are constructed and assembled on site. The current capacity of each facility provides 32, 64-person housing units to house 2,000 occupants, or increased by an additional 16, 64-housing units to support 3,000

occupants. In addition, we have four female or segregation units able to support 96 beds, along with additional one and two person rooms within our health services section. While housing and Health Services are crucial areas within our design, our modular design includes all life support components. Our strategy to develop and design a construction plan that would seamlessly synchronize our Processing Facilities to expedite obtaining state licensing per requirements includes the following planning steps:

- Site Specific Accident Prevention Plan (APP)
- Quality Control Plan
- Pre-Construction Coordination Meeting
- Site Safety Plan

5. J&J TURN-KEY PROCESSING CENTER OFFERING

Plans to protect the homeland via mass deportations pose an unprecedented challenge for facilities and logistics. Backed by our deep experience in base operations support and our parent company's expertise as the world's largest facilities management firm, J&J is prepared to help DHS meet this challenge with turn-key Processing Centers throughout the United States. Our proposed Processing Centers include complete lifecycle facility support for immigrant populations while their cases are adjudicated, including the following:

- | | | |
|-----------------|-----------------|------------------------------------|
| ▪ Lodging | ▪ Utilities | ▪ Legal—courtroom, VTC, etc. |
| ▪ Food services | ▪ IT equipment | ▪ Operations and Maintenance (O&M) |
| ▪ Security | ▪ Health clinic | ▪ Administration |

Our Smart Facility Maintenance model optimizes operational support, while our advanced logistical software ensures supply chain optimization, energy-efficient infrastructure reduces operational costs, and secure communication networks maintain data integrity. Our team provides tailored solutions, customizing facilities for their locations, populations, and flexibility to meet DHS's dynamic requirements. They may include hardened correctional facilities, modified vacant buildings, modular construction, tent cities, and other configurations. We select sites and build Processing Centers for safety—including separate spaces for high-risk and medium/low-risk individuals—as well as cost-effectiveness.

5.1 J&J Teammates

J&J has developed a team of more than 30 partners (including the key companies in **Figure 5.1-1**), providing the depth and breadth of capabilities to establish and operate Processing Centers across 20 major metropolitan areas nationwide. We have obtained a signed letter of commitment from all 30+ firms.

KEY COMPANY	SCOPE	BENEFIT
HSG, Suffolk Group, and K2M Design, Inc.	Facility Design and construction	HSG history supporting Federal/Government, Hospitality, Oil/Gas, Retrofitting/Adaptive Reuse, and Modular sectors. Suffolk Construction, "America's Builder," have completed projects like a 1,000-bed COVID-19 facility within 72 hours
CML Security	Construction QA/QC	Experienced team of experts to perform QA/QC design assessments to verify industry and national standards.
Allied Universal Security	Security Services	The world's leading security and facility services provider, a Fortune 500 company operating in more than 100 countries, Global workforce of ~ 770,000 people
Paragon	Security Services	Proven record across civilian and intelligence agencies and the Departments of Defense, Justice, and Homeland Security; delivers unmatched capability at more than 500 federal facilities and military bases around the globe
NESA	RFI Technology	Enhanced population tracking technology via RFI wristbands to perceive different elements, recognize them, analyze them, and

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J&J WORLDWIDE SERVICES
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		enable caregivers to act upon them in real-time, all within a single virtual care platform.
Guardian 6 Solutions	O&M/Facility Maintenance	VOSB specializing in Emergency, Disaster, and Event logistics solutions
USA Up Star	O&M/Facility Maintenance	USA Up Star can provide temporary housing for a range of needs. Specializes in pre-planned and emergency planning, design, and implementation of emergency basecamps
Recana Solutions	Case Management	Decades of battle-tested experience in detention, security, and facility management, with solutions meticulously crafted to uphold your agency's compliance and legal standards.
Southwest Keys	Case Management	For over 20 years, Southwest Key has been an integral partner in the U.S. response to the immigration crisis at our southern border, sheltering immigrant children under 18 years of age who arrive in this country without a parent or guardian.
Jackson Government Group	Health Services	Current ICE Health Care service provider, backed by more than 20,000 clinicians across 50 states and serving 10M patients yearly. As an IDIQ ICE and ICE Health Service Corps, they understand the detention center environments.
ISOS	Health Services	Staff 12,000 security, medical, logistics and digital experts standing by to provide support and assistance from over 1,200 locations in 90 countries, 24/7, 365 days.

Figure 5.1-1. Key Partners for J&J Secure Our Border Initiative. Our team provides overlapping capabilities to reduce risk and ensure capacity to construct and operate geographically dispersed Processing Centers.

5.2 Current detention or transportation services provided to ICE, Customs and Border Protection, U.S. Marshals Service, Federal Bureau of Prisons, or other federal agencies

Currently, J&J does not provide any current detention or transportation services. However, we have developed an extensive team with current and past experiences as reflected in **Figure 5.2-1:**

CLIENT	SCOPE	PERIOD OF PERFORMANCE
CBP	G4S' transportation capabilities on this CBP contract demonstrate our ability to seamlessly operationalize the PWS across a 2,000+ mile stretch of territory, the timely provision of over 100 buses and the expert recruitment, training, and provisioning of over 600 DOT-compliant personnel. Place of Performance: Arizona, California, and Texas	9/4/2013 - 3/31/2020
ICE	Transportation Services for the SNA and HLG Field Offices, TX. Provide Armed Detention Officers for Transportation Services Phoenix, Los Angeles, AORs	07/25/2023 - 07/24/2028
ICE	Supported ICE-ERO with rapid stand-up, program management, and case management of 8 emergency family processing shelters across Arizona and Texas.	03/2021 – 03/2022
ICE	Medical support for ICE deportation and transfer flights	07/05/2023 - current
FBI	Tac Med support to FBI HRT team + Med Director	02/2016 – 07/2018
ICE	Medical support for ICE deportation and transfer flights	03/2013 – 05/2018
ICE	support ICE Enforcement and Removal Operations (ERO) across multiple detention facilities.	07/2021 – 11/2022

Partner Relative Background and Experience

(b)(6),(b)(7)(C) - a retired career law enforcement executive with more than 26 years of service with DHS(INS)/CBP/USBP. He served the agency in various locations throughout the country to include California, Texas, and Washington D.C. as well as representing the U.S. government on border security matters overseas in Belgium, El Salvador, and Mexico.

(b)(6),(b)(7)(C) - a seasoned senior executive within the federal government. He served specifically within the Department of Homeland Security and is a U.S. Army Veteran with 35 years of experience in federal law enforcement, intelligence, and

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DHS WORLDWIDE SERVICES
FROM ICE

program management. In addition, he is certified by the Office of Personnel Management to hold Senior Executive Service positions

(b)(6),(b)(7)(C) has 40 years of experience with the DHS (INS) including 30 years of supervisory/management experience. As a mid-level executive, he developed expertise in budget management, systems improvement, and project management which led to the assignment of various high-profile Government projects. Before his recent retirement, Paul served as the Advisor/Senior Case Manager for the Office of the Immigration Detention Ombudsman, an independent office within DHS established by Congress with oversight responsibilities, where he oversaw security personnel principles, policy, and procedures for domestic, criminal and non-criminal, detention centers

(b)(6),(b)(7)(C) - As a recognized expert in correctional facility design, Maloney has spearheaded over 200 correctional projects nationwide, representing more than \$3 billion in construction value and exceeding 20,000 beds. His portfolio spans the full spectrum of correctional facilities, including federal institutions, state prisons, county jails, and private detention centers. Since 2020, his strategic partnerships have encompassed over a dozen major facilities throughout Tennessee, Arizona, and Texas. Approximately 20 distinct projects, representing over \$40M in construction value, have focused on ICE's use of their centers from day reporting, intake, administration, housing, and judicial. The ongoing collaboration continues to deliver sophisticated institutional facilities adapted to evolving federal standards and operational needs.

Figure 5.2-1. Sample of Past Performance and Key partners.

5.3 In the past, the government has priced detention contracts with an all-in bed day rate. Provide other pricing structures that you believe could be used to better distribute risk between the government and a contractor which might result in better operational and business outcomes for all parties

With the fluctuations in occupancy likely, we believe that a minimum-mandatory quantity be established. For example, for a 950-bed detention facility an (b)(4)

(b)(4)

We support a (b)(4)

(b)(4)

With some on-site labor fluctuations for some services, it is feasible for the government to use a Time & Material (T&M) pricing methodology.

A critical element for consideration, in offerors ability to provide quality operations, and achieve organizational business outcomes is dependent on the length of the period of performance. We would recommend a (b)(4)

5.4 Any recommended changes to ICE's requirements to better meet best value, i.e., by reducing cost substantially without sacrificing the effectiveness of core operations

Our design complies with ICE-NDS standards and requirements; however, a key element of our design is the (b)(4)

(b)(4)

(b)(4) The current ADA requirement mandates a minimum of 2 sqft per person and an additional 3 sqft per housing pod. (b)(4)

(b)(4)

5.5 Identify potential hiring/staffing challenges

All staff fall into one of the following labor categories: exempt, non-SCA, and SCA labor. A contractor's ability to support 24/7/365 operations successfully relies on the company's ability to fluctuate staff, either up or down, to meet the daily bed count. To assist the contractors' ability to increase or decrease staff is the basis for our suggested bands in segments of 250 beds.

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-
- 5.6 List potential impediments to facility operation (pending or expected legal issues, state/county statutes, political concerns including opposition to ICE mission within local and state government/community, etc.)

Our proposed location requires local zoning approvals within the local government. Our Design and Engineer team is currently researching the zoning and permitting requirements in Adams County, in Aurora, CO (the location of our site). Initial assessment is our proposed design fits within the current Adams County industrial zoning parameters, and with residential apartments and housing within a few miles proximity that zoning the property as a detention facility also appears attainable within their residential codes.

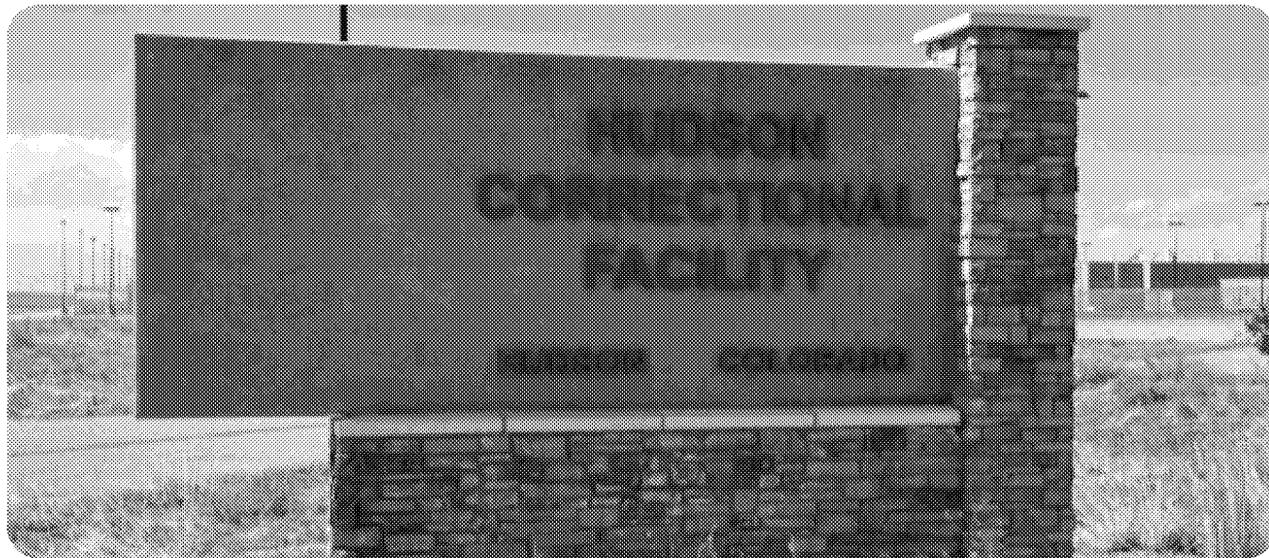
As an alternative approach the government could temporarily zone this property within the Bureau of Land Management (BLM) as recreational space, which permits housing. By deeming the property as federal land, this would mitigate local zoning challenges. Additionally, by establishing federal property it mitigates the challenge with unique state and local requirements for security members, medical service staff, and even trades such as electricians, and plumbers.



SOCIAL PURPOSE CORRECTIONS

February 21, 2025

--Denver Field Office--
U.S. Immigration and Customs Enforcement
RFI-United States Department of Homeland Security



Presented To
--Denver Field Office--
U.S. Immigration and Customs Enforcement
Immigration Detention Services
Department of Homeland Security (DHS)
(b)(6),(b)(7)(C) @ice.dhs.gov

Presented by
Social Purpose Corrections



**Social Purpose
Corrections
Executive Summary**

**FORM OF BUSINESS
ORGANIZATION**
Non-profit Corporation 501(c)(3)
State of New Mexico

NM EIN: (b)(6),(b)(7)(C)
Fed EIN: (b)(6),(b)(7)(C)

YEAR FOUNDED
2018

SOCIAL MEDIA
Website: <https://spcor.org>
Twitter: @SocialPurposeCo
LinkedIn: social-purpose-corrections-llc
Facebook: <https://www.facebook.com/spcor.org/>

**ADDRESS OF PRINCIPAL'S
OFFICE**
483 South Moon Road
Apache Junction, AZ 85119

**PRIMARY INDIVIDUAL
TO CONTACT WITH
BINDING AUTHORITY**

(b)(6),(b)(7)(C)
Executive Vice President
Cell: (615)330- (b)(6),(b)(7)(C)
(b)(6),(b)(7)(C) @spcor.org

The information contained in this proposal or any part thereof, including any exhibits, schedules, and other documents and instruments delivered or to be delivered to the Denver Field Office, is true, accurate, and complete. This proposal includes all information necessary to ensure that the statements therein do not in whole or in part mislead the Denver Field Office as to any material facts.

Facility Information

Facility information

percentage of proposed facility for ICE use 100%

Timeframe: Availability within 6 months of contract execution

Proposed facility operator: Social Purpose Corrections (SPC)

Proposed ICE Detention Standard (NDS or PBNDS)

PBNDS (first issued 2008, updated 2011, 2016, 2020) introduced more detailed, outcomes-based requirements designed to raise consistency and accountability in detainee care and facility operations.

Facility ownership:

Highlands REIT, Inc.

1 South Dearborn Street, 20th Floor

Chicago, Illinois 60603

844.421.0533

Date of last use, population, and operator

The facility housed state and out-of-state inmates (including from Alaska) until approximately 2013.

After contracts ended, the prison was deactivated and has remained largely vacant.

Hudson Correctional Facility (formerly operated by The GEO Group)

3001 Industrial Park Road, Hudson, CO 80642

Dedicated or shared facility

Dedicated

Year built

2009

Capacity:

Number of housing units and beds (by sex and classification)

The facility consists of 12 general population units of approximately 76 beds each and 4 segregation units totaling 124 beds. The facility is currently vacant so the mix of sex and classification can be adjusted to meet needs.

Beds available for ICE use

1036 beds

General population (GP)

960 beds (11 housing units)

Intake

1 dedicated housing unit if needed (76 beds)

Segregation

4 Housing Units (124 beds)

Medical

7 medical unit cells

Capacity

Intake area

- 4,300 square feet with several group-holding cells

Visitation area

- 3,200 square feet with private visitation rooms
- SPC can implement video visitation requirements as outlined in a future solicitation.

Medical unit

- 6,500 square feet

Parking lot

- Approximately 290 vehicles with additional parking at the warehouse and intake area

Administration office

- 7,300 square feet with many offices

Outdoor Recreational Space

- soccer field
- running track
- handball courts
- baseball diamond
- volleyball court
- vocational gardens
- Private rec yards for each housing unit

Indoor Recreational Space

- basketball court
- handball court



Proximity of Services

Transportation

Transportation & Nearby Services

Below are estimated distances and/or drive times from the facility's address. All distances are approximate and can vary depending on exact routing.

Hospitals

Platte Valley Medical Center

1600 Prairie Center Pkwy, Brighton, CO 80601

~12 miles southwest of the Hudson facility

Other hospitals in the region (farther away) include medical centers in Greeley or central Denver.

Airports

Denver International Airport (DEN)

~25–30 miles southwest (depending on route)

Principal commercial airport serving the area

Fire Station

Hudson Fire Protection District

702 Cedar Street, Hudson, CO 80642

~2 miles from the facility

Immigration Court

Denver Immigration Court

1961 Stout Street, Denver, CO 80294

~30–35 miles from Hudson

Local consulates and pro-bono legal services

a. Local Consulates (Denver)

Consulate General of Mexico in Denver

5350 Leetsdale Dr #100, Denver, CO 80246

~30–35 miles from Hudson

Other Consulates (e.g., Canada, United Kingdom, etc.) in the Denver Metro area are generally located 30–40 miles south in downtown or central Denver.

b. Pro-Bono / Low-Cost Legal Services

Several nonprofit organizations and law clinics in the Denver Metro (30–40 miles away) offer immigration-focused or general pro-bono legal services.

- Rocky Mountain Immigrant Advocacy Network (RMIAN)
- Colorado Legal Services
- University-affiliated legal clinics (e.g., University of Denver, University of Colorado)

Distance to the ICE (DEN) Sub-Field Office

Address of Sub-Field Office:

3770 Puritan Way, Unit J, Frederick, CO 80516

Approximate Distance from 3001 Industrial Park Rd, Hudson, CO 80642:

~13–15 miles north/northwest (about a 15–20 minute drive, depending on traffic)

Detention or transportation services

The SPC executive team possesses extensive experience in immigration detention operations, encompassing both private and public sectors. The CEO has recent experience managing multiple ICE and USMS detention facilities as a warden. Other corporate leaders bring expertise in human resources, technology, and operations from major corrections contractors, including leadership experience from ICE field offices and the Office of Field Detention and Transportation (OFDT). A potential facility leader has been identified, bringing significant experience as a warden at a private ICE special processing center.

Potential hiring/staffing challenges

With the Denver market approximately 30 miles away, and expanding to other nearby markets, we are confident that with competitive wages, targeted recruitment efforts, and a strong focus on employee training and , we can attract and retain a skilled workforce. By leveraging partnerships with local communities, workforce development programs, criminal justice programs, and veteran organizations, we will build a dedicated team committed to the facility's long-term success.

In addition to our targeted recruitment efforts, we already have a strong pipeline of experienced leaders through our existing professional networks. Our team has established relationships with seasoned corrections professionals, law enforcement personnel, and military veterans who are well-qualified for leadership roles. This network allows us to efficiently fill key positions with trusted, experienced individuals who can drive a successful staffing strategy at the Hudson facility.

Pricing Structure

In the past, the government has priced detention contracts with an all-in bed day rate. Provide other pricing structures that you believe could be used to better distribute risk between the government and a contractor which might result in better operational and business outcomes for all parties.

(b)(4)

Non-Profit Focus

(b)(4)

Alignment with Client Goals

(b)(4)

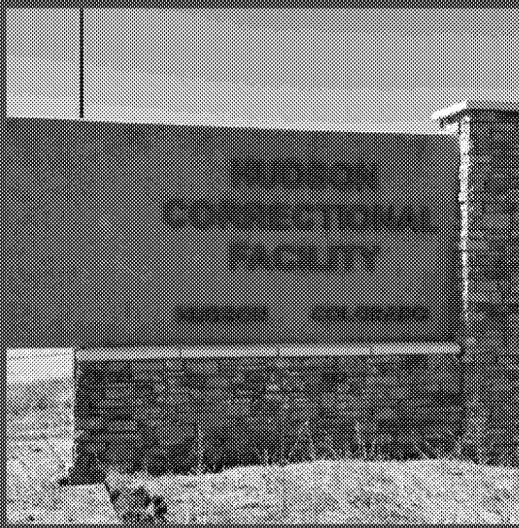
How Our Model Functions

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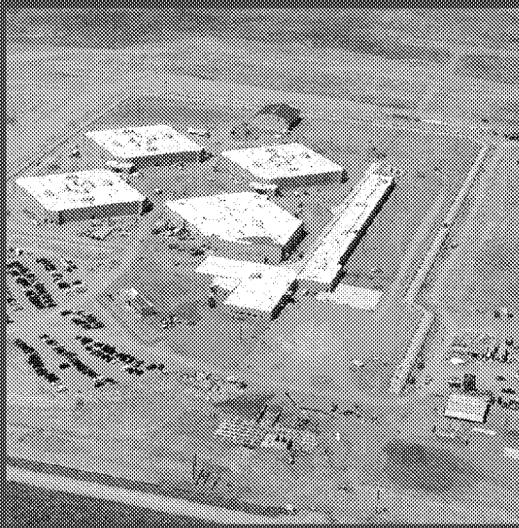
Cost Plus Outcomes Achievement Program

(b)(4)

EXTERIOR PHOTOS



EXTERIOR PHOTOS



INTERIOR PHOTOS



INTERIOR PHOTOS

