Measuring Effectiveness:

Evidence-Based Detention Facility Design

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Architects and Planners

POETIC PRAGMATISM

NOVEMBER 2-4, 2011
LOS ANGELES, CA

2011 Academy of Architecture Justice National Conference

CELEBRATING CREATIVE, COST EFFECTIVE, AND FUNCTIONAL DESIGN FOR JUSTICE FACILITIES

AIA

- Smaller
- Smarter
- Greener
- Kinder

DETENTION FACILITY REQUIREMENTS

- The number of beds drives the facility program
- Every one has something to say about it
  - *Prosecutor*
  - *Judiciary*
  - *Probation*
  - *County Board Members*
  - *Facility Administrators*

DETENTION FACILITY REQUIREMENTS

- Pull a number out of the air
- Take our best guess
- Forecast - or project future bedspace requirements
  - *based on statistical modeling*
  - *based on past activity*

TRADITIONAL PLANNING APPROACH

- The traditional approach is:
  - *Passive*: we can't control our destiny
  - *Static:* no change in current practices
  - *Costly:* relies on construction to solve the problem
  - *Not sustainable!*

EVIDENCE-BASED APPROACH

- Evidence-based planning and design:
  - *shapes the future, rather than reacts to it*

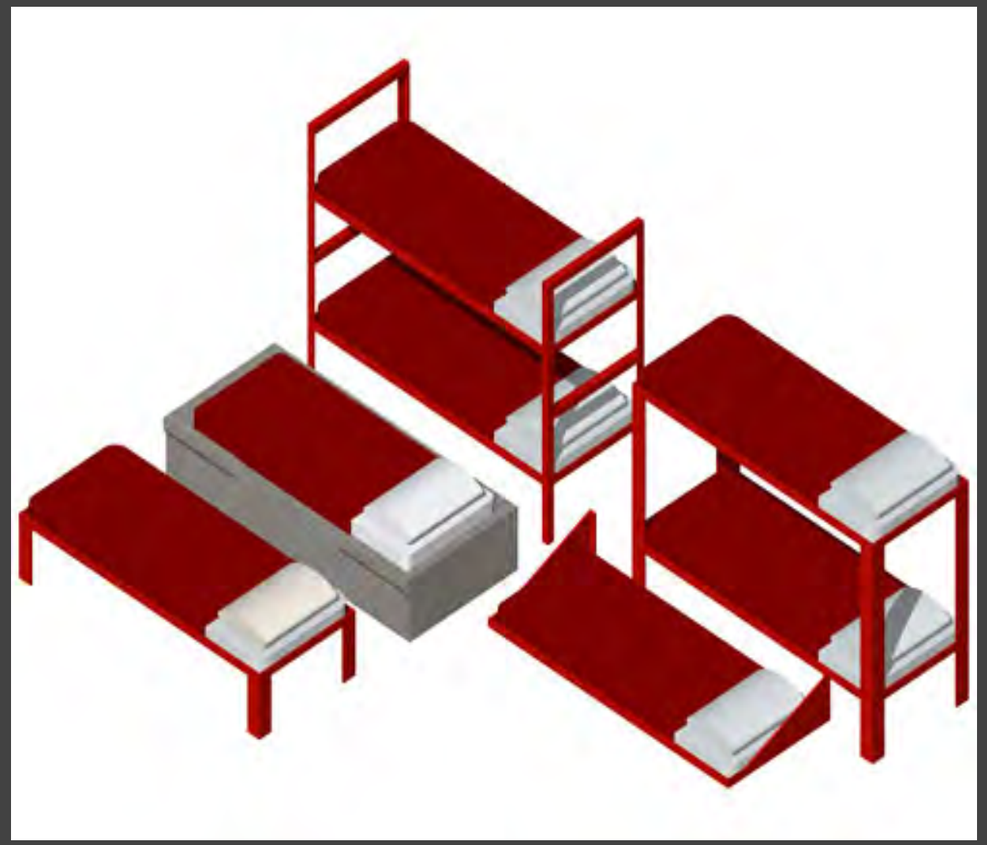
METRICS

- Evidence-based planning and design:
  - *Reduces the number of beds required*
  - *Reduces capital construction costs*
  - *Reduces energy and operating costs*
  - *and…….*

METRICS

- Promotes positive outcomes for individuals and communities

HOW MANY BEDS?

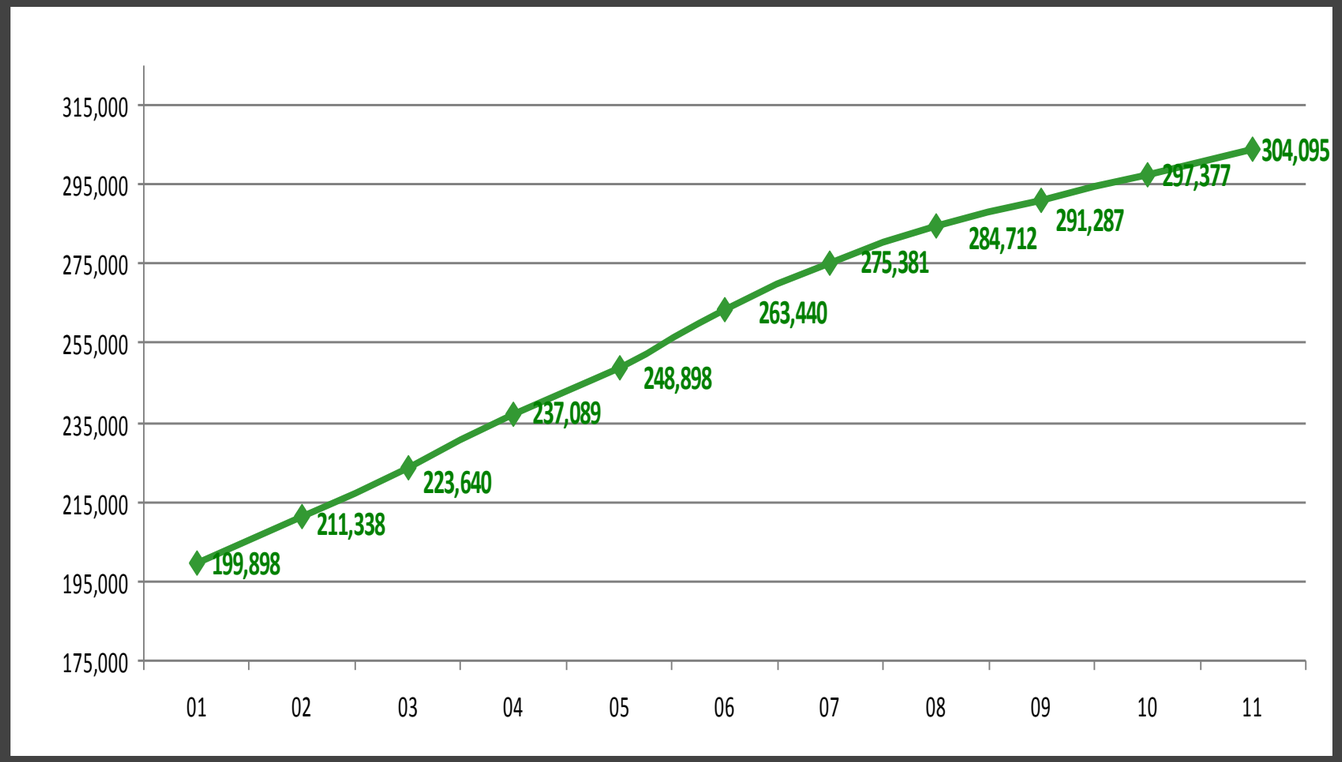


- Data Analysis
  - *Admissions*
  - *Average Length of Stay*
  - *Average Daily Population*
- Baseline projections
- Population profiles
- System practices

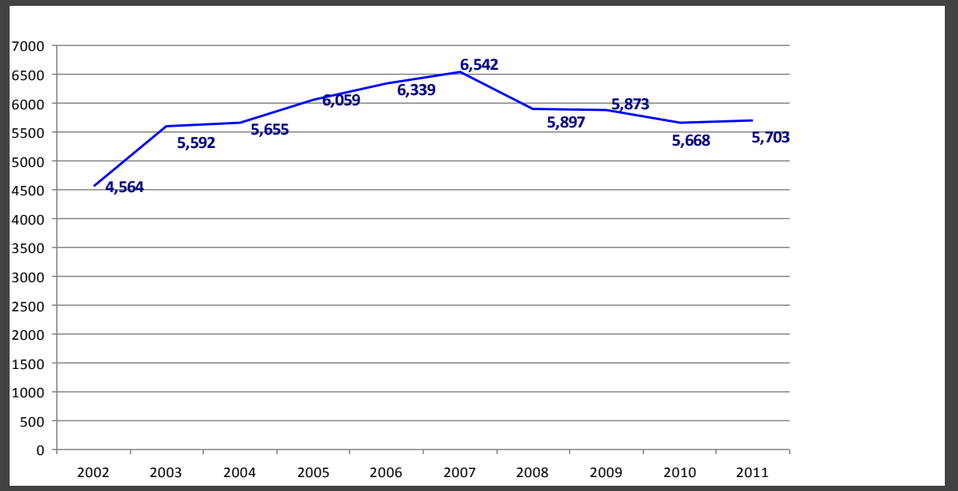
BEDSPACE PROJECTION METHODOLOGIES

- Statistical relationship between jail activity and some predictor variable
  - *e.g. "if the county population at-large increases, then jail activity will increase"*

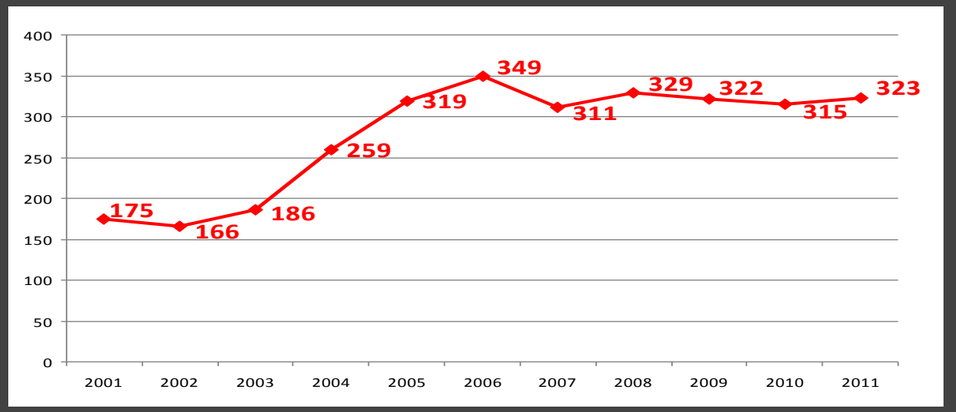
COUNTY POPULATION



BOOKINGS



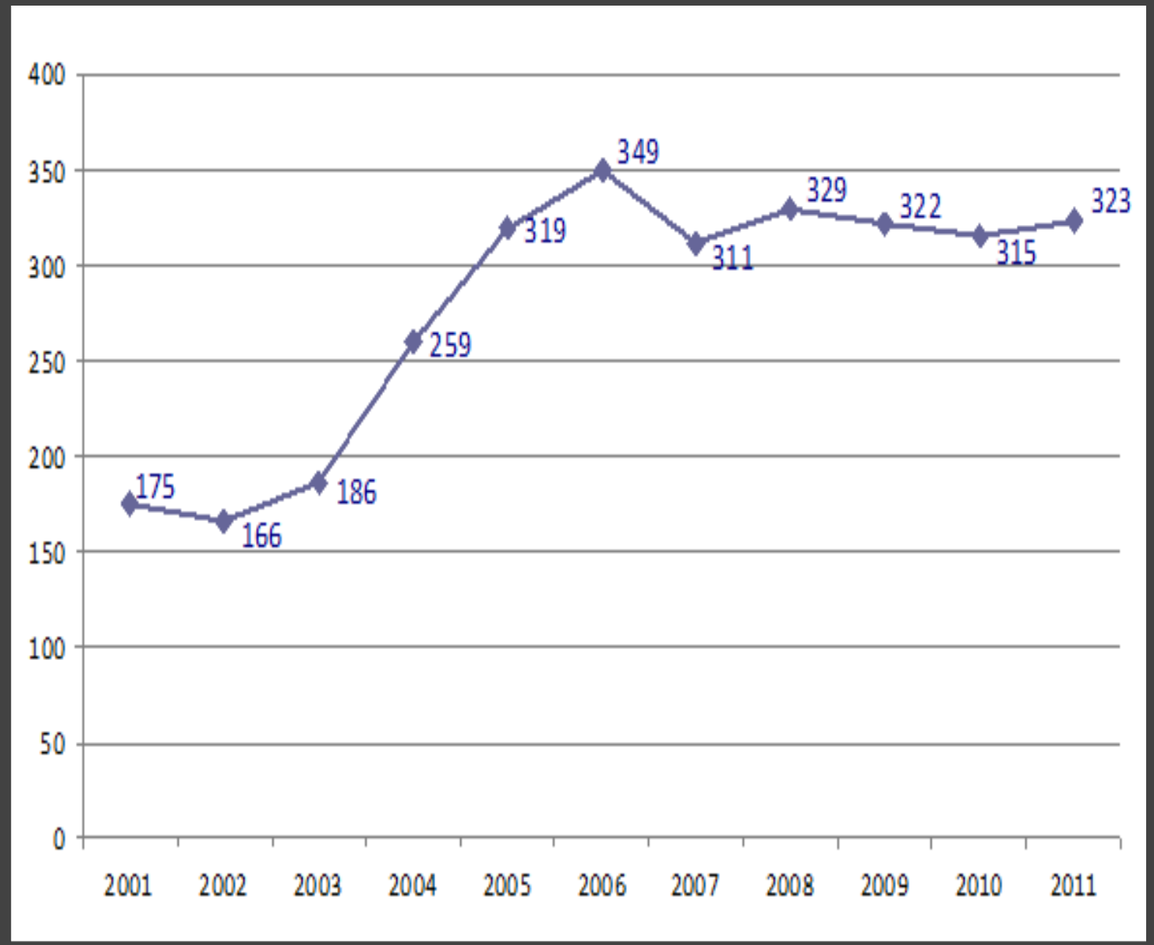
ADP



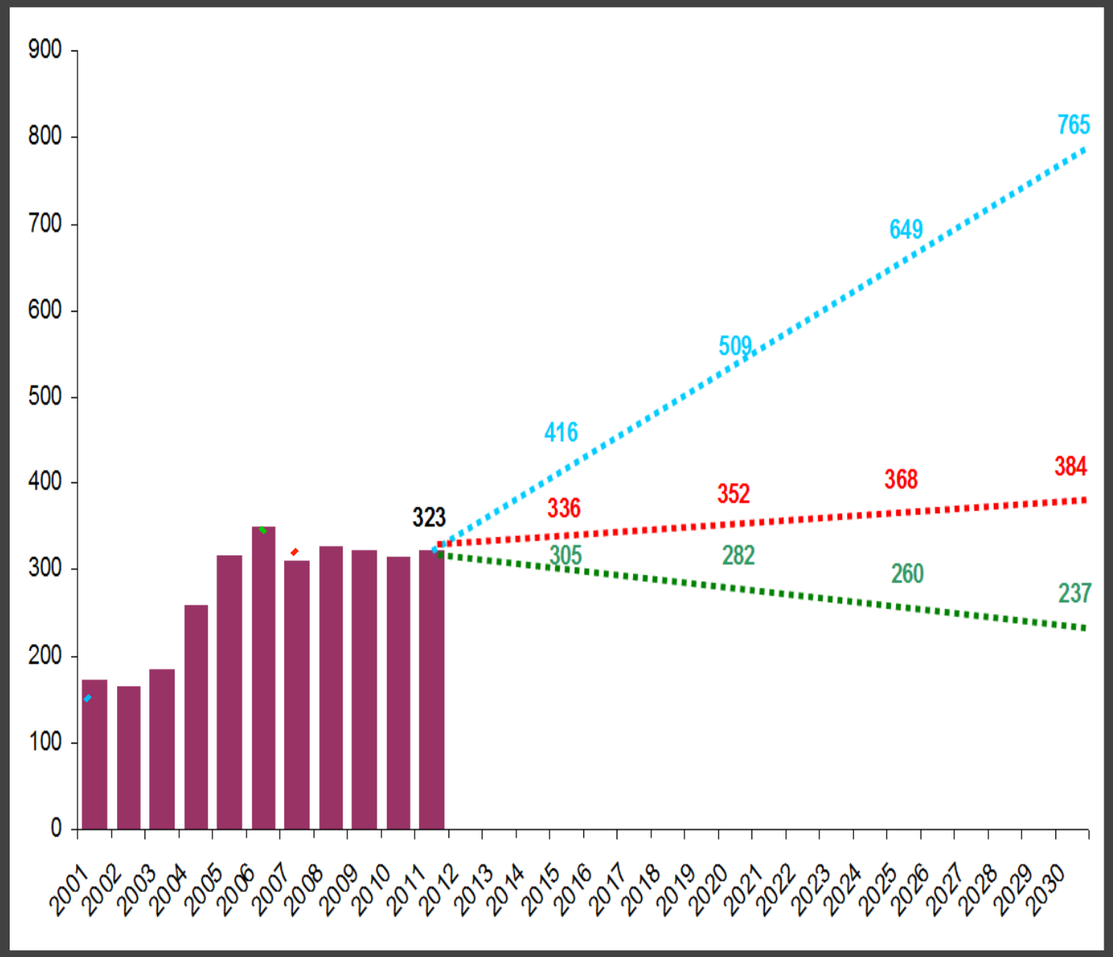
BEDSPACE PROJECTION METHODOLOGIES

- Statistical relationship between past jail activity and future jail activity
  - *e.g. "historical growth rates in jail admissions, census will continue in the future"*

Historical ADP



Projected ADP



WHO IS IN THE FACILITY?

The detention profile analysis:

- Identifies opportunities for reducing bedspace demand by identifying populations who may be appropriate for alternatives to secure detention

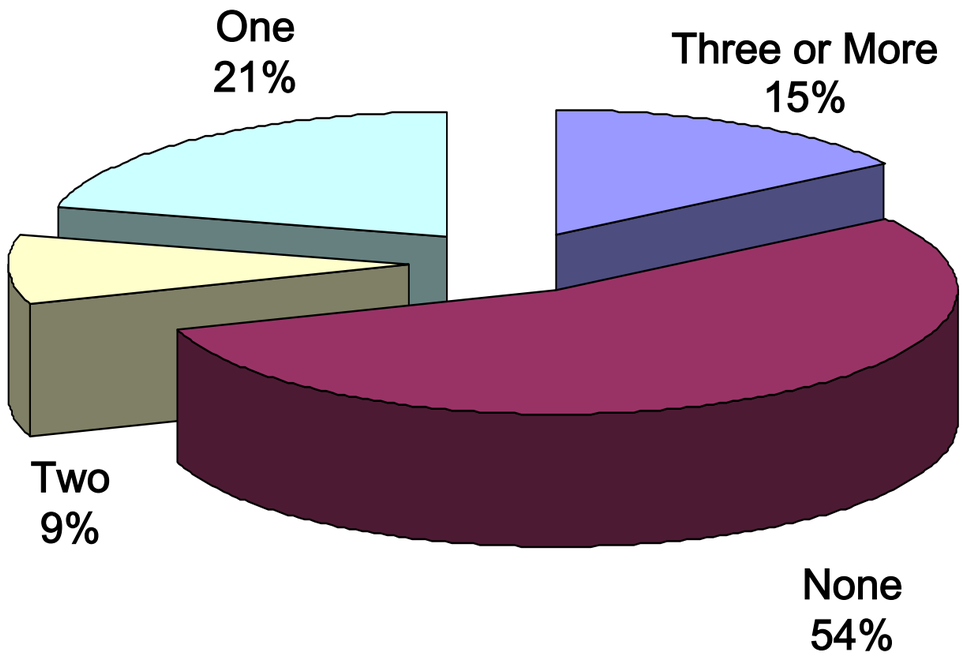
- Identifies system policies and practices impacting the use of secure detention

- Identifies the type of secure beds required to address inmate risk/need classifications

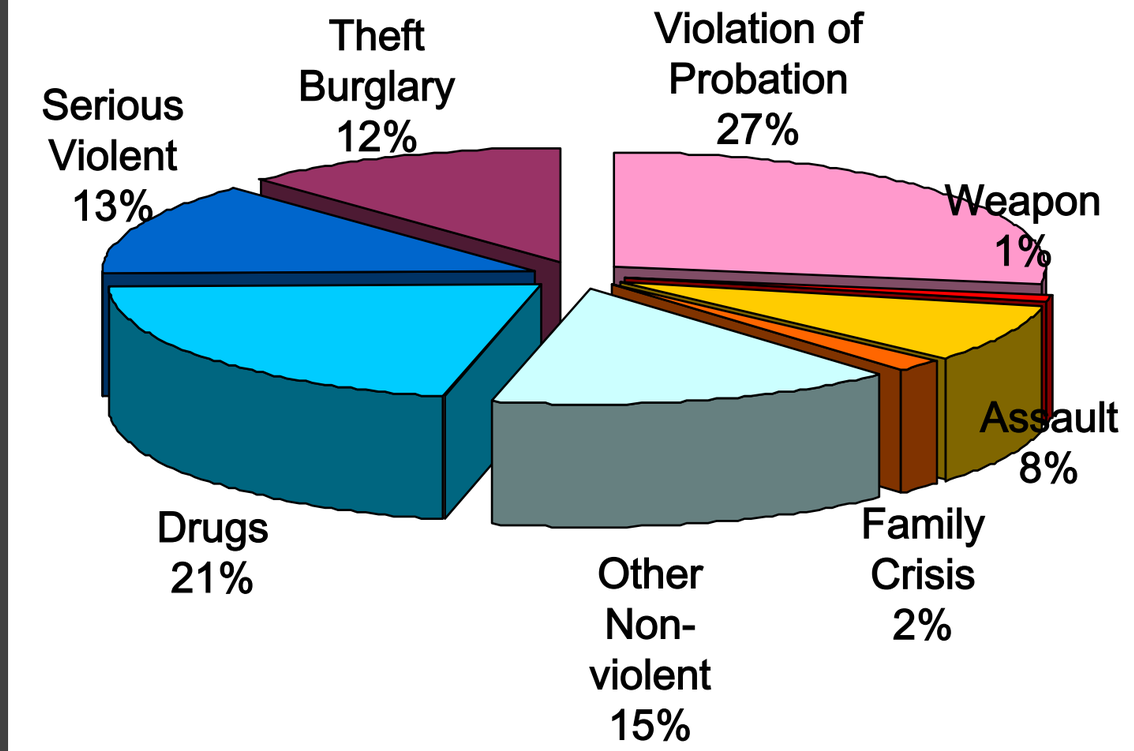
Union County Juvenile Detention Center

WHO IS IN THE FACILITY?

Prior Detainments



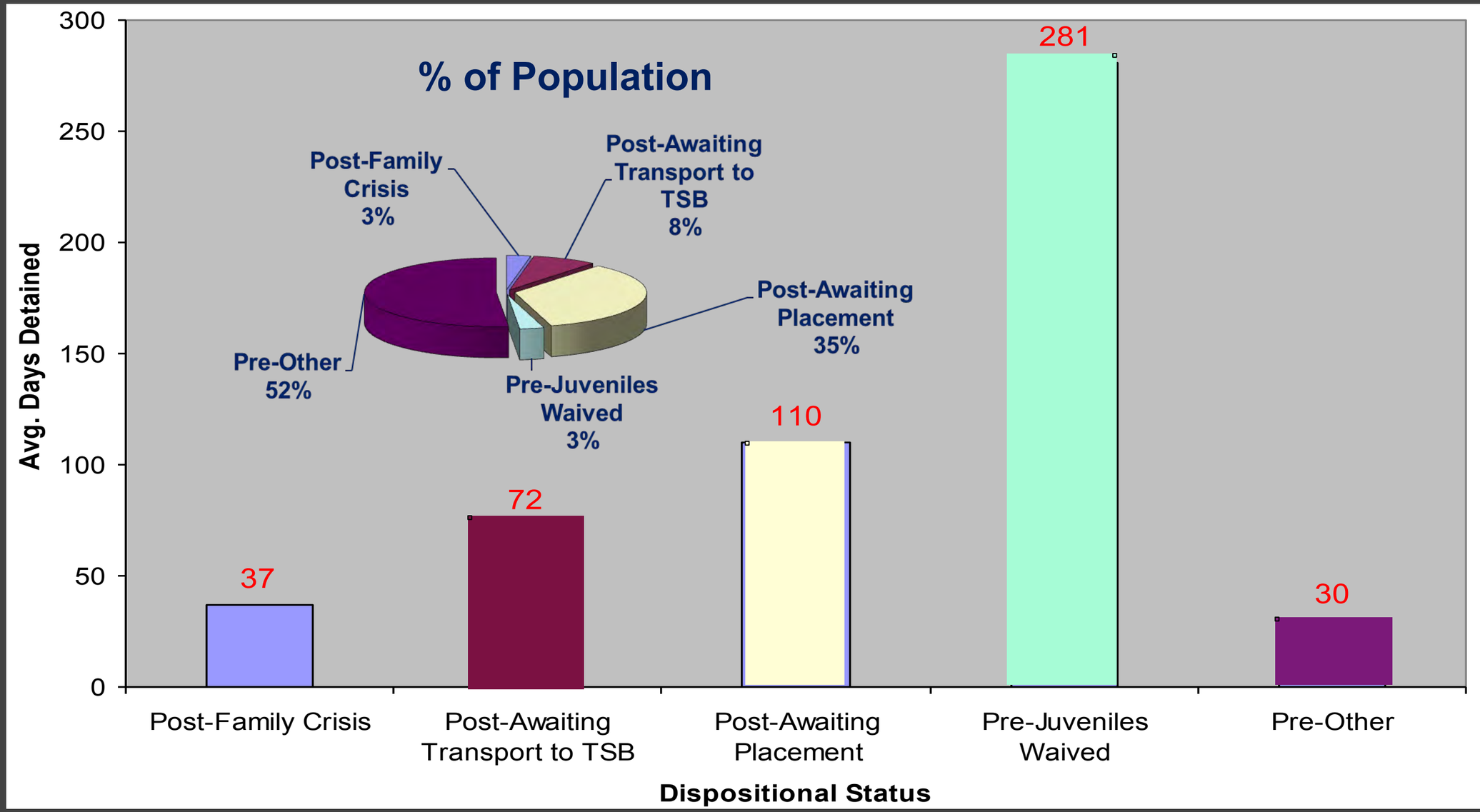
Offense



FINDINGS

- About 20% detained for violent offenses
- 54% have no previous detention history
- 21% detained on drug charges
- 27% are probation violators

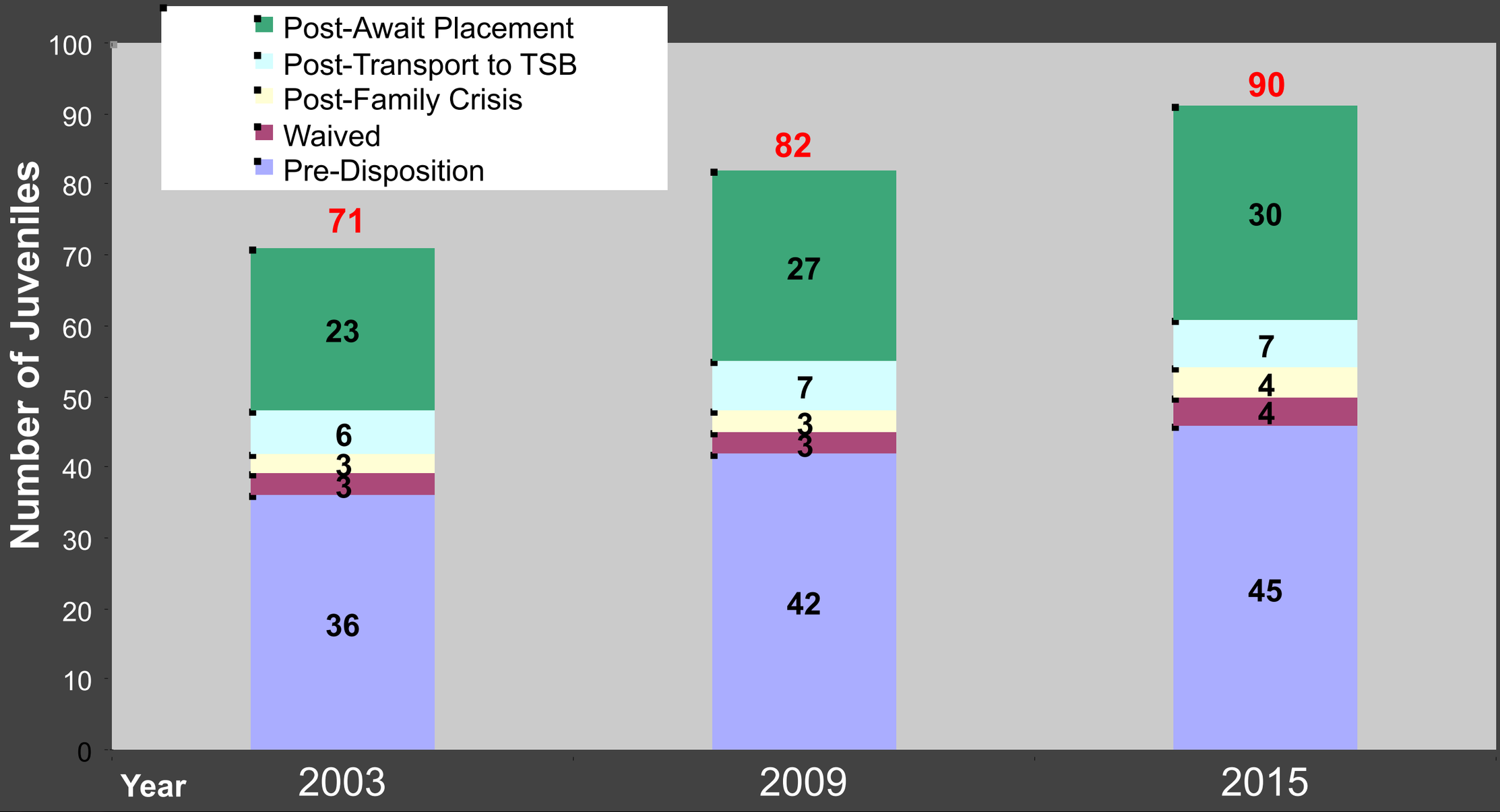
WHO IS IN THE FACILITY?



FINDINGS

- Average length of detention: 25 days
- Average length of stay for post-dispositional program placement: 110 days
- Average length of stay for probation violators held after disposition: 100 days

DETENTION BEDSPACE PROJECTIONS: BASELINE



SYSTEM ANALYSIS

- Key Juvenile Justice Stakeholders
  - *Detention Center*
  - *Judiciary*
  - *Family Court*
  - *Probation*
  - *Prosecutor*
  - *Public Defender*
  - *Youth Services Bureau*
  - *Local Hospital*
  - *Division of Youth and Family Services*
  - *Juvenile Justice Commission*

FINDINGS

- Additional detention capacity is needed
- Few resources for multi-problem, special need juveniles
- Case flow “bottlenecks”
- Perceived lack of alternatives for probation violators
- Impact of post-dispositional youth on detention

IMPACT OF SYSTEM FACTORS

ISSUE	RESPONSE	BEDSPACE SAVINGS
Mis-use of Detention	Develop Intake / Assessment Instrument	*1*
Few Detention Alternatives	Expand Detention Alternatives	*2*
Poor Case Management	Implement Multi-Disciplinary Team Approach	*4*
Too Many Youth Awaiting Placement	Establish Maximum Length of Stay	*8*

METRICS: BEDSPACE REDUCTION

Baseline Bedspace Requirement:
90 Beds

Juvenile Justice System Improvements:
Saves 15 Beds

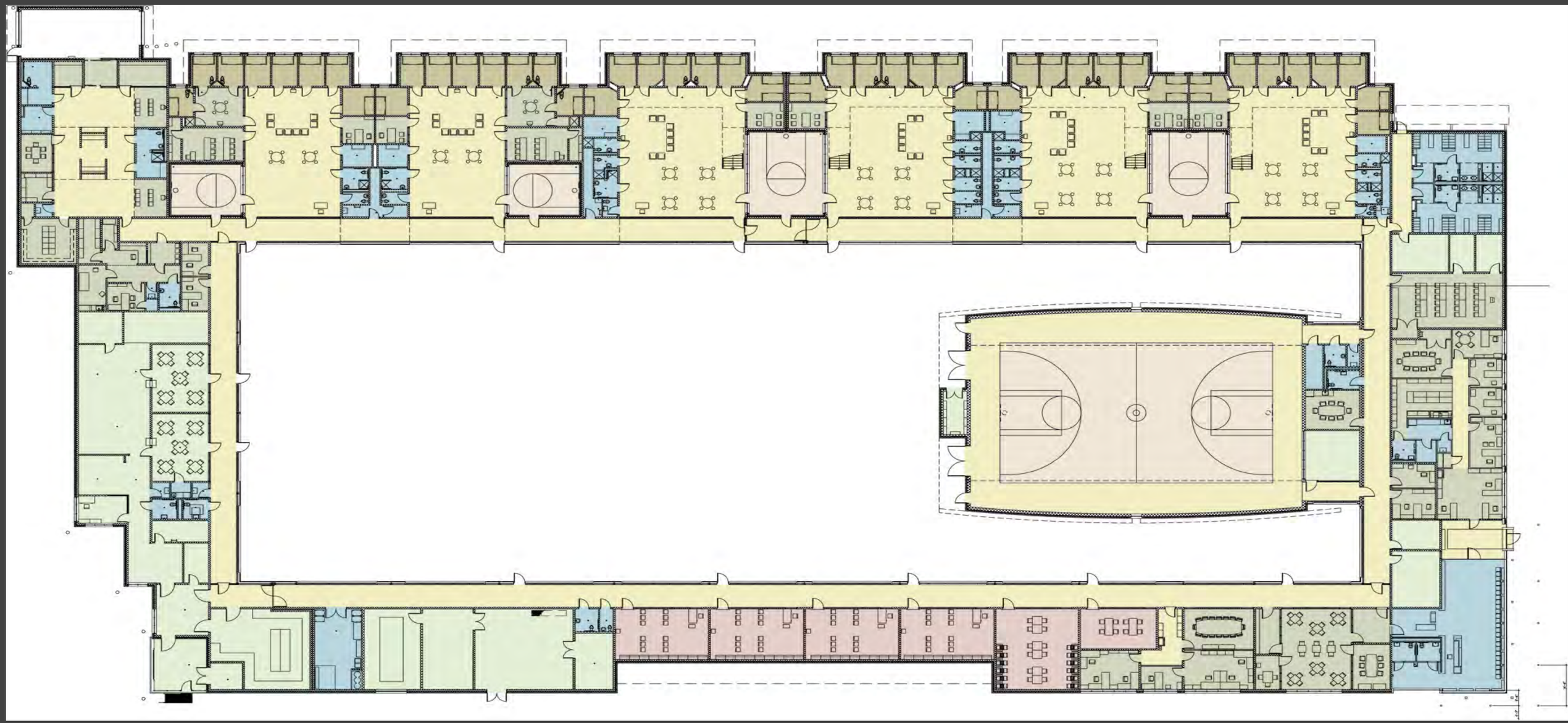
New Juvenile Detention Center:
75 Beds

METRICS: IMPACT ON YOUTH AND COMMUNITY

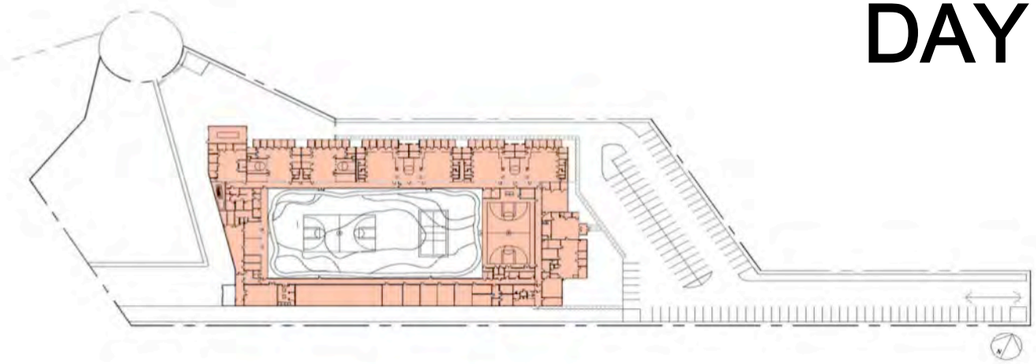
- Reduced inappropriate admissions
- Expanded probation continuum
- More alternatives to detention
- Improved services for youth
- Lessen the exposure to detention

METRICS: BUILDING IMPACT

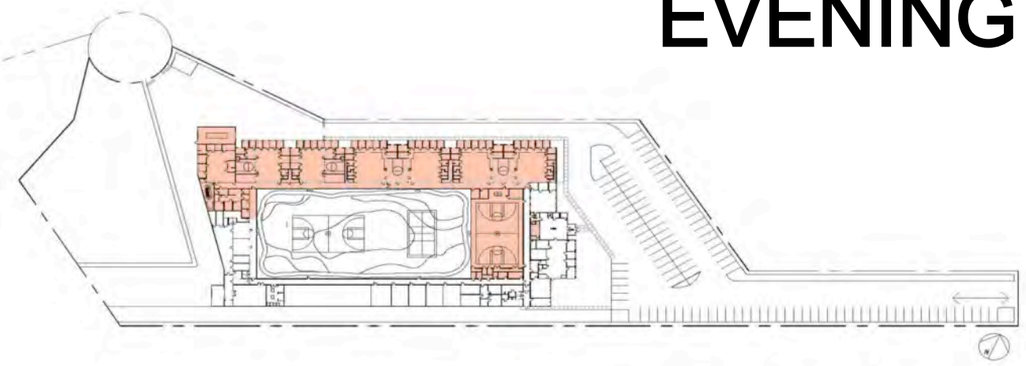
- 15 fewer beds =
  - A smaller building footprint
  - 1 less housing unit
  - 12,000 GSF less bricks and mortar
  - 2 fewer toilets, showers, sinks
  - 16% less water consumption
  - 16% less energy consumption



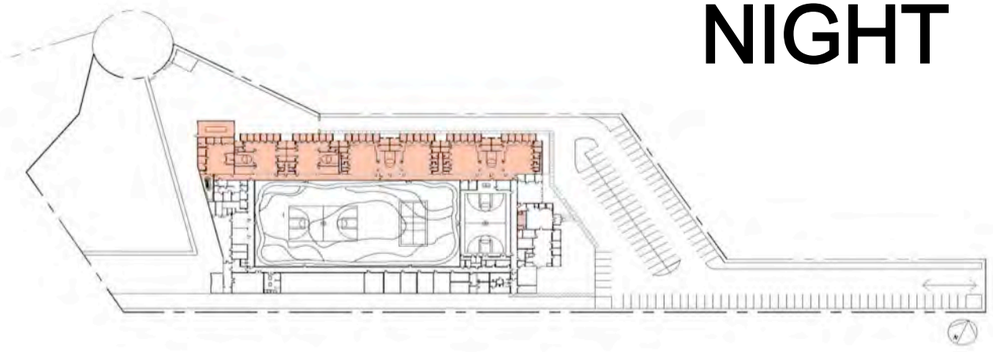
DAY



EVENING



NIGHT



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METRICS: POSITIVE YOUTH DEVELOPMENT

- An environment conducive to positive youth development
  - Normative
  - Community connections
  - Programs and services
  - Good neighbor

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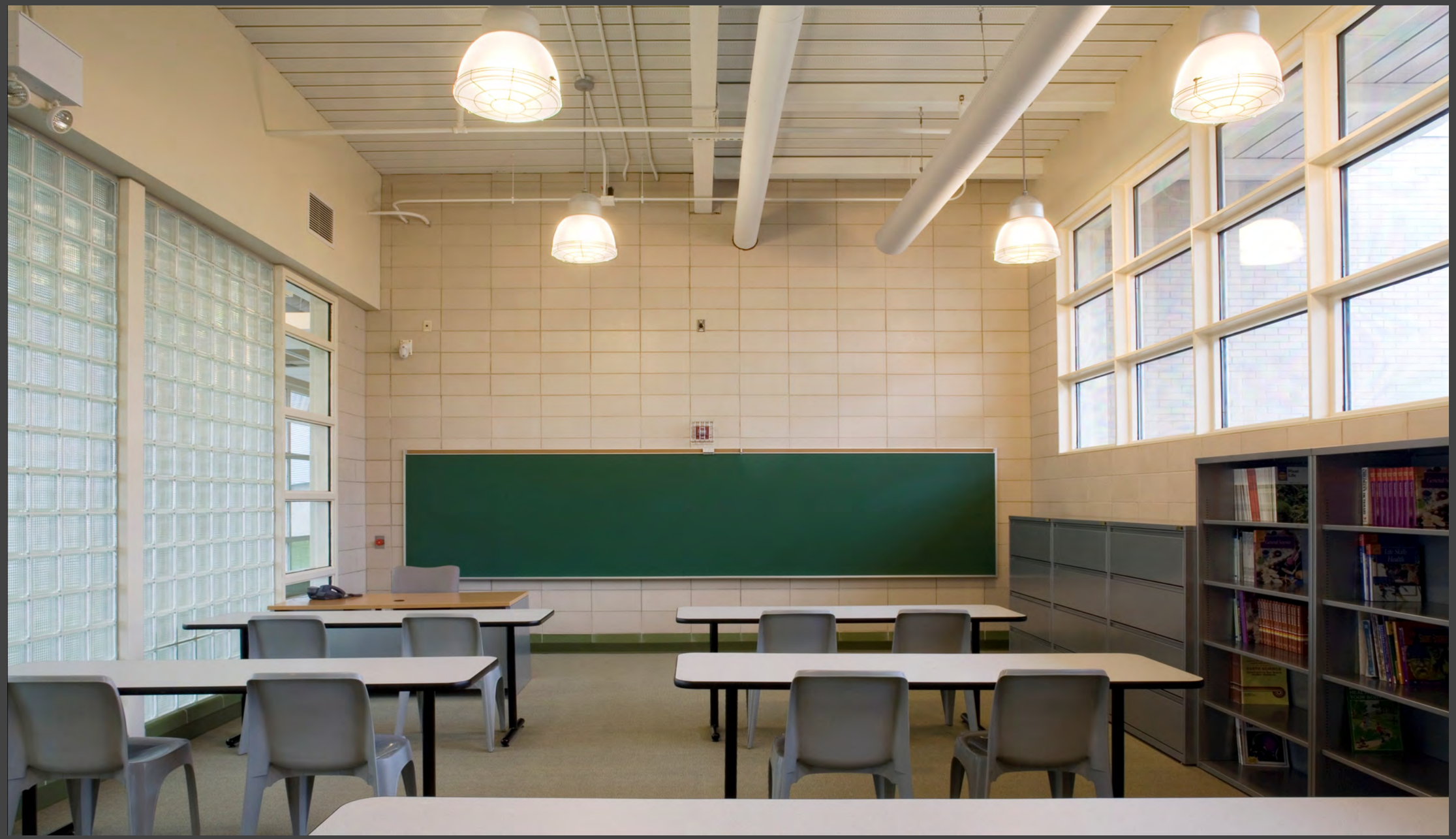

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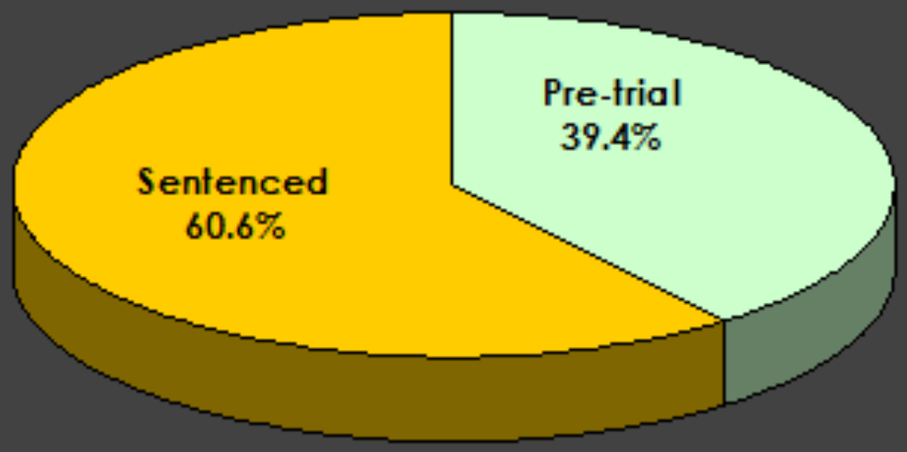
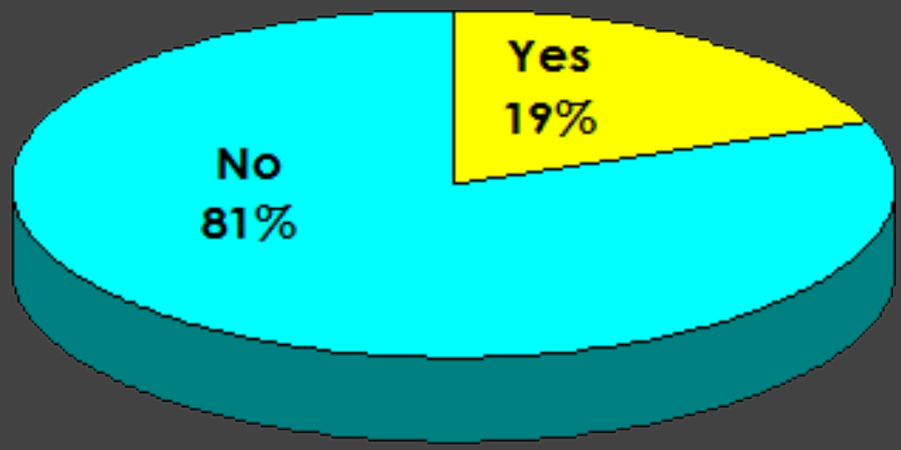
Sullivan County Jail

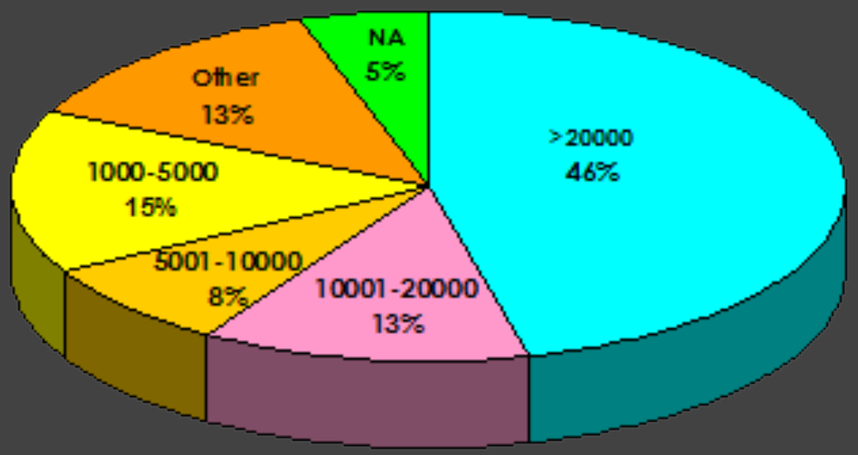
WHO IS IN THE FACILITY?



Legal Status

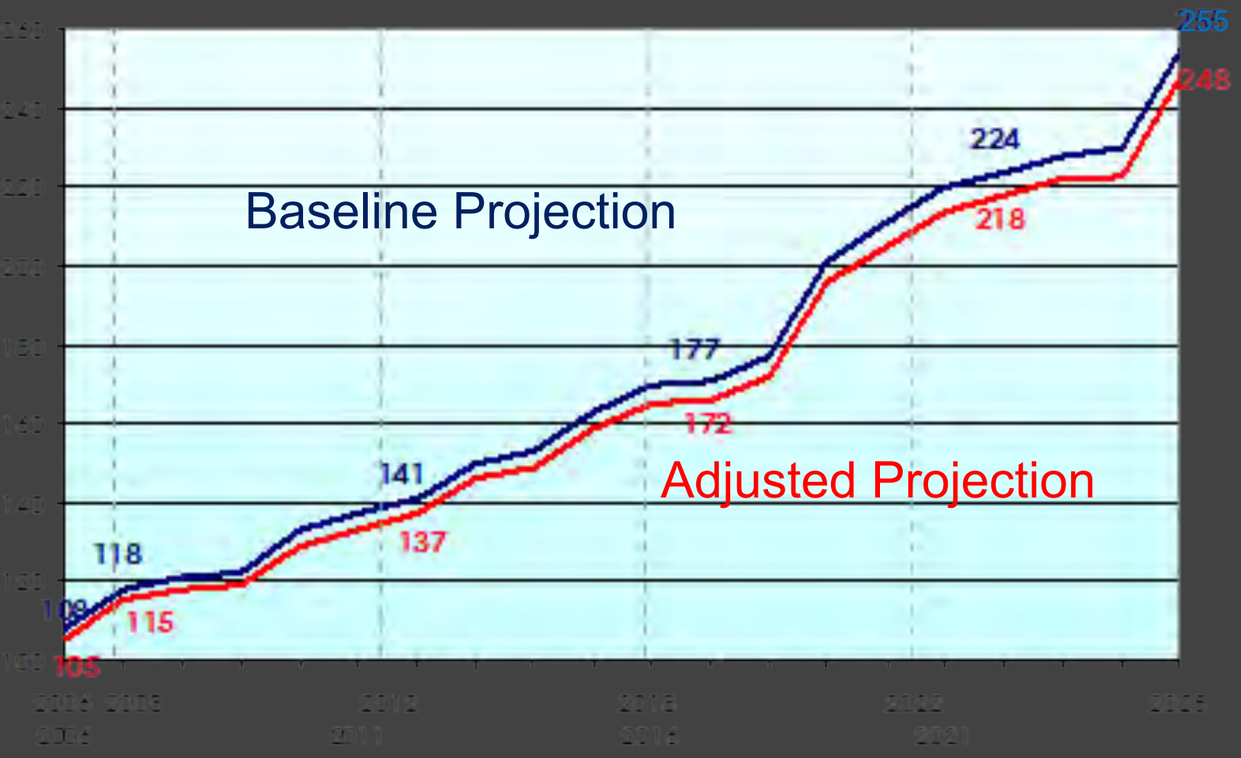


Additional Charges



Bail Amount

PRE-TRIAL SUPERVISION PROGRAM



- **Eligibility Criteria**
  - Superior & District Court cases
  - Pre-trial status
  - In jail 10 days or more
  - Non-violent offense
  - Bail not to exceed $10,000
  - County resident
  - No additional charges pending

WHO IS IN THE FACILITY?

Substance Abuse

Drugs of Choice	# Users	%
Alcohol	41	16%
Marijuana	45	18%
Heroin	22	9%
Cocaine	38	15%
Crack	14	6%
Ecstasy	31	13%
Oxicontin	31	13%
Methadone	26	10%
Total	**248**	

FINDINGS

- High incidence of serious, long-tern substance abuse
- Limited opportunities for work release programming, especially for females
- Limited opportunities for drug abuse treatment
- Inter-relationship between the two

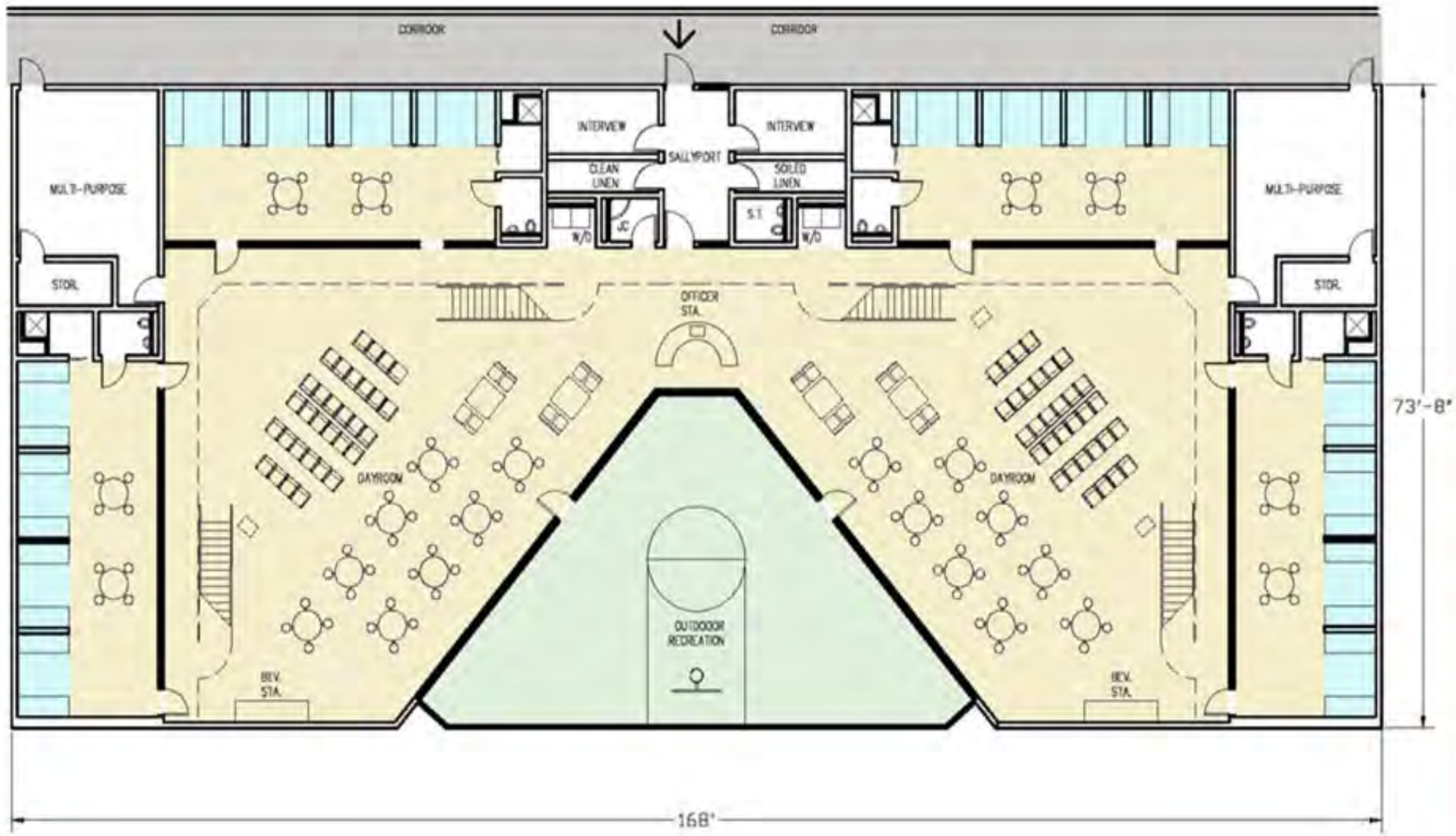
INMATE CLASSIFICATION ANALYSIS

CLASSIFICATION	CHARACTERISTICS	MALES	FEMALES	*Totals*
Admin Segregation	**Single occupancy**; one hour out of cell Managed individually	6	2	8
Intake / Reception	**Single occupancy** Limited programming	12	2	14
Maximum	**Single occupancy** Limited programming	24	2	26
Medium	**Multiple occupancy - sub-units** Full programming Flexible management small/large groups	32	6	38
Minimum	**Multiple occupancy - open plan** Full programming; Includes inside workers	34	8	42
Work Release	**Multiple occupancy - open plan** Outside of secure perimeter	30	4	34
Substance Abuse	**Multiple occupancy - sub-units** Specialized separate programming	32		32
Female Unit	All populations (above) except work release			
	Totals	170	24	194

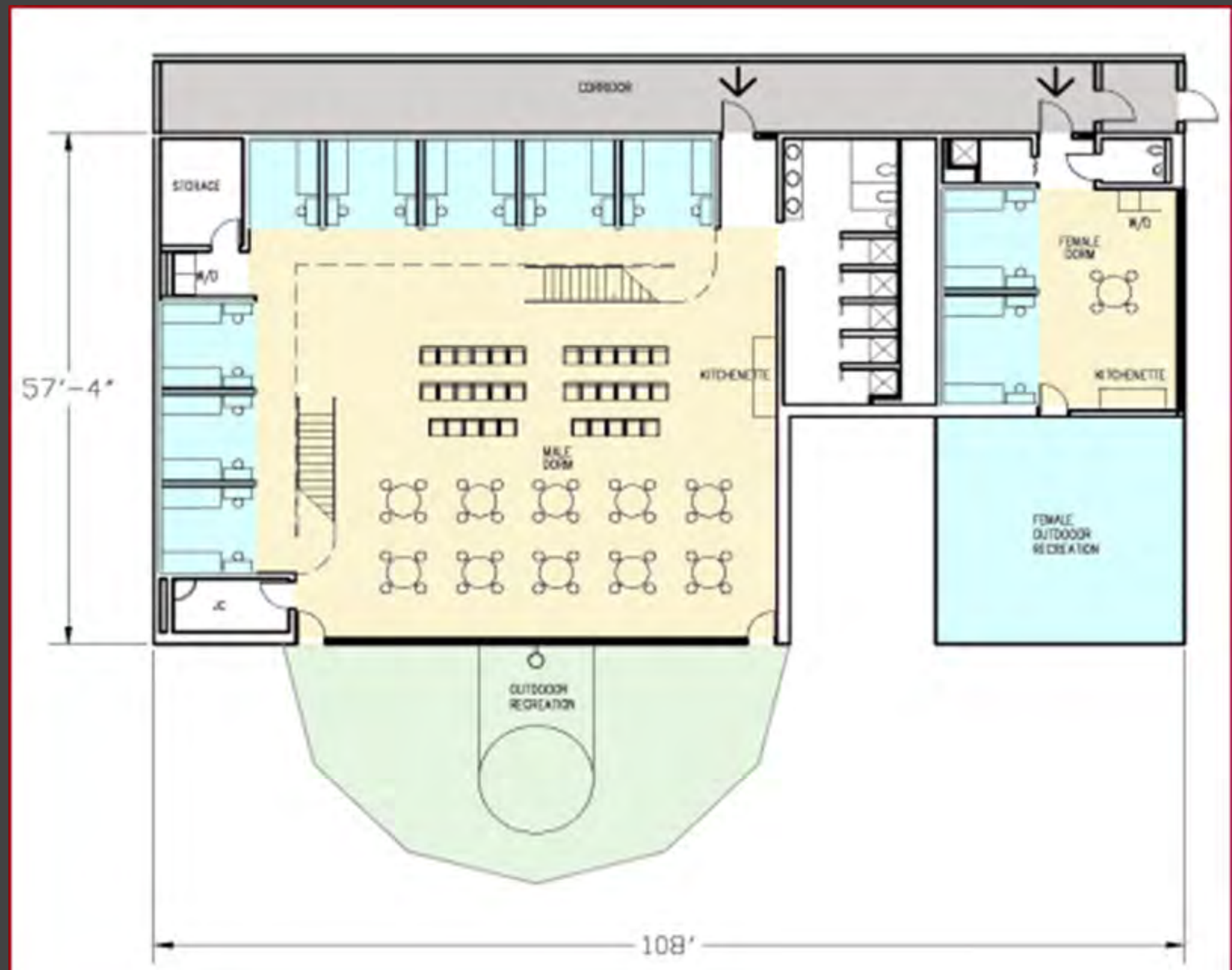
SULLIVAN COUNTY JAIL FACILITY OPTIONS DEVELOPMENT

Ricci Greene Associates
April 10, 2007

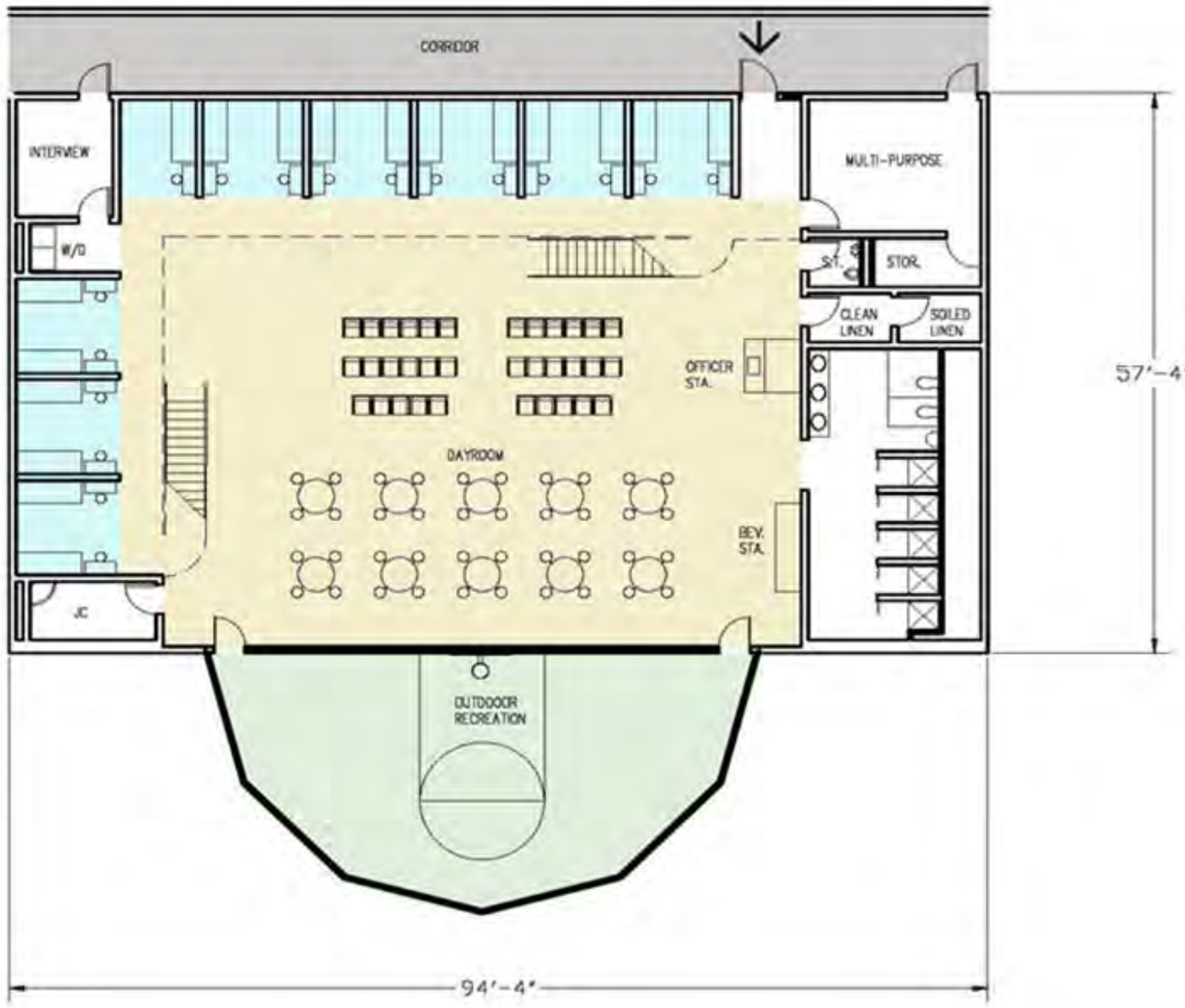
SUBSTANCE ABUSE UNIT



WORK RELEASE UNIT



MINIMUM SECURITY UNIT



METRICS: BUILDING IMPACT

- 72% of beds are dormitory
  - Less bricks and mortar
  - Fewer doors
  - Less hardware
  - Fewer toilets

METRICS: IMPACT ON INDIVIDUAL AND COMMUNITY

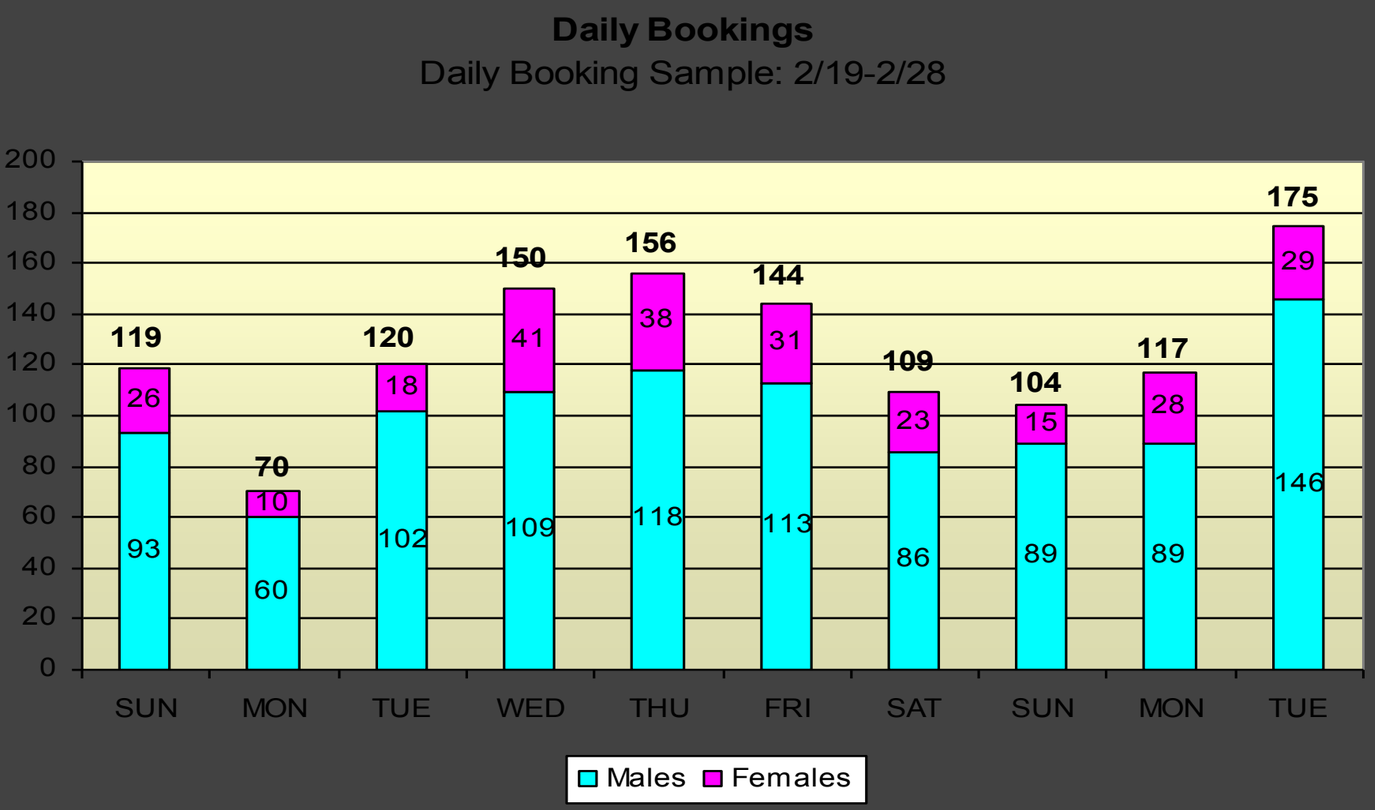
- Expanded treatment for substance abusers
- Greater success rates for work release inmates
- Reduced recidivism in the long term

Denver Detention Center

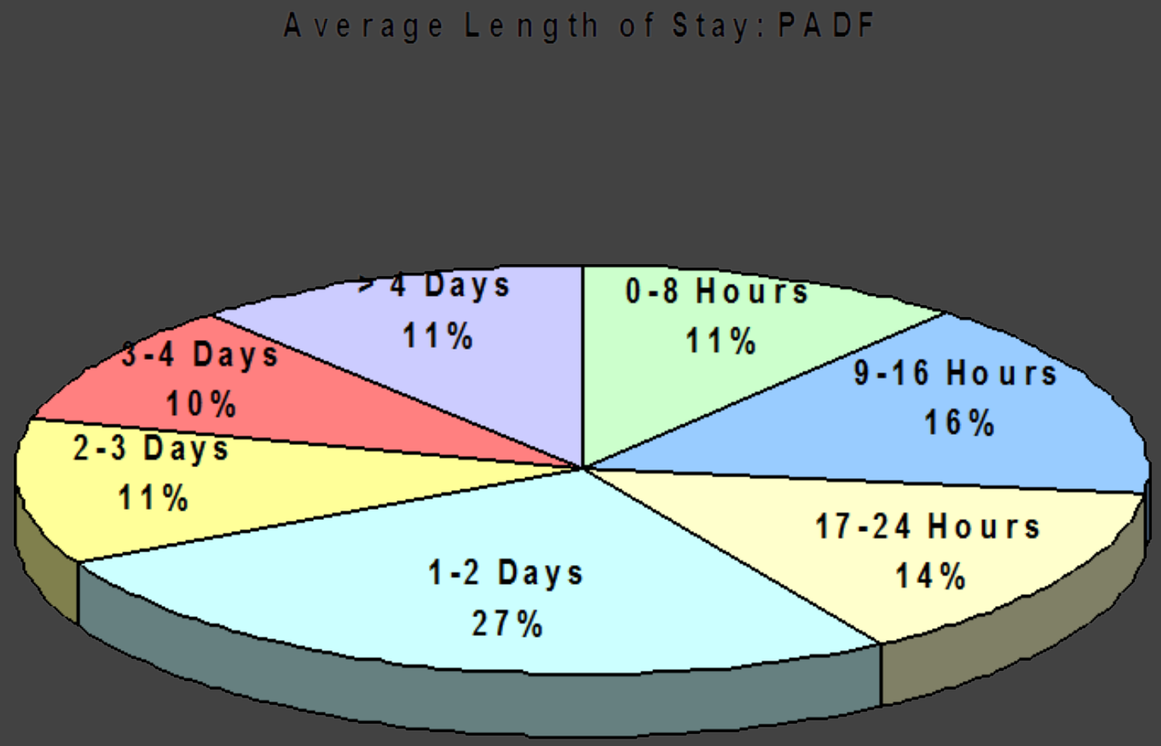
KEY PLANNING AND DESIGN CONSIDERATIONS

- Admissions Activity
- Risk / Need Classification

ADMISSIONS ACTIVITY



How Many?



How Long?

DESIGN CONSIDERATIONS

- High volume, fast turn-around
  - Upwards of 150 admissions daily
  - 40% released within 24 hours

- Need sufficient capacity and efficient flow
  - Keep police, courts, inmates moving
  - Minimize movement to the housing units

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RISK / NEED CLASSIFICATION

SPECIAL MGT. SNAPSHOT	APD
Mental Health	16
Protective Custody	44
Administrative Segregation	23
Ad Seg w/ Mental Health Needs	14
Corrective Custody	11
Awaiting Adjustment	6
Homosexual	9
Isolation	1
Medical	11
Re-Classification	5
TOTAL	138 X 10% U.F. = 152

SPECIAL MANAGEMENT POPULATION CLASSIFICATION MATRIX

CLASSIFICATION CATEGORY	48-BED UNIT CONFIGURATION	MANAGEMENT CHARACTERISTICS
Administrative Segregation Ad Seg, most MH/AS/Med Some PC, Corrective Custody Reclass, Awaiting Adjustment	(2-24 bed) sub-unit Physical barrier between sub-units Direct supervision preferable	23-hour lock-down One at a time No interaction with others No interaction between sub-units
Administrative Management Most homosexual Some PC	(2-24 bed) sub-unit Physical barrier between sub-units Direct supervision preferable	May be at risk in General Population May be out in groups within same sub-unit No interaction between sub-units
Special Need Some homosexual Some MH Some PC	(4-12 bed) sub-unit Discreet sub-units In-direct supervision Proximity to Med/MH services	Special MH needs Increased MH Services May be out in groups within same sub-unit No interaction between sub-units

HOUSING UNIT AND BEDSPACE DISTRIBUTION

			NUMBER OF BEDS				
Classification Level	Beds / Unit	# of Units	Single Cell	Double Bunk	8-man Dorm	Open Dorm	TOTAL
Special Housing	48	3	144				
Intake Housing	64	4		256			
Maximum	64	3		192			
Medium	64	4			256		
Medium	64	4				256	
Minimum*	64	5				320	
Trustee	64	1				64	
NUMBER OF UNITS		24					
NUMBER OF INMATES			144	448	256	640	1488
% of "Rated" Capacity			*10%*	*30%*	*17%*	*43%*	*100%*
Medical Isolation	28	1	6	22			28
TOTAL # OF INMATES			150	470	256	640	1516

DSD snapshot/requirements : 161 pre-trial felons housed in double bunking
Snapshot assumes remaining pt felons are medium to be housed in 8-bed or open dorms (50/50 split)
Snapshot assumes pt misdemeanants are minimum designations - all in open dorms
** One Unit "unassigned" at 4/25 meeting re-designated as minimum*

METRICS: BUILDING IMPACT

- From a double- bunked facility to a variety of housing unit responses
- 50 % dormitory housing
- Fewer toilets, sinks, showers
- Fewer doors, less hardware
- More compact housing unit footprint

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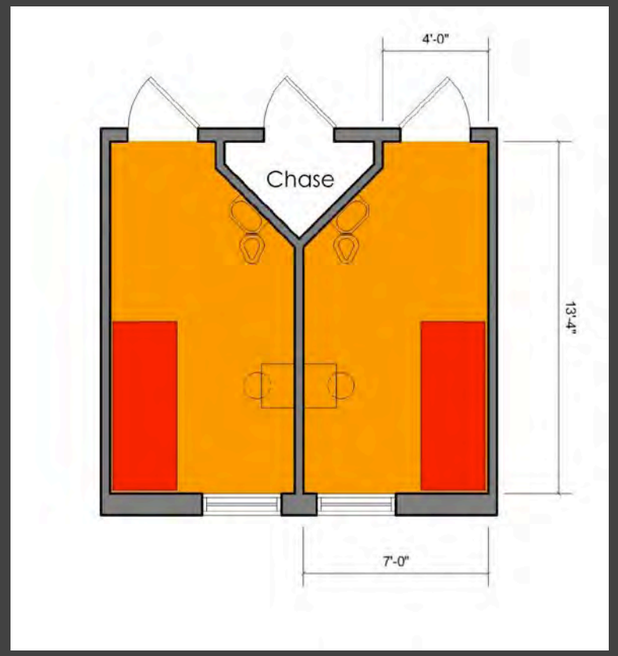
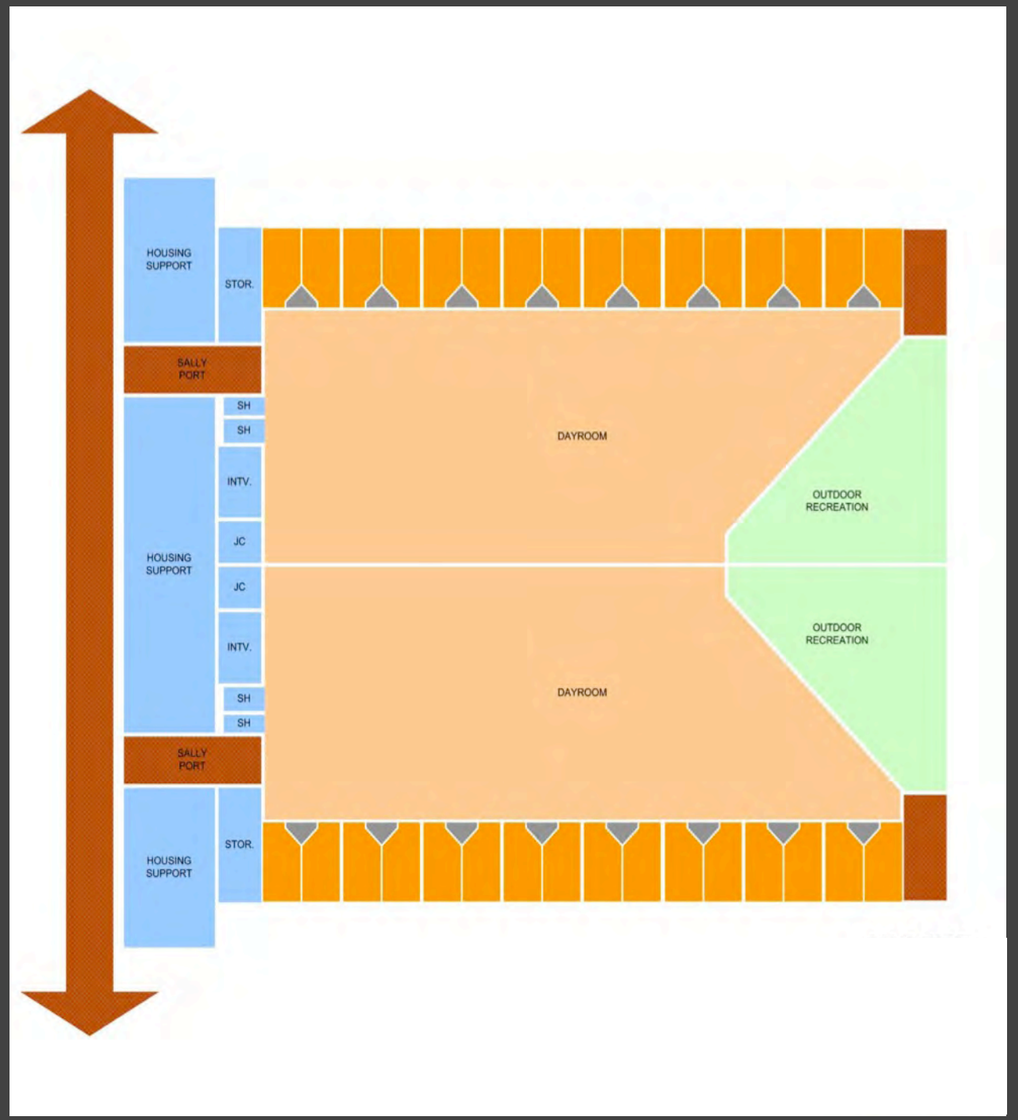
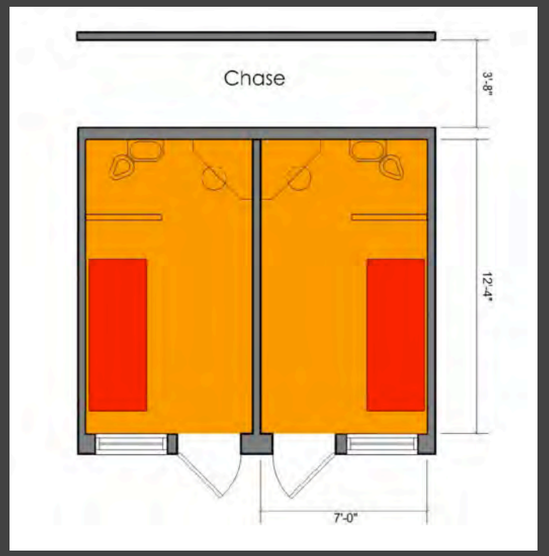


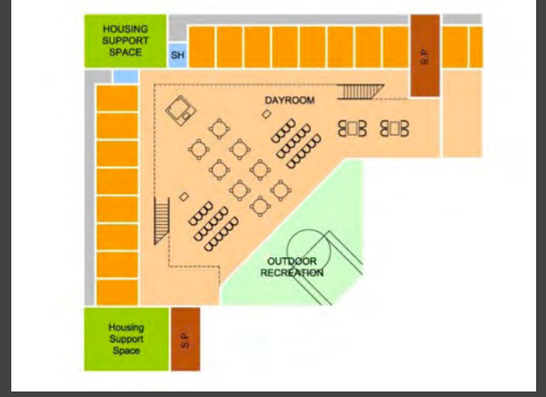
double-bunk chase in front

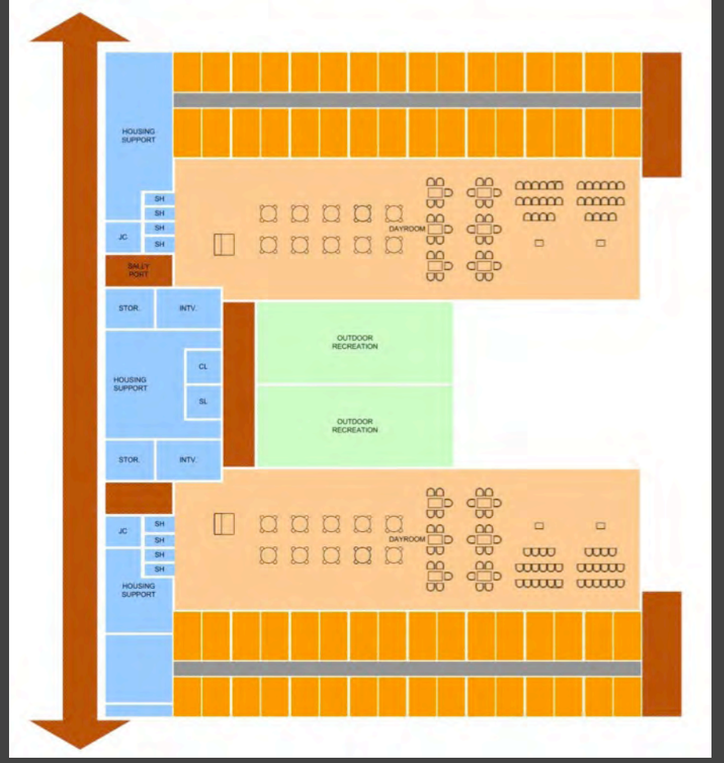


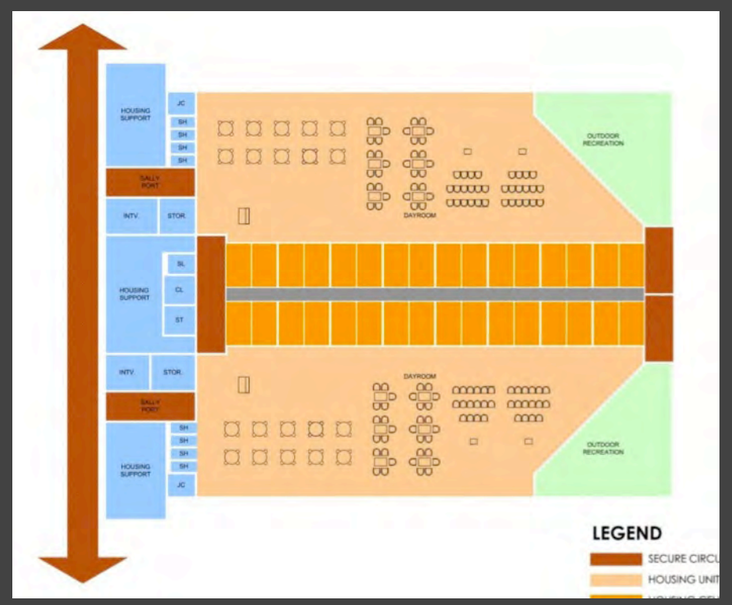


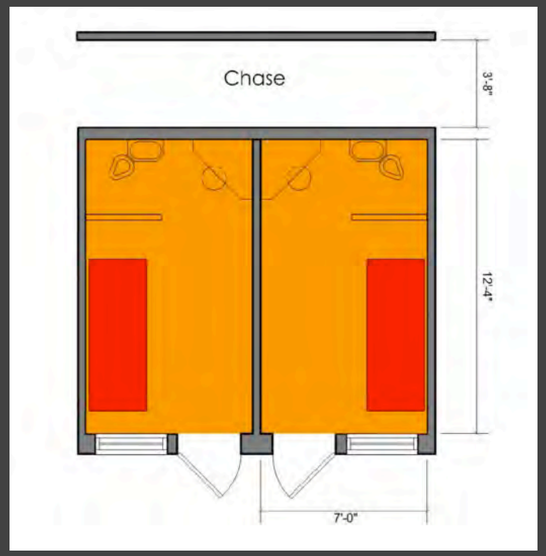
double-bunk

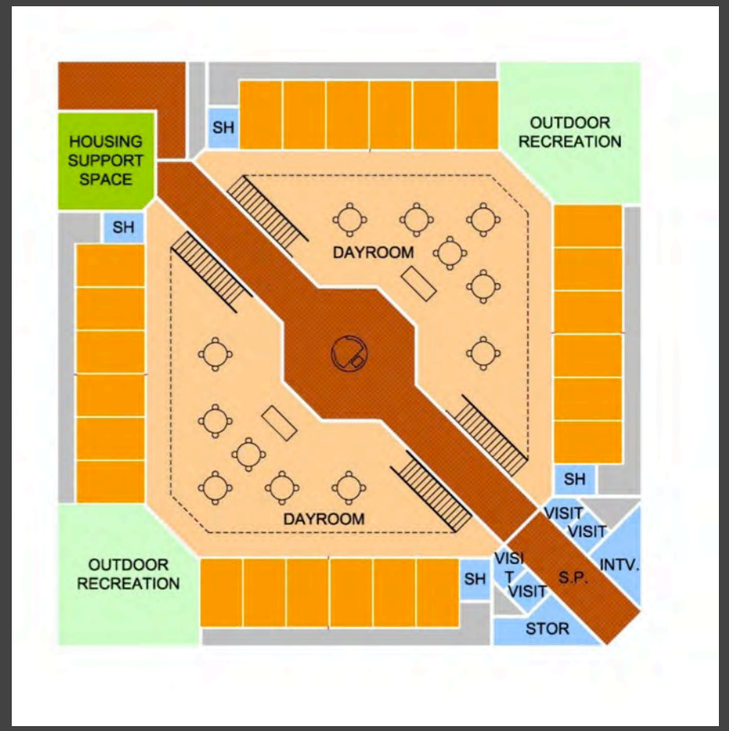
gang chase

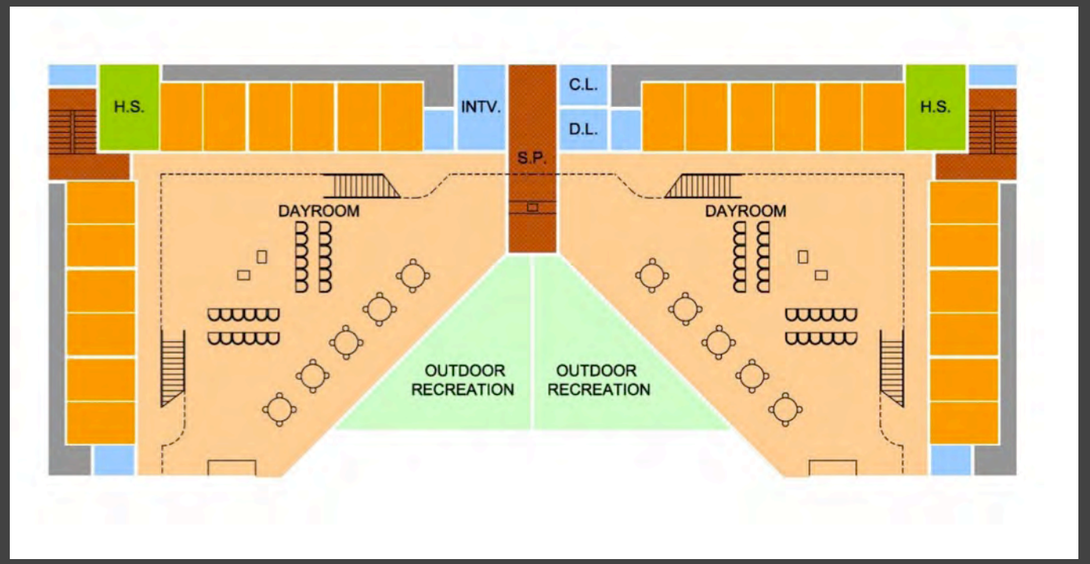


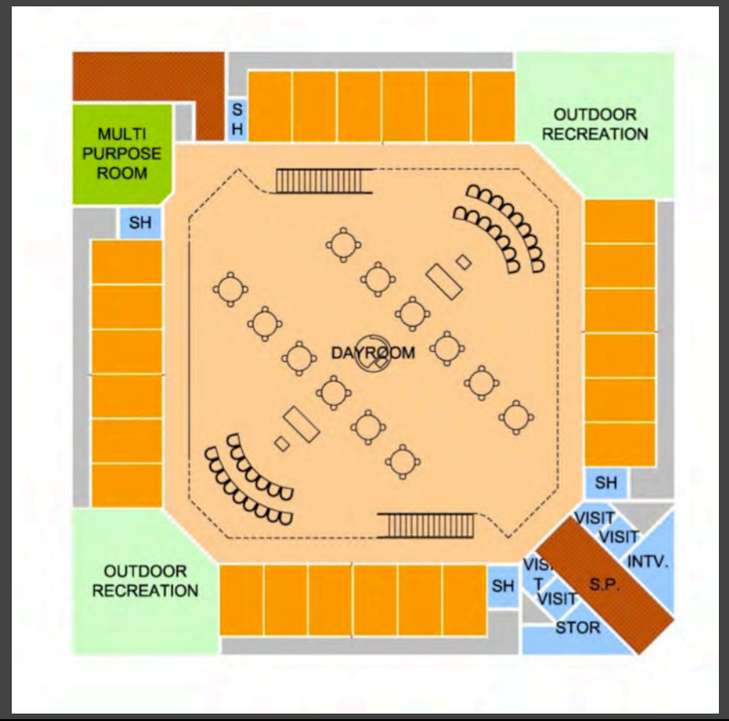


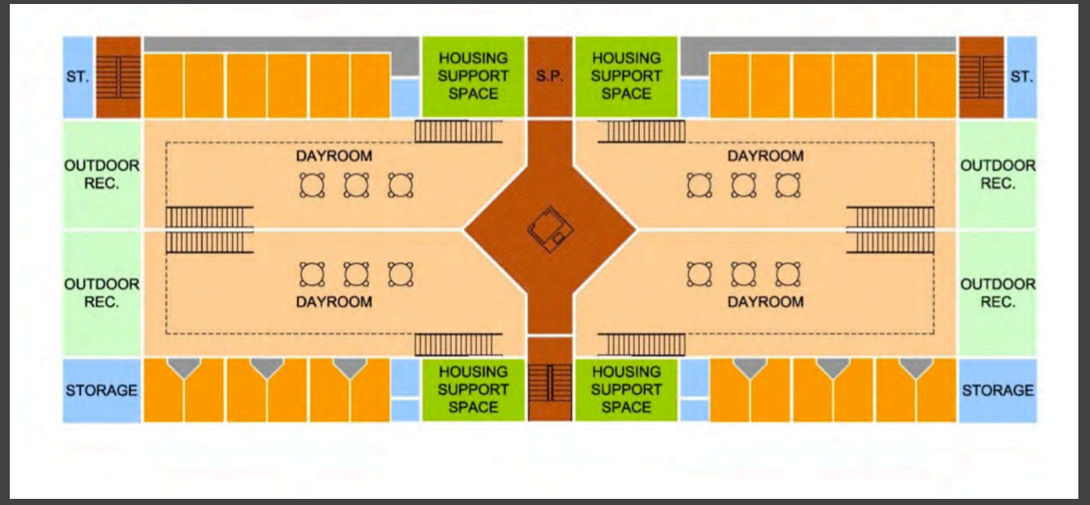






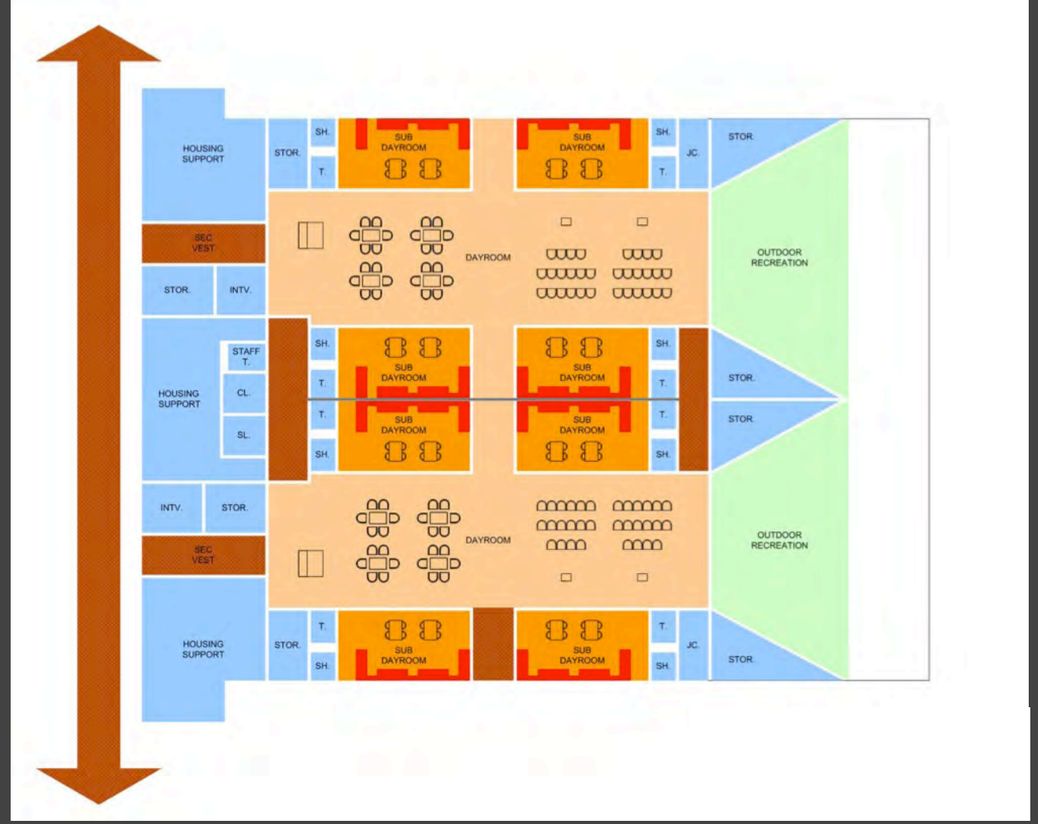


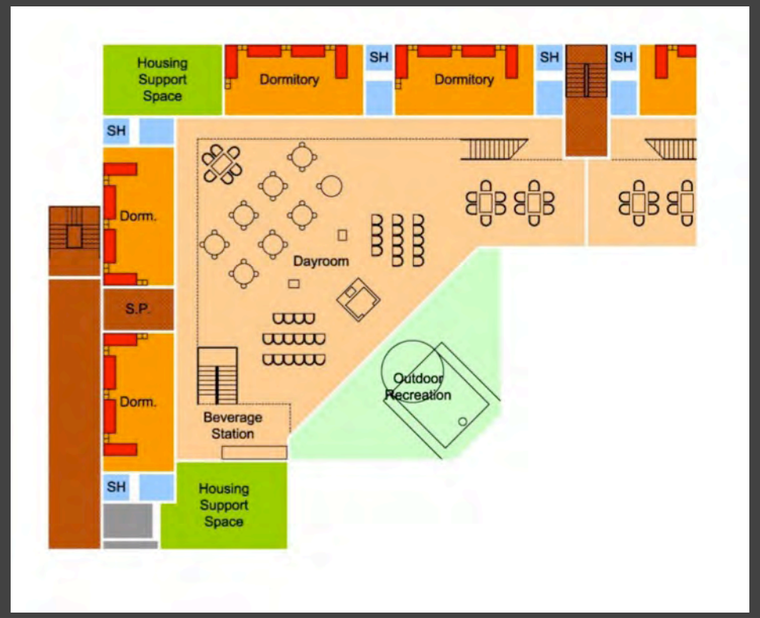


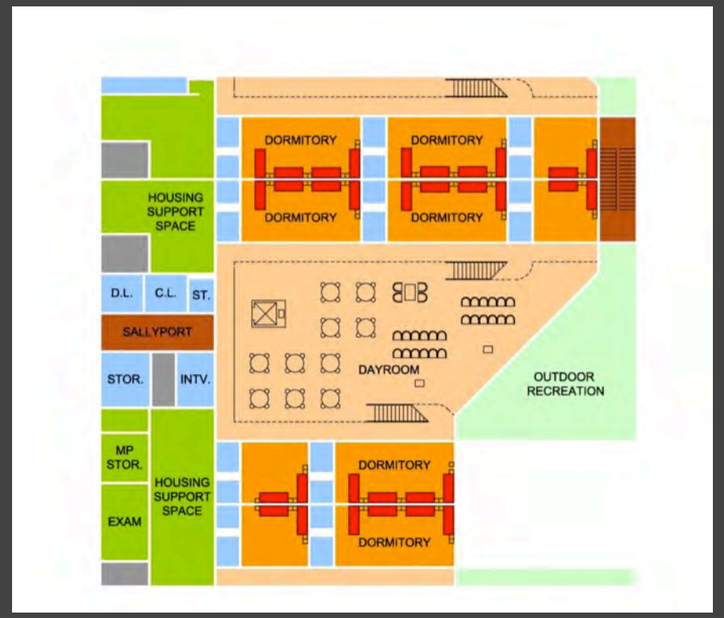


special needs
single cell
gang chase

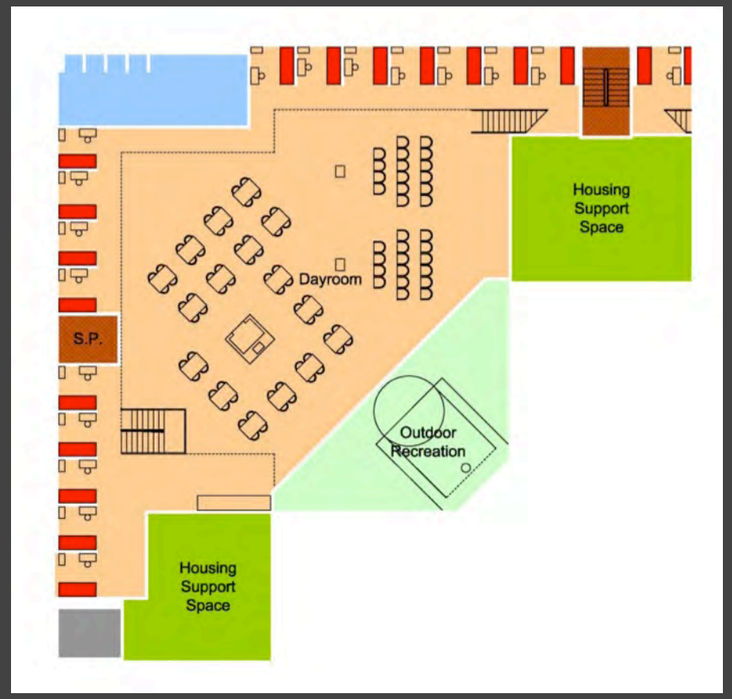
8-bed cell gang chase

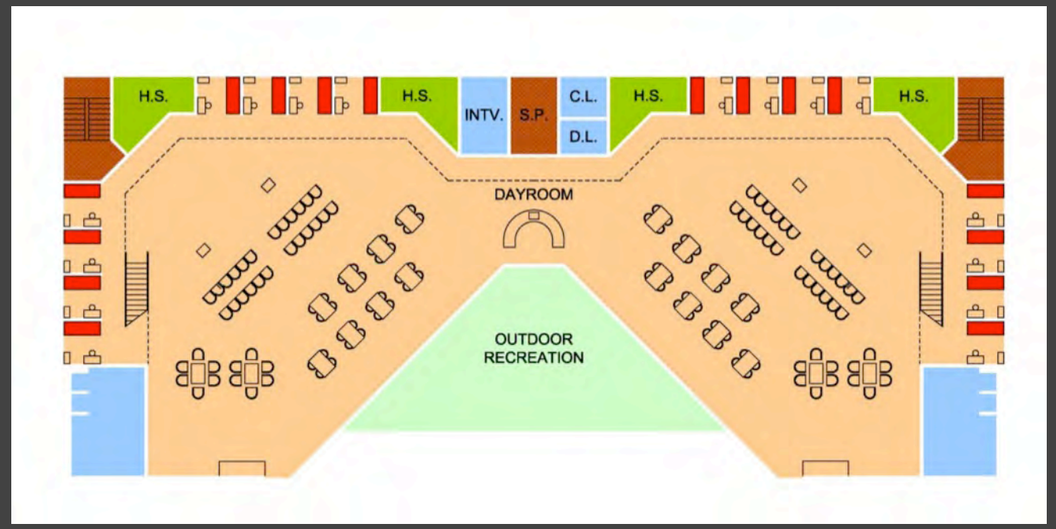


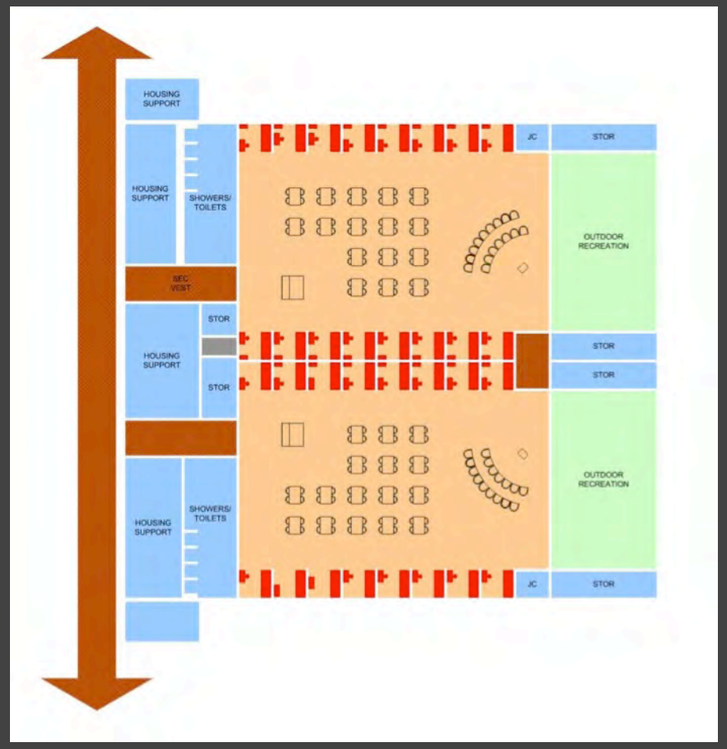


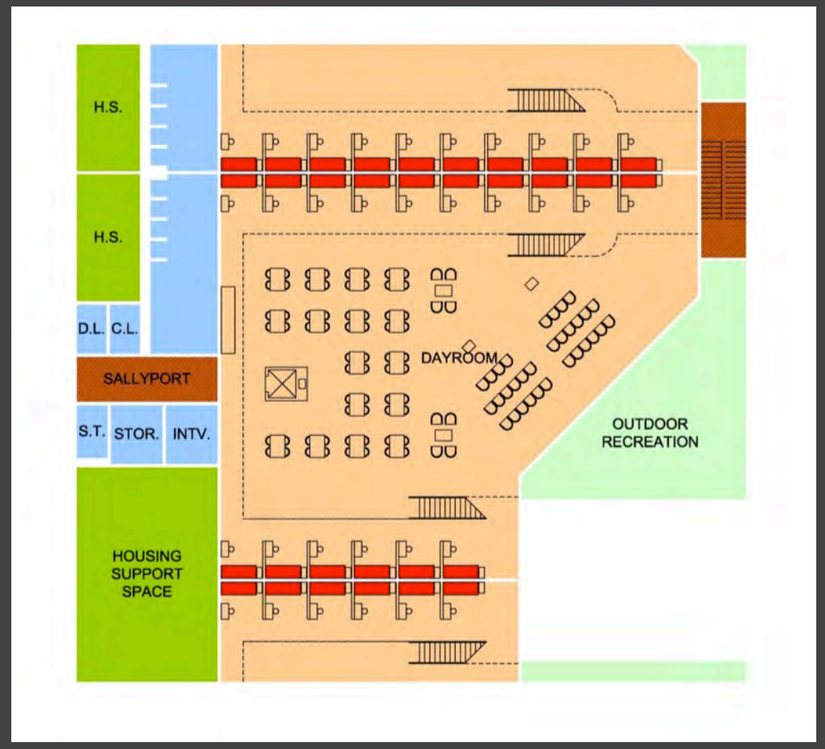


open dormitory

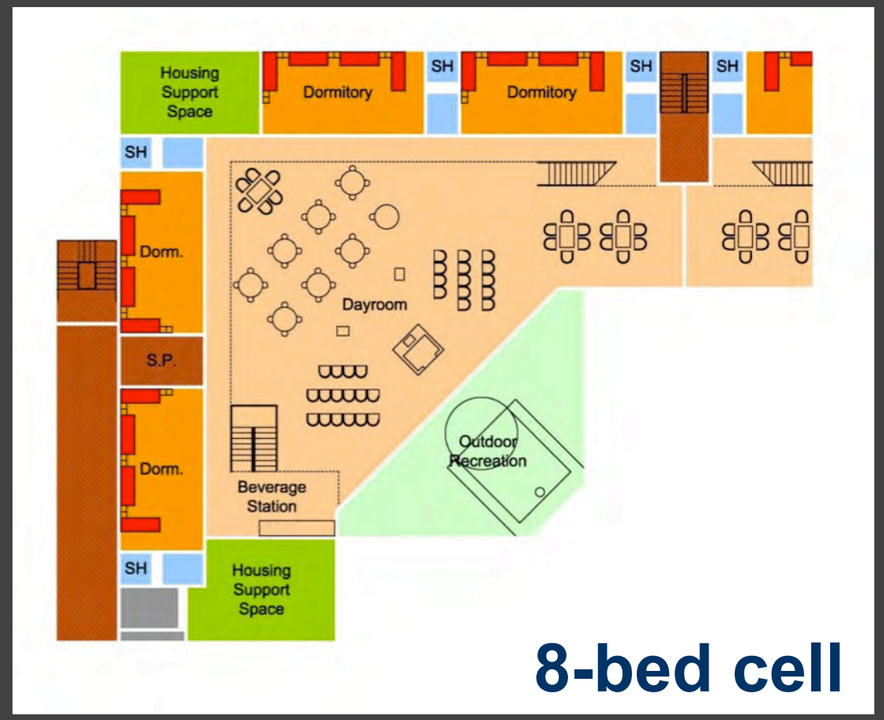




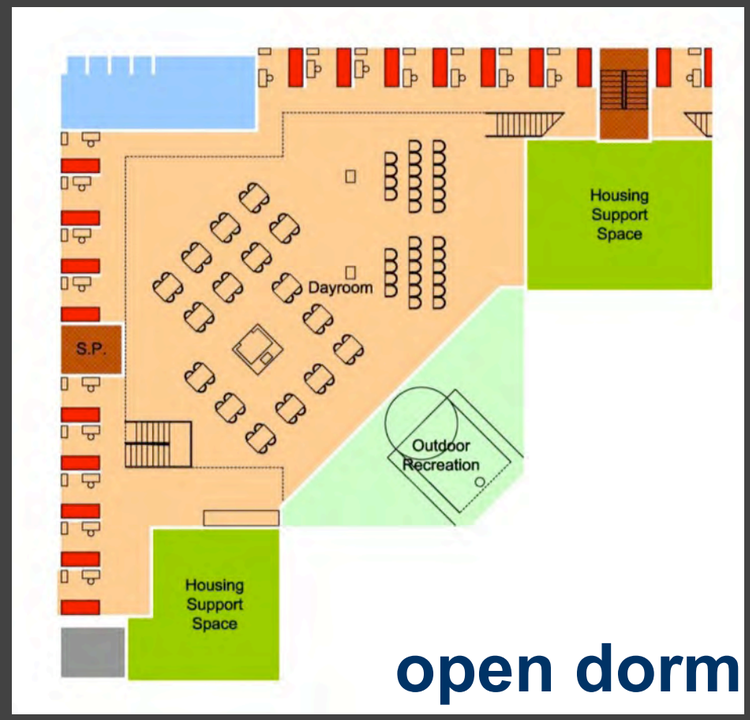




selected housing unit option

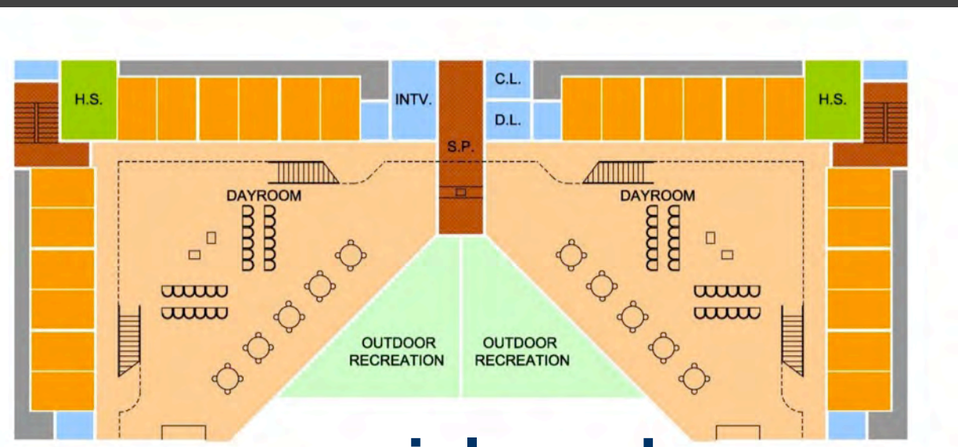


8-bed cell



open dorm

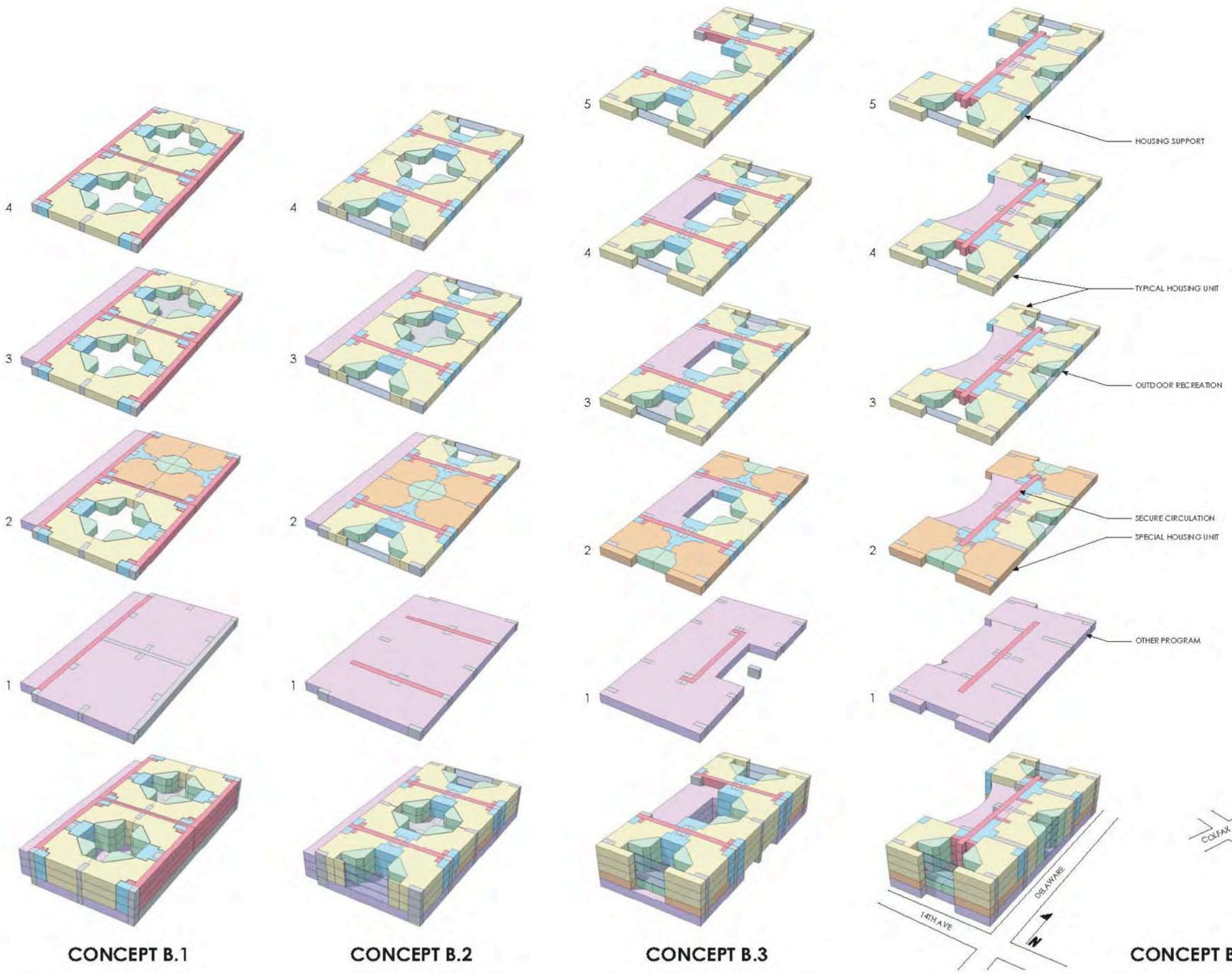
double bunk



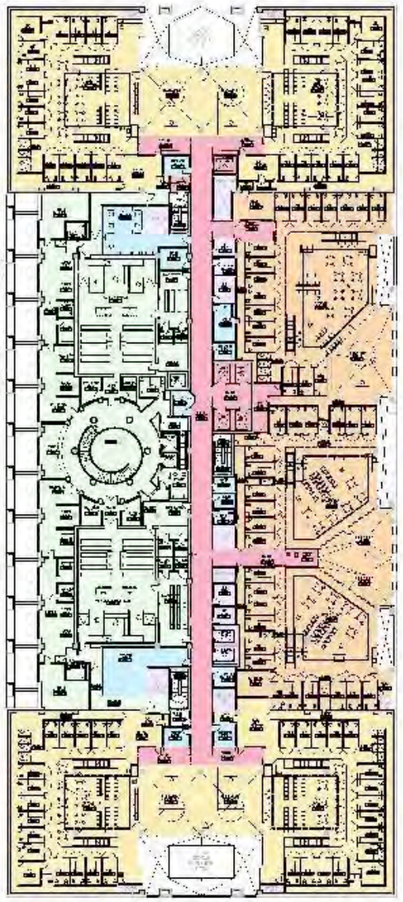
special needs

MASSING STUDIES
CONCEPTS B.1 - B.4
24 APRIL 2006

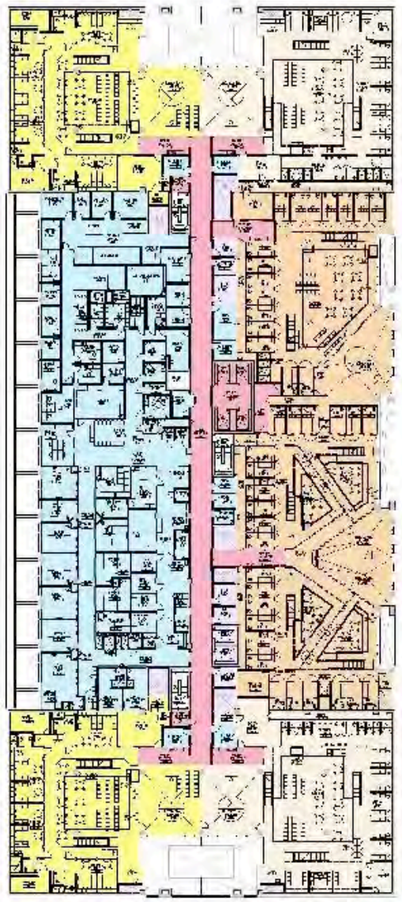
SECURE CIRCULATION
SPECIAL HOUSING UNIT
TYPICAL HOUSING UNIT
OUTDOOR RECREATION
HOUSING SUPPORT
OTHER PROGRAM



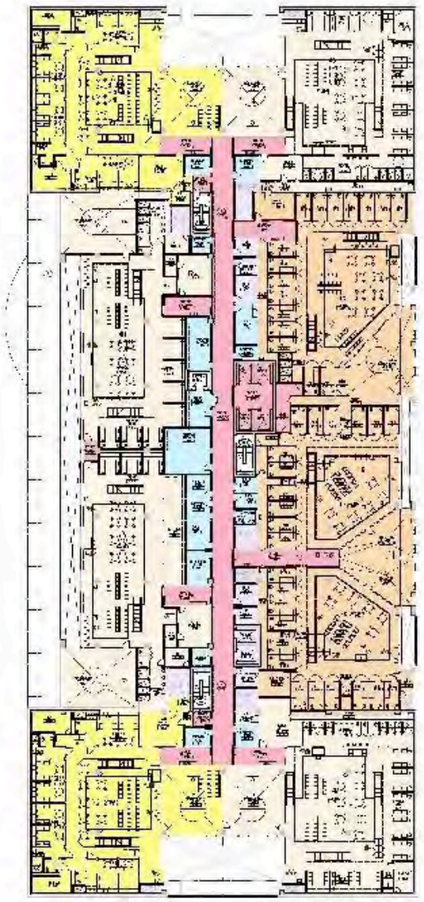
CONCEPT B.1 | CONCEPT B.2 | CONCEPT B.3 | CONCEPT B.4



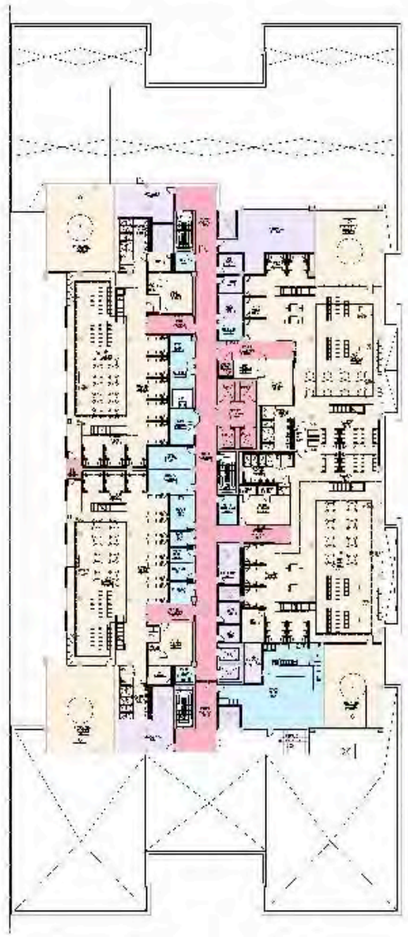
2ND FLOOR PLAN



3RD FLOOR PLAN



4TH FLOOR PLAN



5TH FLOOR PLAN

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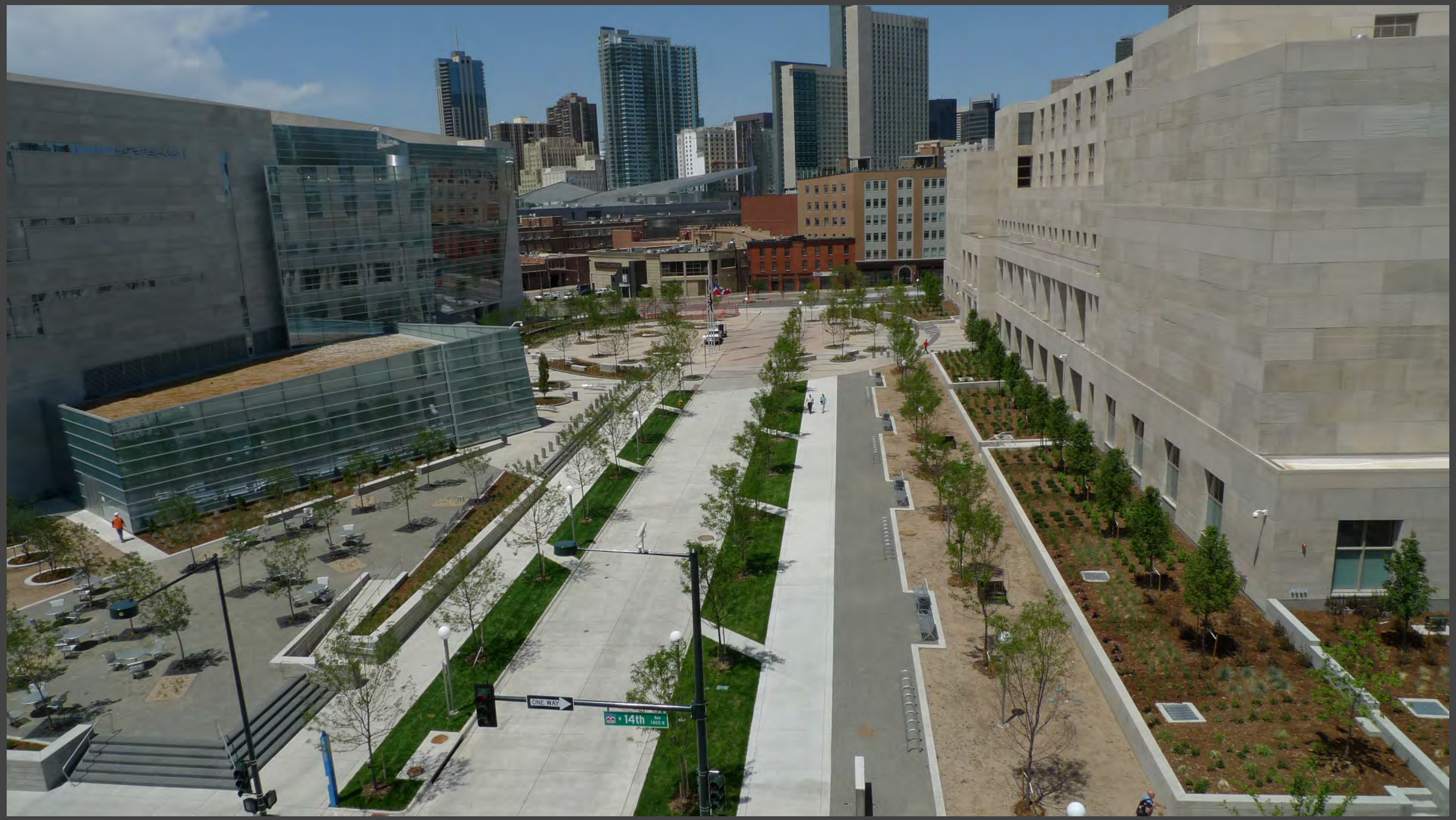

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- Smaller
- Smarter
- Greener
- Kinder

Thank You

Kenneth Ricci, FAIA

Laura Maiello, BSW, MA

RicciGreeneAssociates

Architects and Planners