



RESTORATIVE JUSTICE VISIONING EVENT

**HOSTED BY THE ACADEMY OF ARCHITECTURE FOR JUSTICE
SUSTAINABLE JUSTICE COMMITTEE**

AIA AAJ 2015 CONFERENCE | CONRAD HOTEL MIAMI, FLORIDA



THE AMERICAN INSTITUTE
OF ARCHITECTS
Academy of Architecture for Justice

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VISIONING PURPOSE

Envision desired outcomes of a new Miami-Dade County Comprehensive Justice Center and its impact on improved civic life.

Demonstrate an advanced planning approach by engaging community and project stakeholders in sharing perspectives to guide customized solutions for the community.

INTRODUCTION

This report documents conversations that occurred at the Restorative Justice Visioning Event, which was part of AIA Academy of Architecture for Justice's (AAJ) 2015 Fall conference in Miami, FL. AAJ's Sustainable Justice Committee (SJC) hosted, organized and facilitated the event. AAJ hired Urban Impact Lab, a Miami based facilitator group to cultivate local stakeholders and partner with the SJC in facilitating the visioning sessions. As one component of a multi-faceted civic development, Miami is looking to plan a new Comprehensive Justice Center. The location of the conference presented an ideal opportunity for the SJC to involve the community in a discussion about the project and share valuable input and guidance to influence the project development process prior to initial planning stages. Additionally, the visioning would serve as a model for best practices in initial stages of project definition.



Restorative Justice Visioning events typically take place in one day but due to unique timing considerations the event was split into two half days: Friday featured a panel of stakeholders and facilitators discussing the desired outcomes and purpose of a CJC from a future-oriented “2050” perspective. On Saturday participants took part in a workshop that was broken into three segments: 1) remembering actions that “were taken” to achieve the 2050 outcomes; 2) identifying civic values; and 3) developing concepts to inform an overall vision statement. A detailed description of the panel and workshop segments follows.

PANEL: 200 OUTCOMES AND PURPOSE OF CJC



A select panel of stakeholders and facilitators engaged in an interactive discussion to model how to conduct a visioning session to produce outcomes and objectives to shape the course of a new CJC. The panel focused on the beneficial impacts the Miami community realized from a successful CJC—35 years from now.

Stakeholders engaged in a dynamic discussion of restorative justice in the context of a CJC in the Miami community as they worked to define successful outcomes for this proposed CJC.

WORKSHOP PART I: REMEMBERED ACTIONS

In the first Saturday session, facilitators of each table guided workshop discussions about the CJC Visioning, which provided stakeholders an opportunity to imagine the actions that would need to be taken in order to achieve the outcomes and purpose discussed on Friday's panel. AAJ Conference attendees participated in this discussion as well, providing input and shaping the ideas developed.



WORKSHOP PART II: STAKEHOLDER VALUES

In the second workshop on Saturday, the group identified restorative justice values held by the stakeholders, facilitators and attendees that helped establish foundational components of the vision statement.

WORKSHOP PART III: VISION STATEMENT

The panel workshop discussions culminated in core concepts that each group crafted into components of an ideal Vision Statement. These concepts compose a key outcome of the Visioning sessions and will serve as a potential mission statement for the CJC project in Miami.



BACKGROUND

Our justice system is beginning to implement responses to social disorder that are more humane, efficient and effective. Evaluating metrics of public safety, environmental impact, economic factors, preparedness for unplanned events, and restorative justice principles can increase long-term success. The Restorative Justice Visioning Event demonstrated how to pursue objectives that best support sustainable, resilient communities and maximize the potential of individuals.

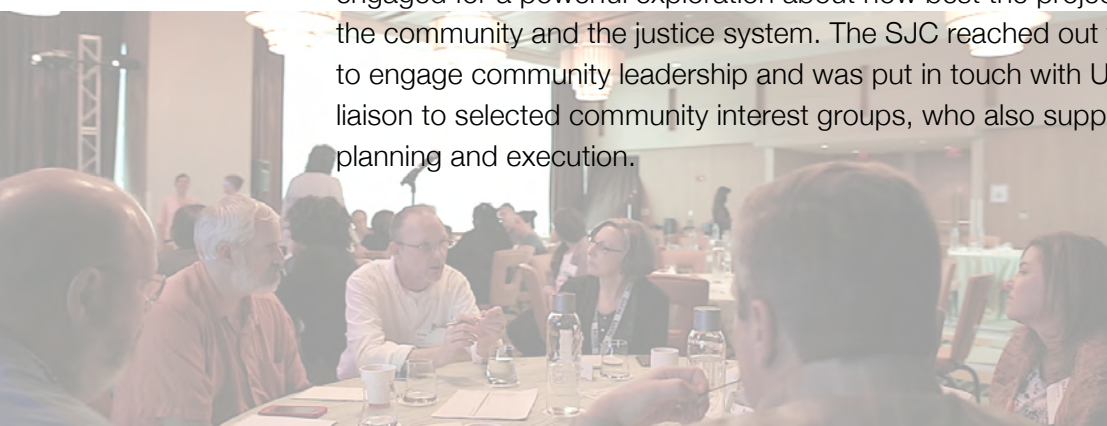
Identifying restorative solutions for the justice system and the communities it serves is dependent entirely upon engaging both as stakeholders in the planning process that defines a vision. The conduit between leadership, process and targeted outcomes is the community itself, the ultimate beneficiary and the most influential catalyst in building success.

AIA AAJ SJC

The Sustainable Justice Committee (SJC) is a focal group of the Academy of Architecture for Justice (AAJ), a Knowledge Community within the American Institute of Architects (AIA). The AAJ is comprised of architects and planners focused on advancing detention, corrections, courts, and law enforcement facility planning and design. The Community develops innovative strategies for the changing needs for public agencies including the federal government, states, counties, local communities.

Every year, the AAJ Sustainable Justice Committee works to advance the Sustainable Justice advocacy; goals for this year included exploration of a local justice project and ways to engage project stakeholders to help define benefits of the project. The SJC identified a potential project that was in its pre-planning stages and the timing of a potential Request For Proposal that Miami-Dade County would issue for the planning process would follow soon after the conference, presenting a golden opportunity for the Visioning event.

Stakeholders affiliated with the project and the community, urban planning, resilient design experts, restorative justice advocates and others were engaged for a powerful exploration about how best the project could serve the community and the justice system. The SJC reached out to AIA Miami to engage community leadership and was put in touch with UIL, a local liaison to selected community interest groups, who also supported event planning and execution.



PLANNING PROCESS

EVENT PURPOSE

The main purpose of the event was to gather stakeholders and envision how a potential justice facility project could serve the community by engaging current social, economic, justice and public safety objectives, address community and justice system issues, and craft ideas into restorative, sustainable and resilient solutions for the future. The intent was to provide the project and community leadership a product developed by the stakeholders that could be utilized to inform the early planning stages for the project.



A secondary purpose of the event was to demonstrate to participants and AAJ attendees the unique advantages in effective visioning and how to approach planning with discussions that cultivate creative and bold idea-sharing that generates successful project objectives. Ideally, the visioning would inform best practices for justice project definition and planning that could be shared within the justice community as a model for ***doing justice better***.

POTENTIAL PROJECT

The SJC investigated the Miami area in pursuit of an actual project that was still early in its planning stages. The premise was that the project included courts, secure and/or mental health programs as a central component of a new renovated or repurposed justice facility. However, the ideal project would not have a fully-defined project program so that the visioning process could encourage open interpretation of project possibilities and allow facilitators to nurture limitless creativity and boldness in imagining how the project could serve the community—avoiding restrictions, assumptions and



expectations. The Miami-Dade County Comprehensive Justice Center (CJC) was selected to serve as a focus for the visioning discussions as well as a conduit for engaging project and community leadership as stakeholder participants.

PROJECT PROGRAM

The SJC program managers developed graphic and narrative descriptions explaining the project history, need and context of the larger development. The graphic concepts were honed into a project statement that identified



relevant program information for the visioning experience and provide a learning opportunity for all participants to better understand the potential scope of the CJC concepts and the contextual factors of the potential sites. The program approach would effectively guide a powerful and inclusive discussion about the future benefits of such a facility built in the

community. Special attention was focused toward crafting a hopeful view of the project's impact on the community and away from a debate over program or site specifics yet to be identified.

AIA & AAJ SUPPORT

The first challenge for the SJC was to develop descriptive program summaries for the purposes of pursuing grant funding, obtaining an invitation to be part of the conference curriculum, and as a foundation for planning the event and engaging stakeholders and facilitators.

AAJ leadership awarded grant funding for a role in assistance with the planning and liaison with community interest groups. Early coordination with the conference organizers ensured an invitation into the conference curriculum and a viable program that protected the main objectives of the visioning and also optimized attendee participation. In doing so, the typical one-day visioning schedule was divided into two morning sessions that coincided with the conference educational session schedule.

The AAJ generously hosted the event at the conference hotel venue in a space that flexibly accommodated large-group as well as intimate workshop activities, complete with refreshments and audio/visual support. The funding awarded also included scope for specialized video documentation and production, which included recordings of the full proceedings and close-up views of individual engagement as well as interviews with stakeholders crafted to glean their impressions before and after the event.

STAKEHOLDER ENGAGEMENT

To engage broad representation of varied interests organizers identified multiple stakeholder categories and developed a robust list of stakeholders who could contribute various perspectives critical to a full vision for the CJC. The SJC sought input from organizations such as Miami-Dade County project administration, local government leadership, courts and corrections, various community interest groups, inmate advocates, experts in local geography, national justice design experts and restorative justice advocates. Some stakeholders could be engaged locally and others were engaged remotely.



Since stakeholders came from all different backgrounds—many unrelated to architecture—the organizers developed a detailed outline that explained basic concepts, terms like “restorative justice” and “comprehensive justice center”. The outline also provided conversation guidelines for the visioning event, and gave a detailed outlook of the visioning program, including example outcome statements that prompted stakeholders to reflect and ask questions.

FACILITATOR ENGAGEMENT

The organizers engaged leadership to help facilitate discussions with the stakeholders. Facilitators provided unique guidance for the discussion topics, helping to maintain the future-oriented point of view in development of the project outcomes, ensure that all stakeholders had an opportunity to contribute thoughts, ideas, needs and provide a safe place for sharing. Facilitators were also responsible for framing the conversation to promote restorative, sustainable and resilient concepts. The organizers worked with facilitators in the months leading up to the event to help facilitators understand the project components, the stakeholders’ roles, the visioning process and the targeted outcomes.



PROJECT STATEMENT

At the time of the Restorative Justice Visioning Event, Miami-Dade County was exploring early project definition stages of a new Comprehensive Justice Center (CJC). The County is also considering the CJC's role within a broader development and revitalization of its urban center dedicated to civic functions and other community needs.

During the last four decades, the County has completed several public safety master plans that have resulted in two new correctional facilities and a new children's courthouse. Financing for these projects has typically been general obligation bonds. However, the County has recently shown interest in considering alternative financing options and is contemplating a Request for Proposals for a comprehensive justice center (CJC) in the near future.

Preliminary information regarding the CJC suggests that the new facility project could include a new civil courthouse, a new or substantially renovated criminal courthouse; new or renovated headquarters for the State Attorney and Public Defender; and parking accommodations. Depending upon final site selection, significant transit and open space infrastructure could also be a part of the planning and design effort. While potential sites for the CJC are currently being evaluated, no site has been selected at this time. Additional project background, priorities and drivers are shared in *Appendix A: Project Statement* of the report.



EVENT OVERVIEW & VISIONING PROCESS



Kamalah Fletcher
@thelotusgarden

What are our community justice values? Forgiveness, parity, collective action, freedom, sustainability hope [#builtjustice](#)

11/21/15, 7:57 AM



Linda Bernauer
@lbernauer

"All jails should follow the following themes: Social dimension, Urban dimension and Justice dimension." [#builtjustice](#) [#aaj15](#).

11/20/15, 9:27 AM

This visioning event was held in the Conrad Hotel located in one of Miami's epicenters, the fast developing Brickell area located on the water in the middle of bustling Brickell Avenue. Prior to the panel's start Friday morning, key stakeholders were interviewed for a video project about the event. As the morning progressed panelists began arriving and getting situated for the start of the first day of visioning; organizers and justice scholars greeted attendees and events were underway.

Event executives kicked off the Friday panel with a warm welcome to the stakeholders and facilitators and a quick

overview of the discussion rules that would guide all discussions during the visioning panel and workshop events:

Discussion Guidelines:

- Participants were reminded that all perspectives and ideas can add to the conversation in meaningful ways and that while critique and challenge are a vital part of developing nuanced perspectives, criticism is most effective when directed at ideas not individuals.
- Participants were asked to practice active listening when responding to or building upon a prior idea or comment and to seek clarification.
- Sharing the floor with others is critical so that all voices can be heard.
- And—participants were encouraged to bring love and a healthy sense of humor with them.



Metris B. Coley
@MetrisnMIAMI

[#builtjustice](#) are we working as hard build communities as we are the to build justice complexes?

11/21/15, 7:46 AM



Dep. Chief Tim Doubt ✓
@DCDoubt

We need to change the C in Criminal Justice to Community Justice. Good thought. [#builtjustice](#)

11/20/15, 8:11 AM

P R O C E S S

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Organizers documented main concepts of the discussions that were projected onto a large screen along with a Twitter feed curated by UIL that was projected onto a second screen that captured the event live through a series of ongoing “tweets”. Attendees were invited to follow along and tweet their thoughts and reactions using the event specific hashtag **#builtjustice**. Participants jumped in to provide reactions and thoughtful commentary—selected tweets are included in this section of the report. The Twitter wall added an enriching dimension to the visioning experience, and provided a window into the event for those unable to attend.

The first day of the visioning process was set up as a panel discussion with stakeholders that included Dr. Carolina Montoya, Terry Murphy, Kamalah Fletcher, Rick Martinez, Michael Lingerfelt, Simon Waterman, Kevin Springs, Fred Moyer, Alana Greer, Erick Valderrama, Deanna VanBuren, Juan Mullerat, Jessica Sinkfield and on behalf of the Miami-Dade County Mayor Jose Galan joined us as well as other conference attendees.



Elsa
@furiioelsa

What if we paired people going through the prison system with a mentor? @juliaahughes_aia & Kevin Springs were discussing this [#builtjustice](#)

11/21/15, 7:08 AM



Urban Impact Lab
@UrbanImpactLab

Any CJC needs to be in reach of public transportation says Erick Valderrama [#builtjustice](#) [#transit](#)

11/20/15, 7:59 AM



erin persky
@erinpersky

Dr. Montoya: importance of considering the contingency you are serving when developing a design. [#builtjustice](#) [#aaj15](#) [#visioning](#)

11/20/15, 7:50 AM



@AIAAAJ
@AIAAAJ

Listening to Terry Murphy: "Justice is not something we should do to someone - it is something to celebrate". [#builtjustice](#)

11/20/15, 7:36 AM

A lively discussion ensued about what a CJC could do for the community and what the ideal outcomes would be. Topics ranged from how the built environment influences behavior, an emotional plea toward the need for a more user-friendly justice system and the scourge of mass incarceration. Stakeholders and audience members were so engaged that wrapping up was difficult but participants left stoked with excitement for Saturday.

Saturday morning marked the beginning of a more interactive day with stakeholders, facilitators, and other participants gathered around tables to workshop in smaller groups. Facilitators kicked off with a thoughtful activity where participants were asked to close their eyes and imagine themselves in the future of a healthy community, one where social justice was a fundamental component of public safety in their community, one where people mattered and the power and value of the individual defined civic life.

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The workshop was broken up into three parts with tables engaging in spirited conversation prior to reporting back to the other groups at the end of each segment. This gave everyone a chance to shape the conversation and keep a pulse on the major points from each table. The facilitators then led a review of Friday's "2050 Outcomes" and a discussion of "Remembered Actions" that helped drive and produce those outcomes.



Irvans Augustin
@JustIrvans

Vision statement 3 -Transforming lives. Healing [#builtjustice](#)



loomiss
@sloomisva

Invigorating the architects and stakeholders at the restorative justice visioning event [#builtjustice](#)

11/21/15, 9:19 AM



Brooke M Martin
@Br00keMartin

"@UrbanImpactLab: Stakeholder: breaking away from shame assoc. w/ going through CJS is important [#builtjustice](#)" ...this is critical imo

11/23/15, 10:33 AM



Erica Loynd
@ericajal

Alana said investing in community needs is important ... housing, sustainable gardens. Also add parks and community centers! [#builtjustice](#)

11/20/15, 7:59 AM

Participants recognized that part of this ideal future is defining the actions to be taken *now* in order to develop a neighborhood/community environment that people feel pride in. The importance of localizing justice was discussed with multiple participants pointing out that instead of a melting pot, Miami is a cultural mosaic—all of these different cultures existing together means a localized approach to justice is especially necessary. The third topic focused on values held by CJC stakeholders, champions of restorative justice, leadership of a healthy community and those invested in individual growth. Among the numerous inspirational values that were identified, stakeholders valued parity, giving power to the people, and creating a transparent system with an equitable, participatory process.

Each table assigned a recorder to document the outcomes, actions taken, values identified, and ultimately the visioning statement concepts that were developed as Saturday's workshop drew to an end. Projected onto a large screen live during the event, these notes were then summarized and placed into a digital diagram created specifically as a reference for attendees. Outcomes were consolidated and grouped into useful categories based on themes.

The final outcomes for both days of the visioning events are presented in the next section.



erin persky
@erinpersky

Michael Lingerfelt: "reach for the stars and do the impossible." [#builtjustice](#) [#aaj15](#) [#visioning](#)

11/20/15, 7:47 AM



Marta Vicedo
@UrbanInstigator

Piloting & prototyping is the way to arrive at long term solutions for urban probs, incl. restorative justice [#builtjustice](#) [@UrbanImpactLab](#)

11/21/15, 6:59 AM

VISIONING OUTCOMES

The narratives below summarily describe the content developed during the visioning event sessions. The colorful diagrams that follow document the discussions in more detail.

2050 OUTCOMES

In the year 2050, the CJC is an emblem of civic pride and has empowered the Miami-Dade community to reinvest in itself and redefine its purpose to rebuild lives. As a core component of a restorative justice system that facilitates solutions beyond restitution, the facility brings a community together with holistic programs and problem-solving, people-oriented services.

Miami's criminal justice system rebranded itself as a "Community Justice System". Healing centers and transformative programs help juveniles and adults mature into productive citizens who celebrate the value of the individual, instilling dignity and embracing the spirit of a beautifully mixed culture. Families are drawn to the civic center to celebrate pride in their vibrant city. Social wellness initiatives achieved record-setting lows in crime rates and recidivism. In daring to dream boldly, Miami leadership ensured a healthy future by leveraging political will and thought leadership to synergize sustainable and resilient investments in the community. The citizens of Miami built a home that fulfills the promise of the American dream.

REMEMBERED ACTIONS

In order to achieve the 2050 Outcomes the new CJC brought to the Miami-Dade community, innovators of restorative justice partnered with local government, justice system and community leadership to plan for the future they wanted. The community was engaged in civic development by guiding investment of funds and collectively creating conduits for investing in youth, education, job security and social programs. Champions of social equity worked to change legislation that resulted in the implementation of a sustainable system focused on beneficial outcomes for its citizens. By observing leadership create a transparent process, openly take risks and explore new solutions until they got it right, society grew to trust and believe in the system and its leadership.



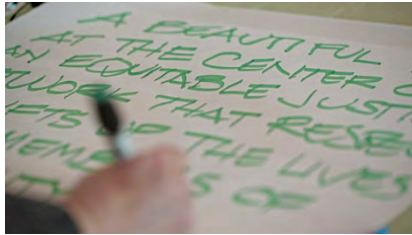
Social consciousness in the community elevated the human connection into a permeable culture of forgiveness, atonement and acceptance.

Miami-Dade is celebrating its individuality. Each member is important. Every outlook contributes to the resources and value of the community, and embraces every person and group. With a sense of belonging and respect, people treat their community with dignity, minimizing crime and hatefulness.



VISION STATEMENT “STARTER CONCEPTS”

A typical visioning event would produce a *vision statement* as a closing activity—our program was able to start this process. The following concepts



were developed as the first stage in crafting a vision statement. A subsequent process should hone these concepts into a comprehensive Vision Statement for the CJC, the community and the justice system:

4

The Miami-Dade County Comprehensive Justice Center:

...transforming lives and healing communities.

...an inspiring community treasure that embraces all aspects of a comprehensive justice system for the present and the future.

...a beautiful place at the center of an equitable justice network that respects and lifts up all members of the community who come and seek justice.

...creating a horizontal, multi-cultural network that promotes atonement and restoration of community trust.

...where everybody matters.

VISIONING DOCUMENTATION GRAPHICS

The following pages include visioning statements developed and categorized, according to the *2050 Outcomes*, *Remembered Actions* and *Stakeholder Values* discussion topics:

2050 OUTCOMES

In the year 2050, the CJC is an emblem of civic pride and has empowered the Miami-Dade community to reinvest in itself, redefine its purpose to rebuild lives. As a core component of a restorative justice system that facilitates beyond restitution, the facility brings a community together with holistic programs and problem-solving, people-oriented services. Miami's criminal justice system rebranded itself as a "Community Justice System". Healing centers and transformative programs that help juveniles and adults mature into model citizens celebrate the value of the individual, instilling dignity and embracing the spirit of a beautifully mixed culture. Families are drawn together to the civic center to celebrate pride in their vibrant city. Social wellness initiatives achieved record-setting lows in crime rates and recidivism. In daring to dream boldly, Miami leadership ensured a healthy future by leveraging political will and thought leadership to synergize sustainable and resilient investments in the the community. The citizens of Miami built a home that imbibes the American dream.

RESOURCES

- Improved, more effective, long-term, comprehensive and co-located justice services and programs created improved and sincere customer service and satisfaction
- Access to information via kiosks for justice help and libraries educated the public
- Staff became ambassadors of a restorative justice mission and purpose
- Programs fit the need and private programs were funded
- Transportation needs were met, providing resources in a centralized location such as downtown
- Space and programs provided for children a means for learning about justice and amenities were expanded to families and the public
- Support for affordable housing grew the community
- Advanced education was leveraged as the greatest resource in lowering crime and recidivism
- Quick turn-around programs provided in jail promoted entrepreneurship
- Job opportunities provided bigger opportunities to the non-educated
- Skills-building programs for re-entry support eliminated recidivism
- Better training for interpreters enhanced communication
- Better training and skills-building for police force built trust and confidence from the community
- Realigned financial priorities targeted need with solutions as identified by the community
- Mental health facilities healed people and eliminated use of the justice system as de facto mental health care providers

SPIRIT & DIGNITY

- The importance of the CJC was reinforced by its prominent civic role within the community
- The community extends sensitivity to those entering the system by providing protections and wiping away shame
- Individuals were empowered to change their lives with a the community's belief in the human potential to change with atonement and redemption
- The community didn't give up on people and supported them with persistence, patience and perseverance
- The community extended forgiveness that supported people in breaking the cycle of punishment and retribution
- The community shared empathy

AMBITION

- Leadership and the community reached for the stars and did the impossible
- Thought leadership imagined lofty goals and sustained successes
- Leadership leveraged political will and thought leadership

HOLISTIC

- Offenders successfully transitioned back into the community as productive, contributing citizens
- The justice system and the community encouraged positive outcomes and actions to achieve the outcomes
- Miami celebrated the lowest recidivism in the county/state/country
- Restorative justice programs were comprehensive, holistic, and organism driven

HOLISTIC (cont.)

- Sustainable systems implemented economic, environmental and equity values
- Existing building stock was reused for other purposes such as learning and social services
- Stronger architecture shaped way occupants behave
- Stakeholder community visioning proved to be part of solution

BALANCE & CONNECTIONS

- People and resources were available to help the community navigate the system
- A balanced approach to building purpose and civic use created a successful CJC
- Public green space was implemented for calming environments and reprieve
- The community embraced design - beauty matters and design is powerful
- Every neighborhood enjoyed their fair share of impacts, accepts re-entry and accepts responsibility to provide mental health support
- Advocacy groups have consistent involvement in decision-making and providing support

SYNERGY

- The environment the CJC created impacted behavior of people in the community
- The justice system was integrated into—and is central to the community
- Everyone worked together – policy and built environment
- Complex and diverse networks operated as an organized system

CULTURE

- Miami's mixed cultural plate is embraced and respected, diversity and differences celebrated to personalize spaces
- The community also celebrated to personalize spaces the unique characteristics of Miami
- The community and system possessed the capacity for change and the required evolution that will improve our democracy
- The community embraced ownership and pride in our culture, in Miami and the USA
- Trust was re-established within the government
- The community accepted civic responsibility to serve the community

SOCIAL / URBAN JUSTICE

- Justice became transparent
- Policy creation drove advancements
- Miami has the lowest incarceration rate and the fewest inmates per capita
- The justice system is a civic resource
- The community developed an expanded focus of what justice is and no longer fears police or courthouse and experiences the CJC as a safe place
- Restorative justice is the norm and the standard for community service
- An alternative dispute allocation process was provided allocated spaces/resources
- The criminal justice system was rebranded to "community justice system"
- Equal access was provided to regional community centers as small, decentralized, virtual support systems
- Freedom was embraced and values and respect for civic importance identified
- Informed citizens know and value the power of voting
- Paradigm shift from reactive to proactive justice system was achieved
- The community embraced social education and social accountability
- Parity and equity was achieved within the community
- Mission change was implemented for sentenced inmates—incarceration was transformed as a process towards re-entry
- Courts partnered with schools to provide juveniles with resources and alternatives

COMMUNITY BENEFITS

- Community-based continuity ensured successful programs and benefits to the community
- Investment in Miami instilled hope and sense of community
- The community felt the investment was good
- The facility was accessible to the community and located within "arm's reach"
- The entire community was served with the CJC
- The facility provided emergency resources as an evacuation center
- A sense of community recaptured volunteerism as an expression of the greater good
- The justice system educated the public to shape perceptions of an integrated justice facility
- The community implemented a strong and trusted law enforcement presence
- The CJC was a successful component of a mixed-use development that served the community

TRANSFORMATIVE EXPERIENCE

- Former offenders benefitted from improved rehabilitation from experiences within a restorative justice system
- People directly impacted by the system were involved in its creation



FUTURE - PROOFING

- Secure facilities were repurposed for different civic goals
- The community embraced the CJC as the best investment to build the future
- The community remained sustainable and resilient
- Millennial's needs were addressed
- Forecasting needs allowed the community to be well-prepared for 2050
- The community successfully focused resources on preparing for re-entry
- The community's investment in youth changed outcomes for entire generations
- The life-cycle of projects contributed to the sustainable future of building and operations
- The life-cycle of the justice system determined how people move through it

SOCIAL WELLNESS

- The CJC became a place for people and knowledge
- Metrics tell the story of successful investment in individuals
- The justice system proved it cared about individuals
- The justice system built up people through relationships
- The justice system solved the problem it created, rather than moving on to something else that would result in a financial burden on the low-income population

FAMILY

- The community worked to increase family values and support for the family – in all its definitions
- Coordination with families and children improved communication
- Realistic family care was provided
- The entire community fought to save children and eliminated the school-to-prison pipeline

PUBLIC SAFETY

- The CJC helped provide the safe community places to feel
- Crime was reduced

RIGHT SIZE / RIGHT PLACE

- The CJC did not become a “super center”
- Intelligent re-configuration of the existing system and funds created the right functions at the right place

REMEMBERED ACTIONS

CONNECTIVITY LED TO RESTORATIVE JUSTICE AND ATONEMENT

- The county brought the school system into visioning for the court system – offenders were given a choice – to go into an adversarial process or a restorative process (5)
- Courts engaged people in a restorative process rather than adversarial process)
- After 5-10 years in the system, an offender no longer engaged with the District Attorney but engaged in a peacemaking process towards restoration and reparation
- The community broke the sterile image of a courtroom and changed it to “justice marketplace”
- Justice was provided by the community for the community within the community—since judges are local
- Restorative justice method of resolution implemented
- The community implemented a restorative justice model of respect and empathy – integrated and overlapped resources

INVESTMENTS MADE

- The community made funding and resources available for project
- Community growth was built on successes discovered through incremental steps – many pilot projects were incubators and progress was evaluated along the way
- Equitable housing was provided for the citizens
- The justice system functions as a good business model
- A prototype was developed that was relative to the culture/community it is in
- The community engaged “participatory budgeting” so that the community could understand the budget and options for the community and collectively prioritized where to spend its funds and evaluated programs versus brick and mortar investment to find the right balance
- The community achieved buy-in from stakeholders to use seed money for implementing a multi-faceted approach to funding through volunteer, financial investment and grant monies – to expand programs to other areas state/federal money
- The justice system developed a prototype for a state attorney program
- The success of the CJC changed the definition of the P3 process from Public-Private-Partnership to More-Real-Public-Honest-Input process
- Technology was used to enhance outreach and to interface in more than just one place one day.
- The community's investment in youth is proved through education, job skills and social programs

AMBITION GUIDED

- In order to succeed, we dared to fail gloriously
- The community leadership was honest and communicated that real change will take risk and mistakes will be made until we get it right
- The community extended lots of faith and light, remained calm, curious, not anxious and open

HUMANS CONNECTED

- The community provided employment opportunity – work gives dignity
- The programs treated & trauma, protecting, giving them ability to reach out and help others
- The community promoted empathy and respect – victims were not neglected or the perpetrator
- The community promoted fairness and self-value

LEGISLATION REVAMPED

- Harsh legislation, mandatory minimums, other unfair and archaic legislation was overturned
- Policies were changed to broaden voting opportunities

In order to achieve the 2050 outcomes the new CJC brought to the Miami-Dade community, innovators of restorative justice partnered with local government, justice system and community leadership to plan for the future they wanted. The community was engaged in civic development by guiding investment of funds and collectively creating conduits for investing in youth, education, job security and social programs. Champions of social equity worked to change legislation that resulted in the implementation of a sustainable system focused on mutually beneficial outcomes for its citizens. By observing leadership creating a transparent process, openly taking risks and exploring new ways to develop solutions until they got it right, society grew to trust and believe in the system and its leadership. The sterile image of a courthouse was broken down and reborn into a beacon that led to peacemaking, connectivity and restoration. Both systems worked together to eliminate the school to prison pipeline by identifying and investing in at-risk youth and customizing programs and supporting them in fully realizing their potential as valued citizens with responsibilities to their families and community. The social consciousness in the community elevated the human connection into a permeable culture of forgiveness, atonement and acceptance.

EDUCATION AND JUSTICE BECAME SAME SYSTEM

- The community made funding and resources available for project
- Community growth was built on successes discovered through incremental steps – many pilot projects were incubators and progress was evaluated along the way
- Equitable housing was provided for the citizens
- The justice system functions as a good business model
- A prototype was developed “participatory budgeting” so that the community could understand the budget and options for the community and collectively prioritized where to spend its funds and evaluated programs versus brick and mortar investment to find the right balance
- The community achieved buy-in from stakeholders to use seed money for implementing a multi-faceted approach to funding through volunteer, financial investment and grant monies – to expand programs to other areas state/federal money
- The justice system developed a prototype for a state attorney program
- The success of the CJC changed the definition of the P3 process from Public-Private-Partnership to More-Real-Public-Honest-Input process
- Technology was used to enhance outreach and to interface in more than just one place one day.
- The community’s investment in youth is proved through education, job skills and social programs

TRANSPARENCY

- Inclusiveness was valued within the justice system
- An open public process prioritized how to use funds to balance bricks and mortar and program investments
- Malpractice is acknowledged and addressed

SOCIAL CONSCIOUSNESS RAISED

- Equity was achieved (including housing)
- Mixed cultural plate was celebrated
- Moral awakening occurred within the community with preventative systems in place
- Punitive culture of the current justice system gave way to restorative justice system based on practices similar to indigenous societies that focus on healing
- Rethinking: A culture of respect helped change viewpoints, engaged interaction amongst educators, law enforcement and kids
- The community put aside immediate personal interests and consider what is best for the greater society

SILOS BROKEN DOWN

- Trust was developed in the government – politicians and police worked with community
- Boundaries within the process were broken down
- Offenders were able to look outside themselves to see a bigger self
- The system embraced raw humanity
- Resource allocations were not “podular” but a network of social support – including healthcare, education, commerce – all population ranges and racial backgrounds.
- Community-oriented centers instilled pride in the community, a dispersed network for a system with restorative services, of which justice was just one function
- The image of the courthouse was broken – courtroom became a justice marketplace
- Realignment of resources assured mutual investment in the success of others

EXCELLENT DESIGN

- The community invested in design resources for people's homes, empowered them with design tools so that they better understood the value of design and invested in it
- The CJC brought value of design into communities not previously impacted by good design
- Public buildings – many today look like concrete tombs – change them, renovate, add libraries, color, meeting spaces, green, open up the fortresses
- Green oasis was provided in the middle of the dense city
- The community was not charatted to death – honest and real decisions were implemented
- The CJC is no longer enclosed and boxed in and represents a healthy place where you go for services
- The community provided design outreach by beginning with individuals (focus on individual scale then community)

EVERY PERSON MATTERS

- Mutual investment was made in the success of others
- The system became colorblind
- The system encouraged diversity and promoted community activities in organized ways
- The system became responsive to cultures, connecting people with each other
- The community grew to look at restorative justice as a human right
- Every person was provided with a path toward success
- Work gives dignity – employment opportunities became abundant



DISPERSED NETWORK OF JUSTICE

- The community implemented dispersed, not centralized functions within walking distance that were also accessible, permeable, local
- The community became a cultural mosaic within education and public services
- Community-oriented justice centers and community centers were developed
- The system developed a prototype for a state's attorney program
- The system developed a distributed model throughout communities (8 hrs/day vs 24 hrs/day) – integrated into schools, community centers
- The system implemented sincere customer services
- Human contact and visibility of people helped build trust in the system
- Preventative systems were put in place
- Community justice centers replaced outdated system structures
- Individually focused case management was delivered in teams
- Re-education of law enforcement nurtured trust by the community
- Training programs were implemented and progress and outcomes were tracked

PROACTIVE APPROACH TO ELIMINATE AND/OR REDUCE CRIME

- The system successfully dealt with people already in the system and reduced crime
- The system changes lowered the crime rate

COMMUNITY CONNECTED

- You need to own your own communities
- The CJC was a low-scale, walkable project
- The CJC worked for the betterment of the whole community
- The CJC connected social support – seeded the prototype model; relative to culture/community
- People have pride in the community
- Community was included in decision-making with transparent funds expenditures process
- Social consciousness in the community – the human connection: community policing, education and schools, walkable streets
- Equitable housing was included

PERMEABILITY

- The community created a walkable and permeable environment
- The civic plaza became a low-scale space that promoted eyes on the street
- Judges became known for their restorative goals

LEADERSHIP LED

- Influential people in community came together and led
- Political will was leveraged to innovate and sustain thought leadership
- Advocates were provided continued support (i.e. CASA)
- Leadership of the justice system and community behaved in a way that gave community belief in a vision

WHAT WE VALUE

Miami-Dade is celebrating its individuality. Each member is important. Every outlook contributes to the resources and value of the community, and as a whole embraces every person and group. With a sense of belonging and respect, people treat their community with dignity minimizing crime and hatefulness.

DIGNITY &
COMPASSION

ECONOMIC
SUSTAINABILITY

AND PROSPERITY





PARTICIPANTS

The following facilitators who provided guidance and leadership to make the event possible:

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Communications Lead, Urban Impact Lab

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HDR Architecture Inc.



RJVisioning EVENT | NOVEMBER 20-21, 2015

The following stakeholders were instrumental in crafting the visioning outcomes and will hopefully continue involvement in subsequent stages of the project planning:

STAKEHOLDERS

Metris Batts

Children of Inmates

Kamalah Fletcher

Miami Field Director, Mom's Clean Air Force

Michael Lingerfelt, AIA

AIA Disaster Assistance Task Force

Dr. Carolina Montoya

Mental Health Services Manager, Miami-Dade Corrections & Rehabilitation Dept.

Terry Murphy

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Division Chief, Miami-Dade Corrections and Rehabilitation Department

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Design Principal HDR Architecture

Alana Greer

Co-Founder, Community Justice Project

Rick Martinez

Director of Facilities & Planning, Division of the 11th Judicial Circuit of Florida

Fred Moyer, FAIA

President, Fred Moyer Associates

Juan Mullerat

Director, PlusUrbia Design

Kevin Springs

Executive Director, Spring Forward

Deanna Van Buren

Founding Partner, FOURM Design

"We have an interest in a community educated of the legal and legislative process —how we as voters can affect legislation that may broaden the vision."

-Jessica Sinkfield, Stakeholder



"We found early that "total systems planning" is needed. The components need to interact with each other and what's involved goes well beyond architecture. The development of each of the components has an interesting community-based orientation, which is coming together nicely, here. Community-based corrections was a dream of the 1970s that we still want to see realized. So what I see is a very exciting potential for these components to come together more effectively."

- Fred Moyer, Stakeholder

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The RJV Organizers want to thank **Jose Galan**, of the Miami-Dade County Internal Services Department and Real Estate Development Division Director, who participated in the Friday Visioning session **on behalf of Miami-Dade County Mayor**.

The following stakeholders were also invited to participate in the event but were unable to attend:

STAKEHOLDER INVITEES

Hashim Benford
Power U

Reinaldo Borges
Sea Level Rise Task Force

Jackie Garcia
Young Architects Forum

Lourdes Gonzales
Court Administration

Hernan Guerrero
Dover, Kohl & Partners

Matt Haney
DreamCorps

Sara Yousuf Holland
Miami-Dade Public Defender's Office

Michelle Johnson
Concerned African Women

Desmond Meade
Florida Rights Restoration

Gabriel Pendas
Engage Miami

Bashia Price
Miami University Student

Wayne Rawlins
Gang Alternative

Harvey Ruvin
Clerk of the Court

Shaka Senghor
DreamCorps

Commissioner Francis Suarez
Miami-Dade County

Gia Zapattini
Young Architects Forum

"I get to work with young people, teachers, parents as well as victims as harm and we've done exercises where they vision what the world they want to see and never has that included a court building, a police officer or prison built into that vision. What does it look like to build toward a future that doesn't include today's image of the justice system?"

- Alana Greer, Stakeholder



"Architects are the last humanist profession — to concentrate on the built form but also on social impact, restorative justice and the way that people will be able to use this facility will have a very positive effect in Miami."

-Juan Mullerat, Stakeholder

SESSION ASSESSMENT

The Visioning provided a unique opportunity for early community engagement, putting into practice a basic principle that undergirds the work of restorative justice—that nothing should occur in a community without the community's active role in it's creation. Panel and workshop participants came with unique perspectives from a wide variety of backgrounds including local political representatives, community advocates and leaders, developers, and others committed to envisioning a more just future.

Takeaways from the Visioning experience included an appreciation of the focus on people more than buildings and session participants are excited to start future planning process with Visioning. The group shared optimism that the country is finding ways to move toward real change within justice reform. Learning opportunities for future Visioning were also shared:

- A full-day session would be more beneficial to participants and maintaining the conversation's momentum.
- Although the venue was often a little chilly, the bright spaces and large window views outside were critical for the long sessions.
- Next steps for the project planning must be immediate to carry through the Visioning's momentum and impact measurable change.
- Perhaps more stakeholders can be engaged and included in additional components of the conference (plenaries).
- These types of sessions require significant support from the AAJ community to accommodate and fund adequately.
- Use more imagery and fewer words within the Visioning.
- Explore social justice groups within each of our communities.

ACKNOWLEDGEMENTS

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AIA ACADEMY OF ARCHITECTURE FOR JUSTICE (AIA AAJ)

Report produced in January 2016 by:

**AIA AAJ SUSTAINABLE JUSTICE COMMITTEE
URBAN IMPACT LAB**



**SUSTAINABLE
JUSTICE
COMMITTEE**



APPENDIX A:

CJC PROJECT DESCRIPTION



Restorative Justice Visioning

AAJ Miami, November 20-21, 2015

In partnership with DreamCorps, Urban Impact Lab and numerous advocates, practitioners, and local specialists and community members, the Sustainable Justice Committee of the AIA Academy of Architecture for Justice will hold a Visioning


Event that will demonstrate an innovative approach to engaging project stakeholders to determine project objectives that best serve the community's long-term sustainability and resiliency.

A Justice Center for Miami-Dade County

Introduction

During the last four decades, Miami-Dade has completed several public safety master plans that have resulted in two new correctional facilities and a new children's courthouse. Financing for these projects has typically been general obligation bonds. However, the County has recently shown interest in considering alternative financing options and is contemplating issuing a Request for Proposals for a comprehensive justice center (CJC) in the near future.

Preliminary information regarding the CJC suggests that a new civil courthouse; a new or substantially renovated criminal courthouse; new or renovated headquarters for the State Attorney and Public Defender; and parking structures could be a part of the CJC. In addition, depending upon final site selection, significant transit and open space infrastructure could be a part of the planning and design effort.






Priorities and Drivers

Miami-Dade is considering a broad development for Miami that presents the greatest potential to add value to the future of Miami that it has faced in a long time; revitalization of the urban center is a rare opportunity to connect approximately 15 acres traditionally dedicated to the justice system to other things going on in Miami and engage civic life in the community as a great example of sustainable justice.

Not only is it unique in the US for all these components to come together in one place, but certainly a means to create the desired community context that contributes to the “future Miami”. The potential development includes but is not limited to:

- Jackson Memorial Hospital Development;
 - Mahi Future River Landing Mixed Use Development;
 - Consolidation of major court functions and elimination of the Pre-Trial Jail (DCPTDF);
 - “Urban Scale” affordable housing;
 - Opportunity to incorporate public and rapid rail transportation and weave pedestrian and small scale transportation systems together, linking pedestrian stops.
- 



Priorities and Drivers

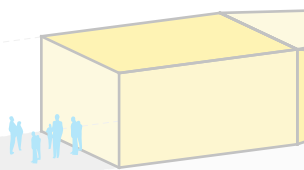
The current emphasis on a possible Public Private Partnership (3P) approach is driven by pressing needs of the Courts and Corrections influenced, in part, by the recent failure of a general obligation bond referendum to construct a new civil courthouse. The existing civil courthouse (DCCH) is the historic structure located in Downtown Miami. Water damage and mold were recently discovered in the building. The flooding and age has also contributed to structural damage causing the Chief Judge to accelerate the investigation of options to replace the DCCH.

Prior to the recent problems, the REG (criminal courthouse) was felt to be the priority for replacement of substantial renovation due to the age and operational inefficiencies in the building. At this stage, however, resolving the needs of the civil court is driving the review of options.

The existing Training and Treatment Center (TTC) and Boot Camp are in very dilapidated condition with a US Justice lawsuit threatened if the facility is not substantially upgraded or replaced. Upgrading is not an option. As the County set aside \$90 million for a Krome Avenue detention facility a decade ago, the replacement of TTC (approximately 1,000 beds) at the Krome Site is the most logical. This would free the TTC Site for a future location of the Pre-Trial Detention Facility (PTDF) replacement.

Overall, at this stage the needs related to the civil courts is seen as the highest priority as the average daily population in the existing jails continues to fall. However, the Commissioners have elected to consider the entire justice system to determine the magnitude of the capital need.

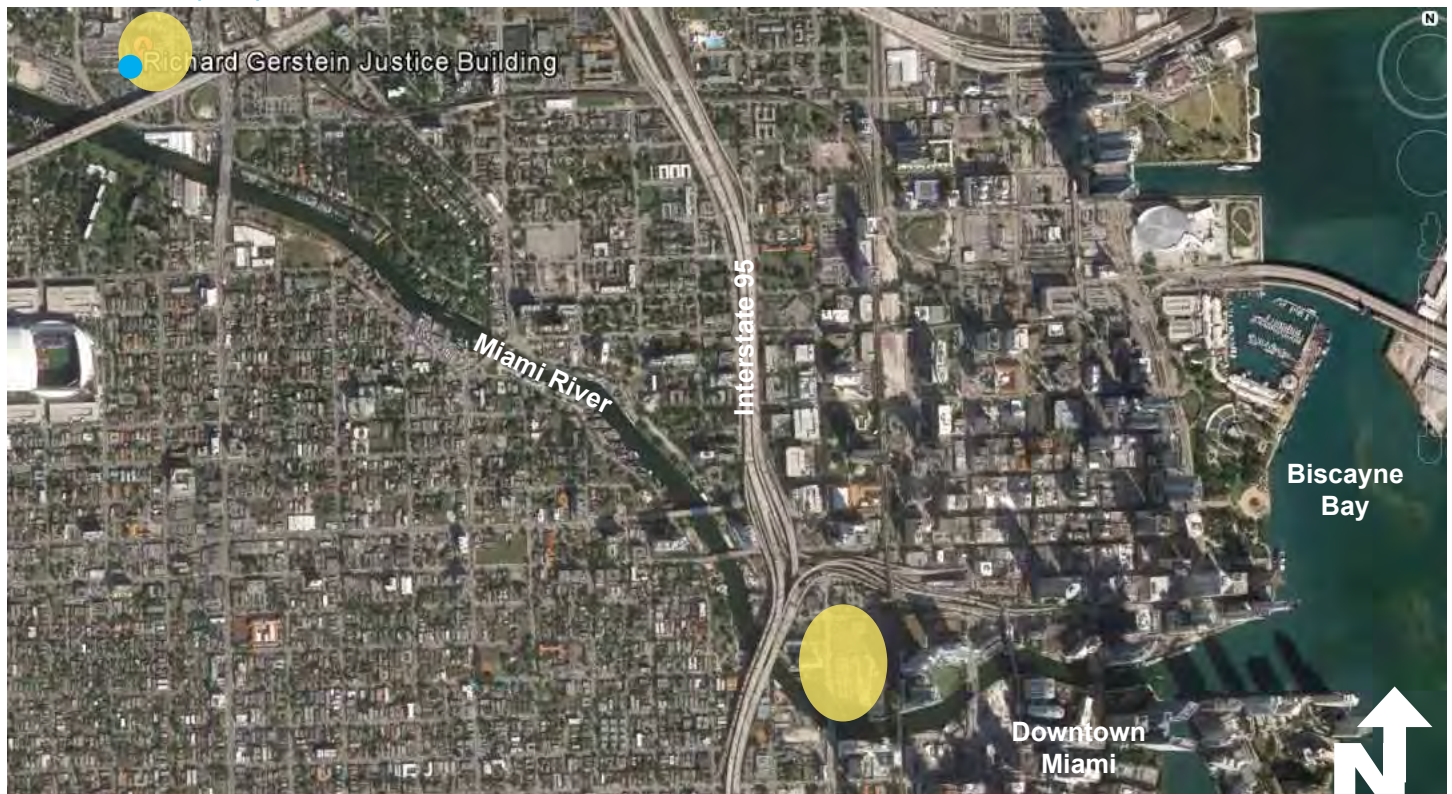
The following is a summary of County-owned sites that have been considered in the evaluation of development options.



Sites

Several possible sites are involved in the review of options including:

Comprehensive Justice Center (CJC)



The Government Center

Comprehensive Justice Center (CJC).

Provide new Civil Courthouse to replace services of downtown building with structural damage.

Location of the existing criminal courthouse (REG) to remain.

Provide new court holding facility within the infrastructure of existing or new buildings.

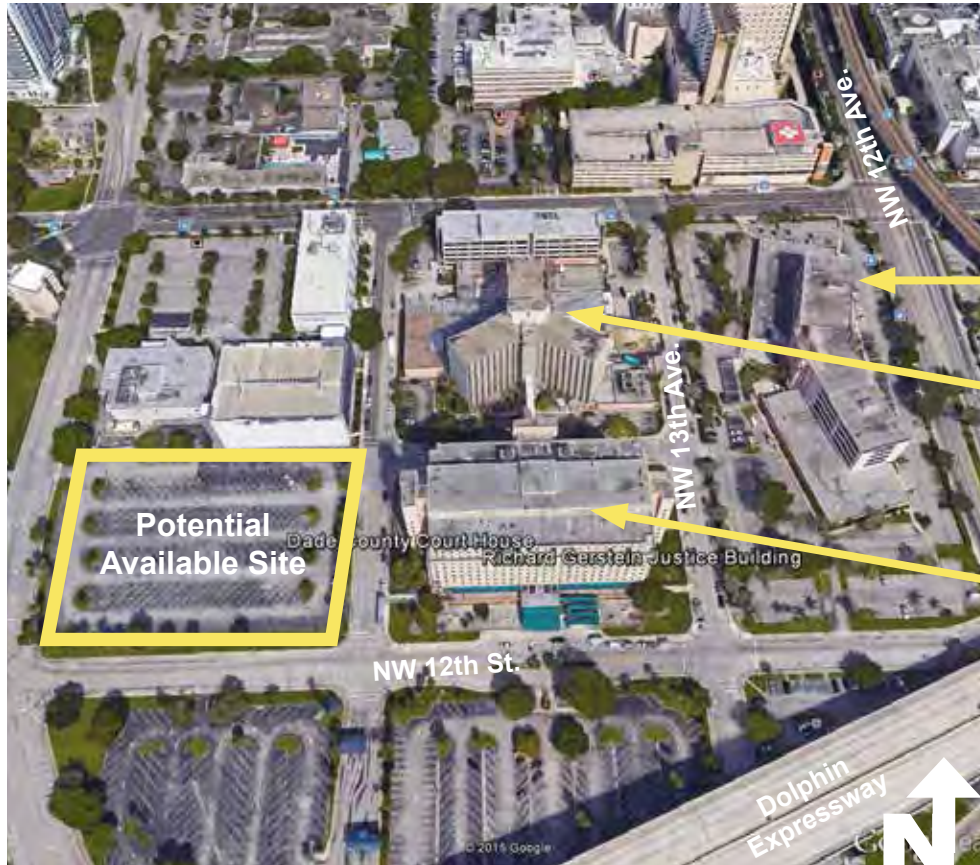
Remove existing Pretrial Detention Facility (PTDF)

Maintain existing Public Defender's (PD) and State Attorney (SAO) offices.



Site is contained within an area defined by NW 14th Street; NW 12th Avenue; Dolphin Expressway (836); and NW 14th Avenue.

The Comprehensive Justice Center Campus (CJC)



SAO

DCPTF

REG

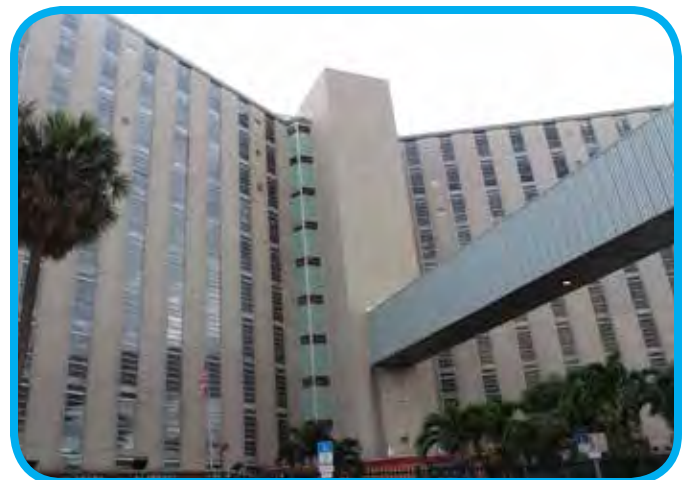
Mahi Development

Future River
Landing Mixed Use
Development



Richard Gerstein Justice Building (REG)

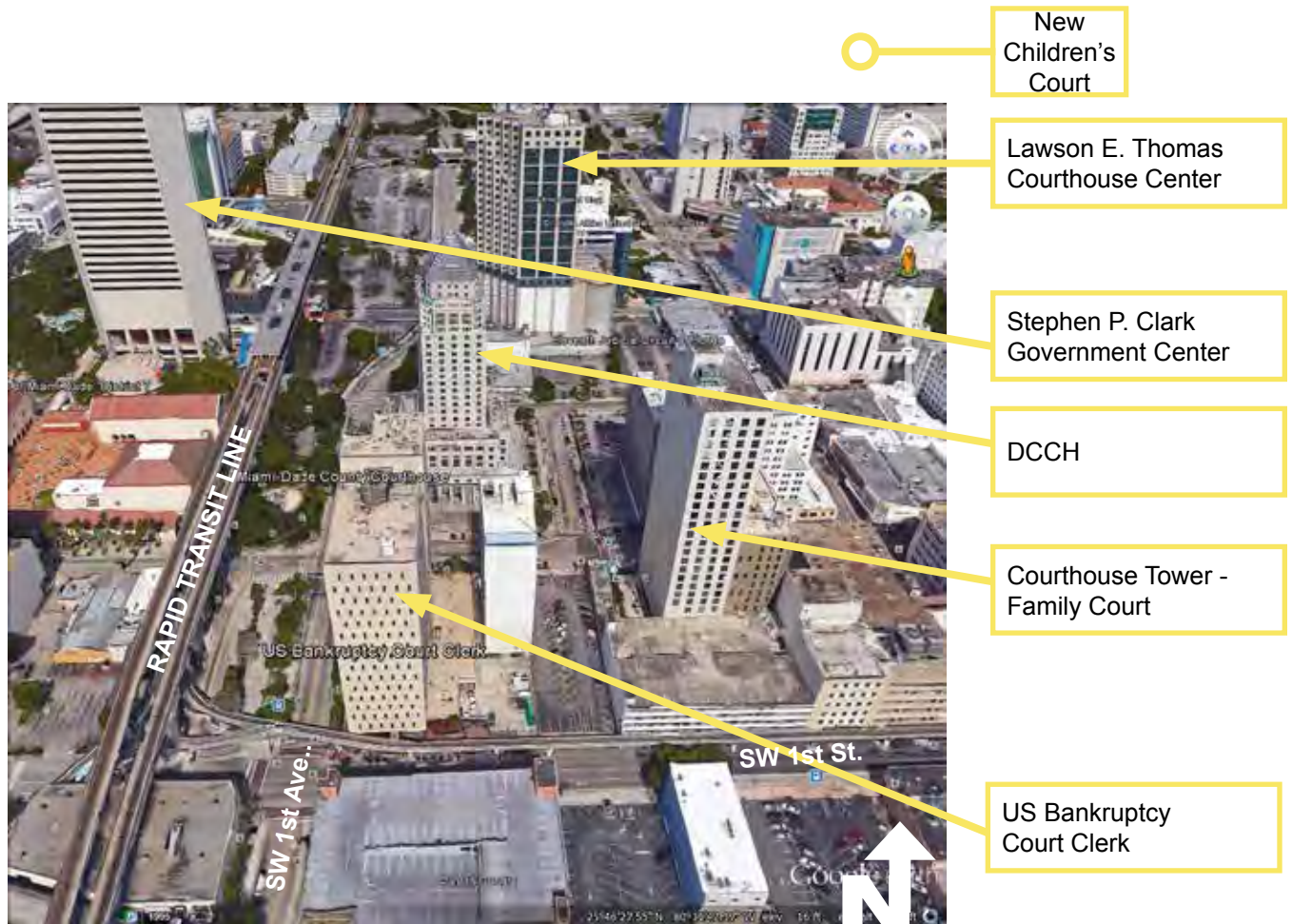
Inefficiencies in operations and aged infrastructure require replacement after new civil court is complete.



Dade County Pretrial Detention Facility (DCPTF)

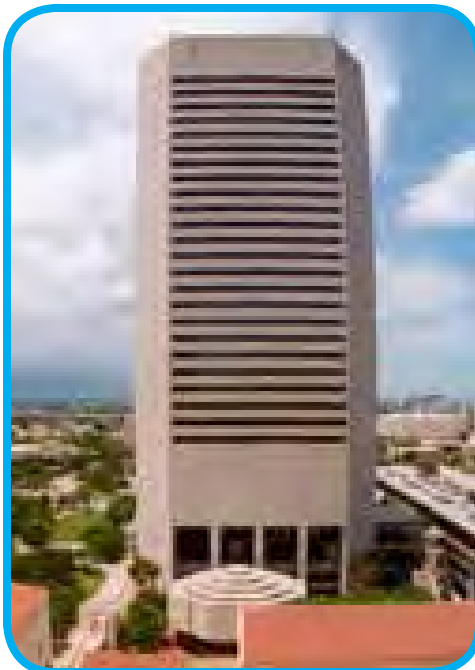
Demolish and move to alternate location. Potential options include the TTC and Krome Avenue. Replace downtown correctional needs with court holding facilities for the criminal court that is significantly reduced in scale and only accommodate temporary holding.

The Government Center



Dade County Courthouse (DCCH)

Mold and water damage have led to structural damage to the building. Building needs to be replaced so functions can be relocated and building repaired.



Stephen P. Clark Government Center



Lawson E. Thomas Courthouse Center

APPENDIX B:

STAKEHOLDER BIOGRAPHIES

STAKEHOLDER BIOGRAPHIES

Metris Batts, Children of Inmates

Metris Batts is a Consultant and social entrepreneur who works to improve the quality of life for the community at large. Most recently as the Leadership Training Manager at Catalyst Miami where she was responsible for recruitment and community outreach across various programs, including the Parent Leadership Training Institute (PLTI), Step Up Miami, SoundOut- Youth Voice, the Children's Leadership Training Institute (CLTI), Step Up Kids, AmeriCorps Public Allies and other programs.

Kamalah Fletcher, Mom's Clean Air Force, Catalyst Miami

Kamalah is the Field Organizer for Moms Clean Air Force in Florida. In her 20 years of professional experience, Kamalah has developed an expertise in facilitation leadership, network weaving, storytelling, public policy advocacy, and grassroots leadership development. She currently serves on the boards of Miami Workers Center and the Florida Prosperity Partnership and is responsible for guiding the development of Miami Thrives Network through co creating and implementing the vision, mission and goals of the Network.

Michael Lingerfelt, AIA Disaster Assistance Task

Force Michael is a Registered Architect with more than 31 years' experience in design and project delivery of Marriott Hotels and Disney Theme Park Attractions. Served as President of the Florida Association of the American Institute of Architects and has been a resource for communities that have been devastated by a natural disaster. He has a Master's Certificate in Virtual Design and Construction from Stanford University, and is a LEED Accredited Professional and a Safety Assessment Trainer for Post-Disaster Inspections.

Kate Diamond, FAIA, LEED AP, HDR

As design principal in HDR's Los Angeles office Kate oversees civic, academics and science + technology projects with a breadth of experience, talent and an award-winning civic portfolio. Recognized as a true design advocate for the LA architecture community, Kate is committed to elevating the industry through her work. Kate has served on the National Peer Review Council for the GSA Design Excellence Program, instructed at the USC School of Architecture, and was the first woman president of the AIA LA Chapter.

Alana Greer, Community Justice Project

Alana Greer joined the Florida Legal Services in 2014 and co-founded the Community Justice Project, Inc. in 2015. Prior to that she was with the Advancement Project in Washington, DC, where she worked with youth and parent leaders across the nation to put an end to the School-to-Prison Pipeline. Originally from Miami, Alana left to attend Boston College and Harvard Law School. Prior to law school, she was a member of the Jesuit Volunteer Corps and worked with the Lawyers' Committee for Civil Rights of the San Francisco Bay Area as a Homeless Rights Paralegal.

Rick Martinez, Director of Facilities & Planning, Division of the 11th Judicial Circuit of Florida

Rick Martinez plans, oversees and directs all construction and renovation projects for the circuit in conjunction with Miami Dade County GSA. He is responsible for overseeing all facility acquisitions, upgrades, improvements and Master Plan projections. Also responsible for all capital improvement projects, strategic planning, space allocation and facility planning. Duties range from project financing and budgeting to programming, designing and construction of facilities.

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Dr. Carolina Montoya, Mental Health Care, Corrections & Rehabilitation

Dr. Carolina Montoya is a licensed clinical psychologist practicing in Miami, Florida, U.S.A. Dr. Montoya is the Mental Health Services Manager for the Miami-Dade Corrections & Rehabilitation Department where she's responsible for developing and implementing behavioral health services for detained persons. In 1989, she was part of the team that initiated the first Drug Court, and directed the treatment programs for over 15 years. In the past five years, Dr. Montoya been a consultant and instructor for the Department of Justice National Institute of Corrections.

Fred Moyer, FAIA, Fred Moyer Associates

Fred Moyer FAIA, brings a focus upon Justice Facility Planning and Design that extends throughout the past 45 years. It began during his tenure as a Professor of Architecture at the University of Illinois, Champaign-Urbana, where he directed U.S. Department of Justice funded research resulting in guidelines publications for corrections, law enforcement and courts systems and facility planning. He founded and directed the National Clearinghouse for Criminal Justice Planning and Design, has been inducted as a Fellow of the AIA, has attained architectural registration in 42 states, and continues his practice today as President of Moyer Associates Inc. in Chicago.

Juan Mullerat, PLUSURBIA, Assoc. AIA, APA, NCI, CNU

Juan is a designer at Plusurbia Design with over 15 years of experience with awards and published works in both urban design and architecture. He excels at leading public workshops that have resulted in award-winning plans and projects at a variety of scales. Mullerat is a Professor of Architecture at the University of Miami and has lectured in numerous universities. His work strives to create and capture the essence of places that transcend trends and value culture.

Terry Murphy, Miami-Dade County Commissioner's Office District 2

Terry Murphy, Ph.D. is currently the Senior Policy Advisor to the Chairman of the Miami-Dade County Commission. Murphy has been employed by the Miami-Dade County Commission for over 25 years. He holds an Masters in Public Administration and a Doctorate in Public Affairs. As an adjunct professor, Murphy is associated with Florida International University and the University of Miami. Murphy is also on the Executive Committee of the Miami-Dade Community Relations Board, Chair of the National Finance Committee of the American Society for Public Administration (ASPA), and a board member of Friends of the Library.

Jessica Sinkfield, Miami-Dade County State's Attorney Office

Jessica Lynn Sinkfield is an Assistant State Attorney for the Miami-Dade County State Attorney's Office. She was recently appointed by State Attorney Katherine Fernandez Rundle as her new Community Prosecutor. As a Community Prosecutor, Jessica engages community members, businesses, elected officials and organizations with the State Attorney's Office to ensure that community concerns are heard and that the community is likewise educated on the prosecutorial commitments and efforts of the State Attorney's Office.

Kevin Springs, Spring Forward

Kevin Springs is the Executive Director of Spring Forward, where he is directly responsible for the tasks of designing, developing and implementing strategic plans for his organization in a cost-effective and time-efficient manner. Springs is also responsible for the day-to-day operation of the organization, including managing committees and staff and developing business plans in collaboration with the board for the future of the organization.

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Deanna Van Buren, FOURM Design

Deanna Van Buren is an architect and global thought leader researching and advocating for restorative justice centers, a radical transformation of justice architecture. She sits on the national board of Architects, Designers, and Planning for Social Responsibility and is the founding partner of FOURM design studio. Recent work in her practice includes the Syracuse Peacemaking Center in New York, the first of its kind in the United States. Deanna is also conducting the first design studios with incarcerated men and women. She recently completed The Loeb Fellowship at Harvard's Graduate School of Design.

Simon Waterman, Department of Corrections

Simon Waterman in construction management with Miami-Dade County for 30 years. He began in building maintenance, and is now Division Chief in the Miami-Dade Corrections and Rehabilitation Department. He directs activities of the MDCR Capital Improvement Program, Construction Management Section, and Facilities Management Bureau. He manages coordination of physical plant services, capital projects, life safety, correctional integrated security systems, design construction activities, and other comprehensive capital projects such as the 40-year recertification of facilities and new facilities development programs and planning.