



District of Columbia

New Correctional Facility

Draft Architectural Program Report

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*“...the predominance of research evidence indicates that Direct Supervision design and management fosters **more perceived safety** among officers and inmates, **reduced levels of serious and violent incidents**, **fewer inmate assaults on staff**, and **a diminished number of inmate-on-inmate assaults**. There is also some evidence for **lower levels of vandalism**, **better staff-inmate interactions**, **improved levels of stress**, **decreased escapes or risk of escape**, **a drop in the rate of fires**, **cleaner and better maintained settings**, and **improved recidivism**.”¹*

The purpose of this report is to change the paradigm of the District of Columbia’s Department of Corrections recidivism rate through the programming of a facility that meets the needs of the District, the community, the inmates and the staff....and to provide an environment for the successful return of inmates to the community as productive citizens.

Introduction

Inmates returning to custody represent one of the major problems in the American system of criminal justice today. As many jurisdictions experience an overall reduction in the pretrial population, the national average recidivism rate still often exceeds 40% within three years of release².

Based on Department of Corrections data³, on average over 20% of the inmates that are released are re-incarcerated with 12 months. In 2016, the District Department of Corrections (DOC) staff calculated the cost of each new re-arrest using the results of a study on the cost of recidivism for Miami-Dade County funded by the Bureau of Justice Assistance³.

Based on the methodology in the Miami-Dade County report applied to District data, the annual cost of each arrest exceeds \$200,000 for system, victim, social, and incarceration factors. Just the direct cost for the criminal justice system and corrections exceeds \$26,000 per re-arrest. Absent from these numbers is the cost of the loss of human potential when a pattern of reoffending continues due to the lack of attention to the programs and services that address the core issues.

The overarching issue facing the District of Columbia is not a problem of an increased average daily jail population, but the year-on-year annual cost for reoffending. **The goal of reducing recidivism rates in DC is the basis for this study which explores the operational, functional, and spatial basis of a correctional system that is based on a mission “...to be a benchmark agency serving with pride, professionalism, and passion in caring for human lives”.**

Background

Compounding the high rate of reoffending that costs the District millions of dollars annually is the rapid deterioration of the two main detention facilities. The Central Detention Facility (CDF) was opened in 1976 and has been operating at a certified capacity of 2,164 bedspaces since a US District Court ruling in 2002.

¹ Richard Werner, Criminal Justice & Behavior American Association for Correctional & Forensic Psychology

² State of Recidivism; The Revolving Door of America’s Prisons; The PEW Center on the States; April 2011; pp 2

³ DC Department of Corrections Facts and Figures; April 2016

³ Does it Pay to Reinvest in Reentry Programs for Jail Inmates?; Roman and Chaflin; Justice Policy Center, The Urban Institute, Washington, DC; July 2006.



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While a complete assessment of the cost to correct well-documented facility deficiencies in this 40-year old facility has not been conducted, various reports have estimated the cost to be in excess of \$86 million.

The adjacent Correctional Treatment Facility (CTF) was opened 16 years after the CDF in 1992 as a treatment and reception facility. The original design capacity was 800 single cells, but a capacity up to 1,275 beds was provided for during years of 2000-2008. While the CTF has been well maintained, the 24-year old facility is also in need of a significant capital improvement as the DOC regains operation of the CTF on January 1, 2017.

Even though these aging facilities could legally incarcerate 3,400 inmates, due to age, condition, operations, and design, the District should carefully consider accommodating that many inmates ever again in the CDF and CTF. In particular, without the infusion of millions of dollars to essentially replace the mechanical, electrical, security electronic, and locking infrastructure, the CDF is not cost effective to continue to operate for many more years. The design configuration does not support a more efficient and interactive form of management that is essential support successful reentry to the community.

The Process

A visioning workshop, attended by key management and operational staff, initiated the process of defining the critical links between management, operations, and functional space. The purpose of the visioning workshop was to establish the values, best practices, emerging trends, and guiding principles for a new District of Columbia correctional facility. This discussion, and the interviews and additional workshops that followed, established a platform for defining space needs and functional relationships between the various components that defined the desired management and operations of any new facility.

The process of refining and expanding these guiding principles continued in individual meetings with staff while space was being assigned to various functional groupings. Parallel to the process of establishing the principles that would guide the facility development was a clarification of the number of bedspaces that should be available for District offenders.

Bedspace Forecasts

The need for bedspaces has been consistently declining for more than 10 years with dramatic declines in the past five years. Among other factors, the decline is due to alternative approaches to managing minor offenders; a general aging of the crime-prone population; and intervention programs by law enforcement and other community agencies.

Developing statistical forecasts based on the past trends would yield a need that is only 30% of the 3,011 ADP in 2003. However, historical trends are not necessarily driving the projection of future bedspace need. Several assumptions were used to analyze the basis for projecting incarceration needs upon which a capital plan could be based. The overarching assumption is that while the District population will increase, the crime-prone cohort will not and that current trends in the types of offenses will continue. Given these assumptions, several factors will influence the need for bedspaces, including:

1. A desired policy to keep or return offenders to the District rather than assign them to Federal Bureau of Prisons facilities scattered throughout the nation;
2. A continued increase in the average length of confinement due to more complicated cases;



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3. A continued use of incarceration for holding parole violators;
4. A lack of a coordinated and integrated management information system that identifies and tracks at-risk youth and habitual offenders;
5. A lack of an appropriately resourced continuum of care program for offenders when released from incarceration; and
6. A lack of a comprehensive program to assist neighborhoods and families that live in “cycle-of-crime” situations.

To arrive at a basis for estimating the number of bedspaces, the four projections models were averaged giving each equal weight. The five year increments for the projection models show an ADP projection of 2,134 by 2035. The average of the four models produced a projected average daily population to which periodic population peaking must be considered. Using historic DOC data, the peaking factor was determined to be 5.9% to handle the influxes during the year. A separate classification estimate of 7.0% of the projected ADP was proposed to have adequate bedspaces to separate inmates for multiple reasons, including charge type, security issues, and gang affiliations.

Combining the peaking and classification potential influences, a 12.9% factor was added to the to the ADP projection of 2,134 to yield a baseline bedspace estimate of 2,409. The future bedspace needs in the District will be influenced by policy decisions regarding keeping more DC inmates in DOC managed facilities with the assumption that properly administered, locally-based, community-connected programs, plus easier access to family and community services, will help in the reduction of reoffending.

As shown in Table E-1, the bedspace need for the DOC in 2035 increases from the base projection of 2,409 to 2,954 with the addition of the parole violators, the “halfway back” inmates, and some sentenced felons that are currently assigned to Federal facilities.

Table E-1

Projected Bedspace Requirements by 2035

Models/Categories	2015	2020	2025	2030	2035
District Population	660,979	671,410	693,983	712,049	730,521
At Risk Population	84,270	86,610	89,550	92,150	96,040
ADP - FY 2003-15 Average	3,019	3,019	3,019	3,019	3,019
ADP - Existing Incarceration Rate	1,708	1,735	1,793	1,840	1,888
ADP - Exponential Smoothing ARIMA R ² =0.99	1,723	1,723	1,723	1,723	1,723
ADP - CY Multiple Regression R ² =0.83	1,569	2,117	1,980	1,947	1,905
ADP - 4 Models Averaged	2,150	2,148	2,129	2,132	2,134
Bed Space Need - FY 2003-15 Average	3,408	3,408	3,408	3,408	3,408
Bed Space Need - Existing Incarceration Rate	1,928	1,959	2,025	2,077	2,131
Bed Space Need - Exponential Smoothing ARIMA	1,945	1,945	1,945	1,945	1,945
Bed Space Need - CY Multiple Regression	1,771	2,390	2,235	2,198	2,151
Bed Space - 4 Models Averaged	2,263	2,426	2,403	2,407	2,409
Parole Violators ¹	145	145	145	145	145
FBOP Halfway Back Inmates/Sentenced Felons ²	400	400	400	400	400
Total Projected Bedspace Need	2,808	2,971	2,948	2,952	2,954

Source: CGL Companies, September 2016.

Notes:

1. Parole Violators based on 25% of the Population, and retaining 1/3 more in DOC

2. "Halfway Back", sentenced felons, and 18-24 year old inmates currently assigned to FBOP facilities



The Operational Framework

The desire of the DOC is to base the planning for a new facility on a framework of operations that emphasizes release preparation beginning with the initial intake process with full recognition that to base a correctional system on the belief that reoffending can be reduced through adjusted staff training coupled with a supportive environment will require time and resources. The basis for a change in culture is more direct communication between staff and inmates. In correctional management parlance, this is called **“dynamic security” or direct supervision**. Simply stated, this operational approach has six basic pillars:

1. All staff, regardless of position or rank, has a responsibility for the safety and security of inmates and other staff members.
2. The work of unit staff and the physical environment should be supported by an evidence-informed classification methodology that predicts inmate behavior as accurately as possible.
3. Inmates should be encouraged to make decisions within a secure setting and to learn that they will be held responsible for those decisions.
4. Within the context of a secure setting, operational and physical barriers to open and direct communication between staff and inmates should be minimized.
5. Staff working in housing units should directly control the activities within the unit, including access to and egress from the unit.
6. The number of bedspaces in a unit should support the principle of staff knowing all inmates by name.

Adoption of these guidelines to creating a dynamic security approach to management can significantly alter the space allocation, functional adjacencies, facility design, furnishings and fixtures, and the capital cost.

The Architectural Program

A correctional facility dedicated to offering access to programs and services supporting a rehabilitation and treatment model should include a variety of spaces organized in functional groupings. Eight major functional categories have a function that enables the mission of the facility to secure and rehabilitate to be accomplished. Two options were developed to achieve a total bedspace count of approximately 2,800.

An operational philosophy of unit management, coupled with the direct supervision of inmates in housing units, influenced the space allocation and the functional relations for the major sub-components. This concept of dynamic security that emphasizes improving normal communication between staff and inmates is an important foundation for successful rehabilitation programs.

The first option upon which the spatial program is based is a new 2,824-bed complex requiring approximately 1.1 million square feet of space that will replace both the CDF and the CTF.

The CTF is approaching 25 years of age and, although well maintained, will require the replacement or



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upgrade of locks, mechanical and electrical systems, and general interior finishes. With a capacity of 800-1,000 inmates, the CTF remains an asset whose future life could be extended through a capital infusion. Under Option 2, a 1,720-bed addition of approximately 750,000 square feet would be made to the CTF that would raise the total bedspaces to approximately 2,800 as with Option 1.

The Staffing Plan

The estimates consider the deployment of all correctional officers and support personnel required to operate at full capacity and with full services. The goal is to determine a reasonable cost estimate to operate efficiently; utilize resources effectively and reasonably; and minimize the need for overtime hours.

In September 2016, staffing levels for personnel in the DOC System totaled 932 budgeted full time employees (FTE) with a total combined CDF and CTF capacity of 2,164 inmates. The ratio of inmates to total staff is approximately 2.3 inmates to each staff position.

The approach to developing staffing requirements for Options 1 and 2 is based on a direct supervision management philosophy with inmates at every custody level engaged in programs to assist with treatment, re-entry, and focused on reducing recidivism. Staff will be more “hands-on” with the daily activities of the inmates, focusing more on managing time and behavior and providing opportunity for change.

Consistent with this methodology, the staffing program, with the application of a proper relief factors, indicates there is a requirement for approximately 1,126 staff for Option 1, and approximately 1,357 for Option 2.

With a detailed staffing program that provides total staff requirements, a preliminary cost estimate for staff was estimated in 2016 dollars using a current overall salary average of \$50,000. Additionally, a fringe benefit estimate was included for a total full time employee (FTE) cost of \$75,000 or \$36.05 per hour on average.

As shown in Table E-2, based solely on the cost of staff, and assuming a budgetary percentage of 70% of operations cost, the total annual cost of operations would be approximately \$110 million for Option 1 and \$129.5 million for Option 2, or an annual difference of approximately \$19.3 million. These estimates do not include any of the Headquarters personnel and or associated costs.

Table E-2
Estimated Annual Operating Cost Comparison

Option	Staff Required	Staff Cost	Other Ops Cost	Total
Option #1	1,126	\$77,190,054	\$33,081,452	\$110,271,505
Option #2	1,357	\$90,707,530	\$38,874,656	\$129,582,185
# Staff Difference	231		Ann. Difference	\$19,310,680
% Difference	21%		% Difference	18%

Source: BOJ FTE Cost Avg., CGL, September 2016; 2016 Dollars



Preliminary Building Cost Estimate

The following information outlines preliminary cost estimates that have been developed in accordance with the preceding sections of this report. The cost estimates are intended to provide a general idea of the capital costs associated with two (2) options for the proposed configurations of the new DC Jail. The first cost estimate is related to the entirely new facility, while the other option is a partially new facility and renovation of the existing Central Treatment Facility (CTF).

Both options consider a downtown, urban type of site, multi-story configuration, and some other costs relative to the construction of a facility of this type in the DC area. Table E-3 presents the comparison of the two options with Option 1 approximately \$10.0 million more in construction cost as well as overall project budget cost.

Table E-3
Construction Cost Comparison for Options 1 and 2

Space #	Building Component	Option 1: 2,824 Bed		Option 2: 1,720 Bed	
		Total BGSF	Total Cost	Total BGSF	Total Cost
1.0000	FACILITY ADMINISTRATION	32,826	\$ 13,473,000	32,826	\$ 13,473,000
2.0000	SECURITY ADMINISTRATION	68,318	\$ 29,300,000	64,724	\$ 27,702,000
3.0000	PROGRAM and EMPLOYMENT SERVICES	65,922	\$ 25,645,000	56,794	\$ 22,093,000
4.0000	VISITATION CENTER	16,288	\$ 6,542,000	13,603	\$ 5,454,000
5.0000	MEDICAL SERVICES	35,399	\$ 16,882,000	35,399	\$ 16,882,000
6.0000	FOOD SERVICES	20,654	\$ 11,370,000	20,626	\$ 11,359,000
7.0000	FACILITY SERVICES	37,052	\$ 27,789,000	30,572	\$ 20,660,000
8.0000	INMATE HOUSING	816,345	\$ 376,438,000	486,348	\$ 225,286,000
CONSTRUCTION TOTALS		2,824	\$ 507,439,000	740,893	\$ 342,909,000
		Cost of CTF Upgrades			\$ 170,179,307
		Project Contingency	\$ 50,744,000		\$ 34,291,000
		GRAND TOTAL	\$ 558,183,000		\$ 547,379,307
		Soft Costs	\$ 101,244,895		\$ 102,863,778
		Total Estimated Project Budget	\$ 659,427,895		\$ 650,243,085

Source: DLR/Sorg; CGL Companies; October 2016

As these costs are conceptual in nature, they will require further verification of the specific needs of each option with more detailed building program (including room data sheets), building floor plans, site plan development, construction market conditions and other information developed for a more accurate market cost at the time of construction.

“Soft” costs typically include all project related costs that are not directly related to the construction of the building. These would include cost of the property acquisition, geotechnical investigations, topographic surveys, inspections, design fees, furniture/fixtures/equipment (FF&E), or other District/project costs.

Conclusion

The history of corrections in the US and the District has been one of constant evolution driven by trends in crime and the public desire for consequences; the actions of other criminal justice organizations; and changes in legislation and public policies. Although the average daily population has been declining, this should be seen as an opportunity to begin to return inmates from the Federal system to the District to become involved with a structured reentry process. This goal may increase the number of required bedspaces, but is integral to the strategy of reducing the rate of reoffending.



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The two existing facilities will require a minimum of \$250 million to replace most of the systems, locks, doors and frames to insure staff and inmate safety and to meet new codes and standards. Coupled with this investment, the challenges of accommodating the inmates during the extended periods of displacement during construction will be expensive and difficult to accomplish.

Even with the current decline in the number of inmates, the cost of incarceration continues to rise. While a capital cost of \$659.4 million for a new 2,824-bed rehabilitation-focused facility (Option 1) or \$650.2 million for a new addition (Option 2) to an upgraded CTF represents a major investment, the estimated annual operating cost of \$110 million will continue to rise over the life of the facility. The real question facing the District is will this investment significantly reduce the estimated \$65 million annual direct cost of recidivism.

With the assistance of the professional staff of DOC, this study has identified an operational and spatial program that increases the opportunity to begin to reduce the annual cost of reoffending through programs and spaces that engage the offender in a secure setting with programs and services that change the costly criminogenic patterns. The District has accomplished this in the past and with new purpose-designed infrastructure is capable of repeating past successes.

Section 1

The Vision, Values, and Guiding Principles



Section 1 – Vision-Values-Core Principles

Introduction

Inmates returning to custody represent one of the major problems in the American system of criminal justice today. As many jurisdictions experience an overall reduction in the pretrial population, the national average recidivism rate still often exceeds 40% within three years of release¹. Many factors contribute to this persistent recidivism problem that is beyond the control of a local correctional system such as lack of supervision following release; job readiness; and often, an adequate place to live. However, within the correctional system, too often the lack of programs, treatment staff, and space that is conducive to release preparation also contribute to the high rate of return to custody. Solutions require a determined commitment to a partnership between as broad a representation of the criminal justice agencies as is possible in conjunction with an environment that supports the treatment of criminogenic characteristics of the offender.

In 2016, the District Department of Corrections (DOC) staff calculated the cost of each new re-arrest using the results of a study on the cost of recidivism for Miami-Dade County funded² by the Bureau of Justice Assistance. Updating the Miami-Dade methodology using District of Columbia data, the results of the DOC study is shown in Table 1-1.

Table 1-1
Estimated Cost of Each District Re-Arrest

Recidivism Cost Category	Total Annual Cost/Re-Arrest ¹	Average Cost per Re-Arrest
Cost to Criminal Justice System ²	\$ 93,634,058	\$ 6,147
Victimization Cost ³	\$ 1,990,114,042	\$ 130,645
Social Costs ⁴	\$ 783,097,455	\$ 51,408
Incarceration Cost ⁵	\$ 142,599,380	\$ 18,051
TOTAL COST for REOFFENDING	\$ 3,009,444,935	\$ 206,250

Source: DOC Calculations based on a Miami-Dade County Study; CGL; Oct. 2016

Notes:

1. Based on 15,233 FY 2015 Re-Arrests in District.
2. DOC calculations based on Roman/Chaflin Study of Recidivism Cost in Miami.
3. Same source as Footnote #3.
4. Includes calculations of TANF, SNAP, QMB, and QMB Plus allocations for economically qualified individuals/families by CGL Companies.
5. Based on 7,900 inmates in FY 2015 and the DOC annual budget.

Summarizing a detailed methodology, the DOC study found that, on average, each re-arrest can cost the citizens of the District more than \$200,000. This does not include the cost of “loss of potential” not only for real time but future generations, which can be into the millions. Even if the victimization and social costs are excluded from the calculation, the “direct” cost for the criminal justice agencies and the DOC is over \$24,000 per re-arrest, which translates to approximately \$65 million in the direct cost for reoffending based on the current re-arrest rate of 2,500 former inmates per year.

¹ State of Recidivism; The Revolving Door of America’s Prisons; The PEW Center on the States; April 2011; pp 2

² Does it Pay to Reinvest in Reentry Programs for Jail Inmates?; Roman and Chaflin; Justice Policy Center, The Urban Institute, Washington, DC; July 2006.



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The overarching issue facing the District of Columbia is not a problem of an increased average daily jail population, but the year-on-year annual cost for reoffending. Solutions to this challenge require a systemic approach since the DOC neither controls the number of offenders that are admitted nor the length of their confinement. However, the DOC can provide access to opportunities to change patterns of criminality during the time of incarceration. This requires a staff committed to treatment and custody in equal measures and a physical environment that, while secure, is supportive of treatment programs.

The goal of reducing recidivism rates in DC is the basis for this study which explores the operational, functional, and spatial basis of a correctional system that is based on a mission “...to be a benchmark agency serving with pride, professionalism, and passion in caring for human lives”.

Background

Compounding the high rate of reoffending that costs the District millions of dollars annually is the rapid deterioration of the two main detention facilities. The Central Detention Facility (CDF) was opened in 1976 and has been operating at a certified capacity of 2,164 bedspaces since a US District Court ruling in 2002. For the past five years, the average daily population (ADP) has been approximately 1,700. The operation of the CDF housing units is based on a remote form of inmate supervision where inmates observe from control rooms. To access programs and services, inmates must be escorted by correctional officers from the housing units to locations within the facility.

During 2016, the CDF faced severe problems of maintaining a temperature that was within ranges recommended by the American Correctional Association (ACA). While a complete assessment of the cost to correct well-documented facility deficiencies in this 40-year old facility has not been conducted, various reports have estimated the cost to be in the tens of millions of dollars.

The adjacent Correctional Treatment Facility (CTF) was opened 16 years after the CDF in 1992 as a treatment and reception facility. The original design capacity was 800 single cells, but a capacity of 1,300 beds was allowed during the high incarceration years of 2000-2008. After more than four years of successful operation as a special-purposed treatment facility, the District entered into a 20-year contract with a private operator who changed the original intent of the CTF from one of intensive treatment programming to one focused on housing medium custody male and female inmates. While the CTF has been well maintained, the 24-year old facility is also in need of a significant capital improvement program as the DOC regains operation of the CTF in the third quarter of 2016.

In summary, the DOC has two major facilities with a combined age of 65 years; approximately one million square feet; and certified capacity of approximately 3,400 bedspaces. Even though these aging facilities could legally incarcerate 3,400 inmates, due to age, condition, operations, and design, the District should carefully consider accommodating that many inmates ever again in the CDF and CTF. In particular, without the infusion of millions of dollars to essentially replace the mechanical, electrical, security electronic, and locking infrastructure, the CDF is not cost effective to continue to operate for many more years. The design configuration does not support a more efficient and interactive form of management that is essential to the rehabilitation process.

The Process

A visioning workshop, attended by key management and operational staff, initiated the process of defining the critical links between management, operations, and functional space. The purpose of the



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visioning workshop was to establish the values, best practices, emerging trends, and guiding principles for a new District of Columbia correctional facility. This discussion, and the interviews and additional workshops that followed, established a platform for defining space needs and functional relationships between the various components that defined the desired management and operations of any new facility. Several topics offered the opportunity for DOC staff to engage in an open dialogue regarding the role of a new facility in expanding the focus of operations in treatment and rehabilitation while assuring the safety and security of staff, inmates, and the community. The topics addressed included:

- Emerging National & World Trends in Incarceration
 - Societal
 - Law Enforcement
 - Judiciary
 - Probation
 - Corrections
- Examples of How Culture Influences Design Responses
- Core Values for a New DC Facility
- Guiding Principles

Following a group discussion, smaller breakout sessions were used to address the vision for operating the various major functional components of a correctional facility that emphasizes rehabilitation and treatment in equal measures as security. Using photographic examples drawn from the United States and abroad, a general consensus was developed of the core values that would guide the preparation of an architectural program.

Emerging National and International Trends Impacting Incarceration

Changes in every influencing factor have been occurring for the last five years, especially since the economic downturn of the last decade. Some of these trends are summarized in the following statements.

Societal

1. A more **evidence-inspired** shift towards restorative justice and reduction of reoffending is impacting operations and options.
2. Responsibility for social justice is gradually shifting to local governments – **more restorative?**
3. Societal attitudes towards incarceration change based on **perceived levels of threat**, impacting the responses to the design and operation of correctional facilities.
4. Concern for the **cost of mass incarceration** that characterized the last three decades is now yielding greater pressure on elected officials to re-examine the viability of mandatory minimum sentences.
5. The public, private, and voluntary sectors are **acting with greater resolve** to raise the level of discourse regarding the primary role of incarceration in light of other safe alternatives.

Law Enforcement

1. **Hot spot policing** (of high crime areas) is targeting gang and organized crime activities.
2. All forms of **technology** have improved intelligence, investigations, apprehension, and prosecution.
3. The proliferation of remote cameras and drone technology are vastly expanding **police surveillance** but at the price of individual privacy.



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4. Recent concerns regarding **perceived profiling** of minority groups has altered approaches to policing at-risk communities.
5. Society's **concern for terrorism** has expanded police presence in areas of large public gatherings and has raised awareness of the responsibilities of all citizens for increased public safety.

Judiciary

1. The judiciary remains the **most complex** component of the criminal justice system.
2. More effective and **early case screening** is insuring better case management, efficient justice and reduced time of pretrial incarceration.
3. The responsibilities and effectiveness of the judiciary is increasingly **influenced by executive and legislative actions**.
4. The average **age of judicial officers is becoming younger** which is changing attitudes regarding the use of technology in all forms of case management and disposition.
5. Civil, not criminal, cases are increasing as **western society becomes more litigious**. The impact on corrections is a contributor to increased length of confinement.
6. **Specialty courts**, along with “rocket docket”, are the fastest growing forms of case resolution in an attempt to meet the gravity of societal needs.

Probation

1. The global focus on reducing reoffending is expanding the **influence of community-based** corrections.
2. Expansion of specialty courts has also initiated the development of **specialty probation services**.
3. Expanded continuum of **sanctions for probationers**, especially technical violations, is decreasing incarceration needs by reducing the time of confinement.
4. **Technology is impacting supervision** through expanded use of kiosk reporting, electronic monitoring, GPS tracking, cell phones, and automatic call-in.
5. **Public, voluntary, and private sector service providers** are being increasingly used to improve case load ratios.
6. **Social impact bonds** are being given more consideration in “pay-for-success” schemes.

Corrections

1. The correctional component of the system remains the **most resistive to change** in vision and mission – public, policy, or practice inspired?
2. **Legislative policies and judicial responses** continue to influence the conditions of confinement.
3. The Western trend towards the **reduction of reoffending** is reducing the traditional demand for bed spaces.
4. Incarceration is increasingly regarded as **a constituent component of a holistic process** of corrections, not just the “end of the line”.
5. **Pay-for-success models are increasing** the accountability of the public, voluntary, and private sectors.
6. **Technology is changing every aspect** of correctional services, environments, and responsibilities.
7. Western nations, with a proclivity for evidence-informed decisions, are **seeking design solutions that reflect the risks and needs** of culturally diverse miscreants.
8. Correctional facilities are becoming more **specialized to recognize various cohorts** – gender issues, mental health, physical health, vocations, family unity.



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9. Traditional corrections is being **redefined by a broader participation** of the voluntary and private sectors.
10. There is a growing awareness that **non-sentenced individuals** do not necessarily need to be regarded as maximum security threats.
11. **More normalized environments** typically lead to less stress, less destruction, and improved outcomes.
12. There is greater recognition that correctional facilities are **also work environments for staff**.

Every sector that influences the propensity of an individual, or groups of, to live within or without the laws of society from availability of affordable housing to access to purposeful employment will continue to influence the need for incarceration. Coupled with the aging of the Carceral infrastructure, the demand for better conditions of confinement will continue to drive public policy.

Cultural Influences Impacting Planning and Design of Correctional Facilities

Throughout history, the core values of society have been expressed through its laws, the public welfare, the protection of its citizens, and the design of public spaces. The basis of a culture is a reflection what the community values. In the planning for a new correctional facility, the question should be debated as to what responsibility should public discourse be used to interpret community values in correctional facilities?

Public wellbeing, in developed societies, requires: 1) security; 2) hope; and 3) fulfillment that can be interpreted and translated through effective planning and imaginative design. A correctional facility is a microcosm of the services that are necessary in free society: shelter; food; health care; employment; recreation.

In the following pages, several examples drawn from existing correctional facilities around the world have been selected to stress the role that environment can have on improving the chances for rehabilitation. These examples were influenced by public opinion, protection of life, political will, human rights, return-on-investment, and human dignity goals. The examples depict solutions of the major functional components that are necessary to meet the needs of an incarcerated population.

Perimeter

Confidence in the perimeter by staff and the community allows for a more normative design of internal spaces. In instances where the building will serve as the perimeter, careful attention must be given to all penetrations. However, this does not mean that the exterior design solutions must be unattractive.





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Housing

The configuration of the housing area has been labeled the “form-giver” of a correctional institution from both an operational and design perspective. The housing of an institutional will also reflect the degree of “normalization” that the DOC wishes to use in the care and custody of inmates.



Dayrooms

Regardless of the commitment to maximizing the “out-of-living-unit” time for qualified inmates, the dayroom represents the space where inmates spend the majority of their time out-of-cell. The type of furnishings, the attention to noise reduction, and the amount of natural light will help to establish the platform for direct supervision and improved communication.

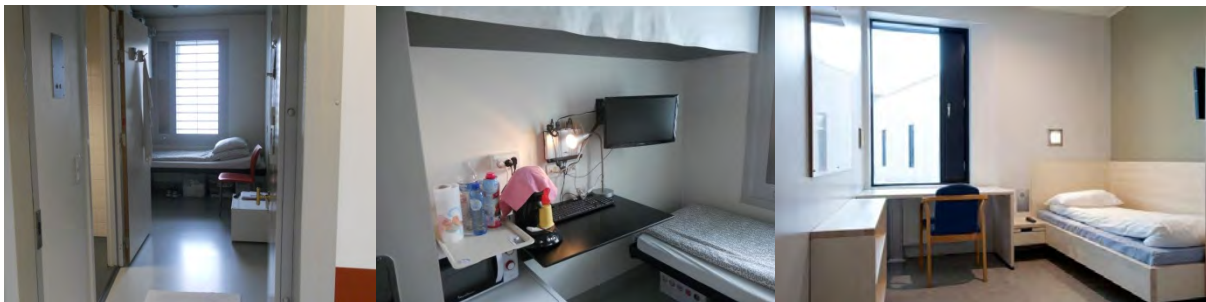


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Single Cells

In many western countries, inmate living quarters is exclusively defined by single cell accommodation. Every correctional facility should have a reasonable percentage of the bedspaces as single cells both for the separation of offenders who, due to their behavior, should not be assigned to group accommodation and to meet international standards for human dignity. The percentage of single cells is one of the most critical first decisions to be made.



Double Cells

In instances where double cells are used, the focus should be on the safety of inmates mounting the second bunk and serious consideration given to placing both beds on the floor. The small amount of additional floor area is off-set by the reduction in accidents and the elimination of disagreements between cell mates. When double cells are used, consideration should be given to screening, or separately locating, the toilet and lavatory.



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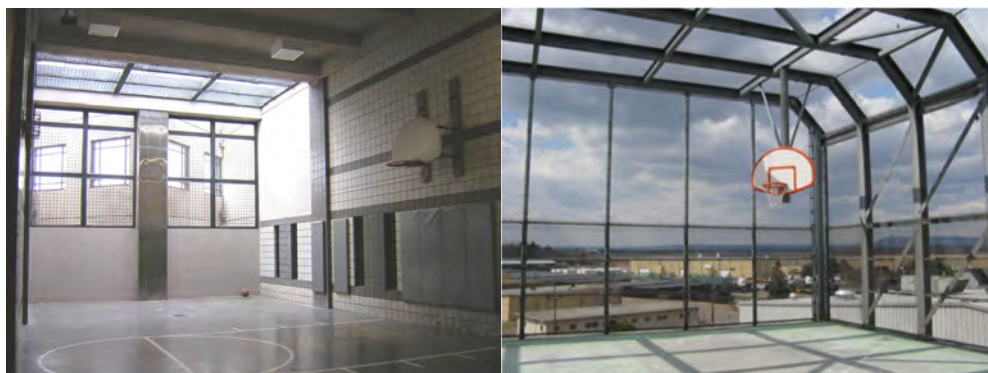
Dormitories

Although this was not the original intent for inmate housing in America, dormitory accommodation has become the predominant form of inmate housing. Most correctional officers, especially in direct supervision housing settings prefer the ability to be able to confine inmates behind a closed door. However, when dormitories are used, the focus should be on the provision of as much personal, private space as possible.



Outside Recreation

Since the new DC correctional facility will predominantly incarcerate pretrial offenders and with limited sites for development, is likely to be located on an urban site, outdoor recreation most probably will be a part of the building structure. In direct supervision facilities, the outdoor recreation is usually located adjacent to and supervised by, the housing unit officer.





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Building Image and Reception

With a heightened interest in the expansion of opportunities for the community to become more involved with the reintegration of the released offender, the appearance of the building and the public reception spaces is critical to the projection of a secure and rehabilitative environment.



Visiting

Linkage to the families and support groups has been found to be a vital part of rehabilitation. The appearance and functionality of the space contributes to the ability to communicate and a sense that the visitor's role in rehabilitation is critical.



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Security Control

As the primary function of a correctional facility, systems and procedures that support security and control are paramount to staff and inmate safety. In a dynamic security approach, the ability to facilitate human interaction is as critical as the design barriers, controls, and technology.



Admissions and Discharge

Often the admissions component of a correctional facility is the defendant's first encounter with incarceration. This experience establishes the mindset of what lies ahead. The attitude of staff in conjunction with the environmental setting is critical in the reduction of stress and the foundation for cooperative behavior.



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Legal Support

Contemporary facilities with an integrated approach to managing the offender's process through the judicial and correctional systems often provide spaces for the rapid and efficient determination of the offender's status within the judicial system.





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Medical Services

The delivery of appropriate medical care in a correctional setting should be comparable to that in the community. Access to care begins with triage spaces at the housing unit and expands to the clinic and infirmary. The environment should reinforce a commitment to managed- and quality-care.



Mental Health

The fastest growing cohort of offenders in correctional facilities nationwide is those who have been diagnosed as mentally disordered. In many instances, humane separation of these offenders from the general population is critical to stabilization. The environment is critical to the healing process.



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Academic Education

Although predominantly a pretrial facility, the historical average length of stay is conducive to providing opportunities for teaching basic educational skills that improve an offender's chances for continuing a pursuit of basic education upon release.





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Vocational Training

Possessing the basic skills to obtain and retain employment is critical to the reduction of reoffending. Even with an abbreviated length of confinement for pretrial inmates, the new facility offers the opportunity to introduce the offender to these basic requirements for a successful reintegration into the community.



Spiritual Alignment

Treatment and rehabilitation requires a holistic approach to meeting the conditions for well-being. A component of establishing this sense of purpose and worth is access to counseling of all types.



Food Services

Sharing meals is a critical part of learning socialization skills. Alternatives to a pre-prepared tray-based approach to meal service and dining should be explored as an opportunity to permit qualified inmates to learn how to make responsible choices in one of the day's most consistent routines.



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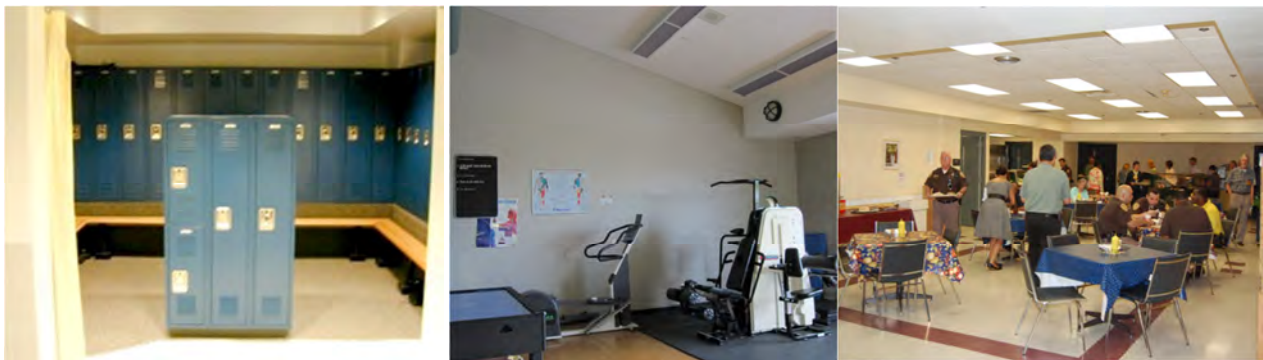
Commissary

Traditionally, one of the few activities over which the inmate can exercise some personal choice has been the purchase of items from the commissary. The opportunity exists to expand this to a greater experience where money-management and positive choice-making skills are taught.



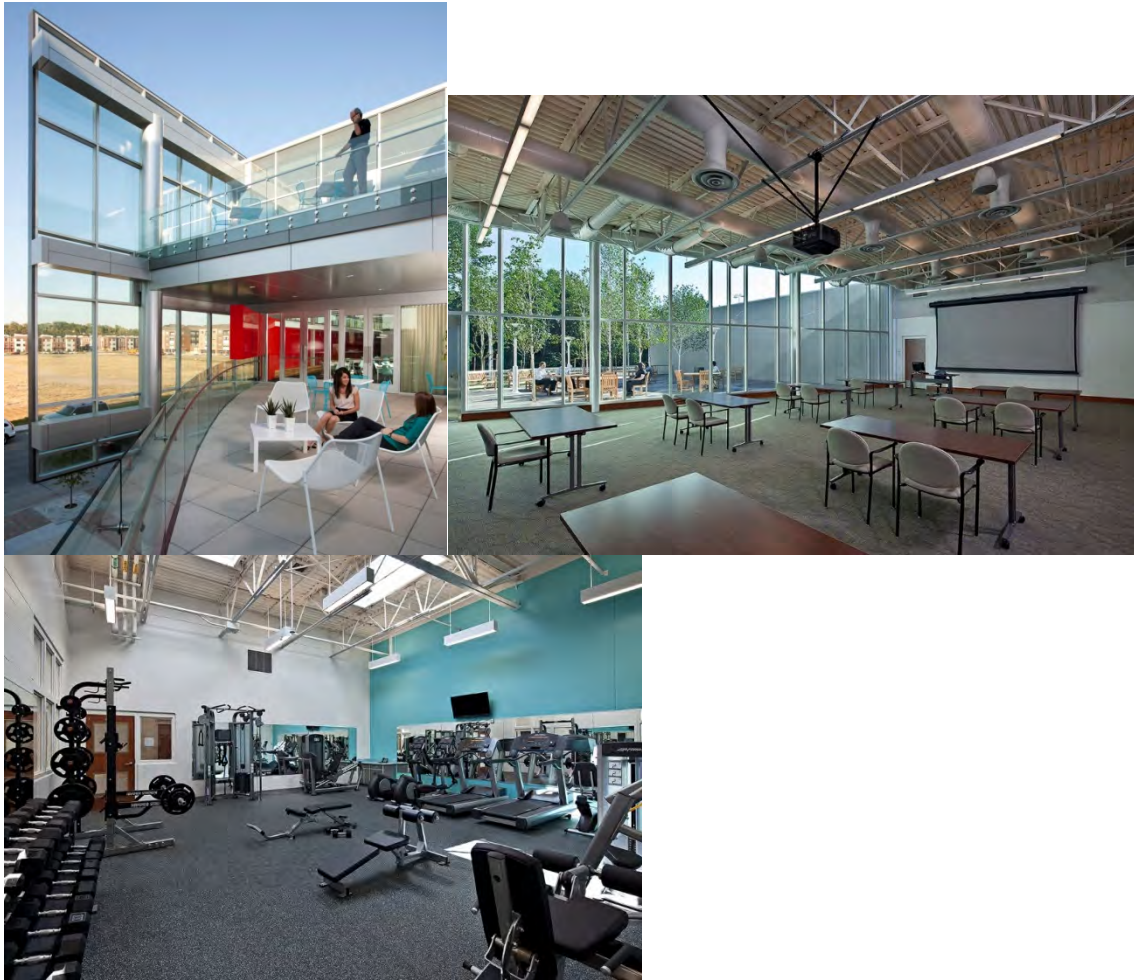
Staff Services

The recruitment and retention of dedicated, qualified staff is one of the greatest challenges to the correctional system today. A part of accomplishing the goals of maintaining the appropriate staff is the services that are provided.



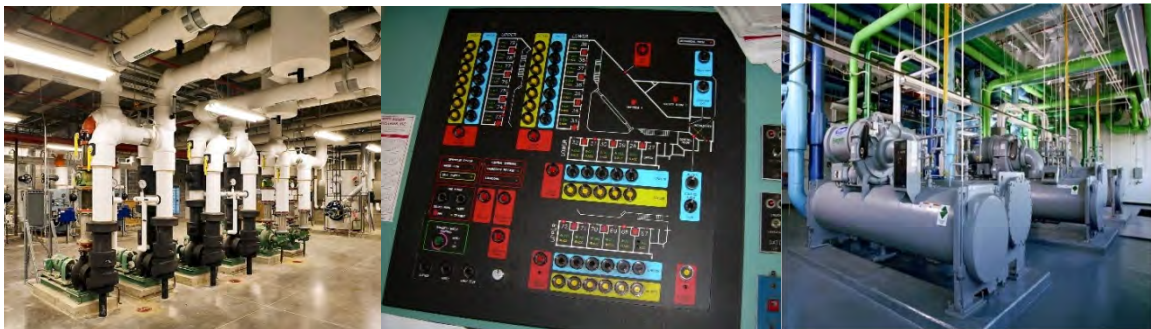


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Facility Services

The future correctional facilities will involve an even greater reliance upon electronics and technology, along with the traditional maintenance needs of door, locks, and plumbing. Providing for appropriately sized and designed spaces to achieve a goal of improved life cycle requires attention to human and equipment factors.



The next correctional facility for the District of Columbia will garner intense scrutiny by the local community; prisoner rights organizations; political officials; the national and international correctional



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communities; and the staff that will assume the responsibility for the management and operation. Many components and subcomponents will establish the physical footprint for creating the conditions for improving the security and treatment responses to an evolving inmate profile.

Through the visioning process, ideas were explored that are not necessarily ones that have been adopted in the past by the DOC or may represent a possibility for the future. Nonetheless, at this stage, every participant is challenged to move beyond what inertia has produced over many decades and encourage individual and collective initiative to examine the type of facility that requires good order and achieves that by encouraging good decision-making by inmates and staff alike.

From this process, a series of guiding principles were developed to inform the architectural programming process.

Guiding Principles

In the following pages, the vision, mission, core values, and guiding principles for the new correctional center are summarized in a manner that can help establish a spatial basis for design.

Vision

The DOC envisions a correctional system where all inmates have the best opportunity to succeed and reach their full potential through learning to make positive choices and being held responsible and accountable for those choices.

Mission

The DOC will work to develop and implement policies, programs, and a service system that helps give inmates the best possible start in life; prepare them to become productive citizens; and make it easier for reintegration into the community upon release through aftercare services.

Core Values

1. Inmates should be afforded **access to a range of correctional services** including alternatives to detention, education, counseling, recreation, family visits, and health care appropriate to their needs.
2. The security, programmatic, and medical needs of inmates requires a management and design response that recognize and **accommodate unique age, mental dexterity, and gender differences**.
3. In all matters relating to the management and supervision of inmates, maintenance of **personal dignity is paramount**.
4. Inmates should be accommodated in the **least restrictive environment that minimizes the risk** for flight, self-harm, or harm to others.
5. Inmates should be afforded the **opportunity to make responsible choices** regarding their participation in available services and programs and be **held accountable for their choices**.



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Guiding Principles for Growth

1. Every secure custody facility has the **overarching mission to change behavior**. The environment should embrace the “heart and soul” of supporting this mission.
2. **Managing growth** for an increasing or declining inmate population is the responsibility of many stakeholders who share common values and beliefs regarding the care of inmates.
3. Initial sizing of the new facility should be based on **evidence-informed projections** that are regularly updated.

Guiding Principles for Secure Custody

1. Security risk and needs assessment should be based on a **tailored assessment tool** and become the basis for every operational and design choice.
2. A range of programs and spaces should be available that **encourage inmates to learn the skills of responsible decision-making** and the implications of being held accountable for their choices.
3. The **external wall, fence, and/or perimeter of buildings** that face the surrounding land uses should provide the complex security.
4. Within the buildings, the provision of **security barriers and devices** should be appropriate to documented levels of risk.
5. Electronic **technology should be used to supplement**, not replace, staff and inmate interaction.
6. The **use of normal materials, fixtures, and furnishings** appropriate to the security requirements of each space should characterize the design of the building. Selection of building materials should **consider the reduction of vandalism** equal with security requirements.
7. The daily regime should be based upon the provision of **productive activities for 14 hours or more** each day for inmates that have exhibited the willingness to be held accountable for their institutional behavior.
8. The requirement for any **barrier or separation of staff from inmates should be based upon documented levels of risk**. The design focus throughout all components of the facility is the enhancement of communication through **direct contact between staff and inmates**.
9. **Successful reintegration** of the inmates into the community following release is the **responsibility of many stakeholder groups** and should be a **focus of the time in custody** with spaces and conditions that foster community and inmate interaction.

Guiding Principles for Facility Image

1. The **appearance of the facility should inspire confidence** in the innate safety of the inmates, staff, and public as well as emphasize the focus on treatment, rehabilitation, and reentry.
2. The use of construction **methods and materials** should **complement**, not conflict, with **the surrounding environment**.
3. Careful consideration should be given to the selection of a **perimeter that minimizes security breaches while supporting the feeling of openness** within the facility.

Guiding Principles for Inmate Housing

1. Public, staff, and offender safety should be **assured through a dynamic (direct) security approach** to management, control, and design.
2. An **evidence-based classification approach** should be used to assign prisoners to living units and determine the level of control that should be required.



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3. Sustaining **direct and continuous interaction between staff and inmates** should dictate the maximum size of living units.
4. Inmates should only be assigned to **punitive segregation** as a short-term sanction for **unacceptable behavior**.
5. Using a direct security approach, the design of living units should **promote and sustain normalized communication** between staff and the prisoners
6. Living units should include the **capability for decentralized functions** for education, counseling, and medical triage to **enhance socialization and improve operational efficiency**
7. **Flexible spaces** should be provided for changes in service delivery methods and programs over time.
8. **Interaction between staff and inmates** should be supported by a combination of **group and private meeting spaces**.
9. All **cells will be technologically capable** of accommodating interactive tele-learning equipment.
10. **Abundant natural light** should be used in all spaces of the living unit including individual cells.
11. The design should **encourage noise reduction, cleanliness, and respect** for the facility and occupants.

Guiding Principles for Inmate Programs

1. The overarching aim is to plan purposeful activities and provide flexible spaces that will **achieve 8 to 14 hours of out-of-cell time** each day.
2. A typical day will involve **selected inmates attending academic and vocational training** classrooms.
3. All education facilities will **meet established education space standards**.
4. The teaching environment should be **capable of flexible arrangements** and should be available to **accommodate changes in technology**.
5. Access to hard-bound and web-based **books should be an integral part of the learning experience**.
6. The District **celebrates and supports the cultural diversity** of the population.
7. **Spaces provided for spiritual and cultural purposes** should be **flexible** and capable of accommodating cultural diversity.
8. Typically, **meeting spaces should accommodate 8 - 16 inmates** at one time.
9. Cell and living **unit-based technology** should be used to **expand the range and schedule for programs**.

Guiding Principles for Medical Services

1. A range of **medical and mental health services** should be available within the secure facility that **meets accepted community standards of care**.
2. While local community health care facilities will be used for inmates requiring specialized attention, **space** should be available within the facility **to house inmates with acute medical or mental health needs**.
3. **Examination rooms should be standardized** in size, treatment capability, configuration, and equipment.
4. A full range of **preventive and emergency dental care** should be available.
5. **Reduction of the use of local hospitals** should be a focus through the provision of affordable specialty services, such as dialysis and minor surgery.
6. Mental health services and spaces should accommodate the **full range of acuity levels** with specialty emphasis on enhanced out-patient programs.



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Guiding Principles for Visitation

1. The time allotted for **visits should take into account the time required for travel** by family members and the frequency of visits.
2. **Spaces for open and closed visits** should be provided with the **flexibility for use** as counseling and case management purposes.
3. To extend and supplement the time for family and official visits, the facility should provide the **capacity for tele-visiting**.
4. Spaces should be available for **extended, private family visits** for qualified inmates.

Guiding Principles for Food Service

1. The **quality of the food and the dining experience** is a major factor in the **management of prisoner behavior**.
2. The method chosen for food preparation should be based on the **maximization of efficiency while maintaining quality**.
3. Consideration should be given to a **separate dining area outside the dayroom and cell** as a method for improving opportunities for socialization for responsible inmates.
4. Space should be provided for **between-meals beverage service**.
5. The food production method should consider **broader possibilities** than serving the correctional population.

Guiding Principles for Staff Services

1. The **retention and recruitment of qualified staff is critical** to meeting the mission of the facility.
2. **Adequate space**, supportive features, safety and a respectful environment should be provided to **demonstrate that staff are valued**.
3. **Dedicated space(s)** should be provided for staff to meet individually or in small groups **away from the living units**.
4. Provision of equipment and space to **promote staff wellness** should be featured.
5. A **gender balance** of staff lockers and support spaces should be maintained.

The information included in this section on the visioning process was supplemented through interviews with staff representing the various components of the proposed facility, and served as the basis for initiating the spatial programming process.

Section 2

The Projection of Bedspace Need

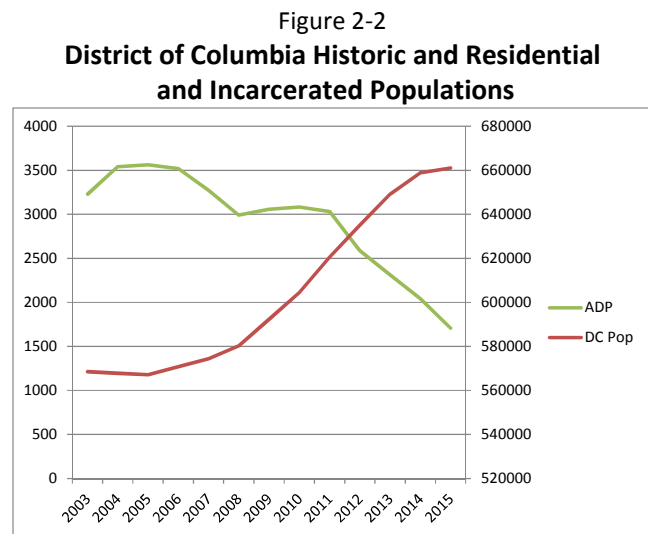
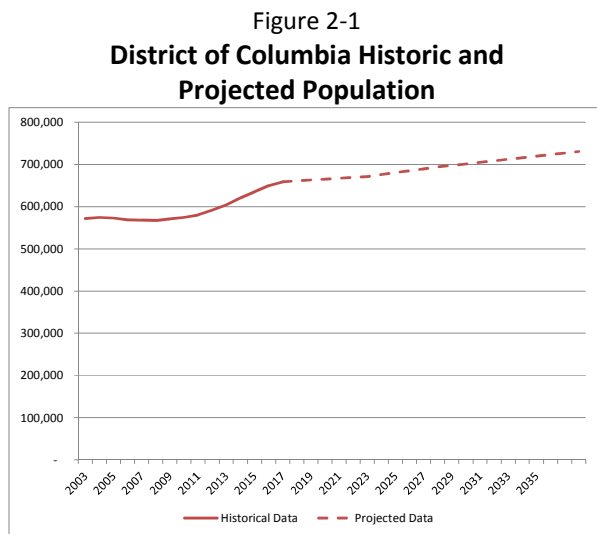


Section 2 – Bedspace Needs

The draft projections incorporate historical inmate data from previous reports and updated data. The purpose of the draft projections is to right-size the jail bedspace need in the District of Columbia (DC) for the next twenty years. Data gathering workshops were conducted in June 2016 with DC Department of Corrections (DOC) staff to understand the reasons for recent fluctuations in inmates in DC. The projections presented in this draft are the next step in the projections process and will be discussed in future data workshops with DOC staff.

Historical Trends in District Incarceration

Over the past decade, the District of Columbia has experienced robust growth. The population has increased 15.2 percent from 2000 to 2015. The growth in population is expected to continue with the population forecasted to surpass 730,000 in 2035, as shown in Figure 2-1. While the population has increased in the District, the number of inmates in the DC correctional system has been in decline. Figure 2-2 shows the opposite historical trends in the District, the residential population increased with the jail's average daily population (ADP) decreased.



The residential population is graphed on the secondary axis in Figure 2-2. The increase in residential population with the decrease in ADP has lowered the incarceration rate (IR) in DC. The IR data is used as the primary factor in one of the projection models for jail bedspace need.

Monthly Jail Data

While in any given month, or year, the average daily population may increase, the trend in for fewer incarcerated defendants. In the following figures, recent monthly trends for the DC correctional population are summarized. Each category of offender in the DC DOC saw declines in population from 2007 to 2016.

The pretrial felon population, the largest segment of the DOC population decreased 37 percent from 2007 to 2016, with the June 2016 ADP of 874. The monthly pretrial felon population ranges from 750 to 1,267 as shown in Figure 2-3. In Figure 2-4 the pretrial misdemeanor ADP in the DOC is shown to have decreased 101 percent from November 2007 to June 2006. The pretrial misdemeanor population in June



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2016 was 122. The range in the monthly pretrial misdemeanor population was 87 to 262, with the peak population for pretrial misdemeanants in August 2008.

Figure 2-3
Pretrial Felon Inmates ADP

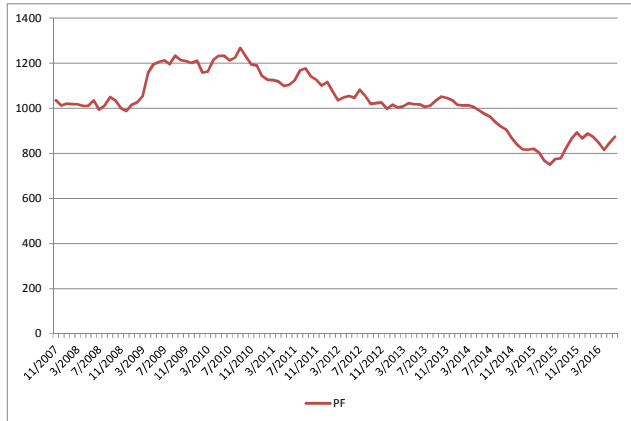
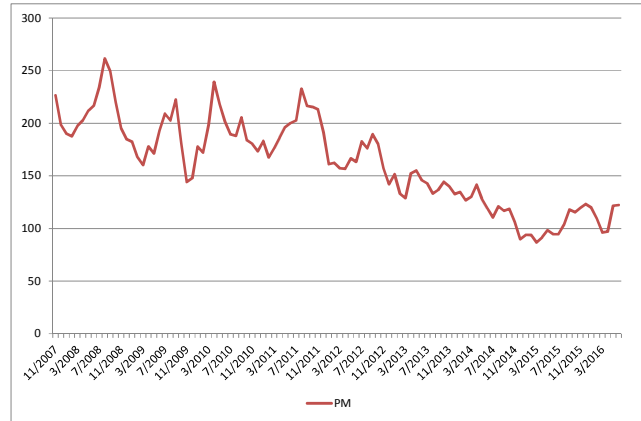


Figure 2-4
Pretrial Misdemeanant Inmates ADP



Monthly sentenced felon populations in the DOC population have decreased 146 percent, with the June 2016 ADP of 154. The sentenced felon population ranges from 141 to 535. Monthly sentenced misdemeanor populations in the DOC population have decreased the most of any population at 158 percent. The June 2016 sentenced misdemeanor ADP was 139. The sentenced misdemeanor population ranges from 123 to 650, with the peak population in November 2009.

Figure 2-5
Sentenced Felon Inmates ADP



Figure 2-6
Sentenced Misdemeanant Inmates ADP



The number of parole violators housed in DOC decreased the least of any population at 10 percent. The parole violators' population in June 2016 was 440. The range in the parole violator population was 333 to 732, with the peak population in June 2011. The inmates with writ/hold in the DOC fell by 122 percent. The writ/hold population in June 2016 was 100. The range in the writ/hold population was 67 to 228, with the peak population in August 2008.



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Figure 2-7
Monthly Jail Data: Parole Violator ADP



Figure 2-8
Monthly Jail Data: Writ/Hold ADP



The other inmates in the DOC include, most frequently, include new intakes whose data is not yet in the system; inmates held as fugitives pending collection by the US Marshal Service; inmates whose official charge has not yet been assigned (very rare but does occur); a record that doesn't clearly fall into one of the other classes even though all the data is complete (even more rare). The "Other" category of inmates has decreased 108 percent to a June ADP of 12. The range of "Other" inmates ADP is 6 to 66 with the peak population in April 2009.

Figure 2-9
Monthly Jail Data: "Other" Inmates ADP

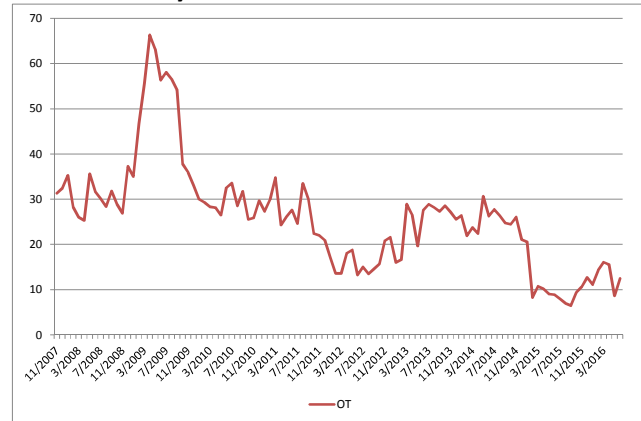


Figure 2-10
Monthly Jail Data: Total ADP



As shown in Figure 2-10, the DOC total monthly ADP has decreased 84 percent from November 2007 to June 2016. The June 2016 ADP was 1,842. The total ADP ranges from 1,639 to 3,254, with the peak in July 2009.

The peaks in population for populations occurred in the earlier part of the timeframe of the data set. The population decreases in the DOC population were steady from 2003 to 2015, with the total DOC ADP bottoming out in June 2015. There has been a recent evening out of the population, with a slight increase in the early part of 2016.



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The security profiles of the inmates held in the DOC are examined by pretrial and sentenced status. The ADP by security classification from October 2006 to June 2016 shows medium security is the largest segment of the pretrial population, averaging 743, followed by maximum security at 250 and minimum security at 55. The pretrial medium security ADP decreased by 28 percent and the pretrial minimum ADP has decreased by 95 percent. The pretrial maximum security ADP is the only pretrial security status that increased, with an increase of 6 percent as shown in Figure 2-11.

The security classification for sentenced inmates averages 428 for medium security, 109 for maximum security and 106 for minimum security. All three classifications have had decreases in ADP from October 2006 to June 2016, with the sentenced maximum security ADP decreasing by 53 percent, sentenced medium security ADP decreasing 57 percent and sentenced minimum security ADP decreasing by 71 percent as illustrated in Figure 2-12.

Figure 2-11

Pretrial Monthly ADP by Security Classification

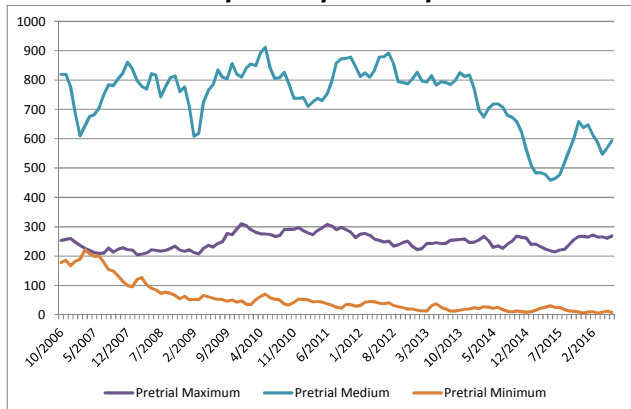


Figure 2-12

Sentenced Monthly ADP by Security Classification

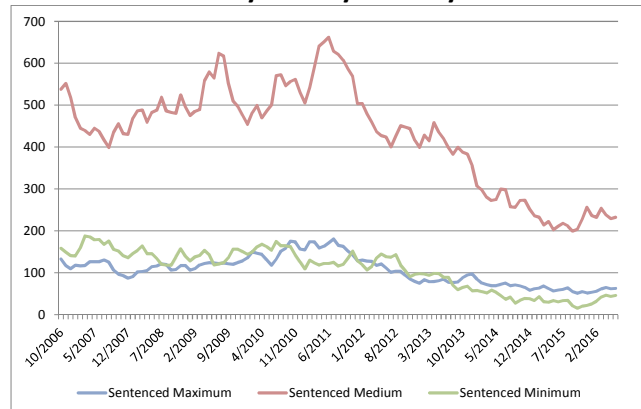
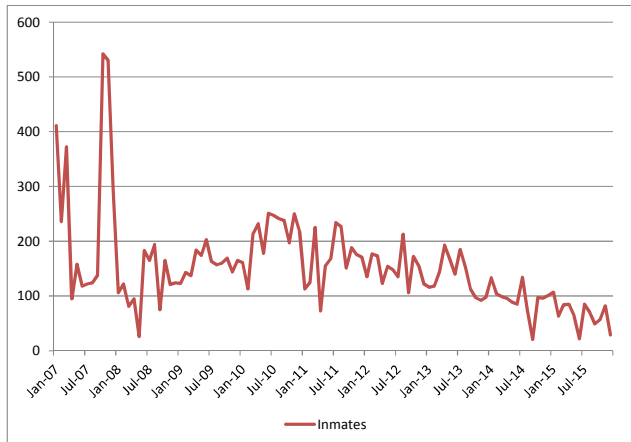


Figure 2-13

Sentenced Felon Inmates Transferred to FBOP Facilities



The security classification data also includes inmates that cannot be classified, averaging 8 and inmates that were released with 72 hours that did not get classified by DOC, which averaged 83.

From January 2007 to December 2015, the number of sentenced felon inmates that are transferred to the Federal Bureau of Prisons (FBOP) averaged 152 a month. The highest number occurred in October 2007 with 542 inmates, the lowest was 21 inmates in September 2014 as illustrated in Figure 2-13.



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Using these trends, the development of several projection models was performed. The District will face a major policy decision regarding whether these declining numbers can be sustained. As an international city, policies and trends in global incarceration impact the District also. Some of these global trends were discussed in developing a platform for guiding principles.

Bedspace Projection Models

The database developed from the 2013 Facilities Master Plan and the updated monthly data gathered in the summer of 2016 is the basis for the four projection models used for ADP and jail bedspace projections. Each model is equally weighted and averaged for a status quo projection. The status quo projection is then enhanced with two policy driven changes with the assumption that a new facility with adequate programming space would allow more inmates that are currently housed at the FBOP to be returned to the District for re-entry, job training, rehabilitation and education.

The need for bedspaces has been consistently declining for more than 10 years with dramatic declines in the past five years, as shown in Figure 2-1. Among other factors, the decline is due to alternative approaches to managing minor offenders; a general aging of the crime-prone population; and intervention programs by law enforcement and other community agencies.

Developing forecasts based on the past trends would yield a need that is only 30 percent of the 3,011 ADP in 2003. However, historical trends are not necessarily driving the projection of future bedspace need; a major factor is a desired policy to keep as many District inmates in facilities located in the District rather than assign them to Federal Bureau of Prisons facilities scattered throughout the nation.

As noted, for a decade the number of inmates in the DC correctional system has been in decline. While in any given month, or year, the average daily population (ADP) may increase, the trend is for fewer incarcerated offenders. Admissions and releases by fiscal year have been trending down as well, with the number of new admissions decreasing from 17,398 in Fiscal Year (FY) 2011 to 10,114 in FY 2015. The number of releases also decreased from 17,365 in FY 2011 to 10,414 in FY 2015.

Based on historical data, four projection models were used to estimate ADP to FY 2035 for capital planning purposes. The first projection method is the Historical ADP Average method was used in the District of Columbia's Facilities Master Plan Update in 2013. At the time the 10-year average was 3,082 and the DOC identified that 120 would be assigned to community-based alternatives. Updating the data to FY 2003 through 2015, the average is now 3,019. The range of annual fiscal year was 3,562 in 2005 to 1,708 in 2015. Using this trend-based method, the DOC population in 2035 would be 3,019.

The Incarceration Rate (IR) Model was the second projection model used. The DOC population from FY 2003 to 2015 decreased by 47 percent, while the District general population increased by 16 percent. The result of these factors is a lower IR in the District. The recent drop in DOC population has occurred while the DC population has increased. The IR of the DOC population per 1,000 DC residents was extended to the projected population in DC, which is projected to increase to 730,521 in 2035². The current IR is 2.58 per 1,000 residents, which is the lowest in a decade. For projections, the current IR is extended to 2035 and results in a projected DOC population of 1,888.

¹ Public Safety Master Plan Update; March 31, 2015; Sorg Architects/CGL Management Group, LLC

² Metropolitan Washington COG Population Forecast Round 8.0



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The third projection model is an Exponential Smoothing ARIMA model that uses a statistical formula to examine monthly data from January 2007 to March 2016 and eliminate dramatic peaks and troughs in the data. Exponential Smoothing models weigh more recent data heavier than older data in the historical data set. The Exponential Smoothing ARIMA method has an R-square value of 0.99, and the Mean Absolute Deviation is 45.9. The Exponential Smoothing model projects an ADP of 1,723 in 2035.

The fourth projection model is a multiple regression model that uses calendar year annual data from 2001 to 2015. The multiple regression models use time and DC general population to determine a best fit projection. The multiple regression models had an R-square value of 0.83 and projected the DOC population to be 1,905 in 2035.

To arrive at a basis for estimating the number of bedspaces, the four projections models were averaged giving each equal weight. The five year increments for the projection models show an ADP projection of 2,134 by 2035. The average of the four models produced a projected average daily population to which periodic population peaking must be considered. Using historic DOC data, the peaking factor was determined to be 5.9 percent to handle the influxes during the year. A separate classification estimate of 7.0 percent of the projected ADP was proposed to have adequate bedspaces to separate inmates for multiple reasons, including charge type, security issues, and gang affiliations.

Combining the peaking and classification potential influences, a 12.9 percent factor was added to the to the ADP projection of 2,134 to yield a baseline bedspace estimate of 2,409.

As noted earlier, in part, the future bedspace needs in the District will be influenced by policy decisions regarding keeping more DC inmates in DOC managed facilities with the assumption that properly administered, locally-based, community-connected programs, plus easier access to family and community services, will help in the reduction of reoffending. Under this assumption, a closer examination of the numbers of inmates that are historically assigned to FBOP facilities was warranted.

The number of “halfway back” inmates returned to the DOC from FBOP is currently capped at 200 per month. However, if appropriate space for specific reentry programming is created, this would allow the District to increase the number of sentenced inmates that could be reassigned earlier to prepare for a more successful return to the community.

Another category of inmates that are currently assigned to the FBOP but represent a potential for remaining in the DOC if appropriate accommodations were available is short-term sentenced felons. Looking at recent data, this number has averaged 152 per month from 2007 to 2015. In addition to the “halfway back” inmates and more of the sentenced felons, with a new facility the DOC would be able to keep the 18-24-year-old inmates in closer to family and community services. For the purpose of bedspace projections, **400** bedspaces were added to the baseline of 2,409.

While a policy decision returning (or not ever sending) more District inmates to the FBOP could increase the baseline bedspace projection by 400 or more, a closer examination of the policies and practices regarding parole violators could reduce the demand for bedspaces in the DOC. In June 2016, **440** parole violators were housed in the CDF, and since 2007, this number has been as high as 732.

Resolving the very high number of parole violators (mostly technical violations) will require a system approach as the DOC has no choice but to provide a bedspace prior to an administrative hearing. In the



Section 2 – Bedspace Needs

future DC may consider looking at some of these cases and possible not revoking parole in all cases. For this analysis, 25 percent of the current population is estimated to be parole violators. If one-third were kept in the system, it would be an impact of **145** beds.

Other legislative and or policy changes can have an impact on future populations. Having a facility with appropriate programming space for these populations will be crucial for these populations to stay close to home in DC. This will allow a larger number of sentenced inmates to remain in the DOC. Additionally, inmates nearing then end of their sentence can serve the last portion of their sentence locally.

The projections provided the basis for a disaggregation of the potential future population into custody categories from which a foundation for operations and space needs could be developed. As shown in Table 2-1, the bedspace need for the DOC in 2035 increases to 2,954 with the addition of the parole violators, the “halfway back” inmates, and some sentenced felons.

Table 2-1
Projected Bedspace Requirements by 2035

Models/Categories	2015	2020	2025	2030	2035
District Population	660,979	671,410	693,983	712,049	730,521
At Risk Population	84,270	86,610	89,550	92,150	96,040
ADP - FY 2003-15 Average	3,019	3,019	3,019	3,019	3,019
ADP - Existing Incarceration Rate	1,708	1,735	1,793	1,840	1,888
ADP - Exponential Smoothing ARIMA R ² =0.99	1,723	1,723	1,723	1,723	1,723
ADP -CY Multiple Regression R ² =0.83	1,569	2,117	1,980	1,947	1,905
ADP - 4 Models Averaged	2,150	2,148	2,129	2,132	2,134
Bed Space Need - FY 2003-15 Average	3,408	3,408	3,408	3,408	3,408
Bed Space Need - Existing Incarceration Rate	1,928	1,959	2,025	2,077	2,131
Bed Space Need - Exponential Smoothing ARIMA	1,945	1,945	1,945	1,945	1,945
Bed Space Need - CY Multiple Regression	1,771	2,390	2,235	2,198	2,151
Bed Space - 4 Models Averaged	2,263	2,426	2,403	2,407	2,409
Parole Violators ¹	145	145	145	145	145
FBOP Halfway Back Inmates/Sentenced Felons ²	400	400	400	400	400
Total Projected Bedspace Need	2,808	2,971	2,948	2,952	2,954

Source: CGL Companies, September 2016.

Notes:

1. Parole Violators based on 25% of the Population, and retaining 1/3 more in DOC
2. "Halfway Back", sentenced felons, and 18-24 year old inmates currently assigned to FBOP facilities

Summary

Over the past decade, the DC DOC population has decreased for most every type of offender held. This reduction in population has coincided with residential population increases in the District. The status quo ADP projections are slightly decreasing from 2,150 in 2015 to 2,134 in 2035. The application of peaking and classification factors for the efficient operation of jails was calculated to be 12.9 percent, with 5.9 percent for seasonal fluctuations for peaking and 7.0 percent for classification to separate inmates where and when necessary. The status quo model bedspace need in 2035 is 2,409.



Section 2 – Bedspace Needs

The reduction in the traditional population base in the past decade does not drive the need for the projected jail bedspace need. The return of the FBOP inmates to the District, coupled with increased space for parole violators, provide an additional bedspace need of 545 beds, to a total bedspace need of 2,954 in 2035. The jail population decrease in the District allows for potentially more District inmates housed in FBOP facilities to be moved closer to home in a facility with programming space for re-entry, job training, rehabilitation and education.

Section 3

Functional Program



Section 3 - Functional Program

Using the results of the visioning and subsequent workshops and the projection of a need for approximately 3,000 bedspaces by 2025, this section outlines the spatial, operational, and functional relationships of each of the eight major operational components that define the proposed facility. As will be discussed in the following paragraphs, during the course of the study, two basic options were identified:

Option 1: A New 2,824-Bed Mid-Rise Facility (replaces the CDF and the CTF)

Option 2: A New 1,720-Bed Expansion Facility to the existing CTF

Both options will provide the disaggregation of bedspaces to meet the custody and functional classifications that will be required.

Operational Program

The desire of the DOC is to base the planning for a new facility on a framework of operations that emphasizes release preparation beginning with the initial intake process with full recognition that to base a correctional system on the belief that reoffending can be reduced through adjusted staff training coupled with a supportive environment will require time and resources. During the visioning workshops, the DOC expressed core values that given appropriate staff, an inclusive operating model, and an environment that supports direct and open communication, a culture of rehabilitation is possible.

The basis for a change in culture is more direct communication between staff and inmates. In correctional management parlance, this is called “**dynamic security**” or **direct supervision**. Simply stated, this operational approach has six basic pillars:

1. All staff, regardless of position or rank, has a responsibility for the safety and security of inmates and other staff members.
2. The work of unit staff and the physical environment should be supported by an evidence-informed classification methodology that predicts inmate behavior as accurately as possible.
3. Inmates should be encouraged to make decisions within a secure setting and to learn that they will be held responsible for those decisions.
4. Within the context of a secure setting, operational and physical barriers to open and direct communication between staff and inmates should be minimized.
5. Staff working in housing units should directly control the activities within the unit, including access to and egress from the unit.
6. The number of bedspaces in a unit should support the principle of staff knowing all inmates by name.

Adoption of these guidelines to creating a dynamic security approach to management can significantly alter the space allocation, functional adjacencies, facility design, furnishings and fixtures, and the capital cost. The architectural program developed as a part of this study was based on the adoption of the dynamic security-direct supervision model.

Four major factors will influence the ability to offer a transformational operational approach in a new



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facility: 1) Objective Classification; 2) Length of Stay Based Programming; 3) Normative Environment, and 4) Recidivism Reduction.

The Influence of Objective Classification. Using the forecasts of future inmate population and the DOC's experience with an objective classification program, the number of bedspaces by type was developed as shown in Table 3-1.

Table 3-1
Proposed Classification of Bedspaces

Classification	
INMATE HOUSING	
Special Management	376
Administrative Support Core	-
Restrictive Housing	96
Mental Health Outpatient Housing	128
Medical Outpatient Housing	96
STG Housing	56
Women & Juveniles	240
Administrative Support Core	-
Women	
Special Management	32
Medical/Mental Health Housing	32
General Custody	112
Reentry/Program Intensive	32
Subtotals	208
Juveniles	
Restrictive Housing	8
General Custody	16
Program Intensive	8
Subtotals	32
Close Custody	448
Administrative Support Core	-
Maximum Custody	224
Close Custody	224
General Custody	1,344
Administrative Support Core	1,344
General Custody	896
Minimum Custody	448
Reentry & Program Intensive	416
Administrative Support Core	-
Reentry	192
Program Intensive	224
GRAND TOTAL	2,824

Source: CGL; September 2016

The 2,824 future bedspaces were assigned to five basic custody categories. Within each of the five categories, the bedspaces were further disaggregated into sub-categories that begin to envision functional groupings of inmates into management groups.

The Special Management group includes inmates whose behavior or threat to good order requires separation from the remainder of the inmates. Also in this grouping would be inmates who should also be separated from general population due to the chronic nature of their medical or mental health condition.

Within the Women and Juveniles grouping, the population is subdivided into functional and custody groupings that will require different operational responses. The juveniles in this instance are those under 18 that have been charged as adults. The Youth Rehabilitation Act (YRA) inmates that are 18-25 will be a part of the General Custody grouping.

Close Custody inmates can participate in centralized programs but on a scheduled basis and under constant supervision. However, many activities for this grouping will be de-centralized to the housing units.

The largest category will be dedicated to General Custody inmates that will populate the majority of the programs and services that will be offered in the new facility. These inmates can be both pretrial and convicted and on a daily basis will be involved in activities out of their cells and living units. Some of these inmates will be assigned to internal work activities as well as the proposed prison industries. While some will be short-stay inmates, specific programming will be available for all general custody inmates.

The fifth category will be sentenced inmates that are preparing for a return to the community through the Reentry Program. The intent is that all sentenced inmates will spend from 30 to 90 days in this program intensive segment of the facility. To the extent possible, inmates participating in the reentry program should be separate from all other inmates to focus the release preparation.

Operationally, each of these categories and sub-categories of inmates will have dedicated staff that have



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been trained to understand the risks and needs associated with their incarceration and be able to focus attention on improving the offender's chances of a successful and sustained return to the community.

The Influence of Length of Stay. Although a goal of this initiative is to house more inmates currently assigned to FBOP facilities in the District, for years to come the balance between pretrial (short-term) and sentenced (long-term) inmates will be constantly in flux. Regardless of the balance, the DOC will continue to hold a reasonable proportion of the daily census for 30-90 days before their release or sentence to a longer length of confinement. Historically, very little programming has been available for pretrial inmates with an anticipated length of stay of 90 days or less since their participation in any programs or activities is voluntary.

With a direct supervision approach to management, even short-stay inmates will have continuous daily contact with security and case management staff to assure that contact with family and legal assistance is maintained. A range of programs including basic education, skills enhancement, addiction counselling, medical and mental health support, community liaison, and indoor/outdoor recreation will be as available to eligible short-stay inmates as to those sentenced for a longer period of confinement. The basic guiding principle of providing access to 8-14 hours of out-of-cell activities will apply to short-stay inmates as well as longer-stay inmates.

For sentenced offenders or pretrial inmates with a longer confinement before trial and post sentencing, a full range of programs will be available. An individual plan will be developed for each inmate that will be the basis for selecting the specific programs for participation. The long-stay inmates will make up the majority of offenders participating in academic and vocational training classes, as well as the internal work force. As noted previously, the majority of the long-stay inmates will be classified as general custody.

The Influence of a Normalized Environment. Through the visioning process, the DOC recognized and accepted that with confidence in the classification methodology; confidence in the perimeter and internal security systems; and appropriately trained staff, the actual physical environment should become far more therapeutic than punitive. Evidence has shown that attention to acoustics, color, natural light, and furnishings can have a very positive benefit on sustaining the inmates interest in programs as well as creating a workplace that inspires staff¹. Attention to the details associated with the humane treatment of inmates from an operational perspective should also be reflected in the design and construction of the new facility without compromising the security and safety of staff, inmates, and visitors.

The Influence of Recidivism Reduction. The physical infrastructure can play a measurable role in the attitudes and behavior of inmates and staff. Since staff will provide the basis for encouraging inmates that want to change their patterns of criminality, providing a safe and environmentally supportive workplace where communication and daily interaction is the norm is critical. In addition to a normative workplace, providing an adequate number of classroom, life skills rooms, employment workspaces, multipurpose and counseling spaces will offer staff the spatial diversity to work with inmates in small and large settings. With a guiding principle to maximize the opportunities for out-of-cell productive time, a variety of spaces can contribute to providing programs and services that focus on rehabilitation.

¹ Wener, R.E (2012); The Environmental Psychology of Prisons and Jails



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Functional Components

A correctional facility dedicated to offering access to programs and services supporting a rehabilitation and treatment model should include a variety of spaces organized in functional groupings. Eight major functional categories with many sub-categories were identified to support the operations, as shown in Table 3-2.

Table 3-2
Functional Components

Space #	Building Component
1.0000	FACILITY ADMINISTRATION
1.1000	Public Lobby, Visitor Processing
1.2000	Facility Administration
1.3000	DOC Headquarters
2.0000	SECURITY ADMINISTRATION
2.1000	Security Administration, Muster, & Control
2.2000	Intake and Release Processing
2.3000	Training
3.0000	PROGRAM and EMPLOYMENT SERVICES
3.1000	Program Administration
3.2000	Academic Education
3.3000	Pre-Employment Services
3.4000	Recreation Services
3.5000	Religious Services
3.6000	Inmate Industries
4.0000	VISITATION CENTER
4.1000	Inmate Visitation
4.2000	Family Visitation
5.0000	MEDICAL SERVICES
5.1000	Medical Clinic
5.2000	Medical Infirmary (30-beds not in count)
5.3000	Mental Health Outpatient Clinic
5.4000	Mental Health Housing (40-beds not in count)
6.0000	FOOD SERVICES
6.1000	Food Preparation Area
6.2000	Staff Dining Area
6.3000	Receiving and Processing Area
7.0000	FACILITY SERVICES
7.1000	Maintenance Shops
7.2000	Energy Plant
7.3000	Institutional Warehouse
7.4000	Fleet Management
8.0000	INMATE HOUSING
8.1000	Special Management
8.2000	Close Custody
8.3000	General Custody
8.4000	Reentry & Program Intensive

Source: CGL Companies; September 13, 2016

The **Facility Administration** presents the face of corrections to the community and is the area that most of the general public will frequent.

Security Administration includes the spaces that assure the safety of the facility as well as provides the intake admissions from which all inmates will begin the process of reentry.

The **Programs and Employment** component provides spaces for centralized education, skills development, spiritual, and employment services for qualified inmates.

Family visitation is a major aspect of the goal of reintegrating the offender back into the community and the **Visitation Center** offers a variety of types of family and legal visits.

The **Medical Services** spaces will support physical and mental health. Physical and mental wellness is critical to prepare of the inmate for assuming responsibility for personal health upon release.

The spaces proposed for the **Food Services** component are appropriate to traditional cook-serve or cook-chill methods. Dedicated space for staff dining is a part of this functional component.

The shops to maintain the complex operation will be located in the **Facility Services** component along with the energy plant, warehouse for institutional supplies, and a small fleet management shop.

Inmate Housing will incorporate the living and decentralized support spaces and programs for the various classification groupings.

The functional relationships in correctional facilities are influenced by security zones. Even in facilities with an intense treatment focus such as the proposed DC facility, control of inmate movement is always the primary objective. In a multi-level facility, as opposed to a campus arrangement, the key decisions relate to



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which functions must be located at ground level. After that basic decision, the remaining ones need to address on which level of a multi-level facility the other functional components should be located. In Table 3-3, a recommendation is made regarding the assignment of key sub-components to security zones. In this instance, Zone 1 means restricted inmate movement and Zone 4 is relatively open to public access,

Table 3-3
Assignment of Key Functional Sub-Components to Security Zones

Space #	Building Component	Zone 1	Zone 2	Zone 3	Zone 4
1.0000	FACILITY ADMINISTRATION				
1.1000	Public Lobby, Visitor Processing				
1.2000	Facility Administration				
1.3000	DOC Headquarters				
2.0000	SECURITY ADMINISTRATION				
2.1000	Security Administration, Muster, & Control				
2.2000	Intake and Release Processing				
2.3000	Training				
3.0000	PROGRAM and EMPLOYMENT SERVICES				
3.1000	Program Administration				
3.2000	Academic Education				
3.3000	Pre-Employment Services				
3.4000	Recreation Services				
3.5000	Religious Services				
3.6000	Inmate Industries				
4.0000	VISITATION CENTER				
4.1000	Inmate Visitation				
4.2000	Family Visitation				
5.0000	MEDICAL SERVICES				
5.1000	Medical Clinic				
5.2000	Medical Infirmary (30-beds not in count)				
5.3000	Mental Health Outpatient Clinic				
5.4000	Mental Health Housing (40-beds not in count)				
6.0000	FOOD SERVICES				
6.1000	Food Preparation Area				
6.2000	Staff Dining Area				
6.3000	Receiving and Processing Area				
7.0000	FACILITY SERVICES				
7.1000	Maintenance Shops				
7.2000	Energy Plant				
7.3000	Institutional Warehouse				
7.4000	Fleet Management				
8.0000	INMATE HOUSING				
8.1000	Special Management				
8.2000	Close Custody				
8.3000	General Custody				
8.4000	Reentry & Program Intensive				
Notes					
	Zone 1: Controlled inmate movement within and without of the spaces.				
	Zone 2: Supervised inmate movement with inmates moving to areas under surveillance.				
	Zone 3: Staff exclusive areas with no inmate access.				
	Zone 4: Permitted, but controlled, public and visitors accessible.				
	Source: CGL Companies; September 2016				

Using the proposed security zone assignments noted in Table 3-3, a matrix was developed that clarifies the strength of relationships between the key sub-components. In Table 3-4, those components requiring a direct connect are shown the darkest and those with no connection are shown blank.



Table 3-4
Proposed Functional Adjacencies between Key Sub-Components

MATRIX OF CRITICAL SPATIAL AND OPERATIONAL ADJACENCIES			Fac. Adm.	Sec. Adm.	Programs	Visit	Medical/MH	Food Prep.	Fac. Services	Spec. Mngt.	Women	Juveniles	Close Cus.	Gen. Cus.	Reentry																																					
			7,242	9,871	15,713	24,702	23,893	19,723	3,035	14,691	8,589	12,667	9,298	17,642	10,850	5,439	10,405	9,698	3,937	11,359	13,927	3,381	3,347	5,843	21,028	8,964	1,217	7,952	26,318	41,218	41,218	12,680	7,461	10,139	10,304	25,329	10,264	3,416	9,135	4,582	7,551	62,911	51,987	39,446	205,372	124,502	9,861	59,657	55,348			
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47			
			Public Lobby, Visitor Processing	Facility Administration	DOC Headquarters	Sec. Admin., Muster, & Control	Intake and Release Processing	Training	Program Administration	Academic Education	Pre-Employment Services	Recreation Services	Religious Services	Inmate Industries	Inmate Visitation	Family Visitation	Medical Clinic	Medical Infirmary (30-beds)	Mental Health Outpatient Clinic	Mental Health Housing (40-beds)	Food Preparation Area	Staff Dining Area	Receiving and Processing Area	Maintenance Shops	Energy Plant	Institutional Warehouse	Fleet Management	Administrative Support Core	Restrictive Housing	Mental Health Outpatient Hous.	Medical Outpatient Housing	STG Housing	Administrative Support Core	Special Management	Medical/Mental Health Housing	General Custody	Reentry/Program Intensive	Restrictive Housing	General Custody	Program Intensive	Administrative Support Core	Maximum Custody	Close Custody	Administrative Support Core	General Custody	Minimum Custody	Administrative Support Core	General Custody	Minimum Custody	Administrative Support Core	General Custody	Minimum Custody
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47			
			7,242	9,871	15,713	24,702	23,893	19,723	3,035	14,691	8,589	12,667	9,298	17,642	10,850	5,439	10,405	9,698	3,937	11,359	13,927	3,381	3,347	5,843	21,028	8,964	1,217	7,952	26,318	41,218	41,218	12,680	7,461	10,139	10,304	25,329	10,264	3,416	9,135	4,582	7,551	62,911	51,987	39,446	205,372	124,502	9,861	59,657	55,348			

Source: CGL, September 7, 2016

This matrix is intended to present an overview of the important direct connections between the sub-components that will be clarified in subsequent design efforts. In the architectural program that follows, key relationships will be identified through diagrams. The matrix begins the process of identifying the key direct connections that in a multi-level facility are critical.



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Basic Development Approach

The programs and services proposed for the new DC Facility are intended to reinforce the concept of normalization within a secure perimeter that will most likely be defined through the building façade, operations, design expression, choice of materials, and construction approaches. For example, the proposed communications approach requires staff to directly confront inmates on issues of conformance with policy and behavior. To reinforce the importance of direct communications, physical barriers should be minimized, if not eliminated. To assure that communication can be as normal as possible, sound reduction approaches should be applied throughout in the selection of materials and furnishings and the design of spaces. Acoustical design and treatment is an important consideration in the character of the facility, especially in the housing unit dayrooms.

With the assurance of a strong building perimeter, the construction techniques for internal structures can tend toward educational or medical establishments in most areas rather than traditional jail design. Housing units located on the perimeter (as all should be) should have secure, reinforced walls. The same approach should apply to all the functional components that form a part of the perimeter. All of the remaining components need not be constructed with any higher degree of reinforcing other than that required providing adequate structural integrity. The 24 general custody housing units will establish the footprint and architectural form to the mid-to-high rise facility and represent the spaces where the greatest amount of time will be spent by the inmate population. Therefore, a range of services and durable, low maintenance materials should characterize this area.

As noted in the adjacency matrix (Table 3-4), many of the eight major operational components have strong physical dependencies such that the co-location of these components should be achieved where possible. For example, the Facility and Security Administration spaces will provide offices for the management and security of the facility. Close interaction between staff within these areas is important to the efficient operation of the general custody facility. Also, the Visitation Room should be in close proximity to the General Reception Area within the Administration Component, enabling staff to provide direction for visitors in to the main Visitation Room.

The special management requirement for the new DC facility represents approximately 15% of the total 2,824 bed spaces. When necessary, separation needs will be met by transferring an inmate to the 376-cell men's special management cluster. To the extent that site constraints will permit, any transfer to the restricted housing area should be tantamount to moving an inmate to a separate institution. Through good behavior and participation in appropriate unit-based programs, re-assignment to other housing classifications may be possible.

A close, but physically separated, relationship between Medical, Intake Processing, and the Special Management Component will ensure that those inmates, upon booking, can have direct access to medical services as well as inmates assigned, perhaps temporarily, to the spatially separate special management component.

With the anticipated site constraints and the exterior of the buildings serving as the secure perimeter, the spaces between the various functional components should emphasize the inmate's progression towards accepting greater responsibility for their actions. To the extent possible, natural light and courtyards should be used to make these internal transitions between major functional components.

At the time of developing the architectural program, the Reservation 13 (location of the existing CDF and



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CTF) property has been suggested for the new DC facility. Therefore, the program and site relationship recommendations are based upon the assumption that the new facility will be at least a multi-level configuration as high as the existing CTF.

The internal functional relationships should be driven by the operational approach which emerged from discussions with DOC staff. The following operational and management factors should influence the blocking and stacking and internal functional relationship approach:

1. The building perimeter security configuration should eliminate the concern for escape through a combination of a construction techniques, electronic detection, and regular perimeter foot patrols.
2. A 50-100-foot zone between the building façade and the property line should be established with any movement in this zone subject to CCTV and/or electronic detection.
3. The 376-cell special management component should be separately located within the complex, but include spaces for productive program opportunities for these inmates. Any connections between the special management components and the remainder of the complex should be through controlled access.
4. A range of daily inmate programs and services should be de-centralized to the 240-bed (women and juveniles); 448-bed (close custody); 1,344-bed (general custody); and 416-bed (reentry and program intensive) housing clusters. Most housing units should be 56-bed housing units that include an exterior courtyard with 32-bed housing units for special management and program intensive inmates.
5. The Program and Employment Services areas should be as close to the general custody housing units as feasible in a multi-level facility. Based on reliable classification, inmates from one cluster should be permitted to work with those of another cluster.
6. Contact visiting should be conducted at the Visitation Center, with supplemental video visiting at the housing unit, to extend the contact between inmates and families. Inmates assigned to the special management cluster will utilize video visitation, supplemented by non-contact visits for qualified inmates.
7. Inmate movement from the general custody and reentry housing units to the central programs and support areas for education, job training, religious services; the central infirmary; employment in a centralized location; and contact visiting should be through scheduled, supervised and monitored movement. Any movement of close custody and special management inmates should be escorted.
8. Specially designed technology should be used to enhance the staff's ability to monitor and control the movement of all inmates.

In the following pages, an architectural program that defines the individual spaces and basic functional relationships for and within each operational component is presented.



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Architectural Program

The guiding principles, operational, and development philosophy of the proposed facility defined in the previous sections reflects generally accepted best practice guidelines and the American Correctional Association standards. In this section of the report the specific spatial quantification is presented. Each of the eight components of the proposed new facility will be discussed according to four basic topics:

Component Role

A description is offered of the mission of each separate component of the facility that establishes the basis for the future design and construction approach.

Operational Description

Utilizing information from the general operating guidelines, the functional description frames the basic operating conditions that will define the use of each of the eight facility components.

Space Allocations

The *net* and *gross* square footage for each space included in the facility will be presented. *Net* square footage defines the area within a room or space exclusive of wall thicknesses, corridors, and mechanical shafts, while the *grossing factor* applies a percentage against the net square footage to account for non-assignable area. Since the grossing factor in the architectural program is based upon a percentage that has been applied to a computer program, the total gross area may end in an odd integer. This is not intended to indicate that degree of accuracy at this stage of planning, but an "internal" formula in the computer program.

Grossing factors are derived from experience with design and construction of similar facilities. The percentage of space required to accommodate circulation and mechanical spaces varies depending on such things as type of space (living area, support area, etc.), frequency of use of a particular space (24-hour access, business shift access, etc.), the number of people that will have access at any given time, and the buildings vertical height (dependence on elevators). These factors all impact the need for additional plumbing, circulation space, and mechanical equipment areas and will increase the percentage accordingly. The most important numbers are those associated with the net space allocations. The future design team will be challenged to achieve a grossing factor lower than the one presented in the program.

Functional Relationships

A critical aspect of a facility design is to assure that key spaces and departments are properly located with respect to others. The verbal functional relationship descriptions also include a graphic representation of the general area. These diagrams are not intended to be floor plans but rather indications of the important adjacency relationships between various spaces.

The information presented in this section has been used to develop the preliminary cost estimate for the new multi-custody facility as well as to foster the development of the schematic design documents at a future state. Each of the eight components (listed below) is discussed using these four major topics.



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1.000: Facility Administration

In many correctional facilities, the Facility Administration component is alternately placed outside and inside the security perimeter. With the limitation of the size of the site; the potential exposure to other non-correctional uses in Reservation 13; and the need for the building(s) to form a part of the perimeter security, the public entry spaces and facility administration component should be the single public and staff entrance into the complex. While this component will serve as the administrative center for the new complex, the headquarters of the Department of Corrections will also be a separate part of this function.

Component Role. The Facility Administration component serves as the center for administrative decisions regarding the operation of the complex in offices that are frequented by both staff and official visitors. The facility administration component includes the main public lobby which provides transition spaces to process staff and visitors into the administrative, courts subcomponent, staff training, and the visitation areas.

All persons entering and exiting the complex will be processed through the main lobby reception. From this central processing and transition point, staff will proceed to work areas and visitors to the video arraignment/judicial hearing room, or the visitor's center.

The Administrative Offices should be designed to reflect easy but controlled access to administrative personnel by official visitors, volunteers, vendors, and representatives of other agencies. Although within the secure portion of the facility, the administrative offices area can be designed and constructed in a normal office type manner.

The courts subcomponent will include a visitor spectator area for those attending an arraignment proceeding, as well as spaces for a judicial officer and supporting court personnel. Professional interview rooms will be provided for inmates to have face-to-face meetings with legal representation. Associated with the courts area will be secure holding cells for the inmates making an appearance in the courtroom.

The largest subcomponent is the DOC Headquarters function that is currently located completely separate from an institution. This separation could continue in the future, but if space (and budget) is available, the stated preference is to co-locate the DOC Headquarters staff and offices with the administrative staff of the new correctional facility. Similar to the Facility Administration subcomponent, and even more so, public will require access to the DOC staff on a very regular basis.

Operational Description. Visitors or staff arriving to the complex will report to the entry receptionist that will be present during the daylight hours. The reception staff will be able to direct approved official visitors to their desired areas. Given the site limitations, the facility administration offices and future expansion space could be located on a second level above the entry lobby. If so, an elevator/stair lobby will need to be provided near the main lobby. Access to the second level, if necessary, should be monitored.

The indoor lobby, as well as a covered outdoor waiting area, should be of a size to accommodate the large number of persons who may access the facility at approximately the same time. Staff and visitors will present a personal identification to the reception staff who will in turn determine the authorization for entry into any part of the facility.

The entry lobby is intended to be a processing and transfer point for staff and visitors entering and exiting the complex. When identification and authorization for a visit has been approved, staff and/or visitors will be directed or escorted through a sally port to any secure areas of the facility. Visitors arriving for meetings



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with Facility Administration or DOC Headquarters staff will also be met by staff in the waiting area beyond the screening point.

The court related spaces will typically operate during normal court hours although the possibility exists that the courtroom could be used for night court activities not related to detention (e.g., traffic, drug court). Should this be the case, reception and security staff should be stationed in the public lobby to process visitors into the courtroom. Although the operational approach could be altered over time, at this stage night court activities involving in-custody inmates are not anticipated.

Space Allocations. Three sub-components of the Facility Administration component, the public lobby, facility administration offices, and the DOC headquarters contain 4,844, 6,603 and 11,378 net square feet respectively. Most of the spaces that comprise these three sub-components are offices and related space, with the exception of the court-related spaces. Of the three major sub-components, the DOC Headquarters represents approximately 47% of the total space and is currently in another location well away from the reservation site. This could remain the case and thus reduce the program by over 15,000 square feet, or the DOC Headquarters could be located separately on the Reservation site.

In Table 3-5, the net and gross square feet allocation for the facility administration component is presented. A departmental grossing factor of 30% has been added to the net square footage calculation to account for non-assignable area such as wall thicknesses, corridors, and mechanical space. The Facility Administration component, including the DOC Headquarters, represents approximately 11.6 square feet per inmate in the total allocation of inmates divided into square footage of a component.

Table 3-5
Facility Administration Space Allocation

Space #	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
1.1000 Public Lobby, Visitor Processing, Video Courtroom						
1.1001	Covered Outdoor Waiting	1	1	300	300	Easily maintained surfaces; count as 600SF
1.1002	Lobby	40	1	15	600	Durable materials; information kiosks
1.1003	Toilets	6	2	20	240	Handicapped accessible
1.1004	Entry Reception	3	1	60	180	Counter location
1.1005	Staff and Visitor Screening	2	2	100	400	Magnetometer & table
1.1006	Visitor Waiting Room	50	1	15	750	Comfortable seating
1.1007	Visitor Lockers	50	1	2	100	Built-in
1.1008	Visitor Search Room	1	1	60	60	Private room
1.1009	Video Visitation Room	20	1	12	240	Used for parole hearings, legal and family visits
1.1010	Equipment Room	1	1	80	80	Lockable area
1.1011	Visitor Processing Staff	2	1	48	96	Counter; adjacent to Visitor Waiting
1.1012	Courtroom Security Vestibule	10	1	10	100	Sound and security lock
1.1013	Courtroom Security Office	1	1	100	100	Private office
1.1014	Courtroom w/Spectator Seating	30	1	20	600	Judges Bench, attorney tables, secure area w/video arraignment
1.1015	Judicial Officer's Room	1	1	250	250	Private office w/private toilet
1.1016	Judicial Assistant	1	1	80	80	Open workstation
1.1017	Judicial Clerks	2	1	64	128	Open workstation
1.1018	Staff Toilets	1	2	50	100	Accessible
1.1019	Inmate Holding Area	10	1	20	200	Open waiting area
1.1020	Professional Interview Room	2	2	60	240	Acoustically treated; located near inmate holding
1.1021	Industry Sales Display Area	1	1	250	250	To demonstrate product lines
1.1022	Janitor's Closet	1	1	50	50	w/sink and shelves
			Net SF		4,844	
			Grossing Factor	30%	1,453	
			Total DGSF		6,297	

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Table 3-5 Continued

Space #	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
1.2000 Facility Administration						
1.2001	Lobby	10	1	15	150	Acoustically treated
1.2002	Reception	1	1	100	100	Open station
1.2003	Warden's Office	1	1	250	250	Exterior location
1.2004	Secretary's Office	1	1	64	64	Open workstation
1.2005	Administrative Assistant	1	1	100	100	Private office
1.2006	PREA Coordinator	1	1	64	64	Open workstation
1.2007	Facility Maintenance Supervisor	1	1	64	64	Open workstation
1.2008	Inmate Records Supervisor	1	1	64	64	Open workstation
1.2009	Conference Room	45	1	20	900	Connected to Warden's Office/with dividing partition wall
1.2010	Deputy Warden for Operations	1	1	200	200	Private office
1.2011	Shift Supervisors (Major)	1	3	150	450	Private office
1.2012	Deputy Warden for Programs	1	1	200	200	Open workstation
1.2013	Reentry Programs Coordinator	1	1	64	64	Open workstation
1.2014	Juvenile Program Coordinator	1	1	64	64	Open workstation
1.2015	Women's Programs Coordinator	1	1	64	64	Open workstation
1.2016	Education Programs Coordinator	1	1	64	64	Open workstation
1.2017	RSAT Program Coordinator	1	1	64	64	Open workstation
1.2018	Religious & Volunteer Prog. Coord.	1	1	64	64	Open workstation
1.2019	Case Management Coordinator	1	1	64	64	Open workstation
1.2020	Principal Clerk	1	1	100	100	Private office
1.2021	Clerical Work Stations	1	4	64	256	Open work stations
1.2022	Operations Lieutenant	1	1	120	120	Private office
1.2023	Administrative Lieutenant	1	1	120	120	Private office
1.2024	Inmate Worker Officer	2	1	64	128	Open workstations
1.2025	Payroll Clerk	4	1	48	192	Open work stations
1.2026	Departmental Aide	1	1	64	64	Open workstations
1.2027	Administrative Sergeant	1	1	64	64	Open workstations
1.2028	Private Meeting Rooms	6	4	20	480	Table and six chairs
1.2029	Information Technology Specialist	2	1	80	160	Open workstations
1.2030	Computer Room	1	1	200	200	Secure room
1.2031	Mail Room	1	1	150	150	Secure room
1.2032	Office Storage	1	4	40	160	Lockable rooms
1.2033	Records/Archives	1	1	200	200	Lockable space
1.2034	Reproduction/Supplies/Workroom	1	1	300	300	Lockable room
1.2035	Employee Break Area	15	1	15	225	w/sink; seats 15 staff
1.2036	Staff Toilet (Male/Female)	1	4	120	480	Accessible
1.2037	Mechanical/Electrical Room	1	1	100	100	Lockable area
1.2038	Janitor's Closet	1	1	50	50	w/sink
			Net SF		6,603	
			Grossing Factor	30%	1,981	
			Total DGSF		8,584	
			Facility Administration Net SF		11,447	
			Grossing Factor	30%	3,434	
			Total Facility Administration DGSF		14,881	
			Building Grossing factor	15%	2,232	
			Total Facility Administration BGSF		17,113	
			<i>SF/Inmate</i>		<i>6.1</i>	
1.3000 DOC Headquarters Function						
Office of the Director						
1.3001	Waiting Area	10	1	15	150	Seating for up to 10 visitors
1.3002	Receptionist	2	1	64	128	Two open workstations; part of waiting area
1.3003	Administrative Specialist	1	1	100	100	Private office
1.3004	Director	1	1	300	300	Private office with direct access to Executive Conference Room
1.3005	Fiscal Officer	1	1	120	120	Private office
1.3006	Returning Citizens Officer	1	1	120	120	Private office
1.3007	Program Analyst	1	1	120	120	Private office
1.3008	Staff Toilets	1	2	50	100	Accessible
1.3009	Executive Conference Room	20	1	20	400	Seating for 20; audio-visually equipped
1.3010	Secretary	1	1	64	64	Open workstation
1.3011	General Counsel	1	1	150	150	Private office
1.3012	FOIA Officer	1	1	120	120	Private office
1.3013	Legal Secretary	1	1	64	64	Open workstation
1.3014	Government and Public Affairs Officer	1	1	120	120	Private office
1.3015	Assistant Officer	1	1	80	80	Open workstation
1.3016	Investigative Services Director	1	1	120	120	Private office
1.3017	Investigative Staff	9	1	80	720	Open workstations



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Table 3-5 Continued

Space #	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
1.3018	Private Interview Rooms	1	5	150	750	Table for up to six
1.3019	Conference Room	12	1	20	240	Capable of audio-visual presentations
1.3020	Break Room	1	1	40	40	Small cabinet with sink for tea and coffee
1.3021	Janitor's Closet	1	1	50	50	Utility sink
			Net SF		2,918	
			Grossing Factor	30%	875	
			Total DGSF		3,793	
Operations Division						
1.3101	Deputy Director for Operations	1	1	200	200	Private office
1.3102	Operations Staff	3	1	64	192	Open workstations
1.3103	Community Corrections Director	1	1	120	120	Private office
1.3104	Community Corrections Staff	6	1	80	480	Open workstations
1.3105	Correctional Program Specialist	1	1	100	100	Private office
1.3106	Policy and Procedures Specialist	1	1	100	100	Private office
1.3107	Small Conference Room	6	1	25	150	Table for up to six
			Net SF		1,342	
			Grossing Factor	30%	403	
			Total DGSF		1,745	
Management & Support Division						
1.3201	Deputy Director for Management Sup.	1	1	200	200	Private office
1.3202	Staff Assistant	1	1	100	100	Private office
1.3203	Division Support Staff	3	1	64	192	Open workstations
1.3204	Human Resources Director	1	1	120	120	Private office
1.3205	Human Resources Support Staff	10	1	64	640	Open workstations
1.3206	Strategic Planning Director	1	1	120	120	Private office
1.3207	Planning & Research Staff	4	1	64	256	Open workstations
1.3208	Medical Director	1	1	120	120	Private office
1.3209	Medical Admin Support	1	4	64	256	Open Workstations
1.3210	Procurement Director	1	1	120	120	Private office
1.3211	Procurement Staff	8	1	64	512	Open workstations
1.3212	Contract Administration Director	1	1	100	100	Private office
1.3213	Contract Administration Analysts	2	1	64	128	Open workstations
1.3214	Federal Billing Unit Director	1	1	120	120	Private office
1.3215	Federal Billing Unit Staff	6	1	64	384	Open workstations
1.3216	Engineering Unit Director	1	1	120	120	Private office
1.3217	Policies & Procedures Analyst	1	1	100	100	Private office
1.3218	Risk Management Director	1	1	100	100	Private office
1.3219	EEO & Diversity Coordinator	1	1	100	100	Private office
1.3220	Information Technology Director	1	1	120	120	Private office
1.3221	Conference Rooms	12	2	20	480	Capable of audio-visual presentations
1.3222	Small Meeting Rooms	6	8	15	720	Table for up to six
1.3223	Copy Center	1	1	250	250	Layout tables
1.3224	IT Equipment Room	1	1	200	200	Lockable; special HVAC consideration
1.3225	Supplies Room	1	1	150	150	Shelving
1.3226	Staff Break Room	12	1	20	240	Cabinets/sink; tables seating for 12
1.3227	Staff Quiet Room	1	1	100	100	Day bed and lounge chair
1.3228	Storage	1	10	60	600	Lockable spaces
1.3229	Toilets	1	2	160	320	Accessible
1.3230	Mechanical/Electrical Room	1	1	100	100	Lockable area
1.3231	Janitor's Closet	1	1	50	50	Utility sink and shelving
			Net SF		7,118	
			Grossing Factor	30%	2,135	
			Total DGSF		9,253	
	DOC Headquarters Net SF				11,378	
	Grossing Factor			30%	2,285	
	Total DOC Headquarters DGSF				13,663	
	Building Grossing factor			15%	2,050	
	Total DOC Headquarters BGSF				15,713	
	<i>SF/Inmate</i>				<i>5.6</i>	
	Total Net SF for Facility & Headquarters Administration				22,825	
	Grossing Factor			30%	5,720	
	Total DGSF				28,545	
	Building Gross Sq. Ft.			15%	4,282	
	Total BGSF				32,826	
	<i>SF/Inmate</i>				<i>11.6</i>	

Source: CGL Companies; August 2016



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Functional Relationships. The public lobby area to the complex serves as an important transition between the non-secure and secure environment. The operation of any secure pedestrian sally port associated with the front entrance should be from the central control room. Within the public lobby space, the reception staff will receive visitors and staff and complete the identification check. From this point, staff and visitors will proceed through the secure screening point for metal/x-ray detection into the waiting area for entry into the visiting center, the courtroom, an elevator lobby for monitored access to the facility administration offices/DOC headquarters if located at a second level, or to the sally port to the secure side of the institution.

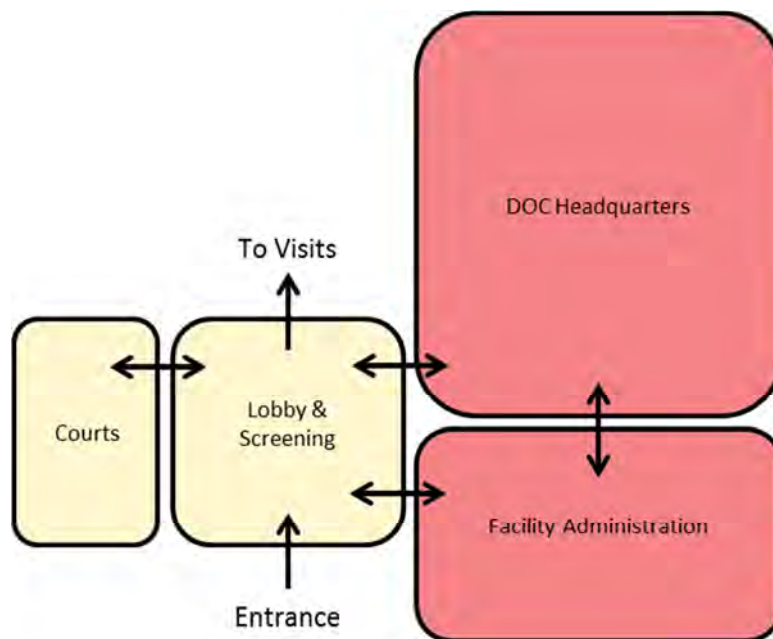
The administrative spaces for the facility administration and DOC headquarters sub-components can be configured in a typical office-type format. A combination of enclosed offices and open workstations should be used to house the functions associated with administration, record-keeping, personnel, and business management functions. A secretary/receptionist position is recommended for location in close proximity to the facility administration and DOC headquarters areas to provide information to official visitors.

Staff arriving at the entry area will be processed through the security screening point before entering the secure components of the institution through a sally port. Keys or other access devices will be issued either from the central control room or the adjoining armory/key control office in an adjacent area.

Figure 3-1 presents the major sub-components within the Facility Administration area of the complex. Depending on the site configuration, the facility administration and the DOC Headquarters offices could be at a second level of the complex.

Figure 3-1

Functional Relationships of the Facility Administration Component





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2.000: Security Administration

This component of the facility consists of three sub-components: 1) Security Administration, Staff Services, and Central Control, 2) Intake/Transfer/Release, and Staff Training functions. Security Administration, which includes the central control room, will serve the security operations needs for the entire complex. Staff services includes locker rooms and a readiness room to assist staff to prepare for the rigors of the posts they fill. The second major sub-component contains the spaces associated with the inmate intake and release functions. Through the visioning sessions, the DOC acknowledges that this area is one of the most important to the reentry process as the beginning of a focus on the reduction of reoffending begins in this area of the complex. The third sub-component provides the spaces for staff training and also doubles as spaces that could be opened to the community during non-training hours for permitted uses.

Component Role. Staff at this component is responsible for the day-to-day security operations of the complex which includes a variety of functions from shift assignments to dispatching intervention teams during any disturbance. On a daily basis, the security administration staff will prepare security reports; prepare and maintain the security logs; conduct internal audits and investigations; and prepare shift assignments. The intake and release component performs one of the most critical functions in the entire system with staff responsible for the classification of in-coming inmates and the assessment of needs so that a reentry plan can be prepared during the early days of incarceration.

This component also includes the muster and training spaces for staff to provide the spaces for exchange of the information that is critical to maintaining good order and the training classrooms to insure that staff is provided access to the latest policies and procedures. While the focus of the training sub-component is to prepare DOC staff for the humane care and custody of offenders, these spaces could also be made available for use by other law enforcement agencies and the general public on a scheduled basis.

Operational Description. The Intake/Transfer/Release component is the location of the staff and spaces that manage the complicated processing of inmates being admitted by local police and the processing of out-going inmates to the community, other institutions, or transfers to hospitals or specialty clinics. While inmates should not spend more than six hours of processing time in this area, this component does serve as the initial introduction of the inmate to the correctional environment at the complex.

Most of the security administrative and operations functions provide support and/or direct staff throughout the facility. Other functions are very specific and have special spaces associated with carrying-out particular missions. In security operations, the staff complete internal investigations, maintain shift schedules, and maintain security operational manuals, among other responsibilities under the command of the shift commander.

In the intake/transfer/release component, the identification, processing, and initial classification of in-coming inmates occurs along with issuing clothing and personal items, inventorying inmate property, and assuring the orderly transfer and assignment of the inmate to a particular housing unit. This area includes holding spaces, processing counters, showers, changing areas, various stations for interviews and initial classification, and a property area to safely store an inmate's belongings until a final disposition of these items can be accomplished.

Training is critical to sustaining a focus on safety and security as well as the implementation of new programs with a focus on reducing reoffending. The training spaces will be used daily for recruitment



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testing and specific courses. This space should have direct access to the public lobby for persons applying for positions and completing tests; correctional and other agency staff in the process of receiving instruction; and members of the general public who have been given permission to use the space at scheduled times.

Space Allocation. Security administration is primarily comprised of offices for the shift commander and shift supervisors with an associated conference room. In the staff services and muster area, the major space allocation is dedicated to the lockers. The proposed split between male and female staff using a locker is 600 men and 400 women. However, the design could demonstrate a method of achieving flexibility in the numbers of lockers assigned to each gender while maintain a separation. A total of 1,200 square feet is proposed for the briefing room at shift change. A readiness room is included to offer staff the space to plan for forced interventions in times of disturbance and to maintain a physical exercise routine. This sub-component also includes the primary staff break room with a small kitchen.

By far, the majority of the space for this component is related to the intake and release sub-components that accounts for approximately 24,000 square feet of the total 68,318 for this component. The intake and release area is subdivided into four distinct areas for pre-screening; intake and booking; court processing; and release processing. Due to the special requirements for each of these steps in the process, physically separate, but connected, areas are proposed.

Space for the recruitment testing and staffing training is another large sub-component that has no direct relationship to the intake and release sub-component but does have a direct relationship to the public lobby and a strong indirect relationship with the security administration and staff services spaces.

In Table 3-6, a space program is presented that identifies a total square footage of 68,318 total square feet for these three major sub-components of the security administration area. This translates to approximately 24.2 square feet per inmate for this component of the facility.

Table 3-6

Security Administration Space Allocation

Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
Security Administration, Staff Muster, Staff Services, & Central Control					
Watch Commander	1	1	120	120	Private office
Conference Room	12	1	20	240	Seating for 20
Shift Supervisor	1	3	80	240	Open workstations
Administrative Assistant	1	1	64	64	Open workstations
Storage Rooms	1	2	40	80	Lockable space
Briefing Room	150	1	12	1,800	Capable of three subdivisions each
Readiness Room	15	1	80	1,200	w/Exercise Equipment
Equipment Storage	1	2	150	300	Lockable space; sensitive training items
Male Lockers/Shower	600	1	10	6,000	Based on 600 male lockers and toilet/shower area
Female Lockers/Shower	400	1	10	4,000	Based on 400 lockers and toilet/shower area
Kitchen & Staff Break Area	1	1	400	400	Typical cafeteria arrangement
Kitchen Storage	1	2	50	100	Lockable; shelving
Lounge	35	1	30	1,050	Comfortable chairs; TV; computer terminals
Storage	1	2	60	120	Lockable
Quiet Room	1	1	150	150	Day bed and lounge chair
Central Control Room	1	1	400	400	Secure; controlled access; staff toilet
Equipment Room	1	2	80	160	Secure; alarmed space
Tactical Armory	1	1	300	300	Secure; alarmed space
Locksmith Shop	1	1	150	150	Moveable benches and storage

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Table 3-6 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
2.1020	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.1021	Short Term K9 Kennels	1	4	40	160	Outdoors, covered area for shade, drains for washing out
2.1022	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					17,184	
Grossing Factor				25%	4,296	
Total DGSF					21,480	
2.2000	Intake and Release (Based upon 30 bookings per day)					
Pre-Screening Processing						
2.2001	Vehicle Sallyport	1	1	2,000	2,000	Accommodates 8 cars and a bus
2.2002	Pedestrian Sallyport	1	1	150	150	Interlocked doors
2.2003	Breathalyzer Testing Room	1	1	250	250	Capable of video-taping sobriety tests
2.2004	Equipment Office	1	1	50	50	Lockable space
2.2005	Inmate Toilet	1	1	45	45	Accessible
2.2006	Medical Pre-screening Station	1	1	60	60	Private space at counter
2.2007	Supplies Closet	1	1	25	25	Lockable space
2.2008	Police Workroom	1	1	150	150	Stand-up work stations
2.2009	Police Toilet	1	1	45	45	Adjacent to Workroom
2.2010	Arrestee Waiting	15	1	30	450	Open Seating for 10 inmates
2.2011	Evidence Processing Room	1	1	120	120	Special design w/storage lockers; refrigerator
2.2012	Evidence Storage	1	1	50	50	Secure space
2.2013	Pre-Screening Station	1	4	60	240	Two-person cubicles; 2-medical; 2-booking techs
2.2014	Initial Photo Station	1	2	60	120	Video imaging equipment
2.2015	Initial Property Station	1	1	80	80	Open stand-up station
Net SF					2,835	<i>Vehicle sally port computed at 50% of NSF</i>
Grossing Factor				20%	567	
Total DGSF					3,402	
Intake Processing						
2.2016	Inmate Waiting Room	30	2	30	1,800	Open seating for 50-60 inmates
2.2017	Intake Deputy Station	1	1	64	64	Open stand-up station
2.2018	Single Holding Cells	1	2	70	140	Observation from Intake Deputy station
2.2019	Group Holding Cells	6	2	30	360	Seats 5 inmates w/toilet
2.2020	Sobriety Cell	1	2	70	140	w/floor drains and toilet w/padding; CCTV surveillance
2.2021	Safety Cell	1	2	70	140	w/toilet and padding; CCTV surveillance
2.2022	Finger Print Station	1	2	60	120	Capable of electronic or ink prints
2.2023	Classification Staff	1	4	60	240	60" high privacy panels
2.2024	Intake Medical Officer	1	1	100	100	Private office with view of processing area
2.2025	Medical Screeners	1	3	60	180	Privacy screen between stations
2.2026	Examination Room	1	1	80	80	w/Exam table; equipment
2.2027	Medical Toilet	1	1	45	45	Accessible
2.2028	Pretrial Services Officer	1	4	60	240	60" high privacy panels
2.2029	Bail Bond Interview	1	4	40	160	Non-contact cubicles
2.2030	Detention Processing Supervisor	1	1	100	100	Private office with view of processing area
2.2031	Intake Sergeant	1	1	80	80	Open worksttion
2.2032	Records Room/NCIC/Records Clerks	1	1	250	250	Two workstations of 48 SF each + 600 record jackets
2.2033	Staff Toilets	1	2	160	320	Accessible
2.2034	Break Room	6	1	20	120	w/Overhead sink and cabinets
2.2035	Shakedown Room	1	4	30	120	Privacy screens
2.2036	Clothing Issue	1	1	240	240	Shelving
2.2037	Temporary Inmate Property Storage	1,500	1	1	1,500	Hanging bag storage bins for 60 inmates (three days intake)
2.2038	Showers	1	2	40	80	Handicapped accessible (1)
2.2039	Storage	1	2	120	240	Lockable space
2.2040	Property Officer	1	1	80	80	Within storage area
2.2041	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.2042	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					7,009	<i>Excludes the Property Officer located with Property Room</i>
Grossing Factor				20%	1,402	
Total DGSF					8,411	
Court Processing (Based on 100 court trips per day; 60 at peak time)						
2.2043	Transfer Holding Room	60	1	30	1,800	Seating for 60
2.2044	Group Holding Cell	6	4	30	720	Seats 5 inmates w/toilet; inmates awaiting housing
2.2045	Holding Cell	1	4	70	280	w/toilet for Court/hospital transfers
2.2046	Transfer Sallyport	1	1	150	150	Interlocking doors controlled from Main Control Room
2.2047	Transportation Director	1	1	100	100	Private office
2.2048	Transportation Staff	10	1	40	400	Open workstations, Area for restraint storage
2.2049	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					2,950	
Grossing Factor				20%	590	
Total DGSF					3,540	



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Table 3-6 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
Release Processing (Based on 30 releases per day; 15 at peak time)						
2.2050	Release Area (Inside secure area)	15	1	30	450	Open seating for 20
2.2051	Property Storage	3,000	1	1	3,000	Hanging bag/storage bins for 1,440 inmates
2.2052	Release Workstation	3	1	60	180	Privacy screens
2.2053	Release Sallyport	1	1	150	150	Interlocking doors controlled from Main Control Room
2.2054	Release Area Restroom	1	1	50	50	Handicapped accessible
2.2055	Public Waiting Area	10	1	20	200	open seating area/public phones
2.2056	Public Restrooms	1	2	50	100	Male/Female, handicapped accessible
2.2057	Social Services Offices	1	2	80	160	Private offices
2.2058	Entry/Exit Vestibule	1	1	80	80	No controlled by Control Room
2.2059	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.2060	Janitor's Closet	1	1	50	50	w/sink
Net SF					4,520	
				Grossing Factor	20%	904
Total DGSF					5,424	
Total Intake, Transfer, & Release Net SF					17,314	
				Grossing Factor		3,463
Total Intake, Transfer, & Release DGSF					20,777	
2.3000	Staff Training					
2.3001	Waiting Area	20	1	20	400	Lobby style seating for 20
2.3002	Receptionist	1	1	80	80	Open work station in Lobby
2.3003	Visitor Toilets	1	2	120	240	Accessible
2.3004	Training Director	1	1	150	150	Private office
2.3005	Training Staff	12	1	48	576	Open workstations; lockable cubicle files
2.3006	Training Clerks	2	1	64	128	Open workstations
2.3007	Recruiting Officers	1	2	100	200	Private offices
2.3008	Recruiting Clerks	4	1	64	256	Open workstations; lockable cubicle files
2.3009	Recruit Interviewing	2	2	80	320	Private office
2.3010	Recruitment Testing	20	1	36	720	Open room with 20 computer workstations
2.3011	Large Training Classroom	100	1	25	2,500	Flexible desk and chair arrangement
2.3012	Classroom Storage	1	1	300	300	Capable of storing rolling table storage bins
2.3013	Standard Training Classroom	60	3	25	4,500	Flexible arrangement; capable of being subdivided
2.3014	Classroom Storage	1	1	150	150	Capable of storing rolling table storage bins
2.3015	Physical Contact Training	30	1	60	1,800	Weight and aerobic training equipment
2.3016	Equipment Storage	1	1	200	200	Lockable; shelving
2.3017	Kitchen and Storage	1	1	250	250	Stove, microwave, refrig. w/freezer, sink, dishwasher, cabinets
2.3018	Training Breakroom	40	1	20	800	Table and chair seating
2.3019	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.3020	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					13,720	
				Grossing Factor	25%	3,430
Total DGSF					17,150	
Total NSF for Security Admin., Intake/Transfer/Release, & Training					48,218	
				Grossing Factor		11,189
Total DGSF					59,407	
				Building Gross Sq. Ft.	15%	8,911
Total BGSF for Security Admin., Intake/Transfer/Release, & Training					68,318	
				SF/inmate		24.2

Source: CGL Companies; August 2016

Functional Relationships. The central control room should serve as the electronic nerve center for the facility. Depending upon the location, this highly secure space can also serve a secondary role of providing casual supervision of visitors, staff, and/or inmates in the spaces adjacent to the control room. Again, based upon site constraints that may influence design choices, the security administration component, including the central control room, could be located on the second level.

Staff will access the staff services spaces each day for briefings and potentially the change of clothes in the lockers/shower spaces. The central staff readiness room will be located in this sub-component with exercise equipment that is associated with the training. Since staff training and muster will be one of the first spaces that staff arriving at the facility will visit each day, this area should be located in close proximity to the central lobby and potentially an elevator bank if the security administration area is located on the second level. The staff breakroom that will be accessed through the public lobby and depending upon the



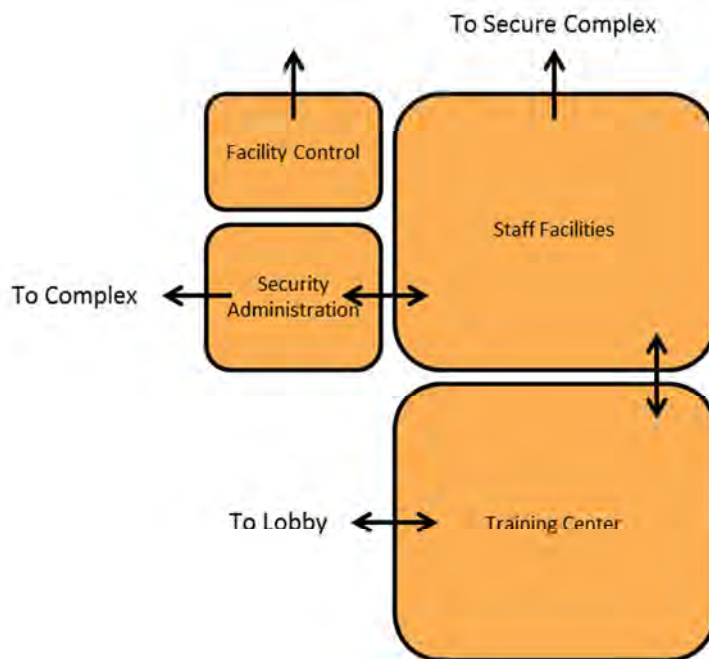
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building configuration, through a separate controlled entrance will be a part of this sub-component.

Figure 3-2 illustrates the functional relationships within the security administration sub-components.

Figure 3-2

Functional Relationships of the Security Administration, Staff Services, and Control Room Sub-Component



The intake and release sub-component is a separate function from the two other sub-components of the security administration component. Space for medical staff has been provided in the intake and release sub-component, so if the direct connection with Medical Services is not possible, staff from medical services could be stationed in the intake and release sub-component on a fulltime basis.

This is by far the most complicated aspect of the facility since the intake and release process involves a myriad of functions and the interaction with many different staff that performs critical tasks associated with identification, property accounting, medical screening, pretrial intervention participation, and initial classification. These and other tasks are critical to making the correct housing assignment or releasing the correct inmate, and the establishment of a process to prepare the inmate for reentry.

At this stage of the planning process, the space allocation and functional relationship diagrams are intended to reflect an operational procedure. The approach recommended is based upon an operational concept called "open booking" where most of the inmates will wait in an open seating area to be called to counters that surround the seating area for completion of the various stages of the process. Experience has shown this approach to be more staff efficient and secure (more staff observation of inmates) and less costly to design (fewer cells and more seats).

The second stage of the process involves identification, interviews, classification, and processing property. The basic aim is to assure that the functional relationships are such that inmates are not required to reverse the "forward" flow in the booking or transfer processes. A separate area near the intake and

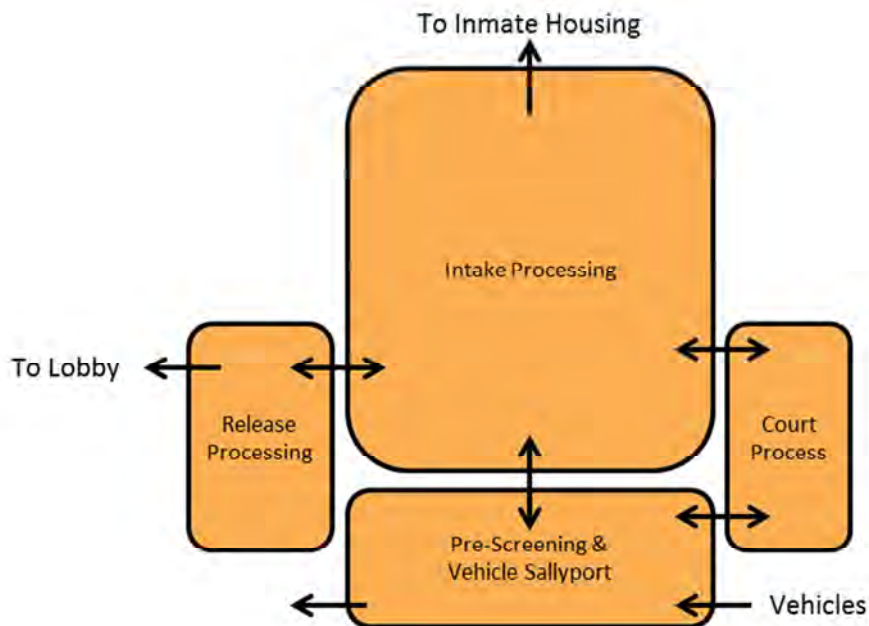


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transportation area will be provided as a release processing area. Social services spaces will be provided to allow volunteers and service for inmates being released. Figure 3-3 illustrates the functional relationships within this sub-component.

Figure 3-3

Functional Relationships of the Intake/Release/Transfer Sub-Component





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3.000: Program and Employment Services

Each inmate in the 2,824-bed facility will be offered the opportunity for academic instruction, skills development, inmate industries, and specialized counseling to improve the chances for a successful community re-integration. A major focus of the complex will be the provision of opportunities to leave incarceration with basic skills to obtain employment, housing, and continue to remain connected to community resources. Opportunities for skills enhancement, wellness, counseling, and employment will also be available in the new complex. This component addresses the space to meet the aim of improving the chances that re-offending will not occur following release. The sub-components discussed include: 1) Academic Education; 2) Pre-Employment Services; 3) Recreation Services; 4) Religious Services; and 5) Inmate Industries.

Component Role. Programs at the new complex will be under a programs director with responsibility for staff and volunteer services to the inmates aimed at intervening in a pattern of criminality and, if possible in a relatively short time period of incarceration, reversing this historical pattern. A portion of the space, therefore, is allocated to the offices that will house the administration of the various programs. While centralized spaces will be available for the overall administration of the programs offered, the basic concept of the new complex is to de-centralize social workers and case managers to clusters of functionally classified housing units.

Academic Education. The Academic Education sub-component will house classrooms, reading laboratories, guidance counseling offices, and a library to improve basic academic skills. Teachers will be provided appropriate work spaces outside the classroom as well as adequate storage space for supplies and equipment.

Six typical academic classrooms within which General Education Diploma (GED) and other academic courses can be taught in classrooms sized for up to 20 inmates will be available. The instruction area also includes two life skills rooms where instructors can focus on a wide variety of practical subjects to better prepare the inmate for coping with activities such as job applications, employment interview techniques, family budgeting, parenting skills, and many other topics that improve the chances for a more successful return to the community. Due to the high level of illiteracy among the inmate population, two computer-based reading labs have been included in the instruction area.

A learning and media center with a general library having a combination of book stacks, law library, and informal reading and research areas is included in the program. To the extent possible, the law library should utilize CD-ROM rather than the space-consuming book stack areas associated with maintenance of the law books and codes.

Pre-Employment Services. The pre-employment training sub-component is one of the most important programs available for the general custody inmates to teach the inmate skills for future employment and the discipline necessary to maintain employment during their period of incarceration.

The six pre-employment training classrooms should provide the opportunity for learning specific technical skills that are linked to employment opportunities within the institution and, to the extent feasible, the market-place. While the objective is to link the pre-employment training curriculum to employment opportunities within the District setting, this linkage will be largely dependent upon the type of industries that are ultimately selected for the inmate industries program.



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The spatial program includes a space for horticulture and hydroponic gardening that could be located on the roof of the complex or at ground level near inmate industries. Since many jobs are available for individual with these skills, space to accommodate such a program has been included in the program.

Recreation Services. In an effort to prepare the inmate for learning the skills of making responsible choices, a major focus of activity in the new complex will be those areas dedicated to unstructured functions, religion, and personal welfare. Even within the institutional setting, qualified inmates should be encouraged to make as many personal choices as is commensurate with the individualized inmate plan. In doing so, the inmate's use of unstructured time, participation in physical activity and exercise of personal choice in the acquisition of commissary items is an important step in learning responsibility and accountability.

Given this major objective, the recreation services sub-component should be accessible by inmates for both group sports and participation in personal choice unstructured activities. Due to the size of the indoor, these spaces should be predominant features within the institution. The recreation services component should be open and accessible to inmates on a seven day per week basis for at least 12 hours per day. Due to anticipated site constraints, access to outside recreation will be achieved through recreation courtyards adjacent to each housing unit.

Religious Services. In keeping with a policy of encouraging inmates to explore personal spirituality, the multi-denominational area and related spaces should become a spatial focus within the complex. Inmates should be encouraged to use this area for group and individual worship. Access to this space should be open to the population that can move from housing units to the spiritual center and on a scheduled basis. Inmates confined to the high risk housing units will be offered access to services and spiritual counseling in the de-centralized multi-purpose rooms and offices in the unit management clusters.

Inmate Industries. Many detention facilities do not include a industries component due to the short average length of confinement. However, the DOC's commitment to preparation for release and a productive crime-free life includes space that can offer qualified inmates work opportunities in industries that cater to accelerated learning. While the current average length of stay is approximately 120 days, with the proposed increase in a return of FBOP inmates to the new complex, a cohort of inmates will be available for participation in industry work programs due to the anticipated longer period of confinement.

Qualified male and female inmates can be assigned to the inmate industries sub-component for productive employment and instruction in the personal disciplines that are necessary to develop good work habits and maintain these in future employment following their release. Although four industry spaces are indicated in the program, the number of individual industries cannot be determined at this time, so a flexible area should be created.

While the inmate industries area is within the institutional setting, the objective is to design and construct these spaces in a manner such that they replicate similar functions in the community. The control of tools and supplies from a contraband point of view is essential; therefore, the design and management of the spaces should, as closely as possible, parallel those within a free market industrial complex.

Operational Description. Although the rehabilitation functions of the new complex have been discussed as one functional component, the co-location of these components is neither critical nor desirable. The inmate industries and pre-employment (life skills) training components may be of a different type of construction that suggests co-location, while the academic education and religious and library components



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are a more compatible grouping. At this stage of pre-architectural planning, the important focus is upon inclusion of the required spaces and the general location of the functions within a multi-level complex.

While accessible to inmates on an appointment basis, the administrative sub-component of the academic education area will be dedicated to staff functions. In addition to full-time institutional staff, many contract and volunteer instructors will be used to enhance and expand the basic skills and courses offered.

Inmates should be permitted to access the academic education area on a scheduled basis using a pass system. During normal operating periods, the academic classrooms are anticipated to operate from 8:00 AM to 4:00 PM. Based upon the demand for educational services, evening classes may also be offered.

The location and design features of the library should be an important image point for the complex. Inmates should be encouraged to expand their classroom instruction by participating in organized programs offered through the full time and volunteer library staff. Every effort should be made to achieve a balanced combination of traditional reading materials supplemented with self-paced computer-based programs. Inmates should be able to access the library at least three hours per week. Inmate workers can also be used to support the institutional staff.

While all inmates will be encouraged to participate in employment opportunities, the pre-employment training sub-component should be seen as an important activity center where inmates can expand their knowledge and skills, as well as participate in activities which instruct in the principles of responsible decision-making.

The pre-employment training classrooms should be under the direction of the instructors. Approximately 20 inmates could be assigned to each of the four training classrooms in the pre-employment training center. Inmates selected for participation in this program should have exhibited educational capabilities and skills aptitudes such that their participation in the pre-employment training program would be beneficial to future employment in inmate industries and upon release to the community.

The daily operation of the inmate industries and pre-employment services would be between the hours of 8:00 AM and 4:00 PM. If a particular industry has a requirement for production that necessitates a second shift of operation, this can be accomplished with additional staff. The industries director for the new complex should seek industry opportunities that maximize the use of this area. Qualified inmates should be allowed to move freely from housing units to both the industries and the pre-employment services components. An inmate break room is proposed in the program for inmates in the Industries sub-component to dine without returning to their housing units.

Security in industries and pre-employment services areas will be provided both by production and pre-employment training staff as well as correctional staff. Correctional officer(s) will move between the various workshops on a regular basis.

The religious center should be open for at least a 12-hour period each day of the week. A religious coordinator is proposed for the religious component, with additional volunteers enabling the operation of this critical rehabilitative function to be at least a 12-hour day. Within the religious sub-component, the multi-denominational area will serve as a central feature, capable of seating 50-75 inmates at a time. In addition to the featured worship center, two religious study rooms should be provided for group activities.

Individual and group counseling sessions is a key component of the new complex program. Many of the



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inmates will have experienced difficulties in seeking and maintaining employment in their history. The new complex may well represent the first opportunity for focused skills counseling and pre-employment programs. Women that qualify to be assigned to the program intensive living housing cluster will receive many of the counseling services in the living cluster. Women in general population will be given the opportunity to participate in day, evening, and night counseling sessions in the centralized space. Both fulltime staff and volunteer offices will be provided for individual counseling sessions.

If provided as an internal service, a secure commissary storage area will be in the institution warehouse sub-component and could offer employment opportunities for selected inmates. If the commissary service is based on a “just-in-time” delivery approach, a menu-driven system would be used where inmates could select personal hygiene, stationary, miscellaneous items, and limited food items from either/or a paper or electronic menu that will be processed through an off-site commissary. A computerized inmate accounts program will permit direct access by the commissary clerk to the inmates' accounts to verify that funds are available for the inmates' purchases. As a part of the normalization approach, the space program includes spaces that could be converted on a temporary basis to “shopping kiosks”, much like those in shopping malls. A majority of inmates could be qualified to purchase convenience items from these kiosks.

The design of all of the spaces in this sub-component should follow normalized construction techniques comparable to that of similar types of functions in the community. Special security requirements are unnecessary for any of the components except access to any complex commissary storage area, which should be secured with a door alarm.

Inmate industries should provide flexible workshops areas that would be able to accommodate from up to 25 depending upon the type of work required. These workshops should reflect a combination of private sector and DOC-managed work programs. The overall inmate industries program will be under the direction of a DOC supervisor whose role will involve negotiation with private sector companies for inclusion in the complex.

In the development of the architectural program and design for this area, a generic spatial configuration is proposed. Once (a) specific industry/industries has/have been identified for a specific space, the space may need to be modified to meet specific requirements of the selected industry. However, this should be a minimal requirement since the floor area, ceiling height, conduit chases, and construction techniques should permit a wide variety of production and service-oriented industries to be located within the industries sub-component.

Under the direction of the industries supervisors, civilian staff may be employed to assist the inmates with on-the-job training as well as the production requirements associated with the particular industry. Security will be the responsibility of the industries supervisor and the production management staff, with deputies assigned to the area primarily to provide supervision over the processing in and out of the production zones.

Space Allocations. The total estimated gross square footage assigned to the Program and Employment Services component is 65,922 or approximately 23.3 square feet per inmate for the entire 2,824 inmate population. Inmates from the 376-cell special management component will not use the centralized functions of this component, but spaces for legal books, general library material, and teachers' meeting rooms will be centrally located for the total campus.

The largest single sub-component is inmate industries, comprised of the four production areas. The



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configuration of this area should allow for flexibility so that one to ten different production units could be located in this 15,341 DGSF space.

The academic education sub-component comprises a total of 12,775 DGSF. The interior design of this sub-component should be similar to that of a high school or community college.

A total of 7,469 DGSF is proposed for the functions associated with pre-employment training. The pre-employment labs and associated instructional classrooms should be designed similar to vocational high schools or technical colleges. Spatial flexibility will be critical for this area.

The recreation services sub-component contains 11,015 DGSF. The Exercise Room, which is primarily associated with gymnasium-type sports and physical training activities, should be sized to be similar to a high school gymnasium. A separate area for weight and aerobic training is also included in the spatial program.

The multi-denominational worship area has been sized to seat approximately 75 participants. This area requires a sensitive use of space to accommodate the varied forms of worship by inmates of many faiths. In lieu of fixed seating, consideration should be given to moveable chairs.

Table 3-7 presents the spatial program for the Program and Employment Services component.

Table 3-7
Security Administration Program and Employment Center Space Allocation

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
3.1000	Program Services Administration					
3.1001	Waiting Area	8	1	20	160	Lobby style seating for 20
3.1002	Programs Director	1	1	150	150	Private office
3.1003	Staff Toilets	1	2	50	100	Handicapped accessible
3.1004	Conference Room	12	1	20	240	Seats 12-15
3.1005	Records/Files	1	1	150	150	Lockable area
3.1006	Administrative Secretary	1	1	80	80	Open workstations
3.1007	Education Director	1	1	150	150	Private office
3.1008	Pre-Employment Supervisor	1	1	150	150	Private office
3.1009	Program Analyst	1	1	100	100	Private office
3.1010	Program Accountant	1	2	64	128	Open workstations
3.1011	Program Clerks	1	4	48	192	Open workstations
3.1012	Volunteer Coordinator	1	1	100	100	Private Office
3.5013	Break Room	6	1	20	120	w/cabinets and sink
3.5014	Storage	1	4	40	160	w/shelves
3.5015	Janitor's Closet	1	1	50	50	Utility sink with shelving
			Net SF		2,030	
			Grossing Factor	30%	609	
			Total DGSF		2,639	
3.2000	Academic Education					
3.2001	Academic Classrooms	20	6	30	3,600	Flexible seating
3.2002	Life Skills Room	20	2	35	1,400	Extensive electrical outlets
3.2003	Reading Lab	20	2	35	1,400	Extensive electrical outlets
3.2004	Guidance/Career Counselor	1	2	100	200	Private office
3.2005	Storage	1	10	40	400	Lockable space
3.2006	Library	1	1	1,000	1,000	Accommodates at least 10 volumes per inmate
3.2007	Law Library	1	1	200	200	w/glazing for observation by staff
3.2008	Librarian	1	1	120	120	Private office
3.2009	Library Work Room	1	1	150	150	w/sink and cabinet

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Table 3-7 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
3.2010	Teachers' Workroom	15	1	48	720	Workstations for academic and pre-employment staff
3.2011	Teachers' Breakroom	15	1	20	300	Serves Academic and Pre-Employment staff
3.2012	Material Storage	1	2	80	160	lockable space
3.2013	Staff Toilets	1	2	160	320	Accessible
3.2014	Inmate Toilets	1	2	50	100	Handicapped accessible; adjacent to classrooms
3.2015	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.2016	Janitor's Closet	1	1	50	50	Utility sink with shelving
			Net SF		10,220	
			Grossing Factor	25%	2,555	
			Total DGSF		12,775	
3.3000	Pre-Employment Training					
3.3001	Pre-Employment Labs	15	3	50	2,250	Flexible space; durable surfaces
3.3002	Classrooms	15	3	35	1,575	Seating for 15-20
3.3003	Tool Storage	1	3	100	300	Secure space
3.3004	Pre-Employment Classroom Storage	1	3	200	600	Secure space
3.3005	Horticulture Area	1	1	600	600	Could be roof-top greenhouse
3.3006	Groundskeeping	1	1	500	500	Ground level location
3.3007	Inmate Toilet	1	2	50	100	Handicapped accessible
3.3008	Janitor's Closet	1	1	50	50	Utility sink with shelving
			Net SF		5,975	
			Grossing Factor	25%	1,494	
			Total DGSF		7,469	
3.4000	Recreation Services					
3.4001	Exercise Room	1	1	7,000	7,000	Comparable to high school basketball size
3.4002	Equipment Storage	1	1	300	300	Lockable space
3.4003	Exercise Room	1	1	1,500	1,500	Weight and aerobic training equipment
3.4004	General Storage	1	2	100	200	Lockable space
3.4005	Recreation Specialist	1	1	100	100	Lockable space
3.4006	Recreation Staff Workroom	1	4	48	192	Open workstations
3.4007	Security Station	1	1	36	36	Standup Station
3.4008	Inmate Toilet	1	2	50	100	Handicapped accessible
3.4009	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.4010	Janitor's Closet	1	1	50	50	Utility sink with shelving
			Net SF		9,578	
			Grossing Factor	15%	1,437	
			Total DGSF		11,015	
3.5000	Religious, Counseling Services					
3.5001	Multi-Service Area	75	1	20	1,500	w/religious design motif
3.5002	Vestibule	1	1	150	150	Acoustically treated
3.5003	Storage	1	2	150	300	Lockable space
3.5004	Facility Spiritual Directors	1	1	150	150	Private office
3.5005	Staff Assistants	1	4	64	256	Cubicles
3.5006	Staff Toilets	1	2	50	100	Handicapped accessible; two adjacent to 3.501
3.5007	Religious Study Rooms	20	2	20	800	Multiuse areas
3.5008	Waiting Area	8	1	20	160	Seating for 8-10
3.5009	Counseling Supervisor	1	1	150	150	Private office
3.5010	Correctional Counselors	1	8	100	800	Private office
3.5011	Clerical Workstation	1	2	64	128	Open work station
3.5012	Volunteer Work Area	1	4	36	144	Open workstations
3.5013	Group Counseling Rooms	12	2	40	960	Seats 12-15 each
3.5014	Individual Counseling Rooms	2	4	40	320	One on one counseling
3.5015	Storage	1	4	40	160	Lockable space
3.5016	Breakroom	12	1	20	240	w/cabinets and sink
3.5017	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.5018	Janitor's Closet	1	1	50	50	Utility sink with shelving
			Net SF		6,468	
			Grossing Factor	25%	1,617	
			Total DGSF		8,085	

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Table 3-7 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
3.6000	Inmate Industries					
3.6001	Industries Director	1	1	150	150	w/view to Production Area
3.6002	Production Supervisors	1	4	64	256	Open workstations
3.6003	Security Station	1	4	36	144	Raised for viewing Production Area
3.6004	Clerical/Files	1	1	150	150	For 3- to 4-drawer file cabinets
3.6005	Staff Toilets	1	2	50	100	Handicapped accessible
3.6006	Inmate Staging Area	25	1	10	250	For processing into and out of industries rea
3.6007	Separate Production Areas	25	4	80	8,000	20-25 inmates; one industry should be laundry
3.6008	Tool Storage	1	4	80	320	Secure space
3.6009	Raw Material Storage	1	4	200	800	Open bins
3.6010	Finished Product Storage	1	1	500	500	Lockable area
3.6011	Inmate Toilets	1	2	160	320	Handicapped accessible
3.6012	Inmate Break Room	25	4	15	1,500	Seating for 25-30
3.6013	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.6014	Janitor's Closet	1	1	50	50	Utility sink with shelving
3.6015	Loading Dock	1	1	400	400	At grade roll-up doors, if possible
3.6016	Staging Area	1	1	300	300	Open temporary storage area
			Net SF		13,340	
			Grossing Factor	15%	2,001	
			Total DGSF		15,341	
	Total NSF for Program Services				47,611	
	Grossing Factor				9,712	
	Total DGSF				57,323	
	Building Gross Sq. Ft.			15%	8,599	
	Total BGSF for Program Services				65,922	
	SF/Inmate				23.3	

Source: CGL Companies; August 2016

Functional Relationships. To achieve the objective of full participation of the instructional and unstructured time activities available in the academic education sub-component, the location should be centrally located within the complex. As the likely solution will be a mid-rise configuration, this could mean a level that is easily accessible to the inmate floors should be a priority. Inmates should be able to easily access this component without passing through an inordinate number of physical barriers; some escorted, but all observed during movement. While access to the area would be scheduled and use a pass system, this should not minimize the development for as many opportunities as are feasible for the entire inmate population to utilize this important instructional and learning center.

The academic education area is largely comprised of 10 classroom spaces that could be clustered together to form a “school-within-the-institution” arrangement. All of the classrooms, including the Life Skills Room and the Reading Lab, are closely inter-related and should be designed in such a manner that supervision of the classrooms from the central circulation space is easily achieved.

Similar to the academic education area, access directly from a central circulation spine would be acceptable. Although no pre-conception exists, an assumption has been made for planning purposes that most of the pre-employment training will focus on non-construction trades. This would mean that large materials handling spaces may not be necessary. However, to accommodate the delivery of any supplies to the pre-employment training sub-component, a centralized loading dock with adequate elevator capacity should serve this function.

In the design phase, consideration should be given to creating a central “arrivals center” for the educational sub-components, including the library and multi-use areas so that on weekends and evenings these spaces can remain open to qualified inmates.

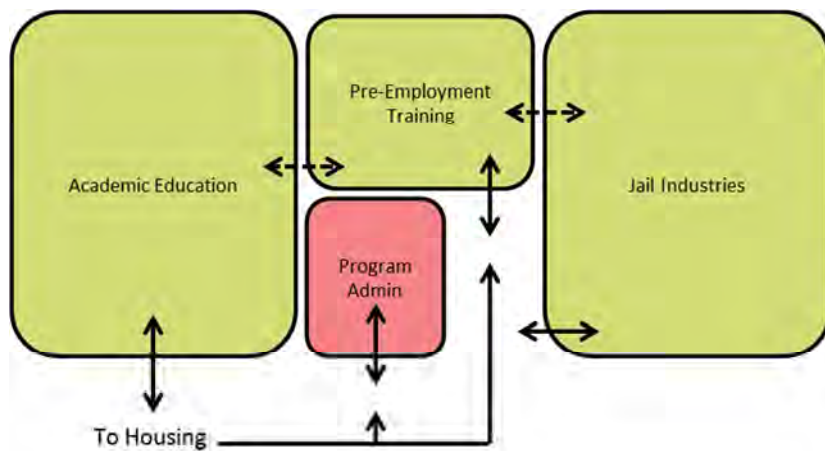


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Figure 3-4 displays the primary functional relationships between the program administration, academic education, library, and pre-employment sub-components. Depending on the design solution, entrances through the classrooms from the central circulation space to the pre-employment labs would be permissible. Due to the nature of the greenhouses, these spaces may need to be located on the roof of directly related to the service yard of the complex.

Figure 3-4

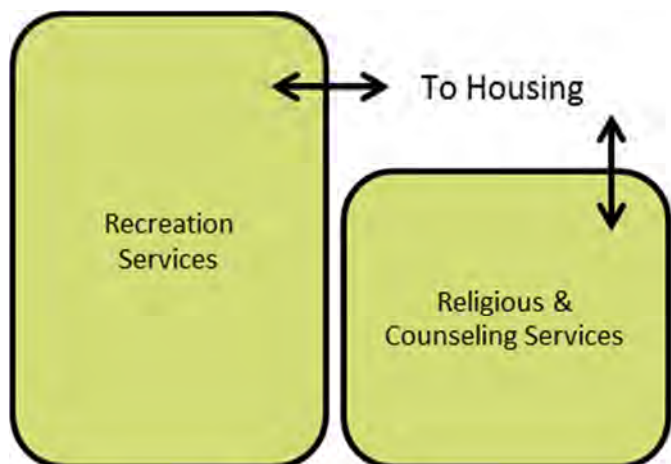
Functional Relationships of the Programs and Pre-Employment Sub-Components



The recreation services sub-component should be located at a high inmate activity zone within the multi-level complex with security posts and surveillance appropriate for the level of activity. As an area that is likely to generate a lot of noise, the functions should be isolated from classroom and religious spaces. Easy vertical access from the housing clusters should be a major factor in determining a location within the complex. Figure 3-5 demonstrates the functional relationships of this sub-component.

Figure 3-5

Functional Relationships of the Recreation and Religious Sub-Components



The religious and counseling spaces have no direct functional relationship to the other sub-components of this component. However, the spaces for religious services and counseling should be easily accessible to the various housing clusters. Since some of the meetings with counselors may be of a private nature, location of these spaces separate from highly trafficked areas associated with classrooms and employment



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should be a high priority.

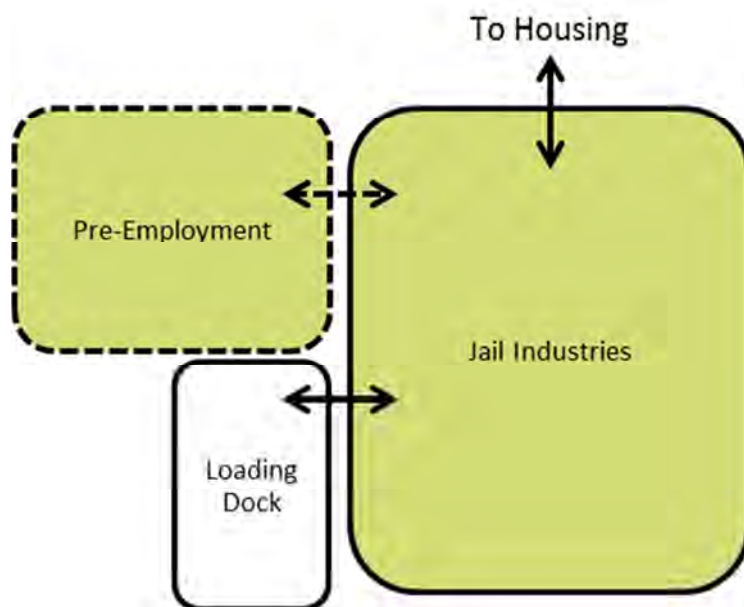
The area dedicated to Inmate industries is another “stand-alone” sub-component that is a large consumer of space and requires access by inmate workers and outside materials and supplies. In addition, one of the industries should be inmate laundry that will require access to elevators for the movement of laundry to various parts of what is anticipated to be a multi-level facility. Ideally, the industries sub-component would be located at ground level and within a secure zone.

Providing inmate industries in jails is a concept that is gaining interest nationally. Many jurisdictions are recognizing the advantages to implementing these types of programs even for short-term inmates. Most of the jail industry programs are “make-work” programs such as packaging, simple assemblies, and informational services. The concept is based upon low skill employment that cannot be cost effectively done at minimum wages in the free world. Contracts with local industries could provide a supervised, cost effective approach to low skill employment.

The advantage to the short-term inmate is the ability to learn the discipline of responsibility and accountability, while earning a wage. While most new jail industry programs are contracts with the private sector, an analysis should be conducted of District production requirements (e.g. mass printing) that could be done through the inmate industries program.

Figure 3-6 presents the basic functional arrangement of this sub-component.

Figure 3-6
Functional Relationships of the Inmate Industries Sub-Component





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4.000 Visitation

Supervised visits with family members and friends are important to the rehabilitation program for all inmates. Each qualified general custody inmate will be eligible for at least two visits per week. Those inmates assigned to the special management component that are eligible will visit on a separate schedule and using tele-visiting techniques. Tele-visits will also be used by all custody levels to the twice per week supplement contact visits. Over time, more of the remote visiting will not involve the visitor appearing at the detention complex but conducted from satellite locations and eventually from home.

Component Role. Two visitation components will be used to support the principle that contact with family is essential for the rehabilitation process. Depending upon behavior, all visits should be open, utilizing both indoor and outdoor visitation spaces. Based upon the availability of space, inmates will be permitted to visit for longer than one hour in the contact visitation space. Non-contact booths for inmates with a custody classification that prevents contact with family members will be available. Video visitation stations located near the public lobby will provide the primarily for contact with the special management population.

The second component is a Family Visitation Center focused on inmates, and especially women, with children who have satisfied a rigorous vetting program and have committed to be a part of a program that involves the family in group counseling. The Family Visitation Center will provide space for day visits by family members that will be a part of the family counseling program.

During normal visits, visitors should not be permitted to bring packages into the visits area. While the policy of the DOC is to encourage and enhance the visitation process, visitors will be subject to search based upon probable cause of infractions to posted and printed rules. In addition to the open visit area, private rooms should be provided for legal and official visits.

Operational Description. Subject to adjustment but for planning purposes, during weekdays, the contact visitation room could be open from 9:00 AM to 4:00 PM. Based upon the availability of staff, evening visiting hours between 6:00 PM and 9:00 PM may also be permitted. On Saturdays and Sundays, the visitation could occur from 9:00 AM to 5:00 PM. Again, based upon staff availability, inmates may be permitted visits of greater duration than one hour.

In an effort to locate the visitation function in close proximity to the public lobby, inmates will be escorted of move independently at their scheduled time from the housing clusters to the secure side of the visitation area. Following the contact visit, inmates will exit the visitation center through a body scan before returning independently or by escort to the housing appropriate cluster. Any more extensive search will be based upon DOC policy.

The family visitation center should be located in the same general area as the contact and non-contact visitation center. Offices for family counselors and volunteers will also be included in this sub-component of the visitation center for staff that will be directly involved in family-based treatment programs. A small kitchen is also included to normalize the family visitation experience. This area includes four overnight sleeping suites that are intended for parents to use with their children. While this area may not be initially used for this purpose, over time, a more extensive and inclusive visitation policy is anticipated.

From the non-secure side, visitors will process through the public lobby to a visitors' waiting room in close proximity to the visitation room where the visitor's authorization will be checked and packages and hand-



Section 3 - Functional Program

items stored. Routine pat searches of visitors will be a part of the operating policies and procedures but, if probable cause can be determined, a more thorough search of visitors can be conducted by same sex staff.

The visitation area will be staffed only during the times of visitation with two to three staff stationed in the open area. In addition to these staff, a visitor processing officer should be located at the point where visitors enter the visit waiting room. An inmate visit processing officer should also be located on the inmates' side of the institution.

Space Allocation. In Table 3-8, the individual spaces within the two visitation sub-components are identified. The predominant space is the 4,500 square foot visitation room that is sized to accommodate approximately 300 persons at one seating. While the visitation room is expected to be used on a regular basis, this space could be used for other functions involving the staff or community groups on a scheduled basis. The family visitation center has approximately 3,600 square feet dedicated to group meeting rooms, the overnight suites for mothers and babies, and offices for staff and volunteers to work with inmates that will have qualified for this intense family-based rehabilitation program.

Table 3-8
Visitation Center Space Allocation

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
4.1000	Inmate Visitation					
4.1001	Visitor Sally Port	1	1	150	150	Glazing throughout
4.1002	Inside Visit Room Visitor Toilets	1	2	50	100	Handicapped accessible
4.1003	Inmate Toilet	1	2	50	100	Handicapped accessible; adjacent to Inmate Waiting
4.1004	Professional Visiting Room	2	4	40	320	Private rooms w/floor to ceiling glazing
4.1005	Non-Contact Visitation	2	8	30	480	Glazed, separate cubicles w/tele. communication
4.1006	Visitation Room	300	1	15	4,500	Space for 100 inmates & 200 visitors
4.1007	Security Station	1	2	36	72	Slightly raised for viewing
4.1008	Individual Children's Visit Rooms	1	4	80	320	Floor to ceiling glazing
4.1009	Children's Playroom	1	2	250	500	Observable from Contact Visitation Area
4.1010	Children's Toilet	1	2	35	70	Adjacent to Play area
4.1011	Storage	1	2	100	200	Lockable space
4.1012	Inmate Waiting	50	1	15	750	Bench seating
4.1013	Inmate Search	1	1	150	150	Body scan machine; w/sink for handwash
4.1014	Mechanical/Electrical Room	1	1	100	100	Lockable area
4.1015	Janitor Closet	1	1	50	50	Utility sink with shelving
			Net SF		7,862	
			Grossing Factor	20%	1,572	
			Total DGSF		9,434	
4.2000	Family Visitation Center					
4.2001	Waiting Area	15	1	20	300	Lobby style seating for 15
4.2002	Family Visitation Coordinator	1	1	120	120	Private office
4.2003	Volunteer Office	4	1	48	192	Open workstations
4.2004	Security Station	1	1	36	36	Open workstation
4.2005	Family Meeting Room	10	2	30	600	Seats 10-12 each
4.2006	Children's Center	1	1	250	250	Multipurpose space
4.2007	Preparation Kitchen	1	1	140	140	Base and overhead cabinets; range; refrig., dishwash.
4.2008	Storage	1	2	50	100	Lockable space
4.2009	Visitor Toilets	1	2	50	100	Accessible
4.2010	Overnight Visiting Suites	1	4	450	1,800	Sleeping area; small kitchen & dining area; bathroom
			Net SF		3,638	
			Grossing Factor	30%	1,091	
			Total DGSF		4,729	
Total NSF for Program Services					11,500	
Grossing Factor					2,664	
Total DGSF					14,164	
Building Gross Sq. Ft.					15%	2,125
Total BGSF for Program Services					16,288	
SF/Inmate					5.8	



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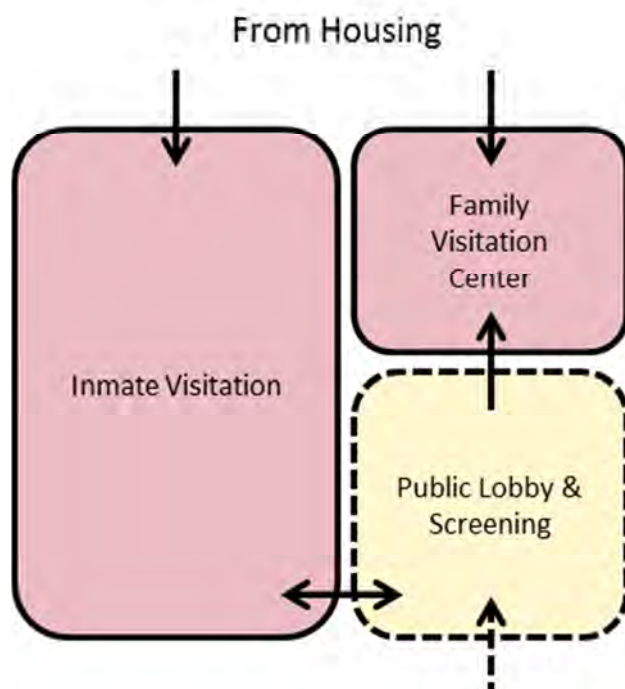
Functional Relationships. The Visitation Center component is one that must involve the secure and non-secure portions of the complex. To promote the concept of normalization and the value that the DOC places on visitation as part of the rehabilitation process, visitors, and especially children, must feel that entering the correctional complex is not detrimental to their view of the staff or the inmate that is being visited. Therefore, the spaces, design, process, and staff must be seen as acting in unison to support a normalized experience with a safe and secure setting. This begins with dedicating waiting spaces specifically dedicated to accommodating the visitors and implementing a process of verification and waiting that demonstrates the value that the DOC places on visitors.

The location of the Visitation Center should be as close to the public lobby as is feasible. In a restricted site that will require multi-levels, the 16,000 square feet for the Visitation Center may not be able to be on the same level as the entrance and public lobby. If this is the case (as in the existing CTF), access to stairs and elevators to the Visitation Center should be a major part of the public lobby.

The achievement of separate processing areas for inmates and visitors is essential to the safe operation of this component. While security procedures associated with achieving the safe management of the visitation component are critical, the design of the spaces can utilize normal construction techniques and materials. Since the Visitation Center is anticipated to be a part of the public lobby with controlled access to the facility and security administrative areas, movement between this area and the administrative component of the complex must be carefully controlled. While this area will rely upon direct officer supervision of the visitation areas, the use of concealed close-circuit cameras with video recording capabilities should be considered. The spatial organization of the inmate visitation component is shown in Figure 3-7.

Figure 3-7

Functional Relationships of the Visitation Center Component





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5.000 Medical Services

Medical Services for the 2,824-bed complex will include four distinct components: 1) Clinic; 2) Medical Infirmary (30 beds); 3) Mental Health Clinic; and 4) Mental Health Infirmary (40 beds). All inmates should have access to 24-hour health care staff. Every inmate, from admissions to release, will be encouraged to participate in a specific wellness program that will be developed as a part of the inmate plan. As a part of the normalization and choice-making objective, inmates will be responsible for their well-being and expected to participate in dietary, exercise, and educational regimes that reinforce positive health practices.

Component Role. Substantial spaces are dedicated to diagnosing and treating inmates in a hospital-like setting for both those with medical and mental health needs. The focus of the component is to treat all illnesses and injuries and return the inmates to their respective housing units as efficiently as feasible, similar to what be the practice in the community. In effect, the DOC will operate on a managed care model that encourages the inmate to accept responsibility for his/her wellness.

Supporting this approach, spaces should be provided in the housing units, recreation area, academic education classrooms, and the medical services area to instruct inmates on personal wellness programs. The 30 general infirmary beds for medically needful inmates will be dedicated to those with acute or chronic health problems. However, for those that cannot be efficiently managed within the complex clinical setting, supervised stays in an approved community hospital will supplement the services provided by DOC.

A separate clinic is recommended for inmates with a diagnosis of a mental disorder that will initially be identified through the intake screening process or is found to develop while incarcerated. The clinic will provide spaces for private interviews and offices for the dedicated mental health staff. The 40 mental health infirmary beds provide a range of accommodation for inmates suffering from acute crisis to a chronic disorder that prevents their assignment to a general or special custody housing unit. A full range of services will be available in this area.

Through the medical and mental health sub-components, extensive substance abuse, HIV awareness, infectious disease, and mental health programs will be a major portion of the treatment regime. All inmates will be expected to attend internal seminars and instructional presentations regarding communicable diseases and substance abuse in their housing clusters.

At 70 total beds and two separate clinics, the component of the complex will offer the services that assist the ill inmate to begin a path towards recovery and acceptance of his/her responsibility for sustaining their personal wellness. For inmates nearing release, the professionals in this component will assist the inmate in connections with community resources in concert with case management staff.

Operational Description. Within the medical services component, a range of health care services designed for the range of medical needs will be provided utilizing professional, certified staff. Inmates will have access to the health services area on both an individualized treatment and emergency basis. Utilizing staff and equipment based in the housing clusters and the individual living units, inmates will seek appointments with medical personnel in either/both the medical or mental health clinics. The process of arranging a visit to one of the centralized clinics will be initiated in the individual housing unit, usually through the correctional officer, but also a dedicated case management team from the administrative component of a housing cluster.



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Medical staff will be available in the medical clinic on a 24-hour basis. While all inmates will have access to the medical clinic 24 hours a day on an emergency basis, the normal hours of operation for which the general custody inmate can access medical staff would be from 8:00 AM to 4:00 PM during weekdays and as needed on weekends and holidays. Some inmates will be permitted to make their appointments with assistance from the housing unit management team and move independently to the clinic on a scheduled basis. Others will be escorted.

The daily sick call function will be organized on a housing unit basis by the inmate presenting the Housing Unit Officer or Case Manager a request for consultation with the medical staff. An interview/triage room is provided at each housing unit so that most sick call requests can be handled through daily visits to the housing unit by medical staff. If a visit to the clinic is required, inmates with a custody classification permitting will be permitted to move with a pass to the clinic at a scheduled time. A waiting area in the clinic for up to 30 is part of the space allocation for the clinic. Following consultation/treatment with medical staff, qualified inmates will be permitted to move independently back to the housing unit or to their assigned work or educational area.

Within the medical services component, a 30-bed infirmary will be co-located with the medical clinic for the purpose of providing 24-hour accommodation for inmates that are suffering from an illness so that their removal from the housing unit is essential to expedite the healing process and/or prevent contagion to other inmates. Also, inmates returning from a community hospital following surgery or more extensive specialized treatment should be accommodated in the medical infirmary until medical staff approves a return to the general housing area.

The mental health sub-component is a highly specialized service that serves the treatment needs of all inmates, as well as those who have been confined to the 40-room mental health clinic. The outpatient clinic will include a waiting area for 20 inmates as well as private interview rooms and the offices of the clinic staff. Visits to the unit will be scheduled in a manner similar to the general clinic for medical purposes.

The mental health infirmary is an inpatient mental health/medical facility that offers a variety of accommodations for acute and sub-acute patients. The design of this unit should be similar to any local hospital psychiatric unit. A total of 40 single rooms are included in the mental health with associated support space. While proximity to the medical infirmary is not mandatory, a co-location would provide many advantages.

Medical and mental health services should be under the supervision of professionally trained staff. In addition to these staff, security staff should be assigned to each of the four areas to provide security for sick call and housing functions. Due to the location of medical supplies and drugs within this component, additional security features associated with door alarms and secure construction for the pharmacy should be provided.

Space Allocation. The total area programmed for the medical and mental health services component is 35,399 BGSF, or 12.5 SF per inmate. The medical sub-components comprise 57% of the total space within this component. Table 1-5 presents the spatial assignments for the Medical Services component.

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Table 3-9
Medical Services and Mental Health Space Allocation

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
5.1000	Clinic					
5.1001	Waiting Area (30 Inmates)	30	1	15	450	Observable; subdivide into two areas
5.1002	Inmate Toilet	1	1	50	50	Handicapped accessible
5.1003	Security Station	1	1	36	36	Adjacent to Nurse's Station
5.1004	Counseling/Interview Room	1	2	80	160	Private space; view panel in door
5.1005	Medical Staff Meeting Room	15	1	20	300	Audio-visual capable
5.1006	Treatment Room	1	1	180	180	w/sink and cabinets
5.1007	Examination Rooms	1	4	100	400	w/sink and cabinets; C-PAP capable; 1 used for dialysis
5.1008	Special Procedures Room	1	1	160	160	w/sink and cabinets; whirlpool tub; portable dialysis
5.1009	Physical Therapy Room (Dry Room)	1	1	300	300	Specialty equipment
5.1010	Physical Therapy Room (Tub Room)	1	1	200	200	Hot and cold tubs
5.1011	Dialysis Treatment Room	6	1	48	288	Dialysis chairs
5.1012	Clinic Nurse's Station	4	1	80	320	Manages flow and use of examination rooms
5.1013	Records Room	1	1	300	300	Secure room; include imaging equipment
5.1014	Resident Physician	1	1	150	150	Private office
5.1015	Physician's Workspace	1	2	80	160	Work stations
5.1016	Secretary	1	1	80	80	Private office
5.1017	X-ray Room	1	1	140	140	w/necessary x-ray shield
5.1018	Developing Room	1	1	80	80	w/sink
5.1019	Storage (wheelchair, etc.)	1	1	100	100	Lockable space
5.1020	Chief of Nursing	1	1	120	120	Private office
5.1021	Specialist's Room	1	2	64	128	Space for two desks
5.1022	Tele-Visiting Room	1	1	120	120	Flexible arrangement
5.1023	Medical Lab	1	1	120	120	w/sink and cabinets
5.1024	CAT Scan	1	1	200	200	
5.1025	Pharmacy	1	1	300	300	Alarmed; secure door; includes IV station
5.1026	Drug Dispensing	1	1	80	80	Alarmed; secure door
5.1027	Resident Dentist	1	1	150	150	Private office
5.1028	Dental Operator	1	2	130	260	w/standard equipment; sink (2 chairs)
5.1029	X-Ray Alcove	1	1	40	40	Near Operator; use chair X-ray equipment
5.1030	Autoclave Sterilization Area	1	1	40	40	Alcove arrangement
5.1031	Dental Storage	1	2	60	120	Secure area
5.1032	Compressor Room	1	1	40	40	Secure area
5.1033	Bio-Hazardous Waste Storage	1	1	40	40	Secure room
5.1034	Clean Linens	1	1	40	40	Secure room; shelving
5.1035	Soiled Linens	1	1	40	40	Secure room; shelving
5.1036	Bulk Storage	1	4	60	240	Lockable w/shelves
5.1037	Staff Toilet	1	2	160	320	Handicapped accessible
5.1038	Staff Break Room	15	1	20	300	Overhead cabinets, sink, kitchen appliances
5.1039	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.1040	Janitor's Closet	1	1	50	50	Utility sink with shelving
			Net SF		6,702	
			Grossing Factor	35%	2,346	
			Total DGSF		9,048	
5.2000	Medical Infirmary (30 beds)					
5.2001	Nurse's Station	4	1	80	320	Open station w/counters
5.2002	Security Station	1	1	36	36	Open security station
5.2003	Medical Preparation	1	1	100	100	w/sink and cabinets
5.2004	Storage	1	4	60	240	Secure space
5.2005	Staff Toilet	1	2	50	100	Lockable space
5.2006	Medical Interview Room	1	1	80	80	Table accessible from four sides
5.2007	Isolation Room	1	10	120	1,200	w/sink/shr.toilet;5 negative pressure/1 pos/4 isolation; TV's
5.2008	Ward	4	5	80	1,600	Each ward sleeps 4 inmates; 20 total in wards; TV's; gas cap.
5.2009	Ward Toilets	1	3	100	300	Accessible toilet/shower/lavatory; observable
5.2010	Tub Room	1	1	100	100	Accessible; observable
5.2011	Food Service Pantry	1	1	120	120	Overhead and base cabinets w/kitchen appliances
5.2012	Patient Dining Area	20	1	20	400	Adjacent to Pantry and Dayroom; accessible
5.2013	Dayroom	20	1	40	800	Natural light; tele-visiting module
5.2014	Outdoor Courtyard	1	1	300	300	Adjacent to Dayroom
5.2015	Soiled Linen	1	1	40	40	Sized for laundry cart
5.2016	Clean Linens	1	1	40	40	w/shelves
5.2017	Bio-Hazardous Waste	1	1	40	40	Secure; lockable

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Table 3-9

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
5.2018	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.2019	Janitor's Closet	1	1	50	50	Utility sink with shelving
			Net SF		5,816	<i>Outside area @ 50%</i>
			Grossing Factor	45%	2,617	
			Total DGSF		8,433	
5.3000 Mental Health Outpatient Clinic						
5.3001	Waiting Area (20 Inmates)	20	1	15	300	Observable
5.3002	Security Station	1	1	36	36	Open station
5.3003	Interview Rooms	1	4	80	320	Private space; view panel in door
5.3004	Inmate Toilet	1	50	1	50	Handicapped accessible
5.3005	Nurse's Station	2	1	80	160	Open station w/counters
5.3013	Psychiatric Nurse	1	1	120	120	Private office
5.3008	Chief Psychiatrist	1	1	150	150	Private office
5.3009	Clinical Psychologist	1	2	120	240	Private office
5.3010	Mental Health Clinician	1	4	100	400	Private office
5.3011	Substance Abuse Counselor	1	4	100	400	Private office
5.3012	Secretary	1	1	80	80	Private office
5.3006	Storage Rooms	1	3	60	180	Secure space
5.3007	Staff Toilet	1	2	50	100	Lockable space
			Net SF		2,536	
			Grossing Factor	35%	888	
			Total DGSF		3,424	
5.4000 Mental Health Housing Unit (40 Beds)						
5.4001	Sallyport	1	1	80	80	Glazed door
5.4002	Nurse's Station	4	1	80	320	Open station w/counters
5.4003	Officer's Station	2	1	36	72	Open workstation
5.4004	Interview Rooms	1	4	80	320	W/view panel in door
5.4005	Hearing Room	8	1	20	160	Seats 8 total
5.4006	Staff Toilet	1	2	50	100	Lockable
5.4007	Single Acute Care Rooms	1	12	100	1,200	4-sided access; w/toilets and sink
5.4008	Close Observation Room	1	2	80	160	No furniture; screened floor-mounted toilet
5.4009	Intermediate Care Rooms	1	12	80	960	w/toilets and sink
5.4010	Supervised Care Rooms	1	16	100	1,600	Accessible toilet/shower/lavatory; observable
5.4011	Multipurpose Room	16	1	40	640	w/natural light
5.4012	Food Service Pantry	1	1	120	120	Overhead and base cabinets w/kitchen appliances
5.4013	Patient Dining Area	12	1	20	240	Adjacent to Pantry and Dayroom; accessible
5.4014	Tele-Visit Cubicle	1	2	30	60	Privacy panels
5.4015	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
5.4016	Medical Preparation	1	1	80	80	w/sink and cabinets
5.4017	Showers	1	4	60	240	Observable; handicapped accessible
5.4018	Storage	1	4	40	160	Secure space
5.4019	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.4020	Janitor's Closet	1	1	50	50	Utility sink with shelving
			Net SF		6,812	<i>Outside area @ 50%</i>
			Grossing Factor	45%	3,065	
			Total DGSF		9,877	
Total NSF for Medical/Mental Health Services					21,866	
Grossing Factor					8,916	
Total DGSF					30,782	
Building Gross Sq. Ft.					15%	4,617
Total BGSF for Medical/Mental Health Services					35,399	
SF/Inmate					12.5	

Source: CGL Companies; August 2016

Functional Relationships. In the context of the total complex, the medical services component, while accessible to inmates on a scheduled basis, need not be in direct proximity to the inmate housing area. Medical Services should, if possible, be located as close to the inmate intake and release area as practical but a direct physical linkage is not essential since the intake component will have a medical/mental health screening capacity. Any inmate who is found to be in an immediate need of emergency care will not be accepted at the complex from the arresting officer.

Within the medical services sub-component, the waiting area should serve as the central processing space for inmates awaiting consultation with medical staff. The waiting area door should be capable of being



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secured when the sick call function is terminated. The clinic nurses' station will serve both the clinic and infirmary components. Inmates in the infirmary would not be permitted direct access into the clinical portion of the medical services sub-component.

While the operation of the clinical and infirmary areas will be the responsibility of medical staff, the spatial arrangements should be such that security officers can freely move within the space to observe activities within the examination rooms, offices, and infirmary while satisfying all privacy policies.

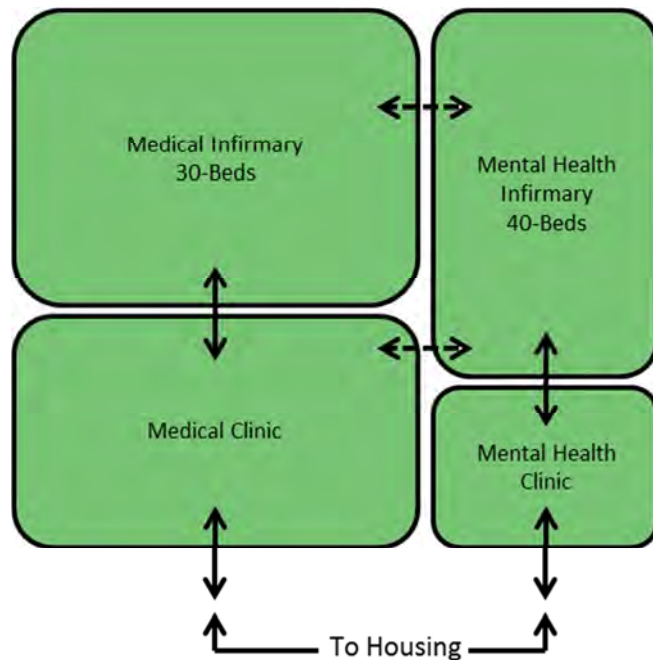
Since the dental suite will be one of the most frequently accessed areas within the medical services component, a close proximity to the waiting area should be closely established.

The mental health sub- component should be as closely related to the general medical clinic as practical. While the mental health sub-component includes examination and stabilization capabilities, many of the inmates will likely be dual-diagnosis patients and require both mental health and medical services in equal intensity.

Figure 3-8 illustrates the proposed functional relationships within the Medical/Mental Health component.

Figure 3-8

Functional Relationships of the Medical/Mental Health Component





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6.000 Food Services

This component is essential to a safe and effective operation as food presentation, quality, quantity, and nutritional value is a high priority to the inmate population. The Food Preparation component is based upon the premise that the food will be prepared at the new complex. The Food Service component is divided into three sub-components: 1) Food Preparation; 2) Staff Dining, and 3) Support.

Component Role. The objective of the food services component is to provide a balanced nutritional diet that enables inmates to maintain their individual wellness programs. With the exception of the Special Management Cluster, all other inmates will dine in a housing unit cluster dining room or the housing unit dayrooms. This approach for the majority of the inmate population is to encourage socialization around meals as a method of teaching inmates responsibility for their actions. The spatial approach (which will be discussed in the Housing component) is to provide dining rooms for 32 to 112 inmates depending on the classification of the cluster. This concept was one of the bases for the design of the CTF to promote supervised interaction and communication for qualified inmates as integral to the rehabilitation process.

Inmates that are assigned to a restricted or higher custody housing unit will dine in the dayrooms or individual cells. The ability to dine centrally in one of the housing clusters would be based on the progress an inmate is making towards a general custody classification.

Movement with the housing unit cluster (neighborhood) to the cluster dining area should be as independent as possible with consideration given to allowing qualified inmates the opportunity to choose the time of dining commensurate with their success in accomplishing the steps in their individualized treatment plan and set opening hours for each meal. The operation of the cluster-based dining rooms will be based on a serving line concept where inmates have a choice of the food offerings for any given meal. Food will be prepared in the central kitchen and transported in bulk to the cluster kitchens for service through serving lines.

For inmates taking meals in the housing unit dayrooms, the time of meal service will be specifically controlled. Food will be transported to each dayroom by temperature controlled carts. Cart storage space is provided in each housing unit that serves food in the dayroom or cells.

Operational Description. The food services component must, on one hand, be freely accessible to the inmate population while on the other provide a secure supplies delivery area that is inaccessible to the inmate population.

The food preparation sub-component will be designed to prepare and to distribute food in bulk or individual trays to the housing unit clusters or housing units. In either case, insulated carts will be used to transport the pre-prepared food to the final locations within the complex. The large preparation and supplies area will operate at least 18 hours per day and will involve staff and inmate workers. Within the food preparation sub-component, a culinary arts program is proposed to prepare qualified inmates for employment in the vast food service industry in the District. Inmates selected for the program will be offered classroom and hands-on instruction in the food preparation sub-component.

As noted, dining is recommended to be a combination of housing cluster-based dining rooms and dayrooms dependent on the classification and behavior of the inmate. The hours of operation of the centralized dining rooms are likely to be based upon the following schedule to encourage a more normalized eating schedule but will be adjusted as required:



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- Breakfast 6:30 AM - 8:00 AM
- Lunch 11:30 AM - 1:00 PM
- Dinner 5:00 PM - 6:30 PM

Inmates involved in an early court appearance or work release in the community will be offered meal service in their housing units commensurate to their schedule.

In addition to providing food service for the inmate population, staff dining for up to 100 will be provided. This staff dining area will be open from 6:00 AM to 8:00 PM each day. With a 12-hour shift, all staff should have access to the staff dining for a meal.

Food will be delivered from external suppliers or the DOC warehouse to the complex on a scheduled basis. Most vehicles supplying food items to the institution will be private companies' vehicles and will be screened through a service yard gate before being permitted access to the receiving area. The removal of food waste will be with DOC or contracted vehicles.

Space Allocation. The total Food Services component is projected to require a total area of 20,654 square feet required to accomplish its objectives. The actual food preparation space assignment is 12,110 DGSF and provides the cooking, teaching, and storage spaces to support approximately 10,000 inmate and staff meals daily.

The central staff dining sub-component is programmed for 2,940 DGSF, most of which is devoted to the staff dining room. Although a staff breakroom is included in the security administration sub-component, this area is primarily devoted to the training component that exists in this area. Most staff will take at least one meal in the staff dining room that provides an opportunity to relax away from the inmate population and to share information that could facilitate the safe operation of the complex.

The support functions require 2,910 DGSF to serve the food production requirements. This area should be within a secure service zone that is under constant remote visual surveillance by the central control room. Access to this service zone will be carefully controlled and monitored. Table 3-10 presents the spatial program for the Food Service component.

Table 3-10
Food Services Space Allocation

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
6.1000	Food Preparation					
6.1001	Food Service Supervisor	1	1	150	150	Private, glazed office
6.1002	Cooks' Work Room	6	1	36	216	Raised; Four workstations
6.1003	Security Station	1	2	36	72	Raised; Enclosed office
6.1004	Culinary Arts Classroom	20	1	30	600	Flexible arrangement; mock kitchen
6.1005	Classroom Storage	1	1	100	100	Secure storage
6.1006	Food Preparation Area	1	1	5,000	5,000	Food preparation approach will determine space
6.1007	Diet Kitchen	1	1	200	200	Adjacernt to Food Preparation Area
6.1008	Dry Storage	1	2	800	1,600	Metal shelving
6.1009	Daily Issue/Secured Storage	1	1	300	300	Metal shelving
6.1010	Cook/Chill Refrigerator	1	3	150	450	Could be pre-fabricated
6.1011	Dairy Cooler	1	1	150	150	Could be pre-fabricated
6.1012	Freezer	1	1	150	150	Could be pre-fabricated
6.1013	Utensil Storage	1	1	200	200	Metal shelving



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Table 3-10 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
6.1014	Storage	1	4	100	400	Secure area
6.1015	Mechanical/Electrical Room	1	1	100	100	Lockable area
Net SF					9,688	
				Grossing Factor	25%	2,422
Total DGSF					12,110	
6.2000	Staff Dining					
6.2001	Staff Dining	100	1	20	2,000	Moveable tables and chairs
6.2002	Staff Dining Courtyard	1	1	300	300	Outside area
6.2003	Serving Line	1	1	100	100	Built-in service unit
6.2004	General Storage	1	1	100	100	Lockable area
6.2005	Staff Toilets	1	2	50	100	Accessible/Lockable area
Net SF					2,450	<i>Outside area @ 50%</i>
				Grossing Factor	20%	490
Total DGSF					2,940	
6.3000	Food Service Support					
6.3001	Receiving Area	1	1	250	250	Secure area
6.3002	Dishwashing	1	1	300	300	Located at exit from dining
6.3003	Cart Storage for 30 Carts	40	1	12	480	For transport to housing clusters
6.3004	Cart/Can Washing	1	1	200	200	Floor drains and hose bibs
6.3005	Staff Toilets, Shower, Lockers	1	2	160	320	Handicapped accessible
6.3006	Inmate Toilet	1	2	50	100	w/floor drains
6.3007	Inmate Break Area	5	1	25	125	Table for eating, handwashing sink
6.3008	Mechanical/Electrical Room	1	1	100	100	Lockable area
6.3009	Janitor's Closet	1	1	50	50	Utility sink with shelving
6.3010	Loading Dock	1	1	500	500	Raised dock 12 foot wide dock, space for compactor
Net SF					2,425	
				Grossing Factor	20%	485
Total DGSF					2,910	
Total NSF for Food Services					14,563	
Grossing Factor					3,397	
Total DGSF					17,960	
				Building Gross Sq. Ft.	15%	2,694
Total BGSF for Food Services					20,654	
SF/Inmate					7.3	

Source: CGL Companies; August 2016

Functional Relationships. The food services component should be located in an area of the complex that is convenient to service elevator access to the inmate housing clusters and the proposed secure service zone. Due to the service and rubbish removal requirements associated with the food services component, access to the internal vertical circulation system is essential.

The food preparation sub-component should be located at the ground, and could actually be below grade. The primary direct spatial relationship is with the receiving area, proximity to the staff dining room would be a benefit. Since inmate dining will be in the housing clusters or individual housing units, the primary functional relationship to serve this requirement will be a bank of service elevators. The food preparation sub-component is also an employment and training center for inmates. The large open spaces in this area are required for cooking equipment and an efficient food production approach.

As noted, the staff dining room should be a semi-private space and, if possible, have direct access to the food preparation area through the serving line. If the direct functional adjacency is not feasible, the staff dining should be at a location that is separate from the movement of inmates but easily accessible to the main circulation pattern.

The receiving and support area's basic functional configuration is related to outside activities such as off-loading supplies, removal of trash and waste, and can wash. Inmates working in this area should be

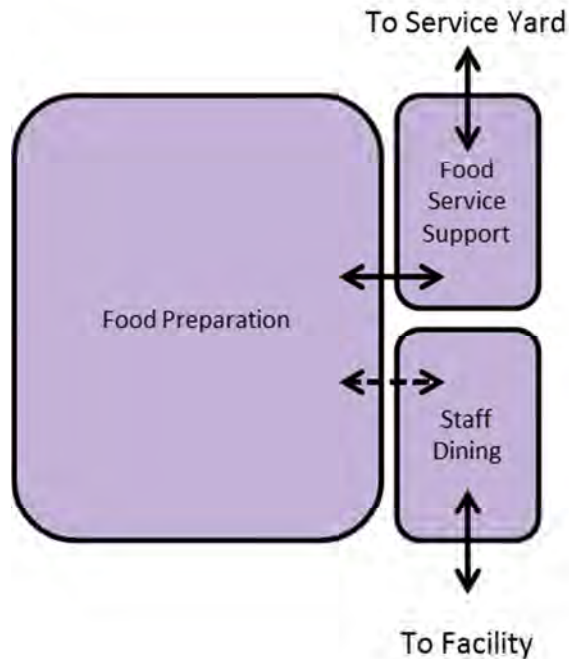


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observable from the food preparation area if possible, but certainly remotely from the central control room. The dishwashing, staff and inmate toilets and showers, and inmate breakroom are located in this support sub-component. Figure 3-9 demonstrates the basic functional relationships of the sub-components for Food Service.

Figure 3-9

Functional Relationships of the Food Service Component





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7.000 Facility Services

The efficient operation of the new complex will depend to a large extent upon the effectiveness of operations housed in spaces that are, in effect, invisible to the majority of the staff and all of the inmate population. The maintenance, energy center, and warehouse, and fleet management functions are critical to the efficient operation and maintenance of the institution. While professional staff will be employed in these areas to supervise the various activities, the maintenance and warehouse components could provide 50-75 employment positions for inmate workers. At this stage of planning, this entire component is proposed to be located outside the complex but within the perimeter security zone.

Component Role. The objective of the maintenance component of the complex is to provide the spaces to continually maintain and service the capital investment in buildings, equipment, and systems, and various shops for these purposes must be provided.

The role of the energy plant will be to maintain appropriate levels of air quality and temperature to meet local codes and requirements. Due to the critical functions that must be efficiently provided through the energy plant, this area will be restricted to only those inmates having employment in this component. The energy plant will act as a nerve center for the accumulation of electrical, mechanical, and plumbing system.

The mission of the institution warehouse is to provide for safe storage of institutional items that can be easily transported to other buildings within the complex. The warehouse will predominantly provide storage for institutional supplies such as food supplies, mattresses, paper products, and some spare equipment. The District maintains a central distribution warehouse at another location that can supply the complex with institutional supplies on a weekly basis. While the goods will be received at the proposed receiving zone associated with the Food Service component, the distribution of warehouse supplies will be through the use of the internal service elevators.

The fleet management garage should be on the grounds of the detention complex if possible, but is essentially a stand-alone building with little to no relationship to the complex. This site was chosen since the DOC uses approximately 40 vehicles for the daily transportation to courts and other activities and close proximity to the actual detention complex will improve transport efficiency and potentially offer employment opportunities to qualified inmates.

Operational Description. The management of the maintenance, energy center, warehouse, and fleet management functional areas will be under the supervision of trained professionals. Each of the supervisors will employ other civilians and possibly eligible inmates to carry out the required services. With the exception of the energy center, which will be staffed on a 16 hour basis to meet life safety requirements, the maintenance shops, warehouse, and fleet management functions will essentially operate one shift per day.

Within the maintenance shops, the supervisor and civilian staff will develop daily work assignments drawn from requests made by the appointed staff from various functional components of the complex. Work crews will be dispatched daily to various parts of the complex to maintain, repair, or replace building or system components. While external vendors and suppliers will also be involved in the maintenance function, especially during the warranty period following the facility opening, the complex will employ the type and number of staff necessary to accomplish the routine and preventive maintenance functions.



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While located in the inmate industries component, but served by supplies from the warehouse, the laundry will employ a combination of civilian and inmate workers to launder clothing and other textile products generated by the inmates. The weekly inmate clothing laundering requirement is estimated at approximately 8-10 pounds per person. On a designated day per week, each housing unit will organize inmate linens and any inmate personal clothing items for collection by the laundry staff. The same routine will be followed for laundering uniforms and linens of the food service and medical components.

The energy center will be required to operate at least 16 hours a 24 hour, 7 day per week basis. Access to the energy center should be strictly controlled and any doors leading into the equipment and operations area will be alarmed. The energy center will produce chilled water for cooling, hot water for heat and domestic use, and electrical services. Back up generation will provide full redundant support for all housing units, clinic, infirmaries, and food services. Fire protection mains can be distributed as part of the primary plumbing system but should be engineered for compliance with Local Code.

The warehouse operation will be under the supervision of a warehouse supervisor with potentially up to 10 inmate workers assigned for receiving and distributing supplies and goods throughout the complex. The most probable operating times will be from 7:00 AM to 4:00 PM each weekday, during which time supplies and materials will be received from external vendors; sorted according to the final destination within the complex; and distributed through the internal service elevators to the appropriate destination within the complex. A computerized system of tracking the receipt and shipping of goods as well as the inventory of supplies and materials should be considered to make the warehouse operation more efficient.

Due to the types of materials and the value of such that will be stored in the warehouse, access to this area should be strictly controlled. Major doors leading into the warehouse area should be on an electronic alarm system with the signal reporting back to the central control room.

Space Allocation. The total space for the four sub-components is 37,052 BGSF, making Facility Services one of the larger components in the complex. Of the four sub-components, the largest is the 18,285 DGSF dedicated to the energy center functions. Table 3-11 presents the individual spaces for this component.

Table 3-10
Facility Services Space Allocation

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
7.1000	Maintenance Shops					
7.1001	Carpentry Shop	1	1	350	350	Moveable work benches
7.1002	Electrical Shop	1	1	350	350	Moveable work benches
7.1003	Plumbing Shop	1	1	350	350	Moveable work benches
7.1004	Tools Storage (secure)	1	1	150	150	Secure area
7.1005	Paint Shop	1	1	350	350	Moveable work benches
7.1006	Welding Shop	1	1	350	350	Moveable work benches
7.1007	Maintenance Storage	1	1	350	350	Metal shelving
7.1008	Inmate Toilet	1	1	50	50	Handicapped accessible
7.1009	Facility Maintenance Supervisor	1	1	150	150	Private office w/view of work area
7.1010	Technicians Layout Area	12	1	40	480	Lockable area
7.1011	Data Entry/Files Area	1	1	150	150	Lockable space
7.1012	Staff Toilets/Shower	1	1	160	160	Lockable space
7.1013	Hazardous Waste Collection	1	1	150	150	Secured space
7.1014	Break Room	5	1	35	175	Tables and chairs, sink, microwave
7.1015	General Storage	1	5	100	500	Lockable space w/ ext. entrance.
			Net SF		4,065	
			Grossing Factor	25%	1,016	
			Total DGSF		5,081	



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Table 3-10

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
7.2000	Energy Plant					
7.2001	Central Energy Plant	1	1	12,000	12,000	Sized to accommodate future equipment
7.2002	Electrical Room	1	1	1,500	1,500	w/secure locks
7.2003	Emergency Generator	1	2	1,000	2,000	Exhaust to exterior
7.2004	Equipment Storage	1	1	300	300	w/secure locks
7.2005	Energy Engineer	1	1	100	100	w/view to Central Plant
			Net SF		15,900	
			Grossing Factor	15%	2,385	
			Total DGSF		18,285	
7.3000	Institution Warehouse					
7.3001	General Storage	1	1	6,000	6,000	High ceilings; metal shelving; 4-pallet high racks
7.3002	Staff Toilet	1	2	50	100	Handicapped accessible; lockable
7.3003	Inmate Toilet	1	1	50	50	Handicapped accessible
7.3004	Warehouse Supervisor	1	1	120	120	w/view of Central Storage; 2 staff
7.3005	Staff Work Area	3	1	36	108	Open workstations
7.3006	Receiving Area	1	1	400	400	Observation area
			Net SF		6,778	
			Grossing Factor	15%	1,017	
			Total DGSF		7,795	
7.4000	Fleet Management					
7.4001	General Storage	1	1	200	200	Cleaning Supplies, parts, small equipment
7.4002	Staff Toilet	1	2	50	100	Handicapped accessible; lockable
7.4003	Fleet Manager	1	1	120	120	2 staff
7.4004	Maintenance Garage	1	2	250	500	Open garage area for 2 vehicles/routine maintenance
			Net SF		920	
			Grossing Factor	15%	138	
			Total DGSF		1,058	
Total NSF for Facility Services					27,663	
Grossing Factor					4,556	
Total DGSF					32,219	
Building Gross Sq. Ft.					15%	4,833
Total BGSF for Facility Services					37,052	
SF/Inmate					13.1	

Source: CGL Companies; August 2016

Functional Relationships. All of the four sub-components are either located remotely within the multi-level complex or in structures outside the base complex. The site factors will drive the location and functional adjacencies of these sub-components.

The linkage between the warehouse and internal components of the complex may be accomplished primary by small electrically-powered vehicles transporting supplies and equipment to ground level functional areas or to banks of service elevators within the secure perimeter of the complex.

The location of the energy center should permit the efficient use of internal chases for plumbing, mechanical, and electrical supply, and HVAC returns. Every effort should be made to locate this component such that efficiencies can result from short “runs” of utilities if possible.

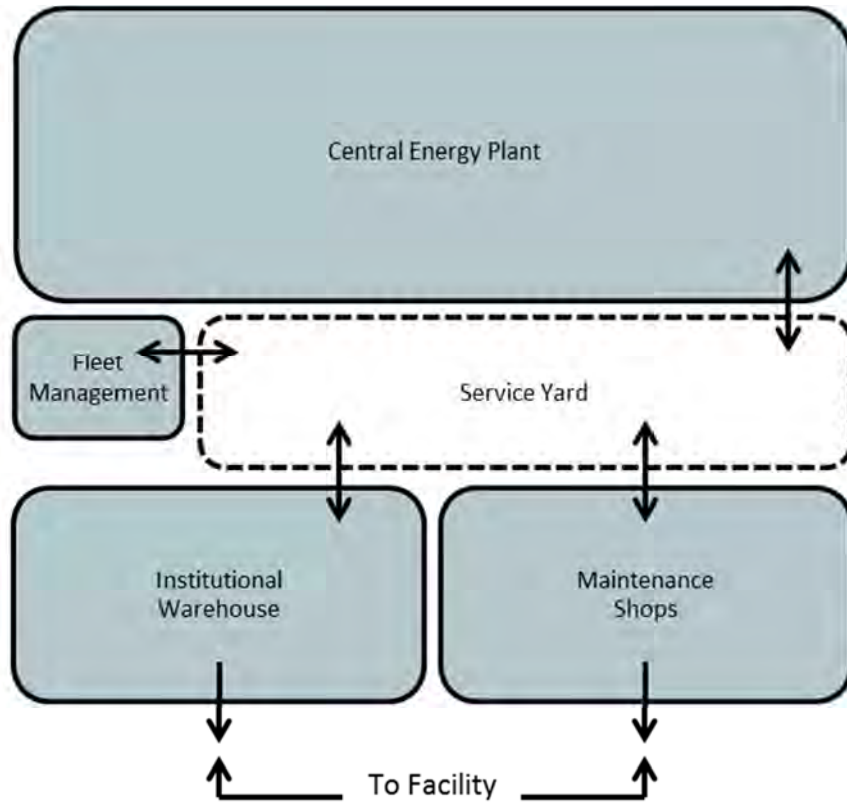
All of the buildings associated with this component can utilize normal construction methods. However, all doors to maintenance and storage areas should include high security frames and locks.

Figure 3-10 illustrates the fundamental relationships for these four sub-components.



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Figure 3-10
Functional Relationships of the Facility Services Component





Section 3 - Functional Program

8.000 Inmate Housing

The general housing concept is based on de-centralizing the administrative and some support functions to clusters of housing units. In the FBOP, this approach is known as “unit management” where large populations are organized according to security or functional clusters.

For this anticipated multi-level complex, nine clusters of 59 individual housing units are proposed. In following this approach, the large population of 2,824 inmates is broken down into manageable clusters or “neighborhoods” that allow for programs and services specific to a cluster to be de-centralized for more effective outcomes. Table 3-12 demonstrates the proposed disaggregation of the 2,824 beds into custody and functional clusters.

Table 3-12
Allocation of Bedspaces by Management Clusters and Housing Types

Section #	Classification of Housing Type	# of Mngt. Clusters	# of Housing Units	Bedspace Type	Unit Size	Total Beds
8.1000	Special Management	1	11			376
8.1100	Restrictive Housing	-	3	Singles	32	96
8.1200	Mental Health Outpatient Housing	-	4	Singles	32	128
8.1300	Medical Outpatient Housing	-	3	Singles	32	96
8.1400	STG Custody	-	1	Singles	56	56
8.2000	Women and Juveniles	1	6			240
Women			5			208
8.2100	Special Management	-	1	Singles	32	32
8.2200	Medical/MH Outpatient	-	1	Singles	32	32
8.2300	General Custody	-	2	Doubles	56	112
8.2400	Reentry/Program Intensive	-	1	Rooms	32	32
Juveniles			1			32
8.2500	Restrictive/Maximum Custody	-	-	Singles	8	8
8.2600	General Custody	-	1	Singles	16	16
8.2700	Program Intensive	-	-	Singles	8	8
8.3000	Close Custody	2	8			448
8.3100	Maximum Custody		4	Singles	56	224
8.3200	Close Custody		4	Doubles	56	224
8.4000	General Custody	4	16			896
8.4100	General Custody		16	Doubles	56	896
8.5000	Reentry/Program Intensive	1	18			864
8.5100	FBOP Diversion Program		8	Cubicles	56	448
8.5200	Reentry		6	Rooms	32	192
8.5300	Program Intensive		4	Cubicles	56	224
TOTALS		9	59			2,824

Source: CGL Companies; October 2016

The nine management units range in size from 240 beds for the women and juvenile cluster to one large cluster of 864 beds to serve the reentry and program intensive programs. During the design phase, an additional management cluster may be added based on the site configuration. The 59 housing units range in size from 8 to 56 bedspaces. A combination of single and double cells, private rooms, and individualized cubicles form the types of sleeping spaces. The proposed disaggregation of the 2,824 bedspaces into the types of accommodation is shown in Table 3-13.



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Table 3-13
Disaggregation of Bedspaces by Type

Type	# Beds	%
Singles w>Showers	136	4.8%
Singles	560	19.8%
Double Cells	1,232	43.6%
Dry Rooms	224	7.9%
Cubicles	672	23.8%
Totals	2,824	100.0%

Source: CGL Companies; August 2016

Providing a range of types of sleeping accommodations is a key factor to support the important classification distinctions. During the intake process inmates will be awarded an initial custody classification and an assignment to a housing unit (typically general custody) for an orientation period. Following this important first step in the reentry process, the inmate will be placed in a housing unit and accommodation type that fits the aims of his/her inmate plan.

As progress is made in accomplishing the plan, re-assignment to increasingly less restrictive housing will occur. Shown in table 3-13 is the number and percentage of bedspaces by type. Of note is the recommendation that approximately 75% of the bedspaces would be in cells or rooms that can be locked, not so much for security reasons, but a belief that recognition that inmate privacy and dignity are critical factors in changing behavior. Even for those inmates assigned to a more open housing unit, the sleeping area proposed is based on privacy cubicles rather than traditional rows of open dormitories.

Each management cluster has a mission or purpose within the complex with staff assigned to a cluster based on the inmate programs developed during the intake process. One of the core values expressed during the visioning workshops was to provide a range of housing unit types and to assign inmates to the least restrictive type based on documented risks and needs. This goal is reflected in the clusters and housing unit types.

Component Role. The overall mission of the complex relative to housing is to provide the inmate with as much freedom of movement as possible within the institution and to encourage the development of positive habits relative to responsible decision-making and exercise of good judgment. The housing is intended to provide safe, comfortable, and cost-effective confinement during the approximately 8 - 14 hours per day during which the inmate will be participating in activities within the housing cluster and centralized programs and services.

To achieve the overall objective of providing safe and comfortable housing within economically efficient spaces, the design concept should reinforce personal choice within the framework of confinement. Some inmates could be permitted keys to their cells and the main entrance door could remain unlocked from 7:00 AM to 9:00 PM each day. Many of the treatment activities that are initiated in the educational, spiritual, or unstructured activity components of the complex could be continued in smaller groups within multi-purpose spaces in the management clusters and housing units. A goal established during the visioning workshops is that a typical inmates' time should be programmed for a minimum of 8 hours per day out of cell.

The nine management clusters provide the spaces and staff to focus the rehabilitation programs and services close to where the inmate will spend most of his/her time. The types and quantity of space at the management cluster will depend on the mission of the cluster. As noted in the Food Service description, to enhance the opportunity for productive socialization, dining is recommended to be de-centralized to the cluster level for most of the inmate population. The number and type of staff for the cluster (discussed in the Section 4) will depend on the mission, but at a minimum, each management cluster will include a "manager position", case manager, and general duties security staff.

The operational basis of the housing unit is that the officer in the unit is in charge of all activities and is the decision-maker regarding when inmates and other staff enter the unit. The relationship and mutual respect



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that develops between the officer-in-charge and the inmates is paramount to the rehabilitation philosophy. Within the separate housing units, each should have an officer's station with the capability to remotely unlock and lock doors. The station should not be enclosed, but the electronic panel should be capable of being locked to prevent inmate interference.

Within the cells/room/cubicles, access to personalized electronics should be provided for inmates to view information regarding the daily routine and activities; complete "homework" assignments; order commissary items; and communicate with family members through the internal video-visit system. This use of technology should be supplemented and expanded by using "smart" kiosks in the dayroom areas to encourage inmates to remain "connected" to services and programs that improve their chances for a successful re-integration with the community upon release.

For all housing of each custody levels, except the special management and close custody clusters, inmates should be allowed to move independently or with escort to centralized education, job training, recreation, visitation, and employment in centralized spaces located potentially at a single "programs and services mall" on a dedicated level of the complex. This focus on inmates making responsible choices in as many daily activities as possible is the foundation for changing attitudes and behavior.

Operational Description. As noted, the organization of the new complex is based upon decentralizing many management decisions to the nine management clusters. In each cluster, space has been allocated for a unit manager, cluster sergeant, case manager, and cluster general duty officer. The unit manager and cluster sergeant will work with the case managers to establish the schedule for each cluster. Within each cluster and housing unit, a multi-purpose room for a variety of educational and counseling activities and a multi-use interview room for initial screening to determine if a clinic visit is required should be provided. The interview room could also be used for wellness counseling and other case management activities.

Special Management Cluster. This unit cluster serves a portion of the population that for reasons of behavior, threat, or mental condition are not yet ready for assignment to a general custody cluster. Eleven separate housing units ranging in size from 32 to 56 single cells will provide services and programs for inmates that cannot be assigned to a general population cluster. The spaces in the unit management cluster include a 64-seat dining room for the outpatient mental and medical needful inmates; two multi-purpose rooms; private interview rooms; medical examination rooms; and offices and support spaces for the unit management staff.

The three units (96 cells) dedicated to a restrictive classification are for the temporary housing of inmates that have internal infractions that warrant separation for a prescribed time period. Movement for these 96 inmates will be confined within the 32-cell housing units.

Four 32-cell outpatient mental health housing units will accommodate those inmates with a serious enough mental disorder diagnosis as to warrant separation from the general population to receive more intense and focuses counselling. While these inmates will have access to scheduled centralized activities and services, movement will be escorted. Most of the daily activities will occur in the unit cluster spaces, including congregate dining.

In any institution a number of inmates have chronic or acute medical conditions that require special attention and separation from the general population for safety and the delivery of required treatment. For these inmates, accommodation in the infirmary is not warranted as this should be reserved for acute care needs. To facilitate better treatment and a more economic delivery of managed care services, three



Section 3 - Functional Program

32-cell outpatient medically needful housing units are proposed. While the aim is to medically treat inmates for a successful return to general population, many inmates will spend their entire time of incarceration in these three housing units. Although often in wheel chairs or using walking support devices, these inmates will participate in activities at the unit cluster, such as dining and classroom activities.

A fourth special management category is for security threat groups (STG). Typically, these inmates are known members of rival street gangs or whose committing offense would indicate that living with general custody inmates would be too dangerous or disruptive. The 56 single cells that comprise this housing unit will be supplemented with an association space for limited group activities; interview rooms for case managers to meet with STG inmates, and other unit support spaces. All movement for these inmates will be confined to the housing unit.

Women and Juvenile Cluster. Due to the limited number of inmates projected for these two categories of offenders, this cluster is the smallest in size although one of the most important in scope. The total number of women is 208 and 32 male youth who have adult charges pending. Although sight and sound separation must be maintained between the adults and juveniles, on a scheduled basis, some of the cluster spaces can be shared between the two populations. The majority of the women should be able to move independently from one of the five separate housing units to dining and multipurpose room activities in the cluster and on a scheduled basis to centralized activities in the “program and services mall”. Similarly, the juveniles should have escorted access to the cluster and centralized services.

The women will be assigned to one of five housing units ranging from 32 single cells to 28 double cells (56 beds). One 32-cell housing unit will be dedicated to special management women that will have a similar classification profile as the men in this category. Movement will be largely restricted within the housing unit.

Three 32-cell housing units will be dedicated to women with outpatient medical or mental health needs. The women assigned to these units should have access to the cluster dining, multipurpose, and counseling spaces.

Two 56-bed (28 double cells) housing units are proposed for the general custody women who should have access to the cluster and centralized spaces on a scheduled basis. These women should also be qualified for participation in the inmate industries programs and other employment opportunities within the complex.

Three 32-room housing units are proposed for women participating in an intense and specially designed reentry preparation program. While these women should be permitted to move independently to cluster and centralized activities, much of the daily programming will be focused in the housing unit multipurpose and association spaces. In time, one of the 32-single room housing units should be capable of being subdivided to create a mothers and babies program.

Juveniles assigned to this complex have been charged as adults but must have access to the programs typically available in juvenile facilities. Because the number is small (32 total) a single sub-dividable housing unit is proposed. One of the subdivisions would include eight cells for special management juveniles that should be separated from the other youth for reasons of behavior or participation in known gang activities. The largest subdivision would be 16 cells for general custody youth that can participate in group activities in the cluster or centralized services on a scheduled basis. The final subdivision would be eight rooms for youth that are participating in a specifically designed program for education and skills development.



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In each juvenile subdivision, a classroom or multipurpose room is provided so that mandated education can be continued during their time of incarceration.

Close Custody Cluster. Two management clusters are proposed to provide de-centralized programs to the 448 inmates that have been classified as representing a security risk due to behavior, past incarceration experience, or required protection from other inmates. The two management clusters will serve a total of eight 56-bed housing units. Different from the other unit management clusters, the spaces are primarily for unit staff and not spaces for cluster dining or programming. These activities for the close custody inmates will occur in the eight housing units. Two basic subdivisions are proposed: 1) maximum custody (224-beds) and 2) close custody (224-beds).

The four housing units for the inmates classified as maximum custody will be 56 single cells each. The dayroom is sized for all 56 inmates to participate in out-of-cell activities with a multipurpose room for 16 inmates participating in structure programs and activities. As with each housing unit in the complex, a secure outdoor courtyard is included as an extension of the dayroom space.

The four housing units for inmates classified as close custody are programmed the same as the four 56-cell maximum custody units. However, during the design phase, different locks, frames, glazing, and furniture choices may be considered. In neither the maximum or close units is an officer's control room proposed, but an open officer's station. Two officers may be assigned to this post in these eight units during daylight hours. Remote surveillance of these units will occur from the central control room.

General Custody Cluster. By far, most of the inmates will be classified as general custody which will mean that access to a range of programs and services will define their typical day. In total, four unit management clusters of 224 inmates each (896 beds) will offer de-centralized services and programs to this category of offenders. The inmates should be permitted to move independently to dining, multipurpose, and individual counseling rooms at the cluster level. These inmates will also form the majority of inmates that should have scheduled access to centralized services and programs in the "mall".

Each of the 16 housing units will be similar in space allocation and design. The program recommends 28 double cells for 56 total beds per housing unit. As is recommended for all double occupied cells, the toilet and lavatory fixtures should be screened for inmate privacy and to meet PREA standards. To assure that programming continues after normal hours, a multipurpose room is included in each housing unit along with two interview rooms and an outdoor recreation courtyard.

Reentry and Program Intensive Cluster. This is perhaps the most important cluster in the complex as the success of the commitment to the reduction of reoffending in many ways depends on the activities that occur with these 864 inmates. A single unit management cluster is proposed since these inmates will be participating in centralized programs and services for 8-10 hours each day and can move independently to scheduled activities. A decentralized dining room to serve 128 inmates at a single sitting is included in the cluster spaces. The administration of specialized programs for the three classification groupings (1 FBOP Diversion; 2) Reentry, and 3) Program Intensive) will occur at the unit cluster in consultation with housing unit case managers.

One of the major reasons for a complex of 2,824 beds is developing a capacity and capability for diverting more of the current inmates sentenced to the FBOP to programs operated by the DOC and other District agencies. For the purpose of this program based on data developed by the DOC, eight 56-single bed



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cubicles are proposed to accommodate 448 inmates that currently are serving sentences in Federal facilities. These inmates would have access to specific programs preparing them for reintegration into the local community while maintain direct ties to family and District support agencies and services. The FBOP diverted inmates would participate in centralized programming and employment opportunities. The housing unit would offer an open living arrangement, but with single cubicles for greater privacy. Two multipurpose rooms for each of the eight housing units will offer the opportunity for intensive programming during the days, evenings, and weekends.

The second functional classification is for inmates engaged in the structured reentry program. Essentially, these inmates will be within 90 days of release and will be involved in release preparation activities that will involve DOC and other agencies' staff. Six housing units of 32 single rooms are recommended to stress the importance of these inmates accepting responsibility for their activities upon release. The smaller unit size will permit a greater span of control and participation by DOC staff.

The third functional component is dedicated to inmates participating in an intensive substance abuse, parenting skills, anger management, job readiness, or other specialized programs. The length of stay in these four 56-bed units will depend on sentence length and progress through the program. The unit configuration will be based on single private cubicles and will include two 28-person multipurpose rooms per unit for intensive programming. These inmates will also be eligible for participation in the daily centralized programs and services in the proposed "mall".

Space Allocation. The total space assigned for the inmate housing component is 816,345 gross square feet, which represents approximately 75 percent of the total space in the institution largely because the administration and many services and programs have been de-centralized to the nine clusters that support the 59 housing units. Approximately 72,000 BGSF of the total 816,000 square feet is dedicated to the unit management clusters. Table 3-14 presents the space allocations for the Inmate Housing Component.

Table 3-14
Inmate Housing Space Allocation

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
SPECIAL MANAGEMENT CLUSTER						
8.1000	Special Management Administrative Support (11 Housing Units = 376 Beds)					
8.1001	Entry Vestibule	1	1	150	150	Outside door locked
8.1002	Unit Manager	1	1	120	120	Private office
8.1003	Unit Sergeants	1	5	48	240	Open workstations
8.1004	Case Managers	1	8	64	512	Open workstations
8.1005	Conference Room	15	1	20	300	Audio-visual compatible
8.1006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.1007	Storage Rooms	1	4	30	120	Lockable space
8.1008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.1009	Multipurpose Room	20	2	20	800	Flexible space
8.1010	Classroom Storage	1	4	40	160	Lockable space
8.1011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.1012	Freezer	1	1	60	60	Could be pre-fabricated
8.1013	Kitchen Storage	1	3	60	180	Lockable space
8.1014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.1015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.1016	Inmate Dining Room	64	1	20	1,280	Flexible seating arrangement
8.1017	Inmate Toilets	1	2	50	100	Accessible
8.1018	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.1019	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.1020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1021	Janitor Closet	1	1	50	50	Utility sink with shelving

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Table 3-14 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
SPECIAL MANAGEMENT CLUSTER						
					Net SF	5,122
				Grossing Factor	35%	1,793
					Total DGSF	6,915
8.1100	Restrictive Housing Unit - 3 Unit-32 Cells - (Could be double-loaded corridor)					
8.1101	Security Vestibule	1	1	80	80	Interlocking doors
8.1102	Single Cell	1	31	90	2,790	Combination toilet/lavatory w/privacy screen; shr.
8.1103	Accessible Cell	1	1	110	110	Access.; comb. toilet/lavatory w/privacy screen; shr.
8.1104	Association Space	4	1	75	300	w/natural light; scheduled use
8.1105	Food Cart Station	1	1	80	80	Cabinet and sink
8.1106	Officer's Control Station	1	1	80	80	Enclosed space/lockable
8.1107	Floor Officer Station	1	1	48	48	Open station
8.1108	Staff Toilet	1	1	50	50	Lockable
8.1109	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.1110	Confidential Interview Room	1	1	80	80	w/view panels in door
8.1111	Multipurpose Room	8	1	30	240	Capable of restraint chairs
8.1112	Storage	1	2	40	80	Lockable area
8.1113	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1114	Janitor's Closet	1	1	50	50	Utility sink with shelving
					Net SF	4,238
				Grossing Factor	80%	3,390
					Total DGSF	7,628
					Number of Housing Units	3
8.1200	Mental Health Outpatient Housing - 4 Units-128 Cells					
8.1201	Security Vestibule	1	1	80	80	Interlocking doors
8.1202	Single Cell	1	31	70	2,170	Combination toilet/lavatory w/privacy screen
8.1203	Accessible Cell	1	1	90	90	Combination toilet/lavatory w/privacy screen
8.1204	Dayroom/Association Space	32	1	35	1,120	w/natural light
8.1205	Floor Officer Station	1	1	48	48	Open station
8.1206	Staff Toilet	1	1	50	50	Lockable
8.1207	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.1208	Showers	1	4	40	160	Observable; one handicapped accessible
8.1209	Mental Health Case Manager	1	1	80	80	Private office; office front glazing
8.1210	Confidential Interview Room	1	4	80	320	w/view panels in door
8.1211	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.1212	Storage	1	2	40	80	Lockable area
8.1213	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1214	Janitor's Closet	1	1	50	50	Utility sink with shelving
					Net SF	4,978
				Grossing Factor	80%	3,982
					Total DGSF	8,960
					Number of Housing Units	4
8.1300	Medical Outpatient Housing - 3 Units-96 Cells					
8.1301	Security Vestibule	1	1	80	80	Interlocking doors
8.1302	Single Cell	1	31	70	2,170	Combination toilet/lavatory w/privacy screen
8.1303	Accessible Cell	1	1	90	90	Combination toilet/lavatory w/privacy screen
8.1304	Dayroom/Association Space	32	1	35	1,120	w/natural light
8.1305	Floor Officer Station	1	1	48	48	Open station
8.1306	Staff Toilet	1	1	50	50	Lockable
8.1307	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.1308	Showers	1	4	40	160	Observable; one handicapped accessible
8.1309	Medical Case Manager	1	1	80	80	Private office; office front glazing
8.1310	Confidential Interview Room	1	4	80	320	w/view panels in door
8.1311	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.1312	Storage	1	2	40	80	Lockable area
8.1313	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1314	Janitor's Closet	1	1	50	50	Utility sink with shelving
					Net SF	4,978
				Grossing Factor	80%	3,982
					Total DGSF	8,960
					Number of Housing Units	3

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Table 3-14 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
SPECIAL MANAGEMENT CLUSTER						
8.1400	STG Housing Unit - 1 Unit- 56 Cells - (Could be double-loaded corridor)					
8.1401	Security Vestibule	1	1	80	80	Interlocking doors
8.1402	Single Cell	1	54	70	3,780	Combination toilet/lavatory w/privacy screen
8.1403	Accessible Cell	1	2	90	180	Combination toilet/lavatory w/privacy screen
8.1404	Association Space	8	2	50	800	w/natural light
8.1405	Food Cart Station	1	1	80	80	Cabinet and sink
8.1406	Officer's Control Station	1	1	80	80	Enclosed space/lockable
8.1407	Floor Officer Station	1	2	48	96	Open station
8.1408	Staff Toilet	1	1	50	50	Lockable
8.1409	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.1410	Showers	1	8	40	320	Observable; one handicapped accessible
8.1411	Confidential Interview Room	1	2	80	160	w/view panels in door
8.1412	Multipurpose Room	16	1	30	480	Capable of restraint chairs
8.1413	Storage	1	2	40	80	Lockable area
8.1414	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1415	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,486	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor					70%	4,540
Total DGSF					11,026	
Special Management Cluster Net SF					59,168	
Grossing Factor						44,381
Special Management Cluster DGSF					103,549	
Building Grossing factor					15%	15,532
Total Special Management Cluster BGSF					119,081	
WOMEN AND JUVENILE CLUSTER						
8.2000	Women & Juveniles Administrative Support (5 Women's & 3 Juvenile Housing Units = 240 Beds)					
8.2001	Entry Vestibule	1	1	150	150	Outside door locked
8.2002	Unit Manager	1	1	120	120	Private office
8.2003	Unit Sergeants	1	5	48	240	Open workstations
8.2004	Case Managers	1	4	64	256	Open workstations
8.2005	Conference Room	12	1	20	240	Audio-visual compatible
8.2006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.2007	Storage Rooms	1	4	30	120	Lockable space
8.2008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.2009	Multipurpose Room	20	2	20	800	Flexible space
8.2010	Multipurpose Storage	1	4	40	160	Lockable space
8.2011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.2012	Freezer	1	1	60	60	Could be pre-fabricated
8.2013	Kitchen Storage	1	3	60	180	Lockable space
8.2014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.2015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.2016	Dining Room	64	1	20	1,280	Flexible seating arrangement
8.2017	Inmate Toilets	1	2	50	100	Accessible
8.2018	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.2019	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.2020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2021	Janitor Closet	1	1	50	50	Utility sink with shelving
Net SF					4,806	
Grossing Factor					35%	1,682
Total DGSF					6,488	
Women's Housing						
8.2100	Women's Special Management Housing Unit - 1 Unit-32 Cells - (Could be double-loaded corridor)					
8.2101	Security Vestibule	1	1	80	80	Interlocking doors
8.2102	Single Cell	1	31	90	2,790	Toilet/lavatory w/privacy screen; shr.
8.2103	Accessible Cell	1	1	110	110	Accessible; toilet/lavatory w/privacy screen; shr.
8.2104	Association Space	16	1	50	800	w/natural light
8.2105	Food Cart Station	1	1	80	80	Cabinet and sink
8.2106	Officer's Control Station	1	1	80	80	Enclosed space/lockable
8.2107	Floor Officer Station	1	1	48	48	Open station
8.2108	Staff Toilet	1	1	50	50	Lockable
8.2109	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.2110	Showers	1	4	40	160	Observable; one handicapped accessible
8.2111	Confidential Interview Room	1	1	80	80	w/view panels in door

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Table 3-14 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
WOMEN AND JUVENILE CLUSTER						
8.2112	Multipurpose Room	8	1	30	240	Flexible seating arrangement
8.2113	Storage	1	2	40	80	Lockable area
8.2114	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2115	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					4,898	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor				80%	3,918	
Total DGSF					8,816	
8.2200 Medical/Mental Health Outpatient Housing - 1 Unit - 32 Cells						
8.2201	Security Vestibule	1	1	80	80	Interlocking doors
8.2202	Single Cell	1	31	70	2,170	Toilet/lavatory w/privacy screen
8.2203	Accessible Cell	1	1	90	90	Toilet/lavatory w/privacy screen
8.2204	Dayroom/Association Space	32	1	35	1,120	w/natural light
8.2205	Floor Officer Station	1	1	48	48	Open station
8.2206	Staff Toilet	1	1	50	50	Lockable
8.2207	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2208	Showers	1	4	40	160	Observable; one handicapped accessible
8.2209	Medical Case Manager	1	1	80	80	Private office; office front glazing
8.2210	Confidential Interview Room	1	4	80	320	w/view panels in door
8.2211	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.2212	Storage	1	2	40	80	Lockable area
8.2213	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2214	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					4,978	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor				80%	3,982	
Total DGSF					8,960	
8.2300 General Custody Housing Unit - 2 Units - 28 Double Cells=112 Beds						
8.2301	Security Vestibule	1	1	80	80	Interlocking doors
8.2302	Double Cell	1	27	100	2,700	2 bunks on floor; sep. screened toilet/lav.
8.2303	Accessible Cell	1	1	120	120	2 bunks on floor; sep. screened access. toilet/lav.
8.2304	Dayroom	56	1	35	1,960	w/natural light
8.2305	Beverage Station	1	1	80	80	Cabinet and sink
8.2306	Floor Officer Station	1	1	48	48	Open station
8.2307	Staff Toilet	1	1	50	50	Lockable
8.2308	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2309	Showers	1	8	40	320	Observable; one handicapped accessible
8.2310	Confidential Interview Room	1	2	80	160	w/view panels in door
8.2311	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.2312	Storage	1	2	40	80	Lockable area
8.2313	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.2314	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2315	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,478	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor				70%	4,535	
Total DGSF					11,013	
Number of Housing Units					2	22,025
8.2400 Reentry & Program Intensive Unit - 1 Unit - 32 Rooms						
8.2401	Entry Vestibule	1	1	80	80	Corridor locked
8.2402	Single Room	1	31	70	2,170	Lavatory and vanity
8.2403	Accessible Room	1	1	90	90	Accessible lavatory and vanity
8.2404	Dayroom/Association Space	32	1	35	1,120	w/natural light
8.2405	Floor Officer Station	1	1	48	48	Open station
8.2406	Staff Toilet	1	1	50	50	Lockable
8.2407	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2408	Toilets/Lavatories>Showers	1	2	250	500	Observable; handicapped accessible
8.2409	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.2410	Confidential Interview Room	1	4	80	320	w/view panels in door
8.2411	Multipurpose Room	32	1	20	640	Flexible room arrangement
8.2412	Storage	1	2	40	80	Lockable area
8.2413	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.2414	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2415	Janitor's Closet	1	1	50	50	Utility sink with shelving

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Table 3-14 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
WOMEN AND JUVENILE CLUSTER						
	Net SF				5,578	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			60%	3,347	
	Total DGSF				8,925	
	Subtotal Net SF for Women				33,216	
	Grossing Factor				21,999	
	Subtotal DGSF for Women				55,215	
Juvenile Housing						
8.2500	Juvenile Special Management Housing Unit - 1 Unit - 8 Cells					
8.2501	Security Vestibule	1	1	80	80	Interlocking doors
8.2502	Single Cell	1	7	90	630	Combination toilet/lavatory w/privacy screen; shr.
8.2503	Accessible Cell	1	1	110	110	Access.; comb. toilet/lavatory w/privacy screen; shr.
8.2504	Association Space	4	1	50	200	w/natural light
8.2505	Food Cart Station	1	1	80	80	Cabinet and sink
8.2506	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.2507	Confidential Interview Room	1	1	80	80	w/view panels in door
8.2508	Classroom Storage	8	1	30	240	Flexible seating arrangement
8.2509	Storage	1	2	40	80	Lockable area
	Net SF				1,650	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			80%	1,320	
	Total DGSF				2,970	
8.2600	Juvenile General Custody Housing Unit - 1 Units - 16 Single Cells=16 Beds					
8.2601	Security Vestibule	1	1	80	80	Interlocking doors
8.2602	Single Cell	1	15	70	1,050	Toilet/lavatory w/privacy screen; shr.
8.2603	Accessible Cell	1	1	90	90	Combination toilet/lavatory w/privacy screen
8.2604	Dayroom	16	1	35	560	w/natural light
8.2605	Food Warming Kitchen w/Freezer	1	1	175	175	Layout and equipment from Food Design Consultant
8.2606	Kitchen Storage	1	3	60	180	Lockable space
8.2607	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.2608	Kitchen Utility Closet	1	1	60	60	Lockable space
8.2609	Dining Area	32	1	20	640	Flexible seating arrangement
8.2610	Floor Officer Station	1	1	48	48	Open station
8.2611	Staff Toilet	1	1	50	50	Lockable
8.2612	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.2613	Showers	1	8	40	320	Observable; one handicapped accessible
8.2614	Confidential Interview Room	1	2	80	160	w/view panels in door
8.2615	Classroom	16	1	30	480	Flexible room arrangement
8.2616	Storage	1	2	40	80	Lockable area
8.2617	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.2618	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2619	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				4,413	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			80%	3,530	
	Total DGSF				7,943	
8.2700	Juvenile Program Intensive Unit - 1 Unit - 8 Rooms					
8.2701	Entry Vestibule	1	1	80	80	Corridor locked
8.2702	Single Room	1	7	70	490	Lavatory and vanity
8.2703	Accessible Room	1	1	90	90	Accessible lavatory and vanity
8.2704	Dayroom/Association Space	8	1	50	400	w/natural light
8.2705	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.2706	Toilets/Lavatories>Showers	1	1	250	250	Observable; handicapped accessible
8.2707	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.2708	Confidential Interview Room	1	4	80	320	w/view panels in door
8.2709	Multipurpose Room	8	1	50	400	Flexible arrangement; dining area
8.2710	Kitchen	1	1	100	100	Cabinets w/traditional kitchen appliances
8.2711	Storage	1	2	40	80	Lockable area
8.2712	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				2,490	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			60%	1,494	
	Total DGSF				3,984	
	Subtotal Net SF for Juveniles				8,553	
	Grossing Factor				6,344	
	Subtotal DGSF for Juveniles				14,897	

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Table 3-14 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
WOMEN AND JUVENILE CLUSTER						
Women & Juvenile Total Net SF					41,769	
Grossing Factor					28,343	
Women & Juvenile Total DGSF					70,112	
Building Grossing factor					15%	
Women & Juvenile Total BGSF					80,629	
CLOSE CUSTODY CLUSTER						
8.3000	Close Custody Administrative Support (2 Management Clusters; 8 Housing Units = 448 Beds)					
8.3001	Entry Vestibule	1	1	150	150	Outside door locked
8.3002	Unit Manager	1	1	120	120	Private office
8.3003	Unit Sergeants	1	5	48	240	Open workstations
8.3004	Case Managers	1	8	64	512	Open workstations
8.3005	Conference Room	15	1	20	300	Audio-visual compatible
8.3006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.3007	Storage Rooms	1	4	30	120	Lockable space
8.3008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.3009	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.3010	Inmate Toilets	1	1	50	50	Half-door medication distribution; secure space
8.3011	Control Room w/Toilet	1	1	200	200	Observes 4 housing units (256 inmates)
8.3012	Equipment Room	1	1	80	80	Accessible from outside Control Room
8.3013	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.3014	Janitor Closet	1	1	50	50	Utility sink with shelving
Net SF					2,432	
Grossing Factor					35%	
Total DGSF					3,283	
Number of Support Clusters					2	6,566
8.3100	Maximum Custody Housing - 4 Units-224 Single Cells					
8.3101	Security Vestibule	1	1	80	80	Interlocking doors
8.3102	Single Cell	1	54	70	3,780	Combination toilet/lavatory w/privacy screen
8.3103	Accessible Cell	1	2	90	180	Combination toilet/lavatory w/privacy screen
8.3104	Dayroom	56	1	35	1,960	w/natural light
8.3105	Floor Officer Station	1	1	48	48	Open station
8.3106	Staff Toilet	1	1	50	50	Lockable
8.3107	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.3108	Showers	1	8	40	320	Observable; one handicapped accessible
8.3109	Confidential Interview Room	1	4	80	320	w/view panels in door
8.3110	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.3111	Storage	1	2	40	80	Lockable area
8.3112	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.3113	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					7,598	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor					80%	
Total DGSF					13,676	
Number of Housing Units					4	54,706
8.3200	Close Custody Housing - 4 Units-112 Double Cells (224 Beds)					
8.3201	Security Vestibule	1	1	80	80	Interlocking doors
8.3202	Double Cell	1	27	100	2,700	2 bunks on floor; sep. screened toilet/lav.
8.3203	Accessible Cell	1	1	120	120	2 bunks on floor; sep. screened access. toilet/lav.
8.3204	Dayroom	56	1	35	1,960	w/natural light
8.3205	Floor Officer Station	1	1	48	48	Open station
8.3206	Staff Toilet	1	1	50	50	Lockable
8.3207	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.3208	Showers	1	8	40	320	Observable; one handicapped accessible
8.3209	Confidential Interview Room	1	4	80	320	w/view panels in door
8.3210	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.3211	Storage	1	2	40	80	Lockable area
8.3212	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.3213	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,458	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor					75%	
Total DGSF					11,302	
Number of Housing Units					4	45,206

Section 3 - Functional Program

Table 3-14 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
CLOSE CUSTODY CLUSTER						
	Close Custody Total Net SF				61,088	
	Grossing Factor				45,390	
	Close Custody Total DGSF				106,478	
	Building Grossing factor		15%		15,972	
	Close Custody Total BGSF				122,450	
GENERAL CUSTODY CLUSTER						
8.4000	General Custody Administrative Support (4 Management Clusters; 16 Housing Units = 896 Beds)					
8.4001	Entry Vestibule	1	1	150	150	Outside door locked
8.4002	Unit Manager	1	1	120	120	Private office
8.4003	Unit Sergeants	1	5	48	240	Open workstations
8.4004	Case Managers	1	8	64	512	Open workstations
8.4005	Conference Room	15	1	20	300	Audio-visual compatible
8.4006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.4007	Storage Rooms	1	4	30	120	Lockable space
8.4008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.4009	Multipurpose Room	28	2	20	1,120	Flexible space
8.4010	Multipurpose Storage	1	4	40	160	Lockable space
8.4011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.4012	Freezer	1	1	60	60	Could be pre-fabricated
8.4013	Kitchen Storage	1	3	60	180	Lockable space
8.4014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.4015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.4016	Inmate Dining Room	112	1	20	2,240	Flexible seating arrangement
8.4017	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.4018	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.4019	Inmate Toilets	1	1	50	50	Half-door medication distribution; secure space
8.4020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.4021	Janitor Closet	1	1	50	50	Utility sink with shelving
	Net SF				6,352	
	Grossing Factor			35%	2,223	
	Total DGSF				8,575	
	Number of Support Clusters		4		34,301	
8.4100	General Custody Housing Unit - 16 Units - 448 Double Cells=896 Beds					
8.4101	Security Vestibule	1	1	80	80	Interlocking doors
8.4102	Double Cell	1	27	100	2,700	2 bunks on floor; sep. screened toilet/lav.
8.4103	Accessible Cell	1	1	120	120	2 bunks on floor; sep. screened access. toilet/lav.
8.4104	Dayroom	56	1	35	1,960	w/natural light
8.4105	Beverage Station	1	1	80	80	Cabinet and sink
8.4106	Floor Officer Station	1	1	48	48	Open station
8.4107	Staff Toilet	1	1	50	50	Lockable
8.4108	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.4109	Showers	1	8	40	320	Observable; one handicapped accessible
8.4110	Confidential Interview Room	1	2	80	160	w/view panels in door
8.4111	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.4112	Storage	1	2	40	80	Lockable area
8.4113	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.4114	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				6,378	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			75%	4,784	
	Total DGSF				11,162	
	Number of Housing Units		16		178,584	
	General Custody Total Net SF				127,456	
	Grossing Factor				85,429	
	General Custody Total DGSF				212,885	
	Building Grossing factor		15%		31,933	
	General Custody Total BGSF				244,818	

Section 3 - Functional Program

Table 3-14 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
REENTRY & PROGRAM INTENSIVE CUSTODY CLUSTER						
8.5000	Reentry/Program Intensive Administrative Support (1 Management Cluster; 18 Housing Units = 864 Beds)					
8.5001	Entry Vestibule	1	1	150	150	Outside door locked
8.5002	Unit Manager	1	1	120	120	Private office
8.5003	Unit Sergeants	1	5	48	240	Open workstations
8.5004	Case Managers	1	8	64	512	Open workstations
8.5005	Conference Room	15	1	20	300	Audio-visual compatible
8.5006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.5007	Storage Rooms	1	4	30	120	Lockable space
8.5008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.5009	Multipurpose Room	20	2	20	800	Flexible space
8.5010	Multipurpose Storage	1	4	40	160	Lockable space
8.5011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.5012	Freezer	1	1	60	60	Could be pre-fabricated
8.5013	Kitchen Storage	1	3	60	180	Lockable space
8.5014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.5015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.5016	Inmate Dining Room	128	1	20	2,560	Flexible seating arrangement
8.5017	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.5018	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.5019	Inmate Toilets	1	1	50	50	Half-door medication distribution; secure space
8.5020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.5021	Janitor Closet	1	1	50	50	Utility sink with shelving
				Net SF	6,352	
				Grossing Factor	35%	2,223
				Total DGSF	8,575	
8.4200	FBOP Minimum Custody Diversion Housing Unit - 8 Units - 448 Single Cubicles					
8.4201	Entry Vestibule	1	1	80	80	Corridor locked
8.4202	Single Cubicles	1	56	60	3,360	Lavatory and vanity
8.4203	Dayroom	56	1	35	1,960	w/natural light
8.4204	Floor Officer Station	1	1	48	48	Open station
8.4205	Staff Toilet	1	1	50	50	Lockable
8.4206	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.4207	Toilets/Lavatories/Showers	1	2	400	800	Observable; handicapped accessible
8.4208	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.4209	Confidential Interview Room	1	4	80	320	w/view panels in door
8.4210	Multipurpose Room	32	2	20	1,280	Flexible room arrangement
8.4211	Storage	1	2	40	80	Lockable area
8.4212	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.4213	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.4214	Janitor's Closet	1	1	50	50	Utility sink with shelving
				Net SF	8,458	Outdoor courtyard computed at 50%
				Grossing Factor	60%	5,075
				Total DGSF	13,533	
				Number of Housing Units	8	108,262
8.4300	Reentry Unit - 6 Units - 192 Rooms					
8.4301	Entry Vestibule	1	1	80	80	Corridor locked
8.4302	Single Room	1	31	70	2,170	Lavatory and vanity
8.4303	Accessible Room	1	1	90	90	Accessible lavatory and vanity
8.4304	Dayroom	32	1	35	1,120	w/natural light
8.4305	Floor Officer Station	1	1	48	48	Open station
8.4306	Staff Toilet	1	1	50	50	Lockable
8.4307	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.4308	Toilets/Lavatories/Showers	1	2	250	500	Observable; handicapped accessible
8.4309	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.4310	Confidential Interview Room	1	4	80	320	w/view panels in door
8.4311	Multipurpose Room	32	1	20	640	Flexible room arrangement
8.4312	Storage	1	2	40	80	Lockable area
8.4313	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.4314	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.4315	Janitor's Closet	1	1	50	50	Utility sink with shelving



Section 3 - Functional Program

Table 3-14 Continued

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
REENTRY & PROGRAM INTENSIVE CUSTODY CLUSTER						
Net SF					5,578	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	55%	3,068
Total DGSF					8,646	
				Number of Housing Units	6	51,875
8.4400	Program Intensive Unit - 4 Units - 224 Cubicles					
8.4401	Entry Vestibule	1	1	80	80	Corridor locked
8.4402	Single Cubicles	1	56	60	3,360	Lavatory and vanity
8.4403	Dayroom	56	1	35	1,960	w/natural light
8.4404	Floor Officer Station	1	1	48	48	Open station
8.4405	Staff Toilet	1	1	50	50	Lockable
8.4406	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.4407	Toilets/Lavatories/Showers	1	2	400	800	Observable; handicapped accessible
8.4408	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.4409	Confidential Interview Room	1	4	80	320	w/view panels in door
8.4410	Multipurpose Room	28	2	20	1,120	Flexible room arrangement
8.4411	Storage	1	2	40	80	Lockable area
8.4412	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.4413	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.4414	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					8,298	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	45%	3,734
Total DGSF					12,032	
				Number of Housing Units	4	48,128
Close Reentry & Program Intensive Total Net SF					140,676	
				Grossing Factor		76,165
Close Reentry & Program Intensive Total DGSF					216,841	
				Building Grossing factor	15%	32,526
Close Reentry & Program Intensive Total BGSF					249,368	
Total NSF for Housing					430,157	
				Grossing Factor		279,708
Total DGSF					709,865	
				Building Gross Sq. Ft.	15%	106,480
Total BGSF for Housing					816,345	
					<i>SF/inmate</i>	<i>289.1</i>

Source: CGL Companies; October 2016

Functional Relationship. Due to an anticipated the restricted site, the clusters of housing units will be driven by site limitations. Given the objective of maximizing the time spent out of the housing unit and the free access to many educational and support areas within the cluster and the complex, inmate housing units should be located in reasonable distance to major central functions such as the recreation services, library, religious services, and dining areas.

Within the separate clusters and the accompanying housing units, the cluster multipurpose spaces and housing unit dayroom become the central focus space for most activities. While inmates will be encouraged to meet regularly with the case managers, this will be accomplished through scheduled appointments and interaction with the staff in the dayroom or adjacent meeting rooms. The reentry and program intensive housing units are programmed as independent living environments. The dayroom and multipurpose areas will be the central focus for intensive counseling activities along with scheduled access to centralized functions in the proposed "mall".

All of the housing units are based upon a direct supervision model where the officer will be stationed in the dayroom space and have security and treatment responsibilities that will be supported by other staff that frequent the housing unit.

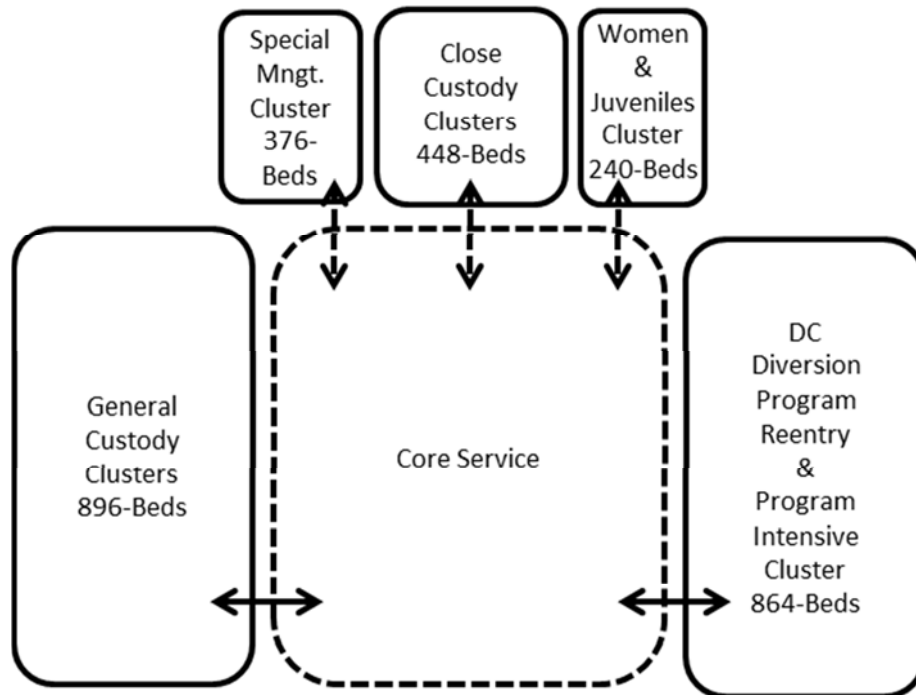
In Figure 3-11 a basic functional relationship diagram depicts an arrangement for the various clusters.



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Figure 3-11

Functional Relationship of the Five Basic Management Clusters



Development Options

In the development of a spatial program to meet the operational focus on rehabilitation within a secure, but normative, environment, two basic options were considered. The first option upon which the spatial program described in the previous pages was based is a new 2,824-bed complex that will replace both the CDF and the CTF. This option would allow a completely new approach to the management of the District's inmate population to be developed around a dynamic security, treatment focused model. Option 1 requires approximately 1.1 million square feet of space.

The CTF is approaching 25 years of age and, although well maintained, will require the replacement or upgrade of locks, mechanical and electrical systems, and general interior finishes. However, the CTF, with a capacity of 800-1,000 inmates in a facility that was originally designed for intensive treatment programming, remains an asset whose future life could be extended through a capital infusion. Under Option 2, a 1,720-bed addition would be made to the CTF that would raise the total bedspaces to approximately 2,800 as with Option 1.

The existing CTF is approximately 400,000 square feet and the addition of 1,720 new bedspaces would require approximately 750,000 additional square feet.

Under Option 2, with a complete use of the existing spaces in the CTF, some functions would be duplicated in the new 1,720-bed expansion. From an operational perspective, some duplication of services and spaces provide maximum flexibility in times of extreme crowding or potentially closing a large number of housing units for repairs or underutilization. Table 3-15 presents a potential re-purposing approach to the CTF.



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Table 3-15
Proposed Re-Purpose of the CTF under Option 2

Housing Type	# of Beds Needed	CTF Cells Available	Current Configuration	Potential Beds	Proposed Building
Women and Juveniles	240	256	8 X 32-cell Living Units	224	
Women	208			192	
<i>Administrative Support Core</i>	-			-	
<i>Special Management</i>	32			32	Building D: 1 - 32-cell housing unit
<i>Medical/Mental Health Housing</i>	32			-	Assigned to existing CTF Infirmary floor
<i>General Custody</i>	112			128	Building D: 4 - 32-cell housing units
<i>Reentry/Program Intensive</i>	32			32	Building D: 1 - 32-cell housing unit
Juveniles	32			32	
<i>Restrictive Housing</i>	8			8	Building D: 1 - 8-cell housing corridor
<i>General Custody</i>	16			16	Building D: 2 - 8-cell housing corridors
<i>Program Intensive</i>	8			8	Building D: 1 - 8-cell housing corridor
FBOP Diversion Program	448	288	6 X 48-cell Living Units	448	
<i>Administrative Support Core</i>	-			-	
<i>FBOP Diversion Program</i>	448			448	Building C: 3 - 48-dbl. cell hse. Units = 288 beds; 2 - 48-single cell housing unit = 96 beds); 1 - 48 - bed unit w/32 cells X 1 per & 16 cells X 2 per. = 64 beds)
Reentry & Program Intensive	416	256	8 X 32-cell Living Units	416	
<i>Administrative Support Core</i>	-			-	Building E
<i>Reentry</i>	192			192	Building E: 3 - 32-cell housing units X 2 inmates
<i>Program Intensive</i>	224			224	Building E: 2 - 32-cell housing units X 2 inmates + 3 - 32-single cell housing units
TOTALS	1,104	800		1,088	
Additional Existing Beds					
<i>Medical/Mental Health Infirmary</i>		32	26 Sgl. Cells; 3 X 2-per cell 2 X 16 single cells	32	Assign 32 beds to women Med/MH housing
<i>Restrictive Housing</i>		32		-	Building C: Unassigned
Additional Total		64		32	
GRAND TOTAL BEDS	1,104	864	25 total existing hse.	1,120	

Source: CGL Companies; October 2016

Essentially, under Option 2, the CTF would be returned to the original design intent of a treatment-focused facility by using the existing 32-bed housing units for women and juveniles and the reentry and program intensive population. The existing six 48-cell housing units would be used for the FBOP diversion program.

In comparing the advantages and disadvantages of the options, greater staffing efficiency will accrue to Option 1 where the housing units can be larger than the 32 and 48-bed units that characterize the CTF. As stated earlier, the greatest advantage of Option 1 is the opportunity to create a new facility based on a sustainable operational program that is based on treating, and not simply, incarcerating all offenders. The detailed space program for Option 2 is shown in Appendix A.

In Tables 3-16 and 17, a comparison of the recommended square footage for both of the options is shown.



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Table 3-16

Summary of Option 1 BGSF by Component

Space #	Building Component	Total BGSF	
1.0000	FACILITY ADMINISTRATION	32,826	
1.1000	Public Lobby, Visitor Processing	7,242	
1.2000	Facility Administration	9,871	
1.3000	DOC Headquarters	15,713	
2.0000	SECURITY ADMINISTRATION	68,318	
2.1000	Security Administration, Muster, & Control	24,702	
2.2000	Intake and Release Processing	23,893	
2.3000	Training	19,723	
3.0000	PROGRAM and EMPLOYMENT SERVICES	65,922	
3.1000	Program Administration	3,035	
3.2000	Academic Education	14,691	
3.3000	Pre-Employment Services	8,589	
3.4000	Recreation Services	12,667	
3.5000	Religious Services	9,298	
3.6000	Inmate Industries	17,642	
4.0000	VISITATION CENTER	16,288	
4.1000	Inmate Visitation	10,850	
4.2000	Family Visitation	5,439	
5.0000	MEDICAL SERVICES	35,399	
5.1000	Medical Clinic	10,405	
5.2000	Medical Infirmary (30-beds not in count)	9,698	
5.3000	Mental Health Outpatient Clinic	3,937	
5.4000	Mental Health Housing (40-beds not in count)	11,359	
6.0000	FOOD SERVICES	20,654	
6.1000	Food Preparation Area	13,927	
6.2000	Staff Dining Area	3,381	
6.3000	Receiving and Processing Area	3,347	
7.0000	FACILITY SERVICES	37,052	
7.1000	Maintenance Shops	5,843	
7.2000	Energy Plant	21,028	
7.3000	Institutional Warehouse	8,964	
7.4000	Fleet Management	1,217	
8.0000	INMATE HOUSING	816,345	
8.1000	Special Management	376	119,081
8.1000	Administrative Support Core	-	7,952
8.1100	Restrictive Housing	96	26,318
8.1200	Mental Health Outpatient Housing	128	41,218
8.1300	Medical Outpatient Housing	96	30,913
8.1400	STG Housing	56	12,680
8.2000	Women & Juveniles	240	80,629
8.2000	Administrative Support Core	-	7,461
Women			
8.2100	Special Management	32	10,139
8.2200	Medical/Mental Health Housing	32	10,304
8.2300	General Custody	112	25,329
8.2400	Reentry/Program Intensive	32	10,264
	Subtotals	208	56,036
Juveniles			
8.2500	Restrictive Housing	8	3,416
8.2600	General Custody	16	9,135
8.2700	Program Intensive	8	4,582
	Subtotals	32	17,132
8.3000	Close Custody	448	122,450
8.3000	Administrative Support Core	-	7,551
8.3100	Maximum Custody	224	62,911
8.3200	Close Custody	224	51,987
8.4000	General Custody	896	244,818
8.4000	Administrative Support Core	-	39,446
8.4100	General Custody	896	205,372
8.5000	Reentry & Program Intensive	864	249,368
8.5000	Administrative Support Core	-	9,861
8.4200	FBOP Diversion Program	448	124,502
8.5100	Reentry	192	59,657
8.5200	Program Intensive	224	55,348
	GRAND TOTALS	2,824	1,092,805

Source: CGL Companies; October 2016

Table 3-17

Summary of Option 2 BGSF by Component

Space #	Building Component	Total BGSF	
1.0000	FACILITY ADMINISTRATION	32,826	
1.1000	Public Lobby, Visitor Processing	7,242	
1.2000	Facility Administration	9,871	
1.3000	DOC Headquarters	15,713	
2.0000	SECURITY ADMINISTRATION	64,724	
2.1000	Security Administration, Muster, & Control	21,468	
2.2000	Intake and Release Processing	23,893	
2.3000	Training	19,363	
3.0000	PROGRAM and EMPLOYMENT SERVICES	56,794	
3.1000	Program Administration	3,035	
3.2000	Academic Education	11,471	
3.3000	Pre-Employment Services	6,325	
3.4000	Recreation Services	12,667	
3.5000	Religious Services	9,298	
3.6000	Inmate Industries	13,999	
4.0000	VISITATION CENTER	13,603	
4.1000	Inmate Visitation	8,164	
4.2000	Family Visitation	5,439	
5.0000	MEDICAL SERVICES	35,399	
5.1000	Medical Clinic	10,405	
5.2000	Medical Infirmary (30-beds not in count)	9,698	
5.3000	Mental Health Outpatient Clinic	3,937	
5.4000	Mental Health Housing (40-beds not in count)	11,359	
6.0000	FOOD SERVICES	20,626	
6.1000	Food Preparation Area	13,927	
6.2000	Staff Dining Area	3,353	
6.3000	Receiving and Processing Area	3,347	
7.0000	FACILITY SERVICES	30,572	
7.1000	Maintenance Shops	5,843	
7.2000	Energy Plant	14,548	
7.3000	Institutional Warehouse	8,964	
7.4000	Fleet Management	1,217	
8.0000	INMATE HOUSING	486,348	
8.1000	Special Management	376	119,081
8.1000	Administrative Support Core	-	7,952
8.1100	Restrictive Housing	96	26,318
8.1200	Mental Health Outpatient Housing	128	41,218
8.1300	Medical Outpatient Housing	96	30,913
8.1400	STG Housing	56	12,680
8.1000	Close Custody	448	122,450
8.1000	Administrative Support Core	-	7,551
8.1100	Maximum Custody	224	62,911
8.1200	Close Custody	224	51,987
8.2000	General Custody	896	244,818
8.2000	Administrative Support Core	-	39,446
8.2100	General Custody	896	205,372
	GRAND TOTALS	1,720	740,893

Source: CGL Companies; October 2016

The total space difference for the new construction is approximately 350,000 square feet, which is the approximate size of the existing CTF. In effect, under Option 2, the new 1,720 bed facility would be dedicated to inmates requiring a higher level of security leaving the CTF to return to a treatment focus.

The real measure in the comparison will be the capital cost difference and the cost to repair and upgrade the CTF that is discussed in Section 4.

Blocking and Stacking Diagrams



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The following block and stack diagrams are potential concepts of how the Option 1 – 2,824 bed new facility program could be correlated into a basic planning concept. Attached are two alternative block/stack ideas (Option A and Option B) that were developed. Option A investigates a 5-stack configuration where Option B is a 4-stack idea. These alternative concepts use similar design intents in several areas:

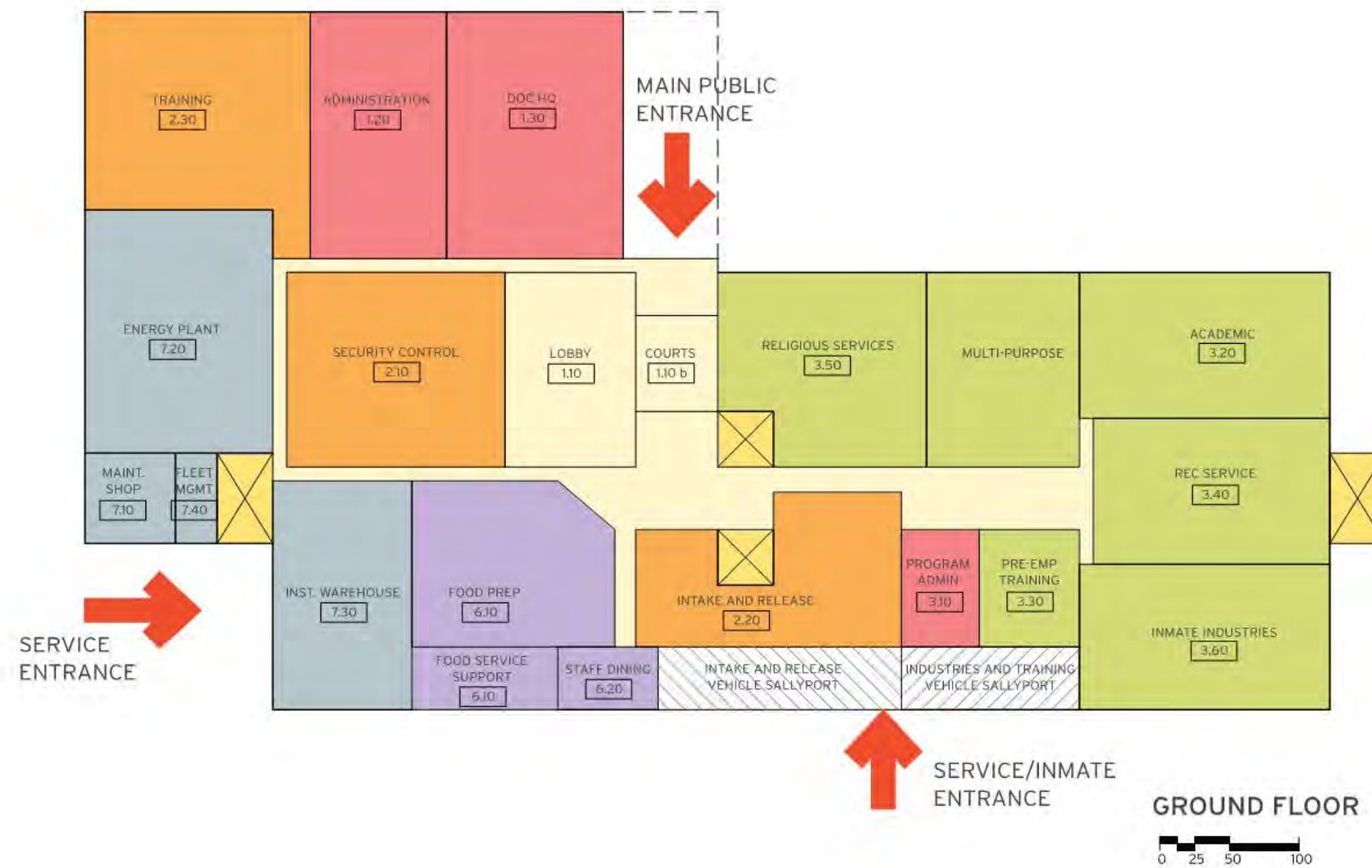
- A compact footprint
- Mezzanine type housing units
- Rear chase configuration
- Open dayroom
- Recreation on the housing unit
- Urban building perimeter

The block and stack diagrams are non-site-specific and are not intended to be floor plans or “solutions,” but just a concept of potential relationships of programmatic areas in a vertical and horizontal diagram.

Further development would be required to provide a design to meet not only the program requirements, but any specific site configuration,



OPTION A - BLOCKING & STACKING



LEGEND

- FACILITY ADMINISTRATION
- SECURITY ADMINISTRATION
- PROGRAM AND EMPLOYMENT
- VISITATION CENTER
- MEDICAL SERVICES
- FOOD SERVICES
- FACILITY SERVICES
- INMATE HOUSING
- INMATE HOUSING-SUPPORT



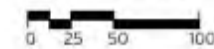
OPTION A - BLOCKING & STACKING



LEGEND

- FACILITY ADMINISTRATION
- SECURITY ADMINISTRATION
- PROGRAM AND EMPLOYMENT
- VISITATION CENTER
- MEDICAL SERVICES
- FOOD SERVICES
- FACILITY SERVICES
- INMATE HOUSING
- INMATE HOUSING-SUPPORT

SECOND FLOOR





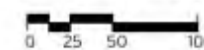
OPTION A - BLOCKING & STACKING



LEGEND

- FACILITY ADMINISTRATION
- SECURITY ADMINISTRATION
- PROGRAM AND EMPLOYMENT
- VISITATION CENTER
- MEDICAL SERVICES
- FOOD SERVICES
- FACILITY SERVICES
- INMATE HOUSING
- INMATE HOUSING-SUPPORT

THIRD FLOOR





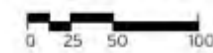
OPTION A - BLOCKING & STACKING



LEGEND

- FACILITY ADMINISTRATION
- SECURITY ADMINISTRATION
- PROGRAM AND EMPLOYMENT
- VISITATION CENTER
- MEDICAL SERVICES
- FOOD SERVICES
- FACILITY SERVICES
- INMATE HOUSING
- INMATE HOUSING-SUPPORT

FOURTH FLOOR





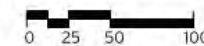
OPTION A - BLOCKING & STACKING



LEGEND

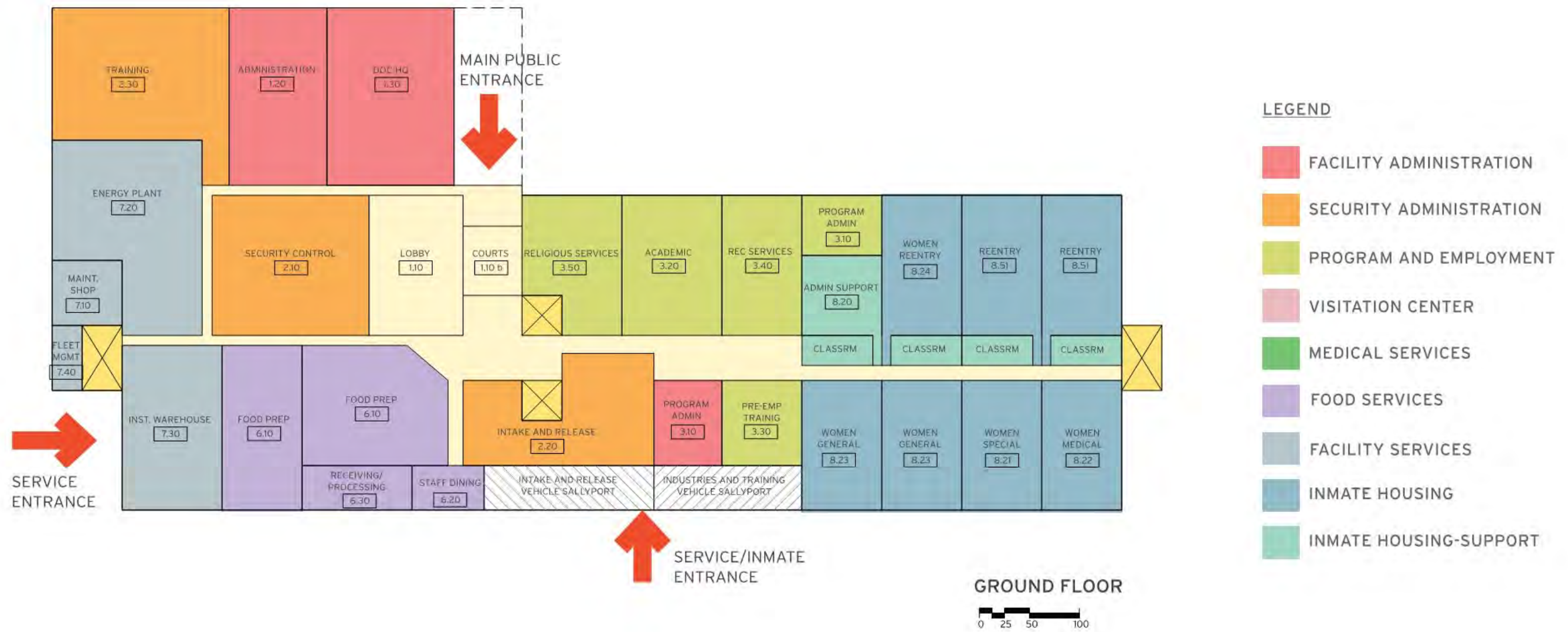
- FACILITY ADMINISTRATION
- SECURITY ADMINISTRATION
- PROGRAM AND EMPLOYMENT
- VISITATION CENTER
- MEDICAL SERVICES
- FOOD SERVICES
- FACILITY SERVICES
- INMATE HOUSING
- INMATE HOUSING-SUPPORT

FIFTH FLOOR





OPTION B - BLOCKING & STACKING





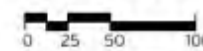
OPTION B - BLOCKING & STACKING



LEGEND

- FACILITY ADMINISTRATION
- SECURITY ADMINISTRATION
- PROGRAM AND EMPLOYMENT
- VISITATION CENTER
- MEDICAL SERVICES
- FOOD SERVICES
- FACILITY SERVICES
- INMATE HOUSING
- INMATE HOUSING-SUPPORT

SECOND FLOOR





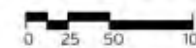
OPTION B - BLOCKING & STACKING



LEGEND

- FACILITY ADMINISTRATION
- SECURITY ADMINISTRATION
- PROGRAM AND EMPLOYMENT
- VISITATION CENTER
- MEDICAL SERVICES
- FOOD SERVICES
- FACILITY SERVICES
- INMATE HOUSING
- INMATE HOUSING-SUPPORT

THIRD FLOOR





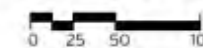
OPTION B - BLOCKING & STACKING



LEGEND

- FACILITY ADMINISTRATION
- SECURITY ADMINISTRATION
- PROGRAM AND EMPLOYMENT
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- FACILITY SERVICES
- INMATE HOUSING
- INMATE HOUSING-SUPPORT

FOURTH FLOOR



Section 4

The Operational and Capital Implications



Section 4 – Operations and Capital Needs

The staffing and operations requirements were derived from the teams review and assessment of the current DOC practices and anticipated new approach to operations, with consideration given to the *American Correctional Association (ACA) & National Institute of Corrections (NIC)* standards and the *Prison Rape Elimination Act of 2003 (945 USC 15601)* also known as PREA. The estimates consider the deployment of all correctional officers and support personnel required to operate at full capacity and with full services. The goal is to determine a reasonable cost estimate to operate efficiently; utilize resources effectively; and minimize the need for overtime hours.

Current Staffing

While current staffing ratios at the CDF & CTF should not be used solely to determine the appropriate staffing levels of a new facility that has not been designed, it is useful to consider current resources, trends and practices to develop staffing and cost estimates for planning purposes. While the ratio can be one indicator of appropriate or excessive staffing, it is not reasonable to assume it is the sole factor to consider. The design and the method of management are two factors critical to development of staffing programs. Two facilities with the exact same capacity, and even the same design, that are operated using different inmate management approaches, would very likely have different staffing requirements.

Current DOC facilities deploy a combination of inmate management approaches with the majority of housing units set in an indirect supervision environment. Many units have staff located inside housing units to provide hands-on management of inmates while control stations provide oversight. This approach is a hybrid of direct and indirect supervision and is staff intensive. Additionally, remote surveillance and circulation control is provided through centralized control stations. Response, or “rover,” staff provided incident assistance throughout the facilities.

Layers of personnel and security measures are intended to provide better physical plant security, and in theory, safer facilities. Often the increase of “security” layers over time is subtle and reactive to specific incidents, changes in management philosophy, deterioration or alteration of physical plants, changes in the programmatic requirements and needs, or a combination of these and other factors. Rarely are the methods or abilities of “people management” given enough consideration prior to adding layers of personnel, additional barriers, or reducing/restricting activities of inmates. The proper management of inmates in an appropriate manner to meet the security, safety, custody level, rehabilitation, and medical needs is critical to efficient operations as well as the reduction of recidivism. Review of current and past practices enables a jurisdiction to take advantage of lessons learned.

Table 4-1: Current Staff

Grade	Number	%
Below 6	19	2.0%
6	59	6.3%
7	92	9.9%
8	437	46.9%
9	132	14.2%
10	6	0.6%
11	78	8.4%
12	48	5.1%
13	33	3.5%
Above 13	27	2.9%
	932	100%

As of September 2016, staffing levels for personnel in the DOC System totaled 932 budgeted full time employees (FTE’s) with a total combined CDF and CTF capacity of 2,164 inmates. The ratio of inmates to total staff is approximately 2.3 inmates to each staff position. While no definitive staffing ratio is put forth as the “standard” for operations due to the variables discussed previously, this ratio suggests a reasonable level of staff for a facility with a higher level of inmate programs. Generally, a direct inmate to housing staff ratio, or those staff responsible for housing area supervision, will fall within a range of 4:1 and 6:1. Table 4-1 used data from the report by the DOC entitled *DOC Facts and Figures; June 2016*.



Section 4 – Operations and Capital Needs

Applicable Standards

The review of current staffing deployment patterns was conducted, taking into account the applicable regulatory standards governing staffing requirements.

There are two sets of regulatory standards, aside of Departmental and District policy, which provide guidance for the staffing of a District DOC detention facility(s). These standards are provided by the *Prison Rape Elimination Act of 2003* (945 USC 15601), and the *American Correctional Association*. The *Prison Rape Elimination Act* is mandated by federal law. The American Correctional Association standards are not binding, but are recognized by most courts as correctional best practices. In addition to these standards, officials can gain insight as to the court's position on staffing by reviewing applicable case law, as well union agreements that impact staff availability.

PREA Standards

The *Prison Rape Elimination Act of 2003* (945 USC 15601) also known as PREA provided for a commission to develop standards to be adopted by the U.S. Attorney General to detect, prevent, and respond to rapes that take place in prisons and other detention facilities. Standard § 115.13 of this act addresses staffing and establishes the following provisions:

§ 115.13 Supervision and Monitoring

(a) The agency shall ensure that each facility it operates shall develop, document, and make its best efforts to comply on a regular basis with a staffing plan that provides for adequate levels of staffing, and, where applicable, video monitoring, to protect inmates against sexual abuse. In calculating adequate staffing levels and determining the need for video monitoring, facilities shall take into consideration:

- 1. Generally accepted detention and correctional practices;*
- 2. Any judicial findings of inadequacy;*
- 3. Any findings of inadequacy from Federal investigative agencies;*
- 4. Any findings of inadequacy from internal or external oversight bodies;*
- 5. All components of the facility's physical plant (including "blind-spots" or areas where staff or inmates may be isolated);*
- 6. The composition of the inmate population;*
- 7. The number and placement of supervisory staff;*
- 8. Institution programs occurring on a particular shift;*
- 9. Any applicable State or local laws, regulations, or standards;*
- 10. The prevalence of substantiated and unsubstantiated incidents of sexual abuse; and*
- 11. Any other relevant factors.*

(b) In circumstances where the staffing plan is not complied with, the facility shall document and justify all deviations from the plan.

(c) Whenever necessary, but no less frequently than once each year, for each facility the agency operates, in consultation with the PREA coordinator required by §115.11, the agency shall assess, determine, and document whether adjustments are needed to:



Section 4 – Operations and Capital Needs

1. *The staffing plan established pursuant to paragraph (a) of this section;*
2. *The facility's deployment of video monitoring systems and other monitoring technologies;*
3. *The resources the facility has available to commit to ensure adherence to the staffing plan.*

(d) Each agency operating a facility shall implement a policy and practice of having intermediate-level or higher-level supervisors conduct and document unannounced rounds to identify and deter staff sexual abuse and sexual harassment. Such policy and practice shall be implemented for night shifts as well as day shifts. Each agency shall have a policy to prohibit staff from alerting other staff members that these supervisory rounds are occurring, unless such announcement is related to the legitimate operational functions of the facility.

This standard also requires "adequate" staffing along with supervision of staff to ensure compliance. The main focus of this standard is to provide enough security to be able to respond to sexual assaults with adequate numbers of staff in a timely manner and to provide adequate supervision to ensure that inappropriate relationships do not develop between staff and inmates.

ACA Standards

The *American Correctional Association* uses standard 4-ALDF-2A-14 as a performance based standard and I-CORE-2A-09 as a minimum standard for meeting acceptable criteria for staffing. A U.S. Appeals Court decision (*Cody v. Hillard*) concluded that the ACA standards can be used to determine constitutional requirements. The Core Standard for staffing is as follows:

Sufficient Staff

I-CORE-2A-09 (Ref. 4-ALDF-2A-14)

Sufficient staff, including a designated supervisor, are provided at all times to perform functions relating to staff safety and the security, custody, and supervision of inmates as needed to operate the facility in conformance with the standards.

This standard requires a designated supervisor "at all times" along with a sufficient amount of correctional staff. Industry standard provides for three levels of supervision: line level staff, supervisory staff, and command staff. The number of staff that is deemed "sufficient" can be determined based on several factors, including the philosophy of operation and the programs provided. Other determining factors are the design of the facility's components, the types and frequency of internal inmate movement, and the various risks and needs of the inmate population.

The ACA standard 3-ALDF-1C-03 provides some guidance in determining this number by stating the following:

Staffing Requirements

3-ALDF-1C-03

Staffing requirements for all categories of personnel are determined on an ongoing basis to ensure that inmates have access to staff, programs, and services. Staffing requirements should be determined on more than inmate population figures and should include review of staffing needs for health care, academic, vocational, recreation, library, and religious programs and services.



Section 4 – Operations and Capital Needs

Workload ratios reflect such factors as goals, legal requirements, character, and needs of the inmates supervised, and other duties required of staff. Workloads should be sufficiently low to provide access to staff and effective services.

A staffing plan for the correctional system should consider all of these factors, then provide staffing and supervision coverage at a sufficient level to meet security and program objectives.

Court Cases

In addition to the above standards, there have been numerous court cases that address the issue of staffing. The holdings of key court decisions that address staffing may be summarized as follows:

Staff must be provided:

- To protect inmates (from themselves and from other inmates);
- To make regular visits to inmates-occupied areas and to maintain communication with inmates;
- To respond to inmates calls for assistance;
- To classify and separate inmates;
- To ensure the safety of inmates at all times;
- To maintain security;
- To process and supervise female inmates;
- To operate electronic surveillance;
- To ensure that all required inmate activities, services, and programs are delivered (medical, exercise, visits, etc.).

Courts have frequently found jail administrators and elected officials liable for incidents that have resulted from inadequate staffing. Costly damage awards have been levied when staff and officials are found negligent in selecting, retaining, assigning, and supervising staff.

Methodology for the Development of Staffing Estimates

Unlike most government or justice functions, the jail is a 24-hour round-the-clock 365 days-a-year operation that has substantial security and life safety requirements. The security-related positions, or posts, in the jail must be staffed even when the scheduled officer calls in sick, takes vacation or is away on required training.

The following passage is an excerpt from the National Institute of Corrections *Staffing Analysis Workbook for Jails: Second Edition, 2003*:

“Many staffing issues and problems jails face, such as high overtime costs, the inability to cover needed posts, or the inability to free staff from their posts for training can be attributed to inaccurate calculation of the actual number of hours staff are available to work in the jail. This critical step requires collecting and analyzing information that will provide an accurate depiction of the real number of staff hours that are available to be scheduled for each full-time position in the jail budget. It produces accurate net annual work hours (NAWH) for each position.



Section 4 – Operations and Capital Needs

An accurate NAWH for each job classification requires information on all possible time-off categories. Different classifications of employees will have different NAWH, because of the amount of vacation time or training time that is allotted and used.”

Not every post or position requires relief. Relief is typically applied to security posts that must be staffed during certain shift work hours to maintain safe, critical operations. Typically, relief is not applied to civilian posts and positions. Therefore, positions such as Administrative Assistants, Office Specialists, and Records Analysts, as well as Corrections Officers that work in Classification and Records, will not have relief applied as they are assumed to be on a “business hours” shift and do not require relief when they are unable to work.

In order to describe/recommend appropriate staffing for the DOC, a proper NAWH was calculated for each major category of job classification to determine the number of FTE’s required to efficiently fill posts, even when some staff are absent. Factors included in the calculation were:

- Time taken away for compensatory time,
- Vacation,
- Personal time,
- Sick leave,
- Holidays,
- Family Medical Leave Act,
- Workers compensation,
- Military leave,
- Administrative leave with pay,
- Emergency leave, weather/disasters,
- Court time,
- Health and safety,
- Unpaid time off,
- Training,
- Any other factors that divert an assigned officer to something other than their assigned post.

While employees take time off for legitimate reasons, security posts must still be staffed to maintain the safety and security of the facilities. Therefore, the actual time off data is used to determine the proper amount of relief staff that must be hired to provide adequate coverage at all times and minimize overtime.

Calculated Net Annual Work Hours

Considering the possible options of 8-hour and 12-hour shifts, in Table 4-2, the calculated NAWH for each major classification category is illustrated. As described in the previous section, the total available hours annually that an individual is available to staff a particular post is indicated. The total number of hours for each category indicates the number of hours each employee should have available to commit to the position assigned.



Section 4 – Operations and Capital Needs

Table 4-2
Net Annual Work Hours

	Item	Warden/ Business	Deputy Warden	Sec. Supervisors	Managers (non sec)	Corrections Officer	Civilian Workers
1	Total Hours Contracted Per Employee Per Yr.	2,086	2,086	2,086	2,086	2,086	2,086
2	Avg Hours of Vacation Per Year	96	96	96	80	72	72
3	Avg Hours of Sick Leave Per Year	56	56	56	56	56	56
4	Avg Hours of Personal Time Per Year	24	24	24	24	24	24
5	Avg Hours of Training Per Year	88	88	88	40	40	24
6	Avg Hours of Comp Time Per Year	48	48	48	48	48	48
7	Total Hours Off Per Year (Lines 2-6)	312	312	312	248	240	224
	Net Annual Work Hours (Line 1 minus line 7)	1,774	1,774	1,774	1,838	1,846	1,862

Source: DOC Data; Calculations by CGL Companies; October 2016

Proper relief factors will vary depending upon the type of post/position in which they are applied. For example, a post that is staffed for 40 hours each week will require less staff (and relief) than a post that is staffed 24/7. For the Districts staffing program development for each option, the consultant has applied the appropriate classification by each programmed post assignment. As the NAWH is changed, so will the appropriate relief factor required. For example, if additional vacation is authorized or training mandated for a certain classification of staff, the relief requirement will increase in order to properly staff the positions filled by that classification. *It is important to consider that the NAWH utilized in based on current information available, and averages of data provided. The NAWH will need to be recalculated based on current data available near the time of opening to determine applicable relief factors.*

Staffing Requirements

The approach to developing staffing requirements considers primarily a direct supervision management philosophy with inmates at every custody level engaged in programs to assist with treatment, re-entry, and focused on reducing recidivism. Staff will be more “hands-on” with the daily activities of the inmates, focusing more on managing time and behavior and providing opportunity for change. Inmates will be expected to be fully engaged in productive activities, be responsible for time management and will be held accountable for personal actions. Appropriate housing unit configurations will also be provided for those inmates not willing or able to participate in the program intensive activities as most inmates.

The Staffing Program summary tables represent the totals for each of the nine (9) major functional areas of the facilities. Totals for each shift type are provided at the bottom of each table, as well a grand of total staff required for full operations. Additionally, a total number of annual hours was calculated to determine an estimated cost impact on an operational budget.

Additional staffing programs were also developed to consider both 12.5 hour and 8.5 hour shifts allowing for shift rotation briefing requirements if these periods were not figured into break periods. The primary purpose was to more precisely estimate and average the staffing requirements. The summary of these two scenarios is not included in the main body of this report but are included in the detailed staffing program tables attached.



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Staffing - Option #1

Option #1 consists of a completely new facility with a capacity of 2,824 beds in various levels of classification. As a single facility, certain efficiencies are realized such as single food service operations, medical, maintenance services, as well as other security related posts that are required at entry points and control stations for example.

Each staffing program has the proper NAWH, or shift relief factor, applied that accounts for the proper number of staff being available for each required post in either “day or business shifts, as well as 24-hour coverage posts. Table 4-3 represents the staffing requirements for Option #1 in an 8-hour shift scenario followed by Table 4-4 using a 12-hour shift scenario.

Table 4-3

Option #1 Staffing Plan Summary (8-Hour Shifts)

Position	Shift						Hours/ Yr	TOTAL
	M-F Bus.	7-Day	Days	Mids	Nights	12		
	8-5	Business	8-hour	8-hour	8-hour	hour		
1. Facility Administration	40	0	0	0	0	0	Non-Housing Housing	40
2. Facility Services	4	25	0	0	0	0		29
3. Food Services	2	13	2	2	2	0		29
4. Medical Services	33	16	21	21	21	0		148
5. Security Administration	7	8	43	43	37	2		203
6. Staff Training	21	0	0	0	0	0		21
7. Program & Employment Services	78	8	0	0	0	0		86
8. Visitation	12	4	0	0	0	0		16
9. Inmate Housing	136	14	88	88	76	0		498
GRAND TOTALS	333	88	154	154	136	2		1,070

Source: CGL Companies; October 2016

Table 4-4

Option #1 Staffing Plan Summary (12-Hour Shifts)

Position	Shift				Hours/ Yr	TOTAL
	M-F Bus.	7-Day	Days	Nights		
	8-5	Business	12 Hour	12 Hour		
1. Facility Administration	40	0	0	0	Non-Housing Housing	40
2. Facility Services	4	25	0	0		29
3. Food Services	2	9	2	2		34
4. Medical Services	33	16	21	21		154
5. Security Administration	7	16	41	41		211
6. Staff Training	21	0	0	0		21
7. Program & Employment Services	78	8	0	0		86
8. Visitation	12	4	0	0		16
9. Inmate Housing	150	16	88	88		548
GRAND TOTALS	347	94	152	152		1,140

Source: CGL Companies; October 2016

As presented in the above tables, an 8 hour shift for Option #1 would require 1,070 FTE’s while the 12-hour shift scenario would require 1,140 FTE’s to operate at full capacity. An 8-hour shift requires less total staff be hired, due to the flexibility in scheduling for the periods of low activities, but 12-hour shifts are often



Section 4 – Operations and Capital Needs

considered to be easier to manage in terms of team structure and shift rotation. Management must consider many factors in making this decision including but not limited to which is most beneficial to staff effectiveness, facility and support functionality, and budgeting.

Staffing- Option #2

Option #2 consists of a combination of re-use/re-purposing of the existing CTF with a capacity of 1,032 beds, and construction of a new facility with a capacity of 1,720 beds. Multiple facilities, regardless of an adjacent location and/or connectivity, would require additional staff even though the total number of beds would be the same, for the reasons described in Option #1 previously (entry points, control stations, management, etc.). Table 4-5 represents the staffing requirements for Option #2 (1,720 bed new facility) under an 8-hour shift scenario followed by a comparison to a 12-hour shift in Table 4-6.

Table 4-5

Option #2 Staffing Plan Summary – 1,720 Beds (8-Hour Shifts)

Position	Shift						Non-Housing Housing	Hours/ Year	TOTAL
	M-F Bus.	7-Day	Days	Mids	Nights	12			
	8-5	Business	8-hour	8-hour	8-hour	hour			
1. Facility Administration	40.0	0.0	0.0	0.0	0.0	0.0		40	
2. Facility Services	7.0	17.0	1.0	1.0	1.0	0.0		27	
3. Food Services	2.0	9.0	2.0	2.0	1.0	0.0		24	
4. Medical Services	35	13	21	21	20	0		145	
5. Security Administration	11	12	41	41	41	2		204	
6. Staff Training	21	0	0	0	0	0		21	
7. Program & Employment Services	66	6	0	0	0	0		72	
8. Visitation	12	4	0	0	0	0		16	
9. Inmate Housing	61	0	40	40	32	0		238	
GRAND TOTALS	255	61	105	105	95	2		1,018,607	
								455,912	
								788	

Table 4-6

Option #2 Staffing Plan Summary – 1,720 Beds (12-Hour Shifts)

Position	Shift				Non-Housing Housing	TOTAL
	M-F Bus.	7-Day	Days	Nights		
	8-5	Business	12 Hour	12 Hour		
1. Facility Administration	40	0	0	0		40
2. Facility Services	7	17	1	1		26
3. Food Services	2	9	2	2		29
4. Medical Services	35	13	21	21		153
5. Security Administration	7	16	41	41		211
6. Staff Training	21	0	0	0		21
7. Program & Employment Services	66	6	0	0		72
8. Visitation	12	4	0	0		16
9. Inmate Housing	61	0	40	40		262
GRAND TOTALS	251	65	105	105		831

Source: CGL Companies; October 2016



Section 4 – Operations and Capital Needs

As presented in the above tables, an 8-hour shift for Option #2 for the 1,720 bed new facility would require 788 FTE's while the 12-hour shift scenario would require 831 FTE's to operate at full capacity.

Continued use of the CTF is the central focus of Option 2. Many factors other than staff considerations must be considered, but staff differences will be a major factor. In Tables 4-7 and 4-8, the staffing requirements for a 1,032-bed re-purposed CTF under an 8-and 12-hour shift scenarios is presented.

Table 4-7
Option #2 Staffing Plan Summary – 1,032 Beds (8-Hour Shifts)

Position	M-F Bus. 8-5	Shift					Hours/ Yr	TOTAL	
		7-Day Business	Days 8-hour	Mids 8-hour	Nights 8-hour	12 hour			
1. Facility Services	5	7	1	1	1	0		15	
2. Food Services	1	10	2	2	2	0		23	
3. Medical Services	20	10	14	14	14	0		96	
4. Program & Employment Services	55	6	0	0	0	0		61	
5. Visitation	5	0	2	2	2	0		14	
6. Security Administration	2	2	14	14	14	0		71	
7. Inmate Housing	97	4	43	43	43	0		238	
GRAND TOTALS	185	39	76	76	76	0	Non-Housing Housing	485,111 463,420	519

Source: CGL Companies; October 2016

Table 4-8
Option #2 Staffing Plan Summary – 1,032 Beds (12-Hour Shifts)

Position	M-F Bus. 8-5	Shift				Hours/ Yr	TOTAL
		7-Day Business	Days 12 Hour	Nights 12 Hour			
1. Facility Services	5	8	1	1			15
2. Food Services	1	10	2	2			24
3. Medical Services	20	9	14	14			99
4. Program & Employment Services	54	6	0	0			60
5. Visitation	5	0	2	2			15
6. Security Administration	2	2	14	14			74
7. Inmate Housing	68	4	35	35			248
GRAND TOTAL	155	39	68	68	Non- Housing Housing	497,624 463,420	536

Source: CGL Companies; October 2016

As presented in the above tables, an 8-hour shift for Option #2 for the 1,032 bed CTF re-purposed facility would require 519 FTE's while the 12-hour shift scenario would require 536 FTE's to operate at full capacity.

A summary of all staffing program models results in an average of all programs (8, 12, 8.5 & 12.5-hour shifts) for each option. This summary is presented in Table 4-9.



Section 4 – Operations and Capital Needs

Table 4-9
Summary of Staffing Programs

Functional Component	Option #1					Option #2			
	2,824 Beds					1,720 Beds			
	12.5 Hr	12 Hr	8.5 Hr	8 Hr	AVG	12 Hr	8.5 Hr	8 Hr	AVG
1. Facility Administration	40	40	40	40	40	40	40	40	40
2. Facility Services	29	29	29	29	29	26	27	27	27
3. Food Services (Contracted)	36	34	32	29	33	29	25	24	27
4. Medical Services (Contracted)	158	154	154	148	154	153	152	145	152
5. Security Administration	218	211	212	203	211	211	210	204	211
6. Staff Training	21	21	21	21	21	21	21	21	21
7. Program & Employment Services (Contracted)	86	86	86	86	86	72	72	72	72
8. Visitation	16	16	16	16	16	16	16	16	16
9. Inmate Housing	564	548	534	498	536	262	249	238	255
FTE's	1,169	1,140	1,125	1,070	1,126	831	812	788	821
Functional Component	Option #1					Option #2			
	2,824 Beds					1,032 Beds			
	12.5 Hr	12 Hr	8.5 Hr	8 Hr	AVG	12 Hr	8.5 Hr	8 Hr	AVG
1. Facility Administration	-	-	-	-	-	-	-	-	-
2. Facility Services	-	-	-	-	-	15	15	15	15
3. Food Services (Contracted)	-	-	-	-	-	24	24	23	24
4. Medical Services (Contracted)	-	-	-	-	-	99	100	96	100
5. Security Administration	-	-	-	-	-	74	75	71	74
6. Staff Training	-	-	-	-	-	-	-	-	-
7. Program & Employment Services (Contracted)	-	-	-	-	-	60	61	61	61
8. Visitation	-	-	-	-	-	15	16	14	15
9. Inmate Housing	-	-	-	-	-	248	249	238	247
FTE's	0	0	0	0	0	536	540	519	537
TOTAL FTE's	1,169	1,140	1,125	1,070	1,126	1,366	1,352	1,307	1,357
Overall Inmate:Staff Ratio	2.4	2.5	2.5	2.6	2.5	2.1	2.1	2.2	2.1
Inmate:Custody Staff (Housing Only) Ratio	5.0	5.1	5.3	5.7	5.3	5.5	5.7	5.9	5.6

Source: CGL Companies; October 2016

Consistent with the methodology described above, the staffing program, with the application of a proper SRF to all appropriate positions, indicates there is a requirement for approximately 1,126 total FTE's and a ratio of 5.3 inmates to custody staff for Option #1, and approximately 1,357 total FTE's and a ratio of 5.6 inmates to custody staff for Option #2, to manage correctional operations in a new and/or a repurposed District facility(s) that would replace the current facility(s) under a new model of operations.

All staffing programs include the operation of all areas in use for housing, programs, services and support. However, these estimates do not include any personnel from the headquarters component or other components of DOC. Current operations include the contracting of services such as medical and food service. While this is anticipated to continue for both options, and would lower the total FTE's required for operations for budgetary purposes, the staffing programs developed include these positions. Regardless of whether contracted or not, a total number of staff that will work at the facility is critical to determining proper parking and staff services within the facility in the planning phase.

Staffing and Operations Cost Estimate

Operations costs estimates are difficult to predict based solely on an architectural program. A common method used for planning efforts is an estimate of "all other operations costs" based on staff costs as a percentage. The cost of staff is commonly estimated to be approximately 70% of the total operational



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budget.

Operations of a new and/or repurposed facility(s) will be formed around “clusters” or housing groups. Each cluster will consist of housing units with similar levels of custody and program agendas. The housing units will be managed by cluster management with each cluster operating largely independent of one another, but supported by both decentralized and centralized services. Lower custody housing unit inmates will have more personal responsibilities and accountability for making decisions regarding their daily activities, but with constant monitoring by unit officers, case managers, teachers, counselors and other programs and custody personnel. As custody levels increase, and for special circumstances, inmates will gradually have more direct and restrictive requirements, but will still have access to programs and treatment. The objective of this management approach is for inmates to progress to lower custody levels, and more personal responsibility, and better prepare for release and productivity in society. Operational costs include plant services (water, sewer, gas, electricity, etc.), maintenance, inmate and staff services, administrative (supplies, equipment, etc.), and all other non-capital related expenses to keep the facility operating on a daily basis.

Staffing Cost Estimates

Having developed a detailed staffing program that provides total staff requirements, a preliminary cost estimate for staff was estimated in 2016 dollars using a current overall salary average of \$50,000. Additionally, the team included a fringe benefit estimate for a total full time employee (FTE) cost of \$75,000 or \$36.05 per hour on average. While not a precise cost, the result will provide a reasonable order of magnitude cost and can help with assessing the impact of the staffing decisions and operational approach.

Inmate Housing Staff. Inmate housing staff consists of those officers tasked with direct supervision of housing units and are responsible for the security and safety of inmates, as shown in Table 4-10.

Table 4-10
Inmate Housing Staff Cost Estimates

	OPTION #1			OPTION #2			DIFFERENCE	% DIFF.
	12 Hr	8 Hr	AVG	12 Hr	8 Hr	AVG		
Total Hours Per Year	1,020,276	964,799	1,021,657	941,023	919,332	949,235	<i>(72,423)</i>	
\$36.05 Per Hour Avg.	\$36,780,932	\$34,780,988	\$36,830,743	\$33,923,869	\$33,141,936	\$34,219,908	<i>(\$2,610,835)</i>	<i>-7%</i>

Source: CGL Companies; October 2016

Based on the averages of all staffing program scenarios, “Inmate Housing Staff” will cost approximately \$37 million annually for Option #1 and approximately \$34 million for Option #2.

Non-Housing Staff. Non-Housing staff consist of those staff members that provide support services for the inmates and operation of the facility. These services include administrative, food service, medical, programs, religious services, and training. Table 4-11 summarizes these costs for both options.



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Table 4-11

Non-Housing Staff Cost Estimates

OPTION #1				OPTION #2					
	12 Hr	8 Hr	AVG	12 Hr	8 Hr	AVG	DIFF.	% DIFF.	
Total Hours Per Year	1,095,566	1,096,608	1,119,537	1,545,221	1,503,718	1,566,924	<i>447,387</i>		
\$36.05 Per Hour Avg.	\$39,495,143	\$39,532,736	\$40,359,310	\$55,705,218	\$54,209,019	\$56,487,622	<i>\$16,128,311</i>	40%	

Source: CGL Companies; October 2016

Based on the averages of all staffing program scenarios, “Non-Housing Staff” will cost approximately \$40 million annually for Option #1 and approximately \$56 million for Option #2.

Table 12

Total Cost Estimates for All Staff

OPTION #1				OPTION #2					
	12 Hr	8 Hr	AVG	12 Hr	8 Hr	AVG	DIFF.	% DIFF.	
Total Hours Per Year	2,115,841	2,061,407	2,141,194	2,486,244	2,423,050	2,516,159	<i>374,965</i>		
\$36.05 Per Hour Avg.	\$76,276,075	\$74,313,724	\$77,190,054	\$89,629,088	\$87,350,955	\$90,707,530	<i>\$13,517,476</i>	18%	

Source: CGL Companies; October 2016

The Option #1 staff estimate is approximately \$77 million annually compared to approximately \$91 million for Option #2. This amounts to a total difference of approximately 18%. The primary differences between the two options are the requirement to duplicate support staff for each of the structures, and the increase of the total number of housing units and types of units being planned in each option. Housing units are the most staff intensive areas of the facility, and almost all posts require the additional SRF. The savings realized in Option #2 for “Inmate Housing Staff” cost is lost by the significant increase in required “Non-Housing Staff” cost required for operating two facilities.

Operations Cost Estimates. Based solely on the cost of staff, and assuming a budgetary percentage of 70% of operations cost, the total annual cost of operations, aside of staff, would be approximately \$33 million for Option #1 and \$38 million for Option 2. These estimates do not include any of the Headquarters personnel and or those associated costs.

Table 4-13

Summary of Operations Cost Estimates

Option	Staff Required	Staff Cost	Other Ops Cost	Total
Option #1	1,126	\$77,190,054	\$33,081,452	\$110,271,505
Option #2	1,357	\$90,707,530	\$38,874,656	\$129,582,185
# Staff Difference	231		Ann. Difference	\$19,310,680
% Difference	21%		% Difference	18%

Source: BOJ FTE Cost Average; September 2016

The annual cost difference between the two options is approximately 18%, with Option #1 being the more efficient of the two in overall operations expense.



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Table 4-14
Cost Per Bed

	# of Beds	Operation Cost Est.	Annual Ops Cost Per Bed	Ops Cost Per Day/Per Bed
Option #1	2,824	\$110,271,505	\$39,048	\$107
Option #2	2,824	\$129,582,185	\$45,886	\$126

Source: CGL Companies; October 2016

As shown above in Table 4-14, the cost per bed for Option #1 is approximately \$39,048 annually and \$107 per day. The cost per bed for Option #2 is approximately \$45,886 annually and \$126 per day.

Preliminary Building Cost Estimate

The following information outlines preliminary cost estimates that have been developed in accordance with the preceding sections of this report. The cost estimates are intended to provide a general idea of the capital costs associated with two (2) options for the proposed configurations of the new DC Jail. The first cost estimate is related to the entirely new facility, while the other option is a partially new facility and renovation of the existing Central Treatment Facility (CTF). Both options consider a downtown, urban type of site, multi-story configuration, and some other costs relative to the construction of a facility of this type in the DC area.

The cost basis is from both a national and local perspective. The team engaged databases from national construction projects for detention/corrections in addition to local database costs and information to blend together into a single, cohesive building cost for each option.

As these costs are conceptual in nature, they will require further verification of the specific needs of each option with more detailed building program (including room data sheets), building floor plans, site plan development, construction market conditions and other information developed for a more accurate market cost at the time of construction. It is important to note that construction values have increased in recent years because of the level of activity of the construction market and rise of raw commodities such as steel. Additionally, consolidation in the detention equipment and supplier markets has created market fluctuations as well.

The projected cost estimate presented on the following pages is not intended to be an all-inclusive project cost estimate, but provide a “rough order of magnitude” (ROM) estimate for project cost purposes. The costs outlined in this section are intended to become the basis of estimating that the District can consider to in developing plans, budgets and planning to achieve a new facility that meets all the needs and requirements for the full and complete vision entailed.

The cost estimate shows a cost per square foot of each building component and the total area associated with each building component. Each of the separate building component costs are rolled up into a total cost. The total building component costs then have other local DC factors added in an attempt to provide a realistic current cost estimate as possible at this very early stage in planning. The cost estimate is then summarized into two basic components:

1. Net Cost of the Work (Grand Total)
These are cost associated with what a subcontractor may charge for the component cost.



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2. Total Estimated Project Budget

This cost includes the other general project costs related to the work such as FF&E, site development costs, design fees and other costs (as a percentage).

Thus, the net cost of the work comprises the “Hard” costs of the project which are considered the “bricks and mortar” of the building.

The total estimated project budget includes “soft” costs typically include all project related costs that are not directly related to the construction of the building. These would include cost of the property acquisition, geotechnical investigations, topographic surveys, inspections, FF&E, or other District costs. The soft costs have been included in this total project cost estimate only based on a non-specific site in the DC area.

The soft costs included in the estimate are for estimated site development costs, furniture/fixtures and equipment, design fees and other contingency costs. The site was based upon an average size site for this type of an urban location. An average site size of 15 acres was determined based on a simple blocking and stacking schematic with general setbacks. The site size did not take into account parking and some special site amenities, but accounts for other and more typical site development costs. For option 2, the site cost was reduced by 20%, since the amount of developed acreage would be less; however, many of the other costs would be incurred regardless of site size.

The furniture, fixtures and equipment (FF&E) costs are based on building construction cost estimates that have been determined from a national database. The FF&E cost for each of the options is based solely on the “new” construction cost. Thus the cost of the FF&E for a new building (option 1) would have a significantly higher cost for FF&E than the reuse of CTF (option 2).

“Other costs” listed are contingencies for items not covered or known at this very early stage in the project planning. These costs would cover potential increased costs for additional site items, potential building improvements or upgrades, missing design or construction items, etc.

Finally, the architectural design fee as a percentage of the overall project cost has been projected. The fee percentage is based upon typical and standard practice for professional services to include some of the specialty services for detention/corrections facilities. Since the project costs are higher due to the facility size, a slight reduction in the fee percentage was removed to accommodate the professional fees while remaining as realistic as possible. It should be noted that the professional fees for option 2 are higher since that option would entail the design and renovation of the CTF building. The addition fee would be for building assessment and documentation, as well as demolition and construction drawings.

The cost estimate of approximately \$558.24 million for Option 1 is shown in Table 4-15, including a 10% contingency. The overall project cost/budget for this option is estimated at \$659.5 million.



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Table 4-15
Estimated Cost for a 2,824-Bed New Correctional Facility

Space #	Building Component	NSF	Dept. Gross	Bldg. Gross	Total BGSF	Unit Cost	Total Cost
	SITE DEVELOPMENT						
1.0000	FACILITY ADMINISTRATION	22,825	5,720	4,282	32,826	\$410.00	\$13,473,000
2.0000	SECURITY ADMINISTRATION	48,218	11,189	8,911	68,318	\$430.00	\$29,300,000
3.0000	PROGRAM and EMPLOYMENT SERVICES	47,611	9,712	8,599	65,922	\$390.00	\$25,645,000
4.0000	VISITATION CENTER	11,500	2,664	2,125	16,288	\$400.00	\$6,542,000
5.0000	MEDICAL SERVICES	21,866	8,916	4,617	35,399	\$480.00	\$16,882,000
6.0000	FOOD SERVICES	14,563	3,397	2,694	20,654	\$550.00	\$11,370,000
7.0000	FACILITY SERVICES	27,663	4,556	4,833	37,052	\$750.00	\$27,789,000
8.0000	INMATE HOUSING	430,157	279,708	106,480	816,345	\$460.00	\$376,438,000
CONTINGENCY - 10.0%							\$50,744,000
GRAND TOTAL		2,824	624,403	325,862	1,092,805	\$510.00	\$558,183,000
Estimated Site Development Costs							\$9,479,669
FF&E 2%							\$11,163,660.00
Other Costs (as a percentage estimate) 5%							\$28,941,316
Design Fees 8.5%							\$51,660,250
Total Estimated Project Budget							\$659,427,895

Using the same methodology, the cost for constructing a 1,720-bed expansion to the existing CTF was developed to include the upgrades required for the CTF to assure that the facility will return to the original treatment model. While an estimate of \$170.1 million has been included in the estimate based on applying a unit cost multiplier, a great deal more analysis will be necessary before this figure can be confirmed. Table 4-16 illustrates the estimated cost for Option 2 that, when considering the estimated cost for the renovation of the CTF, is approximately the same as a new 2,824-bed treatment-focused complex. The cost estimate of approximately \$547.4 million for Option 2 is shown in Table 4-16, including a 10% contingency. The overall project cost/budget for this option is estimated at \$650.2 million.

Table 4-16
Estimated Cost for a 1,720-Bed New Addition to the Correctional Treatment Facility

Space #	Building Component	NSF	Dept. Gross	Bldg. Gross	Total BGSF	Unit Cost	Total Cost
	SITE DEVELOPMENT						
1.0000	FACILITY ADMINISTRATION	22,825	5,720	4,282	32,826	\$410.00	\$13,473,000
2.0000	SECURITY ADMINISTRATION	45,718	10,564	8,442	64,724	\$430.00	\$27,702,000
3.0000	PROGRAM and EMPLOYMENT SERVICES	41,041	8,345	7,408	56,794	\$390.00	\$22,093,000
4.0000	VISITATION CENTER	9,554	2,275	1,774	13,603	\$400.00	\$5,454,000
5.0000	MEDICAL SERVICES	21,866	8,916	4,617	35,399	\$480.00	\$16,882,000
6.0000	FOOD SERVICES	14,543	3,393	2,690	20,626	\$550.00	\$11,359,000
7.0000	FACILITY SERVICES	22,763	3,821	3,988	30,572	\$680.00	\$20,660,000
8.0000	INMATE HOUSING	247,712	175,200	63,437	486,348	\$460.00	\$225,286,000
CONTINGENCY - 10.0%							\$34,291,000
CTF Renovation and Upgrade Costs							\$170,179,307
GRAND TOTALS		1,792	426,022	218,233	96,638	740,893	3,800
Estimated Site Development Costs							\$8,057,719
FF&E 2%							\$7,544,000
Other Costs (as a percentage estimate) 5%							\$28,149,051
Design Fees 10.0%							\$59,113,008
Total Estimated Project Budget							\$650,243,085

Source: DLR/Sorg; CGL Companies; October 2016

Given the estimated cost to upgrade the CTF for new electrical, mechanical, and plumbing as well as replace the electronic security and a considerable number of doors and locks, the total capital cost difference between Options 1 and 2 is less than \$10 million as shown in Table 4-16. With the new 2,824-



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bed facility annual operating cost estimated to be approximately \$19 million less than Option 2, the capital difference will be absorbed in less than a year of operation.

Table 4-17
Capital Cost Comparison of Options 1 and 2

Space #	Building Component	Option 1: 2,824 Bed		Option 2: 1,720 Bed	
		Total BGSF	Total Cost	Total BGSF	Total Cost
1.0000	FACILITY ADMINISTRATION	32,826	\$ 13,473,000	32,826	\$ 13,473,000
2.0000	SECURITY ADMINISTRATION	68,318	\$ 29,300,000	64,724	\$ 27,702,000
3.0000	PROGRAM and EMPLOYMENT SERVICES	65,922	\$ 25,645,000	56,794	\$ 22,093,000
4.0000	VISITATION CENTER	16,288	\$ 6,542,000	13,603	\$ 5,454,000
5.0000	MEDICAL SERVICES	35,399	\$ 16,882,000	35,399	\$ 16,882,000
6.0000	FOOD SERVICES	20,654	\$ 11,370,000	20,626	\$ 11,359,000
7.0000	FACILITY SERVICES	37,052	\$ 27,789,000	30,572	\$ 20,660,000
8.0000	INMATE HOUSING	816,345	\$ 376,438,000	486,348	\$ 225,286,000
CONSTRUCTION TOTALS		2,824	\$ 507,439,000	740,893	\$ 342,909,000
		Cost of CTF Upgrades			\$ 170,179,307
		Project Contingency	\$ 50,744,000		\$ 34,291,000
		GRAND TOTAL	\$ 558,183,000		\$ 547,379,307
		Soft Costs	\$ 101,244,895		\$ 102,863,778
		Total Estimated Project Budget	\$ 659,427,895		\$ 650,243,085

Source: DLR/Sorg; CGL Companies; October 2016

Conclusion

The history of corrections in the US and the District has been one of constant evolution driven by trends in crime and the public desire for consequences; the actions of other criminal justice organizations; and changes in legislation and public policies. Although the average daily population has been declining, this should be seen as an opportunity to begin to return inmates from the Federal system to the District to become involved with a structured reentry process. This goal may increase the number of required bedspaces, but is integral to the strategy of reducing the rate of reoffending.

The two existing facilities will require a minimum of \$250 million to replace most of the systems, locks, doors and frames to insure staff and inmate safety and to meet new codes and standards. Coupled with this investment, the challenges of accommodating the inmates during the extended periods of displacement during construction will be expensive and difficult to accomplish.

Even with the current decline in the number of inmates, the cost of incarceration continues to rise. While a capital cost of \$558 million (\$659 million estimated project cost) for a new 2,824-bed rehabilitation-focused facility (Option 1) or \$547 million \$650 million estimated project cost) for a new addition (Option 2) to an upgraded CTF represents a major investment, the estimated annual operating cost of \$110 million will continue to rise over the life of the facility. The real question facing the District is will this investment significantly reduce the estimated \$65 million annual direct cost of recidivism.

With the assistance of the professional staff of DOC, this study has identified an operational and spatial program that increases the opportunity to begin to reduce the annual cost of reoffending through programs and spaces that engage the offender in a secure setting with programs and services that change the costly criminogenic patterns. The District has accomplished this in the past and with new purpose-designed infrastructure is capable of repeating past successes.

Appendix A

Option 1 Detailed Architectural Program

2,824-BED FACILITY SPACE SUMMARY

Space #	Building Component	NSF	Dept. Gross	Bldg. Gross	Total BGSF	SF/In.
1.0000	FACILITY ADMINISTRATION	22,825	5,720	4,282	32,826	11.6
1.1000	Public Lobby, Visitor Processing	4,844	1,453	945	7,242	
1.2000	Facility Administration	6,603	1,981	1,288	9,871	
1.3000	DOC Headquarters	11,378	2,285	2,050	15,713	
2.0000	SECURITY ADMINISTRATION	48,218	11,189	8,911	68,318	24.2
2.1000	Security Administration, Muster, & Control	17,184	4,296	3,222	24,702	
2.2000	Intake and Release Processing	17,314	3,463	3,117	23,893	
2.3000	Training	13,720	3,430	2,573	19,723	
3.0000	PROGRAM and EMPLOYMENT SERVICES	47,611	9,712	8,599	65,922	23.3
3.1000	Program Administration	2,030	609	396	3,035	
3.2000	Academic Education	10,220	2,555	1,916	14,691	
3.3000	Pre-Employment Services	5,975	1,494	1,120	8,589	
3.4000	Recreation Services	9,578	1,437	1,652	12,667	
3.5000	Religious Services	6,468	1,617	1,213	9,298	
3.6000	Inmate Industries	13,340	2,001	2,301	17,642	
4.0000	VISITATION CENTER	11,500	2,664	2,125	16,288	5.8
4.1000	Inmate Visitation	7,862	1,572	1,415	10,850	
4.2000	Family Visitation	3,638	1,091	709	5,439	
5.0000	MEDICAL SERVICES	21,866	8,916	4,617	35,399	12.5
5.1000	Medical Clinic	6,702	2,346	1,357	10,405	
5.2000	Medical Infirmary (30-beds not in count)	5,816	2,617	1,265	9,698	
5.3000	Mental Health Outpatient Clinic	2,536	888	514	3,937	
5.4000	Mental Health Housing (40-beds not in count)	6,812	3,065	1,482	11,359	
6.0000	FOOD SERVICES	14,563	3,397	2,694	20,654	7.3
6.1000	Food Preparation Area	9,688	2,422	1,817	13,927	
6.2000	Staff Dining Area	2,450	490	441	3,381	
6.3000	Receiving and Processing Area	2,425	485	437	3,347	
7.0000	FACILITY SERVICES	27,663	4,556	4,833	37,052	13.1
7.1000	Maintenance Shops	4,065	1,016	762	5,843	
7.2000	Energy Plant	15,900	2,385	2,743	21,028	
7.3000	Institutional Warehouse	6,778	1,017	1,169	8,964	
7.4000	Fleet Management	920	138	159	1,217	
8.0000	INMATE HOUSING	362,554	545,541	206,325	816,345	289.1
8.1000	Special Management	376	59,168	44,381	15,532	119,081
8.1000	Administrative Support Core	-	5,122	1,793	1,037	7,952
8.1100	Restrictive Housing	96	12,714	10,171	3,433	26,318
8.1200	Mental Health Outpatient Housing	128	19,912	15,930	5,376	41,218
8.1300	Medical Outpatient Housing	96	14,934	11,947	4,032	30,913
8.1400	STG Housing	56	6,486	4,540	1,654	12,680
8.2000	Women & Juveniles	240	41,769	28,343	10,517	80,629
8.2000	Administrative Support Core	-	4,806	1,682	973	7,461
	Women					269.4
8.2100	Special Management	32	4,898	3,918	1,322	10,139
8.2200	Medical/Mental Health Housing	32	4,978	3,982	1,344	10,304
8.2300	General Custody	112	12,956	9,069	3,304	25,329
8.2400	Reentry/Program Intensive	32	5,578	3,347	1,339	10,264
	Subtotals	208	28,410	20,317	7,309	56,036
	Juveniles					535.38
8.2500	Restrictive Housing	8	1,650	1,320	446	3,416
8.2600	General Custody	16	4,413	3,530	1,192	9,135
8.2700	Program Intensive	8	2,490	1,494	598	4,582
	Subtotals	32	8,553	6,344	2,235	17,132
8.3000	Close Custody	448	61,088	45,390	15,972	122,450
8.3000	Administrative Support Core	-	4,864	1,702	985	7,551
8.3100	Maximum Custody	224	30,392	24,314	8,206	62,911
8.3200	Close Custody	224	25,832	19,374	6,781	51,987
8.4000	General Custody	1,344	127,517	85,490	31,994	369,319
8.4000	Administrative Support Core	1,344	25,408	8,893	5,145	39,446
8.4100	General Custody	896	102,048	76,536	26,788	205,372
8.4200	Minimum Custody	448	67,664	40,598	16,239	124,502
8.5000	Reentry & Program Intensive	416	73,012	35,567	16,287	124,866
8.5000	Administrative Support Core	-	6,352	2,223	1,286	9,861
8.5100	Reentry	192	33,468	18,407	7,781	59,657
8.5200	Program Intensive	224	33,192	14,936	7,219	55,348
	GRAND TOTALS	2,824	556,800	591,694	242,385	1,092,805
						387.0

Source: CGL Companies; September 13, 2016

Allocation of Bedspaces by Housing Types

Section #	Classification of Housing Type	# of Mngt. Clusters	# of Housing Units	Bedspace Type	Unit Size	Total Beds
8.1000	Special Management	1	11			376
8.1100	Restrictive Housing	-	3	Singles	32	96
8.1200	Mental Health Outpatient Housing	-	4	Singles	32	128
8.1300	Medical Outpatient Housing	-	3	Singles	32	96
8.1400	STG Custody	-	1	Singles	56	56
8.2000	Women and Juveniles	1	6			240
Women			5			208
8.2100	Special Management	-	1	Singles	32	32
8.2200	Medical/MH Outpatient	-	1	Singles	32	32
8.2300	General Custody	-	2	Doubles	56	112
8.2400	Reentry/Program Intensive	-	1	Rooms	32	32
Juveniles			1			32
8.2500	Restrictive/Maximum Custody	-	-	Singles	8	8
8.2600	General Custody	-	1	Singles	16	16
8.2700	Program Intensive	-	-	Singles	8	8
8.3000	Close Custody	2	8			448
8.3100	Maximum Custody		4	Singles	56	224
8.3200	Close Custody		4	Doubles	56	224
8.4000	General Custody	4	24			1,344
8.4100	General Custody		16	Doubles	56	896
8.4200	Minimum Custody		8	Cubicles	56	448
8.5000	Reentry/Program Intensive	1	10			416
8.5100	Reentry		6	Rooms	32	192
8.5200	Program Intensive		4	Cubicles	56	224
TOTALS		9	59			2,824

Summary of Bedspaces by Type		
Type	# Beds	%
Singles w/Showers	136	4.8%
Singles	560	19.8%
Double Cells	1,232	43.6%
Dry Rooms	224	7.9%
Cubicles	672	23.8%
Totals	2,824	100.0%

Source: CGL Companies; Aug 1, 2016

1.000 ENTRY BUILDING and FACILITY ADMINISTRATION						
Space #	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
1.1000 Public Lobby, Visitor Processing, Video Courtroom						
1.1001	Covered Outdoor Waiting	1	1	300	300	Easily maintained surfaces; count as 600SF
1.1002	Lobby	40	1	15	600	Durable materials; information kiosks
1.1003	Toilets	6	2	20	240	Handicapped accessible
1.1004	Entry Reception	3	1	60	180	Counter location
1.1005	Staff and Visitor Screening	2	2	100	400	Magnetometer & table
1.1006	Visitor Waiting Room	50	1	15	750	Comfortable seating
1.1007	Visitor Lockers	50	1	2	100	Built-in
1.1008	Visitor Search Room	1	1	60	60	Private room
1.1009	Video Visitation Room	20	1	12	240	Used for parole hearings, legal and family visits
1.1010	Equipment Room	1	1	80	80	Lockable area
1.1011	Visitor Processing Staff	2	1	48	96	Counter; adjacent to Visitor Waiting
1.1012	Courtroom Security Vestibule	10	1	10	100	Sound and security lock
1.1013	Courtroom Security Office	1	1	100	100	Private office
1.1014	Courtroom w/Spectator Seating	30	1	20	600	Judges Bench, attorney tables, secure area w/video arraignment
1.1015	Judicial Officer's Room	1	1	250	250	Private office w/private toilet
1.1016	Judicial Assistant	1	1	80	80	Open workstation
1.1017	Judicial Clerks	2	1	64	128	Open workstation
1.1018	Staff Toilets	1	2	50	100	Accessible
1.1019	Inmate Holding Area	10	1	20	200	Open waiting area
1.1020	Professional Interview Room	2	2	60	240	Acoustically treated; located near inmate holding
1.1021	Industry Sales Display Area	1	1	250	250	To demonstrate product lines
1.1022	Janitor's Closet	1	1	50	50	w/sink and shelves
Net SF					4,844	
				Grossing Factor	30%	1,453
Total DGSF					6,297	
1.2000 Facility Administration						
1.2001	Lobby	10	1	15	150	Acoustically treated
1.2002	Reception	1	1	100	100	Open station
1.2003	Warden's Office	1	1	250	250	Exterior location
1.2004	Secretary's Office	1	1	64	64	Open workstation
1.2005	Administrative Assistant	1	1	100	100	Private office
1.2006	PREA Coordinator	1	1	64	64	Open workstation
1.2007	Facility Maintenance Supervisor	1	1	64	64	Open workstation
1.2008	Inmate Records Supervisor	1	1	64	64	Open workstation
1.2009	Conference Room	45	1	20	900	Connected to Warden's Office/with dividing partition wall
1.2010	Deputy Warden for Operations	1	1	200	200	Private office
1.2011	Shift Supervisors (Major)	1	3	150	450	Private office
1.2012	Deputy Warden for Programs	1	1	200	200	Open workstation
1.2013	Reentry Programs Coordinator	1	1	64	64	Open workstation
1.2014	Juvenile Program Coordinator	1	1	64	64	Open workstation
1.2015	Women's Programs Coordinator	1	1	64	64	Open workstation
1.2016	Education Programs Coordinator	1	1	64	64	Open workstation
1.2017	RSAT Program Coordinator	1	1	64	64	Open workstation
1.2018	Religious & Volunteer Prog. Coord.	1	1	64	64	Open workstation
1.2019	Case Management Coordinator	1	1	64	64	Open workstation
1.2020	Principal Clerk	1	1	100	100	Private office
1.2021	Clerical Work Stations	1	4	64	256	Open work stations
1.2022	Operations Lieutenant	1	1	120	120	Private office
1.2023	Administrative Lieutenant	1	1	120	120	Private office
1.2024	Inmate Worker Officer	2	1	64	128	Open workstations
1.2025	Payroll Clerk	4	1	48	192	Open work stations
1.2026	Departmental Aide	1	1	64	64	Open workstations
1.2027	Administrative Sergeant	1	1	64	64	Open workstations
1.2028	Private Meeting Rooms	6	4	20	480	Table and six chairs
1.2029	Information Technology Specialist	2	1	80	160	Open workstations
1.2030	Computer Room	1	1	200	200	Secure room
1.2031	Mail Room	1	1	150	150	Secure room
1.2032	Office Storage	1	4	40	160	Lockable rooms
1.2033	Records/Archives	1	1	200	200	Lockable space

1.2034	Reproduction/Supplies/Workroom	1	1	300	300	Lockable room
1.2035	Employee Break Area	15	1	15	225	w/sink; seats 15 staff
1.2036	Staff Toilet (Male/Female)	1	4	120	480	Accessible
1.2037	Mechanical/Electrical Room	1	1	100	100	Lockable area
1.2038	Janitor's Closet	1	1	50	50	w/sink
Net SF					6,603	
Grossing Factor				30%		1,981
Total DGSF						8,584
Facility Administration Net SF						11,447
Grossing Factor				30%		3,434
Total Facility Administration DGSF						14,881
Building Grossing factor				15%		2,232
Total Facility Administration BGSF						17,113
<i>SF/Inmate</i>						6.1
1.3000	DOC Headquarters Function					
Office of the Director						
1.3001	Waiting Area	10	1	15	150	Seating for up to 10 visitors
1.3002	Receptionist	2	1	64	128	Two open workstations; part of waiting area
1.3003	Administrative Specialist	1	1	100	100	Private office
1.3004	Director	1	1	300	300	Private office with direct access to Executive Conference Room
1.3005	Fiscal Officer	1	1	120	120	Private office
1.3006	Returning Citizens Officer	1	1	120	120	Private office
1.3007	Program Analyst	1	1	120	120	Private office
1.3008	Staff Toilets	1	2	50	100	Accessible
1.3009	Executive Conference Room	20	1	20	400	Seating for 20; audio-visually equipped
1.3010	Secretary	1	1	64	64	Open workstation
1.3011	General Counsel	1	1	150	150	Private office
1.3012	FOIA Officer	1	1	120	120	Private office
1.3013	Legal Secretary	1	1	64	64	Open workstation
1.3014	Government and Public Affairs Officer	1	1	120	120	Private office
1.3015	Assistant Officer	1	1	80	80	Open workstation
1.3016	Investigative Services Director	1	1	120	120	Private office
1.3017	Investigative Staff	9	1	80	720	Open workstations
1.3018	Private Interview Rooms	1	5	150	750	Table for up to six
1.3019	Conference Room	12	1	20	240	Capable of audio-visual presentations
1.3020	Break Room	1	1	40	40	Small cabinet with sink for tea and coffee
1.3021	Janitor's Closet	1	1	50	50	Utility sink
Net SF					2,918	
Grossing Factor				30%		875
Total DGSF						3,793
Operations Division						
1.3101	Deputy Director for Operations	1	1	200	200	Private office
1.3102	Operations Staff	3	1	64	192	Open workstations
1.3103	Community Corrections Director	1	1	120	120	Private office
1.3104	Community Corrections Staff	6	1	80	480	Open workstations
1.3105	Correctional Program Specialist	1	1	100	100	Private office
1.3106	Policy and Procedures Specialist	1	1	100	100	Private office
1.3107	Small Conference Room	6	1	25	150	Table for up to six
Net SF					1,342	
Grossing Factor				30%		403
Total DGSF						1,745
Management & Support Division						
1.3201	Deputy Director for Management Sup.	1	1	200	200	Private office
1.3202	Staff Assistant	1	1	100	100	Private office
1.3203	Division Support Staff	3	1	64	192	Open workstations
1.3204	Human Resources Director	1	1	120	120	Private office
1.3205	Human Resources Support Staff	10	1	64	640	Open workstations
1.3206	Strategic Planning Director	1	1	120	120	Private office
1.3207	Planning & Research Staff	4	1	64	256	Open workstations
1.3208	Medical Director	1	1	120	120	Private office
1.3209	Medical Admin Support	1	4	64	256	Open Workstations
1.3210	Procurement Director	1	1	120	120	Private office
1.3211	Procurement Staff	8	1	64	512	Open workstations
1.3212	Contract Administration Director	1	1	100	100	Private office
1.3213	Contract Administration Analysts	2	1	64	128	Open workstations
1.3214	Federal Billing Unit Director	1	1	120	120	Private office
1.3215	Federal Billing Unit Staff	6	1	64	384	Open workstations
1.3216	Engineering Unit Director	1	1	120	120	Private office
1.3217	Policies & Procedures Analyst	1	1	100	100	Private office
1.3218	Risk Management Director	1	1	100	100	Private office

1.3219	EEO & Diversity Coordinator	1	1	100	100	Private office
1.3220	Information Technology Director	1	1	120	120	Private office
1.3221	Conference Rooms	12	2	20	480	Capable of audio-visual presentations
1.3222	Small Meeting Rooms	6	8	15	720	Table for up to six
1.3223	Copy Center	1	1	250	250	Layout tables
1.3224	IT Equipment Room	1	1	200	200	Lockable; special HVAC consideration
1.3225	Supplies Room	1	1	150	150	Shelving
1.3226	Staff Break Room	12	1	20	240	Cabinets/sink; tables seating for 12
1.3227	Staff Quiet Room	1	1	100	100	Day bed and lounge chair
1.3228	Storage	1	10	60	600	Lockable spaces
1.3229	Toilets	1	2	160	320	Accessible
1.3230	Mechanical/Electrical Room	1	1	100	100	Lockable area
1.3231	Janitor's Closet	1	1	50	50	Utility sink and shelving
Net SF					7,118	
Grossing Factor				30%	2,135	
Total DGFSF					9,253	
Facility Headquarters Net SF					11,378	
Grossing Factor				30%	2,285	
Total DOC Headquarters DGFSF					13,663	
Building Grossing factor				15%	2,050	
Total DOC Headquarters BGSF					15,713	
<i>SF/Inmate</i>					5.6	
Total Net SF for Facility & Headquarters Administration					22,825	
Grossing Factor				30%	5,720	
Total DGFSF					28,545	
Building Gross Sq. Ft.				15%	4,282	
Total BGSF					32,826	
<i>SF/Inmate</i>					11.6	

Source: CGL Companies; Aug 22, 2016

2.000 SECURITY ADMINISTRATION

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
2.1000	Security Administration, Staff Muster, Staff Services, & Central Control					
2.1001	Watch Commander	1	1	120	120	Private office
2.1002	Conference Room	12	1	20	240	Seating for 20
2.1003	Shift Supervisor	1	3	80	240	Open workstations
2.1004	Administrative Assistant	1	1	64	64	Open workstations
2.1005	Storage Rooms	1	2	40	80	Lockable space
2.1006	Briefing Room	150	1	12	1,800	Capable of three subdivisions each
2.1007	Readiness Room	15	1	80	1,200	w/Exercise Equipment
2.1008	Equipment Storage	1	2	150	300	Lockable space; sensitive training items
2.1009	Male Lockers/Shower	600	1	10	6,000	Based on 600 male lockers and toilet/shower area
2.1010	Female Lockers/Shower	400	1	10	4,000	Based on 400 lockers and toilet/shower area
2.1011	Kitchen & Staff Break Area	1	1	400	400	Typical cafeteria arrangement
2.1012	Kitchen Storage	1	2	50	100	Lockable; shelving
2.1013	Lounge	35	1	30	1,050	Comfortable chairs; TV; computer terminals
2.1014	Storage	1	2	60	120	Lockable
2.1015	Quiet Room	1	1	150	150	Day bed and lounge chair
2.1016	Central Control Room	1	1	400	400	Secure; controlled access; staff toilet
2.1017	Equipment Room	1	2	80	160	Secure; alarmed space
2.1018	Tactical Armory	1	1	300	300	Secure; alarmed space
2.1019	Locksmith Shop	1	1	150	150	Moveable benches and storage
2.1020	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.1021	Short Term K9 Kennels	1	4	40	160	Outdoors, covered area for shade, drains for washing out
2.1022	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					17,184	
Grossing Factor				25%	4,296	
Total DGSF					21,480	
2.2000	Intake and Release (Based upon 30 bookings per day)					
Pre-Screening Processing						
2.2001	Vehicle Sallyport	1	1	2,000	2,000	Accommodates 8 cars and a bus
2.2002	Pedestrian Sallyport	1	1	150	150	Interlocked doors
2.2003	Breathalyzer Testing Room	1	1	250	250	Capable of video-taping sobriety tests
2.2004	Equipment Office	1	1	50	50	Lockable space
2.2005	Inmate Toilet	1	1	45	45	Accessible
2.2006	Medical Pre-screening Station	1	1	60	60	Private space at counter
2.2007	Supplies Closet	1	1	25	25	Lockable space
2.2008	Police Workroom	1	1	150	150	Stand-up work stations
2.2009	Police Toilet	1	1	45	45	Adjacent to Workroom
2.2010	Arrestee Waiting	15	1	30	450	Open Seating for 10 inmates
2.2011	Evidence Processing Room	1	1	120	120	Special design w/storage lockers; refrigerator
2.2012	Evidence Storage	1	1	50	50	Secure space
2.2013	Pre-Screening Station	1	4	60	240	Two-person cubicles; 2-medical; 2-booking techs
2.2014	Initial Photo Station	1	2	60	120	Video imaging equipment
2.2015	Initial Property Station	1	1	80	80	Open stand-up station
Net SF					2,835	<i>Vehicle sally port computed at 50% of NSF</i>
Grossing Factor				20%	567	
Total DGSF					3,402	
Intake Processing						
2.2016	Inmate Waiting Room	30	2	30	1,800	Open seating for 50-60 inmates
2.2017	Intake Deputy Station	1	1	64	64	Open stand-up station
2.2018	Single Holding Cells	1	2	70	140	Observation from Intake Deputy station
2.2019	Group Holding Cells	6	2	30	360	Seats 5 inmates w/toilet
2.2020	Sobriety Cell	1	2	70	140	w/floor drains and toilet w/padding; CCTV surveillance
2.2021	Safety Cell	1	2	70	140	w/toilet and padding; CCTV surveillance
2.2022	Finger Print Station	1	2	60	120	Capable of electronic or ink prints
2.2023	Classification Staff	1	4	60	240	60" high privacy panels
2.2024	Intake Medical Officer	1	1	100	100	Private office with view of processing area
2.2025	Medical Screeners	1	3	60	180	Privacy screen between stations
2.2026	Examination Room	1	1	80	80	w/Exam table; equipment
2.2027	Medical Toilet	1	1	45	45	Accessible
2.2028	Pretrial Services Officer	1	4	60	240	60" high privacy panels
2.2029	Bail Bond Interview	1	4	40	160	Non-contact cubicles
2.2030	Detention Processing Supervisor	1	1	100	100	Private office with view of processing area
2.2031	Intake Sergeant	1	1	80	80	Open workststion
2.2032	Records Room/NCIC/Records Clerks	1	1	250	250	Two workstations of 48 SF each + 600 record jackets

2.000 SECURITY ADMINISTRATION

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
2.2033	Staff Toilets	1	2	160	320	Accessible
2.2034	Break Room	6	1	20	120	w/Overhead sink and cabinets
2.2035	Shakedown Room	1	4	30	120	Privacy screens
2.2036	Clothing Issue	1	1	240	240	Shelving
2.2037	Temporary Inmate Property Storage	1,500	1	1	1,500	Hanging bag storage bins for 60 inmates (three days intake)
2.2038	Showers	1	2	40	80	Handicapped accessible (1)
2.2039	Storage	1	2	120	240	Lockable space
2.2040	Property Officer	1	1	80	80	Within storage area
2.2041	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.2042	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					7,009	<i>Excludes the Property Officer located with Property Room</i>
Grossing Factor					20%	
Total DGSF					8,411	
Court Processing (Based on 100 court trips per day; 60 at peak time)						
2.2043	Transfer Holding Room	60	1	30	1,800	Seating for 60
2.2044	Group Holding Cell	6	4	30	720	Seats 5 inmates w/toilet; inmates awaiting housing
2.2045	Holding Cell	1	4	70	280	w/toilet for Court/hospital transfers
2.2046	Transfer Sallyport	1	1	150	150	Interlocking doors controlled from Main Control Room
2.2047	Transportation Director	1	1	100	100	Private office
2.2048	Transportation Staff	10	1	40	400	Open workstations, Area for restraint storage
2.2049	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					2,950	
Grossing Factor					20%	590
Total DGSF					3,540	
Release Processing (Based on 30 releases per day; 15 at peak time)						
2.2050	Release Area (Inside secure area)	15	1	30	450	Open seating for 20
2.2051	Property Storage	3,000	1	1	3,000	Hanging bag/storage bins for 1,440 inmates
2.2052	Release Workstation	3	1	60	180	Privacy screens
2.2053	Release Sallyport	1	1	150	150	Interlocking doors controlled from Main Control Room
2.2054	Release Area Restroom	1	1	50	50	Handicapped accessible
2.2055	Public Waiting Area	10	1	20	200	open seating area/public phones
2.2056	Public Restrooms	1	2	50	100	Male/Female, handicapped accessible
2.2057	Socal Services Offices	1	2	80	160	Private offices
2.2058	Entry/Exit Vestibule	1	1	80	80	No controlled by Control Room
2.2059	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.2060	Janitor's Closet	1	1	50	50	w/sink
Net SF					4,520	
Grossing Factor					20%	904
Total DGSF					5,424	
Total Intake, Transfer, & Release Net SF					17,314	
Grossing Factor						3,463
Total Intake, Transfer, & Release DGSF					20,777	
2.3000 Staff Training						
2.3001	Waiting Area	20	1	20	400	Lobby style seating for 20
2.3002	Receptionist	1	1	80	80	Open work station in Lobby
2.3003	Visitor Toilets	1	2	120	240	Accessible
2.3004	Training Director	1	1	150	150	Private office
2.3005	Training Staff	12	1	48	576	Open workstations; lockable cubicle files
2.3006	Training Clerks	2	1	64	128	Open workstations
2.3007	Recruiting Officers	1	2	100	200	Private offices
2.3008	Recruiting Clerks	4	1	64	256	Open workstations; lockable cubicle files
2.3009	Recruit Interviewing	2	2	80	320	Private office
2.3010	Recruitment Testing	20	1	36	720	Open room with 20 computer workstations
2.3011	Large Training Classroom	100	1	25	2,500	Flexible desk and chair arrangement
2.3012	Classroom Storage	1	1	300	300	Capable of storing rolling table storage bins
2.3013	Standard Training Classroom	60	3	25	4,500	Flexible arrangement; capable of being subdivided
2.3014	Classroom Storage	1	1	150	150	Capable of storing rolling table storage bins
2.3015	Physical Contact Training	30	1	60	1,800	Weight and aerobic training equipment
2.3016	Equipment Storage	1	1	200	200	Lockable; shelving
2.3017	Kitchen and Storage	1	1	250	250	Stove, microwave, refrig. w/freezer, sink, dishwasher, cabinets

2.000 SECURITY ADMINISTRATION

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments	
2.3018	Training Breakroom	40	1	20	800	Table and chair seating	
2.3019	Mechanical/Electrical Room	1	1	100	100	Lockable area	
2.3020	Janitor's Closet	1	1	50	50	Utility sink with shelving	
Net SF					13,720		
				Grossing Factor	25%	3,430	
Total DGSF					17,150		
Total NSF for Security Admin., Intake/Transfer/Release, & Training					48,218		
Grossing Factor					11,189		
Total DGSF					59,407		
				Building Gross Sq. Ft.	15%		8,911
Total BGSF for Security Admin., Intake/Transfer/Release, & Training					68,318		
<i>SF/Inmate</i>					<i>24.2</i>		

Source: CGL Companies; September 13, 2016

3.000 PROGRAM and EMPLOYMENT CENTER

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
3.1000	Program Services Administration					
3.1001	Waiting Area	8	1	20	160	Lobby style seating for 20
3.1002	Programs Director	1	1	150	150	Private office
3.1003	Staff Toilets	1	2	50	100	Handicapped accessible
3.1004	Conference Room	12	1	20	240	Seats 12-15
3.1005	Records/Files	1	1	150	150	Lockable area
3.1006	Administrative Secretary	1	1	80	80	Open workstations
3.1007	Education Director	1	1	150	150	Private office
3.1008	Pre-Employment Supervisor	1	1	150	150	Private office
3.1009	Program Analyst	1	1	100	100	Private office
3.1010	Program Accountant	1	2	64	128	Open workstations
3.1011	Program Clerks	1	4	48	192	Open workstations
3.1012	Volunteer Coordinator	1	1	100	100	Private Office
3.5013	Break Room	6	1	20	120	w/cabinets and sink
3.5014	Storage	1	4	40	160	w/shelves
3.5015	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					2,030	
Grossing Factor				30%	609	
Total DGSF					2,639	
3.2000	Academic Education					
3.2001	Academic Classrooms	20	6	30	3,600	Flexible seating
3.2002	Life Skills Room	20	2	35	1,400	Extensive electrical outlets
3.2003	Reading Lab	20	2	35	1,400	Extensive electrical outlets
3.2004	Guidance/Career Counselor	1	2	100	200	Private office
3.2005	Storage	1	10	40	400	Lockable space
3.2006	Library	1	1	1,000	1,000	Accommodates at least 10 volumes per inmate
3.2007	Law Library	1	1	200	200	w/glazing for observation by staff
3.2008	Librarian	1	1	120	120	Private office
3.2009	Library Work Room	1	1	150	150	w/sink and cabinet
3.2010	Teachers' Workroom	15	1	48	720	Workstations for academic and pre-employment staff
3.2011	Teachers' Breakroom	15	1	20	300	Serves Academic and Pre-Employment staff
3.2012	Material Storage	1	2	80	160	lockable space
3.2013	Staff Toilets	1	2	160	320	Accessible
3.2014	Inmate Toilets	1	2	50	100	Handicapped accessible; adjacent to classrooms
3.2015	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.2016	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					10,220	
Grossing Factor				25%	2,555	
Total DGSF					12,775	
3.3000	Pre-Employment Training					
3.3001	Pre-Employment Labs	15	3	50	2,250	Flexible space; durable surfaces
3.3002	Classrooms	15	3	35	1,575	Seating for 15-20
3.3003	Tool Storage	1	3	100	300	Secure space
3.3004	Pre-Employment Classroom Storage	1	3	200	600	Secure space
3.3005	Horticulture Area	1	1	600	600	Could be roof-top greenhouse
3.3006	Groundskeeping	1	1	500	500	Ground level location
3.3007	Inmate Toilet	1	2	50	100	Handicapped accessible
3.3008	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					5,975	
Grossing Factor				25%	1,494	
Total DGSF					7,469	
3.4000	Recreation Services					
3.4001	Exercise Room	1	1	7,000	7,000	Comparable to high school basketball size
3.4002	Equipment Storage	1	1	300	300	Lockable space
3.4003	Exercise Room	1	1	1,500	1,500	Weight and aerobic training equipment
3.4004	General Storage	1	2	100	200	Lockable space
3.4005	Recreation Specialist	1	1	100	100	Lockable space
3.4006	Recreation Staff Workroom	1	4	48	192	Open workstations
3.4007	Security Station	1	1	36	36	Standup Station
3.4008	Inmate Toilet	1	2	50	100	Handicapped accessible
3.4009	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.4010	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					9,578	
Grossing Factor				15%	1,437	
Total DGSF					11,015	

3.000 PROGRAM and EMPLOYMENT CENTER

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
3.5000	Religious, Counseling Services					
3.5001	Multi-Service Area	75	1	20	1,500	w/religious design motif
3.5002	Vestibule	1	1	150	150	Acoustically treated
3.5003	Storage	1	2	150	300	Lockable space
3.5004	Facility Spiritual Directors	1	1	150	150	Private office
3.5005	Staff Assistants	1	4	64	256	Cubicles
3.5006	Staff Toilets	1	2	50	100	Handicapped accessible; two adjacent to 3.501
3.5007	Religious Study Rooms	20	2	20	800	Multiuse areas
3.5008	Waiting Area	8	1	20	160	Seating for 8-10
3.5009	Counseling Supervisor	1	1	150	150	Private office
3.5010	Correctional Counselors	1	8	100	800	Private office
3.5011	Clerical Workstation	1	2	64	128	Open work station
3.5012	Volunteer Work Area	1	4	36	144	Open workstations
3.5013	Group Counseling Rooms	12	2	40	960	Seats 12-15 each
3.5014	Individual Counseling Rooms	2	4	40	320	One on one counseling
3.5015	Storage	1	4	40	160	Lockable space
3.5016	Breakroom	12	1	20	240	w/cabinets and sink
3.5017	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.5018	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,468	
Grossing Factor				25%	1,617	
Total DGSF					8,085	
3.6000	Inmate Industries					
3.6001	Industries Director	1	1	150	150	w/view to Production Area
3.6002	Production Supervisors	1	4	64	256	Open workstations
3.6003	Security Station	1	4	36	144	Raised for viewing Production Area
3.6004	Clerical/Files	1	1	150	150	For 3- to 4-drawer file cabinets
3.6005	Staff Toilets	1	2	50	100	Handicapped accessible
3.6006	Inmate Staging Area	25	1	10	250	For processing into and out if industries rea
3.6007	Separate Production Areas	25	4	80	8,000	20-25 inmates; one industry should be laundry
3.6008	Tool Storage	1	4	80	320	Secure space
3.6009	Raw Material Storage	1	4	200	800	Open bins
3.6010	Finished Product Storage	1	1	500	500	Lockable area
3.6011	Inmate Toilets	1	2	160	320	Handicapped accessible
3.6012	Inmate Break Room	25	4	15	1,500	Seating for 25-30
3.6013	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.6014	Janitor's Closet	1	1	50	50	Utility sink with shelving
3.6015	Loading Dock	1	1	400	400	At grade roll-up doors, if possible
3.6016	Staging Area	1	1	300	300	Open temporary storage area
Net SF					13,340	
Grossing Factor				15%	2,001	
Total DGSF					15,341	
Total NSF for Program Services					47,611	
Grossing Factor					9,712	
Total DGSF					57,323	
Building Gross Sq. Ft.				15%	8,599	
Total BGSF for Program Services					65,922	
<i>SF/Inmate</i>					<i>23.3</i>	

Source: CGL Companies; Aug 1, 2016

4.000 VISITATION CENTER

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
4.1000	Inmate Visitation					
4.1001	Visitor Sally Port	1	1	150	150	Glazing throughout
4.1002	Inside Visit Room Visitor Toilets	1	2	50	100	Handicapped accessible
4.1003	Inmate Toilet	1	2	50	100	Handicapped accessible; adjacent to Inmate Waiting
4.1004	Professional Visiting Room	2	4	40	320	Private rooms w/floor to ceiling glazing
4.1005	Non-Contact Visitation	2	8	30	480	Glazed, separate cubicles w/tele. communication
4.1006	Visitation Room	300	1	15	4,500	Space for 100 inmates & 200 visitors
4.1007	Security Station	1	2	36	72	Slightly raised for viewing
4.1008	Individual Children's Visit Rooms	1	4	80	320	Floor to ceiling glazing
4.1009	Children's Playroom	1	2	250	500	Observable from Contact Visitation Area
4.1010	Children's Toilet	1	2	35	70	Adjacent to Play area
4.1011	Storage	1	2	100	200	Lockable space
4.1012	Inmate Waiting	50	1	15	750	Bench seating
4.1013	Inmate Search	1	1	150	150	Body scan machine; w/sink for handwash
4.1014	Mechanical/Electrical Room	1	1	100	100	Lockable area
4.1015	Janitor Closet	1	1	50	50	Utility sink with shelving
Net SF					7,862	
				Grossing Factor	20%	1,572
Total DGSF					9,434	
4.2000	Family Visitation Center					
4.2001	Waiting Area	15	1	20	300	Lobby style seating for 15
4.2002	Family Visitation Coordinator	1	1	120	120	Private office
4.2003	Volunteer Office	4	1	48	192	Open workstations
4.2004	Security Station	1	1	36	36	Open workstation
4.2005	Family Meeting Room	10	2	30	600	Seats 10-12 each
4.2006	Children's Center	1	1	250	250	Multipurpose space
4.2007	Preparation Kitchen	1	1	140	140	Base and overhead cabinets; range; refrig., dishwash.
4.2008	Storage	1	2	50	100	Lockable space
4.2009	Visitor Toilets	1	2	50	100	Accessible
4.2010	Overnight Visiting Suites	1	4	450	1,800	Sleeping area; small kitchen & dining area; bathroom
Net SF					3,638	
				Grossing Factor	30%	1,091
Total DGSF					4,729	
Total NSF for Program Services					11,500	
Grossing Factor						2,664
Total DGSF					14,164	
				Building Gross Sq. Ft.	15%	2,125
Total BGSF for Program Services					16,288	
<i>SF/Inmate</i>					<i>5.8</i>	

Source: CGL Companies; Aug 1, 2016

5.000 MEDICAL SERVICES						
	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
5.1000	Clinic					
5.1001	Waiting Area (30 Inmates)	30	1	15	450	Observable; subdivide into two areas
5.1002	Inmate Toilet	1	1	50	50	Handicapped accessible
5.1003	Security Station	1	1	36	36	Adjacent to Nurse's Station
5.1004	Counseling/Interview Room	1	2	80	160	Private space; view panel in door
5.1005	Medical Staff Meeting Room	15	1	20	300	Audio-visual capable
5.1006	Treatment Room	1	1	180	180	w/sink and cabinets
5.1007	Examination Rooms	1	4	100	400	w/sink and cabinets; C-PAP capable; 1 used for dialysis
5.1008	Special Procedures Room	1	1	160	160	w/sink and cabinets; whirlpool tub; portable dialysis
5.1009	Physical Therapy Room (Dry Room)	1	1	300	300	Specialty equipment
5.1010	Physical Therapy Room (Tub Room)	1	1	200	200	Hot and cold tubs
5.1011	Dialysis Treatment Room	6	1	48	288	Dialysis chairs
5.1012	Clinic Nurse's Station	4	1	80	320	Manages flow and use of examination rooms
5.1013	Records Room	1	1	300	300	Secure room; include imaging equipment
5.1014	Resident Physician	1	1	150	150	Private office
5.1015	Physician's Workspace	1	2	80	160	Work stations
5.1016	Secretary	1	1	80	80	Private office
5.1017	X-ray Room	1	1	140	140	w/necessary x-ray shield
5.1018	Developing Room	1	1	80	80	w/sink
5.1019	Storage (wheelchair, etc.)	1	1	100	100	Lockable space
5.1020	Chief of Nursing	1	1	120	120	Private office
5.1021	Specialist's Room	1	2	64	128	Space for two desks
5.1022	Tele-Visiting Room	1	1	120	120	Flexible arrangement
5.1023	Medical Lab	1	1	120	120	w/sink and cabinets
5.1024	CAT Scan	1	1	200	200	
5.1025	Pharmacy	1	1	300	300	Alarmed; secure door; includes IV station
5.1026	Drug Dispensing	1	1	80	80	Alarmed; secure door
5.1027	Resident Dentist	1	1	150	150	Private office
5.1028	Dental Operator	1	2	130	260	w/standard equipment; sink (2 chairs)
5.1029	X-Ray Alcove	1	1	40	40	Near Operator; use chair X-ray equipment
5.1030	Autoclave Sterilization Area	1	1	40	40	Alcove arrangement
5.1031	Dental Storage	1	2	60	120	Secure area
5.1032	Compressor Room	1	1	40	40	Secure area
5.1033	Bio-Hazardous Waste Storage	1	1	40	40	Secure room
5.1034	Clean Linens	1	1	40	40	Secure room; shelving
5.1035	Soiled Linens	1	1	40	40	Secure room; shelving
5.1036	Bulk Storage	1	4	60	240	Lockable w/shelves
5.1037	Staff Toilet	1	2	160	320	Handicapped accessible
5.1038	Staff Break Room	15	1	20	300	Overhead cabinets, sink, kitchen appliances
5.1039	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.1040	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,702	
Grossing Factor				35%	2,346	
Total DGSF					9,048	
5.2000	Medical Infirmary (30 beds)					
5.2001	Nurse's Station	4	1	80	320	Open station w/counters
5.2002	Security Station	1	1	36	36	Open security station
5.2003	Medical Preparation	1	1	100	100	w/sink and cabinets
5.2004	Storage	1	4	60	240	Secure space
5.2005	Staff Toilet	1	2	50	100	Lockable space
5.2006	Medical Interview Room	1	1	80	80	Table accessible from four sides
5.2007	Isolation Room	1	10	120	1,200	w/sink/shr.toilet;5 negative pressure/1 pos/4 isolation; TV's
5.2008	Ward	4	5	80	1,600	Each ward sleeps 4 inmates; 20 total in wards; TV's; gas cap.
5.2009	Ward Toilets	1	3	100	300	Accessible toilet/shower/lavatory; observable
5.2010	Tub Room	1	1	100	100	Accessible; observable
5.2011	Food Service Pantry	1	1	120	120	Overhead and base cabinets w/kitchen appliances
5.2012	Patient Dining Area	20	1	20	400	Adjacent to Pantry and Dayroom; accessible
5.2013	Dayroom	20	1	40	800	Natural light; tele-visiting module
5.2014	Outdoor Courtyard	1	1	300	300	Adjacent to Dayroom
5.2015	Soiled Linen	1	1	40	40	Sized for laundry cart
5.2016	Clean Linens	1	1	40	40	w/shelves
5.2017	Bio-Hazardous Waste	1	1	40	40	Secure; lockable
5.2018	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.2019	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					5,816	<i>Outside area @ 50%</i>
Grossing Factor				45%	2,617	
Total DGSF					8,433	

5.000 MEDICAL SERVICES						
	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
5.3000	Mental Health Outpatient Clinic					
5.3001	Waiting Area (20 Inmates)	20	1	15	300	Observable
5.3002	Security Station	1	1	36	36	Open station
5.3003	Interview Rooms	1	4	80	320	Private space; view panel in door
5.3004	Inmate Toilet	1	50	1	50	Handicapped accessible
5.3005	Nurse's Station	2	1	80	160	Open station w/counters
5.3013	Psychiatric Nurse	1	1	120	120	Private office
5.3008	Chief Psychiatrist	1	1	150	150	Private office
5.3009	Clinical Psychologist	1	2	120	240	Private office
5.3010	Mental Health Clinician	1	4	100	400	Private office
5.3011	Substance Abuse Counselor	1	4	100	400	Private office
5.3012	Secretary	1	1	80	80	Private office
5.3006	Storage Rooms	1	3	60	180	Secure space
5.3007	Staff Toilet	1	2	50	100	Lockable space
				Net SF	2,536	
				Grossing Factor	35%	888
				Total DGSF		3,424
5.4000	Mental Health Housing Unit (40 Beds)					
5.4001	Sallyport	1	1	80	80	Glazed door
5.4002	Nurse's Station	4	1	80	320	Open station w/counters
5.4003	Officer's Station	2	1	36	72	Open workstation
5.4004	Interview Rooms	1	4	80	320	W/view panel in door
5.4005	Hearing Room	8	1	20	160	Seats 8 total
5.4006	Staff Toilet	1	2	50	100	Lockable
5.4007	Single Acute Care Rooms	1	12	100	1,200	4-sided access; w/toilets and sink
5.4008	Close Observation Room	1	2	80	160	No furniture; screened floor-mounted toilet
5.4009	Intermediate Care Rooms	1	12	80	960	w/toilets and sink
5.4010	Supervised Care Rooms	1	16	100	1,600	Accessible toilet/shower/lavatory; observable
5.4011	Multipurpose Room	16	1	40	640	w/natural light
5.4012	Food Service Pantry	1	1	120	120	Overhead and base cabinets w/kitchen appliances
5.4013	Patient Dining Area	12	1	20	240	Adjacent to Pantry and Dayroom; accessible
5.4014	Tele-Visit Cubicle	1	2	30	60	Privacy panels
5.4015	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
5.4016	Medical Preparation	1	1	80	80	w/sink and cabinets
5.4017	Showers	1	4	60	240	Observable; handicapped accessible
5.4018	Storage	1	4	40	160	Secure space
5.4019	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.4020	Janitor's Closet	1	1	50	50	Utility sink with shelving
				Net SF	6,812	<i>Outside area @ 50%</i>
				Grossing Factor	45%	3,065
				Total DGSF		9,877
	Total NSF for Medical/Mental Health Services				21,866	
	Grossing Factor				8,916	
	Total DGSF				30,782	
	Building Gross Sq. Ft.			15%	4,617	
	Total BGSF for Medical/Mental Health Services				35,399	
	<i>SF/Inmate</i>				<i>12.5</i>	

Source: CGL Companies; Aug 1, 2016

6.000 FOOD SERVICES

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
6.1000	Food Preparation					
6.1001	Food Service Supervisor	1	1	150	150	Private, glazed office
6.1002	Cooks' Work Room	6	1	36	216	Raised; Four workstations
6.1003	Security Station	1	2	36	72	Raised; Enclosed office
6.1004	Culinary Arts Classroom	20	1	30	600	Flexible arrangement; mock kitchen
6.1005	Classroom Storage	1	1	100	100	Secure storage
6.1006	Food Preparation Area	1	1	5,000	5,000	Food preparation approach will determine space
6.1007	Diet Kitchen	1	1	200	200	Adjacernt to Food Preparation Area
6.1008	Dry Storage	1	2	800	1,600	Metal shelving
6.1009	Daily Issue/Secured Storage	1	1	300	300	Metal shelving
6.1010	Cook/Chill Refrigerator	1	3	150	450	Could be pre-fabricated
6.1011	Dairy Cooler	1	1	150	150	Could be pre-fabricated
6.1012	Freezer	1	1	150	150	Could be pre-fabricated
6.1013	Utensil Storage	1	1	200	200	Metal shelving
6.1014	Storage	1	4	100	400	Secure area
6.1015	Mechanical/Electrical Room	1	1	100	100	Lockable area
Net SF					9,688	
Grossing Factor				25%	2,422	
Total DGSF					12,110	
6.2000	Staff Dining					
6.2001	Staff Dining	100	1	20	2,000	Moveable tables and chairs
6.2002	Staff Dining Courtyard	1	1	300	300	Outside area
6.2003	Serving Line	1	1	100	100	Built-in service unit
6.2004	General Storage	1	1	100	100	Lockable area
6.2005	Staff Toilets	1	2	50	100	Accessible/Lockable area
Net SF					2,450	<i>Outside area @ 50%</i>
Grossing Factor				20%	490	
Total DGSF					2,940	
6.3000	Food Service Support					
6.3001	Receiving Area	1	1	250	250	Secure area
6.3002	Dishwashing	1	1	300	300	Located at exit from dining
6.3003	Cart Storage for 30 Carts	40	1	12	480	For transport to housing clusters
6.3004	Cart/Can Washing	1	1	200	200	Floor drains and hose bibs
6.3005	Staff Toilets, Shower, Lockers	1	2	160	320	Handicapped accessible
6.3006	Inmate Toilet	1	2	50	100	w/floor drains
6.3007	Inmate Break Area	5	1	25	125	Table for eating, handwashing sink
6.3008	Mechanical/Electrical Room	1	1	100	100	Lockable area
6.3009	Janitor's Closet	1	1	50	50	Utility sink with shelving
6.3010	Loading Dock	1	1	500	500	Raised dock 12 foot wide dock, space for compactor
Net SF					2,425	
Grossing Factor				20%	485	
Total DGSF					2,910	
Total NSF for Food Services					14,563	
Grossing Factor					3,397	
Total DGSF					17,960	
Building Gross Sq. Ft.				15%	2,694	
Total BGSF for Food Services					20,654	
<i>SF/Inmate</i>					7.3	

Source: CGL Companies; Aug 1, 2016

7.000 FACILITY SERVICES

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
7.1000	Maintenance Shops					
7.1001	Carpentry Shop	1	1	350	350	Moveable work benches
7.1002	Electrical Shop	1	1	350	350	Moveable work benches
7.1003	Plumbing Shop	1	1	350	350	Moveable work benches
7.1004	Tools Storage (secure)	1	1	150	150	Secure area
7.1005	Paint Shop	1	1	350	350	Moveable work benches
7.1006	Welding Shop	1	1	350	350	Moveable work benches
7.1007	Maintenance Storage	1	1	350	350	Metal shelving
7.1008	Inmate Toilet	1	1	50	50	Handicapped accessible
7.1009	Facility Maintenance Supervisor	1	1	150	150	Private office w/view of work area
7.1010	Technicians Layout Area	12	1	40	480	Lockable area
7.1011	Data Entry/Files Area	1	1	150	150	Lockable space
7.1012	Staff Toilets/Shower	1	1	160	160	Lockable space
7.1013	Hazardous Waste Collection	1	1	150	150	Secured space
7.1014	Break Room	5	1	35	175	Tables and chairs, sink, microwave
7.1015	General Storage	1	5	100	500	Lockable space w/ ext. entrance.
	Net SF				4,065	
	Grossing Factor			25%	1,016	
	Total DGSF				5,081	
7.2000	Energy Plant					
7.2001	Central Energy Plant	1	1	12,000	12,000	Sized to accommodate future equipment
7.2002	Electrical Room	1	1	1,500	1,500	w/secure locks
7.2003	Emergency Generator	1	2	1,000	2,000	Exhaust to exterior
7.2004	Equipment Storage	1	1	300	300	w/secure locks
7.2005	Energy Engineer	1	1	100	100	w/view to Central Plant
	Net SF				15,900	
	Grossing Factor			15%	2,385	
	Total DGSF				18,285	
7.3000	Institution Warehouse					
7.3001	General Storage	1	1	6,000	6,000	High ceilings; metal shelving; 4-pallet high racks
7.3002	Staff Toilet	1	2	50	100	Handicapped accessible; lockable
7.3003	Inmate Toilet	1	1	50	50	Handicapped accessible
7.3004	Warehouse Supervisor	1	1	120	120	w/view of Central Storage; 2 staff
7.3005	Staff Work Area	3	1	36	108	Open workstations
7.3006	Receiving Area	1	1	400	400	Observation area
	Net SF				6,778	
	Grossing Factor			15%	1,017	
	Total DGSF				7,795	
7.4000	Fleet Management					
7.4001	General Storage	1	1	200	200	Cleaning Supplies, parts, small equipment
7.4002	Staff Toilet	1	2	50	100	Handicapped accessible; lockable
7.4003	Fleet Manager	1	1	120	120	2 staff
7.4004	Maintenance Garage	1	2	250	500	Open garage area for 2 vehicles/routine maintenance
	Net SF				920	
	Grossing Factor			15%	138	
	Total DGSF				1,058	
	Total NSF for Facility Services				27,663	
	Grossing Factor				4,556	
	Total DGSF				32,219	
	Building Gross Sq. Ft.			15%	4,832.84	
	Total BGSF for Facility Services				37,052	
	SF/Inmate				13.1	

Source: CGL Companies; Aug 1, 2016

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
SPECIAL MANAGEMENT CLUSTER						
8.1000	Special Management Administrative Support (11 Housing Units = 376 Beds)					
8.1001	Entry Vestibule	1	1	150	150	Outside door locked
8.1002	Unit Manager	1	1	120	120	Private office
8.1003	Unit Sergeants	1	5	48	240	Open workstations
8.1004	Case Managers	1	8	64	512	Open workstations
8.1005	Conference Room	15	1	20	300	Audio-visual compatible
8.1006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.1007	Storage Rooms	1	4	30	120	Lockable space
8.1008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.1009	Multipurpose Room	20	2	20	800	Flexible space
8.1010	Classroom Storage	1	4	40	160	Lockable space
8.1011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.1012	Freezer	1	1	60	60	Could be pre-fabricated
8.1013	Kitchen Storage	1	3	60	180	Lockable space
8.1014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.1015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.1016	Inmate Dining Room	64	1	20	1,280	Flexible seating arrangement
8.1017	Inmate Toilets	1	2	50	100	Accessible
8.1018	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.1019	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.1020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1021	Janitor Closet	1	1	50	50	Utility sink with shelving
				Net SF	5,122	
				Grossing Factor	35%	1,793
				Total DGSF	6,915	
8.1100	Restrictive Housing Unit - 3 Unit-32 Cells - (Could be double-loaded corridor)					
8.1101	Security Vestibule	1	1	80	80	Interlocking doors
8.1102	Single Cell	1	31	90	2,790	Combination toilet/lavatory w/privacy screen; shr.
8.1103	Accessible Cell	1	1	110	110	Access.; comb. toilet/lavatory w/privacy screen; shr.
8.1104	Association Space	4	1	75	300	w/natural light; scheduled use
8.1105	Food Cart Station	1	1	80	80	Cabinet and sink
8.1106	Officer's Control Station	1	1	80	80	Enclosed space/lockable
8.1107	Floor Officer Station	1	1	48	48	Open station
8.1108	Staff Toilet	1	1	50	50	Lockable
8.1109	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.1110	Confidential Interview Room	1	1	80	80	w/view panels in door
8.1111	Multipurpose Room	8	1	30	240	Capable of restraint chairs
8.1112	Storage	1	2	40	80	Lockable area
8.1113	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1114	Janitor's Closet	1	1	50	50	Utility sink with shelving
				Net SF	4,238	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	80%	3,390
				Total DGSF	7,628	
				Number of Housing Units	3	22,885
8.1200	Mental Health Outpatient Housing - 4 Units-128 Cells					
8.1201	Security Vestibule	1	1	80	80	Interlocking doors
8.1202	Single Cell	1	31	70	2,170	Combination toilet/lavatory w/privacy screen
8.1203	Accessible Cell	1	1	90	90	Combination toilet/lavatory w/privacy screen
8.1204	Dayroom/Association Space	32	1	35	1,120	w/natural light
8.1205	Floor Officer Station	1	1	48	48	Open station
8.1206	Staff Toilet	1	1	50	50	Lockable
8.1207	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.1208	Showers	1	4	40	160	Observable; one handicapped accessible
8.1209	Mental Health Case Manager	1	1	80	80	Private office; office front glazing
8.1210	Confidential Interview Room	1	4	80	320	w/view panels in door
8.1211	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.1212	Storage	1	2	40	80	Lockable area
8.1213	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1214	Janitor's Closet	1	1	50	50	Utility sink with shelving
				Net SF	4,978	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	80%	3,982
				Total DGSF	8,960	
				Number of Housing Units	4	35,842

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
8.1300	Medical Outpatient Housing - 3 Units-96 Cells					
8.1301	Security Vestibule	1	1	80	80	Interlocking doors
8.1302	Single Cell	1	31	70	2,170	Combination toilet/lavatory w/privacy screen
8.1303	Accessible Cell	1	1	90	90	Combination toilet/lavatory w/privacy screen
8.1304	Dayroom/Association Space	32	1	35	1,120	w/natural light
8.1305	Floor Officer Station	1	1	48	48	Open station
8.1306	Staff Toilet	1	1	50	50	Lockable
8.1307	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.1308	Showers	1	4	40	160	Observable; one handicapped accessible
8.1309	Medical Case Manager	1	1	80	80	Private office; office front glazing
8.1310	Confidential Interview Room	1	4	80	320	w/view panels in door
8.1311	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.1312	Storage	1	2	40	80	Lockable area
8.1313	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1314	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					4,978	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	80%	3,982
Total DGFSF					8,960	
Number of Housing Units				3	26,881	
8.1400	STG Housing Unit -1 Unit- 56 Cells - (Could be double-loaded corridor)					
8.1401	Security Vestibule	1	1	80	80	Interlocking doors
8.1402	Single Cell	1	54	70	3,780	Combination toilet/lavatory w/privacy screen
8.1403	Accessible Cell	1	2	90	180	Combination toilet/lavatory w/privacy screen
8.1404	Association Space	8	2	50	800	w/natural light
8.1405	Food Cart Station	1	1	80	80	Cabinet and sink
8.1406	Officer's Control Station	1	1	80	80	Enclosed space/lockable
8.1407	Floor Officer Station	1	2	48	96	Open station
8.1408	Staff Toilet	1	1	50	50	Lockable
8.1409	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.1410	Showers	1	8	40	320	Observable; one handicapped accessible
8.1411	Confidential Interview Room	1	2	80	160	w/view panels in door
8.1412	Multipurpose Room	16	1	30	480	Capable of restraint chairs
8.1413	Storage	1	2	40	80	Lockable area
8.1414	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1415	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,486	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	70%	4,540
Total DGFSF					11,026	
Special Management Cluster Net SF					59,168	
				Grossing Factor		44,381
Special Management Cluster DGFSF					103,549	
				Building Grossing factor	15%	15,532
Total Special Management Cluster BGFSF					119,081	
WOMEN AND JUVENILE CLUSTER						
8.2000	Women & Juveniles Administrative Support (5 Housing Units = 208 Beds)					
8.2001	Entry Vestibule	1	1	150	150	Outside door locked
8.2002	Unit Manager	1	1	120	120	Private office
8.2003	Unit Sergeants	1	5	48	240	Open workstations
8.2004	Case Managers	1	4	64	256	Open workstations
8.2005	Conference Room	12	1	20	240	Audio-visual compatible
8.2006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.2007	Storage Rooms	1	4	30	120	Lockable space
8.2008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.2009	Women's Multipurpose Room	20	2	20	800	Flexible space
8.2010	Multipurpose Storage	1	4	40	160	Lockable space
8.2011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.2012	Freezer	1	1	60	60	Could be pre-fabricated
8.2013	Kitchen Storage	1	3	60	180	Lockable space
8.2014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.2015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.2016	Dining Room for Women	64	1	20	1,280	Flexible seating arrangement
8.2017	Inmate Toilets	1	2	50	100	Accessible
8.2018	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.2019	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.2020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2021	Janitor Closet	1	1	50	50	Utility sink with shelving
Net SF					4,806	
				Grossing Factor	35%	1,682
Total DGFSF					6,488	

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
Women's Housing						
8.2100	Women's Special Management Housing Unit - 1 Unit-32 Cells - (Could be double-loaded corridor)					
8.2101	Security Vestibule	1	1	80	80	Interlocking doors
8.2102	Single Cell	1	31	90	2,790	Toilet/lavatory w/privacy screen; shr.
8.2103	Accessible Cell	1	1	110	110	Accessible; toilet/lavatory w/privacy screen; shr.
8.2104	Association Space	16	1	50	800	w/natural light
8.2105	Food Cart Station	1	1	80	80	Cabinet and sink
8.2106	Officer's Control Station	1	1	80	80	Enclosed space/lockable
8.2107	Floor Officer Station	1	1	48	48	Open station
8.2108	Staff Toilet	1	1	50	50	Lockable
8.2109	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2110	Showers	1	4	40	160	Observable; one handicapped accessible
8.2111	Confidential Interview Room	1	1	80	80	w/view panels in door
8.2112	Multipurpose Room	8	1	30	240	Flexible seating arrangement
8.2113	Storage	1	2	40	80	Lockable area
8.2114	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2115	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					4,898	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor				80%	3,918	
Total DGSF					8,816	
8.2200	Medical/Mental Health Outpatient Housing - 1 Unit - 32 Cells					
8.2201	Security Vestibule	1	1	80	80	Interlocking doors
8.2202	Single Cell	1	31	70	2,170	Toilet/lavatory w/privacy screen
8.2203	Accessible Cell	1	1	90	90	Toilet/lavatory w/privacy screen
8.2204	Dayroom/Association Space	32	1	35	1,120	w/natural light
8.2205	Floor Officer Station	1	1	48	48	Open station
8.2206	Staff Toilet	1	1	50	50	Lockable
8.2207	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2208	Showers	1	4	40	160	Observable; one handicapped accessible
8.2209	Medical Case Manager	1	1	80	80	Private office; office front glazing
8.2210	Confidential Interview Room	1	4	80	320	w/view panels in door
8.2211	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.2212	Storage	1	2	40	80	Lockable area
8.2213	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2214	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					4,978	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor				80%	3,982	
Total DGSF					8,960	
8.2300	General Custody Housing Unit - 2 Units - 28 Double Cells=112 Beds					
8.2301	Security Vestibule	1	1	80	80	Interlocking doors
8.2302	Double Cell	1	27	100	2,700	2 bunks on floor; sep. screened toilet/lav.
8.2303	Accessible Cell	1	1	120	120	2 bunks on floor; sep. screened access. toilet/lav.
8.2304	Dayroom	56	1	35	1,960	w/natural light
8.2305	Beverage Station	1	1	80	80	Cabinet and sink
8.2306	Floor Officer Station	1	1	48	48	Open station
8.2307	Staff Toilet	1	1	50	50	Lockable
8.2308	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2309	Showers	1	8	40	320	Observable; one handicapped accessible
8.2310	Confidential Interview Room	1	2	80	160	w/view panels in door
8.2311	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.2312	Storage	1	2	40	80	Lockable area
8.2313	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.2314	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2315	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,478	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor				70%	4,535	
Total DGSF					11,013	
Number of Housing Units				2	22,025	

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
8.2400	Reentry & Program Intensive Unit - 1 Unit - 32 Rooms					
8.2401	Entry Vestibule	1	1	80	80	Corridor locked
8.2402	Single Room	1	31	70	2,170	Lavatory and vanity
8.2403	Accessible Room	1	1	90	90	Accessible lavatory and vanity
8.2404	Dayroom/Association Space	32	1	35	1,120	w/natural light
8.2405	Floor Officer Station	1	1	48	48	Open station
8.2406	Staff Toilet	1	1	50	50	Lockable
8.2407	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2408	Toilets/Lavatories/Showers	1	2	250	500	Observable; handicapped accessible
8.2409	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.2410	Confidential Interview Room	1	4	80	320	w/view panels in door
8.2411	Multipurpose Room	32	1	20	640	Flexible room arrangement
8.2412	Storage	1	2	40	80	Lockable area
8.2413	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.2414	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2415	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				5,578	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			60%	3,347	
	Total DGSF				8,925	
	Subtotal Net SF for Women				33,216	
	Grossing Factor				21,999	
	Subtotal DGSF for Women				55,215	
	Juvenile Housing					
8.2500	Juvenile Special Management Housing Unit - 8 Cells					
8.2501	Security Vestibule	1	1	80	80	Interlocking doors
8.2502	Single Cell	1	7	90	630	Combination toilet/lavatory w/privacy screen; shr.
8.2503	Accessible Cell	1	1	110	110	Access.; comb. toilet/lavatory w/privacy screen; shr.
8.2504	Association Space	4	1	50	200	w/natural light
8.2505	Food Cart Station	1	1	80	80	Cabinet and sink
8.2506	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2507	Confidential Interview Room	1	1	80	80	w/view panels in door
8.2508	Classroom Storage	8	1	30	240	Flexible seating arrangement
8.2509	Storage	1	2	40	80	Lockable area
	Net SF				1,650	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			80%	1,320	
	Total DGSF				2,970	
8.2600	Juvenile General Custody Housing Unit - 1 Units - 16 Single Cells=16 Beds					
8.2601	Security Vestibule	1	1	80	80	Interlocking doors
8.2602	Single Cell	1	15	70	1,050	Toilet/lavatory w/privacy screen; shr.
8.2603	Accessible Cell	1	1	90	90	Combination toilet/lavatory w/privacy screen
8.2604	Dayroom	16	1	35	560	w/natural light
8.2605	Food Warming Kitchen w/Freezer	1	1	175	175	Layout and equipment from Food Design Consultant
8.2606	Kitchen Storage	1	3	60	180	Lockable space
8.2607	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.2608	Kitchen Utility Closet	1	1	60	60	Lockable space
8.2609	Dining Area	32	1	20	640	Flexible seating arrangement
8.2610	Floor Officer Station	1	1	48	48	Open station
8.2611	Staff Toilet	1	1	50	50	Lockable
8.2612	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.2613	Showers	1	8	40	320	Observable; one handicapped accessible
8.2614	Confidential Interview Room	1	2	80	160	w/view panels in door
8.2615	Classroom	16	1	30	480	Flexible room arrangement
8.2616	Storage	1	2	40	80	Lockable area
8.2617	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.2618	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2619	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				4,413	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			80%	3,530	
	Total DGSF				7,943	

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
8.2700	Juvenile Program Intensive Unit - 8 Rooms					
8.2701	Entry Vestibule	1	1	80	80	Corridor locked
8.2702	Single Room	1	7	70	490	Lavatory and vanity
8.2703	Accessible Room	1	1	90	90	Accessible lavatory and vanity
8.2704	Dayroom/Association Space	8	1	50	400	w/natural light
8.2705	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.2706	Toilets/Lavatories/Shower	1	1	250	250	Observable; handicapped accessible
8.2707	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.2708	Confidential Interview Room	1	4	80	320	w/view panels in door
8.2709	Multipurpose Room	8	1	50	400	Flexible arrangement; dining area
8.2710	Kitchen	1	1	100	100	Cabinets w/traditional kitchen appliances
8.2711	Storage	1	2	40	80	Lockable area
8.2712	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				2,490	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			60%	1,494	
	Total DGSF				3,984	
	Subtotal Net SF for Juveniles				8,553	
	Grossing Factor				6,344	
	Subtotal DGSF for Juveniles				14,897	
	Women & Juvenile Total Net SF				41,769	
	Grossing Factor				28,343	
	Women & Juvenile Total DGSF				70,112	
	Building Grossing factor			15%	10,517	
	Women & Juvenile Total BGSF				80,629	
CLOSE CUSTODY CLUSTER						
8.3000	Close Custody Administrative Support (2 Management Clusters; 8 Housing Units = 448 Beds)					
8.3001	Entry Vestibule	1	1	150	150	Outside door locked
8.3002	Unit Manager	1	1	120	120	Private office
8.3003	Unit Sergeants	1	5	48	240	Open workstations
8.3004	Case Managers	1	8	64	512	Open workstations
8.3005	Conference Room	15	1	20	300	Audio-visual compatible
8.3006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.3007	Storage Rooms	1	4	30	120	Lockable space
8.3008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.3009	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.3010	Inmate Toilets	1	1	50	50	Half-door medication distribution; secure space
8.3011	Control Room w/Toilet	1	1	200	200	Observes 4 housing units (256 inmates)
8.3012	Equipment Room	1	1	80	80	Accessible from outside Control Room
8.3013	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.3014	Janitor Closet	1	1	50	50	Utility sink with shelving
	Net SF				2,432	
	Grossing Factor			35%	851	
	Total DGSF				3,283	
	Number of Support Clusters			2	6,566	
8.3100	Maximum Custody Housing - 4 Units-224 Single Cells					
8.3101	Security Vestibule	1	1	80	80	Interlocking doors
8.3102	Single Cell	1	54	70	3,780	Combination toilet/lavatory w/privacy screen
8.3103	Accessible Cell	1	2	90	180	Combination toilet/lavatory w/privacy screen
8.3104	Dayroom	56	1	35	1,960	w/natural light
8.3105	Floor Officer Station	1	1	48	48	Open station
8.3106	Staff Toilet	1	1	50	50	Lockable
8.3107	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.3108	Showers	1	8	40	320	Observable; one handicapped accessible
8.3109	Confidential Interview Room	1	4	80	320	w/view panels in door
8.3110	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.3111	Storage	1	2	40	80	Lockable area
8.3112	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.3113	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				7,598	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			80%	6,078	
	Total DGSF				13,676	
	Number of Housing Units			4	54,706	

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
8.3200	Close Custody Housing - 4 Units-112 Double Cells (224 Beds)					
8.3201	Security Vestibule	1	1	80	80	Interlocking doors
8.3202	Double Cell	1	27	100	2,700	2 bunks on floor; sep. screened toilet/lav.
8.3203	Accessible Cell	1	1	120	120	2 bunks on floor; sep. screened access. toilet/lav.
8.3204	Dayroom	56	1	35	1,960	w/natural light
8.3205	Floor Officer Station	1	1	48	48	Open station
8.3206	Staff Toilet	1	1	50	50	Lockable
8.3207	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.3208	Showers	1	8	40	320	Observable; one handicapped accessible
8.3209	Confidential Interview Room	1	4	80	320	w/view panels in door
8.3210	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.3211	Storage	1	2	40	80	Lockable area
8.3212	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.3213	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				6,458	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			75%	4,844	
	Total DGSF				11,302	
	Number of Housing Units			4	45,206	
	Close Custody Total Net SF				61,088	
	Grossing Factor				45,390	
	Close Custody Total DGSF				106,478	
	Building Grossing factor			15%	15,972	
	Close Custody Total BGSF				122,450	
GENERAL CUSTODY CLUSTER						
8.4000	General Custody Administrative Support (4 Management Clusters; 24 Housing Units = 1,344 Beds)					
8.4001	Entry Vestibule	1	1	150	150	Outside door locked
8.4002	Unit Manager	1	1	120	120	Private office
8.4003	Unit Sergeants	1	5	48	240	Open workstations
8.4004	Case Managers	1	8	64	512	Open workstations
8.4005	Conference Room	15	1	20	300	Audio-visual compatible
8.4006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.4007	Storage Rooms	1	4	30	120	Lockable space
8.4008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.4009	Multipurpose Room	28	2	20	1,120	Flexible space
8.4010	Multipurpose Storage	1	4	40	160	Lockable space
8.4011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.4012	Freezer	1	1	60	60	Could be pre-fabricated
8.4013	Kitchen Storage	1	3	60	180	Lockable space
8.4014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.4015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.4016	Inmate Dining Room	112	1	20	2,240	Flexible seating arrangement
8.4017	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.4018	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.4019	Inmate Toilets	1	1	50	50	Half-door medication distribution; secure space
8.4020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.4021	Janitor Closet	1	1	50	50	Utility sink with shelving
	Net SF				6,352	
	Grossing Factor			35%	2,223	
	Total DGSF				8,575	
	Number of Support Clusters			4	34,301	
8.4100	General Custody Housing Unit - 16 Units - 448 Double Cells=896 Beds					
8.4101	Security Vestibule	1	1	80	80	Interlocking doors
8.4102	Double Cell	1	27	100	2,700	2 bunks on floor; sep. screened toilet/lav.
8.4103	Accessible Cell	1	1	120	120	2 bunks on floor; sep. screened access. toilet/lav.
8.4104	Dayroom	56	1	35	1,960	w/natural light
8.4105	Beverage Station	1	1	80	80	Cabinet and sink
8.4106	Floor Officer Station	1	1	48	48	Open station
8.4107	Staff Toilet	1	1	50	50	Lockable
8.4108	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
8.4109	Showers	1	8	40	320	Observable; one handicapped accessible
8.4110	Confidential Interview Room	1	2	80	160	w/view panels in door
8.4111	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.4112	Storage	1	2	40	80	Lockable area
8.4113	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.4114	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				6,378	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			75%	4,784	
	Total DGSF				11,162	
	Number of Housing Units			16	178,584	

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
8.4200	Minimum Custody Housing Unit - 7 Units - 448 Single Cubicles					
8.4201	Entry Vestibule	1	1	80	80	Corridor locked
8.4202	Single Cubicles	1	56	60	3,360	Lavatory and vanity
8.4203	Dayroom	56	1	35	1,960	w/natural light
8.4204	Floor Officer Station	1	1	48	48	Open station
8.4205	Staff Toilet	1	1	50	50	Lockable
8.4206	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.4207	Toilets/Lavatories/Showers	1	2	400	800	Observable; handicapped accessible
8.4208	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.4209	Confidential Interview Room	1	4	80	320	w/view panels in door
8.4210	Multipurpose Room	32	2	20	1,280	Flexible room arrangement
8.4211	Storage	1	2	40	80	Lockable area
8.4212	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.4213	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.4214	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				8,458	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			60%	5,075	
	Total DGSF				13,533	
	Number of Housing Units			8	108,262	
	General Custody Total Net SF				195,120	
	Grossing Factor				126,027	
	General Custody Total DGSF				321,147	
	Building Grossing factor			15%	48,172	
	General Custody Total BGSF				369,319	
REENTRY & PROGRAM INTENSIVE CUSTODY CLUSTER						
8.5000	Reentry/Program Intensive Administrative Support (1 Management Cluster; 10 Housing Units = 416 Beds)					
8.5001	Entry Vestibule	1	1	150	150	Outside door locked
8.5002	Unit Manager	1	1	120	120	Private office
8.5003	Unit Sergeants	1	5	48	240	Open workstations
8.5004	Case Managers	1	8	64	512	Open workstations
8.5005	Conference Room	15	1	20	300	Audio-visual compatible
8.5006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.5007	Storage Rooms	1	4	30	120	Lockable space
8.5008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.5009	Multipurpose Room	20	2	20	800	Flexible space
8.5010	Multipurpose Storage	1	4	40	160	Lockable space
8.5011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.5012	Freezer	1	1	60	60	Could be pre-fabricated
8.5013	Kitchen Storage	1	3	60	180	Lockable space
8.5014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.5015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.5016	Inmate Dining Room	128	1	20	2,560	Flexible seating arrangement
8.5017	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.5018	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.5019	Inmate Toilets	1	1	50	50	Half-door medication distribution; secure space
8.5020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.5021	Janitor Closet	1	1	50	50	Utility sink with shelving
	Net SF				6,352	
	Grossing Factor			35%	2,223	
	Total DGSF				8,575	
8.5100	Reentry Unit - 6 Units - 192 Rooms					
8.5101	Entry Vestibule	1	1	80	80	Corridor locked
8.5102	Single Room	1	31	70	2,170	Lavatory and vanity
8.5103	Accessible Room	1	1	90	90	Accessible lavatory and vanity
8.5104	Dayroom	32	1	35	1,120	w/natural light
8.5105	Floor Officer Station	1	1	48	48	Open station
8.5106	Staff Toilet	1	1	50	50	Lockable
8.5107	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.5108	Toilets/Lavatories/Showers	1	2	250	500	Observable; handicapped accessible
8.5109	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.5110	Confidential Interview Room	1	4	80	320	w/view panels in door
8.5111	Multipurpose Room	32	1	20	640	Flexible room arrangement
8.5112	Storage	1	2	40	80	Lockable area
8.5113	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.5114	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.5115	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				5,578	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			55%	3,068	
	Total DGSF				8,646	
	Number of Housing Units			6	51,875	

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
8.5200	Program Intensive Unit - 4 Units - 224 Cubicles					
8.5201	Entry Vestibule	1	1	80	80	Corridor locked
8.5202	Single Cubicles	1	56	60	3,360	Lavatory and vanity
8.5203	Dayroom	56	1	35	1,960	w/natural light
8.5204	Floor Officer Station	1	1	48	48	Open station
8.5205	Staff Toilet	1	1	50	50	Lockable
8.5206	<i>Outdoor Recreation Courtyard</i>	1	1	300	300	<i>Adjacent to and visible from dayroom</i>
8.5207	Toilets/Lavatories/Showers	1	2	400	800	Observable; handicapped accessible
8.5208	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.5209	Confidential Interview Room	1	4	80	320	w/view panels in door
8.5210	Multipurpose Room	28	2	20	1,120	Flexible room arrangement
8.5211	Storage	1	2	40	80	Lockable area
8.5212	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.5213	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.5214	Janitor's Closet	1	1	50	50	Utility sink with shelving
	Net SF				8,298	<i>Outdoor courtyard computed at 50%</i>
	Grossing Factor			45%	3,734	
	Total DGSF				12,032	
	Number of Housing Units			4	48,128	
	Close Reentry & Program Intensive Total Net SF				73,012	
	Grossing Factor				35,567	
	Close Reentry & Program Intensive Total DGSF				108,579	
	Building Grossing factor			15%	16,287	
	Close Reentry & Program Intensive Total BGSF				124,866	
	Total NSF for Housing				430,157	
	Grossing Factor				279,708	
	Total DGSF				709,865	
	Building Gross Sq. Ft.			15%	106,480	
	Total BGSF for Housing				816,345	
	<i>SF/Inmate</i>				<i>289.1</i>	

Source: CGL Companies; September 13, 2016

Appendix A

Option 2 Detailed Architectural Program

Option 2: Proposed Re-Use of the CTF

Housing Type	# of Beds Needed	CTF Cells Available	Current Configuration	Potential Beds	Proposed Building
Women and Juveniles	240	256	8 X 32-cell Living Units	224	
Women	208			192	
<i>Administrative Support Core</i>	-			-	
<i>Special Management</i>	32			32	Building D: 1 - 32-cell housing unit
<i>Medical/Mental Health Housing</i>	32			-	Assigned to existing CTF Infirmary floor
<i>General Custody</i>	112			128	Building D: 4 - 32-cell housing units
<i>Reentry/Program Intensive</i>	32			32	Building D: 1 - 32-cell housing unit
Juveniles	32			32	
<i>Restrictive Housing</i>	8			8	Building D: 1 - 8-cell housing corridor
<i>General Custody</i>	16			16	Building D: 2 - 8-cell housing corridors
<i>Program Intensive</i>	8			8	Building D: 1 - 8-cell housing corridor
Special Management	376	288	6 X 48-cell Living Units	376	
<i>Administrative Support Core</i>	-			-	
<i>Restrictive Housing</i>	96			96	Building C: 2 - 48-sgl. cell hse. units
<i>Mental Health Outpatient Housing</i>	128			128	Building C: 1 - 48-single cell housing unit; 1 - 48 - bed unit w/32 cells X 2 per.
<i>Medical Outpatient Housing</i>	96			96	Building C: 1 - 48-sgl. cell hse. unit X 2 pers.
<i>STG Housing</i>	56			56	Building C: 1 - 48-cell housing unit w/40 - sgl cells + 8 - cells X 2 pers.
Reentry & Program Intensive	416	256	8 X 32-cell Living Units	416	
<i>Administrative Support Core</i>	-			-	Building E
<i>Reentry</i>	192			192	Building E: 3 - 32-cell housing units X 2 inmates
<i>Program Intensive</i>	224			224	Building E: 2 - 32-cell housing units X 2 inmates + 3 - 32-single cell housing units
TOTALS	1,032	800		1,016	
Additional Existing Beds					
<i>Medical/Mental Health Infirmary</i>		32	26 Sgl. Cells; 3 X 2-per cell 2 X 16 single cells	32	Assign 32 beds to women Med/MH housing
<i>Restrictive Housing</i>		32		-	Building C: Unassigned
Additional Total		64		32	
GRAND TOTAL BEDS	1,032	864	25 total existing hse.	1,048	

Source: CGL Companies; Aug 26, 2016

1,720-BED FACILITY SPACE SUMMARY

Space #	Building Component	NSF	Dept. Gross	Bldg. Gross	Total BGSF	
SITE DEVELOPMENT						
	Site Development					
1.0000	FACILITY ADMINISTRATION	22,825	5,720	4,282	32,826	
1.1000	Public Lobby, Visitor Processing	4,844	1,453	945	7,242	
1.2000	Facility Administration	6,603	1,981	1,288	9,871	
1.3000	DOC Headquarters	11,378	2,285	2,050	15,713	
2.0000	SECURITY ADMINISTRATION	45,718	10,564	8,442	64,724	
2.1000	Security Administration, Muster, & Control	14,934	3,734	2,800	21,468	
2.2000	Intake and Release Processing	17,314	3,463	3,117	23,893	
2.3000	Training	13,470	3,368	2,526	19,363	
3.0000	PROGRAM and EMPLOYMENT SERVICES	41,041	8,345	7,408	56,794	
3.1000	Program Administration	2,030	609	396	3,035	
3.2000	Academic Education	7,980	1,995	1,496	11,471	
3.3000	Pre-Employment Services	4,400	1,100	825	6,325	
3.4000	Recreation Services	9,578	1,437	1,652	12,667	
3.5000	Religious Services	6,468	1,617	1,213	9,298	
3.6000	Inmate Industries	10,585	1,588	1,826	13,999	
4.0000	VISITATION CENTER	9,554	2,275	1,774	13,603	
4.1000	Inmate Visitation	5,916	1,183	1,065	8,164	
4.2000	Family Visitation	3,638	1,091	709	5,439	
5.0000	MEDICAL SERVICES	21,866	8,916	4,617	35,399	
5.1000	Medical Clinic	6,702	2,346	1,357	10,405	
5.2000	Medical Infirmary (30-beds not in count)	5,816	2,617	1,265	9,698	
5.3000	Mental Health Outpatient Clinic	2,536	888	514	3,937	
5.4000	Mental Health Housing (40-beds not in count)	6,812	3,065	1,482	11,359	
6.0000	FOOD SERVICES	14,543	3,393	2,690	20,626	
6.1000	Food Preparation Area	9,688	2,422	1,817	13,927	
6.2000	Staff Dining Area	2,430	486	437	3,353	
6.3000	Receiving and Processing Area	2,425	485	437	3,347	
7.0000	FACILITY SERVICES	22,763	3,821	3,988	30,572	
7.1000	Maintenance Shops	4,065	1,016	762	5,843	
7.2000	Energy Plant	11,000	1,650	1,898	14,548	
7.3000	Institutional Warehouse	6,778	1,017	1,169	8,964	
7.4000	Fleet Management	920	138	159	1,217	
8.0000	INMATE HOUSING	247,712	175,200	63,437	486,348	
8.1000	Close Custody	448	61,088	45,390	122,450	
8.1000	Administrative Support Core	-	4,864	1,702	7,551	
8.1100	Maximum Custody	224	30,392	24,314	62,911	
8.1200	Close Custody	224	25,832	19,374	51,987	
8.2000	General Custody	1,344	195,120	126,027	369,319	
8.2000	Administrative Support Core	-	25,408	8,893	39,446	
8.2100	General Custody	896	102,048	76,536	205,372	
8.2200	Minimum Custody	448	67,664	40,598	124,502	
CONTINGENCY - 10.0%						
CTF Renovation and Upgrade Costs						
GRAND TOTALS		1,792	426,022	218,233	96,638	740,893

Estimated Site Development Costs
 FF&E 2%
 Other Costs (as a percentage estimate) 5%
 Design Fees 10.0%
Total Estimated Project Budget

Source: CGL Companies; Aug 24, 2016

Allocation of Bedspaces by Housing Types

Section #	Classification of Housing Type	# of Mngt. Clusters	# of Housing Units	Bedspace Type	Unit Size	Total Beds
8.1000	Close Custody	2	8			448
8.1100	Maximum Custody		4	Singles	56	224
8.1200	Close Custody		4	Doubles	56	224
8.2000	General Custody	3	24			1,344
8.2100	General Custody		16	Doubles	56	896
8.2200	Minimum Custody		8	Cubicles	56	448
TOTALS		5	32			1,792

Summary of Bedspaces by Type		
Type	# Beds	%
Singles	224	12.5%
Double Cells	1,120	62.5%
Cubicles	448	25.0%
Totals	1,792	100.0%

Source: CGL Companies; Aug 26, 2016

1.000 ENTRY BUILDING and FACILITY ADMINISTRATION						
Space #	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
1.1000	Public Lobby, Visitor Processing, Video Courtroom					
1.1001	Covered Outdoor Waiting	1	1	300	300	Easily maintained surfaces; count as 600SF
1.1002	Lobby	40	1	15	600	Durable materials; information kiosks
1.1003	Toilets	6	2	20	240	Handicapped accessible
1.1004	Entry Reception	3	1	60	180	Counter location
1.1005	Staff and Visitor Screening	2	2	100	400	Magnetometer & table
1.1006	Visitor Waiting Room	50	1	15	750	Comfortable seating
1.1007	Visitor Lockers	50	1	2	100	Built-in
1.1008	Visitor Search Room	1	1	60	60	Private room
1.1009	Video Visitation Room	20	1	12	240	Used for parole hearings, legal and family visits
1.1010	Equipment Room	1	1	80	80	Lockable area
1.1011	Visitor Processing Staff	2	1	48	96	Counter; adjacent to Visitor Waiting
1.1012	Courtroom Security Vestibule	10	1	10	100	Sound and security lock
1.1013	Courtroom Security Office	1	1	100	100	Private office
1.1014	Courtroom w/Spectator Seating	30	1	20	600	Judges Bench, attorney tables, secure area w/video arraignment
1.1015	Judicial Officer's Room	1	1	250	250	Private office w/private toilet
1.1016	Judicial Assistant	1	1	80	80	Open workstation
1.1017	Judicial Clerks	2	1	64	128	Open workstation
1.1018	Staff Toilets	1	2	50	100	Accessible
1.1019	Inmate Holding Area	10	1	20	200	Open waiting area
1.1020	Professional Interview Room	2	2	60	240	Acoustically treated; located near inmate holding
1.1021	Industry Sales Display Area	1	1	250	250	To demonstrate product lines
1.1022	Janitor's Closet	1	1	50	50	w/sink and shelves
Net SF					4,844	
Grossing Factor				30%	1,453	
Total DGSF					6,297	
1.2000	Facility Administration					
1.2001	Lobby	10	1	15	150	Acoustically treated
1.2002	Reception	1	1	100	100	Open station
1.2003	Warden's Office	1	1	250	250	Exterior location
1.2004	Secretary's Office	1	1	64	64	Open workstation
1.2005	Administrative Assistant	1	1	100	100	Private office
1.2006	PREA Coordinator	1	1	64	64	Open workstation
1.2007	Facility Maintenance Supervisor	1	1	64	64	Open workstation
1.2008	Inmate Records Supervisor	1	1	64	64	Open workstation
1.2009	Conference Room	45	1	20	900	Connected to Warden's Office/with dividing partition wall
1.2010	Deputy Warden for Operations	1	1	200	200	Private office
1.2011	Shift Supervisors (Major)	1	3	150	450	Private office
1.2012	Deputy Warden for Programs	1	1	200	200	Open workstation
1.2013	Reentry Programs Coordinator	1	1	64	64	Open workstation
1.2014	Juvenile Program Coordinator	1	1	64	64	Open workstation
1.2015	Women's Programs Coordinator	1	1	64	64	Open workstation
1.2016	Education Programs Coordinator	1	1	64	64	Open workstation
1.2017	RSAT Program Coordinator	1	1	64	64	Open workstation
1.2018	Religious & Volunteer Prog. Coord.	1	1	64	64	Open workstation
1.2019	Case Management Coordinator	1	1	64	64	Open workstation
1.2020	Principal Clerk	1	1	100	100	Private office
1.2021	Clerical Work Stations	1	4	64	256	Open work stations
1.2022	Operations Lieutenant	1	1	120	120	Private office
1.2023	Administrative Lieutenant	1	1	120	120	Private office
1.2024	Inmate Worker Officer	2	1	64	128	Open workstations
1.2025	Payroll Clerk	4	1	48	192	Open work stations
1.2026	Departmental Aide	1	1	64	64	Open workstations
1.2027	Administrative Sergeant	1	1	64	64	Open workstations
1.2028	Private Meeting Rooms	6	4	20	480	Table and six chairs
1.2029	Information Technology Specialist	2	1	80	160	Open workstations
1.2030	Computer Room	1	1	200	200	Secure room
1.2031	Mail Room	1	1	150	150	Secure room
1.2032	Office Storage	1	4	40	160	Lockable rooms
1.2033	Records/Archives	1	1	200	200	Lockable space
1.2034	Reproduction/Supplies/Workroom	1	1	300	300	Lockable room
1.2035	Employee Break Area	15	1	15	225	w/sink; seats 15 staff
1.2036	Staff Toilet (Male/Female)	1	4	120	480	Accessible

1.000 ENTRY BUILDING and FACILITY ADMINISTRATION						
Space #	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
1.2037	Mechanical/Electrical Room	1	1	100	100	Lockable area
1.2038	Janitor's Closet	1	1	50	50	w/sink
Net SF					6,603	
Grossing Factor					30%	1,981
Total DGSF					8,584	
Facility Administration Net SF					11,447	
Grossing Factor					30%	3,434
Total Facility Administration DGSF					14,881	
Building Grossing factor					15%	2,232
Total Facility Administration BGSF					17,113	
<i>SF/Inmate</i>					<i>#DIV/0!</i>	
1.3000	DOC Headquarters Function					
Office of the Director						
1.3001	Waiting Area	10	1	15	150	Seating for up to 10 visitors
1.3002	Receptionist	2	1	64	128	Two open workstations; part of waiting area
1.3003	Administrative Specialist	1	1	100	100	Private office
1.3004	Director	1	1	300	300	Private office with direct access to Executive Conference Room
1.3005	Fiscal Officer	1	1	120	120	Private office
1.3006	Returning Citizens Officer	1	1	120	120	Private office
1.3007	Program Analyst	1	1	120	120	Private office
1.3008	Staff Toilets	1	2	50	100	Accessible
1.3009	Executive Conference Room	20	1	20	400	Seating for 20; audio-visually equipped
1.3010	Secretary	1	1	64	64	Open workstation
1.3011	General Counsel	1	1	150	150	Private office
1.3012	FOIA Officer	1	1	120	120	Private office
1.3013	Legal Secretary	1	1	64	64	Open workstation
1.3014	Government and Public Affairs Officer	1	1	120	120	Private office
1.3015	Assistant Officer	1	1	80	80	Open workstation
1.3016	Investigative Services Director	1	1	120	120	Private office
1.3017	Investigative Staff	9	1	80	720	Open workstations
1.3018	Private Interview Rooms	1	5	150	750	Table for up to six
1.3019	Conference Room	12	1	20	240	Capable of audio-visual presentations
1.3020	Break Room	1	1	40	40	Small cabinet with sink for tea and coffee
1.3021	Janitor's Closet	1	1	50	50	Utility sink
Net SF					2,918	
Grossing Factor					30%	875
Total DGSF					3,793	
Operations Division						
1.3101	Deputy Director for Operations	1	1	200	200	Private office
1.3102	Operations Staff	3	1	64	192	Open workstations
1.3103	Community Corrections Director	1	1	120	120	Private office
1.3104	Community Corrections Staff	6	1	80	480	Open workstations
1.3105	Correctional Program Specialist	1	1	100	100	Private office
1.3106	Policy and Procedures Specialist	1	1	100	100	Private office
1.3107	Small Conference Room	6	1	25	150	Table for up to six
Net SF					1,342	
Grossing Factor					30%	403
Total DGSF					1,745	

1.000 ENTRY BUILDING and FACILITY ADMINISTRATION						
Space #	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
Management & Support Division						
1.3201	Deputy Director for Management Sup.	1	1	200	200	Private office
1.3202	Staff Assistant	1	1	100	100	Private office
1.3203	Division Support Staff	3	1	64	192	Open workstations
1.3204	Human Resources Director	1	1	120	120	Private office
1.3205	Human Resources Support Staff	10	1	64	640	Open workstations
1.3206	Strategic Planning Director	1	1	120	120	Private office
1.3207	Planning & Research Staff	4	1	64	256	Open workstations
1.3208	Medical Director	1	1	120	120	Private office
1.3209	Medical Admin Support	1	4	64	256	Open Workstations
1.3210	Procurement Director	1	1	120	120	Private office
1.3211	Procurement Staff	8	1	64	512	Open workstations
1.3212	Contract Administration Director	1	1	100	100	Private office
1.3213	Contract Administration Analysts	2	1	64	128	Open workstations
1.3214	Federal Billing Unit Director	1	1	120	120	Private office
1.3215	Federal Billing Unit Staff	6	1	64	384	Open workstations
1.3216	Engineering Unit Director	1	1	120	120	Private office
1.3217	Policies & Procedures Analyst	1	1	100	100	Private office
1.3218	Risk Management Director	1	1	100	100	Private office
1.3219	EEO & Diversity Coordinator	1	1	100	100	Private office
1.3220	Information Technology Director	1	1	120	120	Private office
1.3221	Conference Rooms	12	2	20	480	Capable of audio-visual presentations
1.3222	Small Meeting Rooms	6	8	15	720	Table for up to six
1.3223	Copy Center	1	1	250	250	Layout tables
1.3224	IT Equipment Room	1	1	200	200	Lockable; special HVAC consideration
1.3225	Supplies Room	1	1	150	150	Shelving
1.3226	Staff Break Room	12	1	20	240	Cabinets/sink; tables seating for 12
1.3227	Staff Quiet Room	1	1	100	100	Day bed and lounge chair
1.3228	Storage	1	10	60	600	Lockable spaces
1.3229	Toilets	1	2	160	320	Accessible
1.3230	Mechanical/Electrical Room	1	1	100	100	Lockable area
1.3231	Janitor's Closet	1	1	50	50	Utility sink and shelving
Net SF					7,118	
Grossing Factor					30%	2,135
Total DGSF					9,253	
Facility Headquarters Net SF					11,378	
Grossing Factor					30%	2,285
Total DOC Headquarters DGSF					13,663	
Building Grossing factor					15%	2,050
Total DOC Headquarters BGSF					15,713	
<i>SF/Inmate</i>					<i>#DIV/0!</i>	
Total Net SF for Facility & Headquarters Administration					22,825	
Grossing Factor					30%	5,720
Total DGSF					28,545	
Building Gross Sq. Ft.					15%	4,282
Total BGSF					32,826	
<i>SF/Inmate</i>					<i>#DIV/0!</i>	

Source: CGL Companies; Aug 22, 2016

2.000 SECURITY ADMINISTRATION

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
2.1000	Security Administration, Staff Muster, Staff Services, & Central Control					
2.1001	Watch Commander	1	1	120	120	Private office
2.1002	Conference Room	12	1	20	240	Seating for 20
2.1003	Shift Supervisor	1	3	80	240	Open workstations
2.1004	Administrative Assistant	1	1	64	64	Open workstations
2.1005	Storage Rooms	1	2	40	80	Lockable space
2.1006	Briefing Room	150	1	12	1,800	Capable of three subdivisions each
2.1007	Readiness Room	15	1	80	1,200	w/Exercise Equipment
2.1008	Equipment Storage	1	2	150	300	Lockable space; sensitive training items
2.1009	Male Lockers/Shower	500	1	10	5,000	Based on 500 male lockers and toilet/shower area
2.1010	Female Lockers/Shower	300	1	10	3,000	Based on 300 lockers and toilet/shower area
2.1011	Kitchen & Serving Line	1	1	400	400	Typical cafeteria arrangement
2.1012	Kitchen Storage	1	2	100	200	Lockable; shelving
2.1013	Lounge	25	1	30	750	Comfortable chairs; TV; computer terminals
2.1014	Storage	1	2	60	120	Lockable
2.1015	Quiet Room	1	1	100	100	Day bed and lounge chair
2.1016	Central Control Room	1	1	400	400	Secure; controlled access; staff toilet
2.1017	Equipment Room	1	2	80	160	Secure; alarmed space
2.1018	Tactical Armory	1	1	300	300	Secure; alarmed space
2.1019	Locksmith Shop	1	1	150	150	Moveable benches and storage
2.1020	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.1021	Short Term K9 Kennels	1	4	40	160	Outdoors, covered area for shade, drains for washing out
2.1022	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					14,934	
Grossing Factor				25%	3,734	
Total DGSF					18,668	
2.2000	Intake and Release (Based upon 30 bookings per day)					
Pre-Screening Processing						
2.2001	Vehicle Sallyport	1	1	2,000	2,000	Accommodates 8 cars and a bus
2.2002	Pedestrian Sallyport	1	1	150	150	Interlocked doors
2.2003	Breathalyzer Testing Room	1	1	250	250	Capable of video-taping sobriety tests
2.2004	Equipment Office	1	1	50	50	Lockable space
2.2005	Inmate Toilet	1	1	45	45	Accessible
2.2006	Medical Pre-screening Station	1	1	60	60	Private space at counter
2.2007	Supplies Closet	1	1	25	25	Lockable space
2.2008	Police Workroom	1	1	150	150	Stand-up work stations
2.2009	Police Toilet	1	1	45	45	Adjacent to Workroom
2.2010	Arrestee Waiting	15	1	30	450	Open Seating for 10 inmates
2.2011	Evidence Processing Room	1	1	120	120	Special design w/storage lockers; refrigerator
2.2012	Evidence Storage	1	1	50	50	Secure space
2.2013	Pre-Screening Station	1	4	60	240	Two-person cubicles; 2-medical; 2-booking techs
2.2014	Initial Photo Station	1	2	60	120	Video imaging equipment
2.2015	Initial Property Station	1	1	80	80	Open stand-up station
Net SF					2,835	<i>Vehicle sally port computed at 50% of NSF</i>
Grossing Factor				20%	567	
Total DGSF					3,402	
Intake Processing						
2.2016	Inmate Waiting Room	30	2	30	1,800	Open seating for 50-60 inmates
2.2017	Intake Deputy Station	1	1	64	64	Open stand-up station
2.2018	Single Holding Cells	1	2	70	140	Observation from Intake Deputy station
2.2019	Group Holding Cells	6	2	30	360	Seats 5 inmates w/toilet
2.2020	Sobriety Cell	1	2	70	140	w/floor drains and toilet w/padding; CCTV surveillance
2.2021	Safety Cell	1	2	70	140	w/toilet and padding; CCTV surveillance
2.2022	Finger Print Station	1	2	60	120	Capable of electronic or ink prints
2.2023	Classification Staff	1	4	60	240	60" high privacy panels
2.2024	Intake Medical Officer	1	1	100	100	Private office with view of processing area
2.2025	Medical Screeners	1	3	60	180	Privacy screen between stations
2.2026	Examination Room	1	1	80	80	w/Exam table; equipment
2.2027	Medical Toilet	1	1	45	45	Accessible
2.2028	Pretrial Services Officer	1	4	60	240	60" high privacy panels
2.2029	Bail Bond Interview	1	4	40	160	Non-contact cubicles
2.2030	Detention Processing Supervisor	1	1	100	100	Private office with view of processing area
2.2031	Intake Sergeant	1	1	80	80	Open workststion
2.2032	Records Room/NCIC/Records Clerks	1	1	250	250	Two workstations of 48 SF each + 600 record jackets

2.000 SECURITY ADMINISTRATION

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
2.2033	Staff Toilets	1	2	160	320	Accessible
2.2034	Break Room	6	1	20	120	w/Overhead sink and cabinets
2.2035	Shakedown Room	1	4	30	120	Privacy screens
2.2036	Clothing Issue	1	1	240	240	Shelving

2.000 SECURITY ADMINISTRATION

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
2.2037	Temporary Inmate Property Storage	1,500	1	1	1,500	Hanging bag storage bins for 60 inmates (three days intake)
2.2038	Showers	1	2	40	80	Handicapped accessible (1)
2.2039	Storage	1	2	120	240	Lockable space
2.2040	Property Officer	1	1	80	80	Within storage area
2.2041	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.2042	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					7,009	<i>Excludes the Property Officer located with Property Room</i>
Grossing Factor					20%	1,402
Total DGSF					8,411	
Court Processing (Based on 100 court trips per day; 60 at peak time)						
2.2043	Transfer Holding Room	60	1	30	1,800	Seating for 60
2.2044	Group Holding Cell	6	4	30	720	Seats 5 inmates w/toilet; inmates awaiting housing
2.2045	Holding Cell	1	4	70	280	w/toilet for Court/hospital transfers
2.2046	Transfer Sallyport	1	1	150	150	Interlocking doors controlled from Main Control Room
2.2047	Transportation Director	1	1	100	100	Private office
2.2048	Transportation Staff	10	1	40	400	Open workstations, Area for restraint storage
2.2049	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					2,950	
Grossing Factor					20%	590
Total DGSF					3,540	
Release Processing (Based on 30 releases per day; 15 at peak time)						
2.2050	Release Area (Inside secure area)	15	1	30	450	Open seating for 20
2.2051	Property Storage	3,000	1	1	3,000	Hanging bag/storage bins for 1,440 inmates
2.2052	Release Workstation	3	1	60	180	Privacy screens
2.2053	Release Sallyport	1	1	150	150	Interlocking doors controlled from Main Control Room
2.2054	Release Area Restroom	1	1	50	50	Handicapped accessible
2.2055	Public Waiting Area	10	1	20	200	open seating area/public phones
2.2056	Public Restrooms	1	2	50	100	Male/Female, handicapped accessible
2.2057	Social Services Offices	1	2	80	160	Private offices
2.2058	Entry/Exit Vestibule	1	1	80	80	No controlled by Control Room
2.2059	Mechanical/Electrical Room	1	1	100	100	Lockable area
2.2060	Janitor's Closet	1	1	50	50	w/sink
Net SF					4,520	
Grossing Factor					20%	904
Total DGSF					5,424	
Total Intake, Transfer, & Release Net SF					17,314	
Grossing Factor						3,463
Total Intake, Transfer, & Release DGSF					20,777	
2.3000 Staff Training						
2.3001	Waiting Area	20	1	20	400	Lobby style seating for 20
2.3002	Receptionist	1	1	80	80	Open work station in Lobby
2.3003	Visitor Toilets	1	2	120	240	Accessible
2.3004	Training Director	1	1	150	150	Private office
2.3005	Training Staff	12	1	48	576	Open workstations; lockable cubicle files
2.3006	Training Clerks	2	1	64	128	Open workstations
2.3007	Recruiting Officers	1	2	100	200	Private offices
2.3008	Recruiting Clerks	4	1	64	256	Open workstations; lockable cubicle files
2.3009	Recruit Interviewing	2	2	80	320	Private office
2.3010	Recruitment Testing	20	1	36	720	Open room with 20 computer workstations
2.3011	Large Training Classroom	100	1	25	2,500	Flexible desk and chair arrangement
2.3012	Classroom Storage	1	1	300	300	Capable of storing rolling table storage bins
2.3013	Standard Training Classroom	60	3	25	4,500	Flexible arrangement; capable of being subdivided
2.3014	Classroom Storage	1	1	150	150	Capable of storing rolling table storage bins
2.3015	Physical Contact Training	30	1	60	1,800	Weight and aerobic training equipment
2.3016	Equipment Storage	1	1	200	200	Lockable; shelving

2.000 SECURITY ADMINISTRATION

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments	
2.3017	Training Breakroom	40	1	20	800	Table and chair seating	
2.3018	Mechanical/Electrical Room	1	1	100	100	Lockable area	
2.3019	Janitor's Closet	1	1	50	50	Utility sink with shelving	
Net SF					13,470		
				Grossing Factor	25%	3,368	
Total DGSF					16,838		
Total NSF for Security Admin., Intake/Transfer/Release, & Training					45,718		
Grossing Factor					10,564		
Total DGSF					56,282		
				Building Gross Sq. Ft.	15%		8,442
Total BGSF for Security Admin., Intake/Transfer/Release, & Training					64,724		
<i>SF/Inmate</i>					<i>#DIV/0!</i>		

Source: CGL Companies; September 15, 2016

3.000 PROGRAM and EMPLOYMENT CENTER

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
3.1000	Program Services Administration					
3.1001	Waiting Area	8	1	20	160	Lobby style seating for 20
3.1002	Programs Director	1	1	150	150	Private office
3.1003	Staff Toilets	1	2	50	100	Handicapped accessible
3.1004	Conference Room	12	1	20	240	Seats 12-15
3.1005	Records/Files	1	1	150	150	Lockable area
3.1006	Administrative Secretary	1	1	80	80	Open workstations
3.1007	Education Director	1	1	150	150	Private office
3.1008	Pre-Employment Supervisor	1	1	150	150	Private office
3.1009	Program Analyst	1	1	100	100	Private office
3.1010	Program Accountant	1	2	64	128	Open workstations
3.1011	Program Clerks	1	4	48	192	Open workstations
3.1012	Volunteer Coordinator	1	1	100	100	Private Office
3.5013	Break Room	6	1	20	120	w/cabinets and sink
3.5014	Storage	1	4	40	160	w/shelves
3.5015	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					2,030	
				Grossing Factor	30%	609
Total DGSF					2,639	
3.2000	Academic Education					
3.2001	Academic Classrooms	20	4	30	2,400	Flexible seating
3.2002	Life Skills Room	20	2	35	1,400	Extensive electrical outlets
3.2003	Reading Lab	20	1	35	700	Extensive electrical outlets
3.2004	Guidance/Career Counselor	1	2	100	200	Private office
3.2005	Storage	1	10	40	400	Lockable space
3.2006	Library	1	1	1,000	1,000	Accommodates at least 10 volumes per inmate
3.2007	Law Library	1	1	200	200	w/glazing for observation by staff
3.2008	Librarian	1	1	120	120	Private office
3.2009	Library Work Room	1	1	150	150	w/sink and cabinet
3.2010	Teachers' Workroom	10	1	48	480	Workstations for academic and pre-employment staff
3.2011	Teachers' Breakroom	10	1	20	200	Serves Academic and Pre-Employment staff
3.2012	Material Storage	1	2	80	160	lockable space
3.2013	Staff Toilets	1	2	160	320	Accessible
3.2014	Inmate Toilets	1	2	50	100	Handicapped accessible; adjacent to classrooms
3.2015	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.2016	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					7,980	
				Grossing Factor	25%	1,995
Total DGSF					9,975	
3.3000	Pre-Employment Training					
3.3001	Pre-Employment Labs	15	2	50	1,500	Flexible space; durable surfaces
3.3002	Classrooms	15	2	35	1,050	Seating for 15-20
3.3003	Tool Storage	1	2	100	200	Secure space
3.3004	Pre-Employment Classroom Storage	1	2	200	400	Secure space
3.3005	Horticulture Area	1	1	600	600	Could be roof-top greenhouse
3.3006	Groundskeeping	1	1	500	500	Ground level location
3.3007	Inmate Toilet	1	2	50	100	Handicapped accessible
3.3008	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					4,400	
				Grossing Factor	25%	1,100
Total DGSF					5,500	
3.4000	Recreation Services					
3.4001	Exercise Room	1	1	7,000	7,000	Comparable to high school basketball size
3.4002	Equipment Storage	1	1	300	300	Lockable space
3.4003	Exercise Room	1	1	1,500	1,500	Weight and aerobic training equipment
3.4004	General Storage	1	2	100	200	Lockable space
3.4005	Recreation Specialist	1	1	100	100	Lockable space
3.4006	Recreation Staff Workroom	1	4	48	192	Open workstations
3.4007	Security Station	1	1	36	36	Standup Station
3.4008	Inmate Toilet	1	2	50	100	Handicapped accessible
3.4009	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.4010	Janitor's Closet	1	1	50	50	Utility sink with shelving

3.000 PROGRAM and EMPLOYMENT CENTER

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
Net SF					9,578	
				Grossing Factor	15%	
Total DGSF					11,015	
3.5000	Religious, Counseling Services					
3.5001	Multi-Service Area	75	1	20	1,500	w/religious design motif
3.5002	Vestibule	1	1	150	150	Acoustically treated
3.5003	Storage	1	2	150	300	Lockable space
3.5004	Facility Spiritual Directors	1	1	150	150	Private office
3.5005	Staff Assistants	1	4	64	256	Cubicles
3.5006	Staff Toilets	1	2	50	100	Handicapped accessible; two adjacent to 3.501
3.5007	Religious Study Rooms	20	2	20	800	Multiuse areas
3.5008	Waiting Area	8	1	20	160	Seating for 8-10
3.5009	Counseling Supervisor	1	1	150	150	Private office
3.5010	Correctional Counselors	1	8	100	800	Private office
3.5011	Clerical Workstation	1	2	64	128	Open work station
3.5012	Volunteer Work Area	1	4	36	144	Open workstations
3.5013	Group Counseling Rooms	12	2	40	960	Seats 12-15 each
3.5014	Individual Counseling Rooms	2	4	40	320	One on one counseling
3.5015	Storage	1	4	40	160	Lockable space
3.5016	Breakroom	12	1	20	240	w/cabinets and sink
3.5017	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.5018	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,468	
				Grossing Factor	25%	1,617
Total DGSF					8,085	
3.6000	Inmate Industries					
3.6001	Industries Director	1	1	150	150	w/view to Production Area
3.6002	Production Supervisors	1	3	64	192	Open workstations
3.6003	Security Station	1	3	36	108	Raised for viewing Production Area
3.6004	Clerical/Files	1	1	150	150	For 3- to 4-drawer file cabinets
3.6005	Staff Toilets	1	2	50	100	Handicapped accessible
3.6006	Inmate Staging Area	25	1	10	250	For processing into and out if industries rea
3.6007	Separate Production Areas	25	3	80	6,000	20-25 inmates; one industry should be laundry
3.6008	Tool Storage	1	3	80	240	Secure space
3.6009	Raw Material Storage	1	3	200	600	Open bins
3.6010	Finished Product Storage	1	1	500	500	Lockable area
3.6011	Inmate Toilets	1	2	160	320	Handicapped accessible
3.6012	Inmate Break Room	25	3	15	1,125	Seating for 25-30
3.6013	Mechanical/Electrical Room	1	1	100	100	Lockable area
3.6014	Janitor's Closet	1	1	50	50	Utility sink with shelving
3.6015	Loading Dock	1	1	400	400	At grade roll-up doors, if possible
3.6016	Staging Area	1	1	300	300	Open temporary storage area
Net SF					10,585	
				Grossing Factor	15%	1,588
Total DGSF					12,173	
Total NSF for Program Services					41,041	
Grossing Factor						8,345
Total DGSF					49,386	
				Building Gross Sq. Ft.	15%	7,408
Total BGSF for Program Services					56,794	
<i>SF/Inmate</i>						<i>#DIV/0!</i>

Source: CGL Companies; Aug 11, 2016

4.000 VISITATION CENTER

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
4.1000	Inmate Visitation					
4.1001	Visitor Sally Port	1	1	150	150	Glazing throughout
4.1002	Inside Visit Room Visitor Toilets	1	2	50	100	Handicapped accessible
4.1003	Inmate Toilet	1	2	50	100	Handicapped accessible; adjacent to Inmate Waiting
4.1004	Professional Visiting Room	2	4	40	320	Private rooms w/floor to ceiling glazing
4.1005	Non-Contact Visitation	2	8	30	480	Glazed, separate cubicles w/tele. communication
4.1006	Visitation Room	200	1	15	3,000	Space for 70 inmates & 130 visitors
4.1007	Security Station	1	1	36	36	Slightly raised for viewing
4.1008	Individual Children's Visit Rooms	1	2	80	160	Floor to ceiling glazing
4.1009	Children's Playroom	1	1	250	250	Observable from Contact Visitation Area
4.1010	Children's Toilet	1	2	35	70	Adjacent to Play area
4.1011	Storage	1	2	100	200	Lockable space
4.1012	Inmate Waiting	50	1	15	750	Bench seating
4.1013	Inmate Search	1	1	150	150	Body scan machine; w/sink for handwash
4.1014	Mechanical/Electrical Room	1	1	100	100	Lockable area
4.1015	Janitor Closet	1	1	50	50	Utility sink with shelving
Net SF					5,916	
				Grossing Factor	20%	1,183
Total DGSF					7,099	
4.2000	Family Visitation Center					
4.2001	Waiting Area	15	1	20	300	Lobby style seating for 15
4.2002	Family Visitation Coordinator	1	1	120	120	Private office
4.2003	Volunteer Office	4	1	48	192	Open workstations
4.2004	Security Station	1	1	36	36	Open workstation
4.2005	Family Meeting Room	10	2	30	600	Seats 10-12 each
4.2006	Children's Center	1	1	250	250	Multipurpose space
4.2007	Preparation Kitchen	1	1	140	140	Base and overhead cabinets; range; refrig., dishwash.
4.2008	Storage	1	2	50	100	Lockable space
4.2009	Visitor Toilets	1	2	50	100	Accessible
4.2010	Overnight Visiting Suites	1	4	450	1,800	Sleeping area; small kitchen & dining area; bathroom
Net SF					3,638	
				Grossing Factor	30%	1,091
Total DGSF					4,729	
Total NSF for Program Services					9,554	
Grossing Factor						2,275
Total DGSF					11,829	
				Building Gross Sq. Ft.	15%	1,774
Total BGSF for Program Services					13,603	
<i>SF/Inmate</i>					<i>#DIV/0!</i>	

Source: CGL Companies; Aug 11, 2016

5.000 MEDICAL SERVICES						
	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
5.1000	Clinic					
5.1001	Waiting Area (30 Inmates)	30	1	15	450	Observable; subdivide into two areas
5.1002	Inmate Toilet	1	1	50	50	Handicapped accessible
5.1003	Security Station	1	1	36	36	Adjacent to Nurse's Station
5.1004	Counseling/Interview Room	1	2	80	160	Private space; view panel in door
5.1005	Medical Staff Meeting Room	15	1	20	300	Audio-visual capable
5.1006	Treatment Room	1	1	180	180	w/sink and cabinets
5.1007	Examination Rooms	1	4	100	400	w/sink and cabinets; C-PAP capable; 1 used for dialysis
5.1008	Special Procedures Room	1	1	160	160	w/sink and cabinets; whirlpool tub; portable dialysis
5.1009	Physical Therapy Room (Dry Room)	1	1	300	300	Specialty equipment
5.1010	Physical Therapy Room (Tub Room)	1	1	200	200	Hot and cold tubs
5.1011	Dialysis Treatment Room	6	1	48	288	Dialysis chairs
5.1012	Clinic Nurse's Station	4	1	80	320	Manages flow and use of examination rooms
5.1013	Records Room	1	1	300	300	Secure room; include imaging equipment
5.1014	Resident Physician	1	1	150	150	Private office
5.1015	Physician's Workspace	1	2	80	160	Work stations
5.1016	Secretary	1	1	80	80	Private office
5.1017	X-ray Room	1	1	140	140	w/necessary x-ray shield
5.1018	Developing Room	1	1	80	80	w/sink
5.1019	Storage (wheelchair, etc.)	1	1	100	100	Lockable space
5.1020	Chief of Nursing	1	1	120	120	Private office
5.1021	Specialist's Room	1	2	64	128	Space for two desks
5.1022	Tele-Visiting Room	1	1	120	120	Flexible arrangement
5.1023	Medical Lab	1	1	120	120	w/sink and cabinets
5.1024	CAT Scan	1	1	200	200	Dedicated space
5.1025	Pharmacy	1	1	300	300	Alarmed; secure door; includes IV station
5.1026	Drug Dispensing	1	1	80	80	Alarmed; secure door
5.1027	Resident Dentist	1	1	150	150	Private office
5.1028	Dental Operator	1	2	130	260	w/standard equipment; sink (2 chairs)
5.1029	X-Ray Alcove	1	1	40	40	Near Operator; use chair X-ray equipment
5.1030	Autoclave Sterilization Area	1	1	40	40	Alcove arrangement
5.1031	Dental Storage	1	2	60	120	Secure area
5.1032	Compressor Room	1	1	40	40	Secure area
5.1033	Bio-Hazardous Waste Storage	1	1	40	40	Secure room
5.1034	Clean Linens	1	1	40	40	Secure room; shelving
5.1035	Soiled Linens	1	1	40	40	Secure room; shelving
5.1036	Bulk Storage	1	4	60	240	Lockable w/shelves
5.1037	Staff Toilet	1	2	160	320	Handicapped accessible
5.1038	Staff Break Room	15	1	20	300	Overhead cabinets, sink, kitchen appliances
5.1039	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.1040	Janitor's Closet	1	1	50	50	Utility sink with shelving
				Net SF	6,702	
				Grossing Factor	35%	2,346
				Total DGSF		9,048
5.2000	Medical Infirmary (30 beds)					
5.2001	Nurse's Station	4	1	80	320	Open station w/counters
5.2002	Security Station	1	1	36	36	Open security station
5.2003	Medical Preparation	1	1	100	100	w/sink and cabinets
5.2004	Storage	1	4	60	240	Secure space
5.2005	Staff Toilet	1	2	50	100	Lockable space
5.2006	Medical Interview Room	1	1	80	80	Table accessible from four sides
5.2007	Isolation Room	1	10	120	1,200	w/sink/shr.toilet;5 negative pressure/1 pos/4 isolation; TV's
5.2008	Ward	4	5	80	1,600	Each ward sleeps 4 inmates; 20 total in wards; TV's; gas cap.
5.2009	Ward Toilets	1	3	100	300	Accessible toilet/shower/lavatory; observable
5.2010	Tub Room	1	1	100	100	Accessible; observable
5.2011	Food Service Pantry	1	1	120	120	Overhead and base cabinets w/kitchen appliances
5.2012	Patient Dining Area	20	1	20	400	Adjacent to Pantry and Dayroom; accessible
5.2013	Dayroom	20	1	40	800	Natural light; tele-visiting module
5.2014	Outdoor Courtyard	1	1	300	300	Adjacent to Dayroom
5.2015	Soiled Linen	1	1	40	40	Sized for laundry cart
5.2016	Clean Linens	1	1	40	40	w/shelves
5.2017	Bio-Hazardous Waste	1	1	40	40	Secure; lockable
5.2018	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.2019	Janitor's Closet	1	1	50	50	Utility sink with shelving

5.000 MEDICAL SERVICES						
Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments	
Net SF				5,816	<i>Outside area @ 50%</i>	
Grossing Factor			45%	2,617		
Total DGSF				8,433		
5.3000 Mental Health Outpatient Clinic						
5.3001	Waiting Area (20 Inmates)	20	1	15	300	Observable
5.3002	Security Station	1	1	36	36	Open station
5.3003	Interview Rooms	1	4	80	320	Private space; view panel in door
5.3004	Inmate Toilet	1	50	1	50	Handicapped accessible
5.3005	Nurse's Station	2	1	80	160	Open station w/counters
5.3013	Psychiatric Nurse	1	1	120	120	Private office
5.3008	Chief Psychiatrist	1	1	150	150	Private office
5.3009	Clinical Psychologist	1	2	120	240	Private office
5.3010	Mental Health Clinician	1	4	100	400	Private office
5.3011	Substance Abuse Counselor	1	4	100	400	Private office
5.3012	Secretary	1	1	80	80	Private office
5.3006	Storage Rooms	1	3	60	180	Secure space
5.3007	Staff Toilet	1	2	50	100	Lockable space
Net SF				2,536		
Grossing Factor			35%	888		
Total DGSF				3,424		
5.4000 Mental Health Housing Unit (40 Beds)						
5.4001	Sallyport	1	1	80	80	Glazed door
5.4002	Nurse's Station	4	1	80	320	Open station w/counters
5.4003	Officer's Station	2	1	36	72	Open workstation
5.4004	Interview Rooms	1	4	80	320	W/view panel in door
5.4005	Hearing Room	8	1	20	160	Seats 8 total
5.4006	Staff Toilet	1	2	50	100	Lockable
5.4007	Single Acute Care Rooms	1	12	100	1,200	4-sided access; w/toilets and sink
5.4008	Close Observation Room	1	2	80	160	No furniture; screened floor-mounted toilet
5.4009	Intermediate Care Rooms	1	12	80	960	w/toilets and sink
5.4010	Supervised Care Rooms	1	16	100	1,600	Accessible toilet/shower/lavatory; observable
5.4011	Multipurpose Room	16	1	40	640	w/natural light
5.4012	Food Service Pantry	1	1	120	120	Overhead and base cabinets w/kitchen appliances
5.4013	Patient Dining Area	12	1	20	240	Adjacent to Pantry and Dayroom; accessible
5.4014	Tele-Visit Cubicle	1	2	30	60	Privacy panels
5.4015	Outdoor Recreation Courtyard	1	1	300	300	Adjacent to and visible from dayroom
5.4016	Medical Preparation	1	1	80	80	w/sink and cabinets
5.4017	Showers	1	4	60	240	Observable; handicapped accessible
5.4018	Storage	1	4	40	160	Secure space
5.4019	Mechanical/Electrical Room	1	1	100	100	Lockable area
5.4020	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF				6,812	<i>Outside area @ 50%</i>	
Grossing Factor			45%	3,065		
Total DGSF				9,877		
Total NSF for Medical/Mental Health Services				21,866		
Grossing Factor				8,916		
Total DGSF				30,782		
Building Gross Sq. Ft.			15%	4,617		
Total BGSF for Medical/Mental Health Services				35,399		
SF/Inmate				#DIV/0!		

Source: CGL Companies; Aug 1, 2016

6.000 FOOD SERVICES

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
6.1000	Food Preparation					
6.1001	Food Service Supervisor	1	1	150	150	Private, glazed office
6.1002	Cooks' Work Room	6	1	36	216	Raised; Four workstations
6.1003	Security Station	1	2	36	72	Raised; Enclosed office
6.1004	Culinary Arts Classroom	20	1	30	600	Flexible arrangement; mock kitchen
6.1005	Classroom Storage	1	1	100	100	Secure storage
6.1006	Food Preparation Area	1	1	5,000	5,000	Food preparation approach will determine space
6.1007	Diet Kitchen	1	1	200	200	Adjacernt to Food Preparation Area
6.1008	Dry Storage	1	2	800	1,600	Metal shelving
6.1009	Daily Issue/Secured Storage	1	1	300	300	Metal shelving
6.1010	Cook/Chill Refrigerator	1	3	150	450	Could be pre-fabricated
6.1011	Dairy Cooler	1	1	150	150	Could be pre-fabricated
6.1012	Freezer	1	1	150	150	Could be pre-fabricated
6.1013	Utensil Storage	1	1	200	200	Metal shelving
6.1014	Storage	1	4	100	400	Secure area
6.1015	Mechanical/Electrical Room	1	1	100	100	Lockable area
Net SF					9,688	
Grossing Factor				25%	2,422	
Total DGSF					12,110	
6.2000	Staff Dining					
6.2001	Staff Dining	100	1	20	2,000	Moveable tables and chairs
6.2002	Serving Line	1	1	100	100	Built-in service unit
6.2003	Staff Dining Courtyard	1	1	300	300	Outside area
6.2004	General Storage	1	1	80	80	Lockable area for table storage
6.2005	Staff Toilets	1	2	50	100	Accessible/Lockable area
Net SF					2,430	<i>Outside area @ 50%</i>
Grossing Factor				20%	486	
Total DGSF					2,916	
6.3000	Food Service Support					
6.3001	Receiving Area	1	1	250	250	Secure area
6.3002	Dishwashing	1	1	300	300	Located at exit from dining
6.3003	Cart Storage for 30 Carts	40	1	12	480	For transport to housing clusters
6.3004	Cart/Can Washing	1	1	200	200	Floor drains and hose bibs
6.3005	Staff Toilets, Shower, Lockers	1	2	160	320	Handicapped accessible
6.3006	Inmate Toilet	1	2	50	100	w/floor drains
6.3007	Inmate Break Area	5	1	25	125	Table for eating, handwashing sink
6.3008	Mechanical/Electrical Room	1	1	100	100	Lockable area
6.3009	Janitor's Closet	1	1	50	50	Utility sink with shelving
6.3010	Loading Dock	1	1	500	500	Raised dock 12 foot wide dock, space for compactor
Net SF					2,425	
Grossing Factor				20%	485	
Total DGSF					2,910	
Total NSF for Food Services					14,543	
Grossing Factor					3,393	
Total DGSF					17,936	
Building Gross Sq. Ft.				15%	2,690	
Total BGSF for Food Services					20,626	
<i>SF/Inmate</i>					<i>#DIV/0!</i>	

Source: CGL Companies; Aug 11, 2016

7.000 FACILITY SERVICES

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
7.1000	Maintenance Shops					
7.1001	Carpentry Shop	1	1	350	350	Moveable work benches
7.1002	Electrical Shop	1	1	350	350	Moveable work benches
7.1003	Plumbing Shop	1	1	350	350	Moveable work benches
7.1004	Tools Storage (secure)	1	1	150	150	Secure area
7.1005	Paint Shop	1	1	350	350	Moveable work benches
7.1006	Welding Shop	1	1	350	350	Moveable work benches
7.1007	Maintenance Storage	1	1	350	350	Metal shelving
7.1008	Inmate Toilet	1	1	50	50	Handicapped accessible
7.1009	Facility Maintenance Supervisor	1	1	150	150	Private office w/view of work area
7.1010	Technicians Layout Area	12	1	40	480	Lockable area
7.1011	Data Entry/Files Area	1	1	150	150	Lockable space
7.1012	Staff Toilets/Shower	1	1	160	160	Lockable space
7.1013	Hazardous Waste Collection	1	1	150	150	Secured space
7.1014	Break Room	5	1	35	175	Tables and chairs, sink, microwave
7.1015	General Storage	1	5	100	500	Lockable space w/ ext. entrance.
	Net SF				4,065	
	Grossing Factor			25%	1,016	
	Total DGSF				5,081	
7.2000	Energy Plant					
7.2001	Central Energy Plant	1	1	8,000	8,000	Sized to accommodate future equipment
7.2002	Electrical Room	1	1	1,000	1,000	w/secure locks
7.2003	Emergency Generator	1	2	800	1,600	Exhaust to exterior
7.2004	Equipment Storage	1	1	300	300	w/secure locks
7.2005	Energy Engineer	1	1	100	100	w/view to Central Plant
	Net SF				11,000	
	Grossing Factor			15%	1,650	
	Total DGSF				12,650	
7.3000	Institution Warehouse					
7.3001	General Storage	1	1	6,000	6,000	High ceilings; metal shelving; 4-pallet high racks
7.3002	Staff Toilet	1	2	50	100	Handicapped accessible; lockable
7.3003	Inmate Toilet	1	1	50	50	Handicapped accessible
7.3004	Warehouse Supervisor	1	1	120	120	w/view of Central Storage; 2 staff
7.3005	Staff Work Area	3	1	36	108	Open workstations
7.3006	Receiving Area	1	1	400	400	Observation area
	Net SF				6,778	
	Grossing Factor			15%	1,017	
	Total DGSF				7,795	
7.4000	Fleet Management					
7.4001	General Storage	1	1	200	200	Cleaning Supplies, parts, small equipment
7.4002	Staff Toilet	1	2	50	100	Handicapped accessible; lockable
7.4003	Fleet Manager	1	1	120	120	2 staff
7.4004	Maintenance Garage	1	2	250	500	Open garage area for 2 vehicles/routine maintenance
	Net SF				920	
	Grossing Factor			15%	138	
	Total DGSF				1,058	
	Total NSF for Facility Services				22,763	
	Grossing Factor				3,821	
	Total DGSF				26,584	
	Building Gross Sq. Ft.			15%	3,987.59	
	Total BGSF for Facility Services				30,572	
	SF/Inmate				#DIV/0!	

Source: CGL Companies; Aug 11, 2016

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
CLOSE CUSTODY CLUSTER						
8.1000	Close Custody Administrative Support (2 Management Clusters; 8 Housing Units = 448 Beds)					
8.1001	Entry Vestibule	1	1	150	150	Outside door locked
8.1002	Unit Manager	1	1	120	120	Private office
8.1003	Unit Sergeants	1	5	48	240	Open workstations
8.1004	Case Managers	1	8	64	512	Open workstations
8.1005	Conference Room	15	1	20	300	Audio-visual compatible
8.1006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.1007	Storage Rooms	1	4	30	120	Lockable space
8.1008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.1009	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.1010	Inmate Toilets	1	1	50	50	Half-door medication distribution; secure space
8.1011	Control Room w/Toilet	1	1	200	200	Observes 4 housing units (256 inmates)
8.1012	Equipment Room	1	1	80	80	Accessible from outside Control Room
8.1013	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1014	Janitor Closet	1	1	50	50	Utility sink with shelving
Net SF					2,432	
				Grossing Factor	35%	
Total DGSF					3,283	
Number of Support Clusters				2	6,566	
8.1100	Maximum Custody Housing - 4 Units-224 Single Cells					
8.1101	Security Vestibule	1	1	80	80	Interlocking doors
8.1102	Single Cell	1	54	70	3,780	Combination toilet/lavatory w/privacy screen
8.1103	Accessible Cell	1	2	90	180	Combination toilet/lavatory w/privacy screen
8.1104	Dayroom	56	1	35	1,960	w/natural light
8.1105	Floor Officer Station	1	1	48	48	Open station
8.1106	Staff Toilet	1	1	50	50	Lockable
8.1107	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.1108	Showers	1	8	40	320	Observable; one handicapped accessible
8.1109	Confidential Interview Room	1	4	80	320	w/view panels in door
8.1110	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.1111	Storage	1	2	40	80	Lockable area
8.1112	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1113	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					7,598	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	80%	
Total DGSF					13,676	
Number of Housing Units				4	54,706	
8.1200	Close Custody Housing - 4 Units-112 Double Cells (224 Beds)					
8.1201	Security Vestibule	1	1	80	80	Interlocking doors
8.1202	Double Cell	1	27	100	2,700	2 bunks on floor; sep. screened toilet/lav.
8.1203	Accessible Cell	1	1	120	120	2 bunks on floor; sep. screened access. toilet/lav.
8.1204	Dayroom	56	1	35	1,960	w/natural light
8.1205	Floor Officer Station	1	1	48	48	Open station
8.1206	Staff Toilet	1	1	50	50	Lockable
8.1207	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.1208	Showers	1	8	40	320	Observable; one handicapped accessible

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
8.1209	Confidential Interview Room	1	4	80	320	w/view panels in door
8.1210	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.1211	Storage	1	2	40	80	Lockable area
8.1212	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.1213	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,458	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	75%	4,844
Total DGSF					11,302	
Number of Housing Units					4	45,206
Close Custody Total Net SF					61,088	
				Grossing Factor		45,390
Close Custody Total DGSF					106,478	
				Building Grossing factor	15%	15,972
Close Custody Total BGSF					122,450	
GENERAL CUSTODY CLUSTER						
8.2000	General Custody Administrative Support (4 Management Clusters; 24 Housing Units = 1,344 Beds)					
8.2001	Entry Vestibule	1	1	150	150	Outside door locked
8.2002	Unit Manager	1	1	120	120	Private office
8.2003	Unit Sergeants	1	5	48	240	Open workstations
8.2004	Case Managers	1	8	64	512	Open workstations
8.2005	Conference Room	15	1	20	300	Audio-visual compatible
8.2006	Interview Rooms	1	2	80	160	Private office w/front glazing
8.2007	Storage Rooms	1	4	30	120	Lockable space
8.2008	Staff Break Room	10	1	15	150	Sink, base and overhead cabinets
8.2009	Multipurpose Room	28	2	20	1,120	Flexible space
8.2010	Multipurpose Storage	1	4	40	160	Lockable space
8.2011	Food Warming Kitchen	1	1	300	300	Layout and equipment from Food Design Consultant
8.2012	Freezer	1	1	60	60	Could be pre-fabricated
8.2013	Kitchen Storage	1	3	60	180	Lockable space
8.2014	Cart Storage	2	1	20	40	Within Food Warming Kitchen
8.2015	Kitchen Utility Closet	1	1	60	60	Lockable space
8.2016	Inmate Dining Room	112	1	20	2,240	Flexible seating arrangement
8.2017	Medical Examination Room	1	2	100	200	Medical cabinets and sink
8.2018	Medication Distribution Room	1	1	40	40	Half-door medication distribution; secure space
8.2019	Inmate Toilets	1	1	50	50	Half-door medication distribution; secure space
8.2020	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2021	Janitor Closet	1	1	50	50	Utility sink with shelving
Net SF					6,352	
				Grossing Factor	35%	2,223
Total DGSF					8,575	
Number of Support Clusters					4	34,301
8.2100	General Custody Housing Unit - 16 Units - 448 Double Cells=896 Beds					
8.2101	Security Vestibule	1	1	80	80	Interlocking doors
8.2102	Double Cell	1	27	100	2,700	2 bunks on floor; sep. screened toilet/lav.
8.2103	Accessible Cell	1	1	120	120	2 bunks on floor; sep. screened access. toilet/lav.
8.2104	Dayroom	56	1	35	1,960	w/natural light
8.2105	Beverage Station	1	1	80	80	Cabinet and sink
8.2106	Floor Officer Station	1	1	48	48	Open station
8.2107	Staff Toilet	1	1	50	50	Lockable
8.2108	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.2109	Showers	1	8	40	320	Observable; one handicapped accessible
8.2110	Confidential Interview Room	1	2	80	160	w/view panels in door
8.2111	Multipurpose Room	16	1	30	480	Flexible room arrangement
8.2112	Storage	1	2	40	80	Lockable area
8.2113	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2114	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					6,378	<i>Outdoor courtyard computed at 50%</i>
				Grossing Factor	75%	4,784
Total DGSF					11,162	
Number of Housing Units					16	178,584

8.000 INMATE HOUSING

	Space Designation	Units or Persons	# of Spaces	Space Standard	Sq. Ft.	Comments
8.2200	Minimum Custody Housing Unit - 8 Units - 448 Single Cubicles					
8.2201	Entry Vestibule	1	1	80	80	Corridor locked
8.2202	Single Cubicles	1	56	60	3,360	Lavatory and vanity
8.2203	Dayroom	56	1	35	1,960	w/natural light
8.2204	Floor Officer Station	1	1	48	48	Open station
8.2205	Staff Toilet	1	1	50	50	Lockable
8.2206	<i>Outdoor Recreation Courtyard</i>	<i>1</i>	<i>1</i>	<i>300</i>	<i>300</i>	<i>Adjacent to and visible from dayroom</i>
8.2207	Toilets/Lavatories/Showers	1	2	400	800	Observable; handicapped accessible
8.2208	Programs Coordinator	1	1	80	80	Private office; office front glazing
8.2209	Confidential Interview Room	1	4	80	320	w/view panels in door
8.2210	Multipurpose Room	32	2	20	1,280	Flexible room arrangement
8.2211	Storage	1	2	40	80	Lockable area
8.2212	Laundry	1	1	100	100	Commercial grade washer/dryers; sink/cabinets
8.2213	Mechanical/Electrical Room	1	1	100	100	Lockable area
8.2214	Janitor's Closet	1	1	50	50	Utility sink with shelving
Net SF					8,458	<i>Outdoor courtyard computed at 50%</i>
Grossing Factor				60%	5,075	
Total DGSF					13,533	
Number of Housing Units				8	108,262	
General Custody Total Net SF					195,120	
Grossing Factor					126,027	
General Custody Total DGSF					321,147	
Building Grossing factor				15%	48,172	
General Custody Total BGSF					369,319	
Total NSF for Housing					256,208	
Grossing Factor					171,417	
Total DGSF					427,625	
Building Gross Sq. Ft.				15%	64,144	
Total BGSF for Housing					491,769	
<i>SF/Inmate</i>					<i>174.1</i>	

Source: CGL Companies; Aug 26, 2016

Appendix B

Option 1 Rough Order of Magnitude Cost Estimate

2,824-BED FACILITY SPACE SUMMARY

Space #	Building Component	NSF	Dept. Gross	Bldg. Gross	Total BGSF	Unit Cost	Total Cost	SF/In.	
SITE DEVELOPMENT									
	Site Development						Not Included		
1.0000	FACILITY ADMINISTRATION	22,825	5,720	4,282	32,826	\$410.00	\$13,473,000	11.6	
1.1000	Public Lobby, Visitor Processing	4,844	1,453	945	7,242	\$465.00	\$3,367,000		
1.2000	Facility Administration	6,603	1,981	1,288	9,871	\$395.00	\$3,899,000		
1.3000	DOC Headquarters	11,378	2,285	2,050	15,713	\$395.00	\$6,207,000		
2.0000	SECURITY ADMINISTRATION	48,218	11,189	8,911	68,318	\$430.00	\$29,300,000	24.2	
2.1000	Security Administration, Muster, & Control	17,184	4,296	3,222	24,702	\$450.00	\$11,116,000		
2.2000	Intake and Release Processing	17,314	3,463	3,117	23,893	\$435.00	\$10,394,000		
2.3000	Training	13,720	3,430	2,573	19,723	\$395.00	\$7,790,000		
3.0000	PROGRAM and EMPLOYMENT SERVICES	47,611	9,712	8,599	65,922	\$390.00	\$25,645,000	23.3	
3.1000	Program Administration	2,030	609	396	3,035	\$415.00	\$1,259,000		
3.2000	Academic Education	10,220	2,555	1,916	14,691	\$395.00	\$5,803,000		
3.3000	Pre-Employment Services	5,975	1,494	1,120	8,589	\$395.00	\$3,393,000		
3.4000	Recreation Services	9,578	1,437	1,652	12,667	\$380.00	\$4,813,000		
3.5000	Religious Services	6,468	1,617	1,213	9,298	\$395.00	\$3,673,000		
3.6000	Inmate Industries	13,340	2,001	2,301	17,642	\$380.00	\$6,704,000		
4.0000	VISITATION CENTER	11,500	2,664	2,125	16,288	\$400.00	\$6,542,000	5.8	
4.1000	Inmate Visitation	7,862	1,572	1,415	10,850	\$405.00	\$4,394,000		
4.2000	Family Visitation	3,638	1,091	709	5,439	\$395.00	\$2,148,000		
5.0000	MEDICAL SERVICES	21,866	8,916	4,617	35,399	\$480.00	\$16,882,000	12.5	
5.1000	Medical Clinic	6,702	2,346	1,357	10,405	\$465.00	\$4,838,000		
5.2000	Medical Infirmary (30-beds not in count)	5,816	2,617	1,265	9,698	\$485.00	\$4,704,000		
5.3000	Mental Health Outpatient Clinic	2,536	888	514	3,937	\$465.00	\$1,831,000		
5.4000	Mental Health Housing (40-beds not in count)	6,812	3,065	1,482	11,359	\$485.00	\$5,509,000		
6.0000	FOOD SERVICES	14,563	3,397	2,694	20,654	\$550.00	\$11,370,000	7.3	
6.1000	Food Preparation Area	9,688	2,422	1,817	13,927	\$610.00	\$8,495,000		
6.2000	Staff Dining Area	2,450	490	441	3,381	\$380.00	\$1,285,000		
6.3000	Receiving and Processing Area	2,425	485	437	3,347	\$475.00	\$1,590,000		
7.0000	FACILITY SERVICES	27,663	4,556	4,833	37,052	\$750.00	\$27,789,000	13.1	
7.1000	Maintenance Shops	4,065	1,016	762	5,843	\$350.00	\$2,045,000		
7.2000	Energy Plant	15,900	2,385	2,743	21,028	\$1,100.00	\$23,131,000		
7.3000	Institutional Warehouse	6,778	1,017	1,169	8,964	\$240.00	\$2,151,000		
7.4000	Fleet Management	920	138	159	1,217	\$380.00	\$462,000		
8.0000	INMATE HOUSING	430,157	279,708	106,480	816,345	\$460.00	\$376,438,000	289.1	
8.1000	Special Management	376	59,168	44,381	15,532	\$480.00	\$7,349,000	316.7	
8.1100	Administrative Support Core	-	5,122	1,793	1,037	\$450.00	\$3,578,000		
8.1100	Restrictive Housing	96	12,714	10,171	3,433	\$485.00	\$12,764,000		
8.1200	Mental Health Outpatient Housing	128	19,912	15,930	5,376	\$485.00	\$19,991,000		
8.1300	Medical Outpatient Housing	96	14,934	11,947	4,032	\$485.00	\$14,993,000		
8.1400	STG Housing	56	6,486	4,540	1,654	\$475.00	\$6,023,000		
8.2000	Women & Juveniles	240	41,769	28,343	10,517	\$470.00	\$37,613,000	336.0	
8.2000	Administrative Support Core	-	4,806	1,682	973	\$450.00	\$3,358,000		
Women									
8.2100	Special Management	32	4,898	3,918	1,322	\$485.00	\$4,917,000		
8.2200	Medical/Mental Health Housing	32	4,978	3,982	1,344	\$465.00	\$4,792,000		
8.2300	General Custody	112	12,956	9,069	3,304	\$465.00	\$11,778,000		
8.2400	Reentry/Program Intensive	32	5,578	3,347	1,339	\$450.00	\$4,619,000		
	Subtotals	208	28,410	20,317	7,309	\$470.00	\$26,106,000		
Juveniles									
8.2500	Restrictive Housing	8	1,650	1,320	446	\$485.00	\$1,657,000		
8.2600	General Custody	16	4,413	3,530	1,192	\$485.00	\$4,430,000		
8.2700	Program Intensive	8	2,490	1,494	598	\$450.00	\$2,062,000		
	Subtotals	32	8,553	6,344	2,235	\$480.00	\$8,149,000		
8.3000	Close Custody	448	61,088	45,390	15,972	\$480.00	\$59,124,000	273.3	
8.3000	Administrative Support Core	-	4,864	1,702	985	\$450.00	\$3,398,000		
8.3100	Maximum Custody	224	30,392	24,314	8,206	\$485.00	\$30,512,000		
8.3200	Close Custody	224	25,832	19,374	6,781	\$485.00	\$25,214,000		
8.4000	General Custody	1,344	195,120	126,027	48,172	\$450.00	\$166,162,000	274.8	
8.4000	Administrative Support Core	-	25,408	8,893	5,145	\$450.00	\$17,751,000		
8.4100	General Custody	896	102,048	76,536	26,788	\$465.00	\$95,498,000		
8.4200	Minimum Custody	448	67,664	40,598	16,239	\$425.00	\$52,913,000		
8.5000	Reentry & Program Intensive	416	73,012	35,567	16,287	\$450.00	\$56,190,000	300.2	
8.5000	Administrative Support Core	-	6,352	2,223	1,286	\$450.00	\$4,438,000		
8.5100	Reentry	192	33,468	18,407	7,781	\$450.00	\$26,846,000		
8.5200	Program Intensive	224	33,192	14,936	7,219	\$450.00	\$24,906,000		
CONTINGENCY - 10.0%							\$50,744,000		
GRAND TOTAL		2,824	624,403	325,862	142,540	1,092,805	\$510.00	\$558,183,000	387.0

Estimated Site Development Costs		\$9,479,669
FF&E	2%	\$11,163,660.00
Other Costs (as a percentage estimate)	5%	\$28,941,316
Design Fees	8.5%	\$51,660,250
Total Estimated Project Budget		\$659,427,895

Source: CGL Companies; Aug 24, 2016

NOTES: "Grand Total Costs" are for Construction Only.
 Costs are Based on an Open Competitive Bid Basis.
 Costs include Contractor Mark-Up.
 Costs are Current Costs and Do Not Include Inflation.
 Site development costs are based on an average size site
 Site acquisition costs can not be estimated without a specific site
 FF&E costs are based on a percentage of building costs

Site assumptions:
 Assumption that building footprint is 160,000sf
 Site topography is relatively flat (minor grading required)
 Security fencing isn't required to site perimeter
 Assumed checkpoints (guard houses) not required at site entrances
 Assume all utility equipment (generators, transformers, etc.) are all located within the buildings and the cost included in the building cost
 Assumed utility mains are present at site border
 Estimate assumes 200' utility connections for each utility type
 The site location is unknown, but located somewhere in the District

Appendix B

Option 2 Rough Order of Magnitude Cost Estimate

1,720-BED FACILITY SPACE SUMMARY

Space #	Building Component	NSF	Dept. Gross	Bldg. Gross	Total BGSF	Unit Cost	Total Cost	SF/In.	
SITE DEVELOPMENT									
	Site Development						Not Included		
1.0000	FACILITY ADMINISTRATION	22,825	5,720	4,282	32,826	\$410.00	\$13,473,000	18.3	
1.1000	Public Lobby, Visitor Processing	4,844	1,453	945	7,242	\$465.00	\$3,367,000		
1.2000	Facility Administration	6,603	1,981	1,288	9,871	\$395.00	\$3,899,000		
1.3000	DOC Headquarters	11,378	2,285	2,050	15,713	\$395.00	\$6,207,000		
2.0000	SECURITY ADMINISTRATION	45,718	10,564	8,442	64,724	\$430.00	\$27,702,000	36.1	
2.1000	Security Administration, Muster, & Control	14,934	3,734	2,800	21,468	\$450.00	\$9,660,000		
2.2000	Intake and Release Processing	17,314	3,463	3,117	23,893	\$435.00	\$10,394,000		
2.3000	Training	13,470	3,368	2,526	19,363	\$395.00	\$7,648,000		
3.0000	PROGRAM and EMPLOYMENT SERVICES	41,041	8,345	7,408	56,794	\$390.00	\$22,093,000	31.7	
3.1000	Program Administration	2,030	609	396	3,035	\$415.00	\$1,259,000		
3.2000	Academic Education	7,980	1,995	1,496	11,471	\$395.00	\$4,531,000		
3.3000	Pre-Employment Services	4,400	1,100	825	6,325	\$395.00	\$2,498,000		
3.4000	Recreation Services	9,578	1,437	1,652	12,667	\$380.00	\$4,813,000		
3.5000	Religious Services	6,468	1,617	1,213	9,298	\$395.00	\$3,673,000		
3.6000	Inmate Industries	10,585	1,588	1,826	13,999	\$380.00	\$5,319,000		
4.0000	VISITATION CENTER	9,554	2,275	1,774	13,603	\$400.00	\$5,454,000	7.6	
4.1000	Inmate Visitation	5,916	1,183	1,065	8,164	\$405.00	\$3,306,000		
4.2000	Family Visitation	3,638	1,091	709	5,439	\$395.00	\$2,148,000		
5.0000	MEDICAL SERVICES	21,866	8,916	4,617	35,399	\$480.00	\$16,882,000	19.8	
5.1000	Medical Clinic	6,702	2,346	1,357	10,405	\$465.00	\$4,838,000		
5.2000	Medical Infirmary (30-beds not in count)	5,816	2,617	1,265	9,698	\$485.00	\$4,704,000		
5.3000	Mental Health Outpatient Clinic	2,536	888	514	3,937	\$465.00	\$1,831,000		
5.4000	Mental Health Housing (40-beds not in count)	6,812	3,065	1,482	11,359	\$485.00	\$5,509,000		
6.0000	FOOD SERVICES	14,543	3,393	2,690	20,626	\$550.00	\$11,359,000	11.5	
6.1000	Food Preparation Area	9,688	2,422	1,817	13,927	\$610.00	\$8,495,000		
6.2000	Staff Dining Area	2,430	486	437	3,353	\$380.00	\$1,274,000		
6.3000	Receiving and Processing Area	2,425	485	437	3,347	\$475.00	\$1,590,000		
7.0000	FACILITY SERVICES	22,763	3,821	3,988	30,572	\$680.00	\$20,660,000	17.1	
7.1000	Maintenance Shops	4,065	1,016	762	5,843	\$350.00	\$2,045,000		
7.2000	Energy Plant	11,000	1,650	1,898	14,548	\$1,100.00	\$16,002,000		
7.3000	Institutional Warehouse	6,778	1,017	1,169	8,964	\$240.00	\$2,151,000		
7.4000	Fleet Management	920	138	159	1,217	\$380.00	\$462,000		
8.0000	INMATE HOUSING	247,712	175,200	63,437	486,348	\$460.00	\$225,286,000	271.4	
8.1000	Close Custody	448	61,088	45,390	15,972	\$480.00	\$59,124,000	273.3	
8.1000	Administrative Support Core	-	4,864	1,702	985	\$450.00	\$3,398,000		
8.1100	Maximum Custody	224	30,392	24,314	8,206	\$485.00	\$30,512,000		
8.1200	Close Custody	224	25,832	19,374	6,781	\$485.00	\$25,214,000		
8.2000	General Custody	1,344	195,120	126,027	48,172	\$450.00	\$166,162,000	206.1	
8.2000	Administrative Support Core	-	25,408	8,893	5,145	\$450.00	\$17,751,000		
8.2100	General Custody	896	102,048	76,536	26,788	\$465.00	\$95,498,000		
8.2200	Minimum Custody	448	67,664	40,598	16,239	\$425.00	\$52,913,000		
CONTINGENCY - 10.0%							\$34,291,000		
CTF Renovation and Upgrade Costs							\$170,179,307		
GRAND TOTALS		1,792	426,022	218,233	96,638	740,893	3,800	\$547,379,307	413.4

Estimated Site Development Costs		\$8,057,719
FF&E	2%	\$7,544,000
Other Costs (as a percentage estimate)	5%	\$28,149,051
Design Fees	10.0%	\$59,113,008
Total Estimated Project Budget		\$650,243,085

Source: CGL Companies; Aug 24, 2016

- NOTES:
- "Grand Total Costs" are for Construction Only.
 - Costs are Based on an Open Competitive Bid Basis.
 - Costs Include Contractor Mark-Up.
 - Costs are Current Costs and Do Not Include Inflation.
 - Site development costs are based on an average size site
 - Site acquisition costs can not be estimated without a specific site
 - FF&E costs are based on a percentage of building and renovation costs

Site assumptions:

- Assumption that building footprint is 160,000sf
- Site topography is relatively flat (minor grading required)
- Security fencing isn't required to site perimeter
- Assumed checkpoints (guard houses) not required at site entrances
- Assume all utility equipment (generators, transformers, etc.) are all located within the buildings and the cost included in the building cost
- Assumed utility mains are present at site border
- Estimate assumes 200' utility connections for each utility type
- Estimated site development costs are at 85% of the full 15 acre build

Appendix B

Site Order of Magnitude Cost Estimate

TCT COST CONSULTANTS
NEW CORRECTIONAL FACILITY - SITE IMPROVEMENTS
PROJECT QUALIFICATIONS

10/10/2016

PROJECT :	NEW CORRECTIONAL FACILITY - SITE IMPROVEMENTS
EMPLOYER :	DC DEPARTMENT OF CORRECTIONS
LOCATION :	WASHINGTON, DC
A / E :	DLR GROUP SORG
CM :	N/A
PROJECT # :	N/A

BASIS

- Design Contingency - 30%
- Bonds and Insurance - 2%
- General Conditions - 8%
- Overhead & Profit - 5%
- Escalation - Excluded
- Construction Contingency - Excluded

DATA

Based on a conceptualized 15 acre site; with site improvements comparable to other similar projects

EXCLUSIONS

- A-E Fees.
- Phasing.
- Overtime.
- Finance Costs
- Temporary Facilities / Swing Space
- Building related sitework (excavation, hauling, dewatering, backfill, utilities, etc.)
- Demolition of existing buildings / structures
- Site furniture

QUALIFICATIONS & ASSUMPTIONS

- Assumption that building footprint is 160,000sf
- Site topography is relatively flat (minor grading required)
- Security fencing isn't required to site perimeter
- Assumed checkpoints (guard houses) not required at site entrances
- Assume all utility equipment (generators, transformers, etc.) are all located within the buildings and the cost included in the building cost
- Assumed utility mains are present at site border
- Estimate assumes 200' utility connections for each utility type

NEW CORRECTIONAL FACILITY - SITE IMPROVEMENTS

ESTIMATE

10/10/2016

PROJECT :	NEW CORRECTIONAL FACILITY - SITE IMPROVEMENTS
EMPLOYER :	DC DEPARTMENT OF CORRECTIONS
LOCATION :	WASHINGTON, DC
A / E :	DLR GROUP SORG
CM :	N/A
PROJECT # :	N/A

ID #	DESCRIPTION	QUANTITY	UNIT	PRICE	TOTAL
	SITWORK				
	Clearing and grubbing	15	ACRE	\$ 7,500.00	\$ 112,500
	Allowance for removal of miscellaneous roads, pavings, structures, fences, etc. as necessary	15	ACRE	\$ 20,000.00	\$ 300,000
	Grading for site improvements	493,400	SF	\$ 0.65	\$ 319,796
	Erosion & Sediment Control / Tree protection	1	LS	\$ 150,000.00	\$ 150,000
	Roadways and parking lots, including curbs	200,000	SF	\$ 6.50	\$ 1,300,000
	Pedestrian walkways	50,000	SF	\$ 5.00	\$ 250,000
	Allowance for site features (steps, seat walls, retaining walls, etc.)	1	LS	\$ 200,000.00	\$ 200,000
	Perimeter fencing (not security fencing)	3,800	LF	\$ 100.00	\$ 380,000
	<i>Secure Outdoor Areas</i>				
	Yard walls	2,000	LF	\$ 500.00	\$ 1,000,000
	Paved areas	30,000	SF	\$ 10.00	\$ 300,000
	Equipment	1	LS	\$ 50,000.00	\$ 50,000
	Landscaping	213,400	SF	\$ 5.00	\$ 1,067,000
	Bio-retention areas	1	LS	\$ 250,000.00	\$ 250,000
	Site lighting	1	LS	\$ 200,000.00	\$ 200,000
	<i>Utilities</i>				
	Water	1	LS	\$ 75,000.00	\$ 75,000
	Meter vault	1	LS	\$ 50,000.00	\$ 50,000
	Sewer	1	LS	\$ 75,000.00	\$ 75,000
	Storm	1	LS	\$ 75,000.00	\$ 75,000
	Electrical	1	LS	\$ 150,000.00	\$ 150,000
				SUB-TOTAL	6,304,296
				GENERAL CONDITIONS	8%
					504,344
				OVERHEAD & PROFIT	5%
					340,432
				DESIGN CONTINGENCY	30%
					2,144,722
				BONDS & INSURANCE	2%
					185,876
				TOTAL	\$9,479,669