



# **Henry County, Indiana Needs Analysis and Assessment Report**

**November 27, 2018**

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## EXECUTIVE SUMMARY

Prior to 2013, the Henry County criminal justice officials recognized there were parts of the justice system that were not as efficient as they could be, and that the Henry County jail did not provide an environment that permitted adequate supervision of inmates or an adequate number of beds for the inmate population at that time. In addition, the jail facilities were old and outdated, and maintenance issues were a problem in that the facility was hard to maintain, both from a physical plant perspective and damage done by inmates.

In 2013, Henry County took steps to address the problems they had previously recognized. Technical assistance was requested from the National Institute of Corrections (NIC), a federal agency that provides no-cost assistance in criminal justice issues. In September 2013, NIC sent consultants to evaluate the jail conditions, and some criminal justice issues. A report was written and provided to the County shortly after the visit.<sup>1</sup> The report recommended that the County:

1. Develop a comprehensive system wide master plan that includes detailed data analysis and cost-benefit evaluations of all potential options for improving the Henry County Criminal Justice System.
2. Continue to implement the Criminal Justice Coordinating Committee (CJCC) and utilize that group to develop a comprehensive strategy for policy evaluation and implementation.
3. Attend the NIC program Planning of New Institutions – Taking Control of the Planning Process (PONI) to provide a foundation for new jail planning.

The County began to address some of these recommendations by attending the PONI program and continuing and expanding the CJCC. The master planning process was not started.

In 2016, the County took the step to hire Jim Robertson of Voorhis/Robertson Justice Services (VRJS) to develop:

1. A needs assessment, to include:
  - a. Data analysis of offender profiles.
  - b. Inmate population forecast.
2. An options evaluation, a functional and space program, and alternatives to incarceration, to include:
  - a. Development of functional and space requirements.
  - b. Meetings with CJCC members and the Citizens' Advisory Committee.

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<sup>1</sup> A complete copy of the NIC report is included in the appendices.

From 2016 through the current date, the Henry County CJCC has worked closely with VRJS to compile information and recommendations. This report contains recommendations:

1. To continue current justice programs.
2. Plan for expansion of pre-trial services.
3. Create and fill a case expeditor position.
4. Select the inmate population project scenario, and initiate planning for a facility to meet the needs until the year 2037.
5. Begin the facility planning process by selecting a design team.

This report provides more detailed information about each the work completed during the process to date, and these recommendations and the work done to start the process.

## **CHAPTER I - PROJECT BACKGROUND AND STEPS TAKEN TO ADDRESS IDENTIFIED PROBLEMS**

### **Project Background**

The Henry County jail opened in 1980 with a capacity of 78 inmates. In subsequent years, authorization was given to add 36 beds to the jail to address overcrowding, bringing the jail's rated capacity to 114. The Transition Center was opened in 2002 as a non-secure work release center and is currently used to house up to 100 inmates (74 males and 26 females) of various classification categories. This results in a total number of 224 available beds. Over the past several years, the County has experienced fluctuating crowding conditions and the Transition Center has been either closed or occupied depending on capacity requirements.

The jail is designed as a linear facility, with rows of cells adjacent to a corridor or dayroom, a design that limits the ability of staff to effectively supervise and observe inmates. The Transition Center is designed as dormitory housing.

The crowded jail and the jail's physical plant have required that inmates be assigned to portable bunks on the floor. The jail's physical plant, exacerbated by overcrowding, does not permit the jail to safely house inmates or provide for certain needs. Jails must have the ability to classify inmates into risk and need classifications. Risk is a measure of how dangerous the inmate is to himself or herself and to others and of the likelihood that the inmate will attempt to escape. Need is a measurement of the inmate's physiological and psychological requirements for well-being, for example, in terms of medical care, mental health care, or education.<sup>2</sup> The current physical plant does not lend itself to the separations required to safely house inmates, nor does it provide opportunities to address certain needs such as education. It is typically recommended that 15% of the beds be available to meet classification needs. This percentage may vary dependent on the type of classifications and genders held in the facility.

### **Steps Taken to Address Identified Problems**

The Henry County CJCC<sup>3</sup> recognized that the jail could no longer provide effective or safe housing for inmates. The facilities were overcrowded with no ability to manage the overcrowding, observation of inmates was almost non-existent due to facility design that resulted in unsafe and

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<sup>2</sup> Virginia Hutchinson, Kristin Keller, and Thomas Reid, Ph.D.; *Inmate Behavior Management: The Key to a Safe and Secure Jail*; August 2009; National Institute of Corrections

<sup>3</sup> A CJCC participant list can be found in the appendices

unobservable areas, and it was no longer possible to maintain the facilities and correct physical plant deficiencies.

In 2013, at the request of Sheriff Butch Baker, the National Institute of Corrections (NIC) provided consultants to conduct a Jail and Justice System Assessment (JJSa). The JJSa consisted of 1) an assessment of the Henry County Jail and Work Release conditions, 2) the role the facilities play in the continuum of sanctions provided by the local justice system, and 3) a summary review of the overall functioning of the local criminal justice system and its planning and coordination capacity. Prior to arriving for the JJSa, the NIC consultants reviewed summary jail and criminal justice system data provided by Henry County.

The NIC assistance, which provided a jail facility assessment, recommendations, meetings with criminal justice officials, and a public meeting to discuss the findings, was provided July 30 – 31, 2013. The meeting included a presentation of identified facility deficiencies, summary data review information, discussion of programs offered in the justice system, and an opportunity to begin the conversations needed to effectively and expeditiously address the deficiencies identified by the consultants. The report prepared by the NIC consultants to document the activities that occurred during the JJSa, and their recommendations, can be found in the appendices.

In anticipation of the possible planning and construction of a new jail, members of the Henry County CJCC attended the NIC Planning of New Institutions program (PONI) in 2013. The program provides counties around the country with the foundation to begin new jail planning, with an emphasis on the involvement of criminal justice decision-makers. Using that information, the Henry County CJCC members initiated a planning process to address the identified problems. In November 2016, a decision was made to hire Jim Robertson of Voorhis/Robertson Justice Services (VRJS) to assist the committee in developing a plan to proceed with new jail planning, master planning, program development, and confirmation that current programs were effective. The planning process has been sporadic at times, but is currently active and proceeding with the planning process.

## CHAPTER II – ANALYSIS OF JAIL STATISTICS AND PROJECTIONS

### Collected Data

Data on Henry County’s adult population, offenses reported to police, and adult arrests for the years 2010 through 2014 and 2016 and 2017 were collected, and the average annual percent change for each indicator was calculated. Adult population data were obtained from the United States Census Bureau at [www.factfinder.census.gov](http://www.factfinder.census.gov). Offense and adult arrest data for Henry County were obtained from the National Archive of Criminal Justice Data (NACJD) at <http://www.icpsr.umich.edu/icpsrweb/content/NACJD/index.html> and for Indiana at the Federal Bureau of Investigation (FBI) Uniform Crime Reporting Statistics at <https://www.ucrdatatool.gov/>.

### Analysis

Jail statistical analysis is used to provide information for decision-makers so they can begin to engage in discussions to collaboratively develop policy and practice solutions to maintain the number of jail inmates within the jail facility’s capacity limits over time. The statistical analysis was designed to determine the types and number of crimes committed in Henry County, and their impact on jail population through the year 2037.<sup>4</sup>

The analysis was conducted to determine the types and number of crimes committed in Henry County, and their impact on jail population.<sup>5</sup> Using that data the CJCC, assisted by VRJS, began discussions to determine the needs of the jail through the year 2037.

A water barrel analogy (see illustration below) provides information on the dynamics that determine the increase and decrease in the number of inmates in the jail. Just as the amount of water in a barrel is a function of the rate at which it flows in (via the in-spigot) and how long it stays in the barrel (as determined by the rate of flow through the out-spigot), the number of inmates in jail at any given time is a function of just two factors: (1) the rate at which persons are admitted (or booked), and (2) how long persons stay.

This analogy illustrates the three basic strategies for decreasing jail crowding:

- (1) Decrease the number of bookings (decrease the in-spigot’s rate of flow);
- (2) Decrease inmates’ length of stay (increase the out-spigot’s rate of flow); and/or

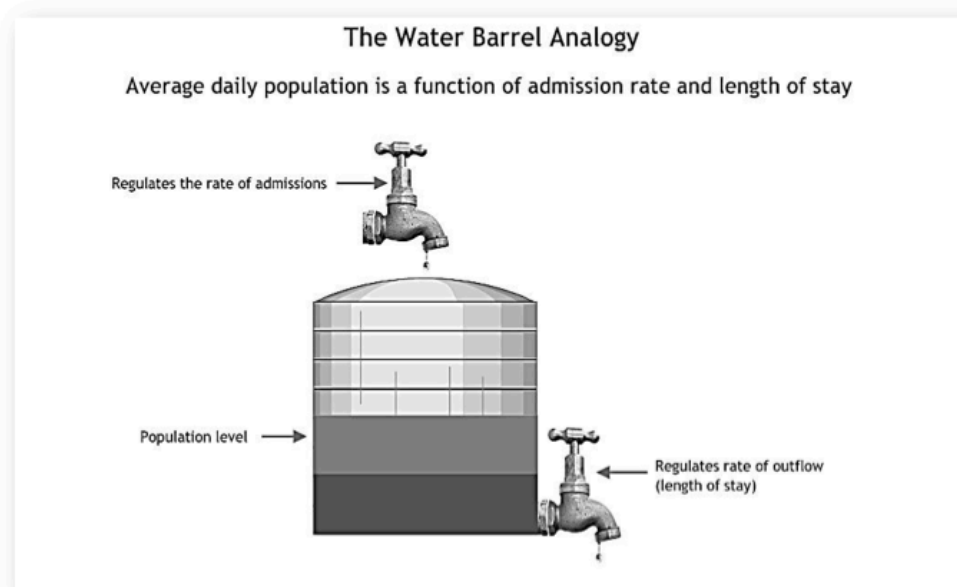
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<sup>4</sup> Data-based recommendations from the *Henry County, IN Data Analysis, October 2017* can be found in chapter V of this report.

<sup>5</sup> Data-based recommendations from the *Henry County, IN Data Analysis, October 2017* can be found in chapter V of this report.

(3) Expand the bed capacity of the jail (increase the size of the barrel).

With changes to local policies and practices, the first two of these strategies, alone or in combination, can be used at any time and at relatively low financial cost to reduce the jail's population or to maintain its growth at manageable levels. The third strategy, increase jail bed capacity, often requires several years for planning and construction and occurs at much higher financial cost.



A series of scenarios was developed by the CJCC and VRJS taking into consideration the data in the report as well as increases in bookings and the average amount of time inmates remain in custody (average length of stay – ALOS). In the scenarios which follow, different percentages of the number of bookings and ALOS were studied by the CJCC and VRJS to forecast the number of beds that would be needed to address the bed needs through 2037.



Scenario 1			
Year	ADP	Bookings	ALOS
2016	144	2059	25.6
2017	162	2183	27
2018	172	2248	28
2019	179	2293	29
2020	186	2339	29
2021	194	2386	30
2022	202	2433	30
2023	210	2482	31
2024	218	2532	31
2025	227	2582	32
2026	236	2634	33
2027	246	2687	33
2028	256	2740	34
2029	266	2795	35
2030	277	2851	35
2031	288	2908	36
2032	300	2966	37
2033	312	3026	38
2034	324	3086	38
2035	338	3148	39
2036	351	3211	40
2037	365	3275	41

2% Annual Increase in Bookings &amp; ALOS

Scenario 2			
Year	ADP	Bookings	ALOS
2016	144	2059	25.6
2017	162	2183	27
2018	172	2248	28
2019	177	2293	28
2020	183	2339	29
2021	188	2386	29
2022	194	2433	29
2023	200	2482	29
2024	206	2532	30
2025	212	2582	30
2026	218	2634	30
2027	225	2687	31
2028	232	2740	31
2029	239	2795	31
2030	246	2851	31
2031	253	2908	32
2032	261	2966	32
2033	269	3026	32
2034	277	3086	33
2035	285	3148	33
2036	294	3211	33
2037	303	3275	34

2% Annual Increase in Bookings &amp; 1% Increase in ALOS

<b>Scenario 3</b>			
<b>Year</b>	<b>ADP</b>	<b>Bookings</b>	<b>ALOS</b>
<b>2016</b>	<b>144</b>	<b>2059</b>	<b>25.6</b>
<b>2017</b>	<b>162</b>	<b>2183</b>	<b>27</b>
<b>2018</b>	<b>172</b>	<b>2248</b>	<b>28</b>
<b>2019</b>	<b>177</b>	<b>2270</b>	<b>29</b>
<b>2020</b>	<b>183</b>	<b>2293</b>	<b>29</b>
<b>2021</b>	<b>188</b>	<b>2316</b>	<b>30</b>
<b>2022</b>	<b>194</b>	<b>2339</b>	<b>30</b>
<b>2023</b>	<b>200</b>	<b>2363</b>	<b>31</b>
<b>2024</b>	<b>206</b>	<b>2386</b>	<b>31</b>
<b>2025</b>	<b>212</b>	<b>2410</b>	<b>32</b>
<b>2026</b>	<b>218</b>	<b>2434</b>	<b>33</b>
<b>2027</b>	<b>225</b>	<b>2459</b>	<b>33</b>
<b>2028</b>	<b>232</b>	<b>2483</b>	<b>34</b>
<b>2029</b>	<b>239</b>	<b>2508</b>	<b>35</b>
<b>2030</b>	<b>246</b>	<b>2533</b>	<b>35</b>
<b>2031</b>	<b>253</b>	<b>2558</b>	<b>36</b>
<b>2032</b>	<b>261</b>	<b>2584</b>	<b>37</b>
<b>2033</b>	<b>269</b>	<b>2610</b>	<b>38</b>
<b>2034</b>	<b>277</b>	<b>2636</b>	<b>38</b>
<b>2035</b>	<b>285</b>	<b>2662</b>	<b>39</b>
<b>2036</b>	<b>294</b>	<b>2689</b>	<b>40</b>
<b>2037</b>	<b>303</b>	<b>2716</b>	<b>41</b>
<b>1% Annual Increase in Bookings &amp; 2% Increase in ALOS</b>			

Taking each of these scenarios into consideration, the CJCC arrived at the following determinations for each scenario. (Note: Operational capacity takes into account the 15% recommendation to address classification needs.)

	# change ADP	% change ADP
2016	15.00	11.63%
2017	18.00	12.50%
2018	10.00	6.17%
Average	14.33	10.10%

Scenario	2037 ADP	Operational Capacity
Scenario 1	365	420
Scenario 2	303	348
Scenario 3	303	348

On March 6, 2018 a small workgroup appointed by the CJCC met to discuss current and proposed justice alternatives programs that have the potential to reduce bed needs, although not to the extent that new jail beds won't be needed. The following was discussed:

#### **Alternatives and Alternatives Support**

1. The creation of a case expediter position to assist in expediting offender cases through the court process.
2. Adding an additional attorney in prosecution and defense for plea agreements.
3. Adding support staff for eFiling and other required functions.
4. Increase Probation staff to expedite completing pre-sentence reports.
5. Continuation of the Veterans and Drug Courts.

Crowding has continued. On April 18, 2017, a snapshot of the jail inmate population demonstrated that there were 138 inmates currently in custody, which is less than the jail's rated capacity but does not make available the beds needed to address classification separations. The breakdown of that population was:

- 105 males.
  - 8 on suicide watch.
  - 8 maximum security.
  - 8 protective custody.
  - 81 general population.
- 33 females.
  - 3 on suicide watch.
  - 30 general population.

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## CHAPTER III – SPACE PROGRAM AND ADJACENCY DIAGRAM DEVELOPMENT

### Introduction

The development of space programs and adjacency diagrams relies heavily on the participation of agency representatives; the agency vision, mission, and goals; collected data and future inmate capacity projections; classification separations; and operational goals. During the process each of these is used to determine new facility needs. Henry County Sheriff's Office representatives participated in the development of these documents, bringing their knowledge and jail expertise to the process.

Examples of the information used to determine the space and adjacencies required in the jail include, but are not limited to:

- The number of inmates who will require housing, including the percentage of male and female inmates, and required classification separations.
- The number of inmates that would be processed through booking each day, and the percentage that would remain in custody longer than 24-72 hours.
- The number of inmates that would be expected to attend programs.
- Inmate property storage.
- The type of food and medical services to be provided within the facility, and the number of inmates that would require those services at any one time.
- Federal, state and local jail standards, laws and recommendations, and nationally accepted jail and jail inmate health standards. Examples include, but are not limited to:
  - The Prison Rape Elimination Act of 2003 (PREA).
  - American Correctional Association Standards (ACA).
  - American's with Disabilities act (ADA).
  - Indiana Administrative Code, Article 3: County Jail Standards.
  - National Commission on Correctional Health Care (NCCHC).

Examples of anticipated jail operational goals include, but are not limited to:

- The type of inmate supervision to be used (direct supervision vs podular remote).
- Centralized or decentralized meal service in the jail.
- The number of inmates to be housed in each housing unit type.
- Inmate movement (escorted, unescorted, or a combination).
- The number of vehicles that can be parked at the facility and/or in the vehicle sallyport.

Examples of space and adjacency requirements for sheriff's office staff include, but are not limited to:

- Staff services to be provided and the number of staff that would avail themselves of the services at any one time.
- The number of staff that would require offices or open work stations.
- Sight and sound separation between adults and juveniles in interview, program, and housing areas.
- Laws affecting evidence processing and storage.

Collectively, the information is used to develop the space program and adjacency diagrams.

### Understanding the Space Program and Adjacency Diagrams

**Space Program** is a table showing the breakdown of each area in the Henry County Sheriff's Office (see example below). In the space program there is a listing of the spaces by room or area (description), how many (number) of each (room or area), the space allocated per room or area (net square feet [NSF]/unit), and the total space (NSF). See example below.

#	<i>Central Control</i>	#	SF	NSF
<b>6.01</b>	<b>Central Control Room</b>	<b>1</b>	<b>300</b>	<b>300</b>

At the end of each table the total net square footage allocated for the functional area is multiplied by an efficiency factor that accounts for internal circulation in the functional area and wall thicknesses, etc. This is called the department circulation factor. See example below.

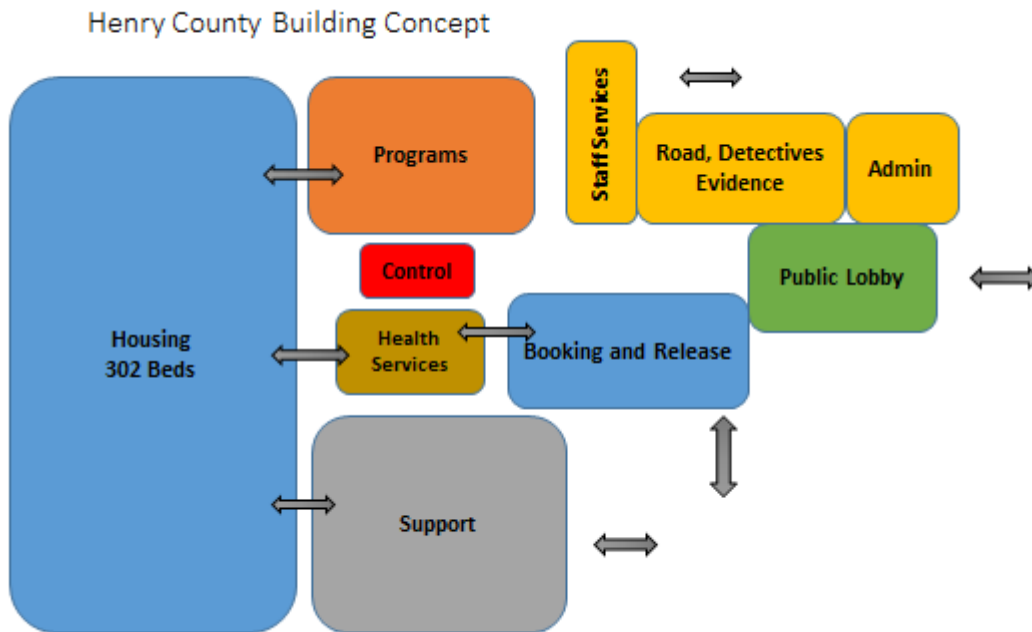
<b>Subtotal</b>	<b>670</b>
<b>Total Net Square Feet (NSF)</b>	<b>670</b>
<b>x Department Circulation Factor</b>	<b>1.60</b>
<b>Subtotal</b>	<b>1,072</b>

The summary table combines the subtotal of net occupiable square feet (NOSF) allocated for each operational component and adds a building grossing factor, resulting in the total gross square feet required for the facility. See example below:

<b>Subtotal Net Occupiable Square Feet (NOSF)</b>	<b>80,721</b>
<b>Building Grossing Factor</b>	<b>1.2</b>
<b>Total Gross Square Feet</b>	<b>96,865</b>

**Adjacency Requirements** are organized by functional area and categorized in a bulleted summary as either external (requiring adjacency to another functional area) or internal (adjacency requirements within the functional area). Following the bulleted summary is an adjacency diagram for each of the functional areas.

The concept that follows is intended to demonstrate the functional areas that have direct adjacency requirements within the Henry County Sheriff’s Office. They are grouped by color. Maintaining the primary adjacencies for each area will be a key goal in the development of future planning.



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The complete space program and adjacency diagrams can be found in the appendices.

## **CHAPTER IV – MEETINGS AND FINAL PRESENTATION**

A series of meetings were held throughout the project and are summarized below.

### **March 6, 2017**

Small workgroup discussion.

Information covered included alternatives to incarceration, both current and future options.

### **April 18, 2017**

Small workgroup discussion

Operational needs discussion.

### **November 6, 2017**

VRJS presentation to CJCC.

Information covered included population trend analysis, as well as a written data report.

### **March 6, 2018**

Small workgroup discussion

Operational needs, data analysis and options discussion.

### **May 30, 2018**

VRJS presentation to CJCC.

Data Analysis and Options Discussion

### **July 10, 2018**

VRJS Special Public Meeting Presentation.

Information covered included data analysis results, bed need scenarios, alternatives, jail planning process summary, and recommendations.

## CHAPTER V – RECOMMENDATIONS

### General Recommendations

1. **Continue Drug and Veteran’s Courts** – These special courts have begun to have an impact on improving public safety in Henry County and should be continued and expanded when possible. Funding for these programs should remain in place.
2. **Create the Staff Position of Case Expeditor** – The position of case expeditor should be developed to serve as a “hub” for managing the processing of inmates through the criminal justice system. The case expeditor will help in getting the “same justice sooner” for those defendants incarcerated at the local level. Making sure that inmates/defendants are managed in the least restrictive sanction (alternatives to incarceration) while maintaining public safety will be a key responsibility of the case expeditor. It is anticipated that the case expeditor will have a direct effect on reducing the average length of stay (ALOS) of inmates detained in the jail and subsequently an impacted on the average daily population (ADP).
3. **Plan for Pre-trial Services** – Pre-trial services is being evaluated at the state level and tested at a number of pilot sites. It is anticipated that in the future, the state will mandate that counties implement pretrial services. The County should begin the process of planning for an expansion of pre-trial services.
4. **Select the Projected Inmate Capacity** – Three projected bed capacity scenarios were developed as a part of the project. Each scenario included a 15% operational / classification factor. The County should select one of the capacities as a planning horizon to the year 2037.
5. **Select the Design Team** – The County should begin the qualifications-based process for the selection of a design team. Capital expenditures and improvements must be made to respond to the need to house inmates in a safe environment. It is recommended that fees are negotiated by design phase and not as a percentage of anticipated construction.



## **APPENDICES**

**Appendix A – Henry County Final NIC Report**

**Appendix B – Henry County Criminal Justice Coordinating Committee**

**Appendix C - Henry County Data Report**

**Appendix D – Henry County Space Program and Adjacency Diagrams**



**National Institute of Corrections Jails Division**

*Appendix A*

*Henry County, IN*

*National Institute of Corrections*

*Jail and Justice System Assessment*

*Report*

September 12, 2013

Jim Robertson and April Pottorff, AIA

National Institute of Corrections  
Jail and Justice System Assessment – Henry County, IN

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# National Institute of Corrections

## Jail and Justice System Assessment – Henry County, IN

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### **Disclaimer**

The Jails Division of the National Institute of Corrections funded this Technical Assistance Activity. The Institute is a Federal agency established to provide assistance to strengthen state and local correctional agencies by creating more effective, humane, safe and just correctional services.

The resource persons who provide the on site technical assistance did so through a cooperative agreement, at the request of the Henry County Sheriff's Office, and through the coordination of the National Institute of Corrections. The direct onsite assistance and the subsequent report are intended to assist the agency in addressing issues outlined in the original request and in efforts to enhance the effectiveness of the agency.

The contents of this document reflect the views of Mr. James R. Robertson and Ms. April Pottorff. The contents do not necessarily reflect the official views or policies of the National Institute of Corrections.

# National Institute of Corrections

## Jail and Justice System Assessment – Henry County, IN

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### **Executive Summary**

Sheriff Butch Baker submitted a request for a Jail and Justice System Assessment (JJSA) to the National Institute of Corrections Jails Division. Mr. Michael Jackson, Correctional Program Specialist, responded to the request arranging for the JJSA to be delivered from July 30-31, 2013. Mr. James Robertson and Ms. April Pottorff were selected to conduct the JJSA. Meetings with County officials were conducted during the onsite dates to conduct a summary review the main Jail and Jail Annex (Work Release Center), the local criminal justice system practices, and gather additional information on the current situation in Henry County.

Both the Jail and the Jail Annex facilities have a host of deficiencies and deferred maintenance issues. The slides from the NIC on-site meetings highlights examples: ceiling tiles missing or damaged; leaking pipes in the gang chases that serve the cells; lock failures; lock motor failure at door 14; and, the vehicular sally port door is missing the lock, etc.

On day two (July 31, 2013) of the site visit, the Consultants conducted a workshop and Community Meeting to provide an overview of the Facility Development Process, discuss Data Analysis, the importance of determining “Readiness” and to discuss next steps in the planning process. The primary purpose of that meeting was to review a number of key issues related to planning and data analysis and to reinforce the importance of following the facility development process and taking a broad systems approach to planning.

The Consultants have concluded that Henry County is prepared and willing to continue this evaluation process and follow the recommended steps of the Facility Development Process. It is anticipated that this will include the formation of a number of planning committees and the potential use of outside resources to support this effort. Further, data collection and analysis will take time and resources and is often a challenge during the planning process. However, the County does recognize that “good data” are crucial to making sound planning decisions. Limited data were provided for this technical assistance, so therefore much more work is needed as the County continues with the planning process. Agreement must be reached on what data to collect and what analyses are necessary to support the planning effort.

The following recommendations are offered by the Technical Resource Providers (consultants).

#### **Recommendation #1 – Criminal Justice System Master Plan**

Develop a comprehensive system wide master plan that includes detailed data analysis and cost-benefit evaluations of all potential options for improving the Henry County Criminal Justice System.

#### **Recommendation #2 – Criminal Justice Coordinating Committee**

Continue to Implement the Criminal Justice Coordinating Committee and utilize that group to develop a comprehensive strategy for policy evaluation and implementation.

#### **Recommendation #3 – Planning of New Institutions – Taking Control of the Planning Process**

# National Institute of Corrections

## Jail and Justice System Assessment – Henry County, IN

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Henry County should continue to take advantage of each phase of the New Jail Planning Initiative offered by NIC.

In summary, a crowded jail is a symptom of many things that occur in the criminal justice system. Through the interviews, the consultants found a spirit of cooperation and system-wide support (at different levels) for using a combination of alternatives and additional beds as a means of responding to the crowded jail. This is a tremendous “first step” for the County. However, Henry County must continue to seek solutions through a systematic planning process .

### **Request for Technical Assistance**

Sheriff Butch Baker submitted a request (Appendix 1) for a Jail and Justice System Assessment (JISA) to the National Institute of Corrections Jails Division. Mr. Michael Jackson, Correctional Program Specialist, responded to the request arranging for the JISA to be delivered from July 30-31, 2013. Mr. James Robertson and Ms. April Pottorff were selected to conduct the JISA. Meetings with County officials were conducted during the onsite dates to conduct a summary review the main Jail and Work Release Center, the local criminal justice system practices, and gather additional information on the current situation in Henry County.

The purpose of the Henry County technical assistance is the following:

1. Tour the Jail and Work Release Center and develop a summary assessment of its current condition.
2. Review the role of the facilities in the continuum of sanctions provided by the local justice system.
3. Conduct a summary review of the overall functioning of the local criminal justice system and its planning and coordination capacity.

This technical assistance report reflects:

1. The findings of the consultants regarding the existing facilities and operations;
2. The consultants’ review of planning efforts made to date;
3. Recommendations regarding the planning process and the steps that should occur to develop a system-wide plan to meet the county's correctional needs.

Special thanks go to Sheriff Butch Baker who coordinated the JISA and provided direction and support to the consulting team.

### **Pre Site Visit Activities**

Prior to the onsite visit, Jim Robertson both called and sent a letter to Sheriff Baker, the agency contact, outlining the purpose of the site visit, a tentative schedule and a summary of key data to assist in the technical assistance. Appendix #2 is a copy of that letter. Further, as a part of the pre site visit activities,

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## Jail and Justice System Assessment – Henry County, IN

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Mr. Robertson requested and received various data from the Sheriff's Office. The data will be referenced in other sections of the report.

### **Overview and Characteristics of Henry County**

Appendix 3 is a summary of the census information for Henry County.

### **Interviews and Kick-off Meeting**

The consultants conducted numerous meetings and interviews during the two-day site. On day one, the consultants conducted a kick-off meeting with the Criminal Justice Coordinating Committee. Appendix 4 is a list of committee members and those who were able to attend the kick-off meeting.

Following is a summary of the comments and information that was collected during that meeting. The comments are not presented in an order of importance but are a reflection of the open discussion format of the meeting.

1. How can we reduce lawsuits and liabilities?
2. How can we reduce the number of admissions?
3. What alternatives should we consider for Henry County?
4. We should implement preventative and alternative programs for substance abuse and mental health issues.
5. Safety and staffing at the jail should be our first concern.
6. Limited resources are impacting our ability to manage the Criminal Justice System.
7. What is the best fiscal solution?
8. Facility maintenance costs must be considered with any solution.
9. Recodification of the Indiana Code may have an impact in Henry County.
10. Where should we spend our resources?
11. How do we engage the public?
12. We must take a proactive approach to planning and implement thoughtful solutions.
13. Mental health and substance abuse issues impact the size of our jail population.
14. The lack of jobs also impacts who is coming to jail.
15. Even though we have closed our juvenile facility, we still need juvenile care and detention.
16. Changes to the criminal justice system starts with awareness of local officials.
17. Henry County is dealing with two issues – immediate safety and security concerns and long-term planning.

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### **Overview of the Jail and Sheriff's Office**

#### **Former Juvenile Facility**

The existing juvenile facility (which is closed) has two housing units with 16 beds each. Cells appear to be 7'6" x 10' and each dayroom is approximately 1900 SF. Each unit has 2 showers. Each unit is observed from an officer station (indirect supervision). The facility offers centralized services, which serves juvenile facilities well, but, is not the norm in jail design.

#### **Existing Jail and Jail Annex**

Both facilities have a host of deficiencies and deferred maintenance issues. The slides from the NIC on-site meetings highlights examples: ceiling tiles missing or damaged; leaking pipes in the gang chases that serve the cells; lock failures; lock motor failure at door 14; and, the vehicular sally port door is missing the lock, etc.

In addition, the broken window theory is at work. For example, in the Annex the video visitation equipment is broken and damaged porcelain fixtures have been removed but not replaced. The intermittent supervision sets up the opportunity for inmates to damage equipment. Unfortunately when the damage is not repaired the message sent to the inmates is that it is okay to destroy the equipment and facility.

The existing jail also lacks square footage to support the day-to-day operations: computer desks stored and used in main corridor; inmate workers are housed in a makeshift room that is over-crowded and lacks access to daylight; food is delivered daily due to the lack of food storage; and, one room serves as a pharmacy, clinic, office, and medical record file storage.

#### **Facility Floor Plans**

Appendix 6 is the floor plan for the main jail.

#### **Facility Observations Checklist**

Appendix 6 is the Facility Observations and Impressions Checklist that was completed during the TA. Additional information regarding the condition of the Jail and Annex is contained in that report.

#### **Day Two Meeting**

On day two (July 31, 2013) of the site visit, the Consultants conducted a workshop and Community Meeting to provide an overview of the Facility Development Process, discuss Data Analysis, the importance of determining "Readiness" and to discuss next steps in the planning process. The primary purpose of that meeting was to review a number of key issues related to planning and data analysis and



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## Jail and Justice System Assessment – Henry County, IN

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to reinforce the importance of following the facility development process and taking a broad systems approach to planning.

### **Meeting Participants and Expectations**

Appendix 7 is the list of meeting participants.

After introductions, the consultants asked meeting participants for their expectations for the community meeting. Below are the summary expectations:

1. Ideas for increasing efficiency in the Criminal Justice System and potential alternatives;
2. A discussion of innovation and cost-effective alternatives;
3. What are the next steps for the Criminal Justice Coordinating Committee?
4. How can we be more efficient with our existing resources?
5. Describe ways to raise public awareness;
6. How do we raise the profile of community corrections?
7. What are the ways to develop justice system improvements?
8. What are the opportunities for inmate programs at the jail?
9. What are the steps we should take to improve our Criminal Justice System?
10. What is the prosecutor's role in improving the Criminal Justice System?
11. What steps should we take to improve safety and security at the jail?
12. What is the role of each agency in the Criminal Justice System?
13. What is the impact of the Criminal Justice System on the Business Community?
14. How do we improve educational opportunities for inmates?
15. What is the process and the steps we should take to improve the Criminal Justice System?
16. How do we use current resources to anticipate future changes?

### **PowerPoint Presentations**

Appendix 8 is the PowerPoint presentation that was used during the Community Meeting.

After the conclusion of the presentation on the Facility Development Process, the consultants determined that Henry County is at the first phase: - Project Recognition.

### **Action Items**

As a final activity of the community meeting, the consultants worked with the participants and identified the following list of action items that can be taken by the County. They are as follows:

- 1) Take Steps to complete a Needs Assessment Report
  - a) Time Frame – 3 Months
  - b) Participants – CJCC and Champion
- 2) Determine the types of data to collect

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- a) Time Frame – 3-6 months
- b) Participants – All Agencies
- 3) Research NIC Resources and PONI
  - a) Time Frame – 1-3 months
  - b) Participants – CJCC
- 4) Review CJCC Membership and their Roles and Responsibilities
  - a) Time Frame – 1-3 months
  - b) Participants – CJCC
- 5) Grant Research
  - a) Time Frame – Ongoing
  - b) Participants – CJCC subcommittee
- 6) Informing the Community
  - a) Time Frame – Ongoing
  - b) Participants – CJCC
- 7) Determine Need for Financial Advisor
  - a) Time Frame – 1-3 months
  - b) Participants – CJCC, County Council, County Commission
- 8) Identify Immediate Jail “Fixes”
  - a) Time Frame – ongoing
  - b) Participants -- Sheriff

### **Summary Findings**

The Consultants have concluded that Henry County is prepared and willing to continue this evaluation process and follow the recommended steps of the Facility Development Process. It is anticipated that this will include the formation of a number of planning committees and the potential use of outside resources to support this effort. Further, data collection and analysis will take time and resources and is often a challenge during the planning process. However, the County does recognize that “good data” are crucial to making sound planning decisions. Limited data were provided for this technical assistance, so therefore much more work is needed as the County continues with the planning process. Agreement must be reached on what data to collect and what analyses are necessary to support the planning effort.

Henry County has taken a major step in the planning process with this request for Technical Assistance. The challenge for the future is to balance resources as the County moves forward with the development of a comprehensive plan for the management of defendants and offenders within the Criminal Justice System.

During the site visits and interviews, it was clear that the Jail and Work Release Center are a major component in the local criminal justice system and serves as a vital sanction. It was also clear that members of the Criminal Justice System recognize that other programs and sanctions should and can be

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provided. As a part of the planning process, Henry County must evaluate the economic and social benefits and costs associated with a variety of sanctions, including increased facility capacity. The implementation of alternatives should be evaluated and considered for those inmates appropriately housed in the least secure environment while still maintaining public safety. Discussions during the site visit highlight the importance of following the steps defined in the Facility Development Process and developing a comprehensive and sustainable solution to managing capacity within the Henry County Criminal Justice System.

### **Data Analysis**

#### **Method**

As noted earlier, the following information was requested and provide prior to the site visit:

1. Average Daily Population (ADP) for the past 5 -10 years
2. Average Length of Stay (ALOS) for the past 5-10 years
3. Facility Admissions for the past 5-10 years
4. County Population for the past 5-10 years
5. Age of the Jail
6. Jail Capacity – please describe the process used to determine the capacity.
7. Jails Programs and Community Based Programs

The following section summarizes preliminary observations regarding the data. Further, Appendices 9, 10, 11 and 12 provides additional detail.

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**Findings/Interpretation**

The following summary findings and interpretations are offered based on a review of the information contained in the following tables and the information contained in Appendices 9, 10, 11 and 12.

<u>Year</u>	<u>Jail &amp; WR Rated Capacity (RC)</u>	<u>ADP</u>	<u># over RC</u>	<u>% over RC</u>
2003	188	273.2	85.20	45.32%
2004	188	278.8	90.80	48.30%
2005	188	265.4	77.40	41.17%
2006	188	233.7	45.70	24.31%
2007	188	226.1	38.10	20.27%
2008	220	208.5	-11.50	-5.23%
2009	220	169.4	-50.60	-23.00%
2010	220	174.6	-45.40	-20.64%
2011	220	149.2	-70.80	-32.18%
2012	220	161.8	-58.20	-26.45%

1. Average Daily Population has been at a low of 149 in 2011 and at a high of 279 in 2004.
2. Admissions have been at a low 2079 in 2010 and at a high of 2567 in 2008.
3. County population has risen from 46,000 in 2008 to 49,000 in 2013. The primary reason for this increase has been the housing of an additional 3,000 inmates at the Indiana State Prison located in Henry County.
4. For every year of the reporting cycle, ADP has been both over and under the rated capacity (RC). The table above demonstrates the amount over each FY year and the corresponding % of rated capacity.
5. Average Length of Stay for the past five years has been 23 days.

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## Jail and Justice System Assessment – Henry County, IN

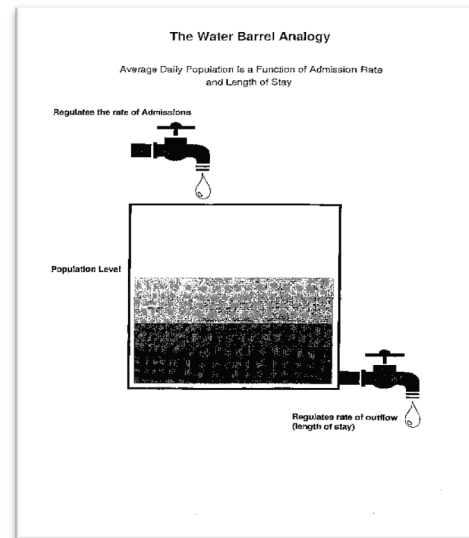
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### Water Barrel Analogy

A water barrel analogy (see illustration below) is useful for illustrating the dynamics that determine the increase and decrease in the number of inmates in custody. Just as the amount of water in a barrel is a function of the rate at which it flows in (via the in-spigot) and how long it stays in the barrel (as determined by the rate of flow through the out-spigot), the number of inmates in custody at any given time is a function of two factors: (1) the rate at which persons are admitted, and (2) how long persons stay.

This analogy illustrates the three basic strategies for decreasing facility crowding:

1. Decrease the number of bookings (decrease the in-spigot's rate of flow);
2. Decrease inmates' length of stay (increase the out-spigot's rate of flow); and/or
3. Expand the bed capacity of the Jail (increase the size of the barrel).



With changes to local policies and practices, the first two of these strategies, alone or in combination, can be used at any time and at relatively low financial cost to reduce the Jail's population or to maintain its growth at manageable levels. The third strategy, increase Jail bed capacity, often requires several years and occurs at relatively higher financial cost.

### Recommendations

Prior to offering the following recommendations, the consultants would like to reinforce that all persons interviewed were open and honest and there appears to be a genuine sense of cooperation among policy makers and key stakeholders throughout the system. Credit goes to all persons who participated in the 2-day site visit. It is with that spirit of cooperation that was demonstrated in Henry County that the following summary findings and recommendations are offered for consideration.

#### Recommendation #1 – Criminal Justice System Master Plan

***Develop a comprehensive system wide master plan that includes detailed data analysis and cost-benefit evaluations of all potential options for improving the Henry County Criminal Justice System.***

To fully understand and anticipate the impact of change within Henry County Criminal Justice System, a coordinated long-range master plan should be developed. The master plan process will develop a

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comprehensive, system-wide strategy to improve and enhance operations, strengthen programs and services to all constituents, and meet the challenges of operating a safe, secure, responsive, efficient, and humane criminal justice system. The plan would support a commitment to leadership by providing carefully defined goals and objectives to help the criminal justice system successfully face future challenges.

The Criminal Justice System Master Plan often includes:

1. Developing a system-wide philosophy and mission to ensure that all constituents have a shared understanding of what needs to be accomplished and how to accomplish it.
2. Developing a system-wide population profile of potential and actual inmate populations. This includes a comprehensive classification plan for addressing those inmates that present a risk to themselves and others within the system. Specifically, a system-wide plan should be developed for addressing substance abuse, mental health, suicide risk, and other risk factors. The plan would include both capital and policy and procedure changes to the Henry County Criminal Justice System.
3. Summarizing system wide capacity and workload projections.
4. Developing a comprehensive, system-wide management and operations plan to include a detailed initiative to improve programs and services.
5. Developing a comprehensive system-wide information management system that allows for easy tracking and analysis of the Henry County Criminal Justice System.
6. Developing a system-wide capital improvement plan to address crowding conditions and to provide adequate space for all users (Courts, Prosecutor, Public Defender, Alternative Programs etc.) of the criminal justice system.

The Criminal Justice System Master Plan should become a living document that would serve as the basis for a working partnership between all components of the criminal justice system and the community. It is firmly recommended that a Jail construction project not be started until the master plan has been completed. Proceeding without this document increases the risk of building additional beds and related support space without fully analyzing all factors that contribute to the utilization of jail beds. Finally, the Master Plan should follow the recommended steps outlined in the Facility Development Process.

### **Recommendation #2 – Criminal Justice Coordinating Committee**

***Continue to Implement the Criminal Justice Coordinating Committee and utilize that group to develop a comprehensive strategy for policy evaluation and implementation.***

The consultants support the continued implementation of Criminal Justice Coordinating Committee that includes all of the principals of the primary agencies involved in making policy for the criminal justice system.

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The Henry County Criminal Justice System leaders should continue to evaluate the CJCC membership. However, should any major criminal justice system actor be excluded, or not be encouraged to join, then there will be a major break in the process. It is recommended that, at a minimum, the following core members should serve on the committee:

- Judge
- Prosecutor
- Public Defender
- Sheriff
- County Administration
- Jail Administration
- Citizen
- County Council
- County Commission

The membership should decide on its own leadership. The court is often considered to be one of the highest status players and active judicial leadership can help create the sense of importance that can prevent erosion of the committee's effectiveness by principals' assigning other staff to attend.

The CJCC will be directly involved in developing the Criminal Justice System Master Plan. It is not the role of the CJCC to interfere in and second-guess the operation of any agency, court, or elected official. Rather, this committee should serve as the policy and implementation body for the master planning activities. This group would evaluate the information developed in the criminal justice system master plan and make appropriate recommendations to key policy makers for action.

Once the CJCC is fully functional, it is recommended that the following areas for evaluation and work of the CJCC be considered:

- The CJCC should begin the Facility Development process.
- The CJCC should create a management information plan. The members can determine what they want to know. Collect the data analyze it and turn it into information. The CJCC and the individual agencies will use this information for planning and operations management.
- The County must identify a resource to provide support to the CJCC. This same staff can begin collecting and analyzing information to support the planning effort.
- Collect performance data on all alternative programs in order to identify the most effective interventions and with whom they are most effective.
- The CJMG should consider the possibility of creating new alternative programs and perform a cost-benefit analysis for each recommendation.

Once again, the first objective of the CJCC may be to determine the needs of the jail but the overall goal is to ensure more effective and efficient management of the system as a whole. This can result in major Jail bed savings. Accomplishing this task will possibly do more to assist the Jail over the long term than any other single action. In a Bureau of Justice Assistance (BJA) funded review of five jurisdictions that

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## Jail and Justice System Assessment – Henry County, IN

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had been deemed at the time to have successfully addressed jail crowding, participants claimed it was the creation or rejuvenation of a CJCC that was the single most effective tool.

### **Recommendation #3 – Planning of New Institutions – Taking Control of the Planning Process**

As a final recommendation, the consultants encourage Henry County to continue to take advantage of each phase of the New Jail Planning Initiative offered by NIC. The next phase is the Planning of New Institutions Program. The program is designed to help key stakeholders understand their role in the planning process and to give them an opportunity to address issues in a training environment away from the County. The goals of the program are as follows:

- To provide participants with an understanding of the facility development process for adult detention and corrections facilities.
- To create an opportunity for participants to define their individual role in the process and develop as a planning team.
- To introduce team members to operational, programmatic, and design concepts that may be used in the facility planning and design and program development process.
- To provide team members with the materials and/or opportunity to practice and apply these concepts through the development of action plans.
- To assist jurisdictions by providing materials to enable them to make well informed planning decisions about adult detention and corrections facility operational planning and design.

Planning of New Institutions does not teach participants how to design a jail; instead, it teaches the importance of in-depth planning before starting jail design. Concepts are taught through case studies, allowing participants to get “hands-on” experience in planning methods. This program focuses on the critical elements of planning a new facility, including collecting and using data, pre-architectural programming, site evaluation, project management, and determining staffing needs.

### **Summary**

A crowded jail is a symptom of many things that occur in the criminal justice system. Through the interviews, the consultants found a spirit of cooperation and system-wide support (at different levels) for using a combination of alternatives and additional beds as a means of responding to the crowded jail. This is a tremendous “first step” for the County. However, Henry County must continue to seek solutions through a systematic planning process with the following in mind:

- Henry County has the opportunity to affect the future size of the Detention population by taking an active role in determining, on a system-level, how the jail and other sanctions will be used.
- A comprehensive review of system-level policies and practices can identify the major decision points where the various agencies can make choices that affect use of the available programming and sanctions.



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- A study of case flow through the system can help local officials evaluate the timeliness which decisions are made. More timely decisions can reduce length of stay.
- Expansion of alternatives may give judges more options in pretrial release and sentencing.

If the decision is made to build additional detention space, failure to carry out adequate pre-architectural planning prior to design could leave the County with some of the following difficulties:

- A new or renovated facility with too little capacity and not enough land on the site to expand;
- A new or renovated facility with the incorrect housing/bed types to properly classify and house the inmate population;
- A new or renovated facility that the County can afford to build but cannot afford to run;
- A new or renovated facility that solved past problems but is poorly laid out and, therefore, difficult to operate or make efficient use of staff;
- A new or renovated facility that has low capital cost, but lacks essential spaces and systems to maintain the facility over time;
- A new or renovated facility that solves past jail problems but creates a new set of problems for other components of the criminal justice system;
- A new or renovated facility that the community will not support.

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**Appendix**

Appendix 1 – TA Request Letter

Appendix 2 – TA Overview Letter

Appendix 3 – Henry County Overview

Appendix 4 – CJCC Members

Appendix 5 – Floor Plans

Appendix 6 – Facility Observations and Impressions Checklist

Appendix 7 – Community Meeting Participants

Appendix 8 – Community Meeting Presentation

Appendix 9 – JJSIA Information

Appendix 10 – Henry County Data

Appendix 11 – Henry County ADP

Appendix 12 – Henry County Admissions

Appendix 13 – Rationale for a Systemic Approach

Appendix 14 – Readiness Checklist

Appendix 15 – Facility Development Process Phase 1-4 Summary

## **Henry County Criminal Justice Coordinating Committee**

### Henry County Sheriff's Office

Sheriff Ric McCorkle

### City of New Castle Mayor's Office

Mayor Greg York

### New Castle City Council

Stacey Guffey

### Henry County Council

Clay Morgan

### Henry County Commissioner

Butch Baker

### Henry County Judges

Kit Crane

### Public Defender's Office

Cathy Eke

### Probation Department

Susan Lightfoot

### Community Corrections

Joni Williams

### Prosecutor's Office

Joe Bergacs

### Meridian Services

### The Courier Times

Bob Hansen

### Henry County Ministerial Community

Jim Bricker

### New Castle – Henry County Chamber of Commerce

Missy Modesitt

### New Castle Community Schools

Lora Wilson

### Hope Initiative

Cathy Hamilton

## **CJCC Small Work Group**

Cathy Eke – Public Defender

Jay Davis – Sheriff

Jerry Cash – Hope Initiative

Joe Bergacs – Prosecutor

Susan Lightfoot – Probation

Kevin Moore – Probation

Jonie Williams – Community Corrections

Butch Baker – Commission

Jim Robertson (VRJS)

# Henry County, IN Data Analysis

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## Introduction

The following data analyses were performed for Henry County criminal justice decision-makers so they can understand how the local jail is being used. With the information in this report, decision-makers will be able to begin to engage in discussions to collaboratively develop policy and practice solutions to maintain the number of jail inmates within the jail facility's capacity limits over time.

## Criminal Justice Trends

### Purpose

Criminal justice trends provide justice system decision-makers with indicators on how the system is functioning and what factors may be contributing to the workload demand placed on the system, including the jail. Tracking these indicators over time provides valuable information on whether any given year's data is a temporary occurrence or whether it is part of a multi-year trend for which decision-makers can identify possible causes and remedies, if warranted.

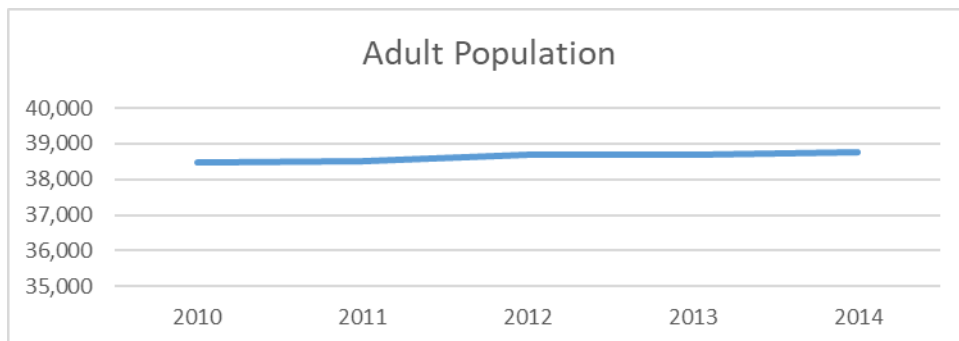
### Method

Data on Henry County's adult population, offenses reported to police, and adult arrests for the years 2010 through 2014 were collected, and the average annual percent change for each indicator was calculated. Adult population data were obtained from the United States Census Bureau at [www.factfinder.census.gov](http://www.factfinder.census.gov). Offense and adult arrest data for Henry County were obtained from the National Archive of Criminal Justice Data (NACJD) at <http://www.icpsr.umich.edu/icpsrweb/content/NACJD/index.html> and for Indiana at the Federal Bureau of Investigation (FBI) Uniform Crime Reporting Statistics at <https://www.ucrdatatool.gov/>.

### Findings/Interpretation

#### County Adult Population

As seen in the illustration below, the adult population of Henry County remained very flat in the years 2010 through 2014. The average annual percent change over the time period was 0.2%.



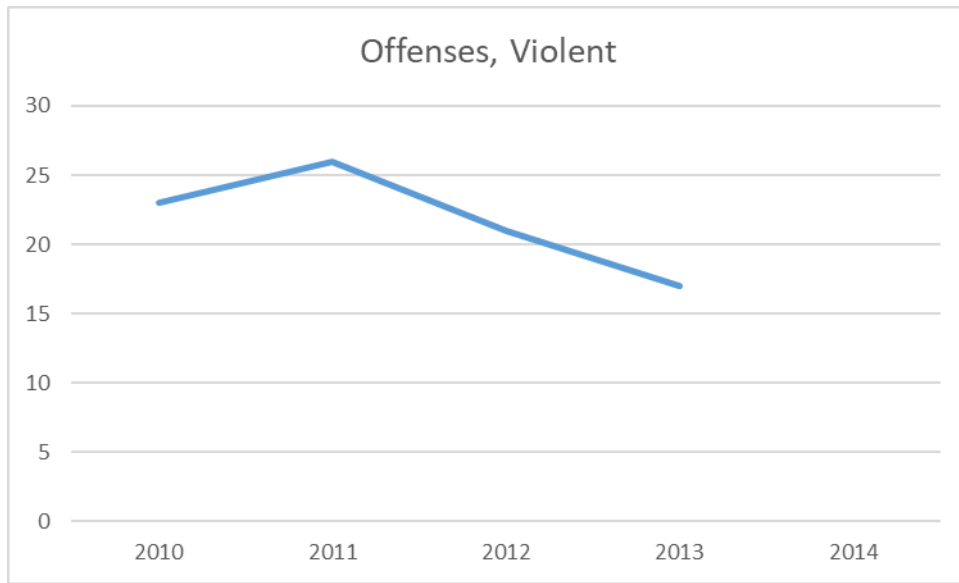
# Henry County, IN Data Analysis

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Thus, any sizeable increase in jail bed use from 2010 through 2014 would not be attributable to the increase in the number of adult residents.

## Offenses

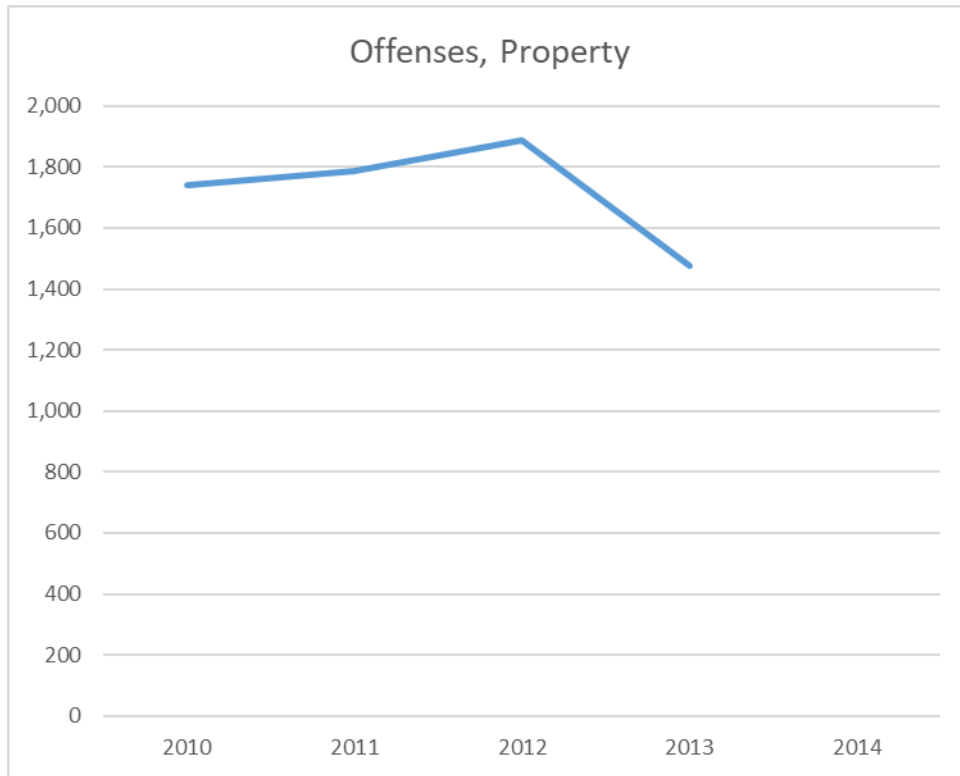
As seen in the two illustrations below, the number of violent and property crimes reported to police decreased between the years 2010 through 2013. Data from 2014 were not available because only two of the three reporting law enforcement agencies in Henry County reported offense data to the FBI. The average annual percent change over the time period for these two indicators was -9.6% and -5.3%, respectively.



Violent offenses (Part 1) consist of Murder, Rape, Robbery, and Aggravated Assault.

# Henry County, IN Data Analysis

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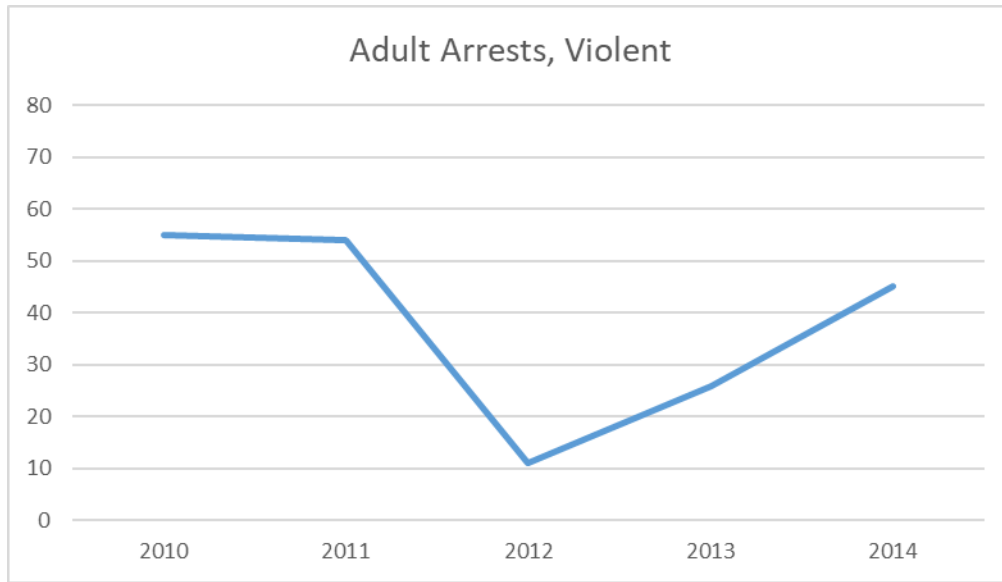
Property Offenses (Part 1) consist of Burglary, Larceny Theft, Motor Vehicle Theft, and Arson.

## Adult Arrests

As seen in the illustration below, the number of adult arrests for violent crimes decreased and then increased to a level lower than previous between the years 2010 through 2014. For all four years, three of three reporting law enforcement agencies in Henry County reported arrest data to the FBI. The average annual percent change over the time period was -4.9%.

# Henry County, IN Data Analysis

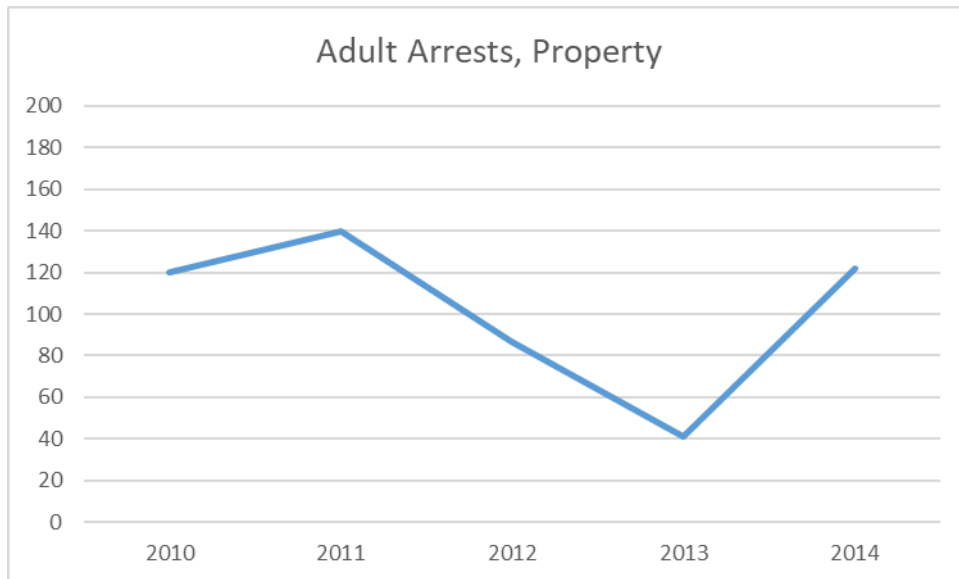
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Arrests for Violent offenses (Part 1) consist of Murder, Rape, Robbery, and Aggravated Assault.

Overall, both the number of violent crimes and the number of adult arrests for these crimes decreased.

As seen in the illustration below, the number of adult arrests for property crimes decreased and then increased to approximately the same level between the years 2010 through 2014. For all four years, three of three reporting law enforcement agencies in Henry County reported arrest data to the FBI. The average annual percent change over the time period was 0.4%.



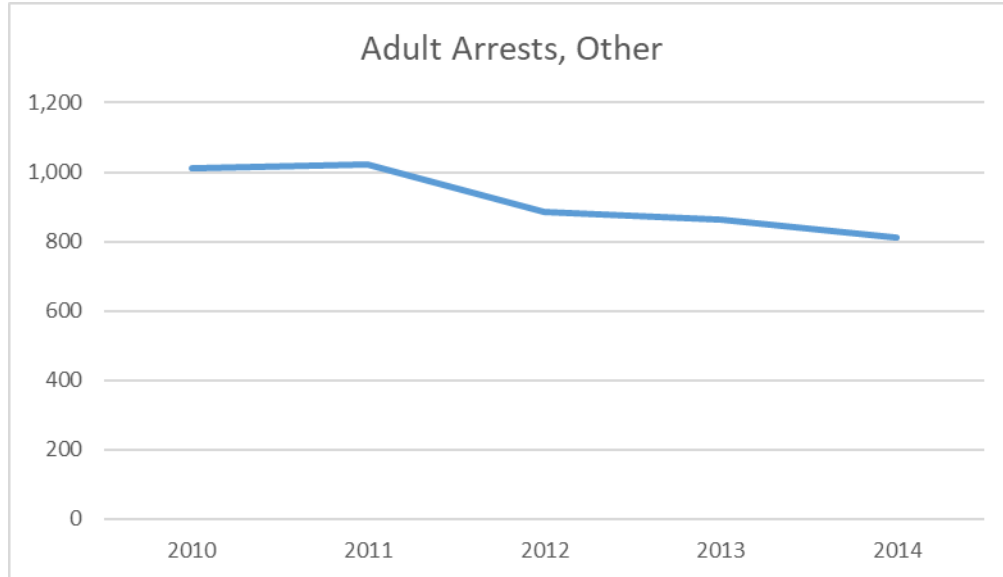
Arrests for Property Offenses (Part 1) consist of Burglary, Larceny Theft, Motor Vehicle Theft, and Arson.

## Henry County, IN Data Analysis

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Overall, the number of property crimes decreased while the number of adult arrests for these crimes remained nearly the same.

As seen in the illustration below, the number of adult arrests for other (Part 2) crimes decreased between the years 2010 through 2014. For all four years, three of three reporting law enforcement agencies in Henry County reported arrest data to the FBI. The average annual percent change over the time period was -5.4%.



Arrests for Other Offenses (Part 2) consist of Other Assaults, Forgery, Fraud, Embezzlement, Stolen Property, Vandalism, Weapon, Prostitution, Sex Offense, Drug Abuse Violation, Gambling, Family Offense, DUI, Liquor Law, Drunkenness, Disorderly Conduct, Vagrancy, All Other, Curfew and Loitering, and Runaway.

Overall, the number of adult arrests decreased quite substantially between the years 2010 to 2014. Thus, an increase in jail bed use from 2010 through 2014 would likely not be attributable to a change in adult arrests for violent, property, and other (Part 2) crimes.



## Henry County, IN Data Analysis

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As seen in the table below, Henry County's criminal justice trends differed somewhat from statewide trends in Indiana. Most notably, violent offenses and adult arrests for violent offenses decreased in Henry County while violent offenses and adult arrests for violent offenses increased statewide. Additionally, adult arrests in Henry County for property and other (Part 2) offenses were substantially lower than statewide in Indiana.

**Average Annual Percent Change from 2010 Through 2014\***

<b>Indicator</b>	<b>Henry County</b>	<b>Indiana</b>
<b>Adult Population</b>	0.2%	0.7%
<b>Offenses, Violent</b>	-9.6%	4.3%
<b>Offenses, Property</b>	-5.3%	-3.0%
<b>Adult Arrests, Violent</b>	-4.9%	15.4%
<b>Adult Arrests, Property</b>	0.4%	3.9%
<b>Adult Arrests, Other</b>	-5.4%	0.7%

\* Offense data from Henry County pertains to 2010 through 2013.

# Henry County, IN Data Analysis

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## Water Barrel Analysis for the Henry County Jail

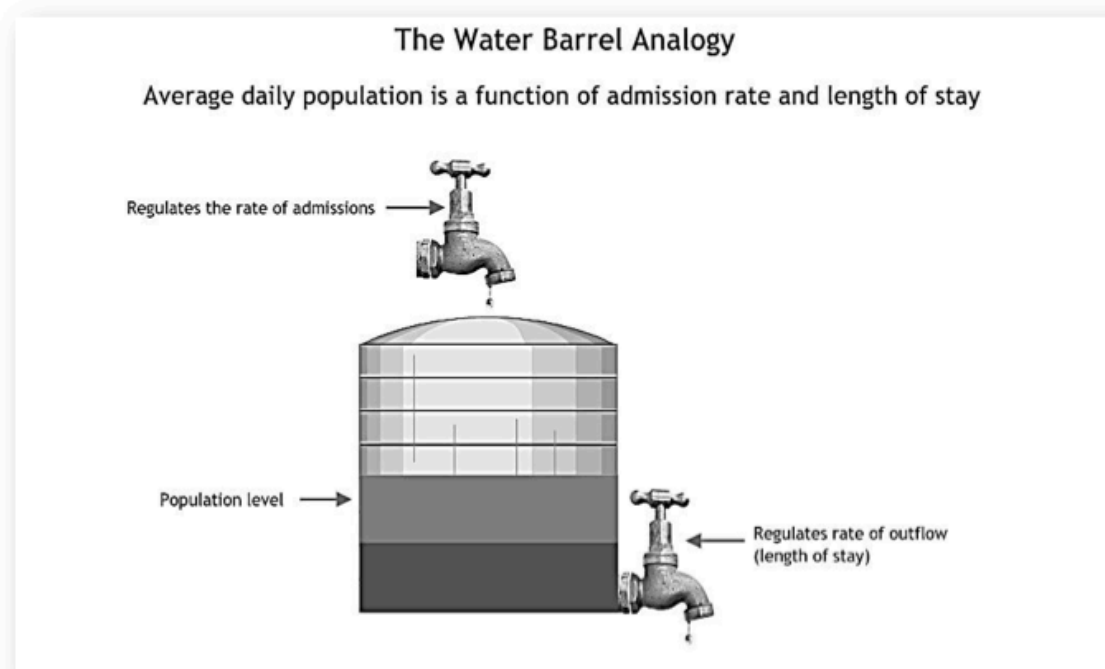
### Purpose

A water barrel analogy (see illustration below) is useful for illustrating the dynamics that determine the increase and decrease in the number of inmates in jail. Just as the amount of water in a barrel is a function of the rate at which it flows in (via the in-spigot) and how long it stays in the barrel (as determined by the rate of flow through the out-spigot), the number of inmates in jail at any given time is a function of just two factors: (1) the rate at which persons are admitted (or booked), and (2) how long persons stay.

This analogy illustrates the three basic strategies for decreasing jail crowding:

- (1) Decrease the number of bookings (decrease the in-spigot's rate of flow);
- (2) Decrease inmates' length of stay (increase the out-spigot's rate of flow); and/or
- (3) Expand the bed capacity of the jail (increase the size of the barrel).

With changes to local policies and practices, the first two of these strategies, alone or in combination, can be used at any time and at relatively low financial cost to reduce the jail's population or to maintain its growth at manageable levels. The third strategy, increase jail bed capacity, often requires several years for planning and construction and occurs at much higher financial cost. An illustration of the water barrel is below.



### Method

## Henry County, IN Data Analysis

The annual number of bookings and the average daily population for the years 2009 through 2016 were provided by the Henry County Jail. The number of bookings and the average daily population for the year 2017 was estimated based on an annualization of data available for the first 304 days (83% of the year) of 2017. All data were entered into an Excel spreadsheet. The estimated average length of stay, as well as the number of jail beds needed because of changes in the number of bookings and the average length of stay, were calculated.

### Findings/Interpretation

As seen in the table below, the Henry County Jail needed 39 fewer beds (19% decrease) between the years 2009 through 2017, yielding an average annual percent change of -2.7%. Twelve (12) additional beds were needed because of the 12% increase in bookings over the nine-year period, and 51 fewer beds were needed because of the 28% decrease in the average length of stay.

**Henry County Jail  
Yearly Comparisons - ADP, Bookings, & ALOS**

A	B	C	D	E	F	G
1	Year	ADP	Total Annual Bookings	Estimated ALOS in Days	# of Jail Beds Required for Change in Bookings	# of Jail Beds Required for Change in ALOS
2	2009	201	2,263	32.4		
3	2010	206	2,079	36.2	-16	21
4	2011	181	2,038	32.4	-4	-21
5	2012	194	2,150	33.0	10	3
6	2013	166	2,000	30.3	-14	-14
7	2014	146	1,735	30.7	-22	2
8	2015	129	1,925	24.5	16	-33
9	2016	144	2,059	25.6	9	6
10	2017	162	2,533	23.3	33	-15
11	<b>Total % Change:</b>	<b>-19%</b>	<b>12%</b>	<b>-28%</b>		
12	<b>Avg Annual % Change:</b>	<b>-2.7%</b>	<b>1.4%</b>	<b>-4.0%</b>		
13	<b>Additional Beds Needed:</b>	<b>-39</b>			<b>12</b>	<b>-51</b>

ADP = Average Daily Population; ALOS = Average Length of Stay (in days)

Red colored font indicates an estimate calculated from partial data.

Specifically, the number of bookings remained relatively constant from 2009 through 2016, staying within a few hundred of 2,000 bookings annually. In 2017, the number of bookings increased 23 percent from the previous year. Inmates' average length of stay has decreased fairly steadily over the nine-year period from 32 to 23 days. This combination of fairly steady bookings

## Henry County, IN Data Analysis

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and decreased average length of stay resulted in a decrease in the jail's average daily population. In particular, all the jail's decrease in average daily population over the nine-year period was caused by the decrease in inmates' average length of stay.

In addition, the 2016 estimated average length of stay of approximately 26 days is similar to the national average.<sup>1</sup>

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<sup>1</sup> Minton, T. D., & Zeng, Z. (2016). Jail Inmates in 2015. Washington, DC: U.S. Department of Justice.

# Henry County, IN

## Data Analysis

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### Impact on Beds by Inmate Volume and Length of Stay for the Henry County Jail

#### Purpose

The purpose of this analysis is to provide Henry County justice system decision-makers with information on the inmate subpopulation(s) whose length of stay is the longest (i.e., 91 or more days). This analysis will enable them to develop changes to local policies (e.g., pretrial bond setting, case docketing, sentencing) that could shorten these inmates' length of stay without negatively impacting public safety or the integrity of the local justice system.

#### Method

A roster of the inmates who were booked into jail during two time periods, 2013 and 2016, was provided by the Henry County Sheriff's Office in an Excel spreadsheet. These time frames were used so that all or nearly all inmates would have been released from jail, revealing these inmates' length of stay in jail. All the 2,023 inmates booked into jail during 2013 were released prior to when this analysis was performed in October 2017. Less than one percent (i.e., 0.6%, or 12 inmates) of the 2,074 inmates booked into jail during 2016 were released prior to when this analysis was performed. Thus, the length of stay calculations for 2013 are true calculations, whereas length of stay calculations for a small subset of inmates for 2016 are slight underestimates. The jail data were imported into statistical analysis software for coding and analysis.

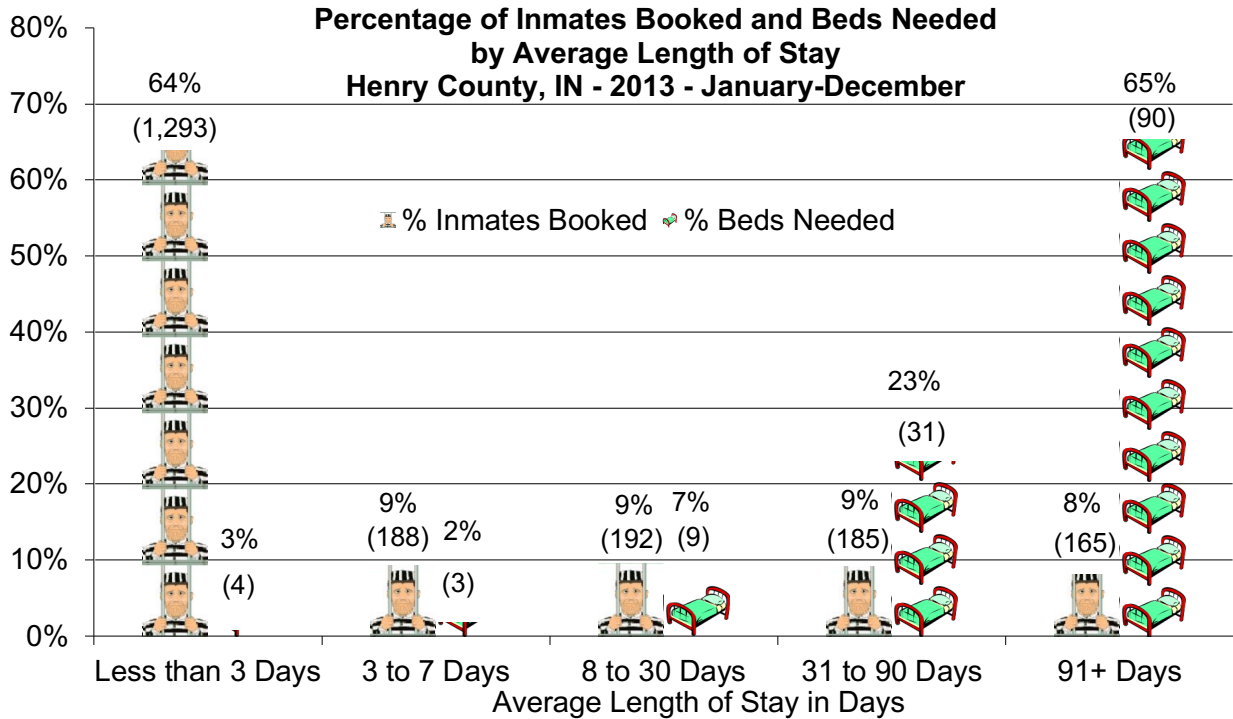
#### Findings/Interpretation

##### 2013

As seen in the illustration and table below, there is a large contrast between the volume of inmates booked and the number of jail beds consumed by these inmates when the inmates are grouped by their length of stay. In 2013, 1,293 (64%) inmates booked consumed only 1 (1%) jail bed because they stayed less than 3 days. In contrast, 165 (8%) inmates booked consumed 90 (65%) jail beds because they stayed 91 or more days. The number of inmates and jail beds consumed by inmates staying for 3 to 7.9 days, 8 to 30.9 days, and 31 to 90 days, respectively, are also shown in the illustration and table below. The total jail bed need for persons booked during 2013 was 137 beds per day.

# Henry County, IN Data Analysis

## Illustration of Estimated Percentage of Inmates Booked and Jail Beds Needed by Average Length of Stay in 2013



**Data Table for Inmates Booked and Jail Beds Needed by Average Length of Stay in 2013**

Length of Stay Group	Average Length of Stay in Days	Number of Inmates	Number of Jail Beds Needed
<b>Less than 3 Days</b>	1.2 days	1,293 inmates	4 beds
<b>3 to 7 Days</b>	4.9 days	188 inmates	3 beds
<b>8 to 30 Days</b>	17.7 days	192 inmates	9 beds
<b>31 to 90 Days</b>	62.1 days	185 inmates	31 beds
<b>91+ Days</b>	198.6 days	165 inmates	90 beds
<b>Average/Total</b>	24.8 days	2,023 inmates	137 beds

Specifically, in 2013, there was a group of high volume inmates (1,673 inmates) who stayed a short time in jail (30 days or less) and consumed only 13 beds per day, and there was a group of low volume inmates (350 inmates) who stayed a long time in jail (31 or more days; average of 126 days) and consumed 121 beds per day.

## Henry County, IN Data Analysis

As seen in the table below, the reason why inmates left jail in 2013 varied by their length of stay. Percentages sum to 100 for each row, showing for each length of stay group what percentage of inmates were released for which reason.

**Data Table for Release Reasons by Average Length of Stay  
for Inmates Booked during 2013**

Length of Stay Group	Release Reason						
	Charges Dismissed	Bondsman Pretrial Release	Cash Bond Pretrial Release	Own Recognizance Pretrial Release	Sentence Completed	Transfer to Another Agency	Other*
<b>Less than 3 Days</b>	2%	40%	23%	17%	9%	8%	1%
<b>3 to 7 Days</b>	1%	22%	9%	19%	20%	28%	1%
<b>8 to 30 Days</b>	1%	24%	8%	17%	23%	26%	1%
<b>31 to 90 Days</b>	0%	12%	3%	15%	33%	37%	0%
<b>91+ Days</b>	1%	2%	3%	5%	25%	64%	0%

\* Other includes: Fined release; Partial sentence release

Overall, as inmates' length of stay increased, fewer inmates left jail on various methods of pretrial release, and more inmates left jail because of transfer to another agency. Sentence completed remained relatively constant across the four longer length of stay groups. However, it is important to note that the reason for release may not always have been the reason for any given inmate's incarceration for the entire time spent in jail. For example, some inmates who left jail after completing a sentence or to be transferred to another agency may have spent some portion, including the majority, of their time in jail on pretrial status prior to serving a sentence or being transferred.

Given that the majority of jail beds was consumed by inmates who spent 91 or more days in custody, some additional information about these inmates is provided below to provide justice system decision-makers with possible leads for further inquiries into the reasons why (e.g., sentence length, case processing times, case processing decisions) these inmates stayed in jail for three months or longer (at an average of over 6 ½ months).

## Henry County, IN Data Analysis

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### Percent of the 165 Inmates, Whose Length of Stay in Jail was 91 Days or More in 2013, with Certain Characteristics

Characteristic	Percent
<b>Gender</b>	
Male	79%
Female	21%
<b>Race</b>	
White	95%
Black	4%
Other	1%
<b>State of Residence</b>	
Indiana	98%
Kentucky	1%
Ohio	1%
<b>Number of Charges</b>	
1	37%
2	10%
3	38%
(missing)	15%
<b>Top Charge Class</b>	
Felony A	8%
Felony B	15%
Felony C	6%
Felony D	30%
Misdemeanor A	18%
Misdemeanor B	5%
Misdemeanor C	3%
(missing)	15%
<b>Top Charge Type</b>	
Person	6%
Property	6%
Drug	37%
Probation Violation	13%
Warrant Served, Out of County	8%
Other	11%
(missing)	19%

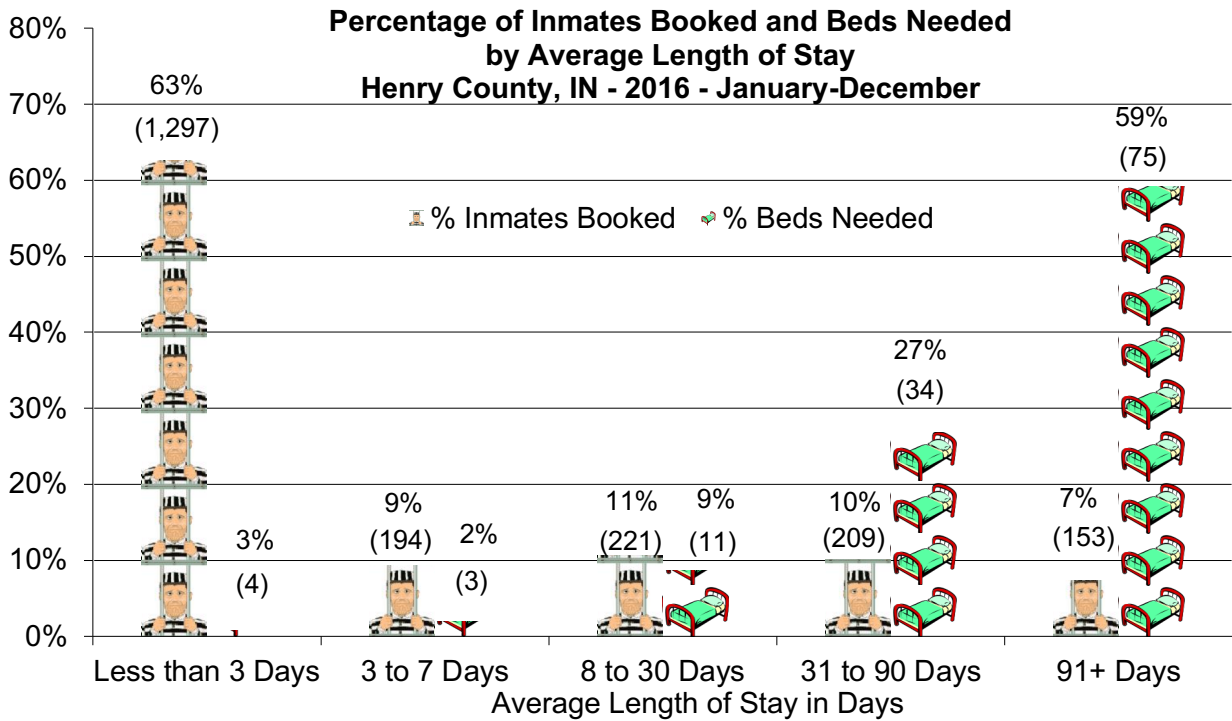


# Henry County, IN Data Analysis

2016

As seen in the illustration and table below, there is a large contrast between the volume of inmates booked and the number of jail beds consumed by these inmates when the inmates are grouped by their length of stay. In 2016, 1,297 (63%) inmates booked consumed only 1 (1%) jail bed because they stayed less than 3 days. In contrast, 153 (7%) inmates booked consumed 75 (59%) jail beds because they stayed 91 or more days. The number of inmates and jail beds consumed by inmates staying for 3 to 7.9 days, 8 to 30.9 days, and 31 to 90 days, respectively, are also shown in the illustration and table below. The total jail bed need for persons booked during 2013 was 127 beds per day.

**Illustration of Percentage of Inmates Booked  
and Jail Beds Needed by Average Length of Stay in 2016**



## Henry County, IN Data Analysis

**Data Table for Inmates Booked  
and Jail Beds Needed by Average Length of Stay in 2016**

Length of Stay Group	Average Length of Stay in Days	Number of Inmates	Number of Jail Beds Needed
<b>Less than 3 Days</b>	1.2 days	1,297 inmates	4 beds
<b>3 to 7 Days</b>	4.8 days	194 inmates	3 beds
<b>8 to 30 Days</b>	18.2 days	221 inmates	11 beds
<b>31 to 90 Days</b>	59.2 days	209 inmates	34 beds
<b>91+ Days</b>	178.6 days*	153 inmates	75 beds*
<b>Average/Total</b>	22.3 days	2,074 inmates	127 beds

\* Length of Stay and Beds Needed are slight underestimates because 12 inmates had not yet been released at the time of this analysis.

Specifically, in 2016, there was a group of high volume inmates (1,712 inmates) who stayed a short time in jail (30 days or less) and consumed only 15 beds per day, and there was a group of low volume inmates (362 inmates) who stayed a long time in jail (31 or more days; average of 110 days) and consumed 109 beds per day.

As seen in the table below, the reason why inmates left jail in 2016 varied by their length of stay. Percentages sum to 100 for each row, showing for each length of stay group what percentage of inmates are release for which reason.

**Data Table for Release Reasons by Average Length of Stay  
for Inmates Booked during 2016**

Length of Stay Group	Release Reason						
	Charges Dismissed	Bondsman Pretrial Release	Cash Bond Pretrial Release	Own Recognizance Pretrial Release	Sentence Completed	Transfer to Another Agency	Other*
<b>Less than 3 Days</b>	3%	34%	25%	25%	4%	8%	1%
<b>3 to 7 Days</b>	1%	30%	13%	26%	10%	20%	0%
<b>8 to 30 Days</b>	2%	21%	6%	30%	15%	26%	0%
<b>31 to 90 Days</b>	2%	9%	4%	26%	28%	31%	0%
<b>91+ Days</b>	1%	2%	5%	21%	25%	40%	6%

\* Other includes: Escape release; Partial sentence release; Still confined (for 12 inmates)

Overall, as inmates' length of stay increased, fewer inmates left jail on various methods of secured monetary pretrial release (cash or surety), and more inmates left jail because of transfer to another agency and for sentence completed. Release on recognizance remained relatively constant across length of stay groups. However, it is important to note that the reason for release may not always have been the reason for any given inmate's incarceration for the entire time

## Henry County, IN Data Analysis

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spent in jail. For example, some inmates who left jail after completing a sentence or to be transferred to another agency may have spent some portion, including the majority, of their time in jail on pretrial status prior to serving a sentence or being transferred.

Given that the majority of jail beds was consumed by inmates who spent 91 or more days in custody, some additional information about these inmates is provided below to provide justice system decision-makers with possible leads for further inquiries into the reasons why (e.g., sentence length, case processing times, case processing decisions) these inmates stayed in jail for three months or longer (at an average of 6 months).

## Henry County, IN Data Analysis

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### Percent of the 153 Inmates, Whose Length of Stay in Jail was 91 Days or More in 2016, with Certain Characteristics

Characteristic	Percent
<b>Gender</b>	
Male	77%
Female	23%
<b>Race</b>	
White	91%
Black	5%
Other	4%
<b>State of Residence</b>	
Indiana	96%
Kentucky	1%
Ohio	2%
New York	1%
<b>Number of Charges</b>	
1	40%
2	13%
3	26%
4 or more	1%
(missing)	20%
<b>Top Charge Class</b>	
Felony A	1%
Felony D	2%
Felony 1	3%
Felony 2	1%
Felony 3	4%
Felony 4	7%
Felony 5	5%
Felony 6	37%
Misdemeanor A	11%
Misdemeanor B	7%
Misdemeanor C	1%
(missing)	21%
<b>Top Charge Type</b>	
Person	16%
Property	10%
Drug	18%
Probation Violation	8%
Warrant Served, Out of County	4%
Other	21%
(missing)	23%

## Henry County, IN Data Analysis

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As seen in the illustration and table above, there is a pattern of jail use in 2016 similar to that in 2013. In both years, there was a relatively smaller group of inmates booked, 8% to 7%, respectively, who because of their long length of stay, consumed the majority of jail beds (65% and 59%, respectively).

However, there was a difference in jail use between 2013 and 2016 that accounts for the reduced need of 10 jail beds between the two years. During 2016, there were 12 fewer booked inmates who stayed 91 or more days and they stayed an average of 20 days less (estimated), compared to the inmates booked during 2013. This combination of reduced inmates who stayed 91 or more days and an overall reduction in their length of stay resulted in 10 fewer jail beds being needed during 2016 compared to 2013. As seen in the water barrel analogy previously, when both the number of inmates decreases and their length of stay decreases, a jail experiences a decreased average daily inmate population.

Additionally, for inmates booked during 2013 and who stayed in jail for 91 or more days, the three primary reasons for release from jail were:

- Transfer to Another Agency at 64%
- Sentence Completed at 25%
- Release on Own Recognizance at 5%.

This differed somewhat for inmates booked during 2016 and who stayed in jail for 91 or more days. The three primary reasons for these inmates' release from jail were:

- Transfer to Another Agency at 40%
- Sentence Completed at 25%
- Release on Own Recognizance at 21%.

Thus, in 2016, a much smaller percentage of inmates who stayed in jail for 91 or more days were released to be transferred to another agency and a much larger percentage of inmates were released on their own recognizance.

# Henry County, IN

## Data Analysis

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### 91 + Days Length of Stay Case Study Findings

#### Method

One hundred, fifty-three (153; or 7% of inmates booked during 2016) inmates booked during 2016 consumed 75 (59%) jail beds because they stayed in jail for 91 or more days. The consultants analyzed court case summaries for 24 of the 153 inmates. Patterns of case processing and decision-making emerged, yielding potential areas for changes to local practices that could reduce the lengths of stay of similarly situated inmates in the future. Future reductions in inmates' length of stay would result in a jail population reduction, as it has for several years in the recent past for the Henry County Jail.

#### Pretrial Themes

Some inmates are remaining incarcerated in the jail for relatively long time periods on pretrial status, resulting in the use of many jail beds.

- For nearly all defendants, their initial hearing occurred within a few days of their booking into jail. During that hearing, their pretrial release (bond) conditions were set. For all defendants, a surety bond amount was set in an amount often between \$5,000 to \$11,000 (some instances were more – e.g., \$17,000 to \$40,000), and that amount was always accompanied by an additional cash bond amount often between \$300 to \$700 (some instances were more – e.g., \$1,000 to \$4,000).
- The court found over 90% of the defendants to be indigent, and they were appointed county-funded counsel.
- Nearly all defendants remained incarcerated in the jail on pretrial status; very few posted their bonds.
- Nearly all pretrial conferences were scheduled to occur 10 to 12 weeks after the initial appearance.
- Many defendants pled guilty just prior to their pretrial conference or sentencing hearing.
- Most defendants pled guilty to the most serious charge (almost always a Felony 6, occasionally a Felony 5 or Misdemeanor) and had all or most of their other charges (usually one to two more) dismissed.

#### Pretrial Questions to Examine

- A. Why does the court always set a surety bond amount and a cash bond amount that the defendant needs to post prior to leaving jail on pretrial status?

## Henry County, IN Data Analysis

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- B. Why does the court routinely set pretrial conferences 10 to 12 weeks after the initial appearance, instead of some different, briefer time frame?

### Sentencing Themes

Some inmates are remaining incarcerated in the jail for relatively long time periods because of the length of their sentences, resulting in the use of many jail beds.

- Nearly all sentencing hearings were scheduled to occur 4 weeks after the pretrial conference, whether a pre-sentence investigation (PSI) was ordered or not.
- Many defendants were sentenced to time served in jail or to a community-based option (probation, community corrections).
- The length of sentences, whether to jail, probation, or community corrections, was relatively long.
- When offenders' sentences to a community-based option were revoked, they often subsequently served a long time in jail upon revocation because the original length of time for the suspended sentence to jail was long.

### Sentencing Questions to Examine

- A. Why do most defendants who stay in jail for 91 or more days spend nearly all their time incarcerated while they are not convicted, and then at sentencing after conviction, they are released to the community?
- B. Why does the court routinely set sentencing hearings or revocation hearings 4 weeks or more after the defendant pleads guilty or is found guilty, including when a PSI is not ordered, instead of some different, briefer time frame?
- C. Could the court's goals for sentencing (e.g., punishment, proportionality to the crime committed) be accomplished with briefer sentences, whether to jail or to a community-based option?

## Space Program and Adjacency Diagrams

### Space Program

<b>Summary</b>			
<b>Space Component</b>	<b>NSF</b>	<b>Circulation Factor</b>	<b>NOSF</b>
<b>1.0 Public Lobby</b>	<b>1,900</b>	<b>1.35</b>	<b>2,565</b>
<b>2.0 Administration</b>	<b>1,745</b>	<b>1.35</b>	<b>2,356</b>
<b>3.0 Staff Services</b>	<b>1,745</b>	<b>1.35</b>	<b>2,356</b>
<b>4.0 Detectives</b>	<b>2,470</b>	<b>1.35</b>	<b>3,335</b>
<b>5.0 Road Division</b>	<b>805</b>	<b>1.35</b>	<b>1,087</b>
<b>6.0 Central Control</b>	<b>670</b>	<b>1.60</b>	<b>1,072</b>
<b>7.0 Intake / Release</b>	<b>3,739</b>	<b>1.55</b>	<b>5,795</b>
<b>Housing Units -- 304 Beds</b>			
<b>Male Housing Unit 1 -- Type A</b>	<b>6,020</b>	<b>1.50</b>	<b>9,030</b>
<b>Male Housing Unit 2 -- Type A</b>	<b>6,020</b>	<b>1.50</b>	<b>9,030</b>
<b>Male Housing Unit 3 -- Type A</b>	<b>6,020</b>	<b>1.50</b>	<b>9,030</b>
<b>Female Housing Unit 4 -- Type B</b>	<b>5,660</b>	<b>1.50</b>	<b>8,490</b>
<b>Male Housing Unit 5 -- Type C</b>	<b>4,070</b>	<b>1.50</b>	<b>6,105</b>
<b>Flex Housing Unit 6 -- Type D</b>	<b>3,170</b>	<b>1.50</b>	<b>4,755</b>
<b>Housing Control and Shared Support</b>	<b>560</b>	<b>1.50</b>	<b>840</b>
<b>Special Use Cells</b>	<b>1,010</b>	<b>1.50</b>	<b>1,515</b>



<b>9.0 Program Services and Shift Supervis</b>	<b>1,510</b>	<b>1.35</b>	<b>2,039</b>
<b>10.0 Health Services</b>	<b>1,450</b>	<b>1.35</b>	<b>1,958</b>
<b>11.0 Dietary Services</b>	<b>4,635</b>	<b>1.25</b>	<b>5,794</b>
<b>12.0 Maintenance and Support</b>	<b>3,105</b>	<b>1.15</b>	<b>3,571</b>
<b>Subtotal Net Occupiable Square Feet (NOSF)</b>			<b>80,721</b>
<b>Building Grossing Factor</b>			<b>1.2</b>
<b>Total Gross Square Feet</b>			<b>96,865</b>

<b>1.0 Public Lobby</b>				
<b>#</b>	<b><i>Public Lobby</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>1.01</b>	<b>Public Entry Vestibule</b>	<b>1</b>	<b>120</b>	<b>120</b>
<b>1.02</b>	<b>Public Entry Interview</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>1.03</b>	<b>Visitor Seating</b>	<b>20</b>	<b>15</b>	<b>300</b>
<b>1.04</b>	<b>Public Restroom</b>	<b>2</b>	<b>250</b>	<b>500</b>
<b>1.05</b>	<b>Janitors Closet</b>	<b>1</b>	<b>50</b>	<b>50</b>
<b>1.06</b>	<b>Metal Detectors</b>	<b>1</b>	<b>10</b>	<b>10</b>
<b>1.07</b>	<b>X-Ray Machine</b>	<b>1</b>	<b>30</b>	<b>30</b>
<b>1.08</b>	<b>Staff Area</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>1.09</b>	<b>Public Lockers</b>	<b>20</b>	<b>2</b>	<b>40</b>
<b>1.10</b>	<b>Storage</b>	<b>1</b>	<b>100</b>	<b>100</b>
	<b>Subtotal</b>			<b>1,350</b>
<b>#</b>	<b><i>Personnel</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>1.11</b>	<b>Reception Staff Station</b>	<b>1</b>	<b>150</b>	<b>150</b>
	<b>Subtotal</b>			<b>150</b>
<b>#</b>	<b><i>Visitation</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>1.12</b>	<b>Video Visitation</b>	<b>10</b>	<b>20</b>	<b>200</b>
<b>1.13</b>	<b>Contact Visit / Interviews</b>	<b>2</b>	<b>100</b>	<b>200</b>
<b>1.14</b>	<b>Other</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Subtotal</b>			<b>400</b>
<b>Total Net Square Feet (NSF)</b>				<b>1,900</b>
<b>x Department Circulation Factor</b>				<b>1.35</b>
<b>Subtotal</b>				<b>2,565</b>

<b>2.0 Administration</b>				
<b>#</b>	<b><i>Personnel</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
2.01	Sheriff	1	160	160
2.02	Chief Deputy	1	120	120
2.03	Office Manager	1	120	120
2.04	Secretary	6	70	420
2.05	Expansion Office	1	120	120
	<b>Subtotal</b>			<b>940</b>
<b>#</b>	<b><i>Departmental Support</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
2.06	Reception / Waiting	2	30	60
2.07	Conference Room	15	15	225
2.08	Records / Filing	1	300	300
2.09	Storage and Copy Room	1	100	100
2.10	Janitor Closet	1	50	50
2.11	Staff Restroom	2	35	70
2.12	Other	0	0	0
2.13	Other	2	0	0
	<b>Subtotal</b>			<b>805</b>
<b>Total Net Square Feet (NSF)</b>				<b>1,745</b>
<b>x Department Circulation Factor</b>				<b>1.35</b>
<b>Subtotal</b>				<b>2,356</b>

<b>3.0 Staff Services</b>				
<b>#</b>	<b><i>Personnel Support</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>3.01</b>	<b>Lockers - Male</b>	<b>40</b>	<b>3</b>	<b>120</b>
<b>3.02</b>	<b>Lockers - Female</b>	<b>15</b>	<b>3</b>	<b>45</b>
<b>3.03</b>	<b>Showers / Toilets - Male</b>	<b>1</b>	<b>240</b>	<b>240</b>
<b>3.04</b>	<b>Showers / Toilets - Female</b>	<b>1</b>	<b>200</b>	<b>200</b>
<b>3.05</b>	<b>Physical Training</b>	<b>1</b>	<b>500</b>	<b>500</b>
<b>3.06</b>	<b>Other</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Subtotal</b>			<b>1,105</b>
<b>#</b>	<b><i>Training / Support</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>3.07</b>	<b>Roll Call / Training</b>	<b>20</b>	<b>15</b>	<b>300</b>
<b>3.08</b>	<b>Training Storage</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>3.09</b>	<b>Mail Distribution Center</b>	<b>1</b>	<b>50</b>	<b>50</b>
<b>3.10</b>	<b>Janitor's Closet</b>	<b>1</b>	<b>50</b>	<b>50</b>
<b>3.11</b>	<b>Staff Screening</b>	<b>1</b>	<b>40</b>	<b>40</b>
<b>3.12</b>	<b>Staff Entry/Vestibules</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>3.13</b>	<b>Other</b>	<b>1</b>	<b>0</b>	<b>0</b>
	<b>Subtotal</b>			<b>640</b>
<b>Total Net Square Feet (NSF)</b>				<b>1,745</b>
<b>x Department Circulation Factor</b>				<b>1.35</b>
<b>Subtotal</b>				<b>2,356</b>

<b>4.0 Detectives</b>				
<b>#</b>	<b><i>Personnel</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
4.01	Drug Task Force	4	100	400
4.02	Juvenile Office	1	100	100
4.03	Captain	1	120	120
4.04	Secretary	1	70	70
4.05	Sergeant	2	120	240
4.06	Detective	1	100	100
	Subtotal			1,030
<b>#</b>	<b><i>Departmental Support</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
4.07	Covert Entrance	1	80	80
4.08	Interview Room	3	100	300
4.09	Conference Room	10	15	150
4.07	Janitor Closet	1	50	50
4.08	Staff Restroom	2	35	70
4.10	Storage and Copy Room	1	100	100
	Subtotal			750
<b>#</b>	<b><i>Evidence</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
4.11	Evidence Processing	1	150	150
4.12	Narcotics Storage	1	140	140
4.13	Evidence Storage	1	400	400
4.14	Other	1	0	0
	Subtotal			690
<b>Total Net Square Feet (NSF)</b>		<b>2,470</b>		
<b>x Department Circulation Factor</b>		<b>1.35</b>		
<b>Subtotal</b>		<b>3,335</b>		

<b>5.0 Road Division</b>				
<b>#</b>	<b><i>Personnel</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>5.01</b>	<b>Captain</b>	<b>1</b>	<b>120</b>	<b>120</b>
<b>5.02</b>	<b>Other</b>	<b>1</b>	<b>0</b>	<b>0</b>
	<b>Subtotal</b>			<b>120</b>
<b>#</b>	<b><i>Departmental Support</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>5.03</b>	<b>Shift Storage</b>	<b>4</b>	<b>100</b>	<b>400</b>
<b>5.04</b>	<b>Interview</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>5.05</b>	<b>Storage and Copy Room</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>5.06</b>	<b>Janitor Closet</b>	<b>1</b>	<b>50</b>	<b>50</b>
<b>5.07</b>	<b>Staff Restroom</b>	<b>1</b>	<b>35</b>	<b>35</b>
<b>5.08</b>	<b>Other</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Subtotal</b>			<b>685</b>
<b>Total Net Square Feet (NSF)</b>				<b>805</b>
<b>x Department Circulation Factor</b>				<b>1.35</b>
<b>Subtotal</b>				<b>1,087</b>

<b>6.0 Central Control</b>				
<b>#</b>	<b><i>Central Control</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>6.01</b>	<b>Central Control Room</b>	<b>1</b>	<b>300</b>	<b>300</b>
<b>6.02</b>	<b>Secure Entry Vestibule</b>	<b>1</b>	<b>50</b>	<b>50</b>
<b>6.03</b>	<b>Kitchenette</b>	<b>1</b>	<b>40</b>	<b>40</b>
<b>6.04</b>	<b>Main Security Electronic</b>	<b>1</b>	<b>200</b>	<b>200</b>
<b>6.05</b>	<b>Toilet</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>Subtotal</b>				<b>670</b>
<b>Total Net Square Feet (NSF)</b>				<b>670</b>
<b>x Department Circulation Factor</b>				<b>1.60</b>
<b>Subtotal</b>				<b>1,072</b>

<b>7.0 Intake / Release</b>				
<b>#</b>	<b><i>Vehicular Sallyport</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
7.01	Vehicular Sallyport	1	720	720
7.02	Storage	1	200	200
7.03	Sallyport / Secure Vestibule	1	150	150
	<b>Sub-Total</b>			<b>1,070</b>
<b>#</b>	<b><i>Intake</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
7.04	Arresting Officer Workspace	1	100	100
7.05	Combat Holding Cell	1	60	60
7.06	Soft/Open Waiting	6	15	90
7.07	Inmate Toilets	1	35	35
7.08	Single Person Holding Cells	3	60	180
7.09	Group Holding Cell	1	120	120
7.10	Initial Booking Cubicle	2	60	120
7.11	ID	1	64	64
7.12	Medical Triage/Interview	1	100	100
7.13	Storage	1	100	100
7.14	Janitors Closet	1	150	150
7.15	Staff Toilet	1	35	35
	<b>Subtotal</b>			<b>1,154</b>



#	<i>Property</i>	#	SF	NSF
7.16	Shower / Dress / Issue	2	50	100
7.17	Strip Search Room	1	80	80
7.18	Inmate Property Storage	300	3	900
7.19	Inmate Valuable Storage	0	100	0
7.20	Soiled Linen	1	50	50
	<b>Sub-Total</b>			<b>1,130</b>
#	<i>Release</i>	#	SF	NSF
7.21	Release Waiting	6	15	90
7.22	Inmate Toilets	1	35	35
7.23	Release Cubicle	1	60	60
7.24	Transportation Office	1	200	200
	<b>Subtotal</b>			<b>385</b>
<b>Total Net Square Feet (NSF)</b>				<b>3,739</b>
<b>x Department Circulation Factor</b>				<b>1.55</b>
<b>Subtotal</b>				<b>5,795</b>

<b>8.00 HOUSING</b>				
	<i>Male Housing Unit 1 -- Type A</i>			
<b>Space #</b>	<b>64-Bed Unit - Type A</b>	<b># of Areas</b>	<b>Net Area</b>	<b>Total Net</b>
<b>8.001</b>	<b>8 - Bed Multiple Occupancy Cells</b>	<b>7</b>	<b>320</b>	<b>2,240</b>
<b>8.002</b>	<b>8 - Bed Multiple Occupancy Cells - ADA Compliant</b>	<b>1</b>	<b>320</b>	<b>320</b>
<b>8.003</b>	<b>Dayroom</b>	<b>64</b>	<b>35</b>	<b>2,240</b>
<b>8.004</b>	<b>Showers</b>	<b>6</b>	<b>30</b>	<b>180</b>
<b>8.005</b>	<b>Handicap Accessible Shower</b>	<b>1</b>	<b>40</b>	<b>40</b>
<b>8.006</b>	<b>Janitor's Closets</b>	<b>2</b>	<b>30</b>	<b>60</b>
<b>8.007</b>	<b>Video Visitation Cubicles</b>	<b>4</b>	<b>40</b>	<b>160</b>
<b>8.008</b>	<b>Interview/Counseling</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>8.009</b>	<b>Multipurpose Room</b>	<b>0</b>	<b>350</b>	<b>0</b>
<b>8.010</b>	<b>Secure Outdoor Recreation, combo unit included *</b>	<b>1</b>	<b>700</b>	<b>700</b>
	<b>64-Bed Unit, Net Square Feet for Unit 1</b>			<b>6,020</b>
			<b>x Department Circulation Factor</b>	<b>1.5</b>
			<b>Total NSF</b>	<b>9,030</b>

<b>Male Housing Unit 2 -- Type A</b>				
<b>Space #</b>	<b>64-Bed Unit - Type A</b>	<b># of Areas</b>	<b>Net Area</b>	<b>Total Net</b>
<b>8.011</b>	<b>8 - Bed Multiple Occupancy Cells</b>	<b>7</b>	<b>320</b>	<b>2,240</b>
<b>8.012</b>	<b>8 - Bed Multiple Occupancy Cells - ADA Compliant</b>	<b>1</b>	<b>320</b>	<b>320</b>
<b>8.013</b>	<b>Dayroom</b>	<b>64</b>	<b>35</b>	<b>2,240</b>
<b>8.014</b>	<b>Showers</b>	<b>6</b>	<b>30</b>	<b>180</b>
<b>8.015</b>	<b>Handicap Accessible Shower</b>	<b>1</b>	<b>40</b>	<b>40</b>
<b>8.016</b>	<b>Janitor's Closets</b>	<b>2</b>	<b>30</b>	<b>60</b>
<b>8.017</b>	<b>Video Visitation Cubicles</b>	<b>4</b>	<b>40</b>	<b>160</b>
<b>8.018</b>	<b>Interview/Counseling</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>8.019</b>	<b>Multipurpose Room</b>	<b>0</b>	<b>350</b>	<b>0</b>
<b>8.020</b>	<b>Secure Outdoor Recreation, combo unit included *</b>	<b>1</b>	<b>700</b>	<b>700</b>
	<b>64-Bed Unit, Net Square Feet for Unit 2</b>			<b>6,020</b>
			<b>x Department Circulation Factor</b>	<b>1.5</b>
			<b>Total NSF</b>	<b>9,030</b>

<b>Male Housing Unit 3 -- Type A</b>				
<b>Space #</b>	<b>64-Bed Unit - Type A</b>	<b># of Areas</b>	<b>Net Area</b>	<b>Total Net</b>
<b>8.021</b>	<b>8 - Bed Multiple Occupancy Cells</b>	<b>7</b>	<b>320</b>	<b>2,240</b>
<b>8.022</b>	<b>8 - Bed Multiple Occupancy Cells - ADA Compliant</b>	<b>1</b>	<b>320</b>	<b>320</b>
<b>8.023</b>	<b>Dayroom</b>	<b>64</b>	<b>35</b>	<b>2,240</b>
<b>8.024</b>	<b>Showers</b>	<b>6</b>	<b>30</b>	<b>180</b>
<b>8.025</b>	<b>Handicap Accessible Shower</b>	<b>1</b>	<b>40</b>	<b>40</b>
<b>8.026</b>	<b>Janitor's Closets</b>	<b>2</b>	<b>30</b>	<b>60</b>
<b>8.027</b>	<b>Video Visitation Cubicles</b>	<b>4</b>	<b>40</b>	<b>160</b>
<b>8.028</b>	<b>Interview/Counseling</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>8.029</b>	<b>Multipurpose Room</b>	<b>0</b>	<b>350</b>	<b>0</b>
<b>8.030</b>	<b>Secure Outdoor Recreation, combo unit included *</b>	<b>1</b>	<b>700</b>	<b>700</b>
	<b>64-Bed Unit, Net Square Feet for Unit 3</b>			<b>6,020</b>
			<b>x Department Circulation Factor</b>	<b>1.5</b>
			<b>Total NSF</b>	<b>9,030</b>

	<b>Female Housing Unit 4 -- Type B</b>			
<b>Space #</b>	<b>56-Bed Unit - Type B</b>	<b># of Areas</b>	<b>Net Area</b>	<b>Total Net</b>
<b>8.031</b>	<b>8 - Bed Multiple Occupancy Cells</b>	<b>5</b>	<b>320</b>	<b>1,600</b>
<b>8.032</b>	<b>8 - Bed Multiple Occupancy Cells - ADA Compliant</b>	<b>1</b>	<b>320</b>	<b>320</b>
<b>8.033</b>	<b>Single Cells</b>	<b>8</b>	<b>70</b>	<b>560</b>
<b>8.034</b>	<b>Dayroom</b>	<b>56</b>	<b>35</b>	<b>1,960</b>
<b>8.035</b>	<b>Showers</b>	<b>6</b>	<b>30</b>	<b>180</b>
<b>8.036</b>	<b>Handicap Accessible Shower</b>	<b>1</b>	<b>40</b>	<b>40</b>
<b>8.037</b>	<b>Janitor's Closets</b>	<b>2</b>	<b>30</b>	<b>60</b>
<b>8.038</b>	<b>Video Visitation Cubicles</b>	<b>4</b>	<b>40</b>	<b>160</b>
<b>8.039</b>	<b>Interview/Counseling</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>8.040</b>	<b>Multipurpose Room</b>	<b>0</b>	<b>350</b>	<b>0</b>
<b>8.041</b>	<b>Secure Outdoor Recreation, combo unit included *</b>	<b>1</b>	<b>700</b>	<b>700</b>
	<b>56-Bed Unit, Net Square Feet for Unit 4</b>			<b>5,660</b>
			<b>x Department Circulation Factor</b>	<b>1.5</b>
			<b>Total NSF</b>	<b>8,490</b>

	<b>Male Housing Unit 5 -- Type C</b>			
<b>Space #</b>	<b>32-Bed Unit - Type C</b>	<b># of Areas</b>	<b>Net Area</b>	<b>Total Net</b>
<b>8.042</b>	<b>4 - Bed Multiple Occupancy Cells</b>	<b>3</b>	<b>160</b>	<b>480</b>
<b>8.043</b>	<b>4 - Bed Multiple Occupancy Cells - ADA Compliant</b>	<b>1</b>	<b>160</b>	<b>160</b>
<b>8.044</b>	<b>Single Cells</b>	<b>16</b>	<b>70</b>	<b>1,120</b>
<b>8.045</b>	<b>Dayroom</b>	<b>32</b>	<b>35</b>	<b>1,120</b>
<b>8.046</b>	<b>Showers</b>	<b>5</b>	<b>30</b>	<b>150</b>
<b>8.047</b>	<b>Handicap Accessible Shower</b>	<b>1</b>	<b>40</b>	<b>40</b>
<b>8.048</b>	<b>Janitor's Closets</b>	<b>2</b>	<b>30</b>	<b>60</b>
<b>8.049</b>	<b>Video Visitation Cubicles</b>	<b>4</b>	<b>40</b>	<b>160</b>
<b>8.050</b>	<b>Interview/Counseling</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>8.051</b>	<b>Multipurpose Room</b>	<b>0</b>	<b>350</b>	<b>0</b>
<b>8.052</b>	<b>Secure Outdoor Recreation, combo unit included *</b>	<b>1</b>	<b>700</b>	<b>700</b>
	<b>32-Bed Unit, Net Square Feet for Unit 5</b>			<b>4,070</b>
			<b>x Department Circulation Factor</b>	<b>1.5</b>
			<b>Total NSF</b>	<b>6,105</b>

	<i>Flex Housing Unit 6 -- Type D</i>			
Space #	24-Bed Unit - Type D	# of Areas	Net Area	Total Net
8.053	8 - Bed Multiple Occupancy Cells	1	320	320
8.054	8 - Bed Multiple Occupancy Cells - ADA Compliant	1	320	320
8.055	Single Cells	8	70	560
8.056	Dayroom	24	35	840
8.057	Showers	3	30	90
8.058	Handicap Accessible Shower	1	40	40
8.059	Janitor's Closets	2	30	60
8.060	Video Visitation Cubicles	4	40	160
8.061	Interview/Counseling	1	80	80
8.062	Multipurpose Room	0	350	0
8.063	Secure Outdoor Recreation, combo unit included *	1	700	700
	32-Bed Unit, Net Square Feet for Unit 5			3,170
			x Department Circulation Factor	1.5
			Total NSF	4,755

<b>Space #</b>	<b><i>Housing Control and Shared Support</i></b>	<b># of Areas</b>	<b>Net Area</b>	<b>Total Net</b>
<b>8.064</b>	<b>Unit Control Room</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>8.065</b>	<b>Staff Office</b>	<b>1</b>	<b>120</b>	<b>120</b>
<b>8.066</b>	<b>Staff Toilet</b>	<b>1</b>	<b>50</b>	<b>50</b>
<b>8.067</b>	<b>Exam Room</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>8.068</b>	<b>Interview Room</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>8.069</b>	<b>Storage</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>8.070</b>	<b>Janitor's Closet</b>	<b>1</b>	<b>30</b>	<b>30</b>
	<b>Shared Support</b>			<b>560</b>
<b>x Department Circulation Factor</b>				<b>1.5</b>
<b>Total NSF</b>				<b>840</b>

<b>#</b>	<b><i>Special Use Cells</i></b>	<b># of Areas</b>	<b>Net Area</b>	<b>Total Net</b>
<b>8.071</b>	<b>Special Use Cells</b>	<b>6</b>	<b>100</b>	<b>600</b>
<b>8.072</b>	<b>Interview Room</b>	<b>1</b>	<b>80</b>	<b>80</b>
<b>8.073</b>	<b>Dayroom</b>	<b>6</b>	<b>35</b>	<b>210</b>
<b>8.074</b>	<b>Showers</b>	<b>3</b>	<b>30</b>	<b>90</b>
<b>8.075</b>	<b>Janitor's Closet</b>	<b>1</b>	<b>30</b>	<b>30</b>
	<b>Subtotal</b>			<b>1,010</b>
<b>x Department Circulation Factor</b>				<b>1.50</b>
<b>Subtotal</b>				<b>1,515</b>



<b>9.0 Program Services and Shift Supervision</b>				
<b>#</b>	<b><i>Personnel</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
9.01	Shift Supervisor	2	64	128
9.02	Jail / Assistant Jail Commander	2	100	200
9.03	Conference Room	12	15	180
9.04	Other	1	0	0
	<b>Subtotal</b>			<b>508</b>
<b>#</b>	<b><i>Program Rooms</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
9.05	Program Room	12	15	230
9.06	Program Room	12	15	230
9.07	Program Room	12	15	230
9.08	Program Room	12	15	230
9.09	Other	1	0	0
	<b>Subtotal</b>			<b>920</b>
<b>#</b>	<b><i>Support</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
9.10	Program Storage	1	150	150
9.11	Inmate Toilets	2	35	70
9.12	Staff Toilet	2	35	70
9.13	Staff Dining and Break	10	25	250
9.14	Janitor's Closet	1	50	50
9.15	Other	0	0	0
	<b>Subtotal</b>			<b>590</b>
<b>Total Net Square Feet (NSF)</b>				<b>1,510</b>
<b>x Department Circulation Factor</b>				<b>1.35</b>
<b>Subtotal</b>				<b>2,039</b>

<b>10.0 Health Services</b>				
<b>#</b>	<b><i>Medical Unit</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
10.01	Nursing Operations	1	200	200
10.02	Medical Records	1	100	100
10.03	Pharmacy	1	100	100
10.04	Doctor Office	1	120	120
10.05	Exam Rooms	2	100	200
10.06	Patient Waiting	6	15	90
10.07	Toilet - Patient	1	35	35
10.08	Negative Air Room	2	120	240
10.09	Gowning Room	1	80	80
10.10	Clean Utility and Supply Storage	1	120	120
10.11	Soiled Utility and Biohazard	1	80	80
10.12	Toilet - Staff	1	35	35
10.13	Janitor	1	50	50
10.14	Other			
	<b>Subtotal</b>			<b>1,450</b>
<b>Total Net Square Feet (NSF)</b>		<b>1,450</b>		
<b>x Department Circulation Factor</b>		<b>1.35</b>		
<b>Subtotal</b>		<b>1,958</b>		

<b>11.0 Dietary Services</b>				
<b>#</b>	<b><i>Storage</i></b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
11.01	Detergent Chemicals	1	120	120
11.02	Paper / Disposable	1	120	120
11.03	Dry Products	1	500	500
11.04	General Freezer	1	400	400
11.05	General Cooler	1	600	600
11.06	General Storage	1	200	200
	<b>Subtotal</b>			<b>1,940</b>
	<b><i>Preparation and Washing</i></b>			
11.07	Preparation Area	1	1,400	1,400
11.08	Tray and Bulk Assembly	1	400	400
11.09	Washing and Clean up	1	600	600
11.10	General Storage	1	100	100
	<b>Subtotal</b>			<b>2,500</b>
	<b><i>Kitchen Support</i></b>			
11.11	Inmate Toilets	1	35	35
11.12	Inmate Uniform Room	1	40	40
11.13	Director / Secured Tools	1	120	120
	<b>Subtotal</b>			<b>195</b>
<b>Total Net Square Feet (NSF)</b>				<b>4,635</b>
<b>x Department Circulation Factor</b>				<b>1.25</b>
<b>Subtotal</b>				<b>5,794</b>

<b>12.0 Maintenance and Support</b>				
<b>#</b>	<b>Space Component</b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
	<i>Laundry</i>			
<b>12.01</b>	<b>Washers</b>	<b>4</b>	<b>25</b>	<b>125</b>
<b>12.02</b>	<b>Dryers</b>	<b>5</b>	<b>25</b>	<b>150</b>
<b>12.03</b>	<b>Soiled Area</b>	<b>1</b>	<b>120</b>	<b>120</b>
<b>12.04</b>	<b>Clean and Folding Area</b>	<b>1</b>	<b>120</b>	<b>120</b>
<b>12.05</b>	<b>Staff Toilet</b>	<b>1</b>	<b>35</b>	<b>35</b>
<b>12.06</b>	<b>Janitor Closet / Storage</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>12.07</b>	<b>Inmate Toilet</b>	<b>1</b>	<b>35</b>	<b>35</b>
	<b>Subtotal Laundry</b>			<b>685</b>
	<i>Commissary</i>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>12.08</b>	<b>Open Stack Shelving</b>	<b>1</b>	<b>200</b>	<b>200</b>
<b>12.09</b>	<b>Delivery Cart Storage</b>	<b>1</b>	<b>50</b>	<b>50</b>
	<b>Subtotal Commissary</b>			<b>250</b>

	<b>Warehouse</b>	<b>#</b>	<b>SF</b>	<b>NSF</b>
<b>12.10</b>	<b>Sallyport / Dock</b>	<b>1</b>	<b>200</b>	<b>200</b>
<b>12.11</b>	<b>Trash / Recycling</b>	<b>1</b>	<b>160</b>	<b>160</b>
<b>12.12</b>	<b>Supervisor</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>12.13</b>	<b>Staff Toilet</b>	<b>1</b>	<b>35</b>	<b>35</b>
<b>12.14</b>	<b>Inmate Toilet</b>	<b>1</b>	<b>35</b>	<b>35</b>
<b>12.15</b>	<b>Janitorial Supplies</b>	<b>1</b>	<b>200</b>	<b>200</b>
<b>12.16</b>	<b>Tool Storage</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>12.17</b>	<b>Bulk Storage</b>	<b>1</b>	<b>1,000</b>	<b>1,000</b>
<b>12.18</b>	<b>Chemical Storage for Flammabl</b>	<b>1</b>	<b>100</b>	<b>100</b>
<b>12.19</b>	<b>Large Equipment Storage</b>	<b>1</b>	<b>240</b>	<b>240</b>
	<b>Subtotal Warehouse</b>			<b>2,170</b>
<b>Total Net Square Feet (NSF)</b>				<b>3,105</b>
<b>x Department Circulation Factor</b>				<b>1.15</b>
<b>Subtotal</b>				<b>3,571</b>

Adjacency Diagrams

