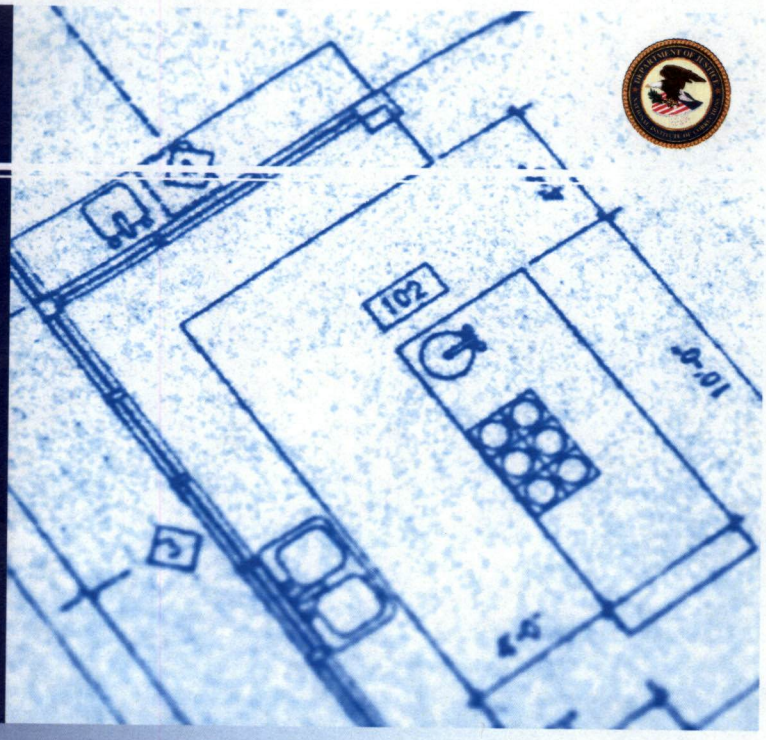
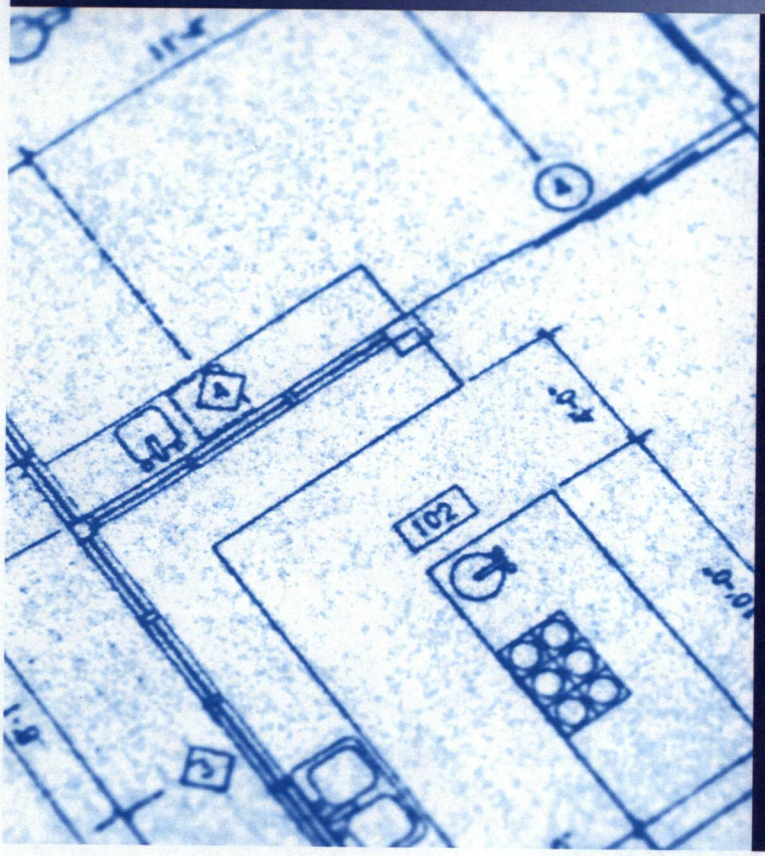
U.S. Department of Justice
National Institute of Corrections



Planning of New Institutions



Pre-Architectural Planning

Site Selection and Planning

Architectural Design

Construction

Occupancy

Facility Development Process

Performance Objectives

At the end of this module, participants will be able to:

- List the phases and tracks in the facility development process
- Describe the primary activities of each phase
- Describe the relationship between the cost of change and the timing of the decision to make the change.

Introduction

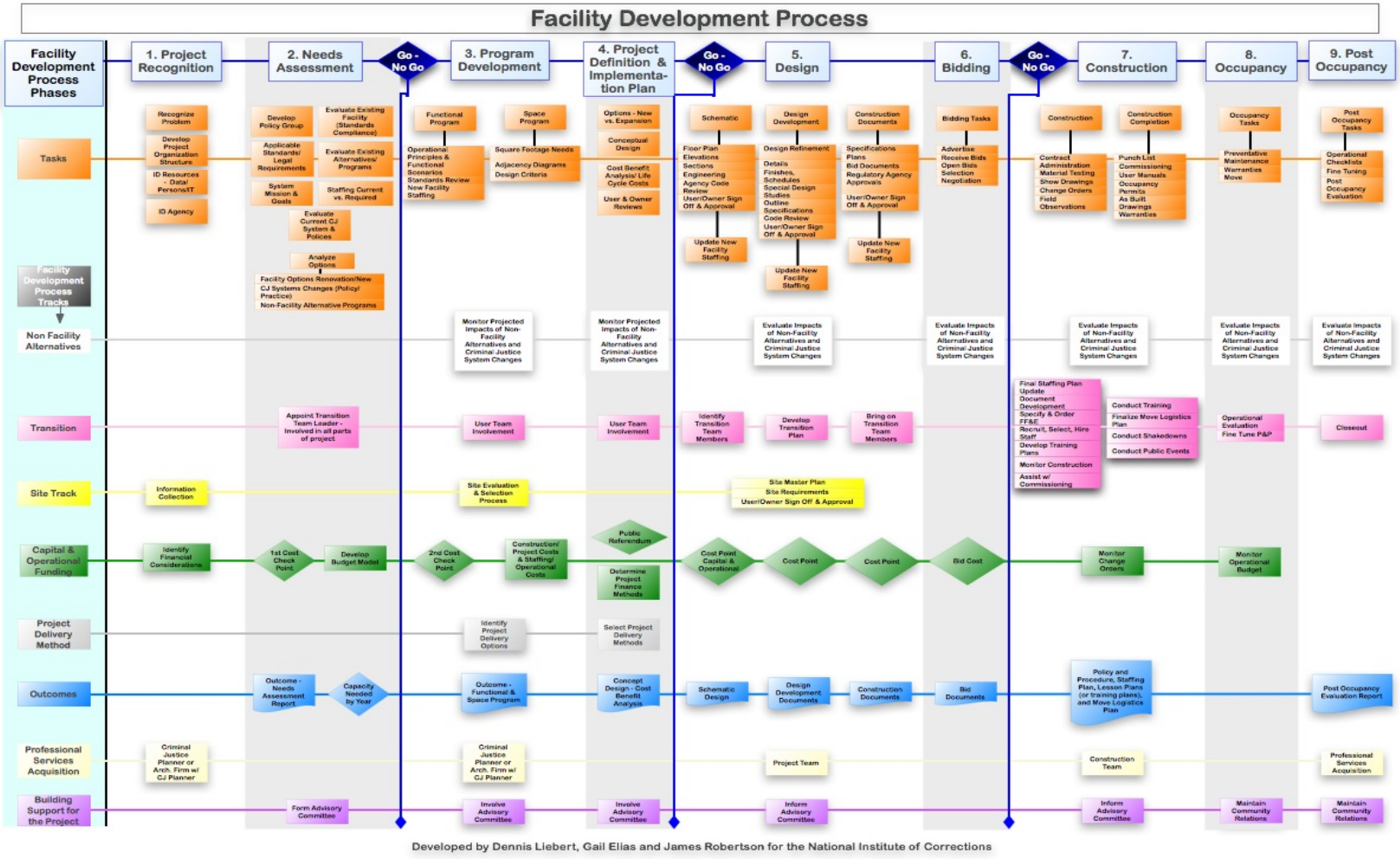
This module focuses on creating a road map for local governments that provides a sequence of tasks, activities and decisions and "de-mystifies" the process. By becoming more familiar with the process, local officials should begin to realize when they can have the greatest impact on their projects.

When jurisdictions begin to explore the question of what to do about their jail, many find it difficult to determine where to begin. On the one hand, it is tempting to leap into design, since that seems like the most concrete step. On the other, beginning design is both expensive and problematic without a good understanding of what the architect is to do.

The instruction you will hear is designed to give you an understanding of the process as a whole. The Planning of New Institutions Program (PONI) focuses its training efforts on the first four phases of the entire process. Later programs, NIC publications, and technical assistance provide training on the later phases and a number of the tracks. This program is particularly important for you since it represents the time when you have the greatest opportunity to shape your project.

Facility Development Process - A Roadmap to Effective Jail Planning

Overview



Facility Development Process

The Facility Development Process is intended to offer jurisdictions planning new jails a roadmap for the project. In this program, the first four phases and associated tracks will be covered in great detail. Remaining phases will be addressed, but in less depth. (For more detailed training in phases 5 – 9, consider the Managing Jail Design and Construction program, and the How to Open a New Institution technical assistance when you reach the appropriate stage of planning.)

Think about where your jurisdiction might be in this process as you listen to the presentation

Facility Development Process

Facility Development Process: Phases

Nine Phases

- Project Recognition
- Needs Assessment
- Program Development
- Project Definition and Implementation Plan
- Design
- Bidding
- Construction
- Occupancy
- Post Occupancy

Four Groups of Phases

Three "Go/No Go" Decision Points

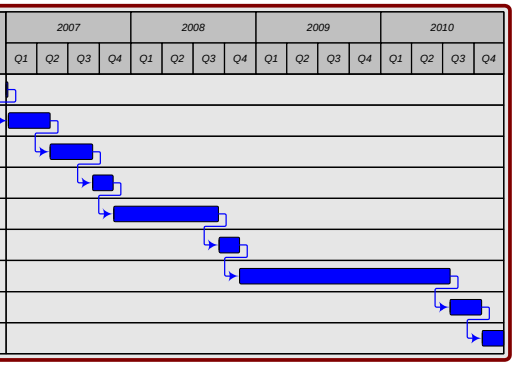
Eight Tracks Spanning Multiple Phases

- Non-Facility Alternatives
- Transition
- Site
- Capital and Operational Cost
- Project Delivery Method
- Outcomes
- Professional Services Acquisition
- Building Support for the Project

Facility Development Process

Typical Project Duration

ID	Task Name	Start	End	Duration
1	Project Recognition	1/1/2007	1/5/2007	5d
2	Needs Assessment	1/8/2007	5/9/2007	88d
3	Program Development	5/10/2007	9/10/2007	88d
4	Project Definition & Implementation Plan	9/11/2007	11/9/2007	44d
5	Design	11/12/2007	9/12/2008	220d
6	Bidding	9/15/2008	11/13/2008	44d
7	Construction	11/14/2008	7/22/2010	440d
8	Occupancy	7/23/2010	10/22/2010	66d
9	Post Occupancy	10/25/2010	1/24/2011	66d



Phase	Low	High
Project Recognition	?	?
Needs Assessment	4 mos.	6 mos.
Program Development	4 mos.	6 mos.
Project Definition & Implementation Plan	4 mos.	6 mos.
Design	8 mos.	12 mos.
Bidding	2 mos.	4 mos.
Construction	14 mos.	24 mos.
Occupancy	2 mos.	4 mos.
Post Occupancy	6 mos.	6 mos.
Total	44 mos.	68 mos.

Facility Development Process

Phase 1. Project Recognition

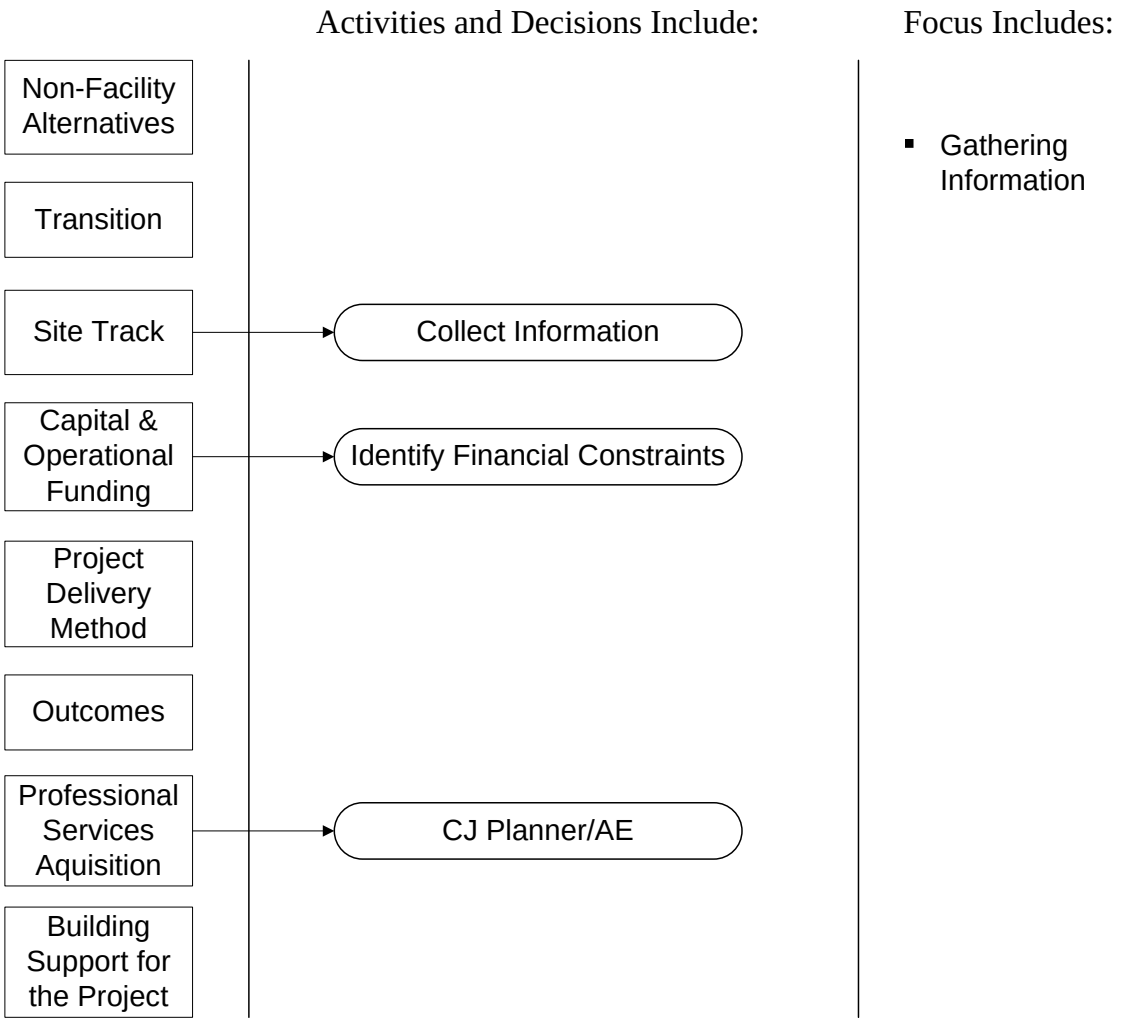
Tasks

- Project Recognition
- Recognize Problem
- Develop Project Organization Structure
- ID Resources – Data/Persons/ IT
- ID Agency

- Key Activities
  - Problem definition
  - Assessment of facility and program assets, liabilities and resources
- Key Issues
  - Identifying and organizing people to work on the issue
  - Determining how to proceed

Phase 1. Project Recognition

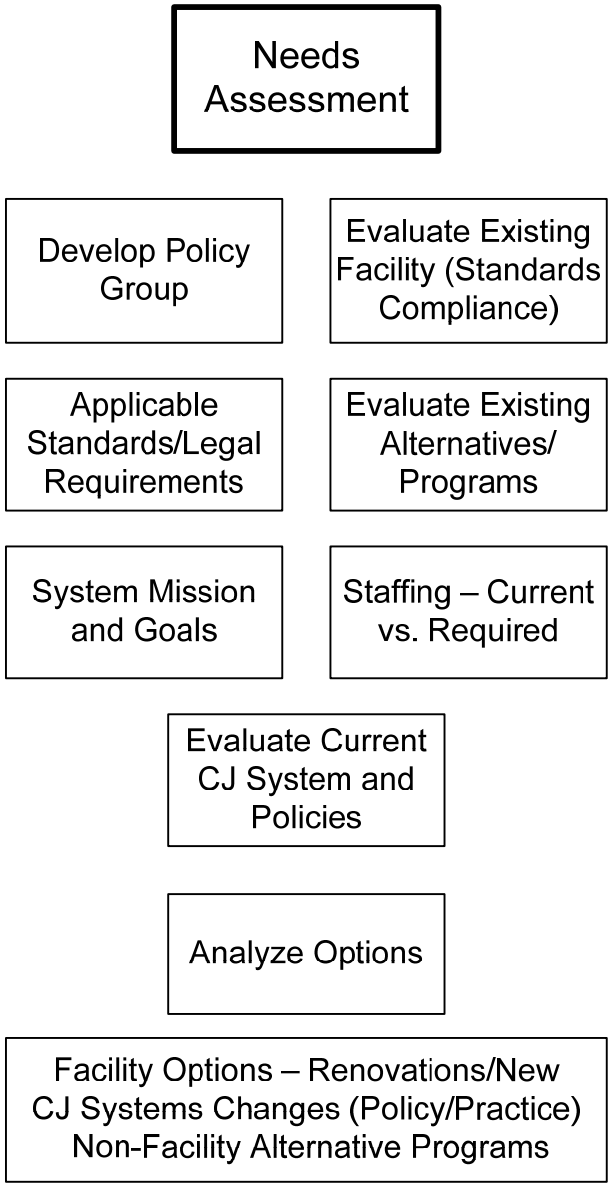
Tracks



Facility Development Process

Phase 2. Needs Assessment

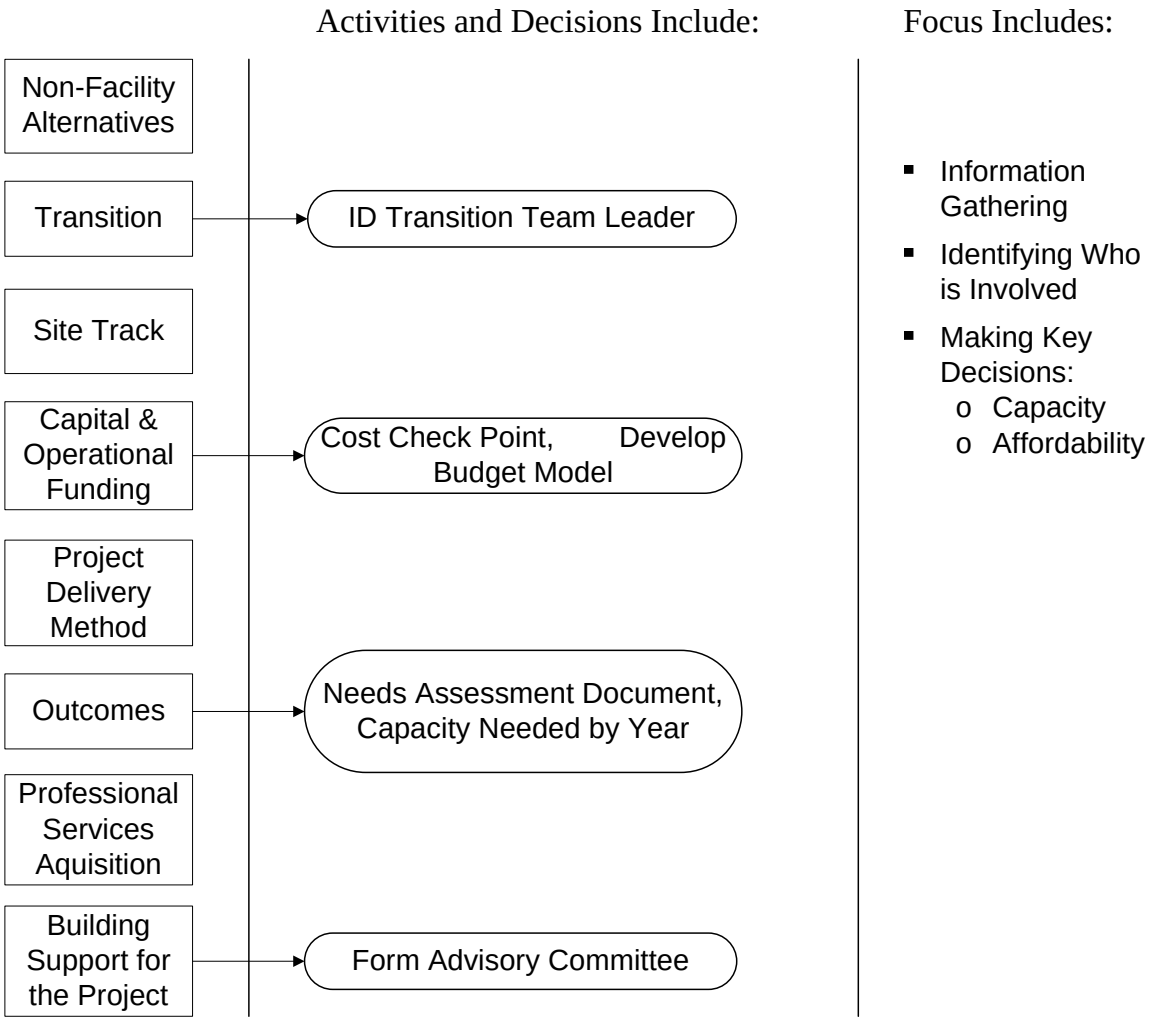
Tasks



- Key Activities
  - Information gathering and analysis
    - Data
    - Trends
    - Best practices
    - Standards
  - Defining mission and values
- Key Issues
  - Identifying options
    - Facility
    - Alternatives
    - Policy
- Evaluating facilities, operations and programs

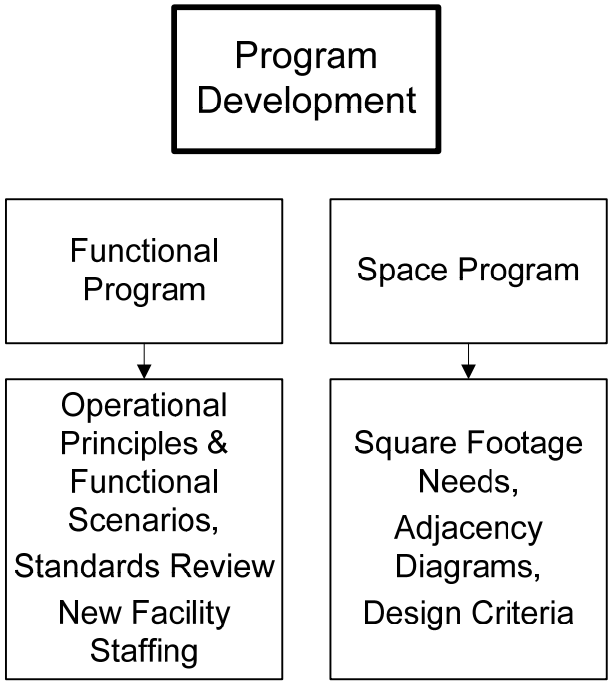
Phase 2. Needs Assessment

Tracks



Phase 3. Program Development

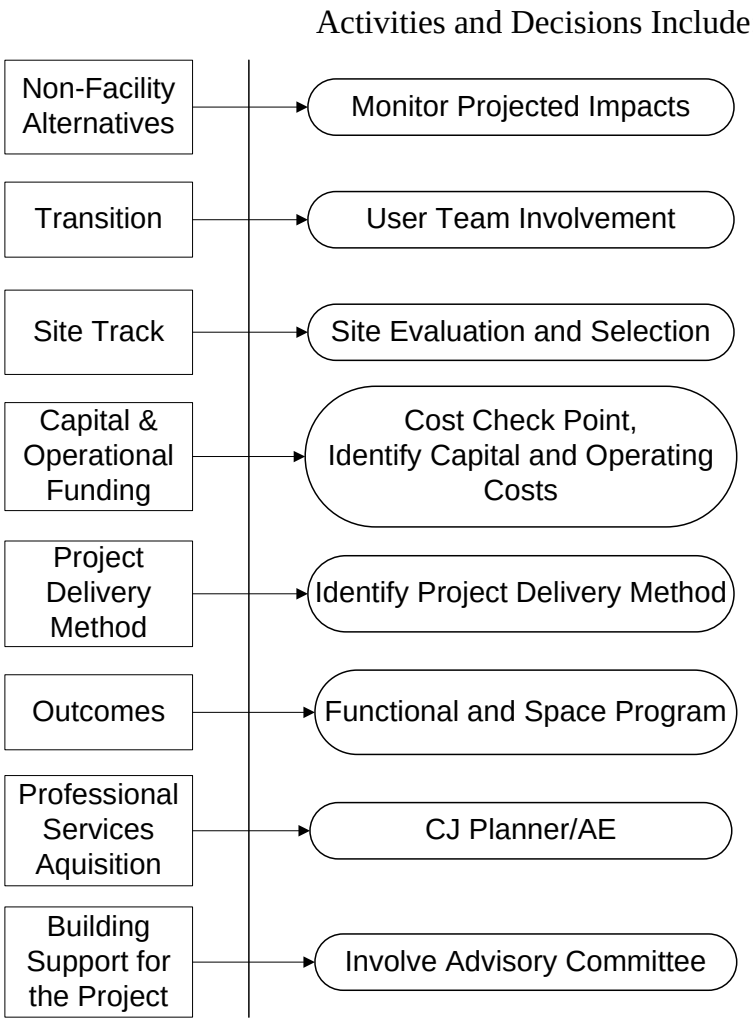
Tasks



- Key Activities
  - Functional Programming
  - Space Programming
- Key Issues
  - Planning future operations
  - Operational Efficiency
  - Finding a Balance of:
    - Values
    - Facts
    - Resources

Phase 3. Program Development

Tracks



Phase 4. Project Definition & Implementation Plan

Tasks -

Project Definition & Implementation Plan

Options – New vs. Expansion

Conceptual Design

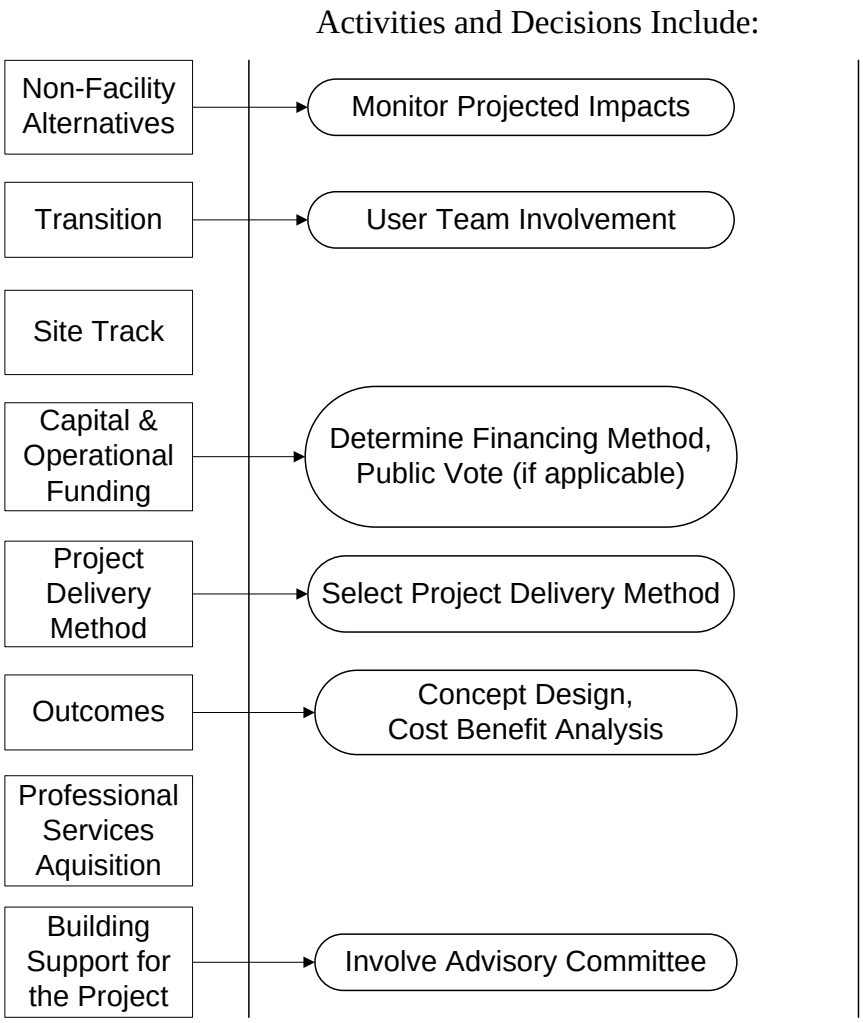
Cost Benefit Analysis/Life Cycle Costs

User and Owner Reviews

- Key Activities
  - Analysis of options to meet program
  - Economic feasibility
  - Life cycle evaluation of options
  - Building organization
- Key Issues
  - Budgeting
  - Support for preferred option / alternative
  - Strategy to move to the next stage

Phase 4. Project Definition and Implementation Plan

Tracks



Group Activity

Taking Stock

It is important for you and your jurisdiction to understand where your team and jurisdiction are in the Facility Development Process. Consider what you've heard and assess where you are and what you might have missed along the way. As a group, answer the following questions:

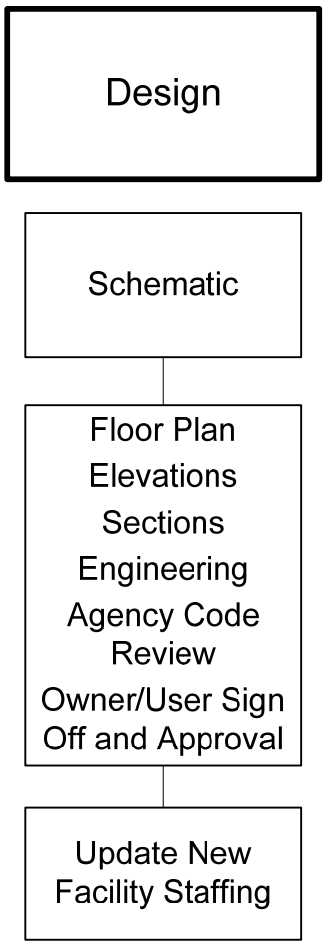
Based on what you've heard in the last hour, what phase are you in?

What do you see as the gaps in your plan?

Assign someone on your team to take notes on the easel pad and have someone prepared to report out on the results of your discussion at the end of this exercise.

Phase 5. Schematic Design

Tasks



- Key Activities
  - Defining building layout and appearance
  - Initial engineering decisions
  - Fitting the building to the site
  - Approvals
    - Owner
    - Agency
- Key Issues
  - Consistency with program and budget
  - Design opportunities

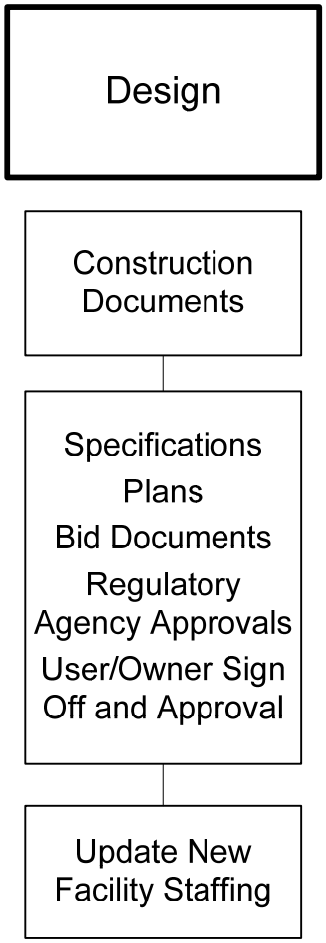
Phase 5. Design Development

Tasks

- Key Activities
  - Dealing with the details
  - Selecting systems and materials
  - Special studies
  - Outline Specifications
  - Approvals
    - Agency
    - Owner
- Key Issues
  - Consistency with program and budget
  - Consistency and coordination

Phase 5. Construction Documents

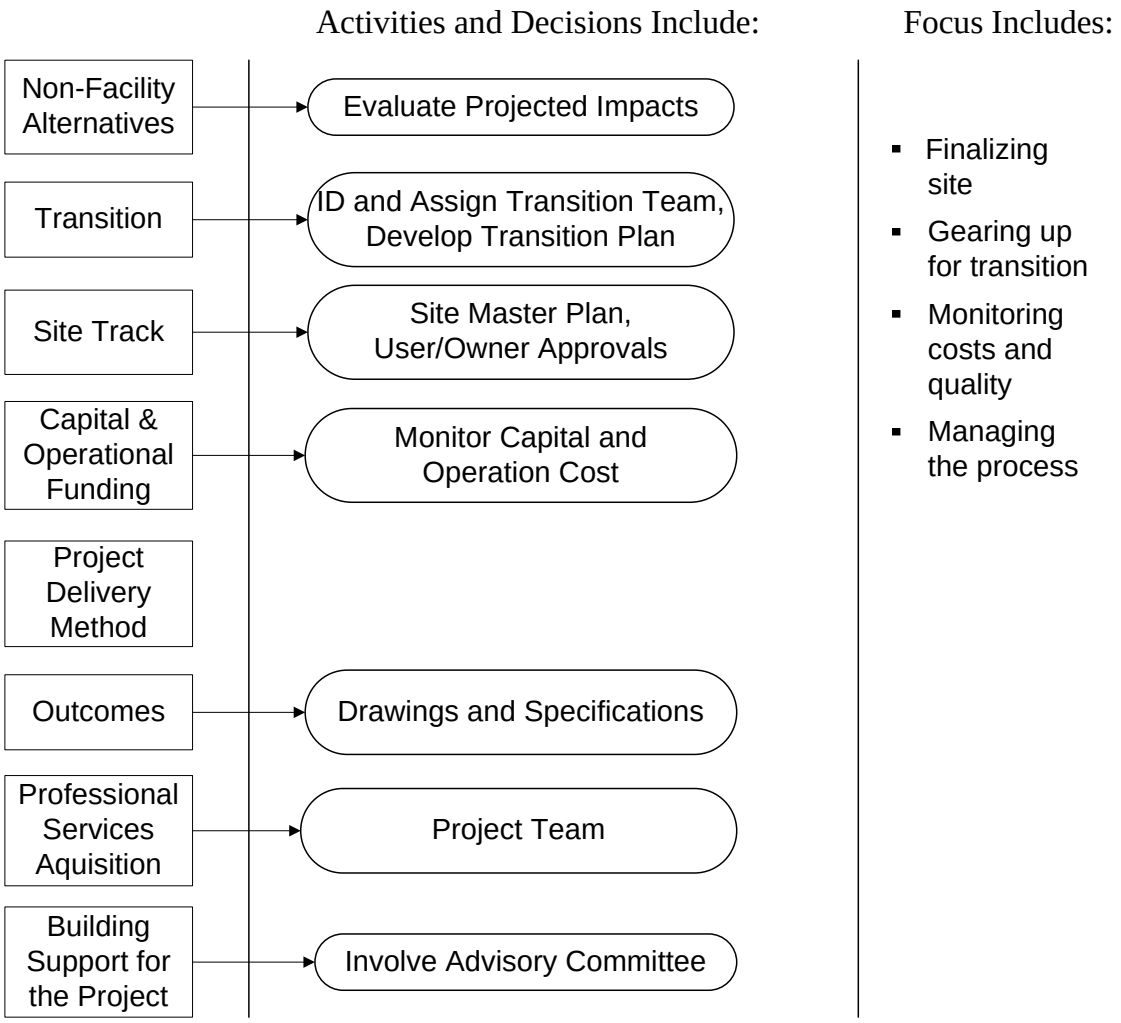
Tasks



- Key Activities
  - Developing bid documents (plans and specifications)
  - Final Approvals
    - Owner
    - Agency
- Key Issues
  - Consistency with program and budget
  - Consistency and coordination

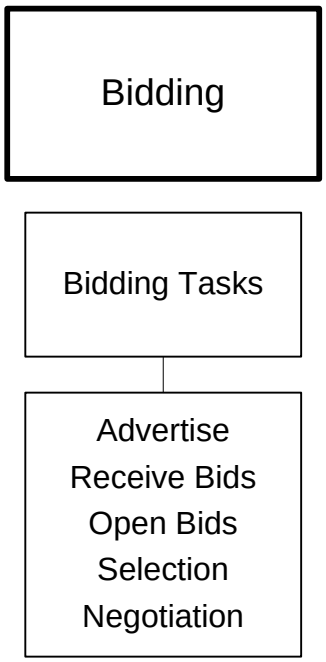
Phase 5. Design

Tracks



Phase 6. Bidding

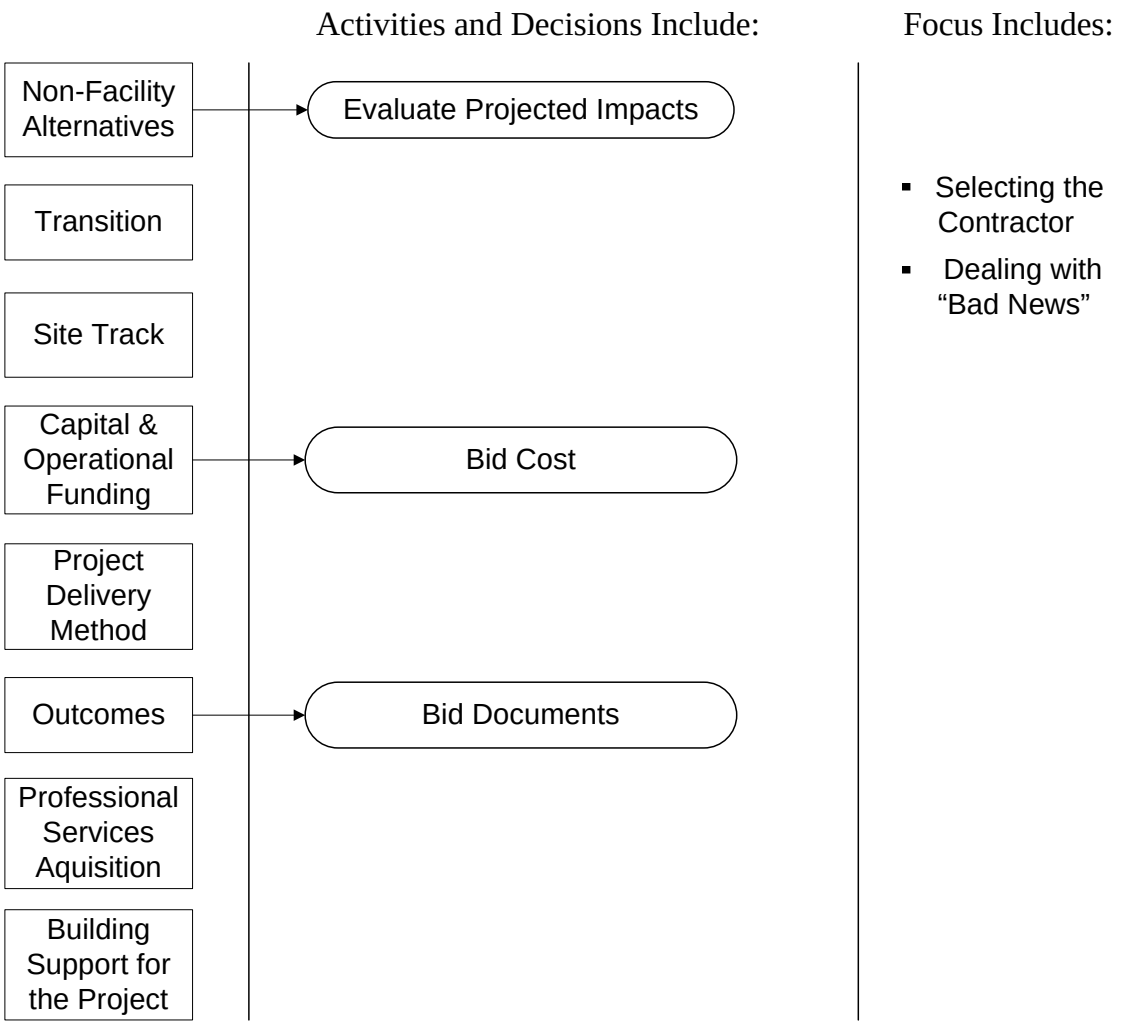
Tasks



- Key Activities
  - Plan for advertising
  - Selection of successful bidder
- Key Issues
  - Qualification of bidders
  - Review of bids
  - Alternates
  - Bid vs Budget
  - Contract negotiations

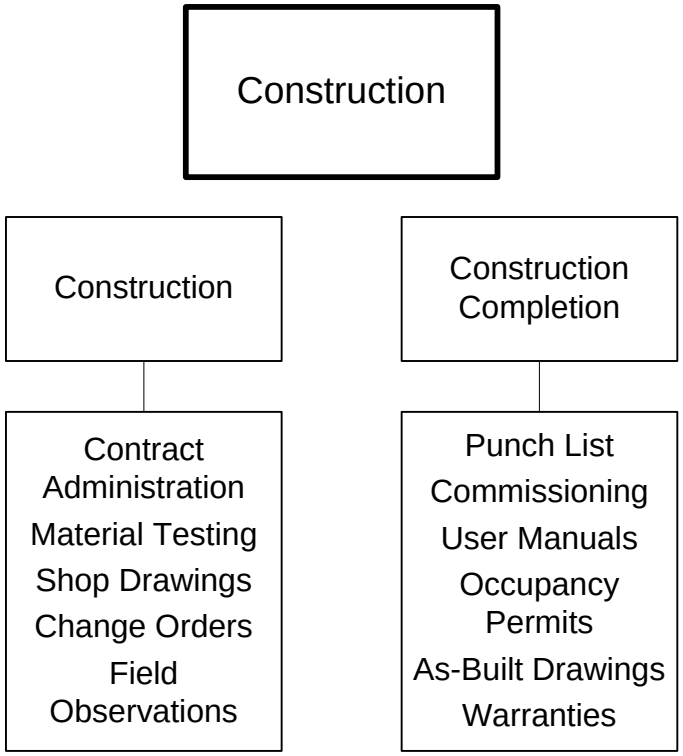
Phase 6. Bidding

Tracks



Phase 7. Construction

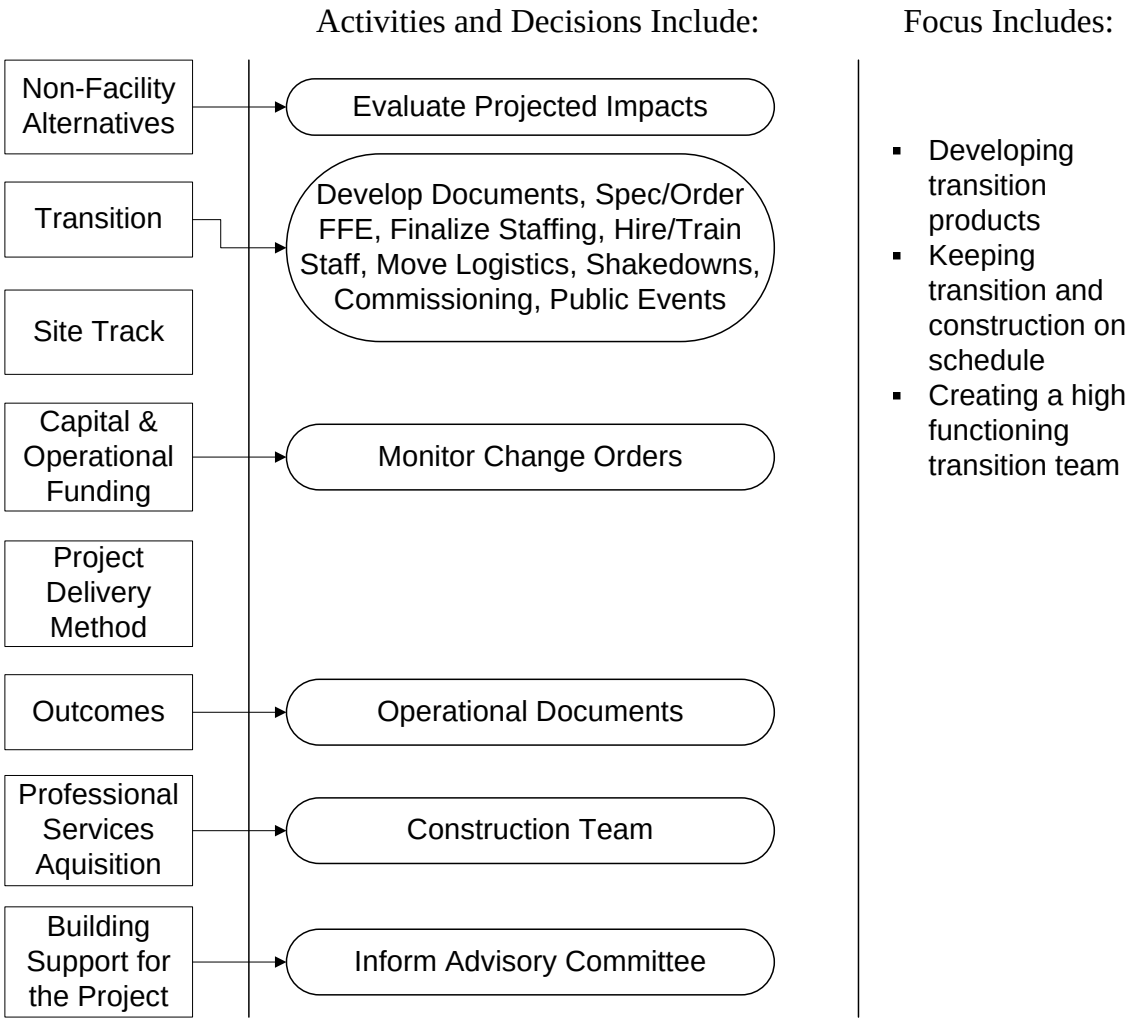
Tasks



- Key Activities
  - Permitting
  - Construction monitoring and supervision
  - Approvals and acceptance
- Key Issues
  - Change order management
  - "As built drawings"
  - Warranties and technical manuals

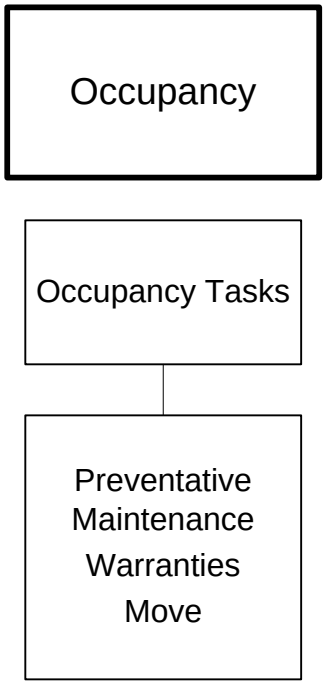
Phase 7. Construction

Tracks



Phase 8. Occupancy

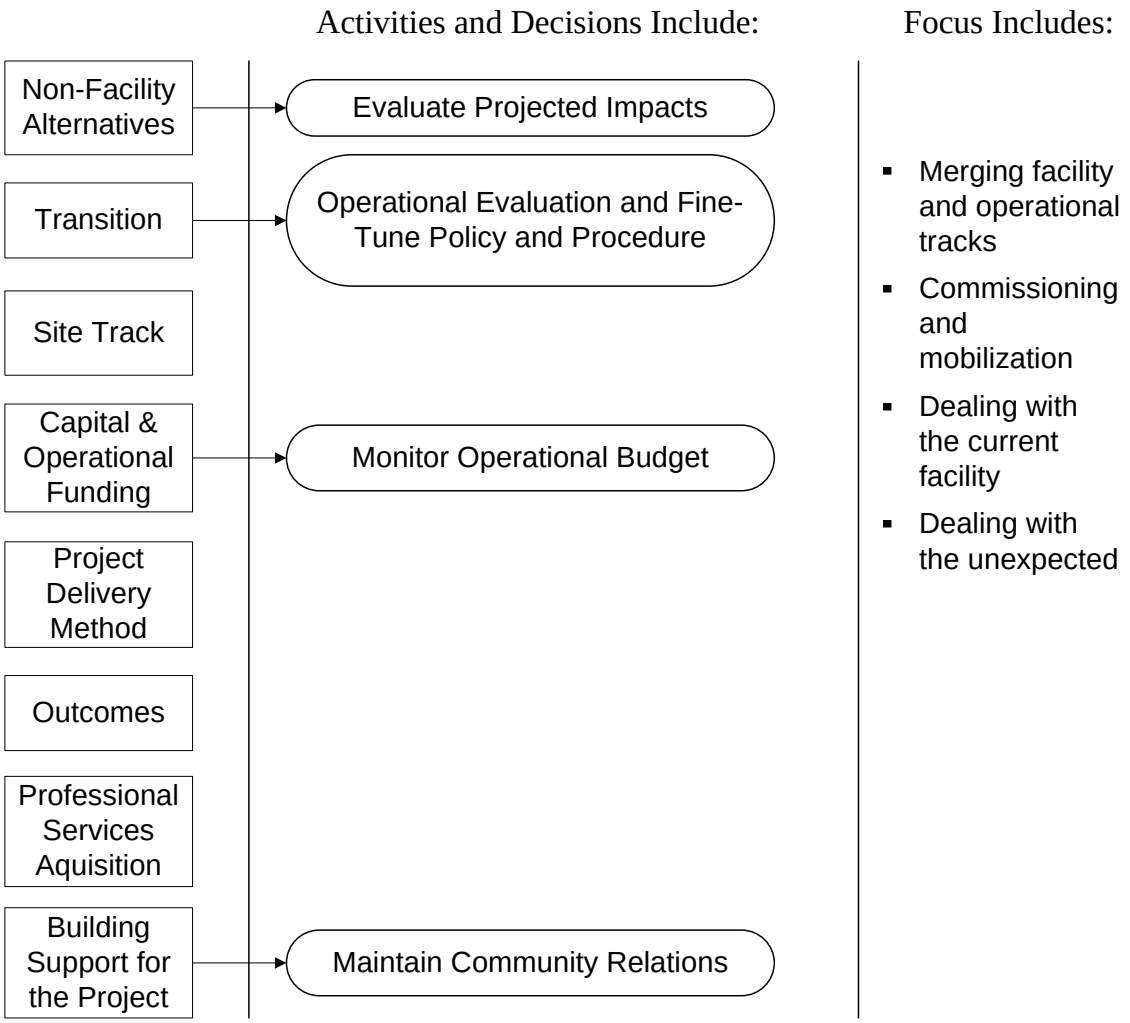
Tasks



- Key Activities
  - Mobilization
  - Accepting the building
  - Installation of moveable items and owner supplied equipment
  - Initiating routine and preventive maintenance
  - Public activities
- Key Issues
  - Access to the building
  - Conditional or partial occupancy
  - Dates and timing

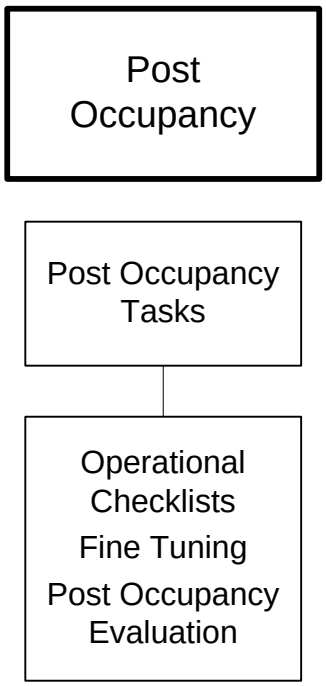
Phase 8. Occupancy

Tracks



Phase 9. Post Occupancy

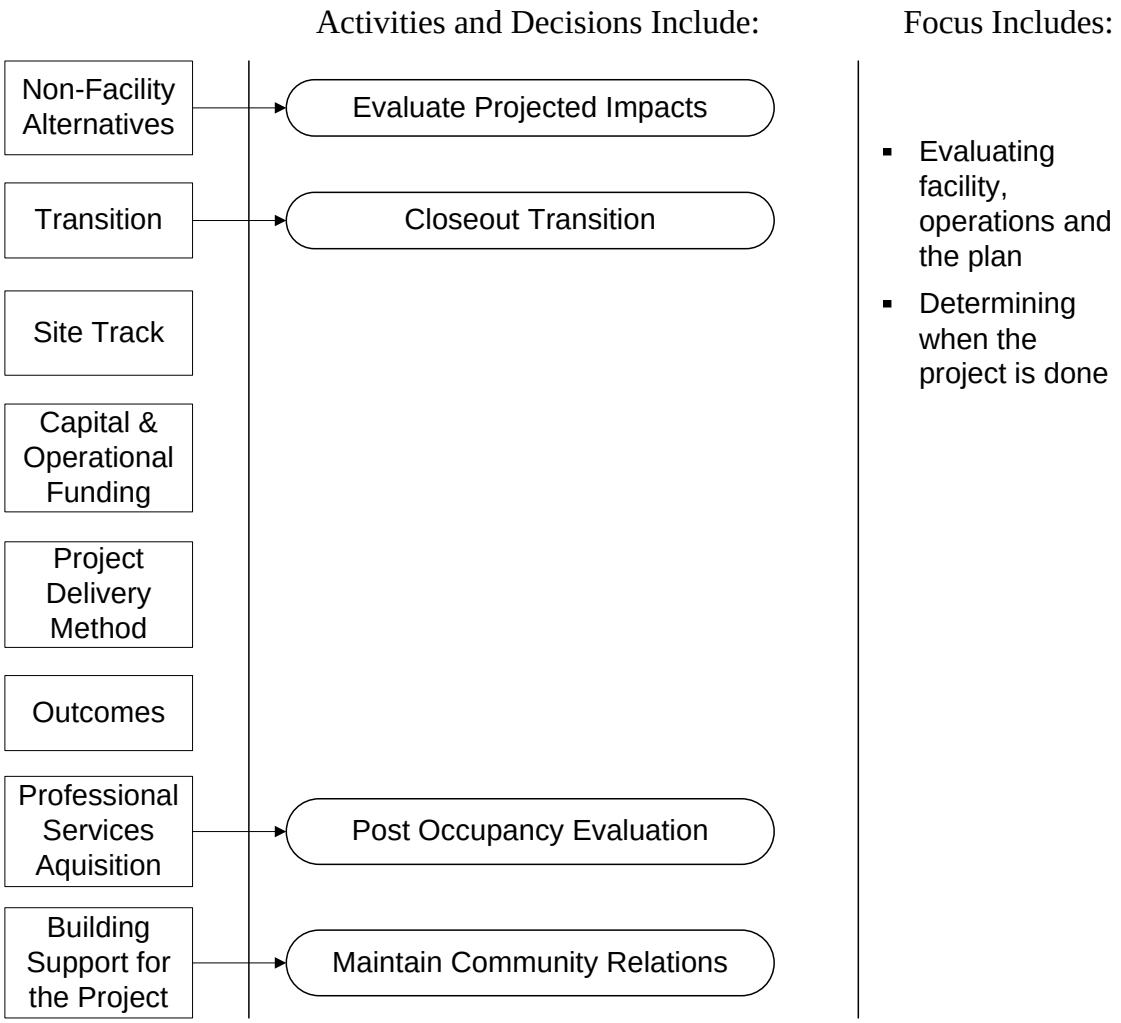
Tasks



- Key Activities
  - Fine tune facility and operations
  - Six-month evaluation
- Key Issues
  - Commitment to these tasks
  - The impact of change

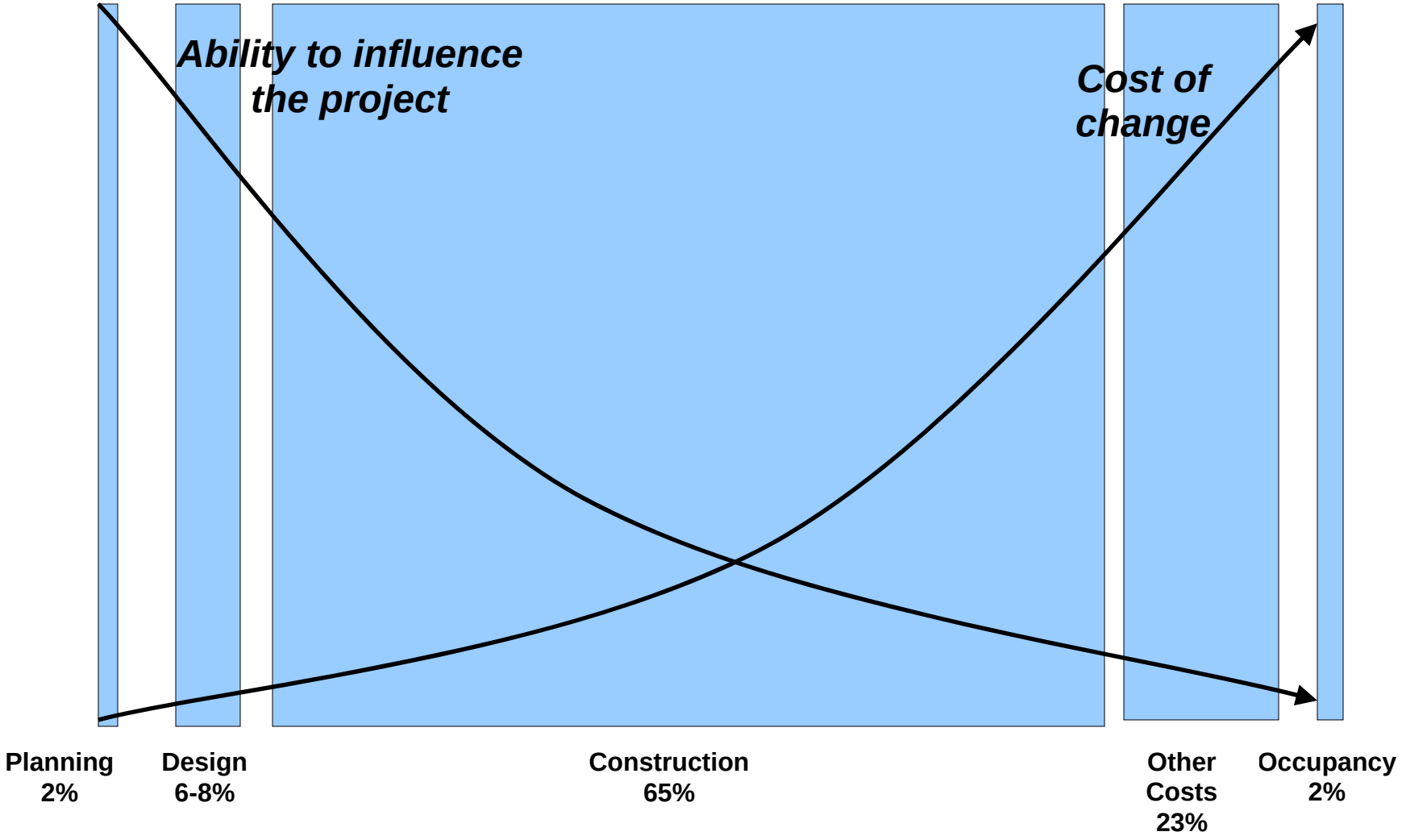
Phase 9. Post-Occupancy

Tracks



Facility Development Process

Project Costs and Owner Influence



Group Activity

Identifying Your Challenges

In addition to knowing where you are in the process and what gaps you may have in your planning process, it is important for you to recognize where you may encounter stumbling blocks for your project.

Work in your group and answer the following question:

Based on what you have heard, what do you see as your stumbling blocks?

Assign someone to write your answer on the easel pad and also someone to report out. It should be someone other than the person who reported out on the previous question.

National Institute of Corrections Jails Division

New Jail Planning Services and Publications

FDP PHASE	DOCUMENT/VIDEO	PROGRAM/TECHNICAL ASSISTANCE
Project Recognition	▪ Guidelines for Developing a Criminal Justice Coordinating Committee. ▪ How To Collect and Analyze Data. ▪ Jail Crowding: Understanding Jail Population Dynamics ▪ Preventing Jail Crowding: A Practical Guide ▪ Jail Planning and Expansion: Local Officials and Their Roles ▪ Beyond the Myths: The Jail in Your Community ▪ Getting it Right: Collaborative Problem Solving for Criminal Justice	▪ Jail and Justice System Assessment ▪ Justice System Assessment
Needs Assessment	▪ Guidelines for Developing a Criminal Justice Coordinating Committee. ▪ How To Collect and Analyze Data. ▪ Jail Crowding: Understanding Jail Population Dynamics ▪ Preventing Jail Crowding: A Practical Guide ▪ Jail Planning and Expansion: Local Officials and Their Roles ▪ Beyond the Myths: The Jail in Your Community ▪ Getting it Right: Collaborative Problem Solving for Criminal Justice ▪ Building Community Support for New Jail Construction ▪ Jail Site Evaluation and Selection ▪ Resource Manual for Transition to a New Jail	▪ Planning of New Institutions

National Institute of Corrections Jails Division

New Jail Planning Services and Publications

FDP PHASE	DOCUMENT/VIDEO	PROGRAM/TECHNICAL ASSISTANCE
Program Development	▪ How To Collect and Analyze Data ▪ Jail Planning and Expansion: Local Officials and Their Roles ▪ Beyond the Myths: The Jail in Your Community ▪ Staffing Analysis Workbook (Second Edition) ▪ Building Community Support for New Jail Construction ▪ Jail Site Evaluation and Selection ▪ Resource Manual for Transition to a New Jail ▪ Jails in America: A Report on Podular Direct Supervision	▪ Planning of New Institutions
Project Definition and Implementation Plan	▪ How To Collect and Analyze Data ▪ Jail Planning and Expansion: Local Officials and Their Roles ▪ Beyond the Myths: The Jail in Your Community ▪ Staffing Analysis Workbook (Second Edition) ▪ Building Community Support for New Jail Construction ▪ Resource Manual for Transition to a New Jail	▪ Planning of New Institutions ▪ Managing Jail Design and Construction (if near completion of Program and Implementation Plan)

National Institute of Corrections Jails Division

New Jail Planning Services and Publications

FDP PHASE	DOCUMENT/VIDEO	PROGRAM/TECHNICAL ASSISTANCE
Design	▪ Jail Design Guide ▪ Jail Design Review Handbook ▪ Jail Planning and Expansion: Local Officials and Their Roles ▪ Jail Site Evaluation and Selection ▪ Women in Jail: Facility Planning Issues ▪ Building Community Support for New Jail Construction ▪ Resource Manual for Transition to a New Jail ▪ Staffing Analysis Workbook (Second Edition)	▪ Managing Jail Design and Construction
Bidding	▪ RFP/RFQ Guidelines	No Program
Construction	▪ Jail Design Guide ▪ Jail Design Review ▪ Resource Manual for Transition to a New Jail ▪ Staffing Analysis Workbook (Second Edition) ▪ Developing/Revising Detention Facility Policies and Procedures	▪ How to Open a New Institution
Occupancy	▪ Resource Manual for Transition to a New Jail	▪ How to Open a New Institution
Post Occupancy	▪ Resource Manual for Transition to a New Jail	No Program

Future document to be added: Jail Capacity Forecasting Workbook

"Women in Jail: Facility Planning Issues" will soon be titled "Facility Planning to Meet the Needs of Female Inmates."

Building Support for Your Jail Project

Performance Objectives

At the end of this module participants will be able to:

- Explain why they need to build a case for support
- Explain how information gathering relates to public involvement
- List five strategies that can be used to educate and involve the public

Introduction

There are typically three stages for developing public support for the jail project. These are:

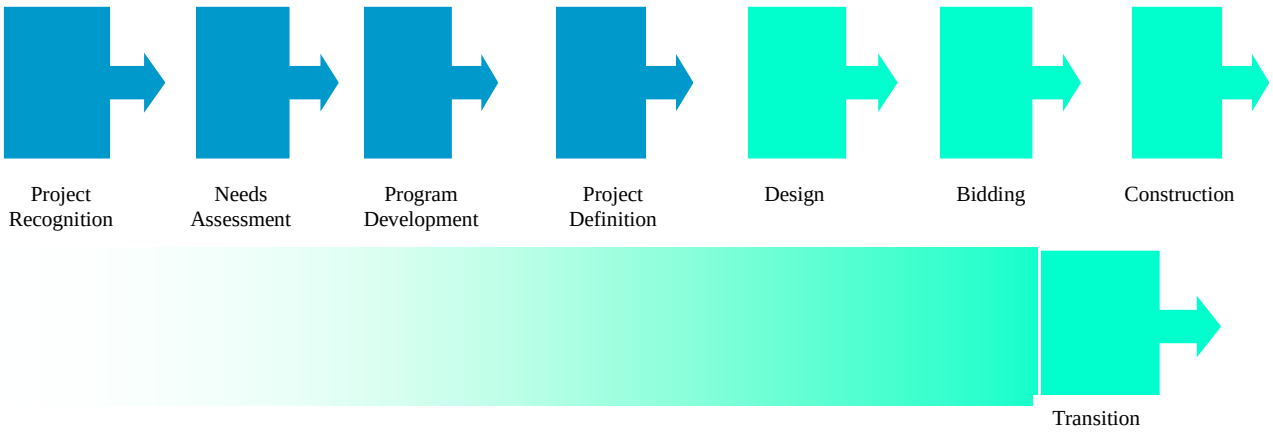
- Raising the issue – Getting started
- Building a case for support – Gathering information and documenting the need
- Seeking a broader audience – Developing a campaign

Jail projects are nearly always public projects and because they are expensive projects, the "public" truly has a vested interest in how they are done. The challenge for public officials who are contemplating a jail project is to build a constituency that will support the project.

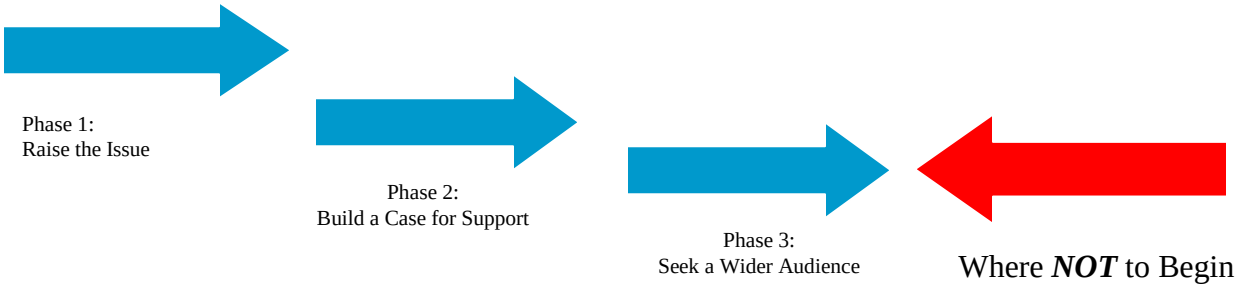
The degree of support needed can vary in jail projects. Those which must go to referendum provide the clearest example of an essential role of broad public support, but even projects which can be completely funded without a "vote of the people" require support from the public to move forward without significant problems. Public support can focus on issues such as site or the use of governmental and other community resources. Politically, moving forward to complete a project of this type without some public forum is rarely seen as a "wise move."

The process to involve and educate the community crosses many of the facility development phases. Building support for the project is not a one time event.

A Track in the Facility Development Process



Support Building Campaign Phases



Building Support for Your Jail Project

Phase 1. Raising the Issue

In the beginning, there was no project, no team, and no interest…

- *Who is involved:*
  - A small, ad hoc group inside the government that acknowledges the problem
- *Obstacles:*
  - No natural constituency
  - Poor understanding of jails
- *Focus:*
  - What's the problem?
  - What do we have now?
  - Why should we change?
- *Public Involvement:*
  - Information sharing about problems and issues
  - Overcoming disinterest

Phase 2. Building a Case for Support

And the Team called together the wisest in the land….

- *Who is involved:*
  - Project core team of "movers and shakers"
  - Advisory or other groups
- *Obstacles:*
  - Competing interests and agendas
  - Lack of shared information
- *Focus:*
  - What type of support do we need?
  - What do we need?
  - Why do we need that?
- *Public Involvement:*
  - Information sharing and exchange
  - Sounding board on issues
  - Participating in shaping options

Building Support for Your Jail Project

Elements of a Case for Support

1. Mission	1. Why the community has a jail and how the current facility contributes (or not) to its mission?
2. Impact on the environment	2. How does the current facility influence the community and the justice system?
3. Problem statement	3. What has to change – logical and value based components?
4. Options and answers	4. What has been considered and what are the best solutions for this community?
5. How you can help	5. What help and support is needed from citizens?

This is your message...

Phase 3. Seeking a Broader Audience

And the team went forth into the land……

- Who's Involved:
  - Core team
  - Advisory group
  - Campaign committee
- Obstacles
  - Fuzzy message
  - "Multiple voices"
  - Matching the level of support needed with the most effective strategy to create it
- Focus:
  - Using the case for support
  - Delivering a real, understandable and consistent message
  - Working with key supporters and opponents

Building Support for Your Jail Project

Approaches

- Selling
- Building Support
- Educating
- Involving
- Informing

The more support you need, the more you need to include participative strategies in your approach.

Strategies

Information Sharing/Education

- Written information
- Graphic information
- Tours
- Community discussions
- Internet
- Media relations

Participation

- Initial planning group
- Advisory group
- Group meetings
- Community forums
- Planning in public

Make A Commitment

- Essential role of elected officials and community leaders
- Resources:
  - Good sound bites
  - Consistent message
  - Consistent information
  - Good answers

Whose Support Do You Need?

Identify at least one group whose support you need for your project. The group must be specific – i.e., not just "the public." Once you have identified the group, develop a basic approach (education, information, participation) and one specific strategy (refer to the slides on educational and participative strategies) that you propose to use to build the support that you need.

You don't need to chart this, but be prepared to report out your ideas.

Group: _____

Approach: _____

Conclusion

In one jurisdiction, the governing body and the Sheriff started to educate the public at a very early stage and provided them with details and data on the progress on a regular basis. At the same time, the school board was asking for a referendum to build a new school. Because schools tend to be a more "sympathetic" project than a jail project, the school board did not feel the need to share much information. When the voters went to the polls, the voted for the jail project, not the school project. When asked why, the public said they felt they had the information they needed to support the jail project, but not the school project.

Building public support for an unpopular project takes time, commitment, and strategy. As the "owners" of a new jail project, it is important that you remember to solicit support starting early in the planning process and that the public never feels like information has been hidden from them.

The next module of instruction will begin the discussion about Project Recognition and the Needs Assessment Process.

Notes

Role Clarification and Decision Making

Performance Objectives

At the end of this module participants will be able to:

- Given a peer group exercise, explain their role and the roles of others involved in the planning process
- Given a peer group exercise, relate their roles to the different levels of involvement in the decision making which occurs at different stages of the project

Introduction

It is no accident that certain members of your jurisdiction are invited to participate in the Planning of New Institutions program. Each of you has a critical role to play in your new jail project – and that role may change over time. It is important that each of you understand where your involvement is, and where your decisions are needed…..and where they are not.

Role Clarification and Decision Making

Introductory Exercise

What do you believe the key elements of your role are in the planning, design, construction, and occupancy of your project? What about your other team members? Brainstorm the elements of your own role and list them on the poster provided. Brainstorm the key elements of the roles of the others groups and list them as well.

As a _____, what do you believe your role will be for this project?

_____

_____

What will the role of the _____ be?

_____

_____

What will the role of the _____ be?

_____

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What will the role of the _____ be?

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What will the role of the _____ be?

_____

_____

Role Clarification and Decision Making

Decision Making Strategies and When to Use Them

In each project there are hundreds of thousands, if not millions, of decisions which are made. They are not all equally important – and they will not all be made the same way.

Strategies

- Command
  *One person or group makes the decision **without consulting** or **involving** others*

- Consultation
  The decision occurs after consultation with others

- Consensus
  The decision occurs when a group has reached agreement

When to use which?

- How much time do you have?
- How much information do you have?
- How good must the decision be?
- Can you count on the people involved to implement the decision?

Role Clarification and Decision Making

Command

Many of the decisions that will be made on your project will be of this type. However, they are likely to be decisions that are made to carry out an established policy, i.e. approval of a change order under an established amount, or how windows will be anchored into the frame of the building.

Command decisions are most appropriately made when:

- You must act immediately
- You have the expertise
- There is established policy
- Everyone will implement the decision

Consult

Many decisions on the project will be made this way. An example of a decision which is likely to be made after consultation might be the method used to finance the project and how it will be structured.

Consult decisions are most appropriately made when:

- There is enough time
- You don't have all the information
- Quality decision is essential
- Everyone is likely to cooperate with the decision

Consensus

Most of the "key questions" for your project are likely to involve some form of consensus decision making process – even if all involved parties do not ultimately agree, it is likely they will have been involved in making the decision. Many of the decision made during the early parts of the facility development process tend to be consensus decisions.

Consensus decisions are most appropriately made when:

- There is enough time
- You don't have all the information and the problem is complex
- Quality decision is essential
- You must have the cooperation of others, which isn't guaranteed

Role Clarification and Decision Making

Decision Making Roles

Each of you will play these roles at some point in the project – the important point is that you know when each is appropriate….

- Decide
  - Decision maker – May be an individual or a group
- Participate
  - Participate in the process but don't decide
  - May recommend
  - "At the table"
- Be Consulted
  - About the decision but don't participate
- Be Informed
  - After the fact

Decision Making Exercise

You will return to your groups of peers for this exercise. You will be provided with a number of decisions that must be made, one during each phase of the facility development process.

1. Determine the role you think your group will play in each decision.
2. Determine the role all of the other groups will play in each decision.

Use the poster provided to chart your answers and be prepared to report out.
There is also a copy of the same chart at the back of this chapter.

Conclusion

The clarification of roles in your project may be critical to its ultimate success. Doing this work early can help to avoid misunderstanding, conflict, and "hurt feelings." These can become significant obstacles to moving a project forward. Time spent to work through issues early on can save time and money later.

Notes:

GROUP _____

FDP Phase	Question	Role	Commis-sioners	Sheriffs	Jail Administrators	Architects/ Planners	Others
Project Recognition	What's the problem?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					
Needs Assessment	How many beds?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					
Program Development	What style of supervision?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					
Project Definition	How do we pay for it?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					
Design	Use wood, 12 or 14 gauge doors?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					
Bid	Who negotiates the bids?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					
Construction	Stop the concrete pour?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					
Occupancy	When to open?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					
Post-Occupancy	When to disband the transition team?	Decide					
		Participate					
		Be Consulted/Informed					
		Not Involved					

Mission, Values, and Responsibilities

Performance Objectives

At the end of this module participants will be able to:

- Explain the importance of a mission statement in the facility development process
- Describe how the mission statement relates to their community values and the responsibilities of the jail

Introduction

The jail is more than the building. As an institution, the jail has a specific role in the justice system. This role is more than just the building; it is supported by an inmate management plan, which shapes operational philosophy. As a result, mission and values drive both physical plant design and operations.

Most jurisdictions find it difficult to articulate their values. This module takes the approach that defining mutual responsibilities of the relevant constituencies will surface values and expectations for both the facility and the jurisdictions' inmate management plan.

In essence, what we believe drives what we do.

Mission, Values and Responsibilities

Mission

Defines purpose

The mission statement has many uses, but two key ones are to provide direction to staff, and to begin the process of explaining the jail's purpose to the community.

- Focus for planning and design:
  - Facility
  - Operations
- Direction for staff
- Bridge to the community

Values

Determine how we perform our mission

Our values determine how we believe we should operate, and what we believe should happen as a result of that operational direction.

- Beliefs
- Desired outcomes

Mission, Values, and Responsibilities

Role

Jails are inmate behavior management experts

- Facility
  - Safe
  - Secure
  - Constitutional
- Inmate Management Plan
  - Assessment of risk and need
  - Appropriate housing assignments
  - Meeting basic needs
  - Clear behavioral expectations
  - Active supervision
  - Productive and occupied inmate population

Values and Mission

Shape how we view our role and responsibilities to our constituencies

- Responsibilities
  - Security
  - Safety
  - Service
- Constituencies

Mission, Values and Responsibilities

Defining Responsibilities

What do we "owe" each other?

- The jail
- The criminal justice system
- The community
- Staff
- Inmates

Mission, Values, and Responsibilities

Group Activity and Report Out

- Answer four questions:

1. What is the jail's responsibility to the community?

2. What is the jail's responsibility to inmates?

3. What is the jail's responsibility to staff?

4. What is the community's responsibility to the jail?

Mission, Values and Responsibilities

Don't' start this exercise until everyone has reported out on the first part.

- Based on your answers to the questions, develop a 1-2 sentence statement that defines your mission.

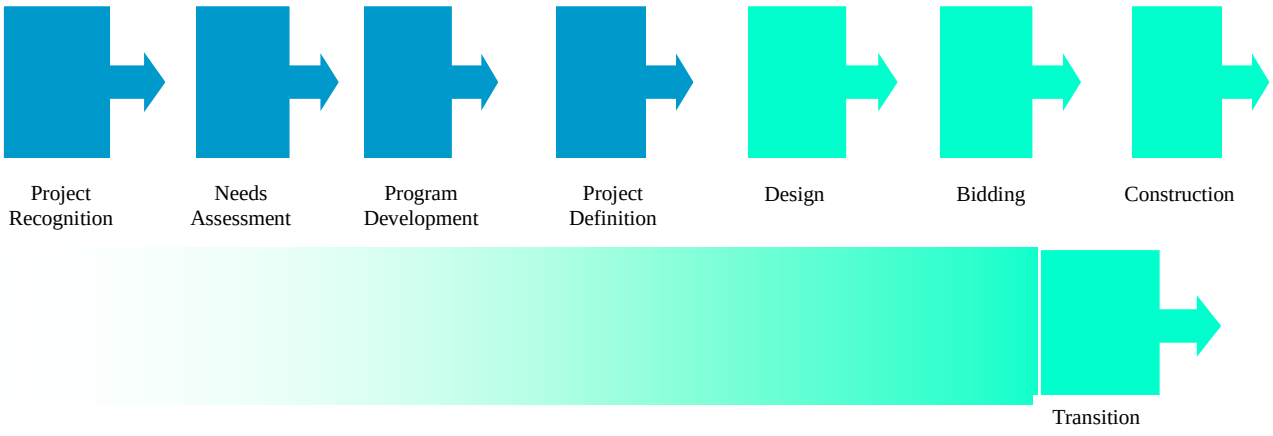
Project Recognition and Case Study Introduction

Why a Case Study?

- Adults learn by doing.
- Learning must be relevant.
- A process learned can be applied to multiple contexts and more complex situations.

What's in the Case Study?

- Part 1. Project Recognition and Needs Assessment
- Part 2. Program Development
    - Functional Programming
    - Scenarios
    - Space Planning
    - Staffing
    - Site Selection/Evaluation



The Facility Development Process

Project Recognition and Case Study Introduction

Part 1. Problem Recognition

- Something
  - Creates a stimulus for the planning effort
- Someone
  - Raises the issue

There is a clear reason to do something, but what to do is less clear

Group Activity

Individually read the introduction to the Any County Case Study. As a team, identify evidence in the project background section of the case study that supports Any County's decision to begin their project.

Be prepared to discuss what your team has identified as evidence.

Case Study Introduction

Any County

Any County is a rural county of about 1,500 square miles. The County has a number of scenic areas which attract tourists and sportsmen in both the summer and winter. Any County traditionally had an agricultural economy, but has become increasingly reliant on tourism and light industrial development. The nearest large city is approximately 45 miles away, and the County is becoming more suburban where it adjoins the nearby city.

The Any County Jail

The current jail was constructed in 1952 and has been expanded twice since that time, once in 1983 and again in 1993. The total capacity of the facility is 56; there are 24,000 square feet on three floors in the facility. Inmates are housed on two floors of the facility; the lower level is jail administration and a vehicle sallyport. The jail is linear in design, with small housing units. Central Control is not able to observe any of the housing units, and security electronics are very outdated.

During the last five years, the facility has come under increasing scrutiny from the State Jail Inspection Unit for non-compliance with space standards, separation of inmate classifications, lack of program space and basic maintenance. The jail is now land-locked on the Justice Center site and on-site expansion is no longer possible.

Project Budget

The County is retiring $16,500,000 in bonds next year; this amount will automatically be made available to your project. In addition, the County has the potential to fund an additional $3,000,000 for capital construction from several funding sources.

Criminal Justice Coordinating Council

The County has established a Criminal Justice Coordinating Council (CJCC) to help with two tasks:

1. Advising the County Commission on new jail planning efforts, and
2. Managing the jail population both during and after the current planning process.

CJCC has begun to examine how the criminal justice system is currently working in Any County.

Needs Assessment

Performance Objectives

At the end of this module participants will be able to:

- Define the role of data in the facility planning process
- Explain how data has influenced the decisions made in the case study

Introduction

Data collection relates most strongly to the master planning and/or needs assessment steps in the facility development process. Most planning committee members, and those who attend the Planning of New Institutions program, are not traditional statisticians and researchers. In most cases, they will be information users, and need to understand the role of data in the planning process so they can make sound, educated decisions about the jail planning project.

Part 1. Needs Assessment

"*There are three kinds of lies: lies, damned lies, and statistics*." - Disraeli

Be a good consumer

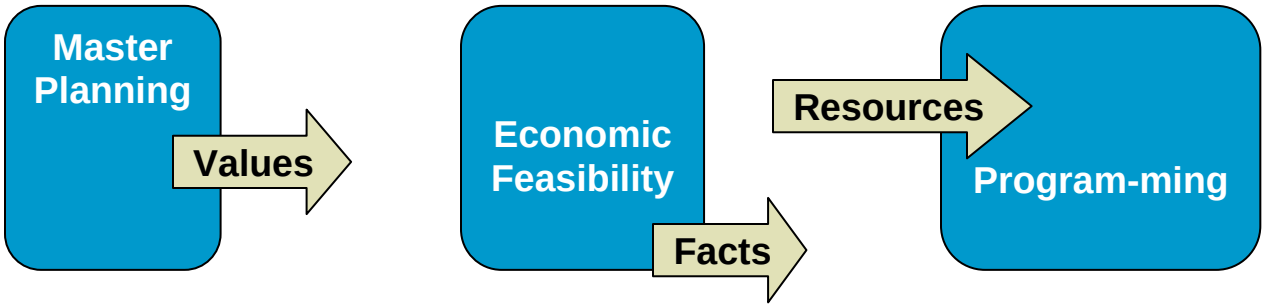
The Investigative Approach: Mindset and Duties

- Treat this as an investigation
- Work as a team
- Have a questioning mind
- Avoid jargon
- Just do it

Needs Assessment

Relationship to the Facility Development Process

A Balancing Act…….



Data Collection Tasks and Guidelines.

- Historical Trend Analysis
- Population Forecasting
- Profile Analysis

Needs Assessment

Historical Trend Analysis

Summarizes System Activities

- Definition - Summary data about the system:
  - Crime and arrest patterns
    - Reported offenses (not just Part 1)
    - Arrests and citations
  - Jail Statistics
    - Average Daily Population
    - Admissions and releases
    - Length of Stay
  - Court activities
    - Case filings
    - Pretrial release
- Rule: More is better
- Value:
  - Adds seasonality, variation and peaking
  - Allows for policy analysis
- Use: Basis for forecasting

Needs Assessment

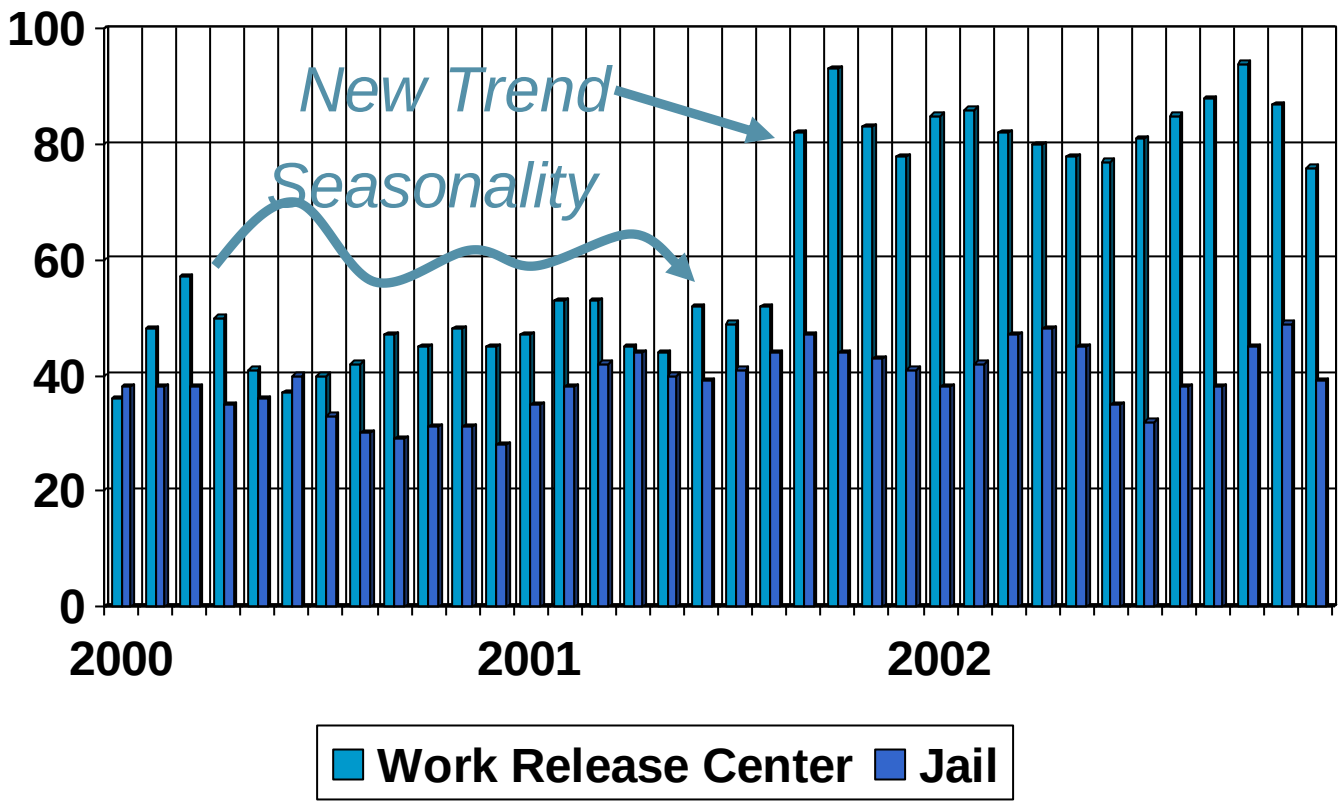
Why look outside the Jail?

$$\text{ADP} = \frac{\text{Admissions} * \text{LOS}}{\text{Time Period}}$$

- Who controls admissions?
- Who controls how long people stay?

Population management is based on managing this relationship

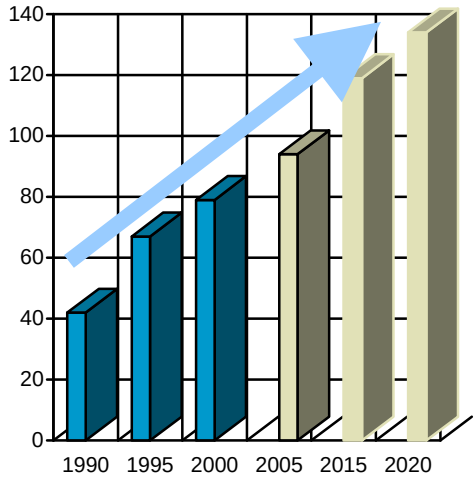
What can you discover?



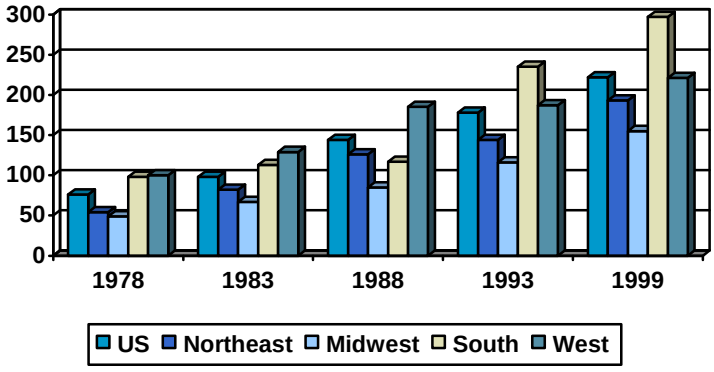
Population Forecasting

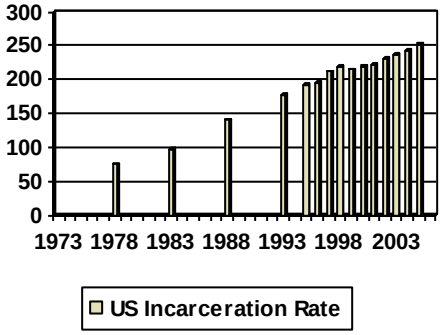
Definition

- A statistical technique that identifies future populations based on a series of assumptions about historical trends.
- Assumptions:
  - Population change
  - Rates of admission or incarceration
  - Length of stay
  - Peaking
  - Policy/practice changes



Incarceration Rates





PONI County Incarceration Rates

How many inmates per 100,000 residents are in custody in:

Jurisdiction	County Population	Jail ADP	Incarceration Rate/100,000
Montgomery County	12,000	10	83
Coffee County	47,000	167	355
Benton County	85,000	45	53
Monroe County	45,000	200	444
San Mateo County	710,000	1,200	169
Lafourche Parish	92,000	247	268

There is no one right answer

Profile Analysis

The What, Why, and How

- Definition - describes who goes to jail, why they are there, and what happens before, during and after incarceration
- Rule: Use a statistically valid sampling method.
- Value:
  - Answers why and how questions
  - Simulation allows testing of policy decisions
- Use: Facility, classification, program, and alternative decisions.

Needs Assessment Case Study

Group Activity

The case study that follows is intended to allow you start the facility development process. While it may be different than your jurisdiction, the methods used here can be adapted to your own jurisdiction's needs when you begin the process.

What Is In Each Part of the Case Study?

The case study components you will work with are included in a separate manual you should with your other materials

- Purpose of the exercise
- Team task
- Instructions for reporting out
- Facts pertinent to the case study
- Worksheet for report out
  - Attached to case study
  - Poster sized sheet for report outs

The Facts

- Review what Any County has recognized about its situation so far
- The Case Study provides the Any County Jail statistics:
  - Bookings, ADP, & LOS
  - A profile of who goes to jail.
  - Incarceration rates
  - A forecast
- The Case Study allows the development of alternatives.
- The Case Study identifies relevant standards.

These are the factors to use when making decisions about the number of beds to construct and how to organize them.

Reporting Out Example

Bed Type	# of Beds	Unit Price	Estimate Price
Secure Cells	76	$100,000	$7,600,000
Secure Dormitory	16	$75,000	$1,200,000
Non-secure Dormitory	48	$50,000	$2,400,000
Subtotal	**140**		**$11,200,000**
Project Cost (30%)			$3,360,000
Total			**$14,560,000**

Notes

Functional Programming

Performance Objectives

At the end of this module participants will be able to:

- Explain why it is important to develop a pre-architectural program
- List the key elements/concepts in functional programming.

Introduction

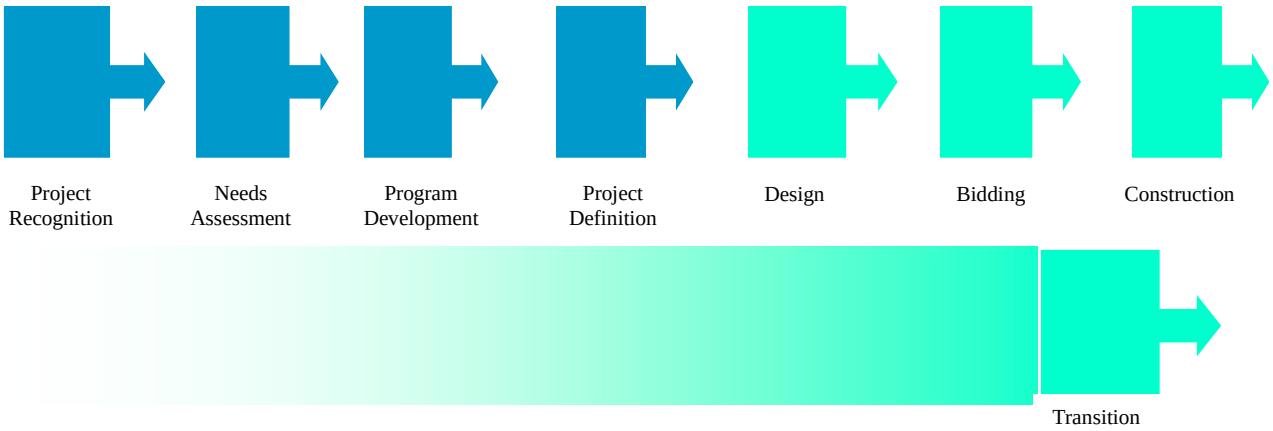
Functional programming is the jurisdiction's opportunity to tell the architect how they want to operate the new facility. By defining operational preferences, the owner and user provide direction to the architect. This direction is a critical part in ensuring the architect is responsive to the owner's needs.

Functional Programming

Defining the Facility

Relationship to Facility Development Process

- Part 1. Project Recognition and Needs Assessment
- Part 2. Program Development
  - Functional Programming
  - Scenarios
  - Space Planning
  - Staffing
  - Site Selection/Evaluation



The Facility Development Process

Functional Programming

Functional Program Elements

Philosophy of Operations, Programs, and Services

- User Philosophy, Objectives and Needs
- Scenarios
- Policy Decisions
- Review of Standards and Case Law
- Configuration of housing units, security levels & classifications
- Inmate Management Style
- Inmate and Staff circulation
- Staffing/Operational Cost

Architectural Program Elements

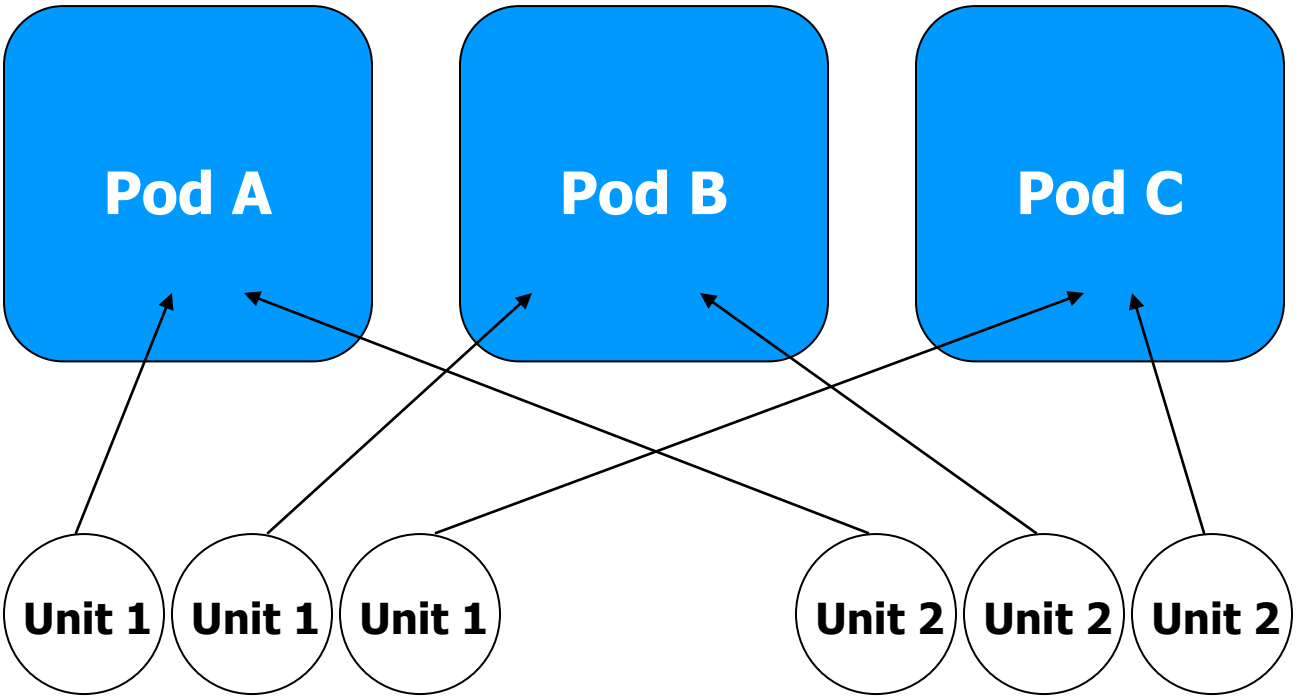
Design Response to the Functional Program

- Design Objectives
- Architectural Character & Image
- List and size of Spaces
- Adjacency of Spaces (within & among areas)

- Site Issues/Use of Existing Buildings
- Alternatives and Options
- Future Expansion Issues
- Construction & Project Costs

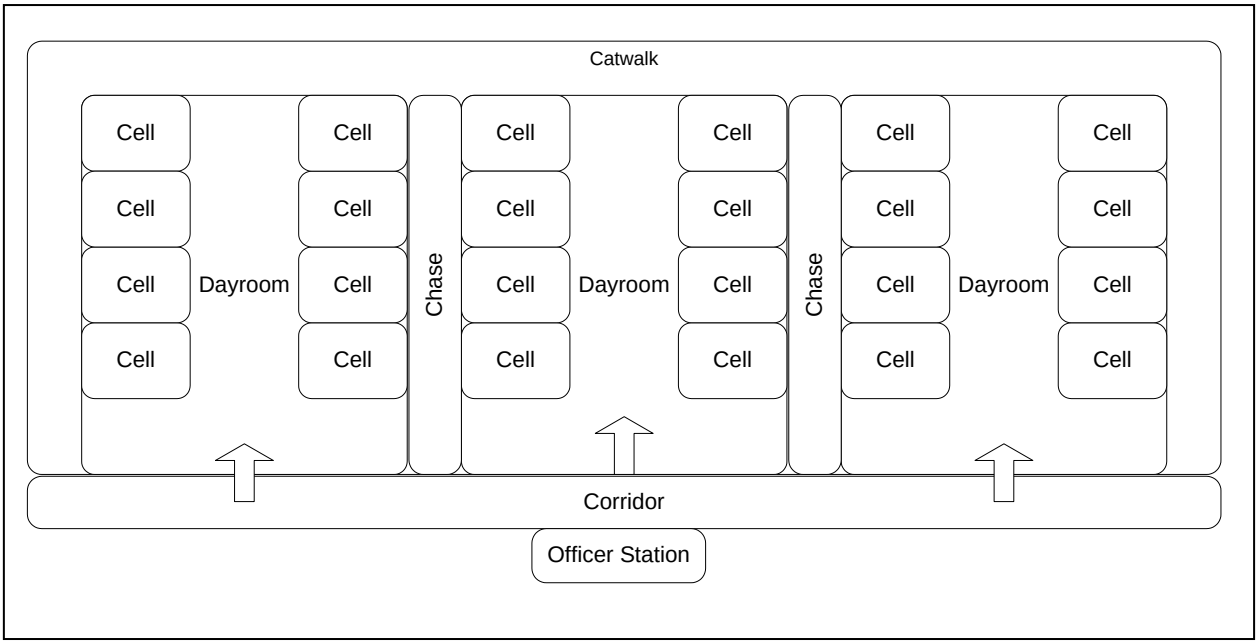
Housing Configuration

How to Group Beds

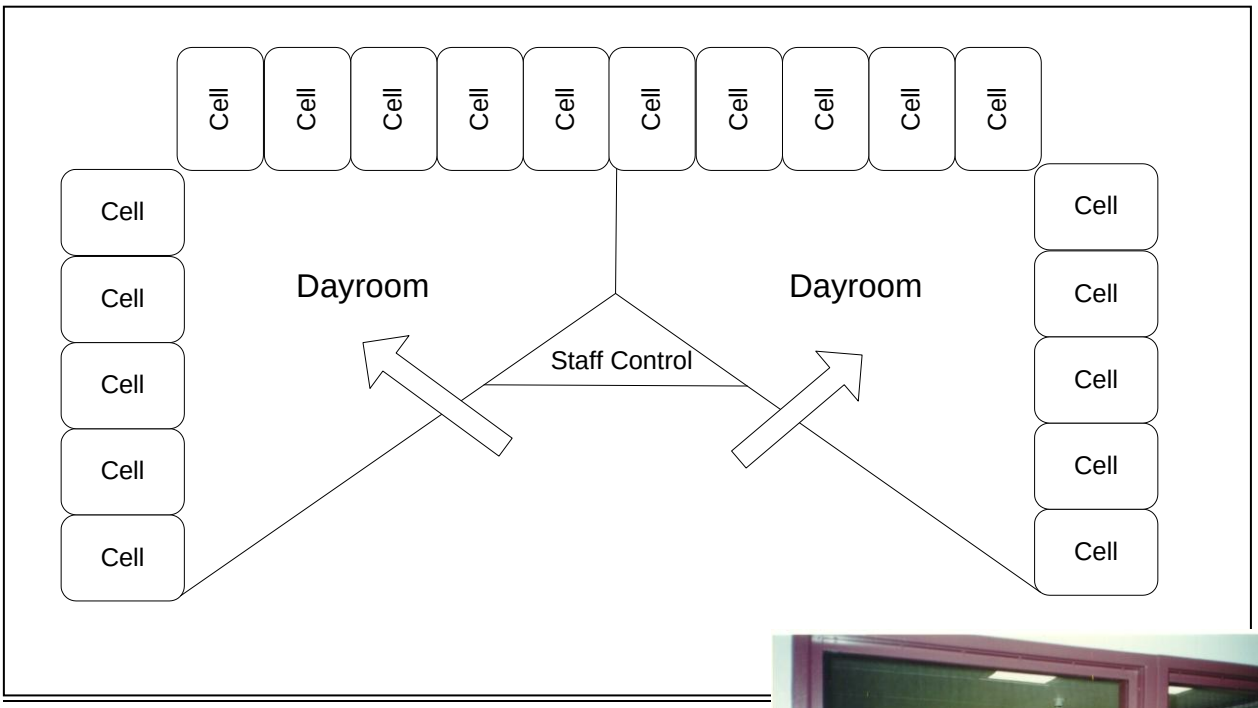


Balanced size
Easy to supervise
Appropriate classification

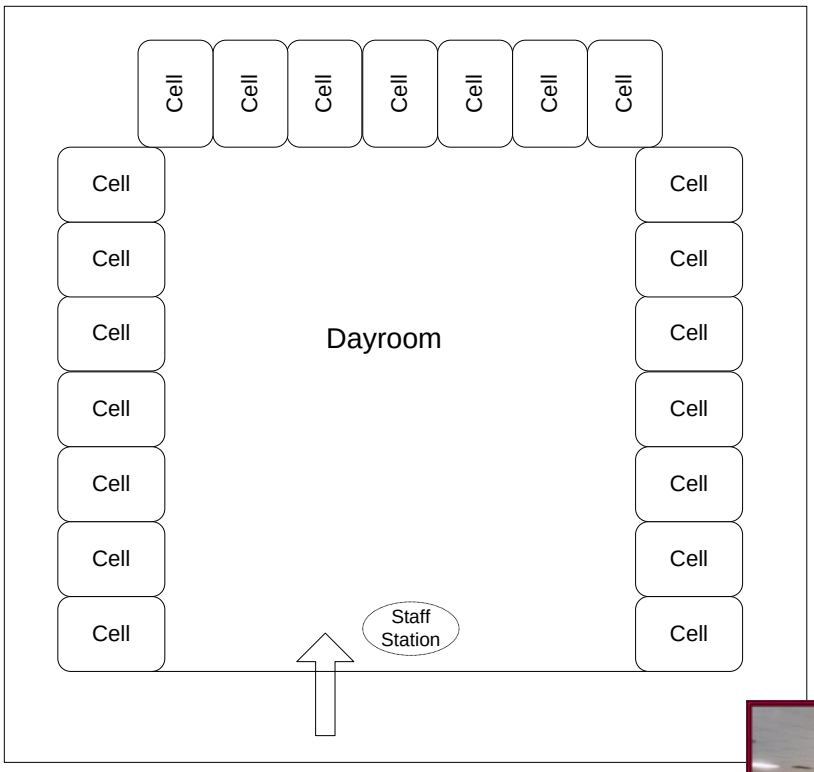
Housing Styles: Linear Design – Intermittent Surveillance

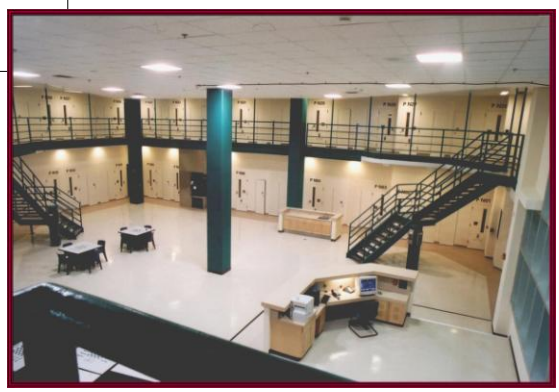


Housing Styles: Podular Remote – Indirect Observation

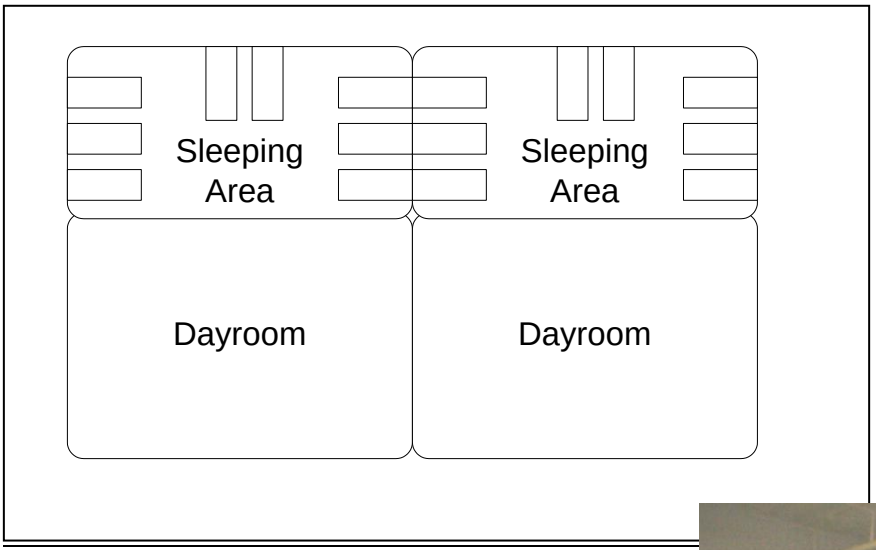


Housing Styles: Podular Direct – Direct Supervision

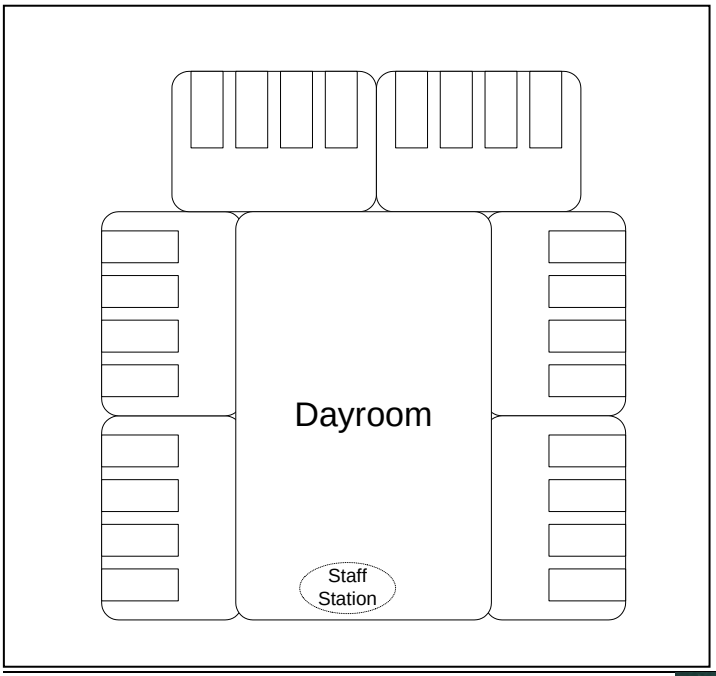




Housing Styles: Dormitory Style Housing – Indirect Supervision



Housing Styles: Multiple Occupancy Style Housing – Direct Supervision



Service Delivery Strategies

- Centralized
  - Inmates move
  - One location

- Decentralized
  - Services move
  - Multiple locations

Functional Programming Case Study Exercise

Group Activity

This exercise is intended as an example of how key decisions are made regarding jail operations and bed space allocations. Use the Functional Programming part of the case study for this exercise.

Reporting Out Example

Housing Pod	Housing Unit	# Cells/ Beds	Inmate Capacity	Secure or Non-secure	Classification Held
A	1	32	32	Secure	Intake
A	2	16	16	Secure	Special Management
B	1	24	48	Secure	General Population 1
B	2	48	48	Secure	General Population 2
C	1	12	18	Secure	Female – All Classifications
C	2	16	16	Non-secure	Inmate Workers

Notes

Scenario Development

Performance Objectives

At the end of this module participants will be able to:

- Write a scenario
- Explain how scenarios can be used during the planning and design process

Introduction

It is often hard to determine what style of operation your new jail will be when the facility hasn't been designed. However, by focusing on how things should work, reasonable steps can be taken to ensure the design that is developed meets the long term needs of the agency. Well written, complete scenarios later translate into operational scenarios and policy and procedure.

Scenario Development

Deciding How Things Will Work

Method and Rationale

- Method by which the functional program is developed
- User-oriented process to identify the sequence of activities in each jail function or service
- Allows user to predetermine operations
- Facilitates development of policies and procedures

Steps in the Process

- Identify all functions and services
- Chart activities/sequence of events
  - Flowchart
  - Narrative
  - Timeline
- Identify users
- Identify range of anticipated behaviors and their implications
- List furnishings, materials, and equipment
- Note policies and rules (normal and variations)

Scenario Development

- Develop space needs and prioritize adjacencies
- Test and revise scenarios

Uses During Design

- Does the design facilitate the scenario?
- Does the design provide the spaces needed?
- Does the design respond to the adjacencies?
- Are the sightlines as needed?
- Will the projected staffing plan work?
- Should the scenario be revised?

Scenario Development

Responding to Behaviors: Visitation Example

Functional Program	Design Response
2 visitors at a time	
Visitor brings purse	
Visitor hands in ID	
Visitor must wait	
Attorneys pass papers	
Visit is over	
Inmates arrive unescorted	
Noise levels to remain low	

Scenario Development Case Study Exercise

Group Activity

Each team will work together to develop one detailed scenario for a function listed on the part 2 worksheet. All of the components listed on the worksheet must be detailed enough that anyone using it will understand exactly how that function will occur in your new facility, understand the equipment needs, anticipated behaviors, etc.

Notes

Space Planning

Performance Objectives

At the end of this module participants will be able to:

- Identify at least five general issues for their project that will be addressed during the design phase
- List the elements of a space program
- Explain the relationship between net and gross square feet
- Articulate the relationship between quantity, quality and cost as it impacts their project

Introduction

Using the information developed in the needs assessment and program, the functional program and scenario development, agencies and their consultants will make decisions about the space needed to conduct the operation as planned. General project issues regarding image and appearance, building type and specialized characteristics are all considered in this phase of the project planning.

The relationship between the quantity of square feet constructed, the type and quality of construction, and the resulting costs are all components of this stage of planning.

Space Planning

Space Programming - Introduction

- Don’t repeat the past
- Figure out the future

The purpose of planning is to shape the future, not to predict the future – Peter Drucker

General Design Issues

- Image/Appearance
  - Character, Style, Feeling
  - Scale & Relationship to Other Structures
- Basic Characteristics
  - Accessibility, Flexibility, Expandability
  - Energy Considerations
  - Standards
- Special Characteristics

Space Planning

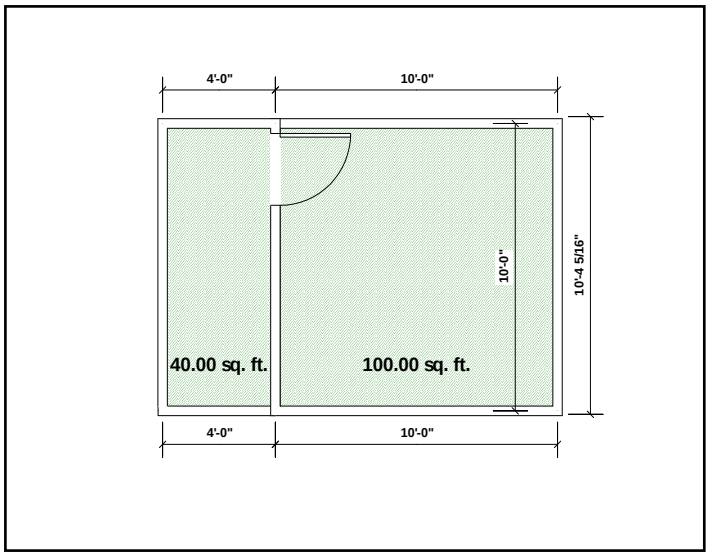
Architectural Program Elements

- Description of Spaces
  - Quantity
  - Size
  - Environment
  - Special characteristics
- Relationship of Spaces
  - Adjacency diagram

Space Program Components

- All departments in the facility
- Space standards
- Net square feet
- Department efficiency factor
- Department, building and total gross square feet

Net and Gross Square Feet



Net SF = Room Area = 10’ x 10’ = 100 SF

Gross SF = Room + All else = 10.33’ * 14’ = 145 SF

Grossing Factor = Gross SF/Net SF = 145/100 = 1.45

Sample Space Program Overview

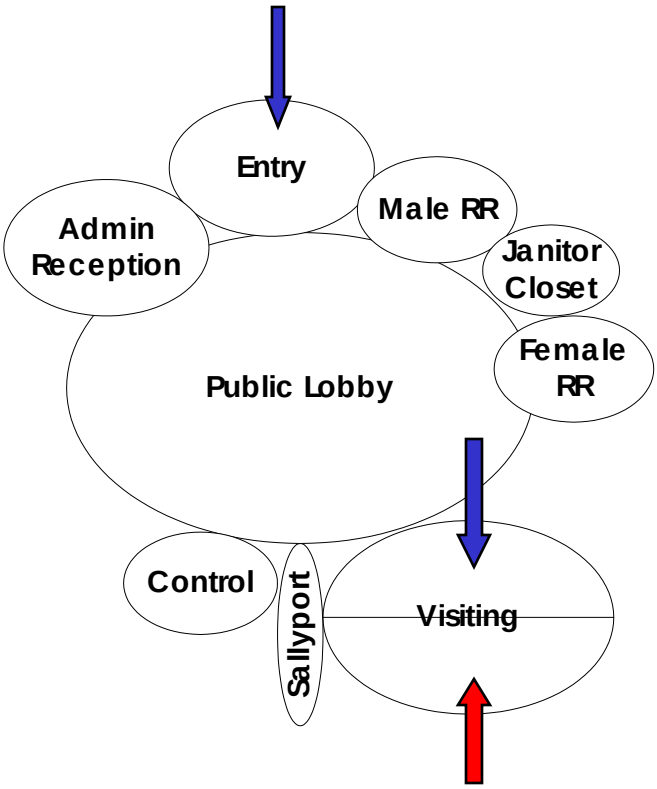
Department		Net.	Efficiency Factor	Gross Square Ft
1.0	Administration	2,390	1.4	3,346
2.0	Operations/Central	840	1.4	1,176
3.0	Video Hearings	1,030	1.5	1,545
4.0	Visiting	2,600	1.4	3,640
5.0	Inmate Processing	8,065	1.7	13,711
6.0	Health Care	4,000	1.5	6,000
7.0	Inmate	5,670	1.4	7,938
8.0	Food Services	7,080	1.15	8,142
9.0	Housing Summary*	84,140		128,293
10.	Staff Support	4,520	1.4	5,876
11.	Laundry	1,465	1.3	1,905
12.	Maintenance	4,130	1.15	4,750
13.	Mechanical	7,700	1.15	8,855
	Subtotal	133,630		195,176
			Building Gross @15%	29,276
			Total Gross Square Feet	224,452

* No efficiency factor is broken out for this number because the housing presented is a combination of cell and dorm housing and different efficiency factors apply.

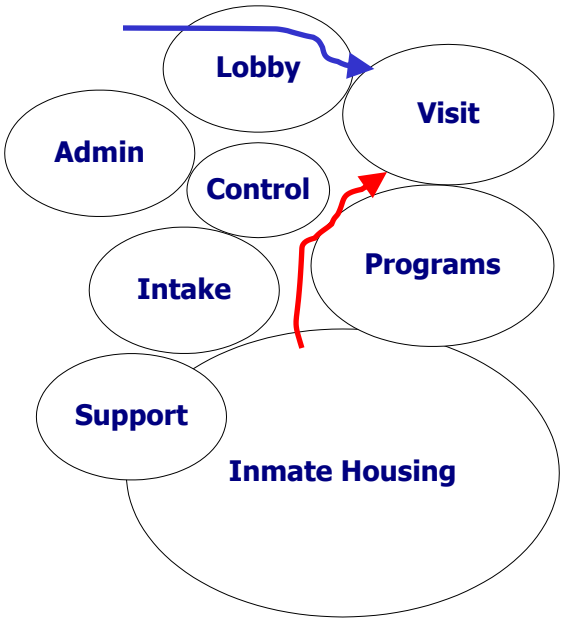
Sample Space Program Detail

Space	Description	People/Area	# of Areas	Space Standard	Net Square Feet
5.1	Vehicle Sallyport	-	1	2,500/area	2,500
5.2	Pedestrian Sallyport	-	1	100/area	100
5.3	Male holding	8	1	20/inmate	160
5.4	Female Holding	5	1	20/inmate	100
5.5	Isolation Cells	-	2	60/cell	120
5.6	Detox holding	4	1	20/inmate	80
5.7	Booking Stations	-	4	80/area	320
5.8	Pre-Booking Waiting	30	1	15/person	450
5.9	Male Shower	-	2	30/area	60
5.10	Female Shower	-	1	30/area	30

Adjacency Diagram



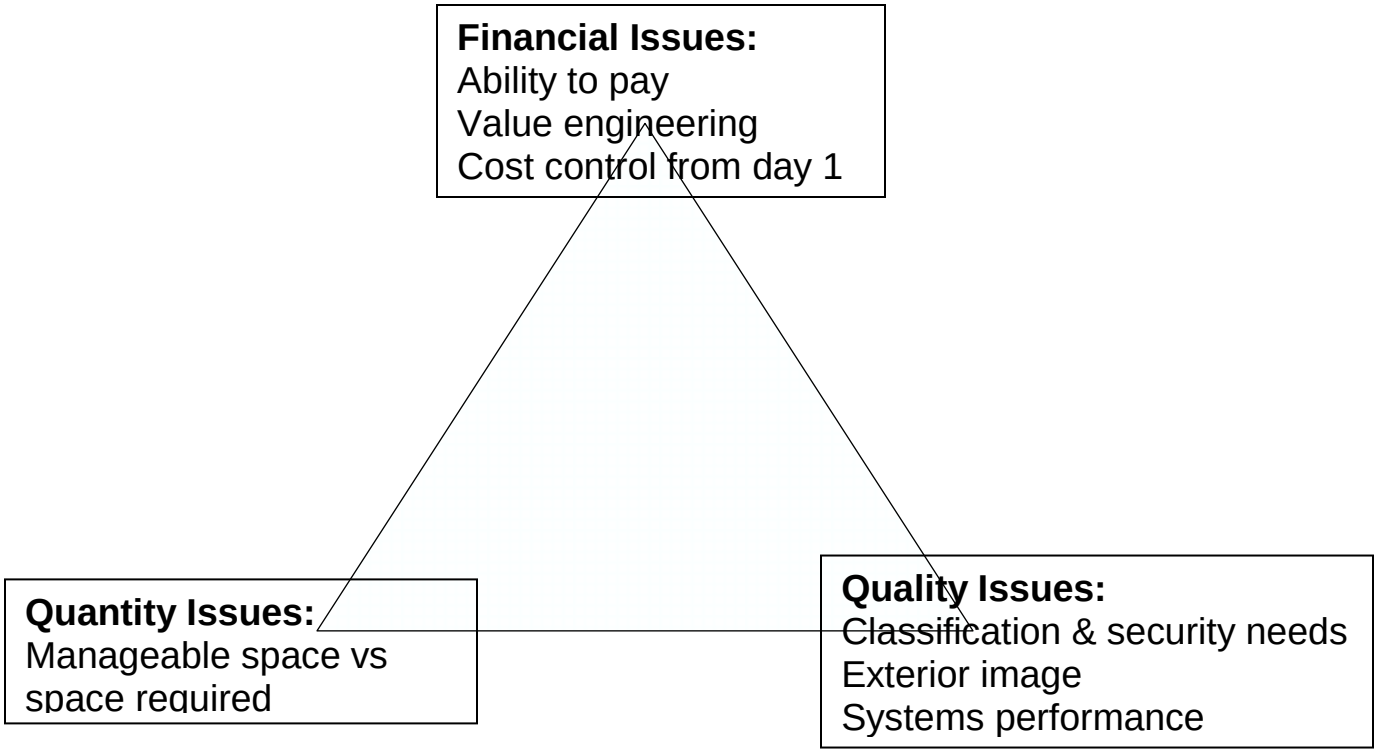
Large Scale Diagram



Small Scale Diagram

Space Planning

Quality, Quantity and Dollars



Interaction of Quantity, Quality & Dollars

Quantity		Quality		Dollars
500	*	$250/SF	=	$125,000
500	*	$225/SF	=	$112,500
500	*	$200/SF	=	$100,000
666	*	$150/SF	=	$100,000
400	*	$250/SF	=	$100,000

Case Study Worksheet

B	C	D	E	F	G	H	I	
Component	**Base NSF**	**Note**	**Total NSF**	**Circ. Factor**	**GSF**	**Unit Cost**	**Cost**	
Public Spaces	750		750	1.4	1,050	$130	$136,500	
Booking								
sallyport	2,000		2,000	1.2	2,400	$200	$480,000	
all other	3,200		3,200	1.4	4,480	$200	$896,000	
Health Care	600		600	1.4	840	$160	$134,400	
Education & Counseling	1,200		1,200	1.4	1,680	$100	$168,000	
Laundry	750		750	1.2	900	$200	$180,000	
Maintenance	1,800		1,800	1.2	2,160	$130	$280,800	
Jail Administration	1,800		1,800	1.4	2,520	$130	$327,600	
Exercise (exterior)	4,500		4,500	1.0	4,500	$100	$450,000	
Food Service	4,150		4,150	1.4	5,810	$200	$1,162,000	
Subtotal "givens"	20,750		20,750		26,340		$4,215,300	
Housing	# cells							
high security single cells		(1)	0	1.7	0	$300	$0	
general population single cells			0	1.7	0	$200	$0	
minimum secure dormitory beds			0	1.7	0	$150	$0	
non-secure dormitory beds			0	1.6	0	$130	$0	
Visiting	1,000	(2)	1,000	1.4	1,400	$100	$140,000	
Subtotal "team decisions"		(3)	1,000		1,400		$140,000	
Total		(4)	21,750		27,740		$4,355,300	
Mechanical (5%)		(5)			1,390	$130	$180,700	
Building Grossing Factor (20%)		(6)			5,550	$200	$1,110,000	
Total Building Square Footage/Cost		(7)			34,680		$5,646,000	

Project Cost Worksheet

Cost Item	%	Amount
Construction Cost		$5,646,000
Project Cost		
Furniture, Fixtures, and Equipment	5%	$282,300
Special Systems	5%	$282,300
Site Development	8%	$451,680
Permits/Administration	2%	$112,920
Contingency	10%	$564,600
Subtotal Project Costs		$1,693,800
Total Construction and Project Cost		$7,339,800

Space Programming Case Study Exercise

Group Activity

This exercise is intended to provide you with an opportunity to practice the skill of planning space for the housing, services, and activities you have decided are important in your facility.

Notes

Staffing and Operating Costs

Performance Objectives

At the end of this module participants will be able to:

- Explain why it is important to plan new facility staffing
- List the key elements/concepts in staffing analysis
- Use staffing analysis tools
- See how decisions that were made in the planning and programming process influence staffing requirements

Introduction

Staffing is the most critical component in putting a new facility in place. The building is only a tool which can make it easier or more difficult to achieve the organizational mission.

Staffing levels are influenced by many factors, some within the agency's control, and some outside of their control. Outside factors include the population served, case law and standards, and court hearing and sentencing practices. Factors which can be controlled by the agency include scheduled activities and operational practices. During design, the agency has a unique opportunity to influence staffing when deciding how inmates will be managed, how many inmates per unit and unit design, sightlines, etc.

Staffing and Operating Costs

What is good staffing?

- The *right* people…
- The *right* number…
- In the *right* place…
- At the *right* time…
- Doing the *right* thing.

Definitions

- Post - a staff assignment
  - A specific place
  - A specific function
- Staffing Plan - the relationship of posts over time
- Schedule - the days and times when staff are expected to work
- Net Annual Work Hours – a calculation of the number of hours staff are available to work, based on the contracted number of hours per year minus the number of hours off per staff person per year.

Staffing and Operating Costs

Staffing Analysis Process

- Identify staff posts.
- Identify when each post is staffed.
- Identify when posts *must* be staffed.
- Calculate the net annual work hours.
- Apply the net annual work hours.

Staffing Influences

- Mission
- Physical plant
- Activity levels
- Standards and case law

Staffing and Operating Costs

How does mission influence staffing?

- Population held
  - Special needs require special staffing
  - Special tasks require special staffing
- Type of staff required
- Qualifications of staff

How does the physical plant influence staffing?

- Style of facility (campus vs. single structure)
- Location, size & style of housing units
- Number of inmates per floor
- Location and availability of program areas
- Sight lines and observation
- Role and effectiveness of security technology

Staffing and Operating Costs

How do activity levels influence staffing?

- Schedule of activities
  - Inmates
  - Staff
- Daily variations in staff intensive functions
- Control vs. no control items

How do standards and case law influence staffing?

- Standards alone do rarely establish staffing levels

  Standards tell us what must be done. To use standards effectively in staffing, you must turn them around by asking, "Whose job is this?"

Staffing and Operating Costs

Planning Your Staffing

*How to plan staffing **before** the facility is designed*

- Make physical plant decisions ***after*** thinking about their impact on staffing
- Set staffing goals
- Write detailed scenarios
- Identify staffing posts on adjacency diagrams

Building and interpreting a staffing plan

Post	Job Class	Hours on Days	Hours on Swings	Hours on Nights	Days/ Week	Hours/ Week	Coverage Hrs/Year	Relief Needed ?	Net Annual Work Hours	Total FTEs Needed	Rounded FTE
Total											

Who's in the facility daily?

The number of staff needed to provide coverage defined in the pattern

Suggestions

- Round within position classifications
- Apply net annual work hours carefully
- Consider schedule variants
  - Stagger days off to provide coverage
  - Non-standard hours to match needs
- Review the pattern annually and when changes occur.

Staffing Analysis Case Study Exercise

Your team will work together to develop a staffing pattern for the facility that you have programmed in the case study exercises. This exercise is intended to provide you with a foundation for developing a staffing analysis for the facility you will build.

Notes

Site Evaluation and Selection

Performance Objectives

At the end of this module participants will be able to:

- Identify the criteria that should be used to evaluate sites
- Describe a site evaluation process
- Explain how information developed in master planning and programming is related to site evaluation

Introduction

Selecting a site will probably be one of the least popular and most difficult tasks in the planning and design of your new facility. Site selection usually involves a volatile mix of public controversy and technical and financial considerations that are found with few other public facilities.

The purpose of this module is to define the criteria that have successfully been used by jurisdictions to identify, evaluate and jail facility sites. In addition to understanding and applying these criteria, successful site selection relies to a large degree on devising a process that can take place in public to dispel the fears that have developed in the public's mind about having a jail facility as a neighbor.

Site Evaluation and Selection

Site Evaluation

- How to evaluate, select, and build support for your site

Modern Facilities Make Good Neighbors

- Public's image of facilities is outdated.
- Technology allows new facilities to be completely sealed.
- Facilities can project a positive image.
- Facilities do not lower property values.

Main Concepts

- One of the most difficult facility planning tasks
- Define the criteria needed to assist in site selection
- Define the public process
- Start site selection as early as possible

Site Evaluation and Selection

Who Should Be Involved?

- Stake holders
  - Owner
  - Users
  - Neighborhood Groups
- Gatekeepers
  - Planning and zoning officials
  - Landowners
  - Sewer District
  - Historic preservation
  - EPA
  - Army Corps of Engineers

Develop strategies to work with them……

Site Selection Process

1. Identify potential sites
2. Develop site evaluation criteria
3. Evaluate your sites
4. Select the site
5. Conduct detailed site analysis before finalizing

Site Evaluation and Selection

Identify Potential Sites

- Make a public call for privately owned sites
- Make an inventory of county owned sites
- Check with state and federal agencies for surplus sites

Is Your Site the Right Size?

- Building area or “footprint”
- Expansion requirements
- Parking requirements
- Outdoor space requirements
- Access to the site
- Other support functions

Site Evaluation and Selection

Is Your Site in the Right Place?

- Proximity to:
  - homes of residents
  - courts
  - law enforcement
  - services
  - transportation
- Design conditions vary based on setting of the site

Does it Have the Right Stuff?

- Soils
- Topography
- Storm water management
- Utilities
- Zoning and permitting
- Traffic
- Environmental considerations
- Historical and archeological significance

Site Evaluation and Selection

Is the Price Right?

- Acquisition cost
- Demolition cost
- Site preparation cost
- Building construction costs
- Operating cost impacts

Typical Site Selection Criteria

- Location and size, including expansion
- Minimum adverse impact
- Ownership
- Ability to satisfy design criteria
- Proper zoning
- Good “linkages” and access
- Good soils and drainage
- Minimum special conditions and development costs

Site Evaluation and Selection

Applying Site Criteria

Sites:	A	B	C	D
Location				
Convenient for families	○	▨	○	▨
Close to courts	▨	○	○	▨
Size				
Enough for one-story facility	○	▨	○	▨
Accommodates parking	▨	○	▨	○
Accommodates rec yards	○	○	▨	▨
Provides perimeter buffer	▨	▨	○	○
Accommodates expansion	○	▨	○	○
Ownership				
Owned by County	○	○	▨	▨
Immediately available	○	▨	○	○

Notes

Taking Control of Your Project

Performance Objectives

At the end of this module participants will be able to:

- Identify the role of different participants at different times during the project
- Understand different project delivery strategies
- Identify the components necessary for managing the project

Introduction

Jurisdictions will generally undertake a project of this magnitude only once every 20 – 30 years, if that. It is important that the jurisdiction take control and manage the project. Once the planners and the architects finish their work, they leave, and the jurisdiction is left with the results. Having a point person, called the Project Quarterback, involved from the beginning ensures consistency in direction. When the project moves beyond the planning phase, there is a need to provide direction along two tracks, the facility track and the operations track. Depending on the size of your jurisdiction and the complexity of the project, a manager for each track is likely to be needed in addition to the Project Quarterback.

Taking Control of your Project

The Nature of Jail Projects

- A jail planning project is more difficult than most other buildings because it is:
  - Complex
  - Time Consuming
  - Specialized
  - Expensive
  - Significant in its long-term impact
  - Full of fiscal responsibility

You Need a Project Team

- With different participants
- During different phases
- With changing roles

The team needs a quarterback!

Taking Control of Your Project

Who Needs to be on the Team?

- Commissioners
- Sheriffs
- Jail Personnel
- Other County Departments
- Other Users
- Planners, Architects
- Construction Personnel
- Specialty Consultants
- Project Manager
- The Public

Project Quarterback: Duties

- Oversee the project from planning to occupancy
- Represent the project's best interests
- Serves as the "common thread" throughout the project
- Can come from various organizations
- Not the construction manager, general contractor, project manager, or consultant
- Sometimes called an owner's representative

Taking Control of your Project

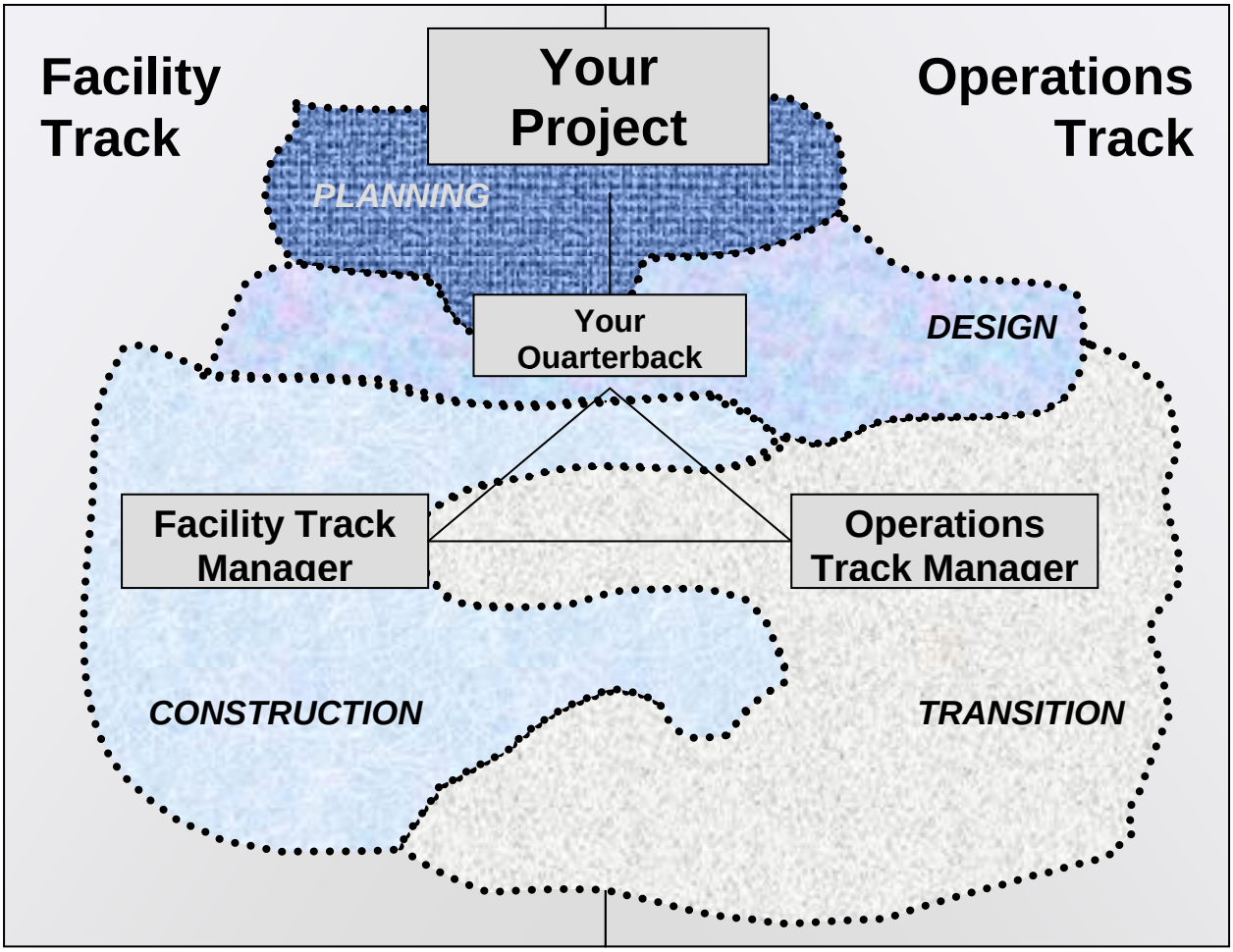
Project Quarterback: Qualities and Skills

- Committed to the project
- Well-organized
- Good Communicator
- Good "people person"
- Understands politics and acts wisely and politically
- Planning
- Problem solving
- Scheduling
- Managing
- Communicating
- Coordinating
- Negotiating
- Budgeting
- Writing
- Documenting and Reporting

Project Tracks

- After the planning phase, the project continues on two parallel tracks:
  - The Facility Track
  - The Operations Track
- These tracks overlap throughout the design, construction, and transition phases

Taking Control of Your Project



Facility Track Manager: Duties

- Liaison between Owner, Operator, Architect and Contractor
- Reports on construction activities, issues
- On-site, attends all construction meetings and monitors progress
- Involved in decisions that impact cost, schedule and program
- Point person on specialized issues, studies for this track
- Interfaces with contractor on items supplied outside the general contract (FFE)
- Involved in contract administration
- Deals with change orders
- Deals with draw downs
- Warrantees
- Permits and agency approvals

Operations Track Manager: Duties

- Involved in decisions that impact dollars, schedule and program
- Liaison between Owner, Operator and Construction Team
- Reports on transition activities
- Acts as transition coordinator
- Responsible for overall transition duties

- Evaluates building in light of operations – identifies critical changes
- Point person on specialized issues and studies for this track
- Maintenance program

Role of the Transition Team

Must Do:

- Get started
- Complete operational tasks
  - Develop scenarios
  - Develop policies and procedures
  - Develop post orders and supporting materials
- Recruit, hire and train
- Shakedown the facility
- Move in

Role of the Transition Team

Must Not Do:

- Wait until the last minute
- Think someone else will do it
- Believe we'll just do it like we always have
- Forget to include new staffing in the right year budget request
- Store new equipment in the jail during construction
- Forget to train everyone
- Assume everything will work right immediately
- Ignore warranties
- Think you won't need maintenance for a year or two
- Believe you can move without a plan

Conclusion

Taking control of your project is one of the most important things a jurisdiction can do when building a new jail. Different groups have different interests in the completion of the facility and it is important to recognize their roles, the requirement that they coordinate, and to take control of the project right away. Once the architect and contractor finish their work, the building belongs to you. If you have not taken control of the project, you may find it difficult to operate or to understand what was intended in the design and operation.

Action Planning

Performance Objectives

At the end of this module participants will be able to:

- Develop an action plan that identifies the actions that they will take within the next 30 days on their highest priority task.
- List the items which should be included in an action plan.

Introduction

Planning a new facility is probably the most complex project ever taken by the agency and county. Although there may be other construction projects, the details of building a detention facility far exceed those of other projects. Action planning provides a method of breaking down the complex details into smaller, more manageable chunks, and provides a means of tracking activities all the way through the project.

Action Planning

Action Planning

"Getting there from here"

Action Planning

- An action plan is:
  - A short range plan that defines specific actions to accomplish an intended outcome
- An action plan identifies
  - Specific responsibility for the action
  - Resources required
  - Completion date

Action Planning Steps

- Develop a list of tasks
- Put the tasks in order
- Identify activities needed to accomplish one of the tasks
- Identify who will be responsible for each task/activity
- Determine a completion date

Action Planning

Action Planning Exercise

As a group, using the information your jurisdiction has been posting on the County Status Poster:

- Review and organize the tasks you identified
- Prioritize two tasks you believe are most important to complete
- Identify one of these tasks and develop an action plan of what you will do to begin working on this task over the next 30 days

Use the chart provided at the end of this chapter to take notes for the action plan. Transfer the information to the action planning poster. Be prepared to report out your assignment.

Conclusion

Action planning is an easy way to organize the large number of large, and even more small, tasks associated with planning, designing and building a new jail. Jurisdictions using this method find that it keeps them on track and focused on the objectives.

Notes

Action Planning

_____ COUNTY ACTION PLAN

	ACTION STEP/TASKS	PERSON RESPONSIBLE	RESOURCES REQUIRED	COMPLETION DATE
1				
2				
3				
4				
5				
6				