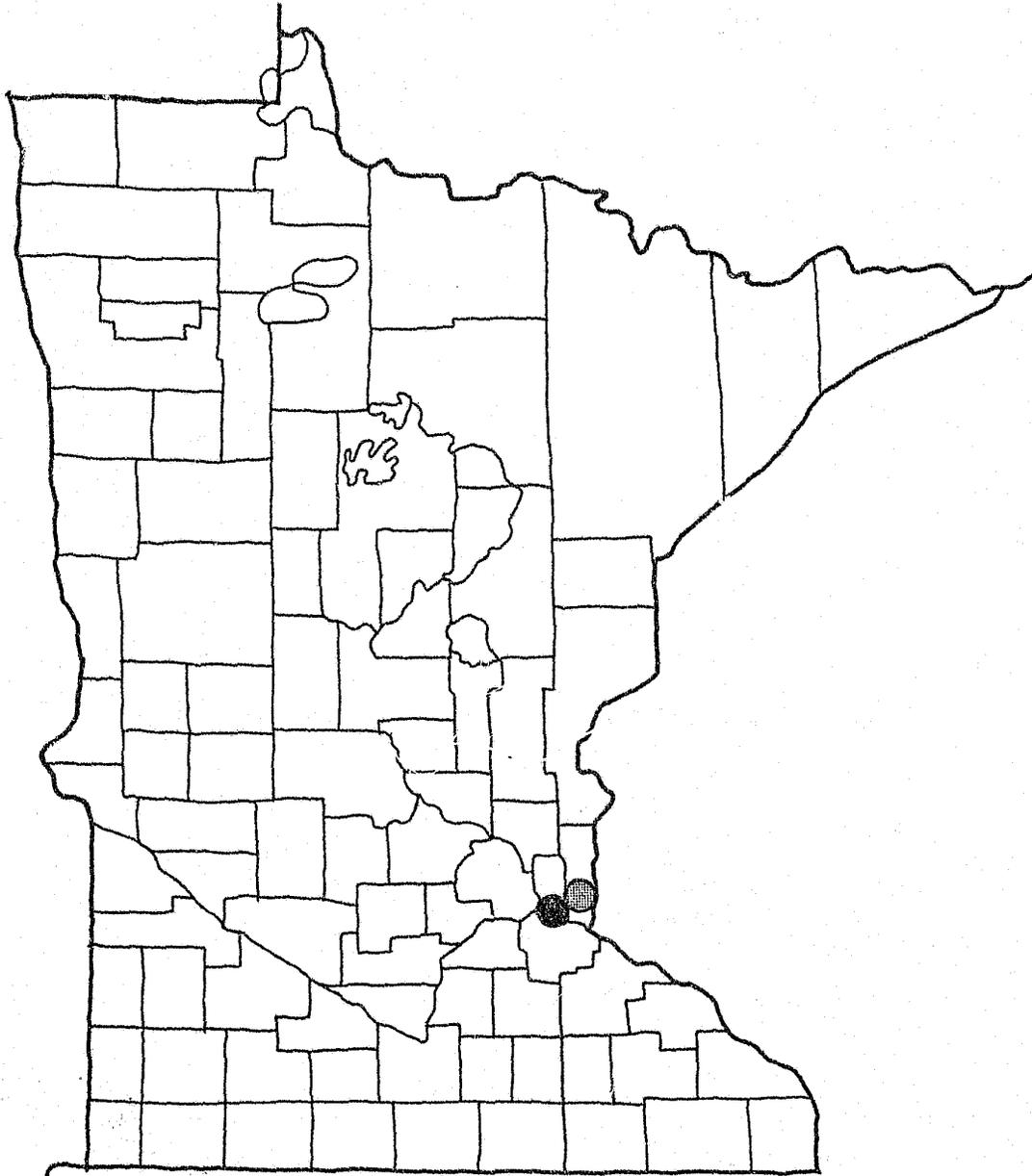


Report to the 1977 Legislature



44591

MASTER PLAN FOR A HIGH SECURITY FACILITY
Minnesota Department of Corrections · February 1 1977



Preface

The purpose of this facility is to serve and protect society. A correctional institution is a community in microcosm. All of the functions performed in a community must be achieved by the institution. A correctional institution has its own government, educational system, medical system, courts, residences, places of work, recreation and police force. The success of an institution is dependent upon how well it provides these elements and how well it meets basic human needs of its residents.

In undertaking this planning, the Department of Corrections is aware that a prison is more than just a building, but that it is also a symbol. One writer has expressed his belief that the way in which a society manages its prisons and treats its offenders is the best indication of its level of civilization. The facility which we create will speak to the strength and vitality of our system of law, of the humanity of our form of government, and will be the symbol of safety and order to our citizens.

This report is the product of a process of detailed interaction between correctional practitioners, national consultants and the project architectural team. The long hours and timely deliberations involved are sincerely appreciated and in many ways have resulted in a "state of the art" document.

NCJRS

MAR 8 1978

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Table of Contents

Letter of Transmittal

		<u>Page</u>		
1. Executive Summary	1.1	Introduction	1-1	
	1.2	Scope of Work	1-1	
	1.3	Major Tasks	1-2	
		1.3a	Operational Program Development	1-2
		1.3b	Architectural Space Program	1-13
		1.3c	Site Analysis and Selection	1-14
		1.3d	Development of Architectural Concept	1-16
		1.3e	Construction Cost Analysis	1-17
		1.3f	Staffing Analysis	1-18
		1.3g	Operation Cost Analysis	1-19
	1.4	Findings and Recommendations	1-20	
2. History and Background	2.1	History	2-1	
	2.2	Project Objectives	2-3	
	2.3	Department Planning	2-3	
	2.4	Project and Planning Organization	2-4	
	2.5	Methodology	2-5	
3. Population Description and Profile	3.1	Population Description and Profile	3-1	
	3.2	Criteria for Admission	3-34	
	3.3	Daily Schedule of Inmate Activities	3-37	
	3.4	Capacity Analysis and Projections	3-40	
4. Program Statement	4.0	Introduction	4-2	
	4.1	Administration and Public	4-6	
		4.1a	Administration	4-8
		4.1b	Staff Training	4-19
		4.1c	Hearings and Investigation	4-27
		4.1d	Communications	4-44
		4.1e	Case Management/Reception	4-50
		4.1f	Visiting	4-61
	4.2	Program and Activity	4-68	
		4.2a	Industry	4-70
		4.2b	Education	4-80
	4.2c	Recreation	4-85	
	4.2d	Religious Services	4-91	

		<u>Page</u>	
	4.3	Physical and Mental Health	4-96
	4.3a	Medical/Physical Health	4-98
	4.3b	Medical/Mental Health	4-117
	4.4	Housing	4-129
	4.4a	Cluster	4-131
	4.5	Support and Maintenance	4-147
	4.5a	Food Service	4-149
	4.5b	Engineering and Plant Maintenance	4-155
	4.5c	Transportation and Access	4-163
	4.5d	Laundry	4-171
	4.6	Security	4-174
	4.7	Summary	4-190
5. Concept Design and Costs Analysis	5.1	Desired Design Considerations	5-1
	5.2	Concept Design	5-3
	5.3	Preliminary Construction Costs Analysis	5-10
	5.4	Engineering Data	5-11
6. Site Selection	6.1	Site Selection: Background	6-1
	6.2	Site Objectives and Criteria	6-4
	6.3	Site Study Analysis	6-5
7. Staffing Analysis	7.1	Staffing Organization	7-1
	7.2	Staffing Numbers	7-9
	7.3	Staffing Cost Breakdown	7-13
8. Operational Analysis	8.1	Operational Analysis Breakdown	8-1
9. Project Scheduling	9.1	Project Implementation - Critical Path	9-1
APPENDIX	A.1	Analysis of Use of Existing Facility	A-1
	A.2	Task Force Membership	A-14
	A.3	Task Force Report Format	A-17

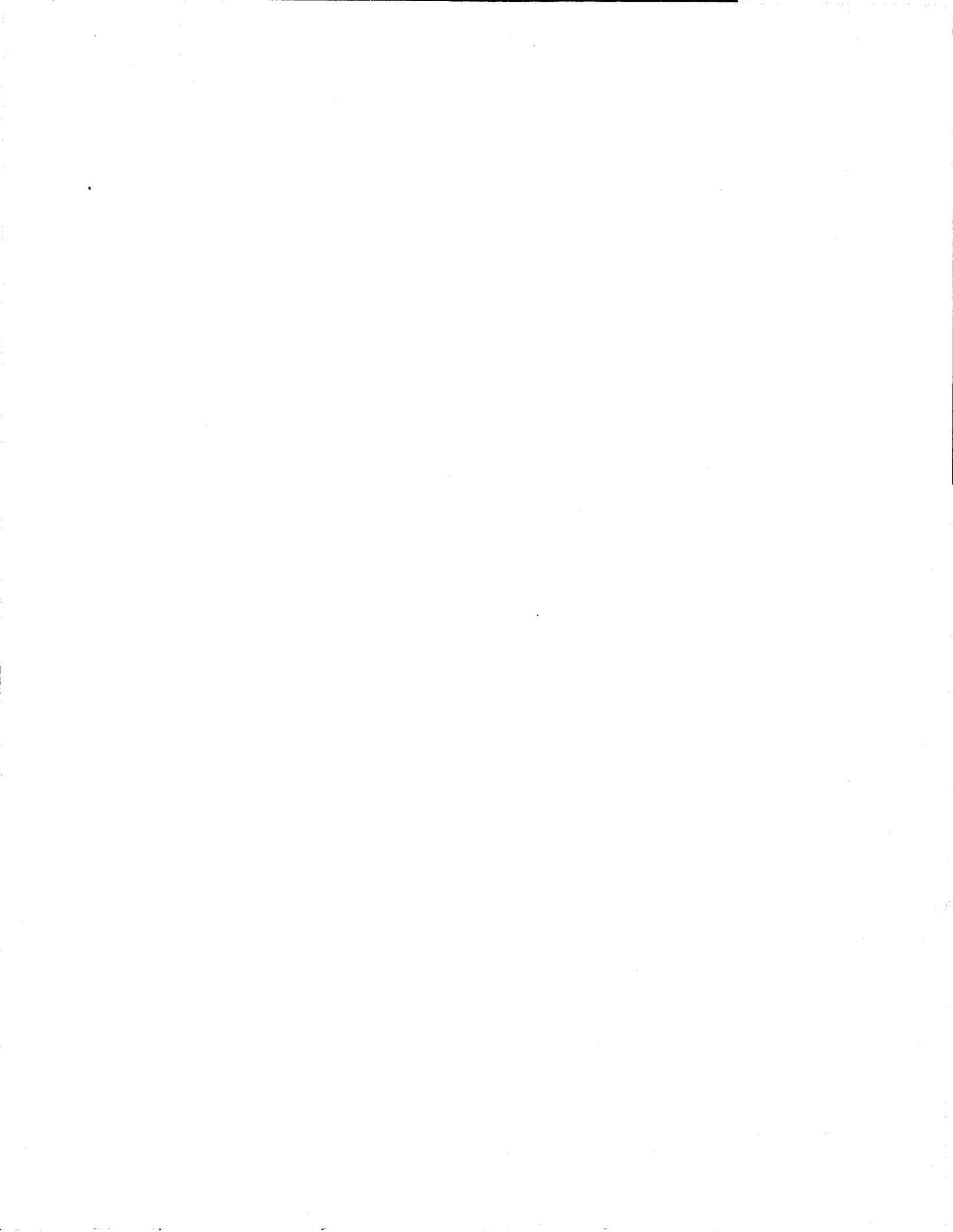
List of Figures

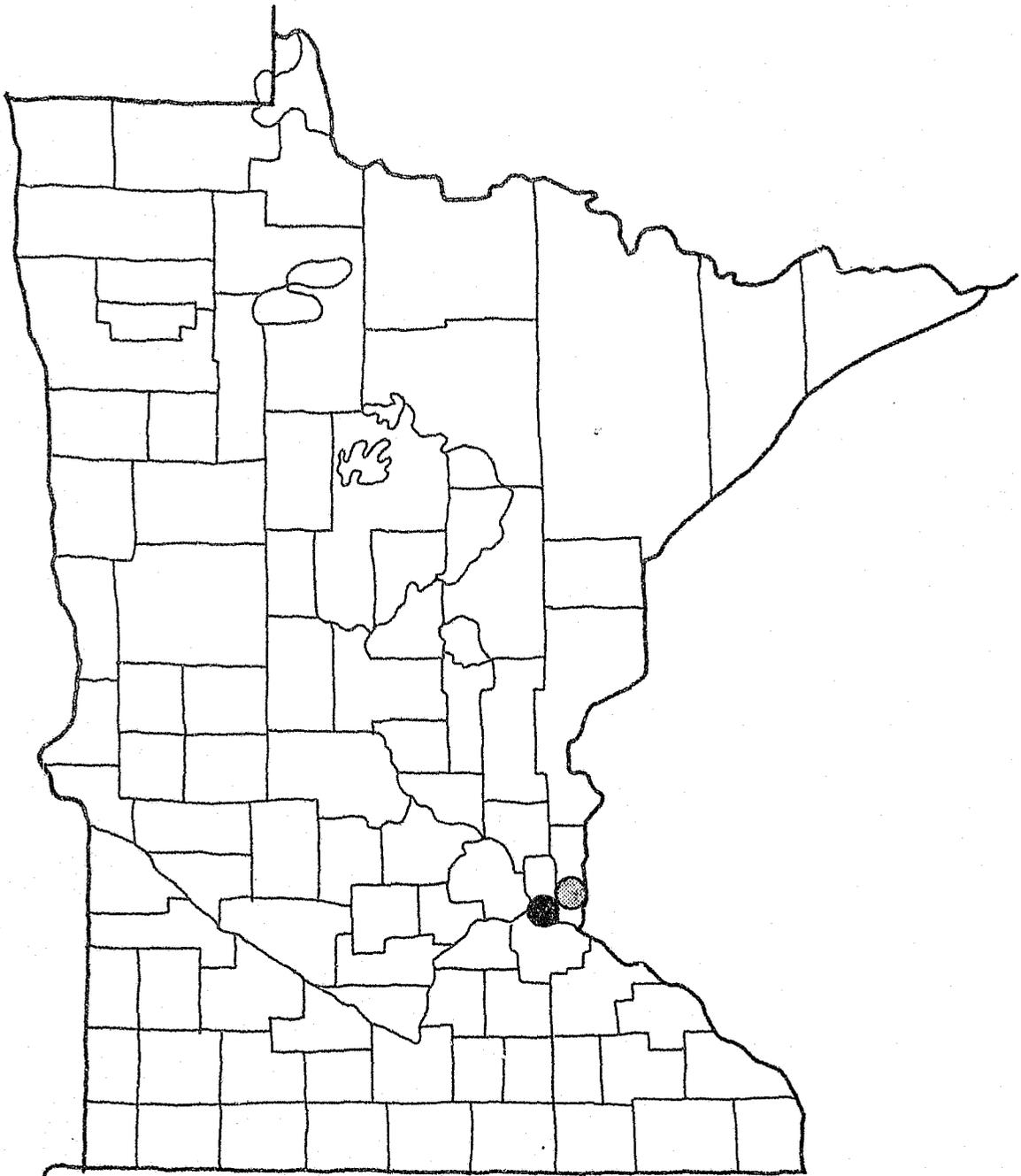
	<u>Page No.</u>
TABLE 3.1: Number of offenses Committed - MSP/SRM Population-October, 1976	3-3
TABLE 3.2: Inmate Distribution by Group Designation	3-4
TABLE 3.3: Year of Commitment by Group	3-5
TABLE 3.4: Type of Institutional Admission by Group	3-6
TABLE 3.5: Current Detainer by Group	3-6
TABLE 3.6: Current Security Classification	3-7
TABLE 3.6a: Group Security Classification	3-7
Present Classification: All Inmates	3-9
TABLE 3.7: Number of Escapes or Attempts During Current Sentence	3-10
TABLE 3.8: Parole Violation This Sentence	3-10
TABLE 3.9: Prior Felony Convictions	3-10
TABLE 3.10: Prior Institutionalization-State/Federal	3-11
TABLE 3.11: Year of Last Escape Conviction	3-11
TABLE 3.12: Year of Birth by Group	3-12
TABLE 3.13: Race by Group	3-13
TABLE 3.14: Type and Number of Disciplinary Convictions by Group	3-14
TABLE 3.15: Number of Days in Segregation in Past Six Months	3-16
TABLE 3.16: Number of Escapes or Attempted Escapes in Past Five Years	3-17
TABLE 3.17: Number and Type of Current Sentence	3-18
TABLE 3.18: Number and Type of Prior Convictions	3-18

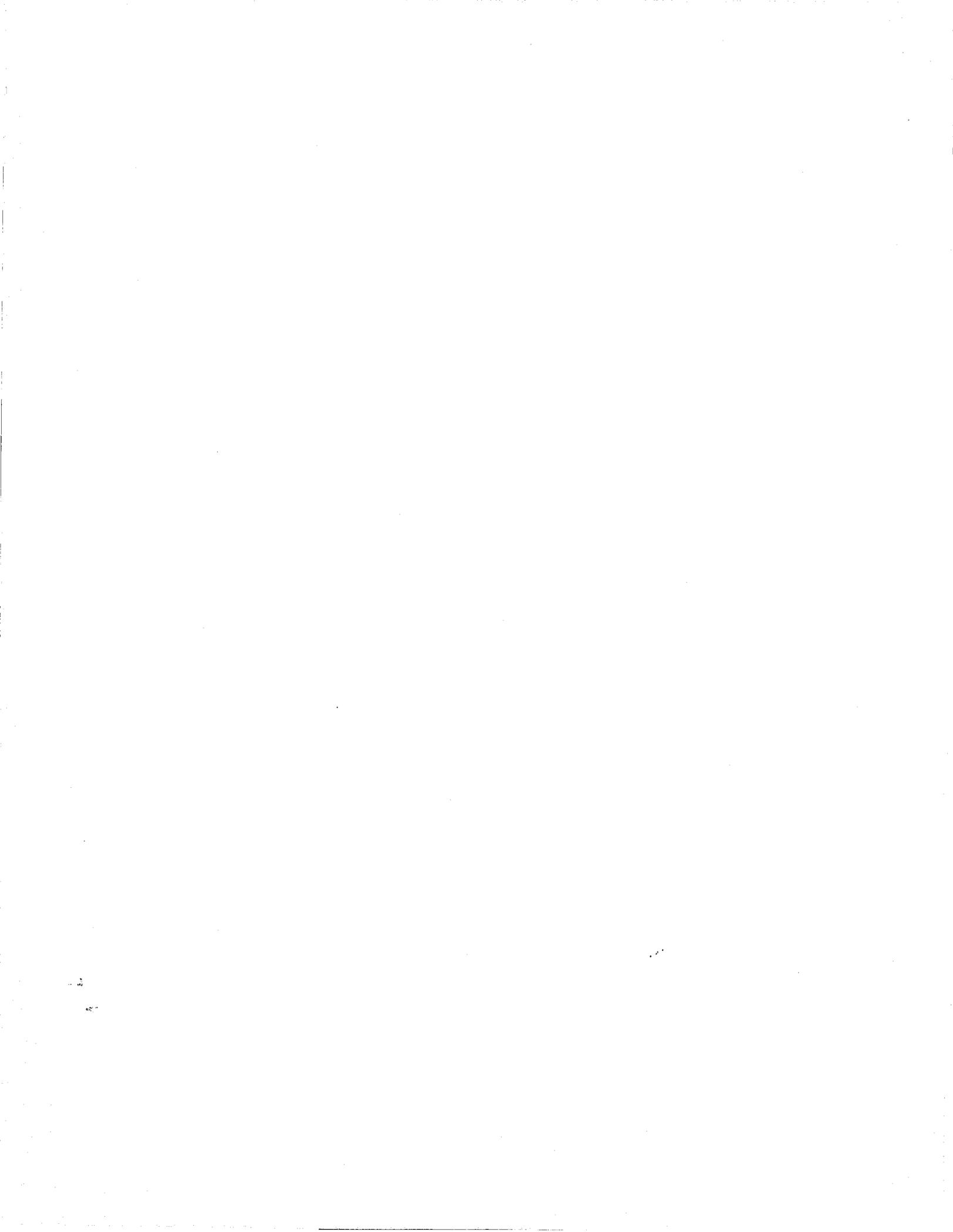
	<u>Page No.</u>
TABLE 3.19: Present Offense VS. Prior Felony Convictions	3-20
TABLE 3.20: Institutional Population-County of Residence-January 1, 1976	3-21
TABLE 3.21: Institutional Population-Educational Level - January 1, 1976	3-23
TABLE 3.22: Institutional Population - Occupational Skill Level - January 1, 1976	3-23
TABLE 3.23: Institutional Population - Employment Status When Apprehended - January 1, 1976	3-24
TABLE 3.24: Occupational Classification	3-24
TABLE 3.25: Previous Psychiatric History	3-25
TABLE 3.26: Use of Drugs/Alcohol	3-25
TABLE 3.27: Sample Profile	3-26
TABLE 3.28: Comparison by Age: MSP/SRM and Sample Profile	3-30
Profile Comparison: Age	3-31
TABLE 3.29: Comparison by Type of Offense: MSP/SRM and Sample Profile	3-32
Profile Comparison: Type of Offense	3-33
TABLE 3.30: Capacity Analysis	3-40
Locational Standards Chart	4-4 to 4-5
Functional Diagrams	See Program: Chapter 4
Site Concept Diagram	5-2
Housing Complex	5-4
Housing Complex (Level 1)	5-5
Housing Complex (Level 3)	5-6

List of Figures (cont'd.)

	<u>Page No.</u>
Preliminary Site Plan	5-8
Site Model	5-9
Utilities Plan	5-14
Site Analysis	6-3
Results of Point-System Analysis	6-10
Computed Criteria Points and Site Totals	6-15
Data Sheet - Criteria Measure	6-16
Sites 1-4	6-17 to 6-20
Staffing Organization Diagrams	7-2 to 7-8
Projected Staffing Table	7-9 to 7-11
Security Post Analysis Table	7-12
Staffing Cost Breakdown	7-13 to 7-16
TABLE 8.1: Annual Operational Costs	8-2
Project Schedule Chart	9-1
Inventory Analysis Chart	A-12 to A-13







1.1 INTRODUCTION

The reports of two task forces, Select Committee on Minnesota Correctional Institutions, 1974 and Minnesota Task Force on Correctional Institutions, 1976, have recommended changes in the delivery system of services by adult institutions. Such conclusions were in concurrence with the thinking of key Department administrators. The Legislature responded to the request of the Department as well as recommendations of these reports with appropriations in 1975, for Department of Corrections Master Plan for the 1977-1979 biennium and preliminary architectural plans. In 1976, the Legislature appropriated 800,000 dollars for preliminary planning and design documents for a proposed "Adult Maximum Security Institution."

1.2 SCOPE OF WORK

The Department of Corrections initiated the High Security Facility Project in June of 1976. The objective of that project is: "to complete planning, facilitate design, construction and phasing for operation of a High Security Facility to house 400 inmates by September 1980." This facility objective is to be carried out in the context of the following operational and program criteria:

Safety and control of the inmate population.

Flexibility of design and operations.

Provision of treatment programming for those who seek out such services.

High security without undue security hardware.

Privacy and comfort within the context of security control.

Environmental compatibility between the facility and the community in which it is placed.

Efficiency and economy of operation.

1.3 MAJOR TASKS

This is a comprehensive report and Master Plan for that High Security Facility. The tasks and sequences of work undertaken for this study include the following:

1. Development of an Operational Program
2. Development of an Architectural Space Program
3. Site Analysis and Selection
4. Development of an Architectural Concept
5. Development of Construction Cost Analysis
6. Development of Staffing Analysis
7. Development of an Operational Cost Analysis

**1.3a OPERATIONAL
PROGRAM
DEVELOPMENT
OBJECTIVES**

The purpose of the operational program is to spell out the manner in which the institution is intended to operate. The operational portion is used by the architect/planner in developing the functional space program and the institution design. Very careful attention has been paid by the Department of Corrections in the development of the appropriate program to meet the needs of a High Security Facility. Such a program has been achieved with the involvement of over 70 key Department staff and an Advisory Committee made up of leaders in the criminal justice field from both Minnesota and other states, as well as the architect/planner, with final review by the Commissioner.

**OPERATIONAL AND
PROGRAM SUMMARY:****4.1 Administration
and Public*****4.1a Administration**

The purpose of the administrative function is, "to provide the structure, supervisory and support functions that are required to accomplish the goals and fulfill the missions of the Institution." This includes defining lines of authority, establishing channels for communication and determining organizational relationships.

* The prefix numbers refer directly to the Program Statement, Chapter 4.

The Department has developed an institutional organization headed by a Superintendent. He has authority for all staff and inmates through a system of delegation. The Superintendent reports through a Deputy Commissioner to the Commissioner of Corrections. It is intended that the unit management system be employed at this facility.

4.1b Staff Training

The purpose of the staff training element is to identify and provide necessary resources to insure complete and thorough pre-service and in-service training as well as resources for the continued growth and professional development of staff.

The Department of Corrections has learned that one of the most important functions leading to successful institutional operation is the availability of well trained staff. Staff training shall be involved in the area of recruitment and selection, orientation of line staff, pre-service training for correctional counselors of 12 weeks duration, and on-going career development projects.

The content of training shall include, but not be limited to the following:

- General institution policy
- Specific job assignment training
- Human dynamics
- Human relations
- Emergency procedures
- First aid
- Race relations
- Weapons and restraints
- Supervision

**4.1c Hearings
and
Investigation**

The purpose of hearings is to provide for the prompt, fair, safe, orderly and efficient conduct of releasing authority, disciplinary, court and other fact finding and decision-making hearings.

The purpose of investigation is to provide for prompt, thorough and professional investigation in reporting to facilitate the discipline and criminal proceedings; to facilitate resolution of inmate claims; to provide needed data for administrative action and policy determination.

The purpose of discipline in the institution is to enhance the orderly operation of the institution by insuring reasonable and necessary standards of conduct are prescribed and enforced and by providing for a procedurally efficient but fundamentally fair system of initiating, processing, hearing and responding to inmate discipline violations.

The institution shall have a capacity to provide a wide variety of hearing procedures from formal court hearings to informal inquiries. Hearing officers who will be disciplinary decision-makers shall report directly to the Department of Corrections, not the Superintendent of the facility, to insure neutrality in decision-making. The investigative and prosecutive function of the institution shall be carried out by staff who report to the Superintendent. Movements to and from hearings and investigations by inmates shall be in accordance with security requirements of the institution. The hearings and investigations unit shall have capacity for internal inquiries into the institutional operation on a confidential basis.

4.1d Communications

Communications must fulfill its purpose under normal, critical and "backup" operations. The system must be designed in such a way that security is not compromised in that various segments of the system can be isolated without endangering the overall operation of the balance of the system.

Confidentiality and security of documents must be maintained. Visual and sound systems shall be flexible in nature. Inmate access to communication systems should not be permitted except as specifically designed for inmate use. Communications equipment must be designed and selected so as to allow flexibility for incorporation of alternate or presently unavailable equipment. Maintenance and service of communications equipment should be accomplished with the minimum intrusion on the activity of the institution. Servicing shall be accomplished where possible, in secure service spaces. The communications element shall include a communications center, a staff paging system, staff personal emergency alarm system, inter-communication system, closed circuit TV monitoring and video taping, two-way radio telephone system, educational closed circuit television, MINCIS teletype, inmate use of radios and TV's, inmate call-home telephone system, and communication recording facilities.

**4.1e Case
Management
and
Reception**

The purpose of case management is to systematically administer a number of integrated processes of programming and recording as the offender moves through the institutional experience. It provides the means whereby all resources of the institution can be focussed, both for the program needs of the offender and for the management needs of the administration, in an orderly and efficient operation of the institution. Case management is a recorder and repository of all of the data generated about the offender and a disseminator to others for decision-making purposes. It provides a committee system that interfaces with all other elements of the institution in the decision and policy making process.

In short, it serves as the core facilitator for dealing with the inmate. Provisions shall be made for a reception and orientation program for new inmates who are received from the courts or transferred from other institutions. A central record keeping system shall be utilized.

4.1f Visiting

The purpose of visiting is to provide inmates the opportunity for ongoing contact with family and community persons within a secure setting.

Visiting refers not only to inmate visiting with family and friends, but also to more formal programs involving group activities and volunteerism. Visiting privileges will be provided in either a contact or non-contact setting, depending upon security threat of the individuals involved. Sixteen hours per month have been planned. The use of carefully screened and trained volunteers to augment the regular Department and Institution staff in program activities is being planned. Volunteers will be used in inmate group activities, hobby craft and arts, vocational programs and in legal and social service activities.

Group activities shall be implemented for the purpose of vocational and educational enhancement, social enhancement, religious activities and hobby craft and art activities. Such programs will be carefully structured with written charters as well as rules and regulations to govern their activities.

OPERATIONAL AND PROGRAM SUMMARY:

4.2 Program and Activity Functions

4.2a Industry

The purpose of industry is to provide a realistic and competitive work program in the facility for that portion of the population that requires and can benefit from it. Workers shall be rewarded for their efforts financially and with fringe benefits associated with this employment which may not be available to other inmates.

Industry at the facility shall be characterized by flexibility and simplicity. Light industry as opposed to heavy duty industry shall be developed. Consideration in selecting industry shall be given to the potential hazard in regard to security and safety by the tools employed and in the nature of the product manufactured. Workers shall be grouped into production units ranging in number to 52. Industry workers shall generally be housed in separate units from other inmates to provide ease of security, movement, and uniform treatment of workers. Industry shall be located near housing units for industrial workers.

4.2b Education

The purpose of education in this facility is to provide opportunities and resources for social, vocational, academic and cultural improvement to inmates who seek it.

A wide variety of educational programs will be offered in group or in self-studies programs. The educational offerings may be made available through electronic processes in the room of the inmate or at the complex level. Classrooms for programs which cannot be provided electronically or through self-study will be provided either at the living complex or educational complex level. A resource center with electronic media, library and law library shall be provided. The educational offerings shall be provided largely on an "after work basis" except for remedial education or other intensive programs which do not lend themselves to part-time student work. Vocational training programs, where possible, shall be provided in conjunction with the existing institution work assignment. Selected cultural, arts, and crafts programs shall be provided subsequent to careful screening for security purposes.

Twenty four hour per day operation of the educational program shall be possible.

4.2c Recreation

The purpose of the recreation element is to provide a recreation program which will contribute to the overall mental and physical health of the residents. The program should further appropriate social adaptation and development of positive behavior alternatives to existing behavior.

Passive recreational activities will occur in outdoor and indoor multi-use spaces provided at the living complex level. This will include an outdoor recreation court for each complex. More active recreation will take place at the central recreation field or gymnasium. Participation in central facilities shall be by no more than 104 men at a single time. Recreational activities shall take place in the following areas:

Room: Reading, TV, radio, hobbycraft.

Complex: TV, library, music listening,
exercise and outdoor courtyard.

Institution: Outdoor athletic fields, gymnasium.

4.2d Religious

The purpose of this element is to provide religious services and counsel to residents and to assist staff members in relating to religious needs.

Religious counselling and services shall be provided to inmates who so request by clergymen or laymen of the inmate's denomination. A fulltime chaplain coordinator shall see that appropriate chaplaincy services are delivered at the institution. Religious services involving groups of men shall be held within a main chapel which will be used by all faiths. Religious counselling may take place either at the complex level in multi-space rooms or in the central chapel which will be equipped for such purposes. When not being used for religious purposes, the chapel and its ancillary spaces shall be made available for other institution programming.

**OPERATIONAL AND
PROGRAM SUMMARY:**

**4.3 Physical and
Mental Health
Functions**

**4.3a Physical
Health**

The purpose of this element is to monitor prison conditions which may adversely affect the status of the clients, educate clients in behaviors appropriate to good health, and to treat illness and injury in an environment secure to both clients and staff.

Adequate provision shall be made for physical health services and shall meet existing current professional standards for such a program. Health service rooms shall be provided for individuals who are sufficiently ill to require hospital care outside the institution. Hospital care shall be provided at a hospital designated by the Commissioner of Corrections.

**4.3b Mental
Health**

The purpose of mental health services is to safeguard the mental health of all incarcerated individuals and to meet the short term treatment needs of those who are acutely mentally ill.

The facility shall provide adequate inpatient space and program to provide services for all male adult inmates of the Department of Corrections who are acutely mentally ill. This facility shall not provide long term care for chronic mentally ill patients. These patients will be transferred to other facilities. Spaces and programs for acute mentally ill patients shall meet existing professional standards while meeting security requirements of the institution. Outpatient treatment programs shall be provided for psychological therapy and alcohol-drug problems.

**OPERATIONAL AND
PROGRAM SUMMARY:****4.4 Housing Function****4.4a Housing**

The purpose of housing is to provide living quarters which allow for the basic human needs normally associated with housing, namely: eating, sleeping, rest and relaxation, physical comfort, personal hygiene, privacy, social interaction and personal property safety.

Individuals shall be housed in individual rooms. The rooms shall be secure when properly locked and shall contain toilet, lavatory and shower facilities. Rooms shall be grouped in units of approximately 12. Such units must be separable and securable from all other units. Units shall be grouped together in fours to house approximately 50 men. The clusters and the ancillary program spaces provided to the clusters shall be called complexes. Complexes shall provide space for recreational activity, leisure time activities and dining. It shall be possible for the institution to provide visiting and industrial programming in or near the complex.

**OPERATIONAL AND
PROGRAM SUMMARY:****4.5 Support and
Maintenance
Functions****4.5a Food
Service**

Food service shall be provided within the complex level and where required because of other program considerations, within individual rooms. This is to be accomplished efficiently with existing staff. Food will be prepared at a central kitchen within the institution. It will be delivered to the living complex where it will be heated and/or cooled and served to the residents of the complex. It is expected that a limited number of inmates will be involved in the preparation of food in the central kitchen and that one or several inmates in each complex will be responsible for the proper distribution of food to the residents. Food service may be provided by a food service company under contract utilizing the institution kitchen. A special central dining room for up to 100 inmates-staff shall be provided.

**4.5b Engineering
and Plant
Maintenance**

The purpose of engineering and plant maintenance is to provide the physical systems and maintain the environment required for the institution to function in a flexible and economic and secure manner.

Engineering systems must fulfill the purpose of this element under normal, critical and backup operations. Security of the components must be inviolate. Maintenance of the equipment and service components will be accomplished with the minimum intrusion or effect on the activity of the institution. Selection of methods and materials to disperse energy requirements shall be as maintenance free and vandal-proof as technically possible. Custodial and preventative maintenance programs shall be accomplished by staff supervising inmate workers and incorporating vocational training programs. Maintenance shall not be solely dependent on inmate workers nor shall inmate workers be authorized to perform work on sensitive security equipment. Materials used for engineering shall be as self maintaining as possible, easily cleanable, vandal-proof, sanitary and visually pleasing.

**4.5c Transportation
and Access**

The institution shall be located within one hour's driving time from the metropolitan Twin Cities area. The institution shall be sufficiently remote from, but have easy access to main highways. It shall be located near public transportation. Staff involved in transportation of inmates shall be properly trained in security. All inmate transportation vehicles will be security equipped. Visitor parking shall be located remote from the main institution and not visible from any living units. Access points to the institution through the security perimeter shall be limited to a staff access point, a visitor access point, delivery access point, emergency vehicle access point, and inmate receiving and discharge point. Visitors should not have physical contact with inmates, except in visit or meeting rooms.

4.5d Laundry

A laundry shall be located inside the security perimeter with the capacity to be secured from unauthorized intrusion by inmates. This laundry will provide complete laundry service for the 400 inmates of the institution. It shall also be situated to provide secure access by inmates from one living unit who may be used as laundry workers. The laundry shall contain physical facilities to permit easy shakedown, sorting, storage and distribution to living units. The institution laundry shall be automated to the degree that supervisory workers can maintain essential laundry operations during periods of institution crisis and general lockup.

Optional centralized laundry pick up by inmates shall also be provided for.

4.6 Security

The purpose of security is to provide conditions which will be necessary to fulfill the requirements of a High Security Prison.

In a facility of this nature, it is difficult to factor out the security function because it is part and parcel of all other components. The security provisions of this facility must be capable of adequately dealing with the most sophisticated, dangerous and recalcitrant inmate in a just, humane and meaningful manner.

Security will be accomplished through physical structure, policy and procedures and total staff commitment. The derived objective of security is:

Safety of inmates and staff in their daily activities

Prevention of escape

Orderly operation

1.3b ARCHITECTURAL SPACE PROGRAM

Objectives

The intention of the Space Program is to translate operational program criteria, then quantify and enumerate the resultant physical requirements for each component. This architectural space program becomes the basis for the development of the facility design. Careful attention has been devoted by the architect/planners to achieve full harmony between the operational requirements and the space needs summary.

This architectural program not only describes the spaces required to fulfill operational program objectives, but also illustrates the desired relationships of the various spaces. This process allows the user, and the architect/planner to establish priorities and evaluate schematic plans as they are developed and is part of a dynamic checks and balances system. The evolutionary refinement of the space program illustrates the participatory planning process.

Summary

The total space program derives from these criteria and is subsequently used for the development of the design concept totalling 240,287 gross square feet. The major subdivisions of this space program is as follows:

	<u>Gross Square Feet</u>	<u>% of Total</u>
Administration and Public	33,932	14.1%
Program and Activity	35,189	14.7%
Physical and Mental Health	18,528	7.7%
Housing	118,160	49.2%
Support and Maintenance	<u>30,801</u>	<u>14.3%</u>
TOTAL	240,110	100.0%

**1.3c SITE ANALYSIS
AND SELECTION**

Based on the space program and internal functional requirements, as defined above, sites were identified for study and comparative evaluation.

Four potential sites, all located on the State property, which was once prison farm land in the Bayport area, were analyzed for the new facility. All of the sites considered meet the accepted standards regarding location within a state for correctional institutions. All sites are currently in the possession of the State of Minnesota and available for prison construction. All sites were widely identified in the Stillwater-Bayport area as "prison property" and less likely to draw public criticism if used for a prison than would lands which have historically been in private hands and/or are devoted to other use.

**Site
Objectives**

The objectives for the property were:

Utilize existing State prison property in the Bayport area.

Provide a site which provides suitable space and topography for the architectural response to the operational needs.

Be compatible with environmental and natural resource concerns.

Minimize physical and visual intrusion by the facility upon the developed areas of surrounding communities.

EXECUTIVE SUMMARY

Criteria
Used In
Site
Selection

Proximity to present prison facility.

Size of site.

Accessibility to staff and visitors.

Buffer space for residential and public areas.

Community impact and community acceptance.

Utilities availability

- sanitary sewer
- water
- power
- storm drainage

Size of building area.

Special site characteristics.

Zoning requirements.

Environmental impact.

Site

The site selected is 159.7 acres located directly west of the present prison facility. The site is partly within the corporate limits of Oak Park Heights and partly within Baytown Township. The site is bounded on the east by a swamp and on the west by Washington County Highway 67. A major topographic characteristic of this site is its location on a hilltop overlooking the wet lands area on the east and a large valley leading from the area of mean elevation to the lower wet lands area. This characteristic has provided a unique opportunity to combine topographic characteristics of the land and program requirements of the institution to create a distinct and unique facility concept.

**1.3d DEVELOPMENT OF
ARCHITECTURAL
CONCEPT****The Individual Room****The Unit (12-14)
The Cluster (52)**

The facility concept permits the institution to function within a wide range of administrative procedures over its life cycle. It will be able to accommodate different degrees of security ranging from maximum to medium without major physical renovation. The concept emphasizes the individual need for privacy of the residents. Rooms are created to be comfortable and private as well as secure. Small, but complete, bathroom facilities will be available for each room. Each room will be an outside room with a view of the commons area. The concept provides for groups of men living in units of 12-14 or 52. These are groupings which are suitable for high security operation and are of manageable size. However, administrative decisions or program changes to less secure operations will permit larger groupings of inmates for activities and work and increased movement about the institution. The concept provides an abundance of flexible and multiple use program space in both the living and program levels.

Circulation

The bi-level security spine concept permits multiple patterns of circulation without cross-circulation, which can be a serious problem in a high security facility. Visitors and staff will have access to the upper level security spine for movement to any portion of the institution. Inmates will make the small amount of lateral movement necessary in the first level security spine for their program and activities.

**Operations and
Security**

A key concept of the design is that the more remote from the institution's outer boundaries, the more freedom of movement is possible. Less freedom of movement is programmed when inmates are near the security perimeters. This inward focussed security system will make it possible to minimize the amount of guard tower surveillance necessary and therefore reduce staff costs. Internal and external site lines for staff are excellent and this will minimize the need for reliance upon closed circuit television or other systems to monitor "hard to observe" spaces.

**Site and
Environment**

The concept blends well with the site selected which will utilize the hillside as a design strength. The design characteristics of the proposed concept are most comparable to those of terrace housing. This design fits well within

the suburban setting in which it is placed. In addition, the design is integrated with the sloping land and captures large recreation courts along the hillside. Only the executive administration area is visible from the entrance, where central control is located. The residential clusters are oriented towards the St. Croix valley.

Cost Impact

The concept incorporates savings in construction costs due to its hillside function. This design also will result in energy savings and will incorporate heat reclaiming design.

**1.3e CONSTRUCTION
COST ANALYSIS**

To accommodate the 240,110 gross square feet of the architectural program, inclusive of fixed equipment costs, the total building costs have been estimated as follows:

Preliminary site costs inclusive of new utilities, site grading and miscellaneous site improvements have been estimated at \$1.2 million.

Based on all available preliminary information, it is considered that \$20.8 million is sufficient to assure capital building and site costs, inclusive of fixed equipment, contingencies and architecture fees.

EXECUTIVE SUMMARY

1.3f STAFFING ANALYSIS

The staffing projections as found in this report are the result of careful analysis of the operational needs of the facility and are based upon the operational program and the structural concept in its current stage. Many changes in structure and resultant staff needs may occur during the schematic design phase. The current figures as presented were generated with the guiding principle being:

To provide the smallest number of staff to carry out the mission of the facility within the limits of safety and efficiency.

The staffing estimate has assumed that architectural and technological features will be provided which will minimize staff needs. It should be pointed out that we have not included staff for kitchen operation in these estimates inasmuch as it is anticipated that this function will be carried out under contract by a foods management firm.

		<u>Annual Salary</u>
Executive	8	120,422
Clerical and Records	10	105,276
Business Mgt.	46.1	583,514
Medical	18.1	309,239
Instit. Wide Security	78.7	1,051,612
Inmate Living Support	21.5	308,436
Living Unit Supervision	91.8	1,235,134
Case Management	9	123,840
Trainee Positions	<u>10*</u>	<u>109,200</u>
TOTAL	283.2	3,946,673
	+ 16% Fringe	<u>631,467</u>
		4,578,140

*Not on Complement

**1.3g OPERATIONAL
COST
ANALYSIS**

The operational cost estimates for a facility in the concept stage are, at best, difficult to develop. At the concept stage, it is difficult to anticipate the details of structure which may be developed in the schematic and design development stages of planning. It is also impossible to anticipate in a specific manner, all of the economic results of policy and procedure changes which seem to occur so frequently in the field of corrections.

These costs will be refined as planning continues. The closer to the date of operation and the more developed the architectural and program planning becomes, the better the operational cost analysis will be.

However, to present a project of this size to the Legislature, it is necessary to present some estimates as to the projected costs of operation. For the purpose of this report, we have used the following procedures:

We have combined the State prison and reformatory operating cost figures for fiscal 1977 and averaged the results. We computed the operational cost averages for both institutions on a per day per inmate basis. The per inmate costs were then computed for a population of 400.

The result is an annual current expense of \$741,680.00. This figure does not include staff. When the annual cost for staff, which totals \$4,578,140 are added, the total annual estimated operating cost will be \$5,319,820. This estimate is based upon a fiscal 1977 economy.

**1.4 FINDINGS AND
RECOMMENDATIONS**

A humane and progressive, yet safe and secure program is available to guide the development of policies and procedures and the design of a new facility.

A site already in State possession, meeting the needs of the facility and providing a unique topographical contribution has been identified. The architect has been able to respond to the program requirements and site with a facility concept which provides, among others, the following characteristics: flexibility, security, safety, humane living conditions and adequate program space.

The cost to staff this facility in 1977 dollars is \$4,578,140 per year for 283 staff members.

The cost of heating and cooling the facility will be reduced from that of a facility with similar characteristics because of its hillside construction and energy conserving technology. Such savings will amount to approximately 30 to 40 percent over the life cycle of the institution.

Construction costs for the facility as conceptualized are estimated at 20.8 million dollars.

Because of its hillside construction, construction costs of the facility currently conceived will be less than totally above grade conventional facilities.

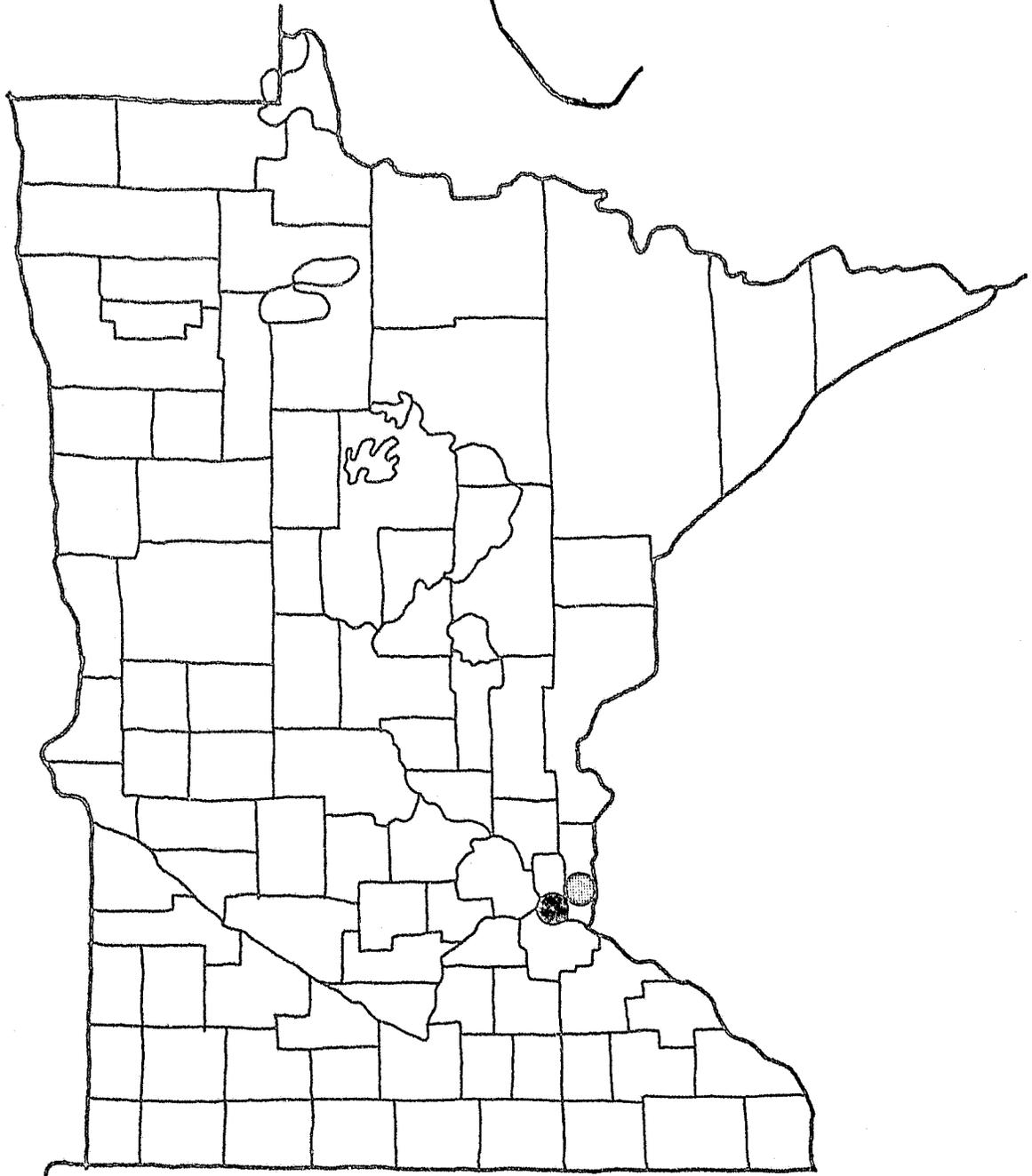
Initial furnishings will cost approximately \$1.9 million on a one-time only basis.

Cost of built-in furnishings (other than fixed equipment which is included in the cost of construction) will be \$400,000.

Ongoing operational cost of the facility as conceived is estimated to be \$741,680. (This does not include staff salary.)

A costly power plant will not be required because of the energy saving nature of the concept. A small emergency generating system will suffice.

This facility can be constructed and fully operational by late 1980 at which time it will represent a significant departure from any previously constructed correctional institution as far as environmental fitness, structure, design, ecological considerations and humanity of program.



Introduction

Of the many issues currently being debated in this State and nation, none is more thorny than that concerning the role which will be played by institutions in the correctional process. However, it is an undisputed fact that for the foreseeable future, some individuals will require incarceration for the safety and well-being of the public. The challenge facing Minnesota is to develop planning and policy parameters which place the institutional alternative in a proper perspective, and at the same time, meet the needs of public safety, the demands of progressive penology, and the legal requirements for the incarceration of offenders. Minnesota is proceeding in an orderly fashion in this direction.

2.1 HISTORY

In December, 1974, a Select Committee on Minnesota Correctional Institutions was authorized by legislative Act, to submit a report on all Minnesota Correctional Inst. and make specific recommendations as to their future. Among the recommendations of the select committee were:

"The Department of Corrections should develop a plan that would lead toward a goal of small, specialized, secure State facilities for a total of 500 to 600 inmates."

"Stillwater, (Minnesota State Prison) should be shut down...hopefully by June 30, 1977. Its immediate and long range costs are prohibitive."

As a result of this report, and a written response to it filed by the Minnesota Department of Corrections in March, 1975 ("Recommendations for Corrections and the use of Correctional Institutions"), the 1975 State Legislature authorized the creation of a Task Force on Correctional Institutions.

**Task Force
on
Correctional
Institutions**

This Task Force submitted a report in February 1976. Among the findings of this report were the following: (found on page 31 through 33 of the report)

"Since construction of the Minnesota State Prison at Stillwater during the early part of this century, beliefs and practices related to prison architecture, security, programming and management have changed radically."

"Renovation of the Minnesota State Prison in Stillwater would not correct the major deficiencies of the institution.

"Total renovation of the Minnesota State Prison at Stillwater is an uneconomical use of State funds.

"Given that total renovation of the Minnesota State Prison is not a viable alternative, the Task Force explored the feasibility of: (1) partial renovation of existing facility with some new construction, and (2) construction of a new institution to replace the Minnesota State Prison.

"A mixture of new construction and remodelling at the Minnesota State Prison while far superior to the total renovation approach still has major disadvantages.

"A new 400 bed facility offers the most cost-effective, secure, programmatically promising approach that the State can implement."

**Legislative
Appropriation
For
Planning**

During the 1975 session at which it authorized the Task Force which submitted the above report, the Legislature also appropriated funds to be used to develop for the 1977 Legislature:

1. A progress report on population change.
2. A Department of Corrections master plan for the 1977-1979 biennium.
3. Preliminary architectural plans.

Summary

In 1976, the Legislature appropriated \$800,000.00 for preliminary plans and working drawings for the proposed adult maximum security institution. The High Security Facility Project is a direct result of these appropriations and Legislative mandate.

2.2 PROJECT OBJECTIVES

To complete the planning, design, and construction process for a High Security Facility to house 400 inmates by September, 1980 which will incorporate the following principles:

Provide for safety and control of the inmate population.

Provide a facility which maximizes efficiency and economy of operations.

Provide a structure which is sufficiently flexible in operation to become compatible with a wide variety of programming, including program methods not yet known.

Provide vocational, educational and treatment opportunities for those inmates who seek such services.

Provide a facility environment which minimizes the appearance of the usual security hardware but still provides maximum security.

Provide privacy and creature comfort for the inmates within the context of security and control.

Provide a facility which physically blends into its environment, is aesthetically pleasing and creates a positive image in the community and State.

2.3 DEPARTMENT PLANNING

This project has been undertaken by the Minnesota Department of Corrections simultaneously with a project to provide a Master Plan for Corrections. This Master Plan will provide the Legislature with the Department of Correction's planning for the biennium 1977-1978. The report of the High Security Facility Project relates to and its contents are considered part of the Master Plan.

**Major Project Tasks
Addressed In This
Report**

Develop the Operational Program of the Institution upon which further planning will be based.
--Task Forces, Project Team.

Develop an architectural space program and illustrative functional diagrams and area location standards --Project Architectural Planning Firm.

Analyze the sites available and select the most suitable site for construction.
--Project Architectural/Planning Firm , Project Team.

Develop a concept design.
--Project Architectural Firm.

Develop construction cost analysis.
--Project Architectural Firm.

Develop a staffing analysis.
--Project Team

Develop an operational cost estimate.
--Project Team.

**2.4 PROJECT AND
PLANNING
ORGANIZATION**

This plan has been developed by a project team under the direct supervision of the Commissioner of Corrections.

The Project Team is composed of three staff, two of whom represent the Department of Corrections and one representing the State Department of Administration and State Architect's Office. The report which follows is the cooperative effort of the Project Team, seventeen Department of Corrections Task Forces and the architectural/planning firms employed for this purpose.

In addition, for this project, the Commissioner of Corrections has formed an Advisory Committee composed of nationally recognized experts in the field of Corrections as well as representatives of the Minnesota Criminal Justice System and Minnesota Legislature.

2.5 METHODOLOGY

In developing a new institution, the first step is to specify clearly and in detail what the facility is intended to do. This is spelled out in an Operational Program.

The Operational Program, as found in this report, was developed in a process established by the Minnesota Department of Corrections utilizing seventeen Consultant Task Forces. These Task Forces were composed primarily of Department of Corrections staff with expertise in the area of operation that they were asked to address. The Consultant Task Forces were given a format designed to lead their thinking in a logical progression to the development of the "best possible" solutions in the planning project. Rigid time tables and a systematic review procedure were utilized to insure that the resultant Operational Program is internally consistent. The Project Team coordinated the development of the Operational Program and provided first level review.

Final review and approval of the Operational Program has been by the Commissioner of Corrections after consultation with key Department of Corrections staff and his Advisory Committee.

The Operational Program was a key component in the development of the comprehensive program statement. The development and refinement of this statement, which includes the translation of the operational criteria to a space program and functional diagrams, was a cooperative and dynamic process among all project team members, task forces, Advisory Committee, and project architect/planners.

Additional planning and analysis represented by this report has been conducted by the project architectural planning firm, by the staff of the Department of Corrections, Department of Administration and by the Project Team. All work has been reviewed by the Project Team and approved by the appropriate Commissioner involved.

**Planning
Guidelines**

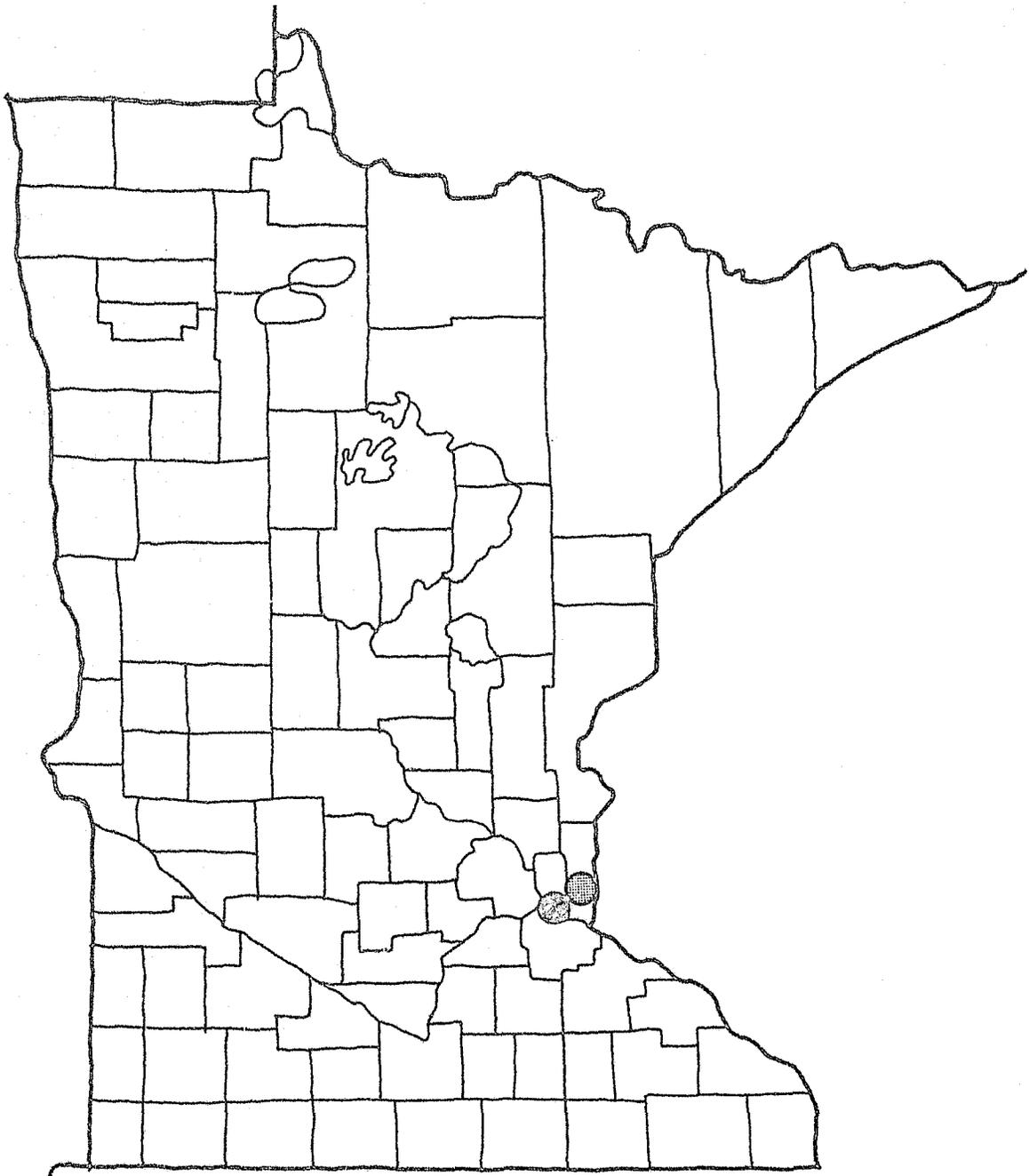
The following guidelines were established early in the Project for the planned facility:

1. Prison type facility
2. High security character
3. Maximum of 400 general population
4. At Bayport location
5. Male population
6. Will have admission criteria
7. Employ comprehensive staff training
8. Will have work program
9. Develop no out-of-institution programs
10. Must have capacity to deal with mentally ill on Department level
11. Treatment programs for inmates available at their request
12. Present Minnesota State Prison will remain open until 1982
13. One staff to 1.5 inmates
14. Minimal participation of inmates in sensitive equipment maintenance
15. Daily exercise available to all inmates
16. Mix of contact and non-contact visiting
17. Central records system
18. Double barrier (2 fences and wall of building) no perimeter wall
19. Recreation in complex
20. Feeding at complex level (possible by unit and in room)
21. Health service operation
22. Unit management system
23. Any room secure to house any inmate except those out of control
24. Ramsey County Hospital facilities available for medical back-up
25. Construction costs of 20 million dollars
26. Shower and toilet facilities in room
27. Designed for 75-year life cycle
28. Noon meal on job for workers in industry
29. No more than 100 in group at one time
30. Light industry
31. Inmates will be transferred to and from other institutions

HISTORY AND BACKGROUND

32. 100 yards of vacant space outside of the fenced area
33. Individual educational instruction available
34. Visiting at the complex level
35. Call home telephone programs
36. Not to be a Department reception center

These guidelines have formed the basis for all planning and design studies for the High Security Facility.





Introduction

The purpose of this chapter is to describe present prison populations and to estimate the nature, activities and sizes of the future population of the planned high security facility with respect to the proposed facility program. The main tool for achieving this purpose is a detailed resident profile, which includes all inmates housed at the Minnesota State Prison (MSP) and the State Reformatory for Men (SRM) in October 1976, and a sample profile of inmates who have been classified maximum custody status and meet the proposed requirements for admission into the planned high security facility.

The statistical data, collected by the Minnesota Department of Corrections, tries to define and compare the characteristics of present populations in developing estimates of future programmatic requirements in the new high security facility. Proposed criteria for admission and proposed daily schedules of inmates have aided in determining the size and programmatic requirements of the new high security facility.

**3.1 POPULATION
DESCRIPTION
AND PROFILE**

The first group of tables and charts presents a profile of all inmates in the State Prison as of October 1, 1976 and in the State Reformatory as of October 7, 1976. A total of 955 Prison inmates and 486 Reformatory inmates were included in the collection process which took place during the month of October.

The second group of tables and charts presents a profile of State Prison inmates who were classified maximum custody status between February 1975 and September 1976. The profile characteristics of the 55 inmates in the sample represent a cross-section of inmates who meet the proposed criteria for admission to the planned high security facility.

POPULATION CAPACITY & PROJECTIONS

The objective of the third group of tables and charts is to provide a description of present populations in terms of profile data elements, to cross-reference selected data element groupings, and to assist in the evaluation of a specific characteristic as it may pertain to the future inmate population.

TABLE 3.1

NUMBER OF OFFENSES COMMITTED - MSP/SRM POPULATION - OCTOBER, 1976

Table 3.1 illustrates the total number of inmates in the State Prison and Reformatory who are serving time for between one and four sentences.

	<u>Offense 1</u>	<u>%</u>	<u>Offense 2</u>	<u>%</u>	<u>Offense 3</u>	<u>%</u>	<u>Offense 4</u>	<u>%</u>
Criminal Negligence	5	0.3	1	0.1	-	-	-	-
Manslaughter, 1st	17	1.2	2	0.3	-	-	-	-
Manslaughter, 2nd	11	0.8	5	0.7	-	-	-	-
Murder, 1st	31	2.2	4	0.6	1	0.4	1	1.0
Murder, 2nd	64	4.4	12	1.8	4	1.5	-	-
Murder, 3rd	53	3.7	12	1.8	4	1.5	1	1.0
Aggravated Assault	115	8.0	54	8.1	12	4.5	7	7.0
Aggravated Robbery	254	17.6	90	13.5	31	11.5	20	20.0
Kidnapping	31	2.2	18	2.7	6	2.2	4	4.0
Simple Robbery	65	4.4	32	4.8	11	4.1	2	2.0
Other Person (in- cluding attempted person offenses)	35	2.4	13	2.0	7	2.6	3	3.0
Receiving Stolen Goods	37	2.6	22	3.3	8	3.0	1	1.0
Theft	93	6.4	55	8.3	21	7.8	7	7.0
UUMV	60	4.2	30	4.5	19	7.1	9	9.0
Forgery	75	5.2	54	8.1	21	7.8	6	6.0
Burglary	242	16.8	143	21.5	68	25.3	16	16.0
Other Property	34	2.4	11	1.7	9	3.3	1	1.0
Rape	58	4.0	12	1.8	9	3.3	2	2.0
Other Sex	77	5.3	41	6.2	13	4.8	6	6.0
Drug	53	3.7	25	3.8	13	4.8	9	9.0
Escape	23	1.6	29	4.3	10	3.7	5	5.0
Other	8	0.6	5	0.7	2	0.8	-	-
Total	1,441	100%	666	100%	269	100%	100	100%

Out of the total population (October, 1976), 54% were currently serving only one sentence; 46% were serving two or more sentences; 19% were serving three or more sentences and 7% were serving four or more sentences.

Of all offenses committed, the categories with the largest percentages of offenses were Aggravated Robbery (17.6%) and Burglary (16.8%).

POPULATION CAPACITY & PROJECTIONS

For further analysis the population was divided into four groups:

- Group 1: Includes all those currently serving a sentence for Murder 1, 2, 3, Manslaughter 1, Aggravated Assault, Aggravated Robbery, Kidnapping, False Imprisonment, Aggravated Arson, Sex Offenses or Escape and who also have had one or more disciplinary convictions for assault on staff/inmate, threats to staff or inmate, contraband weapons, smuggling or contraband drugs, arson or sexual assault within the past two years.
- Group 2: Includes all inmates serving sentences for the above listed offenses but who have had no serious disciplinary convictions within the past two years.
- Group 3: Includes all inmates serving sentences for offenses other than those included in Groups 1 and 2 and who also have one or more serious disciplinary convictions within the past two years.
- Group 4: Includes all inmates serving sentences for offenses other than those included in Groups 1 and 2 and who have had no serious disciplinary convictions within the past two years.

TABLE 3.2 presents the number of inmates in each of these groups by institution.

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
MSP	149	76.8	429	68.9	77	62.1	300	60.0	955	66.3
SRM	45	23.2	194	31.1	47	37.9	200	40.0	486	33.7
TOTAL	194	13.5	623	43.2	124	8.6	500	34.7	1,441	100.0

The largest single group of inmates is Group 2 (43.2%), largely person offenders with no serious disciplinary convictions. The second largest group are largely non-person offenders with no serious disciplinary convictions (34.7%). Twenty-two percent of all inmates have had one or more serious disciplinary convictions and twenty percent of other offenders had serious disciplinary convictions. It is evident that serious offenders with disciplinary convictions are more likely to be at the MSP. Part of the reason for this is that many of these are older and may have been incarcerated for a long time.

TABLE 3.3

YEAR OF COMMITMENT BY GROUP

Year	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
1960 & Before	4	2.1	11	1.8	-	-	1	0.2	16	1.1
1961-1970	26	13.4	82	13.2	5	4.0	15	3.0	128	8.9
1971-1974	86	44.3	211	33.9	48	38.7	125	25.0	470	32.6
1975-Oct. 1976	78	40.2	319	51.2	71	57.3	359	71.8	827	57.4
Total	194		623		124		500		1,441	

Over half of all inmates were committed within the past 21 months. Only ten percent were committed in 1970 or before. As could be expected, most of these were in Group 1 and 2.

If the date of last admission is considered, seventy-six percent were admitted in 1975 and 1976 either from escape, on a new commitment or parole violation.

POPULATION CAPACITY & PROJECTIONS

TABLE 3.4

TYPE OF INSTITUTIONAL ADMISSION BY GROUP

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
New Court Commitment	110	56.7	429	68.9	60	48.4	238	47.6	837	58.1
New Commitment While on Parole	58	29.9	109	17.5	31	25.0	74	14.8	272	18.9
New Commitment While on Probation	13	6.7	34	5.5	16	12.9	66	13.2	129	8.9
Return from Prob/Par.- Tech. Violation	6	3.1	30	4.8	15	12.1	106	21.2	157	10.9
Return from Escape	1	0.5	1	0.2	-	-	3	0.6	5	0.3
Other Admission	6	3.1	20	3.2	2	1.6	13	2.6	41	2.9
Total	194		623		124		500		1,441	

TABLE 3.5

CURRENT DETAINER BY GROUP

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
None	179	92.3	574	92.1	118	95.2	440	88.0	1,311	91.0
Felony or G.M.	12	6.2	40	6.4	4	3.2	39	7.8	95	6.6
Misdemeanor	3	1.5	9	1.4	2	1.6	21	4.2	35	2.4
Total	194		623		124		500		1,441	

Table 3.6 and 3.6a break down the populations by current security classification and by group security classification.

TABLE 3.6

CURRENT SECURITY CLASSIFICATION

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Minimum	4	2.1	27	4.3	2	1.6	46	9.2	79	5.5
Medium	88	45.4	375	60.2	73	58.9	296	59.2	832	57.7
Close	75	38.7	207	33.2	38	30.6	155	31.0	475	33.0
Maximum	27	13.9	3	0.5	11	8.9	1	0.2	42	2.9
MSH or Medical	-	-	8	1.3	-	-	1	0.2	9	0.6
Not Recorded	-	-	3	0.5	-	-	1	0.2	4	0.3
TOTAL	194	100%	623	100%	124	100%	500	100%	1441	100%

TABLE 3.6a

GROUP SECURITY CLASSIFICATION

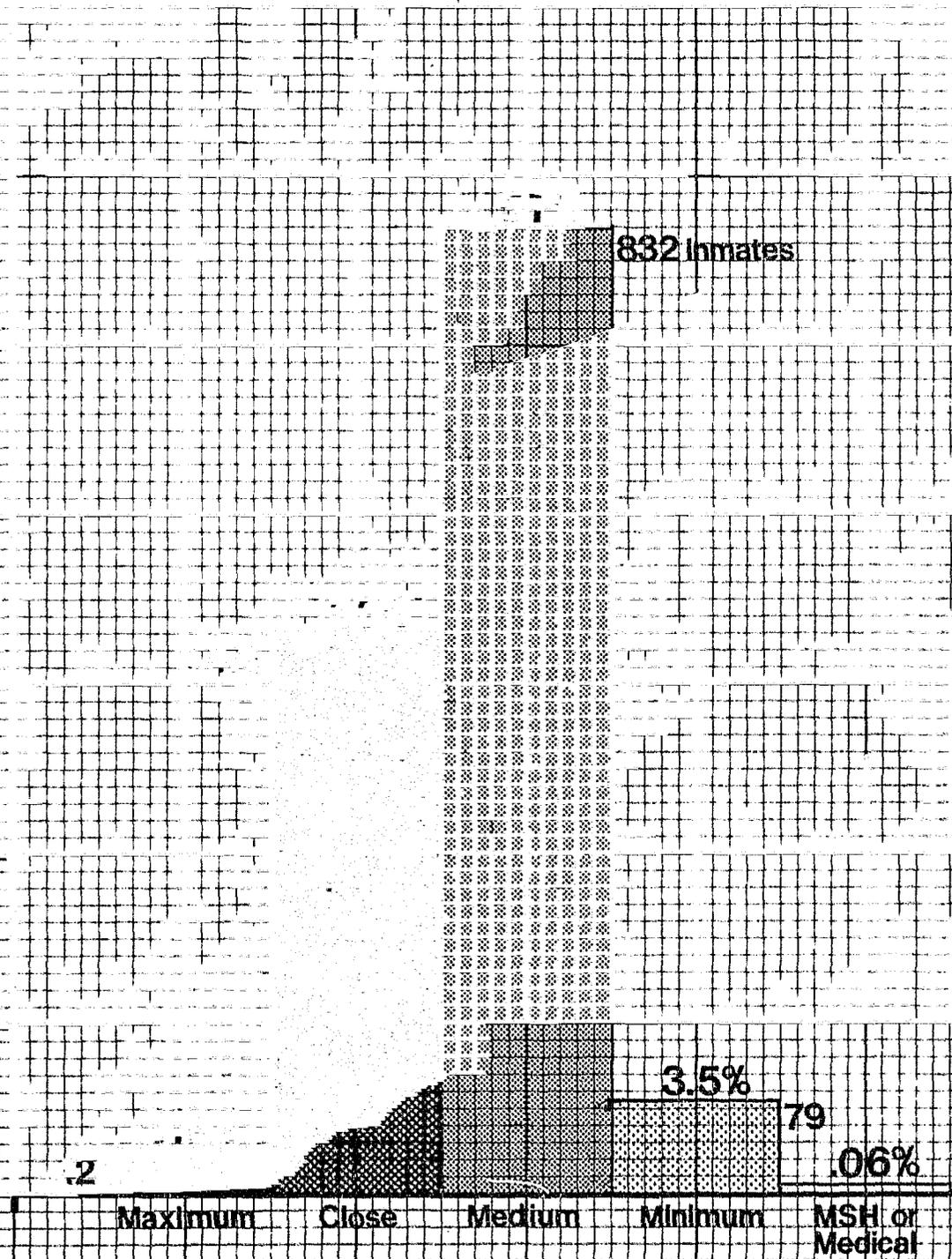
	Maximum		Close		Medium		Minimum		MSH or Med.	
	No.	%	No.	%	No.	%	No.	%	No.	%
Group 1	27	64.3	75	15.8	88	10.6	4	5.1	-	-
Group 2	3	7.1	207	43.6	375	45.0	27	34.2	8	88.9
Group 3	11	26.2	38	8.0	73	8.8	2	2.5	-	-
Group 4	1	2.4	155	32.6	296	35.6	46	58.2	1	11.1
TOTAL	42	100%	475	100%	832	100%	79	100%	9	100%

**Table 3.6 and
Table 3.6a:
Conclusion**

It can be observed from the preceding tables that the largest percentage (64.3%) of those classified maximum security are from the Group 1 population. The close and medium security populations are nearly equally comprised of those from the Group 2 and Group 4 populations. The Group 4 population accounts for nearly 60% of the minimum security population.

On the following page the chart illustrates the present security classification for the total inmate population. Based on the proposed admission criteria established by the Department of Corrections, the future population of the new high security will be selected from those populations of the higher security levels.

Present Classification: All Inmates



POPULATION CAPACITY & PROJECTIONS

TABLE 3.7

NUMBER OF ESCAPES OR ATTEMPTS DURING CURRENT SENTENCE

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
None	154	79.4	571	91.7	114	91.9	461	92.2	1,300	90.2
1	37	19.1	44	7.0	9	7.3	39	7.8	129	9.0
2	3	1.5	8	1.3	1	0.8	-	-	12	0.8
Total	194		623		124		500		1,441	

TABLE 3.8

PAROLE VIOLATION THIS SENTENCE

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Yes	72	37.1	143	23.0	41	33.1	142	28.4	398	27.6
No	122	62.9	480	77.0	83	66.9	358	71.6	1,043	72.4
Total	194		623		124		500		1,441	

TABLE 3.9

PRIOR FELONY CONVICTIONS

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Yes	80	41.2	261	41.9	56	45.2	229	45.8	626	43.4
No	114	58.8	349	56.0	68	54.8	248	49.6	779	54.1
Unknown	-	-	13	2.1	-	-	23	4.6	36	2.5
Total	194		623		124		500		1,441	

TABLE 3.10

PRIOR INSTITUTIONALIZATION - STATE/FEDERAL

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Yes	65	33.5	204	32.7	43	34.7	168	33.6	480	33.3
No	129	66.5	406	65.2	81	65.3	309	61.8	925	64.2
Unknown	-	-	13	4.0	-	-	23	4.6	36	2.5
Total	194		623		124		500		1,441	

TABLE 3.11

YEAR OF LAST ESCAPE CONVICTION

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
No Conviction	162	83.5	557	89.4	119	96.0	484	96.8	1,322	91.7
1976	5	2.6	13	2.0	1	0.8	2	0.4	21	1.5
1975	12	6.2	18	2.9	1	0.8	3	0.6	34	2.4
1974	3	1.5	7	1.1	-	-	-	-	10	0.7
1973	1	0.5	6	1.0	-	-	3	0.6	10	0.7
1972	4	2.1	6	1.0	-	-	2	0.4	12	0.8
1971	1	0.5	2	0.3	1	0.8	2	0.4	6	0.4
1970 or Before	6	3.1	14	2.2	2	1.6	4	0.8	26	1.8
Total	194		623		124		500		1,441	

POPULATION CAPACITY & PROJECTIONS

TABLE 3.12
YEAR OF BIRTH BY GROUP

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
1955-60	36	18.6	114	18.3	38	30.7	154	30.8	342	23.7
1950-54	72	37.1	183	29.4	51	41.1	147	29.4	453	31.4
1945-49	48	24.7	125	20.1	20	16.1	87	17.4	280	19.4
1940-44	25	12.9	72	11.5	9	7.3	34	6.8	140	9.7
1935-39	8	4.1	38	6.1	4	3.2	31	6.2	81	5.6
1930-34	1	0.5	31	5.0	2	1.6	21	4.2	55	3.8
1925-29	1	0.5	29	4.6	-	-	8	1.6	38	2.7
1920-24	2	1.0	13	2.1	-	-	12	2.4	27	1.9
Before 1920	-	-	17	2.7	-	-	5	1.0	22	1.5
Unknown	1	0.5	1	0.2	-	-	1	0.2	3	0.2
Total	194		623		124		500		1,441	
Median Age	25		28		25		24		25.9	

TABLE 3.13

RACE BY GROUP

	Group 1		Group 2		Group 3		Group 4		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
White	100	51.5	453	72.7	84	67.7	427	85.4	1,064	73.8
Black	62	32.0	117	18.8	21	16.9	35	7.0	235	16.3
American Indian	30	15.5	44	7.1	18	14.5	34	6.8	126	8.7
Other	2	1.0	9	1.4	1	0.8	4	0.8	16	1.1
Total	194		623		124		500		1,441	

POPULATION CAPACITY & PROJECTIONS

TABLE 3.14

TYPE AND NUMBER OF DISCIPLINARY CONVICTIONS BY GROUP

	<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>	<u>Total</u>
Number of Convictions					
Assault Staff/Inmates					
None	152	623	103	500	1,378
1	28	-	14	-	42
2	5	-	4	-	9
3	5	-	1	-	6
4	3	-	1	-	4
5	1	-	-	-	1
6 or more	-	-	1	-	1
Total	194	623	124	500	1,441
Threaten Staff/Inmates					
None	143	623	93	500	1,359
1	32	-	26	-	58
2	14	-	4	-	18
3	5	-	1	-	6
Total	194	623	124	500	1,441
Contraband Weapons					
None	124	623	85	500	1,332
1	57	-	36	-	93
2	11	-	3	-	14
3	1	-	-	-	1
4	-	-	-	-	-
5	1	-	-	-	1
Total	194	623	124	500	1,441
Contraband Drugs					
None	97	623	53	500	1,273
1	70	-	56	-	126
2	19	-	11	-	30
3	3	-	2	-	5

POPULATION CAPACITY & PROJECTIONS

TABLE 3.14 (Cont'd)

	<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>	<u>Total</u>
Contraband Drugs cont'd.					
4	2	-	2	-	4
5	2	-	-	-	2
6 or more	1	-	-	-	1
Total	194	623	124	500	1,441
Smuggle Drugs					
None	180	623	116	500	1,419
1	11	-	7	-	18
2	2	-	1	-	3
3	1	-	-	-	1
Total	194	623	124	500	1,441
Arson					
None	186	623	120	500	1,429
1	7	-	3	-	10
2	1	-	-	-	1
3	-	-	1	-	1
Total	194	623	124	500	1,441
Other Rule Violation					
None	38	465	33	362	898
1	35	49	19	56	159
2	26	34	18	22	100
3	28	22	9	18	77
4	14	11	8	12	45
5	13	11	4	7	35
6 or more	40	31	33	23	127
Total	194	623	124	500	1,441

POPULATION CAPACITY & PROJECTIONS

TABLE 3.15

NUMBER OF DAYS IN SEGREGATION IN PAST SIX MONTHS

	<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>	<u>Total</u>
None	52	551	33	447	1,083
Less than 10	26	21	18	27	92
10-20	32	17	26	4	79
21-30	23	18	14	8	63
31-40	11	2	4	2	19
41-50	8	2	11	1	22
51-60	7	5	7	3	22
61-70	4	1	1	-	6
71-80	3	1	1	1	6
81-90	9	1	3	1	14
91-100	5	1	1	1	8
101-150	8	2	4	3	17
151-180	6	1	1	2	10
Total	194	623	124	500	1,441

TABLE 3.16

NUMBER OF ESCAPES OR ATTEMPTED ESCAPES IN PAST FIVE YEARS

	<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>	<u>Total</u>
None	156	572	118	460	1,306
1	33	44	6	40	123
2	4	5	-	-	9
4	1	-	-	-	1
Not Reported	-	2	-	-	2
Total	194	623	124	500	1,441

POPULATION CAPACITY & PROJECTIONS

TABLE 3.17
NUMBER AND TYPE OF CURRENT SENTENCE

	<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>	<u>Total</u>
Person Offenses					
1	105	361	22	76	564
2	48	108	4	5	165
3	14	13	2	-	29
4	7	6	-	-	13
Property Offenses					
1	30	94	47	241	412
2	17	25	29	100	171
3	4	12	16	43	75
4	-	1	3	12	16
Sex Offenses					
1	16	109	2	8	135
2	4	25	-	-	29
3	-	8	-	-	8
Drug Violations					
1	4	6	12	35	57
2	-	2	2	7	11
3	-	-	2	1	3
4	-	-	1	2	3
Escape					
1	24	43	1	-	68
2	-	2	1	-	2
Other					
1	-	5	1	7	13
Total	399	1,067	231	779	2,476
Average Number of Offenses	2.06	1.71	1.86	1.56	1.72

TABLE 3.18
NUMBER AND TYPE OF PRIOR CONVICTIONS

	<u>Group 1</u>	<u>Group 2</u>	<u>Group 3</u>	<u>Group 4</u>	<u>Total</u>
Person Offenses					
1	27	64	12	42	145
2	3	12	2	7	24
3	-	6	-	-	6
Property Offenses					
1	31	103	24	94	252
2	21	62	10	62	155
3	5	20	5	41	71
Sex Offenses					
1	5	23	1	5	34
2	-	2	-	3	5
3	-	2	-	-	2
Drug Offenses					
1	5	12	6	17	40
2	-	-	3	1	4
Escapes					
1	7	17	4	13	41
2	-	2	-	-	2
Other					
1	2	3	-	1	6
Number of Priors	114	349	68	248	779
Unknown	-	13	-	23	36
Total Number of Prior Felony Convictions	140	462	92	441	1,135

TABLE 3.19

PRESENT OFFENSE VS. PRIOR FELONY CONVICTIONS

Prior Conviction	Offense Against Person		Sex Offense		Other Offenses		Total	
	No.	%	No.	%	No.	%	No.	%
Person Offense	112	14.5	12	9.7	51	9.3	175	12.1
Sex Offense	11	1.4	16	12.9	6	1.1	33	2.3
Other	179	23.2	26	21.0	204	37.4	409	28.4
None	469	60.8	70	56.4	285	52.2	824	57.2
Total	771		124		546		1,441	

TABLE 3.20

INSTITUTIONAL POPULATION - COUNTY OF RESIDENCE - JAN. 1, 1976

<u>County</u>	<u>MSP</u>	<u>SRM</u>	<u>County</u>	<u>MSP</u>	<u>SRM</u>
Aitkin	1		Marshall	-	2
Anoka	21	20	Martin	1	-
Becker	9	6	Meeker	-	6
Beltrami	4	3	Mille Lacs	4	4
Benton	1	4	Morrison	-	1
Bigstone	1	-	Mower	7	6
Blue Earth	7	7	Murray	-	3
Brown	6	-	Nicollet	1	2
Carlton	8	1	Nobles	1	3
Carver	2	-	Norman	1	1
Cass	8	6	Olmsted	6	2
Chippewa	1	-	Otter Tail	9	6
Chisago	2	5	Pennington	1	2
Clay	5	2	Pine	1	1
Clearwater	1	-	Pipestone	1	-
Cook	-	2	Polk	4	1
Cottonwood	2	-	Pope	-	2
Crow Wing	2	16	Ramsey	139	109
Dakota	8	7	Red Lake	-	2
Dodge	1	1	Redwood	1	2
Douglas	2	1	Renville	3	-
Faribault	8	3	Rice	2	4
Fillmore	-	-	Rock	-	1
Freeborn	7	3	Roseau	1	2
Goodhue	1	4	St. Louis	47	30
Grant	1	-	Scott	5	5
Hennepin	370	165	Sherburne	2	4
Houston	1	2	Sibley	3	2
Hubbard	1	2	Stearns	8	9
Isanti	2	2	Steele	2	3
Itasca	8	17	Stevens	-	-
Jackson	2	-	Swift	1	1
Kanabec	2	2	Todd	2	1
Kandiyohi	5	6	Traverse	-	-
Kittson	1	-	Wabasha	-	1
Koochiching	9	5	Wadena	2	1
Lac qui Parle	-	1	Waseca	2	-
Lake	1	1	Washington	6	5
Lake of the Woods	-	2	Watonwan	1	1
Le Sueur	-	2	Wilkin	1	-

(Continued on next page)

POPULATION CAPACITY & PROJECTIONS

TABLE 3.20

(cont'd)

<u>County</u>	<u>MSP</u>	<u>SRM</u>	<u>County</u>	<u>MSP</u>	<u>SRM</u>
Lincoln	-	3	Winona	6	8
Lyon	2	-	Wright	3	4
McLeod	5	6	Yellow Medicine	-	1
Mahnomen	2	-	Not Reported	2	-
			Total	796	548
			Other State/County of Residence	<u>67</u>	<u>22</u>
				863	570

TABLE 3.21

INSTITUTIONAL POPULATION - EDUCATIONAL LEVEL - JAN. 1, 1976

<u>Grade Completed</u>	<u>MSP</u>	<u>SRM</u>
Less than 6	20	3
6	9	2
7	27	10
8	83	18
9	112	104
10	130	146
11	78	122
12	296	127
Some College	64	8
College Degree	9	-
Graduate Level	7	-
Unknown	28	30
Total	863	570

TABLE 3.22

INSTITUTIONAL POPULATION - OCCUPATIONAL SKILL LEVEL - JAN. 1, 1976

<u>Skill Level</u>	<u>MSP</u>	<u>SRM</u>
Skilled	15	19
Semi-Skilled	151	150
Unskilled	686	384
Not Reported	11	17
Total	863	570

TABLE 3.23

INSTITUTIONAL POPULATION - EMPLOYMENT STATUS WHEN APPREHENDED - JAN. 1, 1976

<u>Status</u>	<u>MSP</u>	<u>SRM</u>
Employed Full-Time	163	64
Employed Part-Time	30	22
Irregular	169	15
Unemployed	425	412
Student	14	26
Not Reported	62	31
Total	863	570

TABLE 3.24

OCCUPATIONAL CLASSIFICATION

<u>Occupation</u>	<u>MSP</u>	<u>SRM</u>
Professional	4	2
Managerial	5	4
Semi-Professional	1	3
Technical	8	6
Clerical	15	2
Sales	14	2
Agriculture	7	5
Military	-	1
Other	742	406
Not Reported	67	139
Total	863	570

TABLE 3.25

PREVIOUS PSYCHIATRIC HISTORY

	<u>MSP</u>	<u>SRM</u>
Hospitalized	115	37
Out Patient	26	9
Hospitalized/Out Patient	9	11
None	348	444
Unknown	354	55
Not Reported	11	14
Total	863	570

TABLE 3.26

USE OF DRUGS/ALCOHOL

	<u>MSP</u>	<u>SRM</u>
Drugs	135	92
Alcohol	245	58
Drugs/Alcohol	75	260
None	156	116
Unknown	252	38
Not Reported	-	6
Total	863	570

The following table presents a profile of 55 State Prison inmates who have been classified maximum custody status between February 1975 and September 1976. These inmates meet the criteria for admission for the planned high security facility and are representative of the inmates to be located there.

TABLE 3.27
SAMPLE PROFILE

<u>1. RACE</u>	<u>Number</u>	<u>Percent</u>
Native American	19	35
Black	15	27
White	21	38
	<u>55</u>	<u>100</u>

<u>2. AGE</u>	<u>Number</u>	<u>Percent</u>
20-25	22	40
26-30	21	38
31-35	9	16
36-40	2	4
41-45	1	2
	<u>55</u>	<u>100</u>

<u>3. EDUCATION</u>	<u>Number</u>	<u>Percent</u>
<u>Years Completed</u>		
16	1	2
15	2	-
14	2	4
13	2	4
12	24	44
11	6	11
10	10	18
9	5	9
8	4	7
4	1	2
	<u>55</u>	<u>100</u>

POPULATION CAPACITY & PROJECTIONS

4. <u>RESIDENCE</u>	<u>Number</u>	<u>Percent</u>
Urban	43	78
Rural	<u>12</u>	<u>22</u>
	55	100

5. <u>RELIGION</u>	<u>Number</u>	<u>Percent</u>
Protestant	27	49
Catholic	13	23
Native American	1	2
Jewish	1	2
Moslem	1	2
None	<u>12</u>	<u>22</u>
	55	100

6. <u>OFFENSE</u>	<u>Number</u>	<u>Percent</u>
<u>Type</u>		
Murder-First	1	2
Murder-Second	5	9
Murder-Third	2	4
Manslaughter-Second	1	2
Aggravated Assault	3	5
Aggravated Robbery	15	27
Attempted Aggravated Robbery	2	4
Simple Robbery	3	5
Rape	1	2
Burglary	13	24
Drugs	1	2
Theft	<u>8</u>	<u>15</u>
	55	100

7. <u>MULTIPLE OFFENSES</u>	<u>Number</u>	<u>Percent</u>
1 Offense	55	100
2 Offenses	19	35
3 Offenses	7	13
4 Offenses	3	5
5 Offenses	-	-
6 Offenses	1	2
7 Offenses	-	-
8 Offenses	-	-
9 Offenses	1	2

POPULATION CAPACITY & PROJECTIONS

8. <u>LENGTH OF SENTENCE</u>	<u>Number</u>	<u>Percent</u>
0- 5	17	31
6-10	14	25
11-15	2	4
16-20	10	18
21-25	4	7
26-30	-	-
31-35	-	-
36-40	8	15
	<u>55</u>	<u>100</u>

9. PRIOR RECORD

No Data

10. <u>MARITAL STATUS</u>	<u>Number</u>	<u>Percent</u>
Single	38	69
Married	10	18
Divorced	6	11
Separated	1	2
	<u>55</u>	<u>100</u>

11. <u>EMPLOYMENT HISTORY</u>	<u>Number</u>	<u>Percent</u>
<u>Level</u>		
Skilled	1	2
Semi-skilled	20	36
Unskilled	18	33
None	13	24
Student	3	5
	<u>55</u>	<u>100</u>

12. <u>ESCAPE RISK</u>	<u>Number</u>	<u>Percent</u>
<u>Level</u>		
High	8	15
Moderate	44	80
Low	3	5
	<u>55</u>	<u>100</u>

POPULATION CAPACITY & PROJECTIONS

13.	<u>ESCAPE HISTORY</u>	<u>Number</u>	<u>Percent</u>
	Attempted	4	7
	Escaped	<u>6</u>	<u>11</u>
		10	18
14.	<u>VIOLENCE POTENTIAL</u>	<u>Number</u>	<u>Percent</u>
	<u>Level</u>		
	High	55	100
15.	<u>CUSTODY LEVEL</u>	<u>Number</u>	<u>Percent</u>
	Maximum	35	64
	Close	<u>20</u>	<u>36</u>
		55	100
16.	<u>REHABILITATION POTENTIAL</u>	<u>Number</u>	<u>Percent</u>
	<u>Level</u>		
	Good	-	-
	Fair	-	-
	Poor	55	100
17.	<u>PRESENT ASSIGNMENT</u>	<u>Number</u>	<u>Percent</u>
	MCL Unit	36	66
	Industry	3	5
	Custodial	13	24
	Idle	<u>3</u>	<u>5</u>
		55	100

**Comparative
Analysis**

The following tables and charts compare present and future inmate populations based on the profile data presented in this chapter.

From Table 3.28 and the accompanying chart we observe that 78% of the new high security facility population will range in age between 20-30 years old with 38% ranging in age between 26 and 30. In contrast to this present figures indicate that of the state inmate population 51% range in age between 20-30 years, with 31.4% falling in the 20-25 year age spread.

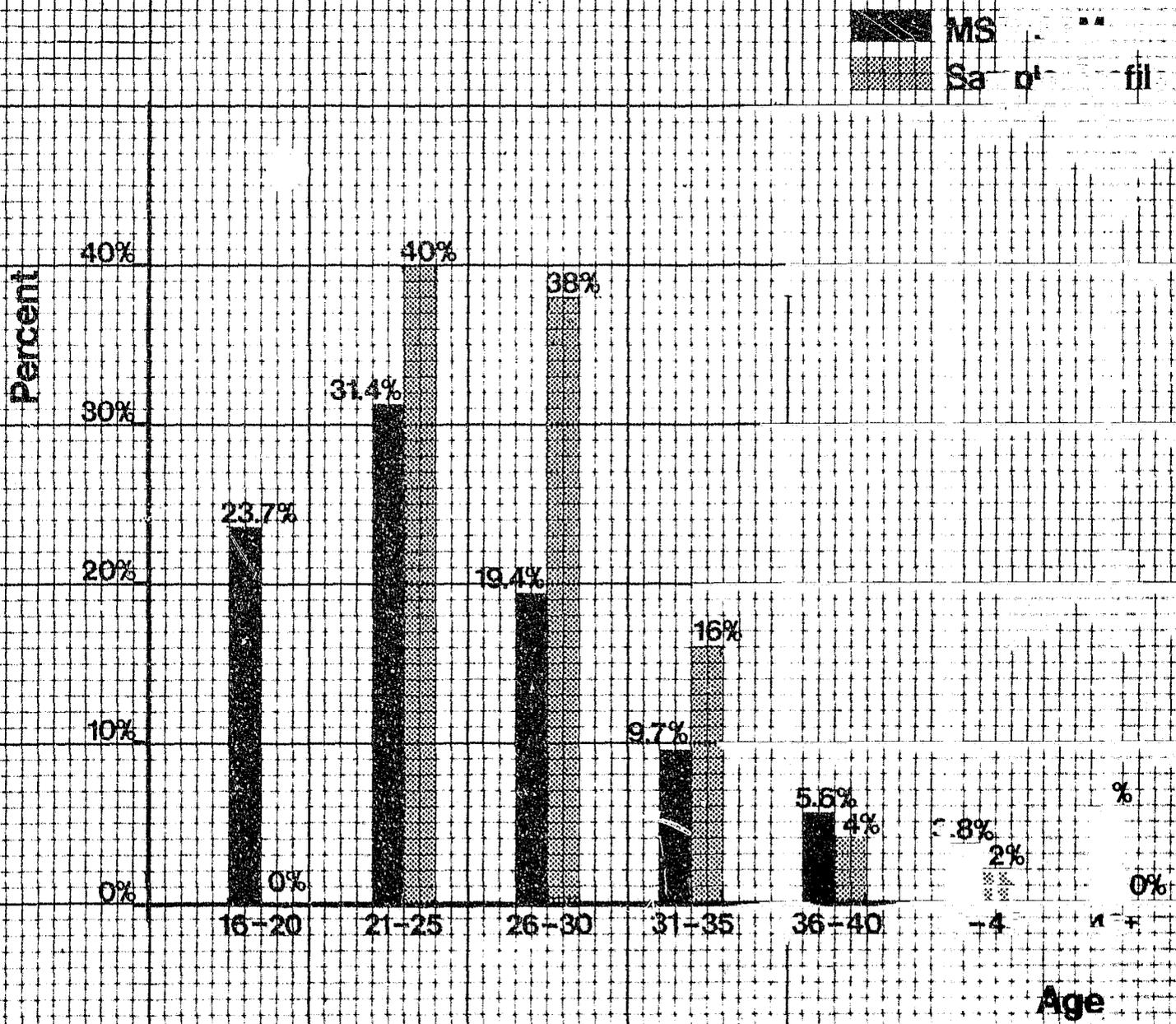
Table 3.29 compares the two populations by type of offense committed. Though the figures for number of crimes committed against the person are similar for both populations, crime involving aggravated robbery, burglary and theft show a much higher percentage, 66% versus 40.8%, for the future inmate population at the new high security facility.

TABLE 3.28

COMPARISON BY AGE: MSP/SRM AND SAMPLE PROFILE

	<u>MSP/SRM Percent</u>	<u>New High Security Facility Percent</u>
16-20	23.7%	0%
21-25	31.4%	40%
26-30	19.4%	38%
31-35	9.7%	16%
36-40	5.6%	4%
41-45	3.8%	2%
46+	6.3%	0%

Profile Comparison: Age



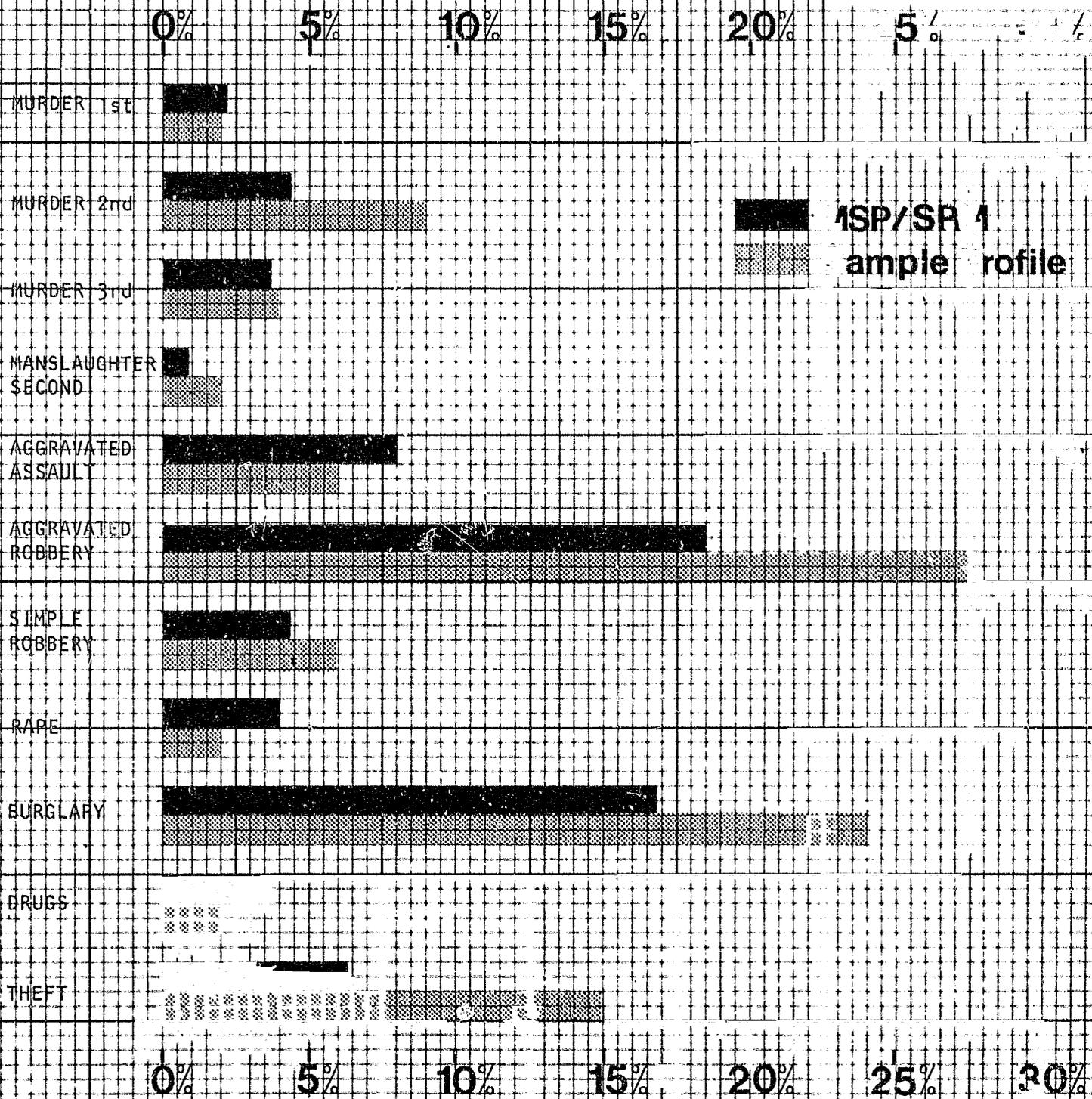
POPULATION CAPACITY & PROJECTIONS

TABLE 3.29

COMPARISON BY TYPE OF OFFENSE: MSP/SRM AND SAMPLE PROFILE

	<u>MSP/SRM Percent</u>	<u>New High Security Facility Percent</u>
Murder-First	2.2 %	2.0 %
Murder-Second	4.4 %	9.0 %
Murder-Third	3.7 %	4.0 %
Manslaughter-Second	0.8 %	2.0 %
Aggravated Assault	8.0 %	5.0 %
Aggravated Robbery	17.6 %	27.0 %
Simple Robbery	4.4 %	5.0 %
Rape	4.0 %	2.0 %
Burglary	16.8 %	24.0 %
Drugs	3.7 %	2.0 %
Theft	6.4 %	15.0 %
TOTALS	<u>72.0 %</u>	<u>97.0 %</u>

Profile Comparison: Type of Offense



**3.2 CRITERIA FOR
ADMISSION**

The following are proposed criteria for admittance of inmates to the new high security institutions. These criteria are developed for planning purposes only and are subject to revision. An effort has not been made to operationalize procedures for implementing these criteria at the present time.

The criteria should not be construed to infer that individuals will be sent to the high security prison for more "punishment" than other individuals sentenced to the Department of Corrections. The sole purpose governing assignment of inmates to the high security facility shall be the need for security or specific program available at that institution.

1. Any person committed for aggravated assault, aggravated robbery, kidnapping, false imprisonment, murder I, murder II, murder III, manslaughter I, aggravated sodomy, criminal sexual conduct I, criminal sexual conduct II, aggravated arson, simple arson, terroristic threats, escape from custody or attempts to commit the above, are eligible upon conviction, for placement into the high custody facility.
2. Any person convicted of a crime against persons of an exceptionally sadistic or heinous type, shall be eligible for placement in the high security institution.
3. Any person who is facing either a determinate sentence or a Matrix evaluation requiring 10 years or more at the time of his sentence or at the time of his Matrix evaluation shall be eligible for placement in the high security institution.
4. Any inmate who is found guilty by an Institution Disciplinary Board or a Court of Law of an offense involving injury, death, assault, or intimidation of another inmate or institution staff person is eligible for transfer to the high security institution.

POPULATION CAPACITY & PROJECTIONS

5. Any person who has been found guilty of sexual assault upon an inmate while in a State adult facility, by an Institution Disciplinary Board or Court of Law is eligible for transfer to the high security institution.
6. Any inmate who has been involved at any time in escape or attempted escape from a secure institution or who has been convicted of escape from a minimum security institution by a Court of Law is eligible for transfer to the high security institution.
7. Any inmate who is convicted of arson while an inmate by an Institution Disciplinary Board or a Court of Law shall be eligible for placement at the high security institution.
8. Any inmate who is convicted by a Prison Disciplinary Board or a Court of Law on the second occasion during his current incarceration for smuggling narcotics, controlled substances, intoxicants or drug paraphernalia shall be eligible for placement at the high security institution.
9. Any inmate who is convicted by a Prison Disciplinary Board or Court of Law for possession of narcotics, controlled substances, intoxicants or drug paraphernalia in such quantities to indicate his intent to deal in them shall be eligible to transfer to the high security institution.
10. Any inmate who after evaluation by the Classification Committee and a review by the superintendent, Warden and the Deputy Commissioner may be transferred to the high security institution if his presence in another correctional institution operated by the Department is deemed to be of such a negative influence that the overall security and tranquility of the correctional facility is jeopardized. Any inmate transferred on this basis shall have the right to be heard by a panel in accordance with the due process procedure.

POPULATION CAPACITY & PROJECTIONS

11. Transfers from other States or Federal Bureau of Prisons shall be assigned to the Minnesota State Prison, State Reformatory for Men or high security facility based upon the above criteria.

**3.3 DAILY SCHEDULE
OF INMATE ACTIVITIES**

The following is a proposed daily schedule for the inmates of the High Security Facility.

**General Population —
Week days**

6:30 A.M. - Wake up
7:00 A.M. - Breakfast and count
7:45 - To work and program
12:00 - 12:45 - Lunch and count
4:30 - End work day and count
5:00 - Dinner
6:00 - Evening activities
9:00 - In unit
9:00 - In room - count
Midnight - Count

Work/Program

Education at institution level 7:45 A.M. to 4:30 P.M.
Work assignment - 7:45 A.M. to 4:30 P.M.

Visiting - 6:00 to 9:00 P.M.
Recreation in cluster
Recreation in complex - yard - Six days per week
Recreation in main yard - once per week
Education in complex - 6:00 to 9:00 (on-going when in room)
Education - 6:00 to 9:00 at institution level

**General Population —
Week End
and Holidays**

8:00 A.M. - Breakfast
9:00 - 12:00 - Saturday - Field day in rooms and unit
9:00 - 12:00 - Sunday - Church and personal time in rooms or unit
12:00 - Lunch
1:00 - 4:30 - Visiting, recreation in complex - one complex in main yard or gym
5:00 P.M. - Dinner
6:00 - 9:00 P.M. - Visits, recreation in complex, personal time, recreation in gym or yard (one unit)
9:00 P.M. - In rooms-count schedule same as week days

**Psychiatric
Unit**

Will have the same schedule as the general population unit with the exception that individuals in this unit may be programmed to have more or less contact with other members in the unit, complex or institution, based on their psychiatric condition.

POPULATION CAPACITY & PROJECTIONS

Some people may be out of their living unit and perhaps even participating in work programming. Others may be limited to their room under intensive therapy and medication.

**Restricted
Population
Daily
Schedule**

6:30 - Wake Up
7:00 - Breakfast
8:00 - 12:00 Program*
12:00 - Lunch
1:00 - 5:00 Program*
5:00 - Dinner
6:00 - 9:00 - Exercise
9:00 - Lock down

*Program will amount to:
-Education in cells
-Exercise in room with 1 hour of exercise per day in unit or yard
-Visiting - Security
-TV's and radios allowed
-Hobbycraft in room

Discipline Unit

6:30 - Wake Up
7:00 - Breakfast
8:00 - 12:00 Program*
12:00 - Lunch
1:00 - 5:30 - Program*
5:30 - Dinner
6:30 - 9:00 - Exercise
9:00 - Lock down

*Program will amount to:
-Reading in room
-Exercise in room
-1 hour per day of exercise in the unit
-No TV's
-No radios

**R & O Unit
Schedule**

6:30 - Wake Up
7:00 - Breakfast
8:00 - 12:00 Program*
12:00 - Lunch
1:00 - 5:00 Program*
5:00 - Dinner

R & O Unit
Schedule
(Cont.)

6:00 - 9:00 - Exercise
9:00 - Lock down

*Program

- Education in cells
- Exercise in room with 1 hour of exercise per day in unit or yard
- Visiting - Security
- Activities necessary for classification and Evaluation
- An orientation phase in which they are oriented to the institution itself

(One week for people already classified and two weeks for people who need to be classified)

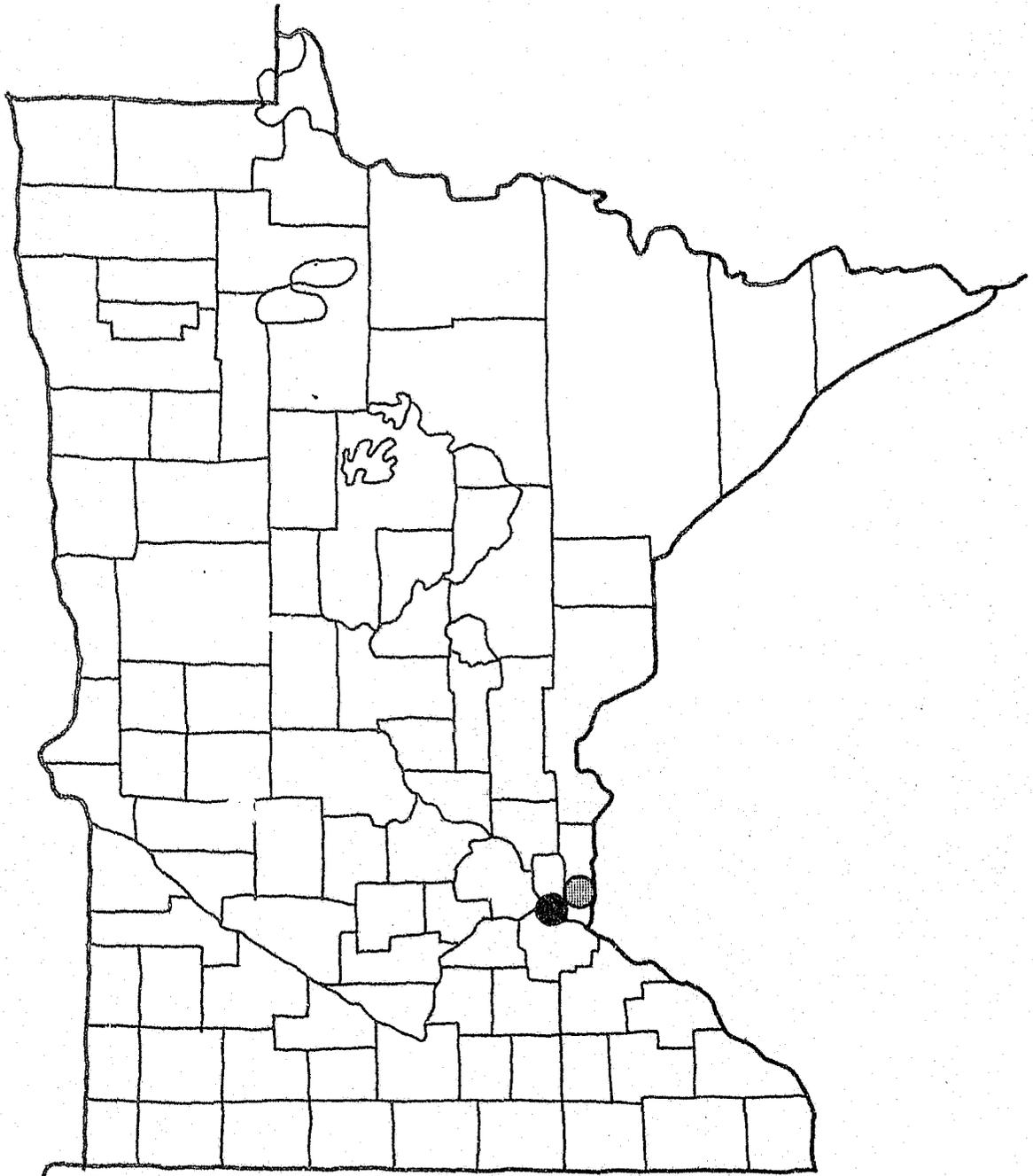
**3.4 Capacity Analysis
and Projections**

The following table illustrates the projected capacity of the planned high security facility. The proposed distribution is divided into "In" and "Out" counts. The in-count refers to the actual number of inmates served by the facility (i.e., 400 persons). Out-count refers to that increased bed capacity, not person capacity, when specialized services requiring short-term bed utilization are added (e.g., medical infirmary, special short-term disciplinary, etc.).

TABLE 3.30

CAPACITY ANALYSIS

<u>CHARACTER</u>	<u>CAPACITIES</u>		<u>TOTAL BEDS</u>
	<u>In-Count</u>	<u>Out-Count</u>	
Six General Living Complexes	312	-	312
Maximum Custody Complex	42	12	54
Medical Complex	32	10	42
Reception & Orientation	14	-	14
Totals	400	22	422



Program

This section of the report is divided into sections based on specific aspects of institution operation. Each section begins with an operational statement prepared by the Department of Corrections. That section is followed by space program necessary to implement that portion of the program. The space program consists of charts describing the number and size of spaces and diagrams showing the relationships of the spaces.

Individuals wishing to carefully analyze this section will discover that the space program created by the architect relates directly and specifically to the building requirements as dictated by the operational program which precedes it. The conceptual and schematic presentations of the facility, which follow later in this report, are the direct result of the space program developed by the architect. The end result of this logical progression is intended to be a facility specifically and uniquely designed to carry out the operational program which the Department has prescribed for it. The operational portions of the program have an additional purpose. They will be used by the Project Team of the Department as specific guidelines in developing policies and procedures which will be used to implement the operation of this institution. These policies and procedures will be developed by the Department in the coming months as described in the work schedule, which is part of this report.



CONTINUED

1 OF 5

4.0 INTRODUCTION

Objective

The objective of the program statement process for the High Security Facility is to define, outline, illustrate, and recommend planning and design parameters for the new institution. Since these parameters are comprehensive, administrative and operations personnel, professional staff advisors, the departmental task forces, as well as the consultant architects and planners, participated in this exhaustive process.

Work Products

The focus of this careful definition and redefinition process has been threefold:

1. To clarify desired administrative, operational, social, psychological, spatial and functional criteria and unit components for a High Security Facility.
2. To provide a participatory development process among administrators, staff, consultants that will enhance future continuity in implementation of those criteria.
3. To develop a program statement that is directly and indirectly the basis for the architectural concept design and site selection analysis.

Methodology and General Organization

The Program Statement is organized as five major facility components: Administration and Public Areas; Program and Activity; Physical and Mental Health; Housing; and Service and Support.

For each of these key subdivisions, a summary space program is provided as well as a Locational Standards Diagram illustrating the desired physical settings for each sub-division: (i.e., the Room itself, the Unit, The Cluster, The Complex, and the Facility at large).

Each individual part of such a subdivision (e.g., Unit: Administration, Sub-Unit: Visiting) then is detailed and described methodically from its operational program criteria to space program definition to functional diagram studies which summarize relationships.

**Specific
Organization**

Each sub-unit of the Program Statement then consists of three basic parts:

1. The Operational Program
This describes the goals, operation and physical requirements of each facility component area.
2. The Space Program
This is a translation of operational objectives into a space program reflecting area needs in net usable square feet, occupancy levels, space criteria, and resultant gross square feet for each program unit.
3. Functional Diagrams
These are illustrations of each space program unit reflecting desired operational and spatial relationships, necessary adjacencies, patterns of circulation (secure as well as staff and public), and approximate size relationships.

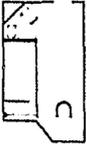
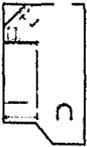
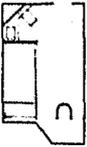
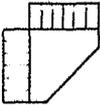
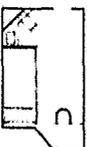
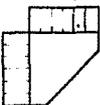
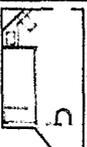
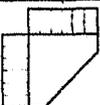
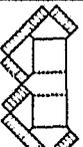
Summary

The five major units of the net usable program for the High Security Facility are summarized and converted, with appropriate factors for circulation, wall and partition space, elevators, and mechanical space, to gross square foot totals. This program summary, a product of a cooperative process, is the basis for all site and architectural concept work.

Conceptual Schematic design studies vigorously reflect these program parameters resulting from this process. In addition, preliminary facility cost estimates are based on these criteria and standards.

Living Unit Activities	National Goals & Standards		Living Unit Task Force - Ope	
	Goals	Standards	Ideal Accomplishmt.	Functions
1 Sleeping	All inmates should be accommodated in individual rooms arranged in residential clusters of 8-24 rooms to achieve varying security levels. (2.5)	Privacy and personal space by the use of single rooms with a floor area of 80 SF/person and clear floor-to-ceiling height of 8 feet, (LEAA). Single occupancy minimum of 70 SF/person (NCCJP)	Maximum amount of resident privacy compatible with security, individual occupancy; consistent in size with national standards; differentiate bathing from sleeping area (A.9, A.19 - A.25).	No difference among housing groups in basic room size - instead furnishings, creature comforts distinction (B.2)
2 Privacy	Provision of privacy and personal space, minimization of noise, reduction of sensory deprivation (11.1)	Use of closed circuit TV and electronic surveillance is detrimental to program objectives, particularly when used as a substitute for direct staff-resident interaction. Doors to be solid with glazed observation panel (2.5)	Provision for maximum amount of privacy compatible with safety. Provision for resident observation at any time. (A.8, A.9)	
3 Expression of Individuality	The inmate should be enabled to personalize his room via furnishings (11.1)		Living unit small enough to foster resident group identification; flexibility of design to suit security and program specialty requirements. (A.1), A.2)	Differences in furnishings and degrees of creative comfort. (B.2)
4 Personal Property	Privacy and personal space should be provided for all residents. Furnishings should enable the inmate to personalize his or her room. (2.5)	Provide adequate shelving in the sleeping room. Provide adequate drawer and closet space (NCCJP - E.8.2)	Personal property provision in room normally with exclusive control of the resident. (A.11)	
5 Personal Hygiene	Clean and decent installations for the maintenance of personal cleanliness. (2.5)	Toilets - one per room Showers - one per seven minimum Lavatory - one per room Toilets and showers with modesty screens (11.1)	Toilet, lavatory, showers ideally in the room; non-destructible plumbing fixtures; shaving facilities in any case without escort requirement, one tub/complex. (A.5, A.15, A.16)	Special attention to plumbing controls etc. in all units allowing for differing housing groups. (B.2)
6 Physical Comfort	Heat or cooling as appropriate to the season to maintain temperature in the comfort range. (2.5)	Temperature not to exceed 80° at any time or 70° during normal sleeping hours. Lighting levels both natural and artificial at 50-75 footcandles. (11.1)	Climate and air quality control (not necessarily A-C) standard of "design aesthetics" (color, light, materials, decor); all daily living necessities proximate to room. (A.3, A.5, A.12)	Difference among housing groups in terms of "degree of creative comfort". (B.2)
	Source: LEAA/Clearinghouse		Source: Living Unit Task Force, Minnesota D.O.C.	

Locational Standards

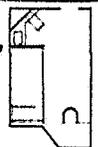
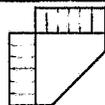
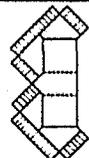
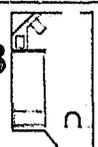
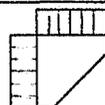
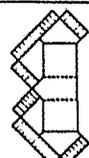
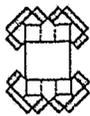
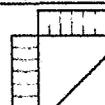
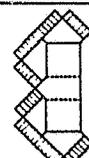
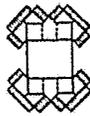
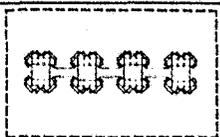
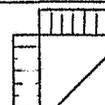
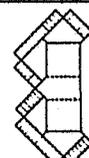
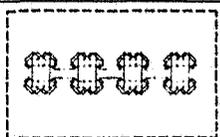
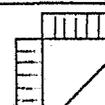
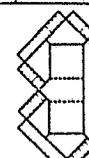
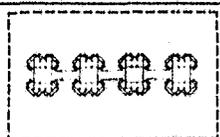
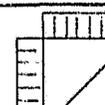
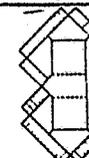
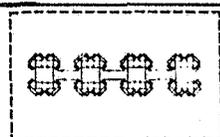
Operational Program		Physical Setting				
Physical Facilities	Operations	Room	Unit	Cluster	Complex	Facility
Secure area private, relatively soundproof. Capable of accommodating a visitor. (C.1)	Cluster-based surveillance staff's video-tele equipment in each room. (A.25, D.2)	1 				
Rooms as private as possible - personal property provision (C.1)	Individual rooms surveyed via video? (D.2)	2 				
Individual rooms for individual decor, personal property, etc. (C.1)	Scheduling - Cluster level determinations of schedule, staffing at cluster level for continuity and identification with one group; Resident management at cluster level flexible. (D.1, D.5, D.6)	3 				
Provision in Individual Rooms - Personal laundry/ironing at the unit level. (C.1, C.18)		4 				
Showers, bathrubs, provided for all at cluster level. (C.4), C.5)	Access to hygiene private, individual escort-free (including showers) (D.5)	5 				
Relatively soundproof rooms, pleasant - climate-controlled - adequate shower, tub, snacking facilities. (C.1, C.4, C.5, C.7)	Scheduling and movement at cluster level.	6 				

D.C.

HIGH SECURITY FACILITY
State of Minnesota D.O.C.
Winsor-Faricy/Gruzen & Partners

Living Unit Activities	National Goals & Standards		Living Unit Task Force - Open	
	Goals	Standards	Ideal Accomplishment	Functions
7 Rest and Relaxation	The setting should be "normal" and human, with spaces and materials as similar as possible to their non-institution counterparts. (11.1)	All rooms on exterior walls for benefit of natural light and orientation. (NCCJP) All rooms should have outside windows with areas of 10 square feet. Noise levels should be low enough not to interfere with normal human activities - sleeping, dining, thinking - conversing, reading. (11.1)	All daily living necessities in the room - or in close convenience; standards of design to appeal to its residents. (A.5, A.12)	Again, all housing units with minimal modification accommodating basic needs. (B.1)
8 Eating	Residents should be able to eat in a normalized setting. The dining setting should convey a sense of eating together in an informal environment. NCCJP/A (C-12)	Basic eating unit: 16-20 inmates Maximum: 60 Optimum dining area: 15-20 SF/seat	Decisions on Meal Service Schedule at cluster and unit level. (A.13, A.14)	Food Service System/Eating needs maximum adaptability to all housing groups. (B.1 - B.5)
9 Social Interaction -Other Residents -Public	Offenders have the right to communicate in person with individuals of their own choosing and provide appropriate rooms for visitation that allow ease and information of communication. (2.17)	Supervision of the visiting area in an unobtrusive manner. (LEAA) Indoor and outdoor spaces (NCCJP). Provision to include taking of meals/snacks. Contact with visiting within security and administrative limitations (NCCJP).	Accommodation for social visiting by outsiders contiguous to each complex capable of multi use, contact and non-contact; room large enough for visiting by another (A.17, A.21)	
10 Opportunity for Personal Growth	A rehabilitative purpose is or ought to be implicit in every sentence of an offender unless ordered otherwise by the sentencing court... (basic H.S. equivalency a selection of vocational training, and a work program) should not be considered part of offender's access to rehabilitative services.		All daily living necessities in room; single occupancy rooms; small residential groups; standards of design (A.5) (A.19), (A.1)	Therapeutic Communities' differences in programming, staffing and management. (B.4)
11 Physical and Psychological Safety	When technical security is necessary, it should not be over powering and should not be substituted for personal contact between security staff and offender. (LEAA)	The security system should not compromise the safety of the inmates in the event of fire or other emergency.	Secure enough to house any of the high security residents (A.4), etc. Provision for staff and residents to communicate with each other at any time. (A.8) (B.1 - B.5)	Standard is General Population Housing; special consideration in lockup areas in furnishings, etc.
12 Proper Security	No offender should receive more surveillance or help than he requires and no offender should be kept in a more secure condition or status than his potential risk indicates (6.1)	A range of security provisions should occur within a given facility, (residential cluster containing not more than 16-30 individual sleeping units, physically facilitates a range of securities).	Staff to control degree of access of residents to staff; room non-destructible fixtures, etc.; staff security responsibilities clearly delineated to allow for response to inmate needs. (A.6, A.10, A.22, A.23)	Security Groups: 1. General population 2. Disciplinary lockups 3. Admin. lockups 4. Therapeutic Communities 5. Receiving and orientation 6. Medical and Mental Health
	Source: LEAA/Clearinghouse		Source: Living Unit Task Force, Minnesota D.O.C.	

Locational Standards (cont.)

Operational Program		Physical Setting				
Physical Facilities	Operations	Room	Unit	Cluster	Complex	Facility
Individual rooms "aesthetically" pleasant - suitable for individual decor, etc., etc. Leisure time at cluster level. (C.1, C.12)	Program activities at the complex level as well as unit and cluster opportunities. (D.6)	7 				
Reheat/Serving Capability, at the Unit Level and snacking facilities. (C.6)	Cluster-based staff and inmates for food distribution; Delivery to cluster/unit by staff. (D.2, D.7)	8 				
Units are primary basis of social interaction; social visit areas at complex level. (C.2, C.11)		9				
Therapy Rooms in each unit; cluster sub-station of library; visiting areas; leisure time exercise, music. (C.8, C.10, C.11, C.12, C.16, C.21)	Program activities at the complex level primarily.	10				
Private, secure passage to showers; tub for handicapped; quiet areas at cluster level; social visit areas, leisure area at cluster. (C.4, C.5, C.10)	Private, individualized movement, escort-free to shower areas; housekeeping/maintenance services all cluster-based. (D.5, D.7).	11				
One security control station in each complex; shutdown facilities in each complex. (C.13, C.22)	Control station has electronic control for all doors and electronic surveillance equipment. Visual observation is necessary of program/activity areas and main movement passageways. Cluster-based staff. (D.1, D.2)	12				
D.C.		HIGH SECURITY FACILITY State of Minnesota D.O.C. Winsor-Faricy/Gruzen & Partners				

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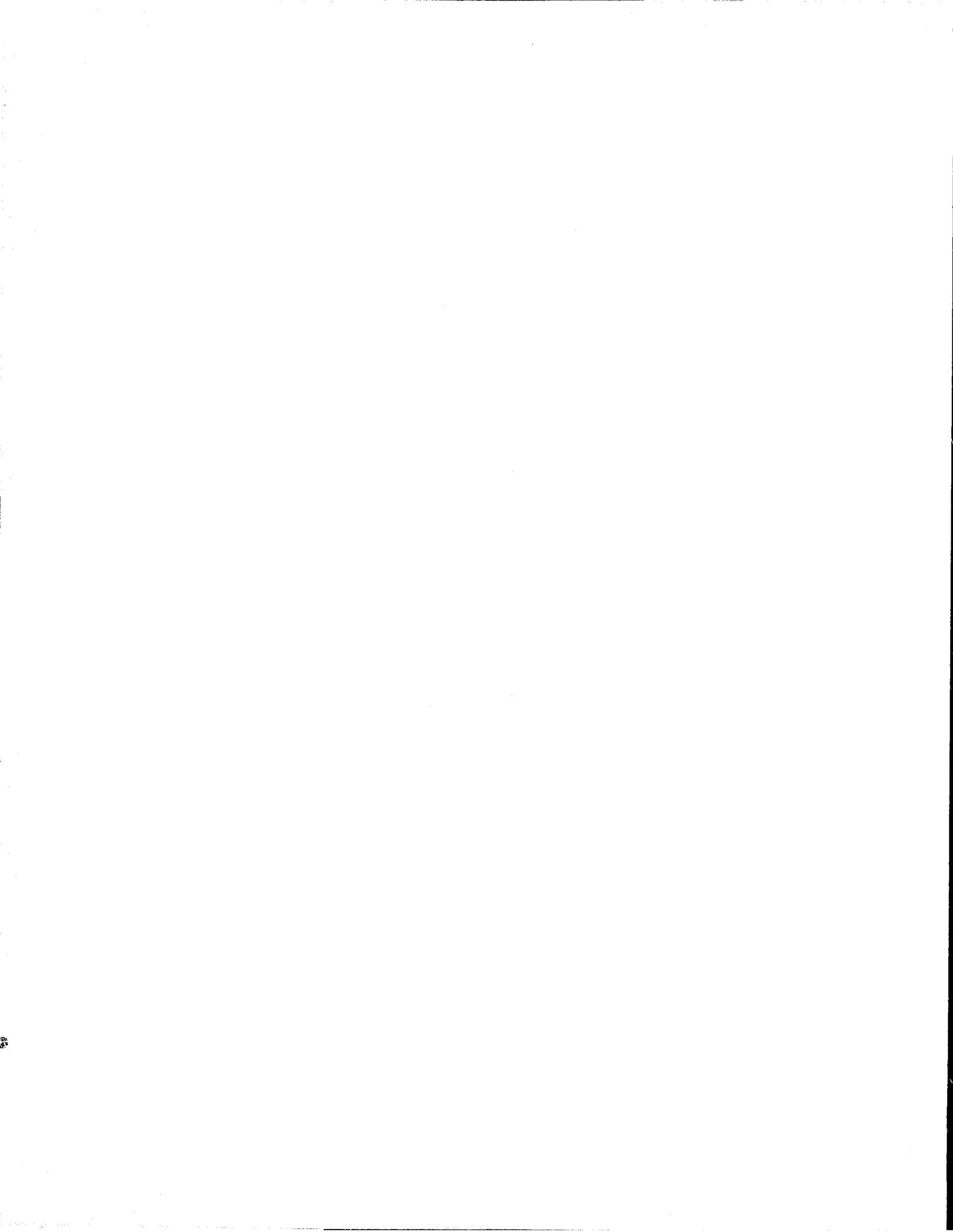
Program	Physical Setting				
Administration and Public	Room	Unit	Cluster	Complex	Facility
4.1a Executive Administration					●
4.1b Staff Training				●	●
4.1c Hearing and Investigation				●	●
4.1d Communications					●
4.1e Case Management Resident Reception					●
4.1f Visiting				●	●

Administration and Public

4.1

Functional Area	Net Sq. Ft.	+%	Gross	Comments
4.1a EXECUTIVE ADMINISTRATION	3,670	1.5	5,305	
4.1b STAFF TRAINING	3,815	1.5	5,723	
4.1c HEARINGS AND INVESTIGATION	2,610	1.5	3,915	
4.1d COMMUNICATIONS	680	1.3	884	
4.1e CASE MANAGEMENT/ RESIDENT RECEPTION	5,385	1.55	8,347	
4.1f VISITING	6,505	1.5	9,758	
	22,665	1.5	33,932	

Adjacency/Special Requirements



4.1a ELEMENT NAME

Administration

Purpose

To provide the administrative structure, the supervisory and support functions that are required to accomplish the goals and fulfill the mission of the institution. This includes defining line authority, establishing channels of communication and determining organizational relationships.

Accomplishment

Administration to be most effective must foster:

Staff commitment to the institution mission.

Development of clearly defined objectives.

Clear lines of authority and responsibility.

Standardized operating procedures that support and are consistent with policy.

Rapid and clear two-way communications which will provide information which is appropriate and timely.

An on-going process of planning, review and evaluation.

Qualified staff with appropriate training and experience to carry out their individual responsibilities.

Appropriate resources in the form of funding, for equipment, supplies and external support services.

An adequate and appropriate physical plant.

Components

Office of the Superintendent

Training

Investigations and Prosecution

Personnel

Hearings

Industry

Administration

Services

- Commissary
- Traffic
- Mail
- Purchasing
- Laundry (See Inmate Living element and Industry element)
- Food (See Food Service element)

Finance

- Institution Accounts
- Industry Accounts

Plant

- Maintenance
- Engineering
- Grounds (See Plant Maintenance and Engineering element)

Relationships

The relationship of administration to all other elements of the operation of the facility is pervasive. The purpose of administration is to accomplish the goals and fulfill the mission of the institution. If this is to be carried out, administration must relate to other elements in the following ways:

- Motivating
- Setting limits
- Enabling
- Supervising
- Managing

Operation

Office of the Superintendent

The superintendent is the chief executive of the institution. He has authority and responsibility for all staff and inmates. Through his system of delegation of responsibility and authority, the operation of the facility is maintained.

Reporting directly to the superintendent and considered as staff of the office of the superintendent are:

Executive Secretary - To provide clerical and secretarial services to the superintendent.

Director of Staff Training - To provide the institution with trained competent staff (See Staff Training element).

Chief Investigator - To provide the institution with information upon which to base executive and disciplinary decisions (See Hearings & Investigations element).

Reporting to the superintendent indirectly but considered part of the staff of the office of the superintendent shall be:

Director of Industry - Responsible primarily to the Commissioner of Corrections for carrying out a suitable program of industrial work in all department institutions.

Personnel Officer - Reports directly to the Department of Corrections Personnel Director in carrying out his duties of:

- Recruitment
- Employment services
- Labor relations
- Employee services

Chief Hearing Officer - Reports directly to the Department of Corrections. His function is to insure that inmate disciplinary procedures are carried out in accordance with current standards and to act in a quasi-judicial role in hearings. (See Hearings and Investigation element).

Line Management

Assistant Superintendent for Inmate Living

Assistant Superintendent for Security

Medical Director

Assistant Superintendent for Case Management

Assistant Superintendent for Administration

Note: The administrative responsibilities of 1 through 4 above, are addressed in other elements of this program.

Assistant Supt. Of Administration-Responsible to the superintendent for carrying out the line functions of administration within the institution. These include:

Commissary

Receiving - Purchasing

Warehousing

Distribution

Inventory

Inmate special purchasing

Inmate canteen

Traffic

Vehicles

Shipping (See Transportation and Access element)

Mail

Sending-Receiving-Distribution

Inspection - Inspection of inmate incoming and outgoing mail shall be done in accordance with current standards

Financial Administration - This includes total financial management for the institution including:

Institutional Operational Accounts

Inmate related accounts

Industry accounts

Plant Maintenance and Engineering - (See Engineering and Plant Maintenance element).

**Plant
Requirements****Office of the Superintendent**

Superintendent's Office - This office should be located outside of the security perimeter; however, it should have rapid access to the area inside the security perimeter. The office should offer privacy. The superintendent should have access to a conference room in the near vicinity with approximate capacity for 20 people. The conference room should have capacity for coffee preparation. The conference room should also have space for computer display and future installation of display screens for remote video or television viewing. Non-public toilets should be located near the superintendent's private office and conference room.

Superintendent's Secretary - The superintendent's secretary should be positioned in such a way that this individual can control access to the superintendent's office. This individual should also have a private work area where confidential telephone and written communications may be implemented. The superintendent's and secretary's office should be non-visible from main traffic patterns within the administrative area of the institution.

Waiting area - The secretary's office should be located near a waiting area for people who come to the institution to do business with the administrative staff. Such a waiting area should accommodate up to 10 individuals in such a manner that they do not see the superintendent, his secretary, nor other administrators in private offices in the area. This waiting room should also be positioned in such a manner as to permit normal communications within the private offices in the area without being overheard.

Administrative Staff - Private offices or areas which provide privacy for written and verbal communication shall be provided. These shall be located in the administrative area outside the main security perimeter.

Director of Administration

Finance Director

Records Officer

Accountants

Located near the accountants shall be a pool area of sufficient size for four bookkeepers and a secretary.

Steno Pool - A steno pool area shall be provided in such a manner as to be adjacent to the Administrative offices but still meet the needs for secretarial pool as described in the case management element.

Central File Room - Central institution file rooms should be located in such a manner as to be readily accessible to key staff in the administrative area as well as staff whose office is inside the institution but require access to inmate records.

Mail Room - A mail room shall be so located as to be outside the security perimeter, yet private and secure. This room shall be of sufficient size to permit sorting and distribution of mail including packages. The room shall be so constructed as to permit inspection of incoming and outgoing inmate mail in accordance with current standards.

Receptionist Area - The administrative and public area of the institution shall be so located as to provide for a receptionist who will have clerical duties in addition to greeting visitors, providing them with information and directing them to other areas.

Laundry - The laundry shall be located inside the security perimeter but with the capacity to be secured from unauthorized intrusion. This laundry will provide complete laundry services for 400 inmates of the institution. The laundry shall be so situated as to provide security and secure access by inmates from one living unit who may be used as laundry workers. The laundry shall contain physical facilities to permit easy shakedown, sorting, storage and distribution to living units of laundry. The institution laundry shall be automated to the degree that the civilian supervisory workers can maintain essential laundry operations during periods of institution crisis of general lockup.

Provisions shall be made for inmate pickup and delivery at the laundry, should the institution administrators so desire.

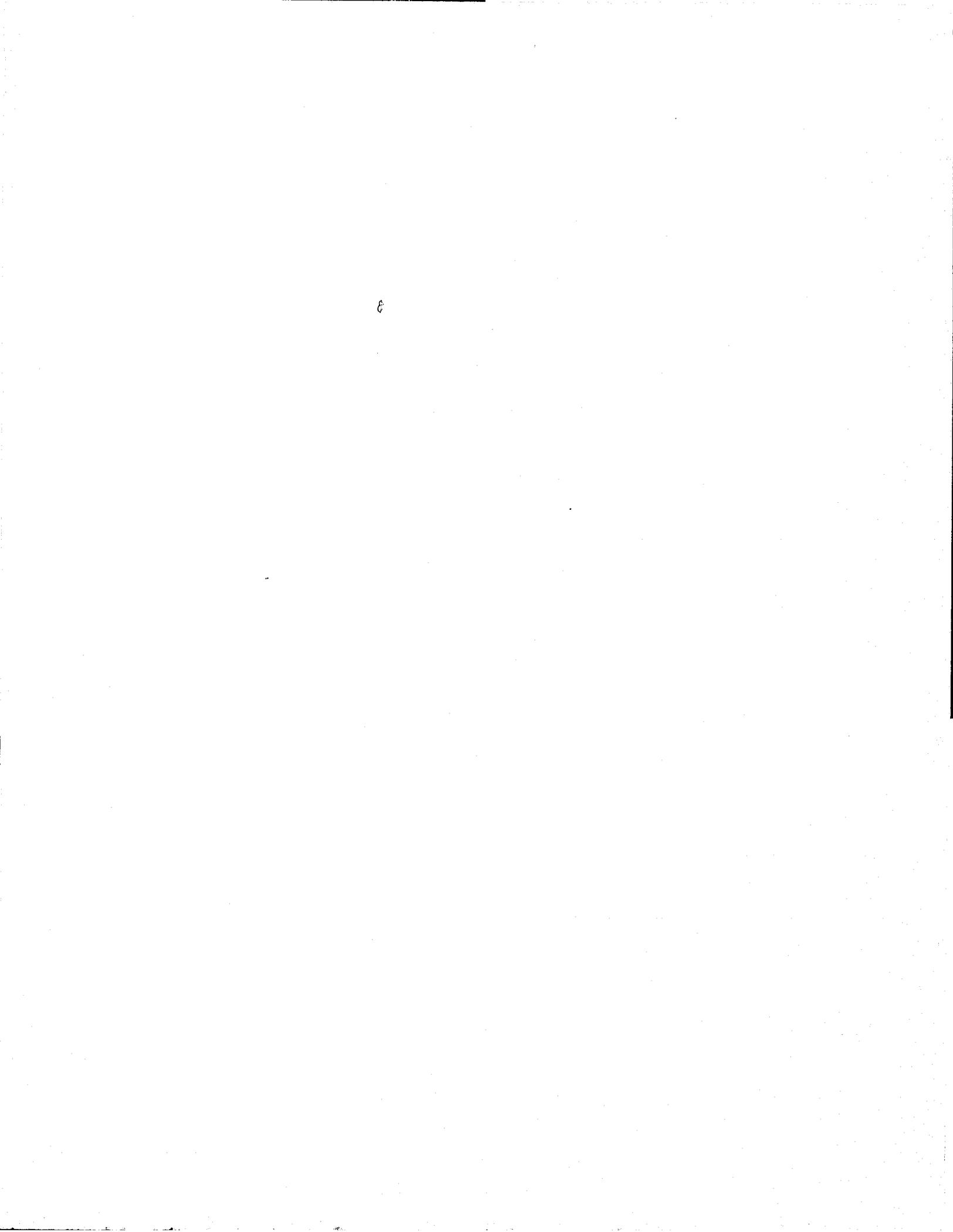
Commissary - The commissary shall be located within the main security perimeter of the institution but secure from inmate or unauthorized staff intrusion. The Commissary shall meet safety codes for such facilities. It shall be located adjacent to a secure loading dock so as to permit secure unloading of trucks and other vehicles. The commissary shall be located adjacent to the institution kitchen for easy transfer of food stuffs. Movement of material shall be provided by lift truck and/or overhead trollies. A private office for the commissary manager shall be provided in such a position as to have a good view of the entire commissary if possible. A secure records room for use by authorized employees and a secretary's area shall be provided adjacent to the commissary manager's office.

Located within the commissary shall be a canteen area, where commissary staff may conveniently fill written orders, record transactions, package and distribute inmate canteen items.

Provisions shall be made for inmate shopping at the commissary should institution administrators so desire. (For further information on commissary physical requirements, see elements dealing with Transportation and Access and Security).

Food Service (See Food Service element).

Engineering and Maintenance (See Maintenance and Engineering element).





Unit: ADMINISTRATION

Sub-Unit: EXEC. ADMIN.

4.1a

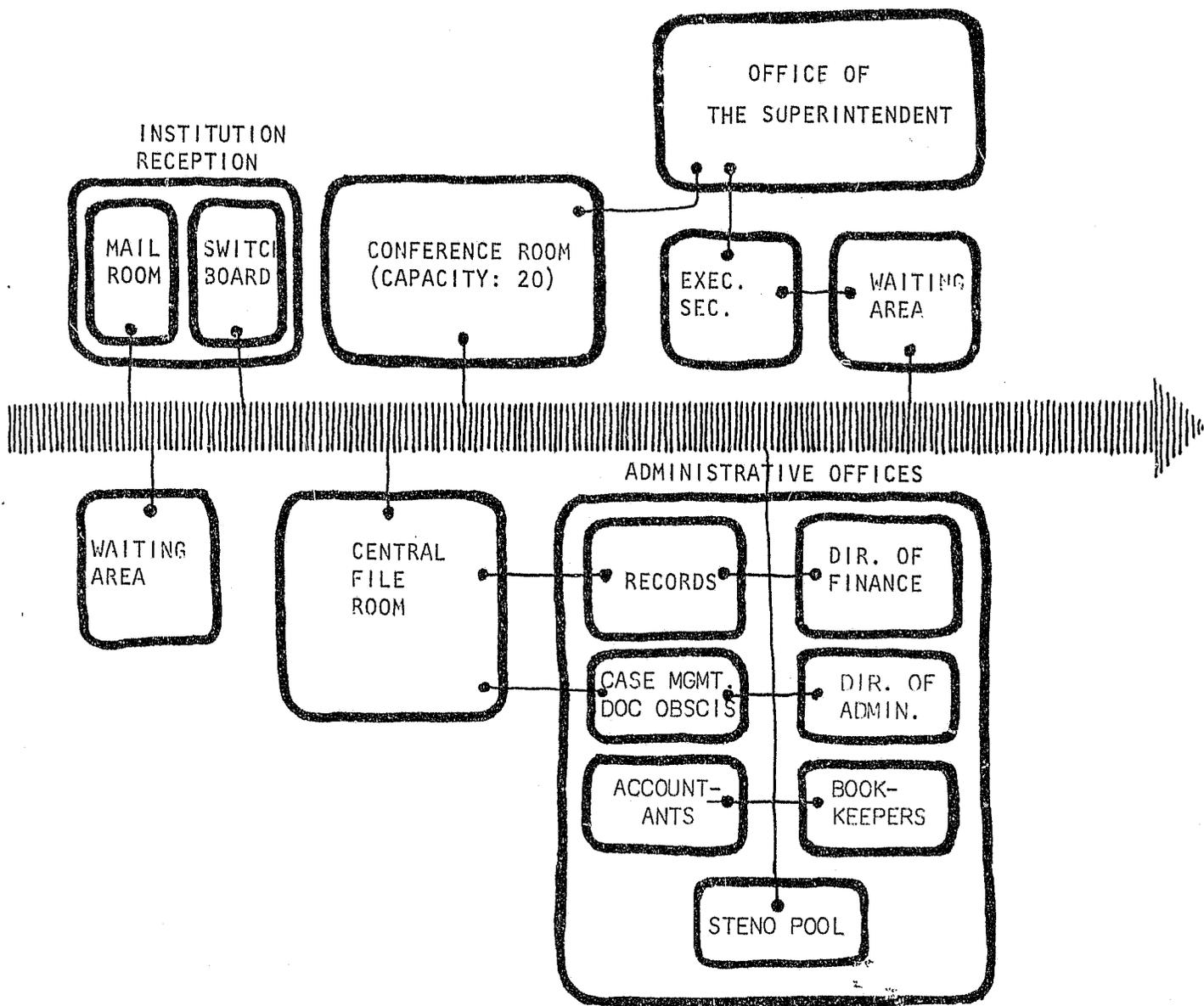
Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Office of the Supt.	1	1	240/Area	240	
Executive Secretary	1	1	180/Area	180	
Waiting Area	10	1	As Required	A.R.	
Conference Room	20	1	25/Person	500	See (1)
Staff Toilets	-	2	Male & Female	A.R.	
<u>Institution Reception</u>					
Switchboard	1	1	180/Area	180	
Mail Room	2-3	1	240/Area	240	
Waiting Area	10	1	18/Person	180	
<u>Central File Room</u>	-	1	600/Area	600	See (2)
<u>Admin. Offices</u>					
Dir. of Admin.	1	1	180/Area	180	
Finance Director	1	1	180/Area	180	
Records Officer	1	1	150/Area	150	
Accountants' Work Area	2	1	160/Work Sta.	320	
Bookkeepers' Work Area	4	1	80/Work Sta.	320	
Steno Pool	5	1	80/Work Sta.	400	
TOTAL				3670	

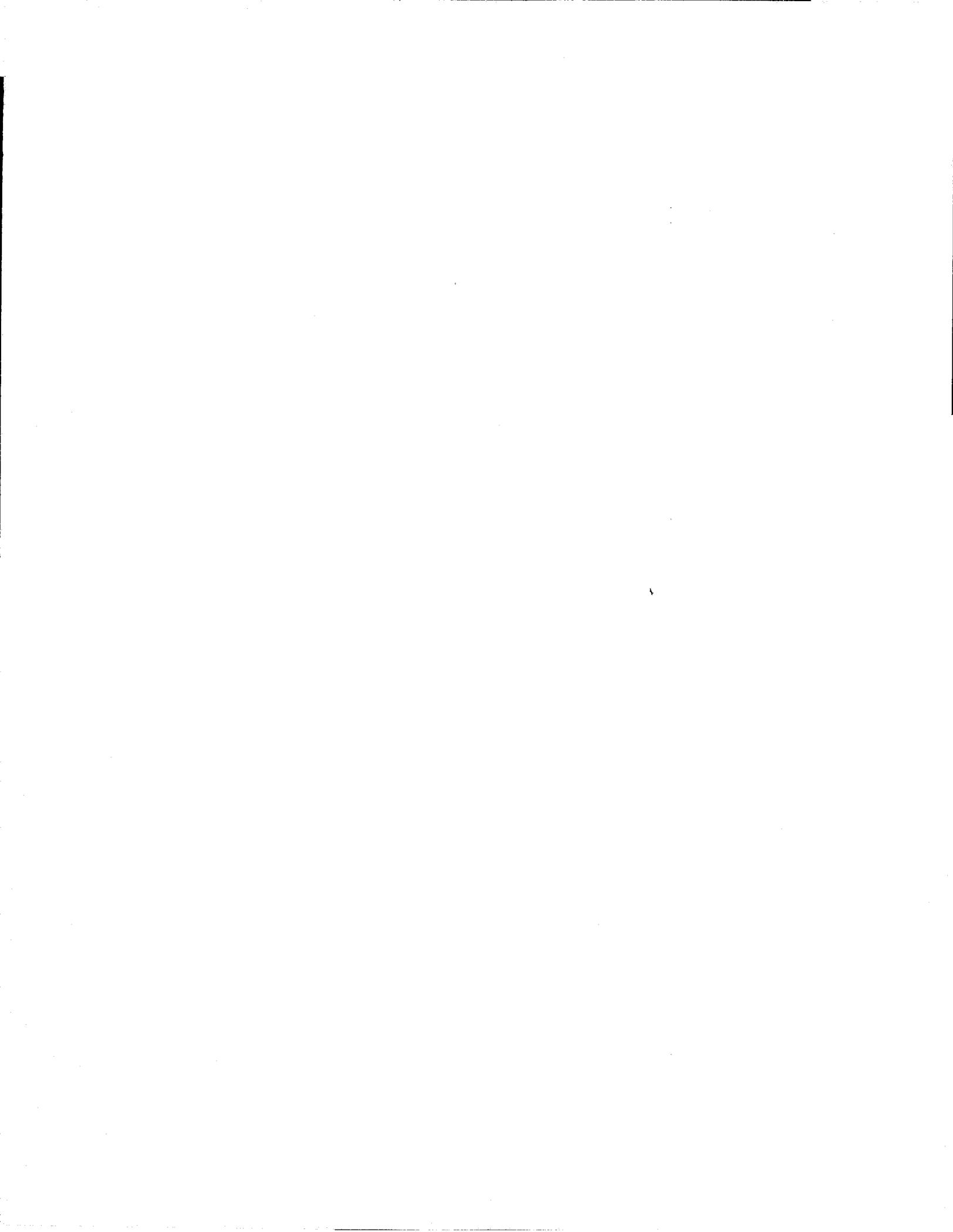
Adjacency / Special Requirements / Notes

(1) With capacity for coffee preparation; wall exhibit space for computer display and future installations for remote video or television watchings. Adjacent to Superintendent's office.

(2) Adjacent to Case Management. Connect to DOC - OBSCIS Network.

Executive Administration





4.1b ELEMENT NAME

Staff Training

Purpose

The purpose of the Staff Training element is to identify and provide the necessary resources to insure complete and thorough pre-service and in-service training, as well as resources for the continued growth and professional development of staff.

Accomplishment

Staff training can be accomplished in the most ideal manner if it has direct relationship with the highest administrators in the prison, as well as with supervisory and line staff, and is viewed by the staff as a critical element in the successful operation of the institution. Ideally, training should apply itself to the individual staff member, beginning with the selection process and continuing on a sequential basis throughout the total development of each staff member's career. This sequential career development program should contain required pre-service, in-service and optional enrichment experiences. The sequence should be structured so that not only are specific technical skill areas and general orientation areas covered, but segments focussing on the development of appropriate attitudes and values must also be included. Successful completion of required training, participation in appropriate optional training, and demonstrated on-the-job competence should form the basis for promotions. In order to accomplish this, the staffing pattern must be such that time for training is made available without compromising other programs or security.

Components

Staff Development

Recruitment and Selection - Training should be directly involved in this area, especially regarding line staff. Training should include input on oral exams, selection criteria and the selection process.

Orientation - Line security staff should be scheduled for orientation prior to further formal training (3-5 days).

Pre-service (Correctional Counselors)

- Academy (6 weeks)
- Institutional Program (6 weeks)

Pre-service (Other new employees)

- Departmental Orientation (3 days)
- Institution Orientation (4 days)

Career Development

Opportunities for advancement and requirements for promotion should be given to new employees during initial orientation.

Training staff should coordinate closely with individual staff, personnel and supervisors to encourage both required and optional in-service training.

Assist in the training and career development of managers.

Content of training shall include, but not be limited to the following:

- General institution policy.
- Specific job assignment training.
- Human dynamics.
- Human relations.
- Emergency procedures.
- First aid.
- Race relations.
- Weapons and restraints.
- Supervision.
- Self-defense

Program Development

Surveys - Surveys to be made of similar institution programs, plus continuing staff surveys to determine needs and value of existing program segments.

Research - Research into factors which relate to selection criteria (educational background, experience, psychological make-up, job related stress, job satisfaction, impact of training on turnover and other areas) should be done.

Evaluation - Based on the above two, judgments must be made relating to program modification.

Relationship**Internal**

Work with personnel and management on career development of staff by developing a system to schedule appropriate training experiences. The system should also detect employees who are exhibiting a developmental plateau, and assist them to continue regular professional development.

Coordinate with all departments to locate staff who will assist in training as resource persons. Assist those staff to organize subject materials and teaching aids.

Act as a resource to unit managers to assist them in the training and career development of employees in their unit.

Develop strategies to assist administration toward solution of institutional problems identified through training activities.

Coordinate with all units to develop comprehensive training programs for all specialized staff.

Identify staff training as a distinct department with the Director reporting to the superintendent, and in a position comparable to other department heads.

Locate training in such a way so that equipment; staff and facility coordination with the education department is facilitated.

In addition to regular meetings with the superintendent's staff, the Director of staff training should meet periodically with supervisory staff of other units for more comprehensive communication.

External:

Maintain close liaison with Director of staff training, Department of Corrections

Participate on Department Training Advisory Council.

Secure training assistance as appropriate from Department of Corrections Training resources.

Develop and utilize non-department resources.

Maintain periodic contact with training departments in other State and Federal institutions for purposes of information exchange.

Facilities

Office spaces - Two offices required with appropriate space for clerk-steno and general office equipment.

Two classroom spaces required, large enough to accommodate up to 24 trainees each. These should be furnished with chairs and tables and may be used for general meeting purposes when not scheduled for training. The dividing wall between these two rooms should be a collapsible partition, allowing the entire space to accommodate up to 48 persons.

Resource Center
-Professional library
-Reference materials

Audio Visual Center

Should contain storage space for audio visual equipment.

Should contain equipment and materials to develop teaching aids such as transparencies, charts and video tapes.

Firing Range

Present Minnesota State Prison Range will be retained.

Future
Concerns

Training should become a more significant factor in the total evaluation of individual staff. Not only should requirements be set for promotions, but requirements should be prescribed in terms of further training accomplishments to remain in a position.

This means time and financial assistance should be built into the system to encourage professional development.

A flexible work schedule should be developed which takes into account the individual staff member's needs.

A system of rotating employees should be developed as a prevention of "burn out".

In conjunction with the personnel director, a staff counseling or referral service should be developed to assist those staff with chemical dependency, family or other problems.

A sufficient number of training positions (10) must be included in the complement so that the institution never need be understaffed due to personnel being in training.



Unit: ADMINISTRATION

Sub-Unit: STAFF TRAINING

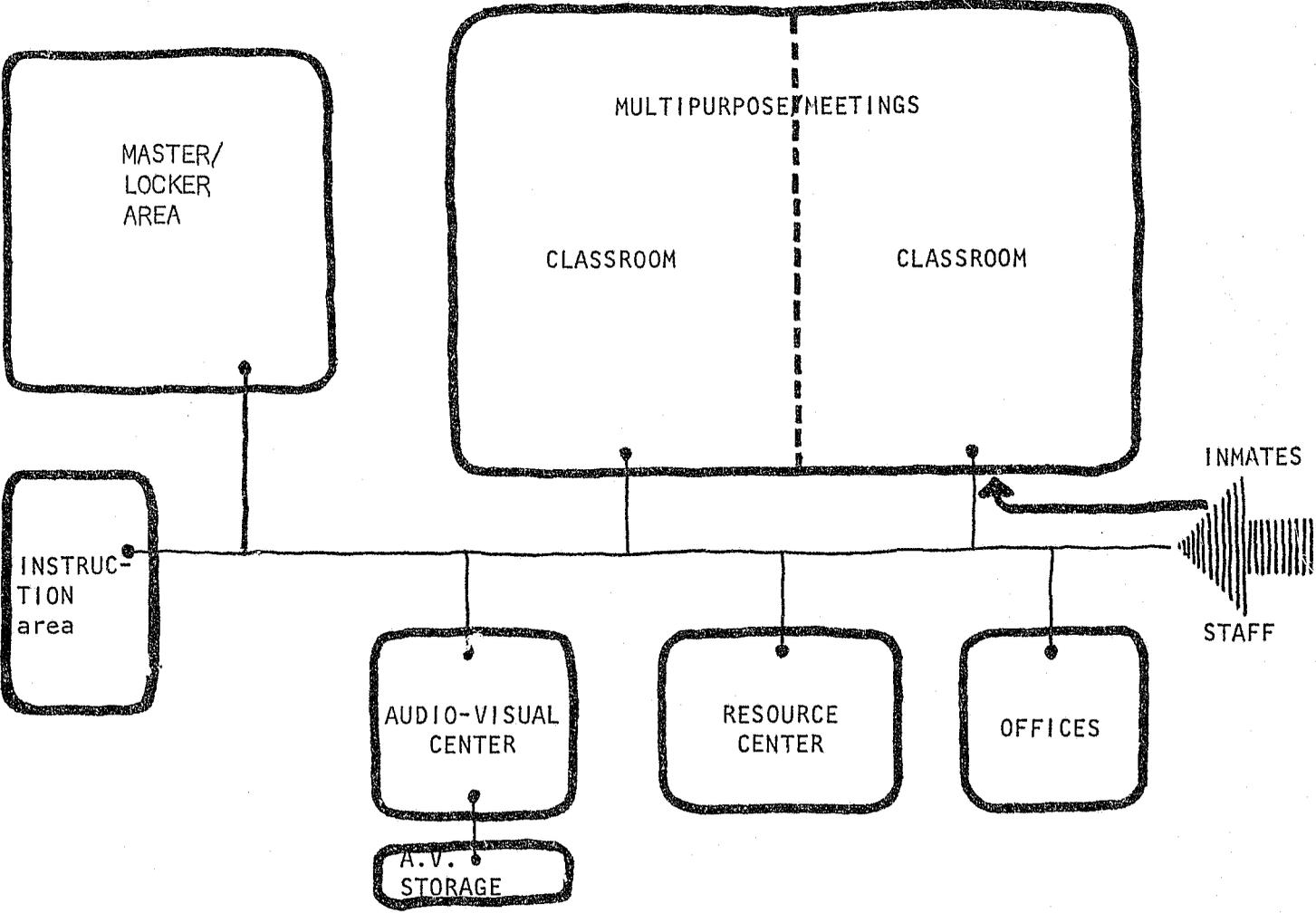
4.1b

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Offices Clerk-Steno Gen. Office Equipment	1/Area	2	120/Area	240	
Classrooms	24/Area	2	40/Area	1920	See (1)
Resource Center (Library & Ref. Materials)	15/Area	1	20/Area	300	See (2)
Audio Visual Center	--	--	240/Area	240	
Audio Visual Storage	--	--	As Required	75/Area	See (3)
Instruction Area	6/Area	1	40 SF/Student	240	
Muster/Locker Area	--	1	800/Area	800	
TOTAL				3815	

Adjacency/Special Requirements/Notes

- (1) Also used for J-C meetings. Dividing wall is a collapsible partition.
Capacity = 100+.
- (2) Reading Room for professionals with reference materials.
- (3) Storage for A-V equipment, teaching aid materials, video tapes, and charts.

Staff Training



4.1c ELEMENT NAME

Hearings

Purpose

To provide for the prompt, fair, safe, orderly and efficient conduct of releasing authority, disciplinary, court and other fact-finding and decision-making hearings.

Accomplishment

Since hearings constitute a highly varied and often unpredictable type of activity with frequent participation by non-institution persons in presence, facilities for hearing ideally require:

A complex of facilities of sufficient size, access, arrangement and number to provide extended uninterrupted use with safe and speedy entry and exit of staff, inmates and non-institution persons.

Adequate flexibility to permit several simultaneous hearings and alternative multi-purpose usage (staff conferences, meetings) for most efficient space utilization, while preserving capacity for hearings with 2 - 20 participants.

**Components
and
Operations**

As outlined above, hearings will vary in frequency, size, participants, duration and purpose. Thus, it is impossible to summarize components and operations for every conceivable variation. The following will essentially represent planning considerations or problems that require a planning solution:

Hearing size will vary from a minimum of two persons to a probable maximum of 20 persons at one time. The majority of hearings will average seven persons.

Most hearings will require access and participation by outsiders (non-institution persons) and inmates at the same time.

For security reasons, inmates should not be brought through one of the primary security barriers for hearing, but rather outsiders should be brought inside perimeter barriers.

Related inmate-outsider contact such as attorney-client conferences, attorney-witness conferences could be handled in non-contact visiting sections or in contact visiting areas. This would permit multi-purpose use of such visiting facilities but would require visit facility location near hearing facilities.

Since hearings require the inmate's presence, removal during deliberation, and return, holding facilities should attach to the hearing facilities. Witnesses may wait extended periods and may need to be sequestered or separated for security reasons. Therefore, holding rooms should be separated from each other by sight and sound barriers but attached for controlled access into the hearing room.

It is unlikely that major hearings will be scheduled more than two at a time (such as almost daily discipline hearings and paroling authority hearings several days a month). Thus, two major hearing rooms should be operable simultaneously. This would require differential access and egress without a conflict or security risk.

In addition to attached inmate holding rooms, hearing rooms should have at least one attached multi-purpose smaller room for board deliberations, counsel conferences and telephone access in private.

For speedy and efficient conduct of hearings, access and egress of all participants must be rapid and controllable directly or with easy communication to an access control supervisor.

Increasingly, hearings require tape recorded proceedings. Individual tape recorders are inadequate except for very small hearings. It is required that all hearing rooms be fitted with built-in recording equipment, permitting simultaneous recording from several microphone positions. If central recording equipment in the investigations control center or similar center can be used (with remote microphones) maximum speed, security and storage capacity will be possible.

Constant monitoring of hearing facilities (when inmates are present) by security personnel is needed so that assistance may be provided or called if intervention is required. It is possible that this can be accomplished through a two-way mirror observation post to minimize distraction.

NOTE:

Provision for district or federal court proceedings, even if limited to preliminary or non-trial hearings, will require somewhat larger and more complex facilities. Some court hearings have been scheduled in prisons (including MSP). Security concerns clearly make this likely to be continued in the future.

Since use of detention other than in the inmate's own room will be minimized, it may not be critical that detention facilities be located near hearing facilities. However, need for witness from the discipline area or other severely controlled areas, may require that some hearings be conducted near such areas. Therefore, multi-purpose rooms suitable for hearings will have to be planned in such units.

Investigation by defense counsel of areas of the institution which are ordinarily restricted to inmates may require staff escort availability.

Many hearings require access to basic institution records including inmate "base file" information. If a storage and retrieval system (instead of manual files) is developed, hearing facilities will require a retrieval terminal.

Because of the possibility of lengthy hearings or extended successions of hearings, provision should be made for toilet facilities. There should be separate women, men and inmate facilities.

ELEMENT NAME	Investigations
Purpose	To provide for prompt, thorough and professional investigation and reporting to facilitate discipline and criminal proceedings; to facilitate resolution of inmate claims; to provide needed data for administrative action and policy determination.
Components and Operation	<p>Since the investigative services required are broad in scope, often highly sensitive, individually specialized, and frequently overlapping in interest, in content, and in technique or equipment it is recommended that:</p> <p>Investigative officers individually receive specialized training, all receive or have training in interrogation, report writing, evidence handling, testimony, and that all be cross trained as broadly as possible.</p> <p>Investigative services be directed by a Chief Investigator who reports directly to the superintendent.</p> <p>It is anticipated that the following areas be included in the scope of investigative services (and hence within the skill levels of staff):</p> <ul style="list-style-type: none">Discipline Violations (Investigation and Reporting)Criminal prosecution (up to the limit of preserving evidence and supporting criminal investigative staff from BCA, FBI, Sheriff).Fire Regulations (incident investigation).Health and Safety (investigation of incidents).Inmate Claims (Investigation and reporting).Staff Misconduct (Investigation and reporting).

Special Incidents (Riot, Escape, Suicide, Inmate Deaths, Security Breaches).

Personnel Processing Support (routine pre-employment checks plus special background checks as needed).

The chief investigator's office will maintain liaison with other investigative agencies, such as BCA, FBI, Secret Service, Attorney General's Office, local law enforcement, OSHA Office, Health Care Administrators, so that:

The consultation and resources of these agencies are available to the investigators.

Outside investigators have the support and facilities of institution staff, with the understanding that the institution is in control of all investigative activities.

In addition to a Chief Investigator, a staff of additional investigators will be provided with the following responsibility:

Investigation of Discipline - In addition to investigating, they will need to carry a heavy routine processing load (serving of notices, preparation of waivers, testimony in hearings, etc.)

Investigation of Incidents

Investigation of Inmate and Staff Claims

Standards - It is impossible to generalize about time deadlines for investigations; however, the following are goals:

Twenty-four hour a day service so that the superintendent has at least a preliminary report on special incidents on his desk in eight hours.

90% of claims investigations completed in two weeks.

Discipline investigations:

- Evidence processed in 24 hours
- Investigations completed prior to first mandatory hearing date.

Equipment - All investigators will need access to routine investigative equipment such as cameras, portable tape recorders, evidence collection containers. Other equipment will be described under facilities.

Other Staff Needed - It is recommended because of overlap in roles of staff and overlap in jurisdiction that all investigation staff be located together with ready contact with each other and support staff.

Chief clerk or manager responsible for supervision of schedulings, logging, files, notice preparation, tape transcription, file retrieval control.

Clerk stenos available on call in emergencies as well as for routine scheduled activity .

Relationship to Other Elements - It would be most efficient to locate all of the following in close proximity preferably with direct access to a central control center where files, tape recorders, and schedule boards are maintained:

- Chief Investigator and Chief Clerk
- Investigators and support staff
- Laboratory
- Evidence storage
- Hearing rooms
- Interview - Interrogation rooms

Future Considerations - Assuming a new and very secure and well organized institution with minimum opportunity for serious inmate-inmate conflict or staff assault, it might be reasonable to expect a reduction of other serious incidents. However, there is a tendency for this to be counterbalanced by two other factors.

1. Closer supervision means more awareness of individual violations.
2. Standards of expectation rise with the result that present behavior accepted or ignored becomes relatively more significant.

Therefore, it would not be anticipated that there would be any significant decrease in demands for investigative services for the following reasons:

More demand for documented information for decision making processes of all kinds.

Higher standards for fire, health and safety.

Increased scrutiny of maximum security as punitive versus control in orientation.

More demands for firm evidence in view of possible long term consequences to inmates.

Somewhat less centralized management with unit and complex systems requires more institution-wide information gathering for the superintendent and/or cabinet (functions in the past spread over a wider chain of command).

ELEMENT NAME

Discipline

Purpose

To enhance the orderly operation of the institution by ensuring that reasonable and necessary standards of conduct are prescribed and enforced; and by providing for a procedurally efficient but fundamentally fair system of initiating, processing, hearing and responding to inmate discipline violations.

Accomplishment

For full accomplishment of this purpose, the following are required:

A discipline plan with the following features:

A limited number of clear, concise, necessary and understandable regulations.

Provision for basic due process procedural safeguards without inhibitory technical requirements.

Minimized lag time between infraction and imposition of penalty.

Full time prosecutorial staff.

Short, stiff sanctions with following concepts:

Administered when possible within living unit.

Minimization of extended lockup as a sanction.

Contact and communication between inmates in lockup minimized.

Maximum use of policy and procedural change and physical plant "hardening" to react to frequent misconduct problems, and minimization of reliance on punishment to control behavior. In other words, minimize opportunity for misconduct and minimize threats to control as a consequence (i.e., no mass inmate groups, classified living units, containable units).

Discipline processing will require full time investigation, prosecuting, recordkeeping staff with modern data collection, recording and communication equipment.

Discipline staff should be located adjacent to hearing rooms, punishment sections, and chief investigator.

Components

Discipline Plan - A discipline plan proposal including recommendations to meet the ideal accomplishment objectives above is being drafted. Since this constitutes a set of policy and procedural decisions it is not deemed appropriate for inclusion at this point.

Short Stiff Sanctions:

Administered when possible within living unit. This would require use of individual rooms for imposition of restrictions of privileges available within the unit or cluster, as well as some control of room privileges such as TV, radio or recreational material. Use of living unit sanctions would have following advantages:

- Reduces need for relocation to punishment units (which is costly in terms of staff time).
- Permits more individualized sanctions most relevant to the misconduct behavior.
- Avoids the tendency to "export" problem inmates rather than deal with behavior.

Disadvantages include:

- Requires more living unit staff time in processing and supervision.
- May create some management problems over other inmates' interference or questioning of sanctions.

Minimization of Extended Lockup:

Lockup is primarily justifiable for control of disturbing or dangerous behavior by separation from a general population. Classified living units should provide the long term range of control levels needed. Lockup for punishment only can then be austere but short.

Discipline staff will require full time investigation, prosecuting, and recording staff with modern data collection recording and communication equipment:

Staff:

Investigator staff will be shared and cross trained with investigation staff (see that element).

There should be one full time paralegal prosecutor.

There should be prosecution backup from institution attorney on felony type charges and those defended by attorneys.

Processing staff should be cross trained with, located with and shared with investigations support staff.

All discipline staff should report through chief investigator's office.

Hearing officers should be provided as a non-institution department service.

Equipment:

Recording - central tape recording and storage from microphones in hearing rooms and investigators' interview rooms.

Data Collection - owing to both legal and hearing requirements, some manual recordkeeping and distribution will be required. However, all cumulative records, statistical data entry, and distribution of findings and dispositions to staff departments should be by entry to central institution computer data bank.

Communications - usual telephone services intercom nets to hearing rooms, interview rooms, discipline unit and hearing complex will be required.

Office space needs - To provide one central room for files, scheduling and processing. Such space shall be connected to control center.

Discipline staff should be located immediately adjacent to hearing rooms, punishment sections, chief investigator and institution attorney's office.

Operations

Detailed operating procedures cannot be developed without an approved discipline plan. The following are recommended goals:

Filing of complaints in "worksheet" format in discipline office within four hours of incident.

Decisions on charging and preparation of notice within 36 hours.

Delivery of notice within 48 hours.

Scheduling of majority of hearings within four days.

All scheduling of hearings to be by discipline staff.

Full time defense counsel available five days a week (not reporting through institution administration).

Maximum use of "plea and waiver" process.

Findings issued and distributed within 24 hours.

All reporting officers be made available for hearings.

Prosecutor (under supervision of Superintendent) have final discretion on charging.

Very minimal use of pre-hearing detention outside of inmate's own room.

Investigation of each incident include at a minimum one contact with reporting officers, one contact with accused for voluntary statement, and one interview with each adverse witness who will testify.

Provisions for appeal to the superintendent.

**Investigations
and
Discipline**

Since we are recommending joint facilities for these functions, overall plant requirements are grouped as follows:

Offices

- One each for Chief Investigator and two investigators
- One for Chief/Clerk/Manager
- One for Hearing Officers
- Office space for clerical staff
- One office for attorney consultation

Control/Operations Center - Space for stenos, files, tape record control, processing worktable.

Evidence Laboratory

Interview Rooms - Two

Evidence Repository - (with secure bank depository-type night deposit.)

**Hearings
Physical
Plant**

In view of the multi-purpose use recommendations it is difficult to specify plant needs. However, our estimates of hearing needs are:

Priority access to one hearing room for discipline hearings daily from 8:00 A.M. - 10:00 P.M. - (60 - 70 hearings a month)

MCB hearing room (4 - 7 days a month) scheduled in advance (permitting other use by schedule)

If other multi-use rooms are connected and served by the same access and control, they can

be used for other hearings by schedule.

Discipline and MCB hearing rooms should be not less than 14 x 20 feet.

Holding Rooms - Four holding rooms for defendants, and witnesses may be 8 x 10 or less. Four would probably suffice provided witnesses are removed after testimony promptly.

Waiting Space - Two spaces for outside participants (witnesses, attorneys, staff, court reporters).

Hearing room annex - One multi purpose room attached to hearing room for board deliberations, counsel conference, private telephone access.

**Limitations,
Other
Concerns**

A number of variables may change the number, length and kind of hearings required. However, we do not anticipate any reduction of hearing needs.

If a determinate sentence bill eliminates MCB hearings per se, hearings will be required for decisions on program options.

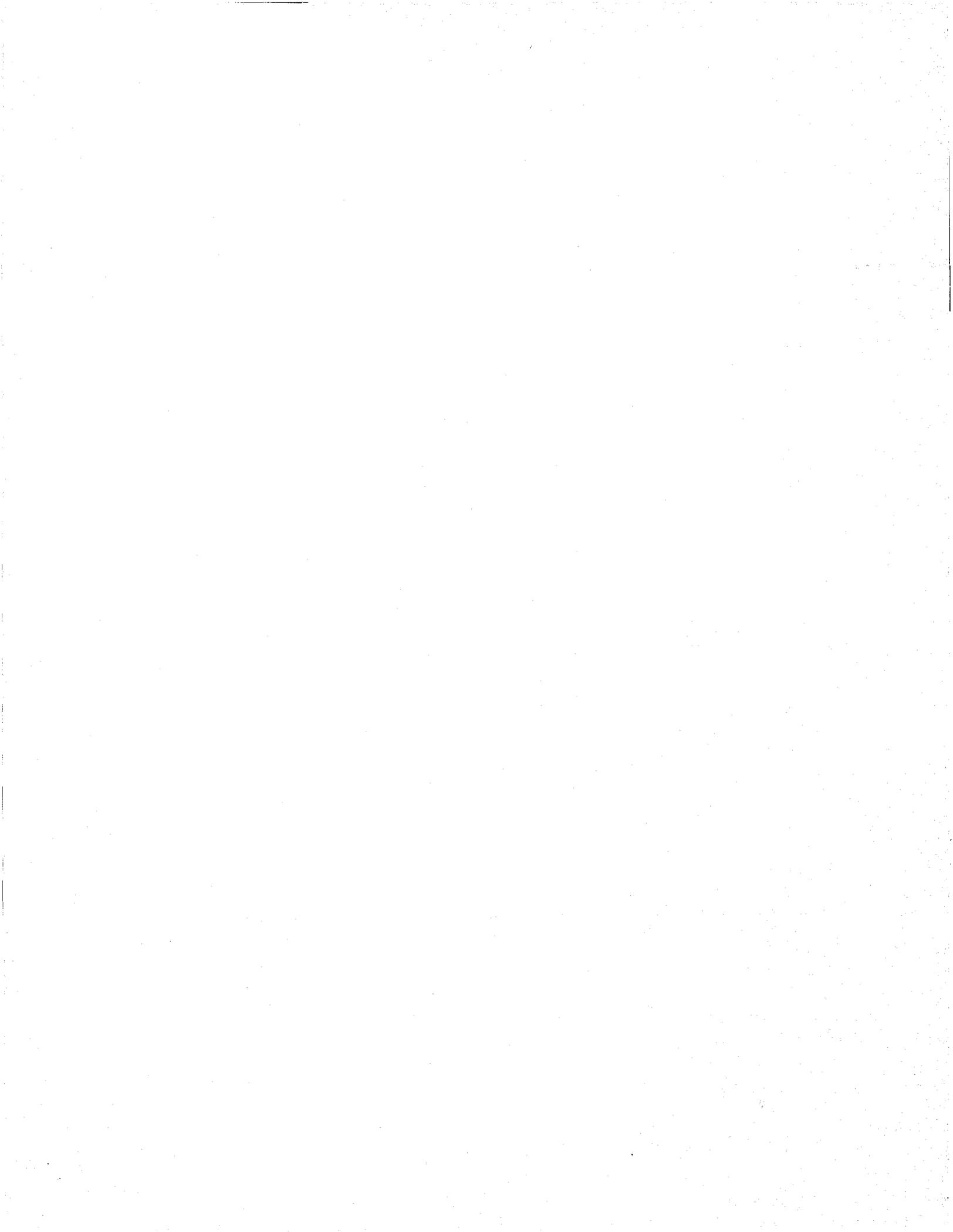
Determinate sentencing will probably increase the weight of discipline action (via increased good time credit or loss) thus motivating more contested charges.

Mental illness hearings may be more frequent depending on institution role in care for mentally ill.

Legislative and investigative hearings occur with enough frequency to plan for hearing space (in multi-use facilities).

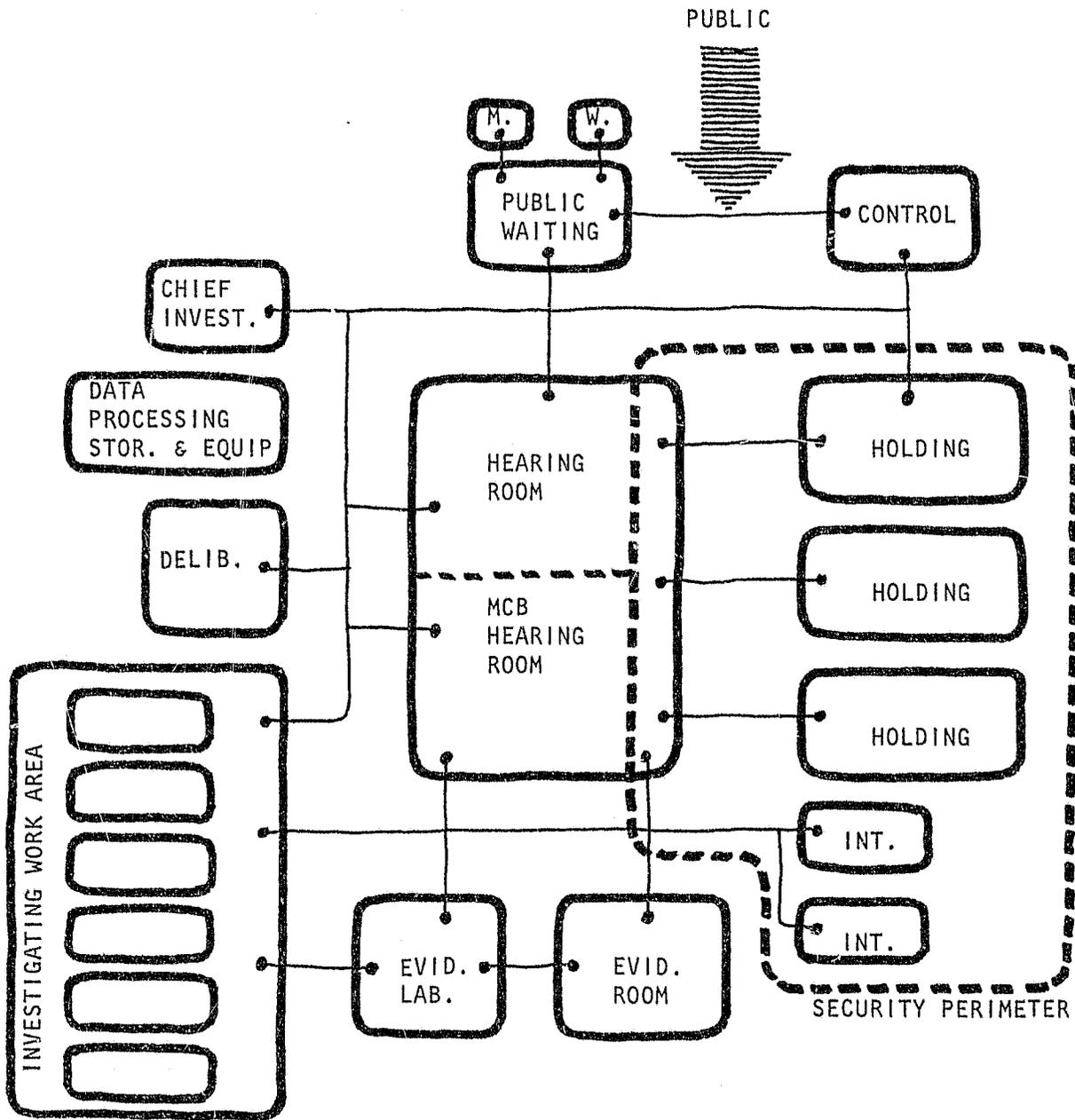
Because the intake criteria select the most serious acting-out inmates of adult male institutions, more disciplinary and criminal action will be concentrated in this institution.

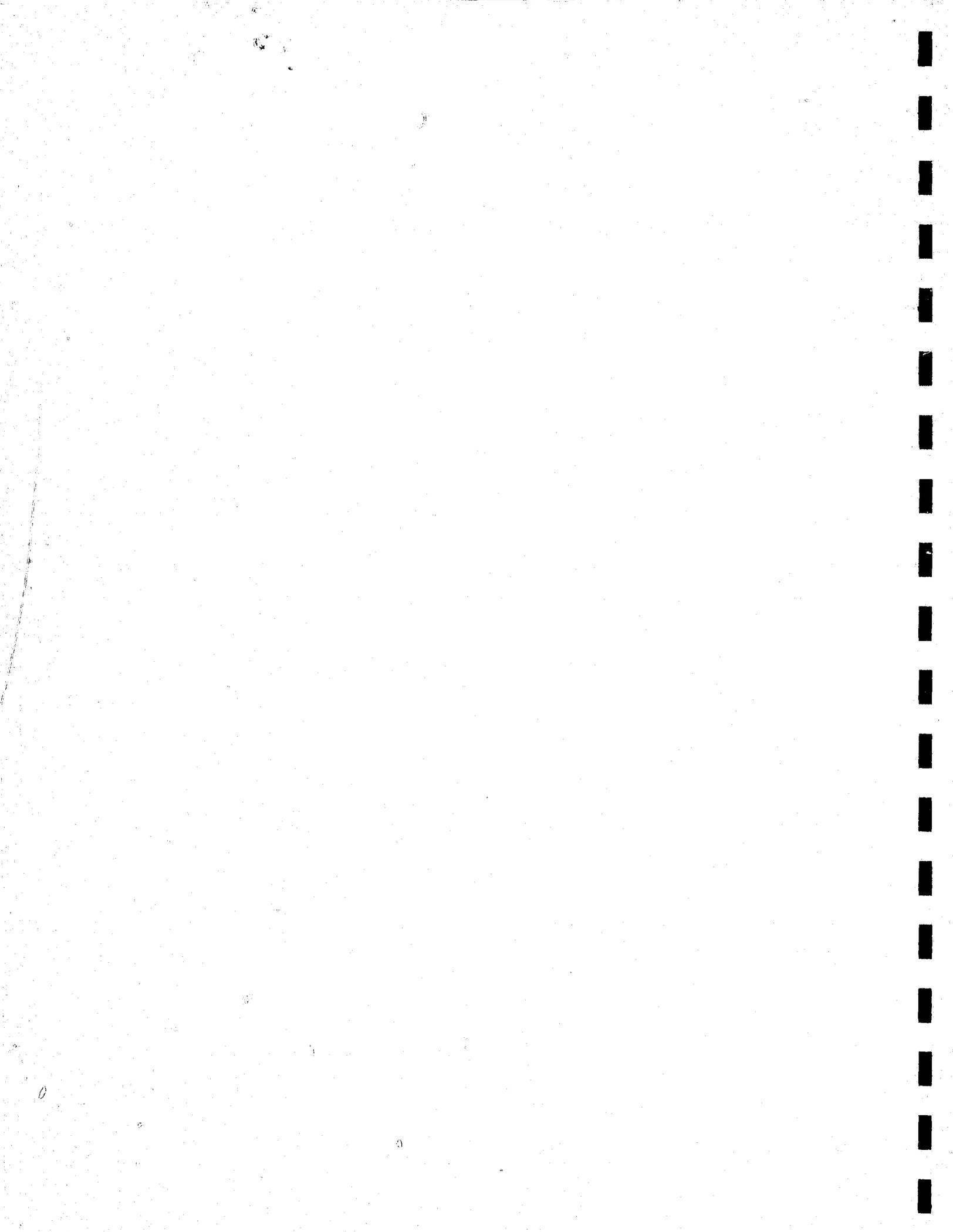
Hearing Officers - Hearing officers shall be non-institution staff from a central service as at present. However, primary location at this institution may be most practical.



Program

Hearings





4.1d ELEMENT NAME

Communications

Purpose

Systems must be provided that will foster desired and necessary communication for this facility to function as programmed in an orderly manner. These systems should be flexible, economical and maintain the confidentiality, security and privacy requirements of the institution's role.

Accomplishment

The communications system must fulfill its purpose under normal, critical and back-up operations. The system must be designed in such a way that security is not compromised and that various segments of the system can be isolated without endangering the overall operation of the balance of the system.

Documents, reports and written orders that must be transported from one element to another and within the element, should be transported wherever possible without the use of personnel. The confidentiality and security of the documents must be maintained.

Visual and sound systems should be flexible in nature to allow for one-to-one privacy or large groups.

Inmate access to systems should not be permitted except as provided in this program.

The system should be designed so as to allow the greatest flexibility for incorporation of alternate or presently unavailable equipment.

Maintenance and service of the equipment should be accomplished with the minimum intrusion or effect on the activity of the institution. Servicing shall be accomplished in secure service spaces wherever possible.

Components

Communications Center

Paging System

- Regular staff paging
- Personal emergency alarm system

Intercom system

Closed circuit TV monitoring and video taping. Monitors for scanning the units and/or clusters, for outside surveillance and other specified sensitive areas where necessary.

Two-way radio. The system must be compatible with the existing Department of Corrections radio equipment.

Telephone system. An on-premise computer operated telephone system.

Educational closed circuit TV

MINCIS teletype system.

Room radio - TV. Provisions shall be made to allow for individual room radios and TV sets. Ownership of this equipment will be the inmate's own responsibility as will be maintenance.

Inmate call home telephone system - See Living Units.

Recording system. This facility shall be equipped with a recorder to record incoming and outgoing telephone calls, record two-way radio transmissions and record messages on the intercom system.

Relationship

Communication is related to and necessary to all other elements in the facility.

Operation

The responsibility for overall communications should be vested in one administrator.

Communications (cont'd.)

**Physical
Plant
Requirements**

A communications center large enough to accommodate the control point for the components mentioned above.

Secure maintenance service provisions

Security provisions to prevent loss, damage or compromise of the systems listed above.



Program

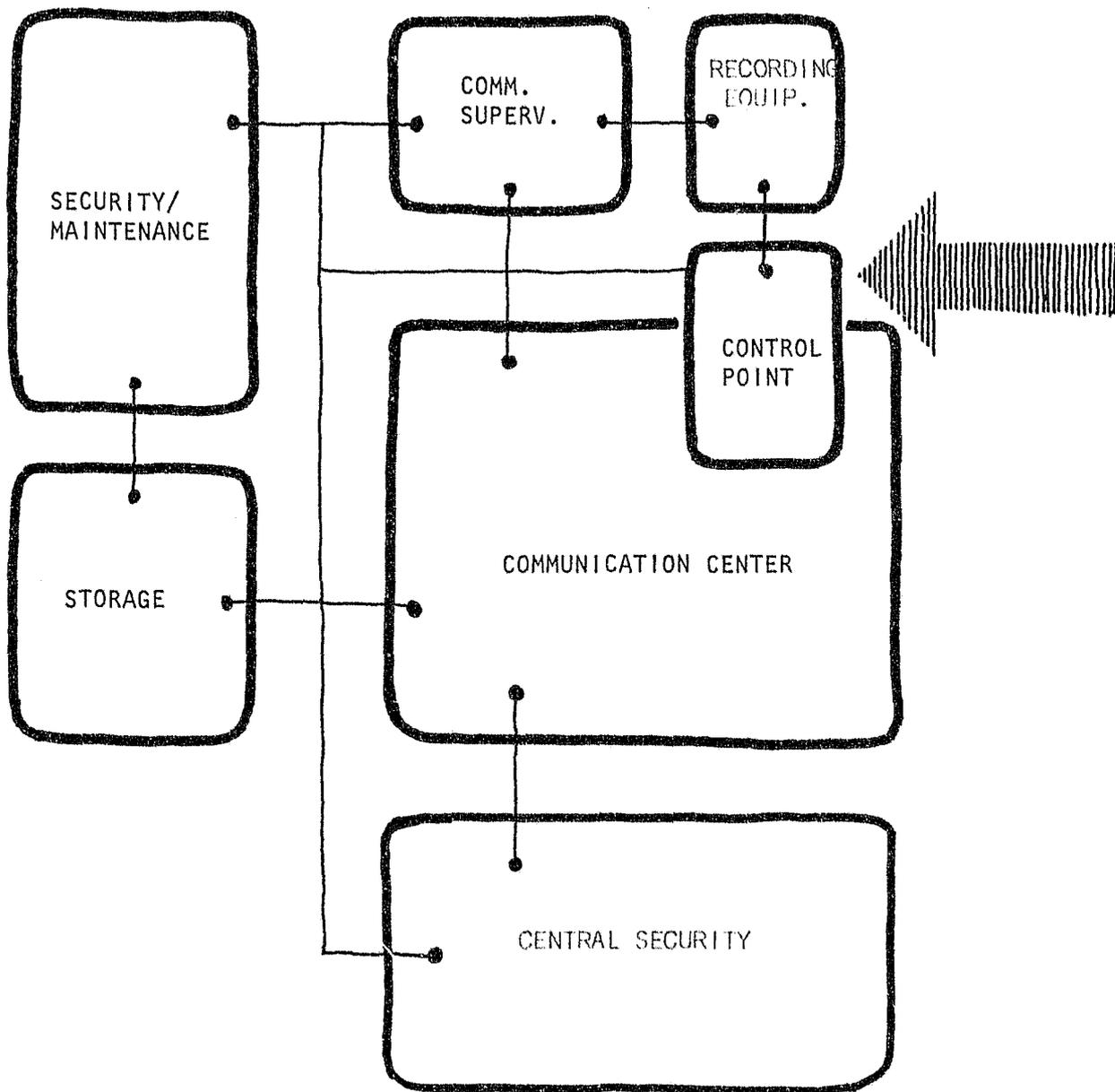
Unit:	ADMINISTRATION
Sub-Unit:	COMMUNICATIONS

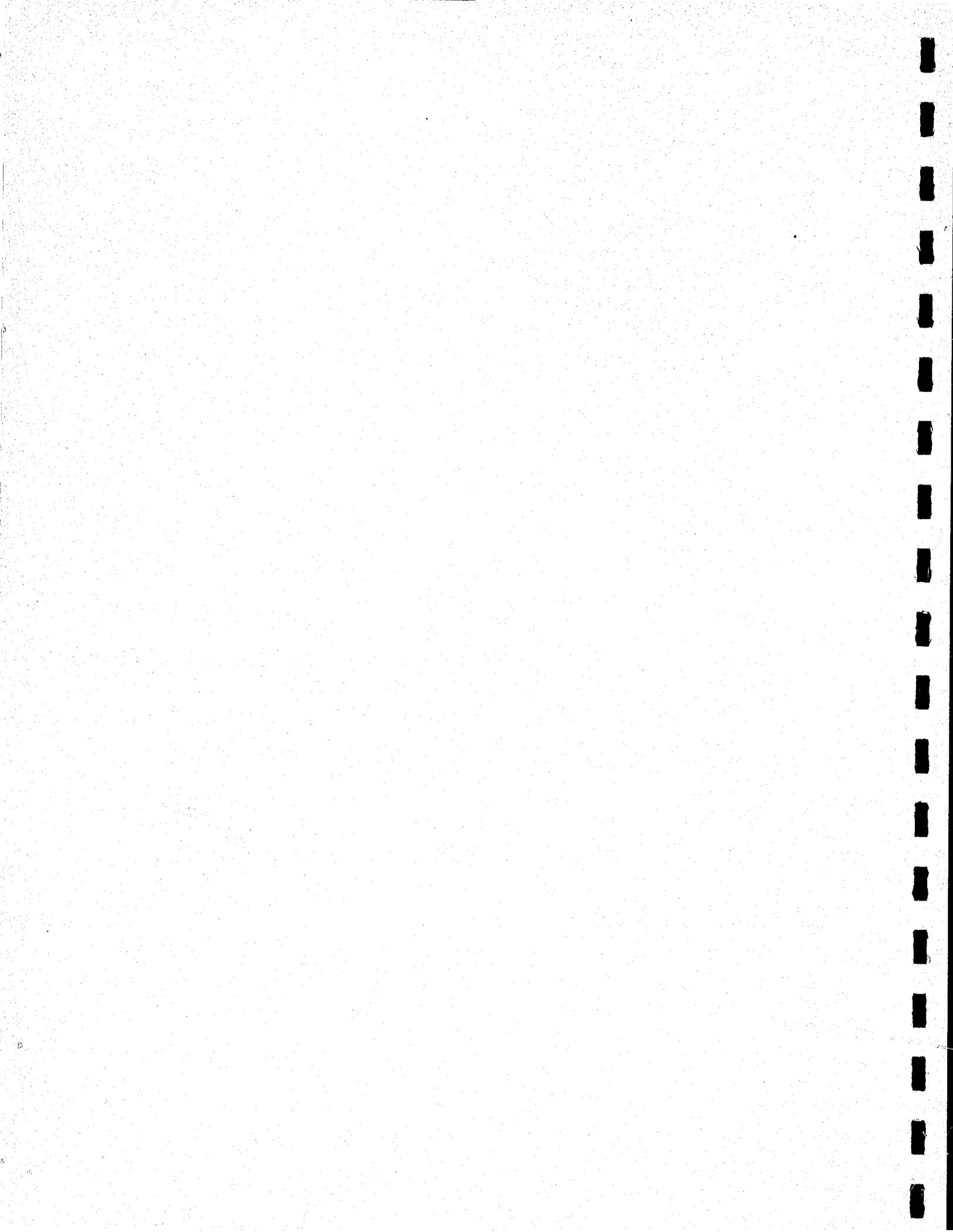
4.1d

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Communication Center	2	1	120/Person	240	See(1)
Control Point	-	-	-	-	
Communications Supervisor	1	1	180/area	180	
Recording Equipment	1	1	100/area	100	
Security/Maintenance	1	1	80/area	80	
Storage	1	1	80/area	80	
Central Security	--	--	A.R.	A.R.	
TOTAL				680	

Adjacency / Special Requirements / Notes

(1) Control Point included within the Communications Center.





4.1e ELEMENT NAME

Case Management/Reception

Purpose

The purpose of case management is to systematically administer a number of integrated processes of programming and recording as the offender moves through the institutional experience. It provides the means whereby all the resources of the institution can be focussed, both for the program needs of the offender and for the management needs of the administration in the orderly and efficient operation of the institution. It is a recorder and repository of all the data generated about the offender and a disseminator to others for decision making purposes. It provides a committee system that interacts with all the other elements of the institution in the decision and policy making process. It serves as the core facilitator and program broker for the entire institution.

Accomplishment

The case management system is achieved by:

The sanction of the administration and the cooperation of the other institution elements.

The establishment of an efficient systematic process of data collection from both within and without the institution.

The provision of adequate and trained staff to organize and compile such data in a timely and meaningful manner for effective application by decision makers.

The establishment of a records system of generating and maintaining data that provides timely and relevant data for decision makers.

The coordination and appropriate utilization of relevant programs and resources in the area of education, industry, security, recreation, religion, and mental and physical health services.

Inmates choice of programs and participation in decision-making in so far as practicable.

The establishment of a reception and orientation program to prepare the inmate for the institutional experience and a pre-release program to prepare him for release to the community.

The establishment of an efficient and effective Classification Committee/Case Management Team system that has the decision making capability to meet the needs of both the inmate and the institution.

Components

Testing and Diagnosis

Reception

- Hygiene and sanitation
- Medical check
- Dental check
- Packing personal property for mailing
- Clothing issue
- Identification
 - photos
 - finger printing
 - record check

Orientation

- Operations
- Business office
- Personal hygiene
- Minnesota Corrections Board
- Chaplaincy
- Education Department
- Vocational Department
- Recreation and leisure time activities
- Industry options

Inmate Evaluation

- Medical
- Psychological
- Living placement
- Recreation
- Work
- Education

Classification Process

Program Placement

- Academic education placement
- Vocational education placement
- Institution support work placement
- Alcoholic treatment
- Mental health treatment
- Physical health treatment
- Industry
- Drug programs

Living Unit Assignment

- Custody status considerations
- Psychiatric considerations
- Medical considerations
- Age considerations
- Offense considerations
- Level of sophistication considerations

Leisure Time Activities

- Alcoholics anonymous
- Culture Groups
- Junior Chamber of Commerce
- Other group activities

Custody Status

- Escape history
- Threat to self
- Threat to others

Pre-release Program

- Work-education placement referrals
- Eligibility referrals
- Community Services Coordination
- Transportation

Records

Commitment documents

- Accuracy
- Completeness
- Safe storage

Connect with DOC - OBSCIS Network

Base file Activation and Maintenance

- Detainers
- Securing pre-sentence report
- Parole packets

Time Computation

- Jail credit
- Good time
- Matrix
- Mutual Agreement Program (MAP) Coordination

Visiting List (open ended)

Personal Valuables

- Storage
- Records
- Shipping-mailing

Transfer Coordination (due process protections where necessary)

- Instate correctional facilities
- Out-state correctional facilities
- Medical and psychiatric facilities
- Within institution

Coordination and Screening Outside Agencies

- Legal Assistance to Minnesota Prisoners
- Legal Advocacy Program
- Public defender
- Attorneys
- Ombudsman
- Law enforcement

Release Coordination

- Temporary paroles
- Medical paroles
- Conditional paroles
- Discharge

Clerk-Steno Services

- Typing-reports and correspondence
- Filing
- Clerical tasks

Case Management

Case Manager

- Reception and orientation coordination
- Classification summary preparation
- Progress report preparation
- Case related correspondence
- Community liaison
- Program selection
- Problem solving
- Advocacy
- Classification committee decisions
- Case management team decisions
- Release planning

Classification Committee

- Composition-Department heads
- Policy and procedural changes
- Departures from policy
- Requests of case management teams
- special problems
- Release recommendations
- Transfers to other institutions
- Major movement within institution

Case Management Teams

- Assignments
 - program
 - work
- Custody level
- Visitor approval
- Participation-outside groups
- Community-liaison problems
- Temporary parole recommendation
- Transfer recommendation
- Release planning
- Living unit problems

Operation**Functional Operations**

Reception and Orientation - The reception and orientation program will be conducted in one complex of the institution. It will be a cooperative effort on the part of other elements of the institution including education, custody, industry, recreation, and mental and physical health services. The classification section will provide the coordination, case management, records and support services.

The program will be of two types, a short version for those offenders who are transferred from other institutions and parole violators who are on parole less than three years. It is anticipated that the existing classification material on these two groups will still be relevant and only the reception and orientation components will be necessary. A longer version is essential for those committed directly from the Courts and parole violators who were on parole longer than three years. These two groups will require all the components of the Testing Classification process.

It is anticipated that 3% of the population will be in the Reception and Orientation Complex at any given time, once the normal operating capacity is attained. That figure is based on the current monthly turn-over rate at the State Prison and it seems applicable in terms of existing release practices. Future changes in sentencing legislation or parole policies could change that figure in either direction, but very likely not dramatically. Consequently, the capacity to house 14 offenders in the Reception and Orientation process would appear to be adequate.

Records - The records office will maintain all records on offenders from reception onward. The comprehensive recording system will eliminate any need for duplicate or ancillary files. Because of the close relationship between records maintenance and the preparation of reports for the records, the clerk-steno services for classification should be the responsibility of the records officer. This also provides greater flexibility in the utilization of staff during peak periods or whenever needed.

It is not anticipated that a fully automated record system is possible by 1980, so a manual system will be required. A manual system will likely always be required for the storage of legal documents. This will require either storage cabinets or a partially automated "drum" system. In either case, the storage area must be totally secure. The architectural design should include the potential for very sophisticated automated systems which may be implemented later with little modification to the physical plant.

Case Management - Case management is the hub of the classification process. Each "complex" as defined by the living unit task force, will have a case manager who will be responsible for all offenders housed in the complex. This anticipates a complex population of 52 which provides a reasonable ratio per manager. High activity areas such as reception and orientation may require smaller ratios or if specialization occurs, varying ratios.

The case manager will be the basic facilitator in the classification process. The manager will assist the offender with his day to day problems and will work with him in achieving his program. The manager is a member of the case management team and is a liaison to the Classification Committee. He/she prepares all reports and related correspondence, and assists the offender with release planning.

Case Management Team/Classification Committee - This system of decision making is seen as essential in a classification process that is to meet the program needs of the offender and the management needs of the administration.

Pre-release Program - It is not anticipated that most of the releasees from this institution will be released directly to parole or an unstructured setting. Most will exit via transfer to an institution of lesser security or to a well structured community program. Consequently a formalized pre-release program will not be required. Case management teams will assist the offender in preparing for such transfers or placements through the routine classification processes. This operation

will not involve separate housing and it will be accomplished in the offender's regular living complex.

Staffing patterns will vary with the job function. Clerical support staff will work the routine office hours. Case managers will have staggered work hours so that they will be accessible to the inmates during other than work and program periods. The work and program schedule of the complex will be the determiner.

Inmate Involvement - It is not anticipated that any inmates will be employed or utilized in the operation of the classification unit. To place inmates in such a position subjects them to pressures and intimidation by other inmates and can create more problems than it can solve. Inmates will be very involved in the classification process as it applies to them throughout the tenure of their incarceration.

Services Delivered

- Reception and Orientation Coordination
- Case management
- Record construction and maintenance
- Report consolidation and preparation
- Parole packet preparation and maintenance
- Classification Committee/Management Team Coord.
- Pre-release program

Normal Operations Versus Emergency Operations - It is expected that all staff be trained for emergencies and utilized in any way that does not constitute a breach of security.

Program

Unit: ADMINISTRATION
CASE MANAGEMENT/
Sub-Unit: RESIDENT RECEPTION

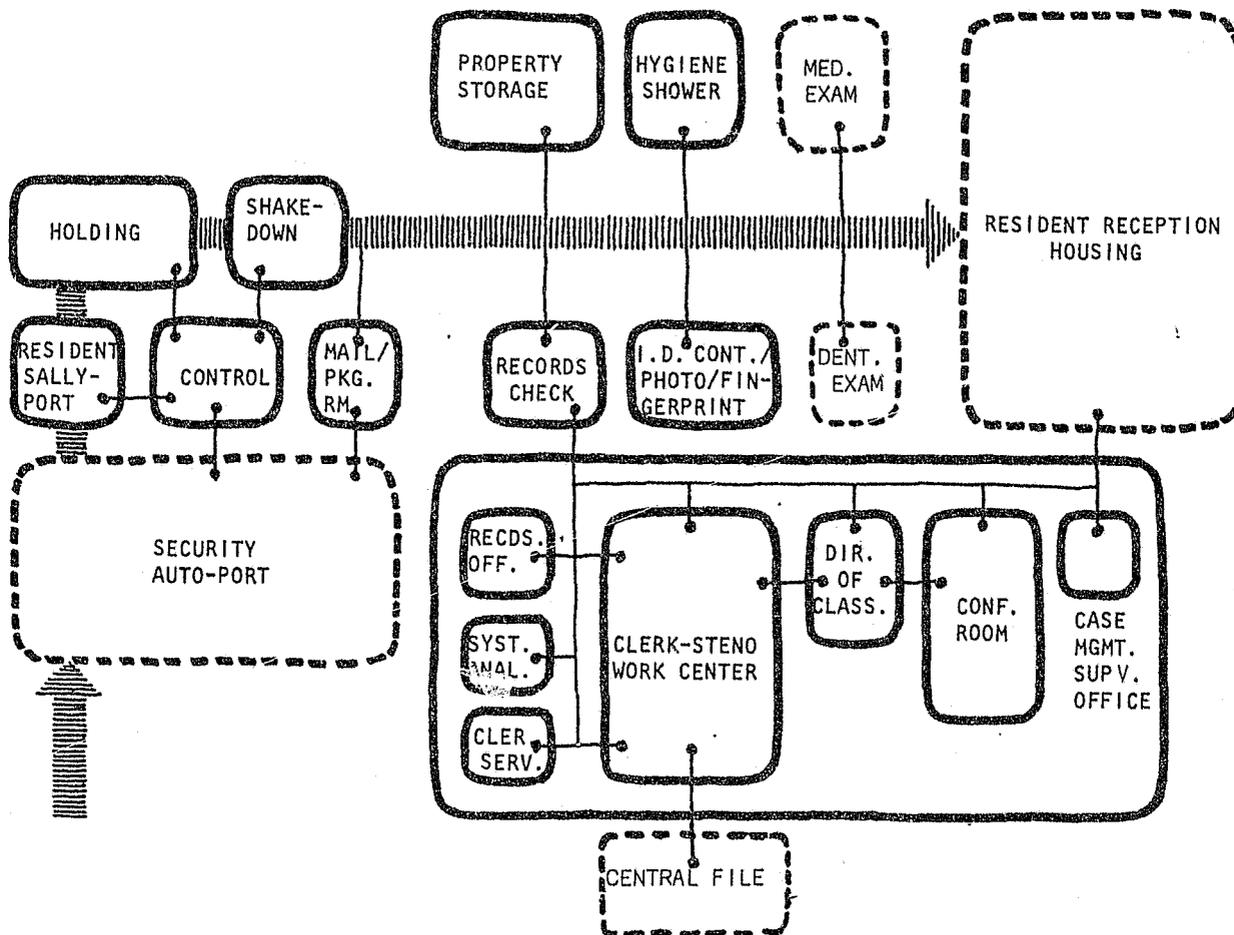
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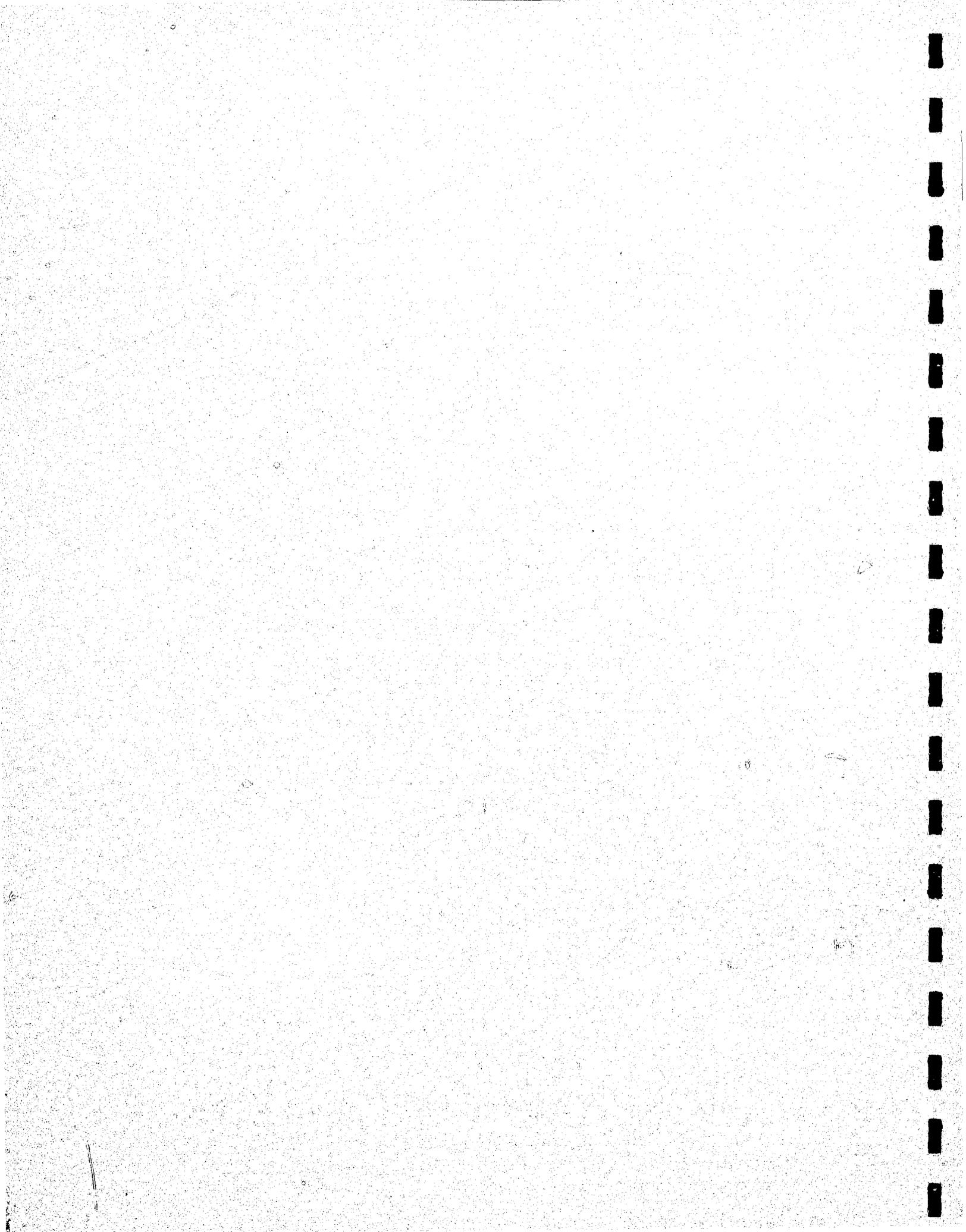
Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Records Officer	1	1	150/Area	150	
Sup. Clerical Services	1	1	120/Area	120	
Placement Coordinator	1	1	120/Area	120	
Systems Analyst	1	1	80/Work Sta.	80	w/records office
Clerk-Steno Work Center	10	1	80/Work Sta.	800	
Conference Room	10-12	1	25/Person	300	See (1)
Reception & Orientation	-	-	---	-	
Housing	-	-	---	-	
Control Rooms	1	14	120/Area 75/Person	120 1050	
Personal Hygiene	-	-	As Required	A.R.	See (2)
Tub Room	1	1	35/Area	35	
Activity Room	12	1	35/Area	420	
Dining Area	12	1	20/Person	240	
Interview Testing Rm.	1-2	1	120/Area	120	
Sally Port	1-2	1	100/Area	100	
Control Office	1-2	1	120/Area	120	
Waiting	A.R.	1	As Required	A.R.	
Hygiene & Sanitation Shower	1	2	40/Area	80	
Medical Exam. Room	2-3	1	150	150	See (5)
Dental Exam. Room	2-3	1	150	150	See (5)
Mail Room/Packing Room	-	1	180	180	
I.D. Center	(280)	1	280	280	
Photo	80	-	80/Photo Area	---	
Fingerprint	80	-	120/Dark Rm. Lab	---	
Records Check	-	1	200/Area	200	
Director of Classification (Assoc. Warden) Office	1	1	180/Area	180	
Case Management Supy. Off.	1	1	150/Area	150	See (3)
Case Management Meet. Area	2	2	120/Area	240	See (4)
TOTAL				5385	

Adjacency / Special Requirements / Notes

- (1) Used for case management meetings, classification committee, and staff meetings (need proximity to records area).
- (2) Lavatories, toilet and shower within individual rooms.
- (3) One case manager per 52.
- (4) No office space as it is provided in the living units.
- (5) If feasible, to be located within physical health.

Case Management / Resident Reception





4.1f ELEMENT NAME

Visiting

Purpose

Visiting - To provide the inmates the opportunity for on-going contact with family and community persons within a secure setting.

Accomplishment

There should be space outside the primary security perimeter for reception of all visitors to the institution. Within this area there shall be a place for children to play and occupy their time. This area should be large enough to seat groups of people up to fifty in number.

Visiting areas shall have the capacity for non-contact visits and contact visits.

Visiting shall be accomplished with efficient use of staff time while retaining observation and shakedown capacity.

Visitors should be able to travel to the area of visiting without entering inmate areas.

Components

Space designed for visiting for each complex as well as at a central location.

Visiting to provide:

- 16 hours of visiting per month per inmate.
- 50% utilization average (planners anticipate).
- 112 hours available for visiting per month on institution schedule.
- Maximum of four visitors per inmate per visit.

Central-Decentralized Visiting based upon the above e

Central visiting area will require 30 non-contact visiting spaces (10 inmates and 20 visitors) and 45 contact visiting spaces (15 inmates and 30 visitors).

Visiting at Complex Level will require space for 13 non-contact and 24 contact spaces.

The typical living complex will have capacity for 1 non-contact and 4 contact visits simultaneously.

Special Units - Medical and Psychiatric unit:
-4 contact and 1 non-contact visiting provisions within the unit. It is not anticipated that inmates at this complex will visit at the central visiting room.

Disciplinary-Maximum Custody Unit:
6 non-contact spaces. It is not anticipated that inmates in this unit will visit at the central visiting room.

Visiting shall be scheduled at times which are convenient to visitors and at times which are compatible with other scheduled activities.

Space for private visitations, when and if they become implemented, shall be accomplished by use of existing multi-purpose rooms, additional construction or conversion of existing space for this purpose.

The visiting area shall be secure, well lit, provide a warm and comfortable environment and have provisions for food dispensing machines.

Separate men, women and inmate toilet facilities must be available.

An area must be included near the visiting room for children to play.

All visiting spaces shall be multi-purpose.

4.1f(1) ELEMENT NAME

Volunteerism and General Activities

Purpose

Volunteerism - To provide the capacity for carefully screened community groups and resource people to meet with inmates for the purpose of community re-entry programming, coordinating legal activities, self-improvement activities, education activities and to improve the quality of life in the prison's facility.

Inmate Group Activities - A number of interested and affinity groups shall be authorized to fulfill specified program goals.

Accomplishment

Volunteerism and Group General Activities should:

Be compatible with and provide enrichment to the other program offerings of the institution.

Be achieved without a threat to the security and orderly operation of the institution.

Be accomplished within the context of specific objectives aimed at achieving the goal of enhancing social skills, vocational-academic achievement, emotional health, religious identification and post release adjustment of the inmates involved.

Components

Policies and procedures shall be promulgated to achieve the accomplishment of the element.

Multiple use spaces in living complexes shall be used for group activities involving inmates only.

Complex visiting and activity spaces may be used for activities involving volunteers from the free community. Such spaces shall have capacity for shakedown of visitors and inmates and have separate secure entrances for volunteers and visitors.

A group activities room shall be constructed in a central area near visiting facilities for use by all groups. This area shall be used for large group activities and shall have a capacity of 100.

Access to the group area shall be through a separate sally port for the inmates and the volunteers. A sally port shall be constructed in such a way as to permit thorough searches of the inmates while they are in route to the group room and from the group room. Separate lavatory facilities shall be provided for male volunteers, female volunteers and inmates. Movement of refreshments from the main institution kitchen shall be provided through sally ports.

Volunteers will be received at the visitors reception and waiting area.

A Cadre of screened volunteers shall be recruited. These volunteers shall have appropriate skills permitting them to be useful resource persons to fulfill the objectives of groups or individual needs of inmates.

Volunteers shall be trained and orientated to institution policies and procedures prior to certification as approved resource persons.

Volunteer and group activities shall take place during scheduled recreation periods.

Operation

This function will be administered and supervised by a visiting and volunteer services coordinator.

Program

Unit: ADMINISTRATION

Sub-Unit: VISITING

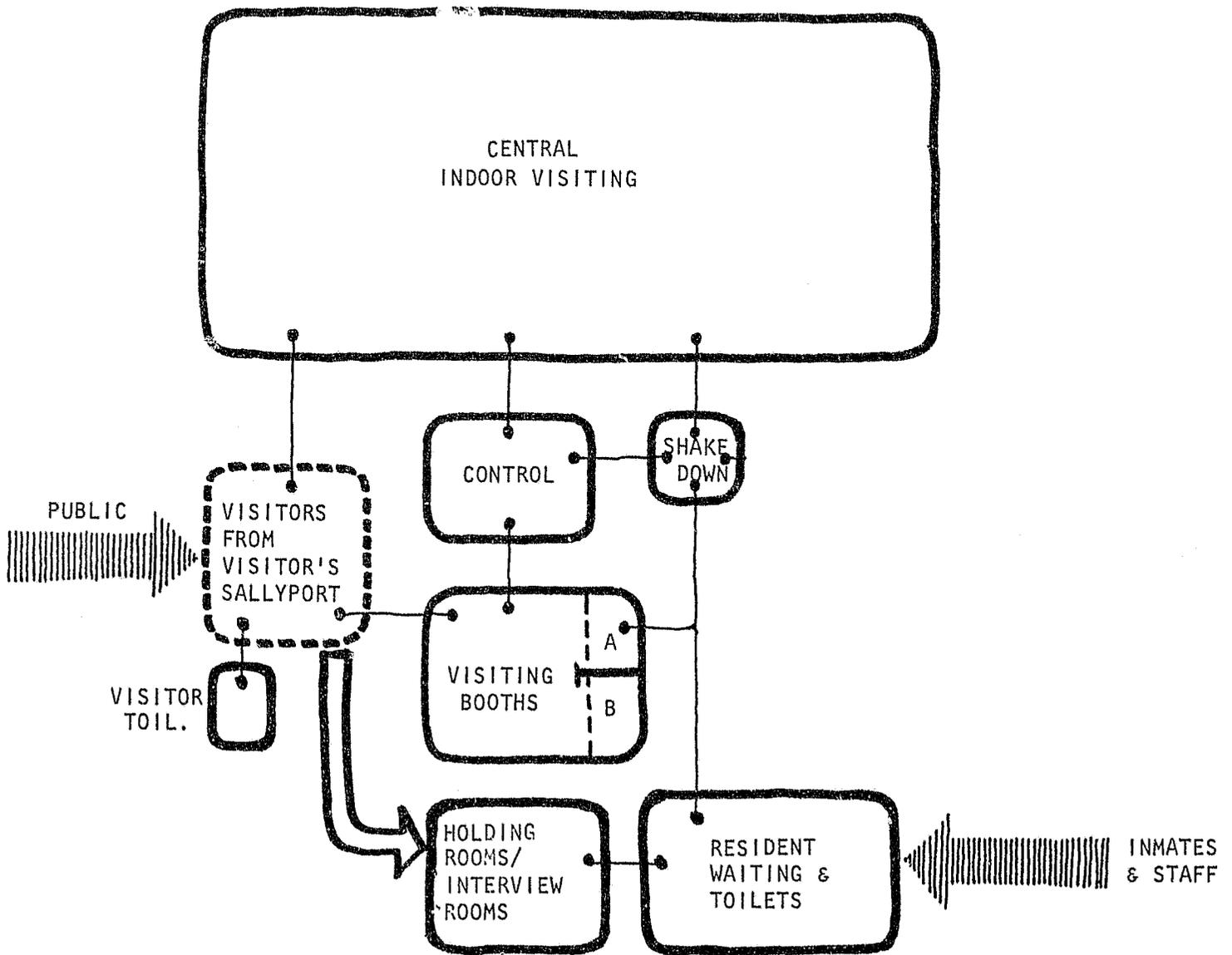
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Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
VISITING COMPONENT (1 per complex) (6 complexes)					
Observation Control	1	1	120/Area	120	See (1) Contact Non-contact
Indoor Visiting Area	12	1	25 S.F./Person	300	
Visiting Booths	3	1	80 S.F./Booth	80	
Resident Search/Shakedown	2	1	80 S.F./Area	80	
Resident Waiting	-	-	As Required	A.R.	
Resident Toilets	-	-	As Required	A.R.	
Staff Toilets	-	-	As Required	A.R.	
Public Toilets	-	-	As Required	A.R.	
				580	See (2)
CENTRAL VISITING					
Indoor Visiting	45	1	25 S.F./Person	1125	See (3)
Visiting Booths	3	10	80 S.F./Booth	800	
Holding/Attorney					
Interview Rooms	1	4	80 S.F./Area	320	See (4) and (5)
Multipurpose Areas	6-10	2	25/S.F./Person	300	
				2545	See (6)
Visiting Waiting	-	-	A.R.	A.R.	
SPECIAL UNIT VISITING					
Visiting Booth	3	6	80 S.F./Area	480	
TOTAL				6505	

Adjacency / Special Requirements / Notes

- (1) Given the institutional visiting schedule, each 52-person complex visiting area will have a 5th inmate capacity in addition to 2 visitors/resident or a total of 15 persons.
- (2) This total applies to each complex or (6 complexes) (580) = 3480.
- (3) Central Visiting to supplement complex-based visiting. Attorneys, for example, will primarily use the central area for interviews.
- (4) A supplementary multipurpose area for club meetings with capacity for up to 96 inmates will be nearby in the Staff Training Area.
- (5) Used occasionally for small club meetings as well as for groups awaiting shakedown.
- (6) Shared with central information/waiting area.

Visiting





4.2

Program	Physical Setting				
Program and Activity	Room	Unit	Cluster	Complex	Facility
4.2a Industry				●	●
4.2b Education			○	●	●
4.2c Recreation			●	●	●
4.2d Religious			○	●	●

Program and Activity

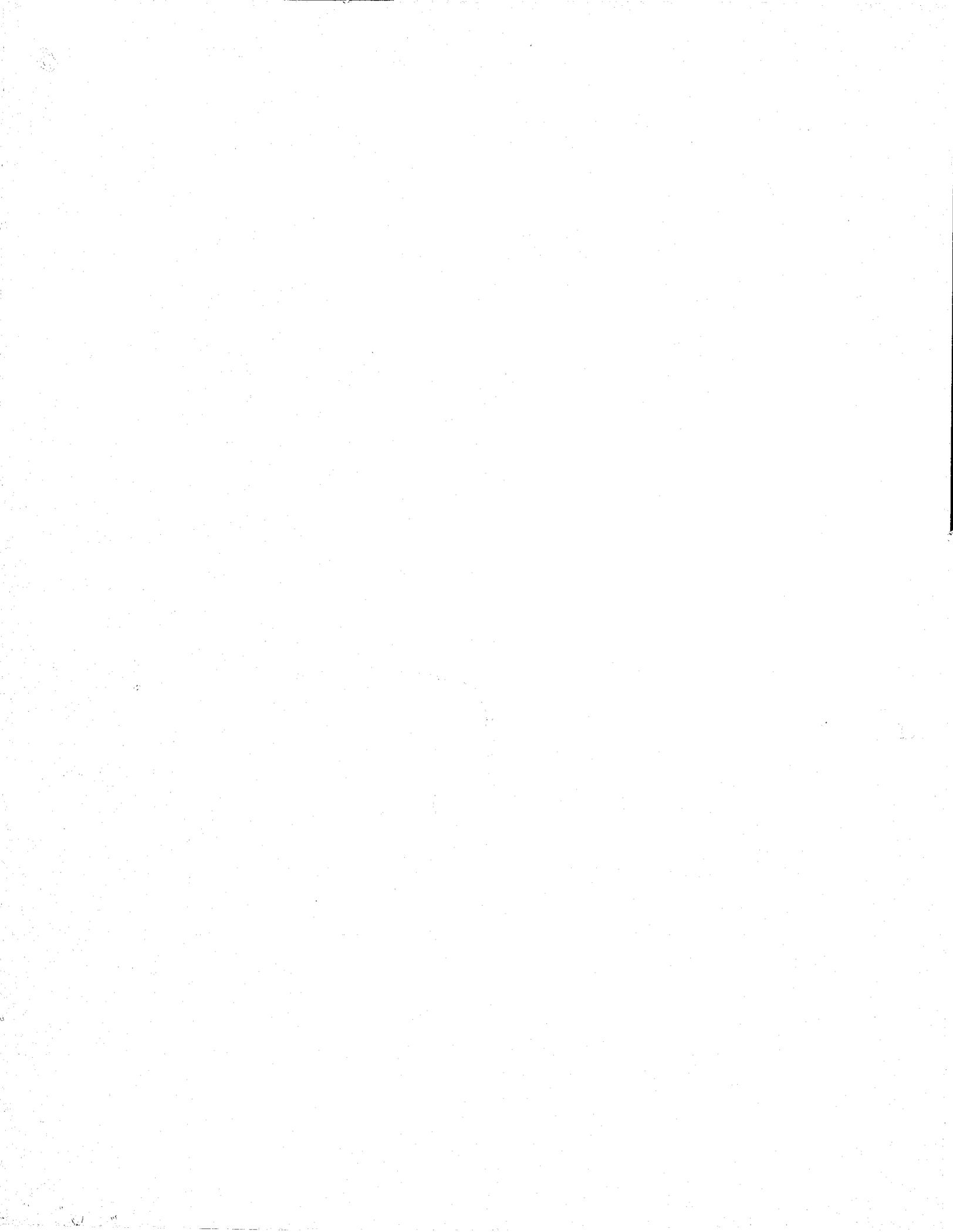
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Functional Area	Net Sq. Ft.	+%	Gross	Comments
4.2a INDUSTRY	13,500	1.3	17,550	
4.2b EDUCATION	4,310	1.5	6,465	
4.2c RECREATION	8,595	1.3	11,174	
4.2d RELIGIOUS	1,220			See (1)
	26,405	1.33	35,189	

Adjacency/Special Requirements

(1) Not included in Totals





4.2a ELEMENT NAME

Industry

Purpose

To provide a realistic and competitive work program in the facility for that portion of the population that desires and can benefit from it, which will:

Develop a sound work ethic in the offender that meets the demands of private industry.

Make industry employment a desired privilege by providing advantages for those who work over those who do not work.

Provide a work activity to accupy a portion of the population for a period of the day.

Provide an economic base to be developed for release.

Provide work experience and skill development that may be transferable to civilian employment.

Maintain a sense of responsibility in the offender by holding him accountable for part of the cost of incarceration through some form of "charge-back".

Allow the industries program so far as possible, to be a self-supporting entity except institutional support jobs.

Provide activity for otherwise unemployables.

To identify positions and develop standards for institutional support jobs.

Accomplishment

Following are characteristics of the industries which will determine which specific work program(s) will be developed.

Simplicity

Product or services requiring a minimum of complex operations and having some components with low skill level requirements.

Product or service that has limited components as opposed to requiring vast inventory or varied parts.

Product or service which is standardized to the point that parts or units could be sub-contracted, purchased from or replaced by outside private industries.

Packaged components or sub-assemblies which could be produced in segregated locations.

Simple and basic design features which are easily altered.

Flexibility

A variety of sources for materials and supplies.

A production method which could be easily shifted to another location or another product or service.

Division into sub-assemblies which are basic or standard to a number of product variations.

Controlled work areas which produce a variety of products in methods that minimize the effect of institution lockup.

Equipment which can be converted to other products in the same area of production.

Safe and Comfortable

All production and work conditions in compliance with O.S.H.A. standards.

Work area heated, lighted, ventilated and decorated in such a way as to be a desired and enjoyable place to work.

Motivational Ideals

Privileges of productively employed (including students) must at least equal other intensive programs and must surpass privileges offered to non-workers.

Compensation in terms of pay and recognition must provide advantages over non-worker options, i.e., competitive wage and other fringe benefits normally associated with work.

Lunch room or area in shop or in close proximity to work area.

Fringe benefits (vacation, sick leave).

Credit - Recognition certificate for work experience (apprenticeship).

Involvement in operational and management discussions.

Security

Supervision should be staffed at a level and production should be arranged in such a manner as to allow proper monitoring of workers at all times.

Industrial areas and buildings must be designed and located in such a way as to allow production schedules to meet swing shifts and week-end activity if needed.

Industry must be compatible with the type of inmate and the required security. (No products that present danger to security).

Components

**Worker Centered Components
Work Day**

Workers will be on the job for a full eight hour work day.

Workers will remain in the work area over the lunch hour unless the lunch area is close by.

Workers will not be excused from the work area except in the case of emergencies - visits and services must be available outside of the work day.

Control of Workers

An inmate personnel department should be developed to handle employer services similar to our present personnel unit for staff.

Industry must have control over work force numbers, screening, hiring and firing.

Worker Environment

Work area must be safe and quiet - O.S.H.A safety approved.

Work area must be comfortable - climate control.

Lunch areas within industry work areas or adjacent to work areas.

Lighting and color must support a pleasing atmosphere.

Worker living area and privileges must exceed the comfort level for those not in a progressive program.

Economic Considerations

Pay into account for payment upon release.

Wages for industry and institutional support jobs must reflect the variation of skill levels represented.

Allowance for vacations and sick leave.

Sheltered work for unemployables. (separate pay and time plan).

In-Service Training

Labor approved apprenticeship programs in skilled areas.

Vocational enrichment packages for self-study related to work assignments.

Job rotation and upward job placement as skills are developed.

Skill certificates to recognize worker accomplishments.

Security Centered Components

Workers should be arranged in production units of 52 or less.

Equipment arranged so that production can be observed from a central point.

Workers housed in separate complexes to avoid general lockups.

Inventory control to account for production units and parts.

Shop foreman duties to include production rather than custody function.

Physical Plant Components

One level building and warehouse.

Centralized facility for major industry with separate sections to accommodate small production groups.

Conveyor systems for movement of parts and sub-assemblies from one area to another.

Production area design to support flow of production from raw material to finished product.

Must accommodate 75 to 150 workers.

Work schedule may call for time separation in passage to and from work as opposed to separate physical passageways.

OPTION - Separate industry units attached to three clusters.

Fiscal Components

State-funded set up
-State-financed building and original equipment.
-Adequate revolving account.

Industry burden for only industry function.

Marketing to both State and private agencies.

Buying procedures.

Institution Support Components

Realistic work assignments identified and classified.

Wages close or equal to industry jobs at same skill level—paid by State appropriations.

Hire and fire procedures similar to industry jobs.

Apprenticeship program and certificate credit where appropriate.

Fill in work component (Transient and unemployables in industry-sheltered workshop).

Simple assembly or re-work product.

Less pay than industries or institutional support jobs.

Adaptable to individual room or small group production.

Low skill level requirements.

Product with flexible completion time requirements.

Products requiring a minimum of tools and equipment.

Operation

All research conducted on proposed industries for the prison point toward a State used product that does not require highly skilled personnel and utilize machinery that has great potential for contraband production.

Requirement

It is recommended that the building have adequate wall height, ventilation, floor thickness and plumbing to allow for light metal fabricating, assembly or general purpose production. The described flexibility would also allow for private industry to locate in the building for a number of industry production options.

General Specifications

Physical size should be 25% over original needed space to allow for expansion and renting to private companies.

Adequate raw material storage and warehousing of finished goods.

Arranged for maximum observation.

Must be able to be secured by sections.



Program

CONTINUED

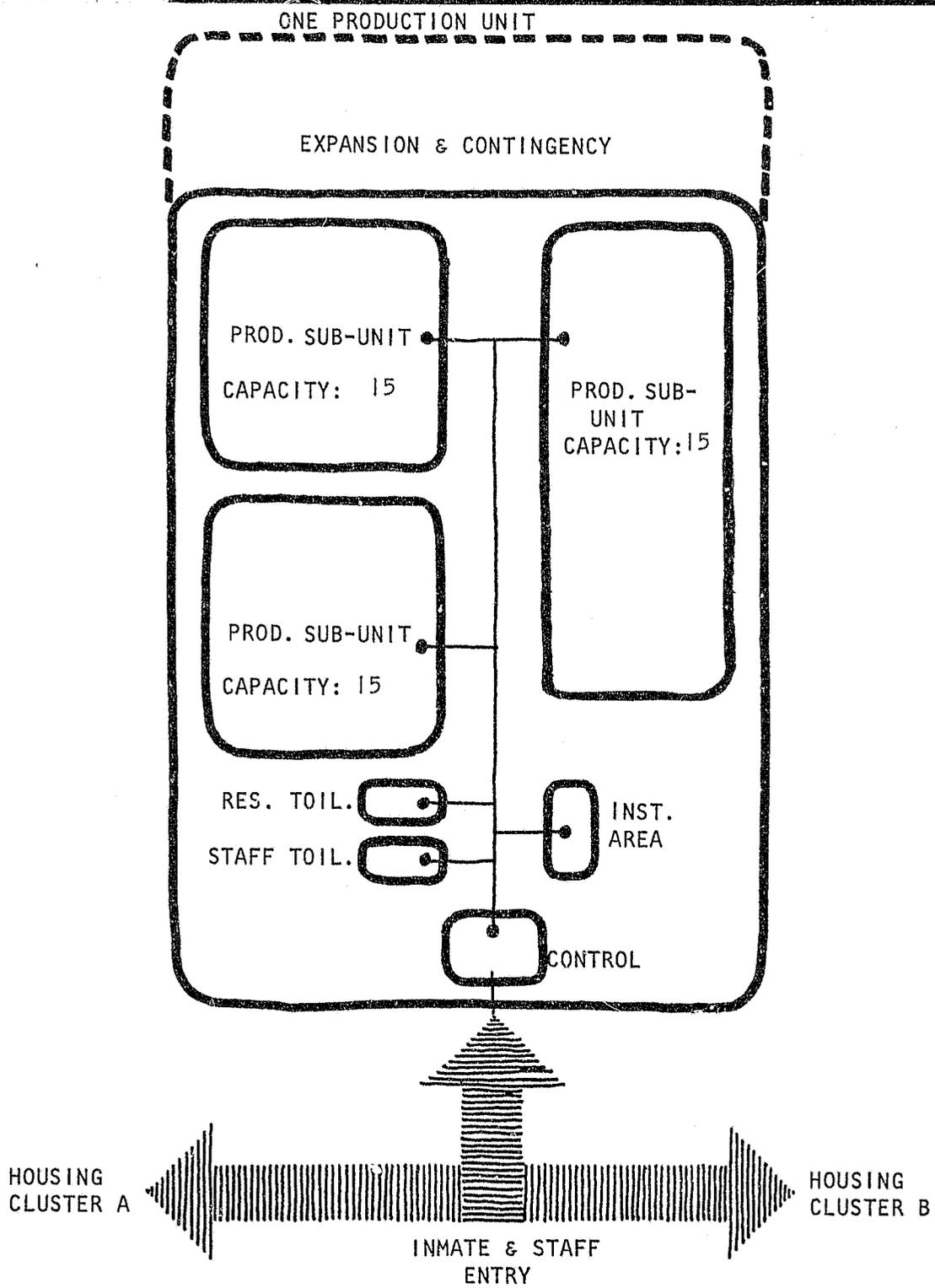
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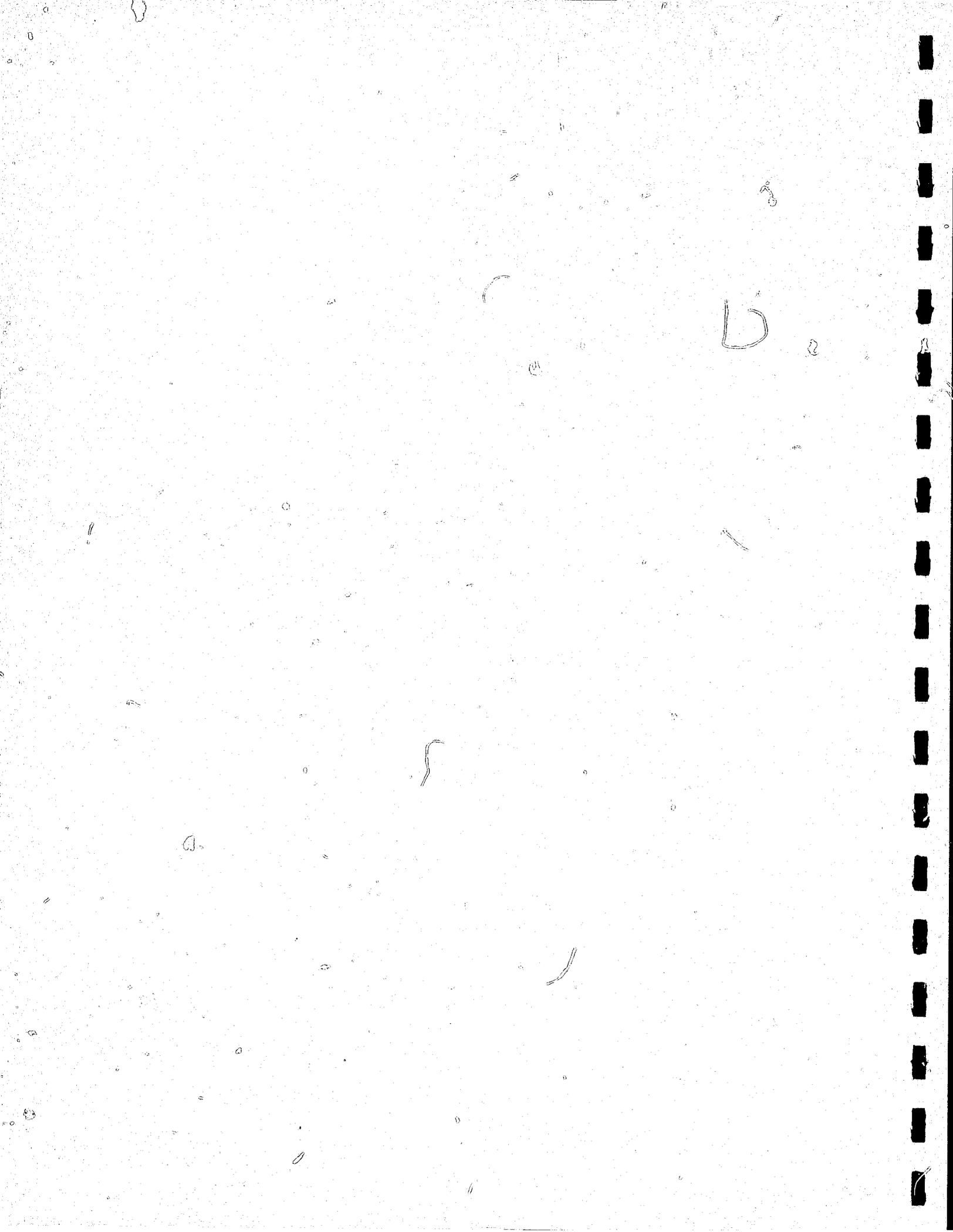
Unit:	PROGRAM	4.2a
Sub-Unit:	INDUSTRY	

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Production Sub-Unit	15/Area	3	67 S.F./Person	3000 S.F.	See (1) & (3)
Control Station	1	1	120/Area	120	
Resident Toilets	-	-	As Required	A.R.	
Staff Toilets	-	-	As Required	A.R.	
Strip/Search Area	2	1	As Required	A.R.	
Industrial Complex					
Instruction Area	1	1	80/Person	80 S.F.	
Expansion	-	1	320/Area	320	
				3600	
Contingency			(25%) _x (total)	900	See (2)
Total: One Production Unit	-	-	-----	4500	See (4)
Industrial Units	90	3	4500/Unit	13,500	
Total	150				
TOTAL				13,500	

Adjacency / Special Requirements / Notes

- (1) 90-150 workers projected; 10 per Area and 3 Sub-Units per Unit and 4500 per production unit (x) 3 production units = 13,500.
- (2) 2700 over original space requirements to allow for expansion and renting to private companies.
- (3) 14' - 16' height.
- (4) These will be generally light industry. If heavy industry is necessary, a special facility will be built.





4.2b ELEMENT NAME

Education

Purpose

The purpose of education is to provide opportunities and resources in the social, vocational, academic and cultural areas to inmates seeking them. Ultimate objective of the education element is:

- Self-realization
- Social productivity
- Economic productivity
- Civic responsibility

Accomplishment

Education includes resources and facilities for two approaches to education.

Sophisticated resources for individualized instruction.

Resources that are necessary for group instruction involving group interaction.

The above shall be accomplished by:

Room resource Area (Individualized). Utilize educational communication technology-- including computer assisted instruction, video, radio and other electronic mediums. These capabilities should be available in each room of one complex.

Complex Resource Area (Individual and Group). Each complex should include a resource center which includes an education communication system, complex "branch" library, individualized and group study capabilities with provisions for electives such as arts and crafts.

Institution Resource Area - This centralized facility will serve three functions:

- Storage and operation areas for electronic courseware and delivery devices.

Storage and operation for conventional education mediums.

-Main library (including law reference)
-Offices for education staff

Classroom space.

Components

ABE - Adult Basic Education - Basic Education delivery for participants functioning between 0 - 8th grade level.

GED - General Educational Development - Basic education preparation for GED diploma serving participants between 9th and 12th grade levels.

Laubach reading - for those functioning at 0 level.

College Courses

Vocational related courses.

Psychometric educational and vocational evaluation

Career analysis and development

Elective

Arts in Corrections

-visual arts

-studio arts

-performing arts

Guides for better living

Culture enrichment - ethnic studies

Home study programs

Skill Training

Relationship

All programming will be delivered through an individual approach based on assessment of individual needs (both institution and post-institution). Education will act as a catalyst towards the self improvement of clients utilizing a team approach in conjunction with other institution staff.

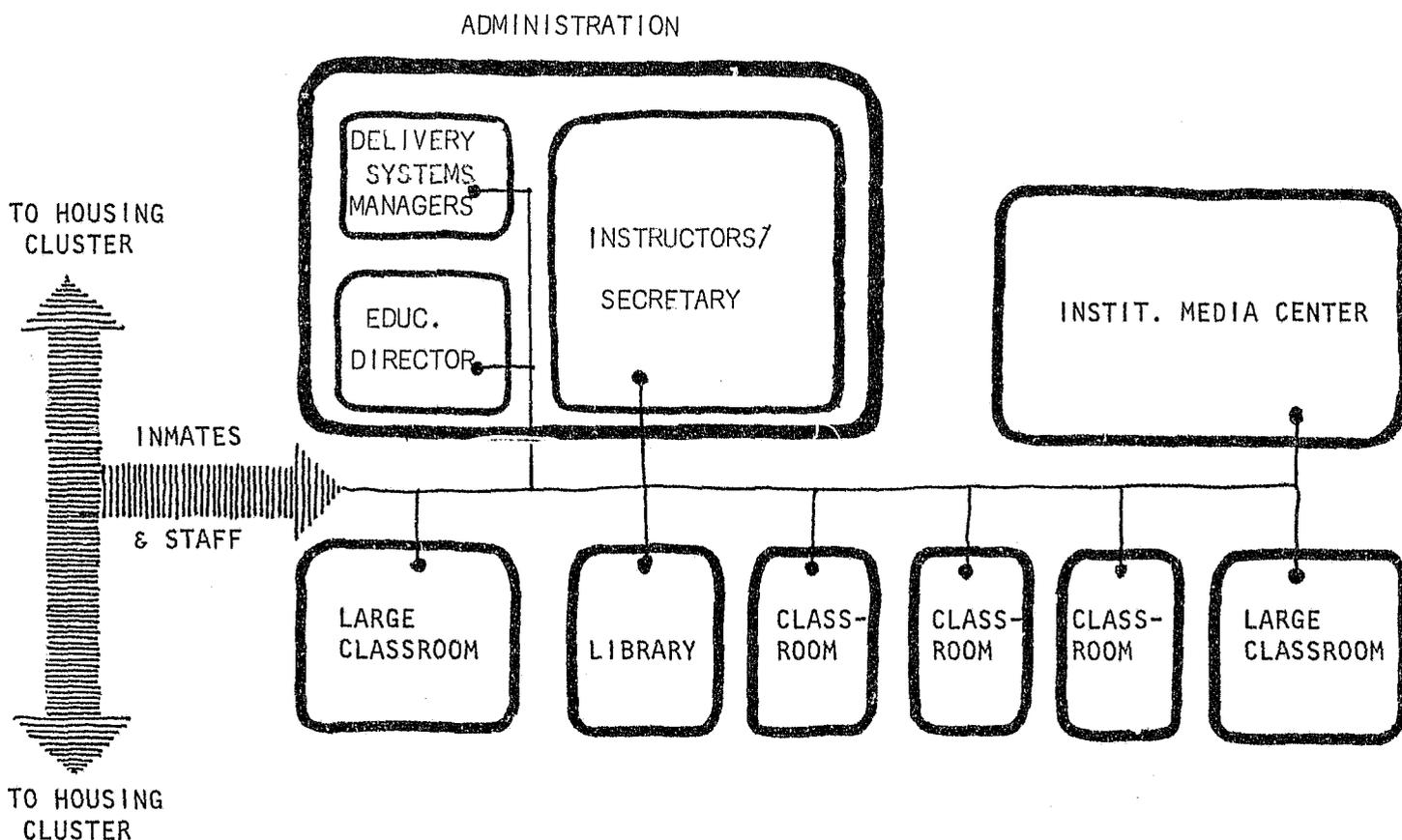
Program

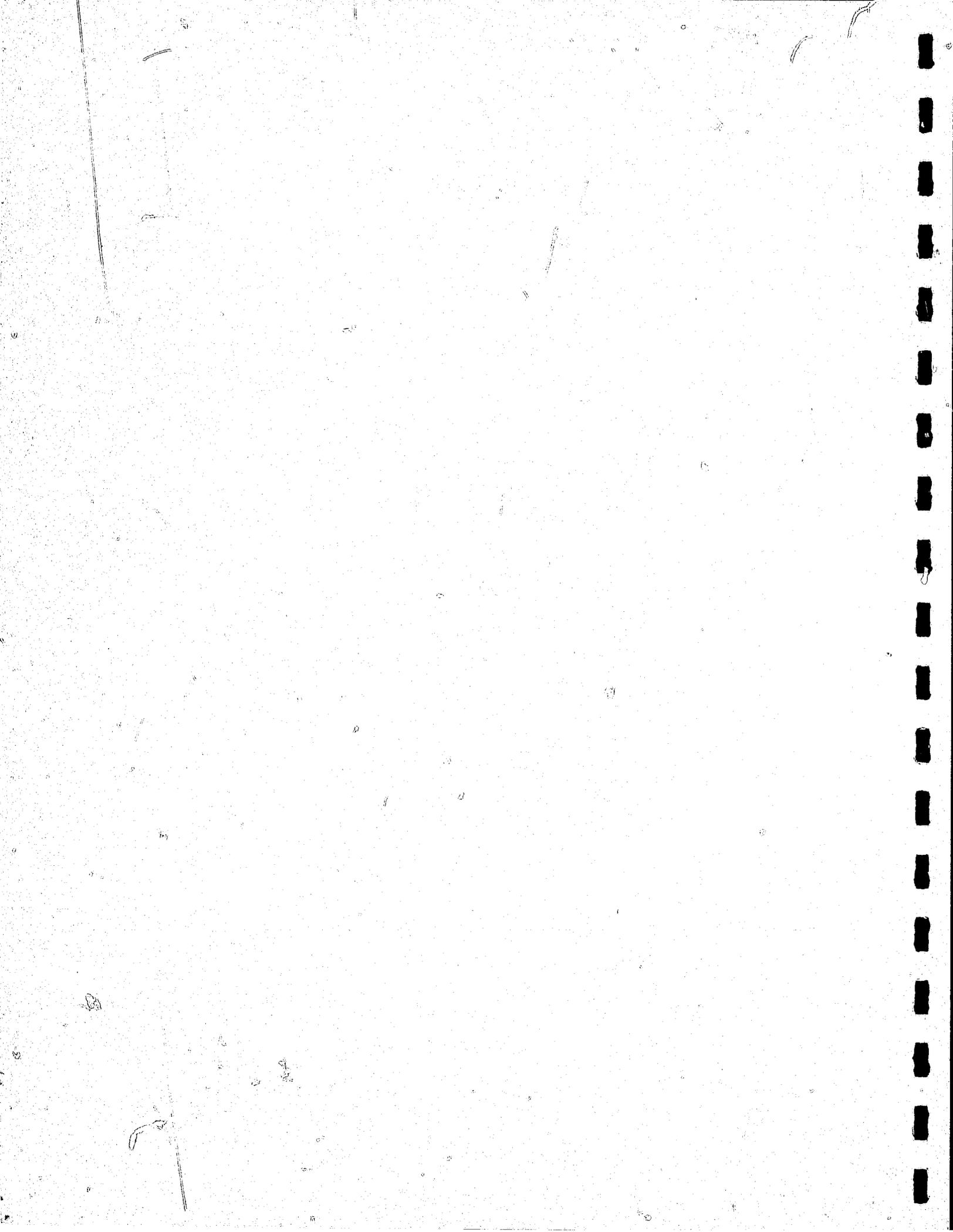
Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
HOUSING COMPLEX					
General Classroom	16	1	40 S.F./Person	640	See (1) &(4)
Music Room	8	1	30 S.F./Person	240	See (1)
Library/Quiet Room	12	1	40 S.F./Person	480	See (1)
Housing Complex Total				1360	See (1)
CENTRAL INSTITUTIONAL EDUCATIONAL RESOURCE CENTER					
Library	12	1	20 S.F./Person	240	See (2)
Arts & Crafts	7	1	40 S.F./Person	280	
Classrooms	6	3	40 S.F./Person	720	
Large Classroom	16	2	40 S.F./Person	1280	
Institutional Media Ctr: Electronic Courseware Rm.	1-2	-	1200/Area	1200	
Institutional Media Storage: Video	-	-	As Required	A.R.	
EDUCATION ADMINISTRATION					
Education Director	1	1	150/Person	150	Central
Academic Instructor/Sec.	1	1	80/Person	80	Central
Delivery Systems Manager	1	1	120/Area	120	Central
TOTAL				4310	See (3)

Adjacency / Special Requirements / Notes

- (1) Not included in the education total; included within the living complex totals
- (2) Potential for imagery projection and multi-media
- (3) 4310 NSF at central location plus 1360 per complex
- (4) Capability for electronic communications

Education





4.2c ELEMENT NAME

Recreation/Leisure

Purpose

To provide physical plant and appropriate staff, establishing a recreation/leisure program which will contribute to the overall mental and physical health of the residents. The program should encourage appropriate social adaptation and development of positive behavior.

Accomplishment

Recreation/leisure is to be encouraged or provided for in each living unit and also in central facilities which shall be shared by all living units.

Recreation/leisure will include the availability of many sports and leisure activities such as reading, hobbies, journalism and other individualized activity.

Individual rooms should have the capability of receiving radio, TV and piped programs.

Recreation/leisure activities should be voluntary; but stimulation and education toward recreation/leisure should be emphasized for inmates who have developed few skills or interests.

A balanced schedule of spectator entertainment, some of which is to be TV, radio and piped programs, should be regularly provided. This may include movies, educational guest lectures, or stage shows.

Programmed activity should be available for physical fitness.

Living unit staff are to be responsible for some elements of recreation/leisure.

There should be programmed physical fitness activities of staff. (Relates to staff training).

Outside secure areas should be designed not only for sports activities but also for lounging.

The portion of clients who, through behavioral circumstances, reside in the most restrictive living units should have recreational opportunities.

**Components
and
Operation**

Program - General Activity

Institution Living - Those activities which are provided, stimulated, equipped and staffed with the intent of providing a humane balanced living environment within the institution.

Corrective, Rehabilitative, Post-institution Activity - Those activities which are provided, the dual intent of providing a humane, balanced living environment and of encouraging activity relevant to the individual's life after release.

Resources

Room - Reading, TV, radio and hobbycraft additional equipment or accessories as appropriate to individual use in rooms will be established on a "library checkout" model at complex level with some highly specialized items established on an institution-wide "check-out to complex" model.

Unit - No permanent resources assigned.

Cluster - Assignment of reading/TV viewing accessories; permanent assignment of games and equipment appropriate to cluster or unit usage; establishment of "check out" system to units and to rooms.

Complex - Outdoor courtyard for recreation.

Institution - Centralized model for institution-wide resources which are highly specialized or expensive.

- gymnasium
- athletic field

Mobility of resources is desirable.

Space Usage

Unit permitted to share or utilize all (at times) of the space available at the complex level.

Cluster permitted to share or utilize all (at times) of the outdoor courtyard.

Multi-purpose recreational/athletic space at institutional level shall be utilized by one cluster at a time or by several units from various clusters for athletic contests.



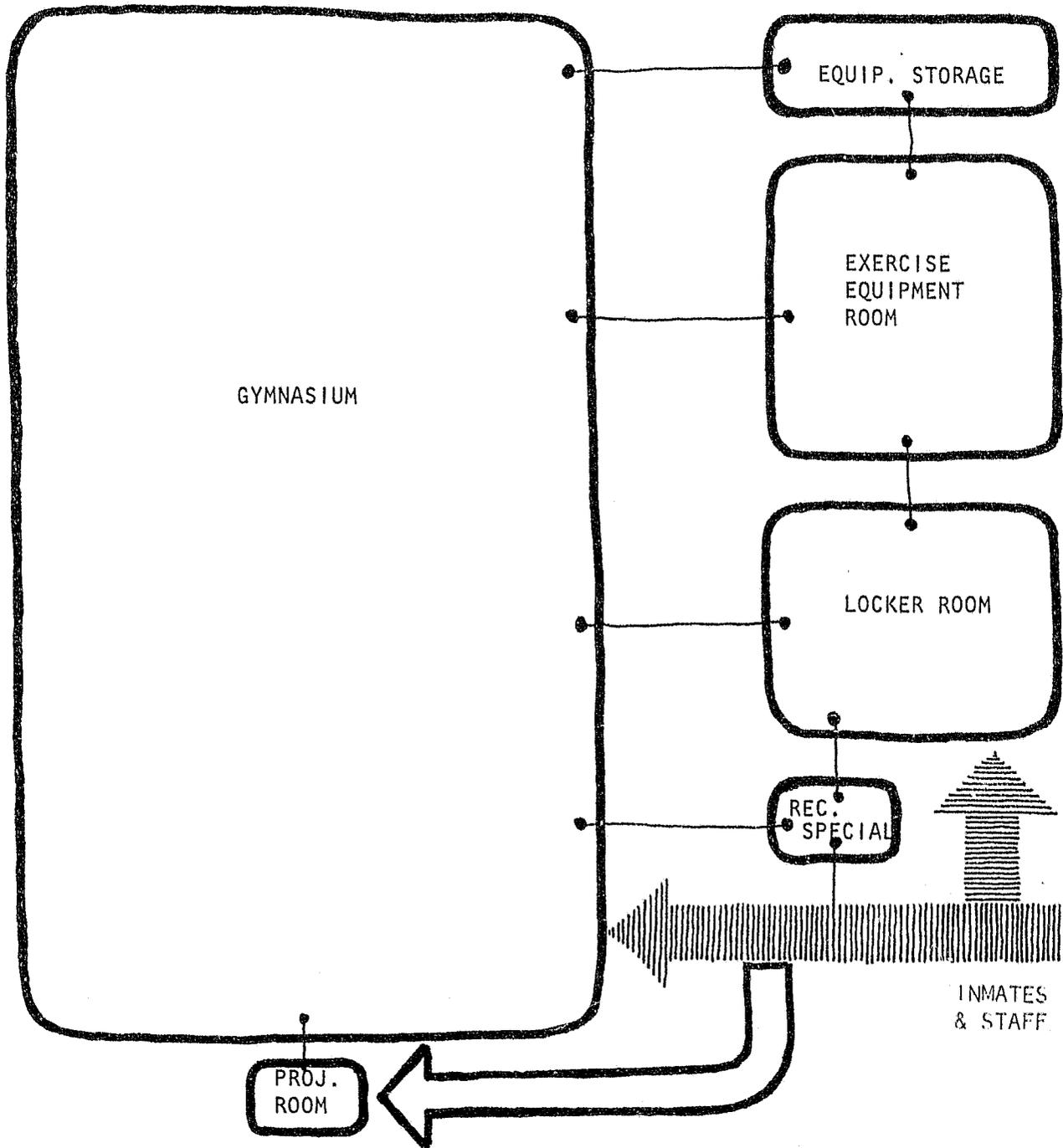
Unit:	PROGRAM	4.2c
Sub-Unit:	RECREATION	

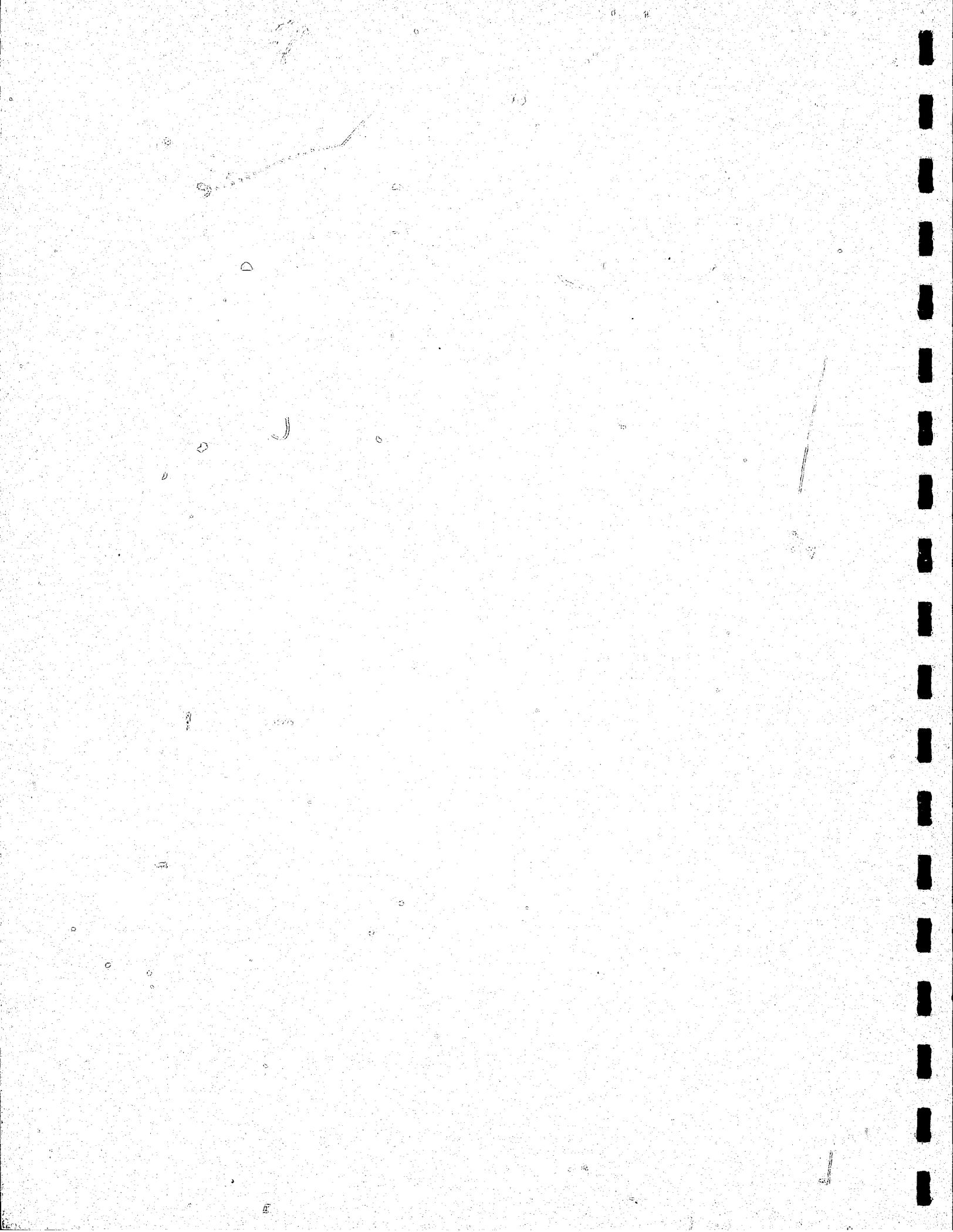
Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Recreation Specialist	1	1	80/Area	80	See (1)
Activity Room	16	1	---	A.R.	See (2)
Exercise Equipment	12	1	40 S.F./Person	480	See (3)
Gymnasium	1	1	6965/Area	6965	
Athletic Eqpt., Storage & Issue	1	1	300/Area	300	
Locker Room	-	-	690/Area	690	
(Lockers 48@10 S.F.)					
Dirty Laundry	-	-	480/Area		
Clean Laundry Towels	-	-	20/Area		
Showers/Drying	-	-	70/Area		
Toilets	-	-	120/Area		
Projection Room	1-2	1	80	80	
TOTAL				8595	

Adjacency / Special Requirements / Notes

- (1) Shared by three recreation Specialists
- (2) For pool table and ping pong.
- (3) Also included in housing cluster

Recreation





4.2d ELEMENT NAME

Religious Services

Purpose

To provide religious services and counsel to residents and to assist staff members in relating to religious needs.

Accomplishment

To provide professional religious assistance to each individual who requests it. To provide assistance according to the religious preference of the individual and at the time assistance is requested. To have regular meetings for groups with common religious preferences.

Components

Clergy Persons - Individuals duly ordained by traditionally recognized religious bodies and competent in institutional work.

Space - Areas that are accessible, separated from distractions and private within security constraints.

Books and furnishings - The scriptures and appropriate materials for the sacramental, educational and social exercises traditionally practiced.

Time - Opportunity to schedule religious exercises so that residents may participate without undue difficulty.

Relationship

There shall be involvement of religious resource people in the interactions of those who create and maintain programs so that space and time are shared, ideological conflicts resolved, and the contributions of various disciplines blended in the interests of the residents.

Operation

Administrative Organization - There should be an individual to aid in scheduling people, times and space for meetings and counseling sessions. This person would also record meetings of religious staff, collect information, write reports and do tasks to free clergy persons to deliver services.

Staffing Requirements and Patterns - Clergy persons shall be available so that each resident might be ministered to according to the religion of his choice. There shall be contracts with clergy persons close to the institution to minister to individuals and small groups. One full time Chaplain Coordinator to recruit, train and supervise part time and volunteer Chaplains in institutional ministry should be on the institutional staff.

Inmate Involvement - Inmates will be used to the limits of their abilities and willingness to be involved in religious meetings within the institution. Privacy and confidentiality are imperative in one-to-one counseling so there is no third party involvement when a Chaplain counsels a resident or staff person.

Services Delivered - Worship, religious education and fellowship groups, counseling, confidential sacramental exercises and pastoral services rendered at times of death, illness or personal and family crisis.

Normal Versus Special or Emergency Operation - Residents or staff members shall go to the Chapel or counseling room under normal circumstances. Chaplains shall be authorized to attend to the religious needs of individuals in any area of the institution when abnormal conditions prevail.

**Physical
Plant
Requirements**

An interfaith Chapel reserved for worship and meditation will be provided. It shall be easily accessible to residents and staff members without posing security problems and equipped with furnishings not removable or easily destructible. The Chapel shall have no permanently fixed religious symbols which would preclude its use by any religious groups. It would be large enough to accommodate 50 people to congregate at one time, as security requirements allow.

Office space for a Resident Chaplain Coordinator - This office shall be large enough to double as a conference room for meetings of religious staff including visiting clergy persons. Adjacent to the office shall be space for a receptionist-secretary-coordinator. This area shall be large enough to contain two telephone equipped carrels for contract Chaplains and visiting clergy.

Two meeting rooms for religious education or discussion groups shall be provided adjacent to the Chapel and Chaplain's office. These rooms shall be so equipped and of such size to accommodate 10 individuals in each.

Counseling and meeting rooms within the living units shall be shared by Chaplains and other resource people authorized to provide services within the institution. Counseling rooms should be separate from visiting rooms.



Program

Unit:	PROGRAM
Sub-Unit:	RELIGIOUS

4.2d

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Activity Rooms: Religious Services (Included in housing)					
Chapel				960*	Separately Funded 150,000 available capacity: 48 persons See (1)
Chaplain's Office/Conf.Rm.	1-6	1	180/Area	180*	
Receptionist/Secretary	1	1	80	80*	
Meeting rooms	-	-	-	-	
TOTAL				1220*	

Adjacency / Special Requirements / Notes

* Not included in Totals

(Flexibility essential - maybe built back into housing complex)

(1) Shaped to have folding partitions to double as meeting room.

4.3

Program	Physical Setting				
Physical and Mental Health	Room	Unit	Cluster	Complex	Facility
4.3a Physical Health			○	●	●
4.4a Mental Health			○	●	●

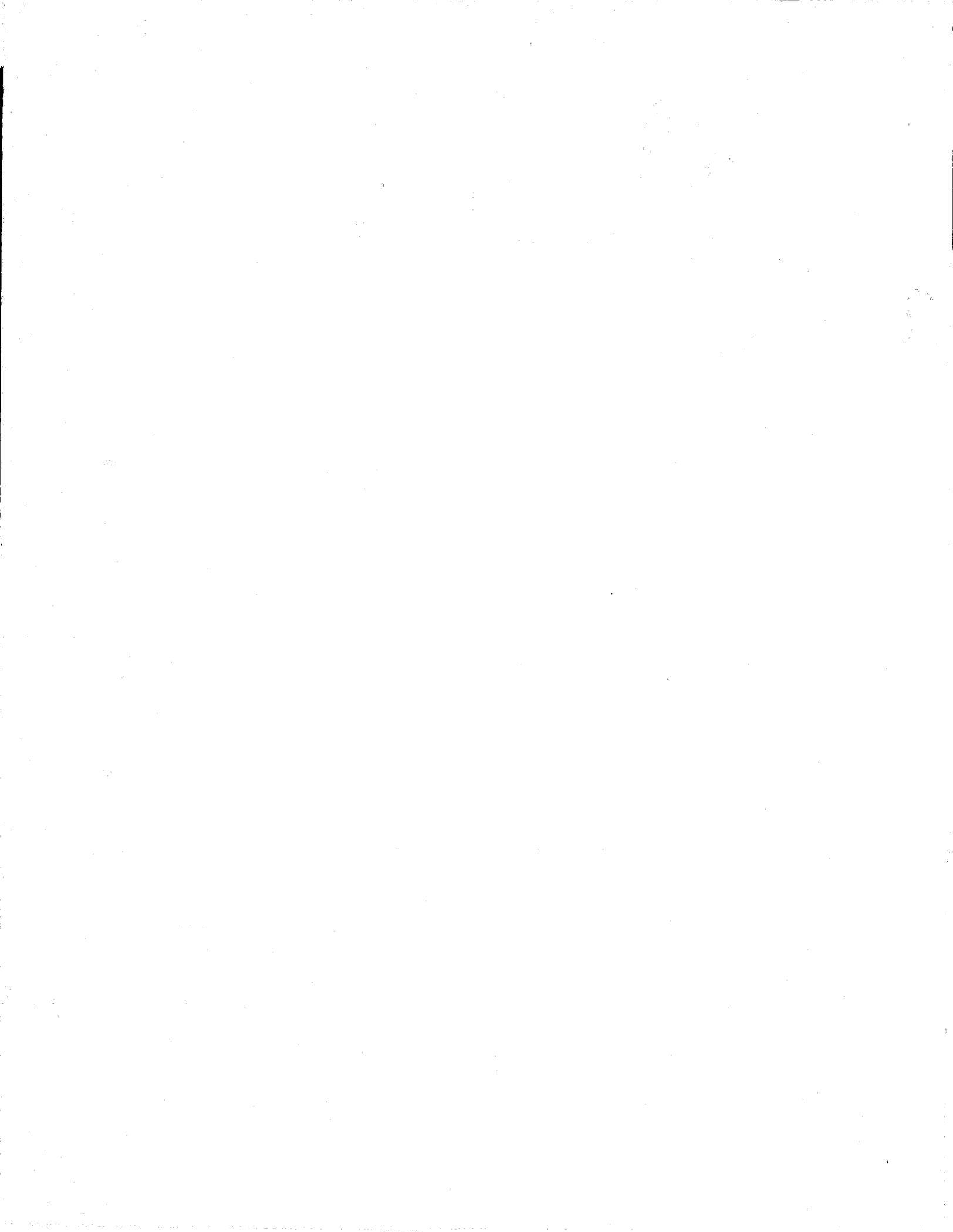
Physical and Mental Health

4.3

Functional Area	Net Sq. Ft.	+%	Gross	Comments
4.3a PHYSICAL HEALTH	5,045	1.6	8,072	
4.3b MENTAL HEALTH	6,535	1.6	10,456	
TOTAL	11,580	1.6	18,528	

Adjacency/Special Requirements





4.3a ELEMENT NAME

Physical Health

Purpose

The purpose of this element is to monitor prison conditions which may adversely affect the health status of clients, educate clients in behaviors appropriate to good health, and to treat illness and injury in an environment secure for both clients and staff

Accomplishment

The health delivery system should reflect the following general features

A sick call system that minimizes the pressures placed on health provider and maximizes the quality of care provided to the inmate.

A system of recordkeeping that provides for the maintenance, filing and retrieval of the medical records in a manner to insure the confidentiality and safety of the records.

A health staff that is complete in terms of numbers, competence and organizational structure. This staffing pattern should be commensurate with standards set by the Accreditation Council for Ambulatory Health Care.

A physical facility which reflects a consideration for patient, staff, functional and department needs. Full attention must be given to the role of the health service within the institution and the department.

The capability of providing emergency medical care in a quick and proficient manner.

The provision of primary medical service that is comprehensive and assumes a continuing responsibility for the inmate. (This, of course, assumes that proper utilization will be made of other medical specialists and other health resources in the community.)

Adherence to all existing regulations governing environmental health.

The capability to provide on-site health coverage on a twenty-four hour basis by providing infirmary beds. All hospitalization will take place in a community hospital.

The health unit must have the functional support of other units within the institution; i.e., food services, laundry, administration.

A mechanism for strengthening the interpersonal relationship among health care staff, correctional staff and inmates.

A health education program to promote preventive maintenance among inmates.

A quality assessment mechanism.

A dental section with necessary personnel, equipment and a preventive maintenance program to assure prompt and efficient primary dental care.

No inmates should be involved in the delivery of direct services in the unit.

A physical examination will be conducted upon entrance into the institution and will include a psychological assessment.

The physical and mental health units shall be located in close proximity.

**Components
and
Operations**

Nursing Station - The nursing station is the originating point of all nursing care and an administration center for the unit. The station consists of the clerical/administration charting area, a controlled medication unit, diet center, a staff toilet and a consultation room. Space will be allocated for storage of clerical supplies, soft goods, stock pharmaceuticals and incidentals necessary to the operation of the medical facility. A sophisticated communication center will be included in the nursing station area to permit direct communication with the community, ready response to emergency signals and a patient call system. Also desirable is visual control of each patient's room by TV monitoring.

Emergency Room - The emergency room is a vital, active area in the maximum security prison. Patients in life threatening situations will be received and treated at the time of the injury or accident. The area will be designed to accommodate this type of patient and will contain life supporting equipment that allows expeditious treatment of his condition.

The emergency room will be large enough to allow movement of stretchers and equipment. It will also have easy access to the emergency transporting vehicle if transfer to an outside facility ensues.

This room will have a dividing curtain to allow for simultaneous treatment of more than one injured person and will be in close proximity to the X-Ray Department. This room, when not in use as an emergency room, will be used for minor surgical procedures.

Doctor's Office - A separate room should be designed and designated as an office for the Medical Doctor. The physician would use this room for conferences with other physicians, a patient counseling area, a resource and reference center, meeting room and a private area to review patient records.

Clinic Rooms - Three examining rooms will provide an adequate area to evaluate the physical complaints of the clients in the facility. The rooms can be used interchangeably and are designed to be multi-purpose. When not in use as clinic examining rooms or physical examination areas, one room could be equipped to do sigmoidoscopic examinations and the other could be incorporated as a cast room with a plastic sink.

A special eye, ear, EEG and EKG room, relatively sound proof, is the third clinic room. Specialized and space consuming equipment is necessary to do these procedures and a separate room could be ideally utilized.

Patient Rooms - The in-patient bed capacity will be 10 single rooms. The rooms will be large enough to provide adequate space for nursing procedures. Beds, stretchers, and wheelchairs will need to be moved without difficulty. Control and security measures should be enforced in a manner that allows the nurse to spend adequate time in direct patient care. Standard health service room furnishings are suggested. Each room will have shower and toilet facilities. The single rooms are specifically designed to provide an area for patients requiring health isolation or for disciplinary problems.

Physical Therapy - An area for physical therapy, separate and other than the clinic examining rooms, is necessary. Provision of prescribed physical therapy activities hastens the healing process and eliminates the need to leave the institution for care in an outside facility.

Dietary - Dietary service will be provided by a dietician on a consultant basis. The menus used in the population will be adapted to accommodate those clients requiring special diets. The diet center, housed in the nursing station, will allow preparation, by the nursing staff, of between meal feedings and special dietary requirements. The dietician will use the doctor's office or clinic examining rooms for dietary planning and patient teaching. Clients not hospitalized and living in the population may need special diets due to physical problems.

The civilian chef will be responsible to coordinate the special diets with the consultant dietician.

X-Ray Department - The X-ray unit will be designed to accommodate requests for radiological procedures and fluoroscopy. Specialized radiological procedures will be referred to an outside facility (i.e., arthrograms, heart catheterizations). A bathroom with toilet, sink and a dressing change area should be in close proximity to the X-ray area to accommodate the fluoroscopic and laboratory procedures being done. Adequate storage space for X-ray files and a reading room for the radiologist is imperative.

Laboratory - The laboratory will be designed and equipped to accommodate basic laboratory procedures. The area allocated for this service could be relatively small and connected to the X-ray department. However, sufficient space is necessary to allow the technician to draw blood in the laboratory area. Sophisticated laboratory requests will be forwarded to an outside facility. Locked storage space should be available to contain the chemicals and reagents necessary to running a small laboratory. A combined position utilizing an individual trained in both X-ray and laboratory procedures would be desirable.

Dental Clinic - The dental clinic will provide comprehensive oral care for the inmate population. Included in the dental area will be: three operatories, one reception area, one private doctor's office, one lab to include a storage area, sterilizing alcove and X-ray processing area, a business area and a lounge-bathroom.

Medical Records - Medical records are legal documents. The confidentiality and content of the record must be protected from loss, theft and access by unauthorized persons. The area designated for the records should be defined as a limited access area and be in close proximity to the nursing station. The department should be staffed by an individual trained in medical records. The record itself is the property of the institution; the contents are privileged information belonging to the patient/client.

Material contained in the medical record cannot be released to non-medical personnel employed in the Institution without a release of information signed by the patient/client. The superintendent, by virtue of his position, may personally review the medical record without a signed release. This privilege, however, cannot be delegated. If the superintendent desires an interpretation of the contents of the medical record, his request for interpretation will be directed to the prison physician. Control of the medical records by the health services staff will protect the doctor/patient relationship, insure strict confidentiality of the content of the health record and observe the rights of the patient as defined by statute.

If a rapid and secure retrieval system can be developed, the medical records could be located in the central records area.

Pharmacy - A secure pharmacy of adequate size to meet the needs of the facility shall be provided.

Distribution System - A pure unit dose dispensing system should be used. This means that almost no medication is carried by the inmates. This situation is attainable because of the limited number of inmates in the new institution. Liquids will be used whenever they are available.

Central Supply - This unit will be under the direction of the pharmacist. A suitable expendable supplies inventory system will be used.

Medications used at this facility shall be in accordance with the Department-Wide drug formulary.

Administrative Services

Purchasing: Central supply (pharmacy) will control requisitioning for the health services unit. Each sub-unit monitors their individual inventories, contacting central supply when depletion occurs. Central supply in turn files a requisition order with the institution's buying department and the buyer submits the actual purchase order to procurement.

Central Supply will provide the bulk of health services inventory storage, rationing to the sub-units as needed; thereby, waste and duplication of inventory should be minimized.

Food Services: A diet center will be maintained adjacent to the nurses' station. A micro-wave oven, refrigerator, small sink, and cupboard space will be this area's furnishings. Pre-prepared special meals will be delivered by the kitchen and served at prescribed times. The health service, like all units, will receive and serve food from the main kitchen at regular meal times.

Laundry: Health services will maintain a supply of hospital garments, sheets, mattress covers, pillowcases and towels. However, no laundry facilities will be maintained in this unit.

Personnel: Staffing in the health services unit will be divided into four categories as indicated:

Custody: These individuals are charged with unit safety and security, both immediate and preventive. Their duties include enforcement of unit and institution conduct codes, the monitoring of inmate movement to and from the unit, and the general protection of staff persons as well as inmate clientele within the unit. All unit custody personnel are under the direct supervision of the unit administrator, who is, in turn, under the direct supervision of the medical doctor.

Clerical: Secretarial functions in a unit of this size will be minimal, with primary concentration in the area of medical records. Other duties of secondary concern involve routine receptionist and secretarial duties. Should psychiatric services be included as a health service function, additional clerical personnel for that area would be necessary.

Unit Secretary(s) will be responsible to the Medical Director in medical record concerns; however, direct supervision will be provided by the Unit Administrator.

Administrative: In an organization scheme, in which a full time physician fills the role of Medical Director, the Administrator, of security background but sensitive to the needs of health care, would provide the operational expertise. The unit administrator would be charged with coordinating the sub-units toward a more efficient operation. The administrator would work with other unit administrators to insure that inter-unit cooperation and communications channels are maintained. His direct supervisor would be the Medical Director.

Security Station: Health Service - The security station for the health services unit would, as the name implies, be secure in design; its purpose being to control traffic flow to and from the unit, yet be positioned so that the officer who mans it can oversee inmate movement within the unit. TV cameras would be installed as needed throughout the unit and be monitored from this security station.

The security station would have a desk with a control panel for operating the entrance to the waiting room and the entrance to the unit proper from the waiting room. Also included in the station would be a file cabinet for forms and a secure storage area for riot control equipment.

Inmates utilizing the health services facility would approach the security station and show their credentials. The station operator would then usher them, one at a time, into the enclosed waiting room ante-chamber (offset by two doors, electrically controlled from the security station desk panel).

Waiting Room - The waiting room, bordered on one end by the security station and on the other end by the nurse's station, would be the only inmate entrance to the health services unit proper. The waiting room should provide comfortable seating for 10 inmates. A paging system should be installed to call inmates when necessary (for scheduled appointments) from the waiting room to the clinic/exam rooms. Inmates entering the unit from the waiting room would pass through an electrically operated door controlled from the security station.

Sick Call - The ability to construct a good sick call system carries the underlying assumption that the inmate has received a thorough health examination upon entrance into the institution. That being the case, the following would help produce an efficient sick call system:

An open accessibility to all inmates except those in lockup status.

A paramedical professional to conduct screening.

Privacy during screening.

Inmate's medical records easily accessible.

Diagnostic equipment such as, tongue blades, thermometers, stethoscopes, easily accessible.

A refined referral system.

The informed support of custody staff.

Procedures for lockup status inmates must be established that do not violate security and control but provide access to necessary medical services.

Medical Director - The medical director, a physician, will supervise and administer medical services of the facility.

He is responsible for primary care, diagnosis and referrals to proper specialties and inpatient medical care of the inmate/patient.

He will provide overall leadership for the health staff and define the level of care to be provided by the staff.

He will serve as a resource person to the superintendent in matters pertaining to environmental sanitation, health care delivery and safety standards in industry.

He will be responsible for the continuing health education of all health personnel.

He will be responsible for the preparation of the health services budget.

He will make daily infirmary rounds and conduct a daily sick call.

He will report to the superintendent.

**General
Environmental
Health and
Safety**

The surroundings of the institutional environment present both a direct and indirect effect on the health and well being of the inmate. All ill effects of institutionalization shall be kept at a minimum level. It shall protect him from conditions which could be negative to his health, well being, and safety and, at the same time, lend assistance in the self-improvement of the inmate.

Grounds and Structures

Location Accessibility, Service Entrances - All institutional facilities, including all inmate, staff and utility buildings shall be located on firm ground and should not be open to large amounts of noise, vibration or air pollution. Access roads and service entrances should be safe, convenient and of such design as to alleviate the problem of accidents.

They should be of a nature so as to grant all types of service vehicles enough room to maneuver as needed, without creating a traffic hazard.

Protection from Flooding and Drainage - All occupied facilities shall be in an area that has proper drainage and is free of mosquito breeding grounds. Ditches, drains, and culverts should be utilized to minimize ponding on surrounding areas and to carry away any surface water.

Construction Materials and Maintenance - Materials shall adhere to the requirements of the nationally recognized building construction codes.

Fire Protection - The fire fighting and control facilities shall be located in such a manner as to be accessible to all buildings and facilities. Proper maintenance will be required for all equipment and personnel must be adequate.

Safety and Accident Prevention - Roads, including shoulders, grades, and lines of sight shall be adequately built to provide for expected vehicular and pedestrian traffic. Hazards should be marked so as to adequately warn oncoming drivers.

Utilities

Water Supply - The water supply, including fire fighting, shall be of satisfactory sanitary quality and with a plentiful enough supply as to meet the demands without significant reduction in the water pressure. The water system shall be void of all backflow of unpotable water and against back-syphonage from any plumbing fixture connection. The total system, source, treatment process, storage and distribution shall comply with federal and State standards.

Waste Water Collection and Disposal - All liquid waste shall be handled in accordance with the State and Federal standards. Treatment facilities, including sewers and pumping stations, should be large enough to control backup and overflow or bypass of inadequately treated waste water.

Solid Wastes - Care should be taken so as not to lead to air or water pollution, vermin breeding or attraction, a fire hazard, or producing an undesirable odor. Special procedures should be incorporated for possibly hazardous wastes.

Heating and Electricity - These facilities shall be designed to meet the load demanded from them. There should be adequate emergency power to maintain essential services.

Air Quality - Emissions from facilities and equipment shall meet federal and State air quality standards.

Shelter

Temperature Control - Ventilation shall be adequate to prevent heat buildup and to prevent accumulation of odors, smoke, dust and other contaminants. Temperature shall be maintained within nationally accepted standards.

Lighting - Adequately designed and located lighting shall be used in areas and for all purposes. In some cases and facilities, special lighting may be used.

Space Requirements - Adequate space shall be provided in all areas in which inmates sleep, live, work and play.

Fire Safety - All aspects of the facilities shall be designed and arranged so as to prevent explosions and fires. Living areas should facilitate the easy transfer of inmates in case of an emergency. A plan of emergency evacuation shall be drawn up and drills held periodically.

Accident Prevention - The facilities shall be designed and arranged so as to minimize the possibility of accidents. This shall include surface finishes, lighting, electrical guards, maintenance of fuel burning and heating equipment to minimize exposure to hazardous and/or combustion products, and to prevent fires and/or explosions. Safe and proper storage of drugs, insecticides, flammable liquids, poisons, and other injurious substances should be provided for.

Housekeeping - All surface areas shall be constructed of materials which are easily cleanable, kept in good repair and sanitary. All areas should be kept clean and free from litter.

Noise - All facilities shall be designed to keep unnecessary noise and vibration at a minimal level, especially during rest hours. This includes all types of equipment, doors, and gates as well as floors, walls and ceilings.

Services and Facilities

Food Protection - All food shall be from approved sources and should be processed, transported, and prepared in a sanitary manner. Storage and service should be kept sanitary. All food services including vending should meet federal, State and local requirements.

Radiation Protection

Every effort should be made to keep radiation exposures and releases at a minimal level.

A radiation installation safety officer and protective program should be provided for. This program should be satisfactory to the radiological health authority.

All radiation equipment and sources are to be operated and handled by instructed, competent persons.

Each person handling radiation equipment and/or sources should be given safety rules, including restrictions required for safe operation. A familiarity of these rules should be demonstrated before being allowed to operate equipment.

Vermin Control - An effective program shall be designed and maintained to control rodents, flies, mosquitoes, bed bugs, and roaches. Care should be taken so as not to provide areas of harborage or breeding of vermin.

Laundry Facilities - Laundry facilities and services shall be adequate for the processing, handling, storage and transportation of soiled as well as clean linen and clothing.

Plumbing - All aspects of the plumbing system shall be in accordance with nationally accepted standards. This includes design, materials, installation and operation. Drinking fountains or single service drinking cups should be provided in assembly areas.

Recreational Facilities - Recreational facilities shall be safe and sanitary. Both indoor and outdoor facilities and programs should be provided and adapted to the prevailing weather conditions.

Institutional Operations - All industries, institutional maintenance, and manufacturing shall be in accordance with federal and State standards which apply to these operations.

Facilities Available to the Public - These facilities shall include an adequate waiting room, toilet facilities, a sanitary drinking fountain and a public telephone booth.

Personal Hygiene

Personal Hygiene - Adequate supplies and facilities needed to maintain personal hygiene and grooming shall be provided. Measures shall be taken to control all communicable diseases.

Bedding - Bedding shall include a mattress and pillow, a blanket and a sheet or mattress cover. Each inmate should be provided clean bedding. The only exception being if the institutional superintendent believes it may present a hazard to the inmate.

Toilet and Bathing Facilities - Toilet, lavatory and bathing facilities shall be of adequate design and construction and in accordance with appropriate codes.

Barber Areas - Barber areas shall be located in the central services area and should be properly designed, operated and maintained in a sanitary manner.

Inspection, Personnel and Supervision

This institution should provide a qualified and adequate staff to be directly responsible for the environmental sanitation. Inspections by the health authorities should be made.

In-service Training - Institutional staff and inmates responsible for environmental sanitation should be properly trained as to the duties to which they are assigned.

Self Inspection - Qualified staff members should perform frequently, even daily, inspections in addition to those performed by the State and local regulatory agencies.

Regulatory Agencies - Inspections will be made at least annually by the health department and other regulatory agencies. Reports of these inspections should be made to the responsible institution administrator and Commissioner.



Program

Unit: HEALTHSub-Unit: MEDICAL/PHYSICAL HEALTH**4.3a**

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
NURSING STATION COMPLEX					
Nurses' Station	3	1	80/Work Sta.	240	See (1)
Food Service Nourishment Center	-	1	120/Area	120	See (2)
Controlled Medication Unit	1	1	180/Person	180	
Pharmacy Storage	-	1	100/Area	100	
Staff Consulting Room	10	1	20/Person	200	
Staff Toilet	-	1	A.R.	A.R.	
Central Storage	-	1	100/Area	100	See (3)
				<u>940</u>	
SECURITY					
Security Station	1	1	120/Area	120	See (4)
Sally Port	-	-	A.R.	A.R.	
Resident Waiting Rm.	10	1	A.R.	A.R.	
Resident Toilet	10	1	A.R.	-	
				<u>120</u>	
MEDICAL ADMIN. AREA					
Reception Waiting Rm.	4	1	20/Person	80	
Secretary	1	1	80/Work Sta.	80	
Medical Director	1	1	180/Office	180	
Medical Records	2	1	80/Work Sta.	160	
				<u>500</u>	
TOTAL				1560	

Adjacency / Special Requirements / Notes

- (1) Includes a communication center console of 80 S.F., clerical supplies storage and charting area.
- (2) Services both Physical and Mental Health and includes microwave, refrigeration, small sink and cupboard.
- (3) Laundry supplies, soft goods and incidentals storage.
- (4) Security serves both Physical and Mental Health.

Unit: HEALTH

Sub-Unit: MEDICAL/PHYSICAL HEALTH

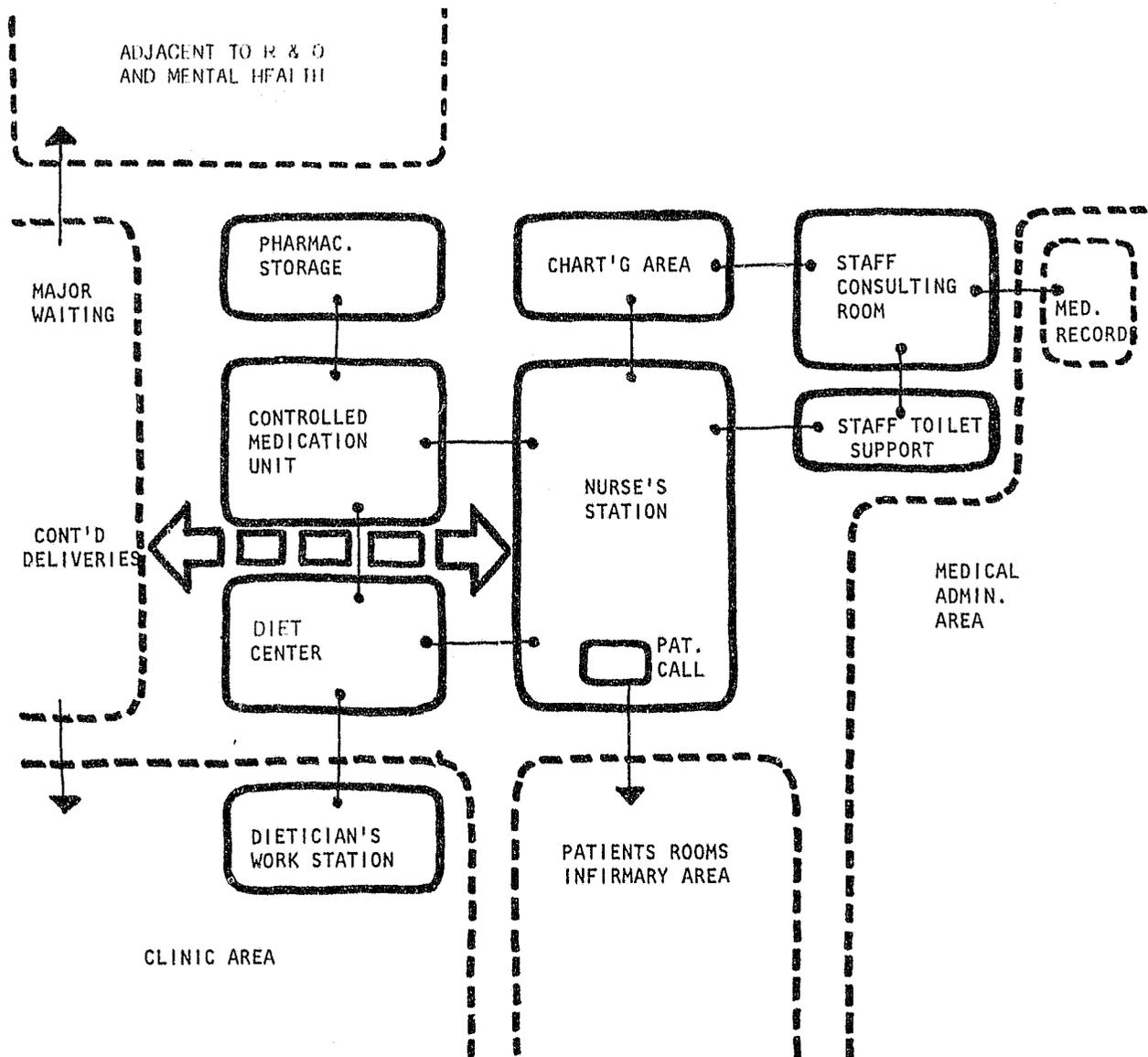
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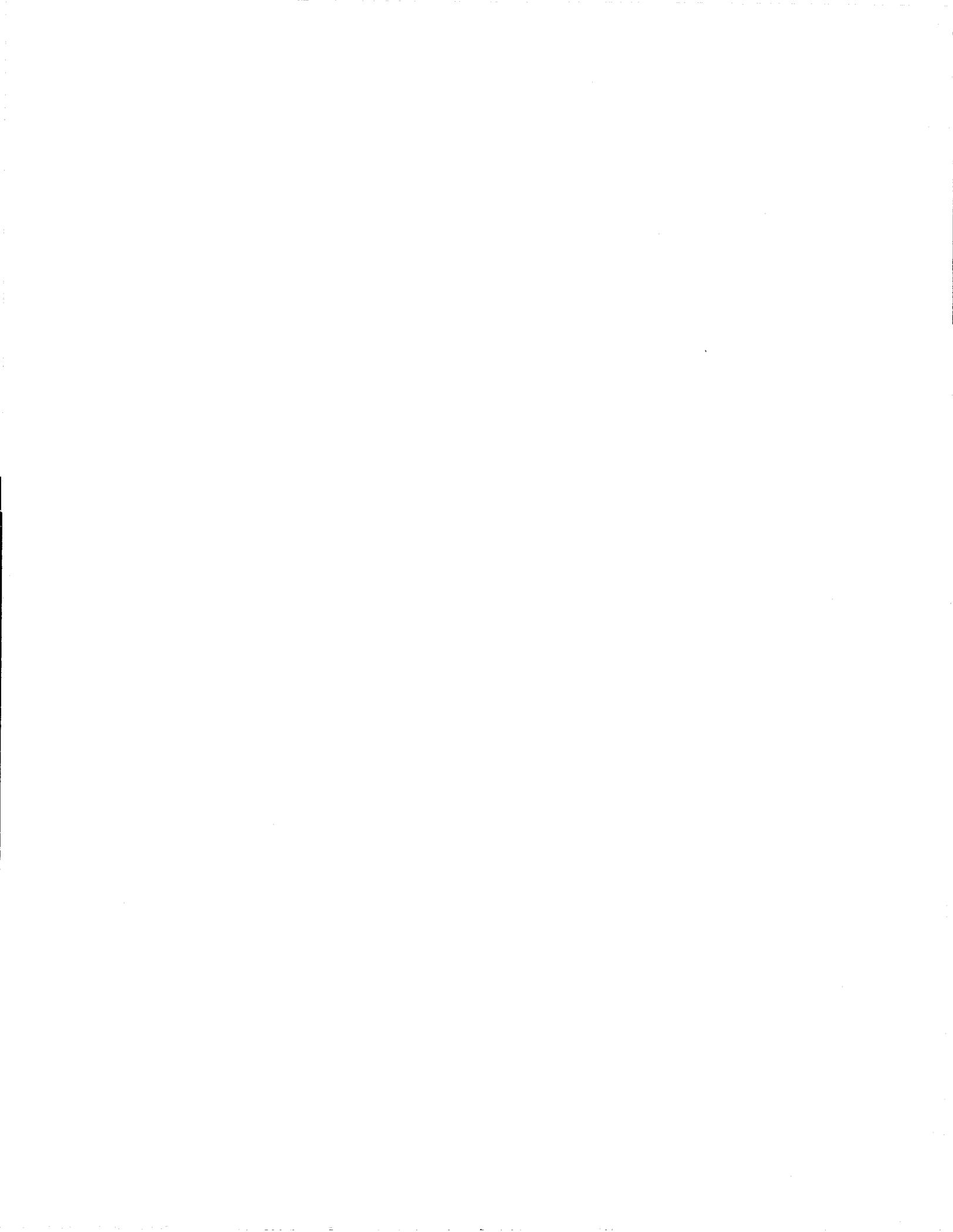
Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
MEDICAL & CLINIC AREA					
Emergency Room	2	1	120/Person	240	See (1)
Multipurpose/Exam. Rms.	2	3	150/Area	450	See (2)
Dietician's Work Station	1	1	A.R.	A.R.	See (3)
X-Ray Suite	2	1	250/Area	250	See (4)
Laboratory	2	1	100/Area	100	See (5)
Physical Therapy	2	1	300/Area	300	
Toilet/Changing Area	1	1	70/Area	70	
				<u>1410</u>	
DENTAL CLINIC					
Operatory	-	3	80/Operatory	240	
Doctor's Office	2	1	150/Office	150	
Lab.	1	1	100/Area	100	See (6)
Reception/Business Area	1	1	A.R.	A.R.	
Toilet	-	1	A.R.	-	See (7)
				<u>490</u>	
ROOMS					
Individual Rooms	1	10	120/Room	1200	See (8)
Active Room/Visiting	10	1	35/Person	350	
Tub	1	1	35/Room	35	
				<u>1585</u>	
TOTAL				5045	

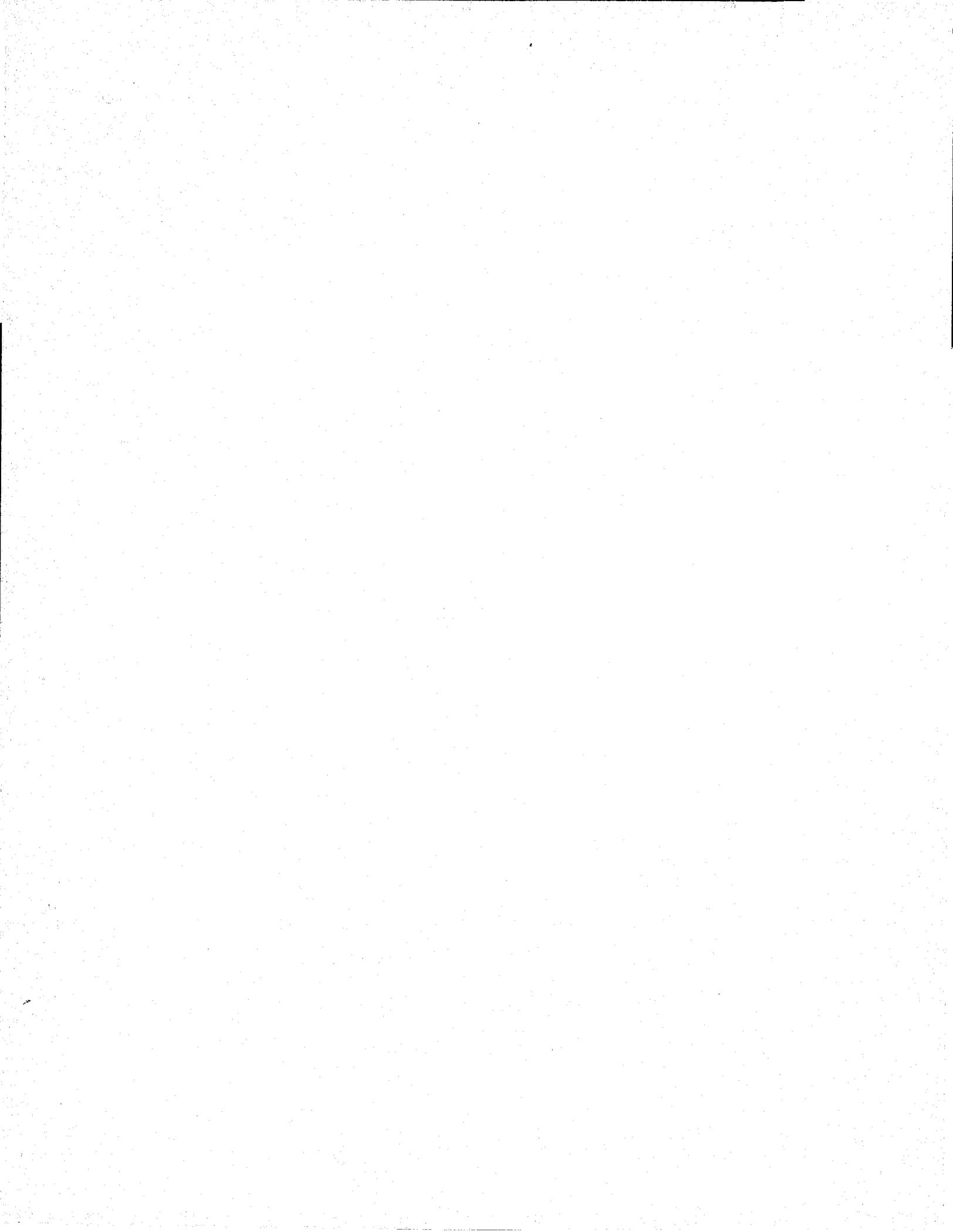
Adjacency / Special Requirements / Notes

- (1) Must have access to emergency transporting vehicle and be in close proximity to X-Ray rm.
- (2) Though designed to serve as multipurpose rooms, one exam room should be equipped for sigmoidoscopic examinations, one as a cast room with a plaster sink, and one for eye, ear, EEG and EKG examinations.
- (3) Included in the Food Nourishment Center.
- (4) Includes storage space and X-Ray reading room of 100 S.F.
- (5) May be connected to X-Ray suite.
- (6) Lab to include storage area, sterilizing alcove and X-Ray processing.
- (7) Shared with the Medical Clinic.
- (8) Each room to have a shower and toilet.

Medical / Physical Health







4.3b ELEMENT NAME

Mental Health

Purpose

The purpose of the mental health service is to safeguard the mental health of all incarcerated individuals and to meet the short term treatment needs of those that are mentally ill.

Accomplishment

Psychiatric and habilitative treatment services shall be made available by the Department of Corrections to the residents. Upon commitment to the Commissioner of Corrections, each person should receive an assessment of psychological make-up. A psychiatric assessment should be available.

Treatment shall be based on the assessment and on the expressed needs of an individual. The rights of an individual not to subject himself to treatment or rehabilitation program shall be taken into account in balance with the possible necessity of encouraging an individual into a treatment situation.

A variety of rehabilitative treatment shall be made available to inmates of this institution. Rehabilitative treatment such as behavior modification, counseling, individual and group psychotherapy should be available in the form of a voluntary and private contract between the inmate and the provider of the service. As would be true in civilian life, the inmate should expect to give up a portion of his free time or his compensated work time to participate in these activities; the only expectation of reward should be direct personal benefit either at the time or post-release.

A mental health facility shall provide care for acutely ill, adult male inmates of the Department of Corrections. Programming should be developed to encourage minimal lengths of stay within the inpatient units; inmates requiring long term care shall be civilly committed to a State hospital.

The mental health facility should not be used as the reception center.

Mental health services, chemical dependency services and medical services should be consolidated into an overall Health Services Section.

The Mental Health Section shall be headed by a psychologist or psychiatrist.

The Mental Health Section should have the services of a Department research coordinator who would develop system-wide assessment procedures which would make meaningful research possible. Research should include the areas of program development, evaluation, delivery of treatment, human resources, as well as system alternatives.

The administration of mental health services should take its direction from mental health professionals based on the best thinking in the field.

Correctional officers shall be trained in mental health problems appropriate to their roles in the institution. The mental health center should be so located so that mental health staff can assist in crisis intervention and assist staff in dealing with mental health problems of inmates.

No inmate shall be employed in direct medical services or in any capacity that might expose him to medication, medical equipment, records or record keeping.

Refusal to participate in research shall not eliminate an inmate from treatment.

Individuals entering the mental health unit should be given a "Bill of Rights" which explains responsibilities, and expectations of both staff and inmates.

**Components
and
Operations****Inpatient Psychiatric Unit
Security**

The unit should be separate from but in close proximity to the living units.

Medical and psychiatric services shall be physically located adjacent to each other.

Privacy in rooms.

Lockable rooms.

Electronic observation capability (constant surveillance) within rooms.

Open area outside of rooms for general movement.

Appropriate office space for staff.

Separate rooms for interviewing by consultants.

Quiet room area.

Fireproof.

Soundproof.

Fully enclosed (no open bars).

Remote controlled exits.

Staff should not have to encounter inmates physically except at staff's desire and convenience.

Have the capability to deal with especially troublesome inmates so as to prevent their affecting the behavior of other inmates.

Admission Criteria

Behavioral dysfunction within living units.

Dangerous to self or others.

Involuntary admission possible.

All types of offenders admissable to unit (including drug abusers, sex offenders).

Final decision as to disposition rests with Mental Health Unit Director or his designee.

When director or designee is not available, officer of the day or chief medical officer (if not same person as Unit Director) can transfer an inmate to the unit, subject to final disposition by Unit Director.

Treatment Modalities

Treatment modalities available on inpatient or outpatient basis:

-Group and individual therapy

-Chemotherapy

-Detoxification

-Assessment

-Mental hygiene education

-Maximum self-help responsibilities

-Associated physical health care on as-needed basis

-biofeedback

Unit should not become a "comfortable" place to go.

Occupational therapy should not be provided.

Capacity for group therapy should be available in all living units.

Mental health staff should work outside the unit as well as within, i.e., in living units.

24 hour nursing coverage.

Education

Services should be available on both in and out patient basis.

Services should include:

- Personal mental hygiene
- Drug education
- Lifeskills
- Referral to other institution programs for inpatients upon re-entry to general population.
- Recreation.

The majority of the education services should occur outside of the mental health unit.

An "open" climate or atmosphere should prevail in the unit which would allow an inmate to be "ignorant" about any subject without the fear of criticism or recrimination.

Policy Development

Policy development will be the responsibility of the Mental Health Unit Director with final review by the Superintendent.

Policy development areas will include:

- Security
- Plant maintenance
- Staff
- Clientele
- Equipment
- Environment
- Treatment design
- Program elements
- Program operation
- Drug formulary
- Research

Policies should be compatible with overall institution and Department of Corrections policy.

Administrative services - Administrative services shall include:

Organizational structure .

Personnel.

Housekeeping - 80% of the housekeeping services will be performed internally; the remainder will be provided by institutional services external to the unit.

Nursing services.

Licensed pharmacy.

Maintenance and repair.

Food services - this includes shared usage of the nutrition center with the medical unit.

Laundry services - storage facilities inside the unit.

Inventory management

Requisitioning.

Program management.

Minimum penetration into the unit by "outside" staff should be planned for.

Research

Treatment should be recorded.

Computer storage capability.

Internal auditing capability.

Admission review.

Discharge review.

Treatment effectiveness.

Element effectiveness.

Assessment technique effectiveness.

Recordkeeping data will be used in research in accordance with existing legislation.

Staff persons may conduct individual research with Department approval.

There shall be communication and coordination of efforts between the research in the institution and research staff in central office.

There should be a clear distinction made between experimental research and outcome studies. Participation in experimental research should be on a voluntary basis only.

All client contacts should be routinely included in records of program activity or outcome studies.

Outpatient Components

Assessment

- Admission interviews
- Evaluations of returnees
- Psychological testing
- Psychological referrals
- Psychiatric referrals
- Probate court hearings

Supportive Treatments

- Emergencies
- Crisis intervention
- Suicide prevention
- Direct treatment services
- Rounds in living units and hospital unit
- Referrals to other services and agencies
- Employee counseling

Consultation and Education

- Consulting with other services
- Committee activities
- Employee training
- Informational services

Business and Administration

Administrative responsibility

Developmental activities

Record keeping for psychological and business files

Correspondence

Employee training and supervision

Mental Health Maintenance in Institution

The following are conditions necessary for maintenance of mental health in the prison general population:

Physical health care.

Current data on each resident's emotional state.

Treatment when needed.

Access to professionally competent crisis interventionists during periods of stress.

Minimize stress-producing environment.

Freedom from real or imagined threats to physical and psychological safety.

Maximum freedom of self-determination compatible with the resident's competence and correctional status.

Opportunities for privacy compatible with security and safety needs.

Resident control over the degree of isolation or social expression of needs.

Power to influence one's environment to ward off feelings of helplessness.

Constructive feedback for correction of distorted perceptions.

Opportunity to be unique and express one's individuality.

Means of identifying manipulators and malingerers lest staff response feed self-defeating behavior patterns and/or divert limited resources from the emotionally needy client.

A rational sentencing and release system.

Requirements

*One complex

*Offices and equipment for staff of complex - corresponding to the staffing patterns recommended by the Living Units Task Force.

Three offices for psychologists.

One office for psychiatrist.

One testing room - for psychological and research testing - should accommodate 10 people.

*One nursing station

* Shared with Physical Health



Program

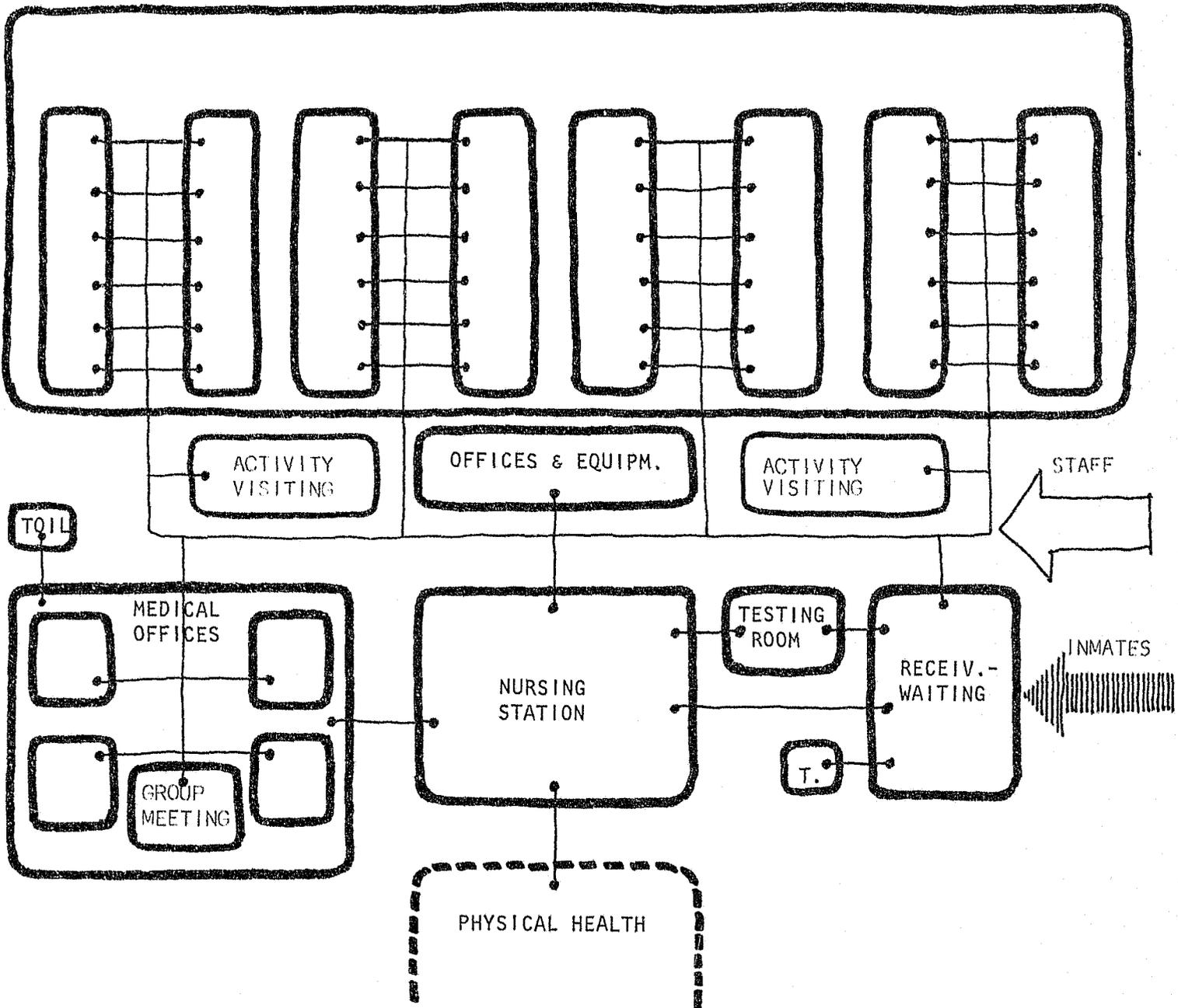
Unit:	HEALTH	4.3b
Sub-Unit:	MEDICAL/MENTAL HEALTH	

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
MENTAL HEALTH CLINIC					See (1)
Chief Psychiatrist Office	1	1	150/office	150	
Psychologist's Off.	3	3	120/office	360	
Staff Offices and Equipment	8	1	80/work sta.	640	
Testing Room	10	1	25/person	250	
Group Meeting Room	6-8	1	20/Person	140	
				<u>1540</u>	
NURSING STATION	-	-	-	-	See (2)
SECURITY & RECEIVING ROOMS	-	-	-	-	See (2)
Individual Rooms	1	32	120/room	3840	
Activity Room/Visiting Tub Room	32	1	35/person	1120	
	1	1	35/room	<u>35</u>	
				4995	
TOTAL				6535	

Adjacency / Special Requirements / Notes

- (1) To be located adjacent to Physical Health Clinic.
- (2) Shared with Physical Health.

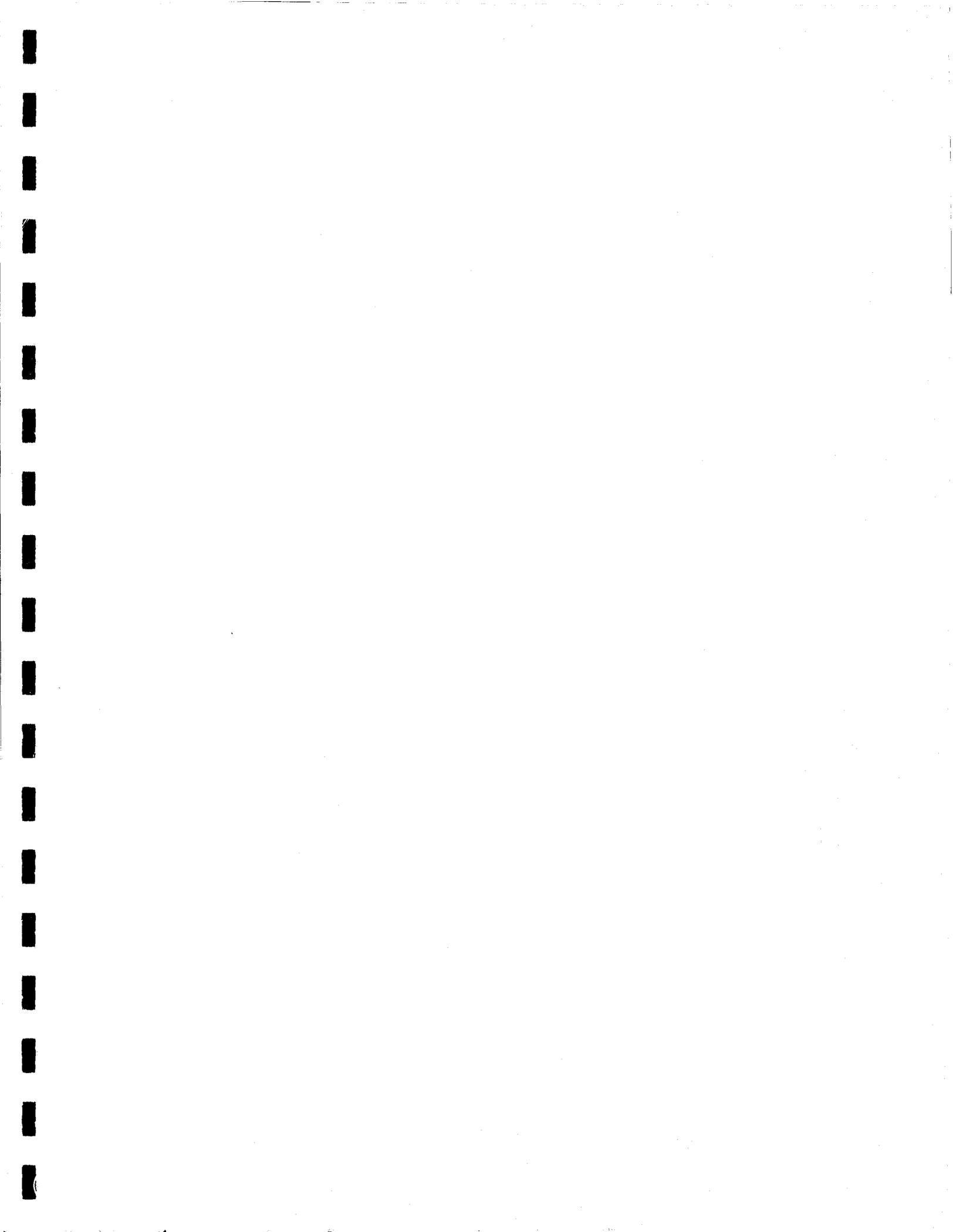
Medical / Mental Health





4.4

Program	Physical Setting				
Housing	Room	Unit	Cluster	Complex	Facility
4.1a Living Units	●	●	●	○	



4.4 ELEMENT NAME

Housing

Purpose

To provide living quarters allowing for the basic human needs normally associated with housing; namely,

- eating
- sleeping
- rest and relaxation
- physical comfort
- personal hygiene
- privacy
- social interaction
- personal property safekeeping

In a prison, these needs must be met in an environment conducive to:

- proper security
- physical and psychological safety
- expression of individuality
- opportunity for personal growth

Accomplishment

Each resident's personal quarters is his ROOM

12 - 14 rooms comprise a UNIT

4 units constitute a CLUSTER

One cluster, together with the facilities built into it for exclusive use by the cluster, is referred to as a COMPLEX.

The institution would be made up of X number of complexes plus Industries, Administration, etc.

Thus, there will be 12-14 residents per UNIT and 52 residents per CLUSTER, with movement and program activity designed for multiples of 12-14 with 52 the basic number for geography and staffing.

The Living Units shall be characterized by the following:

Small enough in resident capacity to foster resident identification with the group.

Flexibility of design to allow manipulation of capacities to suit security and program specialty requirements.

Climate and air quality control to meet LEAA/ Clearing House standards.

Secure enough to house any of the high security residents of the institution, except for those minimal additional features which may be required for residents not in control of themselves.

Design capability to provide all daily living necessities (i.e., meals, toilet, showers, exercise, clothing and laundry exchange) either in each resident's ROOM, or in close convenience to it, so as to make possible provision of such necessities without additional cost, difficulty or danger during normal operation or in periods of continuous individual or group lockup.

Provision for staff to control the degree of physical access residents will have to staff from full access to complete separation.

Provision for staff and residents to communicate with each other at any time, including periods when staff are securely separated from the residents.

Provision for staff to observe any resident at any time, including periods when the staff are securely separated from the residents.

Provision for the maximum amount of resident privacy compatible with safety and the need for staff supervision.

Plant and staffing pattern design that will allow staff to be free to respond to any inmate's need without being impeded by a simultaneous security responsibility.

Facilities for safekeeping of resident personal property in exclusive control of the resident under normal circumstances but accessible to staff under extra ordinary circumstances.

The same standard of design aesthetics (color, light, materials, decor) that would be used in a modern facility designed to appeal to its residents, while selecting materials as tamper and vandal-proof as possible.

A meal preparation and distribution system that allows decisions regarding meal service schedule to be made at the CLUSTER level independent of the rest of the institution.

Shower facilities adequate to allow private showering several times a day and so located in relation to the resident's ROOM and other activity areas as to make possible secure passage to and from without escort (preferably in each ROOM).

Availability of a bathtub (at least one in each COMPLEX) for special bathing needs.

Accommodations for social visiting by outsiders which are:

Contiguous to, but not within, each COMPLEX

Capable of multiple use (i.e., program activity involving volunteers).

Design capability of controlling the movement of individual residents or UNIT groups of 12-14 between their ROOMS and various activity areas within the COMPLEX and the exits from the COMPLEX, while maintaining the security between those in movement and the remaining residents of the CLUSTER.

The following characteristics shall be implemented in the individual resident's ROOM.

Single occupancy.

Some differentiation between the 'bathroom' and 'living' areas.

Sufficiently large to be in compliance with current standards set forth by the Clearing House for Criminal Justice Planning and Architecture and other relevant current American standards.

Non-destructible plumbing, electrical fixtures and other equipment and furnishings, if compatible with cost and aesthetic considerations.

Non-weapon-forming furnishings.

Fireproof or at least retardant.

Wall substances that permit fastening hangings without damage.

Video-tele-communications equipment in each ROOM that will accomplish:

- Two way verbal intercom
- Distress signal
- Closed circuit TV
- Regular TV
- Transmit live or taped radio entertainment

**Components
and
Operation**

Functions that the Living Units need to be designed to serve are:

- General population housing
- Disciplinary lockup
- Administrative lockup
- Therapeutic communities
- Receiving and orientation

General Population Housing - should be presumed to be the standard; not only in the predominance of numbers, but also from the standpoint of design. The design should be developed with a view toward serving all of the aforementioned functions with minimal modification. That being the case, maximum flexibility in operation has been achieved.

Disciplinary Lockup - should include the options of lockup in the resident's own room, or in a UNIT of rooms designated for such use. From the standpoint of design, there should be little need for any difference in basic arrangement or security capability. Rather, the difference should (apart from program) be in furnishings and degree of creature comforts available in the room. If not non-destructible, the video-TV should be removable. Likewise, the controls to plumbing and climate ingredients which might otherwise be within each ROOM should be subject to being rendered inoperable. Throughout the institution, the bed frame should be built in so that the bed is never at issue when it becomes necessary to strip a room of furniture.

Administrative Lockup - can be planned for the same as Disciplinary above, regardless of variations in the reasons for the status. Reasons include protective, investigatory, medical and general such as for shakedowns.

Therapeutic Communities - can be identical in design to General Population Housing. Differences are chiefly program activities, staffing and management. More importance, however, is apt to be given to the recording and observing equipment in the design of the meeting rooms.

Receiving and Orientation - same comment as for Therapeutic Communities. Additionally, this UNIT shall have movement to the Health Services and justability for use as a regular housing area.

Specialized Facilities for In-patient psychiatric or health care are not included under the scope of living units. However, the design configuration shall be as similar as possible to the regular living units. Specialized facilities will meet applicable standards. The medical and psychiatric units shall be in proximity to each other so that staff may serve both populations in an efficient manner. Outdoor and indoor exercise shall be available to medical and psychiatric patients and provided in much the same manner as to residents of other living units. Where necessitated by the physical or emotional status of the resident, visiting shall occur within facilities provided at the medical-mental health unit.

Protective Custody - Due to the flexible design required of the facility and the number of living units available, it is expected that many of the conflicts which normally occur within an institution may be resolved by moving residents from one unit to another to keep them apart. However, a small number of individuals generally surface in any institution who must be separated from a larger percentage of the general population. These individuals will be housed in separate units. They will be kept separate from other inmates by their physical separation and scheduling. These inmates will have access to all programs available to other inmates.

Maximum Custody- Segregation - One complex shall be set aside for dealing with maximum custody and disciplinary cases. Insofar as possible, this complex shall be designed similarly to the other living complexes. The maximum custody-discipline complex shall be equipped with security devices and designed so that individuals may be dealt with in smaller groups than possible in other complexes. Indoor recreation shall be provided within each unit and outdoor recreation shall be provided in areas specially designed for separation of inmates. Unlike other complexes, inmates will not be permitted to congregate in the day room spaces except as prescribed by program.

Physical Facilities - shall consist of:

Individual ROOMS to be secure, as private as possible, relatively soundproof, aesthetically pleasant, shower, toilet and lavatory with hot and cold running water, equipped for the safekeeping of personal property, climate controlled, non-destructible or weapon-producing, fireproof, suitable for individualized decor in wall hangings, and equipped for two-way communication, observation. Provisions for radio and TV. Each inmate shall be able to lock his own ROOM.

UNITS of 12-14 ROOMS per UNIT so situated as to be the primary modules of movement and social interaction.

CLUSTERS of 4 UNITS per CLUSTER forming population groups of 52 residents for organizational purposes of staffing, security, movement, communication and shared use of program facilities, though not necessarily at the same time.

In addition, each CLUSTER should have the following facilities for its exclusive use, bearing in mind that they will be shared by the four UNITS of the CLUSTER in any combination of one or more of the UNITS at a time.

Housing (cont'd.)

Showers - Preferably located within each ROOM. If not possible in rooms, a minimum of one per six residents. Accessible to the ROOMS for private, secure passage without escort.

One bathtub for special bathing needs and equipped for use by the physically handicapped.

Meal Service - Facilities to heat and serve meals both in a multiple use area equipped with dining tables and individually to the ROOMS. Dining rooms capacity up to 52. Appropriate appliances, refrigeration, utensils and cabinetry to be included.

Meeting rooms. Three interview and group meeting rooms. Two with capacity for six and one with capacity for 12. Equipped for multi-media reception and capacity for central monitoring.

Two sound proof but visible from security bubble TV viewing areas that are capable of accommodating 15 persons each.

A quiet area for reading, study and housing the sub-station of the institution library.

A social visit area that is contiguous to both the COMPLEX and the perimeter in such a way as to bring resident and visitor together without passage through the institution at large.

A leisure time area for table games, social interaction, large enough to accommodate the entire CLUSTER community 52 residents plus up to 22 staff).

One secure control station in each COMPLEX to be manned by a security person controlling all security doors and movement in general while maintaining electronic surveillance, the communication system and visual surveillance. When deemed appropriate this station shall not be manned and entrance as well as exit shall be controlled by other means.

Toilet facilities keyed for staff use.

Four outgoing public telephones in each COMPLEX that are monitorable and controllable; one long distance telephone per CLUSTER.

An exercise area for individual or small group recreation.

An outdoor courtyard for COMPLEX level recreation such as volleyball, horseshoes, tennis, handball, etc.

Hand laundry may be done in individual ROOMS, if desired.

Four offices for staff. One for the Director, one for the Assistant Director of the COMPLEX, one for the case manager (caseworker) and one a common room for the correctional counselors. The meeting rooms can double for staff conferences.

Storage facilities for laundry, linens, bedding, unused mattresses, housekeeping supplies, food service and program supplies including hobbycraft, and personal property of absent residents.

Shakedown facilities should be situated along the route of some significant passage (such as when entering the COMPLEX and/or returning from visits) but should not constitute an obstruction of traffic.

It is suggested that the foregoing facilities be provided as a part of each COMPLEX for exclusive use of the up to 52 residents of each CLUSTER. This is recommended, because of the intensive use of such facilities by individual clusters.

The following facilities will be used on an infrequent basis so as to make feasible scheduled sharing with other CLUSTERS.

One outdoor recreation field in the institution should suffice for all CLUSTERS. It should be equipped so as to allow for two softball games and other active and passive recreation activities to occur simultaneously.

One indoor gym should suffice for all CLUSTERS designed for basketball and other indoor recreation with sufficient spectator seats to accommodate 52 residents of one CLUSTER plus an additional 12-14 residents. The gym may double as a movie theatre for scheduled use by a CLUSTER.

Activities that will normally be programmed have for the most part been explicated in the foregoing list of facilities needed. The facilities are designed at the CLUSTER level for shared use by the four UNITS of each CLUSTER. The staff of the CLUSTER is free to program the UNITS separately or together as program and conditions dictate.

Operations

Operations is described in the following paragraphs in terms of Security, Communication, Scheduling, Movement, Program Housekeeping and Plant Maintenance.

Security - is the main objective in a high security facility. However, to keep control measures from oppressing the residents, control should be built in as much as possible. The activities of staff can build upon rather than struggle to achieve the necessary standard of control.

In the living units, the heart of the control system should be the control station ('bubble'). From this secure center, a 'security control officer' will electronically operate all the security doors including the deadlocking mechanisms on the ROOM doors. He will also monitor the electronic surveillance equipment and be able to visually observe as much of the program activity areas and main movement passageways as possible. He will also man the communication system including the capability of telephone reception and interception.

The security control officer should not be given responsibilities that would take him out of the control station and into the program areas. Rather, it should be the responsibility of other staff to attend to anything that involves staff in the activity areas of the COMPLEX.

Scheduling - to be determined at the COMPLEX level so that control over the selected degree of UNIT separation in intra-COMPLEX movement and activity can be the first consideration, followed by extra-COMPLEX considerations.

Movement - same as under scheduling above with the actual movement governed by the security control officer.

Program - connotes all activity occurring in the COMPLEX except the commonplace routines of eating, sleeping, showering, etc. Some program activities may be common to all the COMPLEXES of the institution such as exercise but others may be as unique as the treatment modalities in a therapeutic community. As with differentiation of function, differences of program from one UNIT or CLUSTER to the next need not entail any design differences.

The manner and degree of resident involvement in the management of a UNIT or CLUSTER falls under the category of program and hence, should vary from one group to the next and with changes in administrative policy.

Housekeeping Services - include janitorial services, clerical, laundry, meal service, mail distribution. Some may be performed by both staff and residents (i.e., clerical) or exclusively by one or the other (i.e., mail distribution by staff) but under no circumstances should any be performed by inmates who are not residents of the CLUSTER.

Plant Maintenance - is seen as those plant upkeep needs that require the skills of a tradesman such as a plumber or electrician. Centralized Institution services will provide the staffing for this.

Program

Unit:	HOUSING	4.4a
Sub-Unit:	CLUSTER	

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
HOUSING CLUSTER					
Resident Rooms	1	52	75 S.F./Area	3900	See (1)
Personal Hygiene	-	-	-	A.R.	See (1)
Bath tub - Spec. Bathing	1	1	35 S.F./Area	35	
Sub-Total				3935	
ACTIVITY AREAS					
Dining	52	1	20 S.F./Person	1040	
Activity Room/TV	16	2	15 S.F./Area	480	
Activity Room/Music	8	1	30 S.F./Person	240	
Activity Room/Leisure Time	6	8	20 S.F./Person	960	See (3)
Activity Room/Religious	12	1	15 S.F./Person	180	
Activity Room/Library	12	1	40 S.F./Person	480	See (4)
Activity Room/Exercise Eqpt.	12	1	20 S.F./Person	240	
Sub-Total				3620	
TOTAL				7555	

Adjacency / Special Requirements / Notes

- (1) Rooms to include individual toilets, lavatory and shower; Seclusion room to be located near control station.
- (2) Dining area may be part of other activity space with provision for eating in smaller groups/snack area included.
- (3) Quiet area.
- (4) One to include microfilm law library reading space @ 120 S.F.

Unit:	HOUSING
Sub-Unit:	CLUSTER

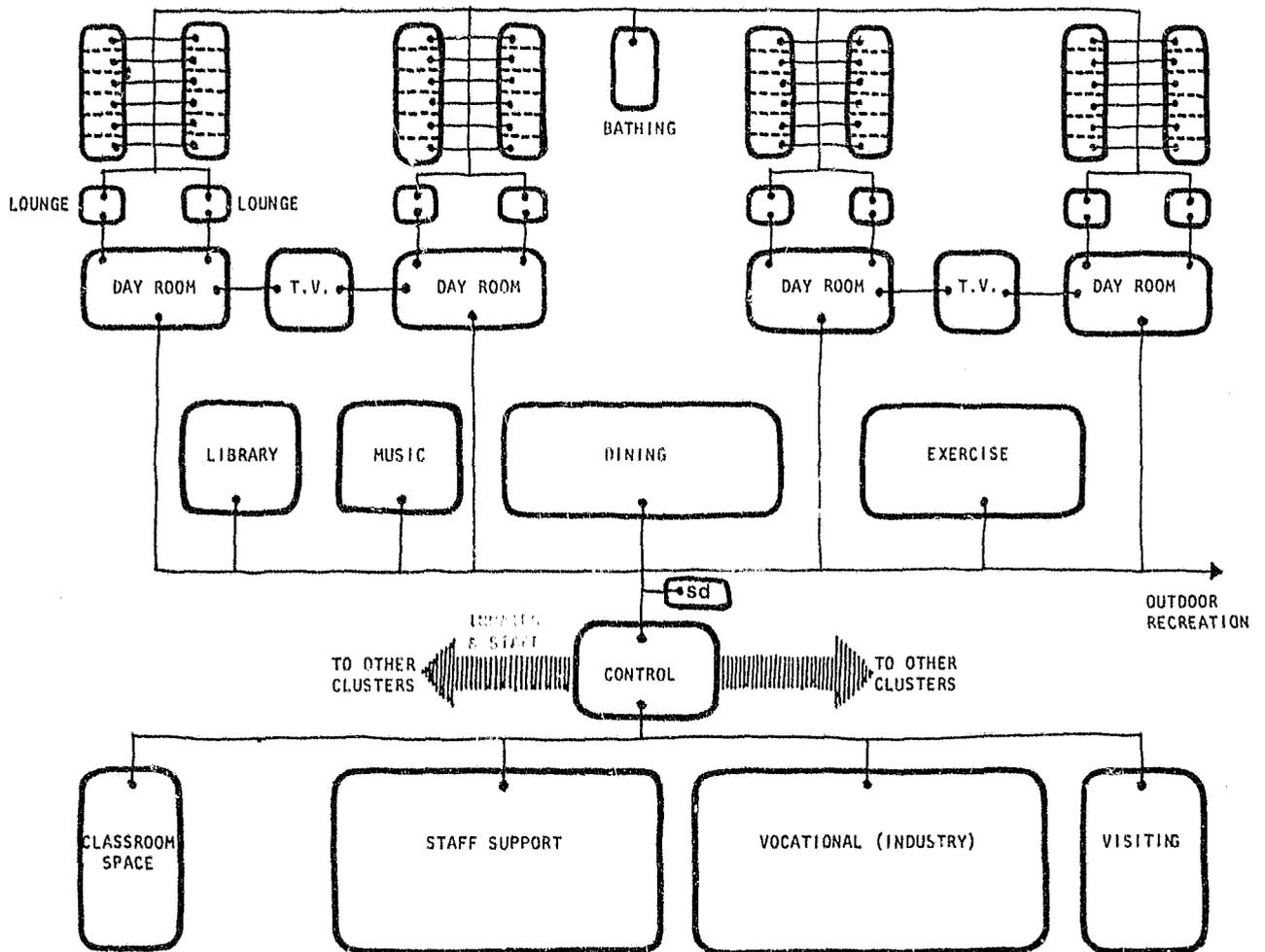
4.4a

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
HOUSING CLUSTER (Cont'd)					
Shakedown Area	2	1	80 S.F./Area	80	See (1)
Control Station	1-2	1	120 S.F./Area	120	
Staff Toilet	-	-	-	A.R.	
Staff Offices	1-2	4	150 S.F./Area	600	
Staff Common Room	4	1	60 S.F./Wk. Sta.	240	See (2)
Meeting Rooms/Office	6	5	150 S.F./Area	<u>750</u>	
Sub-Total				1790	
Education Resource	-	-	---		See (3)
Visiting Area	-	-	---		See (3)
Industry Area	-	-	---		See (3)
General Classroom Areas	16	1	40 S.F./Person	<u>640</u>	See (4)
				640	
Pantry	1-2	1	120 S.F./Area	120	See (5)
Food Cart Storage	-	1	80 S.F./Area	80	See (5)
General Storage	-	1	125 S.F./Area	125	
Medical Exam.	2	2	120 S.F./Area	240	
Janitorial Closets	-	4	A.R.		
				565	
TOTAL				10,550	

Adjacency / Special Requirements / Notes

- (1) Adjacent to Control
- (2) Serves 11 counselors in office landscape
- (3) See complex resource center (2b. Education details this)
- (4) May be used as education and/or shop back-up adjacent to library
- (5) Adjacent to dining

Typical Housing Cluster



4.5

Program	Physical Setting				
	Room	Unit	Cluster	Complex	Facility
Support and Maintenance					
4.5a Food Service	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>		<input type="radio"/>
4.5b Engineering and Plant Maintenance					<input checked="" type="radio"/>
4.5c Transportation and Access					<input checked="" type="radio"/>
4.5d Laundry					<input checked="" type="radio"/>

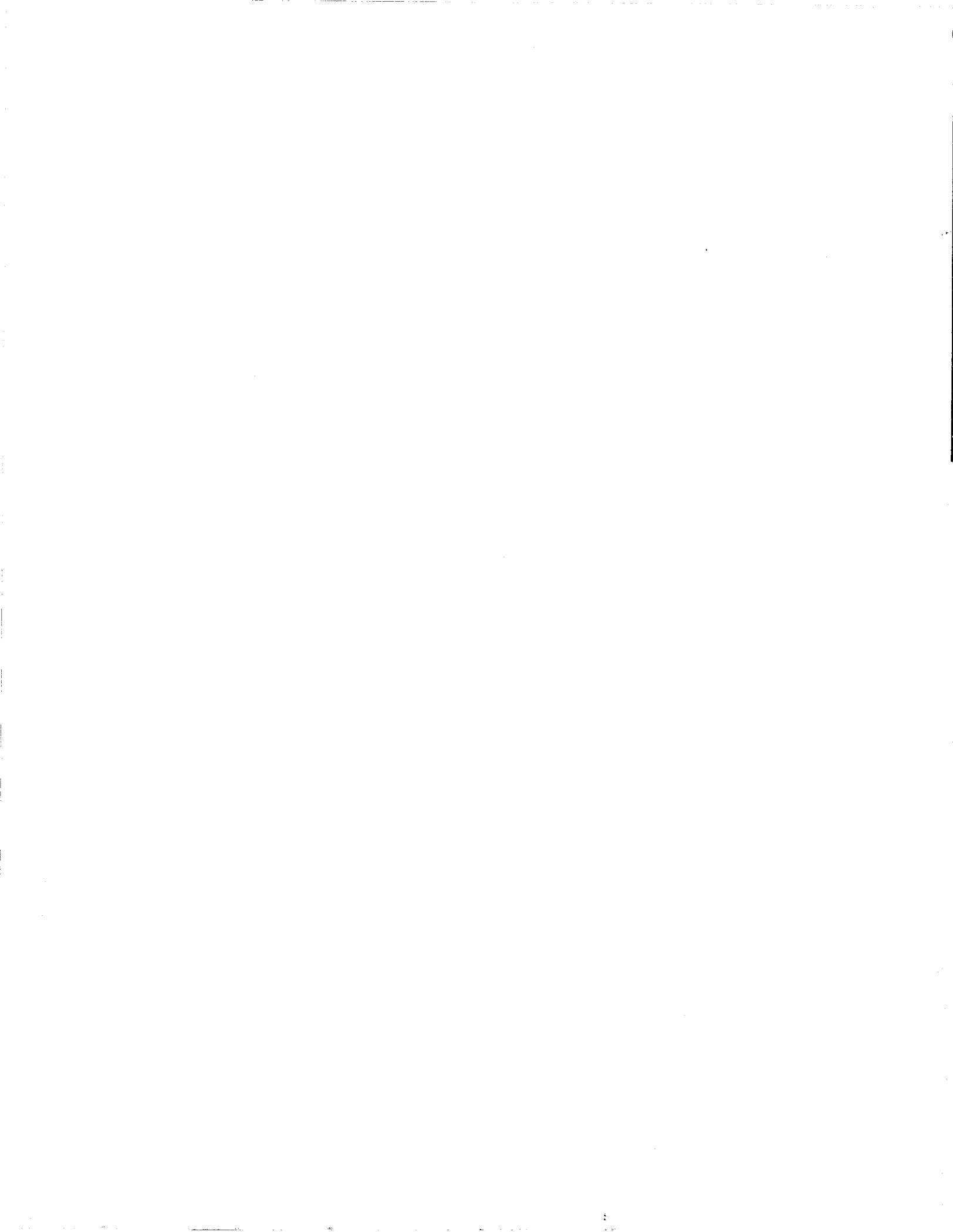
Support and Maintenance

4.5

Functional Area	Net Sq. Ft.	+%	Gross	Comments
4.5a FOOD SERVICE	8,650	1.5	12,975	1
4.5b ENGINEERING AND PLANT MAINT.	11,520	1.2	13,824	1
4.5c TRANSPORTATION & ACCESS	2,210	1.2	2,652	1
4.5d LAUNDRY	900	1.5	1,350	1
TOTAL	23,280	1.35	30,801	

Adjacency/Special Requirements

1. To be verified and detailed as work proceeds



4.5a ELEMENT NAME

Food Service

Purpose

The purpose of this element is to provide an acceptable food service program for the 400 bed maximum security facility.

Accomplishment

All phases of food service management must be considered including: hiring and training personnel, maintaining adequate budgetary and inventory records, maintaining physical facilities in a clean, sanitary condition, and providing good, wholesome meals for inmates and staff that meet dietary standards as established by the State's dietitian. The result shall be generous amounts of good food adequately prepared and served so as to meet the dietary needs of the inmates.

Components

Physical Plant

Food preparation, supply storage, and dispensing areas should be located in close proximity and on one level.

Adequate warehousing space must be provided in a secured area. This includes coolers and freezers.

Separate dock areas are required for the delivery of foodstuffs and for garbage pickup.

All areas must have two means of egress.

The primary food preparation area shall be centrally located with satellite food preparation and serving areas in the living units.

Facilities must be provided to serve meals in a multiple use living area equipped with dining tables and chairs plus a special inmate staff dining room to 75-100 people.

Snacking areas shall be provided in each cluster unit.

An optional "fast food take out" service shall be based in a portion of the main kitchen and shall provide service during inmates' scheduled leisure time. Such service shall be provided at a nominal cost to cover materials, preparation and delivery to complex.

Equipment

All equipment must meet National Sanitation Foundation Standards.

Equipment must be designed and installed so that pre-cooked meals can be served at cluster unit level (48 inmates from 4 living units).

A conveyor system shall be provided for weighing, unloading and storage of supplies.

Disposable trays and/or other suitable non-hazardous equipment shall be provided for segregated feeding.

A system must be provided to keep food at proper temperature during transportation and serving.

Program

Unit feeding system with food prepared in centralized food preparation area. Meals are then transported to the living units or special dining room for serving.

Facilities must be staffed in such a way that mealtimes will be flexible and designed to accommodate program.

Diet meals to be prepared and served under State Dietitian's supervision.

All systems and procedures within this element must be designed to ensure that an adequate feeding program is maintained under normal and abnormal conditions.

Physical Plant Requirements

Food preparation area (including bakery)

Warehouse space

Warehouse Commissary Space

Dining area

Kitchen office

Food serving provisions

Menu Selection - A balanced diet for inmates will be achieved with "seasonal cycle menus".

Staff Food Service - Staff will be permitted to have bag lunches or purchase hot lunches from the institution. Because of security considerations, staff will not be permitted to take bag lunches or thermos jugs inside the main security facility. A space will be provided for an employees'-inmate lunch room in the central services area. Institution food served to staff shall be from the same menu available to inmates. Staff who supervise inmates during mealtimes will eat their meals with the inmates.

Operation - The food service management and operations may be contracted to a suitable firm. This system may provide opportunity for screened inmates to work for a private food service company at "going" rates of pay.



Program

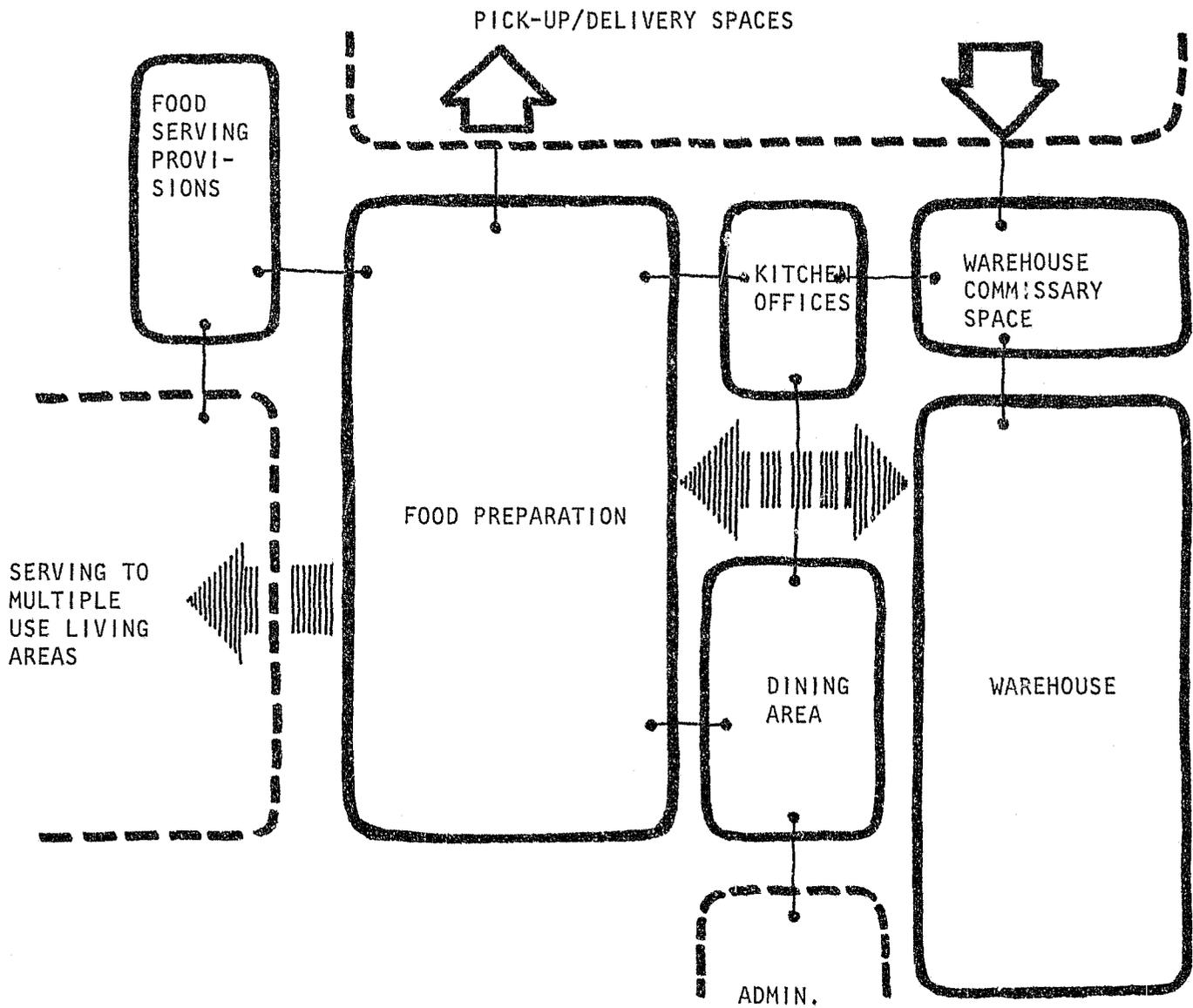
Unit: <u>SUPPORT</u>	4.5a
Sub-Unit: <u>FOOD SERVICE</u>	

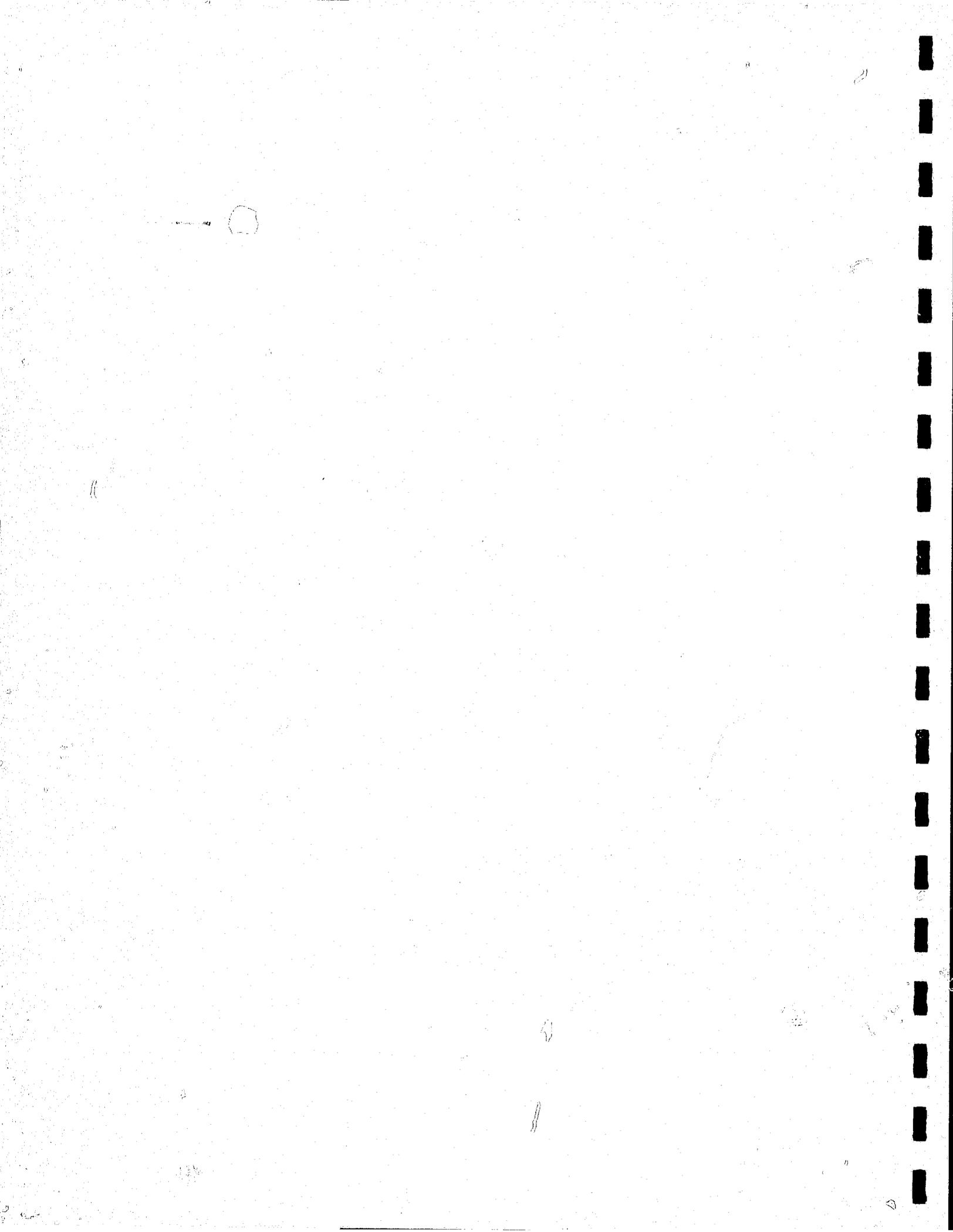
Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Food Preparation Area	---	1	4,000/Area	4,000	See (1)
Food Serving Provisions	---	1	500/Area	500	
Warehouse Space	---	1	2,000/Area	2,000	
Warehouse Commissary Space	---	1	500/Area	500	
Inmate-Staff Dining Area	75-100	1	15/Person	1,500	
Kitchen Office	1	1	150/Office	150	
TOTAL				8,650	

Adjacency / Special Requirements / Notes

(1) Includes cooking area, cold food preparation, bakery, scullery/wash, etc.

Food Service





4.5b ELEMENT NAME

Engineering and Plant Maintenance

Purpose

To provide the physical systems to create and maintain the environment required for the institution to function and be maintained in a flexible, economic and secure manner. The economics should include life cycle cost comparison.

Accomplishment

The systems must fulfill the purpose of this element under normal, critical, and back-up operations. Security of the components must be inviolate.

Maintenance of the equipment and service components will be accomplished with the minimum intrusion or effect on the activity of the institution.

Selection of methods and materials to disperse the energy requirements should be as maintenance free and vandal proof as is technically possible.

Flexibility should include the following:

Conservation of energy by:

- Alternative sources
- Operational procedures
- Monitoring and control
- Site design

Alternate or yet unavallable equipment must be able to be incorporated into the physical plant with comparative ease.

Maintenance - Custodial and preventive maintenance programs should be accomplished by staff supervising inmate workers and incorporating vocational training programs but not dependent solely on inmate workers.

Materials - Materials used should be as self maintaining as possible, easily cleaned, vandal proof, sanitary and remain visually pleasing.

CONTINUED

3 OF 5

Staff

Operational staff will be required to be experienced and capable of utilizing plant management techniques; skilled in the operation of complicated and diverse systems; and knowledgeable of the electronic components which make up the systems.

Staff who will be supervising the inmate work-vocational programs should understand or be trained in teaching and job related trade skills.

Staff who will be supervising the work programs should be trained in supervisory concepts.

Opportunity for staff to continue education and training to maintain adequate levels of competency shall be provided.

Operational staff will be required to inspect and maintain equipment and facilities in conformance with life safety and OSHA recommendations.

Budgeting System - Appropriate procedures shall be established to provide adequate funds to maintain and upgrade existing systems.

Components

Bypass routing of energy sources must be established to allow:

A unit to continue to function in a minimum sense if an adjacent area is out of control.

Immediate backup sources of total energy must be available in case the normal source is suspended from outside influences such as power plant shut-down and storms.

Ventilation, thermostats, speakers, controls, valves, should be out of sight and reach of inmates and protected by grills serviceable from secure accesses to keep them from damage or control by inmates.

Adequate maintenance and access spaces shall be provided to service and maintain equipment and systems out of sight of the inmate population.

Materials and methods to provide the energy requirements shall be evaluated using the life cycle costing procedures.

Conservation of energy

The potential use of Northern States Power plant waste energy and other combined sources shall be investigated.

Operational procedures shall be established to use off-peak power and scheduling of operations to minimize peak load demand.

Computerized monitoring shall be available to control environment of institution spaces. The system shall monitor and adjust selected equipment and determine their state of function.

Space shall be available to install programmed, but unavailable equipment or communication systems from the service areas.

Design and materials shall conform to all applicable code requirements for this type of facility.

Physical Plant Requirements

The physical plant should consist of the following systems:

Converter - To convert energy to provide heating, cooling and venting for the physical plant according to State and national standards.

Electrical systems - To transform and distribute electrical energy as required by the institution. This system would also have an emergency lighting capability.

Water systems - Water and waste water systems to meet State standards. This also includes meeting of fire fighting demands and adequate storm sewer facilities.

Centralized compressed air system - To provide all the air needed to operate pneumatic central valves, tools and machinery.

Refrigeration system - To provide proper temperature control for storage of food stuffs. This system should have built in backup capabilities.

Grounds/Landscaping - Space must be provided for the storage and maintenance of grounds/landscaping equipment and supplies and a space for staff.

Provisions shall be made for secure yet accessible storage and maintenance of appropriate fire fighting equipment.

The physical plant monitoring system shall be able to provide the following:

To sense smoke and heat and to give an alarm in case of fire anywhere in the institution.

To monitor room temperatures and automatically adjust to maintain temperature programming.

To sense and alarm any unusual mechanical sounds and to have the ability to allow the operator to listen to the sounds through intercoms.

To provide a two-way communication system to all mechanical service areas.

To provide the ability to monitor velocity and flow rates of gases or liquids.

To provide the ability to receive and program data needed to operate a preventive maintenance program.

To provide the ability to start and stop equipment as demanded by the peak electrical load.

To program an on and off cycle for an automatic lawn sprinkling system in designated areas.

Plant maintenance and engineering buildings to consist of the following:

Work shop areas.

Office areas.

Inventory storage areas inside the perimeter.

A facility to store and/or repair maintenance vehicles.

Lunchroom and locker room areas.

Toilet and shower facilities.

Perimeter lighting system - To be adequate and to operate using the normal electric distribution system or the emergency lighting system if needed.



Program

Unit:	SUPPORT
Sub-Unit:	ENGINEERING , PLANT MAINT. & CENTRAL STORES

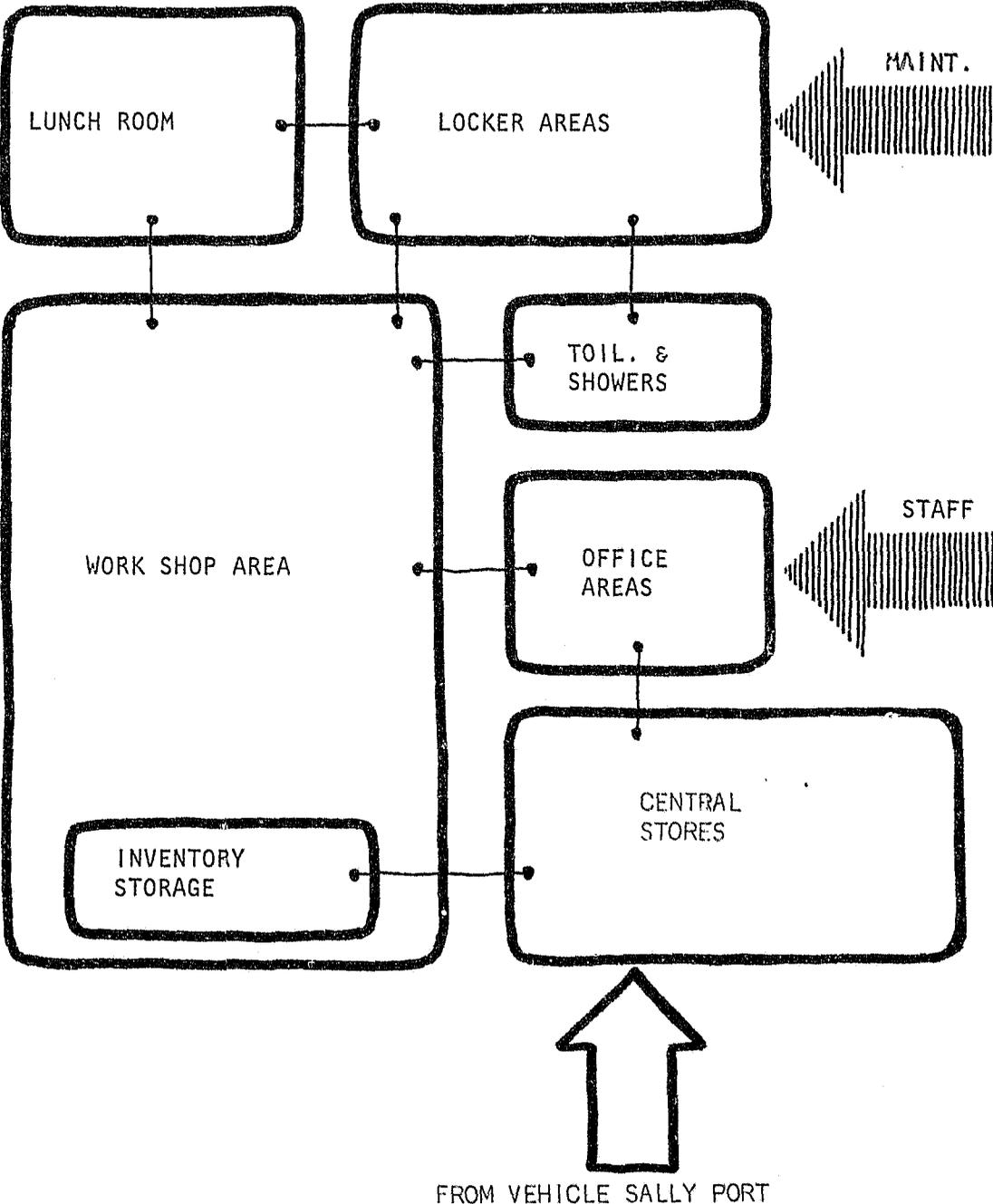
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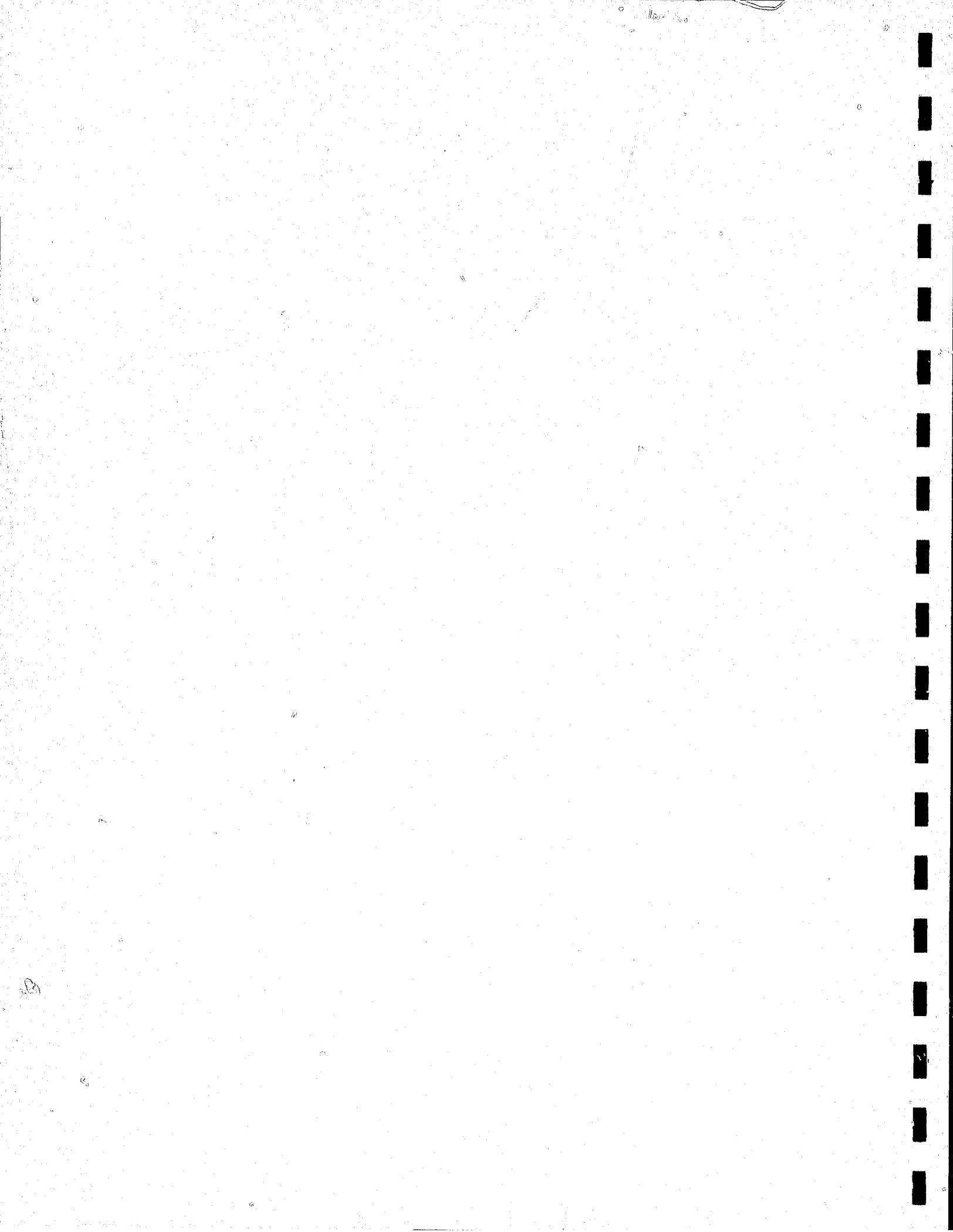
Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Work Shop Area	4	1	600/Area	600	See (1)
Office Area	4	1	80/Work Sta.	320	
Plant Manager	1	1	150/Area	150/Area	
Buyer	1	1	150/Area	150/Area	
Lunch Room	10	1	15/Person	150	
Locker Areas	10	1	20/Person	200	
Toilet & Showers	-	1	150/Area	150	
Loading Dock/Truck Sally Port	-	1	800/Area	800	
Central Stores	-	1	2,500/Area	2,500	
Mechanical Room	-	1	3,500 /Area	6,500	
TOTAL				11,520	

Adjacency / Special Requirements / Notes

(1) Includes inventory Storage area of 200 S.F.

Engineering & Plant Maintenance





4.5c ELEMENT NAME

Transportation and Access

Purpose

Transportation - The purpose of transportation is to provide safe, secure and timely transport of inmates to and from the institution and to provide for the transportation needs of staff, public, officials, visitors and vendors.

Access - The purpose of access is to provide entry into the institution in an orderly, timely and accurate manner of inmates, staff, visitors, vendors, public officials, and others in such a way as not to violate institution security. To provide for the release and/or exit from the institution of persons authorized to leave in an orderly, timely and accurate manner. (Material access is discussed under Security element.)

Accomplishment

Transportation

The institution shall be located within one hour of driving time from the metropolitan area.

The institution shall be located near and/or accessible to public transportation.

A defense driver training program shall be available and required of institution vehicle operators.

The staff involved in transportation shall be properly trained in security.

Regular inmate transportation shall be accomplished by surface vehicles.

All inmate transportation vehicles must be security equipped.

There shall be separate vehicles used for inmate transportation needs and general staff use.

Inmates shall wear institution clothing on all special duties away from the institution.

There shall be separate parking facilities established for staff and visitors.

Staff parking should be in a restricted area (possibly a compound) and readily accessible to staff entrances.

Visitor parking should be located remote from main institution and not visible from any living unit.

Standardized and efficient operating procedures shall be developed.

Rapid and clear appropriate communications must be established and maintained.

Access

The institution shall be located near and/or accessible to public transportation.

The access points into the primary security perimeter shall be limited to a staff access point, a visitor access point, truck and emergency vehicle access point and inmate receiving and discharge point.

Visitor access to the institution should be separate from staff and inmate movement. Visitors should not have physical contact with the inmates, except in visiting or meeting rooms.

The institution should be sufficiently remote from but within easy access to the main highways.

Standardized and efficient operating access procedures shall be developed and maintained.

Clear delineation of lines of authority and responsibility shall be established and maintained.

Rapid and clear communications shall be established and maintained.

Components

Transportation - Staff

- Vehicles
- Motor pool area and/or storage area
- Maintenance facilities and/or service
- Dispatching system
- Gas and oil availability
- Vehicle use reporting system
- Driver training program
- Vehicle communications system
- Patrol vehicles
- Mass transit system availability
- Staff private auto parking area
- Visitor private auto parking
- Public transportation waiting shelter

Transportation - Inmate

- Security vehicles
- Escort staff
- Trip coordination
- Trip authorizations system
- Inmate processing system
- Security equipment
- Vehicle communication
- Rapport with local law enforcement
- Research element
- Vehicle maintenance

Access

Major public roads located beyond an appropriate buffer zone but near facility property.

Primary and/or initial control point to identify, direct and control traffic entering the facility property.

Information/reception point at main entrances of facility.

Waiting room areas.

Admission control system (non-inmate)(inmate).

Vehicle sally ports (including emergency vehicles).

Pedestrian sally ports.

Handicapped entrances.

Parking areas.

Contraband detection equipment.

Operation

Administrative Organization - For administrative purposes, inmate transportation and access functions should be included under the security organization of the institution. Staff transportation should be included under the administrative services organization.

Staffing Requirements

Staff Transportation - traffic coordinator responsible for:

- Motor pool area
- Monitoring vehicle maintenance
- Dispatching
- Supervising parking areas
- Safety coordinator
- Public transportation liaison
- Monitoring gas and oil service contracts

Inmate Transportation

Unit supervisor, transportation staff and additional staff trained in security transportation methods and procedures.

Inmate Involvement

Transportation

-staff - no involvement

-inmate transportation - receiver of services only

Access - no involvement in processes.

Normal versus special and/or emergency operation. Based upon the security involved in both transportation and access, it is doubtful that any change would be made during special or emergency operation.

**Physical
Plant
Requirements**

- Motor pool area
- Visitor parking area
- Staff parking areas
- Public transportation waiting shelters
- Vehicle sally ports
- Pedestrian sally ports
- Traffic manager office
- Transportation staff office



Program

Unit:

SUPPORT

Sub-Unit:

TRANSPORTATION & ACCESS

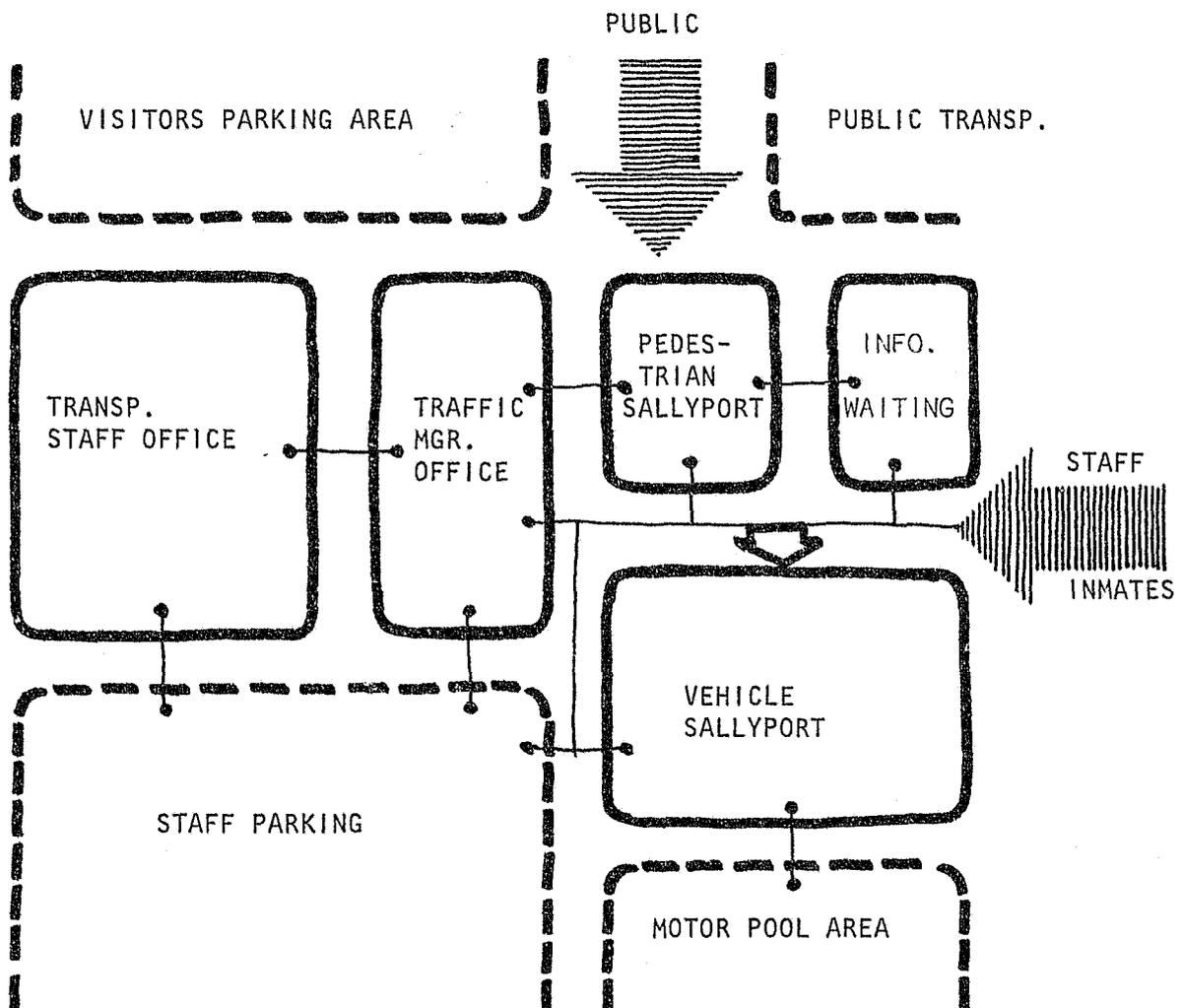
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Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Information/Waiting Area	45	1	20/Person	900	
Vehicle Sallyport	-	1	800/Area	800	
Pedestrian Sallyports	1	1	120/Area	120	
Traffic Manager's Office	1	1	150/Office	150	
Transportation Staff Off.	3	1	80/Work Sta.	240	
Motor Pool Area	-	-	-	A.R.	See (1)
Staff Parking Area	-	-	-	A.R.	See (1)
Visitor Parking Area	-	-	-	A.R.	See (1)
TOTAL				2,210	

Adjacency / Special Requirements / Notes

(1) These components are to be handled in exterior spaces.

Transportation & Access



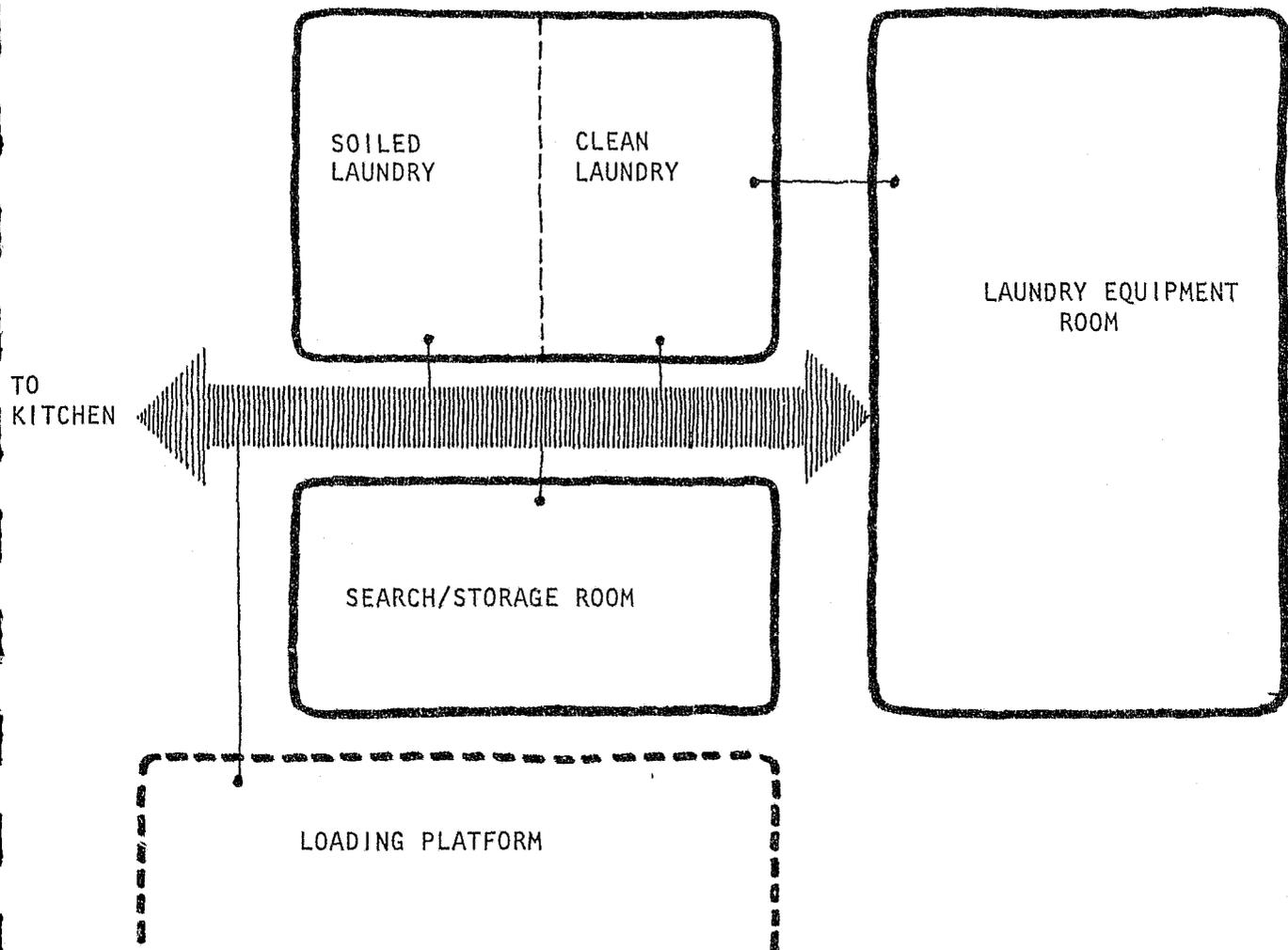
Unit:	SUPPORT	4.5d
Sub-Unit:	LAUNDRY	

Area Description	Persons Per Area	No. of Areas	Space Standards	Net S.F.	Notes
Laundry Equipment Room	5	1	400/Area	400	See (1)
Laundry Work Room	10	1	40/Person	400	
Search/Storage Room	1	1	100/Area	100	
TOTAL				900	

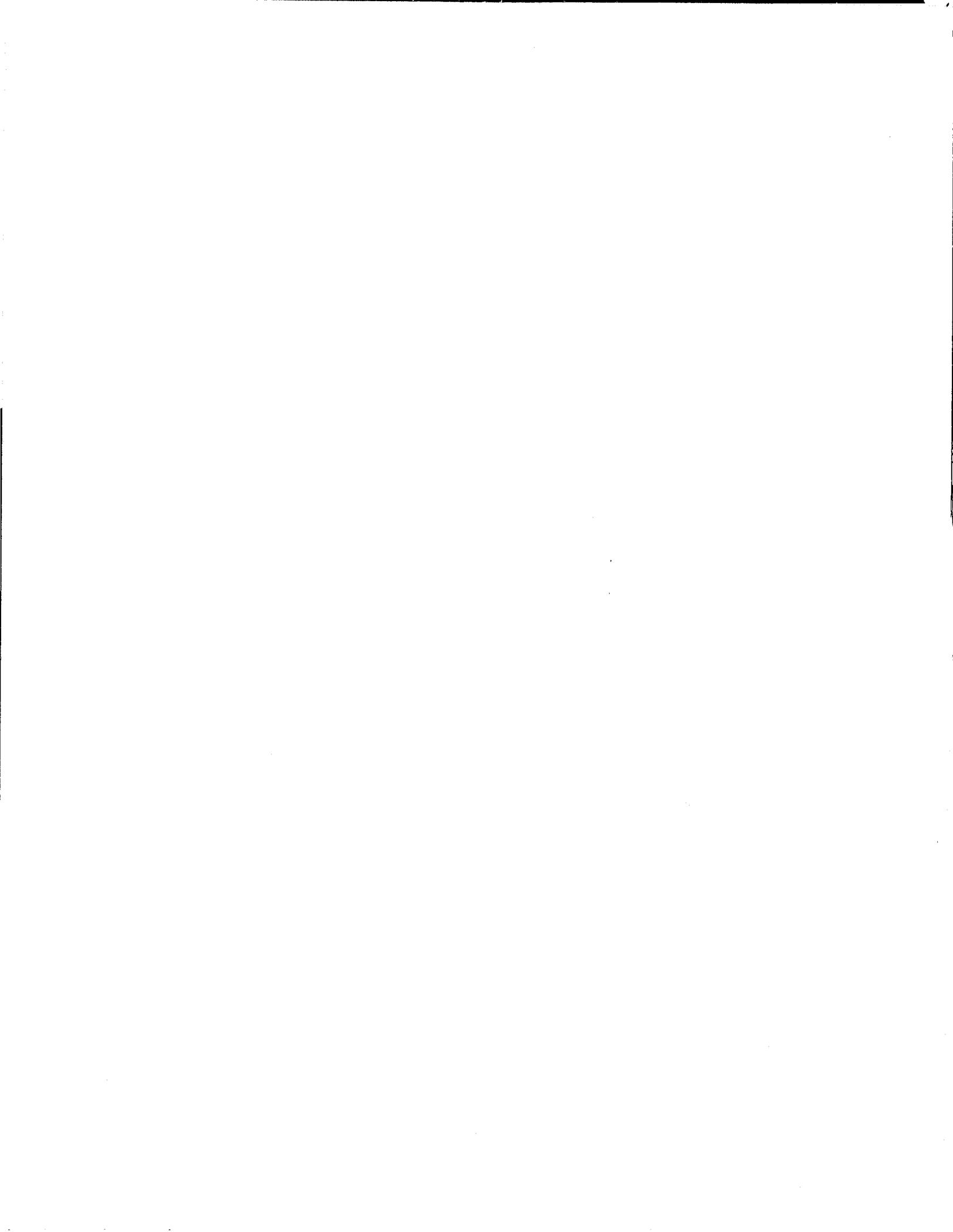
Adjacency / Special Requirements / Notes

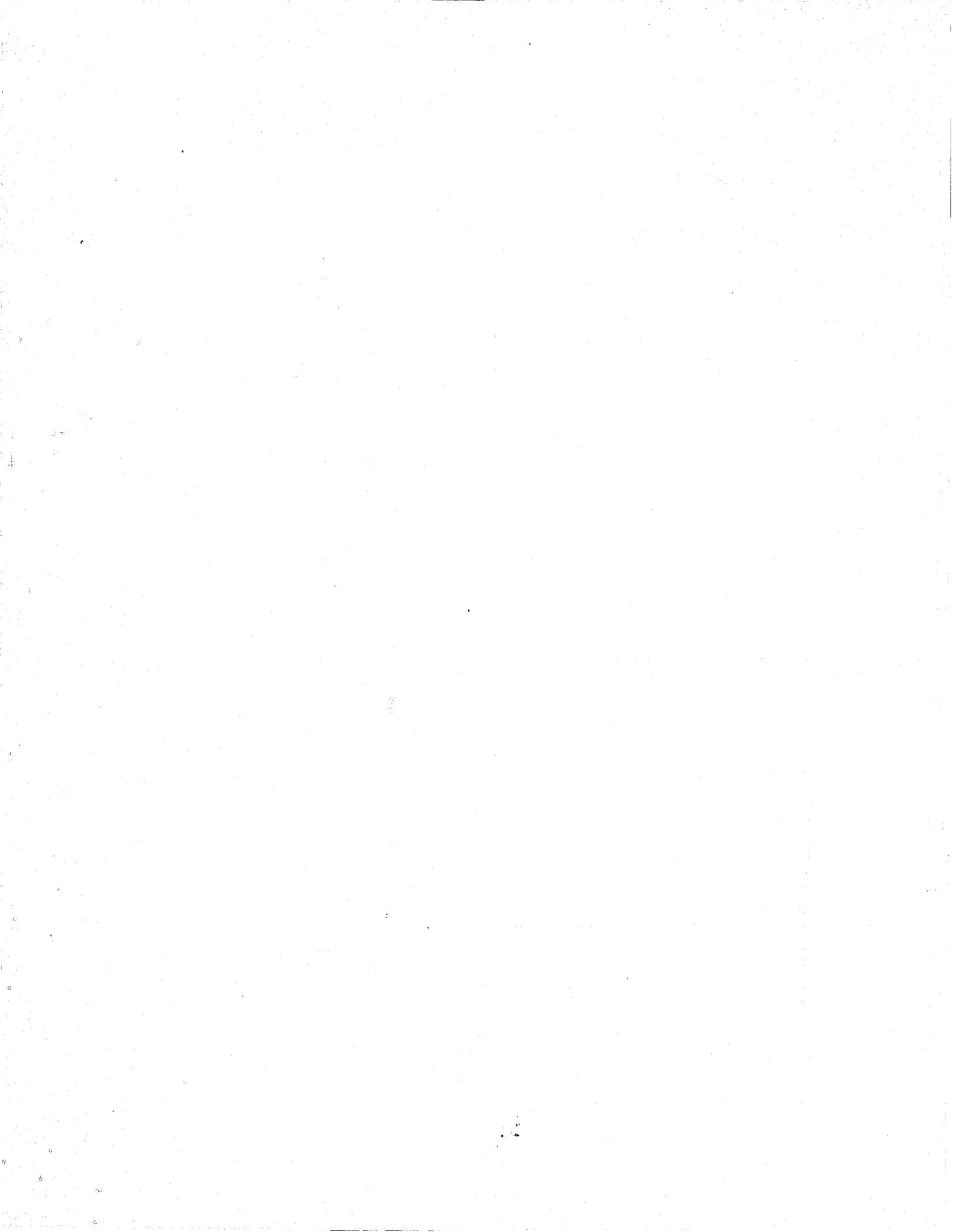
(1) Laundry may be contracted to a private laundry.

Laundry



Program	Physical Setting				
Security	Room	Unit	Cluster	Complex	Facility
	●	●	●	●	●





4.6 ELEMENT NAME

Security

Purpose

To provide a total concept of the security conditions that will be necessary to fulfill the requirements of the High Security prison.

The concept must be comprehensive enough to adequately meet the requirements of protecting the public from the most dangerous and sophisticated prisoner, and also accommodate the provisions of treating the prisoner in a just, humane and meaningful environment, at a practical cost without any significant compromise of control in the operation of the facility.

The security of this facility should be capable of handling the most recalcitrant prisoner who is transferred from other institutions, which shall include the psychiatric prisoner as well as the behaviorally unmanageable.

Accomplishment

Safely quarantine from society those inmates who require such provisions.

Incorporate security provisions to insure minimum vulnerability of this facility.

Materials used shall be selected for security characteristics. Materials shall relate to intended usage so that characteristics are equal to the task.

There shall always be a minimum of two physical barriers between prisoners and freedom.

The structure should be designed so that it can be utilized in different ways, i.e., either all maximum, or partially so, depending upon the type of prisoner held and upon type of program implemented.

All accesses to the facility shall be situated so as to expedite entrance and exit. Traffic and movement patterns throughout this facility must not conflict with each other or with the purposes of varying classifications of usage.

It shall have provisions for treating the prisoner in a dignified and purposeful environment.

All areas of activity shall be effectively watched and supervised without requiring undue direct staff-prisoner contact.

Areas of high concentrations of potential contraband materials shall be expediently inventoried and supervised without causing cumbersome delays, extra coverage of staff or loss of control.

Materials, design, colors and decor should minimize depressing, unnatural, sterile or monotonous impressions.

Provisions shall be provided to prisoner areas, but with control mechanisms available to provide interception by staff without jeopardizing their safety at any time.

Prisoners' privacy shall be carefully considered and provided in a way that does not seriously handicap staff surveillance of prisoner activity.

The facility and operational policy shall provide the flexibility to react to different classifications of inmates in different ways without the necessity of treating all alike.

Without any significant loss of control to the staff in the operation of the facility:

Related activities should have proximity to each other.

Provisions shall be made for separating inmates into small groups according to prevailing conditions.

The public shall be efficiently controlled and kept separate from restricted prisoner areas.

Contraband control throughout the institution shall be efficiently and effectively maintained without interference with routine activities or requiring significant numbers of additional staff.

Sally ports shall be provided at every entrance and exit to an area where a "large" gathering of prisoners is possible and at all vulnerable access points in any perimeter.

Relationship

Each element of this facility shall be provided within the framework of a safe environment.

Safety shall be provided for the staff who will be operating this facility; safety shall be provided the visitors and service people who will traverse this facility; safety shall be provided the prisoners who reside in this facility.

The strength of any security system is not how constricting it can be, but rather the effectiveness with which each of the components blend to weave a system which is flexible, well-balanced, stable and resilient.

Operation

Administrative Organization - The security division shall be subordinate directly to the superintendent. This division should be organized in a way that does not encourage conflict with competing responsibilities.

Inmate Involvement - No prisoner should be depended upon to provide services in the areas of critical security, or those areas which could suffer vandalism of vital operational components of the institution such as the Health Services.

Services Delivered - The Security Division shall be accountable for establishing and maintaining the procedures to be followed throughout the institution in fulfillment of the policies established by the superintendent as they relate to security. The division will provide the operational services of all security posts such as perimeter, corridor and movement control throughout the facility; contraband control; weapon and key control; visitor control; escort and transportation services; count control; crisis response assistance; communication services and control; inspection and enforcement services; entrance and exit control; and control room coverage.

Normal Versus Special and Emergency Operation - The function of the Security Division will change drastically from normal operations to emergency situations. When there is a major emergency condition such as fire, riot, lockup or evacuation, the managers of the involved functions will defer leadership to the Security Division during the emergency for resolution.

Security personnel shall be properly trained to deal with these situations, and other division personnel shall be trained to provide supportive services during such conditions.

Requirements

General Components

The facility structure should be designed in such a way that the entire complex can be used for the detention and control of the hard core prisoner.

The facility should be secure both from inmates within and intruders from without.

There should not be an over-reliance on mechanical, electrical or other forms of supplements to human involvement.

Inmates shall be restricted from learning details of the areas of the facility that are critical for the security, such as the power plant or emergency backup systems; the records and administrative areas; prisoner property storage, armory, control stations, and pharmacy.

The facility shall provide the maximum degree of staff visibility of prisoners, but conversely also provide the minimum degree of prisoner visibility of staff which are assigned to controlled security areas such as those mentioned above.

No key shall operate all the locks in a sequence, i.e., one key having the capability of providing access from a prisoner area to an unauthorized area.

The facility shall provide the maximum possible physical protection to staff without restricting staff surveillance and movement throughout the facility.

The design shall provide for no conflicts between necessary program and operational functioning, i.e., no cross patterns of traffic, no denial or suspension of such activities as showers, visiting, feeding, admissions and releases, searches, because the institution or a part of it is under lockup or other such strict security conditions.

There shall always be a minimum of two physical barriers between the prisoner and freedom. In super maximum security areas, the number of the barriers shall be increased. Staff presence and visibility will not constitute "required" barriers.

Travel routes of visitors, prisoners and staff shall not intersect at the same time or at the same location. Provisions should be made wherever practical and possible for separate avenues of travel. Where this is not possible, then time and space barriers will be utilized.

There shall be alternative routes to every major area so that staff may have access to areas of emergency without having to rely on travel through an undesirable area.

Prisoner groups shall be kept to manageable levels.

All service, such as toilets, plumbing, electrical outlets, thermostats, shall be separate from inmate areas. Maintenance should not be required to be conducted in the presence of inmates.

The strength of the security of this facility will be the sum total of all of the components, physical plant, staff resources, electronic and mechanical supplements, atmosphere and design.

There shall be a centralized security office which shall be secure and located, as nearly as possible, in the center of the facility and be able to observe some area(s) of the facility.

Perimeter Security

The primary security perimeter should not consist of any wall of any building.

There shall be adequate distance between any building or structure and the primary security perimeter from the inside.

The distance between the primary security perimeter and any outside public roads, woods, ditch or building shall provide for adequate time of response to any intrusion.

The outer border of this space shall be adequately identified to serve as a deterrent to intruders.

The primary security perimeter, the area between the facility proper and the security perimeter shall be well lighted and free from obstacles for free observation.

Sally ports should be constructed so as to eliminate conflicting travel in and out of the facility. No vehicles should routinely travel from inside to outside and vice versa. Vehicles on the inside should stay inside; vehicles on the outside should stay outside. Two options are offered:

A system of two docks for truck terminals, one outside, one inside, connected by a tunnel, enclosure, conveyor, with a sally port at each end. All deliveries and pick-ups shall be conveniently made at either end after proper security procedures have been accomplished. No searches shall be made under undue time pressures.

An internal receiving dock shall be provided with a secure area set aside within the main security perimeter.

An emergency truck gate shall be provided for in case of fire or emergency maintenance, but it is not to be regularly used in this manner.

Modern and reliable electronic security devices shall be employed to monitor perimeter integrity.

Observation Posts

Mobile Observation Posts - The primary perimeter of this facility shall be constantly patrolled by one or more roving vehicles. These vehicles shall be armed and equipped for communication and shall travel on a perimeter road situated immediately adjacent to the main security perimeter. The perimeter road must be constructed so as to be useful in all types of weather conditions.

The design of the living complex shall provide for good observation of all areas in the complex from the security control center.

Observation priorities shall be assigned to those areas which will be utilized by the largest numbers of inmates.

The living unit should be constructed to meet the following security provisions and considerations:

Contraband control shall have a high priority. Shakedowns shall be conducted expeditiously; and design and furnishing of these areas must be developed with this capability.

There shall be a minimum of living area "burn out" potential. Living must be safely assured.

Provisions should be made so that the individual prisoner can maintain his personal preference for sound and lighting in accordance with his living style within the framework of a safe, sanitary and secure environment; there should be capability to override his control by staff.

Materials used in the living areas should be sufficient to provide the capability of withstanding serious destructive efforts for a period of two hours by a vandal using those instruments normally available within that area.

Entrances and Exits General Provisions

Separate the portals for prisoners from visitors and staff portals. Staff access should be separate from visitor access. Vehicles access should be separate from each of these.

Staff and visitor access should be provided so as to minimize the length of travel and time that it takes to get to their respective destinations.

Duty stations whose responsibility is control shall not be combined with duty stations that are intended for prisoner interactions.

Prisoner Receiving

The design of this area should provide for a sally port entrance to the inner receiving area, directly accessible from a security auto port.

The receiving area should contain separate areas for a control room, shakedown, property storage, prison issue materials, booking, showering and holding.

Property storage should be located adjacent to the shakedown area, easily maintained for sanitation, ventilation, inventory and disbursement. It should be adequate in size to accommodate separate lockers for prisoner property, and a separate, adjacent, storage area for unclaimed property, property awaiting disposition and contraband.

The control room should be adjacent to the shakedown area and holding area. Each adjacent area should be observable through security glass to the officer in the control room.

The shakedown area should be adjacent to the booking and showering area, as well as the property storage and issue room.

The issue area should be secure from prisoner access so that clothing and other issued items can be controlled for contraband, theft and destruction.

The booking area shall provide facilities for fingerprinting, photography, interviewing.

The receiving areas should be equipped with both sound and visual monitoring.

The area should be radio equipped for communication with vehicles. Telephones for staff and prisoners, and an intercom system to other areas of the institution shall be provided.

Corridor Security

Corridors are to be constructed so that there are no hidden places or niches that would produce "blind spots". Corners should be reduced to a minimum for reduced staffing and maximum surveillance.

Division within corridors should be constructed of materials that do not restrict see-through surveillance.

Visiting Area Security

Each complex should have provisions for visiting.

Inmate visitors shall never be allowed in prisoners' living areas.

Shakedown areas to be provided for prisoner searches after a contact visit, adjacent to visiting area.

A reception area for visitors to be outside the main security perimeter with provisions for a waiting room and supervised children's play area.

Education Security

Primary educational facilities shall be provided adjacent to one cluster.

Educational facilities shall be so constructed as to provide controlled ingress and egress.

Class room areas shall provide easy monitoring.

Food Service Security

The relationship between good food in large quantities and security is very significant.

Provisions for eating should be provided within each living unit.

Food service should be provided in such a way that requires a minimum of time for prisoners to be away from their routine assignments of the day.

Sanitizing, dishwashing, garbage, disposal, shall be located within the central food service area.

Control of kitchenware and eating utensils shall be provided by staff with all materials accounted for before switchout from eating area.

Industry Security

All products shall be limited to those which do not provide materials for serious contra-band problems such as those caused by flammables and explosives.

Inventory control shall be efficiently and expeditiously maintained without interrupting normal daily routines.

Traffic and movement from living area to industry areas shall be through controlled access areas.

A system for the quick and efficient shakedown of prisoners shall be provided prior to returning to the living areas.

Industrial shops or components shall be physically separated from each other and shall require any inter-movement to be processed through controlled access.

Each industrial area shall be provided with a sally port entrance or a controlled elevator which leads to the warehouse or other controlled storage areas.

Each shop shall have a control center independent of shop supervision to control all movement and communications in and out of that area.

Storage Security

Industry storage shall be controlled to prevent vandalism and theft.

Living unit storage shall be provided for mattress, bedding, clothing and personal property, so that all empty or unoccupied living areas can be relieved of these materials for fire control, contraband control and sanitation.

Living units shall provide for locked storage of janitorial supplies and housekeeping maintenance materials.

The visiting reception area shall provide for locked storage of visitors' property and children's play provisions.

Secure control stations shall provide locked storage of keys, medications, contraband, weapons and emergency equipment.

Food service storage shall lock equipment and supplies to prevent vandalism and theft.

Staff property storage shall be provided for outdoor clothing and other necessary items for each shift outside the primary security perimeter or in a controlled access area.

Armory and Armament Security

This area shall be strategically located within the facility so that no prisoner, visitor or unauthorized staff person shall have access to it.

It shall be located in an area which authorized staff can reach expeditiously in times of emergency situations. This area should have adjacent areas for assembly, outfitting and briefing of staff.

It should be large enough to accommodate all the following equipment: restraints, gas equipment, weapons, photographic and TV equipment, records and charts, keyboards and special clothing.

It should also have a separate enclosed area for the storage of canisters, projectiles, and noxious gasses so that leakage can be controlled.

These areas are to be well-ventilated, capable of temperature, air exchange and control, moisture level control.

Armory areas shall be equipped with a workbench and storage cabinet for tools, parts, weapons and ammunition.

A separate area shall be provided near a full-time manned staff control station at the main entrance for the storage provisions of pagers, radio equipment, all weapons, ammunition, keys that are used during the daily routine activities of the institution.

Emergency secondary access provisions to these armory areas should be provided. Such access should be unobtrusive and with minimal possibility of inmates or intruders gaining access to or blocking staff from having access to these areas.

Medical and Psychiatric Security.

There shall be an area strategically and securely located for the storage of pharmaceutical items.

Canteen Security

Provisions for canteen must not interfere with usual scheduling movement and activities of the normal operation of the facility.

All inmate orders shall be filled at canteen and delivered to living areas with an option for inmate visits to the area.

Recreation Security

Separate outdoor recreation areas, shall be provided for each living complex.

No more than 52 inmates should ever be assembled in any recreational area at any one time.

Court and Hearings Area Security

Area should be situated so that there is no possibility of interference from other prisoners or other unauthorized people.

A shakedown area should be provided.

A security post shall be provided for controlled visual surveillance from an adjacent area to the courtroom. This area should be used for staff communications, mobilization when trouble develops, storage of weapons, contraband and other objects requiring control that the court would need to use during its various functions.

Administrative Area Security

This area should be designed for staff use only. No inmates should be allowed in this area, and all accesses to this area should be controlled by staff to prevent visitors and unauthorized people from walking in without permission.

A storage security vault shall be provided in the administration area.

There shall be a secure file room with only authorized personnel involved in the filing and issuing of files.

Laundry Service Security

Laundry service is to be provided by a central source. It shall be provided in such a way that the materials which have been laundered go through a process which provides for a search (if necessary), storage, and issue conducted only by staff before reaching the hands of inmates.

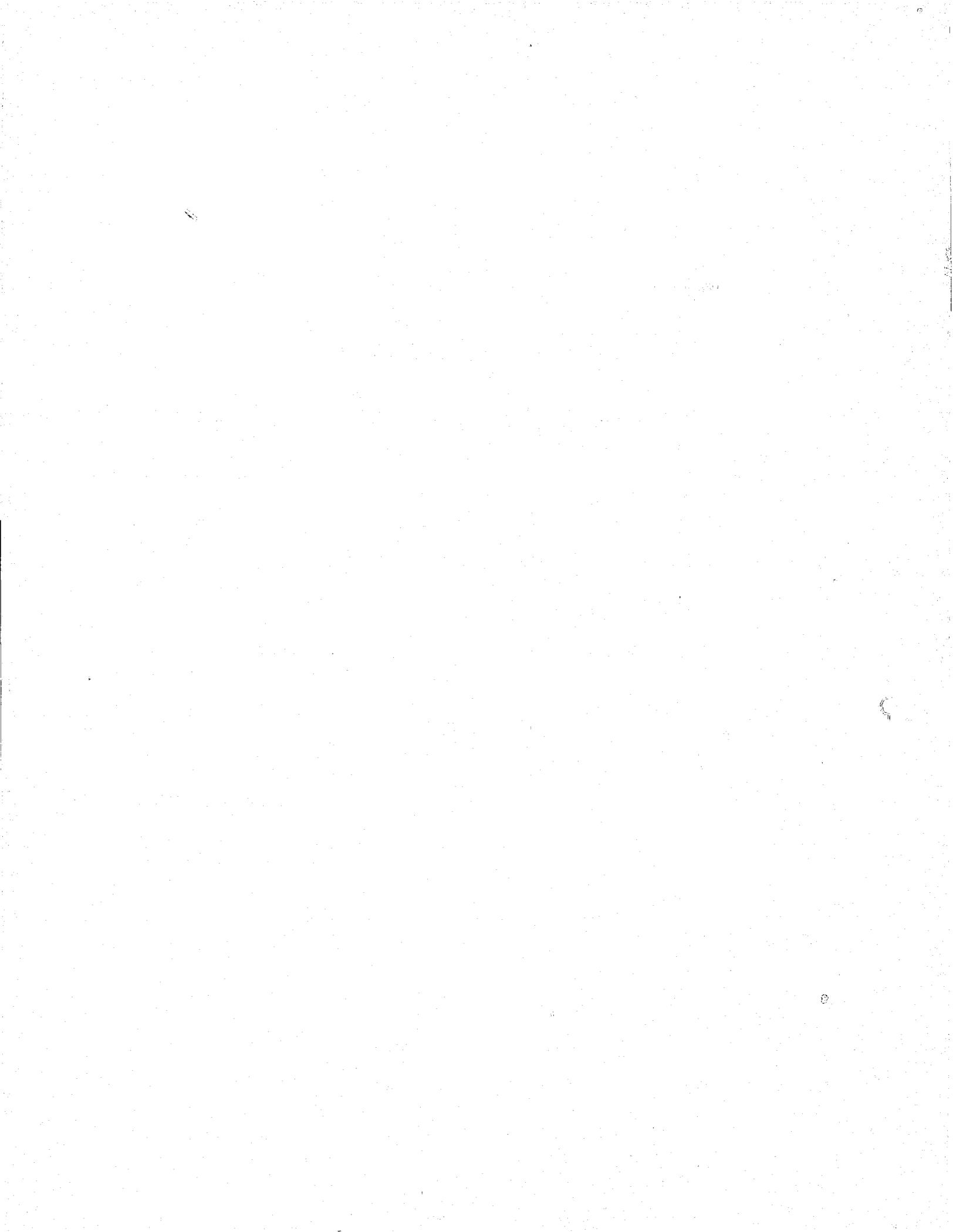
Emergency Provisions

The power plant should be situated so that it is not vulnerable to prisoner vandalism or unauthorized intrusion.

A secondary lighting system shall be provided for the medical, living, perimeter, control stations, power locks, communications equipment and corridors of the facility. This system must be isolated from prisoners and unauthorized personnel access.

Emergency plans shall be promulgated to cover situations of fire, riot, natural disaster and escape.

Each critical security post shall be provided with an emergency exit.



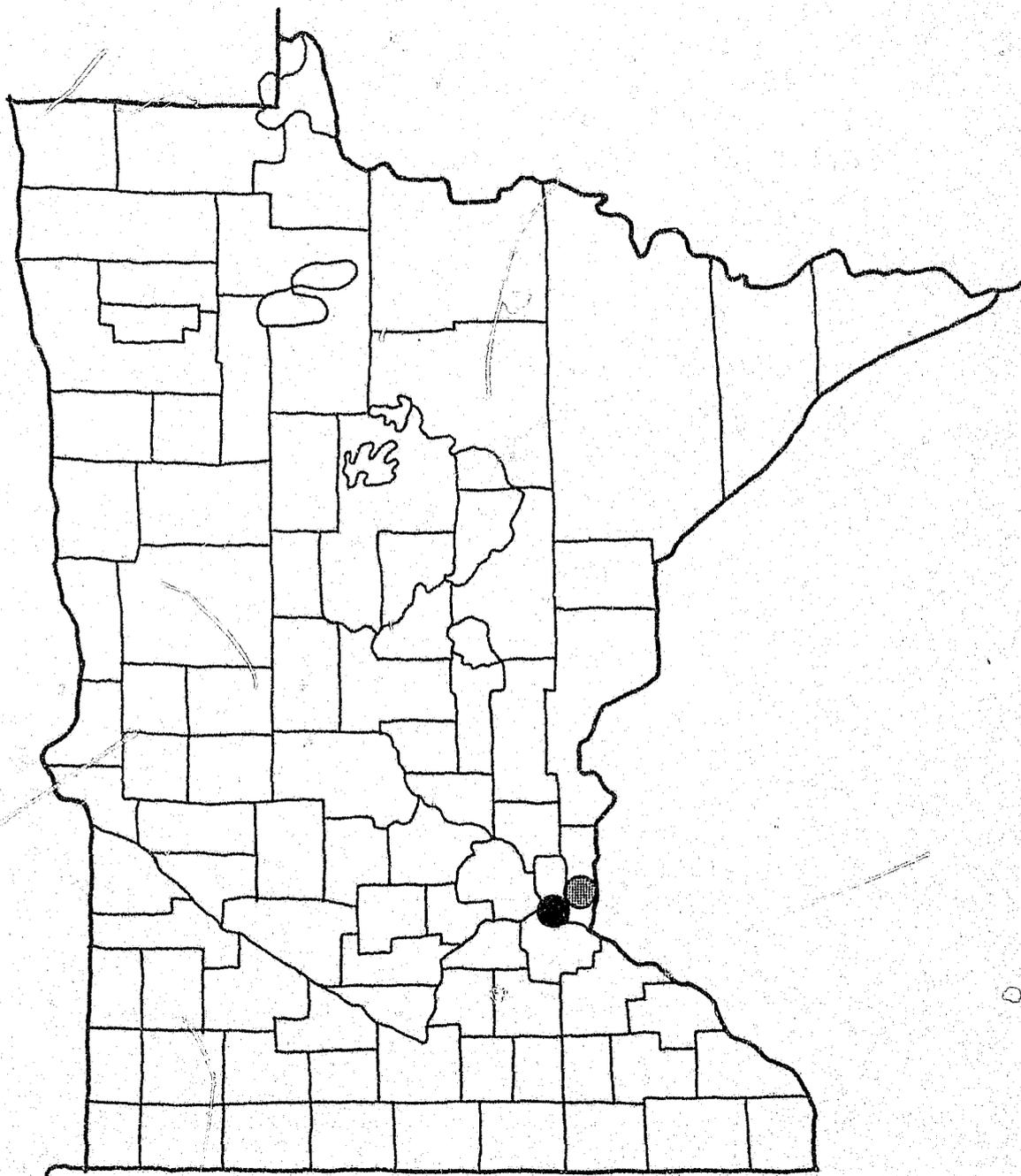


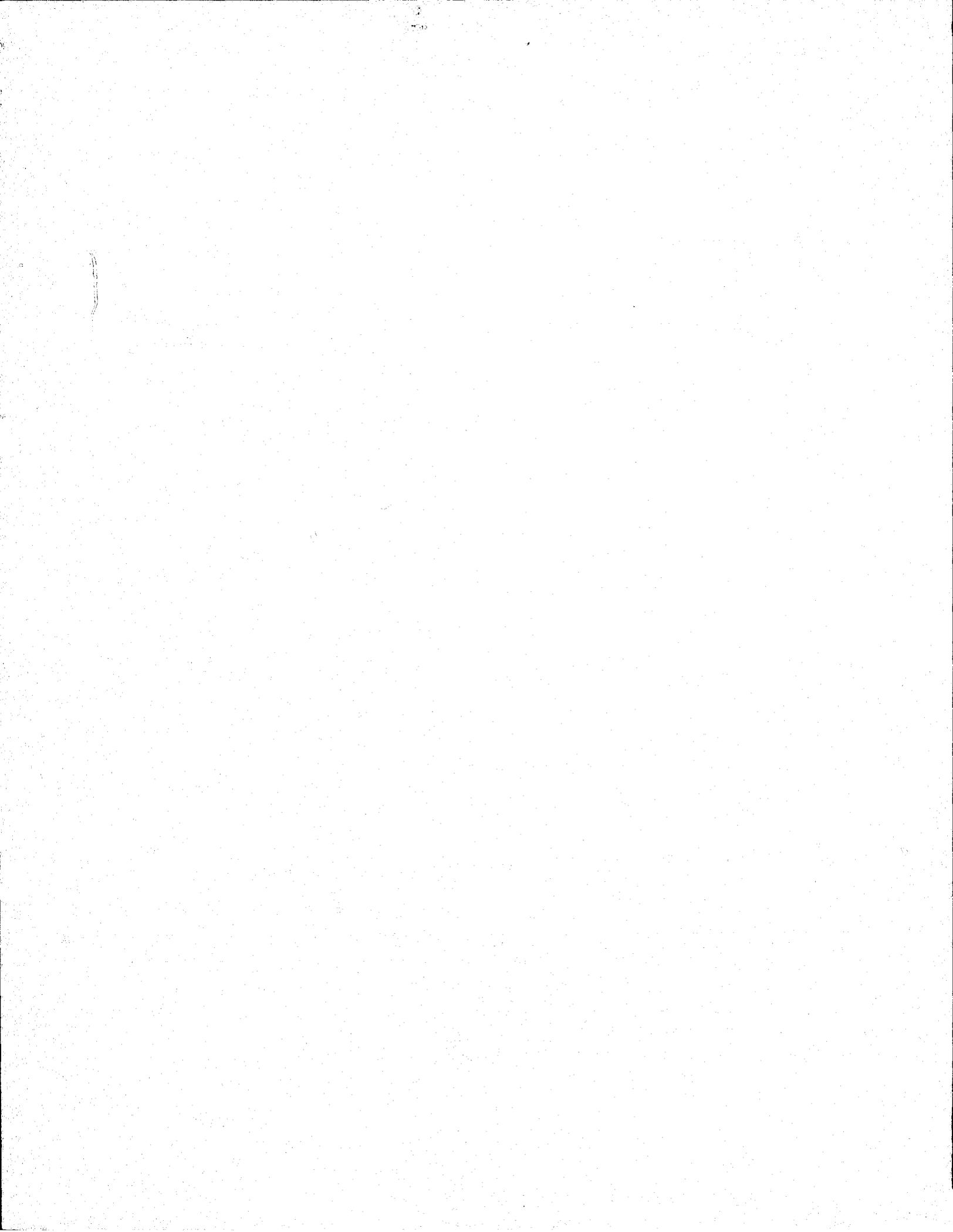
4.7 Program Summary

Area Description	Persons Per Area	No. of Areas	Net Usable SF Space Standards	ACCESS	GROSS SF
4.1 ADMINISTRATION AND PUBLIC		6 Components	22,665	(1.5)	33,932
4.2 PROGRAM AND ACTIVITY		4 Components	26,405	(1.33)	35,189
4.3 PHYS. AND MENTAL HEALTH		2 Components	11,580	(1.6)	18,528
4.4 HOUSING		2 Components	73,850	(1.6)	118,160
4.5 SUPPORT AND MAINTENANCE		4 Components (see 2)	23,280	(1.3)	30,801
CONTINGENCY		---	-----	---	3,500
FACILITY TOTALS:			157,780	See 1	240,110

Adjacency / Special Requirements / Notes

1. Overall efficiency (est.) = $\frac{\text{Net SF}}{\text{Gross SF}} = .66\%$

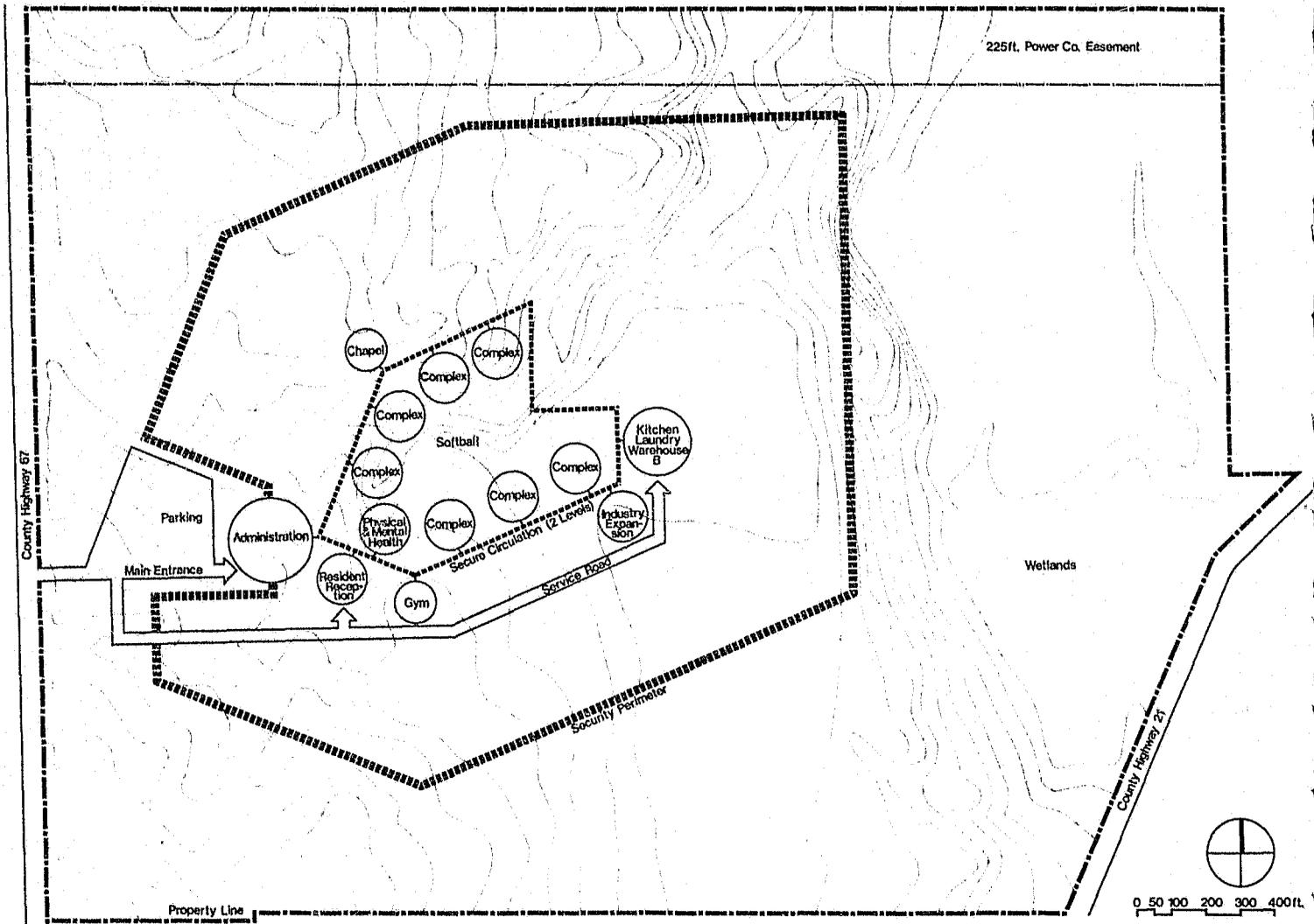




**5.1 DESIRED DESIGN
CONSIDERATIONS**

The facility concept permits the institution to function within a wide range of administrative procedures over its life cycle. It will be able to accommodate different degrees of security ranging from maximum to medium without major physical renovation. The concept emphasizes the individual need for privacy of the residents. Rooms are created to be comfortable and private as well as secure. Small, but complete bathroom facilities will be available for each room. Each room will be an outside room with a view of the commons area. The concept provides for men to live in groups no greater than 52. These are groupings which are suitable for high security operation and are of manageable size. However, administrative decisions or adoptive program changes to less secure operations will permit larger groupings of inmates for activities and work and increased movement about the institution. The concept provides an abundance of flexible and multiple use program space in both the living and program levels.

Site Concept Diagram



5.2 CONCEPT DESIGN

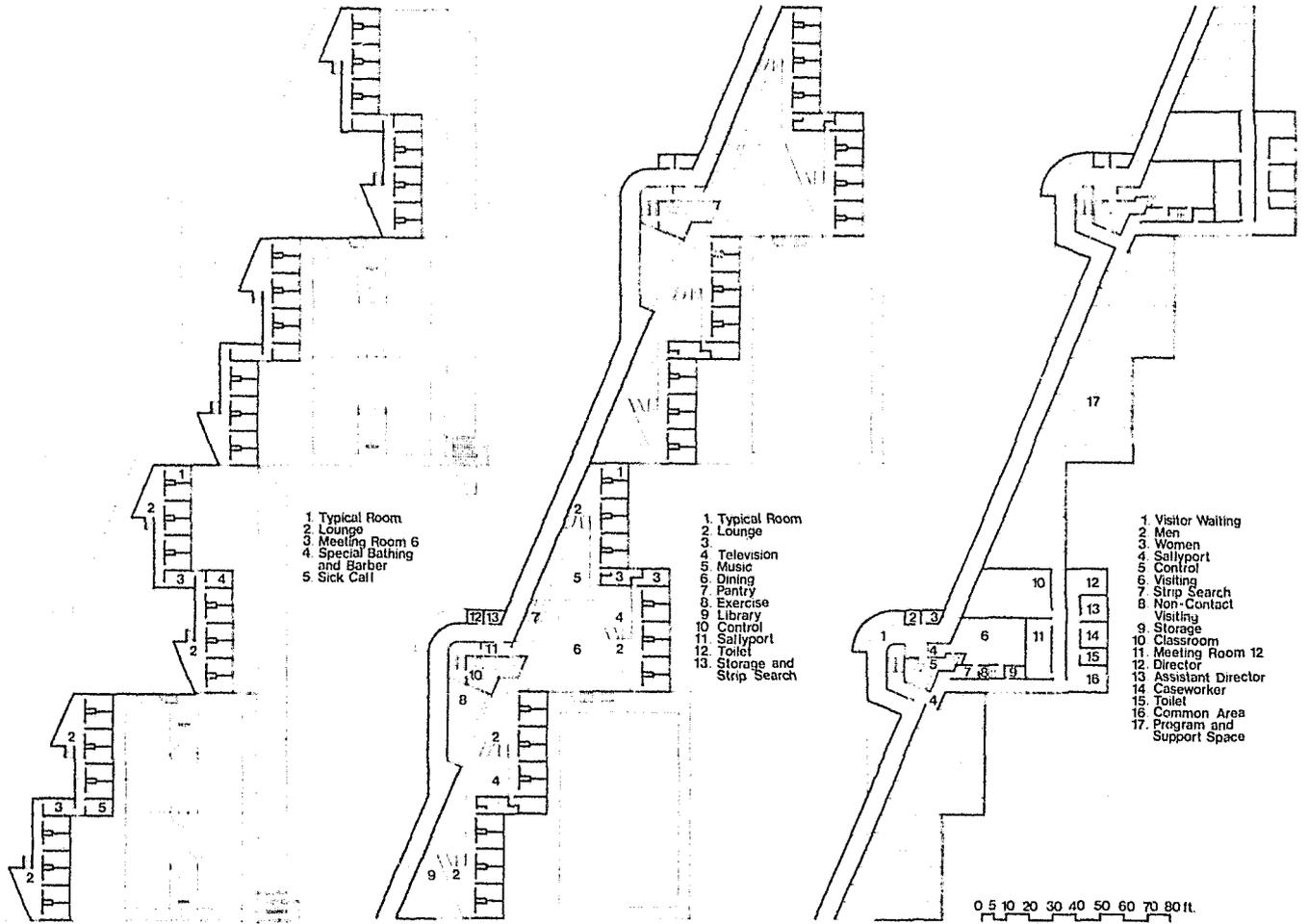
Circulation

The bi-level security spine concept permits multiple patterns of circulation without cross-circulation which can be a serious problem in a high security facility. Visitors and staff will have access to the upper level security spine for movement to any portion of the institution. Inmates will make the small amount of lateral movement necessary in the first level security spine for their program and activities. Optional circulation of inmates and staff has been provided through the "central green". Such circulation shall not interfere with the recreational function of that area.

Operations and Security

A key concept of the design is that the more remote from the institution's outer boundaries, the more freedom of movement is possible. Less freedom of movement is programmed when inmates are near the security perimeters. This inward focussed security system will make it possible to minimize the amount of guard tower surveillance necessary and therefore reduce staff costs. Internal and external site lines for staff are excellent and this will minimize the need for reliance upon closed circuit television of other systems to monitor "hard to observe" spaces.

Housing Complex

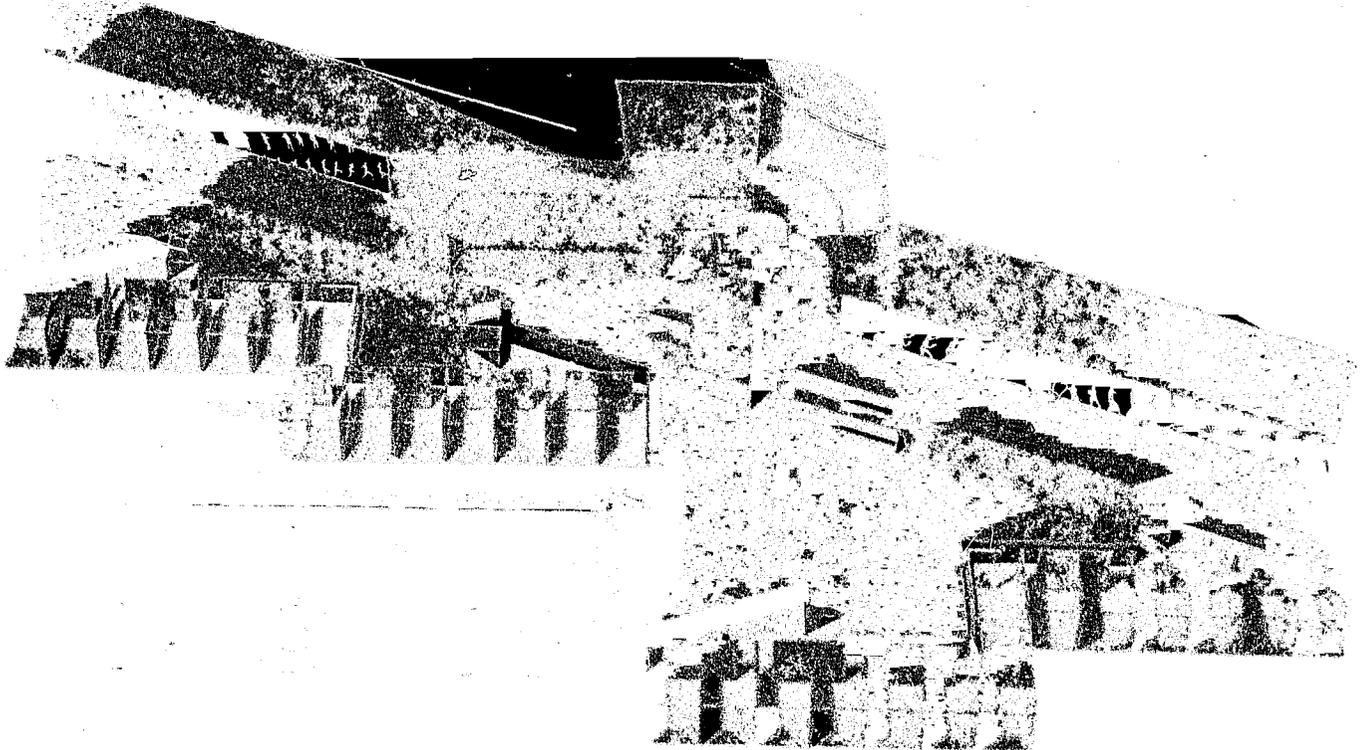


Secure Resident Level 1

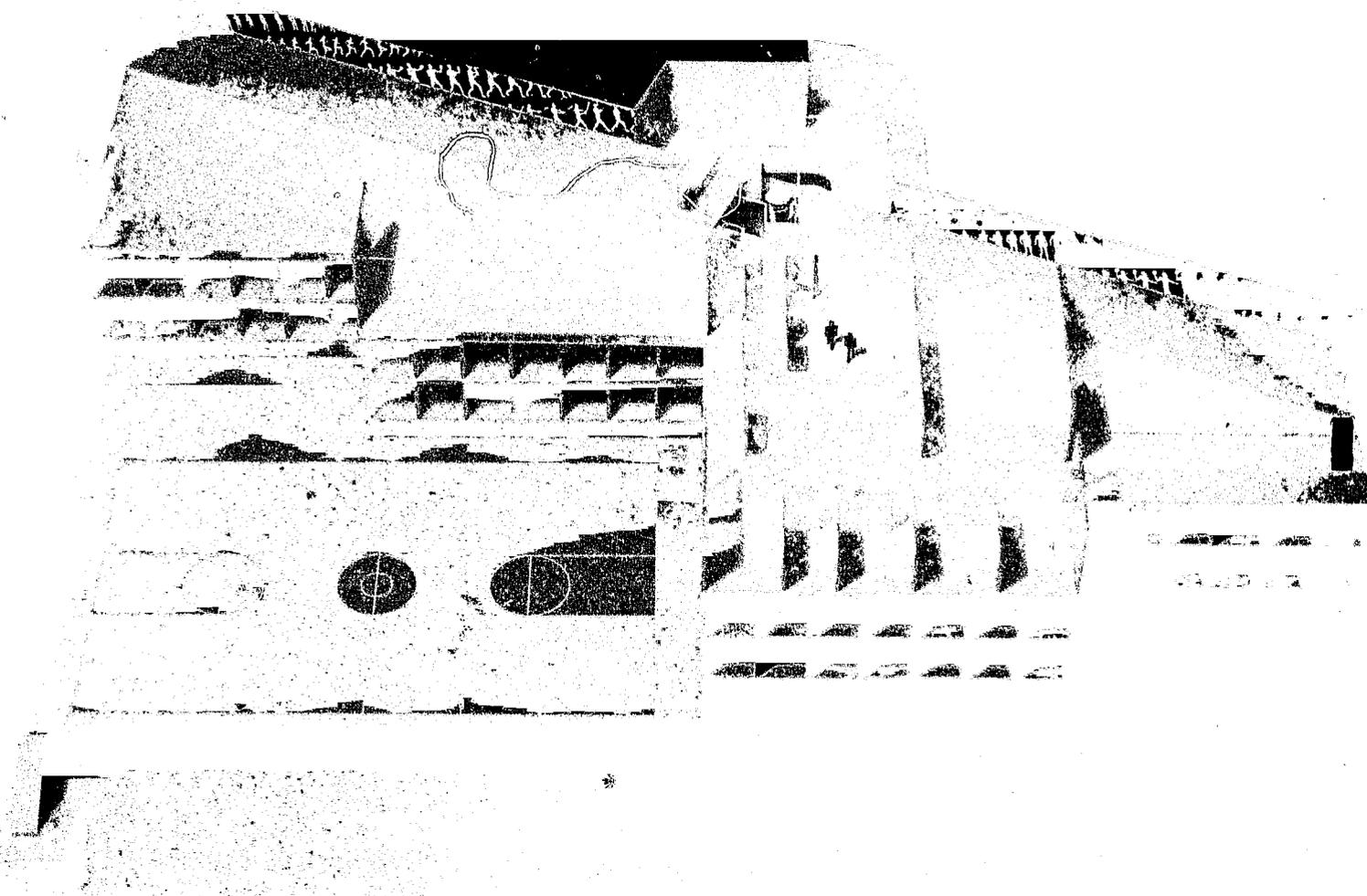
Secure Resident Level 2

Secure Staff & Visitor Level 3

Housing Complex (Level 1)



Housing Complex (Level 3)



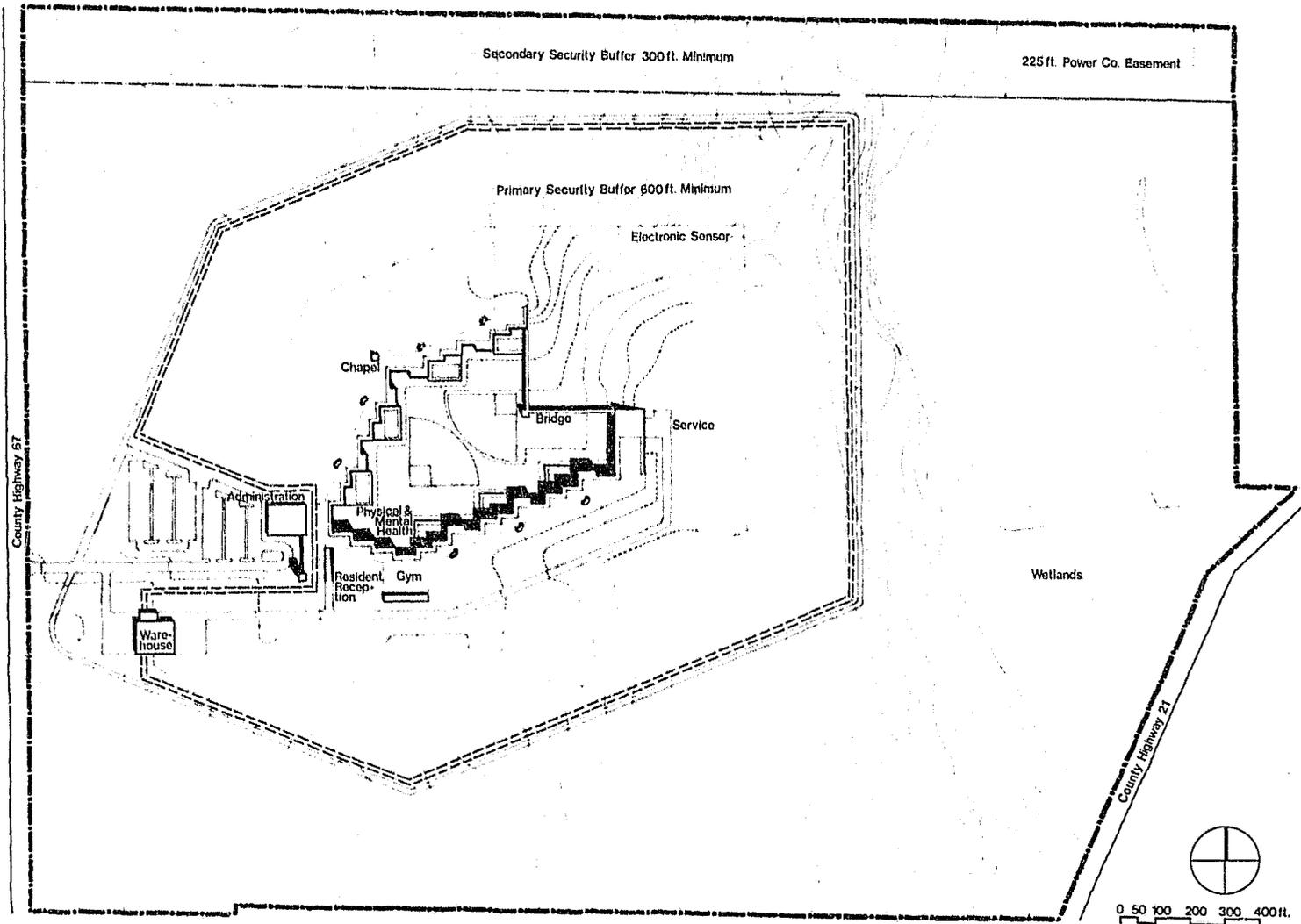
**Site and
Environment**

The concept blends well with the site selected which will utilize the hillside as a design strength. The design characteristics of the proposed concept are most comparable to those of terrace housing. This design fits well within the suburban setting in which it is placed. In addition, the design is integrated with the sloping land and captures large recreation courts along the hillside. The residential clusters are oriented towards the St. Croix Valley.

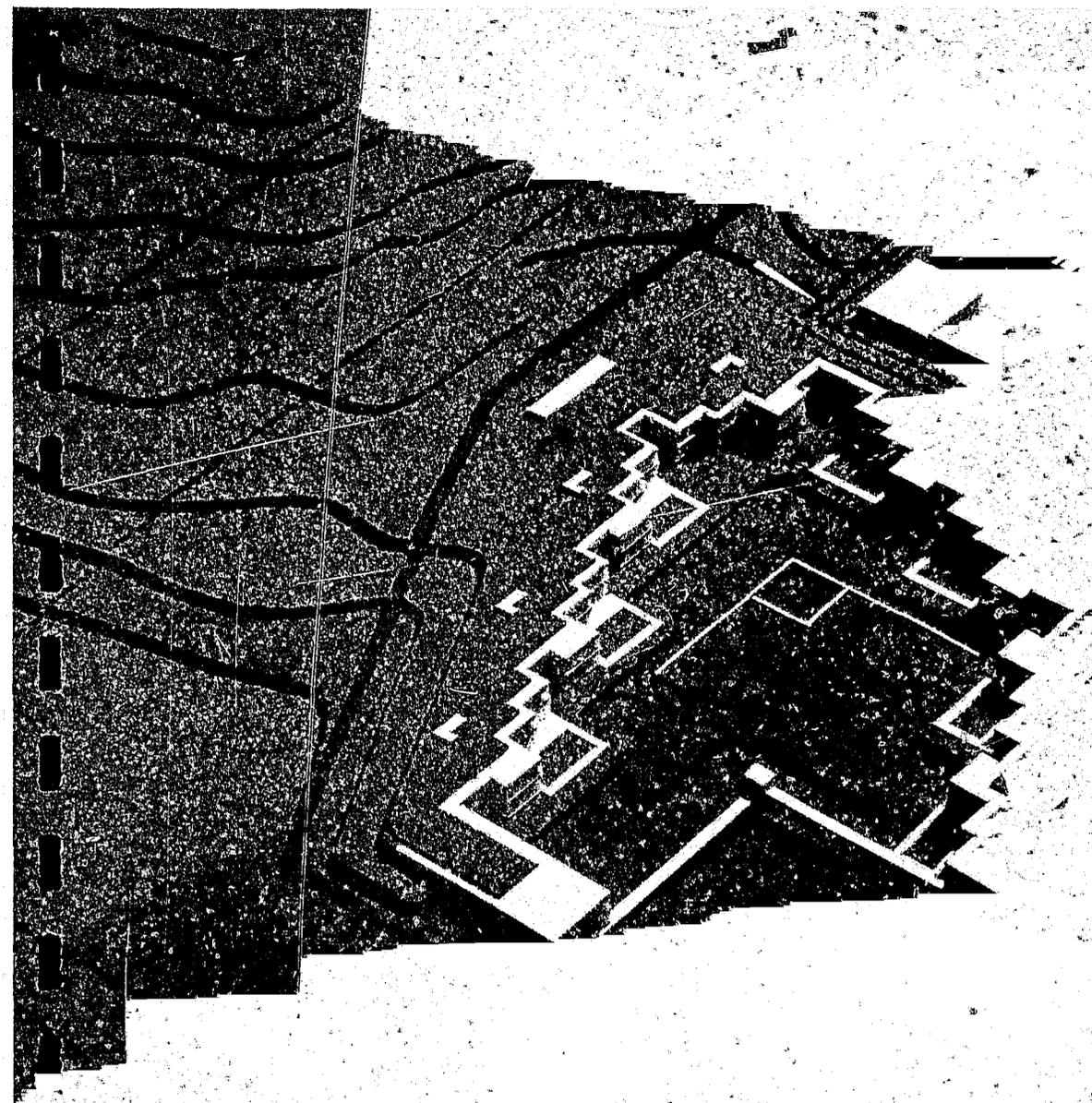
**Cost
Impact**

The concept incorporates savings in construction costs due to its hillside location. This design also will result in energy savings and will incorporate heat reclaiming design.

Preliminary Site Plan



Site Model



**5.3 PRELIMINARY
CONSTRUCTION
BUDGET
ANALYSIS**

The following is a breakdown of construction costs based on the architectural program and the preliminary analysis.

	<u>Projected Costs</u>
1. BUILDING COMPONENTS	\$18,600,000
Administration and Public Program and Activity Physical and Mental Health Housing Support and Maintenance	
2. SITEWORK	
Site Development	1,056,900
Site Contingency	158,500
3. FIXED EQUIPMENT	Included in 1
4. BUILT-IN FURNISHINGS	<u>400,000</u>
5. BUILDING AND SITE: TOTAL	\$20,215,400
6. ARCHITECTURAL FEES AND MISCELLANEOUS EXPENSES	\$ 1,480,000
7. BUILDING, SITE, ARCHITECTURAL TOTAL	<u>\$21,695,400</u>
8. ARCHITECTURAL FEES PREVIOUSLY APPROPRIATED	- <u>\$ 800,000</u>
9. ESTIMATED TOTAL APPROPRIATION REQUESTED	\$20,895,000

5.4 ENGINEERING DATA

Site Development

1. Utilities

Sanitary sewer connection is available to an existing 18" sewer approximately 1100 feet north of the proposed site. Domestic water is available from an existing 8" main adjacent to the northwest corner of the site. Electrical service will be from Northern States Power Company's distribution system located near the site.

2. Preliminary Site Cost Data

The following cost data information is preliminary in nature and is based in part on information extrapolated from small scale schematic drawings.

Demolition, Removal of Existing Buildings	<u>\$ 15,000.00</u>
Clearing & Grubbing, Tree Removal	<u>\$ 30,000.00</u>
Overlot Grading	
Excavation (incl. excavation for main buildings)	<u>\$ 300,000.00</u>
Sanitary Sewer	
(incl. extension of off-site to existing)	<u>\$ 54,500.00</u>
Storm Drainage	<u>\$ 50,000.00</u>
Concrete Access Road	<u>\$ 120,000.00</u>
Parking Lot Surfacing	<u>\$ 133,000.00</u>
Sidewalk	<u>\$ 6,400.00</u>
Perimeter Road	
Grading	<u>\$ 20,000.00</u>
4" Granular Surfacing	<u>\$ 9,000.00</u>
Water Service	<u>\$ 31,000.00</u>
Perimeter Fence & Gates	<u>\$ 163,000.00</u>
Sodding, Seeding, Erosion Control	<u>\$ 20,000.00</u>

CONCEPT DESIGN & COST ANALYSIS

Electrical Service
(Based only on very preliminary planning
information from Northern States Power
Company)

\$ 105,000.00

Subtotal \$ 1,056,900.00
Est. Contingencies 15% 158,500.00
TOTAL SITE DEVELOPMENT \$ 1,215,400.00

**Preliminary Study
of Environmental
Control System
for a Typical 52
Room Residential
Complex**

1. Design Criteria

(From State of Minnesota Design and Evaluation
Criteria for Energy Conservation in New Buildings)

a) Outdoor Design temperatures
Winter (-) 19°F
Summer 89° DB, 75° WB

b) Indoor design temperatures
Winter 68°F
Summer 78°F

c) Outdoor air for ventilation
5 cfm per person

d) Allowable building envelope thermal trans-
mittance values (u):

Roof = 0.10 (The proposed building with
approximately 4'-0" of Earth cover above
the roof will be less than this maximum
allowed)

Exposed Walls = 0.22 (Schematic drawings
do not at this time indicate the total
area of glass on the exposed wall or the
make-up of the insulated cavity wall.)
The overall thermal transmittance of the
combined gross area of walls consisting
of wall area, window area and doors will
be designed not to exceed a factor of 0.22.

2. Estimated Heat Loss: Preliminary heat loss cal-
culations for a typical 52 man complex including
ventilation for occupants is approximately 304,800
BTUH (British Thermal Units per hour)

3. Estimated Heat Gain from Occupants and Lights:
From a preliminary evaluation of lighting requirements, this heat load plus the occupant heat load for 52 complex is approximately 203,200 BTUH.
4. Analysis of Heat Gain versus Heat Loss: The above estimated values for internal heat gain versus building heat loss indicates that at outside design temperature of -19°F, the loss exceeds the gain by approximately 33%. As the outside temperature rises the heat loss reduces while the internal gain is independent of outside temperatures. At an outside temperature of approximately +10°F the estimated heat gain is approximately equal to the heat loss. The average outside winter temperature for the building locale is 28.3°F as per Chapter 43 of 1976 ASHRAE guide

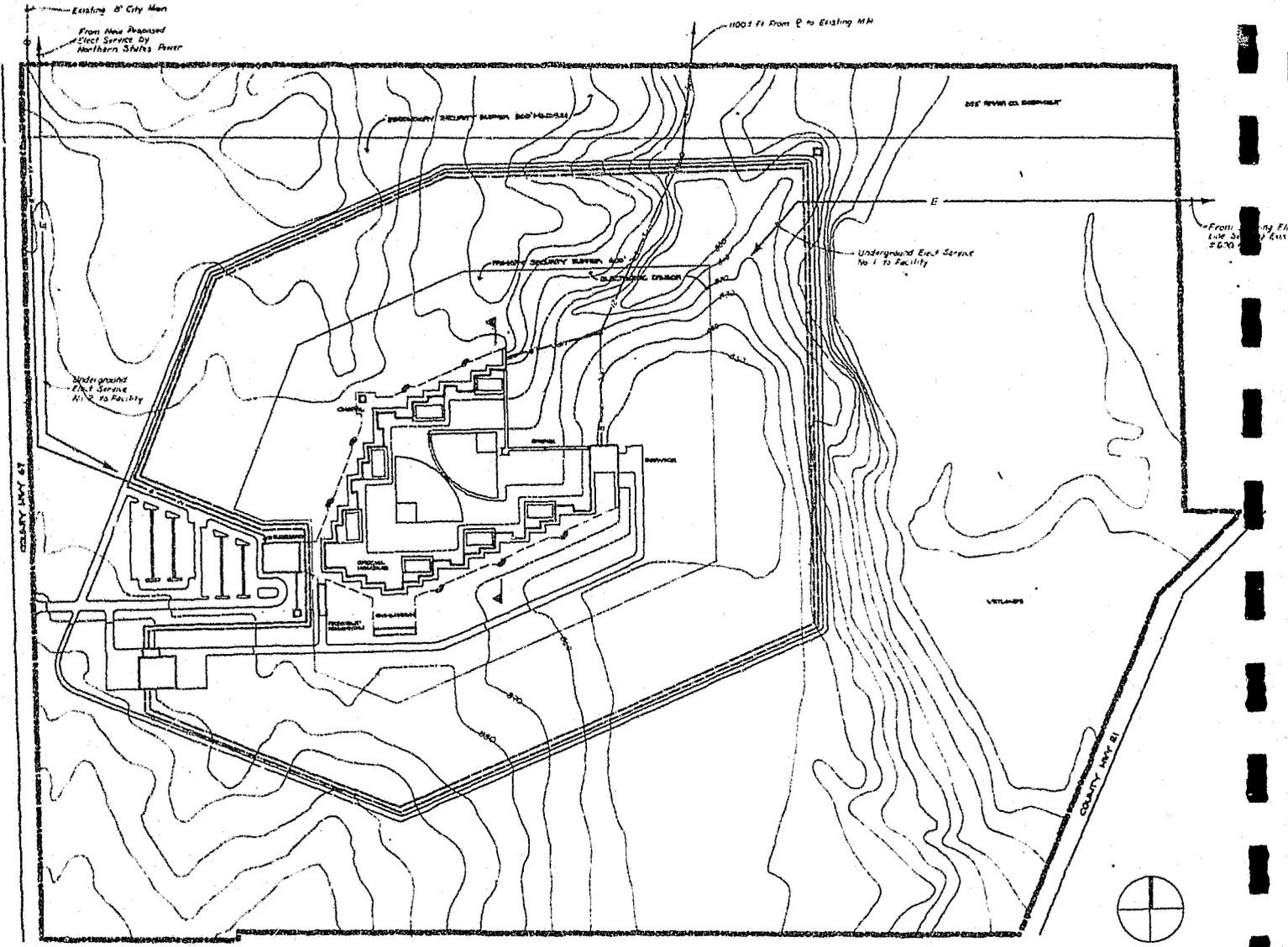
This type of preliminary data indicates that systems capable of effectively transferring heat to the perimeter heat loss areas should be considered for this project.

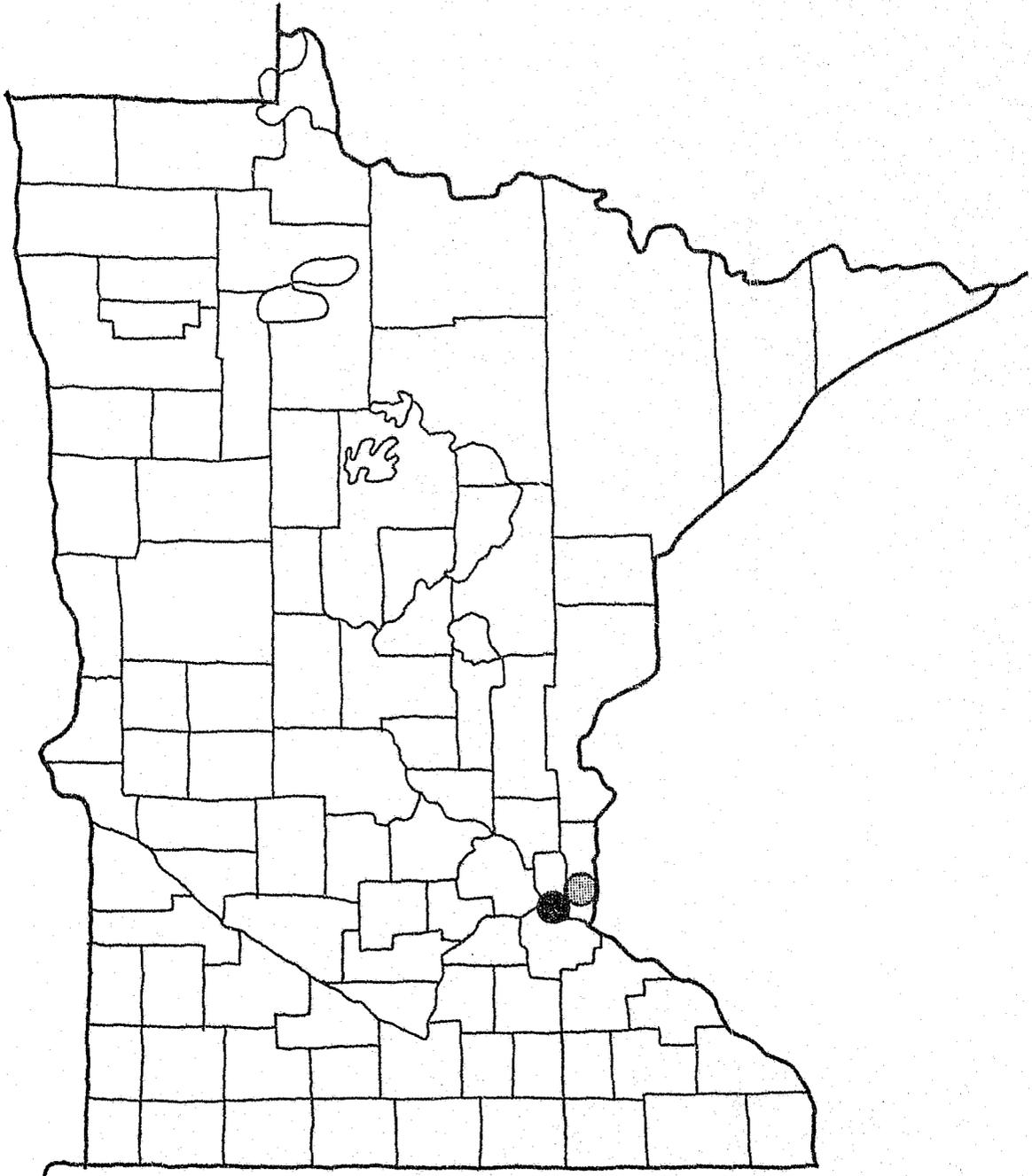
A system of this type could consist of conventional packaged air handling systems which are properly applied such that perimeter area systems are separate from interior (heat generation) areas.

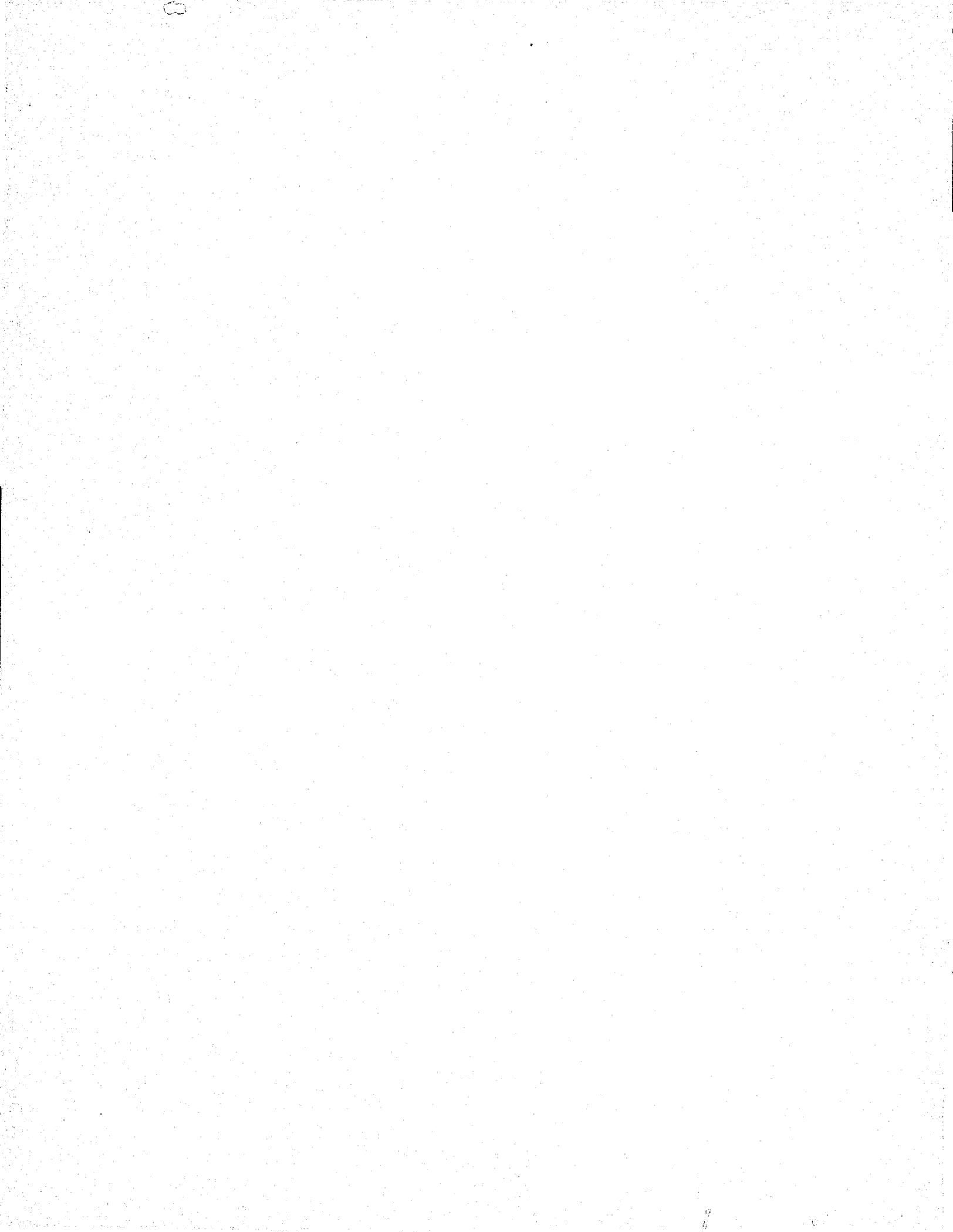
**Energy
Considerations**

The proposed building design has a minimum of exposed wall surfaces and approximately 4'-0" of earth cover on the roof of the structure. This results in a building with a design heating load of approximately 35 to 40% less than would be required if the building was totally exposed above grade.

Utilities Plan







6.1 SITE SELECTION BACKGROUND

The task force report on correctional institutions submitted to the Legislature in February, 1976, recommended "a new 400 bed maximum/medium security institution should be constructed adjacent to the Minnesota State Prison at Stillwater." (Task force report - page 10). The 1976 Legislature appropriated \$800,000.00 for "preliminary planning, working drawings and plans - adult maximum security institution." (HF No. 2677, Section 2, Subd. 3). Based upon the recommendation in the Task Force Report, the intent of the Legislature, and upon the subsequent appropriation for the project plan, site selection was carried out in the Stillwater area.

In December, 1973, custodial control of approximately 1,100 acres of land adjacent to the State Prison, previously used as the prison farm, was transferred from the Department of Corrections to the Department of Natural Resources. One of the conditions of the transfer was that the Department of Corrections could reclaim all or any part of the land within five (5) years of the date of transfer. The site selection process has been concentrated on these State owned lands. Five possible building sites have been identified on this land. There are several advantages in selecting the prison farm lands for a building site:

They meet nationally accepted standards regarding location in the State for correctional institutions.

They are currently State owned and will require no expenditure of funds for land acquisition.

They are widely identified in the Stillwater area as "prison property" and less likely to draw public criticism if used for a prison than would lands which have historically been in private hands and/or devoted to other use.

The potential sites were: 1E, 1W, 2, 3, and 4 as indicated on the following map. (See Site Map).

SITE ANALYSIS

Site Description

Site No. 1E - 159.7 acres located directly west of the present prison facility. The site is partly within the corporate limits of Oak Park Heights and partly within Baytown township.

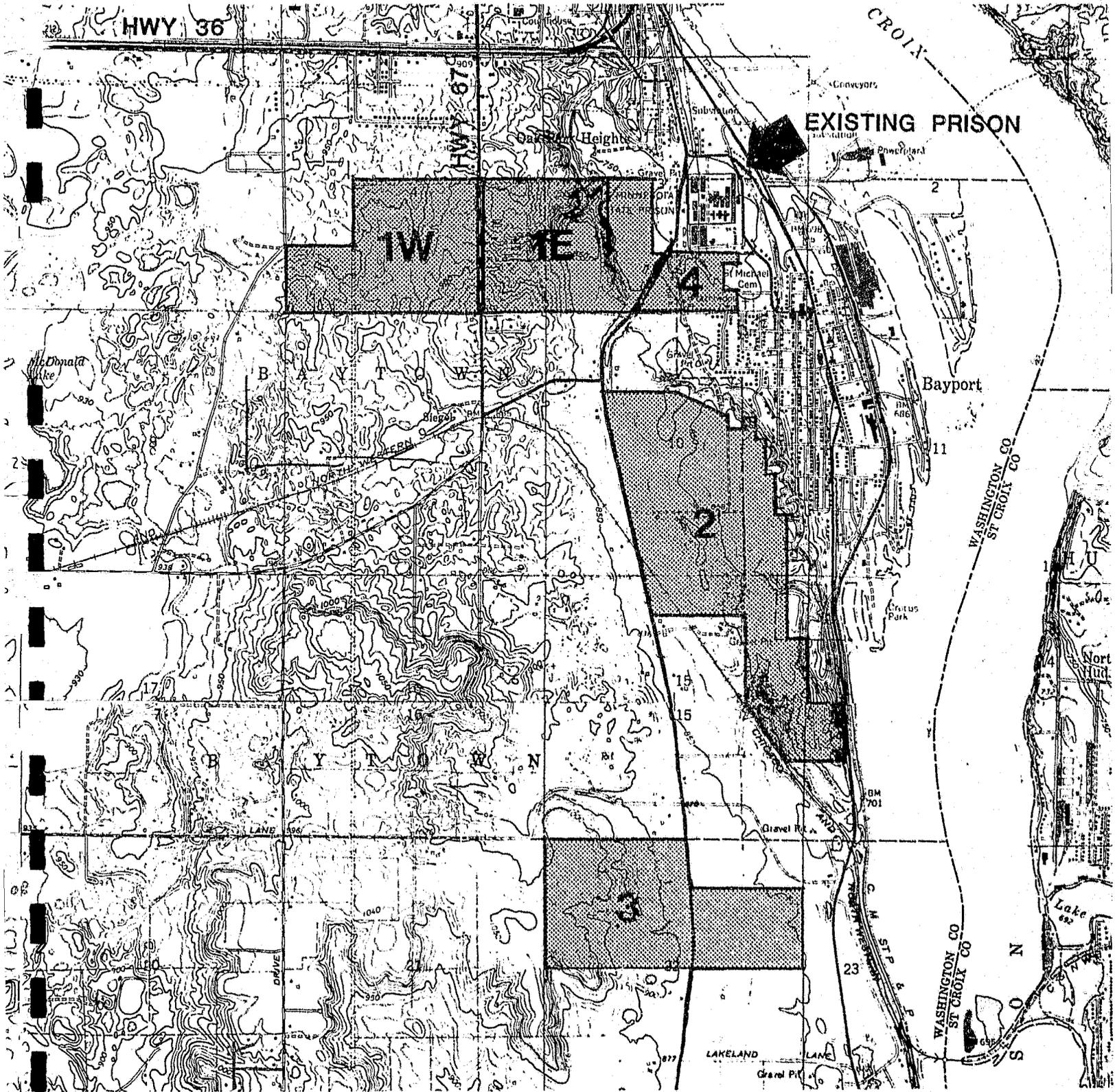
Site No. 1W - 146 acres immediately west of Site No. 1E and separated from 1E by County Highway 67. The entire site is within Baytown township.

Site No. 2 - 272.3 acres located less than 1 mile south of the existing prison facility and east of County Highway 21. Part of the site is within the city of Bayport and part in Baytown township.

Site No. 3 - 171.3 acres all within west Lakeland township. This site is split by Washington County Highway 21 with approximately 1/3 to the east of the highway and 2/3 to the west of the highway.

Site No. 4 - approximately 42 acres of the existing prison property. This site now contains some accessory buildings for the prison such as barns, shed and coal storage.

Site Analysis



**6.2 SITE OBJECTIVES
AND CRITERIA**

- To utilize existing State prison property in the Bayport area.
- To provide a site which is suitable for the architectural response to the operational needs.
- To meet environmental and natural resource requirements.
- To minimize intrusion by the facility upon the surrounding communities.

Criteria

- Proximity to present prison facility
- Size of Site
- Accessibility to staff-visitors
 - Automobile
 - Public Transportation
- Mutual buffer area for residential and public areas
- Community impact - community acceptance
- Utilities availability
 - Sanitary Sewer
 - Water
 - Power
 - Storm Drainage
- Size of building area portion
- Special site characteristics
- Zoning requirements
- Environment impact

The site selection study, was performed by the project architectural firm and approved by the Department of Corrections as a result of this report and recommendations, Site 1E was selected.

6.3 SITE STUDY ANALYSIS

A first step in planning the proposed new High Security Facility was selecting a construction site that best fulfills the many critical requirements such as accessibility, size, visibility, security, terrain, effect on surrounding development, and many others. This study evaluates four sites in the vicinity of the existing State Prison, each owned for many years by the Department of Corrections and designated as prison property.

Our charge was to select the best of the available sites. To do so, we utilized a selection process that judged each potential location on a merit basis only and minimized the effect of personal preference and prejudice.

Methodology

Through several sessions, the consultants and the project management team developed a list of eleven criteria that specifically addressed the selection of the best site from those available. Each member of the project management team and the consultant team were asked to review the criteria and place a value or weight on each one according to its importance. Five separate sets of weighting results were then combined to be used in the rating process. Data was compiled on each site by site visits, consultations with appropriate governing bodies, evaluation of aerial photographs and quantifying relative distances or other units of measure. Each site then became subject to evaluation with the eleven criteria to determine the one best for the High Security Facility.

Conclusion

Based on the above process, Site 1E rated best. The closer proximity of this site to Highway 36 provides for easy access by emergency traffic and public transportation. It is the only site evaluated that is near to existing sewer and water services located 1100 feet north. Effect on surrounding property development, present and future, will not be as great as it might be on the other sites because the eastern border abuts the existing prison and much of the land to the north and northeast is not developable. In addition, the terrain characteristics are excellent and will contribute toward a successful end result.

After thorough evaluation of the results contained in this report, we recommend that Site 1E be selected for the location of the Minnesota High Security Facility.

<u>CRITERIA</u>	<u>MEASURE</u>
<p>1. Proximity to existing facility. Measured in minutes. Shortest time best.</p>	<p>1. The most logical route from the existing facility entrance to the primary security ring of each site was plotted.</p> <p>2. A travel time was calculated using 40 miles per hour.</p>
<p>2. Proximity to nearest major highway access. Measured in minutes. Shortest time best.</p>	<p>1. The most logical route from the primary security ring of each site to the nearest major highway was plotted.</p> <p>2. A travel speed of 40 miles per hour was used to measure the distance.</p>
<p>3. Proximity to existing public transportation. Measured in miles. Shortest distance best.</p>	<p>1. Distance from the existing transit stop was measured to each site.</p>
<p>4. Effect of new facility on developed areas. Measured in number of structures. Least is best.</p>	<p>1. The number of residence and commercial buildings within a 3/4 mile radius of the center of each site were counted.</p>
<p>5. Visual impact on adjacent developed areas Rated from 0 to 5. Highest is least impact.</p>	<p>1. The planning team visited and discussed each site and rated the visual impact on adjacent areas. The assumption was made that the best situation would result if the facility were not visible at all.</p>

CRITERIA

MEASURE

6. Effect the facility will have on existing land use and zoning.

Rated from 0 to 5

Highest is least effect.

1. The planning team discussed each site and its adjacent areas and rated the probable effect. The assumption was made that the best situation results if the facility has no effect on existing land use and zoning.

7. Effect the facility will have on future known planned land use and zoning.

Rated from 0 to 5.

Highest is best effect.

1. The planning team discussed each site and known zoning and planned land use and rated the probable effect. The assumption was made that the best situation results if the facility would exactly comply with the future land use or zoning.

8. Amount of usable land area to accommodate the facility and security perimeter.

Measured in acres.

Highest is best.

1. A diagram was drawn on maps of each site showing the 12 acres required for the facility and the 900' security ring.
2. The amount of usable land on each site that will accommodate the above diagram was measured.

9. Characteristics of the terrain are compatible with the facility program.

Rated 0 to 5.

Highest is best.

1. The planning team visited and discussed characteristics of each site. The assumption was made that the best situation would result if the existing terrain will require no changes to satisfy the program.

CRITERIA

MEASURE

10. Availability of sanitary sewer.
Rated 0 to 5.
Highest is least difficult.

1. The existing sewer systems of all surrounding communities and topographic conditions of each site were examined and the Metropolitan Waste Commission was consulted. The above information was evaluated and ease or difficulty of serving the facility with sewer service was rated.

11. Availability of water.
Rated 0 to 5.
Highest is least difficult.

1. The existing water systems of the surrounding communities were examined, the assumption was made that the best situation would result if water service was available on site.

Results of Point System Analysis

RESULTS OF POINT SYSTEM SITE ANALYSIS

ALTERNATE SITES		1E	1W	2	3	4
CRITERIA	WEIGHTING POINTS					
1. Proximity to Existing Facility	250					
2. Proximity to Nearest Major Highway Access	450	3365				
3. Proximity to Existing Public transportation	375	110	3034	3078		
4. Effect of New Facility on Existing Developed Areas	550	450	110	180		
5. Visual Impact on Adjacent Developed Areas	285	375	450	220	78	2565
6. Affect of Facility on Existing Land Use and Zoning	460	483	375	285	80	230
7. Effect of Facility on Future Land Use and Zoning	400	157	282	345	35	220
8. Amount of Usable land to Accomodate Facility Program	800	175	157	80	550	103
9. Characteristics of Terrain	530	120	230	800	126	173
10. Availability of Sewer	550	325	120		460	64
11. Availability of Water	375	318	280		240	460
		550	318	530	355	400
		302	302	270	160	105
				282	143	0
						375

**CRITERION 1:
Proximity to
Existing Facility**

This criterion measures travel time from the entrance of the existing facility to the security perimeter of each site. It is clear to see that Site 4 has the minimum travel and it receives the maximum number of points (250). Although Site 1E and 1W are geographically closer to the existing facility than Site 2, the road system places Site 2 closer in terms of travel time. Site 3 is the furthest away and received the lowest number of points (80).

**CRITERION 2:
Proximity to
Nearest Major
Highway Access**

The major highway serving all sites is considered to be Highway 36. The intersection of this highway and County Road 67 or Osgood Avenue was used for the major access for Sites 1E, 1W, 2, and 3. Sites 1E and 1W are clearly the closest and receive the maximum points (450), while Site 3 is the furthest away and received 30 points. The intersection of Highways 36 and 95 was used for Site 4 and this site rates 220 points.

**CRITERION 3:
Proximity to
Nearest Public
Transportation**

The MTC stop located on Osgood Avenue 200 feet north of Highway 36 was used as the closest public transportation for all sites. Sites 1E and 1W are the closest to this stop and receive the maximum points (375). Site 3 is the furthest away and receives 35 points.

**CRITERION 4:
Effect of New
Facility on
Existing
Developed Areas**

The intent of this criterion is to measure the number of residences or businesses which may be adversely effected by location of the security facility in their neighborhood. Site 3 receives the maximum points (550) because it is far away from developed areas and surrounded by a few isolated farms. Site 2 receives the fewest points because even though it is separated from Bayport by the bluff it is immediately adjacent to the entire city and has the potential of affecting every residence and business. Site 4 is also adjacent to Bayport, but it is located in the center of an area of light development around the existing prison and receives a higher number of points (178). Although Site 1W is further away from Bayport than Site 1E, it is closer to a developed area of Oak Park Heights and receives fewer points.

**CRITERION 5:
Visual Impact on
Adjacent Developed
Areas**

This criterion is meant to measure how visible the new facility might be on each of the sites from surrounding neighborhoods. The comparison takes into account the topographic relationship of each site to the surrounding neighborhoods and roads, the amount of land available for screening outside the security perimeter and existing natural visual barriers. Site 2 receives the highest number of points for this criteria (285) because of its high elevation in relationship to surrounding areas. The heavily treed bluff effectively screens the site completely from Bayport. County Road 67 is slightly depressed on the west and the central portion of this site is not visible. Site 3 is also slightly higher than the road but on this site a very steep bluff cuts entirely through the center. Moving the bluff further back on the site will still leave the central portion highly visible. Site 4 is the most visible from the surrounding areas and receives the lowest number of points (64). Site 1E and 1W are relatively equally visible from surrounding areas and receive the same number of points (157).

**CRITERION 6:
Effect of Facility
on Existing Land
Use and Zoning**

The intent of this criterion is to measure the affect the location of the facility might have on existing land use of each site and their adjacent areas. Site 4 received the most points (460) because the site is currently used by the prison and the effect on neighborhoods immediately surrounding it would not change. Site 3 also received high points even though the land use is changing. The change will not effect the agricultural use of the surrounding areas. Site 2 rated 2311 (345) because the barrier of the bluff limits the effect on Bayport below and the agricultural land use adjacent on the three remaining sides remain unchanged. Site 1E rates slightly lower than Site 1W because it may affect residential areas on three sides instead of one. The remaining three sides of 1W are used for agriculture and will not be affected greatly.

**CRITERION 7:
Effect the Facility
Might Have on Future
Known Planned Land
Use and Zoning**

This criterion is closely related to Criterion 6 above, and the relative ratings of each site are close to the same with the exception of Site 2. This site receives the lowest number of points (80) because of plans of the DNR to declare this site a wild life management area. Site 4 receives the highest number of points because the use of this site will most likely never change. Sites 1E and 1W received fewer points (120) because the location of the facility on either side will most likely stop adjacent residential development.

**CRITERION 8:
Amount of Usable
Land Area to
Accommodate the
Facility and
Security Perimeter**

The program requires 12 acres for building and a 600 foot clear security perimeter, or 146 acres of usable land. Site 4 does not receive any points because there are not 146 acres available on the site. Site 2 rates highest (800) because there is 126.3 acres of usable land in excess of the 146 required. Sites 1E, 1W, and 3 have a relatively equal amount of buildable land and receive close to the same number of points.

**CRITERION 9:
Characteristics
of the Terrain
Are Compatible
With the Facility
Program**

The intent of this criterion is to measure the ease or difficulty which will be encountered in satisfying the site security program requirements. Site 2 receives the highest number of points because it is a large unobstructed field which will require very little, if any, grading and no tree removal. Site 1E and 1W are relatively equal. 1E will require a great deal of tree removal and some grading, while Site 1W has fewer trees but will require extensive grading to remove several ponds and low lying areas. Site 3 will require the complete removal or regrading of a high bluff running through the entire site.

**CRITERION 10:
Availability of
Sewer**

At the present time the only sewer capable of serving the new facility is the 18" line 1100 feet north of Site 1E. Obviously, Site 1E receives the maximum points (550). Site 1W would require an extension of this line and receives 410 points. Although Site 4 is closer to the 18" line than 1W, because of topographic conditions, the line would most likely require a pumping station so this site also receives 410 points. Site 2 would require a long extension of the line and, therefore, receives 410 points. Site 2 would require a long extension of the line and, therefore, receives fewer points (270). There are no plans for sewer service to Site 3 so it receives (0) points.

**CRITERION 11:
Availability of
Water**

There is water available on Site 4 so this site receives the maximum number of points (375). Water is available north of Sites 1E and 1W on County Road 67, resulting in these sites getting a better rating than Site 2, which would require an extension of water service. Site 3 would require a well and receives the lowest number of points (143).

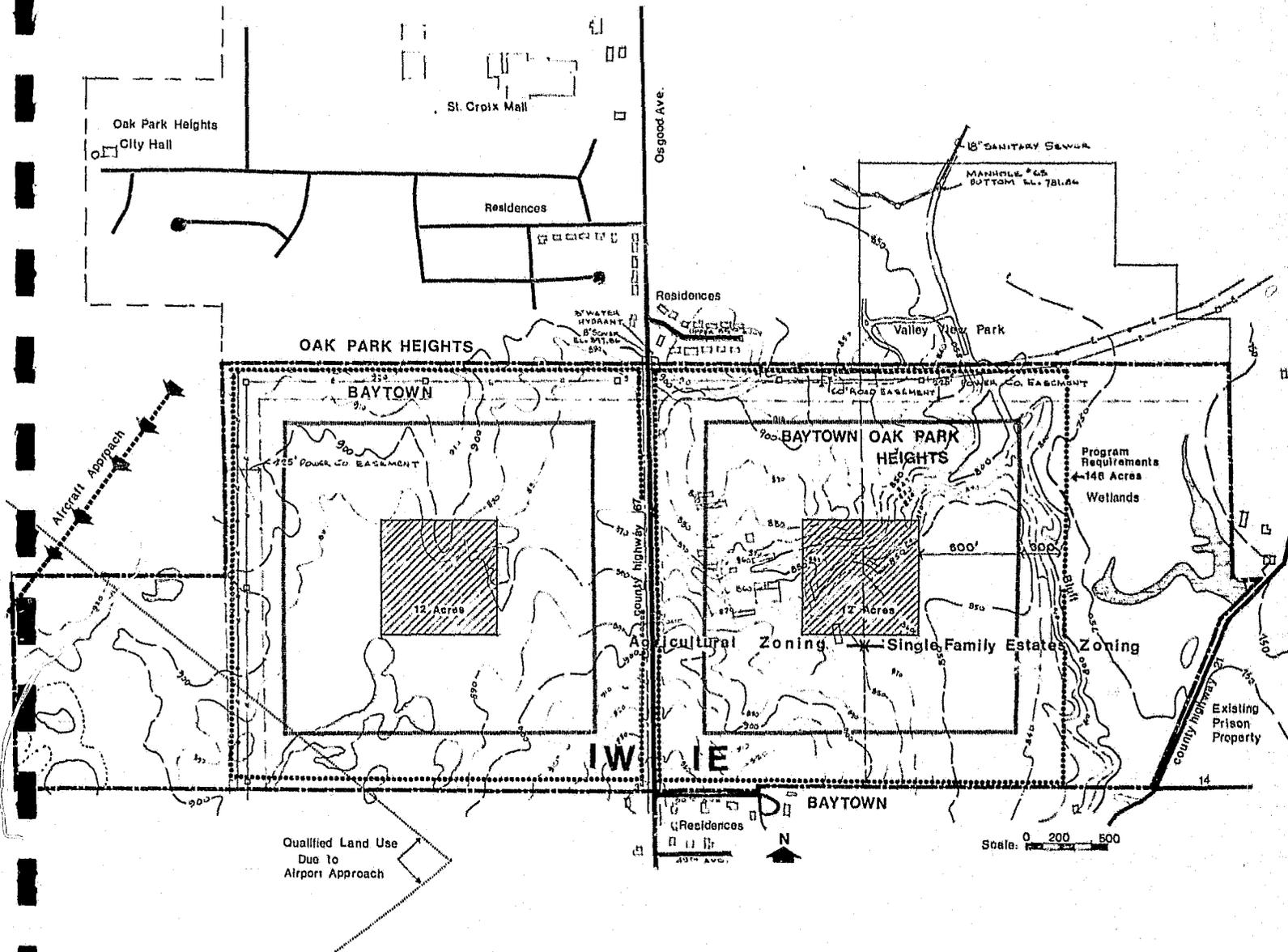
Computed Criteria Points and Site Totals

CRITERIA	WEIGHTING	ALTERNATE SITES				
		1E	1W	2	3	4
1. Proximity to Existing Facility	250	110	110	180	80	250
2. Proximity to Nearest Major Highway Access	450	450	450	220	30	220
3. Proximity to Nearest Public Transportation	375	375	375	78	35	103
4. Effect of New Facility on Existing Developed Areas	550	483	282	8	550	178
5. Visual Impact on Adjacent Developed Areas	285	157	157	285	126	64
6. Effect of Facility on Existing Land Use and Zoning	460	175	230	345	460	460
7. Effect on Future Known Land Use and Zoning	400	120	120	80	240	400
8. Amount of Usable Land to Accommodate Facility Program	800	325	280	800	355	0
9. Characteristics of Terrain Compatible with Facility Program	530	318	318	530	160	105
10. Availability of Sewer	550	550	410	270	0	410
11. Availability of Water	375	302	302	282	143	375
TOTALS	5025	3365	3034	3078	2179	2565

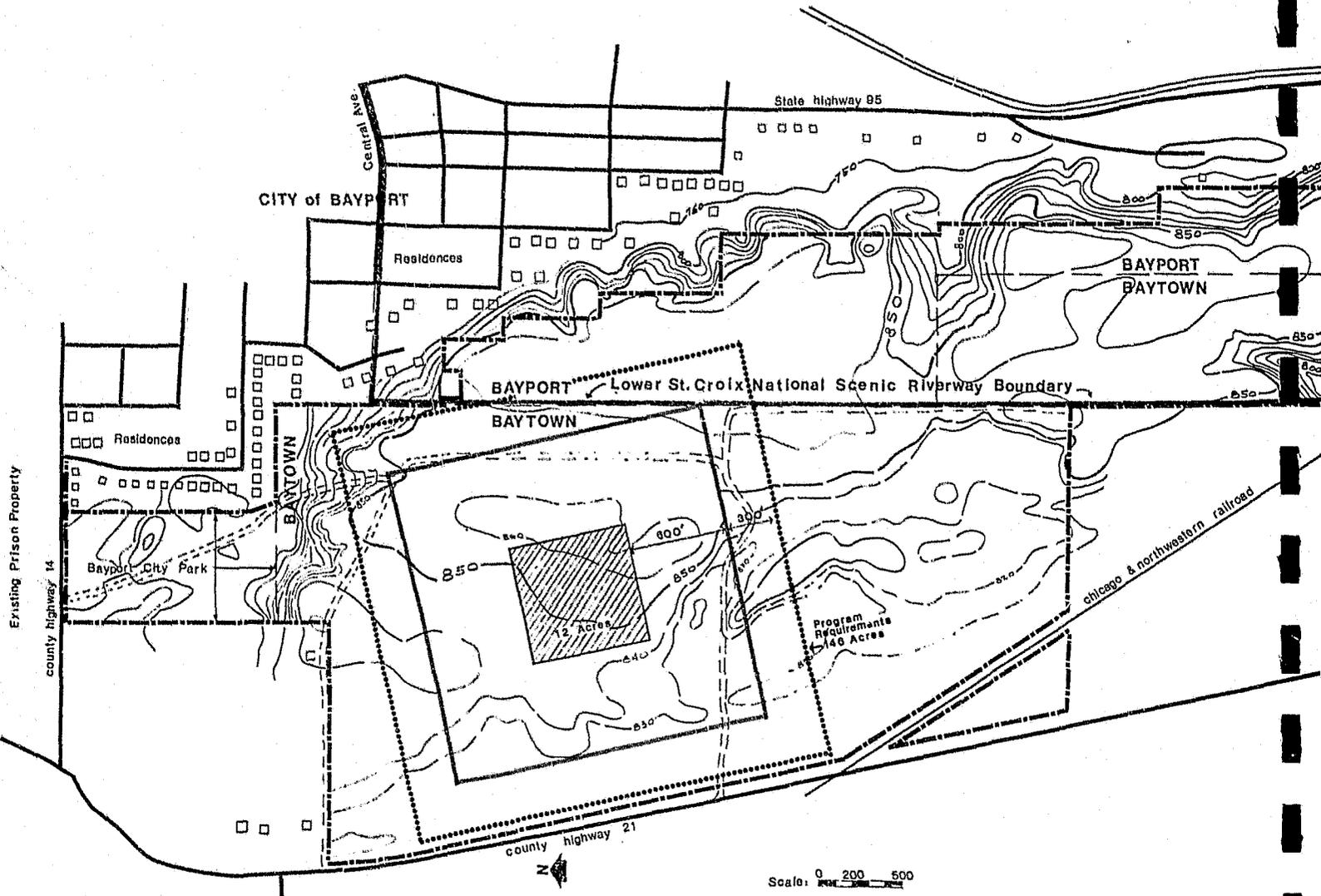
Data Sheet - Criteria Measure

CRITERIA	UNIT OF MEASURE	ALTERNATE SITES				
		1E	1W	2	3	4
1. Proximity to Existing Facility	Minutes	1.1	1.1	0.7	1.5	0.5
2. Proximity to Nearest Major Highway Access	Minutes	0.4	0.4	2.5	5.2	2.5
3. Proximity to Nearest Public Transportation	Miles	.75	.75	2.3	8.4	1.7
4. Effect of New Facility on Existing Developed Areas	Number of Houses	197	314	612	6	538
5. Visual Impact on Adjacent Developed Areas	Rating 0-5	2.5	2.5	4.5	2	1
6. Effect of Facility on Existing Land Use and Zoning	Rating 0-5	1.5	2	3	4	4
7. Effect on Future Known Land Use and Zoning	Rating 0-5	1.5	1.5	1	3	5
8. Amount of Usable Land to Accommodate Facility Program	Number of Acres	159.7	146.0	272.3	171.3	0
9. Characteristics of Terrain Compatible with Facility Program	Rating 0-5	3.5	3.0	5	1.5	1
10. Availability of Sewer	Rating 0-5	5	3	2	0	3
11. Availability of Water	Rating 0-5	2.5	2.5	2	1	3

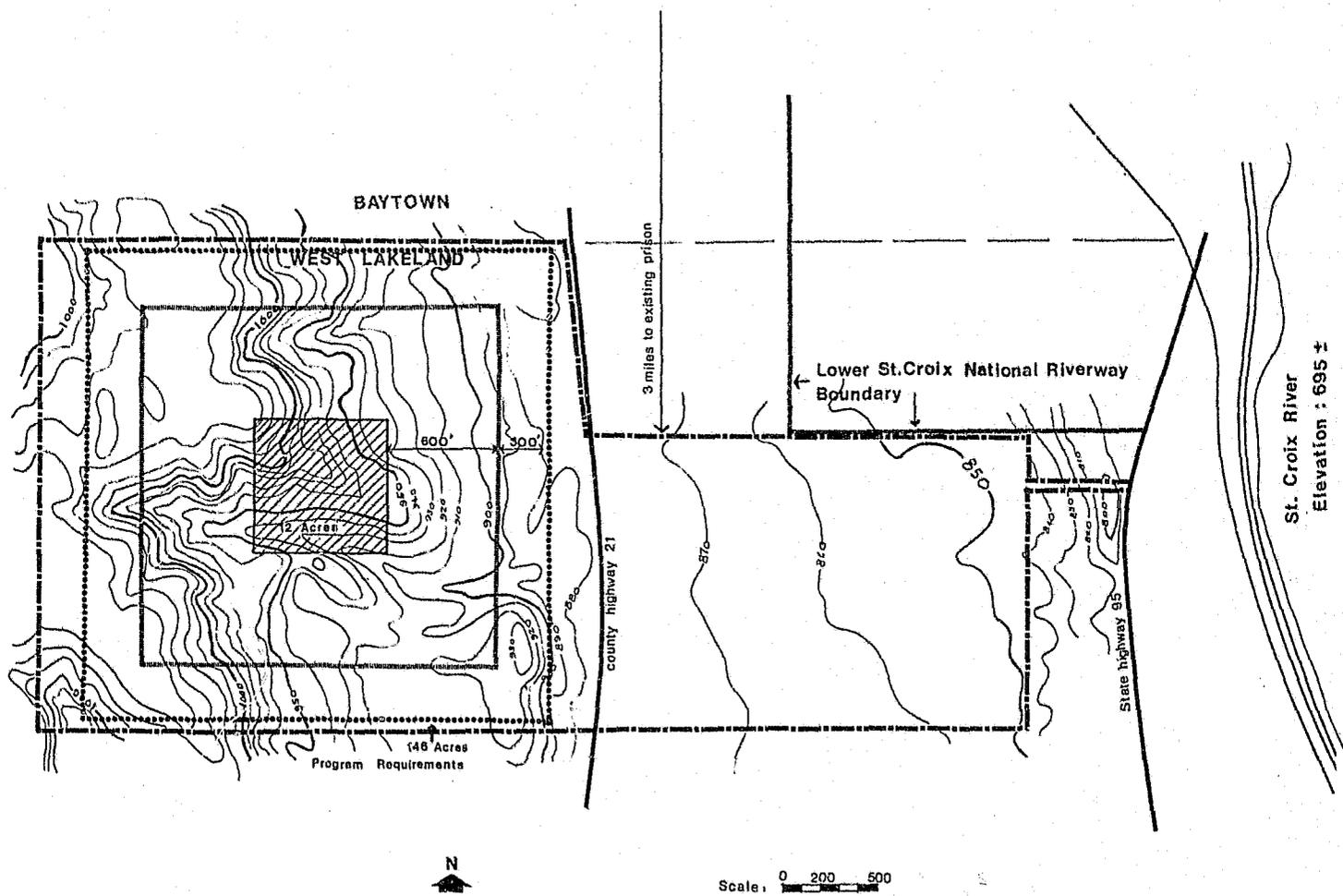
Site 1



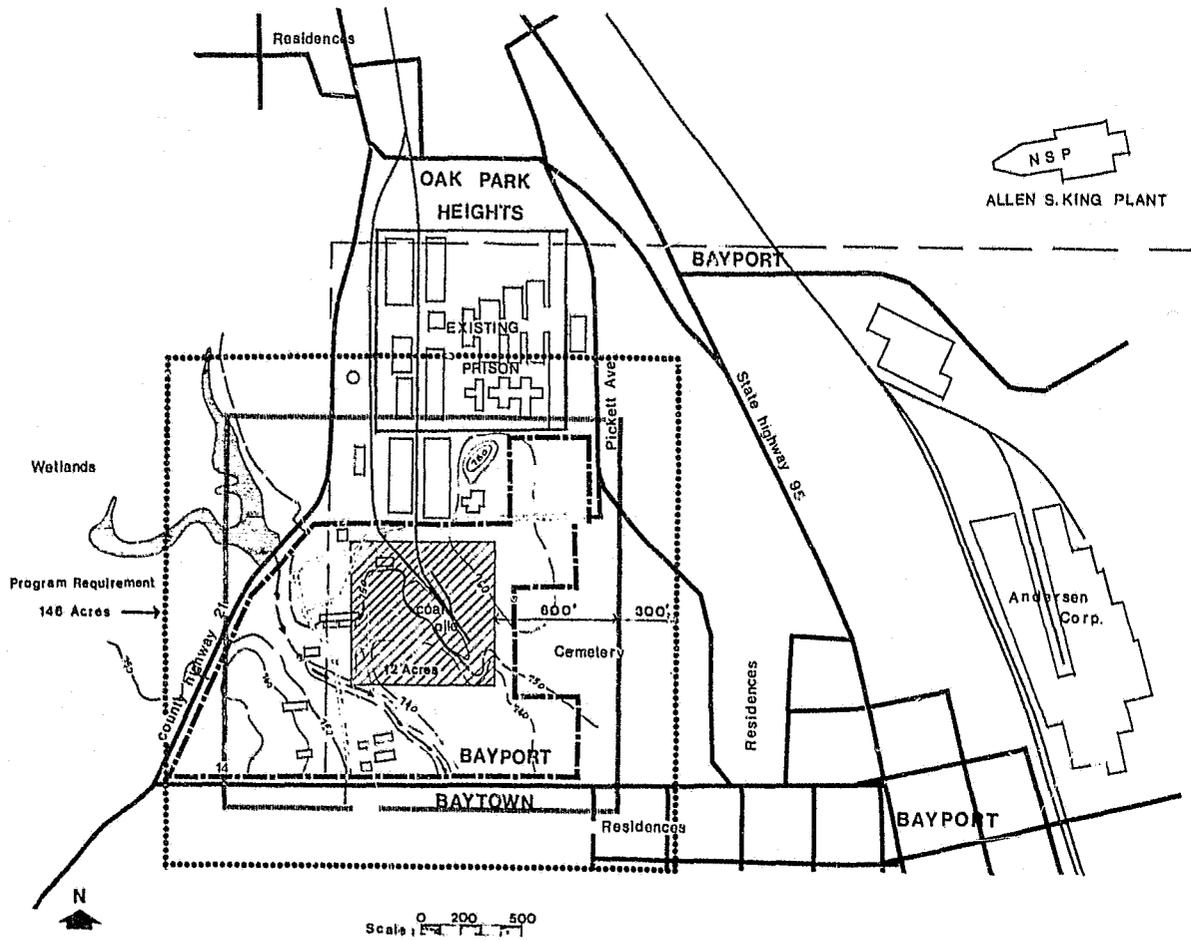
Site 2

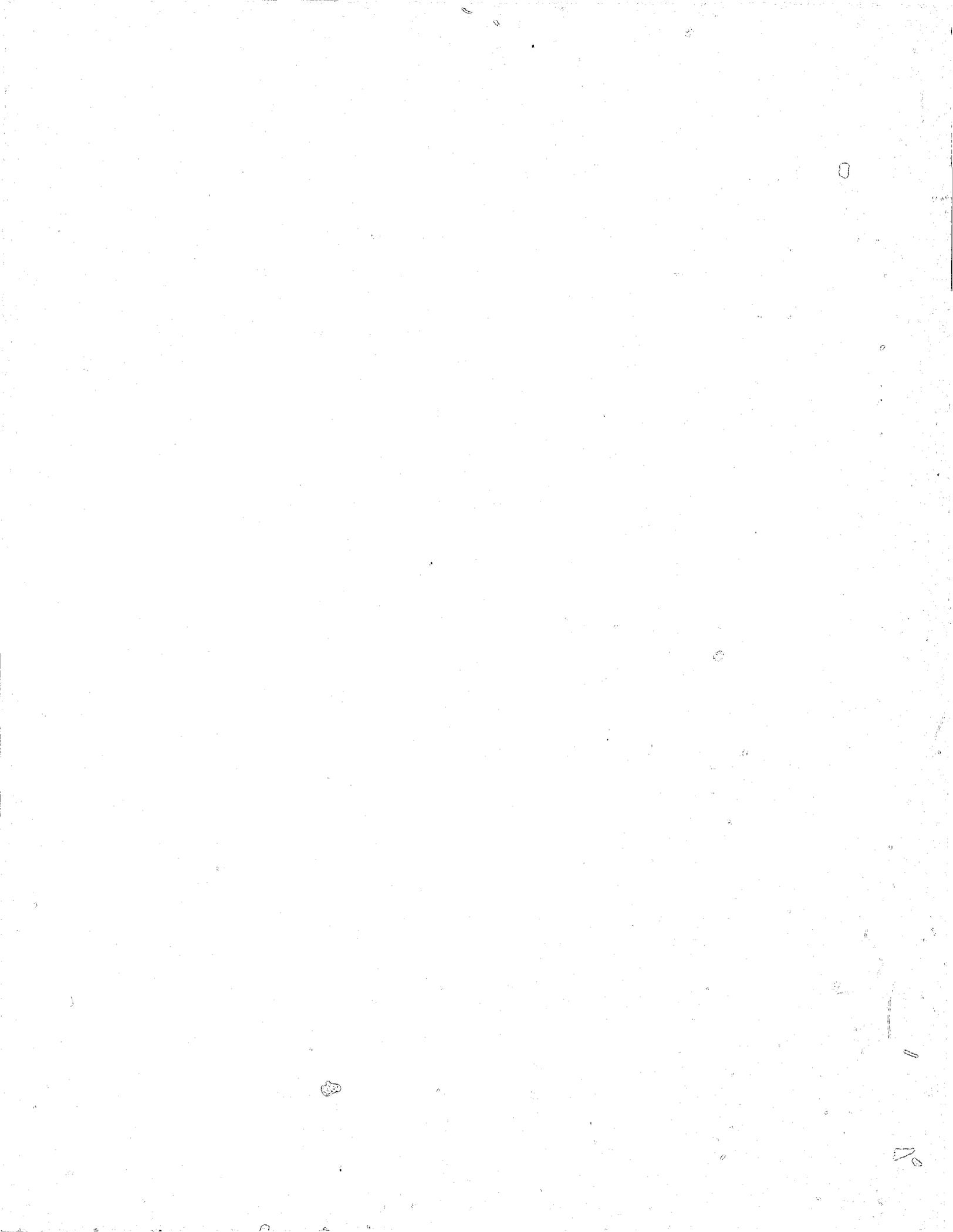


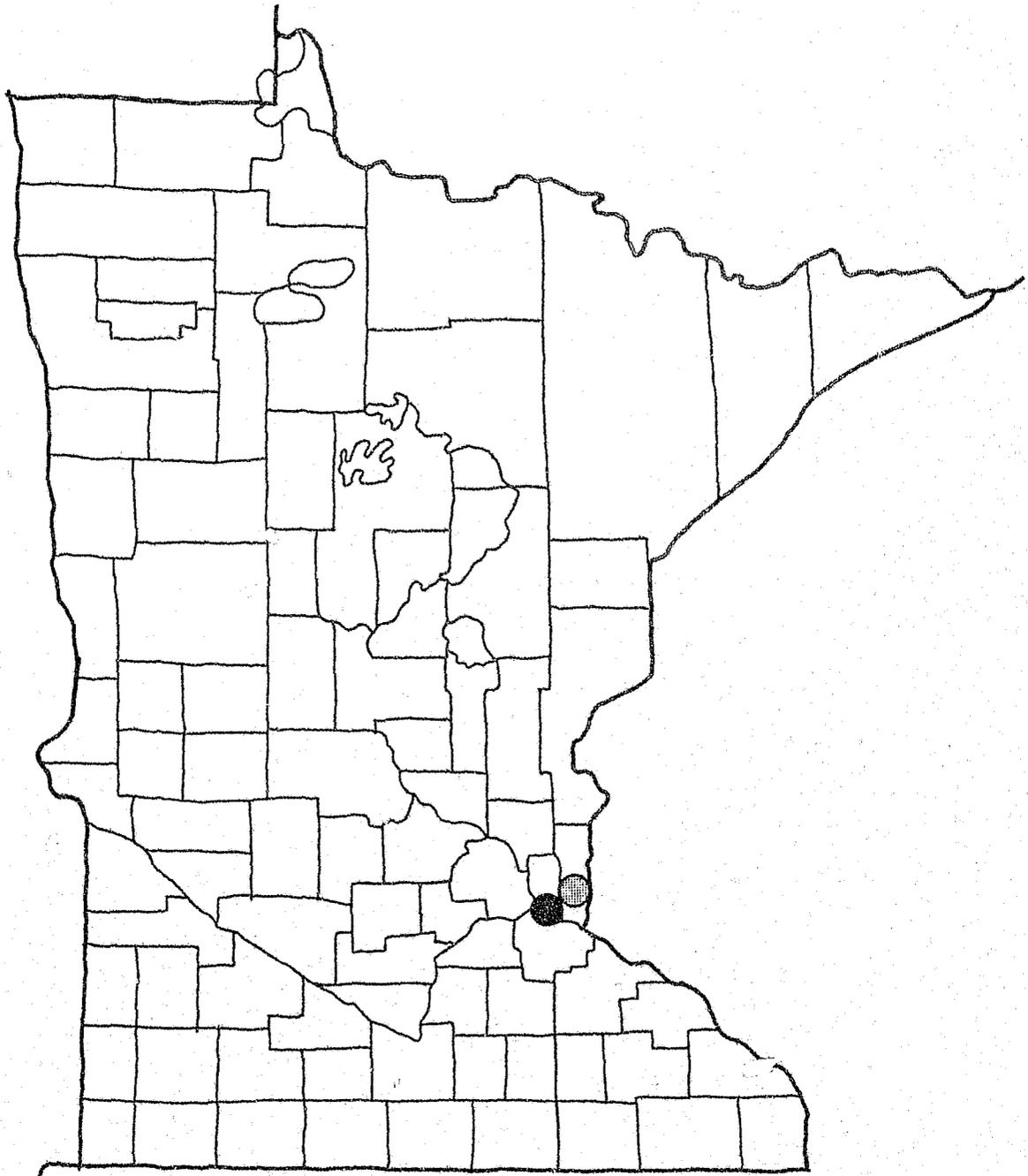
Site 3

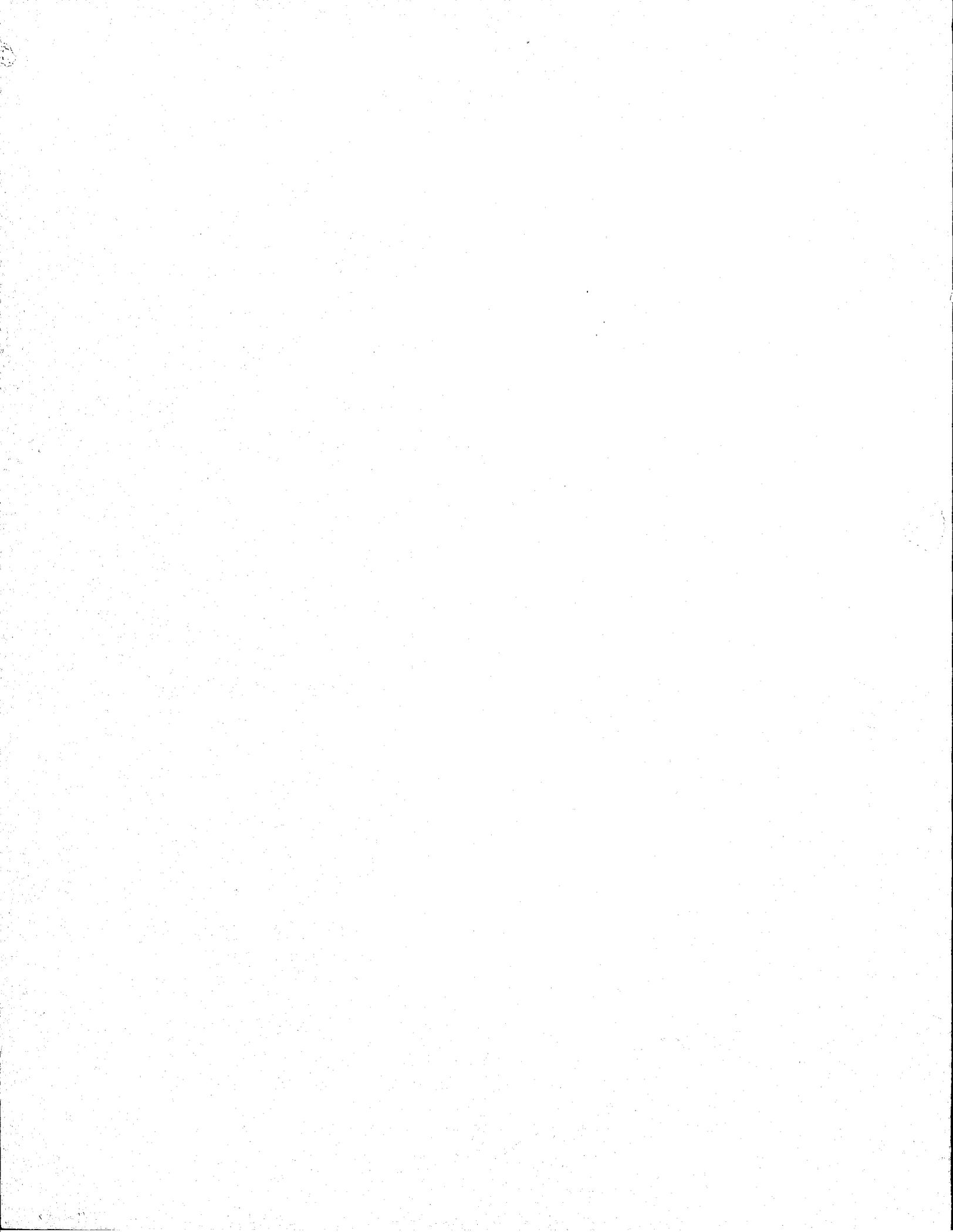


Site 4









Introduction

The staffing estimates described in this section are based on several factors, including experiences noted by other institutions, present State Prison staffing patterns and the anticipated operational character of the proposed High Security Facility. The purpose of these estimates is to give a general projection of required staff and many operational considerations must be evaluated at policy levels before exact staffing needs can be finalized. Changes in design during the schematic phase may also result in changed staff needs.

7.1 Organization

The general organizational plan is to staff the institution with a superintendent and four assistants in charge of Inmate Living, Administration, Case Management and Security, respectively. Support personnel including maintenance, grounds and business office will be organized under Administration. The chart on the following page exhibits a suggested organizational chart based on this plan.

Inmate Living would have charge over those services related to the resident's living needs. Security would have charge over all security matters, control and inmate transportation.

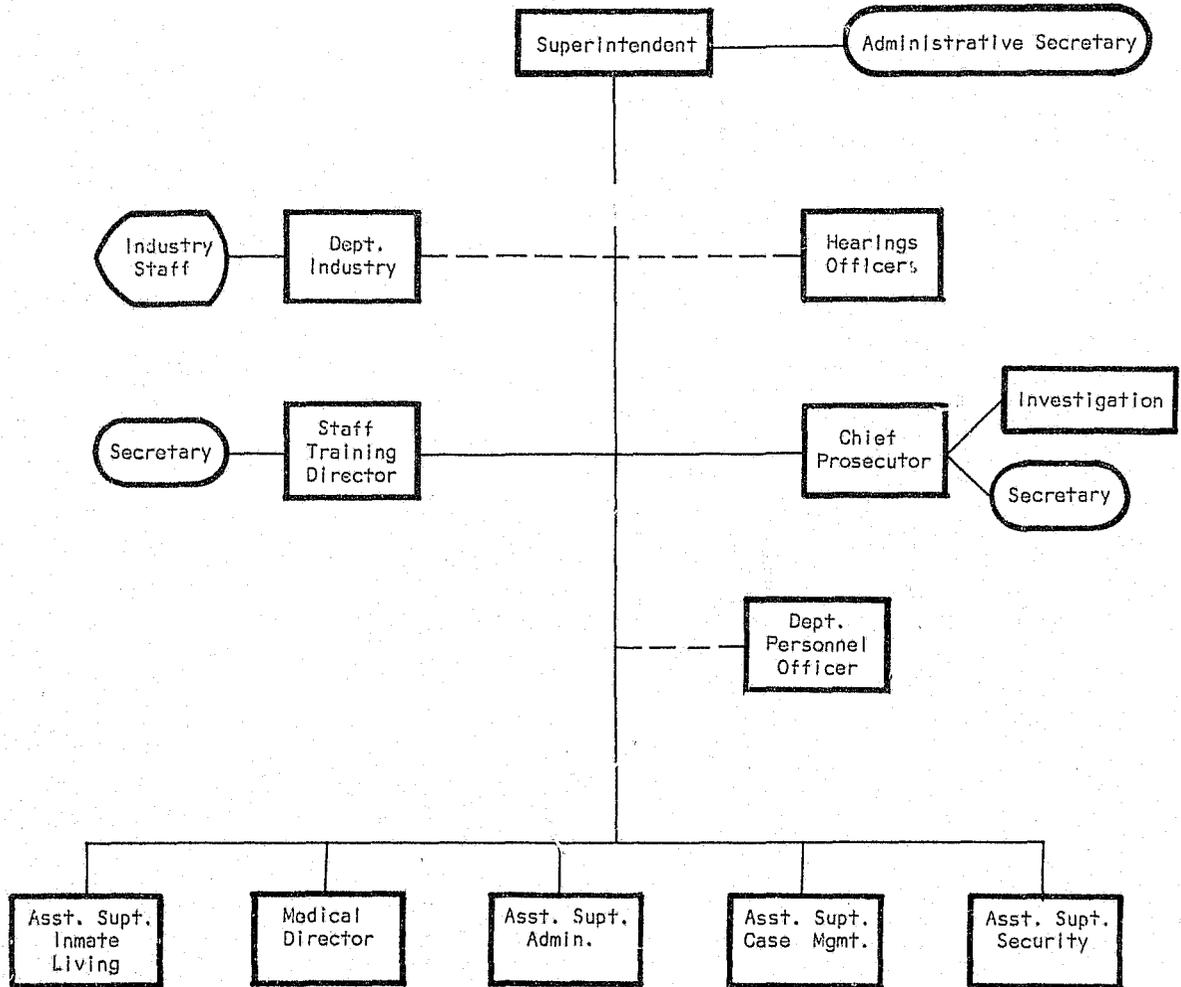
**7.2 Staffing
Numbers**

The Projected Staffing table exhibits a suggested staff complement listing. The staff complement proposed totals 283.2 which is a staff-inmate ratio of 1 to 1.32.

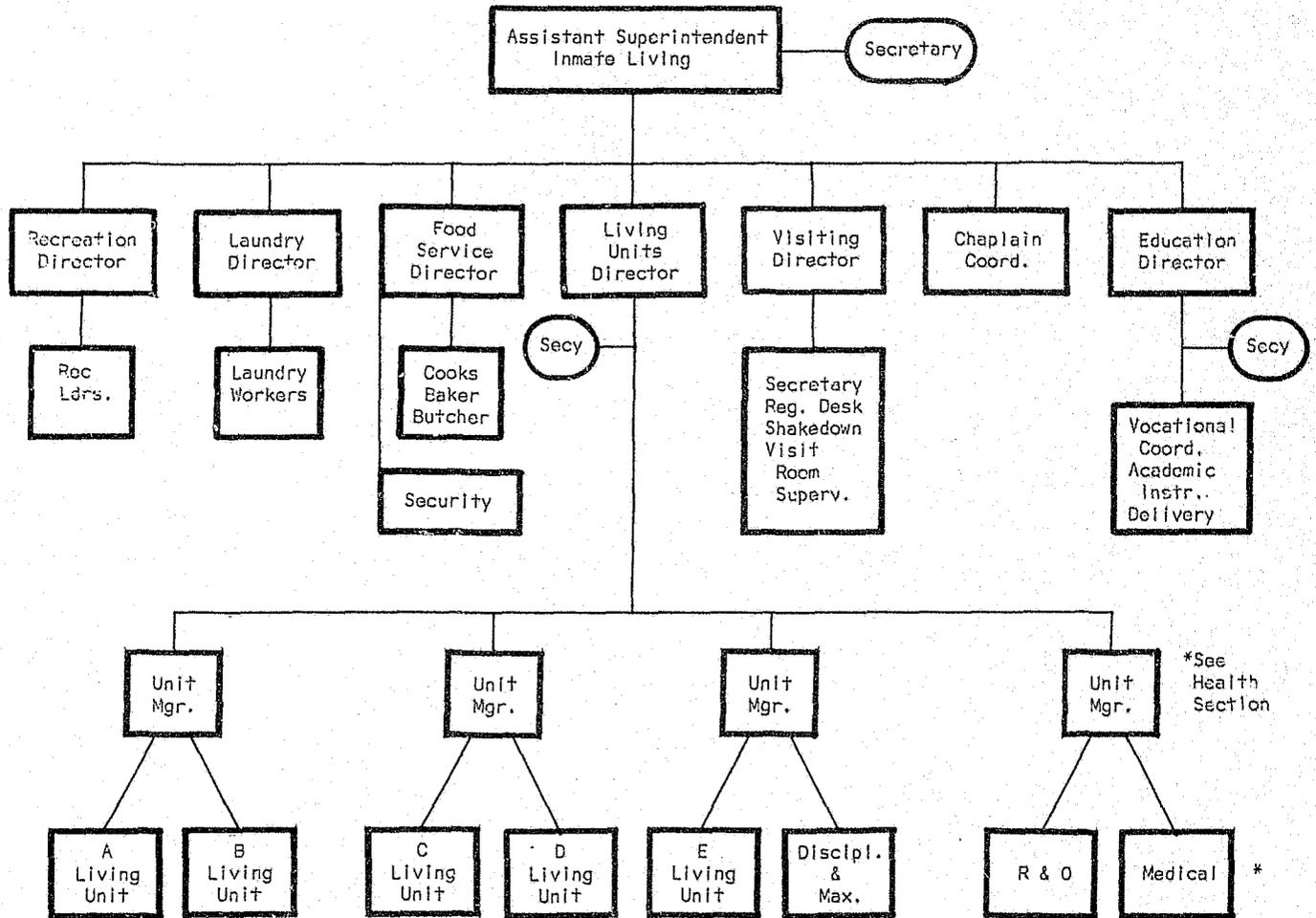
**7.3 Staff
Cost
Breakdown**

The Staffing Cost Breakdown table exhibits the proposed staffing costs based upon an average salary according to January 1977 Department of Personnel salary schedules.

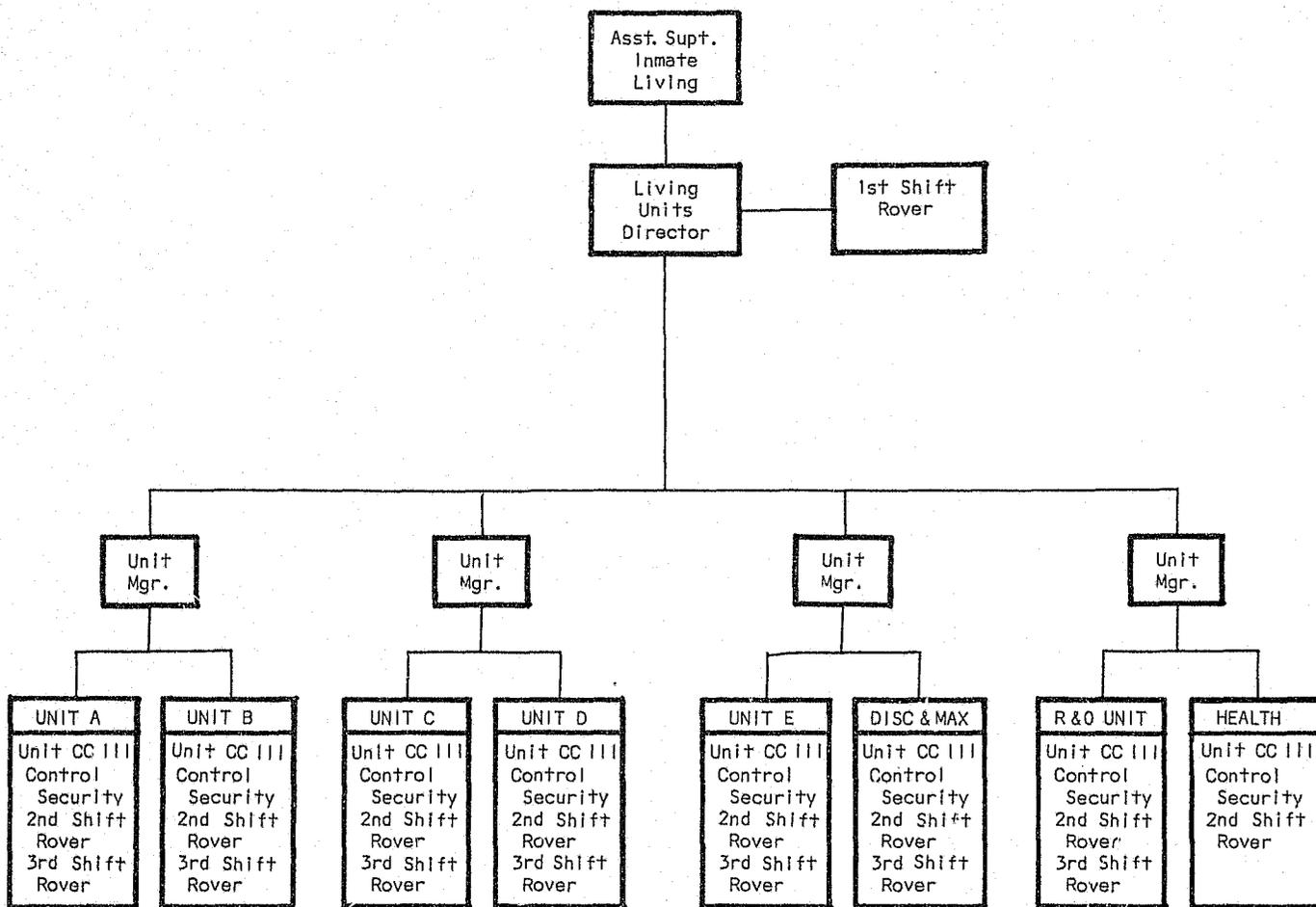
Administration



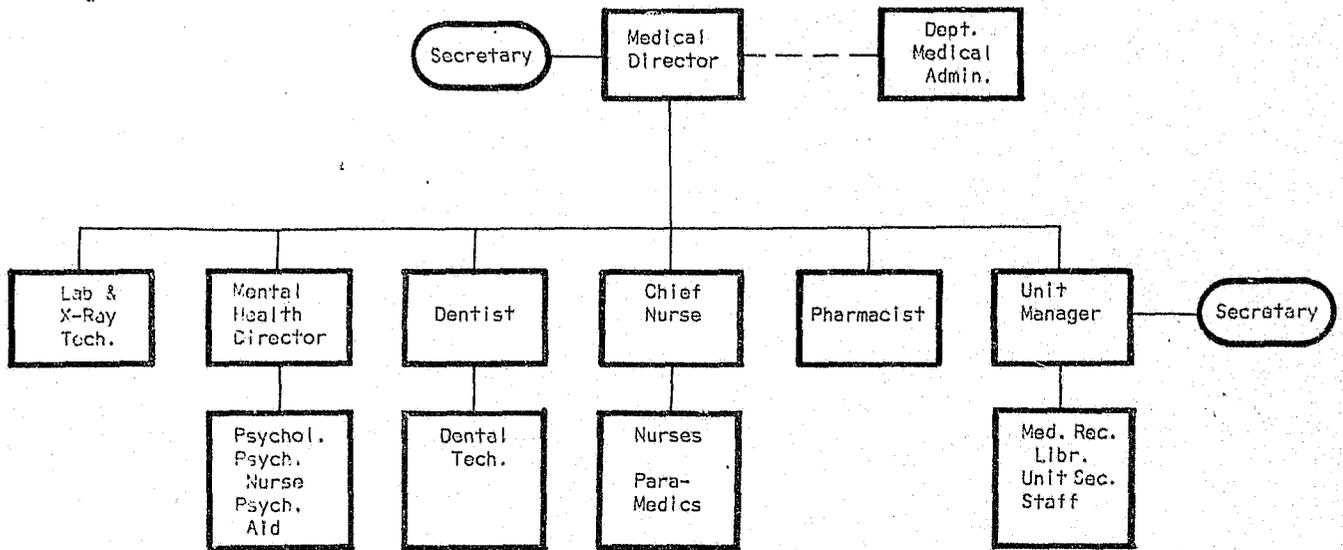
Inmate Living



Inmate Living (cont'd.)

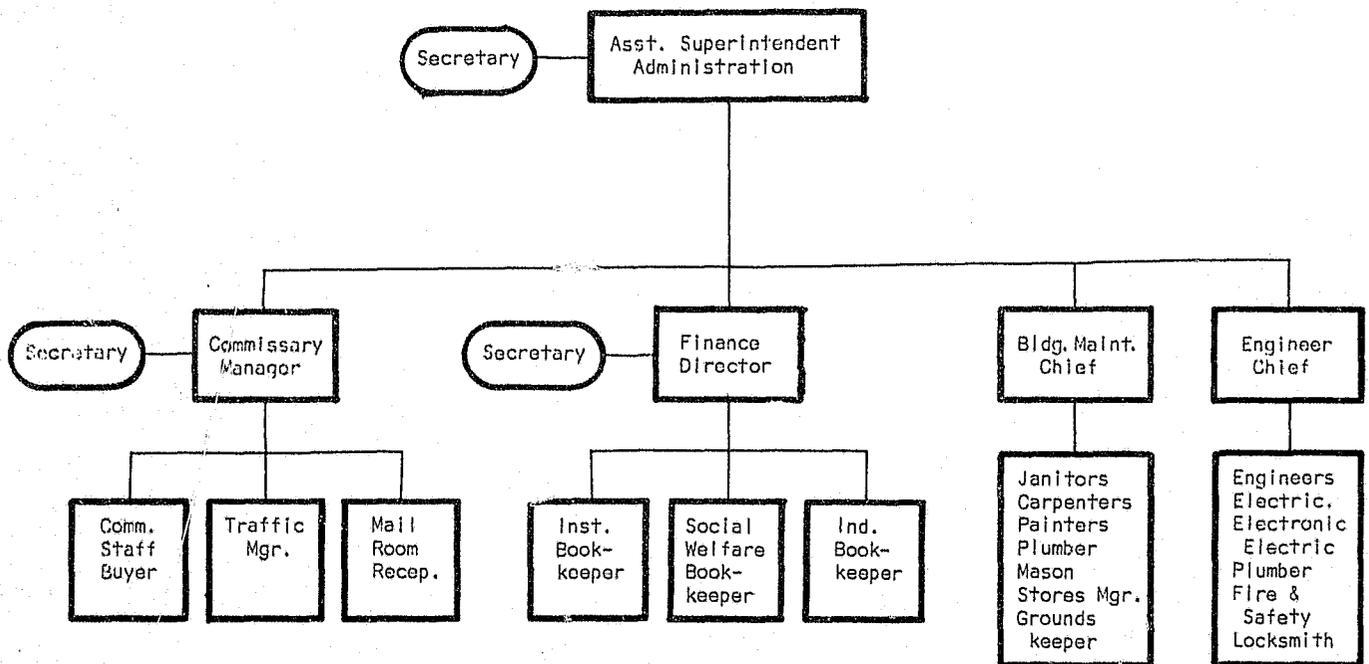


Health Services

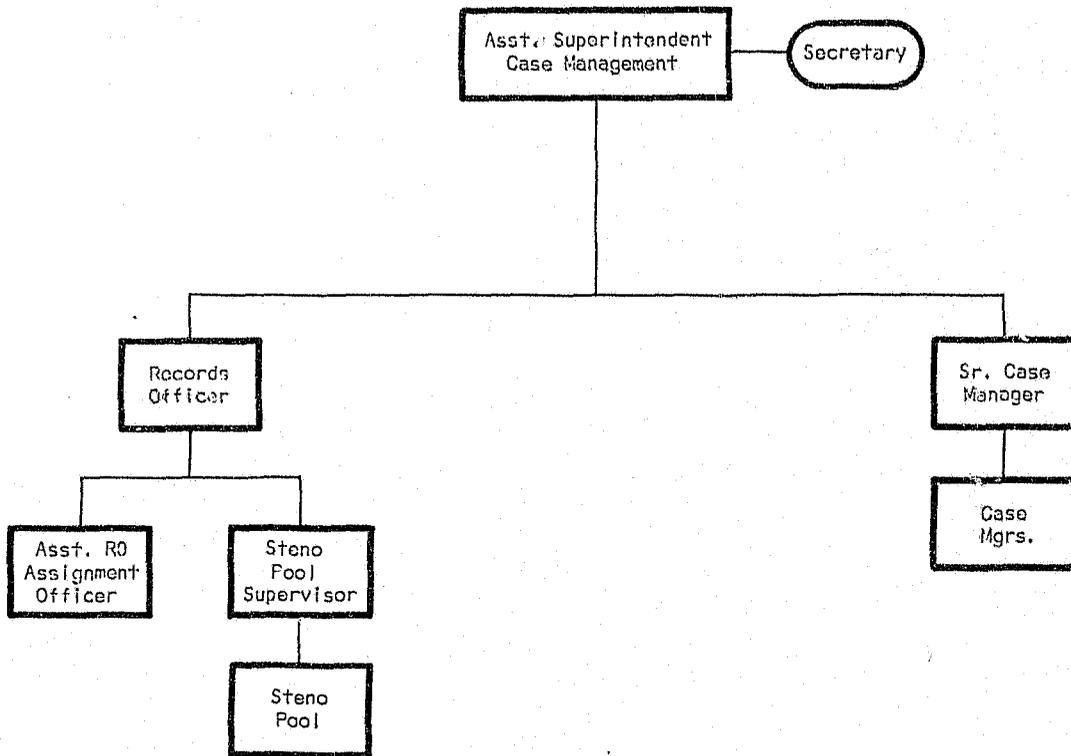


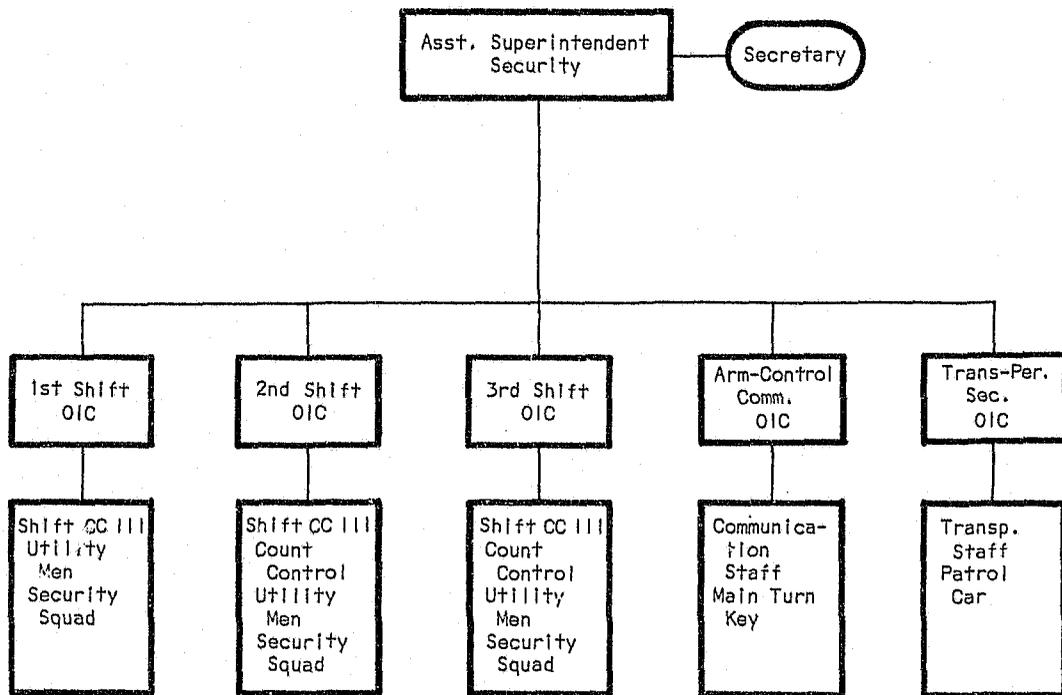
On-call medical coverage by contract
Pharmacist on University of Minnesota Consultant Contract

Support Services



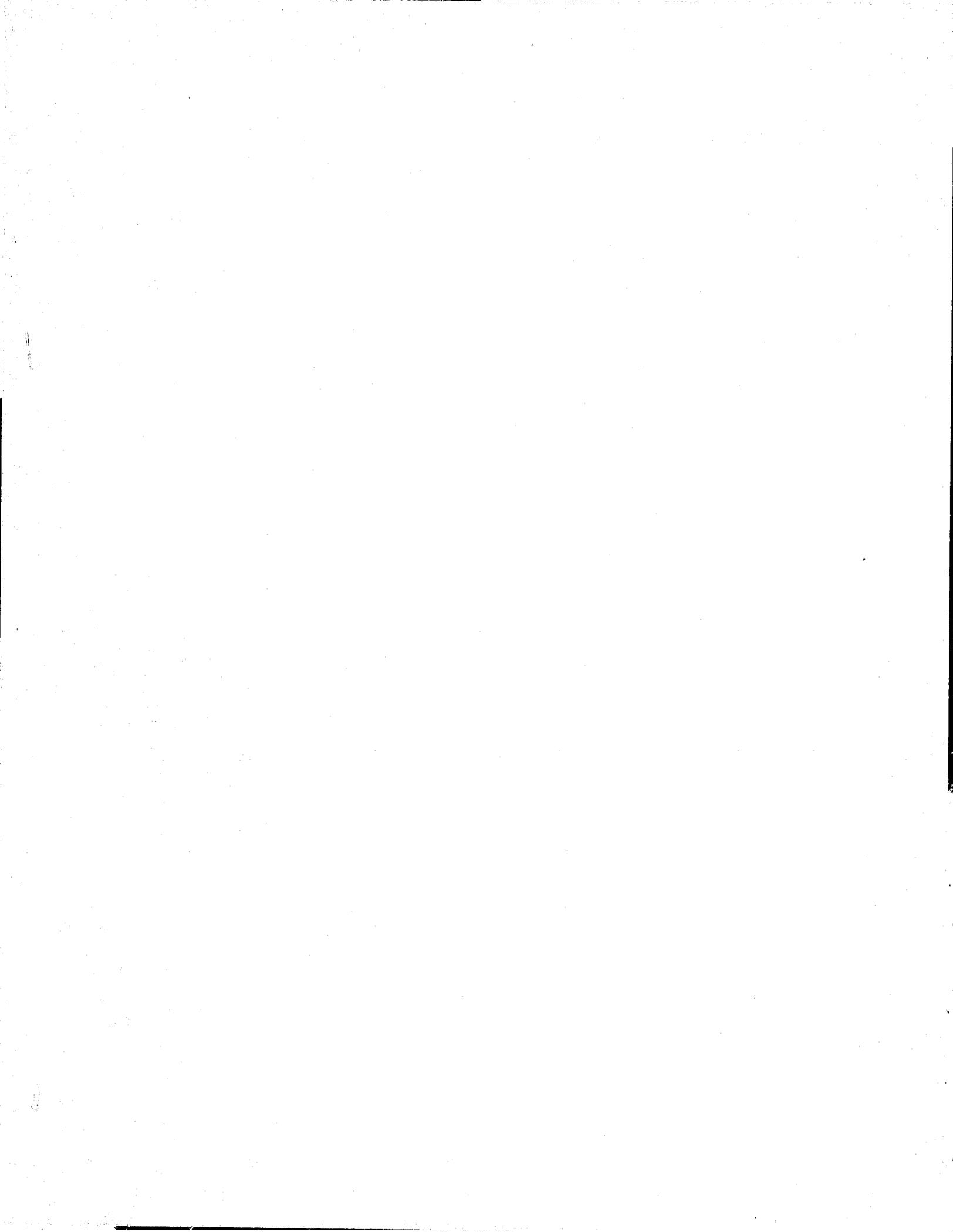
Case Management





Projected Staffing

Administration	1	Superintendent	
	1	Administrative Secretary	
	1	Staff Training Director	
	1	Staff Training Secretary	
	1	Chief Prosecutor	
	2	Investigators	
	1	Discipline Secretary	
	1	Assistant Superintendent Inmate Living	
	1/2	Secretary	
	1	Assistant of Case Management	
	1/2	Secretary	
	1	Assistant of Administration	
	1	Medical Director	
	1/2	Secretary	
	1	Commissary Supervisor	
	5	Commissary staff	
	1	Traffic Manager	
	1	Mail Room	
	1	Receptionist	
	1	Buyer	
	1	Finance Director	
	1	Industry Bookkeeper	
	1	Inst. Bookkeeper	
	1	Secretary	
	1	Social Welfare Bookkeeper	
	1	Chief Maintenance	
	2	Janitor - front office - medical unit	
	7	Maintenance Staff - 2 Carpenter	
			2 Painter
			1 Plumber
			1 Mason
			1 Stores Manager
	2	Grounds Maintenance	
	1	Chief Engineer	
	12		5 Engineers
			2 Electricians
			2 Electronic Electrician
			1 Plumber
			1 Fire and Safety
			1 Locksmith
	1	Records Officer	
	1	Assistant RO	
	1	Steno Pool Supervisor	
	6	Steno Pool	
	1	Sr. Case Manager	
	7	Case Manager	
	1	Assignment Officer	
	1	Assistant Superintendent Security	
	1	Secretary	
Sub Total	73.5		



CONTINUED

4 OF 5

Institution-Wide Security	5.1	Roving Patrol
	5.1	Patrol Car
	5.1	Main Turn Key yy
	15.3	Security Squad
	5.1	Security Shift OIC
	5.1	OIC Security Office Shift CC III
	3.4	Count Control, receiving, ID, records
	1	Armory - Communications and Control OIC
	1	Transportation and Perimeter Security OIC
	5.1	Transportation Staff
	5.1	Communication Staff
<u>10.2</u>	Utility Squad	
66.6		

Inmate Living Support	1	Recreation Director
	2	Recreation Staff
	1	Laundry Supervisor
	3	Staff (includes issue)
	3.4	Kitchen Security
	1	Director of Living Units
	$\frac{1}{2}$	Secretary
	1	Chaplain Coordinator
	1	Education Director
	1	Secretary
	1	Vocational Instructor Coordinator
	2	Academic Instructors
	1	Delivery System Manager
	4	Unit Managers
	11.8	Visiting Staff
		3 Registration Desk
		1 Coordinator
	1 Secretary	
	3.4 Shakedown	
	3.4 Visit Room Supervision	
<u>34.7</u>		

<u>8</u>	Industry Foreman
8.0	

Living Unit Security	5.1	Medical Unit Control Bubble Security
	23.8	Control Bubble Security
	27.2	Unit CC III
	3.4	First Shift Rover
	11.9	Third Shift Rover
	13.6	Second Shift - Third Floor Rover
Sub Total 91.8	<u>6.8</u>	Segregation and Maximum Unit

Projected Staffing (cont'd.)

STAFFING ANALYSIS

Medical

½	Secretary
1	Psychologist
2	Dentist
1	Dental Technician
1	Chief Nurse
5.1	Medical Nurses
1	Pharmacist
1	Lab Technician and X-Ray Technician
3	Para Medics
1	Medical Records Librarian
<u>16.6</u>	

Department Mental Health Team/Staff

1	Mental Health Unit Director - Psychologist
5.1	Psychiatric Aid
3.4	Psychiatric Nurse
1	Psychologist
<u>10.5</u>	

Recap

Administration	73.5
Institution Wide Security	66.6
Inmate Living Support	34.7
Living Unit Security	91.8
Medical	16.6
TOTAL	<u>283.2</u>

Ratio 1:1.413

Industry	8.0
Department Mental Health Staff	10.5
Food Service	21.4
	<u>39.9</u>

Security Post Analysis

Position	Watch			Total	Factor	Required Complmr Total
	All	1st	2nd			
Ass't. Superintendent - Security			1	1	1.0	1.0
Secretary			1	1	1.0	1.0
Shift OIC	1			1	5.1	5.1
Shift CC III	1			1	5.1	5.1
Armory OIC			1	1	1.0	1.0
Transportation & Perimeter Security			1	1	1.0	1.0
Roving Patrol	1			1	5.1	5.1
Perimeter Patrol Car	1			1	5.1	5.1
Main Turn Key	1			1	5.1	5.1
Security Squad	3			3	5.1	15.3
Count Control			1	1	1.7	3.4
Transportation Staff			3	3	1.7	5.1
Communication Staff	1			1	5.1	5.1
Utility Squad	2			2	5.1	10.2
Kitchen Security			1	1	1.7	3.4
Unit Managers			4	4	1.0	4.0
Visit Registration				3	1.0	3.0
Visit Coordinator				1	1.0	1.0
Visit Secretary				1	1.0	1.0
Visit Shakedown				2	1.7	3.4
Visit Room Supervisor				2	1.7	3.4
Medical Unit Control Bubble	1			1	5.1	5.1
Control Bubble			7	7	1.7	23.8
Unit CC III			8	8	1.7	27.2
First Shift Rover		2		2	1.7	3.4
Third Shift Rover				7	1.7	11.9
Second Shift Rover			8	8	1.7	13.6
Segregation and Maximum Unit			2	2	1.7	6.8
Totals	12	2	38	35	87	XX 179.6

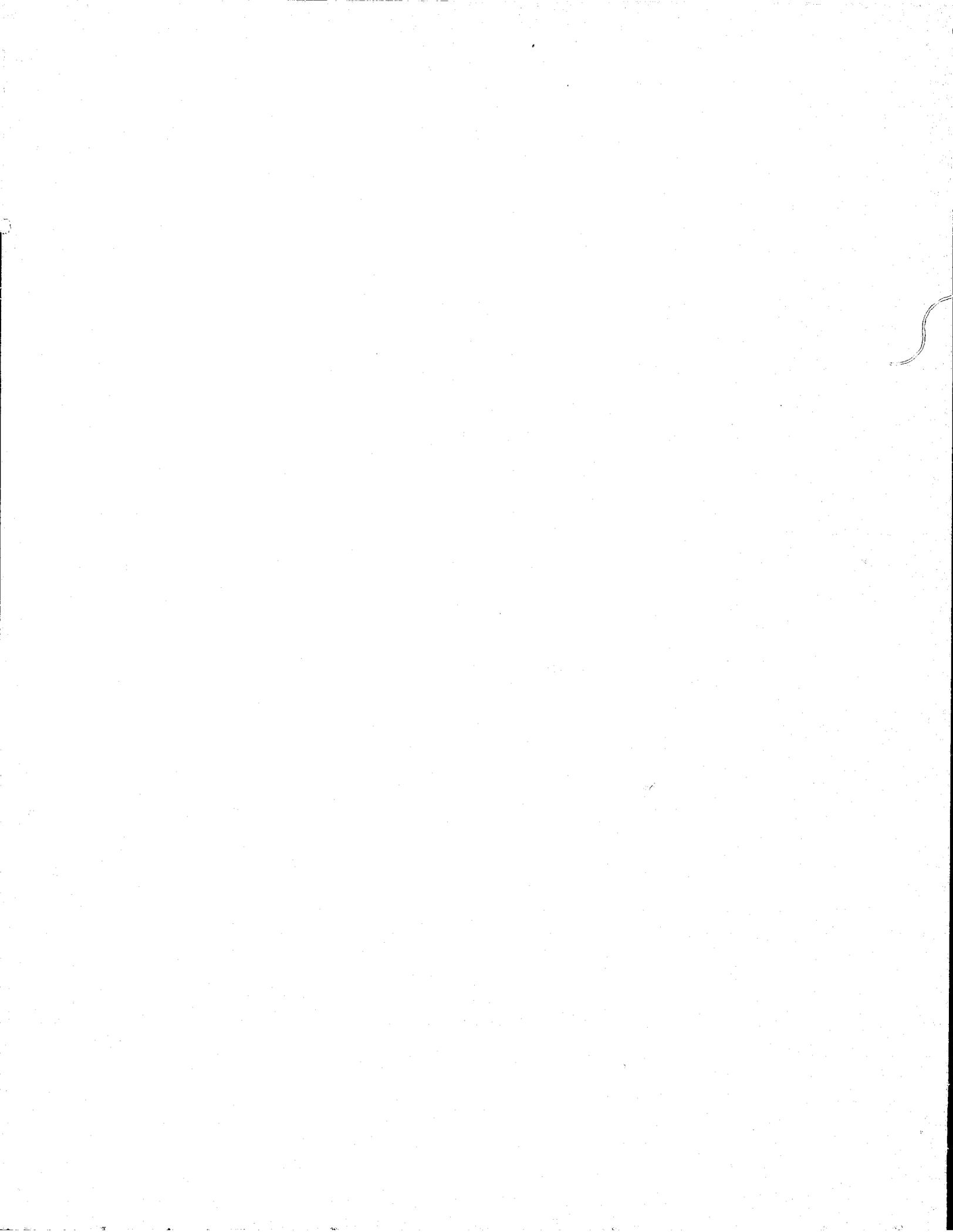
Staffing Cost Breakdown

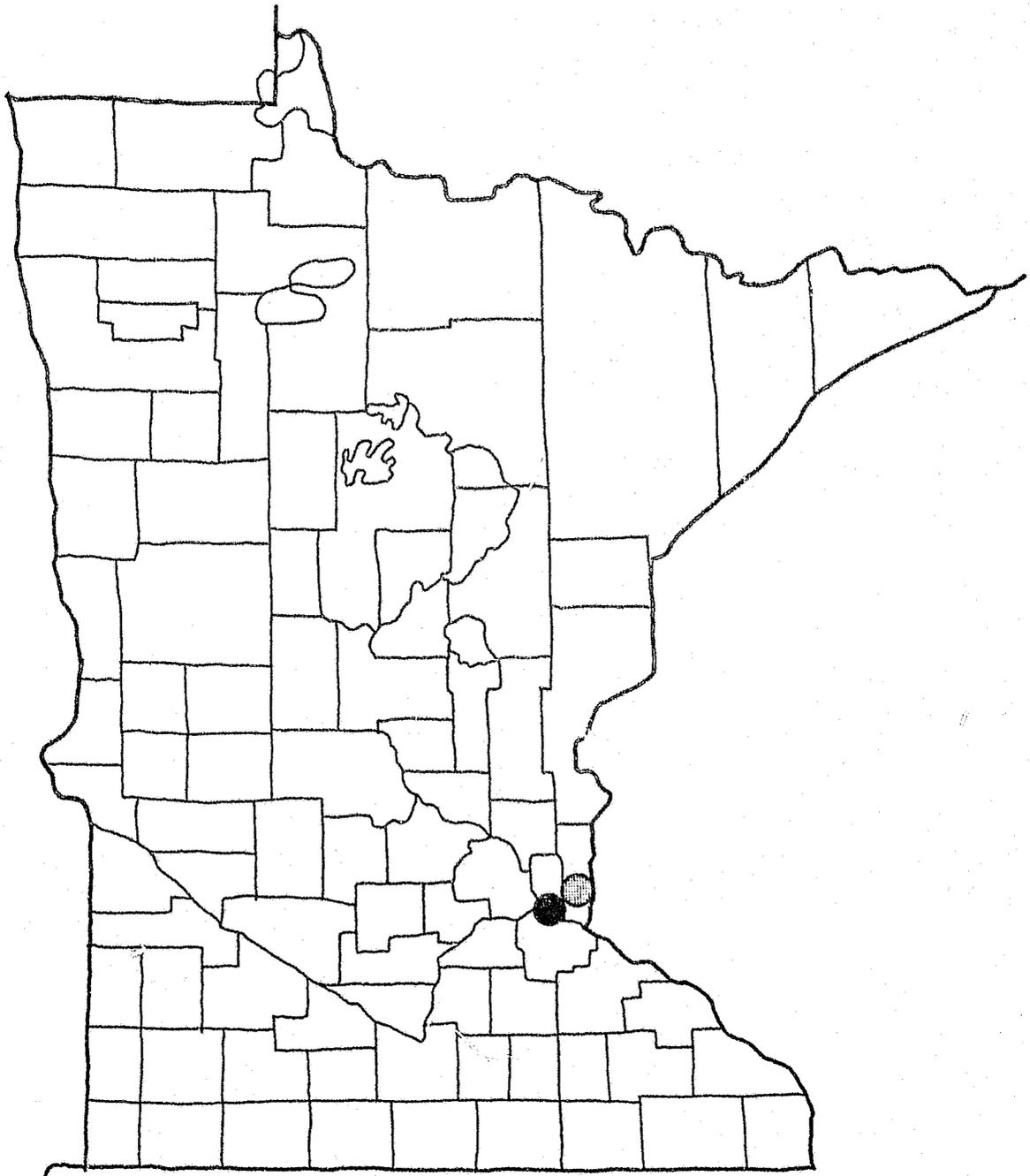
Position	Class Title	Complement Total	Annual Min. Rate	Annual Max. Rate	Annual Avg. Rate	Complement Avg. Rate
<u>Executive</u>						
Superintendent	Warden	1.00	21,757	29,775	25,766	25,766
Admin. Secretary	Admin. Secretary	1.00	9,420	11,460	10,380	10,380
Staff Training Dr.	Employee Devel.Spec. 3	1.00	14,136	19,356	16,536	16,536
Secretary	Clerk Steno Sr.	1.00	9,120	11,112	10,020	10,020
Chief Prosecutor	CC IV	1.00	14,712	20,136	17,220	17,220
Investigators	CC III	2.00	12,648	15,408	13,968	27,936
Secretary	Legal Asst.	1.00	11,184	14,136	12,564	12,564
	Sub Total	8.0	92,977	121,383	106,454	120,422
<u>Clerical & Records</u>						
Records Officer	Executive III	1.00	12,564	17,220	14,712	14,712
Asst. Records Officer	Executive I	1.00	10,020	12,240	11,112	11,112
Typing Pool Supervisor	Typing Pool Supervisor	1.00	10,020	12,240	11,112	11,112
Steno/Clk Typist	Clerk Steno Inter.	3.00	7,980	9,708	8,808	26,424
Clerk Typist	Clerk Typist Inter.	3.00	7,500	9,120	8,232	24,696
Assignment Officer	CC IV	1.00	14,712	20,136	17,220	17,220
	Sub Total	10.0	62,796	80,664	71,196	105,276
<u>Business Manage. & Support</u>						
A/S - Administration	Admin. Dir. II	1.00	19,356	26,472	22,632	22,632
Finance Director	Accounting Dir.	1.00	16,536	22,632	19,356	19,356
Account Clerk	Accounting C k Sr.	3.00	9,420	11,460	10,380	31,140
Secretary	Clerk Typist Inter.	1.00	7,500	9,120	8,232	8,232
Commissary Supervisor	Stores Supervisor	1.00	11,112	13,488	12,240	12,240
Stock Clerk	Stores Clerk	2.00	7,980	9,708	8,808	17,616
Supply Clerk	Stores Clerk	2.00	7,980	9,708	8,808	17,616
Clerk/Typist	Clerk Typist Inter.	1.00	7,500	9,120	8,232	8,232
Chief Maintenance	Plant Oper. Super.	1.00	17,220	21,768	19,306	19,306
Carpenter	Carpenter	2.00	13,716	14,136	13,926	27,852
Painter	Painter	2.00	13,716	14,136	13,926	27,852
Plumber	Plumber	1.00	13,716	14,136	13,926	13,926
Mason	Mason	1.00	13,716	14,136	13,926	13,926
Stores Manager	Stores Clerk	1.00	7,980	9,708	8,808	8,808
Janitor	Janitor	2.00	8,520	10,380	9,420	18,840
Chief Engineer	Chief Power Plant Eng.	1.00	15,300	18,612	17,220	17,220
Engineer	Ast.Cf. Power Plant Eng.	5.00	14,136	14,556	14,346	71,730
Electricians	Electrician	2.00	13,716	14,136	13,926	27,852
Electronic Elect.	Electronics Tech Sr.	2.00	11,820	14,448	13,068	26,136
Plumber	Plumber	1.00	13,716	14,136	13,926	13,926
Fire & Safety	OS&H Officer I	1.00	13,068	16,636	14,712	14,712
Traffic Manager	Traffic Supervisor	1.00	12,564	17,220	14,712	14,712
Mail Clerk	Mail Handler	1.00	7,908	9,708	8,808	8,808
Buyer	Buyer 2	1.00	13,068	17,904	15,300	15,300

Position	Class Title	Complement Total	Annual Min. Rate	Annual Max. Rate	Annual Avg. Rate	Complement Avg. Rate
Receptionist	Clk Typist Inter.	1.00	7,500	9,120	8,232	8,232
Grounds Maintenance	Grounds Keeper	2.00	8,520	10,380	9,420	18,840
Communication Staff	CC II	5.1	11,460	13,968	12,648	64,504
Lock Smith	CC III	1.0	12,648	15,408	13,968	13,968
	Sub Total	46.1	331,392	396,340	362,212	583,514
<u>Medical</u>						
Medical Director	Medical Doctor	1.00	50,000	50,000	50,000	50,000
Secretary	Clerk Typist Inter.	1.00	7,500	9,120	8,232	8,232
Psychologist	Psychologist III	1.00	19,356	26,472	22,632	22,632
Dentist	Dentist	2.00	20,136	27,540	23,520	47,040
Dental Technician	Dental Asst. Regist.	1.00	8,808	10,728	9,708	9,708
Chief Nurse	Regist Nurse 4	1.00	13,596	18,612	15,924	15,924
Nurses	Regist Nurse 2	5.1	11,640	15,300	13,596	69,339
Pharmacist	Hospital Pharmacist	1.00	14,712	20,136	17,220	17,220
Medical Technician	Medical Tech	1.00	11,184	14,136	12,564	12,564
Para Medics	Reg. Nurse 4	3.00	13,596	18,612	15,924	47,772
Medical Library Lib.	Medical Records Clerk	1.00	7,908	9,708	8,808	8,808
	Sub Total	18.1	178,436	220,364	198,128	309,239
<u>Security</u>						
A/S Security	A/W Custody	1.00	20,136	27,540	23,520	23,520
Secretary	Clerk Typist Sr.	1.00	8,808	10,728	9,708	9,708
Shift OIC	CC IV	5.1	14,712	20,130	17,220	87,822
Shift CC III	CC III	5.1	12,648	15,408	13,968	71,236
Count-Receiving & Id	CC III	3.4	12,648	15,408	13,968	47,491
Armory-Communications-Control OIC	CC III	1.0	12,648	15,408	13,968	13,968
Transportation-Perimeter Sec.OIC	CC III	1.0	12,648	15,408	13,968	13,968
Transportation Staff	CC II	5.1	11,460	13,968	12,648	64,504
Utility Staff	CC II	10.2	11,460	13,968	12,648	129,009
Security Squad	CC II	10.2	11,460	13,968	12,648	129,009
Security Squad CC II	CC III	5.1	12,648	15,408	13,968	71,236
Main Turn Key	CC III	5.1	12,648	15,408	13,968	71,236
Patrol Car	CC II	5.1	11,460	13,968	12,648	64,504
Roving Patrol	CC II	5.1	11,460	13,968	12,648	64,504
Visiting Registration Staff	CC II	3.0	11,460	13,968	12,648	37,944
Visiting Coordinator	Inst. Community Relations Coordinator	1.0	12,564	17,220	14,712	14,712
Visiting Secretary	Clk Typist Inter.	1.0	7,500	9,120	8,232	8,232

Position	Class Title	Complement Total	Annual Min. Rate	Annual Max. Rate	Annual Avg. Rate	Complement Avg. Rate
<u>Security Continued</u>						
Visiting Shakedown Security	CC II	3.4				
Visit Room Supervision	CC II	3.4	11,460	13,968	12,648	43,003
Medical Unit Cont. Bubble Security	CC III	5.1	12,648	15,408	13,968	71,236
Control Bubble Security	CC III	23.8	12,648	15,408	13,968	332,436
Unit CC III	CC III	27.2	12,648	15,408	13,968	379,929
Shift Rovers	CC II	28.9	11,460	13,968	12,648	365,527
Seg & Max Security	CC II	6.8	11,460	13,968	12,648	86,006
Kitchen Security	CC II	3.4	11,460	13,968	12,648	43,003
	Sub Total	170.5	303,612	377,058	338,232	2,286,746
<u>Inmate Living Support</u>						
A/S Inmate Living	A/W Custody	1.00	20,136	27,540	23,520	23,520
Secretary	Clerk Steno Sr.	1.00	9,120	11,112	10,020	10,020
Director of Living Units	Captain	1.00	15,924	21,768	18,612	18,612
Secretary	Clerk Typist Inter	.50	7,500	9,120	8,232	4,116
Recreation Director	Rehab Therapist Super.	1.00	13,068	17,904	15,300	15,300
Recreation Leader	Rehab Recreation Therapist	2.00	11,184	14,136	12,564	25,128
Laundry Supervisor	Laundry Supervisor	1.00	8,808	10,728	9,708	9,708
Laundry Workers	Laundry Assistant	3.00	7,500	9,120	8,232	24,696
Chaplain Coordinatr	Chaplain	1.00	14,136	19,356	16,536	16,536
Education Director	Inst. Education Admn.	1.00	13,044	22,536	17,796	17,796
Secretary	Clerk Steno Sr.	1.00	9,120	11,112	10,020	10,020
Vocation. Inst. Coord	Inst. Education Super	1.00	12,540	21,564	17,052	17,052
Academic Instrs.	Academic Teachers	2.00	12,060	20,052	15,684	31,368
Delivery Systems Mgr.	Academic Teachers	1.00	12,060	20,052	15,684	15,684
Unit Managers	CC IV	4.0	14,712	20,136	17,220	68,880
	Sub Total	21.5	180,912	256,236	216,180	308,436
<u>Case Management</u>						
A/S Case Management	Social Services Super.	1.00	16,536	22,632	19,356	19,356
Sr. Case Manager	Correction Agent Career	1.00	14,136	19,356	16,536	16,536
Case Manager	Correction Agent	7.00	11,184	14,136	12,564	87,948
	Sub Total	9	41,856	56,124	48,456	123,840

Position	Class Title	Complement Total	Annual Min. Rate	Annual Max. Rate	Annual Avg. Rate	Complement Avg. Rate
<u>Sub Totals</u>						
Executive		8.0	92,977	121,383	106,454	120,422
Clerical & Records		10.0	62,796	80,664	71,196	105,276
Business Mgt. & Support		46.1	331,392	396,340	362,212	583,514
Medical		18.1	178,436	220,364	198,128	309,239
Security		170.5	303,612	377,058	338,232	2,286,746
Inmate Living		21.5	180,912	256,236	216,180	308,436
Case Management		9.0	41,856	56,124	48,456	123,840
10 Trainee Positions		--	10,728	11,112	10,920	109,200
Totals		283.2	1,202,709	1,519,281	1,351,778	3,946,673
				16% Fringe		631,467
						4,578,140







**8.1 OPERATIONAL
COST
ANALYSIS**

Many factors must be taken into consideration in estimating cost of operation for a facility which is still in the concept stage.

No one can predict the status of the economy in four years, when we estimate the facility to be fully operational. All projections must be made on the basis of the current economic situation.

In the last ten years, corrections has undergone dramatic and fundamental change along with other elements of the criminal justice system. It appears that the current rate of change will continue for some time and that no one can predict the direction which change may take. Such changes may have a fundamental effect on institution policy and procedure which, in turn, can affect operational costs.

The specific design of the facility as it emerges, will have a tremendous impact upon the operational costs which are incurred. For example, the cost of operation will be affected by the amount of light and heat necessary for the facility and the number of posts which need to be manned.

Our operational costs have been projected in the following manner:

We have combined the State prison and Reformatory operating cost figures for fiscal 1977 and averaged the results.

We then computed operational cost averages on a per day per inmate basis.

These costs were then computed for the anticipated population of 400.

The results are shown on the following chart. These costs are estimated in 1977 dollars.

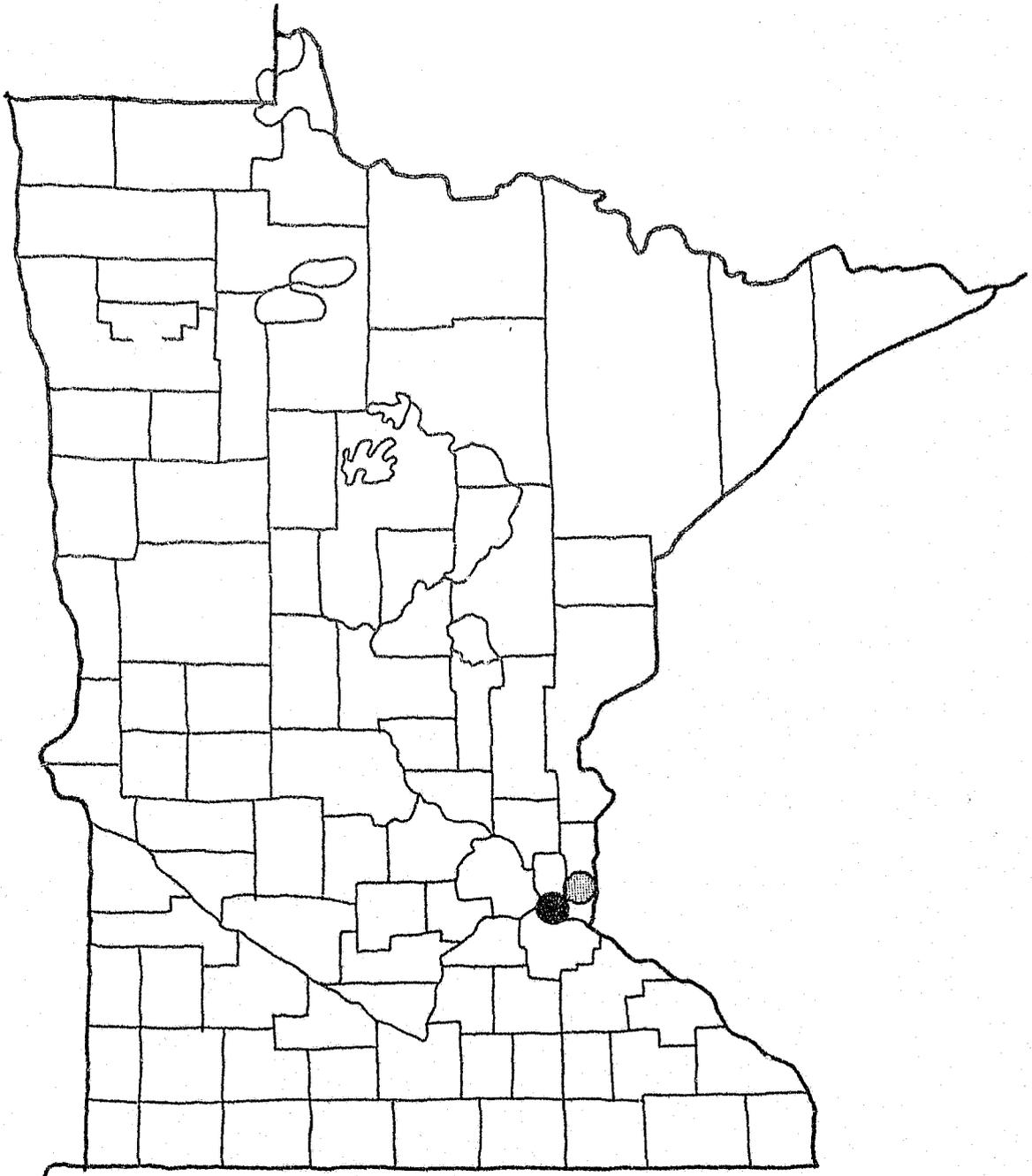
As the planning develops and final decisions are made on structure, materials and the overall final design of the facility, more specific estimates will be possible.

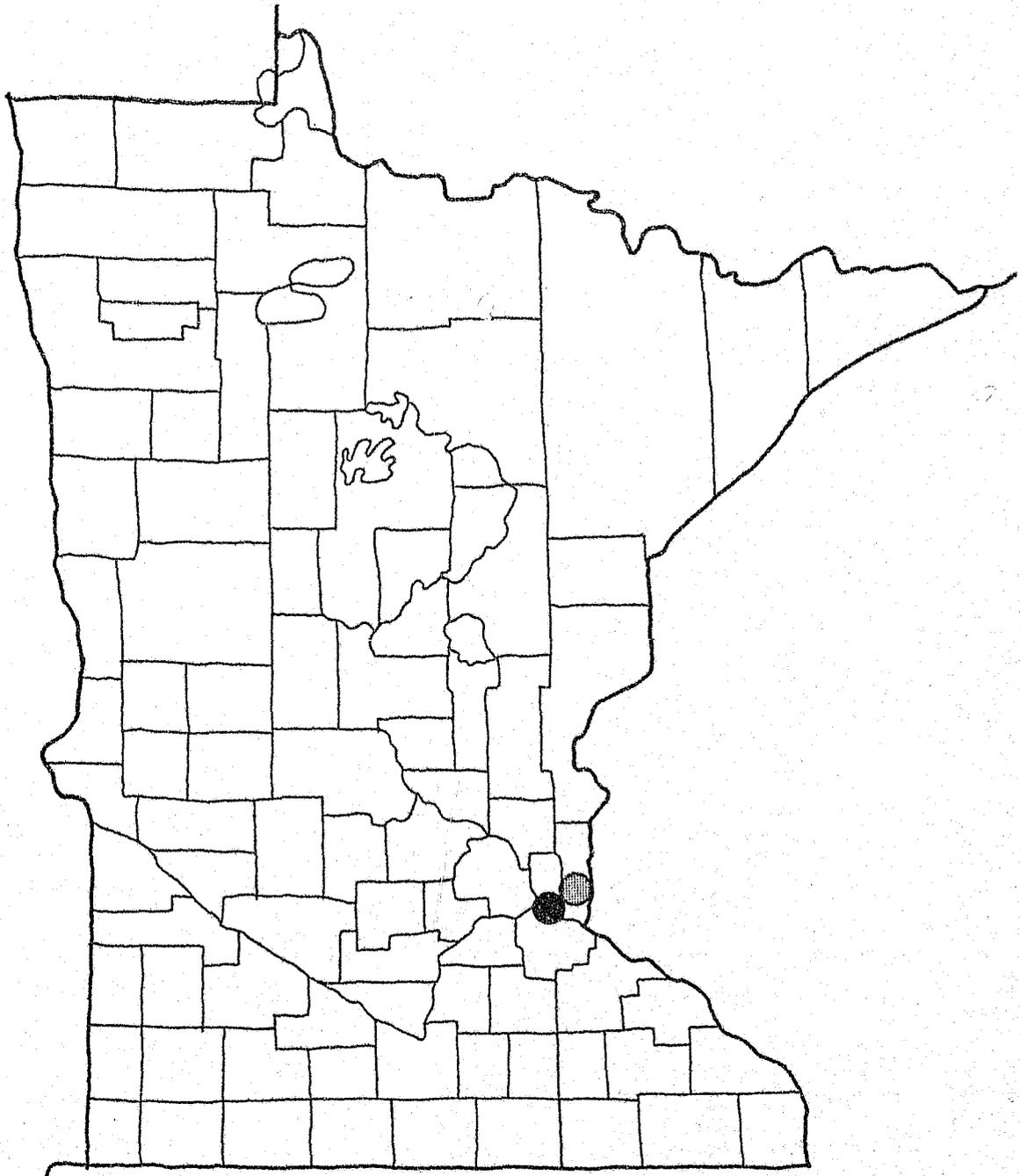
Operations Analysis

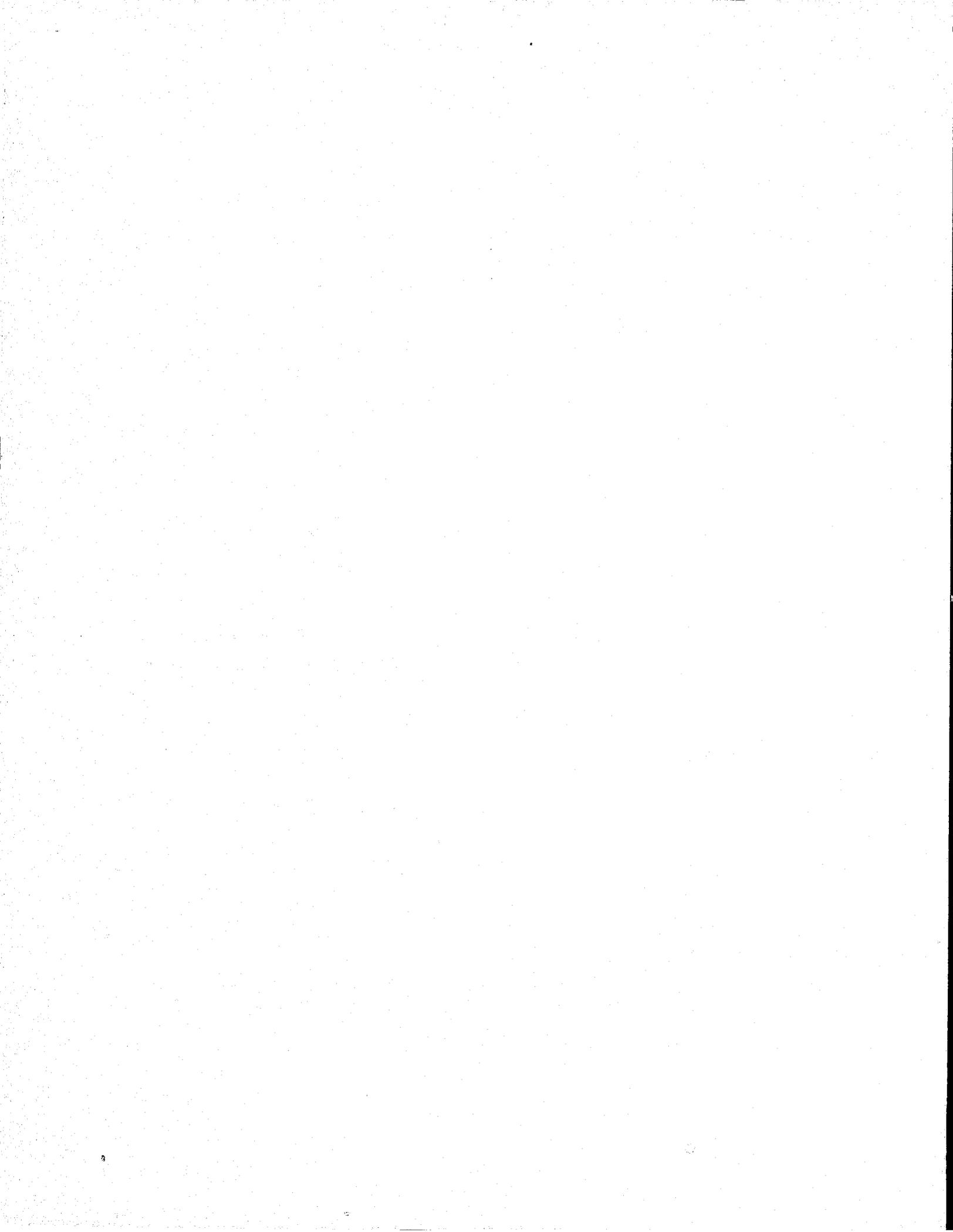
TABLE 8.1
ANNUAL OPERATIONAL COSTS

	Cost Per Inmate Per Day	Number of Inmates	Per Day Cost	Per Year Cost
Residential Care	\$.01 x	400	\$ 4.00	\$ 1,460
Security	.02 x	400	8.00	2,920
Personal Supplies	.54 x	400	216.00	78,840
Food Service	1.65 x	400	660.00	240,900
Plant Operation	2.00 x	400	800.00	292,000
Education	.06 x	400	24.00	8,760
Medical	.21 x	400	84.00	30,660
General Support	.59 x	400	236.00	86,140
Sub Total	\$ 5.08 x	400	\$ 2,032.00	\$ 741,680
Annual Staff Cost				<u>4,578,140</u>
Total Cost				\$5,319,820









A.1 ANALYSIS OF USE OF EXISTING FACILITY

The report to the Minnesota Legislature by the Task Force on correctional institutions dated February 1976, dealt extensively with the various construction options. These include: (1) remodel the existing facility, (2) partial incorporation of the existing facility into a new facility or (3) construction of a completely new institution. The findings of the Task Force prompted that group to recommend construction of a new 400 man facility. During the course of the current project, an additional review was made of this issue by the Project Team. The Project Architectural Firm also studied this matter in greater detail. Reports of both studies follow:

Strategies Evaluated

Re-use the existing facility for high security with no new construction.

Re-use all of the existing plant for the High Security Facility except housing which would be constructed on site.

Re-use selected portions of the existing plant and build new housing and other needed services elsewhere on site.

Build an entirely new facility.

These options were evaluated in both studies solely in light of the needs dictated by the High Security Facility Operational Program.

The report of the project architectural firm said "in summary, given security, housing, program, management and logistics criteria required for a High Security population, re-utilization of part or all of Stillwater for the carefully defined population of 400 is not feasible". The Department Project Team accepted the conclusion of the firm and added, "attaching the current facility to a new facility would, regardless of the use of buildings of the existing facility, create a "dumbbell" shaped facility with the necessity of long corridors or linear construction". Either alternative is unsuitable when viewed from the point of view of our program. After reviewing both reports, on November 3, 1976, the decision was made by the Commissioner to limit planning to the new facility concept.

**Analysis of
Possible Use
of All or
Part of MSP**

The task of looking at each functional area within the existing facility to determine whether its current usage with creative alteration can be practically utilized, will be accomplished in the following manner:

The operational program, developed by the Department of Corrections' Task Forces defines the organization, control and relationships deemed necessary to provide the security and environment to fulfill the Department's obligations and purpose. This program forms the basis to evaluate the use of the existing facility. A summary of that program follows. This report is to articulate the restraints and evaluate the potential use of the MSP facilities.

The consulting architects will, during the program phase, review and refine these conclusions and report on any changes affecting them. A stated restraint affecting any major renovation of MSP or portions considered to be an integral function of that operation is that: "The operation of MSP cannot be incapacitated in performance of its function of housing and providing other programs for 1,000 inmates until the year 1982." Expanding on the above, the following restraints must be considered:

Major remodeling of the cell blocks could only be done if the inmates occupying those spaces were not present during the construction.

The production of the heavy industry presently operating at the prison is not to be materially hampered. An integral part of that operation is the warehouses outside the wall area.

The minimum security unit, although outside the wall area, is a functional part of that institution.

The new 400 inmates High Security Facility, based on data accumulated on similar projects recently constructed or being planned, would require approximately 250,000 square feet of buildings. A land area of 1/10 acre per inmate or approximately a 40 acre area would be required.

APPENDIX

Analysis (Cont.)

The existing MSP occupies within the walls approximately 22 acres. The total floor area of the buildings at MSP is approximately one million square feet.

The basic concept for the new facility is to maintain the security required by limiting the numbers of inmates that can congregate or associate together. The range of association could be limited to a single resident and staff or to association between those housed within a complex of up to 50 residents.

The physical plant layout of MSP dictates an opposite concept of association. Large groups are housed together; their work programs, central facilities and activities are organized into large interacting groups.

The existing physical plant plan dictates more or less of an open institution program sometimes referred to as a downtown-mainstreet program.

The existing cell halls A and B violate the basic security principle of having a minimum of two barriers between inmates and freedom and the concept of housing inmates in small groups.

The industry (work program) for the new High Security Facility is characterized as being flexible and simple, located at or near the housing elements and of a type that neither the product nor tools used to produce it are a potential hazard to safety or security. The existing facility and its products do not qualify under the criteria established for the new work program. Portions of the products and tools utilized have high potential weapon relationships.

One work program being considered is tailor shop and laundry. The existing tailor shop and laundry is located at the heart of the existing prison. A 1972 report found the equipment to be obsolete and inefficient; the report recommends the replacement of equipment and relocating the operation. The new facility could provide service to MSP or MSP could provide the service to the new facility.

**Strategies
Evaluated
(Cont.)**

The basic problem of movement of contraband between the two institutions would have to be satisfactorily resolved. Central warehousing facilities at MSP could be made to serve both institutions.

Receiving from all outside vendors would be in a less secure area and the delivery service to secure areas would be under securities control. Potential spaces considered are the new barn and the twine warehouse. The latter would require a relocation of perimeter security and sally port systems.

Dining facilities at MSP are of a central type, designed to feed large populations at a single time. The principle outlined for the new High Security Facility is to provide food service adjacent to the small units, feeding only those assigned to that complex and at that industry.

The auditorium at the existing MSP requires re-furnishing if it is to be used effectively. Such a facility is not a high priority for the new building because of the limited programmed central activity anticipated.

The machinery warehouses, the minimum security unit and the most-used sally ports are an integral part of the prison operation. The rail spur extends into the site to the south of these facilities. Locating the High Security Facility adjacent to the above facilities and attempting to utilize other central facilities such as gymnasium, athletic fields, would require long corridors of traffic, difficult security arrangements and increase the staff required to supervise them.

Consideration of locating the new facility immediately adjacent to the existing MSP facility:

The existing railroad spur track runs through the institution and along the west wall of the institution to a coal storage area south of the industry warehouses. The coal is moved daily from this site into the prison storage area by rail. Wood products, steel and coke supplies for the industry arrive by rail along the west wall to the switch rail then to the industry warehouses. The warehouse stores the finished products which are shipped out by the same rail.

**Strategies
Evaluated
(Cont.)**

The area south of MSP is limited by the above services, the acreage available is minimal for the programmed institution and is bounded on two sides by public roads, which due to their close proximity would force serious constraints on the security of this institution.

APPENDIX

The following is an analysis of existing MSP, to determine whether each functional area, with creative alteration, could be practicably utilized for the proposed new High Security Facility.

The conclusions herein indicate that it is not possible to alter the existing facility so it would function within the operational program developed by the Department of Corrections' Task Forces. (A copy of the operational program summary is included at the end of this report.)

An overriding restraint, in addition to this functional re-use analysis, is that alterations to cell houses cannot be made unless inmates are relocated during construction. Obviously new housing facilities could be constructed in or adjacent to existing MSP, but this is not considered "creative alteration". Construction of new facilities is covered in a separate report.

Existing MSP was planned to function with large groups housed together, with work programs, facilities, and activities organized into large interacting groups. Maximum alterations to existing buildings would only partially meet the desired new program requirements.

Existing Cell Halls A, B and D - violate basic security principles as well as the concept of keeping the population segregated into groups no larger than 48. Satisfactory remodeling is not possible without substantial modification to program.

The industry (work Program) - for the new High Security Facility must be located at or near the housing elements and of a type that neither product nor tools used to produce it are a potential hazard to safety or security. The existing facility and its products do not qualify under criteria established for the new work program.

Tailor Shop and Laundry - a 1972 report found the equipment to be obsolete and inefficient. However, with alterations, this could be an acceptable work program and could provide service to other institutions. A basic problem would be movement of contraband.

Existing Warehouses - Would not be used as part of the High Security Facility as programmed.

Dining Facility - at MSP is of a central type, designed to feed large populations at a single time. It would not be useable under the High Security program where food service would be segregated by housing complex.

The Auditorium - at existing MSP would not be used as part of a High Security Facility.

Summary

The final intended product is a High Security Facility for 400 selected inmates for the State of Minnesota. Operations, programmatic, security, and budget criteria have been set by the Department of Corrections, through their project direction and task forces, with review from the Advisory Committee and the Consulting Architect.

These criteria apply for a new facility, as well as for any alternative which involves partial or total re-use of the existing facility at Stillwater. These goals and standards for utilization, then, form the basis for a 400 man High Security operational program.

The potential for re-using the existing State prison has extremely limited feasibility in terms of the High Security criteria already discussed. As the chart illustrates, particularly in the areas of program, housing, and security, there is little, if any, meeting of High Security standards even supposing rehabilitation.

**Summary
(Cont.)**

Particularly for cell houses A and B, whose combined capacity is 1,024, re-use potential is unlikely even with costly reconstruction to meet security and program needs.

In any alternative, the existing cell houses would need replacement. New housing, if constructed in the present warehouse area, would provide a difficult operational problem of staffing distance, resident mobility, security and the physical impediments of that part of the site.

In summary, given security, housing, program, management and logistics criteria required for a High Security population, reutilization of part of all of Stillwater for the carefully defined population of 400 is not feasible.

**Study
Objective**

The final intended product is a High Security Facility for 400 selected inmates for the State of Minnesota. Operations, programmatic, security and budget criteria have been set by the Department of Corrections, through their project direction and task forces, with review from the Advisory Committee and the consulting architect.

These criteria apply for a new facility, as well as for any alternative which involves partial or total re-use of the existing facility at Stillwater. These goals and standards for utilization, then, form the basis for a 400-man High Security operational program.

The critical question is as follows:

Can the existing facility be utilized in whole or in part as a segment of a new High Security Facility.

Three alternatives were explored as follows:

Methodology

1. Re-use the existing for High Security with no new construction
2. Re-use all of the existing plant for High Security except housing which would need to be constructed on the site.
3. Re-use selected portions of the existing plant and build new housing and other needed services elsewhere on the site.

Each, in turn, was examined and evaluated in light of the Department of Corrections High Security Facility criteria.

Criteria

These criteria have been detailed elsewhere. However, for evaluation purposes, key elements were defined in the following categories:

A. Security Criteria - (e.g. the following: two barriers, response time buffer zone, admission locks, routed internal movement, small groups (48 - 52 maximum))

B. Housing Criteria - (e.g., the following: De-centralized complexes with program, education, industry nearby or adjacent.)

C. Program Criteria - (e.g., the following:

Industry - light industry versus heavy industry production units of 12-18 maximum.

Recreation - movement to/from in residential groups only

Case management - Administration flexibility, Staff training facilities available.

Education - Capability for electronics in rooms, classrooms, classrooms at complex level; no centralized classrooms.

Religion - Capability within complexes.

Food Service - At all levels including the rooms.

Visiting - contact and non-contact.

Hearings - hearing procedures available movements to/from secure.)

- E. Operational/Management Criteria (e.g., the following: staffing patterns; minimizing inmate movement; cluster-based, staffing, etc.)
- F. Phasing/Logistics Criteria - (e.g., the following: The operation of MSP cannot be incapacitated in performance of its function of housing and providing other programs for 1,000 inmates until the year 1982).

Analysis

Using the five groups of criteria noted above, the three alternatives were studied.

The following list is an inventory of the existing facilities, which alternatives propose re-use of which buildings and where criteria for high security are violated.

(Chart follows)

IV ANALYSIS

APPENDIX I

	BUILDING NAME	GROSS AREA S.F.	RE-USE POTENTIAL
1	Administration Building	57,188	UNLIKELY
2	Cell Block A&B	295,020	UNLIKELY
3	Office and Canteen	8,928	UNLIKELY
4	Tailor Shops, Custody Office and Cell Hall C	51,976	POSSIBLE
5	Cell Hall D	69,412	POSSIBLE
6	Service Building	92,295	POSSIBLE
7	Hospital	31,530	UNLIKELY
8			
9	Cordage Industry Factory	125,622	POSSIBLE but
10	Cordage Industry Factory	50,324	POSSIBLE but IMPROBABLE
11	Power House	18,241	POSSIBLE
12	Farm Machinery Industry Factory	125,440	UNLIKELY
13	Farm Machinery Foundry	42,568	UNLIKELY
14	Farm Machinery Metal Fabrication	18,400	UNLIKELY
15	Inside Construction	3,500	UNLIKELY

A L T E R N A T I V E S

1					2					3				
CRITERIA														
A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
0	-	0	0	+	0	-	0	0	+	0	-	0	0	0
0	0	0	0	0	0	0	0	0	+	0	0	0	0	0
-	-	0	0	+	-	-	0	0	+	-	-	0	0	+
0	0	0	0	0	0	0	0	0	+	+	+	0	0	+
0	0	0	0	0	0	0	0	0	+	+	+	0	0	0
0	-	+	0	0	0	-	+	0	0	+	-	+	0	0
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
0	-	0	0	+	0	-	0	0	+	0	-	0	0	-
0	-	0	0	+	0	-	0	0	+	0	-	0	0	+
0	-	+	0	0	0	-	+	0	0	+	-	+	0	0
0	-	0	0	+	0	-	0	0	+	0	-	0	0	+
0	-	0	0	+	0	-	0	0	+	0	-	0	0	+
0	-	0	0	+	0	-	0	0	+	0	-	0	0	+
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-

IV ANALYSIS
(continued)

APPENDIX I

BUILDING NAME	GROSS AREA S.F.	RE-USE POTENTIAL
16 Elect Motor Repair Shop	1,394	UNLIKELY
17 Pump House	210	POSSIBLE
18 Activities Building	22,680	LIKELY
19 Water Treatment Plant	1,584	POSSIBLE
20 Water Tower, 94'		POSSIBLE
21 Maintenance Garage	2,500	UNLIKELY
22 West Shipping Warehouse	53,326	UNLIKELY
23 East Shipping Warehouse	53,328	UNLIKELY
24 Minimum Security Building	23,512	POSSIBLE but IMPROBABLE
25 Garage	2,123	POSSIBLE
50 Warden's Residence	7,604	POSSIBLE
		SUB-TOTAL
		TOTAL

KEY:

0 = Does not meet criteria, even assuming renovation

+ = Can or could meet criteria, assuming renovation

- = Not Applicable

Total = No. of +'s

A L T E R N A T I V E S

1					2					3				
A	B	C	D	E	A	B	C	D	E	A	B	C	D	E
0	-	-	-	0	0	-	-	-	0	+	-	-	-	-
0	-	-	-	0	0	-	-	-	0	+	-	-	-	0
+	-	+	+	+	+	-	+	+	+	+	-	+	+	+
0	-	-	-	+	0	-	-	-	+	+	-	-	-	+
0	-	-	-	+	0	-	-	-	+	+	-	-	-	+
0	-	-	-	-	0	-	-	-	-	0	-	-	-	-
0	-	0	0	-	0	-	0	0	-	0	-	0	0	-
0	-	0	0	+	0	-	0	0	+	0	-	0	0	+
0	0	0	0	+	0	-	0	0	+	0	0	0	0	+
-	-	0	-	-	-	-	0	-	-	+	-	0	-	-
+	-	-	-	+	+	-	-	-	+	+	-	-	-	+
2	0	3	1	13	2	0	3	1	16	11	2	3	1	12
19					22					29				

A.2 TASK FORCE MEMBERSHIP**Administration**

William McGrath, Admin. Mgt. Director, MTC
 Howard Costello, Assistant Commissioner, DOC
 Bruce Reddemann, Fiscal Management, DOC
 Donald Grafenstein, Supvr., Infor. Syst., DOC
 Ruth Clark, Adm. Secretary, Prison
 George Crust, Records Officer, Prison
 Donald Tomsche, Associate Warden - Admin., Prison
 David Ek, Business Manager, Reformatory
 Gerald Strathman, Dir. Research and Info. Syst., DOC
 Loren Williams, Business Manager, Home School

Security

*Don Cooper, Supvr. Inspection and Enforcement, DOC
 John McLagan, Associate Warden-Operations, Prison
 James Hulburt, Assistant Supt., MTC
 Eugene Grovhoug, Security Lieutenant, Prison
 Leon Weis, Security Captain, Reformatory
 Clifford Leaner, Security Captain, Reformatory

Living Units

*Charles Gadbois, Associate Supt., Reformatory
 Gayland Long, Unit Director, Prison
 Ronald Wolter, Unit Director, Prison
 Donald Engeldinger, Unit Director, Prison
 Donald Belchaner, Unit Director, Reformatory
 Arthur Lundeen, Security Lieutenant, Prison
 Grover Bell, Case Work Supervisor, Prison
 Dr. Frederick Gelbmann, Dir. Reshape, Reformatory

Industry

*Stanley Wood, Director Private Industry, DOC
 Donald Tomsche, Associate Warden-Admin., Prison
 Frank Whippler, Director of Industry, Reformatory
 Lawrence Proesch, Industry Superintendent, Prison
 Douglas Roloff, Industry Plant Manager, Prison

Education

*Al Maresh, Education Director, DOC
 Gary Cook, Education Director, Prison
 Dr. Avis Olson, Education Unit, DOC
 Nicholas Shank, Arts In Corrections, DOC
 James Rosenwinkel, Asst. Education Dir., Prison

Hearings and Investigation

*Harold Hansen, Senior Hearings Officer, DOC
 Thomas Foley, Deputy Commissioner, DOC
 Michael McGrath, Disciplinary Board Lt., Prison
 Delbert Leaf, Hearing Officer, Reformatory
 Lew Linde, Juvenile Release Unit, DOC

*= Task Force Chairman

Food Service *Donald Tomsche, Associate Warden-Admin., Prison
Donald Burgett, Food Service Manager, Reformatory
John Hoffman, Food Service Consultant, Red Wing
William Benzik, Best Food Services

Physical Health *Howard Johnson, Director of Health Care, DOC
Dr. James McLeod, Medical Director, Prison
Howard Costello, Assistant Commissioner, DOC
Evern Olson, Head Nurse, Prison
Robert Williamson, Pharmacist, Prison
Clyde Eells, Health Service Administrator, Prison
Dr. Cassius Ellis, Dept. Health Advisory Committee

Mental Health *Howard Johnson, Director of Health Care, DOC
Charles Gadbois, Assistant Supt., Reformatory
Dr. Frederick Gelbmann, Dir. Reshape, Reformatory
Dr. James Jacobson, Psychologist, Prison
Dr. H. Osekowski, Consulting Psychiatrist, Prison
Jerome Anderson, Director of Training, DOC

Case Management *Donald Grafenstein, Supvr. Infor. Services, DOC
Dr. John Needham, Receiving Unit Dir., Reformatory
Greg Freer, Receiving Unit Director, Prison
Bruce Gross, Case Worker, Prison
Duane Erickson, Field Service Supervisor, DOC
Roger Gustad, Assignment Officer, Prison
William Guelker, Parole Unit Supervisor, Prison

Transportation and Access *James Zellmer, Prison Planning Coordinator, DOC
Charles Mulcrone, Transportation Supervisor, DOC
Rod DeReu, Security Captain, Prison
Frank Peterson, Security Lt., Ramsey Hospital Unit
Francis Montifering, Transp. Supvr., Reformatory

Engineering and Plant Maintenance *Marvin Erickson, Chief Engineer, Prison
Lester Baird, Chief Engineer, Reformatory

Communications *Philip Jorgensen, Release Supervisor, Reformatory
Lawrence Conroy, Security Sergeant, Prison
Rod DeReu, Security Captain, Prison
Unice Peterson, Communications Officer, Prison
Gordon Yurich, Management Services, DOC

* = Task Force Chairman

**Visiting-
Volunteerism-
General
Activities**

*John McLagan, Associate Warden-Operations, Prison
Piet Aarden, Volunteer Services Coord., Prison
Eugene Grovhoug, Security Lieutenant, Prison
James Gerdes, Volunteer Serv. Coord., Reformatory

Recreation

*Ron Wolter, Unit Director, Prison
Joe Doran, Director of Recreation, Prison
Lauren Ogston, Director of Recreation, Home School
Dr. Carolyn Weiss, Recreation Dept., U of M
Greg Finch, Director, YMCA, St. Paul, MN

**Religious
Services**

*Richard Knowles, Senior Chaplain, Prison
Rabbi Wolf, Chaplain, Prison
Reverend Francis Vrana, Chaplain, Prison
Reverent J. Roberts, Chaplain, Prison

**Staff
Training**

*Robert Erickson, Director of Staff Training, Prison
Bruce McBeath, Alternative Behaviors Assoc., Mpls., MN
Jerome Anderson, Director of Training, DOC
Norman Thomas, Dir. of Staff Training, Reformatory
Gene Woodke, Training Academy, DOC
William Milliken, Training Academy, DOC

* = Task Force Chairman

A.3 TASK FORCE REPORT FORMAT

Name of Element.

Purpose(s) of element.

Ideally how should the purpose(s) of this element be.

List and describe the components of the element.

Describe the element's relationship to other elements.

Describe the operation of the element.

Administrative organization

Staffing requirements and patterns

Inmate involvement

Services delivered

Normal operation versus special and/or emergency

Physical plant requirements.

What limitations are or should be placed on the ideal accomplishment of the element's purpose.

Looking ahead 15-20-25 years, what future staffing and/or facilities should be considered.

What other areas, concerns, services, etc., should be considered.

Discussion

The Task Force report format is intended to establish a basic logical process of gathering and reporting the supportive data for the planning and development of an operational program for this 400 bed High Security Facility.

The name of the element was established and the Task Forces organized.

The purpose of the element must be defined to establish the role of the element. The purpose statement is to communicate within the Task Force Committee, with the other Task Forces and others, just what this element's function is to be. The relationship and basic philosophy for the institution are set by agreement by all of the Task Forces of each element's function.

**Discussion
(Cont.)**

The ideal accomplishment statement is to provide the opportunity to describe without restraints how the purpose statement of the element is to be accomplished. ("Best") - (Most Perfect).... This statement should relate directly to the purpose statement

Components

With what programs, tools, staff, organization, legislative authority, etc., can the ideal be accomplished.

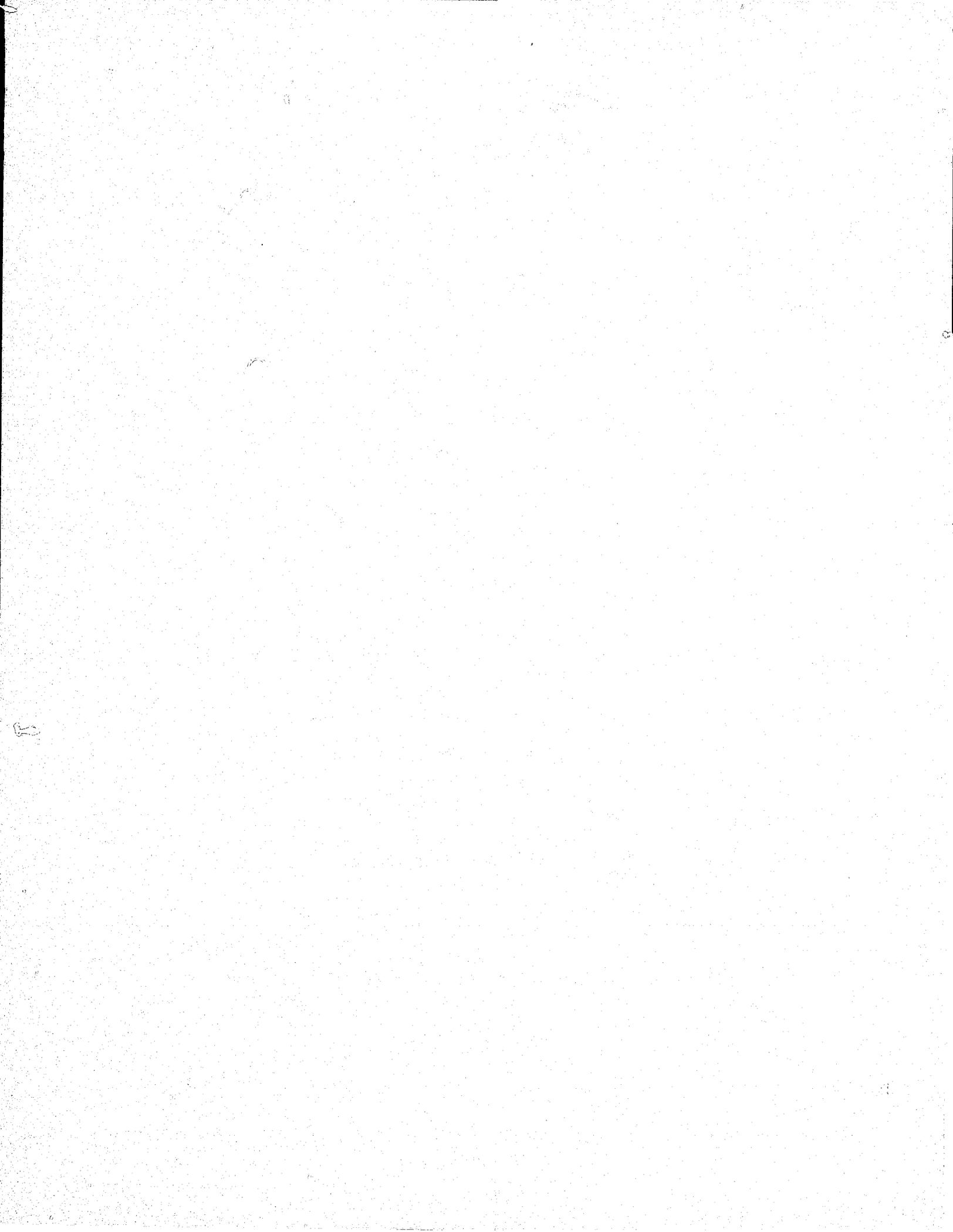
Define the relationships with other elements, required or desired, physical, communication, restrictions.

Taking the above into consideration, how would the element operate?

**Physical
Plant
Requirements****Physical plant**

State those areas and environments considered necessary to allow the operation of the element.

Limitations)	Separate document of exper-
Future)	ience that dictates certain
Other)	restraints should be considered.



END