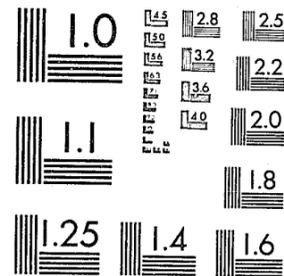


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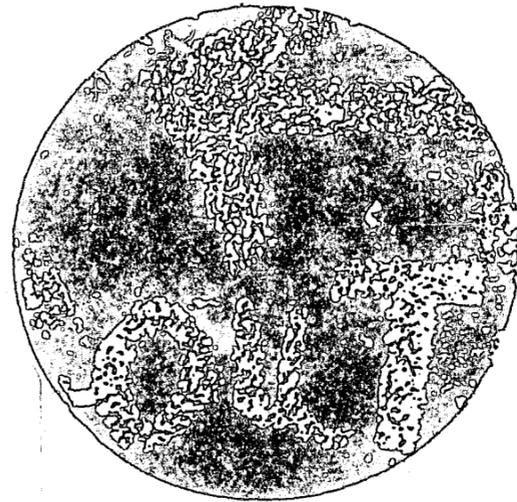
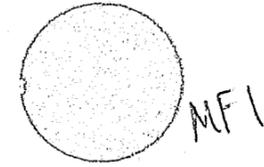
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7/19/85



Department of Justice
Office of Juvenile Justice and Delinquency Prevention



renovation case studies

adapting buildings for
new juvenile justice uses

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RENOVATION CASE STUDIES
ADAPTING BUILDINGS FOR NEW JUVENILE JUSTICE USES

PREPARED FOR
United States Department of Justice
Office of Juvenile Justice and Delinquency Prevention

Bruce Kleine

This document was prepared by the Community Research Forum of the University of Illinois under grant no. 78-JS-AX-0046 awarded by the Office of Juvenile Justice and Delinquency Prevention, United States Department of Justice. Points of view or opinions stated in this document are those of the Community Research Forum and do not necessarily represent the official position of the U.S. Department of Justice.

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COMMUNITY RESEARCH FORUM

University of Illinois at Urbana-Champaign

August, 1981

FOREWORD

One of the major goals of the Juvenile Justice and Delinquency Prevention Act has been the development of program alternatives which can be used to reduce the number of juveniles placed in adult jails and lockups. Numerous alternatives have been investigated; programs which divert juveniles out of the system, programs which provide supervision but not residential care, and programs of nonsecure residential supervision. It is now clear that most juvenile offenders can be handled without recourse to either secure or nonsecure placement. However, many useful and beneficial programs do require physical settings for the conduct of ongoing activities.

If alternatives to jail are to be implemented widely, usable program space of all shapes and sizes must become available within a reasonable time at reasonable cost. In Renovation Case Studies: Adapting Buildings for New Juvenile Justice Uses, programs such as shelter care, intake services, alternative education and counseling have been examined to determine the kinds of space they will typically require. These requirements are then translated into physical form through proposed renovations of existing buildings which are similar to those found in many communities. Development costs (usually less than that of equivalent new construction) are then projected.

This text demonstrates that alternative programming can be achieved without excessive expenditure even when a physical structure is necessary. These case studies serve as a guide to the programmatic opportunities available to many communities and court systems through planning ingenuity and the use of existing resources.

An important aspect of the JJDP Act is the meaningful involvement of young people in the effort to deinstitutionalize status and nonoffenders and to remove juveniles from adult jails. This study embodies that spirit having been conducted by an architecture student under the supervision of CRF professional staff. The unique perspectives presented by the author underscores the value of this Congressional intent.

James W. Brown
Director
Community Research Forum

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ACKNOWLEDGEMENTS

Renovation Case Studies: Adapting Buildings For New Juvenile Justice Uses is the product of a study with a two-fold purpose. It intends, first to promote the acceptance of instituting juvenile justice alternatives services, and second, it shows how such programs can be more economically feasible by promoting adaptive re-use of existing architecture to suit a desired program.

I wish to thank the following people for their efforts:

- Jonas Mata and Mike McMillen for their contributions to the content and clarity of the program format,
- Sara Booker and Elizabeth Daum for their help in the organization of the text,
- for his assistance in the completion of the research, Jim Brown, Director of Community Research Forum,
- for his help and personal guidance and his thorough knowledge of the subject of re-use, my added thanks to Professor Bruce Hutchings, Department of Architecture, University of Illinois,
- and special thanks to John Weigand and Jo Anne Denton for their enthusiastic support and inspiration.

INTRODUCTION

In recent years the juvenile justice system has experienced a noticeable shift in attitude concerning the appropriateness of various methods for handling youthful offenders. National standards and legislation have emphasized the value of deinstitutionalizing status offenders and other young people who traditionally have been brought to the attention of the courts. Additionally, the residential environment itself has become the object of intensive study as its potential for influencing the success of facility-based operations becomes increasingly apparent.

Phrases such as "least restrictive alternatives", "normalization", "homelike setting", "positive environmental impact" and "least penetration into the system" represent a philosophy which more and more is beginning to characterize juvenile justice planning and design. Many organizations, notably the American Bar Association, American Correctional Association, Commission on Accreditation for Corrections, National Association of Counties, National Council on Crime

and Delinquency, Children's Defense Fund, National Council of Juvenile Court Judges, National Youth Work Alliance, and the National Coalition for Jail Reform, have adopted the position that, in order to effectively benefit young people and their communities, juvenile justice planning must include a series of alternatives to secure confinement at both the pre- and post- adjudicatory stages. Many of these alternatives require the use of a physical facility for either residential or non-residential programs.

Equally important is the notion that, regardless of the level of security which is required, young people will respond more favorably towards those environments which feel less institutional. By this we mean that when the setting in which any program takes place seems less regimented, more "normal" and healthy, the effectiveness of various programs will increase significantly. This is due to the fact that individuals tend to be more receptive and open in settings which evoke feelings of openness and familiarity. Institutional settings, on the other hand, beget institutional behavior.

The suggestion that justice settings for juveniles should assume this more normal, rather than punitive, character is easy to talk about; it is quite a bit harder to achieve. For one thing, changes in physical settings often require changes in programmatic outlook and organization (and vice versa). Resistance to change can be difficult to overcome. Then, too, some definition regarding just what constitutes a normal and beneficial environment must be agreed upon. Standards proposed by the American Bar Association, the National Advisory Committee on Juvenile Justice and Delinquency Prevention and the National Council on Crime and Delinquency go a long

way in their description of appropriate placements and settings. The next important step will be the actual implementation of the principles expressed in these and other documents to newly planned programs and facilities which can then be studied.

In the meantime, however, an equally valuable effort would consist of the experimental application of these principles to see what the physical ramifications of their use may be. Much of the following text involves a prototypical design process which will be able to demonstrate in more-concrete form certain physical manifestations of the goals suggested by "normalization" and "homelike" environments.

Another pervasive problem which confronts juvenile justice planners is the skyrocketing cost of construction. Certain non-residential program alternatives which are now being implemented will certainly reduce the amount of construction necessary for effective juvenile court operations. But this alone cannot solve so very complex a problem. There will always be a need for some building, and there will always be certain costs attached to providing these structures. If the philosophy which mandates broad system capability in responding to youth-related problems through various alternatives is to flourish, economical and practicable options for establishing facility-based services must become available to justice system planners and practitioners.

One method which is being explored is the adaptive use of existing buildings. Often, from the standpoint of both economics and construction effort, it is easier to convert a structure to a different use than to start from scratch. A wider variety of locational choices often becomes avail-

able when this sort of development is considered. Of course, certain limitations are imposed by existing structures which may not be encountered with new construction. But the potential benefits which may be realized through building renovation, such as better location, reduced costs, environmental quality and ease of implementation, should contribute to the development of worthwhile programs which would otherwise be unavailable.

RENOVATION PLANNING

The need for a physical plant of some sort to house justice related programs can often be fulfilled by re-using an existing building. With proper planning it is usually possible to locate a structure which will require no compromise in either environmental quality or functional capability. A thorough planning effort coupled with design ingenuity will often minimize capital expenditure as compared to new construction. However, the selection of a suitable building should not be a matter of chance; the same effort which goes into the design and construction of a new building should be applied to the search for an appropriate site and structure and to the renovation of the building itself. Without this sort of concentrated effort, major obstacles to eventual program success may not be recognized and overcome.

The first step in a successful building program must involve a thoughtful consideration of the amount and types of spaces which will be neces-

sary. The listing of such requirements is referred to as the preliminary design program. Once these requirements have been established, it is then necessary to consider the attributes of location which will affect program success. These include the ease of access to and from the building by its users, its proximity to activities and services which may be incorporated in the program, the general quality of the surrounding neighborhood, and the proximity of the site to both desirable and undesirable features. Only when the locations which will best accommodate the envisioned programs have been pinpointed should potential buildings be considered. The buildings themselves must be scrutinized according to their compatibility with proposed programs, visual image, structural condition, ease of adaptation, size, and purchase and rehabilitation costs. Compliance with local zoning, building and life safety ordinances must also be examined.

This process does not need to be carried out over long periods of time. Generally, desirable locations can be delineated rather quickly, and then it is simply a matter of narrowing the field until only a few actual buildings must be investigated. It is, in essence, a process which requires the planning team to spend some time establishing exactly what is required by those who will operate the proposed program, determining which features will be most wanted and least desirable, and then reviewing potential sites and buildings which best fill the bill. Of course, actual conditions and available properties may not precisely match expectations, so some give and take is usually required. Essential needs, however, should never be compromised as this may jeopardize eventual program success.

In many cases, the bottom line in the decision-

making process will be anticipated capital expenditure. Undoubtedly, limits will be set concerning how much money can and will be spent, and this will establish the boundaries of the site selection/renovation process. Depending on what is available, the project will be either go or no go. If it will continue, however, the planning team should be willing to view the potential building sites with some flexibility. Some properties will be more expensive than others but may not require extensive renovation. Conversely, certain properties will be less costly to acquire but will involve proportionally greater renovation expense. There may be cases where these projected expenditures balance. When confronted with such choices, the decision to proceed with one property or another must be based on locational factors, benefit to the neighborhood, potential environmental quality, projected start-up time, and cash flow from funding resources.

DESIGN DIRECTIONS

With the following facilities designs, our purpose has been to eliminate any obvious indication that these buildings are "institutions" or, for that matter, justice facilities. Spatial arrangements and building materials which would convey such an impression have been scrupulously avoided. The reason for this is to eliminate the unconscious labeling of residents as special cases who merit special handling. While this may in some instances be the case, experience and research have demonstrated that where residents perceive their

environment as restrictive as limiting their ability to move about and make choices or as providing merely a place to sleep uncoupled with human care for their well being, then antipathetic or anti-social behavior may often result. It is crucial for the setting to be easily understood and perceived as open and non-coercive. Otherwise, institutional and counter-productive response by the resident will be the likely consequence, regardless of all the lofty official facility names and disclaimers to the contrary. The "public safety" building or the "home for boys" is still where the bad guys go as far as the public is concerned.

Another aspect which must be considered is staff reaction to their working space. It is far easier to accomplish the program goals envisioned for shelter care in an environment which bespeaks an obvious concern for the residents well-being than in a more regimented, security oriented setting. The fact that available space must be highly organized in order to engage in certain desired functions should not preclude the ability of counselors and other workers to conduct their affairs in a relaxed, comfortable and more obviously beneficial atmosphere.

The spaces must be conducive to normal living and other functions and must promote the necessary interaction between residents and staff. On this point we are, perhaps, belaboring the obvious, but it is essential that the planning of such residential facilities take into account the significant impact which the arrangement of space, the "quality" of those spaces and the very location of the building itself can have in promoting the viability of proposed program functions.

The following table is a "check list" of the

various items relating to location and building selection which should be considered as part of the facility planning process. It is difficult to assign greater or lesser importance to many of the categories since the value of each varies considerably from community to community. The relative importance of each item must evolve with each individual planning effort.

Table 1.
PROPERTY EVALUATION CONSIDERATIONS

SITE CHARACTERISTICS

- A. Accessibility by Juvenile Clients and Families, Direct and Indirect Staff Via
 - 1. Private Car (streets and parking)
 - 2. Public Transportation
 - 3. Pedestrian Travel and Bicycle
- B. Proximity (distance and travel time) to
 - 1. Juvenile Clients' Neighborhoods
 - 2. Community Resources
 - a) parks, gyms, other recreation and sports
 - b) medical services
 - c) schools, libraries, crafts and activities programs
 - d) employment opportunities
 - e) secular and religious organizations and activities
 - f) shopping, entertainment

3. Program Related Services

- a) courts
- b) police
- c) family and social services
- d) legal services (public and private)
- e) counseling agencies
- f) volunteer organizations

C. Neighborhood Quality

- 1. Special Zoning Requirements
- 2. Stability of Population Base (current and projected)
- 3. Building Styles (single-family, multi-family, commercial)
- 4. General Condition of Buildings
- 5. General Condition of Streets, Grounds, and Landscaping
- 6. Sensory Conditions (note potential disturbances)
 - a) sight
 - b) sound
 - c) smell

BUILDING CHARACTERISTICS

A. Suitability for Proposed Program

- 1. Building Type (residential, commercial, institutional)
- 2. Image
 - a) to juvenile clients
 - b) to neighborhood residents
- 3. Size (available square feet)

- 4. Renovation Potential (general)
- 5. Renovation Potential to Accommodate Proposed Function
- 6. Impact of Program on Neighborhood

B. Physical Conditions

1. Structural

- a) foundations
- b) columns and walls
- c) floors
- d) roof
- e) stairs

2. Finish Materials

- a) flooring
- b) walls and partitions
- c) ceilings
- d) windows and doors

3. Plumbing (fixtures and piping)

4. Electrical

5. Heating/Ventilation/Air conditioning

- a) natural
- b) mechanical

6. Water penetration

- a) roof
- b) exterior walls
- c) basement

7. Arrangement of Existing Spaces

8. Renovation Potential

- a) partial interior/exterior demolition
- b) interior/exterior reconstruction

- c) exterior access
- d) interior circulation (between spaces,
between levels)
- e) utilities repair and/or replacement

9. Life Safety

- a) code compliance

C. Economics

- 1. Property Acquisition Costs
- 2. Financing Availability
- 3. Projected Renovation Costs

In the appendix of this publication you will find an evaluation form which may be used to assess the physical condition of any structure being considered for renovation. While it does not include any reference to the appropriateness of the setting, or the ease of fitting new functions into existing spaces, it does present an organized way of investigating buildings to uncover any serious physical drawbacks. This form does not require extensive experience with or knowledge of the building professions and should be considered a useful tool for any planning team.

RENOVATION CASE STUDIES

The case studies presented in this publication have been completed for the purpose of promoting the use of advanced environmental design practices in juvenile justice-related facilities while still keeping implementation costs manageable, i.e., within the financial grasp of most communi-

ties. Despite the best of intentions, necessary and beneficial juvenile services cannot be realized if the price tag for developing such services is too great. Since capital construction costs typically represent a most troublesome obstacle, and since the renovation of existing structures can often minimize such expenditure, the increasing exploration and use of renovation options should prove to be a valuable technique for expediting the installation of programmatic alternatives to secure confinement.

The following text illustrates how building types common to many localities may be utilized via renovation to accommodate typical youth-oriented services. These include court ordered services such as shelter/group care, intake and short-term holding as well as related non-residential programs such as day care, alternative education and counseling services. The designs presented here are by no means all inclusive. Rather, they comprise an initial investigation of the potential for adapting and re-using existing structures for juvenile justice purposes. The designs merely skim the surface of possible building types and new uses which may be considered.

Many different building types are equally suitable for renovation for the programs and services described here. Our object has been to show that re-using existing structures is not just a fanciful notion which certain communities may be forced to consider. To the contrary, it is a distinctly feasible and worthwhile option which should be considered as part of any juvenile justice planning and development process. It is, in fact, one of the more obvious choices for facility development, offering the courts and the community a viable construction alternative when construction is necessary.

I. SHELTER CARE

Shelter care is a non-secure residential facility providing care, supervision, and attention on a short-term basis for status offenders and selected delinquent offenders. It is a non-institutional setting. Generally, youth between the ages of 10 and 16 receive shelter for up to 30 days. Shelter care facilities usually operate 24 hours a day

with a capacity of between 6 and 12 bedspaces. In essence, shelter care becomes a substitute home with a "home-like atmosphere" and is used as an alternative to secure detention and jail. Shelter care does not function as a sentencing or dispositional alternative but rather initiates a short-term program for youth in crisis or emergency situations. Group homes, which are used for dispositional placements, are often similar to shelter facilities.

The goal of shelter care is to return the youth back to his/her home without further intervention by the court. While at the shelter a treatment program can be initiated for the youth. Structured group living can be used to teach responsibility and accountability, and young people can be prepared for independent or semi-independent living. Often, a job can be found or maintained. Finally, a youth can generally carry on most of the activities he may have been involved in while at home. Shelter care programs have house parents and/or shifts of staff who provide youth with 24-hour a day supervision, guidance, room and board. Both males and females are placed here.

DESIGN PROGRAM

The shelter care facility should provide sleeping and living areas, private counseling space, food preparation and eating areas, and some indoor recreation space for passive activities and possibly more active pursuits. Essentially, then, the spaces required would be similar to those

found in a typical single family dwelling. An apartment (or large bedroom) for live-in staff or permanent office space for rotating staff will be required. Sleeping areas for youths should resemble the bedroom in a family home, allowing for separation of males and females as well as individual and small group living. Reassignment of bedrooms to accommodate changing male/female population ratios should be easily accomplished. Bathrooms in the bedroom areas, one for each sex, should be considered. Live-in house parents, if any, will require a separate bathroom. Adequate storage space should also be provided in bedroom and living areas.

THE STRUCTURE

Since the renovation of single family homes and other residential structures for shelter programs is fairly commonplace and covered in the existing literature (see National Student Competition on Adaptive Re-Use: A Shelter Care Facility, U.S. Department of Justice), we have elected in this study to investigate the renovation potential of a low-rise commercial/retail building. This type of structure is common to urban areas and to most rural communities. Our design makes use of the Solon Building in Champaign, Illinois, a representative commercial building with retail space on the ground level and offices above.

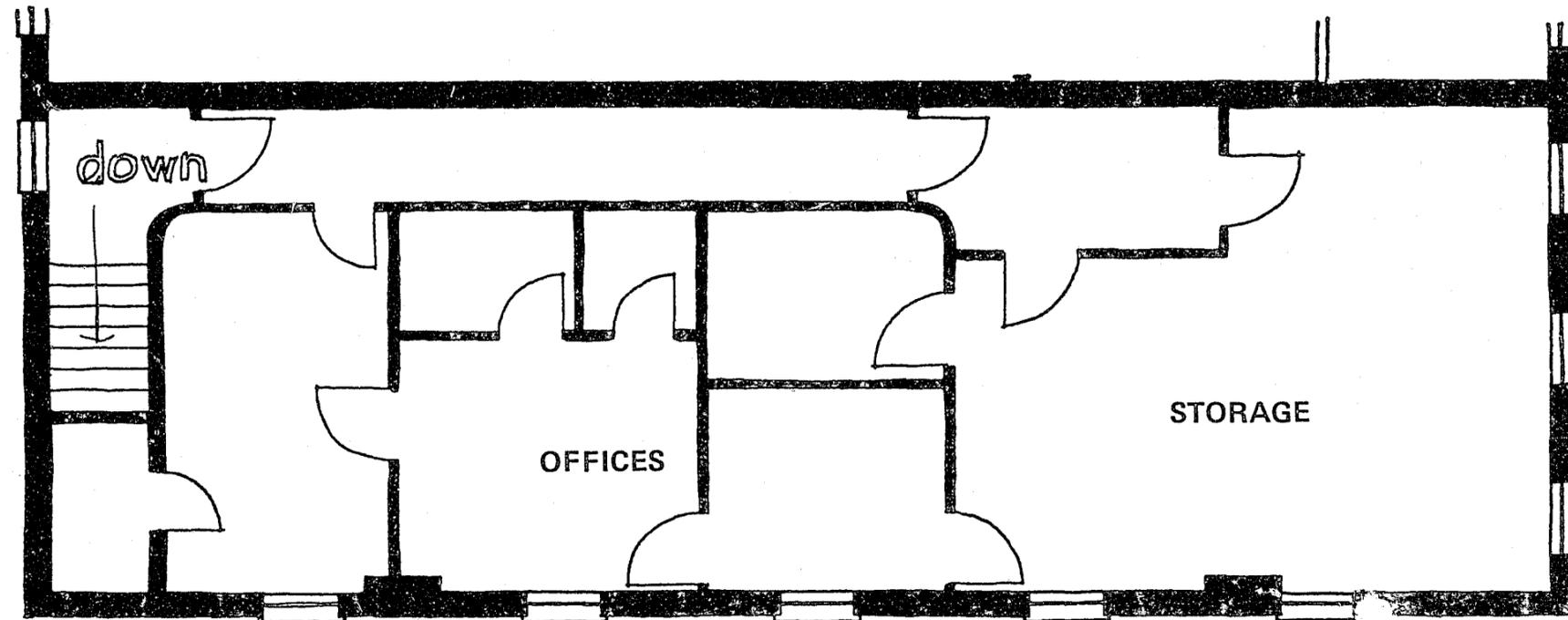
This structure was utilized for several reasons, including its location in the central business district of a moderately sized city (population 100,000). The police station, entertainment,

recreational facilities, employment opportunities, educational facilities, residential areas are all within walking distance. Public transit lines are also close at hand. Other factors in its selection for renovation was its availability at low cost due to its unoccupied status and condition of disrepair, its large open floor areas, and windows on three sides of the building for natural lighting. In many localities, prime properties are often unavailable which, due to their poorly maintained appearance and interior condition, have seemingly little value. Structures of this type may need only moderate reconditioning to revitalize them.

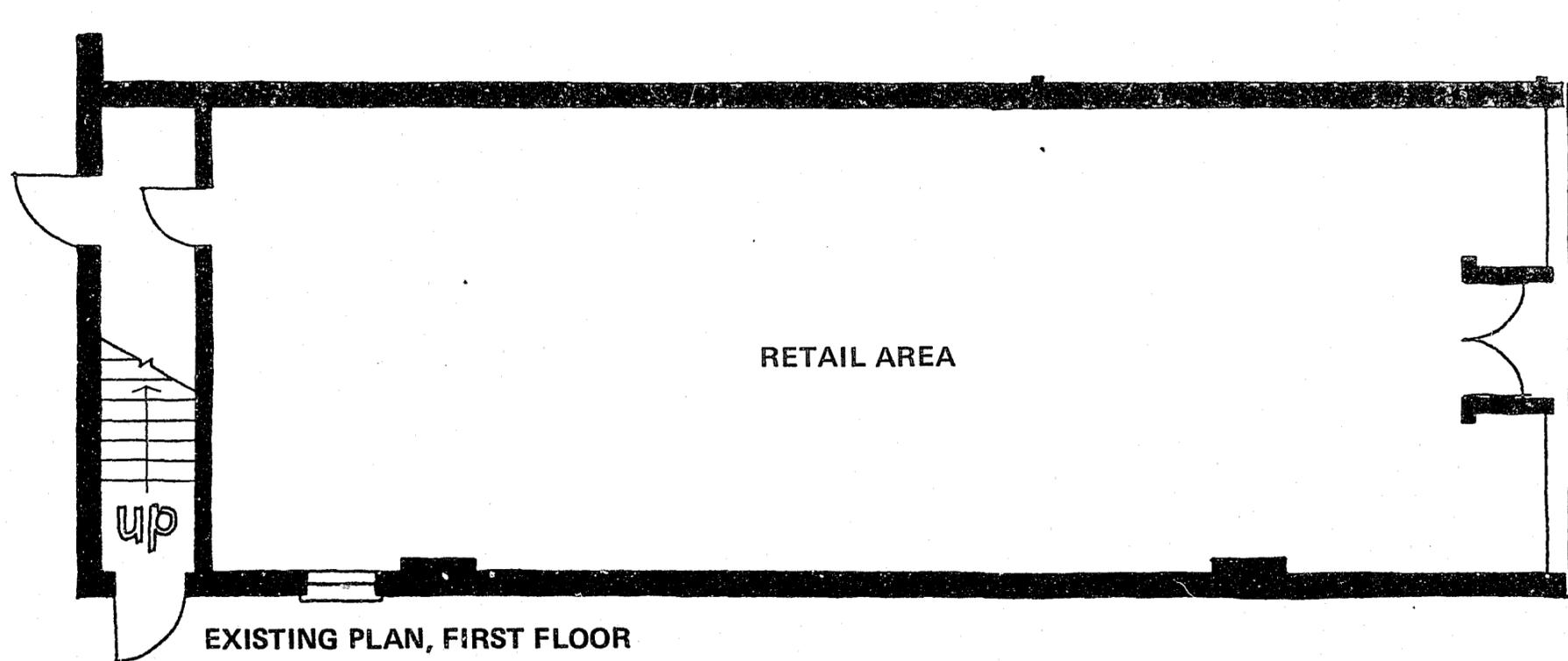
Another bonus available with this building is the relative ease with which it could be converted to provide for shelter care purposes while at the same time allowing for clear architectural expression and creative use of space. It turned out to be a relatively simple matter to incorporate design features which could make this building an asset to the community and its neighboring structures.



EXTERIOR VIEW



EXISTING PLAN, SECOND FLOOR



EXISTING PLAN, FIRST FLOOR

Shelter Care (First Floor)

Our major goals in this design for a shelter facility were to achieve a "homelike" atmosphere and to provide a design which would discourage the youth from running away. To achieve a "homelike" atmosphere we've tried to minimize the institutional atmosphere by using a combination of open space arrangements with movable, comfortable furniture for the living area, conference, dining, and activity areas and a bedroom design (vs. dormitory) in the sleeping areas. The entrance area leads almost directly to the open living areas, and the central corridor opens variously on dining and meeting alcoves. This should help to dispel any institutional association brought about by the long corridor which was necessitated by the existing building design. The office areas are the only part of the design set apart from the rest of the facility. This was done for reasons of privacy, security and supervision of the entrance.

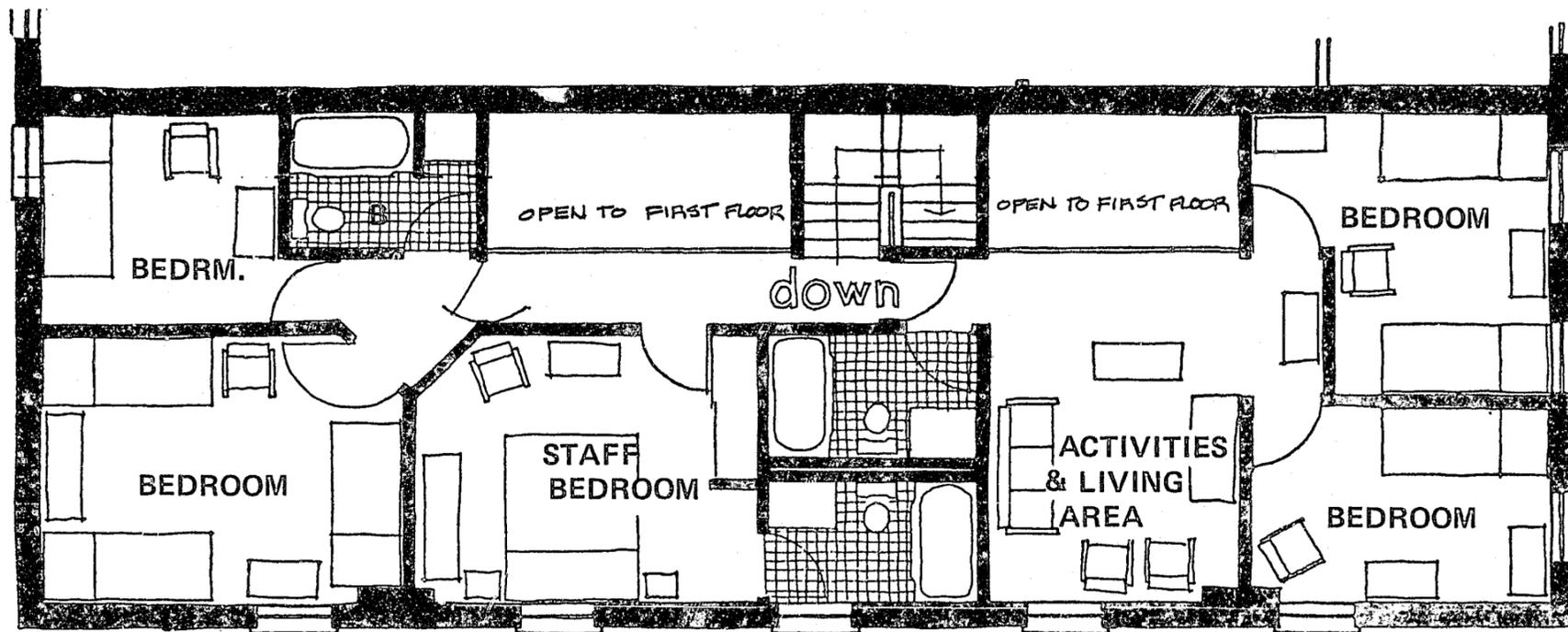
Second Floor

The stairwell and the areas immediately to its

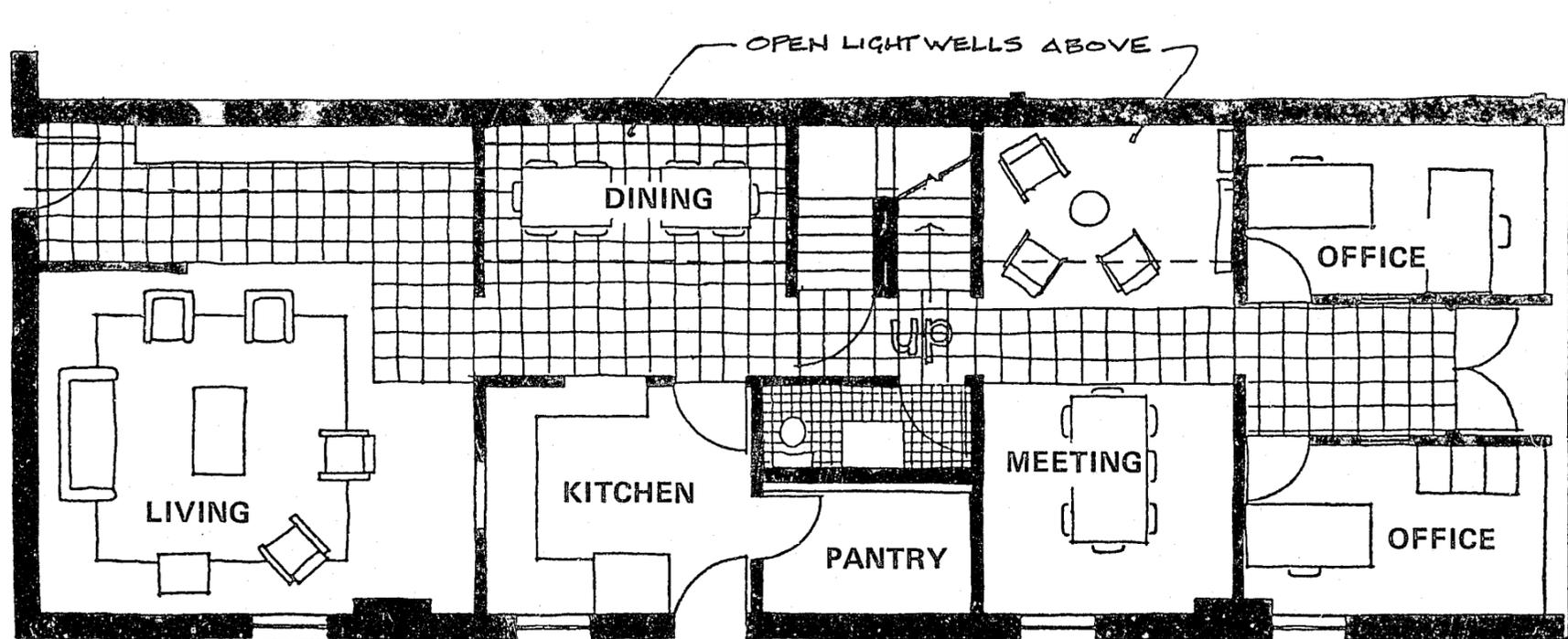
right and left were opened as free air spaces to promote a visual and audio continuum, thereby bringing together the 2nd and 1st floor, and to permit skylighting of the interior of the building.

We decided to locate a houseparent's bedroom between the boys and girls sleeping areas. The main reason for this was to facilitate supervision during sleeping hours.

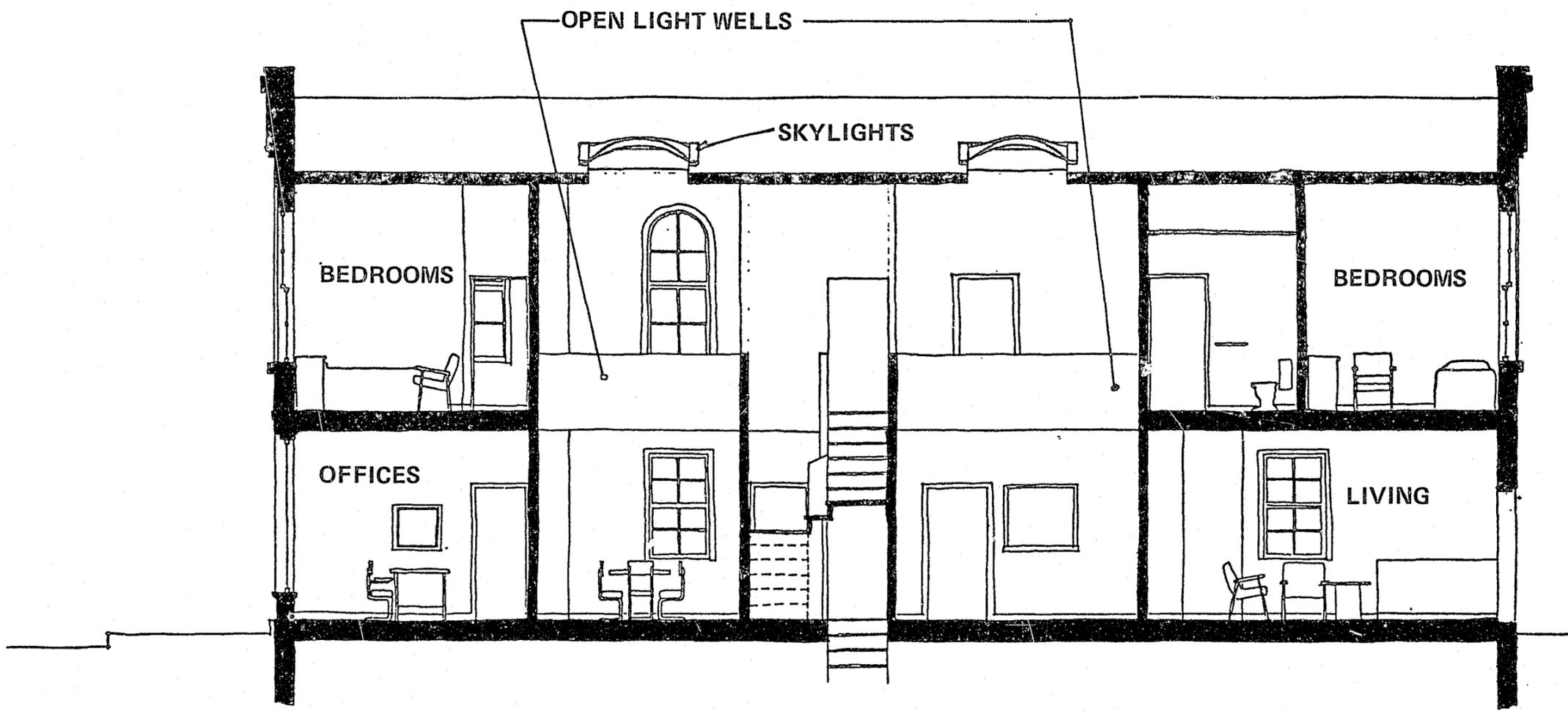
We've stated previously that security and supervision in shelter care programs should be provided by staff and not by security hardware. Staff should be able to verbally (and sometimes physically) confront youths in instances when youths may want to run away. Locks should not be used to keep youth in. In this plan, this is easily accomplished during the day when staff are awake, but in the evening, when staff and youth retire for the night, some method of supervision is needed to alert the staff if a youth is on the way out. This design incorporates swinging doors with security buzzers just outside each of the youth bedroom areas to alert staff when youth walk through the swinging doors.



PLAN, SECOND FLOOR



PLAN, FIRST FLOOR



SECTION

On this page we are presenting an abbreviated version of the type of information which can be used to develop preliminary renovation cost estimates. The items shown are based on the previously depicted

shelter facility. This same procedure has been used to project the capital expenditure which is anticipated for each of the remaining designs in this text.

STRUCTURE: Commercial Building						PROJECTED USE: Shelter Care	
FEATURE	o.k.	repair	improve	remove	add	RENOVATION DESCRIPTION	ESTIMATED COST
BASEMENT							
Foundation	x						
Stairs				x		remove stairs	\$ 140
Electrical					x	Add where necessary- outlets	700
HVAC	x				x	New system - use existing ductwork, furnace	3000
FIRST FLOOR							
Stairs				x		Remove stairs	140
Floor	x				x	Add resilient flooring @ \$2.40/sq.ft.	600
Ceiling	x						
Walls					x	Construct as indicated, paint @ \$1.60/sq.ft.	1980
Doors					x	Hang 7, replace 1 (8) @ \$77 each	620
Kitchen						Complete w/appliances	3500
SECOND FLOOR							
Flooring				x		Install as indicated @ \$1.00/sq.ft.	180
Sub-structure					x	Add for second floor support	500
Walls				x	x	Demolish and construct as indicated, paint	2240
Ceilings	x						
Doors					x	Hang 10	770
PLUMBING							
W/C with sink					x	Rough in and install 1 @ \$1100	1100
Bathrooms					x	Rough in and install full bath, 3 @ \$1800	5400
Stacks/ground faults					x	Install	1860
Ceramic tile					x	4 cases @ \$100	400
EXTERIOR							
Doors				x	x	Replace and install 2 @ \$260	520
Windows					x	Punch and install 2 @ \$480	960
						TOTAL REHAB COSTS	\$24430
						FURNISHINGS (new)	8500
						BUILDING PURCHASE PRICE	49700
						TOTAL CAPITAL EXPENDITURE	\$82,630

2. INTAKE SERVICES

Intake service centers provide 24 hour screening for all juveniles referred by law enforcement agencies and court officials. It is a processing unit of the court system designed to 1) analyze the reason for referral and juvenile's case history, 2) determine what course of action is necessary and 3) initiate the provision of services. These services may involve immediate crisis intervention, counseling or contact with other agencies to arrange for placement as needed.

Since the primary objective of intake services units is to determine the proper method for handling each juvenile on an individual basis (either through diversion, non-residential services or residential programming), components of this sort need not be considered residential in nature. Often, however, some temporary holding capacity is provided to facilitate the decision-making process or for those occasions when a youth cannot be returned home or transferred to more appropriate settings immediately.

In general, staff work spaces, records storage areas and waiting areas for juveniles and the

public will be required in such facilities. A few bedrooms may be included if overnight stays are anticipated. Though bedrooms may be secure, they are not intended to serve for longer term care in cases where such care is required. Residential detention facilities must be used for this purpose in order to minimize staffing and spatial requirements at the intake centers. Bedrooms should only be used after a full exploration of other possible alternatives. Even then, these intake centers should only provide for the safe and secure custody of the juvenile on a temporary basis, i.e., pending immediate court appearance or transfer to an appropriate secure facility. For more information regarding intake services programs and spatial requirements, see "A Rationale for a Juvenile Services Center" Forum on Deinstitutionalization, Office of Juvenile Justice and Delinquency Prevention, U.S. Department of Justice, 1980.

DESIGN PROGRAM

A typical intake service center will include a reception/admissions area, a public waiting space, a youth waiting area with adjoining toilet/shower room, staff offices and work space, a records area, and a private group or family counseling room. The youth waiting area should be easily supervised by staff and should be separate from the public entry and waiting area. If a temporary holding capacity is desired, single occupancy bedrooms at 70 square feet and a small living space separate from the main youth waiting area may be provided. Bedrooms design-

nated for secure use should contain sanitary facilities. Exterior views should be accessible from each bedroom and the living area. Bedroom and living areas may or may not need to be easily supervised from the staff work area depending on projected staffing levels. A small kitchen or a catered food service will be necessary in intake centers with any temporary holding capacity.

THE STRUCTURE

In this study we have selected to renovate a commercial structure of about 1600 square feet known as the Cattle Bank. The Cattle Bank was originally the financial institution of a small farming community and is listed on the National Register of Historic Places. As with many older structures, this building began its career as a fine piece of architecture, a focal point, but over the years lost its prominent position as the community grew around it. Its initial function abandoned, this building in later years was used as a commercial structure and eventually for storage, its general condition gradually deteriorating. Once it became uninhabitable, its windows were boarded up, and it was threatened with demolition.

Still, it possesses several interesting qualities which led to its selection for proposed renovation. First, it is located in the heart of the community near police and court services, small-scale commercial enterprise and to large residential development. Several main travel routes in and about the city intersect in this general area. Secondly, as a historic building, it was eligible for matching reconstruction funds under a federal grant. This would substantially reduce

capital expenditure for the city. The renovation of such a historic structure would also be a valuable contribution to the community. Finally, the two story structure was largely composed of open space which would require little demolition to implement newly proposed functions. The amount of space which was available, and the buildings proximity to police and court activities, made it ideally suited for intake service operations combined with some short-term holding capacity.

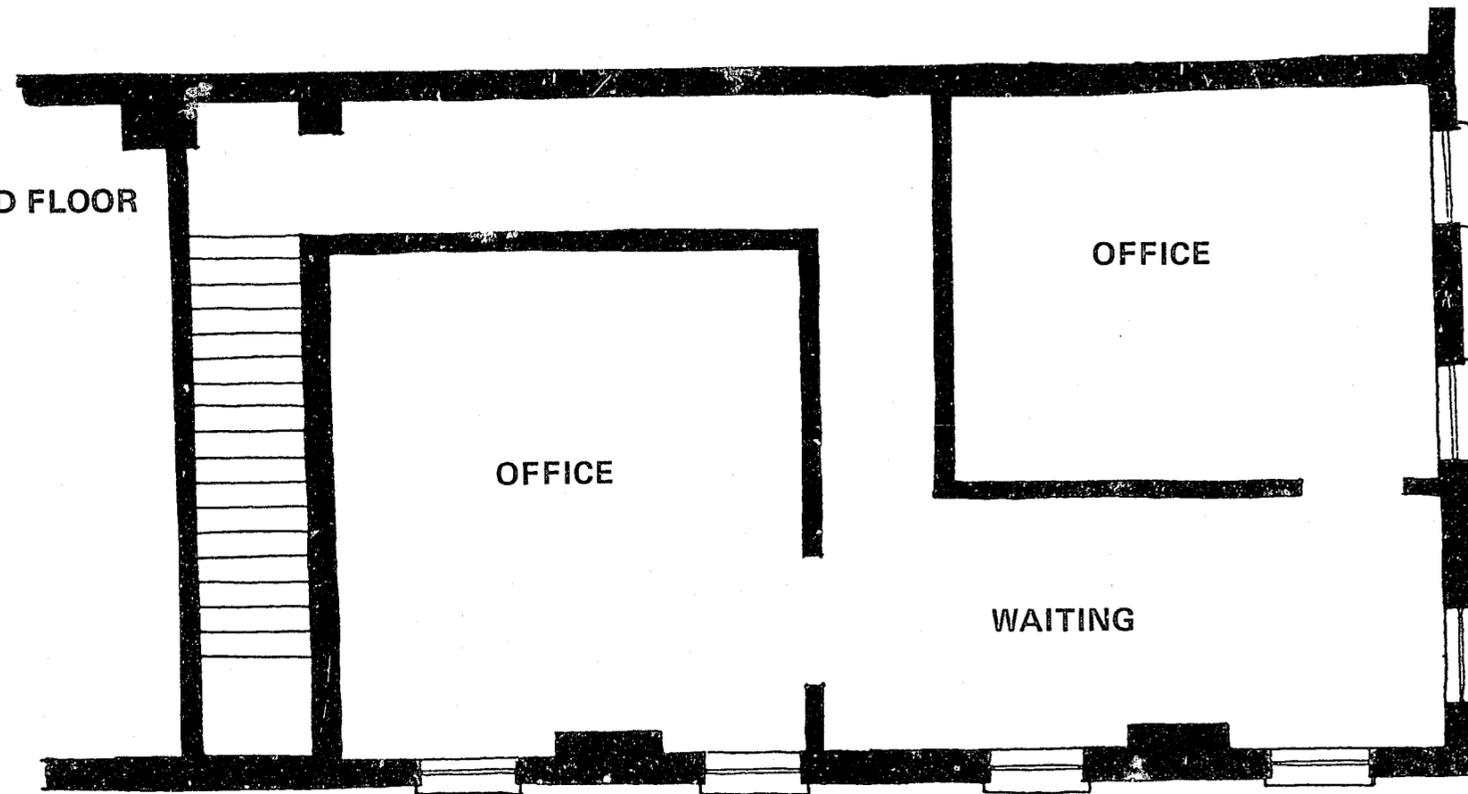
The Cattle Bank provided the opportunity to investigate a number of different interior spatial arrangements, each capable of accomplishing program goals. In this case study the attempt has been made to demonstrate that many solutions to program requirements are possible, within a single structure, i.e., the building form defines but does not limit the potential for variation and change in the spatial development.

In this series of plans, various optional spatial arrangements are illustrated. Given a building with little or no structural walls or columns in the interior, it is often possible to develop a number of alternative floor plans and functional arrangements. Structures of this sort are preferable to those containing interior bearing walls since the renovation design is not limited by structural constraints. The renovation design can be approached with greater flexibility, usually for less cost. Each of the designs presented here has intrinsic merits and disadvantages, the result of give and take during the various design sequences. The more austere features of any of the plans should be avoided. Again, the varying designs are intended to show how a single program can be configured in many different ways within the same building if the structure is suitable.

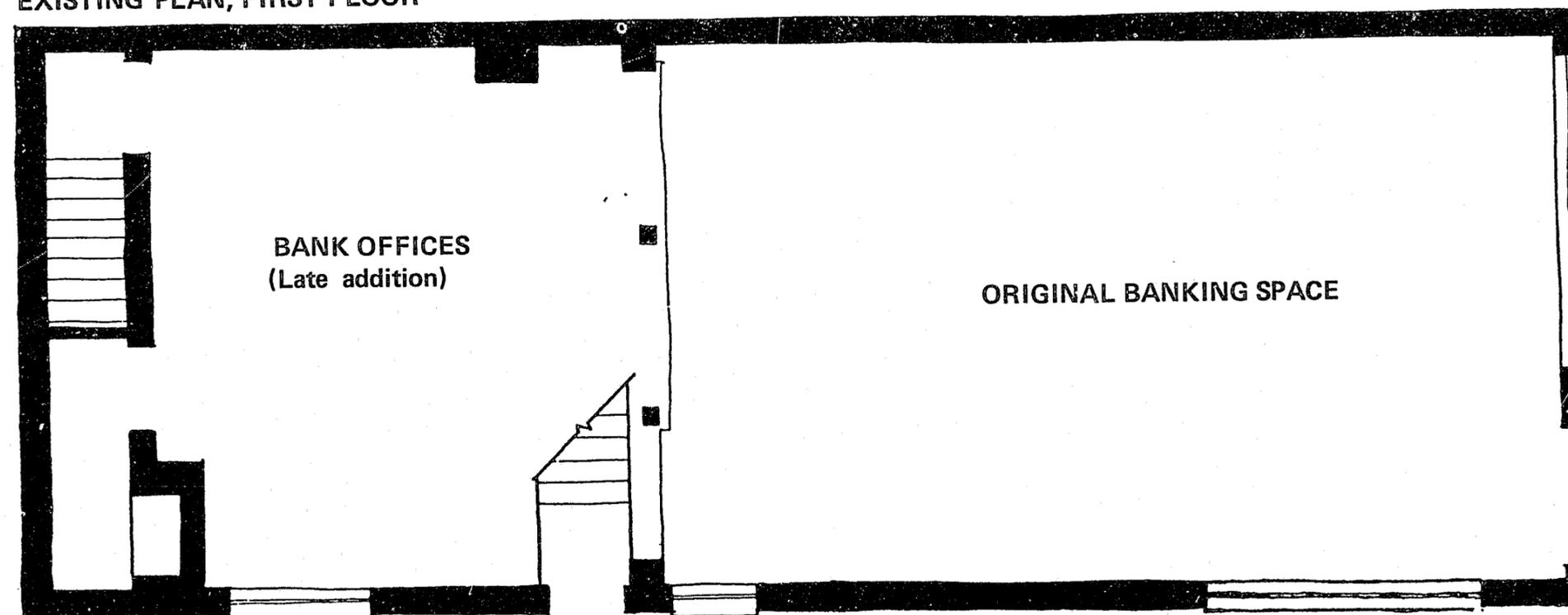


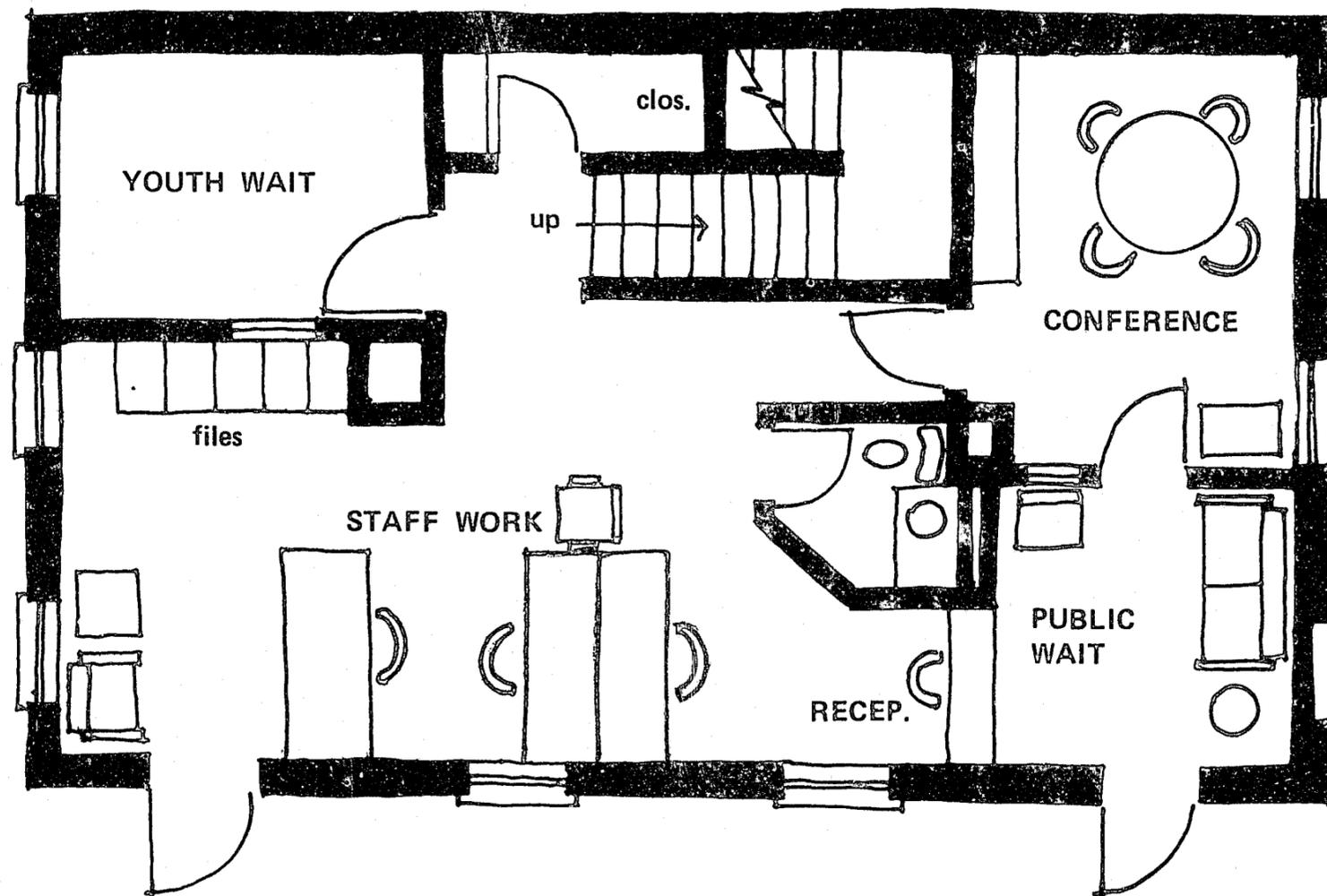
EXTERIOR VIEW

EXISTING PLAN, SECOND FLOOR

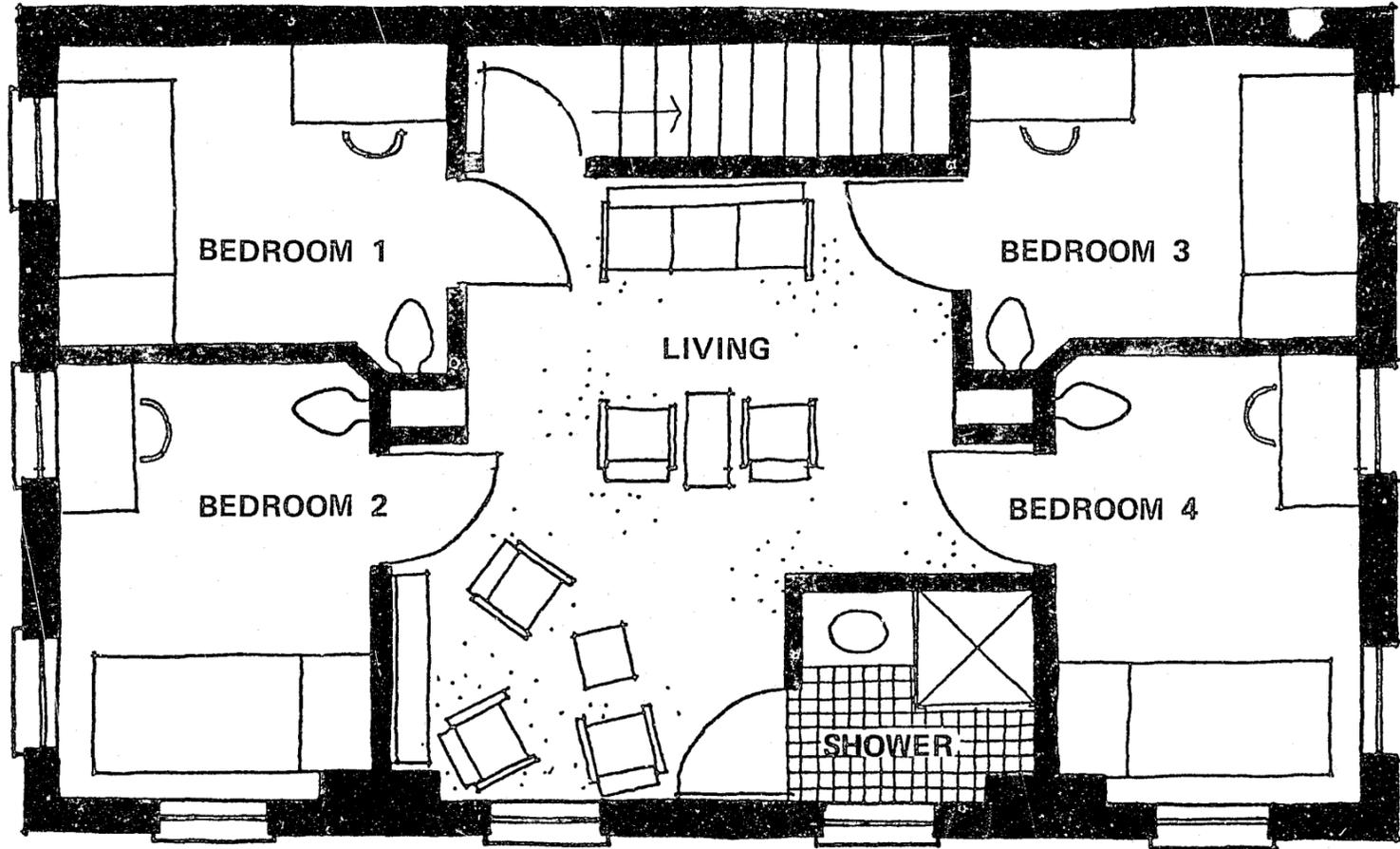


EXISTING PLAN, FIRST FLOOR



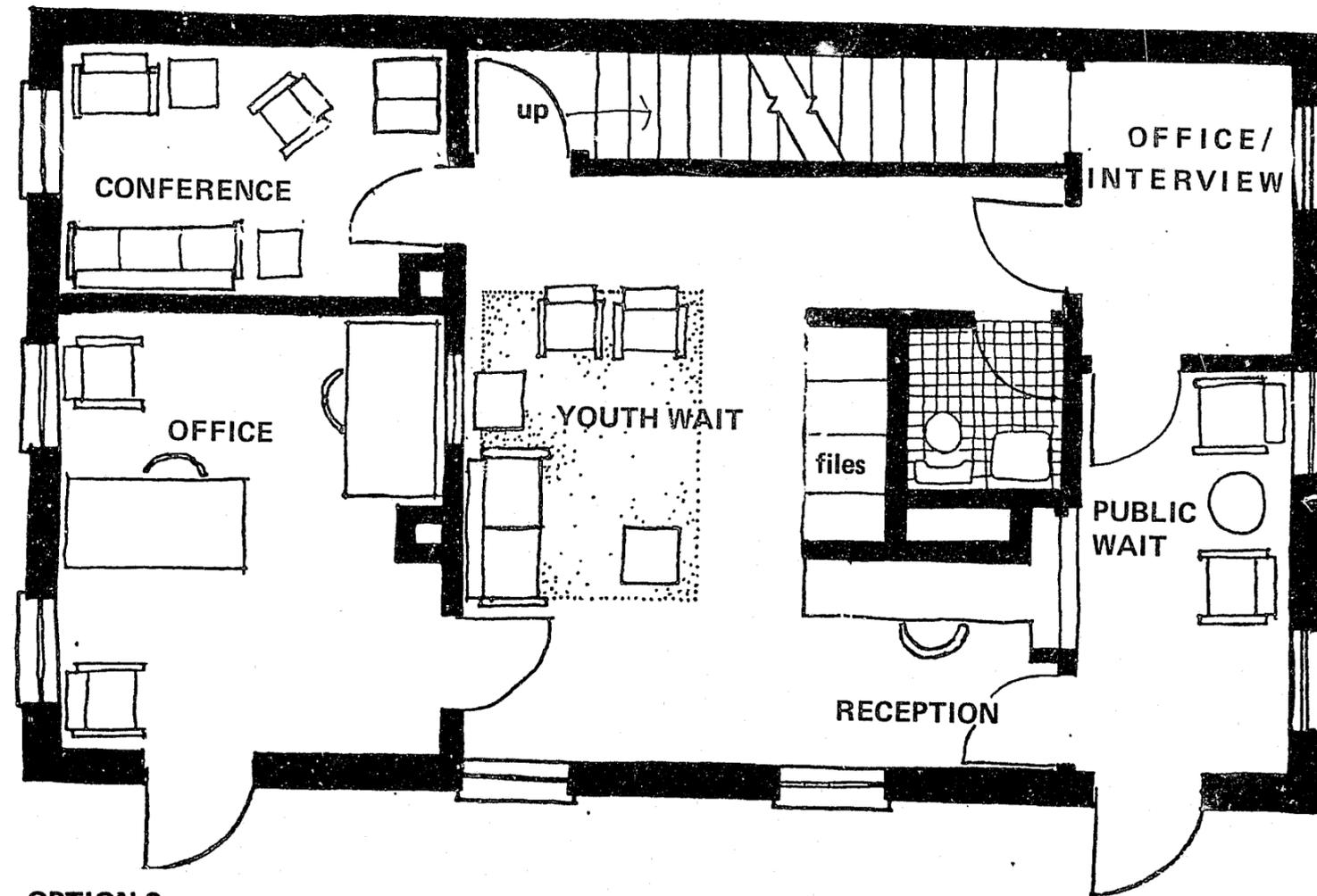


OPTION 1
PLAN, FIRST FLOOR

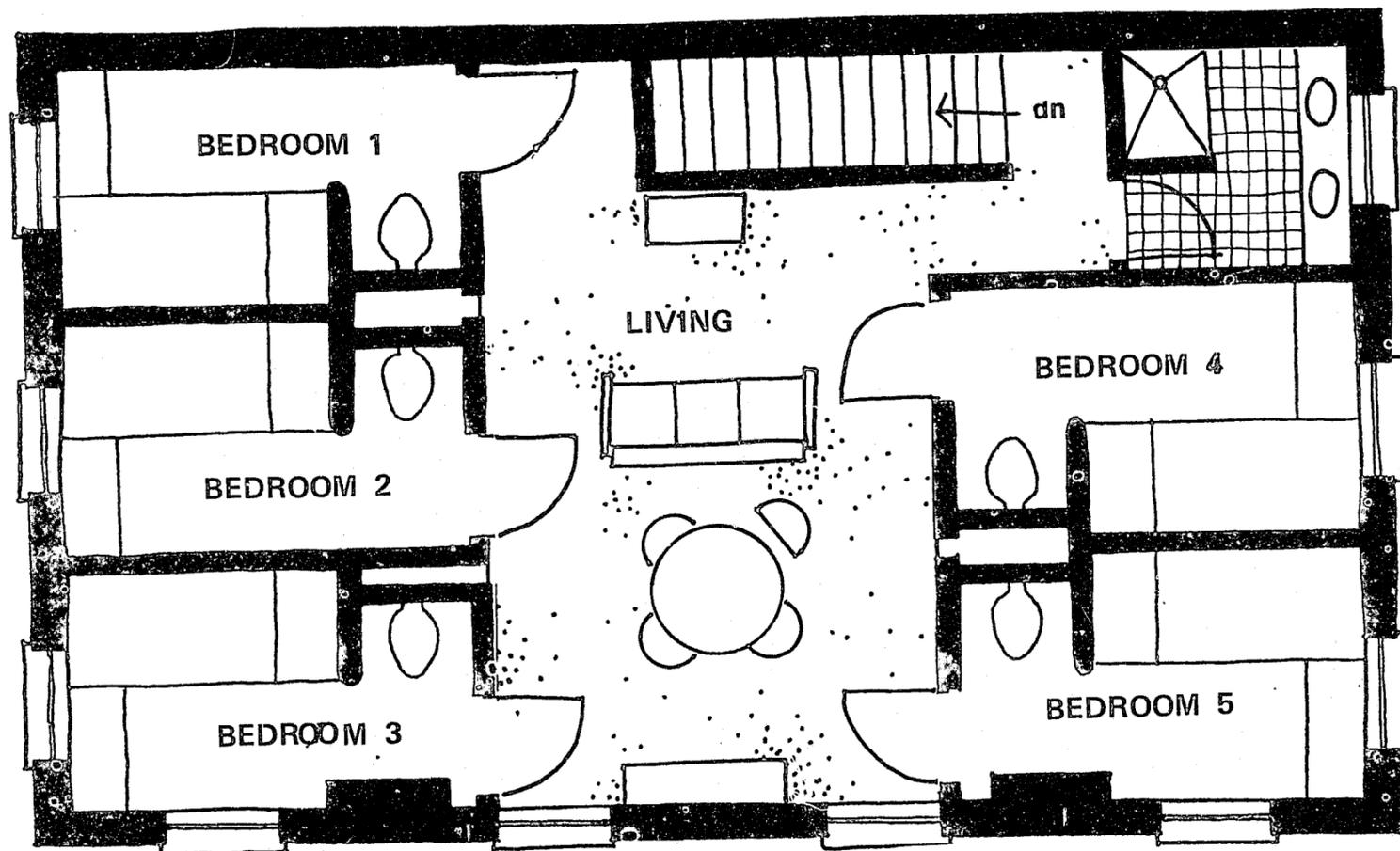


PLAN, SECOND FLOOR

PROJECTED COSTS	
Total Rehab Costs	\$ 61,475
Furnishings	6,500
Land Value (Purchase Price)	<u>35,000</u>
TOTAL COST	\$102,975
Matching Funds (Historic Preservation)	<u>15,369</u>
TOTAL LOCAL EXPENDITURE	\$ 87,606

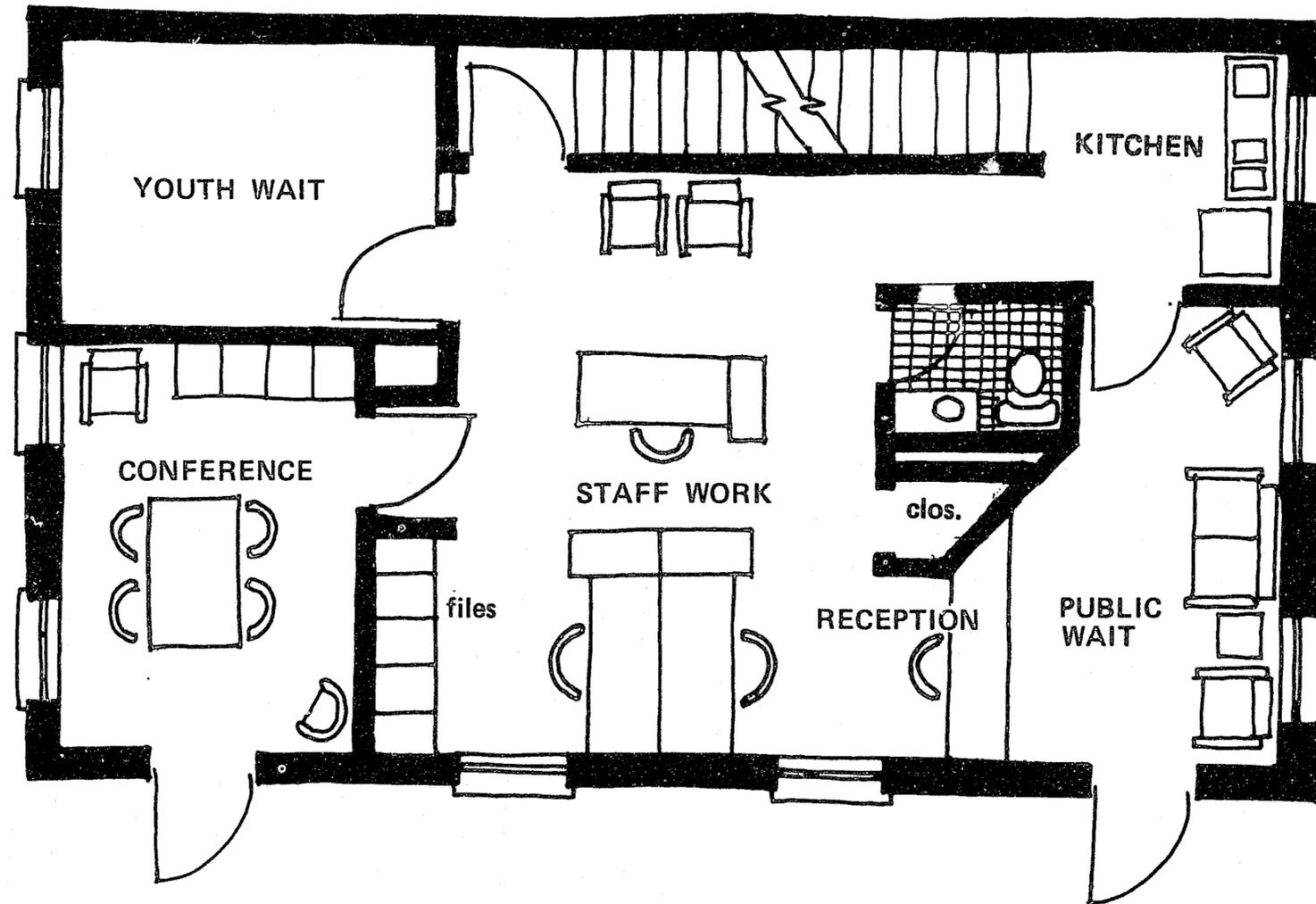


**OPTION 3
PLAN, FIRST FLOOR**

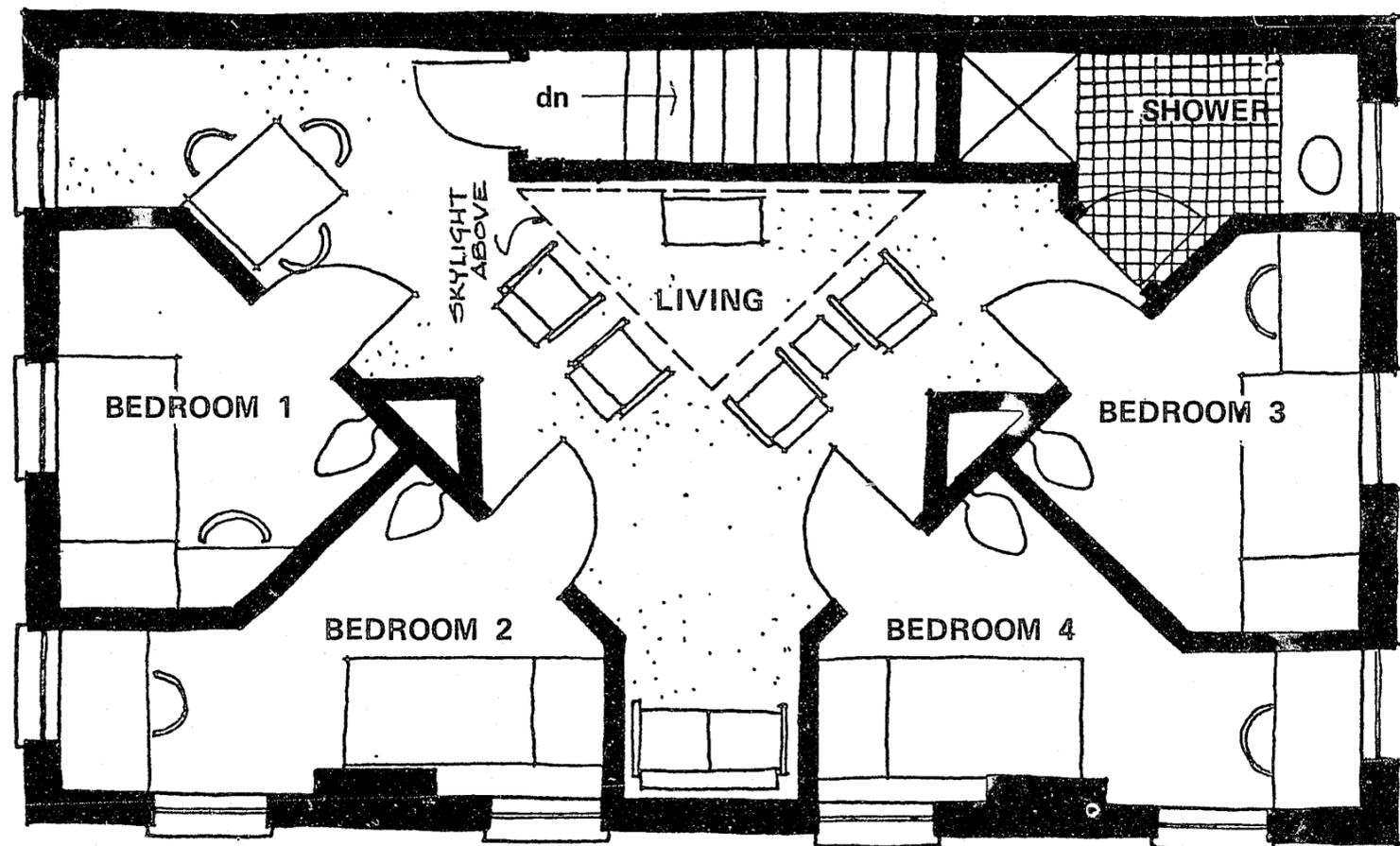


PLAN, SECOND FLOOR

PROJECTED COSTS	
Total Rehab Costs	\$ 68,800
Furnishings	7,500
Land Value (Purchase Price)	<u>35,000</u>
TOTAL COST	\$111,300
Matching Funds (Historic Preservation)	<u>17,200</u>
TOTAL LOCAL EXPENDITURE	\$ 94,100

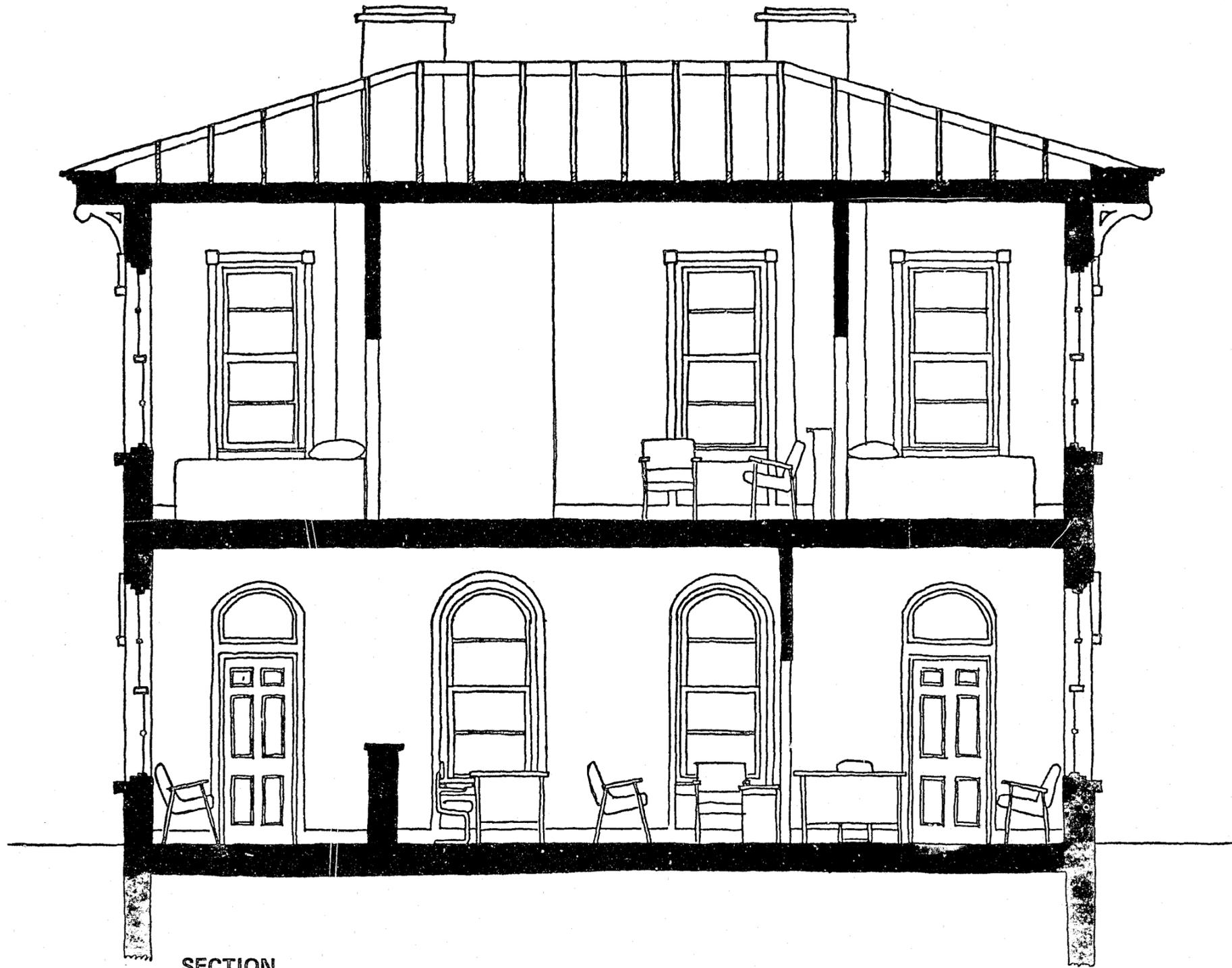


OPTION 2
PLAN, FIRST FLOOR



PLAN, SECOND FLOOR

PROJECTED COSTS	
Total Rehab Costs	\$ 63,440
Furnishings	6,200
Land Value (Purchase Price)	35,000
TOTAL COST	\$104,640
Matching Funds (Historic Preservation)	15,850
TOTAL LOCAL EXPENDITURE	\$ 88,790



SECTION

In the previous case study (Intake), a single design program was interpreted in several different ways using the same building. This was to show that many spatial arrangements are possible with renovation and that, with adequate building selection, the eventual design need not be forced into a set pattern. The following case study takes this idea one step further. Using only one building which featured excellent location and the attributes of low purchase price and no structural columns or walls in its interior, it was possible to arrange the available space in three different ways to accommodate three different functions. These distinct program types are, respectively, counseling services, alternative education, and intake services. The purpose here is to show that, even in small communities where building choices are limited, variegated programming can still be achieved. Site and building selection does not need to be limited to a certain building type; most anything can be made to work if it is desired sufficiently.

Since intake services programs have been detailed previously, this case study will begin with a description of a counseling program and alternative education. The intake services design will be based on the program description supplied in the preceding sections of this text.

3. COUNSELING

Counseling centers emphasize a rehabilitative approach which uses a series of open discussions

between young people, staff, and family concerning the problems which confront individual youths and the youth population in general. Professional counseling and peer group interaction often serve as methods for finding solutions through changing attitude. This occurs by encouraging reflection on past behavior and the effect such behavior may have on current feelings and self-perspective. In many cases, the juveniles participating in such programs must reach agreement with staff on short and long term goals which can and will be achieved. Contacts with other community service agencies to provide needed services can also be arranged through this type of program.

Counseling centers are generally directed toward providing help in the resolution of immediate and obvious problems experienced by a youth. At the same time, individual and group counseling will seek to overcome more far reaching difficulties. Guidelines or contracts may be drawn up to guide both counselors and juveniles in their efforts to attain positive change in a juveniles lifestyle, habits, aspirations and self-image.

A youth counseling service under the auspices of the courts and other community agencies typically provide counseling to juveniles 10-18 years of age for periods of one week to six months depending on the severity of distress and personal crisis and the extent of involvement required of the family. Crisis counseling for youths immediately upon contact with the courts frequently occurs, though referrals may also be self-initiated or appointments resulting from crisis counseling elsewhere, especially if further benefits appear possible through continued counseling.

Counseling staff must be experienced in indivi-

dual and group discussion. "Group workers" may be employed to run small group sessions. In many cases, individual counseling will occur as in health clinic programs where each juvenile is assigned a counselor (or chooses one) with appointments thereafter conducted during office hours. On-call provisions are usually established if after work hours are necessary.

DESIGN PROGRAM

A facility to be used as a counseling center requires sufficient area for reception/waiting, individual counselor offices, small conference areas, an open lounge (informal conference), large group counseling space for interactive seminars, and general file storage. Water closets should also be provided convenient to public areas. The number of small conference areas may be reduced by providing large counselor offices which can be used for private interviews and group discussion for up to four people. The large group space is not essential since seminar and lecture space can usually be found elsewhere.

4. ALTERNATIVE EDUCATION

Alternative education refers to any specialized educational program for youths who have exper-

enced difficulties with learning in the public school system. Such programs are designed to overcome learning and comprehension disabilities by using less traditional teaching approaches for smaller groups of students. In many instances, juveniles who cannot operate successfully within the public school system due to either behavior and attention problems, learning disability, or dissatisfaction with teaching methods are inclined to misbehave both inside and out of school. When serious misbehavior results, the courts may become involved and require the provision of alternative education services though court intervention is not necessary to initiate such services.

Alternative education programs may be provided under the auspices of the local courts, but many programs of this type receive substantial staffing and operating monies from the public school system as an extension of existing educational services. Youths in high school, either at the middle school or secondary school levels, are usually referred to alternative education programs for the completion of graduation requirements or for outside instruction of one year or less. Alternative education facilities generally operate during the same hours as the public school system yet lend greater flexibility to youths in scheduling school work and employment.

Alternative education programs can also function as an education "day care" component for juveniles who have been placed in shelter or group care by the courts. [While supervision is provided, the emphasis remains of developing learning skills and interpersonal interaction.] Young people arrive during the day at scheduled times but are free to take part in events and activities within the community if approved by program staff.

Youths then return home at night. In some cases, the courts may order a juveniles attendance at an alternative education program under the condition of attendance throughout the day so that continual supervision is possible by staff. This is common in cases where the juvenile has been sentenced to a non-secure residential placement such as a group home.

The goal of alternative education programs is to prepare the individual for a degree or a particular employment opportunity, thereby, making the transition into the job market or semi-independent living less of a burden or problem. While at the program an education (or instruction) plan is initiated by the youth and his/her counselor. Teachers which may include individual education conferences and counseling sessions, special small group instruction in classrooms, a work study program, special tutoring in a student's major learning disabilities, and family conferences geared toward having the family, especially parents, help the youth in achieving his/her education goals. Alternative education programs employ teachers with specialization and experience in teaching learning disabled youth.

DESIGN PROGRAM

The design of alternative education/day care facilities is most closely patterned after that used for a small school program. Each has an administrative and reception area, shared office area for teachers, one or two conference rooms for individual or group counseling and discussion, bathrooms for use by both staff and youth, a

small snack or vending area, and one to three classrooms. In some instances, the small classrooms may simply be areas partitioned from a larger area used for larger group meetings or assemblies.

THE STRUCTURE

The building chosen for the following renovation schemes is smaller than the others presented in this text, comprising only about 1050 square feet. This total is a bit less than the amount found in a typical single family dwelling. At this size, the amount of available space is not sufficient for any but the most limited of residential operations. It is, however, perfectly adequate for the development of small-scale services involving only a few offices, waiting areas and/or group meeting spaces. Buildings of this type are located in most communities: old garages, professional offices, retail stores, etc.

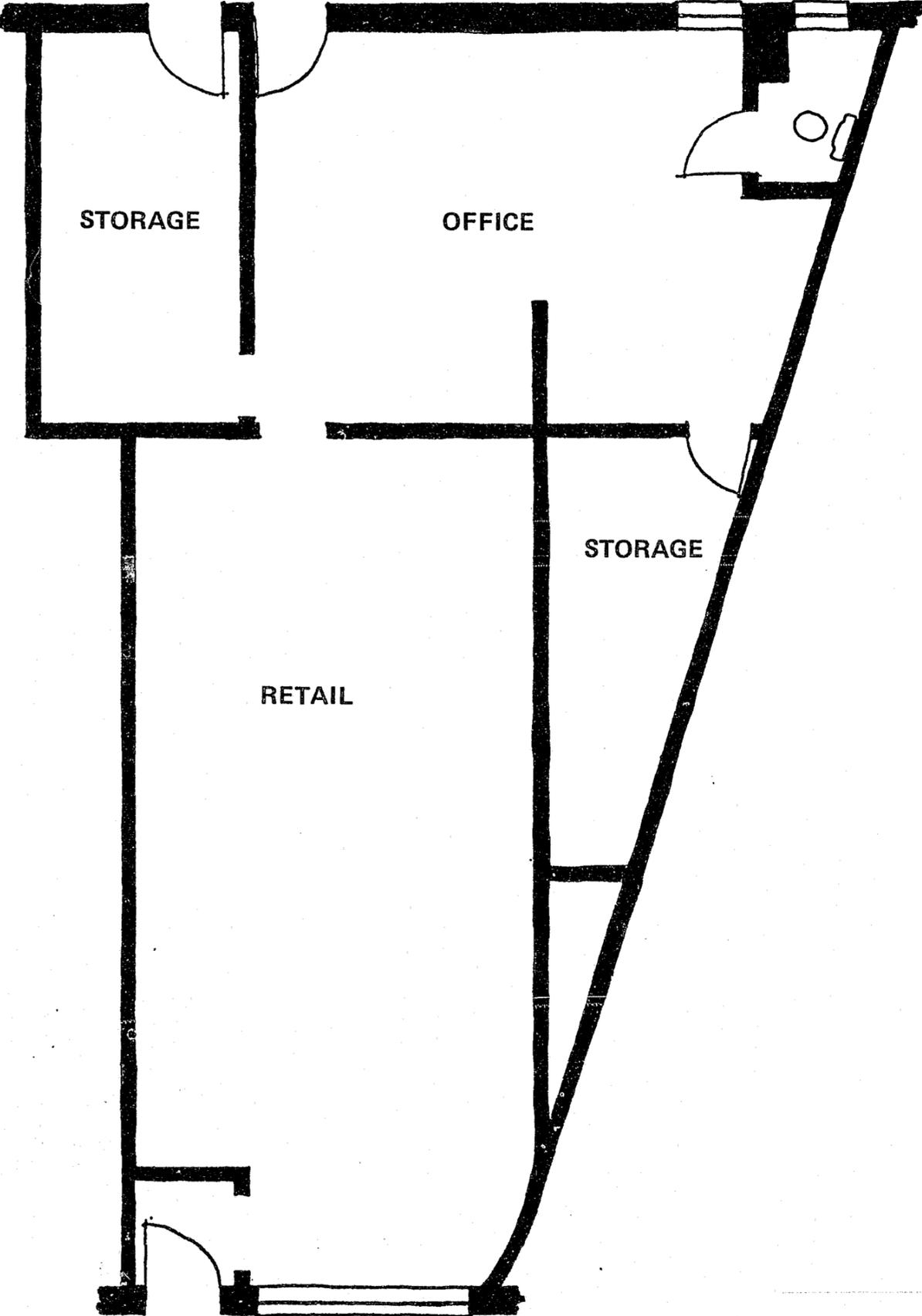
Certain problems arise from the building configuration; it is very narrow at the street front, and one side wall angles back to the larger rear portion of the building. Circulation through the space could thus be problematic. Any renovation designs will be forced to adopt unusual spatial configurations, and windows must be confined to the front and back walls of the structure. These difficulties, however, are not insurmountable and do not overshadow other distinct advantages which include purchase cost (\$41,000 in 1980), good proximity to related services and agencies, no interior structural elements, high ceilings, direct access to public transportation and parking, and good structural condition. In addition

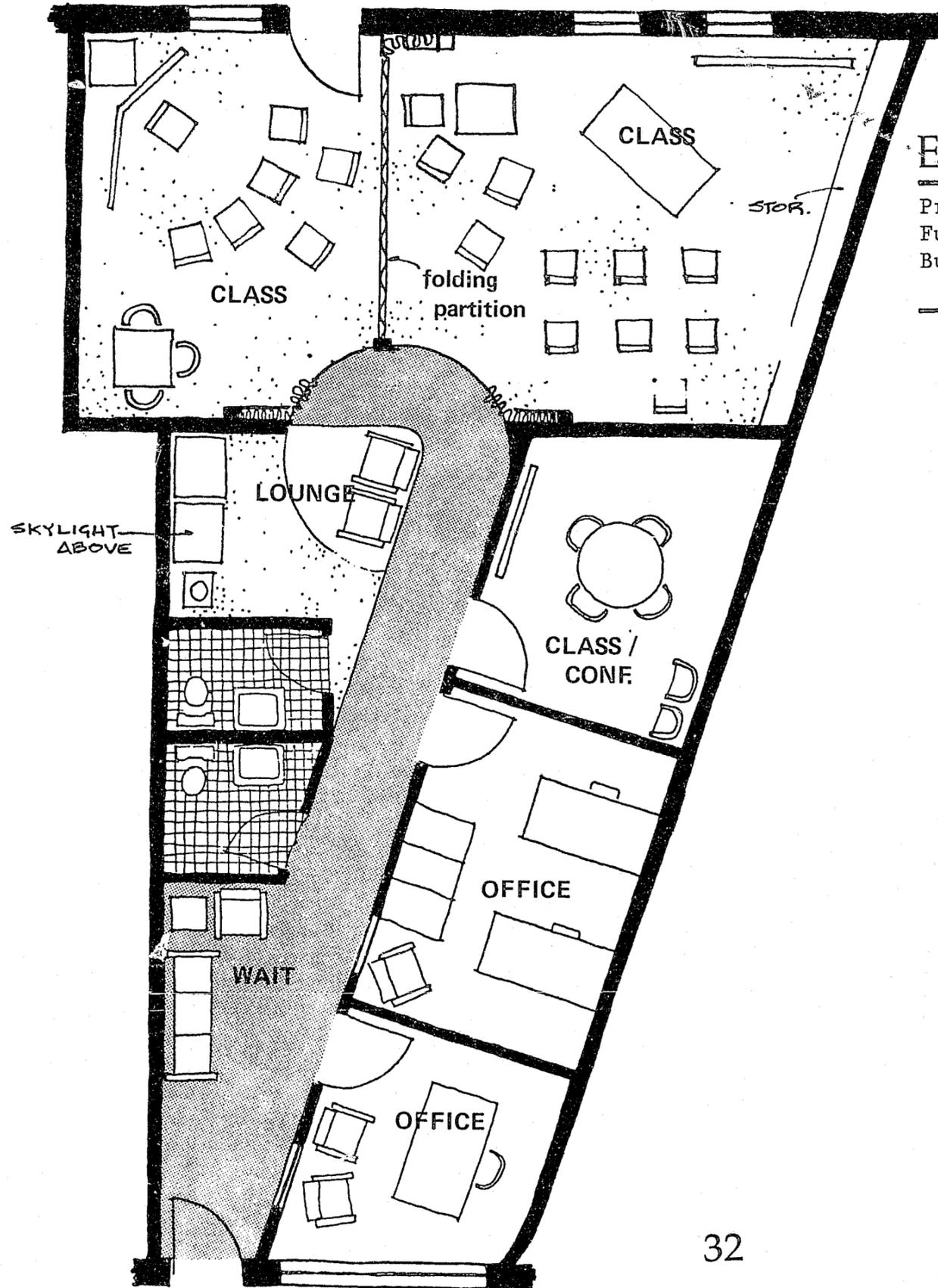
all interior space is at the ground level so no stairs are necessary, skylights can be used to lighten interior spaces, and supervision of the space is simplified. Terrazo floors were in good shape as were the plaster/brick structural walls at either side. Finally, as a prototype for renovation, this building offered a chance to show that even an unusual floor plan should not deter planners from considering a building for renovation.



EXTERIOR VIEW

EXISTING PLAN



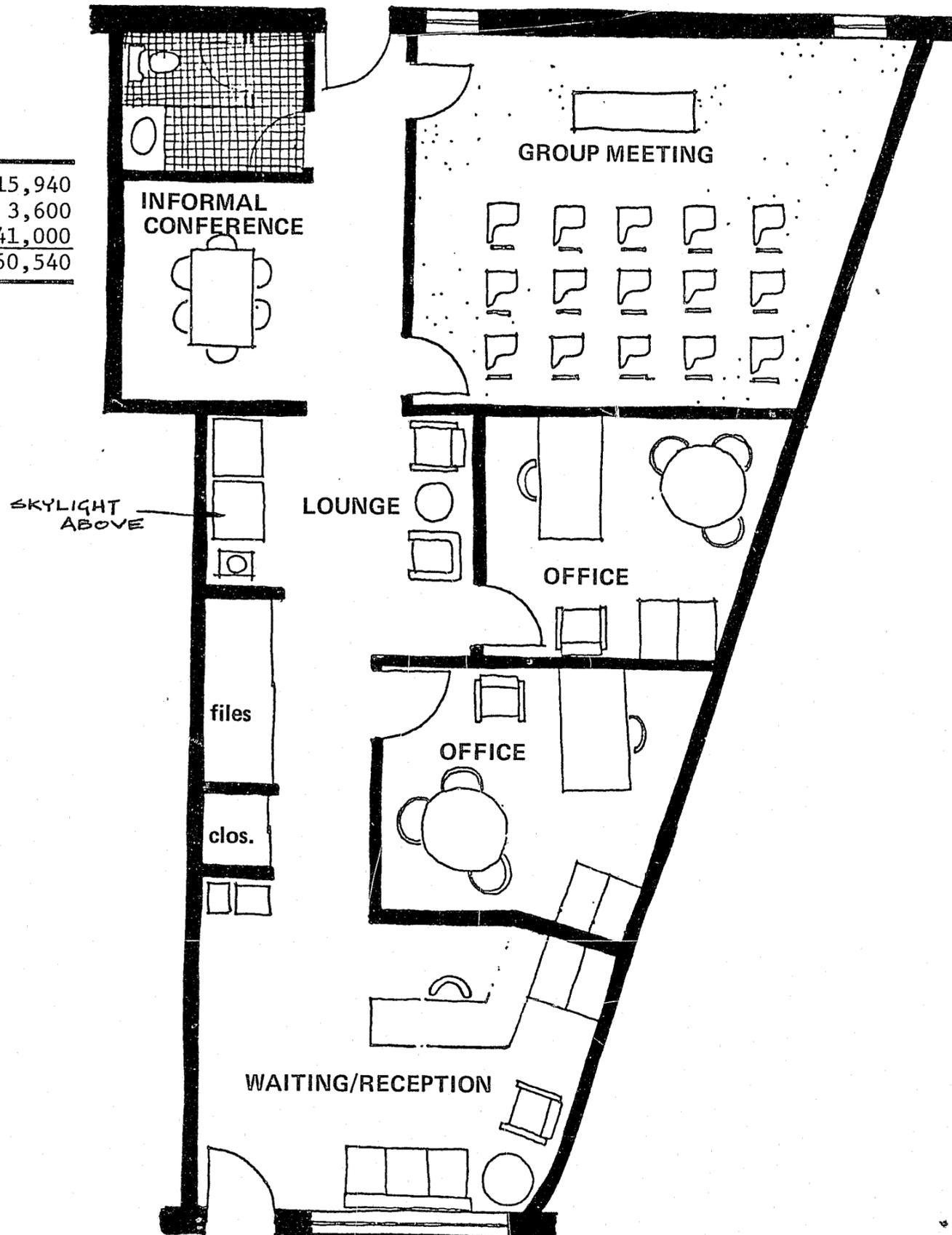


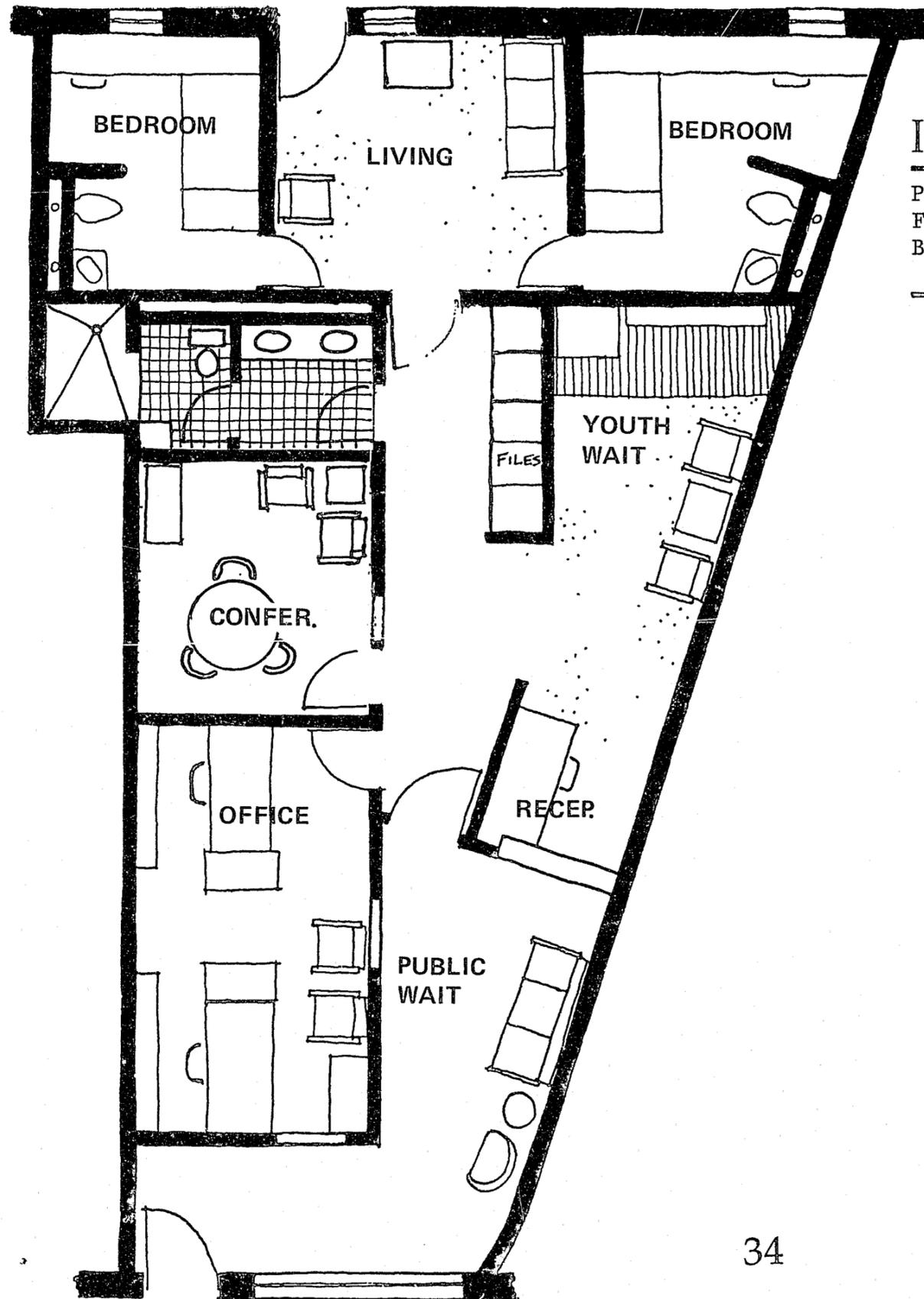
EDUCATION CENTER

Projected Rehab Cost	\$18,800
Furnishings	4,700
Building Purchase Price	41,000
TOTAL CAPITAL EXPENDITURE	\$64,500

COUNSELING CENTER

Projected Rehab Cost	\$15,940
Furnishings	3,600
Building Purchase Price	41,000
TOTAL CAPITAL EXPENDITURE	\$60,540





INTAKE SERVICES CENTER

Projected Rehab Cost	\$23,200
Furnishings	4,300
Building Purchase Price	41,000
TOTAL CAPITAL EXPENDITURE	\$68,500

In the following case study, a somewhat different approach has been taken. A larger site containing a number of small buildings has been utilized to demonstrate how several related program types may be combined in the same renovation project. It also shows how a single program function may be more extensively developed given adequate square footage. The various programs proposed for implementation in this renovation scheme include alternative education/day care, career and vocational education, and residential shelter care. The alternative education and shelter care programs described previously in this text have been adapted for this design care study.

5. CAREER EDUCATION

Career education/vocational centers are facilities used as independent field study settings for such programs as cooperative education and work study programs, which take the student out of the school and "into the real world" in an effort to replace the traditional class learning environment for youths with learning disabilities or who are uninterested in academic work alone. When located within the community it is a noninstitutional setting. Generally, individuals between the ages of 14 and 21 enter the center for training. Career education/vocational centers, while offering specialized education and training opportunities, do not concentrate on single-career programs. Rather, they are directed toward introducing a

cluster of skills and then providing more intensive instruction. If, for example, a juvenile seems inclined toward home construction, his/her program may incorporate a broad base of skills in the building trades (piping, plumbing, masonry, carpentry, painting, etc.). On the other hand, specialized skill itself may be the basis of the students program, and the courses and training experiences may be designed to encompass related, broad-based preparation. The length of instruction in the centers will vary from 6 months (to learn a basic skill) to 1 year in a cluster of programs.

The goals of a career education/vocational center are straightforward: to teach useful skills through specific and general instruction. Skills which will be useful to the juvenile within his home community should be the focus of all educational/vocational services offered. For this reason, communities must assess the market prior to implementing a center. Potential career opportunities to be examined may consist of the building trades; business office occupations; electricity and electromechanics; graphics and communication arts; heating, ventilation and airconditioning; medical and dental assistantships; public services, metals and materials fabrication, vehicle maintenance, etc. As is evident, the list of potential careers is large, and each community must clearly define which career training offers the best chance of future success for the juvenile.

DESIGN PROGRAM

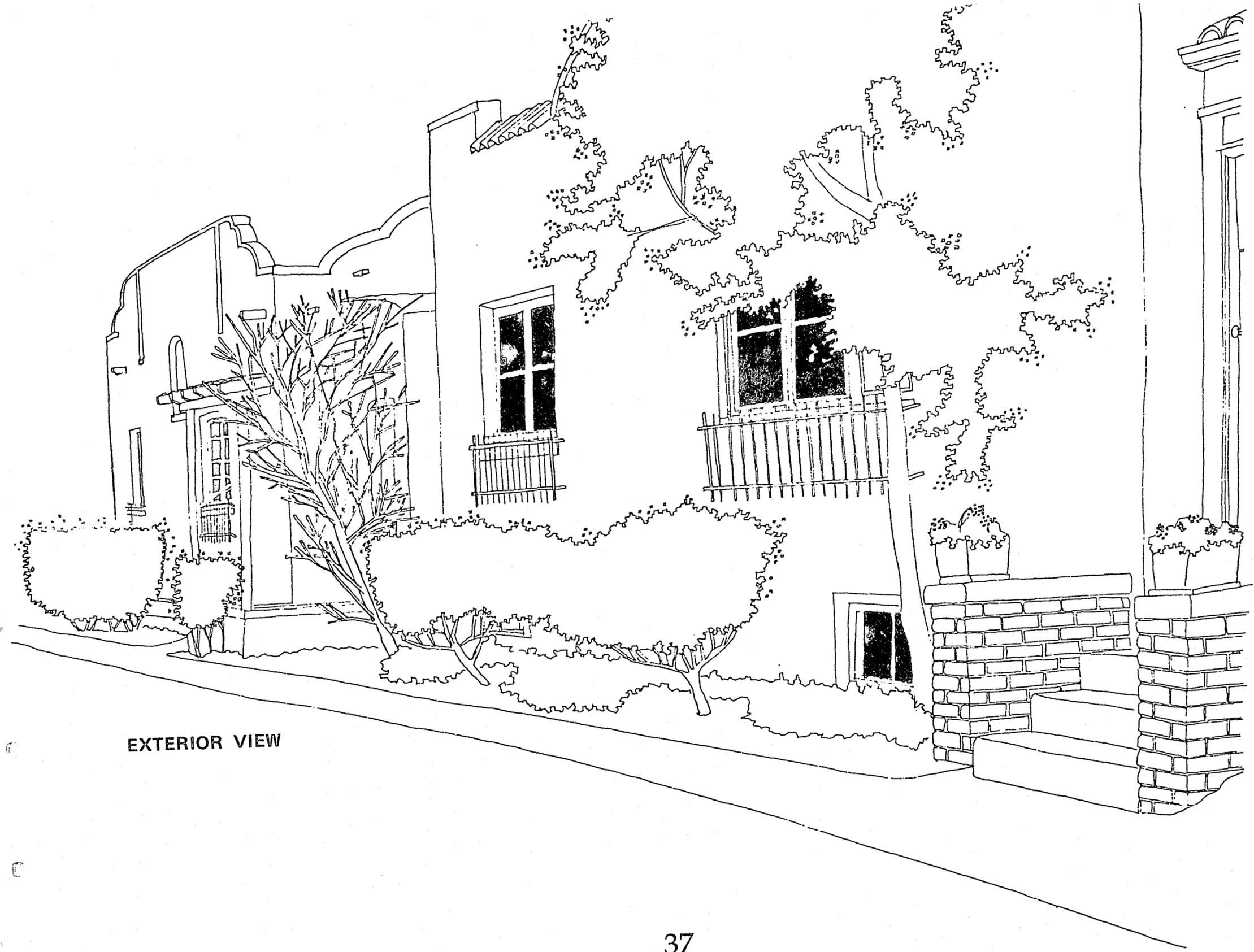
Career education/vocational programs have a variety of space or "shop" needs. Centers should provide space in a workshop for the necessary machinery, equipment and work benches, plus a minimum safety clearance; a general circulation allowance, space allowances between stations, support storage facilities, a demonstration desk, clean up, and bathroom areas. Classroom facilities should be designed for use by 15-20 youths at any one time (as should workshop areas) with proper storage, conference area, bathrooms, and office area personnel. If the center is large an administration area which incorporates personnel offices, conference areas, reception, and other support areas, should be considered. These programs may be developed in conjunction with other educational services in the area and may also be utilized for continuous education courses and community use at night.

THE STRUCTURE

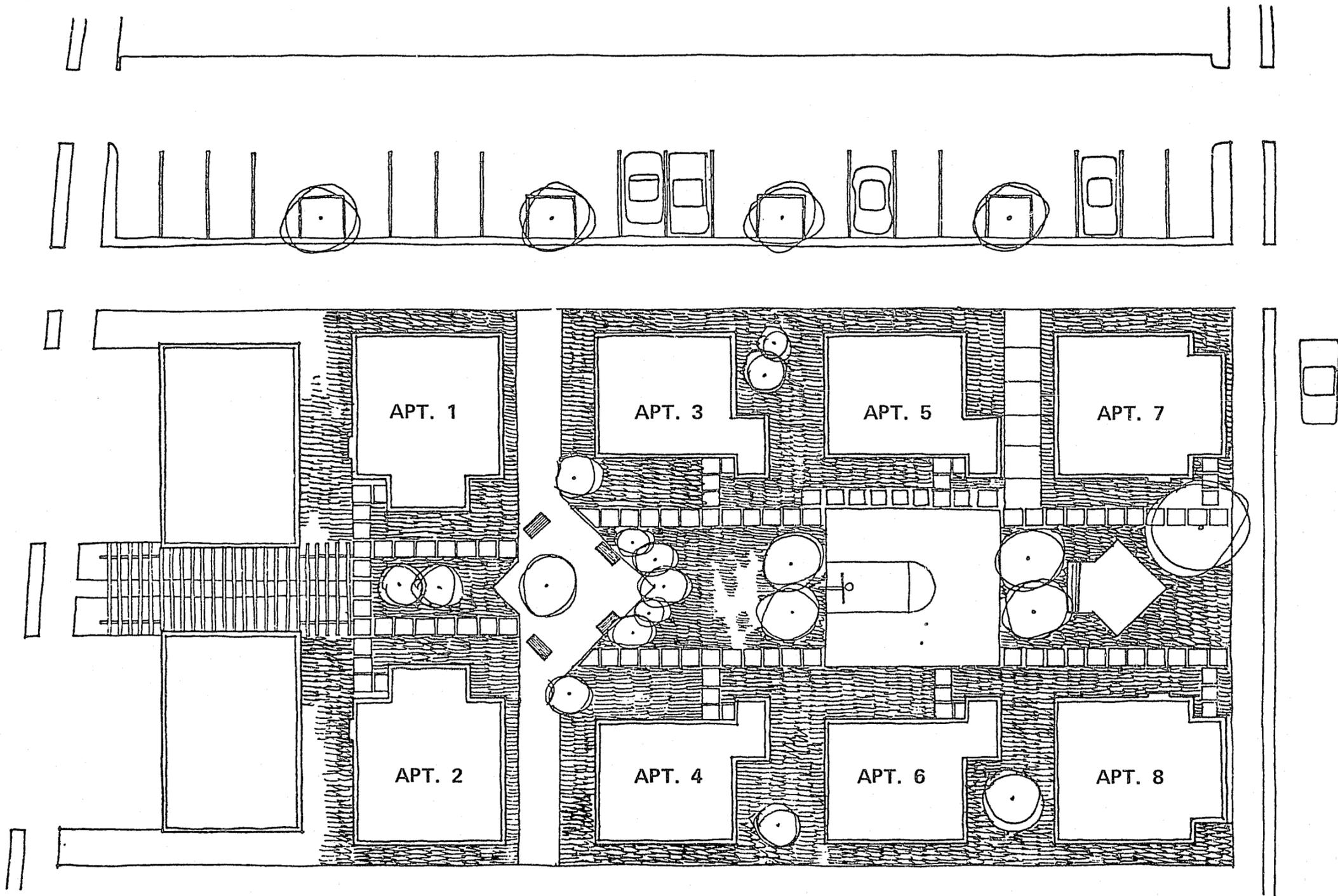
The Elm Street Apartments are a grouping of 8 rental units located in a stable residential community within walking distance of the downtown area of Urbana, Illinois. The units are detached structures with full basements, each fronting on a central common area. They exhibit a style not often found in newer construction, each unit varying slightly in roofline and decoration, but based on one of two floor plans. The simple plan allows each unit to be highly adaptable to a range of programs for proposed reno-

vation. Scale, character, location and plan provide a unique opportunity for the creation of a juvenile program with mixed uses, serving a variety of current needs. The program, called "alternative education", calls for the requirements of administrative offices, and classrooms of varying configurations to suit different learning programs. Additionally, it was also possible to incorporate a shelter care facility as one component of the grouping.

We chose to use the "Elm Street Apartments" for the career education/vocational program due to their cottage type arrangement, close proximity to each other, and their potential use for various design and program options each apartment is capable of commanding. It is also a large enough grouping of structures so that several different youth services activities could be included in the general scheme. This is an important consideration since related activities will often benefit by close relationship to each other. Additionally, renovation and operational costs may be shared by a number of public and/or private agencies.

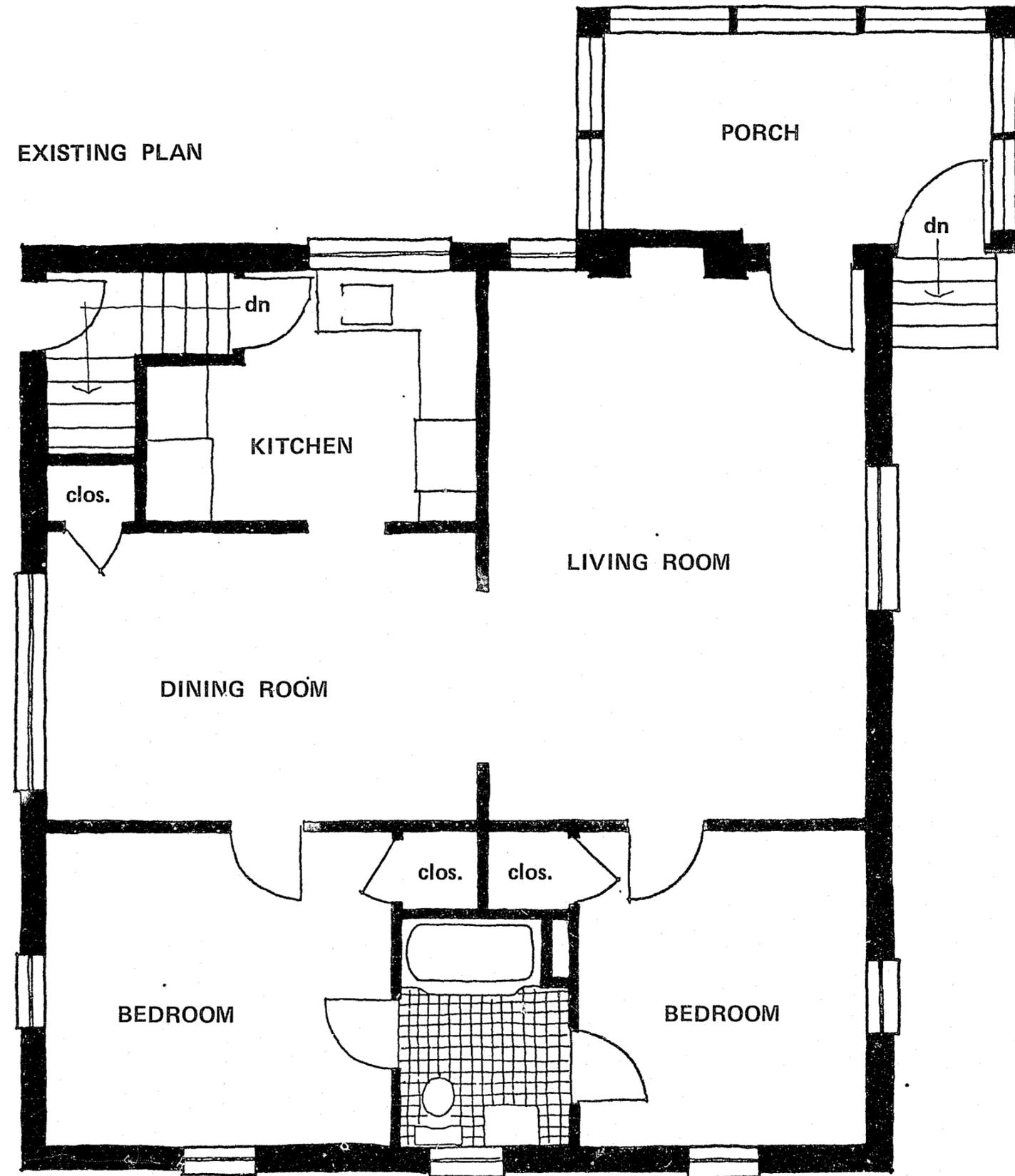


EXTERIOR VIEW

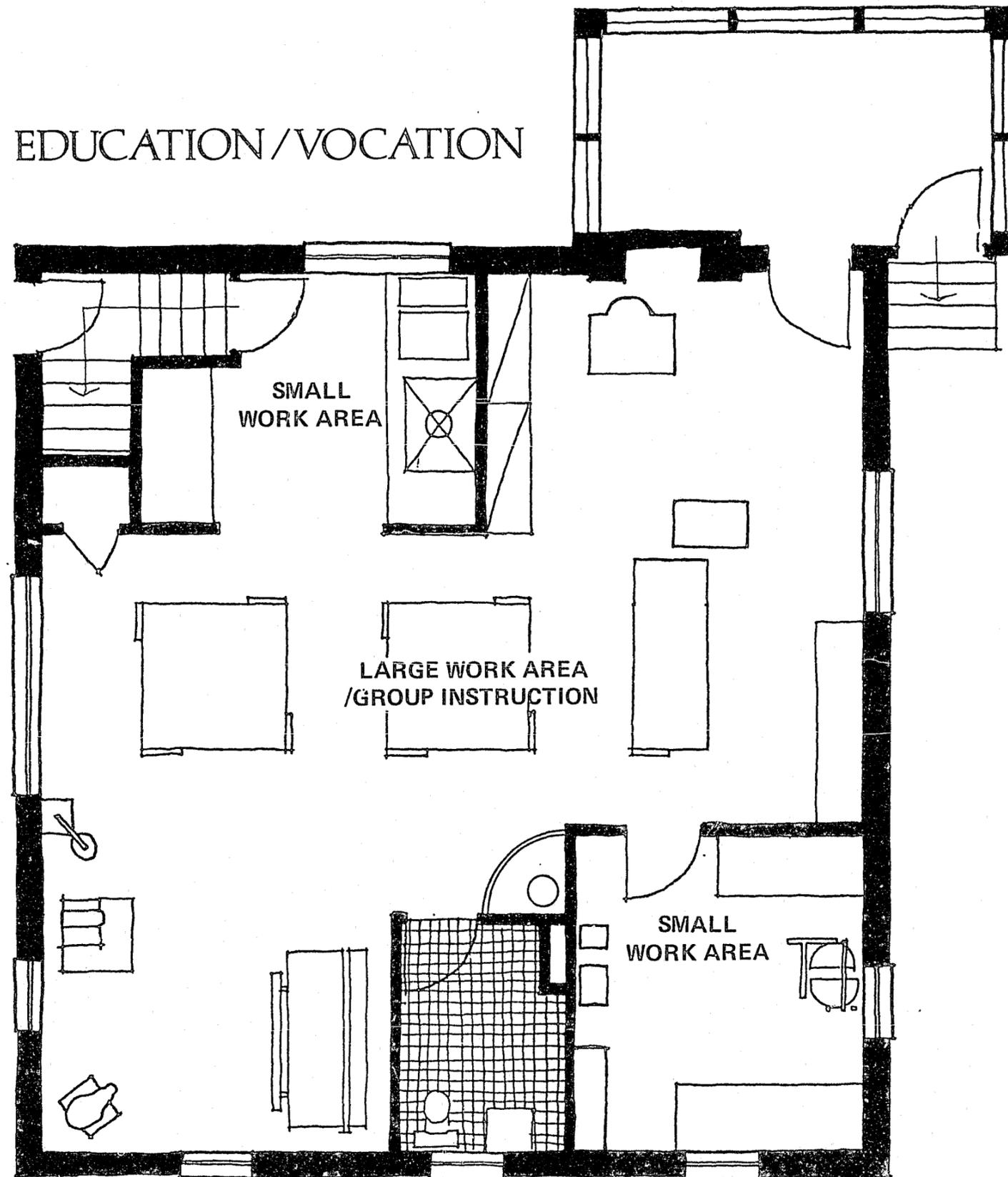


SITE PLAN

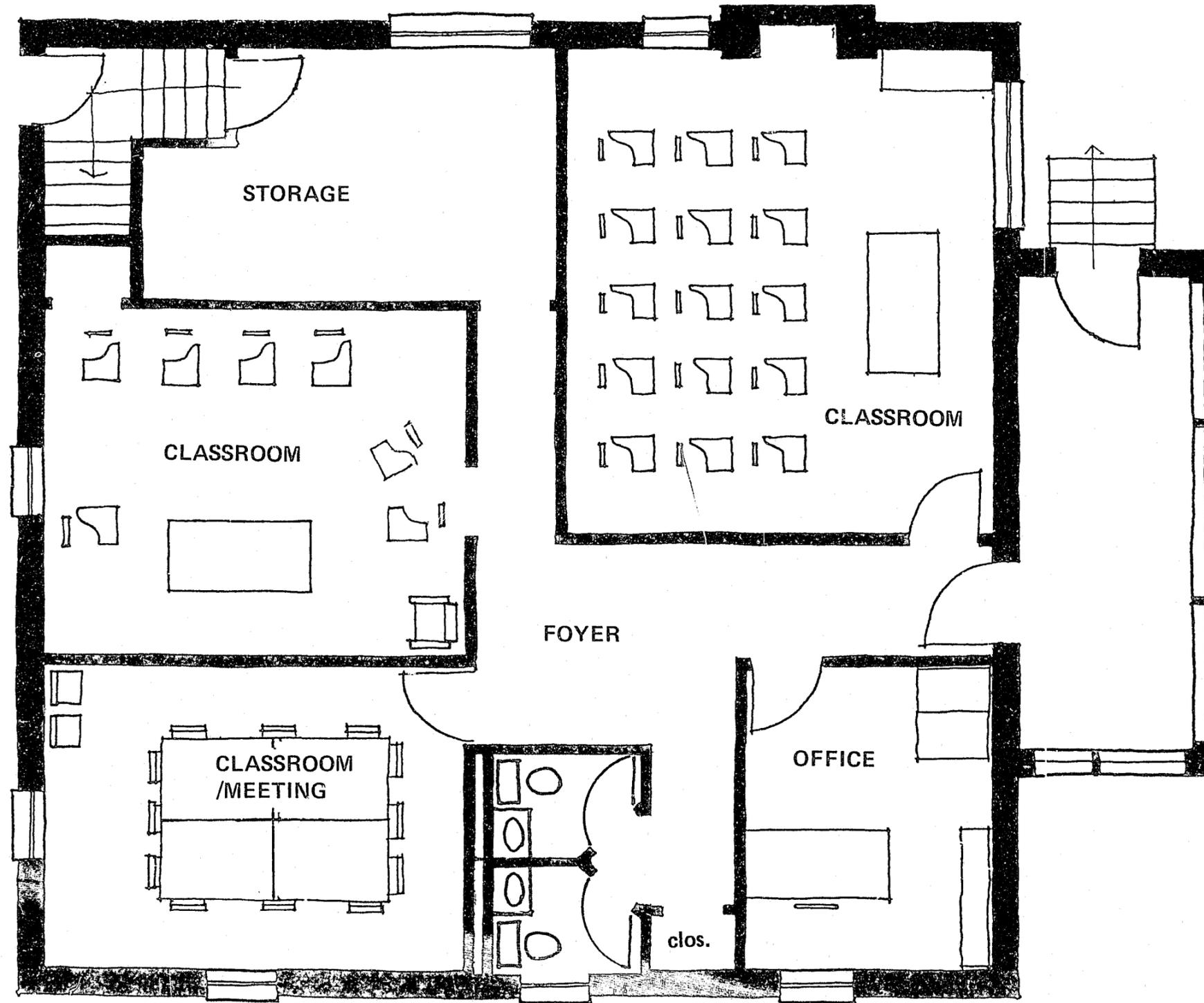
EXISTING PLAN



PLAN, CAREER EDUCATION/VOCATION

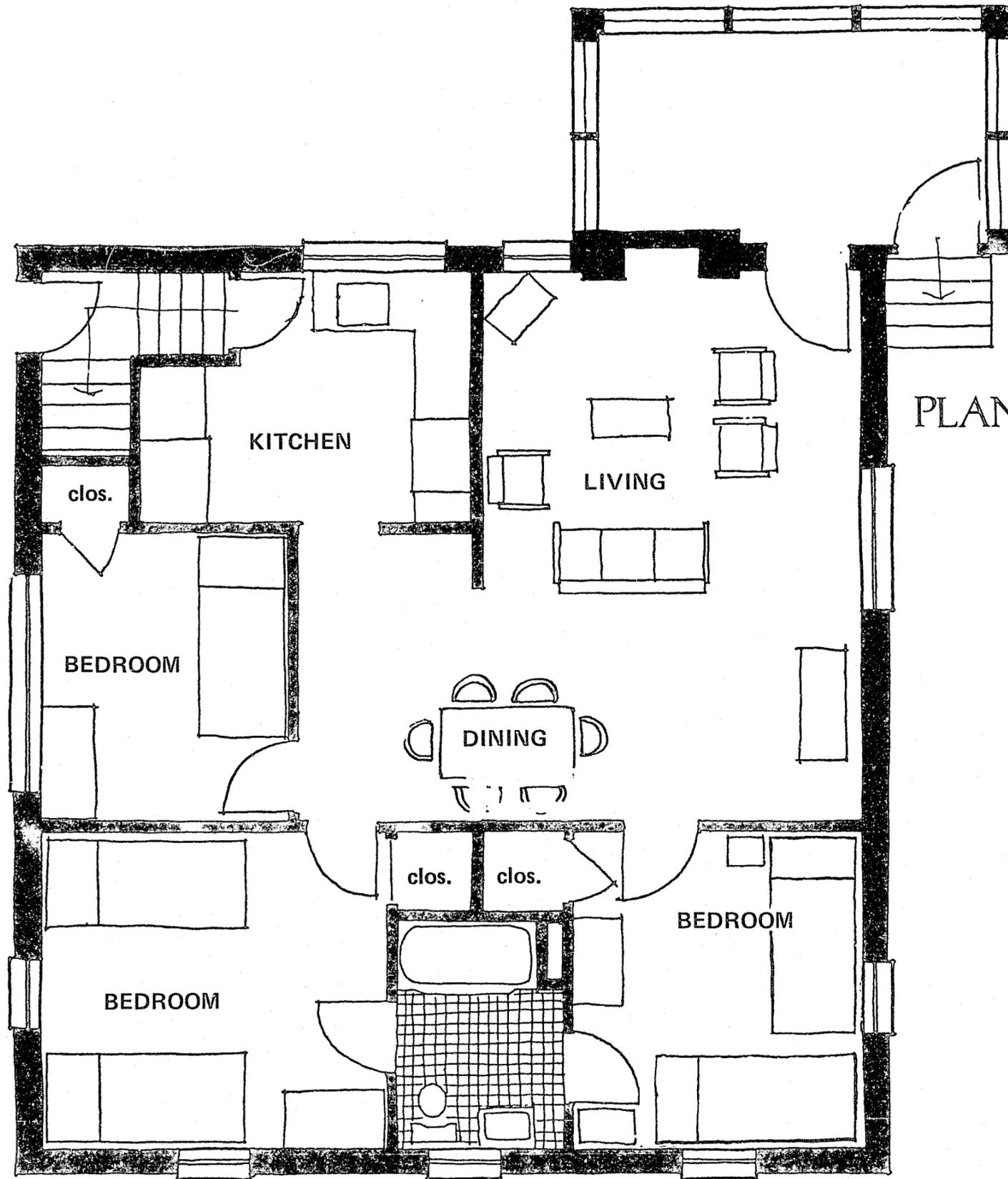


ALTERNATIVE EDUCATION



CONTINUED

1 OF 2



PLAN RESIDENTIAL
(SHELTER)

APPENDIX

STRUCTURE EVALUATION CHECKLIST

1. FOUNDATION

CONSTRUCTION

Concrete Concrete Block Wood Brick Stone

DESCRIBE CONDITION

Type	Slight	Moderate	Severe	# or %
Cracks or Holes	1	2	3	_____
Settlement	1	2	3	_____
Bulge or Buckle	1	2	3	_____
Rot	1	2	3	_____
Leakage	1	2	3	_____
Other	1	2	3	_____

2. EXTERIOR BEARING WALLS

CONSTRUCTION

Concrete Concrete Block Wood Brick Stone

DESCRIBE CONDITION

Type	Slight	Moderate	Severe	# or %
Cracks or Holes	1	2	3	_____
Deflection	1	2	3	_____
Bulge or Buckle	1	2	3	_____
Rot	1	2	3	_____
Leakage	1	2	3	_____
Other	1	2	3	_____

3. FLOOR STRUCTURE

CONSTRUCTION

Concrete Metal Concrete Wood Metal
Concrete Concrete Wood Wood

DESCRIBE CONDITION

Type	Slight	Moderate	Severe	# or %
Cracks or Holes	1	2	3	_____
Sag or Deflection	1	2	3	_____
Bulge or Buckle	1	2	3	_____
Leaks	1	2	3	_____
Other	1	2	3	_____

4. ROOF STRUCTURE

CONSTRUCTION

Concrete Metal Concrete Wood Metal
Concrete Concrete Wood Wood

DESCRIBE CONDITION

Type	Slight	Moderate	Severe	# or %
Cracks or Holes	1	2	3	_____
Sag or Deflection	1	2	3	_____
Bulge or Buckle	1	2	3	_____
Rot or Corrosion	1	2	3	_____
Leaks	1	2	3	_____
Other	1	2	3	_____

9. CEILINGS

CONSTRUCTION

Wood Wallboard Acoustical Plaster Metal
Tile

DESCRIBE CONDITION

Type	Slight	Moderate	Severe	# or %
Cracks or Holes	1	2	3	_____
Sag or Deflection	1	2	3	_____
Bulge or Buckle	1	2	3	_____
Rot or Corrosion	1	2	3	_____
Leaks	1	2	3	_____
Other	1	2	3	_____

10. FLOORING

CONSTRUCTION

Concrete Masonry Ceramic Wood Metal
Tile

DESCRIBE CONDITION

Type	Slight	Moderate	Severe	# or %
Cracks or Holes	1	2	3	_____
Sag or Deflection	1	2	3	_____
Warp or Buckle	1	2	3	_____
Rot	1	2	3	_____
Leaks	1	2	3	_____
Other	1	2	3	_____

11. ROOFING

CONSTRUCTION

Shingles Built-Up Asbestos Tile Metal

DESCRIBE CONDITION

Type	Slight	Moderate	Severe	# or %
Cracks or Holes	1	2	3	_____
Sag or Deflection	1	2	3	_____
Warp or Buckle	1	2	3	_____
Rot	1	2	3	_____
Leaks	1	2	3	_____
Other	1	2	3	_____

12. INTERIOR STAIRS

CONSTRUCTION

Concrete Metal Metal Wood Metal
Wood Concrete

DESCRIBE CONDITION

Type	Slight	Moderate	Severe	# or %
Cracks or Holes	1	2	3	_____
Sag or Deflection	1	2	3	_____
Warp or Buckle	1	2	3	_____
Rot or Corrosion	1	2	3	_____
Leaks	1	2	3	_____
Other	1	2	3	_____

17. ELECTRICAL
CONSTRUCTION

DESCRIBE CONDITIONS

Type	Slight	Moderate	Severe	# or %
Exposed Wiring	1	2	3	_____
Inadequate	1	2	3	_____
Obsolete	1	2	3	_____
Safety Hazard	1	2	3	_____

18. HEATING
CONSTRUCTION

Electric Steam Unit System Gravity Hot
Air Water

DESCRIBE CONDITIONS

Type	Slight	Moderate	Severe	# or %
Malfunction	1	2	3	_____
Obsolete	1	2	3	_____
Inadequate	1	2	3	_____
Other	1	2	3	_____

19. VENTILATION
CONSTRUCTION

Natural Mechanical-Supply & Exhaust

Mechanical-Exhaust Natural Unit-Air Conditioners

Mechanical-Air Conditioned

DESCRIBE CONDITIONS

Type	Slight	Moderate	Severe	# or %
Malfunction	1	2	3	_____
Obsolete	1	2	3	_____
Inadequate	1	2	3	_____
Other	1	2	3	_____

20. FIRE AND SAFETY HAZARDS

DESCRIBE CONDITIONS _____

END