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Topic: Final Report of the Administrative Services Facilities Working Group of the Council's Special Committee to Review JSO Primary Facilities

There were five meetings in total. (September 29, October 19, November 9, December 14 & January 11.) with the next meeting scheduled for November 27. The Working Group co-chairs were Councilman Michael Boylan and Ryan Sitnik, Business Development Director for Gilbane, and Jacksonville resident. Mr. Sitnik's invaluable role was largely to identify the various design and build companies with extensive experience in building such facilities. Over the course of each meeting the working group heard from various architects and build companies who addressed such items as the typical process for planning, development and construction of a new Administrative Services facility; the pros and cons of adaptive re-use, and the current trends as it relates to hardening strategies, preparing for the technology of the future, sustainability, the matter of proximity to such a facility to the detention center and courthouses; and finally financing options and grant funding opportunities. I want to acknowledge and thank the following entities for their active interest and counsel.

- Gilbane
- HDR
- Arrington Watkins
- Ajax Building
- Dewberry
- Center for Public Safety
- Association for the Improvement of American Infrastructure
- CGL
- Architects Design Group
- Strollo

Actively involved in the work of this group are various individuals from JSO as follows:

- Director Larry Schmitt – Police Services
- Chief Delores O'Neal – Support Services
- Chief Bill Clement – Budget
- Assistant Chief Scott Dingee – General Support Section (Patrol & Enforcement)
- Assistant Chief Jonathon Randolph - Information Services
- Ben Carder – Facilities Manager

Below is a summary of the five meetings the Working Group held:

September 29 Meeting

Parking – The meeting opened with a discussion regarding the immediate and ongoing concern about available parking. Collectively there are 465 parking spaces with overflow parking along the river which will eventually be lost due to pending development. By way of comparison there are 730 people working in the PMB.

Existing Facilities & Conditions – Chair Boylan encouraged JSO, beforehand, to be prepared to give an overview of the existing facility. Mr. Carder provided an initial list of pressing needs. It ranged from an emergency generator, HVAC systems, building envelope to security.

October 19 Meeting

Future Facility – Chief Delores O'Neal prepared and presented the first iteration of what JSO envisioned to be essential in a new facility, in a handout titled *Future of the Police Memorial Building*. It included the following:

- The ability to accommodate approximately 850 employees.

- A modern more welcoming building with a secured parking facility
- Common space for community use
- The wherewithal to bring back into this centralized location various departments operating at satellite locations due to existing space limitations.

November 9 Meeting

Existing Facilities Update – Assistant Chief Dungee distributed a revised list of immediate needs which totaled \$5,995,000 as estimated by area contractors. (At the November 17th meeting of the full Committee the members chose not to recommend the \$6.6 million identified to address the immediate needs of the Police Memorial Building, given the prospect of securing an existing facility to house JSO Administrative Services).

Future Facility – Following extensive conversations with all the division chiefs of units that are currently in the existing facility and those not presently housed in the facility but should be, Assistant Chief Dungee went on to present an updated *Future of the Police Memorial Building* presentation. In it they addressed what they determined what the next 20 to 25 years would look like in terms of growth and new facilities needed. Items of particular focus included: a dedicated meeting space for leadership, an emergency operations center, more detective offices and interview rooms, crime labs, increased space for Professional Standards & Training Division, an expanded communication center, property evidence storage, etc.

November 27 Meeting

St. Petersburg Police Department Presentation – Assistant Chief Mike Kovacsev of the St. Petersburg Police Department who, at our November 27th meeting, graciously shared the lessons learned through their planning and development process and what they would have done and built differently after the fact. (Thank you Chief Kovacsev for your investment of time and for sharing your experience with us.)

Adaptive Re-Use Consideration – Following presentations by HDR & Dewberry and Ajax Building, Director Schmitt spoke to the fact that JSO was giving serious consideration to leasing an existing facility. He went on to cite the fact that the Homeland Security and Investigations Divisions were housed on the Florida Blue building (Riverside Avenue) and there was sufficient space and resources there to meet their needs. CM Boylan tasked the Director with finalizing the specific facility needs and strongly urged JSO to demonstrate due diligence in exploring other facilities.

December 14 Meeting

The Planning, Design and Building Process – Messrs. Reeves of ADG and the Center for Public Safety spoke at length about the detailed process necessary to address the myriad of issues and opportunities for which the various stakeholders will need to garner consensus. (CM Boylan has invited them and a representative of AIAI to attend the February 27th meeting to present to the full committee.)

Adaptive Re-Use Consideration (continued) – Director Schmitt reaffirmed JSO's interest of considering adaptive re-use of an existing facility for reasons of "cost and speed." A discussion ensued regarding the use of a consultant in terms of determining the most suitable facility and/or utilizing the services of the City's Engineering Division to assist in identifying such a consultant.

January 11 Meeting

JSO Administrative Services Relocation Process – Ms. Renee Hunter, Chief of the City's Real Estate Division, opened the discussion describing the role of her office, serving as a "real estate agent" for the various client

agencies including JSO. In that capacity her office identified several potential properties. It also typically assists in negotiating lease agreements if asked.

JSO's Relocation Decision – Director Schmitt detailed, in length, the Sheriff's decision to pursue a lease agreement for an existing facility. After which JSO's Budget Director, Bill Clement, walked the committee through the budgetary impact of a lease of the Florida Blue building based on a lease that had already been negotiated for the JSO Homeland Security Division. CM Boylan, while recognizing the Sheriff has the authority to pursue a lease, strongly encouraged the JSO management team to actively explore other options beyond the Florida Blue Building. Director Schmitt assured us that it would happen. *

*Following a discussion CM Boylan had with Director Schmitt on February 21st, where he recounted JSO's diligent efforts to explore other options which resulted in the identification of three finalists he advised CM Boylan that the Florida Blue Building proved to be the most viable option in terms of facilities and cost. He followed the conversation with a memorandum, notifying CM Boylan that *"The JSO Working Group has evaluated multiple buildings to potentially lease a new Police Memorial Building. Based up the evaluations, and upon review of Sheriff Waters, the JSO has made a Legal Request for Service to the Office of General Counsel to proceed with negotiating a lease for Florida Blue (532 Riverside Avenue)."*

Recommendation

The Co-Chairs support JSO's decision to pursue leasing an existing facility, with the proviso that the necessary due diligence is done to secure a facility that is in line with the charge of the Administrative Services Working Group... *"a facility that addresses the needs of the Sheriff and his staff in the management and execution of their many and varied responsibilities."* Also given the following considerations:

1. The needs of the Sheriff's office have far outgrown the existing Police Memorial Building causing the relocation of no less than seventeen operating units to other facilities. A notable example is the fact that there are 215 parking spaces for over 725 employees who work in the PMB.
2. Relocating would help in relieving some of the capacity issues presently facing the detention center.
3. Leasing a facility means that the responsibility of maintenance falls on the property owner.
4. Anticipating the significant cost of a purpose-built detention facility, adding to it the cost of purpose-built Administrative Services would only further burden the cost to taxpayers.

Observation

- 1) It was pointed out time and again, by those subject matter experts who presented to this working group and the others, that the work of the committee is a great starting point but there is much more work to be done, difficult decisions to be made and a broader spectrum of stakeholders engaged going forward. At the February 27th meeting of the Committee, the members and all others in attendance will be hearing from representatives of the Association for the Improvement of American Infrastructure and the Center for Public Safety regarding those, all important next steps. We encourage all those who play a role in the incarceration, adjudication, and recidivism process to pay particular attention to these presentations and commit to actively engage in the upcoming work.
- 2) After participating in nearly every working group meeting, the two themes that have stood out:
 - a. Future facilities should be outcomes-based, promoting rehabilitation & limited detention time when appropriate.
 - b. Physical, behavioral, and mental health issues of detainees must be addressed.

No	Description	Projected Cost
1	Elevator upgrades - Units I1, I2, I3, P1, P2, S1, S2	\$ 1,200,000.00
2	Replace fire pump, including wet pipe and backflow	\$ 81,658.34
3	Freezer and cooler doors in the kitchen	\$ 29,534.80
4	Mold Remediation	\$ 267,742.56
5	Chiller 1 Replacement	\$ 385,955.85
6	Exterior concrete Facade repairs and exterior waterproofing.	\$ 661,471.00
7	Cell doors and ERP panels. Waiting on quote for ERP system.	\$ 1,644,812.97
8	Floor and drain repairs in the kitchen	\$ 461,646.00
9	Sound system for inmate communication (Quote provided by Cornerstone)	\$ 408,227.76
10	Multiple kitchen equipment / cookware replacements needed	\$ 300,000.00
11	Plumbing infrastructure repairs and equipment necessary to keep the facility running.	\$ 387,880.00
12	Various Air-handling unit replacements - several units are original to the building and need of replacement, including pumps, valves and other components.	\$ 469,000.00
13	Electrical Infrastructure	\$ 1,428,000.00
14	Officer Workstations and control pods	\$ 110,000.00
15	Workstation PC upgrade for Control Panels	\$ 330,214.06
16	Cooling Towers - refurbishment	\$ 450,000.00
17	Chiller 3 Replacement	\$ 385,955.85
Total Cost		\$ 9,002,099.19

Summary

Recommendations from the Adjudication, Intake, and Rehabilitation Working Group for the Special Committee for JSO Facilities Final Report:

General Recommendations

- Pre-trial Detention facility should contain television sets in designated areas. 9-22-2023
- New facilities will need to have immediate access to a JTA Bus Route. 9-22-2023
- New facilities will need to enlarge the access in sally ports to increase ease of egress and ingress for larger transportation vehicles. In addition to an overall larger sally port the individual lanes and parking spaces contained within need to be wider. 9-22-2023
- The Pre-trial Detention Facility will need more space for additional mental health personnel, additional space for the medical screening area, and spaces for detox. 10-13-2023
- An infirmary strategically located within the Pre-trial Detention facility is needed; hospital waiting room style is the preferred design. 10-13-2023, 11-17-2023
- The new facility will need a Behavioral Unit and Mental Health Resource Center to benefit the population of the individuals in the Pre-trial Detention facility who suffer from mental and behavioral health issues--similar to the Nashville Correctional Facility . 01-12-2024
- The new Pre-trial Detention Facility will need an increased number of isolation cells primarily for medical use and with negative air flow.. 10-13-2023
- Pre-Trial Detention Facility windows will need to be rated for major hurricanes. 10-27-2023
- The Jacksonville Re-entry center may need to move with the new Pre-trial Detention Facility. See Franklin County Corrections Center (FCCC) in Columbus, Ohio Rapid Resource Center for reference. 10-27-2023
- A Transition Center/Rapid Resource Center will be necessary in proximity to the new facilities; services need to include ID and Birth Certificate assistance. The necessary space will need to be determined. 01-12-2024
- Facilities are needed to house those who are incompetent to stand trial but are not relocated to a state hospital. This will allow for incompetent defendants to have clinical spaces to work with providers and give JSO additional space while awaiting DCF transfers. 10-27-2023
- New facilities will require mobile communications technologies for inmates to communicate with friends and families. It is recommended the Nashville Model be considered which involves mobile tablets in pod. 11-17-2023

Special Committee for JSO Facilities

Working Group Name: Adjudication, Intake, and Rehabilitation

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- New facilities will require space for inmates to communicate virtually with attorneys. Reference the Nashville Model, although special attention needs to be paid to the confidentiality of inmates in these spaces. ^{11-17-2023, 01-12-2024}
- The New Pre-trial Detention Facility, and any other new facility, needs to be built on land that does not flood and is in proximity to existing judicial services. ¹²⁻¹⁹⁻²⁰²³

Policy Recommendations

- Software is needed to assist corrections officers in the classification process ⁹⁻²²⁻²⁰²³
- Software and system is needed to allow digital paperwork to flow from the Pre-trial Detention facility, Clerk of Courts, State Attorney's Office, Judges, JSO, and Public Defenders. ^{9-22-2023, 10-13-2023, 12-15-2023}
- A digital payment system should be implemented to increase the speed of eligible inmates being released. The court system in Duval County only allows for Cashier Checks to post bond. ¹²⁻¹⁵⁻²⁰²³
- The Montgomery Correctional Center rehabilitation programs need additional staff members to scale up their successful programs. ¹²⁻¹⁹⁻²⁰²³
- A mental health professional needs to be on staff and on duty 24/7 in the Pre-trial Detention Facility to identify inmates in need of services and to assist with connecting them.
- Pre-arrest and diversion programs need to be reviewed and expanded to reduce the numbers of individuals going through the adjudication process, reduce JSO burden, and address underlying problems that led to committing the crime. Program fees should cover program expenses.
- Florida Statute 901.41 should be reviewed to coordinate all stakeholders, the Public Defender, SAO, law enforcement, courts and local legislators, to strengthen the adult diversion programs. ¹⁻²⁶⁻²⁰²⁴
- The city should review and update the Sequential Intercept Model. ¹⁻²⁶⁻²⁰²⁴
- ~~The city should determine the necessary number of crisis stabilization units and build accordingly.~~ ¹⁻²⁶⁻²⁰²⁴

Informational Considerations for Recommendations

- Due to the delay in paperwork, the State Attorney's Office is delayed by days in opening cases. This delays the entire process or even the amount of time one may spend in jail. Additionally, once a case is resolved there could be a 6-8hr delay in the inmate being released due to paperwork processing. ¹⁰⁻¹³⁻²⁰²³
- Space for inmates to have confidential appointments with their attorneys reduces the burden of transporting inmates unnecessarily to and from varying facilities. Due to the

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process of conversations between clients, their attorneys and the State Attorney's Office. Court cases can be delayed if clients aren't able to meet with their attorneys in a timely manner ^{11-17-2023, 01-12-2024}

Informational Points & Special Issues Addressed at Meetings

9-22-2023

- Currently all Dockets are completed electronically, then printed by the clerk just to be reprinted, scanned, and then entered manually. Additionally, paper documents are also completed after the proceedings by the Clerk and Bailiffs.
- Paper documents allow the possibility of human error due to the fast-paced nature of the proceedings.
- Televisions were once removed from the Pre-Trial Detention Facility, these serve a valuable purpose.
- There are three rooms for 1st hearing as the Pre-Detention Facility
 - a. J1- Where virtual 1st hearing proceedings occur. All 1st hearing defendants are here at once.
 - b. J2 is for observers, and members of the public.
 - c. Courtroom 501
- Staffing for the correctional offices are 200 officers short.
- There are security needs for the intake areas for the safety of officers and defendants.
 - a. Cameras (city contract)
 - b. Emergency Buttons
 - c. Speaker boxes

10-13-2023

- Individuals with mental illnesses stay in jail 8 times and cost 7 times more than individuals without a mental illness.
- In an analysis conducted during Sheriff John Rutherford's term. The estimated cost incurred by JSO from making an arrest to the inmate's 1st appearance hearing was \$850 per arrest. This cost is likely higher today.

Special Committee for JSO Facilities

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- Sulzbacher has identified roughly 800 individuals that could benefit from MHOP Services. The true number could be higher.
- The current medical screening area is not sufficient for the needs of the Pre-Trial Detention Facility.
- Currently, a major bottleneck in the intake process occurs due to the medical screening area. This is caused by inadequate space and staff.
- Currently, the Pre-Trial Detention Facility has 19 isolation cells, this does not meet demand.

10-27-2023

- The Rapid Resource Center located at the Franklin County Corrections Center (FCCC) in Columbus, Ohio offers those released from jail with several services and warm handoff opportunities to non-profit community organizations. In addition to the services listed below, this area can be accessed by the releasees and their families.
 - Mental Health and Substance Use Disorder Services
 - ID and Birth Certificate access
 - Phone Charging stations
 - Snacks
- The facility located in Nashville has a Severe Perpetuating Illness area for those with mental health issues. The facility currently has 30 beds and will soon be expanded to 60 beds.
- Due to a recent change in state law, individuals that are ruled to be incompetent to stand trial aren't automatically transferred to a state hospital. They can now be housed in the local jail. These individuals are reevaluated every 6 months but can remain at the local jail for an indefinite period.
- In St. Johns County, there is a partnership between the Sheriff's Office and the Tax Collector's Office that allows releases to receive a state issued ID at no cost. A similar program would be beneficial for Duval County.

11-17-2023

- Due to the conditions at the MCC and Pre-Trial Detention Facility, JSO is experiencing shortfalls in staffing levels.

12-15-2023

- The paperwork system limits JSO's and the court's ability to process inmates throughout the criminal justice system.

Special Committee for JSO Facilities

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12-19-2023

- Due to over capacity at the Pre-Trial Detention Facility 373 individuals at the MCC are unsentenced. This facility is intended only for sentenced individuals.

01-12-2024

- The 4th Judicial Circuit does not have a Civil Citation program. They use a Notice to Appear. The difference is when someone receives a Notice to Appear, they are required to appear in Court and a record is started.
 - The 4th judicial circuit has seen an 85% increase in notice to appear orders.
 - Notice of Appearances are issued, reported to the Clerk of Courts, the individual is required to go to court; but they are not arrested.
 - If an individual does not appear in court a capias warrant is issued for their arrest.
- There are 30 Polycoms located in the Pre-Trial Detention facility, 10 of which were loaned to the courts during the COVID pandemic, but have since been reassigned to Pre-Trial Detention use Additional units are needed.

Design for additional Polycoms should be considered by the judicial system.

01-26-2024

- Civil Citation and other diversion programs that could work in Jacksonville
 - Why are these not already in place?
 - What is needed to start a program like this?
 1. No city council vote needed
 2. Collaboration between various stakeholders/agencies is needed (JSO, state attorney, etc)
 3. Build in accountability for the individual
 4. Establish a civil citation tracking system
- Difference between a 'Notice to Appear' and 'Civil Citation'?
- What sort of training is required for police?
- Where does funding come from for programs such as the Miami Model?
- State-funded; federal grants available
- There is a need for 'stabilization centers' and mental health programs/services.
- High success rates and cost savings of Civil Citation Program in Leon County
- High success rates and cost savings of the Miami Model
- Work on adopting civil citation program and other deflection programs in Jacksonville



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**Interim Report of the Housing and Custody Working Group of the Council's Special
Committee to Review JSO Primary Facilities**

The Housing and Custody Working Group has held five meetings to date (9/22/23; 10/13/23; 11/3/23; 12/1/23 and 1/5/24). The minutes of these meetings have been filed with Legislative Services and can be viewed online.

Subject Matter Experts:

Adrian L. O'Neal, Assistant Division Chief, Jacksonville Sheriff's Office, Department of Corrections

Dan Lee, LEED AP, Director of Preconstruction, Perry-McCall Construction, Inc.

I want to acknowledge and thank the following individuals and entities for their presentations and input to the committee which have contributed to this report:

Mike Smith, Court Technology Officer, Fourth Judicial Circuit Court

Terrence "TJ" Meneely, Director of Operations, NaphCare, Inc.

Jeremy Cox, Regional Director; Lon Neuman, Operations Manager; and Sarah Roick, Project Development Manager of AJAX.

Tracy Dawson, Associate-Director of Business Development; Gerry Guerrero, Global Civic and Justice Director; David Bostwick, Justice Planner and Designer; and Tommy Sinclair, Associate, Justice Principal of HDR, Inc.

William D. Rutherford, Architect of Record and Will Rutherford, Senior Project Manager of Clemons, Rutherford & Associates, Inc.

Observations of Current Facilities:

The Duval County Jail was built in 1991 with a capacity to house a maximum of 2,189 inmates. Currently the PTDF is housing 2,631 inmates. Additionally, 469 unsentenced males are housed at Montgomery Correctional Center and 89 unsentenced males are housed at the Community Transition Center.

Overcrowding has resulted in the use of portable beds, strategic use of available space, worsened by an aging building with no room for expansion and deteriorating conditions causing high maintenance costs. In addition, repairing old equipment and plumbing causes increased maintenance costs.

Recommendations for future facilities: The new facilities must fulfill two roles, correctional center, and treatment facilities with a goal to reduce recidivism.

- **Correctional Center:**
 - During the process of designing and constructing a new facility, the scope and budget must be balanced before moving forward.
 - Long-term maintenance costs should be considered in the design phase of the process.
 - When a new facility is designed and built, it does not need to be built to the estimated population over a set number of years, but it does need to have a plan for facility expansion as the need grows.
 - Plan for as large a facility as possible in the first phase. Additions, even when planned for, are not as cost effective as when built with the original construction.
 - A campus style facility is preferred—no more than two to three levels high.
 - Consideration needs to be given to how every decision will affect the overall cost of a new facility (i.e.: steel vs. concrete cells, modular options and transportation costs).
 - When the location of a new facility has been identified, a proper site study must be completed before any other action. This will identify what is underground and what infrastructure is in place. Site topography is critical to final design.
 - The planning and development of a new Pre-Trial Detention Facility will need to be transparent and educational. The tax base that will pay for the facility will likely never see inside or understand its complexity and importance.

- Consider and explore how maintenance will be carried out. It is important to have designated maintenance areas, preventing the need for maintenance staff to enter cells. In the design of the new facility, we want to ensure pipe chases are installed where maintenance can be conducted from the outside of the building to not disturb daily functions when possible.
- Budget should be increased to allow for increased adequate skilled maintenance staff.
- Cells need to be designed with drainage due to inmates attempting to flood the cells, especially mental health inmates.
- Plumbing sanitary system should be designed as a vacuum system to eliminate the use of the sanitary piping for transmitting messages, drugs, or simply to stop up and overflow the toilets.
- In addition, a secondary remote-control system for flushing should be installed to control the misuse and wasteful flushing.
- JSO prefers dorms that contain no more than 12 cells. The majority of bunks are to be lower bunks.
- A minimum of 140,000 square feet is needed for the kitchen area (includes kitchen, storage, kosher kitchen, diet kitchen, and dish room).
- Laundry and kitchen areas are incredibly difficult to expand once built. They need to be carefully planned for anticipated growth.
- An Emergency Release system needs to be incorporated into the new facility.
- Video monitoring throughout the facility to include self-harm precaution cells.
- Separate male and female facilities for juvenile, violent felony, non-violent felony, misdemeanors, and confinement buildings—each housing area should have recreation and multipurpose rooms attached.
- Areas for teletypewriter (TTY) phones for deaf inmates.
- There is a need for key cards in specific areas to alleviate the need for physical keys and correctional officer's time.

- The new facility will need a minimum of 4 network systems to accommodate services. Currently, inmate access to internet-based services is extremely limited due to inmates not being allowed on JSO servers.
- The process of digital vs paper-based processing is an extreme hinderance to the operations of JSO, Public Defenders, Clerk of Courts, State Attorney's Office, and Judges. There is a need to connect the computer systems of the Clerk of Courts, JSO, Public Defender, and State Attorney so there is not so much duplication of work and handling of paper documents. Designers need to get the technology figured out well in advance of building a new jail, so officials don't have to learn that technology from scratch at the same time as they are learning a new jail building and its procedures.
- Due to the difficulty locating an inmate, the use of computers for attorney meetings, the wait time for an inmate to make it to the appropriate room could be 20-45 mins. This time needs to be reduced. As a result, there is a new system that has been developed and will be operational soon.
- The intake area should be enclosed and climate controlled.
- The new facility will need to strategically plan its layout to accommodate inmate movement time for attorneys and public defenders.
- The minimum cell size required by Florida Model Jail Standards is 70 sq ft per inmate (for dormitory housing where inmates are allowed out of unit for minimum of 8 hours per day).
- If a new building exceeds 75 feet it is considered a "high-rise" and must include specific safety measures, such as additional fire suppression items.
- To accommodate the personnel that work inside the Pre-Trial Detention Facility, JSO needs 500 parking spaces when fully staffed and to allow spaces for vendors/contractors that service this facility.
- The specific needs of each inmate classification group should be specified, understood, and considered during the planning and design process. When planning dorms for a new facility, work release classification inmates need to be separated from general population areas.
- Lounge/Breakrooms for correctional officers and facility staff need to be designed in the new facility.

- The new facility will need a minimum of 700 lockers in a locker room area for correctional officers and staff.
- A phone booth style area for inmates to meet with family and or attorneys is preferred.
- Impounds and evidence storage areas are often overlooked when planned and are inadequate once built.
- Evidence sometimes needs to be stored and maintained securely for decades—regular, refrigerated and freezer.
- Inmate property storage is another commonly overlooked area.
- **Treatment Facilities:**
 - The Pre-Trial Detention Facility needs an infirmary. It is preferred to have a female infirmary separate from a male infirmary.
 - Infirmaries for males and females need to include negative air flow and close observation cells for those with infectious diseases.
 - Ensure ADA compliance and follow Prison Rape Elimination Act guidelines in the new facility. Accommodations such as handrails, ramps, and adequate space for wheelchair maneuvering should be included. This includes wider doors and corridors, adjusted heights for countertops and medical fixtures and wheelchair accessible bathrooms.
 - Separate male and female infirmaries should be equipped to provide basic healthcare needs and handle emergencies as they arise. A secure location to store and manage medical supplies and prescription medications, disposal facilities for medical waste, closets, utility sinks, etc., to avoid potential health hazards.
 - Satellite clinics need to be bigger to ensure medical has enough office space with dedicated and secure medical records and office room area.
 - Sun light, lighting, and ventilation—these aspects are crucial for both patient well-being and for healthcare providers to perform their duties effectively. Natural light, when possible, can contribute positively to mental health.
 - Instill a sense of calm in patients by maximizing natural light and fresh air in patient rooms and common areas with use of skylights and large windows with

safety measures like bulletproof and unbreakable glass or inaccessibility for security.

- Infirmaries should have room layout efficiently with flexible spaces to accommodate varying inmate population and healthcare needs. Rooms for consultations, therapy, or group meetings can be made flexible for multi-use.
- Infirmaries should be designed with consultation, exam, and treatment rooms to be easily accessible and visible to the nursing station. Infirmary cells should be single occupancy to minimize conflicts and allow for private treatment as well as the ability to isolate as needed (infectious diseases) and potential long-term care.
- Nurse pre-screening space in Sally-port.
- A well-designed and hospitable infirmary can improve inmate well-being, resulting in greater cooperation and fewer incidents.
- Satellite clinics in each housing area.
- Mental Health facilities need to be expanded in a new facility to accommodate the roughly 40% of inmates affected by mental health illness. Separate facilities for males and females.
- Install clear and simple signage and wayfinding throughout the facility. This is particularly important for those with mental health concerns or cognitive impairments.
- Recreation areas (currently basketball for men and volleyball and basketball for women) – emphasis on outdoor secure spaces for walking or sitting. Access to nature can be therapeutic and contribute to better mental and physical health.
- **Reduce Recidivism:**
 - The Duval County Public Schools and Programs will need a separate way of accessing the internet to complete tasks, tests, etc.
 - Classroom areas are vital and should be attached to each housing area.
 - Educational
 - Vocational
 - Resources must be in place at a new facility for when individuals are released (i.e.: “Are there bus routes or other transportation services?”).

Other intricate details we are continuing to work on and hope to have available at the next meeting are the space needs for:

- Laundry room
- Dining area
- Clinics
- Examination rooms
- Specialty medical imaging rooms
- Infectious Disease specialty areas
- Infirmary
- Dental Offices
- Receiving and Delivery areas
- Computer system area
- Classrooms
- Office space
- Officer and staff break areas
- Staff Locker rooms
- Attorney interview rooms
- Family interaction areas
- Courtrooms
- Evidence room
- Inmate property storage room