

Institute for Law & Policy Planning

2010 Statement of Capabilities

The Institute for Law & Policy Planning specializes in all aspects of the criminal justice system, primarily where there are legal and cost-effectiveness issues, or court orders involved or expected. ILPP solves the toughest problems of overcrowding, conducts the most sensitive investigations and plans, and works with a team of highly educated and experienced expert practitioners to conduct work that has been universally considered to be of top quality.

The Institute has grown over 30 years from a small, community-based legal association into a nationally recognized nonprofit agency with a reputation for undertaking tough assignments in counties with overcrowded jails, and for providing helpful, effective, implemented, cost-saving results. In fact, The Institute has far more experience in jail crowding and system assessments than any other entity, either in California or nationally.

The Institute's clients include over 400 local government bodies as well as state governors and legislatures and federal cabinet agencies and foreign governments.

ILPP is based in Northern California but works nationally, and is directed by Dr. Alan Kalmanoff, JD, PhD, MSW. Staff and consultants include attorneys, architects, demographers, training specialists and a variety of professionals from many related fields.

ILPP's work covers wide areas in the justice systems of varied jurisdictions, divided in the following categories:

- **Justice System Planning**
- **Correctional Health Care Planning and Reviews**
- **Audits, Investigations & Operations Reviews**
- **Organizational Development**
- **Expert Testimony**
- **Facility Master Planning**
- **Cost Containment Studies**

JUSTICE SYSTEM PLANNING

CRIMINAL JUSTICE SYSTEM ASSESSMENTS

The Institute has reviewed and assessed large county juvenile and adult justice systems across the country. In the assessments, the nature and the magnitude of crowded jail populations are identified; recommendations for best-practice management of the demand are provided. The Institute also provides insight on the availability and future needs for staffing, programs, facilities and informational resources. These studies result in action plans that are ultimately aimed toward effective detention population and budget management, and involve all agencies that impact on the offender flow through the system.

- **ALLEGHENY COUNTY, PENNSYLVANIA, JAIL COLLABORATIVE, 2008-PRESENT.**
Reference: Warden Ramon Rustin, 412-350-2273.

IN ALLEGHENY COUNTY (PITTSBURGH), ILPP DEVELOPED A JAIL RE-ENTRY PROGRAM FOR OFFENDERS BEING RELEASED FROM THE JAIL THAT WAS SUBJECT TO AN EXTERNAL EVALUATION, WHICH DEMONSTRATED A 50% REDUCTION IN RECIDIVISM.

- **ALLEGHENY COUNTY, PENNSYLVANIA, CRIMINAL JUSTICE ADVISORY BOARD, 2002-PRESENT.**
Reference: Ray Billotte, District Court Administrator, Allegheny County District Court; (412) 350-6939, JOSEPH JAMES, PRESIDENT JUDGE, 1 412 818 0496; AND JAMES FLYNN, COUNTY MANAGER (FOR COUNTY EXECUTIVE), 412 350 7373.

IN ALLEGHENY COUNTY ILPP WAS ENGAGED TO REPAIR AN OLDER PROBLEM-PLAGUED JUSTICE SYSTEM AND TO HELP TO CONTROL JAIL CROWDING AND RELATED COST PROBLEMS. IN OVER 8 YEARS OF WORK ILPP HAS HELPED MAKE THE ALLEGHENY JUSTICE SYSTEM A MODEL EMPLOYING BEST PRACTICE, AVOIDING UNNECESSARY CONSTRUCTION, AND SAVING A GREAT DEAL OF MONEY.

- **KNOX COUNTY, TENNESSEE. PRELIMINARY CRIMINAL JUSTICE SYSTEM ASSESSMENT, 2007.**
Reference: Richard Moran, 865 215 2015.

ILPP WAS CALLED UPON TO ASSIST THIS LARGE TENNESSEE COUNTY IN COMPLYING WITH COMPLEX COURT ORDERS AND PROVIDED A COMPLIANCE PLAN FOR REDUCING CROWDING, SHORT AND LONG TERM.

- **DANE COUNTY, WISCONSIN, BOARD OF SUPERVISORS. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 2007.**
*References: Sheriff David Mahoney, Dane County Sheriff's Office
115 W Doty Street, Madison, Wisconsin 53703
(608) 284-6800*

*Kathleen Falk, Dane County Executive
210 Martin Luther King, Jr. Boulevard, Madison, Wisconsin 53703
(608) 266-4114*

*Scott McDonell, Dane County Board Chair
210 Martin Luther King, Jr. Boulevard, Madison, Wisconsin 53703
(608) 266-5758*

*Tim Saterfield, County Manager
210 Martin Luther King, Jr. Boulevard, Madison, Wisconsin 53703
(608) 266-5758*

ILPP WAS ENGAGED BY THIS COUNTY, WHERE THE CAPITOL OF WISCONSIN IS LOCATED, TO DEAL WITH A 20 YEAR OLD CONFLICT CONCERNING WHETHER OR NOT TO BUILD A NEW JAIL TO COPE WITH CROWDING. AT THE TIME, 140 INMATES WERE OCCUPYING RENTAL BEDS THROUGHOUT THE STATE. ILPP'S RESEARCH ANALYSIS AND PLAN RESULTED IN ALL THOSE INMATES BEING RETURNED, MANY EMPTY BEDS, AND AN END TO THE DEBATE OVER NEW BEDS, SAVING THE COUNTY \$5M/YEAR, AND CREATING NEW MANAGEMENT SYSTEMS THAT CONTINUE TO SAVE MONIES.

- **SOMERSET COUNTY, PENNSYLVANIA, BOARD OF COMMISSIONERS, 2006.**

References: John M. Cascio, President Judge

111 East Union Street, Suite 212, Somerset, Pennsylvania 15501

(814) 445-1486

cascioj@co.somerset.pa.us

James Marker, County Commission Chair

300 North Center Avenue, Suite 500, Somerset, Pennsylvania 15501

(814) 445-1400

markerj@co.somerset.pa.us

Jerry L. Spangler, District Attorney

111 East Union Street, Suite 40, Somerset, Pennsylvania 15501

(814) 445-1456

spanglerj@co.somerset.pa.us

IN THIS LARGE RURAL COUNTY THE CROWDED JAIL WAS AT 156 BEDS WHEN ILPP WAS ENGAGED TO HELP MANAGE CROWDING AND COSTS, AND AT 45 BEDS WHEN THE WORK WAS COMPLETE. SOMERSET COUNTY HAS CALLED ON ILPP FOR DOZENS OF SMALLER ENGAGEMENTS OVER THE FOLLOWING FOUR YEARS.

- **ST. LUCIE COUNTY, FLORIDA, BOARD OF COMMISSIONERS. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 2005.**

Reference: Cliff Barnes, Circuit Judge, 19th Judicial Circuit, (772) 462-1474.

IN THIS RAPIDLY GROWING FLORIDA COUNTY, ILPP WAS BROUGHT IN ON AN EMERGENCY BASIS TO HELP WITH UNCONTROLLED JAIL CROWDING AND PROBLEMS OF COSTS. ILPP'S PLANNING WORK REDUCED THE PACE OF CROWDING, ELIMINATING THE NEED FOR A NEW JAIL POD, AND LEFT THE COUNTY WITH A STRONG POPULATION MANAGEMENT SYSTEM.

- **SEDGWICK COUNTY, KANSAS, BOARD OF COMMISSIONERS. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 2004.**

Reference: Robert Lamkey, Public Safety Director, Office of the county Manager, (316) 660-9393.

IN WICHITA AND COUNTY-WIDE THIS CLIENT WAS OVERCROWDED IN ITS JAIL AND REQUIRED ASSISTANCE WITH MANAGEMENT, INFORMATION SYSTEMS, CLASSIFICATION AND COMMUNITY CORRECTIONS. AFTER IMPLEMENTING SOME OF THE RECOMMENDED CHANGES PROGRESS STALLED ON IMPLEMENTATION, BUT STILL A NEW JAIL WAS NOT REQUIRED

- **SALT LAKE COUNTY, UTAH, CRIMINAL JUSTICE ADVISORY BOARD, 2004.**

Reference: Aaron Kennard, Sheriff, Salt Lake County Sheriff's Office, (801) 468-3900.

JAIL CROWDING AND MANAGEMENT CAPACITY WERE AT ISSUE IN UTAH, AND ILPP'S WORKED AVOIDED A NEW JAIL.

- **GREENE COUNTY, MISSOURI, BOARD OF COMMISSIONERS. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 2003**

Reference: Jeff Reinold, Budget Officer, Greene County Budget Office, (417) 868-4892.

JAIL CROWDING AND STAFFING STUDIES AVOIDED A NEW JAIL AND SAVED MILLIONS.

- **SNOHOMISH COUNTY, WASHINGTON, COUNTY COUNCIL. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 2003.**

Reference: Jeff Sax, Chairman, Law & Justice/Human Services Council Committee, (425) 478-1061.

JAIL CROWDING AND SITE SELECTION WORK WAS REQUIRED IN THIS FAST GROWING COUNTY, ALONG WITH LAW ENFORCEMENT WORK TO REDUCE STAFFING COSTS.

- **JEFFERSON COUNTY, ALABAMA, COUNTY COMMISSION. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1999.**

Reference: Judge Dan Rynolds,.

ILPP'S WORK WAS DOCUMENTED AS SAVING \$100M IN THE COSTS OF A NEW JAIL IN BIRMINGHAM, AND RELATED ISSUES COUNTY-WIDE.

- **DOUGLAS COUNTY, NEBRASKA, BOARD OF COMMISSIONERS. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1998.**

Reference: Kathleen Kelley, Chief Administrative Officer, County Administrator's Office, (402) 444-6237.

OVERCROWDING AND THE CLOSING OF THE OMAHA JAIL LED THIS COUNTY TO ENGAGE ILPP TO ATTEMPT ALTERNATIVES TO COSTLY NEW CONSTRUCTION; THE RESULTING BOOKING FACILITY SOLVED MANY SYSTEM PROBLEMS AND AVOIDED A COSTLY NEW JAIL.

- **HENNEPIN COUNTY, MINNESOTA, CRIMINAL JUSTICE REVIEW COMMITTEE. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1998.**
Reference: Kevin Burke, Chief Judge (612) 348-4389.

IN MINNEAPOLIS, CROWDING AND BUDGET CONCERNS HAD THE COURT AND BOARD OF COMMISSIONERS AT ODDS OVER NEW JAIL CONSTRUCTION; ILPP'S SYSTEM STUDY OF CROWDING REDUCED THE TREND AND ILPP'S DIRECTOR BECAME THE MASTER OVER THE COUNTY'S CRIMINAL JUSTICE SYSTEM FOR SOME YEARS.

- **SALT LAKE CITY, UTAH, ALTERNATIVE STRATEGIES FOR PROVIDING ADEQUATE JAIL FACILITIES. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1997.**
Reference: Roger Black, Director, Management Services, Salt Lake City (801)565-0268

SALT LAKE CITY WAS IN A CONFLICT WITH THE COUNTY OVER ADEQUATE JAIL BEDS AND ENGAGED ILPP TO SOLVE THE CITY/COUNTY MANAGEMENT PROBLEM.

- **MONTGOMERY COUNTY, ALABAMA. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1997.**
Reference: Judge William Gordon, (334) 832-1365.

OVERCROWDING WAS REDUCED TO AVOID THE NEED FOR A NEW JAIL, AND JAIL MANAGEMENT PROBLEMS WERE ADDRESSED.

- **INYO COUNTY, CALIFORNIA. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1996.**
Reference: Brent Wallace, former CAO, (209) 532-6365.

THIS VERY LARGE COUNTY HAD JAIL CROWDING PROBLEMS WITH A SMALL POPULATION AND BUDGET; ILPP SOLVED THE CROWDING PROBLEMS AND HELPED RE-DESIGN AN EXISTING JAIL TO SAVE 10% OF ITS STAFF.

- **SAN JOAQUIN COUNTY, CALIFORNIA, COUNTY ADMINISTRATOR'S OFFICE. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1995, 1992.**
Reference: David Baker, Former Officer, County Administrator's Office, 909 486 1549

JAIL CROWDING AND SYSTEM MANAGEMENT ISSUES WERE INVOLVED IN THIS SUCCESSFUL FACILITY PLANNING PROJECT.

- **OLYMPIA, WASHINGTON. ANALYSIS OF MUNICIPAL COURT AND JAIL SYSTEMS, 1994.**
Reference: Hon. Margaret McPhee, council Member, city of Olympia, (360) 753-8450.

THIS ENGAGEMENT RESULTED IN A NEW COURTHOUSE AND JAIL, AND REDUCED SYSTEM OPERATING COSTS.

- **HILLSBOROUGH COUNTY, FLORIDA. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1994.**
Reference: Hon. Ed Turanchik, Commissioner, Board of County Commissioners, (813) 272-5470.

ILPP CONDUCTED 4 ENGAGEMENTS IN TAMPA, INCLUDING A POPULATION STUDY, A JAIL MEDICAL STUDY, A SUCCESSFUL CROWDING STUDY, AND A FACILITIES MASTER PLAN. THE MEDICAL STUDY ALONE SAVED \$2M ANNUALLY THEREAFTER.

- **ORANGE COUNTY, FLORIDA, BOARD OF COMMISSIONERS. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1993.**
Reference: Hon. Linda Chapin, Former Chairman, Board of County Commissioners, (407) 882-1185

ILPP CONDUCTED 5 SEPARATE ENGAGEMENTS IN ORLANDO, INCLUDING WORK ON A 25 STORY COURTHOUSE, TRANSITION FROM THE SHERIFF TO A BOARD-MANAGED JAIL, MAJOR MANAGEMENT TRAINING, AND STUDIES OF THE CIVIL COURTS AND SYSTEM-WIDE CROWDING.

- **NATIONAL INSTITUTE OF CORRECTIONS. CRIMINAL JUSTICE SYSTEM ASSESSMENTS, 1982-1991.**
Reference: Jim Barbee, Technical Assistance Chief, National Institute of Corrections Jail Division 800-995-6423 X 40100

DR. KALMANOFF, ILPP'S DIRECTOR, CONDUCTED DOZENS OF SYSTEM ASSESSMENTS OF COUNTY JAIL SYSTEMS NATIONALLY.

- **PALM BEACH COUNTY, FLORIDA. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1990.**
Reference: Dale Smith, former Executive Director, Economic Council of Palm Beach County, currently Planning Director, Knoxville, Tenn. ((865) 215-2131).

THIS LARGE FLORIDA COUNTY NEEDED ILPP'S HELP TO MANAGE SYSTEM CROWDING AS WELL AS PRELIMINARY POLICE AGENCY CONSOLIDATIONS AND COST CONTROL.

- **ARKANSAS DEPARTMENT OF CHILDREN AND FAMILY SERVICES (DCFS). EVALUATION OF INSTITUTIONAL OPERATIONS, 1989.**
Reference: Sharon Moone-Joachums, former Director, (501) 868-1023.

A NEW DECENTRALIZED STATEWIDE SYSTEM RESULTED FROM THIS PLANNING WORK.

- **CADDO PARISH, LOUISIANA. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1989.**
Reference: John Sells, retired Chief, Caddo Parish Sheriff's Department, (318) 687-3773.

THIS MAJOR JAIL PLANNING AND A SECOND FACILITY STUDY LED TO AN AWARD WINNING JAIL BEING CONSTRUCTED.

- **LEON COUNTY, FLORIDA. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1988.**
Reference: Jim Parrish, former CAO, currently Principle, Parrish & Associates, (850) 668-3384.

JAIL CROWDING ASSESSMENT LED TO POSTPONEMENT OF A PLANNED NEW JAIL OF 1,500 BEDS.

- **SAN DIEGO COUNTY, CALIFORNIA. CRIMINAL JUSTICE SYSTEM ASSESSMENT, 1986.**
Reference: Vicki Markey, Deputy Chief, San Diego Probation Department, (619) 694-4600.

JAIL OVERCROWDING AND POLICE TRAINING ISSUES WERE INVOLVED IN THIS SUCCESSFUL ENGAGEMENT.

- **ALASKA DIVISION OF CORRECTIONS. PLANNING ALTERNATIVES TO INCARCERATION, 1977.**
Reference: Roger Endel, former Director, Alaska Division of Corrections

THE INSTITUTE DEMONSTRATED STRATEGIES TO AVOID BUILDING UNNECESSARY PRISONS.

- **CALIFORNIA STATE LEGISLATURE, MAJOR CORRECTIONS PLANNING, 1976.**
Reference: Ruth Rushen, former Director, California Department of Corrections, (909) 683-7936.

BASED ON STAKEHOLDER INPUT AND RESEARCH, THE INSTITUTE RECOMMENDED FORESTRY CAMPS FOR MINOR CRIMINALS. IN LARGE PART BECAUSE THIS RECOMMENDATION WAS IGNORED BY THE STATE, THERE FOLLOWED THE ARGEST PRISON BUILDING PROGRAM IN HISTORY AND SINCE THEN, HISTORIC DEFICITS AND AN UNPRECEDENTED RECIDIVISM RATE AMONG ESSENTIALLY LOW SECURITY INMATES BEING HOUSED IN MAXIMUM SECURITY PRISONS. THE WORK LATER RESULTED IN DR. KALMANOFF, ILPP'S DIRECTOR, BEING ENGAGED BY THE FEDERAL COURTS TO HELP OVERSEE A MAJOR COURT ORDER OVER THE ENTIRE PRISON SYSTEM.

MAJOR NEEDS ASSESSMENTS

Development of comprehensive county corrections studies and plans for new jail facilities and programs and enhanced management systems. These engagements included programming the nation's first direct supervision county jail in Contra Costa County.

- **MARIPOSA COUNTY, CALIFORNIA, 1990.**
Reference: John McCamman, Former CAO for Mariposa County, Director, California Department of Fish and Game, 916 445 0411.
- **HUMBOLDT COUNTY, CALIFORNIA, 1990.**
Reference: Available Upon Request.
- **SUTTER COUNTY, CALIFORNIA, 1988.**
Reference: Available Upon Request.
- **TEHAMA COUNTY, CALIFORNIA, 1988.**
Reference: Available Upon Request.
- **PLACER COUNTY, CALIFORNIA, 1982, 1984, 1986.**
Reference: Don Lunsford, Executive Officer, Placer County, (530) 889-4030.
- **NEVADA COUNTY, CALIFORNIA, 1983, 1985**
Reference: Com. Douglas Latimer, County Administrator, Shasta County, (530) 225-5561.
- **SAN FRANCISCO COUNTY, CALIFORNIA, 1984.**
Reference: Mike Hennessey, Sheriff, San Francisco County Sheriff's Department, (415) 554-7225.

- **JEFFERSON COUNTY, OREGON, 1984.**
Reference: Available Upon Request.
- **POLK COUNTY, IOWA, 1984.**
Reference: Available Upon Request.
- **MERCED COUNTY, CALIFORNIA, 1983.**
Reference: Clark Chaning, County Administrator, Merced County, (209) 385-7637.
- **SAN MATEO COUNTY, CALIFORNIA, 1982.**
Reference: Skip Duranczyk, Administrator, OR Program, (650) 363-4491.
- **VENTURA COUNTY, CALIFORNIA, 1982.**
Reference: Burt Bigler, Assistant County Administrator, Ventura County, (805) 654-2896.
- **CONTRA COSTA COUNTY, CALIFORNIA, 1977.**
Reference: Les Glenn, former Civilian Officer, currently retired, (707) 745-3051

Jim Barbee, Jail Division, National Institute of Corrections, 800-995-6423 X 40100

PROGRAMMING THE NATION'S FIRST DIRECT SUPERVISION COUNTY JAIL, WHICH LATER BECAME NIC'S RECOMMENDED JAIL PROTOTYPE AND BEST PRACTICE.

OTHER NEEDS ASSESSMENTS

The Institute researched local needs, resources, and options in the engagements listed below. These plans were tailored toward specific issues identified by the stakeholders.

- **SPARTANBURG, COUNTY, SOUTH CAROLINA. NEEDS ASSESSMENT FOR A CRIMINAL JUSTICE AUTOMATED INFORMATION SYSTEM, 2000.**
Reference: James Hartmann, Administrator, now City Manager, Alexandria, Virginian (864) 596-2526.
- **PLUMAS COUNTY, CALIFORNIA. NEEDS ASSESSMENT OPTIONS AND PLAN FOR A DRUG/MENTAL HEALTH COURT, 1999.**
Reference: Jim Reichle, District Attorney, Plumas County, (530) 283-6303.
- **SAN FRANCISCO, CALIFORNIA. TRAINING NEEDS ASSESSMENT, 1985.**
Reference: Michael Hennessey, Sheriff, San Francisco Sheriff's Department, (415) 554-7293.

PLANNING FOR JUVENILE AND ADULT JUSTICE SYSTEMS

The Institute performed comprehensive assessments of counties' criminal and juvenile justice systems. After assessing the performance of all justice agencies within the county, The Institute provided stakeholders with a complete and objective justice system assessment. Recommendations and guidelines for implementation were provided as well.

- **GREENE COUNTY, MISSOURI. DETENTION STAFFING PLAN, 2003.**
Reference: Jeff Reinold, Budget Officer, Green County Budget Office, (417) 868-4892
- **SUMMIT COUNTY, OHIO. SYSTEMS-BASED STRATEGIC PLAN, 2000.**
Reference: Karen Doty, Executive Director of Admissions, Summit County Executive Office, (330) 643-2515.
- **KALAMAZOO COUNTY, MICHIGAN, BOARD OF COMMISSIONERS. FACILITY PLAN, 2000.**
Reference: Robert Houtman, retired, Kalamazoo County Commission Chair, r (269) 623-3384.
- **POLK COUNTY, FLORIDA. CORRECTIONAL FACILITY DEVELOPMENT PLAN, 1993.**
Reference: Available Upon Request.

- **SAN FRANCISCO, CALIFORNIA. JAIL INMATE POPULATION MANAGEMENT PLAN, 1991.**
Reference: Michael Hennessey, Sheriff, San Francisco County Sheriff's Department, (415) 554-7225.
- **CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS & TRAINING. PLANNING FOR COURTS AND LOCAL CORRECTIONS, 1974.**
Reference: Palmer Stinson, retired, California POST, (916) 354-2177.

JUVENILE ASSESSMENTS

The following are audits and facility studies in the juvenile justice system. The Institute assisted in addressing crowding problems and offered construction management services to oversee designs.

- **DOUGLAS COUNTY, NEBRASKA. SECURE JUVENILE DETENTION: A STUDY OF CROWDING, 2008.**
Reference: Kathy Kelly, County Administrator, (402) 444-6237.
- **AMADOR, CALAVERAS AND TUOLUMNE COUNTIES, JOINT POWERS AUTHORITY PROJECT DESIGN TEAM. JUVENILE FACILITY NEEDS ASSESSMENT, 1999.**
Reference: Brent Wallace, County Administrator, Tuolumne County Administrator's Office, (209) 532-6365.
- **SANTA CLARA COUNTY, CALIFORNIA. PROGRAM PLANNING UPDATE FOR JUVENILE JUSTICE SYSTEM DEVELOPMENT, 1990.**
Reference: Ann Clarke, Administrative Service Manager, Santa Clara County, (408) 299-4811.
- **SANTA CLARA COUNTY, CALIFORNIA. JUVENILE JUSTICE PROGRAM PLANNING, 1987.**
Reference: Ann Clarke, Administrative Services Manager, Santa Clara County, (408) 299-4811.

COURT ASSESSMENT

The Institute evaluated civil court policies, workload, and use of alternative dispute resolution to identify potential for improved efficiency, effectiveness, and access to the court system.

- **ORANGE COUNTY, FLORIDA, ASSESSMENT OF CIVIL COURT FUNCTIONS, 1994.**
Reference: Howard Tipton, Deputy CAO, Orange County, now CAO of Brevard County, (407) 836-2339.
- **ORANGE COUNTY, FLORIDA, ASSESSMENT OF JUVENILE COURT FUNCTIONS, 1994.**
Reference: Hon. James Stroker, Chief Judge, Ninth Judicial Circuit Court, (407) 836-2026.

CORRECTIONS ASSESSMENTS

The Institute reviewed and analyzed all federal corrections initiatives, local jail populations, and the feasibility of changes in county jail management in order to develop recommendations.

- **HILLSBOROUGH COUNTY, FLORIDA, 1993.**
Reference: Larry Blick, former Senior Assistant CAO, currently City Manager, City of Independence, (816) 325-7170.
- **YAKIMA COUNTY, WASHINGTON, 1993.**
Reference: Dema Harris, director, Administrative Services, (509) 575-2210
- **PRESIDENT REAGAN'S VIOLENT CRIME TASK FORCE, 1980.**
Reference: Allen Breed, Retired Director, National Institute of Corrections, (209) 754-1352.

COMMUNITY CORRECTION PLANNING

The Institute planned the consolidation of community corrections with state prison(s) to manage crowding and growth. Evaluations of community based social services programs were conducted,

including that of a Women's Residential Center. These assessments are a major component of our justice system assessments as well.

- **NEVADA DEPARTMENT OF PRISONS. DESIGNING ENABLING LEGISLATION, 1985.**
Reference: Director's Office, Nevada Department of Prisons.
- **ALAMEDA COUNTY, CALIFORNIA. PROGRAM AND PLANNING EVALUATION, 1980.**
Reference: References available upon request.
- **SANTA CLARA COUNTY, CALIFORNIA. EVALUATION OF COMMUNITY-BASED CORRECTIONS, 1977.**
Reference: Reference available upon request.

THIS EVALUATION SHOWED THAT COMMUNITY-BASED CORRECTIONS COULD WORK WITH MOTHERS AND PRE-SCHOOL AGED CHILDREN IN A JAIL SETTING.

OTHER POLICY AND PROGRAMMING ASSESSMENT

The Institute engaged in policy analysis, cost-benefit studies, and provided technical services to various government agencies at local, state, and national levels.

- **U.S. DEPARTMENT OF JUSTICE. PROSECUTION POLICY PLANNING ANALYSES FOR NARCOTICS AND DANGEROUS DRUGS, ORGANIZED CRIME AND RACKETEERING, 1984.**
Reference: Judge Lowell Jensen, U.S. District Court, (415) 556-1727.
- **NATIONAL INSTITUTE OF CORRECTIONS. PLANNING FOR DISABLED INMATES, 1984.**
Reference: Robert Smith, former Assistant Director, National Institute of Corrections, CURRENTLY PRIVATE CONSULTANT, (510) 845-2214.
- **WISCONSIN STATE PLANNING AGENCY. EVALUATION OF PROSECUTION AND POLICE/JUVENILE PROGRAMS, 1979.**
Reference: Michael Moscow, Wisconsin Council on Criminal Justice, (608) 266-3323.

THE INSTITUTE EVALUATED TEN PROSECUTORIAL PROJECTS AND 24 POLICE/JUVENILE PROGRAMS TO RECOMMEND FUTURE PROSECUTORIAL PROGRAM PLANNING.

- **ALAMEDA COUNTY, CALIFORNIA. STUDY OF PLEA BARGAINING, 1978.**
Reference: Judge Lowell Jensen, U.S. District Court, (415) 556-1727.

THE INSTITUTE DEVELOPED RECOMMENDATIONS TO IMPROVE SENTENCE NEGOTIATION AND SHOWED THAT PLEA BARGAINED SENTENCES REFLECTED THE "MARKET PLACE" OF THE TRIAL COURT'S LIKELY DISPOSITIONS.

- **CONTRA COSTA COUNTY, CALIFORNIA. COMPARATIVE STUDY OF PRETRIAL SYSTEMS, 1975.**
Reference: Les Glenn, former Civilian Officer, currently retired, (707) 745-3051.

COMPARISON OF IMPACT OF PRETRIAL RELEASE PROGRAMS IN MIDDLESEX COUNTY, MASSACHUSETTS AND CONTRA COSTA COUNTY, CALIFORNIA, IN SUPPORT OF LITIGATION. THIS REPRESENTED THE FIRST NATIONAL USE OF DIFFERENT CRITERIA FOR RELEASE OF A STABLE VERSUS NEW POPULATION, WHICH FACTORED INTO JAIL SIZE PLANNING.

CORRECTIONAL HEALTH CARE REVIEWS

The Institute evaluated correctional facility medical services and suggested a range of possible improvements for medical operations. The Institute's assessments have led to the development of new contracts and plans for a number of medical services provided by correctional facilities.

- **CLARK COUNTY, WASHINGTON. JAIL MEDICAL ASSESSMENT, 2008-2009.**
Reference: retired jail Commander Clifford Evelyn, harlem44@comcast.net.

THIS STUDY IDENTIFIED SIGNIFICANT DEPARTURES FROM LEGAL AND INDUSTRY STANDARDS, AND PROVISIONS THE AGREEMENT BETWEEN THE COUNTY AND A CONTRACTED PRIVATE HEALTH CARE PROVIDER.

- **ROBERT WOOD JOHNSON FOUNDATION. CONTINUITY AND INTEGRITY OF TUBERCULOSIS SERVICES FOR JAIL INMATES, 1997.**
Reference: Available Upon Request.
 - **HILLSBOROUGH COUNTY, FLORIDA. REVIEW OF THE COUNTY CORRECTIONAL SYSTEM'S DELIVERY OF HEALTH SERVICES, 1994.**
Reference: Pat Bean, former Senior Assistant County Administrator, Deputy CAO, Hillsborough County, (813) 272-5750.
 - **ARKANSAS BOARD OF CORRECTIONS. PLANNING PRISON HEALTH CARE, 1986.**
Reference: Woodson Walker, Former Chairman, currently Principal, Woodson & Associates, (501) 372-4623.
 - **NEW MEXICO STATE. MENTAL HEALTH MASTER FACILITY PLAN, 1978.**
Reference: Nick Franklin, Former Governors Legal Counsel, Senior Vice President, Public Works.
- THIS PROJECT CREATED A MODEL FOR A COMMUNITY-BASED SYSTEM.**
- **CALIFORNIA AND OHIO. PROTECTION AND ADVOCACY SYSTEM, YEARS, 1978.**
Reference: Lottie Moise, Developmental Disabilities Council (213) 693-6148.

AUDITS & INVESTIGATIONS

The Institute performed system audits and management development along with investigations on major crowd control incidents, correctional health care systems, and police departments.

- **CALIFORNIA DEPARTMENT OF JUSTICE. AUDITS AND MANAGEMENT STUDIES, 1988.**
Reference: Dan Whetstone, former Associate, Management Services, currently Manager, VCIN Project.
- **CITY OF LIVERMORE, CALIFORNIA. INVESTIGATION OF POLICE AND CROWD DISORDER, 1987.**
Reference: Cathie Brown, former Mayor, City of Livermore, (925) 447-7621.
- **UNIVERSITY OF CALIFORNIA, BERKELEY. INVESTIGATION AND PLANNING OF POLICE CROWD CONTROL PROCEDURES, 1986.**
Reference: Mr. I. Michael Heyman, former Chancellor, University of California, Berkeley, past Secretary, the Smithsonian Institution, (510) 642-1731.
- **ARKANSAS BOARD OF CORRECTIONS. INVESTIGATION OF PRISON HEALTH CARE PROVIDER, 1986.**
Reference: Woodson Walker, former Chairman, currently Principal, Woodson & Associates, (501) 372-4623.
- **OAKLAND, CALIFORNIA. INVESTIGATION OF LAW ENFORCEMENT MANAGEMENT, 1971.**
Reference: Mr. Palmer Stinson, former Captain, Oakland Police, (925) 634-1561.

CREATED FUNDAMENTAL CHANGES IN THE EVALUATION AND MANAGEMENT OF INVESTIGATIONS, WHICH HAVE SPREAD NATIONALLY

ORGANIZATIONAL DEVELOPMENT

These include intensive study and evaluation of the organizations, which led to recommendations, training and development plans.

- **UNIVERSITY OF CALIFORNIA, DAVIS POLICE DEPARTMENT. STUDY OF PERFORMANCE AND TASK ANALYSIS, 1997.**
Reference: Calvin Handy, Chief, UCD Police Department, (530) 753-4256.

- **SINGAPORE PRISON TRANSITION PLANNING AND TRAINING, 1993.**
Reference: Mr. Tee Tua Ba, Commissioner of Police, Police Headquarters.
- **CALIFORNIA COMMISSION ON THE FUTURE OF THE COURTS. FACILITATION TRAINING AND PROGRAM EVALUATION, 1992.**
Reference: Hon. Robert Dockson, former Chairman, Commission on the Future of Court, currently retired, (213) 931-4999.
- **CALIFORNIA DEPARTMENT OF JUSTICE. REORGANIZATION STUDY, 1990.**
Reference: Reference available upon request..
- **BERKELEY, CALIFORNIA LAW ENFORCEMENT MANAGEMENT AND PLANNING, 1978.**
Reference: Reference available upon request.

THIS PROJECT RESULTED IN THE DEVELOPMENT OF A CAMPUS COMMUNITY POLICE REVIEW BOARD.

EXPERT TESTIMONY

Planning and research to provide expert testimony for lawsuits.

- **EXPERT TESTIMONY FOR STRIP SEARCHES IN JAILS, 2008.**
Reference: Ramon Rustin, Warden, Allegheny County Jail, 412-350-2273.
- **EXPERT TESTIMONY FOR USE OF FORCE IN PRISONS, 2006.**
Reference: Reference available upon request.
- **EXPERT TESTIMONY FOR PRISONS AND JAILS, 1988.**
Reference: David Voorhis, Former assistant sheriff, currently Principal, Voorhis/Rob Justice Service, (303) 631-3474.
- **LEON COUNTY, FLORIDA. EXPERT TESTIMONY ON JAIL OVERCROWDING, 1988.**
Reference: Jim Parrish, former County Administrator, (850) 668-3384.

FACILITY MASTER PLANNING

The Institute developed Facilities Master Plans on the basis of stakeholder input, legal guidelines, population projects, careful cost-benefit analyses, and a myriad of other factors, to provide counties with modern facilities that account for future space and staffing needs.

- **CALIFORNIA OFFICE OF PROJECT DEVELOPMENT & MANAGEMENT. STATE-WIDE FACILITIES PLANNING, 1991-1999.**
Reference: Steve Durham, former Senior Cost Estimator, Currently Project Director, California OPDM, (916) 327-5230.
- **CALIFORNIA OFFICE OF THE AUDITOR GENERAL. COMPREHENSIVE FACILITIES PLANNING REVIEW, 1998.**
Reference: Marianne Evashenk, former Chief Deputy State Auditor, Sjoberg Evasheck Consulting, LLC, (916) 443-1300.
- **PLUMAS COUNTY, CALIFORNIA. FACILITIES NEEDS ASSESSMENT AND MASTER PLAN, 1997.**
Reference: James Stretch, County Administrator, Plumas County, (530) 283-6315.
- **SHASTA COUNTY, CALIFORNIA BOARD OF SUPERVISORS. CAPITAL IMPROVEMENT AND ADA TRANSITION PLAN, 1994.**

Reference: John McCamman, Former CA, Oformer Chief of Staff, Congressman George Radanovich's Office, Director, California Department of Fish and Game, 916 445 0411.

- **CALIFORNIA EMPLOYMENT DEVELOPMENT DEPARTMENT. FACILITY PLAN FOR CENTRAL OFFICE FUNCTIONS, 1994.**
Reference: Peg Hudson, Chief Office of Projects Development and Management, (916) 376-1718.
- **CALIFORNIA STUDENT AID COMMISSION. FACILITY PLAN FOR OFFICE SPACE, 1992.**
Reference: Steve Durham, former Senior Cost Estimator, Currently Project Director, California OPDM, (916) 327-5230.
- **PLACER COUNTY, CALIFORNIA. COMPREHENSIVE FACILITIES MASTER PLAN, 1991.**
Reference: Don Lunsford, Executive Officer, Pacer County, (530) 889-4030.
- **SANTA CRUZ COUNTY, CALIFORNIA. LONG RANGE FACILITIES PLAN, 1991.**
Reference: Available Upon Request.
- **HUMBOLDT COUNTY, CALIFORNIA. FACILITIES MASTER PLAN, 1990.**
Reference: Bruce Rupp, former County Administrator, currently Principal, Rupp & Associates (707) 443-7091.
- **CALIFORNIA DEPARTMENT OF JUSTICE. FACILITIES MASTER PLAN, 1989.**
Reference: Brian Taugher, Former AGPA, Attorney Generals Office, (916) 327-5653.
- **SOLANO COUNTY, CALIFORNIA. FACILITIES MASTER PLAN, 1988.**
Reference: Paul McIntosh, former Capital Projects Manager, currently director of the California Association of County Supervisors, 916 327 7500.
- **KERN COUNTY, CALIFORNIA. PUBLIC FACILITIES AND SERVICES PLAN, 1986.**
Reference: Tom Willman, former Deputy CAO, currently Special Projects Coordinator, Kern County Medical Center, (805) 326-2104.

JUSTICE SYSTEM, COURTHOUSE AND JAIL FACILITY PLANNING

The Institute analyzed space needs in order to develop complete program plans for new facilities and comprehensive master plans for both adult and juvenile corrections in local jails. The Institute also assessed alternatives to incarceration.

- **PLUMAS COUNTY, CALIFORNIA. JAIL REMODELING ASSESSMENT, 1999.**
Reference: James Stretch, County Administrator, Plumas County, (530) 283-6315.
- **PLUMAS COUNTY, CALIFORNIA. REUSE OPTIONS FOR OLD COURTHOUSE ANNEX, 1999.**
Reference: James Stretch, County Administrator, Plumas County, (530) 283-6315.
- **PLUMAS COUNTY, CALIFORNIA. CRIMINAL JUSTICE SYSTEM EVALUATION, 1996.**
Reference: James Stretch, County Administrator, Plumas County, (530) 283-6315.
- **SAN QUENTIN STATE PRISON (CALIFORNIA DEPARTMENT OF CORRECTIONS). SPACE UTILIZATION PLAN, 1992.**
Reference: Steve Durham, former Senior Estimator, currently Project Director, California OPDM, (916) 327-5230.
- **SOLANO COUNTY, CALIFORNIA. HALL OF JUSTICE DETAILED SPACE PLAN UPDATE, 1989.**
Reference: Paul McIntosh, former Capital Projects Manager, director of the California Association of County Supervisors, 916 327 7500.
- **STANISLAUS COUNTY, CALIFORNIA. STRATEGIC PLANNING FOR JAIL SITTING, 1988.**
Reference: Patricia Hill Thomas, Assistant CAO, (209) 725-6333.
- **TULARE COUNTY, CALIFORNIA. COURT MASTER PLAN, 1986.**
Reference: John McClure, CAO, (209) 733-6531.
- **PLACER COUNTY, CALIFORNIA. MULTI-SERVICE COUNTY JAIL PROGRAM, 1984.**
Reference: Don Lunsford, Executive Officer, Placer County, (530) 889-4030.

- **VENTURA COUNTY, CALIFORNIA. JUVENILE JUSTICE AND ADULT CORRECTIONS MASTER PLANS, 1980.**
Reference: Frank Woodson, Director, Corrections Services Agency, (805) 654-2100.
- **ARKANSAS DEPARTMENT OF CORRECTIONS. PLANNING CONSTITUTIONAL PRISONS, 1980.**
Reference: Allen Breed, (209) 754-1352.
- **CONTRA COSTA COUNTY, CALIFORNIA. NEW GENERATION JAIL PROGRAM, 1976.**
Reference: Les Glenn, former Civilian Officer, currently retired, (707) 745-3051.

THIS PROJECT RESULTED IN THE FIRST NEW GENERATION DIRECT SUPERVISION JAIL IN THE COUNTRY, WHICH HAS BECOME THE BEST-PRACTICE MODEL NATIONALLY FOR THOUSANDS OF JAILS.

- **NEW MEXICO STATE. CRIMINAL JUSTICE MASTER PLAN, 1975.**
Reference: Nick Franklin, former Governor's Legal Counsel, Senior vice President, Public Affairs, (714) 378-5631.

THE INSTITUTE DEVELOPED AN AWARD WINNING PRISON FROM AN A HISTORICAL BUILDING AND PREDICTED THE RIOTS THAT FOLLOWED SOME YEARS LATER.

- **SANTA CRUZ COUNTY, CALIFORNIA. JAIL ENVIRONMENTAL IMPACT REPORT AND PLANNING ALTERNATIVES, 1974.**
Reference: Robert Wandruff, former CAO, currently Court Administrator/Clerk, California Supreme Court, (415) 396-9888.

OTHERS FACILITY PLANNING ENGAGEMENTS

- **CITY OF MARINA, CALIFORNIA. DEMAND STUDY FOR CONCEPT DEVELOPMENT OF THE MARINA YOUTH SERVICES ACTIVITY CENTER, 2002.**
Reference: Carole Shannon, Housing and Economic Development Director, City of Marina.

THE CITY OF MARINA SOUGHT A DEMAND STUDY FOR THE MARINA YOUTH SERVICES ACTIVITY CENTER (MYSAC). THE INSTITUTE PROVIDED INFORMATION THAT ASSISTED THE CITY IN DETERMINING THE VIABILITY OF ADAPTING OLD MILITARY BARRACKS INTO A YOUTH CONFERENCE CENTER. THE INSTITUTE FOUND THAT THERE IS CURRENT DEMAND FOR MYSAC ALTHOUGH THERE ARE SERIOUS LIMITATIONS TO THE PROJECT'S FEASIBILITY.

- **SAN QUENTIN STATE PRISON, CALIFORNIA OFFICE OF PROJECT DEVELOPMENT AND MANAGEMENT, WAREHOUSE FACILITY INVENTORY & ASSESSMENT, 1994.**
Reference: Mike Meredith, Project Manager, California OPDM, (916) 445-4608.

THE INSTITUTE IDENTIFIED, INVENTORIED, AND ASSESSED WAREHOUSE FACILITIES. FINDINGS WERE COMPARED TO CDC SPACE STANDARDS TO GENERATE RECOMMENDATIONS FOR MAINTENANCE, REMODELING, DEMOLITION, OR CONSTRUCTION OF WAREHOUSE FACILITIES.

- **CALIFORNIA LEGISLATURE. STATEWIDE INTEGRATED CAPITAL OUTLAY & LEASING PLAN, 1993.**
Reference: Lynn Mitchell, Associate Planner, California OPDM, (916) 376-1718.

DEVELOPMENT OF A PLANNING TOOL FOR DOCUMENTING THE STATE'S PROGRESS ON ACQUIRING AND MAINTAINING STATE-OWNED SPACE AND FOR TRACKING STATE USAGE OF LEASED SPACE.

RESEARCH & PROGRAM DEVELOPMENT

PROGRAM GUIDES

The Institute developed comprehensive “how to” guides, manuals, and brochures (English and Spanish).

- **NATIONAL INSTITUTE OF CORRECTIONS. ESTABLISHING A COUNTY PAROLE PROGRAM MANUAL, 1988.**
Reference: David Voorhis, Former assistant sheriff, currently Principal, Voorhis/Rob Justice Service, (303) 631-3474.
- **CALIFORNIA DEPARTMENT OF HEALTH, DEVELOPMENTAL DISABILITIES MANUAL, 1975.**
Reference: Marion Trentman, (408) 988-0111.

THE DEVELOPMENT OF THIS MANUAL LED TO A NATIONAL MOVEMENT FOR DEVELOPMENT DISABILITIES CENTERS.

RESEARCH AND ADVOCACY

- **CITY OF SOUTH SAN FRANCISCO, CALIFORNIA. REGIONAL PLANNING ADVOCACY, 1989.**
Reference: Jesus Armas, former City Manager, City of South San Francisco, currently City Manager, City of Hayward, (510) 293-5305.
- **PALO ALTO, CALIFORNIA POLICE DEPARTMENT. STUDY OF SEXUAL ASSAULT IN CRIMINAL JUSTICE, 1974.**
Reference: Available Upon Request.

GROUND-BREAKING STUDY OF THE INSTITUTIONAL RESPONSE BY THE JUSTICE SYSTEM TO RAPE. CHANGED POLICIES, PROCEDURES, INVESTIGATION AND TRAINING TECHNIQUES NATIONWIDE.

PROGRAM DEVELOPMENT

The Institute provided a report on the assessment and analysis of the organizations. The Institute then helped train and develop plans, committees and agendas. In one case, The Institute facilitated three statewide forums as well.

- **CALIFORNIA GOVERNOR'S OFFICE OF CRIMINAL JUSTICE PLANNING. CHILD ABUSE/DOMESTIC VIOLENCE FORUM FACILITATION, 1998.**
Reference: Available Upon Request.
- **CALIFORNIA DEPARTMENT OF JUSTICE. DEVELOPMENT OF CHILD DEATH INVESTIGATIVE PROCEDURES, 1990.**
Reference: Stan Wilkins, former Manager, Violent Crime Information System, California Department of Justice, currently, Manager, Automated System Program (916) 227-3754.
- **NATIONAL INSTITUTE OF CORRECTIONS, TRAINING FOR PLANNING THE OPENING OF NEW INSTITUTIONS (PONI) PROGRAM, 1975-1989.**
Reference: Richard Gaithers, Technical Assistant Director, NI Jail enter and Academy, (800) 995-6429x139.
- **NATIONAL INSTITUTE OF CORRECTIONS. NATIONAL CORRECTIONS INFORMATION SYSTEM, 1985.**
Reference: Cory Whitmore, former Director, National Information Center, National Institute of Corrections, (303) 665-0492.
- **NATIONAL INSTITUTE OF CORRECTIONS. STRATEGIC PLANNING, 1982.**
Reference: David Voorhis, Former assistant sheriff, currently Principal, Voorhis/Rob Justice Service, (303) 631-3474.
- **NATIONAL INSTITUTE FOR LAW ENFORCEMENT AND CRIMINAL JUSTICE, EVALUATING RESEARCH ON LAW ENFORCEMENT, 1980.**
Reference: Richard Larson, Professor, MIT, (617) 547-7620.