

Kootenai County Jail – Getting Public Buy-in, Analyzing the Problem, Design Considerations and Inputs for the Facility

Bob Bingham 9-5-2014 *(this review cost taxpayers nothing!)*

DRAFT - NOT COMPLETE

There are a variety of considerations that should be reviewed with regard to any Kootenai County jail expansion attempt. These considerations range from political to design topics. This paper is not meant to solve or select which items are of the greater priorities, rather to insure adequate and balanced problem solving methods are used leading to the most effective long term solution. This paper is based upon three parts; **Part #1** looks at the political aspects of getting public (*taxpayer*) buy-in. **Part #2** is speaks to the method of problem solving to insure adequate analysis is employed regarding when seeking a solution, **Part #3** deals with specific jail design considerations.



Fig #1 Existing Sheriff and Jail Facilities

Part #1 Politics and Taxpayer Buy-in

Recent Jail Complex History and Background - The current jail expanded to 325 beds in 2002, and is said to average apx. 360 inmates on any given day. Since 2006 the county has paid to transport and house inmates in other locations outside of Kootenai County. In 2013 and 2014 roughly \$600k and \$800k was spent on out of county inmate housing due to there not being enough jail cells at our current facility.

The 2011 & 2012 (2013 not available) KC Annual Sheriff's Reports described the average length of stay was 15.5/18.4 days for each inmate, and the cost p/day of \$72/\$90. They had 125 fulltime staff, and 7/6 part time. Statistically the report described 26% of the jail population as violent felons, but that the design of the current jail provided only 20% suited to house these violent felons. The excess were transported to Nez

Perce County jail along with other jails located in Montana and Idaho. 9600/10,400 hours were spent in transporting inmates in 2011/2012. On average 20/30 gang members were in custody any day of the year.

Jail staff reported that there were 16.4/19.2 people in court ordered alternate (*other than incarceration*) programs for each inmate sitting behind bars. The KC Jail received “Jail Compliance Certificates” 2002-2005, 2007, 2009-2012. It did not in 2006 & 2008 due to overcrowding.

Since 2005 there have been 3 bond attempts and most recently an attempt to arrange a private sector jail construct/lease. The 2005 bond was for \$50Mil, the 2008 bond was for \$145mil, the 2009 bond was for \$57mil. All 3 bond attempts were rejected by voters. Greater than 2/3rds supporting vote is required by Idaho Code. None of the prior bond attempts were “jail only” measures, each sought to solve a host of other issues that ran up the bond amount. All 3 prior bond attempts were based upon expanding the current facility at its current location using land already owned by the county. Based upon the current number of beds (325) and last year’s (2013) jail operating budget (\$10mil, excluding out of county housing costs), the current the daily cost per inmate is $(\$10\text{mil}/325/365) = \mathbf{\$84 \text{ p/day}}$. Please note that there are no facility bond costs in this cost p/day figure. There is potentially a lot of land adjacent to the jail that would allow for bond based expansion.



Fig #2 Likely Jail Expansion Area (7 acres in yellow)

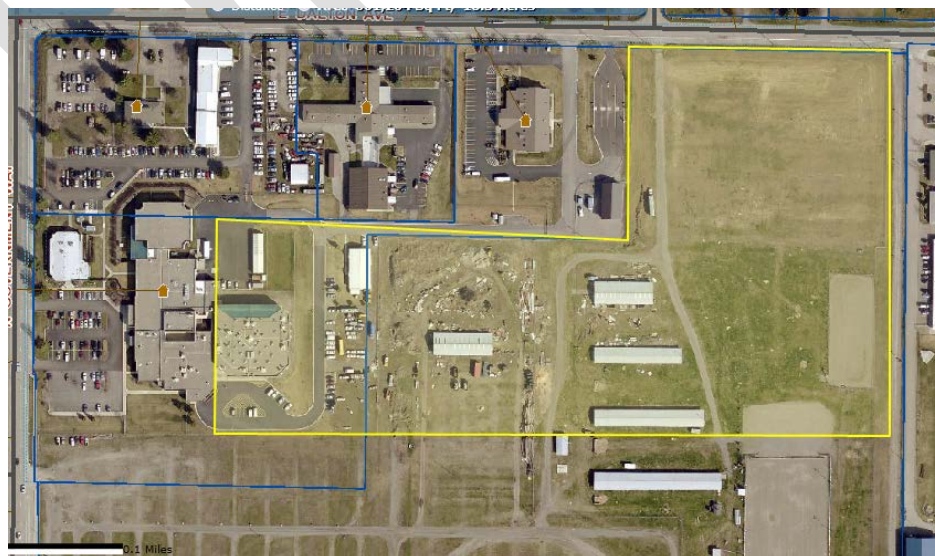


Fig #3 Optional Larger Expansion Area (18 acres in yellow)

Jail Lease Option – Beginning in the summer of 2012, Rocky Mountain Corrections (RMC) began discussions with then Sheriff Rocky Watson for a privately built and then leased jail. The projected p/bed daily lease cost at that time was estimated to be \$20. The summer 2014 lease presented by RMC (Rocky Mountain Corrections) would have resulted in an estimated annual payment estimated to be $(625 \times \$25 \text{ p/day-p/bed}) = \5.7 mil (*the actual daily rate cost was not made public by the publication date of this paper*) plus an additional estimated \$1.2 mil in property tax payment for a total estimated annual lease cost of \$6.9 mil not counting annual operating costs. The private sector jail was said to cost RMC apx \$30mil. The proposed new jail site has not been officially made public, but rumored to be near the Cda airport. If true, the location would be roughly 5 miles from the sheriff's office and/or 8 miles from the justice and court building in Cda.

The lease projections created by the Sheriff, RMC and commissioner Dan Green projected 3 offsetting revenue streams for the jail lease. They were; **(a)** Ben planned to cut \$300,000 in civil jail staff (*less staff to supervise more beds due to design efficiencies Ben had RMC build into the design*), **(b)** the savings of the current \$800,000 out of county expenditures because our jail does not have enough beds, **(c)** new revenue from renting out empty beds to house inmates from other jurisdictions (*as we have had to do*) that Ben and Dan estimate to provide \$2-\$5million dollars in new revenue with no increase in other costs to the county. (*up to 188 beds rented at rates between \$40 & \$80 p/day Dan Green per forma calcs*) These income projections justified the lease in the minds of those pushing for it.

Current Politics – As a result of several years of bad decisions, there is a lot of distrust amongst citizens. That distrust has been expressed in a variety of concerns about the jail issue. There are some citizens who feel the Sheriff is purposely sending people out of county just to get a new jail. Others feel sending inmates out of county is better than building bigger jails in our county. Citizens also question why we would even desire to take inmates from other jurisdictions (*the new income streams from housing other peoples criminals*) feeling that these other jurisdictions would send the more unruly to our jail and then when bonded out or otherwise released, would be released in our directly into our local neighborhoods. The more obvious question is how can RMC build a jail for \$30 million in today's dollars, when we've never been offered a bond below \$50 million in depreciated dollars building upon a site we already own? **It appears "politics" has been getting in the way of good management.**

Prior County BOCC leadership choose to not include the elephant in the room (*the jail*) in the Facilities Master Plan, which was billed as the all-inclusive way to smartly meet (*hence "master" plan*) county facility needs. The FMP bond costs were estimated to be \$28-\$40 million. Some citizens feel county leadership purposefully did not include the jail because including it would double the price tag awareness if the jail expansion was also to be \$30-\$50 million. Part of the justification for the FMP was the annual projected savings of getting the justice system functional space more combined thus saving \$57,000 annually in staff driving and walking costs. The absurdity of this claim while seeking to move the jail facility further away from both the justice and sheriff's offices, did not go unnoticed. It seems bragging about saving \$57k annually while putting the jail further away (*remember the jail was not included in the FMP*) under a private lease and perhaps adding 3x that amount in new transportation costs, makes no sense let alone being a good idea.

In the Summer of 2014, county leadership hired a PR firm "KestralWest", to test the waters and if need be promote the required taxpayer financed bonding of the Facilities Master Plan. I was interviewed along with many others involved with community issues. The KW representatives told me and later the BOCC that nearly every person they interviewed including myself, "suggested that the best plan for the jail was to put the jail, sheriff's office and justice departments all on the Fair grounds and to move the Fair to another location with better highway access." The current jail and sheriffs operations are situated on apx 18.3 acres. The KC Fairgrounds sits on 86 acres adjoining the Sheriff and jail facilities. The current jail is 3.4miles from the justice and court building located in Cda.



Fig #4 Kootenai County Fairgrounds (89 acres inside green boarder)

While opening up a whole new can of worms, many informed citizens understand that the Fair cannot continue to grow with the county at its current location and should be moved to somewhere with direct highway (*rather than city street*) access for large Fair events. The last few years approximately 70,000 people go to the Fair during the 5-day Fair week. That is a lot of pressure upon city streets. There is also not enough parking during Fair events to serve all of the visitors and alternate parking is offered a considerable distance away. It is safe to say that the Fair would not be able to obtain a permit to operate today knowing the vehicle loads put upon the local city streets and the lack of parking. A large machinery auction is now also occurring forcing the transportation of these large rigs upon city streets. When we consider the Fair will likely double in size in the next 15 years, (*to 140,000 Fair visitors over 5 days*) we will at some time in the next 20 years be forced to relocate it to another location with better access and parking. **Why not plan for that now is the question many are asking.** County commissioner Tondee stated that moving the Fair was not possible and had previously been studied. However, when Todd was pressed further, he confessed that no actual study had been done.

Some citizens also believe the current location of the county building, courthouse and other functions should logically be relocated to a “less than prime” property location. They believe that our current county offices location being so close to the lake and downtown Cda, makes it very attractive to developers and thus when sold, would bring a good price to offset moving county and courthouse functions elsewhere. It seems to make more sense to move all county government over time to the current Fair grounds location. Such a “master plan concept” in the thoughts of many informed civic leaders at least sounds like it would truly provide a logical master vision that fixes many issues over a period of time. If we do not keep 50 years of growth in mind we will certainly waste taxpayer money. With proper forethought, we can methodically and efficiently solve several problems all at once. Alternately, another option is to relocate the jail and sheriff’s administration to another location, but that may be far more costly.



Fig #5 Current County and Justice Campus (9 ac in Cda) Fig #6 Current Location Near Lake

Many citizens are also still feeling the effects of the 2008-2010 recession that while declared over, has not translated to a healthy “on the ground” economy in our county, state or the U.S.. While some building is going on, many business locations remain closed, people are still getting their homes repossessed however at a much slower rate. For the upper income people who are in the stock market, a “market” recovery has certainly occurred, but many citizens are still seeking good jobs and just getting by, the “great recession” is still in progress.

Cost, the elephant in the room - To pass a jail bond today citizens and civic groups would have to be convinced that county management has done their homework and presented property owners with a solid but nothing fancy jail design. We must be convinced the need is real and the situation has been properly managed. I personally am a strong supporter of expanding the jail, we need more single inmate cells.

Inmate Cost Imbalance - There is a need to change Idaho Code so that the jurisdictions placing the greatest load upon the county jails pay their imposed demand share. For instance, apprehension and detention activity by state police or county sheriffs in the rural areas should be generally paid for by rural taxes. Conversely, the demand created by the city of Cda should be paid by Cda taxes and so on for each city in the county. This correlation is not perfect, but logical. The reasoning is based upon statements made by Sheriff Ben that Cda places by far the largest demand upon the jail. Under the current system, there is no incentive for any specific city law enforcement entity not to book and jail a disproportionate share of citizens nor to address the issues responsible for their higher crime rates.

Using the city of Cda as an example, they inflict a 50% demand burden upon the jail, but only pay for 25% of the cost based upon assessed valuations. This needs to change so that the government entities placing the greatest burden, pay their fair share.

Table #1 Assessed Valuation verse Jail Load

Total KC Valuation = \$11,465,838,520	Rural KC	Cda	Post Falls	Hayden	Rathdrum	Other KC Cities Combined incl. inmates not from our county
Assessed valuation in billions	\$5.4	\$2.9	\$1.5	\$0.8	\$0.3	\$0.5
% of total valuation	47%	25%	13%	7%	3%	4%
% of jail burden (estimated)	?	?	?	?	?	?

Jail Demand Factors in the Legal and Judicial System

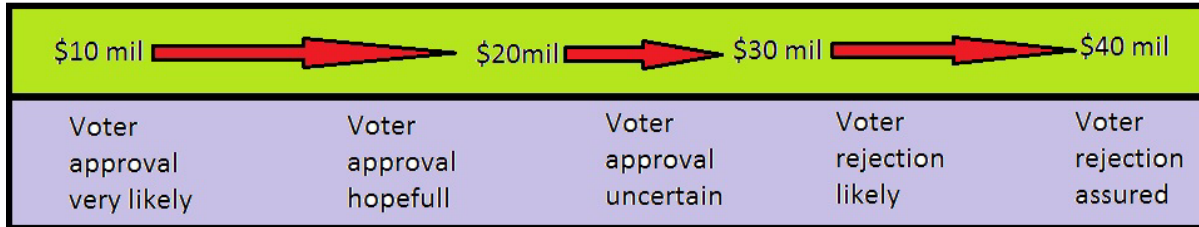
Speedy Trial – Our Constitution guarantees that Americans have a right to a speedy trial, to face our accusers, to have legal representation and more. Our daily jail population is based upon several key factors, all of which should be evaluated for improvement.

1. **More laws to break** - Every year legislators and government bureaucrats create more laws, more laws result in more law breakers. More law breakers translate to more jail detainees.
2. **More people equates to more law breaking events** - simply put, population growth is directly tied to the number of people in our jails. .5% of 100,000 people equates to 500 inmates, .5% of 140,000 equates to, 700 inmates.
3. **Population density** – Another correlation related to inmate demographics is population density. The greater the density of a geographical area, the greater the load placed upon a jail. For instance, urban city populations produce more inmates than rural areas.
4. **Judicial action** – a backlog or shortage of judges will delay trials forcing those detained into longer stays in jail. Hearings and trials require judges and available court rooms to conduct judicial activity.
5. **Prosecuting attorney action** – a backlog or staff shortage in the prosecutor’s office can have a dramatic effect upon the length of stay in jail.
6. **Inability to bond out** – when bonds are too costly, the inmate population climbs.
7. **Slow, remote or poor legal representation** – the accused has a right to lawyer. If he/she cannot afford one, one is provided by the taxpayers. It is not uncommon for the accused’s legal team to request a trial delay to provide more time for discovery.
8. **Maintaining the peace** – these words are seldom heard these days. We use to call them “peace officers”, now we call them “swat teams”. Somewhere law enforcement lost being on the ground walking and working alongside of the citizens and began to focus on “busting” people. This seems to have caused crime to increase, cops show up after the fact and otherwise have no calming presence within the community. Not being visible allows crime and criminals to take root because there is nothing to avoid other than an occasional daily drive by.
9. **Work release and probation programs** – the ability to create and provide good probation and work release programs should not be underestimated. Making sure the gamut of non-jail options are employed to reduce
10. **Family breakdown and economic stressors** - back in the Regan days, several studies solidly established a link between the breakdown of the family unit and crime. Poor economic conditions have also been tied to crime rates in several major cities.
11. **Proliferation of organized gangs & drugs rings** – organized crime creates a living organism that is not dependent upon one individual. Busting a prostitute does not stop a prostitution ring. Crime becomes a business with many salesmen and foot soldiers. Stopping organized crime and drug activity before it gets solidly established should equate to less incidents of crime. Kootenai County has to be a place that no organized crime or drug trafficker can settle down in. Quickly and harshly

punishing gang members and drug dealers while seeking rehabilitation for those abused by both can prevent organized crime from becoming rooted in.

Ultimate the politics of passing a jail bond will be based upon one overwhelming factor, “cost”.

Bond Amount vs Voter Approval



Graphic is for educational purposes only, jail bond will still require full justification of need, awareness of no-frill design, and support from civic groups.

Part #2 Problem Solving, Proper Analysis

Yellow brick road, Christmas wish list, back room political favor trading or real problem solving how will government leadership next attempt to address this?

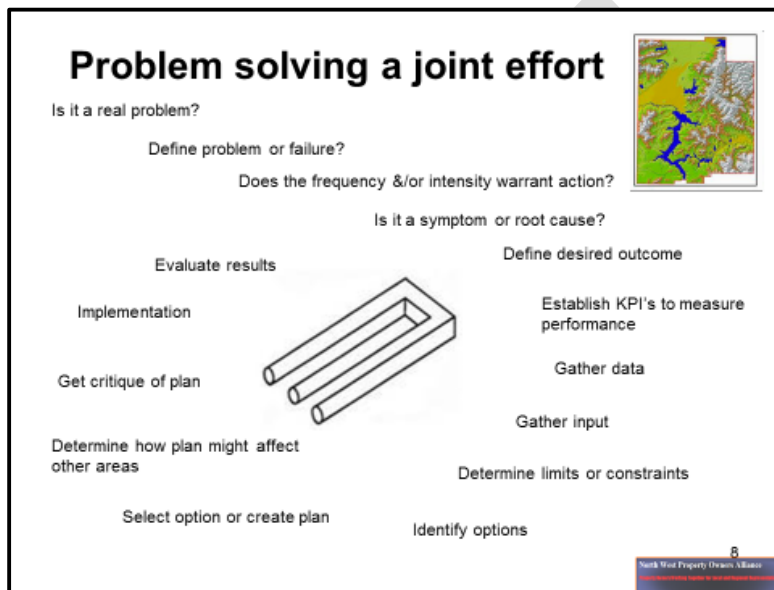
Yellow brick road - There is a “feel good” but woefully unscientific method of “*consensus building*” that is frequently confused with problem solving. It is political and business circles today called the “Delphi Method”. Led by group facilitator it achieves consensus based upon feelings with little or no data and total absence of rational problem solving methods. The main objective is not finding the best solution but getting consensus for the solutions desired by the facilitator who “steers” the participants to the outcome desired by the facilitator or his employer. Participants leave these community meetings feeling that they participated, when in fact they were duped.

The Delphi Method obtains the solution desired by the facilitator using open ended desired outcome topics and questions that are so end result aligned that participants are coerced into general agreement, most without any awareness of what just happened. Like a pickpocket asking for directions, citizens are totally unaware they have just been ripped off. The outcome of this method is NEVER in the best interest of legitimate problem solving, it is rather the charlatan way of duping a room full of people into accepting whatever the facilitator desires using physiological manipulation. The Delphi Method, ignores the elephants in the room and focuses on the desired color of the rooms walls, carpet and furnishings. Participants are busy selecting paint colors while the charlatan builds momentum to make the pay for their massive building scheme. Locally the “KC Comprehensive Plan” and the “Cda 2030 Plan” were developed using this method. The resulting documents and “vision” have little to do with solving real problems. Worse, the results are then used to support the planning and commitment of resources and money to accomplish visions rather than solving real problems, further taking away resources needed to solve more pressing issues.

Christmas wish list – we’ve justified a need, so fulfilling it must occur! This mentality is common to all government agencies. It’s the expectation that whenever “standard or requirement” is noted, it must be provided. However these “standards” are often written by government agencies and/or associations operated by government staff (*sometimes union controlled*) to justify (*by minimum standards, inspections, codes, etc*) that such and such spending must be done. Akin to the fox writing the “requirements for hen houses, it is bad government. Fire departments as an example, are notorious for excessive minimum requirements for facilities, equipment and training.

Back room deals - Another politically used method involves one or more politicians or politically connected influential people pushing through “their” solution by making back room deals and presenting the “solution” for final approval. This method sometimes solves an actual problem, but more often has to do with passing lucrative deals to supporters and friends. The promise of campaign donations, vacations, trading of political capital, to insure certain “favors” occur with select persons or businesses is often how things get done.

Real problem solving - Taxpayers deserve better, a more rational and transparent method that is employed by scientific and engineering practitioners. Systematic methods are the only way to successfully solve problems. Government entities have a responsibility to insure everything associated with a bond is fully justified. When serving clients in the power industry who would call with complex problems, I would often use a method similar to the following.



(1) Identify the problem, (2) determine if the problem is real, (3) determine if the frequency &/or intensity warrants action, (4) determine if it is a symptom or root cause, (5) determine the desired outcome, (6) establish KPI's to measure past and future performance, (7) gather and review data, (8) share data and gather other input, (9) determine limits or constraints, (10) Identify other possible options, (11) select the most appropriate solution, (12) determine how that solution may affect other areas, (13) get critique of the plan, (14) implement the plan, and (15) evaluate the results after implementation. This method is not fool proof, but it does insure that a reasonable thought process has been followed.

While eager to explore the jail issue using this method and out of concern for paper length, I will refrain from expounding on each of these 15 points at this time, but highly recommend using something like it.

Part #3 Jail Design and Needs

Let's assume we do a proper analysis was completed and it was determined we do have a need to expand the jail or build a new one. There are a number of factors or items we should incorporate into the design that would translate into higher or lower bond costs as well as achieving an adequate facility to meet the need. Everyone involved should become familiar with what the design inputs are. A number of resources that could/should be considered regarding any jail design are as follows; Title 20, chapter 6 of Idaho code, “*Jail standards and Inspection Programs*” created by NICIC.org, the “*Construction Handbook for Jails and Lockups*” by the Mich. Dept of Corrections, the 2005 KCBOCC, “*KMB Justice Facilities Group Jail and Sheriff's Office Expansion Study*”, and the “*Minimum Standards for Detention Facilities*”, written by the Idaho Sheriffs Association are among the resources that should be reviewed. Other than Idaho Code, all

other references should be considered recommendations rather than requirements, however failure to design properly will have a direct correlation to annual operating costs, insurance costs, and staff/inmate safety.

Ideally each person involved with the process of; designing, building, operating, paying for, and minimizing legal risks related to jail, would place a rating value between 1 and 5, next to each identified item and then the group as a whole would meet to discuss all assigned weights and come to a consensus weight for each item. All items weighted #1 priority would be included, most items weighted #2 would be included, some items weighted #3 would be included, and so on for items rated #4 & #5. There is no limit to the quantity of items weighted at any level, but generally “reason” should prevail with regards to the weight of each item. There may also be a variety of levels of service and costs based upon how each item is implemented. For instance, a “jail door locking system” could vary widely in functionality and cost. A cheapo \$500 system may put jail staff at risk, while a Cadillac \$500,000 system might push the project beyond the public’s willingness to pay for it. The list below is not meant to be conclusive but to serve as a starting point.

This draft was created from personal understandings of the jail here in Kootenai County, various online resources, it is not meant to be conclusive but to provide a base starting point and path.

Design Consideration Table

Priority		Need Item	Notes	Quality/Cost Factor
	1	Location	Keeping the expansion next to or very near the existing jail provides operational and logistical efficiency and security, while also saving the cost of dual staffing for two different locations or building new jail cells at the expense of abandoning existing jail cells.	
	2	Convenience	Ideally the sheriff’s office, jail and justice system would all be located on the same grounds as all 3 are deeply connected. Significant cost and man-hour savings are realized.	
	3	Cost	KC voters have turned down 3 jail bond attempts, it will be important in preserving public trust that the next attempt be the most economically justifiable plan.	
	4	Inmate observation	Modern jail designs should as much as possible provide for continuous observation. Older styles of long hallway’s (linear) requiring staff to walk back and forth along the hallway have been replaced by circular pod designs. When possible, pod designs should be used.	
	5	Staff presence	The design should be such that jail staff are visibly present in and moving within the pods. Inmates should rarely be left unaware of staff. Behavior issues are greatly minimized and caught earlier.	
	6	Jail legal Liability	After protecting the public from potentially harmful suspects by incarceration, the county has a legal responsibility to protect and care for each inmate while they wait for trial or while serving their sentence. Failure to protect and reasonable	

			care for any inmate may result in a financial judgment against the taxpayers.	
	7	Staff safety	Supervising inmates that can not only be very violent, but also mentally unstable, abusive, sick or diseased, requires design considerations to insure staff are assured of having the structure, safety procedures, equipment in place to provide a safe work environment.	
	8	Gender separation	Men and women will have to be housed separately.	
	9	Race/Gang/age separation	Within gender separation areas, further separation may be required for race, youth and or gang issues.	
	10	Multi-risk housing (low-medium-max risks)	Inmates will range from the very violent to those who are completely non-violent but incarcerated for other reasons. Some inmates will require far greater supervision, some nearly none at all. Options include larger common dormitory areas to smaller common areas. Generally jail staff should estimate % of each classification.	
	11	Operating cost	Jail designs are easily tied to operational costs. When all aspects of incarceration from entry to exiting, feeding, transportation, health, feeding, exercise monitoring, lock-down, fight deterrence, cleaning, work release, etc are incorporated, staffing and operating costs can be as efficient and less costly as possible. Because the jail is operational 24/7, insuring the heating/cooling and electrical needs are as efficient as possible is an important aspect.	
	12	Staff input	Those who will operate the jail should have input, that is not to say the staff should be the ones deciding the design.	
	13	Technology	The ability to remotely monitor, secure, speak,	
	14	Facility size	The design should be of sufficient size to not only meet the current need, but also to meet the expected near term need.	
	15	Future expansion	The design should factor in more than the current need, but future expansion needs.	
	16	Inmate condition	Jail design must consider inmates of all heights, weights, and provide for handicap needs.	
	17	Staff optimization	Minimizing the need to sworn staff as well as optimizing the use of lesser paid civil and volunteer staff should be considered. This frees sworn staff for patrol and apprehension activities.	
	18	Establishment of KPI's	The past, present, and future designs should be measured against each other as well as against other facilities to insure goals are met and taxpayers dollars are well spent. KPi's may be things like: sq ft of jail area p/inmate, staffing per	

			100 inmates, annual operating cost, # of disruption events, etc.	
	19	Aesthetics	Jails placed within a community should consider the view presented to citizens. An outside look that is more commercial rather than detention in appearance will cost more, but likely be more supported.	
	20	Criminal justice division cooperation and KPI's	The jail retention and retention time of inmates is directly tied to 4 system factors, (a) laws, (b) apprehension, (c) legal system processing, (d) sentencing, rehabilitation, punishment, or release. The fact is, all 4 of these factors should be considered to fulfill a jail's purpose. The network of involved systems MUST at some point be considered together to improve it, building larger jails is a symptom of problems in other areas. If nothing within the social and justice systems is done to reduce the number of inmates, and/or a greater number of laws are passed making more people guilty of breaking these laws, while at the same time slowing down the time to trial, and judges sentencing longer detention periods, it stand to reason that the taxpayers will never be able to build jail facilities large enough.	
	21	Local jail is not a prison	While some individuals may be sentenced to periods of time in a jail, jails are not designed to be long term (years) detention facility.	
	22	Lighting and noise as habitat considerations	A local jail should provide adequate sound reduction from rowdy inmates. One or more inmates should not be successful in disrupting the entire facility, which means there must be locations where sound proof detention enclosures are available. Additionally, the presence of natural light should be included so inmates are still connected to	
	23	Awareness that many inmates are not yet "guilty"	The legal system of justice in America provides that a person can be detained while awaiting trial to actually determine their guilt or innocence. Nearly always a "bond" may be posted releasing an inmate until the trial determines the outcome. However, some innocent people may not have the ability to bond out, as such, jail designers should consider that truly innocent people spend time in jail awaiting a trial which can be delayed for months. It would be important to insure good citizens do not become hardened by the bad behavior of others while awaiting trial and that their own mental stability is not negatively impacted by incarceration. A modern jail should facilitate work release, nighttime detention, family visitation,	

			video conferencing with inmates families, and other	
	24	The jail design can induce or magnify negative behavior	If a person is treated as a dog, it should be no surprise that they act like one after a period of time. Human behavior is predictable in many areas. Designers should remember that jail is a place of detention, citizens are sent there as punishment, or while awaiting a trial and verdict, they are not sent there “for” punishment. Ideally the facility will provide some built in classrooms where inmates may be productive and rehabilitated.	
	25	Local area jobs and contractors	No matter the design, unless a federal grant is acquired, a new jail will be paid for by local property owners. It makes the most economic and political sense to retain as much the tax dollars spent within the local community. A fair target might be 70% and structuring the design to facilitate and insure local resources will have a competitive advantage, is certainly paid back with those tax dollars circulating in the community.	
	26	Demand based service and payment	It is widely known that cities are responsible for the largest portion 70% (?) of the inmate population, while out of county warrants may add another 1—20% (?) to the population. In other locations cities will have their own jail. Many city leaders push local police to get criminals off the street, all the while knowing they do not have to pay their fair share related to the extra burden they place upon the county jail. State laws should be changed to more fairly insure that locations who put the burden upon the jail more so pay for the jail.	
	27	Awareness of state and federal law regarding detention	There are constitutional, federal and state regulations regarding incarceration. Designers should be made aware of not only the minimum requirements, but also the desired requirements.	
	28	Statistical incarceration rates	The jail designers should be provided historical and current data depicting as much information as possible with regards to where the incarceration demand is coming from, length of stay, the types of inmates, amount of costs related to the facility, the costs related to detaining inmates, etc. Good data supports good decision making.	1985-there were 108 inmates p/100,000 citizens, 2005-that rate increased to 252 p/100,000
	29	Technology based design	If not installed, the preparation for future high tech equipment should be considered. This includes things like facial recognition, thermal imaging, emergency medical, RFID based security, digital record keeping, automated processing, surveillance, and communication.	

	30	Purpose and or mission	A good jail design should fulfill its intended purpose. In every community these considerations will vary slightly. Detention, rehabilitation, cost, reduced liability, efficiency, safety, etc are all important factors.	
	31	Jail procedures and staff	A jail represents only one aspect of the detention activity. The procedures and staff are huge factors in the success, failure, cost, and liabilities incurred from the operation of a jail. Staff and procedures must also be examined and changes will take place with a new jail facility.	
	32	Inmate rights and thus required services	Contrary to popular belief, inmates do have many rights while being detained. Leading up to and while incarcerated, they have a right: hear the evidence against them, equal treatment, to due process of law, fair and speedy trial, right to appeal, trial by jury, and more. While incarcerated courts have ruled they are entitled to proper sanitation, access to legal information, food & water and nutrition, shelter, physical and mental healthcare, clothing and sleeping quarters, hygienic needs, protection from other inmates and hazards such as fire, overcrowding, and even protection from suicide. Access to mail, literature, and ability to practice religious freedoms are also retained.	
	33	Design must be effective and safe	There should be more than one layer of defense to insure inmates cannot escape, nor the jail be easily penetrated to facilitate an escape, nor materials used which are readily available to cause disruption or fire or flooding, or blackout within the jail.	
	34	Idaho Sheriff's assoc, "Jail Standard Committee" recommendations	This not so independent committee should be consulted for general recommendations. JSC inspection programs can result in reduced insurance coverage costs by "Idaho County Risk Management Program".	
	35	Melding and optimizing the existing jail with expansion portion	Things like food preparation, dining, medical care, laundry, recreation, should be factored in. It may be beneficial	
	36	Idaho Code title 20, chapter 6, "County Jails" but also chapters 3, 4, 5, 7, 8, and 9		

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