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## CONSTRUCTION & DELIVERY METHODS

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The housing deputies have quickly adapted to the direct supervision model for managing inmate behavior.



The facility was designed to include key elements of a modern jail such as clear sight lines and natural light.

# DESIGNING FOR REHABILITATION

The New Richmond City Justice Center Enhances Program Space to Help with Reentry

By Jessie Fetterling

**THE** Richmond City Jail (RCJ) in Richmond, Va., was initially built in the 1960s and, until recently, did not have air-conditioning except for in a small part of the jail that was added in the 1990s. The lack of air-conditioning in the hot summers created difficult conditions for the staff and inmates, and that was only the beginning of the deficiencies that the outdated facility faced. While updating the facility was necessary for safety and security reasons, it was also updated to provide rehabilitative-type programming for inmates. The sheriff and the city changed the name of the facility to Richmond City Justice Center (RCJC) in an effort to leave the history of the old RCJ in the past while ushering in this new era of corrections.

"In the past, jails were designed to simply 'warehouse' individuals until the time when they were either released to the street or moved on to a state or federal prison," Sheriff C.T. Woody Jr. said. "Our vision for this new facility was to de-warehouse and de-institutionalize through the creation of a facility designed around the concept of rehabilitation. At the same time, we recognized that a jail is a public building, so it also needed to be user friendly, incorporating the best technology as well as be aesthetically pleasing to the community which surrounded it."

Construction on the \$124 million facility began in August 2011 and was completed in July 2014. A joint venture between New York-headquartered Turner Construction and locally based SB Ballard in addition to locally based TK Davis worked together as the design-build contractor on the project, which included 424,726 square feet of new construction and 14,326 square feet of renovation. The Washington, D.C., office

## projectdata

**Facility Name:** Richmond City Justice Center

**Facility Type:** Local Detention Center

**Construction Budget:** \$124,070,536

**Number of Beds:** 1,032 beds of which 708 are single cells

**Area (square feet):** 424,726 square feet of new construction/14,326 square feet of renovation

**Start Date:** 8/11/11

**Completion Date:** 7/26/14

**Owner/Operator:** City of Richmond/Richmond Sheriff's Office

**Owner Representative:** The Ridley Group

**Program Manager:** CGL

**Facility Maintenance:** CGL

**Architect:** HOK with KEi Architects

**Structural Engineer:** Restl Designers Inc.

**Mechanical Engineer:** Wiley Wilson

**Design Build Contractor:** Turner Construction/SB Ballard Joint Venture with TK Davis

**Detention Equipment Contractor:** Cornerstone Detention Products

**Security Electronics Contractor:** Esitech Security Group Inc.

of HOK with locally based KEi Architects served as the architect on the project, and CGL, with headquarters in Miami, served as the program manager.

## Designing for Rehabilitation

The 1,032-bed facility was designed in an L shape and was built on the existing site of the previous facility. The single-phase construction method that the project team pursued allowed the old jail to continue operation while the new facility was being built. Then, the inmates were moved to the new part of the facility so that the old jail could be demolished and sitework finished, explained Jim Kessler, senior principal, regional director of justice for HOK.

The facility was designed to include key elements of a modern jail, Kessler added. For instance, the L shape of the new facility allowed for clear sight lines so that the facility staff could see the general circulation. Another important part was bringing natural light into the cells. "In our minds that's not an uncompromised approach," Kessler said. "If we can have windows, views to the outside and natural light coming into the cells, it's much more normalized and is keeping with Sheriff Woody Jr.'s philosophy."



To meet the sheriff's goal of reentry and to keep the facility as stress free as possible, the design team created several opportunities for natural views, mainly because of the facility's location nestled into a bluff on the edge of Shockoe Valley. "That's where we located all the inmate windows," Kessler said. "The inmates look back into the bluff to see natural views and seasonal changes. They are connected to the outside, and that's what the sheriff would like. He didn't want them to feel disassociated from their community."

Col. Roy Witham, RCJC superintendent, added that the individual housing units incorporate all the basic needs of the inmates. The units have a smaller resident capacity than the old jail, allowing the staff to be more strategic during its classification process and to more appropriately congregate residents rather than assemble them in mass.

"The design of each pod provides the housing deputy with clear lines of sight and positions the deputy centrally at a focal point of the unit," said Col. Witham. "All aspects of a resident's daily routine are managed directly on the unit by a single deputy. This reduces staffing in other areas such as laundry, kitchen and recreation."

Col. Witham said that the housing deputies have quickly adapted to the direct supervision model for managing resident behavior. He added the staff has quickly realized that the differences between direct and indirect supervision are significant.

"We now enjoy the fact that our staff is managing and supervising the same unit over several days and weeks, which is unique to our agency," Col. Witham continued. "We now have housing deputies that know the residents they are supervising. The staff is no longer just doing spot checks and counting bodies; they are engaged in conversation with our residents. They know if someone has court, and they recognize if there are issues as a result. There is a constant connection now between our staff and residents that never before existed."

Direct supervision also allows the staff to take on a more significant role regarding unit cleanliness, according to Col. Witham. No longer is cleaning a once-in-the-morning and once-in-the-evening event that is accomplished by a few residents. It is now constant, directly supervised and the responsibility of all. Cleanliness, at the cell and dayroom areas, is now an avenue for additional housing unit privilege such as additional recreation and late-night television.

"Our residents have pride in their surroundings and learn reward for performance now directly at the housing unit," Col. Witham said. "They compete with others for best room and have established pride in their living conditions."

Each unit also has a triage station, giving medical and mental health pro-

fessionals secure and private spaces to conduct basic care and assessment. When a resident is relocated to the infirmary, it is under the direct supervision of medical professionals. The infirmary incorporates a centralized nurse's station between both the medical housing portion and exam space. RCJC's exam wing includes dialysis, x-ray and dental along with other basic exam capabilities, allowing staff to effectively care for and maintain residents inside the secure facility rather than transport them to a hospital or clinic using additional staff for supervision.

In each housing unit, there is also multipurpose space for various activities, including educational, religious, behavior modification or recreational. Access and use is permitted at the direction of the housing deputy and can run concurrent with other activities in the attached outdoor recreation yard and dayroom. "Reduced resident movement was a constant theme during planning and design and has certainly been realized at RCJC," Col. Witham said.

The project team was able to get more site space for the facility by digging into the valley and creating a retaining wall. Because of this, they were able to create a vehicular sallyport for about 14 cars. Above the sallyport, the project team also created a multipurpose auditorium without columns. That way the staff can use it for training as well as ceremonies for up to 400 people to attend. The sheriff has also allowed the city to use it for other government purposes as well.

## Programming is Key

As mentioned, Sheriff Woody Jr. is very committed to programs for inmates, Kessler said. For instance, he gained national attention because of a program called the Father, Daughter Dance, in which daughters were invited to visit and connect with their incarcerated fathers. Because the sheriff wants to do the most he can why the residents are in his custody, there was an extra credit for bid proposals that included value enhancements.

Kessler said that the HOK team decided to add more program space where it made sense in the design and construction without affecting the cost. "We took the latitude of providing an additional program space on each floor, so our design had more space than what was requested for inmate programs, and the sheriff could not be more pleased."

The new facility allows the Internal Program Department to create even more programs to help bridge the gap from incarceration to reentry into the community by addressing criminogenic needs and barriers most closely related to reoffending in order to increase public safety, lower the recidivism rate and transform the lives of those who have been residents of the RCJC. Focus is placed on key program pillars, including



The design team added more program space where it made sense in the design and construction without affecting the cost.

substance-use disorders, mental health, job preparation, housing, educational attainment and reentry planning.

"The RCJC's premier program, REAL (Recovering from Everyday Addictive Lifestyles) uses social learning models and cognitive-behavioral interventions to help participants restructure and reframe destructive thought patterns while developing healthy coping skills," said Sarah Huggins Scarbrough, PhD, internal program director for the RCJC. "The focus on behavioral modification inspires members to face their problems and overcome their addictive lifestyles."

Because of the successes seen within the Internal Program Department, judges now use REAL as an alternative sentence, according to Scarbrough. Through partnering with Richmond's Drug Court, several participants are court ordered for 90 days into the REAL Program and then released to Drug Court so their rehabilitation and treatment can continue. Other offenders are sentenced to complete the REAL program for a certain period of time and then are released back into the community.

For the staff, the design team also created a staff courtyard in the center of the facility as well as incorporated a staff dining room with an outdoor terrace

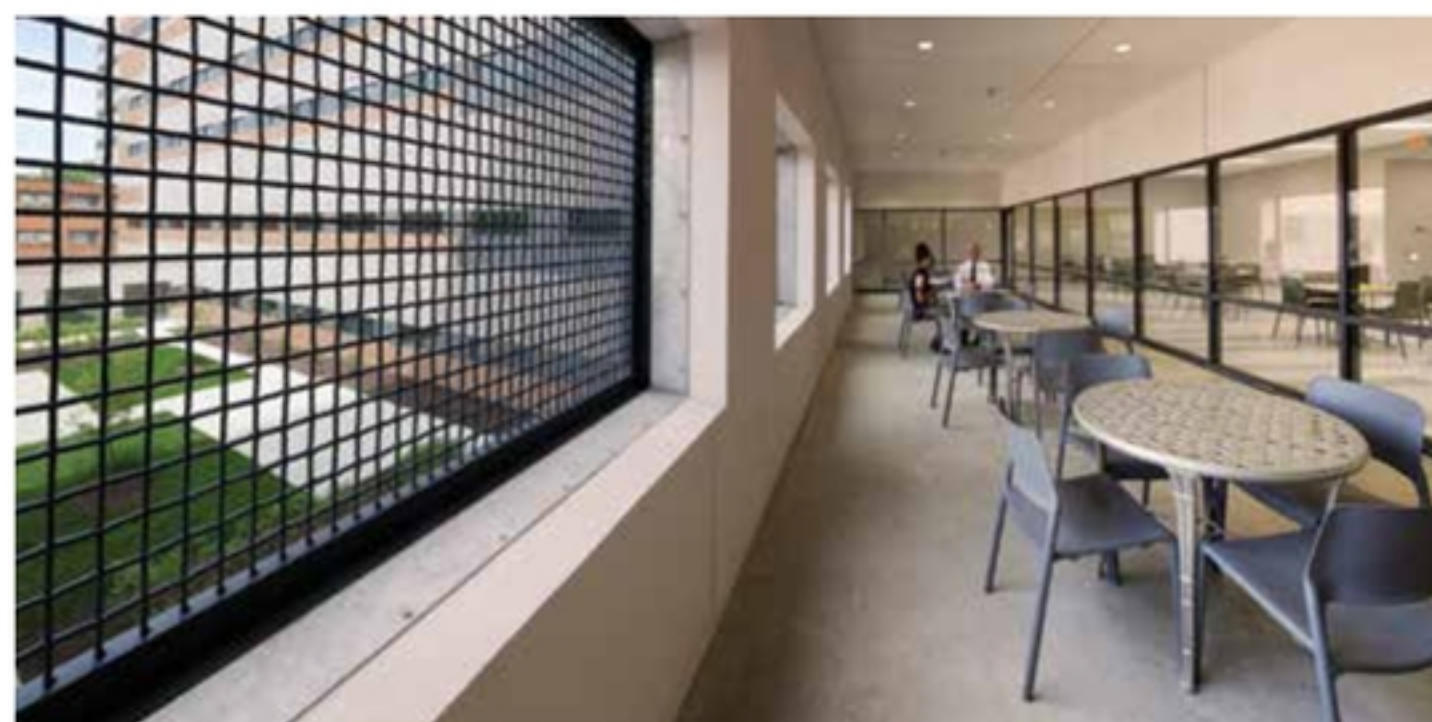
that overlooks the courtyard. A security mesh porch screen overlooks the courtyard from the terrace, allowing in lots of natural light that gives the staff the opportunity to have a normal life, Kessler said.

"As much as we want to do it for the residents, the staff also deserves some normalization," Kessler added. "The staff has a locker room, exercise room and now this courtyard for them to take a break. The central control can look onto the courtyard, too, which serves as a reminder that this is not the netherworld. They are still highly respected officials who operate the facility."

## Project Challenges

Some of this project's biggest challenges had to do with managing a build site at the same location, in some cases inches from, the existing facility, said Sheriff Woody Jr. There were safety and security protocols, which were put in place as well as additional secure fencing and screening that had to be installed. Ultimately though, this challenge became a blessing, allowing for staff to effectively move approximately 1,200 inmates from the old facility into the new facility over the course of a weekend.

The physical move, however, was a



A staff dining room with an outdoor terrace overlooks the courtyard through a security mesh porch screen.





The design team created a staff courtyard in the center of the facility.

challenge, Sheriff Woody Jr. continued. "At one point before the move, we were physically operating two facilities on the same property 24/7," he said. "Over the course of just two weeks, all the phone systems, files, computers and all the other technology had to be strategically relocated, one office at a time. Looking back, it was truly a miracle that is was completed without much difficulty."

Kessler added that because the jail is located in a prestigious neighborhood, the project team had to meet with residents and community leaders to make

sure the new jail was an improvement to the old facility. Sheriff Woody Jr. added that the jail staff held a series of meetings with the general public in addition to meeting with the city council.

"These meetings were critical and served as a means of informing the community of coming changes, but also helped ensure the all-important buy-in from the community surrounding the jail," Sheriff Woody Jr. said. "It's not uncommon for entire communities to stage a campaign of revolt when a new jail is announced in their backyard. We hoped that our community would recognize the design elements and features of this new, modern, office-park-like facility as an opportunity to improve their community, as opposed to choosing to support efforts to move the jail elsewhere. Thankfully, due to the early buy-in from some neighborhood leaders and a few city council members, our cause received widespread support."

Kessler added that to save cost the project team integrated the design of the security perimeter into a complete precast structural system, composed of exterior-bearing insulated sandwich panels, quad cell modules, columns, tees and planks — all of which were provided by Spartanburg, S.C.-headquartered Tindall Corporation.

The technology at Tindall's plants in San Antonio and Petersburg enabled the project team to cast in a custom brick face for both the cell modules and the exterior bearing panels. The resulting three-color brick ribbon design visually organized the functional location of its security windows and grills into a scale and pattern that is compatible with its residential neighborhood.

"It has a texture that's truthful and honest about what it is and expresses

its humanity," Kessler said. "It's cast-in brick, which is very high tech in terms of construction."

One cost benefit of the cast-in thin brick technique was the elimination of exterior scaffolding, which would otherwise be needed to install traditional masonry. A second cost benefit derived from the establishment of the public and private face of the building. Because almost all of the 708 single cells are oriented toward the eastern bluff of Richmond's Shockoe Valley, this positioning allowed for windows oriented toward vegetated views and privacy for inmates while letting the architects design a pattern of two colors of precast with a ribbed texture in lieu of the more cost-

ly brick facing.

The project was awarded LEED Gold, and the precast was helpful in terms of helping the facility achieve sustainability, Kessler said. While the city did not have the budget to add photovoltaic panels at the time construction was complete, he added that the jail was built with the potential to add them in the future.

"The sheriff and his staff have all demonstrated their gratitude for the new facility where they now enjoy a modern, comfortable working environment," said Steve Ohm, senior project manager for CGL. "The Richmond community, overall, appears to be pleased with a facility that fits well in the neighborhood and a project that was completed within budget." ■

## productdata

**Video Surveillance:** OnSSI, AXIS

**Video Visitation System:** InnoVisit

**Intercom/Communications Systems:** Harding Instruments (DXL)

**Touch Screen Software:** Esitech/Wonderware InTouch

**Computers:** Dell

**PLCs:** G.E. Industrial Controls (Rxi3i)

**Local Intercom:** Aiphone

**UPS Systems:** Liebert

**Duress Personal Alarm:** SenStar (Perimeter Products)

**Access/Control Systems:** Galaxy Control Systems

**Security Network:** Cisco

**Racks/Consoles:** Middle Atlantic

**Guard Tour:** TimeKeeping Systems, Guard1 Plus

**Jail Management System:** City of Richmond

**Security Screening Systems:** City of Richmond

**Security Glazing:** Global Security Glazing

**Security Windows/Skylights:** Habersham Metal Products (Security Windows)

**Security Cell Doors:** Steel Door Industries

**Security Locks:** Airteq Systems

**Detention Accessories:** Bradley & Creative Industries

**Plumbing Fixtures:** Acorn

**Electrical Systems:** Square D

**Building Management System:** Johnson Controls

**Fire Suppression System:** Tyco

**Smoke Detection System:** Gamewell by Honeywell

**Roofing:** Hydrotech

**Cell Wall Panels:** Tindall Corporation

**Ceiling System:** Habersham Metal Products

**Ceiling Panels:** Habersham Metal Products

**Precast/Prefab/Modular Units:** Tindall Corporation

**Interior/Exterior Finish:** Tindall Corporation

**Refrigeration Equipment:** Johnson Lancaster

**Laundry Equipment:** Continental

**Correctional Furniture:** Modern Detention Equipment & Norix



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