

# Guiding Principles Workshop Report

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**NOVEMBER 10, 2022**



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**LANCASTER COUNTY**  
CORRECTIONAL FACILITY

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**LANCASTER COUNTY**  
CORRECTIONAL FACILITY

# Workshop Overview

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The County of Lancaster, Pennsylvania, has recognized the need to build a new correctional facility to meet the needs of its justice system. A consultant team lead by CGL has been contracted to represent the County in the effort to replace the current facility, which dates back to mid-nineteenth century. A 'guiding principles workshop', held on October 24th, was used as an interactive forum to bring together a range of justice partners from the existing Lancaster County Prison and allied Courts participants to share their thoughts on what a new facility should accomplish, what are the most important values to incorporate into the project, and collaborate on defining project goals.

Beginning the facility planning process with this workshop was a positive step towards developing a vision for the project. Establishing project goals prior to project definition tasks, particularly the development of the space program and facility operational narratives, is critical for ensuring that the County follows a process with broad buy-in from key stakeholders from the very beginning.

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“The secret of change is to focus  
all of your energy, not on fighting  
the old, but on building the new.”

– Socrates

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# Agenda

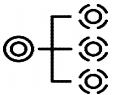
The following agenda was used for the workshop and the results are summarized in this report. This document does not attempt to record every idea or comment that was mentioned in course of the workshop. Rather, it describes the major themes, ideas for organizing the spaces needed and the general conditions desired by the many participants.



## Introductions and Ground Rules



## Impact of Existing Facility Conditions on Operations



## Precedents



## Operational Values



## Themes



## Project Goals



# Project Background

The current Lancaster County Prison was originally constructed in 1851. The County completed several projects to expand and renovate the current Prison in the 1970's and 1990's. It is important to understand Local Jail and correctional facility best practices have changed significantly in recent decades. Shifting population numbers, national litigation, and the transformation in the needs and characteristics of those involved in the criminal justice system have dramatically altered the operations of local correctional facilities and systems. In the last decade alone, inmate population levels in most correctional systems have decreased due to criminal justice system reforms and the diversion of low-level offenders from incarceration. This, coupled with the increase in individuals with serious mental illnesses, has substantially altered the makeup of the correctional population leaving fewer, but more complex to manage incarcerated individuals.



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## A Successful Project

The workshop began with the fundamental question aimed at thinking about the ultimate outcome of the project for the County. All participants were asked to complete the statement "The new Lancaster County Correctional Facility will be a success if..."

The result was a verbal map of achievable ideas based on the responses, grouped by theme:

### ***Facility Planning Process***

- Follow industry best practices
- Focus on meeting county needs and budget
- Meet the needs of inmates

### ***Site and Facility Issues***

- Utilize the natural beauty of the site
- Design for future flexibility and adaptability

### ***Technology Issues***

- Improve technology infrastructure and communication within the facility
- Increase use of video beneficially for uses such as visitation and tele-health
- Reduce use of paper for operations, transition to electronic records

### ***Operational Focus***

- Re-entry integration
- Flexible in design and easily adaptable operationally
- Accessible to all community partners



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## Operational Impacts from Existing Facility

Participants were asked how the existing facility affects current operations, and the following is a summary of the responses:

- Limited space for legal counsel and professional visitors to meet with clients
- Limited programming space and medical space impacts care of inmates
- Lack of kitchen space
- Low morale among staff due to physical facility plant layout
- Housing units very large and hard to manage efficiently
- Difficult to manage mental health population in conditions that are often counter to improving behavior and mental health of this population
- Lack of space available for Probation, Parole, and other post-release agencies to begin working with persons in custody, challenge to ensure continuity of care and post-release services
- Limited opportunity and infrastructure to provide central arraignment
- Lack of parking for staff and visitors
- Challenging work environment creates difficulties in staff recruitment and retention

# Precedents

The CGL Team lead a group discussion of key *sea-change* topics in the criminal justice industry under the topics of Jail Population and Programs, Operations, and Facility.

## Jail Population and Programs

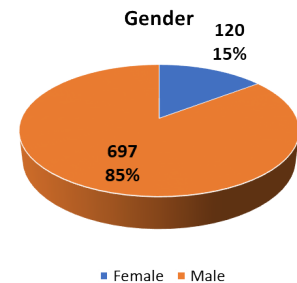
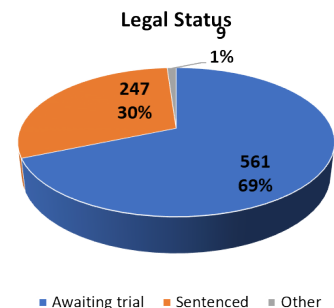
### ***Changing Population – Characteristics***

- Evolving justice system, who is left?
  - Jail diversion (courts) and deflection (law enforcement)
  - Case processing time
  - Legislative impacts
- Classification policy and procedure
- Mental health
- Men, women, youthful offenders

### sea change:

1. archaic: a change brought about by the sea
2. a marked change: transformation

– Merriam-Webster



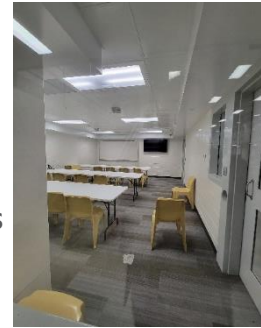
### ***Mental Health Population***

- Management and treatment approach
- Appropriate housing
- Staffing
- Continuum of care



## ***Programs***

- Keep inmates active
- Educational, vocational, recreational, spiritual
- Provide in housing units – limit movement, easy inmate access
- Centralized – specialized program, efficient program delivery
- Outdoor recreation



## ***Services and Support***

- Counseling, life skills, prep for release
- Food services, laundry, commissary
- Inmate workers
- Medical



## ***Visitation***

- Contact visitation – professional, family and community
- Video visitation
- Importance of maintaining connections



## ***Intake/ Release***

- Booking and intake location
- First contact, first impression, establish behavioral expectations
- Open seating, holding cells





# Operational Values

## Operations

### *Direct Supervision*

- 9 key principles of direct supervision
- "Strategic Inmate Management"

1 Effective classification and orientation component

2 Competent staff

3 Effective Communication

4 Effective Control

5 Effective Supervision

6 Just and fair

7 Manageable and cost-effective operations

8 Ownership of operations

9 Safety of staff and inmates

### ***Limited Inmate Movement/ De-centralized Services***

- Reduce risk from inmate movement
- Staff operational efficiency
- Importance of housing unit design



### ***Technology Applications***

- Security systems, control room, video monitoring
- Door control, staff and inmate movement
- Computer pads for inmates
- Building systems control
- Video Court



### ***Staff Support***

- Staff wellness, impact on performance
- Training
- Recruitment and retention
- Staff screening





# Facility

## ***Normative Environment***

- Environment queues behavior

## ***Natural Light and Color***

- Positive human environment

## ***Connection to Nature***

- Promote mindfulness and healing
- Incorporate nature into programming
- Biophilia: bring the outdoors inside

## ***Maintenance and Sustainability***

- Build for the future, prevent long-term costs
- Plan for flexibility
- Anticipate where maintenance staff needs to access

## ***Image in Community/Good Neighbor***

- Civic building, represents the County
- Statement to the community about mission
- Front door impacts experience from the start

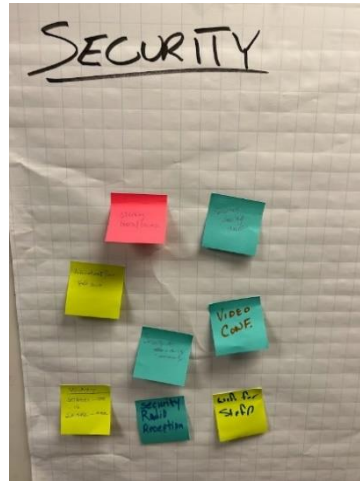


# Operational Values

Participants were asked to write down separate values that they believe must be addressed in the facilities master plan, which they placed under the themes: Security, Inmate Management, Staff Support, Justice System, and Building Maintenance and Design.

## ***Security***

- Inmates and Staff (applies to both)
- Better Technology (radio & Wi-Fi signals)
- Video Conferencing



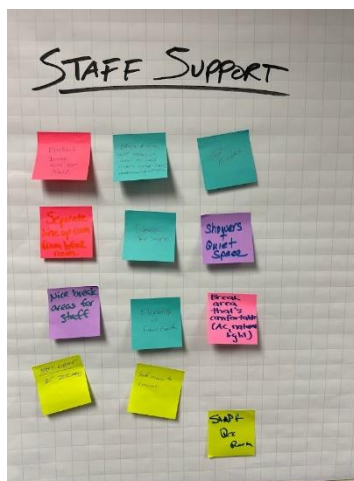
## ***Inmate Management***

- Functional Space for Medical Mental Health Care
- Specific Housing for Specialty Populations
- Program Space
- Smaller Housing Units



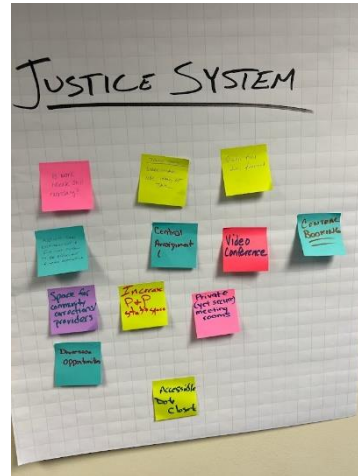
## ***Staff Support***

- Wellness/Fitness/Gym
- Relaxing Staff Break Areas
- Flexible Space For Future Growth
- I. T. Integration



## Justice System

- Space For Community Corrections Providers
- Diversion Opportunities
- Central Arraignment
- Review Viability of The Work Release Program



## ***Building Maintenance and Design***

- Intake/ Release
- Elimination of Blind Spots
- Climate Control
- As Much Natural Light As Possible



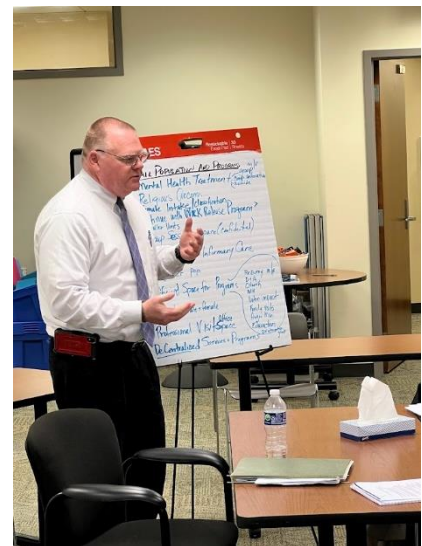
# Themes

## Trends

All participants divided into three groups themed as “Jail Population and Program,” “Operations”, and “Facility”. Looking at the Operational Values from the previous exercise, each group was asked to discuss and record ideas and goals for the new facility, summarized as follows:

### ***Jail Population and Program***

- Adequate and appropriate spaces for the jail populations
- Accessibility for eligible participants
- Housing Units dedicated to special populations
- Community partnerships
- Create opportunity for reentry programs
- Trauma Based Programming



### ***Operations***

- Bail at Intake
- Determine flow from Downtown to Jail to transportation
- Central Booking at Jail



## ***Facility***

- Align population classifications to locations based on system goals
- Short-term moves for long-term gains
- Gender-responsive and trauma-informed programs and services
- Incentive-based approach





# Project Goals

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Collectively, all stakeholders and participants developed a consensus list of Project Goals, which will continue to be a critical touch point for the County throughout the entire planning and design process for the new facility. Project Goals are identified as follows:

## Project Goals

### **Create a safe and supportive environment for staff, inmates and the public**

- Design areas for staff wellness, including sufficient workstations, training space and break areas
- Ensure staff, inmates and the public are safe and feel supported
- Plan for spaces to support special populations such as female, mental health and vulnerable

### **Focus programming to support the reduction of recidivism**

- Set the tone and behavioral expectations at acceptance: preparation for community re-entry process starts at the intake process
- Improve access to justice system stakeholders to connect inmates to the community
- Provide flexible spaces that can support a variety of program opportunities

### **Plan a facility that will serve the community well into the future**

- Right-size housing units for operational adaptability and the populations served
- Allow for adaptability of design to incorporate future needs
- Integrate technology to advance and enhance operations, programs, facility maintenance and security

### **Establish a positive community footprint**

- Create a facility that is mindful of the surrounding community, including impacts related to building appearance, noise, light pollution and traffic
- Leverage the location for building, site and environmental sustainability
- Inc Incorporate nature inside and outside the facility

## ***Participant Name      Organization***

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<i>Cheryl Steberger</i>	Lancaster County
<i>Bill Aberts</i>	Lancaster County
<i>Joe Shiffer</i>	Lancaster County
<i>Austin Beiler</i>	Community
<i>Carrie Kurtz</i>	Community
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<i>Brett Firfer</i>	CGL
<i>Wayne Freeh</i>	CGL
<i>Paul Vlnar</i>	CGL
<i>Mark Wilson</i>	APPS
<i>Jen Nissley</i>	APPS
<i>Brett Cole</i>	APPS
<i>Heather Adams</i>	District Attorney
<i>Sheriff Leppler</i>	Sheriff