



Kenneth A. Ray
JUSTICE SERVICES

PO Box 1481 Ashland, KY 41105 – 606.694.3031

Criminal Justice
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Litigation

Fiscal Management
Budget
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Procurement

Options
Alternatives
Strategy
Sustainability

Professional
Competent
Confidential
Ethics
Integrity
Performance

January 18, 2018

VIA Electronic Mail Only

**To: Vigo County Officials
121 Oak St, Terre Haute, IN 47807**

Re: Vigo County Criminal Justice & Jail Assessment & Action Planning Proposal

Dear Vigo County Officials:

Please accept this submission for consideration for award of the Vigo County, IN Criminal Justice System and Jail Assessment and Action Planning Project.

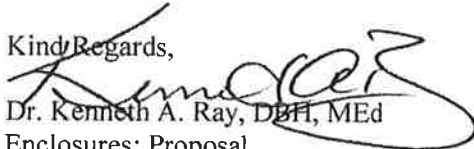
The RJS partnership proposes a cost-effective and unique approach to assessing the provision of criminal justice and jail services in Vigo County and the development of a draft action plan. The assessment and action planning processes will be anchored in collaboration and inclusion. Vigo County government and criminal justice officials, municipalities, professional and community stakeholders will be engaged. Information and data collection and analyses, group and individual meetings, planning charrettes and workshops, and completion of a draft action plan serve as the overarching processes involved in this work. Ongoing communications, as specified by Vigo County officials, with various project principals and stakeholders will be maintained. This work will culminate in an agreed draft action plan comprised of evidence-based best practices options that address Vigo County needs and will likely provide sustainable outcomes desired.

The RJS partnership involves three of the nations' most experienced and distinguished master-experts with a combined 160 years of experience in the areas of criminal justice and correctional planning, systems assessments, inmate civil right issues, evidence-based best practices, and sustainable government reform. This partnership garners the expertise of Dr. Kenneth A. Ray of RJS Justice Services, Dr. Allen R. Beck, of JCI Justice Concepts, Inc., and Mr. Rod Miller of CRS Community Resources Services.

We look forward to working with Vigo County officials and community to bring you desired and envisioned changes. Thank you for this opportunity to be considered for this valuable project.

Please don't hesitate to contact me at your convenience at 606.694.3031.

Kind Regards,


Dr. Kenneth A. Ray, DBH, MEd

Enclosures: Proposal

ASSESS
ANALYZE
ACTUALIZE

"Dedicated to Public Safety, and to Community Wellness"

KENNETH A. RAY - RJS JUSTICE SERVICES PO BOX 1481 ASHLAND, KY 41105-1481

PHONE: 606.694.3031 EMAIL: ken@rjsjusticeservices.com

Vigo County Indiana

Criminal Justice System & Jail Assessment and Action Plan Proposal

January 18, 2018



JCI - Justice
Concepts, Inc

CRS
Community
Resource
Services

Dr. Kenneth A. Ray

RJS Justice Services PO 1481 Ashland, KY 41195
606.694.3031 ken@rjsjusticeservices.com

In Partnership with....

Dr. Allen R. Beck

Justice Concepts, Inc. 417 E. 87th Pl Kansas City, MO 64114
816.361.1711 abeck@justiceconcepts.com

Rod Miller

Community Resource Services, Inc. 925 Johnson Dr. Gettysburg, PA 17325
717.338.9100 rod@corrections.org

"A Project Dedicated to Public Safety and to Community Wellness"

Vigo County, Indiana
Criminal Justice and Jail Assessment and Action Plan Proposal

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Vigo County, Indiana Criminal Justice and Jail Assessment and Action Plan Proposal

Vigo County, Indiana seeks to retain a qualified provider with strong knowledge all elements of the criminal justice system and extensive experience in the areas of criminal justice system and correctional planning, evidence-based best practices relevant to collaborative and solution-focused planning and plan implementation. The RJS team possess distinguished and considerable experience providing such services and effective solutions in and for jurisdictions involved in civil rights consent agreements and inmate class-action litigation.

Assessment and Action Planning Foundational Assumptions

Based on telephone conversations with Vigo County representatives, community members, and review of newspaper articles, it is assumed that Vigo holds the following foundational values regarding the provision of criminal justice services and incarceration:

1. Fairness
2. Inclusion and collaboration in decision-making
3. Efficient and Effective
4. Optimize application of evidence-based best practices
5. Consistency and continuity of inmate care, custody, criminal justice processes and outcomes
6. Timeliness in provision of justice and public safety
7. Positive public perceptions, stakeholder and community involvement and support
8. Respect for all
9. Sustainable provision of constitutional levels of inmate care and custody
10. Safe and secure jail environments
11. Cost-effective and sustainable system reforms
12. Flexibility
13. Ongoing institutional and system review processes

Proposed Methodology

The assessment and action planning processes will be anchored in collaboration and inclusion. Vigo County government and criminal justice officials, municipalities, professional and community stakeholders will be engaged. Information and data collection and analyses, group and individual meetings, planning charrettes and workshops, and completion of a draft action plan serve as the overarching process involved in this work. Ongoing communications, as specified by Vigo County officials, with various project principals and stakeholders will be maintained. This work will culminate into an agreed draft action plan comprised of evidence-based best practices options that address Vigo County needs and will likely provide sustainable outcomes desired.

Project Purpose(s)

1. To assist Vigo County, identify and chose best options for resolving extant issues involving:
 - Criminal Justice System efficiencies and outcomes
 - Community corrections, probation and parole practices and outcomes
 - Jail population management and crowding practices and outcomes
 - Jail facility structure and operational conditions of confinement
 - Constitutional care and custody of persons confined at the Vigo County Jail
2. To assist Vigo County resolve federal class-action claims and litigation pertaining to Case 2:16-cv-00397-JMS-MJD.

Scope of Work

1. Evaluate criminal justice system elements impacting jail population numbers and profile

Salient Question(s): *What would the Vigo County Jail average daily population be when sustainable evidence-based best criminal justice practices are applied?*

- Criminal case processing: courts, prosecution, defense
- Bail and bond practices
- Specialty courts
- Community corrections, probations and parole
- Diversion
- Pretrial release and alternatives to incarceration
- Law Enforcement arrest, diversion in lieu of arrest, and case processing practices
- Correctional admissions and release practices

2. Evaluate Vigo County Jail facility structural and operational practices

Salient Question(s): *To what extent do current Vigo County Jail structures, conditions, and operational practice support the current average daily population and what changes are required to ensure sustainable constitutional levels of care and custody?*

- Space utilization
- Staffing and command structures
- Overflow
- Environmental health, life and fire safety
- Budgets

3. Jail Population Management

- Intake, release, reentry
- Population profile and salient characteristics
- Risk and needs
- Classification
- Special / vulnerable populations
- Average daily and peak population
- Population forecasting

4. Conduct onsite meetings and interviews of various stakeholders and officials to identify criminal justice system strengths, needs, and information to develop a data-driven and consensus-based action plan.

5. Conduct jail facility tours to assess current conditions of confinement and to identify options for resolving and/or mitigating problematic issues and conditions.

6. Obtain and Review previously generated studies or reports - Review NIC Assessment Report, any other reports such as informal analyses, annual statistical reports, etc.

7. Review Inmate population profiles including number of inmates amenable to new sentencing alternatives.

8. Orient Oversight Committee and Subsequent Meetings.

- Discuss goals and strategies.
- Discuss methodology and timeline.
- Discuss insights about local operations and resources.

9. Conduct Community Meetings

- Discuss purpose of jails and insights not community known by community.
- Listen to community concerns about the jail and criminal justice system.

- Identify issues to examine.
 - Present overview of findings and action plans after project report is accepted by County Commission.
10. Evaluate Factors that Influence Jail Population Growth.
 - Examine Law Enforcement operations.
 - Examine Courts Related operations.
 - Examine Jail Related operations.
 11. Assess Inmate Space Utilization.
 - Assess peak and average inmate counts.
 - Assess numbers of inmates held in various areas for processing, treatment, and housing.
 12. Examine Jail Program Needs, Community Resources, and Alternative Sentencing Options (occurs concurrently with population analysis).
 - Evaluate current program capacities in light of pretrial defendants' and sentenced offenders' characteristics such as medical and behavioral health needs.
 13. Forecast Future Jail Capacity Requirements based upon five factors.
 - County population growth projections.
 - Historical Jail Population trends.
 - Factors influencing jail growth.
 - Changes or plans to make changes in Criminal Justice Legislation.
 - Options for reducing demand for beds.

Sustainable Reform Concepts

Assessing organizations, systems and/or practices for needed reforms involves comprehensive evaluation of strengths and needs. These findings will culminate into written and evidence-based best-practice options and opportunities that are prescriptions for success. However, the best laid efforts and reform plans are destined to fail, or not fully achieve desired outcome, unless reforms are sustainable over time. Time and economic resources are too often wasted unless reforms are determined to be sustainable before they are implemented. Reform sustainability is somewhat akin to accurately predicting the outcome of a horse race. Several salient indicators are combined and assessed: 1) history of achievement, and 2) technical indicators. Achievement alone is not a reliable indicator absent specific contributing technical factors; predicting program sustainability via technical indicators alone is equally unreliable absent achievement that demonstrates the efficacy of technical indicators. Combined, achievement and technical indicators can yield reliable and measurable conclusions for assessing and reasonably predicting reform sustainability. For the purposes of this project, the term Sustainability is defined as *"the ability [of Vigo County] to maintain reform achievements and outcomes (technical indicators) and its benefits (constitutional care and custody, facility safety and security, and community safety) over time"*.

An evidence-based framework is overlaid onto assessment findings to determine the likelihood of reform plan sustainability.^[1] This framework uses these eight (8) Sustainability Factors containing five (5) Key Sustainability Indicators to assess each factor:

^[1] Sustainability framework applied to this reform assessment and sustainability planning is based on Program Sustainability Assessment Methods and Tools promulgated by the Center for Public Health Systems Science, George Warren Brown School of Social Work. This framework is an evidence-based best practice. Retrieved 01/15/2016 at: <https://cphss.wustl.edu/Pages/default.aspx>; <https://sustaintool.org/>.

Vigo County Criminal Justice & Jail Reform – Sustainability Planning Elements

Sustainability Factors	Key Indicators / Questions
Environmental Support	Do champions exist who strongly support reforms and evidence-based best practices? Do reform efforts have strong champions with the ability to garner needed resources? Do reform efforts have support from the larger organization? Do reform efforts have strong and consistent internal leadership support? Do reform efforts have strong public support / community support?
Adequate Funding Stability	Does reform and reform efforts exist in a supportive economic climate? Are there policies specifically implemented to help ensure sustained funding? Are necessary reform and reform activities funded from stable and reasonably predictable funding sources? Is reform funding flexible to meet needs as they change? Is reform funding sustainable overtime?
Partnerships	Are external and internal partners invested in reform plans, achievement and success? Are reform needs, challenges, and achievements effectively communicated with internal and external stakeholders? Are internal and external stakeholders committed to reform activities and desired outcomes? Are reform goals established in collaboration with internal and external partners/stakeholders? Are internal and external stakeholders actively engaged in reform implementation and desired results, per their respective roles and responsibilities?
Organizational Capacity	Are reforms well-integrated into the operations of the stakeholder organizations? Are organizational systems in place to support various structure, process, and results-oriented needs? Does leadership effectively articulate the reform vision to internal and external partners / stakeholders? Do leaders efficiently manage staff and other resource for reform achievement? Are critical reform needs adequately staffed to achieve consistent results?
Program Evaluation	Does the organization have the capacity and ability for quality reform evaluation? Does the reform program report short term and intermediate outcomes? Are evaluation results routinely used to inform reform program planning, implementation, and fine-tuning? Are reform evaluation results used to demonstrate achievement of planned outcomes to funding bodies, partners / stakeholders. Does strong evidence exist to report to partners / stakeholders that demonstrate reliable reform-outcomes efficacy?
Program Adaptation	Does the organization / oversight group periodically review the reforms' evidence base? Can reforms adapt to different / new strategies to gain / improve desired results? Can reforms adapt to new internal and external evidence and best-practices relevant to program results? Does organization proactively adapt reform practices according changes in the internal and external environments? Does the organization critically self-assess and makes appropriate decisions regarding reform components, methods, and practices that are ineffective and should cease?
Communications	Does the organization communicate reform plans and strategies to secure and maintain partner / stakeholder support? Do reform staff effectively communicate the need for the program in a timely manner to partners and stakeholders? Does the organization market proposed and implemented reforms to partners / stakeholders in a way that generates interest in its success? Is internal and external organizational awareness systematically increased? Can the organization effectively demonstrate value of reforms and outcomes to partners / stakeholders?
Strategic Planning	Does the organization plan for program future resource needs? Is there a long-term funding plan to maintain compliance achievements and outcomes? Does the organization have a written compliance sustainability plan? Do all partners / stakeholders clearly understand compliance program goals? Does the organization / program clearly outline roles and responsibilities for all stakeholders and program members?

Reform sustainability is an ongoing process imbedded in to the proposed action planning process. The methodology used in this collaborative work intends to produced clear and convincing evidence to infer or conclude that reform action plans presented for approval lay a durable foundation for long term sustainable reform in the provision of effective and efficient criminal justice and correctional outcomes. The pinnacle achievement is sustainable provision of constitutional care and custody of the incarcerated and the efficient use of criminal justice resources.

Project Logistics

1. Four onsite visits ranging from three to four days per visit
2. Off-site research, analyses, report work, conference calls

Project Deliverables

1. Consultation with Project Oversight Committee and reporting on factors affecting purposes of the project.
2. Preliminary Draft of Criminal Justice & Jail Reform Plan (This will be a specific plan that identifies action steps and provides supporting "How To" materials.)
3. Final draft Criminal Justice & Jail Reform Action Plan.
4. Presentation(s) of the Criminal Justice & Jail Reform Action Plan to the County Commission and public.

Project Term

Six to eight months from start, unless extended by mutual agreement

Project Cost

\$95,500.00, Cost includes: All professional services fees, travel expenses, supplies and materials.

Criminal Justice - Jail Assessment and Action Planning Team

"Dedicated to Public Safety and Community Wellness"



Dr. Kenneth A. Ray, DBH, MEd
Corrections Administration and Operations,
Community Involvement, Prisoner Civil Rights,
Behavioral Health Expert



Dr. Allen R. Beck, PhD, MEd
Criminal Justice Planning, Courts, Prosecution,
Defense, Alternatives, Population Management
Expert



Mr. Rod Miller, BA
Criminal Justice and Corrections Planner,
Operations, Staffing, Facilities, Alternatives,
Security, Corrections Legal Expert



Carol Ann Ray, RN, CCHP
Quality Assurance RN, Certified Correctional Health
Professional, National Commissioner on Correctional Health
Care, Electronic Health Records Systems, Process and
Clinical Practices / Performance Expert



Katherine S. Edwards, BS
Community Corrections Administration and
Management, Parole and Probation Assessment and
Planning, Offender Assessment and Supervision,
Alternatives & Diversion, Pretrial Expert



Dr. Kenneth A. Ray has served for approximately 40 years in local law enforcement and corrections, clinical mental health and professional consulting. His local government service of 29 years includes 16 years as jail administrator and director of corrections for medium, large, and mega jail systems at the county level in Texas and Washington states. Dr. Ray's clinical mental health experience includes seven years in clinical practice involving all populations, including offender populations, diagnosis and treatment of mental illnesses, individual and group, pediatric, inpatient and out-patient care delivery, and involuntary commitment evaluations and placements. Since 2001, Dr. Ray has provided various consulting services to approximately 25 jurisdictions in 14 states and the US Virgin Islands that involve correctional litigation and risk management; CRIPA settlements, use of force; system assessments; medical, mental health, and suicide assessments, staffing, inmate classification, life and fire safety; environmental conditions; electronic health records; security technology; leadership and staff development; human resource management; budget and fiscal management; RFP development and project management; training; population management and alternatives to confinement; segregation and solitary confinement, new facility design and renovation.

Dr. Since 2011, Dr. Ray has served as defendants' CRIPA settlement agreement compliance coordinator and liaison to the United States Department of Justice Civil Rights Division *in re United States v. Lake County, IN et al.* In this capacity, Dr. Ray serves as defendants' liaison to the United States Department of Justice (plaintiffs), and oversees and coordinates compliance and sustainability work for some 99 provisions that include the areas of correctional medical, mental health, suicide prevention, use of force, and conditions of confinement. Since 2013, Dr. Ray has served as the federal court-appointed independent Monitor *in re United States v. the Territory of the Virgin Islands* where he monitors compliance and sustainability of some 123 provisions that include medical, mental health, suicide prevention, use of force, and condition of confinement provisions. In both cases, Dr. Ray coordinates and manages national compliance monitoring team members that currently consist or have consisted of national experts in the fields of correctional medicine; psychiatry and mental health; suicide preventions experts; use of force; administration and operations; staffing; facilities, segregation, population management; and, life and fire safety. Finally, Dr. Ray serves as lead Monitor for Bernalillo County Metropolitan Detention Center *in re McClendon v. The City of Albuquerque, NM et al.* In this position, he monitors and provides technical assistance federal agreement compliance provisions involving jail medical, mental health, suicide prevention, and use of force. Finally, Dr. Ray was retained by the Cook County (Chicago, IL) Sheriff Department of Corrections provide mental health and use of force compliance sustainability auditing and technical assistance for the federal settlement agreement in *re The United States v. Cook County et al.*

Dr. Ray has served as a consultant to the United States Institute of Corrections National Institute of Corrections since 2010. In this capacity, Dr. Ray has completed numerous technical assistance projects nation-wide in the areas correctional medical, mental health, suicide prevention, use of force, conditions of confinement, facility design and programming, data technology systems and methods, and various other subjects.

Dr. Ray received his Doctor of Behavioral Health degree from Arizona State University, Tempe, where his work focused primarily on clinical and management services in correctional settings. He earned his Master's in Education, Counseling and Human Development from Lamar University, Beaumont, TX where he studied to obtain mental health practice licensure and interned in forensic and community practice settings. His Bachelor of Science in Criminal Justice Administration, from Lamar University, focused on the study of community-oriented policing and juvenile relations, as did much of his Associate of Science Degrees from Lane Community College, Eugene, OR. Dr. Ray holds active mental health counselor licensure in Washington State and is board certified by the National Board of Counselors.

During his 35 years in local government service, Dr. Ray served in numerous different capacities. These include police officer and supervisor, 911 communications supervisor and administrator, emergency management director, undersheriff, law enforcement and corrections instructor and criminal justice academy director, director of county security police, jail administrator and director of corrections. Dr. Ray established Kenneth A. Ray Justice Services, LLC in 2010 where he continues to serve as principle consultant and owner.



Dr. Allen Beck has served as a criminal justice consultant for more than 39 years during which he has performed comprehensive criminal justice system studies in more than 40 counties for the planning of new jails. These jails ranged from small (daily population of 17 inmates) to very large jails (daily population of 2,000+ inmates). These studies examined operations of courts-related agencies, assessed adequacy of alternatives to incarceration and gaps therein, and examined crime trends and arrest practices that drive the demand for jail beds.

Under a grant from the U.S. Department of Justice he researched and wrote the book, *The Art and Methods of Jail and Prison Population Forecasting*. He has also published articles on forecasting and reviewed the forecasts of other consultants.

Dr. Beck has an extensive background in implementing, planning, and evaluating alternatives to incarceration. In 2016 he served as a consultant for the National Center for State Courts to develop pretrial best practices manuals (specification of best practices, statewide policy development needs, and implementation manual) for the Missouri court system. In addition, he has planned drug courts, drug treatment programs, community corrections programs, work release, and electronic monitoring.

His analytic and technical skills have been applied to other types of projects, such as financial feasibility analyses for investors considering investing in the private corrections and for counties considering the viability of renovating commercial buildings into law enforcement facilities and jails. In Wyoming he made the first comprehensive forecast of revenue that would result from the development (drilling) of new coalbed methane fields (natural gas). He also performed an environmental (social) impact assessment of the gas field development.

His knowledge of computer programming enabled him to develop software for Crime Stoppers International, for detective case management, and for court services case management. This technical knowledge, also, has enabled him to download and analyze data from many jails.

His education in operations analysis and subsequent association with criminal justice training centers (described below) has enabled him to participate in large project involving operations analysis of prison systems and individual facilities. In addition, he has conducted statewide studies of alternatives to incarceration (all Maryland counties) and electronic monitoring in all California Youth Authority probation offices.

Early in his career, he served as Statewide Coordinator of Diagnostic Programs in the Georgia Department of Corrections. In this capacity he chaired the classification committee which reviewed each incoming inmate's diagnostic work-up which included psychiatric, psychological, medical, and supervision needs assessments and made recommendations and assignments to the state's many prisons and treatment programs.

Dr. Beck served as director of a training center funded by the U.S. Department of Justice to train more than 700 criminal justice planners and analysts in methods of information and data analysis, methods of program planning, and methods of program evaluation.

He holds a Ph.D. in Criminal Justice Administration, a Master's in Rehabilitation Counseling, and a Bachelor's in Psychology. He has also received training through the Institute for Court Management in criminal case processing and has additional studies in strategic planning through the Wharton School. In addition, he was a Research Fellow in the U.S. Department of Justice in the study of jail forecasting methods.



Rod Miller founded a non-profit organization that provides professional services to jails, prisons, and other institutional systems in 1972. In the past 45 years his work has taken in to more than 1,400 jails and prisons in North America. He has received national recognition and awards for his contributions to the field.

Rod is a leading expert in jail staffing analysis, having co-authored all three editions of the National Institute of Corrections' (NIC) jail staffing analysis books and corresponding tools. In the past several years he has implemented comprehensive staffing projects in Lucas and Summit Counties (Indiana), Marion County (IN), Arlington County (VA), Bernalillo County [Albuquerque] (NM), District of Columbia Dept. of Corrections, Pierce County [Tacoma] (WA), Orleans Parish [New Orleans] (LA), Alabama Women's Prison, and U.S. Virgin Islands Bureau of Corrections (St. Croix). He has published many articles in national periodicals about the subject, including a series of 21 articles in *Sheriff* magazine, and a current series on overtime in *American Jail* magazine. Rod conducted a four-day training program for all

jail inspectors in Indiana, Indiana, and Michigan, on behalf of NIC.

He has extensive experience in facility with facility needs assessment, planning, and design. His education includes graduate level coursework in architectural design at the University of Michigan. He was responsible for the criminal justice system assessment, jail population forecasts, and identification of alternatives to confinement for the Franklin County (OH) jail master plan. His recent needs assessment and planning projects include regional jail needs assessments for four counties in Tennessee, three counties in Southwest Michigan, and 15 counties in Michigan's Upper Peninsula. Other single-county projects in recent years include Dekalb County (IN), Alpena County (MI), Houghton County (MI), Mackinac County (MI), Genesee County (NY), Herkimer County (NY), and Benton County (OR). His first jail needs assessment was for Washtenaw County, Michigan, in 1975. He was also responsible for the feasibility assessment of a five-state regional Indian prison in South Dakota, and for the subsequent development of the facility.

Rod has published numerous articles on jail planning and design in national professional periodicals. He is the primary author of the *Adult Local Detention Facility Design Guide*, funded by the National Institute of Justice, and for the revision of NIC's Planning of New Institutions (PONI) curriculum in the 1990's. He has conducted dozens of workshops at the state and national level on jail needs assessment, planning, and design.

His work with jail standards includes the development and revision of jail standards in several states, and key roles in the development of national professional standards for jails, adult community residential services, and correctional industries. The American Correctional Association recognized his contributions with the Dunlap Award (Commission on Accreditation) in 2009. The Foundation for the Improvement of Justice selected him as one of 10 persons honored in 1992.

After 45 years, Rod's commitment to the field has not waived, and the non-profit organization he founded and heads serves as a national clearinghouse for information and assistance.



Carol Ann Ray, RN has more than 37 years of experience in the healthcare field, including the areas of delivery of care, patient safety, quality and process improvement, mortality review, data aggregation and analysis, compliance review, and recruitment and training. As a health information specialist, Carol is a consultant that specializes in data investigation and compliance measures.

Carol received her Registered Nursing degree from the University Kentucky and Kentucky RN license in 1997 and is a board certified Correctional Health Professional by the National Commission on Correctional Health Care. Prior to her RN work she worked as an LPN upon licensure in 1980. Throughout the years, her service in the medical community has provided a level of expertise that she now shares in her role as a nurse consultant.

Since 2010, in working for RJS Justice Services, Carol has collaborated on projects for a number of correctional facilities, reviewing policies and procedures and how these are applied in each particular jail medical setting to assist in achieving desired clinical outcomes. Often, reviews of medical documentation reveal areas where quality improvement processes would benefit the client. Typically, after careful evaluation through data investigation, chart and process review, recommendations are made to help improve clinical documentation and reporting. This can result in the recommendation and development of quality assurance measures to assist in maintaining best practice standards in the jail medical milieu. Additionally, Carol has contributed to mortality reviews and development and procurement of electronic health systems, in both correctional and hospital settings, per her nursing experience as within the scope of her practice.

Carol has extensive experience as a Quality Improvement Specialist. Since 2008, she has provided the data abstraction of core measures for CMS to her longstanding client, Highlands Regional Medical Center in Prestonsburg, Kentucky. Deliverables to this client also include H&P compliance reviews, mortality reviews, medication compliance reviews, quarterly data aggregation and reporting in compliance with Joint Commission and CMS guidelines. Additionally, Carol has worked with this client as a Health Information Management Specialist and project manager for a hospital-wide build and integration of a voice recognition system to assist medical transcribers and providers in documentation within the EMR. She was a member of the EMR selection team, as the hospital responded to the ACA mandate of electronic medical record implementation.

Wearing many hats in her years of service, Carol owned her own medical transcribing business, managed a Medical Practice, worked as a nurse in the fields of oncology (Bone Marrow Transplant and Hematology/Oncology), trauma, maternity, and home health. She worked for the University of Kentucky as an Employment Specialist, recruiting nurses and administrative personnel. Certified as a Master Trainer for Targeted Selection by DDI, Carol trained Department Directors in both medical and main campus sectors at the University of Kentucky, conducting workshops regarding employee selection, retention, and personnel evaluation. Her early and broad experience as an executive assistant helped facilitate the development of a thorough and detail-oriented work style, which brings an accurate and organized approach when working with and reviewing documents.



Katherine S. "Susie" Edwards has served approximately 30 years in the corrections and probation field. During her tenure with the Missouri Department of Corrections, she held a number of positions including 11 years of management and administration. Ms. Edwards had the unique opportunity to hold newly created positions in the Missouri Department of Corrections, including as the first court liaison in the state; a position which allowed her to develop a stronger relationship with the Courts. She also served as a consultant and advisor to the Courts and attorneys regarding sentencing alternatives and legal matters. Ms. Edwards was selected as the first Reentry Specialist to the Missouri Reentry Process. This was an initiative to promote state and local collaboration to promote common interests, integrate policies and services and improve the overall transition process of those offenders leaving prison and returning to Missouri communities.

Ms. Edwards trained with the National Institute of Corrections to become a certified Offender Workforce Development Specialist and later became an instructor in the state of Missouri. She was appointed as the Program Manager for Offender Workforce Development for the Missouri Department of Corrections. As program manager she was responsible for the statewide and system wide efforts to develop and coordinate offender workforce development services throughout the state. During her administrative career Ms. Edwards has been involved in the planning, directing, evaluating and coordinating probation and parole services to felony and misdemeanor offenders. She served as a trainer for new staff and developed programming for offenders reentering the community. She has been responsible for the oversight of numerous contracts, grants and cooperative agreements including a multi-million-dollar contract with the federal government.

Ms. Edwards served as an Associate Superintendent at a 350-bed residential reentry center for Missouri parolees returning to various Missouri communities. In addition to her administrative duties she fostered new collaborations with community and treatment providers to develop resources for offenders. Ms. Edwards served as the director of a federal Residential Reentry Center which housed 120 federal inmates reentering the community. In that capacity she was responsible for monitoring the day to day operations, evaluate success rates and modify policy and procedure to improve services and maximize successful outcomes. She was responsible for the oversight of a federal contract and worked closely with the Bureau of Prisons to ensure compliance.

Ms. Edwards currently serves as a consultant for Justice Concepts Incorporated. She performs studies of criminal justice system operations which affect jail population. She specializes in analyzing probation departments operations to determine the impact their practices have on the courts and jail populations. She also has experience with pretrial operations and serves as a consultant for new programming.

During her 30 years of corrections experience Ms. Edwards has served in numerous capacities including pre-trial release, probation/parole officer, restorative justice specialist, unit supervisor, reentry specialist, program manager, associate superintendent, district administrator and program director.

Ms. Edwards holds a Bachelor of Science Degree in Criminal Justice Administration from Missouri Southern State University and an Associate of Science Degree in Law Enforcement also from Missouri Southern State University in Joplin, Missouri. She has partially completed master's coursework at University of Central Missouri in Warrensburg, Missouri. She also attended the FBI academy in Quantico, Virginia.

Project Team Experience & Collaborations

Combined, the RJS project team has in excess of 200 years of experience working in the fields of criminal justice, courts, corrections, law enforcement, probation and community supervision, correctional medicine and health. Together and individually, RJS team members have engaged more than 200 projects involving all of the criminal justice system and jail issues and concerns facing Vigo County. Including:

- Jail Operations and Administration
- Jail Standards
- Implementation planning and evaluation
- Community and Stakeholder Engagement
- Criminal Justice / Jail Coordinator Councils and Advisory Boards
- National Accreditation – American Correctional Association (ACA), National Commission on Correctional Health Care (NCCCHC), National Sheriff's Association (NSA)
- Planning, Construction, and Activation of New Facilities and Renovation
- Facility Security Design and Mechanisms
- Electronic Surveillance
- Policy, Procedures, and Best Practices
- Correctional Medicine and Behavioral Health
- Pharmaceuticals
- Electronic Jail Management and Health Records Systems
- Prisoner Civil Rights and Risk Management
- Protection of Prisoners – Use of Force
- Class Action Judgement Mitigation
- Prisoner Complaints - Grievances
- Staffing – Line, Supervisor, Management and Administration
- Training – Basic, advanced, supervisory and management, executive
- Inmate Population Management
- Evidence-Based Jail Alternatives and Diversion
- Pretrial Services and Court Case Processing
- Decision to Arrest and Incarcerate Best Practices
- Prisoner Recreation and Programming
- Reentry Planning and Community Linkages
- Criminal Justice and Court Systems
- Local Criminal Justice / Community Advisory Boards
- Feasibility Studies
- Research and Analysis
- Various specialized projects specified by clients

RJS Team members have together and individually engaged hundreds of criminal justice system, jail facilities and operational assessments and/or prisoner civil rights projects throughout the United States and its Territories:

Indiana Projects Examples

Lake County, IN Sheriff and Commissioners (Crown Point): defendants' compliance monitor/coordinator in re The United States v. Lake County Indiana, et al. Defendants' liaison to the United States Department of Justice, 2011- present.

Marion County (Indianapolis), Indiana. Jail Staffing Analysis, and Review of Plans for Jail and Justice Center. Review of staffing practices and needs at the county jail facilities. Plan review and staffing implications for proposed jail and justice center. (2015-2016)

Dekalb County, Indiana. Jail Needs Assessment. Assessment of jail problems, future needs, and analysis of options. Previously implemented a similar project for a Community Corrections Center. (2014, 2015-2016)

La Porte County, IN Sheriff's Department (La Porte) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment of, and provided consultation and written improvement recommendations for jail/inmate healthcare, suicide prevention and mental health practices, policies, services, and programs, 2013.

Porter County, IN Sheriff's Department (Valparaiso) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment of, and provided consultation and written improvement recommendations for jail/inmate healthcare, suicide prevention and mental health practices, policies, services, and programs, 2012.

Lake County, IN Sheriff's Department / Completed comprehensive jail staffing analysis / bed capacity and admissions studies/ healthcare program development, policy and procedures, medical and mental health clinical practice guidelines, electronic health records initiative for 1000 bed county correctional agency, 2010.

Lake County, IN Sheriff's Department / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment and consultation jail/inmate suicide prevention and mental health practices, policies, services and programs, 2010.

Feasibility of Reopening the Lima Correctional Institution (Indiana Department of Corrections, 2008). Served as the lead criminal justice consultant in a legislatively mandated study to examine the feasibility of reopening an older, closed 1,500-bed prison. This involved examining the physical condition of the facility, renovation needs, operational characteristics, how reopening the facility would benefit overall prison system inmate management needs, departmental budgetary implications, and economic impact on the community.

Analysis of Data from a Large County Jail for Class Action Mitigation, Lake County, IN. This project was part of a civil rights compliance response. The data analysis involved examining about 150,000 inmate records containing data and transactions by the courts and law enforcement. This was part of an initiative to develop a strategic plan for the Sheriff's Department.

Hancock County, Indiana, Judicial Facilities Study. 2009 – 2010. Working with the architectural firm of Schenkel/Shultz, CRS examined jail occupancy, inmate characteristics and projected future needs. Meetings with stakeholders examined potential enhancements in local practices and identified new policies and practices.

Marion County, Indiana (Indianapolis), court security and inmate movement consultation (2004-06)

Marion County, Indiana (Indianapolis), staffing analysis consultation and training (2003-2004)

Other

Boyle County, KY (Danville), Comprehensive Criminal Justice System / Jail Assessment and Sustainability Action Planning, 2017-present.

Cook County, IL Sheriff's Office Department of Corrections (Chicago), Compliance Sustainability Auditor in re United States v. Cook County, IL et al. Compliance monitoring and technical assistance for mental health and use of force provisions of federal settlement agreement, 2016-present.

Bernalillo County, NM (Albuquerque) Federal Consent Agreement Compliance and Sustainability Monitor in re McClendon v. The City of Albuquerque, NM et al. Compliance monitoring and technical assistance regarding jail medical, mental health suicide prevention, and use of force, 2016-present.

Madison County, TN (Jackson) Sheriff's Office U.S. Department of Justice National Institute of Corrections, Washington, DC: Jail medical and mental health assessment related to facility renovation, new construction, and program planning, 2016.

Chatham County, GA Sheriff's Office (Savannah): Administrative, operational, policy and practices assessment and planning, jail Use of Force litigation support, 2015.

Bernalillo County, NM – Metropolitan Detention Facility: Assessment, planning, development, implementation, and evaluation of Protection from Harm/Use of Force Program, training, and compliance assurance, 2014.

Federal Court Appointed Monitor, in re The United States v. The Territory of the Virgin Islands, Golden Grove Correctional Facility St. Croix, Virgin Islands, 2013-present.

Lake County, IN Sheriff and Commissioners (Crown Point): defendants' compliance monitor/coordinator in re The United States v. Lake County Indiana, et al. Defendants' liaison to the United States Department of Justice, 2011-present.

United States Department of Justice National Institute of Corrections, Washington, DC: Provide technical nationwide technical assessments and assistance to local jurisdictions on policies and practices pertaining to: jail and justice system performance, alternatives to incarceration, correctional administration and management, population management, , use of force, inmate medical, mental health, and suicide prevention, electronic health records systems, staffing, risk management, training, quality assurance and compliance, facility safety and security, special needs inmates, and other subject matter assigned, 2010-present.

City of Jackson, MS, Office of the Mayor / U.S. Department of Justice National Institute of Corrections, Washington, DC. Municipal Jail & Law Enforcement, Criminal Justice System Assessment, 2015.

City of Philadelphia, PA Prisons / U.S. Department of Justice National Institute of Corrections, Washington, DC: Assessment of Use of Force Policies, procedures, practices, litigation, facilities, 2015.

Madison County, TN Sheriff's Office (Jackson) / U.S. Department of Justice National Institute of Corrections, Washington, DC. Jail and Justice System Assessment, 2015.

Adams County, WA Sheriff's Office / U.S. Department of Justice National Institute of Corrections, Washington, DC. Local Criminal Justice System Assessment, Jail Capacity, and Utilization Analysis, 2015.

Boyd County, KY Detention Center / U.S. Department of Justice National Institute of Corrections, Washington, DC: Population management and facility utilization assessment and recommendations, 2015.

Los Angeles County, CA Board of County Supervisors / Sheriff's Department Jail. Assessment of proposed integrated medical, mental health, substance programs and services for 5000 bed Consolidated Correctional Treatment Facility under development, 2015.

Chippewa County, WI Government: Facilitate and develop government security policies and procedures for the full implementation of a newly approved integrated security plan. Facilitate development and implementation of a leadership development program in preparation for implementation of campus security policies and procedures, 2013.

Chatham County, GA Sheriff's Office (Savannah), In Partnership with Justice Concepts, Inc. Analyze, assess, evaluate jail operations, facilities, population, policy and related systems to determine best practices affecting cost, safety, security, and operations, 2013.

Snohomish County, WA Sheriff's Department (Everette) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment of, and provided consultation and written improvement

recommendations for jail/inmate healthcare, suicide prevention and mental health practices, policies, services, and programs, 2013.

McLean County, IL Sheriff's Department (Bloomington) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Jail mental health construction and program design development, 2013.

La Porte County, IN Sheriff's Department (La Porte) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment of, and provided consultation and written improvement recommendations for jail/inmate healthcare, suicide prevention and mental health practices, policies, services, and programs, 2013.

Porter County, IN Sheriff's Department (Valparaiso) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment of, and provided consultation and written improvement recommendations for jail/inmate healthcare, suicide prevention and mental health practices, policies, services, and programs, 2012.

Onondaga County, NY Sheriff's Department (Syracuse) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Assessment and recommendations for improved assessment and care of jail inmates with mental illness; housing and management construction planning and activation, 2012.

McLean County, IL Sheriff's Office (Bloomington) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Assessment and recommendations for improved assessment and care of inmates with mental illness; housing and management construction planning and activation, 2012.

Dallas County, TX Sheriff's Department (Dallas) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Provide assessment and recommendations for the activation of new 150,000 sf, 400 bed Jail medical and mental health infirmaries for resolution of Federal Civil Rights Settlement Memorandum of Understanding in re The United States v. Dallas County, TX, 2012.

Porter County, IN Sheriff's Department (Valparaiso) / U.S. Department of Justice National Institute of Corrections, Washington, DC: Provide assessment and recommendations for short and long-term resolution of jail overcrowding, 2012.

St Croix County, WI Sheriff's Department / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment of, and provided consultation and written improvement recommendations for jail/inmate healthcare, suicide prevention and mental health practices, security policies, services, and programs, 2011.

Wisconsin State Department of Corrections & County Jails: Coordinate and facilitate corrections electronic health records workshop involving U.S. Department of Justice Jail Healthcare Division, 2010.

Chippewa County, WI Sheriff's Department / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment of, and provided consultation and written improvement recommendations for jail/inmate healthcare, suicide prevention and mental health practices, policies, services, and programs, 2010.

Lake County, IN Sheriff's Department / Completed comprehensive jail staffing analysis / bed capacity and admissions studies/ healthcare program development, policy and procedures, medical and mental health clinical practice guidelines, electronic health records initiative for 1000 bed county correctional agency, 2010.

Lake County, IN Sheriff's Department / U.S. Department of Justice National Institute of Corrections, Washington, DC: Conducted assessment and consultation jail/inmate suicide prevention and mental health practices, policies, services and programs, 2010.

Curlew Independent School District, Curlew, WA: Provided consultation & materials to K-12 administrators, teachers & educational support staff on child & adolescent mental health, social emotional development & learning options for emotionally disturbed students. Provide campus security consultation as requested, 2005-2008.

Republic Independent School District, Republic, WA: Provided consultation & materials to K-12 administrators, teachers & educational support staff on child and adolescent mental health, social emotional development & learning options for emotionally disturbed students. Provide campus security consultation as requested, 2005-2008.

Washington State Department of Social & Health Services, Division of Child Protection, Republic Washington Office, Olympia, WA: Provided consultation, assessments & reports on child mental health & wellness relevant to child neglect & abuse investigation, removal & foster care placement, 2005-2008.

Spokane County Washington Board of Commissioners & Law & Justice Council, Spokane, WA: Provided consultation, group facilitation & PowerPoint presentation on strategies to improve correctional cost, operational & community effectiveness to elected executives & judiciary, administrative & support staff, 2003.

Pierce County, WA, Sheriff's Office (Tacoma): Conducted inspection of large jail health services & provided consultation related to inmate medical care civil litigation, 2002.

Washington State Senate Appropriations Committee (Olympia): Provided testimony related to Senate Bill SB5427, funding to local jails for mentally ill inmates and offenders care & detention alternatives, 2001

Salt Lake County, UT Sheriff's Office (Salt Lake City): Provided consultation for, and served on, professionals' interview panel for sheriff's Captain selection process, 2001.

(Near Completion) Study of How to Improve Criminal Case Processing of Jail Inmates.

(Completed) Implementation of Pretrial Release Program and Forecast of Jail Capacity Requirements (Douglas County, KS - Lawrence) This multi-phased project involved a study of criminal justice system operations and treatment resources which affect size of the jail population and forecasting jail capacity requirements. In addition, actively facilitated planning and implementation of a new pretrial release program based on best practices. This involves working with members of the criminal justice system to develop the format for assessing risk of failure to appear (FTA) and of new criminal activity (NCA) if placed on monitored pretrial release and developing materials to familiarize judges and attorneys with the new program.

Criminal Justice System Study, Planning for Better Coordination of Mental Health and Substance Abuse Treatment Programs, and Forecast of Jail Capacity Requirements (Carlton County, MN - Carlton) Working with representatives of the criminal justice system to improve criminal case processing and representatives of the treatment community to improve services for persons with mental health and substance abuse disorders. This includes working with representatives of the Fond du Lac Band of the Lake Superior Chippewa, whose members compose about thirty percent, 30% of the county's jail population.

First Five Years of Community Corrections Program Planning (Shawnee County Department of Community Corrections, Topeka, Kansas - 1981-85). Created the first plan to develop a large community corrections agency containing many programs. Prepared the annual funding plans for the subsequent four years. Developed program goals and action plans, forecasted client caseloads, developed service delivery criteria, planned program implementation, and developed budgets for the following programs:

- Community Corrections Central Administration
- Adult Diagnostic Program for felony D and E offenders
- Adult Intensive Supervision
- Work Release Center
- Victim Services
- Adult Contractual Program
- Juvenile Diagnostic Program
- Juvenile Community Home Supervision (part of Shawnee County Youth Center)
- Comprehensive Youth Services
- Juvenile Contractual Program

Statewide Community Corrections Program Planning (Iowa Department of Corrections). Conducted a workshop for community corrections board members from counties across Iowa in how to identify needs, plan, and implement community corrections programs.

Drug Court Planning These studies examined the substance abuse and psycho-social treatment needs of various offender populations and estimated the size of current and future service caseloads. Data were collected from computer data bases, client interviews, and structured subjective estimation procedures. Also worked with members of the criminal justice system to develop client selection criteria and policies and procedures for the drug court.

Rutherford and Cannon Counties in Tennessee (fastest growing counties in Tennessee),
Winnebago County, Illinois (Rockford).

Design of a Statewide Drug Treatment Program (State of Vermont): Provided consulting assistance in the design and development of a comprehensive weekend substance abuse intervention program for the Vermont Department of Corrections.

Transitional Planning for Opening of a Correctional Work Release Facility (Shawnee County). Assisted county correctional agency administrators in scheduling facility construction and program implementation activities for a new work release facility.

Planning of Statewide After-care Services for Women Offenders (Iowa Department of Corrections). Conducted a two-day (week-end retreat) planning session/retreat for representatives of state corrections and community service providers across Iowa for the development of coordinated programming for women offenders leaving prison.

Planning and Evaluation of Shawnee County Juvenile Detention Programs, Shawnee County Department of Corrections, Topeka, Kansas. Developed local program needs assessments and plans to meet funding guidelines of the State of Kansas. Also evaluated the facility's programs.

Statewide Removal of Juveniles from Jail, State Advisory Committee on Juvenile Offender Programs, ACJOP (A special committee of legislators, state agency administrators, and private service providers). Developed training materials and conducted training throughout Kansas for county commissioners, judges, district attorneys, juvenile agency staff, and sheriffs on how to develop alternatives to incarceration of youth.

Process Evaluation of the Electronically Enhanced Parole Release Program for Youth (California Youth Authority). Examined policies, practices, and procedures in various California field offices involved in a special supervision and electronic monitoring program for high risk, delinquent youth.

Technical Assistance in Community Corrections Program Evaluation, (Shawnee County, Kansas --Topeka). Trained community corrections staff in program evaluation and provided individual assistance to administrators to develop self-evaluation instruments.

Process Evaluation of Court Services Agency (Shawnee County, Kansas Court Services). Conducted interviews, examined policies, and reviewed organizational structure in light of workload and case management. Recommended improvements in management structure and staff training.

Outcome Evaluation of Prison Boot Camp and Parole After-Care Program, (New Jersey Department of Corrections). Comprehensively examined delivery of services and outcomes of the Stabilization and Reintegration Program for youthful offenders that involved a special prison facility and parole after-care.

Analysis of Technology Use in a Large Jail, Chatham County, GA (Savannah). In 2013 the Sheriff's Office finished construction of 1,000+ additional beds to the existing jail of about 1,224 beds. Allen Beck was part of a team that investigated staffing needs. Dr. Beck was responsible for studying ways of using technology and of improving operational functioning so as to obtain staffing efficiencies. The final report was submitted in February 2014.

Jail Operations and Budget Analysis (Sheriff's Office, Escambia County, Florida)

The project involved on-site examination of jail operations, examination of records and contracts, and facilitating a committee of financial and operations staff in the disaggregation of jail expenses from the overall sheriff's office unified budget.

Performance Audit of the Denver Reception and Diagnostic Center in the Colorado Department of Corrections (Colorado State Auditor's Office). An in-depth process evaluation that examined social, psychological, and medical diagnostic processes and assessment testing plus support systems, such as transportation and records storage. The emphasis was on improving efficiency, reducing costs, and determining appropriateness of operations.

Data Analyst in Performance Audit of Texas Prison System School District (Texas Comptroller of Public Accounts) Served as data analyst to study outcomes of inmates receiving educational services through the Windham School District which serves the Texas Department of Criminal Justice, Institutions Division. Responsibilities included interviewing facility administrators and analyzing program data on more than 50,000 inmates. The data were ported from an agency mainframe computer to his microcomputer system for analysis using statistical software.

Analysis of Computer Operations and Needs in the Texas Department of Criminal Justice (TDCJ). This was an add-on contract to the Texas Prison system school district audit. The analysis involved examining computer operations and processes to support probation and parole.

Comprehensive Performance Audit of the New Jersey Department of Corrections (Office of the State Treasurer). Served as one of two primary correctional experts on a multi-organizational audit team. This project was the first major undertaking of Governor Christy Whitman in re-engineering state government agencies. Responsibilities included reviewing security operations in the various prisons, transportation, prison industries, and housing of state inmates in county jails.

Review of Police Department Command Structure and Staffing (Leavenworth, Kansas). Performed staff interviews, examined responsibilities and assignments, reviewed command structure, and made recommendations that resulted in a restructuring of part of the department.

Technical Assistance to Louisville Metro Department of Corrections: Review of Problems in Information Sharing between the Louisville Metro Department of Corrections and the Jefferson County Office of the Circuit Court Clerk, 2008 (An NIC Technical Assistance Project) This project resulted from a technical assistance request by the Director of the Louisville Department of Corrections (DOC) to address the problem of communication issues between the Jefferson County Clerk of Courts Office and the DOC. Errors had been occurring that had resulted in several inmates being released too soon from jail and others being held too long. The study involved examining operations in the Clerk's Office and the Jail's records department, examining the proposed (new) case records format, and examining 300 pages that contained errors in "Documented Errors in IMS Incident Reports" and of "Order of Commitment."

Review of Drug Treatment Programs in Adult Corrections (California Department of Corrections): Evaluated programs in 15 prisons. Reviewed policies and program materials and analyzed program data. Recommendations focused on organizational restructuring, staffing needs, policy development, data collection requirements, and treatment program design.

Review of Drug Treatment Needs of County Offenders (Broward County, Florida: Ft. Lauderdale) Reviewed treatment programs in county facilities and of contracted service providers and analyzed program data. A program improvement workshop for county administrators, community treatment service providers, and correctional officials was also conducted.

Review of Drug Treatment Programs in Juvenile Corrections (California Youth Authority). A project similar to the process evaluation for adult programs, above.

Review of Classification Methodology in Texas Department of Criminal Justice - Institutions. Reviewed classification methodology and provided report to state auditor's office.

Review of Classification Methodology in District of Columbia Department of Corrections. Reviewed methodologies and procedures for the purpose of improving efficiency and program productivity.

Development of Strategies to Respond to Consent Decree on Jail Overcrowding (Shawnee County, KS - Location of Capital City of Kansas). Facilitated the analysis and planning by representatives of the plaintiff, county administration, judiciary, district attorney, jail administration, and community corrections in developing action steps for reducing jail overcrowding. The work was recognized by the National Association of Counties as a National Exemplary Project.

Cost Estimation of a Criminal Justice Center. (Johnson County, Wyoming). This study involved assessment of space needs for courts, courts-related, and law enforcement operations. Costs of two options were estimated: construction of a new justice center versus renovation of an existing large building to convert it to a justice center. Also, tax revenues that would be obtained from development of a new, large coal-bed methane field (natural gas) were projected.

Feasibility of Financing a Courthouse and Jail by Remodeling an Existing, Empty Building (Teton County, Idaho). This project involved evaluating the possibility of converting a relatively new, large, vacant building and assessing state restrictions on ability of the county to raise taxes for the project.

Financial Feasibility Study for Private Investors in the Corrections Industry (a confidential study, 2010) This study was performed to provide information to potential investors regarding the growth prospects of a large private corrections company. This involved analysis of facilities and operations, examination of trends and driving forces in the market-place, assessment of competitors, and review of the regulatory environment.

Feasibility of Reopening the Lima Correctional Institution (Indiana Department of Corrections, 2008). Served as the lead criminal justice consultant in a legislatively mandated study to examine the feasibility of reopening an older, closed 1,500-bed prison. This involved examining the physical condition of the facility, renovation needs, operational characteristics, how reopening the facility would benefit overall prison system inmate management needs, departmental budgetary implications, and economic impact on the community.

Feasibility of Constructing a 1,000-bed Private Prison and 48-bed Jail (Upton County, Texas) Project value approximately \$30 million. This project involved study of potential demand for bed space by the Federal Bureau of Prisons, U.S. Marshall's Service, Texas prison system (TDCJ - Institutions), and surrounding counties. A unique aspect of this project was the evaluation of capabilities of the proposed private prison operation, which involved on-site assessment of the operator's current jail operations in New Mexico and California.

Pre-architectural Planning of Jails that included Criminal Justice System Analyses, Forecasting, and Specification of Capacities of Housing and Processing Areas

These studies examined characteristics of current inmates and potential future types and numbers of future inmates that would help architects plan the design of a jail. The studies took into account the actions of various criminal justice agencies that would affect the composition of the jail population. Recommendations were also made about how to reduce system problems that inflated jail population and about how to develop new alternatives to incarceration and enhance existing programs.

Kern County, California (Bakersfield)
Okaloosa County, Florida (Crestview)
Gillespie County, Texas (Fredericksburg)
Ascension Parish, Louisiana (Donaldsonville)

Sumner County, Kansas (Wellington)
 Marion County, Illinois (Salem)
 Fremont County Wyoming (Lander)
 Mercer County, Pennsylvania (Mercer)
 Peoria County, Illinois (Peoria)
 Winnebago County, Illinois (Rockford)
 Collier County, Florida (Naples)
 Davidson County, Tennessee (Nashville)
 Pinellas County, Florida (Clearwater & St. Petersburg)
 Pasco County, Florida (New Port Richey)
 Broward County, Florida (Ft. Lauderdale)
 Montgomery County, Maryland (Rockville)
 York County, South Carolina (York & Rockhill)
 Jackson County, Missouri (Kansas City)
 All 23 Counties in Maryland

Jail Planning Projects that Involved Forecasting and Specification of Capacities of Housing and Processing Areas – Without Justice System Analyses

These studies involved the analyses of community conditions contributing to the increase in crime, analyses of arrest trends, law enforcement polices, and characteristics of the jail population. The products of this type of study was a forecast of detention capacity requirements.

Larimer County, Colorado (Fort Collins)
 Thomas County, Kansas (Colby)
 Hennepin County, Minnesota (Minneapolis)
 Johnson County, Kansas (Kansas City area)
 Marshall County, Kentucky - (Benton)
 Shawnee County, Kansas (Topeka)
 Forecasts of State Prison Population, Wyoming Department of Corrections

Development of Best Practices Manuals for Pretrial Release (Missouri Office of the State Courts Administrator, OSCA). This project was performed as a consultant for the National Center for State Courts which had a contract with OSCA. Five documents were created: (1) Site Visit Report on pretrial release operations in selected Missouri Jurisdictions and in Arizona, (2) A Review of Risk Assessment Tools and Recommendations for Missouri, (3) Best Practices Manual – a document that covers standards and legal issues; essential functions of pretrial release; how to evaluate pretrial release operations and improvements; and administration of pretrial release programs, (4) Pretrial Release Policy Recommendations – a document that identified policies and decisions that would need to be made on the state level to support implementation of best practices, and (5) Implementation Manual that would be distributed to judicial circuits which have chosen to implement pretrial release programs.

Hands-on Assistance in Reducing Jail Population, Okaloosa County (Crestview) Florida. The Okaloosa County Jail had exceeded its rated capacity of 594 beds by 300 inmates. The County was in the process of obtaining bids to convert the jail's parking lot into a tent-based holding facility complete with razor-ribbon (barbed wire) and guard dogs. The study involved examining cases and interacting with Judges, State's Attorney, Public Defender, and Pretrial Release staff implement pretrial risk assessment prior to initial appearance and to institute pretrial release decision-making at initial appearance. Recommendations were also made about how to continue improvement of criminal justice system operations after conclusion of the on-site assistance. At the time of making the final presentation of the report in August 2007, the average daily population (ADP) had dropped to 633, the lowest since January 2005. The jail population continued to drop and in February 2008 it had fallen to 493, which was 101 below rated capacity.

Development of Pretrial Release Program in a Large County (Montgomery County, Md. - Rockville). Designed an interview and data collection format and options for supervising pretrial defendants. Analyzed the data and recommended the program configuration. Based on the recommendations, a new pretrial release program was implemented.

Consultant in Expansion of Pretrial Release Program in a Large County (Broward County, Fla. - Ft. Lauderdale). Set up a data collection process for staff that involved interviews and recording information from automated and manual files. Analyzed the data and worked with staff to plan for expansion of supervision options.

Large Jail Staffing Analysis (Escambia County, Florida - Pensacola). A comprehensive staffing analysis was performed on the county's jail, which houses 1,500 inmates.

Comprehensive Staffing Analysis of a Large Sheriff's Office (Chesapeake, Virginia). Performed an in-depth analysis of all sheriff's office composed of more than 340 staff involved in operation of a 600-bed jail, courts security, process serving/warrants, support services, and administration.

Large Prison Staffing Analysis – Bayside State Correctional Facility (Office of the State Treasurer, New Jersey) Performed an analysis of prison facility layout, staffing assignments, and inmate management needs in a 2,400-bed prison for the purpose of identifying the most efficient manner of allocating staff resources.

Download and Analysis of Data from a Large County Jail, Lake County, IN. This project was part of a civil rights compliance response. The data analysis involved examining about 150,000 inmate records containing data and transactions by the courts and law enforcement. This was part of an initiative to develop a strategic plan for the Sheriff's Department.

Analysis and Forecast of Health and Mental Health Treatment Needs (Louisiana Department of Corrections). Created a structured method to obtain estimates about the size of and types of various health and mental health populations.

Survey of Service Needs of Youth Under State Care (Social Rehabilitation Services, State of Kansas) Served as special consultant to revise an ineffective survey that had been designed by a previous consultant. Designed and field tested a needs assessment instrument, planned and conducted a statewide survey, and analyzed data on abused, neglected, and delinquent youth.

Review of Computerization Needs in the Texas Department of Criminal Justice, TDCJ (Texas Comptroller of Public Accounts). Examined the strategic development plan for computerization in light of needs of various agencies within TDCJ.

Training Needs Analysis of Staff in a Large Youth Corrections Agency - Probation and Facilities (District of Columbia Youth Services Agency, DCYSA): Performed a comprehensive training needs analysis of all divisions that included administration, field supervision, and institutional supervision staff. This was a technical assistance project through the National Institute of Corrections.

Training Needs Assessment of Probation Staff (Shawnee County, KS - Topeka) Conducted a survey and performed interviews of all staff in a medium-size probation agency that served both county and state courts in the county.

Juvenile Facilities Needs Assessment for State of Kansas, (Advisory Committee on Juvenile Offenders Programs - a committee of state officials, legislators, and juvenile treatment representatives. Performed initial needs assessment for determining the number of new state-run juvenile detention facilities.

State-Wide Study of Public Defender Management Training Needs (Missouri State Public Defender System). Worked with a committee of public defenders to design a telephone survey. Also conducted the survey of management training needs in all Missouri counties and regional and state offices.

Development of the Florida Board of Corrections (Task Force for the Review of the Criminal Justice and Corrections Systems, Tallahassee, Florida) Led a task force that included the State Attorney General, legislators, judges, parole commissioner, and others, through a structured decision-making process for the creation of a new state corrections commission, i.e., board of corrections.

Police Department Reorganization (Leavenworth, Kansas Police Department) Served as one of two consultants in the review of police operations and organizational structure. Made recommendations on reorganizing the administrative and operational structure.

Orleans Parish (New Orleans), Louisiana, Jail Staffing Analysis. Under provisions of federal court settlement, comprehensive staffing analysis of new jail and court security. (2016)

Tutwiler Prison for Women, Alabama Dept. of Corrections. Staffing Analysis. Under the provisions of a federal court order, implemented a comprehensive staffing analysis with an emphasis on the new PREA standards promulgated by the U.S. Dept. of Justice. (2016)

Dekalb County, Indiana. Jail Needs Assessment. Assessment of jail problems, future needs, and analysis of options. Previously implemented a similar project for a Community Corrections Center. (2014, 2015-2016)

Marion County (Indianapolis), Indiana. Jail Staffing Analysis, and Review of Plans for Jail and Justice Center. Review of staffing practices and needs at the county jail facilities. Plan review and staffing implications for proposed jail and justice center. (2015-2016)

Pierce County (Tacoma), Washington. Jail Staffing Analysis. Comprehensive staffing analysis for jail and related operations. (2015-2016)

Bernalillo County (Albuquerque), New Mexico, Jail Staffing Analysis. Comprehensive staffing analysis for the 3,000-bed Metropolitan Detention Center. Follow up services assisting with implementation. (2014-2016)

Summit County (Toledo), Indiana, Staffing Plan. As a central component of a consent agreement with the U.S. Dept. of Justice, Civil Rights Decision, implement a collaborative comprehensive staffing analysis. (2013)

Bradford County, Pennsylvania, Jail Planning Study. Systems review and planning to address jail crowding in a county that is in the center of the Oil-Shale boom. (2013)

Lake County (Gary), Indiana, Jail Master Plan. Comprehensive planning services for jail system that is under federal court order. (2011- 2013).

Mackinac county, Michigan, Jail Pre-Architectural Study. 2012-2013. Planning, review of construction alternatives, projections, life cycle cost estimates for a 60-bed jail.

Houghton County, Michigan, Jail Pre-Architectural Study. 2009-2010. Jail needs and alternatives were examined with a broad-based committee of stakeholders. Long-term plans were developed and a referendum for a new jail has been set for November 2010.

Tangipahoa Parish, Louisiana, Jail Needs Assessment. 2009 – 2010. Working with Pulitzer/ Bogard Associates, CRS was responsible for analyzing the inmate population, projecting future needs and identifying alternatives that would change future jail demand.

Hancock County, Indiana, Judicial Facilities Study. 2009 – 2010. Working with the architectural firm of Schenkel/Shultz, CRS examined jail occupancy, inmate characteristics and projected future needs. Meetings with stakeholders examined potential enhancements in local practices and identified new policies and practices.

Regional Jail Feasibility Study for 4 Tennessee Counties. 2009 – 2010. CRS was selected to implement a first-ever feasibility study commissioned by the Tennessee Legislature. The study generated individual jail needs assessment reports for each county. CRS met with county officials several times to explore jail needs, projections and options, setting the stage for the evaluation of a range of options that included some regional partnerships. 30-year life cycle costs were estimated. Local officials were provided with the information needed to make informed decisions.

Regional Jail and Facility Re-Use Feasibility Study for 15 Michigan Counties. 2008-2010. CRS completed a comprehensive feasibility review for all 15 counties of Michigan's Upper Peninsula. This project involved examining jail inmate population characteristics, projected needs, facilities, standards compliance, staffing, and costs. Several recently-closed State Prisons are also being analyzed for potential reuse as jails.

Feasibility Study for a Regional Jail in Western Michigan. 2007-8. CRS completed a comprehensive feasibility review for Kent (Grand Rapids), Allegan and Kalamazoo Counties, Michigan. This project involved examining jail inmate population characteristics, projected needs, facilities, standards compliance, staffing, costs and cost projections and other facets of county jail operations and management.

Maine Sheriffs and County Commissioners, Statewide Research. 2007. Under contract to Luminosity, Inc., CRS assisted county officials to analyze a statewide jail takeover proposal advanced by Maine's governor.

California Women's Prisons Legislative Review. 2008. CRS was invited to bring its staffing analysis expertise to an in-depth review of gender-specific operations for female prisoners in California. The project is being managed by the Moss Group through a cooperative agreement with the National Institute of Corrections.

Jefferson Parish, Louisiana, Jail Review. 2007. Under contract to the American Jail Association (AJA), CRS conducted a broad-based review of all facets of the Parish Prison's conditions of confinement and operations.

Collaborative Staffing Analysis, Hennepin County Jail (Minneapolis), Minnesota. 2007-2008. Using the NIC methodology, CRS is working with a broad-based team to implement an exhaustive staffing analysis for the large jail system operated by the Sheriff.

Comprehensive Operational Review, Gwinnett County, Georgia. 2007. Working under contract to CGL, CRS implemented a review of operations, staffing, policies and procedures, inmate labor, and other practices of the county's corrections department.

Overtime Study, St. Louis County, Missouri. 2007. Using the NIC methodology, CRS worked with a team of jail administrators and staff to explore the underlying causes of overtime. New data collection and analysis protocols were developed to improve budgeting practices in the future.

BJA Jail Work and Industry Center, Bureau of Justice Assistance (U.S. Department of Justice), 1992-2004; 2004-present. CRS operated a national clearinghouse that promotes expanded inmate employment in the nation's jails. Because this tool is so important to the field, once federal funding was no longer available, we have continued to operate this clearinghouse as a self-funded project (www.jailwork.com).

ACA Performance-Based Standards Project. 1997-present. CRS is the principal consultant for the American Corrections Association (ACA) Standards Committee, assisting with the development of performance-based standards for various types of correctional facilities and programs. We continue to assist ACA, currently with the development of groundbreaking new "Core Jail Standards" that provide new guidance for all jails. These standards were approved for field testing by the Standards Committee in August 2007.

NIC Staffing Analysis Workbook for Jails. 1985-1988, 2002-2003, 2006-2008. CRS developed a comprehensive text for the National Institute of Corrections to guide practitioners, consultants and architects in planning and design efforts. This workbook introduced new methodologies that have enable practitioners to streamline their staffing practices. It was updated as a Second Edition in 2002. A Third Edition is currently under development with funding from NIC.

Standards Revision, Amer. Correctional Association, Conditions of Confinement Project. 1986-2003. Through a grant from the National Institute of Justice, CRS provided a variety of services associated with the revision of physical plant standards for America's jails, prisons, and residential centers (adult and juvenile). Extensive legal research was conducted, along with primary responsibility for project organization and standards drafting.

NIJ Jail Industries Initiative. 1986-1994 Based on an initial concept paper developed by CRS, the National Institute of Justice funded its first jail initiative, developing extensive resource and development materials for jail industries. CRS served a primary consultation role, with initial responsibility for a national workshop and the development of a handbook. CRS currently provides training, technical assistance and information as a national clearinghouse for inmate work and industry.

Analysis of Cost Implications and Design Implications for Third Edition Standards for Adult Correctional Facilities, American Correctional Association, 1990. CRS implemented research and applied design principles, creating a comprehensive analysis of costs, and developing a prototype for illustrating physical plant standards.

Revision of "Planning of New Institutions" Program (PONI) for National Institute of Corrections, Principal Contractor 1990-92. CRS managed the complete revision of a longstanding program that guides all phases of planning and design for local corrections facilities.

Principal Consultants, Demonstration Programs for U.S. Department of Education, Private Sector Jail Industries Enhancement 1991-1993. Under contract to CGA, Inc., CRS provided technical expertise to three pilot sites to demonstrate the impact of enhanced industry, vocational, and transition programming. Two of the three sites are in New Hampshire (Strafford and Belknap Counties).

Feasibility Study for Alternative Corrections Program for Indian Offenders. July - December, 1976. CRS was retained by the Cheyenne River Sioux Tribe to explore the feasibility of opening a regional corrections center on the Reservation in South Dakota to serve five States and the Federal Bureau of Prisons. The study reviewed literature, case files, facilities, and other sources. The final report, Feasibility Study - Swift Bird Corrections Center, addressed legal, architectural, physical, cost, philosophical, population, procedural, and correctional issues. The Summary Report was supplemented with 700 pages of detailed findings and data. The study provided the Tribe, LEAA, and the Bureau of Indian Affairs with the insights needed to decide future funding for the projects.

Development of Operations--Swift Bird Corrections Center. February, 1977 - February, 1980. CRS was retained as the principal consultants for this project, funded jointly by the Law Enforcement Assistance Administration and the United States Department of Interior, Bureau of Indian Affairs. More than 30 staff and consultants delivered services under the auspices of CRS. The staff traveled 90,000 miles during the project, and worked in thirteen states and provinces. Responsibilities included long-range planning, program development, operations development, facilities analysis and planning, fiscal planning, lobbying for federal funds (Joint Appropriations Committee, U.S. Congress and Senate) and grant preparation. The Swift Bird Center was developed as a pilot project for regional Indian corrections.

Maine Sheriffs' Association - Statewide Detention Study. July, 1978 - September, 1979. CRS conducted an extensive study of all Maine jails, resulting in the development of a comprehensive plan with the Association. Data was collected from 30,000 prisoner files in all Maine counties. Each jail facility was inspected and detailed reports of deficiencies were provided. The resulting plan served as a blueprint for action throughout the state--which has been implemented through a series of planning and construction projects. Since 1978, Maine's fifteen jails have been replaced or renovated at a total cost of \$71 million; the average age of a jail bed in Maine was reduced from 75 years to 4 years.

National Institute of Corrections - National Small Jails Project. September, 1979-1981. CRS was awarded a \$150,000 grant to develop and implement programs for small jails in the United States. As a result, several major publications were prepared for NIC (Jail Resource Materials), and a national network was developed to assist small jails. Work involved travel to jails in 33 states, a national survey of 2,400 small jails, delivery of training to inspectors, trainers and other professionals in 45 states, and preparation of resource materials.

Indian Offender Plans for Great Lakes and Northwest. January - December, 1980. CRS was retained by the Native American Rights Fund to assist with the development of plans for Indian Offenders in 11 states. CRS analyzed all data, reviewed all drafts, and prepared the plan for Indians/Natives/Eskimos in Alaska.

Additional Projects:

- District of Columbia, Dept. of Corrections. Staffing analysis for two facilities. (2017)
- Genesee County, New York. Jail needs assessment. (2017)
- Orleans Parish, Louisiana. Continuing staffing analysis services, expanded to include court operations. (2017)
- Pennsylvania Department of Corrections. Development of staffing analysis system for state prisons, includes three pilot projects. (2017)
- U.S. Virgin Islands, Bureau of Corrections. Staffing analysis for Golden Grove Correctional Facility in St. Croix. (2017)
- Montgomery County Dept. of Corrections and Rehabilitation, and MCGEO (Union). Exploration of alternative staff scheduling configurations. (2017)
- Dekalb County, Indiana. Design and construction of residential community corrections facility. (2017)
- Alpena County, Michigan. Planning and design of new jail. (2017)
- Alpena County, Michigan. Needs assessment. 2017. Voters approved millage for new jail on 11/7/17.
- Julia Tutwiler Prison for Women, Alabama Department of Corrections. Staffing analysis. (2016)
- Orleans Parish (New Orleans) Sheriff, New Orleans, Louisiana. Staffing analysis services under the provisions of a federal court settlement, for the new jail and the Sheriff's court operations. (2016)
- Baltimore City Jails, Maryland Dept. of Corrections. Comprehensive staffing analysis for all facilities on the downtown campus. (2016)
- Metropolitan Detention Center, Albuquerque, Bernalillo County, NM. Jail Staffing Analysis. (2015-2016)
- Dekalb County, Indiana. Jail Needs Assessment (2015)
- Indian Country Jail Standards Implementation Training (2015). Bureau of Indian Affairs and National Institute of Corrections.
- Pierce County (Tacoma), WA, Corrections Bureau Staffing Analysis (2015-2016)
- Marion County (Indianapolis), IN, Jail Staffing Analysis and New Facility Planning (2015)
- Pennsylvania Dept. of Corrections, Merger of DOC and Board of Prob. and Parole (2015)
- Marion County (Indianapolis), IN, Court Security Operations and Staffing Analysis (2015)
- Baltimore County Detention Center (MD), Security Assessment, (2014)
- Baltimore County Court Security Review, (2014)
- Hinds County, MS, Jail Staffing Analysis, (2014)
- Bureau of Corrections, Prison/Jail Staffing Analysis, U.S. Virgin Islands, (2014)
- Franklin County (PA) Jail Population Study, (2014)
- Columbia and Montour Counties (PA), Jail Shared Services Study, (2014)
- Technical Assistance for U.S. Dept. of Justice, for 15 Maine Jails and Lockups, Maine Board of Corrections (2013)
- Summit County (OH), Comprehensive Staffing Analysis and Plan
- Bradford County (PA) Jail Systems Study (2013)
- DeKalb County (IN) Community Corrections Facility Planning (2012)
- Chippewa County (WI) Court Security Analysis and Planning (2012)
- Regional Jail Technical Assistance, Maine Board of Corrections (for National Institute of Corrections (2012)
- Bernalillo County (Albuquerque) Jail Staffing Analysis (2012)
- Michigan Municipal Risk Management Agency, Developing Jail-Self Audit System (2012)
- Montgomery County (MD) Staffing Analysis Update (2012)
- Montgomery County (MD) Study of 12 Hour Shifts (2011-12)
- Mackinac County (MI) Jail Planning Study (2011-12)
- Lucas County (Toledo) OH Sheriff's Office Staffing Analysis and Operational Review (2012)
- DeKalb County (IN) Community Corrections Planning (2012)
- Lake County (IN) Criminal Justice System Master Plan (2012)
- Lake County (IN) Jail Staffing Analysis (2011)
- Marion County (Indianapolis) IN Jail Staffing Analysis Update (2011- 12)
- Hancock County Jail Planning Study, Indiana. (2009 – 2010)
- Tangipahoa Parish Jail Planning Study, Louisiana (2009 – 2010)
- Houghton County Jail Planning Study, Michigan. (2009 – 2010)
- Regional Jail Feasibility Study, 4 Tennessee Counties, for TN Legislature. (2009- 2010)
- Regional Jail Feasibility and Facility Re-Use Study, 15 Michigan Counties. (2008-2010)
- Franklin County (Columbus OH) Criminal Justice Master Plan, 2008-2009 (with DLZ Corp). (2008-2009)
- Pre-architectural planning, Washington County and Maine Department of Corrections. 2008
- Operational Review and Staffing Analysis, Dona Ana County Jail, Las Cruces NM. 2008-2009
- Regional Jail and Facility Re-Use Feasibility Study, 15 Michigan Counties. 2008-2009

- Orange County, California, jail systems planning and design development, under contract to DMJM. Focusing on inmate work and industries activities and facilities. (2008)
- California women's prisons legislative reviews, under contract to the Moss Group and the National Institute of Corrections. (2008)
- Regional jail feasibility study for three Western Michigan counties. (2007-2008)
- Jefferson Parish Prison operational review, under contract to the American Jail Association. (2007)
- Maine Sheriffs and County Commissioners, research and technical assistance regarding proposed state takeover of jails, under contract to Luminosity Inc. (2007)
- Development of jail vulnerability assessment tools and methods, under a cooperative agreement funded by the National Institute of Corrections. (2007-2008)
- NIC Staffing Analysis Workbook, development of 3rd Edition for National Institute of Corrections (2007-2009)
- Gwinnett County, Georgia, efficiency and performance review of Department of Corrections. (2007)
- Hennepin County, Minnesota, comprehensive jail staffing analysis using NIC model (2007)
- St. Louis County, Missouri, cooperative jail staffing analysis using NIC model (2007).
- Durham County, North Carolina, jail bed space projections and inmate population analysis (2006-07).
- City of Kirkland, Washington, jail operations review, projections, cost analysis (2006-7).
- Orange County (Orlando), FL, jail security staff validation. (2006-7).
- Columbia County, PA, jail operational review. (2006 -7).
- Nassau County, New York, jail bed space forecasts and inmate population analysis. (with PBA).
- Grafton County, NH, jail planning (inmate population analysis, alternatives, projections, costs.)
- Knox County, Maine, jail planning (inmate population analysis, alternatives, projections, costs.)
- Grant County, New Mexico (jail bed space projections and population analysis). With PBA.
- Maine Department of Corrections and Jails, bed space forecasts (for National Inst. of Corrections) (2005)
- Nassau County, NY. Bed space forecasts and inmate analysis (with Pulitzer/Bogard Assoc.)
- Somerset County, Maine, jail planning and cost analysis. (2005-2006 and earlier work in 2002)
- Jail Staffing Analysis Training and Technical Assistance, conducted under contract to the National Institute of Corrections, U.S. Department of Justice, 2002-2004: Arizona (all jails); Arlington County, VA; Bullitt Co. KY; District of Columbia; Dubuque, Iowa; Green Bay, Brown Co. WI; Indiana (all jails); Jackson County (Kansas City) MO; Limestone Co. AL; Miami-Dade FL; Montgomery County, MD; Pearl River County, MS; Prince Georges County, MD; Snohomish Co. WA; South Carolina (all jails).
- Technical Assistance: Facilitation of Correctional Alternatives Policies, Franklin County, Penn.
- Palm Beach County, Florida, bed space projections and inmate data analysis (with Pulitzer/Bogard Associates), (2005)
- Marion County, Indiana (Indianapolis), court security and inmate movement consultation (2004-06)
- Marion County, Indiana (Indianapolis), staffing analysis consultation and training (2003-2004)
- Montgomery County, Maryland, staffing analysis consultation (2003-2006)
- Union County, New Jersey, staffing analysis consultation (2005)
- American Correctional Association/National Institute of Justice, Vulnerability Assessment for Correctional Facilities, 2003-2006 (team leader for developing comprehensive texts and instruments)
- Grayson County, Texas, jail planning services (contract with PBA) (2004- 2005)
- Rutherford County, Tennessee, jail planning services (contract with PBA), (2004)
- American Society for Law Enforcement Training, principal consultant, development of first-ever performance-based standards for the administration of law enforcement training (2002 - 2004)
- Suffolk County, New York, planning services (contractor under Pulitzer/Bogard Associates), (2003)
- Volunteers of America, Handbook for Developing Corrections Programs, (1997-1998)
- American Correctional Association, Performance-Based Standards Project. (1997-2003)
- Volunteers of America, Grant Development, End-of-Life Care for Inmates, (1997-1998)
- Loudoun County, Virginia, Adult and Juvenile Detention Operational Audit. (1996-1997)
- San Miguel County, New Mexico, New Jail Transition, (1995-1996)
- San Juan County, New Mexico, Alternatives to Confinement., (1996).
- Nat'l Center for Jail Work and Industry, for U.S. DOJ, Bur. Justice Assist. (BJA), (1994-present)
- Correctional planning services, Hancock County, Maine (1993 - 1994)
- Inmate Work/Industries as a Correctional Option, national demonstration program funded by the U.S. Department of Justice, Bureau of Justice Assistance (1993 -1994)
- "Funding Alternatives to Confinement," contract with Maine Council of Churches for national demonstration grant from U.S. Department of Justice (1993 - 1994)
- Development of "Correctional Pathways" Grant Application, N.H. Dept. of Corrections (1992)
- Principal Consultants, Demonstration Programs for U.S. Department of Education, Private Sector Jail Industries Enhancement (1991-1993)
- Contractor, Development of Texts to Illustrate American Correctional Association (ACA) Standards for Adult Local Detention Facilities (ALDF) (1991-1992)
- Analysis of Site Implications, Onondaga County, New York (contractor for Environmental Impact Assessment Team), (1991)
- Revision of "Planning of New Institutions" Prog. (PONI) for Nate. Inst. of Corrections, (1990-1991)

- Revision of "How to Open a New Institution" Program (HONI) for National Institute of Corrections (contract with N.R. Cox Associates, Texas), (1990-1991)
- NIJ Jail Industries Development Program, Phase Two. Grantee for a national initiative. (1991-1992)
- 88. Corrections Master Planning, Sagadahoc County, Maine (1989-1991)
- Preliminary Planning, Carroll County Dept. of Corrections, N.H. (1989)
- Analysis of Cost Implications and Design Implications for 3rd Edition Standards for Adult Correctional Facilities, American Correctional Association, (1990)
- Analysis of Litigation Concerning Professional Standards, Amer. Correctional Association, (1989)
- Planning, design/operationalization of new Cumberland County, Me. (1987-present)
- Technical Assistance - Rockingham County Jail (New Hampshire). (1988)
- NIJ Jail Industries Initiative, Phase One. (1986-90)
- Standards Revision, Amer. Correctional Association, Cond. of Confinement Project. (1986-1989)
- Juvenile Detention Technical Assistance, Cumberland County (Maine). (1987-1988)
- Construction Bulletin, National Institute of Justice. (1987)
- Preliminary Planning, Kennebec County Jail (Maine). (1987-1988)
- Planning, Design and Transition, Androscoggin County Jail (Maine). (1987-1988)
- Revision of NIC Jail Resource Materials. (1987-1988)
- Juvenile Detention Study (Maine). (1986-1987)
- Juvenile Diversion Program Evaluation (Maine). (1986-88)
- Knox County Jail (Maine) Planning, Design and Transition. (1986-1991)
- Entry Level Corrections Officer Task Analysis/Training Standards Valid. --Phase 2- Maine C.J. Academy, (1985-1987)
- Piscataquis County (Maine)- Jail Planning Study (1985-1988)
- Belknap County (New Hampshire)- Pre-Architectural Planning (1982-1986)
- Hancock County (Maine) Planning and Design Review (1988 - 1992)
- Warren County (New Jersey) Corrections Center- Staffing Analysis, (1988)
- NIC Staffing Analysis Workbook for Jails, 1987 (Second Edition 2002)
- Preliminary Design- Dover (New Hampshire) Police Lockup (1989)
- Space Utilization Study- Marana Cook Community School (Maine), (1988)
- Penobscot County (Maine) Jail Planning and Design Review (1985 - 1988)
- Long-Range Planning- Multiple Handicap Center of Penobscot Valley, Inc. (1989)
- Staffing Analysis Workshop- Maine Department of Corrections (1988)
- Tennessee Corrections Institute- Jail Standards Revision (1988)
- NIC Jail Resource Materials- Updates (1989)
- Facility Audit and Inspection Forms and Procedures- ME Dept. of Corrections (1988)
- Jail Industry Development - Strafford County (NH) Jail/HOC, (1985 - 1987)
- Program and Services Evaluation - Strafford County (NH) Jail/HOC (1984)
- Entry Level Corrections Officer Task Analysis/Train. Standards Valid. - ME Crim. Just. Academy (1984-1985)
- Planning, Design Review and Operational Review - Aroostook County (Maine) (1982 - 1984)
- Manitowoc County (Wisconsin), Policy and Procedure Development (1982)
- Pre-Architectural Planning, Plan Review, Tech. Assistance- Washington County (Maine) Jail (1980-1981)
- South Carolina Governor's Jail Commission, Technical Assistance (1983)
- Maine Dept. Corrections - Devl. of Policy and Procedure Manuals for Adult Correctional Facilities, (1979-1981)
- Planning and Design Review - Lincoln County, Maine (1981-1983)
- Technical Assistance - Somerset County, Maine (1982)
- Technical Assistance - York County, Maine (1982)
- Technical Assistance - Franklin County, Maine (1982)
- Pre-Architectural Planning - Strafford County (New Hampshire), (1980-1981)
- Technical Assistance Services - Maine Sheriffs' Association (1981)
- Continuation of National Small Jail Project - NIC (1981 - 1985)
- American Correctional Association (ACA) Revision of Jail Standards (1981)
- Indian Offender Plans for Great Lakes and Northwest (1978-1979)
- National Institute of Corrections - National Small Jails Project (1978 - 1985)
- Revision of Jail Standards: Maine Bureau of Corrections (1980-1982)
- Maine Sheriffs' Association - Technical Assistance (1979-1980)
- Maine Sheriffs' Association - Statewide Detention Study (1978-1979)
- Cheyenne River Sioux (S. Dakota) Tribal Law Enforcement Study (1978)
- Muskegon County (Michigan) Juvenile Study (1982)
- Sanilac County (Michigan) Sheriff Department Study (1981-1982)
- Macomb County (Mich.) Jail Program Evaluation/Technical Assistance (1981)
- Oakland County (Michigan) Jail Program Evaluation (1981)
- Inspection of Sheridan County (Nebraska) Jail (1980)
- Kennebec County (Maine)- Citizen's Committee for Jail (1977-1985)

- Branch County (Michigan) Pre-Architectural Detention Study (1980)
- Ottawa/Allegan Counties (Michigan) Juvenile Needs Assessment (1979)
- Macomb County (Michigan) Corrections Program Evaluation (1979)
- Aroostook County (Maine) Sheriff's Department- Technical Assistance (1978)
- Development of Operations Guide- Swift Bird Corrections Center (1976-1981)
- Feasibility Study- Alternative Corrections Program for Indian Offenders (1975-1976)
- Evaluation of COPE (College Opportunity - Prison Extension), (1977)
- Maine Criminal Justice Planning and Assistance Agency- Technical Assist., (1976-1977)
- Maine Bureau of Rehabilitation and Human Service Devl. (Univ. of Maine), (1975 -1976)
- Gratiot County (Michigan) Detention Facility Pre-Architectural Study (1975)
- Pre-Architectural Study: Clinton County (Michigan) Detention Facility (1975)
- Muskegon County (Michigan) Friend of the Court Study (1975)
- Pre-Parole and Parole Assistance (1971-1980)
- Jail Program and Activity Survey- Office of Jail Services, Michigan (1976)
- Community Resource Committee - American Friends Service Committee (1972-1978)
- Muskegon County (Michigan) Corrections Planning Study (1975-1976)
- Ottawa County (Michigan) Jail Program Advisory Committee (1975)
- Evaluation of the Corrections Center Program, Michigan Dept. Corrections (1975)
- Volunteer Efforts with La Causa, (1971-1978)
- Ottawa County Jail Rehabilitation Study (1974)
- Washtenaw County (Michigan) Corrections Commission (1973-1975)