



VOORHIS ASSOCIATES, INC.

Criminal Justice Planning
John T. Milosovich and Gail L. Elias
www.voorhis.com

**Project Management... Needs Assessment and Master Planning...
Pre-architectural Programming... Design Assistance... Transition...
Document Development... Staffing Analysis...
Facility and Operational Assessments... Training...**

Overview of the Firm

Voorhis Associates, Inc. (VAI) is a criminal justice consulting firm with an office located in Lafayette, Colorado, which provides a full range of facility and operational planning services. Since 1979, VAI has provided services to local, state, and Federal agencies, helping them plan and address operational and physical plant problems in adult and juvenile detention, law enforcement, court, public safety and treatment facilities.

VAI staff serves as trainers and consultants to the National Institute of Corrections Jail Center and National Academy of Corrections in a variety of programs. VAI designed, developed, and delivered the Planning of New Institutions Program.

Mission

To provide the highest quality consulting services to our clients by recognizing the unique needs of each jurisdiction and by being an effective member of the planning team.

Philosophy

VAI has a strong commitment to participative planning. We believe that people support what they help to create. As a result, we see our role as facilitating and capacity building, rather than directing. Our goal is to see that clients make informed choices.

We see the components of each agency and the criminal justice system as inevitably linked. This "systems" orientation makes us equally comfortable with the development of facility and programmatic alternatives to dealing with criminal justice problems.

In working with clients, we use a "no surprises" approach in which clients review our work at each step of the way. This maximizes client feedback and sees that the end product is what the client needs and expects.

Professional Services

Project Management: VAI provides comprehensive project management services in the development of complex criminal justice projects. These services may include planning, pre-architectural programming, concept exploration, design assistance, transition management, document development, staffing analysis, facility and operational assessments, and staff training. VAI provides both a macro and micro view of the project. At the macro level, VAI develops a framework and process for project start through occupancy. This is done with local direction and responsiveness to resources, staff, and schedule. At the micro level, detailed action plans and monitoring systems are developed to provide project efficiency.

Planning: VAI provides needs assessment and master planning services that include mission and goal development, working with criminal justice planning and advisory committees, criminal justice trend analysis, client profile development, population forecasting, and assessments of facilities, sites, and programs. VAI also develops operational and strategic plans with agencies.

Pre-architectural Programming: In early programming work sessions, VAI helps clients make critical design decisions about operations, establish criteria for staffing, develop scenarios for key functions, and identify and describe facility spaces. In later work sessions, VAI works with clients to develop adjacency diagrams. VAI also assists in the development of estimates of probable construction and project cost and can provide staffing plans and operational cost estimates.

Design Assistance: VAI can help clients develop requests for proposals (RFP) and/or requests for qualifications (RFQ) for architectural services and assist clients in evaluating responses to the requests. During design, VAI works with the client to maintain the integrity of the Pre-architectural Program, verify compliance with relevant standards, and to develop Staffing Plans. VAI may use a Design Issues Workbook to track decisions made and issues to be addressed so they are not forgotten or misinterpreted.

Transition: Having been through the transition process ourselves, VAI has first-hand knowledge of the importance of planning for the move and facility start up. During this critical time, we help clients to create a transition plan, develop policy and procedure manuals, develop and provide training, plan the logistics of the move, and provide a wide spectrum of other services.

Document Development: VAI works with jurisdictions that need to update their policies and procedures. Typical document development projects include development of activity schedules, post orders, handbooks, and forms. VAI has helped jurisdictions develop standards, conducted nation-wide evaluations, written a variety of "how to" manuals for our clients, and developed planning publications for the National Institute of Corrections.

Staffing Analysis: The most expensive and essential item in any facility is its staff. VAI works with jurisdictions to develop staffing plans for new and existing facilities from programming through occupancy. Our staffing plans emphasize the importance of an efficient staffing pattern, as well as a shift relief factor/net annual work hours. However, we believe the most critical element in the development of a staffing plan is the process by which it is developed. By involving funding agencies in the process, we believe that we can increase the potential for implementation of the plan. VAI's roster management technique bridges the gap between traditional staffing analysis and effective scheduling.

Facility and Operational Assessments: Many jurisdictions cannot afford to build new facilities, so renovation and expansion of facilities are options that may need consideration. VAI can assist jurisdictions by providing both physical plant and operational assessments.

Training: Training is the key to an effective operation. VAI staff serves as trainers for the National Institute of Corrections Jails Division and National Academy of Corrections in a variety of areas including planning methods, staffing analysis, direct supervision, and management topics. VAI staff approaches projects as capacity building opportunities through practical training. Our transition projects include both classroom style and "hands on" simulation training for staff.

VAI Staff

John T. Milosovich, **Principal/Engineer,**

is a founding staff member of the National Institute of Corrections Jails Division and established both the National Academy of Corrections and the Information Center. While working for Jackson County, Missouri, he was responsible for a number of detention construction projects, Mr. Milosovich served as Assistant Director of Corrections and as a staff assistant to the County Executive. Mr. Milosovich has been with VAI since 1984. Mr. Milosovich holds a B.S. in Civil Engineering from the University of Missouri and a Masters of Public Administration from the University of Colorado.



Gail L. Elias, **Principal/Planner,**

is a former staff member of the Boulder County, Colorado Sheriff's Department, where she served as the Jail's Director of Research and Evaluation, and later as Captain of Administrative Services for the Department. As a former worker at a regional juvenile detention center in Rochester, NY, she developed and implemented programs for delinquent youth, including a new secure facility and group homes. Ms. Elias has been with VAI since 1980 and was a principal staff person of the Planning of New Institutions Program. Ms. Elias has a B.A. from Wells College, a Masters in Public Administration from the University of Colorado, where she completed doctoral work in Public Administration.



Project Locations/Clients

We believe that our clients are our strongest asset. VAI staff wants to thank our clients for selecting us to work with them to meet their needs.

Alabama: Etowah County, Mobile County, Tuscaloosa County

Arizona: Coconino County

Arkansas: Phillips County, Pulaski County

California: Monterey County, Northern District of California Probation, City & County of San Francisco, Sonoma County, San Mateo County

Colorado: City of Arvada, Adams County, Boulder County, City of Boulder, City & County of Broomfield, City & County of Denver, Eagle County, Town of Erie, Fremont County, Larimer County, Mesa County, Routt County, Summit County, Tri-County Facility (Montrose, Ouray, and San Miguel Counties), Weld County, City of Wheat Ridge, State of Colorado

Georgia: Chatham County

Idaho: State of Idaho

Illinois: Lake County

Iowa: Fourth Judicial District, Seventh Judicial District, Scott County

Kansas: Butler County, Franklin County, Lyon County, Pottawatomie County, Riley County, Saline County, State of Kansas

Kentucky: Jefferson County

Louisiana: Terrebonne Parish

Maryland: City of Baltimore, Talbot County, State of Maryland

Massachusetts: Barnstable County, Berkshire County, Franklin County, Hampden County, Middlesex County, Commonwealth of Massachusetts

Michigan: Ottawa County

Minnesota: Benton County, Chisago County, Clay County, Dakota County, Lake County, Mille Lacs County, Olmsted County, Ramsey County, City of Rochester, Scott County, Sherburne County, Stearns County, State of Minnesota

Missouri: City of St. Louis, Jackson County

Montana: State of Montana

Nebraska: Dodge County, Northeast Nebraska Juvenile Services, Sarpy County

Nevada: City of Las Vegas

New Mexico: Curry County, Roosevelt County, San Juan County

New York: City of Rome, Monroe County, Oswego County, Suffolk County, Warren County, Wright County

North Dakota: State of North Dakota

Ohio: Champaign County, Dayton, Ohio (St. Joseph's), Erie County, Franklin County, Hamilton County, Lorain County, Lucas County, Miami County, Montgomery County, Seneca County, Wood County

Oklahoma: Osage County, Rogers County, Tulsa County

Oregon: Clatsop County, Josephine County, Lane County, Multnomah County

Rhode Island: Town of Jamestown, Town of Little Compton, State of Rhode Island

Virginia: Greensville County, City of Emporia, City of Roanoke

Washington: Clallam County, King County, Skagit County, State of Washington

West Virginia: State of West Virginia

Wisconsin: Barron County, Pierce County, Sauk County, Trempealeau County

Wyoming: Carbon County, State of Wyoming

Federal: National Institute of Corrections (Jail Division, Prisons Division, National Academy of Corrections)

National Institute of Corrections Project Locations/Clients

Alabama: Calhoun County, Shelby County

Arizona: Maricopa County

Arkansas: North Little Rock

California: Camp Pendleton Detention Barracks, California State Sheriff's Association, Contra Costa County, Imperial County, Los Angeles County, Santa Clara County, Ventura County, Yuba County

Colorado: City and County of Denver, Gunnison County, Pueblo County

Delaware: State of Delaware, Delaware Correctional Center

Georgia: Fulton County, Loundes County

Idaho: Ada County

Illinois: Champaign County, Peoria County

Indiana: Johnson County, State of Indiana

Iowa: State of Iowa

Kansas: Fort Riley Detention Barracks, Shawnee County, State of Kansas

Louisiana: Lincoln Parish

Maine: State of Maine

Maryland: Harford County, Howard County, Washington County, Wicomico County

Massachusetts: City of Boston, Essex County, Commonwealth of Massachusetts, Massachusetts Sheriff's Association, Suffolk County

Michigan: Washtenaw County, Sanilac County, Shiawassee County

Minnesota: Becker County, McLeod County, Pope County, Redwood County, Renville County, Rice County, State of Minnesota

Mississippi: City of Holly Springs

Missouri: City of St. Louis, State of Missouri

Montana: Flathead County, Lewis and Clark County, State of Montana

New Hampshire: Coos County, State of New Hampshire

New Jersey: Camden County, Salem County, State of New Jersey

New Mexico: Bernalillo County, City of Grants, Doña Ana County, Lea County, San Juan County, Santa Fe County, State of New Mexico

New York: Onondaga County, State of New York

North Carolina: Camp Lejeune Detention Barracks, Vance County

North Dakota: State of North Dakota

Ohio: Champaign County, City of Parma Heights, City of Toledo, Franklin County, Hamilton County, Licking County, Trumbull County, Wayne County

Oregon: Clackamas County, Jackson County, Lane County, Marion County

Pennsylvania: Bradford County, Bucks County, Monroe County, Pike County

South Carolina: United States Naval Consolidated Brig Charleston

South Dakota: Brown County

Tennessee: Shelby County

Texas: Hidalgo County, Nueces County, Texas Jail Standards Commission, Travis County

Utah: Uintah County

Vermont: State of Vermont, Rutland County

Virginia: Montgomery County, State of Virginia

Washington: King County, State of Washington

West Virginia: Prunytown, Monongalia County, State of Virginia

Wisconsin: Kenosha County, Milwaukee (City), Milwaukee County, Racine County

Wyoming: State of Wyoming

International: Providence of Saskatchewan, Canada, Republic of the Philippines

Federal: National Institute of Corrections (Jail Division, Prisons Division, National Academy of Corrections, Offender Employment Initiative), Office of Juvenile Justice and Delinquency Prevention, Territory of Guam