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Wisconsin Department of Corrections
DOC MASTER FACILITIES PLAN
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DFDM #17K1N

DOC MASTER FACILITIES PLAN

NOVEMBER 30, 2020

FOR:



STATE OF WISCONSIN
DIVISION OF FACILITIES DEVELOPMENT AND MANAGEMENT (DFDM)
DFDM PROJECT NO. 17K1N

ON BEHALF OF:



DEPARTMENT OF CORRECTIONS
MADISON, WISCONSIN

REPORT SUBMITTED BY:



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1.0 EXECUTIVE SUMMARY

In April of 2018 the team of BWBR, Mead & Hunt, and CPMI was hired by the State of Wisconsin Department of Administration Division of Facilities Development and Management (DFDM) to provide master planning services in support of the Corrections Facilities Planning Committee. Master planning services involved evaluation of all Department of Corrections (DOC) facilities, Correctional Institutions and Correctional Centers, to identify significant needs and outline potential major projects to be considered for enumeration over a ten-year period looking forward from fiscal year 2019.

The goals of the study as identified by the Corrections Facilities Planning Committee, created through the 2017 Wisconsin Act 59, were focused on addressing the following issues:

- Aging Facilities
- Population Growth
- Evolving Inmate Health Care Needs
- Special Needs Inmates

In 2019, the study team under a new DOC administration developed the following set of strategic priorities to further guide the development of potential project approaches at various facilities:

- Priority #1 (Population) – Reduce population in a safe and responsible manner
- Priority #2 (Standards) – Strive for correctional best practices in new facility design and construction
- Priority #3 (Efficiency) – Reduce overall operational cost
- Priority #4 (Programming) – Expand Programming Services
- Priority #5 (Workforce) – Consider the viability of our most valuable resource
- Priority #6 (Reentry) – Locate facility space in accordance with evidence-based practice
- Priority #7 (Cost) – Balance prioritization of capital expenditures with fiscal responsibility
- Priority #8 (Classification/Capacity) – Establish a true picture of capacity

The core scope of the Master Facilities Plan study was the evaluation and assessment of existing DOC institutions and centers. This was done through conducting on-site tours or conference call evaluations of all existing institutions and centers, focusing on physical conditions, operational capacity, and bed space. Consideration was given to the lifecycle of existing institutions and the benefits of repair and maintenance contrasted with the cost of upkeep, lack of equipment replacement parts, and added value of modern facility designs.

The impact of inmate population count, current and projected, on facility operations and functional performance was to be addressed. Health Services units were to be evaluated as well as the facility features necessary to provide specialized medical care to address the growing number of inmates that require living or program accommodations, increased access to mental health care, and special needs associated with aging. Finally, a discussion of facility locations and the available workforce to support facility infrastructure and operations, with a point of emphasis on staffing needs.

Functional/Programmatic Performance scorecards were developed to rate how facility components perform in serving operational and functional needs. Projects Summary scorecards were developed for each facility to provide building by building project outlook recommendations ranging from 'no work', 'minor remodel', 'major remodel', to full replacement.

A number of aging facilities with acute conditions and performance issues were identified. Evaluations for the Green Bay, Waupun, Dodge, Taycheedah, Prairie du Chien, and Fox Lake institutions as well as the Robert E. Ellsworth Correctional Center were discussed at length and major project options investigated. Health Services units were assessed across the system and the Wisconsin Secure Program Facility and Stanley Correctional Institution were considered the facilities with the most acute need in the system. Bed capacity in the DOC system-wide and by security classification was investigated and debated. Conclusions drawn involved the current 100% full capacity of the system, numbers of 'contract beds' at county jails, and loss of flexibility in the system. Increased minimum security housing was determined as the greatest need, with medium security housing capacity currently good, and maximum security housing needing more replacement instead of expansion.

The outcome of the facility assessments and issue evaluations was to propose site-specific major project options with phasing recommendations and budgets to address departmental needs, goals, and strategic priorities. These projects when looked at singularly or in total attempted to address the DOC goals and strategic priorities. Some address the aging facilities, some address system population, some address inmate health care, and many proposed projects address multiple goals and priorities involving improving facility operations and efficiencies. No single order or ranking of projects was proposed. There are multiple ways and paths these could be used to address the DOC needs, and the menu of proposed projects was intended to provide options for DOC's long-term strategic planning.

The menu of project approach options was developed for male facilities by security level, health services upgrades, and female facilities. Project budgets were developed based construction costs in today's, April 2020 dollars. Project prioritization and schedule for implementation would be up to DOC internal planning efforts. Project budgeting would need to be adjusted in the future for project implementation timelines and phased approaches.

The following major project options were developed:

Minimum Security

- MIN.1 - 200 bed minimum security prototype housing located at existing institutions (\$24 million each)
- MIN.2 - Prairie du Chien minimum security conversion and expansion (\$141 million)
- MIN.3 - Lincoln Hills conversion to adult male minimum security institution (minimal cost TBD)

Medium Security

- MED.1 - Bed expansions at medium security institutions
 - A. Jackson 400 bed expansion (\$78 million)
 - B. New Lisbon 1,000 bed expansion (\$136 million)
 - C. Redgranite 1,000 bed expansion (\$145 million)
 - D. Fox Lake 1,300 bed replacement and 700 bed expansion (\$264 million)
 - E. Prairie du Chien 500 bed replacement and 500 bed expansion (\$164 million)

Maximum Security

- MAX.1 - Stanley conversion to maximum security (minimal cost TBD)
- MAX.2 - Dodge maximum security expansion and replacement (\$342 million)
- MAX.3 - Fox Lake conversion to maximum security (\$368 million)

Health Services Upgrades

- HSU.1 - New Health Services Unit addition at Wisconsin Secure Program Facility (\$14 million)

Female Facilities

- FEM.1 - Robert E. Ellsworth minimum and medium security replacement and expansion (\$135 million)
- FEM.2 - Taycheedah medium security replacement and expansion (\$91 million)

It should also be noted a previous master planning effort was completed in 2009 which provided extensive statistics, operational information, and long-range planning recommendations for each of the DOC sites. Since much of the information contained in the 2009 report was deemed to be substantially accurate and still applicable, it was decided that the current master planning effort would build on and supplement the 2009 report. Therefore, the 2009 master planning document should be considered a companion to this study.

2.0 PROCESS OVERVIEW

BWBR employed a workshop process for this study which consisted of several multi-day, collaborative working sessions with representatives of the DOC and DFDM. Three workshops were held in the summer and fall of 2018 with a participant team established by the DOC and prior administration. A High Priority draft report was issued for review in December 2018. With the change in DOC administration in 2019, a new participant team was assembled and the study restarted. New strategic priorities were identified. Workshops were held again in late summer and fall of 2019, with a concluding multi-day workshop in February 2020. Assessments of 38 designated DOC facilities were conducted through site visits and conference calls from the summer of 2018 to the summer of 2019.

2.1 GOALS

The original 2018 goals of the study as identified by the Corrections Facilities Planning Committee, created through the 2017 Wisconsin Act 59, were focused on addressing the following topics:

- Aging Facilities
- Population Growth
- Evolving Inmate Health Care Needs
- Special Needs Inmates

Evaluations were also to consider issues associated with workforce availability and implementation of potential major projects.

Aging Facilities

There are a number of aging facilities in the correctional system that are in need of varying degrees of upgrades. Waupun Correctional Institution, built in the 1850's, and Green Bay Correctional Institution, built in the 1890's, are the two oldest facilities in the system. While a number of significant upgrades have been completed at both institutions over the years, additional significant upgrades will be necessary in the coming years to keep them operational. Due to the age of the facilities and their location on tight, walled sites, upgrades will be difficult, disruptive, and costly. Unless upgrades include extensive demolition and reconstruction of existing housing, program, and support services buildings, they will not begin to achieve the safety, security, efficiency, and flexibility found in modern correctional institution design.

Parts of other facilities such as the original portion of the Dodge Correctional Institution and buildings at Taycheedah Correctional Institution that were all built in the 1910's do not serve the current needs of these facilities in terms of efficiency and safety, and require significant investment to maintain current inadequate operation. The State should carefully weigh the value of continuing to invest in aged, outdated facilities versus investing in replacement facilities that would improve safety and security, operational efficiency, energy efficiency, maintenance, flexibility, and quality of life for visitors, staff, and inmates.

There are other aging facilities considered in this study, dating to the mid 1950's and 1960's that are also in need of upgrades, but the age, location, layout, and population of these facilities make targeted program and utility upgrades more feasible. Facilities such as Fox Lake Correctional Institution, Prairie du Chien Correctional Institution, and Robert E. Ellsworth Correctional Center have immediate needs for housing and utility infrastructure upgrades to improve operations over the foreseeable future.

Population Growth/Housing Needs

Virtually every Institution and Center in the DOC system is operating over its design capacity through double-bunking single-occupancy cells, adding beds to multi-occupant rooms, and converting program spaces to living units. In addition, over 500 inmates are being housed in contracted county facilities. Overcrowding negatively impacts operational flexibility, stresses inmate programs and support functions, and places additional burdens on staff to maintain facility safety and security.

The study suggests that the most significant need in the system today is for minimum security housing. Adding minimum security beds will reduce overcrowding, alleviate pressure on both medium security and maximum security beds, and help to balance the system so inmates can more likely be housed in their designated classifications.

Using DOC projections for inmate population growth over the next 10 years suggests some additional beds will be required at all security levels. While these projections can vary widely based on outside factors such as legislation and sentencing guidelines, it will be important to consider future growth in prioritizing potential facility upgrades and expansions.

The newest facilities, Jackson Correctional institution, Redgranite Correctional Institution, and New Lisbon Correctional Institution, have been designed to modern correctional institutional standards and are able to accommodate future expansion of both medium and minimum security beds, providing opportunities to address both current and future inmate housing needs. Housing replacement at Fox Lake Correctional Institution could be sized to accommodate additional medium security beds and land around the facility could support minimum security housing. Land available around other facilities, including Stanley Correctional Institution and the Wisconsin Secure Program Facility, affords opportunities to expand minimum security housing near those institutions as well.

When considering adding bed capacity in the system, it is important to emphasize that housing expansions at any institution are likely to include the need to expand infrastructure, inmate support services, and programs to accommodate the additional population.

Health Services

Recognizing the need for improved health services facilities to address the needs of an expanding and aging prison population, the Department of Corrections has embarked on a program of upgrading, expanding, and constructing modern Health Services Units (HSU's) at several institutions over the past several years.

Facilities that have original health services units, including those at aging facilities at Green Bay and Prairie du Chien and at Wisconsin Secure Program Facility and Stanley Correctional Institution, are vastly undersized and inefficient, and are in need of major expansion and upgrades. However, the decision to do so at the oldest facilities should be made in conjunction with a determination of how much investment should be made at institutions in need of other major upgrades or replacement. Other facilities with less acute health care needs were identified where more minor remodeling and upgrading could be done to improve HSU functions and capabilities.

Special Needs

As the inmate population grows, so grows the number of inmates with special needs, be it health, age, or disability. Newer, modern facilities and facilities that have had major building upgrades in recent years have been designed to accommodate the special needs population, but aging facilities, both Institutions and Centers, rarely have the ability to accommodate this population. While this study doesn't focus on proposed projects specifically to address special needs inmates, any upgrades, remodeling, or replacements must be designed with this population in mind. Increasing the number of facilities that can accommodate special needs inmates will allow much more flexibility system-wide to accommodate an increasing number of inmates in all classifications, resulting in overall system efficiency and flexibility.

2.2 STRATEGIC PRIORITIES

In 2019, the new study team designated by the new DOC administration in association with BWBR developed a set of strategic priorities for the Department of Corrections. This was developed over the fall of 2019 and was used to re-evaluate previous study work and guide the development of project approaches at various facilities. The new strategic priorities were the following:

- Priority #1 (Population) - Reduce population in a safe and responsible manner
- Priority #2 (Standards) - Strive for best correctional practices in new facility design and construction
- Priority #3 (Efficiency) - Reduce overall operational cost
- Priority #4 (Programming) - Expand Programming Services
- Priority #5 (Workforce) - Consider the viability of our most valuable resource
- Priority #6 (Reentry) - Locate facility space in accordance with evidence-based practice
- Priority #7 (Cost) - Balance prioritization of capital expenditures with fiscal responsibility
- Priority #8 (Classification/Capacity) - Establish a true picture of capacity

Population

Realizing that population reduction may require changes in laws and sentencing guidelines beyond the DOC's control, policies will be examined that DOC can implement internally to reduce population or reduce the projected increase in population in a safe and responsible manner. The priority is to reduce overcrowding and provide operational flexibility by striving to operate facilities at 100% of capacity or less.

Standards

The DOC system should comply with correctional best practices for design and construction. Realizing that fully upgrading all existing facilities is not realistic, the goal is to comply with best practices for all new projects and strive to improve conditions at existing facilities as opportunities arise. One direct action would be the improvement of square footage per inmate in existing cells. Reconfiguring the smallest cells in the system to be only single occupant would bring facilities closer to correctional best practices. However, the reduction of some facility capacities may not be practical in the short term in relation to other priorities.

Efficiency

Operational costs can be reduced through greater efficiency of staff and systems, as well as through scale of facilities and consolidation. Future projects should consider improving required staffing levels through building design and the use of high efficiency mechanical and electrical systems. The priority is to reduce the overall costs of long-range DOC facility operations.

Programming

The priority is to expand programming services and continue to improve facilities that provide for programming and vocational space to better prepare inmates for reentry. New projects need to address the changing inmate population and provide accessible space for relevant educational and vocational programs.

Workforce

The current DOC system is facing many moderate to extreme staffing challenges. Any major site expansions or relocations need to assess workforce accessibility and capacity. The priority is to consider workforce trends and availability in any new projects. This goal needs to be addressed in relation and context to other driving priorities.

Re-Entry

With any major site expansions or relocations, projects should account for the evidence-based practice of engaging local support in the community upon release. The proximity of support systems and community resources should be considered to improve facility engagement and better inmate outcomes.

Cost

The DOC should follow spending strategies that balance project and facility priorities with fiscal responsibility. The priority is to have budgeting and funding requests designed to maximize monies allocated to achieve the most benefit to departmental needs. Cost will be a consideration in all other DOC goals.

Classification/Capacity

The DOC should establish an understanding of true overall DOC system capacity and the number of beds needed in each classification. The true 100% bed capacity of each facility should be defined. These numbers may be somewhere in between original design capacity of the facility and current facility population numbers. The DOC is working on a new inmate classification tool to reduce over-classification and develop a better picture of the needs of each of the minimum, medium, and maximum security levels. The priority is to establish a meaningful position of need related to current bed capacity.

2.3 SITE EVALUATIONS AND ASSESSMENTS

Evaluation of each DOC facility involved a site visit with a team of architects and engineers (A/E) and, in some cases DOC and/or DFDM representatives. Each site visit was formatted as follows:

- **Initial interview with Warden and key staff** - This interview allowed the Warden and staff to identify known deficiencies, chronic problems, anticipated issues, and what works well relative to the grounds and facilities that support their operations. During this interview the Warden was asked to provide information related to workforce availability and challenges.
- **Institution Tour** - The A/E team toured each institution conducting evaluations of the site and buildings relative to overall condition and their performance relative to meeting the needs of their assigned activities or programs. During the tours the A/E team completed summary scorecards that were developed to provide an overview of both functional and programmatic performance and building conditions. The scorecards were shared with the Warden in advance of the tours in order to obtain input from the facility on conditions at the institution. Examples of each of the scorecards are included below.
- **Follow-up meeting with Warden and key staff** - Following each tour the A/E team met again with the Warden and key staff to review and discuss findings and seek clarifications if necessary.

Condition/Function Assessment Scorecard

This scorecard evaluated the overall institution based on how the campus and facilities perform relative to serving the program needs; alignment with current standards such as Wisconsin Administrative Code - Department of Corrections chapters, American Correctional Association (ACA) Standards, and building, life safety, and accessibility standards (see evaluation considerations below); and providing the overall required campus infrastructure.

Example: Condition/Function Assessment Scorecard - Fox Lake Correctional Institution (FLCI)

Program Spaces	1	2	3	4	5	Field Notes
General Population Housing	x					End of useful life, small cells, small dayrooms, limited visibility
Special Housing-Segregation				x		Good condition
Special Housing-Barracks		x				Intended as temporary housing, buildings could be repurposed
Recreation			x			Ample space, needs infrastructure improvement
Health Services					x	New, good condition, could use more exam rooms
Foodservice (Kitchen/Dining)					x	New, good condition
Laundry				x		Adequate
Religion					x	
Education					x	
Administration				x		Old, could use some interior finishes refurbishment
Vocational					x	Ample space, good condition
Treatment/Chemical Dependency					x	Adequate
Intake				x		
Maintenance				x		Ample space
Visitation				x		Ample space, good condition
Master Control					x	New, good condition
Shipping/Receiving					x	
Warehouse					x	New
Central Plant	x					Old, past end of useful life
Public Lobby					x	New, good condition
Badger State Industries (BSI)					x	Good space

Code	1	2	3	4	5	Field Notes
ACA				x		Cells and dayrooms too small, not enough toilets and sinks
PREA				x		Adequate, privacy at toilets and showers could improve
IBC			x			Lack of fire sprinklers, stairs and railings not compliant
ADA	x					Major lack of accessible toilets, and site accessible routes

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC		X				Many systems are original and failing (65 yrs old)
Controls		X				Old pneumatic controls, some DDC but no centralized system
Plumbing/FP			X			Aging systems and fixtures
Electrical		X				Many original panels require replacement
Telecommunications						
Security Electronics		X				System by 3 different vendors. Upgrade to single GUI recommended

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking		X				Pavement replacement needed
Perimeter Security					X	Recently upgraded. NLEF exists.
Lighting					X	
Electrical Distribution					X	Recently upgraded.
Domestic Water Distribution	X					Water main leaks, increasing frequency
Sanitary Service			X			Leaks/failures are occurring. Repairs have been made in some areas
Steam Distribution		X				Leaks & failures have been occurring to both steam & HW distribution
Stormwater Control			X			Roofs drain to grade causing localized flooding

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition



Projects Summary Scorecard

This scorecard evaluated individual buildings and their systems based on observed conditions, age, and performance relative to their intended or assigned uses. The scorecard identifies each individual building at the site along with its age and overall size in square feet. Each building is scored in the "Project Outlook Column" using four colored scoring categories. Within each colored box a letter designation indicates the discipline (type of work/upgrades) informing the scoring assignment. The scoring categories are generally defined as follows:

- **No Work** - Buildings in this category are generally newer and without significant infrastructure or operational issues identified by DOC staff or A/E Team.
- **Minor Remodeling** - Buildings in this category generally have building wide issues with an infrastructure system, code/ADA compliance, or layout that can be remedied with a minor remodeling project, defined as a project that can likely be executed without significant impact to occupancy during construction.
- **Major Remodeling** - Buildings in this category generally have major infrastructure system deficiencies due to age and/or condition. These buildings generally have multiple mechanical/electrical system replacement needs requiring large areas of the building to be unoccupied during construction.
- **Replace** - Buildings in this category generally have all of the characteristics described under Major Remodeling, plus significant building-wide layout or structural deficiencies. In other words, replacement is reserved for facilities that will require extensive remodeling of systems and significant reconfiguration of space to address the identified issues.

Example: Projects Summary Scorecard - Fox Lake Correctional Institution (FLCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Warehouse	2015	10,456				AME
Building B - Administration, Visiting	1960	39,016		ME	S	A
Building C - Lobby	1996	9,510		S	M	AE
Building D - General Population, Housing #3	1960	25,164	A	E	MS	
Building E - General Population, Housing #6	1960	25,164	A	E	MS	
Building F - Segregation Housing - Unit 8	1992	18,305		A	AMES	
Building G - Vehicle Storage		3,600			MS	AE
Building H - Chapel	1960	6,630		ME	S	A
Building I - Food Service / Laundry / HSU	1960	84,196		S	AME	
Building J - Academic Education	1960	52,863		AME	S	
Building K - General Population, Housing #2	1960	25,164	A	E	MS	
Building L - Recreation / Canteen	1962	32,326		AME	S	
Building M - Shop / Industry / Maintenance	1962	101,943		ME	S	A
Building N - General Population, Housing #4	1960	25,164	A	E	MS	
Building O - General Population, Housing #1	1960	25,164	A	E	MS	
Building P - General Population, Housing #5	1960	25,164	A	E	MS	
Building Q - Multipurpose Building	2002	5,814			S	AME
Building R - Temporary, Barrack Housing #10	1999	11,900		AS	ME	
Building S - Temporary, Barrack Housing #9	1996	11,900		AS	ME	
Building T - Maintenance / Grounds Storage	1972	3,168				AM
Building U - Central Control	1996	1,867			AES	
Building V - Gatehouse / Vehicle Sallyport	1982	725			A	
Building W - Vehicle Sallyport					S	AE
Building X - Greenhouse	1998	4,200				A
Total Square Foot		549,403	150,984	340,774	34,007	23,638
Percentage of Total Square Footage			27%	62%	6%	4%

Severity Key	High	Medium	Low
			
Discipline Key	<ul style="list-style-type: none"> A Architecture M Mechanical/Fire Protection/Plumbing E Electrical S Security Electronics 		

2.4 EVALUATION CONSIDERATIONS

The intent of this study is to provide a general understanding of major deficiencies at each institution. Evaluations were focused on identifying potential large-scale facility liabilities and projects involving major infrastructure systems replacement or major facility replacement or remodeling projects. Therefore, detailed information on small and/or isolated remodeling, individual systems or equipment replacement or upgrade projects, or other maintenance related projects have not been included. Generally, unless a project involves an entire building or system, or the majority of a building or system, it has not been identified in the scope of this study. It is assumed a pre-design effort will be required for each potential project identified, which will provide more specific scope, schedule, and budget information for enumeration requests.

It should also be noted a previous master planning effort was completed in 2009 which provided extensive statistics, operational information, and long-range planning recommendations for each of the DOC sites. Since much of the information contained in the 2009 report was deemed to be substantially accurate and still applicable, it was decided that the current master planning effort would build on and supplement the 2009 report. Therefore, the 2009 master planning document should be considered a companion to this study.

Evaluations were formatted to provide a general understanding of changes in conditions since the last major Facilities Study in 2009, and a “high-level” understanding of conditions and potential liabilities at each site. These evaluations were not intended to represent comprehensive facility assessments, but rather a summary of A/E team observations and input received from representatives from each site, complemented by the facility documentation made available to the A/E team regarding ages of facilities and improvements made to them since 2009.

The scoring data contained in the evaluation scorecards is informed by the professional judgement of the A/E team based on experience with similar facilities/systems and is heavily influenced by their understanding of best practices for facilities of these types and current applicable design standards including:

- **The Wisconsin Administrative Code** – The code includes chapters specific to the Department of Corrections that specify minimum design and construction requirements. Chapter DOC 350, titled Jails, provides standards for the physical environment of county jails and houses of correction that are similar to State correctional environments.
- **American Correctional Association (ACA) Standards** – The American Correctional Association publishes nationally recognized standards designed to enhance correctional practices for the benefit of inmates, staff, administrators, and the public. Although the Wisconsin DOC is not seeking ACA accreditation, the ACA standards provide excellent guidelines for the design of correctional facilities. The applicable ACA publication is the Standards for Adult Correctional Institutions, Fourth Edition, with revisions per the ACA 2018 Standards Supplement.
- **Prison Rape Elimination Act (PREA)** – PREA was enacted by Congress to address the problem of sexual abuse of persons in the custody of U.S. correctional agencies. The Act applies to all public and private institutions that house adult or juvenile offenders and is also relevant to community-based agencies. It addresses both inmate-on-inmate sexual abuse and staff sexual misconduct.
- **International Building Code (IBC)** – Since 2001, Wisconsin’s commercial building code has been based on the IBC. As of May 1, 2018 Wisconsin, has adopted the 2015 edition of the IBC.
- **Americans With Disabilities Act (ADA)** - The ADA became law in 1990. The ADA is a civil rights law that prohibits discrimination against individuals with disabilities in all areas of public life. The purpose of the law is to make sure that people with disabilities have the same rights and opportunities as everyone else.

The age of the various infrastructure systems (especially mechanical, electrical, security electronics) heavily influenced the evaluations for each facility. Based on the information available, systems were identified as requiring replacement or upgrades if they were at, or beyond, their expected useful life based on industry standards, unless information was provided to the A/E team indicating improvements or upgrade have been made to address the aged systems.

It should be noted that a formal or published set of Wisconsin DOC design standards does not currently exist. Development of such design standards in the future should be considered by the DOC to allow more streamlined and objective evaluations and meaningful comparisons between various sites/facilities.

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3.0 KEY POINTS

Information gathered as part of system wide facility evaluations and assessments was brought into discussions at DOC central office with the study team. A number of issues and key points emerged that would guide the development and critique of major project proposals.

3.1 AGING FACILITIES

An original goal when the study began was to evaluate and address aging facilities. The previous master facilities assessment in 2009 had identified many aging facility concerns. While some improvements have been made at a few facilities over the years, evaluations for this study were performed and suggested that many of the deficiencies identified in 2009 still exist today. Some of these conditions have remained the same, while some have become worse. A few aging facilities stood out with particular acute needs and varying potentials. These became the focus for potential major projects.

Green Bay and Waupun

With the primary buildings dating back to the 1800's, Green Bay Correctional Institution (GBCI) and Waupun Correctional Institution (WCI) represent the two oldest correctional institutions in Wisconsin. The maximum security housing at GBCI and WCI was opened in the 1800's with 50 square foot cells designed for single occupancy. Today, most of these same 50 square foot cells are being used for double occupancy, are not ADA compliant, present operational challenges, and do not meet current correctional facility standards such as ACA Standards for Adult Correctional Institutions for either single occupancy or double occupancy. The main cell house configurations at these facilities are multi-story cell tiers which require significant vertical circulation for inmates and staff. There is a lack in adjacent common dayrooms for inmate use and functional inefficiencies with showers located off the units. In the long term, new maximum security housing is needed to replace aging, undersized, existing maximum security housing at these facilities. In the short term, consideration should be given to reducing populations at GBCI and WCI if possible to allow for more single occupancy cells.

Both GBCI and WCI are well past 100 years old and contain significant amounts of aging buildings and infrastructure. The cost to operate and maintain these facilities are not in line with other more modern institutions in the system. Evaluation and planning for eventual replacement of both these facilities is needed. Although WCI is generally older than GBCI, there are factors suggesting GBCI should be considered a higher priority for replacement. More significant recent investments have been made in the WCI campus infrastructure, thus reducing risk of failure in these systems. WCI has a slightly better operational layout, reducing inmate movement and associated risks with such movements. For example, housing units have adjacent shower facilities whereas GBCI requires movement of inmates through the center of the facility to a centralized shower facility.

Although GBCI is being identified as the replacement priority between the two sites, both are at or nearing the end of their useful lives, and planning for the eventual replacement of WCI should also be considered in long-range planning.

Dodge and Taycheedah

Two facilities, Dodge Correctional Institution (DCI) and Taycheedah Correctional Institution (TCI) have portions of their campuses dating back to the early 1900's. Both sites began as turn-of-the-century hospital and treatment facilities and were eventually taken over by the DOC and converted to modern correctional institutions in the 1970's. A number of buildings from the original early 1900's facilities were converted to correctional functions and are still in use at these institutions. In the case of DCI, half the male maximum security facility is old converted buildings being used for housing and support functions. In the case of the female maximum and medium security facility TCI, there are two main original buildings that were converted and still being used as medium security housing.

These buildings are all multi-story and have inefficient layouts. They do not meet ADA accessibility needs. [REDACTED] narrow corridors, and lack of fire sprinkler systems. Windows [REDACTED] and are thermally inefficient. The mass masonry exterior wall construction without insulation makes these building hotter in the summer and colder in the winter than other buildings at these institutions. Mechanical and electrical systems in these buildings are older and generally cost more to operate than the more modern buildings on these campuses.

Serious consideration should be given in long range planning to removing and replacing these old and outdated buildings at DCI and TCI. The potential expansion projects at these sites could provide opportunities for these replacements.

Prairie du Chien

The Prairie du Chien Correctional Institution (PDCI) is also a converted campus with a previous use. The PDCI site began as a Jesuit high school and college in late 1800's. The last school on this site closed in 1975. The DOC purchased the property twenty years later in 1995 and converted it to be a juvenile correctional institution with eventual conversion to an adult male medium security facility more recently in 2003. PDCI only has three building that were purpose-built for the correctional institution. All other campus buildings are old school structures that have either been repurposed or never used. Three significant buildings on campus are vacant with two, the Old Chapel and Marquette Hall, being in such difficult condition that reuse is not feasible and demolition is recommended.

Old original buildings at PDCI have the usual functional layout compromises with multiple stories and narrow corridors. They do not meet ADA accessibility needs with the lack of elevators, and accessible routes and fixtures. Mechanical and electrical building systems and campus-wide infrastructure are old and need increased maintenance and eventual replacement.

While PDCI is one of the smallest male institutions at 500 inmates, the facility has one of the best workforce conditions and strong support in the local community. The site is at a crossroads and is likely not making the most of its favorable conditions. Old buildings should be demolished and replaced with new more modern correctional specific design. Strong consideration should be given to PDCI in long-range planning to remaking this facility in place with the potential for population expansion and/or conversion medium to minimum security level.

Robert E. Ellsworth

The female minimum security facility, Robert E. Ellsworth Correctional Center (REECC), is located on the campus of the Southern Wisconsin Center (SWC). REECC was created through the appropriation and conversion of a SWC treatment building originally built in the 1950's into a correctional facility in 1989. Building additions were added in the 1990's to improve support functions. The main 1954 building has many of the functional difficulties of other older inherited buildings in the system. It is multi-story with narrow corridors, [REDACTED], poor thermal performance, and lack of fire sprinkler system. Interior finishes and building mechanical and electrical systems have required extensive ongoing repair and maintenance.

The REECC site has potential with a workforce and available land for a better performing facility. Consideration should be given to replacing the old, outdated, and low functioning 1950's main building with multiple newer more modern configuration female housing buildings. REECC has the potential to expand its population and both minimum and medium security classifications with additional buildings and fencing. Long range planning for the adult female system should evaluate opportunities to remake the REECC facility.

Fox Lake

The Fox Lake Correctional Institution (FLCI) is unique in the DOC system as a purpose-built medium security correctional facility constructed in the 1960's. FLCI was designed with what were innovative concepts at that time for a correctional facility: an open campus of buildings with free inmate movement, multiple smaller one story housing buildings, expansive indoor and outdoor recreation facilities, large educational programs, vocational programs, and industry spaces. The forward-thinking design concepts have held up well over the years. However, the quality of original construction has not fared as well.

The over 50-year old original campus mechanical and electrical infrastructure is in difficult shape and is requiring significant ongoing repairs and maintenance. Building mechanical and electrical systems are also in need of upgrades and replacements. While the campus support buildings are in better condition and functional, the housing buildings appear to be in the worst condition with functional challenges. There are structural issues with the masonry screens outside building walls. There are thermal inefficiency and comfort issues with the original exterior wall and window construction. Units have small bedrooms that were originally intended for single occupancy and are now double occupancy. Due to this, original common dayroom space and toilet/shower facilities are undersized. Structural and systems issue fixes will require significant funding, but would not likely address the thermal and functional performance of the housing buildings. A cost-benefit evaluation of repair or full replacement of the facility housing buildings should be part of long-term planning.

While FLCI has ongoing significant staffing challenges, the facility still has much potential for continued DOC system use. Campus support buildings are in reasonably good condition and have ample space to support a large inmate population. There is space available inside the secure perimeter fence and a large amount of adjacent open land on the State property. While a needed major makeover of the FLCI facility is likely to be very costly, there is potential to expand and reset the institution for the long term. With a full housing replacement, there is also potential to convert FLCI to another security level classification, possibly maximum security. Consideration in long-term planning should be given to requesting funding for major projects at FLCI to protect the DOC's investment in this site and provide better operational future use.

3.2 HEALTH SERVICES AND SPECIAL NEEDS

Another original goal of the study was the evaluation of facility health services and meeting the needs of an increasing number of aging, disabled, and mentally ill inmates. Most of the sites evaluated as part of this study had Health Services Units (HSU) that were deemed adequate or better. A number of HSU facilities were brand new or under construction including institutions at Columbia, Fox Lake, Oshkosh, Racine, and Taycheedah. Stanley Correctional Institution (SCI), Wisconsin Secure Program Facility (WSPF), Green Bay Correctional Institution (GBCI), and Prairie du Chien Correctional Institution (PDCI) had Health Services Units deemed inadequate for the population being served at these sites. Both GBCI and PDCI are aging facilities and face other campus wide challenges. Planning for new HSU's at these facilities should be done in the context of broader needs and the future outlook of these sites. If major projects are pursued at these institutions, consideration should be given to including HSU upgrades. The need for a new HSU at SCI has been identified by the DOC and a funding request to make this an active project was initiated during the progress of the study. That leaves WSPF as the primary facility with an acute health services need. It was discussed that mental health services/programs should also be considered when programming new Health Services Units.

Another original goal discussion was the shortage of housing and facilities for what were termed 'assisted needs' inmates. Assisted needs housing was defined as housing for inmates with various physical and mental health challenges, and should be incorporated into any new housing project. This may be accomplished through integration of a portion of the assisted needs population into a number of housing expansion projects, or through the addition of housing that is dedicated to those with assisted needs. In addition, new HSU projects should be programmed to provide services unique to the assisted needs population. While there are a number of facilities with ADA accessible housing accommodations, there exists a particular lack of accessibility at the GBCI and WCI maximum security institutions. One potential future project for long-range planning consideration would be an assisted needs maximum security housing unit at Columbia Correctional Institution.

3.3 CORRECTIONAL CENTER SYSTEM

The Correctional Center system was evaluated mostly through multi-hour conference calls with center staff and leadership. A few select sites were visited in person. Overall the Center system is in reasonably good condition with less acute needs than DOC institutions. There are numerous minor maintenance and upkeep issues at many centers, but major facility overhauls are not indicated.

The main functional issues with the Correctional Centers relate to the fact that almost all sites are operating over, and in many places double, the original inmate population design capacity. Most Center housing was designed for single occupancy bedrooms, that are almost all double occupancy currently. Support function such as food service, program space, and recreation are now undersized due to increased populations. All Centers are managing to make do, but either increasing support function capacities or lessening site populations would improve facility environments and performance.

Study discussions were had regarding the potential for DOC facility consolidation and reductions to decrease overall system operating cost. While current system capacity and populations do not indicate that consolidations or reductions are feasible or desirable, especially in institutions, the Correctional Center system may have the possibility of reduction and consolidation if system minimum bed capacity is increase and overall system populations decrease. Long-range planning should consider this and could identify Centers that may be candidates for consolidation or reduction to help guide future investment.

3.4 BED CAPACITY ANALYSIS

A number of Study team discussions revolved around DOC total system bed capacity and current inmate populations. Nearly all facilities in the system are at or over 100% of their bed capacities. There are also approximately 500 'contract beds' where DOC inmates are living in county jail facilities. These contract beds do not provide the same support and programming that inmates at DOC facilities receive. There is a desire to be able to bring these inmates into the DOC system where they could be better, and more cost effectively housed.

With the system continuously running at full or over capacity, flexibility is being lost. The male reception center at Dodge Correctional Institution (DCI) does not always have the ability to move inmates out to other facilities once their orientation process is complete because bed availability is so limited. This causes inmates to 'back up' at DCI, which in turn causes delays in moving sentenced offenders from county jails into the DOC system. A similar effect is occurring in the women's facilities and at the female reception center at Taycheedah Correctional Institution (TCI).

Another loss in flexibility is at the inmate classification level. There are significant numbers of classified inmates living in facilities of a higher classification than their current status. This means that many minimum security classified inmates are living in medium security institutions and numbers of minimum and medium security classified inmates are living in maximum security institutions. The totally full nature of all facilities impedes the ability to move inmates around to a facility that best meets their classification and needs. The numbers of 'mismatched' inmates were gleaned from DOC data.

The DOC system has experienced consistent year over year growth in population in the past with some very recent leveling off. Any annual increases in overall inmate population exacerbate all bed capacity and flexibility issues. The current administration is committed to finding ways to flatten inmate population growth and ultimately reduce overall system population. Inmate population status and trends will inform DOC priorities, budgeting, and major project decisions.

Male Bed Capacity

Through discussions with the Study participant team and staff out at individual facilities, a framework was advanced of the following key points regarding male bed capacity to inform the development project approach options:

MINIMUM SECURITY BEDS

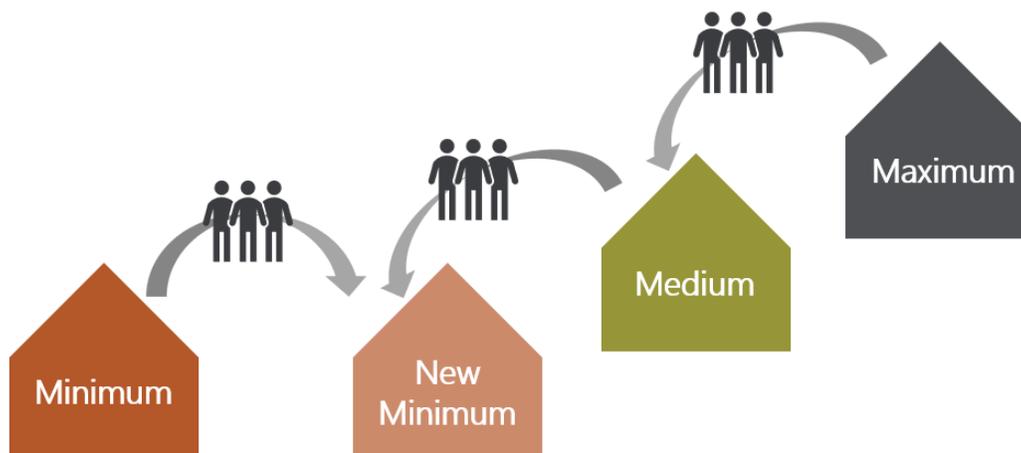
- The DOC has a current shortage of approximately 800 male beds in the minimum classification. The addition of minimum security beds will have the greatest impact on system wide bed needs. Minimum security beds also cost less to construct than the other, higher classifications.
- The DOC currently has an additional approximately 500 contract beds in county jails housing DOC inmates. Most of these inmates are minimum security classified.
- Potential conversion of Lincoln Hills to a minimum security facility in response to Act 185 has the potential to provide an additional 450-500 minimum security beds.
- Several existing DOC sites have the potential to support new minimum security housing on available land outside secure perimeter fence of these facilities.

MEDIUM SECURITY BEDS

- Due to the shortage of minimum security beds, a portion of the existing medium security beds are currently being occupied by classified minimum security inmates. The addition of minimum security beds will allow existing medium beds to be reassigned to inmates classified as medium, thus reducing the overall need for new medium beds. Current classification numbers of medium security inmates and the 100% bed capacity of male medium institutions are roughly the same, meaning the existing medium capacity is good.
- Several existing DOC Institutions have been designed for, or provide opportunities for, future medium housing expansions. These may be needed to replace medium beds lost to medium security institutions that may be reclassified, whole or in part, as either minimum or maximum facilities.

MAXIMUM SECURITY BEDS

- Currently there is not a shortage of maximum security beds if all the existing maximum security beds could be assigned to maximum security inmates. Due to the shortage of minimum security housing beds, there are minimum inmates taking up space in medium security institutions which in turn has required some medium security classified inmates to live in maximum security institutions. Current classification numbers of maximum security inmates would suggest that there is the potential of approximately 300 'extra' beds available in maximum security institutions if all medium and minimum classified inmates were moved to other facilities of their classification.
- The maximum security housing at Green Bay Correctional Institution (GBCI) and Waupun Correctional Institution (WCI) was opened in the 1800's with 50 sf cells designed for single occupancy. Today, many of these same 50 sf cells are being used for double occupancy, are not ADA compliant, present operational challenges, and do not meet current DOC requirements or American Correctional Association (ACA) Standards for even single occupancy cells. Therefore, maximum security housing is needed to replace aging, inefficient, undersized, existing maximum security housing, but not to increase capacity to meet today's demand.
- DOC maximum security housing has more need for bed replacement than expansion in capacity. Expansion projects for maximum security housing would be used to reduce populations at GBCI and WCI to improve their living environments and potentially ultimately replacing them altogether.



Female Bed Capacity

The DOC total adult female population has ranged from approximately 1,400 to 1,600 over the past two years. The three women's facilities face the same challenges as the men's in running at either full or just over 100% capacity.

The following is a summary of the housing conditions observed and/or discussed at each female facility:

- Taycheedah Correctional Institution (TCI) houses all medium and all maximum classified female inmates. TCI was originally designed to house 650 female inmates and they are currently housing about 900. An inmate population of 800 would be more appropriate based on their current buildings and staffing. All housing has been double bunked or converted to multiple person rooms except for restrictive and special management housing units. Included in the overall facility population are 340 inmates living in two very old buildings (1918 Harris Hall and 1931 Addams Hall) that have been converted into correctional housing. Some group rooms and an office space in these buildings have needed to be converted to house 6 to 12 females each. These conversions were done to accommodate increasing numbers and are not preferred situations.
- Robert E. Ellsworth Correctional Center (REECC) houses minimum security classified female inmates. There are approximately 450 inmates at REECC, including around 70 inmates in work release programs. There are 84 beds in a newer D Unit Annex building built in 1997 that are in good condition. The rest of the 370 facility beds are in the old Ellsworth Hall building built in 1954 and converted into female inmate housing in 1989. The converted housing in this old building does not match the preferred configurations of the newer housing and should be considered for replacement. When this facility nears its bed capacity, needed adjustments are made by converting three-person rooms into four-person rooms, and converting a former apartment for visiting families into an eight-person dormitory.
- The Milwaukee Women's Correctional Center (MWCC) houses approximately 100 minimum security classified female inmates. MWCC, built in 2003, generally functions well, and its location in Milwaukee affords this facility many work release opportunities in the local community.

Generally, these women's facilities are at or above their intended capacities. Planning for adding some additional bed capacity for the adult female population should be considered in long range departmental planning. With any plan to expand REECC, consideration should be given to including medium security beds to alleviate pressure on TCI.

4.0 PROJECT APPROACH OPTIONS

The potential project approach options identified in this report are based on a combination of A/E team observations through review of existing documents and site visits and development during workshops and meeting with the DOC study teams. A wide variety of major project options were discussed, critiqued, and winnowed down to the final list presented in this report.

These options are being provided as potential approaches to address the original goals and new strategic priorities outlined previously. They are being provided in a “menu” format, with associated considerations and cost information to allow the DOC to select projects based on the departmental priorities. The A/E team is not prioritizing or recommending specific options for potential enumeration in the current budget cycle in this report. It is understood that project implementation, timelines, and phased approaches will be determined by DOC internal planning efforts.

All proposed major project options were developed by the A/E team in broad narrative descriptions of project components. These narratives included potential phasing of some options. The base narrative document used to generate cost estimating is in the report Appendix. Project narratives for this report are ‘high level’ and are intended to provide a basis for budgeting purposes. If project approach options or parts of options are selected by the DOC to move forward toward requests for enumeration, they should be studied further to clarify scope with greater detail to inform final budget requests. All cost estimating and budget information in this report was done in today’s dollars, April 2020. This provides a consistency for costs across all projects to enable comparisons and analysis between options or groups of options. The cost management report documenting the cost estimating effort for all project approach options is in this report in the Appendix.

4.1 MAJOR PROJECT CONSIDERATIONS

Where an approach option includes significant increases in space/inmates, such as adding housing capacity to an Institution, the A/E team has acknowledged anticipated core facility (food service, education, health services, etc.) or infrastructure (heating/cooling plant, power, sewer, etc.) upgrades or expansions are required to accommodate the increase in space/inmates.

Where options include significant increases in facility space and/or population, consideration should be given to the impact on municipal infrastructure, especially in small communities. Although the cost estimates provided for these options includes allowances to address these costs where anticipated, the time it takes for municipalities to design and construct these systems should also be considered as a potential limiting factor for project initiation.

While local workforce and staffing considerations were generally taken into account in developing approach options, projects that include significant increases in facility size and population will require assessment of additional staffing needed for expanded operations and workforce viability evaluation.

While developing these options, consideration was given to long-term solutions only. Therefore, none of these options include short-term solutions such as temporary housing/barracks.

Project approach options are grouped by adult male facilities, health services upgrades, and adult female facilities. The male facility options are broken down further into the security classification levels minimum medium, and maximum. Where a facility is proposed to change its security classification, that option is grouped within the resulting security level options. The groupings are intended to help understanding of which needs each approach option addresses in the DOC system.

Some project approach options will require other options to be done in conjunction in order to maintain proper overall DOC system capacities. Examples would be if a medium security institution is converted to a either a minimum or maximum security institution, an additional project from the medium security options menu would need to be pursued to ‘replace’ the medium security beds that are ‘lost’ by the reclassification of a facility.

Concepts for project phasing have been indicated for larger more complicated approach options. The proposed phasing is based on A/E team discussions and logical sequences of construction, either in order to maintain operations at a facility and/or to break up the project into potential multiple enumeration requests. Phasing proposed is not absolute and should be investigated and clarified further when options are chosen to be pursued. There may be potential for projects to be broken up into more phases or phase scopes of work revised to better match available funding.

There is one approach option that simply reclassifies an existing medium security institution, Stanley, with no associated building projects and proposes only that the institution 'as is' house maximum security inmates instead to become a maximum security institution. Cost estimating is not provided for this option as there is no major 'cost' to the transferring of inmates from one facility to another. However, the medium security beds 'lost' in this reclassification option would need to be replaced somewhere else in the system, potentially by a medium security facility expansion option. The cost of that project chosen would be the true cost of this approach option.

There is one approach option that converts an existing DOC juvenile facility, Lincoln Hills, with no associated building projects into an adult male minimum security institution. No cost information is provided for this option as it is assumed that Lincoln Hills is 'move-in ready' for the designated adult population. There may be some minimal associated move-in costs in reallocating staff, furniture, and equipment, but it is assumed that these costs could be borne by the department and not require a funding request for enumeration.

4.2 APPROACH OPTIONS

Adult Male Institutions - Minimum Security

MIN.1 200 Bed Minimum Security Housing Prototype Building to be located outside secure perimeter at existing Institutions

A housing expansion option is to build a Minimum Security Housing Facility just outside the perimeter of existing medium security institutions. Since this minimum housing would be adjacent to an existing institution it would not need many of the full-service components like medical, food service, industry, warehouse, central plant mechanical/electrical, etc.

The concept is to provide a building that contains dormitory style housing of 200 beds. Beds would be in large open rooms with day spaces, and adjacent group toilet and shower rooms. There would also be core support functions such as a small food service servery where food from the main institution could be delivered and served, group meeting rooms, small classrooms and library, weight/exercise room, security staff offices/toilets/breakroom, and storage. There would also be two small outdoor recreation spaces containing picnic tables, handball courts, and basketball courts.

The building would have a small receiving area on the back side with access road and concrete paved area. There would be a parking lot with 50 vehicle spaces located in the front of the building. The outdoor recreation yards would be surrounded by standard chain link fencing.

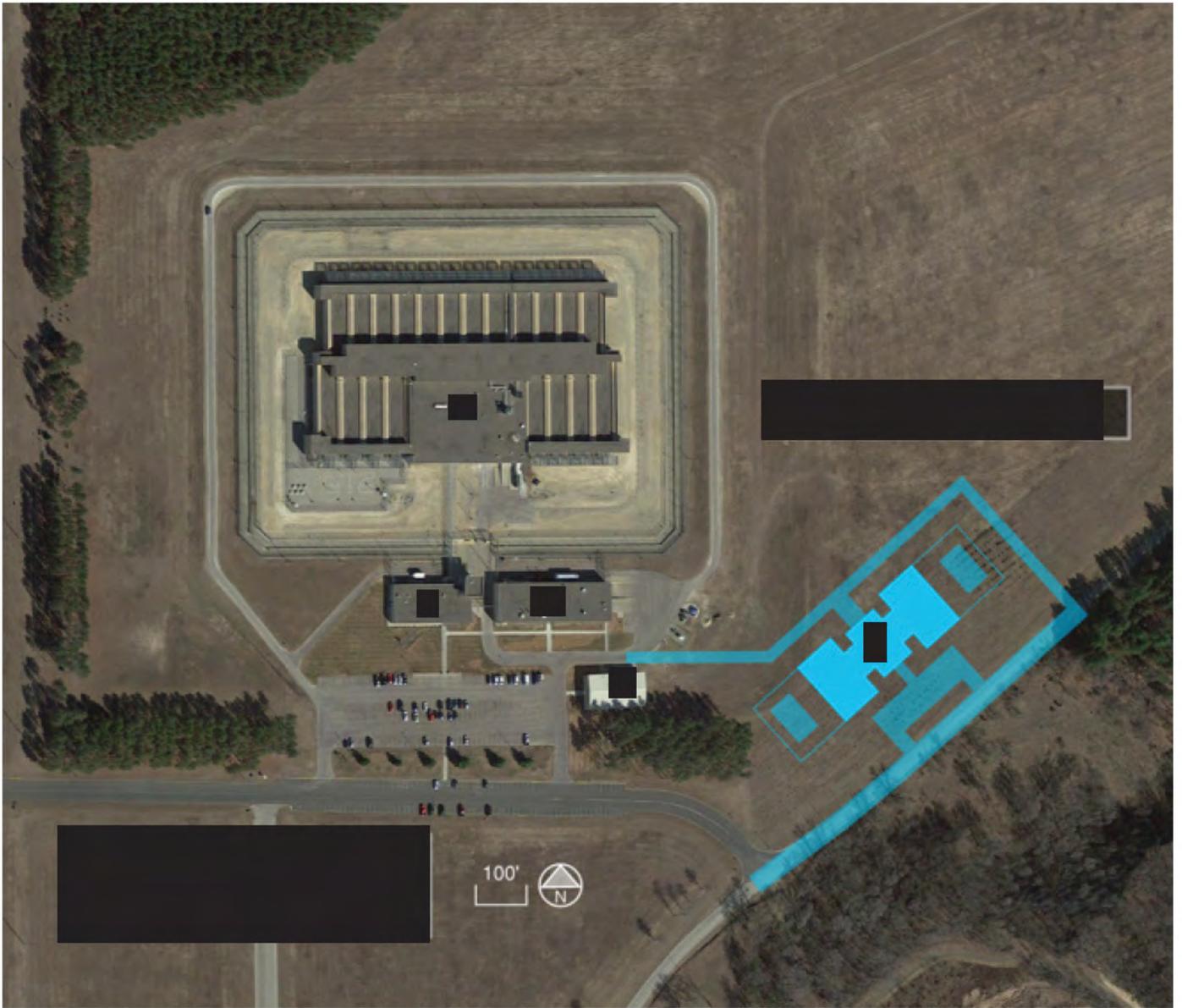
Mechanical and Electrical utility services could be stand alone and separate from the main existing institution, or the potential for instead tying into the main facility central plant could be investigated depending on the institution sites chosen. The building would have a separate security electronics system with CCTV cameras, door control, and monitoring, intercom and paging that would be tied into and displayed at the main institution's central control.

This potential minimum security housing would be located on current state property and could make efficient use of the infrastructure already in place at the adjacent medium security institution. This housing would also provide a minimum security inmate workforce for the existing institution's outside perimeter grounds keeping and outside perimeter building maintenance. These minimum security inmates would also provide potential work-release program personnel for employers in the local community.

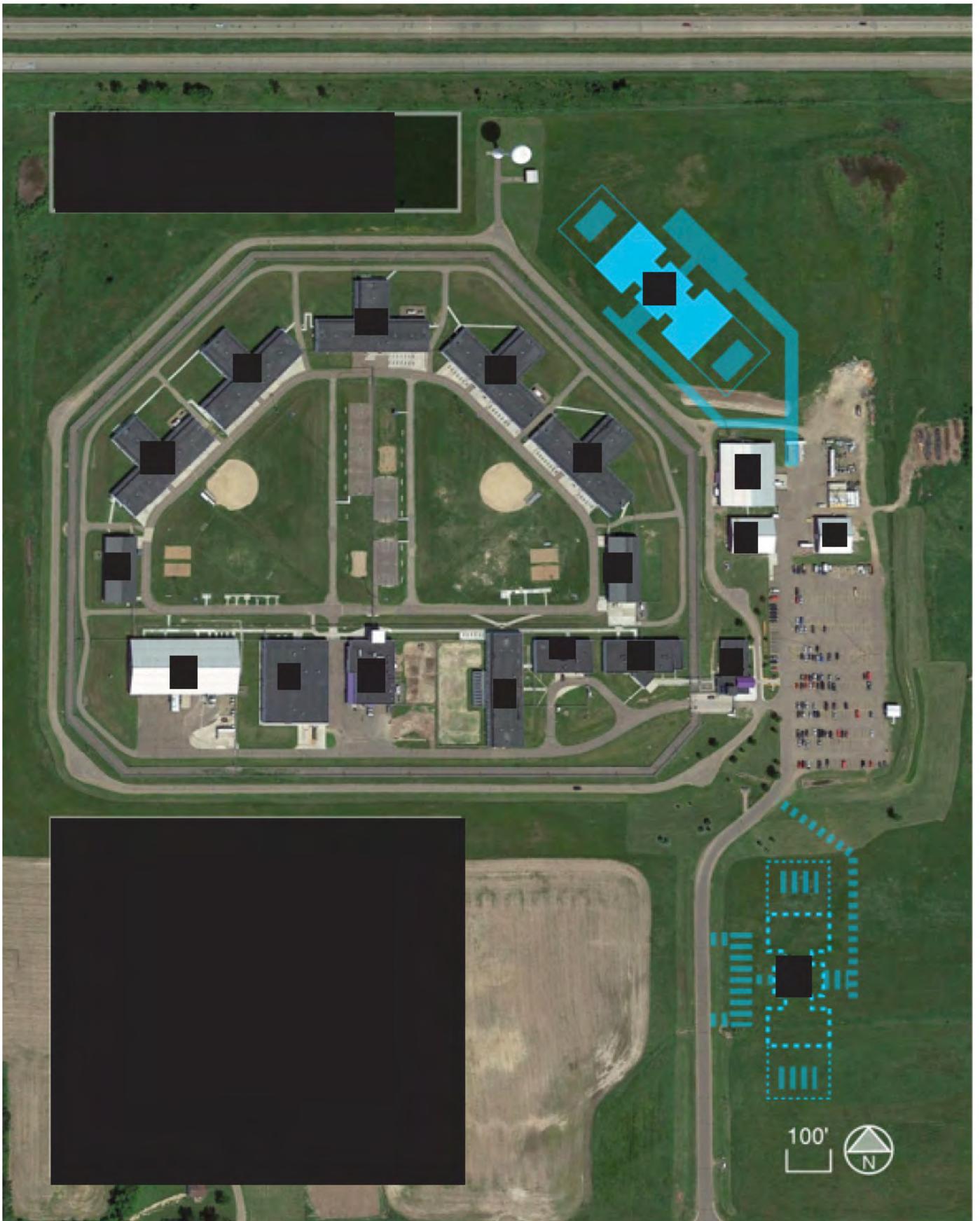
Potential sites currently identified are at the medium security institutions at Jackson, Stanley, Prairie du Chien, and the maximum security institution WSPF. The facility described above would be the same at all institutions. Sitework and utility infrastructure will be different and will need to be tailored to each specific site condition.



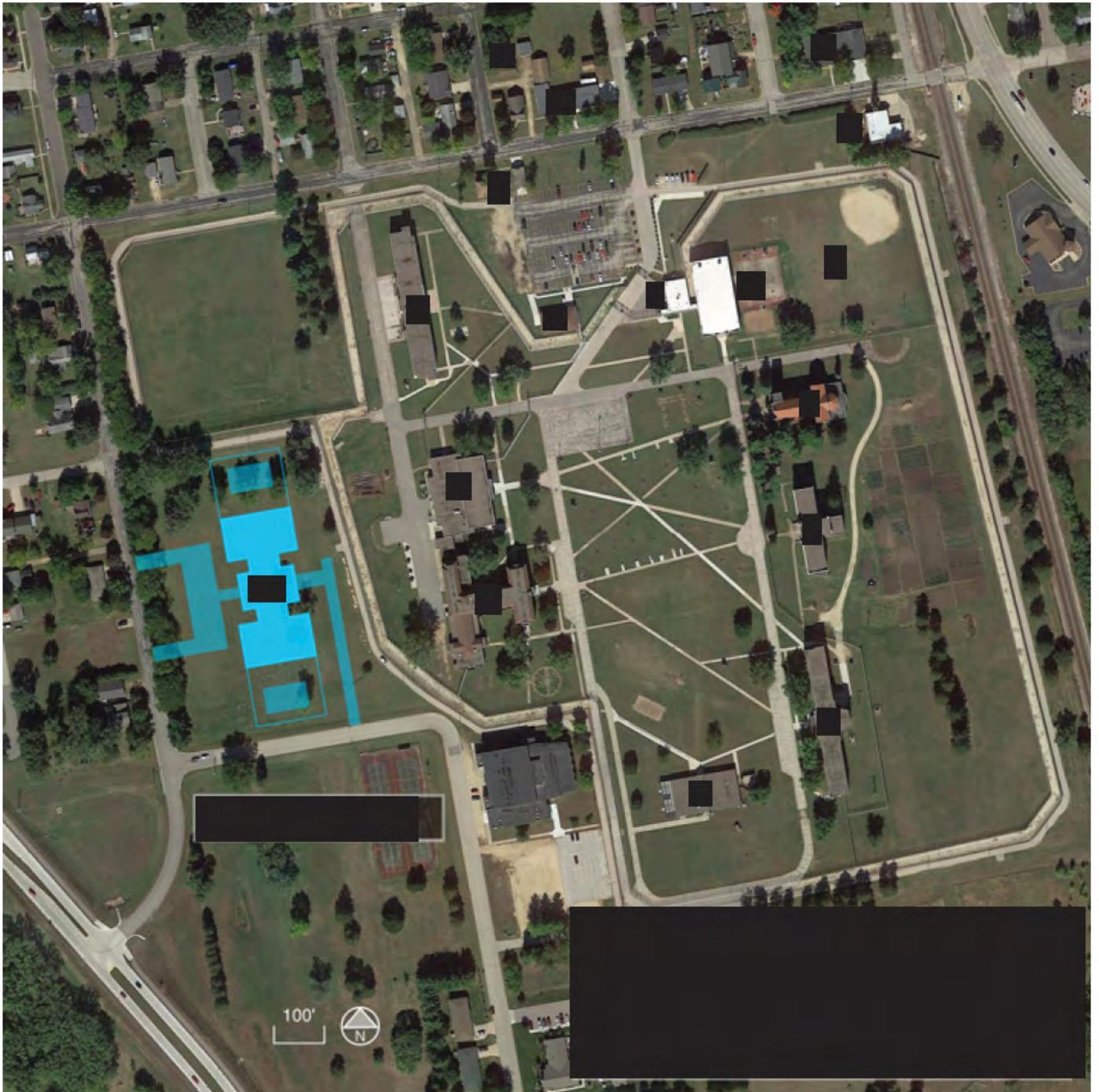
Jackson Correctional Institution



Wisconsin Secure Program Facility



Stanley Correctional Institution



Prairie du Chien Correctional Institution

MIN.1 - OPTION BUDGET

The following is a cost for the Minimum Security Housing Prototype project. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MIN.1 - Minimum Security Housing Prototype

A. Construct 200-bed dormitory style minimum security housing building	Total	\$24,124,100
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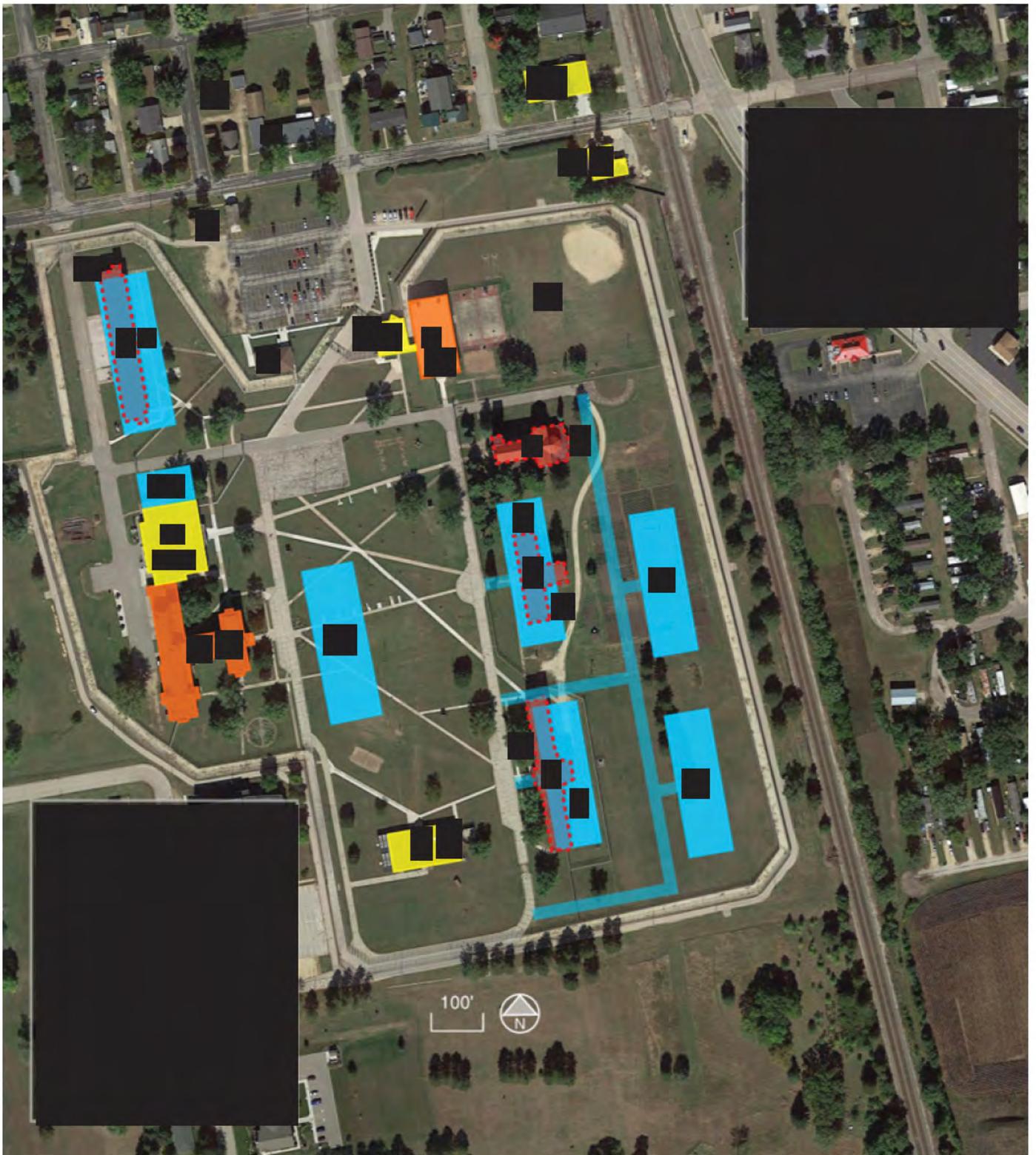
MIN.2 Convert Prairie du Chien to minimum security facility, build 800 dormitory style beds to replace all existing beds and expand by 300 with major facility renovation

This option is to add minimum security bed capacity to the DOC system through a major renovation and conversion of the existing Prairie du Chien Correctional Institution (PDCI) located in the city of Prairie du Chien, in Crawford County. To improve the overall long term viability of the PDCI facility, major investment is needed to replace and upgrade aging infrastructure and buildings. Old original prep high school buildings on the campus that are aging and have functional and operational challenges should be removed and replaced. A potential major renovation of this campus presents an opportunity for the DOC to consider a possible security classification change to this institution. PDCI is a 500 bed medium security institution. Currently, male minimum security beds are the most pressing need in the DOC system. The potential exists to convert the facility to a 'fenced' minimum security institution as part of a major renovation, and in doing so potentially expand the inmate population to 800. This would be accomplished by replacing all current housing at PDCI with open dormitory style housing units that are more appropriate for minimum security level. A major advantage of this approach over a major renovation that keeps PDCI as a medium security facility is that the dormitory style minimum housing buildings are much less expensive to build than the larger preferred medium security housing buildings with multi-tier 'dry' cell units arranged in wings.

In order to accommodate a larger inmate population, some support function capacities will need to be increased. The existing central Dining and Food Service building would need to be expanded. A new support building would be constructed for expanded Education and Health Services Unit. These would replace old, outdated spaces in one of the original school buildings. A new Industry/Warehouse building would be constructed to provide inmate employment opportunities and better facility operations. The strong local community support for the institution could also provide potential off-site work release programs that are better suited to a minimum security population than medium security inmates that would not qualify.

Major investments are needed to improve the aging mechanical and electrical infrastructure on this campus. Significant replacements and upgrades are current facility needs. A major renovation at this campus would provide the opportunity to make these infrastructure improvements and allow for capacity expansions of the Central Plant to be sized to accommodate a larger inmate population an any potential future expansion plans.

This approach option would 'add' 800 minimum security beds to the DOC system. However, technically 500 medium security beds would be 'lost'. Those medium security beds would need to be replaced somewhere else in the DOC system, potentially with an expansion at another existing DOC medium security institution. There are several medium security institution expansion approach options in this report from which to choose. Costs for that medium security expansion would need to be factored into this option approach. An advantage of this PDCI scenario is the relative low number, 500, of beds that would need to be 'replaced' at the medium security level, and the relatively high number, 800, of minimum security beds added to the system. While this option requires a significant major investment to be made at this facility, the current conditions at PDCI dictate a large investment is imperative regardless, in order to allow this campus continued operation and guarantee its long term viability. This approach option puts a twist on that major investment and attempts to address the bed priorities for the larger DOC system.



Prairie du Chien Correctional Institution

MIN.2 - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Prairie du Chien Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MIN.2 – Prairie du Chien Minimum Security Conversion and Expansion

Phase 1

A.	Demolish vacant Chapel building	\$198,900
B.	Demolish vacant Marquette Hall	\$692,900
C.	Construct three new 200 bed dormitory style housing buildings	\$62,033,400
D.	Expand Food Service/Dining with new building addition	\$3,426,800
E.	Construct new Education/Vocational and Health Services Unit building	\$11,993,800
F.	Add additional steam boiler and upgrade steam distribution system	\$3,510,000
G.	Upgrade/replace mechanical systems in approximately half of the buildings campus wide	\$12,246,000
H.	Replace HVAC controls campus wide	\$1,736,800
I.	Replace electrical distribution, lighting, and fire alarm systems at Indoor Recreation (Gym) building	\$1,049,100
J.	Replace existing overhead primary electrical services and construct underground primary services sized to accommodate existing and new buildings	\$975,000
K.	Add pad-mounted switchgear and distribution system for primary electrical service	\$3,900,000
L.	Provide new secondary electrical services to serve (3) new 200 bed dormitory buildings	\$650,000
M.	Provide new secondary electrical service for new Education/Vocational and Health Services Unit buildings	\$650,000
N.	Replace all security electronics systems campus wide	\$1,683,500
O.	Provide new underground pathway and cabling to South Housing	\$650,000
P.	Replace existing copper and fiber communications cabling routed in tunnel system from Boiler House to South Housing	\$975,000
	Phase 1 Total	\$106,371,200

Phase 2

A.	Demolish existing North Hall	\$1,063,400
B.	Construct new Warehouse/Industry building	\$11,137,100
	Phase 2 Total	\$12,200,500

Phase 3

A.	Demolish existing South Housing	\$1,315,600
B.	Construct one new 200 bed dormitory style housing building	\$20,677,800
	Phase 3 Total	\$21,993,400

Grand Total	\$140,565,100
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MIN.3 Convert Lincoln Hills to adult male 600 bed minimum security institution

The current co-located DOC juvenile facilities, Lincoln Hills School and Copper Lake School for Girls, located southeast of the town of Irma in Lincoln County, are scheduled to close per Wisconsin legislative action. The juvenile residents are to be moved to other facilities in the State to continue court-ordered sentences or treatment. A vacated Lincoln Hills School campus presents an opportunity for the DOC.

This option would be to take over the existing DOC facility at Lincoln Hills and convert it to a fenced minimum security adult male institution. This facility could potentially accommodate 600 beds using the existing buildings and infrastructure. It is anticipated that little work would need to be done initially to make this an adult DOC facility. Any 'project' costs required for move in could potentially be covered by operating and/or other all-agency funds. No major renovation projects are proposed at this time.

The major caveat with this option is that the availability of this facility is dependent on decisions made regarding the state juvenile corrections and treatment systems. It remains unclear when juvenile offenders will be moved out to other locations and when Lincoln Hills will actually 'close' as a juvenile facility.



Lincoln Hills School & Copper Lake School

Adult Male Institutions – Medium Security

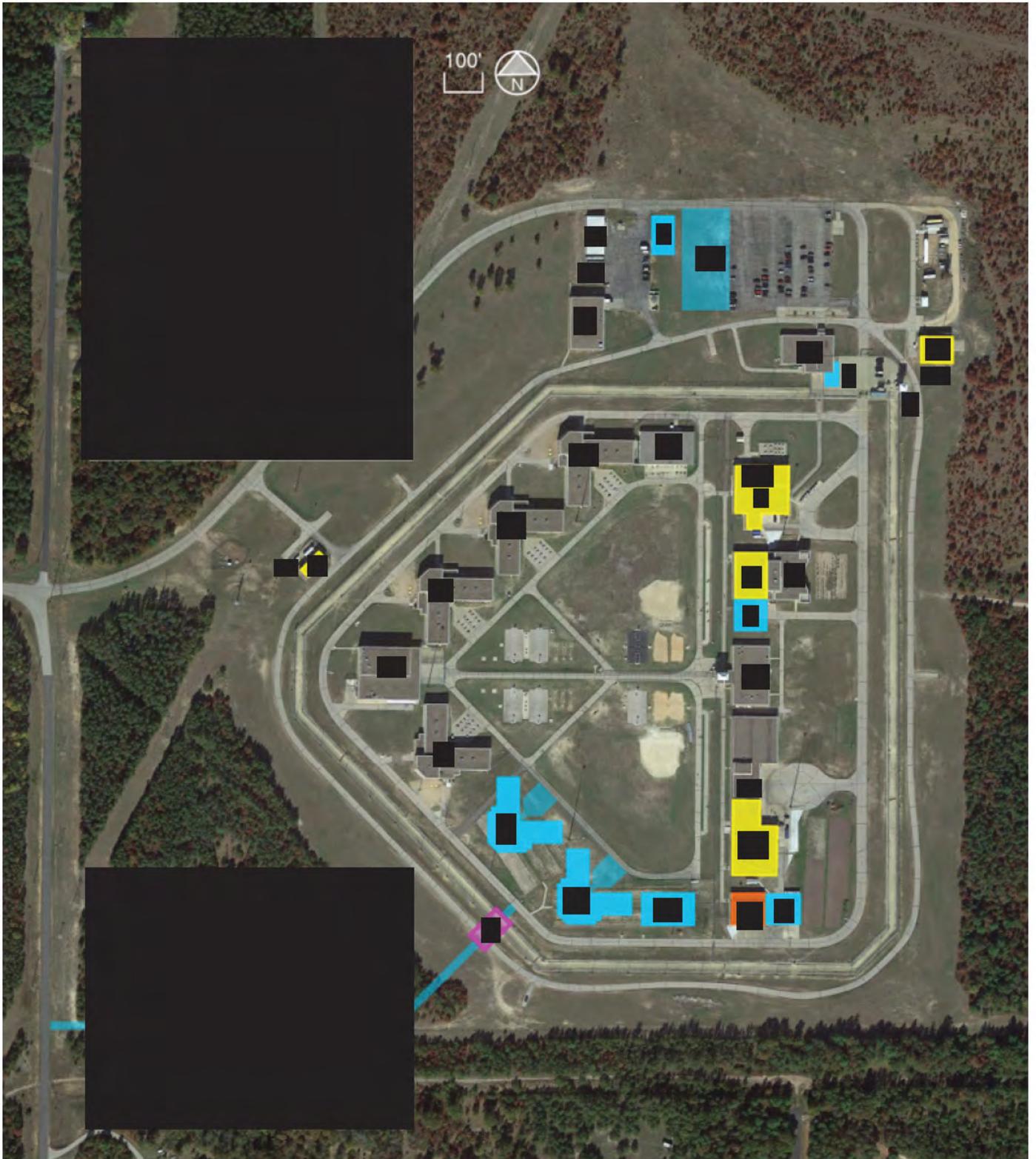
MED.1 Add between 400 and 1,000 medium security beds to DOC system to reduce jail contract beds and replace beds reduced in maximum security institutions

MED.1A 400 bed expansion at Jackson

This option is to add medium security bed capacity to the DOC system at existing Jackson Correctional Institution (JCI) located near the city of Black River Falls, in Jackson County. While there is a large amount of state property east of the facility secure perimeter, there is room within the current secure perimeter for expansion. The original design of the facility was planned to have two additional housing buildings on the south end of the central outdoor recreation area. There is open space sized for two new housing buildings intended to match the existing housing buildings. Piping and infrastructure are currently in place in this area for connection to the new housing buildings. The inmate population could be increased by 400 beds from 1,000 to 1,400 inmates.

Since the existing facility has maximized use of most of its current building square footage, a housing expansion would require some associated expansions of core support functions. A new core support building with group rooms and education spaces would be needed as well as building additions to the health service area and maintenance building. The electrical generator building would need upgrades and a new boiler and pumps could be installed in the existing central plant building to accommodate the expansion. Recreation space, both indoor and outdoor, food service, and industry spaces appear to be able to handle the increase in inmate population.

The newness and efficiency of the current facility along with the planned open space for additional housing buildings make JCI an attractive location for medium security housing expansion. While the addition of only 400 inmates to this institution is not as significant an expansion as could occur at some other facilities, this smaller population increase would be less taxing on local municipal water and waste treatment facilities. One significant challenge to this expansion is that nearly all construction would take place within the secure perimeter. Temporary secure construction fences would need to be installed to separate inmates from the construction site. A second truck gate in the secure perimeter would need to be constructed in order to maintain the daily function of the current perimeter vehicle gate.



Jackson Correctional Institution

MED.1A - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Jackson Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MED.1A - Jackson Expansion

Phase 1

A.	Construct new Truck Gate at existing south perimeter fence	\$343,200
B.	Expand Health Services Unit with new building addition	\$3,357,900
C.	Remodel existing Health Services Unit space	\$3,426,800
D.	Expand Maintenance/Vocational with new building addition	\$3,341,000
E.	Replace HVAC control systems campus wide	\$3,252,600
F.	Install additional boiler and pumps for expansion at Central Plant	\$479,700
G.	Replace rooftop air handling units at barracks dormitory housing building	\$244,400
H.	Replace HVAC at Bakery	\$425,100
I.	Replace refrigeration systems at Kitchen freezers and coolers	\$75,400
J.	Replace copper piping that is failing in all areas	\$975,000
K.	Extend heating hot water piping loop to new housing buildings	\$812,500
L.	Improve climate control in the guard towers	\$390,000
M.	Upgrade generator paralleling switchgear for redundant high performance PLCs	\$685,100
N.	Add individual motor lock-out controls for hot water pump VFD	\$3,900
O.	Expand switchgear lineup to serve normal utility and generator distribution systems for new Phase 2 buildings	\$97,500
P.	Upgrade security electronics system door controls, video surveillance, and monitoring campus wide	\$4,907,500
Q.	Replace all analog cameras with IP cameras	\$455,000
	Phase 1 Total	\$23,272,600

Phase 2

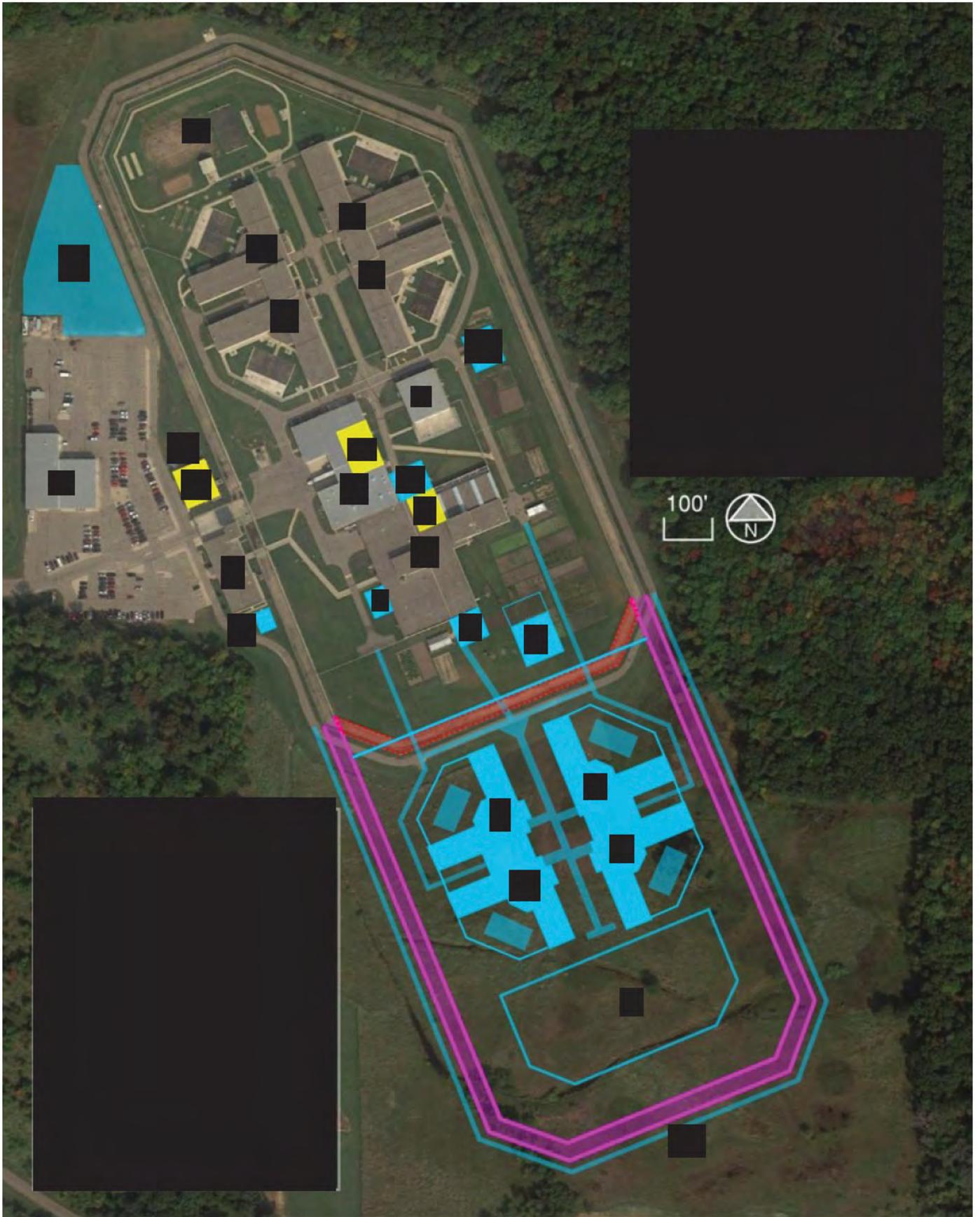
A.	Construct two new 202 bed / 104 cell housing buildings (dry cells)	\$45,312,800
B.	Construct new Programs building	\$5,756,400
C.	Expand Armory with building addition to existing Administration/Gatehouse building	\$712,400
D.	Construct new Vehicle Maintenance building	\$2,262,000
E.	Expand staff parking lot	\$445,900
	Phase 2 Total	\$54,489,500
	Grand Total	\$77,762,100

MED.1B 1,000 bed expansion at New Lisbon

This option is to add medium security bed capacity to the DOC system at existing New Lisbon Correctional Institution (NLCI) located in the city of New Lisbon, in Juneau County. There is a large amount of state property land south of the facility secure perimeter. This land was planned for development of a major expansion of the institution. This land area has room for an expansion of the secure perimeter that could accommodate two new medium security housing buildings and an outdoor recreation yard. The inmate population could be increased by 1,000 beds, from 1,000 to 2,000 inmates.

Most of the building program areas were intended to be sized for the planned future expansion, so there are fewer required expansions of support functions. However, there are some facility components that would need to have square footage added in order to serve an increased inmate population. These program functions would be health services, vocational, maintenance, education, indoor recreation, and visitation. A new electrical building would need to be constructed for expansion of the main electrical system and a new boiler and pumps could be installed in the existing central plant building to accommodate the expansion.

While the newness and efficiency of the current facility along with the adjacent land availability make NLCI an attractive location for medium security housing expansion, there are a few factors that detract from this potential. The south area of the site has soils issues, and contains a small creek and defined wetlands. A significant earthwork effort would be needed to mitigate the wetlands and unsuitable soil conditions in order to make this a proper buildable site for the potential expansion. Also, the city of New Lisbon is small with a population of only around 2,500. The addition of 1,000 inmates could potentially overload municipal utilities and require upgrades and expansions to the city's wastewater treatment plant, and domestic water service infrastructure.



New Lisbon Correctional Institution

MED.1B - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at New Lisbon Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MED.1B - New Lisbon Expansion

Phase 1

A.	Construct new Maintenance building	\$1,885,000
B.	Remodel existing Maintenance area into expanded vocational spaces	\$1,045,200
C.	Construct new Indoor Recreation (Gym) building	\$4,111,900
D.	Construct new Electrical building	\$770,900
E.	Expand Health Services Unit with new building addition	\$2,159,300
F.	Remodel existing Health Services Unit spaces	\$1,502,800
G.	Expand Education with new building addition	\$2,052,700
H.	Expand Visiting with new building addition	\$1,233,700
I.	Upgrade/Replace HVAC control systems campus wide	\$3,257,800
J.	Install additional boiler and pumps for expansion	\$479,700
K.	Replace buried hot water heating piping campus wide and extend to new housing units	\$3,250,000
L.	Add air conditioning to the housing officer control stations	\$130,000
M.	Upgrade site stormwater management	\$650,000
N.	Add sanitary screening facility	\$1,300,000
O.	Provide new electrical utility and generator distribution local to expansion site	\$1,170,000
P.	Add IP cameras IP cameras and expand video management system	\$455,000
Q.	Upgrade systems capacity for door control and monitoring, intercom and paging to serve entire campus with existing facilities and new Phase 2 buildings	\$5,149,300
R.	Provide wetlands mitigation for site expansion area	\$650,000
	Phase 1 Total	\$31,253,300

Phase 2

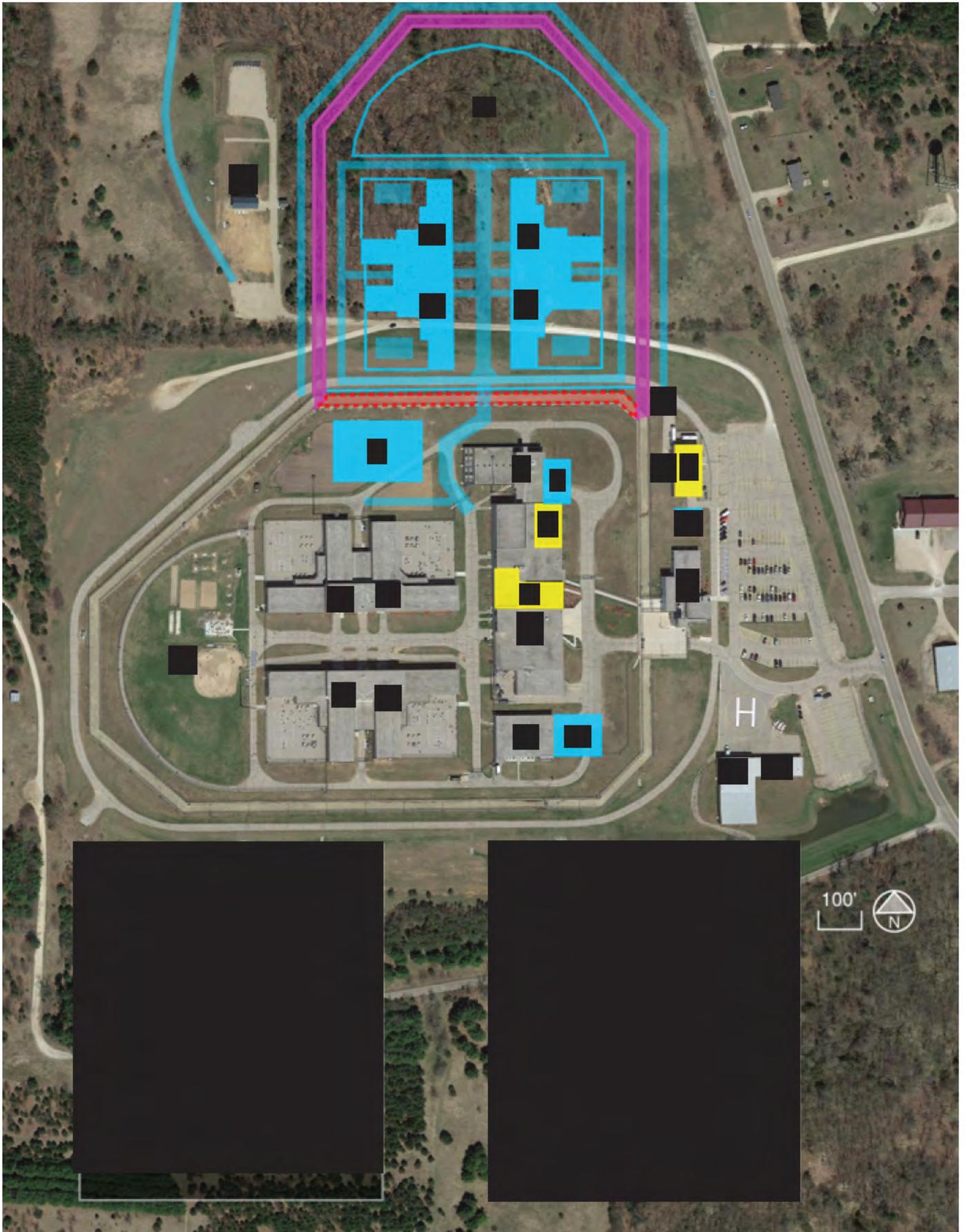
A.	Construct two new 500 bed / 250 cell housing buildings (dry cells)	\$101,384,400
B.	Construct new outdoor recreation area	\$1,097,200
C.	Expand perimeter fence	\$998,400
D.	Remodel existing south perimeter fence to single nuisance fence with three gates	\$175,500
E.	Expand existing staff parking lot	\$747,500
F.	Add perimeter cameras and monitoring system to expanded secure perimeter fence	\$362,700
	Phase 2 Total	\$104,765,700
	Grand Total	\$136,019,000

MED.1C 1,000 bed expansion at Redgranite

This option is to add medium security bed capacity to the DOC system at existing Redgranite Correctional Institution (RGCI) located in the village of Redgranite, in Waushara County. There is a large amount of state property land north of the facility secure perimeter. While this area has some grading challenges with an earth berm and rolling topography, this land could be developed for a major expansion of the institution. The space between the road and an existing facility shooting range is adequate for an expansion of the secure perimeter that could accommodate two new medium security housing buildings and an outdoor recreation yard. The inmate population could be increased by 1,000 beds from 1,000 to 2,000 inmates.

Since the existing facility has maximized use of all its building square footage, a housing expansion would require associated expansions of core support functions. A new core support building with group rooms, education spaces, a chapel, and a second gymnasium for indoor recreation would be required. Additions to the food service building and health services area would be needed to increase capacities of these program functions. A new electrical building would need to be constructed for expansion of the main electrical system and a new boiler and pumps could be installed in the existing central plant building to accommodate the expansion.

While the newness and efficiency of the current facility along with the adjacent land availability make RGCI an attractive location for medium security housing expansion, there are a few factors that detract from this potential. The workforce challenges are particularly acute at this institution and acquiring personnel for a near doubling of the staff will be difficult. Also, the village of Redgranite is small with a population of only around 2,200. The addition of 1,000 inmates would likely overload municipal utilities and require upgrades and expansions to the village's wastewater treatment plant, and domestic water service infrastructure.



Redgranite Correctional Institution

MED.1C - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Redgranite Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MED.1C – Redgranite Expansion

Phase 1

A.	Construct new Electrical building	\$2,056,600
B.	Construct new Core Support building with Education, Indoor Recreation (Gym), and Training spaces	\$11,042,200
C.	Remodel existing Core Support building vacated spaces into expanded Visitation and Programs spaces	\$3,770,000
D.	Expand Health Services Unit with new building addition	\$3,118,700
E.	Remodel existing Health Service Unit spaces	\$2,672,800
F.	Expand Food Service with new building addition	\$7,196,800
G.	Install additional boiler and pumps for expansion	\$479,700
H.	Upgrade site stormwater management	\$650,000
I.	Upgrade HVAC systems at Central Control, Weight room, Maintenance Shop, Education Classrooms, and Kitchen	\$1,973,400
J.	Upgrade ventilation at all housing shower rooms	118,300
K.	Provide new electrical utility and generator distribution local to expansion site	\$1,170,000
L.	Replace Keywatcher secure key storage system	\$390,000
M.	Upgrade security electronics door controls, video surveillance and monitoring, and intercom and paging systems campus wide	\$4,280,900
N.	Replace all analog cameras with IP cameras and upgrade video management system	\$455,000
	Phase 1 Total	\$39,374,400

Phase 2

A.	Construct two new 500 bed / 250 cell housing buildings (dry cells)	\$101,384,400
B.	Construct new outdoor recreation area	\$1,261,000
C.	Expand perimeter fence	\$867,100
D.	Remodel existing north perimeter fence to single nuisance fence with one gate	\$174,200
E.	Extend heating hot water piping loop to new housing buildings	\$975,000
F.	Add perimeter cameras and monitoring system to entire secure perimeter fencing	\$737,100
	Phase 2 Total	\$105,398,800
	Grand Total	\$144,773,200

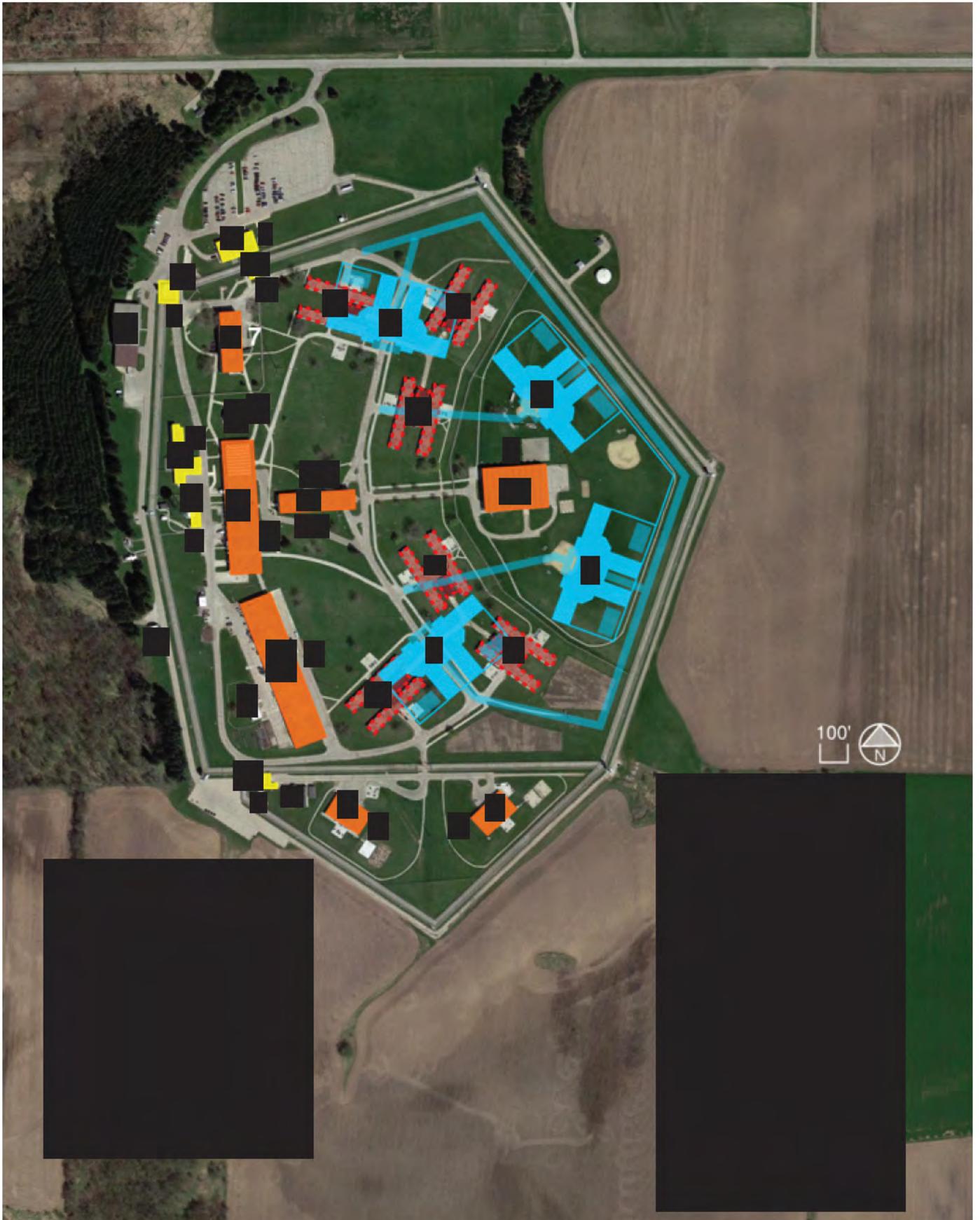
MED.1D 650 bed expansion and major renovation at Fox Lake

This option is to add medium security bed capacity to the DOC system and provide a major renovation of the existing Fox Lake Correctional Institution (FLCI) located between the cities of Fox Lake and Waupun, in Dodge County. FLCI was built in the 1960's and due to the original construction quality is considered an 'aging' facility. Extensive campus infrastructure and building systems upgrades and replacements are needed. The existing housing buildings represent an outdated inefficient model with more smaller buildings housing fewer inmates. The deterioration of the existing housing buildings and their inefficient configurations indicate that replacement of all housing buildings should be considered at this site. Housing replacement and infrastructure replacement present an opportunity for the DOC to remake the Fox Lake campus and potentially increase inmate population capacity at the same time. This considerable investment would make FLCI a more viable facility and efficient facility moving forward with an improved long term future.

There is significant open space within the current secure perimeter of the facility. Due to the existing guard tower and fence configuration, the most efficient path to renovate and expand the facility would be to provide new buildings within the current perimeter. Two new medium security housing buildings built to current DOC standard with two levels of 'dry cells' around common dayroom, toilets, and shower facilities could be constructed in part of the existing outdoor recreation fields. Inmates could be moved out of existing housing so that three of the existing housing buildings could be vacated and demolished. Then a third new medium security housing building could be built and then the remaining three existing housing buildings could be vacated and demolished. Finally, a fourth medium security housing building could be built. Population could be increased by 650 beds from 1,350 to 2,000 inmates. This relatively modest population increase would only require minimum expansion of the core support functions. Efficiencies gained in the design of new housing buildings would help limit the increase in security staffing needed and would attempt to mitigate the current staffing challenges at FLCI.

Major investments are needed to improve the aging mechanical and electrical infrastructure on this campus. Significant replacements and upgrades are current facility needs. A major renovation at this campus would provide the opportunity to make these infrastructure improvements and allow for capacity expansions to be sized to accommodate a larger inmate population.

While this option requires a significant major investment to be made at this facility, the current conditions at FLCI dictate a large investment is imperative regardless to secure continued operation and guarantee its long term viability. This approach option provides an opportunity to use that investment to secure the future of FLCI and address the bed capacities for the larger DOC system.



Fox Lake Correctional Institution

MED.1D - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Fox Lake Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MED.1D - Fox Lake Expansion and Renovation

Phase 1

A.	Construct two new 500 bed / 250 cell housing buildings (dry cells)	\$101,384,400
B.	Replace central plant boilers	\$1,950,000
C.	Replace HVAC control systems campus wide	\$3,461,900
D.	Replace all air handling units over 30 years old and replace the complete air handling system in buildings over 50 years old, except at housing units	\$9,230,000
E.	Replace buried hot water heating piping campus wide	\$1,950,000
F.	Construct new water well and expand wastewater plant	\$3,250,000
G.	Replace water and sanitary distribution piping campus wide	\$3,250,000
H.	Improve storm water management	\$650,000
I.	Replace or make major repairs to existing copper domestic hot and cold water systems throughout	\$975,000
J.	Replace original (1962) building substations and secondary electrical distribution systems for the following buildings: Administration/Visitation Building, Service Building, Shop/Industry/Maintenance Building, Recreation/Canteen Building	\$17,031,300
K.	Upgrade lighting systems to more efficient LED	\$5,318,300
L.	Replace three different security electronics systems with one single system campus wide and provide systems capacity for future expansion phases	\$3,300,700
	Phase 1 Total	\$151,751,600

Phase 2

A.	Demolish three existing north housing buildings	\$1,293,500
B.	Construct one new 500 bed / 250 cell housing building (dry cells)	\$50,692,200
C.	Extend heating hot water piping loop to new housing buildings	\$812,500
	Phase 2 Total	\$52,798,200

Phase 3

A.	Demolish three existing south housing buildings	\$1,293,500
B.	Construct one new 500 bed / 250 cell housing building (dry cells)	\$50,692,200
	Phase 3 Total	\$51,985,700

Phase 4

A.	Remodel education building second floor into expanded education spaces	\$3,948,100
B.	Expand health services north into existing empty shell space	\$874,900
C.	Repurpose two existing dormitory barracks housing buildings to maintenance use	\$2,629,900
	Phase 4 Total	\$7,452,900

Grand Total **\$263,988,400**

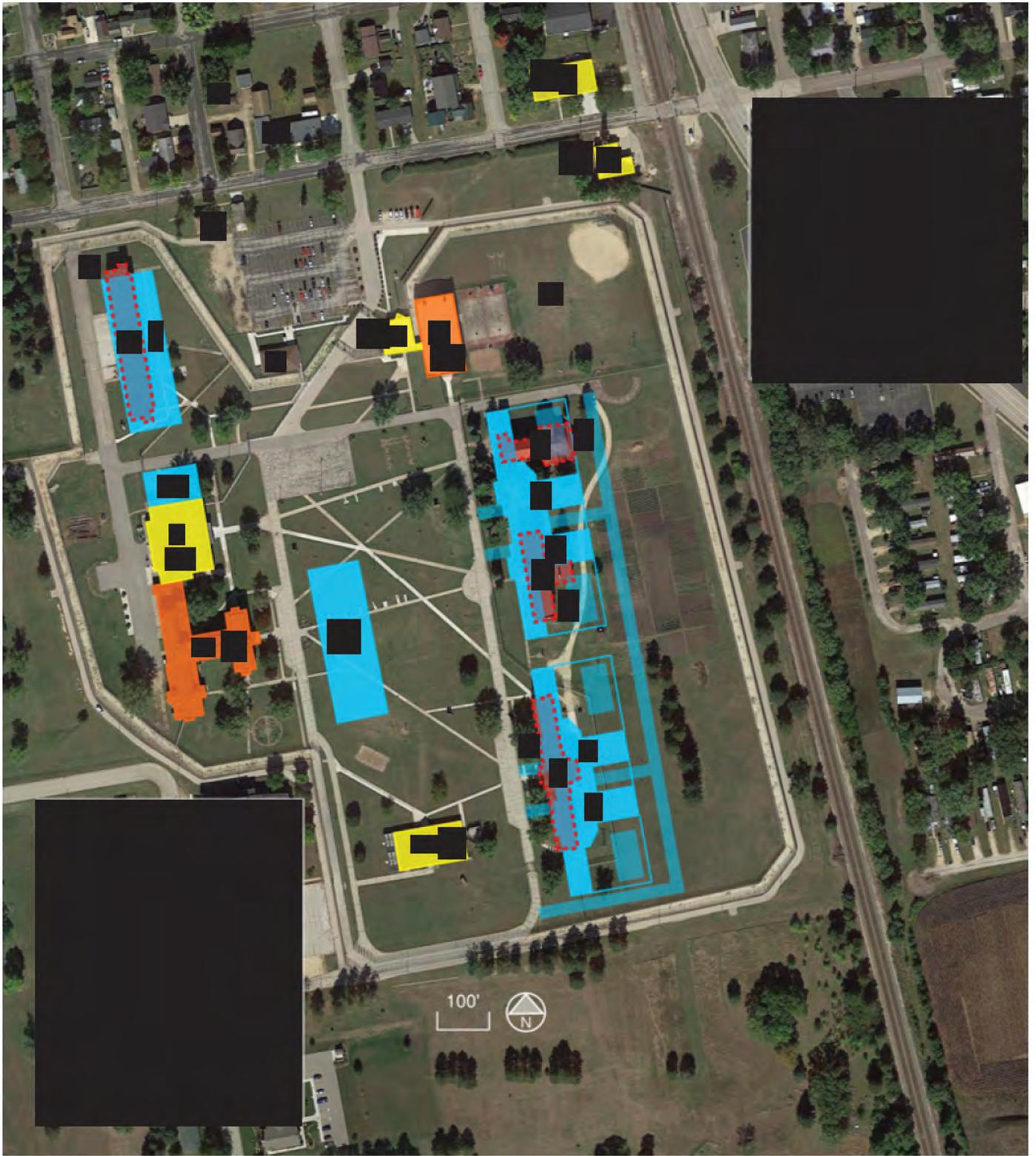
MED.1E 500 bed expansion and major renovation at Prairie du Chien

This option is to add medium security bed capacity to the DOC system and provide a major renovation of the existing Prairie du Chien Correctional Institution (PDCI) located in the city of Prairie du Chien, in Crawford County. To improve the overall long term viability of the PDCI facility, major investment is needed to replace and upgrade aging infrastructure and buildings. Old original prep high school buildings on the campus that are aging and have functional and operational challenges should be removed and replaced. A potential major renovation of this campus presents an opportunity for the DOC to expand the inmate population of the facility while addressing the pressing operational needs of this institution.

All inmate housing would be replaced with the current DOC preferred medium security configurations. These larger buildings have multi-tier housing unit wings with 'dry' cells surrounding two-story high common dayrooms including associated shared toilets and showers. The available space on the site within the secure perimeter fencing would allow this housing to be built in a phased approach that would allow the continued operation of the existing facility. One 500 bed housing building would be built in a current open space, and all current PDCI inmates moved over. Then the existing aging housing building could be removed, and space made for a second new 500 bed medium security housing building. The available space on the site makes feasible a 500 bed expansion of the facility to increase the PDCI inmate population from 500 to 1,000. The overall DOC system would gain 500 medium security beds.

In order to accommodate a larger inmate population, some support function capacities will need to be increased. The existing central Dining and Food Service building would need to be expanded. A new support building would be constructed for expanded Education and Health Services Unit. These would replace old, outdated spaces in one of the original school buildings. A new Industry/Warehouse building would be constructed to provide inmate employment opportunities and better facility operations. Major investments are needed to improve the aging mechanical and electrical infrastructure on this campus. Significant replacements and upgrades are current facility needs. A major renovation at this campus would provide the opportunity to make these infrastructure improvements and allow for capacity expansions of the Central Plant to be sized to accommodate a larger inmate population.

While this option requires a significant major investment to be made at this facility, the current conditions at PDCI dictate a large investment is imperative regardless to allow this campus continued operation and guarantee its long term viability. This approach option provides an opportunity to use that investment to secure the future of PDCI and address the bed capacities for the larger DOC system.



Prairie du Chien Correctional Institution

MED.1E - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Prairie du Chien Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MED.1E - Prairie du Chien Expansion and Renovation

Phase 1

A.	Demolish vacant Chapel building	\$198,900
B.	Demolish vacant Marquette Hall	\$692,900
C.	Construct one new 500 bed / 250 cell housing building (dry cells)	\$50,692,200
D.	Expand Food Service/Dining with new building addition	\$4,797,000
E.	Construct new Education/Vocational and Health Services Unit building	\$14,392,300
F.	Add additional steam boiler and upgrade steam distribution system	\$3,510,000
G.	Upgrade/replace mechanical systems in approximately half of the buildings campus wide	\$12,246,000
H.	Replace HVAC controls campus wide	\$1,736,800
I.	Replace electrical distribution, lighting, and fire alarm systems at Indoor Recreation (Gym) building	\$1,049,100
J.	Replace existing overhead primary electrical services and construct underground primary services sized to accommodate existing and new buildings	\$975,000
K.	Add pad-mounted switchgear and distribution system for primary electrical service	\$3,900,000
L.	Provide new secondary electrical services to serve (2) new 500 bed housing buildings	\$325,000
M.	Provide new secondary electrical service for new Education/Vocational and Health Services Unit buildings	\$325,000
N.	Replace all security electronics systems campus wide	\$1,683,500
O.	Provide new underground pathway and cabling to South Housing	\$520,000
P.	Replace existing copper and fiber communications cabling routed in tunnel system from Boiler House to South Housing	\$650,000
	Phase 1 Total	\$97,693,700

Phase 2

A.	Demolish existing North Hall	\$1,063,400
B.	Construct new Warehouse/Industry building	\$13,364,000
	Phase 2 Total	\$14,427,400

Phase 3

A.	Demolish existing South Housing	\$1,315,600
B.	Construct one new 500 bed / 250 cell housing building (dry cells)	\$50,692,200
	Phase 3 Total	\$52,007,800

Grand Total **\$164,128,900**

Adult Male Institutions – Maximum Security

MAX.1 Convert Stanley to maximum security institution and reduce populations at Green Bay and Waupun

All the housing units at the Stanley medium security institution have ‘wet’ cells with combination toilet/sink plumbing fixtures in each cell. This housing design configuration allows for inmates to be locked in their cells and provides greater inmate movement control. This is a typical housing configuration for DOC maximum security institutions. With these ‘wet’ cells, this facility could house maximum security classified inmates. There is very little to no work that would need to be done to the buildings in order to change the inmate classification at this facility. Most changes would be procedural in creating the more restrictive maximum security environment. As such, this report assumes that this conversion is a minimal or no-cost approach. The ‘cost’ of this option is in replacing the medium security beds ‘lost’ to the system.

A full execution of this approach would add 1,500 maximum security beds to the DOC system and would allow consideration regarding the potential closure and decommissioning of one of the existing maximum security institutions, either Green Bay or Waupun.

A variation of this approach option would be to convert the Stanley institution to a split medium and maximum institution with both classifications of inmates on the same site. The Stanley campus is configured with dual outdoor and indoor recreation spaces on either side with a fence separating them. This would allow for medium and maximum classified inmates to be housed on either side and kept physically separated. The housing building that sits at the middle of these halves could be either classification. This would allow for an inmate configuration of either 900 maximum beds with 600 medium beds, or 600 maximum beds with 900 medium beds. This variation option would allow for population reductions at the Green Bay and Waupun maximum institutions, and could allow for more single occupancy cells in their original housing buildings in order to bring those facilities more in line with their original design capacities.

The major caveat with this option would be the need to replace the number of ‘lost’ medium security beds elsewhere in the system. That number of beds could range from that total conversion 1,500, or a partial conversion 900 or 600. It is likely that major expansion projects would be required at two existing medium security institutions to match this need. This report offers a number of medium security housing expansion options for consideration. It should be noted that building medium security beds is less costly than building new replacement maximum security beds, so there are potential cost advantages to this approach option.

An additional caveat could be a desire to add observation towers at this facility. There currently is only one tower overlooking the outdoor recreation area. Additional towers have not been addressed in this option and would require an additional enumerated project to construct. Another additional caveat would be political in nature regarding local community relations and changing the classification of this institution to house maximum security inmates.



Stanley Correctional Institution

MAX.2 600 bed expansion and major renovation at Dodge to reduce populations at Green Bay and Waupun

This option is to add maximum security bed capacity to the DOC system and provide a major renovation of the existing Dodge Correctional Institution (DCI) located in the city of Waupun, in Dodge County.

The Dodge Correctional Institution is a tale of two campuses. The buildings of the original Wisconsin Central Hospital on this site on the east side of campus are commonly referred to as "Old Dodge", while the newer buildings from the major expansion in 1995 on the west side are referred to as "New Dodge". The newer buildings of New Dodge are in good condition and follow current DOC preferred configurations and operations. Conversely, Old Dodge has major functional and operational challenges. With the exception of a gymnasium building built in 1980 at the east end of campus, Old Dodge is comprised of buildings constructed between 1914 and 1967, with at least one built in each decade in between. Thus, these Old Dodge buildings range in age from just over 100 years to just over 50 years. They are all long, narrow multi-story buildings arranged along a central 'main street' corridor. All buildings were originally designed for use by the Central Hospital and have been remodeled and converted in varying degrees to prison functions.

Inmate housing in these Old Dodge buildings is mostly floors of small cells along narrow double loaded corridors. Some units have 'wet cells' with toilet and sink plumbing fixtures in each cell, while other units have 'dry cells' with common shared toilet and shower facilities. Some housing units have small common dayrooms at the ends of the cell corridor. There is a capacity of approximately 680 inmate beds in Old Dodge. These housing units are more challenging to operate due to manual operation of all doors, multiple stories connected by stairs, [REDACTED]. These functional challenges are coupled with old building issues including lack of insulation in exterior walls, thermally inefficient and [REDACTED] and aging mechanical and electrical systems. The Old Dodge housing buildings also all lack fire sprinkler systems. Given the building ages and significant functional challenges in the majority of Old Dodge buildings, serious consideration should be given to eventual removal and replacement of the Old Dodge east campus with new modern buildings designed to current DOC preferred configurations and standards.

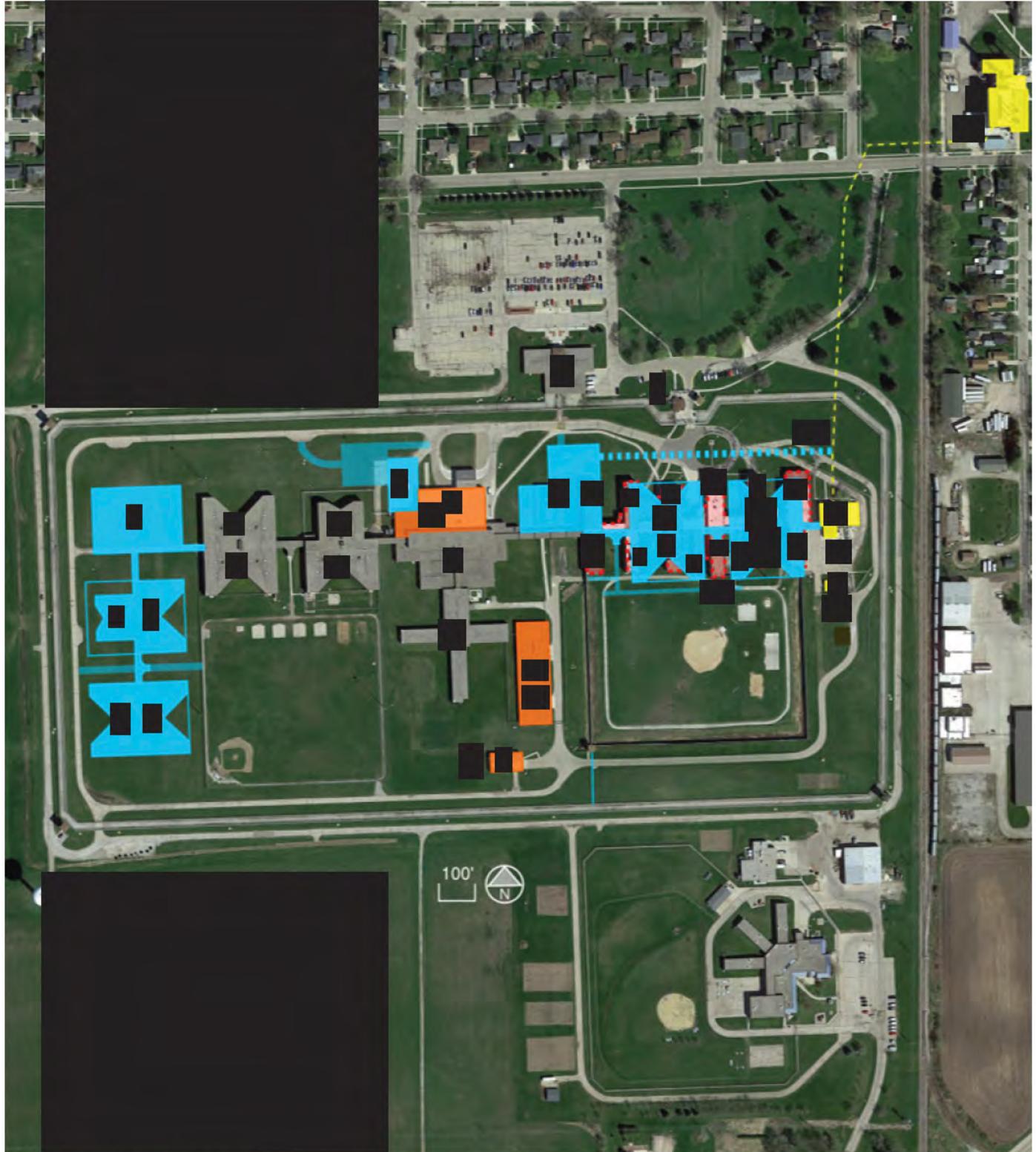
This approach option proposes that the available land inside the secure perimeter on the west end of the New Dodge campus would provide space for new maximum security housing buildings and a support building which could be constructed to replace the inmate beds and functions of Old Dodge. With this available space, this could be done in a phased approach while keeping the current institution fully operational. Once completed, the inmates and operations of Old Dodge could be moved over to the new more functional and efficient buildings. Then the Old Dodge buildings could be removed, and the campus space left behind could then be available for expansion space. There is potential for two more maximum security housing buildings and 800 more beds. This bed expansion could provide relief to the older Green Bay and Waupun maximum security institutions and allow for reductions in inmate populations at those facilities. Those reductions would improve the inmate environment and operations at those facilities.

The Waupun Correctional Institution is located only a few blocks away from DCI. Located between the facilities is a shared Central Plant building that serves both institutions. There would be challenges in any major expansion of DCI, due to this shared infrastructure. Any expansion of the institution needs to include an expansion of the steam service from the Waupun Power Plant or a stand-alone hot water plant to serve the expansion. New domestic water and sanitary connections to city services would be required to support expanded occupancy. Expansion of the facility would require primary electrical distribution system modifications for both normal and generator sourced power to accommodate new buildings. Additional fiber to increase system capacity would be necessary to support systems included with expansion.

Another consideration for any expansion at the facility is staffing. The ability to add additional staff, especially security staff, at DCI is extremely challenging in the current local conditions. Due to the staffing and infrastructure pressures, housing expansion at DCI would likely need to be tied to population reductions at nearby Waupun Correctional Institution so that some Waupun staff and services could be transferred over to DCI.

Dodge Correctional Institution has a unique place in the DOC maximum security facilities in that it has significant space available inside the secure perimeter and has modern well-functioning buildings on the New Dodge campus side. A major renovation of this institution could provide the opportunities to both replace the Old Dodge campus that has reached the end of its useful life and expand the maximum security bed capacity of the DOC system. This increased capacity could allow concerns regarding conditions at the Green Bay and Waupun institutions to be addressed. This proposed DCI expansion and renovation option has potential advantages over other maximum security approach options in this report in that it does not 'remove' any medium security beds from the DOC system requiring other concurrent projects, and all new expansion occurs at an existing DOC facility.

While this option requires a massive investment to be made at this institution, the current conditions and functional challenges of "Old Dodge" dictate that eventual large investments are going to be required at this campus to secure continued operation and guarantee its long term viability. This approach option puts forward a more direct and more immediate proposed intervention that attempts to address the both the renovation and replacement needs at DCI, and maximum security bed issues for the larger DOC system.



Dodge Correctional Institution

MAX.2 - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Dodge Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MAX.2 - Dodge Expansion and Renovation

Phase 1

A.	Construct one new 400 bed / 200 cell housing building (wet cells)	\$65,231,400
B.	Construct one new 250 bed / 150 cell housing building that includes restrictive housing (wet cells)	\$58,065,800
C.	Construct new Core Support building with Indoor Recreation (2 Gyms), Programs, and Central Laundry	\$26,044,200
D.	Expand Food Service and Loading Dock with new building addition that includes relocated Bakery and new Loading Dock	\$8,910,200
E.	Replace absorption chiller with centrifugal type chiller at existing Intake/Transportation/Food Service building	\$3,900,000
F.	Replace mechanical units at barracks dormitory housing building	\$1,305,200
G.	Replace the existing steam service (low and high pressure) from the Waupun Power Plant to the existing "New Dodge", connect to the mains and extend to the planned expansion	\$3,250,000
H.	Replace or supplement the domestic/fire service water (from WCI power plant) and provide additional sanitary laterals and storm water accommodations as necessary	\$3,900,000
I.	Expand primary electrical distribution serving both normal and emergency/standby systems	\$2,600,000
J.	Replace fire alarm systems at institution for a multiplexed, intelligent system by a single manufacturer with capacity to serve all existing and new buildings	\$3,900,000
K.	Replace security electronics door locking control, intercom and paging systems facility wide to accommodate all existing and new buildings	\$4,550,000
L.	Add fiber backbone capacity to serve all new buildings	\$975,000
	Phase 1 Total	\$182,631,800

Phase 2

A.	Demolish single existing 'Old Dodge' A&E Housing / Medical Records building	\$326,300
B.	Construct new Core Support building with Visiting, Offices, and Records	\$22,308,000
C.	Provide new utility connections to serve new Core Support building	\$650,000
D.	Provide new primary distribution to serve new Core Support building	\$325,000
E.	Expand new security electronics door locking controls, video management system, cameras, monitoring, intercom and paging systems	\$1,300,000
	Phase 2 Total	\$24,909,300

Phase 3

A.	Demolish (11) eleven existing 'Old Dodge' buildings and associated connecting corridor and tunnel structures	\$4,111,900
	Phase 3 Total	\$4,111,900

Phase 4

A.	Construct two new 400 bed / 200 cell housing building (wet cells) with connecting corridor structure to existing	\$130,811,200
	Phase 4 Total	\$130,811,200

Grand Total **\$342,464,200**

MAX.3 Convert Fox Lake to 1,750 bed maximum security institution to reduce populations at Green Bay and Waupun

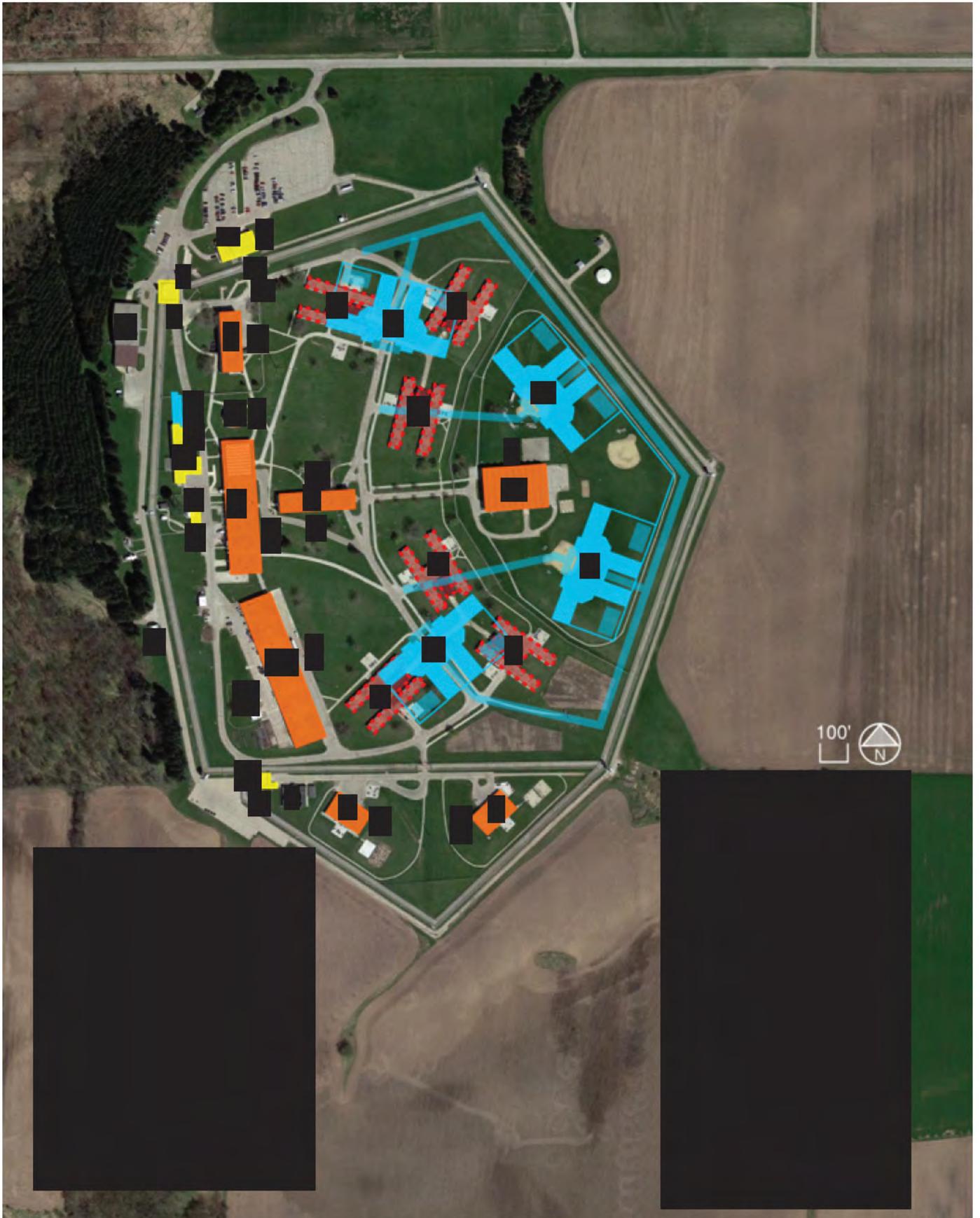
This option is to add maximum security bed capacity to the DOC system and provide a major renovation of the existing Fox Lake Correctional Institution (FLCI) located between the cities of Fox Lake and Waupun, in Dodge County.

FLCI was built in the 1960's and due to the original construction quality is considered an 'aging' facility. Extensive campus infrastructure and building systems upgrades and replacements are needed. The existing housing buildings represent an outdated inefficient model with more smaller buildings housing fewer inmates. The deterioration of the existing housing buildings and their inefficient configurations indicate that replacement of all housing buildings should be considered at this site. Housing replacement and infrastructure replacement present an opportunity for the DOC to remake the Fox Lake campus and potentially increase inmate population capacity at the same time. This considerable investment would make FLCI a more viable and efficient facility moving forward with an improved long term future. Due to the fact that all housing would be replaced at this campus, there is a second opportunity for the DOC system that could be considered. This approach option proposes that the replacement housing be constructed to DOC maximum security level standards and configurations. This would allow medium security level facility to be reclassified as a maximum security institution.

There is significant open space within the current secure perimeter of FLCI. Due to the existing guard tower and fence configuration, the most efficient path to renovate and expand the facility would be to provide new buildings within the current perimeter. Two new maximum security housing buildings built to current DOC standard with two levels of 'wet cells' around common dayrooms could be constructed in part of the existing outdoor recreation fields. Inmates could be moved out of existing housing so that three of the existing housing buildings could be vacated and demolished. A third new maximum security housing building could be built in their place, and then the remaining three existing housing buildings could be vacated and demolished. Finally, a fourth maximum security housing building could be built. Population could be increased by 400 beds from 1,350 to 1,750 inmates. This modest population increase would not require the expansion of the core support functions with the exception of restrictive housing, which would need to be enlarged to serve the new more difficult maximum security population. Efficiencies gained in the design of new housing buildings would help limit the increase in security staffing needed and would attempt to mitigate the current staffing challenges at FLCI.

Major investments are needed to improve the aging mechanical and electrical infrastructure on this campus. Significant replacements and upgrades are current facility needs. A major renovation at this campus would provide the opportunity to make these infrastructure improvements and allow for capacity expansions to be sized to accommodate a larger inmate population.

This approach option would 'add' 1,750 maximum security beds to the DOC system. This could be used to reduce maximum security inmate populations at Green Bay and Waupun, and would potentially allow for closure of one of those facilities. It also needs to be considered that 1,350 medium security beds would be 'lost' in the process. Those medium security beds would need to be replaced somewhere else in the DOC system, potentially through multiple expansions at another existing DOC medium security institutions. There are several medium security institution expansion approach options in this report from which to choose. Costs and implementation schedules for those medium security expansions would need to be factored into this option approach. An advantage of this FLCI is that it creates a large amount of maximum security beds in the system using an existing institution. While this option requires a significant major investment to be made at this facility, the current conditions at FLCI dictate a large investment is imperative regardless at this campus to secure continued operation and guarantee its long term viability. This approach option puts a twist on that major investment and attempts to address the maximum security bed issues for the larger DOC system. While this FLCI approach requires a massive investment in this institution and the existing medium security beds would need to be 'replaced' elsewhere in the DOC system, this scenario may still be considered advantageous when compared to other options.



Fox Lake Correctional Institution

MAX.3 - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Fox Lake Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

MAX.3 - Fox Lake Maximum Security Conversion, Expansion, and Renovation

Phase 1

A.	Construct two new 500 bed / 250 cell housing buildings (wet cells)	\$149,175,000
B.	Expand and add 25 beds / 25 cells (wet cells) addition to existing restrictive housing building	\$4,715,100
C.	Replace central plant boilers	\$1,950,000
D.	Replace HVAC control systems campus wide	\$3,461,900
E.	Replace all air handling units over 30 years old and replace the complete air handling system in buildings over 50 years old, except at housing units	\$9,230,000
F.	Replace buried hot water heating piping campus wide	\$1,950,000
G.	Construct new water well and expand wastewater plant	\$4,550,000
H.	Replace water and sanitary distribution piping campus wide	\$3,250,000
I.	Improve storm water management	\$650,000
J.	Replace or make major repairs to existing copper domestic hot and cold water systems throughout	\$975,000
K.	Replace original (1962) building substations and secondary electrical distribution systems for the following buildings: Administration/Visitation Building, Service Building, Shop/Industry/Maintenance Building, Recreation/Canteen Building	\$17,031,300
L.	Upgrade lighting systems to more efficient LED	\$5,318,300
M.	Replace three different security electronics systems with one single system campus wide and provide systems capacity for future expansion phases	\$5,712,200
	Phase 1 Total	\$207,968,800

Phase 2

A.	Demolish three existing north housing buildings	\$1,293,500
B.	Construct one new 500 bed / 250 cell housing building (wet cells)	\$74,587,500
C.	Extend heating hot water piping loop to new housing buildings	\$812,500
	Phase 2 Total	\$76,693,500

Phase 3

A.	Demolish three existing south housing buildings	\$1,293,500
B.	Construct one new 250 bed / 250 cell housing building (wet cells)	\$74,587,500
	Phase 3 Total	\$75,881,000

Phase 4

A.	Remodel education building second floor into expanded education spaces	\$3,948,100
B.	Expand health services north into existing empty shell space	\$874,900
C.	Repurpose two existing dormitory barracks housing buildings to maintenance use	\$2,629,900
	Phase 4 Total	\$7,453,900

Grand Total **\$367,996,200**

Adult Male Institutions – Health Services Upgrades

HSU.1 Health Services Unit addition at WSPF

This option is to build a new Health Services Unit addition at the existing Wisconsin Secure Program Facility (WSPF) located in the city of Boscobel, in Grant County. A major issue at WSPF is that the main building was originally designed to serve a high-risk inmate population that would have very limited movement and few privileges inside the facility. Core support and program spaces were minimized or eliminated altogether. Currently, WSPF serves a more standard maximum security general population and the facility has modified some existing spaces to create a more normative environment. However, the existing health services has been only minimally modified from the original design with only two exam rooms and waiting space for four inmates. It is very crowded and chaotic when operating due to lack of adequate space. The existing conditions hamper the ability to provide sufficient health services to an inmate population of 500, and are not up to the current HSU capabilities at other DOC institutions.

WSPF has a current project in progress to construct a building addition on the west side of the main building designed to house inmate program, education, and recreation functions. This will provide a significant improvement for inmate daily living. This approach option proposes a similarly sized building addition for the east side of the main building that would house a new Health Services Unit. This addition would contain clinical and support spaces designed to match the current DOC standards and preferred configurations for institution medical and psychological services. Also proposed is the remodeling of the existing health and psychological services spaces and the area around them to improve existing Visiting and Food Service functions.

HSU.1 - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Wisconsin Secure Program Facility (WSPF). Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

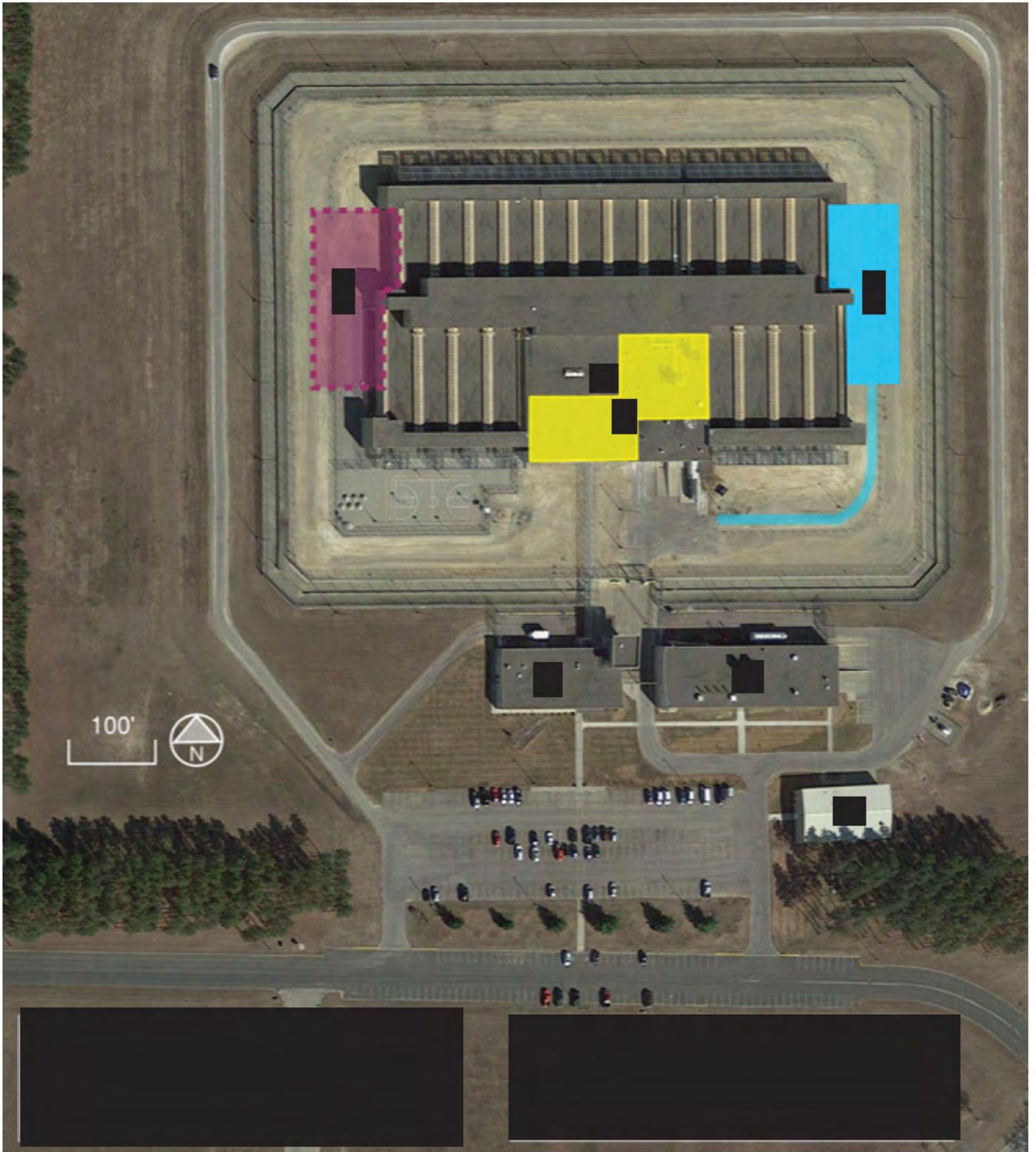
HSU.1 – WSPF Health Services Unit Addition

Phase 1

A.	Construct new Health Services Unit addition on east side of WSPF building	\$7,052,500
B.	Replace HVAC control systems campus wide	\$2,193,100
C.	Replace existing Com-Tec security controls system	\$2,414,100
D.	Replace analog cameras with IP cameras	\$539,500
	Phase 1 Total	\$12,199,200

Phase 2

A.	Remodel existing Health Services to expanded Visiting and Food Service spaces	\$2,073,500
	Phase 2 Total	\$2,073,500
	Grand Total	\$14,272,700



Wisconsin Secure Program Facility

Female Facilities

FEM.1 Bed replacement, expansion, and major renovation at Robert E. Ellsworth to create 880 bed medium / minimum security adult female facility

This option is to add minimum and medium security bed capacity to the DOC women's system and provide a major renovation of the existing Robert E. Ellsworth Correctional Center (REECC) located near the village of Union Grove, in Racine County.

REECC is located on part of the Southern Wisconsin Center (SWC) campus. The main building, Ellsworth Hall, was originally built in 1954 as part of the Southern Wisconsin Center. The Department of Corrections converted this building into a correctional facility in 1989. An entrance lobby/visiting addition and a restrictive housing addition were added to the main building in 1994. An annex housing building was added in 1997, and a food service/dining building in 2000. There are also three vacant buildings on the DOC property; one residential single-family house, and two former girl's school residential student housing buildings. The overall SWC property consists of approximately 500 acres of land with about 45 acres of that land designated for the DOC REECC facility area. The facility currently houses approximately 450 adult female minimum security inmates.

Being a facility that has been converted over time from a previous use into a correctional center, the REECC campus has the predictable challenges with buildings that were not originally designed for their current use. The vacant existing E Building (Monroe Hall and Hayes Hall) and the residential Sunset house are in deteriorated condition and have configurations that are not conducive for correctional uses. These buildings have been vacated and are unused by the facility. These structures should be considered for removal which will eliminate ongoing maintenance and preservation costs.

The Ellsworth Hall building has been occupied by the correctional center since 1989, but is also in deteriorating condition. The building needs window and roof replacement, as well as hazardous material removals, especially asbestos containing materials in the lower level. There is no insulation in the old brick exterior walls making the structure much less energy efficient than current standards. The building is also not up to current housing standards with the lack of a fire sprinkler system. Conversion to inmate housing created bedrooms for inmates, but very little dayroom space. The long double loaded corridors along separate wings [REDACTED] The building has some limited handicapped accessibility on the ground floor and with a couple of accessible housing bedrooms and toilet facilities on the upper levels. This housing accessibility is dependent however on a small unreliable existing elevator. Building additions on the north and south sides constructed in 1994 increased functionality of the main building with an entrance lobby and visiting area on the lower level, central control and restrictive housing unit on the first floor. The two newest buildings on this campus, the Unit D Annex housing built in 1997 and the food service building built in 2000, are in very good condition.

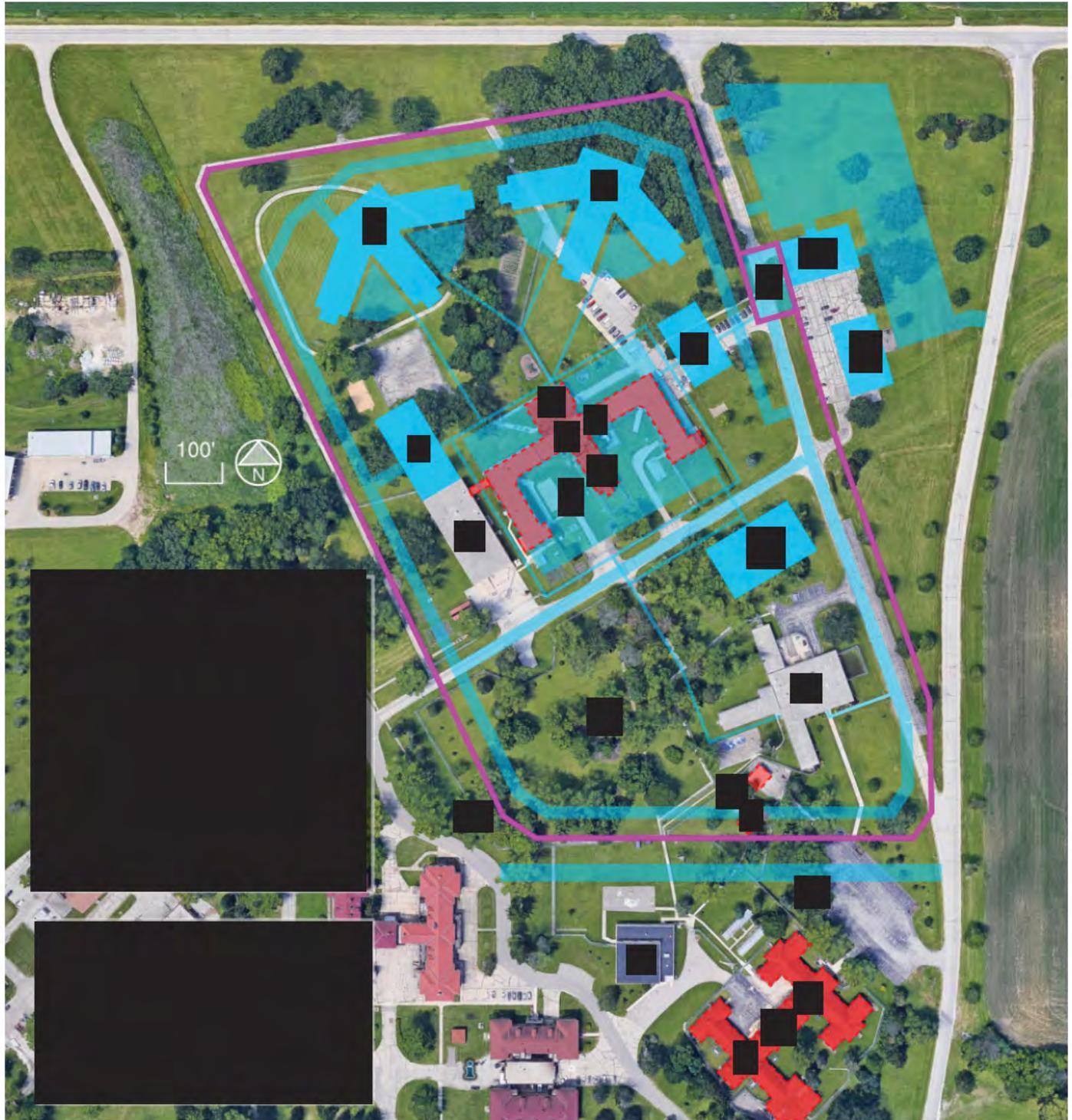
The main building, Ellsworth Hall, at nearly 70 years old is in a deteriorated condition and with its functional limitations is not conducive to further renovations. This approach option proposes that this main building be replaced and demolished. This would require replacement of all current Ellsworth Hall functions to new buildings; 380 beds of housing, 24 beds of restrictive housing, entrance lobby, visiting, administration, health services unit, education, vocational, group rooms, indoor exercise, and maintenance. There is a fair amount of DOC controlled property adjacent to the buildings on this campus. Much of this open space is to the north and is used for outdoor recreation activities or is currently wooded areas. This open space provides the opportunity for new building sites. This major facility renovation also provides an opportunity to increase the center's inmate population. The most pressing need in the DOC women's system is medium security beds. As such, the new housing buildings could be built as a combination of medium/minimum security housing, and could be either tiered 'dry' cells around common dayroom units, or dormitory housing units. The open campus land would afford a phased project approach to maintain current operations where new housing, administration, support, and central plant functions could be built and moved into, then allowing the existing Ellsworth Hall to be removed the area converted into outdoor recreation.

The newer existing Unit D Annex housing is in good condition and would be retained. The newer existing Food Service and Dining building is also in good condition and would also be retained. With an potentially larger inmate population, the food service kitchen could be expanded into the current dining space, and a new larger Dining hall and Health Services addition could be constructed on the north end of this building.

The facility currently has a partial single fence perimeter. This fence perimeter could be expanded and remodeled into a more secure complete perimeter that could allow the presence of female medium security housing on this campus. Due to issues and limitations with the overall SWC campus existing infrastructure, from a mechanical and electrical perspective, the expansion of the center must include a new central plant that provides heating hot water generation, and emergency generators as a minimum to the new buildings from the central plant.

The new housing and support function buildings, and infrastructure of this campus could be sized for a potential 880 bed facility capacity. This would be a 430 bed increase from the current 450 inmate population. Depending on DOC women's system overall population trends, this bed capacity increase could be phased in over time as needed.

The Robert E. Ellsworth Correctional Center is at a crossroads as the least functional DOC women's facility that continues to experience deteriorating aging building conditions. A major investment in this site is needed for continued operation, and to secure the future of this correctional center. This approach option proposes that major investment be made to significantly overhaul and remake the REECC campus into a larger and more flexible correctional center to better serve the DOC women's population.



Robert E. Ellsworth Correctional Center

FEM.1 - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Robert E. Ellsworth Correctional Center. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

FEM.1 - Robert E. Ellsworth Replacement, Expansion, and Renovation

Phase 1

A.	Construct new Entrance Lobby / Administration building	\$5,200,000
B.	Construct new main visitor and staff parking lot	\$1,028,300
C.	Construct new Visiting / Central Control / Education building	\$4,875,000
D.	Construct addition to existing food service building for Dining and Health Services Unit	\$8,450,000
E.	Construct two new 325 bed / 165 cell medium security housing buildings	\$76,252,800
F.	Construct new 150 bed dormitory minimum security housing building	\$13,474,500
G.	Construct new central plant building for mechanical/electrical infrastructure	\$7,312,500
H.	Demolish vacant Sunset House and associated garage	\$52,000
I.	Construct new roadway connecting existing roads south of perimeter	\$265,200
J.	Expand secure perimeter fencing	\$1,621,100
K.	Construct new main vehicle sallyport perimeter gate	\$456,300
L.	Additional necessary infrastructure that will be required would include all utilities (steam, water, sanitary, and storm); The existing steam service would be maintained and redirected to maintain steam service to the existing food service building; All other utilities would be new with new connections at utility mains	\$6,500,000
M.	Provide completely new electrical services and distribution to accommodate expansion; public utility (normal) primary service with underground distribution system serving buildings; emergency/standby generators with multiple transfer switches for segregated distribution system compliant with current version of National Electrical Code (NEC)	\$1,300,000
N.	Furnish and install new campus-wide multiplexed, intelligent fire alarm system by a single manufacturer to serve all buildings	\$975,000
O.	Provide new pole mounted, LED lighting fixtures around entire perimeter fence and general area pole mounted lighting inside the secure perimeter	\$1,300,000
P.	Provide new security electronics systems campus-wide to accommodate all buildings	\$1,950,000
	Phase 1 Total	\$131,012,700

Phase 2

A.	Demolish Ellsworth Hall and attached additions	\$2,138,500
B.	Construct new outdoor recreation area on former Ellsworth Hall site	\$1,097,200
C.	Demolish vacant Monroe and Hayes Halls	\$695,500
	Phase 2 Total	\$3,931,200
	Grand Total	\$134,943,900

FEM.2 Bed replacement, 192 bed expansion, and renovation at Taycheedah

This option is to add medium security bed capacity to the DOC women's system, replace aging housing, and renovate critical needs at the existing Taycheedah Correctional Institution (TCI) located in the city of Fond du Lac, in Fond du Lac County.

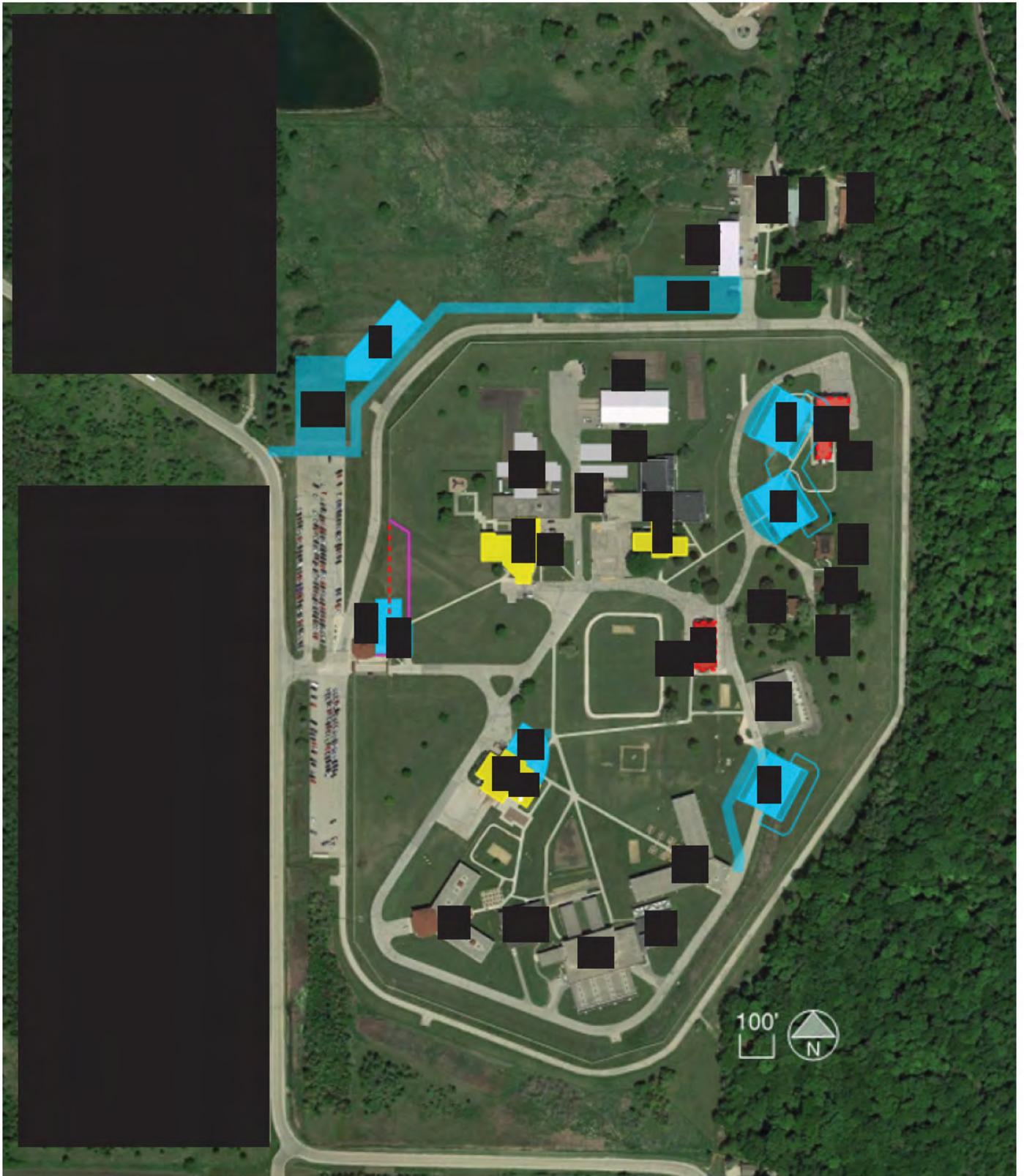
Due to a long history of women's institutions on this site, the facility buildings span a wide range of ages, from over one hundred years old to just three years old. The facility is well maintained and the buildings built in the 1980's, 90's, and 2000's are in particularly good shape. It is the oldest buildings from the 1930's and before that are showing significant wear, are not up to current codes and accessibility standards, and are increasingly less functional for their current uses. Campus mechanical and electrical infrastructure shows a similar pattern with newer installations in good shape, but older original systems at the central plant being at or past their useful life. There are also other support functions that could use improvement in order for TCI to reach its full operational potential.

There are two buildings in particular being used for medium security housing that are at the end of their useful life and should be considered for decommission and removal. Harris Hall was built in 1918 and currently only houses 69 inmates on two floors. The third floor is vacant due to deteriorating conditions of the spaces. Addams Hall was built in 1931 and currently houses approximately 170 inmates on three floors. Both buildings are multi-story with rooms arranged along narrow double loaded corridors. [REDACTED] Both buildings lack a fire sprinkler system and elevator. Neither building can currently provide accessible inmate accommodation. Other medium security housing is located in a barracks building constructed in 1993 with 144 dormitory style beds. This dormitory housing is in relatively good shape and works quite well at this institution, and is a preferred configuration for medium security female inmates. Maximum security housing on campus was built in the 2000's and is in very good shape. Housing building configurations follow department preferred layouts with all double bunk 'wet' cells on two tiers surrounding two-story high common dayrooms. There are accessible cells and accessible facilities to accommodate disabled inmates in all newer housing buildings.

The primary need in the DOC women's system is more medium security housing. This approach option proposes to increase medium security bed capacity at TCI while also replacing the two aging and functionally challenged medium security housing buildings. An increase in inmate population at this facility would require increased capacity at Food Service and campus storage space. An existing deficient Food Service building would be expanded and re-sized to fit the facility needs, and expanded Administration and Warehouse functions would be moved outside the secure perimeter for better and more secure operation. The site area northwest of the perimeter is a potential location for a new Warehouse building, and space could be created for a new Administration building adjacent to the current gatehouse and truck gate by modifying the perimeter fence location. There also is adequate space on the east side of campus within the existing secure perimeter for the additional medium security dormitory housing buildings when considering that the two old housing buildings would be removed. The facility currently houses approximately 920 inmates and between the two aging building removals and three new housing buildings, inmate population could be increased by 192 beds to bring TCI up to around 1,100 inmates. Projects could be done in a phased approach that would allow the institution to remain fully operational at current capacity. This TCI renovation and expansion option provides an opportunity to regularize the medium security housing on this campus as well as opportunities to upgrade and remake these other support functions.

From a mechanical, electrical, and security electronics perspective, any expansion of the institution must include a new expanded central plant that provides heating hot water generation to the all buildings, and new emergency generators as a minimum. Electrical distribution system modifications would be necessary for facility expansion. This includes both the utility and generator distribution. Expansion would also require extension of door control security electronics and expansion of the VMS, including additional IP cameras and structured cabling systems.

This approach option requires a significant investment, but as the only DOC female medium and maximum security institution, this investment will put the Taycheedah Correctional Institution and DOC women's system on a more secure path with more efficient and functional operational capabilities for the long term future.



Taycheedah Correctional Institution

FEM.2 - OPTION BUDGET

The following is a cost estimate breakdown by component and phase for the proposed project at Taycheedah Correctional Institution. Associated costs shown include construction costs combined with 30% project soft costs, including design and construction contingencies. Construction costs are estimated in April 2020 dollars. Budget escalation cost amounts will need to be calculated and added once project implementation timelines are established.

FEM.2 – Taycheedah Replacement, Expansion, and Renovation

Phase 1

A.	Construct new Administration building	\$5,850,000
B.	Remodel existing secure perimeter fencing at new Administration building	\$96,200
C.	Construct new Warehouse building	\$8,937,500
D.	Construct addition to existing Food Service building with new Dining	\$8,567,000
E.	Remodel existing Food Service building	\$6,847,100
F.	Construct two new 144 bed dormitory medium security housing buildings	\$26,949,000
G.	Remodel existing Intake space	\$487,500
H.	Remodel existing Admin area (Simpson Hall first and second floors) into expanded Education space	\$2,288,000
I.	Expand main staff parking lot	\$575,900
J.	Construct new parking lot at existing Training building	\$452,400
K.	Construct new access road connector between staff and training building parking lots north of perimeter	\$404,300
L.	Replace two of the three steam boilers (that are needed to be replaced) with larger capacity to meet the new load	\$1,950,000
M.	Replace and/or provide a new box conduit loop from the central plant with new steam and condensate mains with branches to each building	\$2,600,000
N.	Replace most of the sanitary distribution piping and domestic water/fire service piping to accommodate the increased flow and new buildings	\$2,925,000
O.	Provide a new storm water distribution/site grading to properly handle site storm	\$975,000
P.	Expand primary electrical distribution for normal services to new buildings	\$1,300,000
Q.	Add diesel generator sets with multiple automatic transfer switches (ATS) to provide segregated distribution to new housing units	\$975,000
R.	Add pole mounted area lighting inside the secure perimeter fence	\$1,300,000
S.	Provide new fire alarm system to accommodate added capacity of new and expanded buildings	\$1,690,000
T.	Expand security electronics systems to accommodate new/expanded buildings	\$1,300,000
	Phase 1 Total	\$76,469,900

Phase 2

A.	Demolish Harris Hall	\$406,900
B.	Demolish Addams Hall	\$560,300
C.	Construct one new 144 bed dormitory medium security housing building	\$13,474,500
	Phase 2 Total	\$14,441,700
	Grand Total	\$90,911,600

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5.0 FACILITY ASSESSMENTS

5.1 MALE CORRECTIONAL INSTITUTIONS - MAXIMUM SECURITY

Columbia Correctional Institution	60
Dodge Correctional Institution	70
Green Bay Correctional Institution	80
Waupun Correctional Institution	90
Wisconsin Secure Program Facility	100

5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

Fox Lake Correctional Institution	108
Jackson Correctional Institution.....	118
Kettle Moraine Correctional Institution.....	128
Milwaukee Secure Detention Facility	138
New Lisbon Correctional Institution.....	146
Oshkosh Correctional Institution.....	156
Prairie du Chien Correctional Institution	166
Racine Correctional Institution.....	176
Racine Youthful Offender Correctional Facility	186
Redgranite Correctional Institution.....	194
Stanley Correctional Institution.....	204

5.3 MALE CORRECTIONAL INSTITUTIONS - MINIMUM SECURITY

Chippewa Valley Correctional Treatment Facility	214
Oakhill Correctional Institution	222
Sturtevant Transitional Facility.....	232

5.4 MALE CORRECTIONAL CENTERS

Black River Correctional Center.....	240
Drug Abuse Correctional Center	248
Felmers O. Chaney Correctional Center	256
Flambeau Correctional Center.....	264
Gordon Correctional Center.....	272
John C. Burke Correctional Center	280
Kenosha Correctional Center.....	288
Marshall E. Sherrer Correctional Center.....	296
McNaughton Correctional Center.....	304
Oregon Correctional Center.....	314
Sanger B. Powers Correctional Center.....	322
St. Croix Correctional Center	332
Thompson Correctional Center.....	338
Winnebago Correctional Center	346

5.5 FEMALE FACILITIES

Taycheedah Correctional Institution.....	354
Robert E. Ellsworth Correctional Center	364
Milwaukee Women's Correctional Center.....	372

5.6 JUVENILE FACILITIES

Lincoln Hills School / Copper Lake School	380
Grow Academy	390

5.1 MALE CORRECTIONAL INSTITUTIONS - MAXIMUM SECURITY

Columbia Correctional Institution

Summary Statistics

Institution: Columbia Correctional Institution (CCI)

Address 2925 Columbia Drive
Portage, WI 53901

Warden Susan Novak

Opened 1986

Site Size 110 acres

Total Buiding Area 314,470 SF

Number of Employees 335

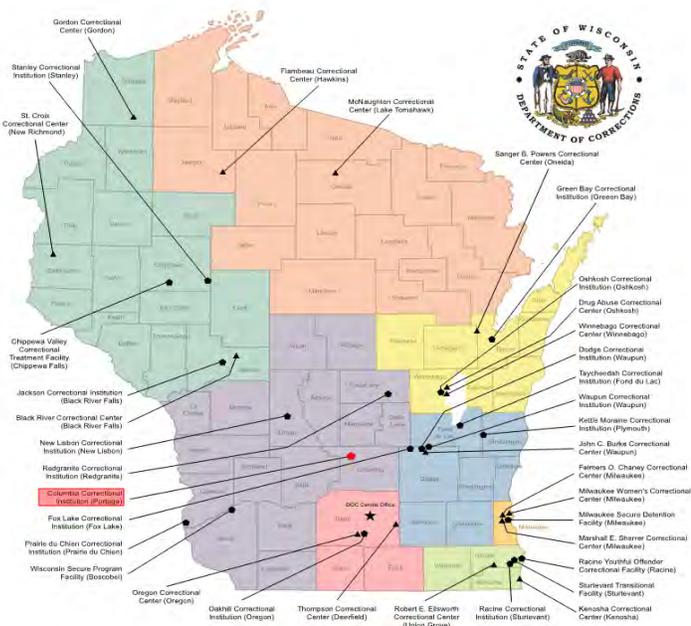
Population 810

Security Classification Maximum

Programs Anger Management • Alcohol and Other Drug Abuse • Mindfulness Meditation • Pro-Literacy America Tutor Training • Reentry (in conjunction w/Education) • Special management Unit Recreation Therapy • Thinking For A Change

Industry/Vocational Building Services (through MATC) • Custodial Services (through MATC)

Location Map



State Owned Land Map



Existing Site Map

Institution: Columbia Correctional Institution (CCI)



Introduction

Columbia Correctional Institution is located in the city of Portage, in Columbia County. The facility currently houses approximately 660 adult male maximum security inmates and 150 medium and minimum security inmates. The total bed capacity of the institution is approximately 810. The institution property consists of 110 acres of land with approximately 32 acres located within the secure perimeter fence. The facility was opened in 1986 and is one of the newer maximum security institutions in the WI-DOC system.

Assessment Overview

ARCHITECTURAL

CCI at 35 years old is a relatively new institution and is the model institution for adult male maximum security in the Wisconsin system. The facility has been well maintained and buildings and infrastructure are in good condition with some exceptions. Some mechanical, electrical, and security electronics have been replaced, but there is still some original equipment that is nearing the end of its useful life.

The facility building layout is quite compact and efficient. There is very little under utilized space, and in most cases this under utilization is [REDACTED] and not issues with the space. An example is very functional vocational spaces for woodworking and custodial services were not being used at the time of the site visit due to the all teacher staff positions being unfilled. Storage space campus-wide is at a premium. With the facility population now well above the original design capacity, this storage space crunch is particularly acute at the warehouse and maintenance buildings. Consideration should be given to adding on to the warehouse building and adding a second maintenance building outside the security perimeter.

Education and programs spaces are adequate. Utilization is again impacted by a lack of teaching and social worker staff [REDACTED]. There are inmate wait lists for education and AODA programs. New program spaces at the restrictive housing building were added as part of recent building additions. The restrictive housing programming is functioning well and has improved the restrictive housing environment and process.

Food Service is running at capacity and is strained in the current space that was originally designed to serve 450 inmates, which now serves over 800. Some consideration should be given to adding Food Service storage space and possible remodeling that could make the kitchen and prep areas more efficient. There is a large amount of adjacent industry space, only a portion of which is being used by BSI for a print shop. The printing vocational program that shared this industry space has been discontinued and this space is now under utilized.

There is a new Health Services Unit building that was completed in 2018. The health services spaces are very functional and appropriate for this facility. Some space usage is limited by open nursing positions and a lack of available security staff to monitor use.

The inmate housing at CCI is in good condition and efficiently configured. General population housing includes a majority of double bunk cells but has some single bunk cells intermixed throughout the different units. Approximately 74% of general population cells are double bunked with 26% being single bunk cells. Some housing units have been designated for special use. Housing unit #7 is a special management unit for inmates with behavioral issues. Housing unit #6 is both special management use and has 12 lower tier cells that are configured to be handicapped accessible. These cells are only partially compliant with current accessible codes and ADA guidelines. Upgrades would be needed to make these cells fully accessible compliant. There are very few accessible cells in maximum security institutions in the DOC system and these 12 are always full. Consideration should be given to increasing the number of fully accessible maximum security cells in the system. Housing unit #3 is a step-down unit for inmates coming from restrictive housing. This step-down housing is intended to be 50 single bunk cells, but runs up above 60 inmates at times where double bunking is required. There is a separate restrictive housing building with 48 single bunk cells with 6 observation cells. The capacity at restrictive housing is felt to be adequate. The new programming additions are helping limit stays and improving restrictive housing process and environment.

Housing buildings are configured in two wings with upper and lower units with 50 cells total on either side of a double loaded corridors. Cell levels are half level down and up from dayroom and common space level. An enclosed officer station is centrally located to observe all four cell corridors and dayroom. The main issue at the housing units is room sizes. All cells were originally designed to be single person cells. With double bunking, these cells are still quite functional, but are on the small side for two

inmates at approximately 85 square feet in size. More efficient furniture would be one potential upgrade to improve cell space where double bunking occurs. The housing unit day spaces were also originally designed for fewer inmates and currently need to be shared between housing wings using separate shifts for dining and recreational or program use. This scheduled sharing of the day spaces limits inmate access and time out of cells.

All cells in housing units are 'wet' cells with sink and toilet fixtures in each cell. This is consistent with system standards for maximum security housing. Another significant issue with the housing cells is these plumbing fixtures. The original design fixtures are porcelain sinks and toilets. These are a curious choice for a maximum security facility where a high level of durability is desired. Stainless steel plumbing fixtures would be more appropriate for this institution. While some original fixtures that have been broken or damaged have been replaced with stainless steel fixtures, most of the housing unit cells still have the original porcelain fixtures. Consideration should be given to replacing all original cell plumbing fixtures with new stainless steel fixtures. The barracks housing built in 1997 was considered to be a temporary building when constructed. As such, it has required repair, maintenance, and replacement of fixtures and equipment. This housing also lacks a fire sprinkler system. The dormitory style housing is not compatible with maximum security inmate classification, so this building houses minimum and medium classified inmates. A majority of these inmates are at CCI to participate in AODA programming. This mix of inmate classifications creates issues at the facility that are not ideal. Inmate movement needs to be controlled so that these inmates of different classifications do not mix and interactions are limited. This can be problematic with adjacent outdoor recreation spaces, and challenging with shared support functions such as Health Services and Visiting. Consideration should be given to removing the temporary barracks and this minimum/medium inmate population from the institution if possible. This would free up a potential building site for a new 100 bed maximum security housing building that could be tailored for assisted needs inmates with fully accessible cells and direct connection to the new Health Services Unit building.

The Administration building is in very good condition and spaces are functional and adequate for component uses. [REDACTED]

[REDACTED] Consideration could be given to providing Armory space outside the fence as part of a warehouse addition or new maintenance building project.

The facility has a double fence perimeter that includes electrified non-lethal 'stun' fencing. There are five guard towers and a gate house at the main vehicle sallyport. All fencing, towers, and gate house are in good condition.

SITE / CIVIL

The facility has good access from Columbia Drive. There is sufficient parking lot space with a main staff and visitor lot adjacent to the main administration building. The asphalt is in degraded condition in many areas and needs full asphalt replacement. The secure perimeter road is also in difficult condition and needs asphalt replacement. The double layer perimeter fencing is in good condition, but with some minor fence heaving issues due to wet soils. Site drainage is an ongoing issue. The facility has a site sump pump system around perimeter to help with drainage control. The secure perimeter is located to the west side of the institution property. There is some open land to the east and north of the state property. This open land is relatively flat but is also prone to wet soils with site drainage issues.

Site utility infrastructure has several needs. The sanitary system piping is deteriorating and has experienced problems for many years. The City of Portage provides sanitary sewer service through a 15" line. On site, the sanitary distribution piping has been gradually failing for many years, causing the need for periodic repairs and replacements, specifically from the food service and barracks buildings. The site storm system is adequate however there are issues of ponding water and areas where the ground is sinking. Since the site is relatively flat, standing water and occasional flooding is an issue. The City of Portage also provides domestic water service to the institution through 10" and 15" mains. No quantity or pressure issues were expressed. Propane is provided to the HSU and has experienced capacity problems during cold weather and is believed to be due to inadequate pipe sizing.

Alliant Energy provides medium voltage electrical service and is 12,470V to the site and to switchgear located in the Warehouse. Medium voltage power is distributed to the institution's substations through an underground ductbank and manhole system. There were no reported issues or capacity concerns with fiber and high pair copper cabling serving the facility's telephone system at the facility entrance in Administration/Lobby.

MECHANICAL

Plumbing systems within the buildings are experiencing sanitary piping leaks and domestic water piping leaks due to the existence of micro-organisms in the water. Domestic water-to-water heat exchangers have been recently replaced. Other plumbing maintenance needs are consistent with the age of the institution. All buildings except for the barracks building have fire sprinkler systems.

Hot water boilers in the housing units were replaced recently. The chillers are original and are well past their normal life expectancy. The temperature control system is old but was upgraded in 2020 and a new front end was installed recently. The air handling systems are mostly original and require increasing maintenance.

ELECTRICAL

Electrical distribution systems for utility and generator sources are original to the institution built in 1984. Space to add loads was observed in the aging equipment. Typical life expectancy under good operating conditions is 35-40 years for main equipment. The generator power supply system consists of two 400 kW, diesel fueled set rated at 480Y/277V installed in the Warehouse. The generator distribution system includes two isolation-bypass ATs feeding two switchboards that distribute to selected loads throughout the institution's buildings. With the addition of the new HSU, generator system loads likely have limited capacity to add loads.

Interior lighting mostly consists of fluorescent systems in fair to good condition. Wall mounted lighting is installed on the buildings to supplement area lighting coverage. High mast lighting is high pressure sodium (HPS) installed at three locations. Pole mounted, LED area lighting is installed around the outside of perimeter fencing.

The main telephone is a vintage Mitel system.

The facility-wide fire alarm system was observed to be the original Grinnell system, except for the new Gamewell system in the new HSU. The Grinnell system requires replacement since it is outdated, and parts are difficult to find.

SECURITY

The security electronics system is original in all areas except the new HSU, and in need of replacement and updates. Most door controls are outdated push button and toggle switches in consoles. Integrated human machine interfaces (HMI) with video surveillance systems were only observed in the new HSU. A video surveillance system upgrade, with an estimated date of 2015, migrated to a Milestone video management system and installed approximately 250 cameras. Central control was observed to be located in old HSU/Intake. The paging and intercom systems are original to the facility, except a Harding digital system was observed in the new HSU.

Electrified fence was observed to be installed on the exterior of the interior perimeter fence. Microwave detection was also reported to be in installed around the perimeter fence.

Facility Needs

- Replace porcelain toilet and sinks with stainless steel fixtures and add water management
- Replace mechanical system controls
- Replace fire alarm system
- Replace door control system with touchscreen controls integrated with existing cameras
- Replace fire alarm system
- Replace security electronics systems with integrated security, control and monitoring systems

Potential Facility Enhancements

- Remove temporary barracks housing and replace with 100 bed assisted needs maximum security housing building
- Add building addition at warehouse to increase storage square footage
- Add maintenance building outside secure perimeter to increase maintenance storage
- Replace analog paging and intercom system with digital types
- Upgrade interior and exterior lighting systems to LED sources
- Upgrade high mast lighting to LED source
- Replace normal and generator sourced electrical distribution systems throughout institution

Condition/Function Assessment

Institution: Columbia Correctional Institution (CCI)

Program Spaces	1	2	3	4	5	Comments
Housing				X		Need door control upgrades
Special Housing				X		Need door control upgrades
Recreation					X	Adequate, could use additional indoor space
Health Services					X	
Foodservice (Kitchen/Dining)			X			Not enough space, running at full capacity
Laundry				X		Some equipment issues
Religion					X	Chapel is able to meet needs
Education					X	Some vocational space converted to classrooms
Administration					X	
Vocational					X	Good spaces underutilized due to staffing
Treatment/Chemical Dependency					X	
Intake				X		Garage too small, working on bus parking area
Maintenance			X			Not enough space
Visitation				X		Working on adding video visitation
Master Control				X		Need door control upgrades and camera integration
Shipping/Receiving			X			Not enough space
Warehouse			X			Not enough space
Central Plant						N/A, no central plant building
Public Lobby				X		Need increased security at main entry vestibule

Code	1	2	3	4	5	Comments
ACA				X		Cells a bit small for double bunking, small dayrooms
PREA					X	Minor issues at showers have been addressed
IBC				X		Lack of fire sprinklers at barracks housing
ADA				X		Accessible cells only partially compliant, all in one unit

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Aging AHUs, housing boilers, chillers need to be replaced
Controls				X		Original system w/recent front end upgrade
Plumbing/FP			X			Piping deteriorating/leaking, no sprinklers in barracks
Electrical			X			36 years old electrical distribution, fluorescent lighting
Telecommunications			X			Older Mitel telephone systems
Security Electronics		X				Outdated door locking, paging and intercom systems

Site Infrastructure	1	2	3	4	5	Comments
Parking			X			Adequate size, needs asphalt replacement
Perimeter Security			X			
Lighting				X		(HPS) high mast lights ,LED perimeter lighting
Electrical Distribution				X		Original primary distribution equipment and cabling
Domestic Water Distribution			X			Piping deteriorating/leaking
Sanitary Service		X				Piping deteriorating/leaking
Steam Distribution						N/A
Stormwater Control			X			Sump systems needs maintenance

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Columbia Correctional Institution (CCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Restrictive Housing Unit	1984	27,272			AMES	
Building B - Maintenance	1984	6,800		A		MES
Building C - Vehicle Sallyport	1984	950				AM
Building D - Intake	1984	13,237			MS	AE
Building E - Administration / Lobby	1984	4,221			AMES	
Building F - Visitation / Program Services					AMES	
Building G - Education / Laundry	1984	24,552			MES	A
Building H - Food Service / Library	1984	16,000			MES	A
Building I - Industries Building	1984	25,278			MES	A
Building J - Recreation Building	1984	18,950			MES	A
Building K - Housing Unit 9	1984	30,000			AMES	
Building L - Housing Unit 8					AMES	
Building M - Housing Unit 7	1984	30,000			AMES	
Building N - Housing Unit 6					AMES	
Building O - Housing Unit 5	1984	30,000			AMES	
Building P - Housing Unit 4					AMES	
Building Q - Housing Unit 3	1984	30,000			AMES	
Building R - Housing Education Core					AMES	
Building S - Housing Unit 2	1984	11,900			AMES	
Building T - Housing Unit 1					AMES	
Building U - Warehouse	1984	11,658		AE	S	M
Building V - Garage	1984	6,550				AMES
Building W - Barracks Housing	1997	12,900	A	M	ES	
Building X - Recreation Yard Storage	1991	1,202			S	AME
Building Y - Health Services Unit	2018	13,000				AMES
Total Square Foot		314,470	12,900	18,458	248,173	34,939
Percentage of Total Square Footage			4%	6%	79%	11%



- Discipline Key
- A Architecture
 - M Mechanical/Fire Protection/Plumbing
 - E Electrical
 - S Security Electronics

Expansion Potential

There is additional state property east and north of the facility secure perimeter. However, access to this side of the property is difficult and not conducive for non-secure buildings outside the facility fence perimeter. Expansion in this site area would likely require an expansion of the security perimeter fencing. The configuration of the housing and support buildings in a circle around an interior courtyard also does not lend itself to easy housing expansion. Any major housing expansion would likely have new buildings out east of the outdoor recreation area which would be far from inmate support functions.

The core inmate support functions such as food service, warehouse, and maintenance were originally designed for a smaller number of inmates than currently housed at the institution. Any housing expansion would require increased space and capability for these functions.

Since CCI does not have a central plant building and separate mechanical equipment is located in each building, expansions would be straightforward in this respect with new mechanical systems at each new building.

An expansion at this facility would require extension of the utility and generator electrical distribution systems. Extension or replacement of the integrated security electronics, and video surveillance and storage management system.

While CCI is the most efficient and functional maximum security institution in the system, the building configuration, limited core support capacities, and significant workforce challenges make expansion at this facility more difficult than at other institutions.

Workforce

CCI has approximately 335 employees. The facility faces significant challenges in acquiring and retaining staff. Security staff and education / vocational staff are acute concerns. Security staffing typically runs between 60 to 70 position vacancies out of a total of 227 available security positions. At the time of the site visit, all vocational teacher positions were open and no vocational programs were being offered. Health service staffing is adequate with around three to five positions open. Maintenance staffing is adequate with typically only one or two open positions. Food service staffing is adequate with only one or two open positions. The facility location and the maximum security inmate population are understood to be contributing factors to workforce challenges. The staffing shortages are being addressed by significant overtime hours and reducing hours for inmate services such as library and recreation. Third shift staffing is running at minimum levels.

As of July 2019

- Facility has 68 open security positions
- Facility has 5 open health services positions
- Facility has 5 open educational / vocational positions

5.1 MALE CORRECTIONAL INSTITUTIONS - MAXIMUM SECURITY

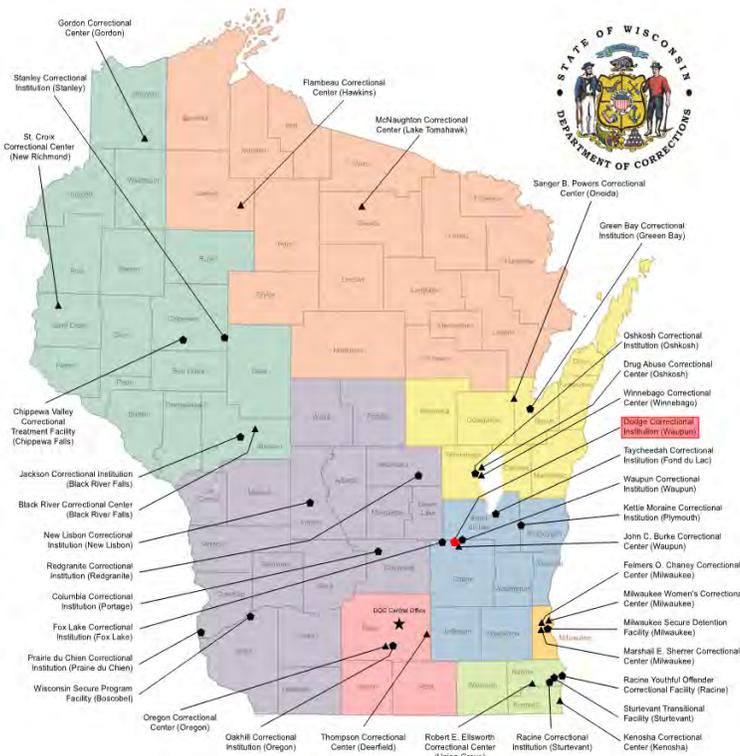
Dodge Correctional Institution

Summary Statistics

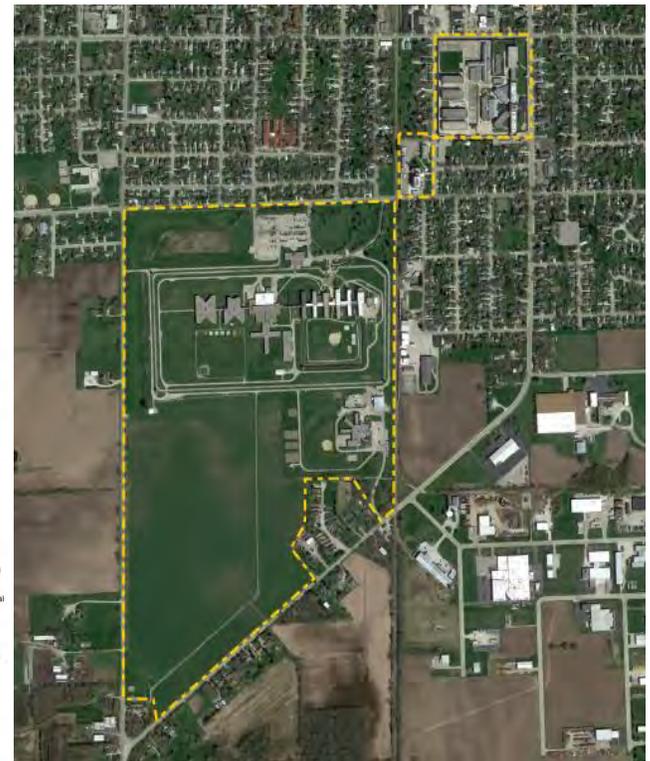
Institution: Dodge Correctional Institution (DCI)

Address	1 West Lincoln Street Waupun, WI 53963
Warden	William Pollard
Opened	1911 State Hospital, 1978 DOC Institution (Major Expansion 1993)
Site Size	230 acres (57 acres inside the perimeter)
Total Buiding Area	495,727 SF
Number of Employees	582
Population	1,641
Security Classification	Maximum
Programs	None, Institution functions as Intake facility for adult male system
Industry/Vocational	None, Institution functions as Intake facility for adult male system

Location Map



State Owned Land Map



Existing Site Map

Institution: Dodge Correctional Institution (DCI)



Introduction

Dodge Correctional Institution (DCI) is located in the city of Waupun, in Dodge County. The facility currently houses approximately 1,650 inmates in a combination of minimum, medium, maximum, and 'pre-classified' inmates. The facility is considered a maximum security correctional institution. The institution property consists of 230 acres of land with approximately 57 acres located within the secure perimeter fence. The use of this site began in 1911 as the Wisconsin Central State Hospital and was established for the care of the mentally ill. It was eventually closed in 1975 and was repurposed and reopened in 1978 as a maximum security adult correctional facility for the State of Wisconsin. The facility was renamed Dodge Correctional Institution. The institution underwent a major expansion in 1993 that doubled the size of the facility. DCI serves as the reception center for all adult male inmates entering the DOC system. The facility supports the system by providing comprehensive physical and mental health assessments as well as a security level classification process for each inmate. Inmates spend time at DCI undergoing an orientation program before possible transfer to other DOC facilities. DCI also serves as the central medical unit for the DOC system.

Assessment Overview

ARCHITECTURAL

The Dodge Correctional Institution is a tale of two campuses. The original buildings of the Wisconsin Central Hospital on the east side are commonly referred to as "Old Dodge", while the newer buildings from the major expansion in 1995 on the west side are referred to as "New Dodge". All buildings on campus are connected by a long east-west 'main street' corridor so that circulation between all building can be indoors. Main utilities for the campus follow this main corridor either in a utility tunnel below or overhead. The Old and New sides of DCI form a sprawling campus with long distances between components. There are large open outdoor recreation areas to the south of both Old and New sides.

With the exception of a gymnasium building built in 1980 at the east end of campus, Old Dodge is comprised of buildings constructed between 1914 and 1967, with at least one built in every decade in between. Thus, these Old Dodge buildings range in age from just over 100 years to just over 50 years. They are all long, narrow multi-story buildings arranged along the central 'main street' corridor with utility tunnel below. All buildings were originally designed for use by the Central Hospital and have been remodeled and converted in varying degrees to prison functions.

Inmate housing in these Old Dodge buildings is mostly floors of small cells along narrow double loaded corridors. Some units have 'wet cells' with toilet and sink plumbing fixtures in each cell, while other units have 'dry cells' with common shared toilet and shower facilities. Some housing units have small common dayrooms at the ends of the cell corridor. One housing unit has larger 8-person dormitory style rooms. There is a capacity of approximately 680 inmate beds in Old Dodge. However, due to fluctuating DOC system population levels, there are at times up to 120 additional beds in Old Dodge housing units gained through the use of a third bed added in double bunk cells, and beds added into dayrooms to create dormitory style spaces. The basements in these housing buildings are mostly used for storage and maintenance. There is no electronic door control in the Old Dodge housing units. All doors are controlled with keys that are operated by security staff. These housing units are more challenging to operate due to manual operation of all doors, multiple stories connected by stairs, lack of visibility down narrow hallways and multiple levels, and crowding in units with added 'extra' beds. These functional challenges are coupled with older building issues including lack of insulation in exterior walls, thermally inefficient and non-secure windows, and aging mechanical and electrical systems. The Old Dodge housing buildings also all lack fire sprinkler systems.

There are also other facility components in parts of Old Dodge buildings. There are office suites for security staff, social services, and records. One building main floor is devoted to a large open space for visiting, that is used by all inmates in the facility. There is also an inmate library and small chapel space for religious services. There is an indoor recreation space with weight room in the basement of one building. There is a small food service kitchen and bakery as well as a dining hall where all inmates in Old Dodge receive their meals. There are also spaces in basements and upper floors used for DCI facility inmate records as well as medical records and Division of Adult Institutions (DAI) records for the entire DOC system.

Given the building ages and significant functional challenges in the majority of Old Dodge buildings, consideration should be given to eventual removal and replacement of the Old Dodge east campus with new modern buildings designed to current DOC preferred configurations and standards. However, the newer gymnasium building from 1980 at the east end of Old Dodge could be considered for continued use as this is the only indoor recreation gymnasium at the institution. This building also has

a more modern high-security housing unit in the basement that may be desirable to be maintained. The far east end of Old Dodge also includes a building used for maintenance and a smaller maintenance annex building. While these buildings are some of the oldest on campus, consideration could be given to also keeping these structures as they are used for less demanding maintenance functions of the facility.

The west side campus at DCI along with the Administration building out front are considered 'New Dodge' with the majority of buildings constructed as part of a major expansion begun in 1993. Buildings on this west side of the facility are relatively new, all at less than thirty years old. Overall the buildings are in good condition and have been well maintained.

The Administration building contains the main facility entrance and public lobby as well as business and administration office, training spaces, and the armory. This building had adequate space and is very functional. The former central pharmacy space has been repurposed to be a large training area that sees very high use.

The main support building provides space for core functions of the institution. This building contains Central Control, Intake, Food Service, Classification, Psychological Services, and Health Service Unit. Central Control is located at the main entrance to the support building and includes a 'muster' room for security staff meetings. It has adequate space and is functioning well. Intake includes a secure vehicle sallyport garage and intake unit with holding and processing areas for all inmates entering and leaving the facility. This area also includes the facility mail room. Due to DCI being the reception center for the DOC system, this is a large volume intake unit with between 30 and 40 incoming inmates per day. With transfers and transports out of the facility, upwards of 50 to 75 inmates are passing through the Intake unit every day. The space works reasonably well. Minor improvements would involve adding more showers and more space for transport staff. Adjacent to Intake is the main Food Service area. All inmates housed in the New Dodge west campus side eat all meals in their housing units, so Food Service consists of kitchen, food prep, staging, cleaning, staff offices, and storage spaces. This main Food Service is supplemented by a smaller food service area with the bakery that this located in an older building on the east side Old Dodge campus. Food Service space is straining to keep up with the current inmate population. Food storage space is maxed-out. More storage and cart space are needed. Consideration should be given to expanding Food Service and providing space for a new bakery, especially if the associated Old Dodge food service area is decommissioned.

The support also includes space for the thorough assessment of all incoming inmates into the DOC system. There is office and meeting space to support the inmate classification process and psychological evaluations. These spaces are adequate currently. Adjacent is the main Health Services Unit for the facility. In addition to serving the needs of the DCI inmate population, this HSU also provides medical exam and dental exam assessments for all incoming inmates. The medical clinic area is very tight on space, and routinely falls behind in providing incoming inmate exams. More space and staffing would be required to work down this backlog. The dental area is quite expansive and functional, and also serves inmates coming in from other facilities for dental care. Finally, the core support building also has a multi-purpose meeting space primarily used for religious services. While this space is large, holding up to 170 inmates at a time, there is a need for more chapel space to keep up with religious program scheduling.

Attached to south side of the main core support building is the Medical Unit. This building provides central medical services for the DOC system. It includes a large infirmary for inmates needing 24-hour inpatient care, a dialysis unit, and physical therapy. There are 60 inpatient beds with 6 negative pressure rooms and 2 observation rooms. A number of inmate patients are permanent residents of this infirmary and 7 rooms are dedicated to palliative care. The dialysis unit space is cramped. It was originally designed for 2 to 3 patient chairs, and now has 5 patient chairs. The Medical Unit is busy with typical patient numbers in the 50's and between 6 to 15 dialysis patients. With the exception of the dialysis unit needing more space, the patient and support rooms function well. Some finishes and fixtures are worn and need replacement, especially in the showers and tub room. The Medical Unit building was designed for future vertical expansion and a second story could be added to the building in the future.

The inmate housing on the New Dodge west side campus is in good condition and efficiently configured. Sight lines and staffing efficiency are very good. Housing buildings are configured with two triangular units, one on each side of a central enclosed control station. Each unit has two tiers of cells surrounding a common two-story high dayroom, and houses 100 inmates in 50 double banded 'wet cells' with combination detention toilet/sink fixtures in each. There are three such housing buildings attached to the 'main street' corridor for a total bed capacity of 600 on the New Dodge west side. In addition there is a single 50-bed restrictive housing building. The 50 single bunk 'wet cells' are configured similarly on two tiers surrounding a common space. The restrictive housing includes 6 observation cells and multiple individual recreation spaces. Due to the inmate population and population size at DCI, the restrictive housing unit is routinely full, and sometimes exceeds capacity. Consideration should be given to adding more restrictive housing beds at the facility.

DCI has two barracks dormitory style housing buildings, built connected end to end. The dormitory style units house 288 beds total and are used for minimum and medium classified inmates. This barracks housing built in 1997 was considered to be temporary when constructed. As such, it has required repair, maintenance, and replacement of some fixtures and equipment. Consideration should be given to providing further repairs to observed wall cracking and roof leaks. While not typically compatible with a maximum security institution, these dormitory units have upgrades with an enclosed central control station and detention sliding doors that have helped make this housing functional for the facility use.

The facility has a double fence perimeter that includes electrified non-lethal 'stun' fencing. There are four guard towers and a gate house at the main vehicle sallyport. All fencing, towers, and gate house are in good condition.

The Waupun Correctional Institution is located only a few blocks away from DCI. Located between the facilities is a shared Central Plant building that serves both institutions as well as shared warehouse storage buildings. Any major project at Dodge Correctional Institution will need to consider capacities of this shared infrastructure.

SITE / CIVIL

The facility has good access from West Lincoln Street. There is ample parking lot space with a main staff and visitor lot adjacent to the main administration building. The asphalt is in decent condition with some cracking. The secure perimeter road also has some asphalt cracking issues but is otherwise in reasonable condition. The site only has other minor issues with some needed sidewalk replacements.

Combined domestic and fire service water are provided from Waupun Correctional. No concerns were expressed. The sanitary system piping in the west addition is in good condition, however the sanitary service in the east wings is deteriorating based on several factors including age. No site storm system concerns have been noted. The fire protection main to building B is undersized. High and low pressure steam is provided by the WCI power plant and is in good condition.

The central generating plant (CGP) serves Dodge and Waupun Correctional Institutions, John C. Burke Correctional Center, Waupun Dairy, and the state garage and warehouse. The City of Waupun provides primary electrical service to the CGP at 4,160Y/2,400 volts (V) from two substations. The central plant also generates electric power from two steam turbine generators and two diesel fueled generators.

Medium voltage (MV) switchgear in the central plant distributes power to DCI from two normal (utility sourced) and two emergency/standby (generator sourced) feeders. The underground distribution system utilizes pad-mounted switchgear located outside the secure perimeter, which then feeds buildings and towers.

Pole mounted high intensity discharge (HID) lighting is installed around the perimeter electrified fence and main gate, in the facility parking area and around the east outdoor recreation area. Six high mast poles with HID fixtures are installed inside the perimeter fence for general area lighting.

MECHANICAL

The old east side of Dodge has several mechanical deficiencies, from poor ventilation, systems and equipment that are well past their normal life expectancy. Poor temperature control and inadequate ventilation are problematic in most all east buildings. Most of the east side control systems are pneumatic and little direct digital controls. Most mechanical systems are well past their useful life and in many cases are very difficult to access and maintain. Many are single zone, constant volume and inefficient. The absorption chiller in the newer west side is past its useful life expectancy and has become a source of frequent and expensive maintenance.

Plumbing systems within the old east side buildings are old, some original and require constant maintenance. The domestic water piping is failing and needs to be replaced. Hot water service had to be extended to the barracks building from the HSU due to failure of the system in the barracks. No areas on the east side have fire sprinkler systems.

ELECTRICAL

Electrical dedicated rooms and spaces house medium voltage (MV) switchgear and step-down transformers serving lighting, power and emergency/standby loads. MV equipment in the east part of the institution appears in fair condition, and the newer west part appears in good condition.

Secondary distribution systems include panelboards, feeders, end use equipment, wiring devices and associated circuitry. Most original secondary distribution systems in the older east buildings appears at the end of typical service life of 30-35 years. The secondary distribution in the newer, west buildings was observed in good condition, although aging since installed during a major expansion project in 1993.

Fire alarm in the older east buildings requires replacement, while fire alarm in the newer parts of the institution appears to be in good condition but around 25 years old.

Interior lighting is mostly fluorescent in fair to poor condition in the east buildings and in good condition in west expansion buildings.

SECURITY

The existing systems include programmable logic controller (PLC) based locking controls with human machine interfaces (HMI) observed at control areas in the facility. Intercom and paging systems appear vary from analog type in east buildings to a digital system in Administration. Upgrading to a consistent HMI system and a digital intercom and paging system would improve security electronics throughout the institution.

A mixture of analog and digital cameras were observed at this site. A project was reported to be in process to upgrade to digital cameras with new monitors and migrate the Geovision system to a Milestone video management system with approximately 225 cameras.

Facility Needs

- Expand space to Food Service area to relocate bakery and increase storage and staging space
- Expand medical clinic space to provide more capacity
- Roof replacements needed for Old Dodge buildings and barracks housing
- Temperature control system upgrades and replacements (new Dodge)
- Need new centrifugal chiller to replace the existing absorption chiller
- Barracks building updates
- Replace security electronics door locking controls, intercom and paging systems
- Replace fire alarm system in 1993 west expansion buildings and in east buildings
- Replace secondary electrical systems in east buildings

Potential Facility Enhancements

- Add second gymnasium to campus to increase indoor recreation capacity
- Replace and remove 'Old Dodge' campus buildings
- Upgrades, replacements, and modifications to support / modified programs and general functions of a modern institution
- Add fiber backbone capacity
- Replace perimeter and high mast lighting with LED systems

Condition/Function Assessment

Institution: Dodge Correctional Institution (DCI)

"NEW DODGE - WEST BUILDINGS"

Program Spaces	1	2	3	4	5	Comments
Housing					X	
Special Housing			X			Not enough cells for current inmate population, double-bunked at times
Recreation			X			Outdoor rec is adequate, no indoor gym space on 'New Dodge' side
Health Services				X		Space is tight for number of inmates served
Foodservice (Kitchen/Dining)				X		Space is tight for number of inmates served
Laundry						N/A, none in New Dodge
Religion			X			Using multipurpose space that is too small for number of inmates served
Education				X		Limited space
Administration					X	
Vocational						N/A, none in New Dodge
Treatment/Chemical Dependency				X		Limited space
Intake				X		Just adequate for space, could use more showers
Maintenance				X		Limited space
Visitation						N/A, none in New Dodge
Master Control					X	
Shipping/Receiving					X	
Warehouse					X	
Central Plant				X		Located adjacent to Waupun Correctional Institution
Public Lobby					X	

Code	1	2	3	4	5	Comments
ACA					X	
PREA					X	
IBC					X	
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC				X		Newer buildings in good condition
Controls				X		Newer buildings in good condition
Plumbing/FP				X		Newer buildings in good condition
Electrical					X	Secondary distribution in good conditio, but aging
Telecommunications			X			Multi-mode fiber backbone network with limited capacity
Security Electronics		X				In-house project in progress to partially upgrade system, replace sec elect

Site Infrastructure	1	2	3	4	5	Comments
Parking					X	
Perimeter Security				X		NLEF exists
Lighting			X			Perimeter lighting and high mast is HID source, no LED
Electrical Distribution		X				Medium voltage normal and emergency system sourced from central plant
Domestic Water Distribution					X	Water distribution in good condition, no problems reported
Sanitary Service					X	Sanitary piping in good condition, no problems reported
Steam Distribution					X	Steam distribution in good condition, no problems reported
Stormwater Control					X	Storm water piping in good condition, no problems reported

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Dodge Correctional Institution (DCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Administration	1993	19,009		S	E	AM
Building B - Maintenance	1913	9,304		SE	M	A
Building C - Maintenance Annex	1913	1,328			M	A
Building D - A&E Housing / Gymnasium	1980	22,354	AMES			
Building E - GP Housing / Storage	1914	12,480	AME	S		
Building F - GP Housing / Laundry	1967	20,680	AME	S		
Building G - GP Housing	1931	12,540	AME	S		
Building H - Administration / Security / Records / Tools	1914	14,575	AME	S		
Building I - GP Housing / Indoor Recreation	1952	14,820	AME	S		
Building J - Visting / Bakery	1923	12,630	AME	S		
Building K - A&E Housing / FTO Office	1923	12,480	AME	S		
Building L - GP Housing / A&E Housing / Dining	1952	14,967	AME	S		
Building M - A&E Housing / Veteran's Office	1931	12,540	AME	S		
Building N - A&E Housing / Medical Records	1952	15,747	AME	S		
Building O - Library / Medical Records	1918	13,270	AME	S		
Building P - Intake / Transportation / Food Service	1993	45,425		AMS	E	
Building Q - Health Services Unit / Clinical Services	1993	45,425		S	AME	
Building R - Infirmary / Dialysis Unit	1993	27,669		S	AME	
Building S - Restrictive Housing	1993	22,054		S	AME	A
Building T - A&E Housing / Intake / Programs	1993	44,550		S	E	AM
Building U - A&E Housing	1993	37,079		S	E	AM
Building V - A&E Housing	1993	37,079		S	E	AM
Building W - A&E Barracks Housing	1999	23,800	ES	M	A	
Building X - Maintenance	1990	2,964		ES		AM
Building Y - Gatehouse	1979	958				A
Building Z - Central Plant					ME	A
Total Square Foot		495,727	179,083	81,493	234,193	958
Percentage of Total Square Footage			36%	16%	47%	0.2%

High **Medium** **Low**

Severity Key

Discipline Key

- A** Architecture
- M** Mechanical/Fire Protection/Plumbing
- E** Electrical
- S** Security Electronics

Expansion Potential

There is a significant amount of additional State property adjacent to the Dodge Correctional Institution with a large area of open land to the south. There is also significant open space inside the secure perimeter at far the west side. This space was originally planned for a future housing building expansion during the 1995 major project. There is room for likely up to three additional buildings in this space.

The inmate population at DCI is under significant pressures due to the reception and orientation function the institution provides for the DOC system. There are approximately only 250 permanent inmate residents at DCI. They fill inmate worker positions or may be at-risk health-wise and require services provided by the central medical unit. The rest of the inmate population at DCI is transitory and is participating in a 7 to 8 week assessment and orientation process. As the rest of the facilities in the DOC system reach or exceed their full capacities, there are fewer options to move processed DCI inmates out. This results in stays of up to 10 to 12 weeks and causes inmates to 'back up' in the system at DCI. This is the main driver for the need to add additional temporary bed space in dayrooms and the triple bunking of double bunk cells in the Old Dodge buildings. It would be most beneficial if additional bed capacity could be added out in the rest of the DOC system to help move inmates through and out of DCI in a more timely and regular manner.

Another consideration for any expansion at the facility is staffing and infrastructure. The ability to add additional staff, especially security staff, at DCI is extremely challenging in the current local conditions. Institution infrastructure is shared with the Waupun Correctional Institution and would need to be assessed for any major expansion at DCI. Space in the shared Central Plant is limited and a major expansion of the plant would likely be cost prohibitive.

However, there is going to be the eventual need to address 'Old Dodge' and buildings that are over or nearing 100 years in age. This part of the facility is reaching the end of its useful life, and the time will come for replacement of these buildings. The space available on the far west end of campus could provide space for new maximum security housing buildings and a support building which could be constructed to replace the inmate beds and functions of Old Dodge. With the available space, this could be done while keeping the facility in operation at current capacities. If the Old Dodge buildings were removed, the campus space left behind could then be considered for expansion space. Due to the staffing and infrastructure pressures, housing expansion at DCI would likely need to be tied to population reductions at nearby Waupun Correctional Institution so that some Waupun staff and services could be transferred over to DCI. Dodge Correctional Institution has a unique place in the maximum security facilities in that it has significant space available inside the secure perimeter and has very well functioning buildings on the New Dodge side. As concerns regarding conditions at the maximum security institutions in Green Bay and Waupun are addressed, DCI could be an option for another major renovation and expansion.

Any expansion of the institution needs to include an expansion of the steam service from the Waupun Power Plant or a stand-alone hot water plant to serve the expansion. New domestic water and sanitary connections to city services would be required to support expanded occupancy.

Expansion of the facility would require primary electrical distribution system modifications for both normal and generator sourced power to accommodate new buildings.

Additional fiber to increase system capacity would be necessary to support systems included with expansion. Security electronics systems include door locking, video surveillance, intercom, and paging. Fire alarm systems would also require replacement and upgrade to serve the expansion.

Workforce

DCI has approximately 580 total staff. The facility continues to face significant challenges in acquiring and retaining staff. Security staff is the major concern. Security staffing has reached upwards of 85 open positions out of a total of 395 security positions. The facility has seen close to a 25% vacancy rate for available staff positions across the institution. Competition with other DOC facilities nearby and local businesses are contributing factors to these staffing challenges. The institution is compensating by being very staff efficient and mandating significant overtime hours for a majority of staff.

As of July 2018

- Facility has 85 open security positions

5.1 MALE CORRECTIONAL INSTITUTIONS - MAXIMUM SECURITY

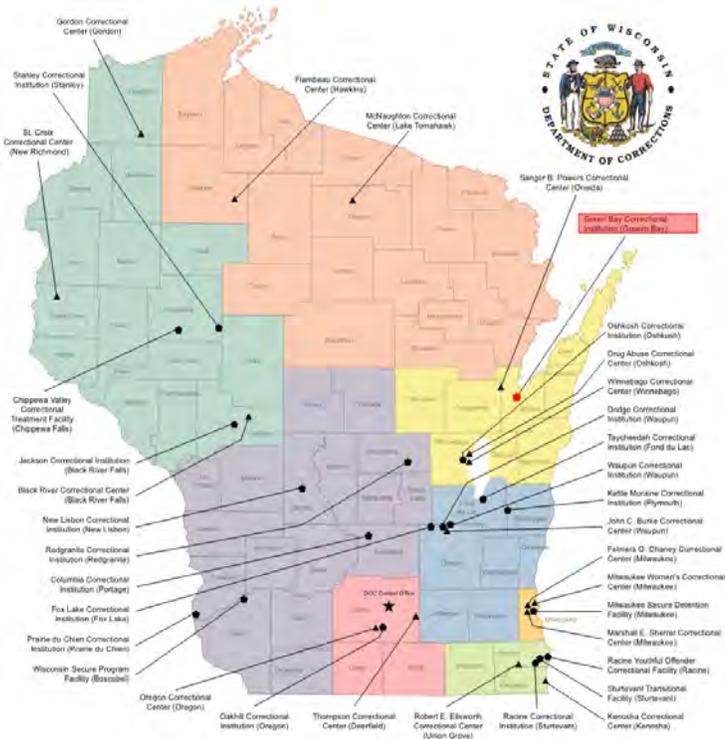
Green Bay Correctional Institution

Summary Statistics

Institution: Green Bay Correctional Institution (GBCI)

Address	2833 Riverside Drive Green Bay, WI 54307-
Warden	Bill Pollard (interim)
Opened	1898
Site Size	49 acres (30 acres inside the perimeter)
Total Buiding Area	444,900 SF
Number of Employees	368
Population	1,091
Security Classification	Maximum
Programs	Anger Management • Cage your Rage • Challenges & Possibilites • Disabled Offenders Economic Security Project • Parenting • Self - Help • Thinking For A Change • Veterans • WRC Aftercare
Industry/Vocational	Barber/Cosmetology • Electricity • Masonry • Office Assistant • Wood Tech/Cabinet Making

Location Map



State Owned Land Map



Existing Site Map

Institution: Green Bay Correctional Institution (GBCI)



Introduction

The Green Bay Correctional Institution opened in 1898 as the Wisconsin State Reformatory to serve the State's young male population and has been in continuous operation since. The majority of the institution, including the north and south housing units and administrative and program buildings, were constructed over a 24-year period between 1898 and 1922. The 22-foot-tall perimeter wall was constructed in 1932, confining the 29-acre site in its current configuration, and the age limit of inmates was expanded to 16 - 25 to address overcrowding in the prison system. In 1972, the institution became an adult male, maximum-security prison, and the name was changed to the Green Bay Correctional Institution in 1979. In 1990, the Wisconsin State Reformatory Historic District was formed and listed on the National Register of Historic Places and the Wisconsin State Register of Historic Places.

GBCI currently houses approximately 1,090 inmates through a combination of double-bunking general population cells and utilizing dormitory style housing for medium security inmates.

There have been numerous alterations and additions over the years, the most recent of which were a 150-bed restrictive housing unit in 1996, a shower facility in 2016, and visitation/intake expansion in 2018.

Assessment Overview

ARCHITECTURAL

The primary challenges encountered at GBCI are related to age and operational inefficiencies. Age has resulted in failing infrastructure systems throughout the institution that require constant upkeep and costly modernization whenever possible. Operational inefficiencies are directly related to being constructed in a different era of prison design, when staffing efficiency, inmate movement, accessibility, building codes, life safety codes, and standards established for the safe and humane treatment of inmates, such as American Correctional Association (ACA) Standards and Prison Rape Elimination Act (PREA) Guidelines, were not the primary considerations they are in modern prison design.

The campus is both confined and spread out, with the primary buildings housing Administration, Housing, Food Service, Education, Indoor Recreation, Health Services, Social Services, Industry, Central Plant, and Maintenance located in close proximity in the western half of the site and Restrictive Housing and Outdoor Recreation located remotely at the eastern half of the site, separated by largely open green space. There are a few scattered service and storage buildings located outside the secure perimeter to the north. The primary entrance through the secure perimeter is located at the southwest corner. Deliveries of goods and services to the institution pass thru the secure entrance and require significant delivery vehicle access across the site. A secondary entrance is located on the north side for emergency access purposes. The layout of the site dictates significant inmate movement from housing units to the remote recreation fields and vehicular transport between the housing and support buildings and restrictive housing at the far end of the institution.

Inmate program and service functions, including treatment, industry, religious services, and recreation, are scattered across the institution, and often present both circulation and accessibility challenges. Site circulation required to access various buildings used for inmate program and support services [REDACTED]

Many of the buildings have served various functions over the years, and some are under utilized, used for storage, or have been abandoned completely due to concerns over the physical condition, operational inefficiencies, safety and security concerns, or a combination of these factors.

The site is monitored by a total of six (6) security towers, all of which are in need of significant repairs or replacement. A partial microwave detection system has been added to portions of the institution.

The western length of the secure perimeter is defined by the historic main administration building and the primary North Housing and South Housing buildings. The housing buildings, built between 1898 and 1922, utilize an antiquated design concept, employing very small cells in a back-to-back, four-tier configuration to provide 74 cells per tier for a total of 296 cells per housing unit. At approximately 56 SF each, the cells are significantly undersized for single occupant cells by modern ACA standards, and a significant number are double bunked to meet capacity demands. The design lacks adequate dayroom spaces to support out of cell activities. Shower facilities are remote from the housing units requiring supervised movement for basic daily hygiene.

Other minimum/medium security housing is provided in an open dormitory space in the former dining hall that is inconsistent with housing at a maximum-security prison; and specialty housing units including a 25-bed mainstream unit for vulnerable inmates, a 48-bed high security transition unit, and 32-bed high security step-down located in the basement and first levels of the Treatment Center. The 150-bed high security Restrictive Housing Unit is remotely located at the far eastern end of the institution. The RHU is functional [REDACTED]

[REDACTED] Space initially designed for food service has been converted to program space.

Food service was originally designed to support a population of approximately 800. Two dining rooms, serving approximately 100 inmates each present security concerns due to overcrowding. Blind service lines have been added to improve security, but space constraints and sight lines within the kitchen result in both functional inefficiencies and security concerns. Bulk storage is accommodated in the basement and, while capacity is adequate, the need to move goods vertically present logistical and security concerns. The loading dock is undersized for the quantity of deliveries food service receives and is located across the institution from the vehicle sallyport, resulting in movement of outside vendor vehicles across the site inside the secure perimeter.

The Treatment Center includes the Mainstream Housing Unit on the lower level, Health Services (medical and dental) sandwiched between the Transition Housing Unit and Step-Down Housing Unit on the main level, and psych services, social services, records and classification on the second floor. While there is elevator access to all three floors, movement in the building is inefficient. The location of Health Services between high-security housing units presents operational challenges and the inadequacy of the space available presents functional and operational difficulties.

Spaces for academic and vocational education are generally adequate and reasonable well located for the population served, but GBCI has had difficulty staffing the programs resulting in some spaces being under utilized.

A small facility maintenance wood shop and paint shop, and a slightly larger vocational wood shop are located on the first level of a shop building located on the north side of the site. Additional space would be valuable in expanding vocational opportunities. The upper level of the shop building once included dormitory space but has been converted to staff-only use for training due to security concerns.

Badger State Industries (BSI) operates a fabric shop with modern production equipment that produces inmate clothing and mattresses for the DOC. The space available is well organized and efficient, but undersized for capacity needs. BSI is planning to take over the adjacent vacant laundry building to address space needs and capacity concerns.

Religious services are provided in a free-standing building between education and the administration building and is adequate to serve up to about 70 inmates per service.

Administrative spaces are all located within the institution's secure perimeter and, in many cases, are interspersed with inmate spaces, resulting in safety and security concerns. A central rotunda provides inmates access to general population housing, food service, education, shower facilities, dormitory housing, and visitation on the first level, and indoor recreation facilities on the third level. It's also used for functions like clinical/social worker interviews. Staff and professional visitor traffic also passes through the rotunda to access inmate spaces as well as second floor staff-only spaces. There is no elevator access to the various levels within the Administration Building, resulting in significant accessibility challenges.

In 2018, GBCI completed a new visitation building adjacent to the Inmate Intake Building and South Housing Unit. The building provides a safe, secure, accessible space for visiting accessible to inmates from the rotunda and visitors from a direct entrance separate from the main entrance to the facility. The visitation building successfully replaced the existing, inaccessible visiting area on the second floor of the Main Administration Building, leaving that space vacant for other staff uses.

SITE / CIVIL

Site utility infrastructure has several needs. The sanitary system piping is deteriorating based on several factors including age. No site storm system concerns have been noted. The domestic water distribution system is failing in some areas. The fire protection main to building B is undersized. The central plant appears to be in excellent condition and has been well maintained. The steam distribution system serving the buildings through tunnels, box conduit or direct buried has been experiencing failures for many years. Some of the older tunnels are collapsing and have been shored up with wood and steel members in many places. They are often flooded in spots from ground water entry.

Power is routed between building underground at 4,160V. No issues were noted regarding the underground distribution.

There are high mast lights located within the secure perimeter to provide exterior illumination. High mast fixtures are HID type and noted to be in good condition. Maintenance staff noted that there are issues with corrosion occurring on the wiring to the high mast fixtures, which causes regular outages and maintenance needs.

MECHANICAL

Plumbing systems within the buildings are experiencing leaks in the copper piping from the bio-life contamination and the effects of occasional large quantities of make-up water went leaks happen. Most buildings constructed before 1980 do not have fire sprinkler systems except for the north and south cell halls. Poor temperature control and inadequate ventilation are problematic in most all buildings except those built after 1980 which are few. Most of the control systems are pneumatic and little direct digital controls. Most mechanical systems are well past their service life and in many cases are very difficult to access and maintain. Many are single zone, constant volume and inefficient.

ELECTRICAL

The institution is supplied by a 4,160V electrical service from the Utility. The service is fully backed up by a 1,000kW/1,250kVA diesel generator (installed in 2005) and is located interior to the Heating Plant Building. Distribution switchgear is within the same building in good condition (installed in 2005). The maximum demand on the generator/service over the past 12 months is approximately 700kW which means the service is approximately 70% loaded and has a small amount of capacity to support possible future expansions within the institution. From the switchgear, 4,160V power is then routed underground to the institution buildings.

The North and South Housing Units were noted to be in need of power and lighting upgrades. However, there is already a project scheduled to provide these upgrades.

Generally, interior lighting consists of fluorescent systems in fair to good condition. Emergency lighting in buildings is done with emergency battery units located throughout. Limited emergency battery units appear to be installed in most buildings. Additional emergency egress lighting will be necessary with current building remodel projects to meet current building code requirements.

Pole mounted area lighting was observed to be installed around the perimeter fence outside the secure area and noted to be LED type in good condition.

SECURITY

The security network resides on multi-mode fiber, which has limited availability for expansion.

At the time of this report there is a project in place to upgrade the video surveillance system.

A perimeter fence system used in conjunction with the perimeter wall structure was recently upgraded to a shaker fence system and a Microwave fence system was recently deployed as well.

Facility Needs

- Construct a new Health Services Building to support medical, dental, and mental health services
- Temperature control system repairs, upgrades and replacements.
- Continued plumbing system repairs.
- The steam distribution system deterioration is a significant concern and needs to be replaced.

Potential Facility Enhancements

- Expand and remodel food service kitchen, bakery, and dining rooms.
- Construct additional maximum-security housing units to eliminate the need to double bunk the North and South Housing Units and replace the Mainstream, Transition, and SHU Housing Units
- Provide accessible indoor recreation facilities or construct a new, accessible recreation facility
- HVAC controls are inadequate and are aging. They should be upgraded or replaced.
- Air handling systems over 40 years old should be replaced.
- Significant plumbing piping improvements and fixture replacement will be necessary.
- Replace heating plant building generator.
- Replace secondary electrical distribution within the heating plant, Food Service, Maintenance and Treatment Center buildings.
- Replacement/reconfiguration of high-mast lighting wiring to reduce corrosion and site lighting outages.

Condition/Function Assessment

Institution: Green Bay Correctional Institution (GBCI)

Program Spaces	1	2	3	4	5	Field Notes
Housing	X					GP four levels, Mainstream Unit in basement of HSU.
Special Housing				X		RHU fairly new, needs programming, cameras, door locking issues
Recreation		X				Indoor Rec on 3rd Floor - inaccessible
Health Services	X					Too small to meet current needs
Foodservice (Kitchen/Dining)		X				Sightlines, congested, serve noon meals in cells
Laundry			NA			Laundry is contracted out with BSI
Religion				X		
Education				X		Classroom building good condition, accessible to housing
Administration		X				Inaccessible and intersects inmate circulation
Vocational			X			Space available but difficulty finding teachers
Treatment/Chemical Dependency			X			Third floor of HSU
Intake					X	Small but recently remodeled as part of Visitation Remodel. Minimal in/out.
Maintenance				X		Sufficient space
Visitation					X	New
Master Control			X			Did not visit this space
Shipping/Receiving		X				Requires access thru perimeter for FS, Inefficient Loading at FS
Warehouse			NA			Did not visit this space
Central Plant			NA			Did not visit this space
Public Lobby		X				Small, congested, easy access to Warden and Business Function
Badger State Industries (BSI)					X	Textile and mattresses. Good space now - soon to expand to old Laundry

Code	1	2	3	4	5	Field Notes
ACA	X					Cells small, lack of accessible cells, no dayrooms in GP.
PREA				X		Passed audit.
IBC	X					Sprinklers. Verify appropriate smoke zones.
ADA	X					Large portions of the facility are inaccessible.

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC		X				Much beyond end of useful life but being maintained
Controls	X					Mix of pneumatic & DDC / multiple vendors and ages
Plumbing/FP		X				Varies from "1" to "4" depending on building/age.
Electrical			X			Many original panels require replacement.
Telecommunications						Not included in scope
Security Electronics		X				Door control system at the end of useful life. Requires upgrade.

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking						
Perimeter Security					X	Recently upgraded. Shaker and microwave fence system.
Lighting				X		Water in high mast lighting wiring causing corrosion and outages.
Electrical Distribution					X	Recently upgraded.
Domestic Water Distribution		X				Varies from "1" to "3" depending on location,age.
Sanitary Service		X				Piping deteriorating, added new screening facility, needs grinder
Steam Distribution	X					Major concern, distribution system failing, including tunnels.
Stormwater Control				X		No immediate issues communicated.

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Green Bay Correctional Institution (GBCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Segregation Building	1999	45,314		S	AME	
Building B - Recreation Building	1963	1,920				
Building C - Root Cellar	1983					
Building D - Heating Plant	1955	11,632		E		MS
Building E - BSI	1953	25,210			ME	AS
Building F - Vacant/Future BSI					ME	AS
Building G - Food Service/Dining	1980	37,000		AMES		
Building H - Shop Building/Staff Training	1901	21,278		ME	AS	
Building I - Maintenance				ME		A
Building J - Treatment Center/Housing	1961	41,648	A	ME	S	
Building K - Dormitory/Administration				AM	ES	
Building L - South Cell Hall	1922	40,675	AM	S	E	
Building M - North Cell Hall	1903	40,675	AM	S	E	
Building N - Main Administration	1912	105,144		AM	ES	
Building O - Chapel	1966	3,300			M	A
Building P - Education/Vocational	1964	6,480		M	S	AE
Building Q - Inmate Processing Bldg/S. Sallyport/Vis	1999	4950				AMES
Building R - North Sallyport	1963	413				
Building S - General Purpose Bldg/Grounds Equip S	1907	11482		AME	S	
Building T - Warehouse						S
Building U - Paint Storage	1954	800				
Building V - General Garage	1904	4,500				
Building W - Education	1953/1970	33,113		ME	S	A
Building X - Gas Meter Building	1990	121				
Building Y - Shower	2013	9245				AMES
Total Square Foot		444,900	122,998	214,497	85,456	21,949
Percentage of Total Square Footage			28%	48%	19%	5%



- Discipline Key**
- A** Architecture
 - M** Mechanical/Fire Protection/Plumbing
 - E** Electrical
 - S** Security Electronics

Expansion Potential

While GBCI staff has done an admirable job of operating an antiquated institution safely and securely for many years, ongoing significant investment in infrastructure and inmate support systems will be required to continue to operate the institution. Everything from tunnels, sewer lines, and steam lines to mechanical, electrical and plumbing systems are in need of significant upgrades throughout the institution. Much of the institution is without an automatic fire sprinkler system which would be required by current building and life safety codes for any major remodeling. The secure perimeter wall is in need of repair and the security towers should be upgraded. The aging buildings require window replacement and accessibility upgrades, and under utilized buildings and spaces within the secure perimeter present both maintenance and safety and security concerns.

While there technically is space inside the institution walls to construct new spaces for housing and inmate programs and services, it would take up a significant portion of open outdoor spaces used for gardening and recreation, and the challenges associated with construction in a remote corner of an existing operating correctional institution are significant and costly. Seven of the buildings and the perimeter wall are on the National and State Historic Registers which would significantly impact the ability to remove or alter existing structures.

Even if new replacement facilities were built within the walls of GBCI, many of the existing buildings would have to remain, including the Main Administration Building and North and South Housing Units, due to their historic designation and prominent location on-site. Spaces that could be re-used will continue to present functional and operational challenges due to the inefficiencies of an antiquated design, and those that are not able to be reused will still require ongoing maintenance and security considerations to ensure the safety and security of the institution.

Any expansion of the institution needs to include an expansion of the sanitary distribution piping. A new and expanded steam distribution system needs to be completed.

Major upgrades are needed at GBCI to keep the institution viable in the short term, and even more significant upgrades would be necessary to support GBCI in the long term. While these upgrades can improve conditions, without wholesale replacement of critical functions like inmate housing and support services, the result will still be a facility that is functionally and operationally inefficient and inconsistent with modern prison design. It will be important to carefully weigh the value of continued investment in an antiquated facility against the long term operational and maintenance benefits of investing in modern and efficient housing and support functions at other newer facilities.

Workforce

GBCI has 368 employees. Like most DOC institutions, GBCI faces challenges in acquiring and retaining staff, but noted that it has very little to do with the institution and more to do with location and population of the area. Unlike some other institutions, GBCI's relatively remote location in the northeast part of the state results in less competition with other correctional institutions, but there is still competition with law enforcement agencies. GBCI noted that there is a local academy that has been successful in recruiting in the northeastern part of the state, but also noted that the current generation may not be looking at corrections as a career.

Staffing shortages are being addressed by significant overtime hours.

As of July 2018

- Facility has approximately 7 open security positions
- Facility has approximately 19 open officer positions (some positions not funded)
- Facility has open education and vocational positions
- Health Services is fully staffed with little turn-over of full-time staff
 - There are some LTE and Agency openings
 - GBCI could use more Health Services positions
- Professional staff recruitment is a significant issue.
 - Requirement of a maximum-security institution for clinicians to be on-call
 - Pay scale versus private industry

5.1 MALE CORRECTIONAL INSTITUTIONS - MAXIMUM SECURITY

Waupun Correctional Institution

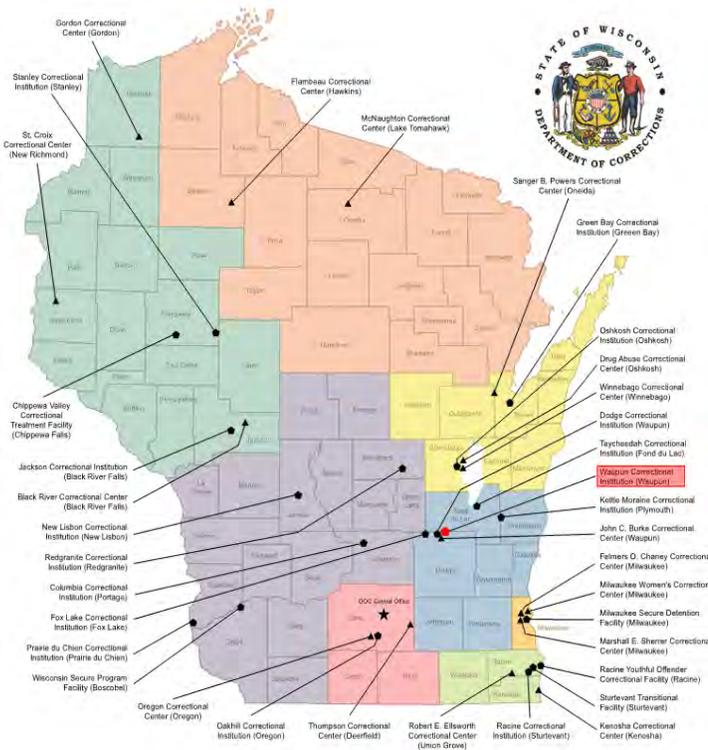
Summary Statistics

Institution: Waupun Correctional Institution (WCI)

Address	200 S. Madison St. Waupun, WI 53963-
Warden	Brian Foster
Opened	1854
Site Size	25 acres (18 acres inside the perimeter)
Total Buiding Area	550,672 SF
Number of Employees	445
Population	1,264
Security Classification	Maximum
Programs	Anger Management • Coping Skills • Pre-Release Modules • Thinking For A Change • Behavioral Health Unit- Develop health & hygiene, socialization, coping skills, & prevent relapse, for inmates with serious mental health issues • College Program • Computer Literacy
Industry/Vocational	Building Maintenance & Construction • Correspondence Courses

Location Map

State Owned Land Map



Existing Site Map

Institution: Waupun Correctional Institution (WCI)



Introduction

Waupun Correctional Institution is located in the city of Waupun in Dodge County and is surrounded by residential properties as the city has grown around it. The oldest institution in the state, construction began on the South Cell Hall in 1854, followed by the Main Administration Building in 1854 and additional Cell Halls in 1854, 1906, and 1913. All of the original buildings are still in continuous use. The large stone and iron wall that defines the secure perimeter of the institution was constructed in 1858. In 1992, the Wisconsin State Prison Historic District was entered on both the National Register of Historic Places and the State Register of Historic Places.

WCI is a maximum-security institution that currently houses approximately 1,260 inmates on a regular basis by double bunking cells in the four housing units.

There have been numerous upgrades to the existing buildings over the years, as well as additions to support modern prison functions. The most recent expansions include a connected Health Services and Restrictive Housing Complex was added in 1998 and a new Social Services/Psych Services and Visitation building was added in 2007. The existing Food Service building has been upgraded within the last three years.

Assessment Overview

ARCHITECTURAL

The primary challenges encountered at WCI are related to age and operational inefficiencies. Age has resulted in infrastructure systems throughout the institution that require constant upkeep and costly modernization over the years. Operational inefficiencies are directly related to being constructed in a different era of prison design, when staffing efficiency, inmate movement, accessibility, building codes, life safety codes, and standards established for the safe and humane treatment of inmates, such as American Correctional Association (ACA) Standards and Prison Rape Elimination Act (PREA) Guidelines, were not the primary considerations they are in modern prison design.

The WCI site is very compact, located on an area approximately six square blocks in the city of Waupun surrounded by residential development. The compact site promotes relatively confined, efficient inmate movement between the housing buildings and inmate support functions including Food Service, Education, Recreation (indoor and outdoor), Industry, Health Services, Social Services and Visitation. The support buildings are generally aligned in an orthogonal orientation to the west and north of the housing units, promoting efficient circulation and good visibility of movement. The housing areas are secured from the support areas with internal fencing and a microwave detection system to limit access during periods of the day and at night. The central heating plant serving the institution is located across the street on a separate site at the southwest corner of the institution outside of the secure perimeter. A wood framed Contraband Control Building has been added between housing and inmate support functions to screen inmates in and out to control the passing of contraband and improve facility safety and security.

The site is monitored by a total of eight (8) security towers, Seven (7) on the perimeter and one (1) on the interior. Five of the perimeter towers have been upgraded within the last three years with new roofs, windows, heating and electrical services. The two remaining perimeter towers require similar upgrades.

The four (4) general population housing buildings, built between 1854 and 1913, utilize an antiquated design concept, employing very small cells in a back-to-back, four-tier configuration to provide a total of 888 cells in four housing units. At approximately 54 SF each, the cells are significantly undersized for single occupant cells by modern ACA standards, and a significant number are double bunked to meet capacity demands. Currently most first and second tier and a portion of the third tier cells are double bunked. The design lacks adequate dayroom spaces to support out of cell activities. Shower and personal laundry facilities are conveniently located between and accessible from two adjacent housing units, resulting in relatively efficient inmate movement. Food Service Central Dining Rooms, Property, and Indoor Recreation (Big Top) are located very close to the housing units within a small restricted movement outdoor courtyard resulting in relatively efficient inmate movement to those functions. The indoor recreation area is on the upper level of the food service building and does not provide elevator access. The housing units, shower/toilet facilities, and dining rooms are mirror images around a central administration function. Staff can access either side from the "Overpass Area" between the two sides.

Other housing is provided in the Behavioral Health Unit (BHU). The BHU occupies antiquated space originally occupied by the Restrictive Housing Unit (RHU). The unit has a maximum capacity of 66 beds but is currently housing 39 inmates requiring behavioral health services. Some behavioral health inmates are currently housed at the Wisconsin Resource Center (10 – 17 inmates). The BHU includes a common dayroom/dining room, library, small exercise room, small outdoor recreation area, large group room (downstairs/not accessible), and an enclosed control room. Existing cells in the basement are currently unused and being converted to use as sensory rooms.

The Restrictive Housing Unit (RHU) was constructed in 1997 and includes 180 single cells in three wings or two levels each, one of which is accessible via elevator. Each wing includes six (6) small recreation cells at the end of the range. There is one treatment space with five individual cages to serve the entire RHU. There are also nine non-contact visitation booths, four of which are used for visitation and five uses for psych services and attorney visits.

The Health Services Unit, also built in 1997, is attached to and accessible from the RHU. It employs a modern, efficient design to provide a wide range of medical and dental services, but is inadequately sized to serve the expanded inmate population at WCI. Spaces for academic and vocational education and the institution library are located in a two-story building on the west side of the campus. Education spaces generally adequate and reasonable well located for the population served.

Badger State Industries (BSI) operates in two separate, free-standing, three-story buildings located on the west side of the institution. The north building operates metal stamping to produce license plates and tags on the first floor and utilizes the upper two floors for storage. The south building operates metal fabrication and utilizes all three floors for heavy equipment, forming, welding, finishing and storage. Both industries utilize sophisticated equipment with modern production Capabilities. The space available is well organized and efficient, but structural concerns on the upper floors limit the ability to use them for functions beyond storage.

Facility laundry is located in the basement of the north industry building. Laundry had been located on the second floor of the building but had to be relocated to structural concerns. The basement space meets the needs of the facility but is very cramped and inefficient.

Indoor Recreation is provided in two locations. General recreation is provided in a space called “The Big Top” located on the upper level of the food service building. Structured Recreation is provided in the main level of a free-standing, two-story building on the west side of the campus adjacent to the Education Building. Both space are large and generally acceptable as indoor recreation spaces, but do not accommodate handicapped accessibility.

Facility maintenance is located in a small portion of the main level and the lower level of the recreation building. While there is sufficient storage and workspace available, it’s location in the basement is in cramped space with low ceiling heights, limiting efficiency.

Food Service is provided in a three-story building immediately west and readily accessible from the housing units. A total of four (4) dining rooms serve the four (4) housing units, two per side, utilizing blind serveries from the central kitchen. The kitchen has been recently remodeled to improve equipment and efficiency. The main level is used for food production and storage, the upper level for bakery and storage, and the basement is used for storage and provides a small, cramped area for canteen storage and packaging. All three levels are accessible via a single service elevator accessed from the loading dock. While the elevator provides acceptable service between floors, it is old and unreliable and presents logistical challenges for food preparation when it is down.

A new Social Services and Visitation Building was constructed in 2007 and provides modern, efficient space for social services and psych services offices and meeting rooms on the second floor and two large visiting rooms and 20 non-contact visiting booths on the first floor. Visitor access is provided via a dedicated, secure entrance to the visiting room, thereby relieving pressure and security concerns from the main facility lobby.

The existing, adjacent social services building has been abandoned and is deteriorating rapidly. While it should be considered for demolition for functional, safety, and security concerns, it’s prominent location on the predominant east façade of the institution and its contribution to the historic designation will make demolition challenging.

Religious services are provided in a small, free-standing, two-story, wood framed building located immediately north of the housing units. The chapel is on the main level and offices and group rooms for volunteer spaces are located in the basement. The maximum capacity is limited to approximately 80 inmates, and neither level is handicapped accessible.

Administrative services, including the security suite, central control, and staff training and break areas, are located on various levels in the Main Administration Building and portion of the administration building located between the housing units. As one of the original buildings at the institution, office and meeting spaces are often inadequate and inefficient. Since there is no designated intake and release facility at WCI, the main lobby, security suite, and common connecting circulation route serve this critical function. This arrangement results in inefficient movement and safety and security concerns related to mixing inmate, staff, and professional visitor circulation in a combination of secure and non-secure spaces. The lack of an intake unit and lack of separation of inmate and staff/professional visitor circulation systems is one of the key safety and security issues facing WCI.

SITE / CIVIL

The institution's storm system discharges to the city's system and needs some repairs. The domestic water distribution system consists of two water wells and a single water tower. Most of the water mains were replaced in 1994 and few concerns were reported. The sanitary system piping is said to be in relatively good condition.

New boilers have been recently installed in the Central Generating Plant, it is in excellent condition and has been well maintained. The plant steam turbines need to be rebuilt. The steam distribution piping system serving the buildings through tunnels or direct buried has been experiencing failures for many years. Some of the older tunnels are collapsing and the piping is deteriorating.

The central generating plant (CGP) serving WCI is a cogeneration facility that provides steam for building heating, food service and domestic water heating, and generates electric power from 2 steam turbine generators and 2 diesel generator sets. This plant provides essential services for Waupun Correctional Institution, Dodge Correctional Institution, John C. Burke Correctional Center, Waupun Dairy, and the state garage and warehouse.

The City of Waupun provides primary electrical feeders at 4,160Y/2,400 volts (V) via 2 substation feeders. The CGP houses all medium voltage (MV) distribution switchgear to distribute electric power purchased from the public utility and generated by 2 steam turbine generators, and 2 emergency backup diesel generator sets. Through the switchgear line-ups, buses are able to be arranged to select power sources serving WCI.

Primary electric is distributed underground to WCI from 2 normal (utility sourced) and 2 emergency (generator sourced) circuits. The distribution loops incorporate pad-mounted switchgear to feed individual building vaults. A project designed in 2000 replaced primary switchgear and cabling for the institution's distribution loops.

MECHANICAL

Many buildings have very old and even original plumbing piping and fixtures, such as the shops/industries buildings, and administration buildings. While condition of piping systems cannot be determined visually, it is assumed that based on age alone there will be an increasing number of issues. Most buildings have fire sprinkler systems except for the industries buildings, chapel and administration buildings.

Many air handling systems are well past their useful life and in some cases are difficult to access and maintain. Many are single zone, constant volume, are generally inefficient and provide insufficient ventilation. Some buildings have been recently renovated and have newer mechanical systems such as Food Service, Segregation/Health Services and Cell Halls.

Most of the steam, condensate and heating hot water distribution piping within the buildings is very old or original. Replacements and repairs will be necessary throughout the institution. Temperature control and zoning is an issue in most all buildings. Most of the control systems are pneumatic and few with direct digital controls of various manufacturers.

ELECTRICAL

The building electrical vaults contain MV fused switches and transformers to step-down to building utilization voltage for lighting, power and emergency loads. Secondary distribution systems include panelboards, end use equipment and wiring devices and associated circuitry. The secondary distribution systems observed appear to be approaching the end of its useful service life.

Interior lighting predominantly consists of T-8 fluorescent systems in fair to good condition. Additional emergency egress lighting will be necessary to meet current requirements.

Wall mounted high intensity discharge (HID) area lighting is installed around the institution walls. High mast lighting is installed inside the secure perimeter walls.

SECURITY

Integrated security systems and components appear at the end of useful life. Legacy graphical user interface (GUI) touch screens were observed in control areas.

Only a few internet protocol (IP) cameras were observed at the facility. The balance of approximately 300 cameras are analog. Most monitors in central control are outdated, while other control areas were observed with newer monitors installed in various configurations.

A project was indicated to be in process to upgrade camera systems and monitors.

A microwave detection system was observed to be installed on the perimeter fence at the institution.

Facility Needs

- Intake and Release Facility to separate inmate functions from staff/professional visitor function
- Demolition of existing, abandoned Social Services Building
- Accessibility upgrades to improve access to various program functions
- Food Service elevator upgrades
- Continued repairs/upgrades of air handling systems.
- Steam distribution system repairs and replacements.
- Repairs/replacement to the heating systems of a few guard towers
- Replace secondary electrical systems throughout the institution.
- Upgrade security system to an integrated solution with a consistent graphical user interface.

Potential Facility Enhancements

- Upgrades to existing Behavioral Health Unit (BHU)
- Structural upgrades to existing industry buildings to allow more efficient use of space available
- The steam distribution system and tunnel deterioration is a significant concern and needs to be replaced rather than repaired.
- HVAC controls are inadequate and are aging. They should be upgraded or replaced.
- Air handling systems over 40 years old should be replaced.
- Upgrade emergency egress lighting systems with building remodel projects.
- Upgrade fire alarm systems in Industries building.

Condition/Function Assessment

Institution: Waupun Correctional Institution (WCI)

Program Spaces	1	2	3	4	5	Field Notes
Housing	X					Includes GP and BHU Housing in old spaces
Special Housing					X	RHU
Recreation		X				Accessibility issues
Health Services				X		Could use more space
Foodservice (Kitchen/Dining)				X		Recent upgrade. Multi level. Elevator. Canteen in bsmt.
Laundry		X				In basement of BSI2 - accessibility, cramped
Religion			X			Accessibility Issues
Education					X	
Administration			X			Access and circulation issues.
Vocational					X	
Treatment/Chemical Dependency					X	New Social Services Building
Intake	X					Use front door/front lobby - holding in Security Offices
Maintenance			X			Lots of low basement spaces.
Visitation					X	New. Spacious.
Master Control				X		Location is pretty far inside the perimeter.
Shipping/Receiving		X				Scattered thru the institution.
Warehouse			X			Outside perimeter
Central Plant				X		
Public Lobby		X				Shared function with intake and release.

Code	1	2	3	4	5	Field Notes
ACA		X				
PREA				X		
IBC		X				
ADA	X					

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC		X				Systems range from Past Useful Life or Near End of Useful Life
Controls	X					Generally, most of the controls (pneumatic or DDC) are old
Plumbing/FP		X				Much of the plumbing systems are original or very old
Electrical			X			Secondary power is sourced from transformers located in the individual building vaults. Replace secondary distribution system panelboards, feeders and circuitry with a building project.
Telecommunications				X		
Security Electronics		X				End of useful life. Requires replacement

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking						
Perimeter Security					X	Perimeter fence with microwave detection system
Lighting				X		High mast lighting system refurbished in 2000
Electrical Distribution					X	Central plant provides 4,160V primary power in loop configurations for both utility and generator sources. Utility sourced lighting and power and generator sourced loads are served from separate primary loops. A primary distribution system upgrade project was designed in late 2000, and has been completed.
Domestic Water Distribution					X	Adequate
Sanitary Service					X	Adequate
Steam Distribution				X		Some concerns, primarily with respect to condition of tunnels
Stormwater Control			X			Some repairs needed

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Waupun Correctional Institution (WCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Tag/Metal Stamp	1965	49,500			ME	AS
Building B - Segregation/Health Services Unit	2000	54,064		S	E	AM
Building C - Behavioral Health Unit/Housing	1956/1982	17,340	A	ME		S
Building D - Social Services Department	1962	20,770		S	E	AM
Building E - BSI/Industries	1956	66,256		M	E	AS
Building F - Recreation/EMC	1909	64,050		ME	A	S
Building G - Education/Vocation	1981	38,800		M	ES	A
Building H - Food Services	1953/1965	61,248			AES	M
Building H1 - Recreation (High Top)				A		
Building I - Chapel	1964	6,792		A	ME	S
Building J - Vacant			AME			S
Building K - NW Cell Hall	1908	18,385	A	S	E	M
Building L - North Bath House	1955	3,590				AS
Building M - North Cell Hall	1969	17,700	A	ES		M
Building N - Old Administration	1914	52,020		AME	S	
Building O - New Administration	1967	31,548		AM	ES	
Building P - SW Cell Hall	1908	18,385	A	ES		M
Building Q - South Bath House	1955	3,590				AS
Building R - South Cell Hall	1969	17,700	A	S	E	M
Building S - Greenhouse						AS
Building T - Warehouse/Receiving	1981	8,052				S
Building U - Contraband Building	1995	882				AS
Total Square Foot		550,672	89,510	147,618	297,430	16,114
Percentage of Total Square Footage			16%	27%	54%	3%



- Discipline Key**
- A** Architecture
 - M** Mechanical/Fire Protection/Plumbing
 - E** Electrical
 - S** Security Electronics

Expansion Potential

Expansion is unlikely at this site due to space constraints. The only areas on site available for expansion are the small outdoor recreation yard at the northwest corner of the site, which would eliminate the possibility of significant outdoor recreation opportunities, and the existing abandoned social services building that forms a portion of the east façade of the facility. Demolition and reconstruction in this area will be difficult due to the institution's designation on the National and State Historic Registers.

While it is the oldest correctional institution in the state, Waupun Correctional Institution has undergone a significant number of upgrades in the past 10 - 20 years to key components such as Health Services, Restrictive Housing, Social Services/PSU, Visitation, Food Service, and Industry, as well as a number of significant infrastructure upgrades in order to extend its viability as a maximum-security correctional institution. Further, while WCI employs an antiquated design concept, the compact site along with efficient location of key inmate functions such as toilet/shower facilities, recreation, dining, and property, support relatively clear and efficient inmate movement, supporting overall safety and security of the institution.

At the same time, there are several functions that fall well outside modern prison design. The continued use of very small cells that fall well short of complying with ACA standards for single cells, in a four-tier arrangement without access to designated dayroom space, and double bunking a significant number of those cells, is key among them. The lack of a dedicated space for intake and release of inmates to separate inmate circulation from staff, visitor, and public circulation is another key shortcoming, as is the function, flow, efficiency, and accessibility of the Administration Building. The condition of some of the buildings on campus, including the BHU and existing abandoned social services building, would suggest additional funding for upgrades or removal. Accessibility issues occur throughout the institution and will require ongoing upgrades. Underlying all of these considerations is the fact that WCI's historic designation adds a layer of complexity to future upgrades.

While much has been done to keep WCI viable for the immediate future, additional upgrades are necessary to extend it beyond the next few years. Even with further remodeling of functions and systems, there are structural aspects of the institution that will be difficult, if not impossible, to improve, the quality of housing chief among them. With all these factors considered, it will be important to carefully weigh the value of continued investment in an antiquated facility against the long term operational and maintenance benefits of investing in modern and efficient housing and support functions at other newer facilities.

Workforce

WCI has 445 employees, of which 340 are uniformed security staff. The facility faces significant challenges in acquiring and retaining staff, and security staff is of acute concern. Staff for support components, medical services, education, vocational programs, and facility maintenance are increasing difficult to find and retain. The facility is located relatively close to other WI-DOC institutions, Fox Lake, Dodge, Oshkosh, Taycheedah, and Redgranite, and is in competition for staff with these facilities. The institution is also in competition with new local businesses that are drawing staff away. The staffing shortages are being addressed by shutting down areas of the institution where they can and using significant overtime hours.

As of June 2018

- Facility currently has 65 - 70 open security positions
 - The number of openings over the past 5-year period has ranged from 30 to 85
- Facility has open education and vocational positions
- Facility has 12 full-time maintenance positions, 5 are currently open

5.1 MALE CORRECTIONAL INSTITUTIONS - MAXIMUM SECURITY

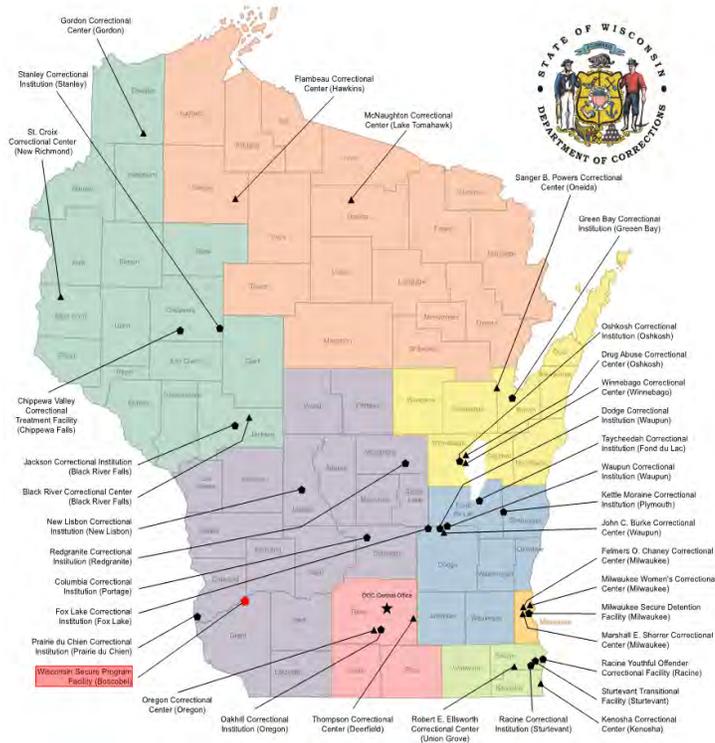
Wisconsin Secure Program Facility

Summary Statistics

Institution: Wisconsin Secure Program Facility (WSPF)

Address	1101 Morrison Drive Boscobel, WI 53805-0900
Warden	Gary Boughton
Opened	1999
Site Size	160 acres (24 acres within the secure perimeter)
Total Building Area	213,300 SF
Number of Employees	250
Population	437
Security Classification	Maximum
Programs	Cognitive Interventions Program • High Risk Offender Program • Mindfulness • SPED • Thinking For A Change
Industry/Vocational	Barbering/Cosmetology

Location Map



State Owned Land Map



Existing Site Map

Institution: Wisconsin Secure Program Facility (WSPF)



Introduction

The Wisconsin Secure Program Facility is located in the city of Boscobel, in Grant County. The facility currently houses approximately 500 adult male maximum security inmates. The institution property consists of 142 acres of land with 10 acres located within the secure perimeter fence. The facility was opened in 1999 and is one of the newer institutions in the WI-DOC system. WSPF was originally designed and operated to serve a unique high-risk maximum security inmate population with behavioral challenges. Over time the institution has revised its mission and now serves as housing for a more standard general population maximum security population.

Assessment Overview

ARCHITECTURAL

Being a newer institution, the buildings and infrastructure are in good condition. The campus is extremely compact with a single main mega-building, and support buildings tightly grouped together outside the secure perimeter. The building internal configurations are also compact, but somewhat inefficient for staff with long corridors and reduced visibility at housing units. There is no under utilized space on campus. The major issue at WSPF is that the main building was originally designed to serve a high-risk inmate population that would have very limited movement and few privileges inside the facility. Core support and program spaces were minimized or eliminated altogether. Over time as WSPF began to serve a more standard maximum security general population, the facility has modified existing spaces to create a more normative environment. However, existing building square footage limitations has meant that components such as health services, food service, visiting, and vocational have extremely tight space constraints. Of acute concern is the health services area where the original design was intended to have medical staff go out and provide services at the housing units. The facility has made modifications to this area to be able to provide health services, but with only two exam rooms and waiting space for four inmates, it is very crowded and chaotic when operating due to lack of adequate space.

The facility has a current project in progress to construct a building addition on the west side of the main building designed to house inmate program, education, and recreation functions. This will provide a significant improvement for inmate daily living.

The inmate housing units were originally designed similar to the restrictive housing units at other WI-DOC facilities. All cells are single inmate occupancy and are 'wet cells' with an integrated toilet, sink, and shower inside each cell. Original indoor recreation spaces have been repurposed to serve as common dayrooms for the units. However, the small size of these dayrooms require that inmates use them in timed shifts. All meals are served and eaten in these small dayrooms in shifts as well. This process has made feeding inmates very inefficient and staff intensive. Housing units consist of multiple long, double-loaded corridors with cells on either side. Visibility for staff is limited and interacting with inmates is very inefficient for unit staff. Four housing units have general population inmates, and one unit is reserved for restrictive housing use. Restrictive housing cells represent 20% of the facility beds which means that WSPF can accommodate a larger share of more difficult inmates.

SITE / CIVIL

The facility has good access from Wisconsin Route 133 and Morrison Drive. There is sufficient parking lot space in reasonable condition. The secure perimeter is located to the southwest corner of the institution property. There is a large amount of open land on the institution's state property to the north and east of the facility. This available land is mostly flat open farmland with some wooded areas at the perimeter.

Since this institution was constructed in the 1990's, there are not currently any site/civil needs. This institution has a central plant consisting of multiple watertube hot water boilers that are in good condition. This system provides heating hot water to all buildings.

Boscobel Municipal Utilities provides a 3,200A 480Y/277V, 3-phase, 4-wire service to the Energy Plant/Warehouse building from a pad mounted exterior transformer. This service is then distributed via underground concrete encased ductbank to the other buildings on campus in a radial configuration. The service is backed-up by paralleled 750kW, diesel generators that can be paralleled with Boscobel Municipal Utilities. The switchgear line-up is configured so that generators can be used to feed power back to the utility. However, there is currently no shared power agreement in place.

There are pole mounted LED fixtures installed around the perimeter fencing as well as building mounted LED wall packs to provide exterior site lighting.

MECHANICAL

Plumbing systems are original but in good condition.

The HVAC systems on site are either constant volume reheat or variable volume with reheat. Most of the systems are original to the building and the systems themselves are in good condition. There are some components that are nearing the end of their useful life such as the cooling towers and condensing units that need to be replaced soon. Staff did comment that the capacity of chiller system in the housing system is marginal in extreme weather.

The temperature controls on the site are direct digital control and are in fair condition but replacement parts are no longer manufactured so routine maintenance of failed components has becoming a problem. The temperature control system is in need of a complete replacement such that the institution has a reliable system for the next twenty years.

ELECTRICAL

The capacity of the electrical service has historically maxed out around 50% demand. The entire institution power is able to be backed-up by one of the two 750kW diesel generators. There is plenty of capacity to accommodate a major expansion to the institution in the future.

The institution is segregated into three different branches of power. These branches are Normal, Emergency (NEC 700 - labeled as "L" branch in institution nomenclature) and Legally Required (NEC 701 - labeled as "E" branch in institution equipment nomenclature). There is adequate capacity to add to each of these branches of power.

Secondary distribution systems include automatic transfer switches, panelboards, feeders, end use equipment, wiring devices and associated circuitry. This equipment is original to the facility (1998) and is in good condition. Most of the secondary distribution panels are loaded to around 50% capacity.

Interior lighting mostly consists of T-8 fluorescent systems in fair condition. Additional emergency egress lighting may be necessary if existing buildings are renovated to meet current egress illumination code requirements.

SECURITY

The security electronics system currently is Wonderware (ComTech). It is original to the building and in need of replacement.

Video surveillance system consists mainly of analog cameras, riding on four different platforms. [REDACTED]

The institution has three different fences. The inner fence is equipped with a motion detection/shaker system and razor wire topper. The center fence is a 12 foot tall electrified non-lethal fence. The outer fence is equipped with four different levels of razor wire ribbons.

Facility Needs

- New health services building addition on east side of main building
- Upgrade security system to an integrated solution with a consistent graphical user interface.
- Upgrade video surveillance system to one platform that is fully integrated.
- HVAC controls are aging and replacement parts are not available. The DDC control system should be replaced.
- Fire alarm system is aging and needs to be replaced

Potential Facility Enhancements

- Security camera coverage could be expanded within building interiors

Condition/Function Assessment

Institution: Wisconsin Secure Program Facility (WSPF)

Program Spaces	1	2	3	4	5	Field Notes
Housing				X		All cells designed as restrictive housing, not general population
Special Housing					X	Cells work well for restrictive housing
Recreation			X			Limited outdoor space, no indoor space
Health Services			X			Not enough space
Foodservice (Kitchen/Dining)				X		Limited storage space
Laundry					X	
Religion				X		Not enough space for current programming
Education				X		Not enough space for current programming
Administration					X	
Vocational				X		Not enough space for current programming
Treatment/Chemical Dependency				X		Not enough space for current programming
Intake					X	
Maintenance					X	
Visitation				X		Cramped, not enough space
Master Control					X	
Shipping/Receiving					X	
Warehouse					X	
Central Plant					X	
Public Lobby					X	

Code	1	2	3	4	5	Field Notes
ACA				X		Not enough dayroom space or recreation space
PREA				X		Showers in cells lack privacy
IBC					X	
ADA					X	Facility is fully accessible

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC					X	
Controls		X				HVAC controls need to be updated, components starting to fail
Plumbing/FP					X	
Electrical					X	
Telecommunications					X	
Security Electronics	X					Original system with 4 different platforms needs replacement

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking					X	
Perimeter Security					X	Includes additional electrified 'leathal' middle fence
Lighting					X	
Electrical Distribution					X	Current project planned to repair paralleling gear
Domestic Water Distribution					X	
Sanitary Service			X			Sewage grinder needs to be replaced
Steam Distribution					X	Not applicaable
Stormwater Control					X	

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Wisconsin Secure Program Facility (WSPF)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - GP Housing / Restrictive Housing / Support	1999	183,000			AMS	E
Building B - Administration / Gatehouse	1999	10,300			MS	AE
Building C - Central Plant / Warehouse	1999	14,000			MS	AE
Building D - Maintenance Building	2003	6,000				AMES
Total Square Foot		213,300			207,300	6,000
Percentage of Total Square Footage					97%	3%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

The actual expansion potential of WSPF as currently configured is very limited. The secure perimeter is very tight around the existing main building and has very little extra room inside the fence. The secure perimeter also includes a complex three layer fence configuration that would make expanding this perimeter more difficult. In general, the existing facility was designed purposely to be small and inward focused to serve the intended high risk maximum security population. The configuration of all housing units similar to restrictive housing makes them challenging to expand and undesirable to replicate.

Any significant expansion of the institution should include an analysis of the existing central plant to ensure that there is adequate boiler, pumping, and piping capacity to handle the load.

There is a large amount of state property land north and east of the facility secure perimeter. For expansion potential, this land would be best suited to building a separate correctional facility adjacent to, but outside of the existing WSPF institution.

Workforce

WSPF has 250 employees. The facility faces challenges in acquiring and retaining staff. Staff turnover is a significant problem. Security staff and health services staff are the main concerns. Maintenance staffing is adequate but has had needs for additional help. The facility is located relatively close to the WI-DOC Prairie du Chien Correctional Institution and is in competition for staff with this facility as well as local employers in the area. The staffing shortages are being addressed by use of overtime hours.

As of August 2018

- Facility has 10 open security positions
- Facility has open education and mental health positions
- Facility has a staff turnover rate of nearly 50% after four years

5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

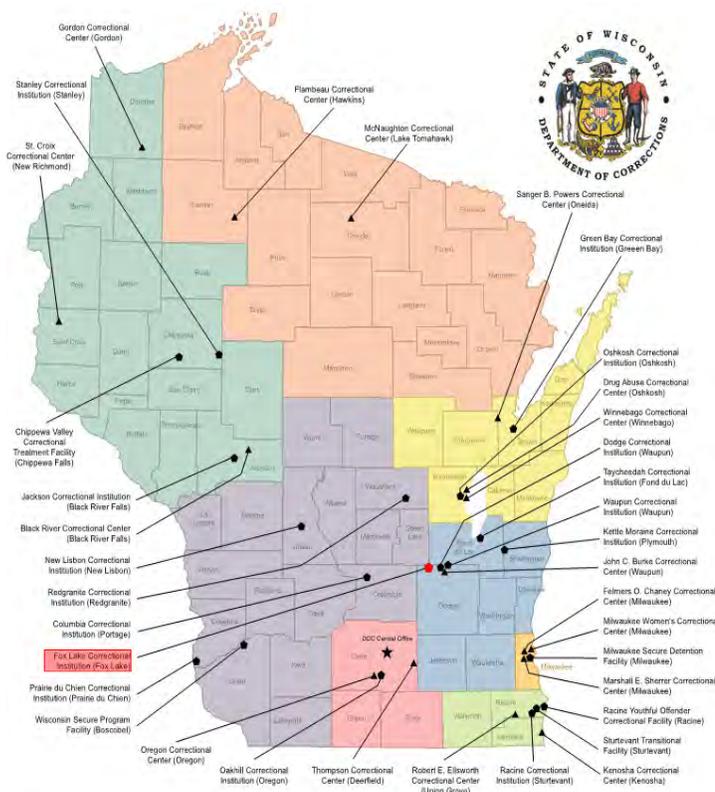
Fox Lake Correctional Institution

Summary Statistics

Institution: Fox Lake Correctional Institution (FLCI)

Address	W10237 Lake Emily Road Fox Lake, WI 53933-0147
Warden	Randall R Hepp
Opened	1962
Site Size	85 acres - State owns 1200 acres surrounding facility
Total Buiding Area	524,000 SF
Number of Employees	379
Population	1,339
Security Classification	Medium
Programs	Domestic Violence • Sex Offender Treatment • Thinking For A Change • Windows to Work- Fox Valley Workforce Development Board
Industry/Vocational	Automotive Maintenance Tech • Cabinetmaking/Millwork • Computer Drafting – Mechanical • Custodial Services • Heating/Refrigeration/Air Conditioning • Horticulture (3 certificate programs) • Machine Tool Operation • Masonry/Bricklaying • Motorcycle, Marine & Outdoor Power Products Tech • Welding Production

Location Map



State Owned Land Map



Existing Site Map

Institution: Fox Lake Correctional Institution (FLCI)



Introduction

Fox Lake Correctional Institution is located between the cities of Fox Lake and Waupun, in Dodge County. The facility currently houses approximately 1,300 adult male medium security inmates. The institution property consists of approximately 715 acres of land with 85 acres located within the secure perimeter fence. The facility was opened in 1962 and is in the mid-range age for institutions in the WI-DOC system. A number of additional buildings have been added to the campus since. A gate house and vehicle gate were added in 1982, a restrictive housing building in 1992, public lobby and central control buildings in 1996, two temporary barracks style housing buildings in 1997, a multi-purpose programs building adjacent to the barracks housing in 2002, and a replacement warehouse building outside the perimeter in 2015. A WI-DOC training center and shooting range were also recently added to the campus on state property across the road from the institution.

Assessment Overview

ARCHITECTURAL

Being built in the 1960's, and at over 50 years old, the FLCI campus is considered an aging facility. The buildings and infrastructure were built to a medium quality consistent with construction practices at that time. As such, there are buildings and infrastructure in varying condition. The original general population housing buildings in particular, are in poor condition and in need of replacement. Core support buildings for administration, chapel, food service / laundry, vocational / industry, and indoor recreation are in better, fair to good condition. More recent buildings added to the campus in the 1990's and 2000's are in good to very good condition with the exception of the two temporary barracks housing buildings. These temporary buildings were built as part of a system wide housing program in the 1990's to address population needs at that time. Due to their intended temporary nature, these barracks style buildings have typically not aged well and are in need of mechanical and electrical replacements. The large open dormitory style housing in these barracks buildings also pose challenges for managing medium security inmates with lack of privacy and difficult visibility issues. Consideration could be given to potentially re-purposing these barracks buildings for facility maintenance use.

The campus is quite spread out with buildings widely spaced apart and ample green space surrounding all buildings. The grounds have interior roads and sidewalks for inmate movement and materials movement. There are accessibility issues with sidewalk routes that include stairs and steps, or are simply too steep for wheelchair travel. There are large expanses of outdoor recreation space that includes three full size softball fields. There are six guard towers spaced evenly around the secure perimeter fence.

The building internal configurations are efficient and functionally laid out. Most support functions have ample square footage for their program components. Former central dining space was remodeled into a new health services unit that also includes a dedicated dialysis unit. Space for food service and laundry are adequately sized. There is a large centrally located indoor recreation building that has ample space for multiple recreation activities. Areas for vocational and industry programs are generously spaced and are limited in their use more by staffing than square footage. There is some under utilized space on campus. Some empty and under utilized vocational space could be re-purposed or used to expand other existing programs. The vacant space that was the old medical unit on the second floor of the education building could be used to expand education services.

The six general population inmate housing buildings were built as part of the original 1962 facility. The housing buildings represent an outdated model with small 'dry cells' that are sized for one inmate each, lined up along double loaded corridors. Common dayrooms, toilets, and showers are undersized and have visibility challenges for staff. These housing buildings are facing badly worn finishes and fixtures. Deteriorating tile flooring is of acute concern. Significant investment would be needed to replace most interior finishes, remodels to improve handicapped accessibility, and mechanical and electrical replacements. With the inability to change the existing building layout and room sizes, consideration should be given to housing replacement rather than rehabilitation of the existing.

Due to the presence of the dedicated dialysis unit at the FLCI health services unit, the facility is housing an increasing number of inmates with significant medical needs. The original housing buildings are not handicapped accessible and not conducive to use by inmates with assisted needs.

Use of restrictive housing is being managed so that the 50 beds available are enough to house inmates assigned to restrictive housing. There are ongoing issues with restrictive housing being at or just over capacity. Adding other step down housing options to the facility would help to alleviate this pressure on the restrictive housing unit.

SITE / CIVIL

The facility has acceptable rural access from local Lake Emily Road. There is sufficient parking lot space adjacent to the public lobby building. The parking lot surface is in need of replacement. The secure perimeter is located roughly in the middle of the institution property. There is a large amount of open land on the east and south sides of the state property. This available land is entirely flat open farmland.

Site utility infrastructure has several needs. The sanitary system piping is deteriorating and has experienced problems for many years. There is no site storm system, all buildings discharge to grade and surface drainage is not DNR compliant. Since the site is relatively flat, standing water and occasional flooding is an issue. The on-site waste water plant is near capacity. The domestic water distribution system is failing and has high levels of iron and manganese.

There is one main primary voltage electrical service from Alliant Energy that feeds a majority of the campus. A few buildings within the secure perimeter are served with secondary voltage services. This includes the emergency housing buildings on the south end of the campus. These are served with utility owned pad-mounted switch and transformers that are located within the secure perimeter. The potential for operational issues exists when utility access is required for maintenance or replacement of this equipment.

The existing perimeter multimode fiber loop serving security electronics and telecommunications systems is reported to have limited capacity for expansion.

MECHANICAL

Plumbing systems within the buildings are experiencing leaks and other maintenance needs consistent with the age of the institution. Some buildings have fire sprinkler systems. Central Plant boilers are functioning but are beyond the Equipment Life Expectancy of 25 years as determined by the American Society of Heating, Refrigeration, and Air-Conditioning Engineers (ASHRAE) and should be scheduled for replacement in the coming years. The smaller, high efficiency individual boilers in the housing units are also aging and would be replaced as maintenance costs increase and reliability becomes a concern. Poor temperature control and increasing maintenance are continual issues as the air handling systems are very old, most nearing 60 years. Parts are difficult or impossible to find. Most of the control systems are pneumatic and some mix of direct digital controls.

ELECTRICAL

The institution is supplied by a 4,160V electrical service from Alliant Energy. The service is fully backed up by a 1,750kW/2,188kVA diesel generator (installed in 2007) and is located within a walk-in enclosure outside of the institution's secure perimeter. The generator has a 3,000 gallon sub-base fuel tank, which provides 24 hours of full-load operation. The maximum demand on the generator/service over the past 12 months is 1,225kVA which means the service is approximately 55% loaded and has room to support possible future expansion of the institution.

The 4,160V power is then routed underground to the basement of the HSU/Laundry/Foodservice building and then distributed throughout the institution via an underground duct system to each of the buildings. This 4,160V distribution switches were all replaced in 2008 and are in good condition. The substations to step down the 4,160V to a usable building voltage within the institution buildings are original to the institution (1962), are past their useful life and in need of replacement.

Generally, interior lighting consists of T-8 fluorescent systems in fair to good condition. Emergency lighting in buildings is done with emergency battery units located throughout. Limited emergency battery units appear to be installed in most buildings. Additional emergency egress lighting will be necessary with building remodel projects. Pole mounted area lighting was observed to be installed around the perimeter fence outside the secure area and noted to be LED type in good condition.

SECURITY

The security network resides on 50-micron 62.5/125 multi-mode fiber, which has limited availability for expansion. The security system incorporates Omron, Modicon and Schneider Electric PLCs, which do not communicate with one-another. Controls are via touch screens by Com-Tec, SGTS and Accurate Controls. An upgrade to a single, consistent GUI and fully integrated security system is recommended.

The video surveillance system is a hybrid analog system with numerous locations noted throughout lacking coverage to meet PREA requirements.

Non-lethal electrified fence was observed to be installed on the interior perimeter fence.

Facility Needs

- Demolish six existing housing buildings and replace with three new housing buildings
- (New housing buildings are to include step down and assisted needs based units)
- Original central plant boilers and hot water distribution piping should be replaced
- Security door control and camera systems are near end of life and should be replaced
- Temperature control system repairs, upgrades and replacements.
- Continued plumbing system repairs.
- Replacement of all original, nearly 60-year-old air handling systems.
- Replace buried hot water heating piping institution wide.

Potential Facility Enhancements

- Repurpose existing barracks housing buildings to maintenance use
- Remodel old medical space and step-down housing unit into expanded education
- Sanitary sewer system repairs and replacements.
- Storm water management needs to be improved.
- Air handling systems over 40 years old and rooftop units over 20 years old should be replaced.
- Plumbing piping and fixture improvements/replacements will be necessary.
- Replace building substations that are original to 1962. This applies to approximately 75% of the buildings.
- Replace secondary electrical distribution systems within buildings that are original to 1962. This applies to approximately 75% of the buildings.
- Upgrade security system to an integrated solution with a consistent graphical user interface.
- Upgrade video surveillance system for full coverage in accordance with PREA, and upgrade to IP based cameras.
- Upgrade commercial-grade door hardware observed in Temporary Housing/Barracks

Condition/Function Assessment

Institution: Fox Lake Correctional Institution (FLCI)

Program Spaces	1	2	3	4	5	Field Notes
General Population Housing	X					End of useful life, small cells, small dayrooms, limited visibility
Special Housing-Segregation				X		Good condition
Special Housing-Barracks		X				Intended as temporary housing, buildings could be repurposed
Recreation			X			Ample space, needs infrastructure improvement
Health Services					X	New, good condition, could use more exam rooms
Foodservice (Kitchen/Dining)					X	New, good condition
Laundry				X		Adequate
Religion					X	
Education					X	
Administration				X		Old, could use some interior finishes refurbishment
Vocational					X	Ample space, good condition
Treatment/Chemical Dependency					X	Adequate
Intake				X		
Maintenance				X		Ample space
Visitation				X		Ample space, good condition
Master Control					X	New, good condition
Shipping/Receiving					X	
Warehouse					X	New
Central Plant	X					Old, past end of useful life
Public Lobby					X	New, good condition
Badger State Industries (BSI)					X	Good space

Code	1	2	3	4	5	Field Notes
ACA				X		Cells and dayrooms too small, not enough toilets and sinks
PREA				X		Adequate, privacy at toilets and showers could improve
IBC			X			Lack of fire sprinklers, stairs and railings not compliant
ADA	X					Major lack of accessible toilets, and site accessible routes

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC		X				Many systems are original and failing (60 yrs old)
Controls		X				Old pneumatic controls, some DDC but no centralized system
Plumbing/FP			X			Aging systems and fixtures
Electrical		X				Many original panels require replacement
Telecommunications				X		Multimode fiber backbone has limited expansion capacity
Security Electronics		X				System by 3 different vendors. Upgrade to single GUI recommended

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking		X				Pavement replacement needed
Perimeter Security					X	Recently upgraded. Non-lethal electrified fence exists.
Lighting					X	
Electrical Distribution					X	Recently upgraded.
Domestic Water Distribution	X					Water main leaks, increasing frequency
Sanitary Service			X			Leaks/failures are occurring. Repairs have been made in some areas
Steam Distribution		X				Leaks & failures have been occurring to both steam & HW distribution
Stormwater Control			X			Roofs drain to grade causing localized flooding

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Fox Lake Correctional Institution (FLCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Warehouse	2015	10,456				AME
Building B - Administration, Visiting	1960	39,016		ME	S	A
Building C - Lobby	1996	9,510		S	M	AE
Building D - General Population, Housing #3	1960	25,164	A	E	MS	
Building E - General Population, Housing #6	1960	25,164	A	E	MS	
Building F - Segregation Housing - Unit 8	1992	18,305		A	AMES	
Building G - Vehicle Storage		3,600			MS	AE
Building H - Chapel	1960	6,630		ME	S	A
Building I - Food Service / Laundry / HSU	1960	84,196		S	AME	
Building J - Academic Education	1960	52,863		AME	S	
Building K - General Population, Housing #2	1960	25,164	A	E	MS	
Building L - Recreation / Canteen	1962	32,326		AME	S	
Building M - Shop / Industry / Maintenance	1962	101,943		ME	S	A
Building N - General Population, Housing #4	1960	25,164	A	E	MS	
Building O - General Population, Housing #1	1960	25,164	A	E	MS	
Building P - General Population, Housing #5	1960	25,164	A	E	MS	
Building Q - Multipurpose Building	2002	5,814			S	AME
Building R - Temporary, Barrack Housing #10	1999	11,900		AS	ME	
Building S - Temporary, Barrack Housing #9	1996	11,900		AS	ME	
Building T - Maintenance / Grounds Storage	1972	3,168				AM
Building U - Central Control	1996	1,867			AES	
Building V - Gatehouse / Vehicle Sallyport	1982	725			A	
Building W - Vehicle Sallyport					S	AE
Building X - Greenhouse	1998	4,200				A
Total Square Foot		549,403	150,984	340,774	34,007	23,638
Percentage of Total Square Footage			27%	62%	6%	4%



- Discipline Key**
- A** Architecture
 - M** Mechanical/Fire Protection/Plumbing
 - E** Electrical
 - S** Security Electronics

Expansion Potential

There is significant open space within the current secure perimeter of the facility. Due to the existing guard tower and fence configuration, the most efficient path to renovate and expand the facility would be to provide new buildings within the current perimeter. A new medium security housing building built to preferred WI-DOC configuration with two levels of 'dry cells' around common dayroom, toilets, and shower facilities could be constructed in part of the existing outdoor recreation fields. Inmates could be moved out of existing housing so that three of the existing housing buildings could be vacated and demolished. Then a second new medium security housing building could be built and then the remaining three existing housing buildings could be vacated and demolished. Finally, a third medium security housing building could be built. Population could be increased from 1,300 to 1,500 inmates. This modest population increase would not require the expansion of any core support functions and would only require a minimal increase in staffing.

Any expansion of the institution needs to include an expansion to the waste water treatment plant. This would need to include significant replacement of the sanitary distribution piping. New and expanded heating hot water distribution system or conversion to a decentralized concept needs to be considered. Replacement of nearly all air handling systems since nearly all are beyond their normal life expectancy. This would all new temperature control systems throughout. A new water well, new water tower, and piping distribution system will be necessary. An improved storm water system plan would be needed with a larger institution.

While there is a large amount of state property land east and south of the facility secure perimeter, and this flat open farmland appears attractive for expansion, there are significant challenges to a major expansion of the existing facility or constructing a separate new facility on this land. The staffing challenges in the Fox Lake area are acute, and the additional new staff required for a major expansion or new facility would be extremely difficult to acquire and retain.

Workforce

FLCI has 379 employees. The facility faces significant challenges in acquiring and retaining staff. Security staff is of acute concern. Staff for support components, medical services, education, vocational programs, and facility maintenance are increasing difficult to find and retain. The facility is located relatively close to other WI-DOC institutions, Waupun, Dodge, Oshkosh, Taycheedah, and Redgranite, and is in competition for staff with these facilities. The institution is also in competition with new local businesses that are drawing staff away. The staffing shortages are being addressed by significant overtime hours.

As of July 2018

- Facility has 35 open security positions
- Facility has open education and vocational positions
- Facility has had as many as 70 open security positions over the last two years

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5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

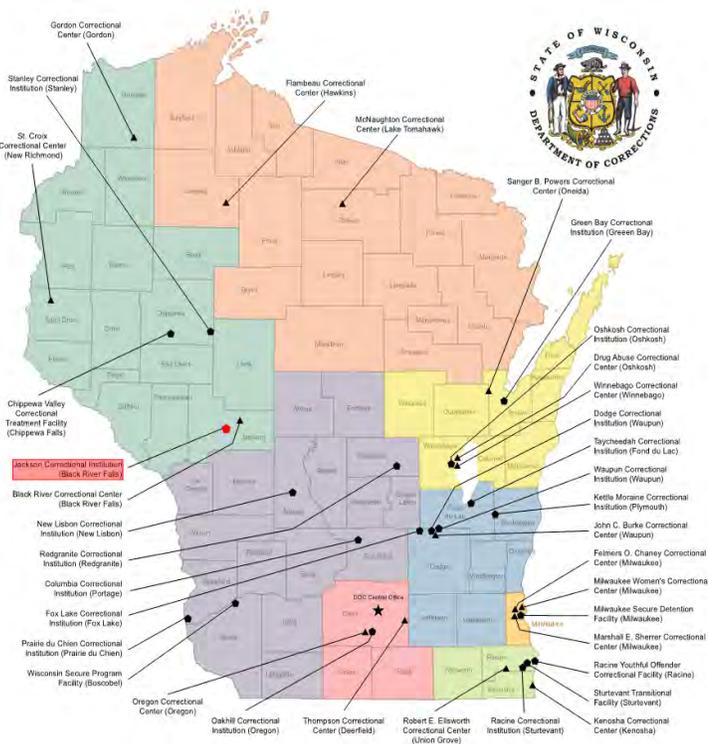
Jackson Correctional Institution

Summary Statistics

Institution: Jackson Correctional Institution (JCI)

Address	N6500 Haipek Road Black River Falls, WI
Warden	Elizabeth (Lizzie) Tegels
Opened	1996
Site Size	250 acres (43 acres inside the perimeter)
Total Buiding Area	332,853 SF
Number of Employees	293
Population	980
Security Classification	Medium
Programs	Alcohol and Other Drug Abuse • Anger Management • Domestic Violence • Sex Offender Treatment • Thinking For A Change
Industry/Vocational	Badger State Industries – Screen printing of refurbished highway signage • Inmate Garden • Computer Literacy • Food Production Specialist

Location Map



State Owned Land Map



Existing Site Map

Institution: Jackson Correctional Institution (JCI)



Introduction

Jackson Correctional Institution is located in the city of Black River Falls, in Jackson County. The facility currently houses approximately 1000 adult male medium security inmates. The institution property consists of 250 acres of land with 43 acres located within the secure perimeter fence. The facility was opened in 1996 and is one of the newest institutions in the WI-DOC system. A 150-bed barracks style housing building was added to the campus within the secure perimeter a year later in 1997.

Assessment Overview

ARCHITECTURAL

Being one of the newest institutions, the buildings and infrastructure are in good condition. The campus is somewhat spread out with two large outdoor recreation spaces in the center with housing and support building arrayed around the perimeter. The building internal configurations are compact and efficient for staffing. There is almost no under utilized space on campus. The facility has a number of portable metal storage containers located adjacent to buildings that provide needed overflow storage space. A main concern is not enough space for some facility support functions. Health services, religious services, vocational, group therapy, intake, and maintenance components continue to function, but are cramped in the current amount of space they occupy. Also, the facility Armory space is quite small. The majority of armory storage is currently housed in a portable metal storage container parked in the main perimeter vehicle sallyport. The vehicle maintenance building outside the perimeter needs to be replaced. Current garage space is too low and too small to provide adequate space for vehicle repair work.

The housing buildings represent the department's preferred medium security housing configuration with two level tiers of 'dry cells' around a common dayroom with group toilets and shower facilities. Due to the quality of housing, accessibility accommodation, and a unit containing 'wet cells' with toilets and sinks within the cells, JCI houses a number of aging population inmates with assisted needs. Use of restrictive housing has been managed such that half of the restrictive housing beds are currently used for 'step down' housing for inmates transitioning back into general population. The other half of restrictive housing beds are adequate to house inmates assigned to restrictive housing.

JCI has one 150-bed barracks style dormitory housing unit building. This temporary building was built as part of a system wide housing program in the 1990's to address population needs at that time. Due to their intended temporary nature, these barracks style buildings have typically not aged well and are in need of upgrades and replacements. The large open dormitory style housing in these barracks buildings also pose challenges for managing medium security inmates with lack of privacy and difficult visibility issues.

SITE / CIVIL

The facility has good access from Airport Road and is near Interstate 94. The area for parking is not sufficient to handle the parking needs at shift changes. The parking lot pavement is in fair condition and will need replacement. The secure perimeter is located to the south end of the institution property. There is open land on the north and east sides of the state property. This open land is mostly wooded areas.

Site utility infrastructure has few needs. Utilities are generally adequate to serve the planned expansion. Water is provided by the town of Brockway. No distribution or quality concerns were expressed. Sewage treatment is provided by the Ho Chunk Nation and there are no issues. Sanitary distribution piping is in good condition. There isn't a site storm system for the institution, but no problems were expressed. The heating hot water distribution system is in good condition and no problems were reported.

Electrical service from the public utility is provided at medium voltage to outdoor switchgear located near the generator building. The distribution system includes an underground loop system with manholes located around the site perimeter and inside the security fence.

The fiber distribution system serving security and communications is also routed around the perimeter of the site and contains spare capacity for the pathway. The fiber optic backbone has limited expansion capacity.

High mast lighting is installed at five locations near housing units, visiting and food service. Pole mounted area lighting is installed around the perimeter and located outside of the fence. Coverage appears adequate for both systems. Both lamp sources are high intensity discharge (HID) types.

MECHANICAL

In general, the mechanical systems are in good condition with few exceptions. Plumbing systems within the buildings are experiencing leaks in the copper water piping. The temperature control systems are original and need updating. Inadequate ventilation is a concern in a few areas such as the bakery and culinary kitchen, largely due to change in function or equipment in those areas. Air conditioning units are beginning to be problematic and are at the end of their useful life at 25 years. Ductwork systems have never been cleaned. Climate control for the towers need to be upgraded. Hot water boilers are in reasonably good condition and are sized to accommodate the planned expansion. There is also space for a third boiler if found to be necessary. The variable frequency drives that power the main heating pumps were designed and installed in an unorthodox way, causing operational problems and need to be replaced and reconfigured.

ELECTRICAL

The secondary distribution systems for utility (normal) and generator sources are original to facility from 1996. They appear in good condition. Life expectancy under the observed operating conditions is typically 30-35 years.

The main switchgear lineup is rated at 4000 amps at 277/480V, 3 phase, 4 wire and located in the electrical room of the Generator Building. The generator system paralleling switchgear is also in located in this electrical room. The diesel fueled generators system consists of (2) 910 kW, 277/480V units installed in a dedicated room. The overall maximum system load was reported to approximately 60% of the total generator nameplate rating. The system appears to be arranged for operating in parallel with the utility.

It was observed that the switchgear room has no expansion capacity. An expansion project would require significant modifications to expand the main switchgear lineup. The generator paralleling system was also observed to have older components, such as the system's PLCs and analog relaying.

A project within the buildings was completed to add panelboards to segregate generator branches and increase capacity of the distribution systems.

A fire alarm system replacement project was completed in 2010.

Interior lighting mostly consists of T8 fluorescent systems in fair to good condition. Additional emergency egress lighting will be necessary during significant remodel projects.

SECURITY

The integrated security systems and components are nearing end of life. Touch screens and graphical user interfaces (GUIs) were observed to be legacy types at control areas throughout the facility. An upgrade to a single, consistent GUI and a fully integrated security system would benefit this facility.

A mixture of analog and internet protocol (IP) cameras were observed at this site. There are about 100 cameras installed at this time. [REDACTED] Pole mounted cameras are installed around the perimeter and located inside the fence near various areas including housing, programming, visiting, and industries/food service.

Non-lethal electrified fence is installed on the interior perimeter fence.

Facility Needs

- Main heating pumps variable frequency drive replacement with individual motor lock-out controls
- Incorporation of a water control system technology to control water usage in the housing units is one of the institution's largest needs.
- Improving the ventilation in the bakery and culinary kitchen to a level appropriate for the function.
- Replace air conditioning systems with new.
- Upgrade generator paralleling switchgear controls and PLCs.
- Replace integrated security, control and monitoring systems

Potential Facility Enhancements

- New vehicle maintenance building outside the perimeter
- New separate programs building with group therapy and education spaces
- Small building addition at Armory to eliminate outside storage container
- Building addition at medical area to expand health services space
- Building addition to maintenance building to expand vocational, shop, and storage spaces
- Replace or repair interior domestic copper water piping.
- Upgrade / replace the temperature control system
- Upgrade interior and exterior lighting systems to LED sources.
- Upgrade high mast lighting.
- Add IP cameras and upgrade storage systems to improve coverage.

Condition/Function Assessment

Institution: Jackson Correctional Institution (JCI)

Program Spaces	1	2	3	4	5	Field Notes
Housing					X	
Special Housing					X	
Recreation					X	
Health Services				X		Could be improved with more space
Foodservice (Kitchen/Dining)					X	
Laundry					X	Equipment is old and breaking down
Religion				X		
Education					X	
Administration					X	
Vocational				X		Small space, could have more participation with more space
Treatment/Chemical Dependency				X		Need group space outside of housing units
Intake			X			Could be improved with more space
Maintenance					X	Lack of space, using outside container units for storage
Visitation					X	
Master Control					X	
Shipping/Receiving					X	
Warehouse					X	
Central Plant					X	
Public Lobby					X	

Code	1	2	3	4	5	Field Notes
ACA					X	
PREA					X	
IBC					X	
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC					X	
Controls				X		Controls will need upgrades soon
Plumbing/FP					X	
Electrical				X		Upgrade to LED lighting
Telecommunications					X	
Security Electronics			X			System is near end of useful life, needs more cameras

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking				X		Not large enough to handle shift change capacity
Perimeter Security				X		Electrified perimeter fence
Lighting				X		Replace HID fixtures with LED types for higher illumination levels
Electrical Distribution		X				Upgrade paralleling switchgear, provide motor lock-out controls for VFDs
Domestic Water Distribution					X	Capacity exists for another 400 beds
Sanitary Service				X		Ok now, would need to be studied for future expansion
Steam Distribution					X	
Stormwater Control				X		Some storm water site issues exist

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Jackson Correctional Institution (JCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Warehouse	1993	14,806				AMES
Building B - Vehicle Maintenance	1993	2,352	A			MES
Building C - Vehicle Storage	1993	6,163				AMES
Building D - Sally Port/Tower	1993	392			S	AME
Building E - Administration/Gatehouse	1993	12,308			S	AME
Building F - Central Control/Vsisting	1993	17,603			MS	AE
Building G - 50 Bed Segregation Unit/HSU	1993	34,694			S	AME
Building H - Education/Inmate Services	1993	15,956			S	AME
Building I - Central Plant	1993	5,778			E	AMS
Building J - Industries/Food Services	1993	40,931			MES	
Building K - Maintenance	1993	8,396		A	S	ME
Building L - Recreation/Laundry/Canteen	1993	25,791			S	AME
Building M - Housing Unit	1993	34,859			S	AME
Building N - Housing Unit	1993	34,859			S	AME
Building O - Housing Unit	1993	34,859			S	AME
Building P - Emergency Generator Building	1993	1,848			E	AMS
Building Q - Housing Unit	1993	34,859			S	AME
Building R - BSI Building	1999	21,190		A	S	ME
Total Square Foot		332,853	2,352	29,586	66,160	234,755
Percentage of Total Square Footage			1%	9%	20%	71%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

While there is a large amount of state property land east of the facility secure perimeter, there is room within the current secure perimeter for expansion. The original design of the facility was planned to have two additional housing buildings on the south end of the central outdoor recreation area. There is open space sized for two new housing buildings intended to match the others. Piping and infrastructure is currently in place in this area for connection to the new housing buildings. The inmate population could be increased from 1,000 to 1,400 medium security inmates.

Since the existing facility has maximized use of most of its current building square footage, a housing expansion would require some associated expansions of core support functions. A new core support building with group rooms and education spaces would be needed as well as building additions to the health service area and maintenance building. The electrical generator building would need upgrades and a new boiler and pumps could be installed in the existing central plant building to accommodate the expansion. Recreation space, both indoor and outdoor, food service, and industry spaces appear to be able to handle the increase in inmate population.

Expansion of the institution must include extension of the heating hot water distribution system as previously planned. No other known mechanical related requirements exist other than those related to expansions of existing program space.

Electrical distribution system modifications would be necessary for facility expansion. This includes both the utility and generator distribution. The generator system switchgear would require modifications to expand it due to space constraints.

Expansion would also require extension of door control security electronics and expansion of the VMS, including additional IP cameras and structured cabling systems. Central control expansion consideration would also be part of an expansion.

The newness and efficiency of the current facility along with the planned open space for additional housing buildings make JCI an attractive location for medium security housing expansion. While the addition of only 400 inmates to this institution is not as significant an expansion as could occur at some other facilities, this smaller population increase would be less taxing on municipal water and waste treatment facilities. One significant challenge to this expansion is that nearly all construction would take place within the secure perimeter. Temporary secure construction fences would need to be installed to separate inmates from the construction site. A second truck gate in the secure perimeter would need to be constructed in order to maintain the daily function of the current perimeter vehicle gate.

Workforce

JCI has 293 employees. The facility faces some challenges in acquiring and retaining staff. Security staff and maintenance staff are particular concerns. The staffing shortages are being addressed by considerable use of overtime hours.

As of July 2018

- Facility has 17 open security positions
- Facility has 11 non-uniform open positions
- Facility took a year to find a permanent security electronics tech

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5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

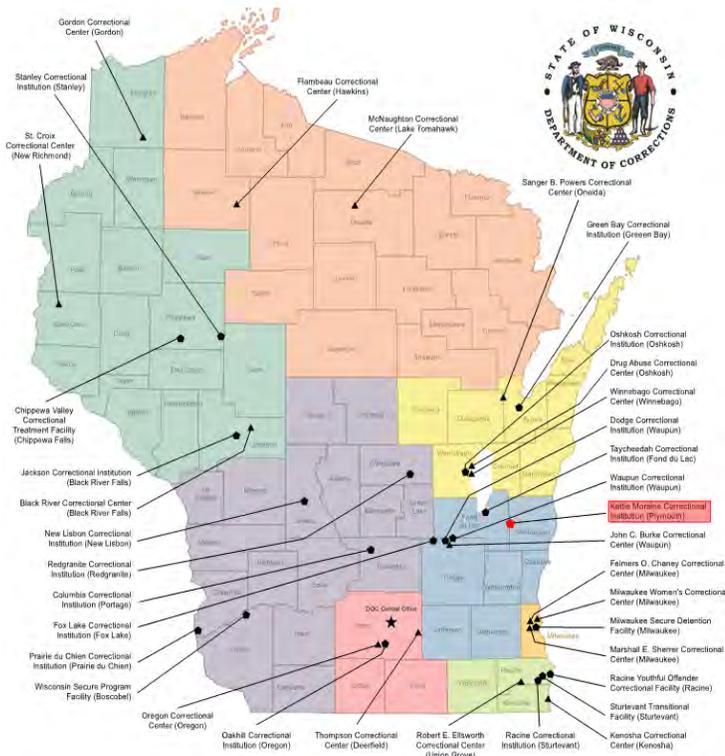
Kettle Moraine Correctional Institution

Summary Statistics

Institution: Kettle Moraine Correctional Institution (KMCI)

Address	W9071 Forest Drive Plymouth, WI 53073
Warden	Robert Humphreys
Opened	1962 - Boys School 1974 - Adult Male
Site Size	80 Acres
Total Buiding Area	370,586 SF
Number of Employees	336
Population	1,182
Security Classification	Medium
Programs	Alcohol and Other Drug Abuse • Anger Management • Concentration Study Focus Group • Coping Skills Group • Domestic Violence Counseling • Sex Offender Treatment • Thinking For A Change • Trauma Recovery group
Industry/Vocational	Auto Detail • Cabinet Making • Computer Aided Drafting • Custodial Skills • Masonry • Welding Fabrication & Production

Location Map



State Owned Land Map



Existing Site Map

Institution: Kettle Moraine Correctional Institution (KMCI)



Introduction

The Kettle Moraine Correctional Institution (KMCI) is a medium-security facility for adult males located adjacent to the Kettle Moraine State Forest about 10 miles west of Plymouth in Sheboygan County. Set in a bowl surrounded by heavy forest, the facility originally opened in 1962 as the Kettle Moraine Boys School before converting to the KMCI in 1974. The transformation to an adult institution included the addition of new buildings and security enhancements to ensure the safety of the public, staff, and inmates. KMCI has a design capacity of about 750 but currently houses around 1,179 inmates and offers an extensive array of treatment, educational, and vocational programs to prepare inmates for eventual release to the community.

Assessment Overview

ARCHITECTURAL

The layout and construction of KMCI is typical of 1960's era "Boys School" campus design, with a series of low, one-story residential style housing "cottages" surrounded by ample open space and outdoor recreation areas and connected by a system of meandering roadways for both pedestrian and service vehicle movement. The housing cottages are clustered in three groups of four surrounding the primary program buildings that include treatment, education, vocation, healthcare, and religious services. The school is at the heart of the institution reflecting the need to provide an accredited education program for youth housed at the facility. Administration and security offices, intake, visitation, food service, and an entry gatehouse are located near the front of the facility to facilitate movement of staff, visitors, inmates, goods, and services into the institution. Ancillary services including maintenance, warehouse, staff training, and wastewater treatment and power generation are located outside the secure perimeter.

Several enhancements were made to the original design to transform the facility into an adult medium-security facility, including but not limited to a robust dual fence perimeter security system, perimeter security guard towers, a modern 240 bed housing unit, a 50 bed restrictive housing unit, a 150 bed dormitory building, and a new health services unit.

The Gatehouse serves as the main entry to the facility for inmates, staff, visitors, goods, and services. The Gatehouse controls and monitors both pedestrian and vehicular traffic into and out of the facility, is vastly undersized for its purpose, and reflects the most critical operational and security challenge for the institution. The space is very crowded for processing staff at shift change and for processing visitors into the institution. Inmate visitation occurs inside the secure perimeter, requiring that all visitors be thoroughly processed through the Gatehouse before being allowed to enter the institution. There is very little waiting space in the gatehouse (two chairs), requiring visitors to wait in an unheated shelter near the parking lot before being called for processing. There are a limited number of lockers available for visitor's personal property, requiring some to return to their vehicles to store belongings not allowed into the facility. In addition to processing people into the institution, the Gatehouse also controls and monitors the vehicle sallyport for vehicles entering the institution. Since all services, including food service, are located inside the secure perimeter, there is a lot of vehicle traffic in and out that must be carefully managed. This critical function is severely limited by the size and layout of the Gatehouse and reflects the most critical need at KMCI.

The Administration Building, located a short distance inside the secure perimeter, includes the visiting room, executive offices, security offices, and critical support functions including mail and property. The building was recently updated to incorporate security offices in the location of the old HSU and update executive office areas. In addition to executive and security offices and visitation, the Administration Building houses the records office, business office, inmate release, inmate court video system, a staff fitness room and minimal lockers, and miscellaneous storage. [REDACTED]

The Control Center is located in the Administration Building adjacent to the visiting room and is continuously staffed by one Sargent. The Control Center manages radio distribution, monitors the camera system and fence alarms, controls minimal "hot" keys (the facility has a KeyWatcher system in the Gatehouse), and has limited control of specify sallyport doors and HSU doors.

Visitation is held in a large, open visiting room in the Administration Building accessed from an entry nearest the Gatehouse and directly visible from the control center. While accessed through the small Gatehouse and outdoors via sidewalk through a secure area, the size and configuration of the visiting area works adequately for KMCI.

A new Health Services Unit (HSU) was completed in 2013. A combined facility for both health care and psychological services, the HSU and represents the state-of-the-art in essential medical and mental health treatment services for an inmate population that has changed over the years, reflecting increasing health care needs of an aging population and a higher percentage of inmates diagnosed with mental health issues.

There are four different Housing units at KMCI.

The 12 original one-story cottages utilize a typical linear design with two housing wings on either side of a central area that includes a dayroom, control center, toilet/shower rooms, and a food service pantry, as well as a unit outdoor recreation area off the dayroom. The buildings are mostly double bunked to reach a maximum capacity of 65 per building. The buildings are in generally good condition but have ongoing maintenance issues that should be expected for heavily used buildings nearly 60 years old. The buildings are not handicapped accessible.

A 150-bed dormitory style "emergency housing unit" was added just south of the education building. The dormitory is typical of "barracks" buildings used at several DOC facilities with two separate dormitories on either side of a core that includes a control center and toilet and shower facilities for each dormitory.

A 240-bed, tiered housing unit was constructed on property just northwest of the education building. Designed based on the DOC's prototype housing unit utilizing double bunked dry cells, the "L" shaped building has two tiered wings of housing around a large, light filled central dayroom separated by an open central control center. The area behind the control center serves as the building entry and supports food service, staff offices, and minor programming activities. A central treatment suite is located across from the dayroom and accessible from each dayroom. Each wing has a unit outdoor recreation area accessible from the dayroom

A 50-bed Restrictive Housing Unit was constructed in 1993. Built to modern correctional standards with all wet-cells arranged in two wings, the RHU includes two observation cells, non-contact visiting, hearing rooms, medical exam, a small intake space, a small server, an office suite, and a loading dock. The design and capacity of the RHU are appropriate given the current directive to limit the use or restrictive housing in support of treatment programs.

The Education Building is designed similar to a 1960's era school building, with spacious corridors lined with lockers connecting a series of large, well-lit classrooms, office areas, and a gymnasium. An outdoor pool off the gymnasium has been converted to tennis courts for outdoor recreation. The size and layout of the education building is more than adequate to meet the needs of the facility.

The Food Service Building, located south of the Administration Building, is adequate for the population. A bakery was added in 2008 and minor upgrades have been incorporated over the years to enhance efficiency. Large dining spaces located immediately inside the entry are used as social services program space. The basement is accessed by a recently upgraded hydraulic elevator and provides ample dry goods storage, additional freezer space, and house the building mechanical equipment. There is a loading dock on the back (west) side of the building that provides good access to deliveries, but maneuvering space is challenging and it requires delivery vehicles to enter the secure perimeter and be closely monitored by staff. The coolers and freezers could use updating.

The main Laundry for institutional laundry service was recently upgraded and adequate to serve the population. KMCI does all their own institutional laundry. Each housing unit contains residential style washers and dryers for inmate personal laundry.

Most deliveries, except food service and milk, are delivered to the Warehouse located outside the secure perimeter, and then transported into the institution by facility staff. The warehouse is adequately sized and the location outside the perimeter works well for KMCI by limiting the amount of outside vehicular traffic entering the institution. Canteen services are contracted out and delivered to the Warehouse and transported into the facility by staff for distribution to the housing units.

A large, well-supplied Maintenance Building is located east of the school and is able to meet the needs of the facility for maintenance services.

There is no industry program at KMCI, but there is a Badger State Industries (BSI) building located just south of the education building. Part of the building was used for Canteen services but is now vacant, part of the building is used for an extensive facility recycling program, and part contains inmate intake and property.

A Chapel building dedicated to religious services is located on the west side of the site. The building design is unique, boasting a soaring worship space with stained glass windows and unique architectural detailing. The basement supports religious staff offices and small group meeting spaces. Due in part to the unique design, including a steeply sloped copper roof, the building is in considerable disrepair and presents a security challenge.

A Training Center is located outside the secure perimeter near the Warehouse and includes the facility Incident Command Center, two large conference rooms, a kitchen and miscellaneous storage. The training center is in good condition and adequate for its purpose.

SITE / CIVIL

The facility sits in a bowl surrounded by heavy forest. The double security fence is accessed via a continuous paved patrol road that provides access to several security towers located on the surrounding hillsides with good visibility to all areas inside the secure perimeter and a shooting range at the extreme south end of the site. The patrol road is in poor condition and should be considered for widening and repaving.

The parking lot is small for accommodating the number of vehicles on site at shift change and during visitation and should be expanded and repaved.

The facility has several outdoor recreation and garden areas to support outdoor activities. Most are visually isolated from one another to offer opportunities to separate inmate activities into smaller, more manageable groups and activities.

Site utility infrastructure has several needs. The sanitary system piping is deteriorating and some have been re-lined. The on-site waste water plant is at capacity. There is no site storm system and all buildings discharge to grade. Since the site is relatively flat, standing water and occasional flooding is an issue. The domestic water distribution system is failing due to high mineral content and bio-life contamination which causes occasional leaks. Emergency piping connections have been installed in the housing buildings to permit connection to an adjacent building with hoses as needed when a lateral fails and needs repair. The copper heating hot water distribution system serving most of the buildings has been experiencing failures for many years and the valves are failing. Failures in this piping system sometimes go undetected for long periods which causes the introduction of the high mineral and bio-life content make-up water to enter the system which causes further problems. Natural gas distribution around the site is adequate but has experienced leaks over the years.

There are Induction lights located outside of the perimeter fence. Wiring to these is direct buried. Somewhat frequent lighting strikes require this cabling to be replaced and because they are direct buried, this is labor intensive for the site staff.

High mast lighting is installed around the inside of the secure perimeter fence. Lighting source is HID. Illumination was noted to be adequate.

The existing perimeter multimode fiber loop serving security electronics and telecommunications systems is reported to have limited capacity for expansion.

MECHANICAL

Plumbing systems within the buildings are experiencing leaks in the copper piping from the bio-life contamination and the effects of occasional large quantities of make-up water when leaks happen. Buildings do not have fire sprinkler systems except for the few that were renovated or built after 1991. Poor temperature control and inadequate ventilation are problematic in the housing units, school, and chapel. Most of the control systems are pneumatic and very little direct digital controls. Most are original, typically between 26 and 58 years old. Many mechanical systems are also original and in many cases are very difficult to access. They are mostly single zone, constant volume and inefficient.

ELECTRICAL

Electrical service is fed from a 2,500 kVA 4,160, 3-phase transformer served from Plymouth Utilities. Equipment is located outside of the secure perimeter within a chain link fence enclosure. From this equipment, several 4,160V loops are initiated to

server perimeter and interior loads. The distribution equipment and underground feeders were re-done in 2014 and are in good condition.

There are three generators located around the institution. Generator Z serves perimeter fence lights and controls towers. Generator Q serves emergency loads throughout the institution buildings. Generator X serves the pump station, armory and high mast lighting. Both Generator X and Q are beyond useful life and require replacement. Generator Z was recently replaced with a re-built engine and is in good condition.

Generally, interior lighting consists of fluorescent systems in fair to good condition. It appears there is limited emergency egress lighting installed in most buildings. Additional emergency egress lighting will be necessary to meet today's requirements.

SECURITY

The security network resides on 50-micron 62.5/125 multi-mode fiber, which has limited availability for expansion.

The video surveillance system is a hybrid analog and IP type system. All exterior cameras around the site are IP based. Camera coverage appears to be adequate. There are multiple camera systems installed throughout campus and these systems lack adequate video storage capacity.

There is no door control or door position monitoring in any of the housing units.

Electrified fence was observed to be installed on the interior perimeter fence.

Facility Needs

- Expand and repave the parking lots
- Replace floor tile in Housing cottages
- Remodel gymnasium locker rooms, including plumbing repairs
- Widen, repair, and repave perimeter patrol road
- Expand the length of the Vehicle Sallyport
- Install a crash gate system at the Vehicle Sallyport
- Temperature control system repairs, upgrades and replacements
- Continued plumbing system repairs

Potential Facility Enhancements

- Provide a new outside Administration Building for Entrance and Lobby, Central Control, Administrative Offices and Conference Facilities, Armory, and Staff Training.
- Remodel the existing Gatehouse to monitor and inspect vehicular traffic
- Replace existing Housing cottages with prototype Housing of similar occupancy
- Provide a 100-bed wet cell Special Housing Unit
- Expand and upgrade Intake
- Sanitary sewer screening facility is needed
- Storm water management needs to be improved.
- The heating hot water distribution system deterioration is one of the facilities largest concerns and needs to be replaced.
- HVAC controls are inadequate and are aging. They should be upgraded or replaced.
- Air handling systems over 40 years old and rooftop units over 20 years old should be replaced.
- Significant plumbing piping improvements will be necessary.
- Replace direct buried perimeter lighting/power feeds with a conduit/conductor system.
- Replace emergency generator Q and associated transfer switch.
- Replace secondary electrical distribution system within housing units.
- Upgrade entire security electronics system.

Condition/Function Assessment

Institution: Kettle Moraine Correctional Institution (KMCI)

Program Spaces	1	2	3	4	5	Comments
Housing			X		X	12 cottages score 3, Building 15 scores 5
Special Housing					X	Restrictive Housing
Recreation					X	
Health Services					X	
Foodservice (Kitchen/Dining)					X	Decentralized dining
Laundry					X	Recently rebuilt.
Religion			X			Unique Building. Accessibility and maintenance issues.
Education					X	
Administration					X	
Vocational					X	
Treatment/Chemical Dependency					X	
Intake				X		Intake and Property share a large space
Maintenance				X		
Visitation				X		Public lobby space and processing is a challenge.
Master Control					X	
Shipping/Receiving				X		Lots of activity inside perimeter. Tight maneuvering
Warehouse					X	
Central Plant			NA			
Public Lobby	X					Very small public lobby. Security issues at Gatehouse.

Code	1	2	3	4	5	Comments
ACA			X			
PREA				X		
IBC			X			
ADA			X			

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC		X				Much is beyond end of useful life but being maintained
Controls	X					Mix of pneumatic & DDC / multiple vendors and ages
Plumbing/FP		X				Varies from "1" to "4" depending on building/age.
Electrical		X				Many original panels require replacement
Telecommunications						
Security Electronics		X				End of useful life. Requires replacement

Site Infrastructure	1	2	3	4	5	Comments
Parking				X		
Perimeter Security					X	Recently upgraded. NLEF exists.
Lighting			X			Direct buried perimeter lighting cabling problematic.
Electrical Distribution					X	
Domestic Water Distribution		X				High mineral concentrations and biolife contamination.
Sanitary Service			X			Some has been re-lined. Treatment plant at max capacity.
Steam / Hot Water Distribution	X					Distribution system failing. Both steam and hot water.
Stormwater Control			X			Roofs discharge to grade and cause flooding in spots.

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Kettle Moraine Correctional Institution (KMCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Food Service	1960/1992	36,872		ME	A	S
Building B - Admin/Visiting/Office	1960/1979	29,901		M	AE	S
Building C - Gate House	1974/1979	1,165	A		MES	
Building D - Segregation Unit	1992	13,281		S	M	AE
Building E - Wisconsin Cottage	1960	8,779		AM	E	S
Building F - Eagle Unit	1992	27,518			M	AES
Building G - Flambeau Cottage	1960/1979	9,921		AM	E	S
Building H - Brule Cottage	1960	8,779		AM	E	S
Building I - Menominee Cottage	1960/1979	11,193		AM	E	S
Building J - Eau Claire Cottage	1960/1979	9,921		AM	E	S
Building K - Chapel	1960	4,368		ME	A	S
Building L - Namekagon	1961/1979	9,921		AM	E	S
Building M - School	1961	80,400		ME	S	A
Building N - Maintenance/Garage	1968	1,500			AME	S
Building O - Chippewa Cottage	1960/1979	11,193		AM	E	S
Building P - Black River Cottage	1961/1979	9,921		AM	E	S
Building Q - Electrical Services/Generator		1,404		E		MS
Building R - Emergency Housing Unit	1995	11,900	A		M	ES
Building S - Mail/Property/Intake/Recycling Program		14,723		E		AMS
Building T - Fox Cottage	1961/1979	9,921		AM	E	S
Building U - Rock Cottage	1961/1979	9,921		AM	E	S
Building V - Wolf Cottage	1961/1979	11,193		AM	E	S
Building W - Milwaukee Cottage	1961/1979	9,921		AM	E	S
Building X - Armory/General Bldg	1986	616				AM
Building Y - Well House/Maintenance	2015	227			E	M
Building Z - Emergency Generator		342			E	M
Building AA - Staff Training/Emergency Response	1963	5,440			M	
Building AB - Warehouse	1992	5,280				AME
Building AC - Health Services Unit	2010	15,065			S	AME
Total Square Foot		370,586	13,065	205,352	125,199	26,970
Percentage of Total Square Footage			4%	55%	34%	7%



- Discipline Key
- A Architecture
 - M Mechanical/Fire Protection/Plumbing
 - E Electrical
 - S Security Electronics

Expansion Potential

KMCI is capable of expansion of a new Administration Building on available land immediately outside the secure perimeter and housing and support services within the secure perimeter through replacement of existing outdated housing cottages with efficient state-of-the-art prototype medium security housing buildings. There is space on the site to add a new housing building without reducing population and then demolish existing buildings for further expansion and/or to replace outdoor use areas used for new buildings. Any expansion of housing would have to consider expansion of program areas including food service, education, and treatment.

Any expansion of the institution needs to include an expansion to the wastewater treatment plant. This would need to include significant replacement of the sanitary distribution piping. New and expanded heating hot water distribution system or conversion to a decentralized concept needs to be considered. Replacement of nearly all air handling systems since most all are beyond their normal life expectancy. This would all new temperature control systems throughout. A new water well, new water tower, and piping distribution system will be necessary. An improved storm water system plan would be needed with a larger institution.

Workforce

There are approximately 333 staff at KMCI, excluding BCE and BOCM staff that are managed separately from institution staff.

KMCI focuses recruitment efforts in areas to north, south, and east of the facility to avoid competition with nearby correctional institutions to the west. There is not a lot of competition with private industry in the immediate area. It was noted that when the economy is strong, there tends to be a lot of younger people entering the profession, but many find it's not the right fit for them and don't stay long. In bad economic times, older people tend to apply and tend to see corrections at more of a career opportunity. Recruitment and retention of security staff and Sargent positions has been challenging as fewer younger people appear to be seeing corrections as a career. To address staffing issues, particularly Sargent positions, KMCI changed staffing patterns to have housing units staffed by correctional officers rather than sergeants.

Maintenance staff has been especially difficult to recruit and retain, requiring KMCI to outsource some maintenance issues to outside contractors at increased cost. An HVAC maintenance position has remained open for over four years.

No vacancies in health services, education, vocational, or food service were noted.

As of May 2018:

- Facility has 12 open security officer positions
- Facility has five open Sargent positions

5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

Milwaukee Secure Detention Facility

Summary Statistics

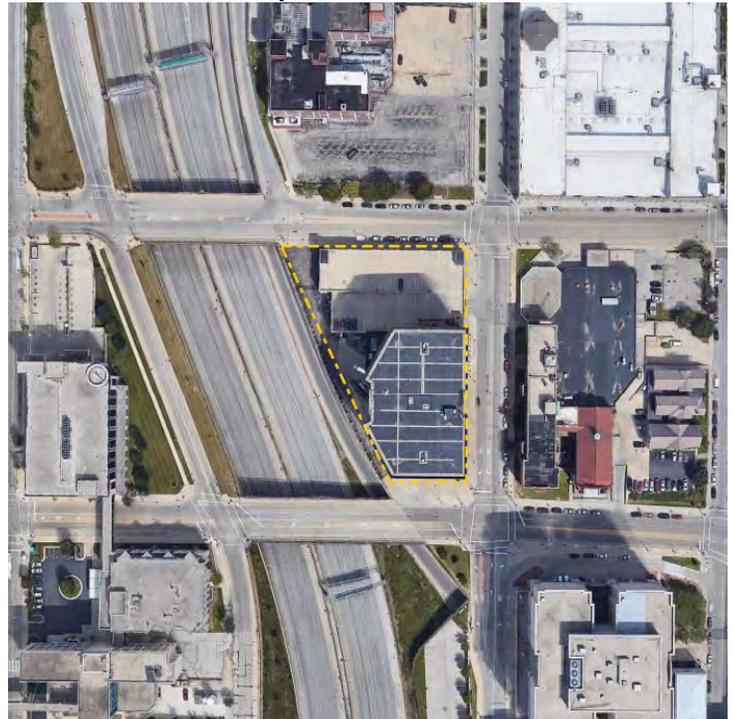
Institution: Milwaukee Secure Detention Facility (MSDF)

Address	1015 North 10th Street Milwaukee, WI 53205-0740
Warden	Steven Johnson
Opened	2001
Site Size	
Total Buiding Area	413,011
Number of Employees	392
Population	1,130
Security Classification	Medium
Programs	Alcohol and Other Drug Abuse • Alternative to Revocation • Cognitive & Domestic Violence • Education & Certified GED Testing Site • Programs/Classes provided through Purchase of Service • Thinking For A Change
Industry/Vocational	None

Location Map

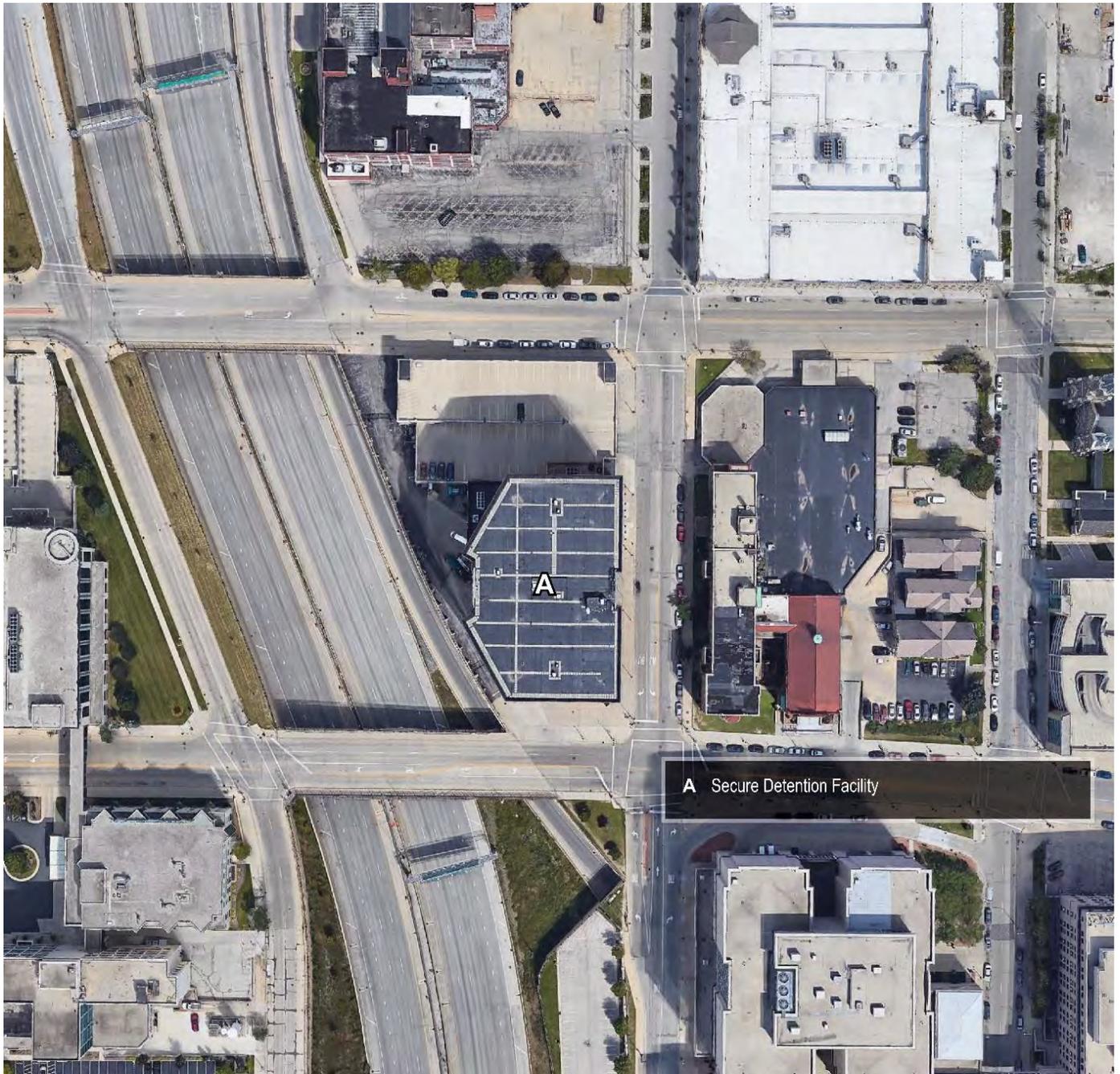


State Owned Land Map



Keyed Site Map

Institution: Milwaukee Secure Detention Facility (MSDF)



Introduction

The Milwaukee Secure Detention Facility (MSDF) is located in the City of Milwaukee, in Milwaukee County. The first design-build and the only high-rise correctional facility in the State, MSDF opened in October 2001 as a Division of Community Corrections (DCC) facility to house inmates that had violated their community supervision. In December 2001, MSDF became a Division of Adult Institutions (DAI) facility to house DAI inmates on DCC probation and parole holds pending investigation of alleged violations. During this time, offenders can be assigned to Alternatives to Revocation (ATR) programming and/or appropriate treatment, and then may either be returned to the community or have their parole revoked and sentenced to confinement in the DAI system. MSDF also houses convicted offenders awaiting transfer to a DAI facility (Dodge Correctional Institution), inmates releasing to the Milwaukee area that are within one year of release, and inmates from nearby Correctional Centers placed in temporary lockup status.

MSDF is unique among DAI facilities in that it is an adult correctional institution but houses both male and female offenders and functions similar to a jail. MSDF accepts offenders 24 hours a day and has an intake, booking, and classification process similar to that of a jail, but provides programming typically found in a correctional institution. Most stays at MSDF are short-term, with an average stay in ATR programming of 60 - 90 days.

Originally designed for a population of 1,040, the medium-security facility currently houses approximately 1,130 inmates. Most of the population is consists of adult males, but one housing unit accommodates up to 42 adult females. The facility is served by approximately 392 staff.

Assessment Overview

ARCHITECTURAL

Designed to house a unique program, MSDF was the first high-rise facility in the State and was constructed using a design-build construction delivery method. While built to State standards and in compliance with modern building codes and ADA requirements, the design did not include the level of involvement from the DOC that would be expected today. Built in 2001, MSDF is one of the newer facilities in the DAI system and the building and infrastructure are generally in very good condition. The Administration and Maintenance areas are appropriate for their function and are well-suited for their programmed use. Other key functional areas including Master Control, Health Services, and the Public Lobby have been expanded and upgraded and also support their programmed use.

Other program areas, including Intake, Laundry, Visitation (video), Shipping/Receiving, and Warehouse are considered adequate but are at or slightly over capacity and not optimal for program uses. The increased population at MSDF adds to the strain on these program areas.

Specific program areas, including Food Service, Education, Treatment/Chemical Dependency, Vocation, and Recreation are undersized and represent challenges in fully supporting the needs of the inmate population.

Food Service was not originally designed to as a full-service kitchen, so was not adequately equipped or supported by MEP systems. Ovens were added, but other key equipment like kettles and bakery to allow full meal preparation are not available, so the majority of food is pre-packaged heat-and-serve resulting in higher than expected food costs. Refrigerator, freezer, and dry goods storage areas are undersized requiring three product deliveries per week. The dishwashing area is cramped. There is no air conditioning or humidity control resulting in a hot, humid work environment.

There are no outdoor recreation areas due to the tight downtown site and there is no gymnasium space for indoor recreation. Recreation consists of a few machines at one corner of a housing unit and a removable basketball hoop that can be used in dayrooms without bolted down tables as and occasional special privilege. Consideration has been given to providing outdoor caged areas in the adjacent parking garage to improve recreational opportunities.

Housing is in generally good condition and offers multiple classification options in well-laid out housing units in a combination of single and double-bunked wet cell and four-person dormitory configurations. Each housing unit has an accessible cell and restrictive housing cells have individual showers. Observation cells are provided in restrictive housing and select cells within

the female housing unit have been combined into larger observation cells. Based on the current population, there is a shortage of special needs cells.

Up to four separate housing units are provided per floor and the high-rise design supports additional separation between classifications. The most significant challenge in housing is overcrowding, which often requires the use of “boats” within dayroom and recreation spaces. Consideration has been given to converting select recreation spaces to dormitory housing for additional capacity.

Daylight to cells and recreation areas is provided by opaque windows on the back wall taking borrowed light from a rear-chase design. Some cells and recreation area windows are not near exterior windows so have artificial light to simulate daylight. Cell windows are 13” wide with a single vertical security bar, resulting in larger than desirable openings, so consideration is being given to improving security by adding horizontal bars to the windows and improving daylight by replacing the glass with more transparent glass. The dayrooms do not have access to daylight.

SITE / CIVIL

The facility is located on a very tight site immediately east of Interstate 43 and bordered by West State Street, West Highland Avenue, and North 10th Avenue. The building and adjacent parking structure are built to the property lines on the north, south, and east sides, allowing a small area for intake (fenced bus sallyport) and delivery vehicles on the west. Maneuvering space is tight and the building and fence have been hit several times. A structured parking ramp is located immediately adjacent to the building and is sufficient to handle the parking needs at shift changes. Upgrades to the parking ramp have been planned for summer 2020.

The building itself defines the secure perimeter on the north south and east sides with a perimeter fence along Interstate 43 on the west. Areas around the building and service areas are well lit and very visible. Overall, site security is very good.

There are no site utility infrastructure needs. Utilities are adequate and in good condition. Water is provided by the City of Milwaukee. No distribution or quality concerns were expressed. Sewage treatment is provided by the City of Milwaukee. Sanitary distribution piping is in good condition, as is the site storm system. Steam service is provided by We Energies.

We Energies provides electrical service to the facility from a pad-mounted transformer located west of the building in a fenced equipment yard. The service lateral feeds the main switchboard in the electrical room. No issues were reported for the electrical service to the building.

MECHANICAL

In general, the mechanical systems are in good condition with few exceptions. Tempered air was added to some areas of the building recently, but several floors are provided heating and ventilating only. Officer control stations are air conditioned. The DDC/pneumatic temperature control systems could use some modifications and will need updating in 5 to 10 years. Some existing split-system air conditioners need replacement and the communication room is currently cooled with a window unit. Plumbing issues were said to be limited to excessive maintenance of the combi water controls and the failure of the below grade piping serving the kitchen. The building has a fire sprinkler system except for the cells.

ELECTRICAL

Electrical distribution systems for utility and generator sources are original to the institution, which opened in 2001. Typical life expectancy under observed operating condition is 30-40 years for main equipment.

The existing main switchboard is rated at 3000A, 480Y/277, 3 phase. The maximum facility demand of approximately 925 kW indicates there is capacity to add loads. The generator power supply system consists of an 800 kW, diesel fueled set installed in an outdoor enclosure and located in the fenced equipment yard. The generator feeds to a 1200A main distribution panel and two automatic transfer switches. It is estimated limited capacity for additional loads exists for the generator system.

The fire alarm system was reported to be aging and approaching end of useful life. No operational issues were indicated for this high rise facility.

SECURITY

The overall security electronics systems is aging. A 2018 project upgraded to a Milestone video management system with 210 cameras. Facility staff reported there are 18 analog cameras remaining in the building. The door control and intercom systems are original to the facility.

Electrified fence is installed on the interior of the perimeter fence.

Facility Needs

- Revise cell windows to provide additional security mullions and glass replacement (clear)
- Kitchen floor is failing and needs replacing.
- Some kitchen equipment (e.g. ovens) are at end of life and need replacement.
- Provide air conditioning to address the lack of operable windows (Floors 2, 3 and 6 have AC).
- Minor small equipment replacements.
- New combi unit controls.
- Kitchen piping repairs.
- Upgrade fire alarm system.

Potential Facility Enhancements

- Kitchen upgrades to include additional equipment (kettles) and cooler/freezer/dry goods space.
- Upgrade Intake to provide improved separation between males and females and ventilation.
- Improve Recreation space, possibly adding outdoor cages in or on parking ramp.
- Improve Education space with an addition above the parking ramp.
- Conversion of select recreation spaces to dormitory housing for additional capacity (Orientation).
- Network video visitation and upgrade equipment.
- Upgrade the temperature control system.
- Replace aging security electronics systems to integrate door control, intercom, video surveillance and monitoring systems.
- Upgrade lighting systems to LED sources.

Condition/Function Assessment

Institution: Milwaukee Secure Detention Facility (MSDF)

Program Spaces	1	2	3	4	5	Comments
Housing			X			Not optimal for current population - using "boats" to increase count
Special Housing			X			Special Needs - not enough beds to accommodate population
Restrictive Housing				X		
Recreation		X				Very limited indoor or outdoor space available
Health Services					X	
Foodservice (Kitchen/Dining)		X				Not intended as production kitchen - heat and serve only
Laundry			X			At maximum capacity
Religion				X		
Education		X				
Administration					X	
Vocational		X				
Treatment/Chemical Dependency		X				Space limitations and staffign concerns
Intake			X			
Maintenance				X		
Visitation			X			
Master Control					X	
Shipping/Receiving			X			
Warehouse			X			
Central Plant						NA
Public Lobby					X	

Code	1	2	3	4	5	Comments
ACA				X		Lack of Recreation space, no daylight in Dayrooms, plumbing counts
PREA					X	
IBC				X		Lack of sprinklers in cells
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC				X		Since HVAC upgrade. Some repairs/replacements needed
Controls				X		DDC controls upgrades needed
Plumbing/FP			X			Combi control problems, kitchen piping failing, no sprinklers in cell
Electrical					X	Normal utility and generator sources have some capacity
Telecommunications					X	
Security Electronics				X		Video surveillance system upgraded; balance of systems aging

Site Infrastructure	1	2	3	4	5	Comments
Parking					X	Urban location, high rise building
Perimeter Security				X		Fluorescent lighting systems
Lighting					X	
Electrical Distribution						
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution					X	
Stormwater Control					X	

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Milwaukee Secure Detention Facility (MSDF)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Secure Detention Facility	1999	413,011			AMES	
Total Square Foot		413,011				



- Discipline Key
- A Architecture
 - M Mechanical/Fire Protection/Plumbing
 - E Electrical
 - S Security Electronics

Expansion Potential

Expansion potential is very limited. The facility is located on a very tight site immediately adjacent to Interstate 43 and bordered by West State Street, West Highland Avenue, and North 10th Avenue. The building and adjacent parking structure are built to the property lines on the north, south, and east sides, allowing a small area for intake (fenced bus sallyport) and delivery vehicles on the west. The only available space for potential expansion would be within or above the parking ramp. Structural analysis would be required to determine if there is adequate capacity for a vertical expansion

Workforce

MSDF has 392 employees. The facility faces moderate challenges in acquiring and retaining staff. Security staff has been affected by overcrowding resulting in more turnover and some difficulty positions. Staffing has been down 15% - 25% between officers and sergeants. Hiring and retaining social workers/AODA positions has been a challenge impacting programs available to offenders. While health services staff is currently acceptable, medical and especially nursing personnel are very challenging to find and retain. Maintenance staffing has been a concern but is "good for once." Food Service workers have also been a challenge but positions are currently filled. Teacher and business offices have been easier to fill. Being located in a densely populated urban area increases the draw for candidates for various positions, but there is also much more competition from private businesses and industry. The difficulty of working in a correctional environment and pay are the most significant barriers to finding employs.

5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

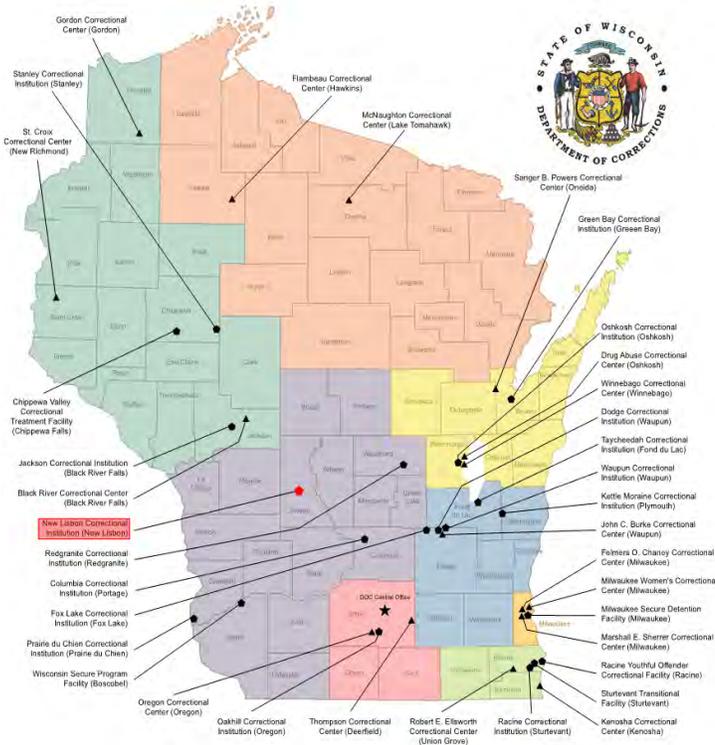
New Lisbon Correctional Institution

Summary Statistics

Institution: New Lisbon Correctional Institution (NLCI)

Address	2000 Progress Road New Lisbon, WI 53205-2000
Warden	Dan Winkleski
Opened	2001
Site Size	100 Acres (21 acres inside the perimeter)
Total Buiding Area	316,878 SF
Number of Employees	299
Population	1,036
Security Classification	Medium
Programs	Anger Management • Domestic Violence • Thinking For A Change • Sex Offender Treatment
Industry/Vocational	Cabinet Making • Commercial Baking Certificate Program • Horticulture

Location Map



State Owned Land Map



Existing Site Map

Institution: New Lisbon Correctional Institution (NLCI)



Introduction

New Lisbon Correctional Institution is located in the city of New Lisbon, in Juneau County. The facility currently houses approximately 1,000 adult male medium security inmates. The institution property consists of 108 acres of land with 22 acres located within the secure perimeter fence. The facility was opened in 2004 and is the newest institution in the WI-DOC system.

Assessment Overview

ARCHITECTURAL

Being the newest institution, the buildings and infrastructure are in very good condition. The campus is quite compact and efficient with buildings tightly grouped together. The building internal configurations are also efficient for staffing. There is only some minor under utilized space on campus. The former canteen space has not yet been repurposed and there is some vacant space adjacent to industry. There is ample space in some office and records areas to allow for future growth in these spaces. There are some concerns regarding a lack of space for a few facility programs. Health services, vocational, and maintenance function adequately, but are cramped in the current amount of space they occupy.

The housing buildings represent the department's preferred medium security housing configuration with two level tiers of 'dry cells' around a common dayroom with group toilets and shower facilities. Due to the quality of housing and accessibility accommodation, RGCI houses a significant number of aging and older inmates. Use of restrictive housing is being managed well and is adequate to house inmates assigned to restrictive housing.

SITE / CIVIL

The facility has acceptable access from Progress Road and is near Interstate 94. The area for parking is not sufficient to handle the parking needs at shift changes. The parking lot pavement is in poor condition and is an ongoing maintenance problem with wet soils in the parking area. The secure perimeter fencing is also a maintenance concern. Some fence posts are leaning over and areas of concrete mow strip are heaving due to unstable wet soil conditions. The secure perimeter is located in the northwest corner of the institution property. There is open land on the state property to the east and south. The eastern state land is a wooded area. The open state land to the south is larger and reasonably flat, but contains a small creek and significant area of identified and potential wetlands.

Site utility infrastructure has few needs. Utilities are generally adequate to support an institution expansion. Water is provided by the City of New Lisbon. No distribution or quality concerns were expressed. Sewage treatment is provided by the City of New Lisbon. Sanitary distribution piping is in good condition except for a need for a screening station to prevent unwanted solids (sheets, clothing, etc.) from clogging the main or entering the treatment plant. There isn't a site storm system for the institution, so water is discharged from roofs to grade. This will occasionally cause site drainage issues and localized flooding. Fire protection sprinkler systems are present in all buildings. The heating hot water distribution system is constructed of direct buried fiberglass piping that is breaking due to settling of thrust blocks. The boilers and pumps were said to be in good condition and no problems were reported.

Medium voltage electrical service to the site is routed underground to a pad-mounted, step down transformer located near the Central Plant. The underground distribution at the institution routes through a concrete ductbank and manhole system inside the perimeter fence to serve buildings on the site.

The backbone fiber optic loop serving security and communications systems is also routed in a ductbank system located next to the underground primary electrical. There is limited capacity on installed fiber base.

High mast lighting is installed at three locations on the site. Pole mounted area lighting is installed around the outside of perimeter fencing. Wall mounted lighting is installed on the buildings to supplement area lighting coverage. Lamp sources appear to be high intensity discharge (HID) types.

MECHANICAL

In general, the mechanical systems are in good condition with few exceptions. The air handling systems are performing well except for some balancing issues. Officer control stations should be air conditioned. The DDC/pneumatic temperature control systems could use some modifications and will need updating in 5 to 10 years. Pneumatic damper and valve operators have been problematic and will need replacements.

ELECTRICAL

Electrical distribution systems for utility and generator sources are original to the institution, which was built in 2001 and occupied in 2004. Typical life expectancy under observed operating condition is 30-35 years for main equipment.

Capacity exists for expansion based on observed electrical service load of about 1300 amps. However, the utility source distribution in the main switchboard is full and circuit breakers are unable to be added for expansion. Existing space constraints in the central plant also make it challenging to expand this switchboard to serve additional loads. It was also observed the generator distribution sections in the switchboard have spare capacity for expansion.

The main switchboard lineup in the central plant has an overall rating of 4000 amps at 277/480V, 3 phase, 4 wire. It consists of a 9 section continuous lineup located in the central plant electrical room. The main switchboard is configured with a utility main breaker, 3 sections of utility distribution, a tie breaker, a generator main breaker, and 2 generator distribution sections. The utility distribution sections are full and unable to add breakers for expansion. Additionally, space constraints would make it difficult to expand this switchboard to serve additional loads. However, the generator distribution sections have spare capacity for expansion.

The generator power supply system consists of one 1250 kW, diesel fueled set rated at 277/480V installed in a dedicated room of the central plant. It has a main breaker mounted on the unit. The generator Power Command controls were upgraded in May of 2018.

The generator sourced distribution system includes 2 branches and ATSS. One branch serves emergency (NEC 700) loads and is labeled "LS". The other branch appears to serve optional standby (NEC 702) load and is labeled "EQ". The main distribution panels and switchboards are located next to the corresponding ATSS in dedicated electrical space in the central plant. Buildings are also arranged with 2 ATSS and generator distribution branches.

Interior lighting mostly consists of T8 fluorescent systems in fair to good condition. Lighting in indoor recreation consists of high bay metal halide lighting. Additional emergency egress lighting will be necessary during significant remodel projects to meet current requirements.

The fire alarm system was observed to be the original Edwards Systems Technology EST3 system. It is in good condition and appears expandable based on available space in typical panels.

SECURITY

The overall integrated security electronics system appears original.

The existing video surveillance system consists of around 100 cameras on a GeoVision video management system. A project to add cameras and monitoring was in process during the site observation. Additional cameras would improve coverage at the institution. The control center monitoring area was noted to be near capacity.

The paging system appears original to the facility.

Non-lethal electrified fence is installed on the interior of the perimeter fence

Facility Needs

- Parking lot pavement needs replacement and parking area needs to be expanded
- Add air conditioning to the housing officer control stations.
- Replace integrated security, control and monitoring systems.

Potential Facility Enhancements

- New separate maintenance building, would also allow expansion of vocational space
- Building addition to health service unit area to expand medical space
- Add a screening station to the sanitary sewer system.
- Provide a site storm water system to improve water removal from the site.
- Upgrade the temperature control system.
- Supplement video surveillance system coverage by adding IP cameras and storage capacity.
- Upgrade paging system.
- Upgrade interior and exterior lighting systems to LED sources.
- Upgrade high mast lighting to LED source.
- Replacing failing fiberglass heating hot water distribution piping.

Condition/Function Assessment

Institution: New Lisbon Correctional Institution (NLCI)

Program Spaces	1	2	3	4	5	Field Notes
Housing					X	
Special Housing					X	
Recreation					X	
Health Services				X		Could be improved with more space
Foodservice (Kitchen/Dining)					X	
Laundry			NA			Do not have on-site laundry, shipped to OCI
Religion					X	
Education					X	
Administration					X	
Vocational				X		Could use more space, could increase participation
Treatment/Chemical Dependency					X	
Intake					X	
Maintenance				X		Could be improved with more space
Visitation					X	
Master Control					X	
Shipping/Receiving					X	
Warehouse					X	
Central Plant					X	
Public Lobby					X	

Code	1	2	3	4	5	Field Notes
ACA					X	
PREA					X	
IBC					X	
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC					X	
Controls				X		Controls need upgrades
Plumbing/FP					X	
Electrical					X	Building distribution systems have space for expansion
Telecommunications				X		Multimode fiber optic backbone has space capacity
Security Electronics			X			Additional cameras and monitors for improved coverage

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking			X			Not larger enough for needed capacity, deteriorating pavement
Perimeter Security				X		Needs more cameras, HID high mast lighting parts of fencing are leaning
Lighting					X	LED parking lot lighting
Electrical Distribution				X		Main switchgear has no expansion capability in existing electrical room
Domestic Water Distribution					X	
Sanitary Service			X			Need a screening facility
Steam Distribution			X			Hot water distribution piping is failing
Stormwater Control				X		Storm water site issues exist

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: New Lisbon Correctional Institution (NLCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building AB - AODA Housing	2004	81,836			S	AME
Building CD - SUM Housing	2004	83,090			S	AME
Building E - Vehicle Maintenance / Warehouse	2004	20,998				AMES
Building F - Power Plant	2004	6,160			E	AMS
Building G - Administration/Gatehouse	2004	13,159				AMES
Building H - Industry / Food Service	2004	34,408			AS	ME
Building I - Indoor Recreation	2004	9,385			S	AME
Building J - Segregation Housing / Support	2004	67,842				AMES
Building K - Outdoor Recreation Storage Building						AMES
Total Square Foot		316,878			34,408	282,470
Percentage of Total Square Footage					11%	89%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

There is a large amount of state property land south of the facility secure perimeter. This land was planned for development of a major expansion of the institution. This land area has room for an expansion of the secure perimeter that could accommodate two new medium security housing buildings and an outdoor recreation yard. The inmate population could be increased from 1,000 to 2,000 inmates.

Most of the building program areas were intended to be sized for the planned future expansion, so there are less required expansions of support functions. However, there are some facility components that would need to have square footage added in order to serve an increased inmate population. These program functions would be health services, vocational, maintenance, education, indoor recreation, and visitation. A new electrical building would need to be constructed for expansion of the main electrical system and a new boiler and pumps could be installed in the existing central plant building to accommodate the expansion.

Expansion of the institution must include extension of the heating hot water distribution system to the new housing units from the central plant. Extensive repairs or replacement of the existing failing distribution system should be done for a reliable, long term solution. A fourth boiler needs to be added in the plant to provide the necessary heating hot water.

Expansion of the institution must include evaluation and expansion of utility sections of the main switchboard located in the central plant.

While the newness and efficiency of the current facility along with the adjacent land availability make NLCI an attractive location for medium security housing expansion, there are a few factors that detract from this potential. The south area of the site has soils issues, and contains a small creek and defined wetlands. A significant earthwork effort would be needed to mitigate the wetlands and unsuitable soil conditions in order to make this a proper buildable site for the potential expansion. Also, the city of New Lisbon is small with a population of only around 2,500. The addition of 1,000 inmates could potentially overload municipal utilities and require upgrades and expansions to the city's waste water treatment plant, and domestic water service infrastructure.

Workforce

NLCI has 299 employees. The facility faces moderate challenges in acquiring and retaining staff. Security staff is short at some positions but is in better shape than most institutions. While health services staff is currently acceptable, medical and especially nursing personnel are very challenging to find and retain. Maintenance staffing is another point of concern. Maintenance employees are also more difficult to find and retain. The staffing shortages are being addressed by some limited overtime hours and contracting with outside nursing services and maintenance companies.

As of July 2018

- Facility has 16 open security positions
- Facility has 4 open maintenance positions
- Facility does not have an electrician on staff

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5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

Oshkosh Correctional Institution

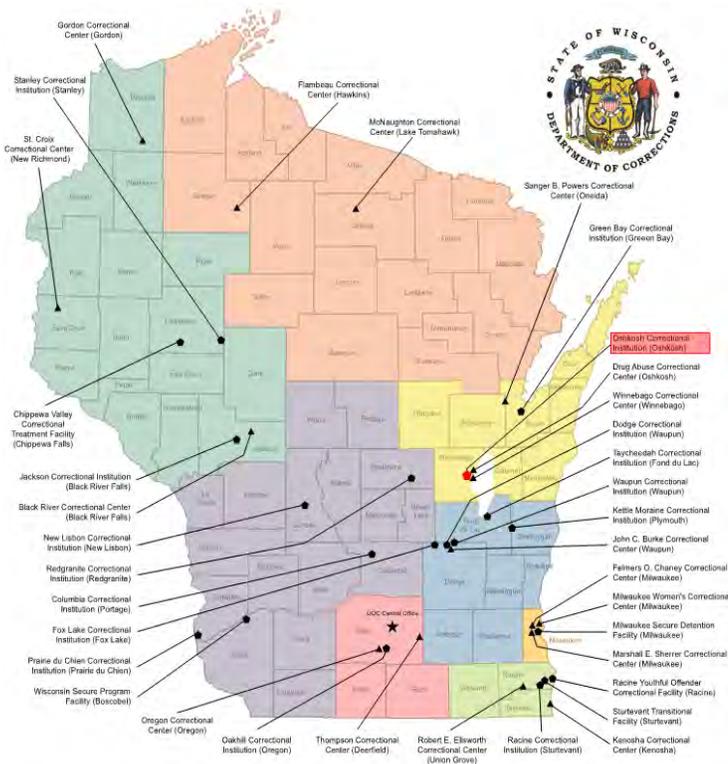
Summary Statistics

Institution: Oshkosh Correctional Institution (OSCI)

Address	1730 West Snell Road Oshkosh, WI 54901
Warden	Cathy A Jess
Opened	1986
Site Size	320 acres (92 acres inside perimeter)
Total Buiding Area	607,013 SF
Number of Employees	550
Population	2,050
Security Classification	Medium
Programs	Alcohol and Other Drug Abuse • Anger Management • Domestic Violence • Mental Illness Chemical Abuse • Re-Entry Initiatives • Sex Offender Treatment 2 & 4 • Thinking For A Change • Transitional Outreach Program • Windows To Work

Industry/Vocational	Braille Transcription • Building Maintenance and Construction • Culinary Arts • Food Service Technician • Horticulture • Microsoft Office Applications • Practical Computer Skills
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Location Map



State Owned Land Map



Existing Site Map

Institution: Oshkosh Correctional Institution (OSCI)



Introduction

Oshkosh Correctional Institution is located in the city of Oshkosh, in Winnebago County. The facility currently houses approximately 2,050 male adult medium security inmates. The institution property consists of about 320 acres of land with approximately 92 acres located within the secure perimeter fence. The facility was opened in 1986 and was been expanded in 1992 to become the largest institution by inmate population in the DOC system.

Assessment Overview

ARCHITECTURAL

The Oshkosh Correctional Institution (OSCI) with original buildings at 35 years old and with the major expansion buildings at 28 years old is a relatively new institution in the Wisconsin system. The facility has been well maintained and buildings and infrastructure are in good condition with some exceptions. Significant amounts of mechanical, electrical, and security electronics have been replaced, but there is still some original equipment and roofing that is nearing the end of its useful life.

The facility layout is quite expansive and spread out. The original 1986 institution is on the west side with Administration, Armory, Warehouse, and Garage functions outside the secure perimeter fence. Original medium security housing, restrictive housing, support building, and recreation/industry building are inside the secure perimeter on the west side. The major expansion in 1992 created an adjacent east campus with newer medium security housing, restrictive housing, Health Services Unit, Food Service, and maintenance buildings. The east side campus also includes a temporary barracks dormitory housing building. Additions have been added on to the restrictive housing building and Health Services Unit to expand capacities. There are six guard towers around the secure perimeter with one vehicle sallyport gate located near the Administration and support buildings.

The original Administration and support buildings are in good condition and are functional for these facility components. The outside buildings, Armory, Warehouse, and vehicle garage are also in good condition and functionally adequate. The vehicle garage is small with only 5 bays, with most being used for equipment storage. All institution vans and cars are parked outside. Some consideration could be given to expanding the garage capacity so some vehicles could be housed indoors.

The inmate housing at OSCI is in good condition and follows DOC system preferred configurations for medium security housing with lower and upper tiers of cells around a common two-story high dayroom. The original 1986 general housing was designed to be single bunk 'dry cells', one inmate per cell, with shared toilets and showers in each unit. All of these original units have been converted to double bunk two inmate cells currently. These cells work reasonably well double bunked, but use of the core shared toilets and showers is a bit more difficult with twice the number of inmates as originally designed. In particular, there are ventilation issues with the showers due to more frequent use. Consideration should be given to upgrading this shower ventilation.

The newer medium security general housing buildings from the 1992 major expansion were originally designed to be double bunked with two inmates per cell. These housing buildings also have the preferred medium security housing configuration with lower and upper tiers of cells around a central two-story dayroom. Four of the six general housing buildings on this east side campus have 'dry cells' with shared common toilets and showers in each unit. Two of the general housing buildings have 'wet cells' with combination toilet/sink fixture in each double bunked cell. These wet cell units allow for more control over inmate movement and access. Along with an original 25-bed restrictive housing unit, the facility has recently, in 2004, expanded the newer restrictive housing building to a 104-bed capacity including observation cells. The number of restrictive housing beds is adequate for overall facility population. OSCI houses a large number of inmates with mental health issues, many aging inmates, and inmates with other health issues and disabilities. One of the 'wet cell' housing buildings on the east side campus is now a dedicated diversion and residential treatment unit for inmates with mental illness.

The quantity and variety of housing units has enabled OSCI to accommodate a large number of inmates with special needs including 80 to 100 inmates using wheelchairs, and transgender inmates. There have been accessibility upgrades to the older housing buildings and newer housing is fully capable of handling handicapped inmates.

OSCI also serves an additional housing function for minimum security inmates at nearby DOC correctional centers that require temporary lock-up for infractions or disciplinary reasons.

There is a 148-bed dormitory style barracks housing structure built in 1995 that was considered to be a temporary building when

constructed. As such, it has required repair, maintenance, and replacement of fixtures and equipment. This housing also lacks a fire sprinkler system. The dormitory style housing is not optimal for the medium security population of OSCI, especially for inmates with special needs. It would be preferable to not use this barracks building for housing if the population at the facility were to decrease. Some consideration should be given to potentially repurposing this barracks building into space for programs and passive recreation.

Education and programs are functioning acceptably, but are short on space. OSCI offers every program available in the DOC system, but participation is limited mostly by space constraints. This has led the facility to operate a second shift and perform some education functions in the housing units. Group meeting rooms are the most pressing need. There is a DOC project in progress to add a new programs building with group rooms and offices to the east side OSCI campus to help alleviate this need. Vocational programming is working acceptably, but has similar issues of space limitations. The facility looks for vocational programs that do require much space.

The industry at OSCI is laundry. The facility houses the main central laundry service for the DOC system. The laundry space in the Industry building is too small for current needs, but is being made to work. This entails using building hallways for cart storage and the use of a semi-trailer outside for additional storage space. Consideration should be given to a potential expansion of Laundry space.

The Food Service building is the one building on the campus that is in difficult shape. The original ballasted roof is having drainage and leaking issues and needs to be replaced. The building has moisture issues in general that has led to some wall cracking and structural concerns. A significant amount of maintenance staff time is being required to keep food service running. While there is a desire for more storage space and space in general, the kitchen and associated spaces have been able to function well enough and continue to serve approximately 8,000 meals a day. There is no central dining space at OSCI. All inmates eat all meals in their housing units. Consideration should be given to doing repairs and upgrades, and a possible expansion at this Food Service building.

The Health Services Unit is in good shape. The HSU building from 1992 has recently been remodeled and expanded in 2018 with the inclusion of a new long-term care housing unit. OSCI has an older inmate population than other DOC facilities. It is the only medium security institution in the system to have 24-hour, 7-days a week, nursing care.

There is ample outdoor recreation space on the campus that includes two softball fields, two walking/jogging tracks, and multiple basketball courts. There is however only one indoor gymnasium space for all 2,000 inmates. Consideration should be given to adding a second indoor gym on the east campus side, or possible conversion of the existing barracks housing building into passive recreation space in order to better accommodate the large institution population when weather limits outdoor recreation use.

The facility has a double fence perimeter that includes electrified non-lethal 'stun' fencing. The stun fencing has been upgraded and is functioning well other than some minor weather-related issues. There are six guard towers, and a main vehicle sallyport that are in good condition.

SITE / CIVIL

The facility has good access from West Snell Road. There is a large main parking lot in front of the Administration building with a secondary overflow parking lot to the east. The main parking lot surface has recently been redone and is in good condition. The perimeter road around the outside of the facility perimeter fencing is in difficult shape and needs replacement. Similarly, the interior perimeter road around and in between the housing buildings on the east side campus is also in deteriorating shape and needs replacement.

Utilities are taxed at times due to the high usage and overuse due to high occupancy. Water is provided by the City of Oshkosh. No distribution or quality concerns were expressed. Sewage treatment is provided by the City of Oshkosh. Sanitary distribution piping is in fair condition overall but needs repairs/replacements in some areas, primarily on the older west side. There isn't a site storm system for the institution, so there are often site drainage issues and localized flooding which has been a problem since the beginning. Fire protection sprinkler systems are present in all buildings except the Housing Dormitory Building. The heating hot water distribution system, including the boilers and pumps is in fair condition on the "old", west side and no problems were reported on the "new" side where each building has its own hot water boilers and distribution system.

Primary electrical to the site is by WE Energies. A single feed serves medium voltage (MV) switchgear located next to the warehouse. An underground distribution system for utility sourced (normal) power is routed in concrete encased ductbank with manholes around the site to feed buildings at the institution. The generator power sources located in Maintenance and Food Service buildings also distribute power to other buildings through ductbanks routed around the site. Typical of ductbank systems, there is frequently water in the system manholes.

Backbone infrastructure consists of multimode and single mode fiber optic and high pair count copper cabling routed in a communications ductbank system located next to the underground electrical distribution systems on the site. Systems served include security, communications and fire alarm systems. The copper cabling routed in communications ductbank has experienced issues due to water in these pathways.

MECHANICAL

In general, the mechanical systems are in fair to good condition depending on age. Age of the air handling systems and hydronic heating systems range from roughly 28 to 34 years old so it can be expected that maintenance needs are increasing with eventual repairs and replacements required over the next 5 to 10 years. Temperature controls are a continual need throughout, requiring repairs and updates. Housing Dormitory Building was constructed as a temporary building and is now well past its life expectancy and should be replaced or repurposed.

Plumbing systems have experienced heavy usage due to the high population, beyond what it was designed for. High maintenance and frequent repairs are the norm. Significant costs for major repairs and upgrades can be anticipated in the next 5 to 10 years.

ELECTRICAL

Electrical distribution systems for normal and generator sources are aging. It was said main electrical equipment is approaching the end of service life expectancy of 30-40 years. It was also reported there are no other major electrical issues for this institution.

The nine high mast poles were retrofitted with LED sources within the last few years. It was reported that no lights are present along walkways south of Buildings J (Health Services) and L (Food Service), and north of Building R (Sex Offender)

SECURITY

The overall security electronics systems are aging, with most equipment being from around 1994. The video surveillance system was upgraded within the last 5 year to a Milestone system with just under 600 IP digital cameras and network video recorder (NVR). The Com-Tec touch screen human machine interfaces (HMIs) were updated with door locking control. Intercom systems are digital Com-Tec. No issues were reported with personal alarm system buttons. Man-down at the facility uses a "spider" trouble call system.

Electrified fence is installed on the interior of the perimeter fence.

Facility Needs

- Perform repairs and roof replacement at Food Service building
- Replace original roofing at two east side campus housing buildings
- Repair and replace outside perimeter road pavement
- Repair and replace interior perimeter roads at east side campus
- Replace door hardware at housing cells
- Site infrastructure repairs and improvements
- Temperature controls upgrades and replacements

Potential Facility Enhancements

- Repurpose barracks dormitory housing into programs and indoor recreation space
- Add multi-purpose building on east side campus with gymnasium and education space
- Expand Industry building to increase Laundry space
- Expand Food Service building to improve function and increase storage space
- Expand vehicle storage garage
- Eventual system upgrades and replacements
- Modifications and enhancements to the infrastructure to better suit the current population
- Replace aging security electronics systems for integrated door control, intercom, video surveillance and monitoring systems
- Add supplemental LED lighting along walkways (south of Health Services and Food Services, and north of Sex Offender)
- Replace aging electrical distribution
- Upgrade interior lighting to LED sources

Condition/Function Assessment

Institution: Oshkosh Correctional Institution (OSCI)

Program Spaces	1	2	3	4	5	Comments
Housing				X		Cell door hardware is failing and needs replacement
Special Housing				X		
Recreation			X			Only one indoor gym for 2,000 inmates, need additional
Health Services					X	
Foodservice (Kitchen/Dining)			X			Needs more space, roof replacement
Laundry			X			Needs more space
Religion					X	
Education			X			Needs more space
Administration					X	
Vocational				X		
Treatment/Chemical Dependency			X			Need more group rooms
Intake					X	
Maintenance			X			Need additional vehicle storage space
Visitation					X	
Master Control					X	
Shipping/Receiving				X		
Warehouse				X		Needs roof replacement
Central Plant				X		
Public Lobby					X	

Code	1	2	3	4	5	Comments
ACA				X		Low quantity of toilets/showers in older housing
PREA					X	
IBC				X		Lack of fire sprinklers at barracks housing
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC				X		No issues on new side, but nearing end-of-life on old side
Controls			X			Controls are old and past their life expectancy
Plumbing/FP				X		Overuse issues on new side, nearing end-of-life on the old
Electrical				X		Aging elec. distribution and lighting near end of life
Telecommunications				X		Aging systems near end of service life
Security Electronics					X	VSS system upgraded, replace aging security electronics

Site Infrastructure	1	2	3	4	5	Comments
Parking					X	Main parking lot recently redone
Perimeter Security				X		Perimeter road needs repairs and replacement
Lighting				X		Add LED lighting along walkways without lighting
Electrical Distribution				X		Aging medium voltage elec. distribution, cabling, systems
Domestic Water Distribution				X		No issues new side, but capacity/condition issues on old
Sanitary Service				X		No issues new side, but capacity/condition issues on old
Distribution - Hot Water					X	No issues reported
Stormwater Control			X			Site storm drainage issues, problem since the beginning

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Oshkosh Correctional Institution (OSCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Administration	1986/2001	12,680			ES	AM
Building B - Support Building	1986/1992	64,675			MES	A
Building C - Housing Building	1986	28,915			AMES	
Building D - Housing Building	1986	28,655			AMES	
Building E - Housing Building	1986	27,535			AMES	
Building F - Gym / Laundry	1986	37,310			AMES	
Building G - Administration Annex	1994	2,035			ES	AM
Building H - Warehouse	1986/1992	23,275			AES	M
Building I - Vehicle Sallyport	1986	N/A				A
Building J - Vehicle Storage	1986	3,415			ES	AM
Building K - Housing Building	1988	34,640			MES	A
Building L - Maintenance	1992	23,100			ES	AM
Building M - Food Service	1992	26,885		A	MES	
Building N - Health Services Unit	1992/2018	30,335			ES	AM
Building O - Vermiculture Building	1992	8,785			ES	A
Building P - Housing Building	1992	34,375			AES	M
Building Q - Housing Building	1992	34,375			AES	M
Building R - Housing Building	1992	35,530			AES	M
Building S - Restrictive Housing	1992/2004	28,033			AES	M
Building T - Armory	1992	5,520			ES	AM
Building U - Housing Building	1994	34,775			AES	M
Building V - Housing Building	1994	34,775			AES	M
Building W - Housing Building	1994	35,490			AES	M
Building X - Barracks Housing	1995	11,900	M	A	ES	
Total Square Foot		607,013		38,785	482,358	85,870
Percentage of Total Square Footage				6%	79%	14%



Discipline Key

- A Architecture
- M Mechanical/Fire Protection/Plumbing
- E Electrical
- S Security Electronics

Expansion Potential

The OSCI State property extends beyond the facility perimeter fence on the north, east, and south sides. These property areas are open and relatively flat grassed areas. There are raised earth berms on the east and south of the site to provide visual separation from neighboring residential areas.

While there is some land availability around the site, the size of the current Oshkosh Correctional Institution is the main concern for any expansion potential. The original west side facility opened in 1986 and was essentially doubled in size and population with the east side campus expansion in 1992. At just over 2,000 inmates, OSCI is the largest institution in the DOC system. Further expansion of the inmate population on this site is not desirable. A building expansion of the already spread out east and west building campuses would further exacerbate site travel distances for inmates and materials that are already long. In physical space and inmate capacity, there is a sense that OSCI is currently 'maxed-out', and that it is not a realistic candidate for expansion.

Workforce

OSCI has approximately 550 employees. The facility continues to face significant challenges in acquiring and retaining staff. Security staff is one of the main concerns with upwards of 22% of positions open. Large numbers of staff retirements and transfers to other nearby DOC or State facilities are greatly impacting security staffing. Maintenance and Food Service workers have been particularly difficult to find and retain. Staffing in these areas with 13 Maintenance positions and only 14 Food Service positions is already small for the OSCI facility size. Any vacant positions put that much more stress on operations in these areas. The institution is compensating with significant overtime by security staff and use of inmate work crews to supplement maintenance staffing.

The Health Services Unit is better positioned with medical and nursing staffing doing reasonably well. The amount and proximity of nearby hospitals and clinics seems to help OSCI staffing in these areas. One exception is programs staffing for substance abuse treatment specialists, that are very difficult to find. Upwards of half these treatment specialist positions may be vacant at a time.

As of December 2018

- Facility has 18% to 22% open security positions
- Facility has 6 open substance abuse treatment specialist positions
- Facility has 2 open maintenance positions

5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

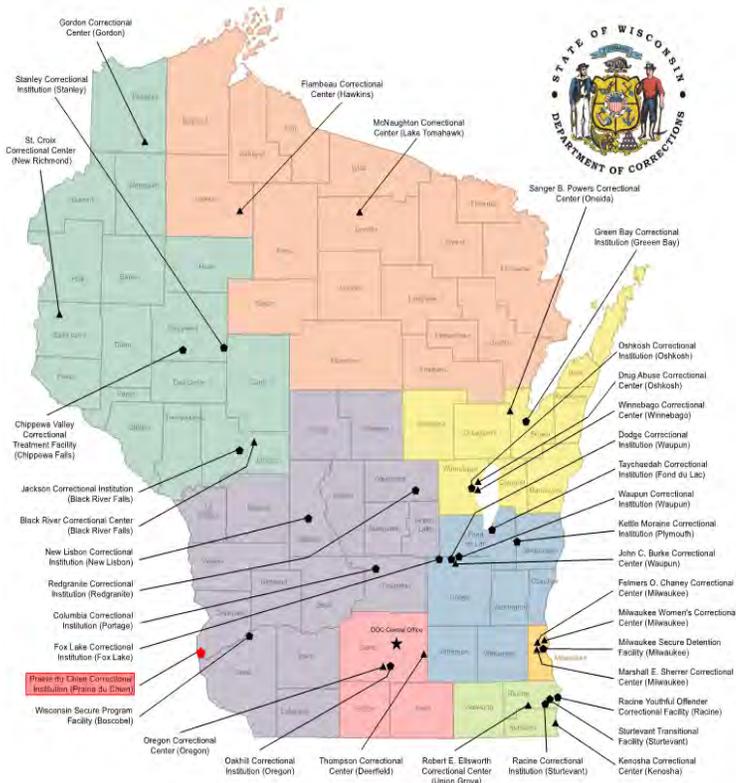
Prairie du Chien Correctional Institution

Summary Statistics

Institution: Prairie du Chien Correctional Institution (PDCI)

Address	500 E. Parrish St. Prairie du Chien, WI
Warden	Tim Haines
Opened	1995 Juvenile, 1997 Juvenile & Adult, 2003 Adult
Site Size	53 acres (31 acres inside the perimeter)
Total Buiding Area	329,488 SF
Number of Employees	196
Population	513
Security Classification	Medium
Programs	Alcohol and Other Drug Abuse • Domestic Violence Treatment • Parenting Program • Victim Impact Program • Thinking For A Change
Industry/Vocational	Computer Software (SWTCD) • Building Maintenance (SWTCD) • Masonry (SWTCD)

Location Map



State Owned Land Map



Existing Site Map

Institution: Prairie du Chien Correctional Institution (PDCI)



Introduction

The Prairie du Chien Correctional Institution (PDCI) is a medium-security facility for adult males located just blocks from the banks of the Mississippi River in the City of Prairie du Chien in Crawford County. The buildings on the PDCI campus were built in the mid-1900's as a Jesuit High School and later became a Lutheran Preparatory High School. The campus was purchased by the State in 1995 to house non-assaultive youthful offenders for the Division of Juvenile Corrections (DJC). In 1997, the DJC was authorized to contract with the Division of Adult Institutions (DAI) to utilize the facility for youthful offenders with adult sentences. The DAI took over operation of the facility in 2003 and began housing minimum and medium-security adult males.

PDCI houses around 513 inmates and offers an extensive array treatment programs, educational opportunities toward earning a GED earning credit from UW-Platteville, and vocational training in computer software, building maintenance, and masonry in partnership with Southwest Technical College to prepare inmates for eventual release to the community. PDCI also operates an Earned Release Program (ERP) for inmates to earn time off their sentence for effective behavioral changes.

Assessment Overview

ARCHITECTURAL

The PDCI campus was adapted for medium-security correctional use by developing a dual fence security perimeter encompassing nine buildings. A small wood-framed Administration Building was constructed adjacent to the perimeter to support administrative functions and process visitors into the facility. An additional 11 buildings are located outside the secure perimeter, most across Parrish street to the north. Most are in poor to fair conditions and either not used or used for miscellaneous storage but three, the Boiler House, the Maintenance Building, and the Command Center, provide services integral to operation of the campus.

Two buildings on the east side of the campus, Marquette Hall and the Chapel, have been vacant for many years. The buildings have deteriorated well beyond repair and present both a security and a safety hazard and should be demolished. An active utility tunnel system connecting the campus to the remote Boiler House runs through the basements of these two buildings and must be addressed in any demolition plan.

A third building, North Housing, located on the northwest corner of the site is also mostly vacant, used only for general warehouse storage, recycling, yard crew storage, and parking for a mobile welding classroom, and should also be addressed. The four-story former dormitory building is not in a state of severe deterioration, but would be very costly to renovate and not ideally suited for correctional housing. Renovating North Housing for additional inmate housing would also present security issues for the campus in that it is separated from the main campus circulation "quad" and located across circulation routes for visitors and deliveries to the campus. North Housing has been recommended for demolition to address security issues related to having a large, vacant building inside the secure perimeter and ongoing maintenance issues related to keep the building from deteriorating.

Staff, visitors (excluding inmate visits), and vehicle deliveries for goods and services and intake enter the facility at the Gatehouse located at the north central portion of the site. The Gatehouse includes Central Control and is responsible for processing people and vehicles into and out of the facility. There is a small waiting room and processing area in the building lobby with limited seating and a limited number of lockers for storing non-authorized personal item. There are a series of wet holding cells in the Gatehouse that aren't being used. A secure sallyport controls access from the Gatehouse to the interior of the facility.

A separate Administration Building housing executive and business offices and a small (tiny) visitor processing space is located outside the secure perimeter immediately west of the Gatehouse. It provides a secure sallyport connection through the perimeter for public access to the visiting room. The building is a small, wood framed structure that is barely adequate for office functions. The visitor lobby and processing area are wholly inadequate, with only enough area to process one or two families at a time, with no waiting area for those waiting to be processed. Bus stop shelters are provided for those waiting to enter visitor processing.

The South Housing Unit, located on the southeast corner of the campus, includes all inmate general population housing on the upper four floors and the Intake, Property, Mail, and Laundry functions on the north end of the basement and a 42-person barracks style dormitory on the south third of the basement. A former school dormitory, south housing is organized as two long housing wings on either side of a small, central common dayroom and control center. The rooms are divided into four and eight-

person rooms with common toilet/shower facilities on each wing. Each floor is separate, requiring separate control centers, but each floor is accessed from a common entry. The housing floors are not air conditioned and lack proper ventilation, so the facility has installed barn fans on either end of the corridors to move air.

Intake and Property are accessed by vehicle (DOC bus or transport van) via the Vehicle Sallyport and internal roadway system to the east side of the building. Intake is a relatively small area with minimal wet holding cells and a small processing area. Property is located adjacent to Intake and provides ample space for processing and storage of both State property and inmate personal property.

The Laundry is located in a narrow caged room (caged for ventilation) along the main corridor and handles all institutional laundry. There are two washers, four dryers, a mending station, and limited storage. The area is cramped, noisy, and hot but meets the needs of the facility. Personal laundry utilizes facilities located on the housing floors.

The Segregation Building, located at the south end of the campus, is a small, one-story building constructed to provide high security wet cells to be used for disciplinary purposes. Organized as two small wings on either side of a secure control center, the use of the building has changed to include 20 segregation cells on the west side and 20 special housing cells on the east. The special cells are referred to as the River Unit assigned to general population inmates. Doors in the River Unit are not locked and the unit is considered a privileged housing assignment.

The three-story Education/Administration Building is located at the center of the quad and houses administrative offices, the security suite, health services, and religious services on the first floor; education classrooms, treatment group rooms, and treatment offices on the upper floors; and woodworking, welding, and masonry vocational programs in the basement. There is no elevator access and inmates enter the building via the "blue door" directly into the stairway system. The main entry is used by staff to access staff only spaces. The building is divided into very small spaces along long and winding corridors, access control to the various floor is limited, and there are challenges with mechanical ventilation. While space in the building may be adequate to support program functions, circulation, mechanical, and security concerns make it a challenging environment to operate efficiently, safely, and securely.

The Food Service/Dining Building is located immediately north of the Education/Administration Building and physically connected at the first floor by an on-grade link. The kitchen is adequate to handle the needs of the population. There is a loading dock conveniently located immediately adjacent to the kitchen on the west side of the building. There is elevator access from the loading dock to the basement for additional dry goods and freezer/cooler storage. The kitchen has its own laundry facilities.

A large, open central dining room occupies the east half of the building. PDCI uses a continuous feed approach with blind serving lines and inmates seated at four-person tables. Visibility to the whole room from a central location is a challenge but the space available and the dining process are adequate to serve the population of PDCI.

Visitation is located on the north end of the Food Service/Dining Building. The large, open, light-filled space provides excellent space for visitation with separate entries for inmates and visitors and good views for security staff. Visitors access the visiting room via outdoor sidewalk from the processing area in the Administration Building outside the secure perimeter. Video visitation is provided between the visiting room and restrictive housing.

Recreation is provided by a large gymnasium and adjacent outdoor play field located at the northeast corner of the site. The gymnasium is in excellent condition and provides full court basketball and volleyball and has separate adjacent spaces for weight lifting, cardiovascular equipment, and a craft room. Recreation offices are located on a second floor mezzanine. Toilet and shower facilities are in poor condition and need upgrading. The gymnasium is very flexible and used for multiple purposes and is the premier building on campus.

Maintenance is housed in a large, single story building with useable basement located outside the secure perimeter across East Parrish Street to the north. There is ample room for woodworking, welding, mechanical, electrical, plumbing, and electronics shops and office space; as well as vehicle storage and maintenance; and general storage space. The Maintenance Building is in excellent condition and functions very well for the facility.

The Power Plant is located just outside the secure perimeter south of East Parrish Street at the northeast corner of the building. The building and equipment are both original but have been meticulously maintained and are in good operating condition. The unassuming building is a surprise upon entering as the boilers are housed in a very tall, daylit basement space.

The Command Center is a one-story wood framed building located outside the secure perimeter across East Parish Street and provides flexible space that can be used for a variety of functions, including staff training and as an Incident Command Center. Staff have stayed in the building during incidents. There is an armory located on the east end. The building is adequate for its purpose.

SITE / CIVIL

Since this institutions history goes back as far as the late 1800's, there are many needs. Some of the infrastructure is failing or at risk of failing. Some examples of this include:

1. The underground sanitary piping in some locations is constructed of clay tile and is beginning to fail.
2. Many of the manholes are constructed of brick
3. The steam piping located in the tunnels is very old and is starting to fail

The water supply system is in acceptable condition but is in need of being looped. This institution has a central plant that provides steam, domestic hot water to some buildings, and cold soft water.

Alliant Energy provides primary electrical service to the institution from the northeast. Primary electric is then distributed from an overhead system routed along the north and west side, and along the east to serve step-down transformers at the facility's buildings. There was an extended power outage of approximately 48 hours in 2017 due to storm damage to the overhead electric distribution system. The mast arms and conductors along the north side were replaced to repair the system.

There is no fiber installed north of South Housing along the east side of the site. Copper backbone routes from South Housing to the Central Plant via direct buried and tunnel systems. Multimode fiber also routes through tunnels and buildings at the west side of the institution and is direct buried along the north and south sides of the site.

MECHANICAL

Plumbing systems within South Hall are old and are in need of replacement. Of the buildings on site only South Hall and segregation are equipped with automatic sprinkler systems.

There are a wide variety of HVAC systems on site. A couple are relatively new/modern and others quite old and nearing the end of their useful life. The systems in the administration/education building for example are very old and at the end of their useful life and are in need of replacement. By comparison the segregation building was recently renovated and expanded and is in good condition. The temperature controls on the site are all pneumatic with one exception, the segregation building. This old pneumatic control system leads to poor temperature control in many areas. The kitchen has a ventilation imbalance that needs to be addressed.

ELECTRICAL

Secondary electrical distribution for building is sourced from step-down transformers served from the facility's overhead distribution system. Transformer locations include pole mounted types, pad mounted, and a unit substation type inside the basement of north housing. Secondary distribution consists of panelboards, feeders, Secondary distribution systems include panelboards, feeders, wiring devices and associated circuitry. Most secondary distribution systems are at or beyond the end of typical service life.

A total of five (5) generators are installed in outdoor enclosures to serve the institution's buildings. The locations include Central Plant, Gatehouse/Administration, Administration/Education, South Housing, and between North Housing and Food Service.

Generally, interior lighting consists of T8 fluorescent systems in fair to good condition. Additional emergency egress lighting will be necessary to meet today's requirements.

Pole mounted area lighting was observed to be installed around the outside of the perimeter fence.

Fire alarm systems require upgrades in Administration/Education, Multi-Purpose, South Dorm, Chapel, and North Dorm

SECURITY

The security network backbone consists of multimode fiber with various strand counts throughout the institution. 12 strand, direct buried fiber from south housing to segregation housing is near capacity with 1 spare strand.

The door security system incorporates various manufacturers of PLCs, which do not communicate with each other. Graphical user interface (GUI) controls include older touch screens and various manufacturers. An upgrade to a single, consistent GUI and fully integrated security system is recommended.

The video surveillance system includes 4 IP cameras on a Milestone video management system. The balance of cameras at the institution are analog types. [REDACTED]

A mixture of analog and digital intercom systems are installed at the institution.

Non-lethal electrified fence (NLEF) is installed on the perimeter fence of the institution.

Facility Needs

- Upgrade Recreation toilet/shower and locker facilities
- Provide lock replacement at the South Housing building
- HVAC controls are inadequate and are aging. They should be upgraded or replaced
- The makeup air system for the kitchen needs to be addressed
- Replacement of the plumbing systems in South Hall
- Replace air handling systems in the Administration/Education building with new that provide better indoor air quality, control, reliability, and efficiency
- Replacement of failing site infrastructure
- Replace and upgrade secondary electrical distribution systems
- Upgrade fire alarm systems
- Replace security systems to provide an integrated solution with a consistent graphical user interface

Potential Facility Enhancements

- Demolish the Chapel building
- Demolish Marquette Hall
- Demolish North Housing
- Construct a new Support Building for additional group rooms, education spaces, and chapel
- Makeshift intake area should be upgraded and expanded
- Sanitary sewer screening facility is needed.
- Storm water management needs to be improved
- Expand the water service around the site and consider sprinklering the remaining buildings
- Replace existing lighting systems with LED
- Upgrade emergency egress lighting systems to meet current requirements
- Supplement video surveillance system coverage by adding IP cameras and storage capacity
- Upgrade to digital intercom systems

Conditions/ Function Assessment

Institution: Prairie du Chien Correctional Institution (PDCI)

Program Spaces	1	2	3	4	5	Comments
Housing			X			
Special Housing				X		
Recreation					X	
Health Services		X				
Foodservice (Kitchen/Dining)				X		
Laundry		X				
Religion				X		Awesome space.
Education			X			
Administration			X			Outside wood framed building for Warden/Business. Other in Admin Building
Vocational		X				
Treatment/Chemical Dependency			X			
Intake		X				
Maintenance					X	
Visitation		X				Visitation room is okay, but visitor entry is tiny and non-functional.
Master Control			X			
Shipping/Receiving		X				perimeter.
Warehouse		X				
Central Plant				X		
Public Lobby				X		

Code	1	2	3	4	5	Comments
ACA			X			
PREA				X		
IBC			X			
ADA		X				

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Some is beyond the end of its useful life but being maintained
Controls		X				All but one building is Pneumatic
Plumbing/FP			X			Varies from 1 to 4 depending on age of building
Electrical			X			life cycle for Building D Chapel, Building F Marquette Hall and Building B Gym. Power distribution upgrades necessary with any projects planned for Building Administration, , Building J South Housing, and Building K North Housing due to capacity and/or system age.
Telecommunications			X			Fiber type is multimode, copper backbone exists at East side of site. 1 spare fiber at South Housing, no fiber exists north of South Housing at east side of
Security Electronics		X				End of useful life. Requires replacement

Site Infrastructure	1	2	3	4	5	Comments
Parking				X		
Perimeter Security					X	Recently upgraded. NLEF exists.
Lighting				X		
Electrical Distribution		X				Overhead distribution system along Farnish Street susceptible to outages. A weather event in 2017 resulted in 48 hour outage. Generator capacity is limited for functions within buildings. NEC branch segregation is required with building project.
Domestic Water Distribution					X	
Sanitary Service			X			Some sections of piping are failing, brick manholes
Steam Distribution		X				Much is beyond the end of its useful life but being maintained
Stormwater Control			X			Some sections of pipe have partial blockage

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Prairie du Chien Correctional Institution (PDCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Administration/Visiting	2010	2,400	A			
Building B - Gatehouse	1996	3,188			AES	M
Building C - Indoor Recreation	1936	17,000		ME	S	A
Building D - Chapel (Vacant)	1924	9,700	AE		S	
Building E - Marquette Hall (Vacant)	1915	33,700	AES			
Building F - South Housing/Intake/Property/Laundry	1959	64,000		AS	ME	
Building G - Restrictive Housing	1995	10,000			AES	M
Building H - Administration/Education/Chapel/HSU	1955	91,800		AME	S	
Building I - Food Service	1959	20,200			MS	AE
Building J - North Hall (Vacant)	1965	51,700	AES	M		
Building K - Central Plant	1921	4,400			E	AMS
Building L - Maintenance	1967	14,400			E	AS
Building M - Training Center	1964	5,500				A
Building N - Miscellaneous Storage Buildings						A
Building O - House/Storage	1920	1,500	A			
Total Square Foot		327,988	99,000	172,800	52,188	5,500
Percentage of Total Square Footage			30%	53%	16%	2%

	High	Medium	Low
Severity Key			
Discipline Key	A Architecture	M Mechanical/Fire Protection/Plumbing	E Electrical
	S Security Electronics		

Expansion Potential

There is ample expansion potential within the secure perimeter of PDCI. In addition to the space already available, three buildings, two of which are in prime location relative to the main circulation quad, are unused and deteriorating and should be demolished whether or not the facility is expanded. Demolition of any or all of these buildings could easily be accomplished as the first phase of an expansion project with minimal disruption of ongoing operations. The campus layout and potential building locations lend themselves to creating a designated construction vehicle sallyport to be able to isolate the construction site from the rest of the facility to simply construction and minimally impact operations.

The concern with expansion at PDCI, however, is the condition of the support buildings. Other than Maintenance and the Power Plant outside the secure perimeter, the only buildings in good functional and physical condition are the Gymnasium and perhaps the Food Service Building. The rest of the buildings would be considered substandard and should be planned for long-term replacement. Essentially, a commitment to expand housing at PDCI would be committing to a phased replacement of nearly every support building on campus.

Any expansion of the institution should include an analysis of the existing infrastructure and an analysis of whether the existing central plant concept should remain or convert to a decentralized concept.

Additional secondary distribution systems and step-down transformers sourced from the overhead primary distribution system would accommodate an expansion. Generator power systems would also be required to support an expansion with segregated branches to meet code requirements.

Similarly, an expansion project would replace the existing door security electronics and systems to an integrated solution with consistent GUIs. Expansion of the VMS would also be necessary, including additional IP cameras, and expansion of network backbone fiber.

Workforce

Due to its location in an area of the State remote from other correctional facilities, and due to a commitment to 12-hour shifts for correctional officers, PDCI has not experienced difficulty in recruiting and retaining staff. In fact, there is typically a waiting list for security staff seeking employment at PDCI.

Health Services has had a stable staff and PDCI has not had to recruit for HSU positions for a long time. Like most institutions in the DOC system, PDCI struggles to fill teaching position, food service staff, and maintenance positions.

5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

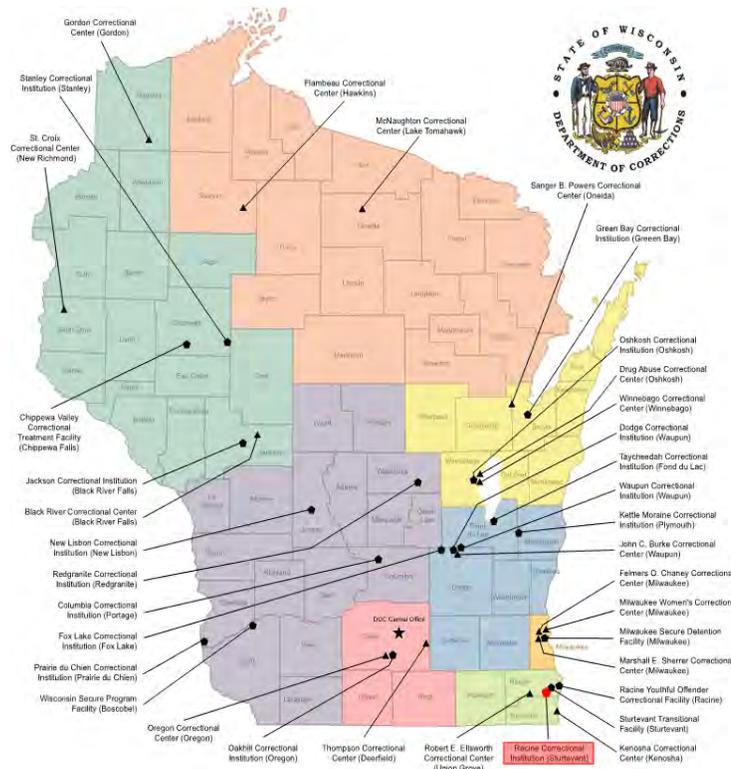
Racine Correctional Institution

Summary Statistics

Institution: Racine Correctional Institution (RCI)

Address	2019 Wisconsin Street Racine, WI 53177
Warden	Paul Kemper
Opened	1991
Site Size	107 acres
Total Buiding Area	454,090 SF
Number of Employees	438
Population	1,700
Security Classification	Medium
Programs	Anger Management • Cognitive-Based Programming • Domestic Violence • Earned Release Program • Earned Release Program OWI • Sex Offender Treatment • Thinking For A Change • Dodge Unit Community Corrections Program
Industry/Vocational	Culinary Arts Program • Custodial Services Program • Large Appliance Repair

Location Map



State Owned Land Map



Existing Site Map

Institution: Racine Correctional Institution (RCI)



Introduction

Racine Correctional Institution is located in the city of Sturtevant, in Racine County just west of the city of Racine. The history on the site dates back to 1921 and relocation of the St. Bonaventure Prep School to Sturtevant. The school closed in 1983 and the site was taken over to become a correctional institution. A few of the prep school buildings remain and have been repurposed for institution support functions. The facility was opened in 1991 and is one of the newer medium security institutions in the WI-DOC system. The campus currently houses approximately 1,700 adult male medium security inmates. The total bed capacity of the institution has been as high as 1,800. The facility has incorporated part of the neighboring Sturtevant Transitional Facility for use as an additional inmate housing unit. The institution property consists of 107 acres of land with approximately 37 acres located within the secure perimeter fence.

Assessment Overview

ARCHITECTURAL

At 29 years old, RCI is a relatively new institution and follows the preferred WI-DOC facility configuration for medium security. The facility has been well maintained and buildings are in good condition. An exception is building roofs, where almost all are original and need replacement soon. Also, some mechanical, electrical, and security electronics have been replaced, but there is still some original campus infrastructure and equipment that is nearing the end of its useful life.

The campus building layout is quite compact and efficient. Housing buildings are located around a central rectangular outdoor recreation area. A temporary barracks dormitory housing unit was added in 1999 at the northeast corner of the central court. A new health services building was under construction at the time of the site visit, filling in an available space at the northwest corner of the central court. A portion of the north secure perimeter fence was remodeled in 2015 to open it up and connect to the neighboring Sturtevant Transitional Facility (STF). The secure perimeter of RCI now encompasses part of the STF building and the 'Green Unit' housing has been appropriated for use as medium security housing for the RCI campus.

The Gatehouse contains the main entrance and public lobby as well as an armory. This building is in very good shape and functions well. The Administration spaces are in what was once the prep school dormitory. It has been converted to offices, meeting spaces, and storage and is adequate for facility needs. Central Control and Visiting space are in an adjacent remodeled original prep school building. Visitation space is in good condition and is functioning well.

Education and program spaces are adequate, but there is a need for more space in order to serve a larger portion of the inmate population. Likewise, the vocational spaces on campus work well but are short on space. The facility would like to have more vocational capacity to be able to offer more vocational programs and to be able to include more inmates. There are multiple spaces used for religious services. The spaces are adequate but are in challenging locations for inmate movement. There is currently no active BSI industry component at the facility. BSI ran a print shop in the past, but its use was discontinued.

Maintenance, Laundry, Inmate Property, and general storage are located in the education and programs building basement. Storage space is at a premium and Inmate Property especially could use more square footage. Records has adequate storage space, but could use more office area.

A new Food Service building was constructed in 2010. It increased space and capacity in order to serve a larger inmate population. Food Service has adequate space and is working well. The original food service spaces have been repurposed to be vocational spaces.

The current health services spaces are small and cramped. Nursing work areas and storage both need more space. There is a new Health Services Unit building under construction at the facility that is scheduled to be opened in 2021. This should bring RCI up to the level of current health services units at other medium security institutions.

The facility has one large gymnasium for indoor recreation and the large central outdoor campus space is used for outdoor recreation, including two softball fields and two three basketball courts. Recreation space is adequate for facility needs. Outside the secure perimeter there are facility support buildings including the central plant, maintenance garage, storage shed, and warehouse.

The main inmate housing buildings at RCI are in very good condition and are configured in the preferred medium security layout with cells on main level with upper tiers surrounding a common two-story height dayroom. In the four general housing buildings on the north, the housing units have softer finishes with vinyl tile flooring, carpeting in dayrooms, and wood doors. All the bedrooms are 'dry' cells with shared toilets and showers in each unit. Each building is configured in two wings with a central control station and entrance. There are 174 beds total in each building with all cells double bunked. There is an expanded housing building on the southeast corner of the central court with 240 beds. This building is similar to the general housing buildings, but is used for Earned Release Program housing and has additional support and meeting spaces on each wing. Three housing buildings including restrictive housing on the south have detention metal cell doors, and all 'wet' cells with individual toilets and sinks in each. Two of the buildings have 198 beds total all double bunked, and the restrictive housing building has 90 cells, of which 50 can be double bunked for a total of 140 beds. All main inmate housing is able to accommodate handicapped inmates with accessible cells and fixtures.

There is a 150-bed dormitory style barracks housing building in the northeast corner of the campus. This building is in reasonable shape and is functioning well for general population housing. The Green Unit in the neighboring Sturtevant Transitional Facility has been appropriated by RCI to house incoming intake and orientation inmates on one side with a restrictive housing 'step-down' unit on the other side. This building has 153 beds all in double bunked 'wet' cells. These Green Unit inmates receive all their services from RCI and have direct access to the RCI campus through a remodeled perimeter fence area and gate into the original RCI facility.

There is also a 30-bed housing unit at RCI located in the education and programs building on the second floor that is used by Community Corrections. This 'Dodge' unit is separated from the general population and run independently.

The facility has a double fence perimeter that includes electrified non-lethal 'stun' fencing. There are four guard towers and a main vehicle sallyport at the Gatehouse. All fencing and towers are in good condition. A gate was added in the northeast corner of the perimeter fencing in 2015 and new perimeter fencing extended over to the neighboring Sturtevant Transitional Facility in order to appropriate additional housing capacity for the campus. Due to site constraints, this fencing attaches directly to the building and a narrow perimeter road has been extended around the STF facility to reconnect on the east side with the original patrol road.

SITE / CIVIL

The facility has good access from Wisconsin Street. There is sufficient parking lot space with a main staff and visitor lot adjacent to the Gatehouse. The asphalt is in degraded condition in many areas however and needs full replacement. The secure perimeter road is also in difficult condition and needs asphalt replacement. Some concrete sidewalk repair and replacement is also needed around campus. There is some open land to the east of the facility that is part of the state property. A small earth berm separates the facility from the rest of the eastern property area and forms a visual barrier to the adjacent residential neighborhood.

Site utility infrastructure has several concerns. The sanitary system has no grinder system; however, hooks have been installed in some locations that has helped. There is no site storm system and all buildings discharge to grade. Since the site is relatively flat, standing water is frequently an issue. The domestic water distribution system is a looped 10" main and no problems have been reported. The heating hot water distribution system is constructed of direct buried fiberglass piping that is has been failing. Failures in this piping system have been occurring for many years and 700 feet of it was recently replaced.

Primary electrical to the site is by WE Energies. A single feed serves a medium voltage (MV) switchgear lineup and two pad-mounted, step down transformers located next the Power Plant. These transformers feed underground to a switchboard lineup in the Power Plant. Separate underground distribution systems for normal power and generator power were noted for this site. These power distribution systems are routed in concrete encased ductbank with manholes around the site to feed buildings at the institution.

Backbone multimode and single mode fiber optic and high pair count copper cabling is routed in a communications ductbank system located next to the underground electrical distribution systems. Systems served include security, communications and fire alarm systems. There is reported to be adequate capacity on the installed fiber.

The copper cabling routed in communications ductbank has experienced issues due to water in these pathways. It was reported that elevation is lowest on the east side of the site.

MECHANICAL

Most all HVAC air handling systems are original (1991) and are performing reasonably well. The temperature control system is also original and is a first-generation Johnson Controls Metasys system which is failing and causing much of the normally automated controls to be over-ridden and run manually. Many fan starters were found either in "off" or "hand" position as a result. Systems conditioning the control rooms are working but require frequent maintenance and have had the packaged controls over-ridden to continue operation. The administration building had a "thermostat upgrade" three years ago however there are still significant temperature control problems.

Two water-cooled, 100-ton centrifugal chillers provide cooling for the administration, health services and Waukesha housing unit. They are original machines (28 years old) using R-11 refrigerant and in poor condition. The cooling tower is also original and in poor condition. Neither the chilled water nor the condenser water have had any chemical treatment for the last five years which has likely resulted in damage to the equipment. Two hot water boilers in the central plant are original and a third was replaced and they too have not had chemical treatment service in five years.

Plumbing issues are primarily limited to leaks in the combi water valves and failing cast iron pipe. The institution has been replacing the plastic pneumatic valves with brass type and replacing cast iron with PVC. The water to water domestic heaters have been recently replaced in all housing units, including the storage tanks. The buildings have fire sprinkler systems. The warehouse should have in-rack sprinklers due to size and type of storage.

ELECTRICAL

The main electrical distribution equipment for both utility and generator sources is original to the institution, which opened in 1991. A life expectancy of 30-40 years is not uncommon for main distribution equipment operating under observed conditions at this site.

The power plant houses the utility (normal) and generator source main switchboards, two 470 kW generator sets, and a 750 kW diesel generator set in packaged enclosure is exterior to the plant. The main switchboard contains two 2500 amp main breakers served from the utility transformers with a key interlocked tie breaker. The main generator switchboard line-up, located in the same room as the gas generator sets, serves critical and non-critical busses at the institution. The diesel generator switchboard is located in a separate room. Observed metered loads were approximately 30% of the normal switchboard rating and about 15% of the diesel generator switchboard rating.

A kitchen building was added about 10 years ago and has a separate generator set in an outdoor enclosure that provides emergency/standby service to the building.

Interior lighting mostly consists of T8 fluorescent systems in fair to good condition. An energy focused project in approximately 2016 upgraded a limited amount interior fixtures to LED sources.

The six high mast fixtures, and pole mounted area lighting installed outside of the perimeter fence and wall mounted building fixtures to supplement area lighting coverage was also upgraded under the energy project.

The campus-wide Simplex fire alarm system was reported to be original and has operational deficiencies that require system replacement.

SECURITY

The overall security electronics system appears mostly original. Central Control is located in building labeled "H" in this report. Generally, the system was reported to have experienced parts failures that were difficult to replace due to system age. Based on age alone, replacement would improve system reliability.

The existing video surveillance system has a mixture of digital and analog cameras. Reported camera quantities were 226 total [REDACTED] A project to add cameras was reported to be in process to improve area coverage such as at custodial closets. Additional cameras would improve coverage at the institution. The control center monitoring area was noted to be near capacity.

The paging systems in Control/Visiting and Education/Laundry buildings were observed to be Harding digital systems. Milwaukee and Kenosha Housing Units have signal lights above cell doors with call stations. Paging systems in the balance of the Housing Units appear original to the facility.

An electrified fence is installed on the interior of the perimeter fence at this facility.

Facility Needs

- Campus wide roof replacement
- HVAC controls are failing, obsolete and parts are difficult to find, they should be upgraded or replaced
- A chemical treatment program must be provided for the hot water and chilled water systems
- Chillers and cooling tower are in poor shape and need replacement
- Replace the Central Control Room air-conditioning equipment
- Replace facility-wide fire alarm system
- Replace security electronics, including touch screen human machine interfaces (HMI), monitors and storage systems

Potential Facility Enhancements

- Remodel vacated old health services space to additional education/vocational space
- Replace all combi unit pneumatic valves
- Sanitary sewer screening facility is needed
- Supplement video surveillance system coverage by adding IP cameras and storage capacity
- Upgrade paging system
- Replace aging electrical distribution
- Upgrade interior lighting to LED sources

Condition/Function Assessment

Institution: Racine Correctional Institution (RCI)

Program Spaces	1	2	3	4	5	Comments
Housing					X	Very good condition
Special Housing					X	Good condition
Recreation					X	Good facilities, works well
Health Services					X	New HSU under construction
Foodservice (Kitchen/Dining)					X	Good facilities, works well
Laundry					X	
Religion				X		Adequate sizes, but in challenging locations
Education			X			Needs more space
Administration				X		
Vocational			X			Needs more space
Treatment				X		
Intake				X		
Maintenance				X		Needs more storage space
Visitation					X	Adequate size, working well
Master Control					X	
Shipping/Receiving					X	
Warehouse					X	Adequate size, working well
Central Plant				X		
Public Lobby					X	

Code	1	2	3	4	5	Comments
ACA				X		Dayrooms small for unit, used in shifts, small cells for 2
PREA					X	
IBC				X		Only barracks housing without fire sprinkler system
ADA				X		Some minor upgrades needed for fully compliant cells

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Chillers/Cooling Tower/Control Rm unit replacement, water treatment
Controls	X					Replacement/Major Upgrade
Plumbing/FP				X		Repairs, valve replacements
Electrical				X		Aging electrical distribution and fluorescent lighting
Telecommunications				X		Fiber has adequate capacity
Security Electronics				X		Replace human machine interfaces (HMI), monitors, add cameras

Site Infrastructure	1	2	3	4	5	Comments
Parking			X			Adequate size, needs asphalt replacement
Perimeter Security				X		Perimeter road asphalt needs replacement
Lighting					X	High mast and building mounted LED lighting
Electrical Distribution				X		Aging main electrical distribution equipment and cabling
Domestic Water Distribution					X	
Sanitary Service				X		Install screening facility or grinder system
Steam Distribution			X			Replace failing buried piping
Stormwater Control				X		Minor regrading to reduce ponding

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Racine Correctional Institution (RCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Jefferson Housing Unit	1991	26,850			MES	A
Building B - Ozaukee Housing Unit	1991	26,850			MES	A
Building C - Waiworth Housing Unit	1991	26,850			MES	A
Building D - Washington Housing Unit	1991	26,850			MES	A
Building E - Rock Housing Unit	1999	11,900			MES	A
Building F - Indoor Recreation	1991	14,125			MES	A
Building G - Education/Chapel/Laundry/Vocation	1991	57,700			AMES	
Building H - Control/Visiting	1991	34,625			MES	A
Building I - Administration	1991	22,565		M	AES	
Building J - Waukesha Housing Unit	1991	32,730			MES	A
Building K - Kenosha Housing Unit	1991	26,850			MES	A
Building L - Milwaukee Housing Unit	1991	26,850			MES	A
Building M - Central Plant	1991	7,800			AMES	
Building N - Garage	1991	3,220			ES	AM
Building O - Pole Barn	2001	1,050				AMES
Building P - Warehouse	1991	14,100			MES	A
Building Q - Gatehouse/Sallyport/Armory	1991	3,200			MES	A
Building R - Annex Program Building	1991	1,275				AMES
Building S - Dane Housing Unit	1992	45,200			MES	A
Building T - Food Service	2010	18,500				AMES
Building U - Health Services Unit (under const)	2020	22,000				AMES
Building V - Storage	1991	3,000				AMES
Building W - Green Housing Unit (portion of STF)	2004	N/A			AMES	
Total Square Foot		454,090	0	0	405,045	49,045
Percentage of Total Square Footage			0%	0%	89%	11%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

There is additional state property east, west, and south of the facility secure perimeter. The additional state property to the east is across Wisconsin Street and is a small sliver of land with a small storage building. This land would likely only be useful for additional storage structures if needed, due to it being separated by the road. The additional land to the south is adjacent to the main parking lot and warehouse building. This area has a portion of farmland and portion of low-lying vegetation. The location of this south land on the other side of the parking lot from the main campus is not likely feasible for an expansion of the main secure perimeter, but could be a possibility for a free-standing building such as the potential 200-bed minimum housing prototype option to be collocated with a medium security facility.

The larger portion of open state property to the east of the secure perimeter would be the most likely place for facility expansion of the secure perimeter. The visual barrier earth berm would need to be relocated, but there is some potential for expanding the facility in this direction. Its adjacency to residential single-family housing to the immediate east and south would need to be taken into consideration.

The main concern for any expansion at RCI would be the current inmate population size and capacity of facility support functions and infrastructure. At a range of 1,700 to 1,800 inmates, RCI is one of the largest system institutions. Food service, health services, and educational and vocational programs are at capacity. Facility infrastructure is also at capacity. Considerations for any medium security housing expansion would need to take into account increasing support space and infrastructure capacities. Any expansion of the institution should include a new heating hot water distribution system or conversion to a decentralized concept.

Workforce

RCI has approximately 440 employees. The facility has been reasonably successful in staffing the institution. There are some open positions, but the numbers have been relatively low. Security staffing typically runs between 10 to 15 position vacancies. At the time of the site visit there were also a few open positions in maintenance, health services, and social work. The institution has been able to share maintenance staff resources with other nearby DOC facilities in Racine, Milwaukee, and Kenosha.

As of March 2019

- Facility had 10 open security positions
- Facility had 2 open health services positions
- Facility had 2 open social worker positions
- Facility had 4 open maintenance positions

5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

Racine Youthful Offender Correctional Facility

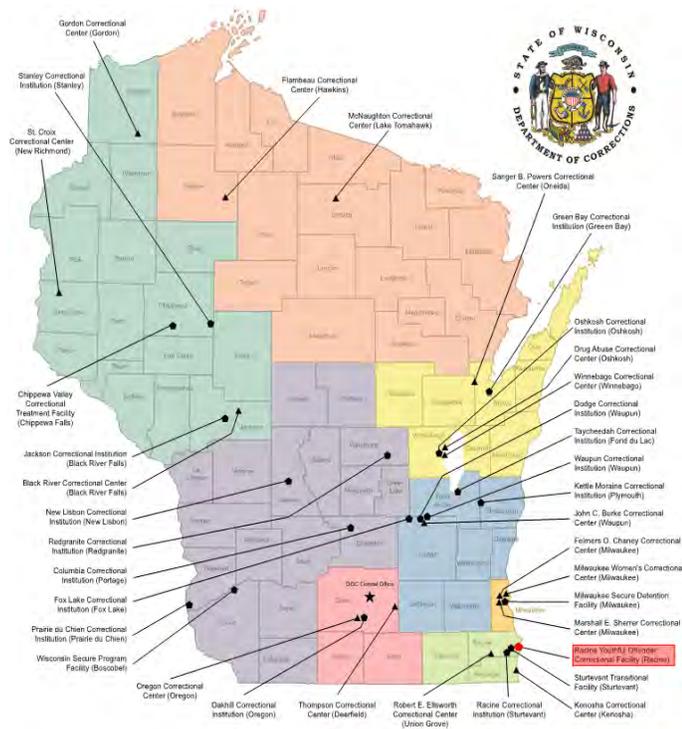
Summary Statistics

Institution: Racine Youthful Offender Correctional Facility (RYOCF)

Address	1501 Albert Street Racine, WI 53404
Warden	Steven R. Johnson
Opened	1998 Design-Build
Site Size	9 acres
Total Building Area	180,529
Number of Employees	207
Population	460
Security Classification	Medium
Programs	Alcohol and Other Drug Abuse • Anger Management • Domestic Violence Program • Restrictive Housing Unit Support Group • Sex Offender Treatment • Thinking for a Change • Dialectical Behavior Therapy • Cognitive
Industry/Vocational	Custodial • Masonry • Microcomputer Specialist Certificate • C-Tech

Location Map

State Owned Land Map



Keyed Site Map

Institution: Racine Youthful Offender Correctional Facility (RYOCF)



Introduction

Racine Youthful Offender Correctional Facility is a medium-security facility located in the city of Racine, in Racine County. The facility currently houses approximately 450 young adult males (age range from 18-24 years old). The facility property encompasses nine acres of land. The main facility occupies one city block measuring 7.25 acres. The remaining 1.75 acres are located across Albert Street to the north. The facility was opened in 1998 and constructed utilizing a design-build delivery method.

Due to the nature of a design-build project the facility has encountered a number of inadequately planned spaces and less than ideal construction. RYOFC is designed and built as a maximum security facility but is being operated as a medium.

The location of RYOFC in the middle of the city and in a rough neighborhood has created challenges. A number of shootings and stabbings have occurred around the facility, even affected those entering the building.

Assessment Overview

ARCHITECTURAL

The buildings and infrastructure are in fair condition. The facility is quite compact and efficient with the buildings placed closely together. The primary challenge at RYOFC is the food service. Due to the limited space in the existing food service and its location outside of the secure perimeter, the meals are contracted out to Kenosha Achievement Center. This is a significant financial expense for the facility at a cost of \$2.18 per tray per meal at the time of the evaluation. Expanding food service within the secure perimeter would allow inmate workers providing both jobs and saving significant costs,

RYOFC has two general population housing buildings with 120 cells each for a total of 480 general population beds. There are also 27 designated restrictive housing cells with another 30 in the south unit that can be used for step-down or restrictive housing. There are no recreation pens in south housing requiring staff to move inmates to recreation. The general population cells are all double bunked while the restrictive housing cells are single occupancy. Since the facility was designed as a maximum security facility all the cells are wet cells and doors are electronically controlled from the unit control station.

RYOFC had been experiencing plumbing issues with the cell toilets, so recently updated all the fixtures within the housing units to restrict the number of flushes per 30 minutes, which has significantly improved the plumbing issues. The showers need attention due to the aging pipes and poor quality construction. The piping is buried within the wall with no way to access and check for leaking, which has led to a number of leaks going unnoticed and potential damage to the building structure.

There are an adequate number of group rooms in the housing buildings to meet programming needs.

The main entry into the housing buildings from the internal outdoor recreation yard is an aluminum entrance system, which is unable to handle the high traffic and abuse of everyday use.

The entry/public lobby is a vulnerable area of the facility. There have been a number of shootings outside the facility which have compromised safety and security of the staff and public. The majority of the lobby glass is bullet-resistant, but the entry doors are not and should be replaced to improve safety and security. The control station in the Lobby is an open desk which is another security concern. RYOFC would like to add counter to ceiling bullet-resistant glass at the control station to enclose it and improve staff safety.

The Administration space is located east of the lobby and has some space limitations. The facility is currently modifying the cubicle layout to make room for a few extra workstations.

In general other than food service, inmate service and inmate program areas are working well with no required revisions noted. Intake, visitation, education, and indoor and outdoor recreation spaces are working well with no reported issues.

The Health Services Unit and Psychology Services Unit have sufficient space and the general configuration works well. Moreover, Visitation and Intake are working well, no revisions needed at this time.

State issued laundry is sent out to Oshkosh and personal laundry is located in the housing units. The facility has no issues with the current laundry operations.

SITE / CIVIL

RYOCF is located in the center of Racine, surrounded by city streets making the facility very accessible. One building sits across Albert Street to the north. Albert Street is heavily trafficked, the functions in that building are limited to training for staff, maintenance, and building and grounds storage. Most of the secure perimeter is composed of the buildings, with sections of security fence filling gaps between the buildings. The security fence is in good condition and there are no concerns. There is a small piece of open land between the administration/education building and the food service/industrial building for potential expansion of food service.

Site utility services for domestic water, storm and sanitary are provided by the City of Racine. No issues were reported relative to these services.

Electrical service to the facility is provided by We Energies. AT&T provides telephone service to the facility.

MECHANICAL

The buildings were constructed using the design-build delivery method, and as a result, the design, materials, and installation are of lesser quality. The facility has been experiencing increased maintenance and failures such as premature equipment failures, piping leaks, and poor temperature control. Controls are mostly pneumatic with roughly 1/4 to 1/3 of which have been upgraded to Direct Digital Control but all valve/damper actuation and thermostats are still pneumatic. Some equipment has been replaced via energy conservation projects such as high efficiency summer boilers. Some air conditioning exists but primarily limited to administration, visiting and central control. Air conditioning in central control is also inadequate.

The domestic water system has needed ongoing repairs and replacements due to leaks, poor installation, and microbial corrosion. Valves are failing, fixtures need replacing, and some piping is undersized. In shower areas, these issues have led to failures in the walls and floors. The building has a complete fire sprinkler system throughout.

ELECTRICAL

The facility's electrical service entrance is in Administration building and rated 3000 amps at 480Y/277V, 3 phase. Electrical distribution system components are original to the 1996 building. It was reported that no space exists in panels to add loads. Generator sourced power is from a 700 kW diesel generator set that provides about a third of the facility with emergency/standby power. The generator distribution system consists of two automatic transfer switch (ATSS) feeding downstream distribution equipment. The facility's electrical distribution and equipment is approximately 28 years old. Typical service life of electrical distribution and equipment is 30-40 years.

An energy project about 5 years ago included replacing 32 watt interior fluorescent lamp systems with 25 watt types, and replace exterior wall mounted lighting with LED Generally, lighting levels are considered adequate in the facility.

The existing fire alarm system provides complete coverage of the facility. The fire alarm control panel (FACP) is original to the building. The telephone system is Mitel. Technology services are provided by the Department of Corrections central office in Madison.

SECURITY

Two systems provide video surveillance in the facility. The Milestone system utilizes network video recording (NVR), is licensed for 100 cameras, and has 100 active digital cameras. The old Pelco system has 4 DVRs, is licensed for 64 cameras, and has 64 active analog cameras. Central Control was reported to be very limited in space to add camera system monitors.

Door locking and control security electronics were upgraded in 2008. There are touch screen human machine interfaces (HMIs) in upgraded control stations at north and south housing, as well as restrictive housing.

The paging and intercom system is an analog type that provides partial coverage of the facility. Intelligibility of the overall system is poor, parts are difficult to source, and the system is past useful service life. Digital radios are used by security staff.

A microwave perimeter detection is used at this facility.

Facility Needs

- Install a secure enclosure for security staff in the Public Lobby and update the exterior door to be bullet-resistant glazing.
- Repair or replace failing copper plumbing piping at shower areas.
- Replace damaged/obscured glazing in restrictive housing cell windows.
- Install cameras in observation cells that can be viewed from the control station.
- Replace lobby window glazing to eliminate interior frosting (looks like mold or cracked film).
- Replace support building roof.
- To properly continue operation in these buildings for the next 5 years, the HVAC and plumbing systems would need above average maintenance as a minimum and most likely significant replacements due to short life expectancy of equipment. This includes HVAC systems, temperature controls, and plumbing piping repairs and fixture replacement.
- Replace paging and intercom system with digital.
- Upgrade security electronics system to an integrated system for video surveillance, door locking, intercom and paging.
- Reconfigure and add monitoring in Central Control.

Potential Facility Enhancements

- Add recreation pens to the end of the South Housing Unit to serve restrictive housing.
- Add dividing partitions in the open space in Building D, Industries/Food Services/Maintenance for masonry and custodial vocational classes.
- Construct a building between Buildings C and D for a new Food Service Building. It is a significant expense for the facility to contract out food service.
- To properly continue operation in these buildings for the next 5 -10 years, the HVAC and plumbing systems should be upgraded to improve temperature control, ventilation, and replace plumbing fixtures and renovate shower/restrooms.
- Replace electrical distribution and equipment
- Upgrade interior lighting with LED

Condition/Function Assessment

Institution: Racine Youthful Offender Correctional Facility (RYOCF)

Program Spaces	1	2	3	4	5	Comments
Housing					X	
Special Housing - Step-Down					X	
Recreation					X	
Health Services					X	
Foodservice (Kitchen/Dining)		X				Space limited. Food provided by Kenosha Achievement Center
Laundry					X	State Laundry sent to Oshkosh
Religion						
Education					X	
Administration			X			Space too small
Vocational				X		Open space, would like to construct some dividing partitions.
Treatment/Chemical Dependency					X	
Intake					X	
Maintenance					X	
Visitation					X	
Master Control				X		Equipment room gets warm
Shipping/Receiving					X	
Warehouse - Storage					X	
Central Plant						NA
Public Lobby			X			Doors are not bulletproof.
Toilets/Showers		X				Pipes buried in walls, leaks have gone unnoticed.

Code	1	2	3	4	5	Comments
ACA				x		
PREA					X	
IBC				X		
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC	X					Equipment near or at end of useful life, high maintenance
Controls	X					Equipment near or at end of useful life, high maintenance
Plumbing/FP		X				Fixture replacements, pipe/valve leaks, higher than avg. maint.
Electrical		X				Panels full, fire alarm systems aging and near end of useful life
Telecommunications				X		
Security Electronics		X				Security electronics aging and near end of useful life

Site Infrastructure	1	2	3	4	5	Comments
Parking					X	
Perimeter Security			X			Microwave detection system covers perimeter wall. Many alarms
Lighting					X	
Electrical Distribution					X	No issues
Domestic Water Distribution					X	No issues
Sanitary Service					X	No issues
Steam Distribution						NA
Stormwater Control					X	No issues

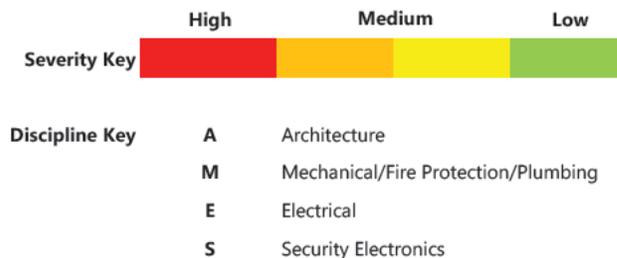
Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Racine Youthful Offender Correctional Facility (RYOCF)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - North Housing	1996	45,322		MES		A
Building B - South Housing	1996	45,322		MES		A
Building C - Administration / Education	1996	35,908		MES	A	
Building D - Maintenance / Food Services / Industry	1996	28,160		MES	A	
Building E - Bdgs & Grounds / Maintenance/ Training	1996	25,817				AMES
Total Square Foot		180,529		154,712		25,817
Percentage of Total Square Footage				86%		14%



Expansion Potential

Due to the compact site the possibility for expansion is limited, resulting in RYOCF being a poor location for population expansion. Most of the programmed areas are sized appropriately for the current population with the exception of food service. The small area of land between the administration/education building and the existing food service/industrial building could accommodate an expansion to create a food service facility, reducing the added expense of contracted meals from Kenosha Achievement Center. The existing food service space could then be used to expand the store area and vocational programs.

Expansion of the mechanical systems would not be practical or possible due to the age and present condition of the systems.

Workforce

RYOCF has 178 full time employees. The facility is within close proximity to a number of other DOC sites, Racine Correctional Institution being the closest. This creates an issue with recruiting and retaining staff. Moreover, they are competing with other private businesses and industries offering better or comparable pay and a less stressful work environment. The facility is concerned with the impact that Foxconn is going to do to their staffing. In 2018 RYOCF saw a significant shortage of officers and social workers. AODA social workers are very difficult to find. To keep operating as usual, the staff has been working overtime. An open maintenance position has been difficult to fill so they are considering reclassification of the maintenance position. Teacher positions have also been difficult to fill.

As of January 2019

- Facility has 8 open security positions
- Facility has 6 open social worker positions
- Facility has 1 open maintenance position

Existing Site Map

Institution: Redgranite Correctional Institution (RGC)



Introduction

Redgranite Correctional Institution is located in the village of Redgranite, in Waushara County. The facility currently houses approximately 1,000 adult male medium security inmates. The institution property consists of 83 acres of land with 23 acres located within the secure perimeter fence. The facility was opened in 2001 and is one of the newest institutions in the WI-DOC system. A small shooting range and training facility was recently added to the campus just outside the secure perimeter to the north.

Assessment Overview

ARCHITECTURAL

Being one of the newest institutions, the buildings and infrastructure are in very good condition. The campus is quite compact and efficient with buildings tightly grouped together. The building internal configurations are also compact and very efficient for staffing. There is almost no under utilized space on campus. A main concern is not enough space for some facility programs. Health services, religious services, vocational, group therapy, and intake components function reasonably well, but are cramped in the current amount of space they occupy.

The housing buildings represent the department's preferred medium security housing configuration with two level tiers of 'dry cells' around a common dayroom with group toilets and shower facilities. Due to the quality of housing and accessibility accommodation, RGCI houses a significant number of aging population inmates and inmates with mobility issues. Use of restrictive housing has been managed such that half of the restrictive housing beds are currently used for general population inmate workers, with the other half beds being adequate to house inmates assigned to restrictive housing.

SITE / CIVIL

The facility has good access from county road EE. There is sufficient good condition parking lot space with a main staff and visitor lot adjacent to the main administration building and a separate overflow parking lot to the south. The secure perimeter is located to the south end of the institution property. There is open land on the north end of the state property. This open land has some rolling topography and wooded areas.

Site utility infrastructure has few needs. Utilities are generally adequate to support an institution expansion. Water is provided by the Village of Redgranite. No distribution or quality concerns were expressed. Sewage treatment is provided by the Village of Redgranite. Sanitary distribution piping is in good condition except for a need for a screening station to prevent unwanted solids (sheets, clothing, etc.) from clogging the main or entering the treatment plant. There isn't a site storm system for the institution, so water is discharged to grade from roofs. This will occasionally cause site drainage issues and localized flooding. Fire protection sprinkler systems are present in all buildings. The heating hot water distribution system, including the boilers and pumps is in good condition and no problems were reported.

Alliant Energy provides medium voltage electrical service to the site and a pad-mounted, step down transformer located near the Power Plant, building J. Outdoor switchgear is also located near this building to serve the underground electrical distribution system. The underground distribution at the institution routes through a concrete ductbank and manhole system inside the perimeter fence to serve buildings on the site.

The backbone multimode fiber optic loop serving security and communications systems is routed in conjunction with underground primary electrical. There is a limited capacity for installed fiber base. There is also a resident copper system supporting voice applications.

High mast lighting is installed at four locations near housing units and segregation. Pole mounted, area lighting is installed around the perimeter and located outside of the fence. Coverage appears adequate for the perimeter lighting system. Both lamp sources are high intensity discharge (HID) types.

MECHANICAL

In general, the mechanical systems are in good condition with few exceptions. The air handling systems have generous maintenance space and are in good condition. Housing units could benefit from the addition of relief fans to improve summer ventilation. The shower rooms need additional exhaust due to high humidity issues. Program spaces within the housing units have poor ventilation. The weight room in the gymnasium needs additional ventilation due to the magnitude and type of usage. Ventilation in the kitchen is code compliant but could use improvement. Offices in the housing units could benefit from air conditioning. The DDC/pneumatic temperature control systems could use some modifications and will need updating in 5 to 10 years. The central Control cooling system is oversized and causes humidity problems.

ELECTRICAL

The secondary distribution systems for utility (normal) and generator sources are original to the facility from 2001. They were observed in good condition. Life expectancy under typical operating conditions is 30-35 years.

The main switchgear lineup is rated at 4000 amps at 277/480V, 3 phase, 4 wire and located in the power plant electrical room. The generator switchboards are also located in dedicated electrical space in the power plant. There are multiple generator distribution branches served by the generator system at this facility with adequate capacity for expansion.

The generator source power supply consists of one 1250 kW, diesel fueled set rated at 277/480V and installed in a dedicated room in Building J. There is space, louver rough-ins and a daytank for the installation of another generator set of the same size in this room.

The fire alarm system was observed to be the original Edwards Systems Technologies EST3 system and in good condition.

Interior lighting mostly consists of T8 fluorescent systems in fair to good condition. Additional emergency egress lighting will be necessary during significant remodel projects to meet current requirements.

SECURITY

The overall integrated security electronics (door access and control) system is at the end of useful life and has experienced operation issues.

The existing video surveillance system consists of 129 analog cameras that converted images to digital images. Additional cameras would improve coverage at the facility, since there is [REDACTED] at present. There is a mixture of video storage system types installed at this facility. DVRs currently reside in the control center and two NVRs have been installed in the power plant. No IP cameras have been installed on the NVR system to date.

Facility Needs

- Right-size the current central control air conditioning system to improve comfort and lower humidity levels.
- Increase exhaust quantity in the housing shower rooms.
- Replace integrated security, control and monitoring systems.
- Replace analog cameras with IP types and migrate to NVR storage system in Building J.

Potential Facility Enhancements

- New core support building for additional group rooms, education spaces, and chapel
- Makeshift intake area should be upgraded and expanded
- Improvement of the ventilation in the housing units, weight room, kitchen, and housing program spaces
- Upgrade the temperature control system
- Add IP cameras to improve coverage within building interiors and around secure perimeter.
- Upgrade interior and exterior lighting systems to LED sources.
- Upgrade parking, perimeter, and high mast lighting to LED.

Condition/Function Assessment

Institution: Redgranite Correctional Institution (RGCI)

Program Spaces	1	2	3	4	5	Field Notes
Housing					X	
Special Housing					X	
Recreation					X	
Health Services				X		Could be improved with more space
Foodservice (Kitchen/Dining)					X	
Laundry					X	
Religion				X		Occuring in Multi-purpose room, could use larger dedicated space
Education					X	
Administration					X	
Vocational				X		More space would allow greater inmate participation
Treatment/Chemical Dependency				X		Need group rooms outside of housing units
Intake			X			Minimal area with fence holding should be expanded and improved
Maintenance					X	
Visitation					X	
Master Control					X	
Shipping/Receiving					X	
Warehouse					X	
Central Plant					X	
Public Lobby					X	

Code	1	2	3	4	5	Field Notes
ACA					X	
PREA					X	
IBC					X	
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC					X	
Controls				X		Controls need upgrades
Plumbing/FP					X	
Electrical					X	Secondary distribution systems in each building have adequate capacity
Telecommunications				X		Fiber optic backbone loop has limited expansion capacity
Security Electronics		X				Door access and VSS are near end of life, [REDACTED]

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking					X	
Perimeter Security					X	Non-lethal electrified fence exists, [REDACTED]
Lighting				X		High mast, perimeter and parking lot systems - HID sources
Electrical Distribution					X	Separate ATSS existing for Emergency and Standby branches
Domestic Water Distribution					X	
Sanitary Service			X			Needs a screening facility
Steam Distribution					X	
Stormwater Control				X		Storm water site issues exist

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Redgranite Correctional Institution (RGCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Administration	2000	15,121			S	AME
Building B - Warehouse/Storage	2000	12,862			M	AES
Building C - Garage	2000	4,925				AMES
Building D - Food Service	2000	13,383			S	AME
Building E - General Housing	2000	41,120			S	AME
Building F - General Housing	2000	41,120			S	AME
Building G - General Housing	2000	41,120			S	AME
Building H - Special Housing	2000	41,120			S	AME
Building I - Restrictive Housing	2000	18,557			S	AME
Building J - Central Plant	2000	7,880			S	AME
Building K - Core Support	2000	67,014			AS	ME
Total Square Foot		304,222			79,876	224,346
Percentage of Total Square Footage					26%	74%



- Discipline Key**
- A** Architecture
 - M** Mechanical/Fire Protection/Plumbing
 - E** Electrical
 - S** Security Electronics

Expansion Potential

There is a large amount of state property land north of the facility secure perimeter. While this area has some grading challenges with an earth berm and rolling topography, this land could be developed for a major expansion of the institution. The space between the road and shooting range is adequate for an expansion of the secure perimeter that could accommodate two new medium security housing buildings and an outdoor recreation yard. The inmate population could be increased from 1,000 to 2,000 inmates.

Since the existing facility has maximized use of all its building square footage, a housing expansion would require associated expansions of core support functions. A new core support building with group rooms, education spaces, a chapel, and a second gymnasium for indoor recreation would be required. Additions to the food service building and health services area would be needed to increase capacities of these program functions. A new electrical building would need to be constructed for expansion of the main electrical system and a new boiler and pumps could be installed in the existing central plant building to accommodate the expansion.

Expansion of the institution must include extension of the heating hot water distribution system to the new housing units from the central plant. No other known mechanical related requirements exist other than those related to expansions or renovation of existing program space.

An expansion at this facility would require extension of the utility and generator electrical distribution systems. Extension or replacement of the integrated security electronics, and video surveillance and storage management system

While the newness and efficiency of the current facility along with the adjacent land availability make RGCI an attractive location for medium security housing expansion, there are a few factors that detract from this potential. The workforce challenges are particularly acute at this institution and acquiring personnel for a near doubling of the staff will be difficult. Also, the village of Redgranite is small with a population of only around 2,200. The addition of 1,000 inmates would likely overload municipal utilities and require upgrades and expansions to the village's waste water treatment plant, and domestic water service

Workforce

RGCI has 296 employees. The facility faces significant challenges in acquiring and retaining staff. Security staff and health services staff are particular concerns. Maintenance staffing is adequate but has been filling positions by transferring security staff. Food service staffing is adequate but has had retention challenges. The facility is located relatively close to other WI-DOC institutions, Oshkosh, Taycheedah, Waupun, Dodge, and Fox Lake, and is in competition for staff with these facilities. The staffing shortages are being addressed by significant overtime hours, and limiting hours for visiting, inmate library, and inmate weight room use.

As of July 2018

- Facility has 43 open security positions
- Facility has 4 open nursing positions
- Facility has not had a permanent physician on staff for three years

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5.2 MALE CORRECTIONAL INSTITUTIONS - MEDIUM SECURITY

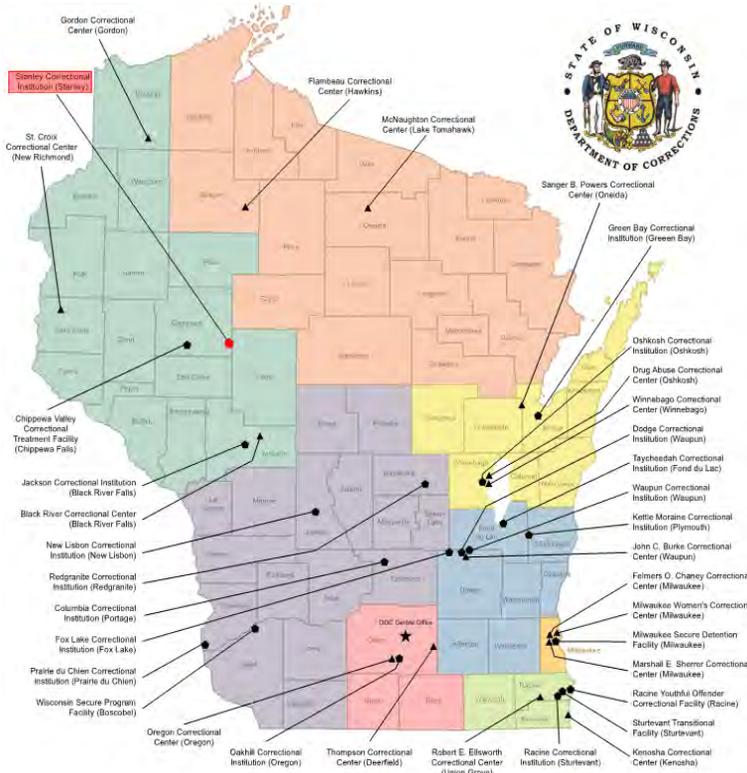
Stanley Correctional Institution

Summary Statistics

Institution: Stanley Correctional Institution (SCI)

Address	100 Corrections Drive Stanley, WI 54768-
Warden	Reed Richardson
Opened	1998
Site Size	100 Acres
Total Buiding Area	411,297 SF
Number of Employees	375
Population	1570
Security Classification	Medium
Programs	Anger Management • Domestic Violence • Reentry Program • Sex Offender Treatment • Think for Change
Industry/Vocational	Computer Aided Drafting • Custodial Services • Microsoft Office

Location Map



State Owned Land Map



Existing Site Map

Institution: Stanley Correctional Institution (SCI)



Introduction

Stanley Correctional Institution is located in the city of Stanley, in Chippewa County. The facility currently houses approximately 1,500 adult male medium security inmates. The institution property consists of 100 acres of land with 45 acres located within the secure perimeter fence. The facility was originally built in 1998 as a joint venture of the Dominion Company and the City of Stanley. The State of Wisconsin purchased the facility in 2001 and opened it as a medium security institution.

Assessment Overview

ARCHITECTURAL

The buildings and infrastructure are in good condition. Being that the facility was originally constructed by a developer in partnership with the city of Stanley, the construction quality and equipment choices were not determined by the State or DFDM standards. The Institution has had some construction quality issues since opening especially in mechanical and electrical systems. Some architectural quality issues have been window leaks and rust on metal buildings. A number of quality issues have already been addressed and continue to be addressed by the department.

The campus is quite compact and efficient with buildings tightly grouped together around a central outdoor recreation area. The building internal configurations are also compact and efficient for staffing. There is very little under utilized space on campus. The main concern is an undersized and substandard health services unit which does not adequately serve the inmate population. Some other support functions, visiting, vocational, group therapy, intake, and inmate property function fairly well, but are cramped in the current amount of space they occupy.

The housing building configurations actually represent a preferred maximum security housing configuration with two level tiers of 'wet cells' with toilets and sinks in each cell, grouped around a common dayroom. The cells at this facility are constructed as precast concrete cell modules and represent a high level of security. Due to the secure construction of housing and accessibility accommodation, SCI could house aging population inmates with mobility issues, and inmates with behavioral challenges. However, the substandard medical and mental health units limit the facility's ability to accommodate these populations. Use of restrictive housing has been managed such that the have the number of beds available are currently used for general population inmates. The remaining beds are strained at times to adequately house inmates assigned to restrictive housing. A slightly lower inmate population could relieve this issue.

SITE / CIVIL

Site utility infrastructure has several needs. The sanitary system has no screening of solids which is an operational problem. There is no site storm system and all buildings discharge to grade. Since the site is relatively flat, standing water is frequently an issue. The domestic water distribution system was installed without thrust blocks so the resulting movement and stresses at joints cause occasional leaks. The heating hot water distribution system was poorly designed, installed improperly and is constructed of direct buried fiberglass piping that is breaking due to poor backfill. Failures in this piping system have been occurring for many years.

Nine (9) electrical services from the public electric utility serve the seventeen (17) buildings at the institution. Utility owned pad-mounted transformers and associated metering equipment are located inside the secure perimeter. The potential for operational issues exists when utility access is required for maintenance or replacement of transformers.

The existing multimode fiber loop serving security electronics and telecommunications systems is reported to have limited capacity for expansion.

MECHANICAL

Plumbing systems within the housing units are experiencing leaks in the copper piping. Poor temperature control and inadequate ventilation in summer months are also problematic in the housing units. Most of the program spaces such as education, hobby, chapel, kitchen, laundry, and medical spaces have poor temperature control zoning and many mechanical systems are very difficult to access above hard ceilings. The gymnasiums, central plant, and BSI/Maintenance spaces are generally adequate for the functions they serve.

ELECTRICAL

Multiple utility services feed buildings at this institution. At all locations except BSI/Maintenance, a single utility owned, step-down transformer serves multiple buildings. With multiple buildings served from a single transformer, consideration for service expansion is necessary for a major expansion project. Primary power capacity from the public utility is understood to be available for this site. Secondary power distribution systems within the building are aging, and generally in fair to good condition depending on the building. Electrical equipment in several buildings was observed to be co-located with telecommunications and security systems equipment. Working spaces for electrical equipment appear to be maintained in the majority of buildings.

Similar to utility electric service configurations, multiple generators serve the site. They are installed in outdoor enclosures and located near the utility transformers. A total of six (6) generators serve buildings at the site, and five (5) buildings are not served by generator systems. These include East and West Gyms/Barber Shops, BSI/Maintenance, Chapel/Education/Hobby/PRC, and Vehicle Maintenance.

A single automatic transfer switch (ATS) was observed in buildings supported by a generator. The Control/Kitchen/Laundry building was the exception with 2 ATSs observed to serve lighting and optional standby loads.

Generally, interior lighting consists of fluorescent systems in fair to good condition. Emergency lighting in housing buildings is served from dedicated inverter systems. Limited emergency egress lighting appears to be installed in most buildings. Additional emergency egress lighting will be necessary to meet today's requirements.

Pole mounted area lighting was observed to be installed around the perimeter fence outside the secure area. High mast lighting is installed around the centrally located, outdoor recreation space. Coverage appears adequate for both systems. Both are high intensity discharge (HID) sources.

SECURITY

Integrated security systems and components approaching near the end of useful life. Legacy graphical user interfaces (GUIs) were observed to be used at control stations throughout the facility. An upgrade to a single, consistent GUI and fully integrated security system is recommended.

A mixture of analog and internet protocol (IP) cameras were observed throughout the institution. Cameras are installed on poles around the perimeter and located inside the fence. Cameras are on an IP video management system (VMS), which includes network video recorders (NVRs).

Intercom in housing areas was observed to be an older digital type. Tele-visiting phones were reported to not consistently function.

Non-lethal electrified fence was observed to be installed on the interior perimeter fence.

Facility Needs

- New health services unit building.
- Remodeling of old health services to expand intake and inmate property areas.
- Remodeling of old psych services space to expand education and group rooms.
- The heating hot water distribution system deterioration is one of the facilities largest concerns and needs to be replaced, or converted to a decentralized system with small boilers within the buildings.
- HVAC temperature control and system zoning are inadequate and are aging. They should be upgraded or replaced.

Potential Facility Enhancements

- Replace integrated security, control and monitoring systems

Condition/Function Assessment

Institution: Stanley Correctional Institution (SCI)

Program Spaces	1	2	3	4	5	Field Notes
Housing				x		Concerns about leakng windows, precast cracking
Special Housing				x		Needs more capacity - 1/2 used for GP
Recreation				x		Metal building rust issues.
Health Services	x					Space is inadaquet and inefficient
Foodservice (Kitchen/Dining)				x		Could expand Bakery into vacant space
Laundry			NA			Provided thru BSI (Oshkosh). Previous space available for reuse.
Religion					x	In Education building.
Education				x		Could use more Group Room space
Administration					x	
Vocational				x		Metal building rust issues. Desire mezzanine for more space.
Treatment/Chemical Dependency				x		
Intake		x				Too small - share with Property which is also too small
Maintenance				x		Metal building rust issues. Has an upper mezzanine,
Visitation				x		Space is limited - visits sometimes cut short.
Master Control				x		
Shipping/Receiving				x		
Warehouse			x			Armory is in part of Warehouse abutting coolers - mold issues.
Central Plant				x		
Public Lobby					x	

Code	1	2	3	4	5	Field Notes
ACA					x	
PREA				x		Blind spot issues - could use more cameras
IBC					x	Corrected lots of code issues early-on.
ADA				x		Seems mostly accessible.

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC			x			"Minimal" system, lacks zoning, efficiency, and quality
Controls			x			A minimal system and at 20 yrs is dated and needs an update
Plumbing/FP			x			Leaks are occurring and are being repaired at increasing rate
Electrical				x		No generator system for West and East Gyms/Barber Shops, BSI/Maintenance, and Vehicle Maintenance. Emergency lighting provided by central inverters and/or unit battery equipment within buildings.
Telecommunications			x			Multimode fiber is near capacity. Overall ring topology serves buildings.
Security Electronics		x				Approaching end of useful life. Consider planning for replacement

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking						h
Perimeter Security					x	Recently upgraded. Non-lethal electric fence exists.
Lighting					x	
Electrical Distribution			x			Utility owned transformers and metering are located inside secure perimeter. Potential for operational issues with public utility maintaining or replacing transformers.
Domestic Water Distribution				x		Lacking or poor thrust blocks resulting in leaks/failures
Sanitary Service			x			Needs a screening facility/grinder to reduce solids to plant
Steam/Hot Water Distribution				x		Several leaks have developed and is failing
Stormwater Control			x			Bldgs discharge to grade and can cause localized flooding

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Stanley Correctional Institution (SCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Unit #1 Housing	2001	47,400			MES	A
Building B - Unit #2 Housing	2001	47,400			MES	A
Building C - Unit #3 Housing	2001	47,400			MES	A
Building D - Unit #4 Housing	2001	47,400			MES	A
Building E - Unit #5 Housing	2001	47,400			MES	A
Building F - Warehouse	2001	10,000		M	E	A
Building G - West Gym/Barber Shop	2001	9,900			S	AME
Building H - East Gym/Barber Shop	2001	9,900			S	AME
Building I - Central Plant	2001	7,500				MES
Building J - Vehicle Maintenance	2001	5,625				MES
Building K - BSI, Maintenance	2001	30,000			AS	ME
Building L - Chapel/Education/Hobby/PRC/Psych Se	2001	27,824		E	MS	A
Building M - Control/Kitchen	2001	13,186		AES	M	
Building N - Segregation	2001	32,000			MES	A
Building O - Medical/Mailroom/Intake	2001	9,620	A	S	ME	
Building P - Master Control/Parole/Security/Visiting	2001	11,544		S	ME	A
Building Q - Administration	2001	7,198		M	ES	A
Total Square Foot		411,297	9,620	13,186	325,566	62,925
Percentage of Total Square Footage			2%	3%	79%	15%



- Discipline Key**
- A** Architecture
 - M** Mechanical/Fire Protection/Plumbing
 - E** Electrical
 - S** Security Electronics

Expansion Potential

SCI has a very compact and inward focused campus layout. There is very limited space within the secure perimeter, and there is only a limited amount of available site property north and northeast of the facility secure perimeter. The compact facility layout and current inmate population of 1,500 make this site unattractive for expansion of medium security beds.

There appears to be just enough space between the restrictive housing building and food service/laundry building for a new separate health services building. This new building would allow health services to be expanded and sized appropriately for the 1,500 inmate population. Remodeling of the old health services and psych services would allow for additional space at intake, inmate property, and education.

Any expansion of the institution should include a new heating hot water distribution system or conversion to a decentralized concept.

Additional utility service(s) and generator systems would be required to support an expansion.

Similarly, an expansion project would involve replacement of the existing door control security electronics and expansion of the VMS, including additional IP cameras and potential replacement of existing analog cameras. Expansion of network cabling systems would also be necessary.

While overall, this institution is not an attractive candidate for major expansion, health services is in critical need of an upgrade, and a small bed increase at a new minimum housing unit outside the perimeter has some potential. Construction quality and equipment replacement issues will need to continue to be addressed.

Workforce

SCI has 375 employees. The facility faces some challenges in acquiring and retaining staff. Security staff and health services staff are concerns. The staffing shortages are being addressed by overtime hours.

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5.3 MALE CORRECTIONAL INSTITUTIONS - MINIMUM SECURITY

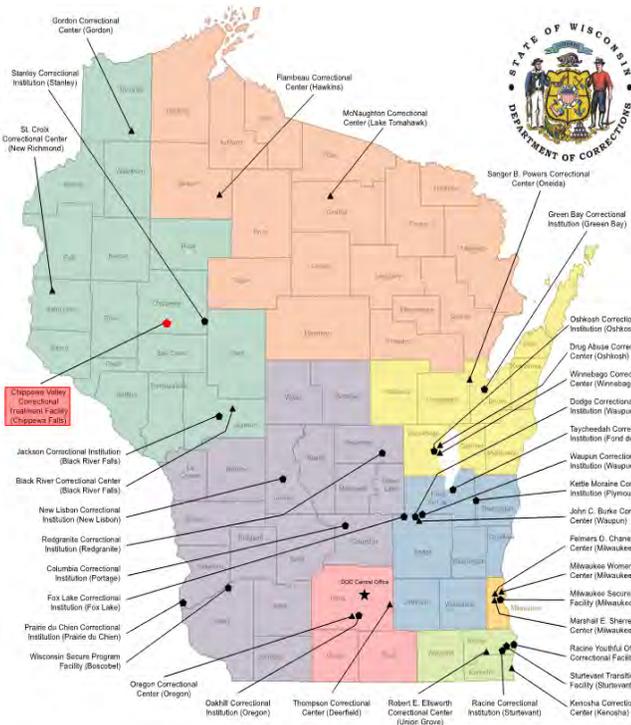
Chippewa Valley Correctional Treatment Facility

Summary Statistics

Institution: Chippewa Valley Correctional Treatment Facility (CVCTF)

Address	2909 East Park Avenue Chippewa Falls, WI 54729
Warden	Jeff Pugh
Opened	2004 Transferred to DOC and Remodeled
Site Size	23 acres
Total Buiding Area	0
Number of Employees	166
Population	505
Security Classification	Minimum
Programs	Alcohol and Other Drug Abuse • Earned Release Program • Cognitive Behavioral Interventions for Substance Abuse • Thinking for a Change • Anger Management • Epictetus • General Social Skills • Employment Skills • Parenting

Industry/Vocational Location Map



State Owned Land Map



Existing Site Map

Institution: Chippewa Valley Correctional Treatment Facility (CVCTF)



Introduction

Chippewa Valley Correctional Treatment Facility is located in the city of Chippewa Falls, in Chippewa County. The facility currently houses approximately 500 adult male minimum security inmates. The facility is considered an institution in the 'fenced minimum security' category. The facility property consists of 23 acres of land with 5 acres located within the secure perimeter. The surrounding land is owned by other state of Wisconsin agencies; Department of Military Affairs land to the west and Department of Health Services (DHS) land to the south and north. The facility opened in 1966 as a part of the Northern Wisconsin Center (NWC) operated by DHS. In 2004, CVCTF was opened with the primary focus on Alcohol and Other Drug Abuse (AODA) treatment program.

Assessment Overview

ARCHITECTURAL

Being a facility that has been converted over time from a previous use into a correctional treatment facility, the CVCTF campus has predictable challenges with buildings that were not originally designed for their current use. The main building which contains; housing, food services, HSU, laundry, indoor recreations, and education is a 5-level, "X"-shaped building. There are four wings to the building designated as A, B, C, and D. The upper three floors are housing, at each level the wings are divided up into pods. Each pod has maximum of 48 inmates between four shared rooms and two single rooms. Each pod has a separate dayroom, food servery, and toilet and shower facility. The shower and toilet facility are undersized for the current population and are original from 1966. They have original ceramic tile interior finishes that need updating. The day rooms are often used for group rooms because the number of group rooms on the first level are limited.

The first level and basement level of the main building have the bulk of the program spaces. The basement houses indoor recreation space which is small for the population size. Same is true for education; the computer lab and teaching spaces are not sized adequately. The spaces allocated for library, property, and food service are adequate, but desire more storage space for food. The first level contains the visitation, control center, HSU/PSU, chapel, and group rooms. All the spaces on the first level are sized appropriately except the quantity of group rooms is low and inadequate for needed programming capacities. There are 320 inmates in treatment programming, AODA and Earned Release. There are no vocational programs or industry at CVCTF due to the shorter nature of inmate stays at the facility. Inmate intake occurs next to the loading dock where there are two holding cells. This area is small and gets crowded when inmate processing occurs, especially with releases.

Through the middle of the main building is a central core which is made up of five elevators, stairway, a control station, one small group room, 3 to 4 offices, and other spaces for infrastructure. The stairs are the primary vertical circulation, however, the elevators are used to transport food and inmates with mobility constraints. A recent project upgraded one of the passenger elevators and converted two smaller elevators into one larger service elevator. The two remaining passenger elevators are in need of an upgrade. With the elevators, the main building has good accommodation for handicapped accessibility. Some minor upgrades at toilets and showers would be needed to meet current accessibility standards.

There is adequate outdoor recreation space that includes basketball and volleyball courts. The outdoor area is secured by an 8-foot high single layer fence with one coil of razor ribbon at the top. The fencing and outdoor areas are in good condition.

There are two other buildings inside the secure perimeter; the gatehouse and the administration building. Both of which have adequate space, but neither have fire sprinklers.

There are two maintenance buildings outside the secure perimeter to the west. One is used for vehicle storage, and equipment and furniture storage. The other building is shared with the NWC and is used for maintenance shop space and storage. These buildings are in reasonable condition. CVCTF is also using a portion of space in a NWC warehouse building north across the road for additional facility storage.

The DOC property ends on the south side at a thick wooded area, however there is a barn to the south owned by NWC that CVCTF uses for their recycling program and as additional storage space. The barn needs a roof and requires other major repairs, however, DOC does not own it and is not be able to put money into the building for the needed repairs.

SITE / CIVIL

The facility has good access from East Park Avenue. There are two parking lots, one to the north for state vehicles and a few staff parking spots, and the other to the east is the main parking for both staff and visitors. The parking lots have sufficient space and are in good condition. The secure outdoor recreation is located to the south side of the institution. The land is uneven and slopes drastically at the southeast corner. There is a small amount of open land to the west between the main building and the ancillary maintenance buildings and to the south just outside the perimeter on the state property. This open land is grassland.

All site utility infrastructure is said to be in good functional condition. The water tower, mains and fire hydrants were new in 2008. Sanitary piping systems were indicated to be new but functional. The storm system was upgraded in 2010 and there are no known issues. Steam is provided from Northern Wisconsin Center and steam tunnels were indicated to be in good condition except for some insulation that is in need of replacement.

Electrical service to the facility is provided from Northern Wisconsin Center (NWC) and Xcel Energy is the electric utility provider to NWC. Two 800 amp, 480V, 3 phase feeds serve this site.

No issues were reported with fiber optic and high pair copper cabling serving this facility.

MECHANICAL

The building was built in 1966 and remodeled in 2004 and largely has the typical issues and maintenance that would be expected at that age. Steam to hot water converters generate building heating hot water. The air handling systems have been replaced and are in good condition. Exhaust air was indicated to be a problem in the toilet rooms. The building is served by a 400 Ton water cooled chiller and the cooling tower is approximately 28 years old and in poor condition. Many of the temperature controls are DDC with the exception of building A. This building is largely pneumatic and experiences poor temperature control.

The sanitary waste and vent piping are original to the building and are in poor condition and failing. Much of the piping is buried in walls which will make replacement more difficult. The domestic water is heated using steam to hot water heat exchangers that were replaced in 2011. The water supply piping and fixtures are in good condition as they were replaced in 2004. Building D also has poorly functioning drains in the basement.

ELECTRICAL

Electrical distribution system panels for normal power and generator sources are reported to have been upgraded in the early 1990s. Power being provided from Northern Wisconsin Center is adequately serving this site, but is solely dependent on a nearby facility instead of being sourced directly from a public electric utility. The generator set was reported to be a 150 kW diesel fueled unit located in A wing basement of the Treatment Facility. There are two automatic transfer switches (ATSs) for segregation of power branches. The generator distribution system has limited capacity to add loads.

Interior lighting mostly consists of fluorescent systems in fair to good condition. Exterior site lighting was partially upgraded from high pressure sodium sources to LED under a 2007 project. It was reported there are a total of about 35 site lighting fixtures and 12 were converted to LED sources.

The fire alarm control panel located in Administration is the original system. A small system exists in Storage/Furniture/Garage.

SECURITY

The video surveillance system is a combination of 59 cameras on a Geovision video management system (VMS) and the balance of the 150 cameras at this facility are on a Milestone VMS. [REDACTED]

[REDACTED] The paging system is limited in functionality. Upgrading to a digital system would improve this system.

A project in 2002 upgraded the security electronics systems and integrated intercom functions into touch screen human machine interface (HMI).

Exterior perimeter lighting was partially upgraded to LED under a 2007 project.

The KeyWatcher key management unit is aging and needs to be replaced.

Facility Needs

- Purchase Building F, the Barn, to make needed repairs and replace roof
- HVAC and plumbing systems would need continued maintenance, and the sanitary waste and vent system and cooling tower need replacement
- Upgrade generator power distribution for additional capacity
- Upgrade fire alarm systems

Potential Facility Enhancements

- Provide new space for the undersized classroom, programs spaces, and computer labs
- Repurpose the classrooms and computer labs in the basement to maintenance
- HVAC systems should be upgraded to improve temperature control in building A
- Upgrade paging system
- Upgrade interior lighting systems to LED sources
- Upgrade remaining 23 exterior lighting fixtures to LED sources
- Replace electrical service to be served directly from Xcel Energy
- Replace Keywatcher system

Condition/Function Assessment

Institution: Chippewa Valley Correctional Treatment Facility (CVCTF)

Program Spaces	1	2	3	4	5	Comments
Housing		X				Not enough shower/toilets, bedrooms are tight
Special Housing				X		2 hold cells, soon to become restrictive housing
Recreation					X	
Health Services				X		Original, could use some updates but functions
Foodservice (Kitchen/Dining)				X		Could use more space
Laundry					X	Institutional Laundry sent to SCI, personal only on-site
Religion					X	
Education		X				Undersized for population
Administration					X	
Vocational						N/A
Treatment/Chemical Dependency		X				Undersized and not enough group rooms for population
Intake				X		Space is too small
Maintenance				X		
Visitation					X	
Master Control				X		
Shipping/Receiving					X	
Warehouse				X		Preferred to have warehouse closer, currently shared NWC
Central Plant					X	Shared with NWC
Public Lobby					X	

Code	1	2	3	4	5	Comments
ACA				X		
PREA					X	
IBC				X		Gatehouse and Admin without fire sprinklers
ADA				X		Minor toilet/shower issues

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC				X		
Controls				X		
Plumbing/FP		X				
Electrical			X			Limited gen power, aging distribution/lighting, fire alarm
Telecommunications		X				Mitel phone system
Security Electronics			X			

Site Infrastructure	1	2	3	4	5	Comments
Parking					X	
Perimeter Security			X			Add cameras to improve coverage
Lighting				X		Improve parking lot lighting level, replace with LED
Electrical Distribution				X		Electric service from NWC, not directly from public utility
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution				X		
Stormwater Control					X	

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Chippewa Valley Correctional Treatment Facility (CVCTF)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Administration Building	See Bldg C				MES	A
Building B - Gatehouse	2001	1,450			S	A
Building C - Treatment Facility	1964	200,881		M	AES	
Building D - Storage / Root Cellar	1943	9,573			ME	A
Building E - Storage / Furniture Shop / Garage	1960	8,040			ES	A
Building F - Storage Building (Owned by NWC)				A	E	
Total Square Foot		219,944		-	219,944	
Percentage of Total Square Footage					100%	

Severity Key	High	Medium	Low
			
Discipline Key	A	Architecture	
	M	Mechanical/Fire Protection/Plumbing	
	E	Electrical	
	S	Security Electronics	

Expansion Potential

CVCTF is compact with very limited space within the secure perimeter and there is only a small amount of available site to the west and south. A small addition to the west between wing B and C could provide more space for the program rooms, classrooms and computers labs. With the classrooms and computer labs out of the basement, maintenance could expand into those vacated spaces.

Expansion of the institution must include evaluation and expansion of utility sections of the main switchboard located in the central plant.

Workforce

CVCTF has 166 employees. The facility faces significant challenges in acquiring and retaining AODA certified social workers, they have had vacancies for 2-3 years. Security staff is adequate. Maintenance staffing is adequate but is lacking specific trade skills, so they facility still needs to hire outside contractors for assistance. Food service and treatment specialists staffing is currently short. The facility would like to increase nursing and records staff due to inmate population size. Overall open positions at CVCTF take a long time to fill with very few applicants.

As of January 2019

- Facility has 2 open AODA certified social worker positions (2-3 years vacant)
- Facility has 1 open treatment specialist position
- Facility has 1 open 50% food service leader position
- Facility has open 50% physician position (2-3 years vacant)

5.3 MALE CORRECTIONAL INSTITUTIONS - MINIMUM SECURITY

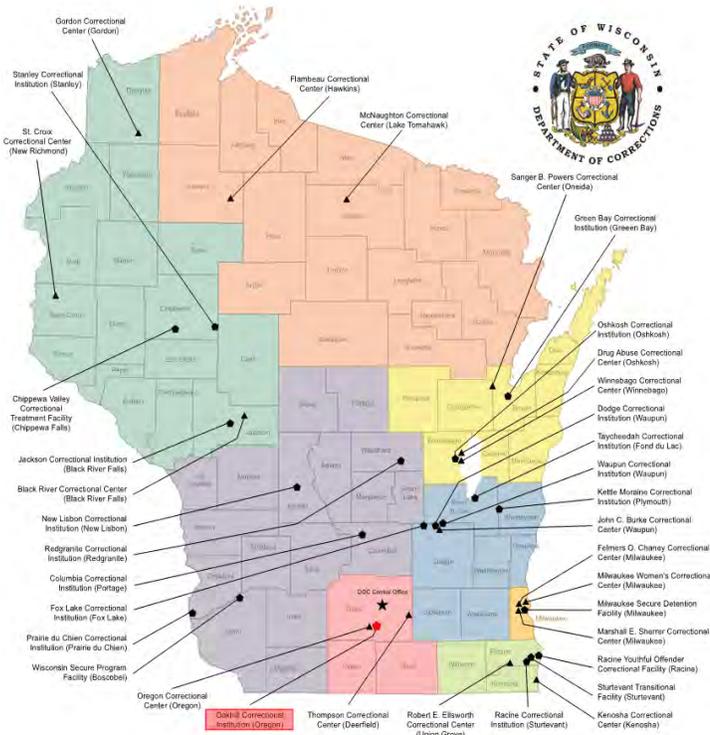
Oakhill Correctional Institution

Summary Statistics

Institution: Oakhill Correctional Institution (OCI)

Address	5212 County Hwy. M Oregon, WI 53575
Warden	Cheryl Eplett
Opened	1941 Girl's School 1976 Adult Male Maximum Security Unit for UW Hospitals & Clinics
Site Size	100 acres
Total Buiding Area	344,929
Number of Employees	272
Population	765
Security Classification	Minimum
Programs	Alcohol and Drug Abuse • Cognitive Behavioral programming • Thinking For A Change
Industry/Vocational	Building Service • Horticulture

Location Map



State Owned Land Map



Keyed Site Map

Institution: Oakhill Correctional Institution (OCI)



Introduction

Oakhill Correctional Institution is located just north of the Village of Oregon, in Dane County. The facility currently houses approximately 765 adult male minimum security inmates. OCI is a fenced minimum located on 850 acres of land owned by the Department of Corrections; the majority of which is rich farmland. Also located nearby is The Grow Academy and Oregon Correctional Center (OCC). OCI offers a number of programs; Earned Release Program (added in June 2018), GED/HSED, AODA, Thinking for a Change, Vocational (horticulture and building services), and a pilot program working with the Department of Workforce Development (DWD) to assist inmates with resume building and interview preparation. OCI also has a robust work release program serving 25 – 30 inmates and others that work outside the perimeter. They estimate approximately 70 – 80 inmates work outside the perimeter per day, some escorted work crews and some at the Oregon farm.

The campus is comprised of 26 buildings, including ten original housing cottages built in 1931, three additional housing buildings added at the end of 1960s, and a restrictive housing added in 1998. The remaining buildings are all the supporting program spaces that are in varying degrees of life expectancy.

Assessment Overview

ARCHITECTURAL

A number of buildings were built in the 1940's or earlier and are over 80 years old. As a result, OCI is listed as a historical site on the State Historical Society Register. This puts a number of limitations on the work that can be done on site and on any significant revisions to those buildings. Despite the age of the buildings, most are in generally good condition with the exception of housing buildings A and B, the Administration building, and the Greenhouse. The more recent buildings added in the 1970's and 1990's are in good to very good condition.

The campus is heavily forested on the west side, which reduces the available outdoor green space and presents a security concern. The cottages create the outer ring of the site, with the supporting buildings filling in the interior space. There are interior roads and sidewalks for inmate movement as well as movement of goods and services and are in generally good condition. There is a garden for outdoor activities but no outdoor recreation fields. The campus is surrounded by a perimeter fence and, [REDACTED] The perimeter patrol road is single lane and gravel. The road would function much better for OCI if it was paved and widened to allow two-way traffic and if it was paved.

There are four types of housing buildings on the OCI campus; ten 1930's cottages, A and B cottages, cottage 12, and a restrictive housing unit. The restrictive housing unit (RHU) is near the entry of OCI, and also housed the facility intake function. One wing of the building has been converted to a general population/intake unit. This is a short-stay classification/orientation unit used prior to assignment to other housing units in the facility. The RHU is as newer building on campus and is working well for the facility.

Cottage 12 was once the RHU but when the new RHU was built, was converted to general population. This building is also used for short term housing. One wing has wet cells and one wing has dry cells; both have double occupancy rooms with associated dayrooms. The basement is open with dorm style housing. This building is original and was not designed to have two inmates per room, which puts added pressure on the utilities of this building.

Cottages A and B were built around the same time and are in similar condition. The increase in inmate population has maxed out the toilet, shower, and dayroom spaces. Theses two buildings do not have a server, so inmates that go to the Food Service building for meals.

The ten cottages from the 1930's are two levels with a basement and used for general population housing. The first floor is accessible, however there are no elevators in these buildings to support handicapped access to the basement level

The Toilet and Shower facilities in all the housing buildings are not sized appropriately for the increased population. The tile is deteriorating in a number of the cottages and the membrane is failing in the showers.

OCI is in the process of building a 65 bed barracks for the assisted needs population focusing on geriatric inmates. It was noted that they have a lot of inmates with medical conditions and that they've seen that population skyrocket in recent years.

Laundry is done in the housing buildings with residential washers and dryers. The spaces are small and not adequate for the population. The machines are running constantly and endure a lot of abuse, making them a constant issue for maintenance staff. The MARS building has a small laundry for state clothing washing and repair. These machines are also residential style and require a lot of repair work.

The MARS building is a three story with a basement. The basement is where the clothing department is located, the first level is primarily for property storage, the second level houses Psych Services, and the third level is for Social Services and records. This building was built in the 1960's and still has much of its original equipment. The elevator is old and difficult to repair because parts are no longer available. The mechanical system is original and unable to keep up with the demands.

The original school was built in 1940 and contains two stories and a basement. The building is structurally sound, but the window are original and leak, putting a lot of extra strain on the mechanical system. The building has an elevator making the both levels and the basement accessible. The primary programs within the original school are classrooms and a computer lab on the second floor; recreation, including a gymnasium, on the first floor; and maintenance and building services in the basement. All these spaces are functioning well for the facility. In 1970, a two story addition was built for additional classrooms and offices. All these spaces are full but OCI is able to manage the use of the space through efficient scheduling.

The food service, HSU, and chapel buildings function very well and have no major issues.

The administration building is located at the front entrance of the campus. The building houses a public lobby, visitation, master control, staff offices, and support spaces, as well as the armory. Locating the armory within the secure perimeter poses a safety and security risk by introducing weapons and ammunition inside the facility, and would best be located outside the secure perimeter. Master Control is small, does not have a dedicated bathroom, and suffers from a lack of mechanical controls. The administration building lacks adequate meeting spaces, with only two conference rooms which is not adequate for their needs. The visitation space is becoming an issue as the facility population increases.

Intake and release is conducted in the administration building and the Restrictive Housing Unit, but neither has a designated space for this task. OCI is receiving transfers from Thompson Correctional Center and Oregon Correctional Center on a regular basis, and the lack of a dedicated intake space impact daily operations.

SITE / CIVIL

OCI has acceptable access from County Highway M. There is sufficient parking lot space, however, the concrete is cracked and crumbling which is causing drainage issues. All the buildings on the campus are located within the secured perimeter. The facility has issues with contraband specifically on the east side.

Site utility infrastructure is typical for a facility of this age. The sanitary system piping is suspected to be deteriorating as the Village of Oregon treatment plant has experienced an increase in solids, including rocks. There is no site storm system, all buildings discharge to grade. The only problem reported is that a few electric utility manholes tend to fill with ground water. The domestic water distribution system experiences few leaks except for this past winter during severe cold. The water tower has been re-lined, one well has been reworked and the second well rework is being planned. Steam distribution from the central plant is approximately 50 years old and experiences frequent leaks. The condensate lines are the greatest concern.

The medium voltage underground electrical distribution system was upgraded around 2010. It was indicated that standing water occurs at times in several of the electrical manholes on the site. The backbone fiber optic is also routed underground to buildings. Facility staff reported no fiber currently exists between the Administration and School buildings.

MECHANICAL

Plumbing systems within some of the buildings, particularly the A/B Cottages, are experiencing leaks and other maintenance needs consistent with the age of the institution. Water softeners are working but in poor condition. Laundry is done in each housing building with residential equipment and is repaired/replaced often. Shower valves are old and can't be repaired. While there are fire sprinkler systems in some buildings, the system does not meet the requirements or flow demand since the piping

on the site is not looped and piping size in some places is inadequate.

In general, the air handling systems are constant volume reheat with DX cooling in administration areas. The equipment was not reported to be a significant problem, but the pneumatic temperature control systems (with some DDC) are providing poor temperature control. Increasing maintenance of those controls are a continual issue. Housing units have no air handling systems and are heated with hot water perimeter radiation, although the control valves are failing.

ELECTRICAL

Panelboards within all cottages were reported have been upgraded at the facility. Generator sets are located at three buildings; Power Plant, Medium Security Cottage, and Administration. Additional generator capacity and distribution was reported as a need to improve the electrical system. The generator source disconnects at cottages weren't upgraded with 2010 electrical distribution project according to institution staff.

A 2015 energy focused project replaced the perimeter lighting system with LED sources.

The fire alarm systems throughout this facility were indicated to be outdated and require replacement. Communication with central station reporting isn't functional for a significant number of control panels and are costly to repair due system age.

SECURITY

The existing video surveillance system was reported that additional cameras are needed to improve overall coverage. It was reported there are 22 analog types in cottages (housing), 4 pan tilt zoom (PTZ) types cover the perimeter and parking areas, plus 10 digital types were added in 2019 to improve coverage in Food Service and Chapel. [REDACTED]

An electrified fence system is installed on the single perimeter fence. The fence energizers were reported to be require frequent maintenance to keep operational.

Facility Needs

- Remove the armory from the Administration building and relocate it outside the fence.
- Renovate the armory space within the administration building into a conference room.
- Add an addition to the Administration Building to create a dedicated space for intake and release.
- Renovate Master Control include more space, add a bathroom, and upgrade mechanical controls.
- Temperature control system repairs, upgrades and replacements.
- Repair/replacement of the steam distribution system.
- Replace facility-wide fire alarm systems (since facility site evaluation, a project is now in process)

Potential Facility Enhancements

- Replace windows in the 1940s school.
- Replace windows and roof on Cottages A and B
- Remodel the showers in the housing cottages.
- Widen the perimeter road to allow two-way traffic and replace gravel with a paved surface.
- Sanitary sewer system repairs and replacements.
- Expansion/replacement of the domestic water distribution to provide a looped system.
- Air handling systems over 40 years old should be replaced.
- Plumbing piping and fixture improvements/replacements will be necessary.
- Add capacity and associated distribution for the generator-sourced power systems.
- Supplement video surveillance system coverage by adding IP digital cameras, monitoring and storage capacity.
- Upgrade interior lighting systems to LED sources.

Condition/Function Assessment

Institution: Oakhill Correctional Institution (OCI)

Program Spaces	1	2	3	4	5	Comments
Housing			X			
Special Housing				X		
Toilet/Shower	X					
Recreation				X		Windows in bad condition
Health Services					X	
Foodservice (Kitchen/Dining)					X	
Laundry		X				
Religion				X		
Education				X		Windows in bad condition
Administration			X			
Vocational				X		
Treatment				X		
Intake	X					
Maintenance				X		
Visitation			X			Small space
Master Control / Sargent Desk	X					
Shipping/Receiving		X				
Warehouse				X		
Central Plant			X			
Public Lobby			X			

Code	1	2	3	4	5	Comments
ACA		X				
PREA					X	
IBC			X			
ADA		X				

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Functional but old, inefficient, boilers 70 yrs old
Controls		X				Mostly pneumatic, some DDC w/pneu. oper., poor control
Plumbing/FP			X			Fixtures/valves/piping failing, softeners poor, inadequate FP
Electrical				X		Limited generator power capacity and distribution
Telecommunications				X		No fiber between Administration and School
Security Electronics	X					Improve camera coverage, replace analog with IP digital

Site Infrastructure	1	2	3	4	5	Comments
Parking		X				Parking lot sized correctm asphalt is crumbling
Perimeter Security			X			Fence energizer maintenance/repairs, eval. fence camera coverage
Lighting				X		Increase lighting levels inside the fence to improve visibility
Electrical Distribution				X		3 generators serve facility, buildings have limited distribution
Domestic Water Distribution			X			Significant history of leaks but better recently (65+ yrs old)
Sanitary Service		X				Grinder pump upgraded, freq. failures/leaks, (75+ yrs old)
Steam Distribution	X					Steam leaks but condensate worse, most original (50+ years)
Stormwater Control				X		No storm system, electrical vaults regularly flood

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Oakhill Correctional Institution (OCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Chapel	1967	2,325		M	ES	A
Building B - Unit 12 - Medium Security Cottage	1967	12,902		AM	ES	
Building C - Cottage 6	1931	9,127		M	AES	
Building D - School Addition	1970	16,484		M	ES	A
Building E - MARS Building	1961	23,382	M		ES	A
Building F - School	1940	47,483		M	ES	A
Building G - Cottage 5	1931	9,127		M	AES	
Building H - Cottage 4	1931	9,127		M	AES	
Building I - Health Services Building	2004	11,750			MES	A
Building J - Cottage 7	1931	9,127		M	AES	
Building K - Cottage 8	1931	8,885		M	AES	
Building L - Food Services Building	2008	16,773				AMES
Building M - Cottage 9	1931	8,885		M	AES	
Building N - Cottage 3	1931	9,127		M	AES	
Building O - Cottage 10	1931	9,127		M	AES	
Building P - Cottage 2	1931	9,127		M	AES	
Building Q - Cottage A Unit	1970	24,180		AM	ES	
Building R - Cottage B Unit	1970	24,560		AM	ES	
Building S - Security Cottage 1	1931	9,127		M	AES	
Building T - Warehouse						AMES
Building U - Segregation Building	1998	26,141			MES	A
Building V - Administration	1970/1998	35,763		AM	ES	
Building W - Greenhouse	1998	4,200			MES	A
Building X - Metal Garage 1	1949	2,000				AMES
Building Y - Heating Plant	1931	4,200		M	ES	A
Building Z - Metal Garage 2	1949	2,000				AMES
Total Square Foot		344,929	23,382	258,683	42,091	20,773
Percentage of Total Square Footage			7%	75%	12%	6%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

There is very little space within the secure perimeter for any additional structures without removing a number of tall old trees. The site is very large but heavily wooded, so there is expansion potential at areas outside the secure perimeter but trees would have to be removed and the perimeter expanded.

The current population and the facilities program spaces do not align; however, they are controlling the deficiency of space through scheduling. With any increase in population the supporting buildings would be put under extreme pressure.

Any expansion of the institution needs to include revisions and expansion of the domestic water system on site for both water demand and fire protection capacity. A significant replacement of the sanitary distribution piping would be necessary. New and expanded steam distribution system or conversion to a decentralized concept needs to be considered. Replacement of most air handling systems since nearly all are beyond their normal life expectancy. An improved storm water system plan would be needed with a larger institution.

Workforce

OCI has 272 employees. The facility has challenges recruiting and retaining staff. Security staff positions have been especially difficult to fill, resulting in a high number of open positions. The facility is located in close proximity to the Oregon Correctional Center, the Thompson Correctional Center, and the Grow Academy. The centers offer a more desirable schedule of 12-hour shifts, which pulls many staff away from the institution. With Madison being so close, there is also competition with private businesses and industry that pay the same or better and offer a less stressful working environment.

As of March 2019:

- Facility has 20 open security positions
- Facility has 2 open maintenance positions
- Facility has 1 open powerhouse position
- Facility has 2 open food service positions
- Facility has 1 open nursing position

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5.3 MALE CORRECTIONAL INSTITUTIONS - MINIMUM SECURITY

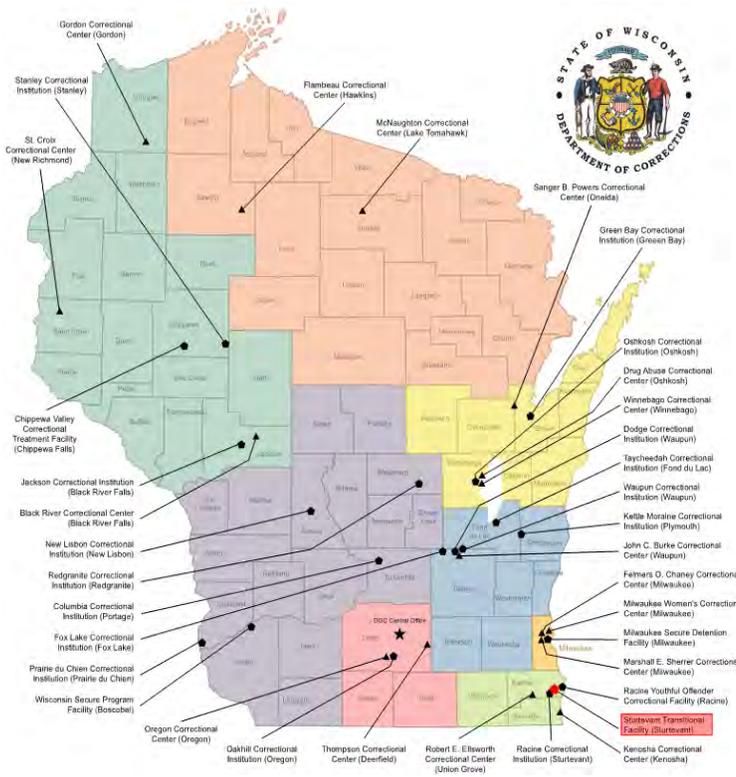
Sturtevant Transitional Facility

Summary Statistics

Institution: Sturtevant Transitional Facility (STF)

Address	9351 Rayne Road Racine, WI 53177
Superintendent	Lisa M Avila
Opened	2003/2004
Site Size	13 acres
Total Buiding Area	98,200 SF
Number of Employees	61
Population	152 minimum (plus 153 medium part of RCI)
Security Classification	Minimum
Programs	Adult Basic Education • Anger Management • Cognitive – Based Programming • Thinking For A Change • Community Service • Project Crews • Work Release
Industry/Vocational	Programs with Gateway Technical College

Location Map



State Owned Land Map



Existing Site Map

Institution: Sturtevant Transitional Facility (STF)



Introduction

Sturtevant Transitional Facility (STF) is located in the city of Sturtevant, in Racine County just west of the city of Racine. The facility currently houses approximately 300 adult male inmates. The facility consists of two buildings joined together. The east side building opened in 2003 houses 152 minimum security inmates and is the current STF population. This unit focuses on work/study release programs. The west side building opened in 2004 was originally designed to house probation and parole violators and was a separate unit. In 2015, this west side building was appropriated by the adjacent Racine Correctional Institution RCI for additional medium security housing and renamed the Green Unit. RCI currently uses the Green Unit for intake and orientation inmates and restrictive housing 'step down' inmates in separate housing pods. The secure perimeter fencing of RCI was remodeled in 2015 and a new gate added in order to extend the perimeter over to the STF building to allow the Green Unit inmates direct access to the RCI campus. The Green Unit portion of the Sturtevant Transitional Facility is under the direction of and staffed by the Racine Correctional Institution.

Assessment Overview

ARCHITECTURAL

Opened in 2003 and 2004, Sturtevant Transitional Facility is one of the newest DOC institutions. The facility has been well maintained and buildings are in very good condition. A notable exception is the building roof that is original, and currently has multiple leak issues. There are also a number of original mechanical and electrical building systems that are nearing the end of their useful life and need replacement. A separate adjacent office suite has been converted to office use by medium security Green Unit administration and security staff.

The original 'probation and parole' portion of the building has a public lobby with tele-visiting area and central control that are no longer used due to the repurposing of the housing units for RCI medium security inmates. All former tele-visiting equipment has been removed. There is a desire to repurpose this lobby and tele-visiting area into remodeled staff training space. The no longer used hearing area rooms are in the process of being repurposed and are currently partially used for RCI investigations staff offices.

There is an outdoor vehicle sallyport and intake area originally designed for the probation and parole inmates with a large holding cell area. The intake and garage area are still used for transports to courts and for medical transports of RCI inmates. Some no longer needed intake rooms have been converted to storage space. A small health services unit is located adjacent to intake and in between the medium security and minimum security sides of the building. Due to its location, this health services unit serves both medium and minimum inmate populations in the STF building. The dental area in this unit also serves off-site inmates from nearby detention and correctional facilities. This dental use is aided by the adjacent intake and vehicle sallyport areas that allows for population separation to be maintained.

The original probation and parole portion of the building also contains a food service area with kitchen and dining hall. This kitchen serves all the inmates in the building. Meals are delivered to the medium security Green Unit and eaten in the housing unit. Minimum security inmates eat all meals in the dining hall. The kitchen and dining spaces are adequate for the current use. The dining hall space is also used for visiting by the minimum security inmates and is adequate for this use as well.

The Green Unit medium security housing is arranged in two separate housing pods with officer desks in each unit as well as an enclosed single control station in between. All cells are double banded 'wet cells' with combination detention toilet/sink fixtures in each cell, and arranged on two levels around a two story high common dayroom. The housing in this unit was originally designed similar to maximum security levels of materials, durability, and inmate control. There are some spaces for attorney visits and tele-visiting that are no longer used. Former observation cells in each pod are being converted into standard double bunk cells to match others. Due to the high level of security and newness of this housing unit, it works well for RCI medium security inmates.

The minimum security housing side of the STF building has its own public lobby and enclosed control station. Separated entrance vestibules are dedicated to outgoing inmate traffic and public and returning incoming inmate traffic. There is a desire to remodel the incoming inmate/public side lobby to break through a wall to connect directly to an area with two holding cells. This inmate 'time-out' holding cell area could then double as a more private search area for inmates returning to the facility from outside work or programs.

A majority of minimum security inmates leave the facility during the week for either work-release programs, grounds and warehouse work positions at neighboring Racine Correctional Institution, or educational/vocational programs at a local technical college.

A small office suite for STF administration offices is located near the main entrance. Small spaces for inmate interviews, medical pill distribution, inmate multipurpose dayroom/programs, game room, library, and classroom are arranged around the central control station and circulation. While these spaces are small, they are adequate for their intended uses. More space for group programs would be beneficial. Minimum security inmates have recreation spaces both at a fenced-in outdoor area with basketball courts and an indoor weight room. Recreation spaces are also small but adequate for their use.

The minimum inmate housing is arranged in three separate wings with ten four-person bedrooms in each wing and two common shared toilet and shower rooms. Bedrooms are well sized for four inmates and associated furniture. Toilet and shower rooms are in good condition. However, shower area ventilation needs improvement in order to maintain finishes in this area.

Both minimum and medium security housing in the Sturtevant Transitional Facility have accessible cells, bedrooms, toilets, and showers, and can successfully accommodate handicapped inmates.

In addition to the main building, there is a separate garage building located across the parking lot that this used for storage of vehicles and maintenance tools and materials storage. This garage building is heated, and contains a toilet room and laundry equipment. STF is able to share main warehouse space and some maintenance functions with adjacent Racine Correctional Institution.

SITE / CIVIL

The facility has good access from Rayne Road. There is ample parking lot space with a main staff and visitor lot adjacent to the building. The repurposing of the original 'probation and parole' housing to RCI medium security housing has reduced the parking needs. The asphalt is in degraded condition in some areas and needs patching. There is a single layer chain link fence with razor ribbon on top on the east side of the building to enclose the minimum housing outdoor recreation area. This fencing is in good condition.

There is no site storm system and all buildings discharge to grade. No site utility infrastructure issues specific to the Sturtevant Transitional Facility were noted. The domestic water distribution system is an 8" main and no problems have been reported.

Primary electrical from We Energies feeds underground to a pad-mounted, step down transformer located south of the building. The underground service lateral feeds into the building's main switchboard.

Backbone multimode and single mode fiber optic is sourced from Racine Correctional Institution (RCI). A 2018 project increased capacity of fiber at the facility. Single mode fiber is reported to be at capacity and multimode has some remaining capacity. Copper cabling for telephone is from AT&T.

MECHANICAL

All air handling systems are original (2004) and function reasonably well. The problems experienced have existed since the facility was first occupied. The systems were designed as constant volume reheat and single zone constant volume which results in large thermal zones providing poor control. Control valves and dampers are failing and is a major maintenance issue. This further contributes to the significant temperature control problems. Ventilation of the shower areas are inadequate resulting in steamy, moldy spaces.

Plumbing issues are many. Mixing valves are failing and have been rebuilt, but they are still problematic. Fixtures are outdated and failing. Copper piping is run to toilets underground and is leaking. It was stated that there are buried valves. The facility also has inadequate shut off valves making repairs very difficult. The water to water domestic heaters have been recently replaced in all housing units, including the storage tanks. The building has a fire sprinkler system but conventional style heads were installed which are frequently being broken by inmates.

ELECTRICAL

Electrical distribution systems for utility and generator sources are original to the institution built in 2003. The overall distribution system appears in good condition. No issues were reported for electrical distribution in the facility.

The facility has a 500 kW diesel generator set in an outdoor enclosure located south of building. The distribution system includes two ATs and distribution panels located in the integrated main switchboard. No issues were reported for the emergency/standby system.

Interior lighting mostly consists of T8 fluorescent systems in good to fair condition.

The fire alarm system is the original Notifier system. The main fire alarm control panel (FACP) is in Central Control, and the two unit control areas have node FACP. The system appears to be in good condition, yet is aging.

SECURITY

The overall integrated security electronics system is original and appears in good to fair condition depending on system. Central control is located at the northwest side of the building. No door locking and control issues were reported during the site visit. However, central control doesn't have ability to control locks in the minimum security Building B. Touch screen human machine interfaces (HMIs) have integrated functions of intercom, paging, and door locking/control. [REDACTED] A project to add three cameras was in process during the site observation. The overhead paging systems are original and analog type manufactured by Dukane. Each building functions separately resulting in all call functions only between buildings. Overhead paging in Dining and HSU was reported to not exist.

Electrified fence is installed on the perimeter fence at the southwest with connection to the RCI site.

Facility Needs

- Building roof replacement
- Upgrade video surveillance system/storage and replace analog cameras with digital

Potential Facility Enhancements

- Remodel no longer used existing west public lobby and tele-visiting into staff training space
- Remodel minimum housing side public lobby to create direct connection to holding/search area
- Replace security electronics system
- Upgrade paging system to digital
- Upgrade interior lighting systems to LED sources
- Replace fire alarm systems

Condition/Function Assessment

Institution: Sturtevant Transitional Facility (STF)

Program Spaces	1	2	3	4	5	Comments
Housing					X	Shower ventilation needs improvement
Special Housing					X	Two 'time-out' holding cells
Recreation					X	Outdoor basketball courts and indoor weight room
Health Services					X	
Foodservice (Kitchen/Dining)					X	
Laundry					X	
Religion					X	
Education					X	
Administration					X	
Vocational					X	Offsite at Gateway Technical College
Treatment				X		Needs additional space
Intake					X	
Maintenance					X	
Visitation					X	Use dining room
Master Control / Sargent Desk					X	
Shipping/Receiving					X	
Warehouse					X	Share space at RCI warehouse
Central Plant						N/A, systems in building penthouse
Public Lobby				X		Desire to connect thru to Holding area for searches

Code	1	2	3	4	5	Comments
ACA					X	
PREA					X	
IBC					X	
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Poorly zoned, single zone, constant volume reheat
Controls			X			Failing valves/dampers, poorly zoned
Plumbing/FP			X			Leaking pipes, lack of zone valves, failing mixing valves, wrong sprinkler heads
Electrical				X		
Telecommunications				X		
Security Electronics			X			Upgrade paging and door locking, upgrade to digital cameras

Site Infrastructure	1	2	3	4	5	Comments
Parking				X		Needs asphalt patching and repair
Perimeter Security					X	Electrified fence exists
Lighting				X		
Electrical Distribution					X	
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution						N/A
Stormwater Control					X	

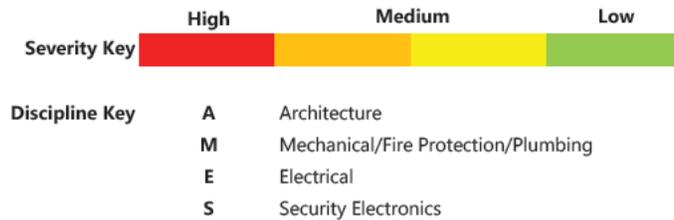
Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Sturtevant Transitional Facility (STF)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Green Housing Unit (part of RCI)	2004	48,550			AMES	
Building B - Minimum Housing	2003	47,650			AMES	
Building C - Garage	2004	2,000				A
Total Square Foot		98,200			96,200	2,000
Percentage of Total Square Footage					98%	2%



Expansion Potential

There is some available State land to the southeast of the Sturtevant Transitional Facility. This is State property that is part of the neighboring Racine Correctional Institution. While there is available land to the south of the STF minimum housing and outdoor recreation area, facility expansion in this direction would be challenging. Access to this area of the site around the back side of the existing building would be awkward. The patrol road for RCI comes around this area to reconnect to the main RCI perimeter. This patrol road would need to be reconfigured yet again. The program and support spaces for STF are working, but are small and at capacity. Similarly, the stand-alone STF mechanical and electrical systems are sized for the current building only. Any expansion of minimum inmate population would need a corresponding expansion of all support spaces, and mechanical and electrical infrastructure.

Workforce

Due to the appropriation of half the facility for Racine Correctional Institution medium security housing using RCI staff, the remaining Sturtevant Transitional Facility minimum security housing has a small workforce of approximately 60 employees. The facility has been reasonably successful in staffing the facility. There are minimal open positions from time to time.

As of March 2019

- No significant open positions reported

5.4 MALE CORRECTIONAL CENTERS

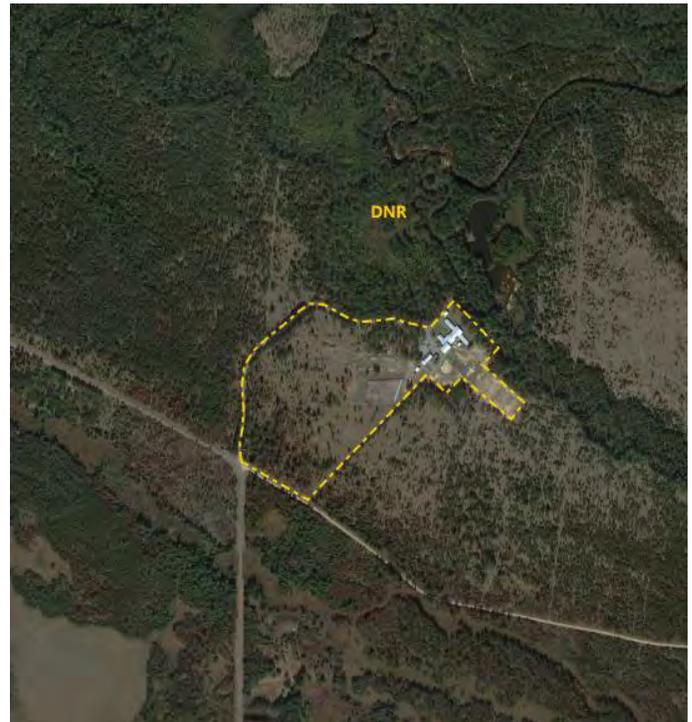
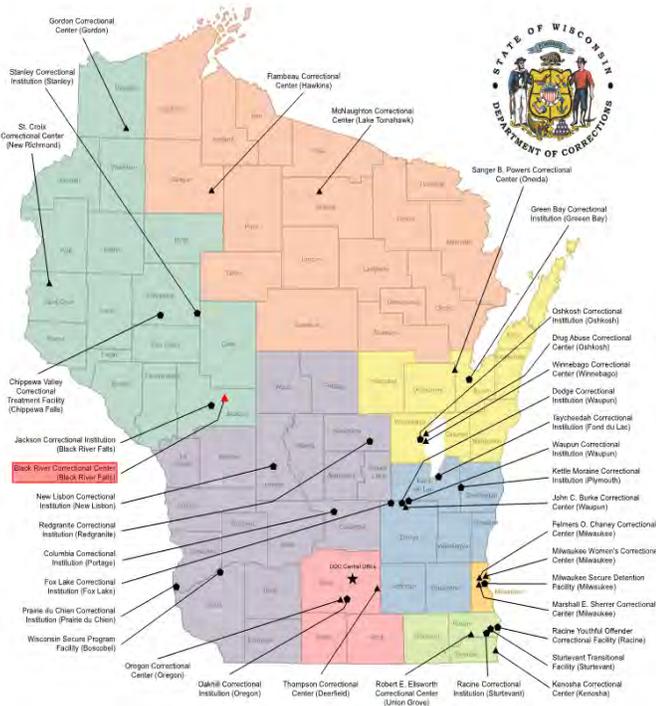
Black River Correctional Center

Summary Statistics

Center: Black River Correctional Center (BRCC)

Address	21W6898 E Staffon Road Black River Falls, WI 54615-6426
Superintendent	Matthew Gerber
Opened	1962 Boys Correctional Camp 1972 Converted to Adult Male Facility 2003 Converted to "Military Bearing" Program 2014 Converted to Low-Risk Earned Work Release
Site Size	160 acres
Total Buiding Area	36,986
Number of Employees	36
Population	136 in January 2019 (Design Capacity 66)
Security Classification	Minimum
Programs	Earned Release Program • GED/HSED Program • Pheasant Program
Industry/Vocational	N/A
Location Map	

State Owned Land Map



Keyed Site Map

Center: Black River Correctional Center (BRCC)



Introduction

Black River Correctional Center is located in the town of Black River Falls, in Jackson County. The facility is located within the Black River State Forest on 160 acres of land owned by the Department of Corrections and houses 138 adult male minimum-security inmates, more than double its design capacity of 66. The surrounding Forest is owned by the Department of Natural Resources. The facility opened in 1962 as a Boys Correctional Camp and was later converted to a military-style boot camp for adult males known as Challenge Incarceration Program (CIP). Today the Correctional Center is focused on the Earned Release Program.

There are seven buildings on campus. The Main Building, School Building, Maintenance Shop and Woodworking, Vehicle Maintenance and Maintenance Shop, Garden Storage, (3) Metal Storage Containers, and the Pheasant Pens.

Assessment Overview

ARCHITECTURAL

Similar to other Correctional Centers, BRCC is affected by over population. Programmed areas have been repurposed for housing and remaining program areas, support spaces, and mechanical and electrical systems are not equipped to handle the number of inmates, resulting in scheduling conflicts, overcrowded spaces, and maintenance issues requiring constant repairs.

The Food Service is undersized for the current population. With limited space and twice as much food preparation than the kitchen was originally designed for, storage and some food preparation occurs in the delivery area/loading dock. The basement includes a small space for food storage, food coolers, and the food service office. There is no elevator serving the basement, so upon delivery, food is brought to the basement using an assembly line of inmates. The dining room seats 40-50 inmates at a time, requiring meals to be served on a rotating schedule. Food service overall is functionally challenged due to its limited size and the expanded inmate population.

To create space for the added population, BRCC converted two classrooms into dormitory style housing accommodating 18 inmates each. The remaining 51 bedrooms in the facility are double bunked rooms. The Housing Building was built in 1961. The original windows are single pane, resulting in large temperature swings, very cold in the winter and hot in the summer. In addition to the windows, the radiators are old and damaged from constant use resulting in inconsistent operation, at times putting out a lot of heat and other times no heat at all. Ventilation is provided by operable windows. The corridors between the bedrooms have no ventilation to assist in moving air through the building so large barn fans and floor fans are used to move air. The toilet and shower facilities (one per wing) are also showing the effects of constant use and increased population. The showers are open rooms with three shower heads off a central pole. Due to the lack of privacy only one inmate uses the shower at a time. The facility has turned off the two shower heads that are not used to avoid wasting water. With 138 inmates the two showers in constant use resulting in scheduling challenges and keeping up with demand. Toilet rooms include four toilets, three urinals, and four sinks per wing.

Special Housing includes one wet cell located across from the Captain's office used for temporary holding. One cell is adequate for the current BRCC population.

There is one dayroom sized to accommodate about 12 people which is completely inadequate to support the increased inmate population.

BRCC has an indoor gymnasium and outdoor baseball diamond and a walking track to support recreation programs. The gym is heavily used, in good condition, and serves as an alternate dayroom when not occupied for recreational programming.

The HSU recently relocated from two converted bedrooms into a larger space just off the main corridor. It consists of one large room with two workstations and a curtain designating exam space. The space is generally working well but there are some concerns with HIPPA since the workstations and exam table are in the same space. Pill distribution is conducted in the housing wings and administered by a sergeant.

The Laundry facility does both institutional and personal laundry. The two washers and two dryers are operated by inmate workings 7 days a week, 12 hours a day. This continual use of the machines from the 1990's, has resulted in many maintenance issues. There is limited storage in the facility for the institutional laundry, so the facility utilizes three shipping containers placed on the property that houses a stock of state issued items.

There is one classroom and one teacher at BRCC. Education is a relatively small program so this is adequate to meet the current need.

There is one Group Treatment Room that supports the primary program at BRCC. The space is adequate but there are concerns about the lack of ventilation and the lack of windows. The space gets very hot in the summer. The former Independent Living Unit (ILU) space has been converted into three additional Group Treatment Rooms and a Sergeant's Office. Treatment spaces are adequate for the needs of the program.

The current Administration area is adequate except for the complete lack of conference rooms. The staff must use the classroom as a conference room through scheduling.

There is no enclosed Central Control. A Sargent desk located between the two housing wings serves as the primary movement and security control point. The front door is the only locking controlled door in the facility.

There is no designated Intake and Receiving area. Inmates enter and exit through the dayroom and are searched (including strip searches) at the Sargent's desk.

There is no designated Shipping and Receiving area. Food service deliveries occur at the door to the basement near the kitchen and general deliveries occur at a pair of double doors on the north side of the dayroom.

BRCC tends not to have significant movement control or contraband issues because the inmates assigned to the Earned Release Program are working to earn time off their sentence and integrate back into the community.

SITE / CIVIL

BRCC is tucked into the Black River Forest adjacent to land owned by the DNR. There are a few outdoor recreation zones including a free standing pavilion with picnic tables, a baseball field, and an outdoor walking track. A unique aspect of this facility is the pheasant program. There is a long building with pheasant pens near the south end of the site to raise pheasants for release. The program employs 10-12 inmates for off-grounds work.

The parking lot will occasionally pool water due to stormwater drainage issues but have not yet experience any significant flooding.

Site utilities have been experiencing problems that are primarily due to the current population which is significantly higher than the number used for the design of these systems. Domestic water comes from two shallow (40-45 foot) wells. The pumps and piping are undersized for the demand, causing periods of low flow and pressure due to increased demand from showers, food service and laundry. The water is very hard, requiring chlorine and caustics to be added. The private wastewater treatment system (septic field) was replaced in 2011 but continues to be over capacity, resulting in frequent maintenance of the sanitary piping system. Site storm water drainage has been a moderate problem where there has been some ponding in the parking lot and other areas.

MECHANICAL

The main building is heated by two propane fired steam boilers that are reported to be in good condition. These boilers feed perimeter radiation and heating coils in air handling units. Most of the radiators are in poor condition. Temperature controls are pneumatic and provide very poor control. Some air conditioning exists but primarily limited to staff occupancies. Ventilation is inadequate throughout and is a primary concern. None exists in the housing wings except for operable windows. Most of the heating and plumbing piping is original. HVAC systems in the other buildings are typically gas fired unit heaters or furnaces and are +/- 20 years old.

The domestic water piping is, and has been, in need of ongoing repairs and replacements. The domestic hot water heaters were replaced in 2013 and consist of one gas-fired and one steam fed water heater. The shower units, mixing valves and other restroom fixtures need to be replaced. There are no fire sprinkler systems in any of the buildings.

ELECTRICAL

The electrical service is rated 600 amps at 208Y/120V, 3 phase. The main distribution panel (MDP) was reported to have minimal capacity to add loads. The generator power supply system for the center consists of a 70 kW propane-fueled unit and one automatic transfer switch (ATS). The generator distribution system was also reported to have limited capacity to add loads. In late 2018, repairs were made to the generator set and ATS due to starting and cranking issues.

Interior lighting mostly consists of fluorescent systems in fair condition. Exterior lighting was reported to be high pressure sodium (HPS) sources with minimal coverage of the site.

The Notifier fire alarm system was indicated to be 1997 vintage. Components to repair the system control panel are difficult to obtain and no longer supported. The Wood Shop and Grounds Shed were reported to not have coverage from the system panel. The Center's telephone system is at capacity.

SECURITY

The video surveillance system consists of 16 analog cameras on a Pelco video management system. Two cameras are in the Program building and three cover the exterior. The system and components are more than 20 years old and reported in poor condition. [REDACTED] Monitoring of system cameras is from the Sergeants desk and Supervisor offices. [REDACTED]

It was indicated the main entrance door has an electric lock and controlled from multiple locations in building. Inmate wing doors and gym doors are secured by magnetic locks released only through fire alarm system. A card access system for employees is at the main entrance and is approximately six years old.

An analog intercom system has two stations at the main entrance and Sergeant's desk.

Facility Needs

- Remodel shower and toilet rooms and add capacity.
- Repair leaking roof on Main Building
- Reroof Program Building.
- Upgrade the well system to address the additional burden from increased population.
- Upgrade video surveillance system and add cameras to improve coverage.
- Replace fire alarm system.

Potential Facility Enhancements

- Expansion and remodeling of Food Service
- Upgrade interior and exterior lighting systems to LED sources.
- Replace aging building panelboards to add capacity.

Condition/Function Assessment

Center: Black River Correctional Center (BRCC)

Program Spaces	1	2	3	4	5	Comments
Housing		X				Toilets are bad
Special Housing				X		Temporary Holding Cell
Toilet/Shower	X					(2) showers for entire population
Recreation				X		
Health Services	X					(2) nurse work stations and (1) exam table in 1 room
Foodservice (Kitchen/Dining)		X				
Laundry		X				
Religion				X		Shares Classroom - Adequate
Education				X		Adequate
Administration			X			
Vocational						N/A
Treatment				X		
Intake	X					No dedicated space. Using Day Room
Maintenance		X				
Visitation	X					No separation between Lobby and Visitation. Small
Master Control / Sargent Desk				X		Open desk, not enclosed space.
Shipping/Receiving	X					
Warehouse						NA
Central Plant						NA
Public Lobby			X			Doubles as Visitation. Small

Code	1	2	3	4	5	Comments
ACA			X			
PREA				X		[REDACTED]
IBC			X			
ADA			X			No Elevator

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC		X				Old, inadequate, inefficient, lacking ventilation
Controls	X					Original pneumatic, poor zoning, lack of comfort
Plumbing/FP		X				Piping deteriorating, fixture replacements needed
Electrical		X				Panels aging w/ limited capacity; fire alarm system obsolete
Telecommunications		X				Recent service provider upgrade
Security Electronics	X					Analog cameras, limited coverage

Site Infrastructure	1	2	3	4	5	Comments
Parking				X		
Perimeter Security		X				Marginal camera coverage
Lighting		X				High pressure sodium sources,
Electrical Distribution			X			
Domestic Water Distribution	X					Shallow, undersized wells, deteriorating piping
Sanitary Service			X			Undersized system due to population
Steam Distribution						NA
Stormwater Control				X		Some site and parking lot ponding

Scoring Key

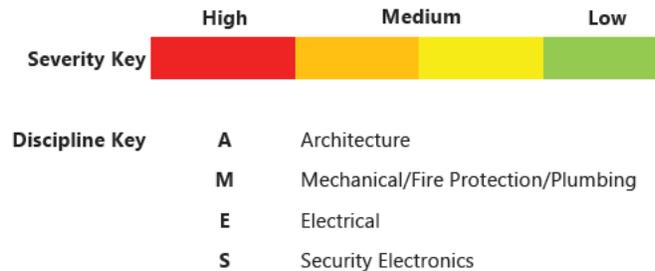
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- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Black River Correctional Center (BRCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Wood Shop					ES	AM
Building B - Main Building	1961	32,850		AM	ES	
Building C - Program Building	1987	1,512			AMES	
Building D - Vehicle / Maintenance	1964	2,624			ES	AM
Building E - Garden Storage Building						AES
Building F - Shipping Containers - Storage						AES
Building G - Pheasant Pens						AES
Building H - Pavilion						AMES
Building I - Gymnasium	See Building B				MES	A

Total Square Foot	36,986		32,850	4,136	
Percentage of Total Square Footage			89%	11%	



Expansion Potential

The current population has maxed out the capacity Food Service and other program spaces. There is space to the west to expand the kitchen which would improve preparation and storage space available. Any further expansion of the population would require significant expansion of all program spaces and supporting infrastructure.

There is ample space on site for any type of expansion, but it would likely require some tree removal.

Workforce

BRCC has 34.5 positions. They offer an alternative work schedule; two shifts at 12 hours and two shifts at 8 hours. The facility doesn't have significant issues with recruiting and retaining staff due primarily to lower stress correctional work associated with the ERP and limited competition for work in the area as BRCC draws from other institutions.

As of January 2019

- Facility has 2 open security positions
- Facility has 1 open treatment specialist

5.4 MALE CORRECTIONAL CENTERS

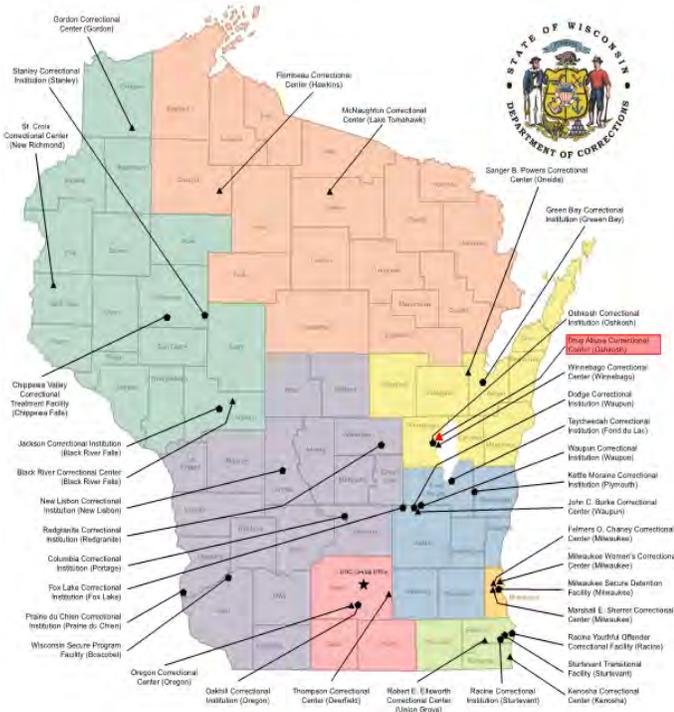
Drug Abuse Correctional Center

Summary Statistics

Center: Drug Abuse Correctional Center (DACC)

Address	4280 N Sherman Road Winnebago, WI 54985-0036
Superintendent	Clinton Bryant
Opened	2012
Site Size	148 acres owned by the state; DACC on 20 acres
Total Buiding Area	123,874
Number of Employees	91 including contract staff (73 staff employees)
Population	294
Security Classification	Minimum
Programs	AODA • Earned Release Program • Thinking for a Change • Cognitive Behavioral Interventions for Substance Abuse • Community Service

Industry/Vocational Location Map



State Owned Land Map



Keyed Site Map

Center: Drug Abuse Correctional Center (DACC)



Introduction

Drug Abuse Correctional Center is located in the City of Winnebago, in Winnebago County. The facility currently houses approximately 273 adult male minimum security inmates. The center sits on 148 acres of Department of Health Services (DHS) land adjacent to the Winnebago Correctional Center (WCC) and the Winnebago Mental Health Institute (WMHI). DACC occupies approximately 20 acres for the building and recreation yard. The campus is open to the public.

The facility was opened in 2012 and is the newest center in the DOC system.

Assessment Overview

ARCHITECTURAL

As the newest facility in the Correctional Center system, the building and infrastructure at DACC are in very good condition. DACC is unique in that all inmates are required to participate in the Alcohol and Other Drug Abuse (AODA) Treatment Program. To the west of DACC is the outdoor recreation yard and open grassland. The two Centers on the campus are very close to each other, with the WCC immediately to the east. A multi-purpose building to be shared between the two Centers was planned, however, construction was never completed. The concrete slab was poured and is now used for a shared basketball court. A main concern for the facility is a lack of program/group therapy space, but a project is currently project underway to renovate the Urinalysis Lab into additional group rooms.

Prior to the new building in 2012, DACC was in Kempster Hall, a 186,000 SF building owned by the DOC that now sits vacant. Although the building is unoccupied, the facility is still required to provide maintenance, security, regular elevator and fire inspections, and provide heat at a cost of 15,000 - \$20,000 per month. There is also an existing tunnel system that runs underneath Kempster that needs to remain operational, including the fire doors. To help manage ongoing costs, DACC is currently working with the City of Oshkosh on the possibility of reducing the fire suppression system to provide service to the tunnel only, which would reduce the expense of heating the entire building.

Housing Units are located on three levels of the building. Each Housing Unit is comprised of three wings of two-level stacked multiple occupant "dry" cells. There are nine cells per wing (eight cells with six inmates and one cell with two inmates) totaling 27 cells per floor and 54 cells over two floors. Each wing has a dayroom and grouped toilet and shower facilities located near the juncture of the wings near the security station. Inmate housing units meet current WI-DOC standards and are fully accessible.

Each floor is served by a central enclosed Security Station that is located to provide good visibility to each housing wing and housing common spaces, and to control movement to treatment spaces.

There are 13 Group Rooms to serve the Treatment program located adjacent to the housing wings on each floor for a total of 26 Group Rooms. Staff spaces are provided in a large central room located between the Group Rooms. Additional Group Rooms are being added to the facility by renovating under utilized Urinalysis Lab space on the first floor.

The Health Services Unit is located on the first floor and provides services for both DACC and WCC, serving approximately 600 inmates. The HSU is in good condition and sized appropriately for the population served.

Food Service is provided by the nearby Oshkosh Correctional Institution (OSCI). Food is delivered to the first floor serving kitchens served in an adjacent central dining area. Food Service functions adequately for the current population.

Other functions provided on the first floor include Public Lobby, Administration, Central Control, Visiting, Intake/Release/Property (with two wet holding cells), Staff Training/Breakroom/Lockers, Maintenance, and Shipping and Receiving. All of these areas are fully functional and adequate to serve the needs of DACC.

Indoor Recreation includes a common weight room on the first floor and common wellness rooms located on the first and second. Outdoor Recreation includes a walking track, horseshoes, basketball, volleyball, Frisbee, softball, a weight machine, and a shelter. These spaces and activities are appropriate for the DACC program.

Institutional Laundry is provided by OSCI. Residential style washers and dryers are provided on each wing for personal laundry.

SITE / CIVIL

The facility is accessed from Sherman Road and shares the entry drive with Winnebago Correctional Center. The area for parking is sufficient. Parking to the north is primarily for visitors and short-term parking and the parking area to the south of the building is designated as staff parking. The south lot is shared with Winnebago Mental Health Institution and is in poor condition with many cracks and potholes.

An unfenced recreation yard is located to the west of the facility. The yard has no lighting which limits its available for use. There is a desire to have lighting added to the yard.

Site utility infrastructure has a few concerns, primarily regarding the domestic water service and site drainage. There are no sanitary system problems or concerns. Water pressure fluctuates from 40-60 PSI which causes occasional problems. The pressure control valve was replaced but did not fix the problem and it remains unresolved. Storm water is diverted around the site but is inadequate and causes some infiltration into the basement. There are also some site drainage issues.

The normal power service is sourced from a pad-mounted transformer located north of the building. Fiber to the building is multimode type. No issues were reported for the electrical and telecommunications services to the building.

MECHANICAL

The heating and ventilating systems are functioning properly and pose no problems for the facility. Temperature controls are electric/DDC and are working well. Any occasional issues are minor and are addressed.

The domestic hot water heaters have been recently. The facility has had problems with the mixing valve and have replaced it. The building has a fire protection system.

ELECTRICAL

The main distribution equipment provides necessary power capacity for this Center. The diesel generator set is in an outdoor enclosure located north of the building. No breaker tripping issues have been experienced on the distribution equipment. It was reported the elevator disconnect shunt device may have experienced operational issues on power loss, but details are unclear.

Interior lighting fixtures are fluorescent systems in good condition. Center staff indicate some of the 26 watt compact fluorescent fixtures controlled by occupancy sensors have starting problems. Exterior lighting was reported to be metal halide.

The fire alarm system is by Simplex. The Center's telephone system is in process of being replaced. Fiber pathway into the building allows water ingress at east side of north wing, right above the tech room.

SECURITY

The video surveillance system consists of a mixture of analog and digital cameras on a GeoVision video management system. The security electronics system has touch screen human machine interface (HMI) but doesn't integrate door control and video surveillance system on it. The HMIs are Wonderware. The card access system is by Schlage.

Facility Needs

- Outdoor recreation yard security lighting
- Camera in the elevator (only key control is to the basement)

Potential Facility Enhancements

- Garage for maintenance equipment

Condition/Function Assessment

Center: Drug Abuse Correctional Center (DACC)

Program Spaces	1	2	3	4	5	Comments
Housing					X	
Special Housing - Hold Units					X	2 wet
Recreation					X	
Health Services					X	
Foodservice (Kitchen/Dining)					X	Servery Style
Laundry					X	
Religion					X	
Education					X	
Administration					X	
Vocational						NA
Treatment/Chemical Dependency					X	
Intake					X	
Maintenance					X	
Visitation					X	
Master Control					X	
Shipping/Receiving						NA
Warehouse						NA
Central Plant						
Public Lobby					X	
Code	1	2	3	4	5	Comments
ACA					X	
PREA			X			
IBC					X	
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC					X	No significant issues, primarily normal maintenance
Controls					X	No significant issues, primarily normal maintenance
Plumbing/FP					X	No issues
Electrical					X	Interior lighting is fluorescent, some fixtures with occ. sensor control have issues
Telecommunications				X		Fiber pathway has water ingress at east side of north wing, right above tech room
Security Electronics					X	No significant issues, HMI isn't integrated with door control and cameras
Site Infrastructure	1	2	3	4	5	Comments
Parking					X	
Perimeter Security						None
Lighting				X		Exterior lighting is metal halide
Electrical Distribution				X		Normal and generator power sourced from
Domestic Water Distribution				X		Only pressure fluctuation issues
Sanitary Service					X	No issues
Steam Distribution						NA
Stormwater Control				X		Some basement water infiltration

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Drug Abuse Correctional Center (DACC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Correctional Center	2010	123,874			MES	A
Total Square Foot		123,874			123,874	
Percentage of Total Square Footage					100%	



- Discipline Key**
- A Architecture
 - M Mechanical/Fire Protection/Plumbing
 - E Electrical
 - S Security Electronics

Expansion Potential

There is land available to the west of the recreation yard that could be developed. This space is adequate for an expansion and could accommodate a duplicate of the existing DACC building, and/or expansion of the outdoor recreation yard.

The current need at this facility is more group rooms to accommodate their program driven treatment. This need is being addressed with a current project to remodel the existing Urinalysis Lab to create more spaces for group therapy.

Additional needs include a garage to store outdoor equipment for lawn care and snow removal that is currently parked in the lot and exterior lighting for the recreation yard.

Workforce

DACC has 91 total employees, 73 staff employees and 18 contracted employees. The facility faces significant challenges in acquiring and retaining social worker staff, particularly those with AODA certification. The current vacancy in social worker positions is even higher than normal due to the current project provide more group rooms which will require more staff.

The facility is located on the same property as WMHI and is in competition for treatment staff. As a DHS facility, WMHI is able to offer more competitive wages, putting DACC at a disadvantage.

Security staff at DACC is made up of Captains and Sergeants only. Although there are currently some vacancies, DACC is confident they will be able to fill them because they are able to offer promotions to attract candidates from other Institutions.

The maintenance staff is responsible for maintaining the new building as well as Kempster Hall. The uniformed staff has had to step in and assist with miscellaneous maintenance needs due to staff shortages.

DACC contracts for medical and dental services. DACC employees one HSU Manager that also covers John Burke CC and WCC, and two Medical Program Assistants (MPA's).

As of December 2018

- Facility has 4 open security positions (of 34 total positions)
- Facility has 14 open social works with AODA credentials positions (of 27 total positions)
- Facility has 1 open maintenance position
- Facility has 1 open office staff position (of 3 total positions)

5.4 MALE CORRECTIONAL CENTERS

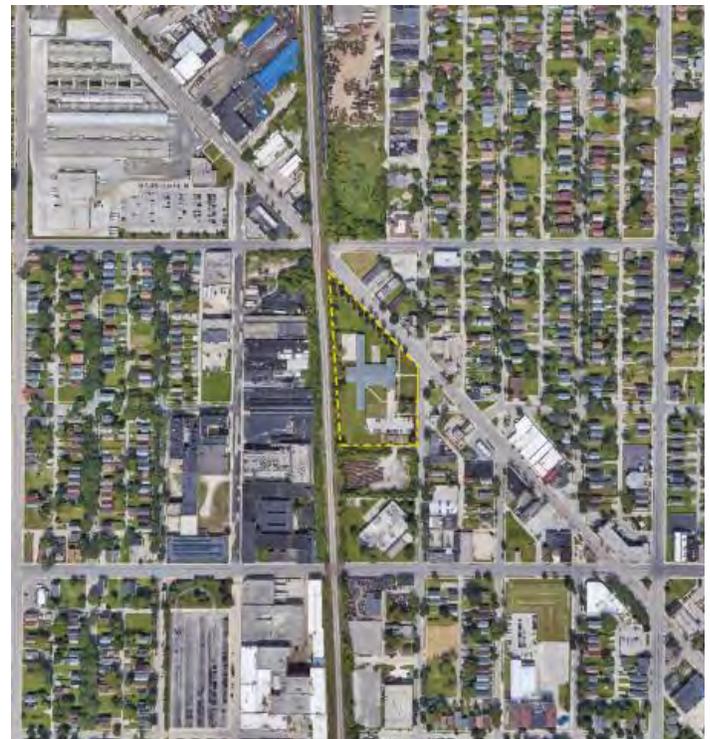
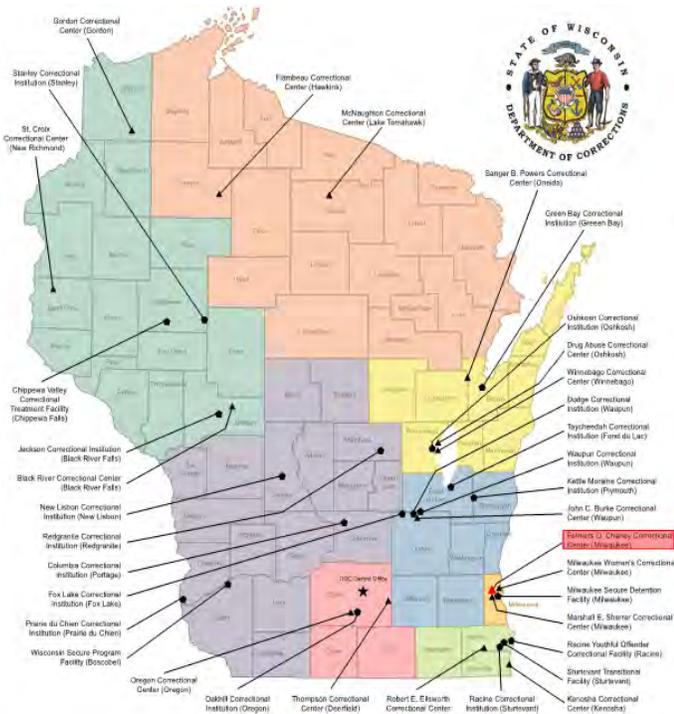
Felmers O. Chaney Correctional Center

Summary Statistics

Center: Felmers O. Chaney Correctional Center (FCCC)

Address	2825 North 30th Street Milwaukee, WI 53210
Superintendent	Tejuana King
Opened	2000
Site Size	3.8 acres
Total Buiding Area	0
Number of Employees	27
Population	110
Security Classification	Minimum
Programs	Earned Release Program • High School Equivalency Diploma
Industry/Vocational	MATC - Welding
Location Map	

State Owned Land Map



Existing Site Map

Center: Felmers O. Chaney Correctional Center (FCCC)



Introduction

Felmers O. Chaney Correctional Center is located in Milwaukee, in Milwaukee County. The facility houses 110 adult male minimum security inmates. The center's property consists of about 3.8 acres, landlocked by commercial properties. Opened in 2000, the facility is one T-shaped building similar to a number of other centers. The primary program offered at FCCC is Earned Work Release, with 65 inmates currently involved in work release programs. In addition, there are 25-30 inmates that work at the facility; kitchen, maintenance, etc.

Assessment Overview

ARCHITECTURAL

Although FCCC is one of the newer facilities in the DOC Centers system, they have been short space since the day it opened, running over the original design capacity of 100 inmates. The bedrooms were designed and sized to be double bunked, however rooms are triple bunked when population goes over 100. The double bunked rooms are adequate.

The Health Services was renovated by combining two rooms. Although the room is now larger than originally designed, it is still undersized for the population.

The Kitchen and Dining Rooms are both functioning well for the facility, size and layout is appropriate. The Kitchen uses the basement for additional storage space, which is working fine for the facility. The Food Service Leader's office is small and could use more space. Inmates eat meals in shifts in the Dining Room which is adequate. The Dining Room is also used for many other purposes; visitation, program space, religious services, and training. The Dining Room is working out well for these other purposes, and the facility manages this space through scheduling. There are dividers to separate the space, but they are rarely used.

There is a small room for indoor inmate recreation with weight machines and a treadmill that is acceptable.

Laundry is split between personal and state issued. The state issued laundry is laundered by inmate workers with 1 commercial washer and 1 commercial dryer. The equipment is original and the facility would like new. Each housing wing has a personal laundry room, both were recently renovated and are working well. The personal laundry equipment takes a lot of abuse.

Storage is an issue at FCCC, as there is not enough storage space. Additionally, there is no proper loading dock, only an overhead door at a small receiving area. When a shipment comes in, the contents are carried in by inmate workers and instantly brought to their designated spots. Maintenance space inside the building is a small office in the mechanical room and storage space is shared with property storage. More maintenance space is needed.

There is a wooden shed adjacent to the parking lot for lawn care and outdoor maintenance storage. This shed is too small and the facility has also added a metal shipping container on the grass adjacent to the parking lot for additional storage use.

Intake doesn't have a proper space. The incoming inmate rooms are prepared ahead of their arrival, they arrive in state issued clothes, property search is conducted in the property office, and then inmates are brought directly to their rooms.

Central Control is located in the between the two housing wings to provide direct line of sight down both wings. The space for Central Control is adequate. There is one 'dry' holding cell that is used only a couple of times a month and is adequate.

The Administration is lacking meeting space. There is only one conference room that seats 6-8 people and also acts as the breakroom. It is heavily used. An adjacent storage room holds the microwave for staff use, but there is no sink. There is no public lobby and visitors need to use the entrance vestibule for waiting. This situation tends to back up at visitation times.

Original interior finishes are holding up reasonably well with some ongoing repainting. Original door hardware is beginning to fail and is being fixed or replaced as needed. Exterior brick and windows are in good shape. Asphalt shingle roof is original and nearing the end of its useful life.

SITE / CIVIL

FCCC is surrounded by a low 4-foot high chain link fence. The facility is having issues with persons from the community coming onsite, and issues with contraband coming in from the outside. The facility would like a taller fence to reduce these issues.

There is a full-size basketball court that is used heavily by the inmates. There is a taller screened fence around the recreation area to limit visibility and inmates are not allowed next to the fence in order to limit interaction with the community. There is no walking track or passive outdoor recreation for inmates.

There is a small retaining wall along the sidewalk at the north side of the property which is deteriorating. Facility would like to remove wall and re-grade the site and remodel the fence in this area. There are no issues with site drainage.

The parking lot is used by staff only, and there is a fence gate to limit entry. The lot is not large enough, specifically at shift change. The facility did some cold patching of the asphalt in the summer of 2018, which is holding up.

Domestic water and sewer services are provided by the City of Milwaukee. Storm water from downspouts discharges to grade. There are no domestic water, sanitary or storm water issues, or concerns.

Electrical service to the site is provided by We Energies. No issues were reported for the electrical service.

MECHANICAL

The building is heated by a gas fired hot water boiler that supplies hot water to perimeter radiation and constant volume air handling units. One unit that serves the administration area has a DX coil for air conditioning. The health services unit and the control room are served from the same unit and it provides poor temperature control. There is no ventilation system other than operable windows in the housing wings and it is a primary concern of the Center due to poor air quality. There is inadequate outside air introduced through the ventilation systems which prevents proper air changes through the toilet/shower areas and is a code violation. The housing wings are heated by perimeter hot water heat which is poorly zoned. Original pneumatic controls provide poor temperature control throughout. Ventilation is provided from operable windows. As a result, the ventilation is poor, especially in cold months when the windows are closed.

The plumbing fixtures were replaced in 2018 but they are experiencing ongoing repairs for fixtures of that age and usage. The showers are also a security and privacy concern. Due to these issues, only three of six showers are used. The laundry experiences occasional back-ups causing localized flooding. There are no fire sprinkler systems in any of the buildings.

ELECTRICAL

The distribution systems at this Center consists of an 800 amp, 208Y/120V, 3 phase utility service, and an 80 kW diesel generator set with one automatic transfer switch. Interior lighting mostly consists of fluorescent systems in fair to good condition. Exterior site lighting includes LED in parking areas and high intensity discharge (HID) types at other locations on site. No issues were reported for site lighting.

A kiosk is in dining, and wi-fi tablets are available on a limited basis to inmates. A video phone is used for hearing impaired inmates.

The Simplex fire alarm panel is in the Control Center and is original.

SECURITY

The Geovision video surveillance system has capacity for 32 cameras and there are currently 16 cameras installed at the Center. Existing analog cameras are replaced with digital as failures occur. Three of the nine interior cameras, and two of the seven exterior cameras are digital. Storage was reported to be 3 months. The original Simplex security panel located in the Control

Center failed, and a replacement project is in process. Doors are controlled from the Control Center and the exterior doors have a 15 second delayed egress. Overhead paging is through the telephone system with all call functions to both internal and external areas. There is keypad access control at the main door for staff use. The facility has a swing gate with intercom to Control, a keypad at the entrance, and in-pavement sensors to exit.

Facility Needs

- Add proper mechanical ventilation to housing, toilet/shower, and health services areas
- Upgrade original temperature controls and zoning

Potential Facility Enhancements

- Administration expansion for additional conference rooms and a breakroom
- Expanded Health Services space
- [REDACTED]
- Expanded parking lot for staff
- Upgrade interior fluorescent lighting to LED
- Added camera coverage in basement storage area
- Larger or additional storage shed for maintenance and facility storage
- Added fire sprinkler system for whole building

Condition/Function Assessment

Center: Felmers O. Chaney Correctional Center (FCCC)

Program Spaces	1	2	3	4	5	Comments
Housing					X	Acceptable for double bunk configuration
Special Housing - Holding Cells					X	One 'dry' holding cell, is adequate
Recreation					X	Limited equipment due to size of room
Health Services			X			Too small
Foodservice (Kitchen/Dining)				X		Adequate, lack of enough storage space
Laundry				X		Adequate, aging institutional equipment
Religion					X	Using dining space
Education					X	Using dining space
Administration			X			Need Conference rooms and Breakroom, offices are ok
Vocational					X	N/A, have welding program off-site
Treatment/Chemical Dependency					X	Using dining space
Intake				X		Using dining space and property office
Maintenance			X			Limited space
Visitation					X	Using dining space and outdoor patio
Master Control					X	Adequate, centrally located
Shipping/Receiving			X			Receiving area at overhead door too small
Storage		X				Not enough in basement, outside shed or metal container
Central Plant				X		Mech room on ground floor
Public Lobby				X		No lobby, use entry vestibule

Code	1	2	3	4	5	Comments
ACA				X		Limited dayroom space
PREA					X	No issues
IBC			X			No fire sprinkler system
ADA					X	No issues

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC		X				Uneven temperatures, lack of ventilation/make-up air
Controls		X				All old pneumatic controls
Plumbing/FP				X		No plumbing issues, no fire sprinkler system
Electrical					X	Limited breaker space, adequate size, fluorescent lighting
Telecommunications				X		Tablets on wi-fi with limited access for inmates
Security Electronics				X		Project in process to replace failed security panel

Site Infrastructure	1	2	3	4	5	Comments
Parking				X		Would like larger lot
Perimeter Security				X		Adequate for site, would like taller fence
Lighting				X		Parking upgraded to LED, rest of site is adequate
Electrical Distribution					X	We Energies underground service
Domestic Water Distribution					X	No problems identified
Sanitary Service					X	No problems identified
Steam Distribution			X			Poor heat distribution in wings
Stormwater Control					X	No problems identified

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: **Felmers O. Chaney Correctional Center (FCCC)**

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Correctional Center	2000	26,985			AMES	
Total Square Foot		26,985			26,985	
Percentage of Total Square Footage					100%	

	High	Medium	Low
Severity Key			
Discipline Key	A Architecture	M Mechanical/Fire Protection/Plumbing	E Electrical
	S Security Electronics		

Expansion Potential

There is only minimal available space on the site to the north and south of the building. The expansion capacity of this area is very limited.

Since the existing facility has maximized use of all its building square footage, any housing expansion would require associated expansions of core support functions. This includes toilet/shower facilities, group rooms, and an exercise room. Additions to the food service and health services area would also be needed to increase capacities.

Workforce

FCCC has 27 employees and 30 total positions. There are 17 security staff and 10 non-security. Recruiting and retaining security staff has not been a major issue. FCCC has had staff transfer in from other facilities. The medical staff is contracted, leading to a large amount of turnover. The medical staff being DOC employees would be preferred. The maintenance position was recently filled but was vacant for an extended period.

As of January 2019:

- Facility has 1 open sergeant position
- Facility has 1 open full-time teacher position
- Facility has 1 open half-time nurse position.

5.4 MALE CORRECTIONAL CENTERS

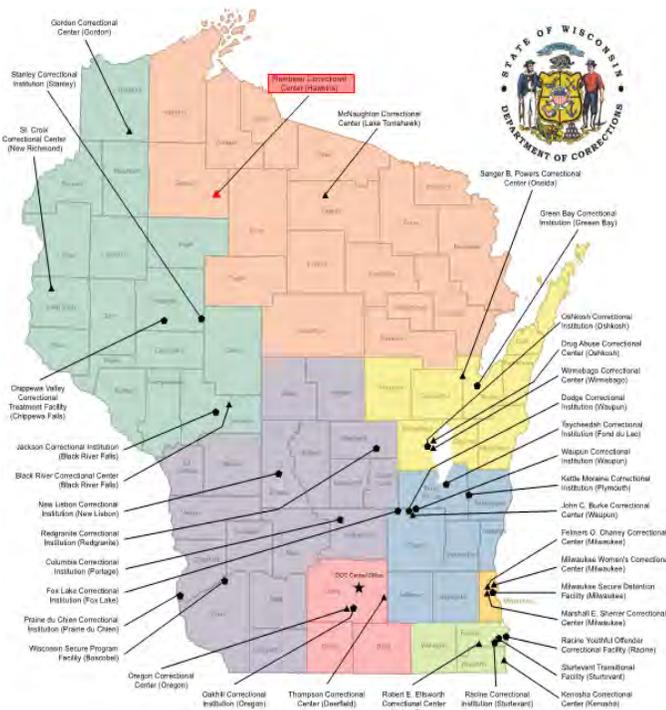
Flambeau Correctional Center

Summary Statistics

Center: Flambeau Correctional Center (FCC)

Address	N671 County Road M Hawkins, WI 54530-9400
Superintendent	Carmen Dohms
Opened	1954 Correctional Camp 1960's Juvenile facility 1980 Adult Male Correctional Center
Site Size	44 acres
Total Buiding Area	34,133
Number of Employees	21
Population	100
Security Classification	Minimum
Programs	Earned Release Program • Thinking for a Change • High School Equivalency Diploma

Industry/Vocational Location Map



State Owned Land Map



Keyed Site Map

Center: Flambeau Correctional Center (FCC)



Introduction

Flambeau Correctional Center is located in the city of Hawkins in Sawyer County and is surrounded by 44 acres of heavily forested land in the Flambeau River State Forest. FCC currently houses approximately 100 adult male minimum security inmates but was originally designed for 50 inmates. The doors were opened at FCC in 1954 and the facility has undergone a couple transitions in both its primary program and resident population, from adult males to male juveniles and back to adult males. The primary focus today is on the Earned Release Program, offering two core curricula, Thinking for Change and Cognitive Behavioral Interventions for Substance Abuse. A wide range of other ancillary programs are offered as well, and inmates have the ability or attend school to work toward earning a High School Equivalency Diploma and work in the wood shop to learn woodworking, finishing, and machine safety skills.

Assessment Overview

ARCHITECTURAL

FCC has been working to complete many of the projects that were highlighted in the 2009 study. There are, however, a couple of spaces that could use attention.

The Kitchen and Dining Room are undersized for the current inmate population. To compensate for the lack of space and capacity, FCC implements a constant feed line which, along with the number of inmates on work release, allows them to meet the needs of the population. The main kitchen sink is along an exterior wall which has caused a number of issues with cracks and leaks, resulting in some significant rotting requiring the exterior wall to be repaired. The equipment is old, causing many maintenance issues. The Food Service office and storage are located in the basement.

The Toilet and Shower Room addition was completed in 2010 and is of adequate size, however, the finishes are in poor condition. The number of fixtures is managed by the rotation of work release inmates is acceptable for the current population.

The dormitory-style Inmate Housing is very tight and don't work very well for the large population. There are 13 smaller bedroom housing 3-4 inmates each and also three large dormitory style rooms that house 8-12 inmates each. The facility was originally designed to house 50 inmates, so doubling the population as resulted in doubling the number of inmates assigned to each room.

The Treatment and Education spaces are in located in the basement in space formerly occupied by the weight room. The basement is not handicapped accessible. The spaces are separated by partitions on the sides but are open to the main corridor due to lack of ventilation in the basement, creating privacy and HIPPA concerns. There is one staff office serving education and treatment, but it does not have a window or ventilation so is very uncomfortable.

The Health Services Unit is the most recent space to be renovated, completed by in-house staff and inmate labor in January 2019. The renovated space doubled in size and consists of one large, open room with three desks, two for the doctor and nurses and one for the electronic medical records computer. The workstations are separated from the exam table by a privacy curtain. This arrangement is working for the facility but, due to HIPPA concerns, conversation must be limited when inmates are present.

A Library space is centrally located off the main corridor and functions adequately.

The Administration has undergone several modifications an space reassignment to accommodate the program needs of FCC. The conference room was converted to use for the HSU, the meeting room is used for meetings and inmate visiting, and work room and holding rooms have been converted to office use. In general, there is enough office space to accommodate current staff, but are lacking dedicated conference/meeting space.

FCC has a gymnasium that provides Indoor Recreation activities. Due to the need to convert other recreation space in the central building to treatment and education, the gymnasium has nee divided into four quadrants to incorporate a dayroom, weight lifting, handball/volleyball, and basketball.

The Laundry includes two washers, one dryer, a folding area, and a mending area for institutional laundry. A separate room with two washers and two dryers is used for personal laundry. The size and configuration of the laundry facilities are adequate for the current population.

There are two other buildings on the property, a Garage and the Wood Shop. The Garage is divided into heated storage and cold storage and is in adequate condition. The Wood Shop is the only vocational program on site, includes a dust collection system, and accommodates up to 10 inmates. This building is also in adequate condition.

FCC is unique in that it serves as a hub for all the northern facilities. All inmates being moved to McNaughton, Gordon, St. Croix, or Flambeau will stop at Flambeau. This occurs happens every Wednesday, with as many as 30 inmates showing up at one time, placing a significant strain on FCC because there isn't enough space to hold that number of inmates during processing and property exchange. This process can take 2-3 hours and, depending on the number of inmates that particular week, may involve using both the visitation room and the parking lot.

SITE / CIVIL

FCC has a large, open outdoor recreation yard. The recreation yard includes of a baseball field and newer blacktop walking path. There have been no issues with contraband or inmates trying to escape due to the Earned Release Program and the incentive of a reduced sentence and because the facility is so remote.

The parking lot is undersized when the facility is fully staffed. This issue is heightened on Wednesdays when a bus of inmates arrives to be processed into the northern facilities.

Domestic water is provided from a 100 gpm well and a 4 gpm backup well. Storm water from downspouts discharges to grade. There have been storm water problems in the past, and landscaping improvements have helped, but it is still an occasional problem. The sanitary system consists of two, 20 year old stabilization ponds, sized to serve 70-90 inmates. Average occupancy is around 100 inmates so the system is slightly overloaded. The lift station is now 25 years old. There are no domestic water issues or concerns.

Jump River Electrical Cooperative provides service to the site. Water entering the main electrical room from around service conduits has occurred mainly in the spring. Fiber optic cabling serving the facility network and copper cabling serving the telephone system enters the building on the east basement wall of the telecommunications room (TR) room.

MECHANICAL

The building is heated by three oil fired hot water boilers; however the newest boiler failed some time ago so they currently operate with the two 15 year old, 600 MBH boilers. The boilers supply hot water to perimeter radiation and constant volume air handling units from piping in a crawl space/tunnel. Window air conditioners serve the administration area and program area. The Control Center is cooled by two split system units. The communication room has one split system. A make-up air unit provides outdoor air for the food service needs. Housing units have operable windows for ventilation. Many other spaces have few or no windows such as classrooms, occupied basement spaces, treatment, and HSU office and so are lacking any ventilation. Original pneumatic controls are reported to be in good condition but provide poor temperature control throughout and are well past their useful life.

The plumbing fixtures are said to be in fair condition but are showing signs of age and overuse due to the heavy usage. The laundry is functional, but due to current occupancy, it is in very heavy use and puts a strain on the stabilization ponds. There is no fire sprinkler system in the building.

ELECTRICAL

The electrical service is 400 amps at 208Y/120V, 3 phase. An 80 kW diesel generator in the Garage/Shop and one automatic transfer switch (ATS) provides 100% backup for the facility. The system is approximately 20 years old in good condition. It was part of the utility's peak energy program and has been removed from that program. The electrical service and MDP were replaced by a project with an estimated completion date of 2005. Panels and components downstream of the main panel are original equipment and are past useful life of 30-35 years.

Interior lighting consists of T8 fluorescent systems that provide adequate lighting levels. Exterior lighting consists of high pressure sodium wall mounted and pole mounted fixtures. Site lighting was reported to be adequate for security purposes.

The fire alarm system is Notifier and reported to an addressable system. The TR equipment racks house servers, routers, patch panels and associated components.

SECURITY

The Geovision video management system (VMS) was reported to be from around 2005. This system is in the IT room. A single DVR located in Control was reported to [REDACTED]. Monitoring is in the Control Center with viewing capability from the Security Captain and Superintendent's office. Analog cameras total 19, with 16 throughout the Center, one PTZ camera in the Gym, and two PTZs for exterior coverage. A camera project in late 2018 added two digital units in the Garage and one in the Wood Shop. Additional cameras in the Bunkhouse would improve coverage at the facility. [REDACTED] [REDACTED] A total of four cameras are installed in the basement, two near the classroom, one in the kitchen and one in corridor.

Exit doors in inmate housing areas and the gym have magnetic holds released from Control through the fire alarm system. A paging system accessed through the telephone system provides all call to interior and exterior areas and provides adequate coverage for this facility. HSU and administrative offices have emergency distress systems that alarm to Security Control.

Facility Needs

- Upgrade toilet and shower room finishes
- Replaced Food Service freezers and coolers
- Expand and repair the parking lot
- Diagnose and repair electrical room water infiltration issues
- Increase security camera coverage in main corridor

Potential Facility Enhancements

-
- Expansion to Food Service and Dining
- Addition for an Intake area
- Addition for Treatment and Education spaces
- Upgrade treatment ponds
- Replace the electrical distribution system - Panels original and rusting

Condition/Function Assessment

Center: Flambeau Correctional Center (FCC)

Program Spaces	1	2	3	4	5	Comments
Housing				X		
Special Housing						NA
Recreation				X		
Health Services					X	Newly reomodeld space
Foodservice (Kitchen/Dining)		X				
Laundry				X		
Religion						
Education		X				
Administration				X		
Vocational				X		
Treatment		X				
Intake			X			
Maintenance				X		
Visitation				X		Can be small at times
Master Control					X	
Shipping/Receiving						
Warehouse			X			
Central Plant						
Public Lobby				X		
Toilet/Shower	X					Size is rated 5, Quality is rated 1

Code	1	2	3	4	5	Comments
ACA				X		
PREA					X	
IBC				X		
ADA	X					

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Significant lack of ventilation, aging systems
Controls		X				Old pneumatic controls
Plumbing/FP			X			No fire protection, heavily used & aging fixtures
Electrical	X					Service & main panel upgraded. Other panels original from 1963
Telecommunications			X			Fiber optic reported with spare capacity
Security Electronics				X		Geovision VMS w/ mostly analog cameras. Add cameras.

Site Infrastructure	1	2	3	4	5	Comments
Parking		X				
Perimeter Security			X			Lighting and camera coverage is adequate
Lighting				X		T8 interior, high pressure sodium wall & pole mounted exterior
Electrical Distribution			X			Water reported to enter from around service conduits
Domestic Water Distribution					X	No issues reported
Sanitary Service		X				Stabilization ponds and lift station are old and over capacity
Steam Distribution						NA
Stormwater Control			X			Occasional site drainage issues

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Flambeau Correctional Center (FCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Garage	1965	3,900			S	AME
Building B - Wood Shop	1955	2,813			MS	AE
Building C - Correctional Center	1956	22,460		AM	ES	
Building D - Gym / Boiler Room	1973	4,960		M	ES	A

Total Square Foot	34,133		27,420	2,813	3,900
Percentage of Total Square Footage			80%	8%	11%

	High	Medium	Low
Severity Key			
Discipline Key	A Architecture	M Mechanical/Fire Protection/Plumbing	E Electrical
	S Security Electronics		

Expansion Potential

FCC is surrounded by forest on three sides and a river on the east. Between the Center, Parking Lot, Garage, Wood Shop, and Outdoor Recreation Yard, the open green space is limited. Adjacent land is available for expansion but would require tree removal.

Since the existing facility has maximized the use of all its building areas, any housing expansion would require associated expansions of core support functions, including food service, health services, group rooms/treatment rooms, and recreation.

Workforce

FCC has 21 employees. The facility has had issues acquiring staff, largely due to the remote location. Security staff and treatment specialists with AODA certifications are particularly difficult positions to fill. They have not been fully staffed since April 2018.

As of February 2019:

- Facility has 2 open security positions
- Facility has 2 open treatment specialist positions
- Facility has 1 open corrections supervisor position.

5.4 MALE CORRECTIONAL CENTERS

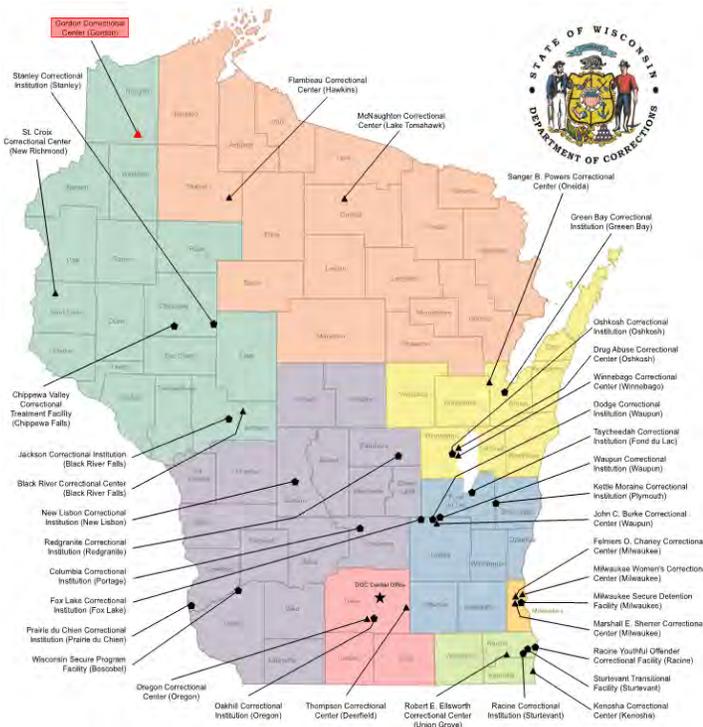
Gordon Correctional Center

Summary Statistics

Center: Gordon Correctional Center (GCC)

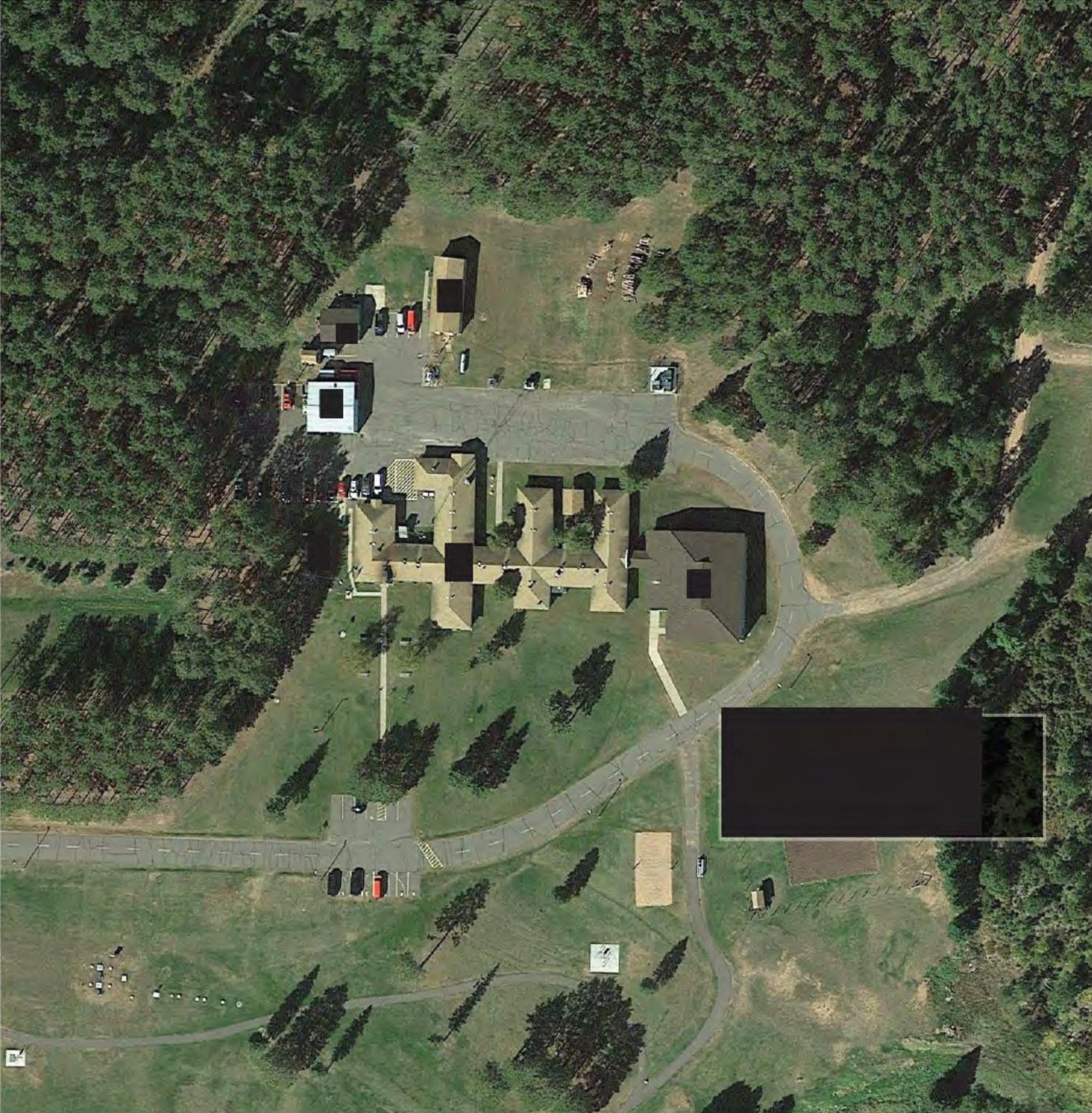
Address	10401 East Country Road G Gordon, WI 54838
Superintendent	Christine Suter
Opened	1954 built 1962 became part of DOC
Site Size	60 acres
Total Buiding Area	30,507
Number of Employees	20
Population	90
Security Classification	Minimum
Programs	Work Release Program • Community or State Agency Projects • Drivers Education
Industry/Vocational Location Map	Carpentry

State Owned Land Map



Keyed Site Map

Center: Gordon Correctional Center (GCC)



Introduction

Gordon Correctional Center (GCC) is an adult male minimum security center located in the village of Gordon in Douglas County located on 60 acres of land within the Brule River State Forest and is the most northern facility in the Department of Corrections system.

GCC offers work release programs with local employers with an emphasis on maintaining that employment upon release. Other opportunities include education toward earning a High School Equivalency Diploma and programs for inmates with identified needs base on the availability of volunteers and community partners. GCC also provides work crews to work with local government agencies and non-profit organizations on a variety of work projects.

Assessment Overview

ARCHITECTURAL

GCC was originally built in 1954 for a population of 52 but has increased the population to approximately 90 inmates. Housing has been expanded by adding bunks to existing bedrooms and converting some program spaces to housing. The original design had four large dormitory rooms that have been divided into multiple two and four-person rooms. The original library and multi-purpose rooms have been converted to large dormitories. The bedrooms and dormitories are tight requiring sharing of wardrobes to reduce the amount of furniture and address space issues.

Two hardened Temporary Living Unit (TLU) cells were added in the central space of the building adjacent to the inmate stair to the basement. The rooms are of concrete masonry unit construction with detention door, frame, and hardware and a metal bunk and mattress, but are not “wet” cells and no natural light. These rooms are used for temporary holding.

The Toilet and Shower facilities are undersized for the population. There are five sinks, five toilets, and five urinals. The gym has an additional two sinks and two toilets, however, they are used for emergencies only and remain locked. The shower room has four heads with no dividers and are generally only used by two inmates at a time.

A gymnasium, built in 1981, provides indoor Recreation opportunities. The original hobby room was converted to a small Dayroom. The gym has been divided in half to provide basketball on one side and a weight room, a pool table, and some seating on the other. The size and condition is of these recreation spaces are adequate.

Space for personal Laundry was added by converting the weight room in the 1981 gymnasium addition and is adequate to meet the needs of the facility. Institutional Laundry is provided by a separate large laundry room in the original building and includes two washers and two dryers. The room is adequate in size and layout but the equipment, with the exception of one new dryer, is aging and will need to be replaced in the future.

The Food Service function is working relatively well. The Kitchen and Dining Room are both adequate in terms of size and location and are working well for the facility. The Kitchen was expanded to the west of its original design relatively recently providing much needed space for equipment and food preparation. A walk-in cooler and freezer are located on the main level, but the primary food storage area, additional cooler/freezer space, and the food service leader’s office is in the basement and accessible by only a narrow, non-code complaint stairway resulting in inefficiencies in both storing and accessing supplies. The Dining Room operates over two shifts to meet the needs of the expanded population. The finishes, particularly the floor (identified as possible asbestos), are aging and should be considered for replacement.

Health Services is located within a single room in the Administration wing. The room is too small for the needs of the facility. They currently have one workstation shared by two nurses, a medical records closet, minimal storage, and an exam table.

The Administration spaces are currently adequate for the facilities needs.

The Visiting Room is immediately adjacent to the entry and small Public Lobby and fully visible from the Control Center. Due to the lack of conference/meeting space in the adjacent Administration area, visiting is used as meeting space when not hosting visitors. GCC has not employed video visitation yet but would like to entertain the possibility.

The Control Center is centrally located with direct line of sight to visitation and the main hallway. Functions include video monitoring, paging (inside and outside zones), and monitoring duress alarms. There is no door control, card access, or intercom communication to the front door.

The Property Room, Canteen, Barber Shop, Multipurpose Room (training, AA, volunteer services), Work Release Sergeant's Office, a caged area for records and health services supplies, and a Maintenance space are all located in the basement. The maintenance space includes an office tool room, caged yard tool area and basic storage. All adequate to meet the needs of the facility's needs, except for accessibility issues.

Education is offered in a heavily used classroom building located to the north of the main building, across the parking lot. This building is a double-wide construction trailer with space for a Teacher's Office, Work Release Office, Library, Computer Room, Classroom, and small mechanical room. There is no plumbing in this building and there are stairs leading into the trailer.

SITE / CIVIL

All site utility infrastructure is said to be in functional condition. The site has two wells that are cross connected to serve all buildings on the site (100% redundancy). Both wells are currently being rehabilitated and the piping on the furthest well is breaking due to freezing conditions. The site is also served by a septic field and all sewage passes thru a sewage grinder which is in good condition. There were no site drainage issues noted.

Electrical infrastructure was reported to adequately serve the facility. The fiber entrance facility is in Property Storage and high pair count copper cabling serving the telephone system enters in the Boiler Room. Telecommunications infrastructure was said to be adequate for this Center.

MECHANICAL

The building was built in 1954 and a gymnasium was added in 1981. The HVAC system was upgraded in 1990 and has experienced typical issues and maintenance that would be expected at that age. The building is heated by oil fired steam boilers and perimeter radiation. Ventilation is provided by operable windows in the inmate areas. There is no DDC control in the building. The administrative areas have pneumatic controls and the inmate areas have self-contained control valves. This building experiences poor temperature control.

The sanitary waste and vent piping is believed to be original to the building. There is a sewage ejector that serves the gymnasium area that is in good condition. The domestic water is heated using an oil-fired water heater.

ELECTRICAL

The electrical service is 400 amps at 208Y/120V, 3 phase. An 80 kW diesel generator with one automatic transfer switch (ATS) provide 100% backup for the facility. The generator system is approximately 20 years old in good condition. The main distribution panelboard (MDP) is fed from the ATS. The majority of the electrical system components were replaced in 2002. Generally, space to add to existing branch panelboards exists.

Interior lighting systems are T8 and T12 fluorescent types. The T12 fixtures are replaced with T8 as they fail. Illumination levels were said to be considered adequate for the Center. Exterior lighting was reported to be a mixture of high pressure sodium and metal halide building and pole mounted fixtures. Site lighting levels were reported to be adequate for security.

The fire alarm system is Siemens. A 2018 project replaced the control panel and system components.

SECURITY

A Geovision video management system (VMS) from approximately 2005 is in the Control Center and the single DVR was reported to [REDACTED]. Monitoring is in Control with capability to tie-in from the Security Captain and Superintendent's office. There are 16 analog cameras throughout the Center, one fixed camera in the Garage, one PTZ camera in the Gym, and three PTZ exterior cameras for site coverage. [REDACTED]

[REDACTED] There is also one fixed, digital camera in the telephone room. Additional cameras

would improve coverage at the facility. [REDACTED] There is a key-watch system in place with staff access during all three shifts.

Exit doors in inmate housing areas 1 through 4 and the gym have magnetic holds released from Control through the fire alarm system.

The paging system is accessed through the telephone system and consists of overhead paging throughout the interior and four zones of exterior paging. Lack of intelligibility was reported to exist in some locations.

Personal duress is through individual "screamers" for staff that alarm in Control. HSU has an emergency distress button that also alarms in Control.

Facility Needs

- Replace leaking and inefficient windows
- Replace Dining Room finishes
- Remodel showers to individual stalls
- Replace toilet and shower finishes (tiles)
- Replace aging institutional laundry equipment
- Add air conditioning to visiting
- HVAC and plumbing systems would need continued maintenance including but limited to steam trap repair
- [REDACTED]

Potential Facility Enhancements

- Health Services Unit expansion
- Administration expansion to provide conference/meeting space
- Replace double-wide trailer classroom building with permanent structure
- Upgrade access to basement (elevator, code compliant stairs)
- Replace leaking windows
- HVAC systems should be upgraded to improve temperature control in administrative areas.
- Add cameras to improve coverage

Condition/Function Assessment

Center: Gordon Correctional Center (GCC)

Program Spaces	1	2	3	4	5	Comments
Housing		X				Rooms tight, windows poor, toilets light
Special Housing			X			Farily new, two dry holding rooms
Recreation				X		Reduced space, moved weight and hobby to partial gym
Health Services	X					Too small. One room for workstations and exam table.
Foodservice (Kitchen/Dining)				X		Kitchne expanded. Cracked asbestos flooring in dining
Laundry				X		Personal adequate. Central Laundry needs better ventilation., equipment
Religion			X			Not dedicated space but adequate
Education	X					Temporary double-wide trailor, not accessible, security issues
Administration	X					Small, no conference space, inmate accessible
Vocational	X					Offsite or share with education onsite
Treatment/Chemical Dependency			X			
Intake	X					No dedicated space
Maintenance			X			Storage limited, inadquate vehicle storage
Visitation					X	
Master Control				X		Good visibility and size, equipment issues
Shipping/Receiving	X					3'-0" Door
Warehouse	X					No dedicated space
Central Plant						NA
Public Lobby		X				Very small
Toilets/Showers			X			Shower heads in open room, no dividers

Code	1	2	3	4	5	Comments
ACA		X				Room sizes, dayrooms, toilet/showers
PREA				X		Shower privacy
IBC			X			Kitchen stairs, old building grandfathered
ADA	X					Few areas accessible

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC		X				
Controls			X			
Plumbing/FP		X				
Electrical					X	
Telecommunications					X	
Security Electronics				X		Add cameras to improve coverage

Site Infrastructure	1	2	3	4	5	Comments
Parking		X				
Perimeter Security				X		
Lighting				X		
Electrical Distribution					X	
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution						NA
Stormwater Control						NA

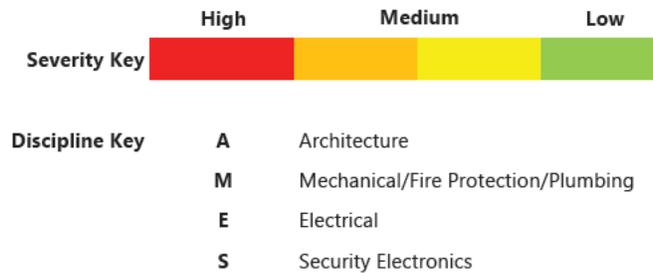
Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Gordon Correctional Center (GCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Wood Shop						AE
Building B - Classroom Building		1,500			AES	
Building C - Garage						A
Building D - Emergency Generator Building						AE
Building E - Correctional Center	1954	22,600		M	AES	
Building F - Gymnasium	1981	6,407		M	E	A
Total Square Foot		30,507		29,007	1,500	
Percentage of Total Square Footage				95%	5%	



Expansion Potential

GCC is surrounded by forest on three sides and more open land to the south that can be used for outdoor recreation. Adjacent land is available for expansion but, depending on location, may require tree removal.

Since the existing facility has maximized the use of all its building areas, any housing expansion would require associated expansions of core support functions, including food service, health services, group rooms/treatment rooms, and recreation.

Workforce

GCC has 19 full time employees, one full-time contract Nurse, one part-time LTE Nurse, and one full-time contract ESS. Recruitment and retention have been a struggle and they've had a lot of vacancies. GCC has gone to 12-hour shifts, which has helped. Competition is not with other Centers, but rather with opportunities available in larger cities and hour north and south.

As of February 2019

- Facility has 1 open Captain position
- Facility has 1 open Employment Self-Services

5.4 MALE CORRECTIONAL CENTERS

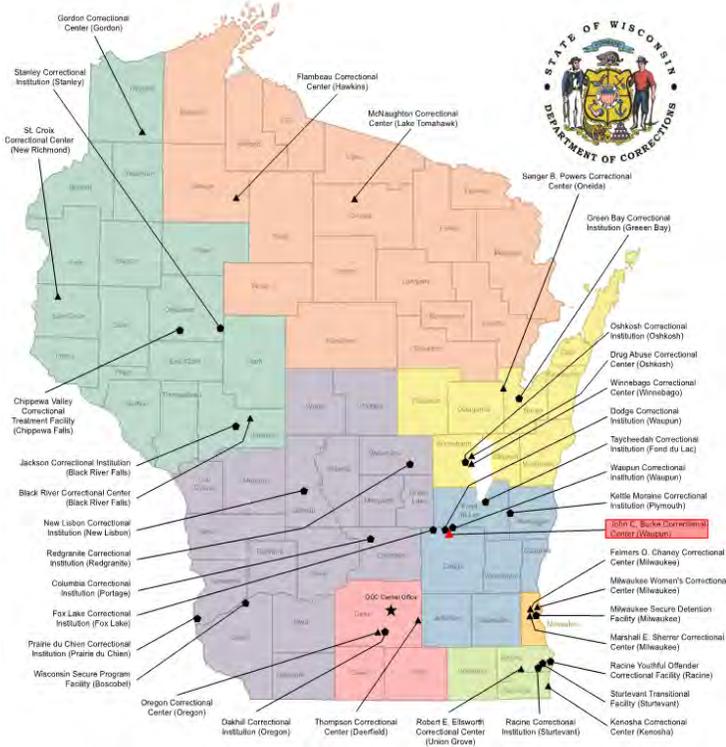
John C. Burke Correctional Center

Summary Statistics

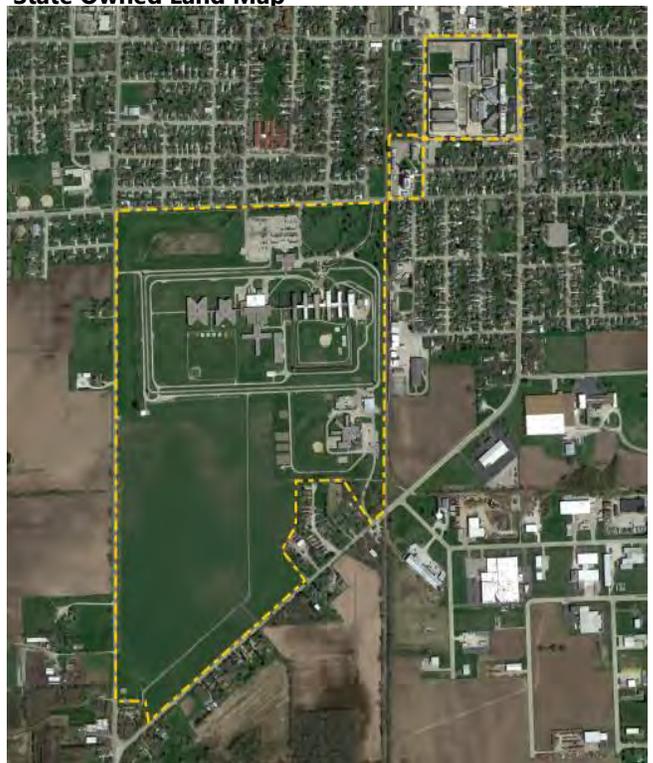
Center: John C. Burke Correctional Center (JBCC)

Address	900 South Madison Street Waupun, WI 53963-0900
Superintendent	Nicholas Redeker
Opened	1990 Minimum-Security Male 2000 Women's Facility 2011 Minimum-Security Male
Site Size	12 acres
Total Buiding Area	75,624
Number of Employees	52
Population	270
Security Classification	Minimum
Programs	Work Release Program • Community or State Agency Projects

Industry/Vocational Location Map



State Owned Land Map



Keyed Site Map

Center: John C. Burke Correctional Center (JBCC)



Introduction

John C Burke Correctional Center is located in the city of Waupun, in Dodge County and is located adjacent to Dodge Correctional Institution and two blocks away from Waupun Correctional Institution. The JBCC and DCI sit within the 230 acres of state owned land, JBCC using only 12 acres of that total area. The facility was built in 1990 and is one of three minimum security centers that is surrounded by a secure perimeter fence as a “fenced minimum” facility.

GCC offers work release programs with local employers with an emphasis on maintaining that employment upon release. Other opportunities include education toward earning a High School Equivalency Diploma and programs for inmates with identified needs base on the availability of volunteers and community partners. GCC also provides work crews to work with local government agencies and non-profit organizations on a variety of work projects.

The inmate population recently has been around 270 inmates which is higher than their typical 250. The facility was originally designed to have a maximum population of 186. Additional population is accommodated by double-bunking most cells.

Assessment Overview

ARCHITECTURAL

JBCC has an efficient Housing plan layout with an elevated control station at the center of six housing wings, three wings stacked two levels high. The control station has visibility down all six wings, maximizing efficiency since the entire housing unit can be monitored from one location. The remaining spaces in the building were designed for a much lower population and severely strained by the increased population.

There are four Toilet and Shower Rooms serving the six housing wings. The rooms are located in the central area connecting the housing wings and between two adjacent wings. The number of fixtures is inadequate for the overall population but is able to be managed due to staggered shifts for work release inmates.

There is one Special Housing wet holding cell to hold inmates for transfer. The holding cell works adequately but there should be at least two based on the higher population. There are a total of three accessible cells in the facility which is inadequate to meet State requirements and ADA guidelines. Observation cells should be considered for PSU.

Food Service is significantly undersized for the population. There is an overall lack of space for food preparation, flow is challenging, and storage is located in the basement, resulting operational inefficient due to the need to move food product from storage to production. Aging equipment requires ongoing maintenance and the dish area is undersized. The dining room is also undersized but is able to be managed over two shifts due to the number of the inmates out on work release.

Health Services The health service needs have increased, however, the staffing has not. There is one exam room, one provider room, a lab, and a medication/medical records room. There is no waiting room, pill distribution occurs in the hallway, the HSU Manager is on-unit and shares space with two other nurses, and the space required for telemedicine equipment is inadequate. HSU is a high-priority for JBCC due to increasing numbers and an aging population.

The Education space is undersized. Education is the only non-work release program at the facility and gets heavy use. The program operates in one room that is also used as a multipurpose room and for religious services. There is a full-time teacher on staff that has their workstation in the room.

Heavily used Recreation spaces include a gymnasium, TV Room, and Weight Room, the gymnasium is adequately sized and in relatively good condition but not used for multi-purpose use due to poor acoustics. The TV room/Dayroom and Weight Room are not large enough for the population of JBCC.

JBCC has both institutional and personal Laundry spaces. The institutional laundry room is located in the basement and includes two industrial washers and dryers and a large folding area to handle all the institutional laundry need. The size and function of the space is adequate. Personal laundry is done on the housing units. There are eight stacked commercial units that are running continuously. These units get a lot of abuse and are constant maintenance issues.

Visitation occurs daily and is held in the Dining Room. During the week the space is adequate but on the weekends it is undersized, resulting in the use of the Dining Room. Visitation can be move outside in good weather.

The Gatehouse contains the Administration functions and is the point of entry and exit for all movement into and out of the facility. All staff, visitors, intakes, and inmates traveling to and from work release pass through the Gatehouse. The building is very small and can get crowded with the heavy amount of traffic it receives. The metal detector is located in the corridor immediately outside of Administration, resulting in a traffic pinch-point. The Administration area itself is undersized resulting in a shortage of staff offices. Intake utilizes one wet cell as a shakedown room.

SITE / CIVIL

JBCC is located to the south of Dodge Correctional Institution on the same State owned land. The property includes five buildings, but two are not owned by the JBCC. A State garage and a creamery are not part of the facility but use the same driveway which cuts through the parking lot. The added traffic flow from these buildings has impacted the parking lot surface.

The parking lot size is sufficient for the number of staff but can get full during visitation.

The property is fenced with a large ball field and basketball court for outdoor recreation.

The loading dock is within the secure perimeter and requires a 90 degree turn though gate and into the dock. The maneuvering in this area is difficult and has resulted additional maintenance issues repairing the gates.

All site utility infrastructure is said to be in good functional condition except for some issues with the steam service from the Waupun Central Generating Plant. The two pressure reducing valves have had a history of requiring replacement due to valve seat erosion and some shut off valves need to be replaced. No issues related to the sanitary sewer system or the storm drainage on site were expressed.

Electrical service to the facility is provided by Waupun Electric Utility from a pad-mounted step-down transformer located to the north of the Correctional Center. The service lateral feeds the main switchboard in the electrical room. No issues were reported for the electrical service to the building. No issues were noted for telecommunications and various services to the Center.

MECHANICAL

The heating and ventilation systems in the Correctional Center are 30 years old and have the typical issues and maintenance that would be expected at that age. Controls are pneumatic and are largely original. This is the source of the greatest problems, maintenance and repair. Few areas have air conditioning and it is needed in areas such as the school and canteen. The HSU has cooling but the equipment is difficult to access and is oversized which causes comfort and operational problems. The basement food storage area has a 2-ton cooling unit in it which is undersized due primarily to heat producing systems such as refrigeration piping and air-cooled ice machines that are in the space. Some staff areas were formerly inmate spaces and do not have air conditioning.

Plumbing system issues or deficiencies were limited to incorrectly pitched sanitary drain lines in inmate bathrooms, inadequate clean-outs in the kitchen, and frequently plugged toilets and urinals.

ELECTRICAL

Electrical systems for utility and generator sources are original to the Center. Typical life expectancy under observed operating condition is 30-40 years for main distribution equipment.

The existing main switchboard is rated at 1600 amps. It was reported the available capacity to add loads is unknown for this switchboard. The generator is a 100 kW packaged set located in the basement. The generator feeds a single automatic transfer switch. It is estimated there is minimal limited capacity available to add loads to the generator system.

Lighting systems consist primarily of interior fluorescent systems and exterior high intensity discharge fixtures. The exterior fixtures are at the buildings and in parking areas. [REDACTED]

The fire alarm system is Simplex with a model 4100 control panel. The system is original at the end of useful service due to age and availability of parts to keep it functioning properly.

SECURITY

The video surveillance system is Geovision with capacity for 32 cameras and a single DVR reported to [REDACTED]. There are 30 total cameras that are a mixture of analog and digital types. Additional cameras would improve coverage at the facility. Controlled entry points include the main gate and truck gate. The overhead paging system is accessed through the telephone system and is original to the Center. Radio systems are adequate yet have room for improvement.

Facility Needs

- Upgrade locking systems throughout the facility
- Expand Special Housing to include a wet holding cell and PSU observation cells
- Upgrade interior finishes - floor tile, sheet vinyl, carpeting
- Address outstanding ADA accessibility issues
- HVAC and plumbing systems would need continued maintenance and some improvements to the temperature controls, and plumbing fixtures.
- Upgrade fire alarm system

Potential Facility Enhancements

- Expand of Education space
- Expand Health Services
- Expand to Administration offices
- HVAC and plumbing systems should be upgraded to improve temperature control and replace plumbing fixtures and renovate shower/restrooms.
- Upgrade to integrated security electronics systems with door control, intercom, video surveillance and monitoring systems.
- Upgrade lighting systems to LED sources.

Condition/Function Assessment

Center: John C. Burke Correctional Center (JBCC)

Program Spaces	1	2	3	4	5	Comments
Housing		X				
Special Housing		X				Need more rooms
Recreation	X			X		TV Room and Weight Room (1), Gym (4)
Health Services	X					
Foodservice (Kitchen/Dining)	X					
Laundry - Facility			X			
Laundry - Personal	X					
Religion	X					
Education	X					Not suitable
Administration	X					
Vocational						N/A
Treatment/Chemical Dependency						N/A
Intake	X					Gatehouse and Property Room are used.
Maintenance			X			
Visitation	X					
Master Control		X				Needs updating
Shipping/Receiving				X		Maneuvering is a challenge
Warehouse						N/A
Central Plant						N/A - receives from Waupun Correctional Institution
Public Lobby						N/A

Code	1	2	3	4	5	Comments
ACA			X			
PREA					X	
IBC			X			
ADA					X	First level is accessible

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC		X				Approaching end of life
Controls	X					Problematic, old, high maintenance
Plumbing/FP			X			Fixture drainage issues
Electrical		X				Approaching end of life, generator system has minimal capacity
Telecommunications				X		
Security Electronics	X					Original systems, additional cameras required for coverage

Site Infrastructure	1	2	3	4	5	Comments
Parking			X			Shared with Creamery and Garage next door.
Perimeter Security		X				Limited to gate intercom and camera
Lighting				X		
Electrical Distribution				X		No issues with Waupun Electric Utility
Domestic Water Distribution					X	No issues
Sanitary Service					X	No issues
Steam Distribution		X				PRV and shut off valve replacements
Stormwater Control					X	No issues

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: John C. Burke Correctional Center (JBCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Garage	1994	1,456				MES
Building B - Correctional Center	1989	74,168		AMES		
Building C - Gatehouse						MES
Total Square Foot		75,624		74,168		1,456
Percentage of Total Square Footage				98%		2%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

There is ample property to the west of JBCC outside the secure perimeter for expansion. The facility is already operating beyond capacity and nearly all support and program functions are undersized and should be expanded. If housing we to be considered for expansion, and expansion of all support an program spaces would be required.

JBCC in the same area as two large Institutions is a concern because of staffing. Although there is property to grow, the workforce is limited.

Workforce

JBCC currently has 52 staff. JBCC is in immediate proximity of two large maximum-security institutions (WCI and DCI) and close to the medium-security Fox Lake Correctional Institution. While that proximity results in a large pool of correctional professionals to draw upon, there are staffing shortage at all of the institutions. As a minimum-security facility, JBCC is able to draw staff from the institutions due to the less stressful work conditions. This, however, has a negative impact on overall staffing in the area.

January 2019:

- Facility has 1 open Captain position.
- Facility has 1 open Sargent position.

5.4 MALE CORRECTIONAL CENTERS

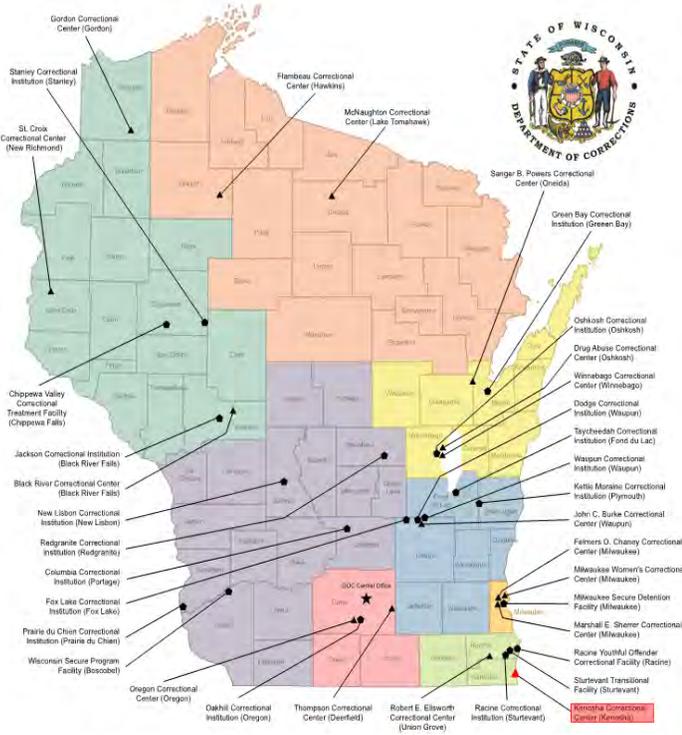
Kenosha Correctional Center

Summary Statistics

Center: Kenosha Correctional Center (KCC)

Address	6353 14th Avenue Kenosha, WI 53143
Superintendent	Michelle Hoffmann
Opened	1990
Site Size	4.5 acres
Total Buiding Area	0
Number of Employees	21
Population	120
Security Classification	Minimum
Programs	Work Release Program • Community or State Agency Projects • Drivers Education

Industry/Vocational Location Map

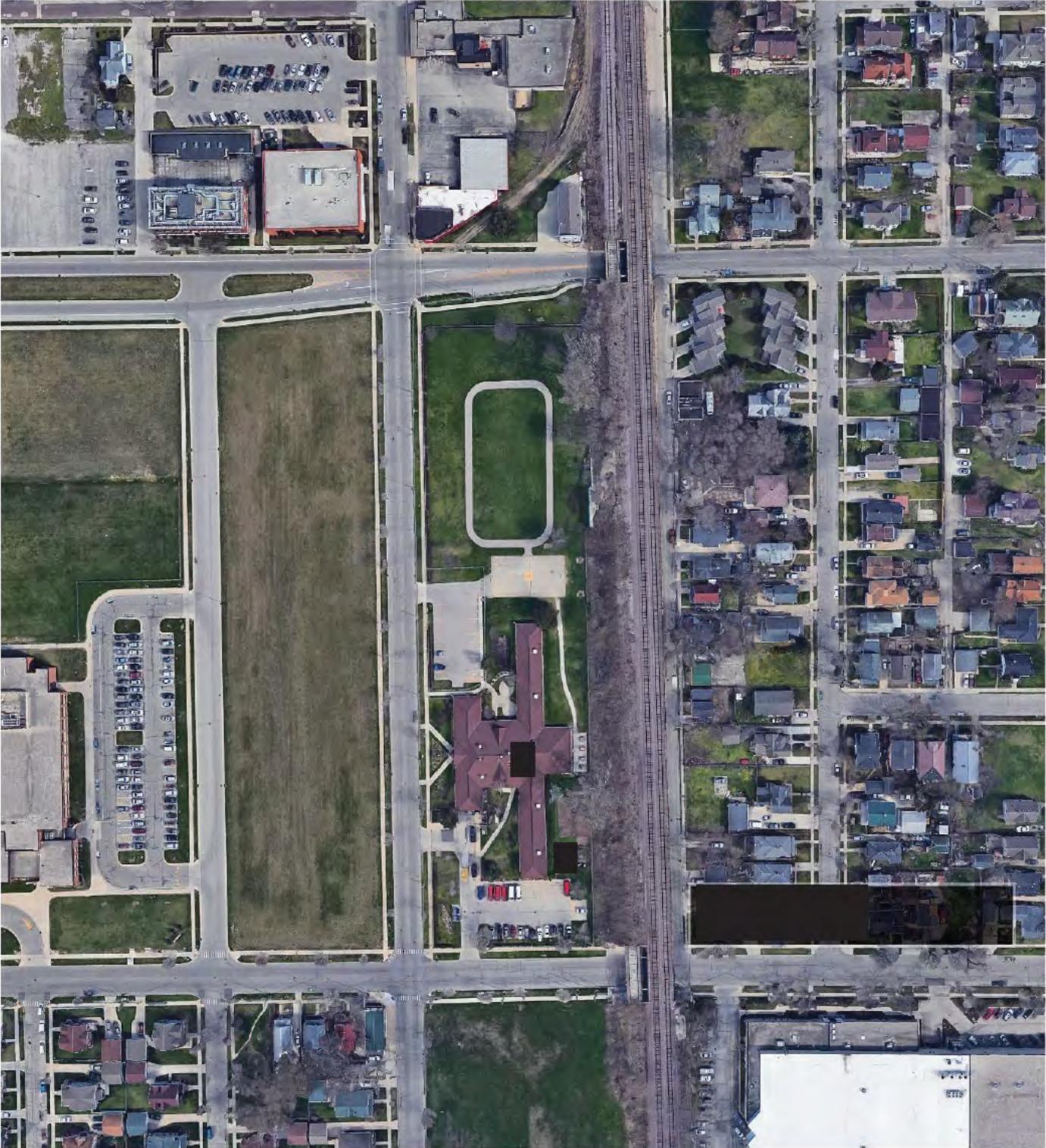


State Owned Land Map



Existing Site Map

Center: Kenosha Correctional Center (KCC)



Introduction

Kenosha Correctional Center is located in the city center of Kenosha, in Kenosha County. The facility currently houses approximately 120 adult male minimum security inmates. The facility consists of one T-shaped building similar to a number of other centers. The center property consists of 4.25 acres of land enclosed by a 4-foot high chain-link perimeter fence, and surrounded by residential blocks to the north, east and south, and a Middle School to the west. The facility was opened in 1990 with an original design capacity of 60 inmates. Since opening, all bedrooms have been double occupancy despite the original design intent for single occupancy rooms. The primary program at KCC is work release, with 60-70 inmates participating.

Assessment Overview

ARCHITECTURAL

The primary challenge at KCC is the facility originally being designed for 60 inmates and the current population being double that. The housing units are maxed out and cannot take on any more inmates. Double occupancy in the bedrooms is manageable. However, all the programmed spaces are undersized for the larger population. The toilet and shower rooms are not sized appropriately, although the three work release shifts stagger the inmates enough that the quantity of fixtures has not been manageable. Shower rooms need partitions for better PREA compliance, and shower finishes need repairs. The television room, exercise room, and dayroom are also very heavily used spaces by the inmates. The television room and dayroom square footage is adequate with the help of inmates out on work release. However, the small exercise room can get very crowded. At maximum only 8 inmates can use that space at one time.

The kitchen is inadequate. There is very limited space, requiring the facility to place kitchen equipment into the corridor. There is very little storage space in the kitchen, all dry storage is in the basement. As similar with many centers the Dining Room space is a multipurpose room; serving dining, religious services, intake, visitation, and staff training functions. The space does not allow all the inmates to eat at one time, meals are served in 2 by housing wing. Visitation must also be scheduled in shifts based on the housing wings due to the limited space. The current schedule for visitation is four days a week, 2 days designated for each housing wing. The facility has no educational or vocational programs.

Health Services Unit is a one room space that houses two workstations and an exam table which can be sectioned off by a curtain. This space is currently not an issue for staff, and is managed through scheduling.

Central Laundry is slightly cramped, but adequate. All laundry is done in-house. The personal laundry space is very heavily used and there are often issues with inmates needing to get laundry done for work release employment.

Central Control is located in the between the two housing wings to provide direct line of sight down both wings. The space for Central Control is adequate. There is one 'wet' cell used for 'time-out' holding. Intake is done in the dining room with 7-8 inmates at a time with some orientation as well.

The Administration is tight on space. There is only one conference room that seats 6-8 people. It is heavily used, and some training is done in the dining room. Some offices have been doubled up to accommodate current staffing levels. There is no public lobby and visitors need to use the entrance vestibule for waiting. This situation tends to back up at visitation times.

KCC is a one level facility, all primary inmate areas on that level. There is no true loading dock, but is an overhead door with a small receiving space, which works well. There is very little storage space on the main level. The basement houses most storage and maintenance with the only way to access is down a flight of stairs. There is a ramp next to the stairs to allow for boxes to be slid down to the basement level. There is also a mezzanine level for mechanical equipment. Access to the mechanical equipment is via a ships ladder. This mezzanine access is difficult and a major concern in regards to staff safety.

The exterior brick and windows are in good condition. The asphalt shingle roof is in fair condition. There is an exterior wooden utility shed used for outdoor maintenance equipment storage. It is in decent condition and is adequate.

SITE / CIVIL

There are two parking lots on the property, and both are used by staff only. Both lots are in fair condition and beginning to show their age. Parking lot paving and sidewalks need repairs. The staff must also use the street for parking as do all visitors. The site is easily accessed. To the west of the property is a Middle School. KCC was built prior to the middle school, and there have been no issues with the proximity of the two facilities. Some accommodation is made by KCC keeping inmates inside the building during school drop-off and pickup times.

There are some site drainage issues with water ponding at the north housing wing. There has been some water intrusion into the living area at times. Site grading needs to be improved in this area.

The outdoor recreation yard is lined with a chain link fence. There have been some contraband issues coming from the outside. However, the facility does not plan to revise any fencing at this time. The existing chain link allows for better visibility of anyone approaching the fence.

Domestic water and sanitary sewer services are provided by the City of Kenosha. Storm water from downspouts discharges to grade. There are water penetration issues near the loading dock which causes dampness and water in the basement where clothing is stored. Sanitary lines are frequently plugged due to items inmates flush down the toilets.

Electrical service is provided by We Energies from a pad-mounted step-down transformer located south of the facility. The service lateral feeds main equipment in the electrical room. No issues were reported for the electrical service to the building. No issues were noted for communications technology services to the Center.

MECHANICAL

The building is heated by two gas fired hot water boilers that are original, in poor condition and need to be replaced. These boilers feed perimeter radiation and heating coils in air handling units. There are four air handling units of which two have cooling coils providing air conditioning to the dining hall and administration. These systems are in the mezzanine which is hard to access, and is very tight, making maintenance very difficult. Original pneumatic controls provide poor temperature control. There is no ventilation system other than operable windows in the housing wings and it is a primary concern of the Center. There are no make-up air systems for the laundry and toilet room exhaust systems. Food service staff offices have no air conditioning.

The showers are single pole type and have needed ongoing repairs. They are also a security and privacy concern. Water softeners are located in the mezzanine. There is no easy or safe way to get salt to the softeners and as a result, they haven't been used in roughly 20 years. There have been piping leaks over the years and it was reported that cast iron piping is deteriorating. The only areas with fire sprinkler systems are the kitchen and basement.

ELECTRICAL

Electrical systems for utility and generator sources are original to the facility. Typical life expectancy is 30-40 years for electrical equipment and will soon be nearing end of useful life.

The existing main equipment is rated 1200A at 208Y/120V, 3 phase with available space and capacity to add loads. The generator is a 135 kW Kohler diesel packaged set in an outdoor enclosure. The facility has one automatic transfer switch.

Interior lighting systems are mostly fluorescent. A 2018 project upgraded to LED sources in the inmate housing wings, control center, TV room, kitchen and corridors, resulting in increased lighting levels and light quality. Exterior lighting could be improved by adding lighting at the northeast part of the site. Railroad tracks exist along the entire east perimeter. There is no perimeter coverage.

The fire alarm system was replaced in 2009 with an addressable system. No operational issues were identified. There are multiple service providers for telephone and other communications systems at the facility. The telecommunications/electrical room houses the rack serving all systems.

SECURITY

The Geovision video surveillance system with capacity for 24 cameras and a single DVR. A total of 16 cameras are a combination of analog with a few IP digital types. Several cameras are pan-tilt-zoom (PTZ) type with point, click zoom system control. Coverage is generally adequate. An additional camera at the north part of the east site would improve overall coverage at the facility. The overhead paging system is accessed through the telephone system. A recent project added a digital booster to the analog radio system. The KeyWatcher system is beyond useful service life and needs to be replaced.

Facility Needs

- HVAC and plumbing systems need continued maintenance and some improvements to the temperature controls, ventilation, and plumbing fixtures
- Add exterior camera at northeast site
- Add exterior lighting at northeast site
- Replace analog cameras with digital

Potential Facility Enhancements

- Addition to the front for proper Lobby/Entry
- Easier and safer access to mechanical equipment on mezzanine.
- HVAC and plumbing systems should be upgraded to improve temperature control, ventilation, and replace plumbing fixtures and renovate shower/restrooms
- Upgrade security electronics system to digital with cameras, new monitoring and paging
- Replace aging electrical equipment
- Add sprinkler system to housing area on main level

Condition/Function Assessment

Center: Kenosha Correctional Center (KCC)

Program Spaces	1	2	3	4	5	Comments
Housing					X	Single rooms have been doubled, is manageable
Special Housing - Holding Cell					X	One holding cell is adequate
Recreation				X		Indoor weight room is too small
Health Services				X		Adequate
Foodservice (Kitchen/Dining)			X			Cramped space, kitchen equipment in the hallway
Laundry				X		Cramped space, but is manageable
Religion					X	Use dining room
Education						N/A, no educational programs
Administration				X		Cramped, needs more meeting and office space
Vocational						N/A, no vocational programs
Treatment/Chemical Dependency					X	Use dining room
Intake				X		Use dining room
Maintenance				X		Space in basement
Visitation					X	Use dining room
Master Control					X	Undersized, but manageable
Shipping/Receiving					X	Small area, but works ok
Storage			X			Not enough space, most in basement
Central Plant				X		HVAC on mezzanine with difficult access
Public Lobby				X		No lobby, use entry vestibule

Code	1	2	3	4	5	Comments
ACA				X		Limited dayroom space
PREA				X		Shower dividers needed for privacy concerns
IBC			X			No fire sprinkler system on main level
ADA					X	No issues

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Hard to maintain, aging, lack of ventilation
Controls		X				Old, pneumatic, poor zoning
Plumbing/FP		X				Water softeners in Mezz., leaks, shower replacements
Electrical					X	Original systems with capacity and space to add loads
Telecommunications				X		Tablet with kiosks, wi-fi coverage in dining
Security Electronics			X			Most cameras are analog, [REDACTED]

Site Infrastructure	1	2	3	4	5	Comments
Parking			X			Asphalt in lot and concrete sidewalks need repairs
Perimeter Security			X			[REDACTED]
Lighting				X		[REDACTED]
Electrical Distribution					X	No concern with We Energies service
Domestic Water Distribution					X	
Sanitary Service			X			Sanitary lines frequently plugged by inmates
Steam Distribution						N/A
Stormwater Control			X			Water penetration at loading dock, dampness in storage

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Kenosha Correctional Center (KCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Correctional Center	1989	22,750		M	AS	E
Building B - Utility Shed	1992	400				A
Total Square Foot		23,150			22,750	400
Percentage of Total Square Footage					98%	2%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

The north end of the property where there is currently a walking/jogging track for outdoor recreation is the only available space on the site. Any expansion would need to remodel the outdoor recreation space if the building were to be added on to the north. The expansion capacity of this area is limited.

Since the existing facility has maximized use of all its building square footage, any housing expansion would require associated expansions of core support functions. This includes toilet/shower facilities, group rooms, and an exercise room. Additions to the food service and health services area would also be needed to increase capacities.

Workforce

KCC has 21 employees. The facility has some minor issues in acquiring and retaining staff. Volunteer participation in religious and treatment programming has been good. The security staff has shortages due to proximity of other DOC Institutions and Centers and competition for staff. The staffing shortages are being addressed by with overtime hours. The medical staff is contracted which helps maintain full staffing, but facility would prefer they be DOC employees to better limit turnover.

As of January 2019:

- Facility has 3 open security positions.
- Facility has 1 open agency nursing position.
- Facility has 1 open maintenance position.

5.4 MALE CORRECTIONAL CENTERS

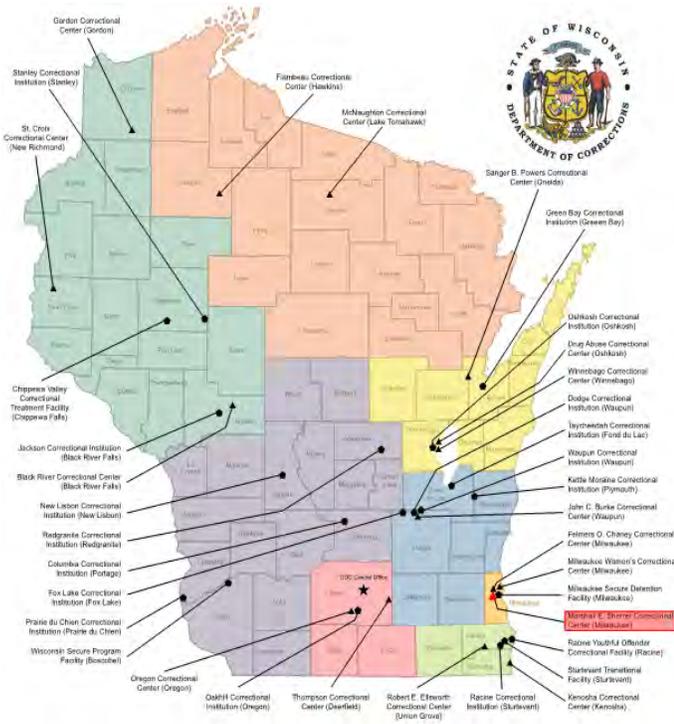
Marshall E. Sherrer Correctional Center

Summary Statistics

Center: Marshall E. Sherrer Correctional Center (MSCC)

Address	1318 North 14th Street Milwaukee, WI 53205-2596
Superintendent	Gary Mitchell
Opened	1980
Site Size	2 acres
Total Buiding Area	11,000
Number of Employees	18
Population	60
Security Classification	Minimum
Programs	Earned Release Program • Thinking for a Change • Cognitive Behavioral Interventions for Substance Abuse

Industry/Vocational Location Map

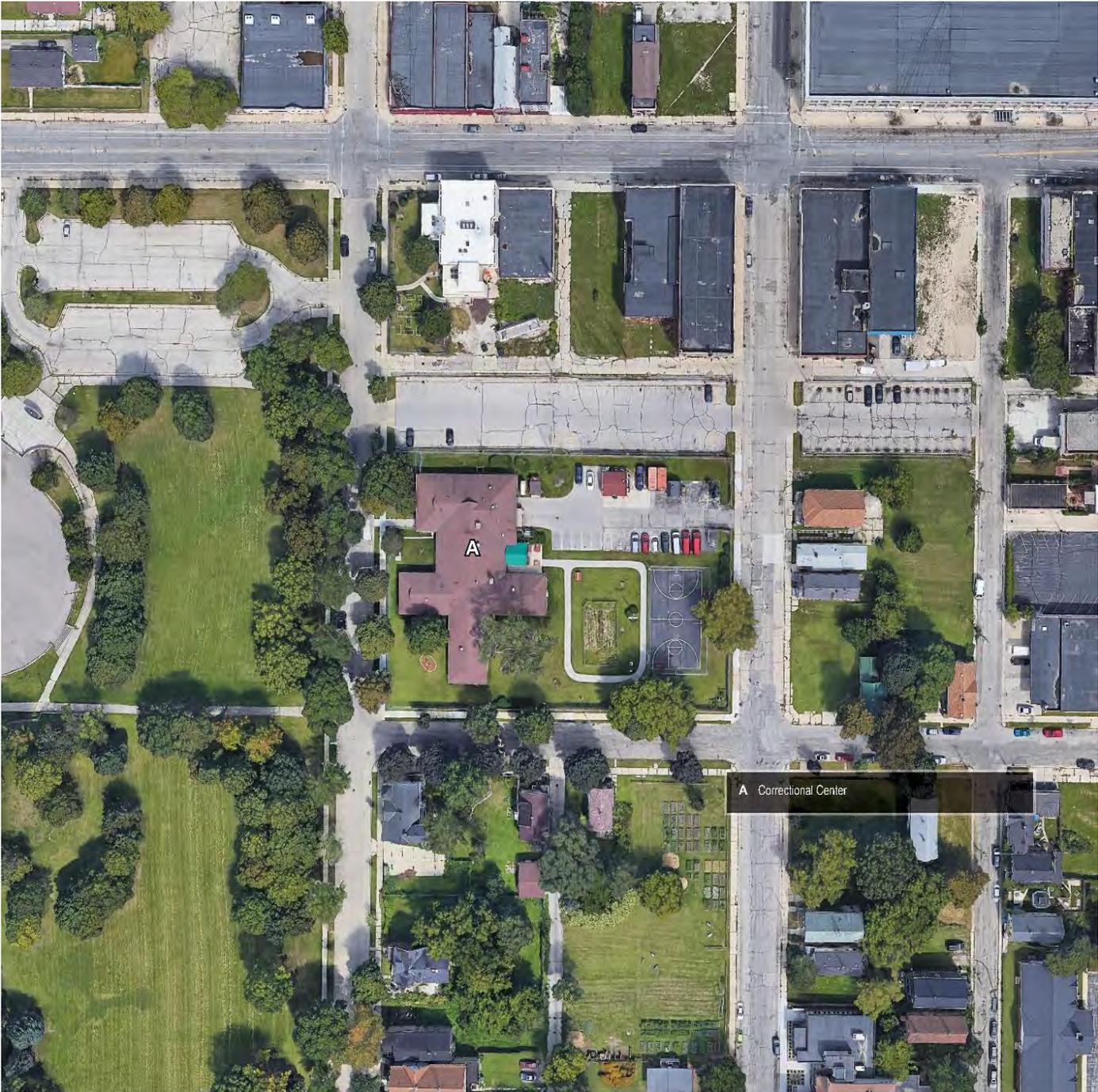


State Owned Land Map



Keyed Site Map

Center: Marshall E. Sherrer Correctional Center (MSCC)



Introduction

Marshall E Sherrer Correctional Center (MSCC) is located in the city center of Milwaukee, in Milwaukee County. The facility currently houses approximately 60 adult male minimum security inmates. The center sits on 2 acres surrounded by residential and commercial properties on three sides and a park to the west. MSCC is contained within one building which opened in 1981 but is running out of space, requiring the need for storage containers which are parked in the staff parking lot.

GCC offers work release programs with local employers with an emphasis on maintaining that employment upon release. Other opportunities include programs for inmates with identified needs base on the availability of volunteers and community partners. GCC also provides work crews to work with local government agencies and non-profit organizations on a variety of work projects.

Assessment Overview

ARCHITECTURAL

The building housing MSCC is inadequate for the current population, staff, and program needs. The building is laid out with three housing wings to the south, east and west, with program and staff spaces to the north. While recent upgrades to the facility included a new roof, updated boiler, and water heater, they did not address space issues.

Housing at MSCC includes 32 bedrooms in three wings. All but two of the bedrooms have been double-bunked. Each bedroom includes a double wall locker, one desk and one chair, and are small for two occupants.

Other building service functions occur in each of the wings. The east wing houses the boiler room, sprinkler room, and an undersized property room. The south wing has two small storage closets for inmate clothing and linen and one maintenance supply closet. The wing includes a small janitorial nook, a maintenance room, and three closets for maintenance storage, electrical, and inmate property.

There is one dry Holding Room accessed from the Lobby or Control Center for temporary holding.

Toilet and Shower Rooms are located in each housing wings are undersized for the current population and functionally inefficient.

The Dayroom/Recreation space was always considered inadequate and has since been reduced in size to create additional staff office leaving the space smaller and operating as multipurpose room. The Dayroom is used as a barbershop, conference room, religious services space, computer lab, intake, and has a pool table. There is a small weight room adjacent to the Dayroom but the size limits the number of inmates able to use the space at any given time.

Food Service provides both hot meals and bag lunches for work release inmates. Both the kitchen and dining room are inadequate for the current population. There is very little space in the kitchen to assemble the bag lunches. The facility has recently added a much needed freezer but was limited on the location so had to reduce the size of the dry storage room. The dining room is used as a multipurpose room for visitation, programming, religious services, and dayroom functions. The dining room also serves as the only route to access the outdoor recreation space, resulting in scheduling issues.

The Control Center is centrally located and has direct visibility to the dayroom and visiting, but does not have direct line of sight to the housing wings or the main entrance. Door control is limited to the front (west) and back (east) doors via buzzer, the loading dock gate via intercom, and the Control Center. A controlled security gate is being added at the front door. Exit only doors at the end of the housing wings are delayed access alarmed and report to the Control Center. Cameras throughout the building are monitored at the Control Center as well at the Captain and Superintendent's Offices. [REDACTED]

Health Services is a single exam room that includes an exam table, a small desk, electronic medical records computer, lockable filing cabinets, a small medicine cabinet, and a supply cabinet.

The Laundry Room has one commercial washer and one commercial dryer for the Center's institutional laundry and two residential washers and two residential dryers for inmate personal laundry. There is no space for folding. As a work release facility, the residential washers and dryers are constantly being used. This room is not adequate for the amount of use.

There is no dedicated Intake space. Inmates enter and exit through the main entry, with a metal detector used upon entry with random strip searches and processing in the dayroom/multipurpose room. New inmate processing and orientation occurs in the dayroom.

Administration space has been reconfigured to make the most efficient use of the small area available

SITE / CIVIL

MSCC is surrounded by a 8'-0" chain-link fence with two gates. Access is controlled from the Control Center. [REDACTED]

There is a single door Loading Area with a raised dock. Semi deliveries are not always able to access the dock due to street parking in the area and a semi in position blocks the parking lot. Goods are dropped at the dock on pallets, broken down, and move into the facility.

MSCC utilizes two storage containers in the parking lot to supplement storage shortages. There is also a clothing shed east of the containers, a yard tool storage shed near the building, and a heated garage/maintenance shop located along the edge of the parking lot.

The staff parking lot is limited in space due to the shed/garages and storage containers parked in the lot.

There are no site drainage issues to note.

Domestic water and sewer services are provided by the City of Milwaukee. Storm water from downspouts discharges to grade. There are no domestic water, sanitary or storm water issues or concerns.

Electrical service to the site is provided by We Energies to a pad mounted transformer located at the northeast side of the building. There were no identified issues with the electrical service.

MECHANICAL

The building is heated by a newer gas fired hot water boilers that supplies hot water to perimeter radiation and the kitchen has a make-up air unit. The remainder of the mechanical systems are original. Window air conditioners serve the administration area. There is no ventilation system other than operable windows in the housing wings and it is a primary concern due to poor air quality. The lack of ventilation prevents proper exhaust through the toilet/shower areas and is a code violation. Ventilation is provided from operable windows. As a result, the ventilation is poor, especially in cold months when the windows are closed. The housing wings are heated by perimeter hot water heat which is poorly zoned. Original pneumatic controls provide poor temperature control throughout.

The plumbing piping and fixtures are failing due to age and usage. There is an unidentified crossover between the domestic hot and cold water. The only areas with fire sprinkler systems are the boiler room, dry storage, laundry and kitchen.

ELECTRICAL

The distribution system at this Center is served from a 208Y/120V, 3 phase service. A panel was added to address the issue of no additional breaker spaces. The original electrical distribution is nearly 40 years old and approaching end of typical service life. The diesel generator set is installed in an enclosure located northeast of the Center. Interior lighting is mostly fluorescent in fair to good condition. Exterior lighting is minimal on the site. A dual head, pole mounted high intensity discharge fixture is located east of the Center and several building mounted fixtures exist. No issues were reported for site lighting.

The fire alarm control panel is in Central Control, and it was said to be from the early 2000s.

Capacity of data distribution is unknown based on information gathered during the facility call.

SECURITY

A Geovision video surveillance system has capacity for 16 cameras and there are a total of 16 analog cameras installed at the Center. It was reported that five of the cameras are PTZ and on the exterior of the building for site coverage. There are areas that have limited coverage near the garage/shop and shed. The facility has a controlled gate with push button keypad and intercom to Control.

Facility Needs

- [REDACTED]
- Potential Facility Enhancements
- Replace inefficient, leaking windows

Condition/Function Assessment

Center: Marshall E. Sherrer Correctional Center (MSCC)

Program Spaces	1	2	3	4	5	Comments
Housing	X					
Special Housing	X					
Toilet/Shower		X				
Recreation	X					
Health Services		X				
Foodservice (Kitchen/Dining)		X				Dining space works,scheduling/operational challenges
Laundry	X					
Religion		X				
Education						NA
Administration	X					
Vocational						NA
Treatment						NA
Intake	X					
Maintenance	X					
Visitation		X				space adequate, scheduling and operational challenge
Master Control / Sargent Desk		X				
Shipping/Receiving	X					
Warehouse	X					
Central Plant						NA
Public Lobby	X					

Code	1	2	3	4	5	Comments
ACA						
PREA						
IBC						
ADA						

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Original equipment except boilers, lacking ventilation
Controls		X				Original pneumatic controls
Plumbing/FP		X				Piping failing, limited sprinkler system
Electrical			X			Replace panels original to 1981 facility
Telecommunications						
Security Electronics			X			Upgrade system and add cameras to increase coverage

Site Infrastructure	1	2	3	4	5	Comments
Parking			X			Undersized.
Perimeter Security			X			Minimal site security
Lighting				X		Replace with LED, add to increase perimeter coverage
Electrical Distribution				X		
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution						NA
Stormwater Control					X	

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Marshall E. Sherrer Correctional Center (MSCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Correctional Center	1980	11,000		A	MES	
Total Square Foot		11,000			11,000	
Percentage of Total Square Footage					100%	

High
Medium
Low

Severity Key

Discipline Key

- A** Architecture
- M** Mechanical/Fire Protection/Plumbing
- E** Electrical
- S** Security Electronics

Expansion Potential

There is currently no space on the site for expansion.

Workforce

MSCC has 18 full time employees. The facility does not have trouble filling positions, this is due to the minimum security classification as well as its location in a larger city. Correctional Officers generally prefer the lower security facilities as the inmates have more at risk and act in a much more respectful manner. Because of this, officer positions at MSCC are rarely open for long.

- Current staffing at MSCC includes:
- One Superintendent
- One Captain
- One Social Worker
- One Office Program Associate
- One Maintenance staff
- One Food Service Leader
- 12 Security Officers

There are currently four positions open, one of which is the maintenance position which has been very difficult to fill. The uniformed staff has been stepping in to assist with maintenance needs to the best of their abilities.

As of February 2019

- Facility has one open maintenance position
- Facility has one open Food Service Leader position (opened up one week prior)
- Facility has two open Sargent positions (one transfer expected in the middle of March)

5.4 MALE CORRECTIONAL CENTERS

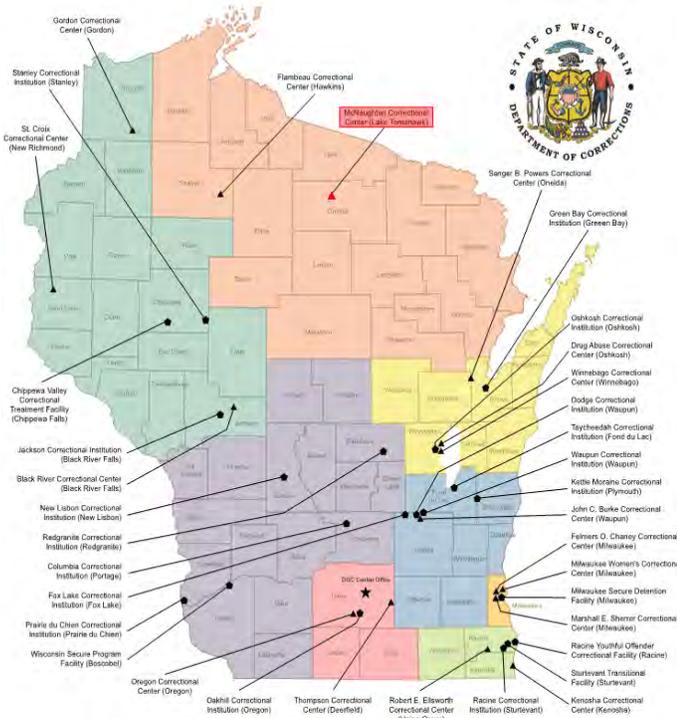
McNaughton Correctional Center

Summary Statistics

Center: McNaughton Correctional Center (MCC)

Address	8500 Rainbow Road Lake Tomahawk, WI 54939-9558
Superintendent	Brad Kosbab
Opened	1910 Lake Tomahawk Tuberculosis Rehabilitation Camp 1957 Converted to MCC
Site Size	50 acres
Total Buiding Area	47,172
Number of Employees	23
Population	112
Security Classification	Minimum
Programs	Community Service • Humane Society Canine Development Program

Industry/Vocational Location Map



State Owned Land Map



Keyed Site Map

Center: McNaughton Correctional Center (MCC)



Introduction

McNaughton Correctional Center (MCC) is located west of the Town of Lake Tomahawk, in Oneida County. The campus was originally designed as a hospital facility for the treatment of tuberculosis patients and is listed on the National Register of Historic Places and the State of Wisconsin Register of Historic Places. In 1956 the campus was bought by the Department of Corrections and converted to the MCC. The surrounding land is owned by the Department of Natural Resources and is rich with trees and Tomahawk Lake to the west. MCC houses 112 minimum security adult males.

MCC offers work release programs with local employers with an emphasis on maintaining that employment upon release. Other opportunities include programs for inmates with identified needs based on the availability of volunteers and community partners. MCC also provides work crews to work with local government agencies and non-profit organizations on a variety of work projects. A unique community service program is the Oneida County Humane Society Canine Development Program, a community service initiative operated in conjunction with MCC inmates who assist with socialization of dogs prior to adoption.

Assessment Overview

ARCHITECTURAL

The facility is made up of 18 buildings. In general, most of the buildings have been well maintained and are in good condition. General issues for all buildings include 4x4 clay tile exterior walls, poor insulation, and no ventilation systems.

There are three main housing buildings, Units 1, 2, and 3. Unit 1 is a dormitory style building built in the 1920s. The building was remodeled in 2000 and walls were constructed to make 12 rooms. There are two single person rooms and 10 multi-person rooms housing 24 inmates. Unit 1 has been well maintained. The only concern is the heating system and the age of the boilers. The existing fin tube distribution system not reconfigured with the remodel, leaving some rooms with direct heating and others without.

Unit 2 is a two-story building with housing on the second level and indoor recreation and library located on the first level. The basement of Unit 2 has an underground walkway to the Gymnasium. The walkway is wide and is used as a weight room. The primary concern with Unit 2 is security. There is very little security to the south of the building, which is a concern because of the proximity to the lake.

Unit 3 serves as an Independent Living Unit (ILU). There are 12 double occupant rooms with a kitchen and living room. The basement has a laundry for Unit 3 use only, as well as refrigerators and freezers. Unit 3's interior is showing some age but is otherwise in good condition.

The Gymnasium is primarily used for full court basketball, but also includes a few pieces of exercise equipment. Overall this building is in good condition and meets the needs of the facility.

The Food Service building and Administration building are joined together by a long corridor. The kitchen and dining room are both adequate in size for the facility's needs, but there is a ventilation issue causing negative air pressure that has been a persistent problem. The dining room was originally designed for a population of 60 inmates, so two shifts are required to serve the current population. The kitchen size and layout is also acceptable for current needs. The primary storage for food service is in the basement of the Administration Building. Dry storage space is sized appropriately for the population but the cooler space is tight.

Laundry and Canteen are also housed in the basement of the Administration building. The Laundry has two commercial washers and two commercial dryers and runs two shifts to meet the needs of the facility.

The first level of the Administration building houses the Control Center, Visitation, Health Services, and Administrative offices. These spaces are all adequate for their current use.

The Multipurpose Building, located to the east of the Administration Building, houses the Captain's office and the main Conference Room. Additionally, this building houses Religious Services and a Library that offers computer access to inmates.

The computer lab is used every day and holds up to 15 inmates comfortably. There are no toilet facilities in the Multipurpose Building which limits its function somewhat.

A Storage Garage and Vehicle Storage Shop at the north side of the site are both in good condition. The garage provides parking for the DOC vans and the logging truck and the shop is for miscellaneous vehicle storage and a shop for the project crew. Both buildings are on their own power with no emergency power and are heated by an adjacent wood boiler that should be replaced.

There is a small car wash building located immediately north of the Administration/Multipurpose building. The car wash is in good condition with no issues to report.

There are a number of supporting buildings located in the southeast corner of the facility. These include the Power Plant, two Garages, a Workshop, a Well House, and a Reservoir. The Power Plant is showing its age. The equipment is old and finding parts for repairs is a challenge. One garage is used to store wood products that were made by the inmates and is in good condition but has experienced water issues in the spring. The Garage and Workshop buildings are also adequate for the needs of the facility but could use some stucco work.

The Sawmill is located to the south of MCC. All the buildings and the associated land are the property of the DNR but are operated and maintained by the DOC. Five other buildings in this area are used for various forms of lumber storage. All buildings are well maintained and in good condition.

There are three additional remote buildings that are old farm buildings. At one time they housed inmates and the Captain lived there, but they haven't operated since the 1960's.

SITE / CIVIL

MCC is on an open campus surrounded by thick forest on three sides and a lake on the south. There is a large open yard in the center of the campus with an open pavilion used for visitation during good weather, and ball fields in the northwest corner of the site. The walking paths connecting the various buildings on campus add to the campus feel of the facility. There is some concern with security due to its remote, isolated, and densely forested location.

The center utilizes two wells as its water supply. The sanitary systems are connected to a septic system which is believed to be in good condition.

Multiple electrical services were reported at this Center. The main service is sourced from overhead utility distribution southeast of the site and routed underground to a pedestal near the Power Plant. The service lateral feeds to the main distribution panel. The DNR Building electric service was said to be sourced from underwater cables. No issues were reported for the electrical services to the buildings. No issues were identified for telecommunications and technology services to the Center.

MECHANICAL

The center was opened in 1931 and consists of 17 structures of varying size. The garage is heated using a wood boiler which is in need of replacement. The kitchen/dining facility has inadequate makeup air for the kitchen which needs to be addressed. The car wash is heated with a gas fired unit heater which is functioning fine. The multipurpose building is heated by a gas fired furnace which is in good condition. The original building, Unit 1 needs to have the boiler replaced as it is beyond its useful life. The zoning needs to be reviewed as rooms have been reconfigured over the years and the wall fin zoning doesn't correspond with the new layout. This building is not equipped with mechanical ventilation. Unit 2 is also in need of a new heating system as it is at the end of its useful life.

The pressure tanks associated with the water supply system have failed and are in need of replacement. It was reported that the water supply is relatively hard but not currently causing any issues.

ELECTRICAL

The normal utility main distribution panel is 400 amps at 208Y/208V, 3 phase and located in the Power Plant. The electrical distribution system in the Power Plant and Garage/Workshop were completely upgraded in approximately 2002, including replacement of panelboards, service disconnect, feeders, and end-use wiring devices. Panels in Housing Unit 2 are original from 1968 and beyond useful service life. Panels in food service are also beyond useful life due to their age. The Cummins 60 kW diesel generator located at the Power Plant is also past useful life due to age and no parts availability. The generator requires replacement. Typical useful service life for electrical equipment is 30-40 years.

The generator distribution system consists of a single automatic transfer switch (ATS) that feeds a panelboard in Power Plant and then to Housing Unit 2, which in turn feeds Housing Unit 1 and other loads on site. Additional areas, such as Housing Unit 3, could be added to the generator power system.

Interior lighting systems are mostly fluorescent. Exterior site lighting is a mixture of high pressure sodium and metal halide sources wall mounted on buildings with several pole mounted fixtures.

The Notifier fire alarm control panel is centrally located in Administration. Housing Unit 1 is not connected to the main system. The system requires replacement original at the end of useful service due to age and availability of parts to keep it functioning properly.

The horizontal structured cabling was reported to be Category 5 at the facility.

SECURITY

The video surveillance system is Geovision from approximately 2007 is in good condition with capacity for 32 cameras and the single DVR [REDACTED]. There are 32 analog cameras at the facility. Cameras are monitored in the Control at Administration Building with viewing capabilities in the Security Captain's office. There is no paging from the system in the A Garage, F Multipurpose Building, K Garage/Workshop, L Garage, or M Yard Shop. Digital radios are used by staff. There is a KeyWatcher system in place which requires staff access during all three shifts.

Facility Needs

- Lock cylinders are worn out and should be replaced and rekeyed
- Miscellaneous sidewalk and pavement repairs
- HVAC and plumbing systems would need continued maintenance.
- Replace generator set and add loads
- Replace fire alarm system
- Replace analog cameras
- Upgrade paging system to add buildings.

Potential Facility Enhancements

- Remodel Food Service area - old equipment and negative air pressure issue
- Insulate Housing Unit 1
- Improve air exchange in all housing units
- HVAC systems serving the kitchen should be reviewed for a possible upgrade and the heating systems in Units 1 and 2 should be replaced.
- Upgrade lighting systems to LED sources.

Program Spaces	1	2	3	4	5	Comments
Housing				X		
Special Housing - ILU				X		
Recreation				X		
Health Services					X	
Foodservice (Kitchen/Dining)				X		
Laundry				X		
Religion					X	
Education					X	
Administration				X		
Vocational					X	
Treatment/Chemical Dependency					X	
Intake						
Maintenance					X	
Visitation				X		Small
Master Control					X	
Shipping/Receiving			X			No loading dock. Admin Building
Warehouse - Storage					X	
Central Plant					X	
Public Lobby					X	

Code	1	2	3	4	5	Comments
ACA						
PREA						
IBC						
ADA						

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC		X				
Controls			X			
Plumbing/FP				X		
Electrical		X				Limited gen system power. Obsolete panels, Unit2 & food
Telecommunications			X			Cat 5 cabling
Security Electronics		X				No paging in Buildings A, F, K, L, and M

Site Infrastructure	1	2	3	4	5	Comments
Parking					X	
Perimeter Security				X		Limited coverage at perimeter locations
Lighting				X		Upgrade existing igh pressure sodium and metal halide sources
Electrical Distribution					X	
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution						NA
Stormwater Control						Sheet Drainage in rural area

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: McNaughton Correctional Center (MCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Garage					MES	A
Building B - Housing Unit 3 - Independent Living	1998	3,300		E	S	A
Building C - Kitchen / Dining	1927	5,874		E	MAS	
Building D - Car Wash						AES
Building E - Administration Building	1927	9,029		S	AE	
Building F - Multi-Purpose Building					A	
Building G - Housing Unit 1 - General Pop	1927	7,488		M	E	A
Building H - Housing Unit 2 - General Pop	1967	6,786		ME	A	S
Building I - Gymnasium	1974	5,232			A	ES
Building J - Power Plant	1926	3,525		M		AES
Building K - Garage / Workshop	1997	3,200			AS	E
Building L - Garage					S	AE
Building M - Yard Shed	1997	2,000			S	AE
Building N - DNR Building						AES
Building O - Pavilion	1993	450				AES
Building P - Reservoir	1949	288				AES
Building Q - Well House						AES
Total Square Foot		47,172		17,799	26,635	2,738
Percentage of Total Square Footage				38%	56%	6%



- Discipline Key**
- A** Architecture
 - M** Mechanical/Fire Protection/Plumbing
 - E** Electrical
 - S** Security Electronics

Expansion Potential

Several of the buildings on the historic registry adds to the complexity of renovation/expansion. In addition, the utilities feeding the site are maxed out and the sewer system is gravity feed and would be unable to keep up of the population were to increase

There are current issues with visibility throughout the whole campus, although most trees are deciduous, leaving a clear line of site underneath the canopy of leave, the campus interior and more so on the exterior perimeter are very lush with trees, which cause security concerns. Placement of a proposed building would need to be fully vetted to ensure additional blind spots are not created.

Workforce

MCC has 23 full time positions. Depending on the position, they have had issues with recruitment and retention. Specifically, it has been difficult to fill contracted positions due to competition with the private sector for pay and benefits. MCC had few issues filling the job openings in the past but recently have had to hire people off the street for the ESS, wood shop, and maintenance positions.

As of February 2019

- Facility has two open Sergeant positions (one position has been open since July 2018)
- Facility has one open ESS position
- Facility has one open Maintenance Specialist position (open since November 2018)
- Facility has open ne half-time Wood Shop Leader position

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5.4 MALE CORRECTIONAL CENTERS

Oregon Correctional Center

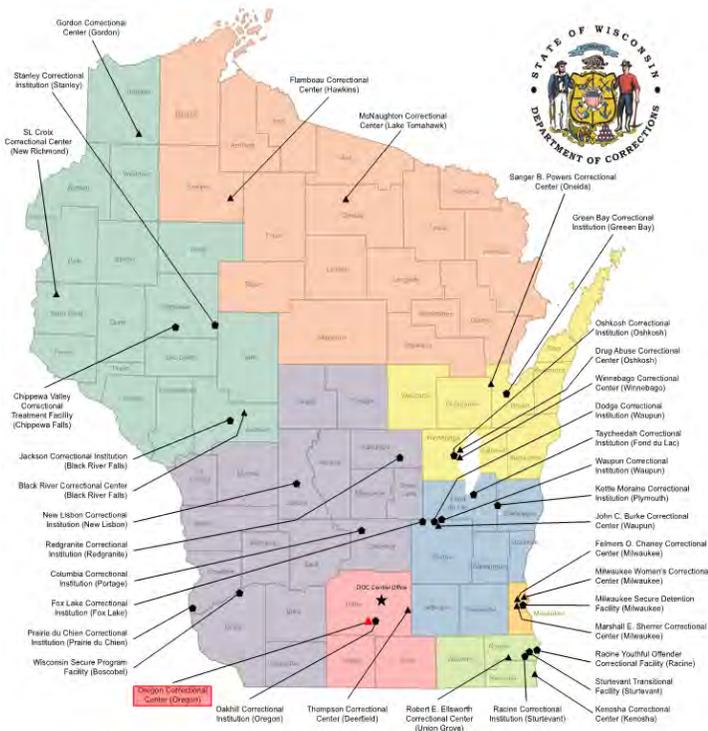
Summary Statistics

Center: Oregon Correctional Center (OCC)

Address	5140 County Hwy M Oregon, WI 53575-0025
Superintendent	Troy Hermans
Opened	1928
Site Size	7.5 acres
Total Buiding Area	40,661
Number of Employees	19
Population	119
Security Classification	Minimum
Programs	Earned Release Program

Industry/Vocational

Location Map



State Owned Land Map



Keyed Site Map

Center: Oregon Correctional Center (OCC)



Introduction

Oregon Correctional Center (OCC) is located in the village of Oregon in Dane County. The facility is located on 850 acres of land owned by the Department of Corrections; the majority of which is rich farmland. OCC is adjacent to a farm used for both agriculture and livestock production and includes a creamery. The Grow Academy and Oakhill Correctional Institution (OCI) are located nearby. Prior to 2006 inmates worked on the farm but have since focused on other programming. The primary programs offered at OCC are the Work Release Program, Substance Use Disorder (SUD) treatment program, and Madison Area Technical College vocational classes in carpentry and electronics. OCC also provides work crews that assist local government agencies and non-profit organizations with community work projects to help develop a positive work experience, building skills, and giving back to the community. The facility design capacity is 78 with a current population of 119 inmates.

Assessment Overview

ARCHITECTURAL

OCC is made up of three buildings; a Maintenance Shop, a Greenhouse, and the Main Center. The maintenance shop and greenhouse are adequate for needs of the center.

The Main Center was built in 1969. Inmate program spaces, storage, and visitation are on basement level and the housing, kitchen, dining, and administration spaces are on the first level. Housing has a variety of room sizes to accommodate single, double, and four-person occupancies. The four-person rooms are undersized and the maintenance staff does have to do some rearranging of furniture to access to equipment when doing repairs.

The kitchen and dining room are undersized for the current population. Two shifts are required to feed the inmates and both shifts max out the space. The Dining Room also a main circulation artery, with work release inmates and inmates going to various program spaces passing through. There is storage in the basement, which is adequate for the needs of the facility, but difficult to access to stock and retrieve products. There is an open pavilion just outside the Kitchen that is used as a BBQ pit.

To the south of the kitchen and dining is the administration space. This space is adequate for the current number of staff. The staff breakroom and conference rooms are in the basement and, although this isn't ideal to have the office and conference spaces separated, the facility is making it work. The administration space also holds all the records for health services.

The health service unit is located in the east housing wing and is undersized. The facility remodeled two single bedrooms to create the HSU. The room is accessed off the main corridor for the east housing wing or through Master Control. Due to the limited space, medications are stored in the Control Center and all pill distribution is done through the Control Center. There is no sink in the room and they share a toilet room with the Control Center. There are typically 3-4 staff using the HSU at a time. There are three computer workstations and an exam table that can be partitioned off with a ceiling mounted curtain.

The Control Center is centrally located but is functionally challenged and there are no direct lines of site down the housing wings. This requires security staff to make frequent rounds which increases the number of uniformed staff needed to operate safely and securely.

The toilet and shower rooms are spread throughout the main building. There are rooms on each wing but the quantity of fixtures is inadequate to serve the inmate population. An additional toilet and shower room has been provided in the basement level near the center of the building to provide additional capacity. Between these three rooms, the number of fixtures is adequate for the current population, but access to the basement spaces is awkward.

The laundry is located in the lower level south of the toilets and showers. The laundry room has one commercial washer and one commercial dryer which are used for state issued clothing and institutional linens. There are three residential washers and two residential dryers for inmate personal laundry. The overall number of machines is insufficient for the population.

Indoor recreation consists of a weight room and TV room located in the lower level. These rooms are undersized for the current population.

The Therapy Room in the lower level was once a storage room that was reconfigured for program use. The long, narrow shape of the room is not ideal for holding therapy sessions.

Visitation is in the lower level of the east housing wing. This space is working well for the facility.

There is no dedicated intake and release space at OCC. These critical functions typically occur in the dining room or wherever space is available.

OCC does not comply with ADA guidelines. Inmates with disabilities are housed at other correctional centers.

SITE / CIVIL

OCC is a non-fenced minimum security facility. There are two main outdoor activities for the inmates, a small garden to the east and a small slab of concrete to the north that is used for basketball. Large, old trees on the south edge of the site present a security concern because they cause a lot of shadowing.

There is no loading dock at OCC. All deliveries must be carried in through a 36" door and delivered to lower level storage rooms. This requires extra inmate and staff support when the facility receives food deliveries to bring individual boxes down a flight of stairs to place in the storage room.

Sanitary sewer services are provided by the Village of Oregon. Domestic water comes from the adjacent Oakhill Correctional Institution. Storm water from downspouts discharges to grade. There are surface water issues from the adjacent farm field that causes problems at the entrance from the highway. Improvements are necessary to allow the storm water to better leave the site.

Alliant Energy provides electrical service to OCC. No issues were reported for the electrical service or telecommunications infrastructure at this site.

MECHANICAL

The building is heated by two gas fired hot water boilers installed in 2006. These boilers feed perimeter radiation and heating coils in air handling units. There are three air handling units of which two are nearly 50 years old and one is nearly 30 years old. All need to be replaced, but especially the 50 year old units. One unit has a cooling coil providing air conditioning to administrative offices. Other small split systems air conditioners serve other administrative spaces, HSU, and central control. Original electronic controls provide poor temperature control and poor zoning and should be upgraded to Direct Digital Controls.

Domestic hot water is provided by two, high efficiency hot water boilers. The water is softened by two water softeners. Both the heaters and the softeners were replaced in 2006. Showers in one of the two housing wings need replacement. No other plumbing concerns were expressed. There is no fire sprinkler system in the building. However there is a hydrant nearby.

ELECTRICAL

The main electrical panel is 208Y/120V, 3 phase of unknown size and in poor condition. A 45 kW natural gas generator set installed in 1984 feeds one automatic transfer switch (ATS). The ATS feeds the main panelboard and another panel. A branch panel was added by a 2014 project. Interior lighting is mostly T8 fluorescent types. Incandescent lamps installed in support spaces, such as Mechanical, are replaced with LED types wherever possible. It was reported that Alliant Energy owns the exterior light fixtures at this facility. Shadows were noted to occur where trees are near exterior lights.

SECURITY

The Geovision video surveillance system has capacity for 32 cameras and there are currently 23 active analog and digital cameras at the Center. Existing analog cameras are replaced with digital as failures occur. There is one DVR for the system. The Control Center monitors door security, fire alarm, personal duress alarms, paging, and digital radios. Doors are controlled from the Control Center and the exterior doors in inmate areas have delayed egress, push bar exit devices that alarm in the Control Center. A KeyWatcher system is used at the facility.

Facility Needs

- HVAC systems would need significant repairs and maintenance with some improvements to the temperature controls.
- Replace main electrical panel.

Potential Facility Enhancements

- The windows are original and leak.
- The gutters and downspouts cannot keep up during heavy rains.
- To properly continue operation in these buildings for the next 5 -10 years, the air handling units would need to be replaced.
- Some improvements to the temperature control system.
- Some improvements to the showers should be considered.
- A fire sprinkler system should be installed.
- Upgrade to digital cameras.

Condition/Function Assessment

Center: Oregon Correctional Center (OCC)

Program Spaces	1	2	3	4	5	Comments
Housing			X			
Special Housing		X				
Recreation		X				Lost undercover recreation space
Health Services	X					
Foodservice (Kitchen/Dining)	X					
Laundry		X				
Religion			X			
Education						NA
Administration					X	
Vocational						NA
Treatment/Chemical Dependency		X				
Intake						NA - No dedicated space available
Maintenance			X			
Visitation				X		
Master Control			X			Space is functionally challenged
Shipping/Receiving	X					
Warehouse						NA -Miscellaneous storage only
Central Plant						NA
Public Lobby			X			

Code	1	2	3	4	5	Comments
ACA			X			
PREA					X	
IBC			X			
ADA	X					

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC		X				AHU replacements, temp. controls upgrade,
Controls			X			Upgrade controls to DDC
Plumbing/FP			X			Shower replacement, no sprinkler system
Electrical	X					Replace main panel and aging distribution
Telecommunications				X		No issues reported for systems
Security Electronics			X			Upgrade to digital cameras

Site Infrastructure	1	2	3	4	5	Comments
Parking				X		
Perimeter Security					X	Add cameras for improved coverage
Lighting				X		Trees produce shadows
Electrical Distribution					X	
Domestic Water Distribution			X			Need filters due to debris in mains
Sanitary Service		X				Lateral to street is failing
Steam Distribution						NA
Stormwater Control			X			

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Oregon Correctional Center (OCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Maintenance Garage	1994	5,689				AMES
Building B - Correctional Center	1969	34,972		AMES		
Building C - Greenhouse						A
Building D - Pavillion						A
Total Square Foot		40,661		34,972		5,689
Percentage of Total Square Footage				86%		14%

	High	Medium	Low
Severity Key			
Discipline Key	A	Architecture	
	M	Mechanical/Fire Protection/Plumbing	
	E	Electrical	
	S	Security Electronics	

Expansion Potential

There is available land in all directions, however, the facility is already operating well beyond capacity, so if capacity expands all supporting areas would need to expand as well.

Workforce

OCC has 23 full time employees, and 4 contract or limited time employees. Like many of the centers, OCC attracts applicants from larger Institutions because of they offer 12 hour days and are minimum security facility. The proximity to the Madison, there is a larger workforce to draw from. Unfortunately, they are competing with jobs that offer better pay. OCC has not been running at full capacity since December 2017.

As of January 2019

- Facility has 1 open Sergeant position
- Facility has 1 open Social Worker, AODA certified, position
- Facility has 1 open Maintenance position
- Facility has 1 open Food Service Leader position.

5.4 MALE CORRECTIONAL CENTERS

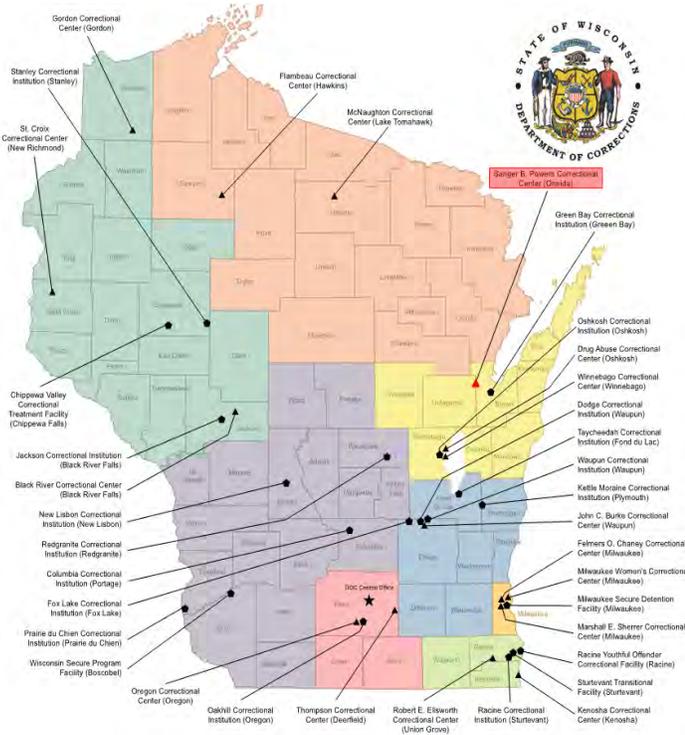
Sanger B. Powers Correctional Center

Summary Statistics

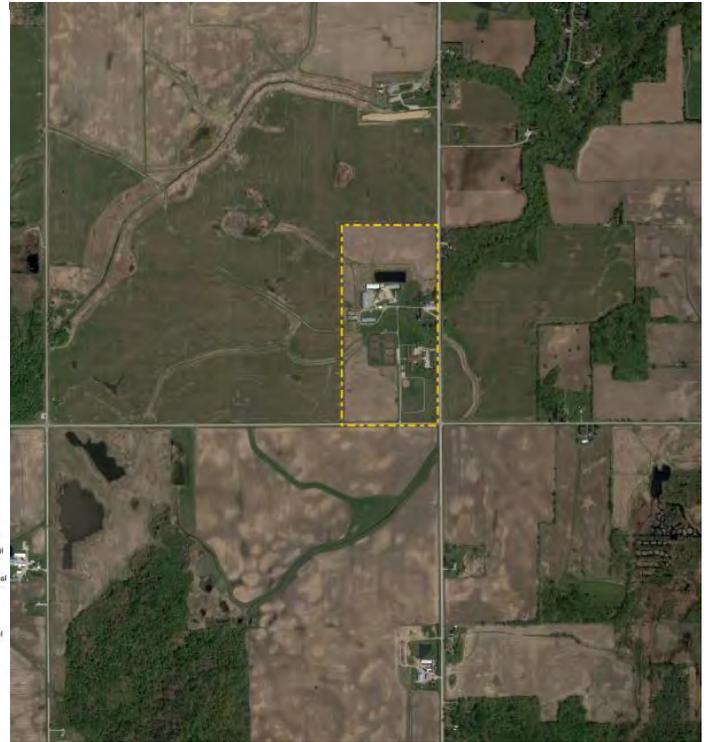
Center: Sanger B. Power Correctional Center (SPCC)

Address	N8375 County Line Road Oneida, WI 54155-9300
Superintendent	Patrick Melman
Opened	1982
Site Size	80 acres
Total Buiding Area	0
Number of Employees	23
Population	120
Security Classification	Minimum
Programs	Work Release Program • Dog Socialization and/or Training Program
Industry/Vocational	NWTC

Location Map



State Owned Land Map



Existing Site Map

Center: Sanger B. Power Correctional Center (SPCC)



Introduction

Sanger B. Powers Correctional Center is located 6.5 miles north of the village of Oneida in Outagamie County. The center occupies 40 acres of land and is surrounded by an additional 40 acres of Department of Corrections farmland. The DOC farm ceased operation 3-4 years ago. The buildings associated with the farm are now vacant, but the staff of SPCC does regular security checks on the property. The center opened in 1982, was originally designed for 60 inmates. Currently, the center has doubled up the bedrooms to create a population of 120 inmates, and when necessary, temporarily converting a dayroom into dorm style housing for additional bed space. The primary programs offered at SPCC are Work Release and a Dog Training Program. Up to 60 inmates participate in the Work Release program and 8 inmates in the Dog Training Program with 4 dogs.

Assessment Overview

ARCHITECTURAL

SPCC has a similar T-shaped building design as a number of other Centers. The primary core area of the building is occupied by the Dining, Kitchen, Library, Indoor Recreation, Health Services, and Administration. Then there are two wings branching off the core for the housing spaces. The bedrooms are now double occupancy with two men per room. This is manageable for the facility. The toilet and shower rooms are located where the housing wings meet the central core. These rooms are original. The shower finishes have begun to fail where water has been able to get behind the material, rotting the walls. Shower configuration is an open room with four shower head. Partitioning the shower room would address PREA concerns regarding inmate privacy. The building does not have handicapped accessible bedrooms or accessible toilet/shower facilities, and is not ADA compliant. The Central Control is located in the center of the building, with sight lines down both housing wings and down the perpendicular corridor of the core. The station is working reasonably well for the facility. Located just off of the control station are two 'dry' holding cells. SPCC would get better use out of these cells if they were 'wet' cells with a detention toilet/sink combination fixture in each. There is no dedicated Intake space. The facility has made Intake work using a combination of the control room, holding cells, and dining room for processing and orientation.

The dayroom and weight room are both adequate in size and are functioning well. The Health Service Unit is one large room that is used as an office space and exam room. The exam table is partitioned off by a curtain hung from the ceiling. Although the space is small the facility is able to make it work adequately.

The Kitchen and Dining rooms are working well. Similar to other Centers, the dining room is a multipurpose space that doubles for group room, visiting, religious services, staff meeting, and staff training functions. Uses are able to be handled through scheduling. The Dining Room is sized adequately for visiting use, but the visiting check-in desk does not have good visibility into the space. This is a concern for the facility. There is no public lobby or dedicated waiting area for visitors.

The Kitchen space is adequate with the only minor issue being the accessibility of storage. All food is stored in the basement, and is carried by hand up and down the stairs. Also located in the basement is the institutional Laundry room. All laundry is done on site. There is no proper ventilation in the basement, making the room very humid and hot. The personal laundry is handled on the unit in small room with residential-sized washers and dryers. Both institutional and personal laundry have adequate space for their function.

Storage space in the building overall is very limited. Maintenance space is also limited with the maintenance office in the electrical room and maintenance storage in basement boiler room. There is a small receiving space with an overhead door at grade. This space works well, but a true loading dock is desired.

Educational and vocational programs are done off-site through a recent partnership with a local technical college. Approximately 10 inmates have participated at a time.

The administration spaces are located at the front end of the core. Aside from needing a larger meeting room, the space is adequate. They have maximized their storage rooms currently, so with any building expansion, they would become undersized. Exterior brick is in good condition. Windows are original, in aging fair condition, and should be considered for replacement. Three exterior doors have significant rusting and should be replaced. The asphalt shingle roof is at least 15-years old and has some leaking issues. Roof replacement should be considered. With the exception of the showers, interior finishes are holding up well. Inmate bedroom doors need new key cylinders.

Additional buildings on site being used by the Center are a small heated maintenance shop building adjacent to the parking lot, a small utility shed for outdoor maintenance equipment storage to the west, and a larger utility building to the north used for dog program storage and support as well as records storage.

SITE / CIVIL

SPCC has ample outdoor space and is not a fenced-in center. There is a softball field with a walking path around the outside. The south side of the track is lower in elevation and often gets soggy. The outdoor basketball court was recently updated.

Also on the property located west of the Center are pheasant pens which are managed by the DNR. The dog training program is to the north and has a small fenced-in dog run.

The parking lot has adequate space, but is in need of resurfacing. There have been some water drainage issues in the parking lot.

Domestic water and sanitary sewer services are provided by the Oneida Nation Utilities Department. Storm water from downspouts discharges to grade and has not been a problem. A storm water sump pump discharges into the ditch along the road. No sanitary sewer problems were noted. Water pressure is low and will fluctuate 20-50 psi for no known reason.

Electric service to the Center is sourced from Wisconsin Public Service overhead utility distribution to the east of the facility. An underground feed serves the pad mounted transformer and the service lateral feeds a main distribution panel in the basement Main Electrical room. The telephone service into the building is from high pair count copper and has a total seven lines. No issues were reported for telecommunications and technology service providers to the building.

MECHANICAL

The building is heated by four gas fired hot water boilers that also heat domestic hot water with a water-to-water heat exchanger. These boilers feed perimeter radiation and heating coils in air handling units. Three 1,000-gallon propane tanks provide back-up fuel for the boilers and the emergency generator. Air handling units provide ventilation in the common areas. A cooling coil provides air conditioning to the multi-purpose room and administration spaces. Some administrative spaces are cooled with thru-wall air conditioning units. Original pneumatic controls provide poor temperature control to only four zones for the entire perimeter. There is no ventilation system other than operable windows in the housing wings.

The showers are original and plumbing fixtures are repaired and/or replaced as needed. No other plumbing concerns were reported.

There is no fire sprinkler system in the building. Site water pressure issues would make a system difficult to install. Facility is at the "end of the line" for City water service.

ELECTRICAL

The electrical service size is 800 amps at 208Y/120V, 3 phase. Electrical distribution system components are original to the 1981 building and there is no breaker space to add loads. Split breakers are being used as loads are added. Generator sourced power is from a 55 kVA propane fueled generator set located in a building to the east of the Center. The generator distribution system includes of a single automatic transfer switch that feeds a main panel and additional panels/loads such as the kitchen, boiler, motors and pumps. The facility's electrical distribution and equipment is approximately 38 years old. Typical service life of electrical distribution and equipment is 30-40 years.

Interior lighting systems are about a 50/50 mix of T8 and T12 fluorescent types. Overall illumination levels are satisfactory for security purposes. Exterior lighting is minimal since a perimeter fence doesn't exist at this minimum security Center. Four parking lot, pole mounted lighting fixtures were noted to be replaced with LED. Soffit lights are metal halide types.

A new addressable fire alarm system was installed by a 2008 project and provide full coverage of the facility.

SECURITY

The Geovision video surveillance system (VSS) has one DVR and has licenses for 16 cameras. It was installed in mid-2006. There are 16 active analog fixed and pan-tilt-zoo (PTZ) cameras. Cameras are monitored at the Security Control Center. The system was reported to be at capacity. [REDACTED]

The main entrance to Administration is electrically controlled from the Admin. Additional door control at the east, west and loading dock would improve access control at the building. The main entrance has a 2 station intercom system.

Facility Needs

- HVAC and plumbing systems need continued maintenance and some improvements to the temperature controls, ventilation, and plumbing fixtures
- Add cameras for improved coverage
- Upgrade video surveillance system to digital
- Add doors and upgrade door access system

Potential Facility Enhancements

- Remodel the holding cells to be wet cells
- Resurface parking lot
- HVAC and plumbing systems should be upgraded to improve temperature control, ventilation, and replace plumbing fixtures and renovate shower/restrooms. Low water pressure issues should be investigated
- Replace aging electrical distribution and equipment
- Upgrade lighting with LED

Condition/Function Assessment

Center: Sanger B. Power Correctional Center (SPCC)

Program Spaces	1	2	3	4	5	Comments
Housing					X	Double occupancy of bedrooms is manageable
Special Housing - Holding Rooms			X			Do not meet ADA, would prefer 'wet' cells
Recreation					X	
Health Services					X	
Foodservice (Kitchen/Dining)					X	
Laundry					X	
Religion					X	Using dining room
Education						N/A, educational programs done off-site at tech college
Administration				X		Desire additional meeting space
Vocational						N/A, vocational programs done off-site at tech college
Treatment/Chemical Dependency						N/A
Intake					X	No dedicated space, using combination of other spaces
Maintenance				X		Limited space for office and storage
Visitation			X			No clear line of sight from check-in desk
Master Control					X	Adequate space
Shipping/Receiving			X			Small area with on grade door, no elevated dock
Storage			X			Space is limited, most in basement
Central Plant				X		
Public Lobby				X		No lobby or waiting space

Code	1	2	3	4	5	Comments
ACA				X		Small bedroom and small dayroom spaces
PREA				X		Open showers need privacy dividers
IBC			X			No fire sprinkler system
ADA	X					No accessible accommodation for disabled inmates

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC				X		Control cooling system undersized
Controls			X			Old pneumatic, poor control, large zones
Plumbing/FP			X			Water pressure ranges from 20-50 PSI
Electrical		X				Original (1981) distribution system and lighting
Telecommunications				X		
Security Electronics		X				Analog cameras, VSS and access control system at capacity

Site Infrastructure	1	2	3	4	5	Comments
Parking		X				Pavement nearing the end of life, frequent repairs needed
Perimeter Security				X		No perimeter fence, limited exterior/site camera coverage
Lighting			X			Parking lighting replaced with LED, metal halide in soffits
Electrical Distribution					X	No issues with utility service
Domestic Water Distribution			X			Low pressure
Sanitary Service					X	
Steam Distribution						N/A
Stormwater Control				X		Some low lying areas with drainage issues

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Sanger B. Power Correctional Center (SPCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Correctional Center	1981	28,187			AMES	
Building B - Emergency Generator Building	1981	225				AMES
Building C - Garage	1994	216			AS	ME
Building D - Garage	1992	900			AS	ME
Building E - Dog Training Program/Storage	1973	4,800				AMES
Total Square Foot		34,328			29,303	5,025
Percentage of Total Square Footage					85%	15%

	High	Medium	Low
Severity Key			
Discipline Key	A Architecture	M Mechanical/Fire Protection/Plumbing	E Electrical
	S Security Electronics		

Expansion Potential

The property has ample open space for an expansion. Expanding the facility and inmate population on this site has been discussed by the DOC in the past. However, a small creek that runs on through the property which makes the soil conditions challenging with a number of low lying area with drainage issues. Clay soils on site have been an issue. There is also some grade change that would need to be addressed in any expansion project. The remote rural location of this site might also be a plus or a minus depending on the needs of the expansion inmate population, and would need to be evaluated.

Workforce

SPCC has 21 full time employees and 2 half-time employees. The facility does not have many issues recruiting or retaining staff. Most of the recent opening have been due to retirements.

As of February 2019:

- Facility has 1 open half-time food service position
- Facility has 1 open half-time administrative assistant position
- Facility has 1 open half-time social working position

5.4 MALE CORRECTIONAL CENTERS

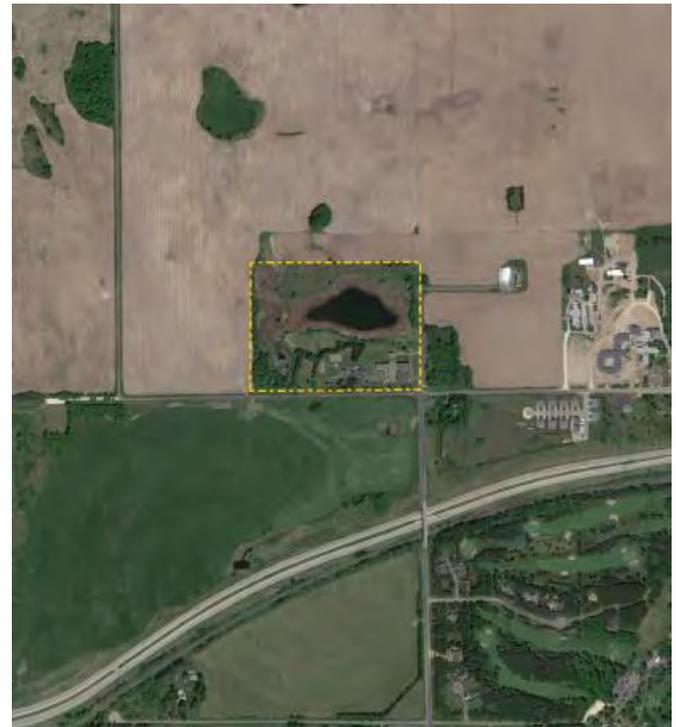
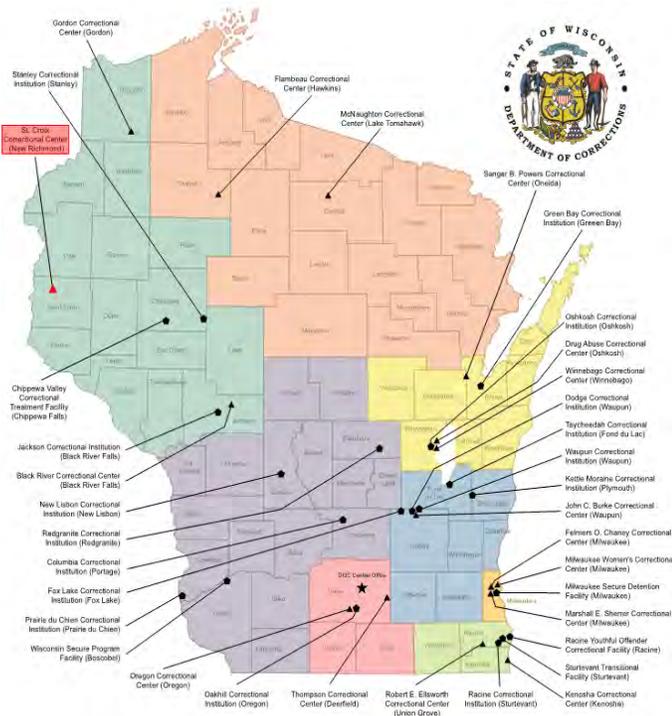
St. Croix Correctional Center

Summary Statistics

Center: St. Croix Correctional Center (SCCC)

Address	1859 North 4th Street New Richmond, WI 54107-0036
Superintendent	Jo Skalski
Opened	1991 Challenge Incarceration Program 2014 Expansion
Site Size	34 acres
Total Buiding Area	30,620
Number of Employees	47
Population	120 Male
Security Classification	Minimum
Programs	Challenge Incarceration Program • Thinking for a Change • High School Equivalency Diploma
Industry/Vocational Location Map	NA

State Owned Land Map



Keyed Site Map

Center: St. Croix Correctional Center (SCCC)



Introduction

St.. Croix Correctional Center (SCCC) is located near the city of New Richmond, in St.. Croix County. The facility currently houses approximately 120 adult male minimum security inmates. The center sits on 34 acres of state-owned land surrounded by open farmland. The facility is unique in that it used to house both female and male inmates but the female population was removed in June 2018. The primary program at SCCC is Challenge Incarceration Program (CIP), which is a military style boot camp to provide inmates with the discipline and resources they need to reenter the community.

SCCC also offers an education program toward earning a High School Equivalency Diploma and provides work crews to work with local government agencies and non-profit organizations on a variety of work projects.

Assessment Overview

ARCHITECTURAL

The St. Croix Correctional Center is comprised of five buildings; the Main Center, Yard Crew Shed, Storage Building, Maintenance Garage, and Athena (formally female housing).

The Athena building, which was used for female housing prior to the program being relocated in June 2018, is a modular double wide trailer meant as a temporary solution. The building has been an ongoing maintenance issue requiring staff to address furnace issues and frozen pipes.

The Maintenance Garage is used for woodworking, welding, and minor vehicle maintenance. This building able to meet the needs of the Center.

The Storage Building holds general storage, primarily for maintenance. The building is working for the center but could use a new roof.

The Yard Crew Shed houses the lawn mower, chain saws, shovels, etc., and is undersized.

The Main Center building was built in 1994 with an east wing addition in 2014, and includes all housing, support, and program functions. The building is “cross” shaped and is organized around a large central Multipurpose Room that acts as the hub of the facility and serves as the central dining room, indoor recreation, physical training, visitation, and counts.

Open dormitory style Housing is located on two levels of the west wing and the first level of the 2014 east wing addition. The east wing also includes a two wet cell Special Housing Unit and a three room Independent Living Unit with its own toilet/shower facilities and dayroom that can house up to six inmates.

The showers and toilet facilities, located at the end of each of the dormitories, provide an adequate number of fixtures for the population and good observation. The west housing wing showers are a concern because there is no temperature control. The east housing wing is having issues with the paint peeling in both the ILU and the dormitory.

Education is located on the second floor of the 2014 east wing addition. It includes four classrooms, a group room, a computer lab, and staff offices. An elevator provides elevator access to the second floor as well as an unfinished basement that includes a mechanical room, storage space, and serves as a storm shelter.

Central Control is located in the first level dormitory in the west wing, with a direct staircase to the second level control room should there be any incidences. The east wing also includes a secure control room with direct observation into the dorm housing and the special housing unit. This layout is working well for the facility.

The Administration wing, located on the south side of the building, houses administrative offices, Health Services, a staff breakroom/locker room, and miscellaneous storage and support functions.

Food Service is located on the first floor of the north wing and includes a nearby loading dock for food service and general supplies delivery. Additional dry goods storage is located in the basement. The space is adequate and working well. The facility is only concerned with the age of the equipment.

The Laundry is located in the basement of the north wing. There is no personal laundry at SCCC so all laundry is done in this location. There are two industrial size washers and two industrial size dryers that were purchased in 1992. Linen and clothing exchange is located in an adjacent room. This system is working well. There is only concerns with the remaining life of the equipment.

SITE / CIVIL

SCCC is on an open site with a pond to the north, county roads on the east and south, and open farmland to the west. Grades are contoured toward the pond and they have had no issues with storm drainage. There is a small loading dock on the north wing of the Main Center building that is working well. The pavement is in good condition and doesn't need improvements in the immediate future.

All site utility infrastructure is in good condition. The building utilizes the city water supply. The sanitary systems are connected to the municipal water system and believed to be in good condition.

Electrical service to the Center is sourced from overhead utility distribution east of the Center and routes underground to the boiler room. The fiber entrance facility serving facility networks enters the building at the northeast basement wall of the main telecommunications room (MTR). High pair copper cabling enters the facility in the Boiler Room and serves the facility telephone system.

MECHANICAL

The building was constructed in 1994. With the following exceptions the HVAC systems are original to the building and experience typical issues and maintenance that would be expected at that age. The building heat source is provided by two hot water boilers. There are seven air handling systems serving the building. The administration area is the only area cooled by air cooled condensing units. Temperature control is DDC with pneumatic actuation on the air handling units with pneumatic controls for terminal heating equipment in the original building. The new building is DDC with electric actuation.

The entire administrative area only has two thermostatic zones. Currently the telecom rooms are overheating as they do not have a source of cooling. The original Honeywell control system has been upgraded to ALC. The original control valves are still in place.

The sanitary waste and vent piping is believed to be original to the building. The domestic water is heated using gas fired water heaters.

ELECTRICAL

The facility electrical service is 600 amps at 208Y/120V, 3 phase. Electrical distribution system components are original to the building. New panelboards were provided in the 2014 east wing addition project. The overall system is in good condition with capacity and space to add loads. Generator sourced power is from a 125 kW diesel generator set that picks up the entire Correctional Center. The generator distribution system consists of a single automatic transfer switch (ATS) feeding a distribution panelboard. The facility's electrical distribution and equipment is approximately 28 years old. Typical service life of electrical distribution and equipment is 30-40 years.

Interior lighting is primarily T8 fluorescent types, and metal halide fixtures are used in gymnasium. Generally, lighting levels are considered adequate in the facility. Exterior lighting is a mixture of high pressure sodium and metal halide. The east wing uses exterior wall mounted LED fixtures. Batteries on these units have experienced operational issues in cold weather. Overall illumination levels are satisfactory for security purposes.

The existing fire alarm control panel (FACP) is in the lower west Officer Control room, and the east wing FACP is in Control. Both panels are Simplex. The original 1991 system is zoned, and the 2014 East addition system is addressable. Components consists of audible/visual notification appliances, smoke detectors, heat detectors in specific areas, and manual pull stations. Speaker/strobes are used throughout the East wing and announcements can be made from a microphone in East Control. The 1991 building utilizes horn/strobes for audible/visual notification. The Garage contains horn/strobes, smoke detector and manual pull station.

The server/data room 137 contains racks for the structured cabling systems in the facility.

SECURITY

The Geovision video surveillance system has one DVR [REDACTED] It was installed with the east wing project. There are 30 active cameras; 28 interior including one pan-tilt-zoom (PTZ) type, and two exterior PTZ types. It was reported there 16 digital cameras. The system is in good condition overall. Cameras are monitored at Lower West Control. Three Security Captains and the Superintendent also have ability to monitor cameras throughout the facility. The server/data room 137 houses system head-end equipment.

The Center's paging system is an analog Bogen system original to the 1991 facility. Zoned paging functionality exists for interior wings and exterior locations, although all call is typically used at this facility. Head-end amplifiers and distribution equipment in located Lower West Control.

Digital radios by EF Johnson are used by security staff. Body alarm pendants are used for non-security staff. An intercom system is in the East wing. There is a KeyWatcher system in place that has been problematic.

The main entrance to Administration has an electric strike controlled by the Admin desk. The East wing has locking controls for interior and exterior doors. Integrated human machine interface (HMI) controls are in East Control along with head-end equipment.

Facility Needs

- The east wing control room glass was damaged by a cleaner and should be replaced
- Replace epoxy finishes in the east wing showers
- Re-roof the Storage Building
- HVAC and plumbing systems would need continued maintenance.
- Replace paging system with digital.

Potential Facility Enhancements

- Demolish the Athena Building
- Address the heating issue in the west wing of the Main Center building
- Upgrade the Storage Building fuel source to gas
- Replace electrical distribution and equipment
- Upgrade exterior lighting with LED

Condition/Function Assessment

Center: St. Croix Correctional Center (SCCC)

Program Spaces	1	2	3	4	5	Comments
Housing			X		X	Old (3) heating issues. Insulation falling in walls, New (5)
Special Housing - ILU			X			
Recreation/Dining/Multipurpose			X			
Health Services				X		
Foodservice (Kitchen/Dining)			X			
Laundry				X		
Religion						Recreation/Dining/Multipurpose Room
Education					X	
Administration				X		
Vocational						NA
Treatment/Chemical Dependency						NA
Intake						NA
Maintenance				X		
Visitation			X			Recreation/Dining/Multipurpose Room
Master Control				X		Laminate failing, chemical reaction with cleaner, glass is fogged
Shipping/Receiving				X		
Warehouse - Storage			X			
Central Plant						NA
Public Lobby						NA

Code	1	2	3	4	5	Comments
ACA					X	
PREA					X	
IBC				X		
ADA					X	

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC				X		
Controls			X			
Plumbing/FP				X		
Electrical				X		1991 building electrical distribution & fire alarm is 28 years old
Telecommunications					X	
Security Electronics				X		Analog paging system, upgrade analog cameras to digital

Site Infrastructure	1	2	3	4	5	Comments
Parking				X		Parking Lot can fill up at shift change.
Perimeter Security					X	
Lighting				X		Replace high pressure sodium and metal halide with LED
Electrical Distribution					X	
Domestic Water Distribution				X		
Sanitary Service				X		
Steam Distribution						NA
Stormwater Control						NA

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: St. Croix Correctional Center (SCCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Yard Crew Shed						AES
Building B - Storage Building	2015	576			A	ES
Building C - Maintenance Garage	2015	672				AES
Building D - Correctional Center	2015	27,872			MES	A
Building E - Athena (Female Housing) - Vacant		1,500		A		ES

Total Square Foot	30,620		1,500	28,448	672
Percentage of Total Square Footage			5%	93%	2%

Severity Key

High Medium Low

Discipline Key

- A Architecture
- M Mechanical/Fire Protection/Plumbing
- E Electrical
- S Security Electronics

Expansion Potential

There center has ample space on the property to expand. If housing was to expand on this site, supporting spaces would require expansion as well as they are at the limit of their capacity.

Workforce

SCCC has 55 full time employees. The facility has had difficulty filling open positions and were hosting an open house late February to attract potential applicants off the street. Due to the proximity to Minnesota, SCCC has seen a decline in recruitment and retention due to competition for correctional officers. The current number of vacancies is higher than normal, however, SCCC could not recall the last time they have been fully staffed.

As of February 2019

- Facility has one open Social Worker position
- Facility has one open part-time Nurse position
- Facility has one open contract Nurse position

5.4 MALE CORRECTIONAL CENTERS

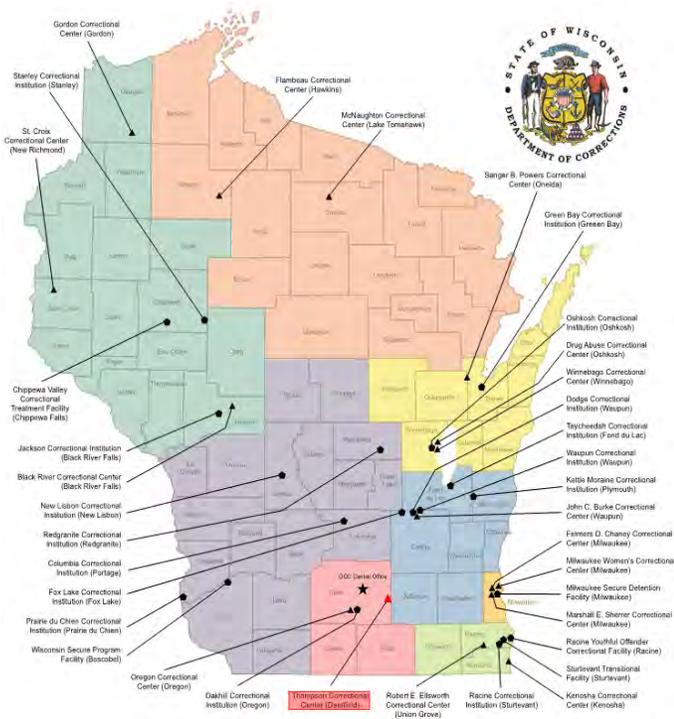
Thompson Correctional Center

Summary Statistics

Center: Thompson Correctional Center (TCC)

Address	434 State Farm Road Deerfield, WI 53531-9562
Superintendent	Wayne Olson
Opened	1942 Prison Farm 1994 Correctional Center
Site Size	21.5 acres
Total Buiding Area	45,170
Number of Employees	26
Population	145
Security Classification	Minimum
Programs	Work Release Program • Dog Socialization and/or Training Program

Industry/Vocational Location Map



State Owned Land Map



Keyed Site Map

Center: Thompson Correctional Center (TCC)



Introduction

Thompson Correctional Center (TCC) is located east of Madison between Deerfield and Cambridge, in Dane County. TCC offers work release programs with local employers with an emphasis on maintaining that employment upon release. TCC currently has 80-100 inmates working three shifts per day with 16 private businesses. Other opportunities include education toward earning a High School Equivalency Diploma and programs for inmates with identified needs base on the availability of volunteers and community partners. GCC also provides work crews to work with local government agencies and non-profit organizations on a variety of work projects. TCC has developed a unique community service relationship in partnership with the Labrador Education and Rescue Network (L.E.A.R.N) as part of their rescue network for Labradors, a program that has been beneficial to both the inmates and the dogs.

The proximity to Madison makes it easier to partner with Madison Area Technical College for vocation programs and recruit instructors to come to the TCC to work with the inmates.

Assessment Overview

ARCHITECTURAL

There are three buildings on the TCC campus, the Correctional Center, the Bunkhouse/Office Building, and the Vehicle Storage Building,

The Correctional Center building was constructed in 1993 and supports the daily living needs of general population. Inmate Housing can accommodate 131 inmates in a combination of single and double bedrooms along double loaded corridor wings to the east and west, and one emergency surge dorm style room in the middle of the programmed spaces. The bedrooms are in good condition.

There is a single wet cell used for random UA's and disciplinary strip searches.

Shower and toilet facilities are located on each wing. The number of fixtures are adequate to meet the need of the population, but the showers were designed as gang showers and are only used by one inmate at a time, resulting in a lack of capacity. The facility is exploring options to use panels with curtains to create more privacy and increase shower capacity.

A secure Control Center controls the door at the front entrance of the Correctional Center. Other exit doors alarm at the Control Center but are not controlled. The Control Center also monitors the limited number of cameras on site.

The Administrative space in the south portion of the building is too small for the needs of the facility. The number of offices is inadequate and the conference room is used for staff meetings, tele-religious services, and attorney visits.

Food Service is located just north of Administration and is at maximum capacity. The number of inmates out on work release during the week relieves pressure on the kitchen and dining room, but on weekends TCC employs a continuous food line to provide meals within an hour. Most food storage is on the first level but there is additional dry goods storage in the basement.

Visitation and Religious Services are held in the dining room. Visitation is on the weekend and it's common for the room to be full. There is no designated space for visitation check-in and no lockers for visitor's personal items. A metal detector is located in the hallway leading to the dining room to screen visitors on their way in.

Institutional Laundry is housed in the Administration Building and undersized for the current population. The storage space provided does not meet the needs of the facility. Personal Laundry rooms are provided on each housing wing and have two washers, two dryers, and a folding counter. The the equipment take a beating because of constant use but the spaces are functional.

Property Storage and inmate clothing is stored in the basement below the west housing wing in the Correctional Center building. The Bunkhouse/Office Building, located just south of the Correctional Center, was built in 1962 for emergency housing. The building was intended to be temporary so was not constructed for durability but, due to the population demands at TCC and limited space at the facility, the building continues to be occupied some 60 years later. It has passed its useful life and should be replaced.

The Bunkhouse Building serves as the Intake Unit for TCC. All inmates entering the facility are housed here before moving to the Correctional Center. It also provides program space for all inmates housed at the facility.

Intake Housing is located in a 20-bed dormitory on the first floor. A second floor Independent Living Unit on the second floor accommodates up to 19 inmates in two double rooms and 15 single rooms. An emergency surge room with four beds is located adjacent and connected to the Health Services Unit.

Toilets and showers are located in the basement and there is no elevator access, which limits which inmates can live in this building. The shower count is acceptable for the number of inmates in this building but the flooring is showing its age and needs to be replaced.

There are two washers and two dryers for personal laundry in this building, which is inadequate for the population. Laundry piping is old and unable to keep up with constant use, often causing a backup.

There is a small Property Storage room in the basement of the building.

The Bunkhouse/Office Building provides program space used by all inmates at TCC.

Indoor Recreation is provided by a small exercise room in the basement.

An Education classroom, with a capacity of up to 10 inmates at a time, is full all day long for classes and one-on-one lessons.

A small Library is provided that includes a GED/HSED testing space.

The Health Services Unit is a large open room that has one exam table, three workstations, and storage. Medicine distribution to the Correctional Center is delivered by staff with a secure medicine cart.

In terms of safety and security, the building uses less secure cylinder locks throughout the building and has only two fixed cameras. There is no sprinkler system and the fire alarm system is obsolete and the facility is no longer able to acquire parts.

The Vehicle Storage Building, located south of the campus across the highway, is divided into three sections, cold storage for vehicles on one end, heated storage for tools and equipment on the other end, and the dog program in the center section. The building is adequate to meet the needs of the program.

SITE / CIVIL

TCC is an open minimum security facility with the exception of a fenced dog run to the east side of the site. Although the perimeter lighting has not been upgraded to LED, the facility does not have any issues with the current lighting situation. There are a limited number of cameras monitoring the site, currently the camera coverage is only on the walking track.

With a heavy rain in spring water can seep through the flood drains flooding the Bunkhouse Building. There is no sump pump to extract the water. The Correctional Center has also had issues with water coming through the walls in the dry good storage area of the basement causing problems with food storage.

The visitor parking is across the street, requiring the visitors to walk through the site to get to the Correctional Center. The surface needs to be repaired or replaced because of multiple cracks and uneven surfaces.

There is a two acre garden near the dog run which is maintained by the inmates.

Domestic water service is provided by the Village of Cambridge and sanitary sewer is provided by the Village of Deerfield. Sewage backups occasionally occur in the laundry, potentially due to the demand put on the system from the increased population. Storm water from downspouts discharges to grade. There are water penetration and occasional flooding at the bunkhouse/office building and some water seepage into the food storage area in the main building.

Alliant Energy provides service to the Center from overhead distribution located east of the site to a pad-mounted step-down transformer located north of the facility. The service lateral feeds to main distribution panel in the electrical room. No issues

were reported for the electrical service to the building. No issues were noted for communications technology services to the Center.

MECHANICAL

The buildings are heated by gas fired hot water boilers that supply hot water to perimeter radiation and four constant volume air handling units. One unit that serves the administration area has a DX coil for air conditioning. Original pneumatic controls provide poor temperature control. There is no ventilation system other than operable windows in the housing wings and it is a primary concern of the Center due to poor air quality.

The plumbing fixtures were replaced in 2006 but they are experiencing ongoing repairs for fixtures of that age and usage. The showers are also a security and privacy concern. Due to these issues, only three of six showers are used. The laundry experiences occasional back-ups causing localized flooding. There are no fire sprinkler systems in any of the buildings.

ELECTRICAL

Electrical systems for utility and generator sources in the Correctional Center are original to the facility. At that time, the Bunkhouse/Office panelboard was replaced and back fed from the Center. The existing main equipment is 208Y/120V, 3 phase with no available space in the main panel to add loads. The generator is a 50 kW natural gas set installed inside the Center. The facility has one automatic transfer switch. Typical life expectancy is 30-40 years for electrical distribution equipment.

Interior lighting systems are mostly fluorescent. Exterior pole and wall mounted lighting is high intensity discharge types.

The fire alarm system is Simplex and original to the Center occupied in 1994. The telecommunications rack was noted to be in the basement electrical room.

SECURITY

The video surveillance system is Geovision with capacity for 32 cameras and has one DVR. A total of 27 cameras are active and a combination of analog and digital types. One camera covering the north exterior is pan-tilt-zoom (PTZ) type and was being replaced. Coverage is generally adequate. A camera project was said to be in process to add digital cameras for improved overall coverage at the facility. Paging is an analog system with access through telephones. There are zone capability as well as all call. The system covers the entire Correctional Center building as well as outside locations. The main entrance vestibule door has an electric strike controlled by the Admin desk.

Facility Needs

- HVAC and plumbing systems would need continued maintenance and some improvements to the temperature controls, ventilation, and plumbing fixtures.
- Upgrade fire alarm system
- Replace analog cameras with digital for improved coverage

Potential Facility Enhancements

- The Bunkhouse Building should be demolished and replaced
- HVAC and plumbing systems should be upgraded to improve temperature control, ventilation, and replace plumbing fixtures and renovate shower/restrooms.
- Upgrade security electronics system to integrate cameras and paging with touch screen human machine interface (HMI) and new monitoring
- Replace aging electrical distribution equipment
- Replace exterior lighting with LED

Condition/Function Assessment

Center: Thompson Correctional Center (TCC)

Program Spaces	1	2	3	4	5	Comments
Housing - New Building				X		
Housing - Old Building	X					
Special Housing - Holding Cell				X		Currently one, would like two
Recreation					X	
Health Services	X					
Foodservice (Kitchen/Dining)				X		
Laundry			X			
Religion				X		
Education		X				
Administration				X		Confererence Room too small
Vocational						NA
Treatment/Chemical Dependency						NA
Intake		X				
Maintenance			X			
Visitation			X			
Master Control				X		
Shipping/Receiving			X			Small
Warehouse						NA
Central Plant						NA
Public Lobby						NA

Code	1	2	3	4	5	Comments
ACA						
PREA						
IBC						
ADA						

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Inadequate Ventilation, aging equipment
Controls	X					Poor temperature control, original pneumatic system
Plumbing/FP			X			Aging fixtures, safety issues, laundry back-ups, no fire sprinklers
Electrical		X				
Telecommunications		X				No UPS or generator backup on main server
Security Electronics		X				No intergrated systems, mixture of analog and digital cameras

Site Infrastructure	1	2	3	4	5	Comments
Parking	X					
Perimeter Security						NA
Lighting	X					High pressure sodium, poor light quality
Electrical Distribution				X		
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution						NA
Stormwater Control			X			Occasional flooding/seepage

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Thompson Correctional Center (TCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Correctional Center (New Building)	1992	27,000		M	AES	
Building B - Bunkhouse / Office / Intake (Old Building)	1967	10,570		AM	ES	
Building C - Vehicle Storage	1971	5,500				AMES
Building D - Hog Farrowing Building / Equipment Storage /	1967	2,100				AMES
Building E - Dog Program						AMES
Total Square Foot		45,170		10,570	27,000	7,600
Percentage of Total Square Footage				23%	60%	17%



- Discipline Key
- A Architecture
 - M Mechanical/Fire Protection/Plumbing
 - E Electrical
 - S Security Electronics

Expansion Potential

There is available land to the north of the walking track for future expansion.

The Bunkhouse Building was built as temporary structure over 60 years ago. The building should be removed and replaced with a more permanent solution.

Any increase in population should be accompanied by a corresponding increase in program and support services as they are at their limit based on the current population,

5.4 MALE CORRECTIONAL CENTERS

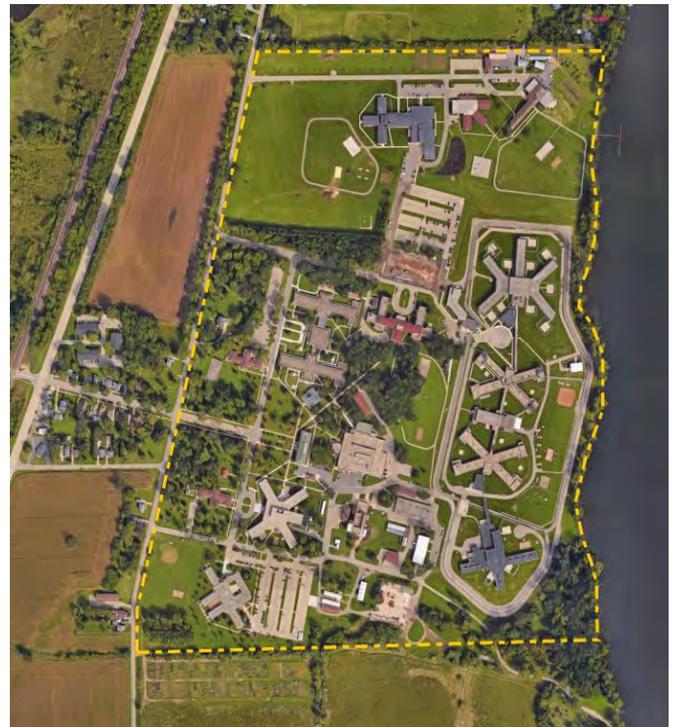
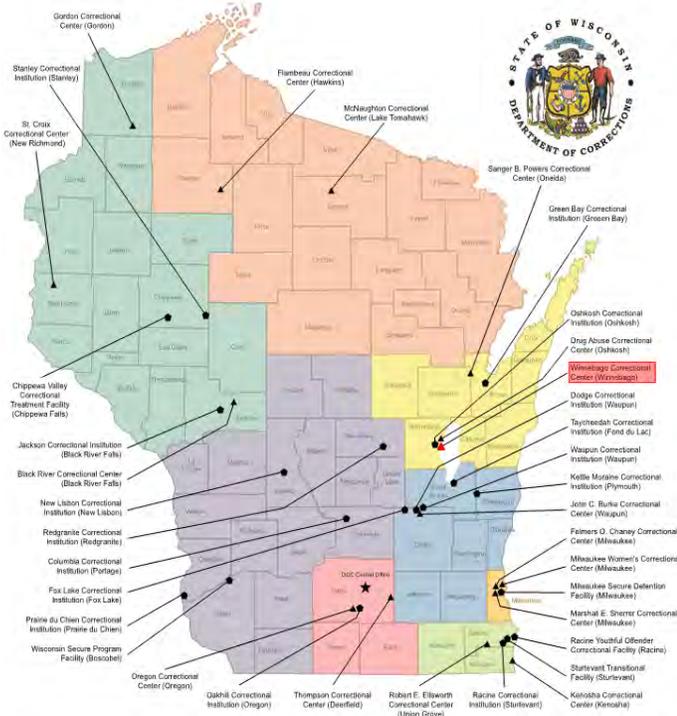
Winnebago Correctional Center

Summary Statistics

Center: Winnebago Correctional Center (WCC)

Address	4300 Sherman Rd Winnebago, WI 54985-0128
Superintendent	Maria Silao-Johnson
Opened	1974
Site Size	17 acres
Total Buiding Area	65,106
Number of Employees	43
Population	266
Security Classification	Minimum
Programs	Earned Release Program
Industry/Vocational	NA
Location Map	

State Owned Land Map



Keyed Site Map

Center: Winnebago Correctional Center (WCC)



Introduction

Winnebago Correctional Center is located in the city of Winnebago, in Winnebago County. The facility currently houses approximately 282 adult male minimum security inmates. The center sits on 148 acres of Department of Health Services (DHS) land adjacent to the Drug Abuse Correctional Center (DACC) and the Winnebago Mental Health Institution (WMHI). WCC occupies approximately 43 acres for the buildings and recreation yard. The facility was opened in 1974 and is the newest center in the WI-DOC system.

WCC offers work release programs with local employers with an emphasis on maintaining that employment upon release. Other opportunities include education toward earning a High School Equivalency Diploma and programs for inmates with identified needs based on the availability of volunteers and community partners. WCC also provides work crews to work with local government agencies and non-profit organizations on a variety of work projects.

Assessment Overview

ARCHITECTURAL

WCC is made up of six buildings, two of which have housing and remaining are support buildings. The original housing building sits on the west side of the site and includes three Housing wings, Administration, and Central Control. Two of the housing wings have four inmates per room and the other wing has five inmates per room. The rooms are adequate.

Toilet/Shower rooms are located at the intersections of the housing wings. The number of fixtures is working for the current population. There are issues with the epoxy floor peeling and the walls getting wet and deteriorating.

A two room Special Housing Unit with high security wet cells is located between Administration and Master Control.

One dayroom and a small weight room are located in the common area between the housing wings but are undersized for the current population in the building.

The Administration space in the original building is sized appropriately. There are two conference rooms and one meeting room. One conference room serves as a multipurpose space and as dayroom overflow. The number of offices and support spaces are adequate. Professional visits come to this building but there is no lobby space so visitors are forced to wait in the small vestibule.

Master Control/Central Control is located centrally and has visibility down all three housing wings. It operates the doors in the original building only. The camera system was recently upgraded. There are two high security wet holding cells near Central Control which meet the needs of the facility.

The most recent construction on this campus is a four-story building with additional Housing, Food Service, Visitation, Institutional Laundry, Offices, inmate Program spaces, Maintenance space, and a Central Control. There is no elevator in this building.

Housing in this building is on levels one, three and four and are all two person rooms.

Toilet/Shower facilities are on the second level and need improvement. The wet environment is ruining the walls and they are beginning to fall apart.

Institutional Laundry is located the second floor. The laundry room is an acceptable size and the number of units seems to be working for the population.

Microwaves and ice machines for inmate use are also on the second level, but there are no tables by design to keep the inmates moving either back to their rooms or to the dayroom in the basement.

Central control is a slave to Master Control in the original building. The location is not ideal for visibility so must rely on cameras and staff rounds to monitor security concerns.

The basement of the newer housing building is only under the north end of the building and includes the dayroom, weight room, mechanical equipment rooms, and dry storage for the kitchen. The walls in the basement have major leakage problems that occur every spring and with every heavy rainfall causing cracking.

The Kitchen has ample storage, the baking area is an appropriate amount of space, but the production and serving spaces are small. The equipment in the kitchen is old and there are concerns of the limited life left in them. The dining room is of adequate size because it is managed by running two shifts, one shift per building.

The dining room also doubles as the visitation room which works well.

The Health Services Unit is shared and located in DACC.

The remaining four buildings, the Vehicle Storage Building, the Maintenance Shop, Inmate Property Storage, and the Project Work Crew Building are in good condition with no reported issues.

SITE / CIVIL

The facility is accessed from Sherman Road and shares the entry drive with the Drug Abuse Correctional Center (DACC). The area for parking is sufficient. Parking to the north is primarily for visitors and short-term parking and the parking area to the south of the building is designated as staff parking. The south lot is shared with Winnebago Mental Health Institution and is in poor condition with many cracks and potholes.

An unfenced recreation yard is located to the west of the facility. The yard has no lighting which limits its available for use. There is a desire to have lighting added to the yard.

Domestic water and sewer services are provided by the City of Milwaukee. Storm water from downspouts discharges to grade. Water is leaking through the foundation of the 1974 Workhouse building. There are no domestic water or sanitary water issues or concerns.

Wisconsin Public Service provide electric services to the Inmate Housing and Workhouse buildings. A pad mounted transformer is located east of Inmate Housing, and the transformer serving the Workhouse is north of the building. No issues were reported for the electrical services. There were also no reported concerns with technology services to the buildings.

MECHANICAL

Both the Inmate Housing building and the Workhouse building are heated by gas fired hot water boilers that supplies hot water to perimeter radiation and air handling units. Boilers in the Workhouse are fairly new.

Inmate Housing: Air handling units condition most areas but air conditioning is only provided primarily in Control and Administration. There are insufficient dampers in the air handling system which makes it difficult to properly balance. It is believed by staff that the DDC control System is too complicated. Plumbing is said to be in rather poor condition. The water heaters are replaced and repaired often and the distribution piping is leaking. Fixtures are aging, and water piping froze in a recent winter.

Workhouse: Much of the heating is through finned tube radiation, with air handling systems serving the kitchen/dining areas. There have been temperature control issues and it is felt that the DDC system is part of the problem.

The plumbing piping and fixtures are failing (leaking) due to age and usage. The water heater was recently replaced. The only areas with fire sprinkler systems are in storage, and the kitchen.

ELECTRICAL

The service for each building is 800 amps at 208Y/120V, 3 phase. The overall systems are in good condition with capacity and space to add loads. Generator sourced power for Inmate Housing is from a natural gas packaged generator installed in an outdoor enclosure. Two automatic transfer switches were said to serve the Housing building. The Workhouse generator set is a natural gas fueled unit with one ATS. Typical service life of electrical distribution and equipment is 30-40 years.

Exterior pole mounted lighting appears to be high intensity discharge types.

The fire alarm systems in both buildings are Simplex and addressable. The main control panel in Workhouse required replacement of the main circuit board.

SECURITY

The video management system is Milestone with a network video recorder (NVR) and 21 digital cameras. The camera upgrade project provided a patch between the two buildings. This project is in flight through BTM at the time of this facility call.

Digital paging system is by room in Inmate Housing. Exterior doors at each wing have delayed egress functions. Central Control can release electric strikes for wing doors. The Workhouse paging has zone and all call functions. Access for each system is through the telephone system.

The phone system is past useful service life.

Facility Needs

- Expand security camera system
- Replace telephone system
- Upgrade exterior lighting site with LED

Potential Facility Enhancements

- Repair and resolve the leaking into the basement of the newest housing building.

Condition/Function Assessment

Center: Winnebago Correctional Center (WCC)

Program Spaces	1	2	3	4	5	Comments
Housing - Building A				X		
Housing - Building B					X	
Special Housing - Holding Cell					X	
Recreation			X			Small weight room
Health Services						NA - Use DACC HSU
Foodservice (Kitchen/Dining)				X		
Laundry - Building A					X	
Laundry - Building B			X			
Religion					X	
Education						NA
Administration				X		
Vocational						NA
Treatment/Chemical Dependency						NA
Intake				X		
Maintenance			X			
Visitation			X			
Master Control				X		
Shipping/Receiving			X			
Warehouse - Storage					X	
Central Plant						NA
Public Lobby				X		No Lobby in Building A. Lobby in Building B adequate
Work Release			X			

Code	1	2	3	4	5	Comments
ACA						
PREA						
IBC						
ADA						

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC				X		Balancing issues
Controls				X		DDC control issues
Plumbing/FP			X			Water heater failures, piping/fixtures failing
Electrical					X	
Telecommunications		X				Telephone system is past useful service life
Security Electronics				X		Workhouse paging system is zoned & all call, not by room

Site Infrastructure	1	2	3	4	5	Comments
Parking						
Perimeter Security					X	Not applicable - no secure perimeter fence
Lighting				X		High intensity discharge (HID) site lighting
Electrical Distribution					X	
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution						NA
Stormwater Control				X		Leaking foundation

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Winnebago Correctional Center (WCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Inmate Housing	1972	25,781				AMES
Building B - Workhouse	2001	36,825			A	MES
Building C - Property Storage						AMES
Building D - Maintenance Shop				ES	M	A
Building E - Tractor Storage	1985	2,400			MES	A
Building F - Project Crew Building		100				

Total Square Foot	65,106			39,225	25,781
Percentage of Total Square Footage				60%	40%



- Discipline Key**
- A Architecture
 - M Mechanical/Fire Protection/Plumbing
 - E Electrical
 - S Security Electronics

Expansion Potential

Expansion potential is extremely limited by Lake Winnebago to the east, DACC to the west, the Winnebago Mental Health Institution to the south, and private property to the north. Any limited expansion possibility would impact the small amount of outdoor recreation shared with DACC to the south.

Workforce

WCC has 43 full time staff. It is not hard for WCC to recruit staff because it offers a less stressful work environment. There is, however, competition with other facilities in the area that results in some open positions.

As of December 2018

- Facility has five open security positions
- Facility has one open maintenance position

5.5 FEMALE FACILITIES

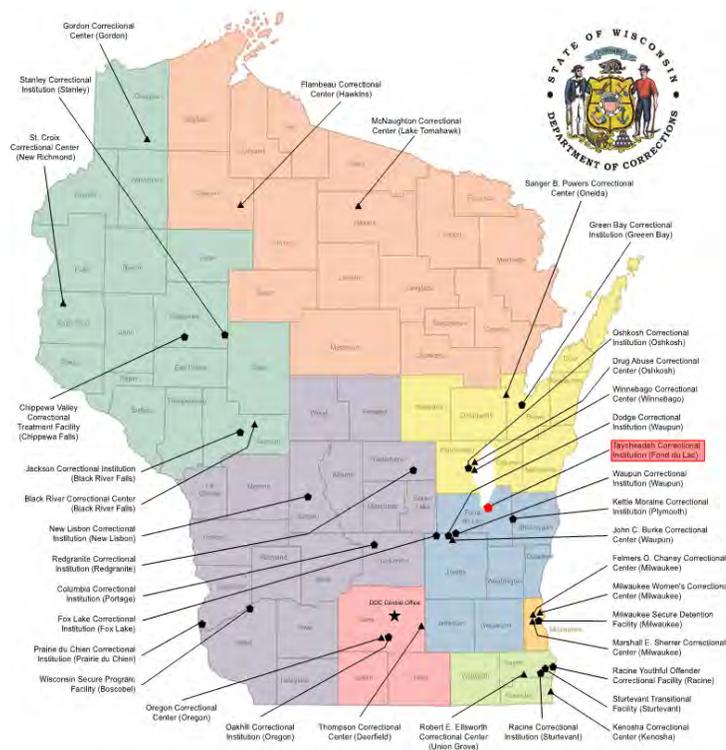
Taycheedah Correctional Institution

Summary Statistics

Institution: Taycheedah Correctional Institution (TCI)

Address	751 County Road K Fond du Lac, WI 54936
Warden	Sarah Cooper
Opened	1850's Women were first housed 1921 WI Industrial Home for Women 1933 Wisconsin Prison for Women 1975 Taycheedah Correctional Institution
Site Size	113 acres (50 acres inside the perimeter)
Total Building Area	366,090 SF approximate
Number of Employees	390
Population	920
Security Classification	Female Maximum & Medium
Programs	Alcohol and Other Drug Abuse - Residential and Dual Diagnosis • Anger Management • Dialectical Behavioral Therapy • Journey Out of Trauma • Moving On • Seeking Safety Group • Sex Offender Treatment • Violence in Relationships
Industry/Vocational	Cosmetology Program • Dental Laboratory Technician Program • Fundamentals of Building Maintenance & Construction Program • Office Software Applications Program

Location Map



State Owned Land Map



Existing Site Map

Institution: Taycheedah Correctional Institution (TCI)



Introduction

Taycheedah Correctional Institution is located in the city of Fond du Lac, in Fond du Lac County. The facility currently houses approximately 920 adult female maximum and medium security inmates. This facility is also the intake facility for all women entering the DOC system. The institution property consists of 113 acres of land with approximately 50 acres located within the secure perimeter fence. The history of this facility dates back to the early 1800's and the Governor James Doty house which still stands inside the secure perimeter of the facility. The Wisconsin Industrial Home for Women was opened on the site in 1921 and some buildings remain from that era, the central plant, root cellar, treatment center, and Harris Hall. In 1931, the Wisconsin Prison for Women was completed and opened adjacent to the Industrial Home facility. A couple original buildings from that institution remain and are still in use, the chapel and Addams Hall. The two facilities were merged together in 1945 to become the Wisconsin Home for Women, which was renamed in 1975 to the Taycheedah Correctional Institution.

Assessment Overview

ARCHITECTURAL

Due to the long history of women's institutions on this site, the facility buildings span a wide range of ages, from over one hundred years old to just three years old. The facility is well maintained and the buildings built in the 1980's, 90's, and 2000's are in particularly good shape. It is the oldest buildings from the 1930's and before that are showing significant wear, are not up to current codes and accessibility, and are increasingly less functional for their current uses. Campus mechanical and electrical infrastructure shows a similar pattern with newer installations in good shape, but older originals systems at the central plant being at or past their useful life.

There are two buildings in particular being used for medium security housing that are at the end of their useful life and should be considered for decommission and removal. Harris Hall was built in 1918 and currently only houses 69 inmates on two floors. The third floor is vacant due to deteriorating conditions of the spaces. Addams Hall was built in 1931 and currently houses approximately 170 inmates on three floors. Some dayrooms and lounge spaces in this building have been converted to multi-occupant bedrooms in order to increase capacity. Both buildings are multi-story with rooms arranged along narrow double loaded corridors. [REDACTED] Both buildings lack a fire sprinkler system and elevator. Neither building can currently provide accessible inmate accommodation due to entrance steps and multi-level interiors.

Other medium security housing is located in a temporary barracks building constructed in 1993 with 144 dormitory style beds. This dormitory housing is in good shape and works quite well at this institution and is a preferred configuration for medium security female inmates. Maximum security housing on campus was built in the 2000's and is in very good shape. Housing building configurations follow department preferred layouts with all double bunk 'wet' cells on two tiers surrounding two-story high common dayrooms. There is housing dedicated to treatment and also 64 beds of single bunk 'wet' cell restrictive housing. There are accessible cells and accessible facilities to accommodate disabled inmates in all newer housing buildings.

The facility houses 120 maximum security inmates, 550 medium security inmates, and approximately 170 'unclassified' inmates that are part of the intake and orientation process. All female inmates classified as minimum security are transferred to the other two system female facilities, Robert E. Ellsworth Correctional Center or Milwaukee Women's Correctional Center. Maximum security housing and restrictive housing capacities are currently considered adequate for the female inmate population. Increased capacity is needed at the medium security level which could be more dormitory style housing.

There is very little under utilized space across the campus buildings within the secure perimeter, and in most cases any under utilization is related to lack of staffing for education and vocational programs. Storage space campus-wide is in short supply. Consideration should be given to adding a new warehouse building outside the secure perimeter that could centralize general storage needs and become a more secure delivery point for mail and private delivery services.

Simpson Hall in the center of campus houses a number of facility functions. The front portion of this building has property/mail, business office, and records storage on first floor with administration offices on second floor. These functions in this portion of the building would be much better located outside the secure perimeter fence for the safety and security of staff and sensitive materials in this area. Consideration should be given to building a new Administration building that could augment the current undersized gatehouse. A new armory space could also be created in this building so this function could be relocated from the old coal bunker at the central plant.

The back portion of Simpson Hall houses maintenance space in the basement, education and vocational spaces as well as an indoor recreation gymnasium on the first floor with additional education and library space on the second floor. Education and vocational programs have adequate space. Utilization is dependent on availability of teaching staff. Facility attempts to increase number of programs and inmate access as much as staffing allows. Additional education and vocational space could be gained by remodeling vacated administration spaces potentially relocated to a new outside Administration building. The on-site Badger State Industries (BSI) function is canteen goods packaging that serves TCI and a number of nearby male institutions. BSI currently has sufficient space but could use more storage that could be gained by moving facility general storage in this building to a new warehouse outside the secure perimeter.

The institution currently utilizes centralized dining at the Food Service building. With the exception of special and restrictive housing units, all inmates use this centralized dining for three meals a day, seven days a week. This is preferred over inmates dining in their housing units. The Food Service building was built in 1991. It is in very good shape, but was originally designed for a campus capacity of 600 inmates at that time. Due to the institution now housing approximately 920 inmates, the kitchen and dining facilities are undersized. The dining space only seats 130 inmates at a time and inmates need to eat in many shifts. The building is also inefficient due to a multi-level design that puts most food storage in the basement. Hauling goods up and down by stairs and elevator is time consuming and cumbersome. Consideration should be given to expanding the Food Service building with an addition that would increase dining, kitchen, and storage space on the main level.

A new Health Services addition was completed in 2017. The health services infirmary function and aging female inmate population is handled well in this new building with a 24-bed capacity. The existing building still houses existing health services exam suite, dental suite, nursing space, medication storage, medical records, mental health offices, security offices, central control, intake, and visiting. While storage space is running low, all components are otherwise housed adequately with the exception of intake. Intake needs more space and a better layout to safely process what are increasing inmate numbers at a time. Some interior remodeling and reconfiguration in this building could be considered if some functions are able to move to a potential new Administration building.

The facility has a single fence perimeter with razor wire on top that also includes electrified non-lethal 'stun' fencing. The fencing has a concrete mow strip at grade. There is an asphalt paved perimeter patrol road but no guard towers. Due to wet soil conditions on the site, there are periodic issues with soil heaving that shift fence posts and mow strip. Ongoing fence maintenance is required.

SITE / CIVIL

The facility has good access from County Road K. There are staff and visitor parking lots that are in good shape. There is a desire for staff parking to be expanded to the north as current capacity is strained at shift change times. There is also a desire to create a parking lot at the training center building to the north of the secure perimeter with a separate access road so the perimeter patrol road could be restricted access in this area.

There are some ADA accessibility issues with non-compliant outdoor routes across campus within the secure perimeter. These predominantly pertain to sloping grades across the site. The facility is doing their best to maintain appropriate slopes and wheelchair access. Future building projects should take site accessibility into consideration and improve conditions where possible.

Site utility infrastructure has a few issues, primarily regarding the underground water and sanitary piping. Utility capacities are adequate to support the current institution. The domestic water distribution piping has had repairs done on the older side of the institution and will likely continue to need repairs or eventual replacement. The sanitary sewer system was scoped in 2004 and was estimated that 1/3 of the system has problems. As a result, storm water has been entering the piping. Storm water is diverted around the site but is inadequate and could use improvement. Steam is provided from a central plant. New steam piping distribution within tunnels is being planned at this time. Any expansion to the institution will require an expansion to the central plant.

Electrical service from the public utility is provided at medium voltage to a pad-mounted step down transformer located near the power plant building. Outdoor switchgear lineups are also located near the power plant. The medium voltage electrical distribution system is reported to have been upgraded around 2012 and is in good condition. The secondary distribution is routed in an underground ductbank and manhole system routed inside the security fence and feeds transformers to step down building utilization voltage.

The fiber distribution system serving security and communications systems is also routed around the perimeter of the site, and multimode fiber was reported to have adequate spare capacity for expansion. High pair count copper cabling serves the telephone equipment.

Perimeter lighting consists of pole mounted LED fixtures installed outside of and around the perimeter fence. The perimeter lighting system appears to adequately cover the fence line area. Pedestrian height, pole mounted lighting was observed along walkways connecting the buildings inside the perimeter fence.

MECHANICAL

The heating and air-conditioning systems range from good condition in the newer housing units (built in 1991, 1993 and 2000) to very poor condition in most other buildings that are from 50 to 100 years old. In fact, the oldest buildings have limited, or no ventilation except for operable windows and are only heated. Most of the heating and plumbing piping is original. Much of the piping contains asbestos. Since the HVAC systems are very simple in the older buildings, the temperature control system is as well and needs to be replaced. Two of the three steam boilers need to be replaced.

The domestic water piping is, and has been, in need of ongoing repairs and replacements in most all older buildings. Fire protection sprinkler systems are generally only present in the newer buildings.

ELECTRICAL

The 4160V distribution system serving the buildings on site is stepped down to supply building utilization voltage. The overall distribution systems within the buildings range from good at newer housing units to poor at several of the old buildings at the institution.

A diesel generator in the power plant serves distribution to multiple buildings located on the north end, including Gower, Simpson, Addams, Harris and Training/Garage. Another diesel generator serves Prescott Hall and housing at the south end of the site. The associated generator distribution systems have limited branch segregation which may limit potential expansion capabilities. Interior lighting mostly consists of fluorescent systems ranging from fair to good condition. Considerations for LED lighting replacement would be recommended with remodel or expansion projects. Exterior wall mounted lighting was observed on the most buildings at entrance doors.

SECURITY

The existing systems include programmable logic controller (PLC) based locking controls with a PC human machine interface (HMI) observed at control areas throughout the facility. An upgrade to a single, consistent HMI and integrated security system would benefit this facility.

A mixture of analog and digital cameras was observed at this site. There are approximately 200 cameras operating on the Milestone system.

Facility Needs

- Decommission and removal of Addams Hall and Harris Hall buildings
- Addition of three new dormitory style medium security housing buildings
- Food Service building expansion and remodeling
- To properly continue operation in the older buildings, the entire HVAC and plumbing systems should be replaced (those over 60 years old may not be cost effective to upgrade to current standards and codes)
- Replace two of the steam boilers in the power plant
- Replace security electronics systems with integrated control and monitoring systems

Potential Facility Enhancements

- New Warehouse building outside secure perimeter
- New Administration building outside secure perimeter
- Remodeling of Simpson Hall for additional education and vocational space
- Remodeling of Gower Hall Intake space
- Expanded staff parking lot
- New parking lot and access road at Training Center building
- To properly continue operation in this building, the entire HVAC and plumbing systems should be replaced (however, to be code compliant and appropriate for a secure correctional facility, the building configuration and floor heights make it difficult and likely impossible)
- Add digital cameras for perimeter coverage
- Upgrade interior lighting systems to LED sources
- Replace walkway lighting with LED types to improve coverage

Condition/Function Assessment

Institution: Taycheedah Correctional Institution (TCI)

Program Spaces	1	2	3	4	5	Comments
Housing	X				X	Newer housing is good, old 'hall' buildings should be replaced
Special Housing					X	Good condition
Recreation				X		Adequate outdoor spaces and one indoor gym
Health Services					X	New HSU and infirmary
Foodservice (Kitchen/Dining)		X				Good condition, but too small and on multiple floors
Laundry					X	New laundry collection and distribution building
Religion					X	
Education				X		Good condition but could use more space
Administration			X			Want to move admin to new building outside perimeter
Vocational				X		Want to convert old dental lab space to new use, want more space
Treatment/Chemical Dependency					X	New Treatment building
Intake		X				Area is too small and needs to be reconfigured
Maintenance				X		
Visitation				X		
Master Control				X		
Shipping/Receiving			X			Want new warehouse building outside perimeter
Warehouse			X			Want new warehouse building outside perimeter
Central Plant				X		
Public Lobby					X	

Code	1	2	3	4	5	Comments
ACA			X			Old 'hall' building housing does not conform
PREA				X		
IBC			X			Old 'hall' building housing without sprinkler systems
ADA			X			Old 'hall' building housing lack elevators and are non-accessible

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC	X	→	→	X		Varies from 1 to 4
Controls	X	→	→	X		Varies from 1 to 4
Plumbing/FP		X	→	X		Varies from 2 to 4
Electrical			X			Building distribution limited in old buildings
Telecommunications				X		Multimode fiber some spare capacity; high pair count copper serves tele
Security Electronics			X			Control center and equipment in Gower; older buildings have few cameras

Site Infrastructure	1	2	3	4	5	Comments
Parking				X		Too small currently, needs expansion and additional lot at Training building
Perimeter Security			X			Soil issues with fence post stability. Improve perimeter camera coverage
Lighting			X			LED perimeter lighting. Improve pole mount lighting coverage inside fence
Electrical Distribution					X	Medium voltage service and distribution system upgraded in 2012
Domestic Water Distribution		X				
Sanitary Service	X					1/3 of system showing signs of failure
Steam Distribution		X				Poor condition in places, new piping/tunnel planned
Stormwater Control			X			Site drainage needs improvement

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Taycheedah Correctional Institution (TCI)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Training/Garage	1970	7,200			MES	A
Building B - Central Plant	1920	6,139		M	ES	A
Building C - Armory (coal bunker)	1920		A			ME
Building D - Storage	1948	2,000				A
Building E - Storage	1921/1947	2,080				A
Building F - Gatehouse	2007	2,521			MES	A
Building G - Gower Hall Intake/Visit/HSU	1981	27,350			AMES	
Building H - Philips Unit Infirmary	2017	10,224				AMES
Building I - Simpson Hall Admin/School/Gym	1965	64,646		M	AES	
Building J - Greenhouse	2016					AME
Building K - Laundry	2016					AMES
Building L - Industry / BSI	2012	13,600				AMES
Building M - Addams Hall Medium Housing	1931	25,898	AMES			
Building N - Chapel	1938	3,876	MES			A
Building O - Treatment Center	1910	629	MES			A
Building P - Doty House	1839	2,840	MES			A
Building Q - Root Cellar	1928	1,400	AS	E		A
Building R - Harris Hall Medium Housing	1918	17,981	AMES			
Building S - Dormitory Housing Unit	1996	11,900			MS	AE
Building T - Maximum Security Housing	2000	31,600				AMES
Building U - Restrictive Housing Annex	2012	8,929				AMES
Building V - Restrictive Housing / Monarch Unit	2000	46,369				AMES
Building W - Treatment	2012	19,200			ES	AM
Building X - Medium Security Housing	1993	36,360			MES	A
Building Y - Food Service	1991	23,348		A	MES	
Total Square Foot		366,090	45,279	36,832	149,977	134,002
Percentage of Total Square Footage			12%	10%	41%	37%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

There is some additional state property around the TCI facility to the north and east. The east area is heavily wooded with sloping grade and does not appear suitable for expansion. The north area is more low-lying and flat and would appear to have some potential for the location of a new Warehouse building and expanded staff parking lot. Space could be created for a new Administration building adjacent to the current gatehouse and truck gate by modifying the perimeter fence location. There also is adequate space within the existing secure perimeter for additional housing buildings when considering that the two oldest housing buildings would be removed.

There is a section of underground utility tunnel coming from the central plant to the north down to south past Harris Hall. This tunnel will need to be maintained as it provides services to the majority of campus buildings. New housing building sites will need to avoid conflicting with this tunnel route.

The primary need is medium security housing. This could be accomplished by adding dormitory style housing buildings in open areas on the east side of the campus. Housing would likely replace the housing at Addams Hall and Harris Hall and could increase facility capacity slightly as well. The facility is currently houses approximately 920 inmates, but is more comfortable at an 800 inmate population. However, up to a 1,000 inmate population could be accommodated if the Food Service building was expanded, educational and vocational spaces were increased, and increased storage was provided in a new warehouse building outside the secure perimeter.

Renovation of the facility infrastructure and central plant would need to take into account this slightly increased inmate population and support function capacity.

From a mechanical, electrical, and security electronics perspective, any expansion of the institution must consist of all new buildings and include a new central plant that provides heating hot water generation to the new housing units, and emergency generators as a minimum.

Electrical distribution system modifications would be necessary for facility expansion. This includes both the utility and generator distribution.

Expansion would also require extension of door control security electronics and expansion of the VMS, including additional IP cameras and structured cabling systems.

Workforce

TCI has approximately 390 employees. The facility faces some recent challenges in acquiring and retaining staff. Security staff is the acute concern. Security staffing is running between 30 and 40 position vacancies. TCI is competing against local and regional businesses for personnel. The facility is dealing with security staffing shortages by requesting and mandating overtime hours which is cost inefficient and detrimental to workforce morale. At the time of the site visit, there were open positions in health services, vocational programs, and facility maintenance staff. While mental health staffing has been better, physicians and nurses are consistently hard to find for vacancies. At one point the medical director/physician position was open for two years. Facility maintenance staffing is in competition with local businesses as well as the UW Health system. One HVAC technician position was open for a year.

As of September 2018

- Facility had 36 open security positions

5.5 FEMALE FACILITIES

Robert E. Ellsworth Correctional Center

Summary Statistics

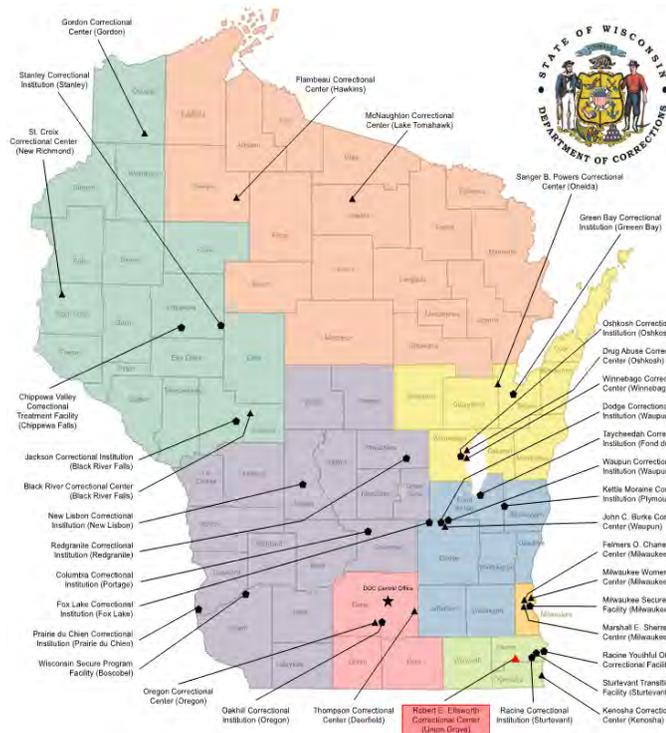
Center: Robert E. Ellsworth Correctional Center (REECC)

Address	21425-A Spring Street Union Grove, WI 53182-9408
Warden	Supervised by TCI Warden
Opened	1954 Built as part of the Southern Wisconsin Center 1989 Converted to Robert E Ellsworth Correctional Center
Site Size	Approximately 45 acres
Total Buiding Area	Approximately 203,000 SF
Number of Employees	115
Population	460
Security Classification	Female Minimum
Programs	Alcohol and Other Drug Abuse • Alternative To Revocation Program: "A Look Inside" • Anger Management • Earned Release Program • VOC Education – Office Operations • Relapse Prevention • Relationships (Topics Include: Domestic Violence, Healthy Relationships, Boundaries) • Thinking For A Change

Industry/Vocational

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Location Map

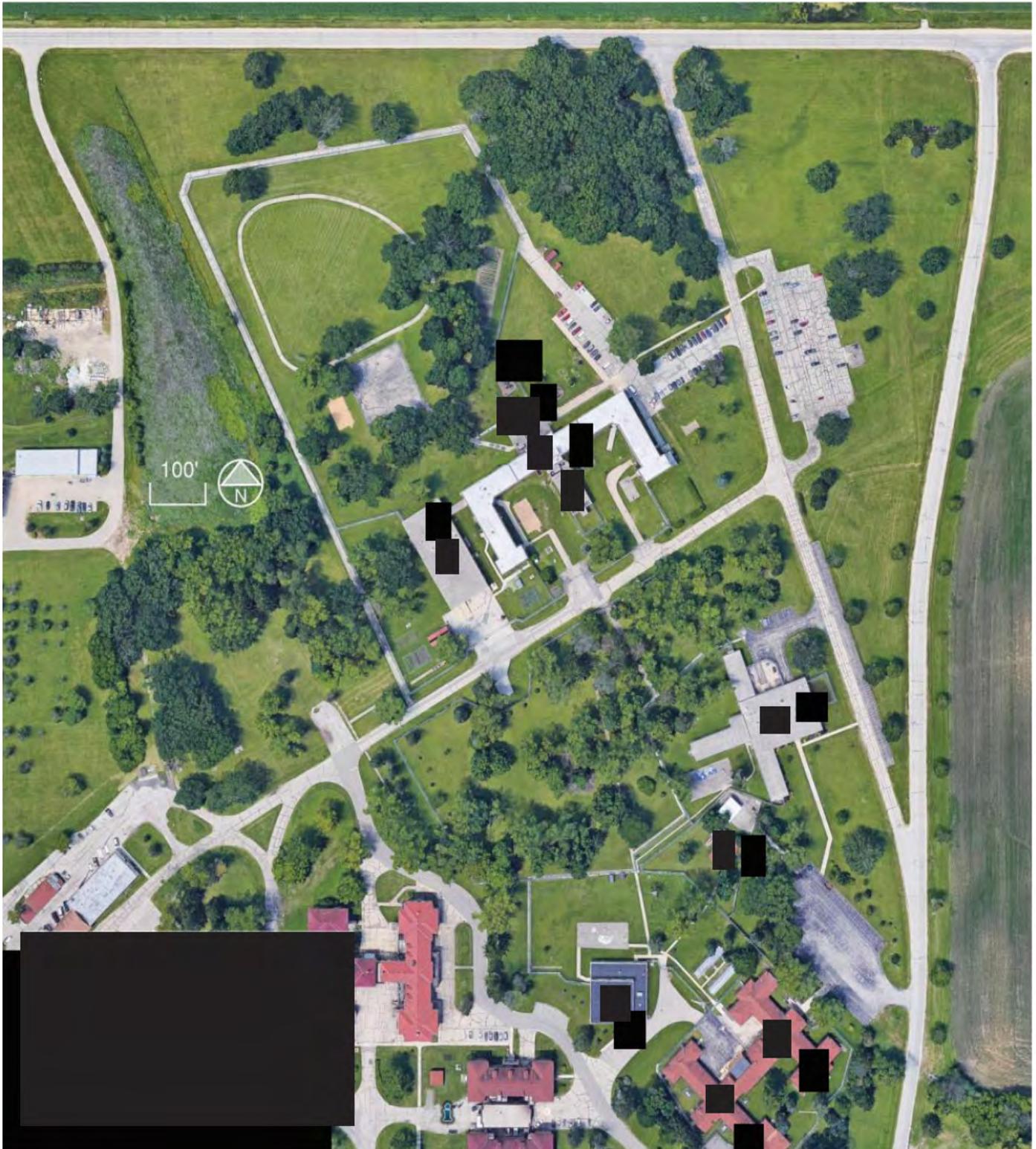


State Owned Land Map



Existing Site Map

Center: Robert E. Ellsworth Correctional Center (REECC)



Introduction

The Robert E. Ellsworth Correctional Center is located near the village of Union Grove, in Racine County. The facility currently houses approximately 400 adult female minimum security inmates. REECC is located on part of the Southern Wisconsin Center campus. The main building was originally built in 1954 as part of the Southern Wisconsin Center. The Department of Corrections converted this building into a correctional facility in 1989. An entrance lobby / visiting addition and a restrictive housing addition were added to the main building in 1994. An annex housing building was added in 1997, and a food service / dining building in 2000. There is a newer multipurpose building with a gymnasium that is shared use by other Southern Wisconsin Center campus residents. There are also three vacant buildings on the Department of Corrections property, one residential single-family house, and two former girls school residential student housing buildings. The overall Southern Wisconsin Center property consists of approximately 500 acres of land with about 45 acres of that land designated for the REECC facility area.

Assessment Overview

ARCHITECTURAL

Being a facility that has been converted over time from a previous use into a correctional center, the REECC campus has predictable challenges with buildings that were not originally designed for their current use. The old main Ellsworth Hall building has been occupied by the correctional center since 1989, but is also in deteriorating condition. The building needs window and roof replacement, as well as hazardous material removals, especially asbestos containing materials in the lower level. There is no insulation in the old brick exterior walls reducing the building's energy efficiency. The building does not have a fire sprinkler system. Conversion to inmate housing created bedrooms for inmates, but very little dayroom space. The long double loaded corridors along separate wings [REDACTED] The building has some limited handicapped accessibility on the ground floor addition with a couple of accessible housing bedrooms and toilet facilities on the upper levels. This housing accessibility is dependent however on a small unreliable existing elevator. Building additions on the north and south sides constructed in 1994 increased functionality of the main building with an entrance lobby and visiting area on the lower level, central control and restrictive housing unit on the first floor. There are numerous plumbing fixtures that are unused and inoperable as well as interior plumbing leaks in above ceiling spaces. Many interior finishes such as tile flooring and paint on walls, doors, and door frames need replacement.

[REDACTED] Efforts have been made to separate these populations, but their co-location in the same housing building is not ideal. Also problematic is the location of facility administration offices on an upper floor of this main building. Access to this administration area is difficult for outside visitors and can create security concerns with inmate and visitor circulation. The main Ellsworth Hall building constructed in 1954 is reaching the end of its useful life and consideration should be given to demolition and replacement over continued maintenance and rehabilitation of this structure.

The two newer buildings on this campus, the Unit D Annex housing built in 1997 and the food service building built in 2000, are in very good condition and could continue to be used by the facility.

The three vacant buildings at this facility are the residential Sunset house, and Monroe Hall and Hayes Hall which are connected and collectively known as Building E. Sunset house and an associated garage structure are located close to the Unit D Annex building. These residential buildings are old and not appropriate for correctional facility use. Consideration should be given to removal of these structures to better allow for expansion and reconfiguration of this facility. Building E, comprised of the former Monroe and Hayes Halls built in the 1950's to serve as juvenile treatment housing, is located at the extreme south end of the DOC controlled property. Building E was partially renovated by the DOC for brief use as adult female housing in the 1990's, but has been vacant for approximately 20 years. The building has been minimally maintained since to ensure continued functioning of campus utilities that run through the basement to feed the REECC facility. While some roof repair and interior renovation and upgrades would be needed, Building E could be considered for temporary use as additional adult female housing. However, this building's location distant from the rest of the REECC campus along with the building's age and functional compromises should be assessed against the long-term redevelopment of this site, and consideration given to eventual demolition and removal of Building E to eliminate ongoing maintenance and preservation costs.

SITE / CIVIL

The facility has good access from Spring Street near Route 45. There is sufficient parking lot space, but existing pavement is in fair condition that will require eventual replacement. The single layer secure fence perimeter is located to the west and northwest sides of the institution property. There is open land on the north end of the state property that contains recreation and wooded areas. There is also available space to the southwest and south of the main campus. This area contains some wooded recreation space and three old vacant unused buildings. There are issues with needed removal of dead trees in wooded areas on the site. The adjacent areas to the REECC property are part of the Southern Wisconsin Center state property and are controlled by the Department of Health Services and Department of Veterans Affairs.

Site utility infrastructure has few needs. Utilities are adequate to support the current institution. Water is provided by the Village of Union Grove. No distribution or quality concerns were expressed. The storm sewer and sanitary sewer are connected to the Village of Union Grove's systems. No concerns were expressed regarding these systems. Steam is provided by the Southern Wisconsin Center But there have been discussions for some time regarding a permanent shut-down of that plant.

WE Energies provides electrical service to this Center's buildings and those on Southern Wisconsin Center. Separate electrical services from the utility are provided for General Housing/Restrictive Housing/Visiting, Food Service/Dining and Unit D Annex.

Limited fiber optic and copper backbone infrastructure was observed during the site observation.

Site and perimeter lighting is very limited at this facility.

MECHANICAL

In general, the mechanical systems are in very poor condition. The steam and condensate piping distribution in the building, including valves and steam-to-hot water heat exchangers is in very poor condition. Much of the piping contains asbestos. Housing units are only ventilated by operable windows that are in very poor condition and many screens are torn or missing. The shower rooms have had exhaust volumes increased due do you high humidity issues, but it continues to be a problem. The air handling systems serving program spaces are old and past their normally service life expectancy. Window air conditioners and split system air conditioners provide cooling but only in critical areas such as the segregation cells, control center, health services and some administrative areas. Since the HVAC system is very simple and lacking in equipment, the temperature control system is lacking as well and is very old and outdated.

The domestic water piping is, and has been, in need of significant repairs and replacements. The basement sump pump have been problematic in the past and has caused flooding. Fire protection sprinkler systems are only present in segregation, the kitchen and visiting room.

ELECTRICAL

The secondary electrical distribution systems in General Housing/Restrictive Housing/Visiting are in poor condition and require replacement. Electrical distribution systems and equipment in Food Service/Dining and Unit D Annex were observed in fair to good condition.

An 80 kW diesel generator serves standby distribution in the main group of buildings. Food Service/Dining doesn't have a installed generator set. Unit D Annex has a diesel generator and single ATS installed for emergency and standby power requirements. Segregation of branches is necessary to keep system wiring entirely separate in compliance with today's codes.

Interior lighting mostly consists of T8 and T12 fluorescent fixture in fair to poor condition. Wall mounted emergency battery units provide emergency and egress lighting in the facility even with a generator system. Additional egress lighting will be necessary during significant remodel projects to meet current requirements.

A Simplex fire alarm system was observed in central control of general housing. The system appears outdated. Audible and visual coverage in the main group of building doesn't meet today's requirements. Some areas have newer notification appliances, and some areas were noted with fire alarm bells. System replacement is necessary.

SECURITY

Overall, integrated security systems and monitoring are minimal at this facility. There is no video surveillance and monitoring of the perimeter. The existing GeoVision system has a limited number of IP cameras on it. Additional cameras would improve coverage at this center. Central control appears to be smaller than necessary to add integrated electronics and storage to upgrade the facilities.

An older paging system was also observed in the facility.

Facility Needs

- Demolish Ellsworth Hall and replace with new housing and core support buildings
- To properly continue operation in this building, the entire HVAC and plumbing systems must be replaced. However, to be code compliant and appropriate for a secure correctional facility, the building configuration and floor heights make it difficult and likely impossible.
- To continue operation in the General Housing/Restrictive Housing/Visiting building, the entire electrical system is recommended to be replaced, including all panelboards, lighting, wiring devices, and associated components. The fire alarm system would also require complete replacement along with paging system. Likewise, integrated electronics, additional IP cameras and storage systems would need replacement.
- Based on architectural and engineering systems, it is likely that facility replacement would be prudent.

Potential Facility Enhancements

- To properly continue operation in this building, the entire HVAC and plumbing systems must be replaced. However, to be code compliant and appropriate for a secure correctional facility, the building configuration and floor heights make it difficult and likely impossible.

Condition/Function Assessment

Center: Robert E. Ellsworth Correctional Center (REECC)

Program Spaces	1	2	3	4	5	Field Notes
Housing	X				X	Old housing is in poor condition, newer Unit D is good
Special Housing				X		Addition to old housing building
Recreation			X			Indoor recreation shared with other campus users
Health Services			X			Small, not enough space, inefficient layout
Foodservice (Kitchen/Dining)					X	
Laundry				X		Old equipment getting difficult to repair
Religion				X		Using visiting space for larger services
Education			X			
Administration			X			Location on upper floor of main building is problematic
Vocational			X			Limited space available
Treatment/Chemical Dependency			X			Limited space available
Intake			X			Lack of adequate space
Maintenance			X			Located in difficult to use basement spaces
Visitation				X		Addition to old housing building, limited space
Master Control			X			Lack of adequate space
Shipping/Receiving				X		
Warehouse				X		
Central Plant						Part of adjacent DHS campus, not visited
Public Lobby				X		Addition to old housing building

Code	1	2	3	4	5	Field Notes
ACA	X					Bed rooms too small, lack of adequate dayroom space
PREA				X		Shower and toilet room privacy issues, [REDACTED]
IBC	X					Lack of fire sprinklers, fire exiting challenges
ADA	X					Not enough accessible bedrooms, accessible toilets/showers

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Campus Wide Infrastructure	1	2	3	4	5	Field Notes
HVAC	X					All systems old, failing, inadequate, inefficient
Controls	X					Old , outdated, inefficient
Plumbing/FP	X					Plumg. Failing, inadequate, old, FP/ insufficient coverage
Electrical	X					Replace utility electrical systems in B, C and D. Provide code compliant generator
Telecommunications						
Security Electronics	X					Replace

Campus Wide Systems	1	2	3	4	5	Field Notes
Parking				X		Pavement replacement needed
Perimeter Security	X					No lighting or camera and monitoring systems
Lighting		X				minimal site lighting
Electrical Distribution			X			Replace B, C and D. Bldg A is 2000, Bldg E is 1996
Domestic Water Distribution				X		
Sanitary Service				X		
Steam Distribution		X				
Stormwater Control				X		

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Robert E. Ellsworth Correctional Center (REECC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Food Service / Dining	2000	28,000			MES	A
Building B - Ellsworth Hall Housing	1954	95,447	AMES			
Building C - Entrance Lobby / Visiting Addition	1994	4,600	AMES			
Building D - Restrictive Housing Addition	1994	3,600	AMES			
Building E - Unit D Annex Housing	1997	21,800			MES	A
Building F - Sunset House (vacant)		5,400	AMES			
Building G - Indoor Recreation		10,500				A
Building H - Monroe Hall (vacant)		17,500	AMES			
Building I - Hayes Hall (vacant)		16,200	AMES			
Total Square Foot		203,047	142,747		49,800	10,500
Percentage of Total Square Footage			70%		25%	5%



Discipline Key	A	Architecture
	M	Mechanical/Fire Protection/Plumbing
	E	Electrical
	S	Security Electronics

Expansion Potential

There is a fair amount of state property controlled by the Department of Corrections adjacent to the buildings on this campus. Much of this open space to the north is being used for outdoor recreation activities or is currently wooded areas. Much of the unused space on this site to the south is occupied by three vacant buildings. More campus space could be available for other uses if these unused buildings were removed. The open space currently controlled by the Department of Corrections could be used to construct additional buildings on this campus and provide room for phased projects.

Ellsworth Hall is in a deteriorated condition and not conducive to further renovations. The functions currently housed there should be considered for replacement. These functions that will need to be relocated to new buildings are 380 beds of housing, 24 beds of restrictive housing, entrance lobby, visiting, administration, health services unit, education, vocational, group rooms, indoor exercise, and maintenance. These functions would most likely be divided up and relocated to separate new core support buildings.

The existing Unit D Annex housing is in good condition and can be retained. The existing food service and dining building is also in good condition and could be retained. If the facility population is expanded, the food service kitchen could be expanded into the current dining space, and a new larger dining hall addition could be constructed on the north end of this building.

The facility currently has a partial single fence perimeter. This fence perimeter could be expanded and remodeled into a more secure perimeter that could allow the presence of female medium security housing on this campus. New medium security housing buildings built to preferred WI-DOC configuration with two levels of 'dry cells' around common dayroom, toilets, and shower facilities could be constructed in the existing north outdoor recreation and wooded area. Once completed, inmates could then be moved out of the existing Ellsworth Hall so that this building could be vacated and demolished. The outdoor recreation area could be recreated on the former site of Ellsworth Hall. A new dormitory style housing building could be built adjacent to the Unit D Annex building and house female inmates participating in work release programs. Separate housing for work release inmates helps limit contraband items being introduced deeper into the facility, and provides better management between inmate groups.

From a mechanical, electrical, and security electronics perspective, the expansion of the institution must consist of all new buildings and include a new central plant that provides heating hot water generation, and emergency generators as a minimum. to the new housing units from the central plant.

The most attractive aspect of the expansion potential for REECC is that open space exists on the current state property controlled by the Department of Corrections. There are also a couple of existing buildings that could be retained and have continued use on this campus, the food service building and Unit D Annex housing. On the other hand, there are other issues that detract from the expansion potential at REECC. The remote location of this facility makes management of this facility by other women's system staff at Taycheedah Correctional Institution more difficult, and creates workforce challenges to being able to greatly expand staffing at this campus. The remote location of this facility also limits inmate work release opportunities and access to hospital based medical care. The REECC facility has expansion potential, but consideration should be given to the challenges of continued operation at this location on part of the Southern Wisconsin Center campus.

Workforce

REECC has 115 employees. The facility faces challenges in acquiring and retaining staff. Security staff and health services staff are particular concerns. The facility is located relatively remote from the Racine and Milwaukee metropolitan areas and is in competition for staff with other local area businesses and other entities on the Southern Wisconsin Center campus. The staffing shortages are being addressed by use of overtime hours.

As of September 2018

- Facility has 12 open security positions
- Facility has 3 open nursing positions

5.5 FEMALE FACILITIES

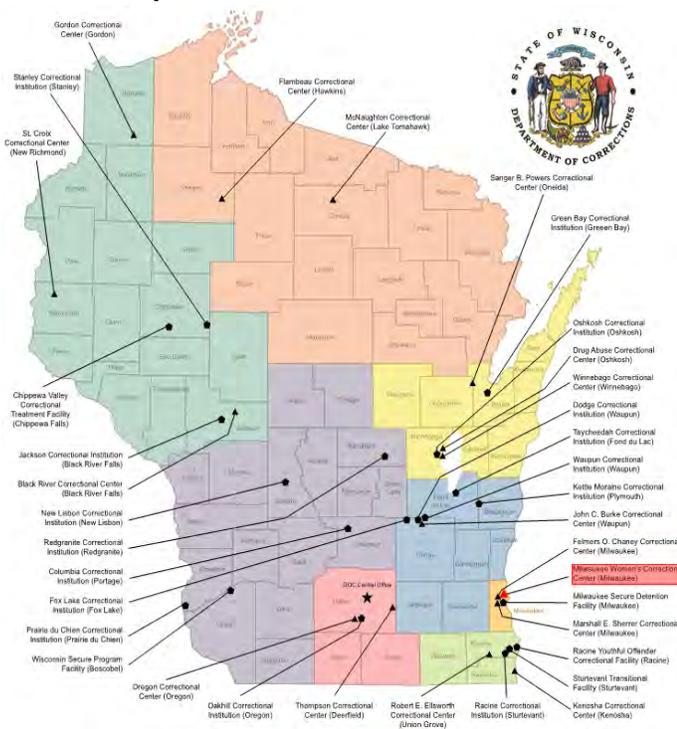
Milwaukee Women's Correctional Center

Summary Statistics

Center: Milwaukee Women's Correctional Center (MWCC)

Address	615 West Keefe Avenue Milwaukee, WI 53212
Superintendent	Vacant (Jan 2019)
Opened	2004
Site Size	2 acres
Total Buiding Area	0
Number of Employees	23
Population	112
Security Classification	Minimum
Programs	Earned Release Program • Thinking for a Change
Industry/Vocational	NA

Location Map



State Owned Land Map



Existing Site Map

Center: Milwaukee Women's Correctional Center (MWCC)



Introduction

Milwaukee Women's Correctional Center is located in the city of Milwaukee, in Milwaukee County. The facility houses approximately 110 adult female minimum-security inmates. The center property is just under 2 acres of land, set in a residential neighborhood. The facility opened in 2004 and is one of three facilities in the Women's System. The primary program at MWCC is work release, with 30-40 inmates in the program.

Assessment Overview

ARCHITECTURAL

MWCC is the newest facility in the Women's System and is in good condition. The site is very compact with extremely close proximity to adjacent rental houses. The internal configuration is also compact with no under utilized spaces. The facility needs more programming space. There are currently two group rooms which are always running three programs. This results in the dining room being multi-purpose for not only dining but also visitation, religious services, and as a group room. There are no educational or vocation programs at the facility. 30-40 inmates have jobs in the institution and 30-40 inmates are enrolled Earned Release treatment programming.

The Food Service space is very small. Only one of the daily meals can be prepared at a time due to space limitations. This creates labor inefficiencies. The coolers are undersized which also reduces the amount of preparation that can be done. The Health Services Unit is three rooms and there are concerns with the lack of space. All Laundry is done on-site and the space is adequate. Storage space is very limited. Some original storage spaces have been converted to program spaces. The building has a partial basement and there is some storage space there. There is also a metal shipping container in the parking lot outside used for facility storage. One original holding cell has been converted to storage space and another has been repurposed to be a cosmetology space.

The inmate housing wings currently meet DOC standards and have designated accessible rooms. All bedrooms are double occupancy 'dry cells' with two separate shared shower and toilet facilities. The bedrooms have adequate space. There are two dayrooms with one being used for indoor recreation, equipped with treadmills, ellipticals and small weight lifting equipment. These spaces are very tight for the current population.

There is no dedicated Intake space and other spaces are used for processing which is manageable. The Central Control space is small but acceptable. Due to the limited space, there is only one holding cell which is used for short-term restriction only. MWCC will transport inmates to Taycheedah or REECC if further restrictions are necessary.

The building main public lobby is small with a very small entry vestibule sallyport. Most space is taken up by X-ray equipment. The inmate entrance is also small but is being made to work. Both entrances would be able to function better with more space. The Administration office space is adequate. There is only one small conference room and other building spaces are used when needed for meetings. Another larger meeting space is desired.

The outdoor recreation space is a small walking track and picnic tables at the south end of the site. This outdoor space functions reasonably well. However, use has been restricted to morning and early afternoon only, and cannot be used for outdoor visiting due to surrounding neighborhood issues.

SITE / CIVIL

The facility is located in a challenging residential neighborhood that has seen occasional street violence. There have been 8 neighborhood shootings over the previous year, and bullets have struck the inmate cell windows and lodged in the side of the building. Patrons from the bar to the north of MWCC, across West Keefe Street, will walk on to the property late at night causing security concerns. There is a current project, construction to begin in the summer of 2019, to address some of these property security issues. The project consists of installing a 6-foot to 8-foot chain-link fence around the north and east of the facility connecting to the existing fencing on the south and west to completely enclose the property. The driveway will be relocated to the south side of the existing parking lot and a lockable gated entry will be added to maintain the security. The existing north driveway into the parking lot will be converted to a gated pedestrian entry. An additional measure to keep the facility secure

and safe is the installation of bullet-proof glass in the building existing windows. This is a phased project (4 to 5 phases) and will be completed by the facility as funds are available. Film coatings have been added to dining room window to provide bullet-resistance as well. The rental houses to the south of the site are within 10' of the fence. This also creates and security and safety issue on the site.

All site utility infrastructure is in good condition. The building utilizes the city water supply. The sanitary systems are connected to the municipal water system and believed to be in good condition. The storm drainage is connected to the metropolitan storm drainage system which functions unless the city's system surcharges. In the event of a surcharge, the center of the outdoor walking track, which is depressed, acts as a retention pond.

Electrical service to the facility is provided by We Energies from a pad-mounted transformer located west of the facility. The underground service lateral feeds the main distribution equipment in the electrical room. No issues were reported for the electrical service to the building. No capacity issues were noted for fiber and high pair count copper serving telecommunications and technology services at the Center.

MECHANICAL

The building was constructed in 2003. With the following exceptions, the HVAC systems are original to the building and experience typical issues and maintenance that would be expected at that age. The gas fired hot water boilers were replaced 5 years ago. The air handling systems are original to the building and consist of constant volume fan coils with reheat. The administration is the only area cooled by air cooled condensing units. Temperature control is problematic since the entire administrative area only has 2 thermostatic zones. Currently the telecom rooms are overheating as they do not have a source of cooling. The original Honeywell control system has been upgraded to ALC. The original control valves are still in place.

The sanitary waste and vent piping are believed to be original to the building. The domestic water is heated using gas fired water heaters.

The building does not have a fire sprinkler system.

ELECTRICAL

Electrical systems for utility and generator sources are original to the Center. Typical service life for main electrical equipment is 30-40 years. The existing main distribution panelboard is rated 800 amps at 208Y/120V, 3 phase with maximum load estimated to be approximately 25% of equipment ratings. It was reported there is limited to no space to add loads to the main panel. The generator was reported to have been replaced in 2016 with a 100 kW natural gas set installed in an outdoor packaged enclosure located west of the building. The generator feeds a single automatic transfer switch that provides 100% back-up to the Center. No operational concerns were noted for the generator power system.

Interior lighting system is primarily fluorescent. Exterior building mounted and pole mounted lighting was said to be replaced with LED sources about three years ago. Additional lighting at the south side where the rental properties are located would improve security.

The fire alarm control panel is Simplex 4010. The main board was replaced after it failed several years ago. The system is original and nearly 17 years old. The Control Center monitors fire alarm and security functions in the building.

SECURITY

The video surveillance system is Geovision with capacity for 64 cameras. The two DVRs [REDACTED] with active cameras estimated to be 48. The existing cameras are a mixture of analog and digital types. Additional cameras would improve coverage of corridors, dining and the exterior. Exterior doors have magnetic locks that are integrated into the fire alarm system with A touch screen in the Control Center provides door release functions as part of the Simplex system. A project to add perimeter fence at the front parking lot including a gate and intercom was said to be in process. An expansion of the existing intercom system stations from 8 to 16 would be beneficial for the Center.

Facility Needs

- Complete bullet-proof glass installation in building windows
- HVAC and plumbing systems need continued maintenance and the IT rooms need cooling
- Add IP digital cameras to improve coverage in corridors, dining, and the exterior
- Upgrade fire alarm system

Potential Facility Enhancements

- HVAC systems serving the cosmetology space should be reviewed for a possible upgrade and temperature control should be improved in administrative areas
- Expand intercom system from 8 to 16 call stations
- Upgrade to integrated security electronics systems with door control, intercom/paging, video surveillance and monitoring systems
- Upgrade interior lighting systems to LED sources
- Add space to building for additional group rooms, support space expansions
- Purchase houses adjacent to south property line to create facility buffer space

Condition/Function Assessment

Center: Milwaukee Women's Correctional Center (MWCC)

Program Spaces	1	2	3	4	5	Comments
Housing				X		Dayroom space is small
Special Housing - Holding Cell					X	Adequate
Recreation			X			Indoor is small, outdoor use is limited
Health Services			X			Undersized
Foodservice (Kitchen/Dining)			X			Prep space is limited
Laundry				X		Space is adequate, but poor ventilation.
Religion					X	Use dining or group rooms
Education						N/A, no educational programs on-site
Administration					X	
Vocational						N/A, no vocational programs on-site
Treatment/Chemical Dependency		X				Need more space, not enough group rooms
Intake					X	No dedicated space, using other spaces
Maintenance				X		Limited space and not enough storage space
Visitation					X	Use dining room
Master Control					X	Small but manageable
Shipping/Receiving					X	Small but manageable
Storage		X				Space very limited, using shipping container outside
Central Plant					X	Mech room
Public Lobby			X			Undersized, functional issues

Code	1	2	3	4	5	Comments
ACA				X		Limited dayroom space
PREA					X	
IBC			X			No fire sprinkler system
ADA					X	No issues

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			
Controls					X	
Plumbing/FP					X	
Electrical			X			Main distributon panel lacks breaker space, upgrade F/A
Telecommunications				X		
Security Electronics			X			Add digital cameras to improve coverage. Add intercom stations

Site Infustructure	1	2	3	4	5	Comments
Parking					X	Adequate and in good condition
Perimeter Security			X			Minimal site security, fence project in process
Lighting				X		Add lighting at south side of site to improve site security
Electrical Distribution					X	No issues reported
Domestic Water Distribution					X	
Sanitary Service					X	
Steam Distribution						N/A
Stormwater Control				X		

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: Milwaukee Women's Correctional Center (MWCC)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Correctional Center	2001	44,000			AMES	
Total Square Foot		44,000			44,000	
Percentage of Total Square Footage					100%	

	High	Medium	Low
Severity Key			
Discipline Key	A Architecture	M Mechanical/Fire Protection/Plumbing	E Electrical
	S Security Electronics		

Expansion Potential

Expansion is unlikely at this site due to site space constraints. The only areas on site available for expansion are the small outdoor recreation yards at the south side of the site, which would eliminate the possibility of significant outdoor recreation opportunities. If the DOC were to obtain houses to the south of the site, it is unlikely building to the south would be desirable. The added land would be better used to establish a suitable buffer zone. While the Center functions quite well, the challenges of the surrounding neighborhood make this an undesirable site for an expansion.

Workforce

MWCC has 23 employees. Despite the challenges of the neighborhood, the facility has had only minor difficulties obtaining and retaining staff. Staffing has been generally very good. Security staff is short for the third shift, but it is in better shape than most correctional centers. The health services, psych services, social workers, and maintenance staffing is currently acceptable.

As of January 2019

- Facility has 1 open security position

5.6 JUVENILE FACILITIES

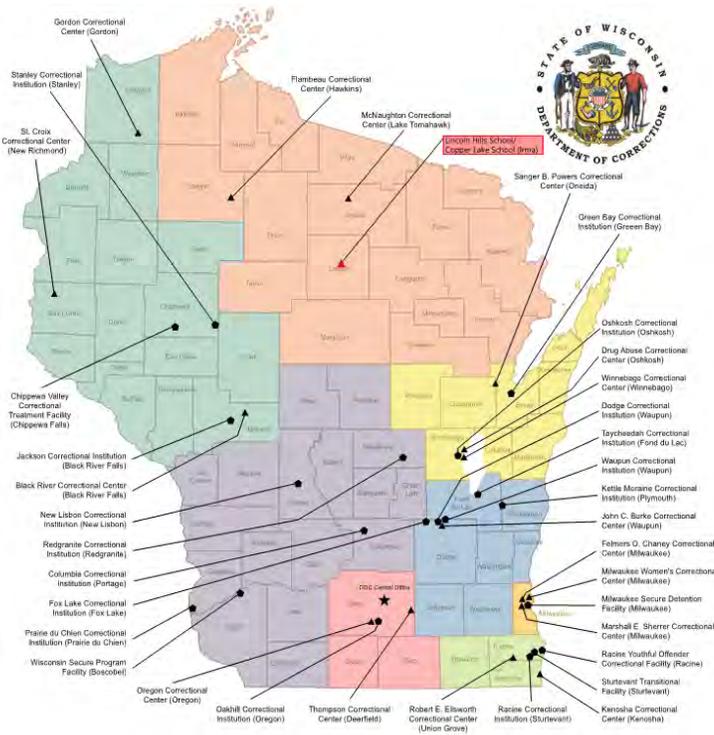
Lincoln Hills School/Copper Lake School

Summary Statistics

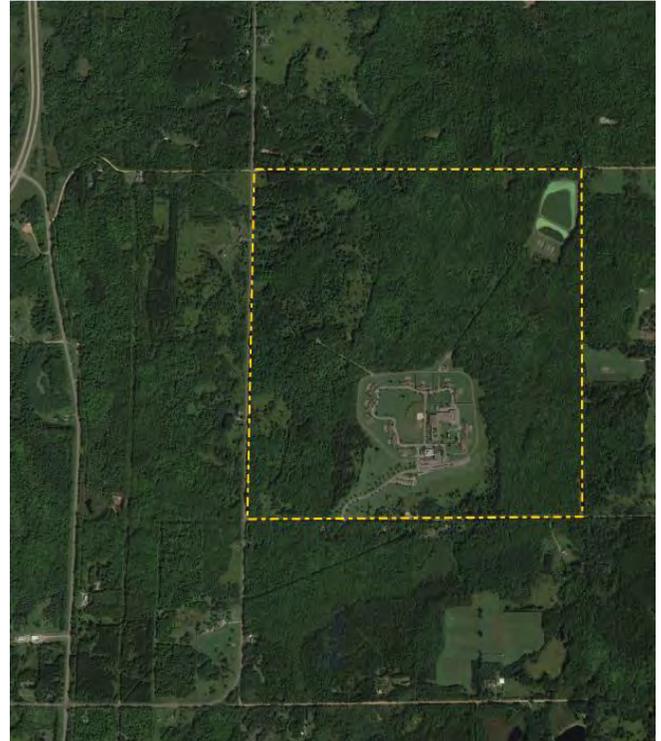
Institution: Lincoln Hills School (LHS)/Copper Lake School (CLS)

Address	W4380 Copper Lake Avenue Irma, WI 54442
Warden	
Opened	1970
Site Size	620 acres
Total Buiding Area	244,762
Number of Employees	
Population	131 (117 male/14 female)
Security Classification	Juvenile
Programs	Anger Management • AODA • Sex Offender Treatment • High School Diploma/GED/HSED • CAP Program • Great Lakes Inter Tribal Council
Industry/Vocational	Foundry • Woodworking • Small Engine Repair • Welding • Computer Assisted Design/Business Applications

Location Map



State Owned Land Map



Keyed Site Map

Institution: Lincoln Hills School (LHS)/Copper Lake School (CLS)



Introduction

The Lincoln Hills School (LHS) is located on a 620 acre rural site near Irma, WI in Lincoln County. LHS school opened in 1970 as a Type 1 juvenile correctional facility. From 1972 to 1994, LHS housed both male and female youth. In 2011, the State opened Copper Lake School on the Lincoln Hills site as a separate facility with sight and sound separation to serve as a secure detention resource for female youth from nearby counties.

Assessment Overview

ARCHITECTURAL

Lincoln Hills School is located on a vast 620 acre site high on a hill and surrounded by forests. The site is organized around a large, centrally located recreation field with a large school, vocational education, and maintenance building on the east and a meandering internal roadway connecting 10 of the 12 housing buildings on campus to the north and west. The two remaining housing buildings are located east of the school complex and connected by the same roadway. The administration building, housing the public lobby, master control, visitation, health services (main), administration, and intake functions, is located at the south end of the site and is adjacent and connected the food service building. A central plant is located immediately west of the food service building. A chapel located just southeast of the school building and a dormitory building located near the housing buildings north of the school building round out the buildings on campus.

The entire campus is surrounded by a single security fence with three coils of razor ribbon, but no intrusion detection system, camera assessment system, or perimeter patrol road, and inadequate lighting. The site is accessed through a large fenced vehicle sallyport that controls access to youth intake, maintenance, and goods and service deliveries.

With the introduction of Copper Lake School for girls in 2011, two housing buildings and the dormitory building at the northeast corner of the campus were enclosed in a separate security fence with visual screening applied to the fence fabric to provide visual separation of the male and female populations. CLS is accessed through an internal gatehouse and fenced sallyport to control movement. The dormitory building has been converted for use as a classroom/program/treatment building and a satellite health services unit to allow the majority of youth services and programs at CLS can occur independent of those at LHS. Visitation is the only program function shared by CLS and LHS. A third, adjacent housing building was enclosed in another security fence with visual screening and gate access to both LHS and CLS to provide flexibility for use with either the male or female population.

The facility is in the process of converting all bedrooms on campus from a combination of single-bunk and double-bunk rooms to all single-bunk, including abatement; upgrades to floor, wall, and ceiling finishes; and replacement of institutional bedroom furniture with more normative high density plastic correctional furniture. Future plans will include window replacement, lock replacement, bathroom upgrades, and MEP upgrades. With 24 bedrooms per housing unit, and 12 housing units, there are a total of 288 beds available for youth. 48 beds are dedicated to females at CLS, 216 beds dedicated to males at LHS, and 24 beds serve as flex beds that could be assigned to either LHS or CLS. Due to a trend toward changes in sentencing at-risk youth to out of home placement, LHS and CLS have seen a decline in the overall population over the past several years. At the time of this report, there were a total of 131 youth on campus, 117 males and 14 females.

The majority of youth housed at Lincoln Hills are from the Milwaukee area, some five (plus) hours away, as well as other remote areas of the State. To facilitate family visitation, which is an integral part on the treatment program, the DOC offers, at no cost, chartered coach bus transportation for families based on a rotating schedule originating from either Milwaukee/Madison or Milwaukee/Appleton/Green Bay on Thursdays and Saturdays four times per month. The bus seats up to 56 individuals on a first-come, first-served basis. Busy visiting days place unique pressure on undersized and functionally challenged main lobby, processing, waiting, and visiting areas.

The buildings and infrastructure at Lincoln Hills have been well-maintained and are in generally good to very good condition given they are over 50 years old. It has been noted that maintenance staff is always very busy and there are always ongoing upgrades with construction work around campus. This ties up a lot of security staff and youth are constantly aware of work in progress and outside contractors on-site. Many outdated systems have been, or are in the process of being updated or replaced, while others are due for upgrades or replacement. Most of the operational issues at Lincoln Hills relate to shortcomings in the original design of the facility and not to failing of buildings or systems. Specific challenges noted include, but are not limited to, the following:

Administration Building. The Administration Building includes the public lobby, master control, and visitation functions. There is not secure sallyport access from the public lobby to master control, and the public in the lobby can easily observe master control operations. The lobby space serves both staff and public access to the facility and is inadequate to support and process staff at shift change and the number of visitors that arrive at one time on the DOC sponsored bus. There is particular concern with waiting for visitors that arrive by bus but are not eligible to conduct visits. The visiting room itself is adequate, but would benefit from having a secure outdoor visitation area. Beyond functional considerations, the main entry and adjacent vehicle sallyport are encased in multiple coils of razor ribbon, creating a very imposing image of Lincoln Hills that does not support the therapeutic model of youth treatment.

Intake. The space available for intake is adequate, but the layout does not promote efficient processing, does not provide wet holding cells, and does not offer efficient, accessible circulation to assigned housing units. Major remodeling should be considered to alleviate operational concerns.

Housing. Remodeling of the housing buildings have begun with the finishes in one unit complete, two others in progress, and an additional six scheduled for future upgrades. Upgrades include abatement; floor, wall, and ceiling finishes; furniture upgrades; and electrical outlets and A/V connections. Proposed work includes window replacement, lock replacement, bathroom upgrades, lighting upgrades, and boiler replacement.

Special Housing. There are currently very few wet cells on campus and no provisions for observation or restrictive housing needs. A special housing building should be considered to provide these critical safety and security functions.

Food Service. Space and function is adequate for current population but would require upgrades to support a larger population of 500 or more. The bakery is large but under utilized, coolers and freezers require upgrades, the floor requires replacement, and all food service deliveries must come through the vehicle sallyport into the secure perimeter causing security concerns.

Shipping/Receiving and Warehouse. All deliveries must pass through the vehicle sallyport, stressing staffing requirements and causing significant security concerns. A shipping/receiving area and warehouse outside the perimeter would vastly alleviate both staffing and security concerns.

Maintenance. Space inside the perimeter is adequate but there is no space outside the perimeter to support maintenance operations.

ADA. Remodeling and upgrades are required throughout the facility to address accessibility issues.

The remainder of the program areas, including education, vocational education, health services, religious services, and recreation are in very good condition, with ample space and only routine maintenance or minor upgrades required.

SITE / CIVIL

The secure perimeter at Lincoln Hills presents many safety, security, and maintenance issues. The perimeter consists of a single security fence with three coils of razor ribbon to delay attempts to scale the fence. Portions of the fence have been retrofitted with tight anti-climb mesh and other portions include some visual screening. The fence posts are not installed in concrete frost footings, resulting in substantial movement of fence post in several areas due to the presence of heavy clay soils. [REDACTED]

Roadways and parking lots are adequately sized but in bad condition and need replacement.

Site utility infrastructure has several concerns. The sanitary system has no grinder system; however, clean-out pins have been installed at combi units in some locations that has helped. A study of the septic system pond was underway at the time of the survey. There have been no site storm system issues reported. Some culverts however need replacement. The domestic water distribution system consists of 250,000 gallon water tower with three wells which were reported to be in good condition. Steam had been distributed underground to the cottages but has been abandoned. Heating hot water boilers have since been installed. Electrical service from the utility is at 4,160 volts (V), 3 phase and feeds to a medium voltage (MV) switchgear lineup reported to be original with the facility. A recent project replaced MV distribution system cabling campus-wide, including new fuses and

termination internal to the existing MV switchgear.

The fiber backbone serving the overall site was reported to have adequate capacity for facility systems. A recently completed project upgraded the parts of the infrastructure at the facility.

MECHANICAL

Most all HVAC air handling systems as well as other HVAC equipment are original and are a source of continuing maintenance and repairs but continue to function. The temperature control system was replaced in 2014. The steam boilers and piping system are in good condition however a steam-to-hot water heat exchanger was in process of being replaced.

A water-cooled, 125-ton centrifugal chiller provides cooling for the administration building. It is approximately 10 years old and just had the compressor replaced in 2019. It also had a controls upgrade. The cooling tower was also replaced 10 years ago and in poor condition. Three steam boilers in the central plant are said to be in good condition and serve the administration building, food service and school.

Plumbing systems are in fair condition. Fixtures and piping are old and require frequent repair and replacement. The water is very hard. Water softeners provide soft water to the food service, dental unit, administration and laundry and have more recently been added in the cottages. The buildings have no fire sprinkler systems.

ELECTRICAL

Most of the original main secondary distribution equipment serving groups of cottages, including transformers and main distribution panelboards, was replaced under the primary electrical project. Replacing the balance of original equipment due to age and condition during upgrade projects would improve observed conditions. For each building, this includes normal utility and generator sourced panels, fluorescent lighting systems, branch circuitry and end-use wiring devices.

A generator project completed in 2019 installed a new diesel 200 kW in an outdoor enclosure with underground feeder serving a new automatic transfer switch (ATS). The main distribution panel (MDP) located in the boiler plant was observed to be original to the facility. This MDP feeds four circuits which are distributed to the campus.

A new fire alarm system was installed campus wide in 2011 and observed to be in good condition.

Perimeter lighting consists of pole mounted, high intensity discharge (HID) fixture installed outside the secure fence. Uniform coverage concerns were reported during the site visit. Upgrading to LED types at optimized locations for best coverage and new controls would improve the perimeter lighting systems.

SECURITY

It was reported during the site visit that a 2011 study was completed for security electronics and door locking systems. Upgrades to the video surveillance system have recently been completed at the facility including a video management system (VMS), network video recording (NVR) storage and IP digital cameras. The door locking and control systems along with hardware in cottages appeared obsolete. A centralized control station in cottages was observed to require upgrades as systems are old. A touch screen upgrade project was reported to be in process for Administration building.

A project in 2013 added a wireless push button call and duress station system along with speakers in the School and Maintenance buildings

Facility Needs

- Housing finish upgrades, including painting, flooring, ceilings, furnishings, lighting, etc.
- Housing bathroom upgrades.
- Housing window replacement.
- Housing lock replacement.
- Housing roof security/protection.
- Replace school roof.
- Replace kitchen floor.
- Upgrade kitchen coolers.
- Parking lot paving replacement.
- [REDACTED]
- Stormwater system upgrades, including culvert replacement and grading modification.
- Provide new distribution panels in Power Plant.
- Replace normal and generator-sourced branch panelboards, circuitry and end-use wiring devices.
- Replace door locking and control systems.
- Replace HID perimeter lighting with LED type, optimize locations, and add controls.

Potential Facility Enhancements

- Expand and remodel the Gatehouse to improve Master Control, Public Lobby, and Visitor access.
- Construct a new Special Housing Unit for observation and restrictive housing needs.
- Remodel Intake to include adequate wet holding cells, processing area, and transfer to housing.
- Construct a shipping/receiving/warehouse building outside the secure perimeter to limit traffic.
- Incorporate ADA accessibility improvements.
- Add an outdoor visiting area.
- [REDACTED]
- Replace interior fluorescent lighting systems with LED sources, and replace all controls.

Condition/Function Assessment

Institution: Lincoln Hills School (LHS)/Copper Lake School (CLS)

Program Spaces	1	2	3	4	5	Comments
Housing			X		X	(3) before upgrades / (5) after upgrades
Special Housing						NA
Recreation				X		
Health Services				X		Physical size is a challenge. PSU space is small. Office space.
Foodservice (Kitchen/Dining)				X		
Laundry			X	X		(3)housing/(4)central. Size & location good, Water control issues.
Religion				X		
Education				X		
Administration				X		Need for additional office space
Vocational				X		
Treatment/Chemical Dependency				X		Conducted on-unit
Intake		X				Space adequate. Remodel of space/flow needed.
Maintenance			X			Pluscoal space is good. Need outside pole building.
Visitation				X		Outdoor area would be beneficial
Master Control		X				Located in Public Lobby
Shipping/Receiving	X					Wrong location. Receiving inside perimeter. Can't fit forklift.
Warehouse						NA
Central Plant				X		Well maintained
Public Lobby	X					No screening, small, limited wait. Crowded when bus arrives.

Code	1	2	3	4	5	Comments
ACA			X			
PREA					X	
IBC				X		
ADA	X					

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC				X		Generally good - needs equipment repair/replacements
Controls					X	Recently upgraded (2014)
Plumbing/FP			X			Plumbing system upgrades needed. No Fire Protection
Electrical		X				Normal distribution systems old(original). No replacement parts
Telecommunications				X		Fiber recently completed
Security Electronics		X				

Site Infrastructure	1	2	3	4	5	Comments
Parking	X			X		(1) condition / (4) capacity
Perimeter Security	X					
Lighting	X					Illumination poor throughout facility
Electrical Distribution					X	Medium voltage campus upgrade (2018)
Domestic Water Distribution				X		Repairs required to aging system
Sanitary Service				X		Septic study done. Needs recirculation loop/grinder pumps
Hot Water Distribution			X			Piping in good condition. Some boiler/heat exchg replace
Stormwater Control			X			Site drainage issues. Replace some culverts. Regrade

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Institution: Lincoln Hills School (LHS)/Copper Lake School (CLS)

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Cottage F: Arvid E Miller	1968	7,599			AMES	
Building B - Cottage G: Web Dubois	1968	7,599			AMES	
Building C - Cottage H: Langston Hughes	1968	7,599			AMES	
Building D - Dormitory Facility						AMES
Building E - Cottage J: Chief Joseph Wells	1968	7,599			AMES	
Building F - Cottage K: Martin Luther King	1968	7,599			AMES	
Building G - Cottage E: Will Rogers	1968	7,599			AMES	
Building H - Cottage D: Frederick Douglass	1968	7,599			AMES	
Building I - Cottage C: Charles Curtis	1968	7,599			AMES	
Building J - Sequoia Hall/School/Gym	1968	84,475			S	AME
Building K - Maintenance					MES	A
Building L - Chapel	1969	4,160			MES	A
Building M - Cottage B: Black Elk	1968	7,599			AMES	
Building N - Cottage A: Jane Addams	1968	7,599			AMES	
Building O - Boiler Room				E	MS	A
Building P - Food Services	1968	28,789			AMES	
Building Q - Tubman Hall/Admin Building	1968	26,552		AMES		
Building R - Cottage R: Eleanor Roosevelt	1968	15,198			AMES	
Building S - Cottage M: Clifford "Tiny" Krueger	1968	9,598			AMES	
Total Square Foot		244,762				



- Discipline Key**
- A** Architecture
 - M** Mechanical/Fire Protection/Plumbing
 - E** Electrical
 - S** Security Electronics

Expansion Potential

Lincoln Hills School sits on approximately 620 acres of rural land near Irma, WI. There are 19 buildings comprising about 243,000 square feet on a spacious campus surrounded by a single security fence. There are 12 identical housing buildings with 24 bedrooms each, indicating a total capacity of 288 single-bunked or 576 double-bunked. There is significant capacity to expand the population of the LHS within the current infrastructure, or to add capacity by constructing additional buildings inside the existing perimeter or outside the perimeter with a fence expansion. Any expansion of capacity would have to consider upgrades to the waste management system and potential upgrades to food service.

Any expansion of the institution should also consider replacing the utility normal source MV switchgear, as well as main distribution panels and transformers that weren't replaced by the 2018 MV and generator installation projects.

Workforce

The workforce at LHS is robust, with only three (3) sergeant positions open. LHS recently started an on-site academy with 23 trainees currently enrolled. The facility has instituted 12-hour shifts for security staff with a maximum of three (3) shifts in a row, which has benefitted recruitment and retention efforts.

LHS has been able to fill program, nursing, food service, maintenance, and vocational teacher positions, but noted challenges in finding area contractors to respond to specialized maintenance issues. LHS employs three (3) full time employees to maintain facility grounds.

The most significant workforce challenge is finding academic education teachers. LHS is currently about 50% staffed with 10 - 11 teacher openings. Approximately 55% of LHS students are special education students and require year-round schooling.

5.6 JUVENILE FACILITIES

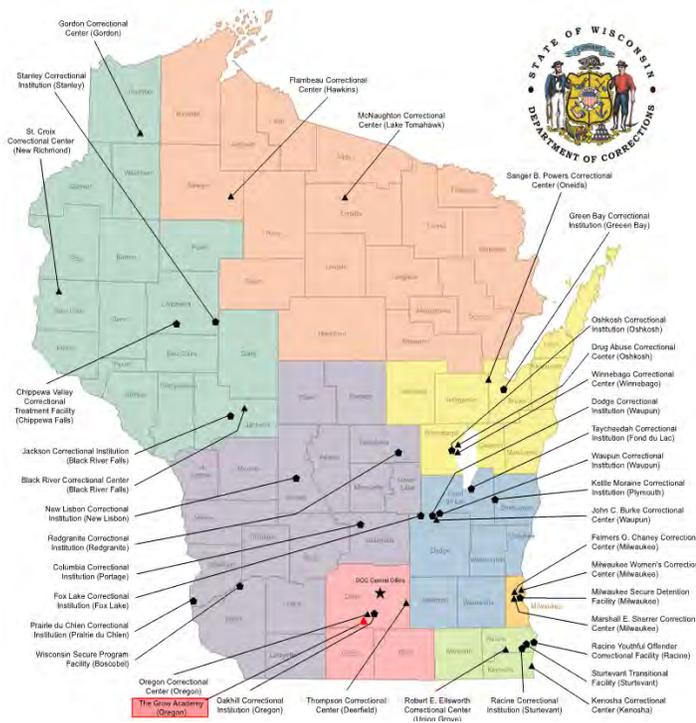
Grow Academy

Summary Statistics

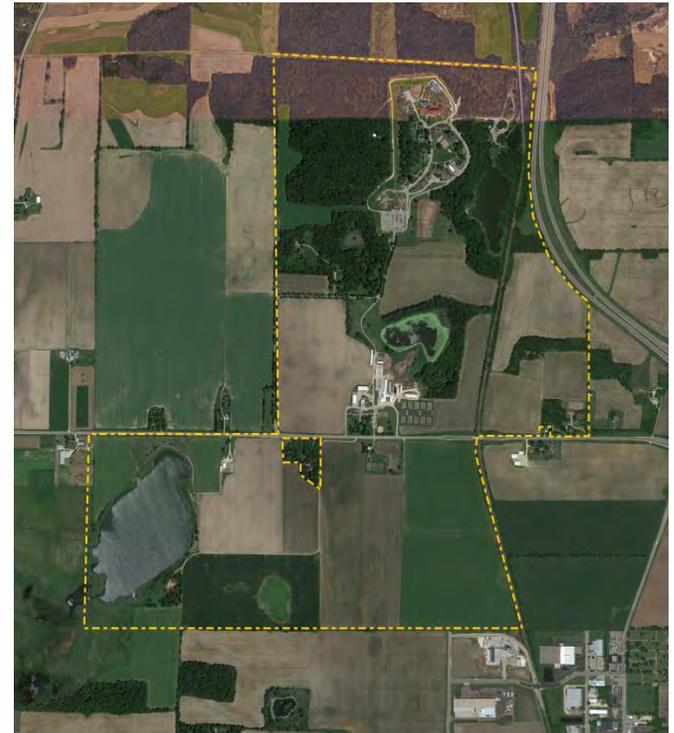
Center: The Grow Academy

Address	4986 County Highway M Oregon, WI 53575
Superintendent	Jacob Cirian
Opened	2014
Site Size	5 acres (850 acres DOC)
Total Buiding Area	6,720
Number of Employees	
Population	12
Security Classification	Juvenile
Programs	Community Ground Works • Dogs on Calls • MATC • Madison Area Community Action Coalition • UW Extension • Cognitive-Behavioral Treatment • GED
Industry/Vocational	NA

Location Map



State Owned Land Map



Keyed Site Map

Center: The Grow Academy



Introduction

The Grow Academy, previously known as the SPRITE program facility, is located in the village of Oregon in Dane County. The facility is located on 850 acres of land owned by the Department of Corrections; the majority of which is rich farmland that facility utilizes as a part of their program. The Grow Academy is located near two other DOC adult male facilities, the Oregon Correctional Center (OCC) and the Oakhill Correctional Institution (OCI), and is one of two facilities run by the Division of Juvenile Corrections, serving up to 12 youth in a unique alternative to incarceration as well as a step-down program for youth returning to the community designed as a 120-day program to earn high school credit in an agriculturally bases educational curriculum and develop job skills.

Assessment Overview

ARCHITECTURAL

The Grow Academy is comprised of seven structures; the housing building, the program building, a house/storage building, a silo, a chicken coop, and a two sheds. The house contains asbestos and lead paint and the basement was only being used for storage, so it was scheduled for demolition in October 2019. The remainder of the buildings are in overall good condition.

The housing building supports a number of functions, including a dormitory style bedrooms, a toilet room, a shower room, changing rooms, kitchen, laundry, TV/family room, game room, treatment specialist/nursing room, administrative offices, and a control room. The building is not air conditioned and gets very warm in the summer months. The dormitory style housing is an open room with 12 bunk beds with additional area used as the dayroom and dining.

The shower and toilet rooms are sized appropriately for the current population. They are designated as single occupant rooms and serve as changing rooms. They function well but could use updating.

The kitchen is located near the dayroom. The space is small and the equipment is old. The facility is currently replacing the wood cabinets with stainless steel cabinets, converting from a residential kitchen to a commercial kitchen, but there are currently no plans to replace the equipment.

The laundry room handles both institutional and personal laundry utilizing residential style washer and dryer and a laundry sink. The room is also used for facility supply storage. There is an additional changing room adjacent to the laundry with a series of lockers for personal property.

Three rooms used as dormitories for the Sprite program have been converted to use as a TV/family room, a game room, and a social worker/treatment specialist office that is also used by the nursing coordinator once per week. The room includes a high table and a medical cabinet.

The administrative offices are appropriately sized but additional office space is needed.

Overall, the housing building is in good condition and supports the program functions appropriately, but numerous mechanical and electrical issues were noted.

The program building is a metal pole barn structure that also supports multiple functions including a multipurpose room, classroom, a toilet room, a tool crib, a wood shop, and an exercise room. The classroom serves as both a classroom and the teachers office, making it difficult for the teacher to do one-on-one meetings while others are in the room during school hours.

The exercise room is small and the outdoor recreation consists of a basketball hoop in the staff parking lot. The facility would like an outdoor basketball court.

The wood shop is adequate for use as a wood shop but does not have a dust collection system. It also serves as a space for repair work since maintenance does not have any dedicated space.

Overall the Grow Academy is very condensed and maintains a low population to focus on the agricultural program and the treatment/rehabilitation of the youth at the facility.

SITE / CIVIL

The Grow Academy is surrounded by agricultural farmland with a small garden to the north which they maintain as a part of their program. There is a chicken coop near the garden which is also used as a teaching tool.

The site is compact with no space for an outdoor recreation field. They currently have a basketball hoop in the staff parking lot which is not ideal.

There is minimal parking near the housing building for visitors and a handicapped stall. The main parking area is southeast of the house and is also used as a basketball court. Parking space is not really adequate when there are visitors or tours and the surfaces are starting to crumble and are in need of repair.

Sanitary sewer services are provided by a septic field. Domestic water is provided by a potable water well on site. Storm water from downspouts discharges to grade. No problems were noted.

Alliant Energy provides electrical service to this Center. No issues were reported for the telecommunications infrastructure at this site.

MECHANICAL

The building is heated by a single furnace with underfloor ductwork. There is no outside air being delivered to the building which means there is no make-up air to replace the toilet/shower exhaust or the kitchen exhaust. There is no air conditioning. Small split system air conditioners serve the administrative spaces, HSU, and central control. There are no controls other than the furnace thermostat.

Domestic hot water is provided by a single 50 gallon gas-fired water heater which is adequate if showers, kitchen, and laundry are properly timed. Showers and other plumbing fixtures need replacement. There is no fire sprinkler system in the building but there is a hydrant nearby.

ELECTRICAL

The electric service in Housing is rated at 200 amps. The panelboard was noted to have seven double breakers to serve the facilities at the site. A new panel with additional breaker space is needed for this facility. The Storage & Program Building was reported to also have a recently updated panel. There isn't any emergency/standby generator power at this site. Interior lighting sources are fluorescent and there is no site lighting. No operational issues were noted for existing lighting systems.

SECURITY

The video management system headend equipment is in the property storage room that doubles as the server room at northwest corner of the housing building. The storage and program building has three cameras inside and one outside. There does appear to be additional cameras based on a video surveillance reference document for the overall system study. Monitoring of cameras is limited to viewing functionality from the northwest office and the staff office near the center of the housing building. It was noted that a new door alarm and fire alarm system was provided in 2018.

Facility Needs

- Replace panel in Housing to add circuit breaker space.

Potential Facility Enhancements

- Construct an addition to the Housing Building to enlarge the kitchen, create a designated maintenance space, and add additional offices.
- Upgrade lighting systems to LED sources.

Condition/Function Assessment

Center: The Grow Academy

Program Spaces	1	2	3	4	5	Comments
Housing				X		Hot, no air conditioning
Special Housing						NA
Recreation			X			Want a separate outdoor basketball court. Small exercise area
Health Services		X				Shared with Treatment Specialist office.
Foodservice (Kitchen/Dining)			X			Space is small, old equipment
Laundry				X		
Religion				X		Shared with other programs and can be a scheduling issue.
Education				X		Hot, no air conditioning. Teachers office in classroom
Administration				X		
Vocational			X			
Treatment				X		Thinking for change is in the classroom.
Intake						NA - Occurs through the facility. 1 - 2 per month.
Maintenance	X					No space. Use the sheds and wood shop.
Visitation				X		Hot, no air conditioning
Master Control			X			Hot, no air conditioning
Shipping/Receiving		X				A pick-up truck delivers from OCI.
Warehouse		X				No space
Central Plant						NA
Public Lobby		X				No lobby, but a weather vestibule. Metal detector in corridor.

Code	1	2	3	4	5	Comments
ACA				X		
PREA					X	
IBC				X		
ADA		X				

Scoring Key

- 1 - Facilities not suitable/available for programmed use
- 2 - Facilities poorly suited/sized/designed for programmed use
- 3 - Facilities at capacity or not optimal for programmed use
- 4 - Facilities require minor upgrades to serve programmed use
- 5 - Facilities well suited for programmed use

Building Infrastructure	1	2	3	4	5	Comments
HVAC			X			Not code compliant. Comfort issues.
Controls					X	Only a thermostat for the furnace. No other controls
Plumbing/FP			X			Replace fixtures, showers in bad condition
Electrical		X				Housing panel circuit breaker space is overcapacity
Telecommunications					X	
Security Electronics					X	New security/fire alarm system in 2018

Site Infrarstructure	1	2	3	4	5	Comments
ra		X				
Perimeter Security					X	Exterior cameras, no perimeter fence or other site security
Lighting					X	
Electrical Distribution					X	
Domestic Water Distribution				X		
Sanitary Service					X	
Steam Distribution						NA
Stormwater Control						NA

Scoring Key

- 1 - Past Useful Life, Failing Components, Major Operational/Safety Issues
- 2 - Near End of Useful Life, Potential for Failure, Potential Operational/Safety Issues
- 3 - Problematic, Higher than average maintenance, or not conforming to Best Practices
- 4 - Room for improvement, but not immediate issue
- 5 - Good or satisfactory condition

Projects Summary

Center: The Grow Academy

Buildings	Age	Size	Project Outlook			
			Replace	Major Remodel	Minor Remodel	No Work
Building A - Housing	1992	4,000			AE	S
Building B - Storage & Program Building	2002	2,560			A	ES
Building C - Silo	1956	160				AES
Building D - Chicken Coop						A
Building E - Shed						A
Building F - Shed						A
Total Square Foot		6,720			6,560	160
Percentage of Total Square Footage					98%	2%



Discipline Key

A	Architecture
M	Mechanical/Fire Protection/Plumbing
E	Electrical
S	Security Electronics

Expansion Potential

The Grow Academy is a focused program that is used to prepare youth for reentry into society. The program has had success due in large part to its smaller population. By keeping the number of youth down the ratio of staff to youth leads to more trust, engagement, treatment, and ultimately reduces recidivism.

The site has land available for creating additional program spaces but the facility would not want more youth in the program.

Workforce

While there are a limited number of youth assigned to the Grow Academy, the staff to youth ratio is relatively high to support the program goals. Current staffing includes:

- One full-time Unit Supervisor
- One full-time Field Supervisor
- Five full-time Youth Counselors
- Three Youth Counselor Assistants
- One full-time Treatment Specialist
- One full-time Teacher
- One part-time Nurse (one day per week)
- 3 - 5 LTE Youth Counselors

The Grow Academy has had a lot of turnover in the past, but the current culture has focused on staff retention with some success. Most positions are entry level positions so staff does move to other facilities for promotions. There are not a lot of transfers, with the only viable transfer candidates from Lincoln Hills. Recent interview have had a better turnout of candidates that in the recent past. There has been a good response to openings and a good diversity of staff.

It has been difficult to find volunteers for religious services.

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1. ADULT MALE INSTITUTIONS - MINIMUM SECURITY

MIN.1 – 200 bed minimum security prototype building to be located outside secure perimeter at existing institutions

A housing expansion option is to build a Minimum Security Housing Facility just outside the perimeter of existing medium security institutions. Since this minimum housing would be adjacent to an existing institution it would not need many of the full-service components like medical, food service, industry, warehouse, central plant mechanical/electrical, etc.

The concept is to provide a building that contains dormitory style housing of 200 beds. Beds would be in large open rooms with day spaces, and adjacent group toilet and shower rooms. There would also be core support functions such as a small food service servery where food from the main institution could be delivered and served, group meeting rooms, small classrooms and library, weight/exercise room, security staff offices/toilets/breakroom, and storage. There would also be two small outdoor recreation spaces containing picnic tables, handball courts, and basketball courts.

The building would be 1-story, 35,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, with interior partitions to be abuse resistant gypsum board and some select spaces with CMU. Doors are to be standard hollow metal with commercial hardware with some interior and exterior detention grade hollow metal doors with detention hardware. Flooring will be VCT with rubber base and sealed concrete flooring. All walls are to be painted. Ceilings will be either standard commercial acoustical tile lay-in or exposed painted structure above, and some select spaces with abuse resistant gypsum board ceilings.

Mechanical and Electrical utility services could be stand alone and separate from the main existing institution. The potential for instead tying into the main facility central plant could be investigated depending on the institution sites chosen. There would be indoor air handling units per DFDM standards, and electrical transformer and service. The building would be fully sprinkled for fire protection and would have a complete fire alarm system interconnected to the main campus system. A small backup electrical generator and multiple automatic transfer switches would be supplied.

The building would have a separate security electronics system with CCTV cameras, door control, and monitoring, intercom and paging that would be tied into and displayed at the main institution's central control. There would be security camera coverage throughout the interior, exterior recreation yards, and parking lot. Electronic door control will be on all exterior doors, and doors to the main dormitory units.

The building will have a small receiving area on the back side with access road and concrete paved area. There will be a parking lot with 50 vehicle spaces located in the front of the building. The outdoor recreation yards will be surrounded by standard 14' high chain link fencing.

Potential sites currently identified are at the medium security institutions at Jackson, Stanley, Prairie du Chien, and the maximum security institution WSPF. The facility described above would be the same at all institutions. Some minor sitework might be different.

MIN.2 – Convert Prairie du Chien to minimum security facility

PDCI – Prairie du Chien (513 medium male beds) (Replace and expand to 800 minimum beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical
 - a. Demolish vacant Chapel building
(built 1924, 2-story, masonry and wood structure, approximately 9,700 GSF)
 - b. Demolish vacant Marquette Hall
(built 1915, 2-story, masonry and concrete structure, 33,700 GSF)
 - ii. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct three new 200 bed dormitory style housing buildings
(Each of three buildings, 1-story, 30,000 SF (90,000 SF total for all), insulated precast concrete panel

exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)

- b. Expand Food Service/Dining with new building addition
(1-story, 5,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing,, new partitions to be CMU, doors to be standard hollow metal with commercial hardware, fluid applied epoxy flooring with rubber base and VCT with rubber base flooring, painted walls, and cleanable and standard acoustical tile lay-in ceilings)
- c. Construct new Education/Vocational and Health Services Unit building
(1-Story, 25,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
- iii. Mechanical Infrastructure
 - a. Add additional steam boiler and upgrade steam distribution system
 - b. Upgrade/replace mechanical systems in approximately half of the buildings campus wide
(figure 148,900 total building square footage affected)
 - c. Replace HVAC control systems campus wide
(figure 168,888 total building square footage affected)
- iv. Electrical Infrastructure
 - a. Replace electrical distribution, lighting, and fire alarm systems at Indoor Recreation (Gym) building
(approximately 17,000 total building square footage affected)
 - b. Replace existing overhead primary electrical services and construct underground primary services sized to accommodate existing and new buildings
(New circuit from primary metering location to Boiler House, along Parrish Street and to Administration building. New circuit from Boiler House to Chapel, Marquette and South Housing)
 - c. Add pad-mounted switchgear and distribution system for primary electrical service
 - d. Provide new secondary electrical services to serve (3) new 200 bed dormitory buildings
 - e. Provide new secondary electrical service for new Education/Vocational and Health Services Unit building
- v. Security Electronics Infrastructure
 - a. Replace all security electronics systems campus wide
(figure 144,588 total building square footage affected)
 - b. Provide new underground pathway and cabling to South Housing
 - c. Replace existing copper and fiber communications cabling routed in tunnel system from Boiler House to South Housing
- B. Phase 2
 - i. Architectural / Mechanical / Electrical
 - a. Demolish North Hall
(built 1965, 3-story with basement, masonry and concrete structure, approximately 51,700 GSF)
 - ii. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new Warehouse/Industry building
(1-story, 25,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, sealed concrete flooring, painted walls and painted structure above)
- C. Phase 3
 - i. Architectural / Mechanical / Electrical
 - a. Demolish South Housing
(built 1959, 4-story with basement, masonry and concrete structure, approximately 64,000 GSF)
 - ii. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct one new 200 bed dormitory style housing building
(1-story, 30,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)

MIN.3 - Convert Lincoln Hills juvenile facility into male 600 bed minimum security institution

This option would be to take over the existing DOC facility at Lincoln Hills that houses juvenile offenders and convert it to a fenced minimum male institution. This facility could accommodate 600 beds as is and 'project' costs required for move in could be covered by operating and other all-agency funds. No major renovation projects are proposed at this time.

The major caveat with this option is that the availability of this facility is dependent on decisions made regarding the state juvenile corrections and treatment systems. It remains unclear whether juvenile offenders will be moved out to other locations and Lincoln Hills will 'close' as a juvenile facility.

2. ADULT MALE INSTITUTIONS - MEDIUM SECURITY

MED.1 - Add between 400 and 1,000 medium security beds to system to reduce jail contract beds and replace beds reduced in maximum security institutions

MED.1A JCI - Jackson (991 medium male beds) (Expand to 1,400 medium male beds)

- A. Phase 1
 - i. Architectural / Electrical / Security Electronics
 - a. Construct new Truck Gate at existing south perimeter fence
(40' wide by 90' long vehicle sallyport with two 16' wide by 14' high sliding vehicle gates, one sled gate type, enclosed with 14' high chain like fencing with razor ribbon)
 - ii. Architectural / Mechanical / Electrical / Security Electronics
 - a. Expand Health Services Unit with new building addition
(1-story, 7,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be metal studs with abuse resistant gypsum board, doors to be standard solid core wood with commercial hardware, VCT with rubber base and sheet vinyl with integral base flooring, painted walls, acoustical tile lay-in ceilings)
 - b. Remodel existing Health Services Unit space
(10,000 SF remodeling area, interior partitions to be metal studs with abuse resistant gypsum board, doors to be standard solid core wood with commercial hardware, VCT with rubber base and sheet vinyl with integral base flooring, painted walls, acoustical tile lay-in ceilings)
 - c. Expand Maintenance/Vocational with new building addition
(1-story, 7,500 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, sealed concrete flooring, painted walls, painted structure above/no ceilings)
 - iii. Mechanical Infrastructure
 - a. Replace/Upgrade HVAC control systems campus wide
(332,853 total building square footage affected)
 - b. Install additional boiler and pumps for expansion at Central Plant
 - c. Replace rooftop air handling units at barracks dormitory housing building
(11,900 building square footage associated)
 - d. Replace HVAC at Bakery
(5,166 building square footage associated)
 - e. Replace refrigeration systems at Kitchen freezers and coolers
(11 Units total)
 - f. Replace copper piping that is failing in all areas
 - g. Extend heating hot water piping loop to new housing buildings
 - h. Improve climate control in the guard towers
 - iv. Electrical Infrastructure
 - a. Upgrade generator paralleling switchgear for redundant high performance PLCs
 - b. Add individual motor lock-out controls for hot water pump VFD
 - c. Expand switchgear lineup to serve normal utility and generator distribution systems for new Phase 2 buildings

- v. Security Electronics Infrastructure
 - a. Upgrade security electronics system door controls, video surveillance, and monitoring campus wide
(figure approximately 302,000 total building square footage affected)
 - b. Replace all analog cameras with IP cameras
(figure approximately 100 cameras)
- B. Phase 2
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct two new 202 bed / 104 cell housing buildings (dry cells)
(Each of two buildings: 2-story, 33,140 SF (66,280 SF total for both), insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - b. Construct new Programs building
(1-story, 12,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
 - c. Expand Armory with building addition to existing Administration/Gatehouse building
(1-story, 1,600 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be detention grade hollow metal with detention hardware, VCT with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
 - d. Construct new Vehicle Maintenance building
(1-story, 6,000 SF, pre-engineered insulated metal building, four overhead garage doors, sealed concrete floors, painted walls and painted structure above)
 - e. Expand staff parking lot
(figure approximately 32,500 SF of new asphalt parking lot addition)

MED.1B NLCI – New Lisbon (1,046 medium male beds) (Expand to 2,000 medium male beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new Maintenance building
(1-story, 5,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, sealed concrete flooring, painted walls and painted structure above)
 - b. Remodel existing Maintenance area into expanded vocational spaces
(6,100 SF remodeling area, new partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT flooring with rubber base, painted walls, and acoustical tile lay-in ceilings)
 - c. Construct new Indoor Recreation (Gym) building
(1-story, 10,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base flooring, painted walls and painted structure above)
 - d. Construct new Electrical building
(1-story, 1,500 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, sealed concrete flooring, painted walls and painted structure above)
 - e. Expand Health Services Unit with new building addition
(1-story, 4,500 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be metal studs with abuse resistant gypsum board, doors to be standard solid core wood with commercial hardware, VCT with rubber base and sheet vinyl with integral base flooring, painted walls, acoustical tile lay-in ceilings)
 - f. Remodel existing Health Services Unit spaces
(4,100 SF remodeling area, interior partitions to be metal studs with abuse resistant gypsum board, doors to be standard solid core wood with commercial hardware, VCT with rubber base and sheet vinyl with integral base flooring, painted walls, acoustical tile lay-in ceilings)

- g. Expand Education with new building addition
(1-story, 4,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be metal studs with abuse resistant gypsum board, doors to be standard hollow metal with commercial hardware, VCT with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
- h. Expand Visiting with new building addition
(1-story, 2,400 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be metal studs with abuse resistant gypsum board, doors to be standard hollow metal with commercial hardware, VCT with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
- ii. Mechanical Infrastructure
 - a. Upgrade/Replace HVAC control systems campus wide
(316,878 total building square footage affected)
 - b. Install additional boiler and pumps for expansion
 - c. Replace buried hot water heating piping campus wide and extend to new housing units
 - d. Add air conditioning to the housing officer control stations
 - e. Upgrade site stormwater management
 - f. Add sanitary screening facility
- iii. Electrical Infrastructure
 - a. Provide new electrical utility and generator distribution local to expansion site (located in new Electrical building listed above)
- iv. Security Electronics Infrastructure
 - a. Add IP cameras and expand video management system
(figure approximately 100 cameras)
 - b. Upgrade systems capacity for door control and monitoring, intercom and paging to serve entire campus with existing facilities and new Phase 2 buildings
- v. Civil/Sitework Infrastructure
 - a. Provide wetlands mitigation for site expansion area
(figure approximately 20 acres)
- B. Phase 2
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct two new 500 bed / 250 cell housing buildings (dry cells)
(Each of two buildings: 2-story, 82,000 SF (164,000 SF total for both), insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - b. Construct new outdoor recreation area
(figure 100,000 SF of site improved area for recreation)
 - c. Expand perimeter fence
(figure approximately 2,650 linear feet, double layer 14' high chain link fencing with 3' wide concrete mow strip on interior layer, electrified non-lethal 'stun fence' on interior layer, six 30" diameter coils of razor coils on exterior layer, 12' wide gravel perimeter road on outside)
 - d. Remodel existing south perimeter fence to single nuisance fence with three gates
(figure approximately 730 linear feet, 14' high chain link fencing with one coil of 30" diameter razor ribbon at top, 3' wide concrete mow strip at grade)
 - e. Expand existing staff parking lot
(figure approximately 54,500 SF of new asphalt parking lot addition)
 - f. Add perimeter cameras and monitoring system to expanded secure perimeter fence
(figure approximately 2,650 linear feet)

MED.1C RGCI – Redgranite (1,023 medium male beds) (Expand to 2,000 medium male beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new Electrical building
(1-story, 4,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions

(figure approximately 725 linear feet, 14' high chain link fencing with one coil of 30" diameter razor ribbon at top, 3' wide concrete mow strip at grade)

- ii. Mechanical Infrastructure
 - a. Extend heating hot water piping loop to new housing buildings
- iii. Security Electronics Infrastructure
 - a. Add perimeter cameras and monitoring system to entire secure perimeter fencing
(figure approximately 5,380 linear feet of perimeter)

MED1.D FLCI - Fox Lake (1,334 medium male beds) (Expand to 2,000 medium male beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct two new 500 bed / 250 cell housing buildings (dry cells)
(Each of two buildings: 2-story, 82,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - ii. Mechanical Infrastructure
 - a. Replace central plant boilers
 - b. Replace HVAC control systems campus wide
(approximately 355,000 total building square footage affected in original 1960 buildings excluding housing buildings)
 - c. Replace all air handling units over 30 years old and replace the complete air handling system in buildings over 50 years old, except at housing units
 - d. Replace buried hot water heating piping campus wide
 - e. Construct new water well and expand wastewater plant
 - f. Replace water and sanitary distribution piping campus wide
 - g. Improve storm water management
 - h. Replace or make major repairs to existing copper domestic hot and cold water systems throughout
 - iii. Electrical Infrastructure
 - a. Replace original (1962) building substations and secondary electrical distribution systems for the following buildings:
 - i. Administration/Visiting Building
 - ii. Service Building
 - iii. Shop/Industry/Maintenance Building
 - iv. Recreation/Canteen Building
 - b. Upgrade lighting systems to more efficient LED
(figure approximately 388,000 SF - this excludes General Population Housing Buildings)
 - iv. Security Electronics Infrastructure
 - a. Replace three different security electronics systems with one single system campus wide and provide systems capacity for future expansion phases
(figure approximately 351,500 SF)
- B. Phase 2
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Demolish three existing north housing buildings
(built 1960, 2-story, masonry and concrete structure, 26,200 GSF each for a total overall of 78,600 GSF)
 - b. Construct one new 500 bed / 250 cell housing building (dry cells)
(2-story, 82,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - ii. Mechanical Infrastructure
 - a. Extend heating hot water piping loop to new housing buildings

- C. Phase 3
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Demolish three existing south housing buildings
(built 1960, 2-story, masonry and concrete structure, 26,200 GSF each for a total overall of 78,600 GSF)
 - b. Construct one new 500 bed / 250 cell housing building (dry cells)
(2-story, 82,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
- D. Phase 4
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Remodel education building second floor into expanded education spaces
(12,800 SF remodeling area, gut and remodel, new partitions to be metal studs and abuse resistant gypsum board, doors to be standard grade solid core wood with commercial hardware, VCT flooring with rubber base, painted walls, and acoustical tile lay-in ceilings)
 - b. Expand health services north into existing empty shell space
(2,900 SF remodeling area, new partitions to be CMU, doors to be standard grade hollow metal with commercial hardware, VCT flooring with rubber base and sheet vinyl with integral base flooring, painted walls, and acoustical tile lay-in ceilings)
 - c. Repurpose two existing dormitory barracks housing buildings to maintenance use
(Each of two buildings: gut and remodel 11,900 SF (23,800 SF total for both), new partitions to be metal studs and gypsum board, doors to be standard grade hollow metal with commercial hardware, sealed concrete with rubber base flooring, and acoustical tile lay-in ceilings and painted structure above open ceilings)

MED.1E PDCI – Prairie du Chien (513 medium male beds) (Expand to 1,000 medium male beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical
 - a. Demolish vacant Chapel building
(built 1924, 2-story, masonry and wood structure, approximately 9,700 GSF)
 - b. Demolish vacant Marquette Hall
(built 1915, 2-story, masonry and concrete structure, 33,700 GSF)
 - ii. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new 500 bed / 250 cell housing building (dry cells)
(2-story, 82,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - b. Expand Food Service/Dining with new building addition
(1-story, 7,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing,, new partitions to be CMU, doors to be standard hollow metal with commercial hardware, fluid applied epoxy flooring with rubber base and VCT with rubber base flooring, painted walls, and cleanable and standard acoustical tile lay-in ceilings)
 - c. Construct new Education/Vocational and Health Services Unit building
(1-Story, 30,000 GSF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
 - iii. Mechanical Infrastructure
 - a. Add additional steam boiler and upgrade steam distribution system
 - b. Upgrade/replace mechanical systems in approximately half of the buildings campus wide
(figure 148,900 total building square footage affected)
 - c. Replace HVAC control systems campus wide
(figure 168,888 total building square footage affected)
 - iv. Electrical Infrastructure
 - a. Replace electrical distribution, lighting, and fire alarm systems at Indoor Recreation (Gym) building
(approximately 17,000 total building square footage affected)

- b. Replace existing overhead primary electrical services and construct underground primary services sized to accommodate existing and new buildings
(New circuit from primary metering location to Boiler House, along Parrish Street and to Administration building. New circuit from Boiler House to Chapel, Marquette and South Housing)
 - c. Add pad-mounted switchgear and distribution system for primary electrical service
 - d. Provide new secondary electrical services to serve (3) new 200 bed dormitory buildings
 - e. Provide new secondary electrical service for new Education/Vocational and Health Services Unit building
 - v. Security Electronics Infrastructure
 - a. Replace all security electronics systems campus wide
(figure 144,588 total building square footage affected)
 - b. Provide new underground pathway and cabling to South Housing
 - c. Replace existing copper and fiber communications cabling routed in tunnel system from Boiler House to South Housing
- B. Phase 2
- i. Architectural / Mechanical / Electrical
 - a. Demolish North Hall
(built 1965, 3-story with basement, masonry and concrete structure, approximately 51,700 GSF)
 - ii. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new Warehouse/Industry building
(1-story, 30,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, sealed concrete flooring, painted walls and painted structure above)
- C. Phase 3
- i. Architectural / Mechanical / Electrical
 - a. Demolish South Housing
(built 1959, 4-story with basement, masonry and concrete structure, approximately 64,000 GSF)
 - ii. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new 500 bed / 250 cell housing building (dry cells)
(2-story, 82,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)

3. ADULT MALE INSTITUTIONS - MAXIMUM SECURITY

MAX.1 - Convert Stanley medium facility into male 1,500 bed maximum security institution

All the housing units at the Stanley medium security institution have 'wet' cells with combination toilet/sink plumbing fixtures in each cell. This housing design configuration allows for inmates to be locked in their cells. With these 'wet' cells, this facility could house maximum security classified inmates. There is very little to no work that would need to be done to the buildings in order to change the inmate classification at this facility. Most changes would be procedural in creating the more restrictive maximum security environment.

This option would allow for the closure and decommissioning of one of the existing maximum security institutions, either Green Bay or Waupun.

A variation of this approach option would be to convert the Stanley institution to a split medium and maximum institution with both classifications of inmates on the same site. The Stanley campus is configured with dual outdoor and indoor recreation spaces on either side with a fence separating them. This would allow for medium and maximum classified inmates to be housed on either side and kept physically separated. The housing building that sits at the middle of these halves could be either classification. This would allow for an inmate configuration of either 900 maximum beds with 600 medium beds, or 600 maximum beds with 900 medium beds. This variation option would allow for population reductions at the Green Bay and Waupun maximum institutions to bring those facilities more in line with their original design capacities.

The major caveat with this option would be the need to replace the 1,500 medium security beds elsewhere in the system. It is likely that major expansion projects would be required at two existing medium security institutions.

An additional caveat could be a desire to add observation towers at this facility. There currently is only one tower overlooking the outdoor recreation area. Another additional caveat would be political in nature regarding local community relations and changing the classification of this institution to house maximum security inmates.

MAX.2 - Build 600 bed maximum security housing expansion at Dodge institution in order to reduce populations at Green Bay and Waupun maximum security institutions (Reduce Green Bay population by 300 beds and Waupun population by 300 beds)

DCI - Dodge (1,654 maximum male beds) (Replace and expand to 2,000 beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct one new 400 bed / 200 cell housing building (wet cells)
(2-story, 75,300 SF, insulated precast concrete panel exterior, precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be detention grade hollow metal with detention electronically controlled hardware, sealed concrete flooring, painted walls, acoustical tile lay-in ceilings, security steel ceilings, and abuse resistant gypsum board ceilings)
 - b. Construct one new 250 bed / 150 cell housing building that includes restrictive housing (wet cells)
(2-story, 66,250 SF, insulated precast concrete panel exterior, precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be detention grade hollow metal with detention electronically controlled hardware, sealed concrete flooring, painted walls, acoustical tile lay-in ceilings, security steel ceilings, and abuse resistant gypsum board ceilings)
 - c. Construct new Core Support building with Indoor Recreation (2 Gyms), Programs, and Central Laundry
(1-Story, 47,500 GSF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be detention hollow metal with detention hardware, VCT with rubber base and sealed concrete with rubber base flooring, painted walls, acoustical tile lay-in ceilings and exposed painted structure above)
 - d. Expand Food Service and Loading Dock with new building addition that includes relocated Bakery and new Loading Dock
(1-Story addition, 13,000 GSF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be detention hollow metal with detention hardware, Quarry tile with tile base flooring in food service and sealed concrete with rubber base flooring at loading dock, painted walls, cleanable acoustical tile lay-in ceilings and exposed painted structure above)
 - ii. Mechanical Infrastructure
 - a. Replace absorption chiller with centrifugal type chiller at existing Intake/Transportation/Food Service building
 - b. Replace mechanical units at barracks dormitory housing building
(figure approximately 23,800 SF building)
 - c. Replace the existing steam service (low and high pressure) from the Waupun Power Plant to the existing "New Dodge", connect to the mains and extend to the planned expansion
 - d. Replace or supplement the domestic/fire service water (from WCI power plant) and provide additional sanitary laterals and storm water accommodations as necessary
 - iii. Electrical Infrastructure
 - a. Expand primary electrical distribution serving both normal and emergency/standby systems
 - b. Replace fire alarm systems at institution for a multiplexed, intelligent system by a single manufacturer with capacity to serve all existing and new buildings
 - iv. Security Electronics Infrastructure
 - a. Replace security electronics door locking control, intercom and paging systems facility wide to accommodate all existing and new buildings
 - b. Add fiber backbone capacity to serve all new buildings

- B. Phase 2
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Demolish single existing 'Old Dodge' A&E Housing / Medical Records building *(built 1952, 3-story, masonry and concrete structure, 15,863 GSF)*
 - b. Construct new Core Support building with Visiting, Offices, and Records *(1-Story, 46,500 GSF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be detention hollow metal with detention hardware, VCT with rubber base and carpet with rubber base flooring, painted walls, acoustical tile lay-in ceilings)*
 - ii. Mechanical Infrastructure
 - a. Provide new utility connections to serve new Core Support building
 - iii. Electrical Infrastructure
 - a. Provide new primary distribution to serve new Core Support building
 - iv. Security Electronics Infrastructure
 - a. Expand new security electronics door locking controls, video management system, cameras, monitoring, intercom and paging systems
- C. Phase 3
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Demolish 11 existing 'Old Dodge' buildings and associated connecting corridor and tunnel structures *(buildings built between 1914 and 1980, 3-story, masonry and concrete structure, 199,996 overall GSF)*
- D. Phase 4
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct two new 400 bed / 200 cell housing building (wet cells) with connecting corridor structure to existing *(Each of two buildings: 2-story, 75,500 SF (176,000 SF total for both), insulated precast concrete panel exterior, precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be detention grade hollow metal with detention electronically controlled hardware, sealed concrete flooring, painted walls, acoustical tile lay-in ceilings, security steel ceilings, and abuse resistant gypsum board ceilings)*

MAX.3 – Convert Fox Lake to 1,750 bed maximum security institution in order to reduce populations at Green Bay and Waupun

FLCI – Fox Lake (1,334 medium male beds) (Expand to 1,750 maximum male beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct two new 500 bed / 250 cell housing buildings (wet cells) *(Each of two buildings: 2-story, 82,000 SF (164,000 SF total for both), insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)*
 - b. Expand and add 25 beds / 25 cells (wet cells) addition to existing restrictive housing building *(2-story, 4,800 SF, insulated precast concrete panel exterior, precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be detention grade hollow metal with detention electronically controlled hardware, sealed concrete flooring, painted walls, acoustical tile lay-in ceilings, security steel ceilings, and abuse resistant gypsum board ceilings)*
 - ii. Mechanical Infrastructure
 - a. Replace central plant boilers
 - b. Replace HVAC control systems campus wide *(approximately 355,000 total building square footage affected in original 1960 buildings excluding housing buildings)*
 - c. Replace all air handling units over 30 years old and replace the complete air handling system in buildings over 50 years old, except at housing units
 - d. Replace buried hot water heating piping campus wide
 - e. Construct new water wells and replace wastewater plant

- f. Replace water and sanitary distribution piping campus wide
 - g. Improve storm water management
 - h. Replace or make major repairs to existing copper domestic hot and cold water systems throughout
- iii. Electrical Infrastructure
- a. Replace original (1962) building substations and secondary electrical distribution systems for the following buildings:
 - i. Administration/Visiting Building
 - ii. Service Building
 - iii. Shop/Industry/Maintenance Building
 - iv. Recreation/Canteen Building
 - b. Upgrade lighting systems to more efficient LED
(figure approximately 388,000 SF – This excludes General Population Housing Buildings)
- iv. Security Electronics Infrastructure
- a. Replace three different security electronics systems with one single system campus wide and provide systems capacity for future expansion phases
(figure approximately 351,500 SF)
- B. Phase 2
- i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Demolish three existing north housing buildings
(built 1960, 2-story, masonry and concrete structure, 26,200 GSF each for a total overall of 78,600 GSF)
 - b. Construct one new 500 bed / 250 cell housing building (wet cells)
(2-story, 82,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - c. Extend heating hot water piping loop to new housing buildings
- C. Phase 3
- i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Demolish three existing south housing buildings
(built 1960, 2-story, masonry and concrete structure, 26,200 GSF each for a total overall of 78,600 GSF)
 - b. Construct one new 250 bed / 250 cell housing building (wet cells)
(2-story, 82,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
- D. Phase 4
- i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Remodel education building second floor into expanded education spaces
(12,800 SF remodeling area, gut and remodel, new partitions to be metal studs and abuse resistant gypsum board, doors to be standard grade solid core wood with commercial hardware, VCT flooring with rubber base, painted walls, and acoustical tile lay-in ceilings)
 - b. Expand health services north into existing empty shell space
(2,900 SF remodeling area, new partitions to be CMU, doors to be standard grade hollow metal with commercial hardware, VCT flooring with rubber base and sheet vinyl with integral base flooring, painted walls, and acoustical tile lay-in ceilings)
 - c. Repurpose two existing dormitory barracks housing buildings to maintenance use
(Each of two buildings: gut and remodel 11,900 SF (23,800 SF total for both), new partitions to be metal studs and gypsum board, doors to be standard grade hollow metal with commercial hardware, sealed concrete with rubber base flooring, and acoustical tile lay-in ceilings and painted structure above open ceilings)

4. ADULT MALE INSTITUTIONS - HEALTH SERVICES UPGRADES

HSU.1 - Build new Health Services Unit addition at WSPF

WSPF - Wisconsin Secure Program Facility (437 maximum male beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new Health Services Unit addition on east side
(1-story, 14,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sheet vinyl with integral base flooring, painted walls, acoustical tile lay-in ceilings)
 - ii. Mechanical Infrastructure
 - a. Replace HVAC control systems campus wide
(213,300 total building square footage affected)
 - iii. Electrical Infrastructure
 - a. None
 - iv. Security Electronics Infrastructure
 - a. Replace existing Com-Tec security controls system
(207,300 total building square footage affected)
 - b. Replace analog cameras with IP cameras
(207,300 total building square footage affected)
- B. Phase 2
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Remodel existing Health Services to expand Visiting and Food Service spaces
(5,000 SF remodeling area, new partitions to be CMU, doors to be detention grade hollow metal with detention hardware, VCT flooring with rubber base, painted walls, and acoustical tile lay-in ceilings)

5. ADULT FEMALE FACILITIES

FEM.1 - Replace and add buildings at Robert E. Ellsworth to create renovated 880 bed medium / minimum security facility

REECC - Robert E. Ellsworth (450 minimum female beds) (Expand to 650 medium female beds and 230 minimum female beds (150 bed new dormitory unit and 80 bed existing Annex), total 880 female beds)

- A. Phase 1
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new Entrance Lobby / Administration building
(1-Story, 10,000 GSF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be metal studs with gypsum board, doors to be standard commercial hollow metal with commercial hardware, VCT with rubber base and carpet with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
 - b. Construct new main visitor and staff parking lot
(figure approximately 75,000 SF of new asphalt parking lot addition)
 - c. Construct new Visiting / Central Control / Education building
(1-Story, 10,000 GSF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be detention hollow metal with detention hardware, VCT with rubber base and carpet with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
 - d. Construct addition to existing Food Service building with new Dining and Health Services Unit
(1-story, 13,000 SF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base

- and sheet vinyl with integral base flooring, painted walls, acoustical tile lay-in ceilings)*
- e. Construct two new 325 bed / 165 cell medium security housing buildings (dry cells)
(Each of two buildings: 2-story, 58,000 SF (116,000 SF total for both), insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - f. Construct new 150 bed dormitory style minimum security housing building
(1-story, 17,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - g. Construct new central plant building for mechanical/electrical infrastructure
(1-story, 15,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, sealed concrete flooring, painted walls, painted structure above with acoustical tile lay-in ceilings at offices only)
 - h. Demolish vacant Sunset House and associated garage
(built early 1900's, 2-story, brick and wood structure, approx. 4,000 GSF total)
 - i. Construct new road connector between existing roads south of perimeter (25' wide two-lane asphalt roadway, figure 775' long)
 - j. Expand secure perimeter fencing
(figure approximately 4,300 linear feet, 14' high chain link fencing with one coil of 30" diameter razor ribbon at top, 3' wide concrete mow strip at grade)
 - k. Construct new main vehicle sallyport perimeter gate
(70' wide by 120' long vehicle sallyport with two 16' wide by 14' high sliding vehicle gates, one sled gate type, enclosed with 14' high chain like fencing with razor ribbon)
- ii. Mechanical Infrastructure
 - a. Additional, necessary infrastructure that will be required would include all utilities (steam, water, sanitary, and storm); At this time, it is anticipated that a new hot water central plant, sized for the replacement/expansion be included in a location outside the fence; The existing steam service would be maintained and redirected to maintain steam service to the existing food service building; All other utilities would be new with new connections at utility mains
 - iii. Electrical Infrastructure
 - a. Provide completely new electrical services and distribution to accommodate expansion
 - i. Public utility (normal) primary service with underground distribution system serving buildings
 - ii. Emergency/standby generators with multiple transfer switches for segregated distribution system compliant with current version of National Electrical Code (NEC).
 - b. Furnish and install new campus-wide multiplexed, intelligent fire alarm system by a single manufacturer to serve all buildings
 - c. Provide new pole mounted, LED lighting fixtures around entire perimeter fence and general area pole mounted lighting inside the secure perimeter
 - iv. Security Electronics Infrastructure
 - a. Provide new security electronics systems campus-wide to accommodate all buildings
(PLC based locking control systems; digital intercom and paging systems; video management system (VMS) with IP digital cameras, monitoring, servers and storage; workstations with integrated human machine interface (HMI) at control stations)
- B. Phase 2
- i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Demolish Ellsworth Hall and attached additions
(built 1954, 4-story, masonry and concrete structure, 104,000 GSF)
 - b. Construct outdoor recreation area on former Ellsworth Hall site
(figure 100,000 SF of site improved area for recreation)
 - c. Demolish vacant Monroe and Hayes Halls
(built early 1900's, 1-story, brick and wood structure, figure 33,800 GSF)

FEM.2 – Replace and add housing to provide 192 bed increase at Taycheedah

TCI – Taycheedah (900 medium/maximum female beds) (Expand to 1,092 female beds)

- A. Phase 1
- i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Construct new Administration building
(1-Story, 15,000 GSF, insulated precast concrete panel exterior, steel structure, built-up roofing, interior partitions to be metal studs with gypsum board, doors to be standard commercial hollow metal with commercial hardware, VCT with rubber base and carpet with rubber base flooring, painted walls, acoustical tile lay-in ceilings)
 - b. Remodel existing secure perimeter fencing at new Administration building
(figure approximately 425 linear feet, single layer 14' high chain link fencing with two coils of 30" diameter razor ribbon at top, electrified non-lethal 'stun fence' on interior, 3' wide concrete mow strip at grade)
 - c. Construct new Warehouse building
(1-story, 25,000 SF, pre-engineered insulated metal building, four overhead garage doors, sealed concrete floors, painted walls and painted structure above)
 - d. Construct addition to existing Food Service building with new Dining
(1-story, 12,500 SF, insulated precast concrete panel exterior, steel structure, built-up roofing,, new partitions to be CMU, doors to be standard hollow metal with commercial hardware, fluid applied epoxy flooring with rubber base and VCT with rubber base flooring, painted walls, and cleanable and standard acoustical tile lay-in ceilings)
 - e. Remodel existing Food Service building
(19,000 SF remodeling area, new partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base at dining and quarry tile with tile base flooring in kitchen and sealed concrete with rubber base flooring at loading dock, painted walls, cleanable and standard acoustical tile lay-in ceilings and exposed painted structure above)
 - f. Construct two new 144 bed dormitory medium security housing buildings
(Each of two buildings, 1-story, 17,000 SF (34,000 SF total for both), insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)
 - g. Remodel existing Intake space
(1,500 SF remodeling area, new partitions to be CMU, doors to be detention grade hollow metal with detention hardware, sealed concrete flooring with rubber base, painted walls, and both acoustical tile lay-in ceilings and security steel ceilings)
 - h. Remodel existing Admin area (Simpson Hall first and second floors) into expanded Education space
(8,800 SF remodeling area (2,500 SF first floor and 6,300 SF second floor), new partitions to be metal studs with abuse resistant gypsum board, doors to be standard grade hollow metal with commercial hardware, VCT flooring with rubber base, painted walls, and both acoustical tile lay-in ceilings and abuse resistant gypsum board ceilings)
 - i. Expand main staff parking lot
(figure approximately 42,000 SF of new asphalt parking lot addition)
 - j. Construct new parking lot at existing Training building
(figure approximately 33,000 SF of new asphalt parking lot)
 - k. Construct new access road connector between staff and training building parking lots north of perimeter
(25' wide two-lane asphalt roadway, figure 1,180' long)
 - ii. Mechanical Infrastructure
 - a. Replace two of the three steam boilers (that are needed to be replaced) with larger capacity to meet the new load
 - b. Replace and/or provide a new box conduit loop from the central plant with new steam and condensate mains with branches to each building
 - c. Replace most of the sanitary distribution piping and domestic water/fire service piping to accommodate the increased flow and new buildings

- d. Provide a new storm water distribution/site grading to properly handle site storm
 - iii. Electrical Infrastructure
 - a. Expand primary electrical distribution for normal services to new buildings
 - b. Add diesel generator sets with multiple automatic transfer switches (ATS) to provide segregated distribution to new housing units
 - c. Add pole mounted area lighting inside the secure perimeter fence
 - d. Provide new fire alarm system to accommodate added capacity of new and expanded buildings
 - iv. Security Electronics Infrastructure
 - a. Expand security electronics systems to accommodate new/expanded buildings
(Video management system (VMS), IP digital cameras, monitoring and storage; digital intercom and paging systems, workstations with HMI at control stations)
- B. Phase 2
 - i. Architectural / Mechanical / Electrical / Security Electronics
 - a. Demolish Harris Hall
(built 1918, 3-story with basement, brick and wood structure, figure 19,800 GSF)
 - b. Demolish Addams Hall
(built 1931, 3-story with basement, masonry and concrete structure, figure 27,250 GSF)
 - c. Construct one new 144 bed dormitory medium security housing building
(1-story, 17,000 SF, insulated precast concrete panel exterior, steel and precast concrete structure, built-up roofing, interior partitions to be CMU, doors to be standard hollow metal with commercial hardware, VCT with rubber base and sealed concrete flooring, painted walls, acoustical tile lay-in and abuse resistant gypsum board ceilings)

6.0 APPENDIX B - COST MANAGEMENT REPORT

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MENU OF FACILITIES & PROPOSED PROJECTS
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MADISON, WISCONSIN
27 APRIL 2020**

PREPARED FOR:

**BWBR ARCHITECTS
ST. PAUL, MINNESOTA**

PREPARED BY:

**COST, PLANNING AND MANAGEMENT INTERNATIONAL, INC.
EAGAN, MN • WEST DES MOINES, IA**

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BASIC ASSUMPTIONS

This Predesign Cost Management Report is based on information and drawings provided by BWBR Architects and received by CPMI on March 2nd, 2020. Additional information was obtained through discussions with the design team. The level of detail and accuracy of the pricing in this estimate is consistent with the degree of completeness of the documents used for estimating purposes.

Assumptions applied to this estimate include, but are not limited to:

- **Project Delivery Method**

All projects are estimated based on a conventional design-bid-build project delivery method.

- **Items Excluded From This Estimate**

Items which are not in the detail of this report include, but are not limited to:

- Professional design and consulting fees.
- Professional fees for environmental removal of unsuitable soils, environmental monitoring and lab analysis of soils.
- Hazardous materials remediation.
- Owner's administrative and supervision costs.
- Building permits.
- Construction contingency.
- Building commissioning other than contractor participation.
- Testing and inspections.
- Utility company rebates.
- Owner furnished and installed furniture, fixtures and equipment.
- Overtime or shift work.
- Provisions for liquidated or actual damages.
- Provisions for Disadvantage Business Enterprise (DBE) et al., guidelines and goals.

- **Escalation**

Unit costs included herein are reflective of current costs with no escalation included. A labor and material escalation factor will need to be applied once a construction schedule has been determined.

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BASIC ASSUMPTIONS

• **Items Affecting The Cost Estimate**

Items which may have an impact on the estimated construction cost include, but are not limited to:

- Modifications to the scope of work included in this estimate.
- Unforeseen sub-surface soil conditions.
- Restrictive technical specifications or excessive contract conditions.
- Construction period other than defined in this report.
- Any specified item of equipment, material or product that cannot be obtained from at least three different sources.

• **Estimate Assumptions/Clarifications**

1. ADDITIONAL EXCLUSIONS:

- a. Additional items excluded from this estimate include, but are not limited to:
 - Bedroom or holding cells beds.
 - Conference room tables and chairs.
 - Fitness equipment.
 - Detention furniture.
 - If applicable, rock excavation required for foundations.

• **Estimate Objective**

This estimate is intended to be used as a tool for decision making and managing construction costs during the design phase of the project. It is prepared using industry contacts, experience, and the best judgment of a professional consultant. This estimate is intended to reflect an amount close to what would be the low bid of the project with respect to the present level of design and documentation along with consideration given to the current market conditions. CPMI has no control over market conditions, wage rates, or any contractor's method of determining prices or quantities. Therefore, CPMI cannot and does not guarantee this estimate will not vary from the actual bid.

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CONSTRUCTION COST SUMMARY (APRIL 2020 \$)

DESCRIPTION	TOTAL PHASE 1	TOTAL PHASE 2	TOTAL PHASE 3	TOTAL PHASE 4	TOTAL AMOUNT
<u>MINIMUM SECURITY</u>					
MIN.1 200 Bed Housing Unit Prototype	\$ 18,557,000				\$ 18,557,000
MIN.2 PDCI Prairie du Chien	\$ 81,824,000	\$ 9,385,000	\$ 16,918,000		\$ 108,127,000
<u>MEDIUM SECURITY</u>					
MED.1A JCI Jackson	\$ 17,902,000	\$ 41,915,000			\$ 59,817,000
MED.1B NLCI New Lisbon	\$ 24,041,000	\$ 80,589,000			\$ 104,630,000
MED.1C RGCI Redgranite	\$ 30,288,000	\$ 81,076,000			\$ 111,364,000
MED.1D FLCI Fox Lake	\$ 116,732,000	\$ 40,614,000	\$ 39,989,000	\$ 5,733,000	\$ 203,068,000
MED.1E PDCI Prairie du Chien	\$ 75,149,000	\$ 11,098,000	\$ 40,006,000		\$ 126,253,000
<u>MAXIMUM SECURITY</u>					
MAX.2 DCI Dodge	\$ 140,486,000	\$ 19,161,000	\$ 3,163,000	\$ 100,624,000	\$ 263,434,000
MAX.3 FLCI Fox Lake	\$ 159,976,000	\$ 58,995,000	\$ 58,370,000	\$ 5,733,000	\$ 283,074,000
<u>HEALTH SERVICES UPGRADES</u>					
HSU.1 WSPF Wisconsin Secure Program Facility	\$ 9,384,000	\$ 1,595,000			\$ 10,979,000
<u>ADULT FEMALE FACILITIES</u>					
FEM.1 REECC Robert E. Ellsworth	\$ 100,779,000	\$ 3,024,000			\$ 103,803,000
FEM.2 TCI Taycheedah	\$ 58,823,000	\$ 11,109,000			\$ 69,932,000

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UNIT COSTS – MINIMUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
<p>The Minimum Security Housing Unit Prototype would be located adjacent to an existing medium security facility so full-service components like medical, food service, industry, warehouse, mechanical/electrical are not needed, and will be shared with the institution.</p>			
MIN.1 – Minimum Security Housing Unit Prototype			
New 200 Bed Housing Unit (Dormitories)	35,000 GSF	530.20	18,557,000
MIN.2 – PDCI <small>Prairie du Chien</small> (Convert to Minimum)			
PHASE 1			
i. Demolish Old Chapel	9,700 SF	15.82	153,000
Demolish Marquette Hall	33,700 SF	15.82	533,000
ii. New 200 Bed Housing Unit (Dormitories)	30,000 GSF	530.20	15,906,000
New 200 Bed Housing Unit (Dormitories)	30,000 GSF	530.20	15,906,000
New 200 Bed Housing Unit (Dormitories)	30,000 GSF	530.20	15,906,000
Food Service & Dining Addition	5,000 GSF	527.20	2,636,000
New Educational/Vocational Health Services Unit Bldg	25,000 GSF	369.04	9,226,000
iii. Add Steam Boiler & Distribution System @ New Bldgs	120,000 GSF	22.50	2,700,000
Upgrade/Replace Mechanical Systems - 50% of Bldgs	148,900 GSF	63.26	9,420,000
Replace HVAC Controls - Campus Wide	168,888 GSF	7.91	1,336,000
iv. Replace Electrical Distribution, Lighting & Fire Alarm Systems @ Gym Bldg	17,000 GSF	47.45	807,000
Replace OH Primary w/U.G. Electrical Service to New Bldgs	1 LS	750,000.00	750,000
Add Pad Mtd Switchgear & Distribution System For Primary Electrical Service	1 LS	3,000,000.00	3,000,000
Secondary Service to New Bldgs & Addition	1 LS	1,000,000.00	1,000,000
v. Replace Security Electronics - Campus Wide	144,588 GSF	8.96	1,295,000
New U.G. Pathway & Cabling to South Housing	1 LS	500,000.00	500,000
Replace Copper/Fiber in Tunnel From Boiler House to South Housing	1 LS	750,000.00	750,000
PHASE 1 TOTAL			\$81,824,000

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UNIT COSTS – MINIMUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MIN.2 – PDCI <i>Prairie du Chien</i> (Convert to Minimum)			
PHASE 2			
i. Demolish Existing North Hall	51,700 SF	15.82	818,000
ii. New Warehouse/Industry Building	25,000 GSF	342.68	<u>8,567,000</u>
PHASE 2 TOTAL			\$9,385,000
MIN.2 – PDCI <i>Prairie du Chien</i> (Convert to Minimum)			
PHASE 3			
i. Demolish Existing South Housing	64,000 SF	15.82	1,012,000
ii. New 200 Bed Housing Unit (Dormitories)	30,000 GSF	530.20	<u>15,906,000</u>
PHASE 3 TOTAL			\$16,918,000
TOTAL PDCI CONSTRUCTION COST			\$108,127,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1A – JCI Jackson (Medium)			
PHASE 1			
i. Construct New Truck Gate - 40' x 90' Long Sallyport	1 LS	264,000.00	264,000
ii. Health Services Unit Addition	7,000 GSF	369.04	2,583,000
Remodel Existing Health Services Unit Space	10,000 GSF	263.60	2,636,000
Maintenance/Vocational Bldg Addition	7,500 GSF	342.68	2,570,000
iii. Replace/Upgrade HVAC Controls - Campus Wide	332,853 GSF	7.52	2,502,000
Install Additional Boiler & Pumps @ Central Plant	1 LS	369,000.00	369,000
Replace Roof Top AHU's @ Housing Bldg	11,900 GSF	15.82	188,000
Replace HVAC @ Bakery	5,166 GSF	63.26	327,000
Replace Mechanical Units @ Kitchen Freezers & Coolers	11 EA	5,272.00	58,000
Replace Copper Piping That is Failing - Allowance	1 LS	750,000.00	750,000
Extend HW Piping Loop to New Housing	1 LS	625,000.00	625,000
Improve Climate Control in Guard Towers	1 LS	300,000.00	300,000
iv. Upgrade Generator Paralleling Switchgear For Redundancy	1 LS	527,000.00	527,000
Add Individual Motor Lock-Out Controls For HW Pump VFD	1 LS	2,636.00	3,000
Expand Switchgear Lineup to Serve Utility & Generator Distribution Systems for New Phase2 Bldgs	1 LS	75,000.00	75,000
v. Replace Security Electronics - Campus Wide	302,000 GSF	12.50	3,775,000
Replace Analog Cameras w/IP Cameras	100 EA	3,500.00	350,000
PHASE 1 TOTAL			\$17,902,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1A – JCI ^{Jackson} (Medium)			
PHASE 2			
i. New 202 Bed/104 Cell Housing Unit (Dry Cells)	33,140 GSF	525.88	17,428,000
New 202 Bed/104 Cell Housing Unit (Dry Cells)	33,140 GSF	525.88	17,428,000
New Programs Building	12,000 GSF	369.04	4,428,000
Expand Armory w/New Addition to Existing Admin/Gatehouse Bldg	1,600 GSF	342.68	548,000
New Vehicle Maintenance Building	6,000 GSF	289.96	1,740,000
Expand Staff Parking Lot	32,500 SF	10.54	343,000
PHASE 2 TOTAL			\$41,915,000
TOTAL JCI CONSTRUCTION COST			\$59,817,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1B – NLCI <small>New Lisbon</small> (Medium)			
PHASE 1			
i. New Maintenance Building	5,000 GSF	289.96	1,450,000
Remodel Existing Maintenance Into Vocational Space	6,100 GSF	131.80	804,000
New Indoor Recreation (Gym) Building	10,000 GSF	316.32	3,163,000
New Electrical Building	1,500 GSF	395.40	593,000
Health Services Unit Addition	4,500 GSF	369.04	1,661,000
Remodel Existing Health Services Unit Space	4,100 GSF	282.05	1,156,000
Education Building Addition	4,000 GSF	394.87	1,579,000
Visiting Building Addition	2,400 GSF	395.40	949,000
ii. Upgrade/Replace HVAC Controls - Campus Wide	316,878 GSF	7.91	2,506,000
Install Additional Boiler & Pumps for Expansion	1 LS	369,000.00	369,000
Replace Buried HW Heating Pipe Campus Wide & Extend To New Housing	1 LS	2,500,000.00	2,500,000
Add A/C to Officer Control Stations - Allowance	1 LS	100,000.00	100,000
Upgrade Site Stormwater Management - Allowance	1 LS	500,000.00	500,000
Add Sanitary Screening Facility - Allowance	1 LS	1,000,000.00	1,000,000
iii. New Electrical Utility & Generator Distribution to Local Expansion Site (New Elec Bldg)	1 LS	900,000.00	900,000
iv. Add IP Cameras & Expand Video Mgmt System	100 EA	3,500.00	350,000
Upgrade Security System Campus Wide	316,878 GSF	12.50	3,961,000
v. Provide Wetlands Mitigation For Site Expansion - Acres	20 EA	25,000.00	500,000
PHASE 1 TOTAL			\$24,041,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1B – NLCI <small>New Lisbon</small> (Medium)			
PHASE 2			
i. New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	38,994,000
New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	38,994,000
Construct New Outdoor Recreation Area	100,000 SF	8.44	844,000
Expand Perimeter Fence	2,650 LF	289.96	768,000
Change South Perimeter Fence to Single Nuisance Fence w/Three Gates	730 LF	184.52	135,000
Expand Existing Staff Parking Lot	54,500 SF	10.54	575,000
Add Perimeter Cameras & Monitoring System to Entire Secure Perimeter Fencing	2,650 LF	105.44	<u>279,000</u>
PHASE 2 TOTAL			\$80,589,000
TOTAL NLCI CONSTRUCTION COST			\$104,630,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1C – RGCI Redgranite (Medium)			
PHASE 1			
i. Construct New Electrical Building	4,000 GSF	395.40	1,582,000
New Support Core Bldg w/Indoor Recreation (Gym), Education & Training Spaces	29,000 GSF	292.89	8,494,000
Remodel Core Support Bldg Into Visitation & Program	11,000 GSF	263.60	2,900,000
New Bldg Addition @ Health Services Unit	6,500 GSF	369.04	2,399,000
Remodel Health Services Unit	7,800 GSF	263.60	2,056,000
New Food Services Bldg Addition	10,500 GSF	527.20	5,536,000
ii. Install Additional Boiler & Pumps @ Central Plant	1 LS	369,000.00	369,000
Upgrade Site Stormwater Management	1 LS	500,000.00	500,000
Upgrade HVAC Systems @ Central Control, Weight Room, Maint Shop, Classrooms & Kitchen	24,000 SF	63.26	1,518,000
Upgrade Ventilation @ Housing Shower Rooms - 8 EA	1,300 SF	70.00	91,000
iii. New Elec Utility & Generator Distribution Local To Expansion Site (Located in Elec Bldg)	1 LS	900,000.00	900,000
iv. Replace Keywatcher Secure Key Storage System	1 LS	300,000.00	300,000
Upgrade Security System Campus Wide	263,434 SF	12.50	3,293,000
Add IP Cameras & Expand Video Mgmt System	100 EA	3,500.00	350,000
PHASE 1 TOTAL			\$30,288,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1C – RGCI Redgranite (Medium)			
PHASE 2			
i. New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	38,994,000
New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	38,994,000
Construct New Outdoor Recreation Area	115,000 SF	8.44	970,000
Expand Perimeter Fence	2,300 LF	289.96	667,000
Change North Perimeter Fence to Single Nuisance Fence w/One Gate	725 LF	184.52	134,000
ii. Extend HW Piping Loop to New Housing	1 LS	750,000.00	750,000
iii. Add Perimeter Cameras & Monitoring System to Entire Secure Perimeter Fencing	5,380 LF	105.44	<u>567,000</u>
PHASE 2 TOTAL			\$81,076,000
TOTAL RGCI CONSTRUCTION COST			\$111,364,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1D – FLCI <small>Fox Lake</small> (Medium)			
PHASE 1			
i. New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	38,994,000
New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	38,994,000
ii. Replace Central Plant Boilers - Allowance	1 LS	1,500,000.00	1,500,000
Replace HVAC Controls - Campus Wide	355,000 GSF	7.50	2,663,000
Replace AHU in Bldgs Over 30 Years Old & Replace HVAC Systems in Bldgs Over 50 Years Old	1 LS	7,100,000.00	7,100,000
Replace Buried HW Heating Pipe Campus Wide - Allow	1 LS	1,500,000.00	1,500,000
New Water Well & Expand Waste Water Plant - Allow	1 LS	2,500,000.00	2,500,000
Replace Water & Sanitary Distribution Piping Campus Wide - Allow	1 LS	2,500,000.00	2,500,000
Improve Storm Water Management - Allow	1 LS	500,000.00	500,000
Replace/Repair Domestic Copper Pipe Throughout	1 LS	750,000.00	750,000
iii. Replace Substations & Secondary Elec Dist, Required for Approx 75% of Campus Bldgs	355,000 GSF	36.90	13,101,000
Upgrade Lighting Systems to LED	388,000 GSF	10.54	4,091,000
iv. Replace Three Different Security Electronics Systems w/One Single System Campus Wide & Capacity for Future Expansion	351,500 GSF	7.22	<u>2,539,000</u>
PHASE 1 TOTAL			\$116,732,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1D – FLCI <small>Fox Lake</small> (Medium)			
PHASE 2			
i. Demolish Existing North Housing Buildings (3 EA)	78,600 SF	12.65	995,000
New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	38,994,000
ii. Extend HW Piping Loop to New Housing	1 LS	625,000.00	<u>625,000</u>
PHASE 2 TOTAL			\$40,614,000
MED.1D – FLCI <small>Fox Lake</small> (Medium)			
PHASE 3			
i. Demolish Existing South Housing Buildings (3 EA)	78,600 SF	12.65	995,000
New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	<u>38,994,000</u>
PHASE 3 TOTAL			\$39,989,000
MED.1D – FLCI <small>Fox Lake</small> (Medium)			
PHASE 4			
i. Remodel Education Bldg 2nd Floor	12,800 SF	237.24	3,037,000
Expand Health Services North Into Empty Shell Space	2,900 SF	231.97	673,000
Repurpose Existing Dormitory Housing Bldgs to Maintenance Use (2 EA)	23,800 SF	85.00	<u>2,023,000</u>
PHASE 4 TOTAL			\$5,733,000
 TOTAL FLCI CONSTRUCTION COST			 \$203,068,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1E – PDCI <small>Prairie du Chien</small> (Medium)			
PHASE 1			
i. Demolish Old Chapel	9,700 SF	15.82	153,000
Demolish Marquette Hall	33,700 SF	15.82	533,000
ii. New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	38,994,000
Food Service & Dining Addition	7,000 GSF	527.20	3,690,000
New Educational/Vocational Health Services Unit Bldg	30,000 GSF	369.04	11,071,000
iii. Upgrade/Replace Mechanical Systems - 50% of Bldgs	148,900 GSF	63.26	9,420,000
Replace HVAC Controls - Campus Wide	168,888 GSF	7.91	1,336,000
Add Steam Boiler & Distribution System @ New Bldgs	120,000 GSF	22.50	2,700,000
iv. Replace Electrical Distribution, Lighting & Fire Alarm Systems @ Gym Bldg	17,000 GSF	47.45	807,000
Replace OH Primary w/U.G. Electrical Service to New Bldgs	1 LS	750,000.00	750,000
Add Pad Mtd Switchgear & Distribution System For Primary Electrical Service	1 LS	3,000,000.00	3,000,000
Secondary Service to New Bldgs & Addition	1 LS	500,000.00	500,000
v. Replace Security Electronics - Campus Wide	144,588 GSF	8.96	1,295,000
New U.G. Pathway & Cabling to South Housing	1 LS	400,000.00	400,000
Replace Copper/Fiber in Tunnel From Boiler House to South Housing	1 LS	500,000.00	500,000
PHASE 1 TOTAL			\$75,149,000

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UNIT COSTS – MEDIUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MED.1E – PDCI <small>Prairie du Chien</small> (Medium)			
PHASE 2			
i. Demolish Existing North Hall	51,700 SF	15.82	818,000
ii. New Warehouse/Industry Building	30,000 GSF	342.68	<u>10,280,000</u>
PHASE 2 TOTAL			\$11,098,000
MED.1E – PDCI <small>Prairie du Chien</small> (Medium)			
PHASE 3			
i. Demolish Existing South Housing	64,000 SF	15.82	1,012,000
ii. New 500 Bed/250 Cell Housing Unit (Dry Cells)	82,000 GSF	475.53	<u>38,994,000</u>
PHASE 3 TOTAL			\$40,006,000
TOTAL PDCI CONSTRUCTION COST			\$126,253,000

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UNIT COSTS – MAXIMUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MAX.2 – DCI Dodge (Maximum)			
PHASE 1			
i. New 400 Bed/200 Cell Housing Unit (Wet Cells)	75,300 GSF	666.38	50,178,000
New 250 Bed/150 Cell Housing Unit (Wet Cells)	66,250 GSF	674.21	44,666,000
New Core Support Bldg - Gym, Program, Laundry	47,500 GSF	421.76	20,034,000
New Addition, Food Service, Bakery, Loading Dock	13,000 GSF	527.20	6,854,000
ii. Replace Absorbtion Chiller w/Centrifugal Chiller @ Intake/Transportation/Food Service Bldg	1 LS	3,000,000	3,000,000
Replace Mech Units @ Dormitory Housing	23,800 GSF	42.18	1,004,000
Replace Low/High Steam Service from Waupun Power Plant to New Planned Expansion - Allowance	1 LS	2,500,000.00	2,500,000
Replace or Supplement Domestic/Fire Service Water From Waupun Power Plant to New Planned Expansion	1 LS	1,500,000.00	1,500,000
Additional Sanitary & Storm as Necessary	1 LS	1,500,000.00	1,500,000
iii. Expand Primary Elec Distribution System	1 LS	2,000,000.00	2,000,000
Replace Fire Alarm Systems By Single Mfr Campus-Wide	1 LS	3,000,000.00	3,000,000
iv. Replace Security Electronics - Campus Wide	1 LS	3,500,000.00	3,500,000
Add Fiber Backbone Capacity to Serve New Bldgs	1 LS	750,000.00	750,000
PHASE 1 TOTAL			\$140,486,000

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UNIT COSTS – MAXIMUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MAX.2 – DCI Dodge (Maximum)			
PHASE 2			
i. Demolish Existing 1952 3-Story Building	15,863 SF	15.82	251,000
New Core Support Bldg - Visiting, Office, Records	46,500 SF	369.04	17,160,000
ii. Provide New Utility Connections to Serve Core Support Bldg	1 LS	500,000.00	500,000
iii. New Primary Distribution to Core Support Bldg	1 LS	250,000.00	250,000
iv. Expand Security Electronics System	1 LS	1,000,000.00	<u>1,000,000</u>
PHASE 2 TOTAL			\$19,161,000
MAX.2 – DCI Dodge (Maximum)			
PHASE 3			
i. Demolish (11) Existing Buildings & Associated Connecting Tunnels	199,996 SF	15.82	<u>3,163,000</u>
PHASE 3 TOTAL			\$3,163,000
MAX.2 – DCI Dodge (Maximum)			
PHASE 4			
i. New 400 Bed/200 Cell Housing Unit (Wet Cells)	75,500 GSF	666.38	50,312,000
ii. New 400 Bed/200 Cell Housing Unit (Wet Cells)	75,500 GSF	666.38	<u>50,312,000</u>
PHASE 4 TOTAL			\$100,624,000
TOTAL DCI CONSTRUCTION COST			\$263,434,000

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UNIT COSTS – MAXIMUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MAX.3 – FLCI <small>Fox Lake</small> (Convert to Maximum)			
PHASE 1			
i. New 500 Bed/250 Cell Housing Unit (Wet Cells)	82,000 GSF	699.70	57,375,000
New 500 Bed/250 Cell Housing Unit (Wet Cells)	82,000 GSF	699.70	57,375,000
New Addition to Restrictive Housing 25 Bed/25 Cell (Wet Cells)	4,800 GSF	755.68	3,627,000
ii. Replace Central Plant Boilers - Allowance	1 LS	1,500,000.00	1,500,000
Replace HVAC Controls - Campus Wide	355,000 GSF	7.50	2,663,000
Replace AHU in Bldgs Over 30 Years Old & Replace HVAC Systems in Bldgs Over 50 Years Old	1 LS	7,100,000.00	7,100,000
Replace Buried HW Heating Pipe Campus Wide - Allow	1 LS	1,500,000.00	1,500,000
New Water Wells & Replace Waste Water Plant - Allow	1 LS	3,500,000.00	3,500,000
Replace Water & Sanitary Distribution Piping Campus Wide - Allow	1 LS	2,500,000.00	2,500,000
Improve Storm Water Management - Allow	1 LS	500,000.00	500,000
Replace/Repair Domestic Copper Pipe Throughout	1 LS	750,000.00	750,000
iii. Replace Substations & Secondary Elec Dist, Required for Approx 75% of Campus Bldgs	355,000 GSF	36.90	13,101,000
Upgrade Lighting Systems to LED	388,000 GSF	10.54	4,091,000
iv. Replace Three Different Security Electronics Systems w/One Single System Campus Wide	351,500 GSF	12.50	<u>4,394,000</u>
PHASE 1 TOTAL			\$159,976,000

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UNIT COSTS – MAXIMUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MAX.3 – FLCI <small>Fox Lake</small> (Convert to Maximum)			
PHASE 2			
i. Demolish Existing North Housing Buildings (3 EA)	78,600 SF	12.65	995,000
New 500 Bed/250 Cell Housing Unit (Wet Cells)	82,000 GSF	699.70	57,375,000
ii. Extend HW Piping Loop to New Housing	1 LS	625,000.00	<u>625,000</u>
PHASE 2 TOTAL			\$58,995,000

MAX.3 – FLCI <small>Fox Lake</small> (Convert to Maximum)			
PHASE 3			
i. Demolish Existing South Housing Buildings (3 EA)	78,600 SF	12.65	995,000
New 250 Bed/250 Cell Housing Unit (Wet Cells)	82,000 GSF	699.70	<u>57,375,000</u>
PHASE 3 TOTAL			\$58,370,000

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UNIT COSTS – MAXIMUM SECURITY

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
MAX.3 – FLCI <small>Fox Lake</small> (Convert to Maximum)			
PHASE 4			
i. Remodel Education Bldg 2nd Floor	12,800 SF	237.24	3,037,000
Expand Health Services North Into Empty Shell Space	2,900 SF	231.97	673,000
Repurpose Existing Dormitory Housing Bldgs to Maintenance Use (2 EA)	23,800 SF	85.00	<u>2,023,000</u>
PHASE 4 TOTAL			\$5,733,000
TOTAL FLCI CONSTRUCTION COST			\$283,074,000

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UNIT COSTS – HEALTH SERVICES UPGRADES

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
HSU.1 – WSPF <small>Wisconsin Secure Program Facility (Maximum)</small>			
PHASE 1			
i. New 1-Story Health Services Unit Addition	14,000 GSF	387.49	5,425,000
ii. Replace HVAC Controls - Campus Wide	213,300 GSF	7.91	1,687,000
iv. Replace Com-Tec System	207,300 GSF	8.96	1,857,000
Replace Anolog Cameras w/IP Cameras	207,300 GSF	2.00	<u>415,000</u>
PHASE 1 TOTAL			\$9,384,000
HSU.1 – WSPF <small>Wisconsin Secure Program Facility (Maximum)</small>			
PHASE 2			
i. Remodel Existing Health Services To Expanded Visiting and Food Services Space	5,000 SF	318.96	<u>1,595,000</u>
PHASE 2 TOTAL			\$1,595,000
TOTAL WSPF CONSTRUCTION COST			\$10,979,000

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UNIT COSTS – ADULT FEMALE FACILITIES

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
FEM.1 – REECC Robert E. Ellsworth (Female)			
PHASE 1			
i. Construct New Entrance Lobby/Admin Bldg	10,000 GSF	400.00	4,000,000
New Visitor & Staff Parking Lot	75,000 SF	10.54	791,000
Construct New Visiting/Central Control/Education Bldg	10,000 GSF	375.00	3,750,000
New Dining & Health Services Unit Addition	13,000 GSF	500.00	6,500,000
New 325 Bed/165 Cell Housing Unit (Dry Cells) Medium	58,000 GSF	505.66	29,328,000
New 325 Bed/165 Cell Housing Unit (Dry Cells) Medium	58,000 GSF	505.66	29,328,000
New 150 Bed Housing Unit (Dormitories)	17,000 GSF	609.73	10,365,000
New Central Utility Plant Bldg	15,000 GSF	375.00	5,625,000
Demolish Sunset House & Garage	4,000 GSF	10.00	40,000
New Road Connector South of Perimeter	19,375 SF	10.54	204,000
Expand Perimeter Fence	4,300 LF	289.96	1,247,000
New Main Vehicle Sallyport Perimeter Gate - 70' x 120'	1 LS	351,000.00	351,000
ii. Mechanical Infrastructure			
Utilities - Steam, Water Sanitary & Storm	1 LS	3,500,000.00	3,500,000
New HW Central Plant	1 LS	1,500,000.00	1,500,000
iii. Electrical Infrastructure			
New Electrical Service & Dist For Expansion	1 LS	1,000,000.00	1,000,000
New Campus Wide Fire Alarm System	1 LS	750,000.00	750,000
New Pole Mtd Lighting @ Perimeter Fence	1 LS	1,000,000.00	1,000,000
iv. Security/Electronics Infrastructure			
New Security Electronics Campus-Wide	1 LS	1,500,000.00	1,500,000
PHASE 1 TOTAL			\$100,779,000

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UNIT COSTS – ADULT FEMALE FACILITIES

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
FEM.1 – REECC Robert E. Ellsworth (Female)			
PHASE 2			
i. Demolish Ellsworth Hall	104,000 GSF	15.82	1,645,000
Construct New Outdoor Recreation Area	100,000 SF	8.44	844,000
Demolish Monroe & Hayes Halls	33,800 GSF	15.82	<u>535,000</u>
PHASE 2 TOTAL			\$3,024,000
TOTAL REE CONSTRUCTION COST			\$103,803,000

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UNIT COSTS – ADULT FEMALE FACILITIES

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
FEM.2 – TCI Taycheedah (Female)			
PHASE 1			
i. New Administrative Bldg	15,000 GSF	300.00	4,500,000
Remodel Secure Perimeter Fence	425 LF	175.00	74,000
New Warehouse Bldg	25,000 GSF	275.00	6,875,000
New Food Services Bldg w/Dining Addition	12,500 GSF	527.20	6,590,000
Remodel Existing Food Service Bldg	19,000 GSF	277.20	5,267,000
New 144 Bed Housing Unit (Dormitories)	17,000 GSF	609.73	10,365,000
New 144 Bed Housing Unit (Dormitories)	17,000 GSF	609.73	10,365,000
Remodel Existing Intake Space	1,500 GSF	250.00	375,000
Remodel Admin Area Into Education Space	8,800 GSF	200.00	1,760,000
Expand Main Staff Parking Lot	42,000 SF	10.54	443,000
New Parking Lot @ Training Bldg	33,000 SF	10.54	348,000
New Road Connector North of Perimeter	29,500 SF	10.54	311,000
ii. Mechanical Infrastructure			
Replace (2) Boilers w/Larger Capacity	1 LS	1,500,000.00	1,500,000
New Box Conduit Loop From Plant w/Steam & Condensate to Each Bldg	1 LS	2,000,000.00	2,000,000
Replace Sanitary Distribution Piping on Campus	1 LS	1,000,000.00	1,000,000
Replace Water/Fire Service Piping on Campus	1 LS	1,250,000.00	1,250,000
Replace Storm Water Distribution Piping on Campus	1 LS	750,000.00	750,000
iii. Electrical Infrastructure			
New Electrical Service & Dist For Expansion	1 LS	1,000,000.00	1,000,000
Add Diesel Generators w/ATS for Segregated Distributor	1 LS	750,000.00	750,000
New Campus Wide Fire Alarm System	1 LS	1,300,000.00	1,300,000
New Pole Mtd Lighting @ Perimeter Fence	1 LS	1,000,000.00	1,000,000
iv. Security/Electronics Infrastructure			
New Security Electronics Campus-Wide	1 LS	1,000,000.00	1,000,000
PHASE 1 TOTAL			\$58,823,000

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UNIT COSTS – ADULT FEMALE FACILITIES

DESCRIPTION	QUANTITY	UNIT COST	TOTAL \$ AMOUNT
FEM.2 – TCI Taycheedah (Female)			
PHASE 2			
i. Demolish Harris Hall	19,800 GSF	15.82	313,000
Demolish Adams Hall	27,250 GSF	15.82	431,000
New 144 Bed Housing Unit (Dormitories)	17,000 GSF	609.73	<u>10,365,000</u>
PHASE 2 TOTAL			\$11,109,000
TOTAL REE CONSTRUCTION COST			\$69,932,000

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