

CorrectionalNEWS

design+construction+operations



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TRENDS IN CORRECTIONS

Design

Operations

P3

Population Changes

Healthcare

Budget Cuts



A photograph of the Morgan County Public Safety Complex building. The building is a modern, two-story structure with a prominent entrance canopy. The text "MORGAN COUNTY PUBLIC SAFETY COMPLEX" is displayed on the canopy. The foreground features a landscaped area with large rocks and dry grasses.

MORGAN COUNTY
PUBLIC SAFETY COMPLEX

Recycle
and

Reuse

A wide-angle photograph of the Morgan County Public Safety Complex building, showing its full length and the surrounding landscape. The building is white with large windows. In the foreground, there is a grassy area and a parking lot. Three flagpoles with flags are visible in the middle ground.

MORGAN COUNTY
PUBLIC SAFETY COMPLEX

**Georgia county uses existing building
as alternative to new jail**

By Lisa Kopochinski

PROJECT DATA

Facility Name: *Morgan County Public Safety Complex*
 Location: *Madison, Ga.*
 Construction Budget: *\$15 million*
 Number of Beds: *192*
 Area: *95,800 square feet in a 185,000-square-foot building*
 Start Date: *February 2009* Completion
 Date: *February 2010*

Though not a LEED-certified project, the new Morgan County Public Safety Complex in Madison, Ga., is an excellent example of recycling and re-use of materials at an existing facility.

The first jail of its kind in the state, this \$19-million facility, located in the former Denon CD manufacturing plant, is drawing interest from jails across the country due to its reuse and multi-purpose properties.

Fully operational in April, the complex was completed after only 12 months of construction. It occupies nearly 100,000-square-feet in the 24-year-old building's 186,000-square-feet. The facility includes a 192-bed jail, associated jail support space, an emergency operations and dispatch center, sheriff's administrative offices, and court facilities.

"This centralizes more services," says Ray Handte, vice president and COO of SteelCell of North America, which was contracted to install 128 modular cells that were delivered by forklift into the building.

The use for the remaining 86,000 square feet of space has not yet been determined, but will likely be leased by Morgan County for storage, classrooms, light manufacturing, recreation or other uses.

When planning this project, the county weighed its options: purchasing an existing facility or building from the ground up. Buying the Denon plant and surrounding acreage looked like a sound investment, says the projects manager, Ray McFadden.

"We could get a new facility built and still have plenty of space and land left to allow for further development," McFadden says.

Situated on 75 acres, the complex replaces the 1953 jail located about eight miles away. Referred to as "the dungeon" by Sheriff Robert Markley, the previous jail housed only 70 inmates and spanned 7,000 square feet—considerably less than the new facility.

McFadden says the newly acquired acreage will allow the county flexibility in future expansion.

"Not only can we expand our facility to house more inmates as our population needs require, we also have the ability for economic development," he says.

The complex sits on approximately 13 acres inside a fenced area. The land was purchased for about \$4.5 million and the total cost of the project was \$19 million. McFadden says that the county plans to be inside the building for at least 15 years.

"Not only did we plan for 15 years, but we planned for additional years beyond that where we could drop in another pod in the back and double our population," McFadden says. "We built our kitchen, laundry room and booking room spaces all for that 20-year expansion."

Future Growth

Pond & Co., and architectural and engineering consulting firm based in Atlanta, was hired to provide architectural and engineering design services, and started work on the design in February 2008.

Pond's senior project architect, Mike Maginnis, says the existing plant was built in two phases: The original building, which included nearly 124,000-square-feet of manufacturing, warehouse and administrative offices, was built in 1986; and 62,400 square feet of addi-



The lobby area at the Morgan County Public Safety Complex offers sofas and benches in a well-lit setting.

PROJECT TEAM

Owner/Operator: *Morgan County Sheriff*
 Owner Representative: *Ray McFadden*
 Architectural Firm: *Pond & Co.*
 General Contractor: *Hogan Construction*
 Engineering Firm: *Pond & Co.*
 Detention Equipment Contractor: *Pauly Jail Bldg Co.*
 Security Electronics Contractor: *Stanley Security*



The booking area of the public safety complex.

tional warehouse space was built in 1996.

Great care was taken by the design team to document existing conditions and assess the components that could be reused within the facility or salvaged, Maginnis says.

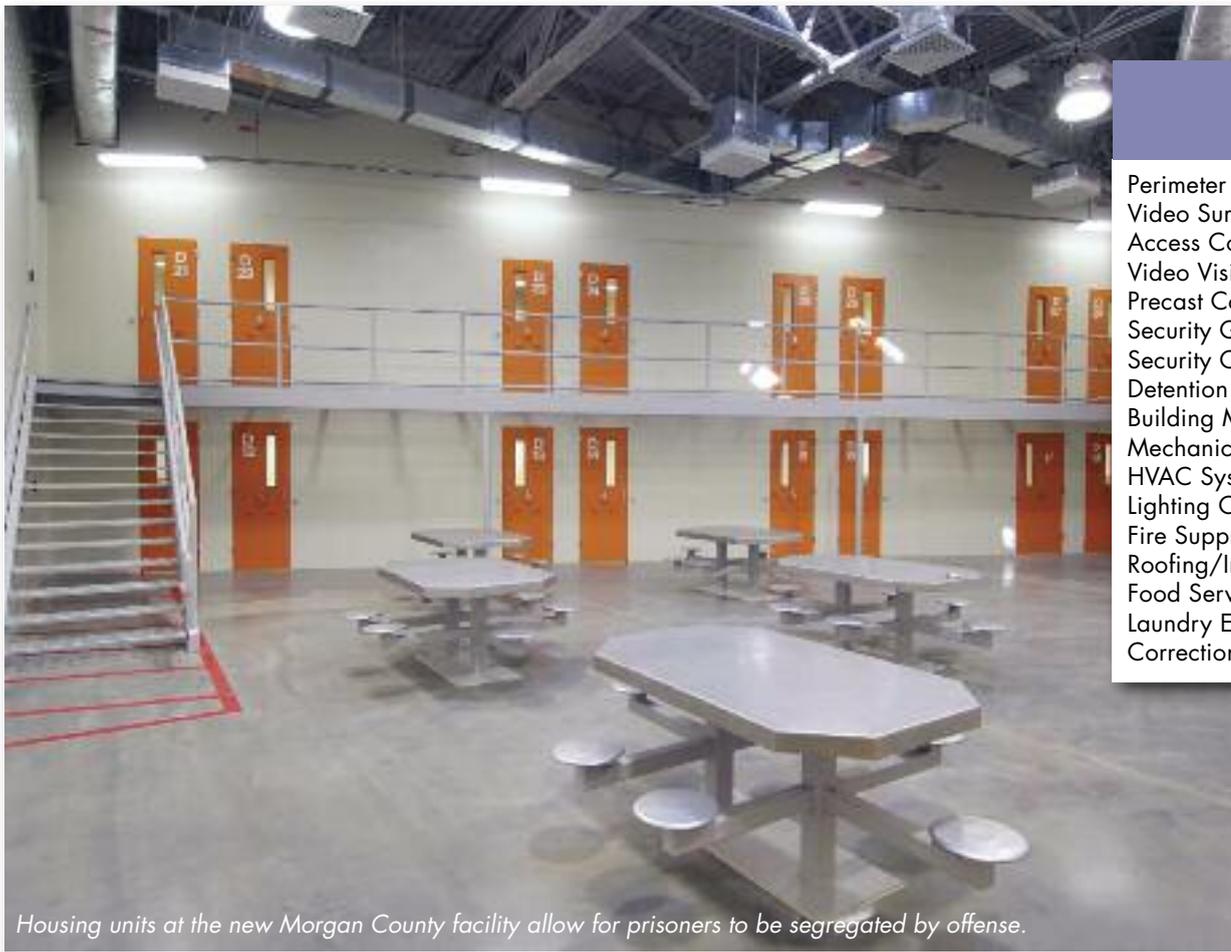
"The design accommodates future growth of departments by allowing the addition of a further 192 beds in the warehouse area with virtually no disruptions to the 24/7 operations of the complex," Maginnis says. "The kitchen and central control are also sized and planned for additional equipment. Even with the additional beds

installed, the facility still has over 22,000 square feet available for lease to a commercial tenant."

Much of the project's smooth progression can be attributed to meticulous planning by the county to sell this project to citizens before it was sent out for a special option local sales tax vote.

"We actually had the vote and sold the program before we had the building selected," says Sheriff Markley.

There was some concern in the community about having a correctional facility with razor wire that could be



Housing units at the new Morgan County facility allow for prisoners to be segregated by offense.

PROJECT DATA

Perimeter Security: *PIDS*
 Video Surveillance: *Intercom/Communications*
 Access Control System: *Jail Management System*
 Video Visitation: *Stanley Security Solutions*
 Precast Concrete/Prefab Steel Cells: *Steel Cell of North America*
 Security Glazing/Windows/Skylights: *Pauly Jail Building Co.*
 Security Cell Doors/Locks: *Habersham Metal/Brinks*
 Detention Accessories: *Willoughby*
 Building Management System: *Johnson Controls*
 Mechanical Systems: *Johnson Controls*
 HVAC System: *York/Johnson Controls*
 Lighting Controls/Fixtures: *Lithonia Lighting*
 Fire Suppression/Smoke Detection Systems: *Viking/Honeywell*
 Roofing/Insulation: *GAF (TPO)*
 Food Service/Refrigeration Equipment: *Manning Brothers*
 Laundry Equipment: *S.E. Laundry (UNIMOC)*
 Correctional Furniture: *Chief Industries*

Unique Aspects

Several unique aspects of this project stand out. The modular cells that SteelCell installed were prefabricated with everything included — bunks, sink, toilet and showers. “They come off a truck and you roll them into place and tie the utilities to it,” McFadden says.

Another feature of the new facility—which houses minimum, medium and maximum security male and female inmates — is its dramatically improved safety features. The old jail did not allow for the segregation of inmates by their offense. The new jail does.

“That was probably the main driving reason we had to do something different,” Markley says. “It’s a much safer situation for the officers, the public and the inmates.”

The building sitelines were designed around the minimal staff that includes five officers, 24-hours per day, a lieutenant and a captain.

“This rivals any other facility I have visited that has been built from the ground up,” Markley says. “We have gone from the Ark to the Starship Enterprise.”

Lisa Kopochinski is a freelance writer and editor.

seen when driving by on this main corridor, a commercial building zone. As a historic town, Madison attracts many tourists. But Markley diffuses that concern.

“It looks like an office-building,” Markley says. “The only place you see the razor wire is in the very back of the building around the sallyport area. What the public sees is a very aesthetically pleasing building. We are using indoor exercise yards so that the inmates cannot see the public driving by, and the public can’t see them.”

Design Challenges

Despite the relatively easy sell to the public, the design team faced some challenges.

“The design challenges associated with adapting an existing facility into a jail/public safety complex are greater than designing a new facility on a green-field site,” Maginnis says. “In an adaptive-reuse project, the designers must document and understand the original design performed by others, the original construction performed by others, the impact of adhering to today’s building codes and the application of new program requirements.”

“The design accommodates future growth of departments by allowing the addition of a further 192 beds in the warehouse area with virtually no disruptions to the 24/7 operations of the complex.”

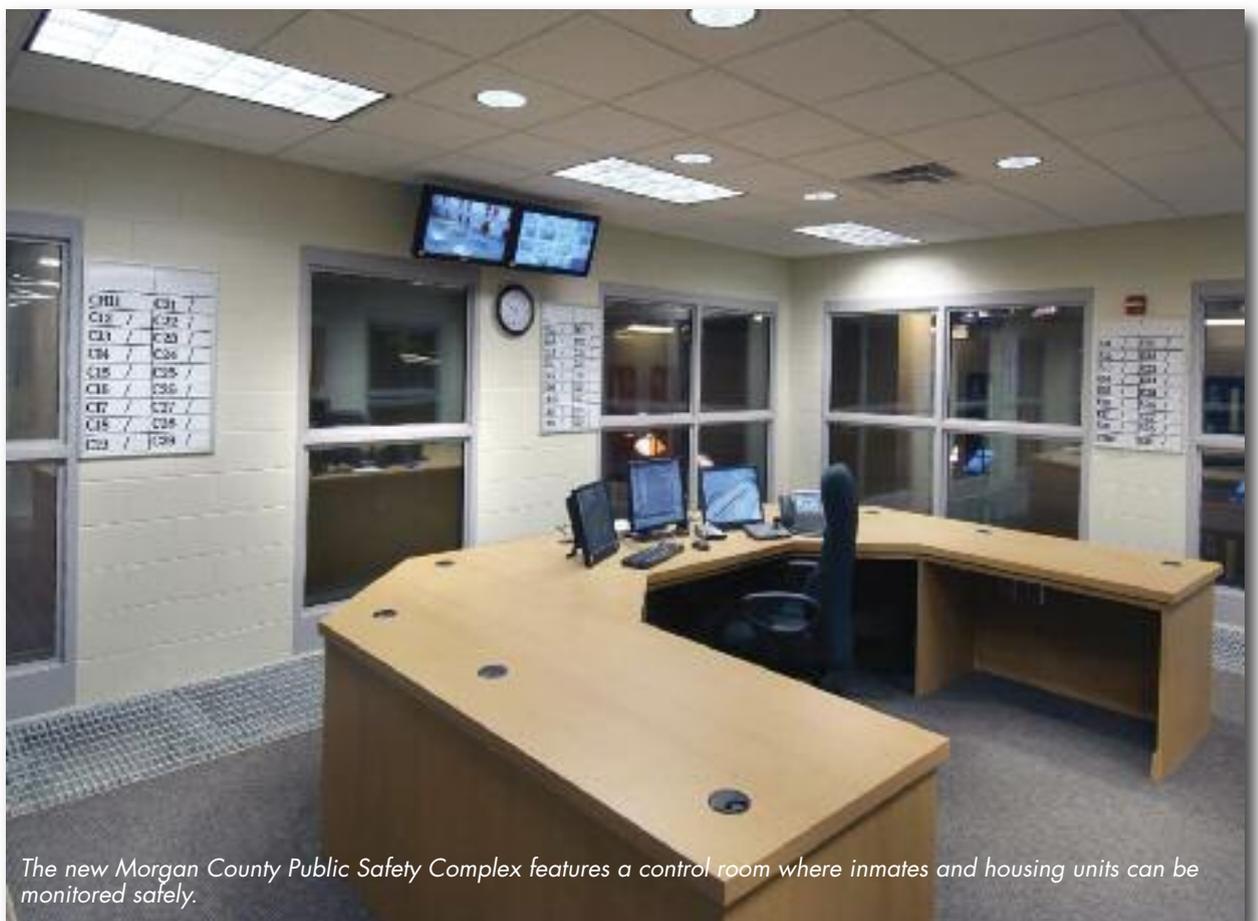
The floor plan was shaped to fit into the existing facility, keeping in mind the column grid, building clearances, existing exterior bay doors, existing parking lots and many other conditions that were either beneficial or detrimental to the new building layout.

Maginnis says one challenge was to locate the two-story housing units in the warehouse areas where there was sufficient clearance below the structure, while another was to keep the new sheriff’s administrative offices in the portion of the existing building that was formerly an administrative office.

The entire team took recycling very much to heart with this project, with everything in the build-

ing viewed as a possible asset before construction began. The sprinkler system was kept intact, as was a most of the electrical system. The chillers, while still operational, were sold to a company where they will be refurbished.

“The reuse of the existing chilled water system was discussed at length,” says George Fragulis, mechanical/plumbing engineer. “However, after obtaining the results of our lifecycle cost analysis, it was decided to do away with this system in favor of a package rooftop systems that gives the client a more flexible system and the option to put certain areas on emergency power. Using a chilled water system would require a much larger generator.”



The new Morgan County Public Safety Complex features a control room where inmates and housing units can be monitored safely.

NOLA, from page 34

"The exterior skin is insulated metal panels and insulated glass," Brown says. "It's much softer, and the elements are broken down to a much more human scale."

Correctional Complex

Prior to the hurricane, the Orleans Parish correctional system was fragmented due to piecemeal growth, according to planners. With the new system, a correctional-complex approach will be implemented to improve efficiencies and safety for the public, staff and inmates.

The key component of the plan is the ability to manage expansion with smart infrastructure systems at the central plant in the kitchen/warehouse facility.

"They can now operate the food service, central warehouse and mechanical systems for all the other structures from that framework," says Ken Ball, a corrections specialist with the sheriff's office.

Ball, who has decades of experience working in corrections, says it's an opportunity that is rarely afforded to a large, urban correctional system.

"Most people never get that opportunity in a lifetime, but they paid the price for it," he says. "After Katrina, the sheriff and his people have lived and functioned through some pretty tough times."

The correctional complex will also minimize the transport inmates outside of the secure perimeter—a significant change from the structures in use now, cobbled together with several entry and exit points and requiring staffing expenditures.

"Operationally, it's just a tremendous cost and it does create a potential hazard to the public," Ball says. "[Gusman] wants to keep it all behind a wall to

where they can move the inmates more freely. It would have more efficient costs, but also a cost savings."

Project management is under the guidance of OMK, a joint venture between Ozanne Construction, Montgomery Watson Harza and Kwame Building Group Inc. Woodward Design-Build, of New Orleans, is serving as the contractor; and Grace & Herbert Architects, of Baton Rouge, as well as Billes Architecture, of New Orleans, are providing additional architectural services.

**Offner**, from page 40

management delivery without a project management plan is a delusion.

Each one of us practices Lean principals in our everyday life and our days are complete with numerous opportunities. I am sure most of us have fixed schedules with tasks that need to be completed before moving on to the next item or beginning our day. Many of these processes utilize a time-management theory.

Many professional service firms have helped clients develop Lean methodologies by performing a series of workshops as part of their correctional manufacturing services. This methodology will examine the steps to streamline incorporating a Lean methodology into a project or an entire program. Developing a Lean methodology for a project can take a month or more of training and planning and once you develop your LPM methodology and put it in place you will surely get results.

You will also get a good night sleep, mostly because you will be constantly and continually exhausted.

Gregory J. Offner, CCM, is vice president of AECOM Design in Arlington, Va. He is a member of the Correctional News Editorial Advisory Board.